



# INVIVO OVERVIEW

KEY FIGURES 2024 – 2025

Figures as at June 30, 2025

# The group at a glance

InVivo, one of Europe's leading agricultural groups, operates in 4 business sectors: **Agriculture, International Grain Trade, Agri-food and Retail.**

In line with its mission to support the agricultural transition, InVivo's ambition is to help transform the French farm and promote food sovereignty.

€11.4 bn

in revenue

≈15,000

employees

38

countries of operation

163

member cooperatives

30

members  
on the Board of Directors

Union InVivo's Board of Directors includes:

- 22 cooperative associates
- 1 non-cooperative associate
- 5 elected employee representatives
- 2 qualified personalities

11

monitoring committees

Set up to guide the Board's decision-making process and support its actions, there are 2 types of committee:

- **business line monitoring committees:**  
Agriculture, BVP\*, International Grain Trade, Retail, Wine
- **cross-functional monitoring committees:**  
Audit & Risks, Appointments & Remuneration, Ethics & Governance, Digital, CSR, Member Relations

Communication Department.

**Writing:** Camille Charlet, Vanessa Frey.

**Desing and production:** Camille Charlet.



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# Agriculture

Serving both cooperatives and farmers, the Agriculture division of InVivo supports the agroecological transition and strengthens the competitiveness of the agricultural sectors.

## €3.6 bn

in total revenue

**inVivo ag**

**55,000** farms tracked by **smag**

**400,000** ha covered by **beApi** in precision farming

**fertiline** is the leader in high-efficiency fertilizers with a **70%** market share.

**aladin<sup>farm</sup>** is the leading online marketplace for agricultural inputs, with **50,000** orders per year

**SOUFFLET**  
AGRICULTURE

**1<sup>st</sup>** grain collector in France

**4.3 Mt** collected  
including **3.4 Mt** in France.

**22,000** client farmers  
including **16,000** in France.

**9,000** active accounts and  
**20,000** monthly visits on **farmi**

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## Regen Ag

Regenerative agriculture (a.k.a. Regen Ag) aims to reduce tillage, diversify crop rotations and maximize plant cover.

These practices are the most effective way of preserving the environment, reducing a crop's carbon footprint and promoting biodiversity. In order to support farmers in their agroecological transition, InVivo has made the deployment of these practices a priority.

## 150

farmers involved in the **PERFORMANCES** program

Initiated by Soufflet Agriculture, this structured approach aims to support farmers in implementing regenerative farming practices.

Its objective is to deploy this production method more widely, in order to ensure the economic performance of the farms involved, and open up new value-adding opportunities through supply chain contracts.

**2030 target:**

**2,000** farmers involved  
in France and abroad.

## 70,000

tons already contracted in Regen Ag

(wheat, malting barley, maize, rapeseed, sunflower)

# International Grain Trade

The International Grain Trade division of InVivo, embodied by Soufflet Négoce by InVivo, is a major European player in the grain trade, handling the origination, transport and export of cereals and oilseeds to Europe, North Africa, Africa and the Middle East.

## €3.1 bn

in total revenue

## 11 Mt

loaded in 2024-2025


including **5.4 Mt** exported from France (i.e. **26%** of French exports) and **3.6 Mt** from member cooperatives.

## ≈3 Mt

loaded at the Socomac sites (Rouen and La Pallice)

**69.8 kt** Loading record achieved in April 2025 on the La Pallice site

## 127 kt

valorized by  **Grafite**

Grafite is Soufflet Négoce by InVivo's entity specialized in the trading of low-carbon agricultural raw materials.

# Agri-food

The Agri-food division develops innovative solutions to increase the value of agricultural produce – wheat, malt, wine.

Soufflet Malt is the world's leading maltster.

Episens, InVivo's wheat-processing unit, brings together milling (Moulin Soufflet) and industrial baking (Neuhauser).

## €3.4 bn

in total revenue

**SOUFFLET**  **MALT**

**40** malt houses

**3.7 Mt** of production capacity

**+250** malt varieties

 **episens**  
by **INVIVO**

**11 BVP\*** production sites

including **1 in Portugal** dedicated to the production of pasteis de nata.

**260 kt** of BVP products sold

i.e. the equivalent of **1 billion** baguettes.

**9** mills in France

**700 kt** of flour produced

**CORDIER**

**611,000 hL** produced

i.e. **81.5 meq. 75 cL** (million bottle equivalents).

**3** production sites and bottling facilities

\* BVP = Bakery, Viennoiserie, Pastry.

# Retail

The Retail division is carried out by TERACTION, a major French player in responsible distribution in the garden center, pet shop and food retail markets.

## €1.3 bn

in total revenue

Contribution to InVivo Group consolidated sales under French GAAP.

## 1,536

garden centers / pet shops

including 88% franchised stores.

## 125

bakeries

## 90%

of the French population lives less than **20 minutes** away from a TERACTION sales outlet

## +400,000

items on the marketplace through over **280 third-party sellers**

Launched in June 2024 on the e-commerce websites **jardiland.com** and **gammvert.fr**, the marketplace expands the online offering with complementary products offered by third-party sellers.

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# InVivo Impact

InVivo's Positive Impact Offer (PIO) takes into account societal, economic and environmental factors throughout the value chain, from design to use by the end customer.

## Societal footprint and business conduct

€2.82 bn in sales generated by PIO sales

i.e. 39.3% of PIO sales in relation to PIO-eligible sales.

2030 target: 50%

## Direct environmental footprint

547 kt CO<sub>2</sub> eq. direct CO<sub>2</sub> emissions (Scope 1 and 2)

2022 - 2030 target: -42% on a like-for-like basis

13.9 M m<sup>3</sup> of water used

i.e. -6% compared with 2023-2024.

2020 - 2030 target:

-30% for Soufflet Malt / -10% for TERACTION

## Protecting and training our employees

13.9 Accidentology measured by frequency rate

Ratio of the total number of accidents (on-the-job) resulting in lost time injuries to the number of hours worked, multiplied by 1,000,000. 2030 target: 10

58% of employees trained annually

Employees in France who attended at least one training course (average of 14 hours per employee).

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# Sowing Good Sense



Sowing Good Sense is the InVivo group's sustainable supply chain initiative, which is key in its efforts to support the agricultural and food transition.

It aims to create sustainable agricultural supply chains (wheat, barley, vines, etc.) in a way that is both environmentally friendly and valuable to everyone from farmers to consumers.

432 kt of sustainable wheat used by **épisens**

to produce responsible flours, bread, and pastries.

3 million low-carbon baguettes produced by

by using low-carbon fertilizers in production.



## 2.6 Mt

of sustainable agricultural raw materials produced

## 234,500 hL

of sustainable wine raw materials produced

## 20,000

partner farmers in France and abroad

1.5 Mt of sustainable agricultural raw materials sold by **SOUFFLET AGRICULTURE**

1.5 Mt of sustainable barley used by **SOUFFLET MALT**

51% of CORDIER's harvest is sourced from sustainably certified vineyards

