

Supervisory Board's report

Macroeconomic developments and AGRANA's business performance in 2025|26

The 2025|26 financial year was a demanding one for the AGRANA Group and showed the robustness of the company's business model under difficult conditions. This strength reflects a structural resilience that enables AGRANA to remain effective and decisive in managing the business amid growing uncertainty. Geopolitical tensions in the 2025|26 financial year brought new economic disruptions and volatility in commodity and energy markets – further exacerbating the progressive fragmentation of global trade structures. The challenging environment not only had a significant impact on AGRANA's short-term earnings performance, but also on the Group's long-term direction.

As a processor of agricultural raw materials, AGRANA plays a distinctive role in the industrial value chain, particularly in Austria. From the agricultural origin through industrial processing to marketable applications, the Group combines natural resources with technological capability. This long span – from farm crops to the finished product – is at once a defining strength and a permanent challenge. It requires the heightened ability to buffer the uncertainties of nature in achieving reliable industrial processes.

Against the backdrop of the global developments outlined above, the business performance in the 2025|26 reporting period, which saw a significant reduction in Group EBIT, was unsatisfactory. The Agricultural Commodities & Specialities (ACS) business area in particular was under considerable pressure, above all in the sugar business. High sugar inventories in the European market and a significant decline in selling prices weighed heavily on profitability. The persistent difficult conditions in the sugar market made it necessary to test assets for impairment as of the balance sheet date, which resulted in a substantial, although non-cash, impairment charge. The overall picture makes clear that sugar, as the Group's most challenging business, will continue to face market and price pressures in the 2026|27 financial year, testing AGRANA's resilience. Importantly, resilience does not mean the absence of uncertainty but the ability to respond to it structurally and implement decisive adjustments.

The consolidation measures initiated by AGRANA in March 2025 should be viewed within the above macroeconomic context. The closures of the two production sites in Leopoldsdorf, Austria, and Hrušovany, Czech Republic, were economically necessary and strategically sound responses to these conditions. The Supervisory Board oversaw and supported these decisions with careful examination and deliberation. The aim of the resulting concentration of production capacity at high-efficiency sites is to lower fixed costs on a sustainable basis and secure the lasting structural competitiveness of the ACS – Sugar segment and Austrian sugar production. These steps reflect the principle that long-term stability takes priority over short-term volume effects. The ACS – Starch segment likewise fell short of the previous year's earnings performance due to declining margins and a difficult overall competitive environment.

While the operating conditions and results in the ACS business area for 2025|26 were challenging, the performance of the Food & Beverage Solutions (FBS) segment gave genuine cause for optimism. This contrast underlines the importance of a balanced portfolio structure and segment-specific management for the Group. It also demonstrates that focused market positioning and an emphasis on innovation foster more stable margin structures. As well, strategic moves such as the full acquisition of RWA Raiffeisen Ware Austria AG's shares in AUSTRIA JUICE GmbH (decided in May 2025 and completed in October of the year) and the acquisition of the food company Mercator-Emba d.o.o. last summer are opening up new market opportunities for AGRANA.

In the overall context of the 2025|26 financial year, communication between the Supervisory Board and Management Board further intensified and deepened. In addition to operational stabilisation, the focus was on the structural strengthening of underlying profitability. The guiding principles of the joint deliberations were capital discipline, clear investment priorities and the reduction of complexity that does not add value. These principles are embedded in the Group's sound strategic foundation: AGRANA NEXT LEVEL, the strategic alignment approved by the Supervisory Board, is gaining traction. With this corporate strategy, AGRANA is not only responding to geopolitical, economic and market-related uncertainties, but is also aligning the entire Group for greater competitiveness and sustained profitability.

As you may know, the core of NEXT LEVEL is a new organisational structure with a streamlined strategic holding company overseeing two business areas, "Agricultural Commodities & Specialities" and "Food & Beverage Solutions". The reorganisation follows a clear industrial logic: Direction-setting is centralised, operational responsibility is moved closer to the market, and opportunities for synergy are systematically exploited.

Under this efficiency model, the holding company will focus on key strategic areas such as Strategy & Transformation, Human Resources Management, IT, Procurement, and Operations Excellence. This consolidation enables more

streamlined decision-making processes. Through the judicious pooling of operational services, redundancies are reduced and Group-wide management capability is strengthened.

In the Agricultural Commodities & Specialities business area, the focus is on efficiency across standardised value chains – from raw material procurement to production. The structural commonalities between sugar and starch production hold synergy opportunities in manufacturing, maintenance and energy systems, as well as in technology transfer. Food & Beverage Solutions focuses on innovation-driven, customised solutions with a high degree of differentiation. Here, AGRANA combines global proximity to customers, innovation in applications, and technological expertise. The closer collaboration between AGRANA Fruit and AUSTRIA Juice is an example of how the Group is strategically bringing market segments and capabilities together across businesses.

It goes without saying that all transformation activities under AGRANA NEXT LEVEL are designed to deliver measurable benefits for the organisation as a whole. The resulting annual savings potential, now amounting to € 130 million, is expected to already be fully effective from the 2028|29 financial year. It strengthens the company's structural profitability and creates financial scope for future investment in innovation, technology and sustainable development.

Alongside the structural improvements, sustainability remains a core element of the strategic alignment. AGRANA works with renewable raw materials and is increasingly adopting a circular approach to adding value. The goal of achieving net-zero emissions in Scope 1 and 2 by 2040, and in Scope 3 by 2050 at the latest, is an expression of this long-term commitment to responsibility.

More broadly, AGRANA's significant position as a bridge between agriculture, industry, science and policy gives it a role in shaping public debate. The value of actively engaging in this discourse was made clear by the Vienna Soil Dialogue, an event set in motion by AGRANA. The conference placed healthy, resilient soils — a foundational resource for society and the basis for food security, stable supply chains, and industrial value creation — at the centre of a discussion between senior representatives from government, business, and research. This AGRANA initiative underscored the company's role not only as a processor of agricultural raw materials, but also as a responsible actor in one of Europe's key industrial sectors.

Meetings of the Supervisory Board

At a special meeting of the Supervisory Board on 12 March 2025, the board discussed the termination of primary production operations at the Leopoldsdorf plant and the closure of the Hrušovany factory. In its meeting on 8 May 2025, the Supervisory Board dealt with the audit of the parent company and consolidated financial statements for the year ended 28 February 2025, with the parent company and consolidated management report (including the corporate governance report), and with the proposal for the appropriation of profit for the 2024|25 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 2024|25 parent company financial statements and approved the 2024|25 consolidated financial statements. Other items on the agenda of this meeting were the proposed resolutions for the Annual General Meeting on 4 July 2025 and the Supervisory Board's resolutions on its report to the Annual General Meeting for the 2024|25 financial year; on the 2024|25 remuneration report; on the targets for Management Board remuneration in 2025|26; and on matters related to investees, real estate and personnel. The Supervisory Board also discussed AGRANA's organisational structure and the capital expenditures for the 2026|27 financial year. At the Supervisory Board meeting on 4 July 2025, the Supervisory Board dealt with the Group strategy and organisational structure as well as resolutions on investees, financing and real estate matters.

At a special meeting on 15 September 2025, the Supervisory Board addressed matters of the Management Board. The focus of the Supervisory Board meeting on 12 November 2025 included the AGRANA Group strategy and resolutions on capital investment. In addition, the annual compliance and sustainability training for the Supervisory Board was held. In the meeting on 11 February 2026, the Supervisory Board decided on the investment projects for the 2026|27 financial year. It also deliberated on the budget for 2026|27 and medium-term planning as well as the implementation of AGRANA's Group strategy. Resolutions were also passed on investees, real estate and personnel matters. As well, the Supervisory Board addressed corporate governance topics.

Committees of the Supervisory Board

The Audit Committee convened for two meetings in the 2025|26 financial year. With the independent auditor in attendance, the Audit Committee dealt exhaustively with the 2024|25 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 2025|26 financial year and the planning for and focus areas of the 2025|26 audit. In addition, the topics of anti-corruption, compliance and sustainability were discussed. The Nomination and Remuneration Committee met three times in the 2025|26 financial year, dealing with the resolutions on the 2024|25 remuneration report, on the 2024|25 compensation of the Management Board and on the 2025|26 Management Board remuneration targets. Another focus was on Management Board matters. At the meeting of the Strategy and Sustainability Committee on 29 January 2026, the committee members discussed the sustainability reporting for the 2025|26 financial year, as well as climate management, including the climate pathway. As well, the members of the Strategy and Sustainability Committee completed a sustainability training session. 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	100.0 %
Nomination and Remuneration Committee	3	100.0 %
Strategy and Sustainability Committee	1	100.0 %
Audit Committee	2	91.7 %

Parent company and consolidated financial statements

The independent auditor appointed for the financial year ended 28 February 2026, KPMG Austria GmbH, Wirtschaftsprüfungs- und Steuerberatungsgesellschaft, Vienna, has audited the parent company financial statements of AGRANA Beteiligungs-AG for the year ended 28 February 2026 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 29 April 2026 and by the Supervisory Board on 11 May 2026, the Supervisory Board has approved the parent company financial statements for the year ended 28 February 2026 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 2026 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 IFRS Accounting 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, and reported thereon to the Supervisory Board; the Supervisory Board has endorsed the consolidated financial statements (including the Notes) and the group management report.

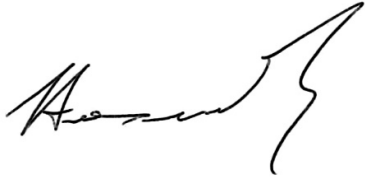
Outlook for 2026|27

As we look ahead to the new financial year, I would like to share a personal reflection. In times of great uncertainty, it is the underlying attitude of people within organisations that makes the difference. A sense of conviction and resolve is the basis for a company's resilience in an increasingly volatile environment. It is the foundation for clear decision-making, consistent implementation and the ability to shape a successful future together for generations to come.

The forecasts suggest that the economic environment for the AGRANA Group will remain challenging in the 2026|27 financial year as well. At the same time, thanks to the NEXT LEVEL strategy, AGRANA has laid the groundwork to safeguard and enhance its competitiveness and profitability, even in a dynamically evolving setting. The attitude embodied in this is what sets AGRANA apart.

On behalf of the entire Supervisory Board, I would like to extend my sincere thanks to everyone who contributes to AGRANA's achievements – the members of the Management Board, all our employees, and all the Group's partners, customers and stakeholders.

Vienna, 11 May 2026

A handwritten signature in black ink, appearing to read 'Erwin Hameseder', with a large, stylized flourish at the end.

Erwin Hameseder

Chairman of the Supervisory Board

