

The essential 2016

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invivo®

A group open to the world

A global challenge awaits world agriculture in 2025: feeding 8 billion people while preserving the planet. As the leading agricultural power in Europe, France has the responsibility and the opportunity to produce more and better. InVivo is rising to this challenge with "2025 by InVivo". The purpose of our strategic project: to give agriculture and French agricultural cooperative enterprises their full place in the food value chain. Our objective: to become a major global player in the agricultural and food sectors for the benefit of future generations.

4 FIELDS OF EXPERTISE



IN FIGURES

1st French agricultural cooperative group

220 member cooperatives

9,200 employees

€6.4 billion turnover

THE BOARD OF DIRECTORS

Representative of all member cooperatives, the Board of Directors determines the strategic direction of the group. An office composed of seven members and one qualified person, works closely with senior management. The Directors are very involved in the sector strategies through five monitoring committees which report back to the full board: AgroSciences, Grains, Nutrition France, Retail and Wine. Three cross-functional committees help the board of directors in their missions. The Audit & Risk Committee, the HR Committee and the Ethics Committee.



Jérôme Calleau (CAVAC)
Chairman deputy

Philippe Mangin (EMC2)
Chairman



THE EXECUTIVE COMMITTEE

The Executive Committee is made up of seven members. It establishes and implements the Group's strategy. It tracks the performances and results of the different business units and leads strategic projects.

1. **Thierry Blandinières**
Chief Executive Officer

2. **Jérôme Duchalais**
Deputy CEO and Corporate Secretary

3. **Hubert de Roquefeuil**
Deputy CEO and President of Neovia

4. **Laurent Martel**
Director of InVivo Agriculture

5. **Jean-Pierre Dassieu**
Director of InVivo Retail

6. **Maha Fournier**
Chief Financial and Operating Officer

7. **Sébastien Graff**
Director of Human Resources, Communication and CSR



Sites in 31 countries

With nearly 80% of its 9,200 employees working outside France and sites in 31 countries, InVivo is without doubt one of the most international groups in the agricultural and agri-food sector. Brazil and Mexico in Latin America, Vietnam and Indonesia in Asia, are among the group's strongholds on these two continents. The internationalisation of all of InVivo's businesses is based on new platforms (e.g. Singapore) and its Neovia branch of nutrition and animal health. InVivo is also growing partnerships and alliances in four areas: R&D and innovation, knowledge transfer, service contracts and commercial contracts, minority shareholdings and joint ventures, and majority stakes and acquisitions.



Innovation inside

The InVivo group has entered an important phase of development, strengthened by an innovative approach, which in turn is supported by an agile and responsive way of working.

Agronomy and zootechnics, technology and digital methods are tremendous levers which enable farmers to produce more and better. Determined to take up this challenge, InVivo has structured its innovation ecosystem around redesigned internal processes to accelerate its transformation and growth and to fund the development of innovative projects.

In spring 2016, Neovia opened its world centre for innovation, We'nov. In spring 2017, InVivo Agriculture will inaugurate its agro-digital Studio. The creation of a Plant House and a network of digital farms will soon reinforce this process.

The transformative and innovative approach of "InVivo Tech 2020" is the expression of a new corporate culture that promotes the emergence of talent, new ideas and promising initiatives. Intrapreneurship is encouraged. Two seed funds have been created: InVivo Invest and Neovia Venture and dedicated to financing start-ups with disruptive projects that create value for our businesses. ●

invivo TECH 2020



InVivo Agriculture

The Agriculture field of expertise is structured around a range of business lines covering all the links in the crop chain, from production to grain sales. It works to help farmers produce more and better and achieve the best export value for their harvests with a view to improving their competitiveness and that of French agriculture.



The service sectors, Agricultural Supplies, Logistics and Storage, are aimed at the cooperatives.

The PPA (*Pôle Partenaires Agrofourniture*) [Agricultural Supplies Partnership cluster], co-constructed and cooperated with seven regional cooperative groups, is emerging as the most efficient French negotiating centre for plant health products and hybrid seeds. This same policy is at a European level with Novafield, with four partners from England, Germany, Denmark and Switzerland.

InVivo also pools the procurement of fertilisers and farm equipment with the network of cooperatives.

The Logistics and Storage business is based on twelve sea and river silos, all positioned on the main European maritime trade routes. With nearly 7 million tons loaded each year, it is the leading grain storage company in France. Magestiv, a railway freight forwarder, completes this logistics system.

Other business-oriented sectors focus on upstream value-added research, innovation and internationalisation to accelerate their growth.

SEEDS

Semences de France a multi-species seeds marketing company, is no. 1 in the distribution of straw cereal and protein crop seeds in the French market.

The recent acquisition of Carneau gives it a leading position in the meadow, intercultures and turf market.

PLANT HEALTH

Life Scientific is dedicated to R&D and the registration of post-patent disease control products. Biotop and Bioline are a leading player in the biocontrol market in the field of macro-organisms. This is a market which is growing among farmers, market gardeners, wine-growers and also the general public.

Biosolutions are one of the lines that the InVivo Group intends to explore to help farmers produce more and better.

AGRICULTURAL DATA AND CONNECTED FARMING

Smag enjoys a unique position in the market in the publishing of web-based agricultural software and software packages. By combining skills and know-how in agronomy and IT, Smag addresses the technical, economic, regulatory and environmental management problems of agricultural and agro-industry professionals.

As a stakeholder in the construction of agricultural big data, Smag invests in the future needs of the market: centralisation and security of technical information, mobile applications, cloud computing, connected objects, sensors, weather station.

To accelerate its expansion in the field of digital agriculture, InVivo Agriculture chose to install its agro-digital studio in Montpellier, a pioneering city for technology incubators in France and Europe.

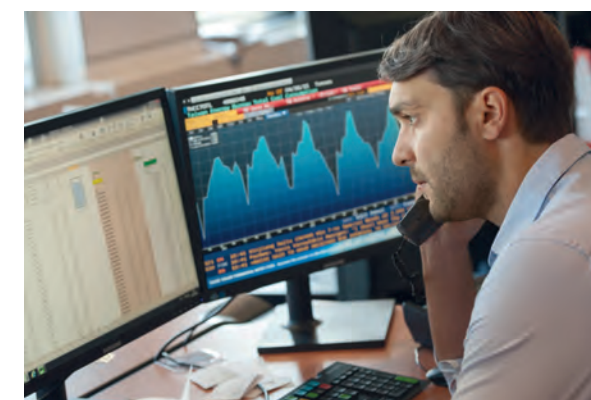
Be Api, a new company created by InVivo and 25 partner cooperatives, designs and deploys ready-to-use precision farming solutions that are reliable and profitable, both for farmers and the environment.

ADVICE AND EXPERTISE

Agrosolutions, agricultural consultancy firm which works with cooperatives and those involved in the sector and land management to help them better respond to the challenges regarding

quality in agricultural production and the sustainable management of resources. To test all its new techniques and solutions, InVivo Agriculture has set up a national network of digital farms, a real panel and laboratory of innovative best practices in plant production. ●

InVivo Trading: a “global niche player” strategy



InVivo Trading is the leading French export operator. InVivo Trading's strategy as a global niche player is based on its central remit of enhancing the value of French production in other countries. Member cooperatives commit a proportion of their grain harvest to InVivo Trading. This contract is the organic link between InVivo and its members and is a key element of InVivo's commercial policy.

With 14 million tonnes of grain exported in 2015-2016, InVivo is growing internationally through a policy of alliances with other globally-sized players. ●

Neovia

Neovia – formerly InVivo NSA – offers a new way to meet the challenges of food, food safety and careful use of resources. Its strategy is local and global, innovative and differentiating. Its multi-sector, multi-species and multi-zone approach aims to build a unique, resilient and sustainable economic model.



Established in 28 countries with 72 production units and exporting to 60 countries, Neovia is organised around seven complementary sectors.

COMPLETE FEED

Neovia's experts design, produce, and market complete feed adapted to livestock production targets and the nutritional needs of each species. The company has a global purchasing centre for raw materials that allow it to source high performing macro and micro ingredients.

AQUACULTURE

The aquaculture market will grow by 450% between now and 2040. Neovia focuses on a holistic and innovative approach, ranging from food to the management of livestock ponds (quality, management of the water circuit) in order to ensure quality production. It holds the leading position in various key markets: Brazil, Mexico, Vietnam.

PET CARE

The world pet food market is growing steadily and is characterised by a tendency to both humanise the animal and "premiumise" their needs. Beyond high quality food, Neovia invests in new technologies and connected objects to promote better interaction between humans and their pets.

PREMIX/FIRM-SERVICES

The Neovia business services support and advise industrial or on-farm food manufacturers through a powerful network of experts: formulation, nutritional advice, zootechnical and animal health monitoring, decision support

tools, specific food programmes, marketing and commercial support, quality control plans.

ADDITIVES & INGREDIENTS

Neovia develops innovative, sustainable and profitable feed additives to improve the zootechnical and economic performances of livestock farms and breed animals in a healthier way. Organised around leading brands, it markets a wide range of innovative products and services and develops new concepts that are highly differentiating such as functional ingredients that bring a specific benefit to a food: taste, texture, hydration, health.

ANIMAL HEALTH

The activity develops product ranges and solutions to preserve and improve animal health and welfare: animal hygiene products and livestock buildings, dietary specialities and medicines prescribed by vets.

ANALYSIS LABORATORIES

The Neovia laboratories are organised with a global level network: Vietnam, China, Brazil, Italy. The analyses include food and feed, pet food, cosmetics, nutraceuticals, molecular biology, the environment and pharmacy. ●

The DNA of innovation



In spring 2016, Neovia opened its world centre of innovation at Vannes in the Morbihan. The centre, called We'nov, works mainly in five fields of innovation: smart farming, aquaculture, resource optimisation, interactive pet line and functional ingredients. We'nov aims to multiply innovations together with the global network of Neovia's internal partners (11 research stations) and external partners (universities, competitiveness clusters, start-ups, customers and suppliers) to design and accelerate the marketing of new solutions, products or services. To achieve these objectives, Neovia has created a favourable context for entrepreneurship and values collaborative business methods as well as a strong relationships with its clients and partners. Similarly, the creation of Neovia Venture, a €5 million investment fund dedicated to the acquisition of stakes in innovative start-ups, clearly demonstrates this commitment. ●

InVivo Retail

InVivo Retail deploys its strategy in three areas: gardening, food distribution and marketing. The three activities complement each other, each creating added value for the other two.



GARDEN CENTRES

Leader in the gardening market with more than 1,050 shops, the Gamm vert franchise network is owned by InVivo member cooperatives and is structured around three formats of shop: Gamm vert Nature for large leisure garden centres in urban areas, Gamm vert for local garden centres in urban areas, and Gamm vert Village for rural areas.

The brand's business model is organised into two core businesses, gardens/plants and animal feed, and two counter-cyclical sections emblematic of its strong regional roots: regional produce and clothing/footwear.

Plantes et Jardins, the leading on-line sales platform in the sector, allows for a Gamm vert cross-channel (collect in store, home delivery).

The two networks of independent garden centres Delbard and Jardinerie du Terroir (150 shops), complete InVivo Retail's multi-brand strategy. As an active element in the market structuring, this business sector has, in this way, responded to the diverse expectations of customers. It holds a 10% share of the gardening market in France (large food retail, large home improvement retail and garden centres) and 25% of the garden centre market.

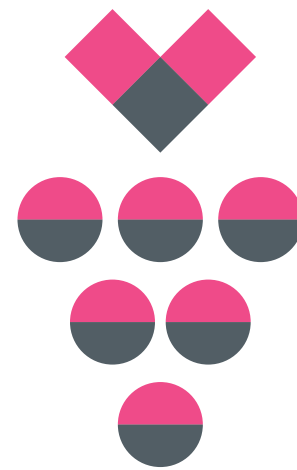
FOOD DISTRIBUTION

With Frais d'Ici, InVivo is innovating and, together with the cooperatives, is offering a new food distribution brand. Three shops have opened their doors in Toulouse, Dijon and Auch, in two different formats: stand alone shop or linked to a Gamm vert garden centre.

Frais d'Ici is a new concept, "Eat fresh, buy local", in step with consumer expectations on taste, the right price, local produce, and the promotion of local and regional producers.

MARKETING

With Néodis, the group benefits from expertise in marketing and an innovative approach in three areas: Pet food and animal, house and garden, pest control. ●



InVivo Wine

The new InVivo wine division has been structured with the possibility of direct membership for cooperative wineries to the Union InVivo. The strategic directions of Cordier and Mestrezat Grands Crus have been defined. The InVivo Wine - Vinadeis alliance is strengthening to grow the export platform for French wines and brands.

CORDIER: A FRENCH BRAND ON THE WORLD STAGE

Created in 1886, the Cordier brand benefits from a recognition and a heritage which InVivo Wine intend to capitalise on. The new Cordier brand was presented at the Vinexpo trade show in Hong Kong in May 2016. The positioning of the range clearly confirms its French origins and its art of living in modernity. Targeting the international market, the Cordier brand is aimed primarily at younger generations wishing to know or rediscover wines that respect French wine-making know-how and appreciate it. The Cordier range is made up of high quality wines that are easy to understand. By giving consumers simple guidance, the range aims to facilitate the discovery of wine and the richness of the French wine landscape.



MESTREZAT GRANDS CRUS: THE SPECIALIST IN GRANDS CRUS

The two hundred year old trading house, based in Bordeaux, has gained a prominent place in the world of fine wines thanks to its close relations with the vineyards.

Drawing on the expertise gained at the head of prestigious chateaux, it has forged unique expertise in the marketing of grands crus as part of nouveau future sales and the world-renowned Bordeaux market.

INVIVO - VINADEIS: A STRENGTHENING ALLIANCE

Encouraged by an additional 21 wine cooperatives joining the Union InVivo, the strategic alliance between the two cooperative groups is going from strength to strength.

Both partners have the ambition to accelerate the penetration of French wines internationally, in countries where wine consumption is increasing, particularly in North America and Asia, but also in the major European countries.

The construction of a global development platform aims at controlling the supply chain in France and abroad, accelerating external growth, particularly in distribution, creating strong brands and developing value-added segments (grand crus, organic). ●

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Cooperation adds value

