



Annual results 2007-2008



Agenda

- > Introduction
- > Highlights 2007-2008
- > Annual results 2007-2008
- > Divestment of home garden activities
- > Outlook and guiding principles for 2008-2009
- > Additional information

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Introduction

Company profile

Vilmorin in a nutshell

> The world's 4th largest seed breeder, specialized in the selection, production and marketing of seeds

Field seeds



Farmers



NICKERSON



ADVANTA

Vegetable seeds



Market farmers and vegetable growers

CLAUSE
VEGETABLE SEEDS

Vilmorin



HM HARRIS
MORAN

Operational structure



* Project to divest from all vegetable seed activities for the home garden market

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Highlights 2007-2008

Highlights 2007-2008



> New decisive milestones in external growth

- LPHT (China)
- Consolidation of sunflower research in Europe: Soltis
- Consolidation of vegetable seeds: Anadolu (Turkey), Global Genetics (onion)

> Decision to divest from home garden markets

> Optimization of the operating organization for vegetable seeds

- Creation of business units with a worldwide vocation

> Continued refocusing of the business portfolio

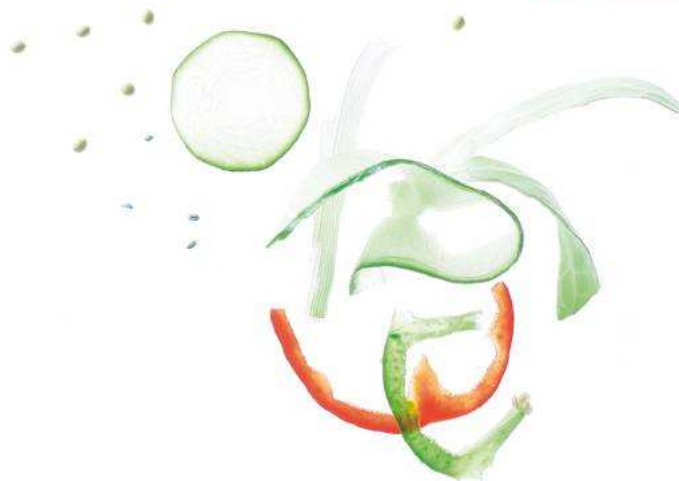
- Sale of Advanta Pacific assets (North-American sunflower)
- Sale of Soygenetics assets (soybean research)

> Extension and optimization of the industrial production capacities

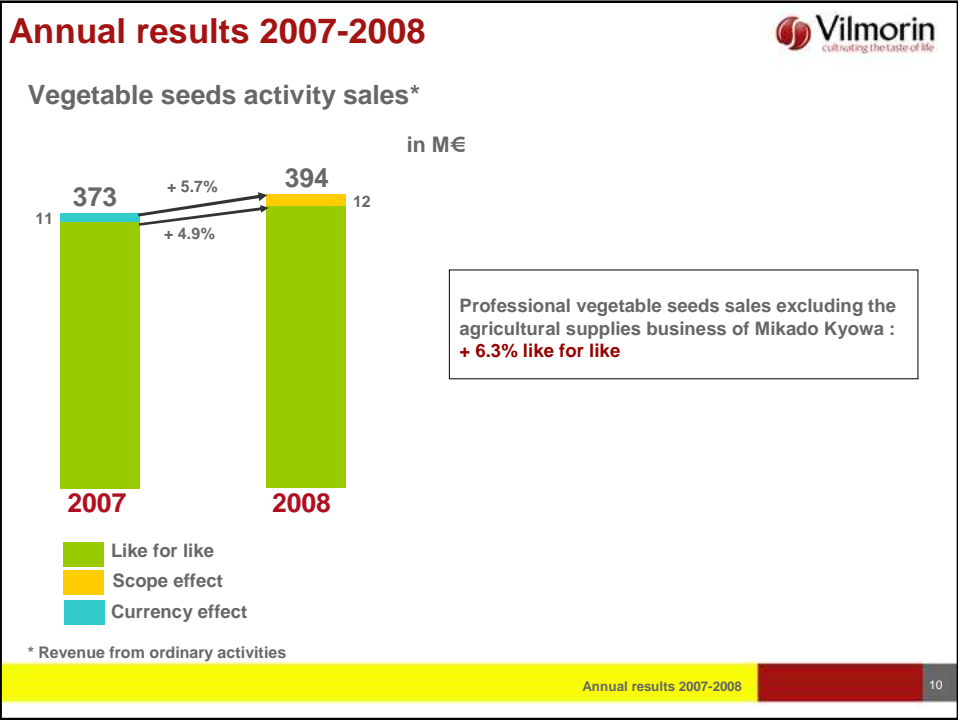
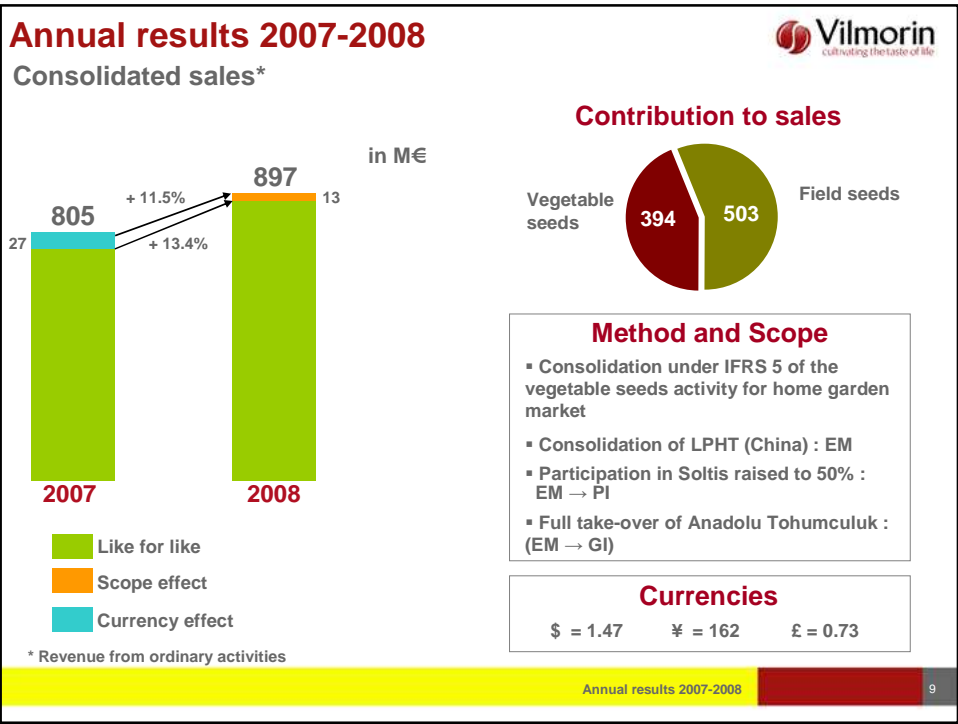
> Development of GMO technologies

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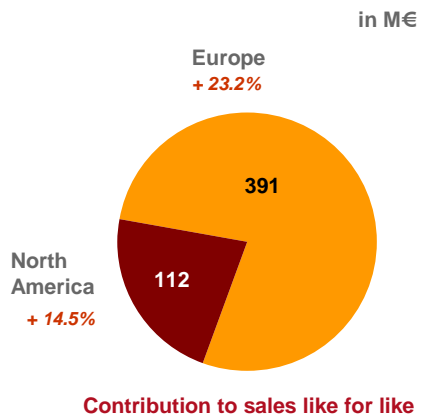
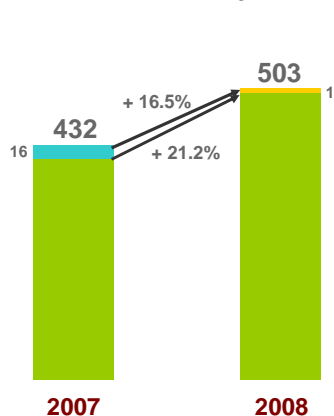
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Field seeds activity sales*



- Like for like
- Scope effect
- Currency effect

* Revenue from ordinary activities

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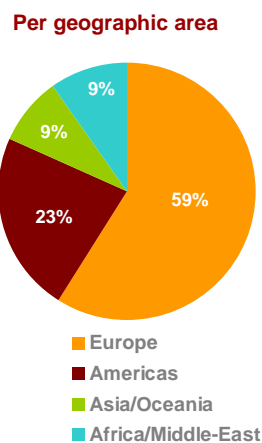
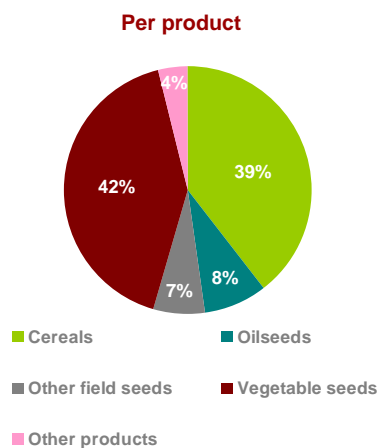
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Sales of goods

in M€



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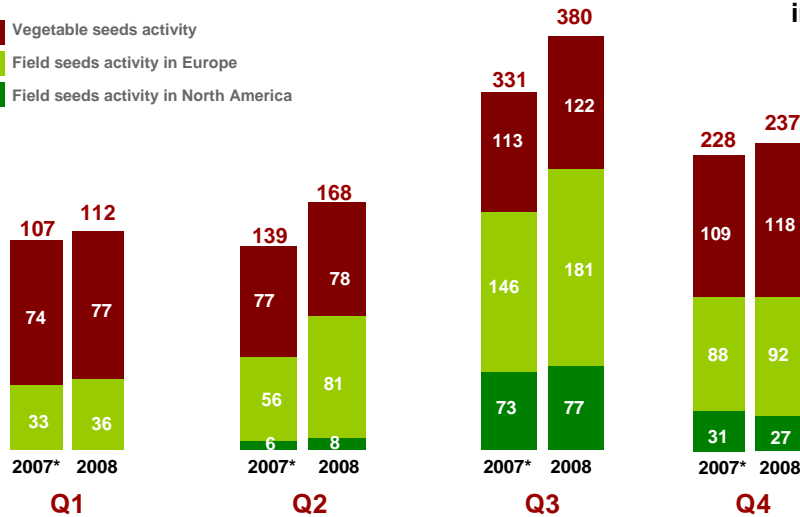
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Seasonalised sales*

- Vegetable seeds activity
- Field seeds activity in Europe
- Field seeds activity in North America

in M€



* Revenue from ordinary activities

Fiscal year from July 1st to June 30th

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P&L

in M€	2007	2008	Variation/Impact
Sales	804.8	896.8	+92.0
Commercial margin	359.0	409.4	+50.4
<i>Commercial margin rate</i>	44.6%	45.7%	+1.1 pt
Operating expenses	-280.9	-294.2	-13.3
Operating income	78.1	115.2	+37.1
<i>Operating margin</i>	9.7%	12.8%	+3.1 pts
Financial income	-18.2	-30.1	-11.9
Profit from associated companies	-0.7	1.7	+2.4
Taxes	-13.7	-19.2	-5.5
Discontinued activities	11.8	-16.5	-28.3
Net income	57.3	51.1	-6.2
Net income group share	54.8	44.3	-10.5

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P&L – operating expenses

in M€	2007	2008	Variation/Impact
Sales and marketing costs	-120.6	-126.4	+4.8%
Research costs	-76.9	-75.2	-2.2%
General and administrative costs	-88.5	-88.1	-0.5%
Restructuration costs	-1.4	-2.6	-1.2
Goodwill	+9.0	-	-9.0
Impairments	-2.5	-1.9	+0.6
Operating expenses	-280.9	-294.2	-13.3

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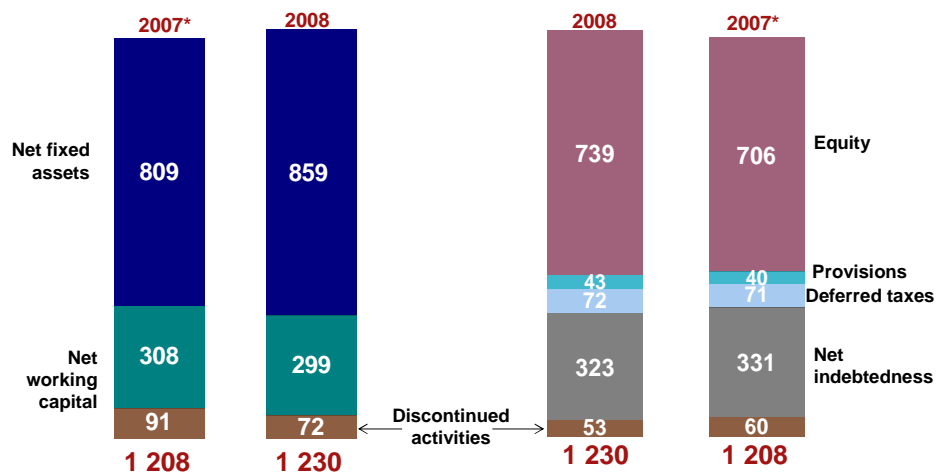
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Balance sheet structure

in M€



* proforma

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Key figures per activity (contribution to sales)

	Sales	Operating income	Net income
in M€			
Vegetable seeds activity	394.3	70.5	50.0
Field seeds activity	502.5	47.5	28.5
Holdings	-	-2.8	-10.9
Discontinued activities	-	-	-16.5
Consolidated	896.8	115.2	51.1

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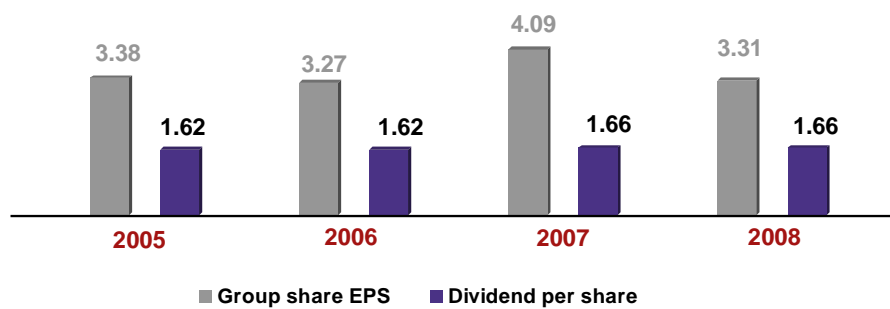
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Dividends

in €



Pay-out 47.9% 49.5% 40.5% 50.2%

Nb : calculated on the basis of 9 566 979 shares for 2005 then 13 391 857 shares for 2006, 2007 and 2008

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Divestment of home garden activities

Divestment of home garden activities

Organization and key figures



Divestment of home garden activities



> Flora Frey

- Sold on June 30th 2008 to a German investment fund (GCI Management)
- Announcement of the transfer of industrial production to Quedlinburg (Saxony-Anhalt) and a social plan

> Suttons

- Negotiations well advanced with two comparable offers
- Solution pending to sort out how the pension plan should be handled
- Imminent decision on the granting of exclusivity

> Oxadis (+ CNOS Garden)

- Continuation of privileged negotiations with Plan SAS with a deadline linked in to the financial conditions of the transaction
- Alternative offer awaiting more detailed analysis

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Outlook and guiding principles for 2008-2009

Outlook and guiding principles for 2008-2009

Challenges

- > Consolidate performances in field seeds after an exceptional year
- > Confirm the contribution of the field seeds activity in Europe in a context where agricultural markets are beginning to feel the pressure
- > Succeed operationally the first fiscal year of the new vegetable seed business units
- > Close the divestment of the home garden products activity
- > Anticipate and analyze any external growth opportunity
- > Accelerate research programmes for upstream technologies, while consolidating other technological platforms in a coherent manner

Outlook and guiding principles for 2008-2009

> Vegetable seeds activity

- Confirmation of dynamic markets in Asia, North America (Mexico) and the Mediterranean basin
- Market shares won over through new product launches

> Field seeds activity

- Europe
 - Maintaining areas sown at a high level ("zero set-aside")
 - Highly volatile rates for raw agricultural materials and first signs of a downward trend
 - Market shares won in strategic crops (wheat, rape, corn, sunflower...)
 - Uncertainties with production and stocks available for Spring 2009
- North America
 - Redeployment of surface areas sown with corn
 - Continuation of the rapid expansion of the transgenic plants market
 - Launch of product innovations including genetically modified varieties

> Objectives

Sales	Vegetable seeds	> 5%
	Field seeds	> 6%
Operating margin	Objective = 12%	



Additional information

Additional information

Agenda

- > **Disclosure of the sales for the 1st quarter 2008-2009 (on September 30th 2008) on Wednesday November 12th 2008 at the end of the day**
- > **Actionaria Fair in Paris on Friday 21st and Saturday 22nd November 2008**
- > **Annual General Meeting of Shareholders in Paris on Thursday December 11th 2008**
- > **Disclosure of the half-yearly sales 2008-2009 (on December 31st 2008) on Wednesday February 4th 2009 at the end of the day**
- > **Disclosure of the half-yearly results 2008-2009 (on December 31st 2008) on Wednesday February 25th 2009 at the end of the day**