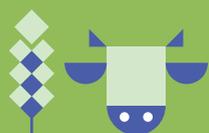


invivo

Cooperation adds value

OUR RESPONSIBILITIES IN ACTION



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PROFILE

A group with sites

IN 29 COUNTRIES



4 FIELDS OF EXPERTISE



Agriculture



Animal Nutrition
and Health



Consumer Retail



Wine



NO. 1
French agricultural
cooperative group



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

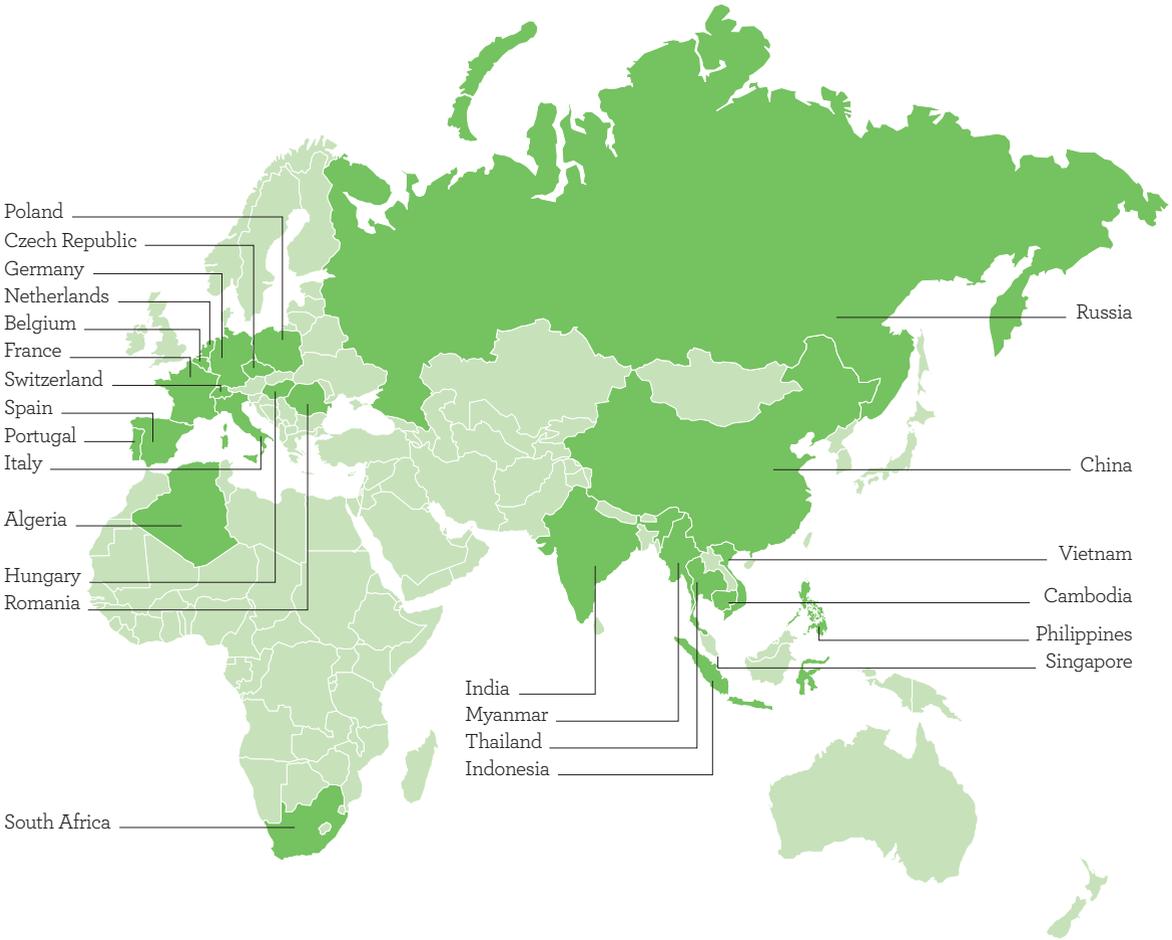


3 VALUE-CREATING STRATEGIC DIRECTIONS

- Be a bridgehead of French agricultural worldwide
- Invest in high-potential businesses to create French champions
- Provide new outlets and support the marketing of French produce

5 PERFORMANCE DRIVERS

- Investing in R&D and innovation
- Expanding and diversifying Group activities
- Developing internationally via new platforms and InVivo NSA sites
- Developing our human capital
- Implementing a social and environmental responsibility policy



216
member
cooperatives



8,200
employees

€5.7
billion in revenue

A word with Thierry Blandinières, Chief Executive Officer

“We are leading a collective project, ‘2025 by InVivo’, that I want everyone to contribute to because they understand its importance. Together, we are going to build ‘Smart Cooperation’, a source of value for everyone.”

One year after the launch of the “2025 by InVivo” strategic project, built on four performance drivers, you are adding a fifth: a social and environmental responsibility policy. Why?

Thierry Blandinières: Our “2025 by InVivo” strategic plan projects the Group into the future, with the ambition of strong growth in France and internationally. That growth will be built on the three pillars of sustainable development: people, the planet and profit. “2025 by InVivo” was established with our member cooperatives in line with a key principle in CSR, a participative approach.

As France's leading agricultural cooperative group, we have considerable responsibilities, which are expressed in our three major commitments: producing more and better; fostering access to a quality diet; and placing people at the heart of our actions. For the success of “2025 by InVivo”, it is important to express our commitments, share them with our stakeholders and show that InVivo growth holds potential for farmers and our member cooperatives, partners and employees, and for consumers and society as a whole.

How is CSR being rolled out at InVivo?

T. B.: CSR today is coordinated by the general management. I am committed to having all the business lines and countries play a part. In the coming years, each field of expertise will draw up its CSR policy in conjunction with that of the Group. This approach is already up and running in terms of innovation, research and development. The main guidelines, the values that guide us, apply to everyone at the Group. Initiatives are formed by each field of expertise. Each subsidiary, production site and functional department makes its own contribution. That is how the global project is moving forward and growing stronger.

Your project carries meaning for the company as a whole. What does that mean exactly?

T. B.: To feed nine billion people, agriculture has to produce more and better. At InVivo, we are convinced that agricultural and food challenges will be met through scientific and technical progress and digital technologies. A number of innovations in plant and animal production will arise in the coming years. They will be used to produce more and better and thereby reduce environmental impacts.

Numerous countries in the southern Mediterranean and in Sub-Saharan Africa are faced with major food supply problems, which will only grow more chronic if global warming is not halted. We need to develop French agri-food exports to these neighbouring countries. In livestock production, in a number of InVivo NSA's operating countries there are major expectations in terms of the structuring of sectors, food quality and food security.

How are you going to meet those challenges?

T.B.: The challenges will be met with other players. We will contribute our expertise and cooperate on these issues with private and public actors. Be it in France, Europe or on other continents, our objective is the same. We want to contribute to the creation of ecosystems that boost agricultural economic activity by involving our suppliers and our customers, producers and consumers, together with R&D companies, start-ups and the academic world. Our R&D teams have already rallied around these challenges. And they will become even more involved in the coming years through the open innovation strategy being introduced within the Group and through the "maisons de l'innovation". InVivo NSA's "maison de l'innovation" will open in a few months, while that of InVivo Agriculture is under review.

What are the priority projects in your CSR policy?

T.B.: Our CSR policy is highly pragmatic and needs to be flexible and agile to be effective. Initiatives have already been taken in three areas that we are going to structure at Group level this year. The QHSE teams and the goods and services procurement department are to draw up a policy on responsible purchasing. InVivo NSA has implemented a code of ethics setting out the behaviour to be respected by all employees in carrying out their business. This code is to be rolled out across the Group. We are also structuring CSR reporting so as to better measure and manage our objectives. ●



“‘2025 BY INVIVO’ IS A PROJECT THAT CALLS ON THE COMPANY’S COLLECTIVE INTELLIGENCE, A PROJECT STRUCTURED AROUND THREE PILLARS: PEOPLE, PLANET, PROFIT.”

Cooperation adds value

“2025 by InVivo” is the name of InVivo’s strategic project that serves as a reference framework for our present and future policy directions and actions.

“2025 by InVivo” affirms the meaning of our remit: to bring French agriculture and agricultural cooperation their rightful strategic dimension as a key link in the food value chain, in respect of the planet and people.

COOPERATION: A VIRTUOUS BUSINESS MODEL

Faithful to the spirit of their founders, cooperatives share an ethic founded on transparency, fairness, solidarity, social responsibility and selflessness. While the excesses of financialisation and the world economic crisis are leading to a widespread loss of points of reference, the cooperative business model is showing its robustness and resilience. More than ever, it is affirming its modernity and opening up promising perspectives for the future.

The cooperative business model is based on three pillars:

- companies of people rather than capital that cannot be taken over or offshored;
- democratic, “one man, one vote” governance, notably when electing farmers for the board of directors;
- shareholders’ equity protected by

indivisible reserves that are contributed to each year with an eye on the long term.

Cooperative farmers are at once the “co-owners” of their company, its customers in terms of supplies (crop fertilisation and protection, animal feed) and its suppliers in terms of animal and crop products. They are also altruistic entrepreneurs that pool risks and costs and invest collectively in transformation and sales tools. Nearly one-third of the food brands sold in mass retail come from cooperative groups.

Cooperatives work for the real economy locally and regionally by focusing on the long term and transmitting the company from one generation of farmers to the next. The main employers in rural areas (75% of their head officers are located regionally), cooperatives also work internationally (exports, production sites, etc.), which is an essential



growth source for strengthening their performance.

INVIVO: “A COOPERATIVE OF COOPERATIVES”

With 216 member cooperatives, InVivo is a second-tier cooperative. Recording annual revenue of €5.7 billion, the Group is the number-one French agricultural cooperative company and the European number six.

Seventy years after creation, InVivo remains faithful to its remit to activate, pool and unify cooperative initiatives. Catalysing and driving the collective intelligence of its members, partners and employees, InVivo creates value in sectors, markets and regions through four fields of expertise: Agriculture, Animal Nutrition and Health, Consumer Retail, and Wine. With nearly 50 production, technical and logistics sites and 1,200 Gamm vert, Delbard and Jardineries du Terroir franchised stores across France, InVivo plays a role in the development of the economy and employment in rural regions. It harnesses its sites in 29 countries to promote French know-how internationally in the interest of cooperatives, farmers and farming.

“SMART COOPERATION BY INVIVO”

To produce more and better, and thereby make our contribution to the world's food and environmental issues, the “2025 by InVivo” strategic plan relies on five performance drivers:

- investing in R&D and open innovation;
- broadening and diversifying our

- activities, notably through alliances and partnerships;
- developing all our business lines internationally by working with local players;
- developing our human capital and promoting social dialogue;
- implementing a social and environmental responsibility policy.

This report focuses on this fifth pillar, that of sustainable development and growth built and shared with our stakeholders. Backed by proof, the report details the translation into real-life initiatives of our conviction and reason for being: that people can make progress faster if they work together with enthusiasm. This is the premise of “Smart Cooperation by InVivo”. ●

70 years of cooperative history

Union InVivo arose from the 2001 merger of UNCAA (a supply cooperative group) and SIGMA (a grain trading cooperative group). Created in 1945, these two national unions were originally formed to reorganise supply amid an economic environment of shortages, coordinate the actions of cooperatives, and stimulate progress in production techniques. From very early on, the economic issue of organising markets both nationally and in imports and exports assumed priority status.
<http://www.invivo-group.com/fr/notre-histoire>

COMMITMENT 1: PRODUCING MORE AND BETTER



IMPLEMENTING COORDINATED AND MEASURED AGRICULTURE

- Pooling and harnessing agricultural data
- Developing decision-making tools
- Organising testing and disseminating the best crop practices

FAVOURING THE SOWING OF THE BEST VARIETIES

- Selecting varieties adapted to the ecosystem

FERTILISING AND CARING FOR PLANTS

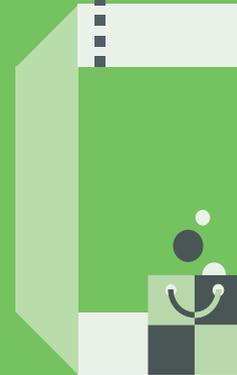
- Selecting inputs and optimising their use
- Developing alternative solutions to chemicals

“Smart Cooperation”

for sustainable growth

The sustainable development of agriculture and agri-food industries hinges on the integration of social and environmental responsibility in each link in the value chain. InVivo is committed to taking action in each one of those links. How? The Group is rolling out “Smart Cooperation” and developing collective intelligence, unifying players and contributing its expertise in a spirit of openness and dialogue with all stakeholders. It relies on the strength of the cooperative model and the values and ethical principles of cooperation. This is how we will be able to better nourish people, help farmers to improve the quantity and quality of their production in a profitable manner, and respond to the expectations of consumers and citizens.

COMMITMENT 3: PLACING PEOPLE AT THE HEART OF OUR ACTIONS



PROVIDING ACCESS TO LOCAL PRODUCE

- Distributing products
- Developing the self-production of food
- Limiting waste
- Supporting food donations



KEEPING A WATCH OVER THE ENVIRONMENTAL ECOSYSTEM

- Reinforcing agro-environmental expertise to improve yields while respecting natural balances
- Minimising the impact of farming on the environment
- Safeguarding natural resources

STORING HARVESTS

- Conserving grains
- Guaranteeing quality and traceability and limiting waste

PRODUCING FEEDS FOR ANIMALS

- Implementing precision nutrition (formulation expertise)
- Producing close to consumption areas
- Guaranteeing quality and traceability and limiting waste



PEOPLE

Farmers and livestock professionals
Citizen consumers

COMMITMENT 2: FOSTERING ACCESS TO A BETTER DIET



EXPORTING AGRICULTURAL PRODUCTION AND KNOW-HOW

- Supplying import countries
- Sharing our know-how



SUPPORTING AGRI-FOOD INDUSTRIES

- Developing tools and services to ensure quality, traceability and food security
- Analysing raw materials and food products
- Reducing the environmental impact of consumer products

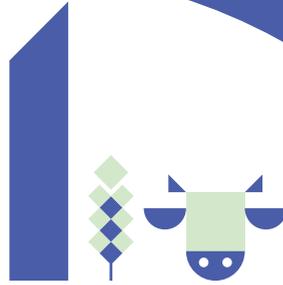


FOSTERING QUALITY LIVESTOCK FARMING

- Zootechnical expertise
- Guaranteeing the health and well-being of animals
- Developing alternative solutions to medication
- Disseminating the best livestock practices



COMMITMENT



Producing more and better

For InVivo, the challenge of feeding over 9 billion people on a fragile planet will be met through scientific and technical innovations that serve to boost productivity by optimising the use of inputs and raw materials, thereby safeguarding natural resources and reducing the environmental footprint of agriculture and livestock farming. The Group's open-innovation strategy and "maisons de l'innovation" in crops and animals are key strengths for meeting that objective.

Increasing productivity by optimising inputs

The FAO estimates that the world population will total 9.5 billion in 35 years' time. This is an enormous challenge for the farming sector, as a 70% increase in production will be required to meet the planet's food needs.

For over 30 years, InVivo has with its member cooperatives and partners been committed to designing and developing solutions that help crop and livestock farmers to produce high-quality products in high quantities in respect of the environment.

PRECISION AGRICULTURE FOR SUSTAINABLE FARMING

The precision agriculture principle advocated by InVivo is increasing yields while cutting the consumption of energy and inputs, in short "producing more with less". The idea is to optimise plot management in three ways: agronomically, environmentally and economically. By using observation methods such as satellites, drones and sensors combined with decision-making tools, farmers can intervene only when necessary. These methods can also be used to adapt fertilisers and crop protection products consistent with the basic needs of crops and to manage plots on a square-metre basis.

In livestock farming, precision agriculture involves precise nutrition

and more efficient livestock techniques.

Promoting innovative crop practices

Agronomic precision serves to improve the efficiency of inputs and yields, including in the choice of varieties best adapted to soils and climates.

To identify and implement the highest-performance crop practices as rapidly as possible, InVivo has for over 30 years pooled the results of seed, fertiliser and crop protection product tests carried out by the member cooperatives. This grouped testing approach, including over 1,000 tests on 20,000 micro-plots, is used to identify the highest-performance production systems. Cooperative advisers work to disseminate best practices, in particular through decision-making tools.

A partner of the national Dephy farm network, aimed at demonstrating, testing and producing references on systems requiring reduced amounts of crop protection products, InVivo's FERMEcopyto cooperative network is the main contributor with over 300 holdings. InVivo has joined forces with 34 cooperatives to meet the challenge of reducing and improving the use of crop protection products while enhancing the economic and environmental performance of holdings.





“N-environmental”: less nitrogen in the air means more nitrogen in crops

In 2014 InVivo launched a stabilised nitrogen fertiliser developed in partnership with Solvay. The new product features innovative technology that improves the efficiency of nitrogen fertilisation by limiting ammonia volatilisation.

InVivo organised two national days in 2013 and 2014 to present the test results to farmers and inform them about best practices. The event also underlined the advantages of combining several methods to reduce the use of crop protection products, including crop rotation, biocontrol products, occasional tilling, mixed weeding and decision-making tools. The results are encouraging in economic terms, with the farmers having introduced integrated farm management and changed their crop practice achieving improved productivity.

The importance of seeds

Seeds, a vehicle for progress in genetics, are a core InVivo solution for producing more and better.

Carrying out over 130 varietal tests a year, the “Variétoscope” of the member cooperatives of Semences de France is the largest seed test network in France today. The main

focuses of study are yields, quality, disease resistance and adaptability to agro-climatic conditions. Semences de France is contributing to the “nitrogen efficiency” project financed by the plant-variety support fund FSOV aimed at integrating this aspect in variety referencing criteria.

Agronomy meetings are organised regularly at grassroots level to share InVivo expertise in crop production. In May 2015, over 150 technicians, agronomy managers and distributors met up to find out more about varietal innovations and the best crop itineraries proposed by Semences de France. Light was shed on crop practices applied to hybrid barleys when combined with a reduced inputs strategy, as well as on advantageous agronomic methods in maize planting and on the choice of species in inter-planting.

Harnessing agricultural data

The digital revolution has led to a shift from integrated farm management to coordinated and connected agriculture. Farming practices generate a vast amount of information, including crop intervention dates, the type and quantity of inputs used, yields, and harvest analysis. In parallel, farmers rely on a broad variety of information sources in their work, such as weather data and raw materials prices. Pooling this information on shared platforms forms a cornerstone for building future-looking and decision-making tools for crop interventions and market trend forecasts.

The use of these data at plot level has only just begun. And yet the simultaneous use of several information sources such as satellite imagery, weather data and plot delimitation helps connected farmers to make decisions across the entire crop cycle. The choice of the variety, the optimisation of the density of sowing, the quantity of fertilisers and crop protection products, and the date of crop operations are now facilitated by mobile apps.

With the 2014 acquisition of Maferme-Neotic (now Smag), a French leader in web solutions for the agricultural and agri-food sector, InVivo has shored up the agro-environmental expertise of AgroSolutions and underscored its determination to invest in services and technologies that help farmers increase the quantity and quality of their production.

10 million hectares by Smag

The Atland and Agreo software solutions for coordinating holdings and the traceability of agricultural production are today used to manage 10 million hectares in ten countries. This year Smag launched PreciZion, the first full-web precision-agriculture module that facilitates data transfers between plot management software and tractor consoles.

Pixae, a turnkey precision agriculture offer developed by Defisol Services in partnership with GRCETA27, CapSeine and AgroSolutions, is now available for cooperatives. Eleven cooperatives are already sharing their experience and the references generated by their pilot farmer clubs with a view to stepping up the development of precision agriculture.

Precision nutrition: maximising animal feed efficiency

The productivity of animal production sectors can be increased without putting more pressure on natural resources. This requires innovative solutions in zootechnics.

One of the R&D focuses of InVivo Animal Nutrition and Health (InVivo NSA) is maintaining a permanent scientific watch on the raw materials sources used worldwide. A deeper understanding of the nutritional characteristics of raw materials can be used to adjust formulations precisely in line with the needs of animals and so reduce environmental impact by limiting waste of undigested nutrients released into the environment.

InVivo NSA is building up an information-packed formulation matrix (raw materials, nutrients) with a view to providing the very best in zootechnical and economic performance.

In March 2015, Inzo°, InVivo NSA's French service company, presented the results of its research on proteins and phosphorus in animal nutrition. A number of factors, including protein digestibility for single-stomach



60,000
hectares are
managed
using precision
agriculture by InVivo
cooperatives

Sweetan by Inzo° obtains optimum value from proteins

InVivo NSA is behind a process that protects soybean and colza proteins through natural tanning. The process improves the contribution of amino acids to ruminants while limiting release into the environment. Test results also demonstrate enhanced performance in dairy production of Sweetan-protected oil cakes.

animals (poultry and pigs) and the quality of protein supplements for ruminants and that of feed phosphates, are finely analysed with a view to optimising digestibility so as to limit livestock manure.

In aquaculture, InVivo NSA produces and sells high-digestibility feeds that serve to improve productivity and help reduce the impacts of aquaculture.

InVivo NSA R&D relies on a network of testing stations in France and internationally. The topics studied, from the nutritional value of raw materials and balanced rations to reduced environmental footprint and improved animal well-being, all contribute to the development of innovative and sustainable livestock management systems. More broadly, InVivo NSA is home to an entire innovation ecosystem

expressed in particular by the “maison de l'innovation” under construction at the company's head office in Brittany. The “maison” will be home to the R&D and Marketing departments as well as representatives from other departments and pluri-disciplinary project teams open to other partners.

Particularly noteworthy in this respect is the partnership between the Grimaud group, a specialist in the genetic selection of animals, and InVivo NSA in Vietnam. The collaborative effort has led to the local development of pig and broiler duck farms based on the best breeding ranges capable of ensuring the best possible use of feed.

INVIVO FOCUSES ON RESEARCH INTO ALTERNATIVE SOLUTIONS

The responsible marketing of crop protection products

Given the diversity of natural pests, crop ecosystems and weather conditions, InVivo is firmly convinced of the need to implement conventional and alternative crop protection methods simultaneously.

Union InVivo's member cooperatives play an essential role in the distribution of inputs (seeds, fertilisers and crop protection and biocontrol products) to farmers. The only crop protection products listed are those approved by the public authorities and having received marketing authorisation.

Their use is accompanied by detailed advice on the best usage.

InVivo has implemented framework contracts covering the referencing of these products, taking account of their efficacy and competitiveness. By coordinating and analysing the results of over 1,000 tests carried out every year by its member cooperatives, InVivo assesses the best utilisation procedures for solutions available on the market. Environmental impact criteria are gradually being included in test protocols. 40% of the tests concern biocontrol products, biostimulants and alternative agronomy practices. InVivo is also duty bound to respond to the issues of all farmers regardless of the nature of their production.

PROCrop™, natural protection of harvests in storage

Néodis, an InVivo subsidiary, is the exclusive distributor in France of PROCrop™, an alternative to conventional insecticides in the protection of grains during storage. PROCrop™ is fully compliant with the requirements of the Ecophyto 2018 plan to reduce the use of crop protection products and compatible for use in organic agriculture.

Its Life Scientific subsidiary proposes a range of profitable and technically proven post-patent products.

Offering every guarantee in terms of formulation safety, regulatory compliance and efficacy, these crop protection solutions can be used in response to specific issues.

In consumer retail, InVivo is stepping up its initiatives on raising environmental awareness. Garden centres play a key role in informing people about best practices, as demonstrated by a recent survey carried out by Gamm vert with 1,600 amateur gardeners. Efforts are focused on responsible gardening, with in-store awareness-raising campaigns, educational advice from specialists, an offer of products compatible with organic agriculture, and alternatives to chemicals. All the gardening products (compost, fertilisers) sold under the Gamm vert store brand can be used in organic agriculture. In addition, Gamm vert is already preparing for the ban on self-service sales of crop protection products expected to come into effect in 2017 by testing an assisted sales method at counters.

Developing alternative crop protection solutions

Reducing the use of agro-pharmacy crop protection products without impacting productivity calls for research into new crop protection approaches.

InVivo has been researching alternative and biocontrol solutions for a number of years. The Group partners a biocontrol research and innovation consortium created on





an initiative by France's agronomy research institute INRA aimed at coordinating the actions of different players.

In March 2014, following a call for interest from the French government, AgroSolutions rolled out the B-Motived test network with the participation of 56 partner cooperatives. The objective was to implement large-scale testing on the use of biocontrol products in arable crops, assessing their agronomic, economic and environmental performances and any obstacles to their use. While the study shows that professionals are highly receptive to the use of these products (75% of farmers and 89% of consultants are interested in biocontrol products in arable crops), the difficulty is that there is a lack of effective alternative solutions on the market.

InVivo's subsidiary Biotop, which works in biocontrol, is highly innovative in this field. In 2014 it launched Trichotop Max, a higher performance trichogramma-based solution for fighting against corn borers. This summer it launched a new spraying method by microlights and drones. It has also developed trichogramma for the fight against codling moths in chestnuts and patented a technique for producing predatory mites in greenhouse vegetable crops.

A different take on animal health and well-being

The demedicalisation of livestock units has been the focus of much attention in the last few years,

particularly as concerns the risk of growing resistance to antibiotics and possible repercussions on public health. At the same time, society is paying ever greater attention to animal well-being, to which health is vital.

While it has now been established that antibiotics need to be used as part of an integrated approach, these new livestock methods will be viable only if alternative solutions are developed to guarantee performance. InVivo NSA supports livestock professionals in this approach, developing products and services that enable them to cut down on medicine use. The main solution consists in taking preventive measures. To that end, InVivo NSA experts propose complete livestock farm assessments.

For rabbit farms, the Deffi Lapety audit developed by the Inzo° service company helps to involve livestock farmers in progress initiatives based on a review of their practices. The partners of Inzo° have also considerably reduced their use of antibiotics.

To support pig farmers, Inzo° has developed a secure itinerary called the "Global Piglet System" for identifying the best solution for reducing the use of antibiotics in post-weaning.

In aquaculture, InMyFarm Aqua provides farmers with a global audit to pinpoint avenues for improvement in feed, hygiene and health, environment and livestock management.

In addition, new product ranges have been developed to support the demedicalisation process. The health and hygiene subsidiary Qalian has launched Virkon H₂O, a drinking-water disinfectant that limits the propagation of infections, thereby reducing the occurrence of livestock pathologies. Meanwhile, Inzo° has developed Physio Antiox, a new range of minerals that help to boost animal immunity with antioxidants.

Incorporating natural additives in feed also constitutes an interesting alternative to medication. Designed, produced and developed by Pancosma, additives produced using natural ingredients with specific action mechanisms are an alternative to antibiotics for livestock professionals, helping to improve the health of animals, optimise their zootechnical performance and reduce risks in the birth and weaning stages. Two leading additives products: Xtract by Pancosma, an additive based on plant extracts for ruminants and single-stomach animals, and B-Safe, a nutritional solution that improves the immunity of piglets and chicks.

Pancosma, highly innovative additives research

Pancosma has demonstrated the essential sensory function of the digestive tract in animals known as the “gut effect”. The innovative approach, in which the intestine is considered as a “second brain”, was featured in a much remarked-upon article in the prestigious journal *Nature Reviews Gastroenterology & Hepatology*.

20%

fewer antibiotics
at Deffi Lapety
rabbit farms

2 million

hectares are monitored using Epiclès fertilisation management software

Safeguarding natural resources

Crop and livestock practices produce negative externalities that are coming under increasing criticism, including soil degradation, biodiversity and water quality impacts and greenhouse gas emissions with their consequences on global warming. Regulatory pressure and society's increasing expectations on environmental respect are seen as constraints by farmers. While the preservation of natural resources is necessary to sustainable agriculture in the long term, it also needs to stimulate innovation and create value for all agricultural players. InVivo has committed to the farming world

Environmental assessment: towards excellence

Having already obtained ISO 9001 certification, AgroSolutions took things further in June 2015 by signing the design office commitment charter in environmental assessments recognised by the French Ministry of Ecology. AgroSolutions is contributing to the voluntary dynamic to raise the professional standards of design offices looking to gain recognition for the quality of their work.

and the general public by developing products and services that can be used to produce in respect of natural balances.

It also strives to obtain recognition for the contributions of farmers as providers of environmental services used in the agricultural and agri-food sectors and in non-physical markets such as that of carbon. Internally, the Group is gradually introducing action plans aimed at shrinking its own environmental footprint.

AGRO-ENVIRONMENTAL SOLUTIONS BY INVIVO

Drawing on a unique alliance of skills, AgroSolutions designs and implements a range of innovative solutions for assessing, optimising and promoting the agro-environmental performance of companies, regions and sectors. At the service of the farming world, the agri-food industry and players in water management and regional development, AgroSolutions implements collective initiatives responding to issues in the quality of agricultural production and sustainable resource management.

Agriculture contributes to mitigating climate change

France accounts for roughly 18% of the world's greenhouse gas emissions, 21% of which in France are generated by agriculture and forestry. As a national union of agricultural

cooperatives, InVivo is committed alongside its members to searching for solutions and implementing initiatives to reduce the impact of farming practices on global warming.

AgroSolutions is a specialist in the life-cycle analysis (LCA) of agricultural and agri-food products. LCA tools are used to identify and measure environmental impacts at different stages in the life cycle, which can be reduced by adopting new practices. InVivo contributes on an active basis to the Agribalyse programme coordinated by the French Environment and Energy Management Agency (ADEME) with a view to developing LCA methods adapted specifically to agriculture and supporting the eco-design of agricultural products.

The correct management of soil fertility and the optimisation of fertilisation consistent with objectives on productivity and quality are one of the main ways of reducing the climate footprint of agriculture. The Group invests in research and development and develops tools and training on the topic. For example, the Epiclès IT tool for fertilisation management is used on nearly two million hectares in France and leads to a reduction of over 100,000 tonnes of CO₂ equivalent a year, or the annual CO₂ emissions of 20,000 French people.

Together with technical and institutional partners, AgroSolutions is also committed to the economic valuation and assessment of carbon credits linked to changes in farming practices. One such initiative is the

carbon credit programme for pulse crops, assessing the greenhouse gas emissions reductions linked to the introduction of pulse crops in crop rotations.

Safeguarding biodiversity

Eighty per cent of crops worldwide depend on insects for pollination. In France, 70% of the 6,000 plant species identified across the country depend closely on the activity of pollinating insects. Without these insects, there would be no grain or fruit production. And so the protection of these invaluable auxiliaries is vital. The artificialisation of land can lead to long periods of shortages for pollinators. To ensure their protection and survival, the diversity of pollen and nectar sources must be preserved.

AgroSolutions has implemented a service to assess the feed potential of a given territory for pollinators. After assessing land features and farming practices, AgroSolutions estimates the quantity of nectar and pollen produced. That estimate is used to identify solutions combining agricultural production and biodiversity through the reinforcement of natural habitats (for example, by introducing grass strips, hedges and melliferous plants). More than 80 sites covering roughly 50,000 hectares have been assessed with the help of 36 cooperatives.

Néodis, an InVivo subsidiary working in the marketing of products and services for pets, recently extended its expertise to include small wild animals found in gardens, such as hedgehogs, bats, squirrels, birds





Framework agreement on biodiversity with the Natural History Museum

AgroSolutions, Néodis and France's Natural History Museum are working together to step up the development of knowledge and the rollout of solutions in favour of biodiversity. AgroSolutions is one of the leading contributors to France's agricultural biodiversity observatory (OAB). As part of the "65 Million Observers" programme, Néodis is to contribute to promoting the biodiversity observatory in gardens.

and insects. Its new range, Nature à la Maison, contributes to the creation of ecosystems favourable to biodiversity. A number of Gamm vert garden centres have a bee-keeping section. And more symbolically, three hives housing 120,000 bees have been installed in the inner patios of the InVivo head office in Paris.

Improving water quality and managing water use

Sustainable water management is vital to safeguarding ecosystems and adapting to climate change. It is essential to securing and developing agricultural yields. In France, consistent with the

Grenelle environmental initiative, after the rollout of action plans to protect the 500 water catchments under the greatest threat from non-point pollution sources such as nitrates and crop protection products, further measures have been taken. These include the doubling of the number of catchment areas identified in the water management and development master plans (SDAGE) in 2015 to 4,000 priority points. 30% of farmland is already affected by water quality issues.

AgroSolutions supports cooperatives and water management players (including public authorities, industrial environment companies and design offices) at each step in the process of safeguarding and restoring water quality:

- delimiting catchment feed areas and assessing the vulnerability of land areas;
- producing quantitative modelling of the potential flows and impacts of farming activities and practices on water resources (nitrates, crop

2015: International Year of Soils

As part of the FAO's International Year of Soils, AgroSolutions is strengthening its initiatives on the better management of soil health, through training courses, soil fertility mapping, R&D on the biological life analysis of soils and the optimisation of their agro-environmental functionalities.

protection products, etc.);

- designing action plans and coordination assistance together with local players to ensure their relevance and feasibility;
- qualifying and quantifying the agro-environmental performance of the implemented solutions.

Through its Technic'Eau initiative, InVivo maintains a watch over calls for tender concerning catchment basins and provides its technical, agronomic, legal, hydrogeological and environmental expertise to cooperatives looking to respond to bids through the production of assessments, studies and action plan recommendations.

Given the key importance of quantitative water management in a number of counties, AgroSolutions is boosting its expertise in the discipline. It is working on the first project in Senegal.

INITIATIVES TO REDUCE THE IMPACTS OF OUR INDUSTRIAL SITES

In its drive to safeguard non-renewable resources, InVivo is rolling out initiatives to control the environmental impacts of its own activities.

Improving the Group's energy efficiency

In late 2012 InVivo carried out a greenhouse gas emissions report for a business scope including offices and grain and fertiliser storage infrastructures. Direct emissions, mainly from production facilities, accounted for 93% of the total.

To improve this performance, the Group has worked in particular on improving the energy efficiency of its grain drying facilities and is developing a best practices training programme for operators. InVivo Storage has committed to implementing an energy management system. The four silos emitting the most greenhouse gases are now integrated in that approach and have obtained ISO 50001 certification. InVivo is also contributing with Coop de France to the initiatives introduced as part of France's energy observatory.

InVivo NSA systematically integrates environmental and energy criteria into the construction of new buildings. At the InVivo Labs site in Saint-Nolff, waste water is purified autonomously thanks to a phyto-purification pond using plants as natural filters. The "maison de l'innovation" is an innovative building in terms of thermal solutions and waste management. It is energy-positive and low on energy consumption. InVivo NSA has also installed biomass boilers in five of its feed production plants (three in Vietnam and two in Brazil) and continues to roll out this solution.

Close watch on water consumption

The Group's manufacturing processes consume little water. Nevertheless, initiatives are being taken locally to reduce the impact of water consumption. Committed to an ISO 14001 environmental certification process, the Logitia logistics platform in southwest France has cut its water consumption

455,000
hectares assessed
by AgroSolutions
as part of studies
on water
catchment
areas

1.35
million tonnes
of grains transported
by train by Magestiv
in 2014-2015,
or 50,000 fewer
trucks on the road

by 70% by introducing systems to limit water flow and a storm-water recovery system to feed its firefighting reservoir. An InVivo NSA plant in Brazil has installed a waste-water treatment station to limit release into the environment.

Treating and recycling waste

Consistent with the circular economy principles upheld by the Group, InVivo Storage has committed to recovering by-products from grain storage via the anaerobic digestion sector.

On another continent, InVivo NSA Brazil has developed a system for the local treatment of liquid waste from extrusion processes; the treated waste is then recovered by fruit producers based near the plant.

In retail, Gamm vert's Ouest platform has organised the weekly collection of waste produced by the network's stores in the region. Folded boxes, plastics and wood are compacted and then recovered by the stores' partner Paprec. Gamm vert Ouest recycled some 200 tonnes of waste in 2014-2015.

InVivo contributes to several collective initiatives. The Group is a founding member and shareholder of Adivalor, which coordinates the national waste management sector for agricultural supplies. Adivalor remains the most comprehensive initiative in France and Europe alike on the voluntary organisation of waste recovery. Waste management also includes the individual protection equipment worn during crop protection treatment.

Elimination will be financed by an eco-contribution included in the initial retail price and collected by InVivo in its role as marketer. Operational launch is scheduled for 2016. InVivo is also highly involved in the Agriculture - Plastics and the Environment initiative (APE). A signatory of the "100% APE" charter, InVivo commits to working only with suppliers operating in compliance with the approach.

COMMITMENT



Fostering access to a better diet

One billion people continue to suffer from malnutrition. At the same time, the diet of the middle classes in emerging countries is changing, with increasing demand for animal proteins. New consumption trends are emerging in a number of countries including France. Food security is a major concern worldwide. Mindful of its responsibilities and strengths, InVivo is committed to bringing everyone access to a high-quality diet.

9
million tonnes
of grains exported
by InVivo Trading in
2014-2015, notably to
countries that need it to
feed their populations

Exporting French production and expertise

France is home to ideal soil and climate conditions and farmers with extensive know-how. Producing above and beyond the country's domestic requirements represents a real opportunity as it serves to supply countries that lack those advantages while creating value for farming and farmers.

EXPORTING FRENCH GRAIN TO MEET THE NEEDS OF OTHER COUNTRIES

Many countries are required to import agricultural raw materials, and grain in particular, to meet the basic food needs of their populations, which they cannot do with their domestic resources.

Demand is growing, as are price tensions and volatility. In response, InVivo Trading is leading a multi-product, multi-origin and multi-destination strategy and developing a complete range of services in risk management. InVivo exports to some 20 countries. The strategy is backed by an exclusive asset: the partner commitment contract (PCA) with member cooperatives. The PCA favours position-taking in international markets with a view to providing the best outlets for French production at a guaranteed price.

InVivo's supply chains and infrastructure, connecting production

areas to ports, are particularly efficient. The InVivo terminal at the Nantes-Montoir port can process ships with capacities of 60,000 tonnes. InVivo's Metz silo has become an exit point for goods in containers for export to third-party countries via Rotterdam.

SHARING OUR BUSINESS LINE EXPERTISE WHILE FOSTERING AUTONOMY

InVivo possesses agronomic, zootechnical and technological expertise that it can roll out with other world agricultures to develop local food production.

The creation of InVivo Group Asia in Singapore is aimed at supporting the development of Group business in Asia and forming partnerships locally. The new service platform is also aimed at enabling the Union's member cooperatives to benefit from its knowledge and sites in this world region.

Through its subsidiary Soprenor, InVivo shares its expertise in silo and port terminal engineering. The objective? To help its customers in the optimal storage and conservation of food raw materials. In Morocco, InVivo contributed to a project to build storage capacities at Jorf in Casablanca, including the training of local operators.

Cooperative project in Indonesia

InVivo Group Asia has committed with local partners to a project to develop a maize industry to supply an animal feed plant in East Java. The project includes the implementation of agronomic support for farmers and a procurement system that, if it achieves the desired results, will unify farmers as part of a contractual relationship similar to the cooperative model.

In Senegal, InVivo NSA supported one of its customers in a project to build a second cattle feed plant. InVivo NSA contributed technical assistance and its expertise to the implementation of the project, the monitoring of the construction process and the start-up of the new plant.

FOOD QUALITY AND SECURITY: FROM FARM TO FORK

Mindful of its responsibility to its customers and consumers, InVivo places food quality and security at the heart of its priorities. Food quality and security are a universal right, to which our Group is particularly attached.

In a number of the Group's operating countries, the quality of foodstuffs and their traceability is a major concern of the public authorities and manufacturers. The expertise and skills of our teams are at the disposal of all our stakeholders with a view to making collective progress. The Group's presence from production – of crops and animals – through to distribution enables us to take an overarching approach to this issue.

InVivo leads a number of approaches to control risk, including ISO 9001, Good Manufacturing Practice (GMP), Good Trading Practice (GTP), the French Food Security Charter (CSA), and ISO 22000. Some 15 guidelines are implemented in France and internationally. Health control plans are rolled out at all the Group's production and food distribution sites.

To keep in step with regulatory changes, InVivo is present in most inter-professional bodies. For example, InVivo's contribution to the work of Oqualim and Coop de France on improving food quality and security has resulted in the creation of guides on best practices (for example, on the collection and storage of grains and the production of complete feeds). As part of the development of collective self-monitoring plans, InVivo is involved in the work of Oqualim, Irtac (a research institute on agri-food technologies in grains) and Terres Inovia (a technical center for oilseeds and proteins crops).

A leader in grain exports, InVivo has always paid particular attention to





From vine to wine: a progress initiative

In Languedoc-Roussillon in southwest France, Smag and Coop de France have joined forces to develop IT solutions for enhanced traceability and improved quality in wine production. Agreo Vigne and Agreo Vin contribute real support as part of the progress initiative launched by cooperative wineries.

grain processing from reception at silos through to ship loading. Having obtained ISO 9001 and GTP/CSA certification, InVivo Storage has developed a special IT app for ensuring optimal traceability at silos. In another register, InVivo has contributed to the work of the inter-professional grain organisation on drawing up a new classification and valuation grid for French wheat.

In animal feed, InVivo NSA has introduced a process for monitoring the quality of raw materials with a team focused specifically on the quality of referencing at suppliers. In addition, InVivo NSA France's production units rely on a reporting tool, the data of which is shared in a collaborative space. The tool is used initially to record any problems observed at sites and then to coordinate the scheduling and monitoring of different improvement actions.

Long recognised for its expertise in the technical and economic management of livestock farms and its ability to design continuous improvement plans for their performance, InVivo NSA Brazil was recently approached by a major dairy industry group to implement a milk quality control system at its suppliers based on the nutritional performances of the cows' feed rations.

In food retail, Gamm vert helps its franchisees in their health risk management policies, notably through campaigns including tests and analyses of in-store produce and annual audits of practices. Discussions are under way to introduce an HACCP plan common to all the brand's stores, the aim being to provide franchisees with harmonised rules, procedures and tools.

Stringent hygiene surveillance plans

Our production and grain storage sites apply a rigorous analytical control plan for raw materials and products. Controlled parameters include microbiological contaminants (salmonella, listeria) as well as chemical contaminants (crop protection product residues, heavy metals, mycotoxins).

Recurrent health crises combined with rising expectations on quality have led InVivo to considerably strengthen the activities of its analysis laboratories in France and internationally. A specialist in physico-chemical and microbiological analysis, InVivo Labs has three sites in France and an international network of laboratories, including in Vietnam, China and Brazil. InVivo Labs continues to extend its skills set. It has obtained new authorisations for analyses of GMOs and meat

products. In December 2014 it introduced a special offer of nutraceutical analyses (food supplements). Following the September 2015 alliance with AdGène, a leading French molecular biology laboratory, InVivo Labs has established a position in the bioanalysis market with a new high-level laboratory.

Developing new sectors

The world's population doubled between 1960 and 2000. During that 40-year period, the food consumed by billions of human beings improved both in quantity and quality thanks to agricultural progress. That feat can be repeated through the creation of new sectors responding to diverse consumer needs and expectations and the structuring of those sectors with a view to the fair distribution of value added between producers, manufacturers and retailers.

MEETING PROTEIN NEEDS WITH AQUACULTURE

Today's rising demand for animal proteins can be met by fish and shellfish. According to a World Bank report, 62% of the seafood products consumed in 2030 will be farmed. Aquaculture is a key development focus at InVivo NSA, which has set up an international aquaculture committee tasked with coordinating the company's aquaculture strategy and devising innovative solutions and services for these activities. In 2009 InVivo NSA took over the activities of BernAqua, a Belgian



62%

of seafood products will come from aquaculture holdings by 2030

13,000
euros in food
donations made
by Frais d'Ici from
October 2014
to June 2015

company working in larval shrimp and fish feed. In February 2015 in Brazil, it started up its first micro-extruded feed production line for fish at the Descalvado site in Sao Paulo state.

INNOVATIVE PLANT SECTORS

InVivo has joined forces with manufacturers to enhance the promotion of plant proteins cultivated in France and Europe for food and feed. Set up through a public-private partnership, the Improve platform is also working on research into new outlets in cosmetics and bio-sourced materials.

Another interesting plant sector, through its nutritional characteristics and high omega 3 content, is flax. With European demand growing non-stop, the land area used for flax cultivation today is insufficient. InVivo's Semences de France

High-tech feeds for aquaculture hatcheries

BernAqua has developed precision expertise in the development of feeds for the first few days in the lives of shrimp and fish, micro-particles of 50 to 800 microns. Their quality is a guarantee of security for the growth of shrimp and fish.

subsidiary is a partner of Linéa and Lin 2000, both committed to promoting flax production in France.

The cover wheat sector could also create value for cooperatives and farmers. Despite rising demand, France currently has a deficit in cover wheat production. Semences de France is now working hand in hand with the Swiss seed company DSP to enhance the offering in high-protein wheat seeds.

FOSTERING LOCAL SECTORS AND SELF-PRODUCTION

Local presence is key to fostering access to high-quality produce and reducing the environmental footprint of production itself as well as storage, transport and foodstuff waste. Local presence is also an opportunity to reconnect producers and consumers. Cooperatives can draw on their strong local roots and close relations with farmers to directly address consumer citizens and gain their trust.

In its quality as a national union, InVivo is unifying cooperatives in this direction around structuring projects that create value for each link in the sector. To better distribute value between producers and consumers, the agricultural world needs to reappropriate the promotion and marketing of its production.

InVivo General Public is rolling out an increasing number of initiatives to that end. With the Frais d'Ici

Food donations

Frais d'Ici in Toulouse has signed a partnership agreement with the Restos du Coeur and Secours Populaire charity organisations, which may benefit from products several days before the sell-by date.

brand, InVivo is developing a new concept of local food retail. The Frais d'Ici stores sell some 2,000 fresh local produce references in retail areas of around 800 square metres. Frais d'Ici promotes the most virtuous production modes and defends the revenue of producers by signing three-year production contracts with them. One year after the opening of the first store near Toulouse in late 2014, a second store opened in Dijon in October 2015. Other Frais d'Ici store formats are under review, adapted to the size and clientele of the customer catchment area.

Gamm vert garden centres are also developing a *Terroir* boutique concept grouping a range of food products. The brand showcases emblematic specialities of French *terroirs*, produced by SMEs in France according to traditional methods. Some 100 stores also propose a range of fresh local produce. To respond to new expectations in French society – including the desire for nature, the rise of locavore

consumption and self-production – Gamm vert is working to promote the joys of gardening and vegetable gardening with the general public. Every year during the “Fête du Potager” vegetable garden event, the brand organises training sessions and special in-store events. Néodis markets a range of products for farmyard animals, Plume & Compagnie, which is proving a big success with consumers.

These initiatives taken to develop local sectors and support self-production open the way to new thinking at InVivo on food issues, the preservation of farmland amid a backdrop of growing urbanisation, and responses to the expectations of city dwellers looking for nature. Urban agriculture is on the rise. It is now recommended by the UN and FAO for its contribution to fulfilling food needs while initiating a local circuit beneficial to producers and consumers and at the same reducing pollution and strengthening social relations.



COMMITMENT



Placing people at the heart of our actions

In a globalised world, responsible agriculture is the only way to meet the food challenge while ensuring the long-term activity and income of farmers. Through their values, cooperatives are ideally positioned to build responsible agriculture and contribute to local and regional development. The men and women at InVivo are and will be by their side to help them meet this challenge.

Helping people and regions to thrive

The strong local roots of farming sectors, the continuing diversity of agricultural production and the circular economy open up new prospects for agriculture and play a key role in stimulating the local economy, creating jobs and social relations. Through the products and services that it designs and implements, InVivo creates value for cooperatives and their farmers and helps to safeguard and stimulate the local economic fabric.

STIMULATING THE LOCAL ECONOMY

Supporting local consumption also involves maintaining production in consumer catchment areas and strengthening – or creating – a network of farming close to towns and cities. With the Frais d'Ici brand, InVivo and the regional cooperatives are involved in local and regional food retail. Frais d'Ici, which responds to the needs of locavore consumers and their desire for close relations with producers, is committed to defending their income, in particular through one-year or multi-year contracts and an emphasis on short food circuits.

With its coverage and network of over 1,000 cooperative-owned stores, Gamm vert is a true local and regional franchise. Reinvested locally, the economic value generated by its business

directly benefits its players. Some 100 stores have gone even further by stocking fresh produce mainly produced by local SMEs. French-origin goods are showcased in some product ranges through the Origine France Garantie label. This is true for the Pure Origine pet food range by Néodis, referenced in the Gamm vert and Delbard store network.

InVivo's goods and services procurement department pools the purchasing needs of its various

40%
of French agri-food
revenue is generated
by cooperatives

InVivo has partnered the “Graines d’agriculteurs, les trophées de l’installation” competition since 2011

The competition upholds key values for InVivo, namely the spirit of farming entrepreneurship, long-term vision, sustainable approaches, inventiveness and innovation. Organised annually by the Jeunes Agriculteurs trade union, the competition distinguishes innovative projects by young farmers in business for under five years.

Showcasing the modernity of the cooperative sector

3,000 companies and 600,000 people have decided to join forces to forge a strong voice in public debate.

In 2014 agricultural cooperation launched its debut media campaign (on TV and radio), with InVivo making a strong contribution.

business lines and is implementing framework agreements with suppliers as well as with cooperatives as part of its Giga Services offer. And because some services require closeness with and responsiveness from customers, InVivo prefers to reference groups of SMEs with organisation structures allowing them to contract at national level while maintaining business locally, close to their customers, through the locations and regional coverage of their business network. It is in this spirit that InVivo recently signed a contract with Astre, a group of independent transport companies.

REGIONS AND ENVIRONMENTAL ISSUES

For cooperatives, safeguarding biodiversity, preserving soil and water quality and managing natural resources are major issues in land

management and the securing of farming production and income. As part of its support for regional development projects, InVivo designs and implements the technical, organisational and financial engineering required for rolling out measures to offset the environmental impact of projects by regional developers. InVivo carried out a study in Champagne-Ardenne for a wind farm developer, involving a range of local and national partners. Through extensive work in the field in line with protocols of the French natural history museum, InVivo has designed a range of offsetting measures adapted to the area concerned by the wind farms and assessed with farmer the best ways to develop them.

Raising awareness of history

The book *From the Roots of InVivo* tells the story of French agriculture from 1945 to the present day. Drawing on previously unused sources, this book explores the fascinating history of the cooperative group, embodied by a series of talented men with strong convictions. It sheds light on the powerful role played by cooperatives and their unions in the development and international expansion of French agriculture.

3/4

of French farmers belong to a cooperative

INVIVO CLOSE TO LOCAL POPULATIONS

Numerous InVivo sites in France are subject to authorisation by the prefecture. InVivo undertakes to strictly respect recommendations on limiting nuisances such as noise and dust and fosters the optimal regional integration of its activities. For example, it organised special open days at its Santes silo in northern France in May. The open-minded and dialogue-rich events also serve to raise public awareness of agriculture and

agri-food activities. As part of the international development of its activities, InVivo undertakes to respect specific local characteristics and cultures in its operating regions.

The Group backs local initiatives. This year it contributed both athletically and financially to two running races, La Vannetaise and Odyssey, the proceeds of which go to cancer research. Lastly, InVivo NSA subsidiaries, such as Total Alimentos, lead initiatives with disadvantaged communities in Brazil.

A socially responsible group

InVivo's founding values of humanism, commitment, innovation, team spirit and enthusiasm serve as a cornerstone for the Group's human resources, health and safety policies. These policies are applied across the business lines by a network of HR managers and QHSE heads providing support for all employees on topics ranging from pay and training to health and safety.

HEALTH AND SAFETY IN THE WORKPLACE: A PRINCIPLE

More than a priority, the safety of all employees is a principle for InVivo. The QHSE department, working hand in hand with the QHSE heads at each business unit, continues to develop tools and media to raise safety awareness, for example creating posters on InVivo NSA's ten golden rules worldwide. Nearly one-third of training hours were dedicated to safety in 2014. 57% of employees attended training and nearly 250 managers were





Starting the day right at Gamm vert Ouest

Gamm vert Ouest has, with the assistance of physiotherapists, implemented “HR Médiation”, a programme of tailored muscle warm-ups to reduce the number of work accidents. The warm-up sessions, lasting five to seven minutes, are an integral part of working hours and also have a very positive impact on the workplace environment.

trained on how to make behavioural safety visits. Organisational measures have been implemented at all Group sites and 650 behavioural safety visits made in the last 12 months. These efforts have produced results, with the work accident frequency rate in France having been halved in three years.

The Group also pays particular attention to introducing measures covering all activity areas and their promotion. The implementation of crop protection treatment is strictly supervised to ensure the safety of the people involved. The agricultural equipment department supports cooperatives in this task, providing them with individual protection equipment, training and educational resources for raising awareness of best practices. In addition, InVivo has for several

years contributed alongside other bodies to an awareness-raising campaign on risks and best practices in the use of crop protection products. The marketing of approved chemicals is accompanied by the information required for their use in optimal conditions of safety. InVivo's QHSE department provides its regulatory expertise on chemicals to the Group's business lines, with over 2,500 safety data sheets maintained, updated or created every year.

DEVELOPING SKILLS AND KNOWLEDGE

To foster cohesion and fairness, the Group endeavours to recognise the contributions and skills of each of its 8,200 employees, with their highly diverse backgrounds and talents. A real tool for improving Group performance, the human resources policy is based on three core areas: detection, development and dialogue.

Individuals supported by the collective

“Nurture your potential” is one of the pillars of the new employer brand implemented by InVivo to embody its values, boost awareness and attract and gain the loyalty of talented individuals. Building professional projects and developing skills is a source of fulfilment. This is why moving forward and even changing profession are made possible through support for all employees in the shape of career appraisal interviews and a professional mobility charter. In the last six months, 35 employees have received

support in this new phase of their professional career.

InVivo strives to promote the ideas of all employees in line with the precept of “One man, one vote”. All employees are encouraged to propose new ideas as sources of personal and collective development. New recruits take part in an “integration day” followed by an induction programme adapted to the business lines and in international or French format. The programme includes a week-long operator training course, working with a team at a plant, and meetings with managers for an open dialogue. InVivo supports its employees over the long term, providing them with a range of tools to help them maintain their skills and acquire new ones throughout their careers.

“HappyTrainees”, an excellence label

In FY 2014-2015, 50 interns and apprentices enjoyed a professional experience ranging from 6 to 24 months. The majority chose to extend their experience at the company on an international corporate volunteer (VIE) basis or on a fixed-term or permanent contract. InVivo NSA won the “Happy Trainees” label rewarding excellence in welcoming and supporting students at companies.

Sharing knowledge to help everyone grow

The business lines are developing internationally and becoming more complex. This requires the teams to adapt and acquire new skills. The Group created InVivo Campus in January 2015 to provide top-level training aimed at developing the skills of employees, gaining their loyalty, promoting company values and ensuring quality standards in line with its needs and those of agriculture cooperation. InVivo Campus will serve as a centre of excellence where Group employees, cooperatives and our partners can enrich their knowledge and practices.

In a recent initiative, InVivo Campus launched “Lunch Time” sessions in which head office staff can take part in English language-learning lunches.

To upskill employees and managers of the brand, Gamm vert provides its franchisees with a range of training courses that can be organised on site, in stores, to facilitate the real-life buy-in of the best practices.

UPHOLDING THE PRINCIPLES OF FAIRNESS AND ETHICS

The sustainable growth of InVivo hinges on the trust of our stakeholders. InVivo shares that responsibility collectively, in that its assessment is related to the behaviour and actions of each and every employee. But adopting the right behaviour in a world and working environments that are often

2.5%

of Group payroll is invested in training

InVivo's **8,200** employees are rallying to succeed in the "2025 by InVivo" strategic plan

difficult to understand can prove complicated. To provide guidelines for its employees, InVivo has drawn up a code of ethics applying to animal nutrition and health activities and setting out the behaviour that employees are to adopt in their business dealings. InVivo plans to extend this code of ethics to all its activities.

Fighting against discrimination

The 2011 signature of an agreement on professional equality, diversity and the integration of professionals with disabilities demonstrates InVivo's determination to fight against discrimination. The 2011 agreement has since been followed by the signature of an inter-generational agreement and the implementation of a diversity policy placing the emphasis on access to employment for all. The Group has taken a range of initiatives on this last point, disseminating guides on best practices in recruitment and training managers and recruiters on these tools.

InVivo has also created a "Mission Handicap" disabilities office that works with employees with disabilities to help safeguard their employment. It has led a number of initiatives since 2012 aimed at "breaking taboos" on disabilities. The Group organised annual days at five sites in France featuring special events and concrete actions on this topic. In addition, to give professionals with disabilities the opportunity to join the Group, InVivo disseminates job offers on targeted recruitment sites.

With the inter-generational agreement signed in 2013, InVivo is working to safeguard the employment of seniors. The company's objective is for people aged over 53 to account for 9.75% of recruitment. It also aims to maintain the rate of employees aged over 55. Concerning the professional integration of young people, InVivo leads a schools relations policy whereby it takes on 50 to 100 interns every year. The Group's objective is for 21- to 30-year-olds to account for 40% of "Group" hires on a permanent contract basis.

Regarding pay and career development, InVivo, as part of the two agreements signed with the trade unions, ensures regular monitoring and corrections where necessary. Employees returning from parental leave on a full-time basis have the right to catch up on annual pay increases decided as part of mandatory annual negotiations, while the salaries of employees are maintained during paternity leave.

Dynamic social dialogue

Social dialogue and transparent communication with employee representatives are a priority at InVivo. For the third consecutive year, InVivo's economic and social expertise document was communicated to the Group's elected employee representatives.

In 2014-2015 the human resources department continued its work on harmonising and developing a common social collective base for all Group employees. The aim is to provide all employees

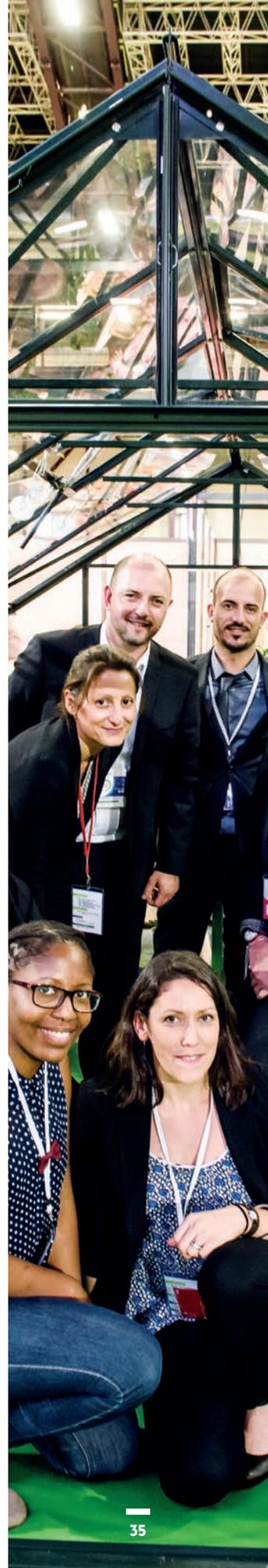
with a collective status adapted to the different business lines and ensure harmony and solidarity internally on topics including:

- supplementary health protection;
- an incentive system linked to Group performance and business-line objectives;
- profit-sharing and incentives, through the implementation of a company savings plan (PEE) and a collective retirement savings plan (PERCO).

InVivo has also finalised with the trade unions an agreement strengthening the role of the Health, Safety and Working Conditions Committee (HSWCC) and providing for the creation of new bodies enabling each employee to be covered by a HSWCC. This year's priority work areas will mainly concern psychosocial risks, demanding work conditions and new work organisation methods such as teleworking.

Fostering social responsibility across the value chain

Integrating ethical criteria in business relationships is a natural extension of the values upheld by the Group. InVivo is mindful of the respect of the fundamental criteria of the International Labour Organization Convention, particular as concerns child labour, forced labour, working hours, pay conditions, freedom of expression and equal opportunities. It is gradually integrating these criteria in purchasing contracts. For example, a recent national call for tenders for big-bag seeds packaging required guarantees on the traceability of production and awareness-raising of United Nations standards on child labour.



To feed the world's fast-growing population on a sustainable basis, InVivo is rolling out.

Smart Cooperation



Meeting the challenge of developing an agriculture able to feed 9 billion human beings on a sustainable basis in the coming decades will be possible only if all the players concerned commit to that aim. This is why we are developing a structured and participative approach called “Smart Cooperation”. Smart Cooperation is based on:

- activating collective intelligence by forming public and private partnerships to diversify our businesses and bring responsible innovations to market that can be used by the greatest number;
- bringing cooperatives and their farmers, regardless of the size of the holding, access to the best techniques so that they can produce more with less while reducing the negative externalities stemming from agriculture and promoting its environmental service potential;
- fostering the transfer of skills and the sharing of expertise including with other world agricultures to develop autonomy, particularly

as part of our international development projects;

- listening to and dialoguing with all our internal and external stakeholders to devise together responses to tomorrow's needs.

The initiatives presented in this report form the cornerstone on which InVivo is capitalising and enhancing its improvement plan. InVivo is determined to make continuous progress in these three areas of responsibility in the future. Because cooperation adds value, by activating the spirit informing Smart Cooperation, InVivo is committing to a path of sustainable growth to the benefit of farmers, its member cooperatives, its partners, its employees, its consumers and society as a whole.

invivo

Cooperation adds value

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**la
coopération
agricole**
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