



FRUIT
STARCH
SUGAR

The natural upgrade

#HELLO TOMORROW

Ready for the future.

AGRANA Beteiligungs-AG
Virtual Austrian Conference London
Baader Bank in coop. with Wiener Börse AG

AGRANA 2019/20 Online:
reports.agrana.com/en

17-18 June 2020



2019|20

#HELLOTOMORROW

Our annual report 2019|20 highlights why we feel “**Ready for the future.**”

Bringing the slogan of this year’s annual report to life, we also invite you to launch the **digital experiences** on the image pages of our report and on: 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.



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(FINANCIAL)
HIGHLIGHTS

INTRODUCTION & BUSINESS OVERVIEW

#HELLO TOMORROW

Ready for the future.



STRATEGIC POSITIONING B2B

WE ALL CONSUME AGRANA (PRODUCTS)

At the beginning there is always agriculture...



AGRANA refines agrarian raw materials...



AGRANA supplies the Big Names...



confectionery, beverage, fermentation industries, food retailers; paper, textile, pharmaceutical industries; feed industry; dairy, ice-cream, bakery industries and many more



We all consume AGRANA every day without noticing it...





AGRANA PRODUCTS IN DAILY LIFE AT A GLANCE

FRUIT



- Fruit juice concentrates customers are fruit juice and beverage bottlers and fillers
- Fruit preparations are special customized products for
 - the dairy industry,
 - the baked products industry,
 - the ice-cream industry.

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

SUGAR



Sugar is sold

- to consumers via the food trade and
- to manufacturers: e.g. soft drinks industry, confectionery industry, fermentation industry, other food and beverage industries

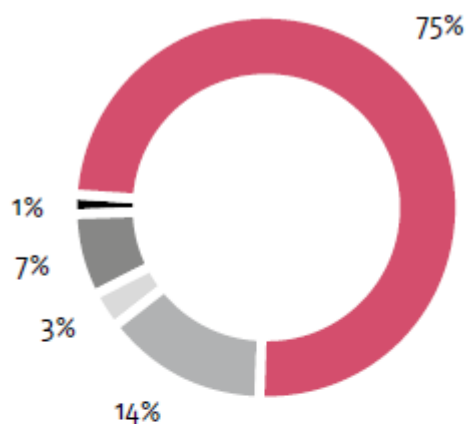


REVENUE BY PRODUCT GROUP (2019|20)

FOCUS ON FOOD

FRUIT

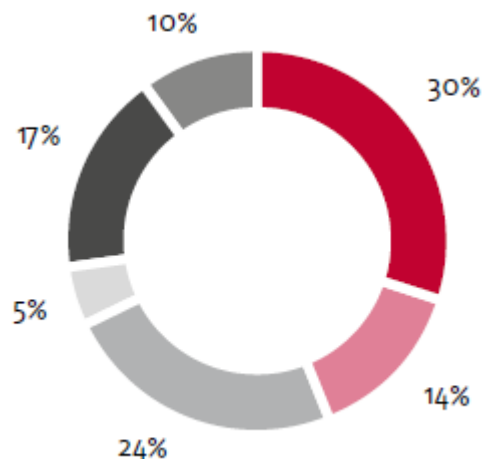
€ 1,185.4 m



- Fruit preparations (dairy and non-dairy)
- Fruit juice concentrates
- Other juice core products (compounds, NFC, fruit wines, etc.)
- Fruit reselling, frozen fruits, etc.
- Other services

STARCH

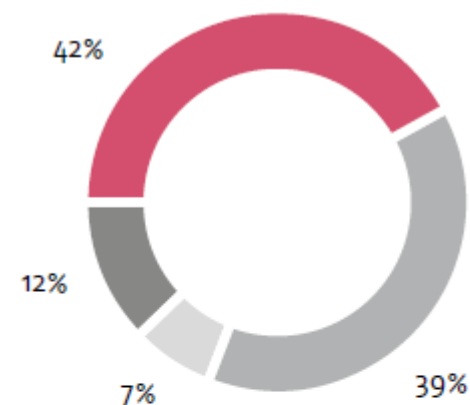
€ 807.0 m



- Native and modified starches
- Saccharification products
- Alcohol and ethanol
- Other core products (dairy and instant products, long-life potato products, etc.)
- By-products (protein products, DDGS, gluten, etc.)
- Others (soy, dried beet pulp, etc.)

SUGAR

€ 488.3 m



- Sugar: Industrial customers
- Sugar: Resellers
- By-products (molasses, beet pulp, etc.)
- Others (products of INSTANTINA, seed, services, etc.)

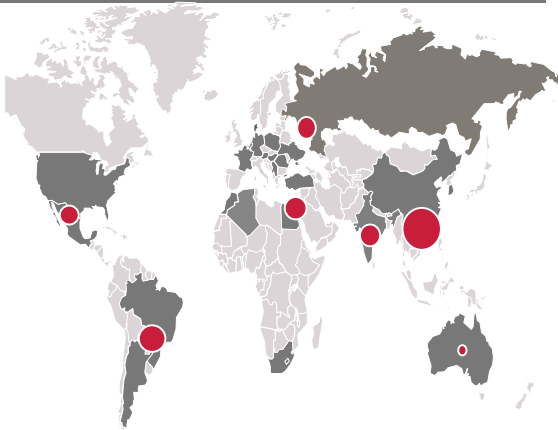


57 PRODUCTION SITES WORLDWIDE

SEGMENTATION BY SEGMENT

FRUIT

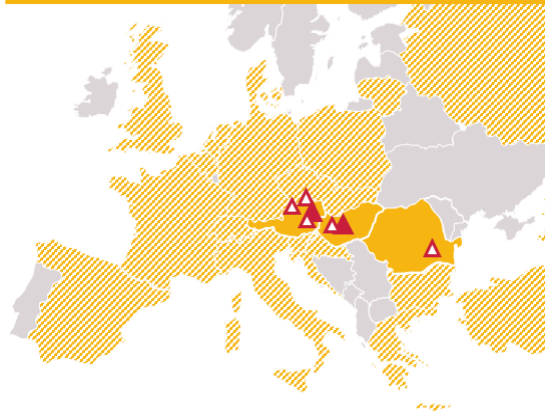
27 fruit preparations plants and
15 fruit juice concentrate plants



- Countries with production sites
- Potential growth regions

STARCH

5 starch plants
(incl. 2 bioethanol plants)



- Countries with production sites
- ▨ Main markets
- ▲ Starch plants
- ▲ Bioethanol plants

SUGAR

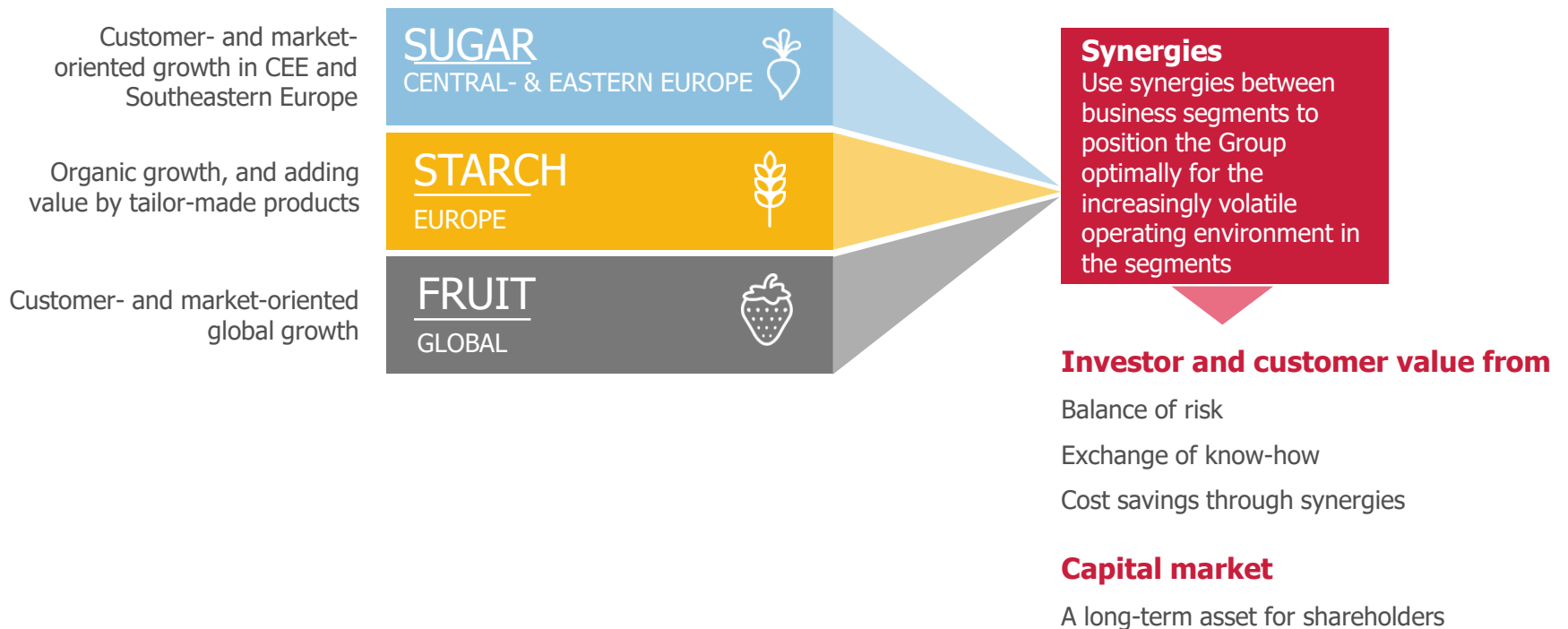
7 sugar beet plants
2 raw sugar refineries (& Instantina)



- Countries with plants
- ▨ Other markets
- Beet sugar plants
- Raw sugar refineries
- Distribution centre
- *also with refining activities



GROWTH BY STRATEGY





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%)



~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



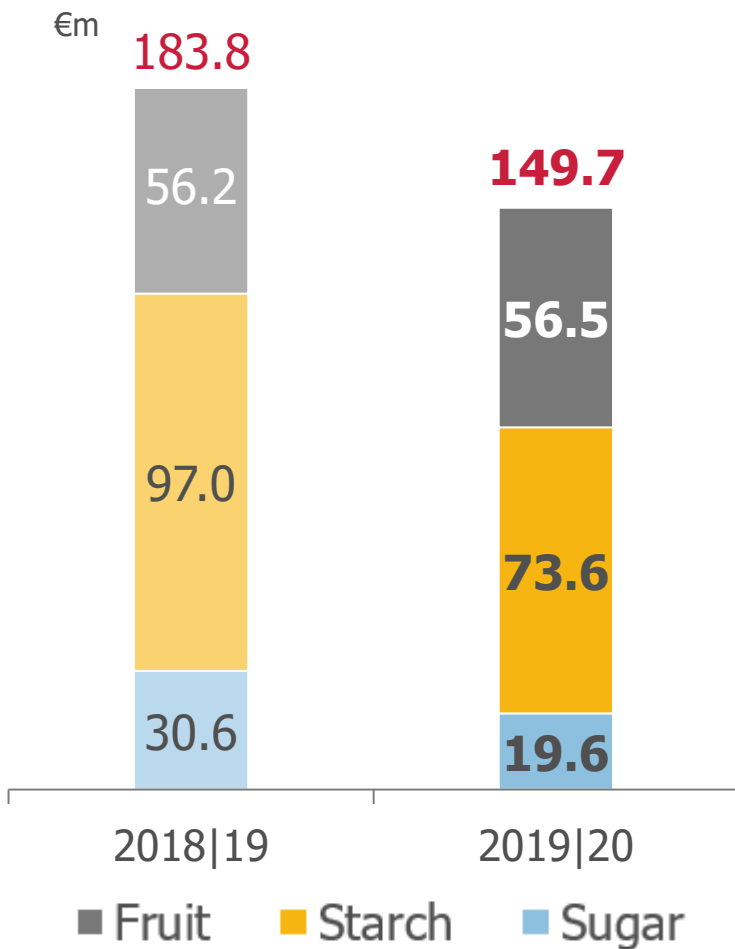
2019|20 PROJECTS





MOST IMPORTANT PROJECTS IN THE GROUP

INVESTMENT OVERVIEW



2019|20

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
- Measures taken to increase specialty corn processing in Aschach

SUGAR

- Completion of the new warehouse for finished product in Buzău, Romania
- New sugar centrifuges for the optimisation of energy consumption in Hrušovany, Czech Republic

GROUP



MAIN PROJECT IN 2019|20

WHEAT STARCH CAPACITY INCREASE

- 2nd wheat starch plant in Pischelsdorf, Austria, was **completed on schedule**
- The plant **successfully began operation at the end of November 2019** and will already contribute significant product quantities to the Starch segment's sales volumes in the fourth quarter of 2019|20
- 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**



AGRANA
SHARE

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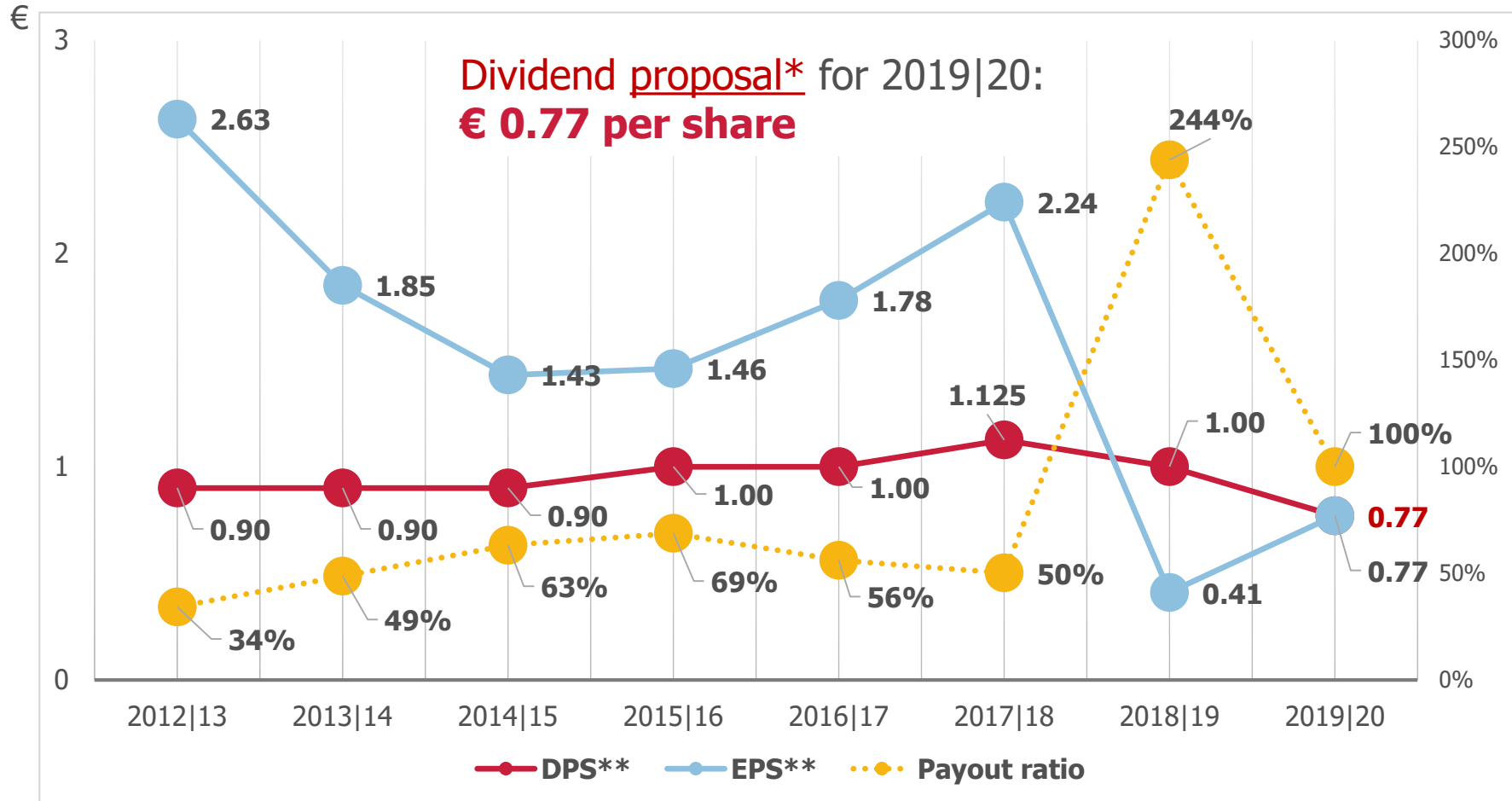
2019|20

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



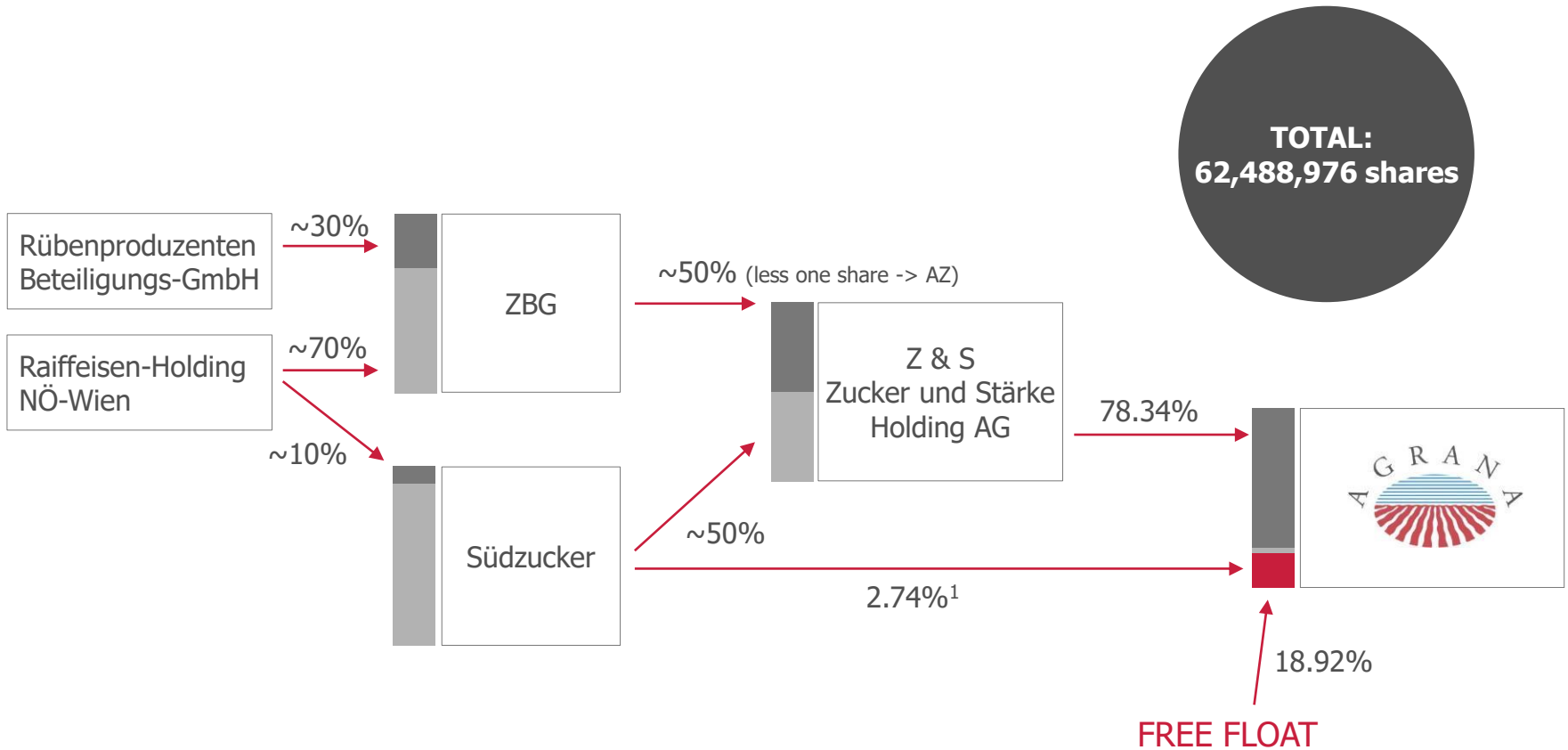
Dividend yield (based on the closing share price at the last balance sheet date): **4.4%**

**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.



CURRENT STATUS

SHAREHOLDER STRUCTURE



¹ directly held by Südzucker



2019|20

SEGMENT OVERVIEW INCL. CONSOLIDATED FINANCIAL STATEMENTS

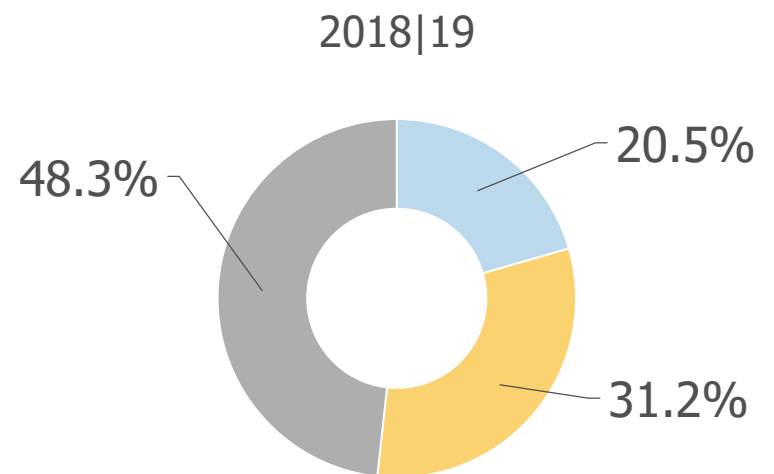
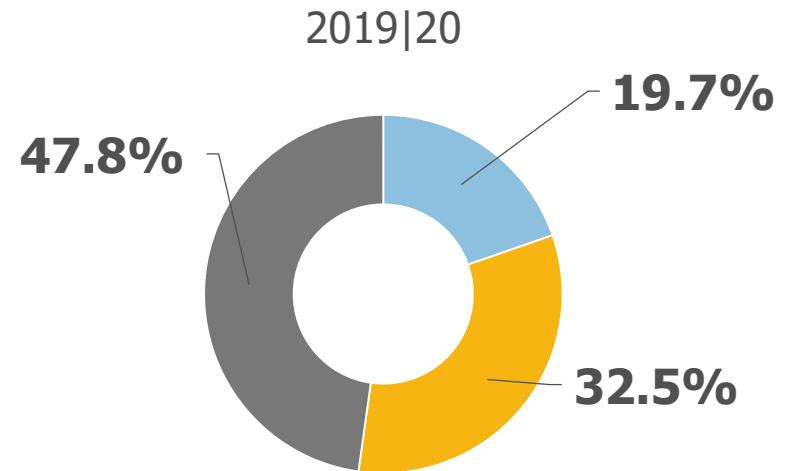
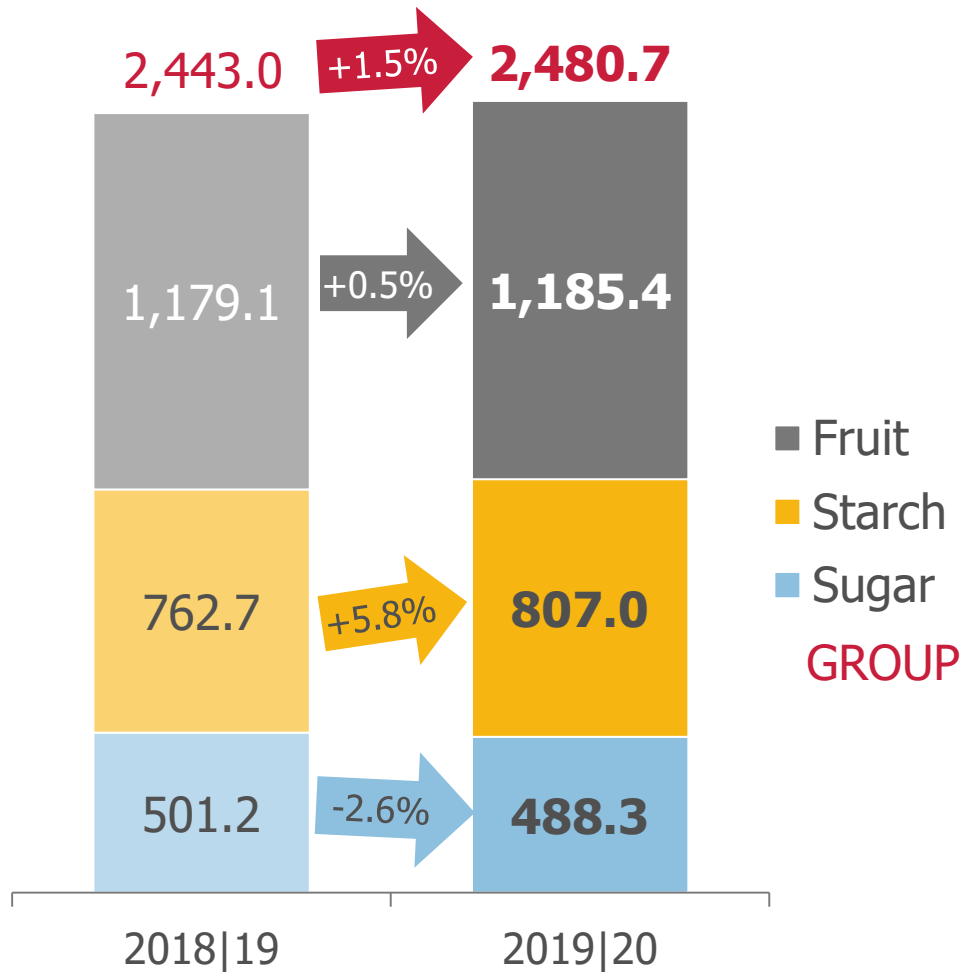




2019|20 VS PRIOR YEAR

REVENUE BY SEGMENT

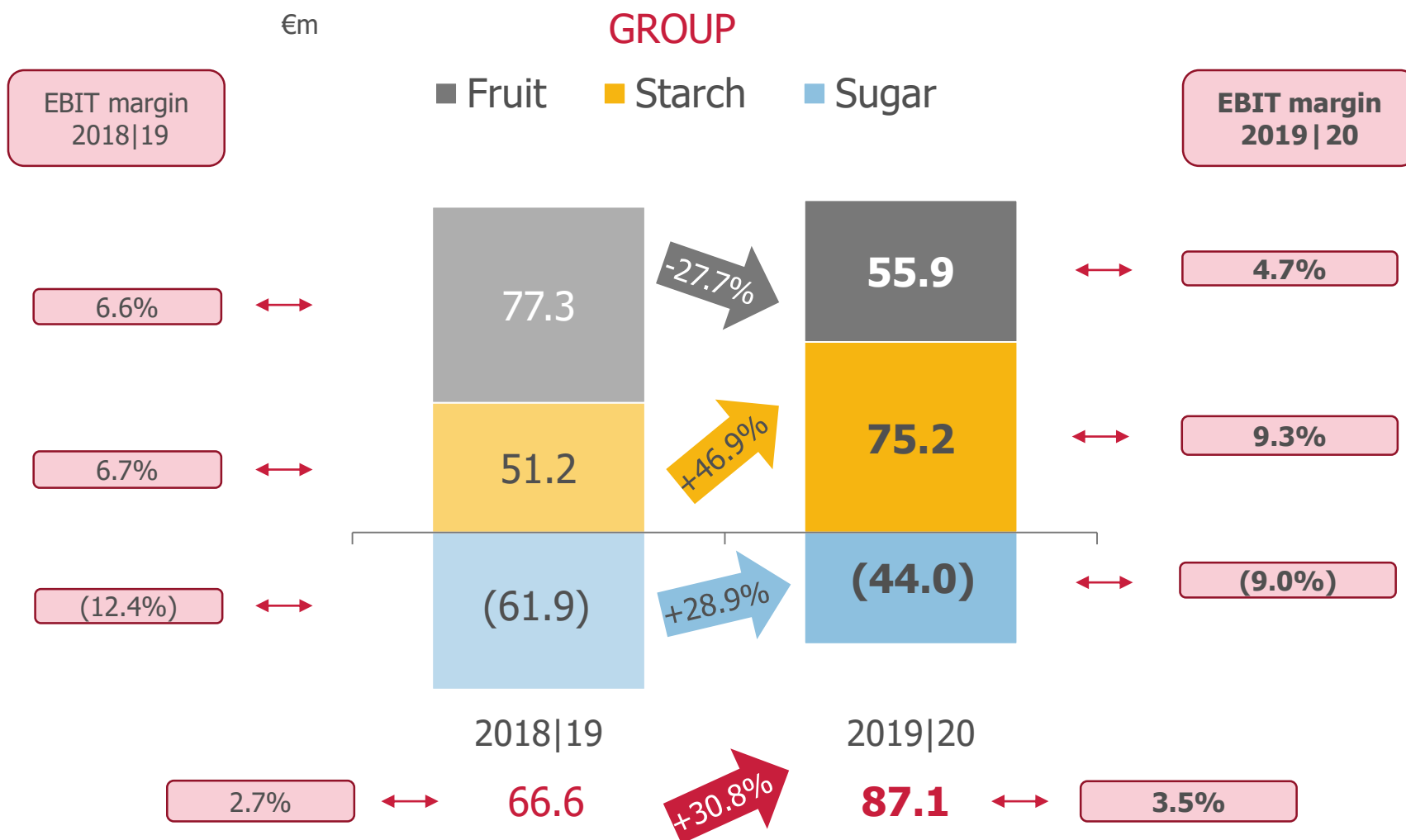
€m





2019|20 VS PRIOR YEAR

EBIT BY SEGMENT

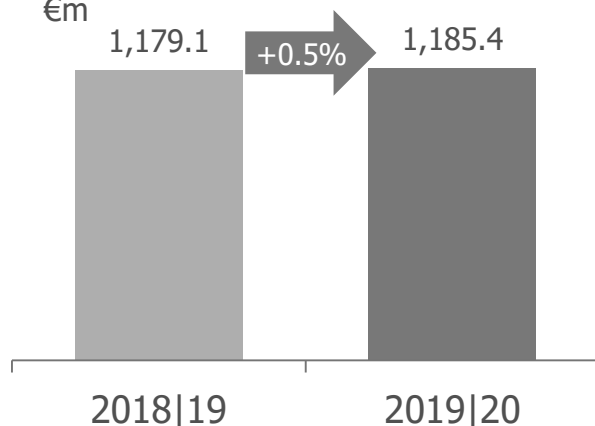




FRUIT SEGMENT

REVENUE

€m



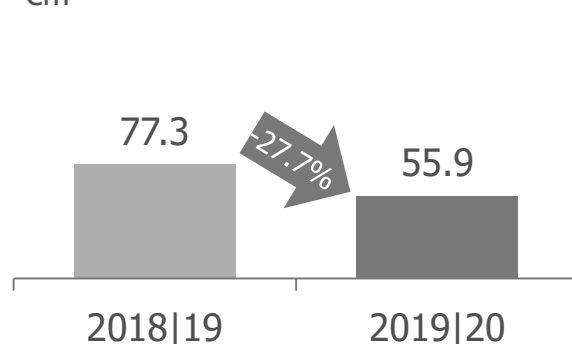
REVENUE stable at € 1.2 billion

- Fruit preparations: revenue rose slightly on higher sales volume, with revenue growth seen especially in North America, the IMEA region (India, Middle East and Africa), Russia and Mexico
- Fruit juice concentrates: revenue was down from a year ago due to lower prices for apple juice concentrate from the 2018 crop, while volume was up moderately

EBIT lower than in prior year

EBIT

€m



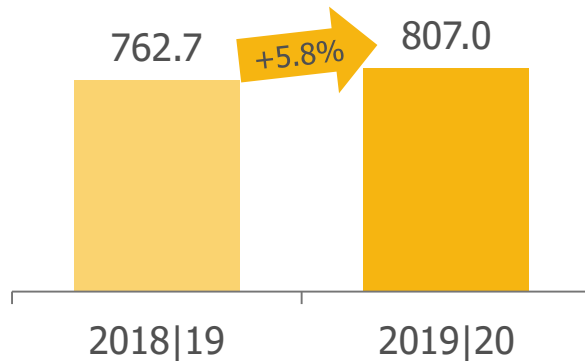
- Reasons for deterioration mainly in the FP business:
 - Sales volume growth was below expectations and general cost increases could not be fully offset by higher sales volumes
 - One-time impacts relating to raw materials in Mexico (strawberry and mango), combined with low sales prices for apples in Ukraine, reduced margins in Europe as well as exceptional staff cost effects
- EBIT in the fruit juice concentrate business declined significantly; resulted mainly from a combination of poorer contribution margins in apple juice concentrate and idle-capacity costs due to a smaller apple crop 2019



STARCH SEGMENT

REVENUE

€m

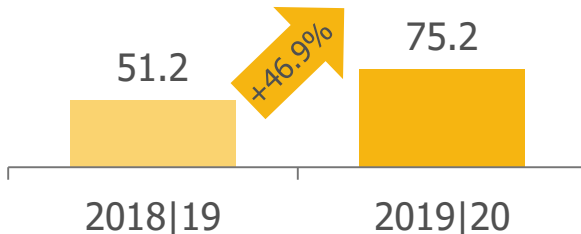


REVENUE at € 807.0 million above prior year

- Key reason was a significant improvement in ethanol revenue due to risen market demand in the EU and higher prices
- Production volumes and thus sales quantities were increased in all plants, and in addition, the new second wheat starch plant in Pischelsdorf, Austria, began production in November 2019
- Increases in revenue were achieved in organic and specialty products

EBIT

€m



EBIT significantly up to € 75.2 million

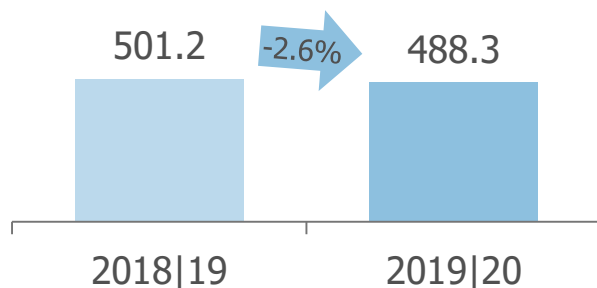
- Significant earnings growth primarily from the pronounced rise in the market price of ethanol, as well as from the volume gains in core products
- Profit contribution from HUNGRANA was € 16.3 million, in line with the prior year; company was able to make up for volume with improved bioethanol earnings



SUGAR SEGMENT

REVENUE

€m

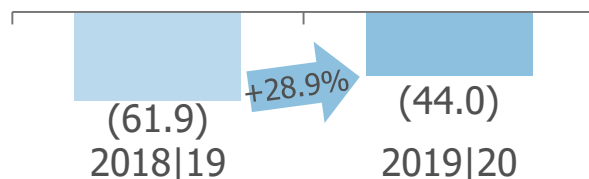


REVENUE down to € 488.3 million

- Slight overall decrease was driven by a significant drop in sugar sales volumes (notably with resellers) that outweighed a rise in sugar selling prices
- By-product revenue increased from one year earlier

EBIT

€m



EBIT still negative, but improved significantly

- Improvement was achieved through the increase in sales prices compared to the prior year
- EBIT contribution of equity-accounted Sugar JVs was € 0.4 million (prior year: loss of € 4.0 million), having improved as a result of a positive market trend and better utilisation



CONSOLIDATED INCOME STATEMENT

€m (condensed)	2019 20	2018 19	Change
Revenue	2,480.7	2,443.0	+1.5%
EBITDA ¹	183.1	147.7	+24.0%
Operating profit before except. items and results of equity-accounted JV	73.1	51.1	+43.1%
Share of results of equity-accounted JV	16.7	12.2	+36.9%
Exceptional items	(2.8)	3.3	> -100%
EBIT	87.1	66.6	+30.8%
EBIT margin	3.5%	2.7%	+0.8pp
Net financial items	(17.2)	(15.4)	-11.7%
Profit before tax	69.9	51.2	+36.3%
Income tax expense	(18.6)	(20.9)	+11.0%
Profit for the period	51.3	30.4	+68.8%
Attributable to shareholders of the parent	48.2	25.4	+89.8%
Earnings per share	€ 0.77	€ 0.41	+87.8%

¹ EBITDA represents operating profit before exceptional items, results of equity-accounted joint ventures, and operating depreciation and amortisation.



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



ANALYSIS OF NET FINANCIAL ITEMS

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

- 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** improved by € 1.4 million: in the prior year this item had included a high FX expense due to the depreciation of the Argentine peso, while in 2019|20 this effect was avoided thanks to the debt reduction of the Argentine subsidiary



TAX RATE

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

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



CONSOLIDATED BALANCE SHEET

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



CONSOLIDATED CASH FLOW STATEMENT

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



SEGMENT

FRUIT

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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 regionally



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



FRUIT SEGMENT

MARKET POSITION

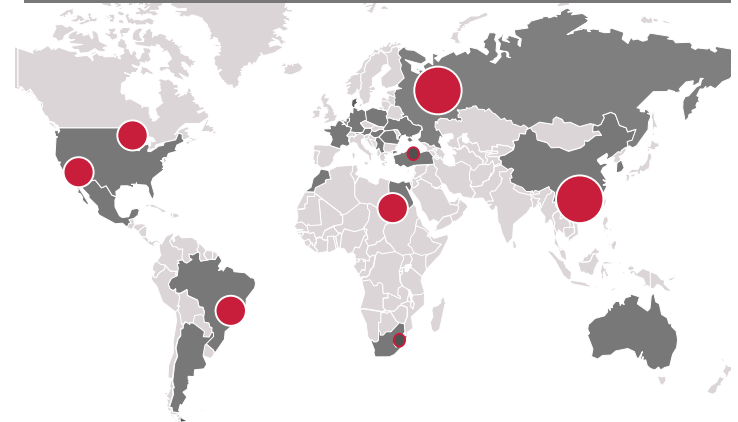
FRUIT PREPARATIONS

- World Market Leader in Fruit preparations global market share > 30%
- The emerging markets are overall showing good market growth rates, while the market's sales volumes of fruit preparations in Europe and the US are stagnating at a high absolute level

FRUIT JUICE CONCENTRATES

- Largest producer of fruit juice concentrates in Europe (AUSTRIA JUICE)
- In general, optimisation measures taken in previous years show their positive effects
- Customer portfolio extended and new markets

27 FRUIT PREPARATION PLANTS &
15 FRUIT JUICE CONCENTRATE PLANTS



■ Countries with production sites
● Potential growth regions



FRUIT SEGMENT

Fruit preparations

- **Spoonable fruit yoghurt**, the actual main market of the fruit preparations division, grew only slightly
- Planned growth in North and South America, Europe and the Middle East was negatively affected by business cycle-driven reversals and political developments
- **Ice-cream market** exhibited moderate growth in 2019 globally, with higher growth in some regions; in this segment, AGRANA continued to work on expanding collaborations with the global market leaders
- AGRANA also continued to generally strengthen the **food services activities**
- Market for **dairy alternatives** in the yoghurt and ice-cream sectors still represents only a niche in the overall market, but is showing positive growth

Fruit juice concentrates

- **2019** apple campaign was marked by **reduced availability of apples**
- At the same time, on the customer **supply overhang** from the very good 2018 harvest



SEGMENT

STARCH

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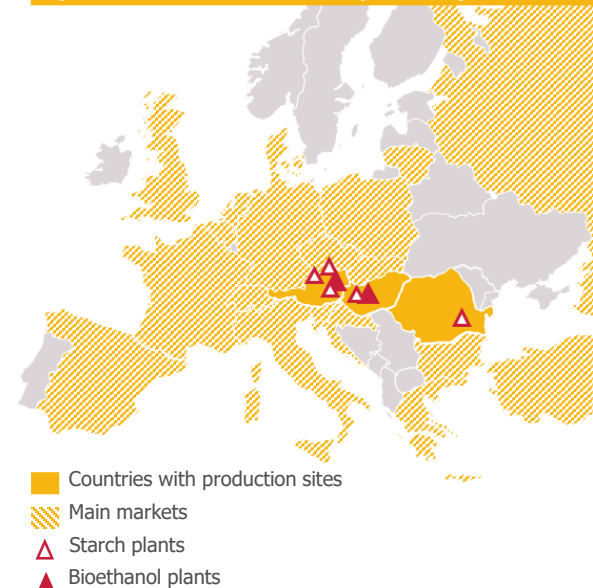
STARCH SEGMENT

MARKET POSITION

- Austrian production sites:
 - **Potato** starch factory in Gmünd
 - **Corn** starch plant in Aschach
 - **Wheat** starch & bioethanol plant in Pischelsdorf
- Operational management and coordination of international holdings in Hungary and Romania
- The bioethanol business also forms part of the Starch segment
- Focus on **highly refined speciality products**
- **Innovative, customer-driven products** supported by application advice
- **Leading position in organic and in GMO-free** starches for the food industry

STARCH

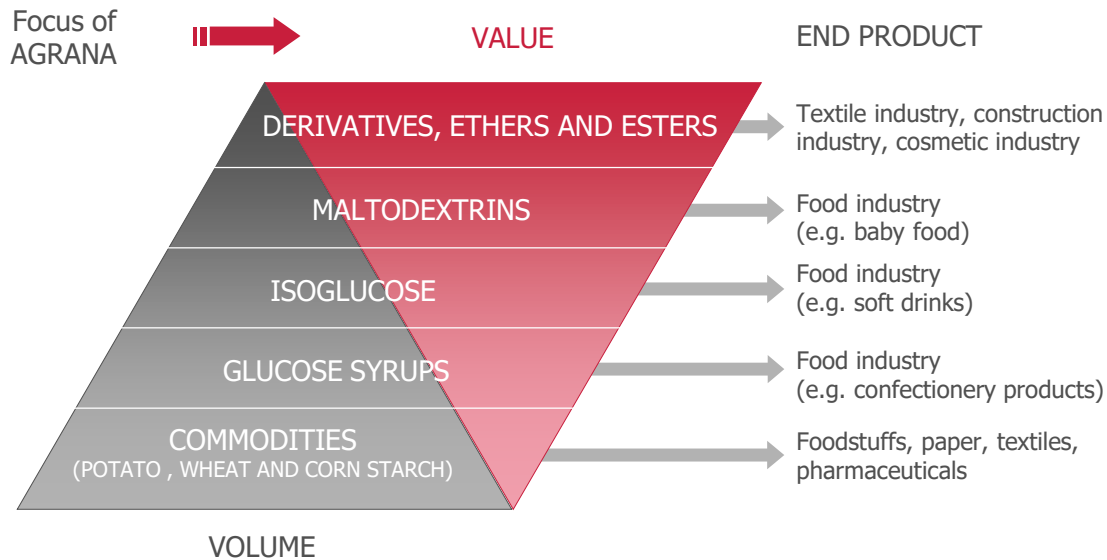
5 starch plants
(incl. 2 bioethanol plants)





STARCH SEGMENT

SPECIALISATION STRATEGY



FOOD

- Growth in products from special raw materials (market leadership)
- Growth in starch derivatives for fruit preparations
- Growth in „high care“-starches

NON-FOOD

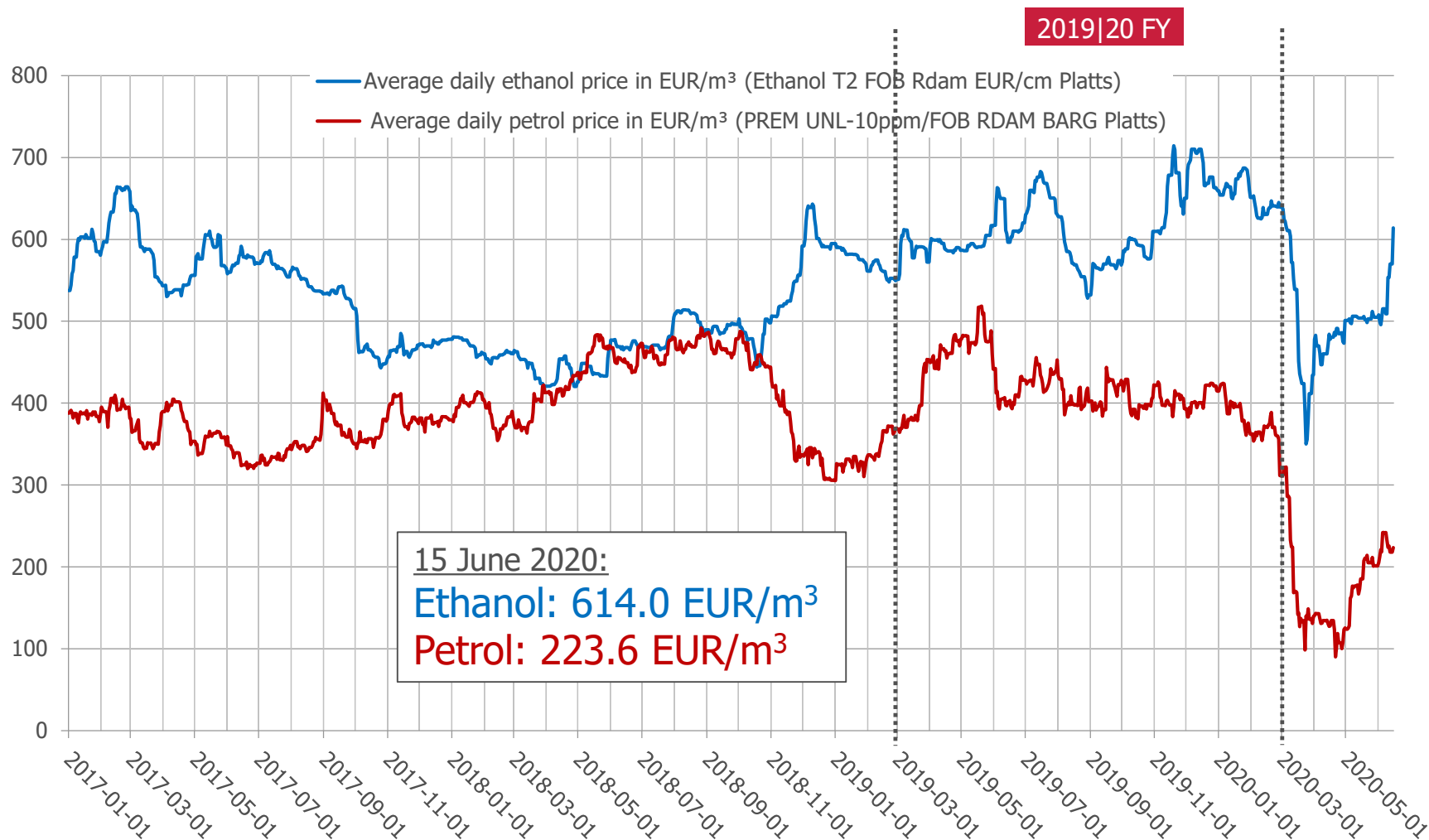
- Growth in (special applications for) paper, textile & cardboard industry
- Innovation and market leadership in
 - Special applications for construction industry
 - Adhesive (sack adhesive)
- Growth in cosmetics industry



STARCH SEGMENT

- **High bioethanol quotations** throughout the financial year (with significant contribution to EBIT growth in the Starch segment)
 - increase in blending quotas in some EU countries
 - stronger focus of climate policy on fuels with higher greenhouse gas savings
- The market setting for **native and modified starches** proved stable in the reporting period; sales volume and revenue, both in the food industry and the paper and packaging sector, increased from the year before
- **Organic sector** as well is benefiting from growing consumer demand
- **Expansion of the wheat starch plant** in Pischelsdorf, Austria: demand for containerboard (the material used to make corrugated board) remains high; new competitors are increasingly entering the market

ETHANOL AND PETROL PRICES





2019|20 FY





SUBSEQUENT EVENTS

ACQUISITION OF MARROQUIN ORGANIC INT.

- Expansion of **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)
- Marroquin with **29 years** of experience **supplying organic and non-GMO ingredients, US\$ 20 million** annual revenue
- Marroquin a long-standing distribution partner of AGRANA Stärke GmbH
- Particularly in the **USA** where, with starch largely being based on genetically-modified corn, **demand for non-GMO starches is rising**
- **US market** for packaged organic foods is the **world's largest** (US\$ 17 billion [2017], Euromonitor), to **grow 8.2%** per year until 2023





AGRANA BIOETHANOL ACTIVITIES

PISCHELSDORF (Austria)

- Total investment: € 125 million
- Capacity: up to 240,000m³ (= 190,000 tonnes)
- Production start: June 2008
- Raw material base: wheat, corn and sugar beet thick juice*
- By-products: up to 190,000 tonnes of ActiProt© (animal feed)

HUNGRANA (Hungary)

- Investment volume: ~ € 100 m (50% share held by AGRANA: ~ € 50 m)
 - for grind increase from 1,500 to 3,000 tonnes/day
 - for isoglucose capacity increase due to quota increase
 - for bioethanol expansion
- Capacity: up to 187,000 m³
- Conclusion of expansion programme: July 2008
- Raw material base: corn



* in the meantime also B+C starches



SEGMENT

SUGAR

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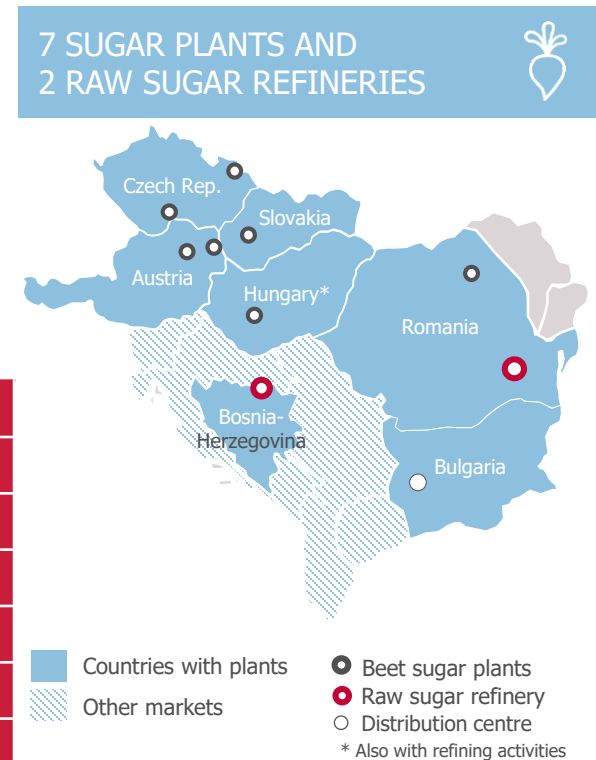
BENEFIT FROM THE STRONG MARKET POSITION IN CEE AND SEE

AGRANA SUGAR AFTER THE END OF QUOTAS

- CEE area will continue to be a “sugar deficit region” (AGRANA is located in these main deficit areas)
 - Complexity in logistics and costs from Western Europe are somehow a protection of intra-EU imports
 - Defend and extend existing market share in CEE
- AGRANA has established long-term relationships with key sugar producers in the LDCs and ACPs (duty-free-imports)
- Uncertain market development requires continuous flexibility
- High volatility expected

MARKET POSITION

Austria	#1
Hungary	#1
Czech Republic	#2
Slovakia	#2
Romania	n/a
Bosnia and Herzegovina	n/a
Bulgaria	n/a





SUGAR SEGMENT

▪ **World sugar market**

- **World market price** of sugar **fluctuated at a low level** since the beginning of the 2019|20 financial year; white sugar even reached a new ten-year low in July 2019 (US\$ 294.0 per tonne)
- **Upward trend** in world market quotations occurred from the financial fourth quarter **to the middle of February 2020**

▪ **EU sugar market**

- **Production expectations** for the ongoing **SMY 2019 | 20** are **low**, as a result of the drought-related poorer yields in the large European beet growing regions
- December 2019 estimate of the EC: **production of 17.3 million tonnes** (SMY 2018|19: 17.3 million tonnes; SMY 2017|18: 20.6 million tonnes)
- In the course of the 2019 calendar year, the **average price increased again slightly**



RAW SUGAR & WHITE SUGAR SUGAR QUOTATION

1 January 2006 – 15 June 2020 (USD)

Daily ICE SUG11 JUL0; SUGAR NOS AUG0

- Line; ICE SUG11 JUL0; Trade Price(Last)
15.06.2020; 265,437
- Line; SUGAR NOS AUG0; Trade Price(Last)
15.06.2020; 383,800; N/A; N/A



1/1/2010

10-years-low:

White sugar, 15/7/2019: 294.0 USD/t

10-years-low:

Raw sugar, 21/4/2020: 210.5 USD/t

White sugar (LIFFE)

15 June 2020:
383.8 USD/t
= 340.9 EUR/t

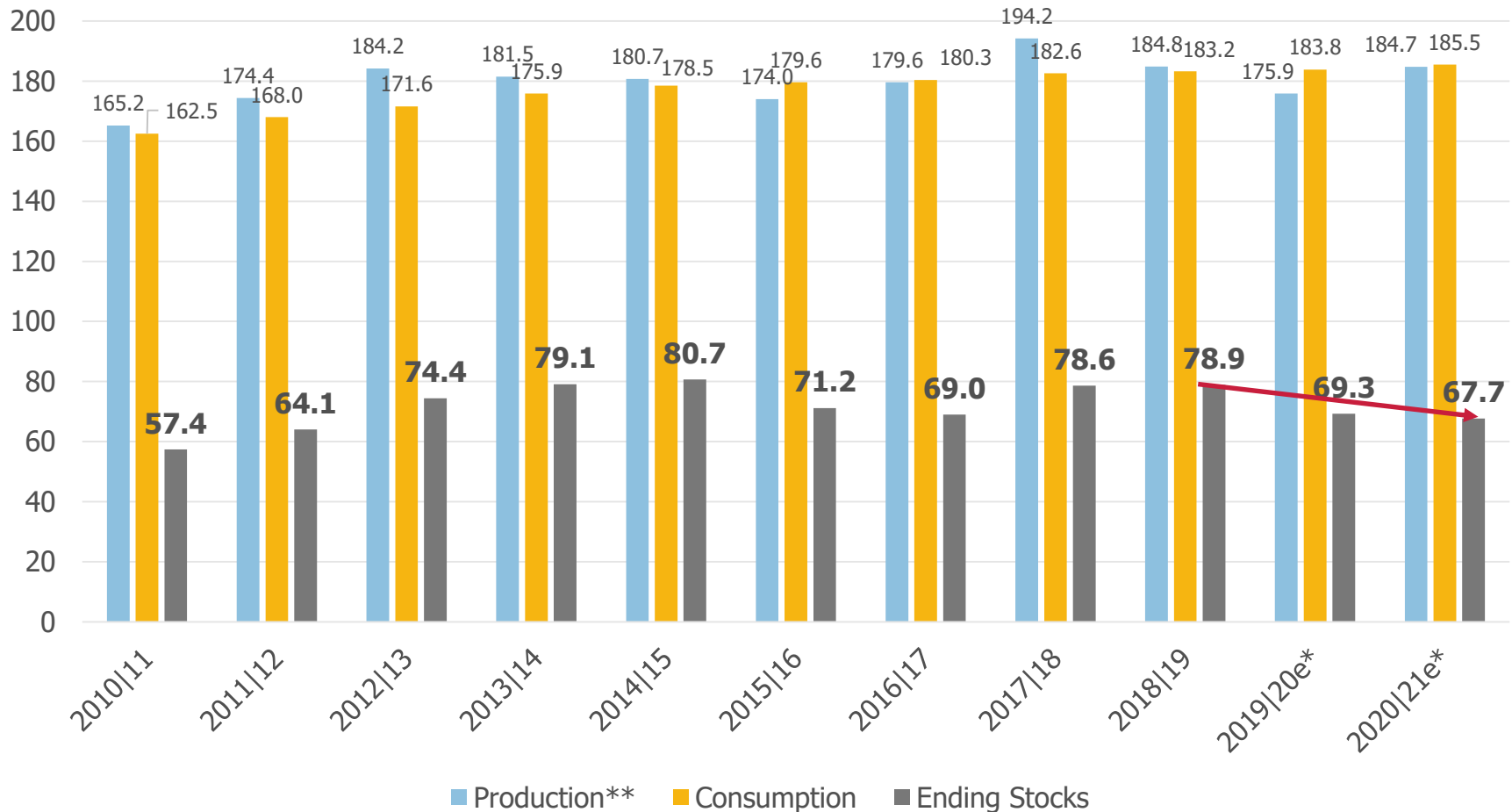
Raw sugar (ICE)

15 June 2020:
265.4 USD/t
= 235.7 EUR/t



WORLD SUGAR PRODUCTION & CONSUMPTION

Million tonnes



Source: F.O. Licht (6 April 2020)

* Estimate

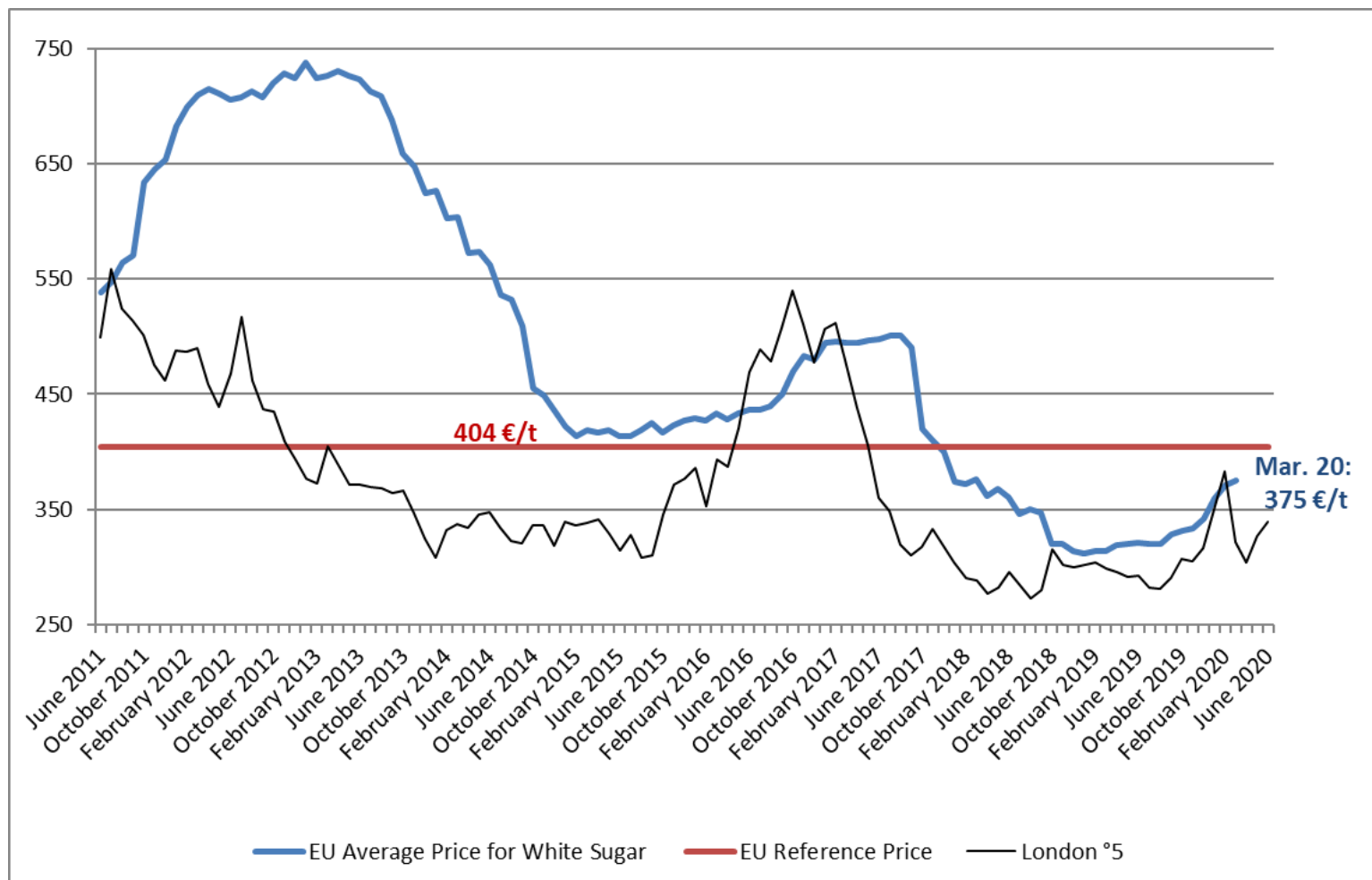
** Production: October-September



SUGAR PRICE REPORTING

MONTHLY EU AVERAGE PRICES

(JUNE 2011 TO JUNE 2020; € PER TONNE)



Source: European Commission (as of 28 May 2020) and SugarOnline (as of 16 June 2020)



2020|21

COVID-19





CORONAVIRUS CRISIS

STATUS QUO AT AGRANA

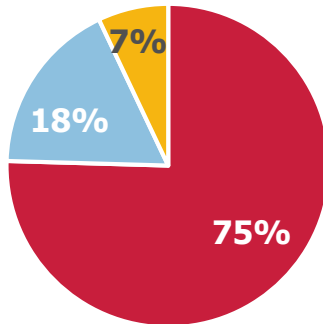
- As a food producer, AGRANA is regarded as being a part of “**critical infrastructure**”
- The continuation of AGRANA's production activities **safeguards supplying the population with food and feed products** (and also jobs)
- By coordinating future actions on a daily basis and taking prudent decisions, AGRANA is living up to its **responsibility as a food product supplier**
- **Health and safety** are of paramount importance to AGRANA in this context
- At the current point in time AGRANA is **able to supply its customers despite the high level of demand**
- **All of the Group's sites around the world are operating** and AGRANA is working diligently and responsibly to ensure the optimal deployment of its resources and to sustainably safeguard business continuity



FOCUS ON FOOD (REVENUE IN 2019|20)

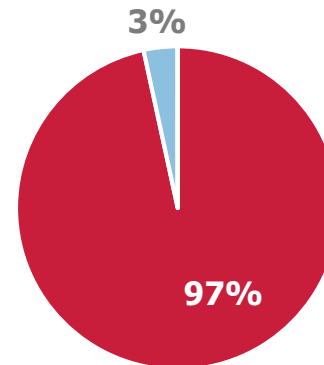
REVENUE SPLIT FOOD VS NON-FOOD

GROUP



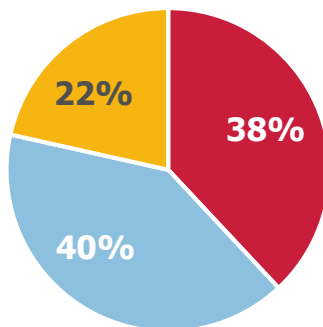
■ Food ■ Non-Food ■ Animal Feed

FRUIT



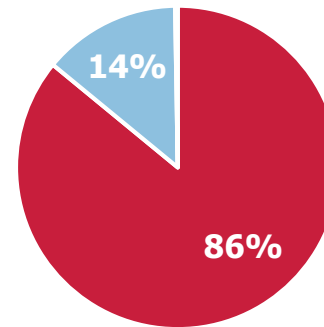
■ Food ■ Non-Food

STARCH



■ Food ■ Non-Food ■ Animal Feed

SUGAR



■ Food ■ Non-Food



CORONAVIRUS CRISIS

CHALLENGES AND RISKS

Business areas with higher risk / potentially negatively impacted:

- Ethanol / Starch
- Non-food / Starch
- Food service / Fruit preparations

General risks:

- Logistics / supply chain
- FX-impact (worldwide presence)

No production sites, but sales activities:

- Italy
- Spain



STRATEGY FOR THE FUTURE OUR APPROACH

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

Execute properly and utilise our **growth projects** (e.g. wheat starch plant II, China FP II)

Working capital improvements -> to get financial resources free

**(Risk) diversification
→ means crisis resistance**

Food industry is less sensitive than other industries (e.g. car industry) to economic slow-downs

Push forward the **organisational harmonisation** projects -> increase efficiencies



2020|21
OUTLOOK





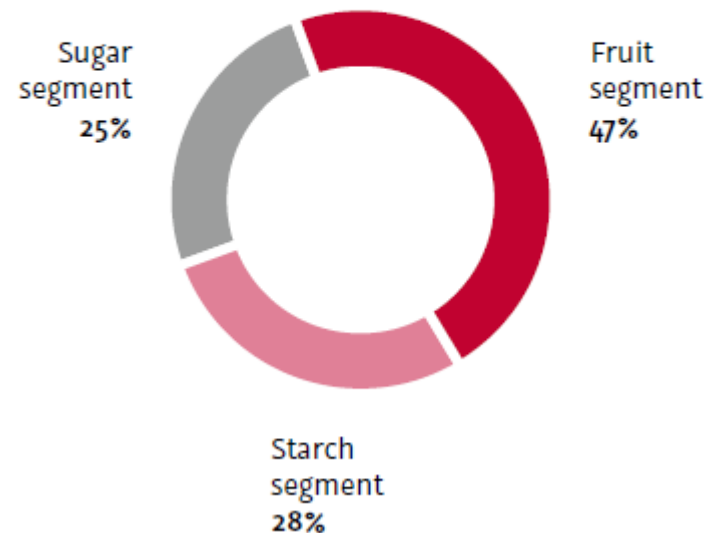
OUTLOOK FOR 2020|21

INVESTMENT PLAN

- **Total investment** across the three business segments in this new financial year, at approximately **€ 80 million**
- **Significantly below** both the 2019|20 capital expenditure and this year's budgeted depreciation of close to € 120 million
- Investment plan was already determined before the COVID-19 crisis and is to remain unchanged

Planned share of Group investment by segment in 2020|21

(Total: approx. € 80 million)





CURRENT PROJECTS

MANUFACTURE OF CRYSTALLINE BETAINES

- 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 third quarter of 2020|21 (delays due to COVID-19)
- Production of **crystalline betaine** under a JV between AGRANA and The Amalgamated Sugar Company (USA)
- Completion planned in August 2020
- **Investment:** approx. **€ 40 million**
- 16 new jobs
- New plant, with a production capacity of around **8,500 metric tonnes** of crystalline betaine per year





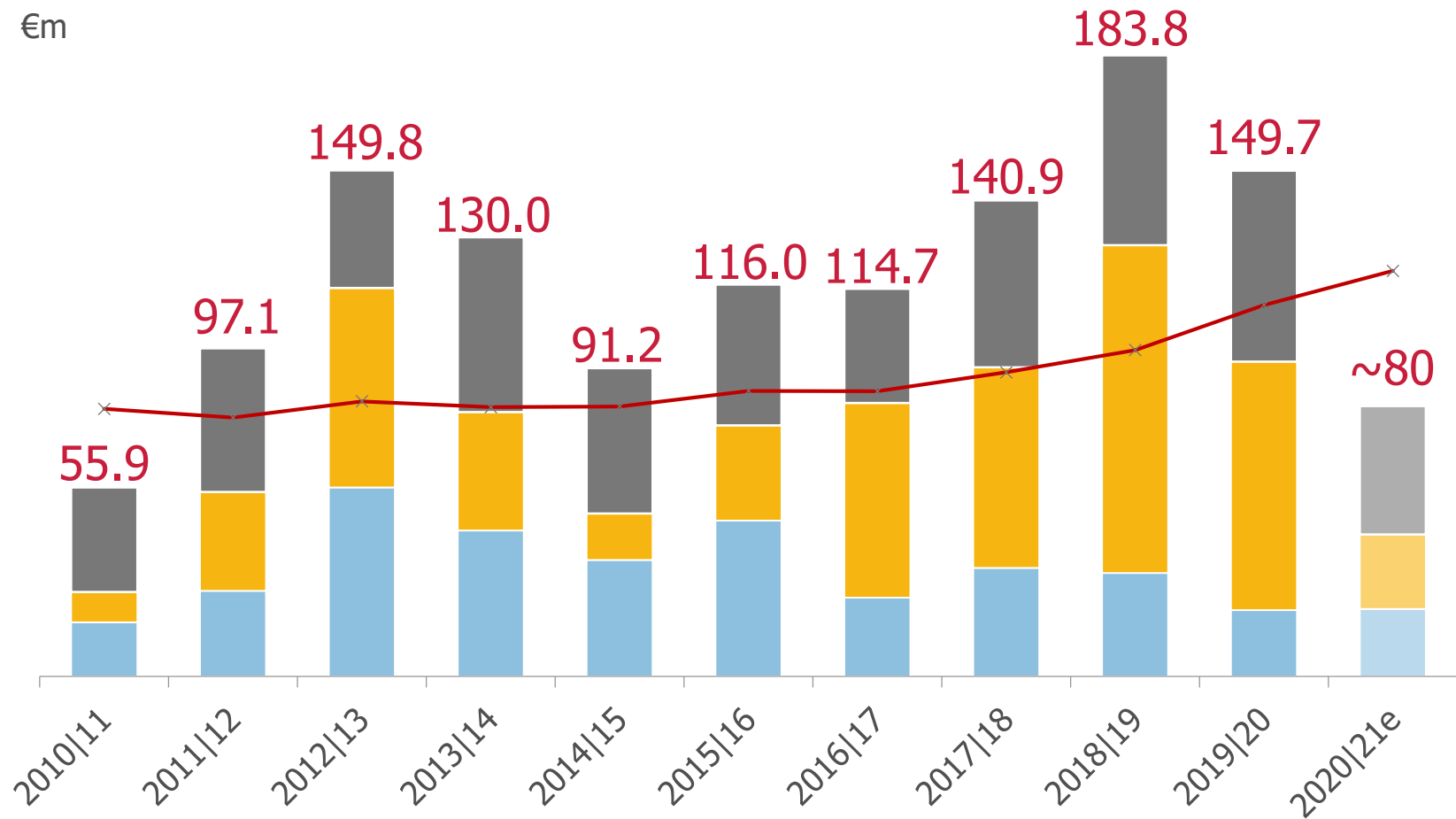
INVESTMENT FOR SUSTAINABLE GROWTH

CAPEX EVOLUTION

€ 1.2 billion
investment in the
last 10 financial years

■ Fruit ■ Starch ■ Sugar ✕ Deprec. GROUP

€m





OUTLOOK – INTRODUCTORY INFORMATION

- This outlook is given with the provision that the economic and financial impacts and the duration of the COVID-19 pandemic are not yet clear at the time of preparation of this annual report in April 2020.
- In view of the dynamic nature of the pandemic, assumptions about its economic and financial impacts would be largely speculative.
- AGRANA has therefore chosen not to incorporate such assumptions in this outlook and instead publishes here a “**forecast before COVID-19**” based on the budget originally planned for 2020|21.
- Although **negative impacts of COVID-19** on revenue and operating profit (EBIT) are expected in all business segments, these effects are **not yet quantifiable**.
- However, this **outlook provides an assessment of COVID-19 risk factors** that may affect the pre-COVID-19 forecast.



OUTLOOK FOR 2020|21

FRUIT SEGMENT

FRUIT

Revenue ↑

EBIT ↑↑

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 ¹	€m	56.5	38	

- **Fruit preparations business** is projecting revenue growth, which is to be achieved through the full utilisation of the capacity created and by further diversification in the non-dairy business; through higher margins, which are to be realised partly through smaller cost increases than in 2019|20, EBIT is to be raised significantly
- In the **fruit juice concentrate business**, revenue is 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 pre-COVID-19 forecast is fraught with **high uncertainty**.
- In **March 2020** (the first month of the 2020|21 financial year), **business** was nonetheless **still very good** both in the fruit preparations and the fruit juice concentrate activities, particularly in terms of sales volumes.
- **Risks** are currently seen above all in the **food service product segment**, where fruit preparations and fruit products are sold into the quick service industry among other sectors. This business accounted for about 3% of total fruit preparations revenue in 2019|20.



OUTLOOK FOR 2020|21

STARCH SEGMENT

STARCH

Revenue ↗

EBIT ↓↓

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 ¹	€m	73.6	22	

- The **revenue trend** in the Starch segment overall will again be shaped by **ethanol price volatility**; for native starches and wheat gluten, selling prices are coming under pressure through increased supply volumes; no major recovery in prices is expected for starch-based saccharification products
- Consistently positive impetus for growth is anticipated in organic and GMO-free products; Starch segment **EBIT** is 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** (at almost 25% of segment revenue in 2019|20), and the business performance in 2020|21 will thus again be largely determined by prices in the European ethanol markets.
- The fundamentally positive market sentiment, which was driven by the climate debate, is strained by the **temporary restrictions on mobility** imposed across Europe to contain the COVID-19 pandemic
- The impacts on the whole ethanol value chain cannot be predicted until later in the financial year.



OUTLOOK FOR 2020|21

SUGAR SEGMENT

SUGAR

Revenue ↑↑

EBIT ↑↑

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 ¹	€m	19.6	20	

- In the Sugar segment, before COVID-19 effects, AGRANA anticipates an **improvement in conditions in the EU sugar market**
- AGRANA expects that the **capacity utilisation** of its sugar beet factories can be increased significantly again, as it has initiated various measures together with the beet farmers to improve beet supply
- **Sugar prices** in the EU are **expected to rise**
- Positive trend in the EU sugar market environment, combined with rigorous cost management, implies a significantly better profitability.

COVID-19 risk assessment:

- In **March 2020** the trend in sales volumes was **very positive**, particularly with the reseller sector.
- Whether and to what extent the COVID-19 pandemic will affect the expectations for the 2020|21 sugar marketing year (SMY) **cannot be predicted at present**.
- Thus, among other factors, the effect which the current erosion in world market prices for sugar will have on **EU prices in the coming SMY 2020 | 21** cannot be projected meaningfully.



OUTLOOK FOR 2020|21

AGRANA GROUP

Forecast before COVID-19

EBIT 2020 | 21



Revenue 2020 | 21



- Based on the segments' forecasts before COVID-19, a significant increase in **EBIT before COVID-19** effects is expected for the Group in the 2020|21 financial year
- **Group revenue before COVID-19** effects is also projected to grow significantly

COVID-19 risk assessment:

- 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-coronavirus" forecast to be made for 2020|21.

- **With its diversified business model and sound balance sheet and financing structure, AGRANA considers itself well positioned for the future.**
- Depending on the trajectory of the COVID-19 pandemic, a more specific forecast will be provided in the course of the financial year, possibly already in connection with the publication of the results for the first quarter of 2020|21.



2020|21

FINANCIAL CALENDAR

3 July 2020

Virtual Annual General Meeting in respect of 2019 | 20

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



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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%