

STATEMENT OF NON-FINANCIAL
PERFORMANCE

2022 Corporate Social Responsibility Report



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INDEPENDENT THIRD PARTY REPORT

on the consolidated statement of non-financial performance

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Into'Nations





1.

LIMAGRAIN,
FRENCH
AGRICULTURAL
COOPERATIVE AND
INTERNATIONAL
SEED GROUP

Limagrain in 2022

Limagrain is an agricultural cooperative and international seed group owned by French farmers. Focused on progress in plant genetics, the Group, which is the world's 4th largest seed company, breeds, produces and sells field seeds and vegetable seeds. From the region of its cooperative parent company in Limagne-Val d'Allier (France), Limagrain has created unique agri-food integrated chains to add value to the production of its farmer-members and has extended its operations to 49 countries⁽¹⁾.



N°4

**SEED COMPANY
IN THE WORLD**



N°2

in industrial bakery products
IN FRANCE



N°1

in functional flours
IN EUROPE

€2,107 M
of revenue



€720 M

of revenue from
strategic partnerships

€82 M
of net profit



16.2%

of seed revenue⁽²⁾
invested in **RESEARCH**



9,335
EMPLOYEES
worldwide and
86 NATIONALITIES



1,300
**COOPERATIVE
MEMBERS**

Subsidiaries in
49 COUNTRIES⁽¹⁾

43,000 ha
of crops under contract
in Limagne Val d'Allier



10.5
Accident frequency rate
with and without lost time



47,722 t
of WASTE produced



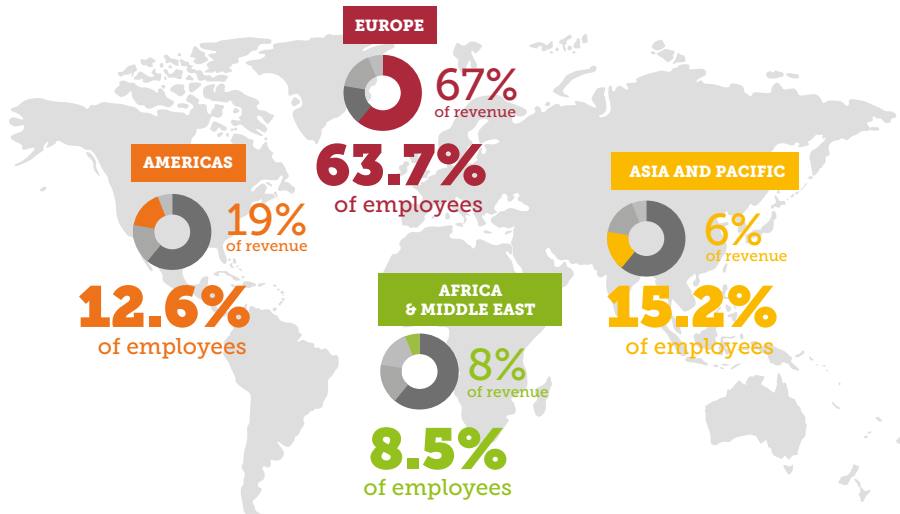
578,318 MWh
of ENERGY consumed



105,144 tCO₂e
emitted (Scopes 1 & 2)



3,064,326 m³
of WATER used



⁽¹⁾ Group sites and headquarters of strategic partnerships.

⁽²⁾ Taking into account seed activities for business markets and including 50% of AgReliant activities.

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

1.1 Limagrain, a French agricultural cooperative

1. Farmers sharing a common project

An agricultural cooperative is a company created and owned by farmers to add value to their agricultural production and pool resources. 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. 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.

The Cooperative's mission is to help farms in Limagne Val d'Allier achieve sustainable performance and make Limagrain's land of origin an area of agricultural excellence. In addition to seed production, the development of short supply channels over the past 40 years, has made a major contribution 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.

2. Limagrain's cooperative governance

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 of elected farmer and salaried top executive is reproduced within six operational activities of Limagrain worldwide. The company's top executives, irrespective of their country of origin, hold equity in the Cooperative alongside the farmers as "non-cooperator partners". One of them sits on the Board of Directors as their representative.

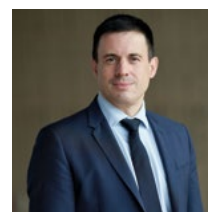
This model encourages close relationships and comparative exchanges between the cooperator partners, their representatives and the management bodies. It ensures the best decisions are taken thanks to a strategic vision shared between the Board Members and the salaried top executives. Final decisions are always made by the farmer Board Members.

This culture of cooperation, shared by farmer members and employees, extends to scientific, industrial and commercial collaboration projects running throughout the world.



Sébastien VIDAL

Chairman



Sébastien CHAUFFAUT

CEO

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

The Board of Directors

The Board of Directors decides on strategy and oversees the direction of the company. It comprises fourteen 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 24 times during the fiscal period, alternately on local issues related to the cooperative and on international issues.

The Bureau

The Bureau proposes strategy. It comprises six elected farmers, members of the Board of Directors and four salaried top executives (the CEO, the two Deputy CEOs and the Head of the Cooperative). It met 19 times during the fiscal period.

The Executive Committee

The Executive Committee implements the strategic decisions. It comprises the CEO and the two Deputy CEOs, the heads of the Group's activities and support functions. It meets twice a month.

The CSR Department reports to a member of the Executive Committee, the Director of Scientific Affairs, Innovation and CSR, who is also a member of the Cooperative's Board of Directors and comes from the section of non-cooperative members.



1.2 Limagrain, an international seed group owned by a French agricultural cooperative

As a breeder of plant varieties, Limagrain produces and sells field seeds and vegetable seeds, with an offer that is exclusively centered on seeds and expertise in plant genetics. Unlike its major international competitors, the Group has no activities in the field of agrochemicals. It supplements its activities dedicated to professionals, farmers and market gardeners, by selling seeds to amateur gardeners.

In the panorama of world leaders in seeds, dominated by major agrochemical groups, Limagrain's model of governance is unprecedented. The Limagrain Cooperative is the parent company and its 1,300 cooperative members form the shareholder base of the Group, making it a company of people rather than capital.

Limagrain's mission is 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.

1. Seeds activities

Being a seed producer firstly involves creating new higher-performing varieties from existing genetic diversity. The seeds from these varieties are then produced and processed to ensure quality, before being marketed to farmers and market gardeners. 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 nearly 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, fennel, kabocha squash, pumpkin, spring onions, okra, fennel, tomatillo and parsnips. Limagrain is world leader for some of these species, such as tomatoes (the world's highest-value vegetable), carrots, melons, green beans and cauliflower, as well as three more local species, fennel, chicory and lambs' lettuce.

Field seeds

Limagrain is the world's seventh-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 essential complementarity and the way in which they meet 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 and sorghum, Limagrain has distribution agreements with breeders that enable it to offer local customers a comprehensive range.

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.



2. Agri-food products

From its core business of seeds, Limagrain has created integrated chains to add value to the production of its cooperative members in its 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

Limagrain Ingredients creates natural ingredients with unique functions from grains and cereals. Working with the major players in the agri-food, food and animal nutrition industries, Limagrain Ingredients processes 330,000 tons of cereals every year in its six production plants in Europe. The Business Unit sells its products on six international

application markets: bakery products, snacks, ready-made meals, breakfast cereals, pet food and animal nutrition.

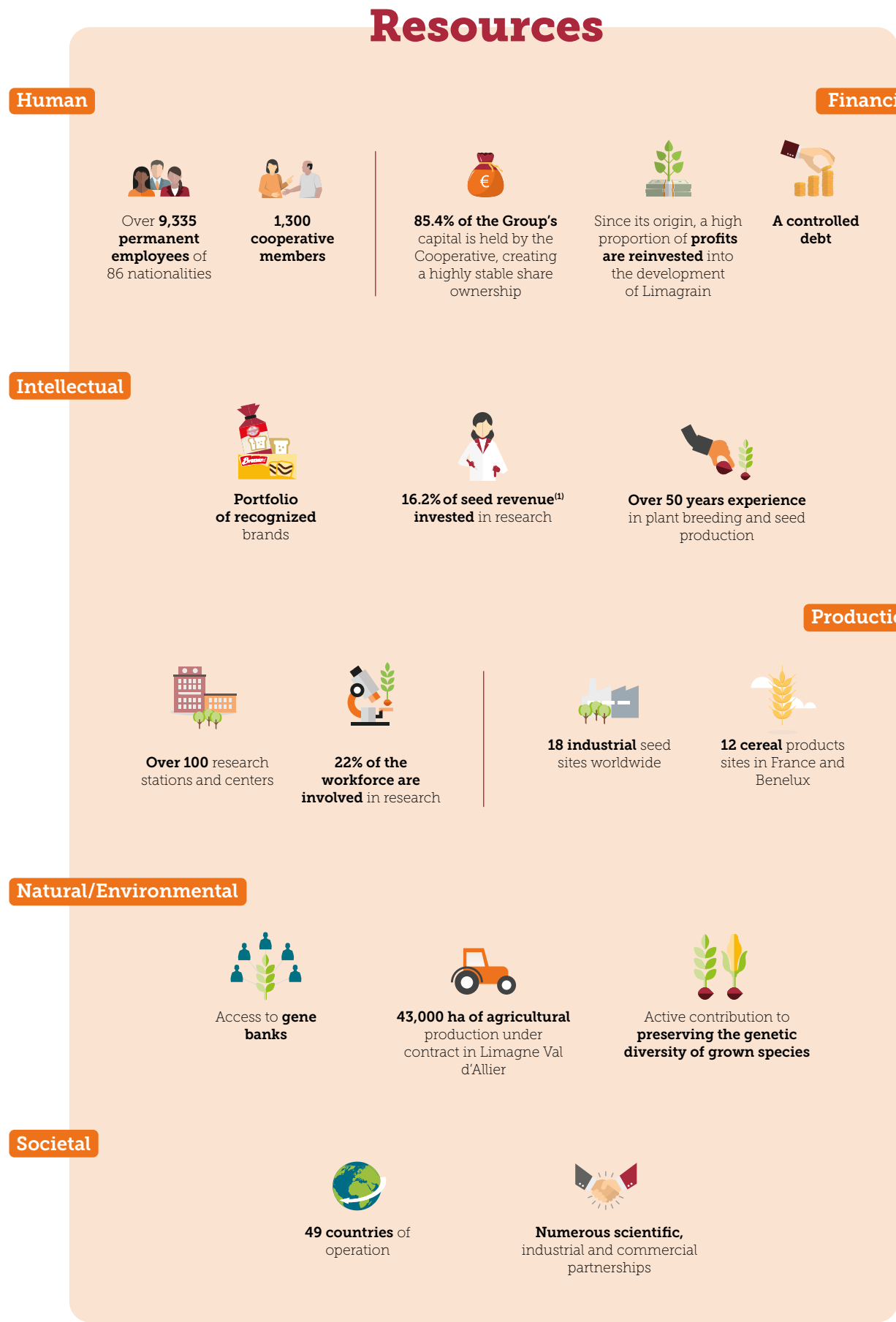
The manufacture of bakery products

Using Limagrain Ingredients wheat flour, Jacquet Brossard manufactures 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 N° 2 on the French industrial bakery products market.

The development of new integrated chains

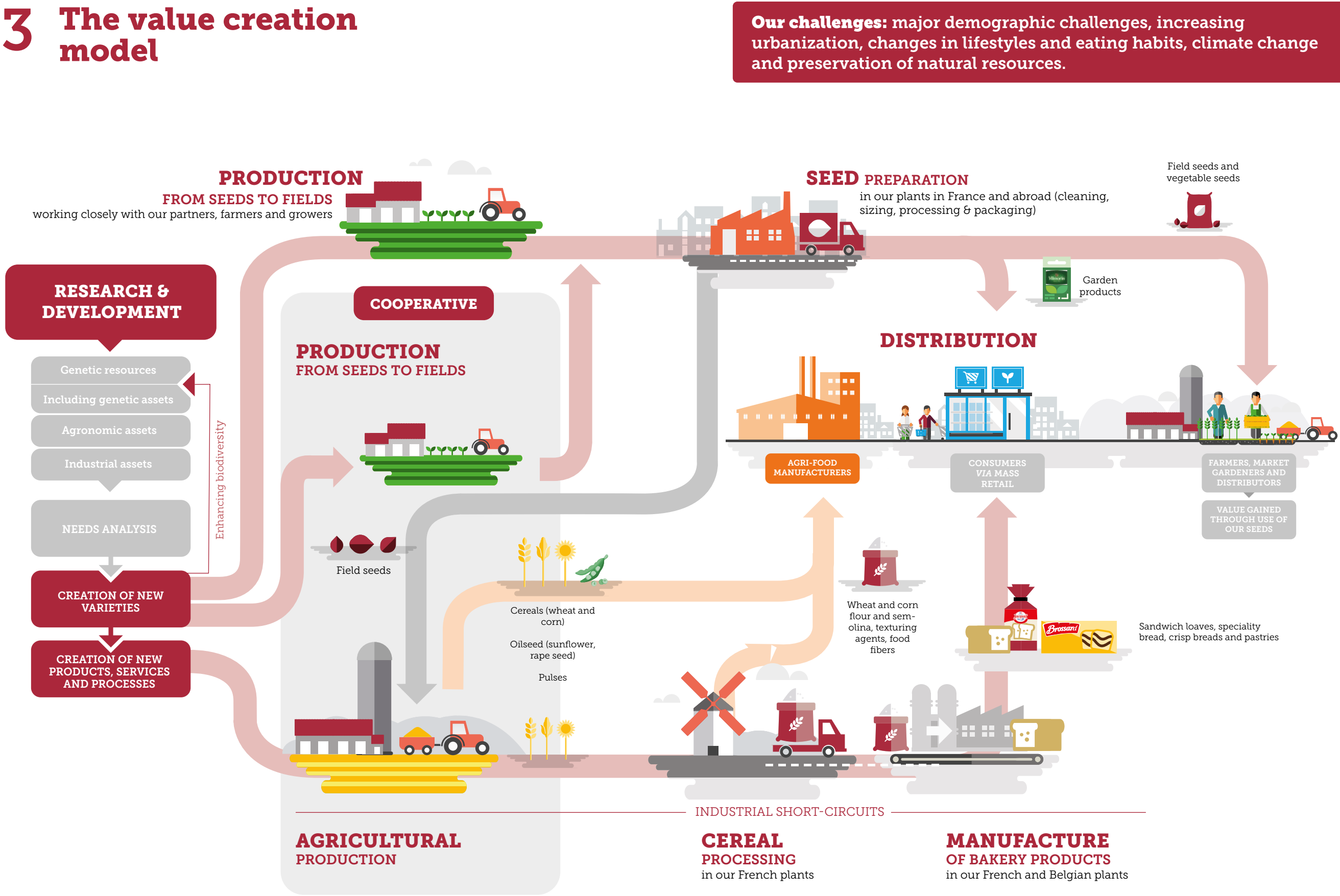
New integrated chains have been initiated in order to offer additional land surface under contract to cooperative members and diversify their production, while incorporating agronomic benefits (crop rotation, nitrogen fixation in the soil, etc.). These also meet societal demand, such as the increased use of plant-based proteins in food. They focus on the production and processing of pulses, the production of alfalfa hay and the production of insects.





⁽¹⁾ Taking into account seed activities for business markets and including 50% of AgReliant activities.

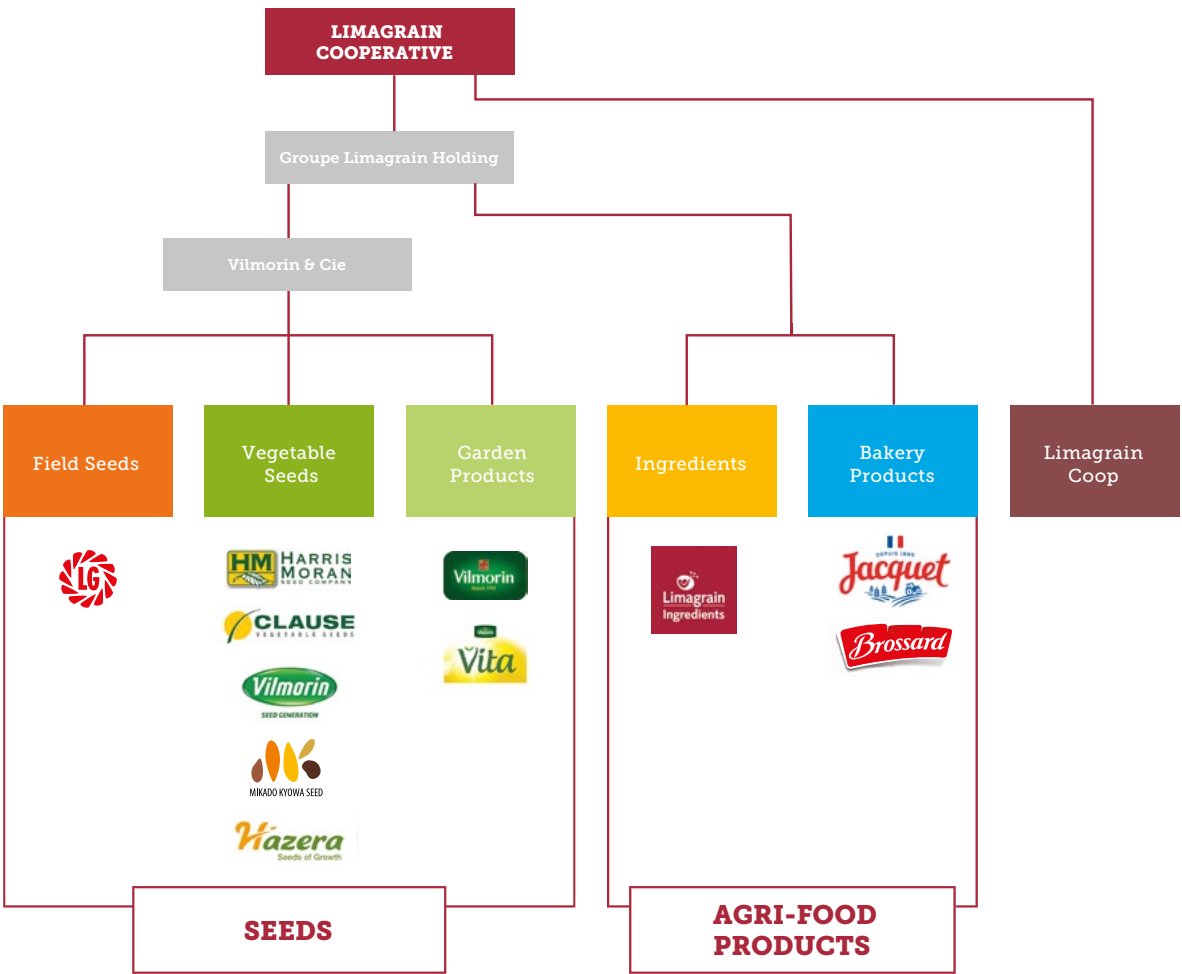
1.3 The value creation model



⁽²⁾ Synonymous with a clear and "clean" statement that is easily understood by consumers. The Clean label excludes technical terms and artificial ingredients, including additives

1.4 An organization that is close to markets and customer requirements

Limagrain has chosen an organization in Business Units (BU) to be closer to its various markets, which are highly segmented both geographically and in terms of products. This organization enables to better take 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⁽¹⁾, Limagrain Europe, Limagrain South America⁽¹⁾
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

⁽¹⁾ As from 1 July 2022, the Limagrain Cereal Seeds and Limagrain South America Business Units have been grouped into a single Business Unit called Limagrain Americas.



2.1 Limagrain's CSR policy and its governance

Limagrain drew up its first Corporate Societal Responsibility (CSR) program in 2012. Its CSR approach structured the issues that the Group was already addressing through its activities, daily actions and relations with its stakeholders, guided by its values of Progress, Perseverance and Cooperation.

The third CSR program was revised in 2019 in line with the Group Project and the challenges arising from the materiality matrix. Built with a systemic and partnership-based vision, it 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. The current program is due to expire this year and is currently being revised.

In parallel to the Group's program, each Business Unit can set up its CSR approach that is specific to its own challenges, while at the same time integrating the Group's policies that apply to all its entities. The Group CSR Department ensures the various programs are consistent with the Group program.

1. The CSR program

The Limagrain CSR program, set out for the years 2019-2022, is structured⁽¹⁾ around the 9 issues listed below.

The areas of focus of the 2019-2022 CSR program



ECONOMIC

- Contribute to the sustainable performance of cooperative members' farms
- Propose innovative solutions based on plant genetics



ENVIRONMENTAL

- Preserve and enhance plant biodiversity
- Limit the environmental impact of activities



SOCIAL

- Create an environment conducive to professional growth
- Promote a shared culture



SOCIETAL

- Act in accordance with our Ethical Principles and Code of Conduct
- Engage with the local communities around our sites
- Foster societal discussions on seed issues

The following Business Units have a CSR program structured around the Group CSR program.

Existing programs:

- Jacquet Brossard ("EPI")
- Limagrain Ingredients ("Progress")
- Hazera ("Growing the future together")
- Limagrain Europe
- Vilmorin-Mikado ("Up to 7")

New program:

- HM.CLAUSE



2. 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 3.5 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 Business Units, representing the various Group business lines.

The CSR Department reports to a member of the Executive Committee in charge of Scientific Affairs, Innovation and CSR, who is also a member of the Cooperative's Board of Directors. This choice

marks the importance of CSR in Group strategy and guides its governance. Indeed, the Group Executive Committee, acting as the CSR Strategic Committee, guides, approves and audits 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 mode of governance makes it possible to disseminate issues and actions to all Group activities and to involve the Business Units and Corporate Departments more closely in their performance.

3. Review of the CSR program

Pending the drafting of the next CSR program, the 2019-2022 program has been reviewed to establish the degree of progress made on each of the CSR issues addressed. Prepared with the support of a consulting firm, which guarantees the methodology and objectivity of the analysis, it shows that four issues are well advanced, while

the others are partially advanced. The three-year term of the program has not allowed for the full results of action plans that are still being deployed. The Covid-19 pandemic also slowed down implementation of the approach.

⁽¹⁾ The purpose defined in 2019, around which the CSR program was initially presented, is currently being revised. Consequently, the nine CSR issues are presented in this document around sustainable development pillars.

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. The Group has decided to make this declaration online for the first time this year, ahead of the obligation to do so in 2023.

Limagrain sets out its policies and actions in response to the ten principles of the Global Compact in chapter 3, which is divided into three parts:

- (3.3) Create an environment that is conducive to professional growth
- (3.6) Limit the environmental impact of activities
- (3.7) Act in accordance with Limagrain's Ethical Principles and Code of Conduct

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 LABOR 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 Limagrain's contribution to the Sustainable Development Goals (SDG)



Through its origins as an agricultural cooperative and its farmer shareholding, Limagrain contributes to the food security of the regions where it operates.

Firstly, the integrated chains developed with cooperative members in Limagne Val d'Allier provide consumers with bakery products, and food manufacturers with ingredients. Secondly, the seed business, which is the starting point for all food production, has a decisive impact on the living conditions of people. Aware of this important responsibility, Limagrain has already signed up to the Global Compact and its activities contribute to certain targets defined for each of the Sustainable Development Goals (SDGs) set out by the United Nations.



Regular analysis of the CSR program and its actions has led to a review of the list of targets to which Limagrain believes it can make a contribution. As a result, four new SDGs have been included in the table below.





Zero hunger

Targets	Contributions	Chapters
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.	- Developing plant and crop solutions - Improving access for small-scale farmers to quality seeds and local species - Ensuring our customers receive safe, high-quality products	3.2 / 1 3.2 / 1 3.2 / 2
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.	- Helping the economic, social and environmental performance of cooperative members' farms - Developing local agri-food integrated chains in Limagne Val d'Allier - Developing sustainable plant and crop solutions - Preserving an environment conducive to plant breeding	3.1 3.1 3.2 / 1 3.5
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.	- Preserving and enhancing crop biodiversity - Supporting and contributing to national, European and international gene banks - Giving access to its commercial varieties as a basis for research and breeding - Respecting international rules on access to genetic resources	3.5 / 1&2 3.5 / 1 3.5 3.5



Gender equality

Targets	Contributions	Chapters
5.1 End all forms of discrimination against all women and girls everywhere.	Promoting diversity and inclusion	3.3 / 6
5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decisionmaking in political, economic and public life.	- Promoting diversity and inclusion - Disseminating and ensuring compliance with our business ethics	3.3 / 6 3.7 / 1



Decent work and economic growth

Targets	Contributions	Chapters
8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.	- Disseminating and ensuring compliance with our business ethics - Deploying a responsible purchasing policy among our suppliers	3.7 / 1 3.7 / 3
8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in pre-carious employment.	- Ensuring the health and safety of employees - Guaranteeing employee security - Respecting Human Rights and the Rights of the Child - Deploying a responsible purchasing policy among our suppliers	3.3 / 1 3.3 / 1 3.7 / 1 3.7 / 3



Reduced inequalities

Targets	Contributions	Chapters
10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.	- Ensuring quality social dialog - Offering global, differentiated and competitive remuneration - Providing health and welfare coverage for all employees - Including all employees worldwide in the results of the Group and its Business Units through a global profit-sharing scheme - Promoting diversity and inclusion	3.3 / 2 3.3 / 4 3.3 / 4 3.3 / 4 3.3 / 6



Responsible consumption and production

Targets	Contributions	Chapters
12.2 By 2030, achieve the sustainable management and efficient use of natural resources.	Limiting the environmental impact of our activities	3.6
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.	- Preventing, recycling and eliminating waste - Reducing food waste	3.6 / 1 3.2 / 3
12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	Preventing, recycling and eliminating waste	3.6 / 1
12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.	- Deploying a responsible purchasing policy among our suppliers - Disseminating and ensuring compliance with our business ethics - Respecting Human Rights and the Rights of the Child - Limiting the environmental impact of our activities	3.7 / 3 3.7 / 1 3.7 / 2 3.6



Climate action

Targets	Contributions	Chapters
13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	- Developing sustainable plant and crop solutions - Preserving and enhancing crop biodiversity - Supporting and contributing to national, European and international gene banks - Giving access to its commercial varieties as a basis for research and breeding	3.2 / 1 3.5 / 1&2 3.5 / 1 3.5



Life on land

Targets	Contributions	Chapters
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.	- Giving access to its commercial varieties as a basis for research and breeding - Respecting international rules on access to genetic resources - Fostering societal discussions on seed issues	3.5 3.5 3.9
15.a Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.	Dedicating specific budgets to preserving the biodiversity of crop species	3.5
15.b Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation.	Participating in actions to preserve forests	3.8 / 2



Peace, justice and strong institutions

Targets	Contributions	Chapters
16.5 Substantially reduce corruption and bribery in all their forms.	- Disseminating and ensuring compliance with our business ethics - Deploying a responsible purchasing policy among our suppliers	3.7 / 1 3.7 / 3
16.b Promote and enforce non-discriminatory laws and policies for sustainable development.	- Disseminating and ensuring compliance with our business ethics - Giving access to its commercial varieties as a basis for research and breeding - Promoting diversity and inclusion	3.7 / 1 3.5 3.3 / 6

2.4 Limagrain's non-financial risks and CSR issues

The CSR issues identified in the materiality analysis were selected on the basis of their importance for the Group and its external stakeholders. In light of the latest regulatory developments, the issue of promoting sport among employees was also included.

Among the issues presented in Chapter 3, identifying non-financial risks has been the subject of concerted work with the Risk Management and Insurance Department, the Human Resources Department and the Group's CSR Department. These non-financial risks are also included in the Group's risk map.

Amongst Limagrain's CSR commitments, ten non-financial risks are recorded, classified according to their level of residual criticality, as well as sixteen non-financial issues.

Themes	CSR commitments	Non-financial risks ⚠️	Issues related to non-financial risks ⚙️	Detailed in
Human Resources	Create an environment conducive to professional growth	Harm to the health and safety of employees and the security of property	Safety and security of individuals and property	3.3 / 1
		Harm to the security of individuals and property		
		Difficulty in recruiting and retaining talent	Appeal and talent management	3.3 / 3
			Commitment to diversity and inclusion	3.3 / 6
Information system	Act in accordance with the Ethical Principles and Code of Conduct	Cyberattacks	Protecting data and information systems	3.7 / 4
Quality	Propose innovative solutions based on plant genetics	Product quality non-compliance, including food safety	Nutritional quality and product safety	3.2 / 2
Communication	Foster societal discussions on seed issues	Damage to reputation or image	Relations with stakeholders and participation in public debate	3.9
	Engage with the local communities around sites		Local development	3.8 / 1 & 2
			Support for communities and philanthropy	3.8 / 2
Ethics and Legal	Act in accordance with the Ethical Principles and Code of Conduct	Non-compliance of practices with ethical principles and anti-corruption laws	Respect for Human Rights and the Rights of the Child	3.7 / 2
			Responsible Purchasing policy	3.7 / 3
	Preserve and enhance plant biodiversity	Failure to comply with intellectual property principles	Preservation and enhancement of crop biodiversity	3.5

Themes	CSR commitments	Non-financial risks (!)	Issues related to non-financial risks ⚙️	Detailed in
Environment	Limit the environmental impact of activities	Pollution and environmental non-conformities in sites	Management and recycling of waste, including food waste	3.6 and 3.2 / 3
			Greenhouse gas (GHG) emissions and air pollution	3.6 / 2
			Management and quality of water and effluents	3.6 / 3
			Preservation of biodiversity at sites	3.6 / 4
Limagrain Coop activity	Contribute to the sustainable performance of cooperative members' farms	Loss or reduction of crop areas	Economic performance of farms and the development of integrated chains	3.1

2.5 The impacts of the Ukrainian crisis and the Covid-19 pandemic

1. The impacts of the Ukrainian crisis

Limagrain operates in Ukraine and Russia through its three Business Units: Limagrain Europe (Field Seeds), Vilmorin-Mikado and Hazera (Vegetable Seeds). They provide research, distribution/storage and commercial services and host administrative sites. These three entities do not have their own production sites.

Following the outbreak of the Russian-Ukrainian conflict on 24 February 2022, a crisis unit was set up at Group level and in each of the subsidiaries concerned in order to prioritize the safety and integrity of employees in this zone.

A non-exhaustive assessment of the risks identified for the Group's activities has been conducted. Among these, the following non-financial risks have been the subject of specific action plans.

Risks related to the security of individuals and property

The Russian-Ukrainian conflict has raised serious concerns about the security of individuals and property. Ensuring the safety and integrity of the personnel on site has been the top priority. A Group crisis unit was set up for this purpose.

Through its subsidiaries, Limagrain has maintained permanent contact with the 110 Ukrainian employees and their families, and has provided assistance to families wishing to leave Ukraine so that they can be accommodated in neighboring countries. Health and welfare cover and an advance on salaries were provided.

Although the Business Units do not have production sites in Ukraine, local teams have endeavored to secure and preserve, as far as possible, the assets present in the country (notably administrative sites and research facilities).

Cybersecurity risks

The international tensions caused by Russia's invasion of Ukraine are coupled with the use of cyber attacks in the context of the conflict, as observed by the authorities. In a digital space without borders, these cyber attacks can affect international entities such as Limagrain, either by direct targeting or as a collateral victim.

From the start of the conflict, cybersecurity measures have been deployed to mitigate the risk and ensure continuity of business. These include setting up a specific IT crisis unit to coordinate actions, adapting network access, disconnecting and relocating servers, monitoring vulnerabilities and reinforcing updates for certain exposed systems, as well as raising employee awareness.

Risks of damage to Limagrain's reputation or image

From the outset of the Russian-Ukrainian conflict, Limagrain decided to maintain its activities in Russia for two key reasons. The first is based on respect for the main principles of international sanctions: they do not concern seeds, which are essential for food production. The second is linked

to Russia's vital role in world agricultural production and, consequently, in exchanges that guarantee the food sovereignty of many countries, particularly in Africa and the Middle East. Limagrain has therefore decided to continue the flow of products to Russian producers so as not to compromise world food production to any great extent. The Group has nevertheless put its project to build a seed factory in Russia on hold.

Limagrain has taken care to explain this choice to all its stakeholders, through a number of internal and external announcements. The crisis unit, which meets regularly, enables us to follow developments in the situation and external requests on the subject, and thus to manage the risks of damage to Limagrain's reputation or image as effectively as possible.

Limagrain is maintaining its position of vigilance in view of the uncertain evolution of events.

2. The impacts of the Covid-19 pandemic

As an agricultural cooperative, seed producer and agri-food industrialist, Limagrain is one of the structures whose business, which is considered strategic on account of its link to food, has never shut down. The Group had to adapt daily to the constraints arising from the pandemic in order to guarantee the supply of seeds to farmers and market gardeners, ingredients to manufacturers, and garden products and bakery products to consumers, and to ensure the supply of inputs to cooperative members and the collection of their harvests.

During 2021-2022, Covid-19 continued to have an impact on the global context in which Limagrain's Business Units operate. Consequently, the activities of Vegetable Seeds and Field Seeds were severely disrupted, particularly in China, due to the strict

lockdown measures reinstated by the authorities in mid-March, which led to logistical, transport and labor difficulties.

In terms of monitoring the health crisis, the Covid-19 epidemic is now integrated into the day-to-day management of human resources in the various Business Units. The regulatory requirements and other health protocols published by governments and health agencies continue to be rigorously implemented on Limagrain's sites. Home working is now institutionalized or 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.



3.1 Contribute to the sustainable performance of cooperative members' farms



Limagrain has been supporting its cooperative members for over 50 years, contributing to the sustainable performance of their farms from three standpoints, namely economic, social and environmental. This involves offering them crop production areas and profitable outlets, as well as prospects that will enable them to pursue medium- and long-term projects and to be proactive in their future.



Issue related to non-financial risks
Economic performance of farms and the development of integrated chains



Non-financial risk
Loss or reduction of crop areas

APPROACH

Thanks to its seed, wheat and corn integrated chains, combining production under contract from farmers and the local set up of dedicated industrial tools, the Cooperative is preserving agricultural family entrepreneurship in Limagne Val d'Allier and creating jobs in the local area.

Limagrain is still the only player on the market that is able to control the whole of its integrated corn and wheat chains, from the breeding of seeds to the production of ingredients or bread. The Cooperative can draw on the Group's plant research facilities to develop specific varieties that are adapted to the Auvergne region, and able to meet the requirements of farmers, the qualities demanded by customers and the expectations of consumers.

DEPLOYMENT

In order to ensure the sustainable performance of farms, Limagrain is developing an agronomic support offer and has launched a production charter (the Limagne Charter), involving all the players in the integrated corn and wheat chains, with the aim of improving soil fertility, preserving biodiversity and controlling pesticide residues.

The development of new integrated chains, such as seed pulses, alfalfa hay and the production of insects through the partnership with INVERS, also forms part of this strategy. In a context of climate change, this involves proposing new crop offers to cooperative members as well as opportunities to secure their income. Finally, the Cooperative is committed to working with its members in digitizing agriculture with tools for measuring, monitoring and managing crops.

New action
NEW 2022
The Cooperative's farmer members have been confronted with climate change for several years now, which has resulted in heavy rainfall over short periods of time and increasingly frequent droughts. They also have to integrate

additional regulatory requirements concerning the use of agricultural inputs. To continue to support them, this year Limagrain Coop is rolling out a new system called the "Cropping Systems Matrix". Its objective is to explore and experiment in the field with methods that will help maintain the productivity of agricultural crops - essential to the viability of farms and agri-food chains - while adapting to climatic uncertainties and integrating regulatory requirements.

Composed of several dozen test plots, the platform located in Limagne Val d'Allier will be used to experiment with alternative and innovative crop systems involving multiple parameters, including tillage, cover, species, rotation, irrigation, fertilization and crop protection. Therefore, following several annual cycles of experimentation, the results will enable targeted technical advice to be given in order to deploy the most efficient crop systems, tailored to the local area.

Limagrain has enlisted the scientific and technical support of CIRAD (Center for International Cooperation in Agronomic Research for the Sustainable Development of Tropical and Mediterranean Regions) to design this system, which will be rolled out in 2022.

Key performance indicators



43,000

hectares of crops under contract
(including 22,000 hectares of wheat) in the Limagne Val d'Allier plain (France) with the cooperative members

650

farms use Limagine (crop monitoring computer software)



**A new wheat mill in the heart of Limagne:
investing in the future of the integrated wheat chain**

Located in the heart of the Limagne region, Limagrain's new wheat mill represents a €24 million investment. It is part of the strategy introduced by the Group to add value to the wheat produced by Cooperative members. This new industrial facility will ensure firstly that their wheat will be processed locally for decades to come and secondly, that Limagrain's milling activity, conducted by its Business Unit Limagrain Ingredients, will continue to expand.

Furthermore, this mill meets the highest European and international quality requirements in terms of regulations and food safety. It is used to supply the industrial bakery market, including Jacquet Brossard, and the regional artisanal bakery industry. As it is located close to the Cooperative's storage capacity, it is part of a short-circuit food approach. The varieties of wheat, bred by the Group's researchers in Chappes and grown by members on over half of the Limagne plain crop area, are processed into flour in the mill, and then into bread in the Jacquet Brossard factory. The transport of grain has been optimized, resulting in a saving of 70,000 km in truck transport. The site has also received ISO 50001 certification, which aims to improve energy performance.

Key indicators summary table

CSR issue	Key indicators	2021-2022 data
Contribute to the sustainable performance of cooperative members' farms	Hectares of crops under contract	43,000
	Number of farms using Limagine (crop monitoring computer software)	650

3.2 Propose innovative solutions based on plant genetics



Agriculture is facing many challenges, the greatest of which is meeting the food needs of a growing world population. To meet this challenge, by 2050⁽¹⁾ agricultural production has to rise by 60% in quantity and quality, as well as increasing its diversity in a context of scarce resources (water, energy, arable land, etc.) and ever more intense climate variations. It is therefore essential to increase yields, optimize land use and help promote sustainable integrated chains.

With its longstanding expertise in plant breeding and no agrochemical business, Limagrain is convinced that seeds, the first link in the food chain, are able to play a role in meeting these challenges. Through genetics and its new varieties, the Group's ambition is to provide efficient and sustainable solutions for all forms of agriculture.

Moreover, the agricultural sector has to take into account the ambitions of the European Commission, presented in its "European Green Deal" at the end of 2019, in terms of carbon neutrality in 2050 and biodiversity. As a Cooperative and seed group, Limagrain provides significant contributions in both these fields. Firstly, its seed and agricultural activities contribute to adapting to climate change and to the photosynthesis of plants that capture carbon and secondly, the breeding of new varieties helps preserve and enrich the biodiversity of crop species (see Chapter 3 - part 3.5).

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

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

APPROACH

Selection teams continually strive to create varieties that meet the expectations of farmers and growers, whatever their farming methods, issues or geographical area. Limagrain therefore integrates the requirements of producers and the entire agri-food chain from the very conception of its research programs, thanks to close, ongoing relations between the breeders and local teams dedicated to product development or sales. Research teams breed varieties that are more productive, better adapted to climate change and to the specific characteristics of different regions, more resistant and with better nutritional qualities. These new varieties provide solutions for producers, as well as helping to boost farmers' economic performance.

Limagrain also integrates new agronomic practice into its research, related to new technology and especially digital technology. In particular, this involves precision agriculture, which uses data modeling to help farmers manage their operations, for example, by monitoring the biomass of field crops using satellite images, estimating plot yields and providing maps for better seeding parameters. Knowledge and protection of soils are also being studied.

Results



Approx.

6,000

varieties marketed in 2021-2022

Breeding programs involving

55

vegetable and field species

DEPLOYMENT

Varietal innovations

The work of the Group's breeders is designed to adapt crop varieties to changes in agricultural ecosystems and their constraints (climate, soil quality, etc.).

Improved resistance or tolerance to pests and diseases, coupled with a reduction in inputs such as fertilizers or plant health products, are all factors taken into account to improve environmental performance at constant yield.

Reduced use of inputs is not only widely expected from agriculture by society, but is also an economic issue for farmers. The breeding of varieties helps to achieve this by selecting varieties that are naturally resistant to insects or tolerant to disease.

Key performance indicator



16.2%

of seed revenue⁽¹⁾ invested in research

⁽¹⁾ Taking into account seed activities for business markets and including 50% of AgReliant activities.



As proof of the excellence of the Group's breeding programs and teams, "European Seeds" magazine has named two of Limagrain's innovations among the 20 "most climate-friendly" in 2021: LG Hydraneo marketed by Limagrain Europe and Dharma, a new zucchini variety launched by HM.CLAUSE.

LG Hydraneo is an innovative and global approach to secure corn yields under water stress. This solution combines a global diagnosis of the risk at farm level, a varietal recommendation and agronomic advice. LG Hydraneo has been launched in 17 European countries, where thousands of farmers benefit from the personalized services.



Dharma from HM.CLAUSE is the first zucchini variety resistant to ToLCNDV (Tomato Leaf Curl New Delhi Virus), which is transmitted by aleyrodoidea, commonly known as whitefly. Thanks to this new genetic resistance, HM.CLAUSE has enabled growers to considerably reduce their use of pesticides. Dharma has been available in Spain since the summer of 2021 and will soon be launched in Italy.



Continuing the success of TuYV virus-resistant rapeseed varieties, such as LG ARCHITECT (the most widely grown variety in Europe in 2019 and 2021), Limagrain Europe has developed new varieties called N-FLEX.

Varieties with this trait have a genetic capacity to optimize the available nitrogen during their vegetative cycle and are thus better able to tolerate occasional shortages of nitrogen in the soil. They are more nitrogen-efficient, optimize the use of fertilization aids and help reduce greenhouse gas emissions. In addition to the high yield potential, TuYV virus resistance and resistance to shattering, the N-FLEX trait is a new lever for yield regularity and more sustainable production. Thanks to these strengths, LG AVIRON became the most widely grown variety in France in 2022 while LG AMBASSADOR, marketed in more than ten countries, is the most widely grown variety in Europe.

Digitization serving agriculture



The development of digital technology is having a significant impact on the breeding of new varieties, and is also changing agriculture in certain regions of the world, leading to the development of decision support tools. Limagrain Europe has developed its Agrility platform for farmers, which now includes four operational services.

- Agrility DENSITY provides maps to better modulate the density of grain corn and silage sowing within a plot and to optimize the distribution of plants according to soil conditions.
- Agrility VEGETATION tracks the biomass for any field species during the season using satellite images. This service enables farmers to better understand the impact of their crops or the climate on their plots and to take corrective actions.
- Agrility YIELD is used to estimate the yield of corn grain or silage on a given plot of land. This will allow farmers to better plan their harvest and estimate their market position.
- Agrility HARVEST provides an estimate of the recommended harvest date for corn silage. This enables farmers to better forecast their harvest needs, plan logistics and harvest corn silage at the right stage for better product quality.

During the fiscal period, some German and Dutch farmers benefited from the VEGETATION, YIELD and HARVEST services. Limagrain Europe is also in a "test" phase in France, Italy and Poland, introducing farmers to the services by sending them frequent reports from these decision support tools.

Supporting changes in different agricultural models

Seed innovations have a direct or indirect impact on the evolution of agricultural production systems and their sustainability. These changes must be analyzed in a global and systemic way. As part of its CSR program, Limagrain has therefore chosen to extend its market approach to cover the positive impact of its products on production systems. Beyond simply responding to market demand, the Group intends to evaluate the impact of its products, no longer in isolation, but by taking into account the production system as a whole, and to envisage areas of focus that have been neglected until now, with a view to potential benefits for certain types of agriculture that have not so far been considered.

Access for small-scale farmers to quality seeds and local species

For Limagrain, only the complementary nature of all forms of agriculture is able to meet the challenges concerning food. Except for crops intended to

produce energy or to protect/regenerate soil, which are still limited worldwide, seeds play a decisive role in food security. Ensuring all farmers can access quality seeds is necessary for improving food, especially in subsistence farming. This is why the Group is committed to developing access to seeds for small-scale farmers.



⁽¹⁾ 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.

Limagrain was the first seed company to support Fair Planet in 2012, supporting the NGO's work with small-scale farmers in Ethiopia and Tanzania. Having access to seed tailored to their needs and being able to express its potential are key issues for these producers. Fair Planet's mission is to develop vegetable production by experimenting with high-performance varieties that are adapted to local climatic and agronomic conditions, and train small-scale producers 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. According to an impact study conducted with specialized service providers, Fair Planet estimates that, since its inception, 75,000 small-scale Ethiopian producers have directly or indirectly benefited from its program since it was launched. Fair Planet is now working in Tanzania with a first stage of variety testing, in order to determine which varieties are the most likely to adapt to local conditions and meet farmers' expectations.

In addition to farmer training, access to quality seeds is conditioned by their availability in appropriate volumes. 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. Technical support is the second condition. 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.



2. Ensuring our customers receive safe, high-quality products



Issue related to non-financial risks
Nutritional quality and product safety



Non-financial risk
Product quality non-compliance, including food safety

DEPLOYMENT

Field Seeds and Vegetable Seeds activity

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. Alongside this, Limagrain has quality management systems that are applied in its operational structures to ensure the conformity 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-Business Units 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 (such as ToBRFV on tomatoes or the Acidovorax bacterium on cucurbits).

As regards the GMO quality management system, a documentary system (guidelines, control plans, etc.) is in place and conveyed to 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 are conducted to 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 the 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).

APPROACH

In order to market the products of its various activities, Limagrain must meet regulatory and contractual obligations, as well as customer demands. In addition to these, the Group 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.

These specific analytical controls are performed 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.

Results



ETS labeling
obtained in 2015
and renewed in 2022



Agri-food Product activity

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 designing new recipes in line with public health objectives: reducing the content of sodium, fat, simple sugars and additives, while increasing levels of complex carbohydrates and fiber.

In 2016 therefore, Jacquet innovated for a better diet by launching the first range of "No Added Sugar" sandwich loaves for the whole family (5 recipes). These breads only contain natural sugars, notably those contained in 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, 100% of the Jacquet sandwich loaf range has switched to "No Added Sugar", enabling the brand to contribute to a more virtuous diet.

In addition, all recipes in the Savane range (except for the Savane Max range which has four references) are now Nutri-Score C.

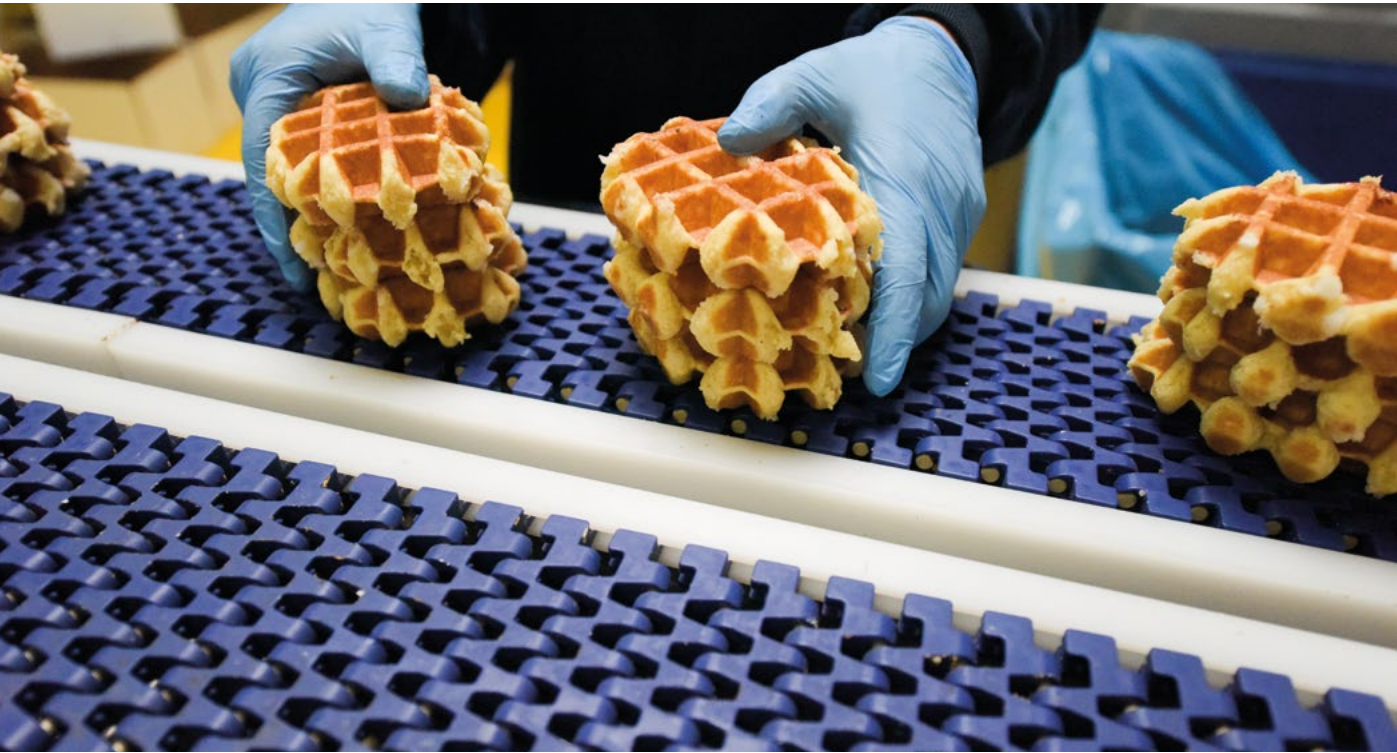
Key performance indicator



100%

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

Nutritional goals set for Jacquet breads in 2025	Achievement on 30/06/22
100% of soft breads $\leq$ 1.1% salt	80%
100% of crisp breads $\leq$ 1.3% salt	75%
100% of products containing (> 3%) or rich in (> 6%) fibers	100%



As its business is largely related to the plant world, Limagrain uses very few animal products. Only Jacquet Brossard, in its cake recipes, uses eggs. In order to improve animal welfare, it has set a goal to stop using eggs from battery hens by 2025.

This quest by consumers for quality food products affects the entire agri-food industry, including Limagrain Coop, Limagrain Ingredients and Jacquet Brossard. In order to secure contracts with manufacturers, evaluations 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.

Key performance indicator



98.5%

of sales revenue from companies with industrial sites is covered by a quality management system (QMS)

Results



Ecovadis Silver⁽¹⁾ label

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

New action

NEW 2022

Pulse-based products from Jacquet Brossard and Limagrain Ingredients

With the aim of targeting consumers intent on "eating more healthily" and in particular flexitarians, Jacquet has developed the first pulse breads marketed by French supermarkets using chickpea and bean-based ingredients: "Petites Tranches" and burger buns were launched in spring 2022. Made from wheat and chickpea flours, the first one is a source of fiber and protein, as well as having "No Added Sugar" and "No Additives", and being packaged in a recyclable polyethylene bag.



Similarly, to help its customers eat more plant proteins and to respond to consumers' needs, this year Limagrain Ingredients launched "Pep's Balls", made solely from pulses. They help improve the nutritional profile of agri-food products or obtain a product that is a source of protein and fiber.



⁽¹⁾ The Ecovadis platform enables manufacturers voluntarily fill in a CSR questionnaire every year, with the score then being communicated to their customers.

3. Reducing food waste and food insecurity

APPROACH	DEPLOYMENT
As a seed producer, Limagrain is not significantly concerned by food waste issues. However, through its research and development activities, particularly in vegetable seeds, the company does produce vegetables either in the context of seed production or in that of product experimentation and development. In both cases, the Group ensures that these products are recycled, either by recovering its vegetable waste or by donating quality vegetable products to food banks or social structures. As far as its activities linked to the agri-food integrated chains are concerned, whether for ingredients or bakery products, Limagrain is careful 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.	Jacquet Brossard is therefore committed to reducing the amount of generated waste, from production of its industrial sites right through to the consumption of its breads and cakes in French homes. 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. Finally, in an effort to support the most disadvantaged and reduce food insecurity, Jacquet Brossard regularly offers unsold products for distribution by charities, such as the Samu Social, Restos du Cœur, Banque Alimentaire and Secours Populaire.

Key performance indicator



10

actions aimed at minimizing food waste

Results



€356,585

of food products donated to food banks or local bodies

Key indicators summary table

CSR issue	Themes	Key indicators	2021-2022 data
Propose innovative solutions based on plant genetics	Developing sustainable plant and crop solutions to help meet the challenges of the future	Number of varieties marketed	Approx. 6,000
		Number of breeding programs involving vegetable and field species	55
		Percentage of seed revenue ⁽¹⁾ invested in research	16.2%
		ATSI ⁽²⁾ ranking of companies operating throughout the studied areas.	6 th out of 13
	Ensuring our customers receive safe, high-quality products	ETS ⁽³⁾ labeling	Obtained in 2015 and renewed in 2022
		Percentage of Jacquet and Brossard products displaying the Nutri-Score on their packaging	100%
		Companies with industrial sites covered by a quality management system (QMS)	98.5% of sales revenue
		Ecovadis label awarded to Limagrain Ingredients and Jacquet Brossard in their role as suppliers.	“Ecovadis ⁽⁴⁾ Silver” label
	Reducing food waste and food insecurity	Number of actions aimed at minimizing food waste	10
		Value of food products donated to food banks or local bodies	€356,585

⁽¹⁾ Taking into account seed activities for business markets and including 50% of AgReliant activities.

⁽²⁾ 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.

⁽³⁾ Excellence Through Stewardship international program.

⁽⁴⁾ The Ecovadis platform enables manufacturers voluntarily fill in a CSR questionnaire every year, with the score then being communicated to their customers.

3.3 Create an environment conducive to professional growth



Limagrain seeks to encourage the development of its employees so that each person can fulfill their potential in their work, enrich their skills and commit to the Group's development.

Guided by this objective, the Limagrain Human Resources policy is based on the Group's values of progress, perseverance and cooperation, and its managerial principles of empowerment, collaboration and respect, as well as on fundamental commitments: respect for human rights, health and safety at work, and quality social dialog. These principles guide employee behavior and govern the Group's decisions.

The human resources policy is based on key areas of focus: internationalization, attracting and retaining talent, leadership, mobility, and diversity and inclusion.

The organization of Limagrain's Human Resources

In order to meet Limagrain's strategic challenges, the Group Human Resources Department defines and steers the Group's HR strategy, as well as defining Group HR policies. The Group's HR strategy is implemented by the Business Units' HR departments in accordance with the specific challenges of each business and local conditions. The Group HR Department leads cross-functional projects and provides support and expertise to the Business Units. It particularly manages the following issues:

- international mobility;
- remuneration and benefit policies and practices;
- digital processes and tools;
- talent development;
- the employer brand;
- management of the Group's Executive Manager and Top Executive community.

1. Guaranteeing the safety and security of individuals and property



Issue related to non-financial risks
Safety and security of individuals and property

Since 2014-2015, Limagrain has been promoting a workplace safety policy, in which management is 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.



Non-financial risk
Harm to the health and safety of employees and the security of property

Limagrain has set a new TF2⁽¹⁾ goal of 6 by 2026. To achieve this, a prevention program is being deployed, focusing on the development and harmonization of the safety culture, the reinforcement of the managerial approach to safety and the professionalization of practices. Limagrain called on the expertise of DuPont Sustainable Solutions ("dss+") to support the roll-out of its approach.

Employee health and safety in the workplace

APPROACH

Spread over 49 countries and operating in a range of environments and conditions, Limagrain's 9,335 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. There cannot be sustainable performance without safety. Employee health and safety risks are therefore the subject of daily attention and a proactive policy.

2026 goal



TF2⁽¹⁾ = 6
in 2026

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

DEPLOYMENT

These safety programs are managed by Limagrain's Corporate departments in collaboration with the Business Units.

A Group Safety Committee oversees the implementation of this policy, supported by a safety coordinator. Guidelines are deployed and health and safety training courses are provided.

The Business Units are also responsible for:

- coordinating this policy internally, ensuring business managers work closely with safety experts;
- providing internal communication on the policy;
- fostering managerial involvement and motivation at all levels of the organizational chain;

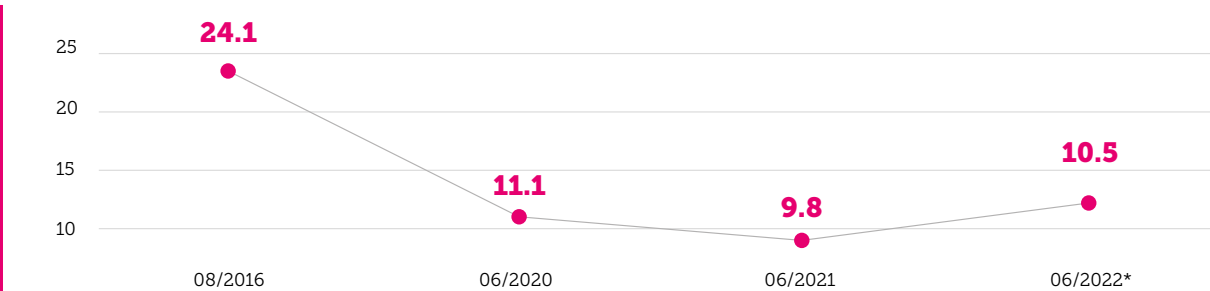
- training all employees;
- assessing the risks and setting risk-prevention norms and standards;
- tracking safety policy indicators, analyzing all accidents irrespective of their severity;
- and learning lessons from every failure.



In order to further reinforce this system and confirm the strategic importance of employee safety, Limagrain has included safety as a goal eligible for a bonus for its Top Executives and Executive Managers. Therefore, as from fiscal period 2022-2023, as part of changes to the variable component of remuneration for its Top Executives and Executive Managers, collective non-financial goals have been integrated, including a safety target.

Key performance indicator

Change in the TF2⁽²⁾ between 2016 and 2022:



	TF1 ⁽¹⁾	TF2 ⁽²⁾	TG ⁽³⁾
2019-2020	6.85	11.01	0.28
2020-2021	6.77	9.8	0.21
2021-2022	7.94*	10.48*	0.24

Safety reporting covers all employees who have a direct employment contract (permanent or fixed-term contract, seasonal contract, professionalization contract, apprenticeship contract) with subsidiaries in which Limagrain holds more than 50% of the capital. Temporary workers and service providers are therefore excluded from this reporting.

* The Group's TF1 has risen 17% compared with last year, and the TF2 has risen 7%. The increases recorded this year must first be analyzed in the light of the sharp drop in frequency rates over the last two years, which is explained by a large proportion of employees being in lockdown, rather than at their place of work. An increase in accidents has been observed since the return to the sites.

These increases can be explained by factors specific to each Business Unit, including:

- the difficulty in recruiting seasonal workers, leading to the recruitment of less experienced staff and unfilled positions. In response, several permanent contracts have been created to compensate for the lack of seasonal staff and to ensure these employees are integrated into the corporate culture, particularly the safety culture;
- an increased workload in certain Business Units, leading to a rise in work-related accidents and longer periods of lost time. Safety audits are planned for the 2022-2023 financial year in the subsidiaries concerned, with a view to implementing corrective measures.

Table key

- ⁽¹⁾ TF1 is the frequency rate of accidents with lost time, namely the number of accidents with lost time reported per million hours worked.
- ⁽²⁾ TF2 represents the frequency rate of employee accidents with and without lost time over a 12-month rolling period, namely the total number of reported accidents per million hours worked.
- ⁽³⁾ TG is the severity rate, namely the number of days of lost time reported following a work-related accident per thousand hours worked.



Key performance indicators



8

absenteeism rate⁽¹⁾

28,8%
**of training hours
are devoted to safety**

⁽¹⁾Absenteeism is defined as all days not worked excluding paid vacations, days of reduced working hours, training courses and days of delegation.

Since 2018, the Group has been drawing up new, more demanding standards to improve the level of control of its most critical risks, particularly chemical risks, and deploying them by training managers on site and supporting safety coordinators.

Furthermore, in order to combat the risks of occupational disease, Limagrain subjects its employees to medical examinations on recruitment in a certain number of countries, and is striving to improve working conditions, in particular through managerial safety visits.

More widely, encouraging employees to take part in collective sports activities promotes their well-being at work, while encouraging contact and cooperation between departments and teams. It is with this aim in mind that a sports association specific to Limagrain will be launched in 2022-2023 in Auvergne, where Limagrain is based. It will follow on from the various sports activities that have been offered to employees at the head office for many years, in facilities provided for this purpose.

Several Business Units also encourage their employees to take part in physical and sports activities. For example, Limagrain Europe has set up the "yogist" method for its employees, with sessions designed to prevent the consequences of stress, sedentary lifestyles, working at a computer screen or repetitive movements. Limagrain Ingredients has set up a warm-up program for its employees before they start work on one of its industrial sites, in partnership with a company that specializes in this type of training. Vilmorin Jardin uses the services of physiotherapists to limit the onset of musculoskeletal disorders and to improve workstation ergonomics. Similarly, Jacquet Brossard has been running a specific program called "Grain de Forme" for several years now, this year focusing on three themes, namely fitness in winter, stress and sleep.

Limagrain commits to promoting the benefits of sport



As a company committed to contributing to the influence and attractiveness of its region, Auvergne, Limagrain has joined forces with fifteen other companies in Auvergne to create the ASM Impulsion Auvergne foundation.



The aim is to promote the benefits of sport in all its human dimensions, and to assist in the implementation of societal projects that benefit the vitality of the Auvergne region. The Foundation will have a strong geographical outreach, including in rural areas, thanks to the strong presence of its member companies and the expertise of ASM Omnisports*.

This year, projects to combat sedentary lifestyles, provide access to physical activity for all, particularly in rural areas, and initiatives to help young people will be given special consideration.

* An association that is part of the ASM, an Auvergne rugby club, which has been working for 110 years in promoting physical activities and sports for all.



As regards the security of property, Limagrain is also committed to a five-year plan for the prevention and protection of all its sites, 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, detection methods and the development of a risk culture at each site (supervision of work involving hot spots, storage rules, fire detection, automatic gas shut-off, business continuity plans, etc.);
- a protection component with significant investments dedicated in particular to the installation of automatic sprinkler systems and the reinforcement of explosion protection equipment.

Security of employees and sites



Non-financial risk
**Harm to the security of
individuals and property**

APPROACH

Limagrain is exposed to personal security risks, especially on account of its installations abroad. 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.

DEPLOYMENT

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. These measures are supplemented by crisis management procedures.

Since 2017, Limagrain has been referenced as a partner company by the Crisis and Support Center of the French Ministry of Europe and Foreign Affairs and takes part in the annual meetings for the security of 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.

Results



6 sites certified

**"Highly protected site"
by the insurance company
FM Global**

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.



Last but not least, a manual was produced in 2021-2022 to prevent financial scams, which proved to be effective in thwarting a number of attempts.

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

Key performance indicator



100%

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

2. Ensuring quality social dialog

APPROACH

Limagrain has chosen to promote instructive social dialog with its social partners and encourages collective negotiation in processes introducing workplace rules.

Group agreements help to promote a common policy among the Business Units and equity among employees.

Company agreements are also negotiated, with the aim of taking into account the specific characteristics and needs of each company, with social partners directly involved in monitoring the policy defined in their entity.

As for negotiations at local level, working from home was the main topic for 2021-2022. Other topics of negotiation during the year included employee representation, working time, equality in the workplace and preventing bullying and harassment.

The European Works Council (EWC), representing the various Group companies, meets twice a year with the aim of encouraging staff information and establishing a constructive dialog with the staff representatives of European companies. It covers economic, financial and social issues of a transnational nature that go beyond the boundaries of any single country. It comprises 30 staff representatives from nine EU countries. In order to better assimilate their role within this body, financial training is being provided to EWC members during their term of office.

DEPLOYMENT



During the 2021-2022 fiscal period, two new agreements were negotiated at Group level:

- for the first time, an agreement aimed at establishing a minimum base for all employees in France as regards top-up pensions was signed with the social partners. This agreement also provides an opportunity to implement the "PACTE Act"⁽¹⁾ by setting up a single retirement savings scheme combining the former "PERCO"⁽²⁾ scheme and top-up pension schemes. This new system will come into force on 1 January 2023;
- since 2016, Limagrain has had a Group profit-sharing agreement offering all Limagrain employees a profit-sharing scheme that is identical for everyone. This three-year agreement was renewed again in June 2022. The Group has chosen to extend the application of this agreement, which is based purely on French law, to all employees of subsidiaries in which it holds more than 50% of the capital worldwide on a voluntary basis.

⁽¹⁾ Plan d'Action pour la Croissance et la Transformation des Entreprises / Action plan for growth and transformation of companies

⁽²⁾ Plan d'Épargne pour la Retraite Collectif / Collective Pension Fund

3. Attracting and developing all talents



Non-financial risk
Difficulty in recruiting and retaining talent



Issue related to non-financial risks
Appeal and talent management

APPROACH

Limagrain's level of performance, particularly in terms of innovation, is based on jobs that require specific expertise. Our business also operates in an extremely competitive international environment, which, in the context of competition between players, is conducive to career opportunities for positions with sectorial specialization. Lastly, the location of our sites, which are rarely in major urban centers, can be an obstacle to recruitment.

The ability to attract and retain talent is therefore a major challenge, linked to the risks of a lack and loss of skills. The subject of attracting and retaining talent therefore constitutes a separate chapter in the HR strategy.

DEPLOYMENT

Employer brand

During the 2021-2022 fiscal period, 1,092 permanent positions were published on the Group's intranet site, 608 of which were also advertised externally, together with 179 internship and work-study offers. In order to fill these positions, the Group's overall reputation as an employer needs to be enhanced. Limagrain is thus rolling out its employer brand by highlighting the Group's strengths, potential,

culture and human values through messages that are based on four pillars:

- the origins and love of the earth;
- the culture based on a sense of effort and humility;
- the vision focused on collective intelligence;
- and finally, the mission: to act at grassroots level to create sustainable food.

The employer brand is disseminated in all HR tools and via various initiatives, such as the career space on the website, social networks, job boards and school forums.

Involving employees directly, the Group's employer brand also aims to express the richness and success of the Business Units, and to promote specific jobs, career paths and their diversity.

In 2021-2022, following on from the previous fiscal period, Limagrain has boosted its presence on search engines, while optimizing navigation on the site dedicated to recruitment, in order to make it easier to access offers and information about the Group.

Results



LinkedIn audience:
+ 11,828 followers
during this period.

Average engagement rate
2.57%

On average,
39.9 applications
were received for each published job offer



Limagrain, one of the preferred companies for students and young graduates

Limagrain was awarded a trophy in the 2021 edition of the list of companies preferred by students and young graduates, organized by L'Etudiant, Harris Interactive and Epoka. The Group came in second place in the Agriculture/Cooperative category. This ranking was based on a survey of 5,500 young people - students and recent graduates of business and engineering schools.

Initiatives to promote recruitment

To increase its visibility, publicize the wide range of jobs and the career opportunities it offers, Limagrain is stepping up its initiatives with schools and universities. To this end, the Group is developing special partnerships with targeted higher education establishments.

During the fiscal period 2021-2022, despite the continuation of certain Covid restrictions, Limagrain's teams had the opportunity to take part in 34 initiatives aimed at students and young graduates (forums, sponsorship, educational actions, company presentations, etc.) for a total amount of around 19,000 euros. In addition, 55,000 euros of funding was provided to targeted higher education institutions.

Candidate and employee experience

A good candidate/employee experience facilitates the recruitment, retention and engagement of individuals, as well as developing a positive image of the employer brand. A number of projects have been undertaken in this area over the past few years, simplifying processes and making HR practices more fluid. For example, during the fiscal period, the application form was reviewed and streamlined.

Through its HR Information System, the Group has a tool that provides an HR employee/manager portal, as well as digitizing management of the annual appraisals, recruitment and internal mobility.

Key performance indicators



34 actions

for students and young graduates

€55,000

of support for targeted higher education institutions

4. Offering a global, differentiated and competitive compensation and benefits policy

APPROACH

Limagrain offers all its employees a global, differentiated and competitive remuneration package. This offer promotes collaboration within the Group and acknowledges individual contributions to a wider project. Remuneration is approached both globally to ensure fair treatment and then adapted to the context of local employment, to meet employee expectations.

This offer has been formalized in a policy for fiscal periods 2020-2021 and 2021-2022. It has been communicated to all the Group's Executive Managers and Top Executives and is being used by the Business Units to draw up their own compensation policies.

Key performance indicator



€431.6 M

payroll

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

DEPLOYMENT

Social benefits

Social protection is a major lever for Limagrain to appeal to and retain employees, which should also be used to support mobility between Business Units.

Limagrain strives to provide health and welfare coverage for all employees. The aim is for each employee to benefit as a minimum from:

- 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 existing coverage in all companies within the scope of consolidation has been launched for the end of the 2021-2022 fiscal period. 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.



Limagrain has introduced innovative guarantees into its new provident scheme in France, applicable from 1 July 2021, such as additional remuneration for employees helping relatives in difficult situations. This means that any Group employee in France can request, under certain conditions, caregiving leave, family solidarity leave or parental presence leave, with the payment of a salary supplement.

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 results 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.

Results



€15.9 M

paid to employees in incentives and profit-sharing, or 19.3% of net profit



During fiscal period 2021-2022, discussions resulted in this plan being turned into a Single Retirement Savings Plan (PERU) created by the "PACTE Act." This will enable each Group employee to combine all retirement savings schemes (former PERCO, supplementary pension or individual schemes such as PERP or Madelin) in a single plan.

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).



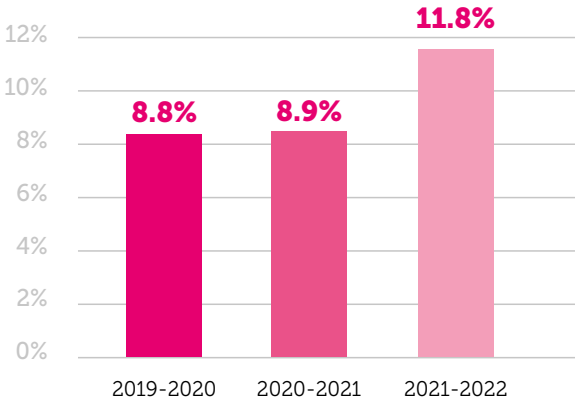
5. Developing and keeping talents

APPROACH

Limagrain's business performance is notably based on its capacity for innovation, international development and management in a multicultural environment. Career management, mobility and training therefore represent major issues associated with the risk of a mismatch between the needs of the business and the skills available. At the heart of HR issues, they also provide employees with prospects for career advancement while developing their employability.

Key performance indicator

Changes to turnover



DEPLOYMENT

Career management

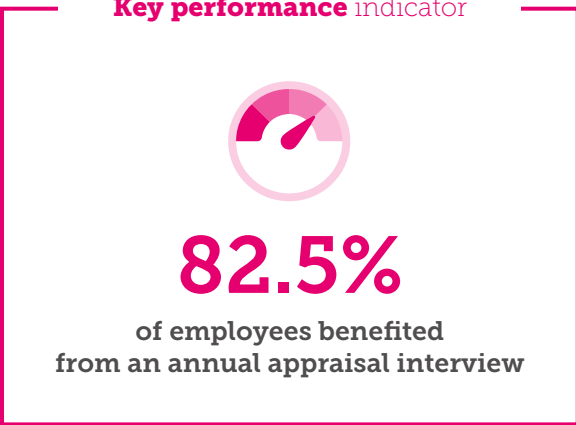
Employee advancement is a central theme of the Group's Human Resources policy. Given the specific organization into Business Units, the Group Human Resources function has the task of promoting the sharing of knowledge and cross-functionality, as well as identifying talent to prepare for the future.

The Human Resources Departments of the Business Units support employees to ensure they enjoy successful career paths. The Group Human Resources Department sets up personalized development programs for Top Executives when they take up their positions, whether through external recruitment or internal mobility.

Appraisals are carried out with employees throughout their careers.

- **Annual appraisal interviews**, conducted by managers, 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.

Key performance indicator



- **Biennial career interviews**, organized by Human Resources every two years and conducted by managers, are an additional 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.) 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.

Additional interviews, resulting from agreements within the French scope, are offered:

- **Career review interviews** (every 6 years before the age of 45 and then every 5 years after the age of 45).
- **Late-career interviews** (from the age of 57), to prepare the last part of employees' careers

and provide an opportunity to start pension-planning procedures and make plans for handing over responsibilities.

In addition, talent reviews are organized every year in all the Limagrain Business Units and at Group level through career committees. The objectives of this approach are to detect internal talent, encourage mobility and internal promotions, highlight potential profiles for key positions and prepare for handing over responsibilities.

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

Mobility

Limagrain promotes and values internal mobility, whether geographical or functional, for all its employees. This is one of the main pillars of its Human Resources policy. Indeed, the Group offers a framework that is particularly favorable to career development: the diversity of its business sectors and professions, as well as its geographical presence in 49 countries, means that employees can pursue individualized career paths, and that the Business Units can draw on new skills, experience and expertise.

Limagrain has therefore made it a rule to publish all vacant positions internally among its employees. A platform for consulting these internal job offers is available via the Intranet for all Group employees, enabling them to be proactive in their own mobility.

608 permanent contract positions were published during the fiscal period. This 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. 179 internship and work-study offers were posted, as well as 47 fixed-term contract offers for recent graduates.

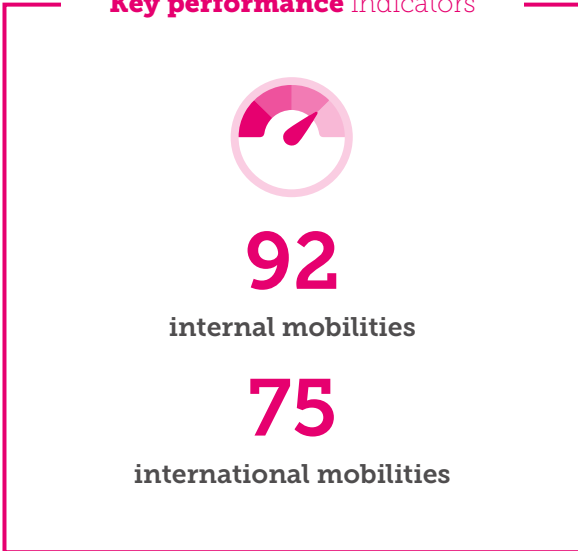
Limagrain encourages the internationalization of its teams and the international exposure of its employees. To encourage mobility, a number of international mobility policies (long term, short term and "Local+" and international employees)

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 families, payment of relocation costs, children's schooling, travel and rent, tax assistance, a home country reintegration commitment at the end of the expatriation, and a mobility bonus.

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.

Key performance indicators



Training

Limagrain has a proactive training policy. During the fiscal period, the Group thus devoted 3.6 million euros to training its employees, including the budget for Limagrain Academy, divided between health & safety (28.8% of training hours), improving business expertise (20%), management (12.3%) and other training (16.1%)

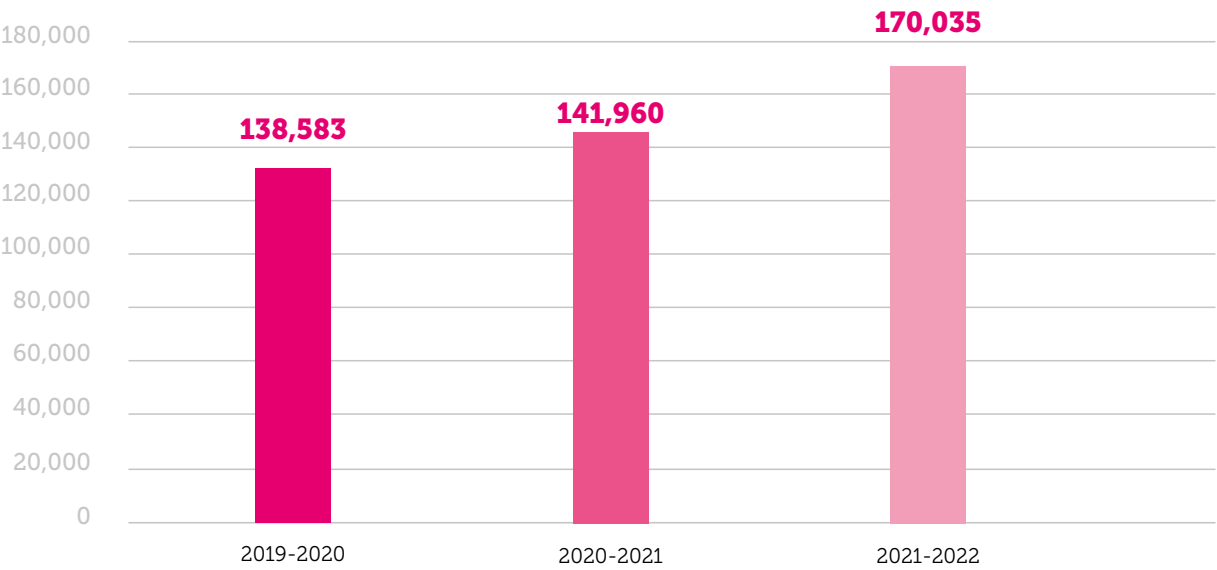
6,308 permanent employees benefited from training, meaning that 67.6% of Limagrain's permanent staff attended at least one training course during the fiscal period.

Key performance indicator

67.6%

of permanent staff attended at least one training course during the fiscal period

Changes in the number of training hours



Limagrain Academy: the Group 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 managerial staff;
 - a leadership pillar, which includes the personalized development pathways for Executive Managers 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. Business experts are particularly concerned by this approach.

These learning programs, whose scope covers a cross-section of the various Business Units, complement the development programs carried out in the subsidiaries. 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.

Limagrain Academy has maintained its efforts to digitize and internationalize during this year. 35% of the sessions were held in English and 23% were given in virtual classes compatible with the time zones of the Americas or Asia, or in person abroad. In total, 35 training sessions were organized for the Group's employees.



6. Promoting diversity and inclusion

APPROACH



Issue related to non-financial risks
Commitment to diversity and gender equality

Diversity and the inclusion of all populations within Limagrain are 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 as to gender, age, origin, religion, sexual orientation, physical appearance, state of health, disability, union membership or political opinion."

This excerpt from the Ethical Principles and Code of Conduct is consistent with several international conventions whose principles are shared by the Group, including the main conventions of the International Labor Organization regarding anti-discrimination.

New action



It also guided the formalizing of the Group's ambition in terms of diversity and inclusion, which was carried out during the year. The Group's ambition is to promote diversity and inclusion as sources of progress and wealth. The goal is to be a company recognized for the diversity and inclusion of all its talents, and within which everyone can develop their potential while enhancing their uniqueness, thus creating added value for the Group.

This ambition is based on three fundamentals:

- guaranteeing non-discrimination;
- committing to gender equality in the workplace;
- promoting all forms of diversity, especially cultural and generational diversity.

The 2022-2023 fiscal period will be devoted to setting up a detailed roadmap to feed into this program, as well as rolling out several priority actions, enabling Limagrain to step up its efforts in terms of diversity and inclusion.

Key performance indicators and objectives will also be defined for each area of action. Limagrain has already set a 2026 goal of reaching a proportion of at least 30% of employees of the under-represented sex among the Top Executives and Executive Managers, as well as in the Leadership Teams of all its Business Units.

As proof of the importance it attaches to this issue, Limagrain has decided to include this objective in the new plan for the variable component of the remuneration of its Top Executives and Executive Managers, as a collective non-financial objective. This plan will be implemented from fiscal period 2022-2023.

2026 goal



In 2026, reach a proportion of at least

30%

of employees of the under-represented sex among the Top Executives and Executive Managers, as well as in the Leadership Teams of all Business Units.

DEPLOYMENT

Measures to promote gender equality

Gender equality in the workplace is a priority in the company's human resources management, and is therefore a pillar in its own right in its diversity and inclusion program. Limagrain is committed to:

- increasing the gender mix in the company, particularly in management positions and
- guaranteeing gender equality in the workplace for employees throughout their careers.

Key performance indicators



38.8%

of women on the permanent payroll

25.3%

of women among the Top Executives

28.6%

of women among Executive Managers

Collective agreements have been negotiated to achieve gender equality, and actions to reduce the gender pay gap have also been implemented.

During 2012-2013, an agreement was signed that also satisfied a French legal requirement. Renewed in 2017, this agreement for French companies featured objectives and initiatives that promote equality between men and women throughout their careers. Recruitment, career advancement, compensation and work-life balance: four areas of action have been identified, with commitments and practical measures to promote gender diversity and professional equality. These objectives

and measures are accompanied by quantified indicators drawn up at the level of each subsidiary, then consolidated and monitored at Group level.

New action



This agreement is currently being renegotiated with the trade unions representing the Group in France. Negotiations began at the end of fiscal period 2021-2022 and will be completed in 2022-2023.



Measures to promote an inter-generational balance

40.7% 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.

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 six 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. Tutoring programs are also in place to ensure that skills are passed on when "junior" employees are hired or when they take over a position.

Key performance indicators

Job retention rate for "seniors" (over 57) World:

93.6%

Job retention rate for "seniors" (over 57) France:

93.4%

Mentoring program:

38

Measures 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 (3% of employees) in France. As such, since the 2012-2013 fiscal period, a partnership has been signed in France with the ESAT (an organization that helps the disabled return to work), enabling people with disabilities to work in a protected environment.

People with disabilities are regularly seconded to help Limagrain's support services with various operational and administrative assignments.

Similarly, in several of Limagrain's Business Units, effective measures have been taken to promote the employment and integration of disabled people. For example, 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.

Key performance indicator

3%

of permanent employees in France have a disability

Summary table of key indicators and objectives

CSR issue	Themes	Key indicators	2021-2022 data
Create an environment conducive to professional growth	Guaranteeing the safety and security of individuals and property	TF2	10.48
		TF1	7.94
		TG	0.24
		Absenteeism rate	8
		Training hours devoted to safety	28.8% of training hours
		LinkedIn audience	11,828 followers and an average engagement rate of 2.57
	Attracting and developing all talents	Number of applicants for each job offer	39.9
		Support for targeted higher education institutions	€55,000
		Payroll	€431.6 M
	Offering a global, differentiated and competitive compensation and benefits policy	Profit-sharing and incentive payments paid to employees	€15.9 M
		Turnover	11.8%
	Developing and keeping talent	Annual appraisals	82.5% of employees
		Number of mobilities	92 internal mobilities 75 international mobilities
		Number of training hours	170,035 hours for an annual budget of €3.6 M
		% of staff attending at least one training course during the fiscal period	67.6%
	Promoting diversity and inclusion	Percentage of women on the payroll	Permanent: 38.8% Executive Managers: 25.3% Top Executives: 28.6%
		Retention of seniors in the workplace	Worldwide: 93.6% France: 93.4%
		Permanent employees in France with a disability	3%

3.4 Promote a shared culture



APPROACH

Employee motivation and commitment stem 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. The mission to "Help meeting the world's food challenges" gives meaning to the commitment of Limagrain's employees.

DEPLOYMENT

Meetings of Executive Managers and Top Executives are organized each year and provide an opportunity to re-explain the Group's strategy and mission, while highlighting the year's priorities. The Info+ newsletter, intended for Executive Managers, has become an essential internal communication tool for sharing information on movements within the community, as well as important Group news.

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 Group's mission, as well as explaining how the Business Unit makes a contribution. Most of the Business Units publish paper or online newsletters in order to communicate the company's strategy.

Other meetings enable the Group to work together on shared projects, to encourage innovation and to bring together communities of experts. In the scientific field, the ACL, or Association of Limagrain Researchers, is an annual three-day meeting attended by the 300 researchers of the Group. The program includes plenary sessions and workshops on a new theme every year.

Bringing cultures closer together through the Limagrain Academy

In the cultural pillar, the objective of the Limagrain Academy (see part 3.3, paragraph 5.) 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 structure, history, governance and values. Now rolled out in seven languages, 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.

Induction programs

Induction programs continued to run throughout 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.

Designed for managers who have recently joined the Group, the Group induction program is also aimed at employees who have been with the company for up to five years, have over five years of university studies or have equivalent experience. These training courses include exchanges with members of the Group's Executive Committee and Directors, a presentation of the Group's history, values and activities, and discussions 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.). This year, two programs took place online.

The "Discover Auvergne" induction program pools the induction programs of the Business Units in the region Auvergne, 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.

Key performance indicator



224

people followed the Group's induction program

Key indicators summary table

CSR issue	Key indicators	2021-2022 data
Promote a shared culture	Number of people who followed the Group's induction program	224
	Number of people who followed the program in the Business Units	577
	Number of people who followed the "Discover Auvergne" program	107

3.5 Preserve and enhance plant biodiversity



Plant breeding is at the crossroads of improving agricultural competitiveness, food security, societal expectations and environmental issues such as climate change and the scarcity of resources (water, soil, energy). One of the answers to these major challenges lies in the existing crop biodiversity. Indeed, through crossbreeding, new and improved varieties can be created that are adapted to these changes in context. The greater the genetic diversity, the more opportunities there are to create new varieties. It is the task of seed companies not only to preserve the biodiversity of crop species by maintaining thousands of varieties, but also to enrich it by introducing several hundred new varieties each year.



Non-financial risk
Failure to comply
with intellectual
property principles



**Issue related to
non-financial risks**
Preservation
and enhancement
of biodiversity

APPROACH

Plant breeding requires access to genetic resources and the use of constantly evolving technologies. As it depends on the plant's vegetative cycle, this breeding process takes several years. An average of 7 to 10 years are needed to develop a new variety. Limagrain thus attaches particular importance to striking the right balance between free access to sources of genetic variability and the protection of the rights of breeders of new varieties, a system that is essential for the financing of research. The Group therefore gives access to its commercial varieties as a basis for research and breeding, applying the principle of the breeder's exemption. This forms part of the *sui generis* system of intellectual property protection specific to seeds, the Plant Variety Certificate, as implemented under the terms of the International Union for the Protection of New Varieties of Plants (UPOV) Convention. With the same objective, when the competitive and economic context in a country requires its commercial varieties to be protected by patent, Limagrain respects its founding principles by always being prepared to grant licenses to use its varieties as a source of genetic variability. As regards varieties with patented traits, Limagrain is a member of the "International Licensing Platform" (ILP) for the licensing of patented traits in vegetable seeds, and is participating in negotiations aimed at creating a platform dedicated to field crop species.

DEPLOYMENT

Actions to preserve biodiversity

As the genetic diversity of plants has always been the basis of any improvement process, Limagrain takes great care to respect the rules governing access to genetic resources, in application of the Convention on Biological Diversity (CBD) and the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA).

Moreover, the Group is committed to preserving plant biodiversity by contributing to the activities of gene banks. Its contribution is primarily non-financial in that it involves making genetic material available through certain national collections and collaboration in maintaining collections. Limagrain also contributes financially to the activity of some of these banks, by co-financing *in situ* collecting.

Limagrain has thus been supporting the Crop Trust since 2021. 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 funding for 3 years, for a total of €50,000 per year.

Key performance indicators



55

species bred, of which 48 are
vegetables, including highly local
species such as pumpkin, spring
onion, okra, endive, spinach, fennel,
tomatillo and parsnip.

Around
6,000

varieties in the portfolio



Limagrain supports the conservation of genetic resources in Ghana

Taking this a step further, in April 2022 Limagrain signed an agreement with the Ghanaian gene bank, the Council for Scientific and Industrial Research - Plant Genetic Resources Research Institute (CSIR-PGRRI), providing €50,000 of support per year over 2 years. The objective is the collection, characterization and conservation of germplasm of tomato, bell pepper, eggplant, maize and rice in Ghana. The data will be entered into the CSIR-PGRRI data management system and made available in international public databases such as Grin-Global and Genesys. All genetic resources will be multiplied, conserved and accessible to breeders and researchers from private or public structures, who will be able to use them in their breeding programs.

Results



€50,000

of funding for the Crop Trust

€50,000

of funding for the Ghana gene bank under a new agreement

Actions to enhance biodiversity

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 given species) and the genetic resources of crop wild relatives. 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.

For the benefit of all, the Group helps to identify desirable characteristics, such as disease resistance, in the wild genetic resources of genebanks and thus to enable the effective use of these resources in breeding. The annual budget for the characterization of genetic resources is around 2.5 million euros, including participation in collaborative projects with genebanks, research institutes and other seed companies. Limagrain then carries out the introduction in-house of new characteristics from these genetic resources into its varieties through cross-breeding. These are

therefore enriched by this new genetic diversity that responds to societal issues and/or the needs of those in the value chain, from farmers to consumers. This means that each new variety on the market provides improvement and is distinct from those already sold, thereby contributing to increase biodiversity of crop species.

Key performance indicator



442

new varieties marketed during the 2021-2022 fiscal period

Vilmorin-Mikado helps to maintain collections of dwarf bean genetic resources

This year Vilmorin-Mikado, in partnership with the GEVES (Groupe d'Etudes et de Contrôle des Variétés et des Semences), carried out an assessment of a French collection of 600 dwarf bean genetic resources. These had been entrusted to the Business Unit by the French National Research Institute for Agriculture, Food and the Environment (INRAe) in 2008 to ensure their maintenance and sustainability. Nearly 15 years later, the breeding teams have succeeded in safeguarding this heritage by multiplying it and accurately describing the characteristics. A collection has been given to GEVES to supply the French national network of genetic resources. Some older genetic resources will also be transferred to the French national collection.

Key indicators summary table

CSR issue	Key indicators	2021-2022 data
Preserve and enhance plant biodiversity	Number of species bred	55, including 48 vegetable varieties
	Number of varieties in the portfolio	Approx. 6,000
	Number of new varieties marketed	442
	Amount of funding for the Crop Trust and Ghana	€100,000

3.6 Limit the environmental impact of 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, and increasingly strict, and their 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 integrate good management (measuring, optimizing and innovating) of the use of natural resources, as well as the attention paid to improving the quantification and recovery of waste.



Non-financial risk
Pollution and environmental non-compliance on sites



Issue related to non-financial risks

- Management and recycling of waste, including food waste
- Greenhouse gas emissions and air pollution
- Management and quality of water and effluents
- Preservation of biodiversity at sites

APPROACH

The policy for managing environmental risks prioritizes:

- understanding and respecting Limagrain's external obligations (legal requirements and demands by authorities) developing a culture of continuous improvement and operational excellence through employee training, the reporting and analysis of incidents, and the sharing of learning;
- optimizing agricultural, agronomic and industrial processes to guarantee product quality and food safety;
- providing quality solutions, in particular through the creation of seed varieties adapted to the diversity of ecosystems and global warming, as well as the dissemination of responsible and sensible agricultural practices to farmers throughout the world and

- preventing and reducing, wherever possible, the negative impacts, both direct and indirect, of the Group's activities on the environment and on the communities in which it operates.

Furthermore, the Group's Ethical Principles and Code of Conduct and its membership of the United Nations Global Compact are a reminder of Limagrain's commitment to contribute significantly to respecting the environment.

Lastly, in 2018, Limagrain drew up a program called LEIA (Limit Environmental Impact of our Activities), designed to limit the environmental impact of its activities. This involves the progressive implementation of an environmental management system that applies to all our sites, 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.

Summary table of objectives

Themes	Issues	Objectives
Waste	Recycle waste	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	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	Ensure effluent quality and optimize water consumption	Achieve a 5% reduction in consumption of mains water by 2022 (vs. 2016-2017)
Biodiversity	Protect the ecosystems on sites	Identify, monitor and preserve the biotopes and protected species

Key performance indicator



32.7%

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

Results



Environmental Standard ISO 14001

**3 certified
sites**

**Berurim and Sderot
(Hazera - Israel),
Karacabey
(Limagrain Europe - Turkey)**

DEPLOYMENT

For each of these four areas of focus of the LEIA program, 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.

Restatement of data published
for the 2020-2021 fiscal period

As regards figures, certain values published for fiscal period 2020-2021 have had to be restated to ensure comparability with those for 2021-2022. The analysis of these restatements is described in chapter 4 - part 4.2 "Limagrain's environmental impacts". The changes take account of modifications in the scope of consolidation. The choice to focus as closely as possible on consumption by asking the sites for their environmental reporting, has proven its relevance, but still reveals some errors in the data provided. In agreement with the Independent Third Party and for the sake of accuracy, the errors identified have been taken into account in the restated data for the 2020-2021 fiscal period. The changes indicated in this section 3.6 are based solely on the restated data.

Key performance indicator



€10 M

spent in 2021-2022 on
331 initiatives designed to
reduce the environmental
impact of Limagrain sites

1. Preventing, recycling and eliminating waste

Limagrain's seed and agri-food activities produce mainly organic waste (66.3%) and a low amount of hazardous waste (3.2%). There are therefore many recycling options to help achieve a 77% rate of recycling waste. The recycling of matter represents 57.6% and energy recovery 19.4%, notably through the combustion of corn cobs from seed production.

The quantity of waste was down slightly (1.1%) compared to the 2020-2021 fiscal period.

The performance of the Group's various companies in terms of waste management and recycling is still somewhat heterogeneous. However, 100 initiatives were recorded, representing an investment of 83,000 euros. Of limited individual scope, these initiatives are largely focused on developing:

- a reduction in volume, either by developing processes that lead to less waste being produced or by increasing recycling;
- sorting equipment;
- the prevention of risks related to hazardous waste, mainly related to chemical products;
- improvements in waste management and the company's practices and
- improvements in behavior through training and communication.

Key performance indicators



47,722

tons of waste generated

77%

of waste is recycled

22.7 kg

of waste produced per
€1,000 of revenue



2. Lowering energy consumption and greenhouse gas emissions

Reducing energy consumption and greenhouse gas (GHG) emissions is a key objective of the LEIA program, which is translated into a numerous initiatives throughout the Business Units. During the 2021-2022 fiscal period, 110 actions have been listed for an investment of 8.1 million euros, mainly dedicated to the construction of new greenhouses (Vegetable Seeds), heat recovery and the replacement of a cooling unit (Bakery Products). Other areas are also being addressed, such as automation, regulation and maintenance of equipment, and encouraging energy-saving behavior among employees.

Energy consumption

The energy consumed by Limagrain is mainly used for drying seeds, heating greenhouses, agro-industrial installations and business travel for employees. The 9.8% increase in energy consumption over the fiscal period includes, firstly, the correction made in 2020-2021, following the audit by the Independent Third Party, relating to the fixed energy consumption of an ingredients site in the Netherlands (see part 6.2. "Limagrain's environmental impact"). Secondly, this evolution takes into account the following factors relating to this fiscal period.

For fixed energy:

- seed production levels have a direct impact on the quantities to be dried and, in many areas, they have been higher, particularly for field seeds in Spain and India;
- weather conditions have a direct influence on consumption, due to their impact on drying for seeds that are harvested with higher moisture content, or on heating greenhouses. Indeed, some areas such as Turkey have had a colder year.

For mobile energy:

- 2021-2022 saw a continued shift from diesel to petrol for vehicles. This can be explained by the better environmental profile of petrol and by the rise of increasingly strict standards and regulations in favor of petrol. At the same time, the "greening" of vehicle fleets is accelerating with the increase in the number of electric or hybrid vehicles in company fleets;

- the fiscal period was also marked by a return to a certain normality in terms of travel after months impacted by the restrictions linked to the pandemic.

While the fiscal period saw an increase in overall energy consumption, certain developments in the diversification of renewable energy sources should be highlighted:

- solar energy: the sites of HM.CLAUSE Davis (United States) and Limagrain Europe Rilland (Netherlands) recorded a first full fiscal period of solar production for internal use, reaching 1.4 GWh;
- biomass: growth in volume, particularly at Limagrain Brasil Goianésia (Brazil) and Limagrain Europe Saint-Mathurin (France).



- wind power: the fiscal period was marked by the supply to Limagrain's French sites, as from 1 January 2022, of all the electricity produced by a wind farm in Moselle, under a 3-year PPA (Power Purchase Agreement) signed with EDF.

Key performance indicator



578,035 MWh
of energy used, of which
7.8% is renewable energy

Key performance indicator



274 kWh
per **€1,000**
of revenue

Results



Energy Standard ISO 50001
2 certified sites
Arques and Ennezat
(Limagrain Ingredients)

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 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 period 2022-2023, including key indicators and a trajectory in order to reach the target.

Key performance indicator



Greenhouse gas emissions
(Scopes 1 & 2 -
including refrigerants)
105,144 tCO₂e



The energy impact is a key factor taken into account in each construction or renovation project for Limagrain's equipment. Limagrain Ingredients has installed a new compressed air plant in its Ennezat factory, with the aim of potentially saving 1 000 000 kWh. HM.CLAUSE has built new, better adapted and more airtight greenhouses at its Saint-Rémy-de-Provence site, to replace the old ones that had become obsolete.

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 specifies, in the specifications drawn up 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.

Greenhouse gas emissions

Limagrain's total greenhouse gas (GHG) emissions (scopes 1 and 2 excluding refrigerants) amounted to 101,581 tCO₂e in 2021-2022, up by 8.8% compared with the 2020-2021 data. Taking refrigerants into account, GHG emissions reached 105,144 tCO₂e, an increase of 6.6%.

Reporting on fugitive emissions is fairly recent. There had been some major leaks in refrigeration equipment at some sites during the 2020-2021 fiscal period. Fiscal period 2021-2022 shows a 32.3% drop, confirming the exceptional nature of the leaks in the previous year.

The formalization of goals for reducing Limagrain's greenhouse gas emissions, whether direct (scopes

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.

New action

NEW 2022

Calculating the carbon footprint of Vilmorin-Mikado and Limagrain Ingredients

Following on from the carbon assessment already performed for Jacquet Brossard in 2020-2021, Vilmorin-Mikado and Limagrain Ingredients have calculated their carbon footprint. In this context, it is working alongside EcoAct, the European leader in carbon neutrality strategy, and collaboration has been extended. After assessing their carbon footprint, the two structures intend to set out their trajectory for reducing greenhouse gas emissions in line with the Group's approach. All the work was carried out in collaboration with various employees through the creation of consultation workshops.



3. Saving water and controlling our wastewater

Limagrain addresses two aspects of the question of water, namely effluent quality and consumption.

Effluent quality

The Group's risk management reference document stipulates that all Limagrain's water emissions 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. These installations are being continually added to and upgraded.

New action

NEW 2022

During the fiscal period 2021-2022, ten measures aimed at minimizing the risks of pollution have been introduced for a total amount of 515,000 euros. These include the construction of a micro-station for the treatment of waste water at Limagrain Coop in Ennezat, and the removal of an evaporation process in favor of treatment by an external provider on the La Ménitré site at Vilmorin-Mikado.

Water use and consumption

As regards use, water is mainly for irrigating greenhouses, crop plots and for domestic purposes. Depending on the specific type of activity, Limagrain uses water from the urban distribution network (19%), well water (55%) or surface water (26%). Collected rainwater is also a resource, albeit one that remains underdeveloped. In view of the fact that it is collected directly during rainfall, and that no water is drawn from the water table, rivers or shared networks, the volume collected is indicated separately, in agreement with the Independent Third Party, 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.

For the fiscal period 2021-2022, Limagrain's water consumption is estimated at 3.064 million m³, an increase of 1.7% compared with 2020-2021. This increase in consumption is due to the addition of new sites, sustained activity and dry conditions, as well as better quality of information. The introduction of metering remains the key recommendation for monitoring consumption.

Consumption of collected rainwater totals 80,154 m³, in other words 2.6% of the water drawn. Climate incidents are very important factors not only in the evolution of Limagrain's water consumption, but also in its capacity to collect rainwater. The 7.4% increase in rainwater consumption can be explained by a wetter year on sites equipped with rainwater collectors, particularly HM.CLAUSE Nanyuki (Kenya) and Pozo Estrecho-Cartagena (Spain).

The commitment to controlling consumption was demonstrated through 56 actions, for a total of 1.3 million euros, carried out during the fiscal period in various areas. These include modification of the seed treatment process and choosing efficient irrigation systems. In this respect, the use of drip irrigation systems continues to develop, as does the installation of rainwater recovery systems.

New action

NEW 2022

As an example, HM.CLAUSE has installed a rainwater collection, filtration and recycling system at its Malaga site in Spain. The goal is to be able to reuse up to 70 m³ of water per day after ultrafiltration. This will allow the plant to operate almost in a closed circuit during the seed extraction and washing process. Potentially, this will save between 20 and 30% of the site's annual water consumption.

Key performance indicators



3,064,326 m³

of water used, of which
595 403 m³ is mains water

1.46 m³

of water used
per €1,000
of revenue

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75

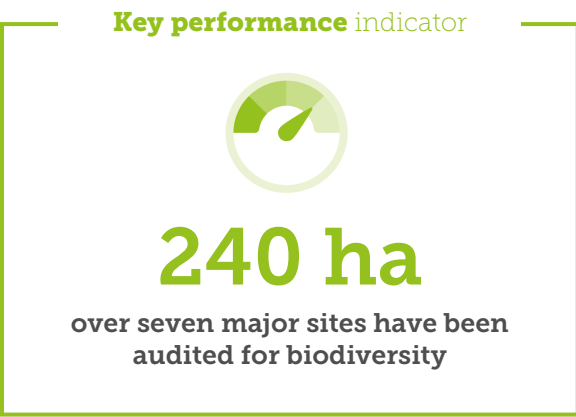
4. Protecting the ecosystems on our key sites

Following the performance of a biodiversity audit for its site at Saint-Beauzire (France) in 2018, other Limagrain sites have been the subject of studies by external providers. In France, the sites of Vilmorin-Mikado in La Costière and La Ménitré, of HM.CLAUSE in La Bohalle, of Limagrain Europe in Saint-Mathurin and Verneuil l'Étang, and of Limagrain Coop and Limagrain Ingredients in Ennezat have been the subject of assessments and recommendations. This involved identifying the challenges in terms of plant and wildlife and drawing up proposals for protecting and promoting their biodiversity.

New action
NEW
2022

Four years after the first biodiversity audit in Saint-Beauzire, a further assessment was performed between May and September 2022 in order to evaluate the progress made in implementing biodiversity-friendly measures. Although the results will not be known until the end of 2022, exchanges with experts during the survey already point to a positive and significant evolution.

Numerous other actions to protect biodiversity are carried out on Limagrain's sites. 61 actions, representing an expenditure of more than 58,000 euros, are helping to preserve biodiversity through improved management of green spaces, the installation of facilities for wildlife, changes in growing practices in terms of soil cultivation, fertilization and treatment, and the use of integrated pest management for crop protection.



Summary table of key indicators and objectives

CSR issue	Themes	Key indicators	2021-2022 data
Limit the environmental impact of activities	Global	Percentage of revenue from companies with industrial sites covered by an environmental management system	32.7%
		Budget to reduce the environmental impact of Limagrain's sites	€10 M for 331 actions
	Waste <i>By 2022: recycle 85% of waste</i>	Waste generated	47,722 tons 22.7 kg / €1,000 of sales revenue
		Percentage of waste recycled	77%
	Energy <i>By 2022: achieve a 10% reduction in energy (vs. 2015-2016)</i>	Energy consumption	578,035 MWh 274 kWh / €1,000 of revenue
		Percentage of renewable energy	7.8%
	Water <i>By 2022: achieve a 5% reduction in consumption of mains water (vs. 2016-2017)</i>	Greenhouse gas emissions (including refrigerants)	105,144 tCO ₂ e
		Water consumption	3,064,326 m ³ 1.46 m ³ water / €1,000 of revenue
	Biodiversity <i>Preserving the ecosystems on sites</i>	Sites benefiting from a biodiversity audit	7 sites, totaling 240 ha

3.7 Act in accordance with the Ethical Principles and Code of Conduct



Given the complexity of seed production and distribution circuits, the multiplicity of private and public players on the market, the strategy of development throughout the continents and Limagrain's model of high level of delegation, it is critical for the Group to be vigilant about the compliance of its practices with business ethics principles. These are increasingly extraterritorial in nature and particularly concern bribery, Human Rights, international labor standards, health and safety and respect for the environment.



Non-financial risk
Non-compliance of practices with ethical principles and anti-corruption laws

1. Disseminating and ensuring compliance with business ethics

APPROACH

To address this ethical issues, the Group has introduced a policy 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 deployed through 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 broadly, it has been designed to deal with ethics globally and within the scope of all activities.

The Ethical Principles and Code of Conduct are consistent with several international conventions whose principles are shared by the Group:

- the Universal Declaration of Human Rights;
- the main conventions of the International Labor Organization, in particular conventions 29, 105, 138 and 182 (combating child labor and forced labor), 155 (workers' health and safety), 111 (combating discrimination), 100 (remuneration), 87 and 98 (freedom of association, right 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.

Limagrain has also 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.

Goal



Percentage of connected employees who have completed the Code of Conduct e-learning course on 31 December 2021:

75%

Key performance indicators



4,210

employees have been trained using the Code of Conduct e-learning course since its launch, or about 70% of connected employees

1,227

of non-connected employees have been made aware of the Code of Conduct, or about 40% of non-connected employees

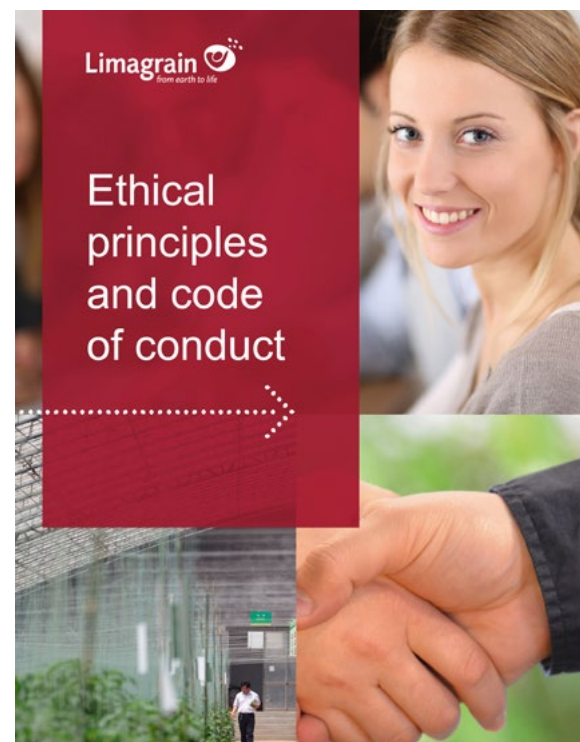
DEPLOYMENT

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 and the CSR Department, with the Group Human Resources Director acting as a sponsor. The network of legal experts has been entrusted with the deployment of the system and the implementation, or adaptation, of the tools in each Business Unit.

Application of the BE&AB project is based on a complete system consisting of:

- a specific mapping of corruption and influence peddling risks. As a key starting point, this is updated annually, following the example of Limagrain's risk mapping process;
- the Ethical Principles and Code of Conduct, translated into 17 languages⁽¹⁾ and available both on the Intranet for employees and on the website for external stakeholders. These documents, supported by an e-learning program intended for all connected employees, are regularly communicated. For employees who are not connected, the Hazera, HM.CLAUSE, Vilmorin-Mikado, Limagrain Ingredients and Jacquet Brossard Business Units have organized awareness-raising actions;
- the evaluation of third parties and the accounting controls that are routinely implemented in all the Business Units. Traceability of all these evaluations has been integrated into the process, in order to know why and by whom the choices were made;
- a Group ethics whistleblowing procedure available to all employees via the intranet, as well as to external third parties via its website. This procedure has been widely publicized via e-learning and has received a number of reports from a variety of geographical locations, showing that awareness of its existence is well established throughout the Group.

⁽¹⁾ Arabic, Chinese, Dutch, English, French, German, Hebrew, Italian, Japanese, Portuguese, Russian, Spanish, Swahili, Thai, Turkish, Ukrainian and Vietnamese.



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.

2. Respecting Human Rights and the Rights of the Child



Issue related to non-financial risks
Respect for Human Rights and the Rights of the Child

POLICY

Limagrain's development strategy on every continent, and its involvement in agricultural seed production activities performed by the Company's own structures or through the use of subcontractors, require particular vigilance with regard to the respect of fundamental rights such as Human Rights and the rights of children.

In many countries, agricultural activities by nature require seasonal labor. This temporary nature can be a source of pressure in terms of the working conditions offered to an often dependent workforce. Moreover, due to mobility and the temporary nature of employment, it can be difficult to ensure compliance with working conditions.

To guard against unethical practices, purchasing agreements include ethical clauses and include a link in their digital version to the Ethical Principles and Code of Conduct document, which contains explicit undertakings: *"The Group ensures that it contracts with suppliers who do not use illegal child labor or forced labor. The Group is careful to ensure that its suppliers and customers respect the principles of the International Labour Organization on fundamental social rights."*

DEPLOYMENT

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. All the Business Units have introduced actions that are specific to their context, such as adding specific clauses to production contracts, organizing awareness-raising actions for the teams responsible for monitoring production at producers' sites and restrictions on employment for the under 18, in accordance with national and international laws.

In India, for both the Field Seeds and Vegetable Seeds activities, local companies have created specific programs. As regards Field Seeds, the Human Resources Department of Limagrain India has included recruitment and staff management procedures in its internal rules and regulations that reinforce the combat against child labor and strictly comply with local regulations. 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, HM.CLAUSE India is involved in tackling child labor in seed production, which has been subcontracted since the start of its multiplication activities in 2012. Since then, the company has launched many initiatives under a continuous progress approach and has created a CSR department reporting to General Management.

- As part of its specific CSR program, HM.CLAUSE India has rolled out a complete procedure aimed at eradicating child labor in India, called the *"Child Labor Awareness Program"*. Its first undertaking sets 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 this context, the company organizes numerous meetings to raise awareness among producers and to monitor activities in fields;
- HM.CLAUSE India also used the World Day against Child Labor to organize events to raise awareness of this issue among local residents within the framework of ECHO (Enabling Child and Human Rights with Seeds Organizations). Indeed, HM.CLAUSE India is an active member and major contributor of ECHO launched in 2018 in India to address this issue;
- finally, the company regularly holds discussions on this subject with a range of stakeholders: government and local authorities, other locally active seed companies and their federations, and NGOs such as Unicef locally or Arisa *"Advocating Rights in South Asia"*.

3. Deploying a responsible purchasing policy among our suppliers



Issue related to non-financial risks
Responsible purchasing policy

APPROACH

In terms of supplier relations, Limagrain strictly observes the criterion of economic non-dependence and coordinates a substantial part of its supply and purchasing conditions through a dedicated internal organization, the Group Purchasing Coordination Department, which comprises representatives from the various Business Units placed in Steering Committees per key category of products or services.

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 responsible purchasing repositories.

To ensure suppliers respect Human Rights, in particular labor legislation, the Purchasing process includes monitoring the Obligation of Vigilance. The process also provides for due diligence and monitoring of all active and new suppliers in the fight against corruption. Furthermore, the department has issued a Request for Information (RFI) to all its active and potential suppliers, to gather more information about them and identify the inherent risks. The RFI, which was fully digitized during this fiscal period and is now being rolled out in the Business Units, 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. This self-assessment of CSR maturity is based on objective criteria such as CSR assessments carried out by third parties, membership of the Global Compact and ISO certifications, the veracity of which is systematically checked.

Key performance indicator



80.5%

of the 168 suppliers evaluated⁽¹⁾ by the the Group Purchasing Coordination Department have declared that they are pursuing a CSR policy, 20.8% of which have stated that they have reached "advanced maturity" in this area.

⁽¹⁾ This self-assessment of CSR maturity is based on objective criteria such as CSR assessments carried out by third parties, membership of the Global Compact and ISO certifications, the veracity of which is systematically checked.

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 has been signed by over 450 purchasers working for 20 of the Group's companies.



Finally, in order to more accurately monitor the performance of its responsible purchasing, the Group has initiated a process to define the relevant indicators, which will be deployed during the fiscal period 2023-2024. The first of these is compliance with payment deadlines. This is a major component of the supplier relationship. For fiscal period 2021-2022, Limagrain paid 90.3% of its invoices on time.

4. Protecting data and information systems



Non-financial risk
Cyber attacks

Information systems are essential for all the Group's activities, including Research & Development, Production, Marketing & Sales and Support activities, as well as for managing both internal and external interactions. The network, servers and applications must therefore be operational at all times. Increasing the amount of data, processing, and access leads to more opportunities for malicious digital acts aimed at destabilizing the organization, taking advantage of private information or defrauding the Group. This is an active threat and the agricultural and agri-food sector is one of the areas of activity likely to be targeted by cyber attacks.

APPROACH

Measuring the importance of anticipating and reducing risks linked to Information Systems (IS), Limagrain set up an ambitious program to secure its information systems in 2019-2020, formalized by a policy set out in an application manual and guidelines available to all internally. It is based on a dedicated organization bringing together employees with specific skills to manage the program, which combines technical systems, internal procedures and controls, supervision, treatment and employee awareness.



A cybersecurity coordinator was hired in 2020-2021 to lead both the program and the network of Business Unit cyber delegates, and to address the issue as closely as possible to the business lines.

DEPLOYMENT



This program involves:

- the deployment of the revised IT charter related to the use of IT tools;
- numerous technical actions to protect the existing system, including strict processes for creating accounts and granting "privileges" on the IT infrastructure and regular analysis of inactive accounts;
- verification of project compliance with "security by design": all IT projects now have a "cybersecurity" component right from the start, so that the necessary protective measures can be taken to ensure that they are integrated into the Group's IT system without risk;
- work on business continuity in Business Units in the event of ransomware and the restructuring of backup systems and restoration capabilities to be implemented during the next fiscal period.

As the cyber threat is permanent, a "Security Operation Center" has been created to monitor identified cyber attack attempts. Two new recruits have been added to the team in order to respond to detected incidents. In addition, a cyber crisis exercise was organized for the Group Executive Committee.

As cyber safety is everyone's business, it has been the subject of awareness-raising actions among employees, in particular through information and awareness-raising tools (e-learning on risks and good practices) deployed by increasing the number of communication channels and new phishing tests.

Key performance indicator



82%

of "positive responses" from users to phishing awareness tests (ability to detect an attack)

Results



430

external vulnerabilities handled

4

security incidents resolved that had a significant business impact

Summary table of key indicators and objectives

CSR issue	Themes	Key indicators	2021-2022 data
Act in accordance with the Ethical Principles and Code of Conduct	Disseminating and ensuring compliance with business ethics <i>Goal on 31.12.2021: 75% of connected employees who have completed the e-learning course</i>	Number of employees trained by the Code of Conduct e-learning course since its launch	4,210, or around 70% of all connected employees
		Number of non-connected employees made aware of the Code of Conduct	1,227, or around 40% of all non-connected employees
	Deploying a responsible purchasing policy among our suppliers	Percentage of suppliers evaluated by the Purchasing Coordination Department having declared that they are pursuing a CSR policy	80.5%
	Protecting data and information systems	Percentage of "positive responses" from users to phishing awareness tests (ability to detect an attack)	82%
		Number of external vulnerabilities corrected	430
		Number of security incidents resolved	4

3.8 Engage with the local communities around sites



The need to adapt to different soil and climatic conditions, coupled with vital risk management and the desire to maintain close links with markets, explain the choice of a local organization in thirteen Business Units, and the presence of Limagrain in 49 countries. 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, disease, pests, etc.). This is why Limagrain has over 150 sites worldwide, including research units set up in the center of agricultural regions, and spreads its seed production over all continents. The Group thus contributes to farming activity, the development of permanent and seasonal employment, and subcontracting in rural areas.



Non-financial risk
Damage to reputation or image



Issue related to non-financial risks
• Development of local areas
• Support for communities and philanthropy

APPROACH

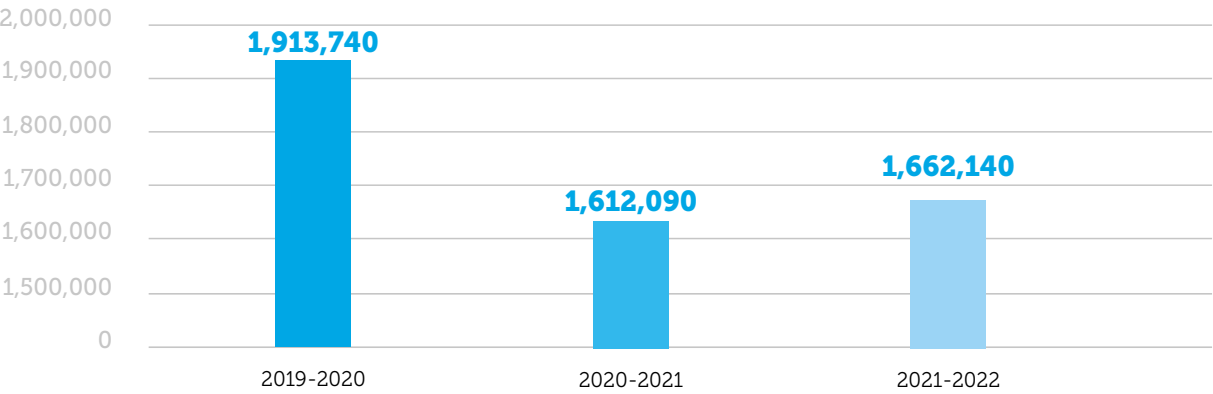
The commitment of the subsidiaries and sites to the communities in their local areas is very strong, taking into account the diversity of cultures and their specific characteristics. On the basis of this ongoing attention, the Group is able to contribute to local development and support local communities in terms of jobs and access to education or equipment, as well as contributing to the vitality of the local region in agricultural, economic, sporting or environmental fields.

Results



€1,662,140
has been dedicated to societal initiatives, of which 28.1% is donations and 71.9% financial support

Amount dedicated to societal initiatives (in euros)



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

DEPLOYMENT

The Limagne Val d'Allier plain is the cradle of Limagrain, where the farms of the 1,300 cooperative members are located. Limagrain has very strong attachments to its region of origin and acts upon the 7th cooperative principle, supporting its development and interacting very regularly with its local ecosystem through a number of initiatives. These are either carried out alone or in partnership with public, private or associative players, involving a range of fields, such as research, jobs, industry, education, the environment and sport.

Choosing Auvergne

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 in Saint-Beauzire and the building of a new milling plant for Limagrain Ingredients in Ennezat (see chapter 3.1), are clear signs of Limagrain's desire to contribute to the economic vitality and appeal of its region. The Group has many sites in Auvergne Rhône-Alpes, in the Clermont-Ferrand, Lyon and Valence regions, where it employs 2,140 permanent staff.

Key performance indicators



2nd

private employer in Auvergne, with 1,531 permanent employees in Limagne Val d'Allier

2,140

permanent employees in Auvergne Rhône Alpes



In 2021-2022, the Group also committed, along with fifteen other companies from Auvergne, to the creation of the ASM Impulsion Auvergne foundation.

The aim of this foundation is to promote the benefits of sport in all its human dimensions, and to assist in the implementation of societal projects that benefit the vitality of the Auvergne region. The Foundation will have a strong geographical outreach, including in rural areas, thanks to the strong presence of its member companies and the expertise of ASM Omnisports⁽¹⁾.

This year, projects to combat sedentary lifestyles, provide access to physical activity for all, particularly in rural areas, and initiatives to help young people will be given special consideration.

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.

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 2021 in Puy-de-Dôme and Allier, of the 175 young harriers observed in flight, 72 had benefited from protective measures. Building on this experience, the partnership has been extended to three other species that also nest on the ground, namely sand curlews, lapwings and red-crowned night herons.

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.

⁽¹⁾ Association Sportive Montferrandaise which has 7,000 members in 15 sports sections and is the parent company of the structure that manages the professional rugby team. ASM Omnisports has been working for 110 years in promoting physical activities and sports for all.

2. Supporting the local regions of all our sites

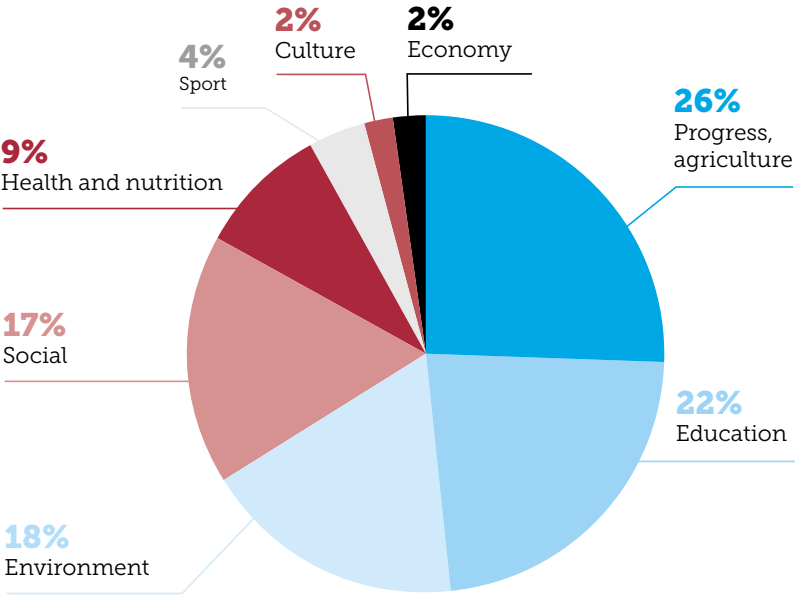
DEPLOYMENT

In line with Limagrain's culture of cooperation, each site maintains a quality dialog with its key stakeholders and develops a partnership-based approach in its community. In terms of philanthropy, the Group's companies share certain causes, such as promoting access to quality seeds, developing teaching about their use, contributing to education and the improvement of living conditions, raising awareness of gardening practices or supporting actions in favor of the environment. With regards to sponsoring, they provide financial support for structures related to their communities and active in the economy, sport, agricultural progress, education and culture.

Key performance indicators



Patronage and sponsorship initiatives in support of all areas in which we operate (excluding Limagne Val d'Allier)



The commitment of the Group and its employees to the war in Ukraine

On 24 February 2022, war broke out in Ukraine, with dramatic humanitarian, social and economic consequences. Limagrain and its employees quickly rallied together to provide the necessary support and assistance to employees and their

families, affected by this major conflict. Many solidarity initiatives have been set up (see chapter 2.5) as part of the global support plan.

From the outset of the war, Limagrain thus decided to support two international humanitarian organizations and invited the Group's employees and Cooperative members to join in. 53,000 euros have been donated to the Red Cross and the United

Nations High Commission for Refugees, of which 13,000 came from employees and 40,000 from the Group. The Limagrain Europe Business Unit has supplemented this initiative by opening a solidarity fund to provide long-term funding for actions to support the Business Unit's Ukrainian employees and their families who have had to relocate. This fund has raised just over 20,000 euros, half of which came from the Business Unit and half from employees.

Other subsidiaries, such as Hazera and Jacquet Brossard, have set up a solidarity fund to support Ukrainians and refugees in Poland, and have asked their employees to volunteer to help the Fondation de France through its existing salary round-up scheme. In addition to these financial donations, several Business Units, often on the initiative of employees, have organized collections and the shipment of basic necessities (clothing, food and other products). In addition, Limagrain has joined forces with the interprofessional organization in an operation to donate vegetable seeds to Ukraine.

improvement process, particularly in the areas of education and infrastructure improvement. One of these areas of focus involves raising awareness of the importance of promoting respect for human rights among the local population at its sites. Thus on the eve of the World Day against Child Labor, HM.CLAUSE India took the initiative to organize a collaborative event at the Ranebennur production site under the banner of ECHO (Enabling Child and Human Rights with Seed Organizations), an organization launched in 2018 by seed companies, of which HM.CLAUSE is an active member. Events such as street games, theater performances, and rallies were organized to raise awareness about eradicating child labor in the seed supply chain.

Also under the ECHO banner, HM.CLAUSE staff took part in a 5 km race commemorating World Day Against Child Labor 2022 in Hyderabad.

HM.CLAUSE raises awareness of the issue of child labor among local residents in some of its production regions in India

HM.CLAUSE started a specific CSR program in India in 2012 to combat child labor in subcontracted seed production (see chapter 3.7 - part 2). The company has increased its initiatives as part of a continuous

Vilmorin-Mikado supports "Planting for the future"

As a major player in tree seeds, with more than 250 species and three centuries of experience in seed production and breeding, Vilmorin-Mikado contributes to the "Planting for the Future" (Plantons pour l'avenir) endowment fund, which supports reforestation projects in France based on sustainable management. 45,000 trees have been planted in 3 years.

Key indicators summary table

CSR issue	Key indicators	2021-2022 data
Engage with the local communities around sites	Amount dedicated to societal initiatives	€1,662,140 (28.1% in donations and 71.9% in financial support)
	Number of permanent employees	1,531 in Limagne Val d'Allier 2,140 in Auvergne Rhône Alpes (2 nd largest private employer in Auvergne)
	Number of industrial sites, administrative sites and research units (with permanent staff)	Over 150
	Number of seasonal workers	5,997 seasonal workers, or 1,310 full-time equivalents

3.9 Foster societal discussions on seed issues



Non-financial risk
Damage to reputation
or image



**Issue related to
non-financial risks**
Relations with stakeholders
and participation in public
debate

APPROACH

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 and by health, geopolitical and energy crises. 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



Nearly
400
employees involved in
organizations representing the
Group's activities on all continents

Between
€200,000
and **€300,000**

dedicated to "Institutional Affairs"
(HATVP declaration)⁽¹⁾

⁽¹⁾ 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).

DEPLOYMENT

In order to limit the development and extent of criticism and attacks against the Group, as well as their impact, Limagrain has set up a system aimed at preventing such risk and being able to react in case of a media crisis.

The Communication and Institutional Affairs Department has structured this system around a number of actions:

- The involvement of Limagrain in professional seed organizations, both at national level – with the GNIS (National Inter-branch Group for Seeds and Plants) and the UFS (French Seed Union), European level – via Euroseeds – and international level, through the International Seed Federation (ISF). As such, the Group actively participates in debates concerning agriculture and, more specifically, its seed business, including intellectual property, access to genetic resources and the use of plant biotechnologies in scientific research.
- Strengthening relations, particularly with European, national, regional and local authorities, in order to present the Group, its activities and sites, as well as its challenges and risks. This preventive action helps to increase understanding and proximity in times of crisis, when the intervention of public authorities and local communities is necessary.
- Developing regular communications with targeted media and Internet users to facilitate understanding of the Group and engage in quality dialog.
- Raising awareness and training Top Executives, communicators and spokespersons of the Group. 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.

Meetings at the International Agricultural Show

As an illustration, Limagrain traditionally organizes a breakfast at the International Agricultural Show in Paris, in the presence of the Group's governance, farmer members and representatives of our activities. This year, more than 40 institutional partners came to exchange views with Sébastien VIDAL, Chairman of the Cooperative and the Group, Sébastien CHAUFFAUT, CEO, and our representatives on rurality and important current issues, such as the situation in Ukraine and its impact, the end of the commercial negotiations and the introduction of the Egalim 2 law.



- 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.
- The organization of a crisis communication unit at Group level responsible for recommending communication strategy and deploying the communication plan as quickly as possible in the event of a crisis.
- Regular crisis management exercises, including one performed this year with the Group Executive Committee.
- A specific, 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 indicators of media coverage concerning Limagrain and its brands.

In addition, tools are available to support Limagrain's employees, who are the main vectors of the Group's image, and guide them in their actions and behavior with a view 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.

Key indicators summary table

CSR issue	Key indicators	2021-2022 data
Foster societal discussions on seed issues	Number of employees involved in organizations representing the Group's activities	Nearly 400
	Budget dedicated to "Institutional Affairs" (HATVP declaration) ⁽¹⁾	Between €200,000 and €300,000

⁽¹⁾ 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).



4.1 Limagrain's corporate data

History of permanent staff per activity

	Limagrain Coop	Field Seeds	Vegetable Seeds	Garden Products	Ingredients	Bakery Products	Holdings	Total
2019-2020	404	2,491	4,032	243	338	1,191	331	9,030
2020-2021	394	2,722	3,849	229	347	1,282	345	9,168
2021-2022	379	2,745	3,974	229	349	1,300	359	9,335
% 2021-2022	4.1	29.4	42.6	2.5	3.7	13.9	3.8	100

Breakdown of permanent staff and trainees 2021-2022 per business line and geographical area

	Research & Development	Sales & Marketing	Logistics & Production	Support Functions and General Management
Employees in %	22.4	23.2	36.7	17.7
Interns in %	45.2	17.5	24.1	13.2

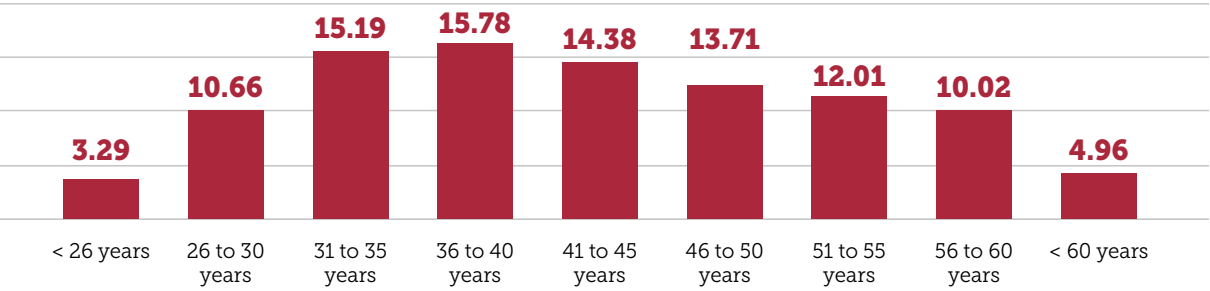
	Europe	Americas	Middle East & Africa	Asia & Pacific
Employees in %	63.7	12.6	8.5	15.2
Interns in %	56.2	21.6	17.3	4.9

Breakdown of permanent staff by status and gender

	Men	Women	Managers ⁽¹⁾	Non-managers ⁽¹⁾
% overall staff	61.2	38.8	35.4	64.6
% Top Executives	71.4	28.6		
% Executive Managers	74.7	25.3		

⁽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 (in %)



Recruitments and departures

Recruitment	Tenures	% Tenure	
1,105	343	31%	
Recruitment excluding tenure	Managers	Aged under 26	Without professional experience
762	30.5%	14%	3.4%

Departures	Retirement	Resignations	Redundancies	Other
1,104	9.7%	50.4%	15.4%	24.5%

Work safety

	TF1 ⁽¹⁾	TF2 ⁽²⁾	TG ⁽³⁾
2019-2020	6.85	11.01	0.28
2020-2021	6.77	9.80	0.21
2021-2022	7.94	10.48	0.24

Table key

⁽¹⁾ TF1 is the frequency rate of accidents with lost time, namely the number of accidents with lost time reported per million hours worked.

⁽²⁾ TF2 represents the frequency rate of employee accidents with and without lost time over a 12-month rolling period, namely the total number of reported accidents per million hours worked.

⁽³⁾ TG is the severity rate, namely the number of days of lost time reported following a work-related accident per thousand hours worked.

Training

No. of training hours	Percentage of permanent employees trained	Training budget	% of the training budget / payroll	
170,035 hours	67.6%	€3,583,930	0.83%	
Business expertise	Foreign languages	Health & Safety	Management	Other
20%	22.8%	28.8%	12.3%	16.1%

4.2 Limagrain's environmental impact

History of environmental aggregates

	Water		Energy		Greenhouse gas emissions	Waste
	m³ (thousand)	m³/€1,000 revenue	GWh	kWh/€1,000 revenue	tCO ₂ e	t
2019-2020	2,968 ⁽¹⁾	1.55	503.8	264	92,094	41,909
Restated 2019-2020	2,884	1.51	514.5	269	92,898	35,708
2020-2021	3,012	1.52	526.6	265	98,660	48,273
2021-2022	3,064	1.46	578	274	105,144	47,722

⁽¹⁾Data modified to account for the removal of collected rainwater from consumption.

Breakdown per activity (%)

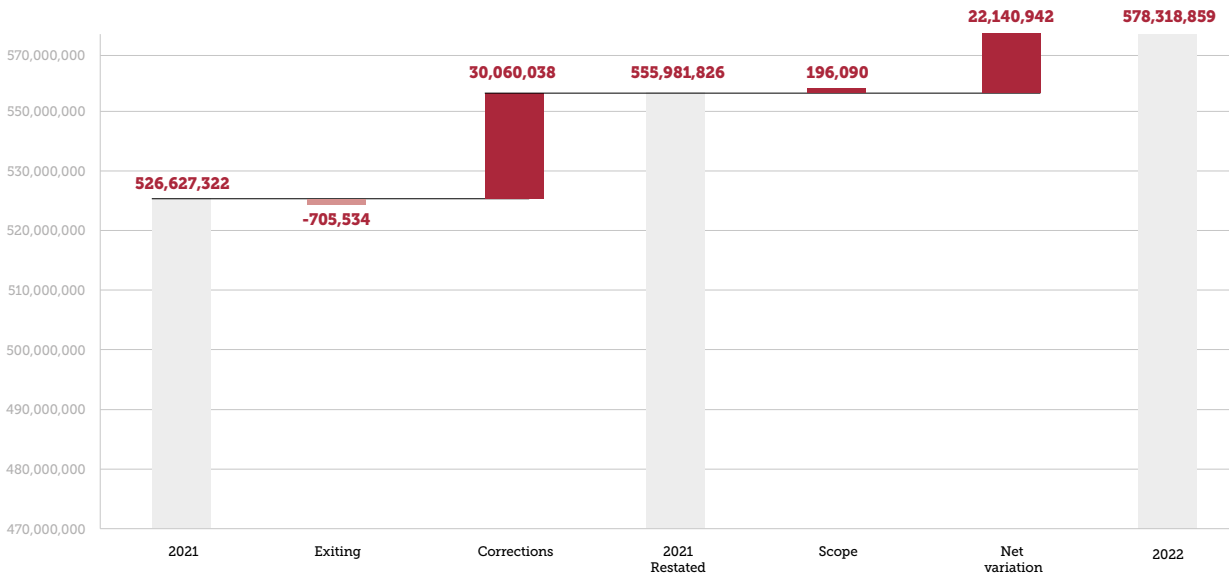
	Limagrain Coop	Field Seeds	Vegetable Seeds	Garden Products	Ingredients	Bakery Products	Holdings
Energy	13.2	22.2	24.2	0.7	18.3	21.3	0.1
Water	0.7	33.5	58.4	0.1	3.1	4.3	0
Waste	13	41	30.5	0.5	3.4	11.6	0

Energy and greenhouse gases

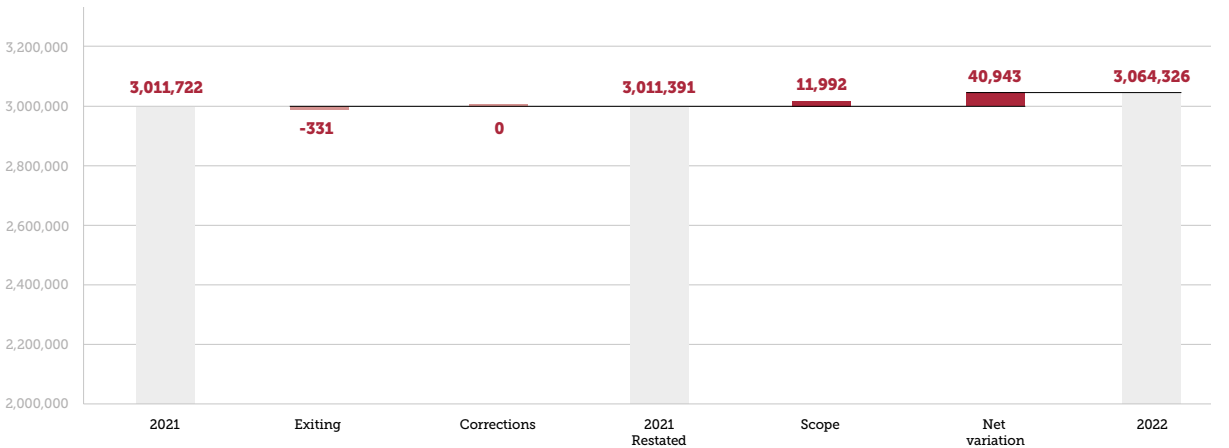
Source	Consumption (kWh) 2021-2022	%	Greenhouse gas emissions (kgCO ₂ e) 2021-2022	%	% with refrigerants
Electricity-location based ⁽¹⁾	193,277,202	33.4	34,540,935	34%	33%
Electricity-market based	8,800,000	1.5	0	0%	0%
Mains gas	199,865,677	34.6	34,481,609	34%	33%
Diesel for mobile sources	56,255,156	9.7	14,300,229	14%	14%
Renewable energy	45,072,681	7.8	0	0%	0%
Mobile fuel	20,622,500	3.6	5,221,662	5%	5%
Other gas consumption	33,590,474	5.8	7,641,714	8%	7%
Other fuel consumption	14,530,110	2.5	3,771,457	3%	3%
Other	6,305,059	1.1	1,623,815	2%	2%
TOTAL Energy	578,318,859	100	101,581,421	100%	97%
Fugitive emissions	N/A		3,562,908		3%
Total Scope 1			69,925,317		67%
Total Scope 2			35,219,012		33%
TOTAL SCOPES 1 and 2 WITH FUGITIVE EMISSIONS			105,144,329		100%

⁽¹⁾ Limagrain's Scopes 1 and 2 emissions are calculated according to the methodology published by the GHG Protocol ("The Scope 2 Guidance") and monitored according to the CO₂ location-based indicator. For the supply of electricity from wind power via a PPA that started on January 1, 2022, the emissions are calculated on a market-based basis. Scopes 1 and 2 emissions include emissions related to refrigerant gas leaks.

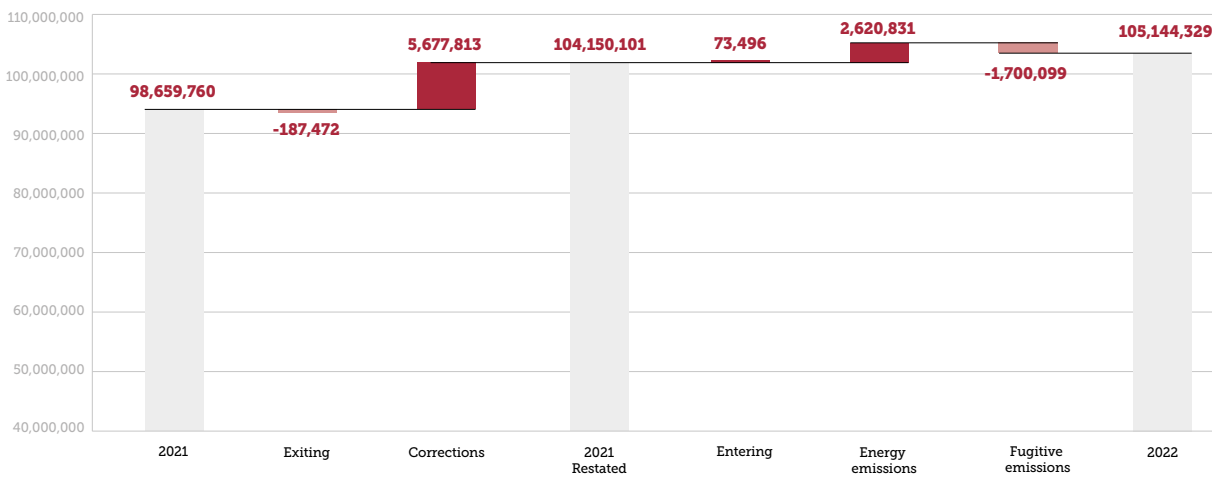
Restatement of energy consumption (kWh)



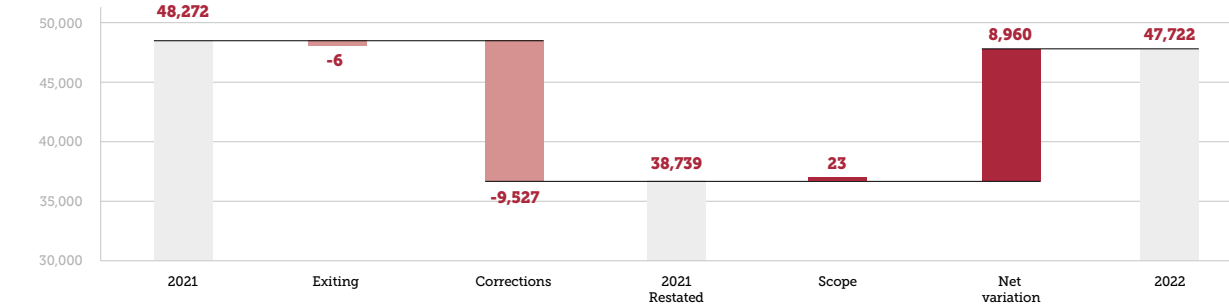
Restatement of water consumption (m³)



Restatement of greenhouse gas emissions (kgCO₂e)



Restatement of waste production (t)



■ Increase ■ Decrease ■ Total

■ Increase ■ Decrease ■ Total

Key to restatement graphs:

Correction: impact of the modification of some values for the previous fiscal period, which proved to be erroneous with respect to the audited figures for the 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 2021-2022 fiscal period

Exiting: impact of the removal of data for the previous fiscal period for companies leaving the Limagrain scope during the period.

Net variation: changes on a like-for-like basis.

Breakdown of water consumption per origin

Origin	Well	Surface	City network	Total	Rain ⁽¹⁾
Consumption in m³	1,686,342	782,581	595,403	3,064,326	80,154
%	55	25.6	19.4	100	

⁽¹⁾ Rainwater refers to the rainwater collected by facilities implemented on certain sites.

Waste (volume/nature)

Type of waste	Organic	Non-hazardous	Hazardous	Hazardous water	Total
Tonnage	31,645	10,089	1,525	4,463	47,722
%	66.3%	21.1%	3.2%	9.4%	100%

Waste management

Type of treatment	Energy recovery	Material recovery	Landfill	Total
Tonnage	9,250	27,500	10,972	47,722
%	19.4%	57.6%	23%	100%

4.3 Limagrain's societal impact

Expenditure on Institutional Affairs

	Expenditure bracket declared to the HATVP ⁽¹⁾
2019-2020	Between €100,000 and €200,000
2020-2021	Between €200,000 and €300,000
2021-2022	Between €200,000 and €300,000

Expenditure on societal commitment

	Societal commitment (in million €)	% of revenue
2019-2020	1.914	1.04
2020-2021	1.612	0.81
2021-2022	1.662	0.79

⁽¹⁾ 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).

5.

METHODOLOGICAL NOTE

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

- the regulatory provisions relating to Article R. 225-105-1 of the French Commercial Code;
- the principles and recommendations of the ISO 26000 norm 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 Global Compact.

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

5.1 Scope

The objective of the reporting scope is to be representative of Limagrain's activities. For fiscal year 2021-2022, reporting coverage is as follows:

	% of coverage of Limagrain's consolidated sales for 2021-2022	% of coverage of the sales of entities with an industrial site ⁽¹⁾
Social reporting	100	100
Societal and environmental reporting	99	100

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

	% of coverage of Limagrain's consolidated sales for 2021-2022	% of coverage of the 2021-2022 revenue of entities with an industrial site
"Energies" reporting	98.8	100
"Water" reporting	92.2	99.3
"Waste" reporting	75.9	81.1

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.

5.2 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 provided in the Group's document management tool;
- a reporting tool (web platform) including input consistency tests and input assistance (definitions) directly under the questions;
- two glossaries (corporate and environmental data);
- assistance with waste-related information;
- conversion factors for energy;
- and a flyer and a user guide, available on the Teams data collection area and in the reporting tool.

5.3 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: $((\text{Number of permanent employee hires} + \text{Number of permanent employee departures (permanent contracts)}) / 2) / \text{Total number of permanent employees}$.

The rate at which seniors are being kept in work was calculated using the formula: $\text{Number of departures of permanent employees (permanent contracts) (all causes except retirement) aged 57 and over} / \text{Number of permanent employees (permanent contracts) aged 57 and over at June 30 of the fiscal period}$.

Absenteeism was calculated using the formula: $\text{Number of days of absenteeism} / (200 \times \text{Total headcount})$.

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, an allowance is also made for the number of paid hours and the number of legal working hours.

5.4 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 is based on:

- the Group CSR Department, which coordinates the Business Units, consolidates all non-financial data and ensures the consistency of social and environmental data;
- the Group Human Resources Department, which ensures the consistency of corporate data;
- 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:

- Stage one: each entity (Limagrain and its subsidiaries) consolidates the data of its 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 corporate data to the Group Human Resources Department.
- Stage two: the Group Human Resources Department and the Group CSR Department consolidate the data for the entire scope and ensure its consistency.

External checks

For fiscal year 2021-2022, 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 seven companies within seven Business Units that are representative of Group activity, in order to validate the overall quality and credibility of the reporting system: Changing travel practices resulting from the Covid-19 pandemic of recent years, and even some restrictions still in place, have limited the number of on-site audits performed, in favor of audits performed remotely. Of the audited companies listed below, those that were subject to on-site auditor travel are marked with an *:

- HM.CLAUSE France (France, Vegetable Seeds),
- Limagrain Chile (Chile, Field Seeds),
- Limagrain India* (India, Field Seeds),
- Limagrain United-Kingdom (United-Kingdom, Field Seeds),
- Vilmorin Jardin* (France, Garden Products),
- Vilmorin Mikado Japan* (Japan, Vegetable Seeds),
- Savane Brossard (France, Bakery Products)
- Société Coopérative Agricole Limagrain* (France, Limagrain Coop)

The nature of the work performed and the related conclusions are presented in a separate statement (see Chapter 6). The glossary of indicators is available on request.



6. INDEPENDENT THIRD PARTY REPORT

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

Limagrain
Fiscal period ending 30 June 2022

Dear Members,

In our capacity as a third party, independent from the Société Coopérative Agricole Limagrain, accredited by COFRAC (Cofrac Inspection accreditation no. 3-1080, scope available on www.cofrac.fr), we have carried out work aimed at providing a reasoned opinion expressing a conclusion of moderate assurance on the historical information (observed or extrapolated) of the statement of non-financial performance, prepared in accordance with the procedures of the entity (hereinafter the "Criteria"), for the fiscal period ending 30 June 2022 (hereinafter respectively the "Information" and the "Statement"), presented in the management report in application of the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Conclusion

On the basis of the procedures we performed, as described in the "Nature and scope of the work" section, and the information we collected, 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.

Preparation of the statement of non-financial performance

The absence of a generally accepted and commonly used framework or established practice on which to base the evaluation and measurement of information allows for the use of different, but acceptable, measurement techniques that may affect comparability across entities and over time.

Consequently, the Information should be read and understood with reference to the Criteria, the key elements of which are presented in the Statement (or available on the website or upon request from the entity).

Limitations inherent in preparing the Information

As indicated in the Statement, the Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and in the quality of external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates used in its preparation and presented in the Statement.

Responsibility of the company

It is the responsibility of the Board of Directors:

- to select or establish appropriate criteria for the preparation of the Information;
- to prepare a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks as well as the results of these policies, including key performance indicators and the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy);
- to prepare the Statement by applying the entity's Criteria as specified above;
- to apply the internal control procedures it deems necessary to ensure that the information is free from any significant misstatements, whether due to fraud or error.

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

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 regulatory provisions relating to Article R. 225-105-1 of the French Commercial Code;
- the fairness of the historical information (recorded or extrapolated) provided pursuant to 3° of I and II of Article R. 225-105 of the French Commercial Code, namely the results of the policies, including key performance indicators, and the actions related to the main risks.

As it is our responsibility to form an independent conclusion on the Information as prepared by management, we are not allowed to be involved in the preparation of the Information, as this could compromise our independence.

However, it is not our responsibility to comment on:

- the entity's compliance with other applicable legal and regulatory provisions (in particular with regard to the information provided for in Article 8 of Regulation (EU) 2020/852 (green taxonomy), the due diligence plan and the fight against corruption and tax evasion;
- fairness of the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy);
- compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional doctrine

Our work described below was performed in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code, and the professional doctrine of the Compagnie Nationale des Commissaires aux Comptes (CNCC) relating to this type of audit, in particular the technical opinion of the CNCC, the Statutory Auditor's report - the ITP report - the Non-Financial Performance Statement, in lieu of an audit program, and the International Standard on Auditing (ISAE) 3000 (revised).

Independence and quality control

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the Code of Ethics (Code de déontologie) applying to Statutory Auditors. In addition, we have implemented a quality control system, including documented policies and procedures to ensure compliance with the applicable laws and provisions, ethical standards and the professional doctrine of the CNCC relating to this report.

Means and resources

Our work mobilized the skills of six people and took place between July and October 2022 during a total period of around twelve weeks.

To assist us in performing our work, we called upon specialists in sustainable development and societal responsibility. We conducted some ten interviews with those responsible for drawing up the Statement, representing in particular the CSR, Compliance, Human Resources, Health & Safety, and Purchasing Departments.

Nature and scope of the work

We planned and performed our work taking into account the risks of significant misstatements in the Information.

We believe that the procedures we have carried out, based on our professional judgment allows us to express a moderate assurance conclusion. In this context or as such:

- we have reviewed the activities of all the companies included in the scope of consolidation and the main social and environmental risks associated with these activities;
- 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, that the Statement includes, where necessary, 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 related to the activity of all the entities included in the scope of consolidation, including, where relevant and proportionate, the risks created by its business relationships, products or services, as well as the policies, actions and results, including key performance indicators;
- we consulted documentary sources and conducted interviews to:
 - assess the process for selecting and validating the main risks, as well as the consistency of the results, including the key performance indicators selected, with the main risks and policies presented;
 - corroborate the qualitative information (actions and results) that we considered the most important⁽¹⁾;
- 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 the internal control and risk management procedures implemented by the entity and assessed the collection process ensuring the completeness and fairness of the Information;

- for the key performance indicators and other quantitative results that we considered to be the most important⁽²⁾, we implemented:
 - analytical procedures consisting of verifying the correct consolidation of the data collected and the consistency of changes in the data;
 - detailed tests on a sample basis, consisting of verifying the correct application of definitions and procedures and reconciling data with supporting documents. This work was carried out with a selection of contributing entities⁽³⁾ and covers between 13% and 23% 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 moderate assurance conclusion; a higher level of assurance would have required more extensive verification work.

Neuilly-sur-Seine, 31 October 2022

Independent third party

Grant Thornton

French member of Grant Thornton International

Arnaud Dekeister, Partner

Bertille Crichton, Partner

⁽¹⁾ **Qualitative information** relating to the following sections: "Lowering our energy consumption and greenhouse gas emissions"; "Guaranteeing the safety and security of individuals and property"; "Attracting and retaining all talents"; "Offering a global, differentiated and competitive compensation and benefits policy"; "Promoting diversity and inclusion"; "Protecting data and information systems"; "Engaging with the local communities at our sites".

⁽²⁾ **Quantitative corporate data:** permanent staff, changes and breakdowns; number of departures and entries per cause; number of hours of training; number of people trained; lost time accident frequency rate; accident severity rate; absenteeism rate.

Quantitative environmental information: consumption of energy and breakdown by activity; greenhouse gas emissions (scopes 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⁾ Limagrain United Kingdom; Limagrain India; HM.CLAUSE France; Vilmorin Jardin; Vilmorin Mikado Japan; Limagrain Chile; Savane Brossard; Société Coopérative Agricole Limagrain.



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