

Supervisory Board's report

Executive Summary

- In the 2024|25 financial year, the AGRANA Group was confronted with a challenging environment and complex impacts on all major businesses. A significant earnings improvement was achieved in the Fruit segment, thanks particularly to the strong performance in fruit preparations. In the Starch segment, lower margins and flood damage in September 2024 led to a decline in EBIT. In the Sugar segment, rising production costs and falling sales prices had a significant negative impact on the bottom line.
- Against the backdrop of the challenging overall situation, the dialogue between the Supervisory Board and the Executive Board grew even closer in the 2024|25 financial year. The new Group strategy, AGRANA NEXT LEVEL, which was initiated together with the Management Board, was a key focus of the Supervisory Board's work. The aim of this comprehensive transformation process is to make the AGRANA Group more efficient, more digital and more future-oriented. The transformation measures aim at annual savings potential of € 80 to € 100 million, fully effective from the 2027|28 financial year.
- The Supervisory Board also focussed on the topic of sustainability and achieving net-zero emissions (in Scope 1 and 2 by 2040 and in Scope 3 by 2050).
- The Supervisory Board reviewed and discussed the non-financial reporting with a view to the Corporate Sustainability Reporting Directive (CSRD), which has not yet been transposed into national law in Austria, as well as the topics of the EU Taxonomy and the calculation of the corporate carbon footprint. Other important agenda items were the monitoring of the proper implementation of the risk management system in accordance with the established risk policy, and ensuring adherence to all compliance requirements.
- The Supervisory Board and its committees fulfilled all their duties under the applicable laws, regulatory requirements, the Articles of Association and the Supervisory Board's terms of reference, while observing the provisions of the Austrian Code of Corporate Governance. The members of the Supervisory Board demonstrated a high level of commitment, were always available for additional consultations and devoted particular attention to the development of the AGRANA NEXT LEVEL strategy and the Group's business situation and financial circumstances. The Supervisory Board oversaw the ongoing performance and development of the AGRANA Group at the total of six regular and two special meetings. The average attendance rate was 98%.
- After thorough examination of the relevant documents, the Supervisory Board declared its agreement with the parent company financial statements and the consolidated financial statements for the year ended 28 February 2025 and approved the parent company financial statements for 2024|25, which are thus adopted for the purposes of section 96 (4) Austrian Stock Corporation Act.

Macroeconomic developments and AGRANA's business performance in 2024|25

Let me begin with an overview of the prevailing general business conditions, which in the past several years have fundamentally altered the environment for the AGRANA Group as well. The company's almost 40-year success story can be divided into two eras: the period before, and the period since, the COVID-19 pandemic. Since that turning point, the world and the markets have been characterised by multiple geopolitical, economic and social disruptions, crises and heightened volatility, by an acceleration of developments that demand new decisions and new actions. Against this backdrop with its tangible, wide-ranging impacts on AGRANA, the 2024|25 financial year became a period of key strategic decisions with pivotal implications for the Group's present and future. Ongoing geopolitical tensions, such as Russia's war of aggression against Ukraine and the conflict in the Middle East, are amplifying economic uncertainty and the volatility in raw material and energy markets. Like the entire business sector of the economy, AGRANA too is facing challenges of unprecedented complexity. In this context, the AGRANA Group's financial results can also be read as a sign of the times: While a significant earnings improvement was achieved in the Fruit segment, due in particular to the positive performance of the fruit preparations business, the Starch segment saw a decline in EBIT as a result of lower margins and the flood damage of September 2024. In the Sugar segment, lower sales prices combined with higher production costs resulted in a substantial loss.

The positive momentum: In view of the developments and complex situations described above, groundbreaking decisions were made in the 2024|2025 financial year. In close consultation with the Supervisory Board, the Management Board initiated a strategic and structural realignment of the entire organisation. The transformation process of implementing the new Group strategy known as AGRANA NEXT LEVEL means profound change in AGRANA's organisational culture. The outcome of this transformation will be modernisation, digitalisation and increased efficiency, as well as a forward-looking

mindset that will ensure and strengthen the AGRANA Group's long-term competitiveness, resilience and strategic focus on growth.

Over almost four decades, AGRANA has grown from its Austrian roots into an international institution in the food and industrial goods sectors. Continuing this success story will require determination and a strong willingness to embrace change and adapt. AGRANA NEXT LEVEL provides the strategic framework for this in the years ahead. The Supervisory Board closely monitored and supported the strategy development process in the past financial year and was deeply involved in all key decisions for shaping a future of prosperity. At the core of AGRANA NEXT LEVEL is an efficiency-boosting organisational structure with a streamlined strategic holding company overseeing two new, interacting business areas, "Agricultural Commodities & Specialities" and "Food & Beverage Solutions". New times require new approaches: The realignment will enable AGRANA to reap synergies more consistently, reduce costs and sustainably strengthen its core business. With AGRANA NEXT LEVEL, the company addresses the key challenges of the present and future. The planned measures to increase efficiency and optimise costs, which are already being implemented on an ongoing basis, will unfold their full impact from the 2027|28 financial year, with the leverage effect of an annual savings potential of € 80 million to € 100 million. At the same time, AGRANA remains firmly committed to sustainability and continues to pursue its ambitious climate targets: net-zero emissions in Scope 1 and 2 by 2040 and in Scope 3 by 2050 at the latest. To follow this path successfully, about € 540 million will be invested in sustainable technologies and energy efficiency measures by 2040.

Exceptional times demand exceptional prudence: In view of these ambitious transformation goals, the dialogue between the Supervisory Board and the Management Board was further intensified in the 2024|25 financial year, as the most important element of the joint work to guide the AGRANA Group to prosperity. The members of the Supervisory Board engaged very diligently with the Management Board and the segment management teams and devoted particular attention to the development of the AGRANA NEXT LEVEL strategy. Both during and outside of the regular meetings, the Management Board provided continual, timely and comprehensive information on the Group's business and financial position, challenges, opportunities, and the progress being made in the organisational culture process under AGRANA NEXT LEVEL. The Supervisory Board fulfilled all its duties under the applicable laws, regulatory requirements, the Articles of Association and the Supervisory Board's terms of reference, while observing the provisions of the Austrian Code of Corporate Governance. The Supervisory Board members' overall attendance at the meetings in 2024|25 was approximately 98%. No member of the Supervisory Board attended fewer than half of the meetings. In addition, the Chairman of the Supervisory Board had ongoing, numerous conversations with the Management Board and communicated regularly with the Chief Executive Officer to discuss current developments in the business operations against the backdrop of the economic and business environment and address the impact on the Group's risk situation. The Supervisory Board and its committees at all times had the capacity to act and to pass resolutions.

Meetings of the Supervisory Board

In its meeting on 13 May 2024 the Supervisory Board dealt with the audit of the parent company and consolidated financial statements for the year ended 29 February 2024; the parent company and consolidated management report (including the corporate governance report); and the proposal for the appropriation of profit for the 2023|24 financial year and the resolution thereon. The independent auditor attended this meeting and reported on the focus areas and results of the audit. The Audit Committee chair reported on the deliberations of the Audit Committee and its recommendations regarding the parent company financial statements. The Supervisory Board adopted the parent company financial statements and approved the 2023|24 consolidated financial statements. Other items on the agenda of this meeting were the resolutions on the Supervisory Board's report to the Annual General Meeting for the 2023|24 financial year; on the 2023|24 remuneration report; on the targets for Management Board remuneration in 2024|25; and on agenda items related to investees, real estate and personnel. The Supervisory Board also discussed AGRANA's organisational structure, corporate governance, and the capital expenditures for the 2025|26 financial year. A special meeting of the Supervisory Board on 11 June 2024 focused on AGRANA's Group strategy. At the Supervisory Board meeting on 5 July 2024, the Supervisory Board dealt with the Group strategy and organisational structure as well as resolutions on investees, financing and human resources matters. A special meeting of the Supervisory Board on 30 September 2024 discussed the business performance in the first half of 2024|25 and the updated outlook in the second quarterly budget forecast for the 2024|25 financial year. In addition, the topics of savings potential, organisational structure and allocation of functional responsibilities were addressed in connection with Group strategy. The focus of the Supervisory Board meeting on 12 November 2024 included resolutions on the AGRANA Group strategy, on organisational structure, on the functional division of responsibilities and on financing. At this meeting, the Supervisory Board dealt with corporate governance issues and the annual compliance training for the Supervisory Board was held. In the meeting on 19 February 2025, the Supervisory Board decided on the investment projects for the 2025|26 financial year. It also

deliberated on the budget for 2025|26 and medium-term planning as well as the project to implement the AGRANA Group strategy. Resolutions were also passed on the variable compensation of senior management, financing, investees and real estate matters. As well, the Supervisory Board addressed corporate governance topics.

Committees of the Supervisory Board

The Audit Committee convened for two meetings in the 2024|25 financial year. With the independent auditor in attendance, the Audit Committee dealt exhaustively with the 2023|24 parent company and consolidated financial statements of AGRANA Beteiligungs-AG and discussed the Management Board's proposal for the appropriation of profit. Other topics of the Committee's deliberations were the audit of the corporate governance report, the report of the Internal Audit department, and the risk management system and system of internal control. The Audit Committee also dealt with the nomination of the independent auditor for the 2024|25 financial year and the planning for and focus areas of the 2024|25 audit. The topics of anti-corruption, compliance and sustainability were also discussed. The Nomination and Remuneration Committee met once in the 2024|25 financial year, dealing with the resolutions on the 2023|24 remuneration report and on the 2024|25 Management Board compensation targets. On 19 February 2025, the Strategy and Sustainability Committee discussed the status of the non-financial reporting (i.e., the sustainability statement) in accordance with the Corporate Sustainability Reporting Directive (CSRD) at AGRANA, which has not yet been transposed into national law in Austria, as well as the topics of the EU Taxonomy and corporate carbon footprint calculation. As well, the members of the Strategy and Sustainability Committee completed sustainability training. The committee chairs reported to the full Supervisory Board in detail on the work of the committees.

Meetings	Number of meetings	Attendance rate
Supervisory Board (full Board)	6	98.0 %
Nomination and Remuneration Committee	1	100.0 %
Strategy and Sustainability Committee	1	100.0 %
Audit Committee	2	100.0 %

Parent company and consolidated financial statements

The independent auditor appointed for the financial year ended 28 February 2025, KPMG Austria GmbH, Wirtschaftsprüfungs- und Steuerberatungsgesellschaft, Vienna, has audited the parent company financial statements of AGRANA Beteiligungs-AG for the year ended 28 February 2025 prepared in accordance with Austrian Generally Accepted Accounting Principles and submitted by the Management Board, and the parent company management report of the Management Board. The independent auditor has reported the result of the audit in writing and issued an unqualified audit opinion. The Supervisory Board has received and reviewed the audit report of the independent auditor. The Audit Committee has reported to the Supervisory Board on the result of the audit of the financial statements, in accordance with section 92 Austrian Stock Corporation Act. After detailed review and discussion by the Audit Committee on 28 April 2025 and by the Supervisory Board on 8 May 2025, the Supervisory Board has approved the parent company financial statements for the year ended 28 February 2025 submitted by the Management Board (including the Notes) and the parent company management report, corporate governance report, and proposal for the appropriation of profit. The parent company financial statements for the year ended 28 February 2025 are thus adopted for the purposes of section 96 (4) Austrian Stock Corporation Act. The Supervisory Board is in agreement with the Management Board's proposal for the appropriation of profit.

The consolidated financial statements were prepared in accordance with International Financial Reporting Standards (IFRS), were also audited by KPMG Austria GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft, Vienna, and received an unqualified audit opinion. The Audit Committee has reviewed the consolidated financial statements (including the Notes) and the group management report including the non-financial reporting under the European Sustainability Reporting Standards (ESRS), and reported thereon to the Supervisory Board; the Supervisory Board has endorsed the consolidated financial statements (including the Notes) and the group management report including the voluntary non-financial reporting.

Outlook for 2025|26

The AGRANA Group continues to face a complex global environment in the 2025|26 financial year. The ongoing war in Ukraine, rising geopolitical tensions and a potential pivot in international trade policy under the new US administration

are leading to risks for global economic development that are difficult to quantify. Especially tariff policy-related disruptions and regional drivers of uncertainty are having a significant impact on procurement markets and sales markets and require heightened vigilance in operational management. Despite the challenging environment, AGRANA expects steady Group EBIT for the 2025|26 financial year, thanks not least to the diversified business model, the robust balance sheet and the structural transformation already initiated through AGRANA NEXT LEVEL.

In the new financial year, the Supervisory Board will focus on the ongoing implementation and further development of this transformation. The restructuring of the Sugar segment will be a central topic. In view of rising energy and production costs, declining sugar consumption in the EU, rising intensity of competition, and regulatory changes, the Supervisory Board after careful consideration has approved the closure of the sugar production sites in Leopoldsdorf, Austria, and Hrušovany, Czech Republic. Going forward, production capacity will be concentrated at the more efficient plants in Tulln and Opava. This measure is economically and strategically necessary to ensure AGRANA's long-term competitiveness in the sugar business. The Supervisory Board will closely monitor the implementation of these steps to ensure that the consolidation is carried out efficiently and in a socially responsible manner.

In addition, the Supervisory Board will continue to engage with the ongoing optimisation of the Group structure and allocation of responsibilities, the financing strategy and decisions concerning capital investment and equity interests. The implementation of the strategic goals of AGRANA NEXT LEVEL, particularly with regard to efficiency improvement, transparency and strengthening the decision-making structures between the holding company and the segments, will be a central focus in this.

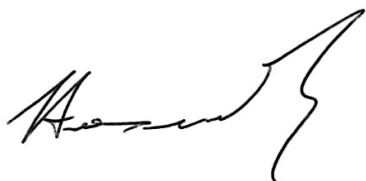
The consistent pursuit of the sustainability targets and preparation for the requirements of the Corporate Sustainability Reporting Directive will be core tasks of the Supervisory Board in 2025|26.

Lastly, in the new financial year, the Supervisory Board will continue to bring a strong sense of responsibility and the necessary foresight to performing its role of monitoring corporate governance, ensuring compliance with legal and regulatory requirements and supporting the medium-term planning and budgeting.

A final observation: Like agriculture, AGRANA's ability to thrive ultimately depends on the quality of how the fields of opportunity are cultivated. What is sown and nurtured in the company at this stage – with care, forethought and a sense of stewardship – will determine the future harvest. The seeds of tomorrow's growth are already germinating in the forward-looking framework of the AGRANA NEXT LEVEL strategy. AGRANA is in the midst of a challenging, but also invigorating phase that creates space for the new. I am convinced that even in this transformation, we can rely on one of AGRANA's core virtues: the way people throughout the organisation approach their responsibilities with openness, a willingness to learn and adapt, and a positive mindset towards the further evolution of the greater whole.

In this spirit, the Supervisory Board extends its heartfelt thanks to all members of the Management Board, to the Works Council, to every employee in the many countries, locations and teams, as well as to all partners and customers, for their commitment in the 2024|25 financial year and beyond.

Vienna, 8 May 2025



Erwin Hameseder

Chairman of the Supervisory Board

