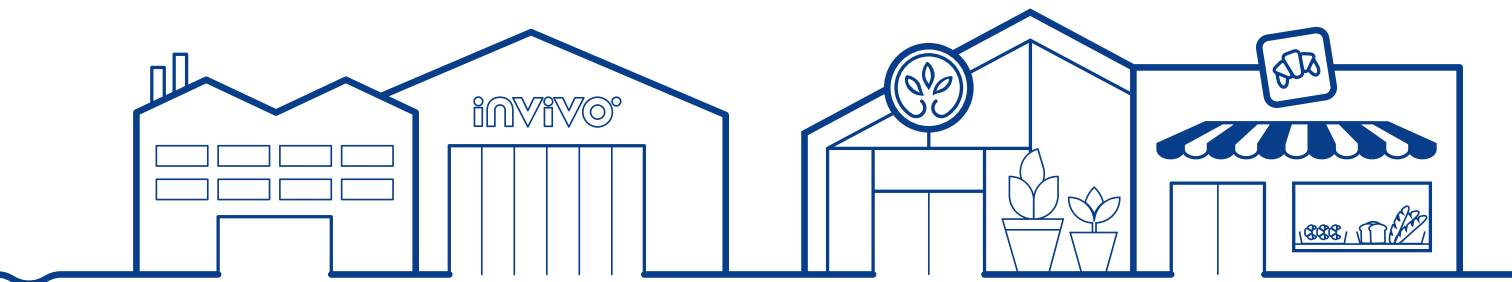
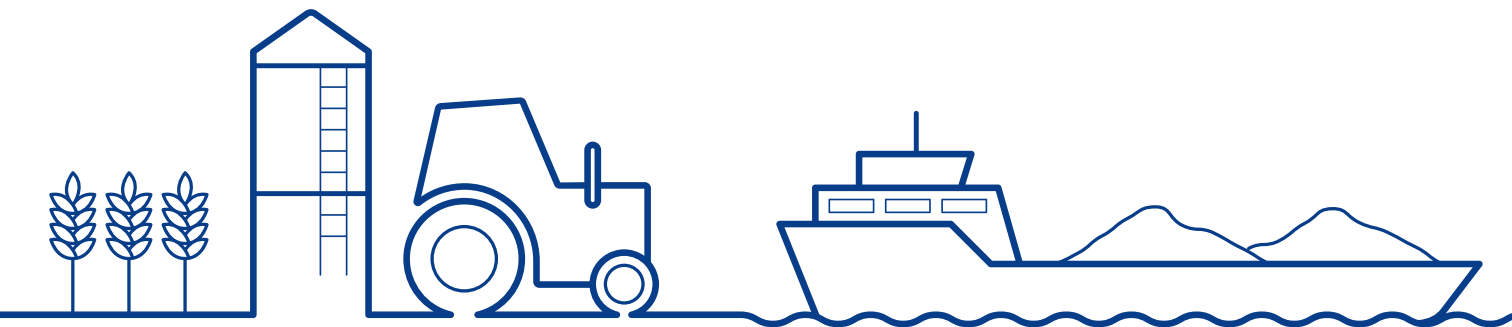


invivo^o

GROUP

OVERVIEW

2023





P.4 **About InVivo**

P.6 **Our governance**

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P.14 **Our activities**

P.48 **Digital, innovation
and development**

CONTENTS

About InVivo

Key figures as at 30 June 2023

€12.4 billion
in turnover

14,500
employees

174
member cooperatives

35
countries

INVIVO AROUND THE WORLD

EUROPE

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

- Ukraine
- United Kingdom

AFRICA:

- Algeria
- Ethiopia
- Ivory Coast
- Kenya
- South Africa

AMERICAS:

- Argentina
- Brazil
- Canada
- United States

ASIA:

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

OCEANIA:

- Australia
- New Zealand

FOUR BUSINESS VERTICALS

1. Agriculture:

Bioline by InVivo, Soufflet Agriculture, Soufflet Vigne

2. International grain trade:

Soufflet Négoce by InVivo

3. Agri-food (malting, wheat, wine):

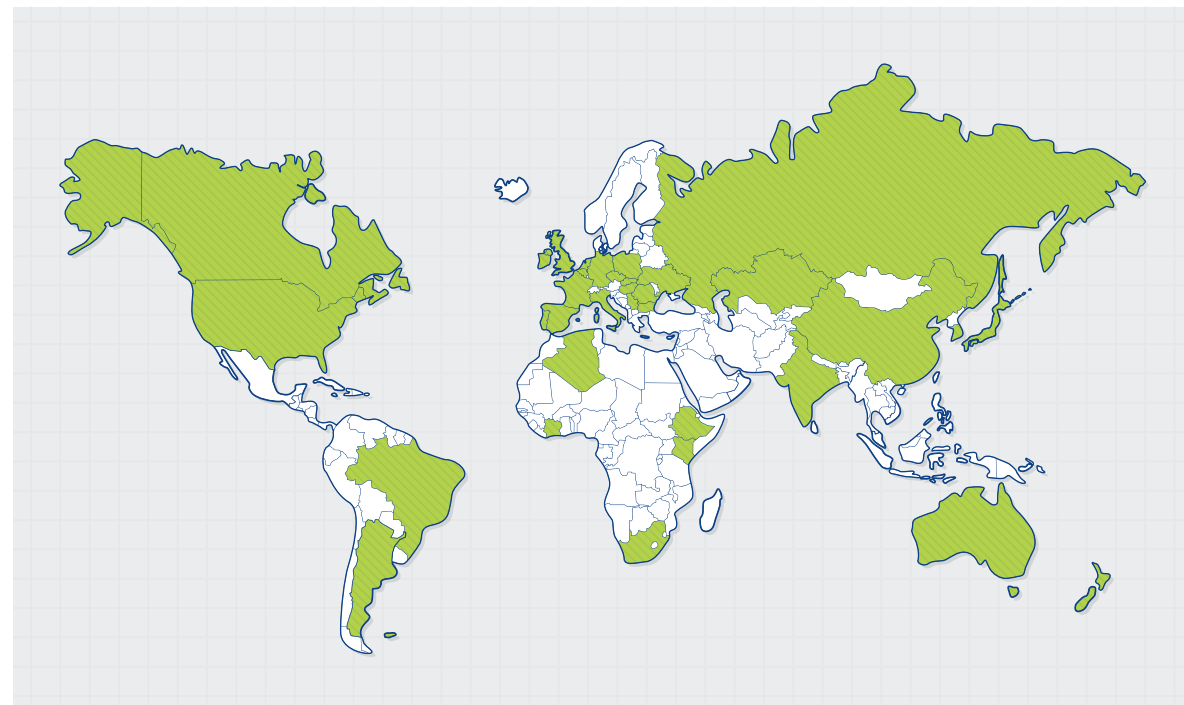
Malteries Soufflet, Episens by InVivo, Cordier by InVivo

4. Retail:

TERACT

FIVE STRATEGIC OBJECTIVES

1. Working towards zero pesticide residue
2. Contributing to carbon neutrality
3. Preserving and regenerating soils
4. Restoring and promoting biodiversity
5. Diversifying farmers' revenues



The Executive Committee



The Executive Committee of the InVivo group is a cross-functional decision-making body. It acts as a bridge between the historic union of cooperatives, Union InVivo, and the group and its business lines, InVivo Group. It monitors the performance and results of the different divisions and oversees strategic projects defined by the Board of Directors.

IT HAS NINE MEMBERS (FROM LEFT TO RIGHT)

François-Xavier Quarez,

Director of Episens

Guillaume Darrasse,

Deputy Chief Executive Officer of TERACT

Jean-François Lepy,

Director of Soufflet Négoce by InVivo

Sébastien Graff,

Chief Executive Officer in charge of Human Resources, Communications and Strategic Projects

Thierry Blandinières,

Chief Executive Officer

Maha Fournier,

Chief Executive Officer in charge of Finance, IT, Legal and M&A

Christophe Passelande,

Director of Soufflet Agriculture, Malteries Soufflet and Soufflet Vigne

Olivier Clyti,

Director of Strategy, CSR, Digital

Laurent Martel,

Director of Bioline by InVivo

Collegial governance for the benefit of farmers

INTERVIEW WITH **JÉRÔME CALLEAU**,
CHAIRMAN OF INVIVO

"The involvement of elected cooperative members in decision-making bodies ensures that InVivo always acts for the benefit of its members. "

The InVivo group epitomises the excellence and expertise of French agriculture in France and abroad. Since the launch in 2014 of its first strategic plan, "2025 by InVivo", the group has changed significantly. Under the chairmanship of Philippe Mangin, followed by Jérôme Calleau, who succeeded him in January 2023, its area of activity was expanded, its business lines divided into four main verticals and its governance restructured to adapt to this change of scale.

Jérôme Calleau, Chairman of InVivo, reveals his vision of the group's ambitions in this interview and explains how its new governance model makes the interests of cooperatives a central pillar of its decision-making process, to ensure that it grows and becomes more sustainable.

How has the Union InVivo changed since 2014?

The Union InVivo is, as its name suggests, a union of French agricultural cooperatives. It was created with the aim of providing resources and added value to its member cooperatives by supporting them as they carry out their activities. The Union now includes 174 member cooperatives right across France.

In 2014, the group – which includes the Union and its commercial activities – formalised the launch of its first strategic plan, "2025 by InVivo". Since then, it has grown exponentially, thanks to the joint efforts of the governance bodies, the Executive Committee and all employees. With the acquisition of the Soufflet Group, which we completed in December 2021, InVivo has grown to become Europe's leading agricultural cooperative group.

Its renewed economic strength means it can tackle the environmental and demographic challenges facing the agricultural world with equanimity, while demonstrating its resilience in times of crisis. InVivo now has the technical, financial and human resources to compete effectively in Europe and around the world, while also innovating and transforming French agricultural production models, thus protecting France's food security and sovereignty.

How does InVivo's governance work?

Our governance is based on a fundamental principle of mutual trust: the Union InVivo does not exist for itself, but for and through its members. In other words, the strategic direction defined by the Board of Directors has to give concrete expression to the needs of members, in order to fulfil their expectations and best represent their interests. The involvement of elected cooperative members in our decision-making bodies ensures that InVivo's action, by being co-constructed with them, is always aligned with the interests of its members. Therefore, they are invited to take part in decision-making processes, either through direct

involvement in the work of the various governance bodies – for example, the seven vice-chairmen around me, the Union Bureau and the cooperative member partners who sit on the Board – or by participating in the regular meetings proposed to cooperative members, such as the Regional meetings and my visits to cooperatives. These meetings are an opportunity for us to gain practical insights so that we can inform others, inform ourselves, explain our strategy and answer members' questions. We thus prefer a more cross-functional and participatory approach to dialogue.

We have also set up a series of cross-functional business monitoring committees, which aim to support and inform the Board's decision-making, taking into account the economic situation and problems of each business line. These committees include members of the Board of Directors and external experts. One of them, the Member Relations Monitoring Committee, is responsible for ensuring that information is properly transmitted from cooperatives to governance and vice versa.

What is the InVivo group's mission?

InVivo's historic mission is to add value to the cereals and wine supply chains, from production to processing and marketing. In carrying out its mission, the group follows a strict code of conduct which is dictated by its status as a *société à mission* (French legal framework whereby businesses pursue a set social and environmental purpose with specific sustainability goals). This is why InVivo offers cooperative member partners and their farmers a set of innovative tools and solutions to support the agri-food transition.

We take pride in ensuring the sustainable growth of the group and its activities, both to support the French Farm and ensure the fair distribution of value to the cooperatives, as well as fair remuneration for their farmers. Because the group's performance depends on its ability to invest, adapt to situations – including in times of crisis – and generate value.

What are the InVivo group's ambitions?

We aim to consolidate our position as a major player in agriculture and agri-food in Europe. This ambition can be achieved if each business pursues its strategic objectives and gains ground on the French, European and even international markets. Our aim is therefore to strengthen our position at every stage of the food chain by building sustainable, value-creating supply chains from farmer to consumer, taking advantage of ethical, high-performance agriculture.

As far as governance is concerned, the guiding principle remains unchanged: InVivo's actions will always be guided by and for its member cooperatives.

2030 BY INVIVO: A CO-CONSTRUCTED PROJECT

The group's mission, as defined in the "2030 by InVivo" strategic plan, is the result of a collaborative process which started in 2022.

The #DaringTogether programme, set up after the acquisition of the Soufflet Group, addressed a twofold problem: integrating employees into the new entity; and updating the strategic plan to include the issues inherent in Soufflet's activities. Asked to respond to a survey, employees and cooperatives were able to share their vision for the future of the group.

INVIVO, SOCIÉTÉ À MISSION

In October 2020, InVivo was granted the status of *société à mission*. Its purpose statement, devised and co-constructed with all its stakeholders, is to foster the agricultural and food production transition to a resilient agrosystem by designing innovative, responsible solutions and products [...] that benefit farmers and consumers.



"We have a strong and stable foundation [...] that has enabled us to shift gear into a cross-functional approach with verticality in supply chains, acting in and controlling the entire value chain, from field to fork."



Growing together around a unifying project

THIERRY BLANDINIÈRES
CHIEF EXECUTIVE OFFICER OF INVIVO

In 2022, the InVivo group began the co-construction of its "2030 by InVivo" strategic plan, with its employees, member cooperatives and stakeholders. The company values this way of working, which favours collective thinking and collaboration. As part of this plan, the group has defined a three-year project called "Growing together", rolled out by major business vertical. The objective over the next three years is to improve InVivo's transparency, clarify its organisation and the breakdown of its activities and lay the framework for its long-term performance. Let's take a close look at the "Growing together" project with Thierry Blandinières, the Chief Executive Officer.

What does "Growing together" mean?

"Growing together 24-27" is a three-year plan that reflects our determination to strengthen our competitiveness and focus on how our businesses performance and what we know best.

Now that Soufflet has been integrated, and we have made the structural and transformative acquisitions set out in our "2030 by InVivo" strategic plan, we have a strong and stable foundation and a new scale. A foundation that has enabled us to shift gear into a cross-functional approach with verticality in supply chains, acting in and controlling the entire value chain, from field to fork. Looking at our scope and assets as a whole, we have to decide, for some

business lines, whether to maintain them or to explore the idea of partnerships. This is what we did in early 2022 with the sale of Vivien Paille (a brand specialising in pulses, cereals and rice) to Avril, one of our long-term partners. Because the long-term aim is to create European and international champions in the French agri-food sector and to build organisations capable of coping simultaneously with global competition and geopolitical uncertainties that have major consequences (the Russian-Ukrainian war being a painful reminder of this), climatic and environmental challenges and demographic growth. We're well aware of the scale of the challenge, and we're ready to tackle it.



What does this mean for our employees?

Growing together also means setting a course, creating a vision and laying down benchmarks. It means uniting around common and shared objectives. It means knowing where we're going and why. Beyond these fine ideas, we strongly believe that building a relationship of trust, making people proud and showing gratitude are all essential to achieving these objectives. Our partnership with the Rugby World Cup 2023 is a perfect illustration of this. We have rallied people around a single project, promoted our business lines, revamped the image of Ferme France through our "Growing victories." advertising campaign and got our employees and cooperatives on board through a number of dedicated initiatives. This is how we operate. We are transparent about objectives and collectively we strive to achieve them.

The logo of our project testifies to this. When there is a lineout in rugby, the team has to line up with just one thought: regaining possession of the ball.

What does this mean for our member cooperatives?

At the initiative of our Chairman, Jérôme Calteau, we have set up an inclusive, collegial governance that is very committed to defining our main strategic direction. With the same aim of strengthening our governance, in the first half of 2023 its members will receive tailor-made training to hone their skills in key issues related to the functioning and duties of a board of directors. Growing together also means this.

Thanks to this representative governance of our 174 cooperative member partners, we can confirm that our decisions reflect their interests.

The "Growing together" project aims to involve them even more, with the specific goal of building supply chains for wheat, barley, etc.

What does this mean for our business lines?

Agriculture

We will **cultivate** the uniqueness of our business model and build a differentiated and differentiating offering backed by industrial development and production tools, as well as digital services that facilitate the farmer's daily life on their farm.

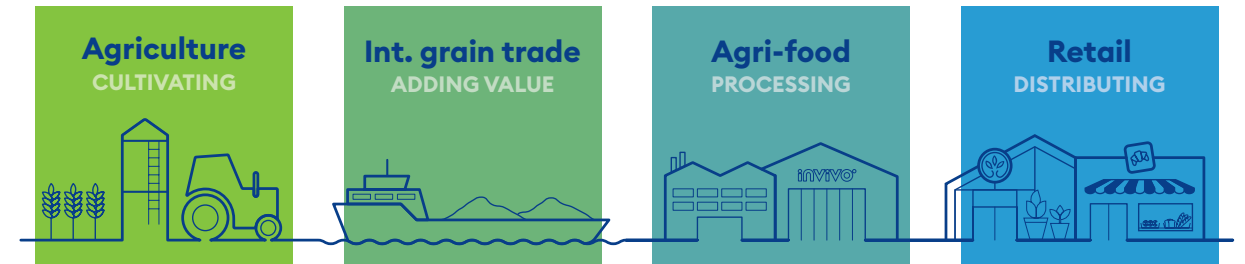
International trade

French agriculture is export-oriented. It is our role to **add value** to it. We will strengthen our position as a European leader serving our supply chains, our cooperative partners and our strategic customers.

Agri-food

The French agri-food sector has immense potential, both in France and internationally. It is up to us to **transform** our tools, to act as a link between upstream agriculture and distribution, and create synergies and bridges between our businesses to meet the expectations of this sector.

Growing together around a unifying project



← FROM FIELD TO FORK →

Retail

We want to create a global **distribution** network of garden centres, bakeries and food shops while also building sustainable and local supply chains – embodied in particular by the Louise bakeries brand – in synergy with other businesses of the group.

Innovation

Innovation does not happen on command. It has to come from the business lines and reflect a need that emanates from the bottom up. Its necessity and effectiveness has to be demonstrated through experimentation and testing, and its ability to create value has to be proven. For example, we have a real role to play in decarbonising supply chains. This is one of our five major CSR objectives. We now need to put together successful initiatives in each business line and show that they are consistent. These initiatives reflect a sound approach to supply chains, comparable to what has already been put in place with the cross-functional project "Sowing Good Sense" (see p.38).

What does this mean for our stakeholders?

We will simplify our structure and make it more transparent and more logical, especially for our ecosystem. At the end of this three-year plan, we must be ready to embark on a new phase in our development. To be convincing and to have the means to implement it, we have to be able to rely on an accessible organisation that is readily understood.



Facade of the InVivo group head office at 83, Avenue de la Grande Armée in Paris.

THROUGH ITS FOUR BUSINESS VERTICALS

the **invivo**

group creates
value from
field to fork.

P.16 **Cultivating**
Agriculture

P.26 **Adding value**
International grain trade

P.32 **Processing**
Agri-food

P.42 **Distributing**
Retail

Supporting the ecological transition of the agricultural sector



AGRICULTURE

Building the third way in agriculture

→ CHALLENGES

Agriculture is facing a number of different challenges, including global population growth, global warming, the depletion of natural resources and the globalisation of trade. To respond to and anticipate these challenges, InVivo continues to invest and develop in order to help the agricultural sector transition towards more sustainable practices.

→ BUSINESS OVERVIEW

As the leading French agricultural cooperative group, InVivo uses its agriculture activity to roll out innovative services, solutions, products and expertise that benefit farmers and cooperatives within three specialised entities: **Bioline by InVivo, Soufflet Agriculture and Soufflet Vigne.** Together, these complementary areas of expertise pave the way for a new, more competitive and resilient agricultural model while helping to improve farmers' quality of life and income.

→ WHAT IS THE THIRD WAY OF AGRICULTURE?

This new model is characterised by a multifaceted approach to agriculture that can meet the challenges of food sovereignty and consumer expectations, without pitting different production methods against each other. Above all, it is a form of agriculture based on trust, but also quality, safety and traceability. A form of agriculture based on diversity and proximity, which offers innovative solutions adapted to different agricultural models, territories and sectors. It is also a form of results-based agriculture that can feed ten billion human beings tomorrow, and a systemic form of agriculture that calls for multiple solutions, digital technology and science to design more efficient systems.

"Today more than ever, we have to support the ecological and technological transition of our activities, so that agricultural production becomes a major lever to fight climate change."



Thierry Blandinières,
Chief Executive Officer of InVivo.

In figures

€4.3 billion

in turnover

BIOLINE BY INVIVO

Offering a comprehensive range of increasingly efficient services and solutions

As a stakeholder committed to the third way of agriculture, Bioline by InVivo uses complementary expertise to offer its customers a comprehensive range of solutions and services which, through their positive contribution, support the ecological transition of the agricultural sector.

Bioline by InVivo organisation

Bioline by InVivo operates in France and internationally throughout the agricultural value chain across three specialised business areas:

- **Bioline Seeds:** activity related to the seed businesses;
- **Bioline Crop Care:** specialises in nutrition and plant health products;
- **Bioline Solutions:** from digital agricultural technology to agricultural consultancy and precision farming.

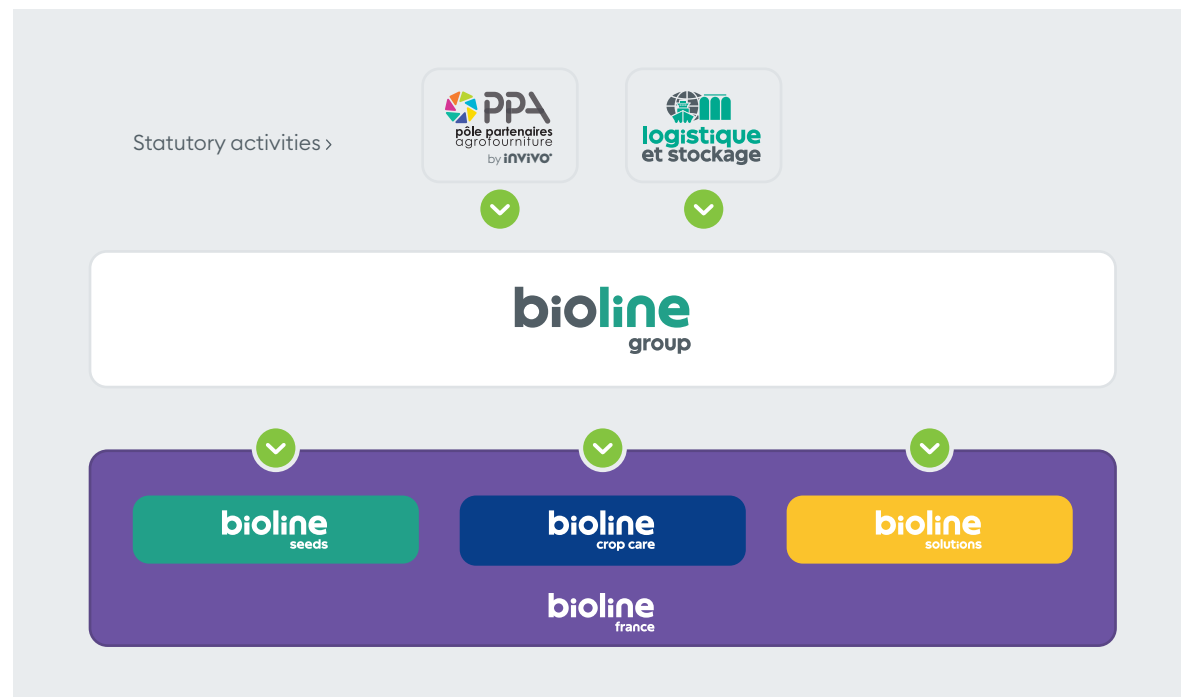
As part of its cooperative mission, Bioline manages two key entities:

- **The Pôle Partenaires Agrofourniture (PPA)**, active in both hybrid seeds and plant protection products with more than 100 member cooperatives and six regional unions, it helps to pool and negotiate the terms of purchase of competitive products that are tailored to the technical and environmental needs of our farmer members.
- **InVivo Logistique et Stockage**, the group's dedicated grain processing and port handling entity, with over 5 million tonnes passing through its 12 silos in France every year.

Key figures as at 30 June 2023

1450
employees

11
countries



FOCUS ON

IMPROVING THE RESILIENCE OF THE AGRICULTURAL SECTOR

Sowing, feeding and protecting plants, managing the operations of farms and improving their performance, identifying new sources of income for farmers and advising them as effectively as possible: in all these areas of expertise, the teams at Bioline by InVivo are committed to the ecological transition of the agricultural sector on a daily basis. Focus on four innovative projects.



OPENFIELD, THE EXPERIMENTATION PLATFORM FOR THE THIRD WAY OF AGRICULTURE

Openfield is the first "field" exhibition developed by Bioline by InVivo, in Milly-la-Forêt (91). Wheat, barley, soya and sunflowers are grown over 13.5 hectares of plots that reflect agricultural practices in France, some of them incorporating typical rotations, and have now been

monitored over several years against multiple indicators. These large-scale experiments highlight four themes: low-carbon, lowering the treatment frequency index/CEPP gains (mechanism for encouraging farmers to adopt practices that use plant protection products sparingly), soil conservation agriculture and conventional agriculture. They are based on technological innovations and aim to develop a form of results-based agriculture, without pitting different production methods against each other.



BIOLINE LAUNCHES THE ACADEMIE DE L'ENHERBEMENT VIGNE (ACADEMY OF VINE WEED MANAGEMENT)

Bioline Seeds

While most vines are completely weeded, planting vegetation cover offers a number of benefits. Apart from creating a mulch that protects the soil and retains moisture during periods of drought, cover crops capture nitrogen from the atmosphere and provide vines with organic matter. To share their expertise on grass cover, the Bioline teams worked with Semences de France to bring together nearly 200 wine industry stakeholders in April 2023 to raise awareness about this sustainable practice.

"My work lies at the heart of today's issues, namely how to produce more and do so more effectively in the context of global warming while respecting the environment."



Edouard Debled, Product Manager at Semences de France.



... FOCUS
IMPROVING THE RESILIENCE OF THE AGRICULTURAL SECTOR

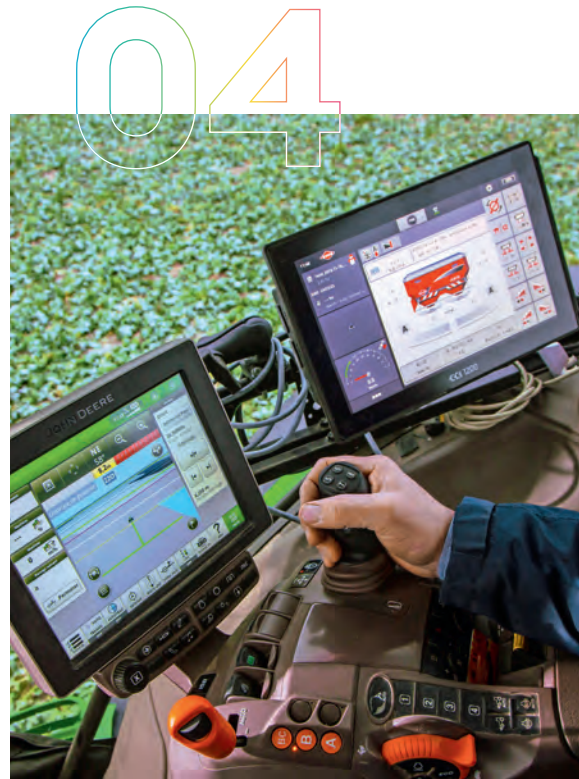
PHYTEUROP BUILDS A PRODUCTION UNIT 100% DEDICATED TO BIO-INPUTS
Bioline Crop Care

To meet the very strong growth in demand for biosolutions designed to protect crops, Phyteurop has decided to expand its Montreuil-Bellay site with a dedicated formulation and packaging unit, where products based on plant and mineral extracts will be the focus. The new 1200m² unit should be operational in October 2024. It will also enable Bioline to take a further step forward in its CSR approach.

"Bio-inputs are an additional guarantee of safety to boost food production. At Phyteurop, we're working to provide all farmers with the products they need to protect their crops."



Fabrice Buet,
Chief Executive Officer of Phyteurop.



BE API MARKETS NEW LOW-CARBON PRODUCTS

Bioline Solutions

Called Carbo'N, this solution relies on the processing of satellite data to improve economic and environmental production performance. For example, it allows farmers to precisely monitor the biomass created by cover crops across plots, the nitrogen released for the next crop, and the carbon stored in the soil.

"Precision farming is a real asset for the world of agriculture. Apart from ensuring that living things have their rightful place, it is helping to modernise farmers' image and ensure that they earn a good income."



Valentin Buel,
Consulting Engineer at be Api.



SOUFFLET AGRICULTURE

Simplifying daily life for farmers

As Europe's leading cereals purchaser, Soufflet Agriculture also specialises in agricultural supplies and agronomic expertise. These three complementary businesses enable us to offer farmers, production chains and agri-food industries competitive, low-carbon, innovative products and services that are in line with their needs.

Agricultural supplies

Soufflet Agriculture is spearheading the latest technologies for a more sustainable and resilient form of agriculture. Precision agriculture, cropping systems, plant breeding solutions, plant protection and plant nutrition combine to ensure that entrepreneurs who work with living organisms have the tools and services to help transition to a more sustainable and resilient form of agriculture.

Purchase and storage of cereals and oilseed crops

As Europe's leading cereals collector, Soufflet Agriculture also selects, multiplies and produces seeds for field crops (cereals, oilseeds, protein crops), in particular Soufflet Seeds-branded hybrid seeds. The cereals collected are then stored in 257 silos throughout France and abroad, for use by downstream processing facilities (including Moulins Soufflet and Malteries Soufflet) or exported by Soufflet Négoce by InVivo.

"My role is to manage the collection, storage and dispatch of cereals and oilseeds for our customers, following very strict specifications for each supply chain."



Jean-Michel Zen,
Head of Silo at Pézarches.

Key figures as at 30 June 2023

1720
employees

8
countries





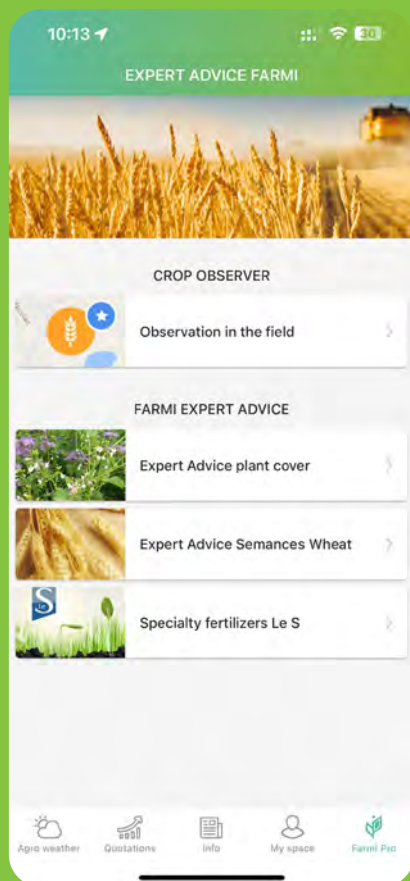
FOCUS ON
THE WAR IN UKRAINE

InVivo is present in Russia and Ukraine, which alone account for 30% of global wheat exports, 24% of barley exports and 20% of maize exports.

Since the start of the conflict, the group has prioritised providing security and day-to-day support for local teams through the roll-out of a crisis unit, the relocation of families

based in Ukraine, welcoming them to France or a neighbouring country and maintaining salary levels.

The consequences of this conflict on food and animal feed are also reflected in the fall in production, export volumes and international cereal supplies. Soufflet Agriculture has responded by introducing a system of bartering inputs for cereals in Ukraine, while at the same time endeavouring to support local agriculture.



FOCUS ON
FARMi, AN EVOLUTIONARY PROJECT

Both a mobile app and a digital platform, Farmi provides free support for farmers as they manage their supplies and operations. Launched in 2017, the Farmi app offers a range of services, including crop monitoring via a mapping interface, weather data sharing, silo opening times, the option of selling crops online, and monitoring contracts and deliveries.

In addition, the agricultural e-commerce site, Farmi.com, was launched in 2021, offering products and services for use by professionals, including purchasing seeds and fertilisers, viewing agricultural prices and markets in real time, etc.

... SOUFFLET AGRICULTURE SIMPLIFYING DAILY LIFE FOR FARMERS

Agronomic expertise

The Soufflet Agriculture team draws on its agronomic expertise to provide farmers with personalised advice, technical monitoring and a range of solutions that reflect their needs and environmental challenges. Be it carbon storage, emissions reduction, soil preservation or management tools, everything is implemented each day to make agriculture more precise, intelligent and profitable.

"At Soufflet Agro's Ukrainian branch, I'm in charge of promoting our products and services to strengthen their appeal among our customers, the local farmers."



Lesya Levchenko,
Marketing Manager
at Soufflet Agro.



SOUFFLET VIGNE

Supporting French wine know-how and green space professionals

Structured into two supply chains and four business lines, Soufflet Vigne supports its wine-grower, cooperative winery and merchant customers at every stage in the life of their operations, while its Le Souffle Vert brand is aimed at green space professionals.

A key player in the wine growing and wine making world

With 29 shops in the main French vineyards, Soufflet Vigne markets vine and wine products, from planting and vineyard maintenance to wine maturing and wine packaging. It also brings to bear its agronomic, oenological, technical and regulatory know-how and expertise to offer its customers wine-growing and wine-making advice and services.

A technical partner for green space professionals

Soufflet Vigne offers a wide range of products designed to create and maintain gardens and green spaces under its Le Souffle Vert brand and also responds to local problems faced by local authorities, landscape gardeners, châteaux, estates and sports fields by implementing customised technical solutions.

Key figures as at 30 June 2023

260
employees



Anticipating future challenges

The InVivo agricultural cooperative group is unique in terms of its history, its pace of development and its continued ability to meet the needs of cooperatives and farmers. To strengthen and maintain this unique positioning, InVivo relies on three pillars: differentiation, digitalisation and innovation.

BUILDING DIFFERENTIATED AND DIFFERENTIATING PRODUCTS

The group's agricultural offering will be structured into two areas:

1. An area bringing together the services and products offered to member cooperatives and affiliated customers to optimise their efficiency. Incorporating the necessary changes in agricultural production patterns, these products and services include decision-making and farm management tools, easier access to agronomic experimentation and expertise, bulk purchasing and a dedicated online offer: *aladin.farm*.
2. A "products and services" area for farmers, incorporating the *Farmi* omnichannel platform, which is to be developed internationally, starting with Europe.

These two areas will be supported by industrial development and production facilities around:

- inputs (with *IS Seeds*, created in July 2023 to bring together InVivo's seed origination and production activities), fertilisers, and plant health products ;
- collection.

ACCELERATING THE DIGITAL TRANSFORMATION OF THE SECTOR

The agricultural sector is facing numerous challenges, including tracking agricultural practices and production, measuring the technical and economic efficiency of farms and promoting sustainable agricultural practices. Digital technology can provide practical solutions to these challenges, in line with consumer expectations concerning transparency and food safety, environmental concerns and the reality on the ground. InVivo's role is to act as a bridge between digital technology – and all the possibilities it has to offer – and the agricultural sector, by providing the best in-house and market skills, and by developing a fully comprehensive agricultural online offer that is accessible, transparent and scalable. Fulfilling this role will require substantial investment over the coming years for the group and its subsidiaries.

MAKING AGRICULTURE A LEVER FOR ACTION IN THE FACE OF CLIMATE CHANGE

The decarbonisation of agricultural production, a major cross-functional issue for the InVivo group, involves using low-carbon fertilisers in particular. InVivo was involved in the creation of the *FertigHy* consortium (June 2023) to produce this type of fertiliser, which will result in the first plant being built in Spain in 2025. By 2028, InVivo should be able to distribute around 200,000 tonnes of low-carbon fertiliser to its cooperatives and farming customers. The group, which has made carbon neutrality a priority since 2020, is involved from seed to finished product via its inter-crop product range (*Semences de France*), its precision farming services (see p.20), low-carbon grain marketing (see p.29), the establishment of a low-carbon barley-malt supply chain (see p.35), and the distribution of low-carbon baguettes (see p.45).

InVivo now wishes to step up its efforts, by developing a network of partners and strengthening its relations with the public authorities on this issue, so that the necessary investments can be made to ensure national energy and food sovereignty.

OUTLOOK

Growing the international grain trade

INT. GRAIN TRADE



Becoming a European leader in the cereals trade

→ CHALLENGES

As a major European player in the grain trade, InVivo increased its trading capacity with the acquisition of Soufflet Négoce in 2021. The new entity, Soufflet Négoce by InVivo, serves to consolidate this strategic activity for the group by reaching a critical size at an unprecedented time when the war in Ukraine is causing price volatility and market dislocation.

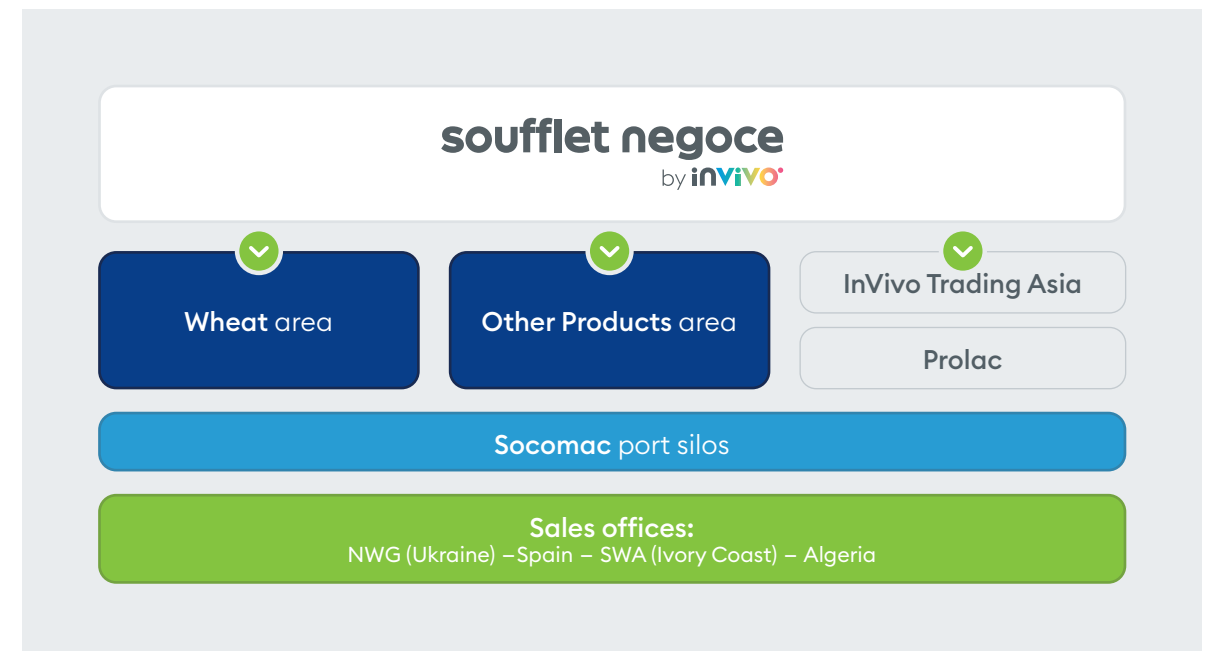
→ BUSINESS OVERVIEW

Soufflet Négoce by InVivo markets French and European wheat, barley, maize and oilseeds/protein crops of

French and European origin to Europe, North Africa, the Middle East and West Africa, where its main customers are located.

→ BUSINESS ORGANISATION

This new entity is organised around two areas: **Wheat** and **Other Products**. It also has two subsidiaries, InVivo Trading Asia and Prolac, as well as 5 sales offices and 2 port silos, enabling it to work on the quality of cereals in France and optimise purchase/sales logistics.



SOUFFLET NÉGOCE BY INVIVO

Capitalising on the strength of a collective

Soufflet Négoce by InVivo was created through the merger of Soufflet Négoce and InVivo Trading. It aims to become Europe's leading grain exporter, while continuing to grow internationally. Overview of this strategic activity.

Key figures as at 30 June 2023

€3.9 billion

in turnover

120

employees

6

countries

International trade

Volume is the key factor in international trade, which involves buying and selling cereals on a globalised and inherently volatile market subject to sharp price fluctuations. The merger of Soufflet Négoce and InVivo Trading has increased the volumes handled, improved the structure of this activity and ensured its viability. In 2022, 25% of French cereal and oilseed exports were handled by Soufflet Négoce by InVivo, attesting to the relevance and performance of its business model.

"2023 is a year of structuring and consolidation for the Soufflet Négoce and InVivo Trading teams. Our aim is to build a common entity, that embodies shared values."



Nathalie Faudais,
Execution Manager.

"As well as looking for the best price, I maintain regular contact with the cooperatives to keep them informed and offer real-time advice to them on market trends."



Lionel Lemunier,
Grain Merchant.



An activity that supports the agricultural and food transition

With one out of every two tonnes of French cereals intended for export, Soufflet Négoce by InVivo plays a role in identifying the best opportunities for adding value to such production, ensuring a fair income for farmers and addressing the challenge of food sovereignty, while contributing to global food security. This activity also promotes the sector's agricultural transition by developing ethical, positive-impact supply chains such as low-carbon agriculture. By marketing low-carbon agricultural raw materials, Soufflet Négoce by InVivo is something of a trailblazer in a booming market, with the creation of a dedicated subsidiary: Grafite.

Grafite and low-carbon development

As part of Soufflet Négoce by InVivo, Grafite aims to connect agro-industrial stakeholders with producers of low-carbon agricultural raw materials. Set up as part of the group's intrapreneurship programme (see p.49), this subsidiary promotes practices implemented by farmers to reduce emissions and provide carbon capture in the soil, while meeting the growing and specific needs of manufacturers: the biodiesel sector, for example, in demand of low-carbon oilseeds to produce fuels in line with regulatory requirements, or agri-food companies committed to voluntary carbon reduction initiatives. With more than 160,000 tonnes recovered in 2022 and 40 cooperatives receiving support, Grafite has emerged as one of the European leaders in the sector.

"At InVivo, this ability to identify talent, stimulate innovation, build trust and retain customers is both a strength and a value. With our support, the Grafite team has been able to transform an idea into a project that has already proved its worth."



Sébastien Graff,
CEO in charge of Human Resources, Communications and Strategic Projects of InVivo.

"In line with TERRE, the CAL Group's CSR strategy, our cooperative's CSR, agronomy & innovation, quality, execution and sales teams worked alongside Grafite's traders to identify and implement appropriate solutions to encourage and promote low-carbon practices by our farmers."



Franck Loschi,
Grain Marketing Manager, CAL Group.

Productive synergies within the group

Being part of a large group also enables us to use a pooling approach with shared customers. This is the case within the agri-food business for AIT Ingredients, which works closely with Soufflet Négoce by InVivo to seek out and support milling customers. It is also the case with Malteries Soufflet, which sells malt obtained from barley grains marketed by the Other Products area to breweries.

FOCUS ON

THE ACADÉMIE DU PAIN

In 2023, the Soufflet Négoce by InVivo Wheat area and AIT Ingredients partnered with the two main millers in Côte d'Ivoire to inaugurate a vocational training centre dedicated to baked goods, viennoiserie and pastry-making. Called the Académie du Pain (Bread Academy), it has modern, high-tech equipment to provide free, accredited training leading to a vocational qualification certificate. Between 200 and 300 apprentices are expected to be trained each year, encouraging local recruitment in partner customers' bakeries.



FOCUS ON

THE DEVELOPMENT OF A SUSTAINABLE BARLEY-MALT SUPPLY CHAIN

As a subsidiary of the Heineken group, Malteries Alken is a long-standing customer of Soufflet Négoce by InVivo and was able to support it very early on when it was purchasing sustainable barley for its production units in Portugal and Belgium. This initiative has flourished, with the Belgian unit at Ruysbroeck boasting a capacity of 270,000 tons of malt. In addition to this successful partnership, the creation of this supply chain also reflects the group's determination to actively support the transition to more sustainable agricultural and food models.



Anticipating future challenges

The creation of Soufflet Négoce by InVivo will accelerate the international development of this business and its presence in strategic markets.

STRENGTHENING OUR PRESENCE IN THE BLACK SEA

In international trade, a French-origin product is not always the most highly regarded on certain markets, hence the need to deploy a strategy to source the most competitive grains to meet customer needs. In this respect, it is vital for Soufflet Négoce by InVivo to strengthen its commercial presence and purchasing capacity in the Black Sea, where 40% of wheat exported worldwide is produced. This means maintaining an office in Ukraine and establishing stable partnerships to ensure the business viability.

DEVELOPING SYNERGIES WITHIN THE BUSINESS

Synergies should be developed in particular with InVivo Trading Asia, which distributes maize and soya cake produced in South America in the Arabian Peninsula. This will allow Soufflet Négoce by InVivo to build appropriate bridges with Asia to complement its presence in the Black Sea and consolidate its business with its strategic customers.

EXPLORING NEW MARKETS

International trade also entails having a thorough knowledge of market conditions, geopolitical matters, and business opportunities. This information is essential for other supply chains: organising exchanges and promoting synergies between the different business lines thus become a strategic asset for the group's development.

OUTLOOK

Making food a common good to be preserved



AGRI-FOOD

Supporting sustainable agri-food supply chains

→ CHALLENGES

With the acquisition of the Soufflet Group in 2021, InVivo has become the third-largest agri-food company in France. Scaling up in this way serves its ambition of transforming sustainable food systems to feed a growing world population while reducing carbon emissions. This means developing sustainable supply chains, in synergy with our other businesses, to offer a practical response to the social and environmental challenges of our time.

→ BUSINESS OVERVIEW

The agri-food business is structured around three entities:

01

MALTERIES SOUFFLET
for the development of barley-malt supply chains

02

EPISENS BY INVIVO
for wheat processing

03

CORDIER BY INVIVO
for wine production and distribution

For each of these businesses, the group aims to base its business model on leadership positions, with the aim of supporting the growth of its brewery customers internationally, leading the way for wheat in France and promoting French wine production outside France by supporting more sustainable practices.

MALTERIES SOUFFLET

Producing excellent malts

A key stakeholder in the malt industry across the world, Malteries Soufflet operates throughout the entire sector from seed to beer, from selecting new varieties to choosing the best quality barleys.

Business development

Malteries Soufflet operates 29 malting plants in Europe, Latin America, Asia and Africa, with an annual malt production capacity of 2.4 Mt, equivalent to 11% of the global market. Expanding into different markets enables us to meet the requirements and growing demand of major brewers, craft brewers, distillers and ingredient producers, whether they are looking for excellent, standard, special, Pilsen, roasted or organic malts.

Consequences of the war in Ukraine

The war in Ukraine has had a direct impact on Malteries Soufflet's activities, which temporarily halted in March 2022. In this particular context, the group has adopted a number of measures aimed above all at protecting the safety of the 75 employees present on site; hence, they are monitored and supported on a daily basis. Its site at Slavuta, in the west of Ukraine, has been

reopened to meet demand from local brewers, while production at the malting plant has gradually resumed.

CSR commitments

As part of a continuous improvement approach, Malteries Soufflet has also been supporting the sector's agro-ecological transition for several years, by reducing the carbon footprint of its industrial processes, preserving water resources and developing sustainable, local barley/malt supply chains.

In addition to prioritising the supply of 80% of its production sites with sustainable barley, Malteries Soufflet aims to reduce greenhouse gas emissions by 50% and water consumption by 30% by 2030, as well as recovering all waste as part of its commitment to the Science Based Targets initiative (SBTi).

Key figures as at 30 June 2023

€1.4 billion

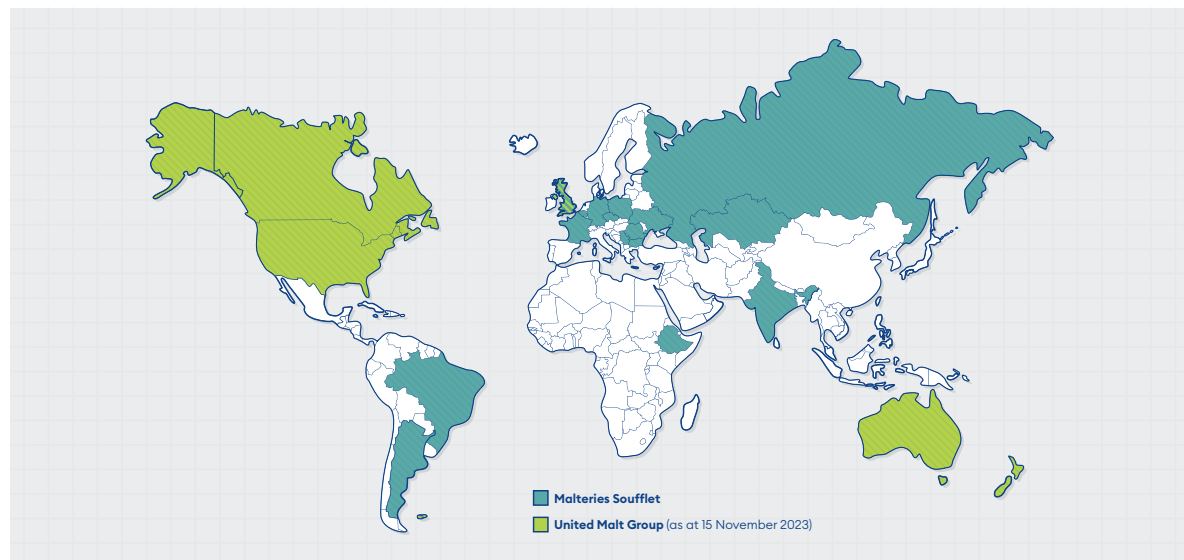
in turnover

1300

employees

16+4

countries



Acquisition of La Malterie du Château

Based in Belgium, a country that enjoys a worldwide reputation for the quality of its malts, La Malterie du Château was founded in 1868, making it one of the oldest malting companies in the world. It is renowned for its traditional and special malts and the diversity of its product range which, combined with the Malteries Soufflet network, should allow it to meet growing demand from artisan brewers and distillers internationally. For InVivo, this acquisition is also a strategic move to further expand this activity and enable it to become a world leader.

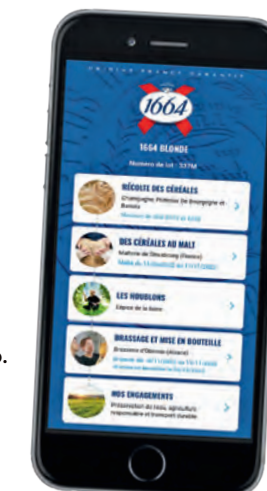
Launch of new sustainable barley-malt supply chains

In 2023, Malteries Soufflet launched the first range of low-carbon malts. While barley production accounts for almost 20% of a beer's carbon footprint, Malteries Soufflet has worked with Soufflet Agriculture to develop a new, traced, low-carbon barley supply chain. This relies on the implementation of agronomic practices that help to reduce the carbon footprint of malt barley cultivation by optimising nitrogen fertilisation, maximising carbon storage in the soil and producing biomass.

At the same time, a year after its launch, the traced sustainable barley supply chain, jointly developed with Soufflet Agriculture and Kronenbourg, is now visible to consumers. Thanks to Malteries Soufflet's blockchain solution, by scanning the QR code printed on the bottles, they can view traceability data for the beers they buy and gain a better insight into the brand's sustainable commitments.

"The use of a QR code meets transparency expectations among consumers, who can trace the entire life cycle of 1664 Blonde beer, from field to brewer. In just six months, more than 130,000 connections have been recorded, demonstrating the interest in this initiative."

Hélène Frey,
Group Marketing
Director InVivo group.



Meeting customer and consumer expectations

With initiatives including its external growth operations and commitments to low-carbon barley supply chains, Malteries Soufflet is rolling out a multi-channel strategy designed to drive the sector's transition and ensure the long-term future of its business. Focus on three highlights of 2023.

Creation of a global platform in the malt sector

On 15 November 2023, Malteries Soufflet completed the acquisition of United Malt Group Limited (UMG). A major stakeholder in the malt sector, UMG has a capacity of around 1.3 Mt per year and 12 processing plants in Canada, the United States, Australia and the United Kingdom. UMG is also active in international distribution, offering a comprehensive range of services to craft brewers and distillers (malt, hops, yeast, additives and associated products). This merger will enable the new entity to better serve its customers by drawing on complementary assets spread across all international markets, while also strengthening Malteries Soufflet's leading position through the creation of a global platform in the malt sector, which now includes 41 malting plants.

"We are delighted to join forces with Malteries Soufflet, a company that shares our commitment to providing our customers with excellent malts."

Mark Palmquist,
Director and Chief Executive Officer
of United Malt Group.

EPISENS BY INVIVO

Passing on the best of wheat, from grain to finished product

Within the InVivo group, Episens has been the entity dedicated to the wheat supply chain since January 2023. Operating in France and abroad, it operates across the entire processing chain, based on three complementary lines of business: milling, ingredients and industrial baking.

Key figures as at 30 June 2023

€1 billion

in turnover

2450

employees

11

countries



Ingredients

This business is overseen by two entities, AIT Ingredients and Soufflet Biotechnologies, which mainly exist to improve food by formulating innovative and sustainable solutions for milling and artisan and industrial bakeries.

- **AIT Ingredients** offers expertise in the development and manufacture of technical solutions (improvers, compensators and enzymes) and creative solutions (yeasts, cereal ingredients, mixes) for the milling, planning, pasta and distribution industries. AIT also provides customised services and made-to-measure products for its customers in Europe, Africa, South America, the Middle East and Asia.
- **Soufflet Biotechnologies** draws on its expertise in fermentation and biosolutions to develop and manufacture yeasts, enzymes and enzyme complexes using sustainable agricultural products and co-products. Its solutions target the food industry (brewing, wine-making, bread-making, fruit processing and animal feed).

"AIT Ingredients has been present in Brazil since 2015 as one of the largest markets in the baked goods segment. Since 2022, we have been implementing a development plan to support our growth ambitions in South America."



Wagner Bauer,
Chief Executive Officer of AIT Brazil.

Milling

Moulins Soufflet is one of France's leading millers, with 8 mills in France, one mill in Belgium and a total annual production capacity of over 800,000 tonnes of flour. This geographical coverage allows us to serve artisan bakers, industrial bakery chains and groups and distributors on a local to national scale. We have the same aim for all of them: blending selected wheat varieties and processing them into sustainable, high-quality flours.

"The milling profession requires a wide range of skills, including computer literacy, flow management and compliance with the quality criteria imposed by our customers. As Site Director, I am committed to involving my teams in continuously improving our processes to combine technical, economic, ecological and human performance."



Eric Haudiquert,
Site Director
of Moulin de Châtellerault.

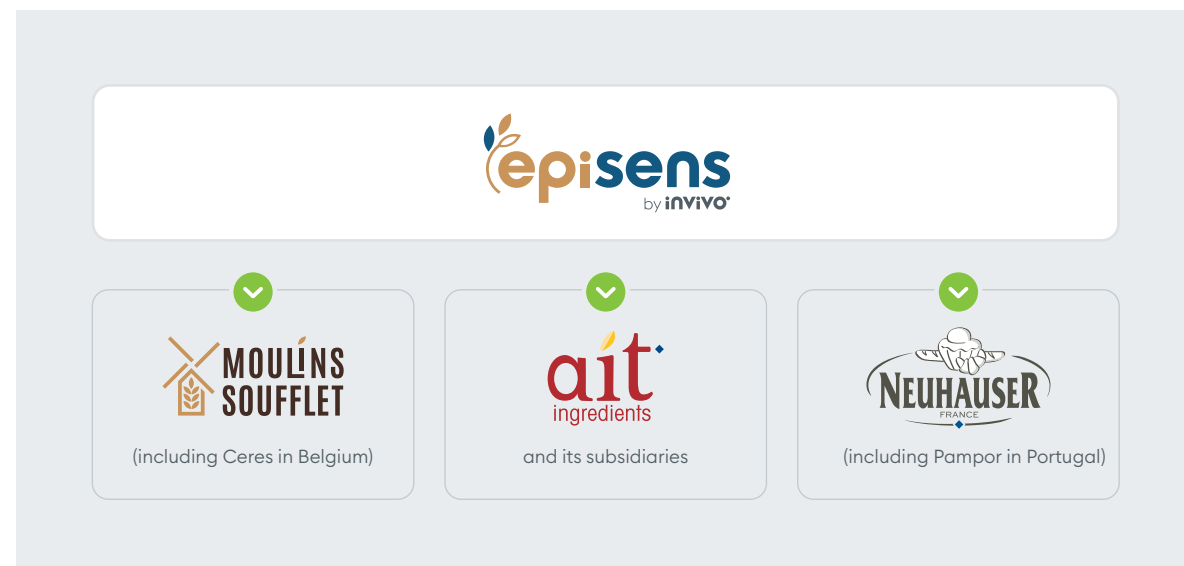
Baking, viennoiserie, pastry-making

Since 1906, **Neuhauser** has been helping to promote French baking expertise across the world by offering authentic, high-quality products to customers in the commercial catering and supermarket sectors. Coming from sustainable agricultural supply chains, its ranges of breads, pastries, doughnuts, brioche and kitchen aids are made at 11 sites in France, with the exception of the *pastéis de nata* which are produced in its Portuguese plants.

"We have set out a new sales strategy in line with market opportunities, with the goal of doubling our turnover over the next five years. This involves monthly performance management, but it will also foster the values of cohesion, mutual support and sharing at team level to ensure our collective success."



Vincent Foulonneau,
Commercial Director
of Neuhauser.



Building a value-creating wheat supply chain

Committed to the agricultural and food transition, Episens is involved in the development of sustainable supply chains that, by promoting biodiversity, soil fertility and reducing carbon footprint, meet the expectations of customers and consumers alike. Focus on four innovative projects.

Semons du Sens

Episens is committed to the sector's agricultural and food transition via the Semons du Sens initiative, which is supported by the InVivo group. One of its objectives is to roll out a sustainable, low-carbon product range by:

- producing flours from sustainable supply chains for Moulins Soufflet;
- sourcing sustainable wheat and developing Clean Label solutions for AIT Ingredients;
- developing recipes using sustainable wheat flour and responsible ingredients for Neuhauser.

Each business is therefore involved in this cross-functional, positive-impact approach at its own level.



AIT Ingredients launches the Switch Easy range of substitution solutions

Against a backdrop of major geopolitical tension and rising raw material prices, AIT Ingredients has responded to the supply constraints facing its industrial customers by offering them alternative ingredients. Launched in October 2022, the Switch Easy range includes three solutions for replacing some of the eggs, flours and emulsifiers in certain recipes without compromising on quality or taste.



Moulins Soufflet inaugurates the Corbeil mill

Commissioned in early 2023, the new mill will be housed in a five-storey building equipped with the latest milling technology and innovations. Fully automated, computerised, connected and digitalised, it will produce a diversified range of flours, from T38 extra white flour to T65, while meeting strict quality, safety and energy management standards.

Neuhauser in Folschviller relaunches its second production site

In September 2023, Neuhauser's industrial baked goods and viennoiserie production site in Folschviller officially reopened its second site after a four-year shut-down. With this reopening, the site's total production capacity has increased by almost 40%, from 65,000 tonnes to 90,000 tonnes. The additional 25,000 tonnes of raw viennoiserie will make it possible to reclaim the market of artisan bakers, with the aim of taking 20% of the market within three years.

Over the next five years, Neuhauser aims to reach total production of 300,000 tonnes, compared with 200,000 tonnes in 2023. The ultimate aim of intensifying its industrial baking output in this way is to support and promote French agricultural production.



CORDIER BY INVIVO

Promoting French wines in France and internationally

Created in 2015, the wine arm of the InVivo group is now France's third-largest company in the sector. Its mission is to contribute to the success of French wines and spirits around the world while promoting sustainable wine growing.

Organisation of Cordier by InVivo

Cordier operates throughout the wine supply chain, from production to consumption, including international distribution, with its two entities:

- **Sudvin SAS** centralises all of Cordier's bulk purchases. This entity has three production sites in the Hérault, Gascony and Burgundy Beaujolais regions, producing several hundred thousand litres of wine each year and covering a wide range of regions and appellations. These tailor-made wines and exclusive blends are then consumed in nearly 25 countries.
- **Cordier SAS** has three multi-format bottling plants and distribution structures for France and for export, intended for supermarkets, cafés, hotels and restaurants.

Cordier's business is also structured around two business units dedicated to brands, including one for private labels.

Key figures as at 30 June 2023

€287 million

in turnover

480

employees

9

countries

Our businesses make sense

"As an oenologist, this is a cross-disciplinary job in which I supervise every stage of the wine-making process, from grape selection to bottling. You also have to know the *terroir*, understand the quality of the grapes and focus on the finished wine. More than just a palate, the oenologist is a chemist, a visionary, an aficionado, a manager and a lover of the earth."



Abigael Riviere,
Oenologist, Manager of Domaines and Châteaux.

"My job involves researching and developing new recipes for drinks and packaging, taking into account consumer trends and our commitment to sustainability. Each day is exciting and very varied."



Caroline Hardy,
R&D Innovations Manager.

"Ensuring the reliability, harmonisation and synthesis of financial reporting from all the subsidiaries within my scope is part of my day-to-day work, with an international focus specific to my position at Cordier."



Alexis Trivaudey,
Group Financial Controller.



Anticipating future challenges

The players involved in the first and second transformation of the agri-food sector have to deal with permanent structural changes affecting supply chains, the way consumers understand products and specifications in a French distribution market that is becoming more concentrated. These changes directly impact the development prospects of Episens, Malteries Soufflet and Cordier, and dictate their strategy.

ESTABLISHING PRODUCTION CHAINS FROM UPSTREAM TO DOWNSTREAM

In line with its core business, InVivo intends to continue its work to promote cereal and wine production, by adopting a systematic supply chain approach – particularly for wheat and barley – from production to processing to marketing. Controlling the agricultural supply chain

in this way, mainly achieved through its cooperative partners, equips the three entities to meet the expectations of their industrial customers and indirectly those of other consumers in terms of food safety and reliability of available data and traceability, fair remuneration for stakeholders, particularly agricultural stakeholders, and regulatory development.

AIMING FOR OPERATIONAL EXCELLENCE IN PRODUCTION TOOLS

Episens, Malteries Soufflet and the group's other subsidiaries have a large number of industrial sites, particularly in France. These local production facilities – which have to be valued as such – will need to see their productivity increased, their capacity reach saturation whenever possible and the quality of products improved to support and monitor market demand.

EXPORTING FRENCH KNOW-HOW TO NEW MARKETS

Now more than ever, the promotion of regions, *terroirs* and the France brand has to go beyond borders. The historic customer base border, with products being expanded to include artisan bakers, collective catering operators, industrial stakeholders and high-end distribution. The technical border with new ranges of products that have tasty, nutritional and innovative qualities. And the geographical border, with the aim of gaining market share internationally by promoting a particular kind of know-how, origin, consistency and the ability to deliver.

OUTLOOK

Ensuring everyone has access to the benefits of nature



RETAIL

Committing to local retail

→ CHALLENGES

During the health crisis and lockdowns, local shops played a vital role in enabling consumers to make their essential purchases. This advantage of proximity was later confirmed, with strong expectations surrounding local, qualitative and sustainable products in particular, but also a sense of service and hospitality which are genuine differentiating factors in the day to day.

→ BUSINESS OVERVIEW

Within InVivo, the Retail business has a twofold mission: facilitate access to more sustainable consumption and restore meaning to the act of shopping, by bringing consumers closer to producers and artisans.

It is embodied by **TERACT**, an innovative network of committed trademarks and brands whose operations are organised around two strategic businesses:

- Garden centre/pet retail
- Food retail

→ BUSINESS ORGANISATION

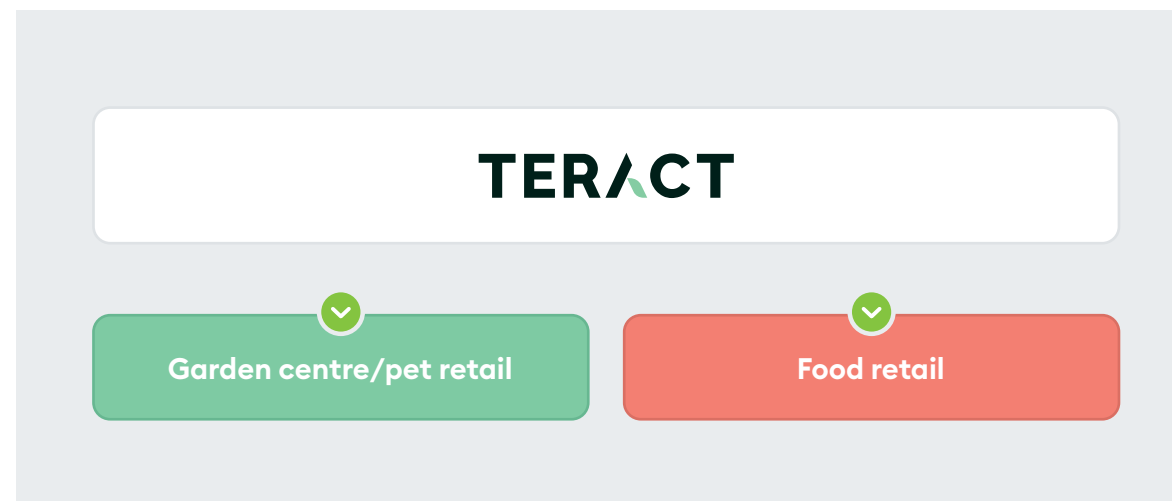
TERACT brings together nine brands mainly present in France in 1714 points of sale.

Key figures as at 30 June 2023

€1.3 billion
in turnover

4
countries

5300
employees



TERACT

Restoring meaning to the act of shopping among consumers

TERACT came about due to an observation: French consumers are waiting for a new distribution model that is more personalised, close to their concerns and creates value. As a major stakeholder in responsible and sustainable distribution, TERACT is keen to respond to these challenges while promoting the work of production chains that are committed to the agricultural transition through its two businesses: garden centre/pet retail and food retail.

With 1694 shops countrywide, and 20 outside France, customers benefit from local experience, personalised expert advice and a wide range of products that give these brands appeal. TERACT is also present in the fast-growing pet shop market with Noa, a brand that offers both products and services for animals.

TERACT is listed on the Euronext Paris regulated market (trade compartment). This IPO, dated 1 August 2022, gives the entity the financial means to continue its commercial expansion strategy and the gradual rebalancing of its business model and its seasonal demand around its two strategic businesses.

Garden centre/pet retail

A specialist in plants and pet shops, TERACT makes the benefits of nature and gardening widely accessible through its Jardiland, Gamm vert, Delbard and Jardineries du Terroir brands.

"At Jardiland, customers are looking for our expert advice and a warm atmosphere. It's important to listen to what they want, so we can help them as much as possible to carry out their projects."



Charlotte Aubin,
Lifestyle Sector Manager at Jardiland.

"At Gamm vert, I'm in contact with plants throughout the seasons. It's more than just a job – it's a passion that I try to pass on to all our customers."



Julien Chenard,
Plant Seller at Gamm vert.

Food retail

The second business of the TERACT network is food retail, which is represented by several brands (Boulangerie Louise, Grand Marché La Marnière, Frais d'Ici, Bio&Co) that have shared quality, sustainability and traceability commitments.

"I started as an apprentice, and I now make a range of high-quality breads. Every day, seeing a smile on our customers' faces is my biggest reward."



Valentin Lefèvre,
Baker at Boulangerie Louise.

Acting as a major stakeholder in responsible and sustainable distribution

Promoting local products and supply chains, forging close ties between the agricultural community and consumers, developing know-how and innovation and capitalising on team expertise and the expanding e-commerce sector, diversifying business lines and pursuing training: all of these help the Retail business to build its resilience and boost its positive impact.



FOCUS ON

BOULANGERIE LOUISE

TERACT's purchase of the Boulangerie Louise brand in December 2022 is a successful example of how diversification benefits a balanced and accessible food supply. With 130 points of sale in France, including one on the Champs-Élysées, the brand's mission is to invent the artisan bakeries of tomorrow for the benefit of customers, bakers and stakeholders in the agricultural community. This involves promoting the French wheat sector and the working of the land, as closely as possible to farmers and millers. It also involves training in artisan baking, an industry where a meticulous approach and craftsmanship have brought about a wide choice of high-quality products.



FOCUS ON

CFA BY TERACT

Eighteen months after the creation of the internal university, Campus Nature & Talents, TERACT inaugurated an apprentice training centre (CFA) in 2023 in order to bolster its growth in garden centres, pet shops and baking.

The CFA by TERACT offers three training courses delivered both in-store and remotely, the former under the guidance of a tutor, the latter via e-learning modules and virtual classes:

- Sales consultant, baccalaureate level
- Merchant Unit Manager, baccalaureate +2 years of higher education
- CAP (*certificat d'aptitude professionnelle*) Baker diploma

In addition to discovering passion-based professions connected to nature, apprentices are made aware of TERACT's culture, values and responsible commitments.



Anticipating future challenges

TERACT is committed to an innovative approach to distribution that takes into account consumer expectations, while ensuring that efforts are made to constantly strive for optimal cost effectiveness.

RESPONDING TO CHANGING CONSUMER NEEDS

TERACT aims to accelerate its growth within its regions by developing a unique network of brands, in response to the desire for consumption that takes account of sustainability and traceability. TERACT's roll-out will be sustained by organic growth and targeted acquisitions, in a market that is still very fragmented. TERACT is establishing the means to create the new European leader in sustainable distribution, where consumer expectations are met in terms of nature, self-production and well-being.

CONTINUING THE DEVELOPMENT OF A NEW DISTRIBUTION MODEL

For garden centre/pet retail, the transformation plan aims to bring together points of sale on a platform of sustainable, general-interest and "hyper-specialist" garden centre brands. The goal is to develop a new economic model for garden centres, to enhance their appeal, increase footfall and make them destination stores all year round. In food, the change of scale has resulted in a major development plan in baked goods as part of an approach that involves creating a sustainable supply chain. The first phase of the strategy involves rolling out the Boulangerie Louise brand in each French region, prioritising product quality and accessibility.

BUILDING SUSTAINABLE AND LOCAL SUPPLY CHAINS IN SYNERGY WITH THE GROUP'S OTHER BUSINESSES

TERACT adheres to a sustainable supply chain approach embodied by the entire group. This is particularly true of Boulangerie Louise, an iconic French wheat industry brand that provides consumers, through its offering, with wheat produced through ethical farming practices, that respects the environment and is sourced from farmers and cooperatives that are partners of the InVivo group. Its wheat is processed in the regional mills of Moulins Soufflet (Episens) and sold locally in responsible and sustainable bakeries.

OUTLOOK

InVivo Digital Factory

Accelerating the digital transformation of our businesses

Created in 2018, InVivo Digital Factory is the cross-functional entity dedicated to the group's digital transformation. Through the search for innovative and digital solutions that are capable of transforming industries while redefining traditional economic models, digital technology and data are real levers that enhance the competitiveness and sustainable growth of its various business lines.

Missions

InVivo Digital Factory's activity is organised around two main missions:

- **Manage the group's digital transformation** by supporting the emergence of cooperative 4.0, new businesses and uses.
- **Implement this transformation** by executing and delivering digital projects that are focused on the customer experience.

In 2022, InVivo also acquired a Data Factory with a dedicated team to accelerate the aspect of promoting its businesses through data and the use of artificial intelligence (AI).

Platforms

InVivo Digital Factory is working on several major digital projects, including the creation and roll-out of four major platforms: aladin.farm; MAÏTÉ; enseignes.com; and Farmi (see p.22).

ALADIN.FARM

The agricultural platform for purchasing goods and services

Launched in late 2020, aladin.farm now lists nearly 25,000 products covering the entire agricultural supply chain,

including crop equipment, farm and farmer equipment, plant nutrition and health, seeds and services. In line with changing needs, it allows 60,000 farmers and 1000 technicians to order the products they need at any time, in order to obtain them as quickly as possible. More than an online sales platform, aladin.farm has paved the way for a new, fully digital and omnichannel supply model.

MAÏTÉ

AI that optimises malt house performance

Rolled out since 2022 and in a test phase, MAÏTÉ is an artificial intelligence solution that helps to analyse and model the various stages of the barley malting process. In doing so, it takes into account several environmental factors, grain characteristics and expected performances to support the transition to more sustainable malt production. There are several objectives, including optimising yields, limiting waste, reducing production costs and cutting the water and energy consumption of the production plants. Ultimately, this solution should be rolled out to new sites, including internationally, to support the development of this activity.

ENSEIGNES.COM

The marketplace that refreshes the customer experience

In response to the rise of online commerce and changing consumption habits, InVivo Digital Factory is supporting TERACTION (within the Retail business) in its omnichannel transformation. The aim is to reinvent the model of the Jardiland and Gamm vert shops, to offer a more fluid and complementary customer experience, both in store and online. For this to happen, InVivo Digital Factory is working to create a shared technological foundation offering new services such as a personalised purchasing experience, access to a larger product catalogue, the option of ordering by click and collect, etc. This marketplace and value-creating approach thus helps shops to transition their economic models towards an omnichannel set-up.

"InVivo Digital Factory has made enormous progress in processing large volumes of data thanks to artificial intelligence. This is the case with our MAÏTÉ solution, which supports the growth ambitions of Malteries Soufflet."



Jean-Marc Pacholczyk,
Head of Data at
InVivo Digital Factory.

FOCUS ON

INVIVO QUEST InVivo's innovation programme

This programme operates in the following two areas:

- open innovation, whose roles are to detect innovative solutions developed by start-ups and SMEs (small and medium sized enterprises) and to set up pilot projects with the various InVivo businesses;
- intrapreneurship, whose objective is to support the group's employees from the development of their innovative idea to the launch of a dedicated subsidiary.

Some examples of projects: **Cultiv**, the agricultural cosmetics brand; **Atekka**, the new generation agricultural insurance company; and **Grafite**, the marketing of low-carbon agricultural raw materials (see p.29).

"The idea for the Cultiv brand came about in 2016 when Thierry Blandinières emphasised the need to find new ways of promoting French agricultural products. At the same time, InVivo decided to encourage intrapreneurship. It was the perfect opportunity to get started."



Laure-Anne de Tastes,
Co-founder and Director
of Cultiv.

FOCUS ON

THE CRIS Centre for Scientific Research and Innovation

Following the strategic review work carried out in 2022, the CRIS R&D mission was refocused on serving the upstream agricultural businesses (Soufflet Agriculture, Bioline, and Malteries Soufflet), with three objectives:

- promoting co-products;
- innovation for field crops, in particular bio-inputs;
- strengthening specific know-how.



FOCUS ON

A team serving the group's businesses

The industrial and supply chain management supports all of InVivo's businesses and assists them in the following areas:

- safety, notably to sustainably reduce the occupational accident rate through training, prevention and behavioural safety inspections;
- energy to improve the energy performance of sites and reduce overall consumption;
- environment to limit water use, reduce GHG emissions and opt for renewable energy;
- operational excellence with the roll-out of tools to optimise team performance.



by **invivo**

WHITE PAPER TO BE PUBLISHED IN 2024

**The InVivo group unveils
its new strategic plan**

Communications department.

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