



invivo

THE ESSENTIAL
2018

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 fields of expertise

- Agriculture:** Union InVivo, Bioline by InVivo
- Animal health and nutrition:** Neovia
- Consumer Retail:** InVivo Retail
- Wine:** InVivo Wine
- Innovation Incubator:** InVivo Food&Tech

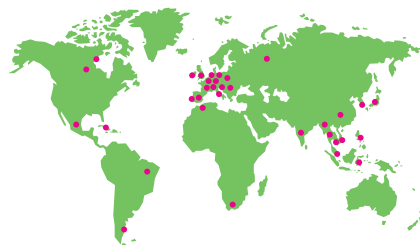
No.1
French agricultural cooperative group

206
member cooperatives

10,200
employees

€5.5
billion turnover

Present in
35 countries



Board of Directors

Representative of all member cooperatives, the Board of Directors determines the strategic direction of the group. It is made up of 31 members.



Philippe Mangin, Chairman
Jérôme Calleau, Deputy Chairman

The Executive Committee

The Executive Committee establishes and implements the group's strategy.

It tracks the performance and results of the different divisions and leads strategic projects. It is made up of six members.



1_ **Thierry Blandinières,** Chief Executive Officer
2_ **Maha Fournier,** Chief Financial Officer
3_ **Sébastien Graff,** Director of Human Resources, Communications and CSR



4_ **Hubert de Roquefeuil,** Deputy CEO and Chairman of Neovia
5_ **Laurent Martel,** Director of Bioline by InVivo
6_ **Bertrand Girard,** Director of InVivo Wine

Cooperate to boost the competitiveness of French farming

Union InVivo is moving ahead strongly to open new avenues that meet the expectations of farmers and its cooperative members in terms of competitiveness of farms and sectors. It also considers the construction of a new grain and agricultural supplies cooperative model.

Agricultural supplies

By pooling all services (administrative, technical, marketing and sustainable agriculture) upstream of agricultural supply purchases (plant protection products, hybrid seeds and fertilisers) and by referencing suppliers, Union InVivo is participating – together with its member cooperatives – in the purchase of competitive products that are adapted to

their members' technical and environmental needs.

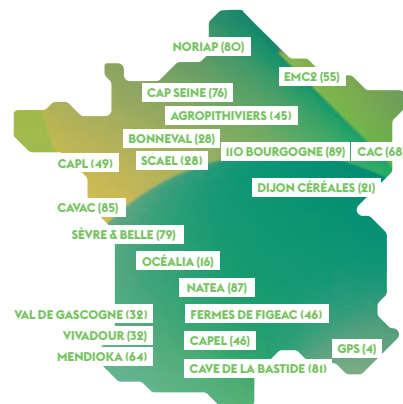
Within the PPA (Agricultural Supplies Partners), seven cooperative groups made up 120 cooperatives are working together to negotiate their plant protection product and hybrid seed purchasing terms.

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Fermes LEADER: the living lab of 1,000 digital farms

Faced with the accelerated developments of agtech, InVivo and its cooperatives are seeking to establish a network of 1,000 digital farms by 2020.

This network – made up of farmers, agricultural cooperatives, agro-industrial players and research institutes – will facilitate the application of new technologies, primarily digital services, to meet the economic, environmental and societal challenges faced by farmers. 21 cooperatives and 300 farms are already committed to this initiative.



Agricultural supplies:

€1.25
billion
turnover

120
cooperatives together
in PPA

Grain businesses:

€1.6
billion
turnover

Grain businesses

As the leading national operator in grain logistics and storage, InVivo pursues a policy to constantly improve its expertise in grain processing, classification and optimisation of export logistics.

InVivo Trading is engaged in a plan to transform its business model with the ambition of

becoming a global niche player in grain trading, diversifying the portfolio of species handled and developing new recurring margin activities.

InVivo Trading has three offices: Paris, Singapore, São Paulo.

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www.ingrains.com: the digital export platform

The first digital platform dedicated to grain exports, InGrains is a resource-sharing tool open to all the cooperatives involved, with a mission to seek out added value for the sector in France,

thanks to better optimisation of export logistics. InVivo offers calls for tenders to the cooperatives (buying interest FOB, pricer) and closes the offers if they are competitive.

Moreover, cooperatives make their delivered offers to InVivo, and InVivo responds with an FOB offer if it has an outlet for these offers.



Solutions for building the agriculture of the future

Bioline by InVivo, by its presence throughout the agricultural value chain, has the wealth of assets and know-how needed to build the agriculture of the future, which will produce more and better and meet the challenges of sustainable development.

Bioline by InVivo brings together four business units with high added value: seeds and plant health, biosolutions and agrodigital, and to these are added agricultural expertise and advice.

Seeds

Semences de France – the number-one player in the French seed market and a leader in the straw cereal market – is engaged in a new drive for growth by developing decision-making tools and seed-related products. The 2017-2018 financial year also saw the start of its internationalisation, with the acquisition of Novasem in Italy and the creation of a joint venture in Brazil.

Plant health

Life Scientific – an expert in post-patent plant protection products – is expanding its European presence through the approval of new products in France and Germany.

In late 2016, by becoming the majority shareholder of CCAB Agro, an important Brazilian player in the licensing and distribution of plant protection products, Bioline by InVivo carried out its first major operation outside Europe.

Biocontrol

With Bioline Biosolutions, Bioline by InVivo aims to become a leading player in the biocontrol market. Its three bio-factories located in France, the United Kingdom and California are dedicated in macro-organism production (auxiliary insects, predatory mites, trichogramma).

Agrodigital

The agrodigital division is made up of various departments that focus on the use of this new “green gold” which is agricultural data. Smag has a unique positioning in the publishing market of agricultural cloud solutions and now has a foothold in the IoT (Internet of Things) market, strengthening its expertise on agricultural big data.

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Agrodigital Studio: the accelerator of agtech projects

Located in Montpellier, Agrodigital Studio is well integrated into a research ecosystem labelled “French Tech”.

With a 600-m² area conducive to creativity, the studio is dedicated to the detection, co-development and production of digitally intensive projects for agriculture.

Bioline by InVivo aims to make this new collaborative space into a growth accelerator that can boost post-incubation start-ups, providing technical, marketing, design, legal and financial support.

€250
million
turnover

1st
player
in the French straw
cereal market

19
host
countries

Be Api, a subsidiary dedicated to precision farming has been created by InVivo and 31 cooperative groups to accelerate the deployment of precision farming in France.

Combining agriculture and digital, Agrodigital Studio identifies and accelerates agrodigital projects produced by the Group, cooperatives or by other partners in the agricultural ecosystem. The Fermes LEADER programme has also been developed under the agrodigital division.

Agricultural consultancy

Operating in three areas (agriculture, sector, territory), the Agrosolutions consulting firm is broadening its skills, particularly in legal and marketing aspects, and is becoming a trusted partner for many economic and institutional players. Agrosolutions is a partner of the Happy Vallée project aimed at greening the surroundings of the A1 motorway between Roissy Airport and Paris.



Very ambitious animal feed performance

Neovia is a world leader in the sector of animal nutrition and health. Centred around seven business lines, five geographical zones and a multi-species dimension, its growth strategy effectively combines targeted acquisitions in high-potential areas of activity or geographic zones, with investment in innovation and new technologies.

Neovia has a worldwide brand architecture: one institutional brand, Neovia, and master brands by activity: Wisium in the international firm-services and Upscience in the analysis laboratories business. It is completed by a global (Royal Horse, Eivalis, Bernaqua, Presence, Ganador) or national (Inzo°, Socil...) commercial brand strategy, for certain product or service lines.

Neovia is accelerating the development of products and services in five priority areas of innovation: smart farming, interactive petline, resource optimisation, intensive aquaculture and functional ingredients.

Complete feed

Neovia develops, manufactures and brings to market complete feedstuffs tailored to farmers' targets and the nutritional needs of each species. The complete feedstuffs are produced by 35 factories based in France and abroad, with a production volume of 2.9 million tonnes.

Aquaculture

Aquaculture production is a major challenge for the years to come. Neovia pursues a holistic and innovative approach to aquaculture, from the feed through to managing breeding

tanks, to ensure a high-quality production. The company holds leading positions in several key markets: Brazil, Mexico and Vietnam.

Petcare

Neovia is already well established in the Brazilian and Mexican markets, and is developing its pet food business in Asia thanks to its majority interest in the Sanpo company, the fifth largest player in the Chinese pet food market.

Premix / firm-services

Firm-services accompany and advise feed manufacturers through a network of powerful experts in formulation, nutritional advice, livestock health monitoring, decision-making tools, design of specific food programmes, marketing and sales support, analysis of raw materials or finished products, and periodic quality control plans.

Additives & ingredients

Neovia's additives division has been greatly enhanced over the last three years. It offers natural solutions to improve farms' livestock and economic performance (alternative products and services to medicines) and to develop new concepts such as functional ingredients.

€1.7
billion
turnover

75
production
sites

11
research
centres

28
host
countries

Animal health

The animal health division is developing a range of solutions aimed at preserving and improving animal health and welfare: animal hygiene products and livestock buildings, dietary specialities and medicines for veterinarians.

Analysis laboratories

A market leader in the analyses of animal feed in France, Upscience has been gradually expanding its analytical expertise to other areas (human nutrition, nutraceuticals, environment), as well as internationally.

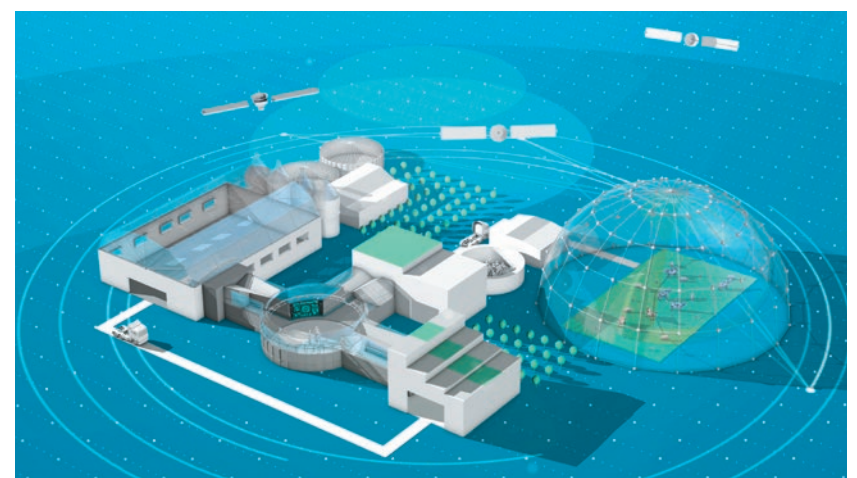
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The Farm of the future revolutionises R&D

Staying true to its open innovation approach, Neovia wants to make the Farm of the future an open project in close collaboration with

research and industry partners, clients, suppliers and consumers. This project was launched in France and will become a reality in 2020. Focuses

initially on three major priority species (pigs, ruminants, poultry) with aquaculture and pet food later it will gradually internationalise (Brazil, Vietnam) in connection with the French and international network of Neovia's connected model farms and partners.



Champion of proximity

InVivo Retail continues its development in three business sectors: garden centres, food distribution, and marketing through green channels. These three activities are complementary, each one generating added value for the other two.

Garden centres

With the Gamm vert, Delbard and Jardinerie du Terroir networks, InVivo Retail is confirming and developing its leadership in the garden market.

As the number-one garden centre in France, the Gamm vert network has 1,000 stores located mainly in urbanised and rural areas. Most of them (900) are owned by franchised agricultural cooperatives. The brand's business model is organised into two core areas: gardening and animal feed, and two areas that are emblematic of its strong regional roots: terroir produce and clothing/footwear. The brand is currently focusing on self-production with its new slogan "Growing it yourself changes everything".

With more than 900 stores offering click & collect and online sales at Gammvert.fr, Gamm vert is also gaining ground in e-commerce.

The two independent garden networks Delbard and Jardinerie du Terroir, which joined InVivo Retail in 2014, have gained new momentum. Geared towards an urban clientèle, Delbard's garden centres have revisited the strong points behind its reputation: roses and fruit trees, plants and decoration.

At the end of 2017, InVivo Retail and Jardiland came together to become a Europe-wide operator in the gardening and pet shop sector. Jardiland is the most well-known in the gardening market and has 189 stores located in urban areas. These garden centres specialise in gardening, pets and lifestyle.

Food retail

InVivo Retail has capitalised on its expertise in franchising by entering into close proximity food retail with the brand Frais d'Ici, a locally-sourced fresh produce retailer, perfectly in line with the rise of short-circuit "local eating" consumption. Developed based on two models (stand alone or connected to a Gamm vert store), the first stores have served to test the relevance of the model both for consumers and producers.

€575
million turnover
InVivo Retail

€1.19
billion turnover
Gamm vert network

€217
million turnover
Delbard / Jardinerie
du Terroir network

InVivo Retail is also strengthening the role of food in the Gamm vert and Delbard networks.

What's more, InVivo Retail has entered into catering to offer new opportunities for the hallmark products of French and international cuisine. The first Bistrot d'Ici established in the Frais d'Ici store in Dijon opened in February 2018 in Dijon. Internationally, InVivo inaugurated So France Singapore in March 2018.

Marketing

As an expert in marketing in three areas (plants, animals and hygiene) for the general public and professionals, Néodis is enhancing its range on three major product lines: pet food, biodiversity and pest control. Its well-known ranges are expanding: Pure Origine and Pure Complicity, Canicaf and Caticaf for cat and dog food, Plume & Compagnie for the farmyard and small wild garden fauna, Pictou for birds, and Myriad for pest control.

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So France Singapore: So gourmet

A concept-store combining catering with the sale of the iconic groceries and drinks of French cuisine, So France Singapore is being developed in partnership with the ANAA (Nouvelle-Aquitaine Food Agency). With a surface area of 250 m², "So France" offers breakfast, lunchtime and evening bistro food, a wine bar, and a takeaway service.



From the vineyards to the world markets

Created in 2015, InVivo Wine has the ambition to become a global player in the distribution of wine internationally, to make France shine in all major consumer regions by highlighting the quality of its wines in all their diversity through strong brands. In Europe, America and Asia, InVivo Wine is tracing its wine routes.

Three years after its creation, the InVivo Wine group is now made up of the Bordeaux-based companies Cordier and Mestrezat Grands Crus, of the partnership with Vinadeis, the Dutch group Baarsma Wine and the InVivo Asia and InVivo America subsidiaries currently undergoing structuring. It accounts for an overall turnover of 270 million euros.

Wine production

With 21 cooperatives belonging to the Vin de l'Union InVivo division, InVivo Wine has a solid wine base in viticulture. Rooted in the different wine-growing regions (Bordeaux, Rhône, South-West, Languedoc, Roussillon, Beaujolais), it brings together some 3,800 winegrowers and 25,000 hectares of vineyard.

The first supply contracts have been signed this year. 215,000 hectolitres have been contracted and partly pre-financed. InVivo Wine is the only player in the market to make this commitment. To make progress on the quality of the wine supply, InVivo Wine will work with the cooperatives on technical aspects and the profiles of the wines.

Grands crus

Mestrezat Grands Crus, a 200-year-old trading house based in Bordeaux, has developed a high-profile standing in the fine wine sector by building close relationships with estates. Drawing on the expertise gained at the head

of prestigious chateaux, it has forged unique expertise in the marketing of Grands Crus Classés as part of primeur future sales and on the world-renowned Bordeaux market. Mestrezat Grand Crus is present in more than 130 countries and participates in the momentum of value creation to lead other InVivo Wine projects.

Premium brands

Founded in 1886, the Cordier brand's acclaim and heritage are a great advantage for InVivo Wine. As a flagship of InVivo Wine's range of French wine, the Cordier – Enjoy la Vie brand is primarily aimed at young generations seeking to discover or rediscover wines that respect and showcase French wine-making expertise. Resolutely premium, reassuring with simple pointers on the label, it is distributed in France in the national Monoprix network, in China in the Cofco Wine network, in Japan at Sapporo and in the United States at the New York retailer Vintners Alliance.

Sales & distribution

In June 2017, InVivo Wine acquired the Dutch group Baarsma Wine. With a turnover of 220 million euro and more than ten subsidiaries in Europe, Baarsma Wine is one of the European leaders in wine distribution. This acquisition will enable InVivo Wine to build a distribution platform with the critical size needed to go international.

€270
million
turnover

21
member
cooperatives

14
host
countries

Operating across the whole value chain in sourcing to the consumer, Baarsma is very well known in the Netherlands, where it generates 63% of its turnover, as well as in Belgium and Luxembourg. It also has a strong pres-

ence in the United Kingdom, where its subsidiary Armit Wine is one of the main retailers of premium wines and grands crus, in Switzerland and Scandinavia, and also in South Africa and Asia (China and Japan).

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A portfolio of renowned brands

InVivo Wine already has a strong foothold in the main consumption areas:

Europe, North America and Asia with a portfolio of recognised brands

– Cordier, La Tulipe, Canei, Slurp and Mestrezat Grands Crus – which it now plans to expand.



The incubator of food and digital innovation

Founded in 2017, InVivo Food&Tech focuses on innovation in agri-food business and digital technologies. Their alliance opens up new avenues to respond to new consumer trends, provide better opportunities for agricultural production and a more complete integration of the value chain for agriculture, as well as to offer improved and innovative services through digitalisation.

The creation of InVivo Food&Tech responds to two major trends: the emergence of new consumption habits and production methods, and the development of innovation ecosystems that put major emphasis on digital tools.

InVivo Food&Tech will work in close collaboration with InVivo Invest, one of the group's two seed funds and the business areas' innovation platforms, namely the Agro-digital Studio in Montpellier, Neovia's innovation centre and the Maison du végétal in Reims.

InVivo Food&Tech works on four types of projects: the digital market, new food trends, new distribution concepts and urban agriculture.

Digital Market

By combining know-how in digital marketing and e-business, by pooling technological choices within the DigitalMarket unit, InVivo Food&Tech wishes to accelerate the digitalization of the group's businesses and services for its member cooperatives. The creation of Ouifield, the goods and services digital platform for cooperatives and their farmer members, is a prime example of the type of project that InVivo wishes to undertake.

NewFood

The New Food's projects focus on new ingredients and foods, new modes of production, and consumption.

The development of new sources of protein from insects, algae and plants is one of the avenues being explored.

The InVivo Invest investment fund has acquired stakes in several start-ups working in this direction: Il était un fruit (It was a fruit) produces

petals of low-grade dried fruit; IO-Vins developed by La Divine, the first tasting machine that aerates and controls the temperature of bottles of wine; and the Le Petit Béret company which offers a non-alcoholic grape-based drink.

Retail4Food

Retail4Food will support the local and international distribution of food products, adding value through new concepts responding to demanding CSR (social and environmental responsibilities) requirements: enhancing short and local channels, participating in the circular economy, improving product life cycle management to maintain taste quality and avoiding waste.

UrbanFood

Urban Food's ambition is to reconnect agriculture with urban consumers by offering them fresh, varied and ripe-harvested products which have been produced by climate-controlled cultivation methods adapted for urban production (aromatic plants, micro-greens, rare or fragile fruits and vegetables) and traditional agricultural resources.

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Ouifield: the digital platform for agriculture

The creation of Ouifield in February 2017 implemented the digital transformation of the InVivo group's B to B activities. Farmers can access the platform through the Ouifield website (www.ouifield.fr) or their cooperative's extranet. The initiative already includes several types of goods and services: vehicles, car rental, equipment rental, tyres, energy, office equipment, telephony, collaborative services and leisure.



social and environmental responsibility

CSR Inside

Launched as the group's 5th performance pillar, the social and environmental responsibility policy has taken on a new dimension with the creation of the InVivo Foundation at the end of 2016.

With a focus on People, Planet, Profit, the group CSR policy is built around three main commitments:

- producing more and better;
- fostering access to a better diet;
- placing people at the heart of our actions.

CSR is the nerve centre of each of our businesses, driving innovation and growth. In each of its businesses, paths have been laid that the teams continue to strengthen.

InVivo Foundation

InVivo Foundation's mission is based on three focus areas:

- Helping improve farmers' livelihoods;
- Bringing about new sustainable food solutions;
- Taking care of natural resources.

In its first year, InVivo Foundation chose to support various initiatives to improve producers' livelihoods, particularly in Africa, by helping them to produce more and better, and to structure channels to market their produce.

With the motto "Source the future", it also participates in much more forward-looking

research programmes that explore new ways of producing dietary protein.

To respond to environmental challenges, InVivo intends to bring all its skills and expertise to help the agri-ecological transition of farms, and promote the bio-economy.



Help improve farmers' livelihoods



Bring about new sustainable food solutions



Take care of natural resources



1_ Developing an agro-ecological farm in Togo



2_ Helping a women's association in Mali



3_ Supporting agricultural policy in Ogun State, Nigeria



4_ Supporting the pork sector in Cameroon



5_ Improving milk supply to boost the dairy sector in Senegal



6_ Bringing Franco-African partnerships



7_ Building a permaculture model farm with Fermes d'Avenir



8_ Supporting research into cellular agriculture



Our other publications



Annual report

An overview of the initiatives of the group and its business units.



2025 by InVivo

The roll-out of our strategic project for agriculture and food, while respecting the planet and human beings.



CSR Report

Our sustainable development strategy, a driving force for innovation and growth.



InVivo Foundation, Source the future

We support projects that help farmers to earn a better living from their profession, bring new sustainable food solutions and take care of natural resources.

Find us on social networks:

 [GroupeInVivo](#) /  [InVivoGroup](#) /  [InVivo](#) /  [Groupe InVivo](#)

Corporate communication department

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