



CSR REPORT  
2016-2017

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in each link in the value chain

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**Producing more and better**

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to better nutrition for all**

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**Placing people at the centre  
of our actions**

InVivo is fully determined  
to help agriculture and agricultural  
cooperation regain their rightful place  
in the global food value chain,  
with respect for the planet and people.

### 3 strategic directions

- **Become a world reference** in innovative and digital solutions which improve the competitiveness, safety and quality of plant and animal productions, while preserving the planet
- **Invest in agricultural and food businesses of the future** to create critically sized champions and global brands
- **Contribute to the economic growth and influence** of French agriculture and agri-food in the world

### 5 performance drivers

- **Accelerate** the digital transformation of the company and its businesses
- **Invest** in innovation
- **Enlarge**, diversify and internationalise the group's activities
- **Foster** our performance in human capital
- **Implement** a social and environmental responsibility policy

### 5 fields of expertise

**Agriculture:** Union InVivo,  
Bioline by InVivo

**Animal Nutrition and Health:** Neovia

**Consumer Retail:** InVivo Retail

**Wine:** InVivo Wine

**Innovation Incubator:**  
InVivo Food&Tech

**No.1**  
French agricultural  
cooperative group

**206**  
member  
cooperatives

**10,200**  
employees

**€5.5**  
billion in revenue

Present  
in **34** countries



# “CSR is a performance driver of the group”

**The 2030 Agenda, which was adopted in September 2015 by the United Nations, defined 17 sustainable development goals. How does InVivo take these goals into consideration?**

**Thierry Blandinières:** Companies play a key role in the success of this agenda. The goals will mainly be achieved through the actions that they will decide to take. However, we did not wait for the 2030 Agenda in order to develop our social and environmental responsibility policy. This philosophy has its roots in our cooperate values; it is being developed today within a more established structure. InVivo is a member of the United Nations Global Compact, the most important international voluntary initiative for sustainable development. This pact provides a framework for our commitment, as well as an international frame of reference for our action. It is our point of entry to contribute to the implementation of the 2030 Agenda goals.



*CSR feeds our innovative capacity to discover new markets, products and services that will create value for the company and for society as a whole.*

Thierry Blandinières



**Thierry Blandinières,**  
CEO

**Sébastien Graff,**  
Director of Human Resources,  
Communications and CSR

**Are there goals which most particularly relate to your group?**

**Sébastien Graff:** The 17 sustainable development goals form a cross-cutting, integrated and inseparable whole. It is not a free-for-all where everyone chooses whatever they want. They are interlinked in such a way that when you act on one, it has a positive impact on the others. However, some of them have more immediate relevance for our sector of activity. I will cite two of them: “End hunger, achieve food security and improved nutrition, and promote sustainable agriculture”. “Ensure sustainable consumption and production patterns”. When you serve these two goals, you are also acting on the others, such as conservation of biodiversity and soils, combating climate change, ending poverty and promoting productive employment. These goals are integrated into the three commitments of our CSR policy: producing



*As the first French cooperative agricultural group with a presence in 34 countries, we will contribute towards the success of the United Nations 2030 Agenda goals.*

Sébastien Graff



more and better, promoting access to better nutrition for everyone; placing people at the heart of our actions.

**At InVivo, you talk about “CSR Inside”, what exactly does this mean?**

**T. B.:** CSR Inside means that social and environmental responsibility is integrated into our strategy as a performance driver. It is not an adjacent or a parallel dimension, it is a driver of our sustainable growth and a tool for managing our risks. To feed a planet of 9 billion inhabitants tomorrow, take care of natural resources while creating jobs and paying producers a fair sum for the value they create, it is necessary to mobilise all forms of agriculture and find new food sources. When we help cooperatives, farmers and breeders to adopt digital technologies and agro-ecological practices that enable precision agriculture and nutrition, when we develop urban agriculture and support the search for the food of the future, we are helping to ensure the prosperity of the group and the achievement of the 2030 Agenda goals.

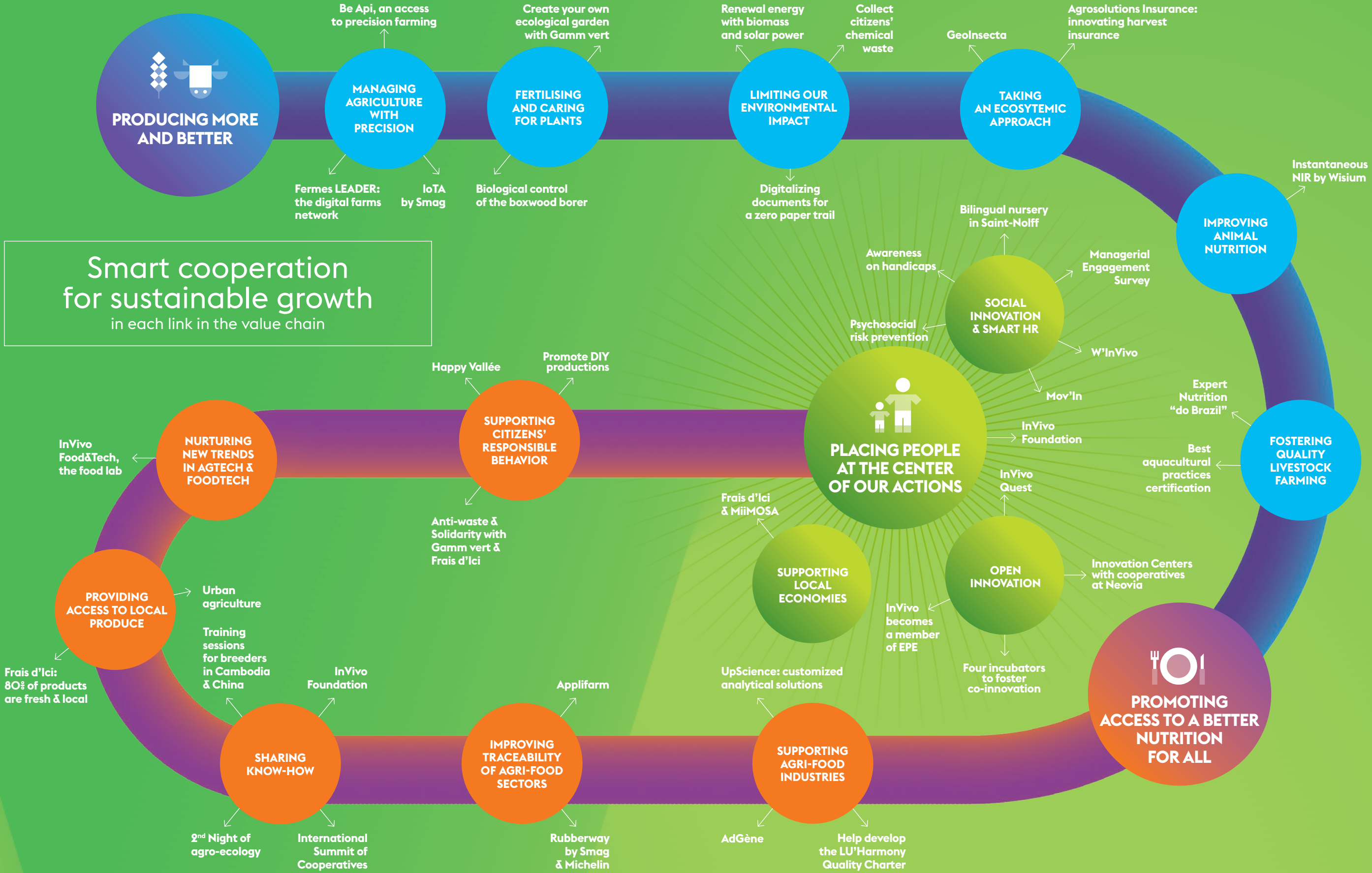
**S. G.:** I would like to add that CSR influences our attitudes. It is essential to act with a long-term vision in mind. It is one of the reasons that led us, in 2014, to draw up the 2025 by InVivo a strategic plan with a ten-year horizon. We are also seeking

to establish a strong network of relationships with our stakeholders in the countries where we operate: putting agricultural cooperation first, but also involving the ecosystem of territories, public powers, research, schools and universities. This is what we call “smart cooperation”. For example: InVivo is strongly invested in the Happy Vallée project that aims to make the motorway linking the Charles de Gaulle airport to Paris a showcase of French agriculture and peri-urban revegetation. It could be completed in time for the 2024 Olympic Games that will be held in Paris. We love taking up this kind of challenge at InVivo! We also have a very specific responsibility towards our employees, and we are committed to establishing an exemplary company policy through a collaborative approach with staff and their representatives. Our recent company agreement on psychosocial risks, aimed at improving quality of work life, is testimony to this.

**As of this year, InVivo has also been a member of the Entreprises pour l'Environnement (Enterprises for the Environment) think tank. Can you tell us more about it?**

**T. B.:** We became a member of the Entreprises pour l'Environnement think tank, which is formed by 40 of the largest French companies that have included the environment as a source of progress in their strategy, in order to benefit from their experience and make further strides in this direction. InVivo wants to be a driving force in agro-ecological and energy transition. This will be translated into projects focusing on biomass, which is a precious natural resource. By building this logic of a circular economy, we want waste to become resources without competing with agricultural raw materials.

Smart cooperation  
for sustainable growth  
in each link in the value chain







# PRODUCING MORE AND BETTER

**Rolling out**  
the best precision  
techniques to produce  
more and better

**Assisting**  
our stakeholders  
by means of a wide range  
of responsible solutions

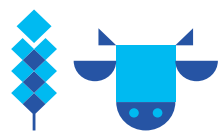
**Optimising**  
our own environmental  
footprint

Producing more and better is our common global challenge. This is one of the projects that is at the heart of InVivo's strategy. We support all stakeholders in their capacity to produce more and better, by offering a wide range of solutions adjusted to each need, with the necessary support aimed at facilitating efficient and relevant usage. Most of these solutions are inspired and co-built with our stakeholders, most often with our company cooperatives, but also with communities, industrialists and citizens. They are always developed with three concerns in mind: to ensure viability, increase productivity and reduce the environmental impact of agricultural operations. We believe that no solution can be truly effective if it fails to help us fulfil these three goals at the same time. This is what stimulates us in our permanent search for innovation and improvement. This is why we actively participate in building the agriculture of the future and guaranteeing an energy and environmental transition that helps us nourish all people and provide alternative solutions to fossil fuels.

## SDG mobilized:



# Rolling out the best precision techniques to produce more and better



Producing more and better is based on a winning triple-pronged focus: agricultural expertise, digital solutions for the future, and the practical know-how of people. Digital technologies shall have little effect if they are not based on agronomic knowledge and on human beings as a driving force for proposals and action.

This is why at InVivo, we involve all our partners in the development and adoption of sustainable solutions that are able to improve productivity and the quality of life of farmers. This is the EaaS philosophy: "Efficiency as a service".



## Be Api facilitates access to precision farming through funding

Since October 2016, 32 cooperatives have already joined be Api with the ambition of supporting farmers in the implementation of precision farming. Currently, 80,000 hectares are cultivated in intra-plot precision farming with the use of be Api technology. This is a beautiful illustration of "smart cooperation" that is promoted by InVivo.

**INTRA-PLOT PRECISION FARMING** consists of tailoring crop interventions and the use of inputs depending on the uniformity of soils (potential and fertility).

In order to define the perception and interest of farmers regarding intra-plot precision farming, a major study was conducted with the involvement of 5,650 farmers representing more than 868,000 hectares. This study confirms their huge interest in this subject, as long as they benefit from close support in its implementation. To facilitate the access of cooperatives and their members in precision farming, be Api signed a framework agreement with the bank Crédit Agricole in April 2017, which expands the solution to fund Agilor with the products offered by be Api. In order to benefit from this solution, the cooperatives sign a prior intermediation agreement with the CRCA (Caisse régionale du Crédit Agricole), which examines financing proposals. A tool is offered to them to facilitate their approach and that of their members: it helps secure the quotation for the service, the simulation of the funding plan and the publication of the summary document. Once this document is accepted by the farmer, the cooperative sends a funding request to the CRCA, which responds within a 48-hour period. Thus, the precision farming solutions developed by be Api are accessible to the largest number of farmers. It is good for the farmer and good for the planet.

## Ferme LEADER: measuring the economical and agro-environmental impact of digital solutions

The advent of the digital world constitutes a true revolution for agriculture. We are moving from sustainable agriculture to measured agriculture, piloted by the data, which is equally becoming predictive, that is, capable of anticipating events and predicting, for example, the quantity and quality of production. This transformation is a source of value and, at the same time, it is economically and agro-environmentally sustainable for the farmer, the consumer, and the planet.

But how is it possible to measure this value accurately? This is the goal of the Fermes LEADER programme initiated by InVivo, which will help accurately document the economic and environmental impact of the agro-digital world on agricultural operations, once the adequate equipment is in place. These assessments shall be conducted by Agrosolutions with the support of its AgTip joint venture, co-founded by Arvalis-Institut du végétal.

It will help provide each of the operations involved with a full strategic diagnosis at three levels: viability, productivity and environmental impact.



## Smag: the Internet of things that makes the lives of farmers easier

At the last Sima, the International Agricultural Machinery Show, which provides a large space to technological innovation, Smag received the Innovations Awards 2017 for IoT (Internet of things for agriculture), a new mobile application that enables the centralisation and control of all connected objects available within the scope of agricultural operations. IoT is the result of technical collaboration between Smag and the companies Weenat and Cap 2020. With IoT, farmers can geolocate all their connected objects on their smartphones (weather station, traps, cameras, sensors) and check

their associated data (specific weather forecast, proliferation of pests, soil quality) without having to visit their plots, automatically recovering the data on the plots in their Agreo and Atland management software, and monitoring their crops as accurately as possible (fertilisation, crop protection, irrigation), to achieve even greater precision agriculture.



## Agrosolutions Insurance: agricultural protection against random climatic events

Agrosolutions established Agrosolutions Insurance to co-construct innovative guarantee solutions with insurers and cooperatives on behalf of the farming and agri-food sectors and increase the rate of insurance coverage of French farmers.

**INDEX-BASED INSURANCE** is an exploratory and innovative insurance concept linked to an index, such as rain, temperature, humidity or crop yields, rather than to actual crop loss. This approach resolves certain problems that limit the application of traditional crop insurance.

“Only 25% of agricultural services were insured in France during the last disastrous cereal harvest, compared to 80% in the United States. And only 10% of agricultural risks (on value) can be covered by insurable policies currently available on the market”, says Antoine Poupart, Chief Executive Officer of Agrosolutions.

These guarantee solutions are targeted at farmers, cooperatives, collect-storage bodies, seed specialists and agri-food groups. Agrosolutions Insurance uses its technical expertise and agronomical data from decades of measurement to co-construct customized digital solutions capable of covering new types of risk such as food safety. These guarantees help complete or improve upon risk management tools which the agriculture sector has used in the past (agrichemicals, crop loans, future markets...). This data-based approach is the first step towards a new type of insurance, called index-based insurance, which is much easier to implement for all involved parties.

## Instantaneous NIR by Wisium

Wisium is Neovia’s international premix brand/services firm, which features today among the most innovative stakeholders in its sector. It is based on the analytical know-how of the Upscience laboratories network and today presents a revolutionary portable analytical solution: the instant NIR service.

NIRS (near infrared spectroscopy) technology is based on the collection and rapid analysis of data that supplies predictive mathematical analyses of raw materials or finished products. The data collected helps analyse and rapidly predict a series of key parameters such as: humidity, protein, cellulose or starch.



## Expert Nutrition, the app for Brazilian farmers

In order to respond as accurately as possible to the needs of its customers and to monitor its teams on the ground, Neovia has launched the application Expert Nutrition in Brazil, available on the Apple Store and the Google Play Store. This application enables access to a significant amount of information,

including advice on animal feed, and to the most suitable use of Neovia products in accordance with the needs of animals, and also provides a space for interaction between users. This solution equally enables direct contact with Neovia teams in Brazil, so that they can provide breeders with the most accurate advice.



Wisium is currently developing a new service targeted at its clients that are breeders, food manufacturers and cooperatives in France and internationally: the instant NIR service. This solution will enable Wisium clients to use the NIRS technology directly on the ground. Instant NIR is a device connected on Bluetooth to a smartphone application that enables the direct scanning of the product to be analysed. It fits in the palm of one’s hands and helps clients to conduct analyses traditionally carried out in a laboratory in a few seconds, directly on the ground. These analyses have an impact on different parameters, particularly dry mass, protein, fibre, starch, fatty substances, and the results are displayed directly on the screen. This new service enables quick decision-making when it comes to farming (optimisation of feed, improved responsiveness) and in the factory (improvement of the quality of raw material inputs, products in production and finished products).



# Assisting our stakeholders by means of a wide range of responsible solutions



Everyone should be involved in sustainable development. Ecosystem-based approaches that unite groups help make it possible to develop new solutions and apply them to bring about change. Responsible solutions can be implemented at micro (field, individual) or macro (territory, industry) levels.

## Creating an ecological garden with Gamm vert

It is anticipated that the law on energy transition for green growth effective as of 1 January 2019 will stipulate the elimination of synthetic plant protection products for

gardens. Until then, they remain available to customers, but their sale is regulated. At Gamm vert, which anticipated this change, these products are displayed in locked cabinets, but can also be placed behind a counter where a salesperson is present to provide advice. This puts the environmental garden in first place! This is the credo of the Gamm vert brand. A living garden where biodiversity is preserved, which gives space to wild animals, auxiliary insects and plants that are useful for the protection of vegetable gardens and orchards. Hedgehogs have a voracious appetite for slugs and snails. They help regulate their population and avoid them causing severe damage among young plants. Birds feast on rootworm larvae, as do chickens, which also have their place in the environmental garden. In certain cases, nettles, garlic, comfrey, horsetail and rhubarb, transformed into purines or concoctions, may provide fungicide or insecticide action. At Gamm vert, consumers will find all the products and local support to help design and develop their bioecological gardens, enrich the soil by adding composted waste to it, and even store rainwater, which has less limescale, rather than using tap water.



## Géoinsecta: collaborative pest alert reporting system

In June 2017, Bioline, the biosolutions specialist, launched Geoinsecta, a new participatory mobile application that will optimise plant and crop pest management for amateur gardeners as well as green space professionals and farmers. A special feature of the Geoinsecta

application is that the users will primarily be the first ones to launch a collaborative alert, by informing in real time of the presence of insect pests in their gardens, green spaces or fields. In addition, via a push notification system, the application keeps users informed in real time of the presence of insect pests near them, and makes them aware of the most effective biosolutions to get rid of them.



## Biological control of the boxwood borer in the Drôme

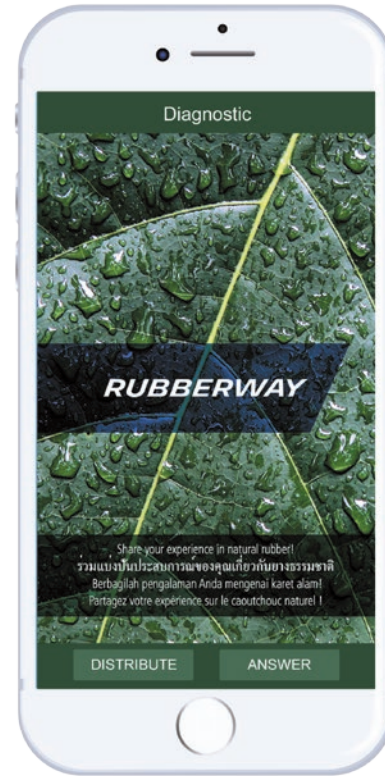
Dieulefit, a city in Drôme, controls the borer, a butterfly native to Asia that destroys boxwood, by releasing micro-wasp parasitoids which lay eggs in the boxwood

borer and prevent the caterpillars from forming. Over an area of 5,000 square metres of forest, 1,000 micro-wasp diffusers Biotop were hung on branches on the Saint-Maurice mountain by retirees, hikers and student volunteers. These small plaques, which diffused nearly 5 million micro-wasps, were provided free of charge to the municipality by the company, based in Livron-sur-Drôme. The city was chosen by the State services to carry out this experiment, including the National Forestry Office and the Regional Directorate for Food, Agriculture and Forestry in the Auvergne-Rhône-Alpes region. The municipality of Dieulefit hopes that, as a result of this example, other municipalities will follow the same path in the biological control of the boxwood borer.

## Smag and Michelin, partners for a responsible natural rubber supply chain

Michelin, the world leader in tyres, has chosen the technological expertise of Smag, the French leader in the production of information systems for agriculture, to develop a collaborative web platform, Rubberway, to map its natural rubber value chain and to collect CSR indicators. With about six million or so small-scale rubber growers now involved in natural rubber production worldwide, the ambitious CSR policy of a market player such as Michelin can have a huge impact on sustainable development and the improvement of the working conditions of the entire industry. In addition to the web platform that manages the project operated by Smag teams from Singapore, a mobile application will help collect

CSR information from Michelin's supply chain actors: smallholders, large plantations, intermediaries and direct suppliers. "The digital revolution is an opportunity that benefits all sectors of the industry, including the raw material supply chain, explains Luc Minguet, Procurement Director of the Michelin Group. Rubberway is a tangible, innovative and useful expression of it. This mobile application collects data, analyses them against established criteria, and maps areas with high social and environmental risks. Thus, by sharing this information with our suppliers, we can make a targeted and effective contribution and improve the production conditions of the sector."

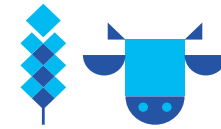


## Best aquaculture practices certification for Neovia in Vietnam

Neovia's Dong An factory in Vietnam, specialising in shrimp feed, was granted Best Aquaculture Practices (BAP) certification on 17 May 2017. This is a benchmark certification awarded by the Global Aquaculture Alliance (GAA), an NGO dedicated to the promotion and training of responsible aquaculture. Dong An is one of the first factories to receive this certification in Vietnam. The certification applies to Ocialis shrimp feed for the Vanalis, Eco, Neolis, Monolis and OC Maxi product lines. Specifically, BAP certification

provides customers with a quality guarantee for aquaculture feed, from the raw materials to the production, storage and preservation of the finished products. This certification shall enable Neovia Vietnam to support its customers in the sustainability of their operations and the development of more responsible shrimp production in Vietnam and South-East Asia. This certification is a reward for Neovia's commitment to the sustainable development of aquaculture in Vietnam.

## Optimising our own environmental footprint



As a cooperative union, InVivo plays the role of orchestrator and provider of responsible solutions for its stakeholders. However, as the leading French agricultural cooperative group, InVivo must also set an example in the way it carries out its own activities. This is why, year after year, we are making every effort to reduce our environmental footprint in every link in the chain of our business activities.



## Gamm vert collects chemical products of household waste

Established in 2012, EcoDDS is a non-profit organisation with the mission of encouraging the sorting, collection, and treatment of certain types of household waste (fertilizers, plant protection products, paints). The Gamm vert network adheres to EcoDDS in accordance with the principle of extended producer responsibility. For the second consecutive year, this May, some Gamm vert stores organised "Faites du tri", a collection event at the reception of garden centres, and, through a large-scale communication campaign, encouraged amateur gardeners to bring in their chemical treatment products and weed killers. Participants in the collection were given a 5-euro voucher. The operation collected 300 kilos of plant protection products and biocides. The remarkable increase in the quantity collected in 2017 compared to the previous year is a promising sign that there will be an even greater increase in 2018.



## Making every floor at Carpe Diem tower paperless

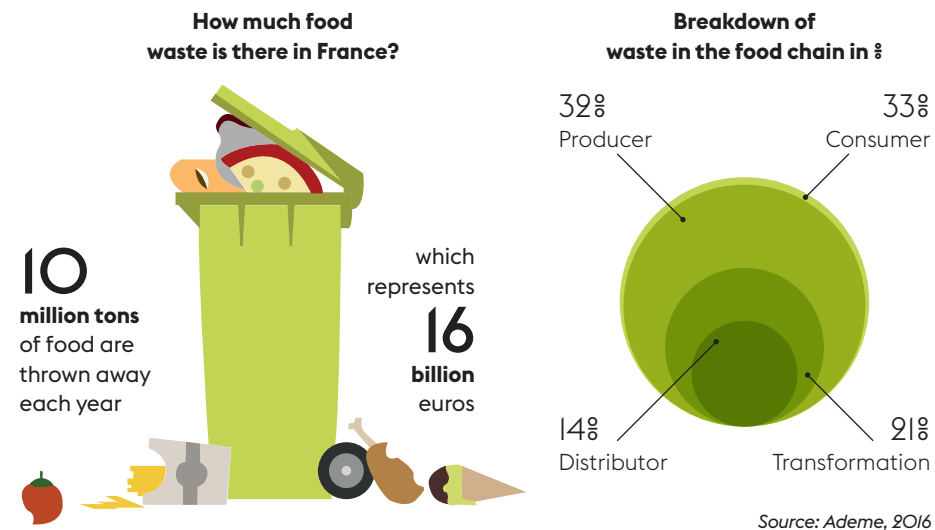
InVivo's new premises in Paris, inaugurated in 2017, are located in the Carpe Diem tower in La Défense, a new building with high energy performance (HPE 2005) which accommodates 455 employees. These facilities are accompanied by new practices in making processes paperless. The use of paperless documents at all levels, in particular all incoming mail, encourages users to limit the use of paper, thus preserving water and wood resources. It also reduces the building's power consumption,

because the storage of paper has a significant impact on the energy lost by a site. Apart from this action that is beneficial for the environment, going paperless brings more security, fluidity and simplicity via mail tracking on a digital platform. It also encourages the development of a digital culture among all staff and helps save time.



## Anti-waste and solidarity

Each person discards an average of between 20 and 30 kilos of food a year, a loss of 400 euros for a family of four. Since 11 February 2016, the Garot law places mass food retailers under the obligation of distributing unsold products that they used to discard. As a result, more than 10 million meals have been provided to the most underprivileged people. Although the Gamm vert brand is not affected by the Garot law, it takes into account the strong awareness of public opinion against food waste. In 2017, it organised the donation of unsold fresh and frozen food products to food aid associations through Solaal, a platform that links agricultural sector donors to beneficiary associations. This solidarity action has begun



in several stores in northern France, and will gradually expand to include the entire network that offers these products. Currently, more than 25 tonnes of products have been donated by Gamm vert stores in Amiens, Buchy, Abbeville, Villeneuve-les-Bouloc and Frais d'Ici stores to five beneficiary

associations: Restos du cœur, Banque alimentaire, the Red Cross, Secours populaire and Andes. These mainly consist of fruits and vegetables, canned goods and fresh products. These are in great demand by food aid associations, which generally have insufficient fresh produce.

## Increasing the share of biomass and solar energy

After Binh Duong in Vietnam, in 2015, Neovia installed a new biomass boiler at Tres Corações in Brazil in July 2017. The very latest generation biomass boiler uses eucalyptus wood chips planted specifically for this purpose (recycled chips). With a capacity of 12 tonnes per hour, it has been designed to increase power and support the site's increased activity, and has significantly reduced energy consumption linked to steam production. A similar project is underway on the São Lourenço da Mata site. Both projects are part of an energy transition programme for Neovia in Brazil.

In the United Kingdom, Bioline Biosolutions also has a biomass boiler. In 2016, Neovia's Vietnam operations department launched a five-year strategic plan, with one of the major components being the optimisation of the Dong Thap plant. To achieve the industrial performance objectives and based on a sustainable development approach, it was decided that the amount of solar energy used in the industrial process should be increased. In February 2017, a dozen solar panels were installed on the roof of the plant. This system reduces the use of biofuels, reduces CO<sub>2</sub> emissions, and limits the environmental impact of the plant. The performance of this technology can be tracked on a dedicated data collection website.



# PROMOTING ACCESS TO BETTER NUTRITION FOR ALL

**Guaranteeing**  
food quality  
and safety

**Meeting**  
new consumer  
expectations

**Transferring**  
our skills around  
the world

To feed a growing population despite unfavourable pedoclimatic changes due to global warming, it will be necessary to rely on improved health safety, beneficial and traceable agricultural practices, reduction of waste and an ever-increasing innovation capacity, involving all the stakeholders in the sectors. This is what consumers expect in relation to their food, with increasing demands in terms of health, authenticity and proximity.

SDG mobilized:



# Guaranteeing food quality and safety



With crisis after crisis, consumers are heading towards zero tolerance concerning those who fail to respect their basic need to feed themselves with healthy and quality products. There are various track and trace tools that help to improve the quality of food.

## Upscience: at the forefront of guaranteeing food safety and traceability

A Leader in France in the animal feed analysis market, Upscience laboratory, a new brand of Neovia's analysis laboratories created in 2017, has gradually extended its know-how to other areas. Upscience offers a wide range of analyses in physicochemistry, microbiology and molecular biology, targeted at stakeholders in the animal and human nutrition, agri-food, environment and nutraceutical sectors.

Upscience laboratories have developed state-of-the-art technologies and a R&D structure to develop standardised or personalised solutions to meet new market challenges: food safety, increased traceability requirements, demand for faster analysis (PCR and infrared technologies), development of tailor-made analyses, guaranteed reliability of results through consistent methodologies, and

analysis standards at global level. The Upscience structure consists of several hundred experts, engineers and technicians worldwide. This network enables it to efficiently support its local or international clients in their development through a wide and innovative range of analyses. Since 2014, Upscience has accelerated its international development and has analysis laboratories in Brazil, Vietnam and Italy.



## Expert laboratory qualification for AdGène

In the context of controls aimed at verifying compliance with hygiene criteria, agri-food manufacturers may use the following methods: standardised Afnor (CEN and/or ISO standards) or commercial alternatives (commercial kits), subject to being validated through NF Validation by Afnor Certification. The kit suppliers thus systematically request an expert laboratory to test their kits before being validated by Afnor. This year, the AdGène laboratory received the qualification of expert laboratory for the validation of test kits and alternative water and food microbiology methods. Its R&D teams provide suppliers with their

know-how to validate alternative analytical methods. This offering is targeted at several types of companies: suppliers who market analytical kits; industrialists who want to validate an industrial product or process through analytical comparisons; research centres that want accredited methods or specific analyses. This recognition confirms AdGène's positioning as an expert and market leader in microbiology and molecular biology testing.

## Agrosolutions supports the development of the LU'Harmony quality charter

The LU'Harmony charter, launched by the Mondélez International Group and its LU brand in 2008, unites the entire wheat sector around agricultural practices that are more respectful of the environment and local biodiversity, serving biscuit quality. Farmers, collect-storage bodies, millers, manufacturing sites: the entire sector participates daily in quality monitoring, from wheat grain to biscuit. 1,700 farming partners are mobilising themselves around 51 agricultural practices, aimed at improving wheat cultivation. These include the

rotation of plots, the use of advanced technologies to be treated only as a last resort and in a targeted way, or even the establishment of fallow fields on 3% of the surface of LU'Harmony wheat fields to preserve local biodiversity. In addition, the LU'Harmony sector is one of the few sectors to collect primary data on farming practices, and this is in relation to all their supply in France. In a bid to further improve the performance of the sector, Mondélez International used Agrosolutions for its agronomic expertise and its skills in agricultural data management. Agrosolutions supports the LU teams in the process of continuous improvement of the programme. This mission has a two-fold objective: to develop the LU'Harmony Charter towards the integration and simplification

of more ambitious and more relevant practices for farmers, as well as to build environmental reporting of the LU'Harmony cereal sector by improving the collection and quality of plot data and by establishing environmental indicators at the level of the plots. The Mondélez Group is present in 48 countries, including five European countries that are already committed to the LU'Harmony charter. Agrosolutions will support it in the international extension of the approach.



# Meeting new consumer expectations



57% of French people say that the quality of food products is their primary reason for purchasing them. Consumers in developed countries are increasingly becoming “proactive consumers” who want to be reassured about the origin and quality of the products they consume, but also to be enticed or surprised by innovative value propositions that consider their sometimes-contradictory desires when it comes to health, but also to taste, pleasure and discovery. However, due to lack of access to quality foods, too many consumers are saturated with food without being nourished (in the words of the English expression, “Under-nourished but overfed”). The food system must therefore continue to evolve through quality research and innovation to meet these new established or latent expectations.

## Building food and distribution 4.0 with InVivo Food&Tech

In July 2017, InVivo created InVivo Food&Tech. This new entity aims to build the food of tomorrow through innovation and digitalisation to respond to new consumer trends and ensure better integration of the downstream value chain for French agriculture. It thus restores the natural and organic link that exists between agriculture and access for all to quality nutrition. This is the A to C concept: from the farmer to the consumer, but also to chefs, canteens and kitchens.

InVivo Food&Tech will support the digitalisation of the group’s businesses and will be involved in four future priority areas:

- Digital Market aims to transform the business of buying and selling products and services to cooperatives and services to cooperatives using digital resources. The first achievement is Ouifield, a digital platform for the purchase of goods and services targeted at cooperatives and farmers.
- Retail4Food will develop new digital and physical distribution concepts to support the marketing of French products worldwide.

A first concept store project designed as a showcase of French gastronomy, So France Singapore, was developed in partnership with the ANAA (Agence de l’alimentation Nouvelle-Aquitaine).

- Urban Food, or urban farms, aims to create new places and new modes of agriculture to feed populations using short channels, together with Agrosolutions and Agro-digital studio.

- New Food will explore the food of the future, such as vegetable proteins, algae or insects, but also food preparations and processes. Foodlab and builder of new business solutions, InVivo Food&Tech will essentially constitute the “grey matter” with about fifty specialist staff, and will seek collaboration with foodtech start-ups to accelerate and deploy their future projects.



## Demonstrating the viability of urban agriculture

As a partner in all forms of agriculture, InVivo is interested in urban agriculture. In fact, the latter represents a complementary and non-competitive solution of agriculture practised in fields, to feed a larger urban population in the future.

As a result of experimenting with this mode of agriculture, Agrosolutions wishes to assess the economic, societal and environmental viability of the model while emphasising the short

channels, the ultra-local and the ultra-fresh. The first experiments consist of hydroponic production of aromatic plants in an old recycled shipping refrigerated container. Hydroponic cultivation in containers enables cultivation in a controlled atmosphere (pH of the water, temperature, nutrients, luminosity) of up to 256 columns of vegetable production in a closed space of 35 m<sup>2</sup>, an agricultural surface of about 2 hectares. The control of each parameter makes it possible to maximise the yield of the crops while guaranteeing their taste and olfactory qualities, without using plant protection products, since the proliferation of pests, diseases, bacteria and fungi is limited in the

closed space of the container. When the first aromatics produced in the Paris City Farm containers were harvested, basil was distributed to InVivo’s head office staff. Its goal: to promote urban agriculture and allow the enjoyment of this unusual form of production before marketing it to major Parisian chefs. With the creation of InVivo Food&Tech, the production unit targeted at business will be extended to its Urban Food division. Agrosolutions will retain the R&D unit, with a view to focusing on consulting expertise.

## Growing it yourself changes everything

According to a recent BVA survey, more than 3 out of 4 French people are ready to produce some of their food and 1 out of 3 French people have a vegetable garden.

Producing fruits and vegetables or aromatic herbs, learning how to make your own bread or beer, building a hen-house and collecting eggs, these are some examples of family self-production.

Self-production is a consumerist trend in full development that responds to the desire of consumers to better control the quality of their nutrition, but also responds to the pleasure of making it yourself, rediscovering or sharing forgotten skills, or the need to spend less. Based on the strength of its position as no. 1 in gardening market, and already specialising in areas such as the kitchen garden, the backyard and beekeeping, the Gamm vert network, neighbourhood champion, is particularly



legitimate and competent to advise and pass on training that will enable customers to implement and be successful in their projects for growing fruits and vegetables, raising chickens, transforming their vegetable production into preserves, planting vegetables, and generally allowing everyone to “do it yourself”. Each network store, as well as the Gamm vert communities, will

become the ambassadors of this new territory, summarised by the credo that “Growing it yourself changes everything”, which will result in adapted product offers, online tutorials, advice and sharing of experiences. Having values with focus on the future, this positioning meets the real expectations of consumers in terms of support and authenticity. Go to <http://mag.plantes-et-jardins.com/>

# Transferring our skills around the world



InVivo considers that it has the responsibility of disseminating good agricultural practices and agri-food innovations as widely as possible in the world. “If you give a man a fish, he will eat for a day. If you teach him to fish, he will eat for a lifetime”, according to the saying attributed to Lao Tzu. Michelle Obama adds: “But ask him first if he wants to eat fish”. This anecdote is a good illustration of the spirit and the method of working which led to the creation, at the end of 2016, of InVivo Foundation, which is active in the structuring of sectors in countries in the southern hemisphere: always be humble and learn from local practices, because the hybridisation of methods and collective intelligence result in the most suitable and most sustainable projects in the field.

## International Summit of Cooperatives: sharing of experiences

At the end of 2016, the 3<sup>rd</sup> International Summit of Cooperatives in Quebec was attended by about 3,000 participants from 116 countries. Central theme: “The power of cooperatives to act”, that is, their ability to invest, create value, fight against poverty and help reduce inequalities within the scope of the 2030 Agenda.

Being one of the most globally established cooperative farming groups, InVivo was invited by the organisers, Desjardins and the International Cooperative Alliance, to share its experience at several round tables.

Speaking at the Summit on the theme of “How to operate in the real economy”, Philippe Mangin, President of InVivo, analysed InVivo’s growth strategy, which is built around four pillars: the economy of production, the economy of distribution, the knowledge economy and data valuation, and innovation.

An original combination that combines the “new economy” (digital) with the “old economy” (production/transformation) and that demonstrates its ability to create value for cooperatives, their members, and society as a whole. Thierry Blandinières, CEO, participated in a round table dedicated to a new trend in international partnerships among food and agricultural cooperatives.



## InVivo Foundation: Franco-African cooperation

The development of agriculture and its transformation in African countries is key to creating new value, new wealth, and new jobs. Agriculture enables food security for feeding local populations as well as improving exchanges with the rest of the world.

“French companies mustn’t overlook this dynamic; on the contrary, we must turn our sights on Africa where there are new paths to partnerships and opportunities”, explains Stéphane Le Foll, former Minister of Agriculture, in a preface to the policy paper, French Agricultural Cooperatives and Africa. “This type of cooperation must be pursued equitably, as equal-footed partners, with due respect to know-how, cultural imperatives, traditions, and local populations’ mores”.

With this mindset, InVivo Foundation supports numerous projects in Africa:

- creation of an agro-ecological farm in Togo;
- structuration of the chicken and egg value chain in Mali, with the help of a women’s network in Konna;



- participation in the structuration of the Agricultural policy of Ogun State in Nigeria;
  - support for the development of Central Cameroon’s first Porc Cooperative;
  - reinforcement of the dairy sector via Laiterie du Berger in Senegal.
- These initiatives aim to:

- improve and professionalize current local food and agriculture systems and sectorial value chains starting with smallholder farmers, knowing that 80% of African agriculture is produced by these small scale familial farms;
- modernize, develop, and organize cooperation amongst farmers thus facilitating and securing quality sourcing of produce volumes for a growing urban population.

## Neovia trains breeders in Cambodia and China

Neovia participates in the continuous improvement of the techniques and know-how of breeders in the countries where the group is present. Using this logic, its subsidiary in Cambodia has set up a training programme dedicated to pig and poultry

farmers. In 2017, Neovia organised between five and ten technical seminars each month, which reached more than 3,000 breeders during the year.

The themes addressed during these seminars concern good farming practices: hygiene and biosafety, organisation of breeding, vaccination programmes, food programmes, reproduction. These actions enable breeders to improve their knowledge and practices, which will enhance

the economic performance of the livestock farms. Neovia is thus contributing to strengthening the quality of the livestock sectors in Cambodia.

At the same time, in China, Neovia set up a technical centre dedicated to the training of pig, poultry and milk producers on both technical and generic topics (biosafety, antibiotic alternatives, livestock management). Training is provided by Chinese or international experts of the group.



# PLACING PEOPLE AT THE CENTRE OF OUR ACTIONS

**Stimulating**  
the economy and the balanced development of territories

**Being**  
a socially responsible group

**Cooperating**  
to innovate and build the future

At InVivo, two terms from biology speak to us in particular: ecosystem and symbiosis. We believe in the strength of open ecosystems that bring out collective intelligence through cooperation, and the mutual symbiosis in which everyone benefits from working together. This is how we work on shared innovation methods with the territories we are based in, together with our stakeholders, and with our employees who represent the heartbeat of our group, in order to deal with our shared challenges.

SDG mobilized:





# Stimulating the economy and the balanced development of territories



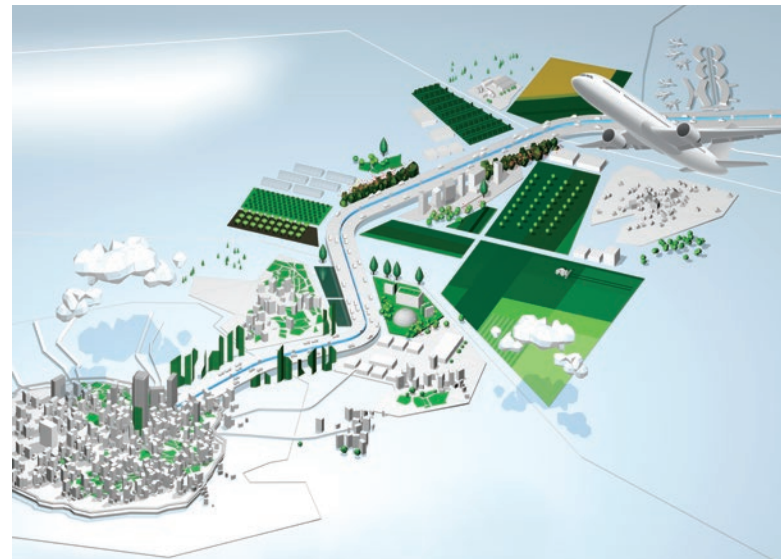
Undoubtedly due to its agricultural roots, InVivo is a group deeply rooted in the territories in which it is established. Whether it is in the countryside, in a large metropolis or in a medium-sized city, in France, in Europe or on other continents, we ensure that we are integrated into the local ecosystem and develop relationships with all stakeholders. We are convinced that each territory gives us as much as we give it, and that it is our responsibility to participate in its development with our natural partners (cooperatives and farmers), but also with the entire socioeconomic fabric (public authorities, traders, schools, associations).

## Happy Vallée, towards the agricultural reclamation of the A1 highway

What if agriculture were to be directly involved in the well-being of city-dwellers? UN statisticians indicate that by the year 2050, 66% of the population will live in urban areas, and up to 75% in developed countries. The management of urban areas and their transformation into sustainable cities will be one of the major challenges of the 21<sup>st</sup> century. It is becoming increasingly necessary to reintroduce nature in the city or peri-urban zones by revegetating and rehabilitating agricultural land to reduce the urban heat island effect, greenhouse gas emissions and atmospheric pollution. On 3, 4 and 5 June 2017, during BiodiversiTerre, an event organised by the Paris City Hall based on an idea by contemporary artist Gad Weil, Parisians were able to find out about eco-friendly agricultural practices on a transformed Foch avenue. On the theme of the urban farm, InVivo presented a life-size prototype of the Happy Vallée, a bold project for the restoration of agriculture and plant life on the A1 highway that connects

Roissy-Charles de Gaulle airport to Paris. This collaborative project, with engineering provided by Agrosolutions, aims to make this highway a global showcase of French agriculture, by showing the functionalities offered by plant production, both agricultural and ornamental: aesthetics, feed potential, carbon storage, preservation of

biodiversity, air quality, water, soils. InVivo is mobilising all stakeholders to carry out this project, which could be ready for launching by the 2024 Olympic Games. With this aim in mind, together with Paris-Île-de-France Capitale Économique and Gad Weil, an association has been created to bring together efforts for the success of this project which aims to create value through and for agriculture, and to increase the territory's appeal.



## Frais d'Ici supports its producers

In the autumn of 2017, the Frais d'Ici store in Portet-sur-Garonne partnered with MiiMOSA, the first crowdfunding platform exclusively dedicated to agriculture and food, to support the innovation

projects of its producers. Until 31 October 2017, the store's suppliers can respond to calls for projects to launch a crowdfunding collection on MiiMOSA and to benefit from Frais d'Ici's support under certain conditions. The facility is offered to all the store's producers who have a project to be funded such as, for example, procurement of equipment, herd building, construction of a building, upgrading, communication or diversification of their activity or products, and who are ready to communicate about their project as well as to honour the counterparts pledged to the contributors.

Support by Frais d'Ici helps obtain an additional allocation if the project leader attains at least 60% of their collection objective, benefiting from a communication campaign on the project and being able to conduct tests in-store for new products. Apart from simply providing funding, this type of operation enables producers to formalise their projects, develop their reputation, bring together a community, develop their know-how and convey the image of being a dynamic and innovative player in their territory. Project owners will have to launch their fundraising campaign before 28 February 2018.



**CROWDFUNDING** is a new form of securing funds, which enables a project owner to appeal to a large number of people to assist them with funding. The project owner thanks its contributors through in-kind contributions and/or experiences (farm products, a weekend at the farm, a visit to a winery).

## Neovia participates in the construction of a bilingual nursery school in Saint-Nolff

Neovia has chosen to maintain its global headquarters in Saint-Nolff in the Morbihan and is involved in the life of the territory. The group recently decided to participate in the establishment of an inter-company nursery school. As an active member of the association l'Éveil du Rohig and main partner of this project, Neovia has provided the association with land for the construction of the nursery.

Neovia intends to offer employees who work in Saint-Nolff a quality childcare solution, while being part of a collaborative approach with other companies and stakeholders in the region. This structure will offer quality childcare in a bilingual environment. Within the nursery school, particular attention will be paid to the layout, the food and the educational syllabus.

For example, open living areas will allow for the free movement of children and the food will be prepared on-site with organic farming products. In addition, professionals of English nationality will be recruited and trained on the project. The goal is to offer children a daily bilingual immersion environment. Finally, the architectural project will be in line with the best environmental practices: a timber-frame building made of natural materials.

# Being a socially responsible group



InVivo would be nothing without its 10,200 employees who participate every day in its development and growth in France and throughout the world. We have a special responsibility towards them and we strive to offer them quality working conditions and a working environment that is in line with their diversity. The quality of work life is increasingly recognised as an essential component of performance and relies heavily on independence and recognition. This is one of the reasons why we invite our employees to co-build solutions that improve their quality of work life through formal or informal participatory approaches, or to contribute to the group's innovation through our intrapreneurship support programme.

## InVivo signs its group agreement on the prevention of psychosocial risks

Improving health and safety at work is at the heart of InVivo's social policy. For this reason, the group initiated a participatory approach on psychosocial risks, asking working groups composed of about 40 employees and a company doctor to propose an action plan that forms the basis of negotiations with the trade unions on this subject. The group agreement on psychosocial risks was signed on 1 February 2017 with the CFDT and CFTC Unions. The key measures of this agreement include: a call centre for staff with the support of a psychologist will be set up with an external provider in order to guarantee confidentiality. In case of need, employees will be able to benefit from five free consultations per year with a psychologist close at hand and social or legal assistance. A charter for the use of emails and connected tools will be drawn up to ensure the reasonable use of these tools. A social barometer

will measure and monitor the internal social environment at the company. An e-learning module to raise managers' awareness of psychosocial risks will be launched. Everyone is responsible for dealing with psychosocial risks in the company, and it is through the participation of all that they will be reduced.



WELLBEING AT WORK

*The dispositions of this agreement apply to employees of companies that are socially integrated into InVivo group agreement.*

## "Les Convaincus" contribute to the advancement of CSR

"Les Convaincus" consist of an informal group of staff from different InVivo business departments. They have one thing in common: their desire to make things happen and to integrate CSR into every level of the value chain. Based on their areas of interest, they come together to develop action plans around specific, measurable goals and actions that are easy to implement and are effective. The idea is to exchange ideas and mutually enrich the knowledge of each person on the company's problems, identify the talents available to solve them and bring a fresh and unconstrained perspective on the issues. Three focus groups consist of: rebuilding a true corporate culture around common issues; advancing the work of farmers; developing new sustainable food offers.

## Managerial engagement survey at Neovia

Neovia has undergone profound changes in recent years: it has doubled in size, there are new organisations, numerous acquisitions, new capital shareholders have come in, there has been a change of identity. In this context of accelerated transformation, Neovia's management wanted to know the level of engagement and the expectations of its managers worldwide. In February 2017, it therefore launched a first engagement survey of 800 managers in all regions, countries and subsidiaries of Neovia, as well as corporate functions. The purpose of the survey was to obtain managers' opinions on a series of topics:



business confidence, customer orientation, managerial practices, professional development and working conditions. This study had a very positive response rate: 90% of the employees interviewed expressed their opinions. The results obtained made it possible to define Neovia's commitment model: the high level of commitment of the managers and good confidence in the company's strategy and future. Confidence in the innovative nature of the products and services

offered. Managers proud to work for Neovia, feeling recognised for their skills and fully engaged in the transformation of the company with a good dynamic at work within the teams and a work environment globally perceived as being of very good quality. The survey also revealed areas for improvement that will be the subject of action plans, in conjunction with the HR teams in the geographical and corporate areas.



## Disability awareness with Tanguy de La Forest

On the occasion of the International Day of Persons with Disabilities, Neovia approached Tanguy de La Forest to organise a disability awareness session for its teams. Due to Tanguy's multifaceted personality, being both a business leader and a high-level athlete, the teams were led to think about what being disabled really represents and how it can become a way to push oneself to new heights. At the end of this experience, Neovia signed a partnership agreement with Défi HR in support of its policy for the recruitment and integration of workers with disabilities.

# Cooperating to innovate and build the future

## W'InVivo enhances the quality of work life through sport and solidarity

On the occasion of the 2017 European Sustainable Development Week, the CSR, HR and QHSE divisions launched the W'InVivo Challenge. Due to the collaborative approach on psychosocial risks, but also the



reflections of the informal group "Les Convaincus", sports and solidarity have been identified as levers that promote well-being at work and a team spirit between staff. Thus, the W'InVivo challenge was born, which is open to all Parisian employees, in partnership with the connected sports application, SquadR. The aim of the approach is threefold: to offer a true group experience, thus having an impact on teambuilding and a sense of belonging to the group; encouraging sports that promote personal and professional well-being; and supporting associative or humanitarian projects chosen by the participants. W'InVivo is an innovative in-house physical activity and teambuilding

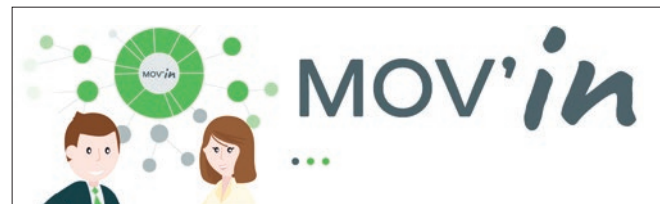
programme. You do not have to be a seasoned athlete. Employees form teams of no more than ten people and, whether they are involved in running, walking or cycling, alone or with others, every time they participate in a challenge, this earns points for the team. All of this is a way of creating a sense of fellowship while having fun, essential ingredients that make a workplace "a great place to work". To meet the different profiles of individuals and their preferences in terms of stress management, yoga or kick-boxing classes are also offered. In 2017, the associations Indi'action, Enfants du Mékong, Les Blouses roses, Le Refuge and ORA (Let's Organise Harvests for Africa) were selected by staff as recipient for the points raised by the teams.

## Helping employees to become stakeholders in their professional career growth

The HRD of the Group established Mov'In to help each employee take ownership of their employability and career path. Mov'In is an application that allows employees to learn about the different jobs available in the group and initiate their professional reflection on changes that can be made in order to bring about true fulfilment. With Mov'In, everyone has the opportunity: to view the

different jobs offered within the group; identify the skills needed for the desired positions; discover possible opportunities

available in the group's jobs and compare jobs to identify common skills to be developed or acquired.



To improve the quality of crop and livestock production and build a more technical and sustainable agriculture, and to accelerate the marketing of products and solutions adapted to new consumer trends, InVivo has put innovation at the forefront of its strategy. The group promotes and encourages co-innovation through internal and external exchanges: partnerships and alliances with public and private stakeholders (competitiveness clusters, universities, research laboratories, think tanks, start-ups, cooperatives), and multidisciplinary cross-cutting collaboration between internal teams.

## Agroecology, a collaborative affair

As part of the 2<sup>nd</sup> Agroecology Night in June 2017, Agrosolutions organised a conference chaired by Amina Galiano, agribusiness and CSR manager, on the deployment of agro-ecology in France, its obstacles and its drivers. The round table was composed of representatives from the upstream to the downstream sector, as the sectors are the real driver of agro-ecological transition. At the beginning of this event, the former Minister of Agriculture, Stéphane Le Foll, insisted that farmers have a central role to play in this process: "They are the first ones who put agroecology into practice: they must continue to take ownership of it while being properly valued by downstream stakeholders". For Grégoire Lhotte and Florian Strube, Oise farmers and member of a GIEE (economic and environmental interest group), the change in practices arose as a result of changes in consumer expectations, but also because conventional agriculture has reached certain limits (stagnation of yields, resistance to plant protection



products). Both agree that agroecology changes society's view of farmers and allows them to communicate positively about their profession. In the same spirit, Agrosolutions published a white paper on soils, Capital sols, at the end of 2016. This document, written with the support of several cooperatives, makes several proposals for the improvement of soil management. A living soil is, in fact, an absolute condition for good plant productivity, the maintenance of biodiversity and the potential absorption of greenhouse gases. For increasingly fertile and living soils, the authors

propose the recognition of farmers as producers of environmental services, the integration of the overall quality of soils into the price of production and the economic assessment of agricultural plots. These initiatives show that agroecology is definitely a group affair, both vertically at the scale of a sector, and horizontally at the level of farmers, between peers. It is no longer a project, but a reality that is considered to be crucial for the future of agriculture.

## Supporting companies in the measurement of avoided emissions

Since the spring of 2017, InVivo has been a member of the Entreprises pour l'Environnement (EpE) think tank, which for 25 years has brought together the largest French companies that have integrated environmental concerns into their strategy and taken numerous voluntary measures. In September 2017, EpE published a report on the methodological framework for measuring emissions avoided by companies adopting low carbon solutions compared to more traditional solutions\*. Agrosolutions participated in this report and studied how to increase the contribution of the agricultural sector to avoided emissions.

In 2017, Agrosolutions launched a major study of interest to society, called Filae (agricultural and agroecology sectors), which aims to assess the degree of appropriation of agroecology by sectors, the progress achieved and blockage points. Avoided GHGs emissions represent an additional workstream that demonstrates the contribution of the agricultural sector to the objectives of the Paris Agreement. However, it is not simple to define a relevant methodological framework for the assessment of the environmental performance of agroecological processes. Upstream agriculture is, in fact, subject to life, to soil and climatic conditions. These

factors may have a negative impact on the results, despite the importance of the methods implemented, such as the deployment of low-input cropping programmes, the extension of rotations or a greater rotation of pulses. This sometimes makes the calculation of avoided emissions frustrating. With their cooperative partners and partners from the world of research, Agrosolutions is working to refine this type of methodology in order to make it operational for agricultural and agri-food stakeholders.

*\*Émissions évitées, Les entreprises évaluent leurs solutions pour le climat, Entreprises pour l'Environnement, September 2017. <http://www.epe-asso.org/emissions-evitees-septembre-2017/>*

## Innovation Centres with cooperatives at Neovia

On 1 and 2 June 2017, Neovia organised the first Innovation Centres and played host to several leaders of French agricultural cooperatives at the site of its world headquarters in Brittany. For two days, 70 cooperatives from all over France exchanged ideas with each other and Neovia's teams on innovation and ways to improve the competitiveness of the livestock sectors.

In order to identify concrete lines of work and reinforce the existing links with its cooperative partners, Neovia organised a dozen interactive workshops. These workshops allowed us to work together on several major livestock themes that will support collaborative innovation projects: modelling evolving markets, pathogen tests and predictive analyses, alternative biotech solutions, digital breeding, animal welfare. The Innovation Centres have been a real success. They strongly illustrate Neovia's desire to identify and co-develop concrete and innovative solutions with its cooperative partners. This approach aims to ensure the competitiveness of the French livestock sector and to meet the challenges of sustainable farming in the years to come.



## InVivo Quest: a tour de France of innovation to invent the food of the future

InVivo Quest is an innovation challenge offered to three types of population: agtech and foodtech students and researchers (business schools, engineers, IT), innovative ecosystems (incubators and start-up incubators) and InVivo employees. It is an ambitious programme aimed at identifying and supporting new talents in building the agriculture and food of the future: new ingredients, new agri-food processes, e-commerce and distribution, urban agriculture, connected objects, big data.

InVivo Quest is mobilising all agtech, foodtech as well as digital stakeholders on these themes in five major French cities: Nantes, Bordeaux, Montpellier, Lyon and Paris. Organised in the second half of 2017, following the pre-selection of projects in the regions, the first edition of this agri-food innovation challenge brought together thirteen teams at the Parisian final on 12 December. During this day, the finalists pitched their projects in front of a jury of international experts. Three projects were selected. The 2017 laureates were

invited to present their projects at InVivo's annual convention on 20 December. Some of these projects will be supported by the InVivo Invest or Neovia Invest seed funds and supported in their development by an InVivo business "sponsor". In 2016, the start-up "Il était un fruit", producer of fruit snacks using produce discarded by large retailers, and IO-Vins, which designed D-Vinethe, the first tasting machine that aerates and adjusts the temperature of wine, have benefited from this support.

## Four incubators to encourage innovation

To encourage and stimulate open innovation with agtech and foodtech cooperatives and start-ups, the group has created four incubators:

- We'Nox, Neovia's global animal nutrition and health innovation centre, inaugurated in July 2016 in Saint-Nolff, Morbihan;
- the Agro-digital studio in Montpellier, specialised in connected agriculture and agricultural big data, opened its doors in May 2017;



- The Maison du végétal in Reims which will be created in the future Village by CA (Crédit Agricole);
- InVivo Food&Tech in Paris-La Défense will support the digitalisation of the Group's businesses and will be involved in four priority sectors: Digital Market, Retail4Food, Urban Food, New Food.

## Applifarm, a union of skills and big data services for the ruminant industry

The number of installations of connected objects in agriculture is growing rapidly and generating a large amount of data. Strongly disseminated today, particularly within the ruminant sector, these data, once collected and inter-correlated, will enable the creation of many innovative services for the livestock breeder tomorrow. On the basis of this observation, Neovia and its partners, Innoval, Eilyps, Ceva, Cogedis and Adisseo, have decided to join forces to

create the start-up Applifarm, the first platform for the creation of new big data services dedicated to the livestock sector. This platform will also be accessible to all partners and stakeholders in the sector, apart from its sole founding members. The platform will be an efficient and cost-effective means of pooling resources to enable partners to create and develop new services for breeders, which would have been very expensive, if not impossible,



to develop individually. Applifarm will be open to application developers and will provide valuable industry expertise in data analysis. In the future, it could be opened up internationally as well as to other species.

## InVivo continues its commitment to the United Nations



By joining the United Nations Global Compact, InVivo is committed to integrating its ten principles in relation to human rights, international labour, environmental and anti-corruption standards. In support of the continuity of this approach, InVivo adopted the 17 Sustainable Development Goals (SDGs or Agenda 2030) to establish solutions adapted to these goals.

The 17 Sustainable Development Goals were adopted in September 2015 by 193 United Nations member countries. They constitute a plan of action for peace, peoples, planet and

prosperity, requiring the implementation of multi-stakeholder partnerships. They aspire to transform our societies by eradicating poverty and ensuring a fair transition to sustainable development by 2030.

InVivo aspires, with its diverse areas of expertise, its CSR policy, and InVivo Foundation, to contribute to the success of this agenda. Its initiatives ambition to establish sustainable and responsible consumption practices, eradicate hunger, ensure food security, food safety, and improve nutrition.



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Corporate communication department.

Design and conception:  PUBLICORP – I4871 – 01 55 76 11 11

Writing: Cahier & Co.

Photo credit: Bioline Biosolutions, Benoît Decout, Essentiel Factory, Julien Grémaud, InVivo, InVivo events, La Laiterie du Berger, Bruno Levy, Lu, Neovia, Sommet international des coopératives – For InVivo Foundation annual report 2016-2017: Géraldine Aresteanu, Cécilia Conan, Philippe Couette, InVivo, La Laiterie du Berger, Nicolas Ziajko - Drawing by Nick Counter.



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