

**2014-2021**  
**LEADING TO**  
**THE THIRD**  
**AGRICULTURAL**  
**REVOLUTION**

**invivo**

CREATING FOOD INTELLIGENCE



# inVivo

## InVivo is a group settled in its time.

Since its foundation, its development has been progressive, ambitious and dynamic. Almost exponential. Comparable to the Fibonacci spiral. A figure found in nature, associated with the solidity of a shell, the resilience of a blooming fern and the strength of a wave.

Since 2014, InVivo has worked towards achieving this ambition. The group has grown, taking full account of changing societal and environmental issues, stakeholder needs and consumer expectations. In 2021, with the acquisition of the Soufflet Group, InVivo will reach a major milestone in its development, opening a new chapter in its history and consolidating its role as a key player in the third agricultural revolution.



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# Our journey

Everywhere around us in nature, the Fibonacci sequence is represented by a spiral called “golden spiral”. It is a symbol of growth, harmony and performance which echoes our own journey.

## 2015

- + InVivo enters the wine sector with InVivo Wine (now Cordier by InVivo)
- + Creation of the holding company InVivo Group
- + Business acceleration and governance evolution
- + InVivo and 7 regional cooperative groups create the Agricultural Supply Partners division (PPA)



## 2017

- + Launch of the InVivo Quest open innovation challenge



## 2014

- + Launch of the 2025 by InVivo strategic plan



## 2016

- + Transformation of governance to serve the group's ambitions
- + Accelerating the digitalization of the agricultural sector: “Heading for digital transformation”
- + Neovia invests internationally



# 2021

- + Merger of Cordier by InVivo with the wine group Vinadeis
- + Acquisition of the Soufflet Group



# 2019

- + Sale of Neovia
- + Launch of the digital platform aladin.farm



# 2018

- + Creation of Bioline by InVivo



- + Acquisition of Jardiland and Bio&Co



# 2020

- + InVivo acquires French *société à mission* status
- + Implementation of the *Nouvelle Organisation du Travail* (NOT)
- + Launch of the 2030 by InVivo strategic plan



## Launch of the 2025 by InVivo strategic plan

Aware of its responsibility in the very strong evolution of the global food demand and willing to meet it, InVivo launches the strategic plan *2025 by InVivo*. This plan relies on 3 main objectives:



# 1

Become a global reference in innovative and digital solutions while preserving the planet.



# 2

Invest in future agriculture and food businesses to create global brands.



# 3

Contribute to the economic growth and global influence of French agriculture and agri-food.



Each of these objectives supports the development of the group's 4 business units.

Since the launch of this first strategic plan, the group has transformed its business model to meet the needs of a fast-changing food system. In 7 years, InVivo has made many changes to support the third agricultural revolution.

## InVivo enters the wine sector with InVivo Wine

InVivo has made a remarkable debut in the wine industry by acquiring Cordier Mestrezat Grands Crus, signing a strategic agreement with Vinadeis, and purchasing the vineyards, Vignobles du Soleil International.

The group stands as a major player in the French wine industry with the creation of InVivo Wine (now Cordier by InVivo).

Through this operation, which is part of the 2025 by InVivo plan, the group aims to build a powerful wine division both in France and abroad.



## Creation of the holding company InVivo Group

InVivo changes its organization to increase its capacity to finance its investments and growth. The business units – agriculture and international grain trade, animal nutrition and health, general public distribution, and wine – are now subsidiaries open to third-party minority investors managed by a single holding company, InVivo Group.

## Business acceleration and governance evolution

Each of the business units has shown a sustained growth dynamic. The creation and integration of business unit monitoring committees seek to professionalize governance and involve elected members in strategic decisions at all levels.

## InVivo and 7 regional cooperative groups create the Agricultural Supply Partners division

The national referencing and purchasing center for agricultural supply products and the grain business unit are reviewing their business model to improve their ability to meet the expectations of member cooperatives.

The supply center evolves with the creation of the Agricultural Supply Partners division which aims to negotiate the best purchasing conditions for affiliated farmers.

## Transformation of governance to serve the group's ambitions

The group's new strategy leads to the implementation of a three-tiered organization:

1. the InVivo Union, which brings together activities related to member cooperatives;
2. the InVivo Group holding founded in 2015;
3. and the 4 business units.

To strengthen governance, the Board of Directors has set up cross-functional committees (remuneration, audit and risk, ethics) and its operations are now based on 3 founding principles: subsidiarity, commitment and loyalty.

## Neovia invests internationally

After a series of acquisitions, Neovia (formerly InVivo NSA) has expanded from 5 to 7 business units. These strategic moves structure and speed up the development of its global offer in two high-potential activities: aquaculture and pet care.

Neovia thus strengthens its positions in the 28 countries in which it operates by relying on strong brands and recognized expertise.

## Accelerating the digitalization of the agricultural sector: "Heading for digital transformation"

InVivo defines its ambitions on digital transformation for 2020. Its plan, based on 8 strategic drivers, will speed up the value creation process to support *2025 by InVivo* and the development of its 4 business units.

The digital shift in the agricultural sector, which InVivo supports, should make it possible to increase and enhance production, while addressing environmental issues.



## Launch of the InVivo Quest open innovation challenge

In October 2017, InVivo kicks off the first edition of InVivo Quest, an open innovation program for agri-food startups.

The challenge of InVivo Quest is twofold: to identify startups that will help speed up the transition of the agri-food sector, and to build an international agri-food innovation ecosystem.

For this first edition, InVivo Quest brings together more than 80 startups, 40 intrapreneurs, 150 students and 14 partner schools in 5 major French cities: Montpellier, Bordeaux, Nantes, Paris and Lyon. Each year, a new edition takes place to identify and reward the most innovative startups in the food industry.

In September 2021, InVivo Quest kicked off its 5<sup>th</sup> edition. Until May 2022, **InVivo Quest will conduct a global sourcing on 8 key topics** to identify the best innovations in the agricultural sector.

In 5 years, the challenge has welcomed **400 startups** and brought together **100 partners**.



# 2018

## Transformation of the offer to cooperatives and farmers

In 2018, the structure of Bioline Group evolves. The company takes on a new dimension via the creation of Bioline by InVivo, a global umbrella brand that reflects its mission.

This brand represents a unique alliance of recognized expertise to strengthen the performance of the French farm on a European and global scale.

Bioline by InVivo contributes to building a 3<sup>rd</sup> way of agriculture that meets the needs of consumers and citizens, respects biodiversity, and ensures stable and sustainable income for all farmers.



## Acquisition of Jardiland and Bio&Co

Following the integration of Jardiland, alongside Gamm vert and Delbard, InVivo Retail steps up to become a European leader in garden centers, garden lifestyle and pet shops.

Simultaneously, the food distribution business – initiated at Gamm vert in 2014 with Frais d'Ici – accelerates its development with the acquisition of Bio&Co stores. The two brands are set to develop alongside garden centers.



## Sale of Neovia

After entering negotiations in June 2018, InVivo finalizes the sale of Neovia to Archer Daniels Midland Company (NYSE: ADM).

By selling the subsidiary, which generates 80% of its business abroad, InVivo aims to speed up its strategic plan while contributing to the rise of a global leader in animal nutrition.

The total value of the transaction is  
1.544 billion euros.

**neovia**  
by **inVIVO**

## Launch of the digital agricultural platform aladin.farm

During the *Salon de l'Agriculture*, InVivo and 9 of its cooperatives organize a large agri-business event to launch aladin.farm, a collaborative platform designed and imagined by the cooperatives, their teams and farmers.

As a genuine French alternative to agricultural e-commerce, aladin.farm allows farmers to order products and services online to meet the needs of their farm(s): biocontrol, seeds, fertilizers, etc.



Today, aladin.farm has more than **38,000 farmers** integrated by **24 partner entities**.

With more than **210 supplier brands** and **10,000 products** referenced in **8 lines**, the digital platform generates a turnover of **44 million euros** over the period from 2020 to 2021.

## Launch of the 2030 by InVivo strategic plan

After achieving all the objectives defined in *2025 by InVivo*, the group is announcing its new strategic plan, *2030 by InVivo*, which has been co-constructed through an innovative process that closely involves all its stakeholders.

This process resulted in the definition of a *raison d'être* and a mission statement.

The *2030 by InVivo* strategic plan is based on 3 focuses:

- enhancing the wine and cereal sectors value;
- developing a digital agricultural offering;
- general public marketing and distribution.

## Implementation of the Nouvelle Organisation du Travail (NOT)

From the beginning of the global health crisis, InVivo establishes a regular dialogue with all its stakeholders to create a more flexible, resilient and efficient new work organization - translation for *Nouvelle Organisation du Travail* (NOT).

The goal is to build an organization capable of adapting to the consequences of this crisis and future upheavals. Designed to be evolutive, this agreement introduces, for example, the possibility of remote working at 50% of working hours.



**John Kerry,  
U.S. Special Presidential  
Envoy for Climate,**  
was the signatory of the  
*2030 by InVivo*  
strategic plan.

## InVivo acquires French société à mission status

As a cooperative group, InVivo took part in the drafting of the French PACTE law, which came into force in May 2019.

In October 2020, InVivo becomes a *société à mission*, a concept similar to the benefit corporation.

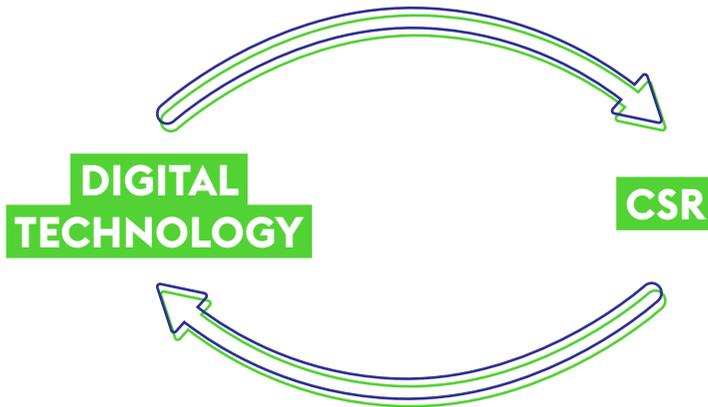
The group becomes a pioneer in France by giving all its subsidiaries the *société à mission* status.

## InVivo's purpose, or raison d'être:

To foster the agricultural and food transition towards a resilient agrosystem.

InVivo faces this challenge by designing innovative and responsible solutions and products, in line with the principles of regenerative agriculture, for the benefit of farmers and consumers.

## Our 2 key pillars



## Our 5 objectives

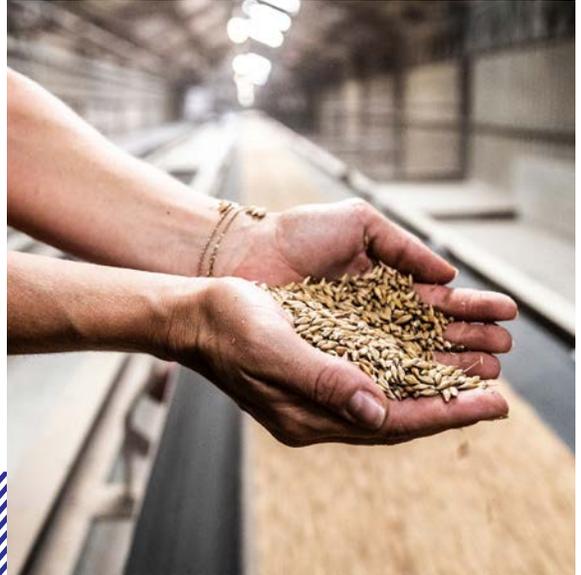
- 1** Zero pesticide residue
- 2** Contributing to carbon neutrality
- 3** Preserving and regenerating soils
- 4** Restoring and promoting biodiversity
- 5** Diversifying farmers' revenues

## Acquisition of the Soufflet Group

At the beginning of the year, InVivo enters into exclusive negotiations with Soufflet, a family-owned French agri-food group with an international presence.

This acquisition – completed in early December – paves the way for the creation of a single entity, a major player in French food sovereignty and a driving force in the agri-food transition. The new group would be able to address the societal, environmental and technological challenges and issues to which InVivo has been committed since 2014.

The new entity brings together the following business units: agriculture, international grain trade, garden center and food distribution, malting, milling and bakery/pastry, wine, and innovation.



## Bioline Agrosciences acquires the biocontrol company Dudutech

To give all farmers access to the latest and most environmentally friendly techniques, Bioline Agrosciences has acquired the Kenyan biocontrol company Dudutech from the British company Flamingo Group, a world leader in the production and sale of flowers.

Created in 2001, Dudutech is one of the main biofactories established on the African continent. With this operation,

Bioline Agrosciences solidify its position as a global player in the production and distribution of biocontrol solutions.

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**GRUPE**  
**soufflet**

InVivo is strengthening **its position as a driving force in the agricultural and food transition** by deploying its solutions on a larger scale in France and abroad.

## Merger of Cordier by InVivo with the wine group Vinadeis

The wine subsidiary of InVivo continues its development and transformation process.

InVivo Wine merges with the cooperative group Vinadeis and changes its corporate name to Cordier by InVivo.

With this acquisition, the company joins the top 3 French wine operators, bolsters its position in the retail market, enlarges its portfolio of top brands, and expands its exports.

## InVivo puts people first in the face of COVID-19

In an unprecedented context of widespread health, economic and social crises, InVivo was able to ensure the continuity of the food chain and reaffirm its sense of community.

The group's priorities were to ensure the safety of its employees, maintain its relations with its partners, and guarantee customer satisfaction.

## InVivo Retail extends its CSR commitments

In 2021, InVivo Retail convenes all its stakeholders in a digital event to discuss the group's direction. At the heart of this direction is a structured, ambitious and engaging CSR policy, which is the driving force behind InVivo Retail's actions. By extending the scope of its commitments,

InVivo Retail is cementing its support for the French plant industry and adapting its entire distribution network.

## The label bas-carbone for major crops

The French low-carbon standard, *label bas-carbone*, officially launched a year ago by the Ministry of Ecology, aims to achieve France's climate change goals and promotes the most environmentally friendly practices.

In 2021, the *label bas-carbone* was extended to major crops with the help of Agrosolutions. This marks a significant step forward for farmers who are investing in and changing their practices in accordance with the low-carbon transition.



### **As a cooperative group, InVivo believes in the values of team spirit, integrity, and passion.**

By becoming the official supplier of local products for the Rugby World Cup France 2023, InVivo seeks to promote this sport whose values echo its own identity.

The competition will take place in 10 cities across France. Throughout the event, InVivo will promote local products and contribute to the development of the French food industry.



By **Thierry Blandinières**,  
chief executive officer of InVivo

## **Biodiversity, soil quality and climate change: InVivo's vision.**

Since its creation, InVivo has been a direct witness to the changes in the agri-food sector. For the past two years, the COVID-19 pandemic has affected a large part of the world's activities, causing a surge in food prices and generating socio-economic difficulties for the most vulnerable people.

This unprecedented situation is occurring while the effects of climate change are becoming increasingly acute. Meanwhile, the increasing global population raises questions about the resilience of our food system. By 2030, there will be more than 9 billion people on Earth: a prospect that brings to light a systemic risk to biodiversity, soil quality, and water resources.

As a *société à mission*, InVivo's ambition is to transform food systems in a sustainable and significant way to create a fertile ground for change. Our challenge, as a leader in the agri-food sector, is to find ways to feed a growing population with fewer exploitable resources while reducing our carbon emissions. We believe that agriculture has a major role to play in addressing these challenges. Beyond food production, it plays a role in capturing greenhouse gases and preserving water and soil. The agricultural practices of each farmer have a direct impact on the quality of the environment and on biodiversity. On a larger scale, these practices have an impact on human, animal, and plant health.

Therefore, InVivo aims at developing innovative solutions, seizing opportunities offered by digital technologies, and implementing an ambitious CSR policy to ensure the ecological, agricultural and food transition. The size of our company today makes it possible to unite French cooperatives and farmers to create a more sustainable agriculture sector and ensure food quality in France and around the world.

By relying on our network, in all the countries where we operate, we want to build a new path for agriculture. A results-oriented agriculture sector that meets the food needs of a growing world population. A trustworthy agriculture system that serves the consumer and their health. A diversity-based agriculture that participates in the preservation and restoration of the fauna, flora and rare resources of the planet. Finally, a fair agriculture that guarantees healthy and affordable food to the consumer and a fair income to the farmer. To this end, InVivo promotes more resilient production methods in line with the principles of regenerative agriculture.

We work for the cereal industry, the international wheat value chain, the wine industry, and general public distribution in France. Digital technologies are accelerating our development. With *aladin.farm*, for example, we offer transparency, quality and trust. We have also chosen to place sustainable development at the heart of InVivo's strategy. This is not a matter of imagining simple marketing arguments, but rather of transforming a whole model and going back to the essential.

Taking our cue from our ambassadors, Jean-Louis Etienne and Bertrand Piccard, famous French explorers, we are setting out to conquer the future of the food industry. For Bertrand Piccard, there are more than 1,000 solutions that benefit both the environment and the economy. For our group, agriculture – a key driver of the ecological and food transition – is an essential solution.

Our strategic plan *2030 by InVivo* defines the major steps in the transition of the agri-food sector. Our actions aim to limit the carbon footprint of our production and distribution activities. According to the Intergovernmental Panel on Climate Change (IPCC), if we achieve carbon neutrality by 2050, global warming will end. As a major player in the agri-food sector in France and Europe, InVivo has a major role to play in the transition to carbon neutrality.

These objectives can be achieved if we strive to build a new value-creation medium based on export models, benefiting primarily resource-deficient countries. We must establish common charters and robust production standards to ensure high food quality for all. These new economic power relations must help capture added value to better redistribute it to farmers.

For InVivo, technological innovation must also be a priority. The digitalization of the agricultural sector has the creative force of an industrial revolution. We want to accelerate the digital transition of agriculture to help farmers better address climate and social issues.

By 2030, we will support the agri-food transition by leveraging our growing resources: the acquisition of the Soufflet Group not only adds to our strengths, it multiplies them. By doubling in size, we have the resources we need to massively deploy solutions to these strategic challenges and unite French cooperatives and farmers to sustainably transform the French farm and make a success of the third agricultural revolution.

We must act now for our planet and future generations. We must nourish the hopes of tomorrow.

**We have to stop consuming our future.  
Instead, we should cultivate it.**

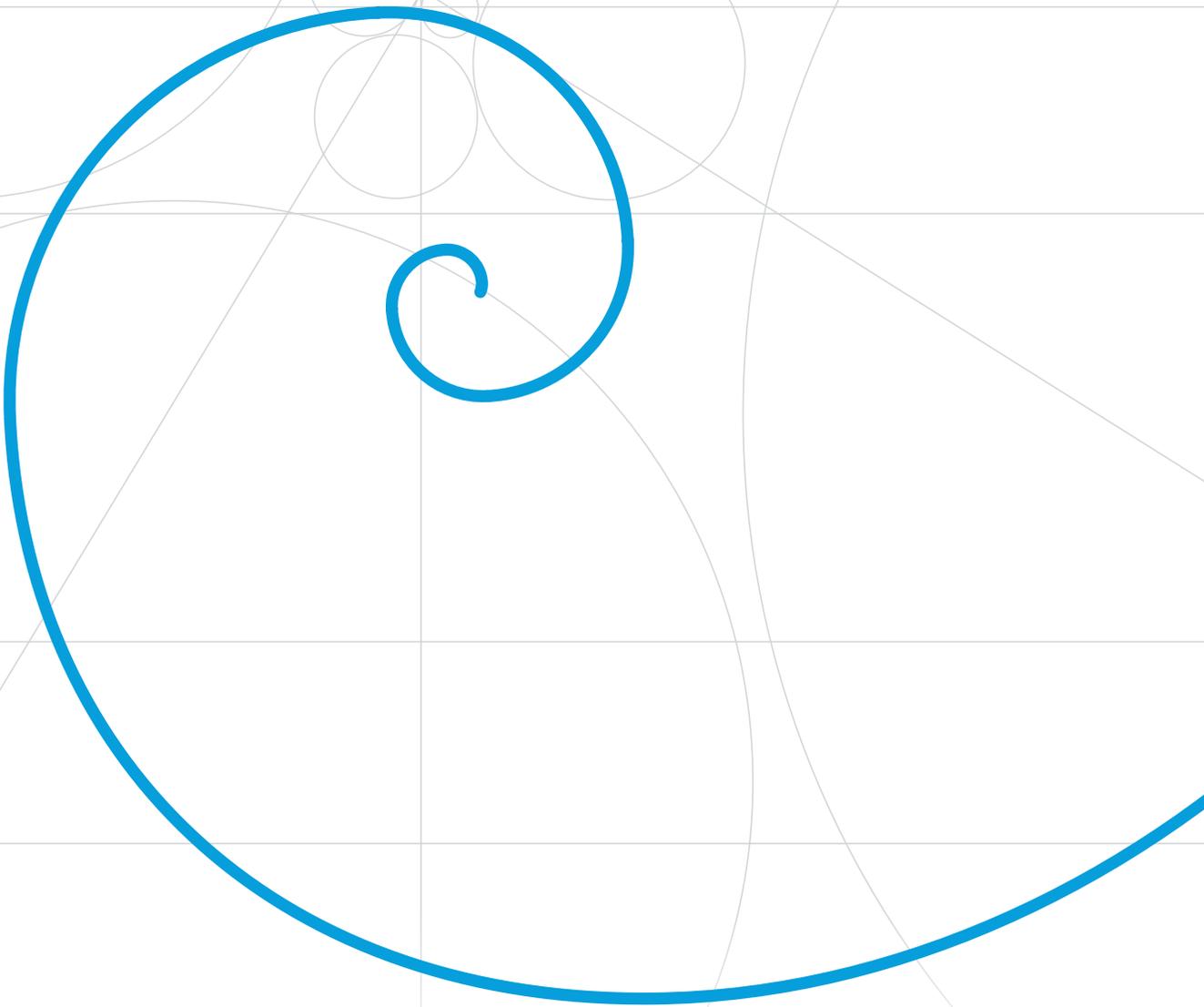


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InVivo supports the **Polar Pod** project.

Initiated and led by the explorer **Jean Louis Etienne**, this project will last until 2026; its objective is to lead a research program in the Southern Ocean on environmental issues.

By drifting around Antarctica, the Polar Pod will collect long-term data and observations to be shared with researchers, oceanographers, climatologists and biologists.



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