



THE NATURAL UPGRADE

Corporate Presentation

AGRANA Beteiligungs-AG

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About us

AGRANA-Facts

- We refine agricultural raw materials into a variety of industrial products for the processing industry
- We supply local producers and large international corporations, especially in the food processing industry
- In the sugar segment, we are also represented on the end consumer market with the “Wiener Zucker” brand family



9.000
employees



50



€ 3.5 billion
revenue



WORLD MARKET LEADER in the
production of fruit preparations



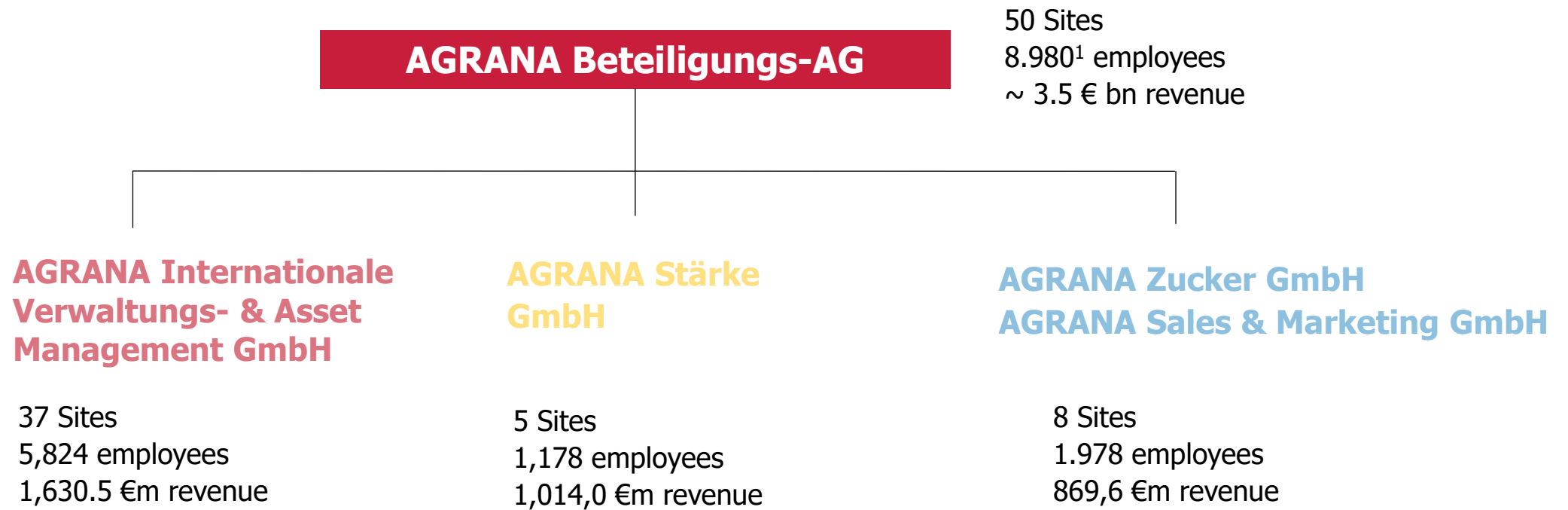
Major manufacturer
of CUSTOMER-SPECIFIC starch
products



LEADING sugar producer in Central,
Eastern & South-Eastern Europe



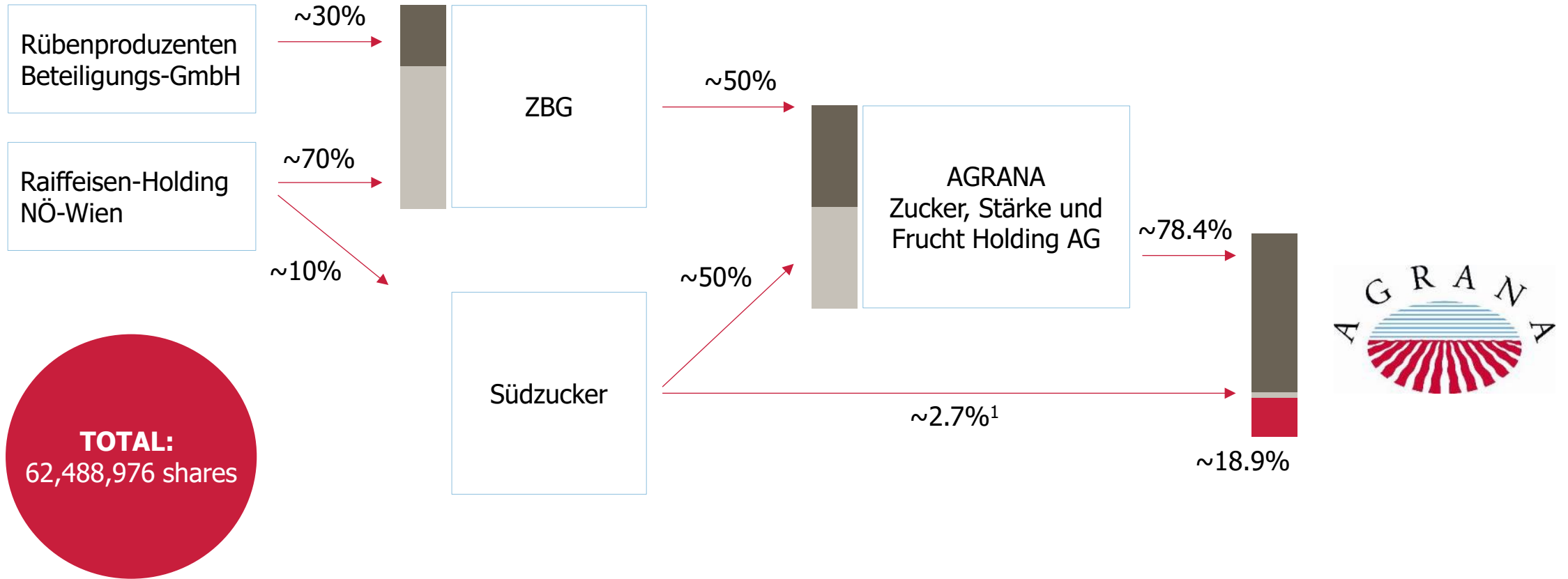
Group Structure



¹ Average number of employees 2024|25 (FTEs – Full-time equivalents)



Shareholder Structure



¹ held directly by Südzucker



AGRANA-Board of Directors

CEO

Stephan Büttner



- Strategy & Transformation incl. M&A and Market Intelligence
- Finance
- Commercial Excellence
- Information Technology
- Corporate Communications & General Secretariat
- Human Resources
- Business Development
- Compliance & Corp. Governance
- Legal
- Investor Relations

COO

Franz Ennser



- Operational Excellence, OHS & CapEx
- Purchasing, Logistics & Supply Chain Management
- Agricultural Raw Materials
- Sustainability
- Research & Development
- Quality Management & Regulatory Affairs

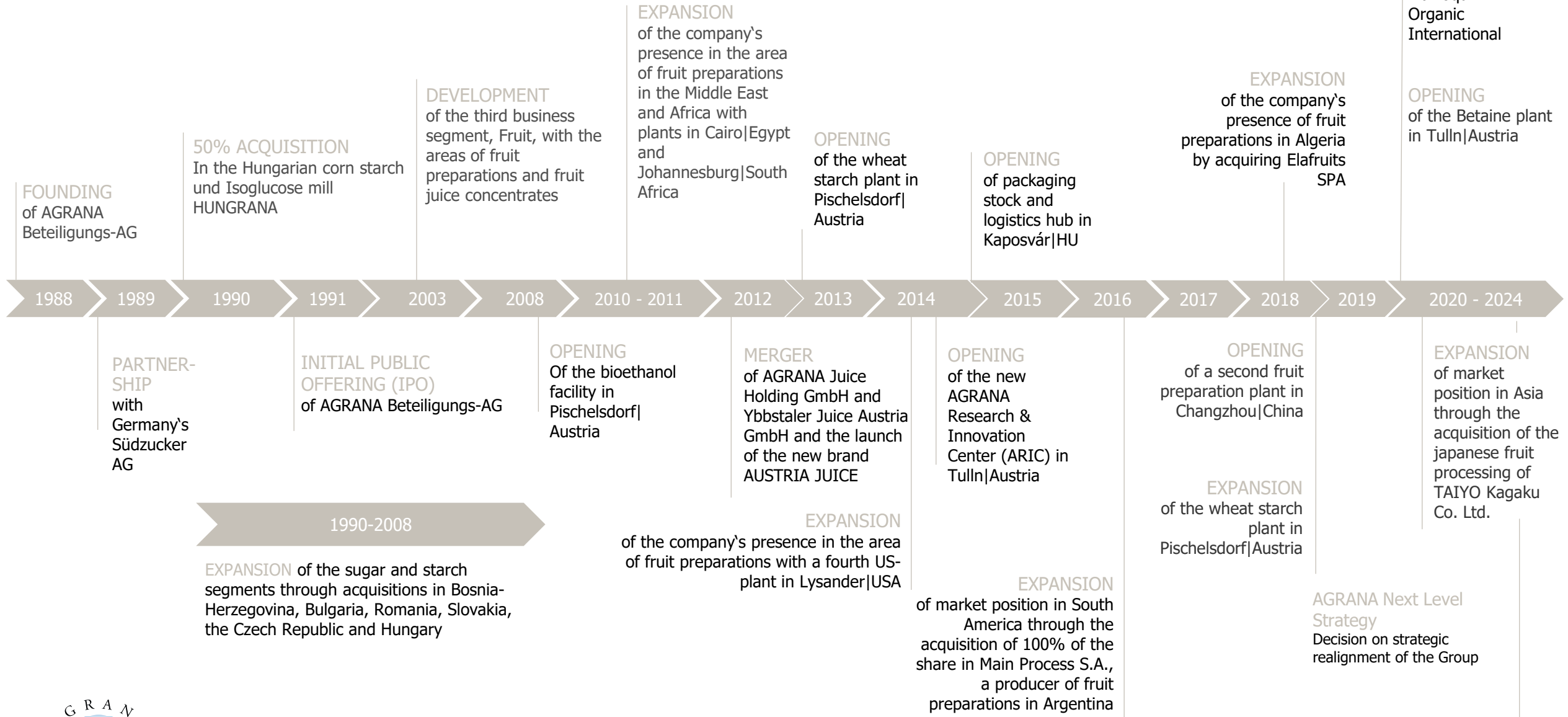
CAO

Stephan Meeder



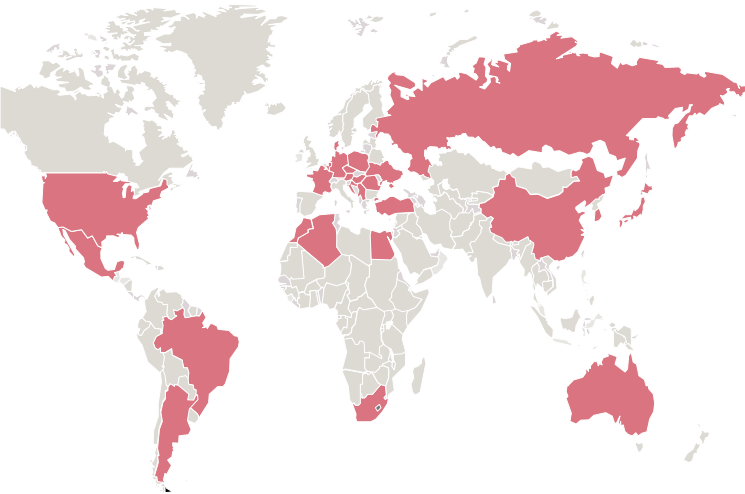
- Internal Auditing

Our History



50 Production sites worldwide

24 fruit preparation plants and
13 fruit concentrate plants



■ Countries with production sites

5 starch plants
(incl. 2 bioethanol plants)



■ Countries with production sites

📍 Starch plants

📍 Bioethanol plants

5 sugar beet plants
2 raw sugar refineries &
1 Instantina plant



■ Countries with plants

📍 Beet sugar plants

📍 Raw sugar refinery

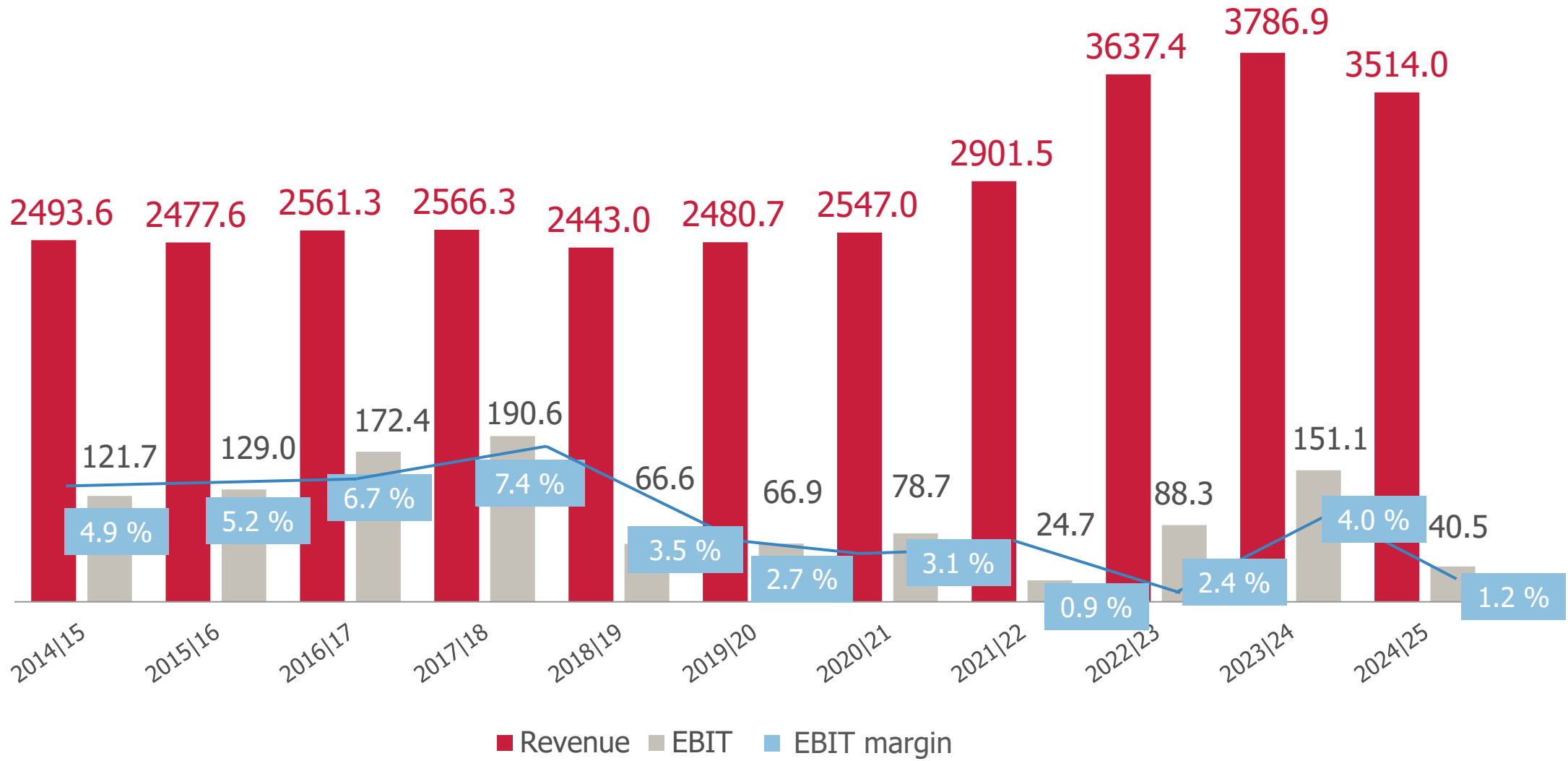
○ Distribution centre

* Also with refining activities



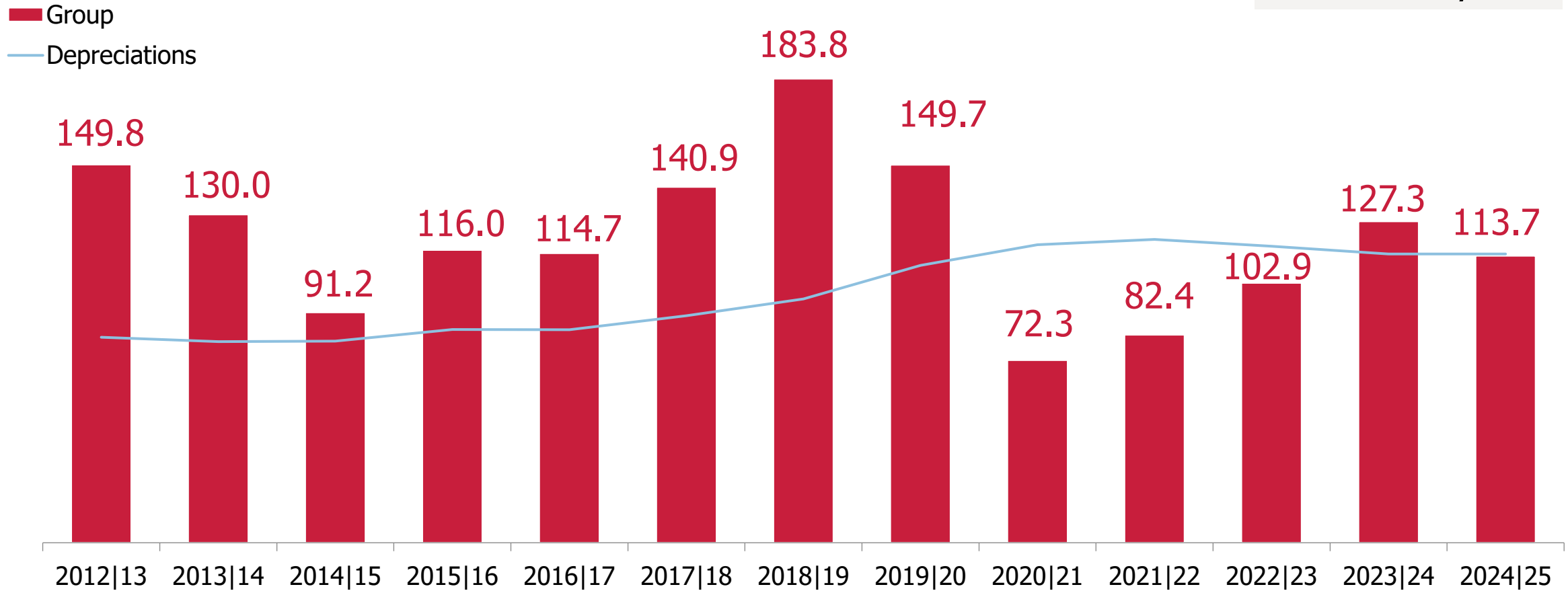
Revenue-, Ebit and Margin Development

m€

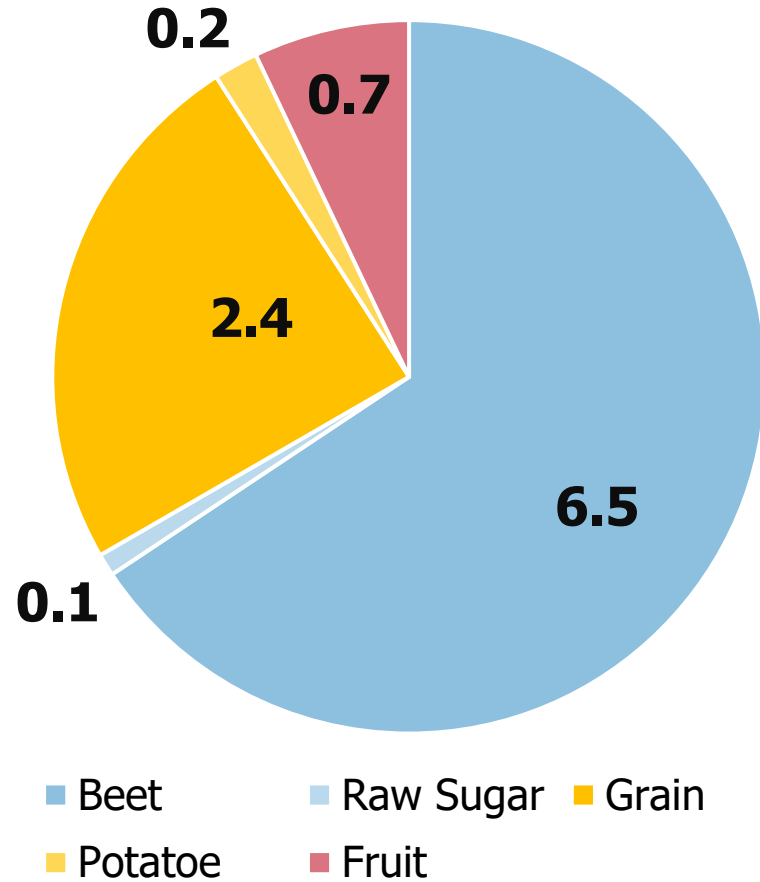


Capex Evolution

€ 1.6 billion
Investments in
the last 13 years



Raw materials processing: 10 million tonnes per year





The new Corporate Strategy

**NEXT
LEVEL**

Current trends with high relevance for AGRANA

Ecological factors



Climate change

Strategies for ensuring competitive agricultural **raw materials**

Energy transition/ green materials

Transition to **green energy** and materials that require **bio-based raw materials**

Sustainability regulations

Measures to reduce **greenhouse gas emissions**

Social & political changes



Geopolitical shifts

Adaptation of the strategy to the **geopolitical situation** (e.g. RUS, UKR, CN)

Health & fitness food

The **health and fitness trend** is set to expand the product portfolio in the **value-added sector**

Competition/ economic change



Digitisation

Increased process efficiency through **digital tools**

Value chains

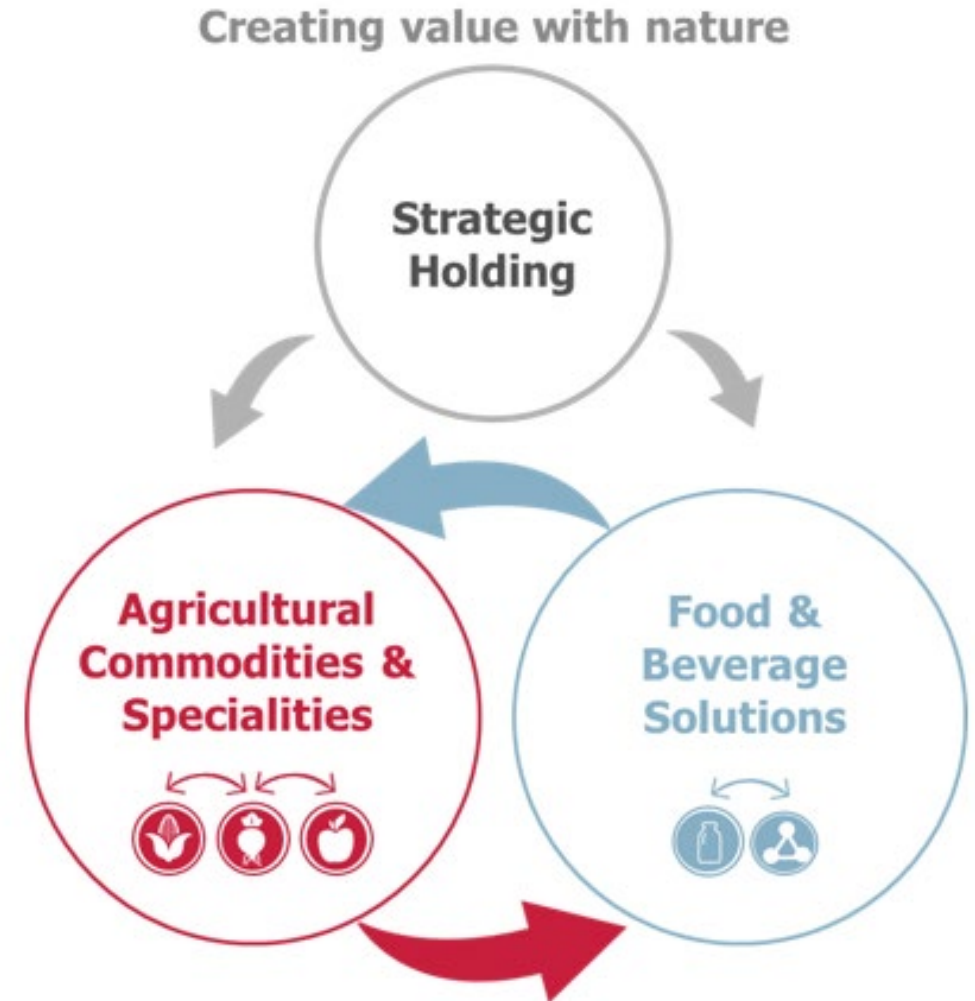
Partnerships and M&A along the value chain for process optimisation and market penetration

Commodity competition

Strategic partnerships (suppliers, peers, customers) to strengthen AGRANA's position

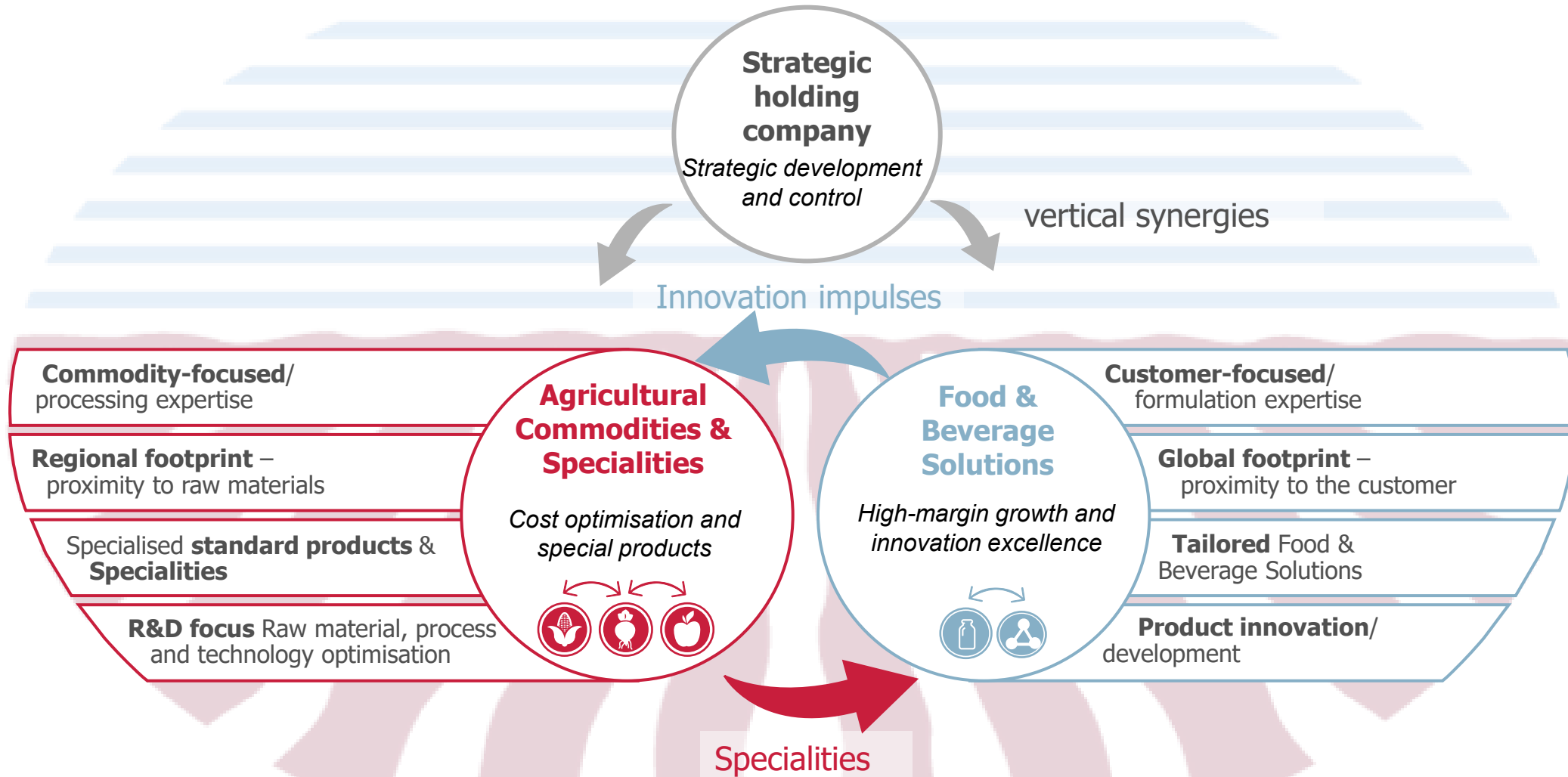
Objectives of AGRANA NEXT LEVEL

- **Increase efficiency and reduce costs**
- **Harmonization of structures and leveraging of synergies**
- **Sustainability:**
 - Net zero emissions by 2040 (Scope 1+2) and 2050 (Scope 3).
 - Investment of over 600 million euros in sustainable technologies



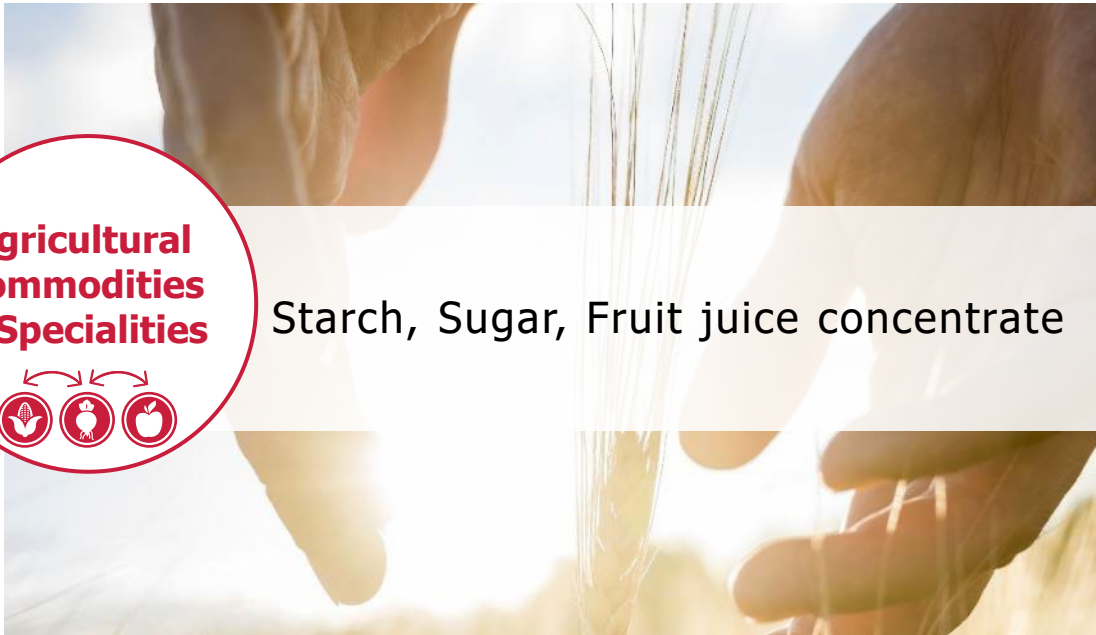
AGRANA – NEXT LEVEL

Creating value with nature



Two business units

Transformation from a strict divisional structure to a functional, permeable model with two main business units



RESULT → **synergy potential** through interaction between the business units to improve our market position and customer benefits

The new "NEXT LEVEL" strategy

Business Unit 1: "Agricultural Commodities & Specialities"

Asset: Regional footprint with proximity to raw materials and expertise in commodities management

Focus on raw material, process and technology optimisation

Leveraging of synergies between sugar and starch:

- Technology transfer, e.g. low-emission energy systems
- Increased efficiency in administrative functions (finance, human resources, procurement)
- Standardisation of IT infrastructure, integrated business processes, more professional data management and analysis
- Closer cooperation in sales and marketing -> optimal customer care to improve customer benefit and market position



The new "NEXT LEVEL" strategy

Business Unit 2: "Food & Beverage Solutions"

Asset: Global footprint

Strong customer focus and innovative strength

- Development of customized, value-added products
- Co-creative development of customized solutions
- Higher degree of innovation -> products with higher margins and better opportunities for differentiation in global markets

Key customer segments:

- Ice Cream
- Food Service
- Flavours





Our products

We all consume AGRANA (products)

At the beginning there is always agriculture...



AGRANA refines agricultural raw materials...

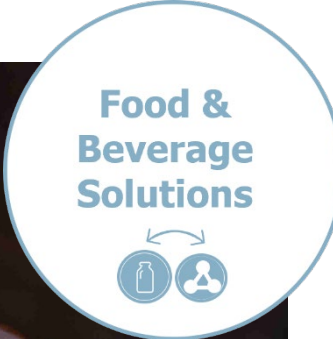


We all consume AGRANA every day...



Products and Formulations

- ... for the dairy, food service, ice cream, bakery and beverage industries.
- High-quality fruit flavour, brown flavour & spicy preparations, flavourings, syrups, sauces. The raw materials are sourced from around the world and processed while frozen and refined in a liquid or solid form for the global food industry.



Fruit preparation - what is it?

FRUIT



... most important component of fruit preparations

- frozen or aseptic
- fruit pulp, pulp, purees
- fruit concentrates

SUGAR



...provides sweetness and supports taste and shelf life

- granulated sugar
- liquid sugar (syrups)
- other sweeteners
- thickeners ensure a good mouthfeel

=

FRUIT PREPARATION



optional use of flavorings and colorants → gives a fruitier taste and a more intense color

Foodservice – what is it?

The term “**food service**” or “**out of home**” refers to the preparation, handling, packaging and distribution of food and beverages as well as related services for out-of-home consumption. This involves different types of operators, such as **restaurants, cafés, bars, canteens or catering companies.**

Our food service portfolio covers a wide range – from beverages and ice cream to baked goods and dip sauces. It includes everything from fruity to classic “brown flavour” preparations such as caramel and chocolate, as well as various inclusions. **Our products are used in a variety of applications: in sundaes, hot and cold beverages, and as sweet or savory fillings for baked goods.**



Fruit Juice Concentrate¹

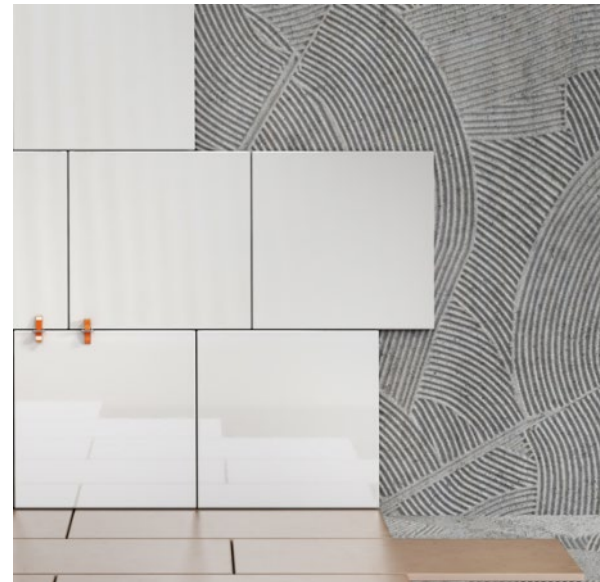
- ...from fruits such as apples, strawberries, raspberries and elderberries.
- In addition to fruit juice concentrates, they are also used to produce beverage bases, fruit wines, flavours, NFC juices and fruit sweeteners.

¹ operated by AUSTRIA JUICE GmbH



Starch Products

- ...of many different, highly refined starch products made from maize, potatoes and wheat
- Supply of organic and GMO-free starch and specialty starch products to the...
 - Food industry
 - Plastics industry
 - Paper and paper processing industry
 - Textile industry
 - Construction chemicals industry
 - Pharmaceutical and cosmetics industry
 - Feed and fertilizer manufacturers
- Production of bioethanol



Sugar Products



- ...of sugar as a pure natural product without additives from sugar beet
- ...of crystalline betaine for the food, animal feed and cosmetics sectors
- ...of by-products from sugar production such as animal feed and fertilizers

Our regional brand products



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 Zahar” in Romania, “Zahira” in Bulgaria and “AGRAGOLD” in Bosnia-Herzegovina.



CZ



SK



RO



HU



BG



AT





Research & Innovation

AGRANA Research & Innovation Center

The central research and development center of the AGRANA Group encompasses the following measures:

- Consolidation of all R&D activities at the ARIC in Tulln (Austria)
- Leveraging synergies across interdisciplinary research areas
- Strengthening collaboration with external research institutions

Our objective is to secure and shape the company's long-term success through product innovations and advancements in process and production technologies.



AGRANA Research & Innovation Center

- **Services:**

Active as an international research and development service provider in the fields of agronomy, sugar technology, food technology, starch technology, microbiology, biotechnology and fruit.

- **Consulting:**

- Support with agricultural issues such as variety testing, as well as training to maintain advisory expertise
- Product development for the food and non-food industries
- Application tests for clients from the food and technical sectors

- **Production processes:**

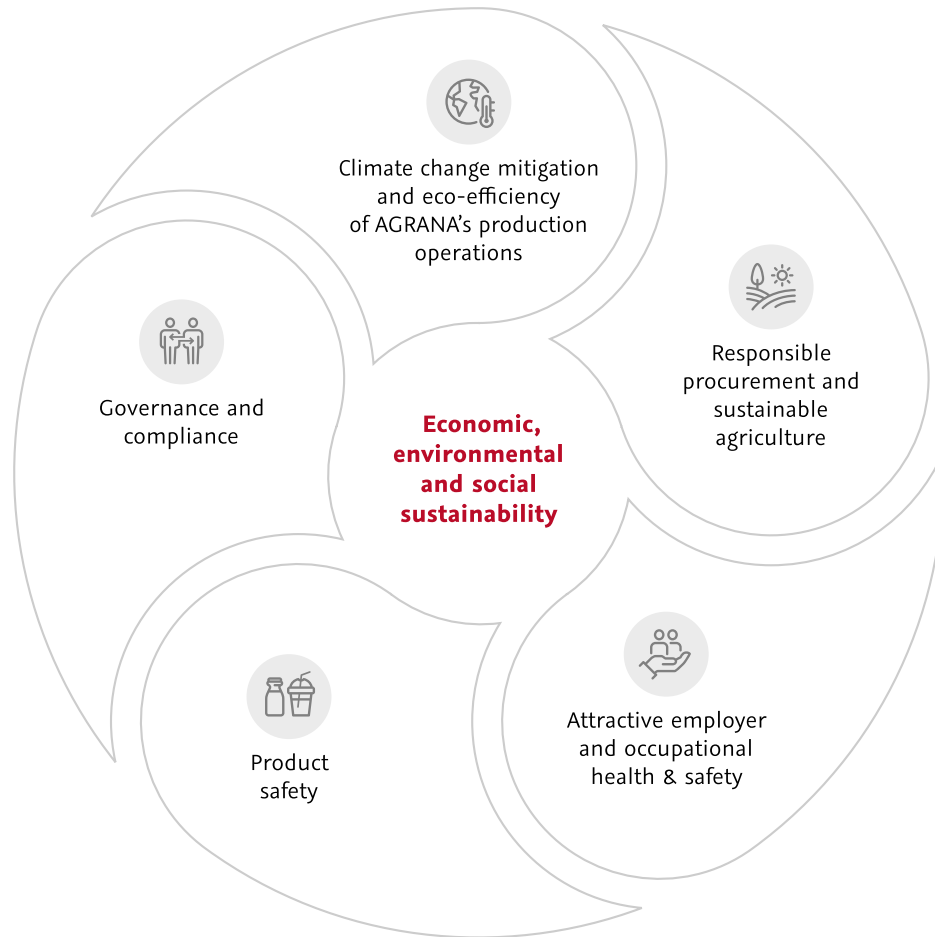
- Improving existing production processes for the processing and modification of sustainable resources
- Testing and developing new or alternative production processes for the processing and modification of sustainable resources





Sustainability

Sustainability at AGRANA – core action areas








Sustainability is important to AGRANA, which is why sustainability aspects were integrated into the Group strategy in order to harmonise ecological, economic and social goals

The focus of our activities lies in the following areas:

- Emission reduction & energy efficiency,
- Full utilization of raw materials and sustainable agriculture,
- Labour and product safety,
- Gender equality,
- Human Rights and value-oriented corporate governance




Sustainability targets of the AGRANA Group

Climate change mitigation and resource efficiency

Areas of action	Targets and KPI	FY 2024 25
 Reduction of GHG emissions SBTi-verified climate targets	50% absolute reduction of Scope 1 and 2 GHG emissions by 2030 and net-zero emissions by 2040	In progress
	Approx. 30 % reduction of Scope 3 emissions by 2030 and net-zero-emissions by 2050	In progress
 Sustainable sourcing of raw materials 	Fruit juice concentrate business: 100% sustainable sourcing by 2030 31 as defined under the Sustainable Juice Covenant	42 %
	Fruit preparations business: 26% of processed raw material volume to be FSA- or equivalent-validated by 2026 27	26 %
	Starch and sugar segments: Maintain the 100% FSA or equivalent coverage rate for contract farmers	100 %
	Development of awareness-raising measures for regenerative agriculture by the end of 2026 27	New target
 Responsible use of water	Reduction of relative water consumption by 2% by 2030, and reduction of absolute water withdrawal in areas with water scarcity risks by 1% by 2030	New targets
 Optimisation of waste recovery	90 % waste recovery rate (excluding construction waste) by 2026 27	New target

Sustainability targets of the AGRANA Group

Social | Governance

	Areas of action	Targets and KPI	FY 2024 25
	Workplace safety	Reduction of lost time injury rate (LTIR) to 5,00 by 2026 27	5,6
	Gender equality	30% share of women in management positions by 2030	28,4 %
	Governance	Code of Conduct communication campaign for blue-collar workers, with a rollout to more than 80% of AGRANA companies by the end of 2026 27	New target

First-time sustainability reporting in accordance with the **European Sustainability Reporting Standards** (ESRS) for the 2024|25 financial year

Conducting a **double materiality assessment** to identify **impacts, risks and opportunities** across the entire value chain

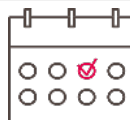
AGRANA – climate targets | SBTi targets

NEAR-
TERM
2030

SCOPE 1

SCOPE 2

SCOPE 3



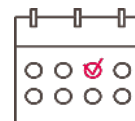
2030 (from basis year 2019|20)

50% abs. reduction of
GHG-emissions

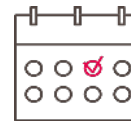
30% abs. reduction
of GHG-emissions

Science Based Targets validated in September 2023

LONG-TERM
TARGET-
not yet submitted



Net-zero emissions
by 2040

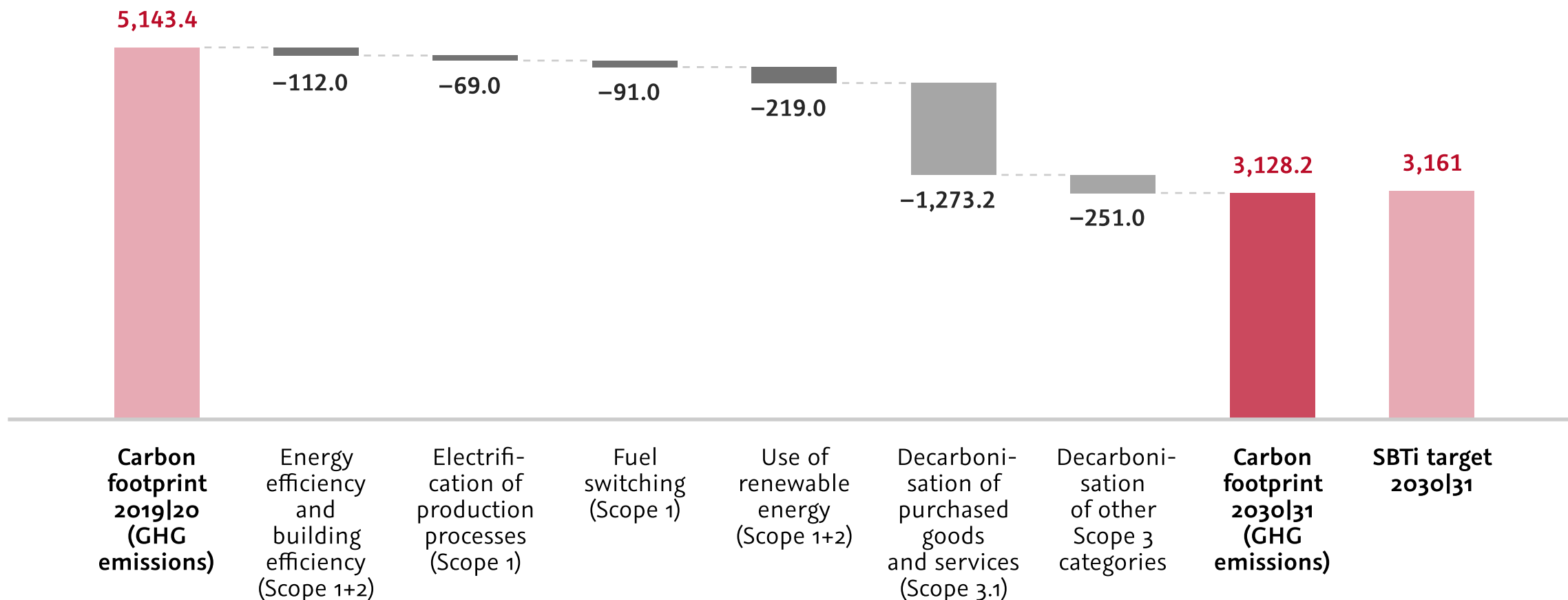


Net-zero emissions
by 2050 at the latest

Climate pathway of the AGRANA Group

Climate pathway of the AGRANA Group

to achieving the near-term target for 2030|31 (Scope 1, 2, and 3), analysed by decarbonisation levers; in thousand tonnes of CO₂e



Sustainable Agriculture Initiative Platform



- The SAI platform, of which AGRANA has been a member since 2014, is a **global food industry initiative for sustainable agriculture**.
- SAI Platform develops principles and practices of sustainable agriculture and offers 2 key tools to document sustainable environmental and social criteria in agricultural supply chains:
 - **Farm Sustainability Assessment (FSA)** rates with gold, silver, bronze, not-yet-bronze status depending on criteria fulfillment
 - **Benchmarking tool** for international certification standards & national legislation
- SAI takes an integrative approach and considers all valuable initiatives and concepts that contribute to sustainable agriculture, including elements of integrated and organic farming.
- The aim is to develop sustainable agriculture for the most common agricultural products through a continuous improvement process that enables easier and more flexible adoption by farmers.



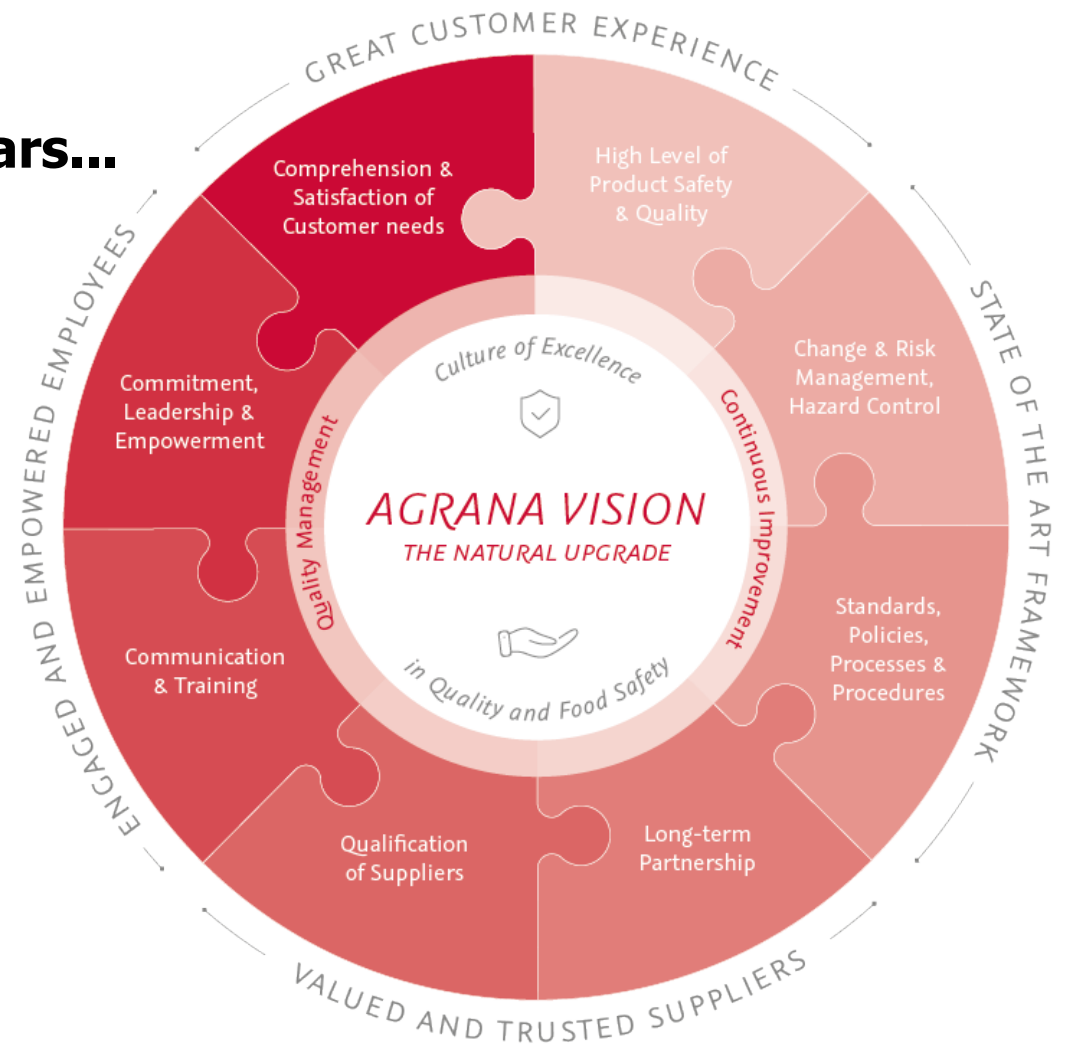
Quality @ AGRANA

We build our understanding of quality on four pillars...

- Great customer experience
- State of the art framework conditions
- Respected and trusted suppliers
- Dedicated and empowered employees

Quality management systems throughout our company follow established standards such as **ISO 9001** and **GFSI-recognized** standards, in particular **FSSC 22000**.

We strive to achieve continuous improvement in the quality of products and processes at all levels throughout the Group.



Further links

- **Annual Report:** [Annual Report 2024|25 | AGRANA Reports](#)
- **AGRANA in Everyday Life:** <https://youtu.be/keuCYv9sv8c?si=dfJIFK0UQJMU7Rf9>
- **About AGRANA Sugar:** https://youtu.be/3huJmtm5geY?si=aCt_zqApk0AgKVtd



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Theresa Schrems, Shutterstock - Concept & Design: Gradhammer



THE NATURAL UPGRADE

Quantitative definitions of selected common modifying words used:

„Modifier“	Visualisation	Numerical rate of change
Steady	→	0% up to 1%, or 0% to -1%
Slight(ly)	↗ or ↘	More than 1% and up to 5%, or less than -1% and not less than -5%
Moderate(ly)	↑ or ↓	More than 5% and up to 10%, or less than -5% and not less than -10%
Significant(ly)	↑↑ or ↓↓	More than 10% and up to 50%, or less than -10% and not less than -50%
Very significant(ly)	↑↑↑ or ↓↓↓	More than 50%, or less than -50%