





50

ANS

GARANTIR LE BONHEUR
DANS NOS ASSIETTES



“
*Guaranteeing
happiness
on our plates*
”

p.16

RUNGIS
innovation incubator

p.22

RUNGIS
operational excellence

p.34

RUNGIS
sharing the value of quality



PRIDE IS NOT NOSTALGIA

During the night of 2 to 3 March 1969, the Paris wholesale market left Les Halles for Rungis, starting a new chapter in its already long history.

20,000 people, 1,000 wholesale companies, 10,000m³ of equipment, 5,000 tonnes of goods and 1,500 trucks took to the road: an event certainly worthy of being called the relocation of the century!

50 years later, Rungis has become the world's largest fresh produce market. It plays a major role in the agri-food industry and in French excellence on the gastronomical scene. It has never wavered in its mission to "guarantee happiness on our plates" as this year's slogan so aptly puts it.

The highlights were marked by pride – rather than nostalgia – in how far it has come. And the festivities have not stopped it from continuing to build the future, stepping up its physical and digital transformation and launching new connections to the ends of the world.

Rungis has entered its second half-century with its hopes and ambitions alive.

RETROSPECTIVE

PALUD, FOREFATHER OF RUNGIS.

At the time, Paris was mainly supplied by waterway. Every day, its boatmen, or 'nautes', held a sort of market on the île de la Cité, between the palace and the cathedral.
Not far from a marketplace known as 'Palud' (for paludal or marsh), due to the prevailing damp.

5th century

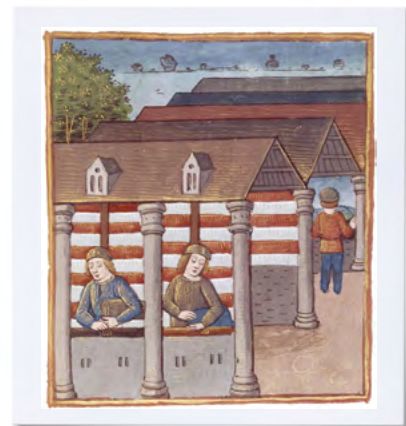


PHILIPPE AUGUSTE INVENTS LES HALLES.

He ordered the construction of two covered buildings and a wall to protect the market from thieves. This innovative clustering made it possible to compare prices but also to collect taxes more easily.
The Parisian name for the new market stuck for almost eight centuries.

1137

CREATION OF CHAMPEAUX MARKET by Louis VI, known as the Fat, to consolidate his power over the church. He chose a site outside of the city, known as 'les petits champs' or 'champeaux' (for 'little fields'), at the intersection of the roads leading to the rich provinces of the north, where Rue Saint-Denis and Rue Montmartre currently stand today.



LES HALLES BALTARD SPROUTS.

Following an initial project curtailed under Napoleon I, architect Victor Baltard, under the authority of Baron Haussmann, gradually had 10 pavilions built, separated by a walkway covered by a glass roof. Each had its own speciality: meat for No.3, fish for No.9, etc. They were destroyed as of 1971 despite the many protests.

1543

RENOVATION BY FRANCIS I.
After centuries of influence, particularly in the cloth trade, Les Halles fell into disrepair. Francis I had the market entirely rebuilt to an organised plan. It became primarily a food market. The first building dedicated to wholesale was created in 1672, prefiguring the modern format. But the last retailers remained up until 1919.



1969

THE BIG MOVE
Since the Liberation of Paris, difficulties in terms of access, hygiene and policing had multiplied. And the meat pavilion had already been transferred to La Villette. Prime Minister Michel Debré decided to move Les Halles out of Paris on 6 January 1959. Rungis was chosen the following year. It took nine years to relocate the site, and particularly to dismantle and bury the Vanne and Loing viaducts. The relocation of the century finally began on the evening of 2 March 1969...

A HIGH-PROFILE YEAR



Rungis' 50th anniversary has received remarkable media coverage. In the run up to 3 March, increasing numbers of retrospectives, features and shows have appeared on TV, radio, websites and in newspapers giving an overview of its history, its activity and its future projects. *Le Parisien* got the ball rolling on 17 February in its 'economy' section. Then on 1 March, Europe 1 filmed its '5-7' slot live from the Market. And TF1 dedicated 12 minutes of its '13 heures' (1 o'clock) news segment to it on the day itself.



Audiovisual media generate 75% of advertising equivalent. The highlights of this fiftieth anniversary year have been widely covered by large audience channels, although this has not detracted from their coverage of recurrent events (1st May, end-of-year festivities, etc.). At the same time, Internet coverage has soared, with a 143% increase in volume, for an editorial space multiplied by... 3.5.



The first highlight of the festivities was the setting of the world's longest table on 17 March. Approved by the *Guinness Book of Records*, it created a buzz and heightened the anniversary effect. Result: March was the month that received the most media attention of the year, with over 400 stories.



On 28 October, TF1 broadcast an exceptional in-depth feature: 'Les Princes de Rungis'. This one-hour documentary gave the floor to various figures at the Market. Young and old alike testified to the continued desire to innovate while preserving the spirit of conviviality that unites them. A few weeks later, Rungis' popularity picked up as every year with the holiday season and the first-class gastronomy they bring, making December the month with the third most media coverage, with 381 stories.

3,449 stories

ALL MEDIA COMBINED

€29.3 million

OF ADVERTISING EQUIVALENT

Over 1.5 billion

VIEW OPPORTUNITIES

603 pages

OF EDITORIAL SPACE

60 hours and 20 minutes

OF TV AND RADIO BROADCASTS

+124%

OF AIR TIME

+170%

OF EDITORIAL
SPACE



People are the focus of most news reports and programmes.

Several journalists spent the evening in the aisles with the operators who were more than happy to talk about their day-to-day lives and their memories. Passion and transmission emerged as the key words, because a taste for excellence is often a family affair at Rungis, spanning several generations.



Rungis au Grand Palais, 15, 16 and 17 November, alone generated over 250 media stories, 3 million views on the Market's social networks and €1.2 million of advertising equivalent in press relations. Stéphane Layani, the Market's CEO, spoke to *Le Parisien* and emphasised its key role in the ability of the French agri-food industry to adapt.



Stéphane LAYANI

Chief Executive Officer of SEMMARIS

2019 WAS ALL ABOUT ECONOMIC PERFORMANCE AND CELEBRATING THE MARKET'S FIFTIETH ANNIVERSARY.

The fiftieth anniversary celebrations helped bring our Market into the spotlight more than ever.

I'm referring to the world record now entered into the *Guinness Book*, the world's longest table spanning two pavilions and over 400 metres and serving over 2,500 guests in a spirit of conviviality found nowhere else. But also our return to Paris for a weekend with the event 'Rungis au Grand Palais', the success of which exceeded all expectations. More generally, the Market is enjoying great popularity - an IFOP survey recently ranked it in the TOP 50 most admired companies*, thanks to the quality of its achievements.

2019 also saw outstanding economic performance. The turnover generated at the Market, the SEMMARIS results and the Market's physical visitor numbers are up significantly. At the same time, our investments have reached a record amount and various iconic new buildings have been completed. This current buoyancy also speaks to the future. Our 2015-2025 transformation plan is right on schedule and is already bearing fruit. The new Rungis leverages the fundamentals of this unique ecosystem, which has already proven its resilience. It adapts to all requirements in terms of the environment, quality and safety.

“Our 2015-2025 transformation plan is right on schedule and is already bearing fruit.”

The SEMMARIS operators, buyers and teams have built up the world's leading wholesale market. Together, they are accomplishing the everyday miracle of "guaranteeing happiness on our plates". We once again extend our thanks to them!

* Classement des entreprises les plus admirées des Français, IFOP/Eight Advisory, November 2019.

OUR HIGHLIGHTS

2019

WINTER

17TH MARCH. The world's longest table is at Rungis. At 401.22 metres long and with 2,500 guests, it has been entered into the *Guinness Book of Records*. The Tower has been decked out for the 50th anniversary celebrations since 3 March.

26TH to 30TH JANUARY. Rungis at the SIRHA Trade Show in Lyon. It's all hands on deck for its operators who are showcasing their know-how and exceptional products. **1ST to 3RD FEBRUARY.** Fourth edition of the Salon de la Gastronomie des Outre-Mer et de la Francophonie food show at Versailles, sponsored by Stéphane Layani. **12TH FEBRUARY.** 3rd Rungis Rugby Gastronomie event at the Espace Rungis. With 650 guests including Thierry Dusautoir, Abdelatif Benazzi and Frédéric Michalak, to name but a few. **20TH MARCH.** Jean-Yves Le Drian, French Minister of Foreign Affairs, presents the awards for the Trophée Passion an international culinary contest hosted by L'Académie Culinaire de France. The eight finalists made their purchases the day before at Rungis.



SPRING

1ST MAY. Lily of the valley presentation at the Élysée under the banner of training. Stéphane Layani reflected on the role of the Rungis Académie in the reorganisation of vocational training.

LATE MARCH, buyers were able to discover the 2019 sticker specially designed for the 50th anniversary.

21ST to 24TH MARCH. Goût de France/Good France, the fourth edition of the International Village of Gastronomy and Popular Cuisine at Trocadéro, sponsored by Stéphane Layani. **APRIL.** Business starts up at the new Pork pavilion. Its double helix ramp providing access to the upper level and illuminated at night has already become iconic. **2ND and 3RD APRIL.** Miss France plays the ukulele at the Market at the invitation of the Comptoir du Fromage and Stratégie Gourmet. This initiative is part of the events run by Stratégie Gourmet for the 50th anniversary celebrations. **JUNE.** Delivery of the first two next-generation stores in the C1 cut flowers pavilion.



SUMMER

13TH JUNE. Vérane Frediani receives the 1st Prix Rungis des Gourmets award. Her book, *Elles cuisinent*, introduces us to female chefs with no shortage of talent or forthrightness.

21ST JUNE. Special edition of the Fête de la Musique in the cut flowers pavilion, with Jack Lang, creator of the event 38 years ago, and Franck Riester, his current successor at the French Ministry of Culture.

19TH JULY. FLAMA General Assembly, the Latino-American association of wholesale markets in Colombia. Stéphane Layani was in attendance to discuss possible collaboration with local actors. **3RD SEPTEMBER.** Emmanuelle Wargon, Secretary of State for the Ecological and Solidarity Transition, visits the Market's innovative installations: electric vehicle stand, water pump station and incineration plant.



“2019 was always set to be a year like no other. The word highlights has never be so appropriate.”

AUTUMN

15TH to 17TH NOVEMBER. The Market returns to Paris, at the Grand Palais. Thierry Marx sponsored this Festival du Bien Manger, under the patronage of the French Ministry of Agriculture. M.O.F. (France's finest craftsmen) and renowned chefs took turns running activities, workshops and pop-up restaurants. More than thirty thousand visitors made the journey.

8TH OCTOBER. Partnership with the Agency for Green Spaces - AEV Île-de-France to support local agriculture and showcase 2,344 hectares belonging to the region.

4TH OCTOBER. Inauguration of the new equipment suppliers pavilion. It was built in less than one year over the old building, which was then dismantled from the inside. **16TH OCTOBER.** World Food Day. ANDES, network of solidarity grocery stores, runs its first BtoB food drive among the Market's customers.

1ST NOVEMBER. World Union of Wholesale Market (WUWM) Conference in China, of which Stéphane Layani is Vice Chairman. **NOVEMBER.** Hand-over of the new 11A building to the companies SIIM and Pomona. **25TH NOVEMBER.** Rungis unveils its new visual identity and forges ahead into its second half-century. **DECEMBER.** Delivery of the new COK warehouse for HELFER.

OCCUPATION OF LEASABLE PREMISES

994,121M²
OF PREMISES
I.E. AN OCCUPANCY RATE OF 97.2%

TOTAL NUMBER OF VISITORS TO THE MARKET

-0.5% **6,685,772**
VISITS

BUYER VISITOR NUMBERS
IN 2019

-0.2% **1,289,894**

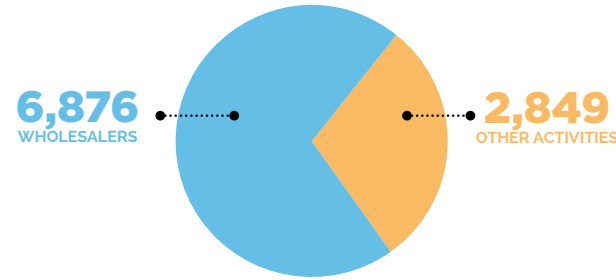
NEW BUYERS

4,446
NEW BUYER RECORDS CREATED



TURNOVERS OF BUSINESSES OPERATING AT THE MARKET
(IN MILLIONS OF EUROS)

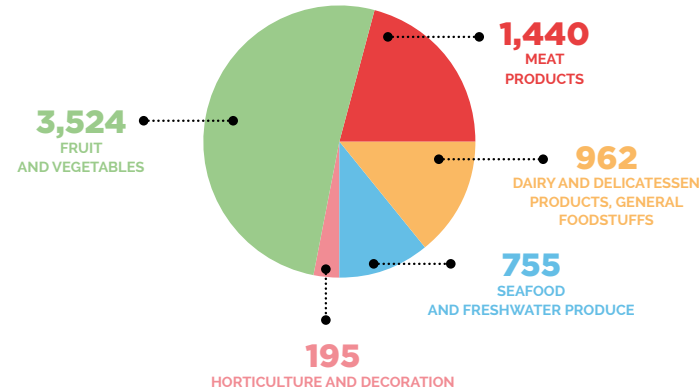
€9,725M +3.57%
IN 2018



2017/2018 VARIATION

TURNOVERS OF WHOLESALERS OPERATING AT THE MARKET
(IN MILLIONS OF EUROS)

€6,876M +3.4%
IN 2018



TURNOVER OF OTHER ACTIVITIES OPERATING AT THE MARKET IN 2018
(IN MILLIONS OF EUROS)

€2,849M

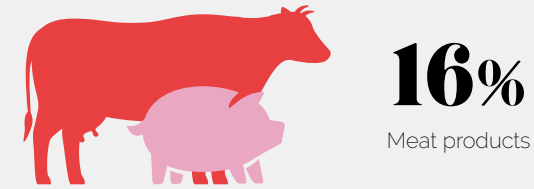
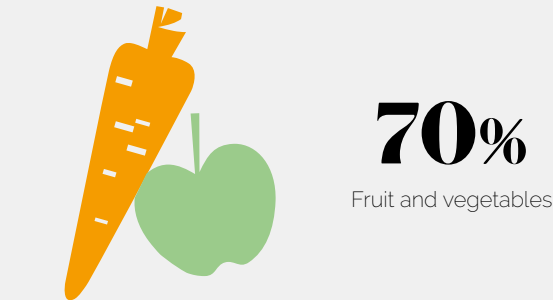
WORKFORCE EMPLOYED AT THE MARKET IN 2018

12,342

SEMMARIS INVESTMENT PROGRAMME IN 2019

€76.5M

BREAKDOWN OF INCOMING DELIVERIES OF FOOD PRODUCTS TO THE PHYSICAL MARKET IN 2018



NUMBER OF BUSINESSES OPERATING AT

1,191
BUSINESSES



354
Fruit and vegetables



75
Meat products



124
Dairy and delicatessen products, general foodstuffs



40
Seafood and freshwater produce



105
Horticulture and decoration



493
Other activities



1

RUNGIS INNOVATION INCUBATOR

IDEA INCUBATOR

U

UNDERSTANDING TO TAKE ACTION

In 2019, two studies* on an unprecedented scale revealed a number of findings on the food consumption trends and the expectations of Rungis buyers and operators.

Some had already been noted in the Market's aisles, while others were uncovered by this methodical update process. Most represent new opportunities.

THE 7 'EAT BETTER' TRENDS

Not surprisingly, price remains the top criterion when it comes to food purchases for French people, ahead of quality**. The compromise between these two criteria is partly found in an upmarket trend: people are eating less but better. This trend is reflected in the success of 'no' products: 2/3 of consumers say they prefer products with no artificial colouring, no preservatives or 100% natural products, a spectacular increase of 12 points between 2016 and 2018***. The organic sector is still seeing strong growth with a presence in almost all households****. Traceability and locally-sourced products are increasingly in demand, although this has not stopped the growth of exotic tastes and ready-to-eat with French people continuing to spend less and less time in the kitchen, which also explains the boom in fresh cuts: +33.5% in 2018****. Lastly, a concern



THE CHALLENGES OF 'EAT BETTER'

PURCHASING POWER

price criterion

QUALITY

towards a premiumisation of product lines

HEALTH & HEALTHY PRODUCTS

between 'no' organic products and simplicity

MADE IN

traceability and influence of local products

ENJOYMENT & EXPERIENCE

search for strong flavours and exoticism

PRACTICALITY

ready-to-eat and food kits

SUSTAINABILITY

eco-responsibility, zero waste

for sustainability – social and environmental – is reinforcing this desire to eat better. 7 determining trends can thus be seen: purchasing power, quality, health and healthy products, origin, enjoyment and experience, practicality and sustainability. These are driving the growth of new catering and distribution concepts: 'fast good', international cuisine in its quality segment, single-product restaurants, home delivery, short circuits and neo-artisans.

RUNGIS, A PLACE OF INSPIRATION

"You can find everything at Rungis, where else would I go?" These words from a fruit and vegetable retailer open and summarise the survey conducted among buyers and operators, along with numerous other compelling first-hand accounts****. So what does it tell us? That Rungis is still a benchmark when it comes to diversity and quality – including gourmet products –, unlike the standardised product line found elsewhere. The Carreau acts as a showcase for operators, allowing them to stay connected to the market. For buyers, it is a source of inspiration. Yet remote orders and deliveries are booming, particularly among new restaurateurs, although visitor numbers remain stable. Several buyer categories are emerging, like producer stores looking to supplement an incomplete local offering, urban neo-artisans who guarantee their customers the best products, as well as new managers of delicatessens.

* Commissioned from the independent firm Brainjuice.
 ** Respectively listed by 77% and 43% of respondents to the OpinionWay survey.
 *** Source: Kantar Worldpanel. Penetration rate of the organic sector in French households: 94%.
 **** Source: Nielsen.
 ***** 78 buyers and 12 operators surveyed.

FOCUS ON AVENUES FOR IMPROVEMENT

EASIER ACCESS TO THE CARREAU

Welcoming new buyers is one of the avenues for progress highlighted by the survey. Indeed, the Carreau can be intimidating, with its codes and its unique conviviality. Integration can take several months, unless they are co-opted by a regular. The creation of a new entry procedure will therefore be on the drawing board for 2020.

Traffic at the Market, with its parking difficulties at peak times, is seen as a second obstacle to access, while it is becoming necessary to leave earlier and earlier to avoid the congestion on roads in the Île-de-France region. This is one of the topics on the Rungis 2025 Investment Plan, which provides for the creation of a large number of parking spaces and the reconfiguration of the main avenues running across the Market.

SUCCESS STORY

INCUBATOR

RUNGIS & CO, THE STRENGTH OF A COMMUNITY

From a corner of the living room to a spot in the incubator, from a spot in the incubator to a shared office, and from a shared office to premises at the Market...

Rungis & Co supports innovative projects in fresh produce and agri-food by giving them the backing of a community and the prestige of the Rungis brand. From the latest start-ups to companies that have already put down roots in their final breeding ground, we take you behind the scenes at one of France's most fertile incubators.



DEVORE FOOD

Vasco Duarte Ribeiro created Devore Food to develop a range of alternative meat products from vegetable proteins. The project is currently in development. "I'm working with the Amiens Agri-Food Technical Centre. What we are able to achieve today is a far cry from tofu: our nuggets and strips will have the same texture and taste as chicken. For me that's the advantage of being at Rungis: not losing sight of the fact that enjoyment is the key to success in the food business".



TONCARTON

The project started at another incubator, but Rungis was ultimately the best place for it. Toncarton offers carriers easy to implement software and a mobile app to track deliveries in real time, also available to customers. The app connects them to the booking platform, which already has some fifteen users ordering fifty or so deliveries per day. "80% are caterers", explains Chakib Chadda, one of its two founders. "In their business there is no room for delay, hence the importance of our total traceability for them".

DigitalFoodConnect

DIGITALFOODCONNECT

Created in 2018, DigitalFoodConnect set out to connect wholesalers, producers and processors on all Marketplaces – Amazon, Deliveroo, Veepee, UberEats – and thus help encourage diversity on our plates. This young company describes itself as the digital, marketing and logistics 'Connector' between freelancers in the food industry and connected consumers. Having joined the incubator in 2018, it is preparing to enter its first warehouse at the Market..



PANDOBAC

PANDOBAC is raring to go! After twelve months of incubation, the young company that rents reusable bins to food professionals moved into the basement of pavilion A4 in August. There the bins are washed then returned to their user thanks to a unique identifier and a web and mobile tracking app. Not only are they kind to the planet, but they are also less costly than disposable alternatives. 12 operators have already adopted them.



CALIFRAIS

Hosted at Rungis & Co from the very beginning, Califrais offers caterers a web and mobile app to regroup their orders as well as handling their end-to-end logistics. Their sales reps also give out valuable advice 'live from the Market' on the latest 'in' products. Originally set up in a truck then in small premises in the wholesale sector, the company is getting ready to scale up with a move to a 920m² space in Warehouse B1.

“Since 2015, 78 creators have been hosted at the Rungis & Co incubator, run by the Val-de-Marne Chamber of Commerce and Industry. 60 have registered their company and 6 have set up shop at the Market.”

FOCUS ON 2019 AWARDS

THREE START-UPS REWARDED THIS YEAR!

The Epicures awards are to fine foods what the Grammys are to cinema.. Awarded by reputed professionals, they confer a recognition on their winners that opens many doors. **La Maison Kyrégal** won the Epicure d'Or (first prize) with its new twist on pre-dinner drinks in the form of three ready-to-taste kits, drawing on the best that France's regions have to offer such as the black bottomed pig from Limousin. Its creator, Jean-Baptiste de Lagarde, worked with Rungis & Co from August 2018 to August 2019, during which time he finalised his concept and found a number of suppliers equally as demanding as him. The Epicure de Bronze (third prize) was awarded to **Reefel Kombucha**, a sparkling drink inspired by an ancient fermented tea-based recipe, also developed at Rungis by David Lévêque. It was also singled out at the Cocktails & Spirits Festival by the world's best mixologists*. Lastly, **Libéo**, the platform designed by Pierre Dutaret to simplify business-to-business payments, was voted Fintech of the year 2019 by the jury of 30 Finance Innovation experts.

* Barman expert in the art of mixing cocktails.



2

RUNGIS OPERATIONAL EXCELLENCE



SEMMARIS

EXECUTIVE COMMITTEE

SHAREHOLDERS

Predi Rungis	33.34%
State	33.34%
City of Paris	13.19%
Department of Val-de-Marne	5.60%
Predica Prévoyance Dialogue	4.62%
Professionals and others	9.91%

- 1 **Anne-Laure Joumas**, Executive Director Strategy, Director of BU Development, Innovation and Transformation
- 2 **Eugénia CARRARA**, standing in for **Bérengère BANQUEY**, Head of Cabinet and Communication
- 3 **Stéphane LAYANI**, Chief Executive Officer
- 4 **Pénélope GOLDSZTEIN**, Head of Legal and General Affairs
- 5 **Éric AMOROS**, Financial Director
- 6 **Bertrand Ambroise**, International BU Director
- 7 **Benoît Juster**, Executive Director of Operations
- 8 **Dominique Batani**, Deputy Managing Director, Market Director
- 9 **Christophe ACAR**, Property BU Director



REAL ESTATE TRANSFORMATION



“At the halfway point of our 2015-2025 transformation plan, 55% of the funds announced have already been committed.”

R

RECORD INVESTMENTS

Never in the history of the Market have such sizeable investments been made in single year to transform the site: €74 million.

This impressive figure demonstrates the step-up of the Rungis 2025 10-year plan. At the halfway point, its ambitions are still alive and its roadmap on track. Almost 55% of the amounts announced have been committed, and the impact can already be seen in its streets and avenues.

14 major projects were delivered or launched in 2019 alone. Business started up at the new pork pavilion in April. With its illuminated double helix ramp and its fully refrigerated 11,500m², it is an iconic representation of the Rungis 2025 ambitions in terms of aesthetics and functionality.



14 MAJOR PROJECTS DELIVERED OR LAUNCHED

However, it should not distract from the construction of the Market's first hotel, a 450-space multi-storey car park, a restaurant in the new heavy goods vehicles car park, a horticultural pavilion, a cross-docking warehouse, a refrigerated warehouse, and a controlled temperature warehouse, AB4. The waste sorting area, or point 'E', has been reorganised, the IFOCOP building - the first building forming the Rungis Académie - has been restructured, and Place Saint-Hubert has been partly turned over to vegetation. Lastly, the renovation works on the Espace Rungis have begun to preserve its retro charm. Equivalent efforts are planned for 2020 with 11 major projects scheduled, including the construction of five new buildings and major roadworks.

THE NEW FACE OF THE MARKET

Various studies are set to be launched to improve the traffic flow and consequently provide a response to the narrowing of peak times caused by congestion on the Île-de-France road network. A large number of parking spaces will be created and several main through-roads will be renovated. Dynamic signage could also be introduced, such as navigation apps that recalculate the best route at any given moment.

Rungis is gradually unveiling its new look, in line with current urban standards: more welcoming, less dense with more vegetation, and more operational surfaces for its users. The new constructions are gaining in height, although staying within reason. Their façades reflect natural light and the 791 trees, most of which have already gained in stature having been planted 4 years ago. Their technical characteristics are in line with the new needs of operators and help increase their operational efficiency, as well as paving the way for new activities and services.

FOCUS ON SUSTAINABLE DEVELOPMENT

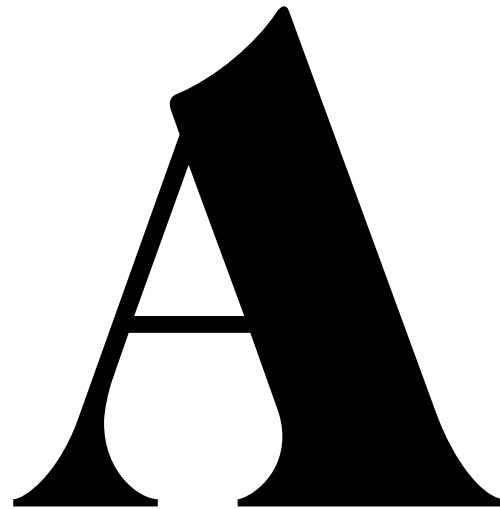
EXCELLENCE THROUGH MAINTENANCE

The acceleration of the investment programme does not detract from maintenance operations, which are largely concentrated on improving the Market's environmental performance.

The renovation of the refrigeration distribution network has continued in order to replace classic and potentially polluting fluids with new, entirely natural ones. The heat network dates from the Market's origins, and allows for the recovery of 100% of its waste by incinerating any waste that cannot be returned to the ground or recycled. The decision has been made to invest €19 million over the next three years to replace much of the system. This will improve its energy efficiency and provide heating for new areas of the

town of Rungis. Studies have recently been launched for the installation of solar panels on 3 old buildings and 2 new buildings pre-equipped for the purpose. Whatever the outcomes, the electricity used on the site will remain 100% green power certified thanks to the 3-year contract signed with ENGIE. Lastly, 2,000 water meters with remote meter reading systems (1,400 at the Market and 600 in the adjoining areas) were recently installed in accordance with the distribution contract signed with VEOLIA EAU last year. These will detect and correct any over-consumption almost instantaneously as of 2020.

INNOVATION, DEVELOPMENT, TRANSFORMATION

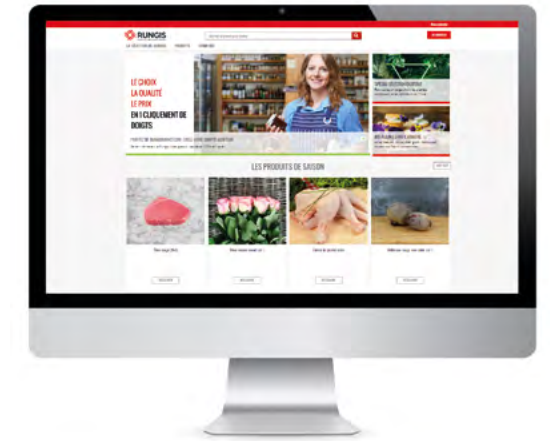


A NOTEWORTHY ANNIVERSARY

The fiftieth anniversary of Rungis certainly did not go unnoticed in 2019! From the world's longest table to the Market's return to Paris, not to mention the awarding of the first Rungis Literary Prize, its highlights created a buzz and were widely referred to in the media and general conversation.

Of course, it was first and foremost a festive occasion, bringing all of the Market's stakeholders who bring it to life every day together to celebrate the progress made in an atmosphere instilled with their unique sense of conviviality. But it was also the perfect opportunity to remind our fellow citizens of its vitality, its importance in our food industry, and its irreplaceable role in promoting French culinary excellence. With over 125 and 250 media stories for the Longest Table and the Rungis au Grand Palais event alone, these messages certainly received ample coverage.

“By returning to its original logo, Rungis has shown that modernity is part of its heritage.”



PAYING TRIBUTE TO THE PAST AND BUILDING THE FUTURE

A year of commemoration, 2019 will also be remembered at the Market as a year focused on the future. Firstly in its approach to buyers. Commissioned from an independent firm, a survey conducted on an unprecedented scale revealed interesting findings regarding their expectations*. In addition, the SEMMARIS teams once again put in place an effective acquisition policy. Various online communication campaigns played a decisive role in the recruitment of new buyers and helped significantly increase their number, up an astounding 15,06%. Operations targeting buyers already referenced were not to be outdone either, with a 3,41 point increase in online card top-ups. Launched in 2018, the rungismarket.com marketplace has continued its ramp-up and now hosts sixty wholesalers and over 5,000 items. The number of visits to the website also rose with an average of 10,000 monthly visitors, demonstrating that this service responds to a clear demand from buyers. A premium club for vendors was also created and offers dedicated digital training courses. This appetite for digital technology is also notable in the success of all the tools made available to

customers: 10,000 new fans joined the Rungis community on social networks and 60% of customer account creation is now done through the myrungis.com website.

A TIMELESS YET MODERN BRAND

2019 will also go down in the pages of history as a pivotal year with the launch of a new identity for the Market that incarnates its ambitions for the future. Few brands can afford the luxury of a return to their original logo without appearing nostalgic. Rungis, however, has shown that modernity is part of its heritage. The choice of a timeless and legible typeface brings a new balance to the message embodied in the words 'international market'. It reasserts its mission to expand its influence beyond the Île-de-France region. A process which is already well under way with the support of the Toulouse wholesale market and the examination of several partnership proposals in France and abroad.

* An outline of the results of this survey is presented on pages 18 and 19 of this report.

FOCUS ON BUSINESS STRATEGY



ANTICIPATING NEW TRENDS

Reorganisation of pavilions, appearance of new operators, creation of new services... How can the constant evolution of the Market's commercial services fit into a medium-term vision that allows its users to stay ahead of end customer expectations? To answer this question, Rungis has drawn up a business strategy that sets out its priorities for future lettings. These are in line with several undertakings, such as the creation of the organic pavilion

and the Carreau de Producteurs which supports local and regional products; This strategy will enable Rungis to continue to promote the assets of the sectors and sub-sectors that echo new trends by targeting potential arrivals particularly well placed to develop them.

INTERNATIONAL DEVELOPMENT

SHARING VALUABLE KNOW-HOW

In many countries, public authorities and private operators are faced with the tremendous challenge of ensuring the supply of growing cities, countering food insecurity and waste, and encouraging the emergence of structured and efficient agricultural and logistics industries.

Rungis, the world's largest wholesale market for fresh produce, provides them with unique know-how. As part of its comprehensive support in the form of a licensing agreement, its experts study the different project phases, from the initial needs expression to operation, as well as feasibility studies, design and construction projects.

CONFIRMED FEASIBILITY FOR SEVERAL PROJECTS

These patient efforts continued in 2019, bringing numerous projects to fruition. Projects located in the world's most dynamic regions or on major logistics corridors. In Vietnam, the conclusions of the global study of the wholesale market consolidated the authorities in their determination to forge ahead, by pointing out the immense potential of developing agricultural production in particular. At the same time, two feasibility studies on the expansion of the market in Ho Chi Minh City and the creation of a vast market spanning 170 hectares in Hanoi both came back with a positive verdict. A feasibility study conducted on the famous Clark Zone in the Philippines, 80km from Manila, also confirmed the advantages of such an infrastructure.

PROJECTS ON THE SILK ROAD

The 'new silk roads' revived by China have prompted a strategic review of the restructuring of the Egyptian national wholesale market network, which has received the support of the AFD*. On the north route, in Kazakhstan, the feasibility of the Almaty market was confirmed, while discussions are ongoing with nearby Uzbekistan to launch the review of several projects. In Central Europe, the first studies have been completed in Hungary with promising outlooks: a hub composed of significant processing infrastructure and branches in neighbouring countries could be on the cards.

SEMMARIS' international activity is thus set to intensify in 2020 with the green light for a number of construction projects. Cotonou, in Benin, could be the first. Lastly, new geographic zones will be explored, including Brazil, where a historic project is set to be launched: the relocation of the São Paulo market, one of the largest in the world. An event (almost) as impressive as the move from Les Halles to Rungis fifty years ago...

* Agence Française de Développement, the French Development Agency.



Project developed by SEMMARIS in Central Asia

“The implementation of various projects heralds the intensification of SEMMARIS’ action on an international scale.”

REGIONAL DEVELOPMENT

A RESOUNDING SUCCESS IN TOULOUSE

The Toulouse national wholesale market (MIN) saw its activity take off in 2018, as of its first full year of operation by the LUMIN' Toulouse group led by SEMMARIS. 2019 confirmed this new momentum and the interest for other markets of building on Rungis' know-how.

The turnover generated by the Toulouse-Occitanie National Wholesale Market (Grand Marché) stood at €408 million, steadily rising since 2017. Visitor numbers rose by 2% to reach 2,300 entries per day, while the occupancy rate picked up sharply to reach 96%. Several growth-generating projects have been completed as part of the recovery plan. The gastronomy sector was officially inaugurated on 2nd December. Its ten occupants, who share 7,500m², were all already set-up with the exception of the cheesemonger. Established in 2020, the latter will immediately install a maturing facility and a physical sales stall. Another big event took place on 3rd June when Michelin-starred chef Thierry Marx inaugurated the Toulouse-based branch of his Cuisine Mode d'Emploi(s) culinary school for those excluded from the labour market. 10 training structures (oenology, logistics, cheesemonger, greengrocer's, table service, bakery, social networks, business, etc.) are now established on the Market and can train 1,500 people per year since the start of new academic year.

20 NEW BUSINESSES

On a wider scale, the diversity of new arrivals - twenty since the introduction of the public service delegation agreement - demonstrates its new ambitions: expanding the physical offering, of course, but also multiplying innovative services by notably hosting a start-up incubator. On the list are Carrément Gers, a group of local farm and organic producers, Label d'OC, an artisanal cannery that processes

“The diversity of new arrivals illustrates the new ambitions of the Grand Marché: not only expanding its physical offering but multiplying innovative services.”

products for local producers. Hoopé, a Toulouse-based start-up that promotes superfoods like spirulina in gourmet products, and the Pergo group, Toulouse-based caterer and restaurateur. The Toulouse market also welcomed the Delanchy group in 2019, specialised in the transport and logistics of fresh products under controlled temperatures. Lastly, the implementation of the investment programme has continued. Its first spectacular achievements are set for 2020 and 2021, with the completion of the restructuring of the catering building and the fruit and

vegetable logistics warehouse, the alignment of the seafood pavilion with standards including the creation of a physical sales space, and the launch of construction of a 20,000m² warehouse dedicated to last-mile logistics. On 1st May, a delegation from the Grand Marché visited the Elysée Palace alongside operators from Rungis to present the French Head of State with the traditional sprig of Lily of the valley. A strong symbol of recognition for a key stakeholder in France's leading gastronomic region.

FOCUS ON NEW PROJECTS IN THE REGIONS



Following on from Toulouse, Rungis is continuing to expand its horizons in France's regions. In 2020, it will be lending its support to the Châteaurenard and Saint-Étienne national wholesale markets (MIN) in their strategic reflection surrounding their development prospects.

FUNCTIONING OF THE MARKET



TECHNOLOGY AND SYNERGIES

Its reactivity relies on enhanced technical resources, which scale up the synergies between all of the surveillance stakeholders.

The number of video cameras has thus been increased from 350 to 500 with new high-definition cameras, all connected to a video wall installed in 2018 and operating 24/7. Each alert is simultaneously transmitted to the intervention teams, sector staff, toll staff and the Haÿ-les-Roses police station which can then prepare an intervention if need be. 'Smart' cameras at the entrances systematically scan licence plates and detect contraflow traffic at the Market exits. In the event of anomalies, an alert is immediately triggered and shared.

The same rationale is applied to security. All of the alerts transmitted to the control centre are also transmitted to the Paris fire brigade. A system made all the more efficient given that the new dedicated 'low voltage' team has significantly increased feedback on camera availability rates and fires to the Security Control Centre as of its first full year of activity.

MAKING HEADWAY, ALONGSIDE OPERATORS

Two major projects are scheduled for 2020 to continue to improve the general operation of the Market.

When it comes to safety, the acquisition of a drone station could supplement video possibilities, particularly with regard to monitoring the unexpected development of complex incidents such as protests. In-depth feasibility studies are under way. As for the sectors, work has begun on redefining the mission of SEMMARIS agents who will now specialise in order to assist operators with technical questions such as CSR, health surveillance and the use of new marketing services, while maintaining their role as local partners.

TOP MARKS IN LOCAL SECURITY

2019 was a challenging year for the new organisation of the Market Protection Department.

It proved its relevance in a tense social context marked by the end of the *gilets jaunes* (yellow vest) movement and the start of the inter-professional strike, and paved the way for on-site security that is highly appreciated by operators.

In constant contact with the video surveillance team, the intervention team composed of 21 trained and certified agents took action whenever necessary allowing for the successful intervention of police forces on several occasions. It has built up in-depth knowledge of the Market from the outset and built a relationship of trust with its users, who are counted among its great strengths.

“Increasing synergies between safety and security stakeholders equipped with more effective technical resources.”



FOCUS ON HUMAN RESOURCES AND THE LEGAL DEPARTMENT



SUPPORTING SKILLS DEVELOPMENT

As part of the Forward-looking Management of Jobs and Skills (GPEC, *Gestion Prévisionnelle des Emplois et des Compétences*) strategy, the Human Resources Department put in place various projects of developmental importance for the company over 2019, including the update of 124 staff job descriptions. A task vital to supporting skills development and diversification. Another highlight of the year was the presentation in December by Hanploi-CED of the conclusions of the study on Disabilities at the Market. This key phase has allowed the project team, including the SEMMARIS HR Department, to start drafting an action plan for the coming years. Although this does not mean the Market won't be taking action in the meantime.

COPING WITH ACCELERATING REGULATIONS

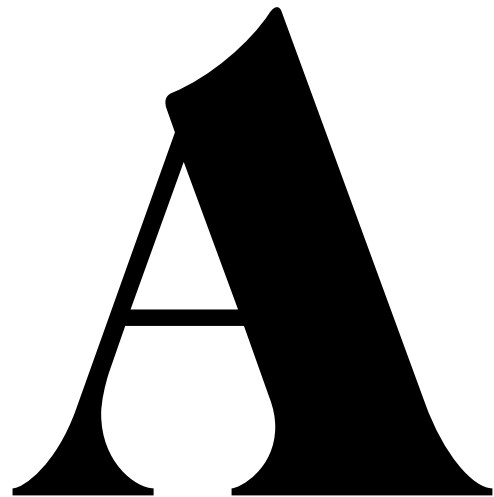
The legal experts had their work cut out in 2019 to secure transactions at the Market against a backdrop of the continual growth of the French Government's regulatory activities. In accordance with the 'Sapin 2' Act, they have updated the corruption prevention procedures by notably introducing a 'gifts and invitations' charter. They also began updating the policy governing the management of operators' and employees' personal data in application of the GDPR. Internal regulations concerning staff have been revised to improve harassment prevention mechanisms in particular. Additionally, numerous contracts have been concluded as part of the Rungis 2025 Investment Plan as well as licences to use the fiftieth anniversary visual identity.

3

RUNGIS
SHARING THE VALUE
OF QUALITY



BUSINESS DYNAMICS



ANOTHER RECORD YEAR

The ramp-up of the Rungis 2025 Investment Plan, reflected in the delivery of new or restructured buildings, is accelerating movement at the Market. In 2019, 530 requests were processed by the SEMMARIS commercial service, i.e. 50 more than in 2018. All types of premises combined, Rungis finished the year with a historic occupancy rate: 97.2%.

The majority of operations conducted – 300 exactly – concerned the extension of surfaces occupied by companies already present or the arrival of new ones. This type of movement is rare at the Carreau, which has almost no available spaces left. The restructuring of the Horticultural Pavilion will make it possible to increase the available surface area by more than one third in the long term by reclaiming several traffic lanes, and has already resulted in various transactions on the new permanent 'store units'. The two already delivered have been allocated and several leases have been concluded in advance for upcoming units. The big advantage of this new concept is that it avoids part of the daily uncrating and re-crating.



“All of the warehouses delivered over the year have found occupants, and often prestigious ones at that.”

IMPORTANT MOVEMENT IN THE WAREHOUSES

All of the warehouses available for lease over the year have found occupants, and often internationally reputed ones at that. Nagel, specialised in international food logistics, and Maison Colom, supplier of exceptional fruit and vegetables, will be sharing the new temperature controlled warehouse AB4. The first 10,400m² unit of the refrigerated I1 warehouse was delivered to Pomona, the French leader in the distribution of food products, while SIIM, the tropical fruit importation giant, tenanted the second, spanning 11,800m². Lastly, Helfer, another importer of fruits from overseas, took the lease for a new cross docking building, the 4,000m² COK which it will move into in 2020. Rungis is certainly the place to be when you have influence in your market. The Market also attracts young businesses full of promise, like Califrais and Pandobac, fresh out of its start-up incubator Rungis & Co (see pages 20 and 21).

THE CONFIDENCE OF THE BEST

The Market is also a town within a town that has to provide its users with all amenities. New services have therefore been created: the restaurant Les Maraichers in the heavy goods vehicle car park, the Dai Cugini Italian restaurant in the Organic pavilion and the Épicerie du Marché in the Tower which will also soon house a biological analysis laboratory. And how could we not mention the new pork pavilion in this exceptional set of results? Its opening in April brought Cooperl, the largest pig production cooperative in France, to the Market, the last of the top 5 not yet on site. The others took advantage to undertake significant expansions. Rungis can count on the confidence of the best now more than ever.



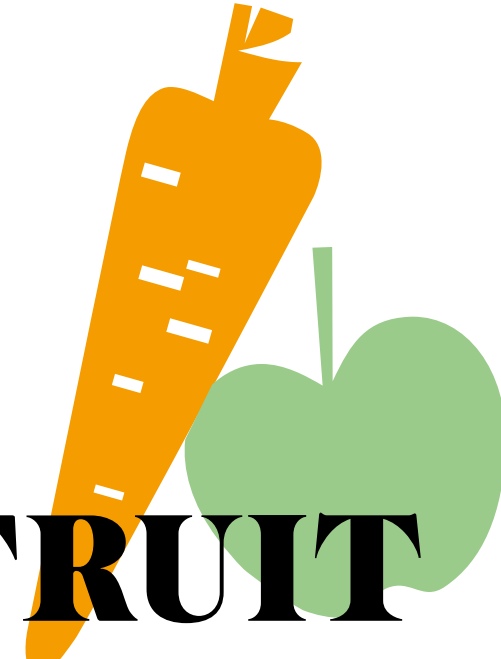
FOCUS ON SERVICES



A FAST-DEVELOPING RANGE OF SERVICES

The dealer services range has only been around for 4 years, and yet 26% of Market operators have already signed up to at least one of its services. The Customer Monitoring Pack has emerged as the leading service: it displays the reliability of a buyer in a simple click, with details of payment defaults.

The credit insurance service for international trade also helps secure transactions. Lastly, 34% of eligible spaces have already been equipped with fibre-optic connections.



FRUIT AND VEGETABLES



2018
TURNOVER



NUMBER
OF COMPANIES



NUMBER
OF EMPLOYEES

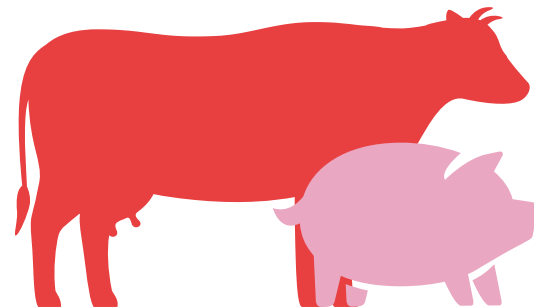
CLIMATE OF CONFIDENCE

On 24 February 2020, FranceAgriMer and Interfel, the French organisation encompassing all the fresh fruit and vegetables production trades, published their confidence index for fresh fruit and vegetables, conducted in December 2019*. It shows that almost all French people have confidence in these products: 93% for vegetables and 90% for fruits, up 4 points. They are only outstripped by bread. Consumers are also increasingly aware of the origin of products, which is now their second purchasing criterion, up 12 points in 4 years. A new factor, confidence in farmers is up 6 points, after 3 years of decline linked to concerns surrounding pesticide residues.

ORGANIC AND FRESH CUTS ON THE CUTTING EDGE

In this favourable climate, several underlying trends have continued to develop on the Market, starting with the rise of the organic sector. Banagrumes, a major wholesaler of all types of fruits, has created a space and a dedicated brand, Bio>Select, in a single swoop. Likewise, Desmettre, set up Desmettre Bio, which it launched in 2018, at its own space. Another interesting phenomenon has been the growth of fresh cuts. In this sector, Monloup recently relocated the workshops of its brand La Saveur d'Abord to gain space while awaiting a bigger lot. The construction of a specialised building is scheduled for 2020. In line with the Rungis 2019 Investment Plan, work has continued to facilitate access and parking around the pavilions. The work on the 400-space multi-storey car park has begun near building A2, and 55 heavy goods vehicles spaces have been created near the petrol station at the other end of the sector.

* Among a sample of 1,005 individuals representative of the French population.



MEAT PRODUCTS



2018
TURNOVER



NUMBER
OF COMPANIES



NUMBER
OF EMPLOYEES

POULTRY, LEADING THE WAY

In the latest survey of the consumption of meat products in France*, FranceAgriMer recalls that meat consumption per inhabitant has been decreasing since 1998.

Only poultry consumption is on the rise, in sufficiently large quantities to maintain growth in global consumption: 5.9 million tonnes of carcase weight equivalent in 2018, up 3.3% compared to 2017. If we take a closer look, the share of poultry currently represents 33.9% of individual consumption, compared to 36.5% for pork, 26.4% for cattle and 3.2% for sheep and lamb. Another significant phenomenon is the continued rise of processed products at the expense of unprocessed fresh meat. Between 2013 and 2018, the share of the former in household budgets allocated to meat products increased from 18.7% to 21.5%, while the latter fell from 45.3% to 42.3%**.

A TRANSITION YEAR FOR PORK

These trends are fairly accurately reflected on the Market. In 2019, poultry tonnages rose by almost 3% with a particularly good performance during the holiday season, while butcher's meat and offal remained globally stable. The latter took over the refrigerated extension on the scheduled date following completion of the construction project launched in 2018. This extension is also benefiting the boxed meat activity under development. One of the major events of the year was the phasing-in of the pork pavilion, which was accompanied by significant movement among operators. The takeover of one by the company Cooperl marks the arrival of the first cooperative group in the sector at the Market. Another meat giant, Bigard, also relocated to the new pavilion.

* 2018 consumption, published 30/10/2019.

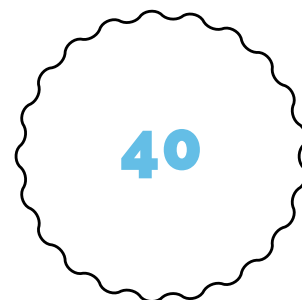
** Source: Kantar Worldpanel.



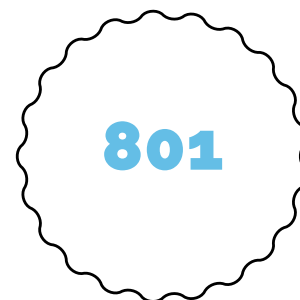
SEAFOOD AND FRESHWATER PRODUCE



2018
TURNOVER



NUMBER
OF COMPANIES



NUMBER
OF EMPLOYEES

A TASTE FOR QUALITY

Positive trends already seen in the 7% rise in turnover in 2017 continue to buoy the sector. The upmarket move has been confirmed, with a market driven by several high-quality flagship products: wild line-caught sea bass, Madagascar organic prawns and French scallops, the price of which was up significantly in 2018 in the run-up to the end-of-year festivities. The growth of seafood also showed good performance around Christmas, with ever increasing volumes recorded in special oysters in particular. The once again tense social context, however, heavily impacted Parisian restaurateurs for New Year's Eve.

A decline was noted on the Market for incoming deliveries of seafood and freshwater produce, which fell below the 90,000 tonne threshold in 2019. This observation applies to the entire fish sector.

DEVELOPMENT OF DELIVERIES AND FILLETING

Another substantive change that has accompanied the reduced physical presence time of buyers at the Market has been the continued development of delivery and filleting activities, with strong demand for expansion of the dedicated spaces that is fuelling the ongoing discussion on the changes to - or reconstruction of - the fish pavilion. Lastly, one of the key events of the year was the takeover of the shellfish wholesaler Blanc by the prestigious producer of Oléron oysters Gillardeau. The number of businesses on site now stands at 40.



DAIRY AND GASTRONOMY SECTOR



2018
TURNOVER



NUMBER
OF COMPANIES



NUMBER
OF EMPLOYEES

EXCELLENT PERFORMANCE

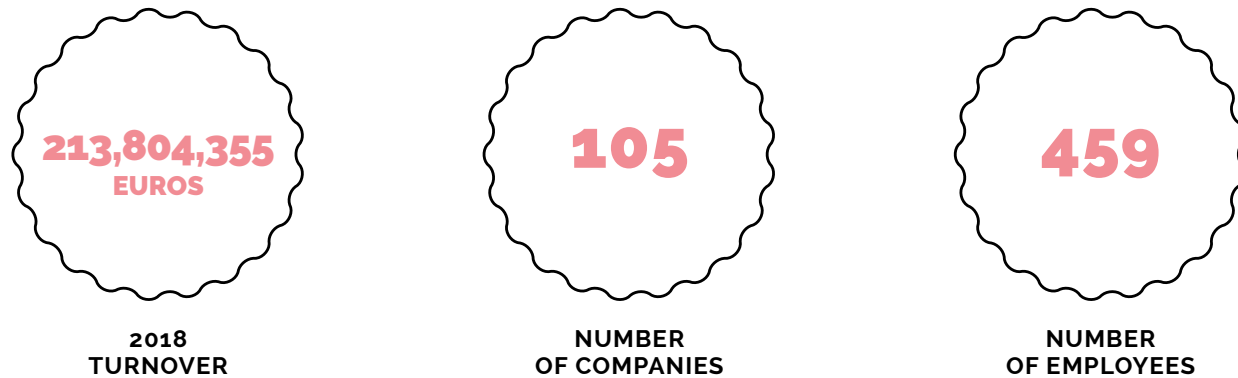
The dairy and gastronomy sector was one of the most attractive in 2018, and the same was true of 2019. Total incoming deliveries increased and gross sales were up 2.27%. Visitor numbers remain stable, driven by exotic and Italian products, as well as by the numerous events including a visit from Miss France in April. This phenomenon concerns the two sub-sectors. In terms of dairy and poultry products, milk and uncooked pressed cheeses recorded the highest performances. Cream, blended milk cheeses, sheep's cheese, fromage frais from cow's milk, cooked pressed cow's milk cheeses and eggs recorded less marked gains.

ITALIAN CUISINE: A FIRM FRENCH FAVOURITE

Regarding delicatessen products, all lines remain on the up, with cold cuts, beers, wines and spirits recording the top performances. Italian products deserve a special mention for their consistent dynamism. A survey by the YouGov-Cambridge Centre for Public Opinion Research in spring widely covered by the media once again demonstrated that Italian cuisine is the firm favourite when it comes to foreign cuisine. It is popular with 93% of people, ahead of North African cuisine which came in at 81% and Chinese at 80%. This fondness is at the root of numerous movements at the Market. Pintus joined the market at the end of 2018, following in the footsteps of Italdenrées in April. And in 2019 a new restaurant Dai Cugini set up shop in the organic pavilion.



HORTICULTURE AND DECORATION



VALENTINE'S DAY, 1ST MAY, HALF TERM...

Horticulture ebbs and flows with the major calendar events, some of which are closely linked to weather conditions. The mild spring of 2019 thus brought forward the arrival of the Lily of the valley by a dozen days, which had to be stored in a cold room to keep it fresh until 1st May. Although the tradition lives on, the quantities purchased by customers are falling, which is impacting incoming deliveries, reflected in their decline. Prices, however, are rising for most products, up to 25% for 3 stems of potted Lily of the valley from Nantes and Lily of the wood, gathered in smaller quantities yet widely popular. Valentine's Day continues to thrive, with moderate growth in the number of products and the average budget per purchaser household*. This is reflected on the Market in the days leading up to the event by higher prices, particularly for roses. Lastly, the autumn half term saw incoming deliveries of chrysanthemums continue to fall, in line with the downward trend of the previous years.

STRATEGIC RESTRUCTURING

Trading volumes in cut flowers and potted plants fell overall in 2019. Only greenery recorded growth. Social events once again disrupted the end-of-year festivities with an impact on activity, down significantly in November and December. The ongoing restructuring of the pavilion will allow operators to optimise their work processes by reducing uncrating and re-crating operations. The two showcase stores were completed as scheduled and immediately found takers. The others will be delivered over the course of 2020. Most have already been reserved.

* In 2018, Kantar survey for Val'hor and FranceAgriMer, 30/06/2019.



OFFICES AND WAREHOUSES



WAREHOUSES IN LINE WITH THE LATEST STANDARDS

In a few years, the Rungis warehouses will be exclusively composed of next-generation buildings that comply with the top functional and environmental performance standards. The launch of operations for Pomona, the French leader in the delivered distribution of food products, and SIM, the tropical fruit importation giant, in 2020 at their new refrigerated warehouse I1 will allow work to begin on the older buildings. The modernisation of these buildings will contribute to the densification of space on the Market necessary due to occupancy rates that are constantly in the range of 100%. Able to respond to the demands of the future, they will breathe new life into the Market in terms of logistics in particular.

COMFORT AND SERVICES

Formed of the Rungis Tower and the surrounding buildings, the Paris Rungis International office sector also continued its move upmarket with the same instant success among tenants. All of the premises are now equipped with state-of-the-art air conditioning systems. After the IFOCOP building, the restructuring of the main Rungis Académie building has been ongoing. As for the new ground floor of the Tower, it has already won over the first retail grocery store to set up shop at Rungis. The first medical analysis laboratory will follow suit in 2020. The buoyancy of the SEMMARIS logistics and tertiary hub is thus directly contributing to the overall improvement of user services.

