



**AGRANA**  
**Online Annual**  
**Report 2010 | 11**  
<http://ir.agrana.com/en>

# AGRANA Beteiligungs-AG Roadshow Warsaw Raiffeisen *CENTROBANK*

November 10, 2011  
(Presenter: CFO Walter Gausam)



**SUGAR. STARCH. FRUIT.**

# Content



- Introduction & business overview
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  - Sugar
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- Outlook
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  - Segment outlook
  - Group outlook for FY 2011|12



## Introduction | Business overview



SUGAR. STARCH. FRUIT.

# At a glance



## AGRANA's diversified and balanced portfolio



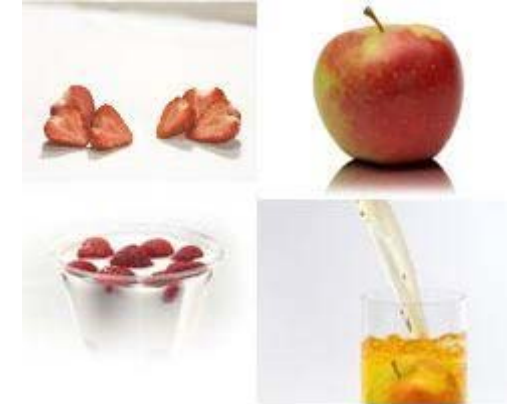
### Sugar

- Sugar is sold
  - to consumers via the food trade (20%) and
  - to manufacturers: e.g. soft drink industry, confectionery industry, fermentation industry, other food and beverage industries (80%).



### Starch

- AGRANA produces starch and special starch products.
- Starch is a complex carbohydrate which is insoluble in water. Starch is used in food processing (e.g. as thickener) and for technical purposes (e.g. in the paper manufacturing process).
- Bioethanol is part of our starch business.



### Fruit

- Fruit juice concentrates (20 % of segment revenue) customers are fruit juice and beverage bottlers and fillers.
- Fruit preparations (80 % of segment revenue) are specially customized products for
  - the dairy industry
  - the baked products industry
  - the ice-cream industry

# Market position



Leading sugar manufacturer in Central, Eastern and Southeastern Europe



Major manufacturer of custom starch products in Europe and largest producer of bioethanol in Austria and Hungary



World market leader in the production of fruit preparations

One of the largest producers of Fruit juice concentrates in Europe

# A look back to FY 2010|11...



**Four important keywords on the last business year:**

**Best year in  
history**

**Synergies**

improved the Group's flexibility and  
efficiency in adapting to the increasingly  
complex environment

**AGRANA  
2010|11**

**Volatility**

in world market prices was one of  
our greatest challenges

**Balance**

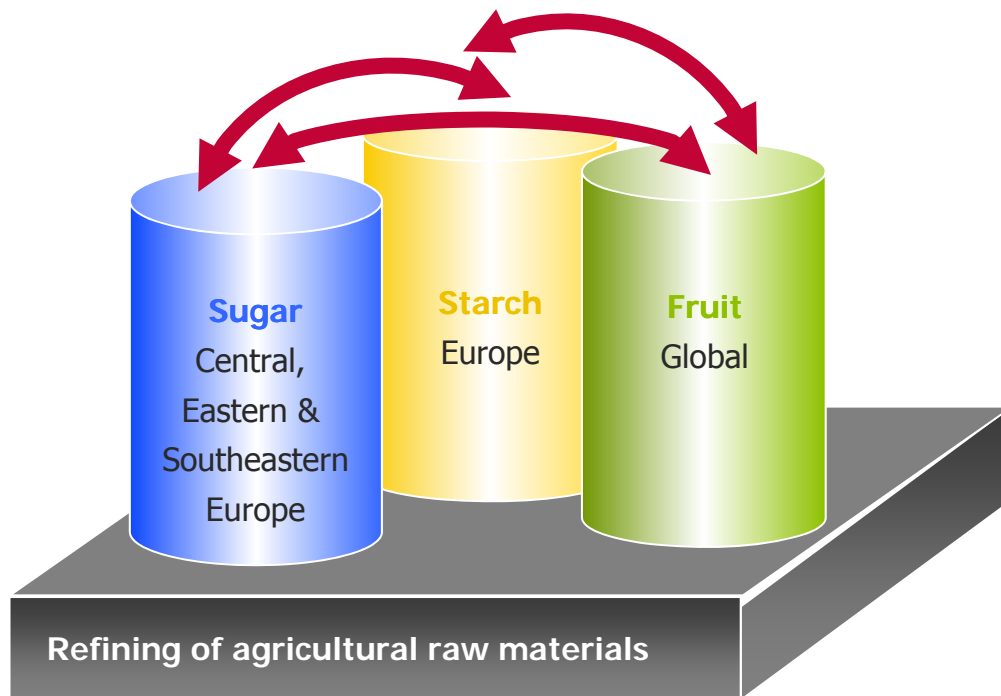
good balance between our three  
equally vital business segments

# An important part of our strategy are synergies between our three segments



Investor and customer value from:

- Balance of risk
- Exchange of know-how
- **Cost savings from synergies**



## The strategic goals

### SUGAR:

*Customer- and market-oriented growth in CEE and Southeastern Europe*

### STARCH:

*Organic growth, and the creation of value-added by tailor-made products*

### FRUIT:

*Customer- and market-oriented global growth*

### SYNERGIES:

*Use synergies between business segments to position the Group optimally for the increasingly volatile operating environment in the segments*

### CAPITAL MARKET:

*A long-term asset for shareholders*



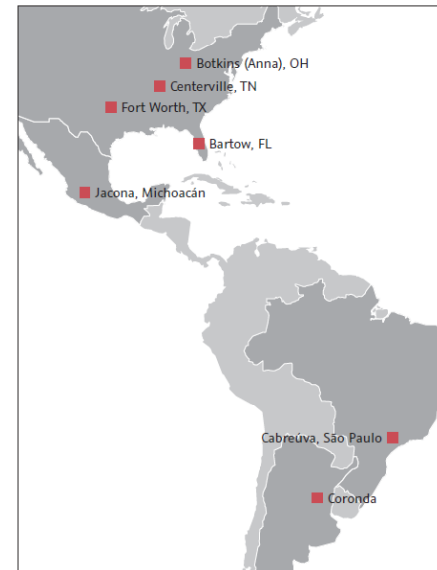
# AGRANA production sites



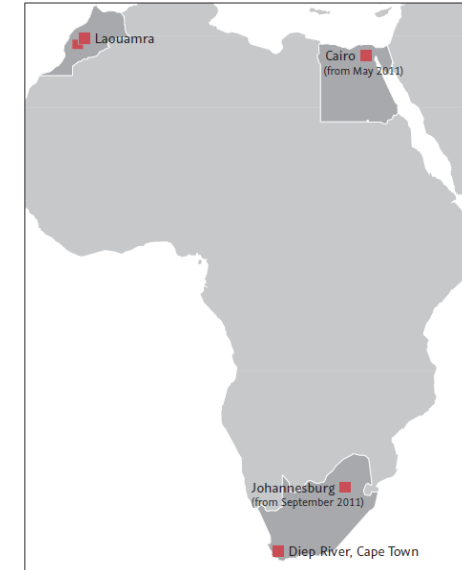
EUROPE



AMERICA



AFRICA



ASIA



OCEANIA



● Sugar ▲ Starch ■ Fruit

Segment	2011 12	2002 03
Sugar	10	15
Starch	5	5
Fruit	38*	-
<b>TOTAL</b>	<b>53*</b>	<b>20</b>

\*incl. 2 new plants:

- Cairo (production started in May 2011)
- Johannesburg (since end of October 2011)

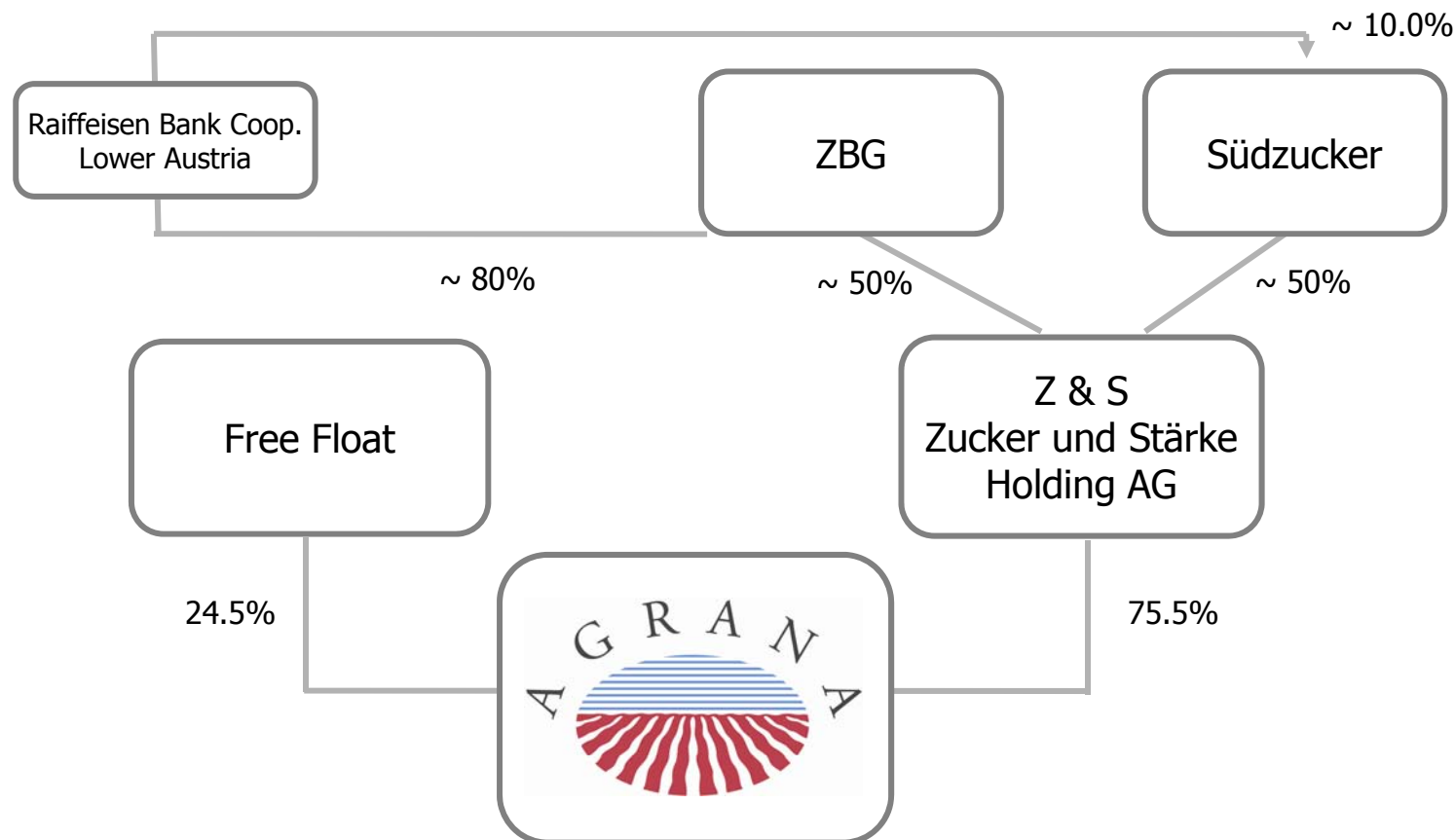


# Shareholder structure



Shares outstanding: 14,202,040

Market capitalisation (as of 31 October 2011): € 1,167.4 million





## Key Financials



SUGAR. STARCH. FRUIT.

# Key financials

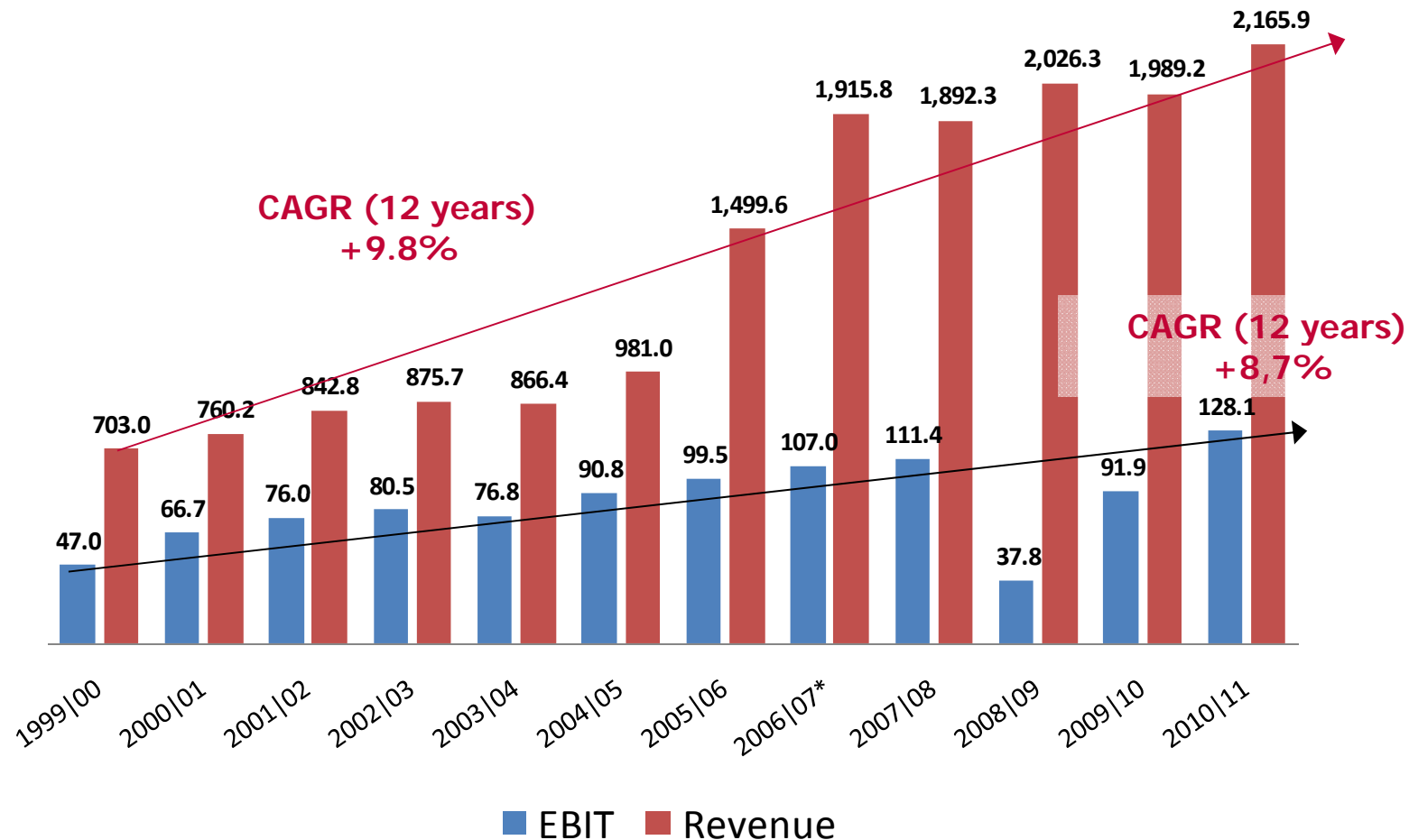


	2010 11	2009 10	Change
Revenue €m	2,165.9	1,989.2	+8.9%
EBITDA €m	207.2	176.2	+17.6%
Operating profit before exceptional items [EBIT] €m	128.1	91.9	+39.4%
Operating margin %	5.9	4.6	+1.3 PP
Profit for the period €m	86.7	72.7	+19.3%
Earnings per share €	5.95	5.08	+17.1%
Dividend €	2.40	1.95	+23.1%
Investment in property, plant and equipment and intangibles €m	55.9	48.4	+15.5%
Staff	8,243	7,927	+4.0%

# Evolution of revenue and operating profit before exceptional items



€m



\*) including 14 months of Fruit segment

# Financial Highlights H1 2011|12



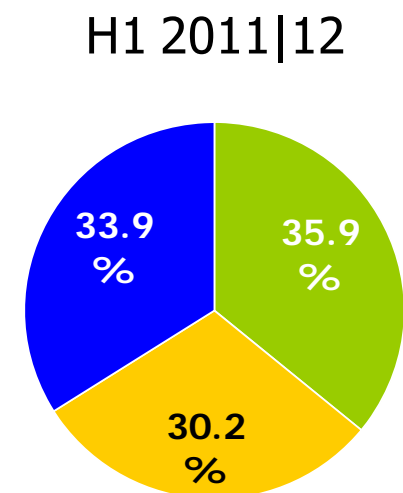
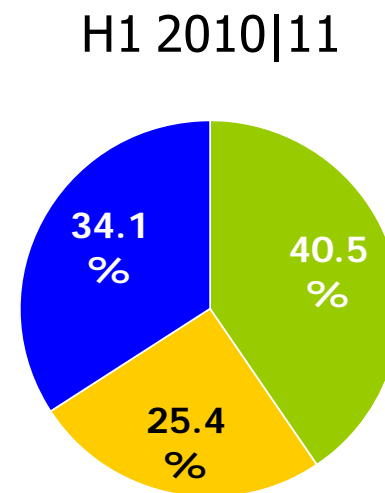
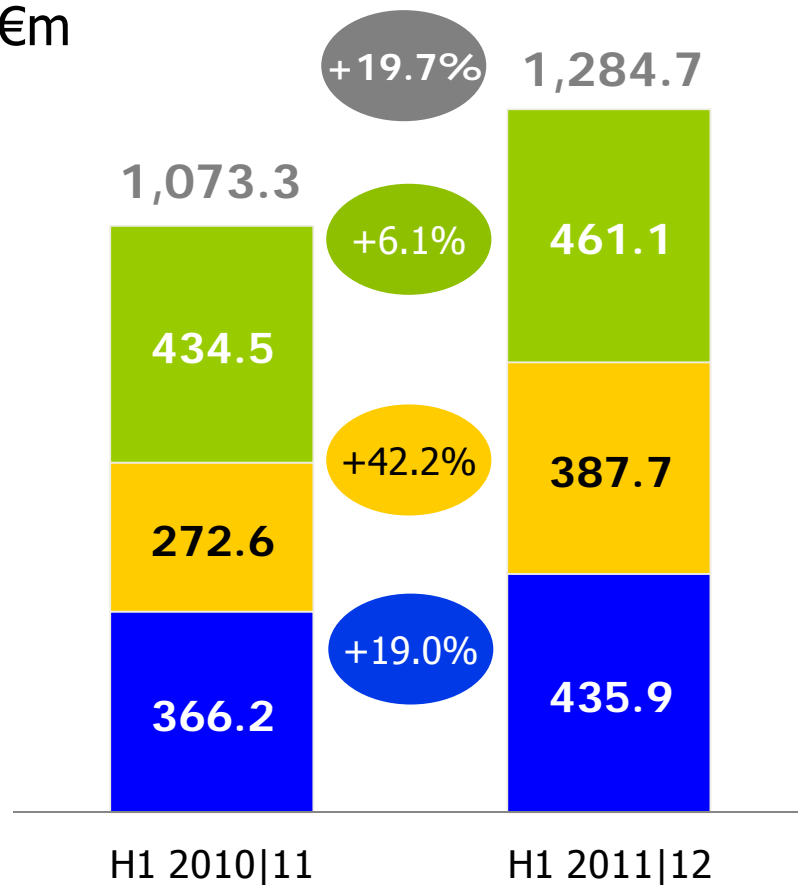
- ➔ Group revenue growth to € 1,284.7m (H1 2010|11: € 1,073.3m)
- ➔ Operating profit improvement to € 118.2m (H1 2010|11: € 64.8m)
- ➔ Operating margin rose to 9.2% (H1 2010|11: 6.0%)
- ➔ Profit for the period surged to € 77.7 (H1 2010|11: € 37.4m)
- ➔ Equity ratio increased to 50.6% (YE 2010|11: 48.7%)
- ➔ Gearing of 35.1% (YE 2010|11: 39.4%)

**We confirm our guidance. Results for FY 2011 | 12  
will significantly improve.**

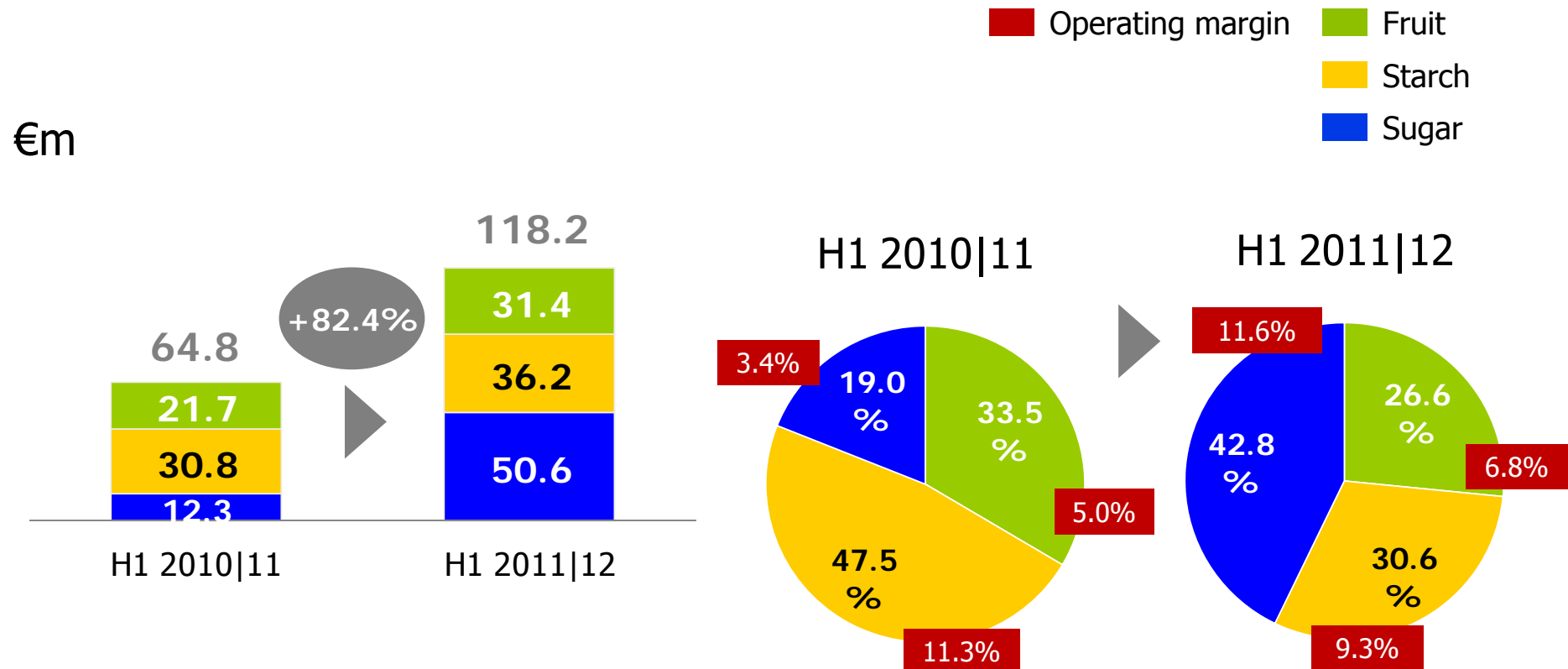
# AGRANA's Revenue by Segment



€m



# AGRANA's Operating Profit by Segment





# Key Drivers for H1 2011|12



## SUGAR Segment

- Tight sugar supply in the EU
- High volatility in world market prices for sugar has an increasing impact on the EU market
- New possibilities through raw and white sugar imports, reclassification of Out-of-Quota Sugar

## STARCH Segment

- Volatile markets – especially with technical starch
- Increased volatility in the food sector (starch) due to correlation with sugar market development
- Positive market development – pricewise and in terms of volumes
- Raw material prices (especially corn) still at a high level

## FRUIT Segment

- Fruit preparation: market stagnation – low market growth in emerging markets of 2 – 4 %, decreasing markets in EU and USA
- High raw material prices – increased competition – less production
- Juice concentrate: positive market development – pricewise; increasing demand in CEE



## Segment overview



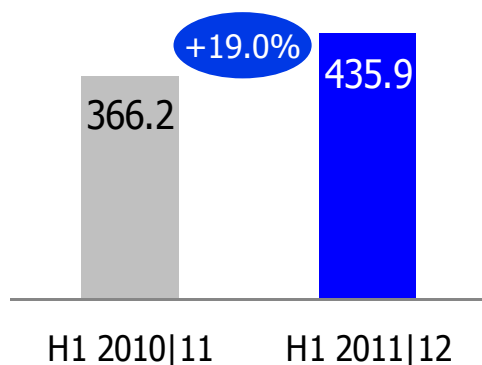
SUGAR. STARCH. FRUIT.



# SUGAR Segment Highlights H1 2011|12



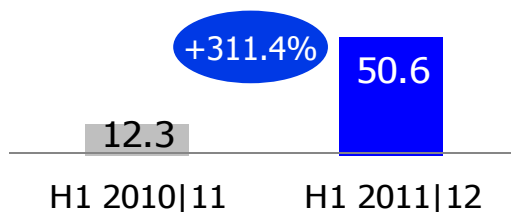
## Revenue €m



### Revenue of € 435.9m

- High world market quotation and tight supply of sugar in the EU >> sugar prices in all sales segments and particularly in Eastern Europe increased
- Stable quota sugar sales despite the difficult supply situation

## Operating Profit €m



### Operating Profit increased to € 50.6m

- Operating margin rose significantly to 11.6% (H1 2010|11: 3.4%)
- Increase of acreage in winter 2009|10 against the European trend
- Anticipating supply of raw and white sugar (trade/refining)
- Utilisation of additional import possibilities as well as reclassification

# SUGAR segment

## Market position



( '000 tons)	EU quota	AGRANA sugar beet quota <sup>(1)</sup>	Market position
Austria	351	351	#1
Hungary	105	105	#1
Czech Republic	372	94	#2
Slovakia	112	44	#2
Romania	105	24	n.a.
<b>Total</b>	<b>1,045</b>	<b>618</b>	
Bosnia-Herzegovina		150 <sup>(2)</sup>	#1

### Details:

- (1) AGRANA beet quota for 2010|11 Sugar Marketing Year (SMY)  
 (2) Capacity for refined raw sugar (50:50 joint venture)

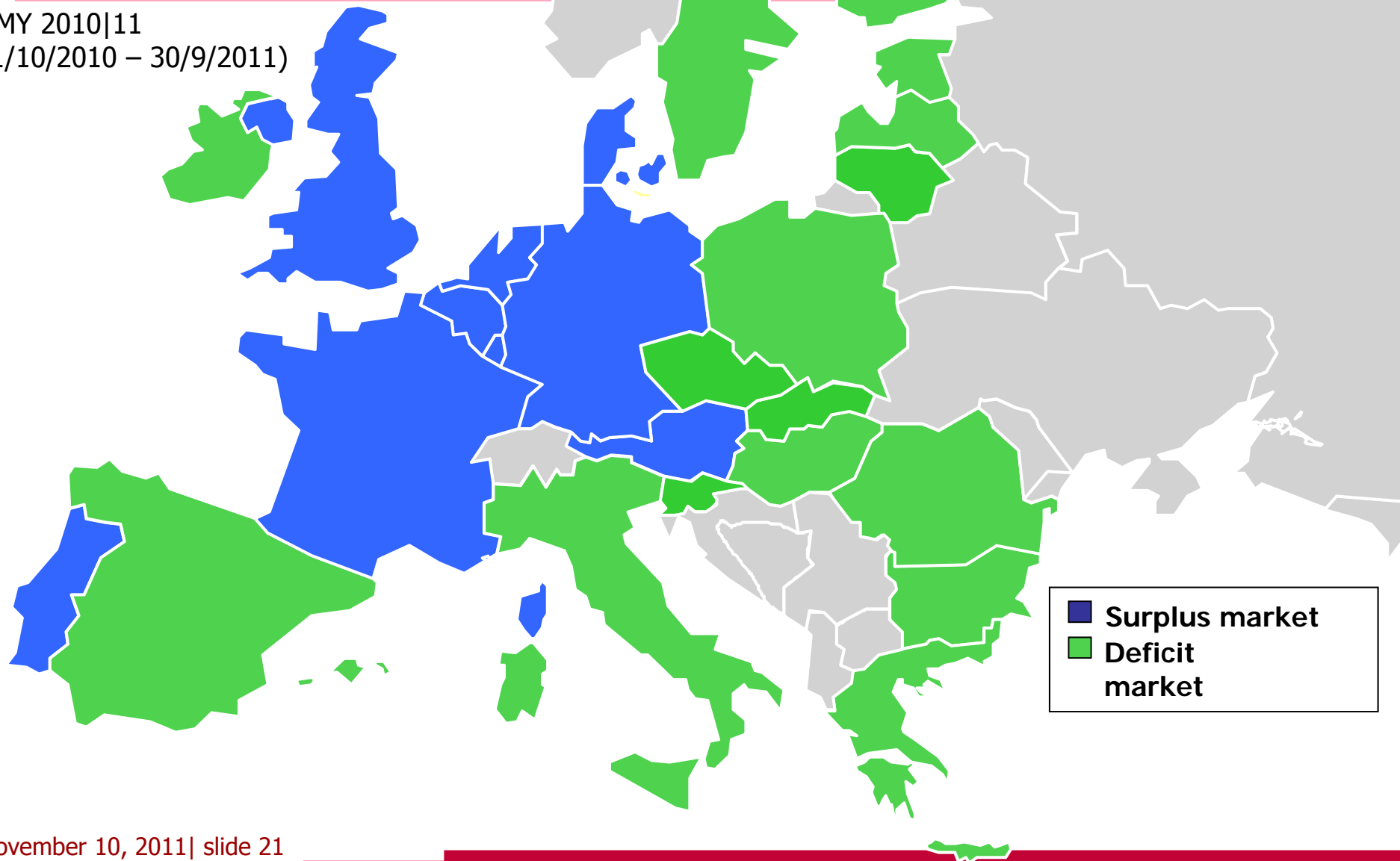
### 7 sugar plants and 2 raw sugar refineries



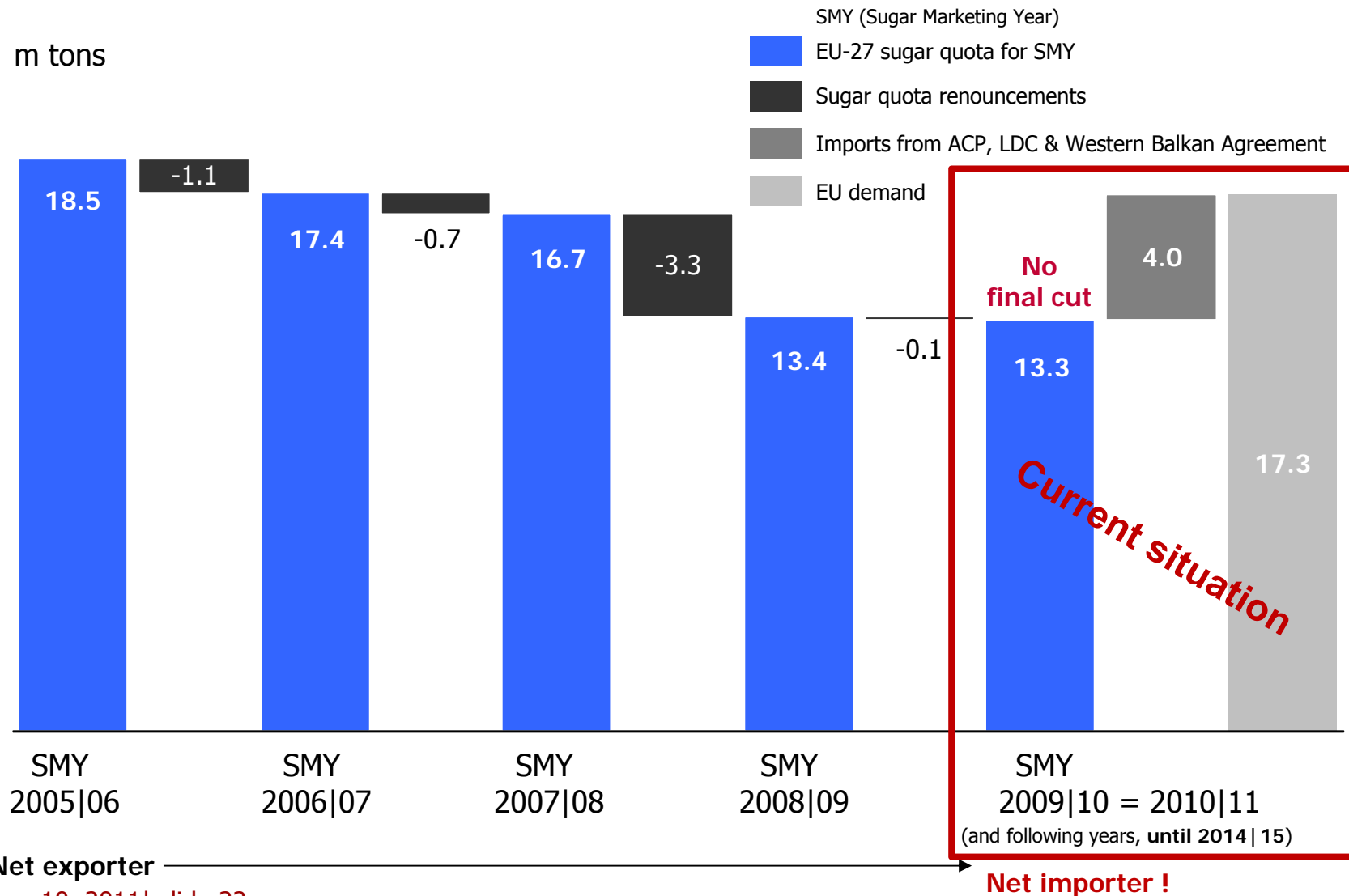
- Current production plants
- Current markets
- Sugar plant
- Raw sugar refinery
- Distribution centre

## Surplus and deficit markets

SMY 2010|11  
(1/10/2010 – 30/9/2011)



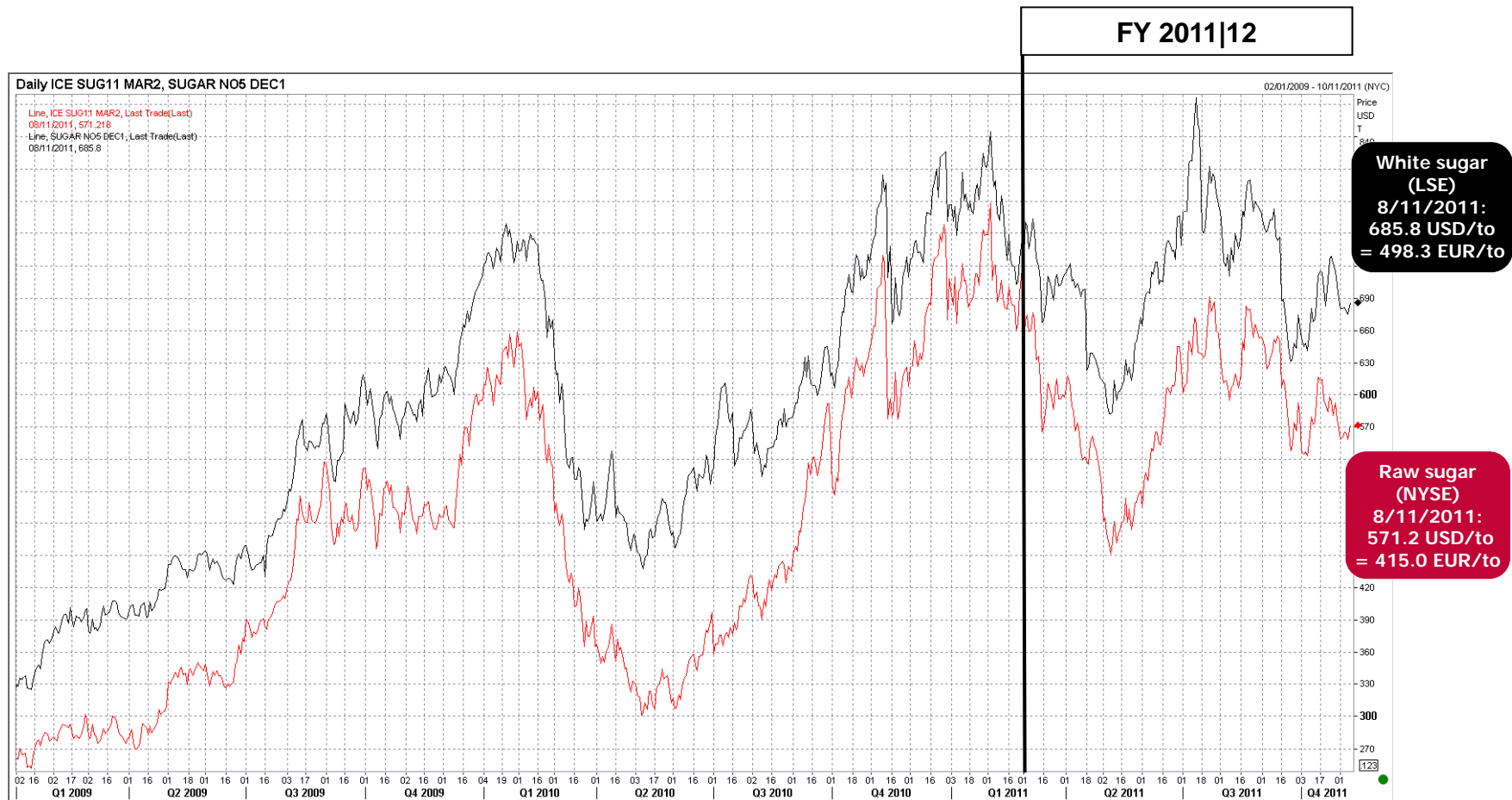
# Reform process of EU sugar regime





# Quotation for raw sugar & white sugar

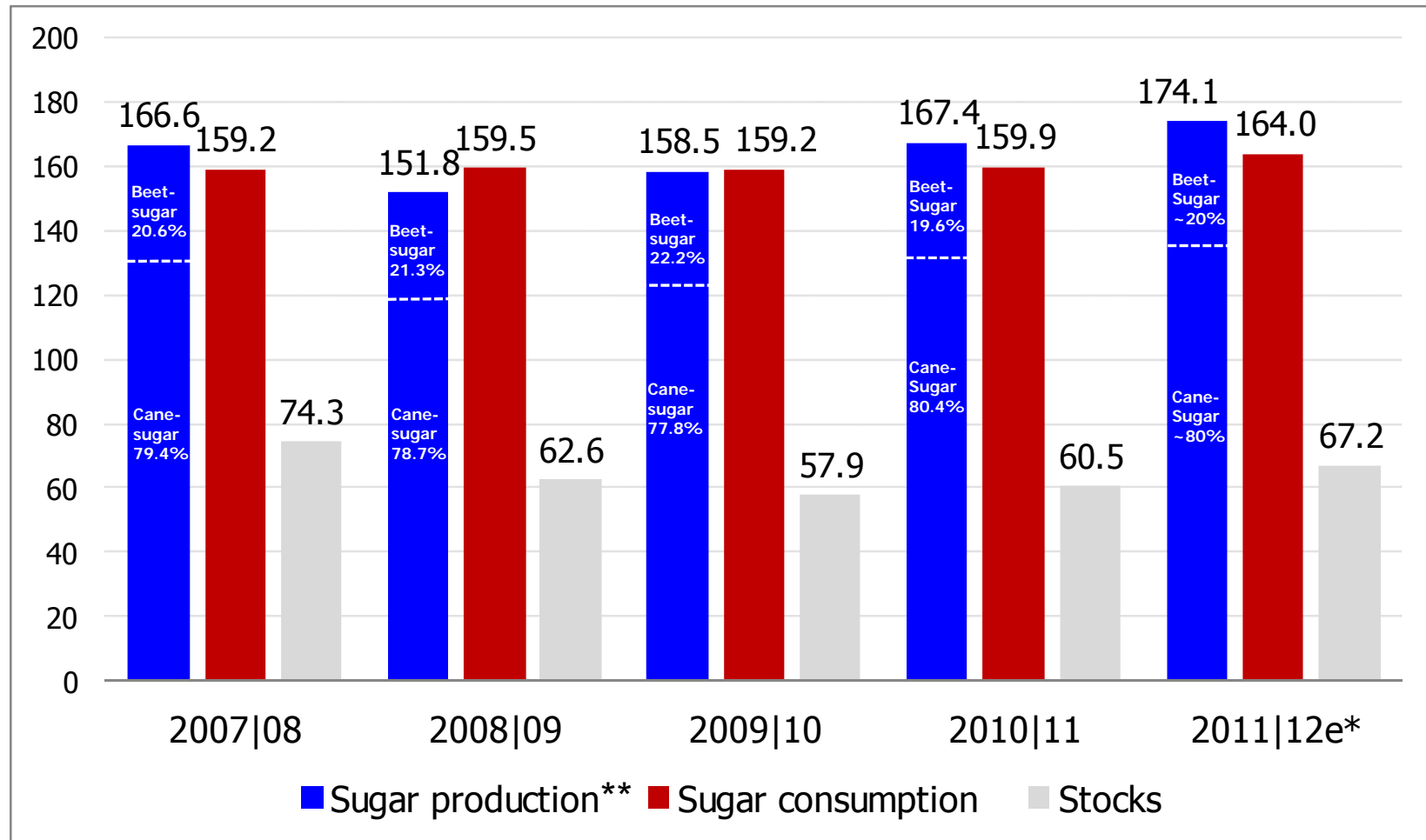
January 2009 – November 2011 (in USD)



# World sugar production & consumption



Million tons



Source: F.O. Licht (November 1, 2011)

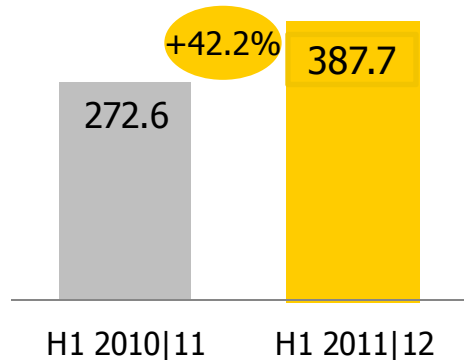
\*\*Production: October-September



# STARCH Segment Highlights H1 2011|12



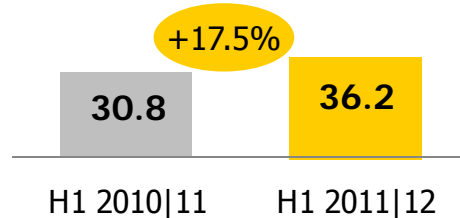
## Revenue €m



### Revenue up to € 387.7m

- Higher sales prices in all product categories (starch, animal feed, ethanol etc.)
- Volumes also above prior year due to increased sales of isoglucose, bioethanol and by-products
- Sugar supply/demand led to an increase in margin and volume of sugar sweeteners (e.g. isoglucose)

## Operating Profit €m



### Operating profit increased to € 36.2m

- Sales prices could compensate higher raw material costs
- Profit growth was especially driven by the better performance of the Austrian subsidiary and our plant in Romania
- Optimisation of the sales portfolio
- Higher sales prices and volumes
- Expansion of starch potato area

# Price development of cereals

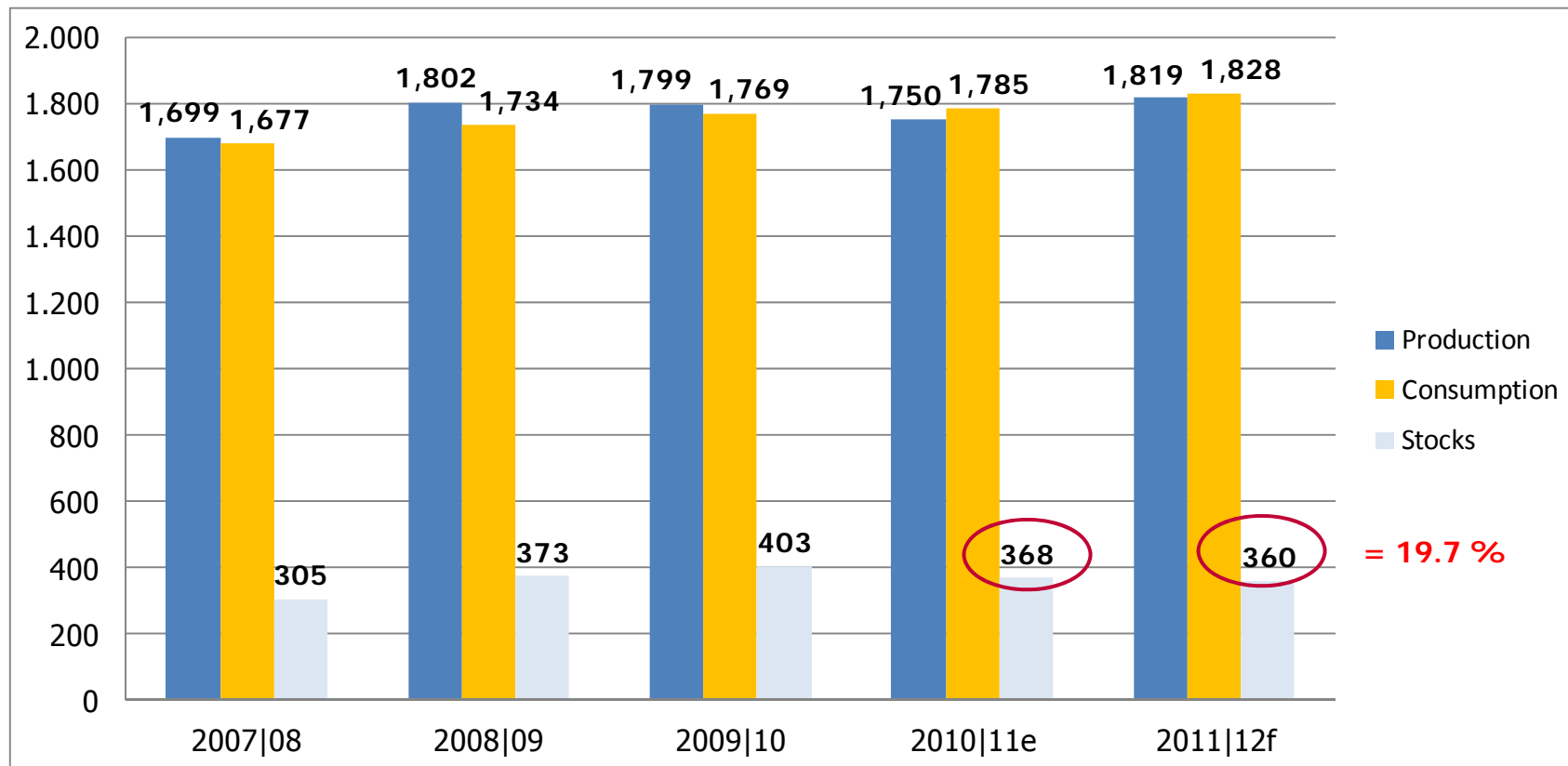
January 2009 – November 2011 (in EUR)



# World grain production & consumption



Million tons



International grain stocks increased 4 years in a row from 2006|07 to 2009|10

Critical stocks limit at 20 % of consumption

Source: IGC, October 27, 2011  
e...estimate, f...forecast

Period: July-June

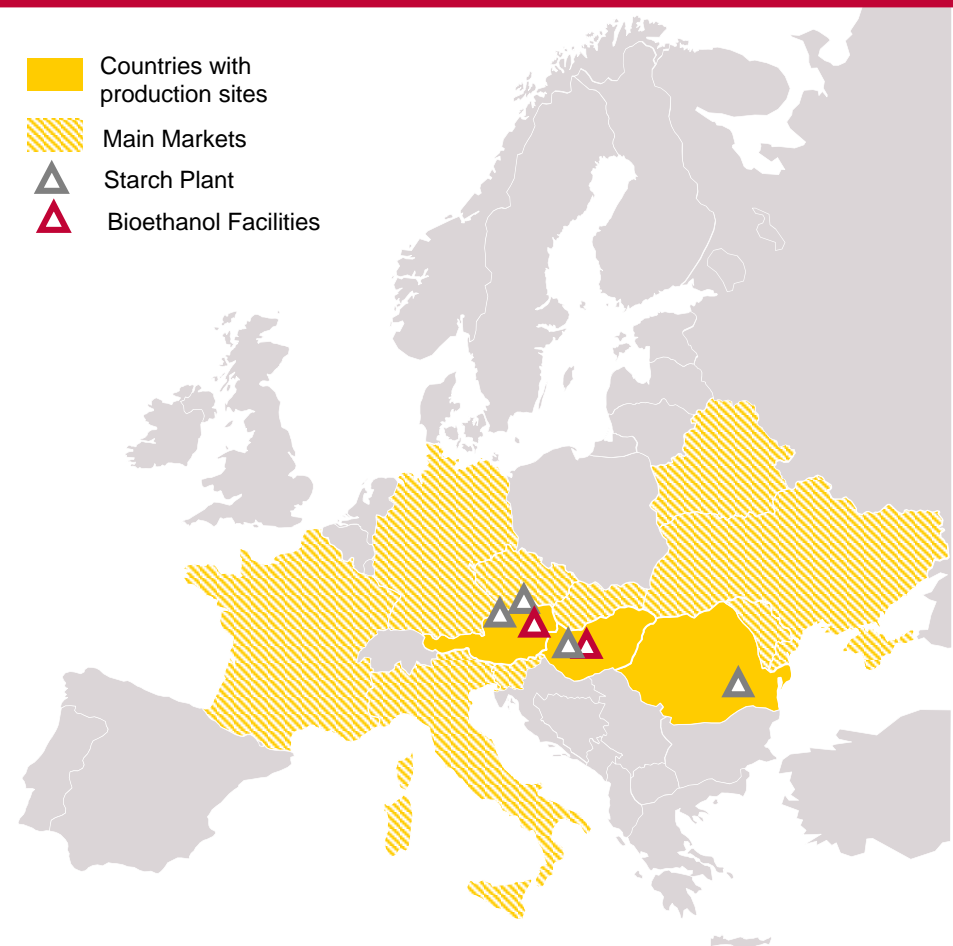
# STARCH Segment

## Market position



- Higher sales quantities in all core- & co-product groups
- Core-products:
  - Sales volumes of food-starches in H1 11|12 higher than in prior year
  - Higher sales quantities of technical starches especially for paper industry applications
  - Bioethanol: higher sales volumes at higher prices
  - HUNGRANA holds an isoglucose quota of 220,000 tons of a total of the EU quota of 690,000 tons
- Co-products:
  - Higher cereal prices led to higher by-product prices
  - Sales volume increased especially due to ActiProt (by-product of AGRANA's bioethanol production)

### 4 Starch plants & 2 Bioethanol facilities





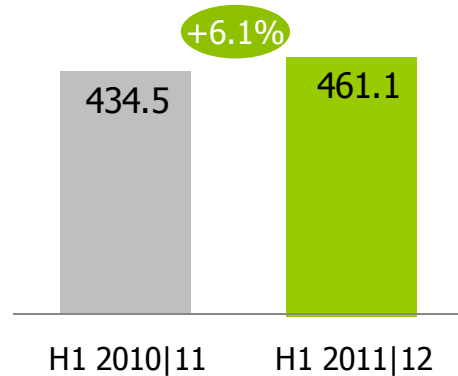


FRUIT.

# FRUIT Segment Highlights H1 2011|12



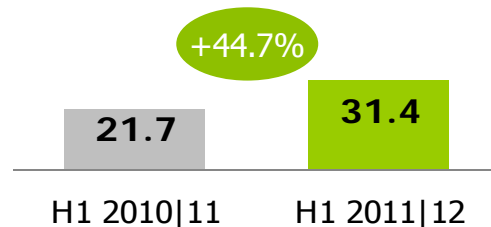
## Revenue €m



### Revenue of € 461.1m

- Sales of fruit preparations declined slightly in a difficult market environment
- Price increases of fruit preparations mainly offset lower volumes
- Juice concentrate prices stabilised at a high level; volumes below previous year's level

## Operating Profit €m



### Operating profit raised to € 31.4m

- Operating margin of 6.8% (H1 10|11: 5.0%)
- Crucial for this positive development was mainly the increased profitability of the fruit juice concentrate business
- Fruit preparation suffered from increased raw material costs and lower sales volumes

# FRUIT Segment Market position



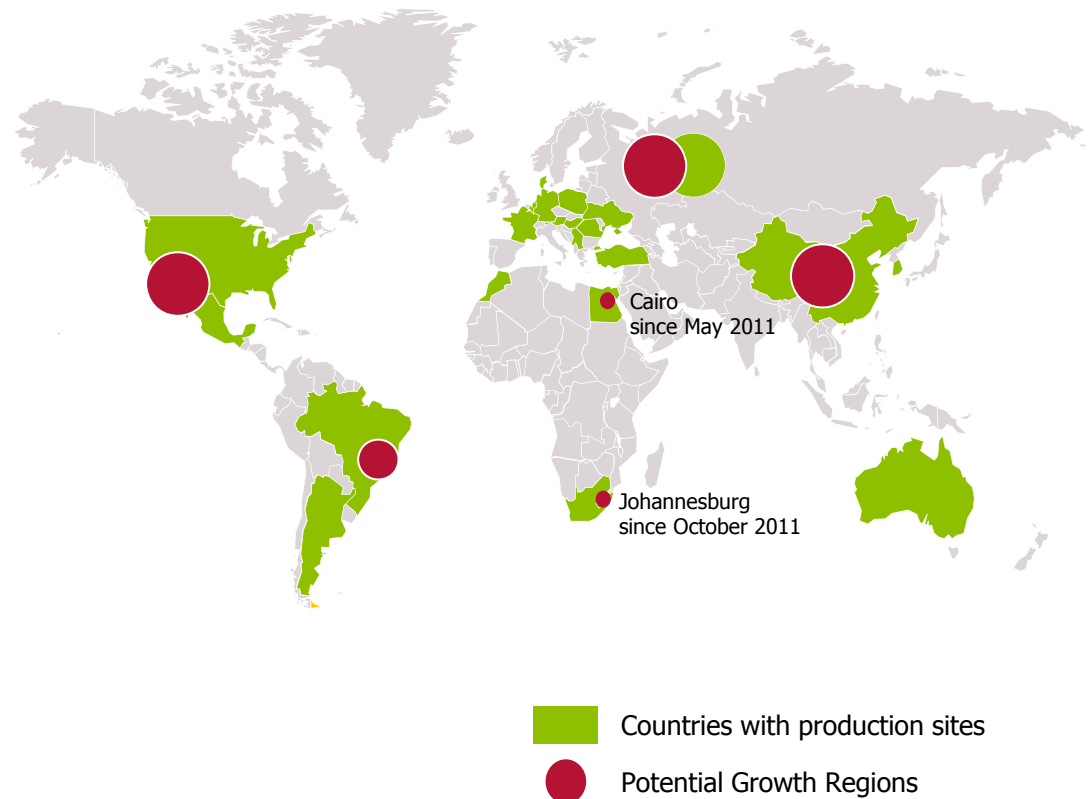
## Fruit preparations

- World Market Leader in Fruit preparations ; global market share > 30%
- Long-term growth potential is intact, although the global fruit yoghurt market was flat in the first nine months of the 2011 CY

## Fruit juice concentrates

- One of the largest producers of fruit juice concentrates in Europe
- Additional customer portfolio and new markets (ongoing merger with Ybbstaler)
- Optimisation measures taken in previous years show their positive effects

## Status as of 31 October 2011: 26 Fruit Preparation Plants & 12 Fruit Juice Concentrate Plants



# FRUIT segment Business model



## Fruit preparations

- Based on mostly frozen fruits
- Tailor-made customer products (several thousand recipes worldwide)
- Customers: dairy, bakery and ice cream industry
- Shelf life of the fruit preparation ~ 6 weeks -> necessity to produce regional



## Fruit juice concentrates

- Based on fresh fruits
- Production in the growing area of the fruits (water content and quality of the fruits don't allow far transports)
- Customers: bottling industry
- Shelf life of fruit juice concentrates ~ 2 years -> can be shipped around the world



## Financial results H1 2011|12



SUGAR. STARCH. FRUIT.

# Consolidated Income Statement

(based on IFRS)



Key P&L figures €m	Q2 2011   12	Q2 2010 11	H1 2011   12	H1 2010 11
Revenue	671.8	532.9	1,284.7	1,073.3
Operating profit before exceptional items	56.6	30.5	118.2	64.8
Exceptional items	(1.5)	0	(1.5)	0
Operating profit after exceptional items	55.1	30.5	116.7	64.8
Net financial items	(11.6)	(9.8)	(17.9)	(16.0)
Profit before tax	43.5	20.7	98.9	48.7
Income tax expense	(8.9)	(3.3)	(21.2)	(11.4)
Profit for the period	34.6	17.4	77.7	37.4
Earnings per share	2.43 €	1.19 €	5.36 €	2.57 €

# Change in net financial items



€m	H1 2011   12	H1 2010   11
Net interest expense	(13.6)	(12.9)
Currency translation differences	(2.7)	(2.4)
Other financial items and share of results of non-consolidated subsidiaries and outside companies	(1.6)	(0.7)
<b>Net financial items</b>	<b>(17.9)</b>	<b>(16.0)</b>



# Consolidated Balance Sheet



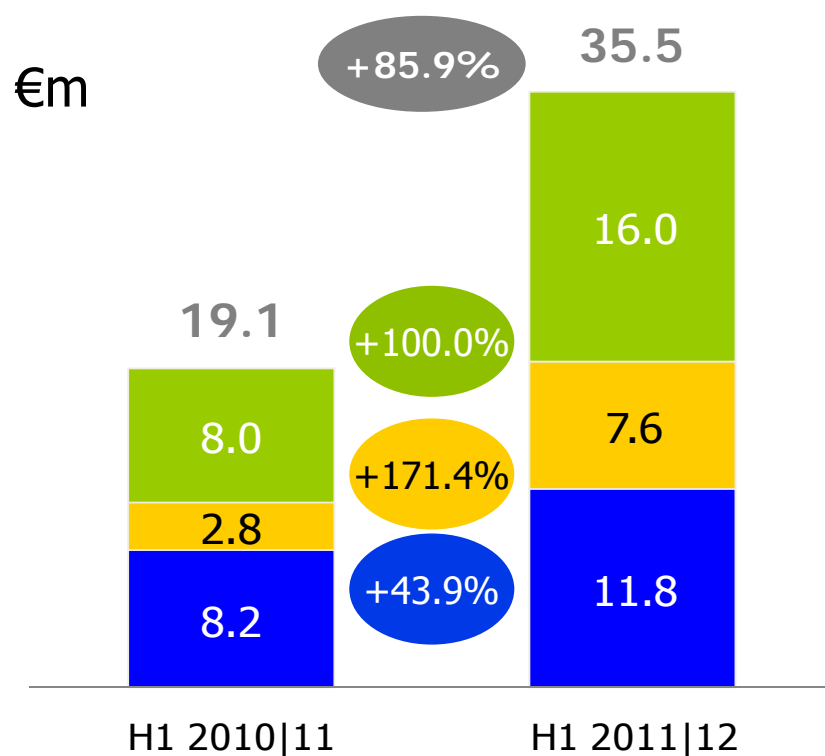
Key figures €m	31 August 2011	28 February 2011
Non-current assets	980.8	981.8
Current assets	1,000.1	1,010.4
Total equity	1,002.9	970.7
Non-current liabilities	300.2	343.3
Current liabilities	677.8	678.2
Balance sheet total	1,980.9	1,992.2
Equity ratio	50.6%	48.7%
Net financial debt	352.2	382.4
Gearing	35.1%	39.4%

# Consolidated Cash Flow Statement



€m	H1 2011   12	H1 2010 11
Operating cash flow before change in working capital	119.5	77.0
Gains on disposal of non-current assets	(2.0)	(0.1)
Change in working capital	(10.7)	46.0
Net cash from operating activities	106.7	122.9
Net cash (used in) investing activities	(33.8)	(14.5)
Net cash (used in) financing activities	(64.7)	(92.7)
Net increase in cash and cash equivalents	8.2	15.8

# Total Investment



Fruit

- Completion of the finished goods warehouse in Russia
- Purchase of totes (steel containers) for the transportation of fruit preparations
- Investments within the juice division to optimise operations

Starch

- Start of the biomass boiler project in Hungary
- Extension of corn processing capacity at the Hungarian plant
- Increase in evaporator capacity at the Austrian bioethanol plant

Sugar

- New sugar silo in Austria
- Installation of an additional beet pulp press in the Czech Republic
- Upgrading of the centrifuge control system at the sugar plant in Slovakia



## Outlook



SUGAR. STARCH. FRUIT.

# Current projects & News



- **JV-split China (Juice):** first-time-consolidation of Xianyang (100%) as of August 1, 2011; deconsolidation of 50% subsidiary Yongji
- **JV with Ybbstaler (Juice):** in progress (renotification in a couple of weeks)
- **Fruit preparation China:** foundation stone ceremony in Dachang in August 2011 (shift of the existing facilities)
- **New factory in South Africa:** production of fruit preparations in Johannesburg started at the end of October 2011 (annual volume of around 4,000 tonnes of fruit preparations and syrups at the beginning)
- **Supplementary payments** to beet farmers in Austria
- **CAP reform:** legislative proposals as of October 12, 2011 and its impact for AGRANA's Sugar segment

# Supplementary payments for beet



- AGRANA and **beet growers in Austria** reached an agreement on sugar beet prices mid of September 2011
- Allocation of the increased sales revenues for sugar which AGRANA is profiting from due to higher prices on the global market
- **Back payments** for non-quota sugar beet from the **2010 harvest**
  - back payment based on the price difference to quota beet sugar ( $\Delta$  8.29 EUR)
- **Increase in prices** for sugar beet from the **2011 harvest**
  - price for quota sugar beet will rise from EUR 26.29 to EUR 35.00 per tonne ( $\Delta$  8.71 EUR)
  - that for non-quota sugar beet will increase from EUR 22.00 per tonne to EUR 30.71 ( $\Delta$  8.71 EUR)
- **Ongoing negotiations** in Czech Republic, Slovakia and Hungary

# CAP reform and its impact for AGRANA's Sugar segment



- The legislative proposals for **CAP reform** were published on October 12, 2011
- Core elements of the **sugar market regime** shall be maintained only until September 30, 2015
- In June 2011 the EU parliament already called for an unchanged continuation of the previous regulations until at least 2020. A decision by the EU Parliament and Council of Ministers is expected in the second half of 2012

# Segment Outlook FY 2011|12



## SUGAR Segment

- Increased revenue and operating profit also expected for H2 2011|12
- High volatility of world market prices and its impact on sugar pricing in the EU makes forecasting more difficult
- Higher raw material costs (beet) expected but also the sales price level will adjust according to the tight supply situation

## STARCH Segment

- Due to the positive sales development in H1 2011|12 a full year revenue above previous year is expected
- Continuing strong market demand for non-food starch products and sales volume growth in isoglucose, bioethanol and by-products
- Operating margin for the full year 2011|12 will be above last year's level

## FRUIT Segment

- Fruit preparation: stabilisation of the volume trend expected for the second half of 2011|12
- We expect a moderate increase in revenue; FP operating profit will be below prior year due to increased raw material costs
- Fruit juice concentrate: for the full year 2011|12 concentrate activities will deliver considerable growth in both revenue and profit



# Outlook AGRANA Group FY 2011|12



- Group revenue to increase in 2011|12 based on a positive market environment and an overall volume growth
- Positive market environment especially for the Sugar and Starch segment
- Profit growth is expected to be achieved also through further improvements in the whole value chain
- CAPEX ~ € 100m (vs depreciation of ~ € 80m)
- Commodity markets continue to remain volatile
- We **confirm** a **significant** improvement in results for FY 2011|12 due to the strong performance in H1 2011|12

# Financial calendar



12 January 2012

Publication of results for the first three quarters of 2011|12

15 May 2012

Press conference on annual results for 2011|12

2 July 2012

Annual General Meeting for 2011|12

5 July 2012

Dividend payment and ex-dividend date

# Contacts



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