



THE ESSENTIAL

invivo^o

CREATING FOOD INTELLIGENCE

Governance

The Board of Directors

The Board of Directors, which leads by the principles of Complementarity, Engagement and Loyalty – CEL – conducts a coherent, aligned and interdependent activity.



Representative of all the member cooperatives, the Board of Directors determines the group's strategic direction.

It has 26 members:
25 member cooperatives
and a non-cooperative associate.

Philippe MANGIN,
Chairman

Jérôme CALLEAU,
Deputy Chairman

The Executive Committee



Composed of six members, the Executive Committee defines and implements the group's strategy.

It monitors the performance and results of the different divisions and oversees strategic projects.

Guillaume DARRASSE,
CEO of InVivo Retail

Thierry BLANDINIÈRES,
Chief Executive Officer

Sébastien GRAFF,
Director of Human Resources
and Communications

Laurent MARTEL,
Director of Bioline
by InVivo

Maha FOURNIER,
Chief Financial Officer

Frédéric NOYÈRE,
CEO of InVivo Wine

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InVivo, a national union of agricultural cooperatives, brings together 201 member cooperatives representing more than half of all farmers in France. Its activities revolve around three fields of expertise: agriculture, garden centres and food retail, and wine. From field to plate, InVivo meets the needs and expectations of farmers and consumers by pooling the strengths of its cooperatives, by responsible and sustainable investments in innovation, and by continuously renewing its offering of products and services.

Union InVivo

As InVivo's historic base and the foundation of its mission, the Union combines all the statutory activities providing services for member cooperatives, namely centralised purchasing of agri-supplies and the grain business lines. It ensures and leads the relationship with the cooperative sector. Its governance is made up of representatives from the member cooperatives.

InVivo's raison d'être

is to federate its cooperatives to sustainably transform agriculture and ensure food quality, both in France and throughout the world. InVivo is meeting this challenge thanks to innovative and responsible solutions, for the benefit of farmers and consumers. Through its activities, InVivo defends and develops the cooperative values of its members.

€5.2bn

in revenue

5,435

employees

201

member
cooperatives



19

countries

Europe:

Belgium
France
Germany
Hungary
Ireland
Italy
Netherlands
Portugal
Spain
Switzerland
United Kingdom

Africa:

South Africa

The Americas:

Brazil
Canada
United States

Asia:

China
Japan
Singapore
South Korea

2 innovation

factories

InVivo Food & Tech
InVivo Digital Factory

3 fields

of expertise

Agriculture: Union InVivo,
Bioline Group, InVivo Grains

Garden centres and food retail:
InVivo Retail

Wine: InVivo Wine

highlights



March

Creation of the joint venture Bioline Iberia

Based in Almeria, Andalusia, at the heart of the largest vegetable growing region in Europe, Bioline Iberia's biofactory, which specialises in the production of auxiliary insects, will supply Spain, Portugal and Morocco. This new entity strengthens Bioline's position in the biocontrol market.



April

LS Production inaugurates its new seed production plant

The opening of a new LS Production seed production plant in northern France enriches Bioline by InVivo's seed-expertise hub. Dealing with multiple species, and with a 10,000-tonne production capacity, it is equipped with cutting-edge technology for sorting, coating, film-coating and coarsening seeds.

April



With Végétalis, Jardiland establishes a presence in the French Riviera

InVivo Retail acquires the Végétalis group which has two garden centres, 8,000 m² and 11,000 m² in area, located in La Londe-les-Maures and Fréjus in the Var. These spaces, which are among the largest garden centres in the region, now operate under the Jardiland brand.

June

Gamm vert integrates 29 new garden centres



With the acquisition of the 29 stores of the Maisadour cooperative group, the number of establishments operated by Gamm vert Synergies has expanded and now includes 112 branch outlets.

May

Château Maris: 5 organic wines in the Minervois Top 10 for 2017

La Touge, Las Combes, Les Planels, Les Anciens and Les Amandiers 2017, five organic wines from Château Maris, were ranked in the Minervois Top 10 for 2017 rated by the Wine Advocate, the publication founded by famous American taster Robert Parker. This award reinforces InVivo Wine's strategy around Maris, its organic wines' brand.

June

aladin.farm

The agricultural digital purchasing platform

With aladin.farm, the platform developed by InVivo Digital Factory, in conjunction with the PPA member cooperatives, farmers can directly order products that meet their needs and have access to a wide range of services and management tools.

June



by inVivo

InVivo adopts its strategic plan

Developed during a year in cooperation with the Board of Directors, the Executive Committee, the employees and all stakeholders, the 2030 by InVivo strategic plan aims to lead the necessary agricultural and food transition for cooperatives, farmers and consumers.

July



Grains Overseas: a large-scale, international entity

By creating Grains Overseas, InVivo and the Axérial and NatUp cooperatives are showing their willingness to strengthen the overall weight of the French wheat export sector. Grains Overseas aims to export 4 million tonnes a year of soft wheat and feed barley to third countries.

December

An R&D centre for InVivo Food & Tech

InVivo Food & Tech opens a centre for R&D and plant production in a controlled environment. The 1,000 m² facility located in Nanterre accommodates some fifteen people and will be home to La Plucherie by InVivo, which produces and markets microgreens, aromatic plants and edible flowers.



December

inVivo QUEST

NOURRIR LE FUTUR

Agriculture of the future rewarded

For its third edition, the international detection programme for innovative projects in agtech and foodtech has chosen four winners: TBIT Technology (Brazil); eHarvest hub (United States); Kapsra (France); Aerobotics (South Africa). They will get privileged access to the group's business lines and to its partners, thereby accelerating their development.

bioline by invivo

By offering a range of sustainable and innovative solutions and services, Bioline by InVivo is building the third way of agriculture. A global umbrella brand, it has recognised know-how for supporting farmers throughout their value chain: buying, sowing, feeding, managing, protecting and adding value.

Agricultural supplies:

€1.32bn

in revenue

13

countries

300

Fermes LEADER

Buying together

The PPA (Pôle Partenaires Agrofourniture) references suppliers of synthetic and organic plant protection products, as well as hybrid seeds **to provide, to cooperatives and to their farmer members, a wide choice of solutions with proven effectiveness.**

Within the PPA, seven regional unions that bring together more than 100 cooperatives negotiate part of their purchase conditions.

Sowing

Bioline by InVivo has built a real seed-expertise hub with Semences de France, the leading player on the French market, LS Production, French leader in rapeseed production, European subsidiaries Novasem (Italy) and Tradisco Seeds (Hungary), and Agrosol (Brazil). In 2019, Bioline acquired the French start-up Aegilops, which specialises in the design of seed coating and film-coating products.

Feeding

Fertiline has tools for manufacturing speciality and urea-impregnated fertilizers with two flagship products: Nexen and Novius, high-performance nitrogen fertilizers benefiting from innovative technologies which increase the amount of nitrogen available to plants and limit losses due to volatilisation into the environment.

Managing

To facilitate the management of farm activity and improve their performance, Bioline by InVivo offers a range of specific digital tools with Smag and its line of web softwares and ergonomic mobile applications, as well as be Api, dedicated to precision farming which allows the intra-plot modulation of inputs.

To assess the functional and economic attractiveness of digital solutions for agriculture, Bioline by InVivo draws on the expertise of the Fermes LEADER living-lab: a web platform for farmers offering collaborative exchanges, training and testing of innovative technologies.

Protecting

For plant protection, Bioline by InVivo and the specialised entities Phyteurop (France), Life Scientific (Ireland), CCAB Agro (Brazil) and InOu (China) encourage the well-thought-out use of phytosanitary products, combined with other solutions, for example biosolutions. Bioline AgroSciences produces a diversified range, marketed in France and abroad. To become a leading player in the global biocontrol market, Bioline is accelerating the development of this activity.

Protecting farmers' incomes is also of great importance in optimising the value chain. Agrosolutions provides expertise and consulting services aimed at improving production and anticipating risks. And tailored solutions to directly secure farmers' income are offered by Bioline Insurance and Protélis.

Adding value

With its 11 sea and river port facilities dedicated to working with and adding value to grains, Logistics & Storage focuses its efforts on optimising export logistics, from collection cooperatives' silos to export ports.

Focus on

2030

The third way of agriculture as the backbone

Bioline is committed to achieving three concrete societal and environmental objectives by 2030:

- **reducing the cost of wheat production per hectare by €50** thanks in particular to measured fertilization by intra-plot modulation using the know-how of be Api, Smag, Agrosolutions and Fertiline;
- **reaching zero pesticide residue in food products** by leveraging the expertise of Bioline AgroSciences, Phyteurop, Semences de France;
- **supporting the setting up of HEV certification procedures** (high environmental value) to enhance the value of farmer's work.

grain trade

In addition to the activities of Union InVivo, with Logistics & Storage and the InGrains platform, InVivo Grains oversees grain trade activities in France and abroad to build a competitive French wheat export sector supported by cooperatives.

Trading division:

€1.15bn

in revenue

1.1Mt.

of rapeseed sold

2.9Mt.

of grains exported
(outside France)



Export outlet

By positioning itself as an intermediary between the cooperatives engaged with Union InVivo in cereals and international buyers, InGrains provides a door for the export of cereals of French origin and thereby liquidity to the markets. The digital platform presents offers to buy grains until they are delivered FOB, assuming the price risk (the quality risk still lies with the cooperatives). It also publishes market analyses.

Marketing

The creation in July 2019 of Grains Overseas is strategically part of the process of promoting the French cereal sector internationally. The structure offers French cooperatives the means to market soft wheat and feed barley to third countries, in line with the services provided by the Union. A subsidiary of the InVivo group, 60% owned by InVivo Grains and 20% respectively by the Axérial and NatUp cooperatives, this new group aims to export 4 million tonnes of wheat and barley per year.

In terms of logistics, InVivo Grains can rely on the Singapore-based freight company Triomphe Shipping, which it holds in equal stakes with the Australian group Global Equity. This company charters all the boats bound for Algeria on behalf of InVivo Grains and constitutes an important asset for Grains Overseas which benefits from its services in the Mediterranean region.



Trading

In the physical market for oilseeds of French origin (rapeseed, sunflower, soy), InVivo is present on all French parities, in relation to the main French, German and Spanish crushing plants, and occupies a dominant place on the rapeseed market. InVivo Trading is a leader in the export of French wheat to Cuba. The company also has an office in Singapore with recognised expertise in the export of corn and soybeans from South America to the Middle East, Saudi Arabia and Jordan in particular. This South Asian presence gives it a favourable position for prospecting new outlets for French wheat in connection with Grains Overseas.

Focus on

2030

An ever more competitive French cereal offering

By pursuing its strategy of optimising the marketing chain for French cereals in France and abroad, InVivo, in collaboration with its partners, intends to ensure that the French cereal sector benefits from the best assets on the world market for the export of cereals, thanks to:

- **pooling** of the committed cooperatives' forces;
- **capitalisation** of available resources;
- **effective information management.**

invivo retail

As a multi-brand corporation active in three B2C business lines – garden centres, pet supplies and food retail – InVivo Retail aims to retain its position as leader in its traditional businesses (plants and animals) and establish a solid food division focused on local, organic products sold via short distribution channels.

InVivo Retail:

€1bn

in revenue

Jardiland, Gamm vert,
Delbard & Affiliés:

€2bn

in branded
sales before tax

3,582

employees

1,334

garden centres



Garden centres

InVivo Retail plans to become the plant expert with Jardiland as the leading brand in attraction garden centres, Gamm vert as the local chain, and Delbard for independents.

Jardiland, was voted best chain of stores in France in the garden centre and pet supplies categories for the 4th consecutive year. Its offering emphasises lifestyle, easy gardening and decoration, but also on pet supplies with the creation in 2019 of a new concept: Noa, la maison des animaux.

The network has 176 sales points: 101 branch outlets, 69 franchised stores and 6 affiliated stores. Most of them are showcase garden centres with a surface area greater than 4,000 m².

Gamm vert accentuates its dynamic on plants and animals by counting on its brand platform “Produire soi-même, ça change tout!” (“Growing your own changes everything!”) and the areas where it excels: the vegetable garden and the farmyard. The Gamm vert network operates 967 points of sale: 855 franchise stores owned by cooperative groups that are members of Union InVivo and 112 operated in branches by Gamm vert Synergies. InVivo Retail continues the digital transformation of its model with, for example, the Gammvert.fr site, leader in digital gardening.

The Delbard & Affiliés network has 191 garden centres. Its new slogan, Design végétal (“Plant design”), strengthens the brand’s identity and expertise on plants.



Food retail

Food retail is becoming a fully-fledged business for InVivo Retail, which is positioning itself in the fresh, local and organic products segment with its two brands, Frais d'Ici and Bio&Co, and the installation of food spaces in Gamm vert (Les Sens du Terroir) and Jardiland (Le Jardin des Saveurs) stores.

The Frais d'Ici concept consists of more than 80% local and regional groceries and fresh products in the form of a store attached to a Gamm vert garden centre. Frais d'Ici has eleven locations.

Acquired at the end of 2018, Bio&Co has seven stores in the south of France. This concept offers one of the most complete organic food offerings as well as a space for cosmetic & health products. It will be developed in the PACA region first and then in association with urban garden centres.

Market introduction

With Neodis and Billaud Grains, which enjoy unique marketing expertise in the pet supplies, plants and hygiene fields, InVivo Retail has a valuable asset for the development of private labels. Its ranges – Pure Origine and Pure Complicity, Canicaf and Caticaf for dog and cat food, Plume & Compagnie for wild birds, farmyard and the small garden animals, Agrinet for hygiene products, Myriad for pest control products, Signe Nature, signage for the plant market – become more well-known each day.

Focus on

2030

Becoming a European leader in responsible garden centres

InVivo Retail will have a platform of general and hyper-specialised garden brands, with a target of 2,000 points of sale and will be supported on four performance levers to implement its strategy:

- **a strong CSR position**, through the promotion and preservation of nature;
- **operational excellence** through training, expertise and the quality of the offering;
- **an omni-channel approach** for enhanced accessibility;
- **national and european development**, starting with Spain with the opening and acquisition of sales points.

invivo wine

InVivo Wine aims to become a major player in the international marketing of wine through secure sourcing, strong brands and a global distribution network. Its activity is organised around three divisions: services, brands and distribution.

InVivo Wine:

€224,7M

in revenue

11

countries

319

employees



Production

With nine cooperative groups that are members of the Union InVivo wine division, InVivo Wine has a solid base within the wine industry that makes it possible to secure its supplies. Rooted in the different regions (Bordeaux, Rhône, Sud-Ouest, Languedoc, Roussillon, Beaujolais), they bring together some 3,600 winegrowers and 25,000 hectares of vines.

The Union InVivo wine division focuses its efforts on giving priority to and enhancing the value of wines from member cooperatives.



Services

The Services division covers the sourcing, wine-making and bottling activities. Bulk sourcing relies mainly on the French viticultural base of member cooperatives but also on a procurement office located in South Africa.

InVivo Wine has two bottling sites: the first, Wine Excel in the Netherlands with a production capacity of 70 million bottles, the second, Rutishauser in Switzerland, with a capacity of 5 million bottles.



Brands

InVivo Wine's offering is structured around strategic brands that create value:

- global brands that address global consumer trends, like Cordier (emblematic wines from the most beautiful terroirs in France), Maris (organic wines), Canei (Italian sparkling wines), Lyngrove (range of wines from South Africa);
- multilocal and local brands to meet regional needs with La Tulipe, Cap Gris, Guillaume, Rutishauser.



Distribution

The distribution division brings together the international sales network. It is organised by channel: selective, mass distribution, fine wines and business development (specific to areas where InVivo Wine is not yet established). Thanks to acquisitions made in recent years – Baarsma Wines, Vinadeis Asia network, Vintners Alliance USA – InVivo Wine can count on controlled distribution to develop its international sales.

The selective distribution channel has a dedicated product portfolio that creates value. The mass distribution channel is key to generating sales volumes via its own bottling site based in the Netherlands. The fine wines channel orients its strategy on a concentration of the offering. The French subsidiary Mestrezat has tightened its offering of grands crus classés from its partner châteaux, distributed via the Bordeaux market.

Focus on

2030

Cultivating a sustainable wine sector

From producer to consumer, InVivo Wine is building a sustainable sector that inspires current and future generations. To realise this ambition and become a leading group, in tune with the international market, InVivo Wine will have to meet three key challenges related to each of its areas of activity:

- building **brands** that are strong and attractive, in line with consumer expectations;
- mastering omni-channel and multi-country **distribution**;
- providing **services** reinforced by the securing of supplies and support for the transformation of the wine industry.

Sustainable innovation

As a creator of food intelligence, InVivo invests in research for innovative solutions that improve the competitiveness of cooperatives and enhance the safety and quality of agricultural production. This investment is reflected in particular through the activity of two cross-functional entities – the innovation factories: InVivo Digital Factory and InVivo Food & Tech.





InVivo Digital Factory: the digital transformation accelerator

Since 2018, the Digital Factory's mission is to capitalise on the opportunities offered by digital technology to support and accelerate the transformation of the agricultural world. Its action takes shape around three areas of work: developing new customer-member interactions; operational excellence; and identifying new business models and new uses.

aladin[•]farm

The Aladin project: in 2019, the Digital Factory worked closely with cooperatives to develop a digital platform: aladin.farm. Aladin.farm is a French alternative to e-commerce that meets the needs of farmers and technicians and offers a complete and professional catalogue of products and services with local offerings managed by each cooperative for its own members, and updated in real time. Streamlined processes, 24-hour availability, a simple and intuitive customer experience – these are all advantages that make Aladin an asset for cooperatives, farmers and their advisers.

Ambition: to become the leading digital platform for agricultural goods and services and to bring about the third way of agriculture by continuing to widen the field of action and the enrichment of the offering.



InVivo Food & Tech: launching pad for innovation to build the food of the future

Created in 2017, InVivo Food & Tech is an innovation laboratory that is evolving towards a start-up studio model. Through the detection of trends, the launch and the conduct of innovative projects, the structure offers solutions for the food of tomorrow. It structures its activity around four universes: agricultural production in a controlled environment, new food crops, new food processes, and plants for medicinal and cosmetic purposes. The opening in 2020 of a centre for R&D and controlled-environment production marks an additional step in the sustainability of InVivo Food & Tech.



La Plucherie by InVivo produces exceptional microgreens, edible flowers and spices grown in a controlled environment, on demand and tailored to customers' needs.

This know-how at the service of gastronomy has been recognised by Parisian chefs in search of original and refined flavours.

Ambition: to enter the phase of business development with the creation new services: sale and rental of grow cabinets for microgreens, expertise in agriculture in a controlled environment, etc.

CSR inside

Engine of development and innovation, corporate social responsibility drives all the group's activities by pursuing a triple objective of economic, social and environmental performance.

CSR policy

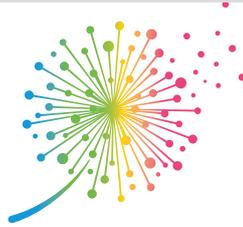
The materiality analysis conducted in 2019 identified the 12 priority CSR issues for InVivo and its businesses. Based on these challenges, combined with the group's triple performance direction and the Sustainable Development Goals (SDGs) established by the UN, the ambition and the new CSR policy have been defined.

Cooperating for sustainable growth

ENVIRONMENT	ECONOMY	SOCIAL
<ul style="list-style-type: none"> Optimising the environmental impact of our activities (<i>circular economy, energy efficiency, etc.</i>) Ensuring a positive contribution of our offers to the environment, including biodiversity and soil capital (<i>third-way agriculture, responsible gardening...</i>) 	<ul style="list-style-type: none"> Contributing to local economic performance (<i>cooperative model, helping farmers make a better living</i>) Innovating for sustainable growth (<i>digital transformation, diversification of triple-performance growth drivers</i>) Contributing to responsible, healthy and sustainable food (<i>traceability, anti-waste, responsible brands, short supply circuits, etc.</i>) 	<ul style="list-style-type: none"> Bringing about increased social value thanks to collective intelligence Co-building with our stakeholders and especially with cooperatives Making our collaborators our best vehicle for progress (<i>health and safety, quality of life at work, corporate culture, etc.</i>) Promoting new skills (<i>leadership, managerial culture, talent management, etc.</i>) Deploying our code of ethics

Agriculture and food are at the heart of the SDGs. In view of this, InVivo becomes committed: the group wishes to create, structure and promote food intelligence in all its trades and throughout the value chain, combining respect for the Earth with the needs of those who cultivate it and those who are nourished by its produce.





invivo FOUNDATION

Source the future!

Created in October 2016 to support innovative projects and presenting a potential for generalisation, InVivo Foundation is an endowment fund whose objective is to explore concrete avenues to fight climate change, preserve biodiversity, ensure new sources of income for farmers. Operating in a partnership dynamic, InVivo Foundation supports projects through funding, skills sponsorship and structuring expertise.

3 lines of action Projects



Helping farmers make a better living



Supporting new sustainable food solutions



Caring for natural resources

In France

Demonstrate the sustainability of permaculture as part of a large local project for food and agricultural transition

Speed up the conversion towards soil-generating agriculture

Study the potential of a digital solution for African agriculture

Modelling the development of the blockchain for better food transparency

Creating new sources of income for farmers through innovative re-use of grain by-products

Giving everyone access to a better diet, by fighting against food waste

Designing the transition towards a living economy

Internationally

Making agriculture the main lever for combating desertification (Nigeria)

Setting up a soy sector, by building an upstream-downstream joint-trade organisation (Burkina Faso)

“Growing” meat from plants (United States)

Insect farms: developing value and volume, while regenerating ecosystems (Cameroon)

Strengthening the local fresh milk sector to improve the living conditions of stockbreeders (Senegal)

InVivo Foundation is a link in our *raison d’être*. It clears paths for the future to accelerate the ecological and social transition.

Thierry Blandinières,
President of the InVivo Foundation

Organisational chart

Agricultural supplies



bioline group

Seeds



Plant protection



Biocontrol



Agrodigital



Agricultural consulting



Union invivo

invivo group

Grain
businesses

ingrains
by invivo

logistique
et stockage

invivo
retail

invivo
wine

invivo
grains

Garden
centres

Gamm vert
N°1 DE LA JARDINERIE

Jardiland
CULTIVEZ VOTRE BIEN-ÊTRE

Delbard
Design végétal

Noa

Food
retail

FRAIS
D'ICI

BioCo

SO
FRANCE
Céréales

Market
introduction

neodis
gp
HOME & RESTAURANT | Grande et petite distribution | 100% à l'exportation et distribution

bi | oud
grains

Services

WINE excel

laurence
sustainable

Brands

Super 1888
CORDIER

CHATEAU
LA TULIPE

Canei
Origines

L'ÉCRIVAIN
MARIE

LYNGROVE

Distribution

MESTREZAT
GRANDS CRUS
-1985-

ARBITWINES

LAARSSMA WINE

RUTSHAUSER
BAROSSA
GRANDS CRUS

OUDE REUHLIN
BOELEN

invivo
wine

invivo
wine

invivo
wine

Grains
Overseas

invivo
trading

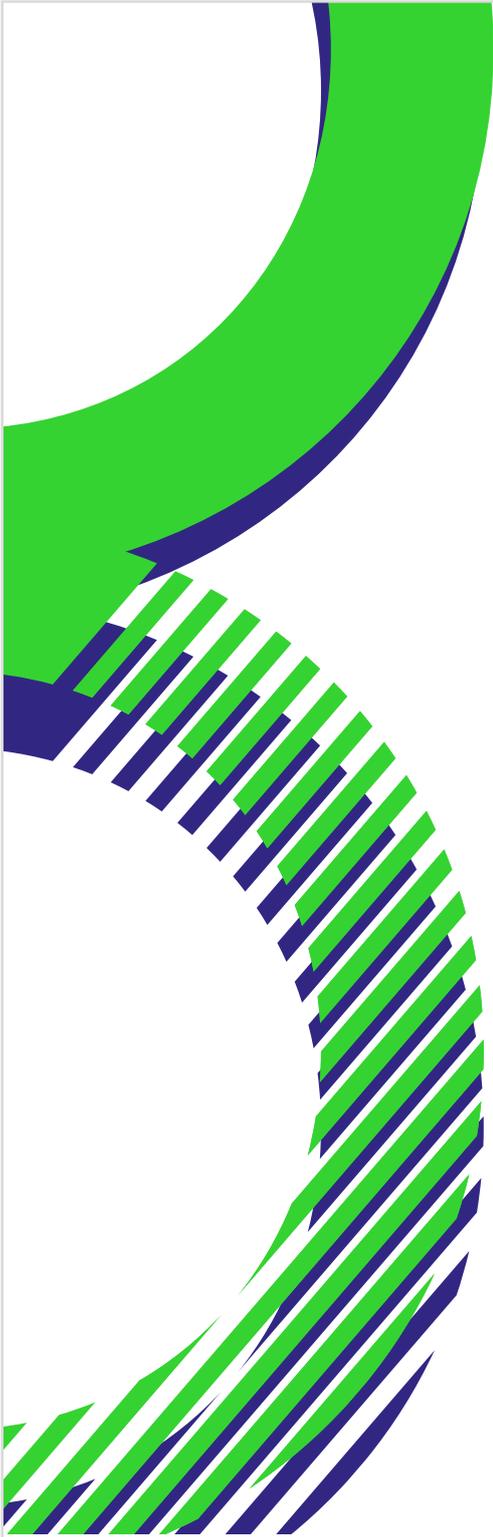
TRIOMPHE
GRANDS CRUS

invivo
DIGITAL
FACTORY

Ourfield

invivo
& food
tech
Nourrir le futur

LA PLUVERIE



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