

2023 Corporate Social Responsibility Report

Statement of Non-financial
Performance

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Limagrain in 2023

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 53 countries⁽¹⁾.



4^e

SEED COMPANY
IN THE WORLD



N°2

in industrial bakery products
IN FRANCE



N°1

in functional flours
IN EUROPE

€2,451 M
of revenue



€775 M
of revenue from
strategic partnerships

€81 M
of net profit



13.6%
of seed revenue⁽²⁾
invested in RESEARCH

N.B. Strategic partners: AgReliant, ACT, Cantera Seeds, Carthage Génétique, Genective, Hengji Limagrain Seeds, Prime Seed Co, Seed Co, Solitis, equity-accounted businesses in which Limagrain has over a 30% stake.

⁽¹⁾ Group sites and strategic partners.

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



9,539
EMPLOYEES
worldwide and
84 NATIONALITIES

1 300
ASSOCIÉS
COOPÉRATEURS



Subsidiaries in
53 COUNTRIES⁽¹⁾

46,500 ha
of crops under contract
in Limagne Val d'Allier



8.9

Accident frequency rate
with and without lost time



38,794 t

of WASTE produced



527,098 MWh

of ENERGY consumed



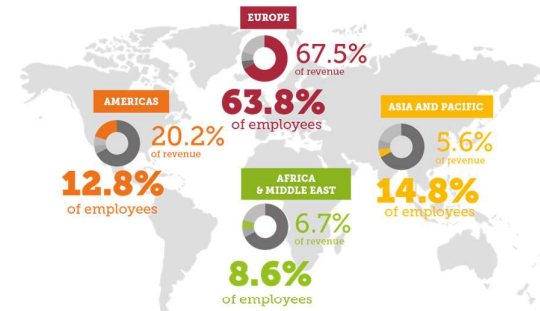
91,714 tCO₂e

emitted (Scopes 1 & 2)



3,212,420 m³

of WATER used



1: Limagrain, French agricultural cooperative and international seed group

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, Limagrain has created unique agri-food integrated chains to add value to the production of its farmer-members and has extended its operations to 53 countries¹.

1.1 Limagrain, 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 who are themselves farmers and closely involved in the governance of all the Group's business lines.

The Cooperative's mission is to help the sustainable performance of farms in Limagne Val d'Allier plain, in the center of France, and to make Limagrain's land of origin an area of agricultural excellence. In addition to seed production, the development of short-circuit channels for nearly 40 years also plays a key role in contributing 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



Sébastien Chauffaut
CEO

Sébastien Vidal
Chairman

The Group is jointly 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 executive is repeated throughout the six operational Limagrain business lines worldwide. The company's top executives, irrespective of their country of origin, hold equity in the Cooperative alongside the farmers, as "non-cooperator members". One of them, a female Director, sits on the Board of Directors.

¹ *Group sites and strategic partnerships*

At Limagrain, the decision-making system comprises three governance bodies:

- **The Board of Directors** decides on strategy and oversees its direction. It comprises fourteen farmers and one executive director. One-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 business lines. It met twenty-two times during the fiscal period, alternatively to consider local cooperative-related issues, and national and international issues.
- **The Bureau** proposes strategy. It comprises six elected farmers, members of the Board of Directors and four executives (the CEO, the two Deputy CEOs and the Head of the Cooperative). It met 22 times during the fiscal period.

Participation by Directors on the Board stands at 94.5% and 98.5% for the Bureau.

- **The Executive Committee** implements the strategic decisions. It comprises the CEO and the two Deputy CEOs, along with the heads of the Group's business lines and support functions. It met 16 times during the fiscal period and has now set one meeting per month.

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

As a creator of plant varieties, Limagrain produces and markets field and vegetable seeds, an offering focused exclusively on seeds and expertise in plant genetics. Unlike its main international competitors, the Group is not involved in the agrochemicals sector. As a complement to its business activities for professionals, farmers and growers, it sells seed to amateur gardeners.

In the panorama of global leaders in seed production, which is dominated by major agrochemical groups, Limagrain has a unique form of governance. The Limagrain Cooperative is the parent company and its 1,300 cooperative members form the shareholder base of our Group, making it a company of people, rather than of equity.

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

1. Seed activities

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

Vegetable seeds

Limagrain is the world's leading vegetable seed producer. Its customers are growers— who produce vegetables for the fresh produce market – and processors specialized in canning and freezing. The Limagrain range is highly diverse, featuring 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, Kabocha squash, pumpkin, spring onion, okra, fennel, tomatillo and parsnip.

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 lamb's 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 crucial complementarity and the responses they provide to the needs 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 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 Vilmorin brand aims to become a partner for all growers in their gardening experience.

2. Agri-food products

Based on its core business of seeds, Limagrain has created integrated chains for its cooperative members' produce 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

From grains and cereals, Limagrain Ingredients creates natural ingredients with unique functions. Working with the major players in the agri-food, food and animal nutrition industries, Limagrain Ingredients processes 330,000 t of cereals every year in its six production plants in Europe. The Business Unit sells its products on six international application markets, namely bakery products, snacks, ready meals, breakfast cereals, pet food and animal nutrition.

The manufacture of bakery products

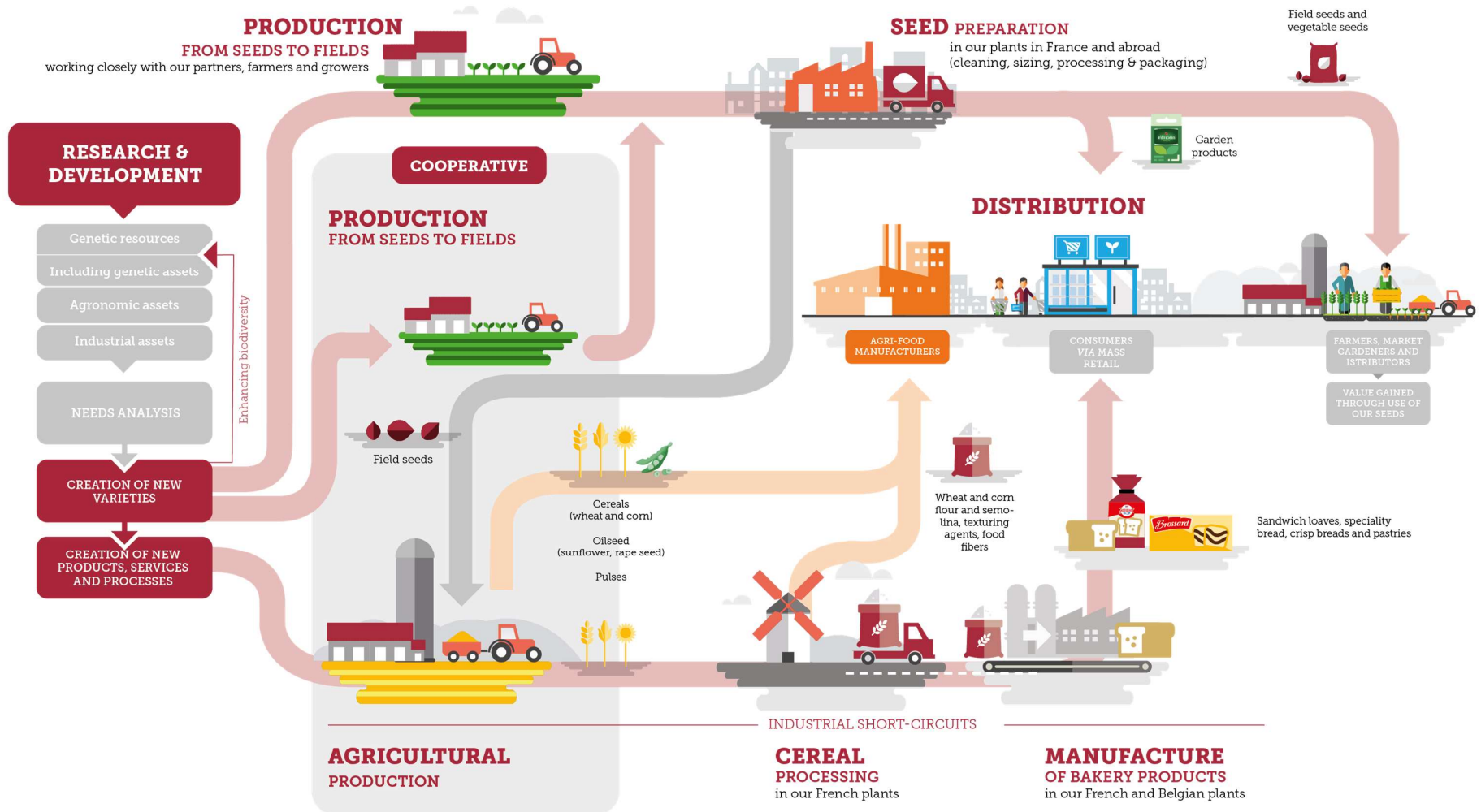
Using Limagrain Ingredients wheat flour, Jacquet Brossard manufactures bakery products, in particular sandwich loaves and hamburger buns. This range is supplemented by a range of pastries, including cakes, pancakes and waffles. Jacquet-Brossard has seven industrial sites in France and Belgium and is ranked second on the French industrial bakery products market.

The development of new integrated chains

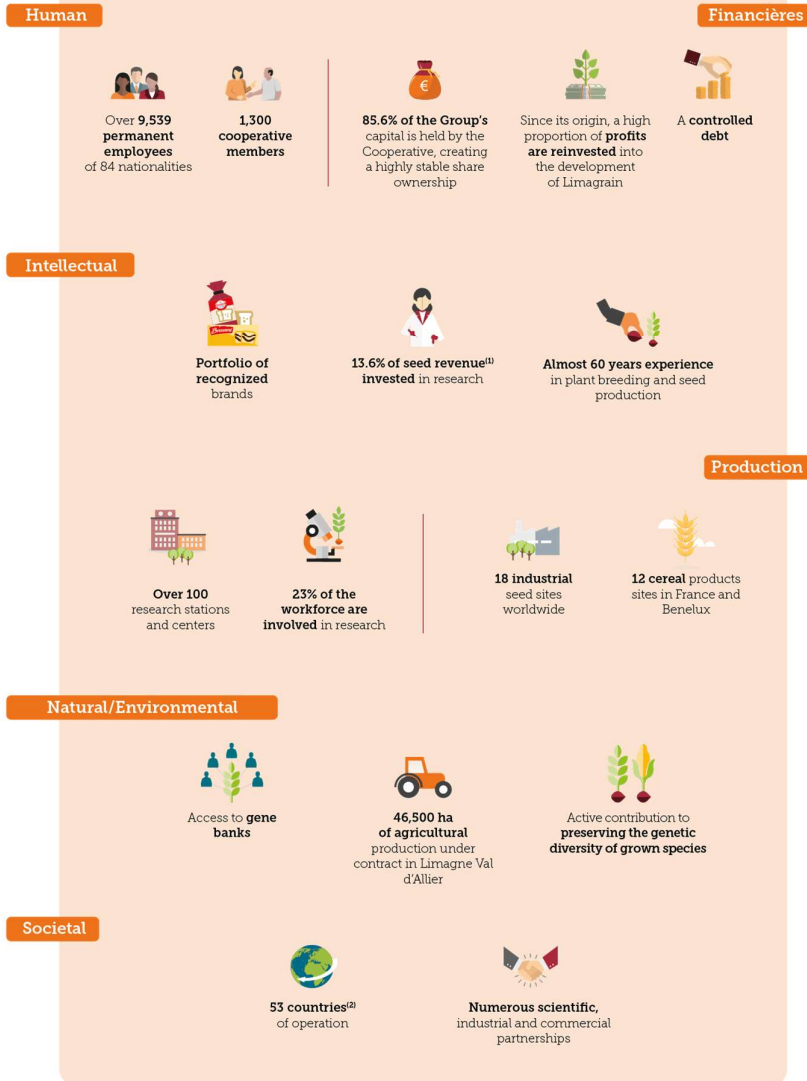
On the strength of its experience in managing integrated chains, Limagrain is seeking to diversify the crop planning of its cooperative members. New integrated chain opportunities are regularly tested, in order to offer additional land surface under contract to cooperative members and diversify their production, while incorporating agronomic benefits (crop rotation, fixing nitrogen in the soil, etc.). The aim is also to meet changing societal expectations (introduction of plant-based proteins in food, short distribution channels, etc.).

1.3 The value creation model

Our challenges: major demographic challenges, increasing urbanization, changes in lifestyles and eating habits, climate change and preservation of natural resources.



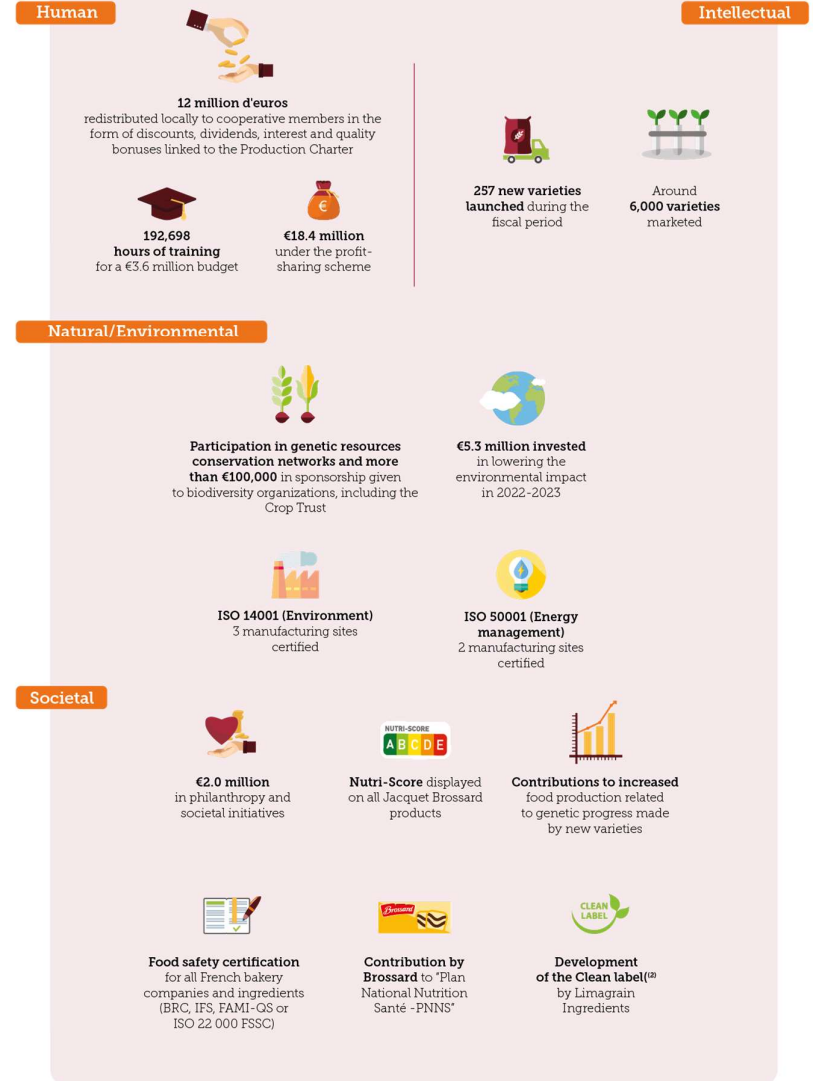
Ressources



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

⁽²⁾ Group sites and headquarters of strategic partnerships (AgReliant, AGT, Canterra Seeds, Carthage Génétique, Genective, Hengji Limagrain Seeds, Prime Seed Co, Seed Co, Soltils).

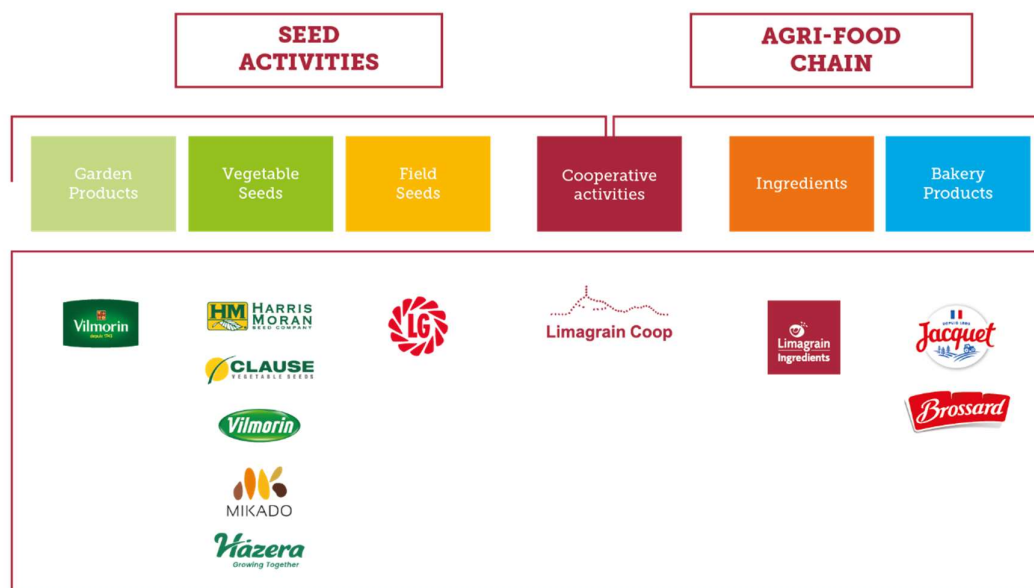
Contributions



^(*) 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 our markets and our customer's requirements.

In each of its business, Limagrain chooses to be close to its different markets, which are highly segmented in terms of both products and regions. The Group's organization enables it to better take customers' requirements into account, be more efficient and agile, as well as raising its global position through strong, recognized commercial brands.



Each business is organized into Business Lines (BL), made up of one or more Business Units (BU):

- **Limagrain Coop BL** – 1 BU: Limagrain Coop
- **Field Seeds BL** – 5 BU: AgReliant^[2], Limagrain Africa, Limagrain Americas, Limagrain Asia Pacific, Limagrain Europe
- **Vegetable Seeds BL** – 3 BU: Hazera, HM.CLAUSE, Vilmorin Mikado
- **Garden Products BL** – 1 BU: Vilmorin Jardin
- **Ingredients BL** – 1 BU: Limagrain Ingredients
- **Bakery Products BL** – 1 BU: Jacquet Brossard

^[2] 50% Joint-venture

2: Limagrain's Corporate Social Responsibility commitments

Limagrain drew up its first Corporate Societal Responsibility (CSR) program in 2012. The 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, to which Audacity has now been added.

2.1 Limagrain's CSR policy and its governance

The third CSR program was defined in 2019 in line with the Group's Project and challenges arising from the materiality matrix. Drawn up with a systemic, partner-based vision, the program is consistent with the ISO 26000 norm, especially with regard to the elements relevant to the agri-food segment, as well as the ten principles of the Global Compact.

In addition to the Group program, each Business Unit can set up a 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 that the various existing programs, listed below, are consistent with the Group program.

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

1. The CSR program

Set out for the years 2019-2022, the most recent Limagrain CSR program was structured around the nine issues listed below, in accordance with the sustainable development pillars:

- Economic
 - o Helping the sustainable performance of cooperative members' farms
 - o Proposing innovative solutions based on plant genetics
- Social
 - o Creating an environment conducive to professional growth
 - o Promoting a shared culture
- Environmental
 - o Preserving and enhancing plant biodiversity
 - o Limiting the environmental impact of activities
- Societal
 - o Acting in accordance with the Ethical Principles and Code of Conduct
 - o Engaging with the local communities around the Group's sites
 - o Fostering societal discussions on seed issues

The strategic reflections currently in progress, which will be unveiled at the end of 2023, will of course highlight the chosen CSR themes.

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 (4.5 staff members) coordinate corporate responsibility actions at Group level. For the past 7 years, it has drawn on the expertise of a CSR committee, comprising CSR correspondents from the various Business Units, representing the various Group businesses.

The CSR Department reports to the Group's Deputy CEO, who is in charge of the integrated chains and oversees the activities of the three Business Units Limagrain Coop, Limagrain Ingredients and Jacquet Brossard. This choice is evidence of the importance of CSR in the Group's strategy and guides its governance. The Department provides annual reports on the progress of the CSR program to the Group's Executive Committee. Certain Corporate Departments also coordinate CSR themes related to their business and are able to draw on their business networks to structure and roll out initiatives. This method of governance enables the issues and initiatives to be disseminated among all Group activities and to more closely involve the Business Units and Corporate Departments in their performance.

The end of the 2022-2023 fiscal period is marked by the announcement of the arrival on 1 August 2023 of a new CSR and Sustainable Performance Director recruited from within the Group.

2.2 Limagrain's Global Compact commitment

In 2013, Limagrain formalized its commitment to the United Nations Global Compact. Having regularly published its "Communication on Progress" (COP), setting out the progress it has made in terms of human rights, international labor standards, the environment and the fight against corruption, Limagrain now completes the online questionnaire that replaces the COP, the content of which is available online (<https://unglobalcompact.org/what-is-gc/participants/29521>). In this questionnaire, Limagrain describes the policies and initiatives it has implemented to meet the ten principles of the Global Compact, which are set out in chapter 3 of this document and divided into three parts:




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






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



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

Firstly, the integrated chains developed with the 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. Here is a summary of its contributions:

SDG	Targets	Contributions	Chapters
 <p>2 Zero hunger</p>	<p>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 by ensuring equal access to land, other productive resources and inputs, knowledge, financial services, markets and off-farm value addition and employment opportunities.</p> <p>2.4 By 2030, ensure the sustainability of food production systems and implement resilient agricultural practices that increase productivity and production, contribute to the preservation of ecosystems, enhance resilience to climate change, extreme weather events, drought, floods and other disasters, and progressively improve the quality of land and soils.</p> <p>2.5 By 2020, preserve the genetic diversity of seeds, crops, farmed and domesticated animals and wild relatives, including through well-managed and diversified seed and plant banks at national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the use of genetic resources and associated traditional knowledge, as agreed internationally.</p>	<ul style="list-style-type: none"> - Develop plant and crop solutions - Promote access for small-scale farmers to quality seeds and local species - Ensure our customers receive safe, high-quality products - Help the economic, social and environmental performance of cooperative members - Develop local agri-food integrated chains in Auvergne - Develop sustainable plant and crop solutions - Preserve an environment conducive to plant breeding - Preserve and enhance crop biodiversity - Support and contribute to national, European and international gene banks - Provide access to its commercial varieties as a basis for research and plant breeding - Respect international rules on access to genetic resources 	<p>3.2 / 1 3.2 / 1</p> <p>3.2 / 2</p> <p>3.1</p> <p>3.1 3.2 / 1 3.5</p> <p>3.5 / 1&2 3.5 / 1</p> <p>3.5</p> <p>3.5</p>
 <p>5 Gender equality</p>	<p>5.1 End all forms of discrimination against women and girls throughout the world.</p> <p>5.5 Ensure women's full and effective participation and equal access to leadership positions at all levels of decision-making in political, economic and public life.</p>	<ul style="list-style-type: none"> - Commit to diversity and inclusion - Commit to diversity and inclusion - Disseminate and enforce our business ethics 	<p>3.3 / 6</p> <p>3.3 / 6 3.7 / 1</p>
 <p>8 Good jobs and economic growth</p>	<p>8.7 Take immediate and effective measures to abolish forced labor, end modern slavery and human trafficking, prohibit and eliminate the worst forms of child labor, including the recruitment and use of child soldiers, and, by 2025, end all forms of child labor.</p> <p>8.8 Defend workers' rights, promote safety at work and ensure the protection of all workers, including migrants, especially women, and those in precarious employment.</p>	<ul style="list-style-type: none"> - Disseminate and enforce our business ethics - Deploy a responsible purchasing policy for our suppliers - Protect employees' health and safety - Ensure employees' security - Respect Human Rights and the Rights of the Child - Deploy a responsible purchasing policy for our suppliers 	<p>3.7 / 1 3.7 / 3</p> <p>3.3 / 1 3.3 / 1 3.7 / 2 3.7 / 3</p>

SDG	Targets	Contributions	Chapters
 <p>10 Reduce inequality</p>	<p>10.4 Adopt policies, in particular budgetary, wage and social protection policies, to progressively achieve greater equality</p>	<ul style="list-style-type: none"> - Ensure high-quality social dialogue - Offer a comprehensive, differentiated and competitive remuneration policy - Provide health and welfare cover for all employees - Involve all employees worldwide in the results of the Group and its Business Units through a global profit-sharing scheme - Commit to diversity and inclusion 	<p>3.3 / 2 3.3 / 4 3.3 / 4 3.3 / 4 3.3 / 6</p>
 <p>12 Responsible consumption and production</p>	<p>12.2 By 2030, achieve sustainable management and rational use of natural resources.</p> <p>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.</p> <p>12.5 By 2030, significantly reduce waste generation through prevention, reduction, recycling and reuse.</p> <p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p>	<ul style="list-style-type: none"> - Limit the environmental impact of our activities - Prevent, recycle and dispose of waste - Reduce food waste - Prevent, recycle and dispose of waste - Deploy a responsible purchasing policy for our suppliers - Disseminate and enforce our business ethics - Respect for Human Rights and the Rights of the Child - Limit the environmental impact of our activities 	<p>3.6 3.6 / 1 3.2 / 3 3.6 / 1 3.7 / 3 3.7 / 1 3.7 / 2 3.6</p>
 <p>13 Measures to combat climate change</p>	<p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p>	<ul style="list-style-type: none"> - Develop sustainable plant and crop solutions - Preserve and enhance crop biodiversity - Support and contribute to national, European and international gene banks - Provide access to its commercial varieties as a basis for research and plant breeding 	<p>3.2 / 1 3.5 / 1&2 3.5 / 1 3.5</p>
 <p>15 Life on earth</p>	<p>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 decided at international level</p> <p>15.a Mobilize and substantially increase financial resources from all sources for the conservation and sustainable use of biodiversity and ecosystems.</p>	<ul style="list-style-type: none"> - Provide access to its commercial varieties as a basis for research and plant breeding - Respect international rules on access to genetic resources - Foster societal discussions on seed issues - Dedicate specific budgets to preserving the biodiversity of crop species 	<p>3.5 3.5 3.9 3.5</p>
 <p>16 Peace, justice and efficient institutions</p>	<p>16.5 Substantially reduce corruption and bribery in all its forms</p> <p>16.b Promote and enforce non-discriminatory laws and policies for sustainable development</p>	<ul style="list-style-type: none"> - Disseminate and enforce our business ethics - Develop a responsible purchasing policy with our suppliers - Disseminate and enforce our business ethics - Provide access to its commercial varieties as a basis for research and plant breeding - Commit to diversity and inclusion 	<p>3.7 / 1 3.7 / 3 3.7 / 1 3.5 3.3 / 6</p>

2.4 Non-financial risks and Limagrain's CSR themes

Based on the materiality analysis, the CSR themes have been selected with respect to their importance for the Group and its external stakeholders. In view of the latest regulatory developments, the theme of greenhouse gas (GHG) emissions from freight transport in France has also been included (see section 3.6.2).

Among the themes presented in Chapter 3, the Group's Insurance and Risk Management Department, Human Resources and CSR Departments have made a concerted effort to identify the non-financial risks, which are also included in Group's risk mapping.

As far as Limagrain's CSR commitments are concerned, ten non-financial risks have been listed, ranked according to their level of residual criticality, together with sixteen non-financial themes.

Theme	CSR commitment	Non-financial risk	Related non-financial theme	Chapter reference
Human Resources	Create an environment conducive to professional growth	Harm to employee health and safety and the security of property	Safety and security of people and property	3.3 / 1
		Reduced security of people and property		
		Recruitment difficulties and loss of talent	Attractiveness and talent management	3.3 / 3
			Commit to diversity and professional equality	3.3 / 6
Information system	Act in accordance with our Ethical Principles and Code of Conduct	Cyberattacks	Protection of data and information systems	3.7 / 4
Quality	Propose innovative solutions based on plant genetics	Nonconforming product quality, including food safety	Nutritional quality and safety of products	3.2 / 2
Communication	Foster discussions on seed issues	Damage to reputation or image	Relations with stakeholders and participation in public debate	3.9
	Engage with local communities		Local development	3.8 / 1 & 2
			Support for communities and philanthropy	3.8 / 2
Ethics and Legal	Act in accordance with our Ethical Principles and Code of Conduct	Nonconformity 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	Non-respect for intellectual property rights	Preserve and enhance crop biodiversity	3.5

Theme	CSR commitment	Non-financial risk	Related non-financial theme	Chapter reference
Environment	Limit the environmental impact of our activities	Pollution and environmental nonconformities in sites	Waste management and recycling, including food waste	3.6 and 3.2 / 3
			GHG emissions and air pollution	3.6 / 2
			Management and quality of water and effluents	3.6 / 3
			Preservation of site biodiversity	3.6 / 4
Limagrain Coop activity	Help 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

This analysis would not be complete if it failed to consider the **impact of drought on our activities**.

All Limagrain's activities have human food as their ultimate goal. This can be:

- directly, mainly with our bakery product ranges,
- through manufacturers who use our cereal ingredients,
- through growers or amateur gardeners who buy our seeds to produce
 - o vegetables for retail sale or home consumption,
 - o agricultural raw materials processed by other manufacturers and/or distributed as animal feed.

In all these cases, the starting point is a plant and the fundamental need for seed... but also for water.

Like the rest of the agricultural world, Limagrain's activities are therefore strongly impacted by drought and access to water is a major issue for all the world's farmers, as it is for those on the Limagne Val d'Allier plain (see part 3.1). So, the capacity to irrigate when necessary is a factor in securing agricultural production, and Limagrain supports any initiative aimed at achieving this objective in its home region.

As proof of this, given that water consumption can vary greatly from one year to the next according to the needs of the plants, Limagrain considers that a variation in water consumption of 20% is normal.

A new risk management tool

Finally, in terms of risk management, the fiscal period was marked by the creation and accreditation of SOREALIM, a new reinsurance captive and subsidiary of Limagrain. Now authorized by the French Finance Law of 2023, its domiciliation in France was a trigger for Limagrain to move into self-insurance. Its activities are currently limited to Civil Liability and Cyber risk.

2.5 The effects of major crises

1. The effect of the crisis in Ukraine

Limagrain operates in Ukraine and Russia through three Business Units: Limagrain Europe (Field Seeds), Vilmorin-Mikado and Hazera (Vegetable Seeds). They perform research, distribution/storage and sales functions, as well as hosting administrative sites. These three entities do not have their own production sites.

An assessment of the major risks to the Group's activities has been conducted. Specific action plans have been drawn up to deal with the following non-financial risks:

- **Risks relating to the safety of people and property:** Our top priority was to ensure the safety and integrity of the personnel on site. Through its subsidiaries, Limagrain has maintained permanent contact with its 110 Ukrainian employees and their families and has provided them with logistical and financial assistance. Although the Business Units do not have production sites in Ukraine, the local teams have made every effort to secure and preserve, as far as possible, the assets in the country (administrative sites and research stations in particular).
- **Cybersecurity risks:** The international tensions caused by Russia's invasion of Ukraine have been accompanied by the use, as acknowledged by the authorities, of cyber-attacks as part of the conflict. From the outset, cybersecurity measures have been deployed to mitigate the risk and ensure business continuity (adapting network access, relocating servers, increased updating of certain exposed systems, raising employee awareness (see 3.7.4 "Protecting data and information systems").
- **Risk of damage to Limagrain's reputation or image:** Limagrain has decided to maintain its activities in Russia for two main reasons. The first is based on respect for the main principles of international sanctions, which never target seeds, given their essential role in food production. The second is linked to Russia's essential role in global agricultural production and, consequently, in trade that helps guarantee food sovereignty for many countries, particularly in Africa and the Middle East. The Group has nevertheless suspended its project to build a seed plant in Russia.

Limagrain remains vigilant in view of the uncertainty surrounding the future of events.

2. The effects of the earthquakes in Turkey and Syria

In early February 2023, the area bordering Turkey and Syria was the scene of major earthquakes, with a death toll in excess of 50,000.

Limagrain operates in Turkey through its three vegetable seeds Business Units (Hazera, HM.CLAUSE and Vilmorin-Mikado) and Limagrain Europe (Field Seeds).

At the time of the earthquakes, Limagrain had 250 employees, most of whom were based far from the affected areas. However, 22 employees (sales teams) were working day-to-day in the disaster zone.

A Limagrain employee and his wife died when their building collapsed. 21 other families were affected, mainly through damage to their homes.

Limagrain launched a fundraising campaign among its employees, which raised 12,000 euros in addition to its initial contribution of 40,000 euros. 80% was used to solve the housing and administrative problems of the families on site. Nearly 20% was donated to an NGO working to improve schooling for orphans affected by the disaster. Finally, the remainder was donated so that each child could be given a gift on the eve of the summer holidays to help them forget the tragic everyday life of the previous few months.

3. Crises occurring since the end of the 2022-2023 fiscal period.

Morocco affected by an earthquake

Even though it took place after the end of the fiscal period, it is only natural to mention the earthquake that struck Morocco on September 8th, 2023. Limagrain operates in the Kingdom through two companies based in the regions of Casablanca and Agadir, which are fairly far from the areas that were tragically hit. The house of only one of the 31 employees living in Morocco was destroyed and his BU launched a special support initiative. No human casualties were reported.

Limagrain is particularly concerned by all the events that affect the daily lives of its employees, and immediately decided to support the work of the Red Crescent on the spot, by making a donation of 10,000 euros to the French Red Cross.

The terrorist attacks against Israel

On Saturday October 7th, 2023, the State of Israel was the target of violent terrorist attacks, particularly focused in the southern part of the country on the outskirts of the Gaza Strip. Limagrain employs 394 permanent staff in its vegetable seeds subsidiary Hazera. It has two sites in Sderot and Berurim, near Ashdod, both very close to the Gaza Strip.

Limagrain's priority is the safety of its employees and it has decided to close both sites until the situation becomes clearer.

At the time of writing, Hazera is aware of the death of one of its employees, and it is too early to assess the impact of this situation on Limagrain's activities.

3: Limagrain's CSR commitments

ECONOMIC

3.1 Helping the sustainable performance of cooperative members' farms



Theme related to non-financial risks

Economic performance of farms and the development of integrated chains

Approach

Limagrain has been supporting the activities of its cooperative members for almost 60 years, in order to help the sustainable performance of their farms from three standpoints, namely economic, social and environmental. This involves offering them crop areas and profitable market opportunities, as well as prospects that will enable them to work on medium and long-term projects and be pro-active in their own future.

Through its seeds, corn and wheat integrated chains, combining production under contract from farmers and the local set up of dedicated industrial facilities, the Co-operative is preserving family farming in Limagne Val d'Allier and creating jobs in the local area.

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

Deployment

In order to ensure the sustainable performance of farms, Limagrain is working on various aspects related to the conditions of production, together with adding value and diversifying activities. But also, and above all, water, which, like seeds, is a vital cog in the wheel of food production.

1. Securing access to water



The performance of the 2022 harvest was particularly influenced by the ability to supplement low rainfall with irrigation. Even if the 2023 conditions were less dependent on irrigation, they nevertheless show the indispensable role of irrigation to avoid the risk of drought. Limagrain therefore supports initiatives that aim to provide additional water reserves to secure crop production in its area of origin, and to reduce and better manage the available water. In an environment where the debate with stakeholders is particularly complex, and sometimes heated, Limagrain supports the "Responsible and Sustainable Agriculture" endowment fund, the aim of which is to raise funds that will be invested in local agricultural projects aimed at maintaining the agricultural performance of the area, primarily through the ability to irrigate.

2. Customized cropping

- Testing crop systems

Cooperative members are facing dramatic changes to their crop production conditions as a result of climate change (heavy rainfall over short periods and increasingly frequent droughts), as well as additional regulatory requirements in terms of the use of plant health products. As part of its support role, Limagrain Coop has initiated a project called the "Cropping Systems Matrix". Its aim is to explore and experiment in the field with the techniques and rotations that will help maintain agricultural productivity, which is essential to the viability of farms and agri-food integrated chains, while adapting to the changes they encounter.

Limagrain has enlisted the scientific and technical support of CIRAD (the Centre for International Cooperation in Agronomic Research for the Sustainable Development of Tropical and Mediterranean Regions) to design the project.

Located in Limagne Val d'Allier and comprising several dozen trial plots, the 'Matrix' has enabled innovative cropping systems to be tested for the past year under the same conditions as our members, covering a wide range of parameters, including tillage, rotation, plant cover, species, crop rotation, irrigation, fertilization and crop protection. At the end of the first full rotation, in 2026 at the earliest, the initial results will be used to draw up targeted technical advice for deploying the best-performing cropping systems in the region.

- Improving farming practices by digitally sharing crop itineraries

The Cooperative is also committed to working with its members in digitizing agriculture with tools for measuring, monitoring and managing crops. Understanding individual farming practices, assessing their impact on production and testing 'alternative' itineraries, in order to identify the best local options, are also part of the Cooperative's digitization objectives. Using digital tools, each of the 650 farmers who share their annual experience contributes to the collective knowledge base and provides the community with more precise advice, particularly in terms of crop placement.

3. Seeking greater added value

Limagrain is extending its offer of agronomic support and has launched a production charter called the "Limagne Charter", involving all the players in the corn and wheat integrated chains, with the aim of improving soil fertility, preserving biodiversity, reducing standardized pesticide residues and carbon storage. Launched for the 2021 wheat sowings, the results of the first campaign were analyzed during the fiscal period. It shows that 50% of the contracted hectares of wheat were tracked under the "Limagne Charter", and that by applying its recommendations and respecting its criteria, an additional overall value of 2 million euros was generated for the producers concerned.

4. Proposing new activities or sources of income to members

Limagrain Coop has set itself the goal of providing cooperative members with business opportunities that help ensure the long-term future of their farms, through:

- The development of new integrated chains, such as alfalfa hay and pulses. To enable more farmers to get involved, other crops are being tested, such as durum wheat, garlic, onions and beetroot. In this context, Limagrain is involved in the industrial tools needed to add value to the crops grown by its members.
- The contribution of new activities, which generate additional income for members. Limagrain then secures the activity proposed to the farmers and acts as coordinator. This is already the case for the production of insects through the company INVERS, or young shoots through the company VIF, two companies in which Limagrain has taken a capital stake.

Key performance indicators

- 46,500 hectares of crops contracted (including 22,300 hectares of wheat) in the Limagne Val d'Allier plain (France) with its cooperative members.
- 650 farms use IT tools to share their crop monitoring data with the Cooperative.

Summary table of indicators

CSR theme	Key indicators	2022-2023 data
Help the sustainable performance of cooperative members' farms	Hectares of crops under contract	46,500
	No. of farms using an IT tool to monitor crops	650
	Redistribution of earnings (amount of rebates, dividends, interest on shares and "Limagne Charter" bonuses paid)	12 million euros

3.2 Proposing innovative solutions based on plant genetics to help the sustainable performance of all agriculture.

Agriculture is facing many challenges, the greatest of which is meeting the food needs of a growing world population. To meet this challenge, by 2050² agricultural production has to rise by 60% in quantity and quality, as well as becoming more diverse in a context of scarce resources (water, energy, arable land, etc.) and increasingly intense climatic 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 without any 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, the Group's ambition is therefore to provide efficient and sustainable solutions by means of new varieties for all forms of agriculture.

In addition, the agricultural sector must take into account the ambitions of the European Commission, presented in its "Green Pact for Europe" at the end of 2019 in terms of carbon neutrality in 2050 and biodiversity. As a Cooperative and seed group, Limagrain makes significant contributions in both these areas. Firstly, its seed and agricultural business lines contribute to adapting to climate change and to the photosynthesis of plants that capture carbon; and secondly, its plant breeding plays a role in preserving and enriching the biodiversity of crop species (see chapter 3 - section 3.5).

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



Theme related to non-financial risks

Food safety

Approach

Selection teams continually strive to breed varieties that meet the expectations of farmers and growers, whatever their system of agricultural production, issues or geographical area. Limagrain therefore integrates the requirements of producers and the entire agri-food chain from the design of its research programs, thanks to close, ongoing relations between the breeders and local teams dedicated to product development or sales. The 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 and also help 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.

Key result indicators

- Around 6,000 varieties marketed in 2022-2023
- Breeding programs involving 58 vegetable and field species

² Source: FAO. Food report 2019. IFPRI 2018.

Deployment

Innovations in breeding

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

In the face of climate change, plant breeding adapted to these new conditions is the first adaptive response, since it is simply what plant breeders have been doing for centuries, namely creating varieties that meet farmers' requirements, while at the same time being adapted to soil and climate conditions.

Improved resistance or tolerance to pests and diseases, reduced inputs such as fertilizers or plant health products, are all factors taken into account to improve environmental performance at constant yield. Reduced use of plant health products is not only widely expected from agriculture by society, but also an economic issue for farmers. Breeding contributes to this by selecting varieties that are naturally resistant to insects or tolerant to disease.

Furthermore, increasing the productivity of varieties means producing more on the same surface area, which helps to meet additional challenges, which Donald Cole, Past President of the ISF (International Seed Federation) - described in May 2022: *"The benefits of increased yield go far beyond simple food production; they help the environment by virtually eliminating the need to increase the amount of land used for food production. An estimated 1.5 billion hectares of land have therefore not needed to be converted for food production, preserving this surface for the maintenance and development of biodiversity..."*

Key performance indicator

- 13.6 % of seed revenue is invested in research



Hazera markets a range of tomatoes resistant to the ToBRFV virus.

The yield of a variety comes from its intrinsic productivity, as well as from its ability to minimize the effects of the limiting factors that surround it: water or nutrient deficiencies, attacks by pests, damage linked to viruses, fungi, diseases, etc.

The tomato brown rough fruit virus (ToBRFV), which appeared in 2014, is a constant threat to growers. Highly transmissible through soil, water, tools or contact with growers, the virus greatly reduces yield, affects fruit quality and massively infects other plants. Ever since it first appeared, Hazera breeders and agronomists have been looking for solutions. Upstream research conducted by Limagrain through internal and external collaborations has led to resistance to the virus being identified in tomatoes. But research doesn't stop there. As viruses evolve, research adapts.

Hazera now has a wide range of varieties adapted to the needs of markets, such as those in the Mediterranean basin and Mexico.

On the strength of this ability to adapt varieties to specific growing conditions, the seed company now plays a crucial role in food production. And this benefits professionals and amateurs alike. That's the purpose of:

Vilmorin Jardin repositioning the Gondian brand to highlight the richness of France's regions.

The new positioning, which is expressed in the brand's signature "Les richesses de nos régions" (The riches of our regions), focuses on the specific climatic and geographical features of French regions, for which Gondian provides tailored solutions thanks to the varieties in the range. This is also reflected in the sowing and harvesting calendar linked to a map of France, which differentiates between regions with harsh winters and those with mild winters, where cultivation periods can be longer. More generally, there are 4 themes designed to meet the needs of gardeners, namely biodiversity, organic produce, old-fashioned vegetables and regional produce.

Last but not least, the brand-new website features a tool that enables users to access soil composition data (silt, sand, clay) and corresponding advice, simply by entering their post code.

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

For Limagrain, only complementarity between all forms of agriculture will succeed in meeting food challenges. Except for crops intended to produce energy or to protect/regenerate soil, which are still limited worldwide, seeds play a decisive role in food safety. Ensuring all farmers can access quality seeds is necessary for improving food, especially in subsistence farming. This is why the Group is committed to expanding access to seeds for small-scale farmers.

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 enabling it to express its potential are key issues for these growers. 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 growers in how to use them. Fair Planet's goal, entitled "Bridging the Seed Gap"³, sets out to break the vicious cycle of poor seed quality, poor vegetable quality, malnutrition and poverty. According to an impact study carried out with specialized providers, Fair Planet estimates that, since its inception, 75,000 small-scale Ethiopian farmers have directly or indirectly benefited from its program. 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' requirements.

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



Non-financial risk

Nonconforming product quality



Theme related to non-financial risks

Nutritional quality and the safety of products

Approach

In order to market the products of its various business lines, 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 nonconformity, which can have serious financial consequences, as well as a potential impact on image and reputation.

For seeds, regulatory obligations exist in most countries; these especially cover aspects relating to health, technology and purity in order to guarantee the identity, species purity and germination ability of the seeds. For agri-food products, in addition to the guarantee that the product is safe for consumers, there are many other quality requirements imposed by governments, industrial customers, retail customers and end consumers, which all need to be met.

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.

³ "Bridging the seed gap"

Deployment

The Field Seeds and Vegetable Seeds Business Lines

For its field seeds and vegetable seeds, Limagrain ensures production quality through the rigorous selection, with a view to medium and long-term partnerships, of the seed growing partners who make up its vast international production network, and through the detailed agreements and specifications that bind them. At the same time, Limagrain has quality management systems in place within 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 addressed through coordinated management by the Vegetable Seeds Business Line. To control this risk, inter-Business Unit steering committees have been set up, coupled with reinforced controls and monitoring of phytosanitary regulations, and the deployment of an internal standard and associated procedures to prevent the presence of certain viruses or bacteria (e.g. ToBRFV on tomatoes or Acidovorax bacteria on cucurbits).

As regards the GMO quality management system, a documentation system (guidelines, control plans, etc.) has been drawn up and communicated to employees, notably through in-house training courses. GMO risk mapping is also performed for each country and species and updated every year in order to assess the various levels of risk, establish priorities and update control plans whenever necessary. Regular audits validate the implementation of the system, as well as the traceability of the research, testing, production, processing and marketing processes, in order to reduce any risks of mixing, seed nonconformity or mislabeling. To guarantee the quality and reliability of marketed products, a quality control system has been introduced, together with control plans to be followed (depending on species and country). These specific analytical controls are performed by accredited laboratories, tested regularly and validated by the quality management department to ensure reliable 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 stages in the GMO product life cycle: research, production, marketing, launch, commercialization, crisis management and product discontinuation.

Key performance indicator

- The ETS label was awarded in 2015 and renewed in 2022.

The Ingredients and Bakery Products Business Lines

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

In 2016, therefore, Jacquet innovated for a better diet by launching the first range of "No Added Sugar" sandwich loaves for the whole family. These breads only contain the sugars naturally present in the flour.

In March 2020, Jacquet decided to switch its entire sandwich loaf range to "No Added Sugar", replacing its traditional references. The same year also marked the launch of the first burger bun and five products in Jacquet's Breakfast range, which have also been converted to "No Added Sugar" and are as delicious as ever, with "No Added Sugar", Nutri-Score A and "Palm Oil Free". All Jacquet sandwich loaves now have "No Added Sugar", enabling the brand to make its contribution to a healthier diet.

In addition, all recipes in the Savane range (with the exception of the Savane Max range, which comprises four references) are now Nutri-Score C.

Nutritional goals set for Jacquet breads for 2025	Achievement on 30/06/23
100% of the soft range with less than 1.1% salt	73%
100% of the crisp range with less than 1.3% salt	72%
100% of source (> 3 %) or high-fiber (> 6 %) products	98%

Key performance indicator

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

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.

The consumer's quest for quality food products is a priority for the entire agri-food industry, including Limagrain Coop, Limagrain Ingredients and Jacquet Brossard. To sign contracts with manufacturers, evaluations performed by external bodies are generally required. They assess social, societal and environmental performance, and only companies meeting a set minimum level are eligible to become their suppliers.

Lastly, as a food producer, particular vigilance is exercised to prevent any malicious act of contamination or fraudulent manipulation of products. This is the concept of "food defense", which sets out to protect the production of food products. On each Jacquet Brossard and Limagrain Ingredients site, employees have been trained to implement food protection measures; a risk study has been conducted and each year an intrusion test is performed as part of the audits.

Performance indicator

- 96.8% of sales revenue is from companies with industrial sites with a Quality Management System (QMS)

Results indicator

- The Ecovadis label⁴ awarded in their role as a supplier to:
 - Limagrain Ingredients: "Silver" with a score of 66/100,
 - Jacquet Brossard: "Silver" with a score of 64/100.

3. Combating food waste and food insecurity

Approach

As a seed producer, Limagrain is not particularly concerned by food waste issues. However, through its research and development, particularly in vegetable seeds, the company has to produce vegetables, either for seed production, or for experimentation and product development. In both these cases, the Group ensures that these products are recycled, either by recycling its vegetable waste or by donating quality vegetable crops to food banks or welfare organizations. In its activities related to integrated agri-food chains, whether for bakery products or ingredients, Limagrain strives to minimize food waste. This is translated into initiatives aimed at reducing waste from industrial processes, processing or recycling waste and donating products that cannot be marketed.

⁴ The Ecovadis platform allows manufacturers to voluntarily complete an annual CSR questionnaire, with the aim of communicating the score obtained to their customers.

Deployment

Jacquet Brossard is therefore committed both to reducing production waste and to adding value to each loaf or cake produced.

All the industrial sites are looking at ways of reducing waste, in particular by lowering the number of series changes, but also by improving production processes.



At Pithiviers, for example, tests are being carried out on the "Génoise" line, in order to control the parameters for the height of the cake and thus reduce the rate of shrinkage on the line.

Once the products are available, Jacquet Brossard ensures that they are all consumed, even if they cannot be sold. Product donation mechanisms are therefore in place, both for Jacquet Brossard employees and for the disadvantaged through charities (Samu Social, Restos du Cœur, Banque Alimentaire, Secours Populaire, etc.) which manage the distribution.

Key performance indicator

- 7 initiatives to minimize food waste

Key result indicator

- 447,529 euros worth of food products donated to food banks, local organizations helping the disadvantaged and production site employees.

Summary table of indicators

CSR theme	Key indicators	2022-2023 data
Proposing innovative solutions based on plant genetics to contribute to the sustainable performance of all agriculture	Breeding programs involving vegetable and field species	58
	Percentage of seed revenue invested in research	13.6 %
	ETS label	Awarded in 2015 and renewed in 2022
	Percentage of Jacquet and Brossard brand products displaying the Nutri-Score on their packaging	100
	Companies with industrial sites with a Quality Management System (QMS)	96.8% of revenue
	Ecovadis label awarded to Limagrain Ingredients and Jacquet Brossard in their role as suppliers	"Silver ⁵ Ecovadis"
	No. of initiatives aimed at minimizing food waste	7
	Worth of food products donated	€447,529

⁵ The Ecovadis platform allows manufacturers to voluntarily complete an annual CSR questionnaire, with the aim of communicating the score obtained to their customers.

3.3 Creating an environment that is 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, Limagrain's Human Resources policy is based on the Group's values – audacity, progress, perseverance and cooperation, and its managerial principles – respect, empowerment, collaboration and entrepreneurship, 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 preside over Group decision-making.

Furthermore, the human resources policy is structured around key themes, namely internationalization, attractiveness and loyalty, leadership, mobility, diversity and inclusion.

1. Guaranteeing the health and safety of individuals and property



Non-financial risk

Reduced security of people and property

Health and safety of employees in the workplace

Approach

Spread over 53 countries and operating in a range of environments and conditions, Limagrain's 9,539 employees form part of its most precious assets and none of them should in any way 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 the subject of daily attention and a proactive policy.

Since 2014-2015, Limagrain has been promoting a workplace safety policy, in which management are closely involved. Its goal is to act both on organization and on behavior, which have proven to be the main cause of accidents, in order to effectively prevent workplace accidents.

Limagrain has set a new TF2⁶ goal of 6 by 2026. To achieve this, a prevention program has been rolled out, with the main focus on developing and harmonizing a safety culture, strengthening the managerial approach to safety and professionalizing practices. Limagrain has called on the expertise of DuPont Sustainable Solutions ("DSS+") to support the deployment of its program.

Deployment

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

A Group Safety Committee coordinates the implementation of this policy, followed up by the action of a safety coordinator. Guidelines are introduced, and health and safety training courses are provided.

To further strengthen this system and confirm the strategic importance of employee safety, Limagrain has made safety a bonus-related goal for its top executives and executive managers. As part of changes to the variable compensation scheme for the above, collective non-financial goals have been integrated this fiscal period, including a safety objective.

⁶TF2 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.

In parallel, the Business Units are responsible for:

- coordinating this policy internally, working closely with business line managers and safety experts,
- promoting the policy through internal communications,
- encouraging managerial involvement and motivation at all levels of the hierarchical chain,
- training all employees,
- assessing risks and defining the norms and standards needed to mitigate them,
- monitoring the indicators associated with safety policy management, analyzing accidents regardless of their severity,
- and learning from any failures in this area.

Since 2018, the Group has been introducing new, more demanding standards to improve the level of control of its most critical risks, particularly chemical risks, and rolling them out by training managers on site and providing support for safety coordinators.

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

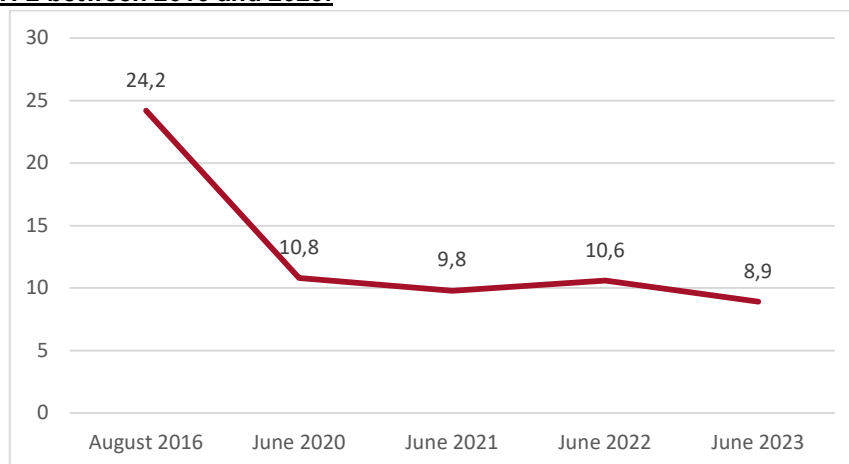


Two themes were selected for the 2022-2023 fiscal period. The first is safety when driving, which concerns a large number of employees, whether on business trips or commuting to and from work.

The second, more specific and technical theme is controlling the lockout of electrical and thermal machines. Given the high accident rate involving machines in movement, this theme was chosen and tested at all Jacquet Brossard sites. Following feedback from Jacquet Brossard to Limagrain Ingredients, Limagrain Coop and Hazera, guidelines have been drawn up, and all these Business Units are now implementing a "Log out - Tag out" (LoTo) program.

Key performance indicators

Change in TF2 between 2016 and 2023:



Safety reporting covers all employees who have a direct employment contract (permanent contract, fixed-term contract, seasonal contract, professional training contract or apprenticeship contract) with subsidiaries in which Limagrain holds over 50% of the capital. Temporary workers and service providers are not therefore included in this reporting.

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.

The changes in these indicators over the last three years is detailed below:

	20-21	21-22 published	21-22 revised*	22-23
TF1 ⁷	6.77	7.94	7.94	6.41
TF2	9.8	10.48	10.57	8.90
SR ⁸	0.21	0.24	0.24	0.22

* The revision indicated for 2021-2022 corresponds to the inclusion of accident requalifications from the 2021-2022 fiscal period during the 2022-2023 fiscal period.

Absenteeism rate: 4.9%⁹

Absenteeism is defined as all days not worked, with the exception of paid vacations, comp time, training courses and delegation days.

As from the 2022-2023 fiscal period, the formula used to calculate absenteeism is, for a given period: The number of calendar days of absence of permanent employees in the period / the number of calendar days in the period x the average permanent workforce in the period. This formula was chosen because it appears to be the most accurate in a context where working hours vary widely from one country to another.

Training hours dedicated to safety: 33.4% of training hours are dedicated to safety.

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

- a preventive component, including the improvement of procedures, intervention plans, detection resources and the promotion of a risk culture at each site (supervision of hot-spot work, storage rules, fire detection, automatic gas shut-off, business continuity plans, etc.),
- a protection component, with significant investment in automatic sprinkler systems and an increase in explosion protection equipment.

Promoting the practice of sport among employees



More broadly, encouraging employees to join in with collective sporting activities promotes their well-being at work, while facilitating encounters and cooperation between departments and teams. With this in mind, a special Limagrain sports association was launched in Auvergne, Limagrain's home area, at the start of the 2023-2024 fiscal period. Called AS'LIM, it follows on from the range of sporting activities proposed to head office employees for many years in premises provided for this purpose. Coordinated by employees and actively supported by Limagrain's Executive Management, AS'LIM enables employees to get together with colleagues to try out and enjoy a variety of sporting disciplines (tennis, climbing, fitness, karate, go-karting, endurance sports, rugby, etc.). Similarly, several Business Units promote physical activity and sports for their employees. During the fiscal period, for example, Limagrain Coop launched active breaks and muscle warm-ups for several departments. These sessions are organized with the support of ASM Vitalité, which offers project development and coaching services for preventive-health physical activities, particularly for companies. After an awareness-raising session at ASM Omnisport, the first active breaks were launched.

⁷ TF1 represents the frequency rate of accidents with lost time over a 12-month rolling period, namely the number of reported accidents with lost time per million hours worked.

⁸ The SR is the severity rate, calculated over a 12-month rolling period, namely the number of days of lost time resulting from a work accident per thousand hours worked.

⁹ For the 2022-2023 fiscal period, some absences were recorded on the basis of "days worked" rather than "calendar days". This generates a bias in the calculation of the overall absenteeism rate.

Employee and site security

Approach

Limagrain is exposed to personal security risks, especially on account of its installations abroad. Indeed, a significant proportion of its employees (expatriates, local employees or those on business trips) regularly work in countries presenting a range of risks, including terrorism, armed conflict, riots, crime and natural catastrophes.

The risks monitored relate to one-off, localized events that can affect Limagrain employees' travel and living conditions and have a critical impact on their physical and mental 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. This scheme is supplemented by crisis management procedures.

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

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

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

In order to provide information and instruction on these subjects, two manuals dedicated to "Security in the Limagrain Group" and "Security during business travel" are available to all employees. An additional manual on "Physical protection of sites and infrastructures" has been distributed to site managers and directors. Finally, the manual covering "Prevention of financial fraud" has been reviewed by the Finance Department, in collaboration with the Cybersecurity Department, and expanded to cover "Fraud" more widely. As a result, several attempts have been thwarted.

All these actions are coordinated by a Governance/Risk/Compliance Director.

Key result indicator

- 9 sites have been awarded "Highly protected" status by the insurance company FM Global

Key performance indicator

- 100% of the industrial sites of Jacquet Brossard and Limagrain Ingredients have introduced a "food defense" policy.

2. Ensuring high-quality social dialogue

Approach

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

Group agreements help to ensure a common policy between Business Units and fairness between employees.

Company agreements are also negotiated, taking account of specific features and the needs of each company, with social partners directly involved in monitoring the policies drawn up in their entities.

Deployment



During the 2022-2023 fiscal period, two new agreements were negotiated at Group level:

- Firstly, an agreement on gender equality in the workplace was signed on December 14th, 2022. The measures included in this agreement are directly based on one of the pillars of the Group's Diversity & Inclusion policy, namely professional equality. This new 4-year agreement focuses on three areas of progress: promoting equal opportunities with a view to preventing all forms of discrimination, fostering gender diversity as a source of enrichment and performance, and helping to change mindsets by including a number of measures in favor of parental responsibility and family support.
- For the first time in 2023, Limagrain entered into negotiations with its social partners on social dialogue within the Group. This decision stems from the Group's desire to affirm its position and convictions regarding social dialogue in writing, as well as to guarantee consistent application across the various Business Units. The agreement was signed on May 31st, 2023.

As for local negotiations, staff representation, working hours and classification were among the subjects negotiated during the fiscal period.

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 dialogue 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 around thirty employee representatives from nine European Union countries. EWC members receive financial training during their term of office, to help them better assimilate their role within this body.

3. Attracting and retaining all talents



Non-financial risk

Recruitment difficulties and loss of talent

Approach

Limagrain's level of performance, particularly in terms of innovation, is based on jobs that require specific expertise. Its activity lies within an extremely competitive international environment, which, in the context of competition between players, is conducive to career opportunities for sector-specialized positions. In addition, the location of our sites, which are rarely in major urban centers, can be an obstacle to recruitment.

This means that our ability to attract and keep talent is a major challenge, linked to the risk of lacking and losing skills. The subject of employer appeal and retaining talent now therefore constitutes a separate component of HR strategy.

Deployment

Employer Brand

In the 2022-2023 fiscal period, 1,055 positions were advertised, including 599 open-ended contracts and 171 internships and work-study programs. In order to fill these positions, the Group's overall reputation as an employer needs to be constantly developed. Limagrain has therefore rolled out its employer brand, highlighting the Group's culture, uniqueness and human values.

The employer brand is disseminated through all HR tools and a range of initiatives, including the careers section of the website, social networks, job boards and school forums.

Involving employees directly, the Group's employer brand also aims to express the diversity and success of our Business Units, as well as to promote the many and varied professions and career paths available.

Key result indicators

- LinkedIn audience: 90,776 subscribers as of 30 June 2023, an increase of 11,618 during the fiscal period.
- Average engagement rate of 7.57%, up significantly (+5 points) on the previous period.
- On average, 38 applications were submitted for each vacancy published.

Recruitment initiatives

To increase visibility and showcase the wide diversity of its professions and career opportunities, Limagrain is stepping up its involvement with schools and universities. To this end, the Group is developing special partnerships with targeted higher education establishments.

During the 2022-2023 fiscal period, Limagrain staff were involved in 32 initiatives aimed at students and young graduates (forums, sponsoring, educational initiatives, company presentations, etc.) for a total of around 15,000 euros. In addition, 60,000 euros in financial support was provided to target higher education establishments.

Key performance indicators

- 32 initiatives aimed at students and young graduates
- €60,000 in support for targeted higher education establishments

Applicant and employee experience

A good applicant/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 underway over the past few years to simplify processes and streamline HR practices. Similarly, work is in progress to optimize our job advertisements, making them more visible and attractive.

The Group's HR Information System provides an employee/manager HR portal and digitizes management of the annual appraisals, recruitment and internal mobility.

4. Offering a comprehensive, differentiated and competitive remuneration policy and benefits scheme

Approach

Limagrain offers all its employees comprehensive, differentiated and competitive remuneration. This 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 is set out in a Group policy, which acts as a support for the Business Units in formulating their own remuneration policies. The Vilmorin-Mikado Business Unit, for example, has applied this Group policy within its own scope. This has given rise to the MAGNET project, which aims to offer each employee a remuneration package in line with the local market, and which takes into account their level of experience and skills. This three-year project began at the end of the 2021-2022 fiscal period.

Key performance indicator

- €467.4 million total payroll

In addition to salary, the remuneration package includes a range of benefits and measures, as detailed below.

Deployment

Employee benefits

Employee welfare is a key issue for Limagrain for attracting and retaining employees, which should also be transferable between Business Units. Limagrain sets out to provide health and welfare cover for all its employees. The aim is for all employees to have, as a minimum:

- a health-insurance scheme of a level consistent with market practice,
- a provident fund that offers at least one year's remuneration in the event of death.

At the end of the 2021-2022 fiscal period, a multi-year project was launched to map existing coverage across all companies in the scope. This will make it possible to analyze the level of performance of existing health and provident cover in relation to the market, and to upgrade it if necessary.



Having harmonized its health and provident cover in France, Limagrain is now continuing this approach by setting up a pension plan for all employees of Limagrain Field Seeds in Brazil.

Profit-sharing and incentive scheme

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

Originally a French collective bargaining system, profit-sharing has been extended on a voluntary basis to foreign companies within the Group, namely to all subsidiaries in which Limagrain holds over 50% of the capital. It comprises a Company component, calculated according to the performance of the Business Unit, and a Group component. The calculation methods are essentially based on the redistribution of economic results and ensure that the sums paid out are evenly distributed among employees, in order to recognize all individual contributions as a factor in the Group's success.

Key performance indicator

- €18.4 million paid to employees in profit-sharing, equating to 22.4% of net profit.

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).



Since January 1st, 2023, each employee in France has a Single Retirement Savings Plan (PERU), created under the PACTE law. This enables all Group employees to combine all their retirement savings schemes (former PERCO, supplementary pension or individual schemes such as PERP or Madelin) in a single plan.

5. Developing and keeping talent

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 a challenge associated with the risk of a mismatch between the needs of the business and the skills available. Central to HR policy, they provide employees with prospects for career advancement while developing their employability.

Engagement surveys are regularly performed by Limagrain's various Business Units to assess employee perceptions, satisfaction and dissatisfaction issues, and to implement appropriate action plans.



During the 2022-2023 fiscal period, the Hazera Business Unit launched its Thx+ program, designed to recognize and reward its employees' commitment and thereby boost their motivation. The aim is to reward employees who have performed particularly well and shown excellence in their work (completion of a major project, taking initiatives to exceed targets, etc.).

The Thx+ program provides a framework for formalizing this approach, with the intention of creating a genuine culture of recognition. Five months after its launch, 90 recognitions have already been awarded, and 13 countries in which Hazera operates have joined the program.

Key performance indicator

Staff turnover: 11.7%

Deployment

Career management

Employee development is a key focus of the Group's Human Resources policy. Given the Group's organization into Business Units, the mission of the Group Human Resources is to promote knowledge-sharing and cross-functionality, and to identify talent in order to prepare for the future.

The Business Units' Human Resources Departments accompany employees to ensure they enjoy successful careers. The Group Human Resources Department, for its part, creates personalized development paths for executives when they take up their new positions, whether through external recruitment or internal mobility.

Interviews are held 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 training programs and roll out development plans (promotions, mobility and support).

Key performance indicator

- 87.7% of employees had an annual appraisal interview.

- Departure and back-to-work interviews after a long absence (maternity/adoption leave, parental education leave, etc.), are organized by Human Resources to best manage transitions before and after the absence, prepare for reintegration and keep in touch, so as not to sever the link.

Additional interviews based on agreements in France are proposed:

- Career review interviews (conducted 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), which prepare the final part of employees' careers, 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. The objectives of this approach are to identify internal talent, encourage internal mobility and promotion, create pools of potential for key positions, and prepare for handing over responsibilities. The Group Careers Committee focuses on the Group's executive managers, top executives and high-potential employees.

Mobility

Limagrain promotes and values internal mobility, whether geographical or functional, for all its employees. This is one of the cornerstones of the Group's Human Resources policy. Indeed, the Group provides a structure that is particularly conducive to career development. The fact that it covers a wide range of business sectors and professions, as well as being present in 43 countries, means that employees can pursue individual career paths, and Business Units can benefit from new skills, experience and know-how.

Limagrain has drawn up an Internal Mobility Charter, which sets out these convictions, together with the main rules and procedures within the Group, with the aim of encouraging internal transfers. This will be rolled out during the 2023-2024 fiscal period.

As stated in the Charter, Limagrain has made it a rule to advertise all vacancies internally among its employees.

A platform for consulting these in-house job offers is available on the Intranet for all Group employees, enabling them to play a proactive role in their own mobility.

A total of 599 open-ended contract vacancies were advertised during the fiscal period. This platform is also accessible to interns, apprentices and staff on fixed-term contracts, giving them the opportunity to apply not only for open-ended contract opportunities, but also for internships, work-study or fixed-term contracts, enabling them to add to their training and experience.

171 internship and work-study offers were posted, as well as 97 offers for young graduates (open-ended and fixed-term contracts).

Limagrain encourages the internationalization of its teams and exposure to international markets for its employees. To encourage transfers, several international mobility policies (long term, short term, “Local+” and international employee) have been drawn up for the Group as a whole, with advantageous conditions and incentives for employees, in particular to encourage integration in the host country and the return of employees to their country of origin.

Support measures for long-term transfers include intercultural and language training for employees and their families, payment of relocation expenses, children’s schooling, travel and rent, tax assistance, a commitment to return to the country of origin after expatriation, and a mobility bonus.

Furthermore, 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 six months) are also available.

Key performance indicators

- 63 internal transfers
- 78 international transfers
- 63.1% of positions (“Leadership Teams” and Executive Managers filled internally)

Training

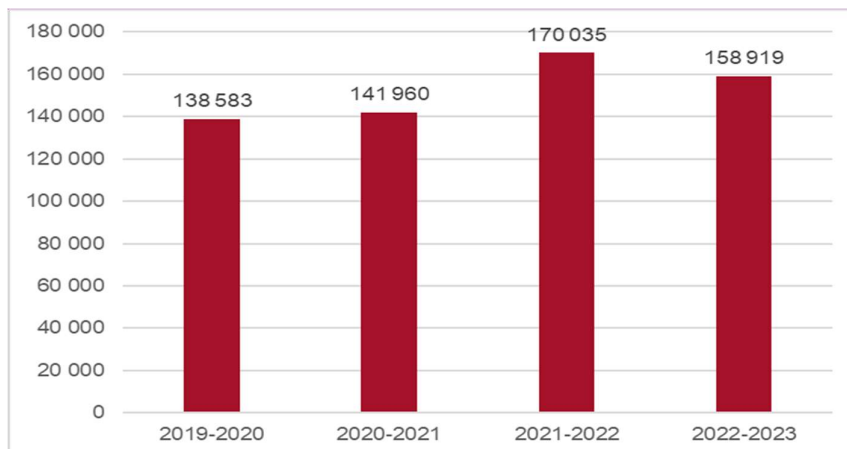
Limagrain has a proactive training policy. During the fiscal period, the Group devoted 3.6 million euros to training its employees, including the budget for Limagrain Academy, divided between health & safety (33.4% of training hours), improving business expertise (27.2%), management (16.4%) and other training (23%).

7,310 permanent employees benefited from training hours, equating to 76.6% of Limagrain’s permanent workforce who attended at least one training course during the fiscal period.

Key performance indicator

- 76.6% of the permanent workforce attended at least one training course during the fiscal period.

Hours of training: evolution over 4 financial years



Limagrain Academy: the Group scheme for developing skills

Founded in 2013, Limagrain Academy is designed for a cross-section of employees from the various Business Units. Its training courses complement the development programs conducted in the subsidiaries; they enable information specific to the different activities to be cross-referenced with more global information on the Group, while initiating networks for sharing skills. During the year, Limagrain Academy organized 28 training initiatives for Group employees.

6. Promoting diversity and inclusion



Non-financial risk

Diversity and equal opportunities

Approach

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. Limagrain's employees are therefore recruited and treated, throughout their career, without discrimination in terms of gender, age, origin, religion, sexual orientation, physical appearance, state of health disability, union membership or political opinions. Similarly, Limagrain expects all its employees to behave in a non-discriminatory and inclusive manner. Any behavior that does not comply with these ethical principles, and in particular any sexist behavior, shall not be tolerated."*

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 on anti-discrimination.

It also guided the Group's ambition in terms of diversity and inclusion, which was drafted during the previous fiscal period before being deployed this 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.

To achieve this ambition, Limagrain has drawn up a Diversity & Inclusion program based on three pillars of commitment:

- guarantee non-discrimination,
- ensure gender equality in the workplace,
- promote all forms of diversity, in particular with respect to cultures and different generations.

Limagrain's Diversity & Inclusion program applies to all the Group's employees worldwide. Backed by the Group's Executive Committee and led by the Group's Human Resources Department, this approach is further strengthened by a Diversity & Inclusion network created during the fiscal period. This brings together correspondents from each Business Unit and from the Group's corporate and business organizations. It is responsible for rolling out the program within the Group, launching initiatives and sharing best practices.

Deployment

The 2022-2023 fiscal period saw the official launch of the in-house Diversity & Inclusion program, together with the creation of a framework to ensure the program's sustainable implementation. This led to the founding of the Diversity & Inclusion network and the drawing up of a Diversity & Inclusion Charter, which sets out Limagrain's undertakings in this area. This is a key reference document, which will be integrated into the Group's Ethical Principles and Code of Conduct in 2023-2024.

Key performance indicators and goals were also set. Limagrain has 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 by 2026 and to increase this proportion to 35% by 2030. Although the 2026 goal has already almost been achieved during this fiscal period, Limagrain will continue its efforts to strive towards the goal set for 2030.

Moreover, as proof of the importance attached to this issue, Limagrain has chosen to include this objective a bonus-related goal for its top executives and executive managers.



Finally, a first Group-wide initiative has been rolled out as part of this program, in the form of inclusive management training in several stages (interactive conference, e-learning and hands-on workshops). This program is compulsory for all Limagrain managers and is designed to raise awareness of diversity and inclusion issues, which are prerequisites for creating a genuine culture in this area. Deployment of this training has begun with top executives and executive managers and will continue in 2023-2024 with the Group's other managers.

Measures to promote gender equality

Gender equality in the workplace is a priority in the company's human resources management, and therefore constitutes a full-fledged pillar in its Diversity & Inclusion program. Limagrain undertakes to:

- increase the company's gender mix, with a particular focus on management positions,
- and guarantee equality for men and women throughout their careers.

Various initiatives being rolled out directly by the Business Units. This year, for example, Limagrain Coop launched a training program to prevent sexual harassment and sexist behavior in the workplace. The HM.CLAUSE Business Unit has set up "Lean In Circles", which are in-house experience-sharing networks.

In addition, collective agreements have been negotiated to promote gender equality, alongside initiatives to reduce pay inequalities between men and women.



An agreement was signed in 2012-2013, meeting a French legal requirement, which was then renewed in 2017.

When this expired, a new gender equality agreement was signed on December 14th, 2022. This 4-year agreement, which applies to all French companies, focuses on three areas of progress: promoting equal opportunities with a view to preventing all forms of discrimination, fostering gender diversity as a source of enrichment and performance, and helping to change mindsets by including a number of measures in favor of parental responsibility and family support.

The agreement sets out concrete measures, backed by quantified indicators, in six areas, namely recruitment, vocational training, career advancement, compensation, work-life balance, and quality of life and working conditions.

Key performance indicators

- 39.3% of women on the permanent payroll
- 29.8% of women in the Leadership Teams and executive management positions
- 30% of women among the executive managers
- 16% of women among the top executives

Measures to promote an inter-generational balance

40.3% 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, as they approach 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 that allows Group employees to be accompanied for 6 months by a mentor from a different Business Unit and in a different position. This program promotes and makes optimal use of the experience of "senior" employees.

Tutoring initiatives are also in place, ensuring skills are passed on when "junior" employees are hired or when they take up a new position.

Key performance indicators

- Job retention rate for "seniors" (over 57) World: 91.5%
- Job retention rate for "seniors" (over 57) France: 93.4%
- Tutoring assignments: 24

Measures to promote the employment and integration of the disabled

Limagrain has rolled out various initiatives to promote the employment and integration of people with disabilities in order to improve their current low employment rate (3% of employees) within the French scope. To this end, since the 2012-2013 fiscal period, a partnership has been signed in France both 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, measures have been taken within several Business Units to promote the employment and integration of the disabled. For example, the partnership with the Handischool association has resulted in disability awareness campaigns at a number of Limagrain sites in France.

Key performance indicator

- 3% of permanent French staff have disabilities.

Summary table of key indicators and targets

CSR theme	Fields	Key indicators	2022-2023 data
Creating an environment conducive to professional growth	Guaranteeing the health and safety of individuals and property <i>2026 target: TF2 = 6</i>	TF2	8.90
		TF1	6.41
		SR	0.22
		Absenteeism rate	4.9%
		Training hours devoted to safety	33.4% of training hours
	Attracting and retaining all talents	LinkedIn audience	90,776 subscribers and an average engagement rate of 7.57%
		No. of applications received for each job offer	38
		Payroll	€467.4M
	Offering a comprehensive, differentiated and competitive remuneration policy and benefits scheme	Incentives and profit-sharing paid to employees	€18.4M
	Developing and keeping talent	Staff turnover	11.7%
		Annual performance review	87.7% of employees
		No. of transfers	63 internal transfers 78 international transfers
		No. of training hours	158,919 hours for a budget of €3.6M
		Percentage of staff who attended at least one training course during the fiscal period	76.6%
		Percentage of positions (Leadership Teams and executive managers) filled internally	63.1%
	Promoting diversity and inclusion <i>Target: at least 30% of employees of the under-represented sex among the top executives, executive managers and Leadership Teams by 2026 and 35% by 2030.</i>	Proportion of women on the payroll	Permanent: 39.3% Executive managers: 30% Top executives: 16%
		Proportion of women in Leadership Teams and executive management positions	29.8%
		Job retention rate for seniors	World: 91.5% France: 93.4%
		Permanent French staff with a disability	3%

3.4 Promoting a shared culture

Approach

Employee motivation and engagement comes from the ability of a company and its managers to provide meaning and visibility as regards the purpose, ambitions, missions and vision of the company. To achieve this, a major collaborative effort took place during the fiscal period to review Limagrain's purpose, values and principles of action, and, at the same time, set out a strategy for 2030. This medium-term strategy, based on Limagrain's purpose, is intended to guide strategic decisions and inspire future developments, while ensuring operational excellence and sustainable, profitable growth. The Group's directors, top executives and executive managers have been involved throughout this process, The full details of which will be communicated during the 2023-2024 fiscal period.

Deployment

Meetings are held each year between executive directors and top executives, providing opportunities to re-explain the Group's activities and missions and highlight the year's priorities. The Info+ newsletter, intended for top executives, has become a key internal communications tool, providing information on movements within the community, as well as important Group news.

At each Business Unit level, staff meetings and sales conventions are organized 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 Business Units send out paper or electronic newsletters as a medium for communicating corporate strategy.

Other meetings enable employees to work together on common projects, to foster innovation and bring together communities of experts. On the scientific side, the ACL, or Association of Limagrain Researchers, is a biennial three-day meeting attended by 300 researchers from the Group. The program includes plenary sessions and workshops on a new theme for every event.

Lastly, informal get-togethers, attended by employees from different Business Units within a given geographical scope, provide an opportunity for informal sharing.



In May 2023, Limagrain organized the first "Fête de l'Agriculture" (Agricultural Festival) at its headquarters, bringing together cooperative members and Limagrain employees based in the Limagne region, with the aim of forging closer ties between members and employees. This event, which was attended by Limagrain's Chairman and CEO, was an opportunity to share an informal moment; it also featured a local farmers' market run by cooperative members, and workshops devoted to agricultural practices.

Induction programs

Integration programs continued throughout the fiscal period. Most are organized for employees within Business Units, as close as possible to their operational reality. The induction programs organized by the Group were reviewed during the fiscal period, with the aim of involving all newcomers to Limagrain. These Group programs, which will be fully operational from the 2023-2024 fiscal period, are segmented into different versions, designed to meet the needs of each target audience. For example, a digital module will be completed by all newcomers to provide them with a common base of information about Limagrain. Leadership Teams will also be given the opportunity to meet with members of the Group's Executive Committee.

New top executives and executive managers will follow an in-person course to acquire a deeper knowledge and understanding of the Group. This will include meetings with members of the Group Executive Committee and Directors, a presentation on the Group's history, an exchange with members of the Limagrain Cooperative and site visits.

Lastly, an Auvergne discovery program will continue to pool the induction programs for everyone in all the BUs in the region, with a shared component that focuses on global knowledge of the Group and a more operational component that is specific to each Business Unit.

Key performance indicator

- 44 people followed the Group program

Type of induction program	Business Unit induction program	Group induction program	Auvergne discovery program
Participants	646	44	231

Summary table of indicators

CSR theme	Key indicators	2022-2023 data
Promoting a shared culture	No. of participants in the Group program	44
	No. of participants in the Business Unit program	646
	No. of participants in the Auvergne discovery program	231

3.5 Preserving and enhancing plant biodiversity



Non-financial risk

Non-respect for intellectual property rights



Theme related to non-financial risks

Preserving biodiversity

Approach

Plant breeding is central to improving agricultural competitiveness, food safety, societal expectations and environmental issues such as climate change and the growing scarcity of resources (water, soil, energy). One of the answers to these fundamental challenges lies in the existing crop biodiversity. Through cross-breeding, it is possible to create new, improved varieties, adapted to these changing conditions. The greater this 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.

Key performance indicators

- 58 bred species, 46 of which are vegetables, including very local species such as pumpkin, spring onion, okra, endive, spinach, fennel, tomatillo and parsnip.
- Around 6 000 varieties in the portfolio

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 (COV), as implemented under the terms of the 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. Limagrain is also a member of the International Licensing Platform (ILP) for patented traits in vegetable seeds. For field crop species, the fiscal period was marked by the successful conclusion of negotiations aimed at creating a specific platform. Launched in January 2023 by nine seed companies, the Agricultural Crop Licensing Platform (ACPL) is designed to facilitate access to and use of patented traits in Europe, and to secure rights of use for its members.

The Group is committed to defending this position within the seed industry. It has played a decisive role in initiatives led by trade organizations, such as Euroseeds and the International Seed Federation (ISF), to engage in dialogue and promote a system of access to genetic resources and benefit sharing that does not impede the use of genetic resources.

Deployment

1. 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).

Furthermore, the Group is invested in 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.

For example, Limagrain has 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 works within the framework of the ITPGRFA to ensure the conservation and availability of crop diversity in gene banks for global food security.

The Crop Trust, in collaboration with the Norwegian government and NordGen, manages and funds the work of the Svalbard Global Seed Vault in Norway: a safe and secure safeguard for seed collections from around the world. Limagrain has undertaken to provide financial support for three years, for a total of €50,000 per year.

Limagrain provides support for the conservation of genetic resources in Ghana.



To further this goal, in April 2022, Limagrain signed an agreement with Ghana's gene bank, the Council for Scientific and Industrial Research – Plant Genetic Resources Research Institute (CSIR-PGRRI) to provide €50,000 a year for 2 years. The aim is to collect, characterize and conserve genetic equipment for tomato, bell pepper, eggplant, maize and rice in Ghana. 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 made accessible to private and public breeders and researchers, who will be able to use them in their breeding programs.

Key performance indicator

€50,000 in support for the Crop Trust and €50,000 in support for the Ghana gene bank.

2. 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 single species) and the genetic resources of crop wild relatives. Thus, in order to constantly enhance the range of varieties available to farmers worldwide, Limagrain 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 everyone, the Group helps to identify beneficial characteristics, such as disease resistance, in the wild genetic resources from gene banks and thus enable these resources to be used effectively in breeding. The annual budget for characterizing genetic resources is around 2.5 million euros, including participation in collaborative projects with gene banks, 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 varieties are thus enhanced with this new genetic diversity, which responds to societal issues and/or the needs of stakeholders in the value chain from farmer to consumer. This means that each new variety on the market provides improvement and is distinct from those already sold, thereby contributing to increased biodiversity of crop species.

Key performance indicator

257 new varieties marketed during the 2022-2023 fiscal period

Summary table of indicators

CSR theme	Key indicators	2022-2023 data
Preserve and enhance plant biodiversity	No. of species bred	58, of which 46 are vegetable species
	No. of varieties in the portfolio	Approx. 6,000
	No. of new varieties marketed during the 2022-2023 fiscal period	257
	Amount paid in support of gene banks	€100,000

3.6 Limiting the environmental impact of Limagrain activities



Non-financial risk

Pollution and environmental nonconformities in sites

The impact of Limagrain activities on the environment is at the core of our concerns and managed by the Business Units at grassroots level, using a proactive and responsible approach. In the context of its activities, Limagrain is subject to a wide range of environmental regulations. As these are complex, constantly changing and increasingly strict, their application can prove to be costly. These particularly concern the quantitative and qualitative management of water, air, energy, greenhouse gas emissions, soil pollution, use of natural resources and preservation of biodiversity, as well as noise, dust and waste.

Limagrain thus includes the prevention of environmental risks, particularly pollution, in its risk management policy applicable to all its sites worldwide. This approach also integrates sound management (measure, optimization and innovation) of the use of natural resources, as well as focusing on improving the quantification and recovery of waste.

Approach

The policy for managing environmental risks prioritizes:

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

At the same time, the Group's Ethical Principles and Code of Conduct and its support for the United Nations Global Compact are a reminder of Limagrain's commitment to making a significant contribution to respect for the environment.

Furthermore, Limagrain launched a program to limit the environmental impact of its activities in 2018 under the name of LEIA (Limit Environmental Impact of our Activities). This is based on the gradual introduction of an environmental management system applicable to all sites, and on compliance 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, set for the end of the 2021-2022 fiscal period. These goals have been retained for the 2022-2023 fiscal period, pending the formulation of new objectives in relation to Limagrain's strategic orientations, which will be unveiled at the end of 2023.

Key performance indicator

- 32.2% of revenue is from companies with industrial sites covered by an Environmental Management System (EMS).

Key result indicator

- sites are certified to Environmental Standard ISO 14001: Berurim and Sderot (Hazera - Israel), Karacabey (Limagrain Europe - Turkey)

Goals:

Themes	Issues	Goals
Waste	Recycle waste	Improve the reliability of reporting on waste and ensure processing Recycle 85% of waste
Energy	Lower energy consumption and greenhouse gas emissions	Achieve a 10% reduction in energy consumption (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
Water	Ensure the quality of effluents and optimize water consumption	Achieve a 5% reduction in consumption of tap water (vs. 2016-2017)
Biodiversity	Protect the ecosystems on sites	Identify, monitor and preserve biotopes and protected species on sites

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.

Key performance indicator

- €5.3M spent in 2022-2023 on 361 initiatives designed to reduce the environmental impact of Limagrain sites

Restatement of published data for the 2021-2022 fiscal period

Certain figures published for the 2021-2022 fiscal period have needed to be restated to ensure comparability with those for the 2022-2023 fiscal period. These restatements are analyzed in section 4.2 "Limagrain's environmental impacts". The developments primarily reflect changes in scope. However, the choice to reflect consumption as accurately as possible by asking the sites for their environmental reporting also shows its full relevance, although it still reveals 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 2021-2022 fiscal period. The developments indicated in section 3.6 are based solely on the restated data.

1. Preventing, recycling and disposing of waste

Limagrain's seed and cereal products business lines produce mainly organic waste (68.1%) and a low amount of hazardous waste (3.8%). There are therefore many recycling options, which help achieve a 68.6% rate of recycling waste. 40.4% of matter is recycled and 28.2% is recycled into energy, notably by burning corn cobs from seed production.

The quantity of waste was down 18.7% compared to the 2021-2022 fiscal period. This decline reflects a return to the values seen in previous fiscal periods. The 2021-2022 fiscal period was exceptional in terms of the quantities of seeds produced, and therefore of the plant mass to be processed.

The performance of the Group's various companies in terms of waste management and recovery is still fairly heterogeneous. However, 80 actions have been identified, representing an investment of 50,000 euros. While of limited individual scope, these actions are largely aimed at:

- reducing volume, either by developing processes that lead to less waste being produced or by increasing recycling,
- increasing sorting equipment,
- preventing risks related to hazardous waste, mainly linked to chemicals,
- improving waste management and the company's practices, particularly in relation to re-use,
- improving behavior through training and communication.



As an example, Vilmorin Jardin has launched 100% recyclable packaging to mark the repositioning of its Gondian brand. Produced by a French integrated chain, Gondian bags are now made entirely of recycled and recyclable paper (or cardboard for pulse seed boxes).

Key performance indicators

- 38,794 tons of waste generated
- 68.6% of waste is recycled
- 15.8 kg of waste produced for €1000 of revenue

2. Lowering our energy consumption and greenhouse gas emissions

Reducing energy consumption and greenhouse gas emissions is a key objective of the LEIA program, which is translated into a number of initiatives throughout the Business Units. During the 2022-2023 fiscal period, 135 actions were reported for an investment of 3.6 million euros, mainly dedicated to the insulation of Limagrain Coop buildings, the replacement of a refrigeration unit and lighting and heating equipment. Other areas of focus include the automation, regulation and maintenance of equipment, and the promotion of energy-saving behavior among employees. 10% of the total cost of these actions is dedicated to renewable energies.

Calculating Limagrain's carbon footprint

Two years ago, Limagrain began calculating the carbon footprint of its Business Units, with the aim of being able to calculate its own footprint, draw up reduction trajectories coupled with action plans, and, ultimately, track its performance. All these components will be calculated and presented during the 2023-2024 fiscal period.

Energy consumption

Energy consumed by Limagrain is mainly used to dry seeds, heat greenhouses, for agri-industrial facilities and for employee business travel. The 8.9% reduction in energy consumption during the fiscal period stems largely from the field seed plants (Ennezat, Saint-Mathurin in France and Goïanesia in Brazil) due to dry weather conditions during the harvest.

For fixed energy:

- seed production levels have a direct impact on the quantities to be dried,
- meteorological conditions also have a direct impact on consumption, through their impact on drying for seeds harvested in wetter conditions, and on greenhouse heating.

For mobile energy:

- 2022-2023 saw a further shift from diesel to petrol for vehicles. This is due to the better environmental profile of petrol and the increasing number of increasingly stringent standards and regulations regarding petrol. Jacquet Brossard, for example, has completely eliminated diesel vehicles from its fleet. In parallel, vehicle fleets are becoming "greener", with an increasing number of electric and hybrid vehicles.
- The development of sales teams in certain countries, which increases the number of vehicles and their mileage, limits the observed decrease.

The diversification of renewable energy sources is noteworthy:

- biomass saw a drop of over 27%, due to lower stalk production, but also to lower energy requirements resulting from a particularly dry year. For example, the Saint-Mathurin (France) dryer operated for 40 days instead of 60 the previous year,
- photovoltaic energy consumed by equipped sites rose by 25.4% to 1.75 GWh,
- wind energy produced by a wind farm in Moselle (France) under a PPA (Power Purchase Agreement) with EDF was supplied exclusively to Limagrain's French sites throughout the fiscal period. This represented 13,665 MWh over the fiscal period, or 28.8% of renewable energy consumption and 2.8% of non-renewable energy.

Key performance indicators

- 527.1 GWh of energy used, of which 6.4% is renewable energy
- 215 kWh per €1000 of revenue

Key result indicator

- 2 sites are certified to Energy Standard ISO 50001: Arques and Ennezat (Limagrain Ingredients)

Greenhouse gas emissions

Limagrain's total greenhouse gas (GHG) emissions (scopes 1 and 2 excluding refrigerants) amounted to 89,712 tCO₂e in 2022-2023, down 12.2% on 2021-2022 data. Including refrigerants, GHG emissions stand at 91,715 tCO₂e, down 13.3%.

The setting of a target for the reduction of Limagrain's greenhouse gas emissions, both direct (scopes 1 and 2) and indirect (scope 3), in line with the goals of the Paris Agreement, is the subject of a project led by the Group's CSR Department, which will be completed during the 2023-2024 fiscal period.

Emissions from freight transport

Changes in the regulatory framework for the DPEF require this publication to include an indicator of indirect and direct GHG emissions linked to freight transport upstream and downstream of our French sites. For the sake of consistency, we have adopted the same definition as that of the French "Bilan des Émissions de Gaz à Effet de Serre" carbon audit. To respond, we contacted:

- our transport providers managed by Group Purchasing Coordination,
- our transport providers managed by the Business Units based in France.

We asked them to provide a breakdown of GHG emissions per transport line for all Limagrain companies for which they are providers.

Emissions from our own fleets are already included in Scope 1 mobile energy emissions.

According to these parameters, GHG emissions linked to freight transport for French companies total 25,257 tCO₂e.

In terms of plans to reduce these emissions, the main areas of focus have been identified and some BUs have already taken action, as summarized in the table below:

Area of focus	BU	Action
Upgrading the rolling stock fleet	Limagrain Ingredients	Acquisition of a Euro 6 truck to add to its fleet of 4 trucks.
Change in fuel	Limagrain Coop	70% of its truck fleet uses B100 biofuel made from French rapeseed
Optimization/consolidation of transport needs	Hazera/Vilmorin-Mikado	Consolidation of the needs of the two BUs in Europe to optimize transport
Change of transport modes and development of multimodal transport	Vilmorin-Mikado	Development of transatlantic sea freight for carrot seeds
	Limagrain Ingredients	Contact with multimodal providers, including rail transport

Key performance indicators

- Greenhouse gas emissions
 - Scopes 1 and 2 (including refrigerants): 91,715 tCO₂e
 - From transportation by French companies: 25,257 tCO₂e



Energy impact is a key factor taken into account in every project file for the construction or renovation of Limagrain's facilities. For example, Limagrain Ingredients has installed a new compressed air plant at its Ennezat plant, which recovers up to 2 GWh/year of waste heat.

At its Saint-Rémy-de-Provence site, HM.CLAUSE has built new, better adapted and more airtight greenhouses to replace those that had become obsolete.

For its part, Limagrain Coop has introduced a new biofuel for 70% of its truck fleet. Produced entirely from traced French rapeseed, B100 Oleo100 represents the only alternative to fossil fuels, capable of offering a range equivalent to that of diesel, without any major changes to fleets. Over one year, this change led to a reduction of over 70% in diesel consumption (230,000 fewer liters) and a 40% reduction in CO₂ emissions (440 fewer tonnes).

Focusing on freight transport conditions is also a way of reducing energy consumption. Limagrain Europe is committed to optimizing its loads to maximize the filling of transport units, whether containers or trucks. For these, the company stipulates, in its specifications for carriers, that it favors vehicles that meet Euro 5 and 6 environmental standards. For its part, Vilmorin-Mikado now opts for sea freight rather than air freight for its carrot seed shipments to Brazil and Mexico. This is a significant and positive change in terms of the carbon footprint of transport and has necessitated the redesign of forecasting tools to take account of the new delivery times.

On sites, a reduction in energy consumption also results from small individual gestures, changing habits and repeated educational messages for the 9,539 Limagrain employees. Promoting new ways of working, often linked to the capabilities of digital tools, together with soft mobility, encouraging use of public transport or cycling, all help to meet this objective.

3. Saving water and controlling water emissions

Limagrain has been addressing 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 measures are constantly being supplemented and improved.

In the 2022-2023 fiscal period, 18 initiatives aimed at minimizing pollution risks were carried out for a total amount of €694,000.



These include the installation of lamellar decanters at Limagrain Ingredients' sites in Ennezat and Riom-La Gravière (France), which facilitate the extraction of sludge from industrial water.

Water use and consumption

As regards use, water is mainly used to irrigate greenhouses, crop plots and for domestic purposes. Given the specific nature of its business, Limagrain uses water from the urban distribution network (15.6%), borehole water (54.9%) and surface water (29.5%). Collected rainwater is also a resource, but one that is still 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, in agreement with the Independent Third Party, its volume is shown separately and not included in the total water drawn. Moreover, a specific indicator expresses its volume as a percentage of the total water drawn.

For the 2022-2023 fiscal period, Limagrain's water consumption is estimated at 3.212 million m³, up 5.3% on 2021-2022. The increase in consumption is the result of sustained activity, improved quality of information, and a major leak caused by a burst pipe. The installation of meters remains the prime recommendation, in order to be able to control consumption. Rainwater consumption amounted to 76,004 m³, or 2.4% of total water consumption.

During the fiscal period, 62 actions were carried out for a total amount of €894,000. It should be noted, however, that a small number of key actions took up a large part of this budget, aimed at increasing rainwater storage capacity (51%) and commissioning more efficient irrigation equipment (31%). The remaining 18% was devoted to a number of actions of limited scope, but aimed at identifying and reducing volumes consumed, in particular by addressing leakage.



In terms of rainwater storage, the Research Center at Chappes (France) has greenhouses with roofs that collect rainfall. Previously, an open-air basin provided limited storage, in conditions ill-suited to greenhouse irrigation. At the end of the fiscal period, the site embarked on a major project to bury the tanks that replaced the basin. With a much larger capacity, these tanks should provide autonomous irrigation for both greenhouses, while improving water quality thanks to closed storage conditions.

As for improving water use, this often involves installing high-performance irrigation tools. HM.CLAUSE has chosen this approach for its seed production sites in Vietnam and its research station in India.

Key performance indicators

- 3,212,420m³ of water used, of which 499,743m³ is mains water
- 1.31m³ per €1000 of revenue

4. Protecting the ecosystems on our key sites

After performing a biodiversity analysis for its Saint-Beauzire site (France) in 2018, other Limagrain sites have been surveyed by external assessors. In France, the sites of Vilmorin-Mikado in La Costière and La Métré, HM.CLAUSE in La Bohalle and Maninet, and Limagrain Coop and Limagrain Ingredients in Ennezat were the first to benefit from analyses and recommendations. Limagrain Europe, for its part, has begun studies on the Saint-Mathurin and Verneuil-l'Étang sites, and is now extending its analyses to other French sites, such as Arras, Longué, Nérac and the Chappes research center. For all these sites, the aim of the analysis is to establish the issues affecting plant and wildlife, and to draw up proposals for protecting and promoting the biodiversity.



Four years after the first biodiversity analysis at Saint-Beauzire, a new analysis was conducted between May and September 2022 to assess the progress made by implementing biodiversity-friendly measures. In 2018, the English woodruff and willow-leaf lettuce, two heritage species, were identified on site. The report on the analysis carried out by the French *Conservatoire des Espaces Naturels* (Conservatory of Natural Spaces) and the *Ligue de Protection des Oiseaux* (Bird Protection League) states:

“All these actions have led to: - An increase in floral diversity (+27%) - Maintenance of 2 heritage floral species, with a significant increase in numbers. - An improvement in the conservation status of the main habitats. - An increase in wildlife diversity (7 new bird species, 5 butterfly species and 2 orthopteran species). - More favorable breeding areas for birds (2 certain and 3 probable breeding pairs). - Increased food resources for wildlife - Floral diversity more favorable to pollinating insects.”

In four years of environmental practices designed to enhance biodiversity, the willow-leaf lettuce has doubled in number, the English woodruff has been maintained, and new species of fauna have been recorded on site (orthopterans: +2, rhopalocera: +5, birds: +7) and use of the site for nesting (great tits and grey wagtails) was also highlighted.

Numerous other actions to protect biodiversity are carried out on Limagrain sites. 61 actions, representing an expenditure of over 58,000 euros, help to preserve biodiversity through the adapted management of green spaces, the installation of facilities for wildlife, changes in cropping practices in terms of soil tillage, fertilization and treatment, or the use of integrated pest management for crop protection.

Key performance indicator

- 12 French sites have undergone a biodiversity analysis.

Summary table of key indicators and targets

CSR theme	Themes	Key indicators	2022-2023 data
Limiting the environmental impact of Limagrain's activities	Global	Percentage of sales revenue from companies with an industrial site covered by an environmental management system	32.2%
		Budget for reducing the environmental impact of Limagrain sites	€5.3M on 361 actions
	Waste <i>By 2022¹⁰: recycle 85% of waste</i>	Waste generated	38,794 tons 15.8 kg per €1000 of revenue
		Percentage of waste recycled	68.6%
	Energy <i>By 2022: reduce energy consumption by 10% vs. 2015-2016</i>	Energy consumption	527 098 MWh 215 kWh per €1000 of revenue
		Percentage of renewable energy	6.4%
		Greenhouse gas emissions (including refrigerants)	91,714 tCO ₂ e
	Water <i>Achieve a 5% reduction in consumption of tap water by 2022 (vs. 2016-2017)</i>	Water consumption	3,212,420 m ³ 1.31 m ³ per €1000 of revenue
	Biodiversity <i>Protect the ecosystems on sites</i>	Sites benefiting from a biodiversity analysis	12 sites
NEW	Transport emissions	GHG emissions linked to freight transport for French companies	25,526 tCO ₂ e

¹⁰ The LEIA targets set for 2022 have been retained pending the formulation of new objectives in relation to Limagrain's strategic orientations, which will be unveiled at the end of 2023.

SOCIETAL

3.7 Acting in accordance with Limagrain's Ethical Principles and Code of Conduct

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

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

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 particularly crucial for the Group to be vigilant about the compliance of its practices with business ethics principles and laws. These are increasingly of an extraterritorial nature, and relate in particular to bribery, Human Rights, international labor standards, health and safety and respect for the environment.

1. Disseminating and enforcing business ethics

Approach

To address ethical issues, the Group has set up 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 the application of the Ethical Principles and Code of Conduct. Accompanied by an e-learning program available on the intranet, it provides employees with ethical references and the rules with which they must comply. More broadly, this program has been designed to deal with ethics globally, within the scope of all activities, and is a binding document for all Group entities worldwide.

During the 2022-2023 fiscal period, 554 employees successfully completed the ethics e-learning program.

Key performance indicator

- 4,340 employees with Internet access have followed the Code of Conduct e-learning program, totaling around 2/3 of all employees with Internet access.

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 Risks & Compliance Governance Department (RCG) and the CSR Department, with the Group Human Resources Director acting as a sponsor. The network of legal experts has been entrusted with deploying the scheme and implementing the tools (adapting them where necessary) in each Business Unit.

The implementation of the BE&AB project is based on a system comprising:

- a specific mapping of corruption and influence peddling risks. As an essential starting point, this map is updated annually, following the example of Limagrain's risk mapping process,
- the Ethical Principles and Code of Conduct, translated into 17 languages¹¹ and available both to employees on the Intranet and to external stakeholders on the website. These documents, backed up by an e-learning program for all employees with Internet access, are regularly communicated. For employees without Internet access, some Business Units have introduced awareness-raising initiatives,
- third-party assessments and accounting audits are routinely implemented in all BUs. Traceability of all these assessments has been integrated into the process, in order to know why and by whom the choices were made,
- a Group ethics whistleblowing scheme available to all employees via the intranet, and to external third parties via the Group's website. Widely communicated via e-learning, this scheme received 8 alerts during the fiscal period, most of which related to HR issues and whose diverse geographical origins show that awareness of the scheme is firmly established throughout the Group.

To ensure the consequences of internal corruption cases are dealt with consistently throughout all Limagrain companies, the Human Resources Department has started harmonizing disciplinary measures across all Business Units. The aim is to ensure that appropriate disciplinary measures are in place throughout the Group to deal with the various types of corruption, and that these are known and recognized by employees and any staff representation bodies.

2. 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 Group's own structures or through the use of sub-contractors, require particular vigilance with regard to respect for fundamental rights, including Human Rights and the Rights of the Child.

In many countries, farming is by its very nature a sector that requires seasonal labor. This temporary nature can be a source of pressure in terms of the working conditions offered to an often-dependent workforce. Furthermore, due to mobility and the temporary nature of jobs, it can be difficult to monitor working conditions.

To guard against unethical practices, our purchasing contracts include ethics compliance clauses and their digital version includes a link to the Ethical Principles and Code of Conduct document, which contains explicit commitments: *“The Group ensures that it only contracts with suppliers who do not use illegal child labor or forced labor. The Group is attentive to compliance by its suppliers and customers with the principles of the International Labor Organization on fundamental social rights.”*

¹¹ Arabic, Chinese, Dutch, English, French, German, Hebrew, Italian, Japanese, Portuguese, Russian, Spanish, Swahili, Thai, Turkish, Ukrainian and Vietnamese.

Deployment

The Group is very aware of the reality of work practices in certain geographical areas and for certain activities related to seed production. All Business Units implement context-specific actions, whether by adding special clauses to production agreements, raising awareness among teams monitoring production in producers' fields, or restricting the employment of workers under the age of 18, in accordance with national and international laws.

In India, for both the Field Seeds and Vegetable Seeds Business Lines, local companies work together and have drawn up specific programs.

For Field Seeds, the Human Resources Department of Limagrain India has set out recruitment and staff management procedures in its internal rules and regulations that strengthen the fight against child labor and rigorously 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 addition, during the fiscal period, a pilot project was launched in the state of Andhra Pradesh under the auspices of the ECHO program, guaranteeing minimum remuneration for castration work on corn seed production plots. This program is monitored and evaluated by the ECHO Forum, which has carried out audits on Limagrain production sites.

In Vegetable Seeds, HM.CLAUSE India is involved in tackling child labor in subcontracted seed production, since the start of its multiplication activities in 2012. Since then, the company has introduced many initiatives under a continuous progress approach and has created a CSR department reporting to Executive 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*. Having set the minimum working age at 16, compared with 14 set out in legislation, HM.CLAUSE India added teenage work to its CLAP program during the fiscal period, and set the minimum working age at 18, in line with new amendments to local laws and regulations. The company sets out prohibitions for its producers and subcontractors via contractual clauses and has also drawn up contractual penalties for producers who fail to abide by their commitments, up to and including suspension of the subcontracting agreement.
- In this context, the company organizes numerous awareness-raising meetings with producers and monitors activity in the fields.
- HM.CLAUSE India also used the occasion of World Day Against Child Labor to organize events to raise awareness of this issue among local residents, as part of the ECHO (Enabling Child and Human Rights with Seeds Organizations) program. Indeed, HM.CLAUSE India is an active member of, and one of the main contributors to, ECHO, which was launched in 2018 in India to address this issue.
- Lastly, the company regularly discusses these issues with a wide range of stakeholders, including government and local authorities, other locally active seed companies and their federations, and NGOs such as UNICEF locally and Advocating Rights in South Asia (Arisa).

As regards combating sexual harassment, HM.CLAUSE India has an internal procedure for collecting and handling reports, called POSH (Prevention of Sexual Harassment). The system is managed by the Internal Complaints Committee (ICC). Training sessions have been organized for all employees, even those without Internet access, with the aim of raising awareness of this subject and of the responses provided by HM.CLAUSE India.

3. Deploying a responsible purchasing policy for our suppliers



Theme related to non-financial risks

Responsible Purchasing policy

Approach

As regards supplier relations, Limagrain strictly meets criteria for non-economic dependency and coordinates a substantial part of its procurement and purchasing conditions through a dedicated internal organization, the Group Purchasing Coordination department, which incorporates representatives from different Business Units structured into Steering Committees by service or product category.

As it is convinced that supplier relations are an important lever for creating value, the Group Purchasing Coordination department regularly changes its processes to include social-environmental criteria on the basis of responsible purchasing referentials.

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. The department also issued a *Request for Information* (RFI) to all its active and potential suppliers, to gather more information about them and identify any inherent risks. The RFI, which was fully digitized during this fiscal period and is currently 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

- 94.4% of the 160 suppliers evaluated by the Group Purchasing Coordination Department have declared that they are pursuing a CSR policy, with 20.6% declaring "advanced maturity" in the area.

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. A Purchasing Ethics Charter has therefore been drawn up to formalize an individual undertaking not to give in to bribery or any other unethical practices. It has been signed by over 450 buyers working for 20 Group companies.



Finally, in order to monitor the performance of its responsible purchasing more closely, the Group has embarked on a process to define the relevant indicators, which will be rolled out over the 2023-2024 fiscal period. The first of these is compliance with payment deadlines, which is a key component of the supplier relationship. Calculated on a company-by-company basis, the Limagrain Holding Group reported 93.1% of invoices paid on time for the 2022-2023 fiscal period, up from 90.3% the previous period.

4. Protecting data and information systems



Non-financial risk

Cyber attacks

Information systems now play a crucial and growing role in all the Group's activities. This dependence exposes the Group to the risk of cyber-attacks, which could lead to destabilization, data theft or fraud.

Approach

Aware of the importance of foreseeing and reducing cybersecurity risks, the Group has set up an ambitious Information Systems Security (ISS) program. It is formalized by a cybersecurity policy, an application manual and guidelines accessible to all internal employees.

To manage this program, a dedicated team of experts has been appointed to work with all Group players to ensure business continuity and the preservation of sensitive information.

Coordination and deployment



This proactive, global approach is coordinated mainly by the Cybersecurity team, while also involving the IT teams and Cyber delegates from the various Business Units.

The program comprises a range of key projects:

- **ISS dashboard:** A dashboard and governance is set up to monitor strategic indicators linked to cybersecurity and to lead the program.
- **Awareness and training:** An awareness program is integrated into the strategy. It includes training and testing exercises, such as phishing simulations and password robustness tests.
- **Security-by-design:** Security now forms an integral part of every IT project from the outset, thanks to the "Security by Design" process based on IT governance driven by enterprise architecture.
- **Crisis management and business continuity:** Crisis management, business continuity and recovery procedures have been drawn up to prepare for a range of threat scenarios, including ransomware attacks. Regular exercises test the effectiveness of these procedures.
- **Security Operation Center (SOC):** A security monitoring center has been set up to detect, identify and rapidly address cybersecurity incidents on a 24/7 basis.

Cybersecurity: everyone is concerned!

Since every user is potentially a weak link in the IT system, an extensive cybersecurity training program was launched in June 2022 for 8,800 targeted users.

A ransomware awareness video and a message from Executive Management, the program's sponsor, launched this e-learning cycle. During the 2022-2023 fiscal period, each month a new module, accompanied by a special screen background, explored a cybersecurity-related theme, with tutorials and a quiz to check comprehension of the subject.

Steering by the management chain and the regular publication of indicators have resulted in an excellent 94% participation rate.

The program will continue through the 2023-2024 fiscal period on a quarterly basis, with regular checks to verify that the right behavior is still being adopted.

Key performance indicator

86% of users demonstrate appropriate and cautious behavior during phishing awareness tests (including the ability to detect an attack).

Key results indicators

- 569 external vulnerabilities resolved
- 2 security incidents with a significant business impact resolved; the Security Operation Centre deals with 1,000 incidents with a minor business impact per month.
- 81% correct answers in the e-learning quiz

Summary table of key indicators and targets

CSR theme	Themes	Key indicators	2023-2024 data	
Acting in accordance with Limagrain's Ethical Principles and Code of Conduct	Disseminating and enforcing business ethics <i>Target on 31.12.2021: 75% employees with Internet access successfully completed the e-learning course</i>	As of June 30 th , 2023, the number of employees with Internet access who had completed and validated the code of conduct e-learning course	4,340, equating to around 2/3 of employees with Internet access	
	Deploying a responsible purchasing policy for our suppliers	Proportion of suppliers evaluated by the Purchasing Coordination Department declaring that they are pursuing a CSR policy	94.4%	
	Protecting data and information systems		Proportion of users demonstrating appropriate behavior during phishing awareness tests (including the ability to detect an attack)	86%
			No. of external vulnerabilities corrected	569
			No. of major security incidents resolved	2

3.8 Engaging with the local communities surrounding our sites

Approach

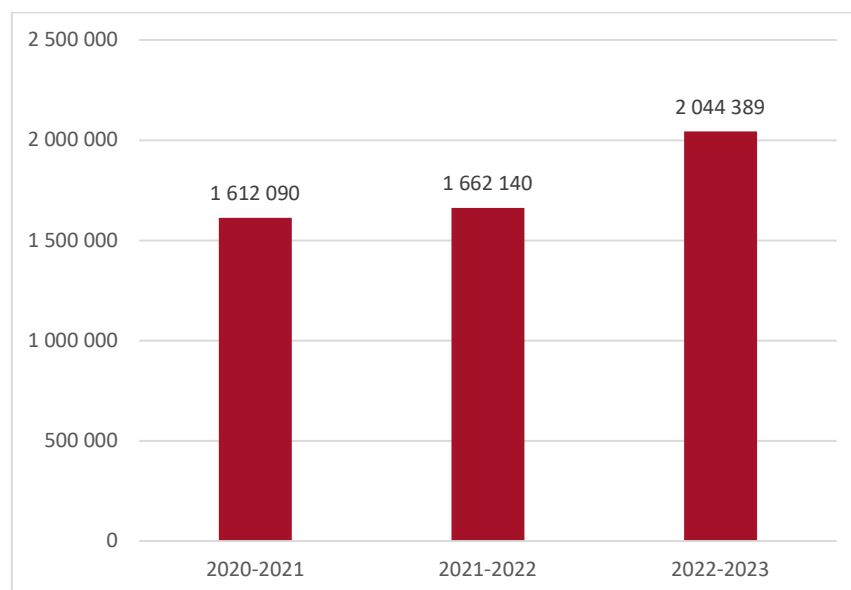
The need to adapt to different soil and climate conditions, the vital need to manage risks, and the desire to be close to its markets, all explain Limagrain's choice of a local organization in twelve Business Units, and its presence in 53 countries. The choice of area for sites, whether for research 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 stations in the center of agricultural regions, and spreads its seed production over all continents. In rural areas, Limagrain thus contributes to the activity of farms and to the expansion of permanent and seasonal employment, as well as subcontracting.

Subsidiaries and sites are highly engaged with the communities in the areas where they are based, taking into account the diversity of cultures and their specific characteristics. On the basis of its 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.

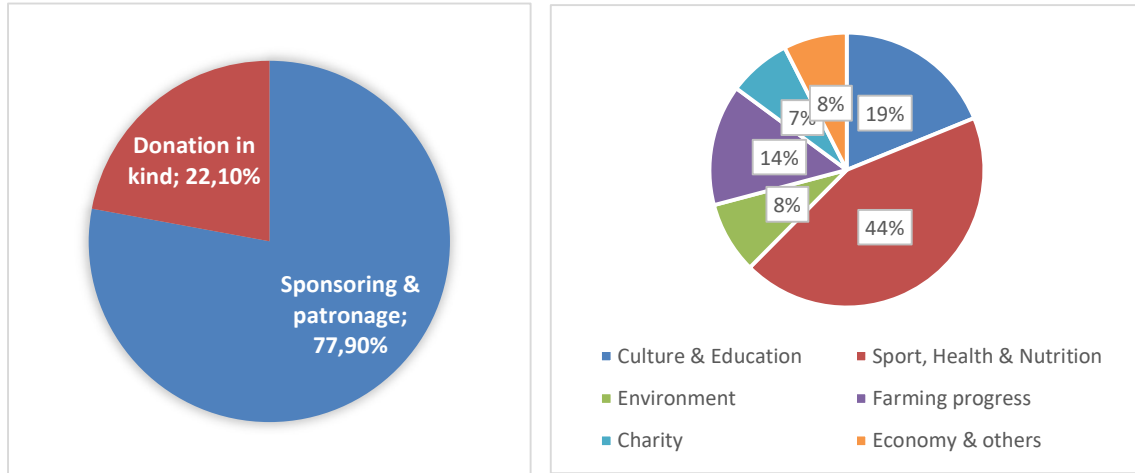
Key performance indicator

- €2,044,389 were dedicated to charitable actions, with 22.1% in donations and 77.9% in financial support.

Changes in societal engagement expenditure between 2020-2021 and 2022-2023:



Breakdown of 2022-2023 societal engagement expenditure per type and field:



Deployment

1. Engaging in Limagrain's area of origin

The Limagne-Val d'Allier plain is the cradle of Limagrain and home to the 1,300 associated cooperative members. Deeply attached to this area and implementing the 7th cooperative principle (community involvement), Limagrain supports its development, as well as interacting with the 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. Through its choice of certain sites, in particular its headquarters in Saint-Beauzire and the construction of the new Limagrain Ingredients mill in Ennezat (see chapter 3.1), Limagrain demonstrates its determination to contribute to the economic vitality and attractiveness of its region. Limagrain has many sites in the Auvergne Rhône-Alpes region, including in Clermont-Ferrand, Lyon and Valence regions and employs 2,187 permanent staff.

Key performance indicators

- 2nd largest private employer in Auvergne with 1 531 permanent employees in Limagne Val d'Allier
- 2 ,87 permanent staff in Auvergne Rhône Alpes

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 manufacturing. 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.

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.



Limagrain has also committed, along with fifteen other companies in Auvergne, to creating the ASM Impulsion Auvergne foundation. Its aim is to promote the benefits of all aspects of sport, and to help social projects to enhance the vitality of the Auvergne area.

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 2022 in the Puy-de-Dôme and Allier, of the 79 young harriers observed in flight, all had benefited from protective measures. Indeed, changes in climate conditions are bringing harvest dates forward, and none of the chicks observed were able to leave the nest before harvest. This is a development that will need to be taken into account in future years.

In 2022, around forty farmers were concerned. The LPO notes that a large majority of them value and are involved in the initiative, and that their practices are enhanced by it. Encouraged by this experience, the partnership has been extended to three other species that also nest on the ground, namely the curlew, the lapwing and the common buzzard.

2. Supporting the regions of all our sites

In line with Limagrain's culture of co-operation, each site maintains a quality dialogue with its key stakeholders and develops a partnership-based approach in its community. In terms of philanthropy, the companies of the Group 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. In terms of sponsorship, they make financial undertakings to organizations linked to their communities and active in a range of fields (see graph p. 67).

Key performance indicators

- Over 150 industrial sites, administrative sites and research stations (with permanent staff)
- 6,138 seasonal workers, equating to 1,441 full-time equivalents



Undertakings by the Group and its employees in the light of recent crises

Initiatives to help with crisis situations arising from the war in Ukraine, the earthquakes in Turkey and Syria, and very recently in Morocco, are described in chapter 2.5.

Vilmorin Mikado develops relationships with local stakeholders.

The development of business often has an impact on the local communities where they are based. At the same time, these communities can also have an impact on the course of business through decisions they may take. Frequently, however, difficulties arise from a lack of mutual understanding of the issues at stake. To turn this relationship into a win-win exchange, Vilmorin Mikado has decided to develop closer ties with the local stakeholders of its headquarters. This involves an increasing number of meetings and visits to its facilities at La Méniltré (France), in order to present the main issues at stake for the company, particularly in relation to legal obligations.

HM.CLAUSE India raises community awareness of biodiversity issues.

Supporting communities can also involve raising awareness on a theme of local importance, such as biodiversity. This was the approach chosen by HM.CLAUSE India in the village of Arjunabettahalli, near Bangalore. With the help of research and the legal department, this biodiversity awareness campaign attracted 150 people from neighboring villages.

Vilmorin Jardin supported the "Action Citoyenne Drômoise" association by donating a hundred boxes of vegetable and flower seeds to create a vegetable garden in an educational area open to the public.

Summary table of indicators

CSR theme	Key indicators	2022-2023 data
Engaging with the local communities surrounding our sites	Amount dedicated to charitable actions	€2,044,389 (with 22.1 % in donations and 77.9% in financial support)
	No. of permanent employees	1,570 in Limagne Val d'Allier 2,187 in Auvergne Rhône Alpes. (2nd largest private employer in Auvergne)
	No. of industrial sites, administrative sites and research stations (with permanent staff)	Over 150
	No. of seasonal workers	6,138 seasonal workers, or 1,441 full-time equivalents

3.9 Fostering societal discussions on seed issues



Non-financial risk

Damage to reputation or image



Theme 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, developments in science and agriculture are currently the subject of heated debate, intensified by social media, as well as geopolitical, energy and health 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 affect a wide range of subjects (including intellectual property, product quality, biodiversity and breeding techniques), take very different forms and could have negative effects on Limagrain's sales, results, image, attractiveness and development prospects.

Key performance indicators

- Approx. 300 employees involved in around one hundred organizations representing the Group's business lines on all continents.
- A budget of between 200,000 and 300,000 euros devoted to "Institutional Affairs" (HATVP declaration¹²)

Deployment

In order to limit the development and scope of criticism and attacks against the Group, as well as their potential impact, Limagrain has introduced measures to mitigate this risk and react in the event of a media crisis.

The Communication and Institutional Relations Department focuses on a number of key actions:

- Limagrain's involvement 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, it actively participates in debates on agriculture and, more specifically, on its seeds business, including intellectual property, access to genetic resources and use of plant biotechnology, especially in the field of scientific research.

¹²In 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). Henceforth, those incurred with local authorities of over 100,000 inhabitants (Region, Département, Communauté d'Agglomération or Commune) must also be declared.

- The strengthening of relations, particularly with European, national, regional and local authorities, in order to present the Group, its business lines and sites, as well as its challenges and risks. This preventive action helps to improve understanding and community outreach in times of crisis and in situations where the intervention of public and local authorities is necessary.



Limagrain traditionally organizes a breakfast during the International Agricultural Show in Paris, attended by the Group's governance, farmer members and representatives of our business lines. This year, an additional meeting was organized on the topic of water, bringing together some thirty institutional partners at the Domaine de Mons (France), who came to discuss the creation and sharing of water resources with Sébastien Vidal, Chairman of the Cooperative and of the Group, and Sébastien Chauffaut, CEO.

- The development of regular communication with targeted media and Internet users to facilitate understanding of the Group and engage in quality dialogue.
- Raising awareness and training the top executives, communicators and spokespeople of the Group. Two crisis communication guides are provided, and specific media-training courses are planned as a preventive measure to prepare for certain sensitive subjects and, in crisis situations, to prepare for statements and speeches.
- Distribution of a press procedure for Limagrain's subsidiaries, enabling them to monitor and supervise media statements and interviews.
- The organization of a crisis communications unit at Group level, responsible for recommending communications strategy and rolling out the communications plan without delay in the event of a crisis. Crisis management exercises are held on a regular basis.
- A dedicated, flexible and multilingual press and web watch (social media, websites, blogs, press, etc.), focusing on foreseeing and identifying image risks, completes the system, monitoring indicators concerning media coverage of Limagrain and its brands.

In addition, tools are provided to support Limagrain's employees, who are the primary vectors of the Group's image, and to guide them in their actions and behavior with a concern for integrity and ethics, most notably the "Ethical Principles and Code of Conduct". Many initiatives have also been undertaken by the Business Units, most of which have led to constructive dialogue with local stakeholders.

Summary table of indicators

CSR theme	Key indicators	2022-2023 data
Fostering societal discussions on seed issues	No. of employees involved in organizations representing the Group's business lines	Approx. 300
	Budget devoted to "Institutional Affairs" (HATVP declaration ¹³)	Between €200,000 and €300,000

¹³ 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). Since 1 July 2022, this obligation has been extended to include local authorities of over 100,000 inhabitants.

4: Limagrain in numbers

4.1 Limagrain's corporate data

History of permanent headcount per business line

	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
2022-2023	380	2,855	4,017	227	372	1,330	358	9,539
2022-2023 in %	4.0	29.9	42.1	2.4	3.9	13.9	3.8	100.0

Breakdown of permanent headcount and interns 2022-2023 per division and geographical area

	Research & Development	Sales & Marketing	Logistics & Production	Support Functions and General Management
Employees in %	23.0	22.8	36.2	18.0
Interns in %	48.5	12.9	23.2	15.4

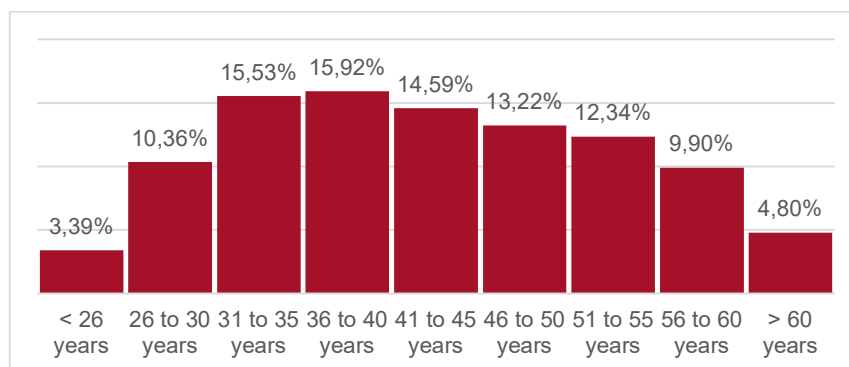
	Europe (including France)	Americas	Middle East & Africa	Asia & Pacific
Employees in %	63.8 (44.5)	12.8	8.6	14.8
Interns in %	56.2	21.6	17.3	4.9

Breakdown of permanent staff by status and gender

	Men	Women	Managers ¹⁴	Non-managers ¹²
% Total headcount	60.7	39.3	32.1	67.9
% top executives	84	16		
% executive managers	70	30		

¹⁴ 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 of permanent employees



Recruitments and departures

Recruitment	Tenures	% tenures		
1,252	323	25.8 %		
Recruitment excluding tenure	Managers	Aged under 26	Young graduates	
929	26.8 %	12.2 %	3.0 %	

Departures	Retirement	Resignations	Redundancies	Other
1,052	11.0 %	51.9 %	11.7 %	25.4 %

Work safety

	TF1	TF2	SR
2020-2021	6.77	9.80	0.21
2021-2022	7.94	10.57	0.24
2022-2023	6.41	8.90	0.22

Training

No. of training hours	% of permanent staff trained	Training budget	% of training budget / total payroll
158,919 hours	76.6%	3.6 million euros	0.77%
Business expertise	Health & Safety	Management	Other
27.2%	33.4%	16.4%	23.0%

4.2 Limagrain's environmental impact

History of environmental aggregates

		Water		Energy		Greenhouse gases	Waste
		m ³ (thousand)	m ³ /€1000 revenue	GWh	kWh/€1000 revenue	tCO ₂ e	t
2020-2021	<i>Published</i>	3,012	1.52	526.6	265	98,660	48,273
	Restated	3,011	1.52	556.0	280	104,150	38,739
2021-2022	<i>Published</i>	3,064	1.46	578.0	274	105,144	47,722
	Restated	3,051	1.45	578.6	274	105,778	47,730
2022-2023		3,212	1.31	527.1	215	91,715	38,794

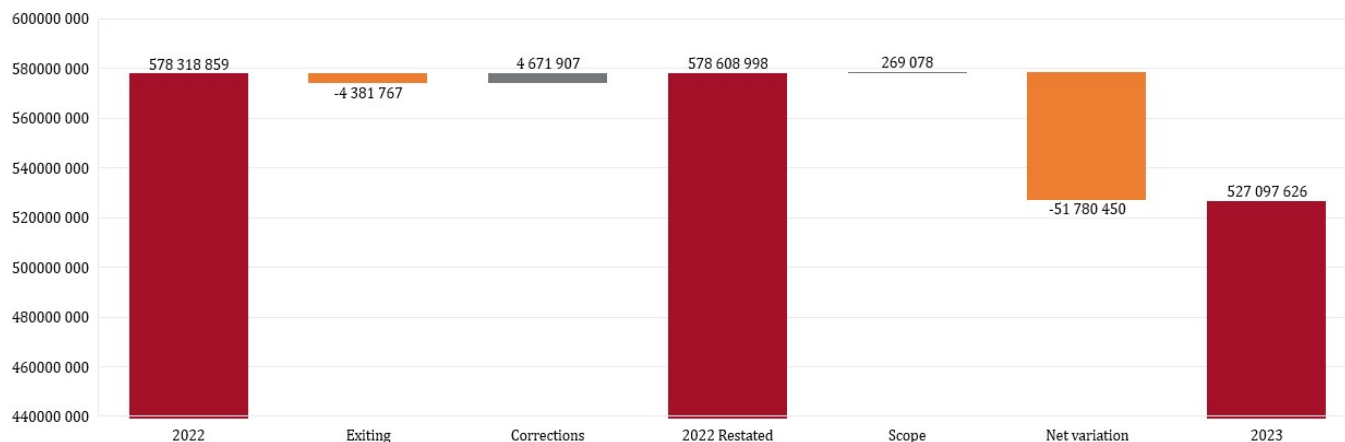
Type of waste

Type of waste	Organic	Non-hazardous	Hazardous	Hazardous water	Total
Tonnage	26,405	8,070	1,474	2,845	38,794
%	68.1	20.8	3.8	7.3	100.0

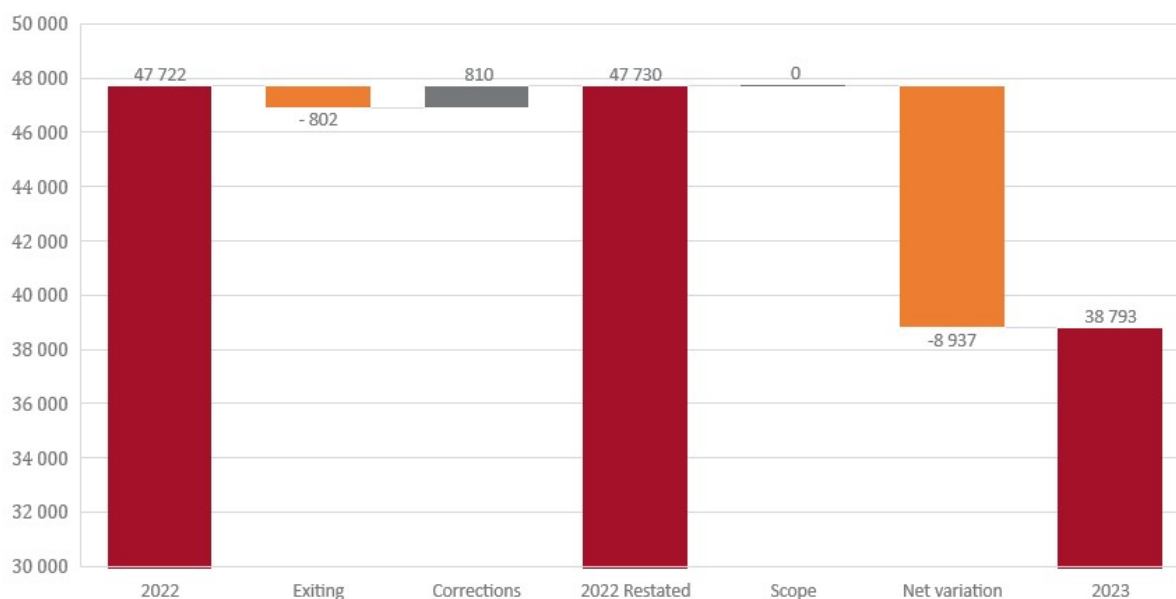
Waste management

Type of treatment	Energy recycling	Material recycling	Landfill	Total
Tonnage	10,921	15,684	12,189	38,794
%	28.2	40.4	31.4	100.0

Restatement of energy consumption (kWh)



Restatement of waste production (t)

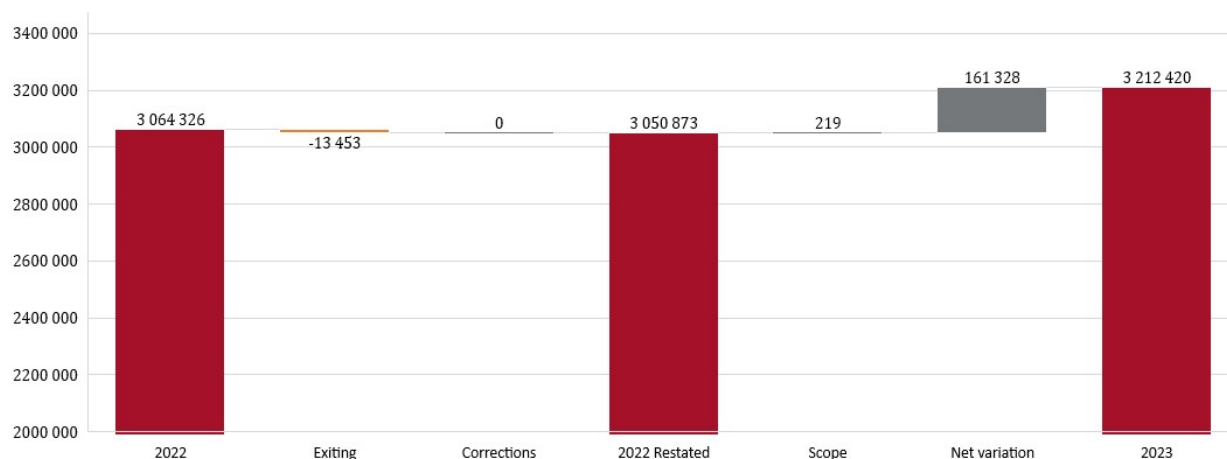


Key to restatement graphs:

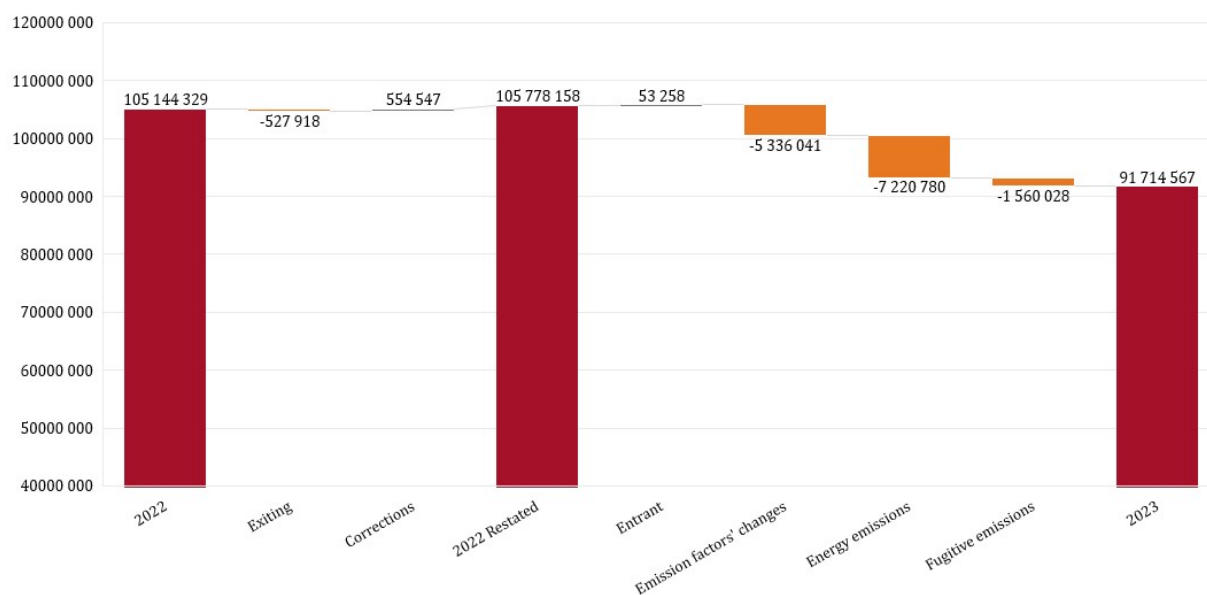


- Correction: impact of the modification of some values for the previous fiscal period, which proved to be erroneous with respect to the audited figures for the period
- Factors: impact related to the change in emission factors for calculating greenhouse gas emissions
- Scope: impact of companies entering the Limagrain scope in the 2022-2023 fiscal period
- Exiting: impact of the restatement of data for the previous fiscal period for companies leaving the Limagrain scope during the period
- Net variation: changes on a comparable basis

Restatement of water consumption (m³)



Restatement of greenhouse gas emissions (tCO₂e)



Key to restatement graphs

INCREASE

DECREASE

TOTAL

- 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 2022-2023 fiscal period
- Exiting: impact of the restatement of data for the previous fiscal period for companies leaving the Limagrain scope during the period
- Net variation: changes on a comparable basis

Energy and greenhouse gases: Breakdown of consumption and GHG emissions by energy source (Scopes 1 and 2)

Source	Consumption (kWh) 2022-2023	%	GHG emissions (kgCO ₂ e) 2022-2023	%	% WITH refrigerants
Electricity- location based ¹⁵	181,586,296	34.5	26,351,334	29.4	28.7
Electricity- market based	13,665,360	2.6	0	0.0	0.0
Mains gas	174,671,194	33.1	32,663,513	36.4	35.6
Diesel for mobile sources	56,899,884	10.8	14,452,570	16.1	15.8
Renewable energies	33,724,035	6.4	0	0.0	0.0
Mobile fuel	21,811,810	4.1	5,522,798	6.2	6.0
Other gas consumption	26,221,856	5.0	5,926,454	6.6	6.5
Other fuel consumption	13,537,817	2.6	3,489,398	3.9	3.8
Other	4,979,374	0.9	1,305,610	1.4	1.4
TOTAL Energy	527,097,626	100.0	89,711,687	100	97.8
Fugitive emissions	N/A		2,002,880		2.2
Total Scope 1			64,856,172		70.7
Total Scope 2			26,858,395		29.3
TOTAL Scopes 1 and 2 WITH fugitive emissions			91,714,567		100.0

GHG emissions from transport in France:

25,257 tCO₂e

Greenhouse gas emissions caused by transport directly and indirectly borne by French companies, with the exception of Vilmorin-Mikado France, for which all transport taken into account originates and/or terminates in France (i.e. excluding cross-trading).

¹⁵ Limagrain's Scope 1 and 2 emissions are calculated according to the methodology published by the GHG Protocol ("The Scope 2 Guidance") and monitored using the CO₂ location-based indicator. For the supply of wind-generated electricity through a PPA that began on 01/01/22, emissions are calculated on a market-based basis. Scope 1 and 2 emissions include emissions linked to refrigerant gas leaks.

Water: Breakdown consumption per origin

Origin	Well	Surface	City network	Total	Rain ¹⁶
Consumption in m ³	1,764,545	948,132	499,743	3,212,420	76,004
%	54.9	29.5	15.6	100.0	

Breakdown of consumption per business line

% of the business line / Group total	Limagrain Coop	Field Seeds	Vegetable Seeds	Garden Products	Ingredients	Bakery Products	Holdings
Energy	9.4	20.6	25.0	0.8	19.6	24.5	0.1
Water	0.8	36.7	54.8	0.1	3.5	4.1	0.0
Waste	20.1	34.2	34.6	0.5	4.1	6.5	0.0

4.3 Limagrain's societal impact

Expenditure on Institutional Affairs

	Expenditure bracket declared to the HATVP ¹⁷
2020-2021	Between €200,000 and €300,000
2021-2022	Between €200,000 and €300,000
2022-2023	Between €200,000 and €300,000

Expenditure on societal commitment

	Societal commitment (million €) ¹⁸	% of revenue
2020-2021	1.612	0.81
2021-2022	1.662	0.79
2022-2023	2.044	0.83

¹⁶ Rainwater refers to the rainwater collected by facilities implemented on certain sites.

¹⁷ 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). Since July 1st, 2022, this obligation has been extended to include local authorities of over 100,000 inhabitants.

¹⁸ Expenditure on patronage, sponsorship and donations in kind

5: Methodological note

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

- regulatory measures linked to article R. 225-105-1 of the French Code of Commerce,
- the principles and recommendations of the ISO 26000 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 1st to June 30th).

5.1. Scope

The objective of the reporting scope is to be representative of Limagrain's activities.

However, given the circumstances and the relatively small share of these companies in the Group, the environmental reporting does not take into account data relating to the Ukrainian subsidiaries: Hazera Ukraine and Limagrain Ukraine.

For fiscal year 2022-2023, reporting coverage is as follows:

	% of coverage of Limagrain's consolidated sales for 2022-2023	% of coverage of the sales for 2022-2023 of entities with an industrial site ¹⁹
Social reporting	100	100
Societal and environmental reporting	99	100

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

	% of coverage of Limagrain's consolidated sales for 2022-2023	% of coverage of the sales for 2022-2023 of entities with an industrial site
"Energies" reporting	98.7	100.0
"Water" reporting	92.1	99.4
"Waste" reporting	88.3	96.6

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.

¹⁹ 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 available on 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 (social and environmental data),
- assistance with waste-related information,
- energy conversion factors,
- 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: $((\text{Number of permanent hirings} + \text{Number of permanent departures}) / 2) / \text{Total permanent headcount}$

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

As from fiscal period 2022-2023, absenteeism²⁰ is calculated using the formula: $\text{Number of calendar days of absence of permanent employees in the period} / \text{number of calendar days in the period} \times \text{the average permanent headcount for the period}$.

The hours worked taken into account in the TF and SR calculations are mainly the actual hours worked, but to ensure the exhaustive nature of the scope, the number of paid hours and the number of legal working hours are also accepted.

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 relies on:

- the Group CSR Department that coordinates the Business Units, consolidates all the non-financial data and ensures consistent societal and environmental data,
- the Group Human Resources Department, which ensures the consistency of social data,
- a network of "Business Unit coordinators" who coordinate and contact the subsidiary companies as well as validate their data,

²⁰ For the 2022-2023 fiscal period, data was recorded on the basis of "days worked". Given their very limited number, they have been integrated without restatement.

- “company representatives” named by the Business Unit coordinators, who enter the data for their company and supply supporting documents,
- “site representatives” named by the Business Unit coordinators, who transfer data for their site and supply supporting documents.

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

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

External checks

For fiscal year 2022-2023, reporting procedures for non-financial indicators were checked externally by Grant Thornton. Audits were carried out, based around a selection of social, environmental, and societal indicators in eight companies within eight Business Units that are representative of Group activity, in order to validate the overall quality and credibility of the reporting system. The changes in travel practices triggered by the Covid 19 crisis and its consequences have led to remote auditing being introduced. Among the audited companies listed below, those where the auditors traveled to the site are marked with an asterisk (*):

- HM.CLAUSE India* (Vegetable Seeds),
- Limagrain Nederland* (Netherlands, Field Seeds),
- Limagrain India* (Field Seeds),
- Limagrain Zaad South Africa* (Field Seeds),
- Limagrain Brazil (Brazil, Field Seeds)
- Vilmorin Mikado France* (Vegetable Seeds),
- Milcamps (Belgium, Bakery Products)

The type of work carried out and the related conclusions are presented in a specific statement (see chapter 6). The glossary of indicators is available on request.

6: Independent Third Party Report



Independent third party report, on the verification of the consolidated statement of non-financial performance

Fiscal period ending 30 June 2023

Limagrain SCA

Société Coopérative Agricole (Agricultural Cooperative Company)

with capital of €11 786 528

Rue Henri Mondor

63360 Saint-Beauzire

Grant Thornton

A Simplified Joint-Stock Company in Chartered Accountancy

and Auditing Services

with share capital of €2,297,184

registered with the Ordre of

Paris Ile de France and Member

of the Compagnie Régionale de Versailles

632 013 843 RCS Nanterre

29, rue du Pont

92200 Neuilly-sur-Seine

Independent third party report, on the verification of the consolidated statement of non-financial performance

Limagrain SCA

Fiscal period ending 30 June 2023

Dear Members,

In our capacity as auditor registered on the list provided for by Article L.822-1 of the French Commercial Code, appointed as the independent third-party body of your agricultural cooperative Limagrain (hereinafter the "entity"), accredited by Cofrac Inspection, no.3_2122 (scope available on www.cofrac.fr), we have performed an assignment for the purpose of issuing a reasoned opinion expressing a conclusion of moderate assurance on the historical information (observed or extrapolated) of the consolidated statement of non-financial performance, prepared in accordance with the entity's procedures (hereinafter the "Reporting Criteria"), for the fiscal period ended 30 June 2023 (hereinafter respectively the "Information" and the "Statement"), presented in the Group's 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

Based on the procedures we have implemented, as described in the "Nature and scope of our work" section, and on the information we have obtained, 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 Reporting Criteria.

Preparation of the Statement of Non-financial Performance

The absence of a generally accepted and commonly used frame of reference, or of established practices on which to base the assessment and measurement of Information, allows the use of ranges that are different but acceptable, and which may affect comparability between entities and over time.

Consequently, the Information must be read and understood with reference to the Reporting Criteria, the key elements of which are presented in the Statement.

Limitations inherent in compiling the Information

The Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and 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.

As explained in the Statement, the units used for absenteeism data are not harmonized across the entire scope (mix between calendar days and working days suspected on part of the scope, generating a margin of error that we estimate to be around 10% on the consolidated result).

CO₂ emissions linked to the transport of goods are collected for the first year. As such, the collection and calculation methods are still being rendered more reliable.

Responsibility of the entity

Management is responsible for:

- selecting or establishing appropriate criteria for the preparation of the Information;
- drawing up a Statement that complies with legal and regulatory requirements, including a presentation of the company's business model, a description of the main non-financial risks, a presentation of the policies applied to address these risks and the results of these policies, including key performance indicators and the information required under Article 8 of Regulation (EU) 2020/852 (green taxonomy);
- drawing up the Statement in accordance with the entity's Reporting Criteria specified above; and
- implementing the internal control procedures it considers necessary to ensure that the Information is free from significant misstatement, whether due to fraud or error.

The Statement has been drawn up by Board of Directors.

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:

- compliance of the Statement with the provisions of Article R. 225-105 of the French Commercial Code;
- the sincerity of the historical information (observed 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 authorized to be involved in drawing up said Information, as this could compromise our independence.

It is not our responsibility to comment on:

- compliance by the entity with other applicable legal and regulatory provisions (in particular with regard to the information required under Article 8 of Regulation (EU) 2020/852 (green taxonomy) and the due diligence plan)
- the sincerity of the information provided for in Article 8 of Regulation (EU) 2020/852 (green taxonomy);
- the compliance of products and services with the applicable regulation.

Applicable regulations and professional standards

The assignment described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code, and the professional standards of the Compagnie Nationale des Commissaires aux Comptes (hereinafter the “CNCC”) relating to this type of assignment, in particular the technical opinion of the CNCC, *Intervention of the Statutory Auditor - Intervention of the Independent Third Party - Non-Financial Performance Statement*, with our verification program submitted at the start of the assignment and with international standard ISAE 3000 (revised)²¹.

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) of auditors. In addition, we have implemented a quality control system, including documented policies and procedures to ensure compliance with applicable laws and regulations, ethical rules and the professional standards of the CNCC relating to this assignment.

Means and resources

Our work mobilized the skills of six people and took place between August and October 2023 during a total period of twelve weeks.

To assist us in performing our work, we called upon specialists in sustainable development and societal responsibility. We conducted around twenty interviews with those responsible for drawing up the Statement, including representatives from Executive Management, CSR, Human Resources, Health & Safety, Environment, Purchasing and Communications.

Nature and scope of the work

We planned and performed our assignment taking into account the risk of significant misstatement of the Information.

We believe that the procedures we have performed, in the exercise of our professional judgment, enable us to provide a moderate level of assurance:

- we obtained an understanding of the activities of all the entities included in the scope of consolidation and of the statement of the main risks;
- we assessed the suitability of the Reporting Criteria with respect to their relevance, completeness, reliability, neutrality and understandability by taking into consideration, where relevant, the best practices of the industry;

²¹ ISAE 3000 (revised) - *Assurance engagements other than audits or reviews of historical financial information*

- we verified that the Statement covers each category of the information required under III of Article L. 225-102-1 of the French Commercial Code relating to social and environmental matters, and includes, where necessary, an explanation of the reasons for the absence of the information required under paragraph 2 of III of Article L. 225-102-1 of the French Commercial Code;
- we verified that the Statement includes the information required under II of Article R. 225-105 of the French Commercial Code, where relevant to the main risks;
- we verified that the Statement presents the business model and a description of the main risks associated with the activities of all the entities included in the scope of consolidation; including, where relevant and proportionate, the risks created by their business relationships, their products or services, as well as their policies, actions and results, including key performance indicators relating to the main risks;
- we verified that the Statement includes a clear and reasoned explanation of the reasons for the absence of a policy concerning one or more of these risks, in accordance with Article R. 225-105 I of the French Commercial Code;
- we consulted documentary sources and conducted interviews to:
 - assess the process used to select and validate the main risks, together with the consistency of the results and the key performance indicators with respect to the main risks and policies presented, and
 - corroborate the qualitative information (actions and results) that we considered the most important, presented in Appendix 1. For certain risks (nonconformity of product quality, including food safety; harm to reputation and image) our assignment was performed at the level of the consolidating entity. For other risks, this was performed at the level of the consolidating entity and in a selection of entities²²;
- we verified that the Statement covers the consolidated scope, namely all the entities included in the scope of consolidation in accordance with Article L. 233-16 of the French Commercial Code with the limits specified in the Statement;
- we inquired about the existence of internal control and risk management procedures implemented by the entity and assessed the collection process ensuring the completeness and fairness of the Information;
- we implemented for the key performance indicators and other quantitative results that we considered to be the most important, presented in Appendix 1:
 - analytical procedures to verify the correct consolidation of the data collected as well as the consistency of their evolutions;
 - detailed tests, based on sampling or other selection methods, consisting of checking the correct application of the definitions and procedures and reconciling the data with the supporting documents. This work was carried out with a selection of contributing entities and covers between 17% and 27% of the consolidated data selected for these tests;

²² HM.CLAUSE India (India, Vegetable Seeds); Limagrain Nederland (Netherlands, Field Seeds); Limagrain Zaad South Africa (South Africa, Field Seeds); Limagrain Brazil (Brazil, Field Seeds); Vilmorin Mikado France (France, Vegetable Seeds); Milcamps (Belgium, Bakery Products); Limagrain Ingredients (France, Cereal Ingredients); Hazera Nederland (Netherlands, Vegetable Seeds)

- we assessed the overall consistency of the Statement based on our knowledge of all the entities included in the scope of consolidation.

The procedures performed as part of a moderate assurance assignment are less extensive than those required for a reasonable assurance assignment carried out in accordance with the professional standards of the CNCC; a higher level of assurance would have required more extensive verification work.

Neuilly-sur-Seine, 23 October 2023

Independent third-party
Grant Thornton
French member of Grant Thornton International

Françoise Mechin
Partner

Bertille Crichton
Partner, Sustainable Transformation

Appendix 1: information deemed to be the most important

Information regarding employees	
Quantitative information <i>(including key performance indicators)</i>	Qualitative information <i>(including actions or results)</i>
<ul style="list-style-type: none"> – Total headcount and breakdown by type of contract, gender and geographic area – Number of seasonal workers (FTE) – Number of new hires and departures – Staff turnover – Average number of training hours per employee – Number of training hours and number of employees trained – Absenteeism rate – Accident frequency rate with lost time (TF1) – Accident severity rate 	<ul style="list-style-type: none"> – Health and safety of employees in the workplace – Ensuring high-quality social dialogue – Developing and keeping talent – Promoting diversity and inclusion
Environmental information	
Quantitative information <i>(including key performance indicators)</i>	Qualitative information <i>(including actions or results)</i>
<ul style="list-style-type: none"> – Water consumption – Volume of waste water (hazardous and non-hazardous) – Energy consumption – Greenhouse gas emissions (scope 1 and 2) – Refrigerant fluid leaks – Quantity of waste generated by type of waste and by type of treatment 	<ul style="list-style-type: none"> – Preventing, recycling and disposing of waste – Lowering our energy consumption and greenhouse gas emissions – Saving water and controlling water emissions
Societal information	
Quantitative information <i>(including key performance indicators)</i>	Qualitative information <i>(including actions or results)</i>
<ul style="list-style-type: none"> – Expenditure on societal commitment – Expenditure on Institutional Affairs 	<ul style="list-style-type: none"> – Combating food waste and food insecurity – Respecting human rights and the rights of children – Deploying a responsible purchasing policy for our suppliers – Supporting the regions of all our sites

HEADQUARTERS

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