

**Cooperating
for the progress
of agriculture
everywhere,
for everyone.**



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Limagrain, international seed group and French agricultural cooperative

1



Proud of its dual nature, Limagrain is an international seed group whose parent company is a French agricultural cooperative.

Founded and directed by farmers from central France, this provides the Group with its roots and governance, as well as developing agricultural and agri-food integrated chains locally to promote the production of its cooperative partners. This duality embodies the very nature of Limagrain and is reflected in our daily work.



4th
SEED PRODUCER
WORLDWIDE

No.2
industrial baker
in **FRANCE**



LIMAGRAIN IN 2021

€1,984 million
of revenue



€680 million
of revenue from
strategic partnerships

€91 million
net income

Over
9,000
EMPLOYEES
worldwide



Nearly
1,500
COOPERATIVE
PARTNERS



85
nationalities



SUBSIDIARIES
in **57**
COUNTRIES

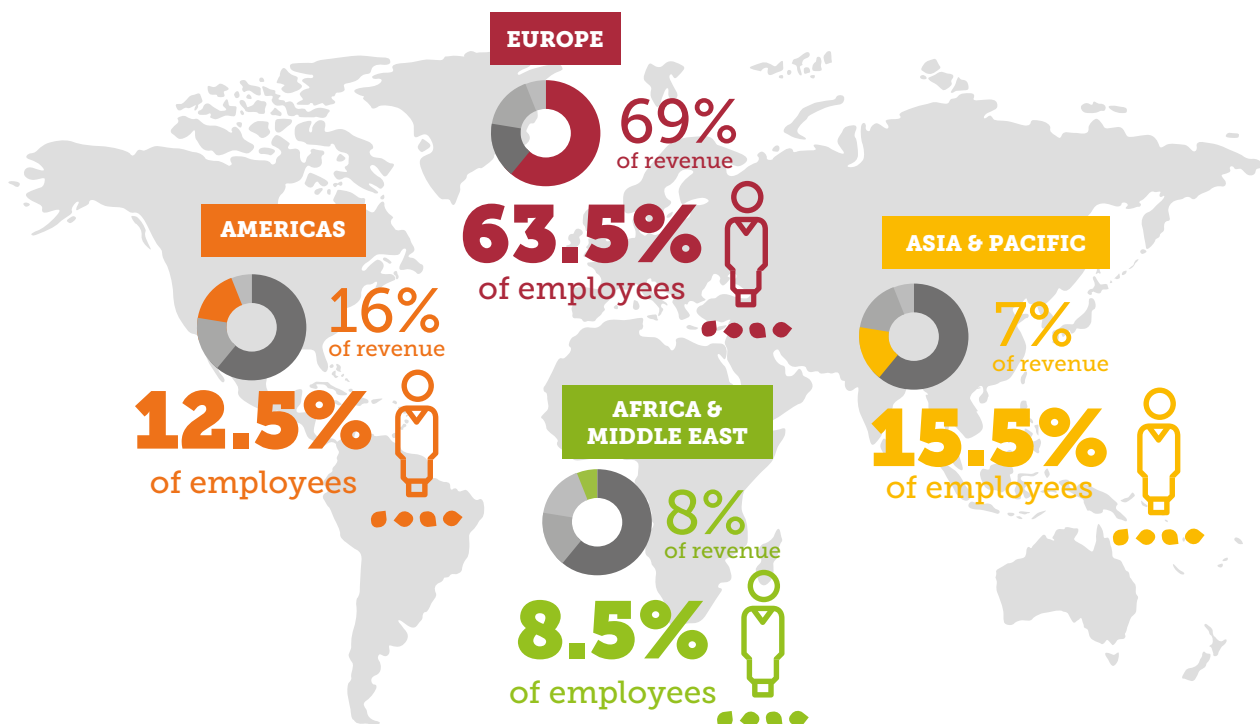


Over
41,000 ha
of production under
contract in Limagne



16.4%

of income from seeds is
invested in **RESEARCH**



Breakdown of revenue and workforce combining Group data (IFRS 11) and strategic partnerships (AgReliant, AGT, Genective, Seed Co, Soltis, Canterra Seeds, Hengji Limagrain Seeds, Carthage Génétique and Prime Seed Co).

Our CSR policy

The Limagrain CSR program, set out for the years 2019-2022, is structured around the 3 priorities and 9 issues listed below.



Our Global Compact commitment

In 2013, Limagrain formalized its commitment to the United Nations Global Compact and has since published an annual "Communication on Progress" (COP) to detail the progress made in terms of human rights, international labor standards, the environment and anti-corruption measures. This Limagrain Statement of Non-financial Performance pursues the same goal and fulfills the requirements for Communication on Progress (COP) under our commitment.



Our contribution to the Sustainable Development Goals (SDG)

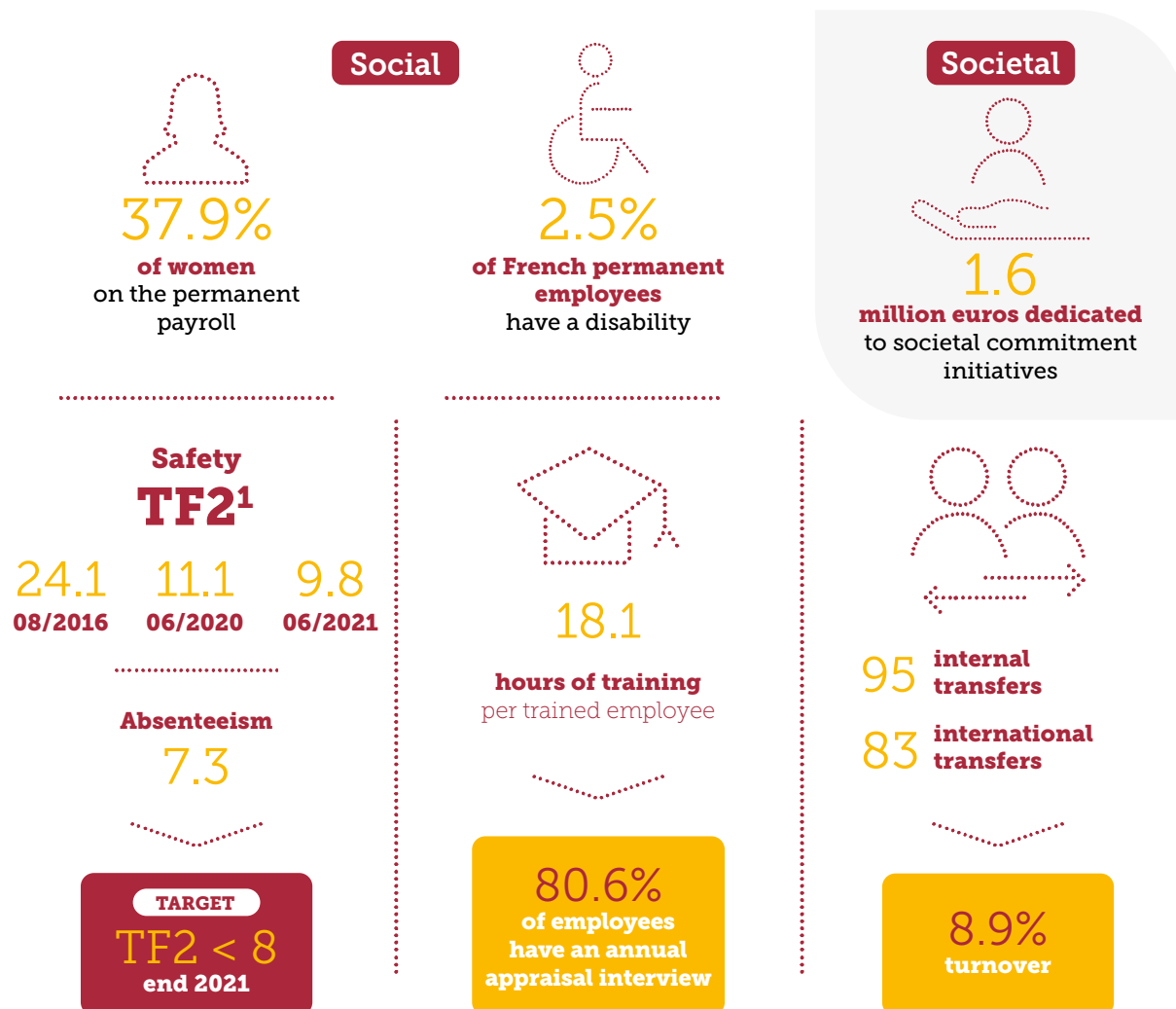
Based on its agricultural cooperative origins and farmer shareholding, Limagrain fulfills its role as a provider of food for its fellow human beings with commitment and responsibility. The integrated chains developed with cooperative members in their regions, creating industrial

short supply chains, provide bakery products for consumers and ingredients for agri-food manufacturers. For its part, the seeds business is the starting point for food production and as such, has a decisive impact on the living conditions of the population. As a result of

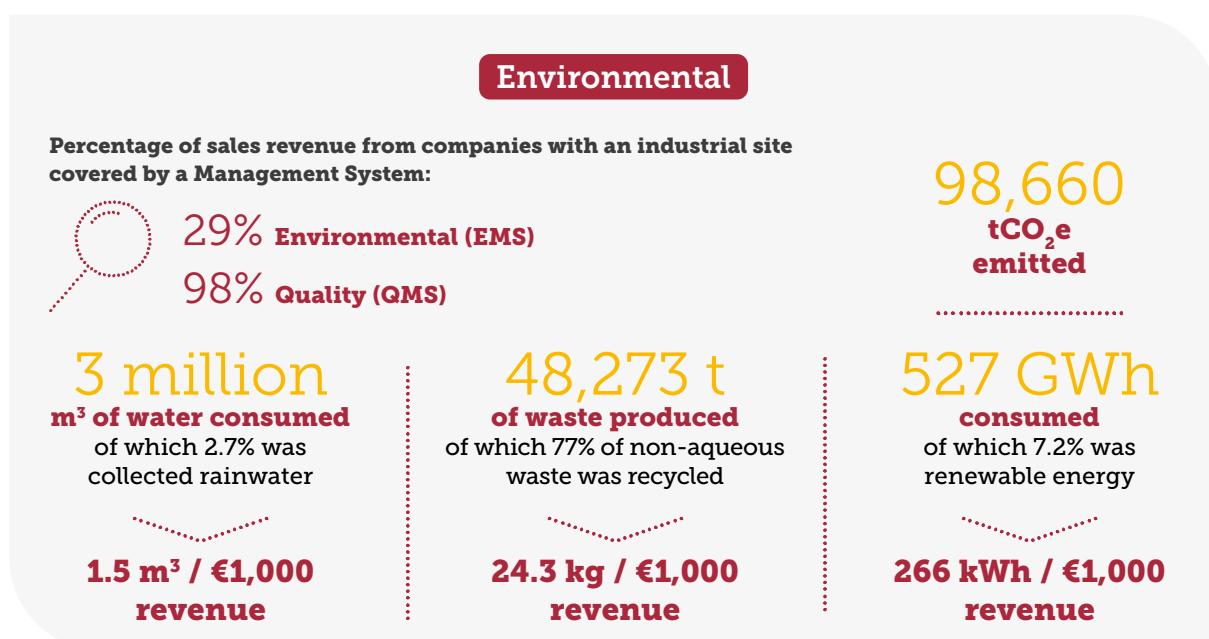
this important responsibility, Limagrain has already signed up to the Global Compact and its ongoing performance contributes to certain targets defined for each of the Sustainable Development Goals (SDGs) set out by the United Nations (UN), namely:



Our performance in key figures



¹ Accident Rate: an indicator based on the following formula: (number of accidents x 1,000,000) / number of hours worked. The TF2 is calculated on the basis of the number of accidents with lost time + accidents recorded without lost time.



1.1

LIMAGRAIN, A FRENCH AGRICULTURAL COOPERATIVE

Farmers sharing a common project

Cooperation forms an inherent part of who we are, namely a company of people, rather than of equity.

Cooperative members are the partners, suppliers and customers of their cooperative. They have signed up to a democratic operating model, under which one person has one vote, regardless of the number of shares they hold. They are organized in five geographical sections and elect the section delegates who in turn vote at the Annual General Meeting, notably regarding the appointment of directors.

This stable, cohesive system of share ownership provides a long-term strategic vision and ensures continued economic performance, particularly as it is supported by board members, themselves farmers, who are closely involved in the governance of all the Group's activities.

Our project for the cooperative aims to help farms in Limagne Val d'Allier achieve sustainable performance and make our land of origin an area of agricultural excellence. We do not consider profit as an end in itself, but as a means to realize our project.

Limagrain is therefore committed to developing agricultural production and solutions to meet the needs of the family farm entrepreneurship of this region.

In addition to seed production, the development of short supply channels over the past 30 years also contributes to this objective. The setting up of local processing units for ingredients and agri-food products adds value to the agricultural production of the cooperative members, as well as boosting the economic vitality of the region.

Our governance model is based on three specific characteristics:

- The Group is managed by a Chairman, who is an elected farmer, and a CEO, who is an employee appointed by the Board of Directors.
- This tandem structure is repeated throughout the six operational Limagrain activities worldwide.
- The company's top executives, irrespective of their country of origin, hold equity in the Cooperative alongside the farmers, as "non-cooperator members". One of them sits on the Board of Directors as their representative.

This model encourages proximity between cooperative members, their elected representatives and the executive bodies. It leads to effective decision-making, thanks to a shared strategic vision and

comparative exchanges between board members and salaried executives.

This culture of cooperation, shared by farmer members and employees, extends to scientific, industrial and commercial collaboration projects run by our Group all over the world.



Limagrain's cooperative governance

Limagrain's decision-making system is divided into three governing bodies, namely the Board of Directors, the Bureau and the Group Executive Committee.

The Board of Directors

The Board comprises sixteen farmers and one executive director.

A third of the Board of Directors is renewed annually. It elects its Chairman and appoints the CEO following proposals by the Chairman and the Heads of the various Group activities. The Board of Directors met thirteen times during the fiscal period, alternatively to consider local cooperative-related issues and international issues.



From left to right: Étienne Belin - Pierre-Antoine Rigaud - Claude Jacob - Marielle Boile - Jean-Luc Petoton - Éric Greliche: Bureau member - Annick Brunier: Bureau member - Sébastien Vidal: Deputy Chairman and Bureau member - Pascal Viguié: Chairman and Bureau member - Philippe Blateyron: Deputy Chairman and Bureau member - Sébastien Briffond: Deputy Chairman and Bureau member - Séverine Darsonville - Guillaume de Quatrebarbes - Yannick Chassaing - Joël Amaud - Florent Ponchon - Daniel Jacquemond: representing the Top Executives

The Bureau

This comprises six elected farmers, members of the Board of Directors and three executives (the CEO¹, Deputy CEO and the Head of the Cooperative). It met 21 times during the fiscal period.

The Executive Committee

This comprises the CEO² and Deputy CEO, the heads of the Group's activities and support functions. It meets twice a month.



From left to right: Franck Berger: Head of Vegetable Seeds - Christophe Brasset: Head of Limagrain Coop - Olivier Falut: CFO - Quiterie Foulet: Head of Human Resources - Régis Fournier: Head of Field Seeds - Daniel Jacquemond: Deputy CEO - Valérie Mazza: Head of Scientific Affairs, Innovation and CSR



New CEO

Sébastien Chauffaut has been CEO of Limagrain since 27 September 2021.

¹ On 30 June 2021, the vacant position of CEO was occupied by the Chairman.

² On 30 June 2021, the position of CEO being vacant, the Executive Committee was chaired by the Deputy CEO.

1.2

LIMAGRAIN, AN INTERNATIONAL SEED GROUP

OWNED BY A FRENCH COOPERATIVE

As a creator of plant varieties, Limagrain produces and markets field and vegetable seeds.

Unlike its main international competitors, Limagrain's sole business is seeds. Indeed, Limagrain does no business in the agrochemical field. As a complement to its business activities for professionals, farmers and growers, the Group sells seed to home gardeners.

In the panorama of global leaders in seed production, which is dominated by major agrochemical groups, we have a unique form of governance. The Limagrain

cooperative is our parent company and its 1,500 cooperative partners form the shareholder base of our Group.

Our project aims to make progress in all forms of agriculture throughout the world through varietal innovation based on plant genetics and to ensure all farmers can access this progress.

Thanks to the Cooperative's local roots and its vocation to promote the produce of its cooperative members, Limagrain has also developed its integrated chain activities for cereal products in its home region. The starting point

for semolina corn and milling wheat chains lies in seeds, through the creation of varieties that are adapted to the local conditions of the Limagne-Val d'Allier and the industrial processes used for the production of cereal ingredients and bakery products.

Our global performance is part of the long term and our income is intended to allow us to pay farmer members and employees fairly and also ensure the Group's stability, development and sustainability. This vision is shared with the minority shareholders of certain subsidiary entities.

Our business: a seed producer above all else

Being a seed producer firstly involves creating new higher-performing varieties from existing genetic diversity. The seeds from these varieties must then be produced, engineered to ensure quality and sold to farmers and growers. Limagrain masters all these activities, both for field and vegetable seeds, and has a portfolio of renowned brand names for marketing.



Vegetable seeds

Limagrain is the world's leading vegetable seed producer. Its customers are growers – who produce vegetables for the fresh produce market – and processors specialized in canning and freezing.

The Limagrain range is highly diverse, featuring over fifty species, including the world's most consumed vegetables, such as tomatoes, sweet and chili peppers, onions, watermelons and carrots, as well as local species such as chicory in France, fennel in Italy, kabocha squash, mustard greens and Cantonese cabbage for Asian countries and tomatillo in Mexico.



Limagrain is world leader for some of these species, such as tomatoes (the world's highest-value vegetable species), carrots,

melons, cauliflower and zucchini and is no. 2 in beans and no. 3 in peppers, for example.



Field seeds

Limagrain is the world's sixth-largest supplier of field seeds for farmers.

Corn and wheat are the two founding species produced by Limagrain worldwide. Alongside these, the Group is developing a portfolio of species adapted to each region and market in which it operates. Due to their importance

in the European domestic market, sunflower and rapeseed are strategic species. Regional species have also been identified for their crucial complementarity and the role they play in meeting the requirements of different markets. For these, Limagrain has introduced a plant breeding program for species such as barley,

soybean, millet, rice and pulses. For others, including forage, beans and sorghum, Limagrain has distribution agreements with the breeders of these species that enable it to offer local customers a comprehensive range.



▶ A concentrated competitive environment

As a seed group, Limagrain operates in a highly concentrated competitive environment, resulting from merger operations involving major operators in the seeds and agrochemicals sector over the last few years. Although market integration remains unequal depending on the zones and species, the top five seed producers now represent over half of the global commercial seed market (in terms of seed sales).

These movements highlight a tendency for agrochemical

companies to consolidate their portfolio of assets by integrating or consolidating seeds. In doing so, they are responding to an agrochemicals market impacted by the economic difficulties of farmers and the growing reluctance to use plant protection products in certain countries.

These mergers do not significantly change the size of the main operators in the seed market.

However, the geopolitical distribution of the major players

in the sector has changed significantly. Among the top ten global seed producers, three are German, two are Chinese, one is Japanese, one is Danish, one is Dutch and another is American. In the global seed producer landscape, Limagrain has retained its competitive position as no. 4 player in the world and is no. 1 in the French market.



Garden products

Limagrain also provides amateur gardeners in some European markets with a wide range of seeds (vegetable, flower and grass) and related products, such as bulbs and garden equipment.

The range of garden products has expanded and diversified, illustrating the shift in marketing strategy towards products that suit urban requirements and digital transformation. The aim of the Vilmorin brand is to become a partner for all growers in their gardening experience.

Agri-food products: promoting the productions of our cooperative members

Based on our core business of seeds, we have created integrated chains for our cooperative members' produce in our region

of origin, Limagne Val d'Allier. These channels create short supply chains that help ensure the long-term future of farms

and the economic vitality of the local region.

Processing of grains and cereals

From grains and cereals, Limagrain Ingredients creates natural and safe ingredients with unique functions. Working together with major players in the agri-food, pet food and animal nutrition industries, Limagrain Ingredients processes

more than 330,000 tons of cereals every year in its seven production plants in Europe. It sells its products on six international application markets, namely bakery products, ready-made meals, breakfast cereals, pet food, horse feed and

feed for young stock (piglets and calves), and two local application markets, namely traditional bakery products and wood pellets.

Accessing end consumers through bakery products

Using Limagrain Ingredients wheat flour, we manufacture bakery products, in particular sandwich loaves and hamburger

buns. This range is supplemented by a range of pastries, including cakes, pancakes and waffles. Jacquet-Brossard has seven

industrial sites in France and Belgium and is no. 2 on the French industrial bakery products market.



Developing new integrated chains

New integrated chains have been launched to offer additional land surface under contract to cooperative members, diversify production, provide agronomic benefits (such as crop rotation

and nitrogen fixation in the soil) and meet societal expectations (introduction of plant proteins in food, short supply chains, etc.). These promote the production and processing of pulses and the

production of alfalfa hay for local farmers under the Saint-Nectaire *Appellation d'Origine Protégée* (AOP) specifications.

Resources

Human



A **unique and engaged** cooperative governance



Over **9,000 permanent employees** of 85 nationalities



1,500 cooperative partners

Financial



77.5% of the Group's capital is held by the Cooperative, creating a highly stable share ownership



Since its origin, a high proportion of **profits are reinvested** into the development of Limagrain



Controlled debt

Intellectual



Portfolio of renowned brand names



16.4%⁽¹⁾ of income from seeds is invested in research



Over 50 years' experience in plant breeding and seed production



Over 100 research stations and centers



23% of the workforce are actively involved in research

Production



18 industrial seed sites worldwide



13 cereal products sites in France and Benelux

Natural/Environmental



Access to **gene banks** and support for the **Crop Trust**



41,000 ha of agricultural production under contract in Limagne Val d'Allier



526,627 MWh of energy consumed



Active contribution to **creating and protecting** the genetic diversity of grown species



3,011,722 m³ of water consumed

Societal



57 countries of operation



48,000 suppliers



Numerous scientific, industrial and commercial partnerships

Our values



Progress



Perseverance



Cooperation

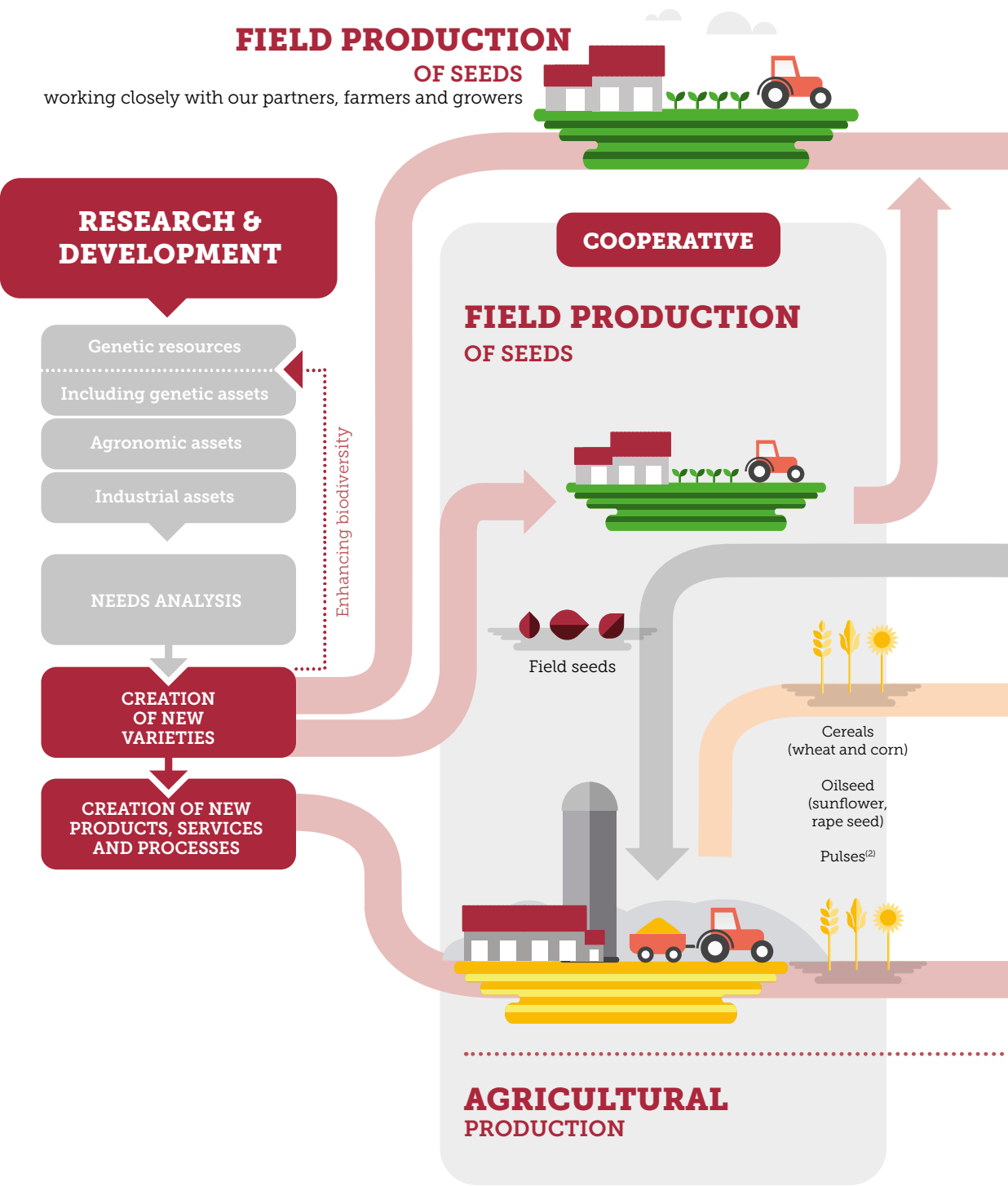
⁽¹⁾ Calculated on the basis of seed sales for the professional market business, including 50% of AgReliant's activity (North America. Field Crops)

1.3

OUR VALUE

Our vocation: Cooperate for the progress

Our challenges: major demographic challenges, and eating habits, climate change and preservation

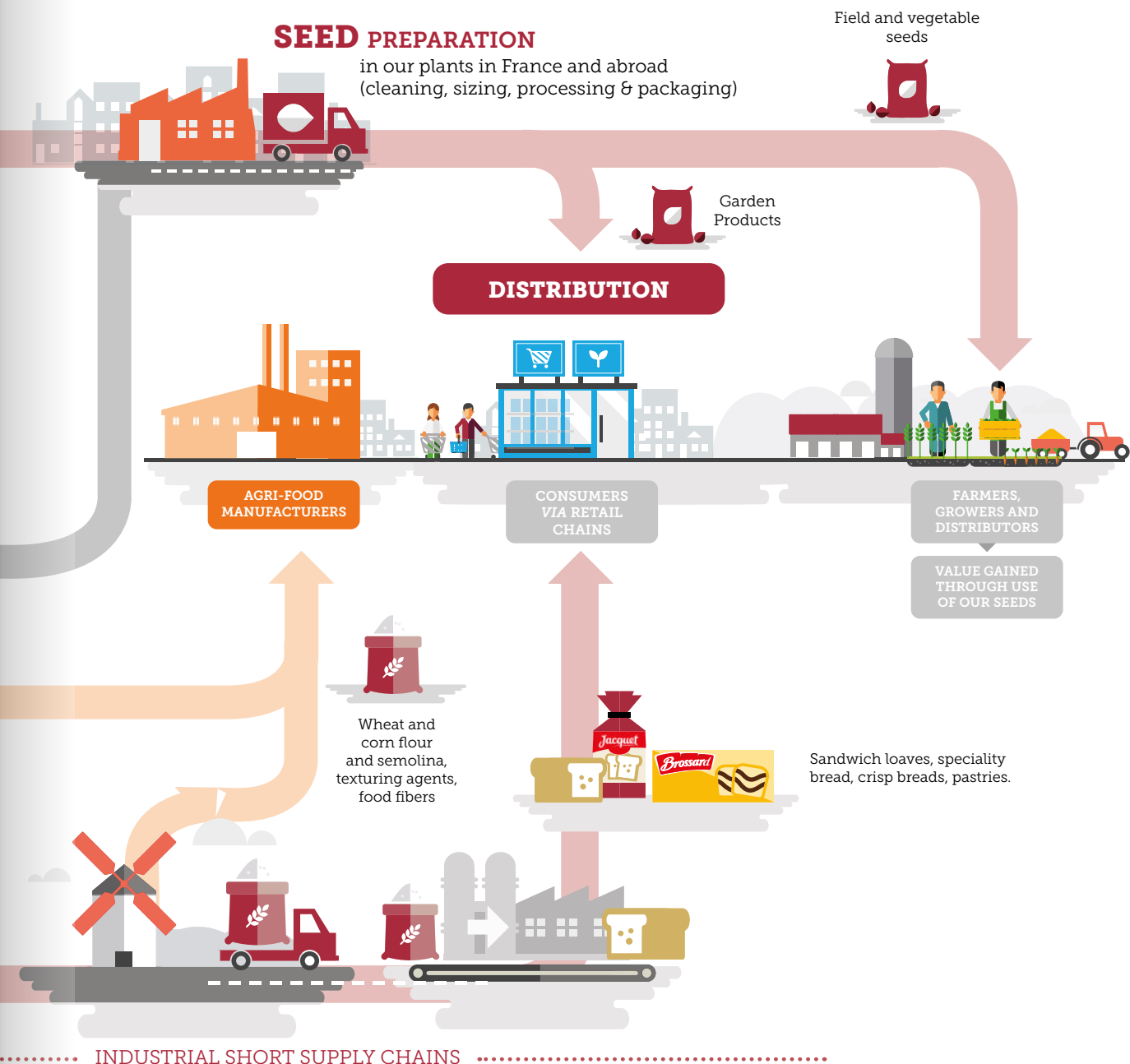


⁽²⁾Launch of a pulse integrated chain, from farmers to consumers, with the acquisition of Nutrinat

CREATION MODEL

of agriculture everywhere, for everyone

increasing urbanization, changes in lifestyles
of natural resources



PROCESSING OF CEREALS

in our French plants

MANUFACTURE OF BAKERY PRODUCTS

in our French and Belgian plants

Contributions

Human



Accident frequency rate
with and without
lost time: **9.8**



Training budget:
3.2 million euros



16.5 million euros
under the profit-
sharing scheme



141,960 hours
of training

Financial



1.984 billion euros
of revenue



680 million euros
of revenue
in strategic
partnerships



91 million euros
of net profit

Production



Worldwide,
**1st vegetable seed
producer** and
6th in field crops



In France,
**2nd industrial
producer of**
bakery products

Intellectual



**324 new
varieties launched**
during the fiscal period



Over
**6,000 marketed
varieties**

Natural/Environmental



€50,000
donated in sponsorship
to bodies promoting
biodiversity



**98,660 t of CO₂e
emitted**
(including
refrigerants)



5.9 million euros invested
in improving
environmental impacts
in 2020-2021



3 industrial sites
certified ISO 14001
(Environment)



Limagrain Ingredients
sites in Arques and Ennezat
(France) certified ISO 50001
(Energy Management)



48,273 t
of waste

Societal



1.6 million euros
in philanthropy
and societal initiatives



Nutri-Score
displayed on all Jacquet
Brossard products



Contribution to increased
food production related
to genetic progress
made by new varieties



Food safety certification
for all French bakery companies
and cereal ingredients
(BRC, IFS, FAMI-QS
or ISO 22 000 FSSC)



**Contribution
by Brossard**
to National Nutrition
Health goals



**Development
of the Cleanlabel**
by Limagrain Ingredients

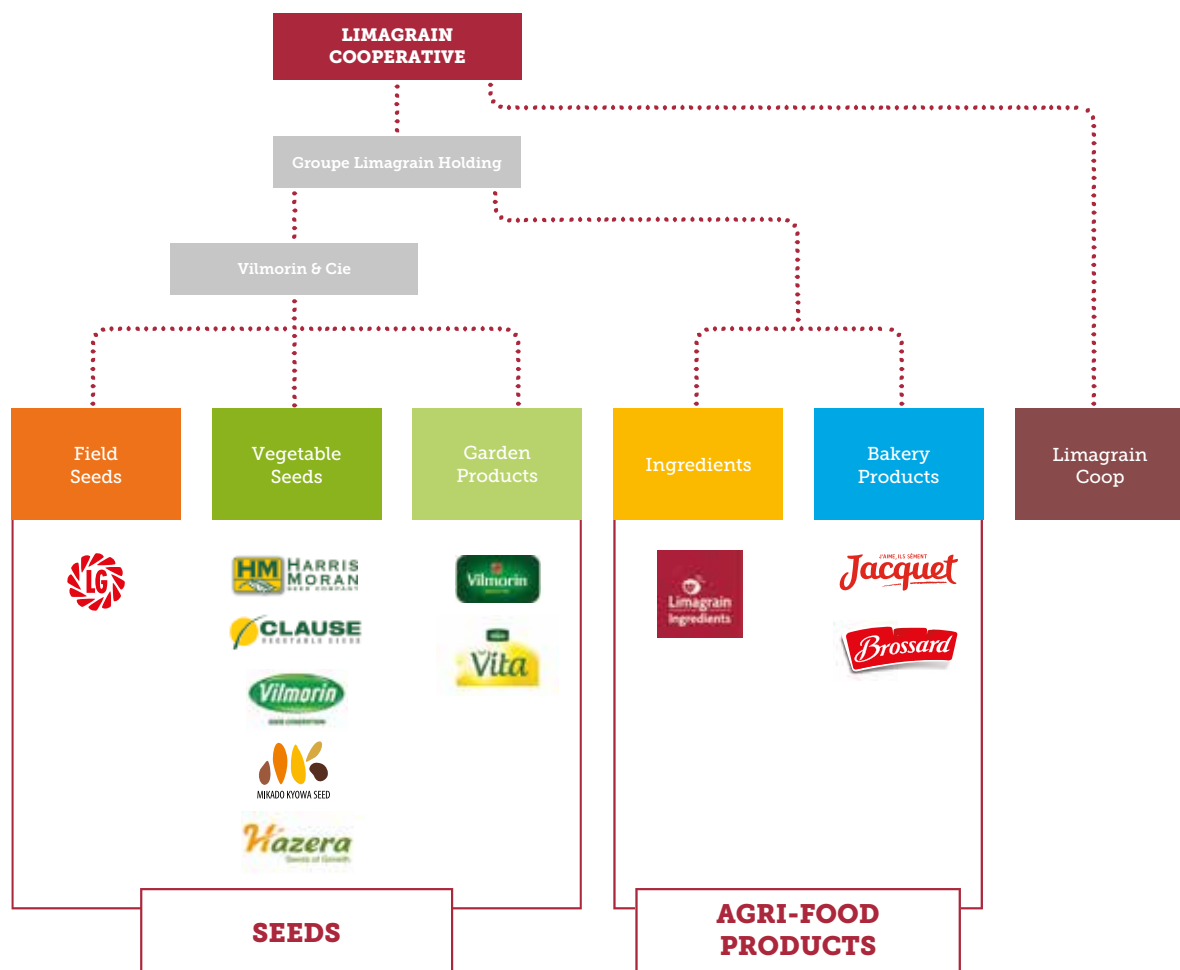
1.4

OUR ORGANIZATION CLOSE TO OUR MARKETS AND OUR CUSTOMER'S REQUIREMENTS

We have chosen to organize ourselves into Business Units (BU) to be closer to our various markets, which are highly segmented both

geographically and in terms of products. This organization is a real source of strength, enabling us to better take our customers'

requirements into account, be more efficient and agile, as well as raising our global position.



Field Seeds BU:

AgReliant, Limagrain Africa, Limagrain Asia Pacific, Limagrain Cereal Seeds, Limagrain Europe, Limagrain South America

Vegetable Seeds BU:

Hazera, HM.CLAUSE, Vilmorin-Mikado

Garden Products BU: Vilmorin Jardin

Ingredients BU:

Limagrain Ingredients

Bakery Products BU:

Jacquet Brossard

Limagrain

Coop BU

Our Corporate Social Responsibility commitments

2



Limagrain drew up its first Corporate Social Responsibility (CSR) program in 2012.

Building on its activities, daily practice and relations with its stakeholders, the CRS program structured the challenges that Limagrain was already meeting through its daily actions, guided by its values of Progress, Perseverance and Cooperation.

2.1

OUR CSR POLICY AND ITS GOVERNANCE

The CSR program was revised in 2019 to bring it into line with the new Group Project. It has been drawn up with a systemic, partner-based vision to allow for sustainable commitments and is

ISO 26000 compliant, especially with regard to the elements relevant to the agri-food segment, as well as the ten principles of the Global Compact. Furthermore, each Business Unit can draw up

a CSR program that addresses its own specific issues. The Group CSR Department ensures however that those drawn up by Business Units are consistent with the Group program.

The three CSR priorities

The Limagrain CSR program, set out for the years 2019-2022, is structured around the 3 priorities and 9 issues listed below.





This priority sets out Limagrain's DNA and constitutes one of the two facets of its identity, namely that of a French farming cooperative to which 1,500 members belong in central France, in the Limagne-Val d'Allier plain. On the strength of its ownership by farmers, Limagrain's role is to contribute to the long-term future of their farms, through high added-value integrated chains, especially involving cereal products. This specific nature thus determines its relational approach to its stakeholders, embodied by the building of new partnerships, new ways of relating and creating shared value, and underpinned by the introduction of ongoing dialog and sustainable relations, both internally and externally. This also involves participating in the development of the regions where we operate, while ensuring its activities have a positive impact.

This priority reflects the second facet of Limagrain, that of an international seed producing group. Unlike its competitors, Limagrain, which is a pure seed producer, aspires to create innovative seeds that provide solutions that are effective and sustainable for all forms of agriculture. It encompasses the issues related to the Group's activity in a range of areas, including the creation of varieties, plant biodiversity and the company's participation in the societal debate on seeds.



Limagrain's activities are performed in a responsible and ethical manner in order to build long-lasting and fruitful relationships in the markets in which it operates. Acting responsibly also involves Limagrain striving to limit drawing on natural resources, caring about the well-being of its employees and focusing on creating and preserving value in the short, medium and long terms. This is how the Group aims to develop its activities, whilst optimizing the management of environmental, social and societal risks in varied and changing business contexts.



Breeding of rapeseed in Verneuil l'Etang (France) - Limagrain Europe

Operational organization

CSR management is based on the continual progress program rolled out throughout Limagrain, as well as on a dedicated organization. The CSR Department has three permanent staff members who coordinate Corporate Responsibility actions at Group level. For the past 6 years, the CSR Department has drawn on the expertise of a CSR committee, comprising CSR correspondents from the various Business Units, representing the various Group business lines.

The fact that the CSR Department reports to a member of the Group Executive Committee demonstrates the importance of CSR in the Group's strategy and impacts its governance. Indeed, the Group Executive Committee, acting as the CSR Strategic Committee, guides, approves and controls the program, which is coordinated and monitored by the CSR Department. As such, it provides annual reports on the progress of the program.

Certain Corporate Departments coordinate CSR issues related to their business and can draw on their business networks to structure and roll out initiatives. This method of governance enables the issues and initiatives to be disseminated among all Group activities, as well as more closely involving BUs and Corporate Departments with their performance.

During the past fiscal period, further BUs have formalized their own CSR programs. These are adapted to their business context and are fully integrated into the Group CSR program.

Existing programs:

Jacquet Brossard ("EPI")

Limagrain Ingredients ("Progress")

New programs:

Hazera ("Growing the future together")

Limagrain Europe

Vilmorin-Mikado ("Up to 7")

Programs

in progress:

HM.CLAUSE

Hazera launches an in-house CSR newsletter

Hazera plans to share details of the CSR actions and initiatives undertaken as part of its new CSR program, "Growing the future together", with all its employees. The BU has therefore decided to launch a dedicated in-house digital CSR newsletter.



2.2

LIMAGRAIN'S GLOBAL COMPACT COMMITMENT

In 2013, Limagrain formalized its commitment to the United Nations Global Compact and has since published an annual "Communication on Progress" (COP) to detail the progress made in terms of human rights, international labor standards, the environment and anti-corruption measures.

This Limagrain Statement of Non-financial Performance pursues the same goal and fulfills the requirements for Communication on Progress (COP) under our commitment.

Limagrain sets out its policies and actions in response to the ten principles of the Global Compact in part 5, which is

divided into three chapters:

- 5.1 Creating an environment that is conducive to professional growth
- 5.2 Acting in accordance with our Ethical Principles and Code of Conduct.
- 5.3 Limiting the environmental impact of our activities

The 10 principles of the UN Global Compact incite companies to:



HUMAN RIGHTS

- 1: Support and respect the protection of internationally proclaimed human rights;
- 2: Make sure they are not complicit in human rights abuses.



INTERNATIONAL LABOUR STANDARDS

- 3: Uphold the freedom of association and recognize the right to collective bargaining;
- 4: Contribute to the elimination of all forms of forced and compulsory labor;
- 5: Contribute to the effective abolition of child labor;
- 6: Contribute to the elimination of all discrimination in relation to employment and occupation.



ENVIRONMENT

- 7: Support a precautionary approach to environmental challenges;
- 8: Undertake initiatives to promote greater environmental responsibility;
- 9: Encourage the development and diffusion of environmentally-friendly technologies.



ANTI- CORRUPTION

- 10: Work against corruption in all forms, including extortion and bribery.

2.3

OUR CONTRIBUTION TO THE SDG



SUSTAINABLE DEVELOPMENT GOALS (SDG)

LIMAGRAIN'S CONTRIBUTION IS DESCRIBED IN PARAGRAPH:

Propose innovative, responsible solutions based on plant genetics for all forms of agriculture

Preserve and enhance plant biodiversity

Act in accordance with our Ethical Principles and Code of Conduct

Limit the environmental impact of our activities



..... No hunger

2.3

By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.

2.4

By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.

2.5

By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed.

Chapter 4.1
(P.38)

Chapter 4.1
(P.38)

Chapter 4.2
(P.45)

Based on its agricultural cooperative origins and farmer shareholding, Limagrain fulfills its role as a provider of food for its fellow human beings with commitment and responsibility. The integrated chains developed with cooperative members in their regions, creating industrial

short supply chains, provide bakery products for consumers and ingredients for agri-food manufacturers. For its part, the seeds business is the starting point for food production and as such, has a decisive impact on the living conditions of the population. As a result of

this important responsibility, Limagrain has already signed up to the Global Compact and its ongoing performance contributes to certain targets defined for each of the Sustainable Development Goals (SDGs) set out by the United Nations (UN), namely:



Good jobs and economic growth

8.7

Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms.

8.8

Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

Chapter 5.2
(P.63)

Chapter 5.2
(P.63)

12.2

By 2030, achieve the sustainable management and efficient use of natural resources.

12.3

By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.

12.5

By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

Chapter 4.1
(P.41)

Chapter 5.3
(P.69)

Chapter 5.3
(P.69)



Responsible consumption and production



Life on land

15.6

Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed.

15a

Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.

Chapter 4.2
(P.45)

Chapter 4.2
(P.45)

2.4

OUR RISKS AND OPPORTUNITIES

The Internal Audit and Risk Management Department, Human Resources Department and Group CSR Department have made a concerted effort to identify risks and opportunities.

The non-financial risks originate from the Group's risk mapping. Risk-related issues, taken from the materiality analysis, were selected on account of the importance of material issues cross-referenced

with issues seen as important by external stakeholders. Food waste has also been included as an issue, on account of regulatory developments and its relevance for Limagrain's sector of activity.



In total, there are 10 risks and 16 non-financial issues listed in the table below:

Themes	Non-financial risks	Risk-related issues	Detailed in
Environment	Pollution and environmental non-conformities in sites	Waste management and recycling, including food waste	5.3
		Greenhouse gas (GHG) emissions and air pollution	5.3
		Management and quality of water and effluents	5.3
		Preservation of biodiversity on sites	5.3
Quality	Product quality, including food safety	Nutritional quality and product safety	4.1
Human Resources	Health and safety of employees and security of property	Safety and security of individuals and property	5.1
	Safety of property and individuals		
	Attracting and retaining talent	Attracting and managing talent	5.1
		Commitment to diversity in HR	5.1
Ethics and Legal	Compliance of practices with ethical principles and anti-corruption laws	Respect for Human Rights and the Rights of the Child	5.2
		Responsible Purchasing policy	5.2
	Intellectual property	Preservation and enrichment of cultivated biodiversity	4.2
Communication	Damage to reputation or image	Relations with stakeholders and participation in public debate	4.3
		Local development	3.3
		Support for communities and philanthropy	3.3
Information system	Cybersecurity	Protection of data and information systems	5.2
Limagrain Coop activity	Loss or decrease of production surface areas	Economic performance of farms and the development of integrated chains	3.1

2.5

IMPACT OF THE COVID-19
HEALTH CRISIS

2020-2021 was marked by the continuation of the Covid-19 global health crisis, creating more uncertainty among the Group's target markets. However, as an agricultural cooperative, seed producer and agri-food industrialist, Limagrain is one of the structures whose business is considered strategic on account of its clear link to food. Business therefore never stopped and the Group has had to continually adapt to the constraints created by this pandemic in order to ensure the supply of seeds to farmers and growers, of ingredients to

manufacturers, of garden products and bakery products to consumers, as well as ensuring the supply of inputs to the cooperative members and collecting their crops.


From a social standpoint, Limagrain sought to adopt a harmonized response to this crisis. The "Group Social Approach", drawn up in the previous year to provide support for all employees through advantageous social measures during the most severe period of the crisis, was therefore maintained.

In this context, Limagrain managed to record growth in its seeds activity and stability in its cereal products activity, thus demonstrating the resilience of its model and its development potential. Limagrain has also continued to deploy its strategic orientations, particularly in terms of investment in research and innovation, and worldwide development in professional agricultural and vegetable markets.



3

COOPERATING...



Cooperating, means doing together what we can't do alone.

It was this ambition that drove the farmers who created Limagrain in 1965. Over half a century later, the ambition remains intact. It guides Limagrain in its operations, development and relations with stakeholders. It underpins the building of new partnerships, new relationship methods and the creation of shared value, based on introducing an ongoing dialog, active listening, and responsible relationships, both internally and externally. It includes participating in the development of areas in which Limagrain operates, starting with its land of origin, ensuring the positive impact of its activities.



**Economic
performance of
farms and the
development of
integrated chains**

3.1

CONTRIBUTE TO SUSTAINABLE PERFORMANCE OF COOPERATIVE MEMBERS' FARMS

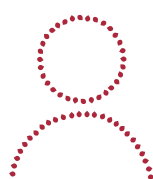
Limagrain has been contributing to the activity of its cooperative members' farms for over 50 years, by offering production areas that provide fair remuneration and solutions (products or services) to help the sustainable performance of their farms from an economic, social and environmental viewpoint.

Through the creation of its "seeds", "cover wheat" and "semolina corn" integrated chains, combining production under contract from farmers and the local set up of dedicated industrial tools, the cooperative has managed to preserve agricultural family entrepreneurship in Limagne Val d'Allier and create jobs in the local area. The creation of a new quality reference system called

the "Limagne Charter", involving all players in the corn and wheat integrated chains, together with new "pulse" and "alfalfa hay" integrated chains, is geared towards the same objective by offering new opportunities for income. Lastly, the cooperative is providing support for its cooperative members with the digitization of agriculture.



1,500
cooperative
members



400
farms use
Limagine
(crop monitoring
computer software)



41,000 ha
of crops under
contract
with Limagrain for
cooperative members
in the Limagne Val d'Allier
plain (France)

3.2 PROMOTE A SHARED CULTURE

Rallying around the company project

Employee motivation comes from the ability of a company and its managers to provide meaning and visibility as regards the purpose, ambitions, mission and vision of the company.

Meetings are held annually between Top Executives and Executives, which also provide an opportunity to re-explain the Group's strategy and mission. These include an overview of the year's priorities that will enable the Group to achieve its ambitions in the long term. The Covid-19 health crisis prevented these meetings from taking place in person this year. It was nevertheless crucial to keep in touch, so telephone and

video-conference meetings were organized on a more regular basis during this period and a digital event was held for Executives from across the Group. The Info+ newsletter for Executives has become a key internal communication tool.

At each Business Unit level, staff meetings and sales conventions are held in each country where Limagrain operates, enabling managers to present and discuss the Project and the Group's mission, as well as explaining how the Business Unit makes a contribution. Most of the Business Units publish paper or online newsletters, which are the

ideal media for communicating the company's strategy and for highlighting the actions that support this strategy.

Other meetings are evidence of the desire to work together on shared projects to promote innovation and bring together communities of experts. On the scientific side, the ACL, or Association of Limagrain Researchers, is an annual three-day meeting attended by the 300 researchers of the Group. The agenda includes plenary sessions and workshops on a theme that changes each year.

Bringing cultures closer together through the Limagrain Academy

In the cultural pillar, the objective of the Limagrain Academy (see §5.1.) is to disseminate Group culture, develop a feeling of belonging, showcase values and connect the various populations. The "Limagrain Game", a digital game developed in 2016,

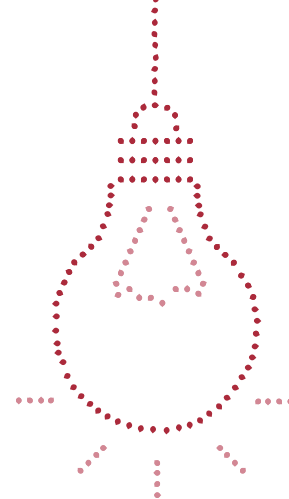
enables employees to deepen their knowledge of the Group, particularly its organization, history, governance and values. It is used in the Business Unit induction programs and during certain staff meetings.

Limagrain Academy pursues the objective of offering quality training courses for all the nationalities represented in the Group. Training courses are currently available in seven languages.

Induction programs

Induction programs continued during the fiscal period. Most are organized within Business Units for their employees, as close as

possible to their operational reality, whilst some targeted employees undergo an induction program organized by the Group.



Group induction program

Intended for managers that have recently joined the Group, the Group induction program has also been designed for employees whose positions have been confirmed, who have been with the company for up to 5 years and have graduate qualifications or equivalent experience. These programs include a meeting with members of the Group Executive Committee and Directors, discussions with employees that have moved

around within the Group and an activity on the Group's history, values and activities, together with visits to sites and meetings with members of the Limagrain cooperative. The aim is to help the new managers integrate into the Group, both in terms of understanding the business and strategy and becoming familiar with the resources available within each Business Unit (human resources development policy, communication tools, etc.).

The Group's CSR commitments, anti-corruption rules, Ethical Principles and Code of Conduct are also explained in detail. This year, despite the pandemic, four programs took place online.



149

people

followed the Group
induction program

The "Auvergne" induction program

The "Auvergne" induction program pools the induction programs of the Business Units in the region, for all employees, and features a shared component that focuses on comprehension and global knowledge of the Group and a more operational component that

is specific to each Business Unit. This promotes exchanges between Business Units in the same region and ultimately develops mobility within the Group. This year, despite the pandemic, four courses took place, three of which were online.

123

people

followed the
"Auvergne" induction
program



3.3

ENGAGING WITH THE LOCAL COMMUNITIES AROUND OUR SITES

Limagrain has chosen to implement local management around an organizational model that is close to the markets. It is closely involved in the local areas of subsidiaries and sites, which enables it to take local culture and specificities into account. On the basis of its ongoing attention, Limagrain is able to contribute to local development and support local communities in terms of jobs and access to education or equipment, as well as contributing to the vitality of the local region in economic, sporting or cultural fields.



**Local development
Support for
communities and
philanthropy**

€1,645,508
has been dedicated
to community initiatives

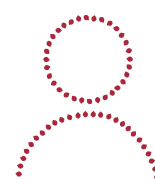


**including
€58,370
for initiatives related
to the health crisis**

Engaging in Limagrain's region of origin, the Limagne-Val d'Allier plain

Bolstered by its cooperative culture and attachment to its region of origin, the Limagne-Val d'Allier plain where all its cooperative members are based, Limagrain assists with its development and is constantly interacting with the local ecosystem through a number of initiatives that help drive the

region. These initiatives are either carried out alone or in partnership with local public, private or associative players, involving a range of fields, such as research, jobs, industry, education, the environment, sport and culture.



1,500
employees
in Limagne-Val
d'Allier

2nd
**largest private
employer
in Auvergne**

Our achievements

AN ONGOING ATTACHMENT TO ITS REGION OF ORIGIN

Since it was founded in 1965, Limagrain has continually demonstrated its attachment to the Limagne-Val d'Allier plain. Decisions regarding site locations, in particular the headquarters and the building of a new milling plant for Limagrain Ingredients in Ennezat, are clear signs of Limagrain's desire to contribute to the economic drive and appeal of the region. With the creation of the Auvergne Rhône-Alpes region in 2015, Limagrain has establishments in the Clermont-Ferrand, Lyon and Valence regions, where it employs 2,097 permanent staff.



Construction of a new milling plant in Ennezat (France) – Limagrain Ingredients

CONTRIBUTING TO A QUALITATIVE REGIONAL OFFER OF HIGHER EDUCATION

As it is convinced that training contributes to the vitality of region and that a group should be able to recruit well-trained candidates locally, Limagrain has committed to initiatives with higher education institutions in the region. As a member of the University of Auvergne Foundation and the Clermont-Ferrand Business School Foundation, Limagrain is also involved in the governance of Hall 32, a school in Clermont-Ferrand dedicated to jobs in industry. Designed for young people and adults from a range of backgrounds, Hall 32 also aims to transfer technological skills to small and medium-sized businesses.



..... Our achievements

PROMOTING THE REGION THROUGH SPORT

The rugby culture is deeply rooted in Auvergne and the ASM-Clermont-Auvergne rugby club has been its showcase for over a century at the highest French and European level. In 2009, in view of this and the representational aspect of providing support, Limagrain became one of the major sponsors of the club, which has since won the French championship twice. Furthermore, since 2016, one of the stands in its iconic Marcel Michelin stadium has been known as the Limagrain stand, demonstrating the company's attachment to the club and its supporters.



ACTING TO PROTECT THE ENVIRONMENT

For the past six years, the Group and the League for the Protection of Birds in Auvergne have been running a program with the help of volunteer farmers and employees, aimed at protecting Montagu's Harriers, a species of bird deemed to be at risk in Auvergne and France as a whole. Montagu's Harriers nest in wheat fields and their young have often not yet left the nest by harvest time. The initiative is therefore aimed at finding the nests and setting up protection areas with the consent of farmers. In 2020 in Puy-de-Dôme and Allier, of the 161 young harriers observed in flight, 78 had benefited from protective measures.

In the regions of all our sites

The need to adapt to a range of soil and climate conditions, the need to spread risks and the desire to be close to markets all explain Limagrain's presence in 57 countries through a network of over 150 sites where permanent staff work. Mainly located in rural areas, these sites benefit local employment, in particular on account of the subcontracting and seasonal work they provide. In addition,

as a testimony to Limagrain's culture of co-operation, each site maintains a quality dialog with its stakeholders and develops a partnership-based approach in its community.

With regards to philanthropy, the Group's companies share specific causes, such as promoting access to quality seeds, developing learning on how to use them, contributing to education, improving living conditions and

raising awareness of the benefits of gardening. With regards to sponsoring, the companies provide financial support for structures related to their communities and active in sport, culture or promoting heritage and local traditions.

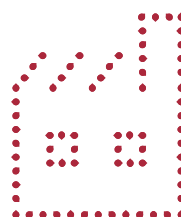


Waffle factory in Dour (Belgium) – Jacquet Brossard



Cake factory in Pithiviers (France) - Jacquet Brossard

Over
150
industrial sites,
administrative sites
and research
stations
(with permanent staff)



6,621
seasonal staff
or
1,350
FTE
(full-time equivalents)

Our achievements

THE IMPACT OF SEED ACTIVITIES ON RURAL AREAS

For a seed producer such as Limagrain, the choice of area for sites, whether for research or seed production, is largely made on the basis of technical considerations. This involves finding the right agronomic conditions and producers with expertise, whilst spreading the risks inherent in agricultural production (climate, diseases, pests, etc.). This is why Limagrain has a network of over 100 research stations throughout the world, set up in the center of agricultural regions, and spreads its seed production over all continents. Limagrain thereby boosts the activity of farms and creates permanent and seasonal jobs in rural areas.



..... Our achievements

PRO-ACTIVE COVID ENGAGEMENT

In the context of the Covid-19 pandemic, many companies have led initiatives to help the most vulnerable people in society. But the Group also sought to contribute by appealing to the generosity of its employees. Eight initiatives aimed at reducing the impact of the pandemic on communities near our sites in the poorest countries were selected by local teams. Limagrain encouraged employees to make a donation towards an action and then undertook to match this amount. 15,748 euros were collected from employees, which meant that 31,496 euros were paid out to fund actions in South Africa, Moldova, Guatemala, India, Indonesia, Kenya and Peru.



Initiatives in South Africa, Peru, Moldova and India

THE CONTRIBUTION OF BAKERY PRODUCTS ACTIVITIES

As key links between agriculture and the general public, bakery product industrial facilities are set up in agricultural areas that provide them with ingredients and close to urban areas where the consumers live. Jacquet Brossard's factories are thus located in small towns, where they are often the largest employer in the region, such as Pithiviers (270 permanent jobs) or Clamecy (308 permanent jobs).

LIMAGRAIN EUROPE HELPS TO RENOVATE SCHOOLS IN THE UKRAINE AND TURKEY

Numerous community actions are organized to improve the conditions of education for the communities close to our sites. For example, Limagrain Ukraine financed the replacement of 35 windows in Rohy school, while Limagrain Türkiye contributed to the maintenance and painting of the school in a village where the company has seed production plots.



Rohy school (Ukraine) - Limagrain Europe

... FOR THE PROGRESS OF AGRICULTURE...

Contributing to the sustainable progress of agriculture through seeds is a priority that is inseparable from Limagrain's seed business.

Unlike its main competitors, Limagrain does not have an agri-chemical line of business and aspires for its new varieties to provide effective and sustainable solutions for all forms of agriculture solely through genetics. This component of the CSR program encompasses issues related to seed production, with respect to both the creation of products and plant biodiversity, which is at the source of plant breeding, as well as contributing to societal debates on seeds. It is by helping agriculture to become both more productive and more respectful of the environment that Limagrain can play a role in developing sustainable and competitive models that can address food challenges.

4.1

PROPOSE INNOVATIVE SOLUTIONS

BASED ON PLANT GENETICS TO CONTRIBUTE TO THE SUSTAINABLE PERFORMANCE OF ALL AGRICULTURE

Agriculture is facing a number of challenges, the first of which is the need to meet the food requirements of an increasing world population. To meet this challenge, by 2050¹ agricultural production has to rise by 60% in

quantity, but also in quality and diversity in a context of scarce resources, such as available arable land, water and energy. It is therefore essential to increase yields, optimize land use and help promote sustainable integrated

chains. Limagrain is convinced that plant breeding, the first link in the food chain, is able to play a role in meeting these challenges.

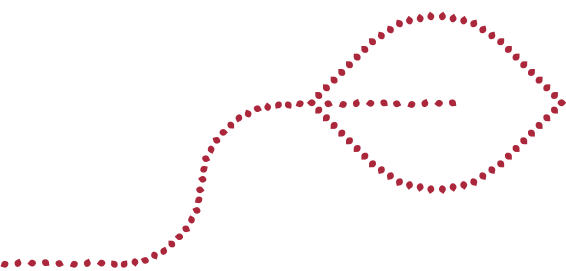


Developing sustainable plant and crop solutions to help meet the challenges of the future

Breeding teams continually strive to create varieties that meet the expectations of farmers and growers, whatever their farming methods, issues or geographical area. Limagrain therefore in-

tegrates the requirements of producers and the entire agri-food chain from the very start of its research programs, thanks to close, ongoing relations between the breeders and local teams

dedicated to product development or sales. Limagrain also integrates new agronomic practice into its research, related to new technology and especially digital technology.



Nearly
6,000
varieties
commercialized
in 2020-2021

from
55
plant
species

The work of the Group's plant breeders aims to adapt the crop varieties to changes in agricultural ecosystems and their constraints (climate, soil quality, etc.). A reduction in inputs, such as fertilizers or plant health products,

together with better resistance or tolerance to pests and diseases, are factors taken into account for improving the environmental performance of sustainable yields. Reduced use of plant health products is not only widely

expected from agriculture by society, but also an economic issue for farmers. Breeding contributes to this by selecting varieties that are naturally resistant to insects or tolerant to disease.

¹ Source: FAO. Food report 2019. IFPRI 2018.

Our achievements

Limagrain is committed to proposing solutions based on plant genetics that provide added value for farmers, consumers and the environment. As proof of the excellence of the Group's breeding programs and teams, the April 2021 issue of European Seeds magazine listed three Limagrain varieties among the 20 most innovative launched in Europe² in 2020 by all the seed companies:

- LG Architect, the first TuYV-resistant rapeseed from Limagrain Europe;
- Terapur (see below) from Vilmorin-Mikado;
- Adora, a unique tomato for its taste and sweetness from HM.CLAUSE.



LG CAÏMAN

LG Caiman, a new two-row winter barley variety registered by Limagrain Europe during the fiscal period, is tolerant to barley yellow dwarf (BYD). Its tolerance to BYD provides an effective and sustainable alternative to the use of plant protection products, thus meeting a strong market demand.

TERAPUR

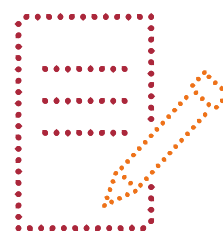
In some regions of France and Italy, *Heterodera carotae* nematodes are responsible for losses of up to 90% in carrot crops. Faced with a reduction in the number of authorized treatments, growers are struggling to cope with these pests. Bolstered by its position as world leader in carrots, Vilmorin-Mikado has created and marketed a natural solution in the form of a variety called Terapur. Growing this nematode trap carrot breaks the nematode multiplication cycle, thereby clearing the field for future consumption carrots, with a level of effectiveness of between 40% and 80%.



Enabling small-scale farmers to access quality seeds and local species

For Limagrain, it is only by combining all forms of agriculture that we will be able to meet future food challenges. Except for crops intended to produce energy or to protect/regenerate soil, which are still limited worldwide, seeds play a decisive role in food. On account

of their essential role in food safety, ensuring all farmers can access quality seeds is necessary for improving food, especially in subsistence farming. This is why Limagrain is committed to developing access to seeds for small-scale farmers.



ATSI ranking³
6th out of 13
seed producers

operating throughout the studied areas

² 3,500 varieties were launched in Europe in 2020, all species combined.

³ The NGO Access to Seeds Foundation publishes an index of seed access for small producers (Access to Seeds Index – ATSI) for South America, Africa and Asia.

..... Our achievements



LIMAGRAIN SUPPORTS FAIR PLANET INITIATIVES FOR SMALL-SCALE FARMERS IN ETHIOPIA

Having access to quality seed and enabling it to express its potential are key issues, especially for small-scale farmers. This is why Limagrain was the first seed producer to commit as a founding partner of Fair Planet, an NGO that has been active in Ethiopia since 2012, and whose aim is to ensure the development of vegetable production by experimenting with high-performance varieties and training small-scale growers in how to use them. Fair Planet's goal, entitled "Bridging the Seed Gap" sets out to break the vicious cycle of poor seed quality, poor vegetable quality, malnutrition and poverty. Fair Planet estimates that 50,000 Ethiopian small-scale growers have been reached directly or indirectly by the program since it was launched and it is now also operational in Tanzania.

ADAPTING TO THE NEEDS OF SMALL-SCALE GROWERS

The first condition for small-scale growers to have access to quality seeds is availability in appropriate quantities. Limagrain Zaad South Africa (South Africa) and Vilmorin-Mikado in the Great Lakes region of Africa have local partners who can provide adapted packaging, for example 1,000 vegetable seeds instead of the usual 100,000. The second condition is technical support. Vilmorin-Mikado has thus supplied six seed drills in Africa for the

setting up of test platforms, which demonstrate the increase in yield that can be achieved by combining high-performance genetics with changes in farming practices. This involved around 20,000 small-scale farmers. Vilmorin-Mikado is also working with agricultural supply stores in a region of Kenya, training the staff to provide advice to small-scale farmers on growing tomatoes, peppers and carrots.



Supporting changes to different models of agriculture for better performance of farms and a more sustainable world

To improve its contribution to sustainable changes to farming systems, Limagrain has chosen to launch two initiatives as part of its CSR program in the field of innovation:

- **evaluating** the impact of its innovation on production systems;
- **exploring** new paths of innovation that may have a beneficial impact on these systems.

Meeting customer demand is of course the primary objective, but this must be supplemented by an approach that provides a sustainable response to future changes and issues. For this reason, Limagrain will be evaluating its research programs and new solutions in the context of their impact on changes to the production system in question, in social, environmental and societal terms.

In addition, Limagrain would like to study how some of the projects

and avenues of innovation that have been neglected, because they are not sufficiently focused on the short term, could make a positive contribution to agricultural practices in the longer term.

Through these new initiatives, Limagrain's aim is to supplement the short-term needs of its markets with the desire to have a positive impact on the evolution of production systems in agronomic and environmental terms, by means of innovation.

Ensuring our customers receive safe, high-quality products

In order to market its products and various activities, Limagrain needs to meet regulatory and contractual obligations, as well as customer demands. In addition to these, Limagrain has set internal requirements to reduce its exposure to the risk of product non-conformity, which can have serious financial consequences, as well as potential impacts on its image and reputation.

Most countries have regulatory obligations with respect to seeds. These notably cover aspects relating to health, technology and purity in order to guarantee the identity, species purity and germination rate of seeds.

For agri-food products, in addition to guaranteeing the safety of the product for consumers, many other quality requirements must be met, whether from governments, industrial customers, distribution customers or the final consumers.

To ensure a reliable level of traceability, from research to production and on to marketing, Limagrain implements quality management systems in compliance with the highest European and international standards. These tools are an integral part of a continued improvement approach that increases in terms of roll-out and scope each year, aiming for operational excellence.



Product quality



**Food safety
Nutritional quality
of products**



For its field and vegetable seeds,

Limagrain guarantees the quality of production through the rigorous choice, within medium and long-term partnerships, of seed growers that make up its vast international production network, and through the contracts and detailed specifications that bind them. At the same time, Limagrain has quality management systems that are applied in its operational structures to ensure the compliance of its conventional and GMO products for research, production and marketing activities.

The risk of the presence of pathogens in seeds (mainly vegetable seeds) is managed in a coordinated way within the Vegetable Seeds Division. To control this risk, an inter-BU coordination system has been set up, combined with reinforced controls, monitoring of phytosanitary regulations and the deployment of an internal standard and associated procedures to prevent the presence of certain viruses or bacteria (ToBRFV on tomatoes or the Acidovorax bacterium on cucurbits).

As regards the GMO quality management system, a documentary system (guidelines, control plans, etc.) is deployed and shared with employees, notably through internal training. A GMO risk map has also been drawn up per country and species, which is updated annually in order to assess the different levels of risk, determine priorities and update control plans if necessary.

Regular audits validate the implementation of the system and the traceability of the research, testing, production, processing and marketing processes in order to limit the risks of mixing, non-conformity of seeds and labeling errors. To guarantee the quality and reliability of marketed products, a quality control system has been introduced, together with control plans to be respected (depending on the species and country). These specific analytical controls are carried out by accredited laboratories, tested regularly and validated by the Quality Management Department in order to guarantee the reliability of the results.

Limagrain adheres to the international Excellence Through Stewardship (ETS) program to demonstrate, through independent external audits conducted every three years, its responsible management of GMOs by applying the requirements of the ETS quality management system to all the life stages of GMO products, namely research, production, marketing, launch, sales, crisis management and product discontinuation.

Key performance indicators

ETS

label

obtained in 2015,
renewed in 2018

Purpose

**Renewal of the label
subsequent to further
audits performed at
the end of 2021**



Nutritional goals set for Jacquet breads in 2025	Achievement on 30/06/2021
100% of soft breads \leq 1.1% salt	80%
100% of crisp breads \leq 1.3% salt	75%
100% of products sources (> 3%) or rich (> 6%) in fibers	100%



Advertising for Savane cake

Consumers are increasingly questioning the nutritional quality of food products. As such, Jacquet Brossard places nutrition at the very center of its concerns. The company is focusing its efforts on optimizing the nutritional quality of its products and creating new recipes in phase with public health goals: reducing the amount of salt, fat and simple sugars, whilst increasing complex carbohydrates and fibers.

This quest by consumers for quality food products affects the entire agri-food industry, which

passes it on to its suppliers, such as Limagrain Coop, Limagrain Ingredients and Jacquet Brossard, in all aspects of their operations. In order to enter into contracts with manufacturers, assessments by external organizations are generally required. They evaluate performance in social, societal and environmental areas, and only companies that reach a defined minimum level can be accepted as suppliers.

Finally, as a producer of food products, special vigilance is exercised to prevent any malicious act of contamination or fraudulent manipulation of products. This is the concept of "food defense", which aims to protect the production of food products. On each Jacquet Brossard site, employees have been trained in food protection measures. The risks have been studied and each year an intrusion test is conducted as part of the audits.

98%
of revenue
from companies with
manufacturing sites
covered by a Quality
Management System
(QMS)

ecovadis

**"Ecovadis Silver"
label**

awarded to Limagrain Ingredients
and Jacquet Brossard
in their role as supplier

NUTRI-SCORE
A B C D E

100%
of Jacquet and
Brossard products
display the Nutri-Score
on their packaging

Our achievements

JACQUET - EXTENDING THE "NO ADDED SUGARS" RANGE

In 2016, Jacquet innovated for a better diet by launching the first range of "No Added Sugar" ("Sans Sucres Ajoutés") sandwich loaves for the whole family (5 recipes). These breads contain only naturally occurring sugars, notably in the flour.

In March 2020, Jacquet decided to switch its entire range of sandwich loaves to "No Added Sugar", replacing its classic varieties. The same year saw the first hamburger bun and five products from the Jacquet Breakfast range also switching to "No Added Sugar". These products are as delicious as ever, with no added sugar, Nutri-Score A and no palm oil.

To date, 44% of the Jacquet⁴ range has switched to "No Added Sugar", enabling the brand to contribute to a more virtuous diet.

⁴ Excluding crispy products



Our achievements



LIMAGRAIN INGREDIENTS AND JACQUET BROSSARD WERE AWARDED THE ECOVADIS SILVER MEDAL

Customers pay increasing attention to CSR initiatives and regularly ask their suppliers to fill in questionnaires on this subject. The Ecovadis platform was created to reduce the need for such questionnaires and promote transparency. Manufacturers voluntarily fill in a CSR questionnaire every year, with the score then being communicated to their customers.

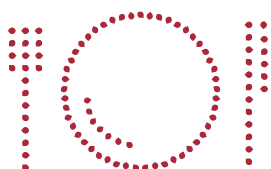
On the four pillars covered, namely the environment, social & human rights, ethics and responsible purchasing, Jacquet Brossard obtained an overall average score of 55/100 this year, up 15 points on 2020. Jacquet Brossard was awarded an Ecovadis silver medal for its level of commitment.



Reducing food waste

As a seed producer, Limagrain is not directly concerned by food waste issues. However, in its activities related to integrated cereal chains, whether for bakery products or ingredients, Limagrain strives to minimize food waste. This is translated into initiatives

aimed at reducing waste from industrial processes, processing or recycling waste and donating products that cannot be sold.



€394,455

of food products
donated to Food Banks

JACQUET BROSSARD COMMITS TO REDUCING FOOD WASTE.

Jacquet Brossard's commitment aims to have a global scope, since the company is seeking to reduce the amount of waste generated from production in its industrial facilities right through to consumption of its bread and cakes in French households. This important undertaking takes the form of practical initiatives, such as reducing the size of the remnants when slicing bread or using damaged bread for line production changes. In an effort to support the most disadvantaged and minimize food waste, Jacquet Brossard regularly offers unsold products for distribution by charities, such as the Samu Social, Restos du Cœur, Banque Alimentaire and Secours Populaire.

8 initiatives

aimed at minimizing
food waste

Taking animal welfare into account

As its business is largely related to the plant world, Limagrain uses very few animal products. Only Jacquet Brossard uses eggs in its

cake recipes. In order to improve animal welfare, it has set a goal to stop using eggs from battery hens by 2025.

4.2

PRESERVE AND ENHANCE
PLANT BIODIVERSITY

Plant breeding is at the crossroads of improving agricultural competitiveness and meeting global environmental challenges, such as climate change, changing and diminishing resources (including soil and water), food safety and societal expectations as regards a reduction in inputs (fertilizers, plant health products, etc.). To meet these challenges, solutions will be found in existing biodiversity which, through cross-breeding, offers the ability to create new varieties with improved performance. The wider the genetic diversity, the more possibilities there are.

There are two main sources of biodiversity to create new varieties, namely the pool of genetic variability of the crop species (i.e. all the varieties of a species) and the genetic resources of crop wild relatives. Limagrain attaches particular importance to respecting the rules governing access to genetic resources and makes sure that the legitimate protection of its innovations through property rights also makes it possible for other players in the seed sector to access genetic resources for research and varietal improvement purposes.

Key performance
indicators

324

new varieties
marketedduring the 2020-2021
fiscal period

€50,000
of financial support for
the Crop Trust



Plant breeding requires time and technology is continually evolving. An average of 7 to 10 years are needed to develop a new variety. Limagrain therefore pays particular attention to creating the right balance between free access to sources of genetic variability and protecting the rights of creators of new varieties, which provide a crucial source of financing for research. In order to constantly enhance

the range of varieties available to farmers worldwide, Limagrain therefore makes an intense effort in pre-breeding, in other words, in identifying the beneficial characteristics in wild genetic resources and then introducing them into its commercial varieties. The work to characterize genetic resources, which costs around €350,000 just for Limagrain field seeds, is mainly performed in collaboration with gene banks

around the world. As such, for the benefit of everyone, Limagrain helps to identify beneficial characteristics, such as diseases resistance, in the wild genetic resources from gene banks and thus enable these resources to be used effectively in breeding. Limagrain then carries out the introduction in-house of new characteristics from these genetic resources into its varieties through cross-breeding. Enriched with this new genetic diversity, these varieties respond to societal issues and/or the needs of stakeholders in the value chain from farmer to consumer.

To preserve this source of diversity, Limagrain invests in the conservation of plant biodiversity by contributing to the work of gene banks. Its contribution is primarily non-financial in that it involves making genetic material available through certain national collections and the Group's collaboration in maintaining collections. Limagrain also contributes financially to the activity of some of these banks, by co-financing *in situ* collecting. In addition, Limagrain contributes to the biodiversity of crop species by making its commercial varieties available as a basis for research and plant breeding, according to the

principle of breeder's exemption that forms part of the *sui generis* system of intellectual property protection specific to seeds, the Plant Variety Certificate (PVC), as implemented under the terms of the Union for the Protection of New Varieties of Plants (UPOV) Convention. With the same objective, in cases where the competitive, legal and economic context of a country requires patent protection of commercial varieties, Limagrain respects its founding principles by always being ready to grant licenses for using its varieties as a source of genetic variability. This case

virtually only exists in the United States.

Finally, Limagrain plays a decisive role in initiatives carried out by the professional federations, Euroseeds and the International Seed Federation (ISF), to discuss changes in the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA) and the related Multilateral System (MLS). It supports the extension of the Treaty to cover all plant genetic resources for food and agriculture.



..... Our achievements

LIMAGRAIN SUPPORTS THE CROP TRUST

Created in 2004 by the United Nations Food and Agriculture Organization (FAO) and Biodiversity International, the Global Crop Diversity Trust (known as the Crop Trust) works within the framework of the ITPGRFA to ensure the conservation and availability of crop diversity in gene banks for global food security. The Crop Trust, in collaboration with the Norwegian government and NordGen, manages and funds the work of the Svalbard Global Seed Vault in Norway: a safe and secure safeguard for seed collections from around the world. Limagrain has undertaken to provide financial support for three years, for a total of €50,000 per year.



4.3

FOSTER SOCIETAL
DISCUSSIONS ON
SEED ISSUES

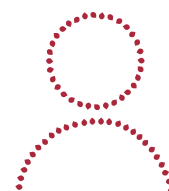
**Damage to
reputation
or image**



**Relations with stakeholders
and participation
in public debate**

Discussion with stakeholders is a key component of Limagrain's CSR program. As regards risk, evolutions in science and agriculture are currently the subject of heated debate, intensified by social media. Many organizations are questioning the progress made over recent decades and this affects all areas of these disciplines. Seeds, which involve both science and agriculture, as well as both food and nature, are the subject of many debates and virulent, even violent, disputes. This is

particularly the case in developed countries such as France, Limagrain's country of origin, where disputes over progress are strongest. They cover a multitude of subjects (intellectual property, product quality, biodiversity, breeding methods, etc.), come in a wide range of forms and can have negative effects on Limagrain's sales, profits, image, appeal and prospects for development.

Key performance
indicators

271 employees
involved in
organizations
representing
our activities

Between

**€200,000
and
€300,000**

spent on "Institutional
Affairs" (HATVP 2021
declaration)



Limagrain events are organized to invite the media and institutions, so that they can learn more about Limagrain's activities through visits to sites and farms in Limagne-Val d'Allier.

In order to limit the proliferation, scope and impact of criticism and attacks against the Group, Limagrain has set up a system to prevent the risk and to be able to react in the event of a media crisis. The Communication and Institutional Relations Department has structured this system around a number of actions:

- Strengthening relations, particularly with European, national, regional and local public authorities, in order to present the Group, its activities and facilities, as well as its challenges and potential risks. This preventive action helps to improve understanding and proximity in times of crisis, when these services will need to intervene.
- Developing regular communications with targeted media and Internet users to promote understanding of the Group and engage in quality dialog.
- Awareness-raising and training for the Group's managers, communicators and spokespeople. Two crisis communication guides are provided and specific media training courses are planned as a preventive measure to prepare for certain more sensitive subjects and, in crisis situations, to prepare official statements.
- The distribution of a press procedure for Limagrain's subsidiaries, helping them to monitor and control media statements. Compliance with the procedure was audited internally in 2020-2021, which included verifying the effectiveness of the deployment and implementation of the procedure within the audited scope.
- The organization of a crisis communication unit at Group level, responsible for recommending the communication strategy and deploying the communication plan as quickly as possible in times of crisis.
- The performance of crisis management exercises
- A special, flexible and multilingual press and web watch (social media, Internet sites, blogs, press, etc.), focused on anticipating and identifying image risks, completes the system and is used to track media coverage indicators concerning Limagrain and its brands.

Tools are also available to provide support for Limagrain's employees (the main vectors of the Group's image) and guide them in their actions and behavior in relation to integrity and ethics, the most important of which are the "Ethical Principles and Code of Conduct".

Many initiatives have also been undertaken by the Business Units. Most of these initiatives have created constructive dialog with local stakeholders.

..... Our achievements

"PICKING FOR LITTLE FINGERS"

Under the "Picking for Little Fingers" [*La Cueillette des curieux*] initiative organized by Blédina, a customer of Limagrain Ingredients, consumers were welcomed to the farm of a Limagne-Val d'Allier corn farmer supplying Limagrain's "infant food" chain.



A close-up photograph of a woman with a green headwrap and a red scarf, looking directly at the camera. She is in a cornfield, with corn stalks visible in the foreground and background. The image is slightly blurred, focusing on the woman's face.

5

... EVERYWHERE, FOR EVERYONE.

To develop in France and internationally, Limagrain respects all its stakeholders, starting with the men and women of its own organization. It conducts its business responsibly, with heightened vigilance with respect to safety, ethics and the environment. This is a corporate choice that aims to make the Group more agile, ethical and responsible for long-term commitments in all geographical areas. This area for improvement should also allow us to limit the resources we draw upon and contribute to creating and preserving value in the short, medium, and long terms. Lastly, this choice should enable us to expand the Group's activities, whilst optimizing the management of environmental, social and societal risks, in diverse and ever-changing business contexts.

5.1

CREATE AN ENVIRONMENT THAT IS CONDUCTIVE TO PROFESSIONAL GROWTH

Developing human capital is key to motivating the employees that make up the company, essential for ensuring long-term business

prospects and crucial, more widely, for enhancing skills in the Group. It is this human capital that Limagrain intends to develop

to enable each of its employees to contribute to development of the Group and find fulfillment in their work.



Guaranteeing the health and safety of individuals and the security of property

Spread over 57 countries and operating in a range of environments and conditions, Limagrain's 9,000 employees form part of its most precious assets and none of them should risk

their physical or moral integrity in the context of their professional activity. Employee health and safety risks are therefore the subject of daily attention and a proactive policy.



Safety visit to Manoharabad (India) - Limagrain Asia Pacific

Key performance indicators

TF2¹

24.1

08/2016

11.1

06/2020

9.8

06/2021

Absenteeism

7.3

Goal

TF2 < 8
end of 2021

Ensuring that conditions of work do not affect the health and safety of employees

Limagrain is convinced there cannot be sustainable performance without safety. It therefore places the safety of its employees and activities at the forefront of its priorities.

Since 2014-2015, Limagrain has been promoting a workplace safety policy, in which management are closely involved. Its goal is to act both on organization and on behavior, which are the main cause of accidents, in order to effectively prevent workplace accidents. A Group Safety Committee coordinates the implementation of this policy, followed up by the action of a safety coordinator.

In a parallel move, Business Units are responsible for coordinating this policy internally, ensuring business managers work closely with safety experts, as well as for providing internal communication on the policy, encouraging managerial involvement and motivation at all levels of the organizational chain, training all employees, assessing the risks and setting the norms and standards that prevent them, tracking safety policy indicators, analyzing all accidents irrespective of their severity, and learning lessons from every situation of failure.

¹ TF2 represents the frequency rate of accidents with and without lost time over a 12-month rolling period, namely the total number of reported accidents per million hours worked.

In December 2019, Limagrain renewed its goal of halving the frequency rate of accidents with and without lost time over 3 years, in other words to reach fewer than 8 accidents per million hours worked by December 2021. To achieve this, a prevention program is being deployed, focusing on the development and harmonization of Limagrain's safety culture, the reinforcement of the managerial approach to safety and the professionalization of practices.

Since 2018, priority has been given to the management of chemical risks, including a diagnosis that will take the control of these risks to a higher level through the development of new, more demanding guidelines and the deployment of training for on-site managers and coaching for safety coordinators. Limagrain called on the expertise of DuPont Sustainable Solutions.

Furthermore, to counter the risk of occupational diseases, Limagrain ensures its employees undergo medical check-ups on hiring in a certain number of countries and is striving to improve work conditions, notably through managerial safety visits.

Limagrain is also committed to a five-year plan for the prevention and protection of all its sites as regards the security of property, in order to reduce both the frequency and impact of events such as fires, explosions, natural disasters or theft. This plan comprises:

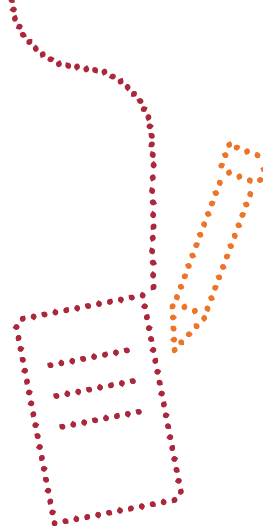
- a preventive component including the improvement of procedures, intervention plans, means of detection and the development of a risk culture at each site (supervision of work involving hot spots, storage rules,

fire detection, automatic gas cut-off, business continuity plans, etc.);

- a protection component with significant investments, including the installation of automatic sprinkler systems and the reinforcement of equipment for protection against explosions.

These safety programs are managed by Limagrain's Corporate departments in collaboration with the Business Units through regular meetings at both operational and departmental level. In addition, guidelines have been issued to accompany this initiative and training courses are provided.

The health risk caused by Covid-19 is managed jointly by the Group's Human Resources and Safety teams and the Business Units, through the various crisis units. The regulatory requirements and other health protocols published by governments and health agencies have been rigorously implemented on Limagrain's sites. Home working has been favored where possible, and production processes in the factory or in the field have been adapted to guarantee the safety of everyone involved, while ensuring the continuity of operations.



TF1²

6.77

TG³

0.21



38.4%

**of training hours
are dedicated
to safety**



First-aid training in Culiacan (Mexico) - Vilmorin-Mikado

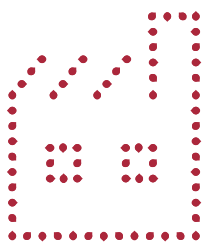
² TF1 represents the frequency rate of accidents with lost time over a 12-month rolling period. ³ TG represents the severity of the accident.

Ensuring employee safety and site security throughout the world

Limagrain is exposed to personal security risks, especially on account of its installations abroad. Indeed, a significant proportion of its employees (expatriates, local employees or those on

business trips) regularly work in countries presenting a range of risks, including terrorism, armed conflict, riots, crime and natural catastrophes. The monitored risks are linked to specific and localized

events that can affect the travel and living conditions of Limagrain's employees and have a critical impact on their physical and moral health.



2 sites

have been certified as "Highly Protected Sites" by the insurer FM Global and 6 sites introduced the necessary measures for certification during the fiscal period 2021-2022

100%

of Jacquet Brossard manufacturing sites have implemented a "food defense" policy

In response to the personal security risk, Limagrain has adopted a monitoring and alert procedure in high-risk countries that limits employees' exposure to risk. This procedure is supplemented by a registration scheme that enables employees traveling abroad to be tracked and alerted in real time in the event of a risk occurring in their location. The Group is also strictly supervising business travel in terms of destination. Lastly, fast-response repatriation solutions are now operational. This scheme is supplemented by crisis management procedures related to the nature of these risks.

Since 2017, Limagrain has been listed as a partner company by the Crisis and Support Centre of the French Ministry for Europe and Foreign Affairs and attends annual meetings on security for French companies abroad.

Limagrain is also exposed to the

risk of attacks against its property (production tools, deliberate adulteration of its food products, production stocks, research results, etc.). Although "appropriation" theft (simple theft, burglary, etc.) form the majority of these risks, theft of "sensitive" data or information (economic or competitive spying) is also a serious threat as the impact is potentially severe.

As regards risks of attacks on property, Limagrain is continually strengthening its site protection and, more globally, its security and crisis management policy. The Group Safety/Security Department centralizes information and creates closer ties between the various departments concerned (Information System Security, Human Resources, Business Units, etc.).

Two manuals, one dealing with security within the Group in general and the other specifically

with security during business trips, have been provided to all employees. In addition, during the 2020-2021 fiscal year, a manual on the physical protection of sites and facilities was distributed to site managers and directors.

All of these actions are coordinated by a Security/Safety/Data/Archives/Crisis Director.

The Covid-19 pandemic has had economic and geopolitical repercussions that could lead to increased economic, social and geopolitical instability in the various countries where Limagrain operates. This risk has however been kept under control, thanks to the country watch carried out by the Security team, together with the policy of reducing and supervising the business travel of Limagrain employees during the Covid-19 pandemic.

Attracting and retaining all talents

Limagrain's long-term success is linked to its level of performance, particularly in terms of innovation, and is based on jobs that require specific expertise, particularly with regard to research activities. Our business also operates in an extremely competitive and international environment, which, in the context of competition between players, is conducive to career opportunities for positions with sectorial

specialization. Finally, the location of our sites, which are rarely situated in large urban centers, can be an obstacle to recruitment. For Limagrain, the ability to attract and retain talent is a major challenge, linked to the risks of a lack of skills in relation to operational needs, and the loss of skills.

The subject of attracting and retaining talent is a chapter in its own right in the HR strategy. During the 2020-2021 financial year, 528



permanent positions were published on the Group's intranet site, 382 of which were also advertised externally, together with 118 internships and work-study offers. In order to fill these positions, the Group's overall reputation as an employer must be enhanced and various levers activated to **attract talents**.

... Key performance indicators ...



18.1

hours of training
per trained employee

80.6%
of employees
had an annual
appraisal
interview



95 **internal**
transfers

83 **international**
transfers

8.9%
turnover



➤ Redesigning the employer brand

To boost employer brand awareness and make people want to join the Group, the decision was taken to highlight its strength, potential, culture and human values. Disseminated on all HR tools and through a range of actions, the career space on the website, social networks, job boards and school forums, etc., the Group's employer brand is also designed to express the diversity and success of the Business Units, tell the story and reveal the soul of the Group, as well as promoting the various lines of business, the career paths available and their diversity.

For several years, the Group has been communicating on its employer brand on LinkedIn. Posts are published

on a weekly basis, presenting the various Business Units, life in the company, the Group's values, portraits of employees describing their work, agricultural innovation, job vacancies, etc.

Following on from the previous financial year, Limagrain has continued to deploy its employer brand in 2020-2021, in particular by strengthening its presence on search engines. The aim is to facilitate access to offers and information about the Group. Launched in 2020-2021, this referencing plan will be pursued in 2021-2022 and will be accompanied by a search optimization on the recruitment website, designed to meet the new standards of web navigation.

Initiatives to promote recruitment

To support its development, Limagrain needs young talent. The Group relies on its Campus Management program to boost its actions among schools and universities. This network of Campus ambassadors, together with partnerships with targeted further education institutes, helps Limagrain boost its profile. Campus ambassadors are special contacts in schools and universities that promote the career opportunities

and wide range of businesses within Limagrain. They are crucial links in the recruitment chain, acting upstream to support the recruitment team and helping to detect the talent the Group needs. Despite constraints arising from the pandemic during the 2020-2021 financial year, Limagrain's teams and the members of the Campus Ambassadors network managed to take part in 32 initiatives targeting students and young graduates

(forums, sponsorship, educational actions, company presentations, etc.).



32

Campus Management actions
to enhance relations with schools



€49,000

in support
for targeted higher
education institutions

Improving the applicant and employee experience

It is essential that all interactions with Limagrain are considered positive experiences, whether by active or passive candidates, former or current employees. The experience resulting from these interactions has become crucial for engaging, developing and preserving a sustainable, constructive and positive relationship of trust between individuals and the company. A number of projects have been undertaken over the past few years to improve the experience of candidates and employees by simplifying processes and making HR practices more fluid.

Launched in 2010, "B-SMART" has enabled the Group to offer an HR employee/manager portal, as well as digitizing management of the annual appraisals, recruitment and internal mobility. The Group's objectives for B-SMART are multiple:

- to support the employer's brand with a unique HR portal in the Group's colors;
- to help managers oversee the development of their teams by providing them with appropriate HR tools;
- to empower employees as "active players in their careers" by simplifying the implementation of HR career/recruitment processes and providing HR reference materials;
- to improve the way in which the Group's HR career/recruitment processes are measured and analyzed, and to better track the progress of employees by using B-SMART data;
- reduce certain repetitive and non-value-added tasks by automating HR actions related to the career and recruitment processes.

In addition, two complementary modules have been added to the recruitment site to optimize the candidate experience. The first aims to simplify the candidate path by reversing the recruitment process, in that candidates upload their CV and are automatically presented with offers that match their skills. The second is a conversational platform that enriches the employer brand by encouraging direct interaction between candidates and company employees. The aim of these two actions is to open up the recruitment process to all candidates and to help them discover the values and life of the company through targeted communication.

Remuneration policy

Limagrain strives to develop a fair and motivating remuneration system for all employees, combining appeal and competitiveness. Remuneration is approached both globally to ensure fair treatment and then adapted to the context of local employment, to meet employee expectations. External remuneration surveys enable Limagrain's remuneration to be compared with market remuneration levels, with a view to fairness and creating appeal.

In addition to the salary, remuneration comprises the package of benefits and measures as detailed below:

Profit-sharing and incentive scheme

The Group's profit-sharing scheme reflects its desire to involve each employee in the results of their Business Unit and in the Group's performance, thus rewarding collective performance.

This scheme, which originated in France and is based on collective bargaining, has been extended on a voluntary basis within the Group to foreign companies and therefore

to all Limagrain's subsidiaries in which over 50% of capital is held. It comprises a Company component, calculated according to the performance of the subsidiary, and a Group component. Calculation methods are essentially based on the redistribution of profits and ensure a fair distribution of the amounts paid among employees, in order to recognize all individual contributions as a factor in the Group's success.

Employee saving scheme

A Group Savings Scheme is offered to French employees, with all operating costs paid by Limagrain. It comprises three funds – two of which are exclusive – which are orientated according to investment profiles, ranging from secure to optimizing performance, with a common objective of offering remuneration above market rates. One of these is a socially responsible fund, accredited by reference bodies (Finansol and CIES).

A Collective Pension Fund (PERCO), featuring an employer contribution intended to help employees to save for their retirement, has been in place since 2011-2012. In France,

the joining fee and running costs of this fund, which also benefits from attractive tax reductions, are also paid by Limagrain.

During the 2020-2021 financial year, discussions were held with social partners in France as part of the Group's negotiations, in order to bring the retirement savings schemes into line with recent French legislation (Loi Pacte) as well as making them more attractive.

420
million €
total payroll



16.5
million €
paid to employees
under the profit-sharing
scheme

Internationalization of the Group's Health/Providence plan

The social protection of its employees is a core concern for Limagrain. This is a strong focus for appealing to and retaining employees, which should also be transferable between Business Units.

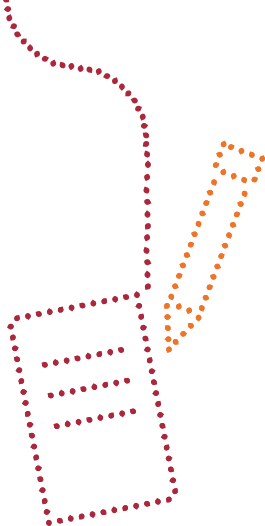
Limagrain is seeking to provide a Health and Life Insurance plan for all employees. The aim is for each Limagrain employee to benefit from the following as a minimum:

- a health-insurance scheme of a level consistent with market practice;

- a life-insurance scheme that offers at least one year's remuneration in the event of death.

A multi-year project to map the existing coverage of all the companies in the scope of consolidation will be initiated during the 2021-2022 financial year. This will enable us to analyze the level of performance of existing health and life-insurance coverage in relation to the market and to make any necessary changes.





Developments in applications:

24,589

applications
received, excluding
"on spec" applications

36.9

applicants
per published
vacancy



Staff at the Cu Chi site (Vietnam) - HM.CLAUSE

Limagrain's business performance is in particular based on its capacity for innovation, international development and management in a multicultural environment. For Limagrain, career management, mobility and training therefore represent a challenge associated with the risk of a mismatch between the needs of the business and the skills available. They are at the center of Human Resources challenges, and

provide employees with prospects for advancement, as well as favoring the **retention of talent**.

Developing expertise or skills in employees is a challenge met by Limagrain's proactive training policy and the Limagrain Academy, a corporate training system based on four pillars of skills: cultural, managerial, leadership and vocational.

Career management

Employee advancement is the central theme of the Group's Human Resources policy. Given the specific organization of the Group into Business Units, the Corporate Human Resources function has the task of promoting the sharing of knowledge, cross-functionality, and identifying talent to prepare for the future.

Talent reviews are organized every year in all Limagrain's Business Units, as well as at Group level through careers committees. This approach aims to detect internal talent, encourage mobility and internal promotions, create pools of potential for key positions and to prepare successions.

The Group Careers Committee focuses on the Group's Executives, Top Executives and high-potential employees.

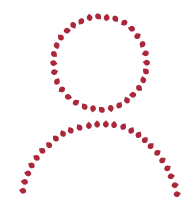
For the 2020-2021 financial year, a new mechanism has been introduced in the form of the business line talent review. This will give business line managers visibility over the talent pool in their area of business, encourage mobility between business units and initiate skills forecasting. Two business line talent reviews were performed during the financial year, one for the "Finance" business line and the other for the "Research" business line.

"Young talent" meetings were also held during the financial year, enabling the Management Committee to be briefed on talent from the various Business Units within the Group.

Presence on social networks:

+15,092

subscribers on LinkedIn
during the financial year



2,85%

average engagement rate on LinkedIn

Career paths

Limagrain accompanies Executives and Top Executives to ensure the success of their career paths. Personalized development pathways are drawn up for all Executives when they take up their positions, whether in they are recruited externally

or internally. Since March 2020, 74 development pathways have been created, enabling Executives and Top Executives to take up their new responsibilities in optimal conditions. The pathways are designed to combine different learning methods, such as

blended learning, learning work situations, regular feedback with stakeholders, and the development of information monitoring in digital format. These pathways will continue to be enriched over the years to come.

Mobility

Limagrain has made internal mobility, whether geographical or functional, one of the mainstays of its Human Resources policy. Limagrain has therefore made it a rule to publish all vacant positions internally among its employees. Limagrain provides a framework that is particularly favorable to career development: the diversity of its business sectors and professions, as well as its geographical presence in 57 countries, means that employees can pursue individualized career paths, and Business Units can benefit from new skills, experience and know-how.

A platform for consulting internal job offers is available via the Intranet for all Group employees, enabling them to be proactive in their own mobility/development. The platform is also accessible to all interns, apprentices and fixed-term contract workers, giving them an opportunity to apply for permanent contracts, as well as internships, work-study programs or fixed-term contracts to enable them to complete their training and experience. 118 internships and work-study offers were posted, as well as 22 fixed-term contract offers for recent graduates.

As a result of Limagrain's growing internationalization, international mobility is a major issue. To encourage mobility, a number of international mobility policies (long term, short term and "Local+") have been drawn up for the entire Group, with advantageous conditions and incentives for employees. These are designed to encourage integration in the host country and the help with the return of employees to their country of origin.

Support measures for long-term mobility include intercultural and language training for employees and their family, payment of relocation expenses, children's schooling, travel and rent, tax assistance, a home country reintegration commitment at the end of the expatriation, and a mobility bonus.

During the 2020-2021 financial year, a new mobility policy was drawn up for employees who would like to work in a country other than their home country on a permanent basis. The existing mobility policies concerned employees on short or long term assignments abroad, or those who had just completed an assignment. With this new



policy, Limagrain is seeking to facilitate international career paths and provide better support and protection for the employees concerned.

In addition, to add to the opportunities for international mobility and enable a greater number of employees to benefit from this experience, short term assignments abroad (less than 6 months) are also proposed.

➤ Career-long appraisals

Annual appraisal interviews:

conducted by managers, these involve evaluating activities and skills over the past year. They are also an opportunity to assess employees' training needs and wishes and discuss their career development. The data collected is then used by Human Resources to draw up the training plan, introduce development plans and prepare the career committees that hold reviews of potential and make decisions on promotions, mobility and support.

According to the situation of each employee, specific interviews are also held:

Biennial career interviews:

organized by Human Resources every two years, these are conducted by managers and are an opportunity to analyze the perspective for career development in terms of qualifications and employment.

Departure and back-to-work interviews after a long absence

(maternity/adoption leave, parental education leave, etc.): these are organized by Human Resources. These are useful for effectively managing transitions before and after absence, prepare for reintegration and help employees keep in touch with the workplace, avoiding a break in the connection.

Career review interviews:

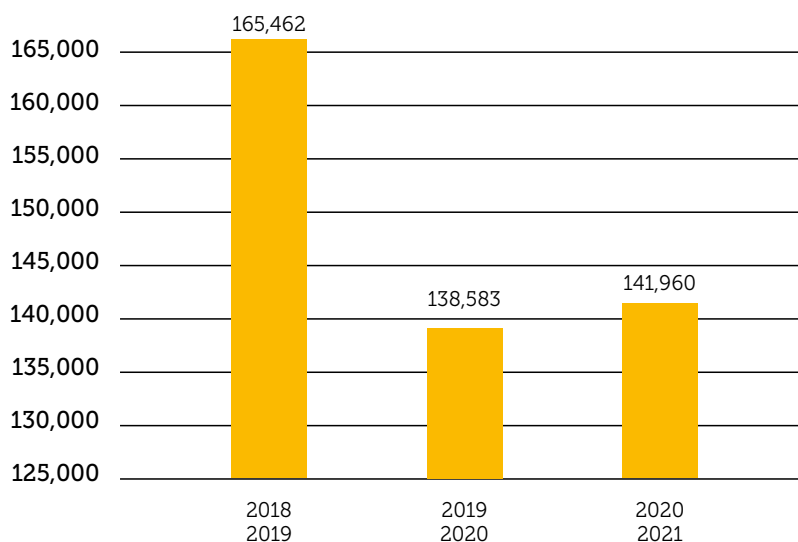
since 2015, these are conducted in France every 6 years before the age of 45 and then every 5 years after the age of 45. They are organized and conducted by Human Resources and prepared in advance with managers. Their aim is to take a summary look at employees' career paths.

Late career reviews (from the age of 57):

provided for by the Group Generation Agreement in France, these interviews are organized and conducted by Human Resources and are used to prepare the last part of employees' careers and to start pension-planning procedures and make plans for handing over responsibilities.

➤ Training, a tool for developing skills and preserving know-how

Increase in the number of training hours



During the financial year, Limagrain spent €3.2 million on training its employees, including the budget of the Limagrain Academy, and 7,824 employees

benefited from training hours, meaning that 85.3% of Limagrain's permanent workforce had access to training. The main themes of training were:

- health & safety (38.4%)
- improving job expertise (20.3%)
- management (15.2%).



Limagrain Academy: the Corporate scheme for developing skills

Limagrain Academy was founded in 2013 and is based on four pillars, which each target different groups:

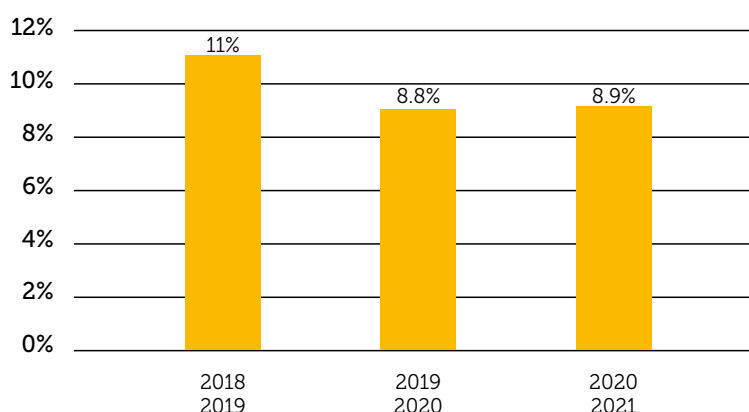
- a cultural pillar, designed to disseminate Group culture, develop a feeling of belonging, illustrate the Group's values and create ties between different groups. This pillar is for all employees;
- a managerial pillar, used to roll out a shared managerial culture, define a common language and ensure understanding of the international environment. This pillar targets managers;
- a leadership pillar, which includes the personalized development pathways for Executives and Top Executives;
- a business pillar aimed at developing reflexes for sharing information and co-development on themes specific to Limagrain and to create a base of shared expertise on the organization's key business lines. The business line

experts are particularly concerned by this pillar.

These learning programs, whose scope covers a cross-section of the various Business Units depending on the pillars, complement the development programs carried out in the Business Units. They enable information specific to the different activities to be cross-referenced with more global information on the Group and to initiate networks for sharing skills.

In light of the Covid-19 crisis, Limagrain Academy adapted its offer and proposed 50% of its training courses in digital format. In total, 22 training sessions were organized for the Group's employees.

Changes in turnover



Limagrain Academy training

Committing to diversity and professional equality

Diversity of people within Limagrain forms an integral part of the Group's ambition. *"The group is committed to treating its employees fairly and with an open mind, respecting their dignity and their physical and moral integrity. The Group's employees are recruited without discrimination on the basis of gender, age, origin, religion, sexual orientation, physical appearance, state of health, disability, union membership or political opinion."* This extract from the Ethical Principles and Code of Conduct is aligned with a number of international codes, whose principles the Group shares, such as

the principal anti-discrimination conventions of the International Labor Organization. Similarly, collective agreements have been negotiated in favor of gender equality and intergenerational balance. Action has also been taken to reduce pay inequalities between men and women. At the same time, in several of Limagrain's Business Units, effective measures have been taken to promote the employment and integration of disabled people. In addition, commitments have been undertaken to ensure that recruitment processes include non-discriminatory practices.



Limagrain has ambitions to accelerate its efforts with respect to diversity and inclusion. As such, a survey was conducted during the 2020-2021 financial year among all Limagrain's employees, aimed at finding out how they perceive this issue within the Group. Limagrain will use the results of this survey to formalize and feed into its diversity and inclusion program.



37.9%
of women
of the permanent
payroll



95.2%
job retention
rate for seniors
(over 57) – 96% in France

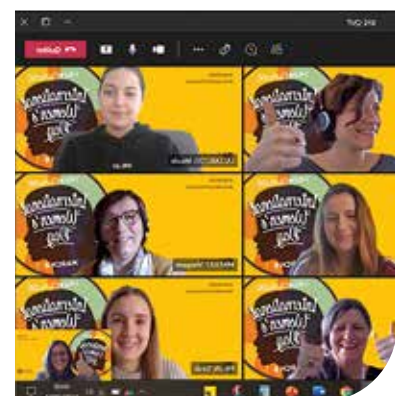


2.5%
of permanent
employees in France
have a disability

Measures taken to promote gender equality

Professional equality is a priority focus of human resources management in the company. Renewed in 2017, an agreement signed in 2012-2013 meets a French legal obligation and sets of objectives and initiatives for French companies that promote equality between men and women throughout their careers. Recruitment, promotion, remuneration and life/work

balance are the four chosen areas for action. Commitments and practical measures to promote gender diversity and professional equality are drawn up in each area and accompanied by quantitative indicators developed at the level of each subsidiary, before being consolidated and monitored at Group level.



Measures taken to promote an inter-generational balance

To promote the sharing of values, inter-organizational and inter-generational communication and creativity, a mentoring program has been introduced, allowing Group employees to be accompanied for 6 months by a mentor from a different Business Unit and in a different position. This program promotes and makes optimal use of the experience of "senior" employees.

36.1 % of Limagrain employees are aged over 45. To improve the employment prospects of these employees in the second half of their careers, taking into account longer working lives, Limagrain introduced a specific agreement a few years ago for employees of the Group's French companies. The aim is to more actively support employees in the second half of their careers, whilst encouraging them to pass on their knowledge and experience to the future

generation when approaching retirement age.

In France, employees over the age of 57 can also benefit, under certain conditions, from a reduction in their working hours while maintaining full pension contributions.

Tutoring initiatives are regularly carried out, ensuring skills are passed on when "junior" employees are hired or when they take up a new position.

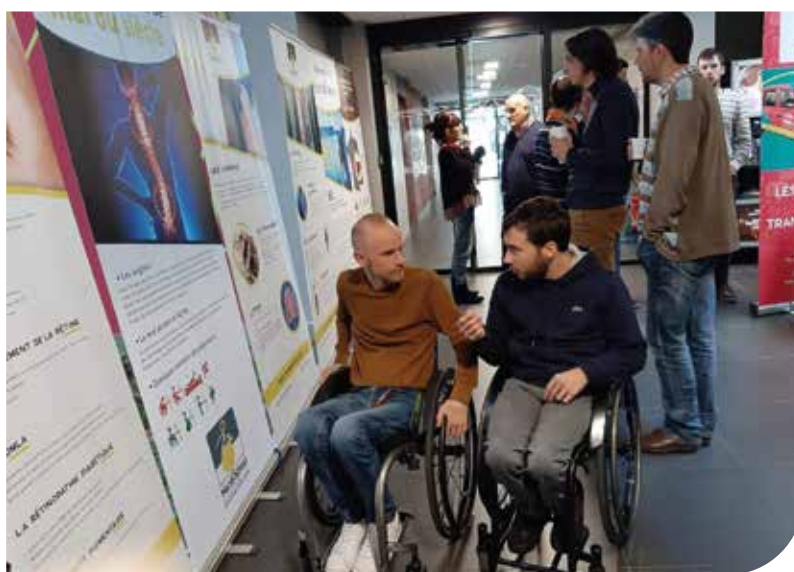
Measures taken to promote the employment and integration of the disabled

Limagrain has deployed a range of initiatives to encourage the employment and integration of people with disabilities, in order to improve their current low rate of employment (2.5% of employees) in France. As such, since the 2012 2013 fiscal year, partnerships have been signed in France with two bodies promoting work integration for people with disabilities, ESAT vocational rehabilitation centers and the AGEFIPH government agency which runs a dedicated job posting platform. People with disabilities are regularly seconded to help Limagrain's support services with various operational and administrative assignments.

In February 2017, a Group agreement on Professional Equality and Solidarity was signed for French companies. This covers initiatives to promote:

- recognition of the status of disabled workers;
- recruiting, integrating and keeping people with disabilities in their jobs;
- communication and awareness of disabilities.

The introduction of a partnership with the Handischool charity has also led actions to raise awareness on disability issues on a number of Limagrain sites in France.



Disability awareness day at Limagrain's headquarters in Saint-Beauzire (France) in 2020.

..... Our achievements

"HOW DO YOU FEEL?" AT LIMAGRAIN EUROPE

During the financial year, Limagrain Europe launched its "How do you feel?" program, focusing on four main themes, namely the prevention of stress, fight against discrimination, internal dialog and life/work balance. This program involves all the BU's employees and provides various reference documents and tools to encourage employee well-being, such as the Charter on the right to disconnect, and guides to good managerial practice. Other initiatives in the scheme include stress prevention sessions using the "yogist" method, e-learning sessions to combat discrimination in hiring and integration courses for all new employees. Last but not least, in France, a network of "observers" trained in the early detection and support of psychological and social risks has been introduced.



Applying the "Yogist" method on the Saint-Mathurin site (France) under the "How do you feel?" action plan - Limagrain Europe.

5.2

ACT IN ACCORDANCE WITH OUR ETHICAL PRINCIPLES AND CODE OF CONDUCT

The complexity of production circuits and seed distribution, together with the multiplicity of private and public actors in the market, development strategy on all continents and the Limagrain model that involves significant delegation, all make it particularly critical for the Group to be vigilant

in ensuring compliance of its practices with the principles of business ethics and with laws, increasingly of an extraterritorial nature, relating to anti-corruption, human rights, international labor standards, health and safety and respect for the environment.



Compliance of practices with ethical principles and anti-corruption laws

Key performance indicators

4,210

employees have been trained

using the new Code of Conduct e-learning course since its launch



686

non-connected employees have been familiarized with the Code of Conduct

Disseminating and enforcing our business ethics

To address this ethical issues, the Group has introduced an initiative and tools to encourage employees to adopt a culture of questioning. The aim is to promote a mindset of responsibility in each employee, whilst relying on collective intelligence to learn how to manage ambiguities, complexity and the interpretation of rules with discernment in all situations. Business ethics are embodied in the application of the *Ethical Principles and Code of Conduct*. Accompanied by an e-learning program available on the intranet, it provides employees with ethical references and the rules with which they must comply. More generally, this has been designed to cover ethics in the broadest sense and within the scope of all activities.

As a reminder, in March 2019, as part of its training program, the Limagrain Board of Directors attended a session to raise awareness of corruption risks, run by Transparency International France.

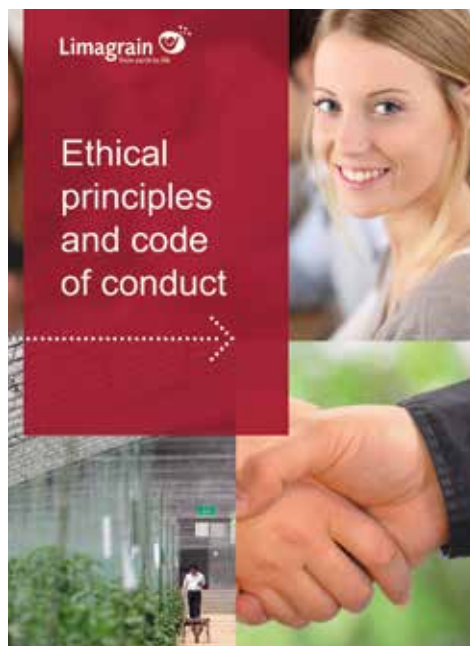


Respect for Human Rights and the Rights of the Child



..... Our achievements

BE&AB: THE LIMAGRAIN ETHICS PROJECT



The "BE&AB" (Business Ethics & Anti-Bribery) project goes beyond mere compliance with the Sapin II law in that it also covers issues relating to insider trading and lobbying. It is jointly coordinated by the Governance, Risks & Compliance Department (GRC) and the CSR Department, with the Group VP for Human Resources acting as a sponsor. The project's Steering Committee has met ten times to monitor the progress of various initiatives and make choices regarding tools and deployment in accordance with the pillars of the "Sapin II" law.

During the 2020-2021 financial year, the BE&AB project has made great progress. As a key starting point, the mapping of corruption and influence peddling risks is now the subject of separate mapping that is updated annually, following the example of Limagrain's risk mapping process.

The Ethical Principles and Code of Conduct, translated into 16 languages¹ and available on the Intranet, have been the subject of wide-ranging communication, supported by e-learning for all connected employees. Certain BUs, such as Hazera, Limagrain

Coop, Vilmorin Jardin and Vilmorin-Mikado, have carried out "lightning" actions, enabling the vast majority of their employees to complete the e-learning program in a very short space of time. In 6 to 8 weeks, over 90% of their connected workforce completed and validated the two modules entitled "Business Ethics" and "Whistleblowing system".

During the financial year, third-party assessments and accounting controls were implemented routinely in all BUs. Traceability of all these assessments has been integrated into the process, in order to know why and by whom the choices were made.

The Group's ethics whistleblowing system is available to all employees on the intranet, as well as to external parties via the website. The system has been widely publicized through e-learning modules, but its use remained limited during the financial year, allowing the system and the handling of alerts to be "tested".

To ensure the consequences of internal corruption cases are treated consistently throughout all Limagrain companies, the Human Resources Department started systematizing disciplinary measures with the Business Units. The objective is to have appropriate disciplinary measures available throughout the Group to deal with the different types of corruption, and for these to be known and recognized by employees and their representative bodies, where these exist.

¹ Arabic, Brazilian, Chinese, Dutch, English, French, German, Hebrew, Italian, Japanese, Russian, Spanish, Thai, Turkish, Ukrainian and Vietnamese.

Respect for Human Rights

The Ethical Principles and Code of Conduct have been drawn up in line with a number of international laws and declarations, with which the Group shares the principles:

- the Universal Declaration of Human Rights;
- the principal conventions of the International Labour Organisation, in particular conventions 29, 105, 138 and 182 (child labor and forced labor), 155 (worker health and safety), 111 (anti-discrimination), 100 (remuneration), 87 and 98 (rights to organize and collective bargaining),
- the United Nations Convention on the Rights of the Child;
- the OECD Guidelines for Multinational Enterprises;
- transposition into French law of the EU directive of 22/10/2014 on the publication of non-financial information.

Furthermore, Limagrain has been a signatory of the United Nations Global Compact since December 2013. It undertakes to promote and comply with the main principles of Human Rights within its teams throughout the Group and within its sphere of influence, as well as ensuring it is not complicit in any violation.

In this respect, the Ethical Principles and Code of Conduct constitutes an enforceable document for all Group entities worldwide. Production or purchasing agreements frequently include links to it, in order to ensure compliance. In addition, some companies have introduced specific initiatives.



Respect for the Rights of the Child

The Group is very aware of the fact that work is performed by children in certain geographical areas and for certain activities related to seed production. This is a particularly relevant issue in India, both for the Field Seeds and Vegetable Seeds business lines.

As regards Field Seeds, the Human Resources Department of Limagrain India has reviewed its internal rules and regulations to set out recruitment and staff management procedures to combat child labor and strictly comply with local regulations.

Moreover, every temporary worker on the production site is also subject to systematic control on entry. An identity card is created, providing proof of the worker's age. To supplement the procedure, special signs condemning child labor are displayed in all sites. Subcontractors are regularly audited on a rotation basis to ensure compliance with prohibition on child labor. Furthermore, strict social clauses are included in all contracts with suppliers, specifying the prohibition on child labor, subject to suspension of the contract.

In Vegetable Seeds, since the start of its production activities in 2012, HM.CLAUSE India has been tackling child labor in subcontracted seed production. Since that date, the company has stepped up its initiatives under a continuous progress approach and has created a CSR department reporting to General Management.

As part of its CSR program, HM.CLAUSE India has rolled out a complete procedure aimed at eradicating child labor in India, called the Child Labor Awareness Program (CLAP). Its first undertaking is to set the minimum working age at 16, compared to the current legal age of 14, and to introduce progressions in contractual clauses for its producers and subcontractors. The company has also drawn up disciplinary sanctions for producers that do not comply with the undertakings, which extend to suspending the subcontracting agreement.

In addition, HM.CLAUSE India works together with many stakeholders from different backgrounds, including governmental and local authorities, other locally active seed companies and their federation, and NGOs such as UNICEF and Arisa. Arisa, which stands for "Advocating Rights in South Asia" (formerly ICN - India Committee of the Netherlands), is an NGO with which HM.CLAUSE India has been collaborating for years, especially through the Child Care Program. In spring 2020, it published its report² on the child labor situation in the seed production sector in India, in

which it describes actions taken, among others, by HM.CLAUSE India. The organization notes the significant efforts made by some seed companies, including HM.CLAUSE India, to eradicate this scourge.

Last but not least, HM.CLAUSE India is an active member and major contributor of ECHO (Enabling Child and Human Rights with Seeds Organizations) launched in 2018 in India to address this issue.

Developing a responsible purchasing policy with our suppliers



Through its activities, Limagrain works with numerous suppliers, subcontractors and providers for its agronomic production, factory production, storage, transport and research and development activities. Certain services or supplies are of crucial importance for operations and could, in the event of failure or shortages, have an impact on the continuity of business and services for one or more Business Units. IT services, in terms of network and infrastructure are examples of the supplies and services that have a potential impact on the Group as a whole.

Furthermore, Limagrain, like many other companies, is confronted with the risk of disruption to its supply chains.

Failures in the supply or provision of services may be linked to the non-continuity of delivery (disruption of supply chains), service or supply, or to a failure to respect the contractual commitments of the supplier/provider.

This is not a new phenomenon, but it has increased since the beginning of the Covid-19 pandemic and the risk could be aggravated by geopolitical instabilities or natural disasters.

As regards supplier relations, Limagrain strictly meets criteria for non-economic dependency and coordinates a substantial part of its procurement and purchasing conditions through a dedicated internal organization, the Group Purchasing Coordination, which

incorporates representatives from different Business Units structured into Steering Committees by service or product category.

As it is convinced that supplier relations are an important lever for creating value, the Group Purchasing Coordination department has been regularly updating its processes to include social-environmental criteria on the basis of its own responsible purchasing referential. In this context, Group purchasers have signed the "Responsible Supplier Relations" Charter and have been trained in responsible purchasing by the AFNOR.



² Sowing hope: Child labor and non-payment of minimum wages in hybrid cottonseed and vegetable seed production in India – ARISA – June 2020

To ensure suppliers respect Human Rights, in particular labor legislation, a request for certificates of compliance is an integral part of the Purchasing process. Furthermore, the department has issued a Request for Information (RFI) to all its active suppliers, to gather more information about them and identify the inherent risks. The RFI, which was fully digitized during this financial year and deployed in certain BUs, provides information on the organization, strategy, financial data, quality policy, risk management, CSR, progress plans, supply chain organization and motivation to develop partnerships with the Group.

In a parallel move, in November 2012, the Group signed the Mediation Charter drawn up by the Paris Mediation and Arbitration Centre (CMAP), thereby committing to avoiding litigation and favoring the amicable resolution of disputes through mediation whenever appropriate.

By the very nature of their activity, buyers are particularly exposed to the risk of corruption. An Ethical Purchasing Charter has therefore been drawn up to formalize an individual commitment not to yield to corruption and other unethical practices. It is signed by all buyers involved in Purchasing Coordination activities and, by extension, by buyers of equipment and IT services.

Finally, the pandemic has had a twofold impact on purchasing. Firstly, some suppliers have redeployed their sales staff closer to their customers, ensuring continuity of the relationship despite travel restrictions. Secondly, the search for national suppliers has been intensified in order to secure a share of local supplies, independent of production or transport limits affecting a geographical area.

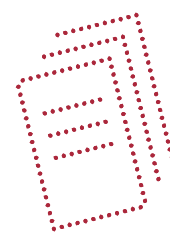
Protecting data and information systems

Information systems are essential for all the Group's activities, such as research and development, production, sales and marketing, but also for managing both internal and external interactions. The network, servers and applications must therefore remain operational 24/7. By increasing data, processing and access points, the possibility of a malicious digital act also increases, aimed at destabilizing the organization, accessing private information or extorting the Group.

Measuring the importance of risks relating to Information Systems (IS), during this period Limagrain rolled out the ambitious IS security program that was drawn up during the 2019-2020 financial year. It is based on specific governance of the issue, which relies on a cross-disciplinary organization and has adopted a new method of IT project management, integrating the specific operational requirements and the needs of the Group.

The main objective is to improve our ability to combat the threat

Key performance indicators



81%
of the 185 purchasing agreements processed by the Group Purchasing Coordination stipulate a **CSR commitment** from the supplier

Result
16%
of suppliers declare they have "advanced" **CSR maturity**



posed by ransomware, in particular by developing our monitoring and anticipation capacities.

In light of the increasing number of threats, it is essential to be prepared. New security services that improve user authentication have been added to each workstation, to supplement the device to detect and respond to malicious codes (antivirus), the solution to detect and block harmful web communications (proxy) and secured remote access (VPN).

Organization and governance are also important to ensure that we are permanently aware of any threats and our level of exposure. Firstly, the processes for creating accounts and awarding permissions on the IT infrastructure follow the strict procedures set out in the Group cybersecurity policy. Rules on permissions and managing the operating systems of workstations and servers have been strengthened. Finally, inactive accounts are analyzed and all attempted attacks and security incidents are dealt with systematically.

All this has been formalized by:

- a review of the various charters related to the use of IT tools;
- verification of project compliance with "security by design";
- the launch of a medium-term plan to develop security incident detection capabilities and systems;
- the monitoring of cyber risk exposure indicators by listing vulnerabilities and security incidents;

- the definition of organizational measures (preparation for cyber crisis management, industrialization of awareness actions, optimization of outsourcing and subcontracting) and technical measures (implementation of measures to improve the Group's common infrastructure) to be rolled out during the next financial year.

But cybersecurity is above all everyone's responsibility. It is therefore the subject of awareness-raising among employees, in particular through information and outreach tools on key elements (password, mobility, e-mail, etc.). During the financial year, phishing tests were reinforced, which explains the drop in the success rate compared to the previous financial year (61% vs. 89%). They are however more effective because users have a clearer perception of their individual vulnerability.

Finally, the drop in the number of security incidents (4/49) can be explained by a change in definition, which now only takes into account incidents requiring the setting up of a dedicated analysis unit.

Key performance indicators



61%

of "positive replies" from users with respect to phishing awareness tests

(ability to detect an attack)

Results

236

external vulnerabilities corrected

4

security incidents handled



Limagrain IT: Action to raise awareness among the Group Executive Committee and Limagrain IT teams through a meeting with our cybersecurity provider and training exercises.

5.3

LIMIT THE ENVIRONMENTAL IMPACT OF OUR ACTIVITIES



The impact of Limagrain's activities on the environment is at the heart of our concerns, to which the Business Units respond at a grassroots level, in a proactive and responsible manner.

In the context of its activities, Limagrain is subject to a wide range of environmental regulations. These are complex, constantly changing, increasingly

strict and application can prove to be costly. These particularly concern the quantitative and qualitative management of water, air, greenhouse gas emissions, soil pollution, use of natural resources, preserving biodiversity, noise, dust and waste.

Limagrain has therefore fully integrated prevention of environmental risks, particularly

pollution, into its risk management policy, introducing standards that apply to all its sites worldwide.

This approach also includes the controlled use (measure, optimization and innovation) of natural resources, as well as focusing on lowering the quantity of waste and increasing recycling.

Implementing an environmental management system at site level

In 2018, Limagrain drew up a program called LEIA (Limit Environmental Impact of our Activities). This involves the progressive implementation of

an environmental management system that applies to all our site, as well as complying with environmental laws, regulations and requirements throughout the

world. This program includes four areas of focus that are the subject of specific measures and goals, namely:

Initiating the implementation of a Group environmental management system		
Themes	Issues at stake	Purpose
Waste	Recycle waste	<ul style="list-style-type: none"> ● Improve the reliability of reporting on waste and ensure processing by 2022 ● Recycle 85% of waste by 2022
Energy	To lower energy consumption and greenhouse gas emissions	<ul style="list-style-type: none"> ● Achieve a 10% reduction in energy consumption by 2022 (vs. 2015-2016) ● Encourage and roll out solutions to reduce the impact of transport related to our activities ● Use 10% of renewable energy in the energy mix by 2022
Water	To ensure the quality of effluents and optimize water consumption	<ul style="list-style-type: none"> ● Achieve a 5% reduction in consumption of tap water by 2022 (vs. 2016-2017)
Biodiversity	To protect the ecosystems on sites	<ul style="list-style-type: none"> ● Identify, monitor and preserve biotopes and protected species on sites close to a protected area

Key performance indicators

29%

of sales revenue is from companies with industrial sites covered by an environmental management system (EMS).



Vilmorin Turkey and Vilmorin-Mikado El Salvador now have an EMS.

Results

Environmental Standard

ISO 14001

3 certified sites

Berurim and Sderot (Israel), Karacabey (Turkey)

Energy Standard

ISO 50001

2 certified sites

Arques and Ennezat (Limagrain Ingredients)



5.9

million € spent in 2020/2021 on 276 actions aimed at reducing the environmental impacts of Limagrain sites

For each of these four areas of focus, Limagrain sites worldwide are introducing numerous actions, the nature and extent of which vary considerably. Environmental impacts are taken into account when investing in new equipment, as well as in maintenance operations. Daily practice, whether related to manufacturing processes or business lifestyle choices, are also being reassessed in the light of these objectives.

The only environmental impact of the Covid-19 pandemic was an increase in waste linked to the widespread use of health protection devices (masks, gel bottles, etc.) and the reappearance of single-use products, often made of plastic, even though these had been the subject of replacement policies for years in order to integrate renewable materials or to allow multiple use.

Restatement of published data for the 2019-2020 financial year

Certain figures published for the 2019-2020 financial year have been restated to ensure comparability with those for the 2020-2021 financial year. The analysis of these restatements is included in section 6.2. "The environmental impact of Limagrain". The adjustments take into account changes in the scope of reporting. The choice to focus as closely as possible on consumption, and therefore to ask the sites for their environmental reporting for the 2020-2021

financial year, has proven its relevance, but still reveals some errors in the data provided. Although not significant at Limagrain's level (less than 1.5%), in agreement with the independent third-party body and for the sake of precision, the errors identified have been taken into account in the restated data for the 2019-2020 financial year. The changes described in this part 5.3. are based solely on the restated data.

Our achievements

TWO LIMAGRAIN INGREDIENTS SITES CERTIFIED ISO 50001 - ENERGY MANAGEMENT SYSTEM

Through its two industrial sites at Arques and Ennezat (France), Limagrain Ingredients has joined the select circle of 700 French companies with ISO 50001 certification.



Ennezat site (France) – Limagrain Ingredients

Measures to prevent, recycle and eliminate waste

Waste management and recycling

Limagrain's seed and cereal products activities produce mainly organic waste (67.3%) and a low amount of hazardous waste (10%). There are therefore many recycling options to help achieve a 76.8% rate of recycling waste. 74.2% of waste is recycled into materials and 25.8% into energy, notably by burning corn cobs from seed production.

The quantity of waste was up 35.2% compared to the 2019-2020 fiscal period. This significant change masks a significant downward adjustment of data from the previous financial year (see 6.2.) and the reclassification of certain waste products as co-products at the Karacabey (Turkey) field seeds plant. The application of increasingly precise definitions, certain reductions in activity and better management of industrial processes and inventories explain another part of the decrease. On the other hand, virtually all the increase came from Limagrain

Coop's field seeds production site at Ennezat (France). An increase in volumes processed in our plants, as a result of favorable yields, logically produced higher volumes of waste (+13,000 t).

It should be noted that performance of different Group companies still varies widely in this area. However, 107 waste management initiatives have been recorded, representing an investment of €155,713. These mainly involved the following goals:

- reducing volume, either by developing processes that lead to less waste being produced or by increasing recycling;
- preventing risks related to hazardous waste, mainly linked to chemicals;
- improving waste management and the practices in this area;
- improving behavior through training and communication.



Karacabey site (Turkey) certified ISO 14001 – Limagrain Europe



Waste management and recycling Food waste

A major area for action throughout Group involves managing the risk of a polluted water spill. Three levers have been instrumental in reducing this risk, namely avoiding contamination, collecting dirty water and ensuring it is properly treated. (see § *Saving water and controlling our wastewater* - p. 74).



48,273

tonnes
of generated waste

76.8%

of waste
is recycled

24.3 kg
of waste produced
for every €1,000
of revenue

Lowering our energy consumption and greenhouse gas emissions

Energy consumed by Limagrain is mainly used to dry seeds, heat greenhouses, for agri-industrial installations and for employee business travel.

The 4.5% growth in energy consumption during the financial year includes some significant trends and events, in particular:

- downwards: the closure of the Limagrain India industrial site at Yellampet and the transfer of activities to subcontractors led to a sharp reduction in biomass as an energy source, from 9.6% to 7.2% of Limagrain's consumption. In 2019-2020, the site represented 17.9 MWh, or 36% of the Group's biomass.

- upwards: the inclusion in the scope of two sites of Limagrain Zaad (South Africa), colder winter weather conditions, for example for Anjou (France) where Limagrain has three major sites, a sharp increase in production, such as on the Limagrain Brazil site in Goianesia (+57% for electricity), but above all on the Limagrain Coop site in Ennezat (+10,676 MWh), contributing 59% to the growth in city gas consumption. The share of city gas in the energy mix rose from 28.3% to 31.1%.

Finally, in terms of mobile energy, two points should be noted:

- The 2020-2021 financial year marks an acceleration in the shift from diesel to gasoline for vehicles. This can be explained by the better environmental profile of gasoline and by the rise of increasingly strict standards and regulations in favor of gasoline. At the same time, the "greening" of car fleets is

gathering pace with an increase in the number of electric or hybrid vehicles in company fleets.

- Despite the pandemic hindering many trips and meetings, the Company recorded a slight increase in mobile energy. An analysis of the situation shows that, in terms of travel, after periods of strict lockdown, local relations have resumed. At the same time, many companies have strengthened their sales teams, thereby increasing their car fleets. Finally, constraints on air travel have led employees to make certain trips by car and restrictions on carpooling have made it impossible to optimize journeys.

Limagrain's total greenhouse gas (GHG) emissions (scope 1 and 2 excluding refrigerants) amounted to 93,397 tCO₂e in 2020-2021, up by 4.7% compared with the 2019-2020 data. Taking refrigerants into account, GHG emissions reached 98,660 tCO₂e, an increase of 6.2%.

The 2020-2021 financial year is the third year of reporting on refrigerants. It has been affected by some cases of major leaks in the refrigeration equipment of certain sites. As a result, the emissions related to refrigerants increased by 42.6% to 5,263 tCO₂e.

The formalization of goals for reducing Limagrain's greenhouse gas emissions, whether direct (Scope 1 and 2) or indirect (Scope 3), in order to meet the targets of the Paris Agreements, is the subject of a project led by the CSR Department. This should enable us to model the major GHG

emission items for each of the Group's activities and to compile them, in order to set a reduction target for Limagrain by the end of the financial year 2022-2023, including key indicators and a trajectory in order to reach the target.

Reducing energy consumption and GHG emissions is a key objective of the LEIA program, which is translated into a number of initiatives throughout the Business Units. For the 2020-2021 financial year, 112 initiatives were recorded, representing an investment of 5.1 million euros.



526,627 MWh
of energy consumed

of which
7.2% is renewable energy

Greenhouse gas emissions
(including refrigerants)
98,660 tCO₂e

266 kWh
/€1,000
of revenue

The energy impact is a key factor taken into account in each construction or renovation project for Limagrain's equipment. When constructing new phytotrons in Saint-Rémy-de-Provence (France) and the Los Mochis station (Mexico), HM.CLAUSE paid particular attention to the insulation of buildings. Vilmorin in La Ménittré (France) also carried out major insulation work on its "micro-cleaning" building, as did Limagrain Europe on a building at the Verneuil l'Étang station (France). The replacement of cooling units at Jacquet Brossard's French factories in Saint-Beauzire and Clamecy (Le Helder) has also contributed to this objective.

Equipment is frequently automated or regulated to reduce consumption, for example on a boiler at Verneuil-l'Étang (France) at Limagrain Europe. The energy performance of dryers has also been taken improved at Limagrain Iberica in Elorz (Spain) and at Vilmorin in La Ménittré (France).

The majority of renewable energy at Limagrain comprises biomass, and the further development of sustainable energy is one of the key areas of focus. In addition, the installation of solar panels on the Limagrain Nederland site in Rilland (Netherlands) and at HM.CLAUSE Australia in Templestowe (Australia), further contributes to this goal. It should be noted, however, that the economic models developed in this field hide certain actions carried out by providers on behalf of Limagrain companies.

The installation of 1,600 m² of photovoltaic shading on the car park of the HM.CLAUSE site in Portes-lès-Valence (France) is not taken into account in the reporting. Finally, certain companies, such as Limagrain GmbH (Germany) or Mikado Kyowa Seed in Japan, have

chosen to change their electricity supplier in order to integrate a larger share of renewable energy.

Improving the conditions for transporting goods is also a way of reducing energy consumption. Limagrain Europe is committed to optimizing its loading to maximize the filling of transport units, whether containers or trucks. As regards trucks, the company stipulates in its specifications for transporters that it favors vehicles that meet the Euro 5 and 6 environmental standards. For its part, Vilmorin-Mikado now uses sea freight rather than air freight for its carrot seed shipments to Brazil and Mexico. This change, which is favorable to the carbon footprint of transport, is significant and has meant that forecasting tools have had to be reworked to take into account the new delivery times.

On the sites, the reduction in energy consumption is also the result of small individual gestures, changes in habits, and education for the over 9,000 employees of Limagrain. Also contributing to this objective are the promotion of new ways of working, often related to the capabilities of digital tools,

and soft mobility, including use of public transport or cycling. In terms of commuting, although the pandemic put a stop to carpooling, initiatives have been rolled out in France, such as the development of sustainable mobility plans for each HM.CLAUSE site or Vilmorin-Mikado's policy to encourage the use of the train + bike, supported by a €150 bonus for the purchase of a bike.

As business travel represents a significant proportion of energy consumption, changes to travel policy have a substantial impact on reducing Limagrain's energy consumption. Favoring the use of trains instead of planes over medium distances, increasing the proportion of hybrid or electric vehicles (25% of Hazera Nederland's fleet, for example), or limiting the choice of vehicles to those emitting less than 120 gCO₂/km (90% of Vilmorin Iberica's fleet for this BU) are measures that contribute to this objective.



Rilland site (Netherlands) – Limagrain Europe

..... Our achievements

CALCULATING THE JACQUET BROSSARD CARBON FOOTPRINT AND SETTING REDUCTION GOALS

As a major player in the food industry, it was important for Jacquet Brossard to improve its carbon footprint and thus play its part in achieving carbon neutrality by 2050. To this end, it has established a partnership with EcoAct, the European leader in carbon neutrality strategy. After assessing its carbon footprint, Jacquet Brossard would like to set out its greenhouse gas emission reduction trajectory in line with the Science-Based Targets initiative. This trajectory will cover all direct and indirect emissions, namely in the three scopes specified by the GHG Protocol when calculating the footprint. All of the work, from calculating the footprint to defining the targets, is being performed in collaboration with a number of employees through consultation workshops.

Saving water and controlling our wastewater

Limagrain has been addressing two aspects of the question of water, namely effluent quality and consumption. During this fiscal period, out of the 57 actions carried out, 45 concerned water consumption and 12 concerned preventing water pollution or the management of water emissions.

The Group's risk management reference document stipulates that all Limagrain's wastewater should be analyzed and treated if necessary. Most Limagrain sites are equipped to minimize the risk of pollution, notably through the retention containers for polluted water, treatment basins and a sludge management process.

The start-up of the new Milcamps waffle factory in Dour (Belgium) at the beginning of the financial year coincided with the commissioning of its effluent storage facility, which is emptied regularly by a provider in order to reprocess the contaminated water. Monitoring changes in standards is a key concern for all facilities. In this context, the effluent treatment system in the seed processing room at the Limagrain Europe

site in Longué-Jumelles has been brought up to standard.

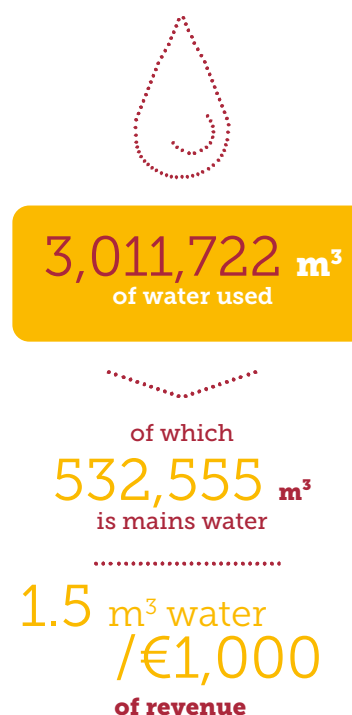
Climate events are very important factors affecting Limagrain's consumption of water. The 2020-2021 fiscal period saw a 4.4% increase in water consumption due to a year characterized by drought in certain areas. Increased consumption is also the result of the addition of new sites, sustained activity and an increase in the quality of information. For example, the installation of a meter on the Mexican site of Culiacan (Vilmorin-Mikado) has made it possible to calculate consumption this year that has almost tripled compared with previous estimates.

As regards use, water is mainly for irrigating greenhouse crops and for domestic purposes. Depending on the specific type of activity, the Group's companies use mains water (17.7%), well water (60.7%) and surface water (21.6%).

Collected rainwater is also a resource, albeit one that remains underdeveloped. In view of the fact that no water is drawn from the water table, rivers or shared networks, and in agreement with



the independent third-party body, the volume of rainwater collected is indicated separately and is not included in the total water drawn. In addition, a specific indicator expresses its volume as a percentage of the total water used.



Consumption of collected rainwater totals 74,664 m³, in other words 2.5% of the water withdrawn, although this is down by 26.8%. Four-fifths of this year's decline in rainwater collection comes from the Nanyuki site alone (HM.CLAUSE Kenya), where rainfall was very low during the first half of 2021.

The first lever for reducing water consumption lies in maintaining networks to avoid leaks and wastage. The second lies in the choice of effective irrigation systems. The use of drip irrigation continues to be developed. At the same time, most companies have implemented more water-efficient cropping systems, such as soilless

crops, mulching in the field or a layer of sand for greenhouse crops to avoid evaporation.

The use of irrigation management software reduces water consumption by adjusting irrigation to water reserves in the soil, to the needs of plants and the weather conditions and forecasts.

Protecting the ecosystems on our key sites

Following the performance of a biodiversity diagnosis for its site at Saint-Beauzire (France) in 2018, other Limagrains sites have been the subject of studies by external providers. The sites of Vilmorin-Mikado in La Costière and La Ménitère, HM.CLAUSE in La Bohalle, Limagrains Europe in Saint-Mathurin and Verneuil l'Étang, and Ennezat, operated by Limagrains Coop and Limagrains Ingredients, have been the subject of diagnoses to identify the challenges in terms

of plant and wildlife and to draw up recommendations for protecting and promoting their biodiversity. Results in this area can only be assessed in the medium or even long-term. As such, a new diagnosis will be performed in Saint-Beauzire in 2021-2022.

Following these recommendations, a number of initiatives have been introduced on these sites, such as ecologically managing green spaces, combating invasive

exotic species, installing facilities for wildlife, developing cropping practices in terms of tillage, fertilization and treatment, or the use of integrated pest management for crop protection.



240 ha

**over seven
major sites**

have been the subject of
biodiversity diagnoses

Our achievements

HAZERA ENCOURAGES ITS DUTCH EMPLOYEES TO HELP PROMOTE BIODIVERSITY

Specialized in the biodiversity of cultivated plants, Hazera has launched an operation with its employees in the Netherlands to promote biodiversity. After sowing 3,500 m² of flowered fallow land on its Made site, each employee received a bag of seeds to sow a further 5 m². All in all, the potential surface area sown by employees totals 4,500 m². All this contributes to the development of biodiversity.



"LIMAGRAIN VERDE" IN BRAZIL

Limagrains South America has launched the "Limagrains Verde" project in Brazil, one aspect of which is designed to plant more local species of trees by sending each employee a seedling, which they can then plant wherever they like.



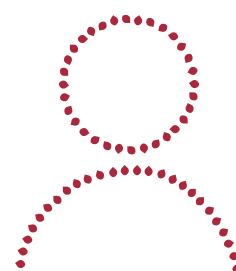
6

Limagrain in numbers





LIMAGRAIN CORPORATE DATA



History of permanent headcount per sector of activity

	Limagrain Coop	Limagrain Field Seeds	Limagrain Vegetable Seeds	Garden Products	Ingredients	Bakery Products	Holdings	Total
2018-19	399	2,478	3,812	265	335	1,279	340	8,908
2019-20	404	2,491	4,032	243	338	1,191	331	9,030
2020-21	394	2,722	3,849	229	347	1,282	345	9,168
% 20-21	4.3	29.7	42.0	2.5	3.8	14.0	3.7	100.0

Breakdown of permanent headcount and interns 2020-2021 per sector of activity and geographical area

	Research & Development	Sales & Marketing	Logistics & Production	Support functions
Employees in %	22.8	22.9	36.8	17.5
Interns in %	47.2	9.8	25.8	17.2

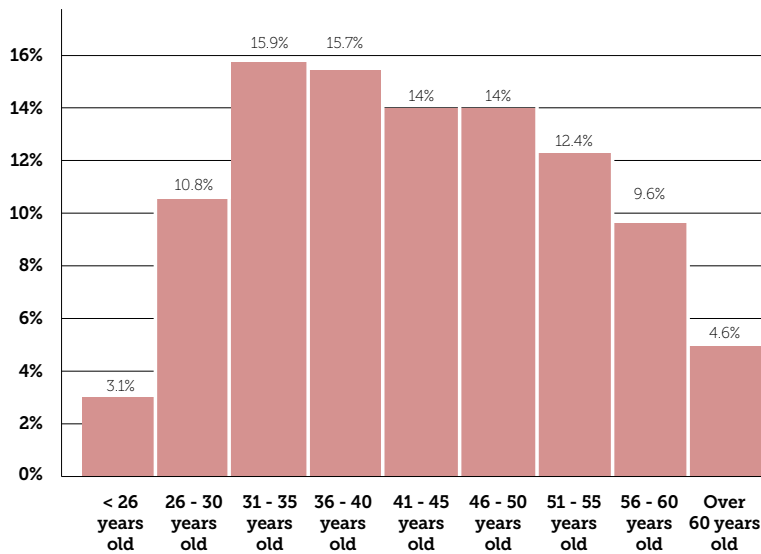
	Europe (including France)	Americas	Middle East & Africa	Asia & Pacific
Employees in %	63.5 (44.3)	12.5	8.5	15.5
Interns in %	62.6 (48.5)	11.4	22.4	3.7

Breakdown of permanent staff by status and gender

	Men	Women	Managers ¹	Non-managers
% Total headcount	62.1	37.9	34.6	65.4
% Top Executives	72	28	-	-
% Executives	74	26	-	-

¹ According to the definition adopted by Limagrain, a manager is a supervisor or expert with over 5 years of higher education or the equivalent acquired through experience.

Age pyramid



Recruitments and departures

Recruitment	Tenures	% tenures
958	209	21.8%

Recruitment excluding tenure	Managers	Aged under 26	Without professional experience
749	35.1%	19.4%	4.1%

Departures	Retirement	Resignations	Redundancies	Other
885	13.2%	45.9%	17.9%	23.0%

Work safety

	2018-2019	2019-2020	2020-2021
TF1	9.35	6.85	6.77
TF2	13.73	11.01	9.80
TG	0.27	0.28	0.21

Training

No. of training hours	% of employees trained	Training budget	% of training budget / total payroll
141,960 hours	85.3%	€3,154,913	0.75%

Business expertise	Foreign languages	Health & Safety	Management	Other
20.3%	4.6%	38.4%	15.2%	21.5%

6.2 ENVIRONMENTAL IMPACTS OF LIMAGRAIN

History of environmental aggregates

	Water		Energy		Greenhouse gases	Waste
	m ³ (thousand)	m ³ /€1,000 revenue	GWh	kWh/€1,000 revenue	tCO ₂ e	t
Published 2018-2019	2,700 ²	1.38	496.6	264	104,912	50,106
Restated 2018-2019	2,640 ²	1.49	509.9	271	89,849	47,957
2019-2020	2,968 ²	1.59	503.8	264	92,094	41,909
Restated 2019-2020	2,884	1.50	514.5	269	92,898	35,708
2020-2021	3,012	1.52	526.6	265	98,660	48,273

²Data modified to reflect the removal of collected rainwater from consumption.

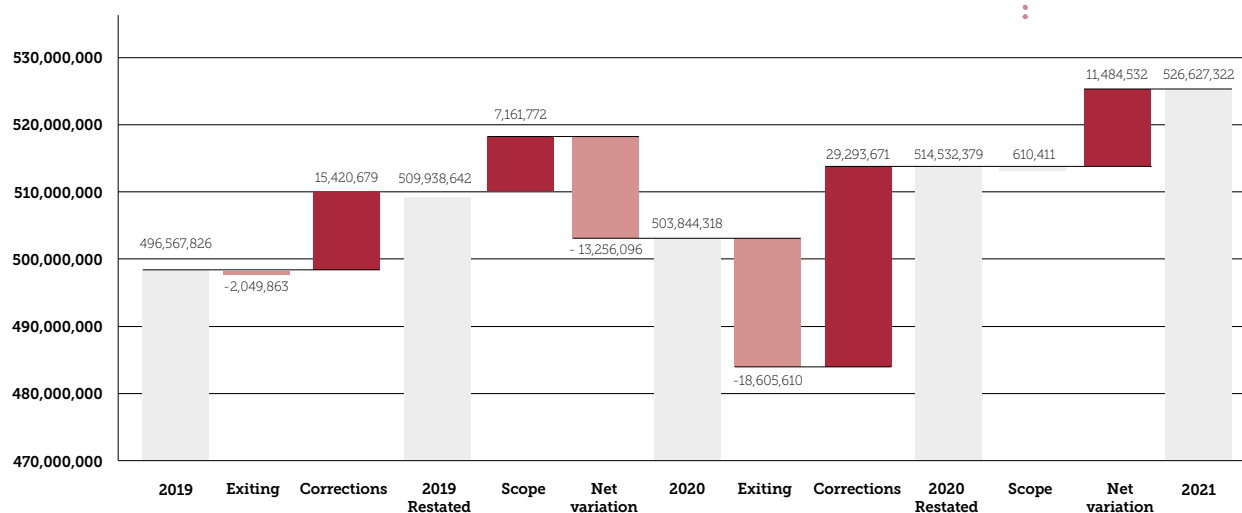
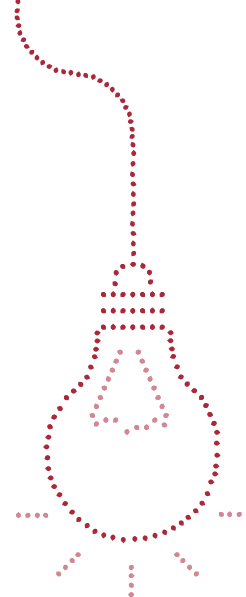
Waste (volume/nature)

Type of waste	Organic	Non-hazardous	Hazardous	Hazardous water	Total
Tonnage	32,486	10,939	1,217	3,630	48,272
%	67.3	22.7	2.5	7.5	100.0

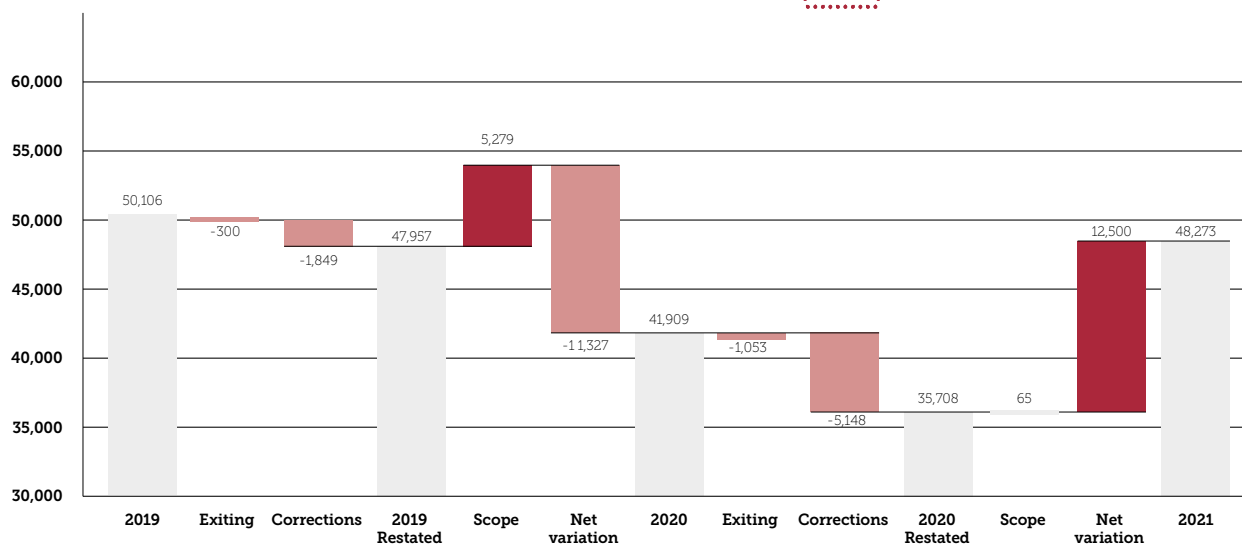
Waste management

Type of treatment	Energy recycling	Material recycling	Landfill	Total
Tonnage	27,500	9,580	11,192	48,272
%	57.0	19.8	23.2	100.0

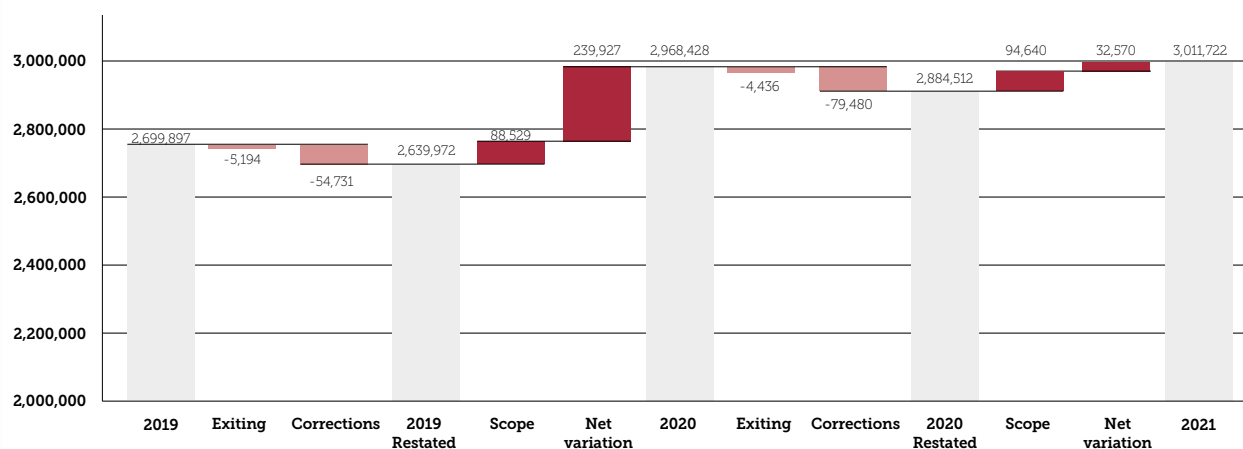
Restatement of energy consumption (kWh)



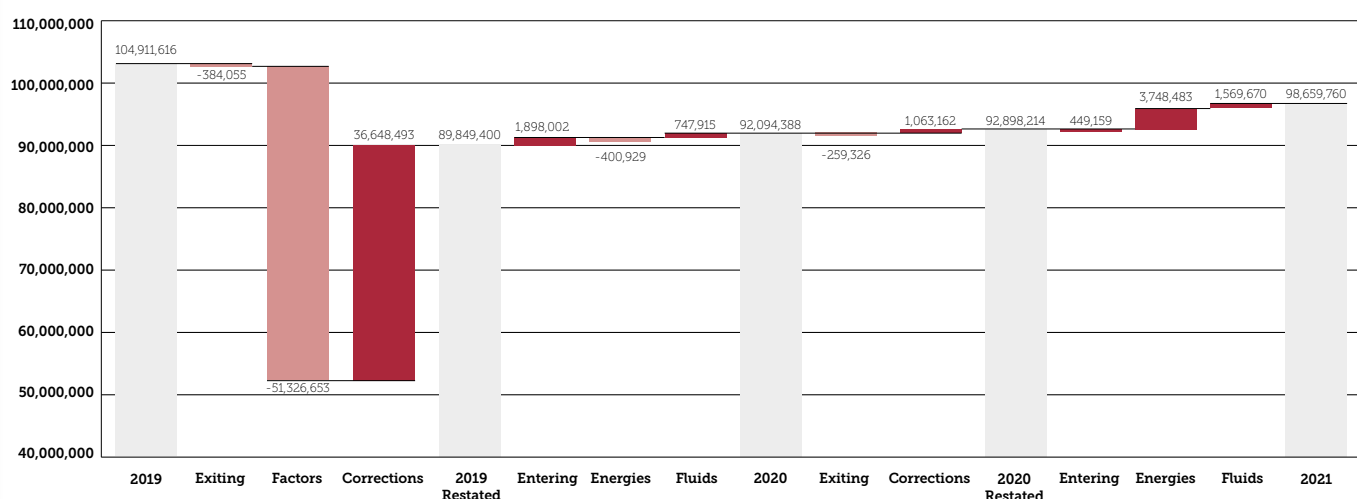
Restatement of waste production (t)



Restatement of water consumption (m³)



Restatement of greenhouse gas emissions (t)



KEY TO RESTATEMENT GRAPHS:

- Increase
- Decrease
- Total

- **Correction:** impact of the modification of some values for the 2019-2020 fiscal period, which proved to be erroneous with respect to the audited figures for the 2020-2021 period
- **Factors:** impact related to the change in emission factors for calculating greenhouse gas emissions
- **Scope:** impact of companies entering the Limagrain scope in the 2020-2021 fiscal period
- **Exiting:** impact of the removal of data for the 2019-2020 fiscal period for companies leaving the Limagrain scope during the 2020-2021 period
- **Variation:** changes on a comparable basis

Energy and greenhouse gases

Source	Consumption (kWh) 2020-2021	%	Greenhouse gas emissions (kgCO ₂ e) 2020-2021	%	% with refrigerants
Electricity	203,287,361	38.6	35,430,312	37.9	35.9
City gas	163,973,356	31.1	27,970,171	30.0	28.4
Diesel for mobile sources	53,995,355	10.3	13,725,781	14.7	13.9
Renewable energies	38,131,133	7.2	0	0	0
Mobile fuel	17,055,035	3.2	4,318,372	4.6	4.4
Other gas consumption	31,392,093	6.0	7,185,682	7.7	7.3
Other fuel consumption	12,630,918	2.4	3,278,774	3.5	3.3
Other	6,162,071	1.2	1,487,661	1.6	1.5
Total Energy	526,627,322	100.0	93,396,753	100.0	94.7
Refrigerants	N/A	-	5,263,007	-	5.3
Total scope 1 and 2 with refrigerants	-	-	98,659,760	-	100.0

Breakdown of water consumption per origin

Origin	Well	Surface	Mains water	Total	Rain ³
Consumption in m ³	1,829,192	649,975	532,555	3,011,722	74,664
%	60.7	21.6	17.7	100.0	

³ Rainwater refers to the rainwater collected by facilities on certain sites.

Breakdown per activity

	Limagrain Coop	Limagrain Field Seeds	Limagrain Vegetable Seeds	Garden Products	Ingredients	Bakery Products	Holdings
Energy	12.2%	23.6%	25.0%	1.0%	13.9%	24.2%	0.1%
Water	1.1%	33.9%	57.3%	0.1%	3.3%	4.3%	-
Waste	35.6%	26.2%	23.9%	0.9%	4.3%	9.1%	-

6.3 SOCIETAL IMPACTS OF LIMAGRAIN



Expenditure on Institutional Affairs

	Expenditure bracket declared to the HATVP ⁴
2018-2019	Between €100,000 and €200,000
2019-2020	Between €100,000 and €200,000
2020-2021	Between €200,000 and €300,000

⁴ In France, since 2019, the law has made it mandatory to declare to the High Authority for the Transparency of Public Life (HATVP) all expenses incurred due to relations with decision-making bodies at the national level (Presidency of the Republic and Government, National Assembly and Senate).

Expenditure on societal commitment

	Societal commitment (in million €)	% of revenue
2017-2018	1.23	0.69
2018-2019	1.54	0.82
2019-2020	1.97	1.03
2020-2021	1.65	0.83



7

Methodological note

The environmental, social, and societal reporting process used by Limagrain is based on:

- regulatory measures linked to article R. 225-105-1 of the French Code of Commerce;
- the principles and recommendations of the ISO 26000 standard that allowed the Group to define its priority issues in terms of societal responsibilities in order to meet economic, environmental, social/societal objectives and the expectations of stakeholders;
- guidelines for Sustainable Development reporting from the G4 Global Reporting Initiative reference;
- the ten principles of the UN's Global Compact.

The reporting period is based on a fiscal year (from July 1 to June 30).

7.1 SCOPE

The objective of the reporting scope is to be representative of Limagrain's activities. For fiscal year 2020-2021, reporting coverage is as follows:

	% of coverage of Limagrain's consolidated sales for 2020-2021	% of coverage of the sales for 2020-2021 of entities with an industrial site ¹
Social reporting	100	100
Societal and environmental reporting	100	100

However, the absence of monitoring by certain subsidiaries forced the Group to calculate certain data with a reduced scope, as follows:

	% of coverage of Limagrain's consolidated sales for 2020-2021	% of coverage of the sales for 2020-2021 of entities with an industrial site ¹
"Energies" reporting	100.0	100.0
"Water" reporting	84.5	99.0
"Waste" reporting	82.9	98.5

Each time an indicator is reported using a restricted scope, it is stated with regard to the data communicated. With regard to the aforementioned scopes, the non-financial consolidation rules are the same as the financial consolidation rules.

Variations in scope

In order to be able to calculate the variation in data between each year, calculations were carried out to measure the scope effect.

¹ The list of companies concerned is available on request from the Group CSR department.

7.2

METHODOLOGICAL PROCEDURES

The group procedures comprise:

- a drafted procedure, including a schedule, definition of the scope, a description of the reporting tool and control and validation procedures. This procedure is made available in a Teams space dedicated to data collection, as well as in the group's document management tool;
- a reporting tool (web platform) including input consistency tests and input assistance (definitions) directly for each question;
- a flyer and a user guide, available on the Teams data collection area and in the reporting tool;
- a "waste" guide, available on the Teams data collection area and in the reporting tool;
- an energy calculator, available on the Teams data collection area and in the reporting tool;

7.3

RELEVANCE AND CHOICE OF INDICATORS

The methodologies used for some social and environmental indicators may be limited due to:

- variation in definitions between France and other countries;
- particularities of the social laws in certain countries;
- changes in definition that may affect comparability;
- variation in the scope of activities between one year and another;
- the difficulty in obtaining information in the case of sub-contractors and/or a company collaborating with external partners;
- the methods of collecting and inputting data.

Furthermore, certain indicators are measured using a specific calculation.

Staff turnover was calculated using the formula:

$$\frac{((\text{Number of arrivals} + \text{Number of departures})/2)}{\text{Total workforce}}$$

The rate at which seniors are being kept in work was calculated using the formula:

$$\frac{\text{Number of employees aged over 57}}{(\text{Number of employees aged over 57} + \text{Number of departures of employees aged over 57 (not including departures for retirement)})}$$

Absenteeism was calculated using the formula:

$$\frac{\text{Number of days of absenteeism}}{(200 \times \text{Total headcount})}$$

The hours worked taken into account in the TF (frequency) and TG (severity) calculations are mainly the actual hours worked, but to ensure completeness of the scope, we also allow for the number of paid hours and the number of legal working hours (representing about 28% of total hours).

7.4

CONSOLIDATION AND INTERNAL CONTROL

Each site, company and Business Unit is responsible for the data they supply, as is the Department in charge of the consolidation of the published indicator.

The organization of non-financial reporting relies on:

- the Group CSR Department that coordinates the Business Units, consolidates all the non-financial data and ensures consistent societal and environmental data;
- the Group Human Resources Department, which ensures the consistency of social data;
- the Financial Department for the consolidation of data on staffing levels;
- a network of "Business Unit coordinators" who coordinate and contact the subsidiary companies as well as validate their data;
- "company representatives" named by the Business Unit coordinators, who enter the data for their company and supply supporting documents;
- "site representatives" named by the Business Unit coordinators, who transfer data for their site and supply supporting documents.

The verification and consolidation of this data is carried out in two stages:

- First phase: each entity (the Group and its subsidiaries) consolidates data within their scope. During this consolidation process, consistency checks are carried out on the data. The data consolidated and checked at entity level is then made available to the Group CSR Department that sends the social data to the Group Human Resources Department.
- Second phase: the Group Human Resources Department and the Group CSR Department consolidate the data over the entire scope and check consistency using crossmatch tests with the financial consolidation reporting system.

External checks

For fiscal year 2020-2021, reporting procedures for non-financial indicators were checked externally by Grant Thornton. Audits were carried out, based around a selection of social, environmental, and societal indicators in eight companies within seven Business Units that are representative of Group activity, in order to validate the overall quality and credibility of the reporting system: Covid-19 health measures and travel restrictions limited the ability to conduct these on-site audits. Of the audited companies listed

below, those that were subject to on-site auditor travel are marked with an *:

- Crêperie Lebreton* (France, Bakery Products);
- Hazera Ltd (Israel, Vegetable Seeds);
- HM.CLAUSE Iberica* (Spain, Vegetable Seeds);
- Limagrain Argentina (Argentina, Field Seeds);
- Limagrain Europe* (France, Field Seeds);

- Limagrain Iberica* (Spain, Field Seeds);
- Limagrain Ingredients Nederland (Netherlands, Ingredients);
- Selia* (France, Limagrain Coop);
- Vilmorin Turkey (Turkey, Vegetable Seeds).

The type of work carried out and the related conclusions are presented in a specific statement (see §8.). The glossary of indicators is available on request.

8

Independent Third Party Report



Independent third-party report on the consolidated non-financial statement included in the management report

Fiscal period ending 30 June 2021

Dear Members,

In our capacity as a third-party body, independent from the Limagrain agricultural cooperative, accredited by COFRAC under no. 3-1080¹, we present our report on the consolidated statement of non-financial performance relating to the fiscal period ending on Wednesday, June 30, 2021 (hereinafter the "Statement"), presented in the management report pursuant to the legal and regulatory provisions of articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Responsibility of the entity

It is the responsibility of the Board of Directors to establish the Statement in compliance with the legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks and a presentation of the policies applied regarding these risks, as well as the results of these policies, including key performance indicators.

The Statement has been established based on the procedures of the entity (hereinafter referred to as the "Criteria"), the significant elements of which are presented in the Statement.

Independence and quality control

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code. In addition, we have implemented a quality control system, including documented policies and procedures to ensure compliance with ethical standards, professional standards and applicable legal and regulatory requirements.

Responsibility of the independent third-party

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the provisions of Article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with Article R. 225 105 I, 3° and II of the French Commercial Code, namely the results of the policies, including key performance indicators, and the actions related to the main risks, hereinafter the "Information".

However, it is not our responsibility to comment on:

- the entity's compliance with other applicable legal and regulatory provisions, particularly the French duty of care law and anti-corruption and tax evasion legislation;
- the compliance of products and services with the applicable regulation.

¹ Accreditation scope available on www.cofrac.fr.

Nature and scope of the work

Our work described below has been carried out in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code, setting out the conditions in which the independent third party performs its mission and according to professional standards as well as to the international ISAE standard 3000 – Assurance engagements other than audits or reviews of historical financial information.

The work that we conducted allows us to assess the compliance of the Statement with the regulatory provisions and the fairness of the Information:

- we obtained an understanding of the activities of all the entities included in the scope of consolidation and of the statement of the main social and environmental risks related to this activity;
- we assessed the suitability of the Criteria with respect to their relevance, completeness, reliability, neutrality and understandability by taking into consideration, where relevant, the best practices of the industry;
- we verified that the Statement presents the information set out in II of Article R. 225-105, when relevant to the main risks and, where necessary, includes an explanation justifying the absence of the information required by the 2nd paragraph of III of Article L. 225-102-1;
- we verified that the Statement presents the business model and the main risks associated with the activities of all the entities included in the scope of consolidation; including, where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, actions and results, including key performance indicators;
- we consulted documentary sources and conducted interviews to:

- assess the process used to select and validate the main risks, together with the consistency of the results and the key performance indicators with respect to the main risks and policies presented, and
- corroborate the qualitative information (actions and results) that we considered the most important¹;
- we verified that the Statement covers the consolidated scope, i.e., all the companies included in the scope of consolidation in accordance with Article L. 233-16;
- we inquired about the existence of internal control and risk management procedures implemented by the entity and assessed the collection process ensuring the completeness and fairness of the information;
- we implemented for the key performance indicators and other quantitative results that we considered to be the most important²;
- analytical procedures to verify the correct consolidation of the data collected as well as the consistency of their evolutions;
- detailed tests based on samples, consisting of checking the correct application of the definitions and procedures and reconciling the data with the supporting documents. This work was carried out with a selection of contributing entities³ and covers between 10 % and 36 % of the consolidated data selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the entities included in the scope of consolidation.

We believe that the work we have carried out, based on our professional judgment allows us to express a limited assurance conclusion; a higher level of assurance would have required more extensive verification work.

¹ **Qualitative information relating to the following sections:** "Developing sustainable plant and crop solutions to help meet the challenges of the future"; "Attracting and developing all talents"; "Guaranteeing the health and safety of individuals"; "Lowering our energy consumption and greenhouse gas emissions"; "Water"; "Committing to diversity and professional equality"; "Developing a responsible purchasing policy with our suppliers"; "Protecting data and information systems".

² **Quantitative social information:** permanent headcount and breakdown; recruitments and departures; number of training hours; number of people trained; accident rate with stoppage; accident severity rate.

Quantitative environmental information: consumption of energy and breakdown by activity; greenhouse gas emissions (scope 1 and 2); consumption of water by source and breakdown by activity; quantity of waste generated and breakdown by activity and type of recycling; volumes of hazardous and non-hazardous waste water.

³ CREPERIE LEBRETON; HAZERA ISRAEL; HM CLAUSE IBERICA; LIMAGRAIN ARGENTINA; LIMAGRAIN EUROPE; LIMAGRAIN IBERICA; LIMAGRAIN INGREDIENTS NEDERLAND; SELIA; VILMORIN TURKEY.

Means and resources

Our work mobilized the skills of six people and took place between March and November 2021 during a total period of around sixteen weeks.

To assist us in performing our work, we called upon specialists in sustainable development and societal responsibility. We conducted interviews with individuals responsible for drafting the Statement.

Conclusion

Based on our work, we have not identified any significant misstatement that causes us not to believe that the consolidated non-financial statement complies with the applicable regulatory provisions and that the Information, taken together, is fairly presented, in compliance with the Criteria.

Neuilly-sur-Seine, Monday, October 25, 2021

Independent third-party

Grant Thornton

French member of Grant Thornton International

Amaud Dekeister, Partner

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