



AGRANA Beteiligungs-AG № 2015/16

SUGAR STARCH FRUIT

The natural upgrade



WWW.AGRANA.COM

CONTENTS

03	AGRANA at a glance
04	Statement of the management board
06	Mission statement
08	History
10	Production Sites
12	Sustainability
16	Segment SUGAR
22	Segment STARCH
28	Segment FRUIT
34	Employees
36	Research & Development
38	Key financials
39	Contacts & Imprint

AGRANA AT A GLANCE

Sugar, starch and fruit – AGRANA is successfully active around the world in these three segments. We refine agricultural raw materials, turning them into a range of different industrial products to supply local producers as well as large multinational companies active in the food processing industry, in particular. We also serve the end-consumer market in the Sugar segment with country-specific brands such as ‘Wiener Zucker’ in Austria.

AN INTEGRAL PART OF MODERN LIFE. The product range extends from sugar for food products, starch for textiles and technical applications to bioethanol as a sustainable and environmentally sensitive fuel, as well as fruit preparations for yoghurt and fruit juice concentrates.

OUR EMPLOYEES ARE OUR MOST IMPORTANT RESOURCE. AGRANA maintains a global presence with around 8,700 employees based at 54 production facilities located on five continents. Their dedication and expertise ensure the company's success.

AGRANA IS A STOCK CORPORATION. The Group has been listed in the Prime Market segment of the Vienna Stock Exchange since 1991. AGRANA most recently generated consolidated revenues of approximately EUR 2.5 billion.

SUSTAINABLE OPERATIONS. In view of our commercial activities and the associated proximity to raw agricultural products, striving for sustainability represents an existential and integral part of AGRANA's business model.



Leading
SUGAR
SUPPLIER
in Central, Eastern &
South-Eastern Europe



Major manufacturer of
customer-specific
STARCH
PRODUCTS in Europe



World market leader
in the production of
FRUIT
PREPARATIONS



8,700
employees



54
production sites
on five continents



2,493.5
total revenue in €m



STATEMENT OF THE MANAGEMENT BOARD

The issue of sustainability is of particular importance to AGRANA along the entire value-added chain. We attach considerable importance to energy-efficient processes and the almost entire use of agricultural raw materials. With our business model comprising the Sugar, Starch and Fruit segments and our strategy of compensating for volatile underlying conditions across all segments as far as possible, we are well equipped to meet the challenges of the future.

Meeting the challenges of the future with three business segments

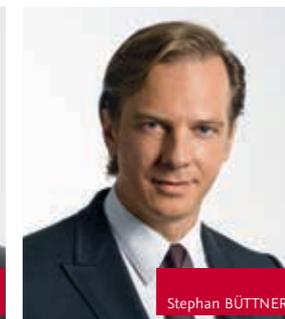
AGRANA is an internationally-oriented Austrian company which adds value to agricultural raw materials to produce a wide range of industrial products for the processing sector.

Founded as the holding company of the Austrian sugar and starch industry in 1988, AGRANA has successfully transformed to become a company that is active well beyond the borders of Austria, having almost tripled its revenues during this time. Today we are one of the leading sugar and starch companies in Central Europe, the global leader in the manufacture of fruit preparations for the dairy industry and one of the largest producers of fruit juice concentrates in Europe.

Our commitment to high levels of service, innovation and efficiency, which is based on core values such as responsibility and respecting the environment, we are a preferred partner to companies in the food industry and for technical companies.



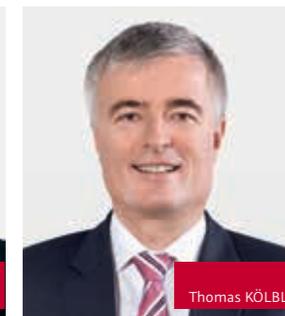
CEO
Johann MARIHART



Stephan BÜTTNER



Fritz GATTERMAYER



Thomas KÖLBL



OUR VALUES WHICH UNITE

At AGRANA, we all share one vision. to be the world quality leader in refining agricultural raw materials into sugar, starch and processed fruits. Our passion for quality and efficiency makes AGRANA the natural choice of food companies and for technical applications worldwide. AGRANA. THE NATURAL UPGRADE.

AGRANA is a multinational enterprise based in Austria. Our Sugar segment and Starch segment operate in Europe and our Fruit segment has global presence. In these markets, AGRANA's goal is to be a leader in the industrial refining of agricultural raw materials.

STRATEGY By means of growth, efficiency and sustainable business practices, we are constantly boosting the company's value added. AGRANA regards sustainable business practices to be consistent with commercial, ecological and social responsibility along the entire value-added chain.

SERVICE TO THE MARKET We add value to agricultural commodities in order to produce high quality foodstuffs, animal feeds and organic fertilisers as well as technical and intermediary products for industrial applications. Important cornerstones here are long-term and partner-

ship-oriented customer and supplier relationships.

CUSTOMER ORIENTATION We offer products and services that fully meet the needs and expectations of our customers. We aim to differentiate ourselves from competitors by means of high product quality, outstanding service level, innovative ideas as well as ecological and social responsibility which is reflected in our actions. We are creative, flexible, dedicated and always looking for new markets for our products. Our innovative power and research and development work, together with our new products launches tailored to customer requirements, drive our leadership in the marketplace.

ORGANISATION Our organisation is based on earnings-oriented operational subsidiaries in the Sugar, Starch and Fruit segments. These are overseen by a holding company which undertakes the centralised management of the entire Group and provides support by means of an effective communications network aimed at ensuring a regular exchange of information and the tapping of synergies.

FINANCE Profit constitutes the basis for the economic sustainability of our enterprise's activities. We ensure

AGRANA's sustainable increase in enterprise value and the ability to distribute dividends to shareholders through continued growth and consistent improvement in productivity, as well as through "profitizing" – the constant striving to increase profits and optimise our business processes and structures in all our operating companies. We seek to diversify risks to our business to achieve a well-balanced global business portfolio. Optimising our value added is a cornerstone in our efforts to provide continual increases in the enterprise value of AGRANA.

MANAGEMENT AND STAFF We are a multinational Group of companies. We are united by integrity, dedication and social awareness. We promote the exchange of information, communication, training and continuous staff development. We encourage our workforce to think and act responsibly and entrepreneurially. Each member of staff accepts responsibility for his or her own continuing development. Management ensures that all employees have the opportunities and support necessary for this purpose. Our staff development activities form an integral part of our strategic objectives. Every employee has an important part to play in our company that requires full commitment and that challenges his or her abilities and expertise anew every day. Our style of work and leadership is founded on cooperation and trust. Flexibility and teamwork are fundamental to our organisational structures and interpersonal relationships. Management is paid on the basis of performance.

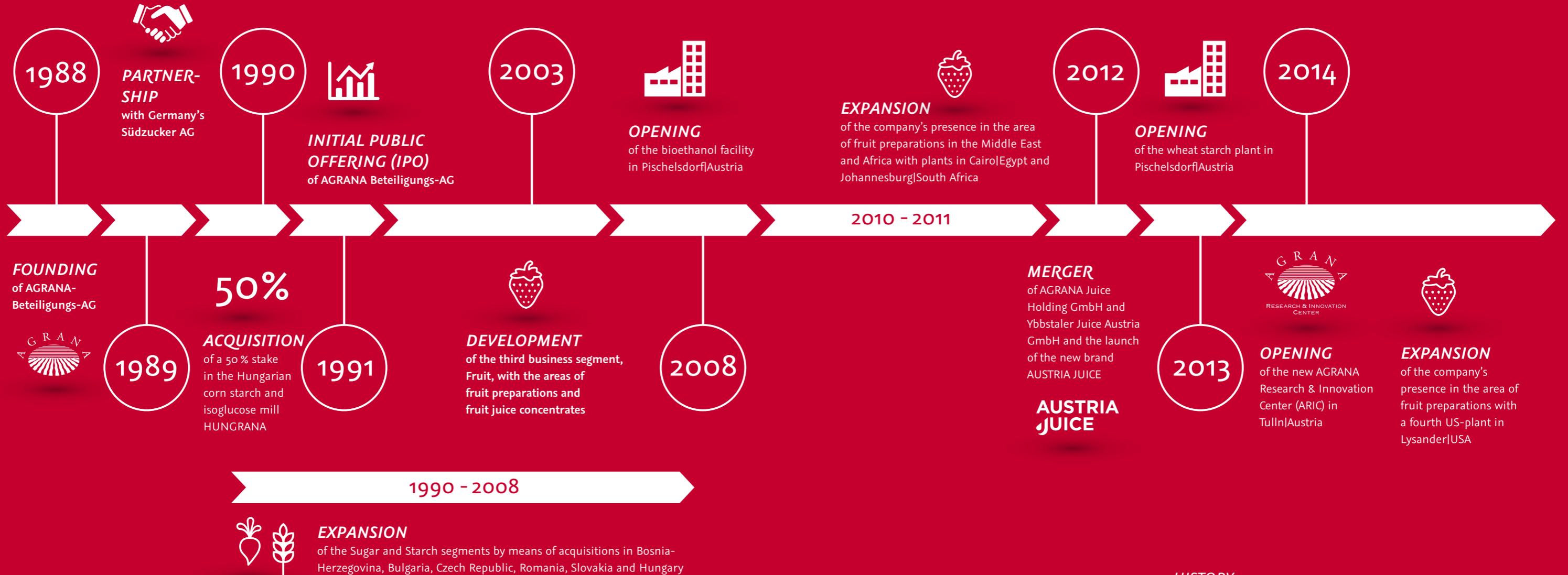
THE ENVIRONMENT Our actions and decisions are taken with respect for nature and the environment. Our products are sourced from natural origins, developed and produced on the basis of the latest ecologically sensitive processes, which are low-emission and efficient, and are also biodegradable and environmentally friendly. AGRANA aims to rely on a closed economic cycle which ensures that the agricultural commodities used are recycled to an extent of nearly 100%. The health and safety of the workforce are a key priority of our operational policies and procedures.

PRODUCT SAFETY Our strict, certified manufacturing standards guarantee the safety of our products for our customers. We focus on continually improving the quality and hygiene standards of the foodstuffs and animal feeds we make. As a commitment to our customers, we strive for full traceability of our products back to their natural sources.

PUBLIC RELATIONS AND TRANSPARENCY We aim to appropriately take into account the interests of the society, in general, and our shareholders, in particular, our workforce, the media, our partners in the marketplace and the general public informed about our goals, activities and results. We strive to maintain our high level of transparency regarding all important innovations and developments.



OUR HISTORY





EUROPE
10 Sugar plants (incl. Instantina) in Austria, Bosnia-Herzegovina, Czech Republic, Hungary, Romania & Slovakia
5 Starch plants in Austria, Hungary & Romania
23 Fruit plants in Austria, Belgium, France, Germany, Hungary, Poland, Romania, Russia, Serbia, Turkey & Ukraine

NORTH AMERICA
5 Fruit plants in the USA & Mexico

ASIA
3 Fruit plants in China & South Korea

AUSTRALIA & OCEANIA
2 Fruit plants in Australia & Fiji

AFRICA
4 Fruit plants in Egypt, Morocco & South Africa

SOUTH AMERICA
2 Fruit plants in Argentina & Brazil

OUR **PRODUCTION SITES**

IN HARMONY

WITH THE ENVIRONMENT, PEOPLE AND BUSINESS

AGRANA believes sustainability means acting in an economically viable, sparingly and energy-efficient way, and, in doing so, respecting its internal and external stakeholders.

In view of our commercial activities and the associated proximity to raw agricultural products, acting sustainably represents an integral part of AGRANA's business model. Relevant aspects of sustainability along our product added-value chain start from the sourcing of the agricultural raw materials and intermediary products used, comprising energy and environmental aspects in our own production processes, employee working conditions, aspects of product responsibility and ethical business activities, as well as social commitment.

AGRANA's understanding of sustainability can be summarised by the following statements:

WE

1. **PROCESS ALMOST 100 %** of the agricultural raw materials used, using low-emission technologies to protect the environment
2. **CONSIDER ALL OF OUR STAKEHOLDERS AND THE COMPANIES** in which we are involved
3. **WORK TOGETHER IN LONG-TERM PARTNERSHIPS** with our suppliers and customers

The following points are of particular importance:

SOURCING SUSTAINABLY PRODUCED AGRICULTURAL RAW MATERIALS AND INTERMEDIARY PRODUCTS

AGRANA processes around nine to ten million tonnes of agricultural raw materials per year. When sourcing these, we attach great importance to compliance with minimum social standards and strive to process only raw materials and intermediary products that are produced in accordance with defined environmental criteria.

AGRANA places particular emphasis on sourcing from contract growers as, through close cooperation with our suppliers, they offer us the unique opportunity to work on improving environmental and social standards in the production of the raw materials ultimately used by us. With this in mind, we have been a member of the Sustainable Agriculture Initiative (SAI) since 2014. As an information platform, SAI aims to promote the development and implementation of sustainable agricultural practices by presenting examples of best practice and providing support with a range of different tools such as a self-evaluation for farms.

MORE ON PAGE 14 →

SUSTAINABILITY



See here for details of
AGRANA's value-added chain

SUSTAINABILITY



ENERGY AND ENVIRONMENTAL ASPECTS IN PRODUCTION

AGRANA feels a particular obligation to conserving all natural resources.

One focal area here is the unique and almost entire recycling of raw materials used in the course of making core and by-products. Efficiently handling the agricultural raw materials used is our commercial, environmental and social responsibility. In addition to the known core products, we produce a wide range of secondary products derived from agricultural by-products, which are used as animal feed and agricultural fertilisers. This enables important nutrients and minerals to be returned to natural circulation.

As an energy-intensive processor of agricultural raw materials, particularly in the Sugar and Starch segments, we have always set store by the continuous optimisation of specific energy consumption and the improvement of energy efficiency. We reduce specific greenhouse gas emissions primarily by improving energy efficiency and

using low-emission fuels such as natural gas. We have committed ourselves to continuous improvement in the area of energy through the launch of an energy management system and the certification of our Austrian production sites in accordance with ISO 50001 in autumn 2014.

We also use water as sparingly and efficiently as possible in our production processes. AGRANA does its best to keep the amount of water it takes out of circulation to a minimum and, where possible, to make use of the water contained in the processed raw materials, ensuring constant circulation with corresponding recycling. Waste water is drained in accordance with all local legal requirements after being treated in AGRANA's own or external waste water treatment plants.

PRODUCT RESPONSIBILITY & SUSTAINABLE PRODUCTS

Given that AGRANA primarily makes intermediary products for the food processing industry, food safety and production protection form a key element of our product responsibility. We go far beyond what is required by law

in our efforts to ensure food safety, introducing internationally recognised standards for food safety and product protection in the course of external certification procedures. The most important standards here include FSSC 22000, ISO 22000 and IFS.

In addition to food safety and product protection, AGRANA also pays attention to social aspects in its production. We have therefore been a member of the Supplier Ethical Exchange Database (SEDEX) since 2009. SEDEX is an organisation of companies which have committed to strive for continuous improvement in their social-ethical behaviour and which promote this along their supply chains. All of AGRANA's production sites carry out a SEDEX self-assessment every year. In order to underpin its commitment in this area, AGRANA draws on the services of independent third parties to verify these self-assessments in the course of Four-Pillar Sedex Members Ethical Trade Audits (SMETA). The audit reports of our plants can be accessed by SEDEX members and are available on the online platform of the company.



MEMBERSHIP
of SEDEX and SAI as well as social audits at many sites



ORGANIC PRODUCTS IN ALL THREE SEGMENTS
Processing of raw materials also from certified organic farming



INTEGRATED SUSTAINABILITY REPORTING
as per Global Reporting Initiative (GRI) since the financial year 2012|13

Sustainable business is an integral element of AGRANA's business model

Segment

SUGAR



Did you know that 1kg of sugar is made from around 6kg of sugar beet?



70,000 tonnes

The sugar silo in Tulln|Austria, which was taken into service in 2011, is capable of storing 70,000 tonnes of sugar, making it Europe's second-largest sugar silo.

AGRANA's sugar segment stands both for tradition and the use of cutting-edge processing technologies. Not only do we supply the processing industry but we also sell our sugar through retailers.

In its traditional core sugar business, AGRANA is active in Austria, Czech Republic, Hungary, Slovakia, Romania and Bosnia-Herzegovina, with nine production sites. We process sugar beet from contract farms and also refine raw sugar procured from around the world. AGRANA also sells a wide range of sugar and speciality sugar products to consumers through retail outlets using country-specific brands. AGRANA's high quality standards for everything ranging from the seeds it uses to sugar production, combined with the absolute traceability and integrity of its product range has made it the market leader in Austria and a top supplier in Central Europe.

AGRANA attaches great importance to close partnerships with beet growers, offering them advice in the cultivation of sugar beet. The quality of cooperation between the sugar industry and growers is, in our view, key to achieving optimum sugar beet yields while maintaining sustainable conditions.

AGRANA is the technological leader in producing sugar from beet. State-of-the-art facilities ensure the highest degree of raw material and energy efficiency. By way of

AGRANA is the technological leader in producing sugar from beet. State-of-the-art facilities ensure the highest degree of raw material and energy efficiency.



example, we run a molasses desaccharification plant on a chromatographic basis in Tulln|Austria, as well as the first large-scale biogas plant in Kaposvár|Hungary, where more than 60% of the plant's primary energy needs are already produced in-house from the sugar beet. This technological advancement, coupled with an excellent position in its core markets, will ensure the commercial success of AGRANA Sugar.

FACTS AND FIGURES ABOUT SUGAR IN NUTRITION

Sugar is obtained from sugar beet without any additives and is a valuable carbohydrate. Due to the fact that cultivation is regulated and that it is subject to regular quality checks, sugar beet has an unparalleled degree of purity with a saccharose content of almost 100 %. In its natural state, sugar is a natural provider of energy as part of a balanced diet, delivering effective support to the body to meet both physical and mental performance needs. If enjoyed in the proper amount, sugar plays a valuable role in our diet, our ability to perform and, last but not least, our well-being.



Our Sustainability



SUSTAINABLE BEET CULTIVATION

AGRANA cultivation adviser network, Sustainable Agriculture Initiative (SAI) participation, etc.



BONSUCRO

'Chain of Custody' certified sugar cane refining



ENERGY MANAGEMENT

Introduction of an energy management system and certification of Austrian sites in accordance with ISO 50001.

OUR SUGAR PRODUCTS

AGRANA sugar comprises beet sugar, as well as sugar cane products, for end consumers and industrial processors. Sugar is sold through retail outlets under country-specific sugar brands such as 'Wiener Zucker' in Austria, 'Koronás Cukor' in Hungary, 'Korunní Cukr' in the Czech Republic, 'Korunný Cukor' in Slovakia,

'Mărgăritar Zahăr' in Romania and 'AGRAGOLD' in Bosnia-Herzegovina. As Europe's largest producer of organic sugar, we also offer sugar made from organically grown Austrian beet under the brand 'Wiener Bio Kristallzucker'.

SUGAR FOR

- Pastries
- Confectionery
- Dairy products
- Preserves
- Fruit processing
- Drinks

ORGANIC SUGAR

- Organic crystallised sugar
- Organic gelling sugar
- Organic raw sugar

FOR END CONSUMERS

- Sugar cubes in different shapes and sizes
- Crystallised and Fine crystallised sugar
- Powder, Icing and Baking sugar
- Caster sugar and Sugar crystals
- Gelling and Syrup sugar
- White and brown rock candy
- Fructose and Glucose
- Brown sugar
- Yellow sugar
- Cane sugar

ANIMAL FEEDS AND FERTILISERS FROM SUGAR PRODUCTION

FEED

- ActiBeet (natural betaine molasses)
- Molasses
- Dried sugar beet pulp and pressed sugar beet pulp

FERTILISERS

- BioAgenasol (organic complete fertilisers)
- Carbokalk
- Residual molasses

FOR CONSUMERS



FOR FOOD PRODUCERS



Segment

STARCH



*Starch is used in many products,
from cosmetics to animal feed.*



AGRANA processes nearly 2 million tonnes of cereals and potatoes to make starch every year

AGRANA specialises in processing and adding value to high quality agricultural commodities such as corn, potatoes and wheat to make a wide range of starch products, tailored to different industrial uses.

The Starch segment is the second traditional pillar of the AGRANA Group, which is one of the leading suppliers in Europe in this segment. AGRANA Starch GmbH oversees the Austrian starch business and coordinates the activities of the subsidiaries and holding companies in Hungary and Romania. In the Starch segment, we are active in Austria and Eastern Europe with a total of five production sites.

AGRANA processes and adds value to corn, potatoes and wheat to make a wide range of differentiated starch products. These are then supplied to the food and semi-luxury food industry as well as to non-food industries such as the paper, textiles, cosmetics or construction material industry. We also produce bioethanol from corn and crops with a high starch content; this is then used as a petrol additive to make environmentally friendly fuel.

Starch is a complex carbohydrate, which is made up of a large number of interlinked glucose molecules. To make starch, the parts of the plants containing starch are crushed, the starch is then washed out of the cells and collected through a number of filtration and centrifugation steps, before finally being dried as a white powder.

Close cooperation with customers and the development of tailor-made solutions has enabled the Starch segment of AGRANA to continuously grow and be commercially successful. The priority is and remains making top quality starch products employing modern and environmentally sensitive methods. An area of focus here is also speciality products made from waxy corn or organic corn, which are produced in the corn starch plant in Aschach a.d. Donaul Austria. For more than ten years now, organically certified potatoes have been turned into organic starch and organic long-life potato products at Austria's only potato starch factory in Gmündl Austria. AGRANA's keen awareness of top quality has made it the largest manufacturer of organic starch products and the leader supplier of GMO-free starch products.



ENERGY USE
Use of low-emission fuel (99 percent natural gas)



SUSTAINABLE PRODUCTS
GMO-free and a wide range of organic products



ECOVADIS SILVER STATUS
Affirms sustainable working methods

OUR STARCH PRODUCTS

Manufacturing top-quality starch products with modern and environmentally friendly methods – this is the focus of the Starch segment. AGRANA makes high-quality starch products from corn, potatoes and wheat for a range of applications in different industries. The diverse properties of starch find use in the food

industry as well as in technical areas such as construction chemistry, paper and cardboard manufacturing and the textiles industry. Considerable importance is attached to certified organic products and GMO-free products in AGRANA's portfolio of starch products.

FOOD INGREDIENTS

- Native starch e.g. for custard powder, desserts, sauces or ready meals
- Modified starches e.g. for the dairy industry, frozen products, ready-made products or fruit preparations
- Long-life potato products
- Saccharification products for sweetening
- Wheat gluten

COSMETIC PRODUCTS

- Rice-based or corn-based starch for uses such in
- Dry shampoos
 - Cremes and Lotions
 - Decorative cosmetics
 - Sun protection

CERTIFIED GMO-FREE PRODUCTS

- Corn starch

ANIMAL FEEDS AND FERTILISERS FROM THE PRODUCTION OF STARCH AND BIOETHANOL

- ActiProt® (Protein-rich animal feed)
- Potato protein
- Potato protein liquor
- Corn germ meal
- Corn gluten
- Corn gluten feed
- Starch syrup
- Wheat gluten and Wheat bran

CHILD AND INFANT FOOD

- Infant formula
- Follow-on formula

PHARMACEUTICAL PRODUCTS

- Pollination powder
- Fillers and carriers

PRODUCTS FOR TECHNICAL APPLICATIONS

Starch from potatoes, corn or wheat for

- | | |
|--------------------------------|----------------------------|
| • Paper finishing | • Cement und Mortar |
| • Cardboard | • Wallpaper paste |
| • Coatings | • Shotcrete |
| • Adhesives and Tile adhesives | • Textile print thickeners |
| • Finishing compounds | • Bioplastics |

CERTIFIED ORGANIC PRODUCTS

- Corn starch
- Potato starch
- Long-life potato products
- Saccharification products

BIOETHANOL

- as a 5 % petrol additive

AS FOOD INGREDIENTS



AS INFANT NUTRITION



IN COSMETIC PRODUCTS



FOR TECHNICAL APPLICATIONS



AS ANIMAL FEED



Segment

FRUIT



*AGRANA fruit preparations can be found
in every third fruit yoghurt worldwide.*



We bring around 600 new and innovative, customised fruit preparations to the market every year

AGRANA is the top global producer of fruit preparations for the dairy industry. Every third pot of yoghurt around the world contains fruit preparations from AGRANA.

In addition to the sugar and starch segments, AGRANA has also been active in the fruit segment since 2003 as part of its global strategy. This segment is divided into the fruit preparations and fruit juice concentrates divisions. In both of these, we use state-of-the-art technology to process fruits by means of sensitive production processes. Given the trend towards healthy nutrition, AGRANA's Fruit segment has developed very positively, helping to drive the company's dynamic growth.

FRUIT PREPARATIONS contain high-quality fruits prepared in a liquid or solid form for use in dairy products or in the ice-cream and pastries industry. They are designed and developed individually in cooperation with customers.

AGRANA produces fruit preparations at 25 sites around the world. It has been possible to establish this global presence by continually developing emerging international markets in this commercial field. Our sales teams are working for customers in 70 countries. With dedicated company fields and exclusive long-term partnerships with our farmers, we have developed a key competitive advantage in terms of price, quality, traceability and sustainability.

We truly care about fruits – from the moment they are harvested until they reach their final stage in end products.



THE FRUIT JUICE CONCENTRATE business is run by the AUSTRIA JUICE Group, a joint venture between AGRANA Beteiligungs-AG and Raiffeisen Ware Austria-AG. 900 highly qualified employees work at the 13 production sites in Europe as well as at one plant in China.

The AUSTRIA JUICE Group manufactures a variety of different beverage solutions, from conceptual design to making the finished product. With decades of experience in the sourcing of raw materials, processing fruit and market monitoring, AUSTRIA JUICE is a competent partner when it comes to turning customer-specific product innovations into reality.

Products include natural fruit juice concentrates as well as individual, high-quality beverage compounds, natural flavors, NFC juices and fruit wines. Quality takes top priority during processing and is ensured by means of regular inspections, preventative risk analyses and external certifications. Customers of AUSTRIA JUICE include global players and all customers in the food and beverage industry.



Our Sustainability



SUSTAINABLE FRUIT GROWING
International projects e.g. in Mexico, Fiji and Hungary



ENERGY USE
Use of low-emission fuel (more than 90 % natural gas)



SUSTAINABLE PRODUCTS
Organic and clean label products

OUR FRUIT PRODUCTS

AGRANA refines fruit for customers around the world in the Fruit segment. And this in two ways: as fruit preparations and as fruit juice concentrates. The raw materials for fruit preparations are sourced from around the world and processed while frozen. The fruits are refined in a liquid or solid form for the global food industry using individual recipes.

In the field of fruit juice concentrates, we are specialised in apples and red berries such as strawberries, raspberries or elderberry. These are used to produce beverages compounds, fruit wines, flavors, NFC juices and fruit sweetness in addition to fruit juice concentrates.

FRUIT PREPARATIONS FOR

- Yoghurt to drink or eat
- Dairy desserts
- Ice-cream and ice-cream toppings
- Baked goods (cakes, pies and bread)
- Frozen baked goods
- Cream cheese
- Soya products
- Milk drinks

FRUIT PREPARATIONS WITH

- Cereals,
- Chocolate chips or Cake slices

SPICY PREPARATIONS WITH

- Vegetables
- Herbs

SPICY PREPARATIONS FOR

- Sauces
- Dips
- Chutneys
- Drinks

AUSTRIA JUICE

Fruit Juice Concentrates, Beverage Compounds, Fruit Wines, NFC-Juices, Flavors and Fruit Sweetness for

SOFT DRINKS

- Fruit Juice Drinks & Nectars
- Near Water Beverages
- Energy- & Sport Drinks
- Syrups
- Functional Beverages
- Tea Drinks

ALCOHOLIC BEVERAGES

- Beer Mix Drinks
- Wine-Mix & Cider Applications
- Spirits

IN DAIRY PRODUCTS



IN ICE-CREAM



IN BAKED GOODS



AS FRUIT DECORATION



IN SOFT DRINKS



IN ALCOHOLIC BEVERAGES





PERSONNEL DEVELOPMENT AND TRAINING ARE A HIGH PRIORITY FOR US.

We invest in the market and requirements-oriented training and development of our employees and identify personal needs for individual education and training in the course of regular staff appraisals. This involves AGRANA offering a wide range of internal programmes, for example the focus on the areas of leadership and sales at the AGRANA Academies.

UNIVERSITY GRADUATES ARE SUPPORTED BY THE AGRANA TRAINEE PROGRAMME.

This programme regularly offers young, motivated university graduates the chance to gain professional experience in an international setting. Our trainees familiarise themselves with the company at different sites, receiving training in selected topic areas.

A PERFORMANCE-BASED REMUNERATION SYSTEM FACILITATES THE ACHIEVEMENT OF STRATEGIC OBJECTIVES.

This has already existed for management for many years and has now been introduced globally. The criteria for the variable component include individually defined objectives as well as financial and earnings targets.



AGRANA FIT
Health and sport offerings at many sites



ACT - TALENT PROGRAMME
to promote professional, personal and methodical competencies



A RANGE OF TRAINING POSSIBILITIES
for apprentices at the production sites

OUR

SUCCESS FACTOR: OUR EMPLOYEES

Cooperation, appreciation for different cultures and tolerance are characteristics of the working culture at AGRANA. The AGRANA Group offers its employees an interesting workplace, a motivating working environment and performance-oriented remuneration.

MOTIVATED AND WELL-QUALIFIED EMPLOYEES ARE KEY TO THE SUCCESS OF THE COMPANY.

For this reason, AGRANA focuses on three principles as part of its personnel policy in addition to professional qualifications and soft skills:

THREE PRINCIPLES

- TAKE RESPONSIBILITY AND MAKE DECISIONS
- WORK IN A PERFORMANCE AND RESULT-ORIENTED WAY
- ACT CONSISTENTLY

AGRANA fully believes that cooperation and mutual respect in the working and management style are needed to implement these principles. This is why our employees make key decisions regarding the development of the company on a daily basis. Open communication is the norm at all levels.

OUR RESEARCH & DEVELOPMENT

Product innovation and the continuous optimisation of technologies are at the heart of research and development at AGRANA.

AGRANA's research and innovation work are pooled at the AGRANA Research & Innovation Center (ARIC) in Tulln|Austria. The main areas of work include developing new formulas, speciality products and applications for existing products in close cooperation with customers, in addition to the ongoing optimisation of production technologies.

IN THE SUGAR SEGMENT a range of different research, development and investigative activities are conducted in the areas of sugar production and applications. One focal point of the company's work is developing new, environmentally friendly and energy-saving procedures and process steps to make even more sparing use of energy and additives during sugar production. The sugar technology department enables a range of different analyses including result attestation to be carried out, also for external customers. The state-accredited testing lab at ARIC primarily concentrates on analysing beet. In the course



of one year, approximately 70,000 beet samples are examined.

IN THE STARCH SEGMENT, the overriding objective is to develop new application areas for starch-based products and to adapt existing products to specific applications. The focus is on developing speciality starch for use in the technical and food industries. These speciality starches are manufactured to order using chemical, enzymatic or physical processes. The focus of research and development in the Starch segment is on carrying out practical, technical tests in the various application areas of starch products.

IN THE FRUIT SEGMENT, the development of new products and innovations represents an integral part of AGRANA's fruit preparation business. Given the short life cycles of fruit yoghurt products, it is important to be able to respond quickly to changes in consumer behaviour, recognise development potential and set new trends. To this end, there are local product development teams in the Research and Innovation Center, as well as an international research and development team, which deals with global innovations. Projects that have a high degree of customer relevance and consumer proximity are developed in cooperation with the AGRANA Fruit marketing team before being rolled out and implemented at AGRANA sites around the world.

ARIC's other cross-sector areas of activity include developing new ways of recycling by-products and process optimisation in the production of bioethanol as well as issues relating to quality assurance and hygiene control.



ORGANIC

BIOPLASTICS

Developing modified thermo-plastic starches for the manufacture of degradable organic plastics



CLEAN-LABEL-PRODUCTS

Developing processes for the manufacture of native starches without the use of chemicals



CONSUMER RELEVANT INNOVATION

Maintaining the natural texture of pieces of fruit while at the same time preserving the fruit's own flavours and colours

OUR

KEY FINANCIALS 2014/15

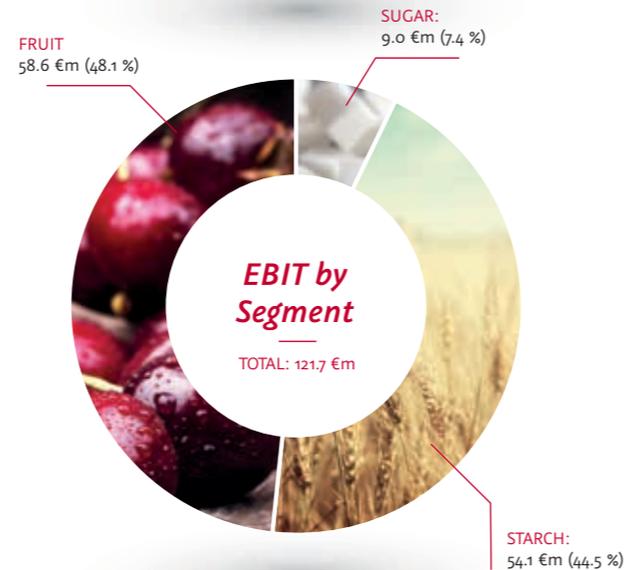
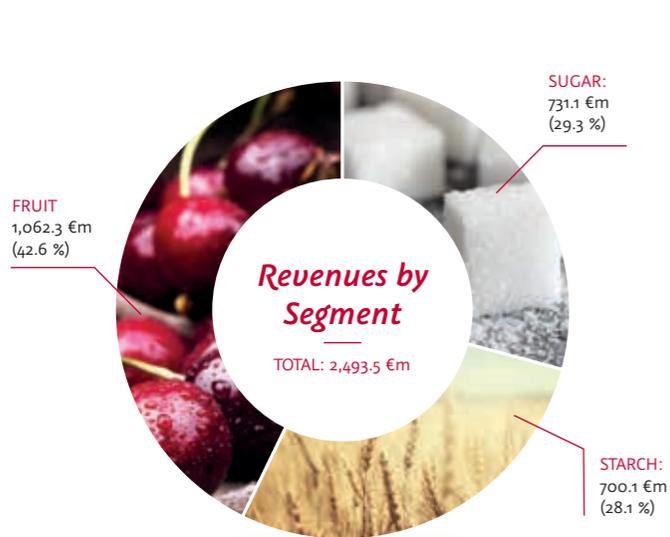


More information
can be found in
the online
annual report

CORPORATE KEY FINANCIALS IN €m

	2014/15	2013/14 ¹
Revenue	2,493.5	2,841.7
Operating profit after exceptional items (EBIT)	121.7	166.9
Profit for the period	84.6	107.0
Purchases ²	91.2	130.0
Staff count ³	8,708	8,505
Dividend per share (in €)	3.60 ⁴	3.60

¹ The prior-year data have been restated under IAS 8
² Of property, plant and equipment and intangibles, excluding goodwill.
³ The staff count represents the average number of employees for the financial year.
⁴ Based on the dividend proposal to the Annual General Meeting on 3 July 2015



KEY FINANCIALS

AGRANA CONTACTS

AGRANA BETEILIGUNGS-AG

A-1020 Vienna, F.-W.-Raiffeisen-Platz 1
 Phone: +43-1-211 37-0, Fax: -12998
 E-Mail: info.ab@agrana.com
www.agrana.com

Can we help you with more information
on our company or similar matters?
Please contact us at:

CORPORATE COMMUNICATIONS/ PUBLIC RELATIONS

Markus Simak
 Phone: +43-1-211 37-12084, Fax: -12926
 E-Mail: info.ab@agrana.com

AGRANA SUBSIDIARIES

AGRANA ZUCKER GMBH

Headquarters: A-1020 Vienna, F.-W.-Raiffeisen-Platz 1
 Phone: +43-1-211 37-0, Fax: -12998
 Administration: A-3430 Tulln, J.-Reither-Straße 21-23
 Phone: +43-2272-602-0, Fax: -11225
 E-Mail: info.zucker@agrana.com

AGRANA STÄRKE GMBH

Headquarters: A-1020 Vienna, F.-W.-Raiffeisen-Platz 1
 Phone: +43-1-211 37-0, Fax: -12998
 Administration: A-3950 Gmünd, Conrathstraße 7
 Phone: +43-2852-503-0, Fax: -19420
 E-Mail: info.staerke@agrana.com

AGRANA J&F HOLDING GMBH

A-1020 Vienna, F.-W.-Raiffeisen-Platz 1
 Phone: +43-1-211 37-0, Fax: -12998
 E-Mail: info.juice-fruit@agrana.com

AGRANA RESEARCH & INNOVATION CENTER GMBH

A-3430 Tulln, Josef-Reither-Straße 21-23
 Phone: +43-2272-602-11403
 E-Mail: info-ric@agrana.com
www.agrana-research.com

IMPRINT:

Imprint, Owner, editor and publisher: AGRANA Beteiligungs-AG, A-1020 Vienna, Friedrich-Wilhelm-Raiffeisen-Platz 1, Corporate Communications, Markus Simak, Phone: +43-1-211 37-12084, Fax: -12926, E-Mail: info.ab@agrana.com **Design:** TINA GRAFIK STUDIO **Photos:** AGRANA, Manfred Burger, Martina Draper, Shutterstock, iStock, Fotolia **Printing:** Druckerei Odysseus. Produced in accordance with Austrian directive UZ 24 for low-pollution printing products. Printed in accordance with the printing products directive of the Austrian ecolabel, "Das Österreichische Umweltzeichen". Druckerei Odysseus, UW No. 830 *This image brochure is available in both German and English.*

CONTACTS & IMPRINT