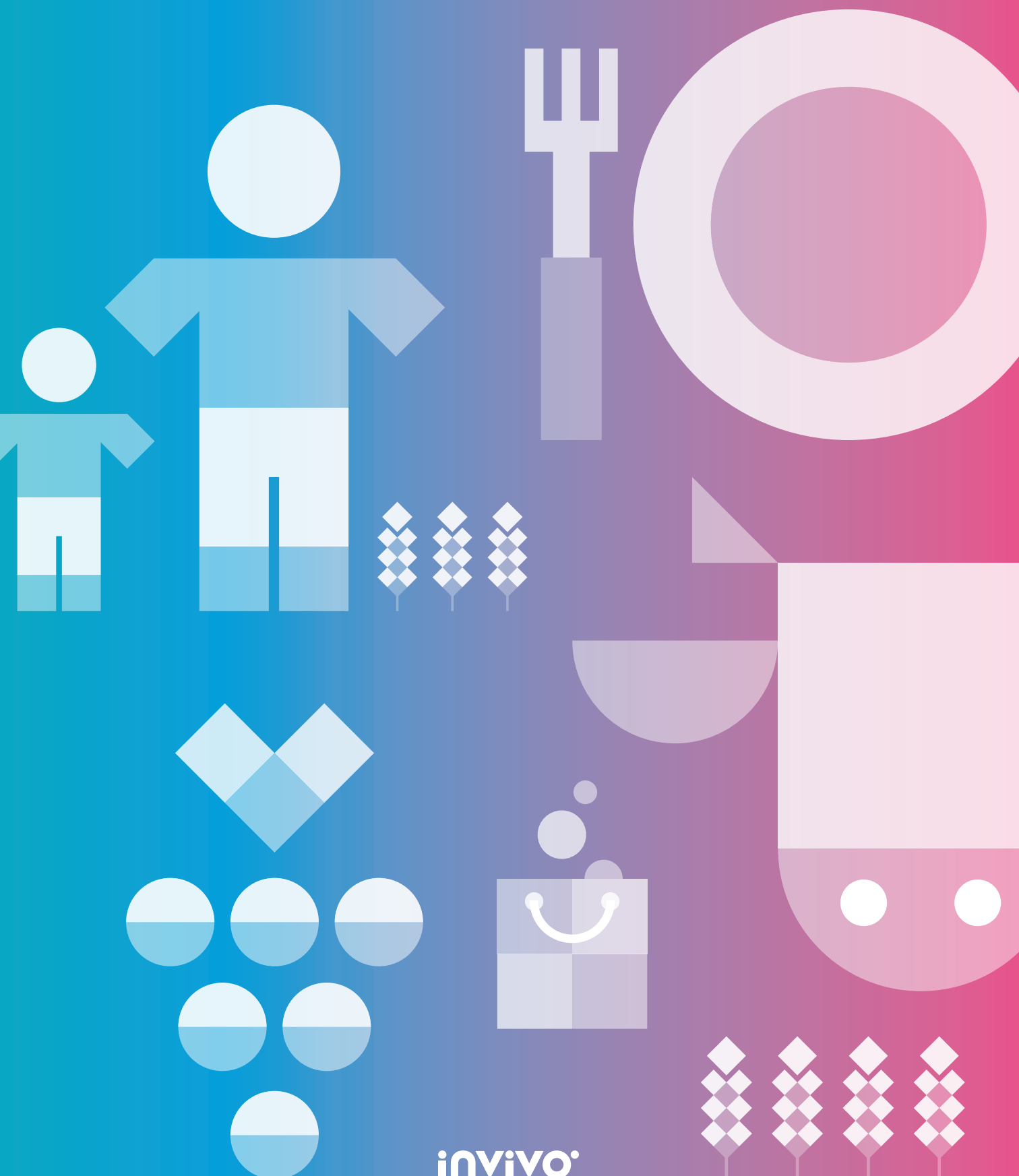


CSR Report 2015_2016



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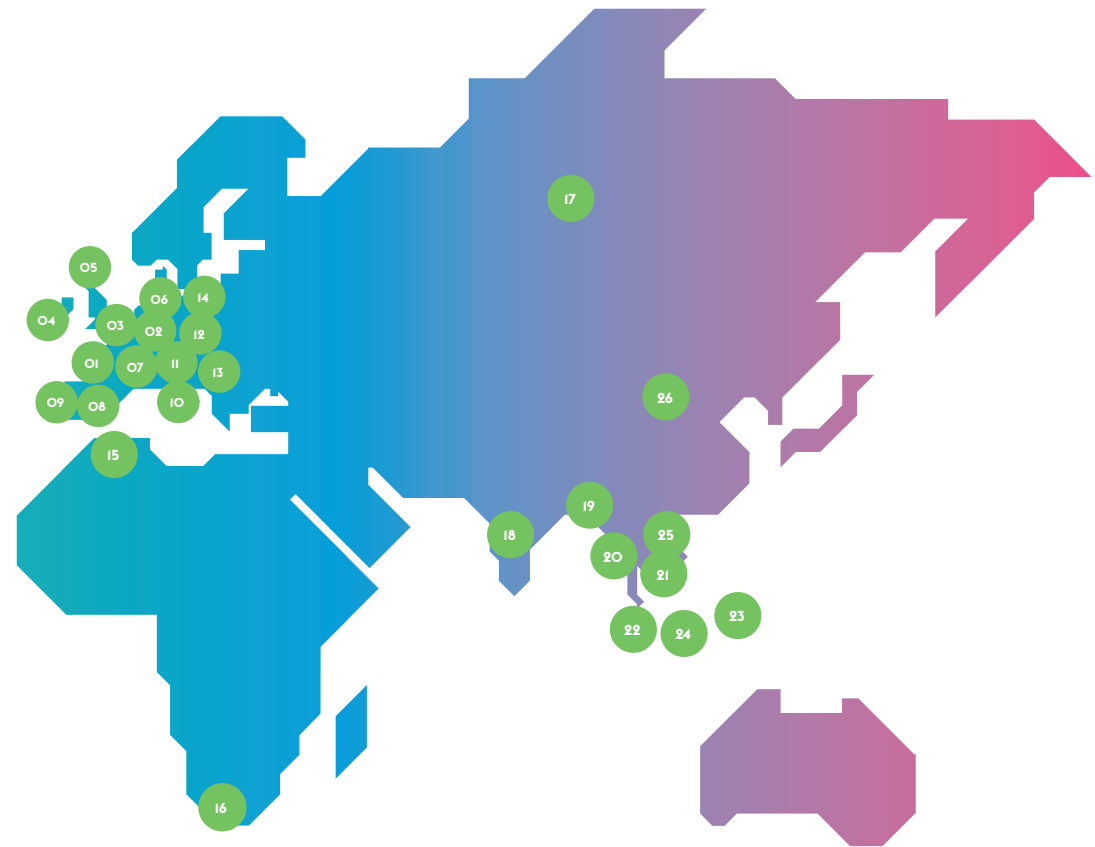
PROFILE



invivo TECH 2020

The “InVivo Tech 2020” aims to accelerate the deployment of the “2025 by InVivo” strategic plan and group growth. It focuses on two main areas:

- Transforming the organisation of the group in all its components: empowering the business lines and refocusing the corporate group, developing the intrapreneurial spirit to promote the integration of new activities and start-ups, as well as involving employees in the “2025 by InVivo” strategic plan.
- Digitalising activities: together with the intrapreneurial culture, it will promote innovation in our activities, smart agriculture, the agriculture of the future which will allow for increased, better production in a sustainable manner.



- 01 France
- 02 Germany
- 03 Belgium
- 04 Ireland
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- 24 Indonesia
- 25 Vietnam
- 26 China
- 27 Brazil
- 28 Mexico
- 29 Cuba
- 30 United States
- 31 Canada



InVivo is fully determined to help French agriculture and agricultural cooperation regain their rightful place in the global food value chain, in respect of the planet and people.

3 VALUE-CREATING STRATEGIC DIRECTIONS

- Be a bridgehead of French agricultural worldwide
- Invest in high-potential businesses to create French champions
- Provide new outlets and support the marketing of French produce

5 DRIVERS PERFORMANCE

- Investing in R&D and innovation
- Expanding and diversifying Group activities
- Developing internationally via new platforms and Neovia sites
- Developing our human capital
- Implementing a social and environmental responsibility policy


KEY FIGURES

No. 1
French agricultural cooperative group

220
member cooperatives

9,200
employees

€6.4
billion in revenue



FRESH IMPETUS FOR OUR SOCIAL AND ENVIRONMENTAL POLICY



Launched as the Group's fifth performance pillar in 2015, the social and environmental responsibility policy takes on a new dimension this year with the creation of the InVivo Foundation in September 2016. In 2050, 9 billion people will need to be fed. This is a major challenge that requires the mobilisation of countries and companies to enable producers to earn a living from their business, to have the tools

“With the creation of InVivo Foundation: source the future, we reaffirm our commitment to society.”

and solutions to produce more and better, and organised channels to market their produce. This will ensure access for all to healthy, quality food on a planet where the majority of the population lives in urban areas.

“It is by working responsibly at every level that we can ensure the performance of our group. For us, performance must drive innovation and be a progress lever for all our stakeholders.”

Focused on People Planet Profit, our CSR policy is organised around three commitments:

- Producing more and better
- Fostering access to a better diet
- Placing people at the centre of our actions.

Over the last two years, various initiatives have been launched, which we continue to strengthen. They support the ambitions of our “2025 by InVivo” strategic plan.

It is by working responsibly at every level that we can ensure the performance of our group. For us, performance must drive innovation and be a progress lever for all our stakeholders. As the leading French agricultural cooperative group, we are acutely aware of our responsibilities, which go well beyond our own activities. We must be exemplary, faithful to cooperative ethics based on honesty, transparency, social responsibility and altruism.

These values are found in the United Nations global pact, which we have chosen to join. Its ten principles form the backbone of a corporate citizen. And we will be very careful that they are applied by all our subsidiaries and all our sites in the thirty-one countries where our group is located. These ten principles give even more weight to our CSR policy.

If our CSR aims to improve the company's performance, we also want to affirm our community commitment. This is why we have created a fellowship fund, InVivo Foundation.

InVivo Foundation will mobilise the skills and resources, enabling farmers to proudly carry out their profession and live it to the full. Its mission has three key elements:

- Helping farmers to earn a better living from their profession
- Bringing new sustainable food solutions
- Taking care of natural resources.

InVivo Foundation will deploy its programmes, nationally and internationally with the aim of disseminating knowledge and skills which will support united social economy projects. ●

Thierry Blandinières
Chief Executive
Officer InVivo

Sébastien Graff,
Director of
Human Resources,
Communication
and CSR



SMART COOPERATION FOR SUSTAINABLE GROWTH

The sustainable development of agriculture and agri-food industries hinges on the integration of social and environmental responsibility in each link in the value chain. InVivo is committed to taking action in each one of those links. How? The Group is rolling out “Smart cooperation” and developing collective intelligence, unifying players and contributing its expertise in a spirit of openness and dialogue with all stakeholders. It relies on the strength of the cooperative model and the values and ethical principles of cooperation. This is how we will be able to better nourish people, help farmers to improve the quantity and quality of their production in a profitable manner, and respond to the expectations of consumers and citizens. ●



“Sustainable agriculture will come about through a large range of solutions and the proper use of new technology for maximum economic and environmental efficiency.”

Laurent Martel
Director of InVivo Agriculture



“Our efforts in terms of CSR must be performance levers. Its a commitment from us to our cooperative and financial partners. It is the key to sustainable growth for our company.”

Maha Fournier
Chief Financial and Operating Officer



“We are paying close attention to management, with five new committees representing the cooperatives within the different sectors and three cross functional committees, one of which is an ethics committee.”

Jérôme Duchalais
Deputy CEO and Corporate Secretary



“Gamm vert supports its clients in their passion for their vegetable patch and all things homemade. Frais d’lci’s innovates by providing fresh, local, traceable produce. Our approach is holistic: from the garden to the plate. It gives value to the land and the producers.”

Jean-Pierre Dassieu
Director of InVivo Retail



“Our project for InVivo Wine is about an offering that pays the greatest respect to quality, produced in cooperatives, and sold at affordable prices.”

Bertrand Girard
Director of InVivo Wine

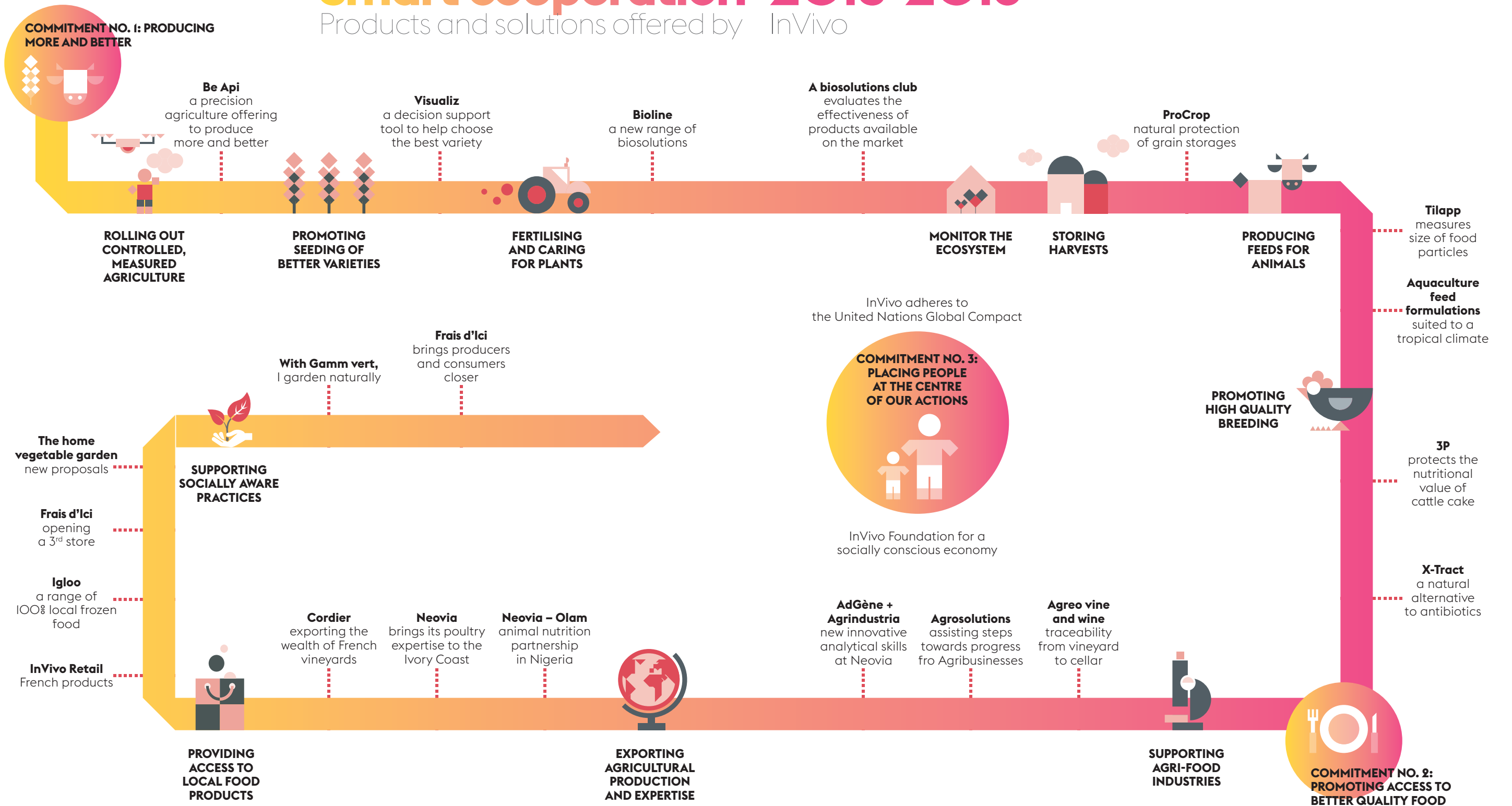


“Neovia is committed to sustainable growth, with people at the heart of its corporate strategy: two major pillars of a successful and sustainable CSR initiative.”

Hubert de Roquefeuil
Deputy CEO and President of Neovia

Smart cooperation 2015-2016

Products and solutions offered by InVivo



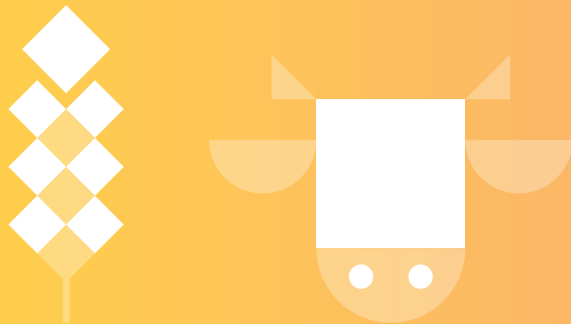
COMMITMENT NO. 1

produce more and better

Deploy the best precision techniques to produce more and better

Assist our stakeholders by means of a wide range of responsible solutions

Optimise our environmental footprint



As a follow-up to the COP 21 – Paris Climate Change Conference – held at the end of 2015, more and more companies and citizens are engaging in the research and implementation of solutions for the 3Rs: Reducing resource consumption, Reusing products, Recycling waste. For InVivo, the challenge of feeding more than 9 billion people on a fragile planet, will be met by scientific and technical innovations that will increase productivity by optimising the use of inputs and raw materials, thus preserving natural resources and reducing the environmental footprint of agriculture and livestock.

DEPLOY THE BEST PRECISION TECHNIQUES TO PRODUCE MORE AND BETTER

Agriculture and livestock farming have entered the digital and big data age. The “InVivo Tech 2020” approach focuses on skills, tools and practices that will enable InVivo Agriculture and Neovia to develop smart agriculture and smart farming. These are two approaches that will help to increase agricultural productivity and farmers’ incomes in a sustainable way. InVivo Agriculture and Neovia are specifically working on precision techniques which will enable farmers and livestock farmers to better manage their operations by optimising their use of inputs (seeds, water, fertilisers, plant health) by improving the quality of their products and the animal welfare. ●

Two innovative tools

With Tilapp, Neovia can measure the particle-size distribution of complete feed

1

Neovia has developed a connected object to measure the particle-size distribution of complete feed manufactured in its plants. This solution consists of a physical measuring device and a cloud analysis service. There are many benefits. In particular, it allows us to improve the quality of analyses, to divide analysis time by 7, improve the process and standardise procedures, and strengthen customer relationships by providing customised quality service. This connected object has been made in the Design Lab of Neovia, attached to We’nov, its sworld centre of innovation.

Visualiz, a decision support tool by Semences de France for distributors

2

Visualiz is a decision support tool capable of processing thousands of pieces of data from small grain, corn, rapeseed and sunflower varietal trials. Already installed in six cooperatives, it allows agronomists and brokers to help cultivation technicians choose the varieties best suited to the soil and climatic characteristics of the farms in their area and the needs of the food sector.



Be Api: the “made in coop” precision farming

Precision farming, which consists of regulating cultural practices and input doses depending on the intra-plot variability of soil and crop requirements, rises to the challenges of sustainable development: producing more and better with less.

How can we accelerate its development? InVivo and about twenty cooperative partners created Be Api in October 2016. This is an initiative which also embodies the “smart cooperation” values which the group promotes.

The offer proposed by Be Api highlights three major points:

- Soil diagnosis: the basis for carrying out precision farming
- Agronomy, which can give advice
- Operational implementation, in terms of the information systems and equipment available to the farmer.

Between 150,000 and 200,000 hectares are currently managed by precision farming in France. The potential is estimated at 4 million hectares of annual crop production, including 500,000 hectares in the next five years. ●

Fish feed adapted to the tropical climate

According to a report from the World Bank, by 2030, two-thirds of the seafood consumed in the world will come from aquaculture and the share of these products in the global protein response will increase significantly. Fish farming is therefore at the heart of the food response.

In February 2015 Neovia opened its first micro-extruded products factory in South America, on the Descalvado site in the State of São Paulo (Brazil). Innovation in manufacturing processes combined with research conducted by its R&D department has helped develop highly digestible microparticles for fish in their early stages and increase the survival rate of fry.

These formulations, which are adapted to the tropical climate, help to strengthen the genetics of fry (by allowing its genetics to be expressed where it usually does not) and also participate in environmental protection by reducing the amount of waste in ponds. ●





ASSIST OUR STAKEHOLDERS BY MEANS OF A WIDE RANGE OF RESPONSIBLE SOLUTIONS

Several entities within the group participated in the workshops of the COP 21 (the Paris Climate Conference) in December 2015 affirming the willingness of the InVivo group to contribute to the fight against climate change, implementing the ecological transition, by always bringing more innovative and responsible solutions to its partners across all of its businesses. Neovia is intensifying its research on alternatives to antibiotics and the demedication of livestock. InVivo Agriculture is investing in developing biosolutions in plant health, which is one of the strategic pillars of the “2025 by InVivo” plan. InVivo Retail with Gamm vert is not to be outdone. Already highly committed to responsible gardening, Gamm vert has launched a new customer advisory approach called “*Je jardine au naturel*” or “I garden naturally”. ●

I garden naturally with Gamm vert

From 1 January 2017, the sale of self-service plant protection products (excluding biocontrol products and UABs) to individuals will be banned. From 1 January 2019 they will disappear from shelves. Since 2015, Gamm vert has been preparing the first assisted sales tests and the expansion of the range of biocontrol products and UABs (products for use in organic farming systems), as well as a training programme for advisors.

The gardening section has been completely revamped with an input key on the biotope that constitutes the garden’s natural environment. A significant focus has been placed on preserving biodiversity, enriching the earth, water management, seed choice, and plants and products for treating gardens and vegetable gardens. A very important teaching approach is being carried out to guide amateur gardeners on the path to responsible gardening. Three short booklets have been published: “Good practices for my vegetable garden”; “Good practices for my plants” and “Good practices for weeding”. They are available in store. ●



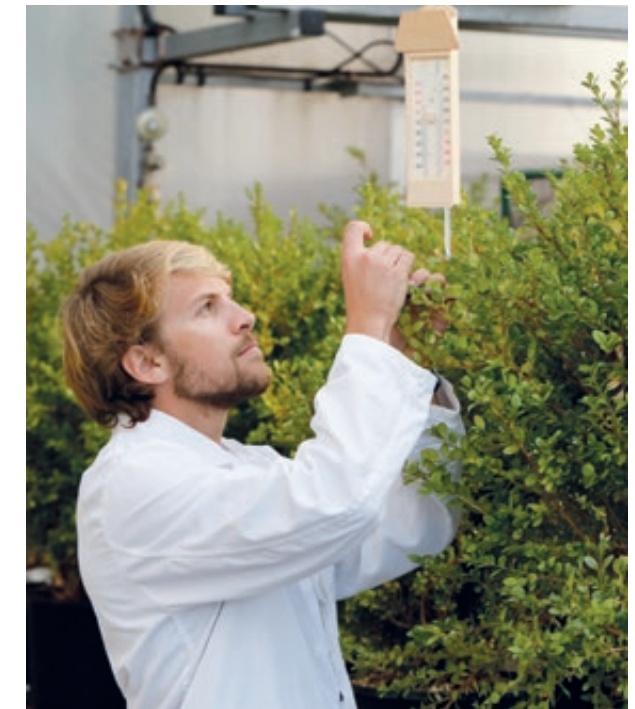
Alternatives solutions to medicines in livestock farming

Since the 1990s, Neovia’s additives and ingredients business has been developing the first alternative solutions to medication for animals based on plant extracts. It is notable in this context that, in 2015, the original product (Xtract® 6930, renamed Xtract® EvolutionB) was recognised by the European Food Safety Authority (EFSA) as an effective alternative to antibiotic growth factors.

Rather than destroy or limit the development of pathogens in livestock, Neovia researchers are convinced that it is better to reduce their impact on the animal.

Neovia’s range of functional additives and ingredients reflect this approach on the basis of 17 patent families and more than 90 major scientific publications. Neovia has demonstrated, for example, that the activation of certain intestinal receptors (taste receptors traditionally present on the tongue) makes it possible to control a fundamental physiological response improving the efficiency of mammalian production and well-being, in particular at weaning.

Neovia is continuing its research on functional additives, convinced that these scientific and technological concentrates are one of the most promising prospects to ensure a prudent use of medicines in livestock farming. ●



Biosolutions: a new green revolution

InVivo Agriculture concentrates its R&D efforts on the ever more acute problem of reducing the impact of plant protection products and the responsible development of biosolutions: biocontrol products (macro-organisms, auxiliaries, micro-organisms, natural substances) and biostimulants.

More than 40 products have been tested this year at the Milly-la-Forêt platform.

Agrosolutions have launched the Biosolutions club in which 14 cooperatives are involved. It has given itself three years to evaluate the effectiveness of the available products and to identify the best methods of use in order to improve the advice given to farmers.

Biotope and Bioline have intensified their research on auxiliary macro-organisms, insects and acarids used for biological control for professional uses (large-scale farming, vineyards, market-gardening and fruit growing, green spaces) and the general public.

The partnership agreement with Valagro, one of the leading biostimulants companies, extends InVivo Agriculture’s expertise in the biosolutions market. ●



OPTIMISE OUR ENVIRONMENTAL FOOTPRINT

Reducing our industrial sites' environmental impact and reducing our consumption of inputs (energy, water) go hand in hand with the actions developed by InVivo to help farmers and livestock farmers produce more and better. InVivo's ambition is to go even further: constructing new industrial tools with high environmental quality, recycling our waste in recycling chains, exploiting by-products from food chains in animal nutrition or for other uses. ●



Neovia installs a biomass boiler in Binh Duong

At the end of 2015, a locally made biomass boiler was installed on the Binh Duong site (north of Ho Chi Minh City). With a capacity of five tonnes of steam per hour, this totally automated boiler uses a local biomass: rice husks, which are very abundant in Vietnam. The boiler

is versatile and can also work with other energy sources. It is also equipped with a heat exchanger, a soft water production system and a flue gas treatment system. Being directly connected to industrial reporting via the internal network makes it possible to optimise how it operates.

Installing this biomass boiler in the feed plant resulted in a decrease of 18% in energy expenditure and a decrease of 4% in the total production cost. Moreover, since the steam produced is of high quality, the extrusion and drying processes have been improved as has the quality of the finished products.

In addition to the biomass boiler, Neovia has also deployed a 5S approach (sort, straighten, shine, sense for order, self-discipline) that is synonymous with quality and efficiency throughout the site. ●



InVivo Storage ISO 50001 certified

InVivo Storage has obtained ISO 50001 certification – Energy management for four of its main grain silos in: Bassens, Nantes, Metz and Ottmarsheim. The four certified silos represent 65% of InVivo Storage's energy costs. The deployment of the measures at all the other silos is in progress. The measures will allow for a 10% reduction in the energy consumption of InVivo's river and port silos in three years. ●

Optimising animal feed resources

The combined increase in population and rising living standards has increased the need for animal proteins. The sustainable and optimised use of resources (raw materials) therefore becomes a major challenge to get our societies committed to a logic of sustainable growth. It is also one of Neovia's five priority areas of innovation. Two examples clearly illustrate this approach.

In France, Neovia's R&D have developed an industrial tool dedicated to processing soy bean meal and rapeseed. Intended for ruminants, the so-called "3P" technology makes it possible to improve the nutritional value of these raw materials by protecting the degradation of the protein in the rumen through a natural formaldehyde treatment. This technology makes it possible to improve the supply of amino acids to ruminants and limit environmental emissions. Test results have also demonstrated improved animal performance in dairy production.

In India, Neovia has identified, analysed and qualified the by-products from an alcohol manufacturer that are not recovered. Today, the rice grains of this producer are listed in its formulation tables and recovered in poultry feed. ●

Reducing our environmental footprint

Reducing our environmental footprint involves everyone. Several initiatives have been put into place that together combined help reduce our environmental footprint without the loss of efficiency in our work.

At the InVivo group's headquarters in Paris, the bins have been replaced by a sorting system for waste paper and a mini recycle bin for residual waste. The savings made this year thanks to the recovery of this waste represent the paper equivalent of 220 trees.

In addition, a series of initiatives have been organised such as video-conferences and regular live chats with the general management to reduce the need to travel while maintaining the close links between employees and the ability to work well together. ●



 COMMITMENT NO. 2

promoting access to better quality food

Guaranteeing food quality and safety
Support the structuring of agri-food chains
 by sharing our know-how
Meet new consumer expectations



By 2050, the global population will have reached 9 billion. The greatest demographic growth will be seen in developing countries. 70% of the world's population will live in urban areas (compared with 50% today). Many countries will continue to rely on international trade for their food security. At the same time, dietary practices are evolving with an increasing demand for proteins. And new eating habits are appearing. Everywhere, food safety and traceability are a major concern. Aware of its responsibilities and its strengths, InVivo is committed to providing access to quality food for all. It is rising to this challenge by supporting the structuring of agri-food chains in France and abroad, sharing knowledge and skills, and proposing new concepts that respond to new consumer expectations. This is how we can work together to foster access to a better diet.

GUARANTEEING FOOD QUALITY AND SAFETY

The many health crises in recent years have reinforced consumer expectations in terms of food safety, food composition and the source of raw materials. All over the world, consumers need to be assured and reassured about their diet because it contributes to their health and well-being.

Present in all agri-food sectors, with a stronger involvement on the upstream links with InVivo Agriculture and Neovia, and downstream with InVivo Retail and InVivo Wine, the InVivo group places the quality and safety of food products at the heart of its priorities. ●

Neovia acquires new analytical skills

Neovia is strengthening its global network of laboratories so as to meet customers' expectations for food traceability and safety, the acquisition of new skills (environmental analysis, nutraceuticals) and integrating the latest technological advances.

Following the acquisition in 2015 of AdGène, a French laboratory specialising in the environment and molecular biology, Neovia acquired the Italian laboratory Agrindustria in 2016.

Specialising in chemical and microbiological analyses for human nutrition, animal nutrition and the wine industry, Agrindustria is recognised for the quality of its research and expertise in detecting dioxins and pesticides, and has more than fifteen certifications and accreditations in its market.

By strengthening these new skills into its global network of laboratories, Neovia is further contributing to the development of eco-responsible agri-food chains. ●



At Gamm vert, the development of the food supply is exemplary

To support its franchises in the development of an in-store food supply, Gamm vert offers new tools to better control health risks.

The health control plan (a collection of procedures and rules of good practice on topics such as cleaning and maintaining the cold chain) was supplemented this year by the analysis of health hazards (HACCP) in order to meet regulatory obligations.

This plan was also expanded to integrate other activities such as selling frozen and organic products and managing food donations to contribute to the fight against food waste.

Gamm vert also offers training sessions for store managers and food department managers in order to best roll out these good practices. Videos presenting concrete cases of health crises have been made available at points of sale, to help staff react adequately in the event of a crisis.

Gamm vert SA and the network of franchises carry out systematic sampling of products for a microbiological quality analysis twice a year as well as an audit to improve practices. ●

Agreo vineyard & wine: traceability from vineyards to wine

This complete web software was developed by Smag to simplify and optimise the quality and traceability of wine production, from the planting of the vine to the packaging of the wine. Smag now offers an increasingly complete range of traceability solutions, essential tools for any industrial transformer in agro-food-stuffs facing the challenge of fulfilling its quality commitments to its customers and consumers. ●



SUPPORT THE STRUCTURING OF AGRI-FOOD CHAINS BY SHARING OUR KNOW-HOW

Whatever the country, the structuring of sectors in the interests of an equitable distribution of added value between producers, manufacturers and distributors is also one of the most relevant ways to meet the food needs and diversified expectations of consumers. At InVivo, we work for the sustainable development of agriculture and livestock farming combined with that of sectors and territories. ●

Agrosolutions helps further the innovative approaches of the sectors

Securing and demanding responsible supplies of agricultural raw materials is a key issue for the agri-food industry and the bio-based industries.



Agrosolutions supports the integration of these elements into the CSR, marketing, quality and purchasing strategies of the players in these sectors. It helps further the innovative approaches and partnerships they wish to develop.

The agricultural consulting firm has accompanied the Duralim platform in establishing an inter-professional charter for the promotion and improvement of the sustainability of livestock feed. It has carried out several missions with the cereal sector manufacturers (bread, pasta and biscuits), on the analysis of health and environmental issues, optimisation of data collection, identification and calculation of indicators allowing the establishment of reporting on the environmental performance of their wheat supplies. ●

Neovia – Olam: partners in Nigeria

Neovia and Olam signed a service contract in January 2016 to jointly develop their expertise in animal nutrition in Nigeria, the most populous country in Africa. Nigeria is a country with a strong agricultural potential that it wishes to harness. Olam, a global agri-food player, is active in 65 countries. Now based in Singapore, Olam was formed in Nigeria in the late 1980s. It is very familiar with the country and Africa on the whole. Neovia therefore relies on its African experience to develop its activities on this continent. Neovia assists Olam in the design, equipment and installation of its food plants in Nigeria. In particular, its nutrition and formulation experts work in close collaboration with Olam teams to help them better understand the local market and develop adapted formulas using local or imported raw materials. Neovia also trains Olam teams so that they can provide veterinary technical support to fish and poultry producers, thus helping them to optimise the performance of their farms. ●



Neovia brings its know-how to the Ivorian poultry sector

Sipra (*Société Ivoirienne de Productions Animales*), an Ivorian food production company founded in 1976, a pioneer in the structuring of the poultry sector in the Côte d'Ivoire, has been working closely with Neovia for several decades.

Both partners share the belief that low purchasing power in Africa should not be a barrier to accessing quality food and competitive prices.

The areas of collaboration range from technical partnerships (formulation, choice of raw materials, characterisation of products) to technical audits at all levels (laboratory and production), to the training of Sipra technicians and even assistance and advice on strategic development projects. ●



MEET NEW CONSUMER EXPECTATIONS

Our doctrine is to be uncompromising on food quality and safety while being inventive when creating new food products. But food is also a pleasure. It is by cultivating this art of eating well, offering simple and tasty products, that we wish to change consumers' eating habits towards more balanced diets that are better for their health. The richness of the French terroirs is an asset that InVivo Retail and InVivo Wine particularly value with their new offers adapted to the expectations of consumers and contemporary lifestyles. ●



Cordier: the pleasure of tasting

French wine-making know-how is respected throughout the world. From San Francisco to Shanghai, young generations, for whom wine is primarily a symbol of time spent with friends, are thirsty to discover new tastes. Developed by passionate cooperative wine growers, coming from different French wine territories, the new Cordier range will be composed of Bordeaux's core range and wines from fine grape varieties. By focusing on the moments of relaxation and pleasure that are conducive to tasting and by giving con-

sumers simple reference points (origin: e.g. Bordeaux, name of the vine variety: e.g. Gamay, Sauvignon), Cordier wants to offer high-quality yet affordable French wines to young generations and new consumers, wines that carry within them what is at the heart of French culture and gastronomy: an "art de vivre" or art of living. ●



InVivo Retail: products originating from the French terroirs

More than 300 Gamm vert stores have opened a terroir boutique offering their customers products that reflect the traditional flavours and know-how of French terroirs. Some twenty stores have successfully tested the Igloo concept. This range of frozen products, 100% from French terroirs, has about fifty references covering four families: vegetable gardens, meat and poultry, regional specialties and orchards. This offer covers all aspects of meals and allows stores to offer all the ingredients needed to cook a meal, from starters to dessert.

The opening of the third Frais d'Ici supermarket in partnership with the garden centre Gamm vert, with whom it shares the cash registers, opens new possibilities. More than a hundred garden centres could adopt this format. In Auch, Frais d'Ici has a 350m² store with more than 1,500 products (fresh fruit and vegetables, a deli counter, meats and poultry, dairy products, groceries and beverages) from 150 local and regional producers.

As regards the Delbard garden centres, they have developed a new food concept called "The Flavours of our Regions", inviting consumers to discover the culinary know-how of the five major regions of France. The concept is to be rolled out in some twenty stores in 2017, following the very positive results of the first test. ●



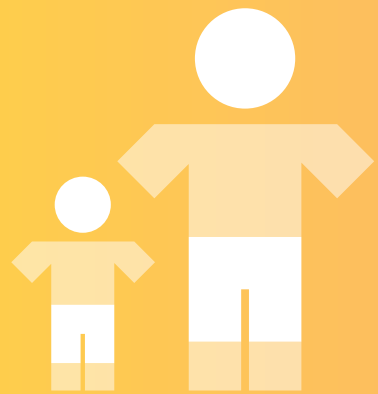
Eating better: self-production in all its forms

Recognised for its expertise in vegetable gardens and backyards with Gamm vert, InVivo Retail relies on Néodis, its marketing subsidiary, to come up with new and innovative concepts such as "Home & Garden", "Nature in the Home". After launching a very innovative backyard range called Plume & Compagnie several years ago, Néodis is working on another concept, "Kitchen Gardening". A new offer will soon be launched which will allow everyone to grow fresh and tasty fruits and vegetables year round thanks to practical, innovative and ecological solutions. ●

 COMMITMENT NO. 3

placing people at the centre of our actions

Developing the territories in which we are based
Being a socially responsible group
Stimulate innovation and build the future



The challenges in the world cannot be met solely by individual initiatives. There needs to be collaboration between all stakeholders to bring about more effective, collective initiatives. InVivo wishes to participate in the development of a circular, collaborative and innovative economy that stimulates economic activity in the regions, involving our suppliers and customers, producers and consumers, universities, research centres and start-ups. Our “2025 by InVivo” strategy is a collective project, which is meaningful for the group's employees and its member cooperatives, for all agricultural stakeholders, and for society as a whole.

DEVELOPING THE TERRITORIES IN WHICH WE ARE BASED

True to cooperative values, and to the task that prevailed upon its creation more than 70 years ago, InVivo designs, implements, pools, and unites value-creating initiatives in sectors and territories, in the interest of cooperatives, farmers, agriculture, and society as a whole. ●



Frais d'Ici: producers are its best ambassadors

The new Frais d'Ici food distribution concept contributes to territorial development and supports local producers by placing people at the centre of the system. By providing a real alternative to traditional supermarkets, it “reconnects” consumers with producers and agriculture.

Each week several meetings are organised in the shops with producers and consumers, to share, try foods, and better understand the origin of the marketed products. With Frais d'Ici there is a story, producer, and territory behind every product.

During the 2016 edition, LSA diversity and CSR trophies awarded by professionals in the consumer goods, industrial, and retail sectors were handed out, with the “Responsible purchasing” award being given to Frais d'Ici as its shops prioritise local sourcing of their supplies. ●

Neovia: a key player in the development of Morbihan

Resolutely global (72 plants in 28 countries worldwide), Neovia chose to keep its headquarters in Saint Nolff, Morbihan. As with all companies that are internationalising, one of its main challenges is to attract high-level executives and their families. A shared challenge that InVivo's animal nutrition and health division has with other institutional and economic players within its territory.

Two initiatives illustrate this commitment:

- Participation in a project for the creation of an international baccalaureate in partnership with the Lycée Saint François-Xavier de Vannes. This diploma is awarded by the International Baccalaureate Organisation (IBO) – a Swiss non-profit organisation sponsored by Unesco.
- The “spouse employment” project initiated by companies in Morbihan, foremost among them Neovia, in order to find a solution to promote recruitment and talent retention within the territory. A web platform dedicated to spouse recruitment has just been set up in november 2016.

A commitment recognised by all. Neovia has won the 2016 Entreprise-Morbihannais award. This initiative, organised by Ouest France, in partnership with the department and Crédit Agricole, Morbihan, aims to highlight individuals or groups who have promoted the region during the financial year. ●



21 cooperatives from different wine regions involved in the InVivo Wine project

In July 2015, InVivo created InVivo Wine, with the aim of developing French wine export and internationally reclaiming market share, by uniting wine cooperatives around a mobilising project.

An additional step was taken at the extraordinary general meeting of 17 December 2015, which voted in favour of the possibility of direct membership of wine cooperatives in the Union InVivo, if they wish to become full participants in the InVivo Wine project, by underwriting capital and committing to multi-year wine volumes which meet the specific qualitative loads.

21 cooperatives from different wine regions (Bordeaux, Rhône, Sud-Ouest, Languedoc, Roussillon, and Beaujolais) became members of the Wine section of the Union InVivo.

A first success for this value-creating project for the French wine industry, cooperatives, and winemakers. ●

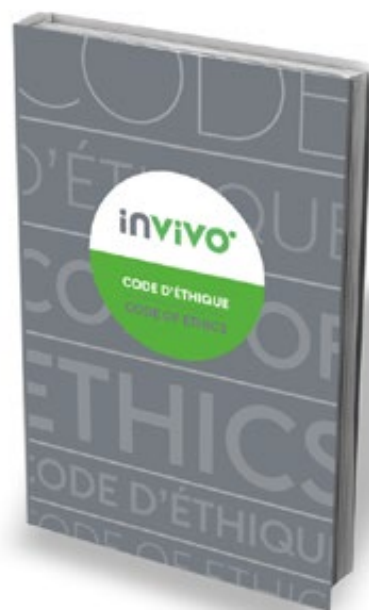


BEING A SOCIALLY RESPONSIBLE GROUP

The strategic plan “2025 by InVivo” shows that the growth ambitions of the group are based on five values: Humanism, Commitment, Innovation, Team spirit and Enthusiasm, as well as on strong commitments. The way in which the objectives are achieved is just as important as achieving them. ●

InVivo’s code of ethics: the rights and duties of employees

The code of ethics encourages each employee to respect the values of the group and recalls the key principles of action for the success of the “2025 by InVivo” strategic plan as a responsible company, respectful of all its stakeholders: employees, members, shareholders, customers, suppliers, partners and the company as a whole. These principles of action are intended as a source of inspiration for employees to better identify the attitude to be adopted in sensitive situations, which they may encounter in their internal or external relations with the company, in order to make the best decisions in all circumstances. ●



Health and safety: new approach to preventing psychosocial risks (PSRs)

The group initiated an approach to tackle psychosocial risks (PSRs). Working groups, comprising some forty employees representing the businesses, activities and sites, were put together and trained with a dual mission: to identify the risk and protection factors and propose a plan of action. The work they carried out in 2016 in partnership with the occupational physician and the representatives of the French Committee on Health, Safety and Working Conditions (*Comité d'Hygiène, de Sécurité et des Conditions de Travail, CHSCT*), made it possible to put together an ambitious action plan, intended to be taken up in the context of an InVivo group agreement, which has been under negotiation since September. ●



“Good Day Safely Project” in Brazil

Preserving the health and safety of employees is one of the priorities that Neovia strives to improve on an ongoing basis. To go beyond the various concrete applications that already exist, Neovia in Brazil set up an event called “Good Day Safely”. All of Neovia’s employees in Brazil were included in the approach (administrative staff and operators) and the event took place at the same time at all the sites in the country. The approach involved the families of employees to raise awareness of safety at work, using letters or photos that expressed families’ importance that their loved ones working on our sites return home in good health. This innovative initiative was very successful and the results were convincing. ●

Equality: strengthened commitments

InVivo reinforced its commitment to professional equality by signing a group agreement* in November 2015. This agreement marks a step forward as regards training managers in non-discrimination, increasing access to vocational training and financial measures to improve arrangements related to parenthood (such as maternity leave, adoption leave and paternity leave). This agreement also provided an opportunity to launch a solidarity scheme to grant employee rest days, implemented for the first time at the end of the financial year to finance the leave of an employee facing a family emergency. The first donation incentive campaign was a resounding success with the collection of 267 days, with 10% (27 days) contributed by InVivo to promote the solidarity scheme. ●

**The provisions of this agreement apply to employees of companies that are socially integrated into InVivo group agreements.*



STIMULATE INNOVATION AND BUILD THE FUTURE

Our ability to meet global agri-food challenges in a sustainable manner will be determined by how we innovate.

Enthusied by “smart cooperation”, the InVivo group is implementing more and more tools and means to move forward with its stakeholders, to co-develop and deploy the solutions of tomorrow more effectively. ●



We'nov: innovation at the heart of Neovia

With We'nov, its global innovation centre, Neovia is driving a new dynamic of open and international innovation, shared by all its employees and stakeholders. This dynamic can be found in the CSR policy.

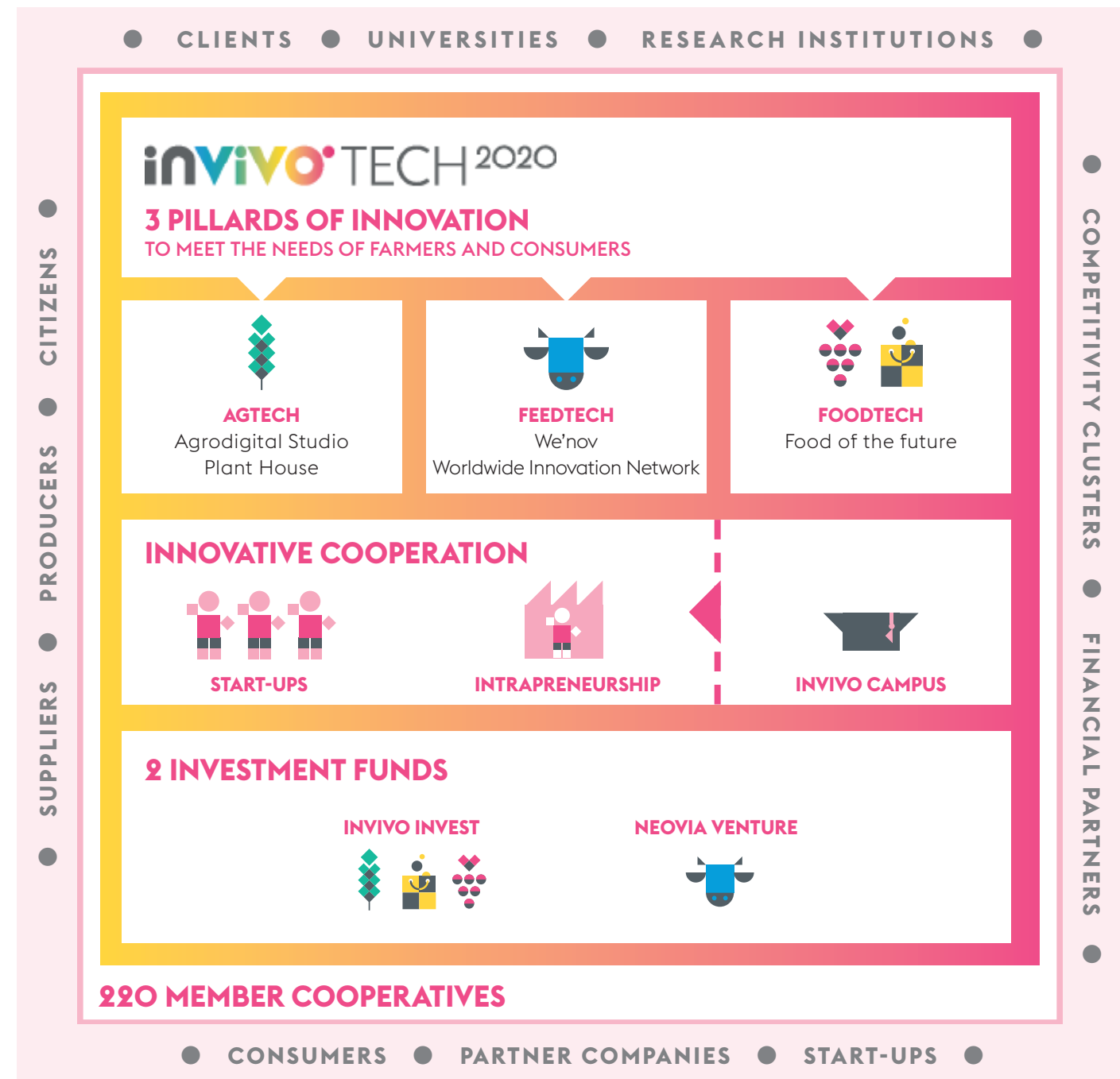
Neovia has identified five key areas of innovation: smart farming, aquaculture, resource optimisation, interactive pet line and functional ingredients. These are the engines of tomorrow's growth and will enable Neovia to offer differentiating products and services to its customers and partners. ●

InVivo Agriculture: the fields of the future

Agriculture is experiencing a revolution. If the same objective remains: produce more and better, the opportunities which are presented by new technology will require a new approach to production methods. The agriculture of the future will be digital and sustainable, rural and urban, conventional and organic. To meet this challenge, InVivo Agriculture focuses on three areas of research and innovation: biosolutions, digital agriculture, precision agriculture. ●



THE INNOVATION ECOSYSTEM



invivo adheres to the united nations global compact

The United Nations Global Compact is the largest international voluntary initiative encouraging sustainable development. More than 1,000 French companies and a hundred NGOs have already joined it. As a responsible corporate citizen, InVivo decided to do the same.



THE 10 PRINCIPLES

HUMAN RIGHTS	LABOUR	ENVIRONMENT	ANTI-CORRUPTION
<p>01 Businesses should support and respect the protection of internationally proclaimed human rights; and</p>	<p>03 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</p>	<p>05 the effective abolition of child labour; and</p>	<p>10 Businesses should work against corruption in all its forms, including extortion and bribery.</p>
<p>02 make sure that they are not complicit in human rights abuses.</p>	<p>04 the elimination of all forms of forced and compulsory labour;</p>	<p>07 Businesses should support a precautionary approach to environmental challenges;</p>	<p>09 encourage the development and diffusion of environmentally friendly technologies.</p>
<p>06 the elimination of discrimination in respect of employment and occupation.</p>	<p>08 undertake initiatives to promote greater environmental responsibility; and</p>	<p>08 undertake initiatives to promote greater environmental responsibility; and</p>	

InVivo undertakes to respect the current regulations and standards in all areas, notably in employment law, the safety of people and products, the protection of health and the environment and the fight against corruption. It attaches particular importance to the respect and promotion of human rights and to the fulfilment of commitments made together with its stakeholders.

The code of ethics calls on every employee, regardless of the country in which they operate, to respect the Group's values and the principles that are essential to our success as a responsible company, while respecting all stakeholders: employees, members, shareholders, customers, suppliers, partners and the company as a whole. In adhering to the United Nations Global Compact, we undertake to integrate these 10 principles in the new edition of our code of ethics.

invivo

Cooperation adds value



Network France
WE SUPPORT

