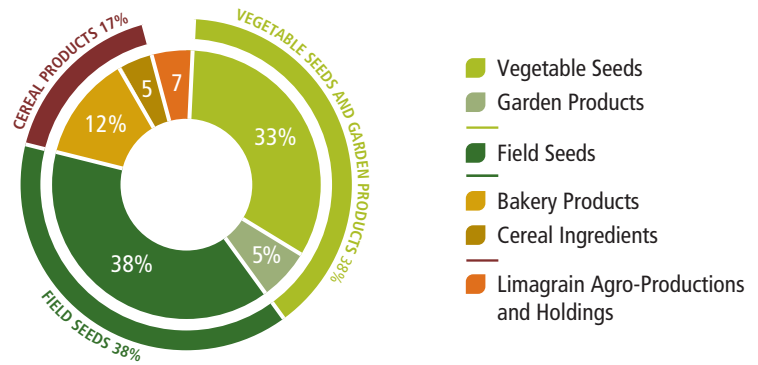


Limagrain key figures

Facts and figures

- Total consolidated sales of **1 555 M€**
- **+ 11.6%** compared with 2009/2010
- Net income of **92 M€**
- Almost **7 200** employees in the world
- Subsidiaries spread out over **38** countries
- **71%** of sales made outside France

Analysis of sales by activity



A Group open to the world



Europe

- 64% of sales
- 72% of Limagrain's employees



Asia & Pacific

- 8% of sales
- 7% of Limagrain's employees



Africa & Middle East

- 8% of sales
- 7% of Limagrain's employees



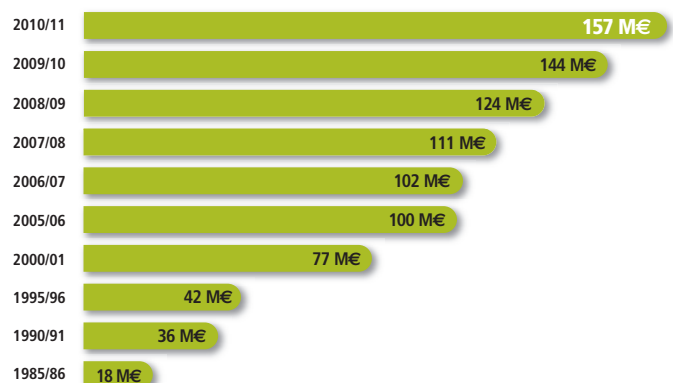
Americas

- 20% of sales
- 14% of Limagrain's employees

Research at the heart of our priorities

- **14%** of Professional sales invested in research, a total of **157 M€** in 2010/2011
- More than **1 400 researchers**
- Partner of Biogemma, Keygene, AGT in plant biotechnology
- Partner of Céréales Vallée, the competitiveness cluster "Innovation in Cereals"

Evolution of the research budget



Founder member of **momagri**
 ■ www.momagri.org



Partner of **Céréales Vallée**
 ■ www.cereales-vallee.org



Inventing tomorrow's cereals



Limagrain in brief



From earth to life

Breeder and producer of plant varieties, Limagrain, an international agricultural co-operative group, sells seeds used by farmers, market gardeners and home gardeners.

The Group has broadened and developed its know-how to the markets for cereal ingredients and bakery products intended for agri-food industrialists and consumers.

A vast range of skills originating in Auvergne, expressed today through prestigious international brands.



Limagrain

Coopérative Limagrain

Vilmorin & Cie – 4th largest

3 Pillars

6 Divisions

14 Business Units (BU)

Limagrain Agro-Productions



At the service of members of the Coopérative Limagrain

Activities:

- Production of seeds, collection, storage, processing of cereals and vine
- Agricultural supplies, animal feed and garden centers

Target markets:

Farmers, agri-food industries and consumers

Field Seeds



No. 5 in the world and No. 1 in Europe for Field Seeds

Key crops or products:

Corn, wheat, barley, rapeseed, sunflower, pea, durum wheat, flax

Target market:

Farmers



1 Limagrain Agro-Productions

- 2 Limagrain Europe
- 3 AgReliant Genetics (50%)
- 4 Limagrain Asia
- 5 Limagrain Cereal Seeds
- 6 Limagrain South America

Groupe Limagrain Holding

seeds company in the world

Vegetable Seeds and Garden Products

Vegetable Seeds

3



2nd largest company in the world for Vegetable Seeds

Key crops or products:

Tomato, cucumber, onion, pepper, melon, carrot, watermelon, lettuce, cabbage, cauliflower

Target markets:

Growers and canners



Nickerson-Zwaan



Garden Products

4



No. 1 in Europe for seed packets

Key crops or products:

Vegetable and flower seeds, amenity grass seeds, flower bulbs

Target market:

Consumers

Bakery Products

5



No. 3 in France for bakery-viennoiserie-pastry

Key crops or products:

Sandwich loaves, specialty breads, crisp breads, pastries

Target markets:

Consumers and agri-food industrialists



Cereal Ingredients

6



European leader for functional flours

Key crops or products:

Semolina and corn flour, cereal-based texturing agents, functional flours, food fibers, bioplastics

Target markets:

Agri-food and plastics industrialists



7 HM.CLAUSE

8 Hazera Genetics – Nickerson-Zwaan

9 Vilmorin

10 Mikado Kyowa Seed

11 Oxadis

12 Suttons

13 Jacquet-Brossard

14 Limagrain Céréales Ingrédients



From here we see things differently...

... we pursue our mission: the improvement and valorization of plants

Our core business is improving plants through seeds - to innovate in order to create plants that meet the expectations of farmers, industrialists and consumers. Our profession also involves valorizing these plants in the different processing stages of the food supply chains. Limagrain also runs cereal ingredients and bakery products activities, thus creating secure opportunities with higher added value for the co-op members.

We aim for the long term, far from fleeting fashions.

... our model is co-operative. A system of unprecedented governance among the leading seed companies

Being an agricultural co-operative gives us the responsibility to be the efficient extension of our member farms, to participate in the success of our clients and to contribute to the future of agriculture and its agri-food chains. This vision of our development takes inspiration from the diversity of our partnerships in scientific, industrial and commercial fields.

We know that the co-operative is a force, helping us to see closer and further.

... our roots are in Auvergne and we radiate internationally

Our 3,500 farmer members live on the lands of Auvergne, and every day we demonstrate our attachment to this region. From Auvergne we have spread our wings to become an international co-operative group. A strategy that enables us to find new ways to add value, to create synergies and to share out risks.

We believe that in order to build and to develop over time, you need a solid base.

... we have chosen proximity for our management approach

Being as close as possible to markets to permanently adapt our germplasm and our varieties, to run our subsidiaries with the right balance between delegation and responsibility – these are the guiding principles of our organization and management model. Combining respect for the Group's strategic choices and respect for local cultures, this model is the foundation for our performance.

We emphasize respect for the diversity of cultures: a difference which we are keen to cultivate.



... we provide European agriculture with the means to innovate

Innovation is at the heart of our mission: we need to improve plants to make them more resistant to insects and to diseases, more tolerant to drought, and to guarantee their nutritional qualities. We have opted for sustained investment in research, with private and public partners, since the creation of the first corn research station in 1965, right up until today and our 100 research stations.

We innovate today to ensure we are competitive and make our contribution to meeting the agricultural challenges of the 21st century.

... we are committed to protecting and enriching biodiversity

In order to find new plants with improved characteristics, our researchers need to broaden the genetic variability of cultivated species. So they are today, as they always have been, the keepers of biodiversity. We lobby alongside European researchers in their choice of the PVPC (Proprietary Variety Protection Certificate) over the patent for the protection of plant varieties.

We wish to protect without confiscating, and pursue our research with the concern to share knowledge and enrich biodiversity.

... we militate for a balanced regulation of agricultural exchanges

Agriculture is not a commodity like others. We work closely to farmers and know that we must take into consideration challenges as vital as food security, the fight against poverty and the independence and sovereignty of states. In order to do so, it is essential that we ensure a future living for farmers, wherever they are in the world; and create the conditions for the development of fair remuneration in agricultural exchanges.

This is why we actively support momagri, movement for a world agricultural organization, which proposes a number of tools and principles for the regulation and organization of international agricultural co-operation.