

invivo^o

THE ESSENTIAL
2019

CREATING AG-FOOD INTELLIGENCE

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

3 fields of expertise

- > **Agriculture:** Union InVivo, Bioline by InVivo
- > **Consumer Retail:** InVivo Retail
- > **Wine:** InVivo Wine

2 innovation incubators

- > **InVivo Food&Tech**
- > **Digital Factory**

5,2

billion in revenue
on June 30, 2018



Corporate communication department.

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The Board of Directors

Representative of the 201 member cooperatives, the Board of Directors determines the Group's strategic direction. The Bureau has eight members and works in close collaboration with general management.



1_ Philippe Mangin,
Chairman of the Board

2_ Jérôme Calleau,
Deputy Chairman

The Executive Committee

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

It monitors the performance and results of the different divisions and oversees strategic projects. It has six members.



1_ Thierry Blandinières,
Chief Executive Officer

2_ Maha Fournier,
Finance & Administration
Director

3_ Sébastien Graff,
Director of Human Resources
and Communications

4_ Laurent Martel,
Director of Bioline by InVivo

5_ Guillaume Darrasse,
Director of InVivo Retail

6_ Frédéric Noyère,
Director of InVivo Wine



* / Highlights



October La Plucherie by InVivo: urban agriculture a stone's throw away from the consumer

La Plucherie by InVivo offers micro-shoots, aromatic herbs and edible flowers with original, delicate or rare flavours full of character, grown for restaurant chefs. Thanks to an innovative system of local urban agriculture, all the plants are supplied alive or ultra-fresh and are not processed in any way.



November Acquisition of Jardiland

With the integration of Jardiland, InVivo Retail has taken on a new dimension, becoming a European market leader in the garden centre market.

The Jardiland network consists of 193 retail outlets and the revenue of the Jardiland chain stood at 750 million euros. Most of them are showcase garden centres with floor space of over 4,000m² and have deployed the new concept based on lifestyle, easy gardening and decoration. In 2018, Jardiland has once again been voted the best chain in France in the garden centre and pet store categories.



September InVivo and Veolia signed a partnership agreement

The framework contract signed by InVivo and Veolia sets out collaboration in four areas: the management and enhancement of water quality in farming, reutilisation of waste water, enhanced engineering in favour of urban and peri-urban agriculture and digital solutions. The

< *Thierry Blandinières*
and *Antoine Frérot,*
CEO of *Veolia France*

cooperation is designed to promote regional circular economy strategies.



December
Bio&Co,
the organic stores of InVivo

With the acquisition of Bio&Co, InVivo Retail reaffirms its ambitions in the retail sale of fresh, local and organic products. Bio&Co has six retail outlets in the region of Provence-Alpes-Côte d'Azur.



June
InVivo commits
in Act4nature initiative

In parallel to the biodiversity plan launched by the French government, InVivo and 64 other companies have committed themselves to the Act4nature initiative sponsored by EpE and multiple partners.



May
Creation of InVivo Digital Factory

The InVivo Group has decided to accelerate digital transformation to enhance the performance of cooperatives, farmers and the Group's companies. It is against this background that InVivo Digital Factory has been founded, an entity devoted to digital transformation.



March
InVivo and McDonald's
launch Agriprogress

Agriprogress is a digital platform designed to support farmers within the framework of a progress initiative for the various agricultural and agri-food sectors. This development is a perfect fit with its Fermes LEADER programme which aims to assess the economic and environmental impact of new technological solutions offered to farmers, in order to accelerate their deployment and construct the agriculture of the future.

UNION INVIVO
AGROFOURNITURES



Union
invivo

invivo
group

bioline
group

Seeds



DTI Sementes



Plant
Protection



Biocontrol



Agro-digital



Agricultural
Consulting



INVIVO GRAINS

LOGISTICS
& STORAGE

ingrains
by **invivo**

invivo
trading

invivo retail

Garden
Centres

Le Jardin Vert
LA JARDINERIE

Le Jardin
plus que du jardin

Le Jardin
VEZ VOTRE BIEN ETRE

Retail Food

**FRAIS
D'ICI**

Bio & Co

**So
FRANCE**
le plaisir d'acheter

Market
Introduction

neodis gp
HOME & RETAIL | prendre soin au quotidien
de la maison et des animaux

**billoud
grains**

invivo wine

Brands

1886
CORDIER

**CHATEAU
LA TULIPE**

Canei
Frisquette
Organic

**CHATEAU
MARIS**

Retail

MESTREZAT
GRANDS CRUS
-1815-

ARMIT WINES

BAARSMAN WINES

**RUTISHAUSER
BAROSSA**
WINE CO. WINE

**OULD REUCHLIN
BOELEN**

invivo
wine

invivo
wine

HM
HASSELT MILLESIME

Services

WINE excel

baarsma south africa

invivo | **food & tech**
Nourrir le futur

Union inVivo

Union InVivo is mobilised to create new solutions, designed to meet the demands of farmers and of its member cooperatives in terms of the competitiveness of both farms and of wider industry. Digital transformation of the grain and agricultural supplies business is underway.

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 of 120 cooperatives are working together to negotiate their plant protection product and hybrid seed purchasing terms. In the framework of the Digital Factory project, PPA's strategy committee has also been developing a digital platform to help cooperatives seize the opportunity of developing new relationships with farmers based on the supply of input products. Fertiline, the central purchasing for the importation of fertilisers, also has tools for the production of blend fertilisers, which offer to the cooperatives a whole range of products and services. Vert Cité, the central purchasing and

Agricultural supplies:

€1,232M
in revenues

InVivo Grains:

€991M
in revenues

300 Fermes LEADER

referencing centre dedicated to the professionals of the green spaces, includes about ten members companies.

Grain businesses

As the leading national operator in grain Logistics and Storage, and Trading, InVivo pursues a policy to constantly improve its expertise in grain processing, classification and optimisation of export logistics. With its twelve sea and river port installations dedicated to grain work, Logistics & Storage is focusing on the optimization of the export logistics from cooperatives silos to export ports. 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. The cooperative unit dedicated to the export of grain of French origin has been established, notably with the InGrains digital export platform. The business unit, for its part, operates as a global trading company, which is seeking to generate profits which will also enable it to sustain the cooperative export unit for French wheat. 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. ■

< The Fermes LEADER network is in place >

Agtechs are booming. The IoT (Internet of Things), apps and satellite maps have become everyday tools for farmers. In a market that is only just becoming structured, it is difficult find your bearings, to make the right choices and to differentiate.

By bringing together 1,000 farms by 2020, the objective of the Fermes LEADER network is to offer a practical supervisory service designed to identify opportunities by pooling resources between farmers and cooperatives.

The network provides more effective expertise through unity in order to support the conception and deployment of digital services for the economic, environmental or social benefit of farmers.



The network already unites 21 cooperatives and 300 farms around three objectives:

- > to provide on-the-ground support for cooperatives' digital initiatives by measuring, popularising and communicating innovations introduced by the cooperatives;
- > to characterise in detail the production types (land or livestock) using sensors designed to help optimise agricultural operations and innovations;
- > to monitor farming operations through economic and environmental performance indicators involving all operators in the sector, as in the case of the Agriprogress initiative conducted with McDonald's and Agromousquetaires.

bioline group

Bioline Group covers four businesses generating high levels of added value: seeds, plant protection, biosolutions and agro-digital, complemented by our agricultural consultancy services. Active throughout the agriculture value chain, Bioline Group offers comprehensive solutions to construct the third way for agriculture.

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 results of the subsidiaries, namely Novasem (Italy), Tradisco Seeds (Hungary) and DTI Sementes (Brazil), demonstrate that internationalisation is becoming a significant driver of growth.

Plant Health

Specialists in plant protection, Phyteurop (France), Life Scientific (Ireland) and CCAB Agro (Brazil) are working on improving formulations and reducing doses to offer innovative solutions and enhance their economic and environmental performance; the third way for agriculture will still need phytosanitary products. But their use will be measured and be combined with other solutions.

Bioline Group:
€340,5M
consolidated revenue

Ebitda: €44M

13 host
countries

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).

Agro-digital

Smag's solutions, a publisher of software designed for farm management and production traceability, constitute a genuine system combining everyday cultural practices with the power of big data technology. They aim to facilitate collaboration and the exchange of information between the various users (members, consultants and cooperatives), to respect production guidelines and regulatory standards, to support decision-making and lighten the burden of everyday tasks, be Api, a subsidiary dedicated to precision farming has been created by InVivo and 36 cooperative groups to accelerate the deployment of precision farming in France.

Agricultural Consulting

The Agrosolutions consulting firm is continuing its development with the objective of creating value to be shared by the farmers and their stakeholders, notably agri-food groups and regional planners. A pioneer in the creation of new services, this year one of its personnel founded Bioline Insurance, which offers farmers harvest insurance. ■

< Bioline Innovation: the pioneer of a third way for agriculture >

Being a pioneer and anticipating a 3rd way for agriculture calls for the implementation of a new managerial approach between the personnel of the various entities of Bioline Group and of the corporate entity. Designed to be highly flexible, it is the objective of Bioline Innovation to strengthen the links between marketing and R&D, thereby facilitating the introduction of future cross-functional ranges of products and services.

Within 5 years, 30% of Bioline's offerings will be co-constructed by multiple business units: Biocontrol & Phytos, Seeds & Phytos, Biocontrol & Digital.

Bioline Innovation's mission is to detect market trends, to construct crossfunctional offerings and to conduct trials to validate all new product and service opportunities. To this end, certain existing cross-functional entities, namely Ferme LEADER, be Api and the experimental farm, Agrinovex, have joined forces with Bioline Innovation.



invivo retail

InVivo Retail is accelerating development within its three sectors: garden centres, pet supplies and retail food, while redefining the profile of the InVivo Group by focussing on its positioning in B to C markets. InVivo Retail is constructing a new grow-your-own garden centre model that creates value for customers, franchisees and agricultural cooperatives.

Garden centres

Garden centres is driving the development of InVivo Retail. With the integration of Jardiland, InVivo Retail has taken on a new dimension, becoming a European market leader in the garden centre market. Important work is being done on operational efficiency and also on digitalising the model.

With the three brands (Jardiland, Gamm vert et Delbard), InVivo Retail covers 75% of French territory and reconfirms the determination to be the plant experts. Jardiland will be the leading showcase garden centre chain, based on lifestyle, easy gardening and decoration). Gamm vert the local chain, focuses on the new brand platform « Produire soi-même ça change tout » (growing your own changes everything). Delbard & Affiliés recruiting independent garden centres.

The Jardiland network consists of 193 retail outlets. Most of them are showcase garden centres with floor space of over 4,000 m². Very well located in the major conurbations and in the Paris region, the network is highly complementary with that of Gamm vert, which operates in medium-sized towns and rural areas.

InVivo Retail:

€657,7M

consolidated revenue

Annual revenue under
the Jardiland, Gamm vert and
Delbard & Associés banners:

€2.2bn

Multi-chain network of

1,280 garden

centres

This 2018 exercise's is also accompanied by the creation of Gamm vert Synergies, the entity covering directly-owned outlets, some 90 stores located in the western and central regions of France. Delbard & Affiliés includes 186 garden centres.

Retail food

More than a simple catalyst for garden centre sales, retail food is becoming a distinct activity for InVivo Retail. With the acquisition of Bio&Co in 2018 and with Frais d'Ici, InVivo retail reaffirms its ambitions in the retail sale of fresh, local and organic products.

Founded three years ago by InVivo Retail and the agricultural cooperatives, the Frais d'Ici model is now operational. Nine Frais d'Ici stores opened their doors by the cooperative. A further four are currently under construction. Bio&Co has six retail outlets in the region of Provence-Alpes-Côte d'Azur.

On another continent, namely Asia, with So France Singapore, InVivo Retail is trialing a gastro-store concept showcasing fine French cuisine. It is the objective of the So France brand to unite French producers around a common goal: to export and exploit the value of French gastronomy around the world.

Market introduction

Regarding Néodis and Billaud Grains, which enjoy unique marketing expertise in the pet supplies, plants and hygiene fields, they represent a major advantage to develop private labels.

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, Agrinet for hygiene products, Myriad for pest control, and Signe Nature business for the signage for the plants market. ■

< The grow-your-own garden centre: a new store model >

The garden centre market in France is a mature market. InVivo Retail will be striving to recreate value by consolidating a multi-chain network with strong brands, in addition to **creating a new, more attractive, more resilient and more profitable garden centre model by rebalancing revenue around three pillars: garden & plants, pet supplies and food.**

The place of food is becoming stronger in the Gamm vert and Delbard networks. Furthermore, the store model of Frais d'Ici associated with a Gamm vert garden centre has revealed its effectiveness by every yardstick. The investment level is lower than for independent stores; although the entrance is separate from that of the garden centre, the same checkouts are used. Frais d'Ici generates higher footfall at the garden centre and increases profitability per m².



Through the takeover of Bio&Co, InVivo Retail has acquired the means to develop its expertise in organic retail food. Multiple development scenarios are planned, via stores adjoined to a garden centre or as an independent outlet. Around 150 garden centres should be able to offer a Frais d'Ici or Bio&Co range by 2025.

invivo wine

It is the ambition of InVivo Wine to become a major player in international wine by exploiting strong brands and a global retail network which emphasises the quality of the wines and the diversity of the 'terroirs'.

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.

Brands

InVivo Wine structures its brand portfolio positioned in the most dynamic market segments and geographic areas. InVivo Wine already has a range of global brands: Cordier and Canei; local brands: La Tulipe (Netherlands), Guillaume (Belgium, Luxembourg), and Rutishauser (Switzerland). The Canei range, aromatic semi-sparkling wines with low alcohol content, has been revised to meet the demands of the new NoLo (no alcohol – low alcohol) generations. It was awarded a gold medal at Drinks International's Wine Design 2018. The year 2018 is also marked by the launch of Marval, a new range of French wines in the United States, and HOM, a range of premium organic wines.

€237.3M
in consolidated turnover

12 subsidiaries
around the world

21 member
cooperatives

To meet the ever-changing demands of consumers, InVivo Wine seeks to expand its offer of rosé, sparkling, organic and alcohol-free wines.

Retail

To manage the value chain, InVivo Wine intends to control its retail network and put it at the service of its brands. In all the strategic geographical areas, in Northern Europe, North America and Asia, InVivo Wine traces its wine routes (routes to market). The integration of Baarsma Wines (Netherlands) and the founding of the subsidiaries InVivo Asia and InVivo America give it the means to accelerate its development in all these major consumer areas.

The Retail division also continues to build strong partnerships to offer a selection of third-party brands and develop a portfolio of fine wines.

With a unique collection of fine wines from the world's leading winegrowing regions, Armit Wines in the UK and Mestrezat Grands Crus in Bordeaux have the critical size to become leaders in the fine wine segment.

Services

Achieving operational excellence in support of other InVivo Wine entities and major retail chains in terms of sourcing, purchasing, packaging and logistics – this is the objective of the Services division.

To do this, InVivo Wine has two bottling units. The first, Excel Wines in the Netherlands, targeting retailer, has a production capacity of 70 million bottles; the second, Rutihäuser in Switzerland, has a capacity of 5 million bottles. ■



< Robert Eden, a leading protagonist of sustainable, organic and biodynamic viticulture.

< InVivo Wine structures its offer of organic wines >

By entering into an exclusive worldwide distribution agreement with Château Maris, a biodynamic wine producer in the Languedoc region, InVivo Wine is giving itself the means to accelerate its development of organic wines by drawing on the experience of Robert Eden, Château Maris co-owner and winemaker, to promote sustainable viticulture and build a structured offer in the premium organic segment. InVivo Wine and Robert Eden already have experience working together in the past with the creation of the HOM range of organic wines distributed in the US market. Château Maris has a 50-hectare estate located in the Minervois region (southern France). **Certified biodynamic since 2004, Château Maris wines are ranked among the best in Languedoc** (97 points in Wine Advocate, Master Award of Drinks Business International for the 2015 vintage), and marketed mainly in traditional specialised circuits. Château Maris generated a turnover of 2 million euros in 2018, mainly due to export (85%).

Very committed to CSR (Corporate Social Responsibility), Château Maris is the first Bcorp-certified European winery. Its 100% plant-based cellar is made of hemp and wood bricks.

*/Our innovation ecosystem

Creator of food intelligence, InVivo invests in the search for innovative and digital solutions that enhance competitiveness, safety and the quality of agricultural products, while protecting the environment and offering new food products that are also a source of pleasure.



INVIVO FOOD & TECH

The incubator for food & beverage projects

Founded in the second half of 2017, the food innovation laboratory is already playing its full role as a pioneer of new cultivation methods and new modes of consumption. At a time when urban agriculture is emerging around the world in a wide variety of forms, the UrbanFood division is focussing its work on creating new agricultural activities designed to nourish urban populations by favouring short networks. In its first year it has already completed its first project, La Plucherie by InVivo. Personnel at NewFood and Retail4Food are exploring new food trends and creating new retail concepts. InVivo Food & Tech also takes an interest in beverages through its NewDrink team.



INVIVO DIGITAL FACTORY

Accelerating digital transformation

The Digital Factory has two main missions:

- > To guide transformation: identify and support the emergence of the cooperative 4.0, in addition to new businesses and new applications by exploiting what digital has to offer (omni-channel exploitation, the phygital experience and e-services).
- > To implement transformation: conduct and deliver digital projects via its internal and external personnel in a flexible working mode, focussed on the client experience and value creation.

InVivo Digital Factory is working on multiple major projects, notably including the creation of a national and international digital platform interfacing with regional procurement groups and member cooperatives to re-invent the farmer's experience.





Taking of an equity interest in the French Food Capital and Capagro investment funds

InVivo Invest

The investment fund



Miimosa, participative financing at the service of agriculture and food

Start-up

Le Petit Béret, Miimosa, Il était un fruit, 10-Vins, Comparateur agricole



Le Petit Béret, the taste of a great wine in a non-alcoholic, unfermented drink

2nd Franco-international edition



InVivo Quest

The open innovation programme

Bioline Innovation designing 3rd way for agriculture



AGTECH

Bioline Innovation precision agriculture, farming big data, digitalisation of farmers, urban agriculture, biosolutions

FOOD & BEVERAGE LAB

InVivo Food & Tech

New foods and beverages, e-commerce, new concepts in distribution



Bioline Insurance, a revolutionary harvest insurance solution

Intrapreneuriat

The business culture promotes the emergence of talent and new ideas. Promising initiatives are supported



LA PLUCHERIE by invivo

La Plucherie by InVivo supplies its plant shoots to several Parisian restaurants

DIGITAL MARKET

Ouifield Digital Factory



The digital transformation accelerator

Consumers

* / Working together for sustainable growth

At InVivo, corporate social responsibility is integrated within our strategy as a performance driver and catalyst for innovation serving collective interests. The objective the Group has set itself is to support the transformation of agriculture and food to meet the demographic, environmental and food challenges we all face.

Our 3 commitments

1/Producing more and better

It is our shared challenge on the planet and one of the ambitions at the heart of InVivo's strategy: to help all of our stakeholders enhance their capacity to produce more and better, by means of a wide range of innovative solutions improving economic, social and environmental performance and optimising our own environmental footprint.

2/Promoting access to better food

57% of French consumers state that the quality of food products is their main purchasing criterion. To provide as many people as possible with healthy and high-quality food, virtuous and traceable agricultural practices must be employed, proximity between producer and consumer must be prioritised and the capacity for innovation within the food supply must be enhanced. Never forgetting taste and pleasure, of course.

3/Placing people at the heart of our actions

InVivo is keenly aware of its social responsibilities with regard to its employees and wider society. Each year the Group implements initiatives to improve the quality of life at work, to support the local communities where it operates and to ensure compliance with international principles and standards throughout the world.

SUSTAINABLE DEVELOPMENT GOALS



By signing up to the UN Global Compact, InVivo has undertaken to incorporate its 10 principles relating to human rights, international labour standards, the environment and the fight against corruption, and to implement solutions in keeping with the 17 SDGs (sustainable development goals) of Agenda 2030.

InVivo Foundation

InVivo Foundation's mission is to take us further and faster along the roads of the future by supporting innovative scientific, economic, societal and environmental projects which benefit farmers, consumers and the Earth.

InVivo Foundation is an endowment fund, working in three focus areas:

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

Since its creation at the end of 2016, InVivo Foundation has initiated or supported 14 projects.

1. 🇨🇲 **Cameroon:** Modeling edible insect farms
2. 🇸🇩 **Burkina Faso:** Creating and structuring the soy value chain
3. 🇫🇷 **France:** Regenerating soil biodiversity
4. 🇫🇷 **France:** Supporting food aid while reducing waste

5. 🇺🇸 **United States:** Transforming CO₂ into nutrient protein
6. 🇫🇷 **France:** Experimenting the blockchain to improve farmers' remuneration
7. 🇫🇷 **France:** Putting the living in the heart of the economy
8. 🇳🇮 **Nigeria:** Restoring 108,000 hectares of degraded land with agro-forestry
9. 🇨🇲 **Cameroon:** Accelerating the structuring of a quality pork industry
10. 🇫🇷 **France:** Modeling the triple capital return of permaculture
11. 🇸🇳 **Senegal:** Developing the local fresh milk industry



4.



11.

12. 🇺🇸 **United States:** Furthering research on cellular agriculture
13. 🇲🇯 **Togo:** Modeling mini-farms to ensure food self-sufficiency
14. 🇲🇱 **Mali:** Building a local egg industry to fight against protein deficiency

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