



# #HELLO TOMORROW

Ready for the future.



FRUIT  
STARCH  
SUGAR

The natural upgrade

**#HELLO  
TOMORROW**

Ready for the future.

WELCOME  
to the **33<sup>rd</sup> Annual General Meeting**  
of AGRANA Beteiligungs-AG

**AGRANA 2019 | 20 Online:**  
[reports.agrana.com/en](https://reports.agrana.com/en)

Vienna | 3 July 2020



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## AGENDA

1. Presentation of the Annual Financial Statements including the Management Report and the Corporate Governance Report, the Consolidated Financial Statements including the Consolidated Management Report, the proposal for appropriation of profit, and the report of the Supervisory Board for the financial year 2019|20.
2. Resolution on the appropriation of profit.
3. Resolution on the formal approval of the actions of the members of the Management Board for the financial year 2019|20.
4. Resolution on the formal approval of the actions of the members of the Supervisory Board for the financial year 2019|20.
5. Resolution on the remuneration of members of the Supervisory Board.
6. Appointment of the auditor and the group auditor for the financial year 2020|21.
7. Election of one person to the Supervisory Board
8. Resolution on the remuneration policy



## FIRST AGENDA ITEM

**Presentation of the Annual Financial Statements including the Management Report and the Corporate Governance Report, the Consolidated Financial Statements including the Consolidated Management Report, the proposal for distribution of profit, and the report of the Supervisory Board for the financial year 2019 | 20.**

Since the submission of the aforementioned documents is only for the purpose of providing information, there will be no resolution on this agenda item. The 2019|20 annual financial statements have already been approved by the Supervisory Board.



2019|20

**REPORT  
OF THE  
MANAGEMENT  
BOARD**

# #HELLO TOMORROW

Ready for the future.



2019|20

#HELLOTOMORROW

Our annual report 2019|20 aims to highlight with its digital experiences why we feel **“Ready for the future.”**

We invite you to launch the digital experiences on the image pages of our report and on [reports.agrana.com/en](https://reports.agrana.com/en)

### **Vision. Future. Strength.**

Ready for the future today through the biorefinery of tomorrow. Utilising all parts of the raw material efficiently, we model a bioeconomy and circular economy.

### **The digitalization of our manufacturing.**

Ready for the future through the digital networking of our production plants. Achieving higher yields with lower production losses and reduced energy consumption.

### **Powered by people.**

Ready for the future with motivated and highly skilled employees. Our people drive innovation and growth at AGRANA.

### **Progress through research.**

Ready for the future through continual investment in leading-edge lab and application technology. Maintaining and expanding market leadership through research and development.

### **CO<sub>2</sub>-neutral production by 2040.**

Many of our products already make a contribution to climate and environmental protection. We want to continue along this path and commit to CO<sub>2</sub>-neutral production by 2040.



## 2019|20 OVERVIEW

In 2019|20 the goal of a significant improvement in operating profit (EBIT) at Group level was achieved.

- **EBIT: € 87.1 m** (prior year: € 66.6 m)
- **Revenue: € 2,480.7 m** (prior year: € 2,433.0 m)
- **EBIT margin: 3.5%** (prior year: 2.7%)
- **PAT: € 51.3 m** (prior year: € 30.4 m)
- **EPS: € 0.77** (prior year: € 0.41)
- **DPS: € 0.77\*** (prior year: € 1.00) \*Proposal to the AGM

  
**~9,300**  
Employees (FTEs)

  
**57**  
Production sites

  
**€ ~2.5 billion**  
Group revenue



World market leader in the production of

### FRUIT

PREPARATIONS and largest manufacturer of fruit juice concentrates in Europe



Major European manufacturer of customised

### STARCH

PRODUCTS and bioethanol



Leading

### SUGAR

SUPPLIER in Central, Eastern & Southeastern Europe



2019|20

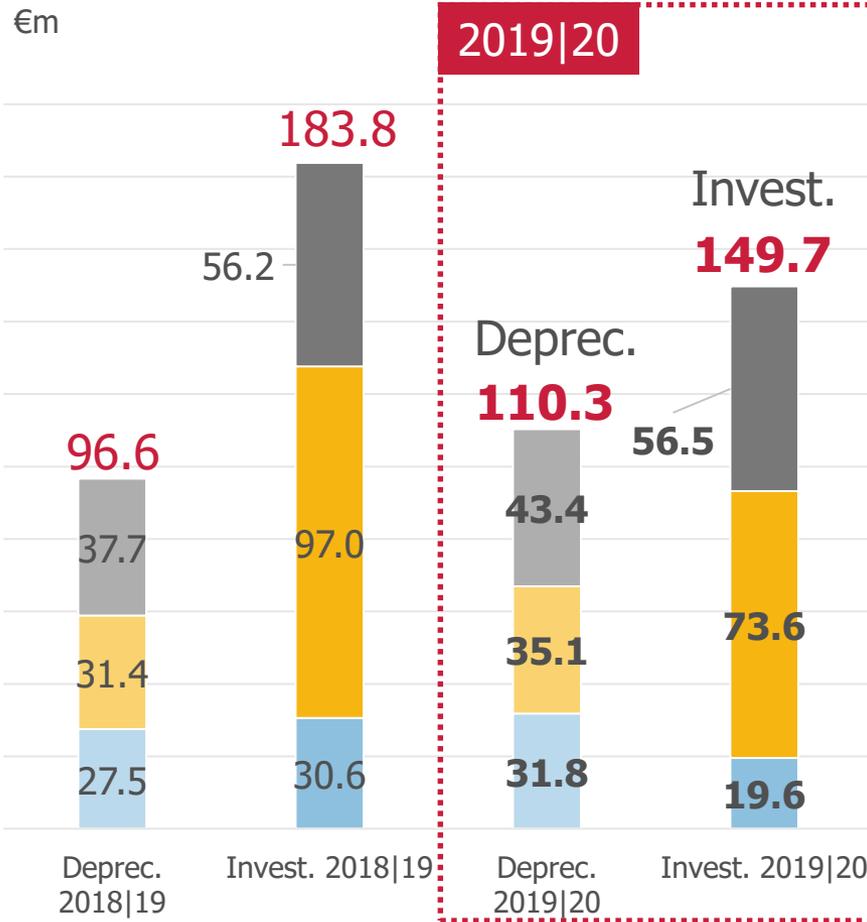
# PROJECTS FOR FUTURE GROWTH





MOST IMPORTANT PROJECTS IN THE GROUP

# INVESTMENT ABOVE DEPRECIATION



## FRUIT

- Second production line at new plant in China
- New lab for product development in Mitry-Mory, France

## STARCH

- Expansion of the wheat starch plant in Pischelsdorf, Austria
- Expansion of the corn starch derivatives plant in Aschach, Austria

## SUGAR

- Finished product warehouse with 10,000 pallet spaces in Buzău, Romania (AGRANA's biggest retail market)
- Energy savings measures



MAIN PROJECT IN 2019|20

## WHEAT STARCH PLANT II

- Wheat starch plant II **successfully began operation at the end of November 2019**
- Total investment: **€ 102 million**
- **45 new jobs**
- **Further expansion of AGRANA's market position** in the starch market



**Pischelsdorf site**

Processed raw  
materials (to)

Investment

**TOTAL:**

**1,190,000**

**€ ~300 million (2005 -2019)**

**~ 3,300 tonnes  
processing capacity per  
day**



SEGMENT

**FRUIT**

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## FRUIT SEGMENT

### Fruit preparations (FP)

- **Fruit yoghurt** is main market of FP
  - Slight growth by gain of market shares
  - Western Europe and North America slightly contracting
  - Growth in South America negatively affected by business cycle-driven reversals and political developments
- **Ice-cream market** moderate growth in 2019 globally, with higher growth in some regions
- AGRANA continued to further strengthen **food service activities**
- Market for plant-based **dairy alternatives** in the yoghurt and ice-cream sectors still a niche, but is showing positive growth

### Fruit juice concentrates

- **2019** apple campaign was marked by **reduced availability of apples**
- Weaker customer demands due to **supply overhang** from very good 2018 harvest



Ice-Cream



Food Service





SEGMENT

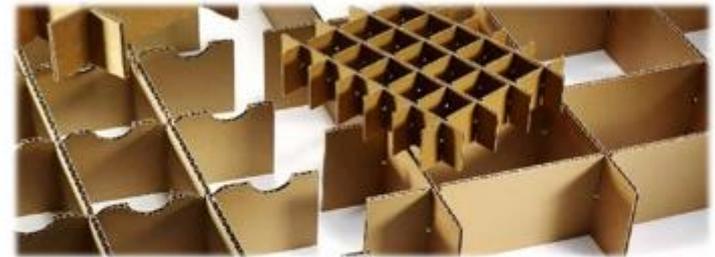
STARCH

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## STARCH SEGMENT

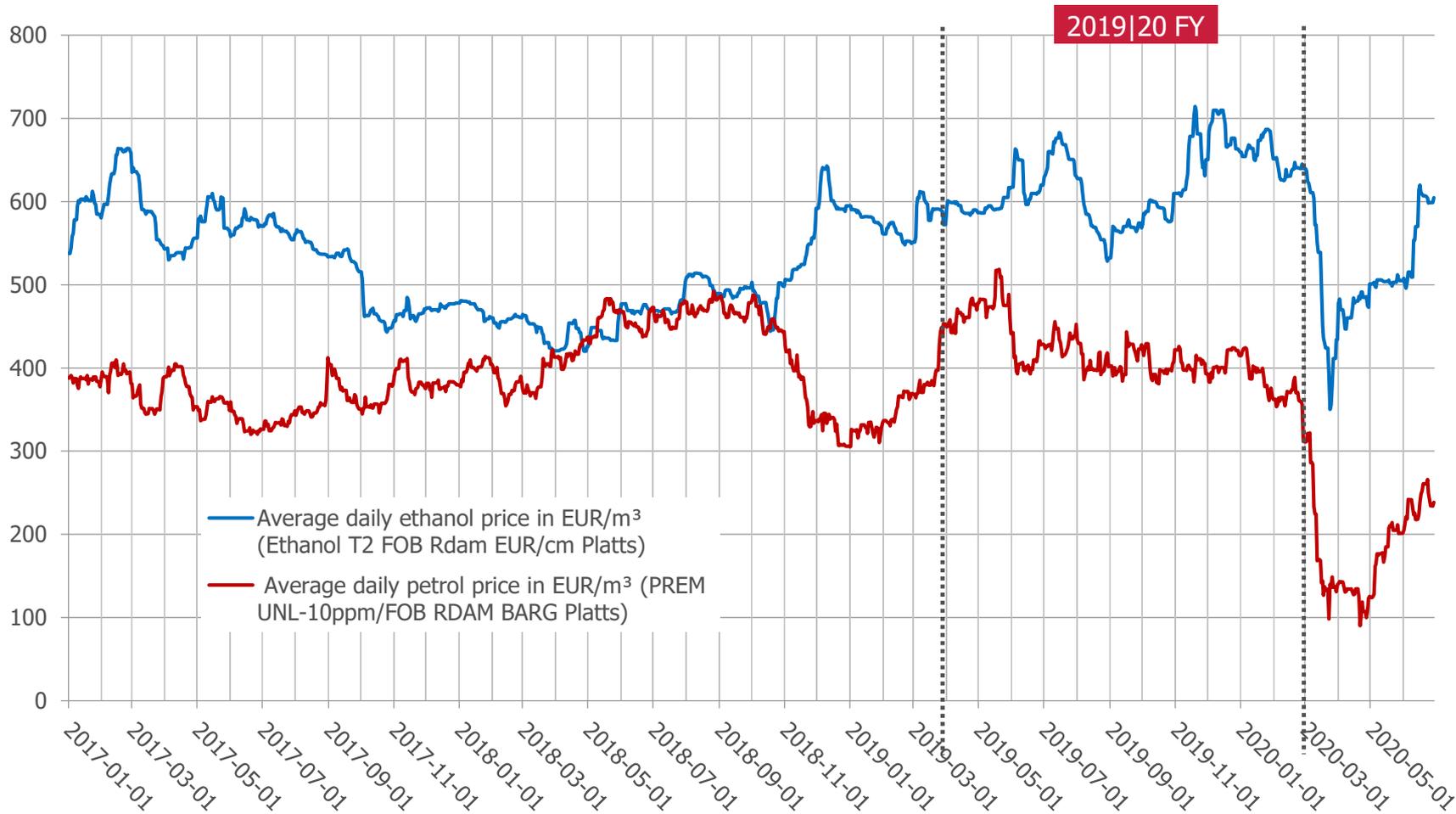
- **Good bioethanol price level** throughout the financial year
  - Increase in blending quotas in some EU countries (Hungary, Belgium...)
  - “European Green Deal”
- Stable market setting for **native and modified starches**
- **Organic sector:** growing consumer demand (US sales activities strengthened by acquisition of Marroquin)
- Demand for **containerboard** (material used to make corrugated board) remains high, but also new competitors
- **Saccharification products** remained under volume and price pressure (-> sugar market)





1 JANUARY 2017 – 29 JUNE 2020 (EUR)

# ETHANOL AND PETROL PRICES



29 June 2020:

**Ethanol: 604.8 EUR/m<sup>3</sup> Petrol: 238.6 EUR/m<sup>3</sup>**



## SUBSEQUENT EVENTS

# ACQUISITION OF MARROQUIN ORGANIC INT.

- **Expansion of US organic products distribution activities** in the Starch segment
- Acquisition of 100% of shares in the **US distribution company** Marroquin Organic International Inc. based in Santa Cruz|California
- **US market** for packaged organic foods is the **world's largest**
- Marroquin: **29 years** of experience **supplying organic and non-GMO ingredients**; US\$ 20 million annual revenue
- Marroquin has been an AGRANA US sales partner for many years
- Acquisition strengthens **specialties strategy** in the Starch segment





SEGMENT

**SUGAR**

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## SUGAR SEGMENT

### ▪ World sugar market

- **World market price of sugar at a low level**
- Upward trend in world market quotations occurred in Q4 2019|20 -> deficit for SMY 2019|20 was reaffirmed by weak harvests in India, Mexico and above all in Thailand

### ▪ EU sugar market

- After end of quotas and record production of ~21 million tonnes in SMY 2017|18, **two years of drought-related weaker production** (only at a level of ~17 million tonnes)
- Since the abolition of the sugar quotas, average sugar prices as per the **EU price reporting system** have declined significantly:
  - January 2019: record low of € 312 per tonne
  - Average price rose slightly in the course of the 2019 calendar year
  - **April 2020: EU average price of € 379 per tonne**
- Spot prices in 2019|20 FY already above € 400 € per tonne (->harvest expectations)





# RAW SUGAR & WHITE SUGAR SUGAR QUOTATION

1 January 2006 – 1 July 2020 (USD)

Daily ICE SUG11 OCT0; SUGAR NO5 AUG0

- Line; ICE SUG11 OCT0; Trade Price(Last)  
01.07.2020; 268,303
- Line; SUGAR NO5 AUG0; Trade Price(Last)  
01.07.2020; 356,300N/A; N/A



2019|20 FY

White sugar (LIFFE)

**1 July 2020:**  
356.3 USD/t  
= 317.3 EUR/t

Raw sugar (ICE)

**1 July 2020:**  
268.3 USD/t  
= 238.9 EUR/t

1/1/2010

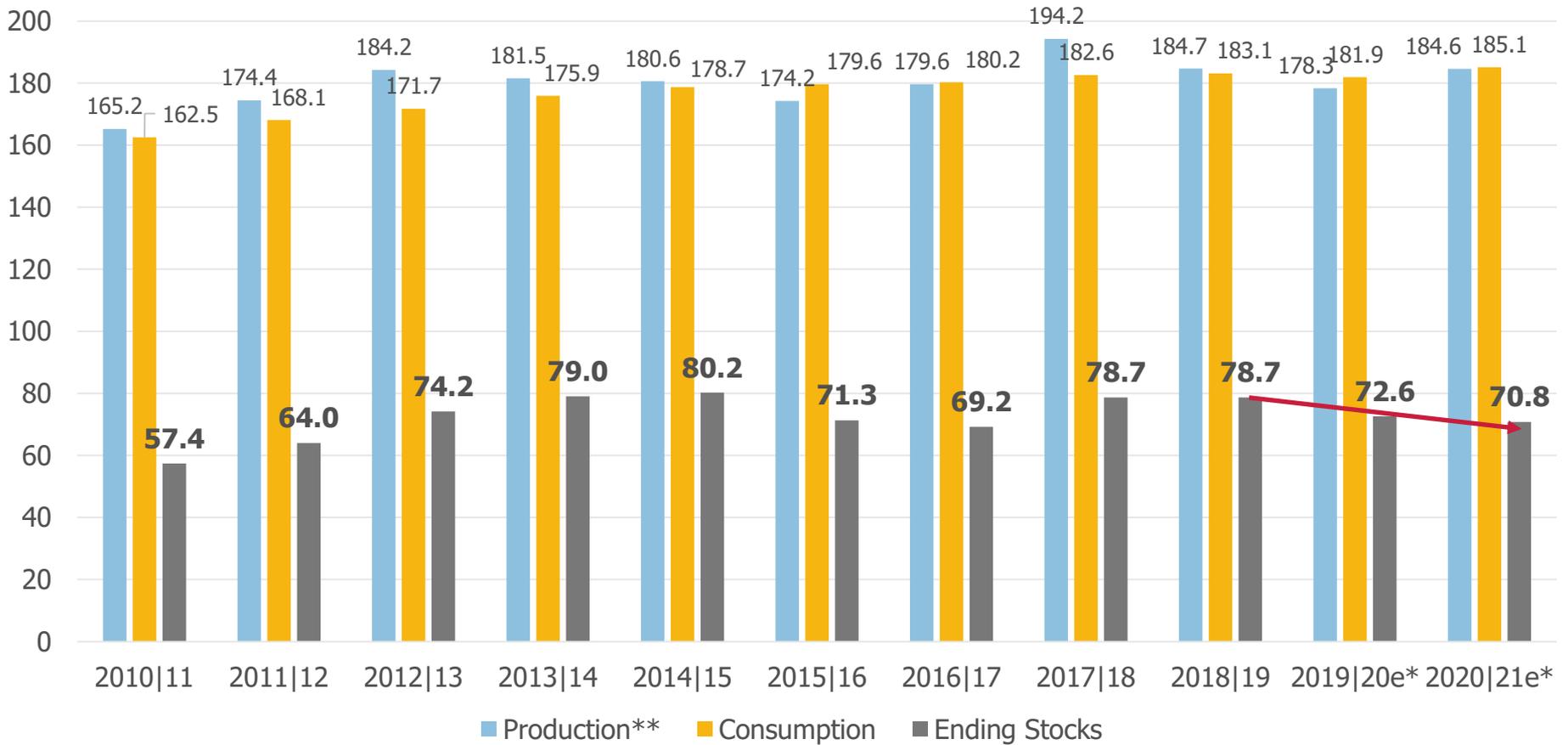
**10-years-low:**  
White sugar, 15/7/2019: 294.0 USD/t

**10-years-low:**  
Raw sugar, 27/4/2020: 203.1 USD/t



# WORLD SUGAR PRODUCTION & CONSUMPTION

Million tonnes



Source: F.O. Licht/IEG Vantage (30 June 2020)

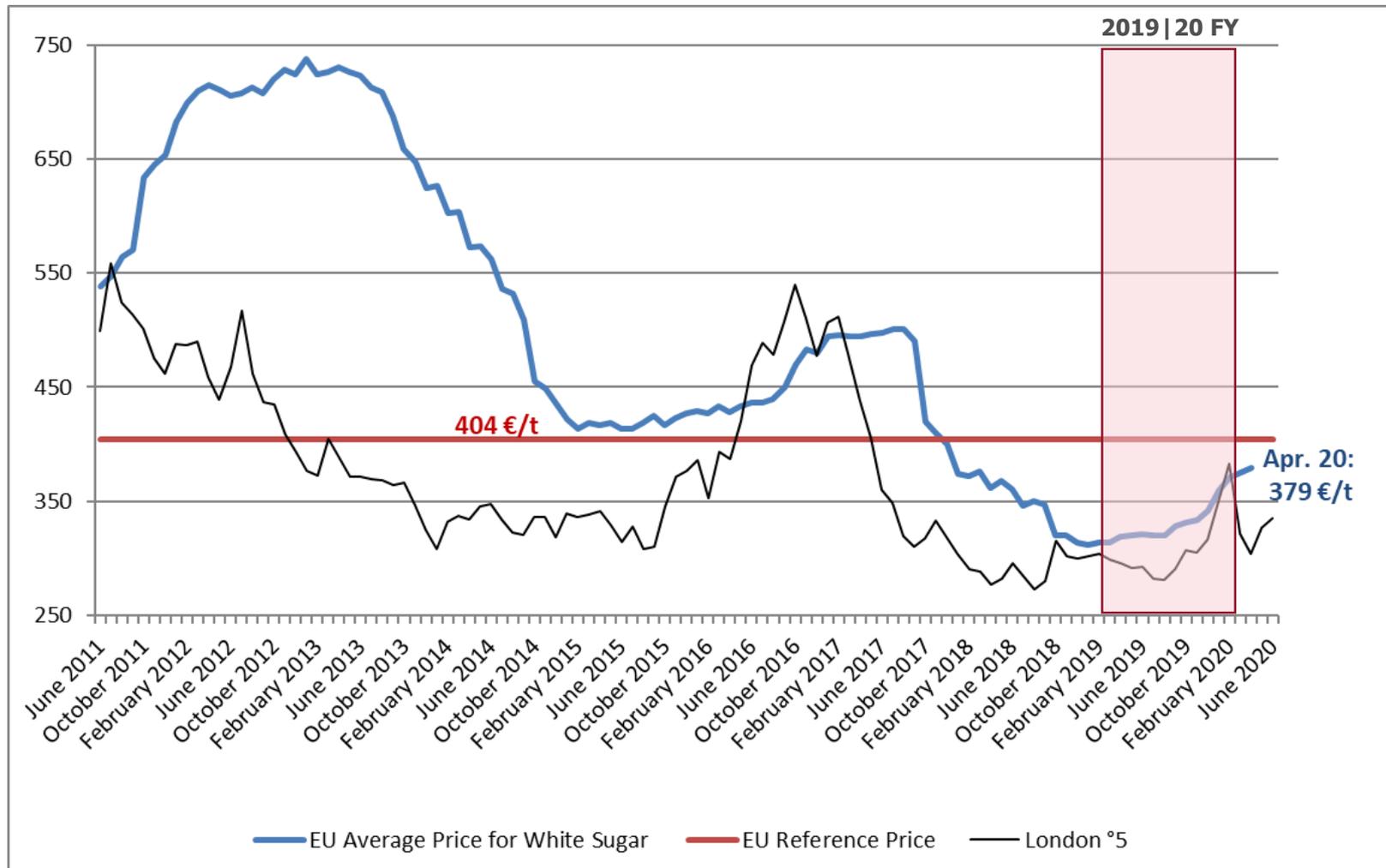
\* Estimate  
 \*\* Production: October-September



## SUGAR PRICE REPORTING

# MONTHLY EU AVERAGE PRICES

(JUNE 2011 TO JUNE 2020; € PER TONNE)



Source: European Commission (as of 29 June 2020) and SugarOnline (as of 29 June 2020)

# BEET ACREAGE DEVELOPMENT IN THE AGRANA REGION

Hectares	Austria	Central and Eastern Europe	Total
2017	42,700	52,850	95,550
2018	31,000	52,100	83,100
2019	27,800	48,350	76,150
2020e	26,200	49,600	75,800

In Austria around 16,000 hectares of beet areas are lost.

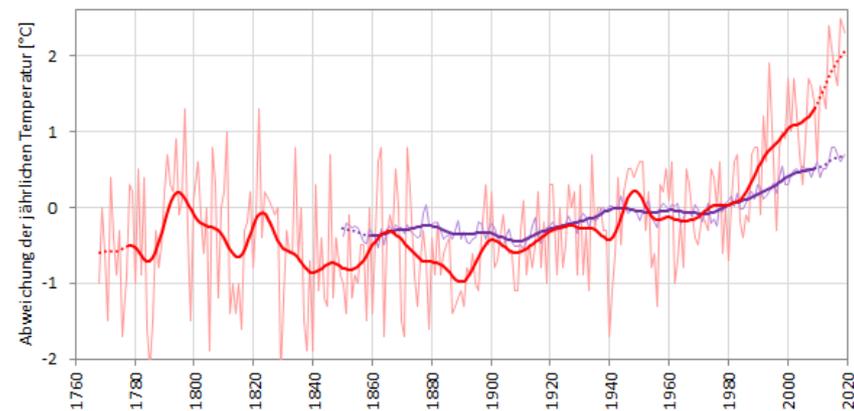
## Reasons:

- dryness / climate
- weevil
- organic acreage

## Measures:

- Evaluation of campaign operations depending on summer rainfall
- Structural shortage of beet require capacity measures

Deviation of annual temperature °C

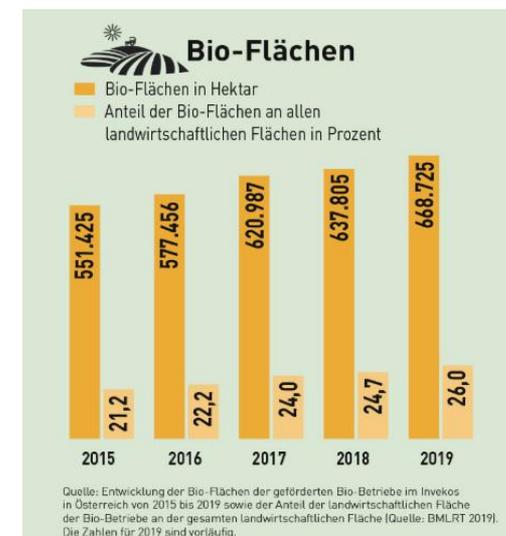


Source: ZAMG

Pheromone trap



Development of organic acreage in Austria





2019|20

# CONSOLIDATED FINANCIAL STATEMENTS

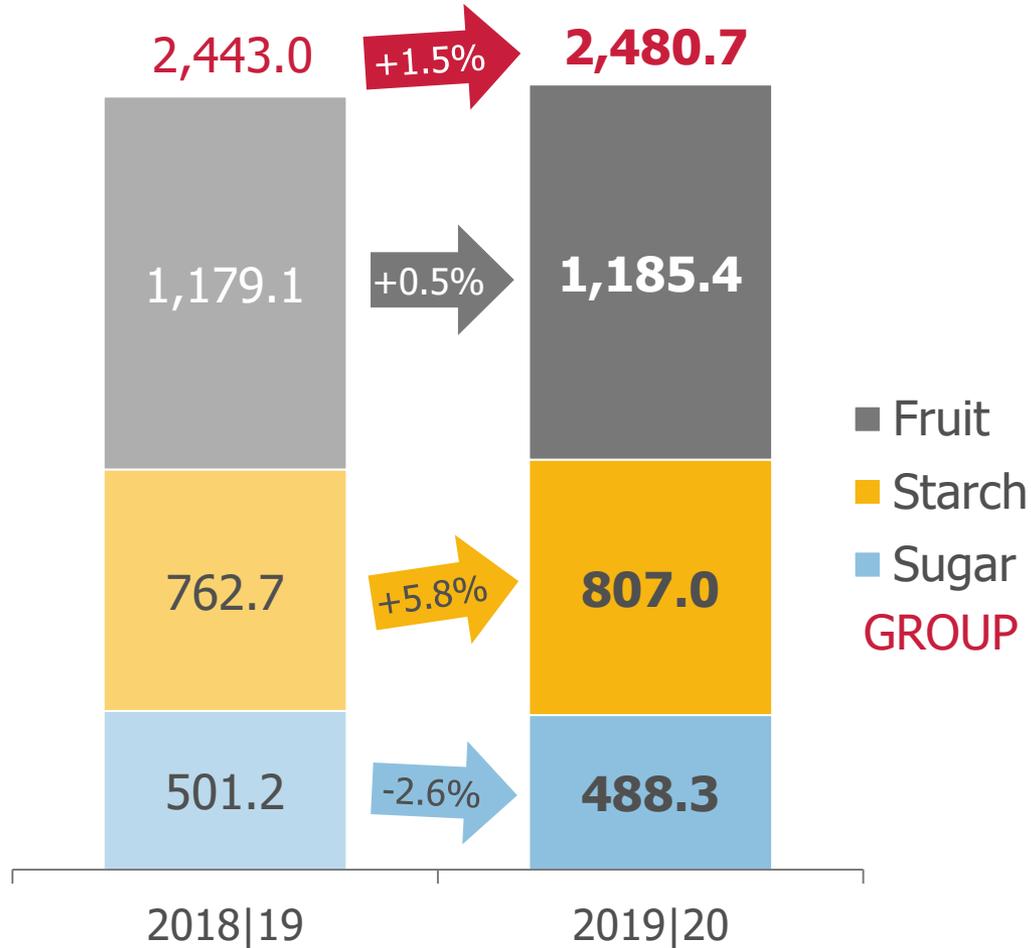




2019|20 VS PRIOR YEAR

# REVENUE BY SEGMENT

€m





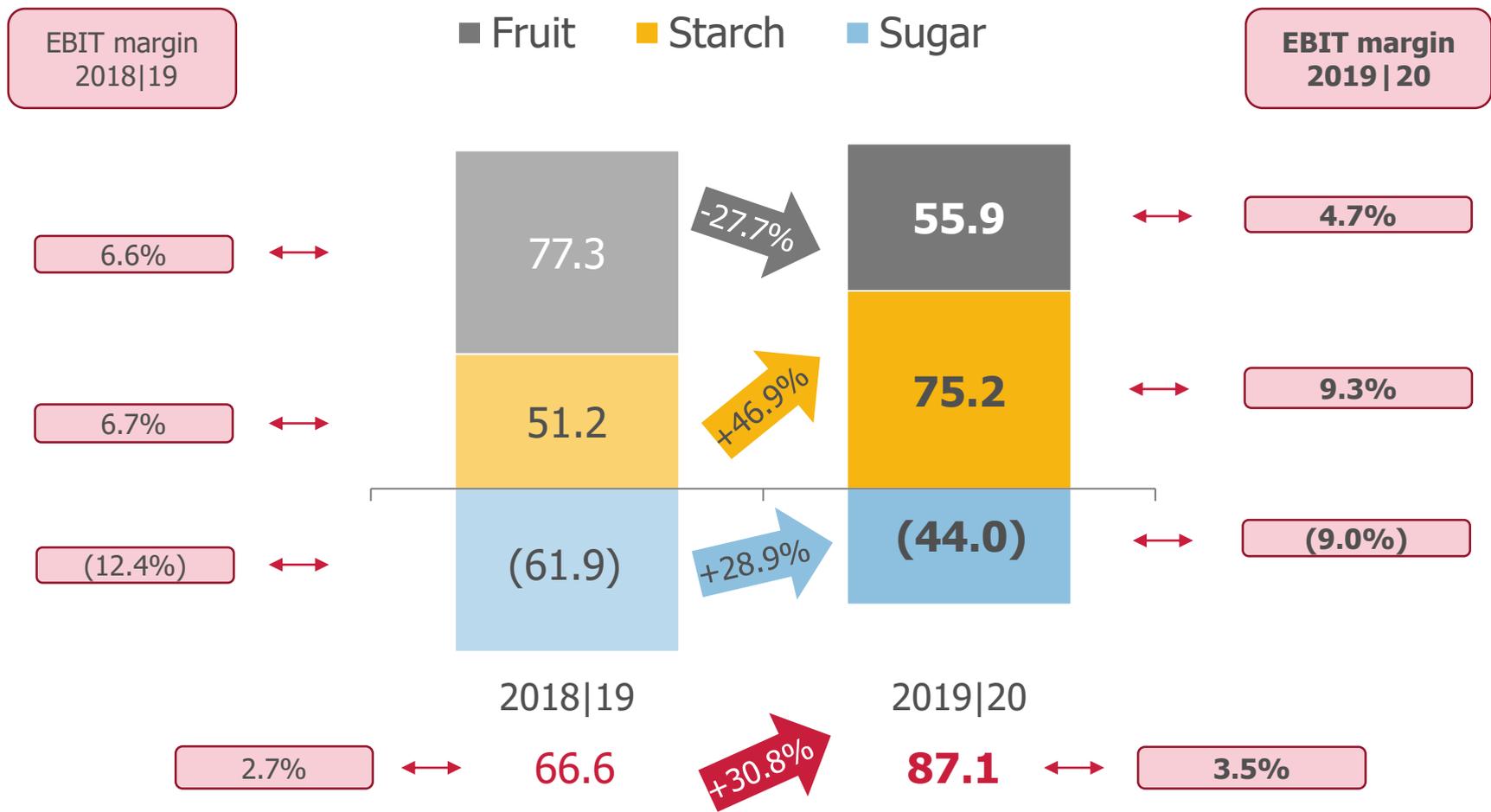
2019|20 VS PRIOR YEAR

# EBIT BY SEGMENT

€m

GROUP

■ Fruit ■ Starch ■ Sugar



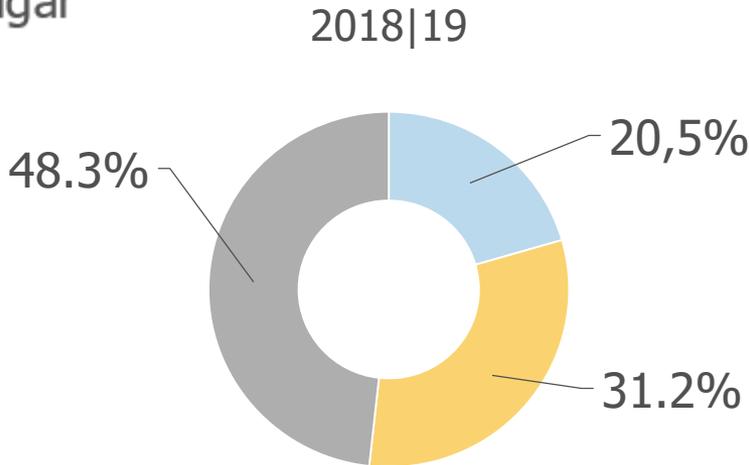
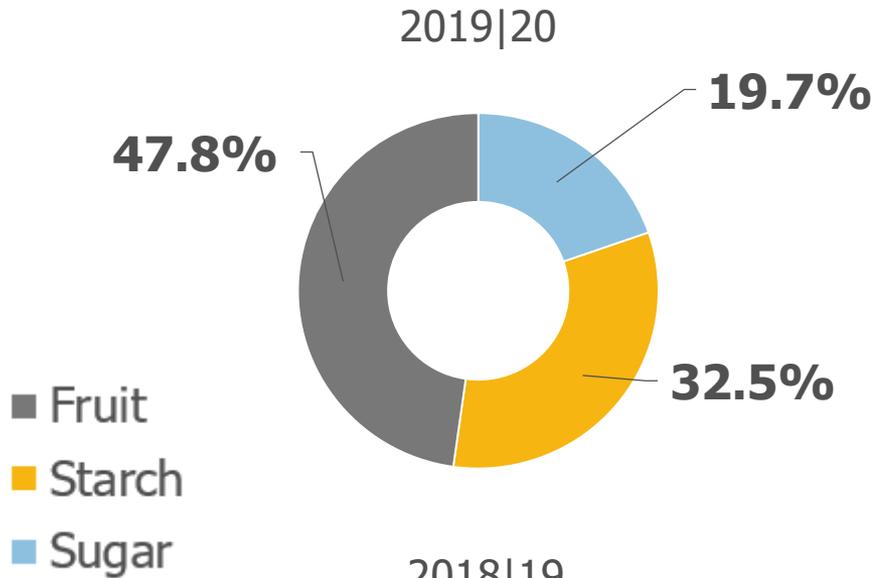


## CONSOLIDATED INCOME STATEMENT (I)

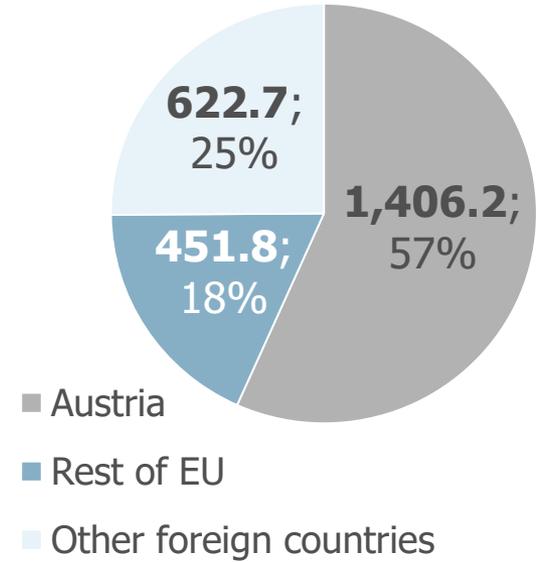
€m	2019   20	2018   19	Change
<b>Revenue</b>	<b>2,480.7</b>	<b>2,443.0</b>	<b>1.5%</b>
Changes in inventories of finished and unfinished goods	<b>64.8</b>	<b>(53.5)</b>	<b>&gt;100%</b>
Own work capitalised	<b>1.9</b>	<b>1.1</b>	<b>72.7%</b>
Other operating income	<b>37.7</b>	<b>33.0</b>	<b>14.2%</b>
Cost of materials	<b>(1,759.3)</b>	<b>(1,647.5)</b>	<b>-6.8%</b>
Staff costs	<b>(341.7)</b>	<b>(323.7)</b>	<b>-5.6%</b>
Depreciation, amortisation and impairment losses	<b>(110.3)</b>	<b>(96.6)</b>	<b>-14.2%</b>
Other operating expenses	<b>(303.4)</b>	<b>(301.4)</b>	<b>-0.7%</b>
Share of results of equity-accounted joint ventures	<b>16.7</b>	<b>12.2</b>	<b>36.9%</b>
<b>Operating profit [EBIT]</b>	<b>87.1</b>	<b>66.6</b>	<b>30.8%</b>
thereof exceptional items	<b>(2.8)</b>	<b>3.3</b>	<b>&gt;-100%</b>



SPLIT BY SEGMENT AND BY REGIONS  
**REVENUE**

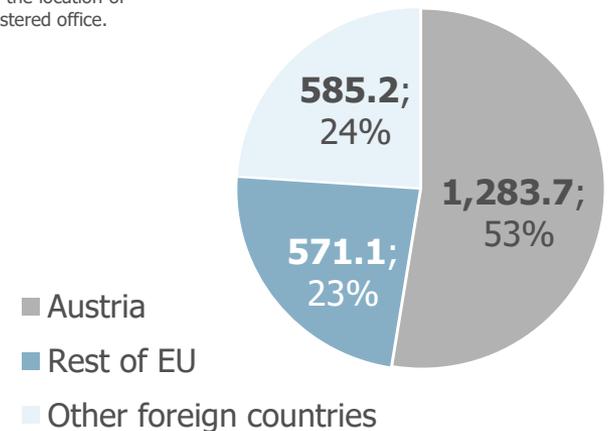


**By region\* 2019 | 20 (€m)**



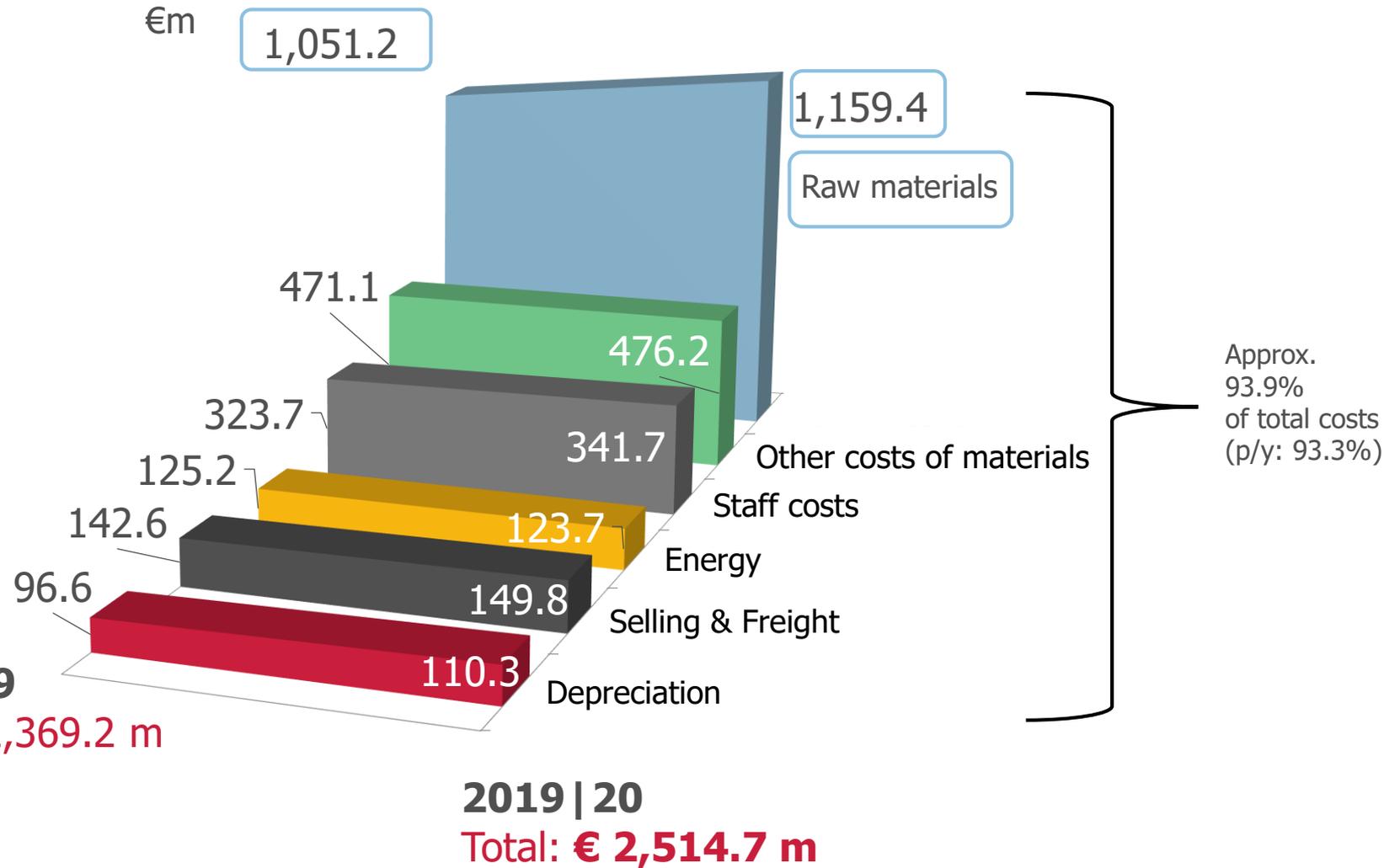
\* Companies are assigned to geographic segments based on the location of their registered office.

**By region\* 2018 | 19 (€m)**





# COST STRUCTURE (OPERATIONAL)





## CONSOLIDATED INCOME STATEMENT (II)

€m	2019   20	2018   19	Change
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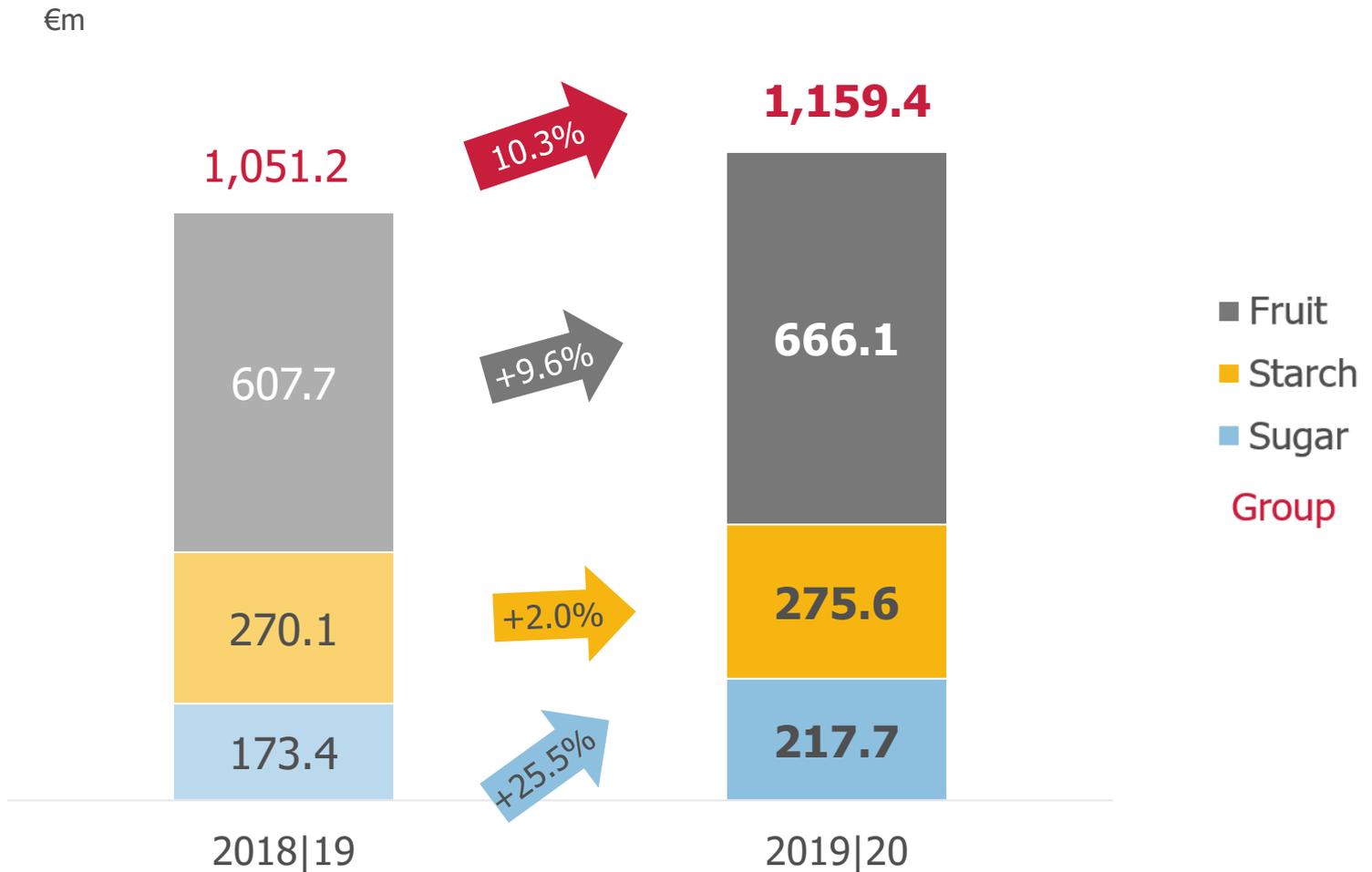
## COST OF MATERIALS

€m	<b>2019   20</b>	2018 19	Change
Costs of			
Raw materials	<b>1,159.4</b>	1,051.2	10.3%
Other materials	<b>476.2</b>	471.1	1.1%
thereof Trade goods	<b>249.8</b>	258.7	-3.4%
thereof Other supplies	<b>152.7</b>	136.4	12.0%
thereof Purchased services	<b>73.7</b>	76.0	-3.0%
Energy	<b>123.7</b>	125.2	-1.2%
<b>Total</b>	<b>1,759.3</b>	1,647.5	<b>6.8%</b>

Corresponds to 70.0%  
(p/y: 69.5%) of total costs



# COST OF RAW MATERIALS BY SEGMENT





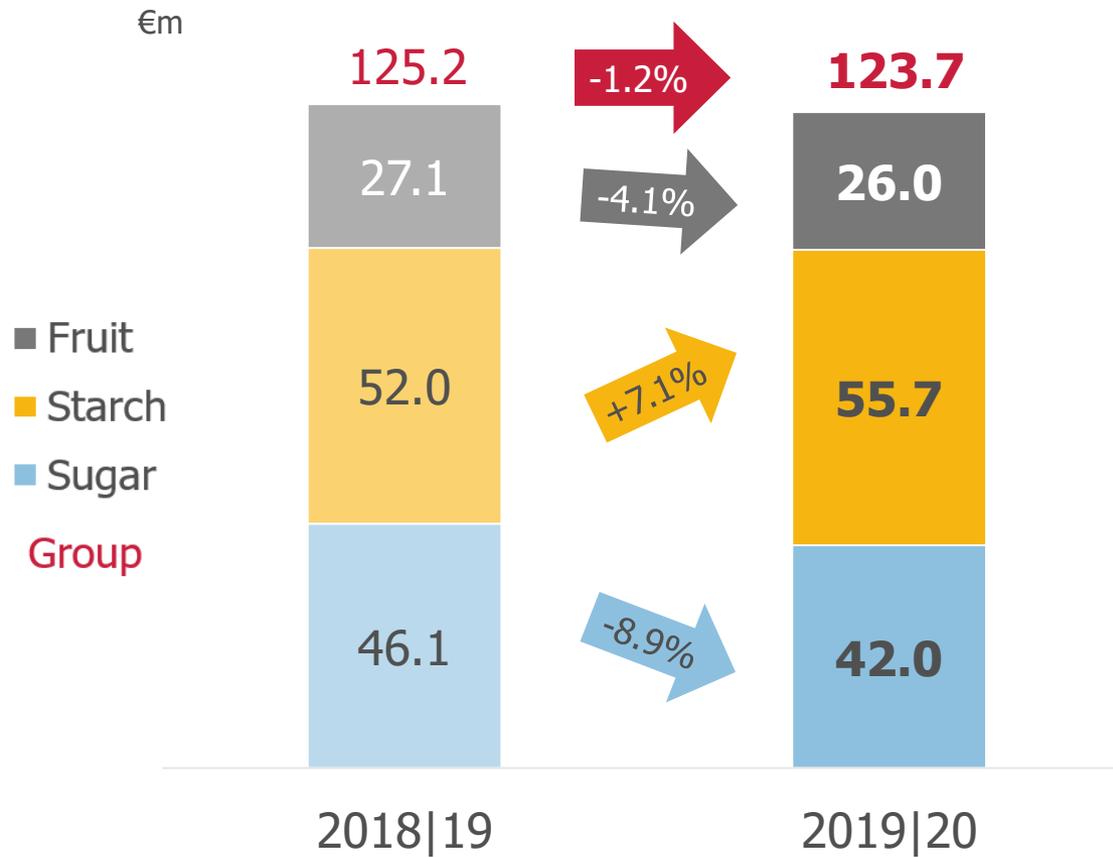
## COSTS OF RAW MATERIALS BY PRODUCTS

€m	<b>2019   20</b>	2018 19	Change
Fruits	<b>393.5</b>	340.3	15.6%
Other	<b>272.6</b>	267.4	1.9%
<b>Fruit segment</b>	<b>666.1</b>	<b>607.7</b>	<b>9.6%</b>
Corn	<b>242.5</b>	238.7	1.6%
Potato	<b>32.9</b>	31.1	5.8%
Other	<b>0.2</b>	0.3	-33.3%
<b>Starch segment</b>	<b>275.6</b>	<b>270.1</b>	<b>2.0%</b>
Beet	<b>174.7</b>	159.8	9.3%
Raw sugar	<b>29.4</b>	0.4	>100%
Other*	<b>13.6</b>	13.2	3.0%
<b>Sugar segment</b>	<b>217.7</b>	<b>173.4</b>	<b>25.5%</b>
<b>Group</b>	<b>1,159.4</b>	<b>1,051.2</b>	<b>10.3%</b>

\* Various raw materials for instant products



# TOTAL AND BY SEGMENT ENERGY COSTS



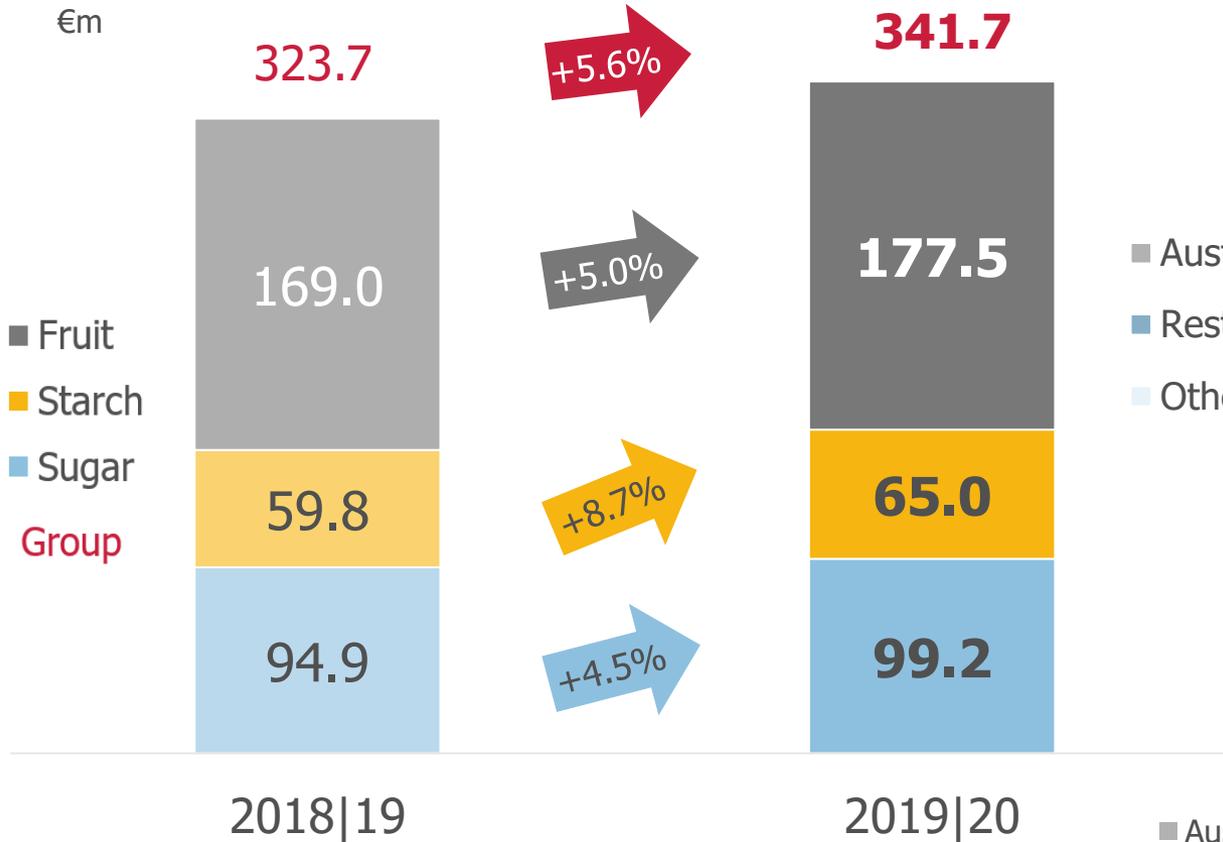


## CONSOLIDATED INCOME STATEMENT (III)

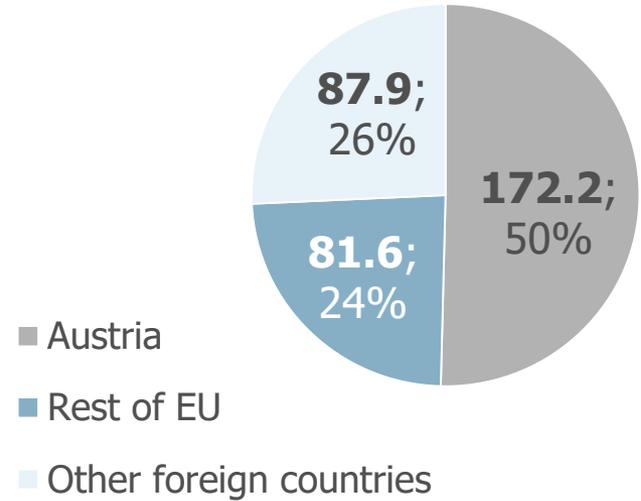
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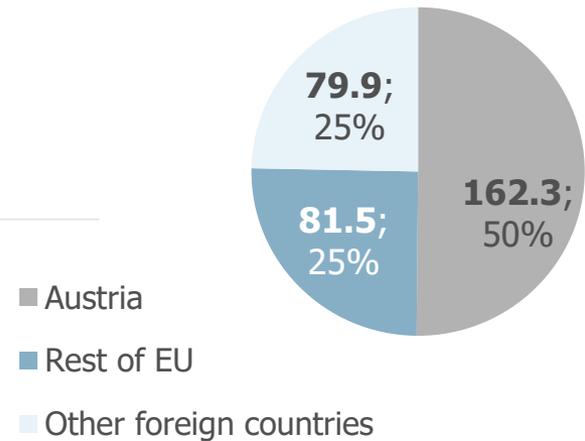
TOTAL AND BY SEGMENTS  
**STAFF COSTS**



By region 2019 | 20 (€m)



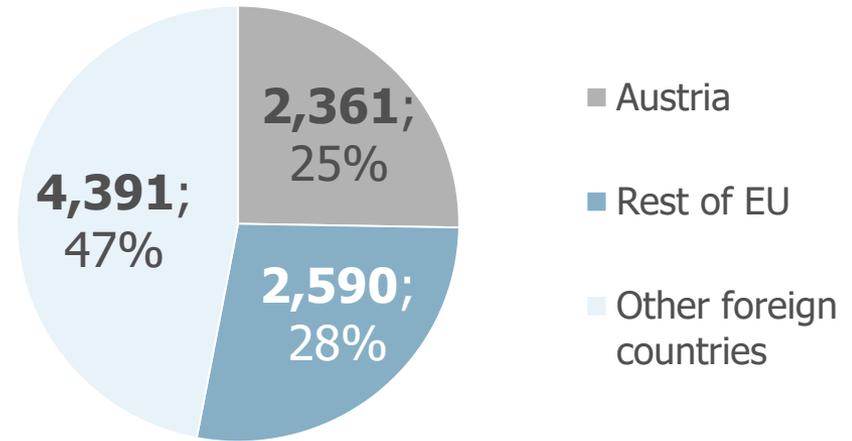
By region 2018 | 19 (€m)



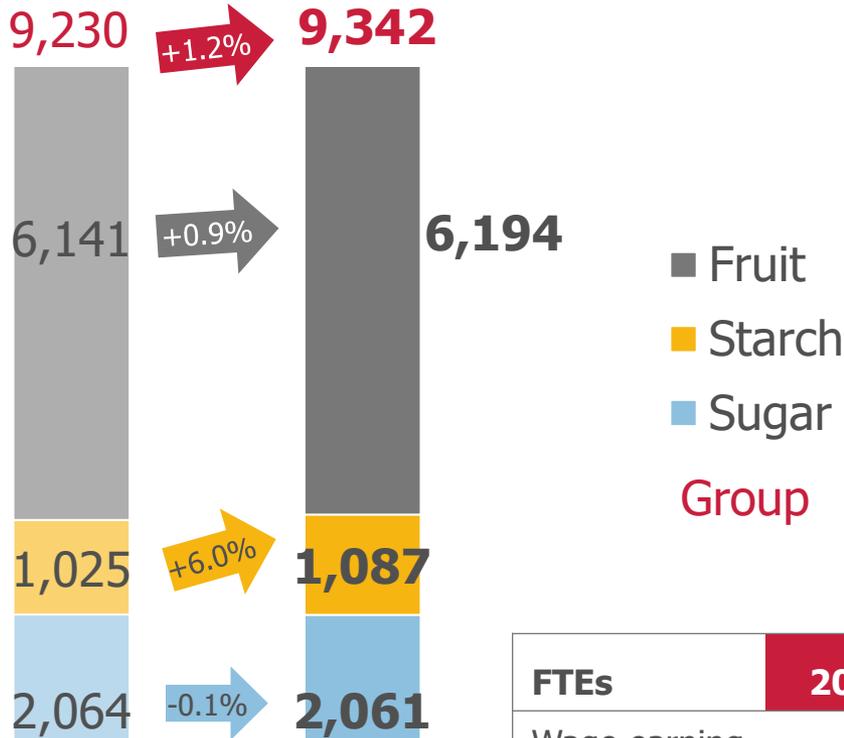
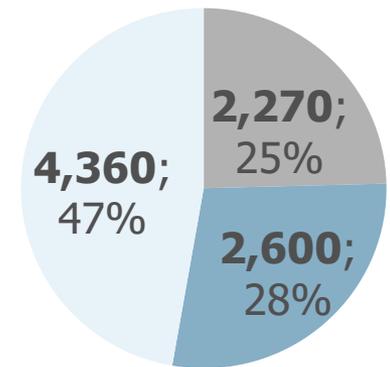


# EMPLOYEES (FTEs)

By region 2019 | 20



By region 2018 | 19



FTEs	2019   20	2018   19	Change
Wage earning staff	6,456	6,456	0.0%
Salaried staff	2,793	2,686	+4.0%
Apprentices	93	88	+5.7%
<b>Total</b>	<b>9,342</b>	<b>9,230</b>	<b>+1.2%</b>



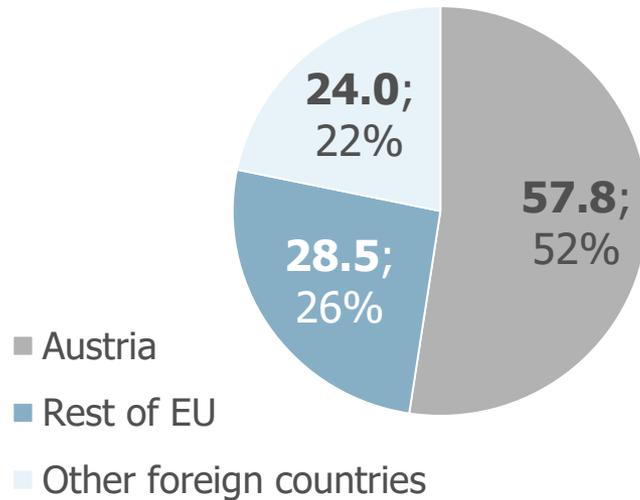
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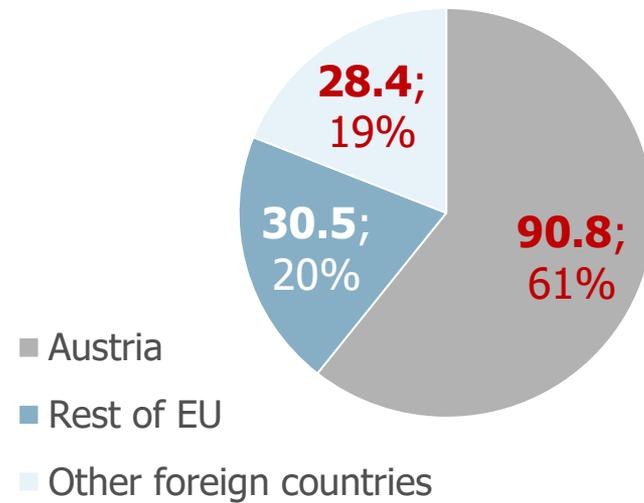


# DEPRECIATION | INVESTMENT

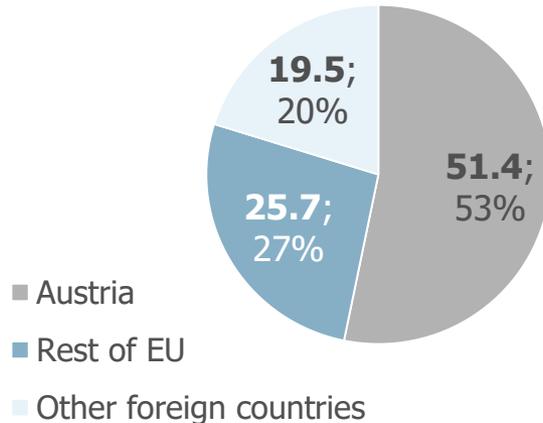
### Depreciation 2019 | 20 by region (€m)



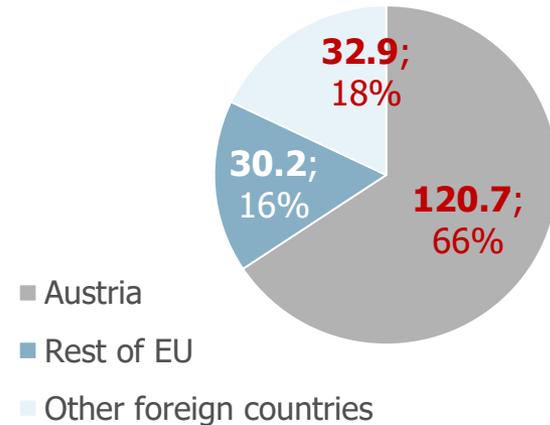
### Investment 2019 | 20 by region (€m)



### Depreciation 2018 | 19 by region (€m)



### Investment 2018 | 19 by region (€m)





## CONSOLIDATED INCOME STATEMENT (V)

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thereof exceptional items	<b>(2.8)</b>	3.3	>-100%



## OTHER OPERATING EXPENSES

€m	2019   20	2018   19	Veränd.
<b>Other operating expense</b>	<b>303,4</b>	<b>301.4</b>	<b>0.7%</b>
<b>thereof (i.a.)</b>			
Selling and freight costs	<b>149.8</b>	142.6	5.0%
Operating and administrative expenses	<b>103.4</b>	103.3	0.1%
Advertising expenses	<b>10.1</b>	10.4	-2.9%
Currency translation losses	<b>8.8</b>	8.2	7.3%
Other taxes	<b>6.6</b>	7.2	-8.3%
Rent and lease expense	<b>5.5</b>	10.8	-49.1%
Damage payments	<b>3.3</b>	1.6	>100%
Derivates	<b>3.0</b>	0.4	>100%
Exceptional items	<b>1.3</b>	2.3	-43.5%

Corresponds to 96.2% (p/y: 95.2%)  
of total other operating expense



## CONSOLIDATED INCOME STATEMENT (VI)

€m	<b>2019   20</b>	2018 19	Change
Revenue	<b>2,480.7</b>	2,443.0	1.5%
Changes in inventories of finished and unfinished goods	<b>64.8</b>	(53.5)	>100%
Own work capitalised	<b>1.9</b>	1.1	72.7%
Other operating income	<b>37.7</b>	33.0	14.2%
Cost of materials	<b>(1,759.3)</b>	(1,647.5)	-6.8%
Staff costs	<b>(341.7)</b>	(323.7)	-5.6%
Depreciation, amortisation and impairment losses	<b>(110.3)</b>	(96.6)	-14.2%
Other operating expenses	<b>(303.4)</b>	(301.4)	-0.7%
<b>Share of results of equity-accounted JV</b>	<b>16.7</b>	12.2	36.9%
<b>Operating profit [EBIT]</b>	<b>87.1</b>	66.6	30.8%
thereof exceptional items	<b>(2.8)</b>	3.3	>-100%



## SHARE OF RESULTS OF EQUITY-ACCOUNTED JOINT VENTURES

€m	2019   20	2018   19
<b>Profit after tax (PAT)</b>		
STUDEN Group and Beta Pura	<b>0.8</b>	(8.0)
HUNGRANA Group	<b>32.6</b>	32.4
<b>PAT Total</b>	<b>33.4</b>	24.4
	<b>Proportionately 50%</b>	<b>Proportionately 50%</b>
STUDEN Group and Beta Pura	<b>0.4</b>	(4.0)
HUNGRANA Group	<b>16.3</b>	16.2
<b>Share of results of equity- accounted joint ventures</b>	<b>16.7</b>	12.2



## CONSOLIDATED INCOME STATEMENT (VII)

€m	2019   20	2018   19	Change
Revenue	<b>2,480.7</b>	2,443.0	1.5%
Changes in inventories of finished and unfinished goods	<b>64.8</b>	(53.5)	>100%
Own work capitalised	<b>1.9</b>	1.1	72.7%
Other operating income	<b>37.7</b>	33.0	14.2%
Cost of materials	<b>(1,759.3)</b>	(1,647.5)	-6.8%
Staff costs	<b>(341.7)</b>	(323.7)	-5.6%
Depreciation, amortisation and impairment losses	<b>(110.3)</b>	(96.6)	-14.2%
Other operating expenses	<b>(303.4)</b>	(301.4)	-0.7%
Share of results of equity-accounted joint ventures	<b>16.7</b>	12.2	36.9%
<b>Operating profit [EBIT]</b>	<b>87.1</b>	66.6	30.8%
<b>thereof exceptional items</b>	<b>(2.8)</b>	3.3	>-100%



## EXCEPTIONAL ITEMS

€m	2019 20	2018 19	Change
Exceptional items	(2.8)	3.3	> -100%

- **Fruit preparations business** registered a net exceptional items expense of **€ 2.1 million** (2018|19: € 0.0 million) reflecting regional restructuring measures (such as in Serbia) and exceptional staff cost effects
- **Sugar segment** with net expense of **€ 0.7 million** (2018|19: net income of € 3.3 million); positive result in the prior year arose mainly from exceptional tax refunds in Romania of € 5.6 million that outweighed restructuring expenses of € 1.8 million



## CONSOLIDATED INCOME STATEMENT (VIII)

€m	2019   20	2018 19	Change
Operating profit [EBIT]	<b>87.1</b>	66.6	-30.8%
Finance income	<b>22.8</b>	25.4	-10.2%
Finance expense	<b>(40.0)</b>	(40.8)	2.0%
<b>Net financial items</b>	<b>(17.2)</b>	(15.4)	-11.7%
Profit before tax	<b>69.9</b>	51.2	36.5%
Income tax expense	<b>(18.6)</b>	(20.9)	11.0%
<b>Profit for the period</b>	<b>51.3</b>	30.4	68.7%
- Attributable to shareholders of the parent	<b>48.2</b>	25.4	89.8%
- Attributable to non-controlling interests	<b>3.1</b>	5.0	-38.0%



## ANALYSIS OF NET FINANCIAL ITEMS

€m	<b>2019   20</b>	2018 19	Change
Net interest expense	<b>(8.4)</b>	(5.5)	-52.7%
Currency translation differences	<b>(6.6)</b>	(8.0)	+17.5%
Other financial items	<b>(2.2)</b>	(1.9)	-15.8%
<b>Total</b>	<b>(17.2)</b>	<b>(15.4)</b>	<b>-11.7%</b>

Increase of € 2.9 million in **net interest expense** was attributable to an average increase of € 150 million in debt and additional interest expense of about € 1.0 million resulting from the initial application of IFRS 16, Leases



## CURRENCY TRANSLATION DIFFERENCES

€m	<b>2019   20</b>	2018 19	Change €m
MXN	<b>(1.4)</b>	(0.3)	-1.1
USD	<b>(1.4)</b>	(1.9)	0.5
HUF	<b>(1.0)</b>	0.0	-1.0
RON	<b>(1.1)</b>	(2.9)	1.8
ARS*	<b>(0.9)</b>	(1.4)	0.5
CNY	<b>(0.2)</b>	(0.4)	0.2
CZK	<b>(0.2)</b>	0.0	-0.2
BRL	<b>(0.1)</b>	(0.4)	0.3
Sonstige	<b>(0.3)</b>	(0.6)	0.3
<b>Summe</b>	<b>(6.6)</b>	<b>(8.0)</b>	1.4

\*Including effects from the application of IAS 29 (Hyperinflation)



## CONSOLIDATED INCOME STATEMENT (IX)

€m	2019   20	2018   19	change
Operating profit [EBIT]	<b>87.1</b>	66.6	30.8%
Finance income	<b>22.8</b>	25.4	-10.2%
Finance expense	<b>(40.0)</b>	(40.8)	2.0%
Net financial items	<b>(17.2)</b>	(15.4)	-11.7%
Profit before tax	<b>69.9</b>	51.2	36.5%
<b>Income tax expense</b>	<b>(18.6)</b>	(20.9)	11.0%
Profit for the period	<b>51.3</b>	30.4	68.7%
- Attributable to shareholders of the parent	<b>48.2</b>	25.4	89.8%
- Attributable to non-controlling interests	<b>3.1</b>	5.0	-38.0%



## TAX RATE

€m	<b>2019   20</b>	2018 19	Change
Profit before tax	<b>69.9</b>	51.2	+36.3%
Income tax expense	<b>(18.6)</b>	(20.9)	+11.0%
<b>Tax rate</b>	<b>26.6%</b>	40.7%	-14.1pp

<b>Tax reconciliation</b>	<b>2019   20</b>	<b>2018   19</b>
Nominal tax expense (calc. with 25%)	(17.5)	(12.8)
<b>Effects of unrecognized tax loss carryforwards in respect of the financial year</b>	(0.2)	(6.3)
Other effects (net)	(0.9)	(1.8)
<b>Income tax expense</b>	<b>(18.6)</b>	<b>(20.9)</b>



## CONSOLIDATED INCOME STATEMENT (X)

€m	<b>2018   19</b>	2018 19	change
Operating profit [EBIT]	<b>87.1</b>	66.6	30.8%
Finance income	<b>22.8</b>	25.4	-10.2%
Finance expense	<b>(40.0)</b>	(40.8)	2.0%
Net financial items	<b>(17.2)</b>	(15.4)	-11.7%
Profit before tax	<b>69.9</b>	51.2	36.5%
Income tax expense	<b>(18.6)</b>	(20.9)	11.0%
<b>Profit for the period</b>	<b>51.3</b>	30.4	68.7%
- Attributable to shareholders of the parent	<b>48.2</b>	25.4	89.8%
- Attributable to non-controlling interests	<b>3.1</b>	5.0	-38.0%



## CONSOLIDATED BALANCE SHEET

€m (condensed)	<b>29 Feb. 2020</b>	28 Feb. 2019	Change
Non-current assets	<b>1,331.9</b>	1,252.1	6.4%
Current assets	<b>1,217.5</b>	1,137.3	7.1%
<b>Total assets</b>	<b>2,549.4</b>	<b>2,389.4</b>	6.7%
Equity	<b>1,387.1</b>	1,409.9	-1.6%
Non-current liabilities	<b>565.3</b>	393.1	43.8%
Current liabilities	<b>597.0</b>	586.4	1.8%
<b>Total equity and liabilities</b>	<b>2,549.4</b>	<b>2,389.4</b>	6.7%
Equity ratio	<b>54.4%</b>	59.0%	-4.6pp
Net debt	<b>464.0</b>	322.2	44.0%
Gearing	<b>33.5%</b>	22.9%	10.6pp



## CONSOLIDATED CASH FLOW STATEMENT

€m (condensed)	2019   20	2018 19	Change
Operating cash flow before changes in working capital	<b>187.8</b>	177.5	5.8%
Changes in working capital	<b>(53.0)</b>	(5.9)	> -100%
Total of interest paid/received and tax paid	<b>(24.8)</b>	(30.0)	17.3%
<b>Net cash from operating activities</b>	<b>110.1</b>	<b>141.7</b>	-22.3%
Net cash (used in) investing activities	<b>(155.6)</b>	(161.9)	3.9%
Net cash from/(used in) financing activities	<b>57.3</b>	(18.2)	>100%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>11.8</b>	(38.4)	>100%



## FINANCING STRUCTURE

€m	<b>29 Feb. 2020</b>	<b>Due within 1 year</b>	<b>Due after more than 1 year</b>	28 Feb. 2019
<b>Borrowings</b>	<b>577.0</b>	<b>126.8</b>	<b>450.2</b>	423.6
Securities and cash (equivalents)	(113.0)			(101.4)
<b>Net debt</b>	<b>464.0</b>			<b>322.2</b>
<b>Credit lines</b>	<b>1,003.2</b>	<b>117.1</b>	<b>886.1</b>	897.2

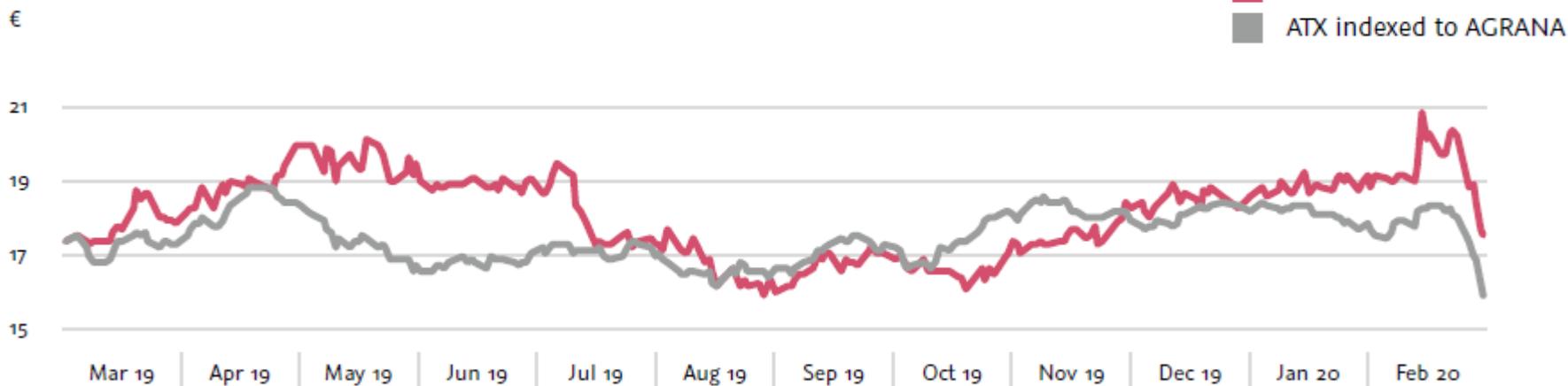


2019|20

# AGRANA SHARE

**Performance**  
**(1/3/2019 – 29/2/2020):**  
**AGRANA +0,9% (closing: 17.56)**  
**ATX -8,3% (closing: 2,787.39)**

## AGRANA share performance in 2019|20



### AGRANA share data

		2019 20	2018 19
Closing price at Feb 29/28 year-end	€	17.56	17.40
High	€	20.90	25.10
Low	€	15.90	15.78
Earnings per share	€	0.77	0.41
Closing price/earnings ratio at year-end		22.8	42.4
Closing book value per share at year-end	€	21.18	21.58
Number of shares at year-end	'000	62,489	62,489
Closing market capitalisation at year-end	€m	1,097.3	1,087.3



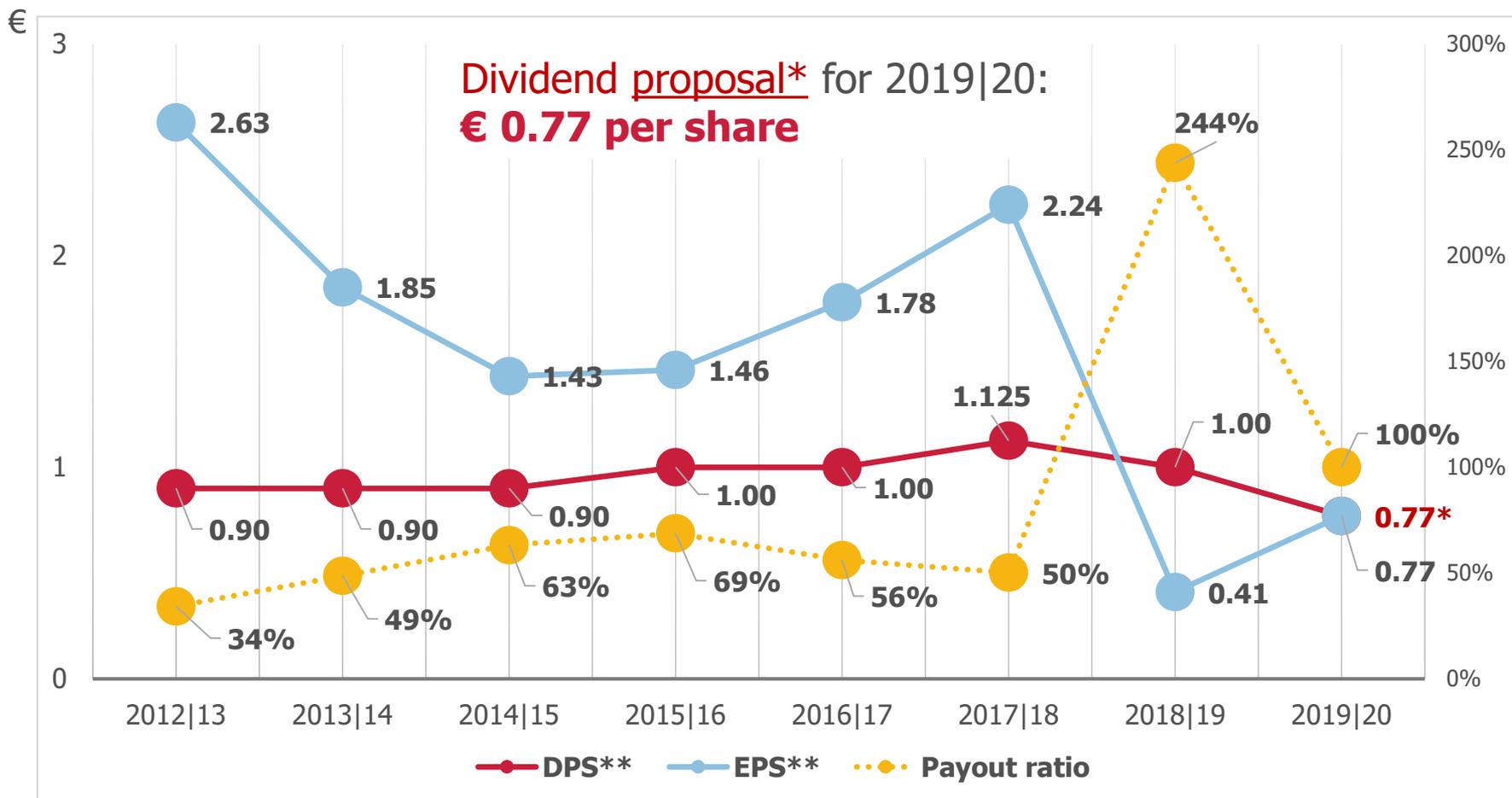
2019|20

## DIVIDEND PROPOSAL

- The Management Board of AGRANA Beteiligungs-AG decided to **propose a dividend payout in the amount of € 0.77 per share for the 2019 | 20 financial year** (dividend for 2018|19: € 1.00 per share) to the 33rd Annual General Meeting to be held on 3 July 2020.
- AGRANA remains essentially committed to a predictable, reliable and transparent dividend policy that is geared to continuity. The dividend is guided by earnings as well as cash flow and the debt position of the Group in the past financial year, **but also takes into account current events and forecasts of future business development.**



# DIVIDEND AND EARNINGS PER SHARE



**Dividend yield** (based on the closing share price at the last balance sheet date): **4.4%**

\*\*EPS and DPS adjusted; after the four-for-one stock split performed in July 2018, all EPS and DPS values are based on the number of shares outstanding at 29 February 2020, which was 62,488,976.



CORONAVIRUS

# COVID-19





CORONAVIRUS CRISIS

## STATUS QUO AT AGRANA

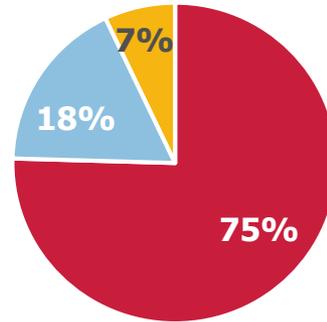
- As a food producer, AGRANA is a part of “**critical infrastructure**”
- The continuation of our production activities **safeguarded supplying our customers with AGRANA products**, and secured also the jobs of our employees
- We proved living up to our **responsibility as a food product supplier**
- **Health and safety** are of paramount importance to AGRANA in this context
- AGRANA was **able to supply** its customers despite the temporarily **high level of demand**



FOCUS ON FOOD (REVENUE IN 2019|20)

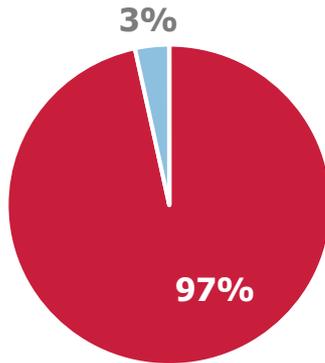
# REVENUE SPLIT FOOD VS NON-FOOD

## GROUP



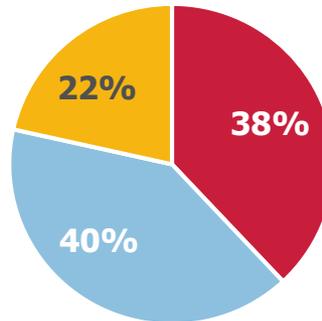
■ Food ■ Non-Food ■ Animal Feed

## FRUIT



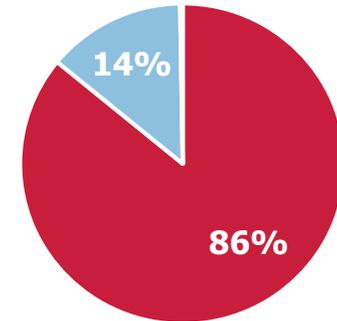
■ Food ■ Non-Food

## STARCH



■ Food ■ Non-Food ■ Animal Feed

## SUGAR



■ Food ■ Non-Food



AGRANA GROUP

## STRATEGY | FUTURE

With its **diversified business model** and sound balance sheet, we see AGRANA well positioned for the future.

After the **growth projects** (e.g. wheat starch plant II, China FP plant II, corn starch capacity increase in Aschach|Austria) **CAPEX will be reduced and "harvest should be brought in"**

**Portfolio with high  
resilience means risk  
diversification and crisis  
resistance**

**Food industry** less prone to crisis

- Increase **efficiency**
- Harmonise **organisation**
- Optimise **working Capital**



2020|21

# OUTLOOK

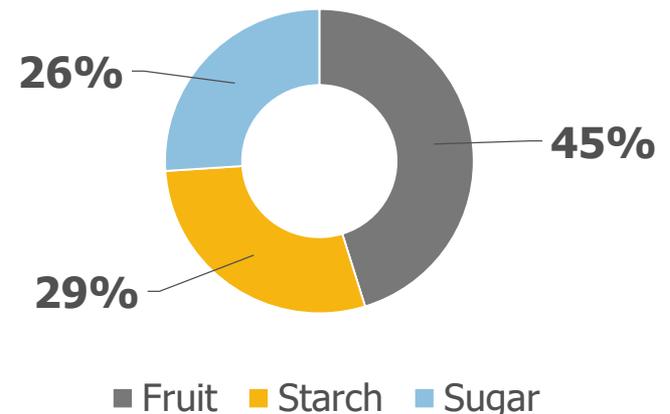




## INVESTMENT PLAN

- **Total investment** across the three business segments in this new financial year, at approximately **€ 73 million**
- **Significantly below** both the 2019|20 capital expenditure (€ 149.7 m) and this year's budgeted depreciation € 120 m)
- **Implementation phase** after completion of major projects and capacity expansion in recent years

Investment split 2020|21  
(€ ~73 million)





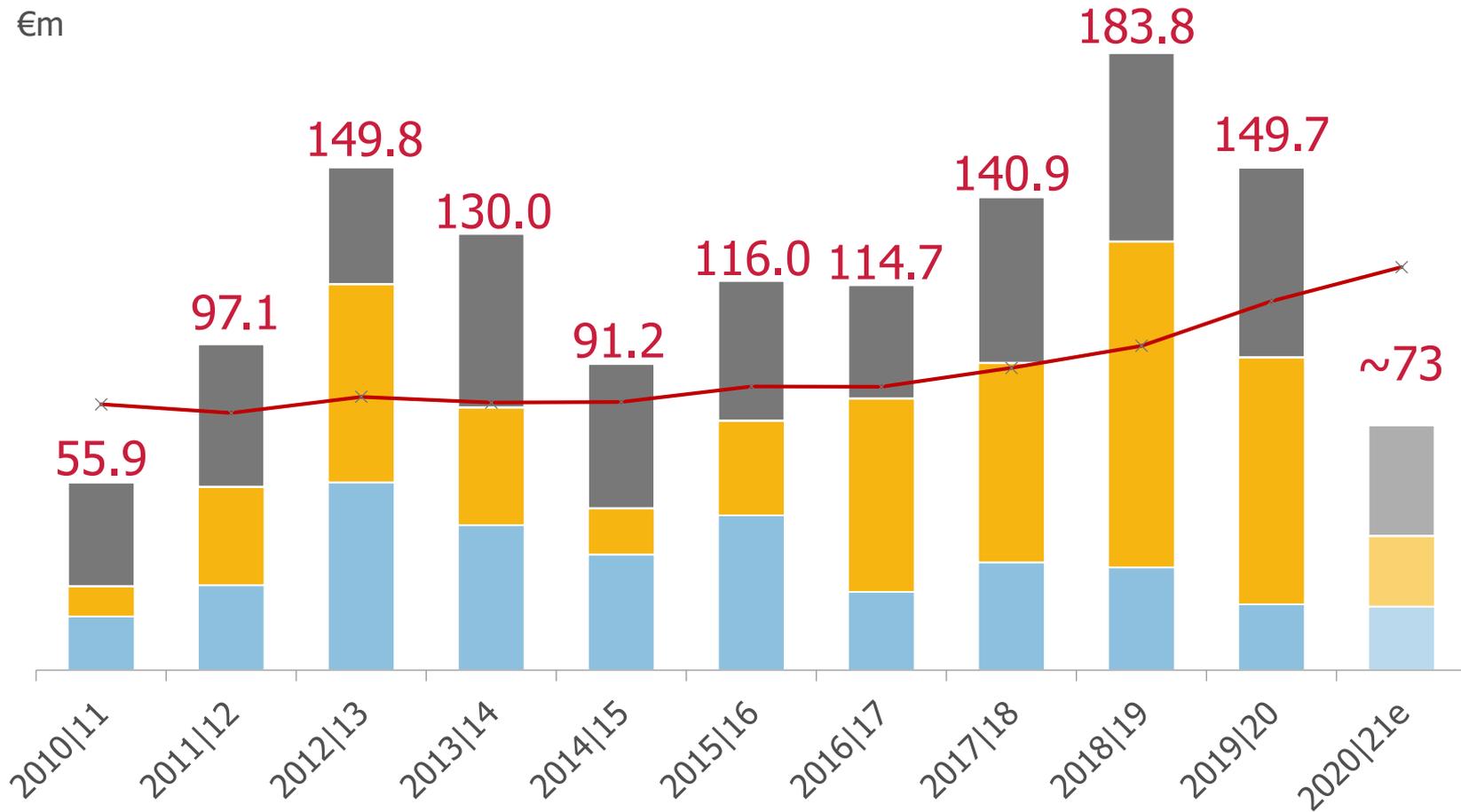
INVESTMENT FOR SUSTAINABLE GROWTH

# 10 YEARS CAPEX EVOLUTION

**€ 1.2 billion**  
investment in the  
last 10 financial years

■ Fruit   ■ Starch   ■ Sugar   ✕ Deprec.   GROUP

€m





## CURRENT PROJECTS

# MANUFACTURE OF CRYSTALLINE BETAININE

- The construction of the betaine crystallisation plant in Tulln, Austria, is proceeding and the facility will increase value added to the Sugar segment from the 4th quarter of 2020|21 (Q3 2020|21: start up costs)
- JV between AGRANA and The Amalgamated Sugar Company (Boise, Idaho|USA)
- Completion planned in August 2020 (delays due to COVID-19)
- **Investment:** approx. **€ 40 million** (AGRANA: € 20 million)
- 16 new jobs
- Production capacity of around **8,500 metric tonnes** of crystalline betaine per year





## Q1 2020|21

- According to preliminary figures, **operating result (EBIT)** of **€ 32.0 million** for the first quarter of 2020|21 (1 March to 31 May 2020), slightly above the figure for Q1 2019|20 (€ 30.9 million)
- Preliminary consolidated revenues amounted to **€ 652.6 million** in the first three months (Q1 2019|20: € 638.4 million).
- 3.6 percent rise in the operating result is attributable to a much **improved development of earnings in the Sugar segment** during the period under review
- Result in the Starch segment was lower due to ethanol prices and in the Fruit segment as a consequence of the weaker development of earnings for fruit juice concentrates
- Further details relating to the development of business in the first quarter of 2020|21 and the various segments will be published by AGRANA as scheduled on 9 July 2020.



- On the basis of the **forecasts prepared before the incidence of COVID-19**, the AGRANA Group anticipated a significant increase in consolidated EBIT for the full year 2020|21.
- This guidance remains **subject to** the currently **unquantifiable commercial and financial impacts**, as well as the duration, of the COVID-19 pandemic.

**EBIT 2020 | 21**   
**Revenue 2020 | 21** 

- The “forecast before COVID-19” for all segments based on the budget originally planned for 2020|21 is supplemented by **COVID-19 risk factors**.

The business development of the AGRANA Group in the first quarter was consistently satisfactory and on budget. The still rapid evolution of the impacts from the COVID-19 pandemic currently prevents any specific determination of parameters and thus presently does not allow a realistically quantified “**post-COVID-19**” **forecast** to be made for 2020|21.



## FRUIT SEGMENT

## FRUIT forecast BEFORE COVID-19

		2019 20 Actual	2020 21 Forecast before COVID-19	
Revenue	€m	1,185.4	Moderate increase	↑
EBIT	€m	55.9	Significant increase	↑↑
Investment	€m	56.5	38	

- Before COVID-19 effects growth in revenue and EBIT
- **Fruit preparations** business was projecting revenue growth, full utilisation of the capacity created -> further diversification in the non-dairy business; through higher margins and smaller cost increases than in 2019|20, EBIT should be raised significantly
- In the **fruit juice concentrate** business, revenue was projected to rise significantly this financial year, with a solid earnings situation

## COVID-19 risk assessment

Especially in the Fruit segment with its global production operations (42 sites in 22 countries), the forecast is fraught with high uncertainty, e.g. regarding the short and medium term demand situation in many regions of the world.



## STARCH SEGMENT

## STARCH forecast BEFORE COVID-19

		2019 20 Actual	2020 21 Forecast before COVID-19	
Revenue	€m	807.0	Slight increase	↗
EBIT	€m	75.2	Significant reduction	↓↓
Investment	€m	73.6	22	

- Before COVID-19 effects slight increase in revenue; for native starches and wheat gluten, selling prices should come under pressure through increased supply volumes; no major recovery in prices was expected for starch-based saccharification products, due to the persistently challenging sugar market environment
- The trend in the Starch segment overall will again be shaped by high ethanol price volatility
- EBIT was projected to decrease due to foreseeable margin reductions resulting from lower sales prices

## COVID-19 risk assessment

Bioethanol is a major core product in the Starch segment. Restrictions on mobility have negatively impacted the price development on the European ethanol markets in the first quarter of 2020|21. The easing of COVID-19 restrictions should lead to an increase in fuel demand in general and the demand for renewable, CO<sub>2</sub>-reducing energy in particular.



# SUGAR SEGMENT

## SUGAR forecast BEFORE COVID-19

		2019 20 Actual	2020 21 Forecast before COVID-19	
Revenue	€m	488.3	Significant increase	↑↑
EBIT	€m	(44.0)	Significant improvement	↑↑
Investment	€m	19.6	20	

- Before COVID-19 effects it was anticipated a continual improvement in conditions in the EU sugar market
- On the distribution side, sugar sales volumes and sugar prices in the EU were expected to rise
- This positive trend in the EU sugar market environment, combined with rigorous cost management, implied a significantly better EBIT result

## COVID-19 risk assessment

The sales volume and revenue development in the Sugar segment was very positive in the first quarter, but also triggered by panic buying of many consumers at the beginning of the COVID-19 pandemic. It is unclear how the demand situation, especially in the beverage industry, will develop over the next few months.



2020|21

## FINANCIAL CALENDAR

**8 July 2020**

**Ex-dividend date**

9 July 2020

Results for first quarter of 2020|21

9 July 2020

Record date for dividend

10 July 2020

Dividend payment date

8 October 2020

Results for first half of 2020|21

14 January 2021

Results for first three quarters of 2020|21



# FURTHER AGENDA ITEMS



## AGENDA ITEMS 2 AND 3

### **2. Resolution on the appropriation of profit.**

The Management Board and the Supervisory Board propose that the balance sheet profit of € 70,157,982.00, stated in the 2019|20 annual financial statements, be used as follows:

- (i) Distribution of a dividend of € 0.77 per dividend-entitled share,  
i.e. the total amount of dividends € 48,116,511.52
- (ii) Carry forward the remaining amount of € 22,041,470.48 to new account

Dividend payment date is 10 July 2020.

### **3. Resolution on the formal approval of the actions of the members of the Management Board for the financial year 2019 | 20.**

The Management Board and Supervisory Board propose that the actions of the members of the Management Board appointed for the financial year 2019|20 be approved for this period.



## AGENDA ITEMS 4 TO 6

### **4. Resolution on the formal approval of the actions of the members of the Supervisory Board for the financial year 2019 | 20.**

The Management Board and Supervisory Board propose that the actions of the members of the Supervisory Board appointed for the financial year 2019|20 be approved for this period.

### **5. Resolution on the remuneration of members of the Supervisory Board.**

The Management Board and Supervisory Board propose to set the remuneration of the members of the Supervisory Board for the financial year 2019|20 at a total amount of € 325,000 and to leave the distribution of this amount up to the Supervisory Board.

### **6. Appointment of the auditor and the group auditor for the financial year 2020 | 21.**

In line with the recommendation of the Audit Committee, the Supervisory Board proposes that PwC Wirtschaftsprüfung GmbH be appointed auditor and group auditor for the financial year 2020|21.



## AGENDA ITEM 7

### **7. Election of a person to the Supervisory Board**

The Supervisory Board proposes to refill the vacant mandate after the resignation of Dr. Wolfgang Heer so that after the election on 3 July 2020, the Supervisory Board will again be composed of eight members elected by the AGM.

The following Supervisory Board nomination is made on the basis of the requirements of § 87 IIa Austrian Stock Corporation Act (AktG) and the Corporate Governance Code.

AGRANA Beteiligungs-Aktiengesellschaft is subject to the provisions of § 86 VII AktG and must take into account the minimum shareholding requirement pursuant to § 86 VII AktG. Therefore, a woman is to be proposed for the coming election in order to comply with the minimum requirement according to § 86 VII AktG.

The Supervisory Board proposes that Dr. iur. Andrea Gritsch, born on 23 December 1981, be elected to the Supervisory Board with effect from the end of the General Meeting in accordance with § 10 IV of the Articles of Association and § 87 VII AktG, until the end of the General Meeting that resolves on the actions for the financial year 2021|22. This constitutes the remaining term of office of retired member Dr. Wolfgang Heer.



# **INTRODUCTION**

## **DR. ANDREA GRITSCH**



## AGENDA ITEM 8

### **8. Resolution on the remuneration policy.**

The Supervisory Board proposes that the remuneration policy for the Management Board and Supervisory Board, which has been drawn up and submitted by the Supervisory Board, be approved at the AGM.



# PROXY STATEMENTS



# QUESTIONS AND ANSWERS

[FRAGEN.AGRANA@HAUPTVERSAMMLUNG.AT](mailto:FRAGEN.AGRANA@HAUPTVERSAMMLUNG.AT)



# PROXY STATEMENTS



# VOTING ON AGENDA ITEMS



**THANK YOU FOR YOUR ATTENTION!**



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Quantitative definitions of selected common modifying words used:

Modifier	Visualisation	Numerical rate of change
Steady	→	0% up to 1%, or 0% to -1%
Slight(ly)	↗ or ↘	More than 1% and up to 5%, or less than -1% and not less than -5%
Moderate(ly)	↑ or ↓	More than 5% and up to 10%, or less than -5% and not less than -10%
Significant(ly)	↑↑ or ↓↓	More than 10% and up to 50%, or less than -10% and not less than -50%
Very significant(ly)	↑↑↑ or ↓↓↓	More than 50%, or less than -50%