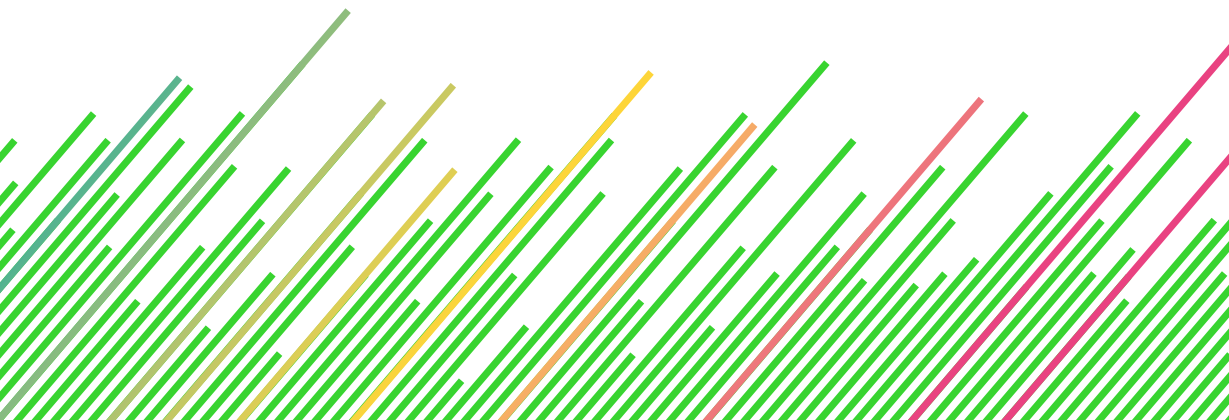




2030

by **invivo**^o

Postface by John Kerry



2030

by **invivo**



The historic InVivo headquarters at avenue de la Grande Armée (Paris), after its renovation

SUMMARY



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OVERVIEW OF INVIVO

InVivo's *raison d'être* is to federate its cooperatives to sustainably transform agriculture and ensure food quality, both in France and throughout the world.

3 fields of expertise

Agriculture: Union InVivo,
Bioline by InVivo
Garden centres and food retail:
InVivo Retail
Wine: InVivo Wine

2 factories for innovation

InVivo Food&Tech
InVivo Digital Factory

Three strategic directions

1
To become a global reference in digital and innovative solutions that improve the competitiveness, safety, and quality of plant and animal production, while also preserving the planet.

2
To contribute to the economic growth and expand the influence of French agriculture and agrifood in the world.

3
To invest in the farming and food businesses of the future to create critically-sized champions and global brands.

key figures

National union
of French agricultural
cooperatives

€5.2bn
in revenue

5,435
employees

201
member
cooperatives

19
countries

2030 *by InVivo* strategic plan, a vision to live up to the challenges faced by the agricultural world

By Jérôme CALLEAU, Deputy Chairman,
Thierry BLANDINIÈRES, CEO, and Philippe MANGIN, Chairman



2030 BY INVIVO STRATEGIC PLAN

is a continuation of the 2025 plan, which began an in-depth transformation of our cooperative group, injecting a specific developmental dynamic to meet the challenges of today.

2019 was a pivotal year for our group. The sale of Neovia, providing InVivo with new investment capabilities, pushed us to continue and deepen our thinking, in order to solidly prepare for a sustainable future. At the same time, the decision by the Board of Directors to gradually transform the group and its subsidiaries into *sociétés à mission* (similar to the US concept of benefit corporation), spurred an overall reflection on InVivo's *raison d'être*.

This favourable convergence led us to work on ourselves, through a process aimed at closely involving all our stakeholders. The *2030 by InVivo* strategic plan was co-constructed, in several stages, in a collaborative and iterative manner, with the group's cooperating directors, managers and employees. For the first time, we interviewed all of our stakeholders, and particularly the employees, via a dedicated interactive digital platform. As reflected in the verbatim comments in this volume, there were many, often converging, ideas. A lot of them have now been integrated into this plan, and others have opened avenues that will guide us in the future. We would like to thank all those who actively contributed to building this collective business plan.

The fundamental trends we are witnessing keep pushing us to pursue our transformation. How can we turn the current demographic, environmental and food problems into an opportunity? How can we, as part of the food chain, participate in transforming French agriculture? The ambition of the *2030 by InVivo* strategic plan is to live up to the challenges faced by cooperatives and the agricultural sector in France and throughout the world. We want to lead the third way of agriculture, supporting transformation in French farming throughout the value chain, for the benefit of farmers, consumers, territories and future generations.

Our mission is to defend and enhance the act of agricultural production which is at the source of the food system, by using new technologies, scientific advances and critical size to structure responsible, innovative and cost-effective activities. That is why we place the digital sphere, innovation and social and environmental responsibility at the core of the value creation model of the group and its members, alongside operational excellence, international development and the progress of the InVivo men and women who are essential assets in the success of each of our businesses.

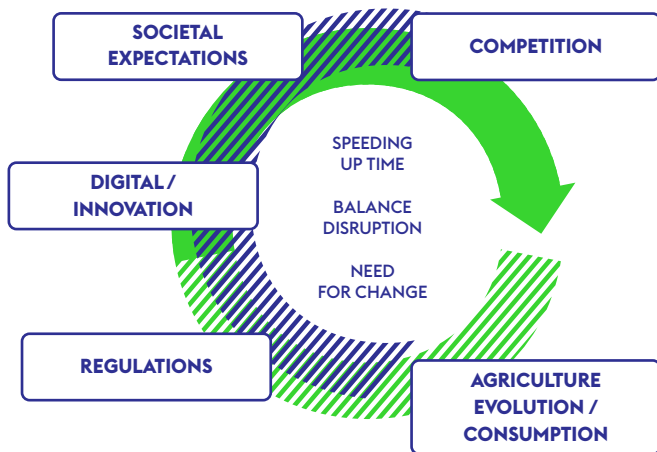
The *2030 by InVivo* strategic plan is our roadmap. This is the foundation from which we are able to project ourselves into the future, while staying on track. Together, let's build the food intelligence to which we aspire.



Major trends in the food system

The major trends that agriculture and food have faced for several years are profound and sustainable. It is not a question of infatuation or momentary fads, but of changes that, starting with consumption patterns, involve transformations at all points of the agrifood value chain - right up to the economic models themselves.

The context is now known: improving agricultural productivity to feed more than 9 billion people - most likely close to 10 billion - by 2050, without increasing the areas farmed, and reducing emissions and inputs in order to preserve the sustainability of the planet, represents an unprecedented equation on a human scale. There are some solutions to achieve this: directing the global food bowl towards a less meat-based diet, reducing loss and waste throughout the chain, adopting targeted, resource-efficient production practices, low in emissions... But there are still others that have not yet been imagined.



Actions

Effectively negotiate the group's strategic shift

Take stakeholder issues into account

Whilst respecting the vision sought through InVivo 2025



Society

The expectations of society and citizens with regard to food and means of production, although situated at widely varying levels of maturity across geographical areas, are part of the issues for consideration with regard to health, quality of food, and attention given to climate change and the environment. According to a 2016 TNS Sofres survey in France, 66% of residents in major cities consider the “risk of food for their health to be likely”, and this number has been rising considerably in recent years.

In democracies, these expectations elicit national and regional (European Union) legislative and regulatory changes which, whether they can be slowed down or delayed by lobbies or by arbitrating between concurrent priorities (growth and employment), inevitably lead to strengthening needs in terms of social and environmental responsibility of the economic bodies of the sectors.

In France in particular, these requirements are significant. Our country’s agricultural roots, the sympathy felt by the public for farmers during the international agricultural fair, for example, and the development of agritourism in recent years, have failed to prevent an increasing challenge in the mode of production and distribution of food employed by institutional agriculture and large groups. This challenge may have gone so far as to take the form of indiscriminate, rather unfair “*agri-bashing*” given farmers’ living conditions and the demanding nature of their work. Agriculture must indeed be transformed, but it can only do so through the social recognition of its role by consumer citizens and with fair, effective sharing of the value, so that farmers are compensated for their contribution to this transformation.





Consumption

These societal expectations also translate into changes in consumption patterns, that have been documented and analysed for several years by the *Vigie Alimentation de Futuribles* annual reports.

Let's recall a few trends:

- Meals on the go, leading to the appearance of alternative ways of food supply (bakeries, food trucks), new packaging and adapted products.
- The development of vegetarianism, veganism and flexible eating.
- The search for animal product substitutes (derived from tofu, soy, cereals, legumes, etc.).
- Research into new sources of protein (algae, insects, plant proteins, cellular agriculture).
- The wide accessibility of organic products.
- The rediscovery of local products and short distribution networks, with effects on production modes and locations (urban farms, controlled-climate agriculture).
- The take-off of food e-commerce, including the sale of wine, which can also favour local and short distribution networks.
- The expectation of transparency and traceability.



Markets

Market globalization more than ever remains a reality for the supply of commodities, despite uncertainties related to the rise of protectionist risks. For a country like France, a major agricultural power but losing momentum in many markets, and whose production costs remain high, holding its position in the global competition involves adopting more aggressive strategies than in the past: depending on the sector, it will be a matter of upscaling, building and complying with new specifications in line with the demand for markets located beyond France's traditional scope of influence, or even adopting new marketing strategies.

Moreover, the demographic challenge, alongside the issue of climate, raises fears of global imbalances, particularly in Africa, where these two risks are particularly intense. Their consequences will have a rapid impact on migration flows, and therefore on the stability of top destination countries such as European countries. The agricultural sector cannot turn a blind eye to this situation and must actively contribute to structuring sustainable and profitable local sectors, from farm to fork, promoting food self-sufficiency and/or income streams that will enable retaining local populations, especially young people, through the creation of activities and jobs.





Innovation

Innovation must be used in support of these new strategies. For a long time, the large agrifood groups have structurally invested less in innovation than their peers in other industries, since they have not felt threatened by disruptions. The situation has radically changed, and the scope of scientific, technological and market innovations that may redefine that of food production, transformation and distribution is truly gigantic, and requires massive investment. These innovations may be made by the large groups, but also by multinational companies not in the agrifood sector, particularly by American or Chinese digital giants, or by start-ups, driving a fear of uberisation at all levels.

A first block of innovations is made up of digital and artificial intelligence technologies applied to the agriculture of the future (agtech); management and decision support software supported by the collection and analysis of massive data; robotics; precision farming; blockchain to ensure the traceability of food products, from farm to fork. A second category concerns research and development of new food supplements, alternatives or substitutes (foodtech).

A third category relates to new experiences in e-commerce and food delivery (food retail & delivery) in addition to the consumer information sector (media). It should be noted that the development of agrifood e-commerce will require a high reliability of the supply chains. Managing these will become a strategic issue and a major differentiator for entities wishing to position themselves in this field.

Between 2014 and 2016, France contributed only 1.13% of the global investment allocated to FoodTech.



Source: FoodTech en France, 2013-2017, DigitalFoodLab, 2017, <https://www.digitalfoodlab.com/reports/2017/download>.

Finally, we must mention innovations in the field of bioeconomy, plant chemistry, renewable energy (biogas production), and collection of carbon or new materials, for which agriculture and its co-products represent an essential link in a circular economy logic. The partnership business models have yet to be built to take advantage of these innovations.



An organisation aligned with the group's ambitions



PART I

CHAPTERS

↓ P.18 > 21

1 InVivo's role in the cooperative ecosystem

↓ P.22 > 27

2 Strategic, engaged governance



InVivo's role in the cooperative ecosystem

InVivo represents 201 cooperatives and 300,000 farmers, i.e. more than 50 % of French farming. This position gives it great responsibility with regard to French agriculture. One of InVivo's first missions is therefore to add value to the act of agricultural production in all its forms, by using new technologies, scientific advances and the structure of new activities.

Cooperatives are conscious that transformation of work in the fields of agriculture and agrifood call for ambitious and bold responses. We are at an historic turning point for French agriculture. The solution for cooperatives requires closer ties and an alignment of their strategy with that of their Union; this is all part of the 2030 by InVivo strategic plan. More than ever, we need to unite and pool resources to face change, especially to combat the downstream shift of value, take our position in the global flow and adapt to climate challenges. InVivo allows the cooperatives to reach critical size so that they can achieve their goals. Federating cooperatives to sustainably transform agriculture and assure food quality, in France and worldwide, is the foundation of the InVivo Group's mission.

Ensuring an ecosystem of stakeholders through a networked organisation

Through its cooperative structure, and then through the extension of its activities, InVivo embraces a large ecosystem of stakeholders.

A network or swarm structure organises this ecosystem formed by the internal network, and the network of partners. Constantly being reconfigured, the network comprises independent units (operational units or supports) and close-knit connections between them (collaborations between units).

Its capacity to innovate, its flexible coordination and its search for overall cohesion make it a suitable structure for a turbulent environment. This structure translates into horizontal, decentralized communication, using digital tools and all digital resources.



Managing people and territories

InVivo works on the impact, influence and attractiveness of its brand through its ecosystem, particularly investors and talent.

“ Developing an employee advocacy strategy in all our fields, in order to multiply the effects of our corporate and client communication, while bringing out the talent within the group.”




Co°Lab, idea no.130

The group relies on the development of its teams' skills, wherever they are and ensures that innovative, participation-based HR practices (Smart HR) are adopted, that make sense to employees and inspire a spur to action. The construction method for InVivo's *raison d'être* and the 2030 strategic plan demonstrates the involvement of its employees at all levels of the life of the company.

Extensively covering all of France with a broad range of activities (factories, research laboratories, retail brands), InVivo directly or indirectly manages employment and activities in these territories, thus contributing to maintaining a social connection and better understanding between urban and rural areas.

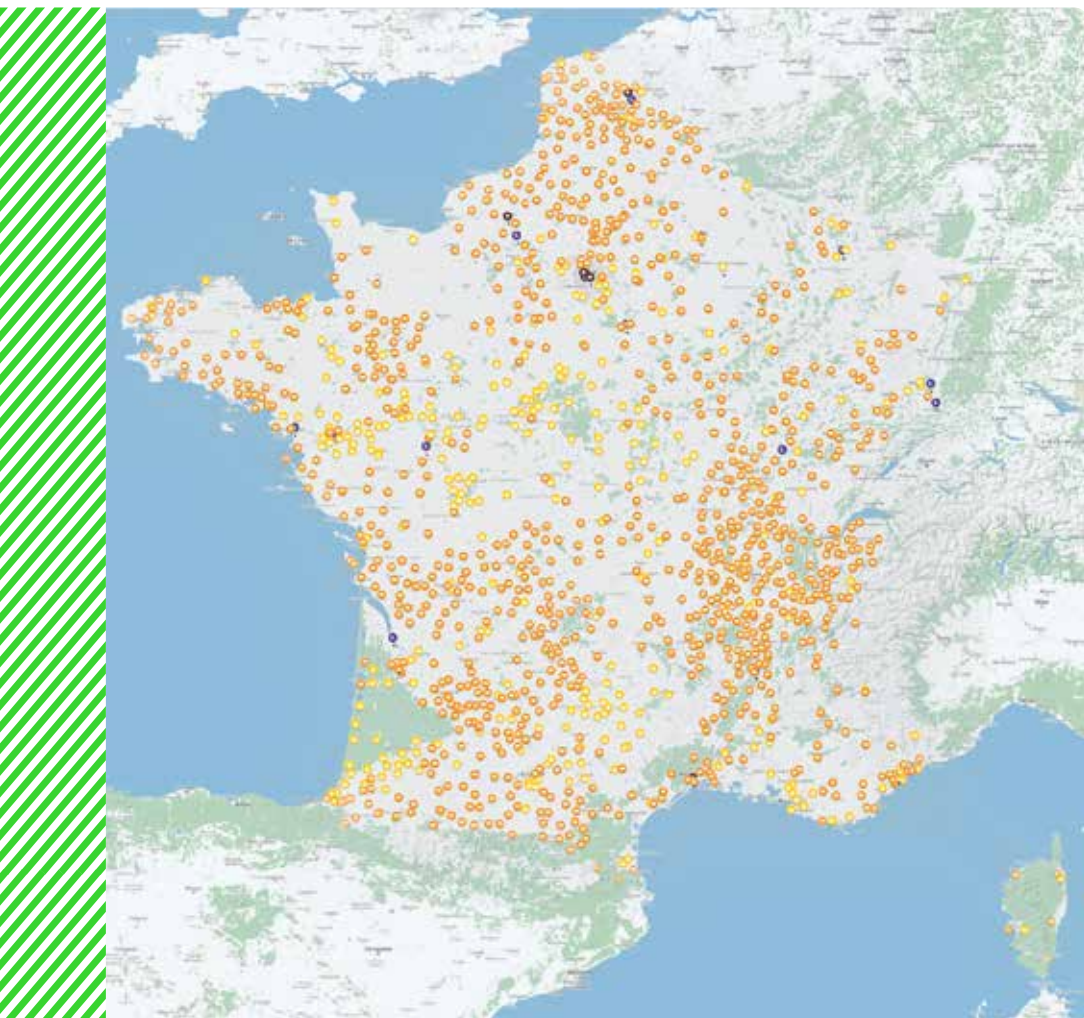
“ Optimising visibility between businesses: creating a monthly newsletter presenting current events and projects in different fields, distributed to all staff. ”

 Co°Lab, idea no.122



Map of direct and indirect InVivo group sites in France

-  InVivo group head offices
-  Bioline Group industrial sites
-  Platform, own stores and InVivo Retail subsidiaries
-  InVivo Retail franchise stores



Strategic, engaged governance

Transformation of the organisation of the group and its management since 2014

InVivo's activities have diversified considerably since 2014 to contribute to the current and future prosperity of cooperatives in this transitional period.

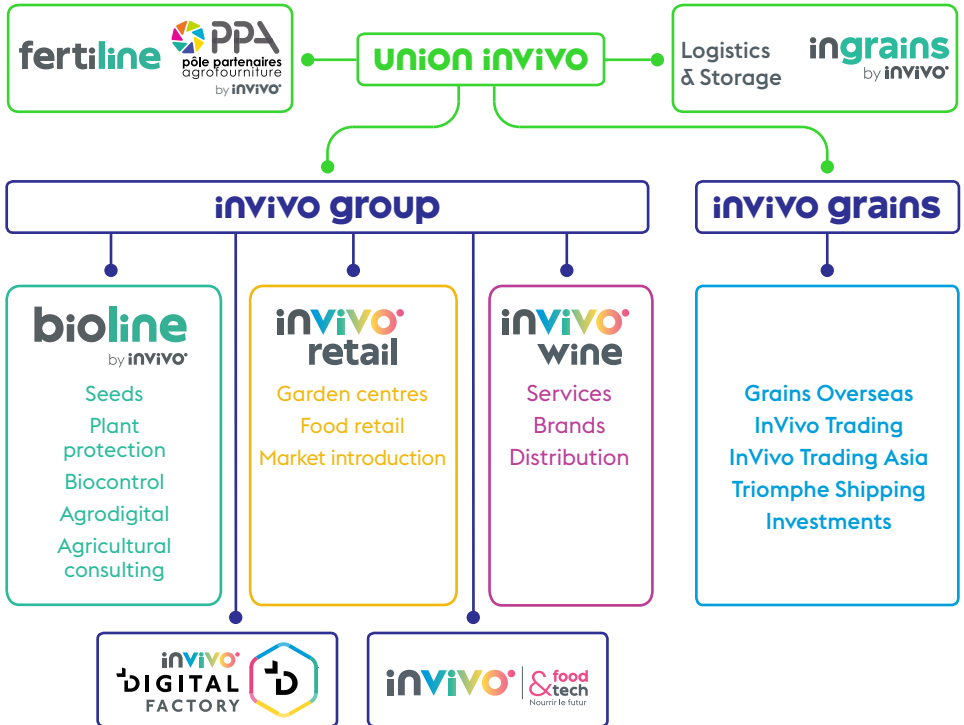
In addition to the traditional and statutory services provided to cooperatives (grains and agri-supply markets), there are new future activities inserted in the international competition and global markets, enabling the group's sustainability and development, and supporting the adaptation of member cooperatives to the new challenges faced by the agricultural world. These market activities currently fund statutory activities, which will benefit from changes under way to restore balance.



The leadership has been transformed, creating a structure with 3 levels:

- The statutory activities are directly led by **Union InVivo**, a union of agricultural cooperative companies whose share capital is held by its cooperative shareholders (201 member cooperatives representing 300,000 farmers).
- Market activities have been divided into subsidiaries in commercial companies open to minority external investors, that will become *sociétés à mission*.
- These activities are federated by a pivotal structure, InVivo Group, SAS, which itself is a subsidiary of Union InVivo.

Organisation of the group

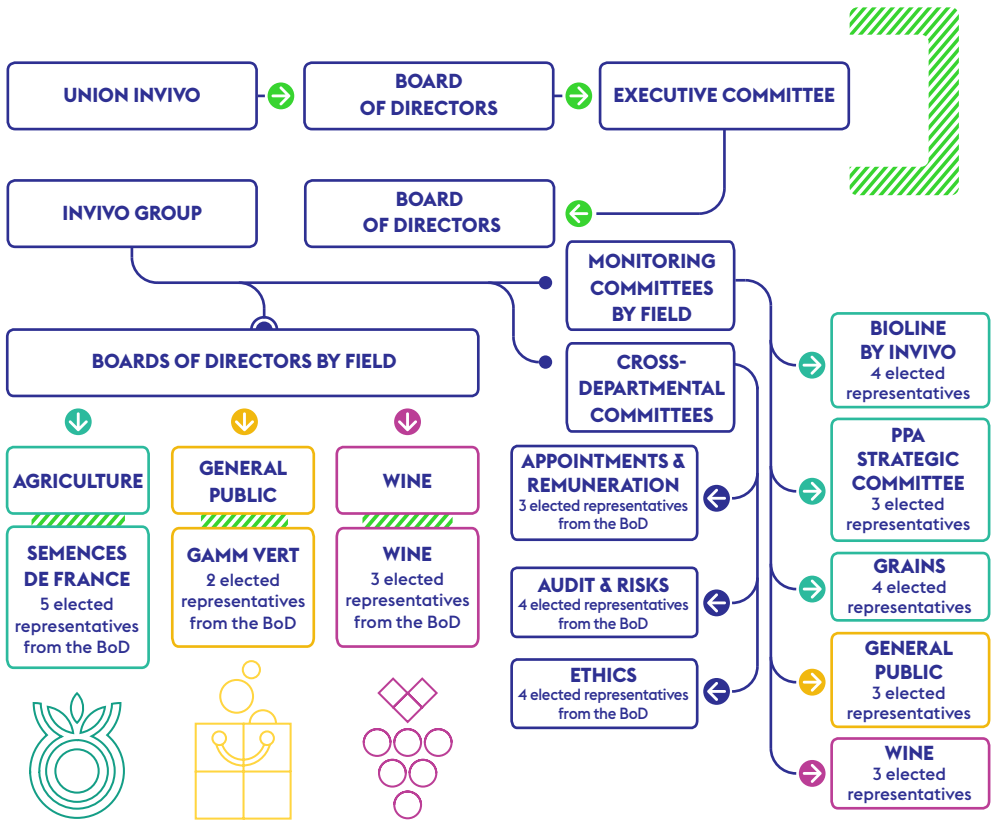


Elected representatives in all strategic levels

The link between the levels of governance is ensured by a diverse presence of elected representatives from the Union Board of Directors within multiple strategic decision-making bodies: InVivo Group Board of Directors (via the Union Office comprising 8 members), Boards of Directors of subsidiaries (2 to 5 elected representatives depending on the economic weight of the

subsidiary), monitoring committees per field and various transversal committees (Audit & Risk, Appointments & Remuneration, Ethics).

InVivo's Presidency (Union + SAS), filled by a member from the agricultural cooperative world, supports the continuity and stability of action, as well as the confidence between different levels of management.





CEL (Complementarity, Engagement, Loyalty), the backbone of cohesive, aligned and interdependent governance

Beyond the formal organisation, InVivo's effective operation requires the appropriation of clear management principles assumed by all the members and directors in order to lead a coherent, aligned and interdependent effort.

Complementarity

The principle of *complementarity* is at the core of the cooperative movement since its beginning.

InVivo's strategic choices are governed by this principle. The statutory activities directly belong to the cooperative shareholders for whom the Union plays a pivotal role in the structuring as closely as possible to the needs expressed by the members through their representatives on the Board of Directors. Apart from the statutory activities, InVivo aims to tackle areas considered strategic for the future of French farming where the resources and skills to be implemented objectively exceed the capacities of cooperatives individually and where the pooling of resources leads to far greater results

than would be achieved by a smaller force. To cite just one example, the construction of a digital marketplace for member cooperatives, and then the opening to the whole agricultural world, represents a typical case of applying the principle of complementarity. This is what we offer with our aladin.farm platform (see p. 46).

It is also desirable that the principle of reasoned complementarity should be applied in the decision-making within the group, by delegating the ability to decide to the subsidiaries, in return for complete, detailed feedback to the Board of Directors.



Engagement

Engagement is each director's capacity to work with their peers to create collective intelligence, implementing all of their skills and justifying their role as representative. InVivo develops directors' skills in their role, ensuring their training through a partnership with the Crédit Agricole school of directors.

Engagement also involves everyone staying up to date with their share of capital.

Each member of the board commits to represent and defend InVivo's interests, in particular the strategy it has contributed to jointly developing, both in its own organisation and outside of it. Membership in the Union implies the recognition of a common interest, exceeding the individual interests of each member.



Loyalty

Loyalty represents each member's capacity to adopt ethical, proactive behaviour, involving a duty to inform their peers on the Board of Directors. In particular, directors identify and immediately report risks of conflicts of interest between the activities of their organisation and those of InVivo, and respect the rules put in place to deal with these situations.

Rules for managing conflicts of interest vary depending on the status: ordinary members, member of the Board of Directors, member of the executive committee. They are implemented under the supervision of the Ethics Committee and protect both the directors and the group.

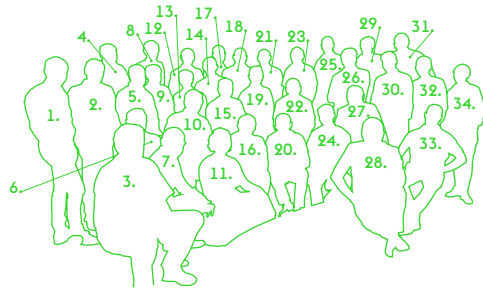
Signing the Directors' Charter and the Governance Guide implies adherence to these three principles.



InVivo's Board of Directors and Executive Committee met in June 2019 to finalize the 2030 by InVivo strategic plan

The members of the Board of Directors and Executive Committee present:

1. Bertrand RELAVE – Eurea
2. Guillaume DARRASSE – InVivo
3. Thierry BLANDINIÈRES – InVivo
4. Christian SONDAG – Lorca
5. Cédric CARPENE – Val de Gascogne
6. Patrick APS – NatUp
7. Sébastien GRAFF – InVivo
8. Dominique FARAIL – EVOC
9. Éric BRAULT - SCAEL
10. Alex BERTRAND – Axéréal
11. Maha FOURNIER – InVivo
12. Thierry LAFAYE - Océalia
13. Christian VEYRIER – Drômoise de Céréales
14. Jean-Michel HABIG - CAC
15. Michel PRUGUE – Maïsadour
16. Marc PATRIAT – Dijon Céréales
17. Michel FOSSEPREZ
18. Jean-François NAUDI - Arterris
19. Patrick GRIZOU – Terres du Sud
20. Jérôme CALLEAU – InVivo
21. Frédéric NOYÈRE - InVivo
22. Joël CASTANY – Les Vignerons du Val d'Orbieu
23. Jacques HILAIRE - CAPL
24. Bertrand HERNU – Unéal
25. Jean-François GAFFET – Noriap



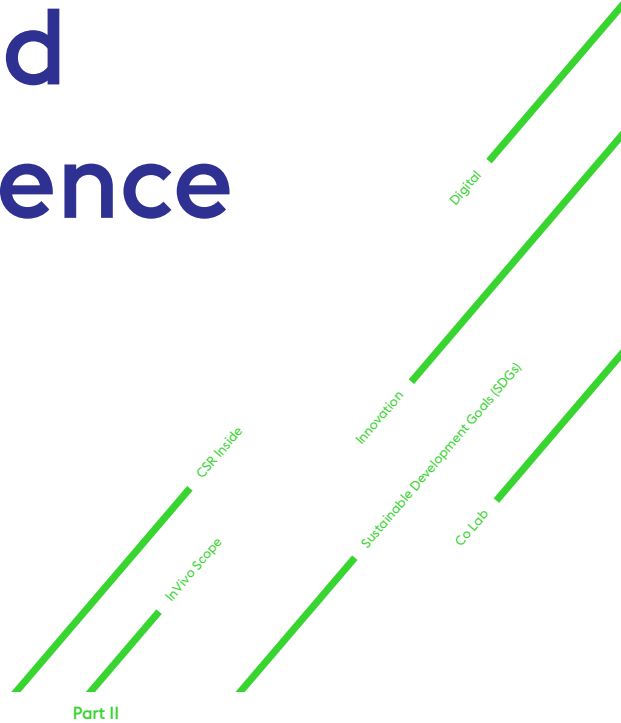
26. Christoph BUREN – VIVESCIA
27. Laurent MARTEL – InVivo
28. Philippe MANGIN – InVivo
29. Franck CLAVIER – Vivadour
30. Thierry DUPONT – AGORA
31. Gérard DELAGNEAU – I10 Bourgogne
32. Stéphane MARCEL – InVivo Digital Factory
33. Antoine HACARD – Cérésia
34. Sylvia MORVAN-SOURDILLE - InVivo

The members of the Board of Directors, absent at the time of the photographing:

- Olivier CHAILLOU - Terrena
- Jean-Yves COLOMB - La Dauphinoise
- Arnaud DEGOULET - Agrial



InVivo, creating Ag-food intelligence



PART II

CHAPTERS

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- 1 2030 vision and *raison d'être*

↓ P.38 > 43

- 2 CSR *inside*: driver of development and sustainable innovation

↓ P.44 > 47

- 3 InVivo Digital Factory: accelerated internal and external digital transformation

↓ P.48 > 51

- 4 InVivo Food&Tech: innovation laboratory for the food of the future



2030 vision and *raison d'être*


The 2030 by InVivo strategic plan and *raison d'être* was developed through a collaborative process involving all the group's stakeholders. This work lasted more than a year.

Building together, following the example of the group

- The starting point of this project is the set-up of a large consultation with InVivo Scope, with employees, Union member cooperatives and other stakeholders (customers, suppliers, investors, franchisees, start-ups, etc.), to develop a barometer, an overview of the group's understanding and its issues, more than four years after the launch of the 2025 strategy. 1,500 responses were recorded.
- The general management also initiated a reflection on the new component of the strategic plan, again mobilising the entire ecosystem. This mobilisation was firstly marked by the creation of work commissions within the Board of Directors, then by holding several meetings with the management committee throughout the 2018-2019 period.
- Meanwhile, Thierry BLANDINIÈRES gathered the staff to present the issues at stake in transforming the group. They were then invited to share their ideas via the Co°LAB digital platform created for this project, with the baseline of: "*strategy is everyone's business*". 780 employees across all InVivo fields contributed to developing it.





This allowed 350 ideas to be collected, to contribute to our strategic thinking. Some of these ideas are mentioned throughout this report, in the form of verbatim comments, with a “Co°Lab” pictogram .

- The Board of Directors' Seminar enabled this thinking to be fine-tuned and InVivo's *raison d'être* and mission to be adopted.
- Finally, a materiality analysis built on a new survey of all our internal and external stakeholders, enabled identifying 12 key CSR issues, and will help establish indicators to monitor the pursuit of InVivo's mission.



2030 Vision: our convictions

- Agriculture must regain control over the value it produces by going as far as possible in the agrifood value chain.
- The joint modernization of agriculture and agrifood requires exploring and adopting sustainable, cost-effective and long-term innovations.
- Digital and agri-scientific innovation combined with CSR objectives gives shape to the *société à mission* and develops long-term plans for the group.
- The meaning given by innovative projects, respectful of people and the environment, promotes commitment by the staff and attracts talent.
- Digital, innovation and CSR matters contribute to the resilience of the agricultural sector, supporting the transition to an agriculture of trust between cooperatives, farmers and consumers.

Raison d'être and mission

Agriculture and food are at the core of the UN's 17 Sustainable Development Goals. In tackling these issues, InVivo wishes to create, structure and promote food intelligence in all its fields and throughout the value chain, combining respect for the Earth with the needs of those who cultivate it and those who are nourished by its produce.

SUSTAINABLE DEVELOPMENT GOALS

In 2015, the United Nations developed 17 Sustainable Development Goals (SDGs). They are intended to guide all countries worldwide up to 2030. Food, agriculture and the environment are at the centre of this huge challenge.



SDG 1 FIGHTING AGAINST POVERTY

Fighting poverty is mainly a concern for rural areas, where almost 80% of the world's poor live.



SDG 2 FEEDING THE WORLD

One in nine people still suffer from hunger as a result of poverty, and at the same time obesity has become a critical issue. Ensuring food safety for a growing global population, while preserving the planet and health, is an immense challenge faced by agriculture.



SDG 11 CONTROLLING URBANISATION

828 million people currently live in slums and this figure continues to increase. By creating wealth and business in the countryside, rural investments can help control growing urbanisation.



SDG 12 FOR "SUSTAINABLE" EATING AND PRODUCTION

One-third of agricultural production is lost or wasted. Changes in diet, consumption choices and methods of production will contribute to achieving this goal.



SDG 13 COMBATING CLIMATE CHANGE

Agriculture needs to reduce its greenhouse gas emissions. It can even contribute to carbon storage. But agriculture is also a sector which must adapt to climate change. Agroecology responds to these two requirements.



SDG 16 WORKING TOWARDS PEACE AND STABILITY

Agricultural development ensuring sufficient income to rural populations contributes to peace and stability.



SDG 15 PROTECTING NATURE

Agroecology contributes to protecting nature in three ways: by preventing the disappearance of forests, allowing biodiversity to survive, and reducing the use of chemical products.



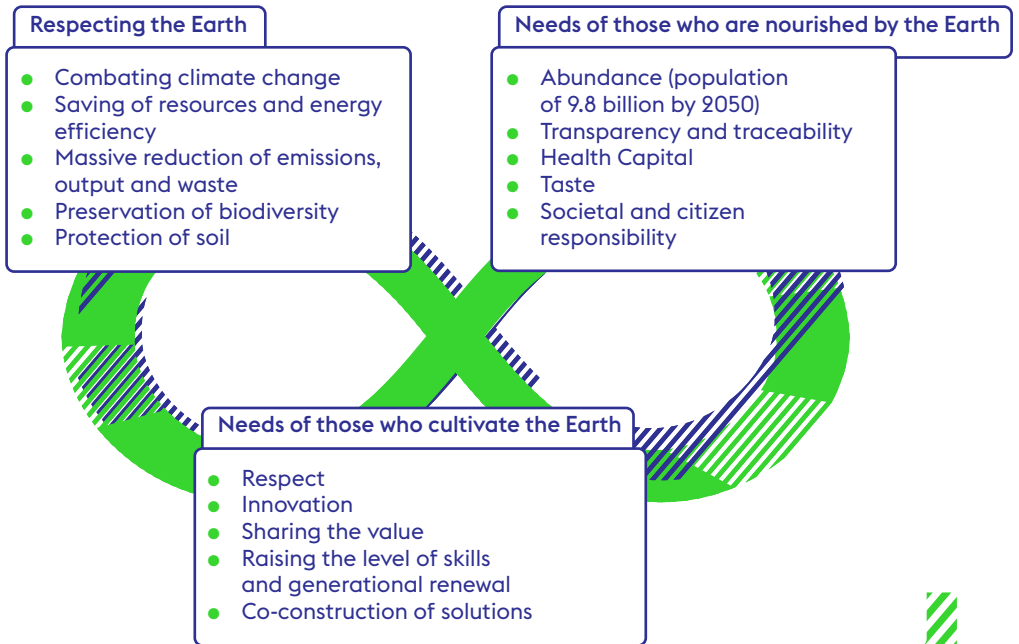
SDG 17 ACTING IN PARTNERSHIP

In order to achieve the SDGs, those involved in development must coordinate at all levels from research to funding.



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

InVivo acts to guarantee and add value to agricultural production, increase the value created by farmers in the territories and for society, and ensure better, fairer pay for them, as the most important link in the food system. Pursuing this collective interest is part of the cooperative identity which, since post-war times, is InVivo's backbone and inspires its values and ethics.



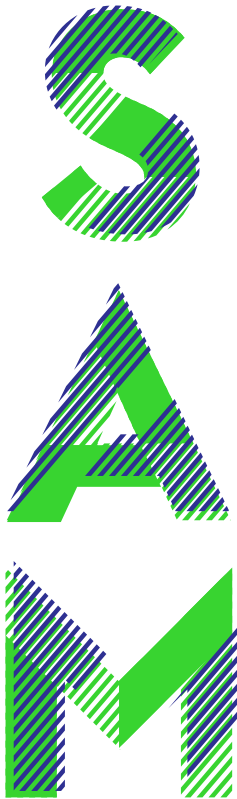
Conversion to a *société à mission*

On 20 June 2018, the Union's Board of Directors decided to seize the opportunity brought about by the Pacte law to gradually transform the InVivo Group holding and all of its market-focused subsidiaries into *sociétés à mission* (similar to the US concept of a benefit corporation).

This ambition stems from the fact that InVivo, with its original organisation model which combines responsible market economy and the consideration of a collective interest specific to agricultural cooperation, is, by nature, a *société à mission* in itself.



This conversion in stages meets several goals:



- To place InVivo's market-focused subsidiaries in a position that enables them to respond coherently to the increased demands of their stakeholders and society, each within their own respective fields.

- To place economic, social and environmental considerations at the heart of governance, as set out in the law.

- To support the group's dynamic of transformation and innovation sustained by a clear purpose, including our responses to future scenarios as yet unknown.

- To consolidate our shared long-term project by integrating a clear mission within our bylaws.



How to implement the *raison d'être*

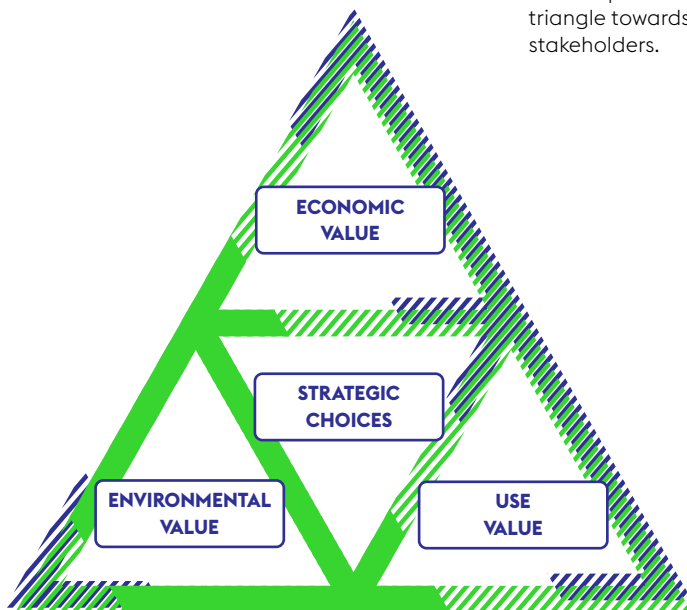
All of our stakeholders are made aware of our *raison d'être* so that they can align themselves with the terms and commitments, and participate in implementing them.

The creation and execution of our *raison d'être* and purpose are controlled by a mission committee which will develop the tools and indicators needed to evaluate progress, at all times seeking balance between the interests of our various stakeholders, considered with the same level of attention.

Triple performance as a guideline

Since 2015, InVivo has worked to spread a shared culture of economic performance within the group and with all staff. This culture allows the company to guarantee its results and to continue to invest to accelerate its transformation, its capacity to innovate in new fields and its development worldwide. Fundraising and allowing private investors to acquire shareholding in the subsidiaries demonstrate the confidence of the financial community in the 2030 *by InVivo* strategic plan.

Similarly, the wish to make a positive, sustainable contribution leads to focusing on a systematic performance in three areas: economic, social and environmental. The strategic choices of InVivo and its business lines all pass through the filter of this golden triangle towards their component parts and stakeholders.




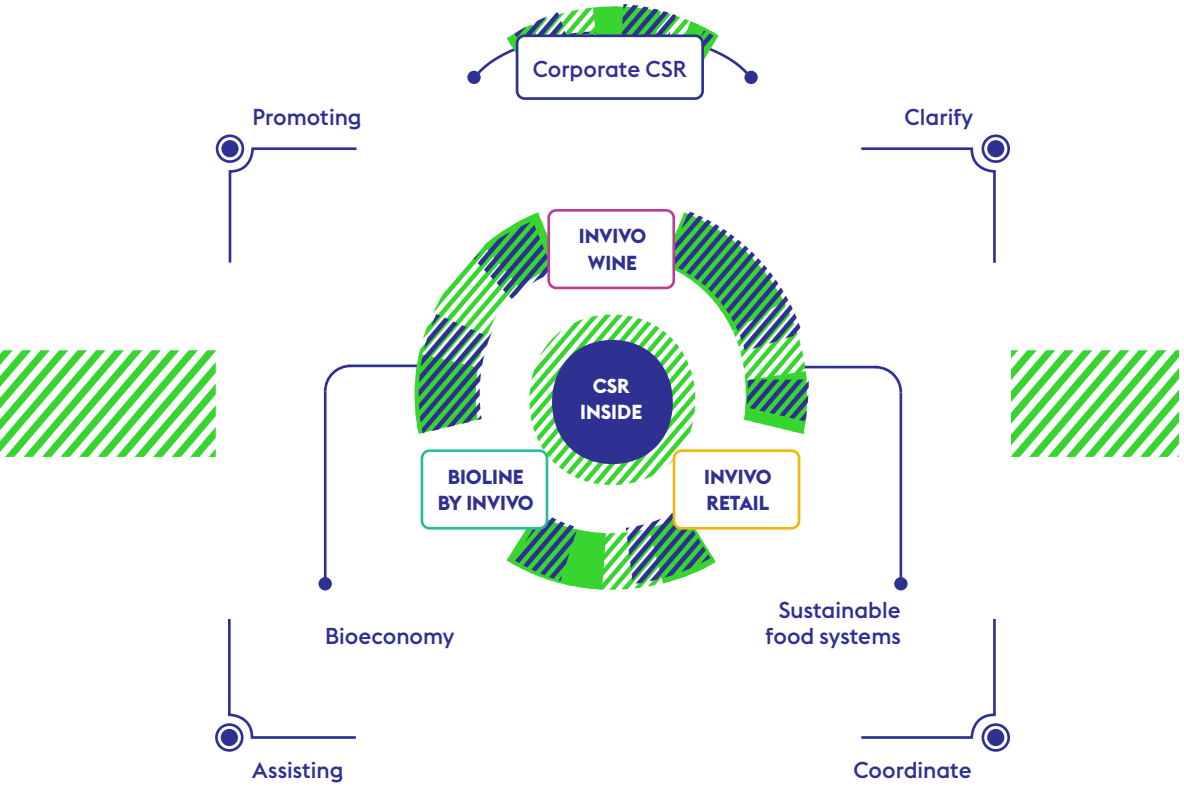
CSR *inside*: driver of development and sustainable innovation

At InVivo, Corporate Social Responsibility is considered a performance driver. From gardening to large-scale agriculture, from local organics to the agrifood industry, InVivo integrates CSR in each link of the value chains and within each of its business lines, to drive development and innovation. It also pursues an objective of systematic triple performance - economic, social and environmental - and thus assists the ecological and economic transition of our sectors.

3 commitments



- 
1. PRODUCING MORE AND BETTER
 2. PROMOTING ACCESS TO BETTER NUTRITION
 3. PLACING PEOPLE AT THE HEART OF WHAT WE DO



Our CSR approach for 2030

- Assisting the subsidiaries in building their *raison d'être*, mission and action plan with a view to transforming them into *sociétés à mission*.
- Continuously improving our performance indicators and those of our partners in terms of environmental impact (consumption and emissions, resource and waste management, product life cycle).
- Exploring and structuring sustainable growth projects for and with our cooperatives, through Smart Cooperation (partnership ecosystem according to SDG no.17).

“ Expand into the biodegradable packaging market, to open promising new areas for our farmers. ”



Co°Lab, idea no.351

- Making agriculture, viticulture and gardening assets for the environment through their positive impact on carbon storage, soil quality, and preservation of biodiversity.
- Assisting the creation of triple performance sustainable food systems to better value the act of production by implementing references and traceability tools.



- Promoting bio-economy initiatives (see diagram p.42) structuring the sectors, in partnership with stakeholders in the relevant sectors of activity, to anchor agriculture at the core of new renewable economic systems.

“ Working towards zero plastic in all our areas of business, using biodegradable materials in biofilm or starch in packaging or film used for agriculture (roundballer, etc.). ”



Co°Lab, idea no.126



- Clarifying the future paths for agriculture and food in the interest of future generations with InVivo Foundation, the InVivo Group fund.

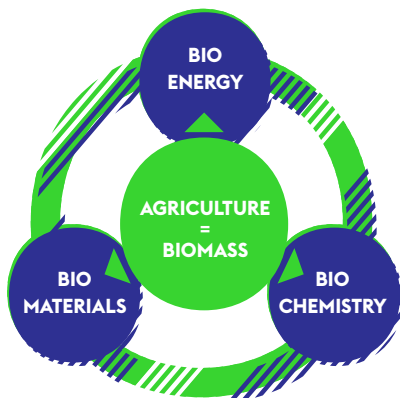
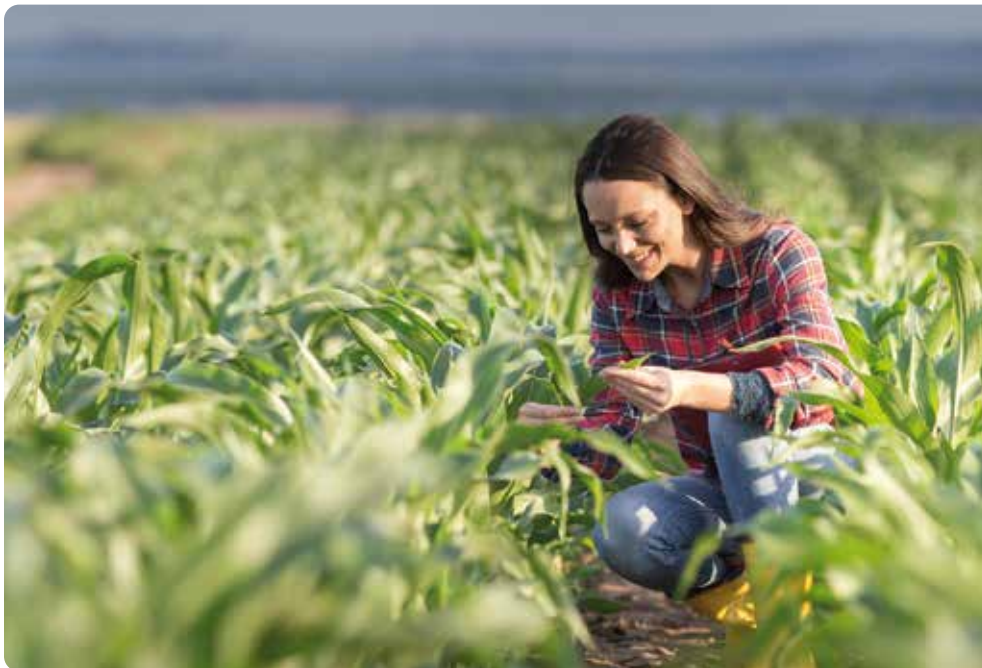


- Strengthening the potential of our staff and promoting their personal development, being an exemplary company in terms of motivation, engagement and social dialogue.

Better together

To promote well-being, safety and engagement among the staff, InVivo has created Better Together.

Better Together is an innovative, interactive approach which seeks to improve the quality of life in the workplace, the quality of the relationships within the company, and to reinvent our work organisations.



“ Among the big changes to come, those having to do with energy open up new opportunities; investing in renewable energy (wind, methanisation and power to gas) seem legitimate and relevant. ”

 Co°Lab, idea no.350

Two priority initiatives related to CSR

The HVE label

In partnership with the INRA, InVivo wishes to help farmers obtain the French "HVE" (High Environmental Value) environmental certification for their farm, offering them a complete range of solutions and advice, to control their carbon footprint and achieve the goal of zero pesticide residue.

Full steam ahead for organics!

To facilitate farmers' conversion to organics, in order to reach the objective of the national programme "*Organic Vision for 2022*" which aims for 15% of usable French agricultural land to be used for organic farming by 2022. The assistance offered by InVivo and brought by its subsidiary Bioline by InVivo will concern the development of procedures useful in agriculture, funding for transition, and insurance products to preserve the value of harvests in case of risk.

A section of the Union combining all of the cooperatives active in organic agriculture will be created, to integrate their specific concerns and expectations.

InVivo's goal is also to acquire, through external growth, a strategic position on sourcing and the supply chain of organic products, to efficiently supply major retailers.

InVivo will implement the organic vision in each of its business lines.

“ Supporting and encouraging conversions to organic agriculture. ”



Co°Lab, idea no.295

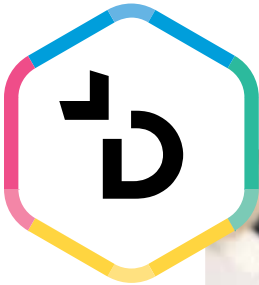
“ Selling organic clothing in our stores, made of linen and hemp by our farmers; the market for organic clothing is an opportunity (new avenues for our farmers). ”



Co°Lab, idea no.58

InVivo Digital Factory: accelerated internal and external digital transformation

Created in 2018, the Digital Factory is InVivo Group's internal consulting body, dedicated to digital transformation. It is also the production factory for digital projects. Its role is to build a fertile ecosystem of innovative digital solutions for the group's areas of activity and member cooperatives, with swift execution and adoption.



The Digital Factory operates in three areas

Digital technology to support new customer interaction

Improvement of customer journeys and omni-channel performance are provided for different subsidiaries with a view to accelerating the implementation and pooling of costs and skills.

Digital technology to support new business models

The transition from the transactional model to the service-based model opens up new business opportunities. The Digital Factory helps each area of business in this upstream reflection, then develops it in the digital projects run internally or led externally.

Digital tools to support operational excellence and decision making

These digital projects aim to shorten turnaround times, improve processes and make decisions more relevant in all areas thanks to the collection of data and the capacity to analyse it, as well as overall strengthening of the quality of internal and external service. These projects concern the market-focused subsidiaries as well as the group's support roles. Improving employee experience is at the core of the Digital Factory's concerns, both in terms of equipping with collaborative tools, rapid transfer of usage skills, and learning of agile methods, to create "*digital ready*" staff. This approach is based on the belief that the true return on investment is based on the quality of the consumer experience combined with that of the employee experience.

“ Going for digital is great, but responsibly and in anticipation of future limitations: form an ambitious Green IT policy for the group, which will determine our technological choices. ”



Co°Lab, idea no.359

Aladin.farm: a driver for transforming the subsidiaries

Digital technology has a major transformative power for the agricultural sectors. This is evidenced, for example, by the Aladin project, the agricultural marketplace for cooperatives.

This innovative project developed by InVivo Digital Factory was unveiled at the group's 2019 convention. This digital B2B platform, designed according to the needs of each cooperative, will reinvent the experience not only of farmers, but also agricultural technicians, for farm supply and management. Focusing initially on purchases on plant protection, seeds and agricultural equipment, through suppliers approved by the platform and negotiated rates, it seeks to integrate all useful information for farming management, as well as services and spaces for communication between farmers. The platform is build in direct association with the member cooperatives and regional purchasing unions.





Aladin, the benefits

Cooperative

- Omni-channeling of the member relationship and modernisation of its image
- Loyalty of its members and new market share capture
- Rationalisation of the processes (logistics, commerce, marketing, purchasing)
- Improved competitiveness

Technician

- New channel of communication with members
- Permanent access to the cooperative's catalogue
- Simplicity of use for mobile and PC
- Saving time on order management
- Enhanced technician features

Farmer

- Simple experience
- Complete, broad range
- Permanent availability

InVivo Food&Tech: innovation laboratory for the food of the future

Created in 2017 as a trend and innovation detection laboratory, InVivo Food&Tech has evolved to become an internal start-up studio, generating new agrifood business.



A double innovation mission:



- A pioneering laboratory in long-running trends that structure the agrifood chain in production as well as in consumption (from fork to farm and vice versa) with a start-up ecosystem and specialised funds, and with the support of the event programme for early stage innovation: InVivo Quest.
- An incubator of innovative business that can be housed in the group's businesses or split into subsidiaries or licenses/franchises, enabling projects to be initiated, validating their technical and business interest and financing them.



InVivo Quest



The challenge faced by InVivo Quest, created in 2017, is building an international Agrifood innovation ecosystem. In its first three editions, this initiative has mobilised nearly 150 partners and over 400 projects, in 10 regions of France and 6 international destinations: Berlin, Lisbon, New York, San Francisco, Sao Paolo and Singapore. The winning projects have benefited from increased visibility in InVivo's innovation networks and privileged business connections with the group's subsidiaries.



Agricultural production in a controlled environment:

developing innovative solutions to bring agriculture and urban areas closer together, using technology for healthy, available, low-impact food.

- Plant production in a controlled climate, not competing with traditional local products, allowing for multiple harvests and reducing the carbon footprint of transport, being closer (under 2 hours) to metropolitan areas. Farming in a controlled climate allows a greater percentage of plants to be incorporated into the diet, offering a variety of products (exotic products, rare vegetables, etc.) ensuring high quality by picking at peak ripeness and with reduced transport time to the end consumer.
- Equipment (growth systems, vegetable cellars, etc.) to grow or conserve edible plants at places of consumption (restaurants, canteens, etc.), purchase (stores) or in urban living spaces (offices).

“ Creating partnerships with real estate developers to fit new buildings with roofs or common areas for plant or food production. ”



Co°Lab, idea no.315

New food culture, new plants:

developing new foods and ingredients or seeking out distant crops to adapt to our climates and food culture.

- Enriching the range of plant proteins, looking for original crops and prototyping production units (e.g. importing and adapting traditional foreign crops using controlled environment techniques).

New food processes (microalgae and fermentation):

- Developing or organising production and marketing channels (e.g. massification and automation of microalgae production, development of food fermentation solutions to avoid losses and increase conservation and nutrients intake, etc.).

Value-added plants: medicinal, cosmetics

- Exploring beneficial crops for cosmetic products derived from plants, and plants for health and medical comfort.

Food&Tech: first results

- Creation and support of a network of more than 250 start-ups (including sponsorship of events in France - Cervia - and internationally - Hello Tomorrow).

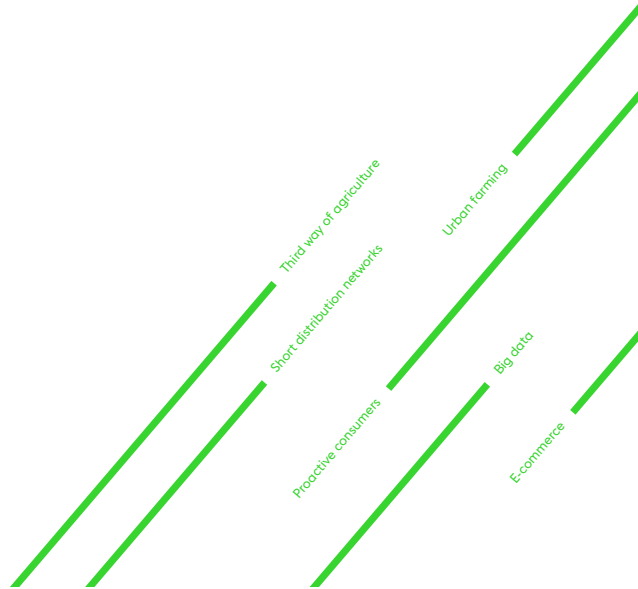
- Financial investments in start-ups: Il était un fruit - healthy snacks, IO-Vins - wine-by-the-glass experience, Le Petit Béret - non-alcoholic grape drink, Miimosa - crowdfunding platform for agricultural and agrifood projects for small farmers.

- Carve-out of La Plucherie, an urban farm producing in a controlled climate: transformation and B2B distribution of microbuds, flowers and herbs for chefs and high-end processors. La Plucherie was awarded at the 2019 Indoor AgTech Innovation Summit in New York.

- Development of La Plucherie-Equipements: food plant systems for restaurants, living areas in urban spaces and schools.



InVivo's areas of expertise: focus on 2030



PART III

CHAPTERS

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- 2 Union InVivo, the historic core in movement

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- 3 Bioline by InVivo: architect of innovative solutions to build the third way of agriculture

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- 5 InVivo Wine: major operator in the wine subsidiary, upstream and downstream





An agile corporate office for the benefit of all

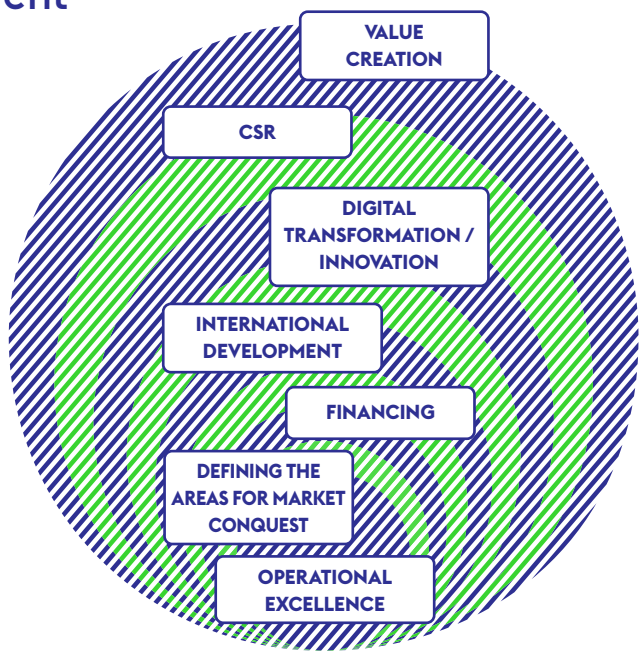
InVivo Corporate, the structure bringing cross-sector resources to the subsidiaries, is comprised of a close-knit team which ensures agility and responsiveness to the group.

The role of the Corporate office is to provide InVivo's businesses with strategic and operational support at every stage of their development trajectory and according to their level of maturity, in order to enable them to achieve growth and create value.

The role of the central functions is also to anticipate and detect market trends, and to monitor regulatory developments, in France and internationally, in order to stimulate new activities, nurture them and support their deployment. They ensure the financing of investments and the economic balance of the activities.



The development trajectory of InVivo's subsidiaries



© Thierry BLANDINIÈRES, CEO of InVivo, at the 2018 annual convention

Union InVivo, the historic core in movement

Historical foundation of InVivo and bedrock of its mission, the Union brings together the statutory services for member cooperatives, which engages members.



The PPA strengthens its negotiation power

The PPA (Pôle Partenaires Agrofourniture, Agricultural Supply Partners Hub), the national referencing and purchasing centre, is number 1 in France and Europe. The PPA will be redesigning its referencing and purchasing model in order to strengthen its negotiating power and increase the number of contracts with suppliers. The digital transformation that is taking shape in the Aladin project (see p.46) will contribute to this change, which will be brought by the seven regional cooperative PPA member groups in a spirit of efficiency and sharing.

A new integrated structure for grain markets

The Union plays a fundamental role in organising the French grain export sectors, in particular for the cereal businesses which represent its historic trade. In this field, the Union intends to focus on:

- Its trading office for the French brand, capable of processing 3-4 million tonnes of grain, thanks to the centralisation, security and traceability of inputs, as part of a new company combining the capabilities of Axérial, NatUp and InVivo: Grains Overseas. It remains open to future partnerships.
- A range of grain now structured by precise specifications, meeting the qualities required by the different global markets.
- A controlled, efficient supply chain through the rationalisation and modernisation of the Logistics & Storage activity.



“ Developing digitalisation in our storage business would allow us to optimise logistics and improve traceability. ”



Co°Lab, idea no.295

Grains Overseas: a new international project

In July 2019, InVivo and the cooperatives Axérial and NatUp created a new international project: Grains Overseas, which allows them to consolidate certain volumes of soft wheat and barley marketed to other countries through a more competitive offer and with increased efficiency. Grains Overseas' ambition is to export 4 million tonnes of soft wheat and barley per year to other countries. The creation of Grains Overseas marks an important step in the organisation and pooling of the cooperatives' strengths to meet the needs of international customers while offering quality and competitiveness.



Bioline by InVivo: architect of innovative solutions to build the third way of agriculture



Bioline by InVivo is the InVivo subsidiary dedicated to the transformation of farming. This global umbrella brand represents a unique alliance of recognised expertise to assist French, European and global farming performance.



Laurent MARTEL, Director of Bioline by InVivo



Its *raison d'être*

Bioline is helping to construct a positive and innovative agriculture alongside the cooperatives and farmers in order to meet the needs of mankind through healthy food.

A single vision: to promote and assist the third way of agriculture

The third way of agriculture is based on a premise: demographic and climate challenges require us to produce more and better to feed all people.

Producing more means increasing agricultural productivity, while managing the increase in cultivated land, to serve a global food bowl geared towards a more flexitarian (plant-based) diet. With a global population of 9.8 billion by 2050, this goal will not be negotiable.

Producing better means reducing and drastically improving the use of inputs, reducing losses and waste throughout the food chain, preserving soil quality and biodiversity in the long term.

Contributing to solving this unprecedented equation, with eyes open and no judgement, is the purpose of the third way of agriculture.



What is the third way of agriculture?

Agricultural transformation for food transition

Agriculture based on trust, leading responsible sectors.

Putting consumers and their expectations at the heart of the agricultural value chain to provide a healthy, safe and good quality diet, with complete traceability and transparency, is the key to an agriculture based on trust. To achieve this goal, we need to go from fork back to farm, along the sectors (large crops, market gardening, wine), by building production specifications in line with the expectations of consumers, customers and citizens, while securing income for French farming.

Diverse, local agriculture offering innovative solutions for all agricultures (conventional, organic, intensive, food-producing, rural, urban, etc.), in each of their territories and sectors with a view to their transition or acceleration towards more responsible and economically viable agriculture for farmers, in France and internationally.

A result-driven (agri)culture that can feed and prove the customer promises of agrifood partners. This agriculture mobilises and assembles the best technical, economic and organisational solutions to deliver a finalised, certified consumer/customer/citizen benefit (zero residue, zero carbon, fair pay for farmers, etc.).

Systemic agriculture that involves working on combining, integrating and synergising solutions. There will be fewer unique solutions and one best way; the most efficient systems will result from combinations and associations based on the study of interdependencies within a systemic framework. Tomorrow's agriculture will call for more and more science and digital technology.

“ The third way of agriculture is based on a complementary set of solutions to protect crops: precision, digital, biocontrol, machinism, payments for environmental services. ”

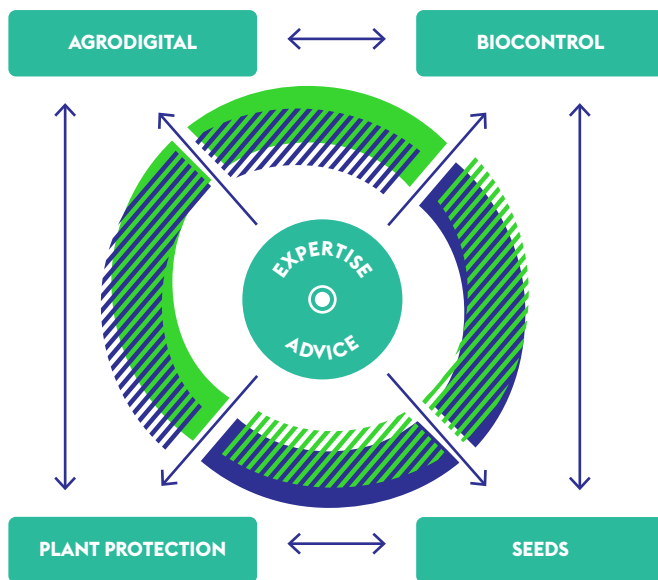


Co°Lab, idea no.89

Vision for 2030: how to achieve the third way of agriculture

The magic square of Bioline's specialisms

The sectors in which Bioline operates are inseparable and interdependent. It is through their association that Bioline participates in the emergence of responsible and measured agriculture with triple performance (economic, social and environmental) for the benefit of cooperatives, farmers, agrifood and agri-industrial entities, and ultimately consumers.



Plant protection and seeds form the basis of agricultural activity and for securing food supply. They are subject to intensive research and development and continuous improvement to optimise formulations and reduce doses for the purpose of productivity that respects the quality of products and the environment.

Accelerating the development and dissemination of biocontrol (micro and macro-organisms) for plant protection is a very promising way forward, especially when combined with other techniques that form part of comprehensive solutions.

“ Set up experiments and training for farmers such as: "Large crop biocontrol day" and prove its effectiveness. ”



 Co°Lab, idea no.48

✔ The development of **agri-digital solutions** covers 3 priority issues for Bioline:

- **Precision farming** breeds innovation in the field and allows efficiency in the application of inputs (be Api);
- **The control and processing of data** helps the farmer in all dimensions of his business (OAD, operating software within Smag), while protecting him from confiscation of data by large foreign farming companies. The development of applications from the blockchain will also enhance agricultural action, ensuring its traceability.
- Finally, **omni-channel communication with and between farmers** allows them to access a range of products/ services through a single platform, and a channel of information, contacts and exchanges (aladin.farm).

✔ **Agri-ecological expertise** (Agrosolutions) and **risk management advice** (Bioline Insurance) irrigate each of the other fields. Bioline develops risk management solutions to secure farmers' crops and incomes. These types of insurance represent alternatives to traditional means of securing production, and thus contribute to economic and environmental balance.



3 performance drivers

Innovation and digital

Innovation in all its dimensions, with an emphasis on digital, is a fundamental driver of Bioline's business. Beyond investing in research and development, it is a question of building product/service offerings that, once adopted, produce innovation in the fields, demonstrate their usefulness and impact in terms of value to the farmer, and accelerate the transformation of agricultural practices (for example, the provision of a “package” of solutions to promote farmers obtaining the HVE label, see p. 43).



Co-construction

Bioline does not innovate alone. The principle of co-construction governs its modus operandi and is implemented in three ways:

- **strategic partnerships** with large groups to tailor their solutions to the specific needs of cooperatives and farmers (e.g. partnership with Microsoft);
- **transversality**, hybridisation and agility between businesses to identify the most relevant innovations and develop cross-cutting offers (Bioline Innovation);
- creator of **customised solutions** with and for cooperatives (e.g. be Api, Bioline Insurance, Protélis, aladin.farm).

Internationalisation

Bioline continues to rapidly internationalise its activities. Building on the success of its operations in Brazil and California, the group is expanding into neighbouring territories (South America, USA and Canada) and is planning acquisitions or partnerships in Asia (China) and Africa. The company also aims to increase its presence in the Iberian Peninsula.

InVivo Retail: become the European leader in responsible gardening



InVivo Retail
is a multi-brand retail
group specialising
in gardening and local,
organic food.



Guillaume DARRASSE, CEO of InVivo Retail



Its *raison d'être*

InVivo Retail works toward offering everyone access to the benefits of nature.

Strong points

- ❗ A powerful image championing locality to the Gamm vert brand, supported by InVivo cooperatives, however, needing to reconsider the positioning of the brands and their complementary aspects following the structuring acquisition of Jardiland in 2018.
- ❗ The competitive advantage of size, which will be optimised through:
 - streamlining and modernising regional cooperative networks,
 - in-depth pooling of resources,
 - convergence of supply around a proposal for own-brand products,
 - clarification on farm stores versus retail stores.
- ❗ The alliance of the know-how of a franchise network manager and a direct outlet operator.
- ❗ Broad territorial coverage that will be supplemented in the future by new locations in "white" areas and a presence in metropolitan areas.



Vision for 2030

By 2030, InVivo Retail will be a European leader in responsible gardening, with a platform of general gardening and “super-specialist” brands, with a target of 2,000 outlets.

InVivo Retail will have built a new business model for gardening by generating attractiveness and traffic at outlets throughout the year.

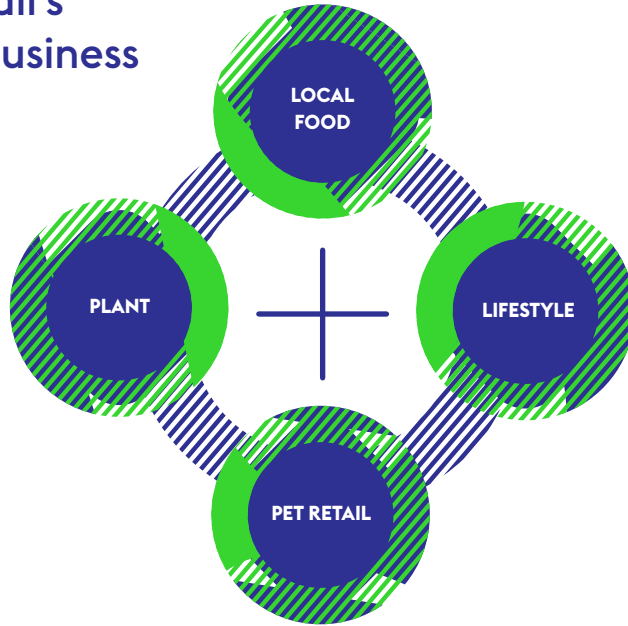
Business / market strategy

- Build complete, super-performing sectors (from product design to managing customer experience) in four markets: plant, pet retail, food and lifestyle. Specialising by market allows, in the long run, considering developments in super-specialised formats (e.g. Noa in pet retail).
- Assert absolute leadership on the historic business lines of plants and pet retail.
- Develop a solid food chain focused on a local, organic offering (Frais d’ici, Bio&Co) present in the outlets of “generalist” brands (Jardiland, Gamm vert) and in dedicated sales outlets.

Heading towards specialisation of brands?

InVivo Retail is currently considering the specialisation of its brands with the creation of a main brand for consumer gardening, bringing together the largest number of outlets in France and Europe, and a rural and agricultural brand present in the territories.

InVivo Retail's 4 lines of business



 Gamm vert garden team




4 performance drivers

1. A solid CSR position

InVivo Retail wants to be the spearhead of CSR in its sector.

Its commitments:

Conserve natural wealth and allow everyone to access it, by:


-  • Promoting sustainable management of natural resources with water-efficient gardening and concern for the preservation of biodiversity.
-  • Proposing a healthy, sustainable, responsible food supply.
-  • Committing to strive towards zero petrol-sourced or non-recyclable plastic by 2030.

“ Plastic waste: offer customers the ability to bring back their plastic planters and containers (the same as any potted plant) for recycling through a dedicated channel. ”



Co°Lab, idea no.172

Promote respect for nature and spread the culture of "responsible gardening" by:

-  • Customer advice oriented towards educating on good gardening practices, respect for living things, and concern for animal welfare.



- Promoting gardening to consumers and younger generations, emphasizing its positive impact on the environment.

“ Create shared gardens with customers if the outlet has an outdoor space to initiate ecological solutions (permaculture, recycling, beehives, etc.). ”



Co°Lab, idea no.164

Mobilize all employees and partners to achieve this societal goal together, by:



- Developing the skills of employees in these fields to become the best ambassadors.








- Defending the social ladder, integration and diversity, by paying attention to people and the development of their skills, and by promoting social ties in the territories.

“ Given our size and future needs, rather than working with schools, why not create our own InVivo Retail training school. ”







Co°Lab, idea no.137

2. Operational excellence

-  • Develop an innovative, readable and distinctive offer throughout the seasons.
-  • Manage the supply chain (offer, supply and logistics).
-  • Converge business processes, information systems and performance indicators.
-  • Simplify customer journeys, multiply points of contact and the depth of conversation with customers, through the quality of service and by giving appropriate advice.
-  • Encourage staff to be more customer - focused by training them and offering tools and resources available to them.

3. Omni-channel approach

-  • Implement a "phygital" strategy for each merchant concept.
-  • Make the broadest possible consumer and rural/ agricultural offer accessible to all through a marketplace.
-  • Take advantage of digital tools to improve operational performance and enrich customer journeys.
-  • Focus on a network of mutually supportive start-ups.

4. National and international development

- Achieve national coverage by opening new stores and buying outlets.
- Expand in Europe, starting with Spain.
- Open up capital to establish goals.

Gamm vert n°1 de la jardinerie

PLANTES D'EXTÉRIEUR | PLANTES D'INTÉRIEUR | JARDIN, SEMIS & AMÉNAGEMENTS | PRODUITS DE JARDIN | OUTILS DE JARDIN | MOBILES, DÉCO & ACCESSOIRES

PRODUITS DU JARDIN

Plantation

Nourrir ses plantes

Soins du jardin

Croissance & Protection des végétaux

Avec l'hortie et le jardin, planter n'est pas facile ? Equipé avec des meilleurs outils qui réunissent l'ergonomie pour rendre le jardinage agréable et sans effort. Découvrez notre sélection de produits pour aider vos plantes au stade de leur croissance, notre matériel de semis pour réussir à coup sûr la levée de vos semences de légumes ou de fleurs. Retrouvez également toutes nos solutions d'entretien, pour le jardin, les plantes en pot de la terrasse ou de la trouée. Faites soin de vos cultures, avec nos légumes à se développer, favorise la floraison de vos plantes grâce à nos engrais et produits. Choisissez nos solutions sans pesticides écologiques : le paillage, la lutte biologique par les insectes ou autres, les pièges à nuisibles, etc. Faites et protégez facilement votre jardin.

Gamm vert e-commerce



InVivo Wine: major operator in the wine sector, upstream and downstream



Founded in 2015,
InVivo Wine is a
winemaker, strong
brand builder and
distributor integrated
in all strategic markets.



Frédéric NOYÈRE, CEO of InVivo Wine

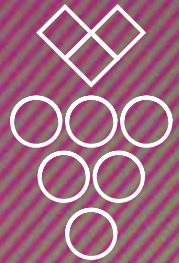


Its *raison d'être*

InVivo Wine is cultivating a sustainable wine sector that inspires current and future generations.

Strong points

- ❑ Upstream management. Securing of supplies through the Union. Defining specifications to ensure the quality needed for the markets.
- ❑ Historic brands with interesting potential.
- ❑ Strength of its distribution networks internationally through purchases made in recent years (Baarsma, Vinadeis Asia network, Vintners Alliance USA).



Vision for 2030

By 2030, InVivo Wine will be a leading, sustainable and integrated group, in tune with global markets and benefiting from synergies within InVivo Group.

InVivo Wine's 3 businesses

Brands

Building strong, impacting brands in line with consumer expectations will involve:

- The rationalisation and redeployment of existing brands.
- A strategy to acquire brands in future segments.
- Structuring the brand portfolio, balancing strategic and tactical brands on the one hand, and the “commercial” and “Domaines & Châteaux” ranges on the other.
- Marketing innovation: attracting new wine consumers through the simplification/readability of the offer, development of new opportunities, promotion of channels for discovering wines (digital, wine tourism) and paying attention to the retail strategy.

“ Create a wine brand "*InVivo Veritas*" showcasing the group's CSR and its innovative side. ”



Co°Lab, idea no.27

Distribution

Manage omni-channel, multi-country distribution: mass distribution, selective distribution and direct sales, in Europe, USA and Asia.

- Commercial and operational excellence.
- Constructing a shared culture and language (management standards, ERP, CRM, agile and simplified organisation).
- International expansion by acquisitions or distribution partnerships (strengthening in the USA, extension to Germany, Japan).
- Development of short distribution networks, in connection with InVivo Retail.
- Reflection on Digital Retail, in connection with InVivo Retail and the Digital Factory.

Services

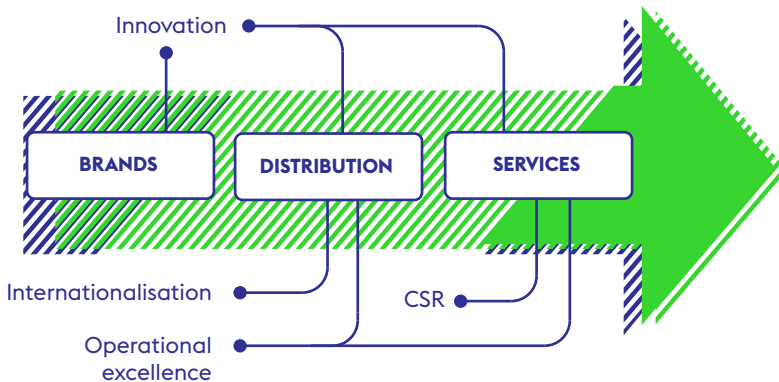
Secure supplies and support the transformation of the wine sector (viticulture, wine making).

- Sourcing and wine making to create innovative wine profiles tailored to new consumers.
- Agronomic expertise: resistant grape varieties, precision viticulture, biocontrol, soil improvement (in connection with Bioline and Smag).
- Circular economy: exploitation of the vineyard's by-products, reflection on containers and packaging, recycling.

InVivo Wine in exclusive talks with Pernod Ricard for the acquisition of *Café de Paris*

In October 2019, InVivo Wine entered into exclusive talks for the acquisition of the brand and its production plant located in Cubzac-les-Ponts (Gironde, France). *Café de Paris* is one of the top 10 sparkling wine brands in the world, mainly in Japan, Switzerland and France. This brand offers an almost limitless scope for innovation. InVivo Wine wants to build on its reputation and revitalise it before setting out to conquer new markets such as China and the United States.

3 areas of business / 4 performance drivers



InVivo Wine is participating in the creation of the vineyard of the future

InVivo Wine supports ecological transition and is preparing the wine industry and territories for climate change. This requires taking environmental factors into more serious consideration, giving preference to short distribution networks and relying on digital and precision farming, in order to promote sustainable production of wine, including organic wine. This progress is being undertaken within each wine region with specific targets to be achieved by 2030.





Our national and international institutions need to be brought into tune with today's world.

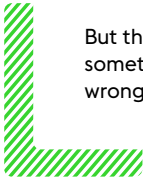



By John KERRY, U.S. Secretary of State during Barack OBAMA's presidency from 2013 to 2017, a signatory of the 2015 Paris Agreement.

The liberal world order we have relied upon since the end of World War II is under attack. Forces long presumed dead and buried are rearing their ugly heads. Authoritarian power grabs, sectarian prejudice and the toxic brew of nationalism and nostalgia combine to gnaw away at the institutions that underpin global peace and prosperity.



But these forces are symptoms of something more potent, something legitimate and not malign. People sometimes choose the wrong path when they've lost confidence in the old answers.





The frustration is real, and it's justified. The global economy is accelerating at a digital pace, but our systems and politics are stuck in the industrial age. The basic contract at the heart of democratic societies is fraying. Wages are stagnating. Schools are failing to meet the demands of the marketplace. Governance is weakened or outright subverted by organized money and partisan paralysis. It's little wonder that citizens everywhere are in revolt, for fear that they're being left behind while others are always racing ahead.


To ignore this fear of the future is to invite even greater economic dislocation, and all the anger and alienation it entails. Our institutions depend on the public's trust, and regaining that trust must be priority No. 1.

Today, at home and abroad, our next steps are not set. They never have been. But rather than talk about whether democracy is dying and the liberal order is decaying, we must embrace activism and action to ensure that neither of those outcomes becomes real, let alone irreversible. Otherwise, our reflexive defense of the liberal order will only contribute to its defeat.

The American experiment itself didn't emerge from gauzy parlor talk; it was earned the hard way — by people willing to put themselves on the line for a powerful vision strengthened year by year, mile by mile, since 1776. Hundreds of millions of people didn't just one day sign up for some great theory because they'd read a policy white paper. They did it because they'd lived and felt the devastating failure of the alternative, and they wanted peace, freedom and opportunity.

We need to make democracy and the international liberal order relevant to people's lives in actions, not in words.

A few critical issues must be tackled if we are to make our leaders accountable and make them work for people.





Nothing can be fixed if we don't first deconstruct the gridlock that is choking governments everywhere. That starts by recognizing that healthy democracies rest on the firm foundation of civil discourse and reasoned debate. Both, however, are in diminishing supply today, and a decision will never be effective if even the facts it's based on are a point of contention.

No wonder, then, that around the world there is a growing constituency of neo-populists who argue against the very alliances and organizations that protect us. Many see an easier life on a path of isolation — they're tempted by the promise that walls on our borders and less contact with our neighbors will keep the world's troubles at bay. Brexit lingers as a reminder of the costs that would befall a Fortress America. In Washington today, globalism is a burden, not a badge of honor.

But history tells us that we must open ourselves up if we are to restore faith in government or empower Americans to compete in a world that's changing faster and becoming more vulnerable to reactionary forces, not less.

Just as important, we must strengthen our collective response to violent extremism and to forces that seek the return of a world in which might makes right and the strong bully the weak. Resurgent authoritarian powers like Russia and nonstate actors like the Islamic State and Al Qaeda are waging war against the very principles the United Nations and NATO were founded to protect. Effective leadership requires that we do more to deter immediate threats even as we shore up the global institutions that provide security in the long term.



It is clear that we need to do a better job of providing young people with good-paying jobs and peaceful outlets for expression. Today's agitators, from neo-populists to violent extremist groups, know all too well that legitimate authority is hard won and easily lost. When young people see opportunities denied to them because of corruption or marginalization, growing indignity makes the siren song of extremism all the more appealing.

We must also create an environment where innovation can flourish and the benefits are widely shared. Education for people of all ages, combined with apprenticeship programs, makes up the foundation of fair, inclusive economic growth. Governments need to support entrepreneurs while also helping them to absorb the disruptions that come with rapid advances in such fields as artificial intelligence, robotics and 3-D printing. The gig economy is a reality of 21st-century work. We need to make sure workers are protected and empowered to take risks, pursue flexible arrangements and change jobs without losing their benefits.

Efficient and reliable public infrastructure is the beating heart of a modern, dynamic economy. Extending broadband access and upgrading our roads, bridges and dams isn't a luxury; it's a necessity for inclusive growth. That also means using trade to foster better relationships, not as leverage in political brinkmanship. New environmental and labor standards will encourage innovation and demonstrate the ability of democracies to deliver sustainable growth and jobs, economic dynamism and fairness.

And climate change is the existential crisis in search of unparalleled opportunity to create good jobs and enormous wealth while saving the future. We must seize the extraordinary opportunity presented by a new clean energy market to power our economies and protect this fragile planet we share. Climate change bubbles beneath the surface of politics in the United States when, in 2018, enormous numbers of young people turned out for the first time in their lives to throw out of office incumbents of both parties whom they believed were either dithering at the margins of denying the existence of a challenge. You saw it again in the rise of the Greens in the EU elections.

But climate change is more often weaponized in a different way bubbling beneath the surface of movements that aim to distort reality: political movements that advocate – directly or indirectly – not a coming together but rather a splitting apart. It's those who portray climate change as a hoax and aim to divide the elites who want to face the problem, from the workers who they claim will lose their jobs if we dare try.



Our politics have become almost exclusively accusatory and bombastic. In that political environment, the environment itself becomes a political and economic weapon.

We need to prove the opposite is true: that good governing is good economics, and that solving climate change is the way not just to save lives and stop climate's geopolitical fall-out, but the way to create jobs of the future that put people back to work everywhere.



Our institutions – both domestic and global – need to be updated. That's the exact opposite of walking away from the system we have worked so hard to establish.

But we can't address a truth that we can't face head-on. During the Cold War, no one on either side of the Atlantic would have been taken seriously if they denied the challenge, we faced was real. And in the post 9/11 era, it would've been disqualifying to deny that al Qaeda knocked down the Twin Towers in New York or that ISIL extremists ravaged the Bataclan in Paris or drove that truck through Berlin's Christmas market.

Facts are facts. But here we are in 2019 where too many in positions of responsibility still call climate change a hoax.

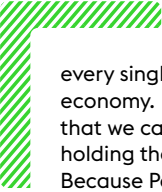
Enough. We have no time to waste debating alternative facts only to be forced to invest years more trying to reestablish trust in the real ones.

Let's debate how to address the climate national security threat, not whether it's real. The world and certainly the United States have got to break out of this very strange and dangerous place that we are in.

That's what leadership is supposed to be about.


We know the arguments. We know the facts. We know the issues. We know the procrastination. We know the lies and we know the dangers. The science has been screaming at us warning us compelling us to act on climate change is going to impact





every single nation on the earth and every sector of the global economy. After Paris, I said we are not leaving here knowing that we can tell the world that we are guaranteeing we're holding the earth's temperature rise to 2 degrees centigrade. Because Paris was a goal not a guarantee.

But Paris sent a global message to the marketplace that one hundred and ninety-six countries are all going to try to reduce their emissions all simultaneously responding to this great challenge. And it's open for business. It's the biggest market the world has ever seen: four to five billion users. It's going to go up to 9 billion in the next 30 years. There are one billion people on this planet without any electricity at all. We're looking at the greatest manufacturing market opportunity the world's ever known that can create jobs and solve climate change at the same time. But will we?



And will we rally the world to do it together? The world's top three emitters, China the EU and the United States, account for over 50 percent of emissions. Just three of us on this planet! Think about happens when the G 20 meets. You could get a G 20 movement where the major emitters who are providing more than 80 to 85 percent of all the emissions come together to define the ambition of Paris upwards instead of dumbing it down and dividing us for politics.

But we're not today. The lower one hundred and thirty economies in the world produce less than 1 percent of global emissions. No wonder they're angry at us. No wonder they're suspicious of all of us at the top.

But we can change that. We can help provide technology to small countries to transition so they could leapfrog technology and skip the dirty energy that developed countries had to use during our industrial revolutions.

But the world isn't getting that job done. We need to find the willpower to make the decisions to do the things that we know will restore the health of our planet and reinvigorate our economic engines.



Future generations are going to measure us not just by what we debated or what we noted but on whether we acted. That's the test. Success depends upon leadership in every single country.

The challenges are real, but there is every reason for optimism. History has proved time and again that adapting to big changes in technology and society is stamped in our collective DNA.

Our global system demands renewal and reform, not rejection and recrimination. If we treat it as a relic of decades past, it will rust away and future generations will pay the price. Nostalgia won't defeat neo-populism; progress will.

A handwritten signature in black ink, appearing to read "J. L. F. King".



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The 2030 by *InVivo* strategic plan is a continuation of the 2025 plan. Its vision is to live up to the challenges faced by cooperatives and the agricultural sector in France and throughout the world.

We want to build the third way of agriculture and food intelligence, for the benefit of farmers, consumers and future generations.



Creating Ag-food Intelligence

