



TALENT DEVELOPMENT AT AGRANA

WHY TALENT DEVELOPMENT?

During the last twenty years AGRANA has transformed itself from a purely Austrian Sugar and Starch producer to a diversified, globally operating group. Well-trained and motivated employees are a decisive factor for our company's success. Therefore, Talent Development has always been an important strategic issue and priority for AGRANA.

Many of AGRANA's top and middle managers began their careers in one of the Group's companies or its predecessor companies.



GD DI JOHANN MARIHART (CEO AGRANA GROUP):

I cannot emphasize enough how important it is to support high performing people in our organization. To obtain the appropriate recognition it is indispensable to become visible in the organization, which is only possible by showing outstanding performance, extraordinary commitment and continuous personal learning. In this respect AGRANA's top management will always support your development!

AGRANA aims to ensure its global future growth. Internationally experienced, flexible employees with excellent language skills, who are interested in management and expert careers, are increasingly important for AGRANA's further development.

Talent Development is about identifying, attracting, hiring, developing and retaining talented people at all levels. It is one of the core responsibilities for every manager, encourages creativity and innovation, and champions diversity.



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GOALS OF TALENT DEVELOPMENT

- To foster managerial awareness for the development needs of employees
- To ensure a sufficient number of internally available future leaders and experts

We consider all employees, who contribute continuously to our company's success, as talented individuals and want to support and develop them. While we want to invest in all talents, we also want to foster people according to our perception of their potential.

TALENT DEVELOPMENT – A DECISIVE FACTOR FOR CORPORATE SUCCESS

In the context of the annual Appraisal Interviews, every AGRANA employee discusses her/his individual development plan with her/his superior. Employees are encouraged to attend professional and soft skills trainings based on training needs defined in these interviews. We want every employee to have the chance to grow to her/his maximum potential in line with the business needs.

AGRANA is committed to supporting the professional and personal development of all employees!



**JOSEF EISENSCHENK (PLANT MANAGER AGRANA
BIOETHANOL, PISCHELSDORF):**

I started working for AGRANA in 1989 as an apprentice in the mechanical department in the sugar factory in Tulln. Whilst working for the company I studied mechanical engineering and business administration. As a shift leader for sugar production and deputy head of the mechanical maintenance department I developed a lot of relevant experience which provided me with the expertise to work in the development and management of the new bioethanol plant.

I believe the talent development programme is a wonderful vehicle in the development and support of staff from all walks of life within AGRANA in their leadership ambitions. In my view effective leaders have drive, focus and get results, and this programme gives participants unique insights into what makes AGRANA so successful.



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BASIC MANAGEMENT SKILLS:

- Foundations of Leadership
- Communication Skills
- Time Management
- Presentation Skills
- Project Management
- Basic Economic Knowledge

These Basic Management Trainings are offered locally in each country.

SPECIAL TALENT IDENTIFICATION PROCESS

In the course of the annual Appraisal Interviews, some employees demonstrate long-term extraordinary performance and potential. To ensure additional development opportunities in line with AGRANA's strategies, a group-wide identification process for employees with extraordinary potential and high performance was initiated in 2008. In this Talent Identification Process each division nominated "talents" according to current performance and perception of their future potential.

"Extraordinary PERFORMANCE" includes those who demonstrate an outstanding Overall Performance Evaluation in the annual Appraisal Interview as well as outstanding achievements, business conduct in accordance with the AGRANA Principles, above average professional competencies, and an excellent command of English.

We define "POTENTIAL" as individual ability, experience, ambition and willingness to stay with the company, drive and determination, international mobility, interfunctional and interdivisional flexibility, compliance with the AGRANA Leadership Competencies, as well as an open-minded attitude (thinking beyond boundaries), curiosity and eagerness to learn, social understanding, empathy, and emotional balance.

The identification process was started in 2008 and takes place every two years. Another group of talents has been identified in 2010.



IRMGARD PANZER (DIRECTOR OF REGION CENTRAL EUROPE FRUIT):

Receiving the message from your employer of being trusted in and reliable is one of the most important forms of encouragement you can get as an employee. With this assurance you are able to develop your potentials. Our Talents will profit from this mindset enormously.



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WHAT IS THE FOCUS GROUP?

The Focus Group is a pool of talented people with high performance and high potential, who are expected to make a particularly large contribution to the success of the company. Focus Group Members should be highly internationally mobile and committed. This group will receive additional attention regarding their development within our Group.

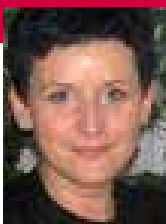
For each Focus Group member a specific development plan is worked out in cooperation with their superiors. This development plan can consist of special challenges on the job and in projects, international assignments and/or job rotation including new functions, locations or divisions as well as other individual development measures. Additionally, an international programme for all Focus Group Members was first conducted in 2009/10.

This programme – called ACT (AGRANA Competencies Training) – consisted of 3 modules of 4 days each. The modules were dedicated to the topics “Strategic Orientation”, “Innovation and Managing Change”, “Market & Customer Orientation”, and “Team Leadership”. Additionally, all participants worked on strategically important projects. Exchange with AGRANA top management, input from external key note speakers and networking were also an integral part of the programme.

OBJECTIVES OF FOCUS GROUP DEVELOPMENT PROGRAMME:

- Create a shared understanding of AGRANA organization and culture
- Create a strong feedback culture of exchange, and the promotion of teamwork and networking
- Continuous improvement of leadership competencies
- Promote cross-divisional and international careers

The career development of this group’s members may be accelerated, as AGRANA needs more internationally and interdisciplinary experienced leaders and experts. But being member of the Focus Group does not mean a guarantee for promotion.



AGNIESZKA NAWROT (QUALITY MANAGER FRUIT):

Agrana, being a worldwide company, creates possibilities to develop & share. 10 years in a Polish plant and almost 3 years in the US are a good proof of it. Each day is an opportunity to make the Quality Culture growing within the Team. Each day is an opportunity to learn and teach. Where is the challenge? Challenge is NOT TO WASTE OPPORTUNITIES. Challenge is TO ENCOURAGE INTEREST IN QUALITY. Challenge is TO REMAIN INTERESTED IN QUALITY.



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DEVELOPMENT OPPORTUNITIES FOR ALL EMPLOYEES

All AGRANA vacancies are first offered to all our employees on the Intranet, before they are posted externally. Every employee is invited to apply for internally posted jobs.

As the Talent Development programme is an ongoing process, every employee still has the opportunity to become a Focus Group member in the future. We would like to invite you to take the initiative to grow and we would be happy to support you in your efforts!

GEORG NEMETH
Director of Corporate HR

THERESA SCHLAGBAUER
HR Development Manager



MARTINA SUNDBØE (HR DIRECTOR FRUIT):

I joined AGRANA 5 years ago as HR Development Manager. Since March 2008 I hold the position of HR Director Fruit. In this position I have the possibility to shape the HR work of the Division Fruit together with my colleagues. I strongly believe that personnel development, especially talent development, is a significant success factor for AGRANA in order to face the challenges of the future. In my opinion, development is mainly a matter of individual initiative; however, it needs attention from the company and a systematic approach. I have always strived to develop myself and AGRANA has supported me in doing so.