

A close-up photograph of several bright red bell peppers with green stems, filling the entire background. A semi-transparent dark red rectangular box is overlaid on the left side of the image, containing the text.

INFORMATIONAL MEETING

OCTOBER 16, 2019



AGENDA

- ❖ KEY POINTS
- ❖ HIGHLIGHTS 2018-2019
- ❖ RESULTS FOR FISCAL YEAR 2018-2019
- ❖ NEWS
- ❖ CSR PROGRAM
- ❖ OUTLOOK FOR 2019-2020 AND MID-TERM
- ❖ SCHEDULE AND CONTACTS
- ❖ *GLOSSARY*
- ❖ *APPENDICES*



KEY POINTS

- ❖ Sales for fiscal year 2018-2019 of 1,390.7 million euros with marked growth (+4.5%*), significantly above the objective fixed
 - ❖ Vegetable Seeds: +3.5%*
 - ❖ Field Seeds: +5.2%*
- ❖ Significant progression of financial performances, driven by business development, and also by non-recurring items
 - ❖ Operating income: 111 M€ (+13.9 M€)
 - ❖ Current operating margin: 8.4% (+1.2 pt)
 - ❖ Consolidated net income: 77.9 M€ (+1 M€)
- ❖ Objectives for 2019-2020
 - ❖ Growth in sales 2% to 3%*
 - ❖ Current operating margin rate of at least 8%

**On a like-for-like basis*

HIGHLIGHTS 2018-2019



PROGRESS MADE IN STRATEGIC PRIORITIES

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Vegetable Seeds

Objective:
Reinforce world leadership

2018-2019:

Vilmorin & Cie becomes No. 1 worldwide
in vegetable seeds



Field Seeds

Objective:
Be positioned as a global player,
with worldwide presence in corn and
wheat and a portfolio of crops
adapted to each region

2018-2019 :

Reinforcement of capacity in research:

- Agreement with the Broad Institute providing access to genome editing technologies
- Reorganization of Biogemma, a biotechnology research company

Continuing internationalization:

- Acquisition of Sursem and Geneze (South America)
- Consolidation of the partnership with the African company Seed Co

OBJECTIVES AMPLY ACHIEVED

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	Objective for 2018-2019	Achieved in 2018-2019
Total sales	+2% to +3%	+4.5%
> Vegetable Seeds sales	+2% to +3%	+3.5%
> Field Seeds sales	+2% to +3%	+5.2%
Current operating margin rate	+0.5 to +1 point vs 2017-2018 (i.e. between 7.7% and 8.2%)	8.4%

Evolutions on a like-for-like basis

RESULTS FOR FISCAL YEAR 2018-2019 (ON JUNE 30, 2019)

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REFERENCES

❖ Accounting reference

- ❖ IFRS on June 30, 2019. First application of the standards IFRS 9 and IFRS 15, with impacts that remain insignificant.

❖ Scope

- ❖ Consolidation scope: acquisition of the company AdvanSeed (Denmark. Vegetable Seeds), signed in July 2018; acquisition of the companies Sursem and Genez (South America. Field Seeds), finalized in December 2018.
- ❖ Scope of activity : withdrawal by the Business Unit Vilmorin Mikado (Vegetable Seeds) from the distribution of agricultural supplies in Japan begun in fiscal year 2017-2018.

❖ Rates of the main currencies on June 30, 2019 (and June 30, 2018).

	average		close	
	2018	2019	2018	2019
\$	1.19	1.14	1.17	1.14
¥	132	127	129	123
£	0.89	0.88	0.89	0.90
TRY	4.63	6.40	5.34	6.57
ILS	4.21	4.16	4.26	4.06
BRL	3.96	4.41	4.49	4.35
INR	77.69	80.53	79.81	78.52
MXN	22.35	22.00	22.88	21.82
UAH	31.73	31.13	30.74	29.79
RUB	70.51	74.93	73.16	71.60
ARS	23.27	48.27	33.68	48.27

PERFORMANCES IN 2018-2019. VEGETABLE SEEDS

In M€	2017-2018	2018-2019	Variation
Sales	673.1	687.5	+3.5% ⁽¹⁾
Operating result	114.8	102.7	-12.1 M€
Operating margin	17.1%	14.9%	-2.2 pts
Current operating margin	17.1%	14.9%	-2.2 pts
EBITDA	208.8	203.6	-5.2 M€

(1) On a like-for-like basis

- ❖ Significant growth in contrasting markets over the fiscal year:
 - ❖ Business increase in all regions (with the exception of countries in the Maghreb).
 - ❖ Fine performances for several strategic crops (carrot, pepper, melon, cucumber and summer squash) and also for local crops (kabocha squash).
- ⇒ High level commercial performance, taking Vilmorin & Cie up to the No. 1 position worldwide for vegetable seeds.
- ❖ Drop in the operating margin rate to 14.9%, hit by:
 - ❖ an extremely unfavorable product mix, an increase in production costs for certain strategic crops and the good performance of business run under third party brands with less margin;
 - ❖ a reasonable increase in charges (+4.3% on a like-for-like basis), including strong investment in research (106.2 M€).

PERFORMANCES IN 2018-2019. FIELD SEEDS

In M€	2017-2018	2018-2019	Variation
Sales	623.3	649.9	+5.2% ⁽¹⁾
Operating result	2.3	27.4	+25.1 M€
Operating margin	0.4%	4.2%	+3.8 pts
Current operating margin	0.4%	5.1%	+4.7 pts
EBITDA	95.6	126.7	+31.1 M€

(1) On a like-for-like basis

- ❖ Marked growth in activity in Europe, with increased sales for all the crops, and market share gains, particularly in rapeseed.
- ❖ Progression of business in South America, with almost the same level of sales in Brazil, in a market context that is still difficult (strong pressure on prices), and very strong growth in Argentina.
- ❖ Significant increase of more than one percentage point in the commercial margin, particularly in Europe, thanks to the excellent growth in the rapeseed business, and in corn in South America.
- ❖ Decrease in net operating charges:
 - ❖ incorporating non-recurring items, including capital gains on the reorganization of the research company Biogemma and on the disposal of an industrial plant devoted to corn seed production in Hungary;
 - ❖ in spite of the continued strong investment in R&D (90 M€).
- ❖ Consequently, strong increase (+3.8 percentage points) of the operating margin.

PERFORMANCES IN 2018-2019. INCOME FROM ASSOCIATED COMPANIES

Income from associated companies: 26 M€ (+2.7 M€ with current data)

AgReliant (Field Seeds. North America)

- ❖ Contribution of 1.9 M€ (-12.3 M€ on a constant currency basis) corresponding to total sales of 553.4 M\$ and a total net income of 4.4 M\$.
- ❖ Fiscal year 2018-2019 was marked by:
 - exceptionally humid weather conditions - record-breaking - in the Corn Belt, meaning that for certain farmers it was impossible to sow;
 - reorganization of the brand portfolio, which affected a certain number of AgReliant's dealer networks (sales through dealers).
- ❖ Position as the 3rd largest player on the North American corn seed market maintained.
- ❖ Gradual integration of the Syngenta GMO corn trait technologies, in accordance with initial plans.

PERFORMANCES IN 2018-2019. INCOME FROM ASSOCIATED COMPANIES

Seed Co (Field Seeds. Africa)

- ❖ Contribution of 19.3 M€ (+14.0 M€ on a constant currency basis) including a revaluation profit of 11.1 M€ from the financial and legal reorganization of Seed Co's international business.
- ❖ Fiscal year 2018-2019 was once again marked by an excellent level of contribution and the intensification of collaboration in field seeds (technologies, corn germplasm) and vegetable seeds through the joint venture Prime Seed Co International.
- ❖ The end of the fiscal year was marked by the introduction of the RTGS dollar in Zimbabwe and the dropping of the US dollar as the national currency (ending of fixed parity).
[Current parity: 1\$ = 15.27 dollar RTGS (ZWL)*.]
 - ⇒ The impacts of the evolution of this currency will depend on the position of the accounting authorities with regard to the classification of Zimbabwe as a hyperinflation economy.
 - ⇒ Locally, Seed Co has taken the reorganization measures necessary to absorb these monetary effects.

* On October 9, 2019. Interbank rate. Source: Marketwatch <https://www.marketwatch.co.zw/category/historical-rates/>

PERFORMANCES IN 2018-2019. OTHER ASPECTS ANALYZED

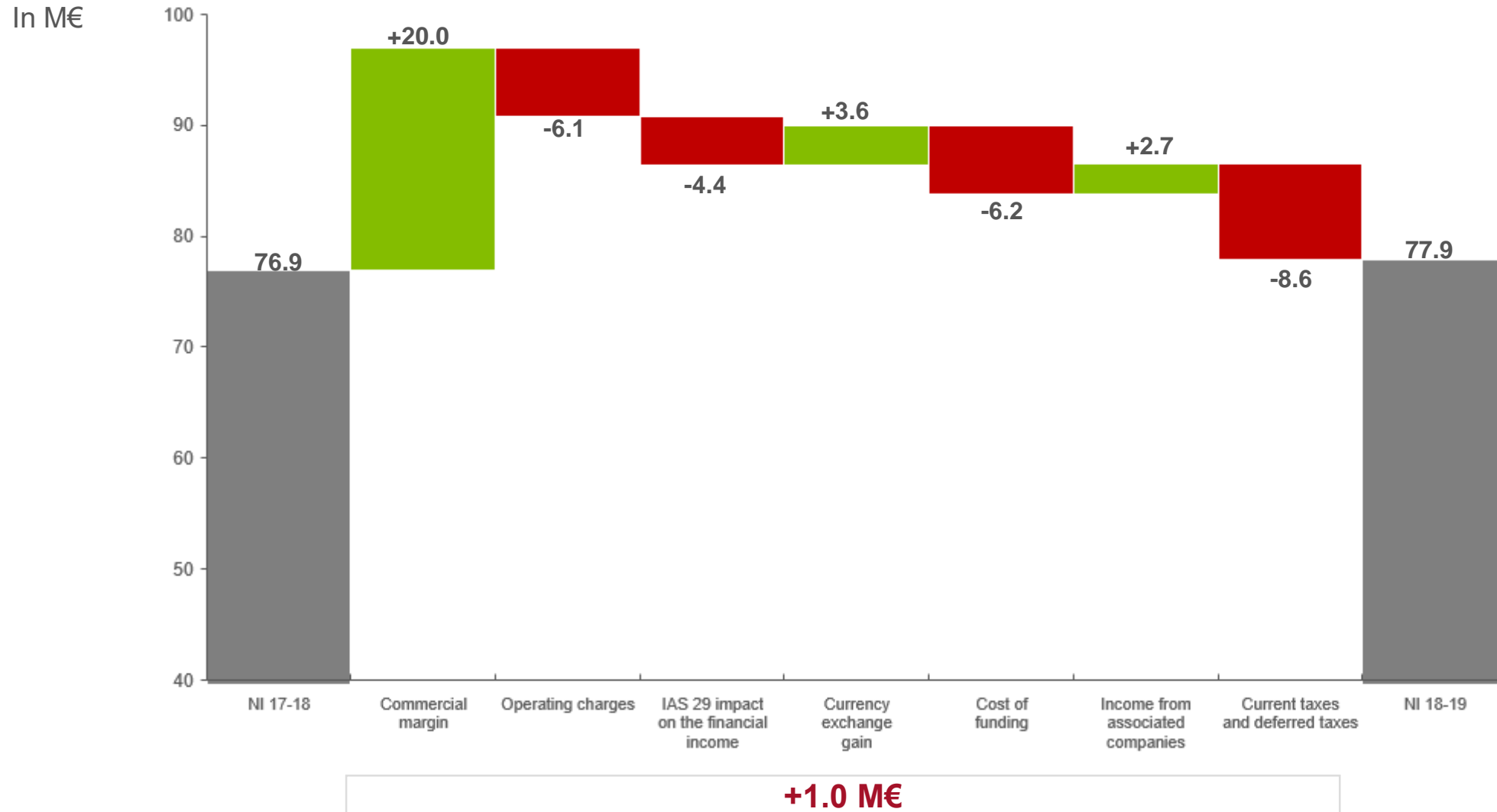
❖ Non-recurring items

- ❖ Fiscal year marked by several non-recurring items with an impact on the operating margin, in particular the impairment of assets and reorganization costs.
 - ❖ The operating margin was also impacted by other items, in particular:
 - ❖ income from the partial division of Biogemma,
 - ❖ impact of the integration of the companies Sursem and Geneze (South America. Field Seeds), with unfavorable seasonality effects,
 - ❖ as well as the reorganization of agronomic production of corn seeds, with the disposal of industrial plant in Hungary.
- ⇒ The total impact estimated is around de +0.5 percentage points on the current operating margin.

❖ Financial result

- ❖ Increase in funding costs as a result of the increase in average indebtedness (approximately +150 M€) compared with fiscal year 2017-2018, resulting from the external growth operations achieved in South America.
- ❖ Net currency exchange loss of 8,5 M€ (compared to a loss of 12.1 M€ on June 30, 2018), due to the strong drop of certain currencies (especially Turkish lira, Argentine peso and real) leading to currency exchange losses on transactions settled on June 30, 2019 and negative conversion differences on balance sheet positions.
- ❖ Negative impact (4.4 M€) of the application of the standard related to hyperinflation (IAS 29) in Argentina, without any consequence on indebtedness.

PERFORMANCES IN 2018-2019 - SUMMARY



NEWS



FINANCIAL STANDARDS

> IAS 29

On July 1, 2018, Argentina joined the list of hyperinflationary countries according to the criteria defined by the standard IAS 29.

⇒ Significant impact of this standard on Vilmorin & Cie's financial statements, in the financial income (-4.4 M€).

> IFRS 9

Application by Vilmorin & Cie of the standard IFRS 9 – Financial Instruments, for the first time on July 1, 2018.

⇒ Insignificant impact of the application of this standard on Vilmorin & Cie's financial statements.

> IFRS 16

Principle: Lease contracts must be recognized on the lessee's balance sheet as a right of use and a rent liability as of July 1, 2019.

⇒ Repercussions for Vilmorin & Cie on fiscal year 2019-2020:

- Increase of the debt between 62 and 72 M€.
- Improvement of the EBITDA between 20 and 25 M€.
- Other financial indicators: no significant impact.

GARDEN PRODUCTS. THE TRANSFORMATION OF VILMORIN JARDIN CONTINUES

Reminders: This activity has been impacted considerably by the ongoing decrease in the market for seed packets.

- ❖ Implementation of a Job Protection Plan in 2015-2016 and 2016-2017
- ❖ Reorientation of the marketing strategy initiated in 2017-2018, with the aim of reconnecting with all consumer profiles, from the novice gardener to the expert

Action plan:

1. Streamlining of the global business organization

- ❖ Disposal of the flower bulb activity run in the Netherlands (Van Den Berg)
- ❖ Disposal of activities in Turkey ongoing, and disposal of activities initiated at the end of September
- ⇒ Refocus on business in France

2. Consolidation of the packet seed sales activity in France

- ❖ Successful integration of the French company Graines Gondian⁽¹⁾

3. Diversification of the commercial line-up around the leading brand Vilmorin

- ❖ Launch of new products (for example, a Vilmorin application for smartphones and connected objects with a sensor), supported by an extensive consumer advertising campaign
- ❖ Opening of new distribution means (e-commerce)

⁽¹⁾ The acquisition of the business activities of Graines Gondian was finalized at the beginning of the fiscal year 2018-2019

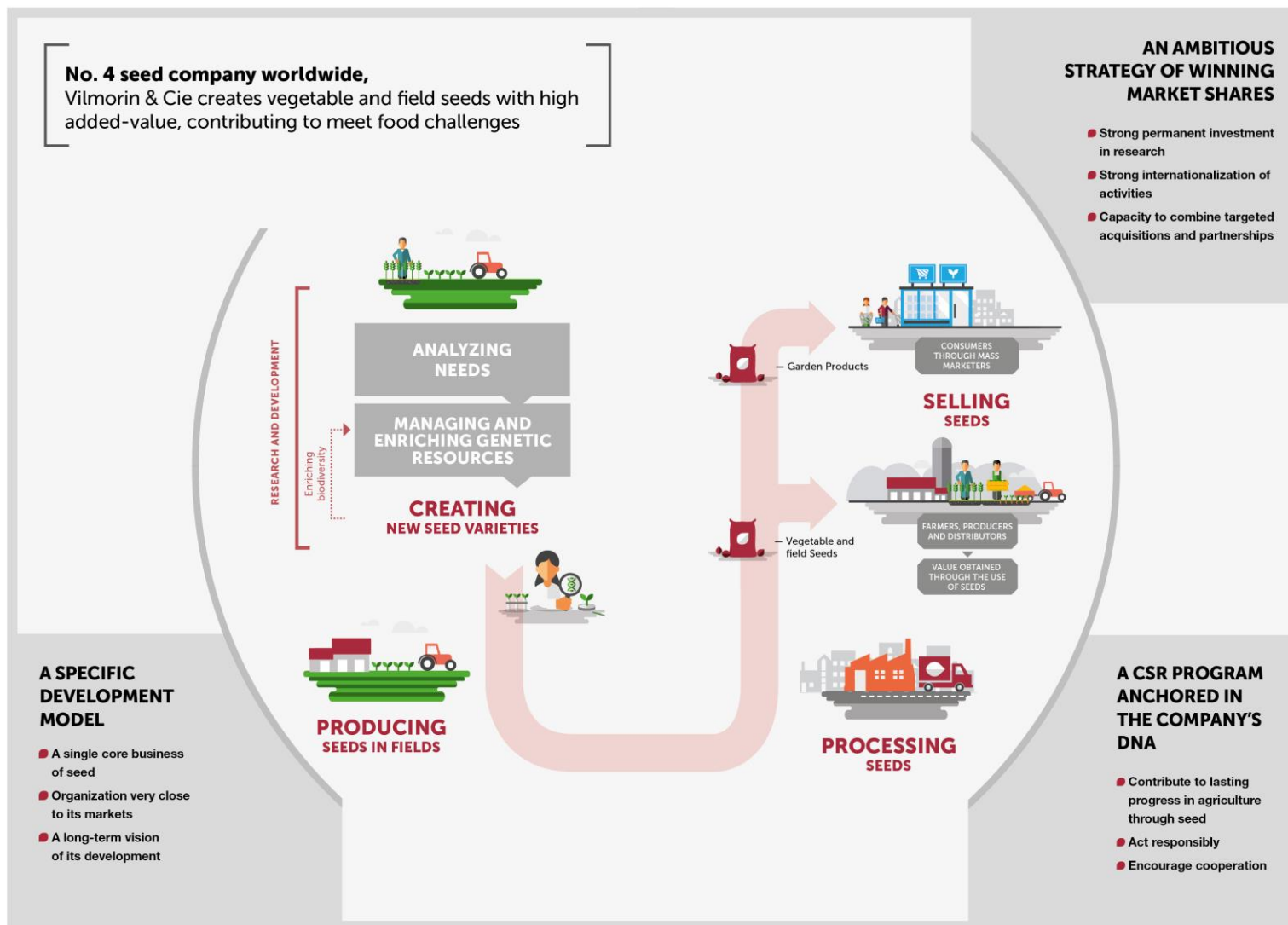


CSR PROGRAM



VILMORIN & CIE'S BUSINESS MODEL

No. 4 seed company worldwide,
Vilmorin & Cie creates vegetable and field seeds with high added-value, contributing to meet food challenges



A CSR PROGRAM ANCHORED IN VILMORIN & CIE'S DNA

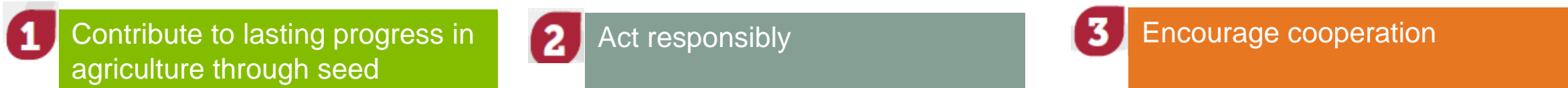


The foundations of the program:

- 3 founding values: progress, perseverance and cooperation
- The standard ISO 26000 and the 10 principles of United Nations Global Compact which the Group has signed
- Vilmorin & Cie's specific development model:
 - ❖ A single core business of seed
 - ❖ Organization very close to its markets
 - ❖ A long-term vision



The CSR program is deployed around **3 priorities**:



A program truly anchored in Vilmorin & Cie's DNA,
with the challenges that Vilmorin & Cie was already meeting in its daily actions

A CSR PROGRAM ANCHORED IN VILMORIN & CIE'S DNA

Contribute to lasting progress in agriculture through seed



Act responsibly



Encourage cooperation



Particularly through:

- ❖ Innovative and responsible solutions originating in plant genetics, for all forms of agriculture
E.g. LG Architect
- ❖ Access to quality seeds for all farmers
E.g. partnership with Fair Planet
- ❖ The preservation of the genetic diversity of the crops worked on
Every year Vilmorin & Cie devotes more than 20 M€

- ❖ Encourage the professional fulfilment of employees
- ❖ Act according to the ethical principles of the Code of Conduct
- ❖ Limit the environmental impact of activities

Particularly through:

- ❖ A societal commitment framework that aims to develop sustainable, efficient integrated chains with local stakeholders
- ❖ Commitment in regions where Vilmorin & Cie has sites with respect to local cultures and specificities, fostered by its organization and management model

More than 5,000 varieties marketed worldwide covering more than 60 plant species

255 new varieties launched in 2018-2019

Among objectives with regard to the environment: **reduce energy consumption by 10% by 2022** (vs 2015-2016)

150 measures devoted to **societal actions** in 2018-2019

OUTLOOK FOR 2019-2020 AND MID-TERM

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STAKES AND OBJECTIVES FOR THE FISCAL YEAR

Vegetable Seeds

Strengthen its position as No. 1 worldwide
in heterogeneous market conditions

- > By maintaining the impetus gained at the end of fiscal year 2018-2019
- > By strengthening commercial positions with the objective of becoming a leader on all the markets and for all the main crops, with a special effort in Asia

Objective for 2019-2020

Sales for Vegetable Seeds
growth of 3%
on a like-for-like basis

Field Seeds

Develop activities in all the regions where facilities are established

- > In a market environment marked by strong competitive pressure
- > By confirming the excellent performance posted by the European activities in 2018-2019
- > By leveraging the integration of Sursem and Geneze to offer South American farmers a complete product portfolio

Objective for 2019-2020

Sales for Field Seeds
growth of 2%
on a like-for-like basis

OBJECTIVES FOR 2019-2020



Consolidated sales
with growth of 2% to 3%
on a like-for-like basis

Current operating margin rate
of at least 8%
including research investment > 255 M€

Aim for a contribution from its associated companies*, of at least
20 million euros.

** Mainly AgReliant (North America. Field Seeds), Seed Co (Africa. Field Seeds) and AGT
(Australia. Field Seeds).*



Objectives for 2019-2020 should allow Vimorin & Cie
to continue its trajectory of business growth on a world market for
seeds that fundamentally remains buoyant

OUTLOOK

❖ Offer perspectives of sustainable, resilient development in the mid- and long-term

❖ Vegetable Seeds



Reinforce world leadership

- ◆ Strengthen positions on the more mature markets (Europe, Middle East, North America)
- ◆ Strongly develop presence in Asia, ultimately reaching about 20% of sales on this continent (vs about 12% in 2018-2019)
- ◆ Build up the foundations for business organization in Africa, beyond current positions in North Africa, to bring out the continent's potential


❖ Field Seeds



Be positioned as a global player, with worldwide presence in corn and wheat, and a portfolio of crops adapted to each region

- ◆ Consolidate and develop alliances and partnerships to gain access to technologies and pursue varietal innovation as efficiently as possible
- ◆ Develop corn activities in new regions, as a priority in South America and Africa, eventually to reach between 5 and 10% of market shares

SCHEDULE AND CONTACTS

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MONDAY NOVEMBER 4, 2019 AFTER TRADING

- Disclosure of sales at the end of the first quarter 2019-2020 (on September 30, 2019)

THURSDAY NOVEMBER 21 AND FRIDAY NOVEMBER 22, 2019

- Actionaria Fair in Paris

FRIDAY DECEMBER 6, 2019

- Annual General Meeting of Shareholders in Paris

WEDNESDAY DECEMBER 11, 2019

- Dividend detachment

FRIDAY DECEMBER 13, 2019

- Payment of the dividends

For any further information:

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You can consult all our financial information on the website:
www.vilmorincie.com

GLOSSARY

A horizontal dotted line consisting of small white diamond shapes.

- ❖ **Like-for-like data:** like-for-like data is data that is restated for constant scope and currency translation. Financial data for 2017-2018 is restated with the average rate for fiscal year 2018-2019, and any other changes to the scope, in order to be comparable with data for fiscal year 2018-2019.
 - ❖ Variations in the consolidation scope come from the acquisition of the company AdvanSeed (Denmark. Vegetable Seeds), signed in July 2018, and that of the companies Sursem and Geneze (South America. Field Seeds), finalized in December 2018.
 - ❖ The change in the scope of activity relates to the withdrawal by the Business Unit Vilmorin-Mikado (Vegetable Seeds) from the distribution of agricultural supplies in Japan begun in fiscal year 2017-2018.
- ❖ **Current data:** current data is data expressed at the historical currency exchange rate for the period, and without adjustment for any changes in scope.
- ❖ **EBITDA:** the EBITDA is defined as the operating result to which are added any provisions for depreciation, amortization and impairment.

- ❖ **Research investment:** research investment refers to gross research expenditure before recording, as fixed assets, any research costs and research tax relief.
- ❖ **Gearing:** gearing is defined as the ratio comparing the net financial debt⁽¹⁾ to the equity⁽²⁾.
- ❖ **Leverage:** leverage is defined as the ratio comparing the net financial debt⁽¹⁾ to the EBITDA.
- ❖ **Current operating margin:** the current operating margin is defined as the accounting operating margin restated for any impairment and reorganization costs.

(1) The net financial debt is equal to the net financial indebtedness.

(2) Equity corresponds to the line "Consolidated equity", as presented in the Financial progress report.

APPENDICES





APPENDICES

▣ MARKET CONTEXT

TRENDS FOR FIELD SEEDS

- Corn acreage increased on the main markets where Vilmorin & Cie operates

United States

↗ Acreage

Europe 28

↗ Acreage

Greater Europe

↗ Acreage

Brazil

↗ *Safrá acreage*

↗ *Safrinha acreage*



- A slight increase in sunflower acreage

Greater Europe

↗ Acreage

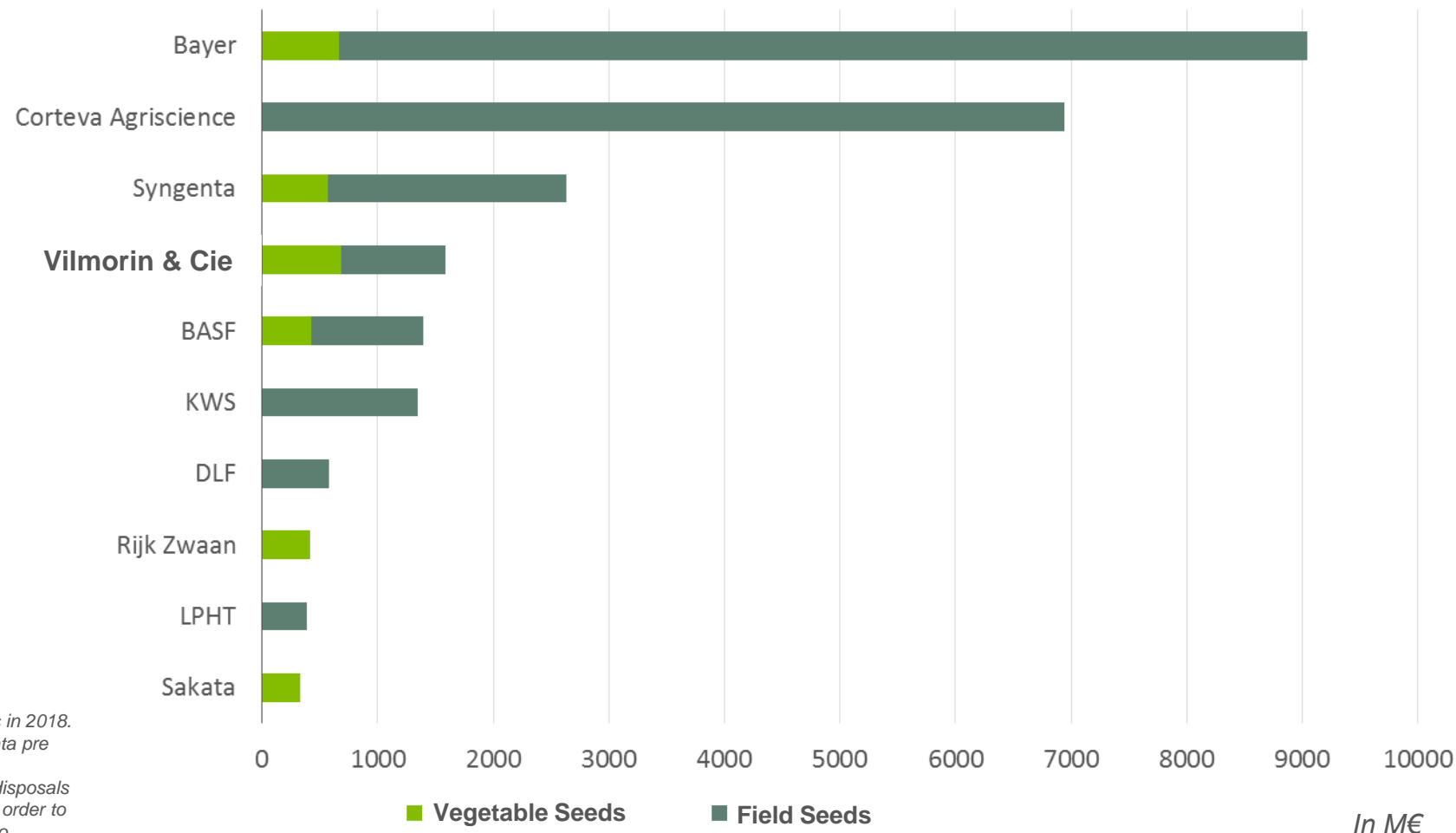




APPENDICES

❖ PANORAMA OF THE COMPETITION

COMPETITIVE ENVIRONMENT



Sources: corporate disclosures and internal estimates for sales in 2018. Vilmorin & Cie data for 2018-2019; Vilmorin & Cie and KWS data pre IFRS 11. Bayer and BASF: internal estimates as if the acquisitions and disposals made by Bayer and BASF had occurred on January 1, 2018 in order to give a more precise idea of the size and performance of the two companies following these operations.

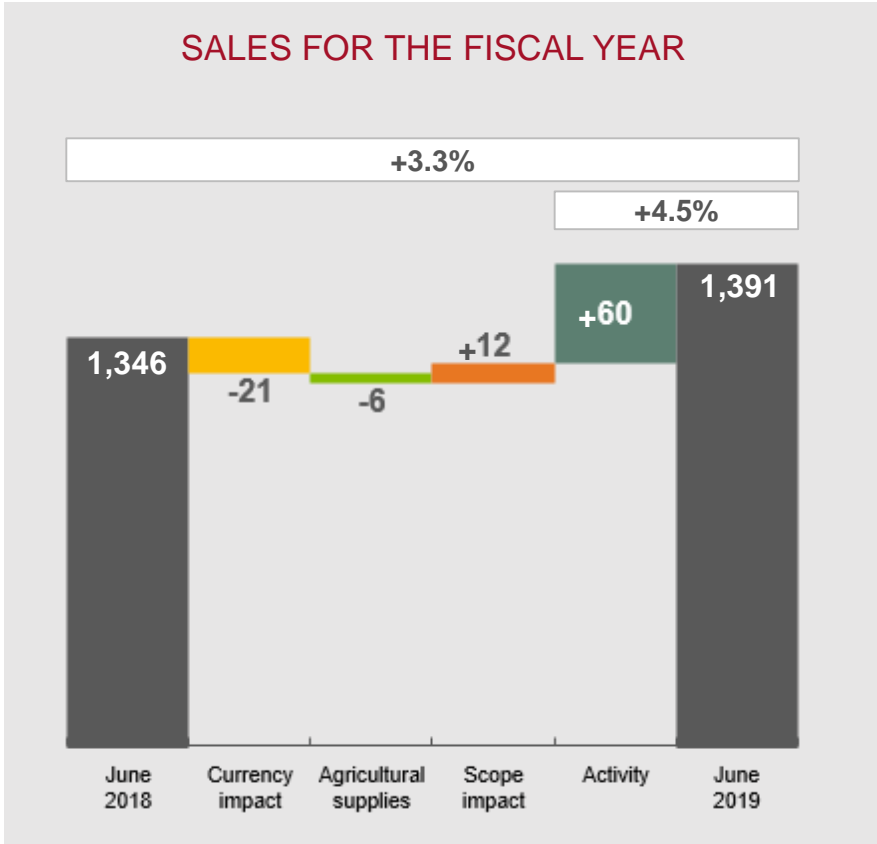


APPENDICES

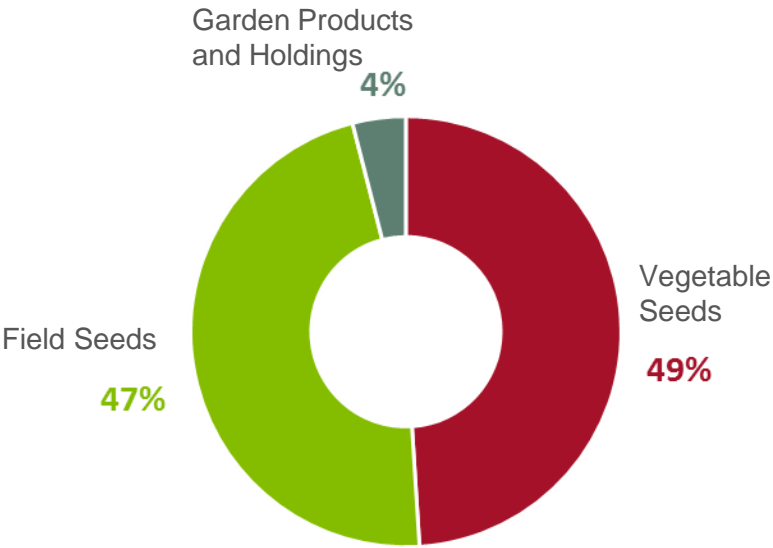
❖ KEY FINANCIAL DATA ON JUNE 30, 2019

CONSOLIDATED SALES*

In M€



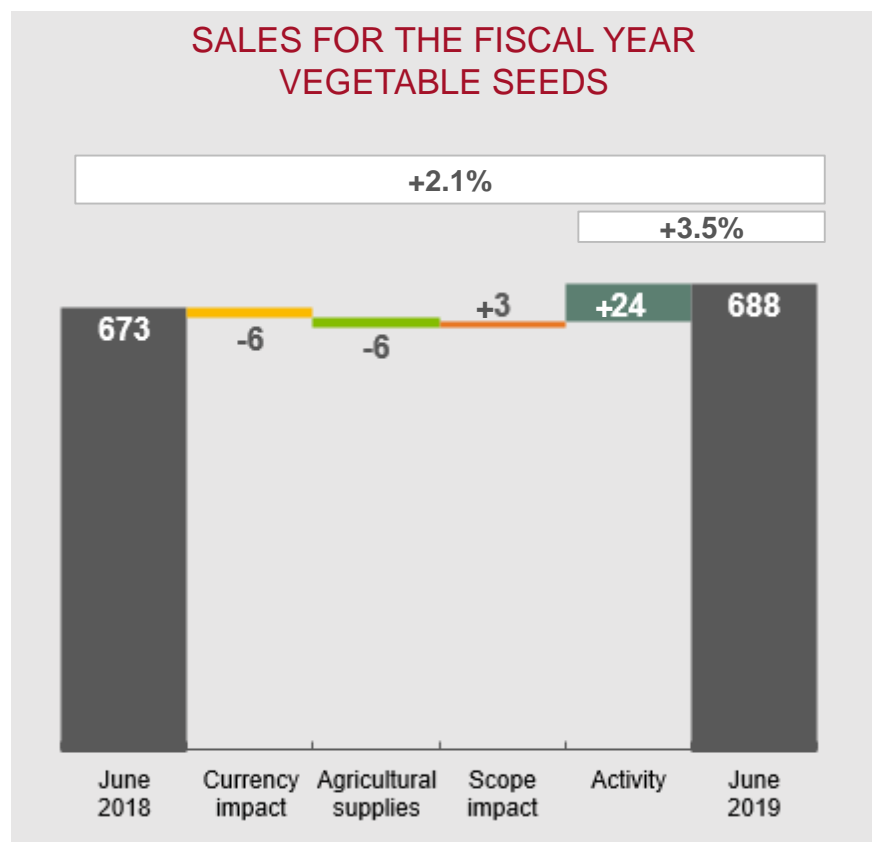
SALES* 2018-2019 PER DIVISION



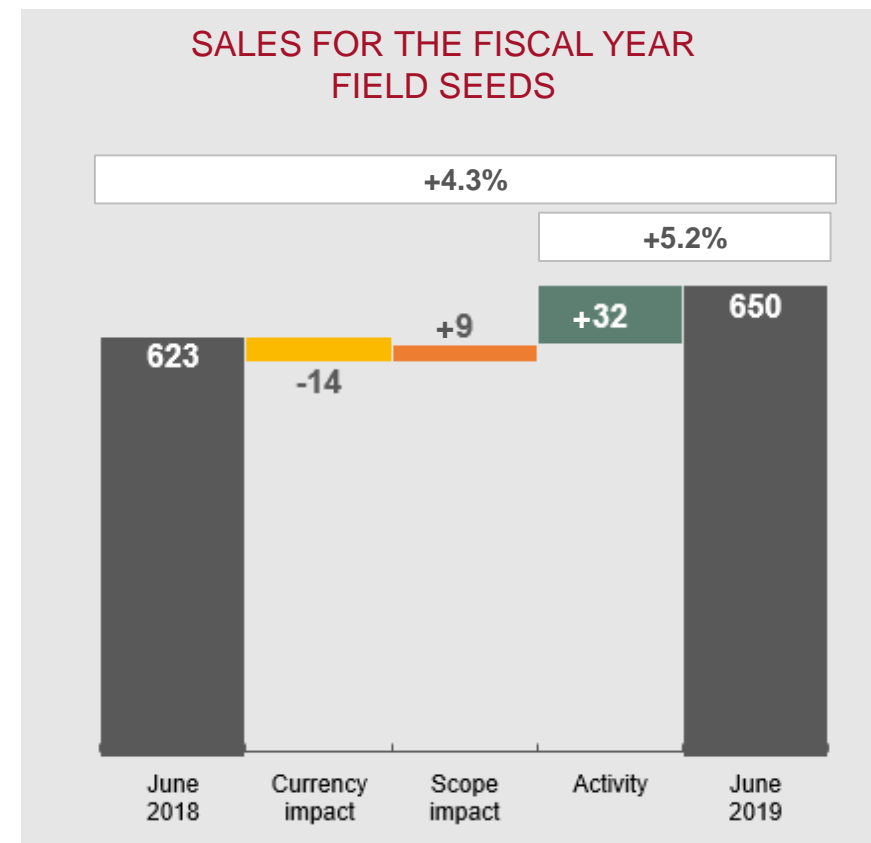
* Revenue from ordinary activities

SALES* PER ACTIVITY

In M€

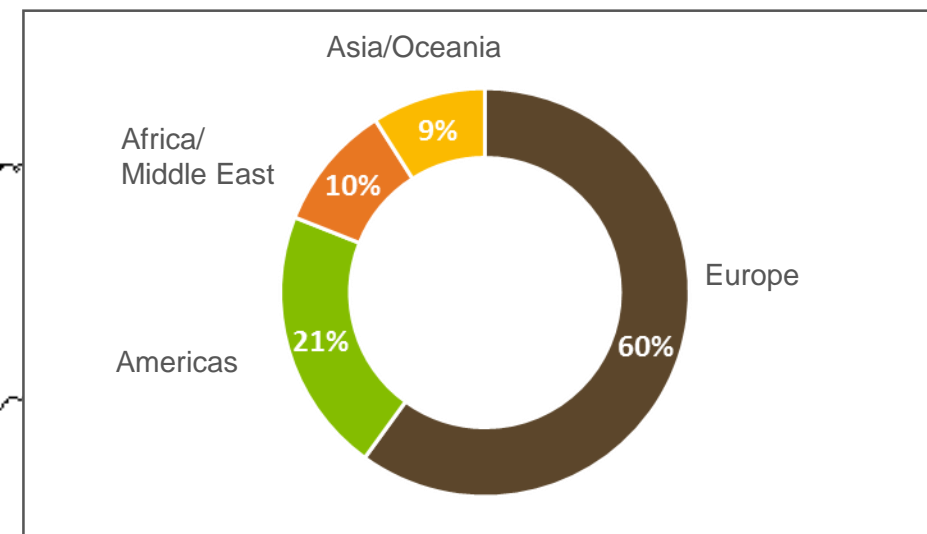
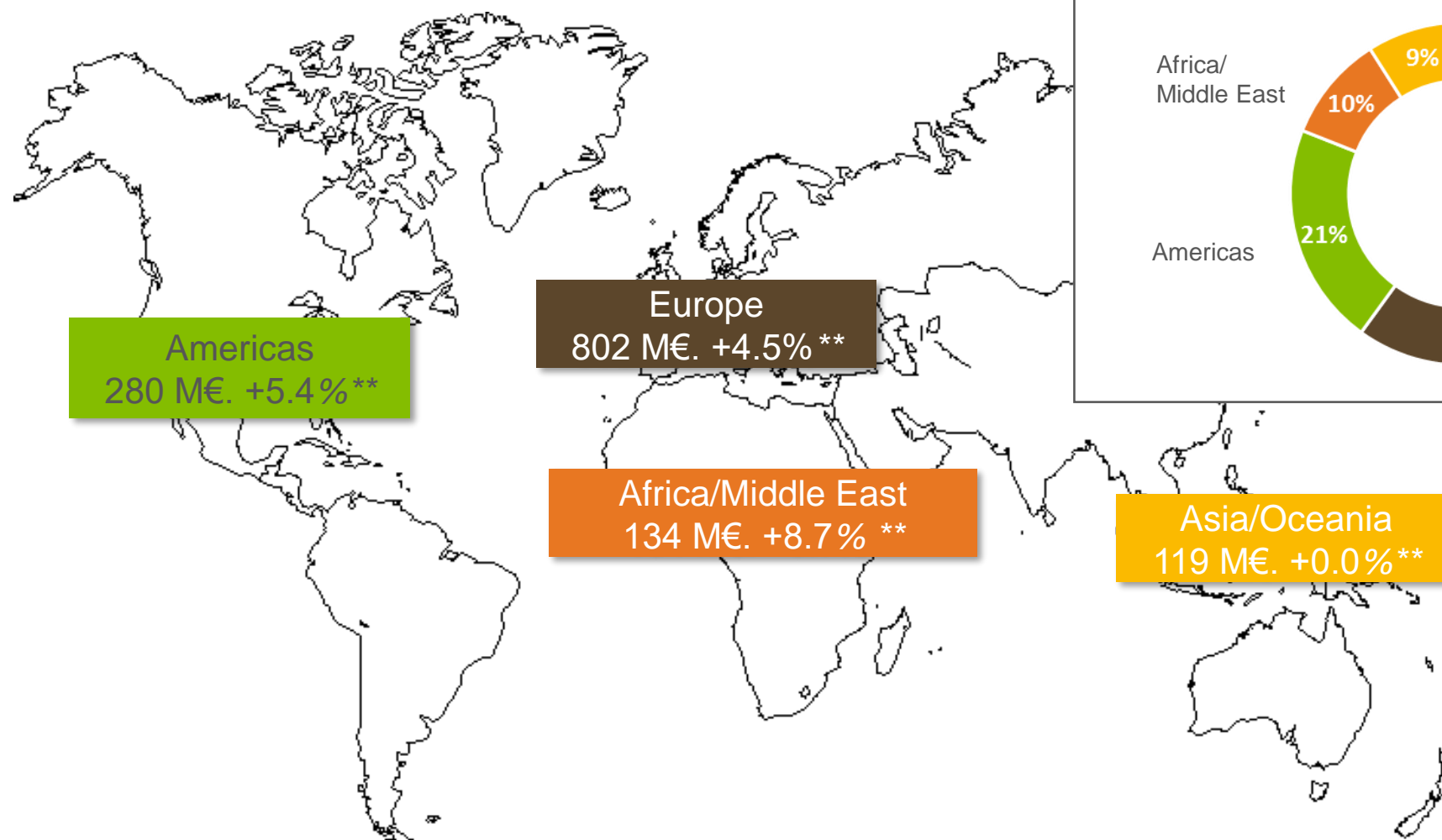


* Revenue from ordinary activities

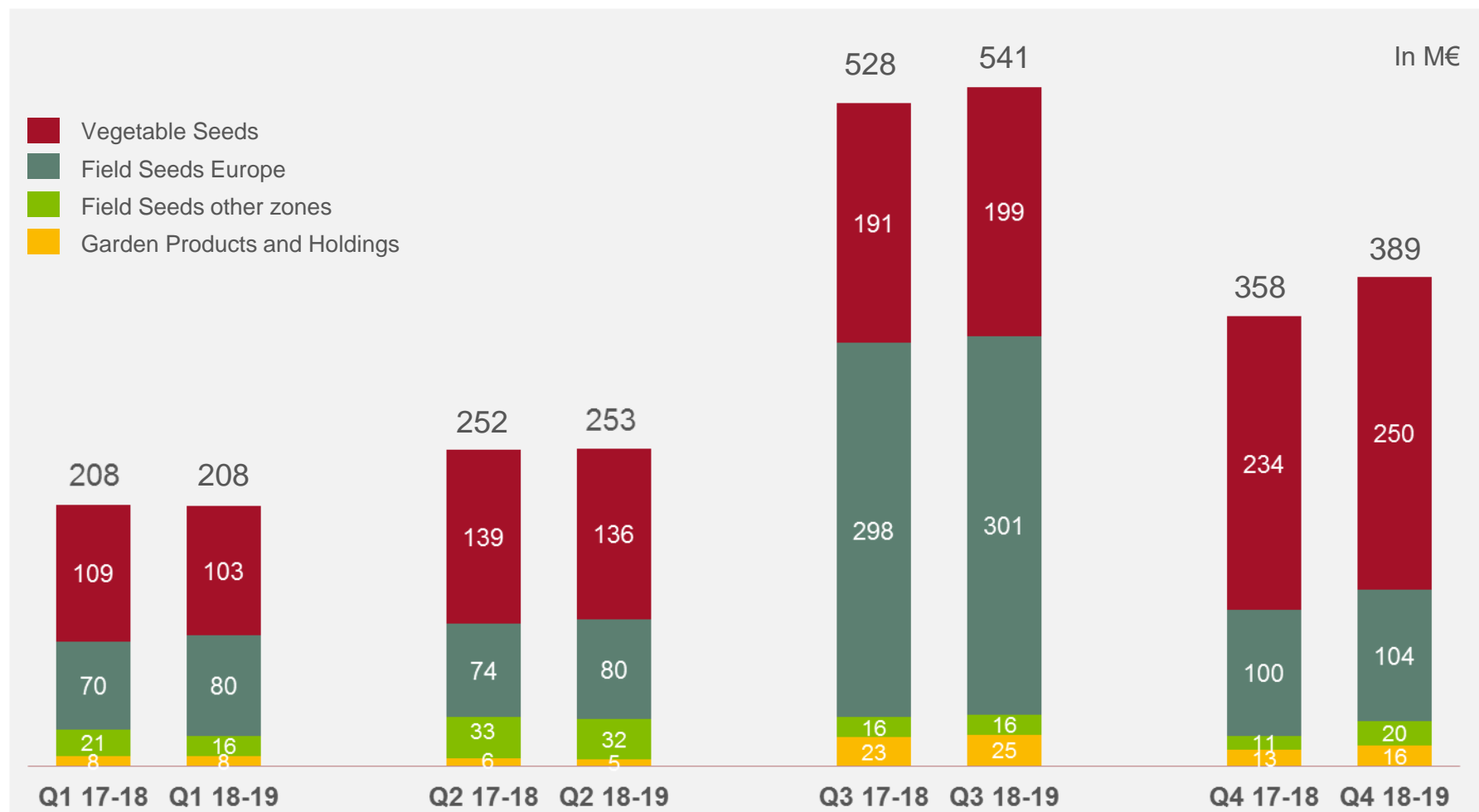


* Revenue from ordinary activities,
after application of IFRS 11 (i.e. excluding AgReliant)

CONSOLIDATED SALES* PER GEOGRAPHICAL AREA



CONSOLIDATED SALES* PAR QUARTER



* Revenue from ordinary activities

INCOME STATEMENT

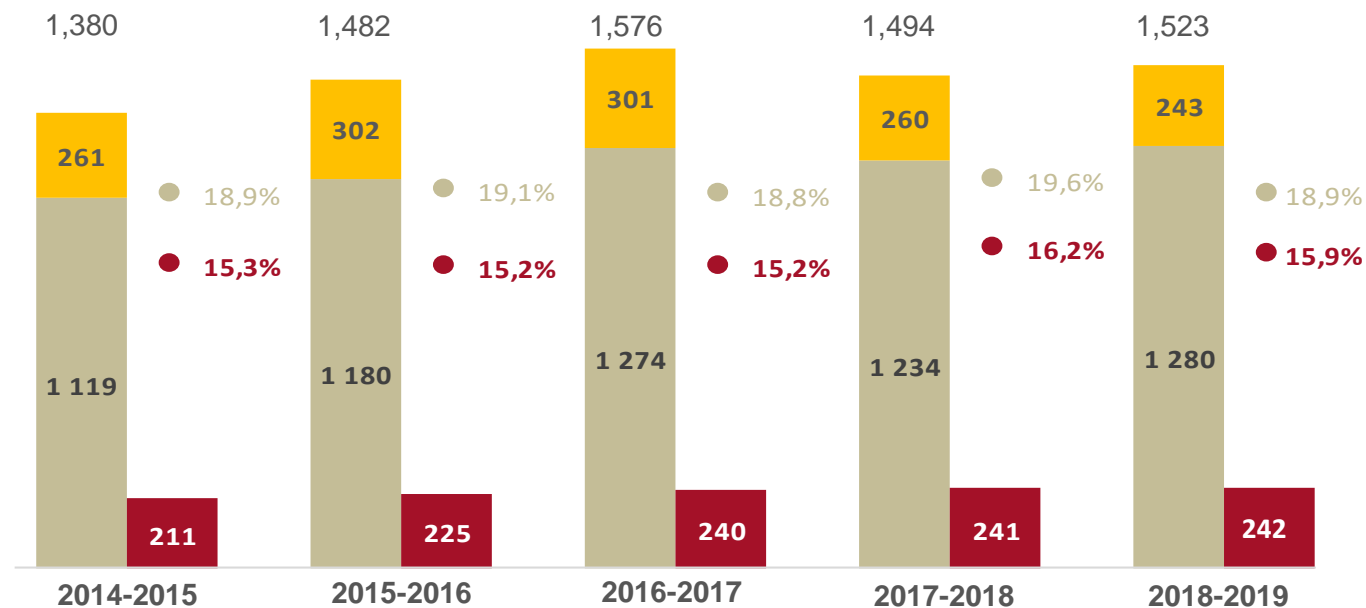
In M€	2017-2018	2018-2019	Variation
Sales	1,346.0	1,390.7	+3.3%
Sales margin	658.7	678.7	+20.0 M€
<i>Sales margin rate</i>	48.9%	48.8%	-0.1 pt
Operating income	97.1	111.0	+13.9 M€
<i>Operating margin rate</i>	7.2%	8.0%	+0.8 pt
<i>Current operating margin rate</i>	7.2%	8.4%	+1.2 pt
Income from associated companies	23.3	26.0	+2.7 M€
Financial income	-38.0	-45.0	-7.0 M€
Income taxes	-5.5	-14.1	-8.6 M€
Net income	76.9	77.9	+1.0 M€
Net income group share	74.1	73.9	-0.2 M€

OPERATING CHARGES

In M€	2017-2018	2018-2019	Variation*
Marketing and sales	-190.0	-199.0	+4.7% *
Research and development	-194.4	-199.5	+2.6% *
Administration and other charges	-177.2	-169.2	+4.5% *
Net operating charges	-561.6	-567.7	+(6.1) M€

* With current data

RESEARCH AND DEVELOPMENT



- Sales of seeds
- AgReliant' sales of seeds (50%)
- Investment in research
- Investment in research/Sales of seeds (IFRS 11)
- Investment in research/Sales of seeds (incl. 50% AgReliant)

In M€ (variation / 2018-2019)

R&D investment	241.5	(+0.1)
Impact of R&D activation	8.5	(-7.8)
Tax relief for research	33.5	(+2.7)

KEY FIGURES FOR EACH ACTIVITY'S CONTRIBUTION TO CONSOLIDATED SALES

	Sales*		Operating income		Net income	
In M€	2017-2018	2018-2019	2017-2018	2018-2019	2017-2018	2018-2019
Vegetable Seeds	673.1	687.5	114.8	102.7	80.7	71.7
Field Seeds	623.3	649.9	2.3	27.4	20.4	32.8
Garden Products and Holdings	49.6	53.4	-20.0	-19.1	-24.2	-26.6
Consolidated	1,346.0	1,390.7	97.1	111.0	76.9	77.9

* Revenue from ordinary activities

FREE CASH-FLOW

In M€

2017-2018

2018-2019

Net indebtedness at the beginning of the FY**714****766**

EBITDA

297

322

Variation of working capital needs

-68

-2

Other operating items

-15

-61

Net industrial investments

-46

-17

Activated development costs

-171

-171

Operating cash-flow**-3****70**

Net financial investments

-8

-151

Capital and other equity contributions

-3

-3

Dividends

-18

-24

Net financial charges

-25

-30

Free cash-flow**-57****-138**

Other restatements (IFRS/Currency, etc.)

5

-8

Net indebtedness at the end of the FY**766****912**

EVOLUTION OF THE BALANCE SHEET STRUCTURE



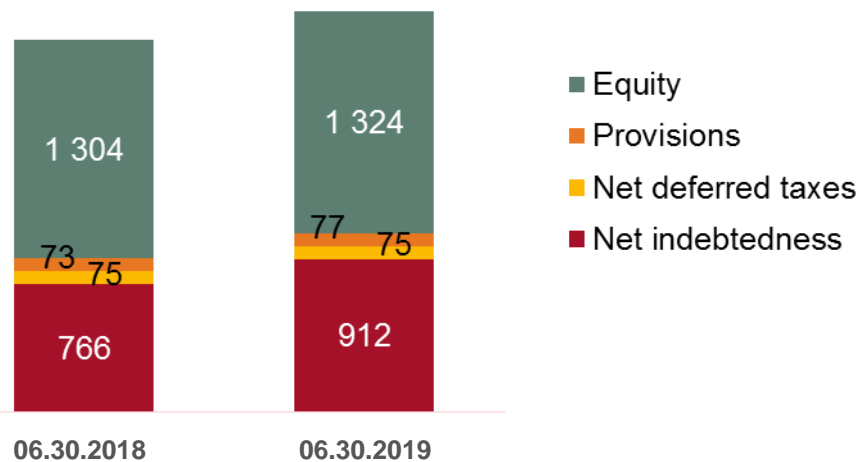
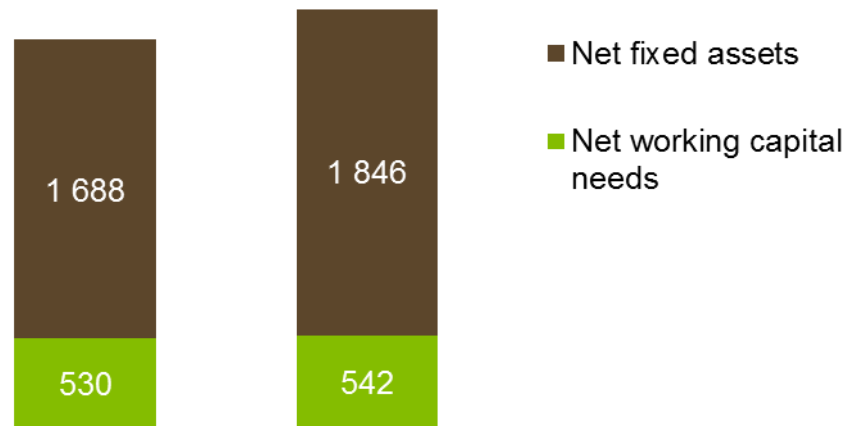
- ❖ Increase in the net financial debt (+146 M€), due in particular to:
 - ❖ the signing of targeted acquisitions in South America for Field Seeds (acquisition of Sursem and Geneze) and also in Denmark for Vegetable Seeds – spinach (acquisition of the company AdvanSeed) ;
 - ❖ and the reinforcement of the partnership with Seed Co.

KEY DATA ON JUNE 30, 2019

- Equity: 1,324 M€
- Net financial debt: 912 M€
including cash 249 M€
- Gearing: 68.9%
- Leverage: 2.8

BALANCE SHEET STRUCTURE

In M€



Gearing 68.9%
Leverage 2.8

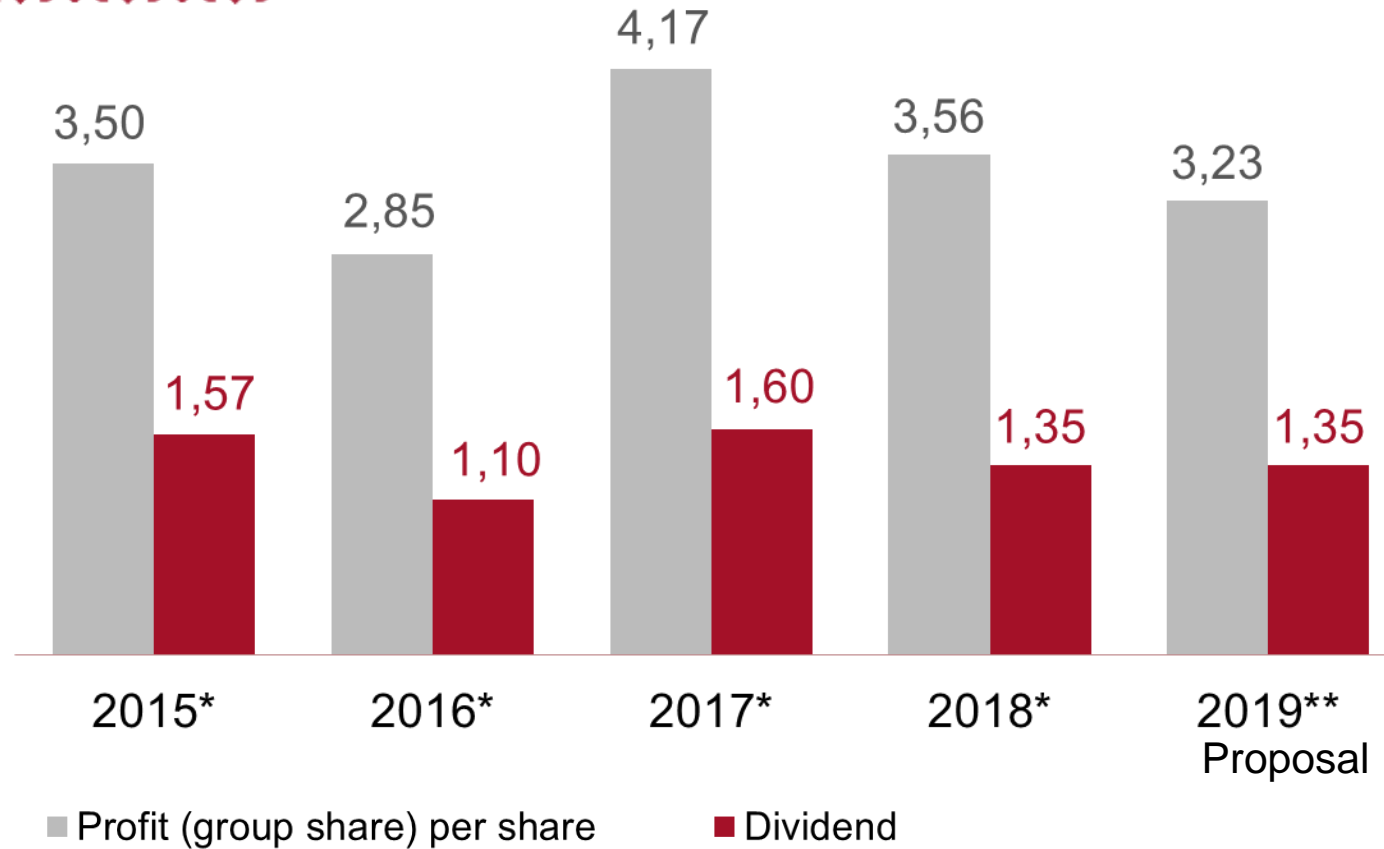
Total balance sheet
of which cash

2,218
256

2,388
197

DIVIDENDS PROPOSAL

In €



Pay-out

44.8%

38.6%

38.4%

38.0%

41.9%

* calculated on the basis of 20,833,902 shares

** calculated on the basis of 22,917,292 shares



THANK YOU

VILMORIN & CIE

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