

# CSR highlights 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 4<sup>th</sup> 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 countries<sup>(1)</sup>.

## Key figures



**€2,451**  
million  
**IN REVENUE**

**1,300**  
**COOPERATIVE**  
**MEMBERS**

**257**  
**NEW VARIETIES**  
**LAUNCHED**  
and around

**€775**  
million  
**IN REVENUE**  
**FROM STRATEGIC**  
**PARTNERSHIPS<sup>(1)</sup>**

**9,539**  
**EMPLOYEES**  
worldwide and  
**84 NATIONALITIES**

**6,000**  
**VARIETIES**  
**MARKETED**



**158,919**  
**HOURS OF**  
**TRAINING**  
for a 3.6 million  
euro budget

**8.9**  
**Accident frequency rate**  
**with and without lost**  
**time**

**18.4**  
**MILLION EUROS**  
**of profit-sharing and**  
**incentive payments**



**€100,000**  
**PAID**  
**in sponsorship to**  
**biodiversity organizations**

**38,794**  
**TONS OF WASTE**  
**PRODUCED,**  
of which 68.6% is recycled  
or recovered

**91,714**  
**TONS OF CO<sub>2</sub>e**  
**emitted (Scope 1 & 2)**

**527.1**  
**GWh OF ENERGY**  
**used, of which 6.4%**  
**is renewable energy**

**3,212,420**  
**M<sup>3</sup> OF WATER USED,**  
**of which 499 543 m<sup>3</sup>**  
**is mains water**



**€2 M**  
**IN PHILANTHROPY**  
**AND SOCIETAL**  
**INITIATIVES**

All the French bakery products and ingredients companies hold  
**FOOD SAFETY CERTIFICATIONS**  
(BRC, IFS, FAMI-QS or ISO 22 000 FSSC)

Key figures from Limagrain's 2023 statement of non-financial performance

<sup>(1)</sup> Group sites and strategic partners

NB: Strategic partners: Associated companies in which Limagrain holds over 30% of the capital: AgReliant, AGT, Canterra Seeds, Carthage Génétique, Genective, Hengji Limagrain Seeds, Prime Seed Co, Soltis.

**TO ACCESS**  
**THE 2023 CSR**  
**REPORT**



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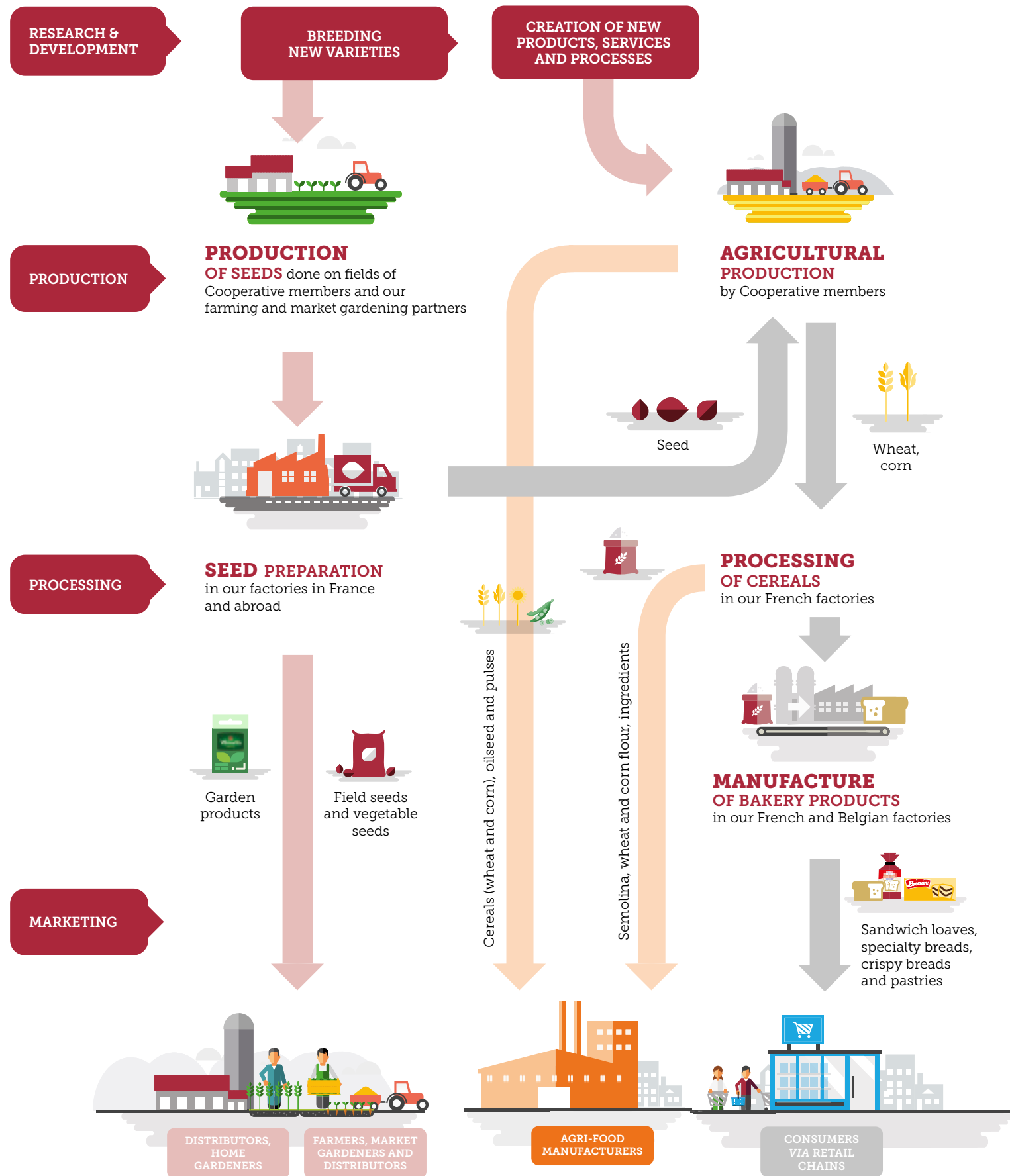
**Photo credits:**

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**Translation:**

Into Nations

# The value creation model



## Resources

- 85.6% of the Group's capital is held by the Cooperative, creating a highly stable share ownership
- Since its origin, a high proportion of profits are reinvested into the development of Limagrain
- Portfolio of recognized brands
- 301 million euros<sup>(1)</sup> invested in research
- Almost 60 years experience in plant breeding and seed production
- Active contribution to preserving the genetic diversity of grown species
- 46,500 ha of agricultural production under contract in Limagne-Val d'Allier
- Numerous scientific, industrial and commercial partnerships

## Contributions

- 12 millions euros redistributed locally to cooperative members in the form of discounts, dividends, interest and quality bonuses linked to the Production Charter
- 18.4 million euros of profit-sharing and incentive payments for employees
- Around 6,000 varieties marketed
- Participation in genetic resource conservation networks and more than €100,000 in sponsorship paid to biodiversity organizations, including the Crop Trust
- 5.3 million euros invested in lowering the environmental impact in 2022-2023
- 2 million euros in philanthropy and societal initiatives
- Development of the Clean label<sup>(2)</sup> by Limagrain Ingredients
- Contributions to increased food production related to genetic progress made by new varieties

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

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

# CSR strategy



When Limagrain rolled out its first Group CSR program in 2012, it also signed up to the Global Compact, the voluntary commitment framework introduced by the United Nations. This approach to continuous improvement has enabled the Group to create value for its 1,300 cooperative partners, 9,539 employees and its stakeholders. Limagrain thus contributes to several Sustainable Development Goals through its seed and agri-food activities, via specific initiatives, such as agri-food integrated chains, innovations, health and safety programs, social policy, societal commitments, environmental policies and business ethics.

## Deploying the social responsibility program

Limagrain formally drew up its first Corporate Social Responsibility program in 2012. The approach structured the issues that the Group was already addressing through its activities, daily actions and relations with stakeholders, guided by its values of Audacity, Progress, Perseverance and Cooperation. The third CSR program was defined in 2019 in line

with the challenges arising from the materiality matrix and consistent with the ISO 26000 standard (applied to the agri-food sector) and the ten principles of the Global Compact. The strategic reflections unveiled at the end of 2023 highlight the CSR issues chosen for the coming years.

Parallel to the Group's 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 areas of focus of Limagrain's CSR program



### ECONOMIC

- Helping the sustainable performance of cooperative members' farms
- Proposing innovative, responsible solutions based on plant genetics



### ENVIRONMENTAL

- Preserving and enhancing plant biodiversity
- Limiting the environmental impact of its activities



### SOCIAL

- Creating an environment conducive to professional growth
- Promoting a shared culture<sup>(1)</sup>



### SOCIETAL

- Engaging with local communities around the Group's site
- Acting in accordance with our Ethical Principles and Code of Conduct
- Fostering societal discussions on seed issues<sup>(1)</sup>

<sup>(1)</sup> Issues to be found in the 2023 Statement of Non-financial Performance, available on [www.limagrain.com](http://www.limagrain.com)



## FOCUS ON...

### Endorsement of the Global Compact and contribution to the Sustainable Development Goals

As an agricultural cooperative and seed group run by farmers, Limagrain contributes to the food security of the regions where it operates. Firstly, the integrated chains, which add value to the wheat and corn production of the Cooperative members, 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 considerable responsibility, Limagrain endorsed the Global Compact in 2013 and publishes its progress on human rights, international labor standards, the environment and the fight against corruption. Limagrain also contributes to several of the Sustainable Development Goals drawn up by the United Nations.



# Helping the sustainable performance of cooperative members' farms



Created and managed by farmers for nearly 60 years, the mission of the Limagrain Cooperative has been to help the sustainable performance of its members' farms from three standpoints, namely economic, social and environmental. Through integrated chains, it provides them with crop areas with high added value market opportunities, as well as remuneration for their commitment to the cooperative, enabling them to work on medium and long-term projects.

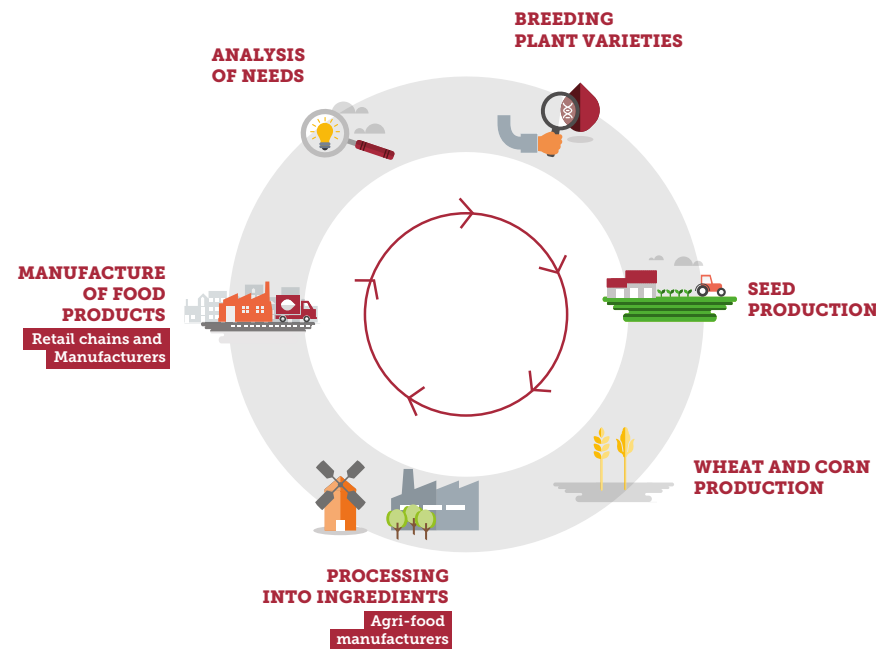
## Our approach

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

On the strength of this capacity, the Limagrain Cooperative has set the objective of ensuring the long-term future of the cooperative members' farms, through:

- The development of new sectors, 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 investing 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 baby leaves through the company VIF, two companies in which Limagrain has taken a capital stake.

## Our integrated cereal chains



## Our 2023 key figures



**1,300**  
cooperative members  
farming in the Limagne-Val d'Allier plain



**46,500**  
hectares of crops under contract (including 22,000 hectares of wheat)



**650**  
farms use crop monitoring computer software

## FOCUS ON...

### The challenges facing agriculture in Limagne

In order to ensure the sustainable performance of farms, Limagrain is working on various aspects related to the conditions of production and adding value to activities.

**Securing access to water:** although water requirements vary according to the climatic conditions of each campaign, water remains crucial for ensuring the quantity and quality of agricultural production. Limagrain therefore supports all initiatives seeking to avoid the risk of drought by mobilizing irrigation that meets the needs of crops, while respecting the needs of other stakeholders.

**Customized cropping:** Farmers are constantly having to adapt to changes in crop production conditions. To better anticipate and document this adaptation, Limagrain has introduced a "Matrix crop system". Its aim is to explore and experiment in the field with the techniques and rotations that will help to maintain agricultural productivity, while adapting to the changes they encounter. Comprising several dozen trial plots, the 'Matrix' enables innovative cropping systems to be tested 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. The initial results, which will be available in 2026 at the earliest, will be used to draw up targeted technical advice for deploying the best-performing cropping systems in the region. Another way of improving farming practices is through the online sharing of cropping itineraries. 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 on crop placement

**Adding value to crops:** Limagrain has launched a "Limagne Charter", a production charter aimed at improving soil fertility, preserving biodiversity, reducing standardized pesticide residues and carbon storage. An analysis of the results of the first campaign (2022 harvest) 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.



# Proposing innovative solutions based on plant genetics

Agriculture is facing many challenges, the greatest of which is meeting the food needs of a growing world population. To meet this challenge, by 2050<sup>(1)</sup> agricultural production has to rise by 60% in a context of scarce resources and more intense climatic variations. With its longstanding expertise in plant breeding and no agrochemical business, Limagrain is convinced that seeds, the first link in the food chain, are able to play a role in meeting these challenges. Through genetics and its new varieties, the Group's ambition is to provide efficient and sustainable solutions for all forms of agriculture.

## Our 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. They 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, as well as improving environmental performance at constant yield.

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.

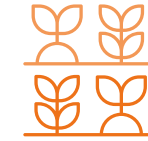
## Our 2023 key figures



**301**  
million euros<sup>(1)</sup>  
invested in **research**



Around  
**6,000**  
varieties marketed



Breeding programs involving  
**58**  
vegetable and field species

## FOCUS ON...



### 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. Ensuring all farmers can access quality seeds is necessary for improving food, especially in subsistence farming. The Group is therefore committed to developing access for small-scale farmers to quality seeds and local species.

Limagrain was the first seed company to support Fair Planet in 2012, supporting the NGO's work with small producers in Ethiopia and Tanzania. Fair Planet develops vegetable production by experimenting with high-performance varieties that are adapted to local climatic and agronomic conditions, and trains growers

in how to use them. Fair Planet's goal, entitled "Bridging the Seed Gap", sets out to break the vicious cycle of poor seed quality, poor vegetable quality, malnutrition and poverty. According to an impact study, 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' expectations.

<sup>(1)</sup> Sources: FAO, Food report 2019, IFPRI 2018.

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

# Creating an environment conducive to professional growth



Limagrain seeks to encourage the development of its employees so that each person can fulfill their potential in their work, enrich their skills and commit to the Group's development. Guided by this objective, the Human Resources policy is based on the Group's values, namely Boldness, Progress, Perseverance and Cooperation, as well as its principles of action - Respect, Accountability, Collaboration and Entrepreneurship - and fundamental commitments, namely respect for human rights, health and safety at work, and quality social dialog.

## Our approach

### 1. Guaranteeing the safety of individuals

Spread over 53 countries and operating in a wide range of environments and conditions, Limagrain's 9,539 employees form part of its most precious assets and none of them should risk their physical or moral integrity in the context of their professional activity. There cannot be sustainable performance without safety. Employee health & safety risks are therefore 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

are the main cause of accidents, in order to effectively prevent workplace accidents.

Limagrain has set a new FR2<sup>(1)</sup> goal of 6 by 2026. To achieve this, a prevention program, focusing on developing and harmonizing a safety culture, strengthening the managerial approach to safety and professionalizing practices, has been rolled out. Limagrain has called on the expertise of DuPont Sustainable Solutions ("dss+") to support the deployment of its program.

### 2. Attracting and retaining all talents

Limagrain's level of performance, particularly in terms of innovation,

is based on jobs that require specific expertise. 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 talent is a major challenge.

Limagrain therefore deploys its employer brand by promoting the Group's culture, unique nature and human values, through a number of initiatives, including the careers section of its website, social networks and school forums. The Group is also developing close partnerships with targeted higher education establishments, including financial support and actions aimed at students and young graduates.

## 2023 key figures

FR2<sup>(1)</sup>:

**8.9**<sup>(2)</sup>

on 30 June 2023

Health & safety training:

**33.4%**

of training hours are dedicated to health & safety

Average number of applicants per published job offer:

**38**

LinkedIn audience:

**11,618**

additional subscribers this year, making a total of 90,776 subscribers on June 30, 2023

Amount paid to employees in incentives and profit-sharing:

**€18.4 M**

or 22.7% of net income

<sup>(1)</sup> FR2 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.

<sup>(2)</sup> Safety reporting covers all employees who have a direct employment contract (permanent contract, fixed-term contract, seasonal contract, professional training contract, 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.

## FOCUS ON...

### Remuneration policy and social benefits

Limagrain offers all its employees a remuneration package that promotes collaboration within the Group and recognizes 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.

In addition to salary, remuneration includes health and provident cover, as well as a profit-sharing scheme, extended on a voluntary basis to all Limagrain's subsidiaries in which over 50% of capital is held.

As regards savings, a Group Savings Scheme (PEG) is offered to French employees, with all operating costs paid by Limagrain. One of the PEG funds is a socially responsible solidarity fund, certified by recognized institutions in the field.

Finally, since January 2023, each employee in France has a Single Retirement Savings Plan (PERU), enabling them to combine all their retirement savings into a single plan.





## Our approach

### 3. Developing and keeping talent

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 also provide employees with prospects for career advancement while developing their employability.

Employee development firstly entails career-long appraisals. 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 detect internal talent, encourage internal mobility and promotion, as well as highlighting pools of potential for key positions and to prepare successions.

Limagrain promotes and values internal mobility, whether geographical or functional, for all its employees. The Group offers a framework that is particularly conducive to career development: the diversity of its business sectors and jobs, as well as its geographical presence in 53 countries, means that employees can pursue individual career paths, and that the 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 mobility. This will be deployed during 2023-2024. A number of international mobility policies have also been drawn up for the whole Group, with advantageous conditions and incentives for employees. They are designed to encourage integration in the host country and the return of employees to their country of origin.

Finally, 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 (the Group scheme for developing skills), divided between Health & Safety, improving business expertise, management and other training.

## 2023 key figures



Turn-over:  
**11.7%**



**76.6%**  
of permanent staff attended at least one training course during the fiscal period



**39.3%**  
**of women** on the permanent payroll, with women accounting **30% of Executive Managers** and **16% of Top Executives**



**Job retention rate for "seniors"** (over 57) World:  
**91.5%**

## FOCUS ON...

### Promoting diversity and inclusion

Diversity and the inclusion of all populations within Limagrain are an integral part of the Group's ambition, as stated in its Ethical Principles and Code of Conduct. 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, namely guaranteeing non-discrimination, committing to gender equality in the workplace and promoting all forms of diversity, in particular cultural and generational diversity.

The 2022-2023 fiscal year was dedicated to launching this program internally, as well as creating a framework to ensure the sustainable implementation of the program, namely creating a Diversity & Inclusion network and drawing up a Diversity & Inclusion Charter. The key performance indicators and goals were also set. Limagrain has set the 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.

In a parallel move, an initial Group-wide initiative has been deployed under this program, involving inclusive management training that is mandatory for all managers and designed to raise awareness of diversity and inclusion issues.



# Preserving and enhancing plant biodiversity

Crop biodiversity makes it possible, through crossbreeding, to create new and improved varieties adapted to food, environmental and societal challenges. 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.



## Our approach

Plant breeding requires access to genetic resources and the use of constantly evolving technologies. As it depends on the plant's vegetative cycle, this breeding process takes an average of 7 to 10 years. 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 is embodied in the *sui generis* system of intellectual property protection specific to seeds, the Plant Variety Certificate. With the same

objective, and 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. The Group is committed to defending this position within the seed industry.

As the genetic diversity of plants has always been the basis of any improvement process, Limagrain takes great care to respect the international rules governing access to genetic resources. Firstly, the Group is committed to preserving plant biodiversity by contributing to the activities of gene banks. Secondly,

in order to constantly enhance the range of varieties, 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. 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.

## Our 2023 key figures



**58**  
vegetable and field crop species selected and 6,000 varieties in the portfolio



**257**  
new varieties marketed



**€100,000**  
of support provided for the gene banks Crop Trust and Ghana (Council for Scientific and Industrial Research – Plant Genetic Resources Research Institute)

## FOCUS ON...

### Limagrain supports gene banks, in particular the Crop Trust and the Svalbard Global Seed Vault in Norway

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

Among the many agreements, Limagrain has chosen to support 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 international rules 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.

# Limiting the environmental impact of its activities



Limagrain is particularly vigilant in limiting the impact of its activities on the environment, and includes the prevention of environmental risks in its risk management policy. The Group therefore implements standards applicable to all its sites throughout the world. This approach also includes good management of the use of natural resources and waste in terms of quantification, optimization and innovation.

## Our approach

### The policy for managing environmental risks prioritizes:

- understanding and respecting Limagrain's external obligations, developing a culture of continuous improvement and operational excellence through employee training, the reporting and analysis of incidents, and the sharing of learning;
- providing innovative solutions, in particular through the creation of seed varieties adapted to the diversity of ecosystems and to global warming, as well as through the dissemination of responsible and sustainable agricultural practices to farmers in all regions;

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

To this end, the Group drew up a special program in 2018 to limit the environmental impact of its activities. It is based on the progressive introduction of an environmental management system applicable to all sites. This program includes four areas of focus that are the subject of specific goals, namely recycling waste, reducing energy consumption and greenhouse gas emissions, optimizing water

consumption and protecting the ecosystems on our sites.

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

## Our 2023 key figures<sup>(1)</sup>



**32.2%**  
of sales revenue is from companies with industrial sites covered by an **environmental management system**



**€5.3 M**  
devoted to **361 initiatives** aimed at **reducing the environmental impacts of sites**



Environmental Standard ISO 14001:  
**3 sites** certified in Israel and Turkey



Energy Standard ISO 50001:  
**2 sites** certified in France

<sup>(1)</sup> The environmental indicators are presented on page 3.

## FOCUS ON...

Some of our initiatives aimed at reducing our greenhouse gas emissions

### Knowing our impact thanks to the carbon audit

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 established and presented during the 2023-2024 financial year.

### Diversifying renewable energy

Under a three-year PPA (Power Purchase Agreement) signed with EDF, all the wind power produced by a wind farm in Moselle (France) was supplied to Limagrain's French sites. Over the fiscal year, this represented 13,665 MWh, or 28.8% of the renewable energies and 2.8% of the non-renewable energies consumed by these sites.



### Focused choices in mobile energies

The year 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. At the same time, the «greening» of vehicle fleets is gathering pace, with an increasing number of electric and hybrid vehicles in company fleets.

# Engaging with local communities

Operating in 53 countries through more than 150 sites, Limagrain contributes to farming activity, the development of permanent and seasonal employment, and subcontracting in rural areas. More generally, thanks to the commitment of its subsidiaries to their local communities, the Group supports the development of these areas and communities in the fields of agriculture, education, the environment, social issues, sports, and even health and nutrition.

## Our approach

Limagrain has very strong attachments to its region of origin and 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.

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, such as the Fondation Université d'Auvergne, the Ecole de Commerce de Clermont-Ferrand or Hall 32, a Clermont-Ferrand school specializing in jobs in industry.

Keen to support the culture of rugby that is so deeply rooted in Auvergne, Limagrain has been supporting ASM-Clermont Auvergne since 2009 as a major sponsor of the club, which has since won the French Championship title twice. In 2021-2022, the Group also committed, along with fifteen other companies from Auvergne, to the creation of the ASM Impulsion Auvergne foundation, which aims to promote the benefits of sport and help with societal projects.

Established on all continents, the Business Units also maintain a quality dialog with their stakeholders and have developed a partnership approach in their communities. In terms of philanthropy, they 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. Finally, the Business Units of the agri-food and vegetable activities regularly donate food products (bread, cakes, flour, etc.) and vegetables to food banks and social structures.

## Our 2023 key figures



**€2,044,389**

were spent on **societal initiatives**, of which 22.1% involved donations and 77.9% financial support



**2<sup>nd</sup> private employer in Auvergne with**

**1,570**

permanent employees in Limagne-Val d'Allier



**6,138**

**seasonal workers**, or 1,441 full-time equivalents

## FOCUS ON...

### Limagrain and its employees ready to help in crisis situations



Recent exercises have been marked by COVID and the conflict in Ukraine. Fiscal year 2022-2023 was also marked by the earthquake in Turkey and Syria. In Turkey, employees of the three vegetable seeds Business Units (Hazera, HM.CLAUSE and VILMORIN-MIKADO) as well as Limagrain Türkiye (Field Seeds) were affected. One Turkish employee and his wife lost their lives, and 21 other families suffered damage, sometimes extensive, to their homes.

In such cases, Limagrain systematically contributes to joint or specific actions designed to improve the situation of the employees and communities concerned. In addition, staff throughout the Group are called upon to show their generosity by contributing to these actions. In Turkey, for example, €52,000, of which €12,000 came from employees, were divided 80% between the employees affected and 20% to an NGO working to provide schooling for orphans in the area concerned.

The current fiscal year has already seen its share of disasters. In Morocco, an employee was affected by the earthquake of September 8, 2023. In Israel, the terrorist attacks of October 7, 2023 caused the death of one employee and had a major impact on the employees and activities of the Hazera Business Unit (Vegetable Seeds), which employs nearly 400 permanent staff at its Berurim and Sderot sites. In both cases, Limagrain and its employees rallied together to provide financial aid to the victims.

# Acting in accordance with our **Ethical Principles and Code of Conduct**



Given the complexity of seed production and distribution circuits, the multiplicity of private and public players on the market, the strategy of development throughout the continents and Limagrain's model of high level of delegation, it is particularly important for the Group to be vigilant about the compliance of its practices with business ethics principles. The Group has introduced a comprehensive policy that applies to all its entities, particularly with regard to bribery, Human Rights, international labor standards, health and safety and respect for the environment.

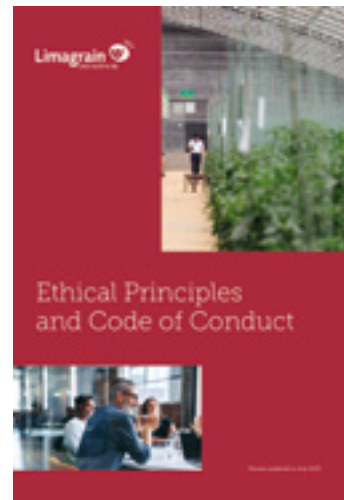
## Our approach

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 application of the Ethical Principles and Code of Conduct, translated into 17 languages and available both on the Intranet for employees and on the website for external stakeholders. Accompanied by an e-learning program available on the Intranet, it provides employees with ethical references and

the rules with which they must comply. The Ethical Principles and Code of Conduct are consistent with several international conventions whose principles are shared by the Group, including the Universal Declaration of Human Rights, the main conventions of the International Labor Organization and the United Nations Convention on the Rights of the Child.

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



In this respect, the Ethical Principles and Code of Conduct constitutes an enforceable document for all Group entities worldwide.

## Our 2023 key figures



**4,340**

**employees have followed the Code of Conduct e-learning course** since its launch, totaling around 2/3 of employees with individual IT equipment



**93.1%**

**of invoices** sent to the Limagrain Holding Group are paid on time

**94.4%**

**of the 160 suppliers** evaluated<sup>(1)</sup> by the Group Purchasing Coordination Department have declared that **they are pursuing a CSR policy**

<sup>(1)</sup> 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.

## FOCUS ON...

### Respect for Human Rights and the Rights of the Child

In some geographical areas, Limagrain may use the services of subcontractors to ensure part of its seed production. These subcontractors are sometimes required to recruit seasonal staff and the temporary nature of these jobs can be a source of pressure in terms of the working conditions offered. In this context, Limagrain is particularly vigilant about respecting Human Rights and the Rights of the Child.

All the Business Units have introduced actions that are specific to their market, including procedures, clauses and specific sanctions in production contracts, awareness-raising actions with the teams responsible for monitoring production at producers' sites, controls in seed production zones and concerted actions with local stakeholders.

### Responsible purchasing policy

In terms of supplier relations, Limagrain strictly observes the criterion of economic non-dependence and coordinates a substantial part of its supply and purchasing conditions through a dedicated internal organization, the Group Purchasing Coordination Department.

By the very nature of their activity, buyers are particularly exposed to the risk of corruption. Signed by more than 450 buyers working for 20 Group companies, an Ethical Purchasing Charter formalizes an individual commitment not to give in to corruption or any other unethical practices.

As it is convinced that supplier relations are an important lever for creating value, this Department has been regularly updating 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. Furthermore, the Department has implemented a Request for Information (RFI) to all its active and potential suppliers, to better identify the inherent risks of any future collaboration. The RFI, which is now digitized and 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.

**For more information,  
read the full report:**



2023 Corporate Social  
Responsibility Report



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