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INTRODUCTION

Following the 2021-2022 financial year, which saw our merger with Soufflet Group, making us one of the top three European agricultural companies and strengthening our role as a driving force in the agricultural and food industry transition, the 2022-2023 financial year was a fruitful period focussed on integrating our new business lines and their teams. In particular, with the creation of Episens, we have built a unique hub of expertise in the wheat, flour, and bread market. The new hub is heavily involved in promoting our sustainable supply chain programme, *Semons du Sens* (Sowing Good Sense). We also continued deploying our strategic growth plan, notably with TERACTION's acquisition of Boulangerie Louise and Grand Marché La Marnière, marking the first stage in its plan to become a European leader in responsible food distribution. Malteries Soufflet also acquired Malterie du Château in Belgium, and its merger with Australia's United Malt, which is currently being finalised and will notably be financed with a sustainability-linked loan, will make it the world's leading malt producer, allowing the company to consolidate, and even accelerate and expand, its CSR ambitions.

This dual drive to strengthen and grow our business lines, while respecting our status as a mission-driven company and our statement of purpose, is underpinned by the commitments of our Inside CSR approach, which is at the heart of our corporate strategy. This CSR policy is a reference that guides our actions in everything from our operations and our offerings to our relations with our stakeholders, with the aim of achieving what we call "triple performance", which means strong performance on three levels: environmental, social, and economic. It is also a unifying factor within a group of companies whose activities are increasingly broad and diversified, but which share the same values. With this ambition in mind, a new Group policy on responsible procurement and a new safety policy, All Safe Together, have been written and will be launched in September after a year of joint development.

The 2022-2023 financial year was an opportunity to consolidate our CSR fundamentals within all our business lines and to structure the application of our concept of positive impact, which is now embodied in detailed, objective, and monitored commitments. In particular, we have continued and stepped up our support for farmers in adopting cultivation practices that favour soil regeneration, preserve resources, restore biodiversity, and, of course, reduce greenhouse gas emissions. This increased support aligns perfectly with the new global framework for biodiversity, adopted at the COP 15 Biodiversity Conference this past December, which recognises the intertwining of climate, biodiversity, and soil goals, and shows how agriculture can be part of the solution to climate change. We are working with more

and more farmers and cooperatives on these efforts, in particular with our Terra 360 and Sowing Good Sense approaches. We have also started to develop low-carbon supply chains for barley and wheat to bring the best to our customers and consumers.

But we wanted to take things even further. To work effectively and sustainably towards decarbonising agricultural supply chains, in which two thirds of greenhouse gas emissions come from the production and spreading of fertilisers, we need to implement a real transition to decarbonised fertilisers. To address the lack of supply in this area, InVivo has teamed up with five major investors to create FertigHy, which will produce affordable, low-carbon fertilisers on a large scale for European farmers. In 2025, FertigHy will build its first plant in Spain, with the goal of later building plants in other European countries. The plant will produce over one million metric tonnes a year of low-carbon nitrogen fertiliser using 100% renewable electricity and green hydrogen. This project is fully aligned with our policy of positive-impact actions to ensure triple performance across our value chain. It also demonstrates our commitment to working with all our stakeholders. Because together, we go faster, stronger, and farther...

By **Thierry Blandinières**,
CEO of InVivo Group



PLEASE NOTE

- This document sets out the Group's response to the information requested by French Decree No. 2017-1265 of 9 August 2017, implementing Order No. 2017-1180 of 19 July 2017 on the publication of non-financial information by certain large companies and certain groups of companies.
- To clarify the specific scope of each indicator, a methodological note can be found on page 90.
- In application of Article 8 of the European Union Green Taxonomy Regulation (Regulation (EU) 2020/852) and its delegated act relating to publications, published on 6 July 2021, InVivo Group has analysed the activities concerned by this classification.
- Only TERACTION activities are considered eligible. A detailed presentation of this regulatory point is included in the TERACTION Extra-Financial Performance Statement.

INVIVO IN BRIEF

- A national union of agricultural cooperatives, InVivo Group provides its member cooperatives and their farmers with innovative and socially responsible solutions to support the environmental and economic transition of agriculture and the food industry. The Group is involved in agriculture, international grain trading, the food industry (malt production, wheat, wine), garden supplies, food distribution, and more.
- Agriculture and food are at the heart of the UN's 17 Sustainable Development Goals, which InVivo works every day to bring to fruition.



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Our organisational and governance model

OUR STATUS AS A COOPERATIVE AND OUR GOVERNANCE

InVivo is a **national union of agricultural cooperatives**, founded on respect for cooperative values and principles as defined by the International Cooperative Alliance (ICA).

 *A cooperative is an independent association of persons united voluntarily to pursue their shared economic, social, and cultural needs and aspirations through a collectively owned and democratically controlled enterprise.*

The Union brings together 174 member cooperatives representing over half of France's farmers. From field to plate, InVivo meets the needs and expectations of farmers and consumers by pooling the strengths of its cooperatives, responsibly and sustainably investing in innovation, and constantly renewing its range of products and services.

The InVivo Union is a member of La Coopération Agricole.



La Coopération Agricole is the unified representative body for French agricultural, food-industry, agro-industrial, and forestry cooperatives. It also brings together national business-line federations and regional federations. La Coopération Agricole serves as a political mouthpiece and makes recommendations to French and European public authorities, the media, and civil society. Its mission is to promote the cooperative model by highlighting its economic power.

The Union's Board of Directors determines the organisation's strategic orientations, subject to annual review by the General Meeting, which brings together all the member cooperatives. The Board is made up of 22 elected cooperative members, one elected non-cooperative member, four elected employee representatives, and one

subject matter expert. The Chairman takes the lead on Group goals and is the spokesperson for the Board of Directors. The Chief Executive Officer is responsible for implementing the strategy once it has been approved by the Union's Board of Directors.

The elected cooperative members who sit on the Union's Board of Directors are present at all levels of strategy development, within various decision-making bodies. This involvement of elected representatives ensures that InVivo's actions are always carried out in the service of its cooperative members, and are co-constructed with them, in accordance with the Union's values and its articles of association.

The Board of Directors relies on the work of **six cross-functional committees** that it has established, including:

- **The Audit and Risks Committee**, which monitors the financial reporting process, the effectiveness of internal control and internal audit systems, risk management, and the statutory audit of the annual and consolidated financial statements.
- **The Digital Monitoring Committee**, which monitors the digital projects of the Group and its business lines.
- **The Ethics and Governance Committee**, which is responsible for ensuring compliance with ethical standards within the Group, and in particular with the Code of Conduct signed by all Board members; it is also responsible for examining any issues relating to potential conflicts of interest within the InVivo Union, the Group, and its subsidiaries, and for initiating discussions aimed in particular at continuously improving the governance of the Union and its operations.
- **The Remuneration and Appointments Committee**, which is tasked with making proposals and giving an advisory opinion to the Board of Directors concerning proposed appointments; it is also responsible for monitoring the general remuneration policy, as well as the remuneration policy for corporate officers and executives.
- **The Member Relations Committee**, which builds and maintains links between InVivo and its member cooperatives. As such, this committee is the main point of contact for InVivo's cooperative ecosystem and ensures that information is properly shared between the various players.

- **The CSR Monitoring Committee**, which is tasked with monitoring progress towards the various goals of the Group's CSR policy; it is also responsible for ensuring that employees and external stakeholders adhere to the policy and that the policy is implemented in the business lines so that they help generate socially responsible value through their operations and positive-impact offerings.

- **The group holding company InVivo Group SAS** carries out corporate functions and delineates the separation between the activities belonging to the union of cooperatives and the competitive economic activities. Group strategy is defined at this level.

Business-line holding companies/subsidiaries bring together the Group's economic activities, complying with the laws of the markets in which they operate. Each business-line holding company/subsidiary defines and implements its own strategy in line with the Group's strategy. The business-line subsidiaries have their own Boards of Directors and may have minority shareholders who are not cooperative members. Subsidiaries are grouped into four main strategic activities: agriculture; international grain trading; the food industry (malt production, wheat, wine); and garden supplies and food distribution.

On 18 January 2023, Jérôme Calteau was elected to succeed Philippe Mangin as Chairman. At the same time, the Board of Directors renewed its confidence in the CEO, Thierry Blandinières, and four new members joined the Executive Committee: Olivier Clyti, Director of Strategy, CSR, and Digital; Jean-François Lépy, Director of Soufflet Négoce by InVivo; Christophe Passelande, Director of Soufflet Agriculture, Malteries Soufflet, and Soufflet Vigne; François-Xavier Quarez, Director of Episens by InVivo. This change follows the acquisition of Soufflet Group in 2021, and is designed to accelerate the transformation of the Group's businesses. **The InVivo Union Board** prepares the decisions to be taken by the Board of Directors.

The Union Board is made up of the Chairman and 7 Vice-Chairs (who manage the business line supervisory committees and cross-functional committees).

INVIVO GROUP, A MISSION-DRIVEN COMPANY

At its meeting on 21 October 2020, the Board of Directors of the InVivo Union approved the amendment to InVivo Group's Articles of Association to include its statement of purpose and its mission, making the group holding company of the French union of agricultural cooperatives a **mission-driven company** (*société à mission*, SAM).

The French PACTE Law of 22 May 2019 gives companies the option of including in their articles of association a statement of purpose dedicated to a collective interest, which may be more or less binding. InVivo has chosen the highest level of commitment offered by the PACTE Law by becoming a mission-driven company (SAM).

The aim of this major transformation, which has been in the works since the beginning of the debates around the PACTE Law, is to provide long-term support for the Group's strategy by giving it **an ambitious purpose and several missions in the collective interest**.

OUR ORGANISATIONAL MODEL

In July 2015, as part of its strategy, InVivo carried out a legal and tax separation between its statutory activities specific to the Cooperative Union and its other commercial activities.

The Group has a three-tiered legal structure:

- **The National Union of Agricultural Cooperatives, or InVivo Union.** As InVivo's historic base and the foundation of its mission, the Union brings together the statutory activities of services to member cooperatives, namely centralised procurement of agricultural supplies and grain trading activities. The Union is responsible for relations with cooperatives.

InVivo Group's statement of purpose was developed through an **extensive collaborative and participatory process** involving the Board of Directors and the Executive Committee, as well as an online consultation with people from the member cooperatives, including a sample of their members, employees, and other stakeholders (customers, suppliers, franchisees, investors, start-ups). A total of 1,500 responses were collected, providing input for the development of the statement of purpose.

InVivo Group's Statement of Purpose

To promote the transition of agriculture and the food industry towards a resilient agrosystem by deploying innovative and responsible solutions and products aligned with the principles of regenerative agriculture, for the benefit of farmers and consumers.

By adopting the status of mission-driven company for its parent company and, in the near future, for each of its subsidiaries, InVivo is affirming its determination to use its business model, which covers the entire food value chain, to serve this commitment.

InVivo Group's Mission

Guided by its statement of purpose, InVivo Group has given itself the mission to:

- *Strengthen the commitment of its members and their ability to sustainably transform agriculture and ensure food quality and safety, in France and around the world.*
- *Integrate its statement of purpose into its group strategy and the strategies of its brands, while adapting it to the entities that make up the group.*
- *Continuously develop its knowledge and capacity for innovation, through and with research and digital technology, to prepare the solutions of the future, with a positive impact, and to help take on our world's major environmental challenges.*
- *Co-construct with its partners products and services that are eco-designed and/or responsibly sourced, as well as responsible distribution channels that generate economic, environmental, and social value.*



- Explore and structure innovative and responsible projects with players in the agricultural sector to promote sustainable growth in line with the principles of regenerative agriculture.

- Continuously develop the skills of its employees, their ability to take initiative, and the level of social dialogue, while affirming its cooperative values.

- Apply InVivo's code of conduct with regard to its strategic stakeholders, respecting human rights and the OECD guidelines, including with regard to its suppliers and customers, and protect personal data.

To ensure that the company fulfils its mission, the Group has appointed an **independent Mission Committee** made up of two subject matter experts and five employees representing the Group's various business lines.

COMPOSITION OF THE INVIVO GROUP MISSION COMMITTEE

- **Subject matter experts:**
 - Sébastien Abis, Director of Club DEMETER and associate researcher at the French Institute for International and Strategic Affairs (IRIS), focussing on long-term planning, global issues, and cross-sector dynamics.
 - Sébastien Coquard, Chairman of the AGAMY wine cooperative, which brings together over 350 winegrowers from the Beaujolais, Coteaux-du-Lyonnais, and Côtes-du-Forez areas.
- **Employees:**
 - Ludivine Allardon, Director of Operations at Agrosolutions – Bioline by InVivo.
 - Elodie Colin-Petit, Business Development Director – Malteries Soufflet.
 - Mathieu Gaubert, Director of the Home Grower and Designer business line – TERACTION.
 - Constance de Gourcuff, Director of Internal and Digital Communications and of the Employer Brand – InVivo Group. She has been appointed as Chair of the Mission Committee.
 - Benoît Rousseaux, Head of Innovation – InVivo Group.

This year, following the acquisition of Soufflet Group in December 2021, the work of the Mission Committee focussed mainly on integrating the new scopes of business into the roadmap. The Mission Committee revised each of the objectives and each of the evaluation indicators used to monitor the fulfilment of the mission in order to reflect the Group's new dimensions. The 2022-2023 annual report, attached to the management report, summarises the year's work and presents the new indicators and their results.

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Our economic and social model

Agriculture



By offering a comprehensive range of sustainable and innovative solutions and services, Bioline by InVivo is building the “3rd way” for agriculture, a model of farming that feeds consumers, provides a better quality of life and fair remuneration for farmers, and helps combat climate change through its positive impact on carbon storage, soil quality, and the preservation of biodiversity. This approach aligns with the Group’s statement of purpose: “Acting for sustainable agriculture and food”. **Bioline by InVivo is a global umbrella brand with recognised expertise in supporting farmers throughout the entire value chain with buying, sowing, nourishing, and protecting soil and plants, and managing farms.**



Bioline by InVivo’s activities are divided into two distinct entities:

- The 1st entity, which serves “sovereign” missions belonging to the InVivo Union; this entity manages the “Logistics and Storage” activities (port and river merchandise management activities for the export and processing of cereals), as well as two negotiation centres: PPA (Pôle Partenaires Agrofourniture, the “Agricultural Supply Partners Hub”) and Vert Cité, which specialises in products for the green spaces market.
- The 2nd entity belonging to the Bioline Group holding company, organised into three divisions to respond more effectively and rapidly to the needs of agricultural markets. These hubs are managed with a cross-functional structure and are aligned with the 3rd way for agriculture.

Bioline’s business model is therefore based on a 360° offering built around key actions in farmers’ work: buying, sowing, nourishing, protecting, managing, and developing.

Pooling procurement: PPA

A core activity of the InVivo Union, the **PPA (Pôle Partenaires Agrofourniture, the “Agricultural Supply Partners Hub”)** identifies synthetic and organic plant protection products, as well as seeds, so as to provide cooperatives and their farmer members with a broad selection of solutions with proven effectiveness. Within the PPA, six regional unions representing more than 100 cooperatives collectively negotiate some of their purchase terms and conditions.

Sowing: Bioline Seeds

Bioline by InVivo has built up a true hub of expertise in seeds, both in France and abroad, with: **Semences de France**, the leading player in the French market; **LS Production**, France’s leading rapeseed producer; the European subsidiaries **Novasem** (Italy) and **Tradisco Seeds** (Hungary); **DTI Sementes** (Brazil), which markets products under the Agrosol brand; and **Aegilops**, a French company specialising in the development of coating and film products for seeds.

Nourishing and protecting: Bioline Crop Care

To nourish soils and plants, **Fertiline**, the fertiliser division, produces speciality fertilisers and treated urea, with two flagship products: Nexen and Novius, high-performance nitrogen fertilisers based on innovative technologies that increase the amount of nitrogen available to plants and limit losses to the environment through volatilisation.

To protect plants against pests, Bioline Crop Care and its specialist entities, **Phyteurop** (France), **Life Scientific** (Ireland), **CCAB Agro** (Brazil), and **InOu** (China), encourage the measured use of phytosanitary products, combined with other solutions such as the biocontrol solutions produced by **Bioline AgroSciences**.

Managing operations: Bioline Solutions

To make it easier to manage farm operations and improve their performance, Bioline Solutions offers a range of specific digital tools with **SMAG** and its range of software and web and mobile applications, as well as **beApi**, a subsidiary dedicated to precision agriculture, whose integrated solutions enable, in particular, the intra-parcel modulation of inputs.

The **LEADER Farms** programme and the **Openfield** experimentation platform help to bring innovations to farms, demonstrating their relevance for production quality, making work easier, and improving farmers’ incomes (see also 5. InVivo Group Innovation Division). **Agrosolutions** is helping to build increasingly sustainable agriculture, providing expertise and advice to cooperatives, farmers, and agri-food manufacturers to improve production, anticipate risks, and identify new sources of revenue. **Carbon&Co** is responsible for the pooling, tracking, and fair valuation of carbon credits generated by farmers’ carbon projects.



Soufflet Agriculture is present in the major crop-growing regions of France, as well as in nine other countries (Europe and the CIS). It collects, stores, and markets around 5.5 million tonnes of cereals and oilseeds per year, produced by around 25,000 farmers. The products are sold in France through the milling industry (for wheat) and the malting industry (for malting barley), and are exported through Soufflet Négoce by InVivo (around 1.5 M tonnes). Soufflet Agriculture also distributes agricultural supplies.

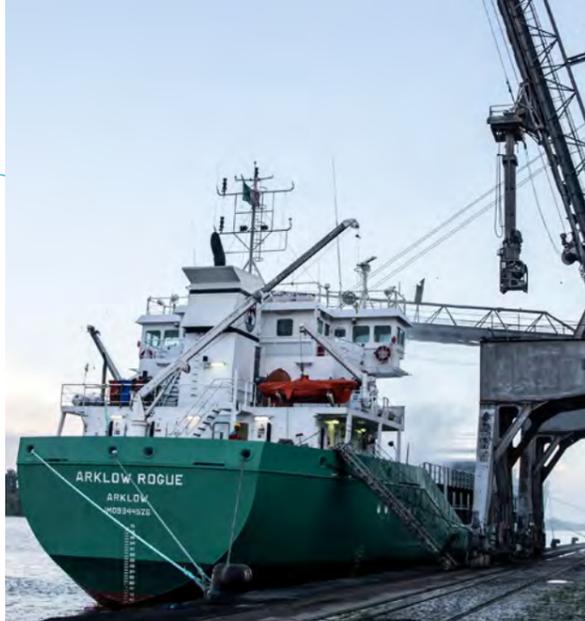
Soufflet Agriculture supports farmers in their development through personalised agronomic expertise, local technical support, and a range of innovative and competitive solutions (plant breeding with the Soufflet Seeds brand, plant protection and nutrition, growing and precision agriculture systems, etc.), helping them meet the needs of the various agri-food sectors and industries. Its Farmi app is a farm management tool that also provides additional support in the transition to more precise, environmentally friendly farming.



Structured around three distinct markets – grapevines, wine, and winegrowing consulting and services (via its Vitivalor Solutions brand) – Soufflet Vigne supports its winegrower, cooperative vintner, and merchant customers at every stage in the life cycle of their businesses by offering them its experience and its agronomic, oenological, technical, and regulatory expertise, accompanied by a complete range of own-brand products, from planting and maintaining vines to maturing and bottling wine.

With a network of 29 shops at some of the largest vineyards, Soufflet Vigne is a major player in the French wine-growing and wine-making industry, and aims to become the leading winegrowing consultancy in France (for everything from vine planting to the sale of estate wines) and a key player in the “3rd way” for winegrowing.

With its Le Souffle Vert brand, Soufflet Vigne also offers a wide selection of products for professionals involved in the creation and maintenance of gardens and green spaces.



Food industry

Wheat Division



Episens by InVivo, the new wheat division of InVivo Group, launched in January 2023, offers unique industry expertise, from grain to finished product, relying on the added value of each of its three complementary business lines:

- milling, with **Moulins Soufflet**,
- ingredients (technical and aromatic solutions for milling and small-scale and industrial bakeries), with **AIT Ingrédients and Soufflet Biotechnologies**,
- baked goods and snacks with **Neuhauser**.

This new structure, dedicated to the wheat market, will allow us to operate across the entire value chain and control the upstream and downstream production tools, so that we can effectively meet the new expectations of our small-scale and industrial bakery customers, as well as those of distributors and consumers. In addition, Episens and its business lines are also engaged in the sustainable transition for agriculture and the food industry via InVivo Group's Sowing Good Sense initiative.



Moulins Soufflet has been one of France's leading millers since 1978, perpetuating its agronomic, milling, and baking expertise by blending carefully selected wheat and transforming it into high-quality, sustainable flours. Moulins Soufflet has nine mills in France and Belgium, with an annual production capacity of over 800,000 tonnes of flour. Their geographical coverage allows them to deliver local, efficient service to their customers, whether they be small-scale bakeries, industrial bakeries, or distributors.

For the past 12 years, Moulins Soufflet has been a pioneer in traced and sustainable production with the Sowing Good Sense initiative, and the company now produces 300,000 tonnes of flour from Sowing Good Sense sustainably sourced wheat, in particular with its Baguépi Farine Responsable and Melior brands, aimed at artisan bakers.

International trade



Soufflet Négoce by InVivo is positioned as a major European player in grain trading. Serving strategic customers and assisting the Group's business lines with exports, the Soufflet Négoce by InVivo team sells wheat (soft and hard), barley (for feed and malting), maize, and oilseeds, primarily from France and elsewhere in Europe, mainly to customers in Europe, Africa, the Middle East, and Asia, thanks in particular to sales offices in Ukraine, Spain, Côte d'Ivoire, Algeria, Cuba, and Singapore (InVivo Trading Asia). The team's business also includes Prolac (dairy exports, mainly to Africa and Asia) and Socomac (silos at the ports of Rouen and La Pallice).

For logistics, Soufflet Négoce by InVivo also relies on the **Logistics & Storage** Division and its 12 sea port facilities (Bordeaux, Blaye, Nantes, Montoir-de-Bretagne) and river port facilities (La Grande-Paroisse, Châlons-en-Champagne, Metz, Illange, Ottmarsheim, Huningue, Saint-Usage, Santes) dedicated to processing and adding value to grain, as well as loading and unloading ships. Logistics & Storage is adapting and renewing its range of services (grain processing and precision storage) to meet the needs of the food industry.



AIT Ingrédients, an expert manufacturer of ingredients, offers technical solutions (improvers, correctors, and enzymes) and creative solutions (starters, cereal ingredients, mixes) to milling, bread-making, and pasta manufacturers and distributors, with personalised services and clean-label and sustainable solutions. Its six international subsidiaries allow the company to meet the needs of markets in Europe, Africa, South America, the Middle East, and Asia.



An expert in fermentation and biosolutions for the past 35 years, **Soufflet Biotechnologies** develops and manufactures starters, enzymes, and enzyme complexes for the food industry (brewing, oenology, bread-making, fruit processing, animal feed).



Neuhauser, a manufacturer of baked goods since 1906, helps to promote French baking expertise to customers in the restaurant and food distribution industries in France, Europe, and around the world. Its ranges of breads, Viennese pastries, doughnuts, brioches, and cooking aids are made at its 11 sites in France using sustainable French wheat flour produced under the Sowing Good Sense programme with socially responsible ingredients. Its factory in Portugal produces bread and *pasteis de nata*.

Malt production



As a leading international player in its market, Malteries Soufflet meets the most demanding specifications of its customers (major brewers and craft brewers, distillers, and ingredient producers) in each of its 16 countries of operation thanks to its expertise in the barley sector, from seed to beer, from the selection of new varieties to the choice of the best barley qualities, while helping carry out the environmental transition in agriculture.

Malteries Soufflet produces malts of excellent quality, whether standard or special, pilsner, roasted, or organic, while applying a process of continuous improvement for the sustainability of its products and consideration of their environmental impact. Malteries Soufflet operates 29 malt production plants in Europe, Latin America, Asia, and Africa, with an annual production of 2.4m tonnes of malt.

Wine



Created in 2015, Cordier by InVivo, together with its partner cooperatives, is helping to build a sustainable wine industry and is contributing to the success of French wines, and now spirits, around the world. Since its merger with Vinadeis (a winegrowing cooperative group), Cordier has become the third biggest player in the French wine market. Cordier is structured around two divisions: a **bulk division**, Sudvin SAS, which has the ambition of becoming the number one player in France in this segment by 2030 and which is already exporting to 25 countries, and a **processed products** division, Cordier SAS, which has three multi-format bottling plants and distribution facilities that cover the two main customer segments in France and in export markets: cafés, hotels, and restaurants (CHR) and major retailers. The export business is divided into three large regions: Asia, America, and the CIS, with a presence in Belgium, the United Kingdom, the Netherlands, Germany, China, South Korea, Japan, Hong Kong, and the United States.



Thanks to an alliance with the cooperative Océalia, which recently became a member of the InVivo Union, Cordier has created Tuxedo, a range of French spirits made from the alcohol obtained from the production of its non-alcoholic wines. This new range, which will help strengthen Cordier's international positioning, is part of a circular economy approach and, more generally, of Cordier's CSR strategy, Terra 360, which aims, from soil to glass, to develop regenerative winegrowing and biodiversity, to improve its carbon footprint, to promote health (responsible consumption), and to improve product traceability.

Retail

TERACT

Since July 2022, TERACT has brought together the distribution activities of InVivo Group (formerly InVivo Retail) and those of the former SPAC 2MX Organic. TERACT is a publicly traded company and a major player for responsible distribution in two growing strategic markets: the gardening and pet supplies market and the food market. Its ambition is to create an innovative network of socially engaged brands and retailers, combining tradition and modernity, agricultural expertise and innovation, and in-store and digital experiences. TERACT brings together the Jardiland, Gamm vert, Delbard, Jardineries du Terroir, and Noa garden and pet supply chains, as well as the Boulangerie Louise, Grand Marché La Marnière, Frais d'Ici, and Bio&Co food retailers.

To train the employees of tomorrow, who will drive the company's future growth, TERACT now has an apprentice training centre (CFA) dedicated to its business lines: the CFA by TERACT.

Garden and pet supplies

TERACT is positioned as a plant expert, with three retail chains: **Jardiland**, the leading home gardening brand (with the concept **Noa**, "The Pet Place," created in 2019); **Gamm vert**, the garden centre with farming roots, No. 1 among

local garden centres in France with over 1,100 shops; and **Delbard**, the brand of independent retailers (franchise network). Jardiland and Gamm vert have received new websites, developed in collaboration with the InVivo Digital Factory to enhance the digital experience.



Food

Already positioned in the fresh, local, and organic food segment, with the two retail chains, **Frais d'Ici** and **Bio&Co**, and employing an original strategy of establishing food departments in Gamm vert (Les Sens du Terroir) and Jardiland (Le Jardin des Saveurs) stores, TERACT has accelerated its growth in this strategic food segment with the acquisition, in late 2022, of **Boulangerie Louise** and the three stores of **Le Grand Marché La Marnière**.

Boulangerie Louise is the leading artisan bakery chain in the north and north-west of France and the 3rd largest network in France, with more than 1,500 employees in 129 artisan bakeries. TERACT's aim is to make Boulangerie Louise a national leader among small-scale bakeries as part of a drive to create a sustainable supply chain and develop a new food concept with small-scale bakeries as a key component.

With the acquisition of three **Grand Marché La Marnière** stores in France's Yvelines department, TERACT is set to step up the development of its food business by rolling out an authentic covered market concept, offering fresh, high-quality products and focussing on local goods and short supply chains.

InVivo Group Innovation Division



Food distribution

InVivo Group's digital transformation is of paramount importance for meeting the current and future challenges of the retail, agricultural, and agri-food sectors. Having created its own Digital Factory in 2018, InVivo now has a number of digital products to its credit to promote the competitiveness and sustainable growth of its various business lines and member cooperatives, helping optimise and modernise the agricultural supply chain, track farming practices and production, and measure the technical and economic efficiency of farms while promoting regenerative and sustainable agriculture.

InVivo Digital Factory has four major platforms:

- **Enseigne.com**: a multi-brand, omnichannel platform incorporating the growing power of e-commerce and changing consumer habits (online sales, but also drive-to-store, click & collect, in-store or home delivery, online ordering of a product missing in store, etc.). Notably, this platform was used for the recent redesign of the Jardiland.com website and will be used for the forthcoming redesign of the Gammvert.fr website, with the aim of digitalising 20% of their total revenue by 2030.

- **Farmi**: a transactional, community, multi-channel, and international platform for Soufflet Agriculture's farmer customers in France and elsewhere in Europe (17,000 farmers connected in France, 5,000 in other European countries). Farmi is reinventing the digital experience for farmers, from sowing to harvesting, by offering innovative tools and services and making the most of data. Farmi is also creating Europe's number one community of farmers aiming to grow together.
- **Maïté (Malt Artificial Intelligence)**: this artificial intelligence platform, using more than eight models, allows Soufflet Négoce by InVivo to model the process of transforming barley into malt with a major goal: taking into account environmental parameters, grain characteristics, and expected performance. This tool increases the profitability of production lines by optimising yields and energy consumption.
- **aladin.farm**: launched in 2020, this French cooperative marketplace, accessible 24/7, offers a full range of data services and digital tools for farmers, cooperative technicians, and agricultural suppliers. Used by 24 cooperatives representing 60,000 farmers, the platform is facilitating online sales of 25,000 listed items (fertilisers, seeds, plant health and nutrition products, fodder storage products, trellises and equipment for vine and tree cultivation, and livestock products), bringing in revenue of over €215 million.

In 2022, InVivo Digital Factory added a Data Factory to its portfolio, with a dedicated team, to help the Group to accelerate its use of data to enhance the value of its business activities and its use of artificial intelligence.



But InVivo's mission doesn't stop at coming up with innovations: it also involves disseminating those innovations widely and speeding up their adoption via experiments and demonstrations. To achieve this, InVivo Digital Factory has deployed two programmes: **LEADER Farms** and **Openfield**.

To assess the functional and economic benefits of digital solutions for agriculture, InVivo is drawing on the expertise of the "living lab" programme LEADER Farms. This network of 500 farms, currently involving 30 cooperatives, offers educational information, online training, demonstrations, field tests, and special support to help farmers deploy digital solutions.

InVivo also runs an open-air platform for testing technological and agronomic innovations: Openfield, a 20-hectare field in Milly-La-Forêt. Every two years, Openfield holds an outdoor conference that brings together participants from the world of agriculture to present trials on a number of themes: the circular economy, low-carbon farming, new seed varieties, integrated protection systems, soil life, etc. For its second edition, in June 2023, the event attracted nearly 600 participants.

Launched in 2017 as an annual challenge open to food industry start-ups, with the aim of identifying projects capable of accelerating the transition of the agri-food sector, **InVivo Quest** is now an international sourcing tool for solutions and technologies. An initial group of start-ups is selected. They are then challenged by business experts during a series of sessions (the five sessions organised in 2022-2023 involved between 100 and 150 start-ups of many different nationalities). In the end, a select group of start-ups are invited to create test versions of their solutions, depending on their assessed value, particularly in terms of taking on the challenges of adapting to the effects of climate change, reducing water and energy consumption, improving logistics and storage in agriculture, and improving local retail supply chains.

A socially responsible and forward-looking endowment fund



InVivo Foundation is InVivo Group's endowment fund, tasked with exploring solutions in the public interest with a view to making agriculture and the food industry increasingly respectful of the living world, and also working towards achieving the UN's Sustainable Development Goals.

"InVivo Foundation is part of our purpose, blazing new trails to accelerate the environmental and societal transition."

Thierry Blandinières, Chairman of InVivo Foundation

InVivo Foundation is supported by an eight-member Board of Directors that includes two members from the InVivo Board of Directors, two members from the Group's Executive Management, three employees, and one subject matter expert. The fund acts as a trailblazer for a societal transformation leading to a more eco-friendly form of agriculture, particularly focussing on projects in the public interest that are not yet economically competitive.

The projects it supports focus on three themes

-  **Helping farmers make a better living from their work**
-  **Developing new sustainable food solutions**
-  **Taking care of natural resources**

Since its creation in 2016, the fund has directly or indirectly supported around 20 projects, associations, or "action research" programmes, in France and around the world, through funding or technical support. The fund focusses on long-term support to help projects achieve their full potential.



MAP OF CHALLENGES, RISKS AND OPPORTUNITIES

p. 22 to p. 29

Climate change risks p. 28
Geopolitical risks p. 29
Cybersecurity risks p. 29

Map of challenges, risks and opportunities

The materiality analysis conducted by the Group in 2019 revealed 12 main challenges for InVivo with regard to its stakeholders. These challenges were then analysed in terms of risks, which represent areas of opportunity for InVivo's activities, as well as priorities that have been or will be taken into account in its CSR policy. Following the acquisition of Soufflet Group, this assessment of materiality was expanded to include the challenges specific to the Soufflet scope and was also refined with a materiality analysis carried out in 2020 with the help of Deloitte.

The table below shows the relationship between the challenges, risks, and opportunities, and how they are taken into account in the Group's CSR policy.

Domains	Challenge for stakeholders	Themes from risk analysis	Opportunities	CSR Policy
Governance	Preserving the cooperative model by equitably sharing the value created	Cooperative support for InVivo's strategic orientations	<ul style="list-style-type: none"> - Co-construction of strategic projects with member cooperatives. - Innovation platform with cooperatives. 	Governance, p. 32
Governance	Identifying and managing CSR risks and turning them into opportunities	Support for the CSR policy from management and employees	<ul style="list-style-type: none"> - InVivo Group's transformation into a mission-driven company. - Co-construction of the statement of purpose with stakeholders. - Creation of a CSR committee within the Board of Directors. - Strengthen employees' understanding of and support for CSR initiatives by developing a solid culture around these issues. Reaffirm the Group's commitment to CSR by informing all employees about current initiatives. 	Governance, p. 32 Strategic alignment, p. 36 CSR Governance, p. 32
Governance	Integrating CSR into the overall strategy, brand strategies, and mission of InVivo's entities	Steering and coordinating CSR at the business line level	<ul style="list-style-type: none"> - CSR Committee of business line directors (Exec. Com.). - CSR managers included in management committee meetings for each business line. - Broad dissemination of the Group's CSR policy to employees, and implementation of the Group policy via business line roadmaps. 	CSR Governance, p. 32

Domains	Challenge for stakeholders	Themes from risk analysis	Opportunities	CSR Policy
Ethics	Fighting corruption, money laundering, and illicit payments	Ethical behaviour of internal and external stakeholders	<ul style="list-style-type: none"> - Develop the InVivo Code of Conduct. - Training on the InVivo Code of Conduct. - Raise awareness among suppliers of the Code of Conduct. - Policy and action plan to implement responsible procurement. - Prevent all forms of abuse of dominant positioning in international markets. - Develop compliance assessments for customers and suppliers. - Oppose child labour and disrespect for women. - Contribute to partner procurement practices with our suppliers and service providers. 	Commitment 3, p. 72
HR	Ensuring the health and safety of employees in the performance of their duties	Employee health and safety	<ul style="list-style-type: none"> - Implement and maintain an occupational health and safety policy and action plans. - A policy and action plan for safety in the workplace, combined with group management supported by robust group governance. - Implement a company agreement on remote work. 	Commitment 3, p. 66
HR	Promoting quality of life at work	Quality of social dialogue Quality of work organisation	<ul style="list-style-type: none"> - Ensure a fair work-life balance. - Inclusion and support for people with disabilities. - Train managers on the <i>New Ways of Working</i> and on professional support management. - Contribute to a healthy lifestyle by promoting good eating habits and regular physical activity. - Train employees to ensure their employability through career plan management. - Support new employees with on-boarding; support employees who are retiring. 	Commitment 3, p. 68

Domains	Challenge for stakeholders	Themes from risk analysis	Opportunities	CSR Policy
Environment	Helping to prevent and adapt to climate change	Negative impacts of agricultural activities on the climate	<ul style="list-style-type: none"> - Responsible use of agricultural inputs. - Promote actions that encourage carbon sequestration and soil fertility. - Agronomic research and innovation to reduce the environmental footprint and regenerate ecosystems. - Contribute to the sustainability of agricultural and food production. - Carry out the Group's transition to carbon neutrality. - Development of a range of solutions to help assess and reduce greenhouse gas emissions and measure farmers' capacity to sequester carbon (farm management tools, carbon storage solutions). - Reduce waste generation and promote a circular economy. - Eco-design of products and packaging. - Combat waste of resources and food. 	Triple performance, p. 40 Commitment 1, pp. 43 and 50
Environment	Helping to preserve biodiversity	Degradation of natural ecosystems (natural resources and biodiversity)	<ul style="list-style-type: none"> - Biodiversity protection and regeneration throughout the supply chain. - Promote the principles and tools of regenerative agriculture to the customers downstream from food processing by customers upstream via soil conservation by cooperatives and their members. - Promote circular economy principles (recycling and recovery of agricultural by-products). - Promote the principles and tools of precision agriculture. - Reduce synthetic inputs used on products, instead favouring biosolutions. - Develop consulting services to deal with the risks associated with the degradation of ecosystems in order to support agricultural production and the profitability of farms. 	Commitment 1, p. 50, and Commitment 3, p. 72 Triple performance, p. 40 Strategic alignment, p. 36

Domains	Challenge for stakeholders	Themes from risk analysis	Opportunities	CSR Policy
Environment	Promoting and co-constructing responsible products and services	Adapt offerings to societal and market expectations	<ul style="list-style-type: none"> - Carbon impact from shipping and storage. - Transition to competitive, productive, sustainable supply chains. - Development of digital scoring, evaluation, and management tools (carbon impact, biodiversity impact, revenue impact, obtaining certifications). - Create proofs of concept and experiments to support farmers in their transition. - Create positive-impact offerings for own brands (retail). 	Commitment 1, p. 43 Commitment 2, p. 55 Triple performance, p. 40
Societal development	Promoting healthy, safe, and sustainable food	Consumers confident in their food	<ul style="list-style-type: none"> - Improve the product portfolio to move towards healthier and more sustainable products and contribute to the expansion of healthier and more sustainable product offerings. - Contribute to animal welfare. - Practise responsible marketing and help raise consumer awareness. - Support access to a healthy, affordable diet for as many people as possible. - Contribute to the development of responsible food offerings with cooperatives via qualitative specifications for supplies (cereals, wine). - Strengthen the traceability and transparency of information by establishing partnerships with industry players. This will improve traceability both upstream and downstream by integrating blockchain tools to ensure transparent data management. - Help supply consumers with local products and assist them with moving toward a more plant-based diet without degrading nutritional quality. - Contribute to the fight against food waste. 	Commitment 2, p. 55

Responsible business model	Offering products and services that guarantee health and safety, traceability, and the transparency of information	Adoption of innovations by producers and consumers	- Design and propose digital tools for tracking and promoting farmers' progress.	Commitment 2, p. 55
Responsible business model	Developing knowledge and innovation to co-construct sustainable products and solutions with the players in InVivo's supply chains	Adoption of innovations by partners Multi-stakeholder partnerships Attractiveness of the farming profession	<ul style="list-style-type: none"> - Co-construct innovations with our main stakeholders (cooperatives). - Strengthen partnerships with universities, research centres, clubs, industries, and associations to develop tools for measuring "triple performance" (accounting, evaluations by investors). - Protect and contribute to the principle of fair remuneration for the entire value chain. - Help raise the profile of the farming profession to ensure its long-term survival. - Speed up the digitalisation of agriculture to make the profession more attractive to younger generations (less arduous work). 	CSR Governance, p. 32 Commitment 3, p. 72 Commitment 2, p. 55

In addition to the risks listed above in our Map of Challenges, Risks, and Opportunities, we remain watchful for emerging risks that may impact the agricultural and food sectors. In France and around the world, 2022-2023 overwhelmingly confirmed the strong influence of climate change on crops, in terms of both quality and quantity, and the growing role of the international geopolitical context on markets and supply flows. Finally, as the sector is increasingly engaged in the digital transition of tools and data, cybersecurity risks have become a crucial consideration. The challenge is to be able to take into account each of these risks, but above all their potential combination, which would amplify their effects.¹

¹ AXA emerging risk ranking <https://www.axa.com/fr/a-propos-d-axa/barometre-emerging-risks>

CLIMATE CHANGE RISKS

The five hottest years on record were registered over the period from 2010 to 2022. The reality of climate change is likely to become even more painfully obvious in the coming years, not only with rising average temperatures but also, and perhaps more importantly, with an increase in the frequency and duration of extreme weather events (drought, heavy rainfall, freezing temperatures, etc.), having a direct and lasting impact on the entire agricultural and agri-food value chain and the ecosystems on which it relies. Uncertainties over water availability and the long-term survival of biodiversity could therefore disrupt production capacities, particularly through the introduction of new regulations concerning water restrictions or the implementation of the National Biodiversity Strategy 2030,² French policy implementing the Kunming-Montreal Global Biodiversity Framework adopted in December 2022 at the COP15 biodiversity conference.

In France, 2022 was marked by a very early drought, the most severe ever recorded in the country. There was a significant shortage of rainfall from May onwards, and the surface soil moisture index even reached historic lows over the summer. Extreme weather conditions reduced grass production and worsened the yield potential of several spring cereals. Fodder shortages and inflation affected all types of livestock by limiting the purchase of supplementary feed. Even vegetable and fruit crops, the vast majority of which are irrigated and therefore usually less affected by drought than other markets, began to suffer from a reduction in (or restrictions on) the water available. The first half of 2023 generally confirmed these trends, both in France and worldwide, and particularly in Southern Europe.

This situation, which has had an overall impact on the volume and quality of all agricultural production and on farmers' incomes, will recur in the future. As such, we need to factor in the increased risk of climate change at an early stage to guarantee France's food security and sovereignty. That securing of the future will require that we undertake a true transition towards a more resilient agricultural system, necessitating resolute and responsible action by the various players in the agri-food value chains in favour of sustainable and even regenerative agriculture, as well as fair remuneration for farmers to enable this transition and the creation of added value.

GEOPOLITICAL RISKS

Russia's invasion of Ukraine in late February 2022 was a transformative event that highlighted a change in the world system. The increase in geopolitical tensions within Europe itself is having global repercussions, driving up commodity and energy prices and disrupting economic and financial activity. The use of resources, particularly wheat, as a geopolitical weapon is a potential threat to global food security.

² Initial pieces of the 2030 national biodiversity strategy were presented to the National Biodiversity Committee on 20 July 2023. See <https://www.ecologie.gouv.fr/strategie-nationale-biodiversite>

This context not only affects trade flows, but also traditional agri-food production models, whose players, whether farmers or processors, are impacted by restricted access to certain resources, such as fertilisers, that have become both rarer and more expensive, and by the sustained rise in energy costs. However, agriculture and the food industry also hold immense potential for solutions for the planet and for people, if they are able to change course. This situation opens up major opportunities for InVivo, which aims to use its cooperative model and innovative solutions to help all farmers on French farms move towards a sustainable transition.

CYBERSECURITY RISKS

The digitalisation of agriculture is now a reality. It permeates every link in the sector's value chain, enabling new agricultural practices (precision farming, for example), introducing solutions for traceability from field to plate, and facilitating fast, independent access for farmers to market transactions.

However, like all other economic sectors, this new dependence on digital tools, and on the data they generate, brings with it new cybersecurity risks, particularly cyber attacks. Indeed, today, in many sectors, we are seeing an increase in the volume, frequency, and complexity of these attacks, which can threaten the operations or even the survival of a company. Resilience in the face of cyber risks is therefore a major sovereignty issue.

InVivo Group is affected by changes in regulations which, starting in 2025-2026, will require the publication of reports in compliance with the Corporate Sustainability Reporting Directive (CSRD), echoing the Extra-Financial Performance Statement (EFPS), which will disappear in favour of the new European reporting rules. The new European regulations establish more standardised reporting rules. To prepare for this, in 2023, the Group set up a working group to carry out a dual materiality analysis of the Group, identifying and specifying the impacts, risks, and opportunities (IROs) that will be particularly significant for the Group and which will determine the construction of its action plans.

CSR STRATEGY AND POLICY

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A solid, coherent strategy **p. 32**

InVivo Group's CSR policy: driving a positive impact **p. 35**

Sustainability linked loan: a commitment accelerating change **p. 36**

A strategy that continuously adjusts to society's expectations **p. 38**

#triple performance **p. 40**

The positive impact of our operations: reducing our footprint and making the most of resources **p. 42**

The positive impact of our offerings: innovating and developing socially responsible products, services, and supply chains **p. 54**

The positive impact for and by our stakeholders: mobilising our ecosystem to stimulate the creation of sustainable value on multiple levels **p. 65**

Table summarising CSR commitments with corresponding levers and actions **p. 78**

CSR strategy and policy

The agriculture and agri-food sectors are facing major long-term challenges, impacting their value chains and involving all their players and stakeholders.

These challenges are numerous, both global and local, and represent both constraints and opportunities.

Greenhouse gas emissions from human activities are accelerating global warming, and the agricultural and forestry sector is one of the three main sources,³ after transport and tied with industry. That accelerated warming has a direct impact on the decline in biodiversity, with one million of the planet's estimated 8 million animal and plant species threatened with extinction, while half the world's GDP depends on nature.⁴ This situation raises the crucial issue of food security for the population in the years to come.

At the same time, consumption patterns and behaviour are changing significantly. Consumers, who are increasingly well-informed and socially engaged, expect transparency (51% on the origin of food products and their traceability (LSA 2021 study), and 63% are even willing pay more if the service or product respects the environment. As part of this new global awareness, two thirds of consumers believe that farmers are in the best position to contribute to the transition of the agri-food sector (Kantar study).

In order to meet these challenges and offer innovative agricultural solutions, InVivo Group has become, as of 2020, a mission-driven company whose purpose is: "to promote the transition of agriculture and the food industry towards a resilient agrosystem by deploying innovative and responsible solutions and products aligned with the principles of regenerative agriculture, for the benefit of farmers and consumers."

The implementation of this statement of purpose, reinforced in 2022 by the integration of Soufflet Group's businesses and the sustainable food projects of TERACTION, a newly listed company, guides the company's strategy and the mobilisation of all its resources and skills around five positive-impact objectives:

1. Working towards zero pesticide residue
2. Contributing to carbon neutrality
3. Preserving and regenerating soil
4. Restoring and enhancing biodiversity
5. Diversifying farmers' sources of income

This mobilisation is driven by CSR governance at all levels of the company.

A SOLID, COHERENT STRATEGY

Integrated, multi-scalar CSR governance

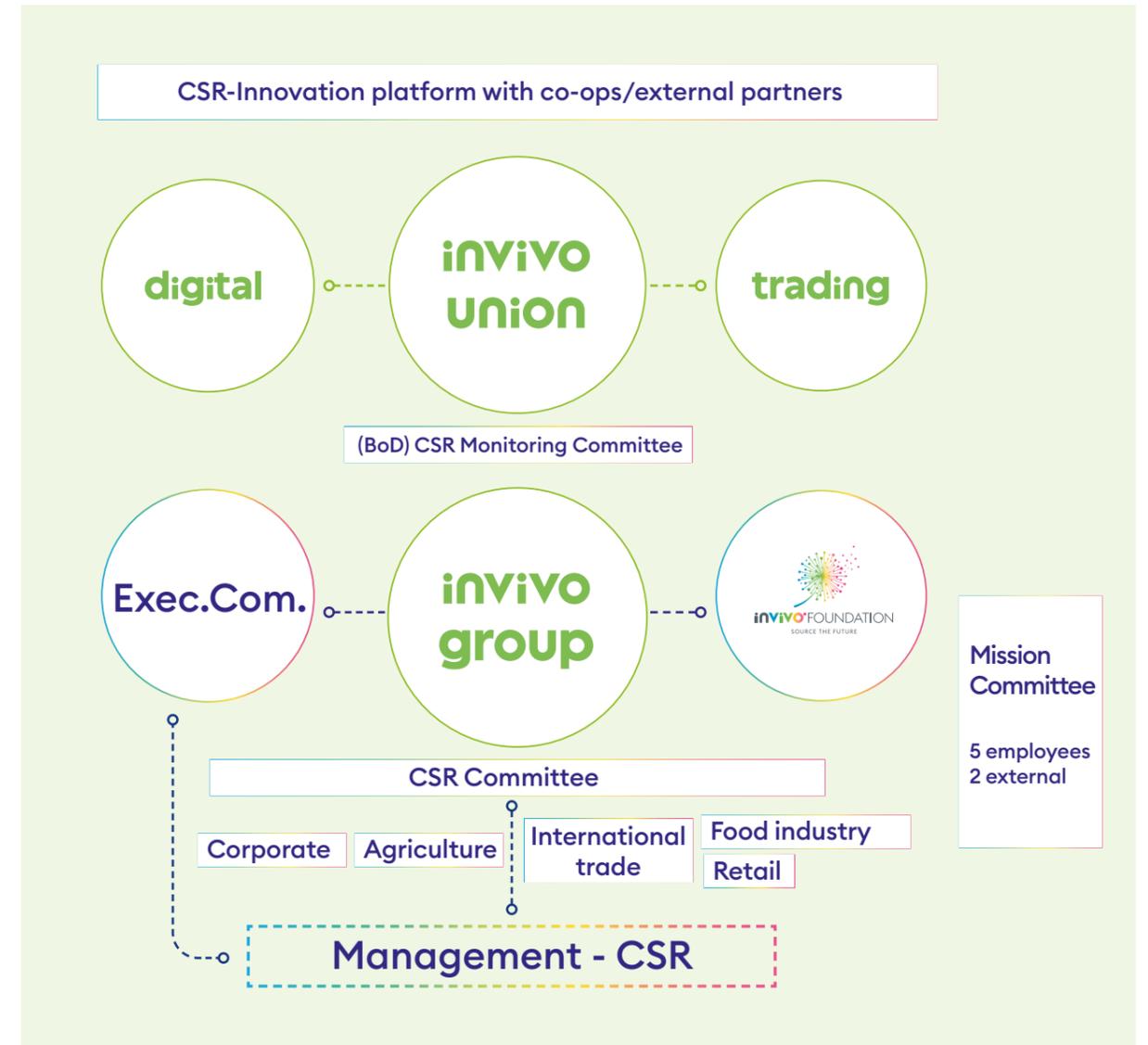
Given the Group's multi-scalar organisational model (see below), CSR governance has been established at different levels of the company:

1. **The CSR Monitoring Committee of the Board of Directors** monitors progress in achieving the various goals established in the CSR policy.
2. **The Group's Executive Committee** ensures that the company's strategic orientations and CSR initiatives are aligned.
3. **The CSR Department plays a leading role in promoting the CSR policy within the Group.** It establishes an interface with each business line via liaisons and by collaborating with the Management Committees (MgmtCos) of each business line. This approach facilitates the alignment of each business line's policies with the Group's overall CSR policy.

4. **The CSR Operational Committee** brings together the Corporate CSR Department and the CSR business-line liaisons from the various entities to monitor and drive the policy on a day-to-day basis.

5. At the same time, an **independent mission committee** monitors the fulfilment of the Group's mission.

Lastly, a new **CSR-Innovation club launched in 2023 with member cooperatives** is piloting an approach to co-construct innovative solutions that meet farmers' needs as part of the environmental transition of agriculture.



Through this governance, InVivo ensures that CSR is integrated into all its activities.



Because it is an essential lever for achieving these objectives, CSR is at the heart of the company's strategy and permeates all its actions, in terms of operations, the development of its offerings, and its

relations with its stakeholders, with the aim of achieving "triple performance": meaning strong performance on environmental, social, and economic issues.

INVIVO GROUP'S CSR POLICY: DRIVING A POSITIVE IMPACT

Our CSR policy is built around a strong motto: **driving a positive impact to generate more sustainable value.** The generation of sustainable value depends on our use of collective approaches with all our stakeholders to go faster and further in realising our statement of purpose and our five corporate objectives.

This "inside CSR" approach engages all our business lines and all different players, both internal and external, upstream and downstream of our value chain, to work together in an immediate, concrete, and sustainable way to achieve this positive impact.

Driving positive impact to create more value is not just about the impact itself; it is also about a sort of "pact" based on shared commitments. Between now and 2030, this pact should guide us:

- in our operations, towards reducing the environmental footprint of our activities so that we move towards practices that regenerate ecosystems and resources;

- in our offerings, towards innovating to develop products and services with a positive impact, respectful of people and the environment, and making those offerings accessible to all;
- with our stakeholders, towards making our employees and partners the leading vectors of progress, to co-create sustainable value and to be the leading ambassadors for our transformations.

Our policy is reflected in **six commitments**, which cover the opportunities for development and improvement identified by the Group in response to the material challenges and risks perceived by InVivo and its stakeholders, in the context of its own activities and those of its value chain.

Two of the six commitments are assigned to each major pillar. Given the multi-scalar nature of InVivo's activities and organisation, the positive impacts pursued may concern:

- InVivo's own activities;
- direct stakeholders (cooperatives, farmers, agri-food manufacturers);
- the wider ecosystem (consumers, regions); and
- society as a whole, with knock-on effects that allow us to move from one level to the next.



SUSTAINABILITY-LINKED LOAN:⁶ A COMMITMENT ACCELERATING CHANGE

In its 2030 strategy, the Group has reaffirmed the role of CSR as a central pillar of sustainable growth for all its business lines and as a driver of innovation, leading the company to design, over the long term, offerings that have a positive impact on the environment, society, and the economy in each of its sectors.

InVivo put these ideas into practice with the bank loan taken out to acquire Soufflet Group, taking the form of a sustainability-linked loan, the interest rate of which is conditional on achieving three objectives: reducing greenhouse gas emissions (scopes 1 and 2), halving the rate of accidents in the workplace, and increasing revenues generated from positive-impact offerings (PIOs). Far from being a constraint, this threefold commitment is a factor that accelerates the buy-in and mobilisation of all our employees for the implementation of our CSR policy, within every business line and in every role.

The Group's business lines are responsible for adapting the six commitments to the specific characteristics and scopes of their activities, in the form of a roadmap incorporating our commitments. These translations of the CSR policy into concrete action plans will be regularly updated to ensure that they remain true to our statement of purpose and our missions.

A selection of the concrete efforts made by the business lines is included in the following three sections: the positive impact of our operations, of our offerings, and for and by our stakeholders.

A solid, coherent strategy

Statement of purpose

To promote the transition of agriculture and the food industry towards a resilient agrosystem by deploying innovative and responsible solutions and products aligned with the principles of regenerative agriculture, for the benefit of farmers and consumers.

Missions

Support the capacity to **sustainably transform agriculture and the food industry** in France and around the world

Integrate the statement of purpose into the group strategy, while adapting it for the entities that make up the group of companies

Innovate to develop **future solutions with a positive impact** to meet major environmental challenges

Co-construct eco-designed/responsible products, services, and distribution channels that create economic, environmental, and social value

Structure, in collaboration with our partners, **projects for sustainable growth**, in line with the principles of **regenerative agriculture**

Develop **employees' skills, their ability to take initiative, and social dialogue** while incorporating cooperative values

Apply the **code of conduct** to our internal and external strategic stakeholders

2030 Strategy

1 - Become a **global benchmark** for innovative and digital solutions that improve the competitiveness, safety, and quality of agricultural production, while protecting the planet

2 - Invest in the agriculture and food businesses of the future to create **champions with critical mass** and globally-oriented brands

3 - Contribute to the **economic growth and influence** of French agriculture and food businesses around the world

These 3 key points are supported by our CSR policy

CSR policy "Driving positive impact"

Support a positive-impact transition

In our operations

Reduce our footprint and optimise the use of resources

In our offerings

Innovate and develop responsible products, services, and supply chains

With our stakeholders

Mobilise our employees and partners to co-create sustainable value

Drive positive impact to generate **more sustainable value**

Transformations in the business environment



InVivo timeline

#TRIPLE PERFORMANCE

CSR is at the heart of the company's strategy, and its policy of "Driving positive impact" structures all the actions that fall under that strategy, in the quest for "triple performance": strong results on environmental, social, and economic issues. While most of these commitments are developed to fall under one of three major categories (operations, offerings, and relations with our stakeholders), many programmes and projects carried out within the Group incorporate all aspects, using a cross-functional approach. This is particularly true of the implementation of our Climate Plan and the promotion of regenerative agriculture.

A Climate Plan based on a new commitment to the SBTi

To contribute to a positive impact from our operations, our "pact" commitment is based in particular on an ambitious Climate Plan, aimed at significantly reducing our greenhouse gas emissions throughout our value chain and at all our sites. This comprehensive approach is applied by each of our business lines according to their specific challenges (conservation plans, use of renewable energy, technological innovations, support for stakeholders in low-carbon or regenerative industries, etc.).

We aspire to be a major player in the fight against climate change, alongside other international players, positioned among the leaders committed to upholding the directives of the Paris Agreement.

For this reason, we have submitted our trajectory to the Science Based Targets initiative (SBTi).

Through its ambition, the Group is making a strong commitment to decarbonising its activities, not only by considering its direct emissions (scopes 1 and 2) linked particularly to its energy usage, but also its indirect emissions (scope 3), i.e. the emissions generated throughout its value chain, upstream and downstream of its activities. The Group encourages its partners and stakeholders to make progress towards this common goal.

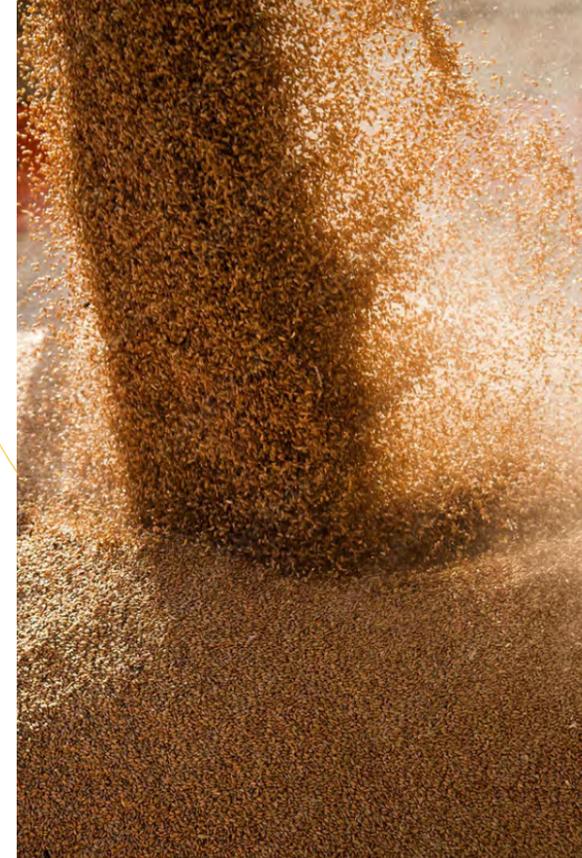
An example: the creation of the 1st responsible barley traced supply chain in France

The malting sector must now respond to the commitments of the world's leading brewers, who are seeking to reduce their carbon footprints (scope 3³), by incorporating this sustainable, or even low-carbon, dimension into their specifications. With this in mind, Malteries Soufflet, Soufflet Agriculture, and Kronenbourg (Carlsberg Group) have co-constructed the first responsible barley traced supply chain in France, serving the 1664 Blonde brand. The new supply chain is part of InVivo's Sowing Good Sense sustainable supply chain initiative. As of 2023, 1664 Blonde beer is made with malt in which 20% of the barley is produced with sustainable farming practices, with the aim of reaching 100% by 2026. This responsible barley production is based on specifications guaranteeing more sustainable agriculture, with farmers implementing agricultural best practices (in accordance with the NFV 30-001 standard and level 2 environmental certification). The initiative started in 2022 with 45 partner farmers covering 907 ha, and it now involves 120 farms covering 2,765 ha (250 farmers expected in 2026, covering 5,000 ha).

In addition to the quality of the barley and malt made from it, the specifications also encourage biodiversity, in particular through the sound management of sustainable agricultural areas and the promotion of diversified crop rotation. This new responsible barley supply chain also helps to reduce the carbon footprint, thanks to moderated fertilisation based on annual soil analyses, or by encouraging carbon capture and biomass production, thanks to multi-species plant cover sown between crops.

Lastly, all the farmers' cultivation practices are recorded (sowing, fertilisation, harvesting, etc.), as are the malting and brewing operations, making it possible to prove, via a blockchain, compliance with the specifications at every stage of production and manufacture, and thus guarantee a high level of quality and transparency, from the field to the bottle (QR code on bottles allowing consumers to trace the entire journey of their beer). The malting and brewing phases are carried out in facilities that are geared towards a positive impact on the environment, striving to reduce their ecological footprint as much as possible through a sustainability-focused approach. This means optimising energy efficiency, increasing the use of renewable energy, and improving water and waste management, all of which aim to reduce the overall environmental footprint of these operations.

³ Agricultural production and malting account for 25% of the GHG emissions linked to the production of a bottle of beer.



Regenerative agriculture aims to regenerate soil. But it also aims to serve other common goods, such as air, water, and biodiversity. It is a comprehensive approach that includes the management of crop and livestock systems. It also concerns the ability to adapt to a specific local context, taking into account the different geological and soil environments from one farm to the next. Regenerative agriculture aims to ensure the **quality of production** and to **maintain yields** above a minimum level, all while **improving farmers' quality of life**. At InVivo Group, we have a number of pilot projects and programmes in place (see the section on offerings and stakeholders) aimed at **constantly improving our mastery** of agronomy for the benefit of regenerative agriculture practices and the resulting supply chains formed with our partners. Sowing Good Sense and Terra 360° are the initiatives used to promote this work.

The creation of this supply chain is a good illustration of our Climate Plan, which covers the entire value chain (scopes 1, 2, and 3) with a virtuous and collaborative approach. It also illustrates the triple performance we are seeking in our actions with our stakeholders: it allows us to reduce our environmental footprint, preserve biodiversity, contribute to a greater diversity of landscapes and regions, increase income for farmers who adopt these new agro-ecological practices, contribute to the decarbonisation of our downstream partners, and guarantee product safety and nutritional quality for consumers, while ensuring complete traceability and transparency.

Regenerative agriculture, a solution to climate-related challenges

The global community, through the Paris Agreement and the Kunming-Montreal Global Biodiversity Framework, has identified the transformation of the agri-food system as a high priority. Regenerative agriculture has been adopted as one of the best levers for advancing this transition.

The Sowing Good Sense sustainable supply chain initiative, spearheading the sustainable transition of agriculture and the food industry

Launched in mid-2020 by Soufflet Group, the Sowing Good Sense sustainable supply chain initiative is at the heart of InVivo Group's ambitions to contribute to the sustainable transition of agriculture and the food industry. In response to environmental, social, and food sovereignty issues, Sowing Good Sense establishes and develops sustainable supply chains by drawing up specifications; compliance with those specifications is then verified by an independent body (Ocacia). This ecosystem of progress is original and unique in the market in terms of its scope and cross-functionality: it includes everything from seeds to collection and finished products, Bioline and Soufflet Agriculture test platforms, the promotion of regenerative and precision agriculture, and more. Sowing Good Sense is thus actively participating in the evolution of agricultural players towards eco-friendly agricultural practices, favourable in particular to biodiversity, the reduction of their carbon footprints, soil quality, and the conservation of water resources.

In line with InVivo Group's statement of purpose and its desire to be an agricultural and agri-food player that listens to the world, Sowing Good Sense creates value for consumers (who are also citizens of this Earth) by working every day to satisfy the five pillars of the approach:

- **Origin:** guaranteeing the origin of our products and their traceability.
- **Environment:** guaranteeing products produced using methods that aim to reduce their carbon footprint and respect biodiversity, soil life, and water resources.
- **Naturalness:** guaranteeing healthy products and working towards "zero residue".
- **Sharing of value:** promoting products that provide fair remuneration for all those involved in the supply chain.
- **Quality:** offering authentic, top-quality products.

Sowing Good Sense gives consumers a new opportunity to help the environment through their purchases, with sustainable and traceable offerings, and helps farmers commit to responsible practices while also minimising their risks. This is all possible thanks to supervision of our supply chains.

This flagship initiative, on which our positive-impact offering policy relies, currently covers various agricultural markets (wheat, barley, grapes, etc.) and involves 9,750 partner farmers (3,200 in wheat, 5,690 in barley, and 800 winegrowers, including around 30 winegrowers who are involved in Cordier's Terra360 programme), representing 440,000 tonnes of wheat and 840,000 tonnes of barley (including 180,000 tonnes for international markets) in sustainable production chains complying with specifications, mass-balance⁴ initiatives, and sustainable certifications. Furthermore, by 2030, 80% of the barley used by Malteries Soufflet should come from sustainable cultivation practices; meanwhile, the proportion of Moulins Soufflet's flour coming from Sowing Good Sense sustainable supply chains has increased 18-fold in 13 years (2022 vs 2009).

These efforts by the upstream chain are essential to the industry's decarbonisation objectives: for example, the agricultural production of wheat accounts for 55% of the carbon footprint of an artisan baguette. Inputs account for 38% of this footprint, and of those inputs, nitrogen fertilisers account for 36%.⁵

Decarbonised fertilisers can therefore make a significant contribution to decarbonising a baguette. To help farmers make the transition, Boulangerie Louise has helped to deploy the first low-carbon fertilisers on around 1,000 tonnes of wheat harvested in summer 2023. That's enough to make over 3 million baguettes, and in the not-so-distant future, it will help develop a low-carbon baguette.

Boulangerie Louise has been able to draw on the expertise of InVivo Group's business lines to bring this pioneering and innovative approach to fruition.

Conclusion

The Climate Plan and action plans for the development of regenerative agriculture: these two examples of action programmes illustrate our concept for a comprehensive "triple performance" approach to generate a positive impact across the entire value chain of our activities.

The Climate Plan: carbon neutrality by 2050

InVivo Group's activities are very diverse, and each business line uses different levers to reduce its GHG emissions, in particular by optimising production equipment, implementing conservation plans, or purchasing and programming renewable energy, within the framework of cohesive coordination via our new commitment to the international climate initiative Science Based Targets (SBTi) and a new governance structure for energy performance and decarbonisation.

Reducing GHG emissions in our operations

Carbon footprints and SBTi declarations, for real change management

The Paris Agreement, an international treaty adopted at COP21 in 2015, aims to keep "the increase in global average temperature well below 2°C above pre-industrial levels" and to continue efforts "to limit the temperature increase to 1.5°C above pre-industrial levels". This agreement, of course, requires action by economic and industrial players, and encourages companies to commit to limiting global warming by drastically reducing their greenhouse gas emissions.

Our own reduction targets are aligned with the Paris Agreement. In December 2022, InVivo Group submitted a request to SBTi for validation of its decarbonisation trajectory in order to provide guarantees of the robustness of the methodology used by the Group (see the highlighted box on p. 44). This trajectory sets out ambitious commitments for the period 2019-2030. It aims to reduce direct emissions (scopes 1 & 2) and indirect emissions (scope 3). In addition to strengthening our action plans to meet this challenge, all our stakeholders, upstream and downstream, will be integrated and involved in this effort so that we can go further and faster.

We turned to a consultancy named ECO ACT to support us through the entire process and to ensure the reliability of our carbon footprint calculations for both scopes 1 and 2 and for scope 3.

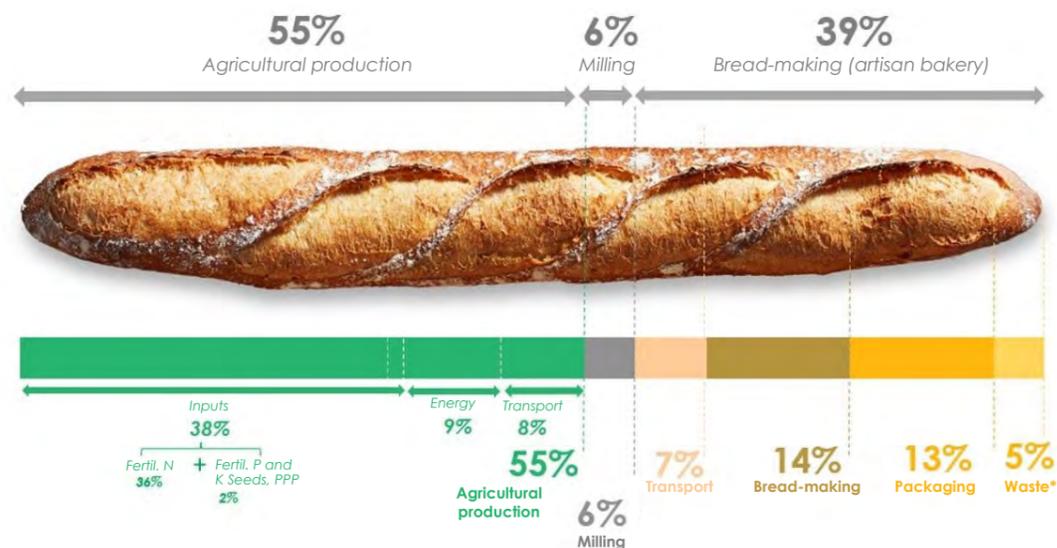
THE POSITIVE IMPACT OF OUR OPERATIONS: REDUCING OUR FOOTPRINT AND MAKING THE MOST OF RESOURCES

Our commitment to generating a positive impact for the environment in the conduct of our operations is embodied by two major areas of action, combining performance and efficiency: firstly, reducing our environmental footprint, in particular by limiting our greenhouse gas emissions, with the aim of achieving carbon neutrality by 2050; and secondly, recovering 100% of our joint products and of the natural resources needed for our activities.

This approach for excellence encompasses all elements of our production chain and our sites, thus covering all aspects of production processes and their environmental impacts. This includes promoting responsible procurement, eco-friendly product design, improving energy efficiency, reducing waste, promoting a circular economy, and preserving biodiversity. We are implementing organisational and technological innovations specifically adapted to each of our business sectors to support this ambitious approach.

Life cycle analysis of a baguette

Responsible wheat supply chain: Soufflet Agriculture > Moulins Soufflet > artisan baguette



Sources: LCA for an artisan baguette in the responsible wheat supply chain (Baguépi responsible flour from Moulins Soufflet) Estimated carbon footprint with wheat production, based on scope 3 Emissions in kgCO₂e, EcoAct, based on Soufflet data (2021) responsible wheat flour > traditional baguette
* Estimate

⁴ Including the partnership with the association Pour une Agriculture du Vivant (PADV) for Pasquier: 33 farmers committed to Soufflet Agriculture, for 11,300 t of wheat from regenerative agriculture

⁵ Life cycle analysis carried out on an artisan baguette produced in 2021 with Baguépi responsible flour

Malteries Soufflet, the first of our business lines to submit a plan

In May 2023, SBTi approved the climate commitments made by Malteries Soufflet to achieve the most ambitious goal of the Paris Agreement and thus limit global warming to 1.5°C compared to pre-industrial temperatures. The decarbonisation trajectory from now until 2030 is based on a dual approach: a 42% reduction in emissions linked to energy consumption by buildings and machinery, and a 52% reduction, per tonne of malt sold, in emissions linked to the purchase and transport of barley and the distribution of malt. To meet this ambitious challenge (given the growth of the business and its international scope), a roadmap has been drawn up to work across the entire barley/malt supply chain and with all its partners.

This year's update of our carbon footprint shows positive results compared with the 2019-2020 baseline year. Malteries Soufflet's CO₂ emissions have been reduced by 5% in absolute terms for scopes 1 and 2, thanks to actions to replace fossil fuels and the optimisation of our malting processes. There was a 7% reduction in intensity (t CO₂ / t malt) in scope 3 (scope: barley purchases and upstream and downstream transport). This result is explained in particular by a favourable trend in emission factors. Malteries Soufflet continues to take action in partnership with its suppliers and customers (see sections on 1664 responsible barley supply chain, Heineken low-carbon barley, and Fret 21) to improve the footprint of the barley-malt-beer supply chain.

The next step will be to update these strategies to align with the SBTi FLAG guidance, a new carbon accounting methodology that raises the bar for companies with agricultural activities.

For Malteries Soufflet, as for all the Group's other businesses, the goals set and the resulting action plans are part of a genuine drive to change operations, incorporating the introduction of precise indicators, accompanied by monitoring and management tools. The goals are also a way of encouraging our stakeholders, both internal and external, to become involved in this virtuous cycle and to strengthen our shared results.

SBTi

Science Based Targets, also known as the **SBT initiative** or **SBTi**, is a partnership between the *Carbon Disclosure Project (CDP)*, the *United Nations Global Compact*, the *World Resources Institute (WRI)*, and the *World Wide Fund for Nature (WWF)*. Aimed at businesses, its objective is to drive "ambitious climate action" by offering them ways to turn the transition to a low-carbon economy into a competitive advantage. To do this, SBTi seeks to ensure that the greenhouse-gas reduction targets set by companies are aligned with climate science data.

Decarbonisation strategy: launch of a new Group governance structure

The energy consumed at our sites, which is mainly from fossil fuels, accounts for more than 95% of the direct emissions from our activities (scopes 1 and 2). The challenge of reducing energy usage arises against a backdrop of three factors: a trend towards higher and more volatile energy prices, increased market demand for lower greenhouse gas emissions from suppliers, and changes in the production and sales models for renewable energy, making the conditions of access thereto more important. Energy management is therefore a key lever for decarbonising the Group, both in terms of our consumption practices and the technological transition of our equipment and energy purchases.

In the summer of 2022, an energy crisis team was created within the Group to coordinate the acceleration of energy management across all business lines, based on three principles: conservation, to prioritise essential needs in individual and collective energy use; efficiency, to reduce the amount of energy required to satisfy the same need; and the greening of energy, favouring renewable energy sources for their low impact on the environment.

As of the end of December 2022, an initial conservation plan had already resulted in savings of 3% on electricity and 16% on gas, compared with the same period in the previous year, while business volumes had increased overall over the same period. That short-term conservation plan has evolved into a medium- and long-term energy performance and decarbonisation plan to meet the challenges of reducing consumption and making energy greener (including solar installation projects, heating networks, biomass equipment, and geothermal energy). By the end of June 2023, more than 400 actions had been identified and were in the process of being rolled out, representing an investment of around €50 million and potentially 100,000 tonnes of CO₂ emissions avoided over the duration of the plan, or 26% of the 2019 baseline.

Energy conservation plan: employees involved on a daily basis

The energy crisis team established in September 2022 to oversee the development, implementation, and monitoring of our new 2025 energy conservation plan also wished to involve our stakeholders—our customers, our partners, and also our employees—in changing energy habits, both in the ways they work and in the ways they use energy. Deployment of the 50% to 60% teleworking requirement for all eligible employees, already in force following the New Organisation of Work introduced after the COVID-19 pandemic, has thus been expanded to the 6,000 employees of the Soufflet business lines, newly integrated into the Group.

At the same time, through internal communication campaigns, employees in all our business lines, at both production and administrative sites, have been made aware of this effort to save energy (and their impact on energy consumption) and encouraged to adopt the right individual and collective actions: rely on daylight and switch off lights when you leave a room; turn off (rather than put in sleep mode) all electrical equipment in the evenings and on weekends (screens on standby consume 70% less energy; screens powered off consume 100% less); set the heating to 19°C (1° less = 7% savings) and adjust your clothing accordingly; and more.



TERACT: energy efficiency plan and photovoltaic electricity production

The multi-year energy efficiency plan is TERACT's operational tool for reducing the climate impact of its garden centres and pet supply stores, and their energy consumption (which represents over 99% of scopes 1 & 2). Since autumn 2022, this energy consumption has been monitored in detail thanks to the implementation of the Citron® Energie platform, which provides a real-time view of energy consumption and enables any anomalies in site consumption to be detected and corrected immediately.

At the same time, thanks in particular to the mobilisation of all employees, who have been made aware of this issue, the fitting of LED bulbs in stores, the adjustment of lighting times and intensity, and the reduction in heating to 17°C, electricity consumption over the 2022-2023 financial year fell very significantly compared with the previous year.

A project to equip the car parks of 16 Jardiland stores with solar-panel canopies has also been initiated, in partnership with CVE Solar (tests in progress). A significant proportion of the electricity consumed by the garden centres could thus be self-generated, making it possible to consider the installation of cool rooms. In addition, as customers' travel to stores represents the second largest source of greenhouse gas emissions (scope 3), TERACT will be installing charging stations in the car parks of 90 stores by 2025, thanks to a partnership signed with Electra and Powerdot.

Soufflet Agriculture: electricity demand response in silos

As electricity is difficult to store, the electrical grid has to adjust production in real time to fluctuations in consumption. To achieve balance, it is possible to act either on the production side or on the consumer side. For the latter, under a "demand response" strategy, consumers drastically reduce their electricity usage when overall consumption peaks. It's a low-carbon way of securing the electrical grid by avoiding the need for peak power generation, which is generally fuelled by fossil fuels (coal, fuel oil, and gas).

Some sites in the Malting division had already implemented this type of contract, under which they are paid to reduce their consumption when requested by the grid operator. Soufflet Agriculture recently signed a contract to implement this system for around 20 of its most energy-intensive silos. In addition to the commitment to reduce its consumption, the contract will have each silo be equipped with instruments to measure consumption in real time. In this way, the silos can gain a better understanding of their consumption, constantly optimise it, and implement energy-saving action plans, locally and autonomously.

An advanced decarbonisation strategy for Malteries Soufflet

Malteries Soufflet has undertaken many different projects to increase the proportion of green energy in its energy mix, with the aim of reducing its carbon emissions by 50% and, within the SBTi framework, achieving net-zero emissions across the entire value chain by 2050. The Nogent-sur-Seine, France, and Slavuta, Ukraine, malting plants already have biomass boilers producing energy from grain dust, and a similar project is underway in Brazil to replace a gas-fired boiler. As of this year, the Strasbourg malting plant has been using the heat released by the flue gases from the biomass power plant of Blue Paper, a nearby paper manufacturer, to supply hot water to the malting plant's existing hot water circuit and to meet the energy needs of the kilning phase in a low-carbon way. The malting plant in Ethiopia uses green energy from hydroelectric dams. Major efforts are being made to improve the efficiency of our biomass facilities, heat pumps, cogeneration, etc., and to reduce our gas consumption, not only by reducing average unit consumption, but also by using the best existing alternatives and seeking new low-carbon solutions. Finally, analysis of the supply chain should improve our logistics organisation and therefore our carbon footprint linked to the transport of grain and malt.

Ethiopia: a malting plant using 100% green electricity

In May 2022, Malteries Soufflet celebrated the opening of its 28th malting plant, in Addis Ababa, Ethiopia, which had come online the year before. With a potential production capacity of 110,000 tonnes of malt per year, the plant relies on a local supply chain for malting barley, and the malt produced is sold directly to local brewers, significantly reducing the need to import raw materials and transport goods. A number of solutions have been studied to ensure the site's energy supply. The first challenge was to minimise our environmental impact as much as possible. The second was to find a solution that would secure our ongoing electricity needs for the operation of equipment and the production of heat for the entire site. In the end, we chose electricity from hydroelectric dams, which represent a widely used

energy source in the country. The Addis Ababa malting plant is thus the first in the world to have zero carbon emissions (excluding the residual use of alternative energy solutions when power outages occur).



Cordier installs solar panels at its Cubzac-les-Ponts site

Cordier Excel Aquitaine, a production site of Cordier SAS located in Cubzac-les-Ponts (south-west France), produces sparkling wines under the Café de Paris brand. The 3-hectare meadow-covered plateau overlooking the plant (where beehives have already been installed) will soon be home to a solar farm with 550 solar panels covering 1,200 m². The project, carried out in collaboration with IDEX as part of an overall improvement to the site's energy performance, will save 10% of its electricity consumption and, more importantly, will produce 27% of its annual electricity consumption, i.e. 308 out of a total 953 megawatt hours (MWh). As the plant does not operate constantly, any unused electricity generated will be fed back into the national grid.

In addition, solar canopies will be installed and will come online in October 2023 in the site's south car park and storage area, providing effective protection for stocks of bottles and generating additional electricity.

In addition to the significant savings anticipated, this initiative demonstrates Cordier Excel's commitment to reducing its energy consumption and its reliance on the national electricity grid, thereby reducing pressure on national and global energy supplies.



Moulins Soufflet: a new Industry 4.0 mill in Corbeil

After five years of work, the new Corbeil-Essonnes mill came online in early 2023. Occupying a brand-new, five-storey building, the mill is equipped with the latest milling process technologies, including a high level of automation and traceability, and cutting-edge industrial IT. With a grinding capacity of 900 tonnes a day and a possible range of 60 different flours, from extra-white flour (T38) to T65, the new mill can meet the new expectations of Moulins Soufflet's customers.

A true factory 4.0, the mill also boasts a high level of energy performance thanks to the high-torque motors in the cylinders, resulting in a 30% reduction in energy consumption during milling. The very high-efficiency engines produce additional energy thanks to the speed differential between the two cylinders. The introduction of this motor technology, already used in other industries, including the automotive industry, is a first for the milling industry in France.

In terms of gas consumption, the mill also boasts excellent performance thanks to a system for recovering hot air from the process, coupled with a high-temperature heat pump.

An artificial-intelligence solution for optimising production output and energy consumption

In order to achieve the goal of doubling Malteries Soufflet's business over the next four years, a team in charge of the transformation project has been created to carry out comprehensive assessments of all the malting plants in order to seek potential added value.

Alongside these assessments, the goal is to implement artificial intelligence (AI) to support production. There are two main objectives: to improve production yields and to reduce energy consumption during production (kWh/tonne of malt). A dedicated InVivo Digital Factory team has been working hand-in-hand with the technical project team in France to equip two malting plants directly involved since February 2023: Rouen and Prouvy. Malting operators receive process recommendations based on data relating to weather conditions, barley quality, and the malt specifications they need to achieve. In France, this programme will increase production by 10,000 tonnes when operating at full capacity, while reducing energy consumption by 3.5%. Following development of an initial minimum viable product (MVP), the models are now being scaled up and full deployment will begin in October 2023.

Reducing GHG emissions in our value chains

The transport issue: launch of a new Group governance structure

For the Group's activities in France and Belgium, around €300 million worth of product is transported every year using a wide variety of modes.

Road transport carries 80 to 85% of our volumes, with many specific constraints linked to the nature of the products: grain tippers, temperature-controlled lorries, pallets and big bags, food-industry tankers (flour), hazardous material transporters (fertilisers), liquid transporters (wines and spirits), etc. Mass transport (rail, river, or sea transport in bulk or containers) accounts for only 15 to 20% of volumes, even though major efforts are being made to increase this proportion. To meet the challenge of decarbonising transport flows, mass transport is an important solution, in particular with long-distance rail (four to five times less GHG emissions than road transport). However, while increased usage of rail transport is essential, we still run into difficulties linked to the state of the rail network and the organisation of its operators.

While road transport continues to dominate our shipping, as we face a long-term trend of less available capacity and higher costs, we need to redefine the way we use it and the requirements we place on it, both in terms of equipment and in terms of more partnership-based relationships with the players involved, as part of a drive for responsible procurement. Partly in response to this goal, in June 2023, InVivo Group established a “transport community”, bringing together the transport managers from each of its business lines. The aim of this community is to share needs and feedback, but above all to identify possible synergies, ways to pool resources, and improvements in transport, to ensure that our flows are organised in a more responsible way, contributing to their decarbonisation.

Soufflet Transports: taking action to reduce our carbon footprint

Soufflet Transports, a subsidiary of Soufflet Agriculture, handles all the transport of cereals by road. Cereal collection (purchase, sale, and transfer) represents 90% of that activity, while the remaining 10% is supply-related (fertilisers, phytosanitary products, seeds, and nutrition).

The fleet is made up of 131 vehicles, including 109 tractor/grain tanker units. To reduce the carbon footprint of these flows, Soufflet Transports acquired six new HGVs equipped with B100 engines during the last financial year. The lorries will run on Oleo100, the biofuel produced at the Saipol plant in Le Mériot, located just 5 km from our 50,000-litre storage tank.

Over the same period, Soufflet Transports has also renewed more than a third of its fleet, i.e. 41 tractor units, equipped with third-generation engines, which has resulted in a 4% reduction in fuel consumption. At the same time, every year, a quarter of all drivers receive “eco-driving” training to raise their awareness of the economic and ecological issues facing their profession. For the most “eco-responsible” drivers, a bonus will be paid every quarter based on consumption targets set in advance.

Lastly, a TMS (transport management system) was deployed last year to optimise flows and reduce the number of empty kilometres for all internal and external fleets.

Corbeil mill supplied with wheat by barge

In France, inland waterways account for only 4% of the volume of goods transported (compared with an average of 7-8% in Europe). Yet, river transport emits four to five times less CO₂ per tonne transported than road transport. As such, there’s still plenty of potential to be tapped.

The business lines acquired with Soufflet Group have historically used river transport (via the Seine in Nogent-sur-Seine), with 1.3 to 1.5 million tonnes transported annually, mainly on the Seine (one of every three tonnes of grain travelling on the Seine belongs to Soufflet). We are thus preventing around 45,000 tonnes of CO₂ emissions by using waterways instead of roads, representing four times less CO₂ emissions. For example, Soufflet Agriculture supplies the Corbeil-Essonnes mill via the river, accounting for 15% of its wheat supplies. At the CERES mill in Belgium, 91% of wheat is supplied by barge.

After three years, the Fret 21 initiative is producing positive results for Malteries Soufflet

In November 2020, Malteries Soufflet signed onto the Fret 21 initiative of France’s ADEME environmental agency, to reduce by at least 5% over three years its CO₂ emissions linked to the transport of its 1.7 million tonnes of materials, 37% of which are transported by road, 23% by river, 10% by rail, and 30% by short-distance transfer (from the Nogent silo to the Nogent malting plant, for example). The improvement actions developed focussed on loading rates, distance travelled, means of transport, and responsible procurement, for the eight French malting plants, from the delivery of barley by suppliers to the delivery of malt to French and European customers, as well as to its main export ports.

Malteries Soufflet has accelerated the decarbonisation of its transport with innovative and sustainable solutions. In partnership with Europorte, Malteries Soufflet is decarbonising the rail transport of its barley to the French malting plant in Strasbourg by using Oleo100 fuel. This 100% plant-based biofuel is a renewable energy source made entirely from rapeseed harvested in France, produced and marketed by Saipol (Avril Group). This represents 900 tonnes of CO₂ emissions averted each year.

Malteries Soufflet plans to make a further three-year commitment to the Fret 21 programme to continue these efforts in France, and intends to implement the same initiatives at sites in the 16 countries where it operates (particularly in Central and Eastern Europe).

A Resources Plan aiming for 100% waste recovery by 2030

Our objective of recovering 100% of the resources needed for our activities, as well as the waste and by-products from our production processes, requires us to continually optimise the management of our operations in order to control and reduce the use of these resources, encourage their reuse, recycling, or regeneration, and even combat waste, all as part of the virtuous cycle of the circular economy.

Optimising water and waste management

Regarding waste, the 2022-2023 financial year provided an opportunity to continue structuring our 3R (Reduce, Reuse, Recycle) policy, including the development of indicators to monitor its deployment and impact across all our business lines. The issue of water use and conservation has also been at the heart of our concerns, with the introduction of tools and a governance model to manage our plan to reduce consumption.

Water and waste: launch of a new Group governance structure

Because water is an essential resource, both for our lives and for our businesses, which use almost 9 million cubic metres of water a year worldwide, at the beginning of 2023 the Group established a Water Committee comprising at least one representative from each business line to work on three main concerns: controlling our supply of water, using water appropriately in our businesses, and returning water to the environment. Following the example of efforts on energy consumption, the first metering plans have been deployed within the business lines that consume the most in absolute terms (Malteries Soufflet, Neuhauser, TERACTION), accompanied by plans to reduce water consumption, an example of which is detailed in the next paragraph. In addition to this necessary measurement phase, the Water Committee has begun an analysis of the processes and practices of our businesses, with a view to identifying possible areas for improvement, particularly in terms of recycling and reusing water.

What’s more, the “Environment Committee” established three years ago at Soufflet has been expanded to all the business lines of InVivo Group. Among other things, the committee is working to implement a common policy on the management and recovery of waste, both industrial and organic, and to define common objectives and indicators for the end of 2023.

Water issues: the example of Malteries Soufflet’s water conservation plan

As a business that is heavily dependent on water and consumes a lot of it, Malteries Soufflet has included this commitment in its overall action plan for the structural reduction of water consumption, with the aim of reducing water consumption by 30% per tonne of malt produced by 2030 at the latest.

The malting plant’s drought plan is based on different alert levels. When each alert threshold is crossed, successive levels of water consumption restrictions are implemented. Each level has its own rules and best practices that must be applied. For the second year, this plan has been published in a document distributed to all French sites, then posted, presented by each manager to their staff, and discussed at routine daily or weekly meetings. The plan is managed as closely as possible to workers, by the management of each site, to adapt to local conditions (prefectural decrees in each French department, groundwater and waterway levels).

Water issues: reduced consumption at malting plants with Opti-MultiSteep

As part of its CSR ambition to reduce water consumption by 30% by 2030, Malteries Soufflet has introduced the Opti-MultiSteep system, a combination of two complementary technologies. The first, MultiSteep, patented by Malteries Soufflet, is a process for recirculating water from one tank to another, thereby reducing overall consumption. The second technology, OptiSteep, is already on the market and provides water filtration and treatment throughout the steeping phase. The combination of the two processes ensures that the water is recirculated and filtered throughout the steeping stage. After successful testing at its Canteleu (Rouen) malting plant in January 2022 (35% water savings), the system was rolled out in Germany in March 2023 at the Heidelberg malting plant.

Studies are underway at other sites in Europe (in Buzau, Romania, with a washing-screw and MultiSteep system), with a view to saving 30 to 40% on water consumption. A plan to deploy OptiSteep and MultiSteep technologies (depending on plant configuration) has also been launched at the Prouvy, Saint-Saulve, Nogent, Brazey, and Strasbourg sites. In total, this combined system should reduce water consumption by 20-25% at the sites where it is deployed.

TERACT's waste plan: reduce, reuse, recycle

As of 2021, TERACT has established an ambitious Waste Plan, focussing on improving waste sorting (cardboard, paper, plastics, wood, glass, metals, bio-waste, etc.) and its collective transport, as well as reducing packaging and waste to achieve its ambition of 70% of waste sorted and reused by 2030. These efforts are governed by the rule of the "5 Rs": refuse single-use, reduce, reuse, recycle, and return.

To improve the waste sorting rate, an audit is carried out at each site, accompanied by a support plan and appropriate equipment (cardboard shredders, composters, skips). Since summer 2022, the waste management of the 200 Group-owned garden centres and pet supply stores has been monitored using the Trinov management tool, which will gradually be rolled out to TERACT's other businesses.

Upstream, the Procurement Department is working to incorporate packaging reduction into the stipulations of contracts and the specifications for own-brand products, relying on eco-design principles. To promote a circular economy for pallets, internal processes have been established to ensure that pallets are reused between stores and warehouses. In the Paris region, the consolidation of delivery rounds and the proximity of sites means that stores can send used pallets back to the Gamm vert e-commerce platform and to the own-brand products warehouse in Rambouillet. All Group-owned and franchised Jardiland stores operating with closed-loop delivery rounds from the Verrières warehouse have switched to pallet returns.

These reverse logistics rounds, optimised in partnership with transport companies, mean that pallets that were previously purchased and then disposed of after each use can now be reused five or six times. By using machines to bale cardboard waste, two to four times more tonnes of cardboard can be transported by lorry, saving on the rental of skips, which are no longer necessary. There are currently 67 baling machines deployed in our stores. Over the course of the financial year, 31 were installed in Jardiland stores, with a further 12 planned for the financial year ahead.

Finally, to combat waste in our garden centres, we have been working in partnership with the Too Good To Go mobile app for several years now. Baskets of outdoor and indoor plants that cannot be sold within a short period of time are posted online via the app and sold at the end of the day to customers who have reserved them.

Solidarity campaign at Frais d'Ici and Bio&Co

In partnership with Solaal,⁶ eight Frais d'Ici stores and seven Bio&Co stores collected food donations over the weekend of 3 to 5 February 2023 for the associations Le Secours Populaire, Les Restos du Cœur, L'Épicerie Solidaire, and La Banque Alimentaire.

The priority was to collect essential, non-perishable products from customers. At the end of the weekend, the stores gave away unsold fresh produce and dry goods past their sell-by dates, but which could still be eaten.

These products were distributed to disadvantaged populations. As this campaign has been a success for three years now in the Bio&Co network, TERACT wanted to include Frais d'Ici in this national collection effort. Frais d'Ici and Bio&Co hope to mobilise as many of their customers as possible in this show of solidarity.

Bio&Co joins forces with Phenix to make the most of unsold food

Bio&Co stores have also recently entered into a strategic partnership with Phenix, a company specialising in the upcycling of unsold food and reducing waste. Phenix is dedicated to finding innovative solutions to prevent edible food products from being thrown away. This partnership was extended to all seven Bio&Co stores last June. The results illustrate the positive impact of this initiative on reducing food waste and CO₂ emissions.

In June, no fewer than 153 baskets containing products close to their expiration dates were sold in Bio&Co stores. These discount baskets saved the equivalent of 389 meals that would otherwise have been wasted. What's more, this initiative helped to avoid the production of 708 kilograms of CO₂.

The partnership between Bio&Co and Phenix is not just about directly reducing food waste. It also raises consumer awareness of the importance of reducing food waste and supporting more sustainable consumption practices.

⁶ SOLAAL is a recognised public-interest organisation that connects donors in the agricultural and food sectors with food aid associations.

Waste: Malteries Soufflet launches a large-scale training plan

The malting business has embarked on a large-scale employee training programme to improve waste management, incorporating both the regulatory framework and the specific characteristics of the business, sites, and equipment. To date, almost all malting plant operators in France have completed this training, and annual refresher courses are organised. Internationally, the training programme was distributed in August 2022 to the QSE coordinators in the various regions, in French and English versions, and some countries have translated it into their own languages.

Waste: deployment of the Trinov tool at Bioline by InVivo

Following the example of TERACT, Bioline launched a waste action plan in autumn 2022, based initially on the implementation of the Trinov tool, which enables systematic monthly assessment of the sorting rate and recovery rate of waste, for each business line (subsidiary) and each site.

Once the teams have fully familiarised themselves with the tool, the action plan will continue in 2023-2024 with the diagnostic and support phases for improving practices in order to identify the levers for improving waste sorting and recovery, site by site. An initial assessment of this first year's use of the Trinov tool will be carried out in autumn 2023.



Making the most of by-products, regenerating resources, & practising eco-design

Making use of by-products is already an integral part of our business model, and the concept of resource management is already deeply rooted in our corporate culture. However, this well-managed, value-generating use of by-products is still traditionally associated with two channels: animal feed and anaerobic digestion. For this reason, we are always on the lookout for opportunities to enhance the value of our by-products, including sometimes through innovation.

Malting: anaerobic digestion of sludge from the Nogent and Polisy sites

Since January 2023, the sludge from the water treatment process at the Nogent-sur-Seine malting plant has been extracted continuously and sent to a local digester at a rate of 3,000 tonnes per year. The same approach has already been in use at the Brazey malting plant, and is currently being implemented at the Polisy malting plant. This reuse of waste, which replaces the composting previously carried out by a service provider for a fee, is part of a circular economy, with the digestate from the digester used as fertiliser by local farmers.

Anaerobic digestion projects for our waste are currently being studied for the other malting plants in France (except for two sites that do not have wastewater treatment facilities, and for which grain and dust waste are treated by filtration, such as Canteleu, which generates 205 t of grain waste out of a total waste volume of 230 t). Sludge accounts for around two thirds of our waste (2,500 t out of 3,800 t); all other waste is also reused (composting, land application, anaerobic digestion, biomass, or animal feed). This reuse of waste is practised in almost all the countries where we operate (the exceptions being Russia and India, where there are no channels for the repurposing of waste). This year, Malteries Soufflet recovered 94% of its waste.

For more information:

See the article "Creating a circular economy by producing energy and livestock feed from by-products", p. 52.

Colombelles plant: rinse flour repurposed as animal feed

Starting this year, the Colombelles plant (in the Calvados region of France) of Soufflet Biotechnologies (producing enzymes and starters) has been recycling around 500 kg of rinse flour per month. This material was previously disposed of as ordinary industrial waste. Now, a regular shuttle service takes them with the tonnes of rinse flour that have been managed by the Creil plant for many years, in collaboration with the service provider APEVAL, for use as animal feed. A collaboration contract with APEVAL has been established to govern our joint sales.

This approach contributes to a more responsible use of resources, making it possible to repurpose an additional 6 tonnes of rinse flour per year. In total, the Ingredients Division recycles more than 1,300 tonnes of rinse flour a year.

Fürst site: waste reduction and recovery

The Fürst plant in France's Moselle region, one of the 12 French production sites of Neuhauser (industrial bakery integrated into the Episens business) produces Viennese pastries. The site generates around 300 tonnes of waste per year. To raise the plant's recovery rate to 60%, its short- and medium-term objective, and achieve zero waste going to landfills by 2030, in-depth work on waste management and recovery has been underway since summer 2022.

A practical guide has been produced to help employees sort their waste, and regular one-on-one discussions have been organised to account for the needs of production facilities and workers and, in turn, to help them better understand the initiative and how to implement the right actions. This initiative has already led to a 50% reduction in the volume of non-hazardous industrial waste.

In addition to improving waste sorting and recovery, the aim of this action is also to reduce the amount of waste by analysing the sources that generate it.



Châtelleraut mill: flour waste becomes planting pots

Flour production at the Châtelleraut mill, one of Moulins Soufflet's eight mills in France, inevitably generates waste. Some of this organic waste is now being repurposed in an original and innovative way, thanks to So Ethic, a Veolia subsidiary working in partnership with the start-up Bioplasm and whose new plant is located just a few kilometres from the mill. The company mixes the flour waste with plant-based compost to make biosourced planting pots that are 100% biodegradable. This is possible thanks to a unique process that enables the pots to remain stable in plant nurseries and to degrade once planted in soil.

This concrete collaboration on a circular economy initiative is allowing the Châtelleraut mill to repurpose 13 times more of its waste than before, i.e. 40 t/year (by 2025: 200 t/year) with a production capacity of: 3,000 pots per day. The So Ethic pots are now being sold in TERA's Jardiland and Gamm vert stores.

Creating a circular economy by producing energy and livestock feed from by-products

The circular economy is at the heart of the business model of the industrial activities acquired from Soufflet Group. This is particularly the case for Moulins Soufflet and Malteries Soufflet, whose processes generate large volumes of by-products (wheat bran, barley rootlets, dust, etc.). Our operations are organised in such a way that we can successfully recover all by-products so that they don't count as waste. This also helps reduce our carbon footprint and improve our energy mix. In the case of Malteries Soufflet, the dust from cleaning the barley is used in the division's biomass boilers; the by-products (rootlets and germs) are converted into

livestock feed by the subsidiary Soufflet Nutrition, which has two production facilities, one in Nogent-sur-Seine and the other in the Vendée region. The sludge from filtration stations is recovered as much as possible to be used in anaerobic digestion units where electricity and heat can be produced. Similarly, wheat bran and dust from Moulins Soufflet's processes are repurposed for animal feed. For Neuhauser, the management of production waste is also a key aspect of the circular economy: on the one hand, the aim is, of course, to limit the production of waste as much as possible, with a view to continuously improving performance; on the other hand, the goal is ultimately to repurpose the waste that is nevertheless generated by turning it into animal feed.

Pomme de Pain, one of the Group's brands in the 2022-2023 financial year, sends its unsold products to the start-up Too Good To Go, which then sells them for consumption.

Biodiversity

Biodiversity is a key part of our Positive-Impact Offering strategy, particularly through our supply chain initiatives and in our interactions with our stakeholders (see following pages). It is also an integral part of our operations, through numerous initiatives at our sites. These initiatives concern biodiversity on our sites and at our customers' sites, as well as animal welfare in our stores. We have begun to structure a wider roll-out so that biodiversity is taken into account throughout our value chain.

Bioline Agrosciences: eco-pasture in Livron-sur-Drôme

Bioline AgroSciences, which produces and markets a range of high-quality biocontrol solutions used in integrated crop management programmes, particularly for controlling insect pests affecting a wide range of crops, has a production plant in Livron-sur-Drôme. During the 2022-2023 financial year, following the example of the Neuhauser plant in Béziers the previous year, the site decided to replace its lawn-covered areas with an eco-pasture solution.

A national partnership to protect hedgehogs

TERACT has signed a partnership agreement with the InVivo Foundation and the association FNE (France Nature Environnement) to help preserve biodiversity, and in particular to protect hedgehogs. The commitment is to promote the counting of hedgehogs, a species that serves as an indicator of the good health of ecosystems in private gardens. The partnership also aims to raise public awareness and support for the preservation of ordinary biodiversity through one of its ambassador species: the European hedgehog. The goal is to build up a database of hedgehog sightings through public participation, which will be used for scientific purposes.

This initiative, along with its promotion through social media, has helped increase the number of people taking part in the crowd-sourced counting of hedgehogs. In 2022, there were almost twice as many participants as in 2021, with more than 7,000 cumulative participants and 2,036 additional observations added to the database.

Cordier: biodiversity promoted in Cubzac-les-Ponts

The Cordier Excel plant in Cubzac-les-Ponts (south-west France) produces sparkling wines under the Café de Paris brand. It is located in the middle of the village, 500 m from the Dordogne River, on a plateau with 3 ha of meadow and 5 ha of woodlands. Proud of its local roots (since 1898) and aware of its local footprint, the site has set itself the goal of preserving and maintaining the protected natural areas surrounding the plant.

A biodiversity inventory was carried out by the Ligue pour la Protection des Oiseaux (LPO, the "Bird Protection League"). The site has been named an "LPO refuge," a title given to companies that take action to preserve biodiversity. One hectare of the 3-ha grassland was transformed into a flowering meadow in 2021, and 10 beehives were placed on the border of the flowering meadow. The honey is collected by employees, accompanied by a partner beekeeper.

In addition to the regular cleaning and brush removal in the woodlands, trees of different species were planted in November 2022 to extend the woodland by 3 hectares, thereby helping to capture more CO₂.

This is not an isolated example at Cordier: its Languedoc site, which produces wine under the Cuvée Mythique brand, is involved in aerial biodiversity with the association Aude Nature, launching a major operation to count birds and insects, which will make it possible to determine any action to be taken to preserve or enhance this biodiversity.



Phyteurop: connected beehives

The Phyteurop site in Montreuil-Bellay (in the Loire Valley), part of the Bioline by InVivo business line, formulates and manufactures phytosanitary products for agriculture. In 2022, a flowering meadow covering around 10,000 m² (sown with Semences de France seed varieties) was created around the production site. A true reservoir of biodiversity, this honeybee-friendly flowering meadow enabled the installation of two connected beehives in April 2022, in partnership with Apitech by Fermes Leader, for a period of three years. In the first year, the hives produced around 80 kg of honey, with the environment around the plant (cereal agrosystem, grasslands, and the flowering meadow) benefiting the bees. After overwintering until March 2023, the hives have continued to develop, with production on the rise. The Phyteurop website tracks the life of these hives and shows that the bees are in good health around the production facility.

The Leader Farms programme, launched by InVivo in 2017 to bring digital solutions to farmers, tackles pollination and farming practices that promote bee activity. A network of more than 20 connected beehives has been created in collaboration with around 30 farmers and six cooperatives in the Hauts de France, Bourgogne Franche-Comté, Pays de la Loire, and Grand Est regions of France. Called Apitech, the network aims to become “a new tool for collaboration between farmers and beekeepers”.

Promoting animal welfare

Our garden centres and pet supply stores in France have worked with pet supply professionals and specialist vets to develop a certification designed to ensure the well-being of the animals sold in our stores.

The certification process takes into account 32 criteria audited by an independent body. These criteria include staff training (Certi'Animaux certification), the selection of partner breeders, responsible travel, appropriate care and living environments in pet stores, and advice for future owners.

For its suppliers of live animals, TERACTION carries out systematic quality audits that include animal welfare criteria prior to adding them to approved supplier lists.

TERACTION is committed to certifying 100% of its stores under this programme by 2030, whether they be company-owned or franchised. As at the end of June 2023, 35.5% of stores with pet departments under the Gamm vert, Jardiland, Delbard, Jardinerie du Terroir, and NOA brands had been awarded the certification. At total of 417 employees were Certi'Animaux certified (90 were certified over the course of the year).

THE POSITIVE IMPACT OF OUR OFFERINGS: INNOVATING AND DEVELOPING SOCIALLY RESPONSIBLE PRODUCTS, SERVICES, AND SUPPLY CHAINS

One way in which we put our statement of purpose into practice is by co-constructing eco-designed, innovative, and responsible products, services, and distribution channels, in line with the principles of regenerative agriculture, for the benefit of farmers and consumers alike.

The Group's commitments and actions are guided by striving for positive, value-generating impacts on the three pillars of sustainable development: environmental, social, and economic actions. Some of these actions intrinsically produce “triple performance” (#TriplePerformance Impact); others can produce a major benefit for one pillar, often producing knock-on effects that benefit the other pillars.

As part of this approach, we have established the Positive-Impact Offering (PIO) concept, which applies to all the Group's business lines. The definition is as follows:

- A positive-impact offering is an offering that takes into account its environmental, social, and economic impacts throughout its value chain, from its design to its use by the end customer.
- A PIO cannot have a negative impact on one of the top environmental issues (KO criterion).
- A PIO incorporates at least one of the following five fundamentals:
 - Contributes to carbon neutrality.
 - Encourages biodiversity.
 - Regenerates soil.
 - Optimises the use of inputs.
 - Benefits farmers and consumers: diversifies/increases farmers' incomes and/or improves the lives of our consumers thanks to other criteria specific to each market (nutrition, health, responsible sourcing, etc.).

So, when one of our business lines wants to develop a product or service, it must ensure that it meets both an economic need and a social and environmental need, while also taking into account the level of positive impact of the product's manufacturing or distribution processes (energy, waste, responsible procurement, packaging, nutritional quality of recipes, etc.), while respecting upstream and downstream stakeholders. This threefold consideration constitutes a rigorous analysis methodology; it is required at every stage in the development of the product or service and determines whether or not it qualifies as a Positive-Impact Offering.

A key lever for enabling our businesses to have a tangible and immediate positive impact, this initiative is reflected in the implementation of a “Positive Impact Plan” for our offerings, based on the following factors:

- Upgrading our factories, stores, and means of transport so that they have a positive impact.
- Systematising the eco-design of products.
- Offering healthy, sustainable recipes with a positive impact for consumers.
- Practising responsible procurement.

This plan should enable us to achieve the following two objectives by 2030:

- 50% of Group revenue generated by our PIOs
- 100% of our innovations will be PIOs

A number of concrete actions have already been taken towards these goals, such as the development of “Sowing Good Sense” sustainable supply chains supported by the Group's marketing department, the promotion of integrated pest management using biocontrol with Bioline Agrosociences, the production of sustainable barley for Malteries Soufflet, the development of positive-impact ranges marketed by TERACTION, the creation by Cordier of the Bonne Nouvelle brand, a leader in the non-alcoholic wine market, and the launch of the first traced responsible barley supply chain in France, co-developed by Malteries Soufflet, Soufflet Agriculture, and Kronenbourg, for the 1664 Blonde brand of beer.

Since 2019, our businesses have been committed to bringing positive-impact products and services to market

1 common goal:
50% of revenue from positive-impact offerings by 2030

A positive-impact offering must contribute to at least one of the 5 fundamentals listed below without harming any of the others. It must also respond to a socio-economic challenge:

1. Contributing to carbon neutrality
2. Restoring and enhancing biodiversity
3. Preserving and regenerating soil
4. Optimising agricultural input management
5. Diversifying income for farmers and/or producing a benefit for consumers

Positive-impact offerings are based on an InVivo Group method for driving and guaranteeing positive impacts, with three different versions to better represent the specific characteristics of each business.*



Promoting eco-design:

Responsible design and/or procurement assessed on 5 major criteria:

1. Impact of use (in terms of carbon neutrality, biodiversity, water, soil, etc.)
2. Origin
3. Quality of raw materials
4. Packaging
5. Production/eco-design conditions



Promoting operational excellence:

- Raw materials with a positive impact (sustainable supply chains, including Sowing Good Sense)
- Plants striving for a positive impact (GHGs, water, biodiversity, ISO 50001 and ISO 14001 certification, IFS/BRC certification)
- Positive-impact recipes (clean label, Nutri-Score A or B, great taste, etc.)



Promoting solutions for a resilient agrosystem:

- Producing more, better, and sustainably to feed the world
- Creating value for farmers
- Helping restore natural ecosystems to ensure their long-term survival
- Supporting the 5 fundamentals of a positive-impact offering

*The robustness of the methods has been approved by KPMG, and the Internal Audit Department ensures that the methodology is followed.



The reason why InVivo's purpose is to promote the transition of agriculture and the food industry to a resilient agrosystem is because within our different businesses, we are all committed to developing products and services with a positive impact.



We support our customers through our positive-impact offerings across the entire value chain.

Upstream positive-impact offerings (services, including digital services)

Developing agronomic best practices for all sustainable supply chains

In addition to the sustainable supply chains initiated by InVivo Group's business lines, the Sowing Good Sense initiative (see the section #TriplePerformance, p. 40) also promotes the deployment of agronomic best practices by farmers to meet the specifications for sustainable supply chains of other players in the food industry. Together, Soufflet Agriculture and Moulins Soufflet are preferred partners of Pasquier Group for the company's flour supplies. In 2018, the partnership also led to the two groups, Pasquier Group and Ets J. Soufflet, joining the association Pour une Agriculture Du Vivant (PADV),

whose mission is to accelerate the implementation of the environmental transition for agriculture by uniting all the players involved to bring about a new agricultural model supported by robust scientific research.

Three main principles guide the actions of all members of PADV: limiting the tilling of soil, nourishing and protecting the soil by planting cover crops, and developing biodiversity on farms in order to boost the ecosystem services provided, in particular by diversifying the crops grown on farms.

This commitment to PADV on the part of Soufflet's historic business lines, but also by InVivo Group since 2022 via a strategic partnership with Bioline, has resulted in a close working relationship between the InVivo and PADV teams. In particular, our collaboration with PADV received strong recognition this year when the Regeneration Index was highlighted during the presentation of InVivo's agronomic experiments at the Openfield event.

Guiding agronomic actions for the environmental transition of agriculture, the Regeneration Index evaluates, with a score out of 100, the agro-ecological performance of farms. It also enables the measurement of progress on practices, without prescribing or requiring specific methods or resources, to accompany all agricultural systems in moving towards agroecology, thanks to an approach for progress developed by taking into account the specific characteristics and needs of each farm.

Thanks to the index's universal nature, it is increasingly recognised by numerous organisations, including the "4 for 1000" initiative and Agence Bio (<https://www.agencebio.org/wp-content/uploads/2023/03/20220412CP-defisagroecologie.pdf>).

Work is continuing with the aim of demonstrating that the regeneration of soil fertility and the sequestration of CO₂ in soil are closely linked.

To learn more:
<https://www.youtube.com/watch?v=B95rvlSBGU0&cbid=1>

In this way, we are working with Pasquier to build the association's first wheat supply chain, using Regeneration Indices and following the PADV approach.

In 2022, the marketing departments of InVivo Group and Pasquier worked together to promote the benefits of agro-ecology to consumers, with the production of a video in which two farmers who are partners of Soufflet Agriculture talk about their beliefs and practices, which are more respectful of the rhythm of nature and harmony with living organisms. The video was shared by Pasquier Group on its social media accounts and was also shared on the Semons du Sens (Sowing Good Sense) LinkedIn account, to inform and raise awareness among the general public of this approach, which creates value for both consumers and farmers.

Since then, Soufflet Agriculture and Moulins Soufflet have done similar work with the company Cérélia (also a PADV member), collaborating to build a second agro-ecological supply chain in line with the PADV's approach, supported by a scientific committee with expertise in agricultural practices that promote soil conservation (also known as regenerative agriculture), grouped together under the term "agroecology".

Learn more about PADV:
<https://agricultureduvivant.org/>



With this Sowing Good Sense initiative, we have a strong ambition to contribute to the development of sustainable B2B2C offerings, in line with the expectations of customers and consumers: low-carbon offerings; offerings that help regenerate biodiversity, preserve water, reduce the use of agricultural inputs, etc. We are also making sure that those offerings are sources of added value for farmers, taking into account the requirements for implementing this transition. The aim is to offer food products that are as good and as healthy as ever, but which are also meaningful for farmers and consumers.

Sowing Good Sense is therefore an initiative that helps farmers gain value from the upgrades they make to their farming models thanks to:

- *sourcing of suitable inputs (biostimulants, biocontrols tailored to the needs of their crops, innovative low-carbon fertilisation solutions);*
- *advice from technicians trained on these new solutions to help farmers master the new practices;*
- *the possibility of being remunerated, on the one hand for their raw materials and, on the other, for their environmental services.*

Through its range of products and services tailored to the needs of all its stakeholders and serving its mission, Sowing Good Sense supports and promotes changes in cultivation practices to accelerate their deployment.

Grafite and promoting low-carbon products

Created back in 2018 and now part of Soufflet Négoce by InVivo, Grafite is a team specialising in supporting sales of low-carbon raw materials. In this way, it responds both to farmers' desire to promote their practices aimed at reducing greenhouse gas emissions and/or storing carbon in the soil, and to growing market demand for low-carbon goods. Grafite's mission is to help and support cooperatives and farmers in adopting low-carbon practices, in qualifying and certifying products, and in marketing and showcasing the low-emission products obtained (barley, rapeseed, sunflower), in particular through the payment of a premium.

Grafite, which is both a service and a positive-impact offering, has already acquired recognised experience relating to rapeseed and sunflower products (used in the food industry and especially for biofuels, particularly in Germany): as a result, 158,000 tonnes of low-GHG rapeseed were collected and marketed over the 2022-2023 financial year (compared with 10,000 tonnes the previous year), avoiding 164,000 tonnes of CO₂-equivalent emissions.

Over the next financial year, Grafite is set to extend its offering to other agricultural raw materials (in particular malting barley, in cooperation with Soufflet Agriculture).

Soufflet Agriculture develops and promotes low-carbon rapeseed

For the 2022 harvest, around 400 farmers were involved with Soufflet Agriculture in the production of low-carbon rapeseed and sunflower; for the 2023 harvest, the number has risen to 600. This sharp rise is the result of a real evolution of cultivation practices brought about by a steadily growing market for low-carbon cereals and oilseeds, both for the biofuels market (75% to 80% of rapeseed) and for the food industry (sunflower). This is an indirect consequence of the need to decarbonise these industries.

In the last financial year, Soufflet Agriculture marketed 57,000 tonnes of low-GHG rapeseed (compared with 35,000 tonnes in 2020) and 6,500 tonnes of sunflower. Since the end of 2020, for rapeseed, partner farmers have been able to use the GHG calculator developed by the FNA (Fédération du Négoce Agricole) in collaboration with Soufflet Agriculture. An audit of the data entered is then carried out by Soufflet Agriculture, supplemented by a sample audit by Bureau Veritas. Crushing machines (including those of Saipol, near Nogent-sur-Seine) transform the raw materials into Diester B7 diesel biofuel, which requires a reduced carbon footprint. Farmers producing oilseeds with a smaller carbon footprint will receive an additional premium of around €25 per tonne on average, to reward their efforts to reduce carbon emissions.

At the same time, to encourage farmers to grow rapeseed, Soufflet Agriculture launched the Colz'Avenir insurance policy in 2021, with a simple and innovative principle: Soufflet Agriculture shares with the farmer the risk of switching to rapeseed in the event of a poor harvest or unforeseen difficulties, from the time of sowing until the end of winter, with Soufflet Agriculture covering a portion of the farmer's investments. In return, the producer must comply with a set of production specifications. Over 25,000 ha were covered in 2021-2022 and 33,300 ha in 2022-2023. Colz'Avenir is expected to cover 42,000 ha in the next season.

Carbon Extract and Carbon&Co: tools for the low-carbon transition

Following the launch of the "Label Bas-Carbone" certification by the French Ministry for the Environmental Transition and the approval of the "Grandes Cultures" method (in July 2021), Agrosolutions, a subsidiary of Bioline, has developed a digital tool to support farmers with their low-carbon transition: Carbon Extract. The tool can be used to assess the carbon footprint of farms (emissions and storage) and to simulate a transition plan, and thus their potential for carbon credits. This simulation involves the development of action plans, in particular to simulate the carbon impact of introducing new practices, their costs, and the associated social and environmental co-benefits.

The dedicated team of Agrosolutions consultants presented a preliminary training for 270 agricultural advisers from 81 organisations between September 2021 and June 2023 (chambers of agriculture, agricultural cooperatives, traders, management centres, etc.), and contracts have already been signed for around 1,800 farm diagnostics. The challenge for the Carbon Extract tool is to adapt to changing market demands in terms of measuring and tracking the reduction in the carbon footprint of agriculture.

In 2022, Carbon&Co was created to promote the carbon credits generated by Label Bas-Carbone projects modelled using the Carbon Extract tool. Ten partners, including cooperatives and traders, are taking part in this initiative, and their number is set to grow as demand for agricultural carbon credits grows. Carbon&Co's role is to pool carbon projects initiated by farmers, making it possible to aggregate and trace for its clients – the project financiers – the carbon credits recognised by certification frameworks such as the Label Bas-Carbone. Credits for 50,000 tonnes of CO₂eq will be available for sale in 2023, representing around 60 farm projects looking for financiers keen to contribute to global carbon neutrality.

The challenge ahead is to convince players in the agricultural value chain to finance these transition projects, which are vital to the resilience of the entire chain and to France's food sovereignty. Carbon&Co defends fair remuneration of agricultural carbon credits in relation to the real costs and the specific characteristics of transition projects: location, choice of improvement mechanisms, and co-benefit impacts (biodiversity, water and soil quality, etc.). In this way, all stakeholders can participate in diversifying farmers' incomes by favouring eco-responsible approaches and solutions-based agriculture, limiting the magnitude of climate disruption.

SoilTeq: promoting regenerative agriculture in Eastern Europe

Created in 2015 by Soufflet Agriculture in its Eastern European countries of operation, SoilTeq is an agriculture club bringing together farmers to exchange information and agricultural best practices for soil conservation, and also supporting farmers with implementation of those practices. It has now evolved into SoilTeq Pro, with a more regional focus, such as in southern Poland, where it brings together 30 farmers who receive four to five training sessions a year, in the classroom and in the field, as well as personalised support twice a year from a Soufflet agronomist.

In the Czech Republic, in the summer of 2022, a SoilTeq demonstration farm was created on 7 hectares rented from a partner farmer. Half of those 7 ha are to be cultivated in two rotations over 10 years using regenerative agriculture practices; the other half will receive two rotations over four years using traditional agricultural practices. Two visits to the demonstration farm have already been organised (in October 2022 and spring 2023), each attended by 40 farmers, highlighting the practical benefits of regenerative agriculture: reduced work hours and operating costs, improved fertility and yields, carbon storage, etc. A conference on the subject was also held in May 2023, in the centre of the country: more than 150 participants were able to talk with a French agronomist, two local academics, and three farmers who presented testimonials.

Agrosolutions: Apprivoise biodiversity project

The growing importance of biodiversity in strengthening the resilience of agriculture and even in supporting the equilibrium of global systems is now widely recognised. However, when it comes to identifying the indicators to be monitored, both on the ground with a technical approach and at a more general level, including for impact indicators relevant to financial partners, there is still no consensus in the sector. To stimulate progress on this crucial issue and to ensure that the transition to more eco-friendly agricultural practices is truly able to reflect advances in favour of biodiversity, Agrosolutions and SMAG have worked in partnership with Arvalis (Institut du végétal) and Acta (Association de Coordination Technique Agricole) to develop a study and testing project aimed at deploying and gaining recognition for relevant indicators for assessing biodiversity in agricultural environments. These indicators will be designed so that they can be integrated into interoperable assessment tools (Système tools from Arvalis, SMAG Farmer, or Trace for InVivo).

This scientific project, called “Apprivoise”, was submitted to the Chamber of Agriculture CASDAR fund in February 2023 and was selected in June 2023. It will be launched in September 2023, with the creation of a

steering committee bringing together agricultural and scientific institutions and players in the field (including the Sowing Good Sense teams) in order to represent the needs and expectations of each organisation and market with regard to indicators, as well as to discuss the direction of the project and a strategy for preserving biodiversity in the agricultural environment.

The SMAG Farmer application incorporates the HYGO solution to reduce the amounts of inputs used

In May 2023, SMAG, a French leader in agricultural software solutions and a subsidiary of Bionline, and Alvie, a creator of innovative solutions for crop protection, formed a partnership to connect the SMAG Farmer application (a traceability and farm management tool) with HYGO, the digital agronomic spraying solution designed by Alvie.

Thanks to this interconnection between HYGO and SMAG Farmer, farmers benefit from support throughout the agricultural spraying cycle: from selecting the best weather window to choosing the optimum spraying technique, right through to regulatory and economic monitoring. This helps operators optimise and reduce their doses of phytosanitary products and benefit from automated regulatory data entry, while reducing the time and energy required for successful spraying.



The role of CRIS (Centre de Recherche et Innovation Scientifique) in developing positive-impact offerings

Our research centre offers invaluable leverage to help us make progress in our ability to advance the environmental transition of the food industry and to be a supplier of positive-impact offerings. As an entity independent from our business lines, CRIS serves the need of each of them. While CRIS has recognised expertise in the creation of new starters and enzymes with a low environmental footprint, it is also making

a name for itself in the biocontrol market. It monitors around ten research projects each year with a team of around 40 people.

Thanks to its expertise in solid-state fermentation, it is making progress in the following areas:

- Improving the quality of wastewater;
- Reducing water and energy consumption;
- Making better use of by-products thanks to anaerobic digestion.

Farmi: DSTs for optimising inputs

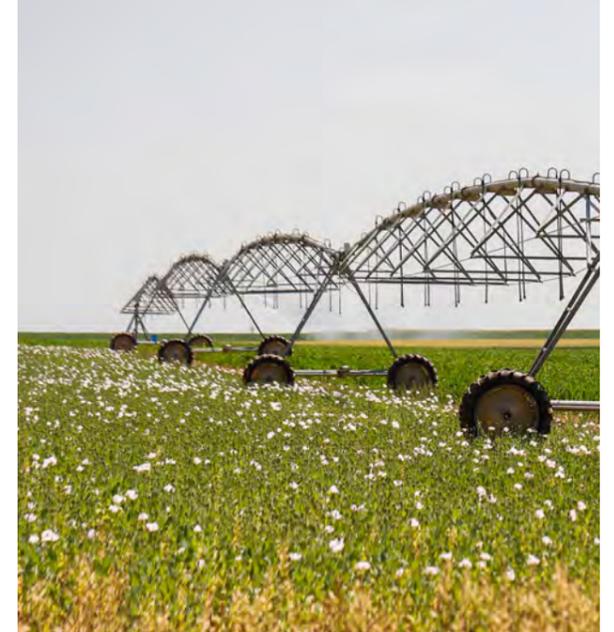
Farmi was launched in 2017 by Soufflet Agriculture as the market's first harvesting mobile application for farmers. It was expanded in 2021 to include a digital platform for online sales of agricultural products and services. Over the years, Farmi has been enhanced with a host of features, particularly decision support tools (DSTs), making it easier to manage agronomic choices and achieve reductions in the use of phytosanitary products. The Farmi app provides farmers with an instant and mobile solution:

- highly accurate real-time weather information;
- advice for optimising the effectiveness of spraying;
- access to all observations made by Soufflet Agriculture's network of agronomists, using a simple map interface via Crop Observer;
- a “wheat seed simulator”, tested in the field by farmers, which helps them identify the most appropriate varieties for their needs based on various factors (disease resistance, reduced use of phytosanitary products, etc.);
- a feature that helps in choosing the best cover crops in agronomic terms;
- the Avizio™ tool, launched in 2021, which estimates the potential danger of each wheat disease in the autumn by integrating plot data in order to easily and accurately adapt fungal treatments;
- access to technical data sheets to move beyond observations, with a database of around 100 data sheets on diseases and pests, most of which are illustrated with photos to help farmers identify the disease or pest;
- access to soil maps that help farmers more effectively take soil composition into account.

To find out more:

<https://www.farmi.com/cs/node>

<https://www.soufflet.com/fr/l-application-farmi-aide-les-agriculteurs-intervenir-au-bon-moment-0>



Upstream positive-impact offerings (products):

Fertiline: Nexen, a fertiliser that reduces greenhouse gases

As part of the life cycle assessment (LCA) of agricultural production, it is widely recognised that greenhouse gas (GHG) emissions are particularly high when it comes to fertilisers, whether during their production or spreading, or because of their volatility. The agricultural sector must therefore act on three fronts to reduce its environmental footprint. While InVivo is committed to collaborating on the creation of solutions to produce low-carbon fertilisers, to reduce emissions during spreading through Be Api and its precision farming solutions, and to adopt regenerative farming and soil conservation approaches (see p. 60), it is equally essential to develop solutions to minimise losses due to volatilisation.

To nourish soils and plants, Fertiline, Bionline's fertiliser division, produces speciality fertilisers and treated urea, including a flagship product, Nexen, a high-performance nitrogen fertiliser featuring innovative technologies that increase the amount of nitrogen available to plants and limit losses to the environment through volatilisation. This limitation is essential given that nitrogen fertilisation in wheat production, for example, is responsible for around 80% of wheat's greenhouse gas emissions.

By acting to prevent nitrogen loss into the air, the Agrotain technology used by Fertiline improves the efficiency of the nitrogen contained in Nexen fertiliser, while offering an optimum balance between agronomic performance and greenhouse gas emissions.

The Nexen fertiliser manufacturing process also guarantees particle size and gives the product excellent spreadability, thanks to easy access to spreader adjustment tables that have been field-tested for five years. This precision in spreading makes it possible to get the most out of nitrogen inputs, and therefore to reduce their use.

Climcare, the first low-carbon range

A study of the breakdown of carbon emissions within the barley-malt-beer supply chain reveals that more than 25% of emissions come from barley production and the malting process. Reducing the carbon footprint of that scope is therefore a key challenge for all players in the supply chain.

To meet this challenge, in collaboration with Soufflet Agriculture and thanks to hundreds of trials carried out over more than 10 years, Malteries Soufflet has put its agronomic expertise to good use to implement more eco-friendly agricultural practices with its farming partners, resulting in the development of the Climcare range.

The Climcare range includes two products:

- ClimTrace, launched in 2022, derived from traceable barley for which farming practices are subject to strict specifications.
- ClimBalance, launched in 2023, a low-carbon mass-balance barley that helps our customers reduce scope 3 emissions. Malteries Soufflet is a pioneer in this field, focussing on the level of plots of malting barley.

This innovative range is in line with Malteries Soufflet's commitments as a leader in the environmental transition of agriculture, with the aim of producing 500,000 tonnes of low-carbon malt by 2030 and sourcing 80% of its supplies from sustainable barley fields.

TERACT: a recycled-plastic pot with a water reservoir

As part of its exclusive ECLOZ product line, sold in its Jardiland, Gamm vert, and Delbard stores, TERACT offers a range of innovative pots and planters made from recycled plastic and manufactured in France: L'Autonome. These pots compensate for any watering mistakes. If the plant is over-watered, the drainage grid at the bottom of the pot allows the excess water to be collected in the saucer so that the roots don't sit soaking in the water. On the other hand, if you forget to water, the water will rise from the saucer into the soil via capillary action to optimally meet the plant's needs. The pot's saucer also has two overflow outlets to drain off excess water and prevent it from rising up into the pot, at the risk of drowning the roots. These pots, which can be used both indoors and outdoors, were also designed to accommodate the ECLOZ drip irrigation system for optimum and efficient water management.

FERTECH Mycosynergie: Soufflet Vigne's innovative biostimulant to prevent water stress

French vineyards are increasingly sensitive to water stress, especially in the winegrowing regions of south-east and south-west France. At the same time, the availability of water determines harvest potential, the survival of the plants, and the organoleptic qualities of the wines. To remedy this situation, in autumn 2022, Soufflet Vigne launched a highly innovative biostimulation solution, notably authorised for organic vineyards, to add to its FERTECH range of grapevine nutrition products made from high-quality raw materials.

In addition to irrigation, which is often difficult, there is another very effective agro-ecological lever for compensating for situations of water stress, particularly for young plants, which are the most sensitive: mycorrhizal symbiosis, which this new product makes it possible to implement as close to the roots as possible. FERTECH Mycosynergie has been developed in France using a natural process based on a special fungus (*Glomus intraradices*), which extends the vine's root system, boosting the volume of water and nutrients supplied to the plant. This *in situ* mycorrhisation is a real innovation, and one that many winegrowers have eagerly awaited. This solution, which improves soil health, is sold in biosourced sachets, with the label printed in plant-based ink.

Neuhauser: Sowing Good Sense flours and the "clean label" approach

Already a pioneer in its market with the use, since early 2020, of flours from the Sowing Good Sense supply chain, Neuhauser has launched its "Essential" initiative, which aims to simplify and improve the recipes of its baked goods without compromising on taste and flavours. To implement this "clean label" initiative, Neuhauser has established a cross-functional project team, including marketing and R&D personnel from Episens. The team inventoried the additives in the recipes of all the products, then studied which ones might be eliminated or replaced with alternatives, in light of consumer and customer concerns, as well as scientific research. A list of 20 additives to be eliminated has been created and trials have been launched to test new ingredients or changes to processes. For example, to replace an additive that makes bread softer, the R&D teams worked on adding an enzyme from AIT Ingredients that is destroyed during baking and gives the bread the same softness. Palm oil has also been removed from the recipe for the doughnuts made in Ploërmel. For the range of *pasteis de nata* produced in Portugal, the additives in the margarine used for the puff pastry have been eliminated.

This general approach is part of InVivo Group's positive-impact offering (PIO) strategy. At Neuhauser, PIOs already account for 77% of revenue, with the goal of reaching 95% within five years.

Reducing the salt content of Neuhauser breads

Reducing salt consumption by 30% by 2025 is the goal submitted by France to the World Health Organisation (WHO), which says that, for adults, salt intake of less than 5 grams a day (the French consume more than 8 g a day) helps lower blood pressure and the risk of cardiovascular disease. At the International Agricultural Show in March 2022, a collective agreement aimed at reducing the salt content in bread was signed by the Ministries of Food and Health and all the major players in the bakery market. While the efforts of the entire industry have already resulted in a reduction of more than 20% in the salt content of ordinary bread compared with levels measured in 2015, the industry has committed to a further gradual reduction in all categories of bread by 2025, with a goal of 1.4 g maximum of salt per 100 g for ordinary bread, 1.3 g of salt per 100 g for wholegrain or cereal breads, and 1.2 g of salt per 100 g for sandwich bread by October 2023.

Neuhauser obviously upholds these commitments, which are in line with its responsibility and innovation policy initiated in 2020 with the launch of a range of rustic pavés, bâtards, and baguettes, produced in Béziers, containing 25% less salt, without compromising on taste thanks to a blend of sea salt and sea minerals.

Cordier: a responsible, alcohol-free wine

Enabling and promoting "responsible consumption" is one of the four pillars of Terra 360, Cordier's CSR policy. Its alcohol-free wine offering is an alternative for people looking to drink responsibly or avoid the negative effects of alcohol on their health, and responds to a new trend in the wine market.

Alcohol-free wine is obtained by a dealcoholisation system (low-temperature distillation). This process preserves the aromas, vitamins, and polyphenols (antioxidants) present in the wine and significantly reduces the number of calories (only 16 to 29 kcal per glass compared with 70 kcal in a glass of conventional wine).

Thanks to its oenological expertise, Cordier now offers two full ranges (red, white, rosé, and sparkling) under the Bonne Nouvelle brand, a leader in the alcohol-free wine market, and the Artis brand, for the hospitality industry. In 2023, the Bonne Nouvelle brand added a "varietal" range, and in January took part in the Dry January challenge (not drinking alcohol for the whole month of January) by launching a competition on social media along with in-store tasting events to promote a more responsible way of drinking wine.

Vivapack® wins 1st place in the 2023 Jard'Innov awards

Biotop's Vivapack® insect distribution box won first place at the 2023 Jard'Innov awards in the category of biocontrol products, weedkillers, and natural treatment solutions. This product innovation, resulting from several years of research, was praised by the jury for its ease and speed of use. The beneficial insects contained in the box target insect pests that feed on garden plants. Aphids, cochineals, mites, and many other pests are effectively controlled by the ladybird or lacewing larvae contained in Vivapack® boxes.

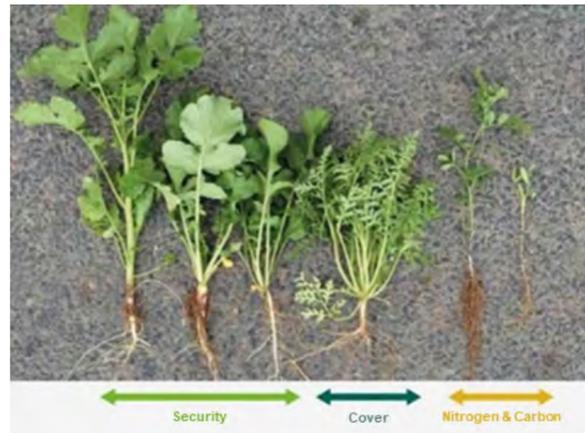
I SOL EXPLORER: optimum yield and sustainability for eco-responsible agriculture

I SOL EXPLORER is an innovative blend of three families of plant cover crops, optimising the benefits for both the farmer and the ecosystem. It guarantees safe planting of the main crops by minimising the risks associated with weather conditions. This intelligent approach reduces the loss of resources and maximises yields.

Thanks to the presence of three cruciferous plants – Simplex mustard, Doublet fodder radish, and Tiara rocket – it provides protective ground cover. This plant layer reduces erosion, improves soil structure, and maintains soil moisture. I SOL EXPLORER goes further by naturally storing nitrogen and carbon in the soil. This feature enhances soil fertility while reducing the need for chemical mineral fertilisers, thereby promoting more sustainable agriculture. This unique blend encourages biodiversity in the field. The three families of plant cover attract pollinators and natural predators, reducing dependence on pesticides.

The addition of *Hydrophyllodeae* species, such as Maja, and legumes, such as Catarina common spring vetch and Lorena Alexandria clover, improve carbon and nitrogen capture. This means less use of mineral fertilisers, reducing costs while also protecting the environment.

In short, I SOL EXPLORER is much more than a mixture of plant cover crops: it's a positive-impact offering that optimises yields, promotes biodiversity, and preserves soil health.



Positive-impact offerings: responsible supply chains

1664 Blonde beer: a 100% personalised, blockchain-secured responsible barley supply chain

With the aim of meeting common sustainability challenges, Malteries Soufflet has collaborated with Soufflet Agriculture and Kronenbourg SAS (French subsidiary of Carlsberg Group) to co-create the first traced responsible barley supply chain in France. This initiative, which is part of Sowing Good Sense, offers an exclusive supply chain for the 1664 brand and complies with rigorous specifications, helping to carry out the environmental transition of agriculture via the implementation of agro-ecological best practices by partner farmers (see #TriplePerformance, p. 40).

All these cultivation practices (sowing, fertilisation, harvesting, etc.) are recorded, as are the malting and brewing operations, using the Transparency system, a blockchain technology developed by Malteries Soufflet to ensure traceability and transparency. This information is made available to consumers, who can use a QR code printed on 1664 Blonde packs, along with

the batch number shown on the packaging, to access the 1664 app and its various sections. There, they can find out about the origin and production dates of the barley, malt, and beer, and discover the cultivation practices and production processes of the players in this sustainable supply chain (farmer, malt producer, brewer) via articles and video testimonials. Thanks to this cooperation across the supply chain, no other beer on the market has gone as far in its commitment to the environmental transition of agriculture and the food industry with such transparency.

Low-carbon barley with Heineken and Soufflet Agriculture

The upstream segment of the barley-malt-beer supply chain accounts for 25% of a beer's carbon footprint, i.e. as much as the packaging (bottles, cartons, bottle caps, etc.). Improving this footprint is a key challenge if we are to meet the expectations expressed by consumers, who are increasingly concerned about the sustainable nature of the products they consume.

Since 2019, Malteries Soufflet has been working in partnership with Heineken on the production of a low-carbon barley, as part of the "low-carbon farming programme", aligned with both Malteries Soufflet's and Heineken's CSR strategies. Indeed, Heineken's "Brew a Better World" programme aims for the company to achieve carbon neutrality by 2040.

With the support of Soufflet Agriculture, a number of trials have been set up in France and Brazil, with the participation of farmers producing winter and spring barley, whose additional costs are offset by Heineken.

These experiments have led to the identification of three main agronomic levers for low-carbon barley production: measured use of nitrogen fertilisers (which can account for 70-80% of the carbon footprint of barley production), thanks in particular to modulated inputs within plots, reduced tilling, and the development of plant cover, with mixtures of clover, lucerne, and mustard species, to produce biomass, improve soil fertility, and store carbon, all while promoting biodiversity.

TERACT: eco-design and carbon simulator

TERACT's positive-impact offering efforts are part of its ambition to protect nature and meet the needs of its customers. Its four exclusive own brands, ECLOZ, InVivo Nous on sème, PURE FAMILY, and LES SENS DU TERROIR, all incorporate the principles of eco-design.

To support them, TERACT has developed a CSR rating rubric to examine the performance of its products according to the principles of life cycle analysis. In 2022-2023, TERACT's own-brand products were tested on five criteria: manufacturing origin (location and conditions of production); quality & composition (reparability, quality and safety of raw materials, absence of SVHCs); packaging (recyclability, reduction of over-packaging, incorporation of recycled raw materials); and impact of use.

To validate this eco-design methodology, TERACT has embarked on a three-year support programme with AFNOR (first audit in March 2023). At the same time, a partnership was established in 2022 with Agrosolutions and Carbone 4, with a view to deploying a carbon simulator to measure the carbon impact of products.

Eventually, these tools will guide TERACT's offering designers in drawing up product specifications, so that the products can be manufactured by our partner suppliers according to these eco-design and carbon-footprint reduction criteria.



Example 1 Peat-free potting soil, which helps to preserve peat bogs, which are precious carbon sinks that are home to a great deal of biodiversity and naturally store large amounts of water. This potting soil enables a regional redistribution of production.



Example 2 L'Autonome pot and planter: these products compensate for the user's watering mistakes and are made from recycled plastic.

Création Snacking: the Episens range with an optimised nutritional profile

French people are increasingly concerned about their diet and are looking for healthy products. In response to these new consumer habits and the boom in meals away from home, Moulins Soufflet's Mélior range (Episens) has been enhanced with three new "clean label" and Nutri-Score A mixes, developed with the help of a nutritionist, enabling artisan bakers to make balanced snack offerings (Nutri-Score A or B). A "turnkey" concept,

the range (Red Tasty, Vital Green, and Golden Veggie) comes with ideas for using the products to make sandwiches, savoury tarts, buns, puff pastries, savoury waffles, and more.

This range, launched at the Sirha event in January 2023, features a formulation with an optimised nutritional profile, with natural and diverse ingredients that are sources of protein, fibre, omega-3s, vitamins B1 and B9, and trace elements (copper, potassium, and manganese). The Vital Green mix, for example, is made from an original flour blend of wheat and hemp flours, sprouted grains, and chia seeds. Hemp flour is good for both your health and the planet: it is three times richer in protein than wheat flour, and growing it, without any treatment, requires very little water and is very beneficial for soil structure and yields of the next crop.

Label Rouge flour traced with a Sowing Good Sense blockchain sold at Lidl

Since March 2022, the supermarket Lidl has been selling, under its Navarre brand and throughout France, Label Rouge T65 flour from the Semons du Sens excellent-quality supply chain.

From May 2021 to February 2022, Moulins Soufflet exclusively supplied Lidl supermarkets in the Ile-de-France and Hauts-de-France regions with 1-kg packages of Label Rouge flour, under the Farines du Terroir brand, from the Blé Excellence supply chain. Lidl is very keen on the Sowing Good Sense approach, which aligns with its own CSR policy. Following that very successful test, this T65 flour, produced by the Corbeil-Essonnes mill and packaged at the Pont-sur-Seine site, is now sold under the brand name Navarre at the chain's 1,500 supermarkets in France.

Moulins Soufflet worked with Lidl on the packaging, which features a portrait of a "responsible French farmer" and a QR code allowing consumers to check the full history of the product via a blockchain application created specially for Lidl. The Sowing Good Sense seal of approval is also affixed to the package of flour, underpinning all the product's promises: origin (100% French wheat, guaranteed traceability), environment (sustainable practices on the farm), naturalness (committed to zero residues), and added value (better remuneration for partner farmers).

Sowing Good Sense: biodiversity indicators

During the 2022-2023 financial year, InVivo launched a cross-functional working group dedicated to biodiversity issues, led by Sowing Good Sense, which brings together all the Group's expertise on the subject. The aim of the group is to ensure that the specifications for our supply chains evolve in a way that is both satisfactory and ambitious, always relying on rigorous scientific research. In addition to carbon indicators, the specifications for the Sowing Good Sense responsible wheat supply chain include new biodiversity indicators to validate the compliance of a partner farm's production: number of crops, share of utilised agricultural area (UAA) for main crop and for ecological focus area (EFA), number of beehives and perches, hedgerows, agroforestry areas, etc.

Sowing Good Sense is therefore a progressive initiative that is first and foremost aligned with the ambition to lead agriculture towards a reduction in its environmental footprint, even to the point of being a solution to help combat global warming and regenerate biodiversity. At the same time, Sowing Good Sense is committed to ensuring the same production capacity to cover nutritional needs in sufficient quantity and quality. Finally, this positive-impact approach is complemented by a clear commitment to co-construction with all stakeholders to better meet the needs of customers and consumers.

(See all the details in the infographic on p. 57)

THE POSITIVE IMPACT FOR AND BY OUR STAKEHOLDERS: MOBILISING OUR ECOSYSTEM TO STIMULATE THE CREATION OF SUSTAINABLE VALUE ON MULTIPLE LEVELS

Our employees, our greatest strength for creating a positive impact

Our policy of **driving positive impact to generate more sustainable value** seeks to mobilise the commitment of all our activities, all our business lines, and all those involved, from beginners to experts, so that together we can achieve our objectives and live up to our statement of purpose. This is how we will ensure the sustainable transition of an agricultural and food-industry model that

must at all times, and in the long term, be concerned about its impact on the environment and on the men and women who are its direct and indirect players and consumers. Our positive-impact actions for and by our stakeholders show our constant concern for the well-being and collective and individual development of the men and women who work in our companies every day. Safety is a top concern because it is our direct responsibility.

Safety

Because safety goes hand in hand with employee well-being and operational excellence, it is of strategic importance to us and justifies one of our key commitments: to cut our accident frequency rate in half. To achieve this, we are concentrating our efforts on a roadmap for safety for all, broken down by business line to respond to their specific challenges.

All Safe Together: a new roadmap for everyone's safety

The 2022-2023 financial year was marked by the integration of Soufflet's activities into InVivo Group, at the level of business lines but also cross-functional missions, particularly safety. This year of working within the Group to harmonise safety methods and bring together all the people responsible for safety resulted in the drafting of a new programme, "All Safe Together," laying out the roadmap for InVivo Group's safety policy for the next five years. This programme, which will be worked on throughout the 2022-2023 financial year, will be officially launched by the Executive Committee at the end of 2023. It will therefore apply to all the Group's activities, and will form the basis for the planning of Safety Week in January 2024.

This new safety policy is the result of several months of collaborative work, including a physical meeting in November 2022 with the safety managers from all the Group's business lines, followed by working groups on specific topics. This collective development has made it possible to combine the broad strokes of the "We Do Safe" policy of the Soufflet scope with all the measures developed in the activities of InVivo's historical scope. A number of initiatives have already been implemented during the financial year, including the creation of Safety Steering Committees at Cordier, Bioline, and within the Group's governance structure, and the introduction of a common procedure for managing safety events (accidents, risky situations, fire, etc.).

All Safe Together policy goal for 2030: "reduce the Group's accident frequency rate by 50%"

Safety Week in our business lines

Employee health and safety is one of the pillars of InVivo Group's CSR policy. As such, from 23 to 27 January 2023, the Group's employees (at plants, retail outlets, and head offices) took part in a "Safety Week," a first for the Group. The aim was to raise awareness, in an interactive way, of the many risks incurred in the course of their work. The week was a great success across all the business lines.

Bioline by InVivo has given its employees access to a digital platform to raise awareness of safety issues in the workplace in a fun way. A total of 900 employees from all over the world took part in the various workshops, focussing on five of the eight golden rules of Bioline's safety policy.

The activities of the former Soufflet scope organised workshops on same-level falls and on the risks associated with walking and driving (particularly for sales staff).

The Paris head office and the Nogent site offered first-aid training, carried out fire drills, and created accident murals, just like the climate murals.

At Cordier, other awareness-raising workshops were also presented, focussing on work in front of a screen and musculoskeletal disorders (MSDs).

At TERACTION, 24 priority hazardous situations, mainly related to the risks of manual handling of loads, were analysed in order to draft an associated prevention action plan. In addition, the challenge "100% prevention actions, 365 days without an accident is possible!" and a process for analysing the causes of accidents in the workplace were launched to encourage employees to achieve TERACTION's goal by 2025.

TERACTION: training to develop a safety culture

The success of our safety policy is linked to the establishment of a genuine safety culture, particularly among managers, who must set a good example. With this in mind, in April 2022, TERACTION launched its Health & Safety Initiatives (ISS, from the French) programme aimed at building a genuine health and safety culture and halving the number of lost-time accidents by 2025. The programme is based on three pillars: establishing rules and procedures to prevent occupational risks; changing management practices to develop a health and safety culture; and developing skills and guaranteeing a healthy and safe environment for all.

In 2022, TERACTION implemented a quarterly safety checklist and, in 2023, incident reporting via the Digi'Mag digital tool, as well as a safety orientation for temporary workers. The use of in-store safety dashboards and the holding of a safety briefing at the start of meetings will be made systematic. Safety instructions and procedures continue to be defined and deployed in collaboration with teams on the ground.

TERACTION has launched a training plan for all its managers (stores, warehouses, and head offices). Teams are trained to carry out an analysis of occupational risks and the causes of accidents, and to define their health and safety action plan for prevention. By the end of June 2023, 82% of field managers had been trained, and 71% of head office managers had also been made aware of psycho-social risks. In addition, over the course of the financial year, 1,227 employees (40%) took part in the tailor-made training programme on handling best practices and on getting their muscles warmed up.

Malteries Soufflet: safety at the heart of the onboarding process

Update on our teams and the situation in Ukraine

At the beginning of July 2023, Pierre Cothenet, International Director of Soufflet Agriculture, and Lionel Gissien, Director of Human Resources for Agriculture, travelled to Ukraine to visit the Slavuta head office, the Horodok silo, and the Yarus facility. The main purpose of the trip was to talk with the teams on the ground and offer them the Group's full support in their unstable yet resilient environment.

To date, the situation of our teams is as follows:

- 3 employees have moved to the European Union, accompanied by 14 family members (compare with 20 and 38 last year)
- 4 employees and 9 members of their families were relocated within Ukraine (compare with 28 and 47 last year)
- 15 employees mobilised in the armed forces: no new mobilisation within the 3 subsidiaries

Safety orientation is one of the key elements, in France and abroad, of the onboarding process for new workers, so that everyone, whether at the head office or on site, has the same knowledge of the risks and can ensure their own safety and that of others, from the moment they start their job. Carried out within a week of arrival (for permanent, fixed-term, and temporary staff alike), this 1.5-hour training course covers all the risks associated with the job, ranging from the general, such as the risks associated with moving around or falling down stairs, to the more specific, such as working at a height or the risk of explosion. The course then details the instructions to be known and applied at all sites, including the head office.

This training, which is based in particular on operations documents (operating procedures, associated risks, PPE, etc.), is part of Malteries Soufflet's goal of establishing a genuine occupational health and safety culture by making everyone a player and an ambassador for safety, and in particular the head office employees, who must be exemplary in this area when they visit an industrial site.

A number of sessions were organised throughout the year, notably in autumn 2022, when around 20 employees participated in the training, with a wide range of profiles and skills (CFO, management controller, roasting manager, technical engineer, marketing manager, student apprentices, etc.), enabling a genuine sharing of experience.

QLW



“Helping our employees be our greatest strength for driving a positive impact”: this objective of our CSR policy with regard to our internal stakeholders inspires our Quality of Life at Work programme, which consists of creating working environments where individuals can flourish, where the meaning of work is reinforced, and where the balance between work and personal life is respected. This approach fosters a positive, sustainable, and people-centric corporate culture that benefits both employees and the company itself. It takes the form of innovative training, knowledge sharing, access to remote work, the opportunity to take part in company discussions, a policy of inclusion and diversity, and even CSR goal bonuses, among other initiatives.

Bonuses for CSR goals linked to positive impact

As a mission-driven company, and in order to strengthen solidarity, collaboration, and the feeling of belonging to the Group, a percentage of the variable portion of remuneration for the leaders of the Group and its business lines is now linked to the achievement of the CSR goals included in the syndicated loan (“sustainability-linked loan”), taken out for the acquisition of Soufflet Group and conditional on the achievement of three objectives: reducing greenhouse gas emissions (scopes 1 and 2), halving the rate of accidents in the workplace, and increasing revenue generated by positive-impact offerings (PIOs). Last financial year, InVivo decided to index a portion of variable remuneration to improvement in the Group's CSR index for members of the Executive Committee and senior executives. Deployment to all employees eligible for a variable portion of pay is underway for this new financial year. Our approach enables everyone to drive progress, to make a positive impact, and thus to reinforce the importance of their role in the implementation of our policy.

Encourage and promote gender equality at work

Following the signing of an initial agreement in 2015, InVivo Group is reaffirming its ambition to encourage and promote gender equality at work within all its entities. Updated at the end of July 2022, the agreement signed with the majority of employee representatives strengthens the existing commitments by extending them to new scopes. The key provisions of this new agreement are based on conditions of job access, training and job promotions, work-life balance, and pay.

Major social advances highlighted by this agreement

With this agreement, InVivo is redefining the way in which each of its employees can grow in an equal and fair environment. The InVivo Group agreement contains four key provisions:

1. Professional and pay equality.

This will be guaranteed by special management of the Group's pay policy and the publication of indicators for each business line. At the same time, HR teams and managers will endeavour to show fair treatment in terms of remuneration towards employees both while they are on family leave and when they return from it.

2. Creating a work-life balance.

This will be promoted through four main areas of focus:

- A better balance between work and personal life for all employees. A number of initiatives will be taken in this area, including a study on the introduction of assistance services, “Schueller” extended family leave, donations of days off, and the introduction of basic rules for managing meetings;
- Promoting the sharing of family responsibilities. For example, the Group will strengthen paternity leave by committing to pay fathers on paternity leave at 100% of their actual monthly salary;
- Improving conditions for employees returning to the Group after maternity or parental leave or a long absence;
- More teleworking, in line with the agreement on the New Organisation of Work that the Group signed with employee representatives in November 2020.

3. Conditions of job access.

A number of measures will be implemented, including training on recruitment methods, with a view to preventing discrimination, and the development of job postings tailored for people with disabilities.

4. Training and career development.

From now on, managers will be trained on the issues of equality and non-discrimination in the workplace, and HR teams will strive to ensure equal access to training.

In addition, measures will be put in place to help employees who have been absent from work for more than six months to return to their jobs.

The agreement on gender equality, diversity and work-life balance will be tracked by a monitoring committee, which will meet annually at the end of the financial year.

The committee will be made up of:

- an employer delegation consisting of a maximum of three management representatives;
- a trade union delegation consisting of four representatives from each trade union that has signed this agreement.

This body will issue observations on the various objectives and, if necessary, will consider how the agreement should evolve.

Disability: support for people with disabilities in the hiring process

As part of our commitment to diversity, InVivo Group examines all job applications impartially, paying particular attention to skills, including those of people with disabilities. If skills are equal, all applications are considered, including those of people with disabilities. More specifically, the Group takes special care with the onboarding of people with disabilities and the adaptation of their workstations. They receive support in completing their disability-related procedures when they request it.

For example, Episens has set up a working group dedicated to disability initiatives. Made up of members from various departments, this group's remit will be to identify all existing initiatives for the inclusion of people with disabilities within our organisation, analyse their specific needs, develop recommendations, and implement a concrete action plan. Our commitment to inclusion runs deep, and we are determined to create an environment where every employee and partner feels respected and supported, regardless of their abilities. Together, we will work to advance our initiatives to promote greater equality and diversity within our company, and to build a more inclusive world for all.

Teleworking: extension to the Soufflet scope

Signed in November 2020 with the majority of employee representatives and implemented on 1 October 2021, the New Organisation of Work (NOW) agreement has helped to install an organisation that will be more flexible, more resilient, and more efficient for the long term, capable of reconciling well-being at work and quality of life for employees. This agreement, which introduced the generalisation of remote work at a rate of 50 to 60% for those who are able and wish to do so (depending on the needs of the position), was rolled out during the financial year to the scope of the acquired Soufflet businesses, following a survey of the employees concerned. The agreement now benefits around 800 of them.

FizYou, the sport and health application for taking care of our teams, both at work and at home



In May 2021, after months of “remote work for health reasons” and the signing of a Group agreement on the New Organisation of Work, InVivo Group teamed up with FizYou, a health promotion partner, to offer employees an innovative service for physical wellness and quality of life at work.

FizYou offers an educational health and prevention programme (for musculoskeletal disorders) that puts the expertise of top-level sport to work for companies (and their employees): a convenient and fun digital platform with a “beginner-friendly” approach. It offers comprehensive, personalised programmes, downloadable guides, and webinars. Following the acquisition of Soufflet Group in December 2021, the application was opened up to the new scope in May 2022. It now has around 1,300 subscribers.

Training: equity and practical skills

Employee skills development, tailored to the specific needs and resources of each business line or site, is the guiding principle for the training programmes offered by the Group’s businesses. This offering must also uphold the principle of equal access to training: compliance with lead times for invitations to attend, making sure part-time workers get opportunities, determining training locations close to workers’ homes, deploying e-learning systems, etc.

During the financial year, Malteries Soufflet implemented the Learning Club platform for e-learning and the onboarding of newly hired management-level staff. At the InVivo Group level, a partnership was established with OpenClassrooms to deploy e-learning and develop a culture of learning. Training and information sessions for managers have been organised by the Group on practical management topics (recruitment interviews, onboarding of new employees, annual performance reviews, etc.). Bioline by InVivo has continued its “Bioline Leadership Model” training programme for managers. Indeed, being made up of subsidiaries with different cultures and histories, Bioline regularly hires and promotes new managers, who work increasingly in a cross-functional approach. As such, Bioline decided it needed to precisely and pragmatically define the managerial values to be adopted by its managers. Based on three foundational pillars – “Mobilising to achieve Bioline’s goals,” “Leading, communicating, and encouraging growth,” and “Stimulating innovation and openness” – this guide helps managers share a common vision, no matter the subsidiary they belong to, of best practices for managing and leading teams.

Team InVivo Managers: interactive informational sessions for managers

Among our employees, managers play a key role in promoting the corporate culture and they must be able to answer any type of question that members of their teams may ask. To help them in this meaningful role, InVivo has created Team InVivo Managers (TIM) sessions. During these sessions, Sébastien Graff, the Managing Director for Human Resources, provides information and insights on a range of topics, such as “How do I present the Group?”, “France’s pension reforms”, and “The company’s role in the economy”. These subjects concern both managers and their teams, to whom they themselves must pass on the information provided. Designed in a spirit of transparency and dialogue, the TIM sessions are a tool for the Group’s 1,500 managers to help them improve the way they manage their teams. The sessions are held once or twice a month, and take the form of videos recorded and sent by email, or 40- to 45-minute video conferences, recorded and broadcast live, then made available on demand for those who were unable to attend. Each video conference session is attended by an average of 300 managers, who can interact with Sébastien Graff via the chat box.

Episens Academy and TERACTION Campus: sharing knowledge within the company

Developing the skills of our employees depends in part on having a good understanding of each of our businesses in terms of their market contexts, their objectives, and their initiatives. With this in mind, Episens organised its Academy for 27 and 28 June 2023, with a series of seminars led by Episens business-line experts on a variety of subjects: “What levers can be used in France on agricultural production?”, “The CSR approach at Episens,” “Factors influencing the quality of wheat flour”, “The new Corbeil mill: the reasons for its creation”.

Employees were able to watch these seminars live, and they are also available on-demand.

For its part, TERACTION offers in-house training, organised within its corporate university, the Nature & Talents Campus, whose content is co-constructed with the teams on the ground. The Campus has a shared service centre for developing and implementing training plans, an educational design and digital innovation hub for all content aimed at in-house and franchise staff, and a Qualiopi-certified training centre. The Campus offers a wide range of training courses, from sales performance to occupational health and safety, from knowledge of our own brands to certification courses and support for managers.



Neuhauser: training programmes for mentorships

Initially established in 2020 by Neuhauser to facilitate the integration of employees from the Fürst1 site, following its closure, at the Fürst2 site, the original individualised mentorship process has since been extended to include new employees and in-house training. Each new employee at a production site is assigned an individual mentor, who is responsible for training the newcomer directly on the workstation to which they have been assigned, by working as a pair over a period of several weeks. The process, which has three phases (observation, putting into action, and independence), enables better skill development thanks to the fact of working in pairs. This approach, which also helps formalise practices and expectations for each position, particularly when it comes to running a production line, promotes multi-skilling and the efficiency of summer leave replacements. This tool is also used for new student apprentices, either as part of initial training or, as is being tested this financial year, for Pro-A contracts to train staff wishing to move to another job within the company.

This mentorship programme also makes the most of the expertise and experience of the mentors, who are trained beforehand on this mission of passing on knowledge and skills.

Malteries Soufflet Ethiopia: payment of school fees for employees’ children

Since 2021, Malteries Soufflet has been operating its 28th malting plant on the outskirts of Addis Ababa. In Ethiopia, education is not free and high-quality schools are relatively expensive. The malting plant employs around 100 people, most of them Ethiopians, who tend to be young and, collectively, have around 50 children. As some employees were having difficulty getting their children into school, whether in the capital or in the countryside, Malteries Soufflet decided, starting in July 2021, to offer to pay the school fees for their children, no matter the number for each parent, from nursery school to secondary school. Employees with children are reimbursed for the school fees they pay upon presentation of expense statements with receipts.

This original programme has been very well received both by staff and by the wider community, as it is quite unusual in the country. The malting plant’s social engagement goes beyond this commitment, offering employees quite competitive medical insurance, in a country that has no national health insurance system.

Further south, in Kenya, Dudutech, the local subsidiary of Agrosiences (Bioline), has also established a funding programme, via scholarships, for the education of its employees’ children, from primary to secondary school.

Making dialogue with our stakeholders a lever for responsible development

InVivo leads or participates in communities of stakeholders (international bodies, public authorities, academia, private players) whose joint action and partnership is necessary to create a resilient and contributing agrosystem, helping to achieve the UN's SDGs and meet the expectations of socially conscious consumers, at the international, national, and local levels.

If farming is indeed a solution to the twin challenges facing our food industry and the environment, then we need to focus on making the farming profession more attractive, in terms of its image, resources, income, and opportunities. Meanwhile, the average age of farmers in France is 52 and half of French farmers will be retiring by 2030.

Changes in international farming practices are also underway, driven in particular by our international businesses such as Malteries Soufflet and Soufflet Agriculture. We can see that our partner farmers are clearly interested in developing resilient agrosystems, particularly if they receive a fair value in return for this transformation.

At the international level, Malteries Soufflet obtains supplies directly from over 8,200 farmers in the countries where it operates (in particular India, Brazil, Argentina, and Kazakhstan), thanks to its in-house Agronomy Department, and from several dozen cooperatives, particularly in Eastern Europe, via Soufflet Agro International (Poland, Romania, Bulgaria, and the Czech Republic).

With our suppliers and service providers

A new Responsible Procurement Policy

As a result of collaboration between InVivo Group's procurement and CSR departments, a new responsible procurement policy and a CSR policy for suppliers were developed over the course of the financial year, taking into account various criteria: environmental and societal ethics, carbon footprints, biodiversity, recyclability, compliance with the ISO 20400 standard (circular economy), and more. These criteria have begun to be incorporated into our specifications and supplier evaluations, with the goal of reaching 80% of suppliers

committed to this responsible approach (based on 150 suppliers managed by the Group Procurement Department), on which all our buyers were trained by the end of 2022 (in particular to support our supplier partners with this CSR initiative).

The use of Ecovadis, a CSR evaluation tool for suppliers recognised for its strengths by the United Nations, has been expanded within the businesses of the Soufflet scope and is due to be rolled out to InVivo's historical businesses after a test period during this financial year.

Responsible procurement indicators have also been defined for 2022-2023, such as the number and percentage of suppliers assessed for CSR maturity (by type of assessment and by business line) and the associated volumes (tonnage or amount of revenue).

Bread Academy in Côte d'Ivoire

Soufflet West Africa, the InVivo subsidiary created by the ingredients and trading divisions, opened a job training centre in Abidjan in January 2023, in partnership with the leading millers in Côte d'Ivoire: MMCI (Moulins Modernes de Côte d'Ivoire) and LMCI (Les Moulins de Côte d'Ivoire). The partners invested one third of the capital to create the centre, with operational and financial management entrusted to InVivo's representative in Côte d'Ivoire.



This project, launched in 2017, stems from the need for training in the Ivorian baked goods industry and the Group's recognised expertise in the wheat-flour-bread supply chain. Renovation work and substantial investment were undertaken to create the "Bread Academy", a private training institute that is unique in the country. Initial or continuing training in bread and pastry baking lead to the awarding of a professional certificate (CQP) endorsed by the Ivorian Ministry of Training. Expertise is passed on by two French lead bakers and six Ivorian trainer bakers.

The centre plans to train 250 to 300 young people a year. In its first six months of operation, the "Bread Academy" has already trained 70 apprentices, over 20% of whom are women, paving the way for the professionalisation of the bakery industry in Côte d'Ivoire.

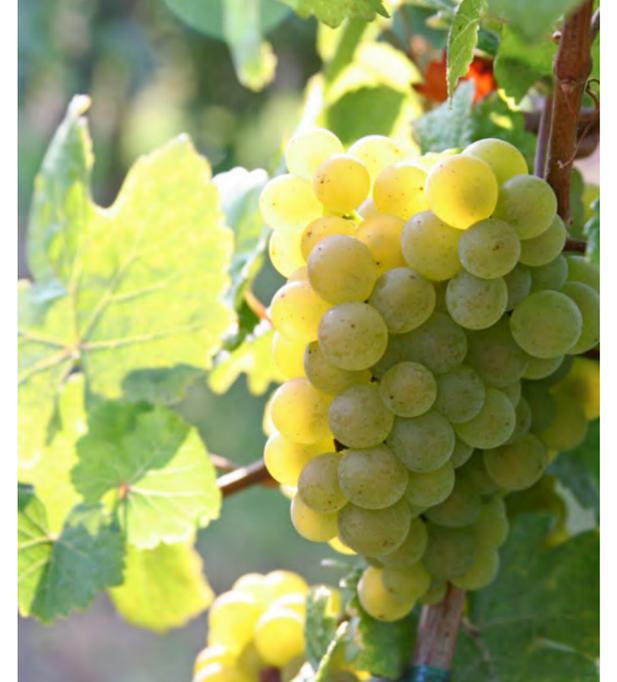
For our farmer partners

Protecting the value of farmers' engagement in more resilient practices

We realise that agriculture offers some of the solutions for improving soil health, capturing carbon, biodiversity, etc. However, we also know that farmers are exposed to the risk of impoverishment, given their position upstream in the value chain and the cyclical nature of their business, which is ethically linked to the role of providing food. As such, we are defending the share of value they will receive in return for their efforts to protect the environment and the common goods that are the climate, soil, water, and biodiversity. For these reasons, we have included this requirement in our Sowing Good Sense initiative and are always on the lookout, through our positive-impact offerings, for ways to help diversify and improve farmers' incomes.

SoilTeq, the farming club for soil-conservation agriculture

SoilTeq is a club that was created in 2015 to facilitate the sale of ranges of products and services focussed on regenerative agriculture. It brings together farmers to discuss soil-conservation agriculture. It's also a way of building loyalty with farmers in Eastern Europe, who already have strong demand for support with regenerative agriculture practices.



The name "SoilTeq" comes from "soil technology." This type of agriculture is growing all over the world and helps:

- prevent soil erosion, compaction, and asphyxiation,
- develop natural fertility,
- save money by reducing mechanisation, tilling, and fertiliser costs.

Terra 360: Cordier's CSR project

With the Terra 360 programme, Cordier is committed to sustainable, responsible, and exemplary winegrowing and is mobilising its partners, winegrowers, and employees around four major themes: regenerative winegrowing and biodiversity; improving the carbon footprint; reducing pesticides; and securing farmers' incomes and the value of land.

The excellence of its wines depends directly on the quality of the grapes, which is linked to the good health of the vines, which in turn depends on the fertility of the soil and the expertise of the winegrowers. This virtuous cycle, summed up in the Terra 360 philosophy ("It's good for the land, it's good for the wine, it's good for everyone"), is a tremendous source of innovation, environmental efficiency, and value creation.

As part of this approach, Cordier encourages initiatives among winegrowers and their cooperatives to develop regenerative winegrowing. This approach to grape cultivation aims to maintain or improve the health and diversity of ecosystems by using sustainable, environmentally-friendly practices that reduce the overall carbon footprint of the activity and preserve and enhance winegrowing assets. It focusses in particular on soil analysis and restoration, crop diversity, reducing the use of chemicals, and promoting biodiversity.

This year, in collaboration with the InVivo Foundation, Cordier launched a regeneration programme with around 30 winegrowers and the cooperatives to which they belong, to carry out biological soil analyses. By looking at the microbiological dynamics in the soil between bacteria, fungi, and other microorganisms, the participating winegrowers are able to better understand the levers they need to pull in order to improve the amount and quality of their production, while at the same time finding solutions to climate change and the loss of biodiversity.

Soufflet Agriculture helps farmers carry out the environmental transition of agriculture

For the past five years, Soufflet Agriculture has had an experimentation facility with three plots on two hectares in Rimaucourt (eastern France), 100% dedicated to soil-conservation agriculture, where different types of cover crops and different fertilisation methods (nitrogen, biostimulants) are worked on, with an analysis of the impact on subsequent crops. Another facility, in Saint-Maurice-aux-Riches-Hommes (south-east of Paris), is entirely dedicated to intercrop cover, with tests on seed varieties to maximise root and aerial biomass. Other experiments are also being carried out, in the form of demonstration “showcases” in customer farmers’ fields. Regular visits and exchanges are organised at these different test facilities for farmers, with a view to getting them to adopt the principle and best practices of agronomic intercropping, but also to share experiences.

These tools, supplemented in particular by seminars and technical articles in a newflash sent to farmers, are also regular training aids for Soufflet Agriculture’s sales representatives so that they can provide farmers with the best possible personalised support in this environmental transition for agriculture.

Soufflet Agriculture helps young farmers establish themselves

Over two decades, the number of people working in agriculture has fallen 35%. The move away from agricultural professions is most evident among the under-40s. As part of its efforts to help develop a strong agricultural sector that is remunerated at its fair value, in particular by providing economic support for crops that are more heavily exposed to unpredictable weather, Soufflet Agriculture also helps young farmers (under the age of 40) establish themselves in the profession, so as to contribute to maintaining the business in the long term. For several years now, Soufflet Agriculture has been offering personalised support for young farmers trying to establish themselves, in the form of financial assistance, advice, and services, over three growing seasons. This offer includes special conditions on certain purchases or services (reduced prices or even given for free) and payment facilities. Over the 2022-2023 financial year, Soufflet Agriculture supported 65 new young farmers.



CarbonThink: the carbon transition with Agrosolutions

Directed by Terrasolis and co-funded by France’s Grand Est region and the European Agricultural Fund for Rural Development (EAFRD), the CarbonThink project aims to measure and assess the carbon transition of 100 farms in the Grand Est region with a field crop workshop. Its aim is to test a business model capable of financing the carbon transitions of farms. This project is supported by five historical partners (Agrosolutions, I4CE, INRAE, Planet A, and Terrasolis) and 14 agricultural partners (including Soufflet).

Agrosolutions’ contribution is part of the technical assessment of the 100 farms that have measured their carbon impact using its Carbon Extract tool. Carbon emissions and storage are calculated according to the principles of the Label Bas-Carbone for field crops. The final report of the study is entitled “Low-carbon agriculture: what is the potential for the climate transition of farms and what are the motivations for farmers? What conclusions can be drawn to accelerate the climate transition of French farms?” It was published in January 2023 and can be found online and downloaded.

Using a digital tool based on blockchain technology, CarbonThink is establishing a methodology for certifying farmers’ agro-ecological practices in terms of their carbon performance. This tool will be rolled out to farmers to enable them to monetise their performance via a new financial ecosystem.

Getting as close as possible to farmers on an international scale: the concern of Malteries Soufflet and InVivo Group

Western Europe, Central Europe, Asia, Africa, and South America: all territories where Malteries Soufflet operates and cultivates direct connections with its farming partners. This local presence in 14 countries is possible thanks to a fully dedicated team. The team in question contributes to the agricultural development of the target countries as, in addition to supplying inputs, Malteries Soufflet supports them in their day-to-day development through personalised agronomic advice, technical support, and a range of innovative solutions. This quality of service and development of close relationships helps guarantee the technical and environmental quality of the barley processed by Soufflet.

Working closely with our farmers is essential if we are to identify their needs, understand their challenges, and support them in their production. In line with our mission to be the leading malt producer in the environmental transition of agriculture, we are also contributing to the implementation of farming practices that are more respectful of the environment. In order to preserve biodiversity, protect water, air, and soil, and limit global warming, we support our partner farmers in adopting a form of agriculture that limits its impact on ecosystems. Our goal is to meet the environmental challenge, in particular by reducing barley’s carbon footprint while maintaining a high level of quality.

*“Our teams of agronomists contribute to the development of agronomy in all the countries where we operate. Working closely with farmers, the positive impact is particularly important in emerging and developing countries such as Brazil, Argentina, India, and Ethiopia.”*Jean-François Fèvre, Director of Agronomy and Director of the Non-European Region.

The sector’s ecosystem

Bioline Openfield: the trade show in a field, dedicated to the 3rd way for agriculture

The Openfield programme, entirely dedicated to the 3rd way for agriculture, is a concrete expression of InVivo Group’s commitment to bringing about the 3rd agricultural revolution. Its facility covers 13 hectares in Milly-la-Forêt (south of Paris). Openfield aims to provide concrete proof that it is possible to respond to both environmental issues and consumer expectations, while helping to improve farmers’ quality of life and income. The originality of the programme lies in the way it presents the results of trials under four major themes: low-carbon solutions, TFI reduction and CEPP gains, soil-conservation agriculture, and conventional agriculture with five crop rotations (forage production, material for anaerobic digestion, industrial crops, and other field crops).

The 2nd edition of this open-air trade show was held on 13 June 2023, with more than 600 in-person participants. Additional remote participants were able to watch six live-streamed debates on different themes (low-carbon agriculture, AgriTech on farms in 2050, climate risk management, etc.). In the interest of sharing knowledge, the results of the trials presented at the event are available online at www.openfield-3VA.com.

The Openfield programme will be extended for the next four years in order to demonstrate how it is possible to improve the impact of agricultural practices without increasing their cost.

FertigHy: a new player in low-carbon fertiliser production



Within the agricultural sector, the production and spreading of fertilisers account for two thirds of greenhouse gas emissions. If we are to work effectively and sustainably to decarbonise agricultural production, we need to make the transition to decarbonised fertilisers, for which there is still a shortage of supply. To remedy this, six partners decided to create the company FertigHy. Co-founded by EIT InnoEnergy, Heineken, InVivo, Maire, RIC Energy, and Siemens Financial Services, FertigHy aims to produce affordable, low-carbon fertilisers for European farmers, providing a direct solution to recent European Union challenges and global food security issues.

FertigHy, which plans to establish and operate a number of large-scale low-carbon fertiliser production projects, will build and operate its first plant in Spain with the goal of subsequently building plants in other European countries. The ultimate objective is to reduce carbon emissions by 2 million tonnes of CO₂ per plant per year. The first plant, whose construction in Spain is expected to begin in 2025, will produce over 1 million metric tonnes a year of low-carbon nitrogen fertiliser using 100% renewable electricity and green hydrogen.

In addition to its investment in the consortium, InVivo will support the project as a buyer and distributor of fertilisers to 300,000 farmers, through around 200 cooperatives.

TERACT: consulting the stakeholders of Boulangerie Louise

TERACT is now working on a major project for a new generation of healthy, sustainable food, through its new Grand Marché - Frais d'Ici concept. The acquisitions this year of Boulangerie Louise and Grand Marché La Marnière have given substance to this project. In line with the company's CSR policy, the teams have been working with Boulangerie Louise's stakeholders to expand upon the materiality analysis carried out in 2019 for the scope of the garden centres and pet supply stores. Thus, in 2023, TERACT launched a massive survey of Boulangerie Louise's customers and stakeholders. The survey received responses from

1,382 customers (online questionnaire), 286 testimonials from the bakery's employees, and the participation of 24 stakeholders.

The survey revealed high expectations for sustainability, particularly in terms of access to healthy, balanced food, health and safety, good working conditions for employees, and the fight against food waste. The materiality matrix will be updated during the 2023-2024 financial year to include the work carried out on the new food industry scope.

These elements will also be integrated into the preparatory work for TERACT to become a mission-driven company in the next financial year.

The Audencia Chair for Multi-Capital Performance

The Audencia Chair for Multi-Capital Performance at the Nantes Business School is interested in how social and environmental criteria can be incorporated into international accounting standards. Since September 2021, InVivo Group has been working with a doctoral student to imagine what positive-impact accounting might look like. The project aims to establish new accounting standards applicable at the European level, and coincides perfectly with InVivo's status as a mission-driven company. Companies adopting these new accounting standards would then be able to obtain financing facilities.

The triple accounting approach, which encompasses economic, social, and environmental aspects, is of significant interest to us. By integrating these three dimensions, we can better assess the overall impact of our activities, not just financially, but also socially and environmentally. This reflects our commitment as a mission-driven company, in which our goal is to create a lasting positive impact in all aspects of our business. In addition to InVivo's business lines, farmers would be the primary beneficiaries of this approach, which would highlight the additional value generated by regenerative approaches (carbon neutrality, regeneration of soil and biodiversity, conservation of resources, including water, etc.).

With all this in mind, the Chair put the LIFTS model into practice. LIFTS stands for Limits and Foundations Towards a Sustainability Accounting Model, and it focusses on measuring positive impact while respecting planetary limits and taking social foundations into account. This model allows us to analyse in depth how our products and actions contribute to or exceed those limits, while at the same time having a beneficial effect on social aspects. In practical terms, the LIFTS model gives us a more complete perspective on the impact of our positive-impact offerings.

In the context of the InVivo project, we applied this approach and model to the positive-impact offerings we studied. The results clearly show that these offerings generate a positive impact in line with the benefits sought. What's more, the LIFTS model allows us to go beyond the usual measurements by considering additional benefits that are rarely taken into account for this type of product. For example, it allows us to assess the effects on soil and water of biocontrol products, which are traditionally assessed for their performance in terms of integrated pest management, reduction of chemical inputs, and agricultural yields. This broader approach strengthens our ability to fully understand the impact of our actions, the potential added value, and to make informed decisions for a sustainable future.

The results of the thesis will be published in autumn 2023 and presented at a seminar on 4-5 April 2024, during which the Chair will share all the work carried out with the various partners in addition to InVivo.

An economic actor in the countryside

Our deep roots in rural areas are a fundamental part of our identity at InVivo. We share a strong commitment to local communities and the vitality of rural areas.

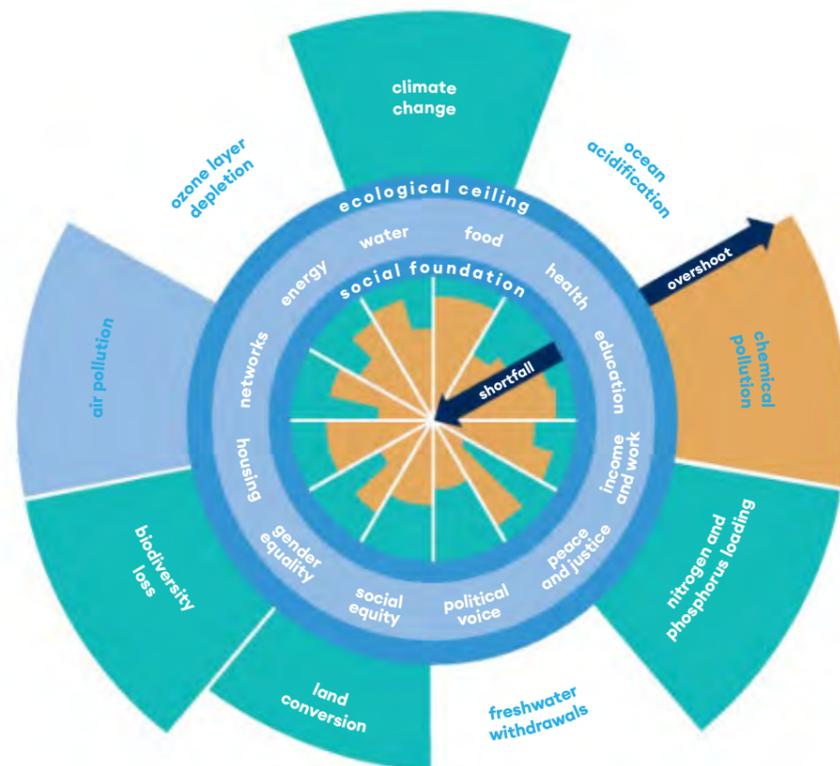
With over 200 sites in France and 450 worldwide, we have always been deeply involved in local life. The roots of our Group run deep in these rural areas, which are also the origin of our businesses.

In France, where we are active in thirty departments, our Group helps farmers grow and contributes to the development of the agricultural sector. The head office of the former Soufflet Group has been maintained in Nogent-sur-Seine, enabling the rural shops in Nogent-sur-Seine and the surrounding area to benefit directly from the presence of the 370 employees at the head office.

The 58 industrial sites of the former Soufflet Group, scattered across France and abroad, also play a role as local economic engines. By creating direct and indirect jobs, they help strengthen the economic activity of the surrounding communities.

This commitment to rural areas is complemented by a network of over 1,700 Gamm vert and Jardiland stores across all of France. Plants such as those of Cordier, Phyteurop, and Semences de France are also located throughout France, including in rural communities.

This diverse presence is a testament to the way in which our Group contributes to the development and dynamism of rural areas, generating positive impacts locally and beyond.



The “doughnut” of planetary limits and social foundations (Raworth, 2017)

Source: Website of Kate Raworth (2017), <https://www.kataraworth.com/doughnut/>

International implications for the defence of the environmental issues associated with agriculture

InVivo’s participation at COP 15

The COP 15 conference, held in Montreal, Canada, from 7 to 19 December 2022, aimed to adopt a new global strategic framework⁵ for biodiversity by 2030, similar to the Paris Agreement for the climate. Rachel Kolbe Semhoun, CSR Director of InVivo Group, participated in the round-table discussion of the Secretariat of the Convention on Biological Diversity (CBD) on the topic “the future of food systems” and in a side event with the association Orée, which served as the coordinator for French companies attending COP 15, on the theme: “Biodiversity and the economy: what does the future hold for this duo in the post-2020 global framework agreement?” Rachel stressed the essential role of agriculture in preserving and enhancing biodiversity, and the role of InVivo Group, a mission-driven company, in supporting agriculture as a solution. InVivo supports regenerative agriculture to create a resilient agrosystem that promotes carbon neutrality, biodiversity, soil regeneration, and water cycles. The Group is developing large-scale digital solutions to measure and track progress, promoting these advances through sustainable supply chains like those of the Sowing Good Sense initiative.

InVivo an Official Supplier of the France 2023 Rugby World Cup

InVivo is proud to have been selected as the Official Supplier of local food products for the Rugby World Cup, to be held in France from 8 September to 23 October 2023. This partnership is a unique opportunity to promote France’s agricultural and food sectors by highlighting local products that are representative of our regions and come from sustainable and responsible agriculture. Rugby is also a sport that embodies InVivo’s values of passion, excellence, and sharing.

Over the 2022-2023 financial year, Cordier fully committed to this partnership, stepping up the deployment of its products to local clubs, at the national level (top 14 tournament and final) and at the European level with Rugby Europe. Under the slogan “Mêler nos passions” (“Combining our passions”), Cordier’s teams have also developed a range of offerings linking the field and the terroir to promote France’s expertise and hospitality, with a campaign that is being deployed through all channels, including stadiums, shops, partner



bars, and digital media. Limited editions of Café de Paris wines and Dival Cotel champagne have been created for the occasion, and Cordier will be innovating by offering Café de Paris kirs served from taps, just like beers.

A new partnership with INRAE

Innovating for a more resilient and eco-friendly agriculture: this is the shared ambition that has led InVivo Group and INRAE (the French National Research Institute for Agriculture, Food, and the Environment) to extend their cooperation for another five years via a new partnership agreement signed in February 2023. The new agreement builds on a shared history of over 10 years of collaboration. The research institute and InVivo wish to strengthen their cooperation in the fields of animal feed, human nutrition, and bio-protection of cereal crops at the scale of farms, regions, and supply chains. To support the much-needed acceleration of environmental transitions, this new partnership aims to produce innovations that improve the economic, environmental, and social performance of farming and food systems.

Indeed, the two entities have already been working together, particularly on the themes of animal and human nutrition and the protection of cereal crops. The goals of the new partnership are to develop innovations in biocontrol and plant biostimulation, to improve the biological functioning of soils and to regenerate biodiversity, to work on alternative energy sources (anaerobic digestion, agrisolar farms), to manage water resources, and to encourage technological acceleration, particularly for precision farming, data collection, and artificial intelligence.

⁵ This roadmap is currently being integrated into the 2030 national biodiversity strategy, the first elements of which were presented to the national biodiversity committee on 20 July 2023. See <https://www.ecologie.gouv.fr/strategie-nationale-biodiversite>

Table summarising CSR commitments with corresponding levers and actions

*The majority of actions refer to items described in the CSR Policy Actions Overview.

The positive impact of our OPERATIONS

Our commitments	Challenges	Actions 2022-2023*
Climate Plan: Carbon neutrality by 2050	Reducing GHG emissions in our operations	<ul style="list-style-type: none"> • Alignment of calculations for GHG footprint scopes 1 and 2 for all business lines, in accordance with the GHG Protocol method (support provided by EcoAct). • Calculation of a scope 3 carbon footprint for the Group scope aligned with the GHG Protocol method (support provided by EcoAct). • Completion of the scope 3 carbon assessment (GHG Protocol method) for the 2023/24 financial year by the Ingredients and Cordier divisions (support provided by EcoAct). • Calculation of our decarbonisation trajectory from now to 2030 and submission of a plan to SBTi. • Malteries Soufflet, the first of our business lines to have a plan validated by SBTi. • Group decarbonisation strategy: establishment of workshops to define decarbonisation action plans for the main emission sources. Workshops run by the Group with the participation of the business lines and support from EcoAct. • Energy conservation plan: under Group governance and with the involvement of a dedicated team, monthly monitoring of consumption indicators by Exec.Com.; employees are also involved on a daily basis through internal communication and awareness campaigns. • Carbon footprint for scopes 1 and 2: thanks to improved data collection in terms of accuracy and scope, we now have a very robust measurement of our carbon footprint from direct emissions. The choice of emission factors is subject to validation by EcoAct. • TERACTION: energy efficiency plan and production of solar electricity using solar canopies in the car parks of 16 Jardiland stores. • Soufflet Agriculture: electricity demand response in silos to optimise consumption on an ongoing basis and implement energy-saving action plans. • An advanced decarbonisation strategy for Malteries Soufflet, with numerous investment and equipment projects aimed at increasing the proportion of green energy in its energy mix, with the goal of reducing its emissions by 50% by 2030 (vs 2020 levels). • Cordier is installing solar panels at its site in Cubzac-les-Ponts to improve the site’s overall energy performance. • Moulins Soufflet: a new Industry 4.0 mill in Corbeil, with energy consumption reduced by 30% in the milling process.

Our commitments	Challenges	Actions 2022-2023*
		<ul style="list-style-type: none"> • The transport issue: launch of a massive campaign to collect data from all business lines under Group governance. The goal: to accurately measure the impact of transport, analyse it, and identify specific levers for action, in addition to making a modal shift wherever possible. • Soufflet Transports: taking action to reduce the carbon footprint by replacing lorries, gradually switching to B100 fuel, and training drivers on eco-driving. • The Corbeil mill receives part of its wheat supplies by barge. • After 2 years out of a total 3, the Fret 21 initiative has been positive for Malteries Soufflet, already enabling a 2.2% reduction of GHG emissions out of a target of 5% by the end of the 3 years.
A Resources Plan aiming for 100% waste recovery by 2030	Optimising water and waste management	<ul style="list-style-type: none"> • Water and waste: launch of a Group governance structure and management of water conservation plans. • Malteries Soufflet's water plan: improving the malting process, reducing the proportion of well water, new technologies – Objective: reducing water consumption by 30% between 2020 and 2030. • Waste plan for TERACTION, Neuhauser, and AIT Ingrédients: reduce, reuse, recycle. • Bioline's waste plan: deployment of the TRINOV tool to improve the waste recovery rate.
	Making the most of by-products, regenerating resources, & practising eco-design	<ul style="list-style-type: none"> • Since January 2023, sludge from wastewater treatment at the Nogent-sur-Seine malting plant has been repurposed through anaerobic digestion. • Biotech (ingredients) plant in Colombelles: rinse flour repurposed for animal feed. • The Fürst plant in Moselle (Neuhauser): in-depth work to reduce and recover waste. • Circular economy thanks to a policy of recovering 100% of industrial by-products.
	Biodiversity	<ul style="list-style-type: none"> • Bioline Agrosociences: eco-pasture in Livron-sur-Drôme. • A national co-partnership between the InVivo Foundation, FNE (France Nature Environnement), and TERACTION to protect hedgehogs. • Cordier: biodiversity promoted in Cubzac-les-Ponts. The site is a biodiversity refuge certified by the LPO. • Phyteurop, in partnership with Apitech by Fermes Leader, has set up connected beehives on its site.

The positive impact of our OFFERINGS

Our commitments	Levers	Actions 2022-2023*
Innovate and develop responsible products, services, and supply chains		<ul style="list-style-type: none"> • Develop agronomic best practices throughout agri-food supply chains, mastered by InVivo and its businesses (from seed to collection, via ingredients and finished products, until their distribution), for the benefit of all: farmers, customers, consumers, and citizens. • Fertiline's Nexen fertiliser is an essential solution for reducing GHG emissions by optimising nitrogen fertilisation, using technologies such as Agrotain®, while improving agricultural yields. • Climcare, the first low-carbon range designed to reduce the carbon footprint of the barley-malt-beer supply chain by introducing virtuous agricultural practices. • 1664 Blonde beer: a 100% customised, blockchain-secured responsible barley supply chain to ensure transparency of sustainable farming practices and offer consumers full traceability right through to the brewing of the beer, demonstrating a deep commitment to the environmental transition of agriculture and the food industry. • In collaboration with Heineken and Soufflet Agriculture, Malteries Soufflet has been committed to the production of low-carbon barley since 2019, identifying agronomic levers such as the measured use of fertilisers, methods to reduce tilling, and the promotion of plant cover to improve the sustainability of the barley-malt-beer supply chain. • Low-carbon: the Grafite offering from Soufflet Négoce by InVivo makes it easier to market raw materials with a smaller carbon footprint by helping farmers promote their sustainable practices. • Soufflet Agriculture, in collaboration with around 400 farmers, is promoting low-carbon rapeseed to meet the growing demand for sustainable cereals and oilseeds for biofuels and food. • Carbon Extract and Carbon&Co: tools for the low-carbon transition. Agrosolutions has developed the digital tool Carbon Extract to help farmers in their low-carbon transition by assessing carbon footprints and simulating transition projects, while Carbon&Co pools and promotes the carbon credits generated by these projects, while seeking to obtain fair remuneration for farmers and mobilising players in the agricultural value chain to finance these initiatives in favour of carbon neutrality and food sovereignty.

Our commitments	Levers	Actions 2022-2023*
Innovate and develop responsible products, services, and supply chains		<ul style="list-style-type: none"> • TERACT incorporates an eco-design approach across its own brands, using a CSR rating rubric and working with AFNOR and Agrosolutions to validate and guide product sustainability criteria while reducing the carbon footprints of products. • L'Autonome pots from ECLOZ are eco-designed, made from recycled plastic, and guarantee moderated consumption of water, for responsible gardening. • The Mélior range from Moulins Soufflet offers three new “clean label” and Nutri-Score A blends with a formulation based on natural, diversified ingredients for optimum, sustainable nutrition. • Soufflet Vigne has launched Fertech Mycosynergie, an innovative biostimulation solution based on mycorrhizal symbiosis, to strengthen the root systems of grapevines and help them cope with water stress, thereby improving soil health and offering winegrowers an agro-ecological option. • Alongside this offering, Soufflet Vigne is promoting a package of eco-responsible offerings which, from plant cover to trellising to fertilisation solutions, signals to winegrower customers that there are positive-impact offerings for all winegrowing operations. Information is displayed in 29 stores. • Creation of a cross-functional working group, led by Sowing Good Sense, dedicated to biodiversity, to integrate biodiversity indicators into the specifications of its supply chains. • Agrosolutions: the Approvoise biodiversity project aimed at deploying and gaining recognition for relevant indicators for assessing biodiversity in agricultural environments. • Label Rouge flour traced with a Sowing Good Sense blockchain sold at Lidl. • Neuhauser has launched the “Essentiel” initiative to optimise its baked goods by replacing 20 additives with natural alternatives, in partnership with Episens, in line with InVivo’s Positive-Impact Offering Strategy, with the goal of having 95% of its revenue generated from these offerings within 5 years. • France has pledged to reduce salt consumption by 30% by 2025, with a collective agreement signed by players in the bakery industry to reduce the salt content of bread. Neuhauser has been complying with this commitment by offering a range of products with reduced salt content since 2020.

Our commitments	Levers	Actions 2022-2023*
		<ul style="list-style-type: none"> • Cordier offers responsible alcohol-free wines that preserve the aromas and benefits of wine while meeting the demand for responsible, low-calorie consumption. • Vivapack® wins 1st place in the 2023 Jard’Innov awards • Partnership to connect the SMAG Farmer and HYGO applications, offering farmers complete monitoring of agricultural spraying, from the selection of weather conditions to regulations and economics, enabling them to optimise doses of phytosanitary products. • I SOL EXPLORER, a blend of plant cover crops that optimises yields, encourages biodiversity, and preserves soil health. • Development continues on the Farmi app, a connected tool to help farmers make the right decisions for more efficient and sustainable farming. • The CRIS (Centre for Scientific Research and Innovation) plays a key role in the creation of positive-impact offerings by developing eco-friendly starters, enzymes, and biocontrol products, as well as optimising fermentation processes to reduce water and energy consumption and promote the recovery of by-products.

The positive impact for and by our **STAKEHOLDERS**

Our commitments	Levers	Actions 2022-2023*
<p>Making our employees our best instrument for progress</p>	<p>Ensuring the health and safety of employees in the performance of their duties</p> <p>Promoting quality of life at work</p>	<ul style="list-style-type: none"> • All Safe Together: a new roadmap for everyone’s safety, developed collaboratively for the next 5 years, aimed in particular at reducing the Group’s accident frequency rate by 50% by 2030 and harmonising best practices and safety systems across all the Group’s activities. • To strengthen its safety culture, InVivo Group organised a “Safety Week” in January 2023 for all its employees, including various workshops and initiatives to raise awareness of occupational risks and how to prevent them. • TERACTION launched in April 2022 the ISS programme to create a safety culture, cut the number of accidents in half by 2025, and train managers. • Malteries Soufflet emphasises safety in its onboarding programme, with a Safety Orientation for new employees, covering the risks associated with the job, as well as instructions and practices for all sites, to create a culture of occupational health and safety. • InVivo Group is reaffirming its commitment to gender equality in the workplace with a new agreement signed in July 2022, reinforcing existing commitments in key areas such as employment, training, work-life balance, and pay. • A percentage of the variable remuneration of the leaders of the Group and its business lines is now conditional on the reduction of greenhouse gas emissions, the reduction of work-related accidents, and the increase in revenue from positive-impact offerings. • Disability: InVivo Group takes special care with the onboarding of people with disabilities and the adaptation of their workstations. All Group jobs are open to everyone, including people with disabilities. • Remote work: extension to the Soufflet scope, with teleworking 50 to 60% of the time available for those who can and wish to do so, now benefiting around 800 employees. • One-to-one mentoring has been extended to new employees and internal training at the Fürst2 site. Each new employee is paired up with a mentor for a three-phase training programme, which encourages effective skill development while formalising practices for each position. • The Episens Academy, held in June 2023, featured a variety of seminars led by experts on subjects such as agricultural production, CSR, and wheat flour quality. For its part, TERACTION offers in-house training courses via its corporate training academy, the Nature & Talents Campus, covering various subjects, including sales performance and occupational health and safety, with content that is co-constructed and certified.

Our commitments	Levers	Actions 2022-2023*
		<ul style="list-style-type: none"> • Launch of TIM (Team InVivo Managers) sessions, interactive events for InVivo Group’s 1,500 managers. The aim of these sessions is to promote transparency and dialogue by enabling managers to interact with Sébastien Graff via chat. • Training on equity and practical skills through different business initiatives: Learning Club at Malteries Soufflet and OpenClassrooms at the InVivo Group level. At Bioline by InVivo, the Leadership Model course guides management practices through three key pillars. • InVivo has teamed up with FizYou to offer employees a physical wellness programme based on high-level sports expertise, with a fun digital platform, personalised programmes, and webinars. This application was extended to more employees following the acquisition of Soufflet Group and now has around 1,300 subscribers. • Malteries Soufflet Ethiopia: The malting division has paid the school fees for employees’ children since the plant’s opening.
<p>Making dialogue with our stakeholders a lever for responsible development</p>	<p>With our suppliers and service providers</p> <p>For our farmer partners</p> <p>The sector’s ecosystem</p> <p>International implications for the defence of issues</p>	<ul style="list-style-type: none"> • New responsible procurement policy and CSR policy for suppliers, incorporating environmental, social, and ethics criteria, with the aim of getting over 80% of suppliers to commit to the responsible approach. • “The Bread Academy” offers training on the baking of bread and pastries, awarding Certificates of Professional Qualification (CQP) endorsed by the Ivorian Ministry for Professional Training. • The Sowing Good Sense initiative protects farmers’ income and values their more environmentally resilient practices by ensuring the payment of a premium associated with the application of best practices for soil health, the climate, biodiversity, and the reduced use of agricultural inputs. • SoilTeq, a club that brings together farmers to facilitate the marketing of products and services connected to regenerative farming practices. • As part of Cordier’s Terra 360 initiative, the launch of a regeneration programme with around 30 winegrowers and their cooperatives to identify the actions to be taken to improve production while meeting the challenges of climate change and biodiversity. • Soufflet Agriculture is helping farmers carry out the environmental transition of agriculture by establishing experimental plots to promote soil-conservation agriculture.

Our commitments	Levers	Actions 2022-2023*
		<ul style="list-style-type: none"> • Soufflet Agriculture is committed to making it easier for young farmers to get established by offering them support over the course of three growing seasons, with benefits such as preferential pricing or even free purchases, as well as flexible payment terms. • The CarbonThink project, led by Terrasolis and supported by the Grand Est region and the EAFRD, is assessing the carbon transition of 100 farms in the Grand Est region using Agrosolutions' Carbon Extract tool. The aim is to develop a methodology and a blockchain tool to certify agro-ecological practices, making it easier to monetise their carbon performance. • Malteries Soufflet maintains direct relationships with its partner farmers in 14 countries around the world, offering personalised agronomic advice and innovative solutions to support their development and promote sustainable farming practices. • The Openfield programme, dedicated to the 3rd way for agriculture, is proving the compatibility between environmental issues, consumer expectations, and farm income on a 13-hectare site in Milly-la-Forêt, with low-carbon trials, TFI reduction, soil-conservation agriculture, and online discussions. • FertigHy, a company co-founded by six partners, including InVivo, aims to produce low-carbon fertilisers to decarbonise agricultural production while meeting food security needs. • A survey of Boulangerie Louise's customers, employees, and stakeholders in 2023 revealed high expectations for terms sustainability, influencing the materiality matrix and TERACT's transition to becoming a mission-driven company. • InVivo supports the Audencia Chair for "Measurement, Control, & Auditing of Overall Multi-Capital Performance", with the aim of strengthening multi-capital measurement and control systems through innovation, contributing to international standardisation in the field, and supporting the transformation of teams and professions. • Commitment to local communities, with an industrial and economic presence spread across different territories, contributing to sustainable development and inclusive growth in rural areas. • Participation in COP15 in Montreal in December 2022 to highlight the crucial role of agriculture in preserving biodiversity. • InVivo is the Official Supplier of local food products for the 2023 Rugby World Cup in France. • A new partnership with INRAE to create solutions to improve the environmental and social performance of agricultural and food systems.

TARGET OBJECTIVES AND PERFORMANCE INDICATORS

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Target objectives and performance indicators

EXTRA-FINANCIAL REPORTING METHODOLOGY

InVivo Group's extra-financial reporting process aims to meet the obligations set forth in Articles R. 225-105, R. 225-105-1, and L. 225-102-1 of the French Commercial Code.

1. Reporting period and frequency

The data collected cover the period from 1 July 2022 to 30 June 2023 for the 2022-2023 financial year. The data are to be reported on an annual basis.

2. Scope

The scope of extra-financial reporting is intended to be representative of InVivo Group's activities. It has been defined according to the following rules:

- only companies that are fully consolidated in the financial statements are included in the extra-financial reporting scope;
- for distribution activities, only company-owned stores are included in the extra-financial reporting scope, thus excluding franchised stores;
- entities integrated or created during year N will be included in the report for year N+1, in order to adopt a progressive approach;
- entities disposed of during year N are excluded from the reporting scope for year N.

The scope of reporting for year N is updated on 1 July of year N by InVivo Group management.

The scope of extra-financial reporting for the 2022-2023 financial year covers the activities of the InVivo Union, with the exception of the Agricultural Supply Partners Hub (PPA), as well as InVivo Group and its subsidiaries. In 2022-2023, the reporting scope covers 100% of InVivo Group's revenue and 100% of its employees.

The specific information relating to the restriction of the scope of certain indicators is described in the section "6. Methodology specific information and limitations".

3. Policy choices, policy outcomes, and extra-financial performance indicators

The policy choices, policy outcomes, and extra-financial performance indicators presented in the extra-financial performance statement are intended to address the main business, environmental, and societal risks associated with the Group's activities.

4. Consolidation and internal controls

The data are collected from each contributing entity included in the extra-financial reporting scope using the following sources: extracts from internal or external information systems, Excel tracking files, invoices, etc. All quantitative data are checked by the management controllers of each business line at the request of the business lines' CSR Departments. Qualitative information is gathered from interviews with business experts and from available press releases. The content written is subject to validation by business experts. InVivo Group's CSR Department centralises all the information and draws up the final report.

5. External controls

Pursuant to the provisions of Article R. 225-105-2 of the French Commercial Code, InVivo Group has appointed Bureau Veritas, starting in the 2018-2019 financial year, as the independent third party responsible for verifying the extra-financial performance statement. The reasoned opinion on the conformity of the extra-financial performance statement and on the fairness of the information provided is presented on p. 104.

6. Methodology specific information and limitations

Indicators	2022-2023 Reporting scope	Methodology specific information
GHG emissions, scopes 1 and 2, in relation to revenue and to sales floor surface area	<ul style="list-style-type: none"> • For Malteries Soufflet: 100% of scope • For Episens: 100% of scope - excluding the international Ingredients subsidiaries • For Bioline: Logistics & Storage Division, Fertiline, Semences de France, LS Production, Aegilops Application, Phyteurop, Bioline Agrosociences France, Bioline Agrosociences UK, Bioline US, Bioline ESP IBERIA, Dudutech, Integrated Pest Management. • TERACT: refer to the details of TERACT's EFPS scope - add clickable link • For Cordier: 100% of scope • For Soufflet Agriculture and Vigne: 100% of scope 	All the emission factors used to calculate GHG emissions for scopes 1 and 2 are taken from the ADEME carbon database, revised each year and validated by EcoAct.
Percentage of waste repurposed	<ul style="list-style-type: none"> • For Malteries Soufflet: 100% of scope • For Episens: 100% of scope - excluding the international Ingredients subsidiaries • For Bioline: Logistics & Storage Division, Fertiline, Semences de France, LS Production, Aegilops Application, Phyteurop • TERACT: refer to the details of TERACT's EFPS scope - add clickable link • For Cordier: 100% of scope • For Soufflet Agriculture: 100% of France scope • For Soufflet Vigne: scope excluded 	

Indicators	2022-2023 Reporting scope	Methodology specific information
Water consumption in absolute terms	<p>Group, including from Bioline: Logistics & Storage Division and Phyteurop. The rest of the Bioline scope is excluded.</p> <p>Excluding Soufflet Vigne</p> <p>TERACT: refer to the details of TERACT's EFPS scope - add clickable link</p>	
Share of revenue generated from positive-impact offerings	<p>Group French and international entities, excluding complementary and marginal trading products for Episens and Soufflet Agriculture (exclusions equalling less than 10% of total revenue), excluding national brands for TERACT</p> <p>For Bioline, this concerns:</p> <ul style="list-style-type: none"> • Seeds: Semences de France, Aegilops, LS Production • Solutions: Agrosolutions • Crop care: Bioline AgroSciences (Bioline France, Iberia, US, UK, Dudutech Kenya), Phyteurop (France site) <p>InVivo Union: Fertiline (excluding Fertiline's import and central procurement activities), Logistics and Storage</p> <p>Ingredients Division, excluding AIT Ingredients subsidiaries = Soufflet Biotechnologies + AIT France (subsidiaries outside of France are not currently included)</p> <p>TERACT: refer to the details of TERACT's EFPS scope - add clickable link</p>	<p>InVivo's offerings may be deemed positive-impact offerings according to established criteria; as each business line has its own specific characteristics, business line-specific criteria are applied.</p> <p>Issues-based method:</p> <p>Exclusion authorisations.</p> <p>Within a Division, it is possible to exclude a part of the scope if and only if this exclusion is duly justified and authorised by the Group PIO Committee and if it represents a small share of the Division's revenue (this share will be specified in the PIO procedure written by the Division).</p> <p>Scope exclusions shall be considered temporary. In the medium or long term, these products will have to be integrated into the approach using an appropriate PIO methodology.</p> <p>Divisions can choose to exclude the portion of revenue linked to the sale of co-products and the recovery of scraps (up to a maximum exclusion of 10%). If this is the case, they shall mention it in their PIO procedure and duly justify the position (e.g. the value of scraps is included in overall revenue, but the scraps are undervalued compared with the finished product to which they would have belonged. They are therefore not a PIO in their own right, even if they are scraps from the production of a PIO). This position must be validated by the Group PIO Committee, which is responsible for ensuring that procedures are harmonised (see page 9).</p> <p>Pillar method:</p> <p>Exclusion authorisations.</p> <p>Scope exclusions shall be considered temporary. In the medium or long term, these products will have to be integrated into the approach using an appropriate PIO methodology.</p> <p>Divisions can choose to exclude the portion of revenue linked to the sale of co-products and the recovery of scraps (up to a maximum exclusion of 10%). If this is the case, they shall mention it in their PIO procedure and duly justify the position (e.g. the value of scraps is included in overall revenue, but the scraps are undervalued compared with the finished product to which they would have belonged. They are therefore not a PIO in their own right, even if they are scraps from the production of a PIO). This position must be validated by the Group PIO Committee, which is responsible for ensuring that procedures are harmonised (see page 11).</p> <p>Criteria-based method:</p> <p>No scope exclusions specified, but it is written that this method applies first and foremost to own brands.</p>

Indicators	2022-2023 Reporting scope	Methodology specific information
Percentage of revenue covered by the CSR assessment in relation to the total revenue of the scope	Ingredients, Malterie France, Moulins Soufflet France, Transport, Soufflet Vigne, for their priority categories and DAG test	
Percentage of suppliers (> €150k) who have undergone a CSR assessment	Ingredients, Malterie France, Moulins Soufflet France, Transport, Soufflet Vigne, for their priority categories and DAG test	Neuhauser's flour purchase volumes are deliberately not included in the indicator since this activity obtains 100% of its supplies from Moulins Soufflet. To count them would have resulted in double counting.
Tonnes purchased of agricultural raw materials from sustainable production (grains, rapeseed/sunflower/legumes)	Soufflet Agriculture France, Malteries Soufflet France and International, Moulins Soufflet France	
Volume of wine purchased from sustainable production	Cordier	
Number of farmers involved in the Sowing Good Sense sustainable supply chain initiative and others through InVivo's action	Soufflet Agriculture France, Malteries Soufflet France and International, Moulins Soufflet France	
Workplace accident with stoppage frequency rate	France and International	
Severity rate of workplace accidents	TERACT: refer to the details of TERACT's EFPS scope - add clickable link	
Staff turnover rate	Workforce in France	
Percentage of eligible employees who have worked remotely	Scope: France	
Percentage of employees with a disability	Scope: France	

Table of extra-financial reporting indicators

Indicators	2022-2023 Reporting scope	Methodology specific information
Percentage of women in the workforce	Group (France + International), excluding: <ul style="list-style-type: none"> • Bioline AgroSciences, excluding Dudutech and Bioline AgroSciences International • Life Scientific • Bioline LatAm • CCAB • Novasem Srl • Tradisco Seeds Kft • Jardiland International and Jardiland Sourcing, Grand Marché La Marnière and So France • Wine International excluded, except for Wine Excel B.V. and Cordier Swiss included • Malting Division included, except for Poland, Argentina, and India • A.I.T. International • Neuhauser International • Trading Division, excluding InVivo Trading Asia and Soufflet UK 	
Percentage of women among management-level staff		
Percentage of women among company leaders		
Percentage of workforce having received training		
Number of training hours per employee trained		
	“Workforce in France, excluding InVivo Digital Factory, aladin.farm”	
	“Workforce in France, excluding InVivo Digital Factory, aladin.farm”	

MAKING A POSITIVE IMPACT THROUGH OUR OPERATIONS		
MEASURING, REDUCING, AND GREENING OUR ENERGY CONSUMPTION	Unit	Data
Greenhouse gas emissions, scope 1	t CO ₂	246,792
Greenhouse gas emissions, scope 2	t CO ₂	100,735
Greenhouse gas emissions, scopes 1 and 2	t CO ₂	347,527
Percentage of waste repurposed	%	89%
Water consumption in absolute terms	m ³	10,346,588

MAKING A POSITIVE IMPACT THROUGH OUR PRODUCTS AND SERVICES		
STEERING OF GROUP POSITIVE-IMPACT OFFERINGS	Unit	Data
Share of revenue generated from positive-impact offerings / Total revenue	%	16%
Share of revenue generated from positive-impact offerings / Total revenue for scope in question	%	21%
Percentage of revenue covered by the CSR assessment in relation to the total revenue of the scope	%	15%
Percentage of suppliers (> €150k) who have undergone a CSR assessment	%	12%
Tonnes purchased of agricultural raw materials from sustainable production (grains, rapeseed/sunflower/legumes)	tonne	1,353,846
Volume of wine purchased from sustainable production	hectolitre	461,791
Number of farmers involved in the Sowing Good Sense sustainable supply chain initiative and others through InVivo's action	number	9,750

MAKING A POSITIVE IMPACT ON OUR STAKEHOLDERS AND TERRITORIES		
EMPLOYEE SAFETY (ACCIDENT FREQUENCY RATE, SEVERITY RATE)	Unit	Data
Workplace accident with stoppage frequency rate	Number	16.79
Workplace accident with stoppage severity rate	Number	1.15
Staff turnover rate	%	19%
Percentage of eligible employees who have worked remotely	%	72%
Percentage of employees with a disability	%	3%
Percentage of women in the workforce	%	46%
Percentage of women among management-level staff	%	41%
Percentage of women among company leaders	%	25%
Percentage of workforce having received training	%	86%
Number of training hours per employee trained	Number	14

NOTES AND APPENDICES

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Notes and appendices

CORRESPONDENCE BETWEEN INVIVO'S MATERIAL PRIORITIES AND THE SDGs

As a signatory of the UN Global Compact, InVivo is particularly concerned with the achievement of the Sustainable Development Goals (SDGs) of the 2030 Agenda. InVivo's material challenges are analysed in light of their contribution to achieving the SDGs.

		HR	Environment	Societal development	Ethics	Governance	Responsible business model
 <p>1.2 By 2030, reduce by at least half the proportion of men and women living in poverty in all its dimensions, according to national definitions.</p>				X			X
	<p>1.5 By 2030, build the resilience of the poor and those in vulnerable situations, and reduce their exposure and vulnerability to climate-related extreme events and other economic, social, and environmental shocks and disasters.</p>			X			X
 <p>2.1 By 2030, end hunger and ensure access by all people to safe, nutritious, and sufficient food all year round.</p>		X	X				X
	<p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers.</p>			X			X
	<p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding, and other disasters, and that progressively improve land and soil quality.</p>		X	X			X
 <p>3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination.</p>		X	X				X
 <p>4.b By 2020, substantially expand globally the number of scholarships available to developing countries, in particular the least-developed countries and African countries, for enrolment in higher education.</p>			X		X		

 <p>6.3 By 2030, improve water quality by reducing pollution, eliminating waste dumping, and minimising releases of chemicals and hazardous materials.</p>		X					X
 <p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation.</p>			X				X
	<p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.</p>		X	X			X
	<p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p>	X		X			
	<p>8.8 Protect labour rights and promote safe and secure working environments for all workers.</p>	X					
	<p>8.b By 2020, develop and operationalise a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organisation.</p>	X					
 <p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>		X					X
 <p>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies, and practices and promoting appropriate legislation, policies, and action in this regard.</p>	X						
 <p>12.1 Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries.</p>		X	X				X

		HR	Environment	Societal development	Ethics	Governance	Responsible business model
	12.2 By 2030, achieve the sustainable management and efficient use of natural resources.		X	X			X
	12.3 By 2030, halve per capita global food waste at the retail and consumer levels, and reduce food losses along production and supply chains, including post-harvest losses.		X	X			X
	12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, and significantly reduce their release to air, water, and soil in order to minimise their adverse impacts on human health and the environment.		X	X			X
	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.		X	X			X
	12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.		X	X		X	X
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.		X	X			X
	13.2 Integrate climate change measures into national policies, strategies, and planning.		X	X			X
	13.3 Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.	X	X	X		X	

	15.1 By 2020, ensure the conservation, restoration, and sustainable use of terrestrial and inland freshwater ecosystems and their services.		X	X			X
	15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.		X	X			X
	15.8 By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and in water ecosystems, and control or eradicate the priority species.		X				X
	15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought, and floods, and strive to achieve a land degradation-neutral world.		X	X		X	
	15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies, and accounts.		X	X		X	X
	16.5 Substantially reduce corruption and bribery in all their forms.				X	X	
	16.6 Develop effective, accountable, and transparent institutions at all levels.				X	X	
	16.7 Ensure responsive, inclusive, participatory, and representative decision-making at all levels.	X				X	
	16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.	X			X	X	
	17.5 Adopt and implement investment promotion regimes for the least-developed countries.			X		X	
	17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology, and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.			X		X	



BUREAU VERITAS EXPLOITATION
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A French SAS company
RCS Nanterre business ID - 790 184 675

Verification report for the extra-financial performance statement

The extra-financial performance statement reviewed covers the financial year from 1 July 2022 to 30 June 2023

Request, Responsibilities, and Independence

In accordance with the request made to us by InVivo Group and pursuant to the provisions of Article L.225-102-1 of the French Commercial Code, we have verified the extra-financial performance statement (EFPS) for the financial year ended 30/06/2023, published in InVivo Group's management report, as an independent third party accredited by Cofrac under No. 3-1341 (list of locations and scope available at www.cofrac.fr).

InVivo Group is responsible for preparing and publishing the EFPS in accordance with Articles L.225-102-1, R.225-105, and R.225-105-1 of the French Commercial Code. The EFPS was prepared under the coordination of the CSR Director in charge of reporting for InVivo Group, in accordance with the company's reporting tools, hereinafter referred to as "the reporting procedures". The EFPS will be available on the company's website.

We are responsible for carrying out the verification of the EFPS, which enables us to issue a reasoned opinion regarding:

- ✓ The EFPS' compliance with the provisions of Article R.225-105 of the French Commercial Code;
- ✓ The fairness of the information provided pursuant to 3° of I and II of Article R.225-105.

We conducted our verification of the EFPS in an impartial and independent manner, in accordance with the professional practices of independent third parties and in compliance with the Code of Ethics applied by all Bureau Veritas staff.

Nature and scope of verifications

In order to issue a reasoned opinion on the compliance of the EFPS and a reasoned opinion on the fairness of the information provided, we conducted our verification work in accordance with Articles A.225-1 to A.225-4 of the French Commercial Code and with our internal methodology for the verification of the EFPS. In particular:

- ✓ We have taken note of the consolidated scope to be considered for the preparation of the EFPS, as specified in Article L.233-16 of the French Commercial Code. And we ensured that the EFPS covers all the companies included in the consolidated scope or specifies the restrictions taken into account in the EFPS;
- ✓ We have gathered information on the company's activities, the context in which it operates, and its social, environmental, and societal consequences;
- ✓ We have familiarised ourselves with the contents of the EFPS and verified that it includes the information required by Article R.225-105 of the French Commercial Code:
 - Presentation of the company's business model;
 - A description of the main risks associated with the company's business, for each category of information referred to in III of Article L.225-102-1, including, where relevant and proportionate, the risks created by its business relationships, products or services, the policies applied by the company, and, where applicable, the due diligence procedures implemented to prevent, identify, and mitigate the occurrence of the risks identified;
 - The results of these policies, including key performance indicators.



- ✓ We have examined the company's system for reviewing the consequences of its activities, as listed in III of Article L.225-102-1, and for identifying and prioritising the related risks;
- ✓ We have identified missing information and information omitted without explanation;
- ✓ We have verified that the omitted information relating to the main risks identified is clearly explained in the EFPS, along with the reasons for the omission;
- ✓ We have verified that the company has put in place data collection procedures to ensure the completeness and consistency of the information provided in the EFPS. We have examined the "reporting procedures" with regard to their relevance, reliability, comprehensibility, completeness, and neutrality, and where appropriate, compared them with professional best practices derived from an industry benchmark;
- ✓ We have identified the people within the company who are responsible for all or part of the reporting process, and we have conducted interviews with some of these people;
- ✓ We asked about the existence of internal control and risk management procedures implemented by the company;
- ✓ We assessed, via sampling, the implementation of "reporting procedures", in particular the processes for collecting, compiling, processing, and checking information;
- ✓ For quantitative data¹ we considered to be the most important, we have:
 - Carried out an analytical review of the data and verified, on a test basis, the calculations and compilation of the information at the level of the head office and the audited entities;
 - Selected a sample of entities² in the scope of consolidation, based on their activity, their contribution to the company's consolidated data, their location, and the results of work carried out in previous financial years;
 - Carried out detailed tests on the basis of surveys, consisting of checking the proper application of the "reporting procedures," reconciling data with supporting documents, and checking calculations and the consistency of results;
 - The selected samples represent coverage rates ranging from 19% to 94% for environmental data, from 40% to 72% for social data, and from 44% to 100% for societal data.

1 Environmental information: within the scope specified in the EFPS: Scopes 1 and 2 of GHG emissions. Percentage of waste recovered. Water consumption. Percentage of revenue generated from positive-impact offerings.

Societal information: within the scope specified in the EFPS: Percentage of purchases, in monetary terms, covered by CSR assessments, in relation to total purchases. Percentage of suppliers who have undergone a CSR assessment. Number of farmers involved in the Semons du Sens sustainable supply chain initiative. Tonnes of agricultural raw materials from sustainable production. Volume of wine purchased from sustainable production.

Social information: within the scope specified in the EFPS: Frequency rate and severity rate of work accidents. Percentage of eligible employees working remotely. Percentage of employees with a disability. Percentage of workforce having received training. Number of training hours per employee trained.

The following qualitative information: Climate plan (method, governance, energy conservation plan, employees involved on a daily basis - Soufflet Transports: taking action to reduce its carbon footprint); Water resources plan (Materies Soufflet's water conservation plan - reduced consumption in malting with Opti-Multistep); Waste resource plan (Fürst site waste reduction and recovery - Malteries Soufflet launches a large-scale training plan - Colombelles plant: rinse flour repurposed as animal feed); Biodiversity resource plan (Sowing Good Sense initiative - Cordier: biodiversity promoted in Cubzac-les-Ponts); positive-impact offerings (method, governance, and documentation - Climcare, the first low-carbon range); Our employees (safety - encouraging and promoting gender equality at work - training on equity and practical skills - Episens Academy - disabilities); Stakeholders (responsible procurement - InVivo an Official Supplier of the Rugby World Cup - new partnership with Inrae)

2 Detailed tests carried out on entities based in France. The entities chosen vary according to the scope of the information and represent the entities that contribute most to each indicator.



For the qualitative information that we considered to be the most important, we consulted documentary sources and conducted interviews with the people responsible for drafting said documents.

- ✓ We have examined the consistency of the information provided in the EFPS.
- ✓ Our work was carried out by an auditor between 6 September 2023 and the signing of our report over a period of approximately two weeks. We conducted around 15 interviews with the people in charge of reporting in the course of this assignment.

Observations on reporting procedures or the content of certain information

Without calling into question the conclusions below, we would like to make the following observations:

- ✓ As mentioned in the table presenting the extra-financial indicators, we noted differences in scope for the various indicators.
- ✓ The EFPS' reporting scope does not yet cover the entire consolidated scope, and the company should continue its efforts to cover the entire scope.

Reasoned opinion

Based on our review, we did not detect any material misstatements that would cause us to believe that the information provided in the statement was not prepared in accordance with Article R.225-105 of the French Commercial Code;

Signed in Courbevoie on 17/10/2023

For Bureau Veritas Exploitation

Laurent Mallet
Deputy Managing Director



Connect with us on our website
and social media:
www.invivo-group.com

