



Informative meeting October 7th 2009



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- **Highlights 2008-2009**
- **Results for fiscal 2008-2009**
- **Strategy and recent developments**
- **Trends and outlook for fiscal 2009-2010**
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Highlights 2008-2009



Results for fiscal 2008-2009

In brief

- **Two symbolic milestones reached**
 - Consolidated sales: 1 billion Euros
 - Net income : 60 million Euros, the best performance since 1993
- **Operating margin at 10.8% on line with revised objectives**
- **Well-managed indebtedness by combining internal growth (research investment, opening new subsidiaries, industrial investments) and external growth (acquisition of research programs and companies)**

Highlights 2008-2009



- **Growth of activity in a weakened economic context**

- Fine performances of the vegetables activity, in spite of a temporary slowdown in the Mediterranean basin.
- Resistance of the field seeds activity in spite of our decisions to take precautions and limit business in Eastern Europe.
- Good reaction of the garden products activity in the context of a favorable market.

- **Reinforcement of our international positions**

- Creation of new development and sales channels: Ukraine, Russia, Morocco, Algeria
- Acquisition of a vegetables company: GeneFresh Technologies

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Highlights 2008-2009



- **Intensification of investment in research**

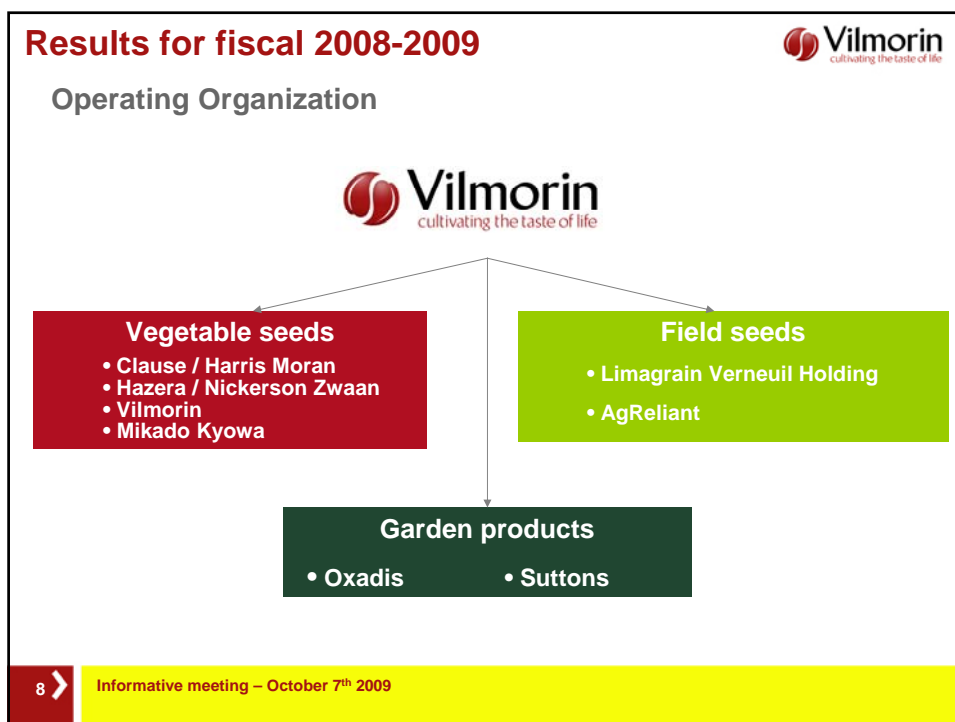
- Reinforcement of our partnership with Australian Grain Technologies
- Acquisition of vegetable research programs: K&B Development, Gentropic, LSL Biotechnologies Inc / LSL Plant Science
- Significant increase in investment in upstream research (“proprietary” technologies)

- **Reintegration of the garden products activity**



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Results for fiscal 2008-2009



• Accounting reference

- IFRS on June 30th 2009

• Consolidation scope

- Oxadis and Suttons (garden products) reintegrated into “continuing operations”
- Stop and sale of the Oxadis pet products activity
- Entry in the scope: Australian Grain Technologies (EM*)
- Exits from the scope: Soygenetics (EM*), Advanta Pacific (GI**)

• Average rates of the main currencies (evolution since 06.30.2008)

- \$ = 1.37 (+7%)
- £ = 0.86 (-14%)
- ¥ = 136 (+19%)
- ILS = 5.27 (+5%)

* EM = Equity method

** GI = Global integration

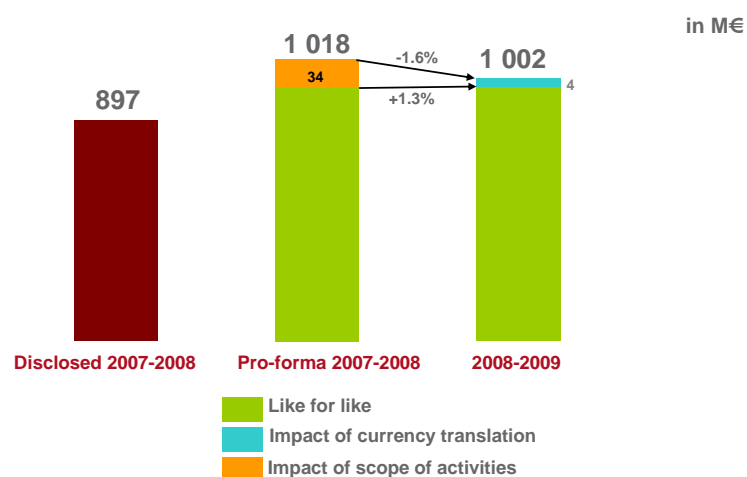
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Results for fiscal 2008-2009



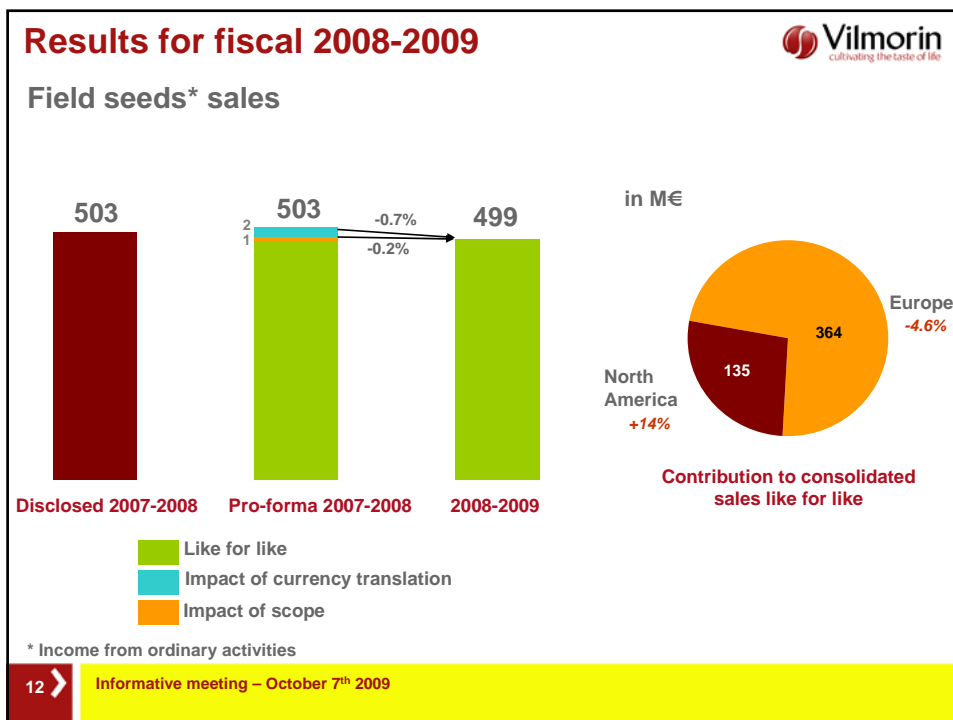
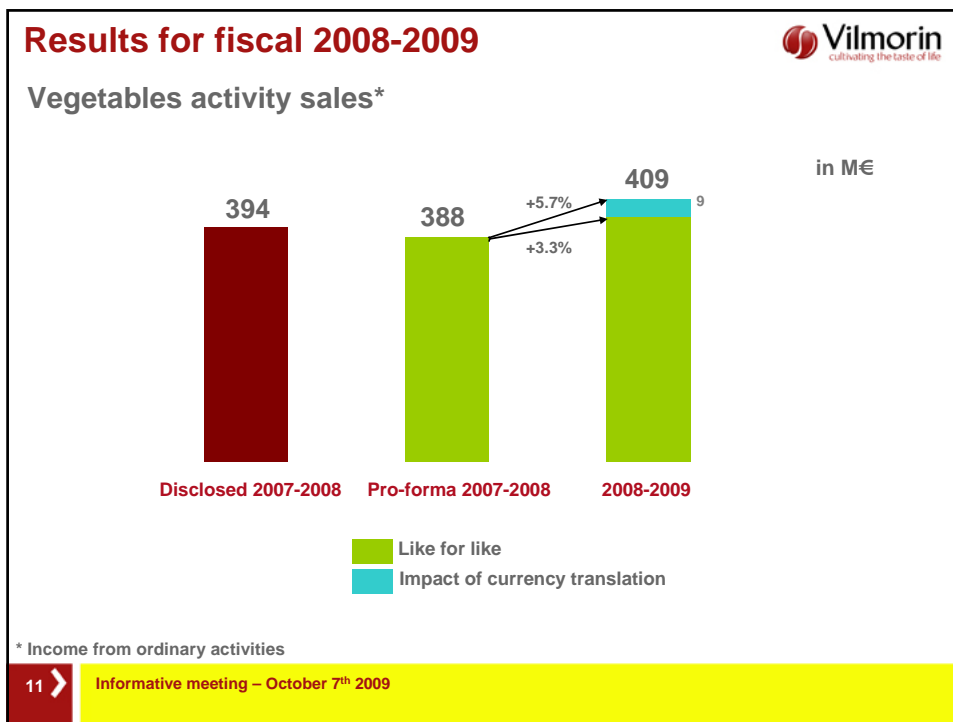
Consolidated sales*



* Income from ordinary activities

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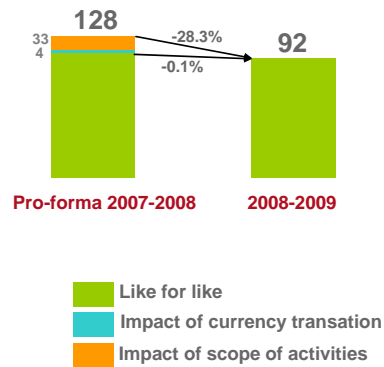


Results for fiscal 2008-2009



Garden products activity sales*

in M€



* Income from ordinary activities

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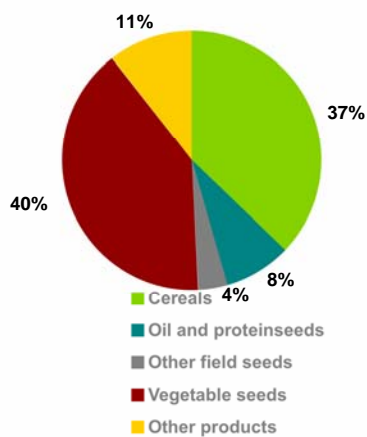
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Results for fiscal 2008-2009

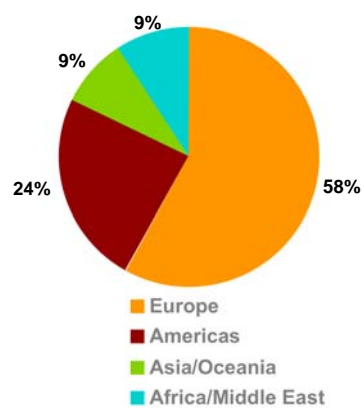


Sales of goods

By product



By geographic area



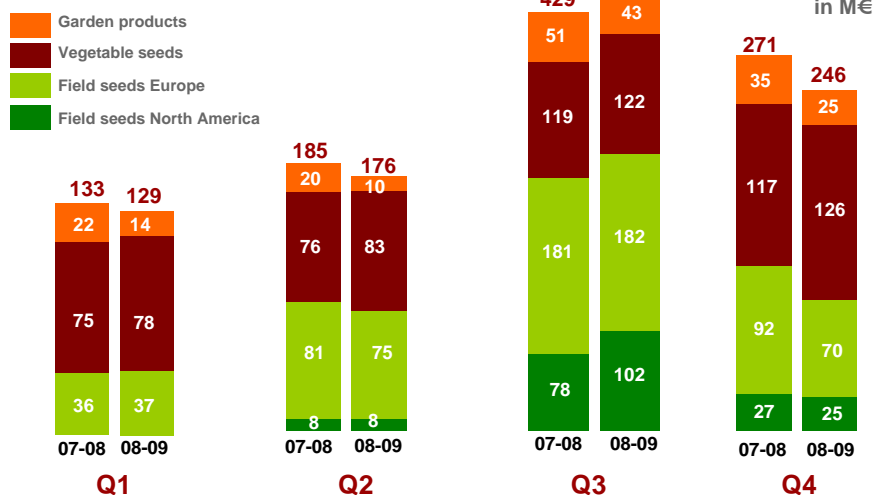
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Results for fiscal 2008-2009



Seasonally presented sales



* Income from ordinary activities – 2007-2008 expressed pro-forma

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Results for fiscal 2008-2009



Income statement

In M€	06.30.08 disclosed	06.30.08 pro-forma	06.30.09
Sales	896.8	1 018.0	1 001.7
Margin on sales	409.4	461.1	452.9
Margin on sales rate	45.7%	45.3%	45.2%
Operating income	115.2	127.6	107.9
Financial income	(30.1)	(31.0)	(26.6)
Profit from associated companies	1.7	1.7	(1.1)
Income taxes	(19.2)	(22.9)	(20.0)
Discontinued operations	(16.5)	(24.3)	-
Net income	51.1	51.1	60.2
Net income Group share	44.3	44.3	53.0

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Results for fiscal 2008-2009



Income statement – operating charges

In M€	06.30.08 disclosed	06.30.08 pro-forma	06.30.09
Marketing and sales	(126.4)	(152.6)	(155.1)
Research and Development	(75.2)	(75.2)	(83.8)
Administration and other charges	(92.6)	(105.7)	(106.1)
Net operating charges	(294.2)	(333.5)	(345.0)

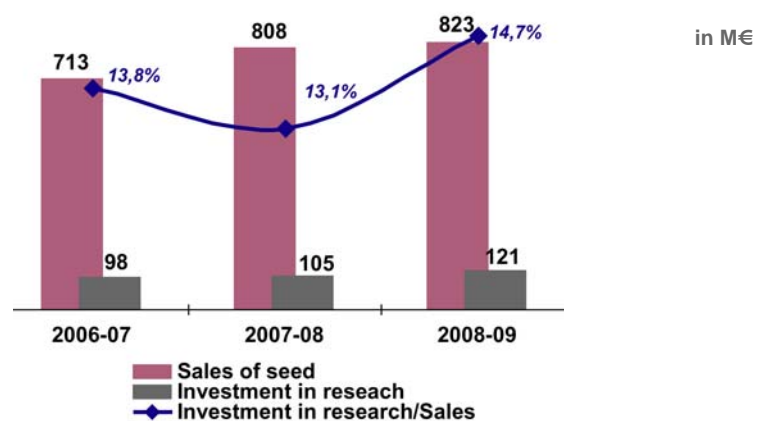
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Results for fiscal 2008-2009

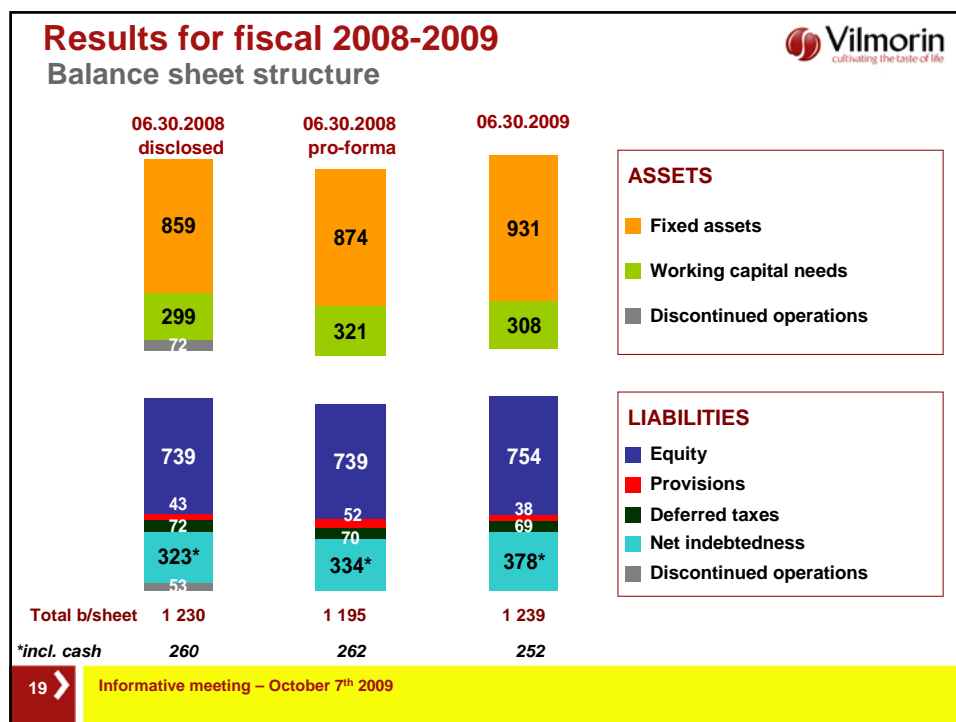


Investment in research




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Results for fiscal 2008-2009

 **Vilmorin**
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Free cash-flow

In M€	2008	2009
Debts at the beginning of the fiscal year	345.3	323.5
Restatement for IFRS 5	-14.4	10.3
EBITDA	203.8	206.8
Variation of net working capital needs	21.6	-7.4
Other operating items	-31.7	-31.4
Net investments	-105.4	-129.1
Cash-flow from operating activities	88.3	38.9
Acquisitions/sales	-55.0	-21.6
Net financial charges	-29.3	-22.7
Net dividends	-22.8	-23.4
Free cash-flow	-18.7	-28.8
Other restatements (IFRS, currency)	26.1	-15.2
Debts at the end of the fiscal year	323.5	377.8

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Results for fiscal 2008-2009



Key figures per activity (contribution to consolidated sales)

	Sales* (in M€)	Operating result (in M€)	Net income (in M€)
Vegetables	409.7	68.8	49.3
Field seeds	499.0	42.5	31.4
Garden products	91.7	3.2	2.0
Holdings	1.3	(6.6)	(22.5)
Consolidated	1 001.7	107.9	60.2

* Income from ordinary activities

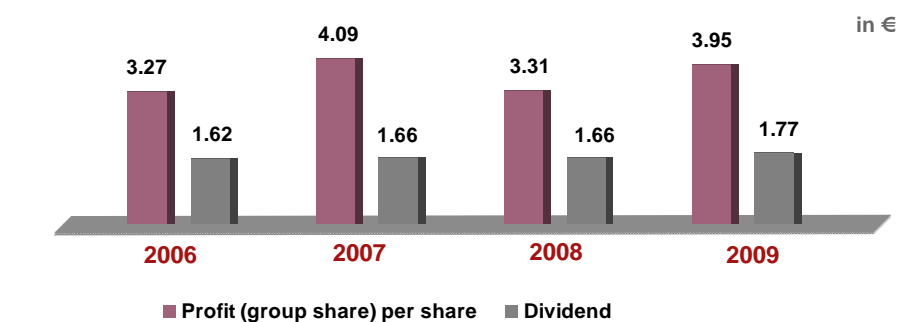
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Results for fiscal 2008-2009



Dividend proposal

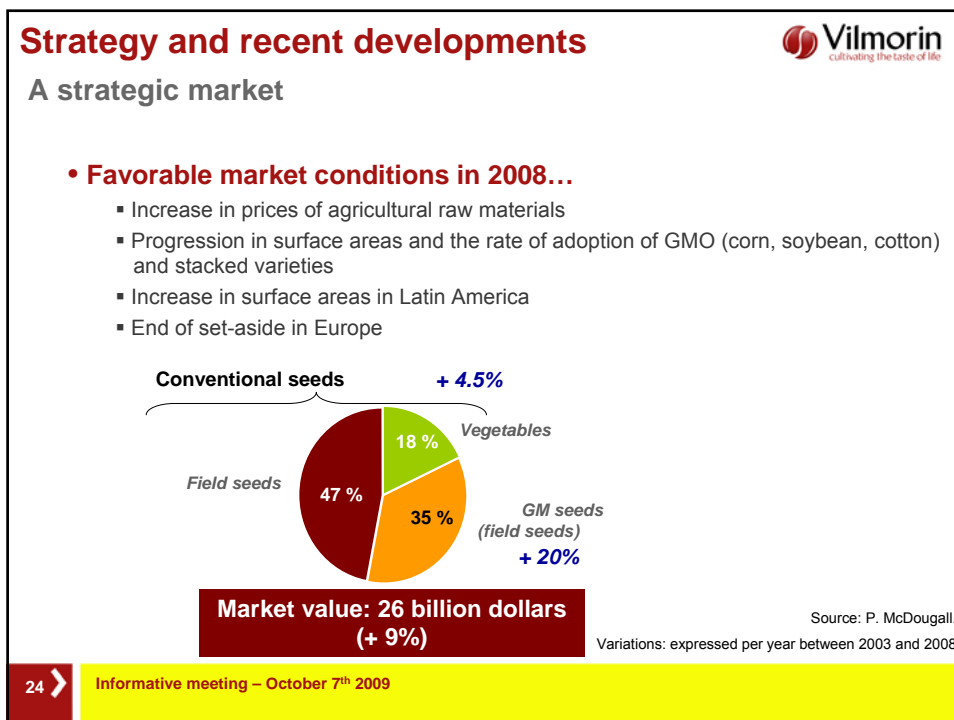


Pay-out 49.5% 40.5% 50.2% 44.8%

Nb: calculated on the basis of 13 391 857 shares

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Strategy and recent developments



A strategic market

- ... with a long-term recurring growth trend

- Increase in world food needs
- Increase in the proportion of commercial seed used

Rice	Wheat	Corn	Vegetables
20%	34%	65%	50%

- Regular technological innovation

- A coveted market that is constantly evolving

- GMO wheat, the new quest: Monsanto, Syngenta, Bayer, BASF, Vilmorin
- Sunflower: Syngenta scaling up
- Corn: Dow and Vilmorin consolidating
- Vegetable: Vilmorin reinforcing

Source: Rabobank. 2007

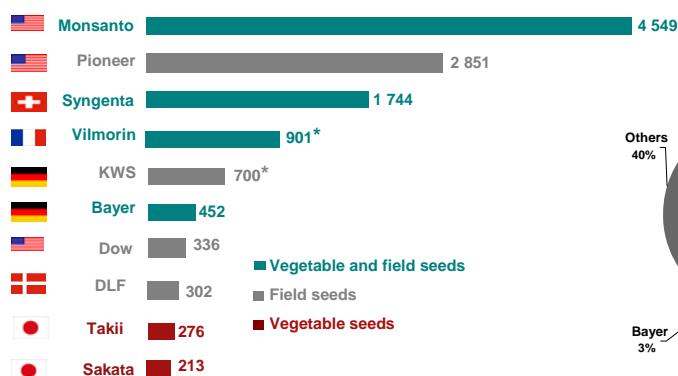
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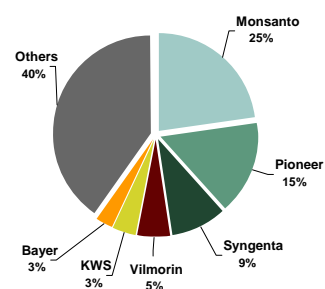
Strategy and recent developments



A changing competitive environment



Sales 2008-2009 (in M€)



Market shares of the main players

* Figures for 2009

Sources: Information from companies and P. McDougall

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Strategy and recent developments



Global challenges

- **Access to richer biodiversity**
- **Development of upstream technologies**
 - Agrochemical and agronomic traits
 - Biotechnologies
- **Development of disruptive innovations**
 - Hybrids: rape today and wheat tomorrow
 - Improvements in quality with regard to yield, the environment and nutrition
- **Deregulation of innovations**
- **International locations on active, potential markets**

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Strategy and recent developments



Ambitious strategic objectives

- **Pursue internal growth**
- **Achieve selective external growth**
 - Conquer new geographic zones
 - Consolidate commercial positions or product ranges
- **Consolidate top rate expertise in wheat and build a global strategy**
- **Broaden and secure access to upstream technologies**

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Strategy and recent developments



Pursue internal growth

- **New Mikado-Kyowa Seed factory in Japan**

- Chiba City, Chiba Province
- Production, storage and logistics. Vegetable seeds
- 6 100 m² surface area
- About 50 permanent employees, which is 1/3 of the headcount



Union of the two companies, emphasized by a new graphic identity



- ... with industrial investments in progress at Clause and Vilmorin SA too

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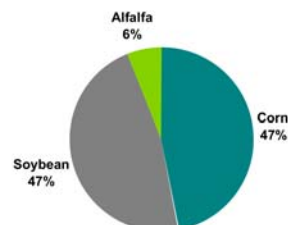
Strategy and recent developments



Pursue internal growth

- **Acquisition of Dahlco. United States**

- Family company founded in 1922
- Distributor of corn, soybean and alfalfa seeds in the north of the Corn-Belt
- Purchaser: AgReliant (Wensman and Great Lakes Hybrids network)
- Sales for 2008: \$5.5 million
- Headcount : 12



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Strategy and recent developments

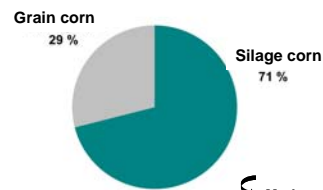
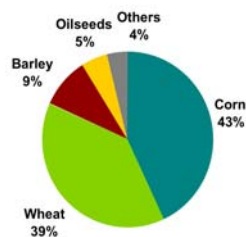


Achieve selective external growth



• Acquisition of Clovis Matton. Belgium

- Historic distributor of LG branded corn seeds in Belgium
- Purchaser: Limagrain Verneuil Holding. Eventual SPE: Limagrain Belgium
- Sales 2008-2009 Matton: > €15 M (incl. €5 M in corn and nearly €6 M in wheat)
- Assets: seed treatment plant and straw cereal breeding program
- Headcount: 30



Market share
Limagrain Belgium:
54%

Surface areas grown in Belgium. 2008. Source: Eurostat

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Strategy and recent developments



Achieve selective external growth



• Acquisition of the PHRO tomato research program

- Company held by the Polish Ministry of Agriculture
- Production/distribution of tomatoes in Poland and Germany
- Purchase of a tomato breeding program for heated glasshouse production and rootstock
- Assets acquired: genetic resources and greenhouses
- Headcount: 11



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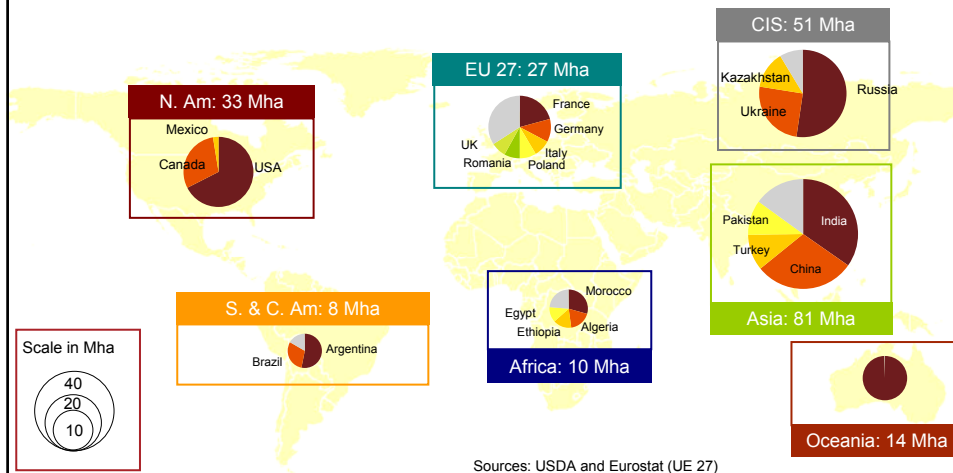
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Strategy and recent developments



Build up a global wheat strategy

• World wheat surfaces in 2008: 224 Mha



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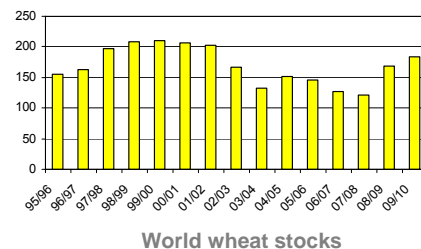
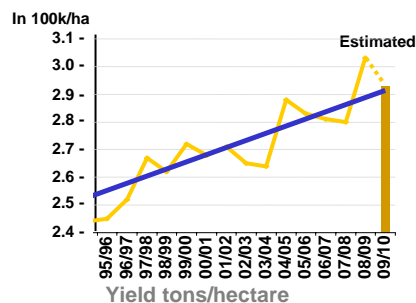
Strategy and recent developments



Build up global expertise in wheat

• Wheat: most widely grown cereal crop in the world

- Widespread use of farm seeds (autogamous species)
 - Limited market for commercial seeds: rate of use = 34%
- Yields increasing over the long term but dropping in more recent years
- World stocks falling → pressure from producers' associations to develop GM wheat



Source: USDA 2009

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Strategy and recent developments



Build up global expertise in wheat

- **Develop a genetically modified wheat variety...**

- Improvement of yield
- Rise in the rate of use of commercial seeds
- Greater profitability for the species with development investment being remunerated through licenses for traits

- **... benefiting from several unique assets**

- European leader
- Historic expertise
- Quality genetic resources
- Specialized partnerships:

Australian Grain Technologies: exclusive collaboration (32% of the stock),
Argentine: being finalized



... and others being built up today: China, United States and India

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Vilmorin
cultivating the taste of life

**Trends and outlook
for fiscal 2009-2010**



Trends and outlook for fiscal 2009-2010



Challenges

- Ensure that the commercial campaigns in Eastern Europe go well
- Impact of the price volatility for agricultural raw materials
- Sustain high level of investment in research particularly for the implementation of a global wheat strategy and for access to upstream technologies
- Remain on the look-out for any opportunity for external growth and partnership agreement in our target zones and in areas of high potential
- Study any opportunities to consolidate the garden products activity

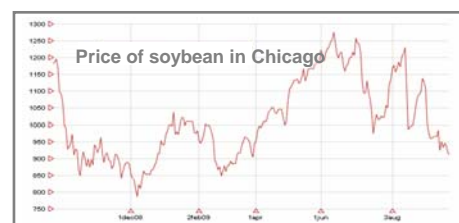
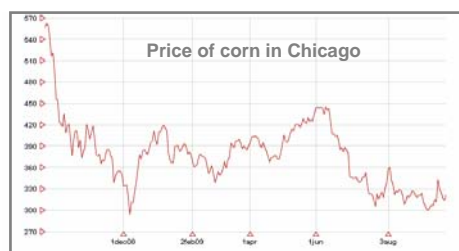
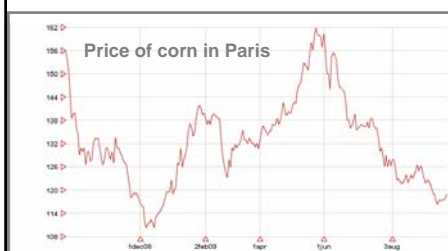
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Outlook for fiscal 2009-2010



Prices of agricultural raw materials



Source : Les Echos

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Outlook for fiscal 2009-2010



Trends for each activity

- **Vegetables activity**

- Development of activity through internal growth: market share gains, locations in new zones and launch of new varieties
- Activity profile of the Hazera-Nickerson Zwaan business unit to be confirmed

- **Field seeds activity**

- Europe
 - Fine perspectives in rape and sunflower seeds
 - Current difficulties on agricultural markets (prices and volumes) linked to the drop in the rates of raw materials (corn and wheat)



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Outlook for fiscal 2009-2010



Trends for each activity

- **Field seeds activity**

- North America
 - Launch of new products (in particular "SmartStax") in combination with specific commercial operations
 - Uncertainty regarding the pricing policy at the beginning of the campaign due to a lack of visibility with agricultural markets

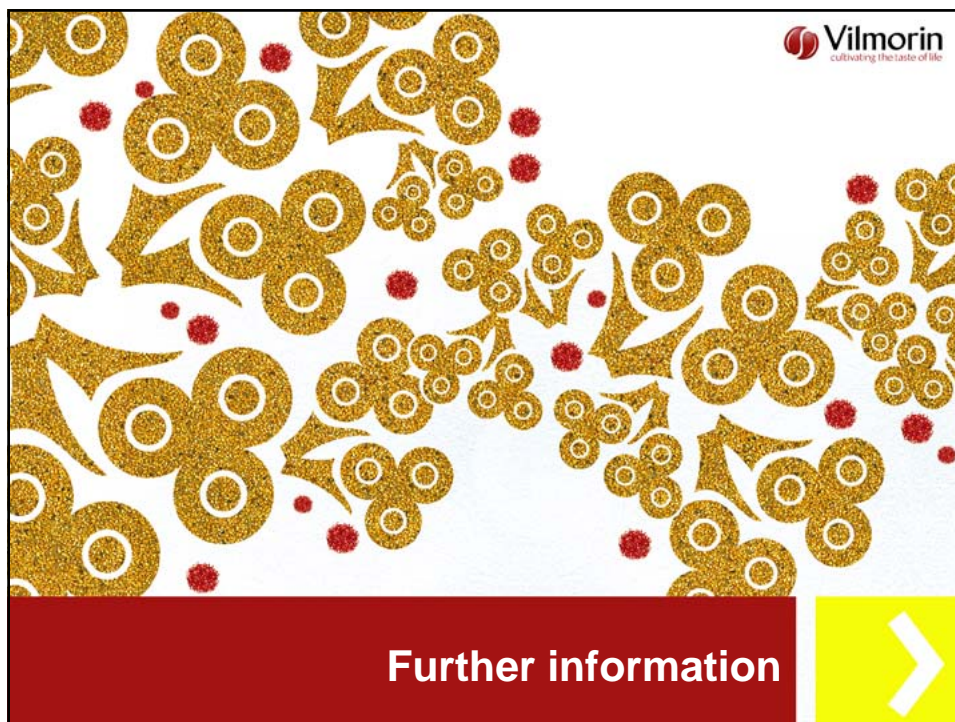
- **Garden products activity**

- A transition year with redeployment of our business: innovations in marketing and communication
- Re-examination of our portfolio of activities
- Favorable conditions for the gardening market in 2008-2009 to be confirmed



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Further information

Governance

- **Audit committee**
 - Objectives : specialized committee of the Board [under the exclusive and collective responsibility of the members of the Board] responsible for following questions concerning the elaboration and control of financial information and risk management systems
 - Composition: 5 Directors including Didier MIRATON, the independent Director
 - Date scheduled: February 2010
- **Consultative Committee of Shareholders**
 - Objective: Accompany the strategy for individual shareholding development by completing existing measures by a consultation tool
 - Composition: 2 Directors and 5 representatives of individual shareholders
 - Date scheduled: 1st semester 2010

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Further information



Coming disclosures and events

- **First week in November: registration of the reference document for 2008-2009 with the Autorité des Marchés Financiers (AMF: authority governing French markets)**
- **Disclosure of sales at the end of the first quarter for fiscal 2009-2010 (on September 30th 2009): November 12th 2009 at the end of the day**
- **Annual General Meeting of Shareholders:
December 8th 2009, 10.00. Maison des Arts et Métiers. Paris 8°.**
- **Disclosure of sales at the end of the first semester for fiscal 2009-2010 (on December 31st 2009): February 9th 2010 at the end of the day**