

NEXT LEVEL

Capital Markets Day

Day 1 | 16 January 2025 | Vienna



AGRANA Key Figures:
www.agrana.com/en/ir/key-figures-agrana-group/key-figures



THE NATURAL UPGRADE

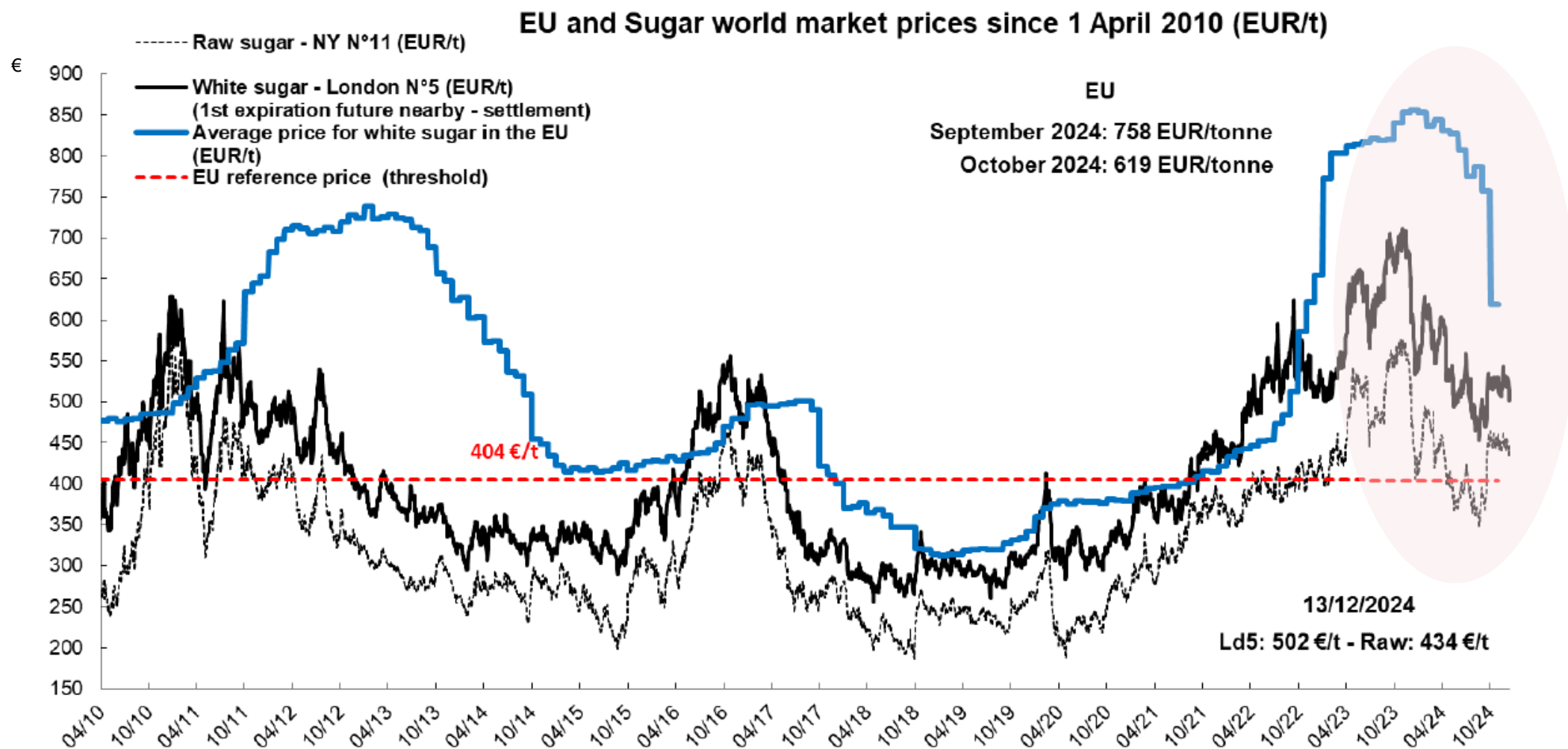
Q1-3 2024 | 25

Highlights and Financials

Overview - Highlights

- Nine months into the financial year, **business performance remains less than satisfactory**
- **As predicted, EBIT in the third quarter** of 2024|25 was **very significantly below the year-earlier value**, and even slightly negative
- Economic activity in Europe is sluggish and **Austria and Germany** are **in recession**
- **Volatility** on the commodity and energy purchasing side **continues to be high**
- All in all, a persistently **very challenging environment** for the **whole organisation**
- An important **positive** is that the **Fruit segment**, despite the difficult economic setting, **delivered a solid performance** in the first three quarters
- **Sugar segment** faces **biggest challenges** in the Group

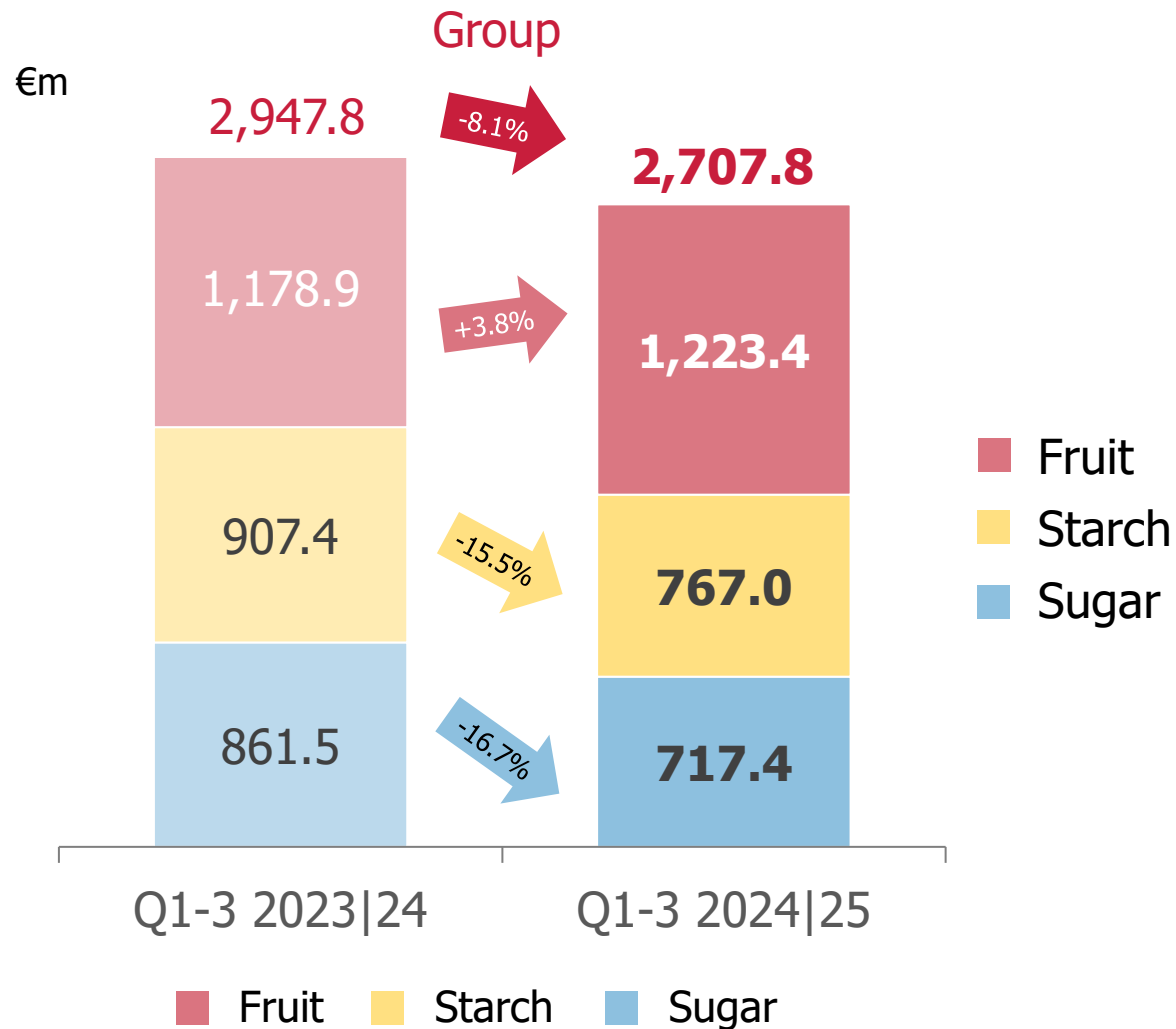
EU vs sugar world market prices



Source: Sugar Market situation; European Commission, published on 19 December 2024



Revenue by segment



Fruit segment:

- **Fruit preparations revenue rose** for volume reasons; **increase in fruit juice concentrate revenue** driven both by volume and prices

Starch segment:

- Owing to the decline in raw material and energy prices, **market prices for the segment's products decreased noticeably** yoy
- Ethanol sales prices, for instance, dropped by about 19% amid a substantial fall in Platts prices

Sugar segment:

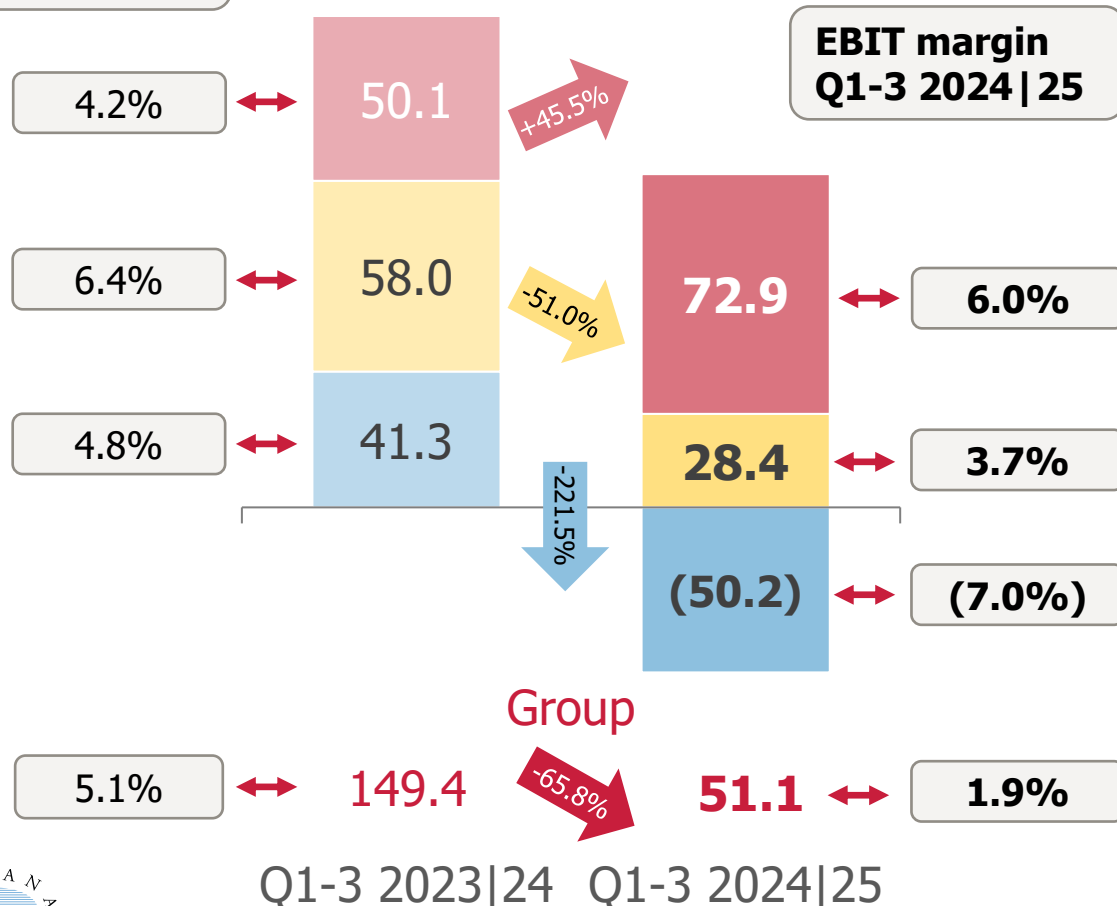
- **Negative effect of lower sugar sales prices** could not be made up for by slightly higher sales volumes
- Trajectory of the EU sugar market was most recently driven by **1)** higher European stocks of the commodity, **2)** the expectation of increased EU sugar production in the 2024|25 campaign, and **3)** declining world market prices

EBIT by segment

€m ■ Fruit ■ Starch ■ Sugar

EBIT margin
Q1-3 2023|24

EBIT margin
Q1-3 2024|25



Fruit segment:

- **Fruit preparations:** EBIT was **very significantly above the year-ago level**; improvement was attributable partly to a positive business performance and partly to a base effect, as EBIT in Q3 p/y had been negatively impacted by a non-cash impairment charge of about € 16 m on assets in Asia
- **Fruit juice concentrates:** operations **also achieved good EBIT**, although not matching the very strong p/y result

Starch segment:

- Key reason for this was the margin decline in starch products driven by **significantly lower sales prices for core and by-products**
- As a result of reduced raw material and energy prices, the ethanol business improved its EBIT despite selling at lower prices
- HUNGRANA Group was a positive contributor to segment EBIT again
- In Q3, the **shutdown of the plant in** Pischelsdorf, Austria, for several weeks due to flooding had an adverse impact on the segment's operating profitability

Sugar segment:

- Deficit of € 50.2m reflected especially the **significant fall in sugar sales prices** with the resellers channel
- **Lower sugar content** of the beet than in the previous year and **challenging beet quality grades** are leading to higher-than-expected production costs
- Net exceptional items expense includes the costs for the **shutdown of primary production at the site in Buzău, RO**

Outlook for 2024 | 25

EBIT 2024 | 25



Revenue 2024 | 25



- At **Group** level for the full 2024|25 financial year, AGRANA expects a **very significant reduction** in **EBIT**
 - Operating profit before exceptional items and results of equity-accounted joint ventures is expected to be in the range of € 55 million to € 75 million
- **Group revenue** is projected to show a **moderate decrease**

Forecast uncertainty and assumptions

The continuing war in Ukraine, underway since the beginning of the 2022|23 financial year, broadly led to an increase in the already high volatility in target and procurement markets, notably for raw materials and energy. The further evolution of the negative impacts from the duty-free access for agricultural imports from Ukraine – extended by the EU but now volume-capped – is still uncertain. Similarly, the effects of the war that broke out in the Middle East in October 2023 remain difficult to assess

Agenda

**NEXT
LEVEL**

1



Background

1. Current trends
2. Challenges
3. Current organisational structure
4. Strengths

2



The new "NEXT LEVEL" strategy

1. Approach to strategy development
2. New structure: AGRANA "NEXT LEVEL"
3. Target image of business models
4. Bundling of core competencies
5. Synergies

3



Conclusion

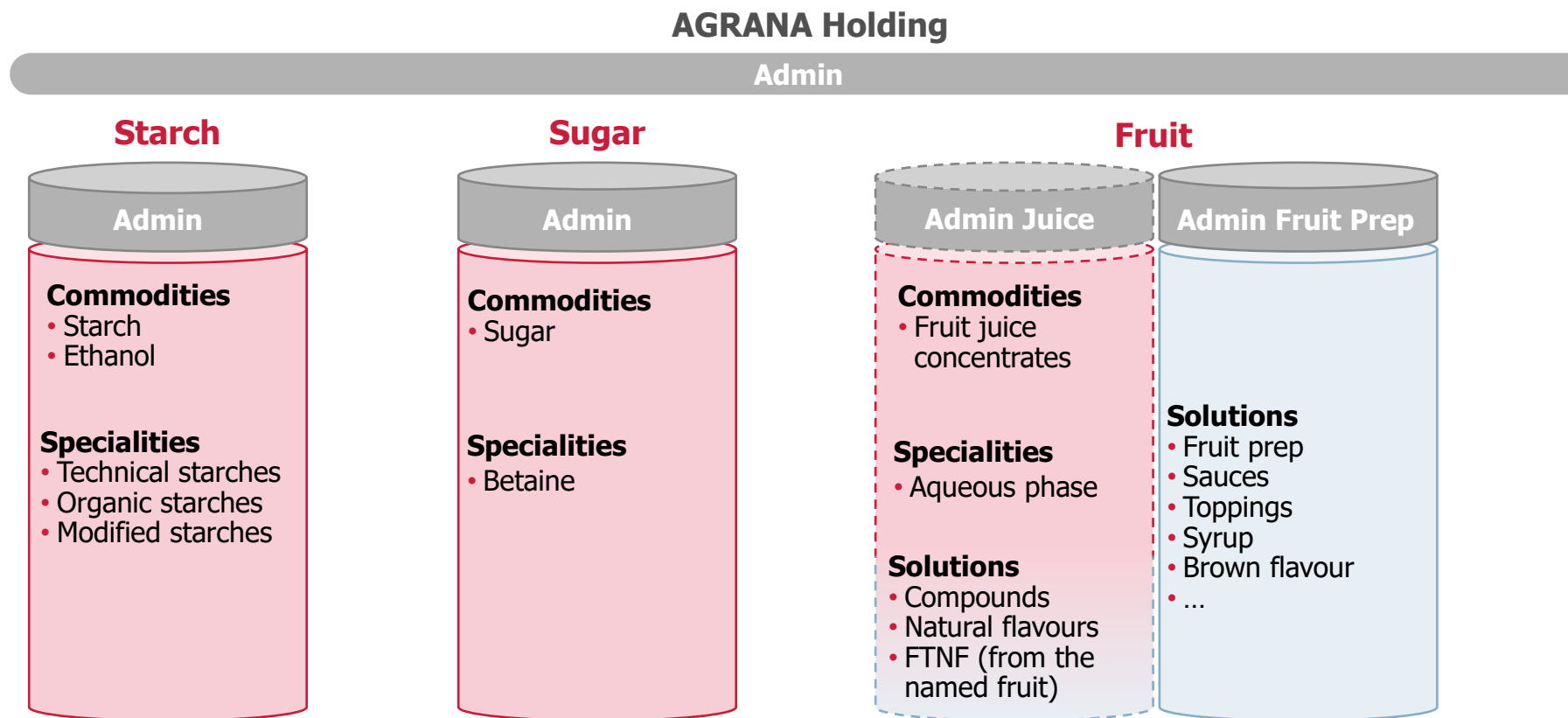
1. Focus on profitable growth
2. Priorities for implementation in the remaining FY 2024|25
3. Actions
4. Project organisation
5. Next steps

Challenges necessitate a new strategy



* Large part of the business (sugar, starch) additionally in a highly geopolitically influenced environment

AGRANA has three segments with own administration



- Each segment has its own **overhead functions**, which **drives up administrative costs**
- The divisional structure is **production-driven, not demand-driven**, which means that customer proximity is not optimally utilised
- The **three segments** exist as '**silos**', which **hinders mutual exchange**

AGRANA can build on a number of strengths

NEXT
LEVEL



Customer portfolio

Comprehensive, **global and regional customer portfolio** (~10,000 customers)



Access to raw materials

Access to high-quality and sustainable **raw materials** through links with **agriculture**



First transformation

Expertise in processing very **large quantities** of **raw materials**



Solution competence

Innovation and co-creation of value-added **solutions** in **18 application centres** worldwide



Footprint

Risk diversification through physical global **market presence** and different **value chain levels**

Agenda

**NEXT
LEVEL**

1



Background

1. Current trends
2. Challenges
3. Current organisational structure
4. Strengths

2



The new "NEXT LEVEL" strategy

1. Approach to strategy development
2. New structure: AGRANA "NEXT LEVEL"
3. Target image of business models
4. Bundling of core competencies
5. Synergies

3



Conclusion

1. Focus on profitable growth
2. Priorities for implementation in the remaining FY 2024|25
3. Actions
4. Project organisation
5. Next steps

Approach to strategy development



Developed by managers with involvement of external consultants

- **Co-creation:** Top managers and external expertise
- **Interviews:** More than 200 deep-dive interviews
- **Analyses:** cross-comparison and benchmark analyses

>200
deep-dive
interviews at
management level

~100
internal cross-
comparisons and
benchmark analyses

>325
specific measures
defined

€ 80 - 100
million
cost savings by the
end of 2027|28

Implementation to
START
this financial year

Objectives of AGRANA NEXT LEVEL

**NEXT
LEVEL**

- **Increase efficiency and reduce costs**
- **Harmonisation of structures and leveraging of synergies**
- **Working capital optimisation:**
 - Improvement in liquidity
 - Debt reduction to free up capital for future growth initiatives
- **Sustainability:**
 - Net zero emissions by 2040 (Scope 1+2) and 2050 (Scope 3).
 - Investment of over € 600 million in sustainable technologies

The changes affect both the holding company and the divisions



Organisational analysis across two horizons



OBJECTIVE: Reducing costs and improving collaboration

Horizon I project

AGRANA HOLDING

ADMIN



Cooperation



HORIZON I:

(Cooperation between holding company & divisions)

- Optimisation of costs within the holding company and in collaboration with the divisions

Horizon II project (starch & sugar)

Starch

ADMIN

Sugar

ADMIN



Synergies

Fruit

ADMIN JUICE

ADMIN FRUIT PREP

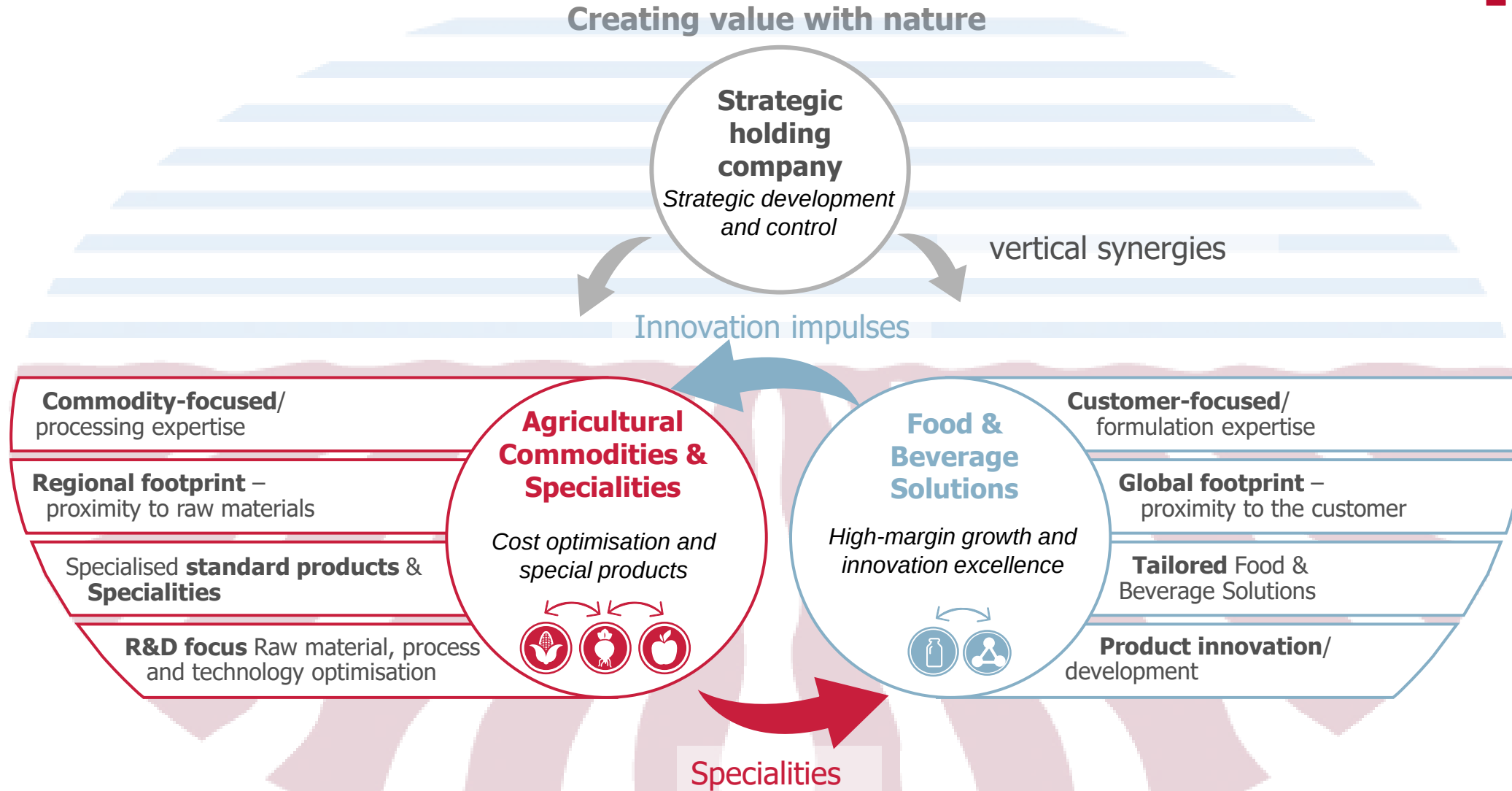
HORIZON II:

(Cooperation between holding company & divisions)

- Reduction of structural costs in all overhead functions
- Identification of complexity and cost drivers
- Checking for potential synergies

AGRANA – NEXT LEVEL

NEXT
LEVEL



Current holding company becomes strategic “light” holding company

Transition to a **streamlined, efficient “light” holding company**

- **Current challenges:** High administrative costs, lengthy decision-making processes and frequent duplications of effort
- **Objective:** Faster and more agile response to market changes

Change of responsibilities in the Board of Directors

- Switch from individual board members having **segment responsibility** to **board members having joint responsibility** for segments
- Reorganisation of reporting lines according to the **departmental principle**

- **Focus on value-adding key roles**
- **Bundling of operational services:** effective management through consolidation
- **Clear governance structures:** elimination of redundant processes
- **Clear areas of responsibility:** elimination of delays
- **The Board of Director’s focus:** focus on strategic management
- **Direct lines of control:** new lines for central departments (HR, IT, Finance, Purchasing) to accelerate decision-making processes

RESULT → reduction of complexity in all areas

Corporate Governance – already executed (1)



- A fundamental step in the transformation of the Group is the **conversion of the current holding structure** into a more streamlined and efficient strategic holding company
- A **change already made at Group level as of 12 November** is the **elimination of the previous individual responsibility** of Management Board **members for a specific business segment**
- Instead, members **now share joint responsibility for all segments**, and a pure functional reporting structure used
- With the new strategic holding company will come a clear delineation of responsibilities; ensures that the **Management Board can focus on strategic management**, while operational tasks are executed in the segments

Corporate Governance – already excuted (2)

New remits of the Management Board members are as follows:

- **Stephan Büttner, CEO:** Strategy & Transformation incl. Mergers & Acquisitions (new), Finance, Commercial Excellence (new), Information Technology, Corporate Communications incl. Corporate Secretariat, Human Resources, Business Development (new), Compliance & Corporate Governance, Legal, and Investor Relations
- **Norbert Harringer, CTO:** Operational Excellence incl. Occupational Safety and Investment (new), Purchasing/Logistics/Supply chain (new), Sustainability, Research & Development, Agricultural Raw Materials, and Quality Management
- **Stephan Meeder, CAO:** Internal Audit

Three segments for two business areas

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

**Agricultural
Commodities
& Specialities**



Starch, Sugar, Fruit juice concentrate

**Food &
Beverage
Solutions**



Fruit-, Brown Flavor- & spicy
preparations,
flavors, syrups, sauces

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

Business area 1: "Agricultural Commodities & Specialities"

NEXT
LEVEL

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, purchasing)
- 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



Business area 2: "Food & Beverage Solutions"

Asset: Global footprint

Strong customer focus and innovative strength

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

Key customer segments:

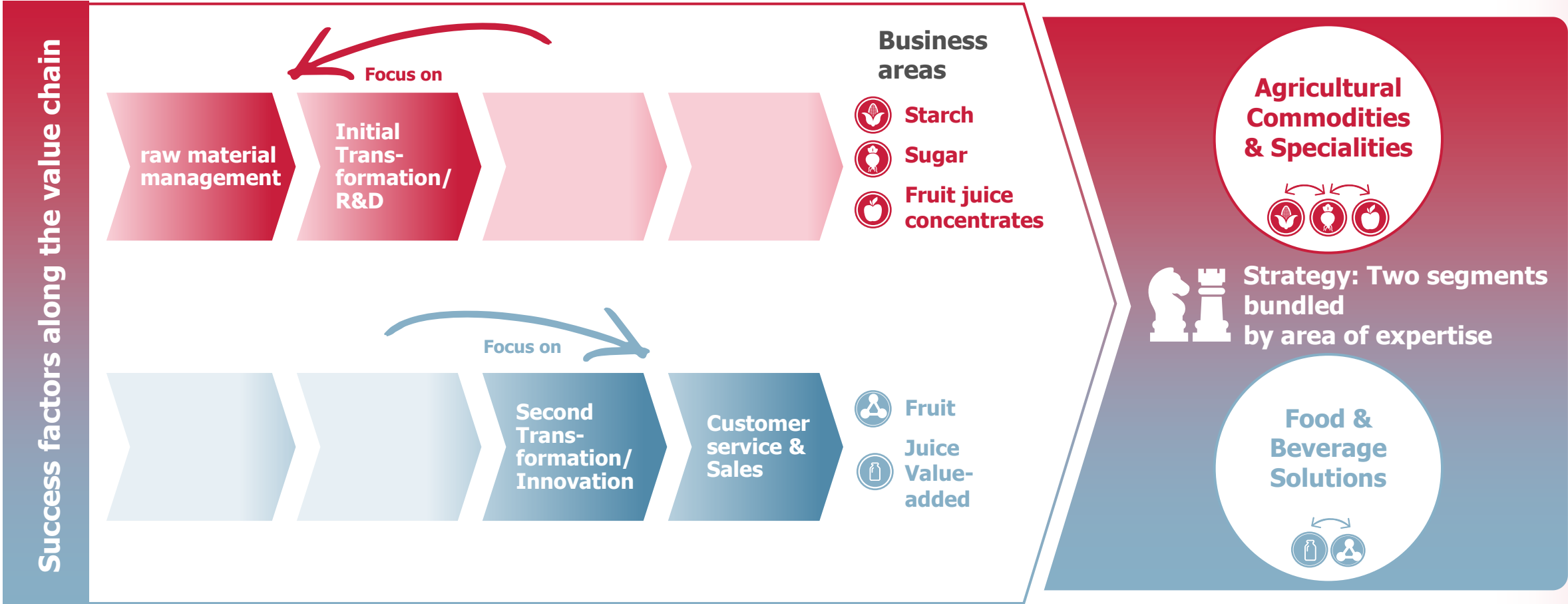
- Ice Cream
- Food Service
- Flavours

Intensified cooperation between AGRANA Fruit und AUSTRIA Juice, e.g. by using flavour expertise in the dairy sector.



Combining expertise to optimise cost synergies and utilise management and product-specific know-how

NEXT
LEVEL



Commodities division with core competencies in raw materials management and in the first transformation



Agricultural Commodities and Specialities Target Operating Model



Raw materials

- Potatoes
- Corn
- Wheat
- Sugar beet
- Apple and red fruit

Core competencies along the value chain

Raw materials management

- Strategic and operational sourcing
- Supply Chain Mgmt.

First transformation/ R&D

- Production excellence
- R&D expertise (process optimisation)
- Special products

Second transformation/ innovation

Sales and distribution

- Sales excellence (Product Push)
- Quality leadership and customer service

Products / Specialities

Commodity products: Starch, sugar and concentrates, and **specialities** developed from them: e.g. modified starches, betaine, aqueous phase

Specialities

- Specified products based on commodities
- Smaller quantities
- In-depth expertise
- Singular product
- Application-specific, not customer-specific
- Pricing power
- Share of segment sales <10%



Customer-centric solutions division with a focus on product development



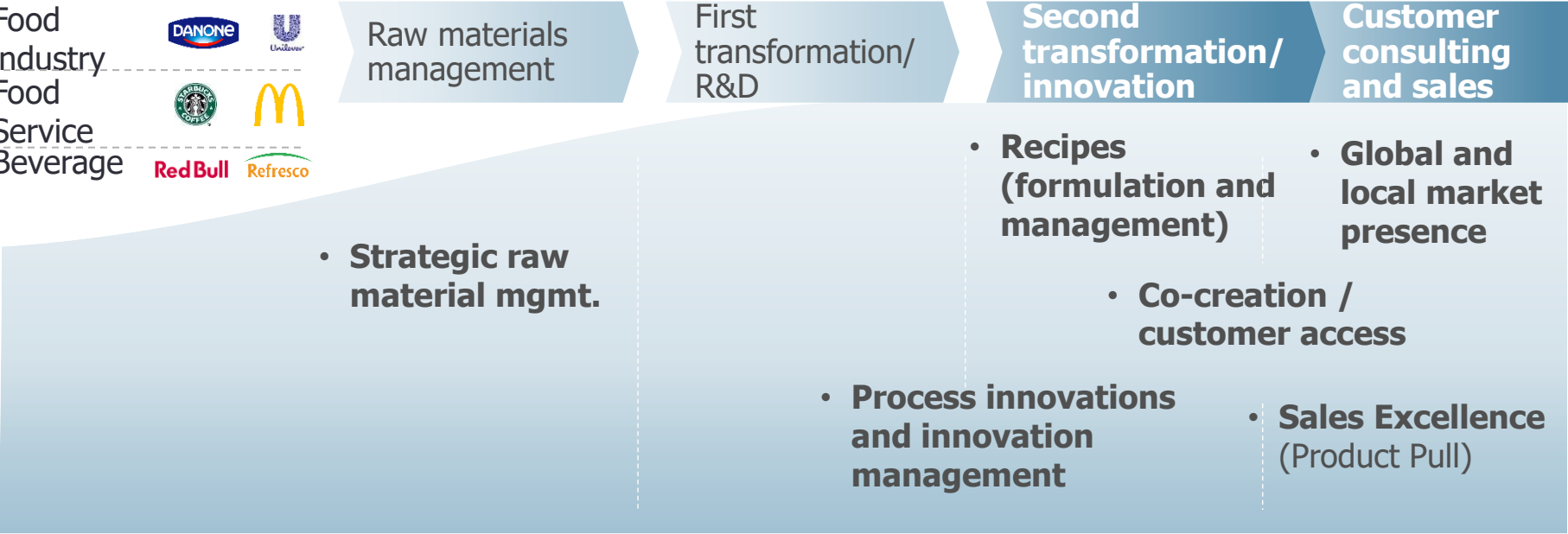
Food and beverage solutions target operating model



Customer groups

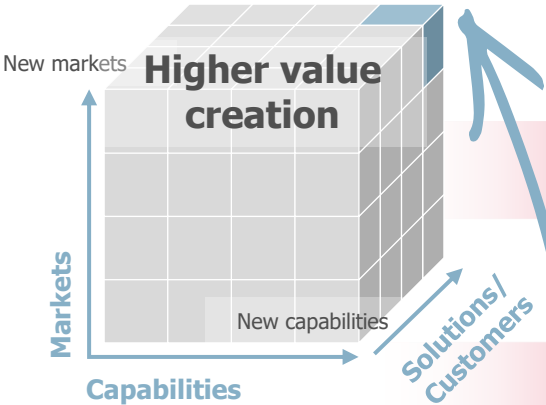
Food industry
Food Service
Beverage

Core competencies along the value chain

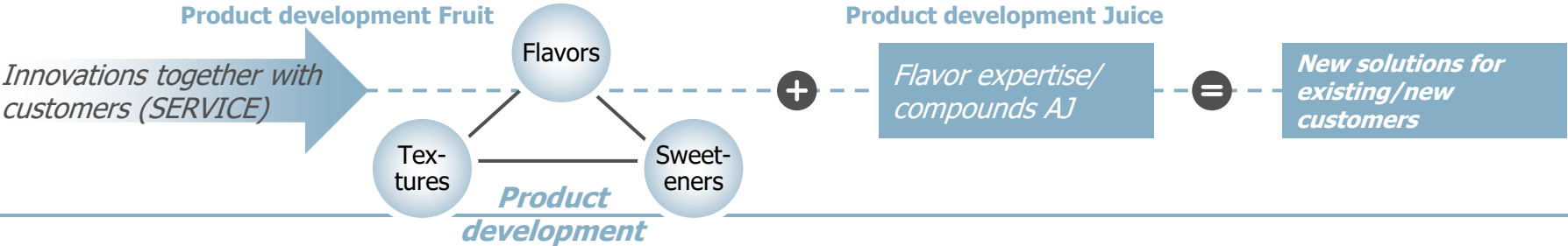


Solutions

Fruit prep (dairy/non-dairy), non-fruit-prep, juice compounds, natural and FTNF flavors, etc.



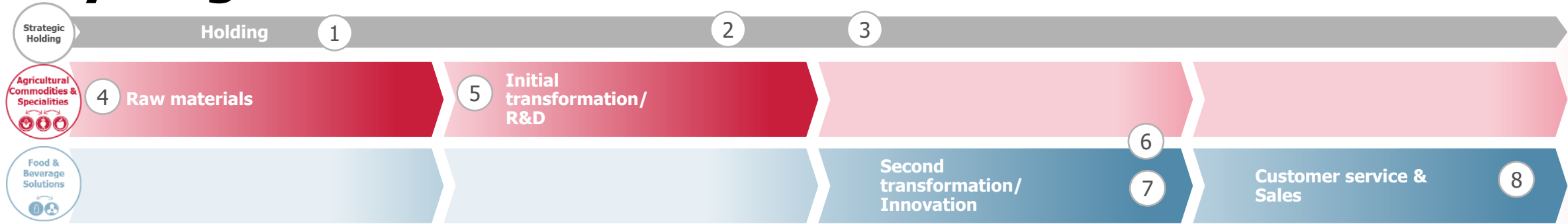
Dairy fruit preparation
Core market
Beyond Growth markets
Food Service | Ice Cream
Bakery | non-Dairy



The new “NEXT LEVEL” strategy

The strategic changes enable numerous synergies

NEXT
LEVEL



Synergy

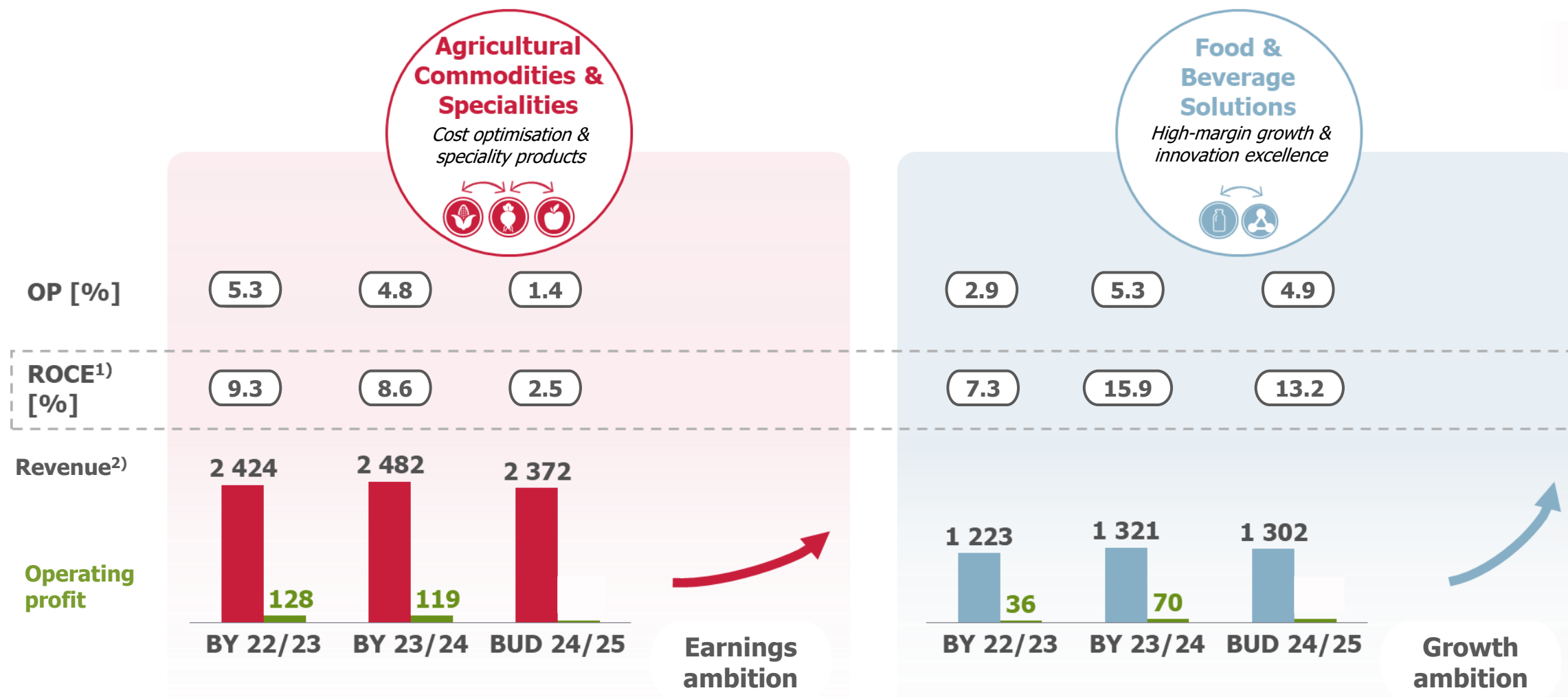
Effect

1	Optimisation of the organisational structure	Efficiency	—
2	Strategic investment portfolio management	Efficiency	
3	Bundling of strategic group functions	Efficiency	
4	Joint raw material management	Costs	—
5	Joint operational management	Costs	—
6	Product portfolio extension through innovations and specialities	Margins & turnover	—
7	Integration of new competencies into global application centres	Margins & turnover	—
8	Enhanced customer and market access	Margins & turnover	—



Key financial data for the two business areas and strategic growth ambitions

**NEXT
LEVEL**



Agenda

**NEXT
LEVEL**

1



Background

1. Current trends
2. Challenges
3. Current organisational structure
4. Strengths

2



The new "NEXT LEVEL" strategy

1. Approach to strategy development
2. New structure: AGRANA "NEXT LEVEL"
3. Target image of business models
4. Bundling of core competencies
5. Synergies

3

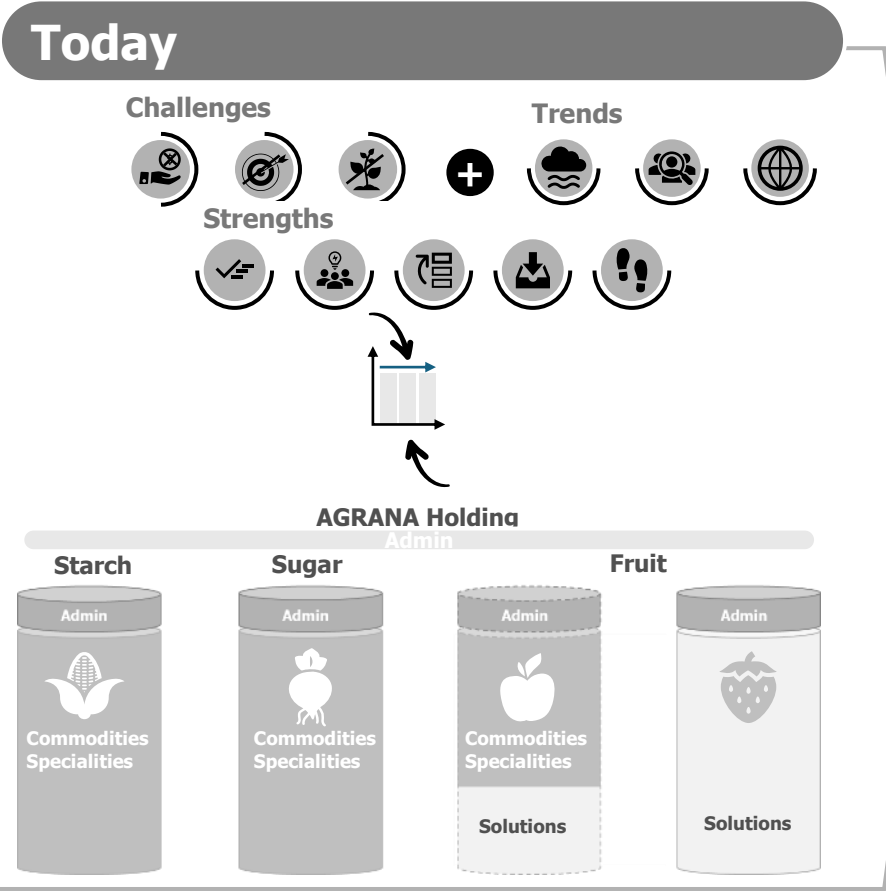


Conclusion

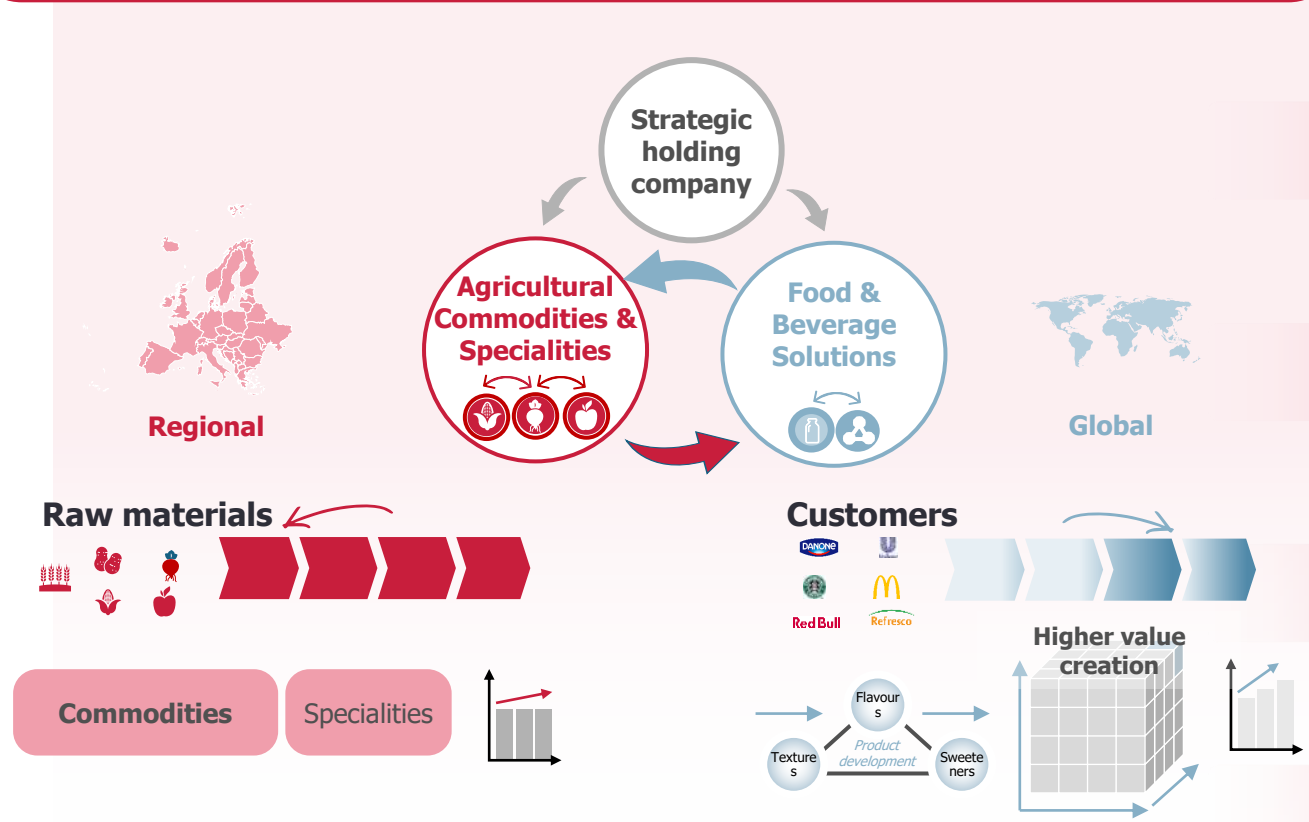
1. Focus on profitable growth
2. Priorities for implementation in the remaining FY 2024|25
3. Actions
4. Project organisation
5. Next steps

AGRANA NEXT LEVEL – optimal alignment for profitable growth

NEXT
LEVEL

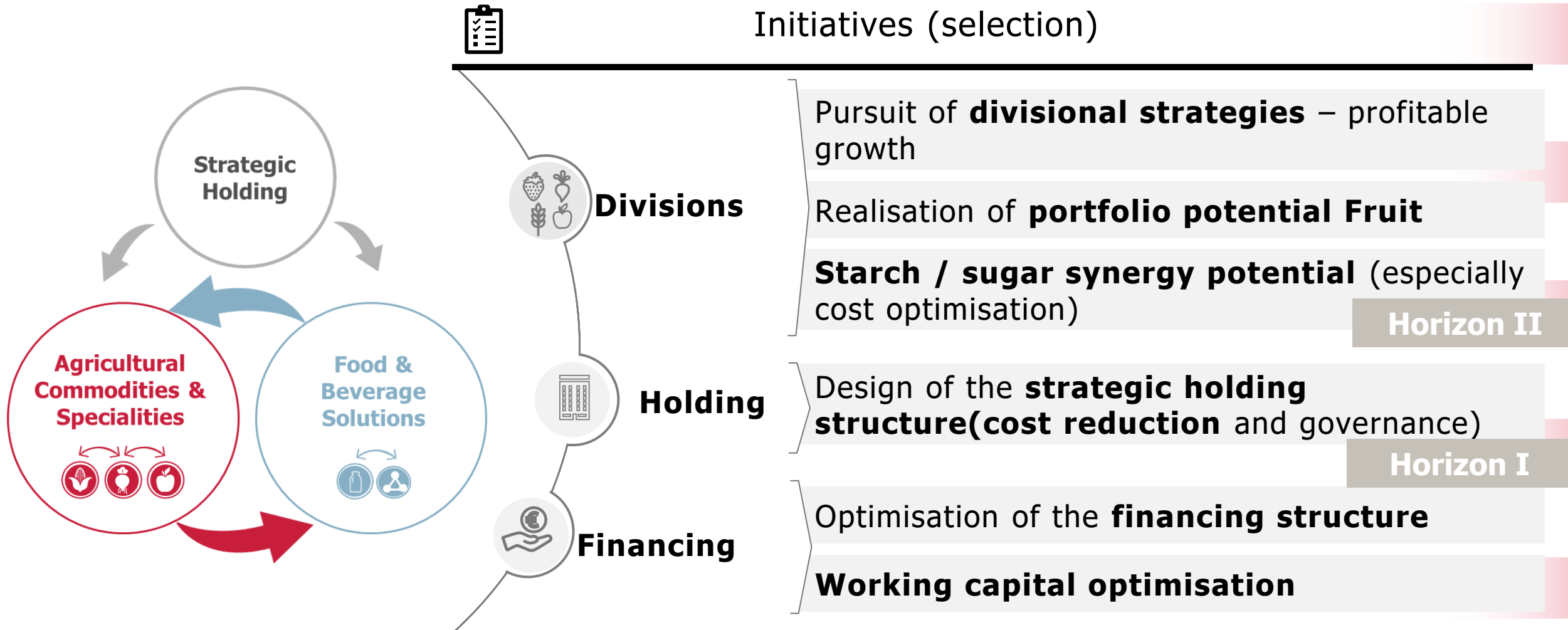


AGRANA – NEXT LEVEL



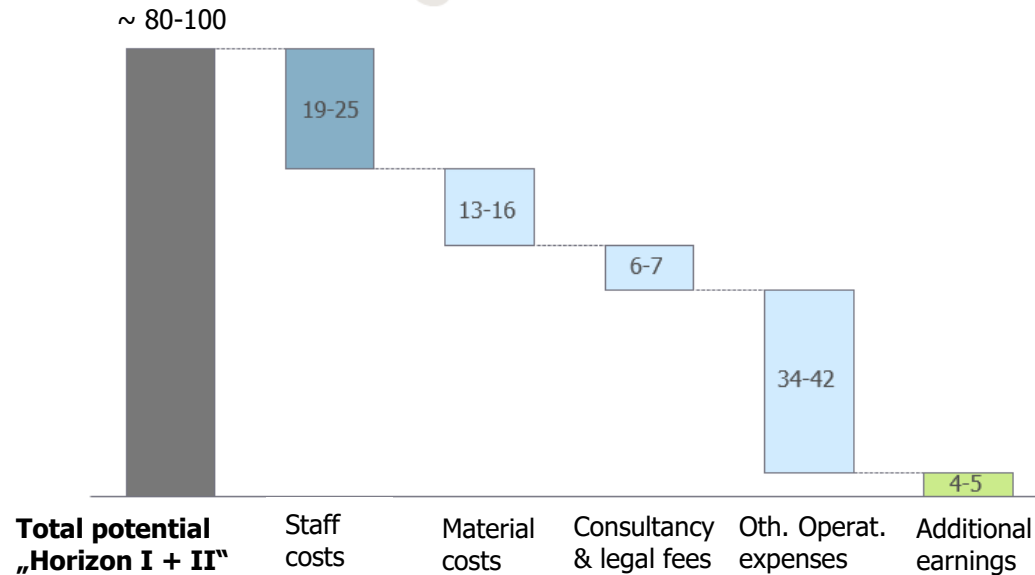
Priorities for implementation in the current financial year

NEXT
LEVEL



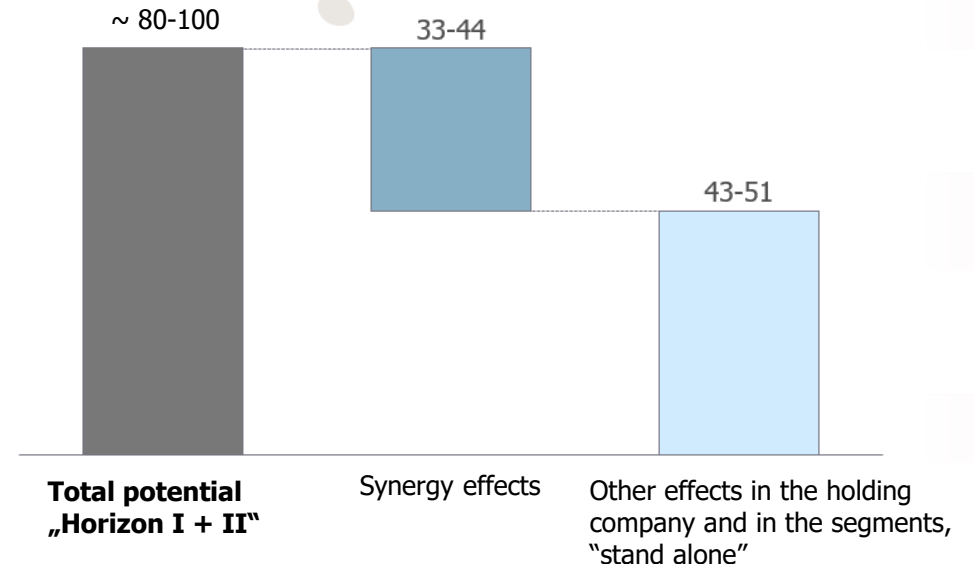
Up to € 100m were identified as the effect of the measures

Identified savings potential by cost type, € million



- **Personnel costs:** e.g. streamlining of finance function (group-wide)
- **Material costs:** e.g. reduction of beet logistics costs, revision of compensation models
- **Consulting and legal costs:** e.g. reduction of HR consulting costs, scope of ongoing projects
- **Other operating costs:** reorganisation and external storage costs

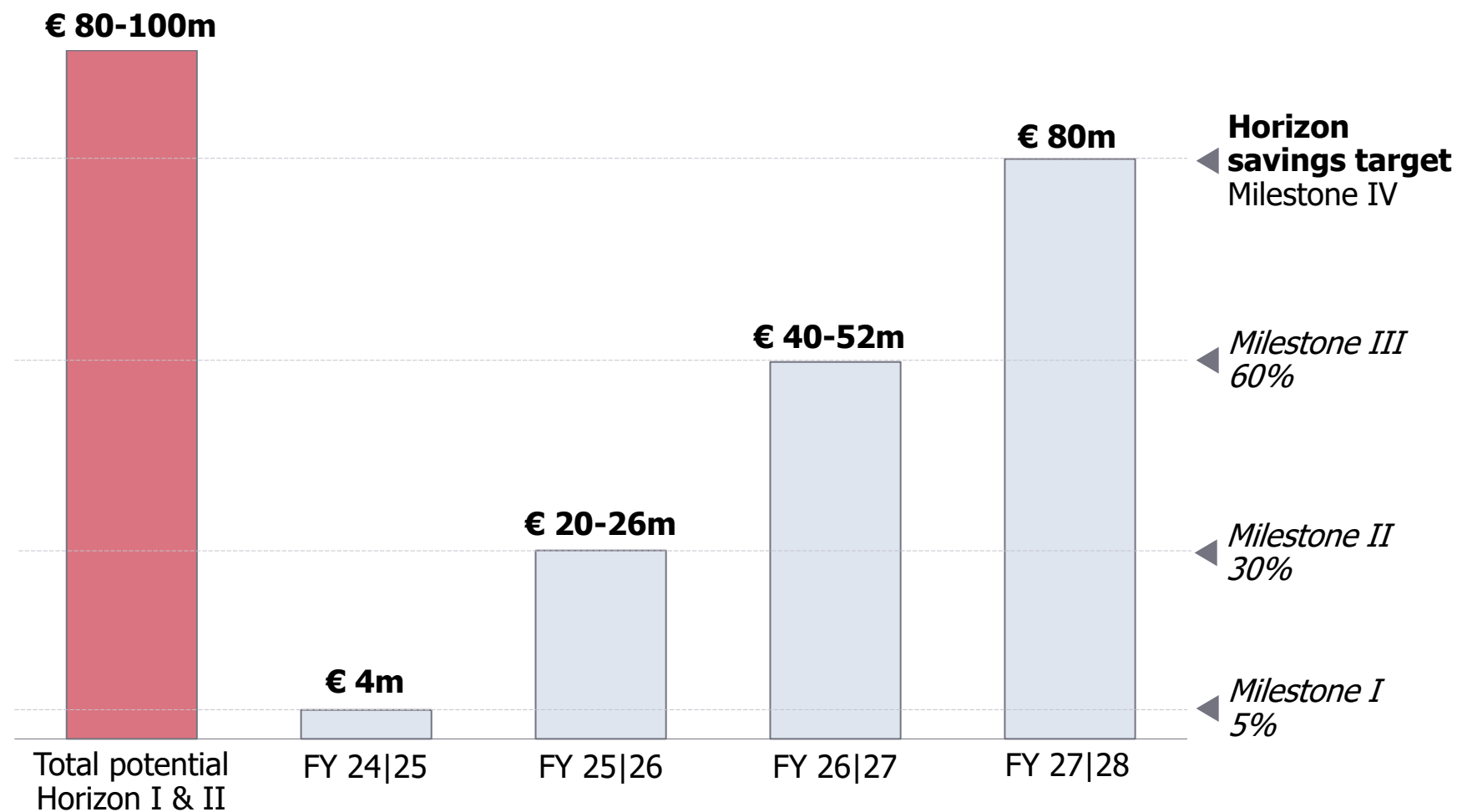
Identified savings potential by measure lever, € million



- Reorganisation of BPO, IT and HR management layers
- Implementation of central finance and bundling of finance resources
- Bundling of technical purchasing and use of synergies in industrial procurement
- Increased efficiency in sales and SCM in market development and order processing

By the end of FY 2027 | 28, € ~80 million in recurring savings are to be achieved

Horizon I & II measure effects "in-Year" (net), in € million



To achieve the ambitious savings target, the measures must be implemented quickly.

Horizon I: Key measures for each efficiency lever

**NEXT
LEVEL**

€ 24 m

HR

- **Centralisation:** centralising selected HR activities (Recruiting, HR controlling and Training & Development) at holding company level while streamlining resources in the divisions
- **Reduction in personnel and operating expenses:** Reduction of current consultancy costs (e.g. Job Architecture) and costs for training and professional development
- **Outsourcing of selected competencies:** (partial) outsourcing of selected HR processes to external specialists

Finance

- **Increase in process efficiency:** increasing process efficiency within the finance function by using digital solutions and harmonising reporting requirements
- **Pooling of local resources:** bundling local financial resources in Fruit & Juice (focus on AT, RO, DE, PL)
- **Reducing operating expenses:** Reduction of licence costs and evaluation of scope, and appropriateness of existing projects

IT

- **Rationalisation of tool landscape** and license costs at divisional level to focus on key projects, conversion to a uniform system landscape
- **Utilisation of group-wide synergies:** realisation of synergy effects by creating SSC/CoE; increased joint IT procurement to exploit synergies

Procurement

- **Renegotiation of existing contracts:** renegotiation of existing contracts for logistics services (warehousing and transport) of at least 2-3%
- **Reduction in consultancy fees:** reduction of consultancy fees for implementation support

Other

- **Sponsoring and marketing:** focusing existing and planned sponsoring and marketing activities (Group-wide)
- **Centralisation of corporate affairs and marketing:** staff reduction in the divisions by pooling in the holding company
- **Sharpening of the AB function portfolio:** merging of M&A / strategy; streamlining Management Board structure, combining functional responsibilities

**Horizon I
potential**



Horizon II: Overview of the main areas of action

NEXT
LEVEL

Administration

- **Organisational structure:**
Harmonisation and streamlining
- **Synergy effects:** between AS & AZ and the departments
- **Transparency in service provision:**
Market and customer development
- **Processes & digitisation:** reduction of manual effort
- **Raw material purchasing & logistics:**
Reduction in storage and raw material costs

Production

- **Shift models:** harmonisation across locations and departments, reduction in overtime, night work, reduction in overstaffing
- **Transparency:** break regulations, time tracking
- **Productivity:** Focus on KPI for personnel and equipment

 14 departments / areas | 32 packages of measures | 170 specific measures

 5 locations | 60 specific measures

Strategic goals 2030+

NEXT
LEVEL

- Greater efficiency at lower fixed costs
- A new role for the holding and the divisions
- Focus on value-added products, co-creative development of customised solutions with customers

EBITDA
margin
> 10%

ROCE
> 10%



Next steps in the strategy roll-out

**NEXT
LEVEL**

Strategy adoption 
Supervisory Board 12 Nov 2024

FY 2025|26

FY 2026|27

Project management

Structure of the
transformation office

Monthly steering meetings

Follow-up of measures

Structure of the measures reporting

Progress reporting & continuous communication

Strategic light holding company

Analysis structure & 
benchmarking

Communication of org. adjustments

Planning of new 
structure

Detailed description of measures

Incremental capacity adjustment & efficiency increase

Continuation of divisional strategies HR, IT, Finance & Procurement

Agricultural Commodities & Specialities

Analysis of potentials & 
measures

Detailed description of measures

Implementation of measures for AGRANA Starch & AGRANA Sugar

Food & Beverage Solutions

Ongoing implementation of divisional strategies

Closer cooperation of AF & AJ: Flavours & compounds



Disclaimer

This presentation is being provided to you solely for your information and may not be reproduced or further distributed to any other person or published, in whole or in part, for any purpose. This presentation comprises the written materials/slides for a presentation concerning AGRANA Beteiligungs-AG ("Company") and its business.

This presentation does not constitute or form part of any offer or invitation to sell or issue, or any solicitation of any offer to purchase or subscribe for, any shares in the Company, nor shall it or any part of it form the basis of, or be relied on in connection with, any contract or investment decision.

This presentation includes forward-looking statements, i.e. statements that are not historical facts, including statements about the Company's beliefs and expectations and the Company's targets for future performance are forward-looking statements. These statements are based on current plans, estimates and projections, and therefore investors should not place undue reliance on them. Forward-looking statements speak only as of the date they are made, and the Company undertakes no obligation to update publicly any of them in light of new information or future events.

Although care has been taken to ensure that the facts stated in the presentation are accurate, and that the opinions expressed are fair and reasonable, the contents of this presentation have not been verified by the Company no representation or warranty, express or implied, is given by or on behalf of the Company any of its respective directors, or any other person as to the accuracy or completeness of the information or opinions contained in this presentation. Neither the Company nor any of its respective members, organs, representatives or employees or any other person accepts any liability whatsoever for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection therewith.

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 more than -1% and up to -5%
Moderate(ly)	↗ or ↘	More than +5% and up to +10%, or more than -5% and up to -10%
Significant(ly)	↗↗ or ↘↘	More than +10% and up to +50%, or more than -10% and up to -50%
Very significant(ly)	↗↗↗ or ↘↘↘	More than +50% or more than -50%

Financial calendar

9 May 2025

Results for full year 2024|25 (annual results press conference)

24 June 2025

Record date for participation in Annual General Meeting

4 July 2025

Annual General Meeting in respect of 2024|25

9 July 2025

Ex-dividend date

10 July 2025

Results for first quarter of 2025|26

10 July 2025

Record date for dividend

10 July 2025

Record date for dividend

14 July 2025

Dividend payment date

9 October 2025

Results for first half of 2025|26

13 January 2026

Results for first three quarters of 2025|26



Contacts

Investor Relations

Mr. Hannes Haider

Phone: +43-1-211 37-12905

Email: investor.relations@agrana.com

AGRANA Beteiligungs-AG

Friedrich-Wilhelm-Raiffeisen-Platz 1

1020 Vienna, Austria

www.agrana.com/en



AGRANA Investor Relations:
www.agrana.com/en/ir

