



THE ESSENTIAL

invivo

CREATING FOOD INTELLIGENCE

Contents

04 > 05

Introduction

06 > 07

Highlights

08 > 09

Agriculture

> *Bioline by InVivo*

10 > 11

International trade

> *InVivo Grains*

12 > 13

*Garden centres and
food retail*

> *InVivo Retail*

14 > 15

Wine

> *Cordier by InVivo*

16 > 17

Innovation and experimentation

> *InVivo Digital Factory*

> *Ferme LEADER*

> *Openfield*

Governance

The Board of Directors

The Board of Directors is representative of all the member cooperatives and determines the group's strategic direction.

Philippe Mangin (right in the photo),
Chairman of the Board of Directors

Jérôme Calleau,
Deputy Chairman



The Executive Committee

The Executive Committee defines and implements the group's strategy. It monitors the performance and results of the various divisions and oversees strategic projects.

From left to right:

Laurent Martel,
Director of Bioline by InVivo

Maha Fournier,
Chief Financial Officer

Thierry Blandinières,
Chief Executive Officer

Sébastien Graff,
Human resources Manager

Guillaume Darrasse,
CEO of InVivo Retail



€5.1 bn

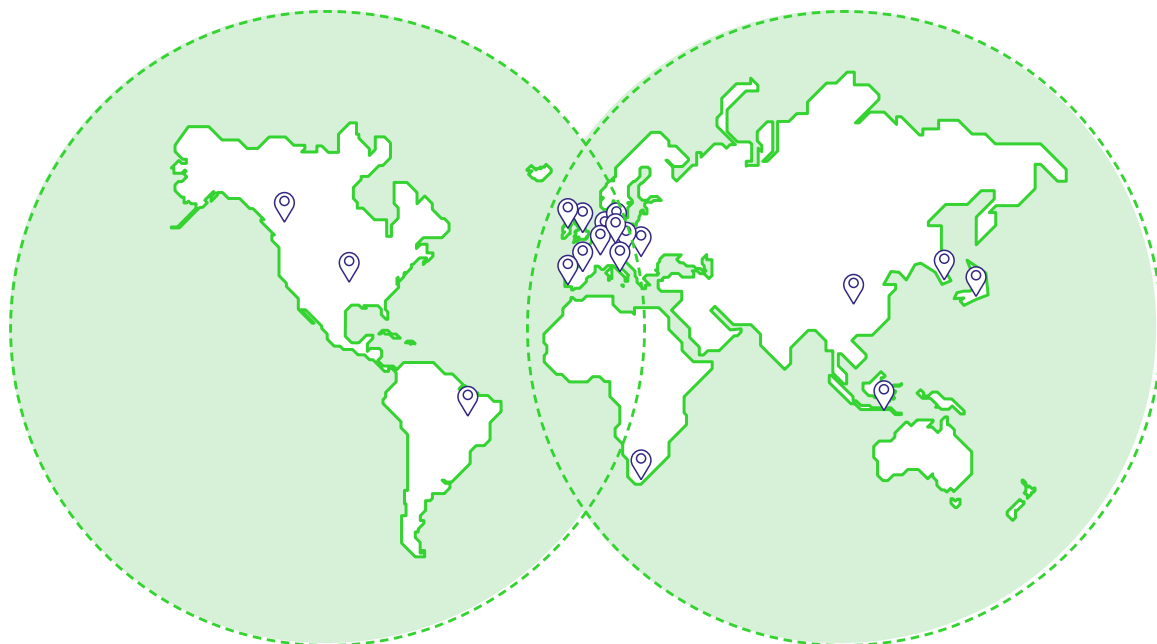
consolidated
revenue

5,818

employees

192

member
cooperatives



19 countries

represented

Europe:

Belgium
France
Germany
Hungary
Ireland
Italy
Netherlands
Portugal
Spain
Switzerland
United Kingdom

Africa:

South Africa

The Americas:

Brazil
Canada
United States

Asia:

China
Japan
Singapore
South Korea

4 fields

of expertise

Agriculture

Bioline by InVivo

International trade

InVivo Grains

**Garden centres and
food retail**

InVivo Retail

Wine

Cordier by InVivo

1 factory

focusing on innovation

InVivo Digital Factory

1 marketplace

selling agricultural goods
and services

aladin.farm

Key figures as at 30 September 2020

Exceptionally, the accounts for the 19/20 fiscal year cover 15 months. The figures are provided subject to approval by the general meeting on 28 April 2021.

InVivo, a national union of agricultural cooperatives,

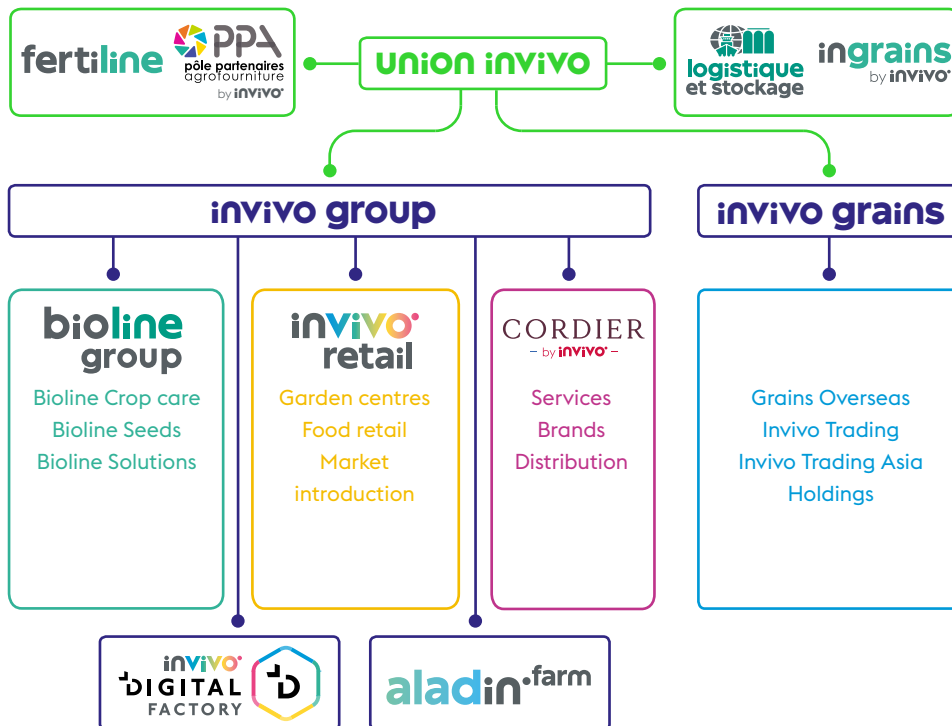
comprises 192 member cooperatives representing over half of French farmers.

Its activities revolve around four specific fields: agriculture, international trade, garden centres and food retail, and wine.

From field to table, InVivo meets the needs and expectations of both farmers and consumers by pooling the strengths of its cooperatives, investing responsibly and sustainably in innovation and constantly renewing its product and service offering.

Union InVivo

As InVivo's historic base and the foundation of its mission, the Union combines all the statutory activities providing services for member cooperatives, namely centralised purchasing of agri-supplies and the grain business lines. It ensures and leads the relationship with the cooperative sector. Its governance is made up of representatives from the member cooperatives.



InVivo's raison d'être

Fostering the agricultural and food transition to a resilient agrosystem by designing innovative, responsible solutions and products in line with the principles of regenerative agriculture, for the benefit of farmers and consumers.

THE AGROSYSTEM **inVivo**

InVivo, a French union of agricultural cooperatives, offers responsible solutions to the farmers of its member cooperatives. As part of its **One InVivo - One Nature strategy**, InVivo draws on the principles of **regenerative agriculture and the development of innovative agricultural technologies**. Agriculture, viticulture, grain trade, garden centres, food retail and wine promotion: InVivo activities cover every step of the way from field to plate, from farm to fork.

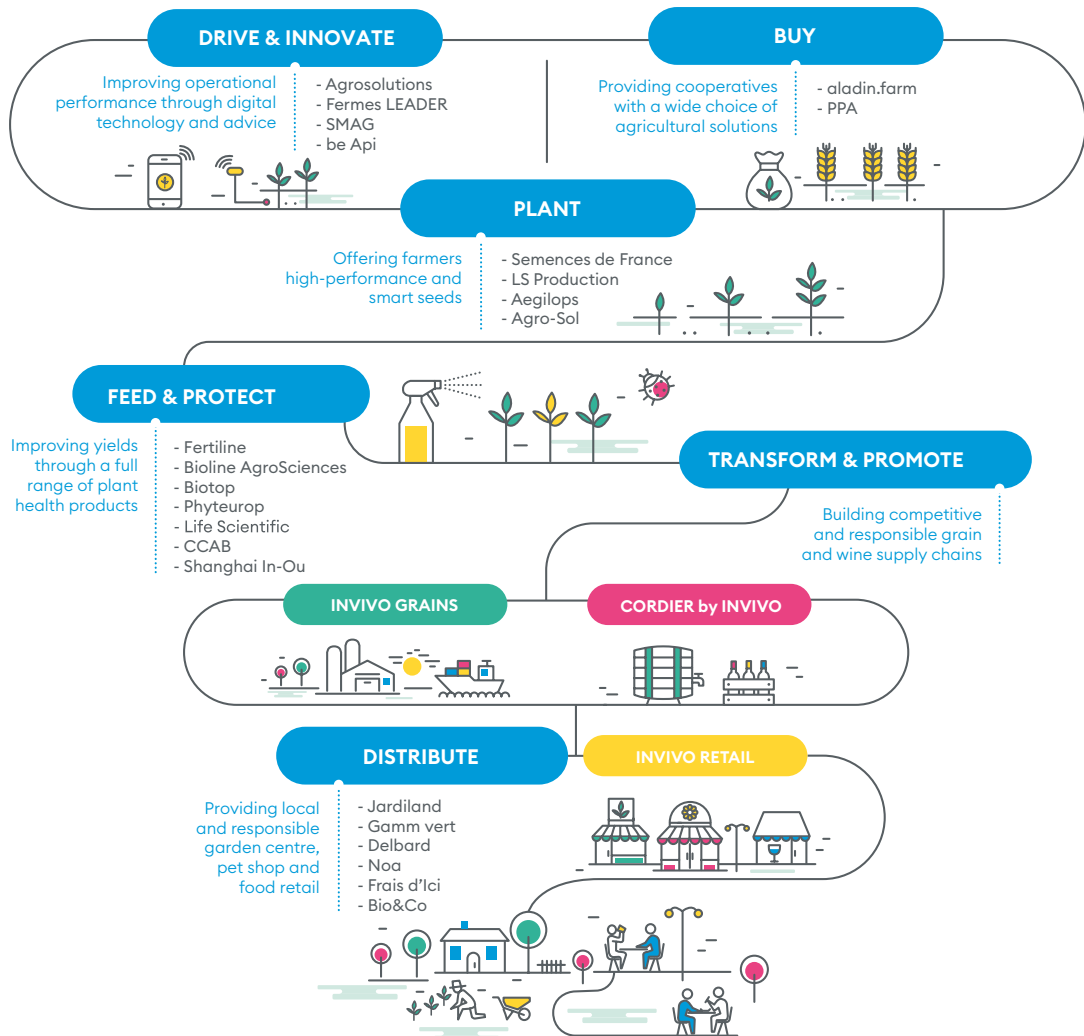


OUR 5 OBJECTIVES

- 1** ZERO PESTICIDE RESIDUE
- 2** CONTRIBUTING TO CARBON NEUTRALITY
- 3** PRESERVING AND REGENERATING SOILS
- 4** RESTORING AND PROMOTING BIODIVERSITY
- 5** DIVERSIFYING FARMERS' REVENUES

OUR ACTIVITIES AND SERVICES

SUPPORTING THE FARMERS OF OUR MEMBER COOPERATIVES



highlights



InVivo Wine finalises the acquisition of Café de Paris

January 2020

With this acquisition, InVivo Wine (now Cordier by InVivo) has taken up a position in the sparkling wines market, a dynamic sector on a global scale. By capitalising on the renown of this leading brand and its capacity for innovation, InVivo Wine aims to revitalise Café de Paris in order to drive its development across historic markets while expanding into new territories. This acquisition also gives InVivo Wine the benefit of a flexible and high-performing production tool based in Cubzac-les-Ponts, Gironde.

February 2020

#AladinDays: 500 technicians gathered at la Grande Arche de La Défense

InVivo and the nine key cooperatives in the project brought 500 technicians together for a meeting focusing on the collaborative platform aladin.farm. This tool offers each cooperative a specific interface, allowing them to directly manage their sales and marketing policies. It offers several ranges of goods and services, dedicated particularly to technicians and to all partner suppliers, making procurement much simpler for farmers.

March/April 2020

Covid-19 crisis: InVivo draws up a recovery plan

The health crisis, unprecedented in its nature, intensity and scale, has required the InVivo group to put in place very short-term business continuity plans. This operational commitment is combined with strategic considerations on the approach to follow to ensure that the group can remain resilient in the face of the crisis, analyse and process risks and prepare a recovery plan. This plan has been approved by the Union InVivo Board of Directors.

June 2020

Bioline by InVivo reorganises itself to create Bioline France

To more easily promote products and services that fulfil the dynamic of the third way of agriculture, Bioline by InVivo has created Bioline France. Its field team of 60 is divided across three major regions (North East, West and South) with local contacts assigned to each partner customer.

July 2020

InVivo Wine and Vinadeis enter into exclusive negotiations

Following an initial meeting in 2015, InVivo Wine (now Cordier by InVivo) and Vinadeis have initiated exclusive negotiations to allow InVivo Wine to become a majority shareholder in the Occitan wine cooperative group. A holding of 57% by InVivo Wine will result in the birth of a leading winemaker in France and internationally. It will also enable production resources and commercial distribution networks to be amalgamated, further increasing the brand strength of both entities.



August 2020



Noa opens its first shop-in-shop in a Carrefour store

Carrefour and Noa, the pet care brand launched in January 2019 by InVivo Retail, have unveiled a new concept within the Saint-Brice-sous-Forêt (95) hypermarket: a comprehensive selection of original products for cats and dogs.

September 2020



Launch of a new mechanical method of spraying trichogramma on land

Pioneered by Phyteurop and Bioline AgroSciences, this new method employs an easy-to-use T-Protect spray spreader (a system that releases and protects trichogramma) and a straddle tractor that can safely drive through the corn fields. This system constitutes a major advance in biocontrol.

October 2020

InVivo becomes a “Société à Mission”

The Union InVivo Board of Directors has ratified a change in the statutes of InVivo Group, including its purpose and mission, making the pivot holding company of the French Union of agricultural cooperatives a société à mission (mission-led business). By adopting this status for its group and, shortly, for all its subsidiaries, InVivo affirms its willingness to align its economic model with its commitments. In order to follow up on the performance of this self-imposed undertaking, the group has set up a mission committee comprising three businesspeople and four InVivo employees.

January 2021

inVivo

GRUPE soufflet

InVivo Group and Soufflet Group enter into exclusive negotiations

This collaboration would pave the way for the creation of a French champion in agriculture and agribusiness with an international footprint. The combination of their largely complementary activities would allow the InVivo and Soufflet groups to maintain their organisation by activities as well as their consistencies, positionings and respective identities in the long term.

The new group thus created would be well-positioned to address the challenges of food sovereignty, competitiveness and sustainable development of French agriculture and the agribusiness sectors.

Agriculture

By offering a global range of sustainable and innovative solutions and services, Bioline by InVivo is building the third way of agriculture. As a global umbrella brand, it has the recognised expertise to support farmers across the entire value chain: buying, sowing, feeding, managing, protecting.

Bioline by InVivo covers the scope of the Bioline Group.

The Bioline Group's capital is held by a majority shareholder, InVivo Group, and by the minority shareholders, LFPI, Unigrains and IDIA.

Agricultural supplies:

€1.72bn

consolidated revenue

Bioline Group:

€486m

consolidated revenue

14

countries

Germany, Belgium, Brazil, Canada, China, Spain, the USA, France, Hungary, Ireland, Italy, the Netherlands, the UK, Switzerland

Bioline Group:

1,044

employees

Buying together

The PPA (Pôle Partenaires Agrofourniture - agricultural supplies partnership) references protective products for biological and synthetic plants and seeds, **offering the cooperatives and their farming members a wide range of solutions that have proven to be effective.** Within the PPA, six regional unions bringing together more than 100 cooperatives negotiate part of their purchase conditions.

Sowing

Bioline by InVivo has built up a huge skill base around sowing (Bioline Seeds) with Semences de France, the foremost operator in the French market, LS Production, the leading French producer of rapeseed, the European subsidiaries Novasem (Italy) and Tradisco Seeds (Hungary), and the company DTI Sementes (Brazil) operating under the brand name Agrosol. In 2019, Bioline Seeds acquired the French firm Aegilops specialised in the design of seed coating and film-coating products.





Feeding

Fertiline has tools for manufacturing speciality and urea-impregnated fertilisers, with two flagship products: Nexen and Novius are high-performance nitrogen fertilisers benefiting from innovative technologies that increase the amount of nitrogen available to plants and limit losses due to volatilisation into the environment.

Managing

To enable agricultural firms to improve performance and more easily manage their activities, Bioline by InVivo offers a range of specific digital tools with Smag and its suite of software and ergonomic mobile and web apps, as well as be Api, dedicated to precision agriculture and with integrated solutions permitting intra-plot modulation of inputs.

Protecting

For plant protection, Bioline by InVivo and the specialised entities Phyteurop (France), Life Scientific (Ireland), CCAB Agro (Brazil) and InOu (China) encourage the well-thought-out use of phytosanitary products, combined with other solutions, for example the biocontrol systems produced by Bioline AgroSciences. To become a top-ranking player in the global biocontrol sector, Bioline by InVivo is accelerating the development of this activity.

Increasing and protecting farmers' revenue is also of major importance in optimising the value chain and is a key objective for the InVivo group. Agrosolutions provides expertise and advice aimed at improving production, anticipating risks and identifying new revenue sources. Bioline Insurance and Protélis offered tailored solutions to directly secure farmers' financial resources.

Our Sustainable commitments

- **Supporting** the agricultural sector in its ecological transition
- **Improving** farmers' performance and the well-considered use of inputs
- **Generating** new sources of revenue for farmers

International trade

In addition to the activities of Union InVivo, with Logistics & Storage and the InGrains platform, InVivo Grains oversees grain trade activities in France and abroad to build a competitive French wheat export sector supported by the cooperatives.

Trading division:

€1.23_{bn}

consolidated revenue

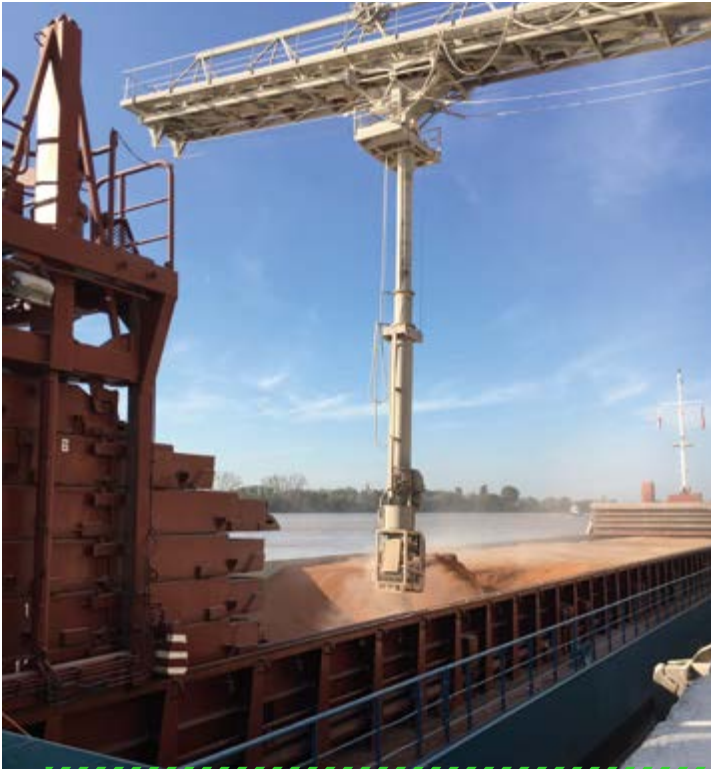
12

port facilities



Export outlet

By positioning itself as an intermediary between the cooperatives working with Union InVivo in the cereals sector and international buyers, InGrains provides an outlet for the export of French cereals and streamlines the markets. The digital platform offers to buy grains until they are delivered FOB, assuming the price risk (the quality risk still lies with the cooperatives). It also publishes market analyses.



Our Sustainable commitments

- **Pooling** the strengths of committed cooperatives
- **Capitalising** on available resources and optimising the entire logistics chain
- **Adding value** for low-GHG cereals

Marketing

The creation in July 2019 of Grains Overseas is strategically part of the process of promoting the French cereal sector internationally. The structure offers member cooperatives the means of marketing soft wheat and feed barley to third-party countries.

In the physical market for oilseeds of French origin (rapeseed, sunflower), InVivo is present in all French parities in relation to the main French, German and Spanish crushing plants and occupies a dominant place on the rapeseed market.

The company also has an office in Singapore with recognised expertise in the export of corn and soybeans from South America to the Middle East, Saudi Arabia and Jordan in particular. This South Asian presence gives it a favourable position for prospecting new outlets for French wheat in connection with Grains Overseas.

In terms of logistics, InVivo Grains can rely on Logistics & Storage and its 12 sea port (Bordeaux, Blaye, Nantes, Montoir de Bretagne) and river port (La Grande Paroisse, Châlons en Champagne, Metz, Illange, Ottmarsheim, Huingue, Saint Usage, Santes) facilities dedicated to working with and adding value to grains and loading and unloading vessels. Logistics & Storage is adapting and renewing its service offering (grains operations and precision storage) to meet the demands of the agrifood industry.

Garden centres and food retail

Multi-activity, multi-brand and multi-channel, InVivo Retail operates in three BtoC sectors: garden centres, pet care and food retail. With a strong leadership history in plants and pet care, InVivo Retail has also built up a robust food distribution business based on short supply chains and local, organic produce.

InVivo Retail:

€1.4bn

consolidated revenue

Jardiland, Gamm vert,
Delbard & Affiliés:

€2.5bn

in branded sales
before tax

3,902

employees

1,558

garden centres



Garden centres

InVivo Retail is an expert in the plant sector, alongside Jardiland, as market leader for garden centres, Gamm vert, the local specialist, and Delbard the top independent.

Jardiland was voted best chain of stores in France in the Garden Centre and Pet Supplies categories for the 5th consecutive year. Its offering emphasises lifestyle, easy gardening and decoration, but also pet care with the creation in 2019 of a new concept: Noa, the home of animals. The network has 175 sales outlets: 102 branches, 66 franchises and 7 affiliates. Most of them are showcase garden centres with a surface area greater than 4,000 m².

Gamm vert accentuates its dynamic on plants and animals through its brand platform “Produire soi-même, ça change tout!” (“Growing your own changes everything!”) and the areas where it excels: the vegetable garden and the farmyard. The Gamm vert network operates 1,193 sales outlets: 835 franchises owned by cooperative groups that are members of Union InVivo, 108 operated in branches by Gamm vert Synergies and 250 related stores. InVivo Retail continues the digital transformation of its model with the growth, in particular, of the Gammvert.fr website, the leader in digital gardening.

The Delbard & Affiliés network has 190 garden centres. Its new “Delbard 2020” sales concept reinforces the identity and expertise of the brand in plants and design.



Food retail

Food retail has become an entire business for InVivo Retail, which operates in the fresh, local and organic produce sector under two brands, Frais d'Ici and Bio&Co, and with food outlets in the Gamm vert (Les Sens du Terroir) and Jardiland (Le Jardin des Saveurs) stores.

The Frais d'Ici concept comprises a range of fresh and grocery products, over 70% of which are locally and regionally sourced, in the form of stores adjoining a Gamm vert garden centre and backed by the cooperatives. Frais d'Ici has nine locations.

Acquired at the end of 2018, Bio&Co has seven stores in the south of France. This concept offers one of the most complete organic food offerings as well as a space for cosmetic & health products. Developed initially in the Provence-Alpes-Côte d'Azur region, it has been extended to the rest of France with the creation of food corners in eight Jardiland stores.

Our Sustainable commitments

- **To respect** nature and preserve its riches
- **To promote** the benefits of gardening and connection with nature and facilitate access to this
- **To mobilise** our staff and partners in the field to achieve our societal goal

Market introduction

With Neodis and Billaud Grains, which enjoy unique marketing expertise in the pet supplies, plants and hygiene fields, InVivo Retail has a valuable asset for the development of private labels. Its ranges are becoming increasingly well known - Pure Origine and Pure Complicity, Canicaf and Caticaf for cat and dog food, Plume & Compagnie for wild birds, the farmyard and small wild animals that frequent domestic gardens, Agrinet for health and hygiene products, Myriad for pest control products and Signe Nature, signage for the plant market.

Wine

Created in 2015, Cordier by InVivo (formerly InVivo Wine) is helping to develop a sustainable wine sector with its partner cooperatives and contributing to the success of French wines around the world.

Cordier by InVivo:

€245m

consolidated
revenue

11

countries

South Africa,
Belgium, China,
South Korea,
the USA, France,
Japan, the Netherlands,
the UK, Singapore,
Switzerland

300

employees

With nine cooperative member groups in Union InVivo's Wine division, Cordier by InVivo enjoys a solid and reliable base in the industry that allows it to secure supplies and drive towards the vineyard of the future. Rooted in the various terroirs (Bordeaux, Rhône, South West, Languedoc, Beaujolais), the nine groups incorporate some 3,600 winemakers and 25,000 hectares of vines.

Cordier by InVivo is structured around three main divisions: Cordier Wines, Cordier Distribution and Cordier Diffusion.



Cordier Wines

This division is dedicated to developing industrial services and managing a portfolio of strategic brands through the management of:

- wine technology and R&D,
- production and bottling (two plants),
- own-brand marketing:
 - **global**, which are aimed at worldwide consumer trends with Café de Paris, Canei, and Cordier and Maris for organics
 - **local**, which meet the specific requirements of their domestic market and include La Tulipe, Cordier CH and Guillaume,
- multi-circuit marketing,
- grands crus (Mestrezat).



Cordier Distribution

This division comprises the specialist, integrated distribution network of Cordier by InVivo with subsidiaries:

- in the UK: Armit Wines,
- in Belgium: Hasselt Millésime,
- in the Netherlands: OR&B,
- in Switzerland: Cordier CH.

Cordier Distribution operates a portfolio of group brands and those of major global players, primarily for the hotel, restaurant and café sector.

Our Sustainable commitments

- **To cultivate** a responsible wine sector
- **To guarantee and trace** the origin of products
- **To create** new sources of value for winegrowers
- **To offer** exquisite wines



Cordier Diffusion

This division combines the offices of Cordier by InVivo in Asia and the USA, responsible for developing own brands on the global market through:

- direct management of local partners,
- a local and multi-circuit commercial strategy.

Innovation

As a creator of food intelligence, InVivo invests in research for innovative solutions that improve the competitiveness of cooperatives and enhance the safety and quality of agricultural production. This investment translates into the actions of a number of entities, including: InVivo Digital Factory, Fermes LEADER and Openfield.



InVivo Digital Factory: driving the digital transformation

Since 2018, the Digital Factory's mission has been to capitalise on the opportunities offered by digital technology to support and accelerate the transformation of the agricultural world. Its activities are based around two methodologies:

- driving the transformation: supporting the emergence of the cooperative 4.0, identifying new businesses and usages while taking advantage of the benefits of digital;
- rolling out this transformation: executing and delivering digital projects with the internal and external teams.

In 2019, the Digital Factory, in collaboration with nine pilot member cooperatives, developed a digital platform for the sale of agricultural products and services: aladin.farm.



aladin.farm is a French alternative to e-commerce that meets the needs of farmers and technicians and offers a complete and professional catalogue of products and services with local offerings managed by each cooperative for its own members. It also benefits from real-time updates. Streamlined processes, 24-hour availability, a simple and intuitive customer experience – these are all advantages that make this scalable digital platform such an asset for cooperatives, farmers and their advisers.

aladin.farm currently has 25,000 connected farmers and lists over 150 agricultural suppliers.

Experimentation



Fermes LEADER: boosting agricultural innovation

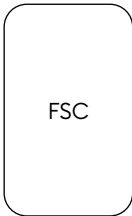
To evaluate the functional and economic value of digital agricultural solutions, InVivo calls on the expertise of living lab Fermes LEADER. Founded three years ago, Fermes LEADER's mission is to accelerate innovation by directly involving farmers and cooperatives.

Today, the network comprises around 29 cooperatives and almost 400 farms, offers educational information, remote training, demonstrations and tests in the field and tailored support, all to facilitate the use of digital solutions by farmers.



Openfield: experimentation in the field

InVivo has set up an agricultural platform for technological and agronomic innovation in a 6.5-hectare plot in Milly La Forêt (91). Its aim is to introduce and promote agricultural expertise and cross-disciplinary innovation among the various group businesses in order to propose complete operational solutions to various stakeholders in the agricultural sector: farmers, agricultural distribution technicians, food industrialists and technical institutes.



Communications department.

Writing: Vanessa Frey – **Production:**  inVivo events

Photo credits: Géraldine Aresteanu, Bioline Group, Bruno Levy, InVivo Retail, InVivo Wine.

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