



InVivo Group Extra-Financial Performance Statement 2023/2024



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About this report

This Extra-Financial Performance Statement, covering the 2023-2024 financial year ended 30 June 2024, complies with the requirements set forth in Articles R. 225-105, R. 225-105-1, and L. 225-102-1 of the French Commercial Code. This report aims to provide InVivo Group's stakeholders with an overview of its strategy and commitments in the environmental, social, and governance fields.

It was drawn up with contributions from all of the Group's subsidiaries and covers the entire scope of consolidation. However, the scope of certain indicators may vary, particularly as a result of recent acquisitions. A methodological note on page 83 lays out specific details of the methodology.

With the aim of preparing the company's teams for the future application of the European Union's Corporate Sustainability Reporting Directive (CSRD), the structure of this report has been modified in relation to the previous financial year's report. With its new structure, the report begins with an introductory section presenting the Group's business model and CSR strategy, followed by chapters detailing environmental, social, and business conduct information.

Interview

Thierry Blandinières, Chief Executive Officer of InVivo Group

What were the most notable events of the past year?

As in the previous financial year, the 2023-2024 financial year was marked by the Group's continued expansion, with significant new acquisitions. In our malting business, the acquisition of UMG, an international group of companies, has made Malteries Soufflet the world leader. At Moulins Soufflet, the acquisition of two mills, Champagné and Chambly, has further increased the miller's production potential. These investments are part of the strategy we've been pursuing for several years now: to be a major European agricultural group, promoting French agricultural and food-industry expertise throughout the world.

What drives your commitment to the sustainability transitions in agriculture and the food industry?

I believe that our overall positioning strengthens our role as a driving force in these sustainability transitions, in particular through the work of our wheat and barley supply chains and of our TERACTION retail division. In December 2023, TERACTION officially became a "mission-driven company", joining the Group in its commitment to use its business model to support transitions towards sustainability. Similarly, each of our subsidiaries contributes to the Group's mission set out in 2020, in particular by creating and promoting "positive-impact offerings". As we have done every year since 2016, we have renewed our commitment to the United Nations Global Compact with the "Advanced" level of implementation, along with our contributions to the UN's 17 Sustainable Development Goals.

Can you tell us more about how your CSR strategy has evolved?

This past financial year, we took the opportunity to continue structuring our CSR roadmap, "Driving a Positive Impact", around its three major components: in our operations, with our stakeholders, and through our offerings. In anticipation of the future application of the EU's CSRD⁽¹⁾ regulations, we have undertaken a major analysis of our environmental, social, and governance impacts, risks, and opportunities, using a double-materiality approach. This detailed analysis will enable us to fine-tune our CSR approach and create new indicators for monitoring the 30 or so major issues identified. At this stage, thanks to the analysis, we have confirmed our strategic choices and priorities.

How has the CSR strategy been put into practice?

We have united all of our teams by harmonising our social policies to focus on six ambitions. This is notably the case on our new "All Safe Together" safety strategy. Our seamless integration processes mean that we can rapidly roll out our social policies to newly-acquired businesses and consolidate the Group's culture, in spite of the diversity of our business lines.

Climate, water, and environmental policies have continued to be rolled out across all subsidiaries and cross-functional departments, with a focus on risk management and finding solutions that have a positive impact. This report bears witness to the wealth of initiatives we've deployed.

And how has it been implemented with your partners and suppliers?

The Group's responsible procurement policy, which has now been rolled out, will help reward our suppliers for their commitments in a consistent way and consolidate the Group's compliance plan. We have also continued and stepped up our support for farmers who are committed to transforming their farming to make it more sustainable and solutions-oriented. For our farmer and co-op partners, the challenge is to provide environmental services that benefit society as a whole, while taking care not to hurt their yields or their bottom line.

Innovation plays a major role in providing access to more environmentally-friendly food products...

Yes! In particular, we are responding to growing demand from our industrial customers, who are looking for partner suppliers to help them improve their upstream environmental performance. Our initiatives like Terra 360 for Cordier and Sowing Good Sense for field crops illustrate our commitment. Our Positive Impact concept, integrated into the offerings of our business lines, refines the methods used by our teams and verifies their robustness using closely monitored, goal-oriented action plans. For example, our "low-carbon" supply chains are strengthening their footing while continuing to expand in order to meet our commitment to a carbon trajectory in line with the Paris Agreement.

What are your prospects for reducing carbon emissions?

Alongside these initiatives, we are supporting the development of France's production capacity for low-carbon fertilisers in order to work towards the decarbonisation of agricultural production. We should bear in mind that the production and spreading of nitrogen-based fertilisers account for a large share of greenhouse-gas emissions from field crops⁽²⁾. To address the lack of supply of low-carbon fertilisers, InVivo joined the FertigHy consortium, which aims to produce affordable, low-carbon fertilisers on a large scale for European farmers. The project is backed by the French Ministries of Agriculture and Industry, and is set to become operational in France's Somme department in 2030.

These partnerships demonstrate our determination to work with all our stakeholders to ensure that we play a leading role in our industries. Because it's when we work together that we achieve the greatest victories!



Thierry Blandinières
Chief Executive Officer of InVivo Group

(1) CSRD: Corporate Sustainability Reporting Directive.

(2) Field crops account for 27% of emissions from the French agricultural sector, which was itself responsible for 18% of France's GHG emissions in 2021. Source: 2024 Report of France's High Council on Climate.

InVivo in brief

Key figures as at 30 June 2024

€11.7 bn
in revenue

14,959
employees

167
member
cooperatives

40
countries
of operation

InVivo worldwide

Europe

- Belgium
- Bulgaria
- Czech Republic
- France
- Germany
- Hungary
- Ireland
- Italy
- Netherlands
- Poland
- Portugal
- Romania
- Serbia
- Slovakia
- Spain
- Ukraine
- United Kingdom

Americas

- Argentina
- Brazil
- Canada
- United States

Asia

- China
- India
- Japan
- Kazakhstan
- Russia
- Singapore
- South Korea

Oceania

- Australia
- New Zealand

Africa

- Algeria
- Côte d'Ivoire
- Ethiopia
- Kenya
- South Africa

4 business categories

- 1. Agriculture**
Bioline by InVivo, Soufflet Agriculture, Soufflet Vigne
- 2. International grain trading**
Soufflet Négoce by InVivo
- 3. Food industry (malting, wheat division, wine)**
Malteries Soufflet, Episens by InVivo, Cordier by InVivo
- 4. Retail**
TERACT

5 strategic goals

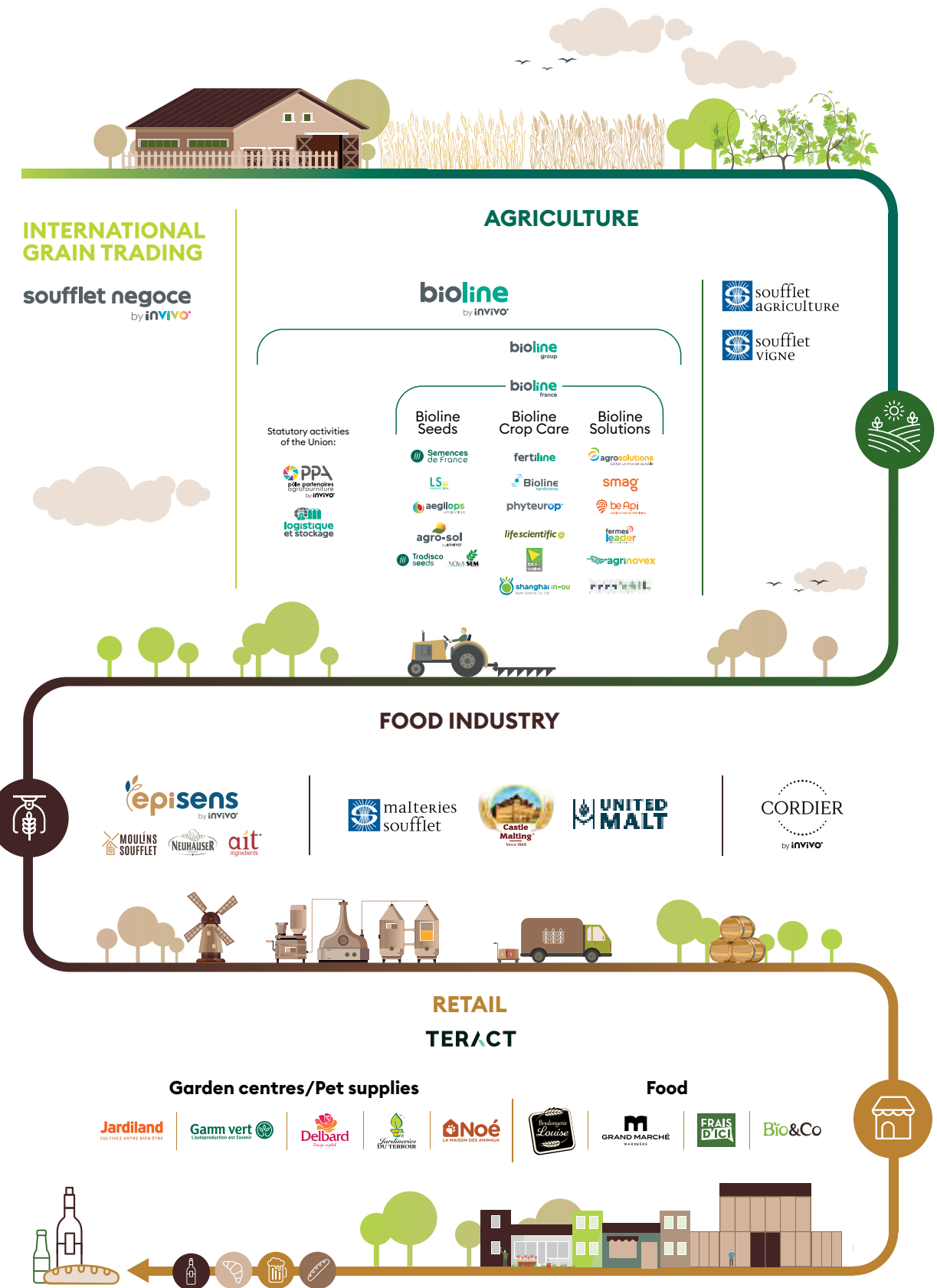
- 1.** Working towards zero pesticide residue
- 2.** Contributing to carbon neutrality
- 3.** Preserving and regenerating soil
- 4.** Restoring and enhancing biodiversity
- 5.** Diversifying farmers' sources of income

1 innovation factory:
InVivo Digital Factory

2 platforms for the sale
of agricultural goods
and services:
aladin.farm
Farmi



Our business lines and subsidiaries



1. Our organisational and governance model

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1.1 Governance that preserves our cooperative model

As a national union of agricultural cooperatives, InVivo Group provides its 167 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 InVivo Union Board of Directors is chaired by Jérôme Calteau, a farmer and Chairman of the Cavac agricultural cooperative. The Board is made up of 22 cooperative members, one member not from a co-op, five elected employee representatives, and one subject matter expert, Daniel Chéron, Chairman of the *Haut Conseil à la Coopération Agricole* (HCCA, French High Council for Agricultural Cooperatives).

Agriculture and food are at the heart of the UN's **17 Sustainable Development Goals**, which InVivo works every day to bring to fruition.



InVivo has renewed its commitment to the United Nations Global Compact regularly since 2016.



Setting a positive example for the Group's suppliers, a majority of InVivo's business lines have carried out an EcoVadis assessment. They can report the following scores:

Subsidiary	Medal	Score	Percentile
Malteries Soufflet	GOLD	77/100	98
Moulins Soufflet	GOLD	72/100	93
Neuhauser	Committed Company	49/100	43
Soufflet Biotechnologies (AIT Ingrédients)	GOLD	72/100	93
AIT Ingrédients	SILVER	63/100	82
Soufflet Agriculture	Committed Company	49/100	41
Soufflet Négoce	SILVER	60/100	79
Phyteurop	BRONZE	58/100	72
Cordier	SILVER	70/100	92

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 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.

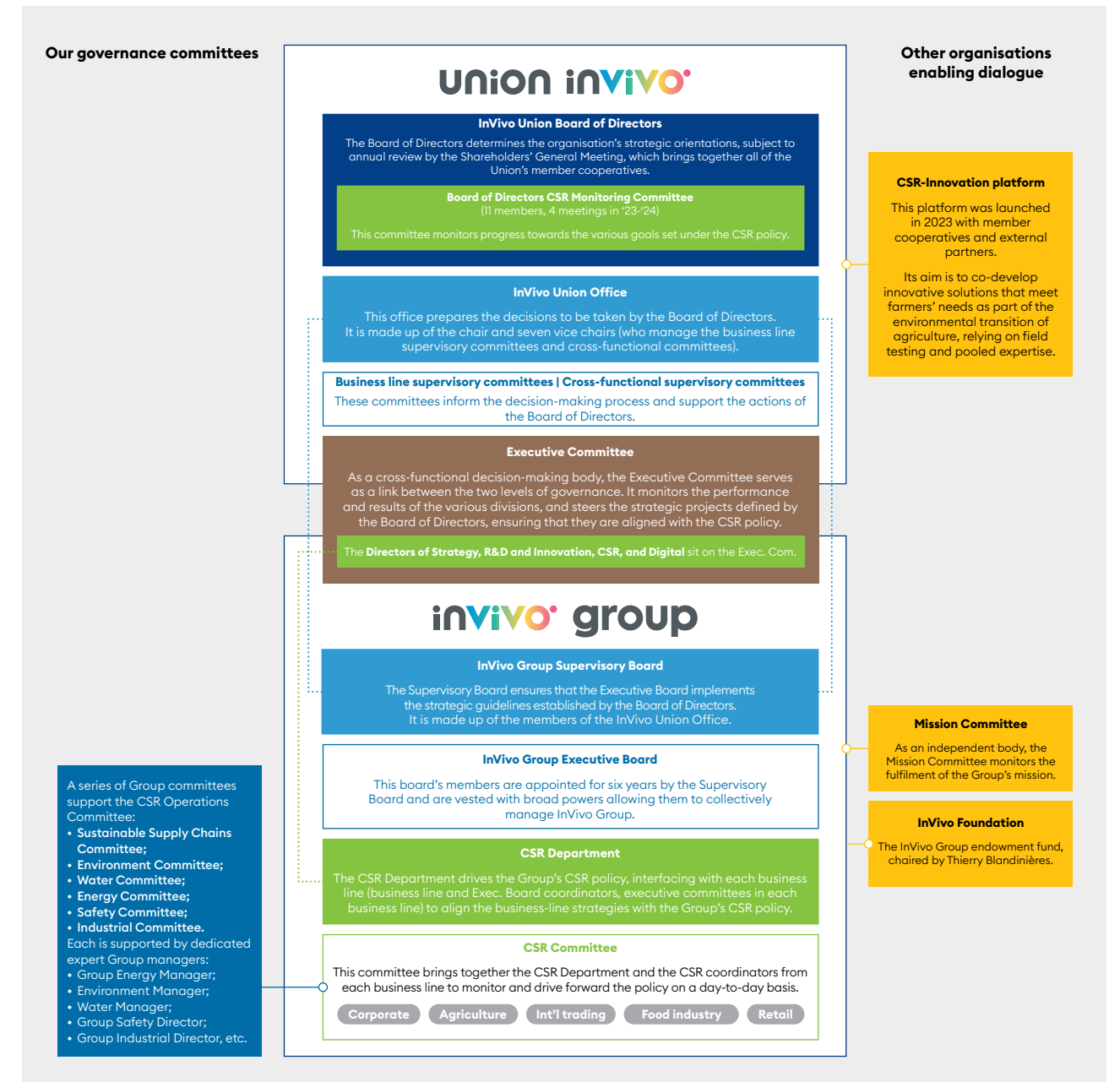
For more information on the Group's cooperative structure, please visit our website: <https://www.invivo-group.com/en>.

1.2 CSR integrated into the Group's strategy

The Group's CSR policy is fully integrated into its governance and strategy, and the policy's implementation is supervised at the highest levels of the organisation. The various bodies that monitor the CSR policy ensure that strategic decisions are aligned with it, while also coordinating, supervising,

and managing the policy's implementation at every level and in the daily work of business-line teams.

This corporate governance structure is supplemented by an independent body, the Mission Committee (see next page), that offers guidance for all initiatives.



At the same time, joint projects with the Union's member cooperatives offer us many opportunities to work with our stakeholders to come up with solutions. For example, in 2023, we launched the CSR-Innovation Platform, which aims to

identify and scale up existing sustainability solutions for agriculture, as well as to come up with innovations for less mature issues in collaboration with our co-op stakeholders.

1.3 InVivo Group, a mission-driven company

Agriculture is at the heart of today's major global challenges: feeding all people, creating jobs, preserving natural resources, the green transition for energy, and regional development. As meeting these challenges through innovative and sustainable solutions for the benefit of cooperatives, farmers, and consumers was already InVivo's true purpose, the status of "mission-driven

company" provided for in France's PACTE Act was viewed by the company's leaders as a natural extension of its cooperative status.

In October 2020, InVivo became a "société à mission", a mission-driven company, publicly committing its business model to help carry out the sustainable transition for agriculture and the food industry.





1.3.1 A binding statement of purpose

The purpose of InVivo, co-developed with all of its stakeholders, 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.

1.3.2 Our mission, driven by seven statutory objectives

Guided by its statement of purpose, InVivo has defined its mission in terms of seven statutory objectives. Attainment of those objectives is managed through action plans, associated with goals and with monitoring and evaluation indicators.

Missions	Commitment
 <p>1. Drive Strengthen the commitment of our members and their ability to sustainably transform agriculture and ensure food quality and safety, in France and around the world</p>	<ul style="list-style-type: none"> Educate our stakeholders about the sustainable transition for agriculture and the food industry Train our stakeholders on the sustainable transition for agriculture and the food industry
 <p>2. Converge Integrate our statement of purpose into our overall strategy and the strategies of our brands, while adapting the purpose for the entities that make up the Group</p>	<ul style="list-style-type: none"> Raise awareness among internal and external stakeholders of the mission by communicating with different audiences
 <p>3. Innovate Continuously develop our knowledge and capacity for innovation, through and with research and digital technology, to prepare the solutions of the future to have a positive impact, and to help take on our world's major environmental challenges</p>	<ul style="list-style-type: none"> Invest in R&D to create positive-impact offerings Test select projects in our networks (InVivo Quest programme⁽¹⁾) Pilot innovations that may offer solutions for environmental and social issues
 <p>4. Combine Work with our partners to co-develop products and services that are eco-designed and/or responsibly sourced, as well as responsible distribution channels that generate economic, environmental, and social value</p>	<ul style="list-style-type: none"> Create and promote positive-impact offerings

(1) <https://www.invivo-group.com/en/innovation-digital/innovation-labs>.

Missions	Commitment
 <p>5. Regenerate 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</p>	<ul style="list-style-type: none"> Promote sustainable agriculture
 <p>6. Engage Continuously develop the skills of our employees, their ability to take initiative, and the level of social dialogue, while affirming our company's cooperative values</p>	<ul style="list-style-type: none"> Train employees Involve employees in the Group's major decisions and projects
 <p>7. Encourage Apply InVivo's code of conduct with regard to our strategic stakeholders, respecting human rights and the OECD Guidelines, including with regard to our suppliers and customers, and also protect personal data.</p>	<ul style="list-style-type: none"> Deploy the code of conduct across all of our entities Deploy the responsible procurement policy Raise awareness of the code of conduct

1.3.3 The work of the Mission Committee

Following the merger with Soufflet Group in the 2021-2022 financial year, the Mission Committee focussed in FY 2023-2024 on updating its indicators and adapting them to the activities of Soufflet entities, which are more industrial and international in nature.

To this end, the objectives and indicators defined during the previous financial year were analysed and revised, with particular attention paid to their quantification and measurability, while maintaining a very operations-oriented perspective.

Members of the Mission Committee

The InVivo Mission Committee is made up of two subject matter experts from the company's sector and five Group employees:

Subject matter experts

- Sébastien Abis**, Director of Club DEMETER, associate researcher at IRIS (the French Institute for International and Strategic Affairs). He has developed expertise in the geopolitics of agriculture, rural areas, fisheries, and food around the world.
- Sébastien Coquard**, a winegrower since the age of 20 and head of two vineyards. Since 2017, he has been the Chairman of the AGAMY cooperative vintner.

Employees

- Constance de Gourcuff**, Director of Internal and Digital Communications and of the Employer Brand – InVivo Group. She is the **Chair of the Mission Committee**.
- Ludivine Allardon**, Director of Operations at Agrosolutions – Bioline by InVivo.
- Élodie Colin-Petit**, Director of Business Development – Malteries Soufflet.
- Mathieu Gaubert**, Director of Garden, Plant, and Lifestyle Offerings – TERACTION.
- Benoît Rousseaux**, Head of Innovation – InVivo Group.

To read the mission report:

https://www.invivo-group.com/sites/default/files/documents/2024-05/MISSION_COMMITTEE_REPORT_2022-2023_BDef.pdf

2. Our economic and social model

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InVivo carries out its activities, from field to plate, from farmer to consumer, in four business categories:



To learn more about our business lines: <https://www.invivo-group.com/en>

2.1 Agriculture

Services, solutions, products, and expertise for farmers and cooperatives.

€3.6 bn
in revenue

3,424
employees

11
countries
of operation

2.1.1 Bioline

Bioline by InVivo operates in France and internationally throughout the entire agricultural value chain, via three specialised divisions:

- Bioline Seeds: home to various seed business lines;
- Bioline Crop Care: expertise in plant health and nutrition products;
- Bioline Solutions: everything from digital ag solutions, to agricultural consulting, to precision agriculture.

As part of its cooperative mission, Bioline manages two key entities:

- the PPA (*Pôle Partenaires Agrofourniture*, or Agricultural Supply Partners Hub), which offers both hybrid seeds and plant protection products. Working with over 100 member cooperatives and six regional unions, the PPA allows farmers to pool their resources and negotiate the terms of purchase for products offering a competitive advantage, tailored to their technical and environmental needs;
- InVivo Logistique et Stockage (Logistics and Storage), the Group's grain processing and port handling business, with almost 5 million tonnes of cereals passing through its 13 silos in France each year.

2.1.2 Soufflet Agriculture

Soufflet Agriculture is Europe's leading on-farm buyer of cereals, and also specialises in agricultural supplies and agronomic expertise. These three complementary business lines allow Soufflet Agriculture to offer farmers, market segments, and food-industry manufacturers competitive, low-carbon, and innovative products and services that fit their needs.

2.1.3 Soufflet Vigne

With 30 shops located in France's main winegrowing regions, Soufflet Vigne markets products for grapevine cultivation and wine production, from planting, to vineyard maintenance, to fermentation and ageing, to bottling.

2.2 International trade

2.2.1 Soufflet Négoce, a major European player in grain trading

€3.3 bn
in revenue

149
employees

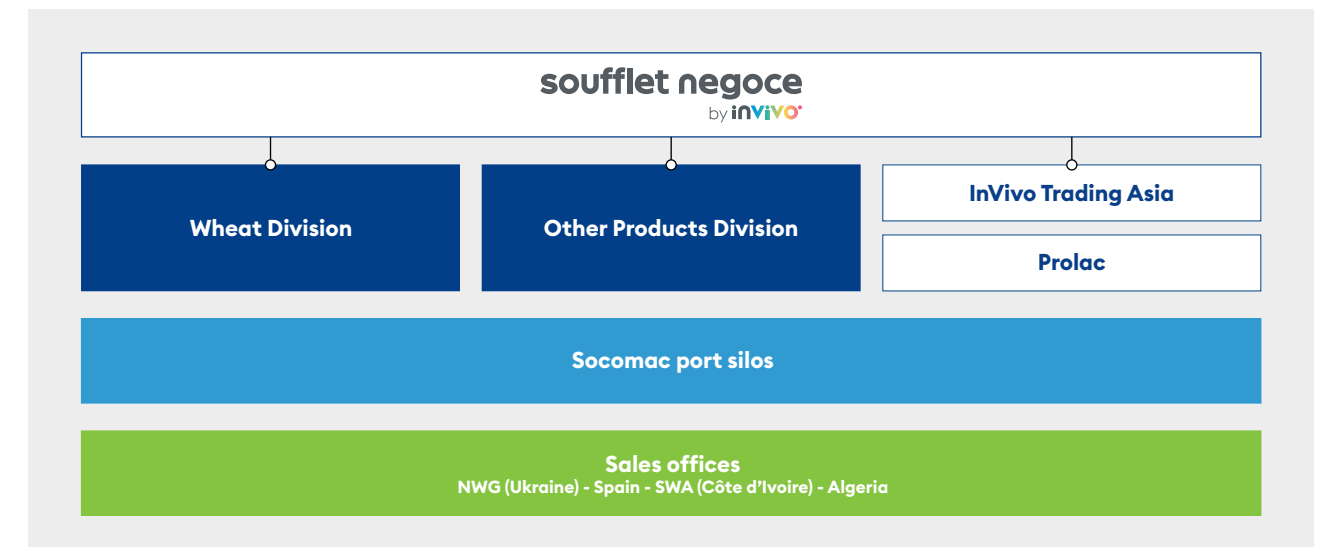
6
countries
of operation

Soufflet Négoce by InVivo markets wheat, barley, maize, and oilseeds of French and European origin to Europe, North Africa, the Middle East, and West Africa, where the company's main customers are located.

Soufflet Négoce is organised into two divisions: Wheat and Other Products. The company also has two subsidiaries, InVivo Trading Asia and Prolac, as well as five sales offices

and two port silos, enabling it to work on the quality of cereals in France and optimise the logistics of buying and selling.

In 2023, Soufflet Négoce by InVivo created the subsidiary Grafite as part of the Group's "intrapreneurship" programme. Grafite promotes practices to be implemented by farmers to reduce carbon emissions and sequester carbon in the soil, while still meeting the growing and specific needs of manufacturers.



2.3 Food industry

2.3.1 Episens - a value-generating wheat supply chain

€1 bn
in revenue

2,441
employees

11
countries
of operation

Since January 2023, Episens has been InVivo Group's food-industry division dedicated to wheat. With a presence in France and abroad, Episens operates at every level of the processing supply chain, focussing on three complementary

business lines: milling, ingredients, and industrial-scale bread baking. In 2024, Episens launched GOURMANCE, a premium brand for bakery and food service professionals.

Milling

Moulins Soufflet is among France's leading millers, with eight mills in France, one mill in Belgium, and a total annual production capacity of over 900,000 tonnes of flour.

Ingredients

This business line is formed by two entities, AIT Ingrédients and Soufflet Biotechnologies, whose mission is to improve food by formulating innovative and socially responsible solutions for milling and for both small-scale and industrial bakeries.

Baked goods

Since 1906, Neuhauser has been helping to promote French baking expertise around the world by offering authentic, high-quality products to food service and major retail customers. Neuhauser's ranges of breads, Viennese pastries, doughnuts, brioches, and culinary aids are made at 11 sites in France, with the exception of the pastéis de nata, which are produced in its Portuguese production facilities.

2.3.2 Malteries Soufflet - a key player in the global malt industry

€2.2 bn
in revenue

2,353
employees

20
countries
of operation

Malteries Soufflet, incl. UMG.

A key player in the global malt industry, Malteries Soufflet operates at every level of the supply chain: from seeds to beer, and everything in between, including the selection of new varieties and of the best barley qualities.

Malteries Soufflet operates 29 malting plants in Europe, Latin America, Asia, and Africa, with an annual malt production capacity of 2.4 million tonnes, representing 11% of the global market. On 15 November 2023, Malteries Soufflet completed the acquisition of United Malt Group Limited (UMG). A major player in the malt industry, UMG has a capacity of around 1.3 million tonnes per year and 12 processing plants in Canada, the United States, Australia, and the United Kingdom.

2.3.3 Cordier by InVivo - promoting French wines in France and abroad

€227 mn
in revenue

455
employees

9
countries
of operation

Formed in 2015, InVivo Group's wine division is now the third biggest player in France's wine industry. Its mission is to contribute to the success of French wines and spirits around the world, while promoting sustainable and responsible winegrowing.

Cordier is present at every level of the wine industry, from production to consumption, and even including international distribution via two divisions, Sudvin SAS and Cordier SAS.

2.4 Retail

€1.3 bn
in revenue

5,398
employees

4
countries
of operation

9
retailers

1,682
retail locations

As a major player in socially responsible and sustainable distribution, TERACTION is committed to meeting sustainability challenges while promoting the work of producers engaged in the sustainable transition of agriculture, via the company's two main business lines: food retail and garden/pet supply stores.

Garden/pet supply stores

Specialising in garden and pet supplies, with 1,545 shops throughout France, and 19 outside France, TERACTION makes

the benefits of nature and gardening accessible to all through its Jardiland, Gamm vert, Delbard, and Jardineries du Terroir retail brands.

Food distribution

The second business line in the TERACTION network is food distribution, represented by several retail brands (Boulangerie Louise, Grand Marché La Marnière, Frais d'Ici, Bio&Co) with a shared commitment to quality, sustainability, and traceability.

2.5 Innovation Division

Since 2018, InVivo Group has been developing its own digital products to **promote regenerative and sustainable agriculture within its supply chains**. These digital tools include:

- **Enseigne.com**, a multi-retailer, omnichannel platform used by Jardiland and Gamm vert;
- **Farmi**, which connects 17,000 farmers in France and 5,000 in Europe with digital tools to make farm management easier;
- **Maïté (Malt Artificial Intelligence)**, the AI tool that optimises the performance of malting facilities. It takes into account environmental, economic, and agronomic parameters to support the transition to more sustainable malt production;
- **Aladin.farm**, an agricultural platform for purchasing goods and services, offering a new, fully digital, omnichannel procurement model. It enables 52,000 farmers and 10,000 technicians to order what they need and get it as quickly as possible;
- **Be Api** is a network of cooperatives developing innovative, integrated, turnkey precision-farming solutions, with over 10 years' expertise in zoning, mapping, advice, and intra-parcel modulation;
- Two experimentation and demonstration programmes: the **Fermes LEADER network, made up of 30 cooperatives and their member farmers**, to roll out digital solutions to farmers; and **Openfield**, a biennial event showcasing the latest advances in agronomy on a nearly 20-hectare site;
- **InVivo Quest**, a programme focussing on the following two areas:
 - open innovation,
 - "intrapreneurship";
- **CRIS, InVivo's Scientific Research and Innovation Centre**, which aims to develop innovations with and for the Group's business lines, in particular to make better use of the products and co-products available in the company's supply chains (agriculture, food industry).

2.6 The InVivo Foundation endowment fund

As a socially responsible and forward-looking endowment fund, the InVivo Foundation is tasked with exploring solutions in the public interest to develop forms of agriculture and food production that are kind to living things.

Since its creation in 2016, the foundation has supported around 20 projects, non-profit organisations, and “action research” programmes via funding or the donation of skills.

The supported projects fall into three categories:

- helping farmers make a better living from their work;
- developing new sustainable food solutions;
- caring for natural resources.

The 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 team, three employees, and one subject matter expert. It is chaired by Philippe Mangin, former Chairman of the InVivo Union.

3. CSR approach

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3.1 “Driving a positive impact”, a solid, coherent CSR strategy

The agriculture and agri-food sectors are facing major long-term challenges, impacting their value chains and involving all their players and stakeholders. While being major emitters of greenhouse gases, these sectors are inextricably linked to the lands from which their raw materials come, as well as to biodiversity and soil quality.

They must also respond to the concerns of consumers, who are increasingly well-informed and engaged. The food industry continues to face high expectations in terms of availability, accessibility, quality, and social and environmental impact.

It is therefore up to major players like InVivo to rise to these challenges and continue to develop innovative solutions for the agricultural and agri-food sectors, for the benefit of all.

That is the Group’s ambition, which it has translated into a CSR policy and a detailed roadmap to 2030, involving all of the company’s business lines and the players in its ecosystem in pursuit of a single maxim: **Driving positive impact.**

The roadmap is organised into three major components and six commitments, which guide us in driving that positive impact:

- Within our operations:

- reduce our greenhouse-gas emissions through a Climate Plan aligned with the Paris Agreement,
- implement a Resource Plan for water, waste, and biodiversity, and promote the use of co-products and eco-design;
- Via our offerings:
 - innovate to develop products and services with a positive impact that are respectful of people and the environment, and make those offerings accessible to all;
 - develop responsible, sustainable, productive, and competitive supply chains that help to improve farmers’ incomes and quality of life;
- For and by our stakeholders:
 - make our employees the leading ambassadors for our transformations, while ensuring they have good, safe working conditions;
 - leverage dialogue with our stakeholders to promote responsible development, and with our suppliers, service providers, and our entire ecosystem, strive in France and abroad to secure recognition and value for our partner farmers.



3.2 A long-standing commitment illustrated by a few examples

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Signed onto the Global Compact			X								
InVivo became a member of the association Pour une Agriculture du Vivant					X						
InVivo joined the OP2B coalition							X				
InVivo joined EpE				X							
InVivo joined ORÉE		X									
Towards becoming a mission-driven company					White paper	Stakeholder consultation on strategy and purpose	Adoption in the Group's bylaws		The Group's first mission report	Adoption in TERACT's bylaws	
Materiality analysis						11,961 responses					Double materiality
CSR Department created	X										
CSR strategy formalised		X					Update				
CSR Committee created within the BoD				X							
Creation of the InVivo Foundation			X								
Innovation laboratories	CRIS (founded in 2008)		ACI platform	InVivo Quest Annual Challenge			Fermes LEADER	TERRA 360°		Openfield	
Carbon trajectory			GHG inventory, scopes 1 and 2 (Soufflet)			First scope-3 carbon footprint			Validation of the trajectory for malting by SBTi	Validation of the Group trajectory by SBTi	
Code of conduct					Formalisation						Revamp
Health and safety policy							X		Update		
Launch of the Sowing Good Sense sustainable supply chain initiative							X				
Responsible Procurement Policy and CSR policy for suppliers										X	

3.3 A sustainability-linked loan to support our commitment

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.

This approach was then translated into the bank loan taken out to acquire Soufflet Group, taking the form of a “sustainability-linked loan” (SLL), for which a portion of the interest rate depends on the attainment of three objectives:

- decreasing greenhouse-gas emissions (scopes 1 and 2);
- halving the rate of work accidents;
- and increasing revenue 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.

Starting in the 2023-2024 financial year, employees eligible for variable remuneration have 10% of that amount indexed to the three SLL indicators, as well as other operational CSR objectives freely set in discussion with the business-line CSR manager.

4. Identifying CSR challenges and creating a roadmap

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4.1 Identifying our CSR challenges to more effectively respond to them

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 materiality analysis involved:

- internal stakeholders (Quality, Safety, and Environment managers and business-line managers), who carried out a risk analysis;
- a wide range of external stakeholders (rating agencies, consultancies, universities, schools, training bodies, banks, insurance companies, customers, suppliers, NGOs, partners, trade unions, and trade associations);
- employees.

They were asked to identify the Group's priority issues and to indicate their perception of the Group's performance for each of them. Individual interviews expanded on the information collected.

Given that at the time of InVivo's acquisition of Soufflet, a comparison of the materiality analyses did not reveal any significant differences, the new Group CSR policy and the combined 2022-2023 Extra-Financial Performance Statement (EFPS) were able to be based on this materiality analysis.

In 2023-2024, InVivo carried out a major analysis of its environmental, social, and governance (ESG) issues in preparation for the application of European Directive 2022/2464, the Corporate Sustainability

Reporting Directive (CSRD), with which the company will have to comply in the 2025-2026 financial year.

This exercise is in progress at the date of publication of the 2023-2024 EFPS. It is conducted using the principle of double materiality, which consists of identifying the most important or relevant issues, which are considered "material", in connection with the company's business, from two angles:


- on the one hand, the positive or negative impacts the company has or may have on society (impact-related materiality);
- on the other hand, the risks or opportunities associated with the ESG challenges the company faces (financial materiality).


This analysis is conducted in accordance with the European Sustainability Reporting Standards (ESRS) issued by the European Commission in 2023. The analysis has two objectives:

- it determines the content of the Group's future sustainability report, as the Group will be expected to provide information only on the issues identified as material;
- in addition to compliance, the detailed analysis helps the Group gain a better understanding of emerging or long-term CSR challenges, adjust its strategy, and shape the mapping of the Group's risks in order to better anticipate and manage them.


For the 2023-2024 financial year, the table in Section 4.2 Roadmap shows the link between the Group's priority ESG challenges, its main impacts, risks, and opportunities, and how these are addressed in the form of policies, action plans, and indicators. The table will be updated with the results of the double materiality analysis in progress.

4.2 Roadmap

Challenge	Issue	Impacts	Risks for InVivo	Opportunities for InVivo	Policies/action plans	Key indicators	EFPS section
Environment 	Climate change	Agriculture and the food industry are major emitters of greenhouse gases.	Agriculture and the food industry are highly dependent on many of the resources impacted by climate change. The sector must meet the expectations of its stakeholders in order to limit its impact and adapt to climate change.	The Group develops and distributes a range of solutions to reduce emissions and sequester carbon in the soil, enabling its customers and farmers to reduce their impact on the climate and make the transition to a low-carbon world.	<ul style="list-style-type: none"> GHG emissions reduction trajectory in line with the Paris Agreement and validated by SBTi Transition plan (energy conservation, renewable energy, transport, low-carbon offerings, regenerative agriculture) Climate change adaptation 	<ul style="list-style-type: none"> GHG emissions, scopes 1, 2, and 3 	5.1.1 Supporting the climate transition in our supply chains
	Sustainable use and conservation of resources, circular economy	The Group uses large amounts of water and raw materials. Its processes generate waste and co-products.	The Group is dependent on the availability of resources and waste treatment is costly.	Conservation plans help reduce the risk of resource dependency. Recovering and managing waste and co-products generates income and reduces waste treatment costs. Eco-design and the development of products and services for a circular economy are a source of innovation and business development.	<ul style="list-style-type: none"> Water conservation plan Waste management and recovery of co-products Innovation and eco-design 	<ul style="list-style-type: none"> Water consumption in absolute terms Percentage of waste repurposed 	5.1.2. Optimising resources and promoting a circular economy
	Preserving soil and ecosystems	Risk of soil degradation, land artificialisation, and soil pollution attributable to the Group's business and its value chain.	The Group's activities are largely dependent on soil fertility.	The Group's proactive approach with its supply chains has enabled it to deploy soil protection and regeneration solutions.	<ul style="list-style-type: none"> Develop eco-friendly agricultural practices on a larger scale, in particular with the help of pilot projects and digital tools Manage farms using precision agriculture 	<ul style="list-style-type: none"> Number of farmers engaged in eco-friendly agriculture Tonnes of agricultural raw materials harvested from sustainable production Volume of wine purchased from sustainable production 	5.1.3. Preserving soil and ecosystems
	Protecting and regenerating biodiversity	Contribution to the destruction of biodiversity and ecosystems by the Group's activities and value chain.	The Group's activities are largely dependent on biodiversity.	Protecting biodiversity by developing environmentally-friendly offerings and supply chains, enhancing the ecological integrity of sites, promoting organic food, limiting the use of synthetic phytosanitary products by increasing the use of biocontrol measures, promoting crop diversity, and extending offerings for multi-species plant cover.	<ul style="list-style-type: none"> Assess biodiversity and act as a trailblazer Develop positive-impact offerings with benefits for biodiversity 		5.1.4. Protecting and regenerating biodiversity

Challenge	Issue	Impacts	Risks for InVivo	Opportunities for InVivo	Policies/action plans	Key indicators	EFPS section
 Workers	Attractiveness and employee engagement	A strong, differentiating employer brand strengthens employee engagement and satisfaction, as well as their quality of life at work.	If the Group's attractiveness and the engagement of its employees were to decline, this would have repercussions on their productivity, the workplace climate, and absenteeism, as well as on the quality of service provided to customers.	The Group's employer brand is linked to the development of corporate values and culture, and to the Group's status as a mission-driven company.	<ul style="list-style-type: none"> Development of the employer brand 	<ul style="list-style-type: none"> Staff turnover rate 	5.2.3. Developing the engagement of our employees
	Health and safety	The work environment has an impact on the mental and physical health of employees.	If the work environment were to fail to offer satisfactory safety conditions, this would lead to disruption, loss of attractiveness, and even financial or legal penalties.	Protecting the physical and mental safety and health of employees in the workplace, particularly on industrial sites, reducing the number of accidents and incidents, training and raising awareness.	<ul style="list-style-type: none"> All Safe Together policy 	<ul style="list-style-type: none"> Frequency of workplace accidents resulting in leave Frequency of workplace accidents resulting in leave 	5.2.5. Ensuring the health and safety of all
	Developing talent and skills	Employees' well-being and employability is enhanced by skill development and management.	Employee dissatisfaction with training would lead to a loss of attractiveness and an increase in staff turnover. A lack of skills could affect the quality of products and services and the Group's ability to innovate.	The Group's overall performance is enhanced by effective management of talent and skills.	<ul style="list-style-type: none"> Training and skill development policy 	<ul style="list-style-type: none"> % of workforce having received training Number of training hours per employee trained 	5.2.6. Supporting employees in their professional development
	Quality of life at work	A stable, pleasant, and attractive work environment, respect for work-life balance, and flexibility in work organisation all contribute to employees' quality of life at work.	A lack of attention paid to the quality of life at work could lead to the company becoming less attractive and employees becoming disengaged.	Improving the well-being of employees generates performance gains in all areas.	<ul style="list-style-type: none"> Quality of life at work initiative, agreement on "new ways of working" 	<ul style="list-style-type: none"> % of eligible employees who have worked remotely 	5.2.7. Promoting quality of life at work for our employees
	Diversity, equity, inclusion, respect for human rights	Promoting diversity and a culture of inclusion for all, parity between men and women, the principles of non-discrimination and equal opportunity, and preventing the risks of discrimination and harassment protect the living conditions of our employees.	Failure to address issues of diversity, equity, and inclusion would damage the Group's reputation and lead to a loss of confidence in the strategy. It might also result in sanctions.	An inclusive and equitable environment strengthens employee engagement.	<ul style="list-style-type: none"> Gender equality at work Inclusion of employees with disabilities Hiring of young people through apprenticeships 	<ul style="list-style-type: none"> % of women in the workforce % of women among management-level staff % of women among company leaders % of employees with disabilities 	5.2.8. Encouraging and promoting diversity, equity, and inclusion
	Social dialogue	Productive social dialogue contributes to good working conditions.	A breakdown in social dialogue could lead to business disruption and even legal disputes.	Facilitate social dialogue at all levels, in accordance with local regulations, maintain open and transparent relations with trade unions and employee representatives, comply with collective agreements relating to the freedom of association, and implement collective bargaining agreements.	<ul style="list-style-type: none"> Organisation of social dialogue Collective bargaining agreements Sectoral labour agreements 		5.2.4. Organising high-quality social dialogue

Challenge	Issue	Impacts	Risks for InVivo	Opportunities for InVivo	Policies/action plans	Key indicators	EFPS section
Social 	Customers and consumers - Positive-impact offerings	Deploying positive-impact offerings gives access to products and services that have a positive effect on people's health and the environment.	The Group must invest in order to continue to offer competitive positive-impact offerings that meet market expectations. These offerings are often dependent on new technologies whose effectiveness must be proven.	Positive-impact offerings provide a competitive advantage, enable product diversification, and build loyalty among customers who care about the Group's commitments.	<ul style="list-style-type: none"> Development of a range of measures to encourage innovation and its implementation Development and promotion of a broad, competitive range of positive-impact offerings. Make them accessible to as many people as possible 	<ul style="list-style-type: none"> % of total Group revenue generated from positive-impact offerings % of revenue generated from positive-impact offerings within a particular scope 	5.3.1. Innovating to develop positive-impact offerings
	Consumer health and safety	The quality of the Group's products and services must not harm the mental and physical health of consumers. The Group promotes food products with impeccable health and nutritional qualities that are constantly being improved.	The quality and safety of the Group's products and services when used by consumers is a prerequisite for its business, particularly for the Group's food offerings.	The Group constantly monitors the compliance of the products and services it sells.	<ul style="list-style-type: none"> Prevention and mitigation of potential risks to the health and safety of consumers and end users related to the quality and composition of the products and services on offer 	<ul style="list-style-type: none"> Frequency of workplace accidents resulting in leave Frequency of workplace accidents resulting in leave 	5.3.2. Ensuring the health and safety of consumers
	Value chain - Products and services tailored to the needs of players in the Group's supply chains	Support for farmers and the Group's contribution to the dynamism of its supply chains contribute to the attractiveness of agricultural professions and the competitiveness of different markets.	If the Group were to be unable to offer products and services tailored to the needs of its supply chains, particularly farmers and cooperatives, that would undermine its business model.	The stability of the Group's business model is based on the development of sustainable, dynamic, and competitive supply chains.	<ul style="list-style-type: none"> Sowing Good Sense initiative Promotion of sustainable practices, technical support Support to help young farmers get established Support for local markets, particularly through training 	<ul style="list-style-type: none"> Number of farmers involved in InVivo's sustainable supply chain initiatives 	5.3.3. Developing products and services tailored to the needs of our supply chains
	Affected communities - Roots in local communities, Contribution to research	The Group creates jobs and helps combat the depopulation of the communities, often rural, in which it operates. The Group contributes to research to advance knowledge in its fields of business.	If the Group were to fail to get involved in the life of its communities and to take their needs and expectations into account, it could damage its reputation or see its right to exercise its activities disrupted.	The Group ensures that its operations are acceptable and that it develops good relations with all local stakeholders.	<ul style="list-style-type: none"> Involvement in local initiatives Contribution to basic and applied research 		5.3.4. Strengthening our local roots

Challenge	Issue	Impacts	Risks for InVivo	Opportunities for InVivo	Policies/action plans	Key indicators	EFPS section
Business conduct 	Ethics, corporate conduct, whistle-blower procedure	Ethics measures help to protect against discrimination and violence in the workplace, in addition to protecting whistle-blowers.	Failure to comply with ethics and compliance rules could result in litigation or sanctions, and harm to the Group's reputation.	The Group has a number of measures in place to promote ethical business conduct.	<ul style="list-style-type: none"> Establishment of an ethical corporate culture and ethics procedures 	<ul style="list-style-type: none"> % of employees trained on the new ethics code 	5.4.1. Business conduct
	Responsible procurement	One of the aims of the responsible procurement programme is to promote sustainable practices in the Group's value chain, support small suppliers, and contribute to the development of the economic fabric.	The Group must maintain its requirements for its suppliers in terms of respect for human rights, working conditions, and respect for the environment. Failure to comply with these requirements may lead to contentious relations. Supply chain controversies could have a negative impact on the Group's reputation.	The Group seeks balanced relations with its suppliers and subcontractors, and supports their initiatives to improve their CSR efforts. The Group is multiplying the number of partnerships it has for its commercial relations.	<ul style="list-style-type: none"> Responsible procurement policy 	<ul style="list-style-type: none"> Percentage of suppliers in priority categories who have signed the CSR policy % of revenue open to CSR assessment/total revenue for the scope % of suppliers (purchases > €150K) who have undergone a CSR assessment 	5.4.3. Responsible procurement
	Animal welfare	Animals sold through the Group's garden centre and pet supply store networks may be subjected to poor living conditions if the Group does not do everything possible to ensure that they are reared under good conditions.	The Group would be exposed to risks to its image or sanctions if it did not ensure the welfare of the animals it sells in its pet supply stores and garden centres.	The Group has a policy for certifying its shops and auditing its suppliers.	<ul style="list-style-type: none"> Conduct activities in accordance with animal welfare-friendly practices (implementation of animal welfare standards and supplier audits) 		5.4.4. Animal welfare in garden and pet supply stores

5. Policies and action plans

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5.1 Driving a positive impact for the environment

5.1.1 Supporting the climate transition in our supply chains

5.1.1.1 Background and challenges

The agricultural and food industry sector is both a major contributor to greenhouse-gas emissions and highly dependent on many resources affected by climate change. In 2019, agricultural activities and deforestation were responsible for 22% of global greenhouse gas emissions⁽¹⁾. However, agriculture has significant potential to sequester carbon in biomass. The “4 per 1,000” initiative launched by France at COP21 estimates that if the level of organic matter in soils were to increase by 4% each year, it would considerably limit the increase in the concentration of greenhouse gases in the atmosphere.

At the same time, the sector must respond to the commitments of its customers and the aspirations of consumers to change their lifestyles. It must also adapt to the consequences of climate change on its own operations and support the ability of farms to adapt.

Reducing greenhouse-gas emissions is a priority of InVivo’s environmental roadmap. It is an issue that has an impact on all of the Group’s activities: its energy choices, its product offerings, its procurement, its supply chains, and the management of waste and co-products. InVivo’s transition plan is already bearing fruit in these various domains.

At the same time, InVivo ensures that its climate commitments do not undermine other environmental issues, using a holistic approach that has long required a major effort for innovation. Indeed, innovation is one of the Group’s strengths and is part of its DNA, making it one of the companies best positioned to deliver solutions that can be deployed by its stakeholders, particularly farmers.

5.1.1.2 Climate policy

InVivo Group has been committed to combating climate change for many years. It aspires to be a major player in this common cause, alongside other international players. The Group is positioned as a leader committed to helping achieve the goals of the Paris Agreement.

To provide a framework for this commitment, InVivo Group submitted its trajectory to the Science Based Targets initiative (SBTi), which validated it in 2023. This trajectory sets out ambitious goals for the period 2020-2030:

- reduce **direct emissions (scopes 1 and 2) by 46.2%** in absolute terms, corresponding to a 1.5°C trajectory;
- reduce **scope 3 emissions by 27.5% in absolute terms**, corresponding to a “well below 2°C” trajectory.

However, the composition of InVivo Group has changed significantly since 2019. The Group is already working to submit a new, re-assessed trajectory by the next financial year, taking into account businesses acquired and sold.

This new trajectory will also incorporate a major methodological change: the calculation of a specific trajectory for emissions linked to agricultural activities, based on the **FLAG⁽²⁾ approach** developed by SBTi and published in September 2022. This methodology will enable us to more effectively show the value of the solutions arising from the Group’s agricultural activities and its value chain. The work will continue throughout 2024 and has already made it possible to refine the carbon-footprint assessment with new emission factors thanks to the collection of new agricultural data.

To achieve this goal by 2030 and the long-term goal of contributing to the global effort to achieve carbon neutrality by 2050, the Group has drawn up a **decarbonisation roadmap** that will be implemented immediately by each of its business lines.

Malteries Soufflet also submitted its own decarbonisation trajectory (1.5°C) in 2023 and had it validated by the SBTi and underwent another evaluation by CDP⁽¹⁾, receiving a B rating.



Its commitments include:

- a **42%** reduction in emissions linked to the energy consumption of buildings and machinery (scopes 1 and 2);
- a **52%** reduction in emissions linked to the purchase and transport of barley and to the distribution of malt, per tonne of malt sold (scope 3).

5.1.1.3 Carbon footprint

InVivo Group has carried out a carbon-footprint assessment for scopes 1, 2, and 3 in collaboration with the specialist firm ECOACT, covering the entire InVivo Union scope, for the 2022-2023 financial year. This carbon footprint is the benchmark against which the 2022-2030 trajectory is calculated.

Total emissions for scopes 1, 2, and 3 in the 2022-2023 financial year amounted to 12 million tCO₂eq for the InVivo Union and 11.9 million tCO₂eq for InVivo Group. In 2023-2024, the Group updated its carbon footprint for scopes 1 and 2.

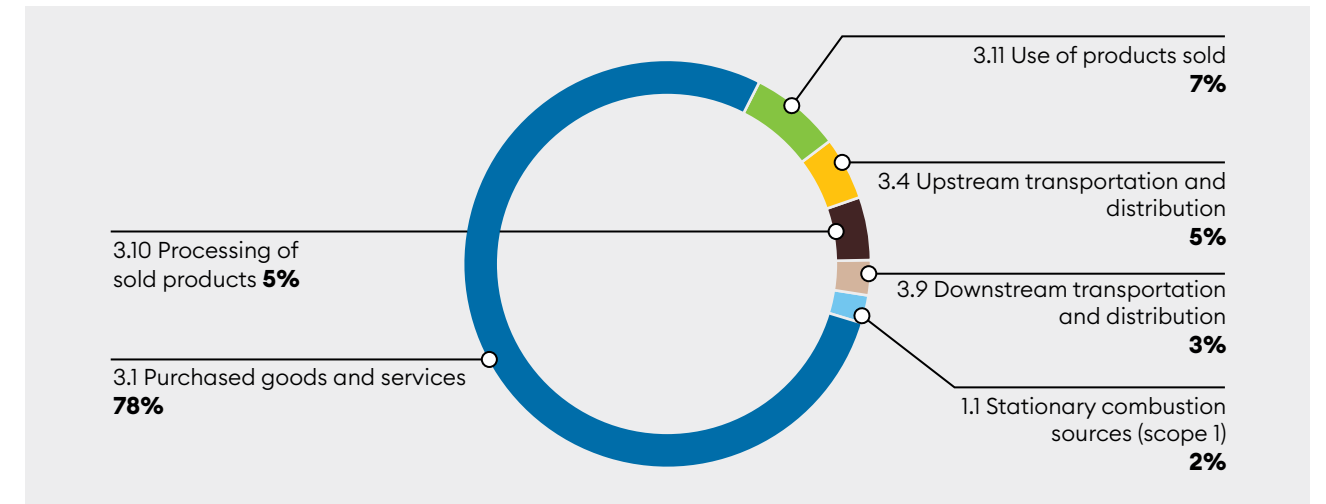
The Malteries Soufflet subsidiary updated its carbon footprint for scopes 1, 2, and 3 for the 2023-2024 financial year, and also included the scope-1 and -2 emissions of the United Malt Group (UMG) malting plants, acquired in autumn 2023.

2022-2023 Carbon Footprint

Table 1: InVivo Union GHG emissions by scope (excl. UMG)

Scope	tCO ₂ eq	As a %
Scope 1	245,332	2%
Scope 2	99,058	0.8%
Scope 3	11,716,917	97.2%
Total	12,061,307	100.0%

Figure 1: Breakdown of GHG emissions by source



GHG Protocol categories whose percentage is less than 1% are not represented on the graph.

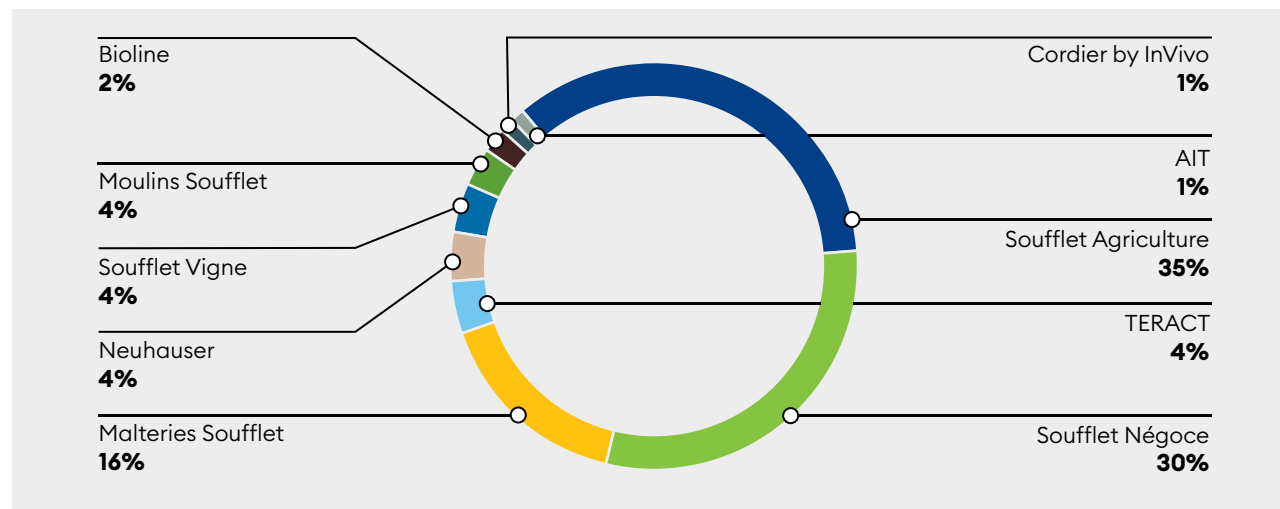
(1) Source: 6th IPCC report - 2023 - page 10.
(2) FLAG: Forestry, Land, and Agriculture.

(1) CDP, formerly known as the Carbon Disclosure Project, is an organisation that collects and publishes data on the environmental impacts of companies. It awards “Level of Engagement” scores ranging from A to D.

Table and figure 2: Breakdown of GHG emissions from scopes 1, 2, and 3 by business line

Business lines	tCO ₂ eq	As a %
Soufflet Agriculture	4,241,604	35.2%
Soufflet Négoce	3,568,470	29.6%
Malteries Soufflet	1,972,920	16.4%
TERACT	525,230	4.4%
Neuhauser	489,529	4.0%
Moulins Soufflet	447,591	3.7%
Soufflet Vigne	386,303	3.2%
Bioline	225,595	1.9%
Cordier by InVivo	121,259	1.0%
Ingredients	66,220	0.6%
Overall total	12,044,722 ^(a)	100.0%

a) The holding company's greenhouse-gas emissions do not appear in this breakdown, which explains the discrepancy with the summary table, which shows total emissions of 12,061,307 tCO₂eq.



Scope 3 accounts for most of the Group's emissions (97%). In terms of categories, purchases are the main source of emissions (76%), largely due to Soufflet Agriculture's purchases of agricultural raw materials and fertilisers (35%). Trading (30%) and Malteries Soufflet (17%) are the business lines that emit the greatest amount of greenhouse gases, due to their links with the production of agricultural raw materials.

Scope-3 emissions have fallen by 2 million tCO₂eq since the 2019-2020 financial year. This result is largely due to methodological improvements:

- firstly, there is less reliance on approximations because the business lines have improved their process for collecting real data;
- secondly, mainly for Soufflet Agriculture's Sowing Good Sense supply chains, by using more accurate and actual emissions factors to measure the footprint of raw materials of agricultural origin. This methodology allows us to reflect as closely as possible the agronomic progress made in the various supply chains, unlike the standard emissions factors used in agriculture.

2023-2024 Carbon footprint, including new entities (Boulangerie Louise & UMG) - Scopes 1 and 2

Table 3: Carbon footprint - Scopes 1 and 2, InVivo Group

(tCO ₂ eq)	2023/2024	2023/2024 on a like-for-like basis	2022/2023	Change on a like-for-like basis
Scope 1	398,491	239,830	246,792	-3%
Scope 2	130,027	90,946	100,735	-10%
Scopes 1 and 2	528,518	330,776	347,527	-5%

Table 4: Carbon footprint - Scopes 1 and 2, InVivo Group - Breakdown by business line

(tCO ₂ eq)	2023/2024	2022/2023
Malteries Soufflet	244,354	274,030
UMG	197,742	N/A
Milling	13,577	11,525
Baked goods	26,630	24,275
Trading	1,214	534
Agriculture	20,965	17,485
Ingredients	260	226
Biotechnologies	1,262	1,463
Fast food	0	341
Grapevines	810	763
Holding	820	559
Retail	9,383	7,349
Bioline (Logistics)	5,438	3,008
Bioline (Agrosciences)	3,248	3,103
Bioline (Phyteurop)	720	1,154
Bioline (Seeds)	284	244
Bioline (Fertiline)	156	108
Cordier	1,654	1,359
Total	528,517	347,527

On a like-for-like basis, emissions from scopes 1 and 2 have been reduced by 5% compared to the 2022-2023 financial year.

On a comparable basis, electricity consumption rose by 5% and gas consumption fell by 3%. Changes in the energy mix are the main factor explaining the decrease in emissions, along with changes in emissions factors.

This year, the scope of consolidation includes the Boulangerie Louise network and two additional mills, the effect of these additions being minor, as well as the consolidation of UMG, which alone increased emissions by 198 K tCO₂eq in absolute terms.

Table 5: Greenhouse-gas emissions from Malteries Soufflet + UMG

(tCO ₂ eq)	2023/2024 (Malteries S + UMG)	2023/2024 for Malteries Soufflet w/o UMG	2022/2023 Malteries S. w/o UMG	Change on a like-for-like basis (Malteries S. w/o UMG)
Scope 1	343,025	184,364	196,553	-6%
Scope 2	99,071	59,990	77,477	-23%
Total Scope 1 & 2^(a)	442,096	244,354	274,030	-11%
Scope 3 - Purchases of raw materials ^(a)	ND	1,085,541	1,056,760	+3%
Scope 3 - Upstream freight ^(a)	ND	55,993	79,230	-34%
Scope 3 - Downstream freight ^(a)	ND	84,332	95,482	-12%
Scope 3 - Other emissions	ND	379,048	369,711	+3%
Total Scope 3	ND	1,604,914	1,601,244	0%

(a) Scope of SBTi commitments.

GHG emissions from scopes 1 and 2 at Malteries Soufflet (excluding UMG) have been reduced by 15% compared with the 2019-2020 baseline year, thanks to efforts to replace fossil fuels and optimise processes at the malting plants. The decrease is also explained by the updating of emissions factors linked to electricity consumption (changes in the energy mix of different countries, which are exogenous factors).

The result remained unchanged from the previous year for scope-3 carbon intensity (expressed in tCO₂eq/tonne of malt), on the basis of barley purchases and upstream and downstream transport, with a reduction of -7% since 2019-2020. The slight reduction in the volume of agricultural raw materials purchased was impacted by changes in emissions factors (average variation of +55% compared with 2022-2023). In addition to the efforts made in France as part of the FRET 21 project, emissions linked to upstream and downstream freight have improved thanks to more accurate activity data compared to the previous year.

5.1.1.4 Climate transition plan

InVivo Group's climate transition plan is at the heart of its business model and its "Driving a positive impact" policy. Through its own operations and offerings, and by mobilising its stakeholders, the Group is acting on its main opportunities for decarbonisation: energy conservation, changes in the company's energy mix, the use of renewable energy, transport, low-carbon offerings, and the promotion of agricultural solutions to capture carbon.

Action #1 - Deploy the energy efficiency and conservation plan

The energy consumed at our sites, which mainly comes from fossil fuels, accounts for more than 96% of the direct emissions from the Group's activities (scopes 1 & 2). Reducing energy consumption and increasing the use of renewable energy are therefore essential measures in the carbon strategy. They also respond to customers' demand for help improving their own carbon trajectories, and reduce the Group's exposure to the growing volatility of energy prices.

Energy management is coordinated at the Group level by the **Group Energy Committee**. The committee collects monthly data on energy consumption from all of the Group's business lines to ensure fine-tuned management of the programme. It supports the business lines in developing their action plans.

Table 6: Energy consumption (excl. UMG)

(kWh)	2023/2024	2022/2023	Change
Electricity consumption	641,248,103	610,209,596	+5%
Gas consumption	1,173,072,802	1,206,243,523	-3%

Each business line draws up its own action plan tailored to the challenges it faces, based on prior assessments. Most of the business lines have ISO 50001 certification to ensure the effectiveness of their approach. In all of the Group's processes, management conditions have improved significantly thanks to more frequent data collection and more efficient technologies.

Here are a few examples of actions taken by our business lines:

- the **trading** business line has reduced its gas consumption per tonne of water evaporated in its silos by 20% compared to 2022, and by 57% compared to 2019. These results are linked to improvements in the energy efficiency of maize drying at its Socomac La Pallice site;
- since 2023, **Malteries Soufflet** has been using artificial intelligence to model the process of transforming barley into malt. The model takes into account weather conditions, grain characteristics, and malt specifications to optimise industrial processes. This programme is currently being rolled out following a successful trial;
- practices have been reviewed at all **Neuhauser** plants (industrial bakeries), including for the operation of ovens, reviewing their performance, and raising the temperature of cold rooms from -23°C to -20°C, maintaining conditions that continue to perfectly preserve the quality of products;
- Moulins Soufflet** is pursuing its decarbonisation ambition through its drying process, for which significant reductions in the use of fossil fuels have been initiated at the Rouen and Pornic sites, thus improving their energy performance by 14% and 23% respectively. Moulins Soufflet aims to extend these efforts to cover all its customers;
- in the **ingredients** business line, energy-saving measures have focussed on optimising equipment operation, replacing energy-intensive equipment, and changing practices.

Action #2 - Use renewable energy and contribute to its production

Renewable or low-carbon energy is a major theme for the Group, and Malteries Soufflet has long used biomass-

fired boilers, heat pumps, and heat recovery. The Group approaches renewable energy from three angles, as illustrated by the following initiatives:

The use of renewable energy within its entities

The Group is continuing its efforts to use green energy, and those efforts are bearing fruit. On a like-for-like basis, the share of the Group's energy coming from low-carbon sources rose from 10.1% to 11.3% over the financial year.

The Group seeks out opportunities for action. For example:

- at the Group level, Episens, InVivo Agriculture, Bioline, Cordier, and the holding company are exploring **self-consumption** solutions via projects to install solar panels. They have issued a joint invitation to tender for the projects;
- 100% of the electricity at the **Taubaté malting plant** in Brazil comes from onshore wind turbines. This electricity is certified as being carbon-neutral under the International Renewable Energy Certificates standard (I-RECs);
- the **Addis Ababa malting plant** in Ethiopia has also used, since its opening in 2021, 100% green energy from hydroelectric dams;
- the **Hodonice malting plant** in the Czech Republic installed solar panels in March 2023⁽¹⁾, increasing the site's share of renewable energy;
- Cordier by InVivo**, our wine subsidiary, has set itself the goal of generating 10% of its electricity consumption from renewable sources by 2030. To achieve this, the business line has entered into a 20-year partnership with Idex, an expert in local energy production. Idex has installed and will maintain solar panel-equipped canopies at the car park for the facility in Trilles, and is currently installing solar panels in the outdoor storage area and on a meadow in Cubzac-les-Ponts;
- the Group also encourages the purchase of green energy through **renewable electricity supply contracts**, in the form of PPAs⁽²⁾. These contracts guarantee the carbon-free origin of the energy used in our processes. These contracts are projected to cover 15% of Malteries Soufflet France's electricity needs in 2026.

(1) <https://www.malteries-soufflet.com/en/implantations/republique-tcheque>

(2) PPA: Power purchase agreement.

Supporting farmers to optimise methanogenic potential

Within **Bioline, Semences de France** launched in 2023 the **Métha+**⁽¹⁾ range of seeds, designed to improve the methanogenic potential of crops by increasing their dry matter content, while limiting the impact on the soil. The range includes hybrid straw cereals and legumes, which are intercropped and do not compete with food crops grown for human consumption. The addition of legumes ensures that nitrogen is returned to the soil for subsequent crops, while also increasing the potential for biodiversity. Numerous field and laboratory tests have demonstrated the high methanogenic potential of the crops selected, along with a whole host of benefits for soil health and biodiversity.

Encouraging farmers' low-carbon production

In 2023-2024, **Soufflet Agriculture** began buying **low-carbon barley** for the malt supply chain. A total of 3,360 tonnes were purchased.

In addition, for several years now, **Soufflet Agriculture** has been encouraging the production of **low-carbon** rapeseed, wheat, and sunflower by supporting farmers in their efforts to supply materials to the biofuel industry. In 2023-2024, Soufflet Agriculture sold 32,000 tonnes of rapeseed and 7,000 tonnes of sunflower for biofuel, which corresponds to a reduction in greenhouse-gas emissions of more than 46,000 tCO₂eq.

Soufflet Agriculture has also sold 360,000 tonnes of **"biofuels"**⁽²⁾ through its subsidiary Soufflet Carburant.

Soufflet Négoce by InVivo also labels certain products as "low-carbon" and finds markets for them. In 2023-2024, products marketed as "**low-carbon**" included 141,000 tonnes of rapeseed, 8,000 tonnes of sunflower, and 1,000 tonnes of wheat, for total savings of 176,000 tCO₂eq.

In addition, Soufflet Négoce marketed 849,000 tonnes of raw materials for "**sustainable biofuel**".

BeApi⁽³⁾, an effective tool for decarbonising agricultural raw materials

BeApi is a complete range of services that includes soil diagnostics and a digital tool for precise management of crop nitrogen requirements at the intra-plot level. As the production and use of nitrogen fertilisers account for the majority of crops' greenhouse-gas emissions, BeApi helps reduce their use and ensure that the right amount of nitrogen is applied in the right places to provide the right nutrition for the plants, while optimising soil fertility and the farm's economic performance.

(1) <https://www.semencesdefrance.com/methaplus/>

(2) On-farm purchases of rapeseed and sunflower grown and sold exclusively for the biofuel industry.

(3) <https://beapi.tech/>

(4) <https://www.invivo-group.com/sites/default/files/documents/2023-03/CP-InVivo-europorte-saipol.pdf>

Action #3 - Reduce emissions from transport and logistics

Although responsible for far less GHG emissions than raw material purchases, transport still accounts for 7% of the Group's emissions. Several of our business lines have implemented decarbonisation solutions, often in combination.

Replace road transport with rail, sea, or river transport

Whenever appropriate, mass transport (by rail, sea, or river) is given preference. Over medium and long distances, this strategy is proving to be highly effective for the logistics of raw materials such as cereals and malt. Every year, InVivo charters around 550 full trains to transport goods to its port silos and industrial sites, particularly its malting plants. In terms of river transport, the Group accounts for around a third of cereal traffic on the Seine route to Rouen.

Using alternative fuels**For freight trains**

In 2023, the Group finalised a programme with its rail logistics provider Europorte⁽⁴⁾ to replace the non-road diesel usually used by its locomotives with Oleo100, a 100% plant-based B100 biofuel. Oleo100 is made from French rapeseed. The 100 trains chartered each year by Europorte for InVivo, mainly for the needs of Malteries Soufflet, run on non-electrified branch lines. Despite this, the Oleo100 solution enables them to reduce their GHG emissions by 60% to 80% compared with conventional diesel, without making any substantial changes to their equipment.

For road transport

For **Soufflet Transport**, reducing emissions is a key issue. As with rail freight, the subsidiary is gradually equipping its lorry fleet to run on biofuel.

As part of this project, in October 2023, the Nogent-sur-Seine site was equipped with its first Oleo100 tank, with a capacity of 50,000 litres. The first lorries fitted with compatible B100 engines were delivered in December 2023. The positioning of second tank on another site is being studied for the next few years, with the aim of investing in new B100 engines.

For the 2024-2025 financial year, Soufflet Transport is studying the likely adoption of HVO fuel for part of its in-house fleet, with a 90% reduction in emissions compared with conventional diesel.

Participation in the FRET 21⁽¹⁾ programme

Since the 2019-2020 financial year, Malteries Soufflet has been engaged in the French national FRET 21 programme, producing great results: a 9.2% reduction in GHG emissions while the volume of goods transported increased by 2.6%. Malteries Soufflet has renewed its commitment to the programme for the 2023-2026 cycle, with the aim of reducing freight-related emissions in France by an additional 5%. For the 2023-2024 financial year, 72,000 tonnes of barley were transported to the Strasbourg malting plant under the partnership with Europorte. This represents more than 415 tCO₂eq avoided. This successful initiative is inspiring other Group business lines, which are assessing its feasibility. They are analysing four areas (load factor, distance travelled, means of transport, and the selection of carriers) based on environmental criteria.

Encouraging low-carbon mobility

The Group's different business lines encourage the use of active transport by their employees on sites where it makes sense. For example, some sites offer incentives for carsharing and mileage reimbursement for employees who cycle to work.

In **TERACT's** Jardiland network, in just one year, 31 shops have been equipped with chargers for electric vehicles. This charging station development programme will continue thanks to a partnership with the charging service provider Electra.

Action #4 - Encourage farmers' efforts through carbon credits: Carbon Tester⁽²⁾, Carbon Extract⁽³⁾, and Carbon & Co⁽⁴⁾

The Label Bas-Carbone⁽⁵⁾ methodology, recognised by the French Ministry of the Environment, encourages carbon reduction and sequestration projects by awarding carbon credits. The calculation methodology for field crops, recognised by the French government and to which the Bioline Agrosolutions subsidiary contributed, was validated in 2021. Agrosolutions also developed **Carbon Extract**, a tool for performing diagnostics and monitoring projects. It can be used to carry out a complete carbon footprint assessment of a farm, simulate the low-carbon transition project, and calculate its carbon-credit potential. By the end of June 2024, around a hundred initial diagnostics and a hundred updates had been completed, improving the reliability of data on transition plans. Farmers can generate additional income by selling their carbon credits. On average, 0.8 carbon credits can be monetised per hectare.

In November 2023, Bioline Solutions launched the **Carbon Tester** "express" online carbon diagnostic tool. In just 15 minutes, a farmer can carry out a simplified carbon footprint assessment of their farm and calculate the carbon-credit potential using 10 criteria taken directly from the Label Bas-Carbone methodology.

To help market the carbon credits generated by these transition projects, InVivo created **Carbon & Co** in 2022. The subsidiary pools together transition plans created by farmers and aggregates the resulting carbon credits for financial backers (companies wishing to make a voluntary contribution to global carbon neutrality). In 2024, for example, Carbon & Co obtained certification for a project involving 16 farms, covering 2,562 hectares of field crops, with a potential emissions reduction of 7,288 tCO₂eq. A key feature of the programme is that Carbon & Co ensures that the farmers are fairly remunerated, based on the actual costs and the specific features of their projects.

Since its launch, Carbon & Co has obtained certifications covering 52,000 tCO₂eq, of which credits representing 10,000 tCO₂eq were sold in the 2023-2024 financial year.

Action #5 - Develop low-carbon offerings: a few examples from Grafite⁽⁶⁾, CLIMCARE⁽⁷⁾, and Nexen⁽⁸⁾

The low-carbon offerings developed by InVivo's subsidiaries meet the expectations of their customers and the decarbonisation needs of their industries. (see also pages 70 to 73).

Since 2018, **Grafite** has been developing markets for low-carbon raw materials. Its teams assess and certify low-emission wheat, rapeseed, and sunflower crops, then reward farmers' efforts with a premium. Today, Grafite works with more than 40 cooperatives, and the company certified 150,200 tonnes of crops in 2023-2024, making Grafite one of the European leaders in its market. Rapeseed and sunflower, for example, are valued products in Germany's biofuel industry.

Since the 2023 harvest, Malteries Soufflet has been offering its brewing customers a low-carbon malt range called **CLIMCARE**, which helps them meet their own decarbonisation commitments by reducing the carbon footprint associated with barley production (which accounts for almost 20% of a beer's carbon footprint). CLIMCARE draws on the expertise of Soufflet Agriculture, which is also contributing to the development of low-emission fertilisers.

(1) FRET21 is a French initiative supported by the Ministry for the Environmental Transition and Solidarity, ADEME, and the Association Professionnelle des Chargeurs. Companies voluntarily commit to better integrate the impact of transport into their sustainability strategies, through concrete and measurable actions in the four areas listed above.

(2) <https://smag.tech/nos-logiciels/carbon-tester/>

(3) <https://monbilan-carbonextract.com/accueil>

(4) <https://www.carbonandco.fr/>

(5) <https://label-bas-carbone.ecologie.gouv.fr/>

(6) <https://www.invivo-group.com/en/news/grafite-invivo-group-strengthens-its-position-carbon-market>

(7) <https://www.malteries-soufflet.com/en/nos-engagements/offre-a-impact-positif/climcare-la-premiere-gamme-bas-carbone>

(8) <https://www.nexen-engrais.com/decouvrez-nexen/>

For example, **NEXEN** fertiliser, developed by Fertiline (a subsidiary of Bioline by InVivo), significantly reduces emissions of ammonia into the air⁽¹⁾ through the use of an inhibitor derived from phosphorus, which prevents nitrogen losses into the environment, thereby increasing its availability to plants. NEXEN is recommended in the agricultural best practices guide published by ADEME⁽²⁾ to improve air quality.

Action #6 Contribute to the large-scale production of low-carbon nitrogen fertilisers via FertigHy

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, a €1.3 billion project that will produce affordable, low-carbon fertilisers on a large scale for European farmers.

In May 2024, the French Minister for Industry, a strong supporter of this project to strengthen European food sovereignty, announced that the first plant in France, in the Somme region, would be operational by 2030. It is expected to produce 500,000 tonnes of decarbonised nitrogen fertiliser a year, equivalent to 15% of the total amount of fertiliser used in France. These fertilisers will be produced using hydrogen from water electrolysis, replacing natural gas. The process does not emit CO₂ and will benefit from France's low-carbon electricity supply.

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 the Group's member cooperatives.

Action #7 - Develop regenerative or soil-conservation agriculture, an approach known as agroecology

InVivo Group has adopted the principle of developing positive-impact solutions for all agricultural practices. Among these, it supports agro-ecological practices for their ability to combine the improvement of soil fertility, biodiversity, and the bioavailability of water. Regenerative agriculture is recognised for its contribution to combating climate change by helping to capture CO₂ in the soil and living organisms, while promoting biodiversity. This type of farming relies on three key practices:

- limiting or even eliminating ploughing;
- permanent ground cover using plant cover;

increasing crop diversity, with agroforestry being recommended as a complementary practice.

Support for our teams and farmers

Agro-ecological practices are of interest to a growing number of farmers, and Soufflet Agriculture is developing support services for them, both in France and abroad. In countries where Soufflet Agriculture is not present, support is provided by Soufflet Malt's agronomy department:

- **training courses** on soil fertility, self-administered diagnostics for farms, machinery, and companion planting. This year, the trainings brought together around 20 farmers and six field technicians for five days of in-person sessions, supplemented by webinars and an online learning platform;
- **experiments in the field**, with a network of 25 sites where farmers tested mixtures of plant cover. Plant cover offers the advantage of encouraging biodiversity, limiting soil erosion, conserving moisture, and capturing carbon, by never leaving the soil bare. These various criteria were analysed, and 150 farmers took part in events involving site visits;
- Soufflet Agriculture is also developing a **platform dedicated to screening different plant varieties**. This year, dozens of mustard varieties were tested on around a hundred microplots, along with around 40 blends of seeds;
- **comparisons** of soil analysis results between laboratories to better understand the results and select the most reliable laboratories;
- in Romania, since 2022, Malteries Soufflet has conducted a **project to develop barley cultivation** in partnership with the brewers' association and the Ministry of Agriculture and Rural Development, with the involvement of Soufflet Agriculture. The aim of the programme is to:
 - reduce dependence on imported raw materials by encouraging local barley cultivation,
 - give farmers the knowledge they need to understand the nuances of this "niche" crop,
 - demonstrate the financial benefits of integrating malting barley into their farming practices,
 - introduce agronomic techniques to reduce environmental impacts.

At the same time, Bioline's experiments within the **OPENFIELD platform** focus in part on agro-ecological practices (see also page 67). For example, experiments have been used to identify the inputs with the greatest potential for meeting the challenges of regenerative agriculture, over complete rotations.

Agro-ecology supply chains developed at the market level

On a national scale

Soufflet Agriculture and Moulins Soufflet have teamed up to deliver agro-ecological products to specific markets. Following the establishment of two wheat supply chains for the production of agro-ecological flour for Pasquier and Cérélia (12,000 tonnes for the 2023 harvest), other supply chains are taking shape. Soufflet Agriculture is also involved in the Sols Vivants (Living Soils) maize supply chain, rewarding farmers in particular regions for producing maize using regenerative farming practices.

In the **winegrowing market**, Cordier by InVivo is also committed to the development of regenerative agriculture for grapes as part of its Terra 360 programme. The company is working with its winegrower partners and the InVivo Foundation on soil restoration, crop diversity, reducing inputs, and protecting biodiversity. The aim of the project is to use scientific data to demonstrate the benefits

of agro-ecology for winegrowing. This year, 30 pioneering winegrowers piloted the approach.

A new approach to crop rotation to ensure marketability to multiple industries

At the same time, Soufflet Agriculture, Lesieur, and Saipol (subsidiaries of Avril Group) worked together for over a year to reach a sales agreement for the marketing of rapeseed and sunflower seeds grown using regenerative agriculture.

Starting with the 2024 harvest, this partnership will help to supply a portion of the seeds needed by the Lesieur brand, as well as a portion of Saipol's needs for the production of low-carbon biofuel. The multi-year sales contract covers the 2024 to 2027 harvests. It will therefore also involve Soufflet Agriculture and partner farmers engaged in a regenerative agriculture approach to crop rotation, with Soufflet Agriculture providing the farmers with support and connecting them with special, secure sales opportunities.

5.1.1.5 Climate change adaptation

Action #1 - Develop solutions for farmers

The effects of climate change are already being felt, and farmers are among the first to suffer: late frosts, lack or excess of rainfall, strong winds, scorching temperatures, etc. The support provided by the Group's various entities, via their products and services, accounts for these effects and for the fact that they are likely to become more pronounced over time: the Group is keen to develop solutions to help maintain high-performance, sustainable agriculture.

Some examples:

- improve the resilience of the varieties and seeds on offer, in particular by working on species combinations⁽¹⁾;
- increase the number of agronomic trials capable of demonstrating the best possible compromise between yield, quality, and resilience, optimum crop management, best combinations, etc.;
- continue to develop biocontrols and biostimulants, and study their results more closely with a view to optimising performance;
- strengthen the role of digital tools to help farmers make increasingly accurate decisions and reduce their workload while increasing the positive impact of their practices;

- ensure the continuity of research in partnership with organisations recognised for their expertise. The two goals in this area are to increase overall knowledge and to find the best possible applications for it;
- continuously improve the Group's ability to analyse data at all levels in order to refine the solutions to which it contributes.

Action #2 - Adapt our activities to the effects of climate change

At the Group level, InVivo has begun an international study to identify the sites and activities most exposed to the risks associated with climate change, in a +4°C trajectory.

The mapping of sites, taking into account their geographical area, includes an analysis of risks in terms of:

- access to water;
- flooding due to rising sea levels.

This study will identify the sites most at risk, for which action plans will be drawn up and implemented to reduce the overall risk. Secondly, the focus will be on access to the agricultural resources needed to ensure the sustainability of the Group's business.

(1) Nitrogen fertilisation in wheat production, for example, is responsible for 80% of the crop's greenhouse-gas emissions.
(2) ADEME: French Environment and Energy Management Agency.

(1) Malteries Soufflet works with various partners in the countries where it is established to select varieties and thus ensure the availability of barley that meets the expectations of its brewing and distilling customers.

5.1.2 Optimising resources and promoting a circular economy

5.1.2.1 Background and challenges

The Group's sustainability efforts are largely based on access to natural resources such as water and agricultural raw materials. Globally, our activities use almost 15 million cubic metres of water a year. According to the current outlook, the availability of these resources may become more limited, due in particular to climate change, the weakening of biodiversity, and growth in the world's population and its standard of living. The use and conservation of water, and of all the other resources needed for its business, are central to InVivo's concerns.

5.1.2.2 Policies and commitments

InVivo is committed to limiting its environmental footprint by promoting a circular economy approach. With the belief that the best type of waste is no waste at all, InVivo has implemented guidelines aimed at **recovering 100% of its waste, including co-products from its industrial activities.**

As part of a circular economy approach, this plan involves the ongoing optimisation of the Group's processes to control and reduce the use of resources; encourage reuse, recycling, or regeneration; and combat waste.

5.1.2.3 Governance

The **"Environment Committee"** created in 2020 oversees environmental issues for all of InVivo Group's activities. It brings together the environment managers from the various business lines and collaborates with the **Group Industrial Committee**, which brings together the industrial departments of the various business lines. Among its responsibilities, the Environment Committee works to implement a Group policy on the management and reuse of waste, whether industrial or organic. This policy relies on increasingly reliable data collection, both in terms of volumes collected and the final destination of sorted waste.

In early 2023, the Group established a **"Water Committee"** comprising at least one representative from each business line, to work on three main issues:

- controlling our supplies of water;
- appropriate use of water by our business lines;
- and the return of water to the environment.

In addition, the Group's processes generate waste and manufacturing by-products, which it strives to minimise. The upside of by-products is that they can largely be repurposed, as they are organic waste products such as bran, barley sprouts, alcohol from the production of non-alcoholic wines, treatment plant sludge, production rejects from mills or industrial bakeries, etc. Repurposing these materials offers two advantages: they can be used to produce energy or other usable resources, as part of a circular economy approach, while generating income for InVivo and reducing the cost of processing. As a result, the sale of by-products is an integral part of the business models of the Group's various business lines.

InVivo is also implementing a water conservation plan for all its activities, with specific objectives for the business lines that consume the most water in absolute terms:

- at **Malteries Soufflet**, a 30% reduction in water consumption per tonne of malt produced by 2030, compared to 2020 levels;
- at **TERACT**, a 10% reduction in water consumption for company-owned stores between 2022-2023 and 2030.

The Water Committee reports to the Group Environment Manager, who belongs to the Industrial Department. A Group Water Manager joined the team in the 2023-2024 financial year.

The committee's first task was to standardise procedures at the Group level:

- metering plans for the activities that consume the most water;
- deployment of a drought plan;
- an analysis of business processes to identify areas for improvement. Recycling and reusing water are among the key considerations.

In 2023, **Ingredients**, a subsidiary of the Episens wheat division, established quarterly environment meetings at all its sites to monitor energy, water, and waste performance and to drive forward action plans.

5.1.2.4 Performance

The overall waste recovery rate was 89% (about the same as the previous year).

The Group's water consumption amounted to 10,012,012 m³. When excluding UMG, consumption fell by 3.2% compared to the previous financial year.

5.1.2.5 Action plans

Action #1 - Optimise water management

Water management and its role in agronomic practices are at the heart of **sector-wide discussions**. The outcomes of those discussions are incorporated into the Sowing Good Sense initiative. Additionally, the Group strives to raise awareness of water issues among its teams (via webinars, training materials, a water mural, etc.). A specific working group has been formed, notably for the benefit of the Sowing Good Sense supply chains. Its aim is to share InVivo Group's expertise with supply-chain stakeholders. In particular, the working group has presented advances in water management made by the barley-malt-beer supply chain as part of "Malt Academy".

For the Group's operations, in order to identify the most effective opportunities for action, managers initially focussed on **detailed monitoring of water consumption**. At **TERACT**, the installation of individual water meters in company-owned garden centres is continuing, as is the introduction of automated watering systems guided by local weather stations.

At Malteries Soufflet production sites, metering systems have already been deployed, allowing technical teams to focus their efforts on the stage that consumes the most water: steeping. They were able to assess and validate the effectiveness of new technologies, such as the "washing screw", which reduces water consumption by 20% by shortening the steeping phase, or reverse osmosis, which purifies water using a pressurised membrane filtration process, used in Geelong, Australia; Inverness, Scotland; and Witham, England. Malteries Soufflet has also filed for a patent for its Multisteep technology, which reduces the amount of water used during the steeping phase and has been successfully deployed in Rouen, France, and in Ethiopia. The Optisteep technology rounds out the arsenal of technical innovations introduced at Malteries Soufflet. It enables the recycling of steeping water without posing any health risks. Successfully tested at the plants in Rouen and Heidelberg, the system is being rolled out at several more sites, with the aim of reducing water consumption by an average of 20-30% at the equipped sites. The Pocatello malting plant in the United States is also equipped with this technology.

Malteries Soufflet, including UMG, was responsible for **13,382,001 m³**. On a like-for-like basis, compared with the 2019-2020 financial year, Malteries Soufflet has improved its water use per tonne of malt produced by 6.6%. Its water consumption fell by 4.4% in absolute terms over the same period.

Action #2 - Reduce, reuse, and recycle our waste and co-products

The deployment of reliable measurement tools, such as TRINOV and provider monitoring platforms, is helping to improve the tracking of action plans aimed at reducing waste volumes in all of the Group's business lines.

InVivo distinguishes between waste (cardboard, plastic, cans, wood, metal, etc.), which is processed in accordance with regulations whenever applicable (such as the waste sorting obligations established by the "seven streams" decree in France), and co-products from its industrial activities. Co-products are regarded as valuable resources for the Group's business model. As such:

- bran from the wheat supply chain, sprouts from barley germination, Neuhauser production rejects, rinse flour from Moulins Soufflet, and dust from grain silos are all 100% repurposed. They are anaerobically digested, transformed into animal feed, or used to produce energy or sourdough;
- the alcohol extracted by Cordier to make non-alcoholic wines is used to make spirits in our Tuxedo range;
- beet pulp is used in the production of enzymes by Soufflet Biotechnologies;
- unsold items from TERACT's garden centres and bakeries are monetised via Too Good To Go packages.

In this way, 100% of our co-products are repurposed.

In each business line, waste plans aim to put an end to waste sent to landfills.

At Malteries Soufflet, more than 50% of employees involved in waste management were trained on the issue between 2022 and 2024. All of the industrial sites have carried out a waste diagnostic and created an action plan to improve their waste recovery rate.

In the United States, Country Malt Group, in partnership with Hopworks Urban Brewery and Vancouver Plastics in Vancouver, Washington, has developed a programme to collect and recycle used malt sacks. Recycling facilities process the sacks to recycle them into future items, including new malt sacks. In 2024, 10 brewers took part in the programme, collecting a total of around 3,800 sacks for recycling.

In addition, the companies in InVivo's agriculture division are raising awareness among farmers and offering to collect agricultural supplies such as empty packaging and plastics from agricultural and livestock products through ADIVALOR. This entity, in which InVivo is a shareholder, pools waste from the French agricultural sector to manage it properly. With the programme, Soufflet Agriculture collects around 1,400 tonnes of waste a year from farmers, whether or not they are Soufflet partners. Across France, 90% of waste is collected and 80% of that is recycled.

Soufflet Agriculture's commitment is also reflected in special operations, like the collection of used personal protective equipment (UPPE) and the collection of protective sleeves for grapevines, which fall outside the scope of ADIVALOR's work, in order to find practical solutions for farmers.

As part of these efforts, a wide range of innovative communication and awareness-raising initiatives have been deployed, including brochures, presentations at trade fairs and special events for farmers, and posts on social media.

Action #3 - Innovate using eco-design

All of the principles of eco-design can be incorporated into the Group's production practices, for which InVivo carefully controls inputs and processes. With regard to purchases, excluding agricultural raw materials, one of InVivo's priorities is to include eco-design in discussions with our partners. As such:

- at **Episens**, the new packaging manager is working on re-engineering the company's packaging;

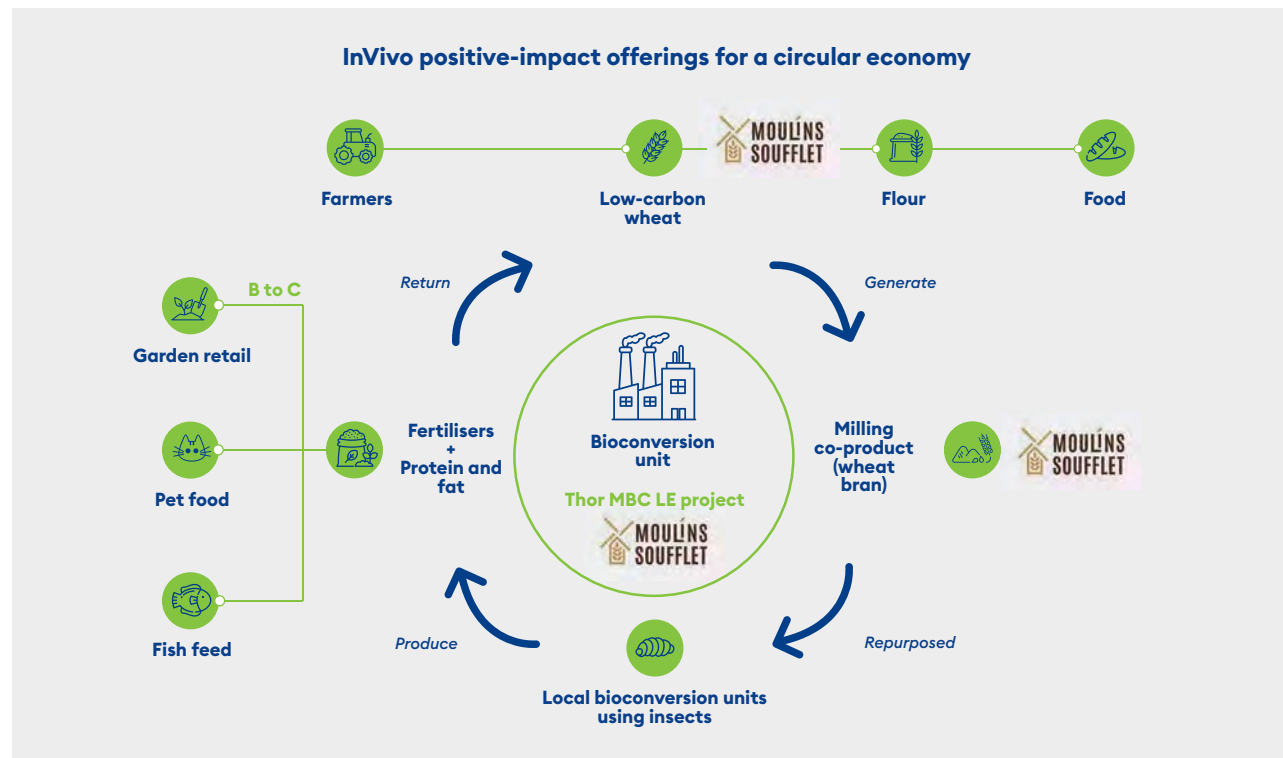
- at **Cordier**, efforts are focused on reducing the weight of packaging and developing the first reusable bottle for sparkling wine;
- TERACT** applies eco-design principles to all its own-brand products. It is working with AFNOR to develop a CSR rating system based on life-cycle analysis. The system's criteria cover where the item was produced, its production conditions, the quality of the item's composition, packaging, and the impact of use.

The Group's in-house research centre, **CRIS**, is particularly committed to the development of a circular economy. Using an interdisciplinary approach, CRIS is conducting exploratory projects to characterise co-products and assess their potential as raw materials, fractionated materials, extracts, or fermented materials.

Bioconversion, a virtuous cycle

Using a 100% circular- and local-economy approach, co-products from the Thor mill (wheat bran) are used in a bioconversion process employing insects to produce low-carbon organic soil amendments for use in the cultivation of wheat. The insects feed on the bran, then produce excrement that is recycled as a soil amendment.

In the south of France, bioconversion has produced enough fertiliser for 15 hectares of spring wheat, resulting in 50 to 100 tonnes of flour produced by the mill.



5.1.3 Preserving soil and ecosystems

5.1.3.1 Background and challenges

Preserving soil and ecosystems plays a major role in the sustainability of InVivo's activities: depleted soil leads to lower agricultural yields and higher production costs, while preserved or regenerated soil contributes more to carbon storage and the quality of agricultural produce.

InVivo's ambition is to respond to this challenge with a range of measures that provide opportunities for both its business and its farming partners: agronomic experiments, research and innovation sharing, support for sustainable supply chains, digital tools, etc.

InVivo is paving the way for a new, more competitive and resilient agricultural model that helps improve farmers' quality of life and income. Bringing together all different agricultural professions, the Group aims to respond to the challenges of food sovereignty and consumer expectations, without pitting one production method against another. InVivo involves producers in a process of continuous, measurable, and verifiable improvement.

5.1.3.2 Policies and commitments

The Group's ambitions are reflected in a number of initiatives:

Through its **Sowing Good Sense** approach, InVivo Group is developing sustainable supply chains and helping deploy agronomic practices that are good for the soil. Thanks to InVivo Group's expertise throughout the food-industry value chain, from seeds to ingredients to finished products, from farmers to consumers, the Sowing Good Sense sustainable agricultural supply chains help accelerate the sustainable transition for agriculture and food with realism and ambition by mobilising agronomic and scientific expertise, as well as the ecosystem of solutions and services to which InVivo Group's business lines actively contribute. Independent third-party organisations verify that partner farmers are applying the established specifications for the Sowing Good Sense sustainable supply chains.

Soil health for winegrowing is one of the four themes of **Terra 360, Cordier's CSR initiative**. To support the sustainability initiatives of winegrowers, Cordier encourages changes in agronomic practices to preserve local soils, which are of crucial importance for winegrowers, and guarantee the quality of the soil and grapes over the long term. For example, Cordier encourages the use of plant cover to regenerate the soil and add organic matter.

5.1.3.3 Performance

Tonnage collected⁽¹⁾ of agricultural raw materials from sustainable production (wheat, barley, rapeseed, sunflower, legumes, maize): 1.2 million tonnes, including around 200,000 tonnes of sustainable wheat in France and around 900,000 tonnes of certified-sustainable barley in France and abroad.

Tonnes of sustainable wheat purchased by Moulins Soufflet: over **481,000 tonnes**, a 20-fold increase over 14 years (vs 2009 harvest).

Volume of wine purchased from sustainable production: **225,927 hectolitres** (HVE and organic certifications), or 63% of Cordier's purchases. Purchases from InVivo Union cooperatives account for **182,202 hectolitres**, or more than 51%.

Purchases from cooperatives certified by the Vignerons Engagés association (AGAMY, Vendeole, Saint Maurice de Cazevieille, Dom Brial) totalled **54,491 hectolitres**, or 15% of total purchases for the financial year.

(1) By Soufflet Agriculture.

5.1.3.4 Action plans

Action #1 - Deploy innovative agronomic practices for healthy soil

InVivo offers a **comprehensive range of sustainable and innovative solutions and services** to create innovative technical pathways that are profitable for farmers and capable of addressing environmental challenges. The Group has recognised expertise in this area, supporting farmers throughout the value chain.

In particular, to measure the performance of agro-ecological practices, InVivo relies on a number of monitoring tools capable of assessing soil's fertility and all its physical, chemical, and biological qualities.

The challenge also lies in the Group's ability to widely disseminate these tried-and-tested offerings.

For example:

- advisory services (Be Api for farmers, Vitivalor for winegrowers, etc.);
- decision-making tools (Farmi, Aladin.farm, etc.);
- agronomic experimentation platforms (Agrinovex, Openfield, A.C.I.);
- the **Fermes LEADER**⁽¹⁾ network brings together farmers and cooperatives in a free programme that identifies AgTech solutions and innovations available on the market or in development to meet environmental and social challenges. These solutions are tested in the field in order to assess the user experience and encourage the adoption of new technologies by the agricultural sector. Many of the trials have focussed on soil health, water management, and reducing the use of phytosanitary products, as well as the latest developments in these areas, such as weed detection by drone or a portable soil analysis laboratory.

Over the 2023-2024 campaign, 27 AgTech and innovation projects were carried out, involving 10 cooperatives in the network. All the results and user feedback from these various projects were shared with the 30 cooperatives in the Fermes LEADER network during the three steering committee meetings held during the campaign;

- Semences de France's **I-SOL range**⁽²⁾ includes all seeds intended for intercropping. Relay intercropping is used in the season between the summer harvest and spring sowing, a four-month period. These crops offer a number of benefits: covering the soil to prevent erosion, encouraging biodiversity in the soil and in wildlife (habitat and food), and absorbing and returning basic nutrients such as nitrogen, phosphorus, and potassium. The I-SOL range also captures carbon from the air and returns it to the soil in the form of organic matter, an essential factor for soil stability and life;
- the **Carbon Extract**⁽³⁾ and **Carbon Tester**⁽⁴⁾ tools for measuring carbon storage in soil;
- **raising awareness** among stakeholders via the eight cycles of webinars in 2024 from **Malteries Soufflet's Malt Academy**. The topics covered during these webinars were agro-ecology, regenerative agriculture, the climate and carbon, water, and biodiversity.

In addition, Bioline and Soufflet Agriculture are heavily involved in a number of research projects aimed at developing sustainable supply chains. Along with that, InVivo supports the association **Pour une agriculture du vivant**⁽⁵⁾ (**PADV**), of which it has been a member since 2018. The association's mission is to develop agro-ecology by demonstrating all its benefits.

As part of PADV, the Group has contributed to the creation of **the regeneration index**, designed as a freely accessible agronomic guide for farmers. The index provides an objective measurement of a farm's maturity in eight key areas for soil and ecosystem regeneration, such as biodiversity, tilling, and the management of plant health. With encouragement from Soufflet Agriculture, 35 farms measured their regeneration index (RI), with an average score of 74/100.

Action #2 - Manage farms using precision agriculture

InVivo's expertise in digital technologies is also widely recognised, helping to better preserve soil. For example, the **SMAG Farmer** plot management software, connected to the Hygo digital spraying solution, helps reduce input doses by optimising spraying techniques and times, in terms of weather, while collecting regulatory data.

Another innovation is the **Carbon'N** solution, developed by Be Api, which processes satellite data to improve the economic and environmental performance of agricultural production. For example, it gives farmers access to precise intra-plot tracking of the biomass created by cover crops, the nitrogen released for the next crop, and the carbon stored in the soil.

For 10 years, **Soufflet Vigne** has been developing a service to help reduce the use of plant protection products based on synthetic chemicals. This unique service, the only one of its kind in France, is called OPT'IFT (short for "optimisation of treatment-frequency indicators"). It has helped farmers reduce their treatment-frequency indicators (TFIs) by 26%

on average. This service is based on precise observations of plots and the use of digital decision-making tools, connected to a network of 180 weather stations owned by Soufflet Vigne.

The **Farmi**⁽¹⁾ ecosystem, which includes a mobile application and an e-commerce platform developed by Soufflet Agriculture, provides farmers with day-to-day support. This digital ecosystem, deployed in France and in the countries where Soufflet Agriculture is established, offers assistance with agronomic, technical, financial, and environmental choices: the purchase of supplies and services, the sale and purchase of produce, precise weather forecasting, disease monitoring, agricultural news, networking for farmers, etc.

5.1.4 Protecting and regenerating biodiversity

5.1.4.1 Background and challenges

The growing importance of biodiversity in strengthening the resilience of agriculture and, beyond that, in supporting the equilibrium of global systems is now widely recognised. However, making a tangible assessment of the impact and

dependence of our markets on the erosion of biodiversity remains a complex and multidimensional task, which must be considered from every angle, from genes to landscapes, above and below the ground, and in terms of ecosystems.

5.1.4.2 Policies and commitments

The InVivo Union and its subsidiaries are very conscious of this issue and are working hard to gain a better understanding of the impact of their activities and of their solutions to promote biodiversity. The aim of acquiring this knowledge is to provide tangible evidence of the effects:

- of our positive-impact offerings;
- of our direct impacts;

- of the CSR strategies implemented at the InVivo Group and business-line levels;
- and of their implementation in the Group's agricultural supply chains using the Sowing Good Sense approach.

The Group is currently drafting a policy addressing the issue of biodiversity. InVivo's ambition is to roll out the new policy in 2025.

(1) <https://reseau.fermesleader.com/>

(2) <https://www.semencesdefrance.com/isol-interculture/couverts-grandes-cultures/>

(3) <https://monbilan-carbonextract.com/accueil>

(4) <https://smag.tech/nos-logiciels/carbon-tester/>

(5) <https://agricultureduvivant.org/>

(1) <https://www.farmi.com/>

5.1.4.3 Action plans

Action #1 - Assess biodiversity: acting as a trailblazer

The Group's initiatives aim to enhance knowledge in three areas:

- assessing biodiversity and the impact of farming practices on biodiversity;
- ecosystem services, meaning services provided by biodiversity;
- conditions that can remove the obstacles to adopting biodiversity-friendly practices.

The **large-scale scientific project APPRIVOISE⁽¹⁾**, funded by Arvalis⁽²⁾ with the support of Agrosolutions, SMAG, ACTA⁽³⁾, and the co-op SCARA, aims to deploy and gain recognition for biodiversity indicators in agricultural environments that can be incorporated into decision-making tools for farmers. The goal is to enable farmers to take these parameters into account in their practices, following the best current knowledge of the links between farming practices, landscapes, and biodiversity. The project, launched in October 2023 for a duration of three years, focusses on ordinary biodiversity—earthworms, ground beetles, bees, etc.—which provides key services such as pollination, pest regulation, and soil fertility. The results should be available in 2026.

The Fermes LEADER teams are also leading the scientific project CoCoBees⁽⁴⁾, in partnership with ITSAP⁽⁵⁾, three farming cooperatives (CAC68, EMC2, 110 Bourgogne), and the La Brosse agricultural school in Auxerre, along with other partners such as Agrinovex and SMAG. With a strong collaborative dimension, CoCoBees aims to develop an indicator of the health of wild and domesticated bees by 2026, and to develop technical modules listing bee-friendly solutions in order to preserve these insects.

The **InVivo Foundation** supports a number of cutting-edge projects to promote the development of knowledge on the assessment of biodiversity in agricultural environments. These projects identify the conditions conducive to the deployment of biodiversity-friendly practices and the most effective mechanisms for restoring biodiversity. The foundation is supporting the creation and development of **Every1counts**, the first digital platform for managing biodiversity data that can be deployed on a large scale worldwide.

At the same time, Cordier is developing its **TERRA 360⁽⁶⁾** programme at vineyards to improve practices favourable to soil microbial life, in particular growing grass between rows of grapevines, with support from the **InVivo Foundation**. Cordier also carries out biodiversity diagnostics at some of the vineyards producing Cuvée Mythique wines.

These various projects and the new knowledge acquired about biodiversity have informed, in particular, the commitments of the Sowing Good Sense sustainable supply chains.

Action #2 - Our positive-impact offerings to promote actions in favour of biodiversity

Positive-impact offerings (PIOs) are designed to transform the ranges offered by our business lines. Among the issues they address, PIOs may present benefits for biodiversity, which is often interdependent with climate, water, and soil-fertility issues.

Among the PIOs linked to biodiversity, the **biocontrol** range from **Bioline Agrosociences⁽⁷⁾** stands out as an alternative to plant protection solutions based on synthetic chemicals. In addition, the **spreading by drones of *Trichogramma* wasps** to combat the European corn borer contributes directly to the preservation of biodiversity. Moulins Soufflet and Soufflet Agriculture have developed **blends of wheat seeds⁽⁸⁾** to promote the capacity of biodiversity to ensure more regular yields.

Action #3 - Initiatives by our business lines to preserve local biodiversity

Some examples:

- Malteries Soufflet has established beehives at the Brazey-en-Plaine site; teams from the Central Laboratory have made bird nesting boxes; the Brazilian subsidiary has contributed to the preservation of the “Pedra Branca” ecological interest zone, participating as a member of the council to preserve water sources; in Scotland, pilot farms have measured biodiversity with the help of artificial intelligence (Chirrup); and at the Beloeil site, swallow nesting boxes have been installed to encourage the presence of these birds in the protected area;

(1) The APPRIVOISE project (whose aim is “to adopt biodiversity indicators based on expected ecosystem services”) is funded by the French Ministry of Agriculture via CASDAR (the Special Fund for Agricultural and Rural Development), managed by FranceAgriMer.

(2) Institut du végétal (the Plant Institute).

(3) Association de coordination technique agricole (Association for Agricultural Technical Coordination).

(4) The CoCoBees project (whose mission is “co-constructing and sharing knowledge, advice to farmers, and agricultural practices in favour of bees, based on honeybee health indicators”) is funded by the French Ministry of Agriculture via CASDAR (the Special Fund for Agricultural and Rural Development), managed by FranceAgriMer.

(5) Institut technique et scientifique de l'apiculture et de la pollinisation (Technical and Scientific Institute for Beekeeping and Pollination).

(6) <https://www.cordier.com/terra-360/>

(7) <https://www.biolineagrosociences.com/>

(8) <https://www.semencesdefrance.com/isol-interculture/>

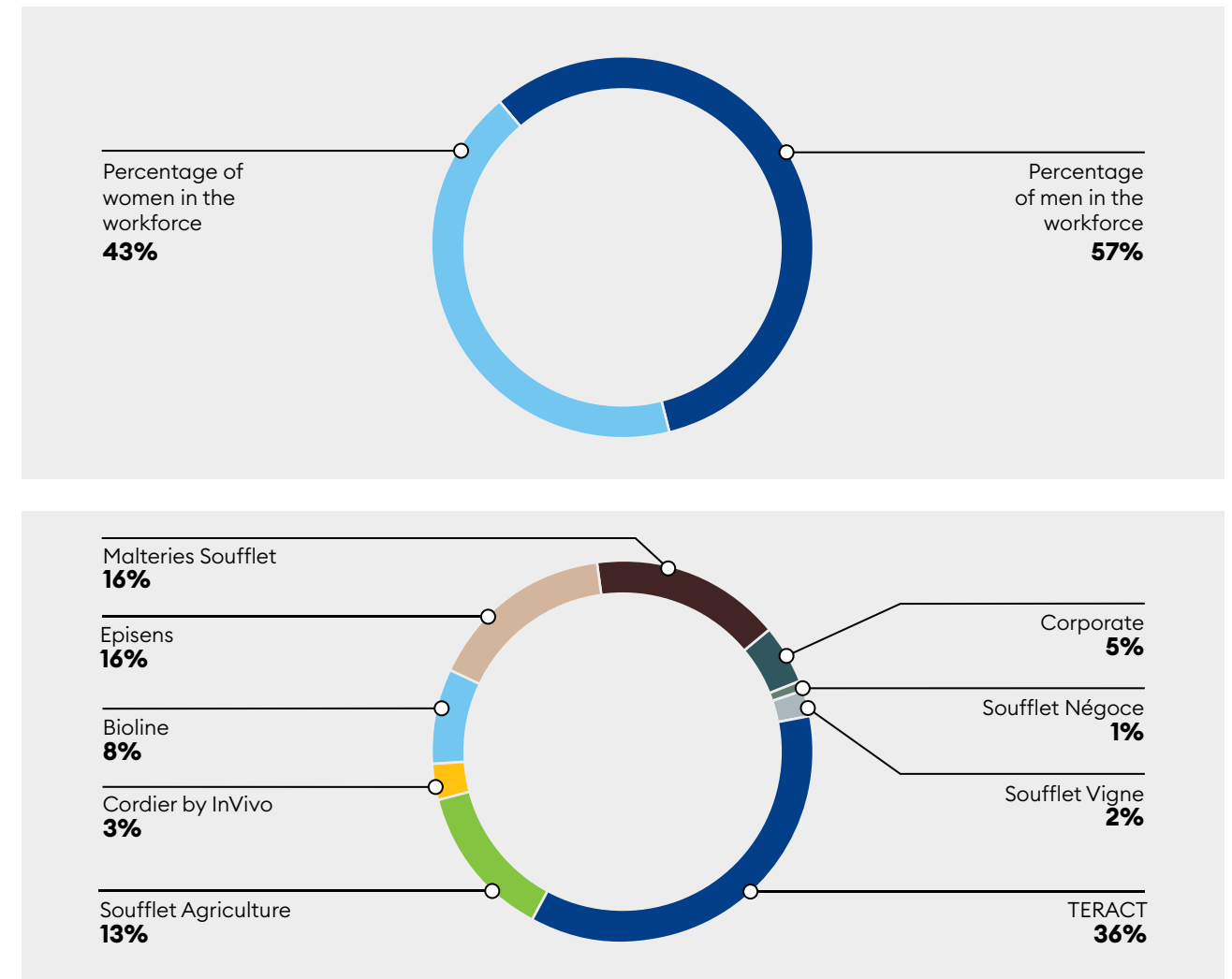
- around TERACTION garden centres, eco-pasturing is used voluntarily for the mowing of green spaces when possible for the site. TERACTION has also undertaken a major initiative to map its sites in order to measure more precisely their potential impacts on protected areas and zones with risks for biodiversity;
- similarly, Moulins Soufflet is developing initiatives to install beehives and practice eco-pasturing on its sites.

5.2 Generating a positive impact for our employees

5.2.1 An overview of our employees

At 30 June 2024, InVivo has 14,959 employees, 10.65% more than the previous financial year. This change is mainly due to the expansion of our reporting scope. On a like-for-like basis, headcount fell by 1.99%.

The staff turnover rate⁽¹⁾ was 18%.



(1) Calculation method: ((number of new hires + number of departures during the period)/2)/Staff at the start of the period (permanent contracts, excluding transfers).

5.2.2 Human resources governance and organisation

In order to build a common corporate culture and engage all our business lines in upholding our commitments, the human resources organisation is coordinated by the Managing Director for Human Resources, Communication, and Strategic Projects. They are a member of the Executive Committee and oversee all Group HR policies, with the support of the Human Resources Departments of each business line.

This organisational structure allows the Group to maintain the agility it needs on an operational level, as close as possible to our teams and managers, while ensuring the implementation of strategic initiatives and global programmes, such as the *All Safe Together* health and safety policy and foundational measures to protect employees.

5.2.3 Developing the engagement of our employees

The engagement of employees is one of the cornerstones of our company's ambitions. InVivo is committed to attracting and retaining the best talent in order to fulfil the Group's missions and nurture its ability to innovate and adapt to a world in transition. Its differentiating positioning as a mission-driven company helps it develop an attractive and coherent employer brand.

InVivo's employer brand, unveiled in March 2024, was developed through a collaborative effort closely involving some 40 employees. They contributed through in-depth interviews and numerous workshops. Thanks to their reflections, InVivo was able to capture the essence of the Group and its values—trust, teamwork, responsibility, and engagement—in the *Révélez votre champ des possibles* (literally “reveal your field of possibilities”) campaign.

Sixteen ambassadors have become the faces of this employer brand, which reflects the wide range of jobs and career paths offered by the Group. Active on social media, the ambassadors also share, for example, how they've been able to pursue their careers while also doing volunteer work or participating in sport.

In addition, the 2023-24 profit-sharing agreement now contains a simplified formula that everyone can understand, making a direct link between employee remuneration and the Group's performance, in line with the “Growing Together 2024-2027” strategic plan.

It includes a solidarity measure under which profits are shared with all employees when Group objectives are attained, with one third of the total amount distributed, with no ceiling applied to the business lines. It also now covers all Group entities and over 90% of French employees.

Another new feature: an extra-financial performance bonus⁽¹⁾ has been established based on the following Group CSR indicators and associated goals:

- the frequency of work accidents;
- greenhouse-gas emissions;
- positive-impact offerings.

The total profit-sharing amount will increase if these CSR objectives are reached or exceeded. Otherwise, the amount will remain unchanged.



The 16 ambassadors for the employer brand.

(1) <https://www.invivo-group.com/sites/default/files/documents/2023-12/CP-Accord-Interessement-2023/2024-DEF2.pdf>

5.2.4 Organising high-quality social dialogue

Social dialogue is organised within representative bodies, which serve as special forums for consultation between management and personnel representatives:

- the works councils (known as “CSE” in French), negotiating bodies in which the 495 elected representatives take part, at the head office or in the business lines;
- the Group committees, which meet twice a year to present the Group’s strategy;
- and an annual “Social Forum” bringing together all elected representatives to discuss one or more current issues.

Five employee representatives also sit on the InVivo Union Board of Directors.

In addition, the Group’s 1,500 managers play a key role in raising awareness among their teams of the Group’s strategic orientations. They meet once or twice a month for TIM (Team InVivo managers) sessions, led by the Managing Director for Human Resources, to discuss current issues and provide a variety of insights, including into CSR matters. Each session is attended by an average of 300 managers, who can interact during the video conference. Sessions are recorded for those who were unable to attend.

Outside of France, social dialogue is conducted in much the same way, adapting to local rules.

5.2.5 Ensuring the health and safety of all

5.2.5.1 Background and challenges

Anchored in InVivo’s missions, the **All Safe Together** health and safety policy aims to guarantee a safe and healthy work environment for all our employees. It offers specific

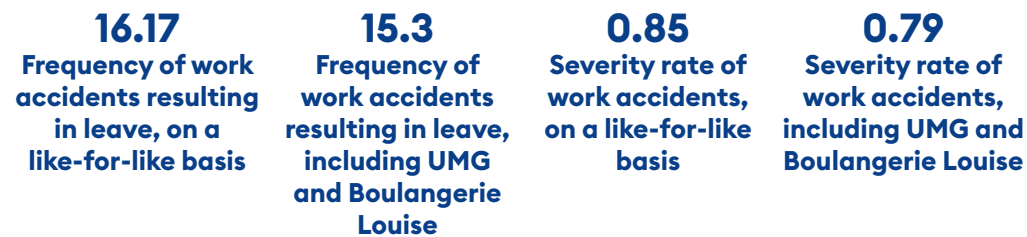
solutions tailored to the diversity of our business lines, whether in industry, commerce, or the service sector, based on a common foundation.

5.2.5.2 Policy and commitments

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 reduce by half our frequency of work accidents resulting in leave by 2030, compared to the rate in 2020.**

This commitment is accompanied by the drafting and distribution of the **Health and Safety Policy**⁽¹⁾, signed by all Group entities by the end of 2023, which sets out the nine golden rules for all of the Group’s business lines.

5.2.5.3 Performance



5.2.5.4 Action plans

Action #1 - A major Group-wide awareness-raising campaign

Health and Safety Week, in June 2024, kicked off with a webinar presented by company executives for all French-speaking employees. It was an opportunity to widely roll out the nine golden rules. Teams were able to take part in a range of events held at the Group’s industrial sites, as well as at its offices and retail locations. The Health and Safety Policy and golden rules will continue to be the subject of sustained communications and preventive actions on the company’s sites over the next few financial years in order to reinforce the buy-in for and application of these basic principles by all employees and all other parties working on InVivo Group’s sites.



Action #2 - Deployment of prevention initiatives

The *All Safe Together* policy specifies the six Group-wide prevention actions to be deployed to all business lines: risk assessment, management of all events, safety visits, rituals and on-the-ground communication, audits, and monitoring of action plans. Guided by a common trajectory, each business line made progress during the financial year on the implementation of their action plans to advance the Group’s health and safety culture.

- **Cordier, Soufflet Agriculture, Ingrédients, and Bioline** have increased the involvement of managers in constructive safety visits and in analysing the causes of work accidents and near-accidents;
- **Soufflet Agriculture and Moulins Soufflet** have hired safety managers and are ensuring that protocols and measures are put in place to guarantee a safe and secure work environment;
- **Bioline** has introduced a system for reporting work accidents to management and has established monthly safety committee meetings for the Executive Committee;
- **Moulins Soufflet** has scheduled more than 1,295 hours of training over the course of 2024. Each site is sponsored by a member of the Management Committee;
- **Ingrédients** is rolling out a Quality of Life at Work and Psychosocial Risks roadmap;
- **Négoce** has established a monthly safety meeting for the Management Committee, in which members manage all aspects of safety. Rigorous monitoring of external contractors was implemented to supervise work carried out this year on the port silos;
- **Neuhauser** received support from a specialist firm to accelerate the spread of a safety culture;
- **Malteries Soufflet** reinforced its occupational health and safety strategy by creating a safety roadmap to be completed by 2030. Its deployment has produced positive results, including a 25% reduction in the frequency of work accidents compared with the previous year. The company has strengthened its operational safety presence at its sites, for example, by hiring Health and Safety Engineers in France;
- **Soufflet Vigne** has continued its preventive initiatives, in particular with a road safety awareness campaign, the updating of risk assessments for shops, and the reporting of risk situations.

Actions have also focussed on equipment and processes identified as being more prone to accidents. Indeed:

- **Malteries Soufflet** has invested in new bagging lines, reducing the need to carry loads thanks to automation. The company has also introduced safety briefings for managers of industrial sites and improved the on-boarding and training of employees, especially for new employees;
- **TERACT** has introduced the 5S approach to improve the day-to-day organisation of warehouses, a frequent source of accidents;
- **Soufflet Agriculture** has worked on site traffic plans, the posting of safety instructions, and the wearing of high-visibility waistcoats. It has improved its accident analyses to better understand the root causes and circumstances of each significant incident, hazardous situation, or near-accident.

(1) https://www.linkedin.com/posts/groupe-invivo_allsafetogether-activity-7134912794436481025-sgE6/?originalSubdomain=fr

5.2.6 Supporting employees in their professional development

5.2.6.1 Background and challenges

Supporting career development and skills enhancement is a key factor in employee engagement and loyalty. Employees also need to upgrade their skills in order to adapt to the specific needs and resources of their business lines or sites. Skill upgrades help us meet and anticipate

the expectations of our stakeholders, including farmers, consumers, and industrial customers. This approach ensures that the Group remains at the forefront of market developments and responding to the needs of its partners.

5.2.6.2 Policy and commitments

Training and skill-development policies are coordinated at the subsidiary level. This approach allows the company to tailor training and career management offerings as closely as possible to the needs of the business lines and employees.

The range of training courses on offer includes:

- a core set of compulsory training courses on subjects such as ethics and safety, which were priorities for the Group during the financial year;
- strengthening cross-cutting skills, such as management, digital skills, and sales;

- the acquisition of specific technical skills, especially when these skills are rare in formal education and essential for the continuity of the business, such as those needed in the malting and baking professions at TERACTION, or in agronomic research for the agricultural technicians at Episens.

These offerings uphold the principle of equal access to training. This includes compliance with lead times for invitations to attend, making sure part-time workers get opportunities, choosing training locations close to where workers live, and deploying e-learning systems.

5.2.6.3 Performance

71%
of employees
received training in
calendar year 2023
(86% in 2022)

21 hours
of training per
employee trained
(14 hrs in 2022-2023)

5.2.6.4 Action plans

Action #1 - Training platforms adapted to current habits

InVivo is committed to providing regular and flexible learning opportunities. For example, the training catalogues for the various business lines are organised to make it easier for employees to access both in-person training sessions and e-learning or hybrid courses. At the Group level, the partnership with OpenClassrooms has allowed InVivo to roll out e-learning and develop a culture of learning.

In the business lines, TERACTION's Nature & Talents Campus, which is open to all employees of both corporate and franchised stores, is continuing to expand the range of training courses on offer, including a CSR component that is attracting growing interest.

As part of its 2024 training plan, Malteries Soufflet France is having all of its managers take part in the "Fresque du Climat" (literally "climate mural") workshop to raise awareness of the challenges of tomorrow and give meaning to the company's climate strategy. The Management Committee completed the workshop in 2023.

Action #2 - Training courses resulting in certification

The Group is expanding its range of certification courses for its employees, with two objectives in mind:

- make up for a deficit in skills essential for the Group's businesses;
- offer its employees career opportunities by demonstrating their mastery of specific skills.

With this in mind, TERACTION welcomed the first cohort of students to its Apprentice Training Centre (CFA, from the French) in September 2023. The CFA is also open to TERACTION's Gamm vert, Jardiland, and Boulangerie Louise franchise partners. Three training programmes were launched as a priority: a secondary-school level vocational certificate (CAP in French) for bread bakers, along with trainings for sales advisors and retail managers, resulting in either a CAP or post-secondary certificate.

For the 2023-2024 campaign, Moulins Soufflet launched two "professional qualification certificate" (CQP, from the French) programmes in partnership with ALQUAL for "facilities operators" and "grain transformation for flour and semolina", specifically for mill operators.

The certification programme will be repeated for three new operators and company mentors, starting in September 2024.

Soufflet Agriculture is also offering two eight-month certification courses, including 150 hours of theory, to speed up the skill development of new recruits with support from experienced employees, on the subjects of "silo management" and "agricultural trade".

In Australia, Barret Burston Malt offers its employees a training for "General Malting Certification" awarded by the Institute of Brewing & Distilling (IBD). Two employees were trained in 2024.

Action #3 - Special programmes to train "positive-impact managers"

As an example of this action, in early September 2023, Episens's 250 managers began their 10-day "positive-impact manager" certification course. It included sessions dedicated to understanding the stakes of the transition for sustainable food and agriculture, the role of managers in strategy, the attitudes of managers, and agile management.

At TERACTION, all 700 managers have undergone extensive training over two years, covering the four key themes of the "Managers by Nature" programme: taking responsibility, bringing people together, coaching, and agile management. Since 2023, all new managers have taken the introductory "Managers by Nature" training and are implementing the managerial rituals introduced in all shops.

Action #5 - Training through mentorship at Neuhauser

Neuhauser has established an onboarding programme in the form of individual mentorship to help new employees develop their skills. This scheme is also used for student apprentices and for in-house training. The programme has been proven effective as it encourages the acquisition of multiple skills by formalising the expectations of each job. Since it was instituted in 2020, 648 participants have been onboarded to their new roles with the support of 398 mentors, who received prior training on their roles in onboarding.

5.2.7 Promoting quality of life at work for our employees

5.2.7.1 Background and challenges

Quality of life at work and working conditions are major factors in the engagement, productivity, and motivation of employees. An approach fostering a positive, sustainable,

and people-centric corporate culture benefits both employees and the company itself.

5.2.7.2 Policies and commitments

The Group's approach is to create working environments in which individuals can thrive, where the meaning of work and teamwork is reinforced, and which respect the balance between work and personal life. The company implements these initiatives through agreements negotiated with employee representatives at the InVivo Group or business-line level, cross-functional projects (such as the employer brand), and internal surveys carried out to ensure that initiatives are in line with employee expectations.

Within the corporate scope, a dozen collective bargaining agreements or amendments were discussed and, in some cases, signed during the financial year. For example, the entire Soufflet scope was integrated into InVivo Group's supplementary insurance agreement. In 2025, the Group will have the opportunity to negotiate two key collective bargaining agreements relating to its material issues of safety and inclusion: one on the prevention of psychosocial risks, the other on disability issues.

A Group-level housing commission was created in June 2023, while a solidarity fund set up under the Group supplementary insurance agreement was created in January 2023.

During the financial year, all employees in France were given access to legal advice, counselling, and social support.

5.2.7.3 Performance

82%
of employees eligible for teleworking
did so in 2023-2024

Action #1 - Initiatives for quality of life at work, implemented daily

The New Ways of Working (NOT, from the French) agreement, signed in 2020, laid the foundations for a more flexible, resilient, and efficient organisation of work. The agreement introduced the possibility of working remotely 50% to 60% of the time for employees whose position allows for it and who wish to do so. In 2024, the NOT agreement was deployed to the entities of the historic Soufflet scope in the form of unilateral decisions or collective bargaining agreements. As a result, in 2024, 82% of eligible employees within the Group chose to work remotely part of the time.

In order to adapt the Quality of Life at Work programme to match employees' expectations as closely as possible, **Malteries Soufflet** carries out a large-scale engagement survey each year, both in France and internationally. A large number of employees were able to express their views through an open feedback meeting and a digital survey on the subjects of safety, wellness, the work environment, communication, and employer-employee relations. The lessons learned from the survey will guide local teams in developing action plans that effectively respond to expectations. In Brazil, for example, employees can take advantage of a monthly programme of initiatives focused on health and wellness.

In the same vein, Bairds Malt (Scotland) offers employees training on mental health first aid, as well as a subscription to the Wellbeing Hub platform (MetLife).

Barret Burston Malt (Australia) has introduced the "R U OK morning teas" initiative. The R U OK morning teas were organised to ask the simple but important question, "are you OK?" They also encourage conversation to ensure that people feel supported and connected. Training on harassment and discrimination in the workplace has been provided to all employees at Australian sites.

A "Voice of the Employee" survey and feedback sessions were organised at all sites in Scotland, Australia, and North America.

TERACT's corporate culture emphasises quality of life at work, in a line of business where more employees work long hours or have to work on weekends. In the Jardiland network, for example, 100% of shops now apply the "weekend off" principle, according to which each employee can take at least one weekend off per month. Emphasis is also placed on manager training with the "Managers by Nature" programme, which has been completed by all 700 of the Group's managers and given to all new managers since 2023. They can also share their practices within the Managers by Nature Community, launched in 2024.

Aiming to promote a good quality of life at work, **Cordier** organises a quarterly staff day to showcase the site's various departments and trades. Cordier also organises a family day every year, an event that's all about sharing and fun activities.

InVivo Digital Factory also organises monthly "Carpe Days", where employees can meet up to socialise with one another, as well as brainstorming sessions and discussions on current projects.

The health-risk prevention partnership with **FIZYOU**, which has been active since 2021, is maturing. Employees can take advantage of a range of services designed to improve their physical health, including awareness-raising workshops, either in person or online, as well as guides, comprehensive personalised fitness programmes, and webinars.

In Nogent-sur-Seine, a partnership with the crèche Rigolo aims, on the one hand, to help employees in Nogent find childcare and, on the other hand, to attract families to the small town in the Aube department by facilitating access to important services.

Finally, as many of the Group's employees in Africa are young parents, the business lines are committed to supporting them to overcome local difficulties in accessing education. **Malteries Soufflet Ethiopia** covers the school fees of employees' children from nursery school to secondary school, while also offering additional support for housing and other benefits, as per the collective bargaining agreement. **Bioline Agrosociences Africa**, the Kenyan subsidiary of Bioline Agrosociences, offers scholarships from primary to secondary school.

5.2.8 Encouraging and promoting diversity, equity, and inclusion

5.2.8.1 Background and challenges

Diversity, equity, and inclusion are material issues for the Group. In particular, with regard to recruitment and career development, all forms of discrimination are strictly prohibited.

At the same time, the Group's international scope means that the concept of inclusion must be adapted and basic rights must be respected in accordance with each country's regulations.

5.2.8.2 Policy and commitments

The Group is committed to promoting gender equality at work, inclusion, and diversity in all its forms. The goal is to create an inclusive, non-discriminatory culture. The Group's

culture gives all our employees access to training and a satisfying career path based on skills above all else.

5.2.8.3 Performance

43%
Percentage of
women in the
workforce

42%
Percentage
of women
among
management-
level staff

22%
Percentage
of women
among
company
leaders

3%
Percentage
of employees
with
disabilities

Action plans

Action #1 - Promote gender equality in the workplace

Signed in 2015 and updated in 2022 for France, the agreement to promote gender equality in the workplace is based on four key provisions:

- Professional and pay equality

Each business line monitors indicators to ensure that pay is equitable, enabling the issue to be managed in a way that reflects local realities. In particular, local teams develop policies for the pay of employees while on family leave and the conditions for them to return to work after leave.

- Creating a work-life balance

In particular, the Group promotes the sharing of family responsibilities, with the introduction of longer paid maternity leave, the donation of days off when an employee has a loved one experiencing a health emergency, greater access to remote work, and the establishment of basic rules for managing meetings (start times, length, etc.).

- Conditions of job access

The emphasis is on making hiring managers aware of the unconscious biases they might have, with the aim of preventing discrimination. This helps improve recruitment methods, the way job postings are written, and more.

- Training and career development

Managers are trained on the issues of professional equality and non-discrimination.

In addition, the campaign to raise awareness of the new code of conduct reminded employees of the existence of a whistleblowing system that allows them to report any inappropriate behaviour. The contact information for the whistleblowing system is accessible to all internal and external stakeholders.

Finally, in the US and Canada, for every bag of Pink Boots Malt purchased, a donation is made to the Pink Boots Society Scholarship Fund to support their mission to help, inspire, and encourage women and non-binary people in the brewing and distilling industry.

Action #2 - Promote the inclusion in work of people with disabilities

The Group is committed to promoting the inclusion and continued employment of people with disabilities. In particular, InVivo helps disabled employees with administrative procedures when they wish to have their disabilities officially recognised. Working conditions are adapted when necessary to the requirements of the job and the individual.

As an example of these actions, in 2024, **TERACT** formalised a comprehensive disability policy, which it will gradually roll out. It has established a Diversity Steering Committee and appointed a disability point person. TERACT takes part in “DuoDays” as part of the European Week for the Employment of People with Disabilities. For DuoDays, 63 TERACT employees welcomed people with disabilities to work with them for a day.

Through its partnerships, **Soufflet Agriculture** pursues an active policy to promote communication about disability, as well as the acceptance, recognition, and consideration of disability at work, in order to help ensure that people with disabilities remain employed.

In Brazil, **Bioline** is implementing its “diversity and inclusion” plan in partnership with the local association NURAP, for the benefit of young people from the most disadvantaged areas of São Paulo. The goal is to continuously hire three to five new employees, interns, or apprentices at a time through this programme.

Action #3 - Employ young people still in school and through student apprenticeships

It is part of the Group’s culture to help young people still in school get work experience. To achieve this, the Group and its subsidiaries maintain close relations with schools and universities, particularly those with a mission to train people in agriculture and agronomy. At 1 January 2024, the Group had at least 438 young people on work-study contracts (for apprenticeships or professional training).

For example, **Moulins Soufflet** has long encouraged apprentices to join its teams. In the milling business lines, 5% of employees, i.e. 25 apprentices, have been able to take advantage of student apprentice contracts, allowing them to combine classroom learning with hands-on apprenticeship experience. At **Soufflet Agriculture**, interns and apprentices accounted for more than 80 young employees over the financial year, 20% of whom were hired at the end of their student contract.

In Scotland, Bairds Malt offers an 18-month trainee programme in production. Trainees are given responsibilities from day one and gain insight into many aspects of the business, spending around six months at different sites while learning the art of making high-quality malt. Each year, Bairds Malt takes on two new trainees.

5.3 Promoting a positive impact in our supply chains and our ecosystem, for farmers and for consumers

5.3.1 Innovating to develop positive-impact offerings

5.3.1.1 Background and challenges

As early as 2018, InVivo Group began looking into possibilities for pairing financial performance with environmental and social issues. The Group thus established the positive-impact offering (PIO) concept as a major opportunity for growth. The PIO initiative took off in 2020 and is now one of the pillars of the Group’s CSR policy.

The definition of a PIO is based on the following principles:

In line with the Group’s statement of purpose, the goal of positive-impact offerings is to co-construct 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 positive-impact offering (PIO) concept is based on a set of criteria adaptable to all of the Group’s business lines:

1. A positive-impact offering is a product or service that accounts for its environmental, social, and economic impacts throughout its value chain, from design to use by the end customer;

2. A PIO must contribute to **at least one of the following four environmental issues**, without having a negative impact on the other three:
 - contribute to carbon neutrality,
 - promote biodiversity,
 - regenerate soil,
 - optimise inputs.

- contribute to carbon neutrality,
- promote biodiversity,
- regenerate soil,
- optimise inputs.

3. A PIO must contribute to **a socio-economic issue**: diversifying or increasing farmers’ income and/or benefiting consumers. On this last point, the criteria are specific to each business line (nutrition, health, responsible sourcing, etc.).

The robustness of the methods of PIO development has been approved by KPMG and work is underway, in conjunction with the Group Internal Audit Department, to develop an independent audit procedure to ensure that each Group entity follows the methodology.

This programme is governed at the Group level and is then adapted to the various business lines to account for their specific characteristics. The PIO programme is built on the principles of continuous improvement.

5.3.1.2 Policies and commitments

The Group’s business lines contribute to their collective goal to be achieved by 2030:

- **50% of revenue** from positive-impact offerings;
- **100% of innovations** will be positive-impact offerings.

5.3.1.3 Performance

25%
of total Group
revenue generated
from positive-impact
offerings

39%
of revenue generated
from positive-impact
offerings within the
relevant scope⁽¹⁾

A range of measures to promote basic and field research

These measures enhance the Group's own initiatives to test and deploy the positive-impact solutions and technologies of tomorrow. They reinforce the Group's ability to anticipate and innovate, which are fundamental values and principles embedded in the company's DNA.

CRIS, the Group's biotechnology research centre

Founded in 2008 in Nogent-sur-Seine, CRIS (acronym from the French for "Centre for Scientific Research and Innovation") brings together a panel of biotechnology experts. They carry out R&D projects that respond to InVivo Group's CSR goals, focussing mainly on the repurposing of co-products. The teams at CRIS have state-of-the-art equipment, including for very high throughput screening of micro-organisms, biotechnological processes for fermentation on solid substrates, and enzymatic eco-extraction. Over the last 15 years, the centre has also developed expertise in analytics (enzymes, metabolites, active ingredients) and characterisation (molecular biology, expert sensory panel).

In recent years, the Group's business lines have funded R&D projects relating to:

- a plant extract developed from malting co-products. The CRIS teams demonstrated that the extract stimulates root growth, boosts plant resistance to stress, improves nutrient uptake, and promotes the overall health of crops. An application for approval has been filed;
- the replacement of food ingredients (dyes, flavourings, etc.) with substitutes that are more natural, local, and produced with more eco-friendly processes;
- the evaluation of biosolutions for agriculture, improving soil health and reducing dependence on chemical inputs;

- the replacement of conventional active ingredients in cosmetics with extracts of co-products from responsible, traceable sources.

The Innovation Division, a resource for business lines, employees, and customers

The Innovation Division's cross-functional team works on innovative projects of all sizes aimed at improving the operational excellence of the Group's teams or offering new dedicated, sustainable services that bring real value to professionals in the agricultural sector (artificial intelligence, blockchain, exoskeletons, etc.). Its mission is to identify and test opportunities to contribute to the transformation of the Group and all its business lines.

The innovation team works closely with the Digital Factory to scale up solutions that require the creation of dedicated teams. For example, the Digital Factory is behind the Aladin.farm platform, which it developed with and for the Group's partner cooperatives. The MAITE⁽²⁾ project (an artificial intelligence platform for malting plants), initiated by the Innovation Division and Malteries Soufflet, now has a dedicated structure within the Digital Factory to ensure its development and deployment to all of the Group's malting plants.

Over the course of the financial year, innovation teams (under two project managers) helped employees learn to use new technologies, including:

- artificial intelligence (with the creation of a secure in-house tool) to optimise production procedures at Malteries Soufflet;
- generative artificial intelligence for data enrichment for e-commerce at TERACTION;
- the use of smart goggles for maintenance operations on industrial sites. The goggles help improve safety and make key skills more accessible;
- blockchain, which has reached a milestone in the responsible supply chain for 1664 beer, with over 200,000 visits to the application dedicated to traceability.

InVivo Quest, InVivo Group's open innovation and intrapreneurship programme

InVivo Quest⁽¹⁾ was created in 2017 as an annual challenge open to start-ups in the food industry, with the aim of identifying those that can accelerate the industry's sustainable transition.

InVivo Quest is now a global sourcing tool for solutions and technologies. The way it works is that several start-ups are selected to work through a series of challenges in sessions with business-line experts. The five workshops organised in 2023 involved around 50 companies from many different countries.

After taking part in the InVivo Quest, some start-ups are selected to have their solutions tested depending on their usefulness, especially for taking on the challenges of adapting to climate change, reducing water and energy consumption, improving logistics and storage in the agricultural sector, and improving local sourcing for retail businesses.

The Fermes LEADER network

Created in 2017, Fermes LEADER⁽²⁾ aims to support cooperatives and their member farmers in the adoption and deployment of AgTech innovations and solutions.

The network comprises 30 cooperatives and their member farmers. It is designed to facilitate exchanges between players in agriculture and AgTech companies, with the needs of farmers at its heart. Volunteer farmers can test innovations on their farms. The network focusses its efforts on:

- identifying the needs of users (farmers, agricultural distributors);
- sourcing and assessing the best innovations (whether from start-ups or large corporations);
- supporting the deployment of new technologies to develop innovative practices;

- supporting use in the field and gathering feedback (both qualitative and quantitative) from users.

Two agricultural innovation programmes

OPENFIELD, the open-air testing platform for the 3rd way for agriculture

Spanning some 13 hectares in Milly-La-Forêt, in the Île-de-France region, this open-air trade show brings together participants from the world of agriculture every two years. Openfield features agronomic trials on 15 crops, monitored with 18 air, water, and soil indicators.

In addition, 1,143 data points are collected each month and published for free access on the platform's website⁽³⁾.

Four key themes are explored:

- low-carbon agriculture;
- reducing the use of synthetic inputs;
- soil-conservation agriculture;
- making conventional agriculture sustainable.

For its second edition, in June 2023, Openfield attracted 651 visitors.

Soufflet Agriculture's ACI service, to spread innovations among farmers

The ACI (Agronomy Consulting Innovation) service aims to spread innovations in agriculture.

The team experiments with and tests the latest technologies and decision-making tools, then offers them to farmers.

Each year, ACI conducts experiments on 23,000 micro-plots and offers a wide range of services: farm diagnostics, soil analyses, research into innovative opportunities, etc. These services facilitate the adoption of agronomic practices such as soil-conservation agriculture, the use of biocontrols, the use of the Farmi application and connected sensors, and more.

(1) For some business lines, the concept of a positive-impact offering is not applicable or is restricted to own-brand products (Cordier, TERACTION). Excludes UMG.

(2) <https://www.malteries-soufflet.com/en/expertises/rd-innovation/maite-lintelligence-artificielle-au-service-du-malt>

(1) <https://www.invivoglobalquest.com/>

(2) <https://reseau.fermesleader.com/>

(3) <https://www.openfield-3va.com/>

5.3.1.4 Action plans

Action #1 - Provide access to food products with improved nutritional profiles or overall impacts

Consumers are increasingly paying attention to what they eat and are ready to adopt new eating habits if they see the benefits. Many of the Group's subsidiaries have developed innovations in this area:

- **Neuhauser** and **Ingredients** are very committed to the “clean label” approach. “Clean label” is a voluntary approach adopted by food manufacturers. It aims, for example, to offer food products that are free from artificial additives, pesticides, pollutants, and nanoparticles, to ensure that products are healthier and more eco-friendly. Using the clean label approach, Neuhauser is continuing to review its recipes, substituting emulsifiers, reducing salt and sugar content, and using Rainforest Alliance-certified chocolate or RSPO⁽¹⁾ palm oil. Importantly, the company decided several years ago to use only Sowing Good Sense flours, produced from more sustainable agricultural supply chains. The SGS flours all follow specifications that lay out the requirements for agro-ecological best practices, with compliance being monitored via third-party audits.

In particular, Neuhauser was able to demonstrate that bread could contain less salt without hurting sales. As a result of this successful experiment, regulations themselves changed in autumn 2023. Neuhauser has demonstrated that a voluntary approach, supported by key players, makes it possible to massively expand positive-impact offerings across an entire industry;

- in the same vein, **AIT Ingredients** has developed a “switch easy” range that makes it easy to remove additives from the Group's products or those of its customers. It has also developed clean-label, preservative-free bread-making solutions. **Moulins Soufflet** is also making available its MELIOR range of ready-to-use mixes, 90% of which are now clean-label products;
- **Cordier** has also expanded its offering of low-alcohol wines—an area of expertise the company has been developing for 30 years—with the Low matter What range. With an alcohol content of 6%, these wines are also lower in calories (40 kcal per 100 ml, compared with 79 kcal for wine with 13% alcohol) and respond to the needs of consumers who want to drink more responsibly;

- the work of farmers involved in the Sowing Good Sense approach, as well as that of **Moulins Soufflet**, is highlighted through the partnership initiated between **Episens** and Jean-François Fayolle, a bread baker whose expertise has been recognised with the “Meilleur Ouvrier de France” distinction. This partnership aims to update bread offerings and inspire a “responsible bakery” model by supporting independent bakers and organising special events throughout the year. During the 2022-2023 financial year, two training sessions were offered. With the participation of more than 20 partner bakers, these trainings promoted the “Baguépi Responsible Flour” range of flours from the Sowing Good Sense responsible wheat supply chain, using traditional bread-making and fermentation techniques based on “home-made” sourdough and poolish;
- **Ingrédients'** Colombelles site, which specialises in the production of enzymes and sourdoughs, has undertaken a project to obtain CRC⁽²⁾ certification for its wheat and rye sourdough production. The company plans to submit its application in September 2024. Since 1999, the CRC[®] certification has been part of the French Ministry of Agriculture's “Product Compliance Certification” programme, a mark of quality issued by the Agriculture Ministry and verified by Bureau Veritas Certification. Through this certification, the French government recognises that the requirements defined in the CRC[®] standards provide added value compared with common practices.

Action #2 - Provide access to eco-responsible products

The Group is working across the entire value chain to encourage the emergence of products that have less impact on the environment while meeting consumer expectations. For example:

- the legal framework for environmental labelling of products is still in development. Nevertheless, the **Moulins Soufflet**, **Neuhauser**, and **TERACT** business lines have carried out several tests on environmental labelling proposals such as the Planet Score. Confident of the value provided by its supply chain approaches, the Group will be proactive in providing consumers with transparent information;
- **Bioline** has designed One Score⁽³⁾, a labelling system for agricultural inputs as an indicator of a product's environmental and social value. One Score assesses the impact on food, the environment, and the work of farmers. It is aimed at agricultural and food-industry stakeholders: suppliers of agricultural inputs and services, farmers, cooperatives, and food-industry manufacturers;

- **Malteries Soufflet** is continuing to manage an exclusive supply chain for the 1664 beer brand, using low-carbon barley. In order to guarantee compliance with the brand's demanding specifications, all cultivation practices, as well as malting and brewing operations are tracked using the Transparency⁽¹⁾ blockchain technology, which enables consumers to find out the origin of the barley and malt in their beer by scanning a QR code. For the 2023 harvest, the Traced Responsible Barley supply chain, co-developed for 1664, brought together 120 farmers (versus 45 in 2022, with the aim of reaching 250 farmers by 2026), for a total of 20,000 tonnes of barley collected. Since the beginning of the year, 50% of the malt used to brew 1664 Blonde beer has been sustainable malt from the Traced Responsible Barley supply chain;
- **Malteries Soufflet** sources SAI-certified barley from the Czech Republic, Romania, Serbia, and Bulgaria for its local malt production. As such, the company signed a supply contract for SAI barley to last from 2024 to 2026;
- in Australia, **Cryer Malt** (the craft division of Barret Burston Malt) has entered into an exclusive partnership with Voyager Craft Malt to produce “Dexter Malt” from 100% Australian certified sustainable barley;

- **TERACT** has begun to identify and characterise its positive-impact offerings for the Boulangerie Louise network, which it will then be able to deploy in line with the Group's criteria. The criteria include nutritional performance, recipe quality, product sourcing, and the impact of packaging (recyclability, use of recycled materials, etc.);
- the use of lightweight bottles is one of the main actions being pursued by **Cordier and Soufflet Vigne**;
- **Bioline** supports farmers in the production of sustainable crops, enabling the eco-design of finished products, in particular through decision-support tools such as BeApi, which helps reduce the use of nitrogen fertiliser to fit the needs of the soil and plants. The Carbon Tester and Carbon Extract tools also enable farmers to measure their carbon impact from the field to the first stage of agricultural processing.

5.3.2 Ensuring the health and safety of consumers

Ensuring product quality and food safety is absolutely essential for all of the Group's business lines. InVivo aims to establish a strong and effective food-safety culture, integrated into all aspects of its business. This culture is based on risk prevention and assessment, the individual responsibility of each employee, and continuous improvement.

It relies in particular on the deployment of several actions:

- **IFS**, **BRC**, and **FSSC 22000 certifications**, recognised standards for guaranteeing optimum quality and safety management in the food industry;
- hygiene, cleanliness, and safety audits, carried out by the Group's internal audit department, which determines the ratings and action plans for each site audited;
- Malteries Soufflet has implemented a robust approach based on the fundamentals of the hazard analysis and critical control point (HACCP) system and uses a third-party firm to validate annually the proper application of these principles on industrial sites.

In addition, the Group emphasises the reliability of its commitments and the transparency of the information it provides to its customers and consumers.

To achieve this, it frequently uses blockchain technologies, which ensure the highest level of confidence in the traceability of data.

While the technology was proven effective in the Group's low-carbon barley supply chain, blockchain is also used by:

- **Moulins Soufflet**, which has been selling France's first blockchain-traced flour, “Farine du Terroir”, in Lidl supermarkets since 2021. In addition to guaranteeing full traceability via a blockchain with access for consumers, this wheat flour comes from a sustainable supply chain and is Label Rouge-certified;
- **Cordier**, which uses blockchain technology to highlight the work of the winemakers and oenologists in the Languedoc region who have worked to make its Cuvée Mythique wines a success;
- **Bioline**, which uses blockchain to guarantee that the phytosanitary products made by its subsidiary Phyteurop comply with the regulatory requirements of various countries, thus helping the company's customers combat counterfeiting;
- **SMAG Agreo seeds**, which offers a traceability solution for seed companies;
- For the past three years, **Malteries Soufflet** has been offering its customers the Transparency service to highlight the origin and traceability of its malts, as well as the quality of its agricultural supply chains.

(1) RSPO: Roundtable on Sustainable Palm Oil.

(2) CRC: Culture raisonnée contrôlée.

(3) <https://www.onescore.fr/>

(1) <https://www.coexya.eu/en/our-offer/transparency/>

5.3.3 Developing products and services tailored to the needs of our supply chains

5.3.3.1 Background and challenges

In the years to come, agricultural and food-industry supply chains will be subject to increasing uncertainties, which could jeopardise their sustainability and the competitiveness of French agriculture. Given the Group's

anchoring in a wide range of supply chains, InVivo's ambition is to support them from both an economic and a technical standpoint.

5.3.3.2 Policies and commitments

The Group is committed to developing products and services tailored to the needs of its supply chains and all its stakeholders, in particular the cooperatives belonging to the InVivo Union. To achieve this, the Group engages in open, transparent, and structured dialogue, and establishes a climate of mutual trust with its partners. This approach allows InVivo to take their feedback and suggestions into account as part of a continuous improvement process.

The Group also contributes to the attractiveness of the farming profession. Implementing assistance measures for young farmers and providing support for the digitalisation of the farming profession are among the actions being taken to help a new generation enter the world of farming.

5.3.3.3 Performance

15,562
Number of farmers involved in InVivo's Sowing Good Sense⁽¹⁾ sustainable supply chain initiatives

(1) <https://www.semonsduens.fr/>

Sowing Good Sense, InVivo Group's sustainable supply chain initiative

The Sowing Good Sense initiative gives structure to the Group's strong ambition to encourage changes in farming practices as part of a whole-supply-chain approach (B2B2C). With around 11,000 partner farmers in France and around the world, the initiative meets the social and environmental expectations of industrial customers, distributors, and consumers, as well as the challenges of food sovereignty. Ultimately, the food products resulting from these supply chains (wheat, barley, legumes, protein crops, oilseeds, etc.) must be good and healthy, but also meaningful for farmers and consumers.

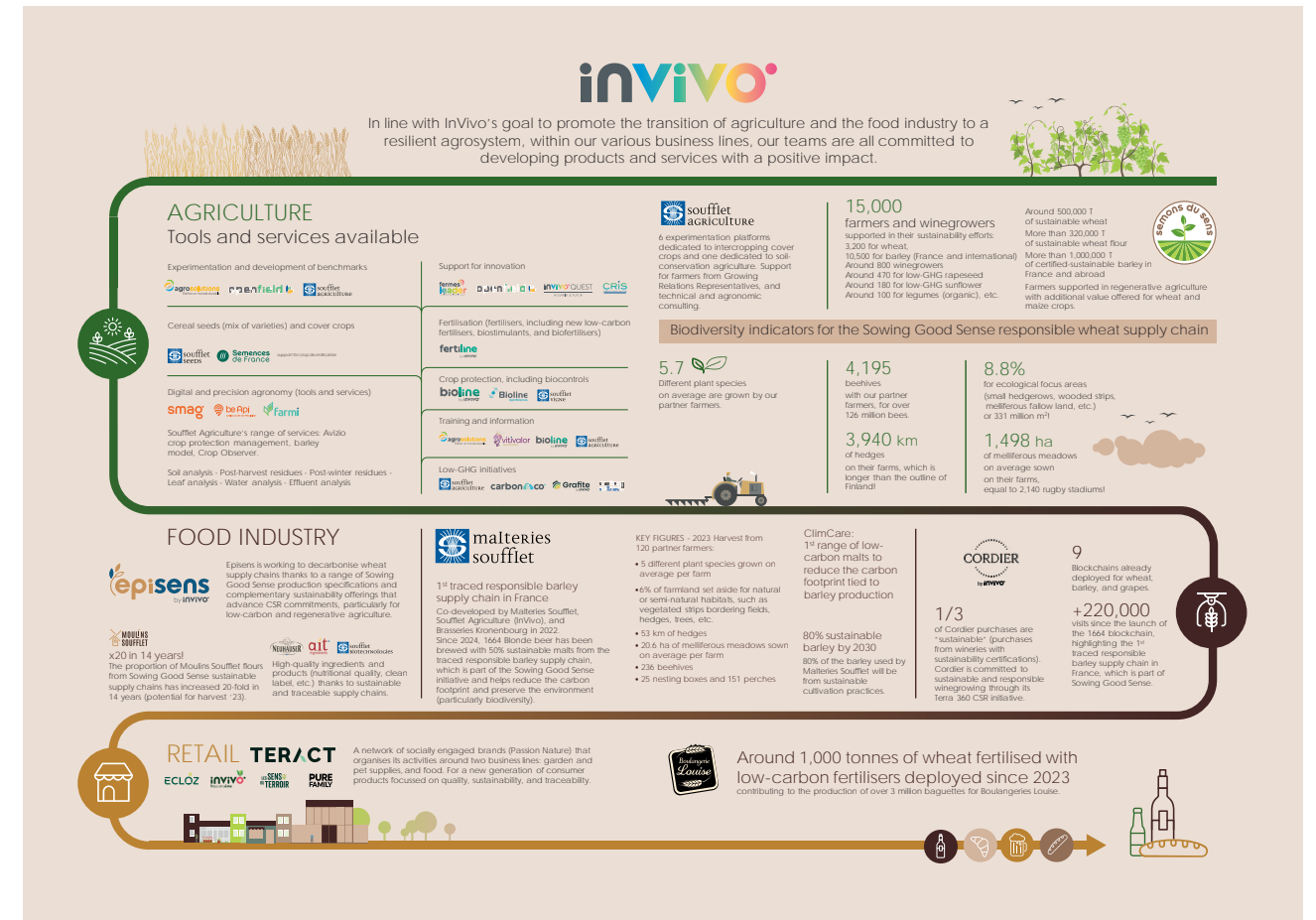
- the possibility of being remunerated, on the one hand, for their raw materials and, on the other hand, for their environmental services.

In this way, they can satisfy the five pillars of the approach:

- **Origin:** guarantee the origin of products and their traceability;
- **Environment:** guarantee that products are produced using methods that aim to reduce their carbon footprint and respect biodiversity, soil life, and water resources;
- **Natural:** guarantee the use of healthy raw materials and ingredients, for products that respect nature;
- **Sharing value:** support changes in cultivation practices and promote the commitments of players in the supply chain;
- **Quality:** contribute to quality products that are good, healthy, and meaningful.

For farmers, the initiative must enable them to make the most of the changes in their farming model, be a source of added value, and take account of the practical realities of implementing a sustainable transition. To this end, InVivo gives them access to:

- sourcing of suitable inputs (biostimulants, biocontrols, innovative low-carbon fertilisation solutions);
- advice from technicians trained on these new solutions to help farmers master the new practices;



5.3.3.4 Action plans

Action #1 - Protect and promote farmers' commitment to adopting more resilient practices

It is well established that agriculture offers certain solutions for improving soil health, capturing carbon, biodiversity, and more. At the same time, farmers are exposed to the risk of impoverishment, given their position upstream in the value chain and the cyclical nature of their business, in spite of their role in feeding the planet.

As such, InVivo defends the share of value they should receive in return for their efforts to protect the environment and the common goods that are the climate, soil, water, and biodiversity. With that in mind, InVivo has included that as a requirement in its Sowing Good Sense initiative. The Group remains committed to helping diversify and improve farmers' incomes, in particular through positive-impact offerings.

For example, the teams at **Grafite**⁽¹⁾, part of Soufflet Négoce by InVivo, have a mission 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 (rapeseed, sunflower, wheat), through the payment of a premium. Farmers producing oilseeds with a smaller carbon footprint receive an additional premium, determined by market conditions, to reward their efforts to reduce carbon emissions. Grafite thus paid farmers a premium on 150,200 tonnes of produce in 2023-2024. Meanwhile, volumes marketed for "sustainable biofuels" totalled 849,000 tonnes.

In 2024, the Group joined the well-respected initiative SAI (Sustainable Agriculture Initiative Platform), which promotes sustainable agriculture on an international scale.

In this context, **Négoce, Soufflet Agriculture, and Malteries Soufflet** are actively participating in the marketing of "sustainable" malting barley. With this, the Group is meeting the needs of its malting and brewing customers around the world.

In Scotland, Bairds Malt and ScotGrain Agriculture have formalised a partnership with whisky producer Chivas Brothers (a subsidiary of Pernod Ricard) to create a pilot programme to help improve farms and sustain farmers' sources of income. The programme, called the Dalmunach Growers Pilot Group and involving eight farmers in the first trial, will run for a period of three to five years, with the aim of reducing GHG emissions and improving soil health and biodiversity by implementing new fertilisation techniques, plant cover, and strips of flowering plants.

Action #2 - Provide technical support to reduce risks

InVivo's teams are committed to working with all players in its supply chains to reduce the risks associated with innovation and adapting to the sustainable transitions underway. Accordingly:

- the **Agriculture Division** provides a range of services to farmers to help reduce their risks. These services help:
 - ensure the success of crops and reduce exposure to synthetic products,
 - facilitate the marketing of produce (in particular through digital platforms for online sales),
 - and optimise the use of inputs, one of the biggest sources of expenses for farms;
- the "**Colz'Avenir**⁽²⁾" offering was created to support the French rapeseed market and provide a new solution for successfully growing rapeseed. This novel support was based on the following principle: Soufflet Agriculture shares with its customers the risk of a downturn in the rapeseed market in case of a poor harvest or problems with germination, until the end of winter. Soufflet Agriculture covers part of the investment; in return, the farmer must comply with production specifications drawn up by Soufflet Agriculture's Agronomy-Consulting-Innovation service. The programme covered 38,000 hectares in 2023-2024. The Colz'Avenir offering is designed to provide farmers with high-quality support and services.

The insurance company Atekka, which emerged from InVivo's intrapreneurship programme, helps farmers manage their risks with a comprehensive range of policies specially designed for agriculture and the food industry;
- Soufflet Vigne, via its subsidiary **VITIVALOR**⁽³⁾, a winegrower consultancy, and **Cordier** are partners in the "Vignerons engagés" (Engaged Winegrowers) initiative, which serves as a CSR certification programme for the wine industry. The certification allows winegrowers to lean on a set of engaged, innovative, and meaningful values. With the resulting label, they can gain recognition in France and internationally for their environmental and social best practices;
- the **Smag Farmer** mobile application, which centralises a farm's agricultural and economic data, makes it easier to put together applications for financing and to gain access to more valuable supply chain approaches. **Smag Trace**⁽⁴⁾ can be used to extract the indicators required to obtain a label or certification (HVE, for example), making it easier to get them.

- It is now interconnected with **aladin.com**, the marketplace for French cooperatives. Accessible 24/7, aladin.com 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 facilitates 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 €280 million;
- **SoilTeq**⁽¹⁾ was created in 2015 by Soufflet Agriculture in the countries where it operates in Eastern Europe, particularly in the Czech Republic. SoilTeq is an agronomy club that brings together farmers to exchange information and best practices for regenerative agriculture and to support them in its implementation. The programme offers personalised technical advice on farms, conferences, and technical events out in the fields on the subjects of sowing and intercropping. Of note, 27 farmers took part in a discovery trip to France this year.

Action #3 - Help young farmers get established

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 receives a fair share of the value generated, **Soufflet Agriculture** has for several years now been offering young farmers getting established in the profession personalised support in terms of finance, 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 2023-2024 financial year, Soufflet Agriculture supported 102 new young farmers.

On the technical side, **Bioline** has developed a portfolio of "Inside CSR" activities, in the form of trade fairs, conferences, workshops, etc., aimed at all cooperatives and farmers.

What's more, with around 50% of France's cereal production being exported, every region of the country is involved in exports to some degree. The trading business line therefore plays a major role in bringing value to rural areas by providing them with outlets for their crops.

Action #4 - Support local supply chains through training

Soufflet West Africa, the InVivo subsidiary created by the **Ingrédients** and **Soufflet Négoce by InVivo** divisions, opened a job training centre in Côte d'Ivoire in January 2023. The training centre is part of a partnership with the country's biggest millers.

L'Académie du Pain (The Bread Academy)⁽²⁾ offers basic and advanced training in baking bread and pastries. Participants who successfully complete the training are awarded a professional qualification certificate. In 2024, 191 apprentices were trained, 26% of them women. The job-placement and employment rate for programme graduates is close to 100%. The training institute meets the needs of bakery owners, particularly customers of our milling partners, who require training for their current and future technicians. These training courses have already led to lasting improvements in the quality and variety of bread and Viennese pastries in many neighbourhoods of Abidjan and other Ivorian cities.

TERACT is present throughout France via its nine retail networks, which include 1,700 garden and pet supply stores and bakeries, providing skilled jobs and career opportunities for thousands of employees, often based in rural areas. Some of TERACT's jobs suffer from image problems and have difficulty attracting candidates. So, in September 2023, TERACT opened an apprentice training centre (CFA, from the French) to prepare students for garden centre and bakery jobs, with training leading to either a secondary or post-secondary vocational certificate.

The first cohort of students included around 60 young people, who will go on to become salespeople, department managers, or bakers thanks to the training courses offered by the CFA and the certificates or diplomas the students will receive after successful completion. After completing a training programme that alternates two days of classroom instruction with three days of hands-on learning, the trainees will then be able to pursue their chosen career paths in our company-owned or franchised shops, if they so wish.

(1) <https://www.invivo-group.com/en/news/grafite-invivo-group-strengthens-its-position-carbon-market>

(2) <https://www.terre-net.fr/colza/article/180512/la-nouvelle-offre-de-soufflet-pour-soutenir-la-production-francaise-de-colza>

(3) <https://www.vitivalor.com/vitrine/about>

(4) <https://smag.tech/smag-trace/>

(1) <https://www.soilteq.eu/en/>

(2) <https://www.invivo-group.com/en/news/invivo-inaugurates-academie-du-pain-bakery-training-centre-abidjan-cote-divoire>

5.3.4 Strengthening our local roots

5.3.4.1 Background and challenges

InVivo's deep roots in rural areas are a fundamental part of the Group's identity. The Group's business lines share this commitment to local communities and the attractiveness of rural areas, in particular the employment of farmers and winegrowers.

Indeed, many of InVivo's business activities are carried out in rural areas, where they are often the main driver of economic development. Examples include Soufflet Agriculture's agricultural silos and TERACTION's garden centres.

The company's business lines also contribute to the social and solidarity economy, not only through their economic activities, but also through their approach of anchoring themselves in communities by supporting the various stakeholders that make up the local social fabric. Their influence extends to local communities and chambers of agriculture, underscoring their central role in various regions.

5.3.4.2 Action plans

Action #1 - Get involved in local initiatives

In order to promote InVivo's local roots, the Group's endowment fund regularly issues calls for projects from employees and then supports the deployment of the initiatives selected.

Some examples:

- **TERACTION** garden centres, supported by the InVivo Foundation, are assisting with a hedgehog counting project from France Nature Environnement. By hosting FNE's local teams⁽¹⁾ and promoting the initiative on social media, TERACTION has helped move the project forward: in 2023, more than 4,600 participants filed over 6,730 reports of hedgehog sightings, 20% more than in 2022;
- **InVivo** led an initiative to open an inter-company crèche near its offices in Nogent-sur-Seine, in France's Aube department, in 2023. The new crèche will boost the attractiveness of the small town in the context of a tight local labour market;

- at **Cordier**, the launch of the "Dune de Tamarix" wine brand was also an opportunity to contribute to the replanting of the Landes forest. This year, for each of the brand's 45,000 bottles sold, 50 euro cents were donated to the association in charge of the tree-planting project;
- **Cordier**⁽²⁾ is also contributing to the development of wine tourism at its Cubzac-Les-Ponts site;
- **Bioline** supports the local initiatives of its employees through its "Inside CSR Employee Engagement" programme throughout France.

5.3.5 Contributing to research through diversified partnerships

For many years, the Group has been contributing to research in agronomy and the promotion of innovation in agricultural and food-industry supply chains. In addition to its integrated research centre, CRIS, InVivo's actions come in a variety of forms, notably partnerships with academic institutions and research institutes. Thanks to these collaborations, the Group plays a key role in innovation and improving practices.

Results of work on multi-capital accounting released in April 2024

Since 2021, InVivo Group has been involved in the research work of the **Multi-capital Performance Chair at Audencia Business School in Nantes**⁽¹⁾. This research focusses on the creation of a multi-capital accounting system using the Limits and Foundations Towards Sustainability (LIFTS) accounting model.

This model allows the Group to analyse in depth how its products and actions contribute to or exceed global limits, while at the same time having a beneficial effect on social aspects. In concrete terms, the tests carried out using the LIFTS model offer a more comprehensive perspective on the impact of positive-impact offerings.

The results, presented at the end of the research project in April 2024, clearly demonstrate that PIOs generate a positive impact in line with the benefits sought.

A new five-year partnership with INRAE

In February 2023⁽²⁾, the Group signed on for another five years in its partnership with INRAE⁽³⁾. The extension continues a shared history of over 10 years of collaboration. INRAE and InVivo wish to strengthen their cooperation in the fields of animal feed, human nutrition, and bio-protection of cereal crops. They work together 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.

More specifically, the research programme focusses on the following themes:

- biocontrol and biostimulation of plants;

- improving the biological functioning of soils and regenerating biodiversity;
- alternative energy sources (methane from anaerobic digestion, solar panels on agricultural land);
- water resources;
- technological acceleration, particularly in precision farming, data collection, and artificial intelligence.

InVivo as a partner of the University of Montpellier's University Innovation Hub (PUI)

The University Innovation Hub (PUI, from the French) is proof that the University of Montpellier is an organisation capable of making its knowledge and technology transfer opportunities more accessible and of streamlining public-private relations and partnerships⁽⁴⁾. Science dealing with agriculture, the environment, biodiversity, biology, and health is at the heart of PUI's programme, with the ambition of continuing to transform the way we work and building new bridges between the sciences and other disciplines.

InVivo as a partner of Ferments du Futur⁽⁵⁾

As a major player in the transformation of cereals into ingredients and baked goods, the aim of this partnership is to speed up the process of bringing to market disruptive products that can maintain the quality of bread products while respecting the environment. To achieve this, Episens and Ferments du Futur⁽⁶⁾ rely on research and innovation, with a focus on ferments to improve the nutritional quality of food.

In this, Episens has three key concerns:

- identify new, unfamiliar food-grade strains with interesting technological properties;
- optimise fermentation processes using raw materials from wheat supply chains, but also develop disruptive fermentation processes to meet the needs of our customers;
- enhance the value of farmers' work by transforming cereal ingredients through fermentation, and offer consumers new recipes that combine nutritional richness with positive sensory experiences.

(1) <https://fne.asso.fr/actualites/fete-du-herisson-du-17-au-25-juin-faites-place-a-la-biodiversite>

(2) <https://www.sudouest.fr/gironde/cubzac-les-ponts-les-caves-du-cafe-de-paris-ont-accueilli-plusieurs-centaines-de-visiteurs-16421664.php?csnt=190e460afle>

(1) https://www.invivo-group.com/sites/default/files/documents/2024-01/2023_I2_11-INVIVO_F-brochureRegeneration-A5-PourValid-12h.pdf

(2) <https://www.inrae.fr/actualites/signature-dun-partenariat-entre-groupe-InVivo-inrae-innovations-appui-aux-transitions-agricole-alimentaire>

(3) Institut National de Recherche pour l'Agriculture, l'Alimentation et l'Environnement (the French National Research Institute for Agriculture, Food, and the Environment).

(4) <https://www.umontpellier.fr/innovation/pole-universitaire-dinnovation>

(5) <https://www.fermentsdufutur.eu/lancement-projet-episens/>

(6) Ferments du Futur is a public-private partnership created to accelerate research and innovation related to ferments, fermented foods, and biopreservation.

The InVivo Foundation as a partner of the Chair for the Transition of Agricultural Territories at Troyes University of Technology⁽¹⁾

The chair's research programme is focussing on the local region in order to better understand the links between the development of sustainable agriculture and the development of the region more broadly, concentrating on three aspects:

- reconnecting agricultural and food systems with regional dynamics;
- developing knowledge and tools to support the sustainability, resilience, and diversification of agricultural and food systems;
- co-constructing and transferring knowledge thanks to relationships of trust between farmers and researchers.

5.4 Upholding our values and ethical principles

5.4.1 Business conduct

Supported at the highest level by the Board of Directors and its Ethics and Governance Committee, compliance with ethics rules is one of the cornerstones of InVivo Group's corporate social responsibility. The Group has established a dedicated organisation whose purpose is to develop rules and policies in line with current regulations, major universal principles, and international reference texts⁽²⁾, and to ensure that those rules and policies are applied.

The Compliance Department establishes, disseminates, and promotes policies dedicated to the prevention of unethical behaviour and situations relating to corruption, international sanctions, conflicts of interest, and anti-competitive practices.

Those policies build on the commitments set out in the Code of Conduct, which was updated in 2024 and has been shared widely. The Code of Conduct includes examples of how it applies in the day-to-day work of teams to ensure that it is easy to understand.

In addition to updating the Code of Conduct, the Group carried out an online campaign to raise awareness

among employees and partners. The viewing rate, which is a key indicator for measuring the effectiveness of the dissemination of management's guidelines on ethics and good conduct, is closely monitored.

At the end of June 2024, the rate stood at 65%.

The Group whistleblowing system was established in 2018, in accordance with the provisions of France's Sapin II Law, and was updated in 2024 to strengthen the protection of whistleblowers. The system allows employees and external stakeholders to report any behaviour that goes against the commitments made by the Group or that violates applicable laws and regulations.

In addition, the Legal Department provides specific training courses for TERACTION employees exposed to ethical risks, to familiarise them with key aspects of business ethics:

- all buyers are offered these training courses;
- the programme includes some recurring courses and others on special topics, such as negotiation rules, the French EGALIM Law, competition rules, the termination of established business relationships, etc.

5.4.2 Continuity of information systems and protection of personal data

Like all companies, InVivo is facing growing cybersecurity threats given the increasing role of information technology within its organisation. To prevent and manage any incidents, the Group has developed a comprehensive system covering all areas of security for information systems and data.

The system is overseen by the Group Information Systems Department, which reports to executive management on a monthly basis. The Information Systems Department also has representatives in each of the Group's business lines. The Group's technologies, physical security measures (badges, entry controls), security rules applicable to individuals (and their awareness thereof), and organisational security system complement each other to ensure business continuity. The whole scheme is subject to a continuous improvement programme.

(1) <https://www.utt.fr/expertises/chaire/chaire-transitions-des-territoires-agricoles>
(2) The United Nations Convention against Corruption and OECD and ILO guidelines in particular.

The Group has also adapted its organisation to comply fully with the European legal framework for the protection of personal data, the GDPR. The system and its monitoring are coordinated and implemented by the Personal Data Protection Officer (DPO), a GDPR point person, and a network of contacts in the business lines. The system includes:

- confidentiality policies and guides distributed throughout the Group;
- a map of the data processed;
- a regularly reinforced awareness-raising programme;
- a verification and audit programme covering all subsidiaries.

5.4.3 Responsible procurement

The Group's responsible procurement approach focusses on the ethical, environmental, social, and economic principles of its suppliers and subcontractors. The Group Procurement Department and the CSR Department developed a responsible procurement policy in 2023, applicable to all business lines according to their specific characteristics. This approach encourages suppliers to share their challenges so that together we can find solutions to improve the positive impact of the goods and services we buy.

In particular, suppliers are encouraged to ensure compliance with these principles by signing the Supplier CSR Policy included in their contracts. The Group monitors the implementation of the policy in its business lines via the rate of suppliers who have signed the policy. The business lines also draw up training plans for their buyers and raise awareness among their suppliers. All teams from Group Purchasing, Moulins Soufflet, Neuhauser, and Ingrédients were trained on the responsible procurement policy in 2022.

At the end of June 2024, 23% of suppliers working for the Ingrédients, Malterie France, Moulins Soufflet France, Neuhauser, and Cordier business lines, in their priority categories and for the Group Purchasing Department, had signed the policy.

The Group also monitors the percentage of revenue covered by CSR assessments in relation to total revenue for a given scope. At the end of the financial year, this figure stood at 34%.

The Group is also gradually introducing ESG assessments for its suppliers. These assessments can be carried out by EcoVadis or using a recognised tool, such as the PME+ label in France, or SEDEX and BSCI for the CSR assessment of sensitive suppliers outside the EU.

Accordingly, 36% of suppliers with sales of over €150,000 to the Group underwent a CSR assessment during the financial year.

At the end of June 2024, 44% of suppliers assessed by EcoVadis had an advanced level of CSR maturity, with a score above 65 out of 100. Less than 7% of the suppliers assessed have only a partial level of maturity.

5.4.4 Animal welfare in garden and pet supply stores

The specific issue of animal welfare concerns TERACTION's garden and pet supply stores in particular. The sale of live animals means that every effort must be made to ensure that the five fundamental freedoms of animals are respected. To achieve this, TERACTION's selection of suppliers is accompanied by a comprehensive audit and verification process, and a preference for regional sourcing to limit transport times, with transport being provided by

approved carriers. TERACTION's stores participate in an animal welfare certification programme run by Jardineries et Animaleries de France⁽¹⁾, based on 32 criteria audited by an independent body. Under the programme, employees obtain Certi'animaux certification. At the end of June 2024, 47% of stores, both company-owned and franchised, selling live animals had received the certification.

(1) <https://www.jardineries-animaleries.org/federation/label-bien-etre-des-animaux>




6. Appendices and methodological notes

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6.1 Contribution to the UN Sustainable Development Goals (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. The Group's policies are analysed in light of their contribution to achieving the SDGs.

SDG		EFPS section
	1.2 By 2030, reduce by at least half the proportion of men, women, and children of all ages living in poverty in all its dimensions, according to national definitions.	5.3
	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.	
	2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious, and sufficient food all year round.	5.3
	2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists, and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets, and opportunities for value addition and non-farm employment.	5.3
	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.	5.1 5.3
	3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination.	5.1.3
	4.b By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States, and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering, and scientific programmes, in developed countries and other developing countries.	5.1.3
	6.3 By 2030, improve water quality by reducing pollution, eliminating dumping, and minimizing release of hazardous chemicals and materials, halving the proportion of untreated waste water and substantially increasing recycling and safe reuse globally.	5.1.2

SDG

EFPS section

	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value added and labour-intensive sectors.	5.3
	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.	5.1 5.3
	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.	5.2.6 5.2.8
	8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	5.2.4 5.2.5
	8.b By 2020, develop and operationalise a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organisation.	5.3.4
	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.	5.1 5.3
	10.2 By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status.	5.2.8
	12.2 By 2030, achieve the sustainable management and efficient use of natural resources.	5.1.3
	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.	5.1.3
	12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water, and soil in order to minimize their adverse impacts on human health and the environment.	5.1.3 5.1.4
	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.	5.1.2
	12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.	5.3.1 5.3.5
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	5.1.1
	13.2 Integrate climate change measures into national policies, strategies, and planning.	5.1.1
	13.3 Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.	5.3

SDG		EFPS section
	15.1 By 2020, ensure the conservation, restoration, and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains, and drylands, in line with obligations under international agreements.	5.1.4
	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.	5.1
	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.	5.3
	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.	5.1.4
	16.5 Substantially reduce corruption and bribery in all their forms.	5.4.1
	16.6 Develop effective, accountable, and transparent institutions at all levels.	1.1
	16.7 Ensure responsive, inclusive, participatory, and representative decision-making at all levels.	1.1 5.2.4
16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.	5.2.4	
	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.	5.3.5

6.2 Methodological note

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 2023 to 30 June 2024 for the 2023-2024 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; note, however, the inclusion of the UMG entities for Malteries Soufflet for the calculation of some key indicators: scope-1 and -2 carbon footprint, water consumption, accident frequency rate, PIOs, and tonnage of sustainable barley produced;
- entities sold during year N are excluded from the reporting scope for year N. Note that in the case of CO₂ emissions, we have maintained Pomme de Pain, sold in June 2023, for the 2022-2023 data shown.

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 2023-2024 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 2023-2024, 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 for certain indicators is provided in the section "6.3. Scope and specific methodological features of the indicators".

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 social and environmental risks associated with the Group's activities.

Due to the nature of its business, InVivo is not directly involved in issues relating to actions aimed at promoting national support for the military and supporting engagement in the military reserves.

4. Consolidation and internal controls

The data are collected from each contributing entity included in the extra-financial reporting scope using the following sources: data extracted 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 experts at the business-line and Group levels. InVivo Group's CSR Department centralises all the information and prepares the final report. Several successive drafts are shared with all the contributors. The final draft is submitted to a member of the Executive Committee and to the Group Communications Department.

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. 96.

6.3 Scope and specific methodological features of the indicators

Summary table of the scopes and specific methodological rules for each indicator:

Indicators	2023-2024 Reporting scope	Methodology specific information
GHG emissions, scopes 1 and 2	<p>For Malteries Soufflet: 100% of scope, including UMG, purchased during the FY</p> <p>For Episens: 100% of scope - Excluding the international subsidiaries of Ingrédients and Moulins Soufflet - the full scope: France, incl. Chambly and Champagné. Brussels.</p> <p>For Bioline: Logistics & Storage Division, Fertiline, Semences de France, LS Production, Aegilops Application, Phyteurop, Bioline Agrosiences France, Bioline Agrosiences UK, Bioline US, Bioline Esp. Iberia, Dudutech, Integrated Pest Management.</p> <p>TERACT: refer to the details of TERACT's EFPS scope</p> <p>For Cordier: 100% of scope in France</p> <p>For S. Agriculture: Soufflet Agriculture France and International, IS Seeds France and International</p> <p>S. Vigne: 100% of scope</p> <p>For Négoce by InVivo: 100% of scope</p>	<p>The emissions factors used to calculate scope-1 and -2 GHG emissions are taken from the ADEME carbon database, the IEA database, and other sources for a number of federal energy mixes in the USA and Canada. They are validated and revised every year by our partner consultancy, ECO-ACT.</p> <p>The Group was able to use extrapolated data. They are shown in the table below.</p>

Indicators	2023-2024 Reporting scope	Methodology specific information
Percentage of waste repurposed	<p>For Malteries Soufflet: 100% of scope (excl. UMG)</p> <p>For Episens: 100% of scope - Excluding international subsidiaries of Ingrédients</p> <p>For Bioline: Logistics & Storage Division, Fertiline, Semences de France, LS Production, Aegilops Application, Phyteurop</p> <p>TERACT: Company-owned stores: Jardiland, Noé, Gamm Vert, Bio&Co, Boulangerie Louise (excl. collectives), Grands Marchés LaMarnière - GVSO and Verrières warehouses</p> <p>For Cordier: 100% of scope in France</p> <p>For Négoce: Socomac, Lapalisse</p> <p>For S. Agriculture: Soufflet Agriculture France and International, IS Seeds France and International</p> <p>For Soufflet Vigne: scope excluded</p>	<p>This indicator corresponds to the proportion of waste produced and collected by a service provider within the applicable scope that has been repurposed for energy or materials.</p> <p>The types of repurposing included to identify repurposed waste are as follows: recycling, reuse, repurposing for energy or organic matter.</p>
Water consumption in absolute terms	<p>For Malteries Soufflet: 100% of scope, including UMG, purchased during the FY</p> <p>For Episens: 100% of scope - Excluding international subsidiaries of Ingrédients</p> <p>For Bioline: DTI Sementes, Logistics & Storage, Fertiline, Semences de France, LS Production, Aegilops, Phyteurop, Agrosiences FR + international</p> <p>TERACT: 100% of company-owned stores and connected Jardiland stores</p> <p>For Cordier: 100% of scope in France</p> <p>For S. Agriculture: Soufflet Agriculture France and International, IS Seeds France and International</p> <p>Excl. S. Vigne</p> <p>For Négoce: 100% of scope</p>	<p>This indicator corresponds to the absolute amount of water consumed (according to the bill and/or meter reading).</p>

Indicators	2023-2024 Reporting scope	Methodology specific information
Percentage of revenue generated from positive-impact offerings	<p>For Malteries Soufflet: 100% of scope (excl. UMG)</p> <p>For Episens: excl. Cérès mill in Belgium, excl. AIT International, excl. Panpor in Portugal for Neuhauser</p> <p>For Bioline, this concerns: Seeds: Semences de France, Aegilops, LS Production Solutions: Agrosolutions Cropcare: Bioline AgroSciences (Bioline France, Iberia, US, UK, Dudutech Kenya), Phyteurop (France site)</p> <p>TERACT: refer to the details of TERACT's EFPS scope - add clickable link</p> <p>For Cordier: 100% of scope in France</p> <p>For S. Agriculture: Soufflet Agriculture France and International (incl. Soufflet Transport and Soufflet Carburant). Excluded: IS Seeds</p> <p>For Soufflet Vigne: 100% of scope</p> <p>For Négoce: 100% of scope</p>	<p>The criteria for InVivo's positive-impact offerings are described in a Group procedure approved by the Executive Committee for application by the various subsidiaries. This procedure describes an approach that has been validated by KPMG and Bureau Veritas. It provides three distinct methods for adapting the PIO concept appropriately to InVivo's different activities. Strict compliance with these methods is monitored via periodic internal audits.</p> <p>Issues-based method:</p> <p>Some scopes may be excluded</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 is specified in the PIO procedure written by the Division).</p> <p>Additionally, scope exclusions are temporary. In the medium to 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, the division must mention it in its PIO procedure and duly justify its position (e.g.: The value of scraps is included in total revenue, but the scraps are undervalued compared with the finished products they were intended to be. 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.</p> <p>Pillar method:</p> <p>Some scopes may be excluded</p> <p>Scope exclusions shall be considered temporary. In the medium to 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, the division must mention it in its PIO procedure and duly justify its position (e.g.: The value of scraps is included in total revenue, but the scraps are undervalued compared with the finished products they were intended to be. 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.</p> <p>Criteria-based method:</p> <p>There are no specified scope exclusions, but the approach applies first and foremost to retailers' private-label products.</p>

Indicators	2023-2024 Reporting scope	Methodology specific information
Percentage of revenue covered by the CSR assessment in relation to the total revenue of the scope	Ingrédients, Malterie France, Moulins Soufflet France, NH, S.Agri France (excl. farmers), Cordier in their priority categories, and DAG	
Percentage of suppliers (> €150K) who have undergone a CSR assessment		
Percentage of suppliers in priority categories who have signed the CSR policy for suppliers		
Tonnes purchased of agricultural raw materials from sustainable production (grains, rapeseed/sunflower/legumes)	Soufflet Agriculture FR, Malteries Soufflet FR and International, Moulins Soufflet FR	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.
Volume of wine purchased from sustainable production	Cordier	Sum of volumes purchased from co-ops belonging to the InVivo Union and from co-ops outside the InVivo Union.
Number of farmers involved in the Sowing Good Sense sustainable supply chain initiative and others through InVivo's action	Soufflet Agriculture FR, Malteries Soufflet FR and International (excl. UMG), Moulins Soufflet FR, Soufflet Vigne	Meaning of "others" in the definition: farmers supported by Soufflet Vigne to obtain certification such as HVE, organic, or Vignerons Engagés.

Indicators	2023-2024 Reporting scope	Methodology specific information
Workplace accident with stoppage frequency rate	For Malteries Soufflet: 100% of scope, including UMG, purchased during the FY	
Severity rate of workplace accidents	For Episens: 100% of scope - Excluding international subsidiaries of Ingrédients For Bioline: France and international For TERACTION: 100%, except Grand Marché La Marnière For Cordier: 100% of scope S. Vigne: 100% of scope For Négoce by InVivo: 100% of the InVivo France and International group scope For S. Agriculture: Soufflet Agriculture France (incl. Soufflet Transport and Soufflet Carburant) and International, incl. Soufflet, IS SEEDS TERACTION: 100% of company-owned stores, excl. Grand Marché La Marnière	
Staff turnover rate	Group, limited to staff in France	Formula: $((\text{Number of new hires} + \text{number of departures during the period}) / 2) / \text{Staff at the start of the period}$ <ul style="list-style-type: none">neutralisation of transfer/job-change movementsPermanent contracts only
Percentage of eligible employees who have worked remotely	Group, limited to the workforce in France with access	
Percentage of employees with a disability	Group, limited to staff in France	Counted as FTEs at the end of the period on 30 June.

Indicators	2023-2024 Reporting scope	Methodology specific information
Percentage of women in the workforce	For Malteries Soufflet: 100% of scope, incl. UMG, purchased during the FY, France and international	Counted as FTEs at the end of the period on 30 June.
Percentage of women among management-level staff	For Neuhauser: Boulangerie Neuhauser (incl. former company Boulangerie de l'Europe, absorbed by merger in 02/2024) and Boulangerie Viennoiserie (incl. the former Fournil Biterrois, absorbed by merger in 02/2024)	
Percentage of women among company leaders	For Ingrédients: AIT France + Soufflet Biotechnologies, excl. international For Moulins Soufflet: 100% of scope For Bioline: All companies integrated into Cegid + international, excl. Dudutech, Bioline Agrosociences international, Life Scientific and SMAG Belgium For Cordier: 100% of France + international scope S. Vigne: Soufflet Vigne and Cemir For Négoce by InVivo: 100% of the InVivo France and International group scope, excl. InVivo Trading Asia For S. Agriculture: Soufflet Agriculture France (incl. Soufflet Transport and Soufflet Carburant) and International, incl. Soufflet, IS SEEDS TERACTION: Bio&Co, Campus Talents & Nature by TERACTION, Gamm vert, Nalod's, IRPM, IRS, InVivo Retail Supply Chain, Jardiland excl. international, Marque Passion Production, Roloni, TERACTION + Boulangerie Louise and La Marnière + Food&Tech Restauration	

Indicators	2023-2024 Reporting scope	Methodology specific information
Percentage of workforce having received training	For Malteries Soufflet: Malteries Soufflet and Malteries Franco-Belges	The data are for calendar year 2023.
Number of training hours per employee trained	<p>For Neuhauser: Boulangerie Neuhauser (incl. the former Boulangerie de l'Europe, absorbed by merger in 02/2024) and Boulangerie Viennoiserie (incl. the former Fournil Biterrois, absorbed by merger in 02/2024)</p> <p>For Ingrédients: AIT France + Soufflet Biotechnologies</p> <p>For Moulins Soufflet: 100% of scope</p> <p>For Bioline: France</p> <p>For Cordier: 100% of France scope only</p> <p>For S. Agriculture: 100% of France scope: Soufflet Agriculture + Soufflet Transports + Soufflet Carburant + IS Seeds</p> <p>S. Vigne: Soufflet Vigne and Cemir</p> <p>For Négoce by InVivo: 100% of France scope</p> <p>TERACT: Companies integrated into Cegid (Bio&Co, Campus Talents & Nature by TERACT, Gamm vert Sud-ouest and Gamm vert Synergies, Nalod's, IRPM, IRS, InVivo Retail Supply Chain, Jardiland, Marque Passion Production, Roloni, TERACT) → excl. Boulangerie Louise and La Marnière, which are not in Cegid</p>	

Summary table of extrapolation rules for data used to calculate scope-1 and -2 carbon footprint:

Divisions	May '24	June '24	Extrapolation method
Malt. Soufflet	Actual	Extrapolated	June '24 = May '24
UMG	Actual	Extrapolated	June '24 = May '24
Moulins Soufflet	Actual	Extrapolated	June '24 = May '24
Neuhauser	Actual	Extrapolated	June 2024 = May 2024
Négoce by InVivo	Actual	Actual	
Soufflet Agriculture France	Combined	Extrapolated	May/June '24 = May/June '23
Soufflet Agriculture Int'l	Combined	Extrapolated	April/May/June '24 = April/May/June '23
AIT Ingrédients	Combined	Extrapolated	June '24 = May '24
Biotechnologies	Actual	Extrapolated	June '24 = June '23
S. Vigne	Actual	Extrapolated	June '24 = June '23
Holding	Extrapolated	Extrapolated	Two extrapolation methods: <ul style="list-style-type: none"> Case 1: Data available for previous years → Month N = Month N-1 Case 2: Lack of data → Month N = average of available months over year N
TERACT	Combined	Extrapolated	Extrapolation of all missing data (over several months) Extrapolation method: Month N = Month N-1
Bioline (Logistics)	Combined	Extrapolated	Month N = Month N-1 For the month of May, extrapolation only for the Huningue site
Bioline (Agrosiences)	Combined	Extrapolated	Two extrapolation methods: <ul style="list-style-type: none"> Month N = Month N-1 Month N = average of available months over year N
Bioline (Phyteurop)	Combined	Extrapolated	Two extrapolation methods: <ul style="list-style-type: none"> Electricity: CSR data LPG, May/June: CSR data
Bioline (Seeds)	Actual	Extrapolated	Two extrapolation methods: <ul style="list-style-type: none"> Month N = Month N-1 Month N = Month N-1*(1 - rate of change in cumulative 2024 consumption at end May (+8%))
Bioline (Fertiline)	Combined	Extrapolated	Two extrapolation methods: <ul style="list-style-type: none"> Month N = Month N-1 Month N = average of available months over year N
Cordier	Actual	Extrapolated	June '24 = May '24
Fuel	Extrapolated over the year		France: N-1 value International: business line data
Refrigerants	No extrapolation		
DCO			N-1 value

Summary table of extrapolation rules for water usage:

Divisions	May '24	June '24	Extrapolation method
Malteries Soufflet	Actual	Extrapolated	June '24 = average of the previous 11 months
UMG	Actual	Extrapolated	June '24 = average of the previous 11 months
Moulins Soufflet	Actual	Extrapolated	June '24 = average of the previous 11 months
Neuhauser	Actual	Extrapolated	June '24 = average of the previous 11 months
Négoce by InVivo	Actual	Extrapolated	June '24 = average of the previous 11 months
Soufflet Agriculture	Actual	Extrapolated	June '24 = average of the previous 11 months
Ingredients	Actual	Extrapolated	June '24 = average of the previous 11 months
Soufflet Vigne	Actual	Actual	
Holding	Actual	Extrapolated	June '24 = average of the previous 11 months
TERACT	Actual	Actual	
Bioline	Actual	Extrapolated	June '24 = average of the previous 11 months
Cordier	Actual	Extrapolated	June '24 = average of the previous 11 months


Summary table of extrapolation rules for waste volumes:


Divisions	May '24	June '24	Extrapolation method
Malteries Soufflet	Actual	Extrapolated	June '24 = average of the previous 11 months
UMG	Actual	Extrapolated	June '24 = average of the previous 11 months
Moulins Soufflet	Actual	Extrapolated	June '24 = average of the previous 11 months
Neuhauser	Actual	Extrapolated	June '24 = average of the previous 11 months
Négoce by InVivo	Actual	Extrapolated	June '24 = average of the previous 11 months
Soufflet Agriculture	Extrapolated	Extrapolated	Month N = Month N-1
Ingredients	Actual	Actual	CSR over the period 07/2023 → 06/2024
Soufflet Vigne	Actual	Actual	
Holding	Actual	Extrapolated	June '24 = average of the previous 11 months Gamm vert, Jardiland, + Noé, Bio&Co, two warehouses (Verrières-en-Anjou + Montbartier), data from June 2023 copied to June 2024. Boulangerie Louise (64 sites) average for May and June 2024 Grand Marché La Marnière: June 2024 = average of the previous 11 months
TERACT	Actual	Extrapolated	
Bioline	Actual	Extrapolated	June '24 = average of the previous 11 months
Cordier	Actual	Extrapolated	June '24 = average of the previous 11 months

Summary table of extrapolation rules for hours worked:

Divisions	May '24	June '24	Extrapolation method
Malt. Soufflet	Actual	Extrapolated	June '24 = June '23
UMG	Actual	Extrapolated	June '24 = June '23
Moulins Soufflet	Actual	Extrapolated	June '24 = June '23
Neuhauser	Actual	Extrapolated	June '24 = June '23
Négoce by InVivo	Actual	Extrapolated	June '24 = June '23
Soufflet Agriculture	Actual	Extrapolated	June '24 = June '23
AIT Ingrédients	Actual	Extrapolated	June '24 = June '23
Biotechnologies	Actual	Extrapolated	June '24 = June '23
S. Vigne	Actual	Extrapolated	June '24 = June '23
Holding	Actual	Extrapolated	June '24 = June '23
TERACT	Actual	Actual	
Bioline	Actual	Extrapolated	June '24 = June '23
Cordier	Actual	Extrapolated	June '24 = June '23

6.4 Summary of extra-financial reporting indicators

Topic	Unit	2022/ 2023	2023/ 2024	2023/2024 Excl. UMG ^(a)	Change % ^(b)	Comments	
Environment							
							
Carbon	Greenhouse-gas emissions, scope 1 ^(a)	tCO ₂ eq	246,792	398,491	239,830	-3%	
	Greenhouse-gas emissions, scope 2 ^(a)	tCO ₂ eq	100,735	130,027	90,946	-10%	
	Greenhouse-gas emissions, scopes 1 and 2 ^(a)	tCO ₂ eq	347,527	528,518	330,776	-4.7%	The reduction in GHG emissions is the result of actions under the Group's energy conservation plan and improvements in emissions factors.
Resources	Water usage in absolute terms ^(a)	m ³	10,346,588	14,806,817	10,012,012	-3.2%	The reduction in water usage is the result of production variations and improved management.
	Percentage of waste repurposed	%	89%		89%	-	Actions taken have maintained a good result
Soil and ecosystems	Tonnes of agricultural raw materials from sustainable production collected by Soufflet Agriculture	Millions of tonnes	0.9		1.2	+37%	The increase in volumes is the positive result of actions taken by InVivo in its various activities to meet its CSR commitments and customer demands
	Tonnes of wheat from sustainable sources purchased by Moulins Soufflet	Tonnes	434,440		481,509	+11%	
	Tonnes of brewing malt from sustainable sources purchased by Malt. S.	Tonnes	853,435		1,051,470	+23%	

Topic	Unit	2022/ 2023	2023/ 2024	2023/2024 Excl. UMG ^(a)	Change % ^(b)	Comments	
Soil and ecosystems	Volume of wine purchased from sustainable production	Hectolitres	461,791		225,927	-51%	Purchases from Union co-ops = 182,210 hl Purchases from non-Union co-ops = 43,717 hl Very sharp slowdown in business Very large purchases in previous year to be cleared from stock
Workers							
							
Employees	Staff turnover rate	%	19		18	-6%	Staff turnover is coming down, particularly as Soufflet integration is now complete.
Health and safety	Frequency of workplace accidents resulting in leave	Number	16.79	15.31	16.17	-4%	In line with the #AllSafeTogether policy, performance is improving as a result of actions implemented in all business lines.
	Severity rate of work accidents resulting in leave	Number	1.15	0.79	0.85	-26%	Scope changes do not allow for a direct comparison.
Professional development	Percentage of workforce having received training	%	86		71	-17%	
	Number of training hours per employee trained	Number	14		21	+50%	
QLW	Percentage of eligible employees who have worked remotely	%	72		82	+14%	Linked to the increase in the proportion of eligible employees.
Diversity, equity, inclusion	Percentage of women in the workforce	%	46		43	-7%	
	Percentage of women among management-level staff	%	41		42	+2.5%	
	Percentage of women among company leaders	%	25		22	-12%	Departure of a female executive
	Percentage of employees with a disability	%	3		3		No change in this headcount to date

Topic	Unit	2022/ 2023	2023/ 2024	2023/2024 Excl. UMG ^(a)	Change % ^(b)	Comments	
Social							
Positive-impact offerings	Share of revenue generated from positive-impact offerings / Total revenue	%	16%	27%	25%	+58%	The progress can be attributed to better adoption of existing methods and a broader scope
	Share of revenue generated from positive-impact offerings / Total revenue for scope in question	%	21%	39%	38%	+81%	
Offerings tailored to the needs of our markets	Number of farmers involved in the Sowing Good Sense sustainable supply chain initiative through InVivo's action	Number	10,993		15,562	+42%	The increase in the number of responsible supply chains and in their volumes naturally led to an increase in the number of partner farmers.
Responsible procurement	Percentage of suppliers in priority categories who have signed the CSR policy for suppliers	%	N/A		23%		
Responsible procurement	Percentage of revenue covered by the CSR assessment in relation to the total revenue of the scope	%	15%		34%	+127%	These significant increases are the result of an expanded scope in year N vs N-1 and an extension of the period considered: in 2022/2023 sustainable procurement was tested for only 6 months.
	Percentage of suppliers (> €150K) who have undergone a CSR assessment	%	12%		36%	+200%	
	Percentage of suppliers assessed by EcoVadis with an advanced level of CSR maturity	%	N/A		44%		

- (a) For some indicators, we have been able to access data from the new UMG scope and can report on the impact.
(b) All measurements of change are based on data excluding UMG, which will be fully consolidated from FY 2024-2025.

6.5 Report by an independent third party (ITP)



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92400 Courbevoie, France
A French SAS company
RCS Nanterre business ID - 399 851 609

Verification report for the extra-financial performance statement

The extra-financial performance statement reviewed concerns the financial year ended 30 June 2024.

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 30/06/2024, published in InVivo Group's management report, as an independent third party (hereinafter referred to as the "third-party"). Validation/verification of Cofrac accreditation, No. 3-2047, list of sites, and scope available at www.cofrac.fr.

The Board of Directors is responsible for

- ✓ Preparing and publishing an EFPS in accordance with Articles L.225-102-1, R.225-105, and R.225-105-1 of the French Commercial Code,
- ✓ Preparing the EFPS in accordance with the reporting procedures established by the company, hereinafter referred to as "the reporting procedures",
- ✓ Implementing the internal controls necessary to produce information that is free from material misstatements,
- ✓ Making the EFPS available on the company's website, together with a summary of the "reporting procedures".

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

- ✓ The EFPS' compliance with the provisions of Article R.225-105 of the French Commercial Code;
- ✓ The fairness of the historical information (observed or extrapolated) 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 and with our internal procedures applied by all Bureau Veritas Certification 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 methodology set forth in the document "GP01 - Procedure for verifying the extra-financial performance statement, 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 scope restrictions for each indicator;
- ✓ We have gathered information on the company's activities, on the context in which the company operates, and on the social and environmental consequences of its activities;
- ✓ 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;

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- 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 and, where relevant to the principal risks, the information set forth in II of this article;
- ✓ 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 the 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 contributing 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 using samples, verifying that the reporting procedures had been correctly applied, reconciling the data with the supporting documents, and verifying the calculations and the consistency of the results;
 - The sample selected represents a coverage rate of 41% of the workforce, between 20% and 39% of the values reported for environmental information, and between 38% and 81% for the social information tested;
- ✓ 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.

¹ **Worker information:** Percentage of women in the workforce; Percentage of women among management-level staff; Percentage of women among company leaders; Staff turnover rate; Percentage of employees with a disability; Percentage of eligible employees who have worked remotely; Percentage of employees who received training; Number of training hours per employee trained; Frequency of work accidents resulting in leave; Severity rate of work accidents resulting in leave

Environmental information: Water usage in absolute terms; Percentage of waste repurposed; Greenhouse-gas emissions, scope 1; Greenhouse-gas emissions, scope 2; Greenhouse-gas emissions, scopes 1 and 2; Greenhouse-gas emissions, scope 3 (Materies Soufflet / Materies Soufflet + UMG)

Social information: Share of revenue generated from positive-impact offerings / Total revenue; Share of revenue generated from positive-impact offerings / Total revenue for scope in question; Percentage of revenue covered by CSR assessment in relation to the total revenue of the scope; Share of suppliers (> €150K) who have undergone a CSR assessment; Share of suppliers who have signed the CSR policy

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.

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- ✓ Our work was carried out between the target start date and the signing of our report, over a period of approximately two weeks, by a team of two auditors. We conducted around 30 interviews with 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:

- ✓ Given the variations in the scopes of the indicators, we would like to note that the information published may be non-comparable.
- ✓ The reporting scope of the EFPS does not yet cover the entire consolidated scope, notably sites outside of France, and the company should continue its efforts to cover the entire scope.

Reasoned opinion and conclusion

Unreserved conclusion

Based on our verification, we did not detect any material misstatements that would cause us to believe that the information provided in the extra-financial performance statement was not prepared in accordance with Article R.225-105 of the French Commercial Code, nor that would cause us to question the fairness of the information presented.

Signed in Courbevoie on 30 September 2024

For Bureau Veritas Certification

Samuel Duprieu
Chairman

[Signature]

InVivo Group

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