

Remuneration Report

for the emoluments of the members of the Management Board and of the Supervisory Board of AGRANA Beteiligungs-AG in the 2025|26 financial year

1. Foreword

The Remuneration Report for the 2025|26 financial year fulfils the requirements of §§ 78c and 98a of the Austrian Stock Corporation Act (AktG). It is guided by Statement 37 of the Austrian Financial Reporting and Auditing Committee (“AFRAC Statement”) and the Draft of the Guidelines of the European Commissions on the Standardised Presentation of the Remuneration Report under Directive (EU) 2017|828 of the European Parliament and of the Council of 17 May 2017 amending Directive 2007|36|EC as regards the promotion of long-term shareholder engagement. A comprehensive overview of the remuneration granted or owed to the members of the Management Board and Supervisory Board in the 2025|26 financial year is provided.

The Remuneration Report prepared in accordance with the provisions of the AktG for the 2024|25 financial year was approved by the 38th Annual General Meeting on 4 July 2025. The result of the vote at the Annual General Meeting was clearly in favour of the Remuneration Report, and this voting result was duly taken into account in implementing the Remuneration Report.

The Remuneration Report for the 2025|26 financial year was prepared by the Management Board and the Supervisory Board and is to be submitted to the 39th Annual General Meeting on 3 July 2026 for voting.

For the 2025|26 financial year, the Remuneration Policy approved at the 36th Annual General Meeting on 7 July 2023 applies.

The long-term target orientation provided for in the Remuneration Policy in the form of the three-year ROCE margin and dividend will contribute significantly to the sustainable performance development of the AGRANA Group. Strategic goals are reflected through a multiplier. The annual profit-sharing bonus relates to the financial performance indicator of Group EBITDA.

The Management Board and Supervisory Board of AGRANA Beteiligungs-AG have set themselves the goal of presenting a high level of remuneration transparency in the Remuneration Report in order to provide shareholders with a comprehensive and full understanding of the remuneration granted or owed, and to make the disclosures in accordance with international standards.

2. Economic development in the 2025|26 financial year

The **AGRANA Group’s revenue** for the 2025|26 financial year amounted to € 3,237.3 million, slightly below the prior year’s level, with the decline primarily attributable to volume- and price-related declines in sales in the ACS – Sugar segment.

Income from operations (EBIT) amounted to € 3.2 million in 2025|26 and was thus substantially lower than the prior-year figure of € 40.5 million. The decline, despite improved operating performance, was attributable to a more negative result from special items, primarily due to impairment charges and social plan expenses in the ACS – Sugar segment. In the Food & Beverage Solutions (FBS) segment, EBIT rose to € 103.3 million as a result of improved performance in the formulation business, thereby exceeding the already high prior-year figure (€ 99.7 million). Weaker margins for ethanol and saccharification products led to a significant decline in EBIT in the ACS – Starch segment, which fell to € 23.5 million (prior year: € 31.9 million). In the ACS – Sugar segment, despite continuing challenging market conditions, operating earnings improved; however, the result remained significantly negative. Special items totalling € –71.3 million, primarily related to impairment losses on property, plant and equipment, resulted in a negative EBIT of € –106.6 million (prior year: € –75.4 million). In the 2025|26 financial year, the Holding & Other segment reported revenue of € 36.6 million (prior year: € 30.4 million) and an EBIT of € –17.0 million (prior year: € –15.7 million).

The **financial result** amounted to € –37.6 million in the 2025/26 financial year (prior year: € –36.8 million), with the negative change, despite significantly improved net interest income, resulting from a markedly weaker foreign exchange result.

Earnings before taxes fell very significantly from € 3.7 million in the prior year to € –34.3 million. After a tax expense of € 1.2 million, corresponding to a tax rate of –3.6 % (prior year: 100.7 %), consolidated net income amounted to € –35.6 million (prior year: € 0.0 million). Consolidated net income attributable to AGRANA’s shareholders amounted to € –40.1 million (prior year: € –4.3 million), while earnings per share (EPS) declined to € –0.64 (prior year: € –0.07).

The **cash flow** from earnings declined by € 55.1 million to € 162.6 million, mainly due to the very significantly weaker consolidated net income. Following a less pronounced reduction in working capital of € 112.3 million (prior year: € 195.9 million), primarily due to inventories and receivables, cash flow from operating activities totalled € 199.3 million (prior year: € 361.1 million). Cash flow from investing activities was € –72.0 million (prior year: € –102.0 million), remaining significantly negative, albeit less negative than in the prior year. The overall decrease in cash outflow was due to lower investments in property, plant and equipment and intangible assets, as well as proceeds from the sale of a 49 % stake in S.C. A.G.F.D. Tandarei, s.r.l. Tândărei, Romania. Despite a lower dividend payout, an increased reduction in current financial liabilities, along with payments totalling € 54.7 million for the acquisition of non-controlling interests (100 % acquisition of AUSTRIA JUICE GmbH in October 2025, approved under antitrust law), led to a cash outflow from financing activities of € 201.9 million (prior year: cash outflow of € 142.0 million). Free cash flow amounted to € 127.2 million in the 2025 | 26 financial year (prior year: € 259.1 million).

With a balance sheet total significantly lower than in the prior year, amounting to € 2,438.3 million as of 28 February 2026 (28 February 2025: € 2,710.9 million), the equity ratio was 44.1 % (28 February 2025: 45.4 %).

At € 421.0 million, **net financial debt** as of 28 February 2026 was € 15.4 million lower than at the 2024 | 25 balance sheet date. Gearing as at the reporting date increased to 39.2 % (28 February 2025: 35.5 %).

Revenue in the Food & Beverage Solutions (FBS) segment amounted to € 1,647.8 million in 2025 | 26, slightly above the prior-year level. While sales of formulations rose slightly due to price increases, sales in the beverage segment declined moderately due to lower volumes. The share of the FBS segment in Group revenue amounted to 50.9 % (prior year: 46.4%).

EBIT in the FBS segment amounted to € 103.3 million (prior year: € 99.7 million). As in the prior year, EBIT 2025 | 26 includes a result from special items for reorganisation measures in the formulation business, this time in the amount of € –1.3 million (prior year: € 2.0 million). In the formulations segment, operating profit was slightly higher than in the prior year. The improvement was primarily attributable to positive business development in Europe (including Ukraine) and North and South America. In the beverages segment, the strong operating profit from the prior year was nearly matched, due to the high contribution margins on apple juice concentrate from the 2024 harvest.

Sales revenue in the ACS – Starch segment amounted to € 982.3 million in the 2025 | 26 financial year, which was slightly below the figure for the prior-year period. One reason for this was lower sales volumes of saccharification products. Revenue contributions from the Romanian subsidiary S.C. A.G.F.D. Tandarei s.r.l., were also absent, as since 1 June 2025 it has no longer been fully consolidated but accounted for as a joint venture using the equity method. Sales prices for saccharification products in particular, but also for starch products and ethanol, declined. For example, sales prices for ethanol from the Pischelsdorf plant in Austria fell by about 4 % due to lower Platts quotations. The share of the ACS – Starch segment in the Group revenue amounted to 30.4 % (prior year: 28.8 %).

EBIT in the ACS – Starch segment amounted to € 23.5 million, significantly below the prior-year figure. The main reason for this was the decline in margins for ethanol and saccharification products. Overall, despite slightly lower selling prices for key products, raw material prices were above those of the prior-year period. In the 2025 | 26 financial year, compensation from business interruption insurance for flood damage in autumn 2024 at the Pischelsdorf, Austria plant had a positive effect on earnings. The HUNGRANA Group, accounted for using the equity method, contributed a profit share of € 1.2 million (prior year: € 2.3 million) to segment EBIT. In the Hungarian joint venture, corn prices well above the prior-year period had a negative impact on earnings. The share of profit of the Romanian company S.C. A.G.F.D. Tandarei s.r.l., accounted for using the equity method for the first time (since 1 June 2025), amounted to € –0.6 million.

Sales revenue in the ACS – Sugar segment amounted to € 570.6 million in the 2025 | 26 financial year, which was significantly below the figure for the prior-year period. Relatively stable sugar sales to the industrial sector were offset by a very sharp decline in retail sales. Another major factor behind the decline in sales was the sharp drop in sugar prices in the industrial sector. The share of the ACS – Sugar segment in the Group revenue amounted to 17.6 % (prior year: 23.9%).

EBIT in the ACS – Sugar segment amounted to € –106.6 million and was lower than in the prior-year period due to special items. The cost-reduction and optimization measures implemented had a positive impact on operating earnings since the beginning of the 2025 | 26 financial year, resulting in an operating loss of € –30.6 million – a smaller loss than in the prior year (€ –48.9 million). This improvement is to be seen in the context of the still very challenging operating environment in the sugar industry: In the deficit markets (CEE region), there was relatively strong price pressure, which had a negative impact on sales volumes in the retail sector. The significantly lower sugar sales prices in the industrial sector also had a negative impact on margins. The successful beet harvest in the 2025 growing season and the high quality of the raw materials, in turn, led to lower production costs. For the companies accounted for using the equity method, the contribution to earnings was € –4.5 million, which was significantly lower than the prior-year figure (€ –1.8 million). This was due to significantly lower sugar sales prices and lower utilisation of the AGRANA-STUDEN refinery in Bosnia and Herzegovina. In the ACS – Sugar segment, special items amounting to € –71.3 million were recognised as part of EBIT.

This includes, among other things, impairment losses on assets amounting to € –46.0 million, as well as staff expenses related to the restructuring of the sugar business amounting to approximately € –13.7 million.

3. Principles of remuneration for members of the Management Board

3.1. Remuneration components and remuneration structure

The Remuneration Policy ensures that the total remuneration of the Management Board sets behavioural incentives to promote implementation of the corporate strategy and the long-term development of the Company. The remuneration of the Management Board must be commensurate with the situation of the Company and the average remuneration of other employees.

Here the remuneration corresponds to the overall responsibility of the Management Board associated with the task, but differentiates with regard to the individual scope of activity and responsibility of the respective Management Board members.

The members of the Management Board receive both fixed and variable remunerations, made up as follows:

Remuneration Elements	Description
Fixed remuneration	
Fixed salary	Fixed basic salary at a competitive level that takes into account the scope of responsibility and performance as well as the complexity of the tasks of the individual members of the Management Board
Remuneration in kind and fringe benefits	Company car, driver, insurance premiums, reimbursement of travel expenses
Company pension plans	Retirement benefits, an occupational disability pension, a widow's and orphan's pension, and a defined-contribution pension commitment
Performance-related remuneration	
one-year variable remuneration (einjährige variable Vergütung, "EVV")	Annual profit share based on EBITDA for the Group
multi-year variable remuneration (mehrjährige variable Vergütung, "MVV")	Profit-sharing bonus over a qualifying period of three years on the basis of a target return on capital employed (ROCE) and a target dividend based on the multi-year planning and the degree to which strategic targets are achieved, taken into account by applying a modifier of between 0.8 and 1.2. The first disbursement is made as an advance payment together with the EVV. The final disbursement is made in the year of the Annual General Meeting that decides on the last year of the three-year observation period.

The components of the target remuneration, comprising fixed (excluding benefits in kind and fringe benefits as well as company pension plans) and variable remuneration components, are broken down as follows:

	Lower limit at 70 % target achievement and	Target remuneration at 100 % target achievement and	Upper limit at 115 % target achievement and
Fixed salary	69.0%	50.0%	34.0%
EVV	16.0%	22.5%	26.8%
MVV	15.0%	27.5%	39.3%
Total remuneration	100.0%	100.0%	100.0%

The individual components of the remuneration and their calculation basis are explained in detail below.

3.2. The fixed salary

The fixed salary consists of an annual fixed salary, to be disbursed in 14 equal instalments. These emoluments cover all overtime, travel and commuting time as well as services rendered in excess of the normal working hours applicable to employees of the Company. It also covers the assumption of board functions within the Group.

The fixed salary constitutes a fixed remuneration at a competitive level that acts as an incentive for the members of the Management Board to act in the best interests of the Company and in consideration of the interests of shareholders and employees as well as the public interest.

3.3. Remuneration in kind and fringe benefits

Premiums are paid for group accident insurance for each member of the Management Board. The Company has D&O insurance (manager liability insurance) and legal expenses insurance to the usual extent, whose costs are borne by the Company.

For the duration of the board mandate, the Company provides the Management Board member with a company car and parking space. The company car can be used privately as well.

3.4. Company pension plans

The pension obligations to the Management Board have been outsourced to an external pension fund.

For the Management Board, the company pension plan includes retirement benefits, an occupational disability pension, and a pension for widows and orphans. There is a defined-contribution pension commitment, which can be claimed after reaching the age of 55, provided that the employment relationship with the Company has been terminated.

For the members of the Management Board, under Austrian law the Company is obligated to pay 1.53 % of the gross remuneration of each Management Board member into a company employee pension fund each month, in accordance with the provisions of the Austrian Corporate Employee and Self-Employed Pension Act (BMSVG). Upon termination or expiry of the respective contract, the Management Board members can demand disbursement of the accrued contributions (including investment income) from the pension fund in accordance with the statutory requirements.

3.5. One-year variable remuneration (EVV)

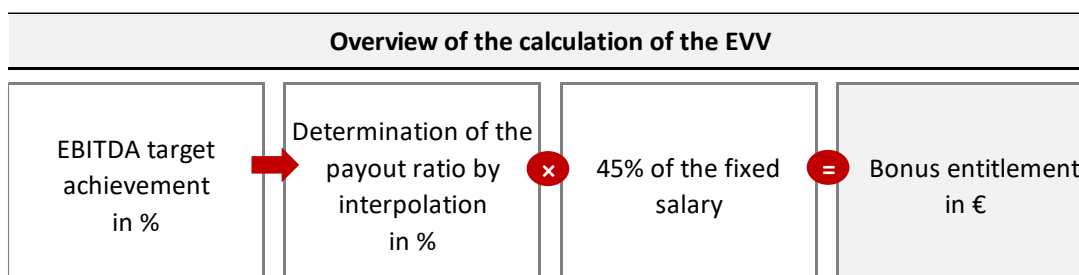
The EVV is based on the Company's success in the respectively elapsed financial year and dependent on the financial target figure of Group EBITDA. Here EBITDA is defined as the operating result before operating depreciation and amortisation, in analogy to the consolidated financial statements.

The target remuneration for the EVV amounts to 45 % of the fixed salary.

Within the first three months of the financial year, the Supervisory Board determines the target value that applies uniformly to all members of the Management Board. As a matter of principle, here the EBITDA is to be set as a target value at the level specified in the approved budget, with the Supervisory Board being granted a bandwidth of ± 10 % in each case. A lower limit of -30 % and an upper limit of $+15$ % apply to target achievement, which define the degree of disbursement:

Degree of target achievement	Payout ratio
$\geq 115\%$	175%
100% – 115%	100% – 175%
=100%	100%
70% – 100%	50% – 100%
=70%	50%
<70%	0%

The actual degree of target achievement and disbursement is determined on the basis of the audited and published consolidated financial statements. Here, EBITDA can be adjusted by the Supervisory Board for non-recurring income and non-recurring expenses (e.g. gains/losses from company disposals, extraordinary value adjustments, and restructuring). In addition, when companies are acquired or sold during a financial year, the key financial figures are adjusted in line with the periods in which they affect the key figures.



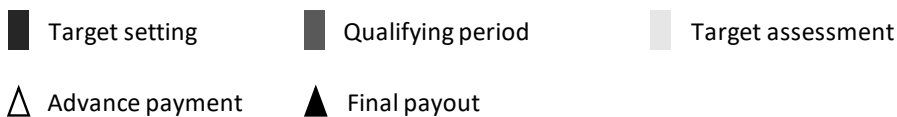
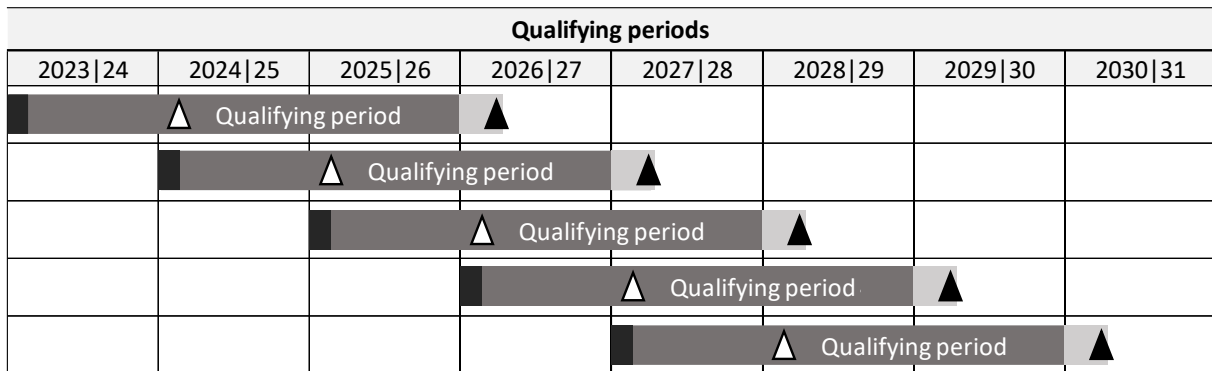
3.6. Multi-year variable remuneration (MVV)

The MVV is a multi-year, performance-related remuneration intended to achieve a long-term incentive effect. The MVV is granted for a qualifying period of three years on the basis of the following average target figures:

- Target “Return on capital employed” (ROCE): Operating result in relation to capital employed
- a target dividend
- the degree of achievement of strategic goals, calculated by applying a multiplier ranging between 0.8 and 1.2 following expiry of the three-year qualifying period

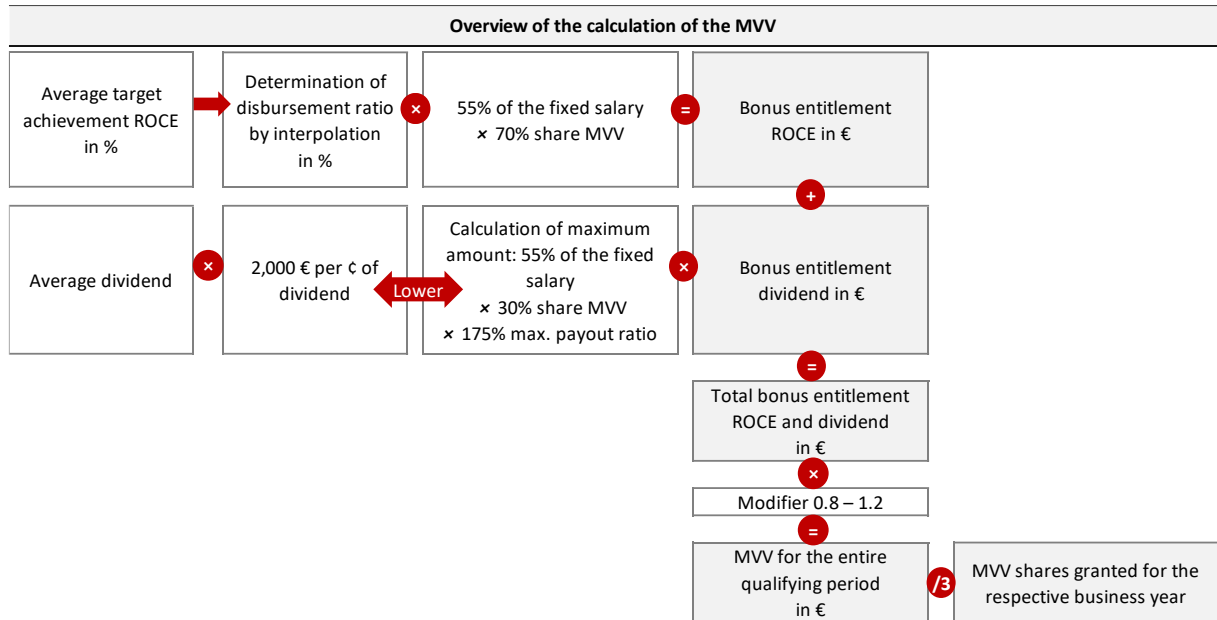
Overview of MVV target figures			
Target value	ROCE	Dividend	Modifier
Weighting	70%	30%	>0.8 – 1.2%

The target remuneration for the MVV amounts to 55 % of the fixed salary for the first year of the three-year qualifying period. Each new financial year also marks the start of a new MVV with a three-year qualifying period.



Target setting: Within the first three months of the current financial year, the Supervisory Board determines the average target value, which applies uniformly to all members of the Management Board. The average ROCE and the average dividend are determined by the Supervisory Board for the three-year qualifying period, whereby the approved medium-term plan can be used as a basis. A lower limit of –30 % and an upper limit of +15 % apply to target achievement and determine the degree of disbursement, in analogy to the EVV. For the dividend, the Supervisory Board determines an amount of € per ¢ of dividend paid out for each member of the Management Board (€ 2,000 per ¢ was agreed for the current period).

Target assessment: The actual target achievement and disbursement ratio is determined on the basis of the audited and published consolidated financial statements, with the Supervisory Board entitled to adjust the average ROCE to exclude non-recurring income and one-off expenses (e.g. gains/losses from company disposals, extraordinary impairments and restructuring). In addition, when companies are acquired or sold during a financial year, the key financial figures are adjusted in line with the periods in which they affect the key figures. The Supervisory Board then determines the amount of the multiplier depending on its assessment of the achievement of the strategic goals.



Advance payment: The first MVV disbursement is made as an advance payment after the end of the first year of the qualifying period. The amount of the advance payment is calculated on the basis of the target achievement for the past year, assuming 100 % target achievement for the two remaining years of the qualifying period and a multiplier of 1.0. The advance payment is subject to reclaim or pro rata offsetting if a situation arises that is regulated in the Remuneration Policy and triggers this claim for repayment.

Final disbursement: The final disbursement is made in the year of the Annual General Meeting that decides on the last year of the three-year qualifying period. If the advance payment should have exceeded the value of the final disbursement, the excess amount will be reclaimed.

3.7. Overview of the remuneration of the Management Board

The remuneration for each member of the Management Board in respect of the 2025|26 financial year is shown below. The Company's results and the resulting target achievement levels incorporated into the calculation of the variable remuneration owed or granted are also presented in detail.

In accordance with the requirements of stock corporation law and AFRAC-Statement 37, the remuneration presented in the Remuneration Report comprises remuneration components actually paid as well as remuneration components owed or granted.

Remuneration is deemed granted if and insofar as it is economically attributable to the respective reporting period. This includes, in particular, variable remuneration components whose final determination or disbursement takes place only in future financial years or is contingent upon the fulfilment of certain conditions. The decisive factor is the economic attribution during the reporting period, regardless of when the actual cash inflow occurs.

Remuneration owed comprises amounts actually received by the member of the Management Board during the reporting period and attributable to that period, as well as claims definitively earned for that period, even where payment is not made until a later period.

“Remuneration actually paid” refers to those remuneration components that were actually paid to the members of the Management Board during the reporting year. This applies in particular to variable remuneration whose economic origin or entitlement arose in an earlier reporting year (e.g. payment of annual variable remuneration for the prior year, or interim or partial payments under ongoing multi-year variable remuneration programmes). The presentation of remuneration actually paid serves to ensure transparency regarding cash flows during the reporting year and is provided in addition to the presentation of granted and owed remuneration, without resulting in double counting.

The following Company results and target achievements were incorporated into calculating the variable remuneration of the Management Board:

Company results and achievement of targets				
One-year variable remuneration (EVV) for BY 2025 26				
	Minimum	Target value	Maximum	Target achievement
EBITDA in € million	115	165	189	195
Disbursement ratio in %	50%	100%	175%	175%
Multi-year variable remuneration (MVV) for BY 2023 24–2025 26				
	Minimum	Target value	Maximum	Value achieved
ROCE Average 3 years in %	4.5%	6.5%	7.5%	7.2% ^{1,2}
Disbursement ratio in %	50%	100%	175%	151%
Dividend				
	Value in €c/share		Royalty in €	Disbursement in €
Average 3 years	65.0		× 2000	130
Strategic goals				
	Target		Target achieved	Multiplier
Strategic goal: Reducing environmental emissions	-8.5%		-10.4%	1.20
Strategic goal: Diversity – women's quota	28.0%		29.3%	1.05
Strategic goal: Health and safety roll-out training for the Management Board and senior management	135		215	1.20
Total multiplier				1.15

**Multi-year variable remuneration (MVV)
for BY 2024|25–2026|27**

	Minimum	Target value	Maximum	ROCE determined*
ROCE Average 3 years in %	3.8%	5.4%	6.3%	6.5% ^{1,2}
Disbursement ratio in %	50%	100%	175%	175%
Dividend	Value in €c/share*		Royalty in €	Disbursement in €
Average 3 years	53.7		× 2000	107

* Average (BY 2024|25+2025|26 + 1 plan year)

**Multi-year variable remuneration (MVV)
for BY 2025|26–2027|28**

	Minimum	Target value	Maximum	ROCE determined**
ROCE Average 3 years in %	4.8%	6.8%	7.9%	7.7%
Disbursement ratio in %	50%	100%	175%	162%
Dividend	Value in €c/share**		Royalty in €	Disbursement in €
Average 3 years	68.3		× 2000	137

** Average (BY 2025|26 + 2 plan years)

¹ Adjustments to the MVV Plan 2023|24 – 2025|26 and the MVV Plan 2024|25 – 2026|27, **approved by the Remuneration Committee in May 2025:**

- due to a several-week flood-related shutdown of the Pischelsdorf biorefinery in Austria, amounting to € 7.8 million for the 2024|25 financial year
- due to poor beet quality caused by heavy rain/flooding in Austria, amounting to € 27 million, of which € 9 million relates to the 2024|25 financial year and € 18 million for the 2025|26 financial year
- non-utilisation of € 40 million in factoring in the Juice segment for the 2024|25 financial year

² Adjustments to the MVV Plan 2023|24 – 2025|26 and the MVV Plan 2024|25 – 2026|27, **approved by the Remuneration Committee in May 2026:**

- Insurance compensation in the 2025/26 financial year amounting to € –5 million for the several-week flood-related shutdown of the Pischelsdorf biorefinery in Austria

Accordingly, the following remuneration for members of the Management Board was owed or granted in the 2025|26 financial year:

Basis for Management Board remuneration: Presentation of the amounts of the remuneration components				
in k€	Mag. Stephan Büttner	Dipl.-Ing. Dr Norbert Harringer	Dipl.-Ing. Franz Ennsner	
fixed basic salary	650.0	430.0	330.0	
variable target remuneration	650.0	430.0	330.0	
- EVV	292.5	193.5	148.5	
- MVV	357.5	236.5	181.5	
-- ROCE	250.3	165.6	127.1	
-- Dividend	107.3	71.0	54.5	
Target remuneration	1,300.0	860.0	660.0	

Remuneration BY 2025 26				
in k€	Mag. Stephan Büttner	Dipl.-Ing. Dr Norbert Harringer ¹	Dipl.-Ing. Franz Ennsner ²	
Fixed remuneration – non-performance-related	769.5	467.6	142.1	
Basic salary	650.0	368.6	102.2	
Remuneration in kind and fringe benefits*	9.5	7.3	3.3	
Company pension plans	110.0	91.7	36.7	
Variable remuneration (performance-related owed or granted according to plan value)	1,064.6	595.2 ³	120.1	
One-year variable remuneration (EVV) – Plan 2025 26 ⁴	511.9	270.7	86.6	
Multi-year variable remuneration (MVV) – Plan 2023 24–2025 26	190.0	72.9 ⁷		
Multi-year variable remuneration (MVV) – Plan 2024 25–2026 27	181.8	148.6 ⁷		
Multi-year variable remuneration (MVV) – Plan 2025 26–2027 28	181.0	103.0 ⁷	33.5 ⁶	
Remuneration owed or granted	1,834.1	1,062.8	262.3	
Variable remuneration (performance-related actually received for previous years)	616.4	428.1	-	
One-year variable remuneration (EVV) – Plan 2024 25 ⁸	292.4	193.4		
Multi-year variable remuneration (MVV) – Plan 2023 24–2025 26				
Multi-year variable remuneration (MVV) – Plan 2024 25–2026 27 ⁹	324.0	234.7		
Multi-year variable remuneration (MVV) – Plan 2025 26–2027 28				
Remuneration paid¹⁰	1,385.9	895.7	142.1	

¹ until the resignation from the Management Board on 31 December 2025

² from the date of taking up the seat on the Management Board on 1 November 2025

³ Amounts of variable remuneration due under the severance agreement

⁴ Disbursement in May 2026

⁵ includes the outcome of the strategic goals via the multiplier – see the detailed calculation of the final payment in Appendix 2 – payment in May 2026

⁶ granted

⁷ see the detailed calculation in Appendix 3

⁸ Disbursement in May 2025

⁹ 75% advance payment in accordance with the remuneration policy – disbursement in May 2025

¹⁰ Falling within the contractual cap on total remuneration (on the basis of remuneration actually paid)

* The value of a company car is included in this amount as a non-cash benefit for tax purposes

Based on the syndicate agreement between Südzucker AG, Mannheim|Germany, and Zucker-Beteiligungsgesellschaft m.b.H., Vienna, Dr Stephan Meeder does not receive any emoluments for exercising the board function at AGRANA Beteiligungs-AG.

3.8. Remuneration of former members of the Management Board

in k€	Payments made				
	2025 26	2024 25	2023 24	2022 23	2021 22
Mag. Walter Grausam	-	303	1,075	-	55
Dr Fritz Gattermayer	-	191	584	102	-
Dipl.-Ing. Johann Marihart	-	448	1,566	-	109
Dkfm. Markus Mühleisen, MBA	215	2,205	-	-	-
Total amount	215	3,147	3,225	102	164

Mag. Walter Grausam (term ended on 31 December 2014): In the 2025|26 financial year, no additional contributions or payments were made to maintain the value of the pension.

Dr Fritz Gattermayer (term ended on 31 May 2021): In the 2025|26 financial year, no additional contributions or payments were made to maintain the value of the pension.

Dipl.-Ing. Johann Marihart (term ended on 31 May 2021): In the 2025|26 financial year, no additional contributions or payments were made to maintain the value of the pension.

Dkfm. Markus Mühleisen (term ended on 31 December 2023): Following his departure from office, the following payments were agreed with Mr. Mühleisen for the 2025|26 financial year: € 215 thousand in the context of compensation for waiting time until 31 May 2025

Remuneration based on the termination agreement (non-performance-related owed)	
in k€	Dipl.-Ing. Dr Norbert Harringer
Remuneration based on the termination agreement (non-performance-related owed)	955
Fixed remuneration (non-performance-related owed)	
Basic salary	251
Contributions to the inter-company pension fund	64
Variable remuneration (non-performance-related owed)	
One-year variable remuneration (EVV)	135
Multi-year variable remuneration (MVV)	205
Severance payment	300

Dipl.-Ing. Dr Norbert Harringer (resigned from office as of 31 December 2025): Following his departure from office, the following payments were agreed with Dr Harringer:

- € 251 thousand in base salary:
 - € 62 thousand (1 January–28 February 2026)
 - € 189 thousand (1 March–31 July 2026)
- € 64 thousand in contributions to the inter-company pension fund:
 - € 18 thousand (1 January–28 February 2026)
 - € 46 thousand (1 March–31 July 2026)
- € 135 thousand in one-year variable remuneration (EVV):
 - € 54 thousand (1 January–28 February 2026)
 - € 81 thousand (1 March–31 July 2026)
- € 205 thousand in current multi-year variable remuneration (MVV) plans:
 - € 19 thousand (Plan 2023|24 – 2025|26: 1 January–28 February 2026)
 - € 81 thousand (Plan 2024|25 – 2026|27: 1 January–31 July 2026)
 - € 72 thousand (Plan 2025|26 – 2027|28: 1 January–31 July 2026)
 - € 33 thousand (Plan 2026|27 – 2028|29: 1 March–31 July 2026)
- € 300 thousand in severance payment:
 - € 81 thousand (Plan 2024|25 – 2026|27: 1 August 2026–28 February 2027)
 - € 134 thousand (Plan 2025|26 – 2027|28: 1 August 2026–31 August 2027)
 - € 85 thousand (Plan 2026|27 – 2028|29: 1 August 2026–31 August 2027)

3.9. Presentation of the development of the total remuneration of the members of the Management Board

in k€	2025 26	2025 26 vs. 2024 25		2024 25 vs. 2023 24		2023 24 vs. 2022 23		2022 23 vs. 2021 22		2021 22 vs. 2020 21	
	Figure for business year	Relative change	Absolute change	Relative change	Absolute change	Relative change	Absolute change	Relative change	Absolute change	Relative change	Absolute change
Total remuneration of the members of the Management Board											
Mag. Stephan Büttner	1,834.13	34.5% ³	470.67	11.0%	134.76	13.6%	147.46	6.0%	61.34	0.9%	8.64
Dipl.-Ing. Dr Norbert Harringer	1,062.78	9.1%	89.04	-2.9%	-28.77	14.1%	123.66	8.6%	69.41	14.2%	100.41
Dipl.-Ing. Franz Ennser	1										
Company performance											
ROCE	5.7%	23.9%	1.1 pp	-49.5%	-4.5 pp	14.5%	1.1 pp	68.0%	3.2 pp	15.5%	0.6 pp
EBIT margin	0.1%	-92.3%	-1.2 pp	-67.5%	-2.7 pp	64.9%	1.6 pp	184.7%	1.6 pp	-72.5%	-2.2 pp
Earnings per share (€)	-0.64	814.3%	-57.0 pp	-106.7%	-111.0 pp	3.16	79.0 pp	-225.0%	45.0 pp	-120.8%	-116.0 pp
EBITDA (in k€)	194.9	2.1%	4.0	-34.4%	-100.20	5.0%	1395.7 pp	34.1%	7049.1 pp	8.1%	15.5
Total remuneration of the other employees											
Employees (full-time equivalents) ²	70.26	5%	3.15	5%	3.19	8.8%	5.18	5.8%	3.24	1.2%	0.66

¹ Appointment as Member of the Management Board effective 1 November 2025, no meaningful comparison with prior periods possible

² Average remuneration of other employees of the AGRANA Group in Austria

³ The extent of the increase is primarily due to (1) the adjustment of the multiplier used in the final calculation of the MVV 2023–26 and (2) the additional inclusion of the new MVV plan for 2025–28.

3.10. Comparison to company performance and employee remuneration

The remuneration and employment conditions of the Company's employees were adequately taken into account when determining the remuneration of the Management Board.

3.11. Information on share-based remuneration

AGRANA's Management Board members were not offered or granted any shares within the meaning of § 78c (2) 4 of the AktG

3.12. Reclaim of variable remuneration components

No variable remuneration components were reclaimed in the past financial year.

3.13. Deviations from the Remuneration Policy

In the past financial year, there were no deviations from the Remuneration Policy or from the procedure described therein for its implementation within the meaning of § 78c (2) 6 of the AktG

4. Report on the remuneration of the members of the Supervisory Board

4.1. General information

In order to provide AGRANA's shareholders with a clear and comprehensible overview of the total remuneration of the Supervisory Board members in accordance with the requirements of § 98a in conjunction with § 78c of the AktG, the total remuneration of the Supervisory Board members is presented in tabular form under section 4.2.1, based on the presentation format proposed in the AFRAC Statement.

In the past 2025|26 financial year, which covered the period from 1 March 2025 to 28 February 2026, the Supervisory Board of AGRANA consisted of twelve members, of which eight are shareholder representatives elected by the Annual General Meeting, while four are employee representatives delegated by the Works Council. The shareholder representatives were Mag. Erwin Hameseder (Chairman of the Supervisory Board), Dr Niels Pörksen (1st Deputy Chairperson), Mag. Dr Claudia Süssenbacher M.B.L. (2nd Deputy Chairperson), Dipl.-Ing. Helmut Friedl, Dr Andrea Gritsch, Dipl.-Ing. Ernst Karpfinger, Dr Stefan Streng, and Dipl.-Ing. Josef Pröll.

The Supervisory Board members nominated by the employee representatives were Thomas Buder, Andreas Klamlar, Stephan Savic, and Andrea Benischek.

The Remuneration Policy stipulates that no variable remuneration be granted to members of the Supervisory Board of the Company, but they receive an appropriate annual fixed remuneration. This is designed to be proportionate and in line with the market in relation to the situation, size and complexity of the Company. The amount remunerated to the individual Supervisory Board members is based on their functional position on the Supervisory Board. In addition, individual members of the Supervisory Board may be granted an appropriate attendance fee for attending meetings.

The amount of the annual Supervisory Board remuneration is decided by the Company's Annual General Meeting. The Supervisory Board members nominated by the employee representatives – Thomas Buder, Andreas Klamler, Stephan Savic and Andrea Benischek – exercise their functions on an honorary basis in accordance with § 110 (3) of the Austrian Labour Constitution Act (ArbVG) and do not receive any Supervisory Board remuneration.

4.2. Total remuneration

4.2.1. Fixed remuneration components

In the 2025|26 financial year, the Supervisory Board remuneration for the shareholder representatives on the Supervisory Board who served in the 2024|25 financial year (period from 1 March 2024 to 28 February 2025) was disbursed. These were Mag. Erwin Hameseder (Chairman of the Supervisory Board), Dr Niels Pörksen (1st Deputy Chairperson), Mag. Dr Claudia Süssenbacher M.B.L. (2nd Deputy Chairperson), Dipl.-Ing. Helmut Friedl, Dr Andrea Gritsch, Dipl.-Ing. Ernst Karpfinger, Dr Stefan Streng, and Dipl.-Ing. Josef Pröll.

The Annual General Meeting on 04 July 2025 resolved an annual remuneration for the Supervisory Board members in the amount of € 380 thousand for the 2024|25 financial year and entrusted the Supervisory Board with the distribution. No attendance fees were paid.

The Supervisory Board remunerations disbursed were allocated to the individual members as follows:

in k€	2025 26*	2024 25*	2023 24*	2022 23*	2021 22*
Mag. Erwin Hameseder (Chairman of the Supervisory Board)	70.0	70.0	70.0	60.0	60.0
Dr Niels Pörksen (1 st Vice Chairperson of the Supervisory Board; appointed Supervisory Board member effective July 08, 2022)	55.0	55.0	35.7	-	-
Dr Claudia Süssenbacher (2 nd Deputy Chairperson of the Supervisory Board; appointed as member of the Supervisory Board effective 7 July 2023)	55.0	35.6	-	-	-
Dipl.-Ing. Helmut Friedl	40.0	40.0	40.0	35.0	35.0
Dr Andrea Gritsch (incl. additional payment of € 12,000 for the business year 2022 23)	40.0	40.0	52.0	23.0	23.3
Dipl.-Ing. Ernst Karpfinger	40.0	40.0	40.0	35.0	35.0
Dipl.-Ing. Josef Pröll	40.0	40.0	40.0	35.0	35.0
Dr Stefan Streng (appointed Supervisory Board member effective 8 July 2022)	40.0	40.0	26.0	-	-
Dr Thomas Kirchberg (End of term of office: 35 th General Meeting 2022)	0.0	0.0	14.0	35.0	35.0
Dr Hans-Jörg Gebhard (incl. additional payment of € 1,000 for the business year 2022 23; (End of term of office: 35 th General Meeting 2022)	0.0	0.0	20.2	44.0	44.3
Mag. Klaus Buchleitner, MBA (End of term of office: 35 th General Meeting 2022)	0.0	0.0	19.3	45.0	45.0
Mag. Veronika Haslinger MBA (appointed as member of the Supervisory Board effective 8 July 2022; term of office ended at the 36 th Annual General Meeting in 2023)	0.0	19.4	35.7	-	-

*Remuneration in each case for the prior year

There is a D&O insurance policy for the Supervisory board, whose costs are borne by the Company.

4.2.2. Variable remuneration components

In accordance with the Remuneration Policy, no performance-related variable remuneration components were disbursed to Supervisory Board members.

Nor are there any long-term incentive programmes for members of the Supervisory Board.

4.3. Consistency of the total remuneration with the Remuneration Policy

The total remuneration paid to the members of the Supervisory Board in the past financial year was in line with the Remuneration Policy.

4.4. Information on share-based remuneration

No stock option programme has been established at AGRANA, and no shares have been offered or granted to Supervisory Board members.

4.5. Other information and explanations

4.5.1. Deviations from the Remuneration Policy

In the financial year, there were no deviations from the Remuneration Policy or from the procedure described therein for its implementation.

4.5.2. Reclaim of variable remuneration components

No variable remuneration components were reclaimed in the past financial year.

Appendix 1 Total remuneration paid to the member of the Management Board

Salary development of the members of the Management Board active in the business year 2025 26											
in k€	Mag. Stephan Büttner					Dipl.-Ing. Dr Norbert Harringer					Dipl.-Ing. Franz Ennser
	BY 2025 26	BY 2024 25	BY 2023 24	BY 2022 23	BY 2021 22	BY 2025 26 ¹	BY 2024 25	BY 2023 24	BY 2022 23	BY 2021 22	BY 2025 26 ²
Fixed remuneration (non-performance-related received)	769.49	771.45	660.67	591.73	569.97	467.58	548.81	549.02	498.85	462.47	142.15
Basic salary	650.00	650.00	538.57	470.00	455.71	368.57	430.00	430.00	380.00	351.43	102.16
Remuneration in kind and fringe benefits	9.49	11.45	12.10	11.73	12.26	7.35	8.81	9.02	8.85	9.04	3.32
Contributions to the inter-company pension fund	110.00	110.00	110.00	110.00	102.00	91.67	110.00	110.00	110.00	102.00	36.7
Variable remuneration (performance-related owed or granted)	1,064.64	592.01	568.03	489.51	449.93	595.20	424.92	453.48	380.00	346.97	120.13
One-year variable remuneration (EVV)	511.88	292.35	404.10	489.51	449.93	270.73	193.40	322.60	380.00	346.97	86.63
Multi-year variable remuneration (MVV) – Plan 2023 24–2025 26	190.03	155.66	163.93			72.88	127.21	130.88			-
Multi-year variable remuneration (MVV) – Plan 2024 25–2026 27	181.76	144.00		-	-	148.61	104.31		-	-	-
Multi-year variable remuneration (MVV) – Plan 2025 26–2027 28	180.98					102.97					33.50
Grand total	1,834.13	1,363.46	1,228.70	1,081.24	1,019.90	1,062.78	973.73	1,002.51	878.85	809.44	262.28
<i>of which relative share non-performance-related</i>	42.0%	56.6%	53.8%	54.7%	55.9%	44.0%	56.4%	54.8%	56.8%	57.1%	54.2%
<i>of which relative share performance-related</i>	58.0%	43.4%	46.2%	45.3%	44.1%	56.0%	43.6%	45.2%	43.2%	42.9%	45.8%
Variable remuneration (performance-related actually received for previous years)											
One-year variable remuneration (EVV)	292.35	404.10	489.51	449.93	469.35	193.40	322.60	380.00	346.97	300.00	
Multi-year variable remuneration (MVV) – Plan 2023 24–2025 26*		368.84		369.48			294.49				
Multi-year variable remuneration (MVV) – Plan 2024 25–2026 27*	324.00					234.69					
Multi-year variable remuneration (MVV) – Plan 2025 26–2027 28*											

*75% advance payment in accordance with remuneration policy

¹ until the resignation from the Management Board on 31 December 2025

² from the date of taking up the seat on the Management Board on 30 November 2025

Dr Stephan Meeder											
in k€	BY 2025 26	BY 2024 25									
Remuneration owed or granted by affiliated companies	1,059.2	706.90									

Based on the syndicate agreement between Südzucker AG, Mannheim|Germany, and Zucker-Beteiligungsgesellschaft m.b.H., Vienna, Dr Stephan Meeder (member of the Board since 1 March 2024) does not receive any emoluments for exercising this board function. The reported remunerations from affiliated companies relate to the amounts owed or granted in the entire business year.

Appendix 2 Overview of owed entitlements under the expiring MVV plan for 2023|24 –2025|26 financial years

Mag. Stephan Büttner					
	2023/24	2024/25	2025/26	Result strategic goals - multiplier	Sum
MVV 23-26 owed total plan	491.8	-21.5	-27.2	1.15	509.6
MVV 23-26 owed value per plan year	163.9	155.7	190.0		509.6
MVV 23-26 advance payment disbursed		-368.8			-368.8
MVV 23-26 Final Payout¹					140.8

¹ Amount to be disbursed in May 2026

Appendix 3 Overview of owed entitlements under current and expiring MVV plans following the end of the Management Board member's term of office

Dipl.-Ing. Dr. Norbert Harringer					
	2023/24	2024/25	2025/26	Ergebnis strategischer Ziele - Multiplikator	Summe
MVV 23-26 owed value per plan year	130.9	127.2	72.9	1.00	331.0
<i>MVV 23-26 advance payment disbursed¹</i>		-294.5			
MVV 24-27 owed value per plan year		104.3	148.6	1.00	252.9
<i>MVV 24-27 advance payment disbursed²</i>			-234.7		
MVV 25-28 owed value per plan year			103.0	1.00	103.0

¹ to be deducted from the bonus payment in May 2026

² to be deducted from final settlement in Juli 2026