

60
years
2025

Passionately revealing
the best in plants

Highlights

2023 - 2024

A photograph of a man and a young child standing in a cornfield at sunset. The man, with grey hair, is wearing a red shirt and a black backpack. He is holding the child, who is wearing a white shirt, dark pants with a pattern, and a large straw hat. They are both looking towards the horizon. The sky is a mix of blue and orange, and the corn plants are in the foreground and background.

Our identity

Our purpose

**Driven by the vision of farmers,
Limagrain passionately reveals
the best in plants to contribute
to progress in food and build
a sustainable future.**

Who we are

Limagrain is a global company with deep local roots. Our parent company is an agricultural cooperative based in the Limagne-Val d'Allier plain, in the heart of Central France's Auvergne region, while we are an international seed and agri-food group with more than 9,600 employees working in 53 countries.

At Limagrain, we breed, produce, and sell high value-added field and vegetable seeds, drawing on our long history of expertise in plant improvement. Uniquely, we also have agri-food chain businesses, in France and internationally, to transform the produce of the Cooperative's 1,300 farmer members.

The world faces escalating climatic, environmental and demographic challenges, and our various businesses help address its food and farming issues.

Key figures

2023-2024

World **#4**
seed company

9,688
permanent employees

€2.522
billion
in consolidated sales

Sales in nearly
150
countries

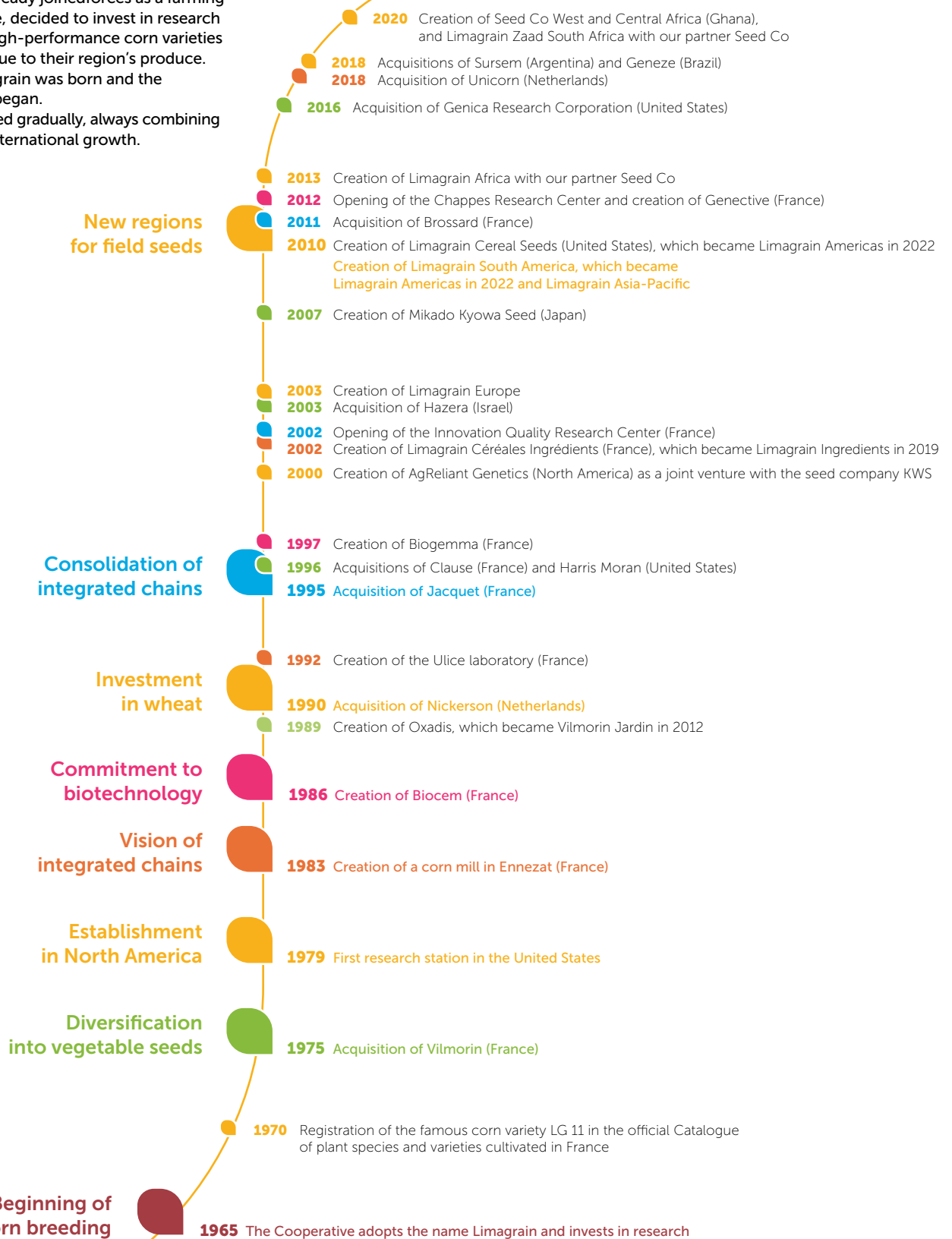
Scan this QR code to view all
Limagrain's 2023-2024 key figures.



How it all started: bold and passionate for 60 years



In 1965, seed producers in central France, who had already joined forces as a farming cooperative, decided to invest in research to create high-performance corn varieties and add value to their region's produce. Thus, Limagrain was born and the adventure began. We expanded gradually, always combining local and international growth.





What makes us unique

Our governance model

Our parent company is a cooperative of nearly 1,300 farmers. They own the Cooperative's capital and ensure its stability. Our Board of Directors, which is made up of skilled, engaged farmers elected by the Cooperative members, governs both the Cooperative and the Group.

This governance model has no equivalent among the world's leading seed companies.

Our pure seed player mindset

We are both farmers and scientists, and this is reflected in our corporate culture. We firmly believe that farmers must be independent and free to choose their other production factors. That is why, we only offer seeds and our plant genetics expertise.

Our agri-food chain expertise

We are the only seed company that links breeders, farmers, manufacturers, distributors and consumers. We have proven expertise in how plants' genetic characteristics interact with industrial processes. Every day, we help make our Cooperative's home region a hub of farming excellence thanks to our short supply chain-based businesses.

Our market proximity

Through our parent company cooperative, we enjoy the benefits of working very closely with farmers. Our decentralized, business-specific organization structure ensures that we work hand-in-hand with our clients and have a thorough understanding of our markets, which are numerous and highly segmented in terms of both produce and geographic location.

From seed
to plate...
from earth to life



A person wearing a white lab coat and blue gloves is holding a small green seedling with soil. The background is a field of green plants, possibly a nursery or greenhouse. The text "Our businesses" is overlaid in white on a dark circular background.

Our businesses

The seed comes first

For 60 years now, we have been developing an innovative and responsible range of seed varieties designed to improve the crop and vegetable yields of farmers, vegetable growers, and home gardeners all over the world.

Our seed activities



Creation of plant varieties

We research traits in plant genes to improve their yield, resistance to disease and pests, taste, and nutritional qualities.



Seed production

We work with our farmer members, production farms, and seed multiplication farmers to produce seeds in different areas of the world.



Seed distribution

We pack and distribute field seeds (corn, wheat, sunflower, rapeseed, etc.) and vegetable seeds (tomato, carrot, melon, green bean, cauliflower, etc.).



Customers

Farmers

Cereal production

Growers, canners

Vegetable production and processing

Our agri-food chains



Wheat and corn production

Using our seeds, the Cooperative's farmers, our farmer members, produce the cereals - wheat and corn.



Cereal processing

We process our cereals into ingredients in our mills and factories.



Customers

Agri-food industry

Flaking grits for corn flakes, semolina, flours for baby food, flours for prepared meals, etc.



Bread processing

With our wheat flour, we make sandwich loaves and hamburger buns in our factories.



Customers

Major retailers and manufacturers

Distribution of our own brands and private labels



Drawing on our expertise in multi-crop seed breeding, we built up agri-food chains (wheat, corn, new crops) in our home region to add value to our Cooperative members' produce and help ensure a lasting future for their farms.

Our organization

Six business lines, recognized brands, and a strong identity

Seed activities



Garden Products

Vegetable and flower seeds, amenity grass seeds, potting mix, flower bulbs and garden equipment.



Vegetable Seeds

Seeds for tomato, carrot, melon, green bean, cauliflower, etc.



Field Seeds

Seeds for corn, wheat, sunflower, rapeseed, etc.



Agri-food chains



Cooperative activities

Plant production: seed production, integrated chain production, viticulture, advice.



Ingredients

Flour and grits, functional flours, ingredients for bread processing, puffed and toasted ingredients, ingredients for snacks, corn flour for tortillas, ingredients for animal nutrition.



Bakery and Pastry Products

Sandwich loaves, specialty breads, burger buns, crispy breads, pastries.



Garden Products

Key indicators
2023-2024



France's **#1**
vegetable, flower, and
grass seeds brand for
home gardeners



€46
million
in sales*



228
permanent employees

The garden products market

The garden products market comprises several products used to design, maintain, and decorate outdoor spaces: vegetable and flower seeds, bulbs, grass seeds, potting soil, garden equipment, etc.

Since it targets the general public, this activity is naturally influenced by economic conditions—and subject to consumer spending decisions—and by shifting consumer needs, especially for more eco-responsible products, and by weather conditions.

The French market for gardening products is still contracting, but because gardening is associated with fun and pleasure, the future of this business is still bright. What is more, online sales are growing, giving amateur gardeners easier access to a wide range of products and information.

*This business' contribution to Limagrain's consolidated sales amounted to €45 million.

Limagrain: a gardening icon

Thanks to the expertise of its flagship brand and household name, Vilmorin, Limagrain is the French market leader in vegetable, flower, and grass seeds for home gardeners.

As our brand manifesto says, we strive to make products for every gardening project that respect the environment and biodiversity. To accomplish this goal, we actively and constantly innovate and have a product catalogue of over 5,000 products under a number of brands.

“Limagrain has been present in garden products for hundreds of years via Vilmorin and is always looking to tailor its products and services to the needs of consumers. We are confident in the business’ future because our teams are dedicated and our operating efficiency is constantly improving.”

Guillaume BAGLIN,
CEO,
Garden Products business line

Vilmorin’s website gets a fresh look

Vilmorin’s fresh new online store belies the brand’s 280 year history. The site has new sections where gardeners can find tips and enriched content.



Scan the QR code to visit Vilmorin’s new website.



Always bold, always innovating

Pelouse Éloigne Moustiques, a natural, sustainable lawn that repels mosquitoes

Limagrain is putting all its expertise to work to address environmental concerns and offer sustainable, eco-friendly solutions that comply with the latest regulations and meet amateur gardeners’ new expectations.

One example is a product we launched in 2024 to help fight rising mosquito populations. *Pelouse Éloigne Moustiques*, which translates as Mosquito-Repellent Lawn, is a first-of-its-kind natural solution that lets people make the most of their outdoor spaces.

This innovative lawn seed mixture combines grass with lemon balm to effectively repel mosquitoes, but it’s also beautiful and easy to maintain. Foot traffic and mowing both help spread the sweet scent of lemon balm, which also wards off fleas and ticks.

Vegetable Seeds

Key indicators
2023-2024



World **#1**



€796
million
in sales*



4,036
permanent employees
in 35 countries

The vegetable seed market

The vegetable seed market is worth an estimated \$6 billion (AgbiolInvestor data).

It is highly segmented, not only in terms of cultivation methods (open-field or undercover, heated or unheated—tunnels, plastic or glass greenhouses, etc.), but also in terms of geographies and products. More than 85 plant species are farmed and bred around the world, and some of them are tailored to a multitude of market segments and exist in a wide range of varieties.

The vegetable seed market has been experiencing a temporary lull in recent years, mainly in already mature Western markets, owing to widespread inflation in production costs and, therefore, in retail prices.

Globally, the market's outlook is still firmly positive, supported by population growth, consumption trends, and increasing use of higher value-added seeds.

*This business' contribution to Limagrain's consolidated sales amounted to €793 million

Limagrain: a vegetable seed icon

With more than 80 distinct crop species in its product portfolio, Limagrain is a leader in several crops that are grown worldwide—carrot, melon, summer squash, cauliflower, green bean, and tomato (the world’s top vegetable crop in value terms)—as well as in many local or niche crops, such as fennel, endive, lamb’s lettuce, and Halloween pumpkin.

We draw on a broad, diverse gene pool that we are constantly cultivating and enriching to create new seeds that are evermore fit for purpose. For example, we have breeding programs for more than 40 crops, some of which are the world’s most consumed plants.

Our decentralized organization puts us in close contact with our markets and lets us target new market segments and countries to strengthen our global presence.

“Since 2018, Limagrain has been the world leader in the vegetable seed market. It’s a position we intend to consolidate, notably by drawing on our robust genetic expertise and gene pool, our ability to supply both global and niche crops, and our decentralized organization structure, which maximizes our market coverage.”

Rémi BASTIEN,
CEO,
Vegetable Seeds business line



Always bold, always innovating

Lettuce that won’t succumb to downy mildew

Downy mildew (*Bremia lactucae*) is a well-known fungal disease that can devastate a lettuce crop. It is public enemy #1 for lettuce producers because it can cause an entire lettuce crop to be downgraded. So it is vital for growers to pick varieties that are highly resistant to new strains of *Bremia*.

As plant breeders, we play an important role in identifying new resistance traits within a specific species’ available gene pool and selecting those best suited to the disease pressures farmers face. Limagrain recently released four new downy mildew-resistant lettuce varieties, including our Charlestone and Griffone Batavia lettuces. These are varieties our market farmer clients can count on for a healthy harvest.

Field Seeds

Key indicators
2023-2024



World **#6**



€1.148
billion
in sales*

€729
million
in sales from strategic
partnerships**



2,913
permanent employees
in 41 countries



The field seed market

Estimates value the world field seed market at over \$40 billion (AgbioInvestor data). More than half comes from genetically modified seeds, which are sold mainly in North America and South Africa.

Corn and wheat are the two most commonly cultivated species in the world. Corn represents around half of the market's total value, and soybeans, a quarter.

In recent years, the field seed market has been regularly buffeted by volatile farm commodity prices, fluctuating inventory levels, unpredictable weather events, and economic and geopolitical tensions in some world regions.

Even so, medium/long-term trends are solid and positive: the world's population is growing, farmers are increasingly using commercially produced seeds (especially in Asia and Africa) and genetically modified seeds (chiefly in China), and regulatory changes are expected to allow promising new selection techniques, such as genome editing.

*This business' contribution to Limagrain's consolidated sales amounted to €1.065 billion.
**Equity-accounted businesses in which Limagrain has over a 30% stake.

“Year in and year out, Limagrain turns in excellent performances in the world’s ever-changing agriculture markets and is now a field seed heavyweight. We clearly have what it takes to fuel future development: a multi-crop offering, international acquisitions and partnerships, and a proprietary gene pool that we are constantly improving.”

Régis FOURNIER,
CEO,
Field Seeds business line

Limagrain: a field seed icon

With LG, its strong, widely recognized brand, Limagrain brings a multi-crop offering to the field seed market, selling four strategic crops to farmers around the world: corn, wheat, sunflower, and rapeseed.

After expanding in Europe, Limagrain started operations in North America more than 20 years ago. Today, it is growing its operations in South America, Asia and Africa, which are important sources of medium/long-term growth.

Our cooperative culture has paved the way for numerous international partnerships, notably in research. Examples include our 2022 breeding partnership with Saskatchewan Pulse Growers (Canada) focusing on peas and lentils.



Always bold, always innovating

Our new LG Danubia range, set to conquer the Central European corn seed market

Drawing on 20 years of research, in 2023 we launched a new range under our LG brand – Danubia – in the semi-early and semi-late corn seed market.

The new range, developed specifically for the climate conditions in Central Europe, offers high yields and excellent drought tolerance. It combines advanced genetics with local germplasm to ensure a uniform, high-quality harvest and consistent yields from one year to the next, which is vital for farmers in the region.

LG Danubia corn maximizes yields and minimizes climate- and disease- related risks. This reliable, effective solution for farmers helps ensure the longevity of agricultural systems.

Cooperative activities

Key indicators
2023-2024



€316
million
in sales*



1,300
farmer members

390
permanent employees



*This business' contribution to Limagrain's consolidated sales amounted to €65 billion.

“With all our genetics expertise, we can offer high-performance varieties with interesting potential for our businesses. By developing and supporting these local businesses, we create value.”

**Christophe BRASSET,
CEO,
Limagrain Cooperative**

Since 1965, Limagrain Cooperative has helped drive the vitality and long-term performance of farms in the Limagne-Val d’Allier region. The Cooperative does not just work to ensure good crop prices for members. It has also stepped into new roles to tackle today’s challenges: managing water resources, reducing carbon footprints, preserving biodiversity, and recruiting a new generation of farmers.

Its 1,300 members notably produce seeds—that Limagrain then processes to supply part of its client base—and grow the crops that, among other things, are used in the Group’s agri-food chains.

To complement our legacy activities (corn and wheat), we have diversified into wine growing, with Desprat Saint-Verny, and developed new businesses: pulses, alfalfa hay, mealworm protein production in partnership with INVERS, and microgreen cultivation with VIF Systems.

All these short supply chains give our farmer members ways to add value and generate additional income. We are doing our part to promote local, diversified, family farms.



Always bold, always innovating

Leveraging the sustainable performance of our Cooperative members’ farms

Limagrain is expanding its agronomy assistance services. In 2021, with input from every stakeholder in our wheat supply chain, we created the “Limagne Charter”, a production policy designed to improve soil fertility, conserve biodiversity, manage pesticide residues, and store carbon in the soil. Analyzing the results of the 2023-2024 growing season shows that 53% of wheat hectares under contract complied with the “Limagne Charter” guidelines.

The farmers who applied the Charter’s recommendations and adhered to its criteria saw a significant additional increase in overall crop value. On top of that, Charter practices resulted in 18,000 tCO_{2e} of carbon sequestration during the 2023 harvest.

Ingredients

Key indicators
2023-2024



Europe's **#1**
in functional flours



€208
million
in sales*



396
permanent employees
in 2 countries

The ingredients market

The specialty cereal ingredients market consists of plant crops (cereals and pulses) that are processed into natural food and non-food products for industrial applications. Manufacturers are looking for ingredients with increasing technological and functional advantages.

Despite a turbulent global economic context, particularly commodity price inflation, the ingredients market has solid growth prospects, and is expected to grow over 5% annually between now and 2028 (Mordor Intelligence data).

Rising to major challenges for the environment (ecological impact), consumers (nutrition), and society (health), the ingredients market is evolving towards offering healthier, sustainably sourced products. New opportunities are also emerging in the field of vegetable protein, with applications that can help meet the growing need for enriched food.

*This business' contribution to Limagrain's consolidated sales amounted to €174 billion.

“Our high-quality ingredients meet specific needs, whether from a nutritional, flavor, or technical standpoint. They are made ethically and efficiently using raw materials supplied mostly by our members’ farms. We operate in the best interests of consumers, supplying healthy, natural ingredients, and manufacturers, with products that are perfectly suited to their processes.”

Emmanuel GOUJON,
CEO,
Ingredients business line

Limagrain: an ingredients icon

With its robust line of reliable ingredients that are both nutritious and functional, Limagrain is a respected player in six international markets: bakery products, snacks, prepared dishes, breakfast cereals, young animal feed and pet food. It is also the European leader in functional flours.

By creating short supply chains in our home region, we can now perfectly control every link in the chain, from plant breeding to ingredient production. This is a major advantage in a market where transparency and carbon impact are key decision-making factors.



Always bold, always innovating

***Innosense Masa Plus* corn meal for healthier tortilla chips**

Consumers are paying more attention to their health and demanding products that are both tasty and good for them. In the UK, this trend is reinforced by new regulations aimed at reducing products high in fat, sugar and salt (HFSS).

We want to offer food producers practical solutions, so we’re developing products that offer nutritional benefits like *Innosense Masa Plus* corn meal, which we launched in 2024. Rich in fiber and protein, this new corn meal can be used to make healthier, non-HFSS tortilla chips, offering consumers a delicious, nutritionally-balanced alternative.

We are also putting our expertise to work supporting our clients’ R&D efforts so they can optimize their manufacturing processes to reduce the amount of fat used to make tortilla chips.

Bakery and Pastry Products

Key indicators
2023-2024



France's **#2**
in industrial baking



€380
million
in sales*



1,354
permanent employees

The industrial bakery and pastry market

The highly diversified industrial bakery and pastry market covers a broad array of products: French bread, sandwich loaves, hamburger buns, specialty breads, crispy breads, pastries, cakes, cookies, etc.

This is a global market driven by consumers' varied purchasing behaviors and fierce competition between brands.

In Europe, amidst persistent inflation, the pastry market has contracted slightly. Conversely, the bread market has experienced significant, steady growth, due notably to sandwich loaves. Though price remains the decisive factor, particularly given current inflation, sector players must constantly reinvent their products and innovate to meet the changing expectations of consumers and society.

Limagrain: a bakery and pastry products icon

Limagrain's Jacquet and Brossard brands make it a major player in the European industrial bakery and pastry products landscape, chiefly in France, where it has over 100 bread and pastry products.

The Jacquet and Brossard brands have affirmed their commitment to sustainability, and are constantly improving their practices. They focus on their environmental impact (packaging, short supply chains, and smaller overall carbon footprint), and are making their recipes healthier (less sugar, fat, and salt, and more fiber) and more natural (fewer, simpler ingredients, no controversial foodstuffs). They are also increasing transparency. For example, Jacquet proudly advertises the fact that it is part of Limagrain, whose wheat supply chain allows Jacquet to source mostly from the Cooperative's farmer members and thus benefit from high-quality ingredients.

"Thanks to our cooperative roots, we have direct ties with famers in the Limagne-Val d'Allier region, which has allowed us to build a unique short supply chain. It's a model that makes total sense and creates value. Today, people know that our brands belong to French farmers. For end-consumers and for the distributors we sell to, that's an important consideration and it sets us apart."

Jean-Marc BIGOT,
CEO,
Bakery and Pastry Products business line



Always bold, always innovating

Brossard expands its Savane P'tit Moelleux range

After the success of the chocolate-filled Savane P'tit Moelleux Fourrage Choco, launched in 2023, Brossard has introduced another delectable flavor—strawberry—to its Savane P'tit Moelleux range. The strawberry-flavored snack, Savane P'tit Moelleux Fraise, is a hit with kids and has been flying off supermarket shelves since its launch in April 2024. This moist sponge cake is made in France with quality ingredients and no artificial flavoring. Kids love its amusing geometric decorations. Practical and easy to carry, it's the perfect midday or afternoon snack.

The irresistibly tasty, soft and fluffy Savane P'tit Moelleux Fraise is palm-oil free and boasts a Nutri-Score of C, making it a delicious snack that's also nutritious.



Our strategy

A group at the crux
of global issues



Ambition 2030: become the world's preferred plant specialist

In December 2023, Limagrain unveiled "Ambition 2030", its strategic roadmap for the next seven years. Embraced by the entire Group, Ambition 2030 focuses on investing for profitable growth to become the preferred worldwide player in plants for our employees, farmers, and customers.

Meeting the farming sector's challenges

As a seed group, Limagrain is on the frontline of the challenges facing farmers, namely to:

- Meet the world's growing food needs as the global population increases (the Food and Agriculture Organization of the United Nations estimates that there will be 10 billion of us in 2050);
- Adapt to the impact of climate change (more frequent and intense droughts, irregular rainfall, increased pest and disease pressure, etc.);
- Adjust to increasing pressure on natural resources (water, energy, arable land, etc.) and changing regulations (in particular to reduce the use of plant protection products);
- Align the diversified genetic resources and relevant technological tools needed to create new seed varieties—and therefore new plants—that are more efficient.

In light of these challenges, *Ambition 2030* reflects a shared vision that is embraced by all our employees and farmer members. This vision is endorsed by a corporate purpose that more accurately represents Limagrain, its culture and its wide-ranging businesses, and is driven by our four core values: boldness, cooperation, progress and perseverance.

Ambition 2030, will make Limagrain:

- More robust, through profitable growth that allows us to reinvest in our business lines
- More exciting for the employees and farmer members who are vital to our success
- More international as we diversify our activities and consolidate our geographic expansion
- More agile thanks to innovation at every level
- More sustainable by providing our customers and growers with innovative solutions that address accelerating climate change.

Ambition 2030: a solid foundation and four pillars



Ambition 2030

Limagrain 

Shareholders

We support the development of the agricultural competitiveness of the Limagne region by strengthening the contribution of each of the Group's business lines.

People

We strive to make each employee a fully committed Limagrain ambassador.

Customers

We strengthen our customer culture and develop unique products & services that make the difference.

Sustainability

We provide innovative solutions so that agriculture can adapt even better, while guaranteeing our performance and safeguarding the future of our producers.

Investment & innovation enable our success

We invest in our people and activities for our sustainable performance. We will strive for operational excellence to achieve profitable growth. Innovation must be at the heart of everything we undertake.

Embedding ESG in our strategy

To support our transformation and ensure we are recognized as a successful, sustainable and responsible company, we have now put environmental, social and governance issues at the core of both Ambition 2030 and our corporate purpose.



Governance

- Help the sustainable performance of our cooperative members' farms
- Act in accordance with our Ethical Principles and Code of Conduct
- Foster societal discussions on seed issues



Environment

- Preserve and enrich plant biodiversity
- Reduce our activities' environmental impact



Social

- Create a working environment conducive to professional growth
- Promote a shared corporate culture



Societal

- Propose innovative solutions based on plant genetics
- Engage with the local communities near our sites

All our initiatives—our environmental policy, commitment to reducing carbon emissions in line with the SBTi standards, water resource management policy, Diversity & Inclusion program, and research and investment choices—will allow us to meet the needs and expectations of our various different stakeholders (farmer members, employees, customers and investors).

Scan this QR Code to consult our Non-Financial Performance Statement.



A Global Compact signatory and contributor to the UN's Sustainable Development Goals

As an agricultural cooperative and seed group run by farmers, Limagrain contributes to food security in the regions where it operates. Our agri-food chain businesses transform the wheat and corn produced by our Cooperative members, providing bakery and pastry products for consumers and ingredients for agri-food manufacturers. Meanwhile, our seeds business has a decisive impact on the living conditions of local populations—seeds are the starting point of all food production. Mindful of the weight of this responsibility, Limagrain signed the Global Compact back in 2013. Every year, it publishes a progress report on its efforts and achievements in human rights, international labor standards, environmental protection and anti-corruption.

Limagrain also contributes to several UN Sustainable Development Goals.



Plants, combining solutions for today and tomorrow

The world faces significant farming and food challenges, but at Limagrain, we are convinced that plants still have the potential for countless solutions that will ensure a lasting future for agriculture, enabling it to continue providing adequate quantities of quality food.

Limagrain's historic expertise in plant genetics means it offers high value-added seeds that can help the agricultural sector transition in response to the challenges it faces.

Plants can meet the needs of manufacturers and end-consumers in many ways, whether by producing more and better crops, or by providing sustainable crops with greater technological and nutritional benefits. That is what Limagrain's agri-food chain activities are all about.

We develop them in our home region, linking farmers with manufacturers to offer food products that meet the expectations of the different markets we supply. These activities also ensure the fair distribution of value amongst all the players.

Limagrain's activities must adhere to a wide range of environmental regulations. These primarily concern managing water quantity and quality, air quality, greenhouse gas emissions, soil pollution, biodiversity conservation, and waste management.

The Group is particularly attentive to the environmental impact of its activities and has made environmental risk prevention a fundamental component of its risk management policy.



Preserve and enrich agricultural biodiversity

To breed plants, we need to access the widest possible range of genetic resources and use ever-evolving technologies. Limagrain pays particular attention to maintaining a healthy balance between free access to genetic resources and the protection of plant breeders' intellectual property rights—without this system, we would not be able to finance our research.

Limagrain helps foster plant variety, and is also committed to preserving agricultural biodiversity and notably contributes to gene bank activities.



Minimizing our activities' environmental impact

In 2024, as part of our environmental policy, we made several new commitments and set targets for 2030 in four areas: carbon footprint and energy, water, waste and biodiversity. All our sites worldwide must adhere to standards that define the relevant requirements for each of these four areas.



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

The Science Based Targets initiative has approved Limagrain's greenhouse gas emissions reduction targets for 2030.

Plant genetics contribute brand-new solutions

At Limagrain, we are a multi-crop seed company and channel our expertise into creating new, efficient seed varieties designed to help farmers and vegetable growers produce more and better products, whatever their farming methods, cultivation practices, issues, or geographic location.

Because we work closely with each of our markets, we can meet the expectations of both our direct and indirect customers:

- Farmers and vegetable growers want varieties that produce higher yields, are virus-, disease- and pest-resistant, climate- and soil-adapted, and compliant with changing regulations.
- Manufacturers and distributors want produce that keeps well, is the right size, and is well suited to both manufacturing processes and the baking industry.
- Consumers want products that are tasty, appetizing, nutritious, traceable, and good value for money.



The Matrix crop system, a first-of-its-kind experiment

To keep pace with evolving production methods and meet the challenges facing the agriculture sector, in September 2022, Limagrain launched a new project in the heart of the Limagne-Val d'Allier region: the Matrix crop system. The goal is to explore and test techniques in the field that will help maintain farm productivity—critical to the continued viability of farming operations and the agri-food chain—while adapting to climate uncertainty and keeping pace with changing regulatory requirements. This 12-year project is a concrete example of how Limagrain supports its members.

Research & Development at Limagrain

€311 million

invested in research & development

A portfolio of about

6,000

seed varieties

Over

100 research

centers worldwide

22%

of our workforce in research

At Limagrain, we also run special plant breeding programs for our cereal sector players which factor consumer needs into the value chain as early as possible. For example, crops must meet agronomic and growing behavior criteria as well as technological requirements regarding quality or nutritional functionalities.

Lastly, our research process accounts for new, tech-driven changes in agronomic practices—especially digital solutions. We focus in particular on precision agriculture, which uses data modeling to help farmers manage their operations. Our work also includes soil knowledge and protection, and biological control techniques.



The women and men of Limagrain

At Limagrain, we work alongside the Cooperative's 1,300 farmer members and rely on the expertise and commitment of our 9,688 employees worldwide to improve plants and reveal their full potential.

Our human resources policy reflects our values and their corresponding principles of action, namely: respect, accountability, collaboration and entrepreneurship. It is based on four key pillars: respect for human rights, health and safety at work, employee engagement, and good labor-management relations. It aims to attract and retain increasingly multi-national talent; foster leadership, diversity, and inclusion; and develop employee skills.



A culture of innovation

At Limagrain, we proudly uphold the values of boldness, progress, perseverance and cooperation. Teamstarter, our recently launched crowdfunding platform, reflects these values by enabling employees to put forward and finance their innovations within the company.

In 2024, we also launched "What's your idea?", an initiative that allows employees to share ideas individually or collectively and suggest new products, services or processes. This is one way of fostering group intelligence and fully involving employees in the company's success.



The Diversity & Inclusion Program

Limagrain's Diversity & Inclusion policy is now defined in a charter of commitments based on three principles:

- Guarantee non-discrimination;
- Commit to gender equality in the workplace;
- Foster all forms of diversity, especially cultural and generational diversity.

As well as introducing numerous initiatives—training courses, in-house experience-sharing networks, etc.—this year, we formalized our commitment with a Diversity & Inclusion Charter. This charter, which serves as a reference document, was added to our Ethical Principles and Code of Conduct.

Women make up 40% of Limagrain's workforce.

We also incentivize our senior executives and managers with a target-based bonus. The target we have set is: at least 30% of high-responsibility positions held by women (executives, top management and "Leadership Teams") by the end of 2026 and 35% by 2030.

A value system taken from the farming world

Boldness

Since its founding, Limagrain farmer members and teams have always banked on growth by boldly seeking to push back the geographic, agricultural, and technological limits of their activities. We do not hesitate to challenge the status quo, question received ideas, defend our convictions, and carry out our actions with courage and respect. Risk acceptance and management, inherent to our activities with the living world, are part of our know-how.

“Being bold means taking decisions that take nerve to implement. It means daring to launch new projects, being creative and even taking calculated risks to ensure a lasting future for your farm.”

Christine CAUTIER,
Farmer member

Perseverance

Our perseverance is rooted in our agricultural culture. Improving plants and creating new integrated chains from genetics to food products require tenacity and patience. At Limagrain, this is also measured in the consistency of our strategic orientations and our ability to give ourselves the time to obtain results. Perseverance is about who we are, resolutely focused on entrepreneurship and action.

“Our profession is all about patience and perseverance. For example, climate change and new regulations mean we have to adapt constantly to make sure our farms still exist in the future.”

Laëtitia POUZADOUX,
Farmer member

Progress

Progress and scientific research have always been at the core of Limagrain’s DNA. We want to innovate so that agriculture can meet its mission to feed people by dealing with the consequences of climate change, growth of the world population, and changes in society’s expectations. We are convinced that progress is possible in all the company’s actions and that it goes hand in hand with responsibility and ethics.

“Progress is vital for a group like Limagrain. Improving plants using genetic advancements allows us to help meet the world’s major food and environmental challenges.”

Pierre COHADE,
Farmer member

Cooperation

As a cooperative, Limagrain is a company of people and cooperation is part of our identity. Our desire for cooperation is reflected in our company culture where team spirit is encouraged and promoted. Cooperation is also expressed in our scientific, industrial, and commercial collaborations with our external partners throughout the world. Working together means making the most of the collective to achieve what would have been impossible on our own.

“Cooperating means working together towards the same objective: boosting the economic viability of our farms. That means sharing our equipment so we can improve the way we grow, transform, and sell our produce.”

Éric VINDIOLLET,
Farmer member

HEAD OFFICE:

Biopôle Clermont-Limagne
14 rue Henri Mondor
63360 Saint-Beauzire
France

MAILING ADDRESS:

CS 20001
63360 Gerzat
France

Tel. +33 (0)4 73 63 40 00

www.limagrain.com

