
AGRANA
THE NATURAL
Upgrade
2024|25

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AGRANA *at a glance*



WORLD MARKET LEADER
in the production of fruit preparations



Major manufacturer of **CUSTOMER-SPECIFIC STARCH PRODUCTS AND BIOETHANOL** in Europe



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

As a leading food and industrial goods group, AGRANA is successfully active around the world. We add value to agricultural commodities to create a wide range of industrial products and supply both local producers as well as major global players, particularly in the food processing industry. In the sugar business, AGRANA also serves the market for end consumers by means of country-specific brands, such as 'Wiener Zucker' in Austria.

AN INTEGRAL PART OF MODERN LIFE.
The product range extends from fruit preparations (e.g. for yoghurts), fruit juice concentrates and starches for food and technical applications to bioethanol as a sustainable and environmentally-friendly fuel and many different varieties of sugar.

OUR EMPLOYEES ARE OUR MOST IMPORTANT RESOURCE.
AGRANA maintains a global presence with around 9,000 employees based at 49 production facilities located on all 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 around EUR 3.5 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.



STATEMENT OF THE *Management Board*

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 increased ten-fold its revenues during this time. Today we are the global leader in the manufacture of fruit preparations for the dairy industry, world-leading manufacturer and supplier of apple and berry juice concentrates and one of the leading starch and sugar companies in Central Europe.

Through 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.

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 a most entire use of agricultural raw materials. Thanks to our diversified business model and strategic approach to mitigating volatility across all segments, we are well positioned to face the challenges of the future.

~9,000
Employees

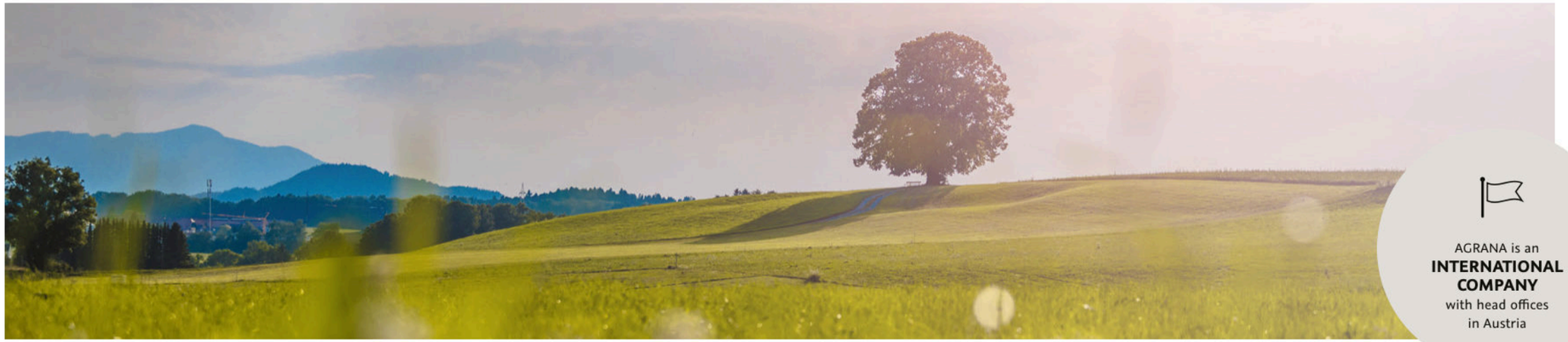
49
production sites on five continents

3,514
total revenue 2024|25 in € million

OUR VALUES *which unite*

At AGRANA, we all share one vision.

To be the quality leader in terms of adding value to agricultural commodities to make outstanding fruit, starch and sugar products. We guarantee our customers both the traceability of source materials back to their origins as well as their availability and quality, e.g. GMO-free or organic. We offer our customers optimal solutions for food and industrial products.



AGRANA is an **INTERNATIONAL COMPANY** with head offices in Austria

AGRANA | Is a multinational enterprise based in Austria. AGRANA's Fruit Segment has global presence. Its Starch segment and Sugar segment operate in Europe. 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 partnership-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 Fruit, Starch and Sugar 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 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 & 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.

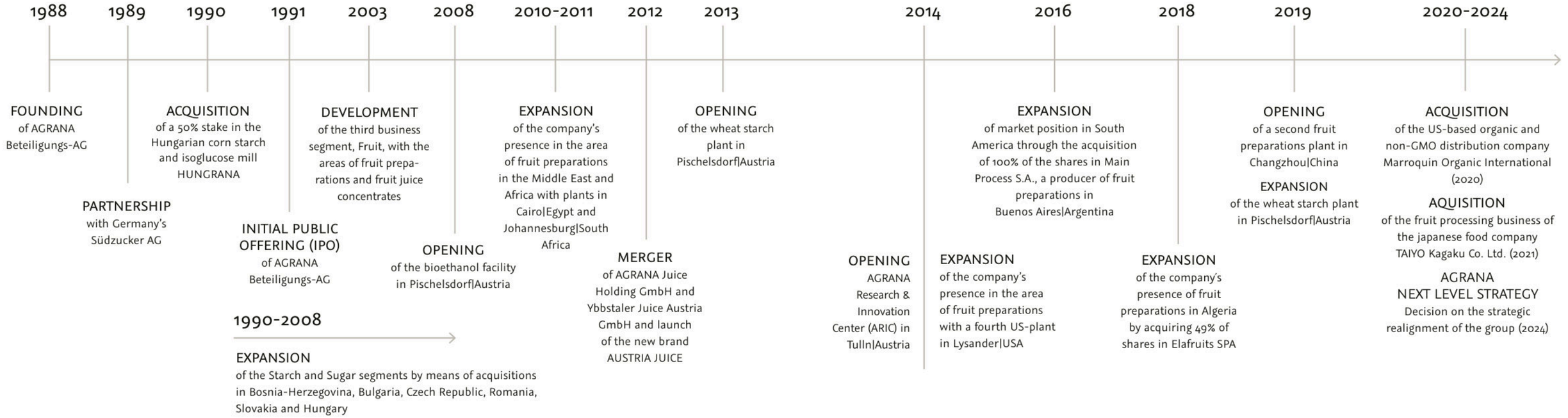
THE ENVIRONMENT | Our actions and decisions are taken with respect for nature and the environment. Our products are sourced from natural origins, developed and produced on the basis of the latest ecologically sensitive processes, which are low-emission and efficient, and are also biodegradable and environmentally 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 & 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*

AGRANA was founded in 1988 and was continuously expanded since then.



OUR
production sites

AGRANA has 49 production sites worldwide.





NORTH AMERICA
5 Fruit plants in
the USA & Mexico

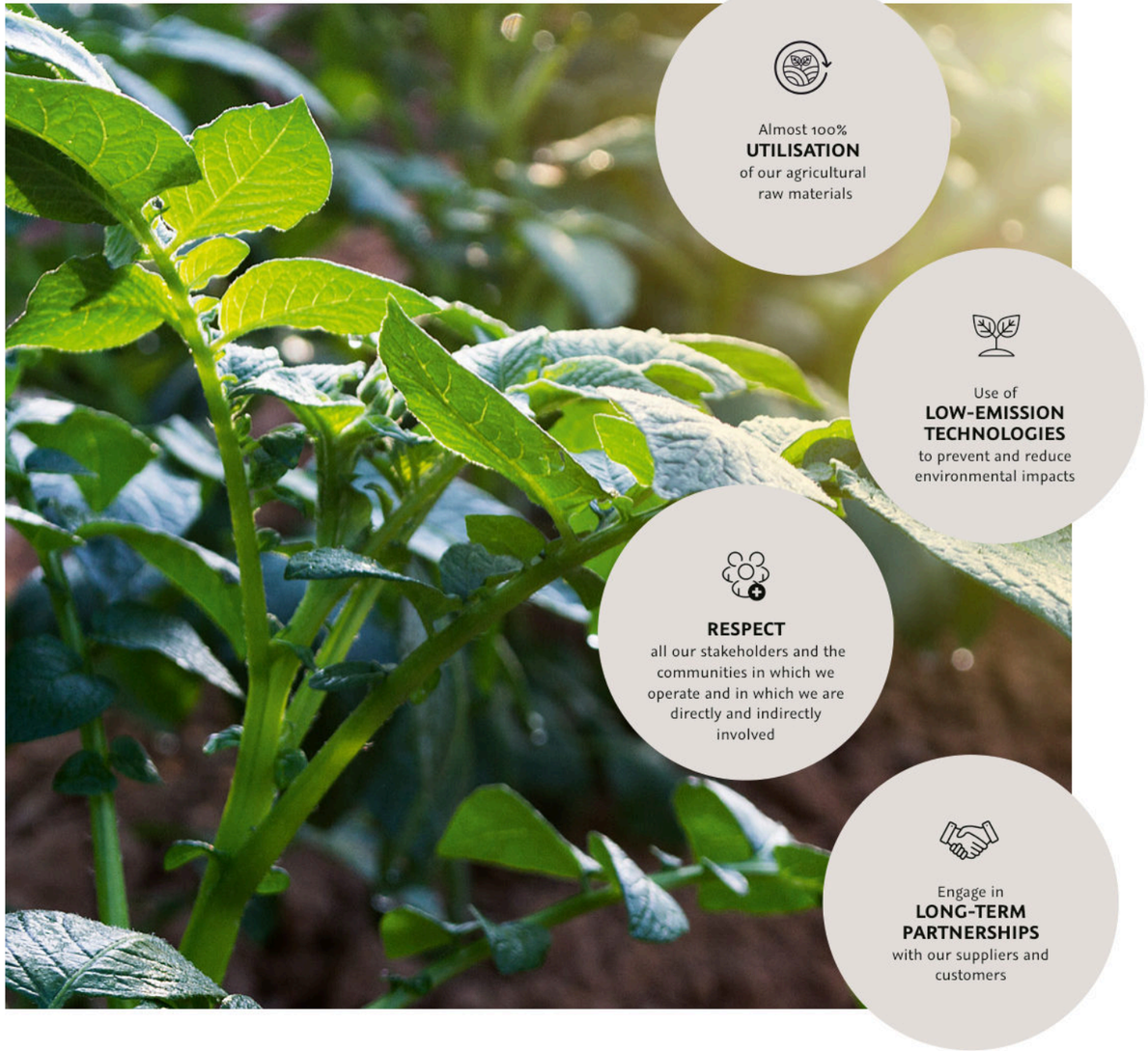
SOUTH AMERICA
2 Fruit plants in
Argentina & Brazil

AFRICA
3 Fruit plants in Algeria,
Egypt & South Africa

ASIA
5 Fruit plants in China,
Japan & South Korea

AUSTRALIA & OCEANIA
1 Fruit plant in Australia

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



Sustainability

In harmony with the environment, people and business.

We at AGRANA define sustainability as responsible behaviour in environmental, social and governance – with the aim of avoiding or minimising environmental impacts, using resources efficiently, taking social responsibility along the value chain and acting in an economically sustainable and value-oriented manner.

THE FOLLOWING 5 FIELDS OF ACTION ARE OF PARTICULAR IMPORTANCE:



1. CLIMATE CHANGE MITIGATION AND ECO-EFFICIENCY OF AGRANA'S PRODUCTION OPERATIONS:

- **Climate Strategy:**

AGRANA has set itself science-based climate targets - in accordance with the Paris Climate Agreement - that have been validated by the Science Based Targets Initiative (SBTi) for Scope 1 and 2.
By 2030|31, we are committed to reducing emissions from our own production (Scope 1+2) by 50 % and emissions from the upstream and downstream value chain (Scope 3) by 30 % compared to the base year 2019|20.
The long-term goal is to achieve climate-neutral production (Scope 1+2) by 2040 and net-zero emissions along the entire value chain (Scope 3) by 2050 at the latest.
To achieve these goals, AGRANA is focusing on climate-neutral production, decarbonisation in the upstream and downstream value chain and the substitution of fossil-based products.
To achieve this, AGRANA is focussing on the following:

- **Climate-neutral production:** The primary short-term focus for achieving climate-neutral production is based on increasing energy efficiency and expanding the use of electricity from renewable sources. In the long term, the aim is to switch from fossil fuels to renewable energy sources in Scope 1 and Scope 2.
- **Decarbonisation in the upstream and downstream value chain:** Since a large part (around 80%) of the CO2e emissions contributed by AGRANA are generated in the upstream value chain, more precisely in the cultivation of agricultural raw materials. AGRANA concentrates on working with farmers to implement optimal and individual decarbonisation measures together with farmers to reduce Scope 3 emissions.
- **Substitution of fossil-based products:** AGRANA prioritises innovative solutions to gradually replace fossil-based raw ma-

terials with renewable, bio-based alternatives. As a key contribution to its climate strategy, AGRANA focuses on the following measures:

› Production of bioenergy
› Production of intermediates for the manufacture of bio-based plastics and chemicals.

- **Water management:** Water is a valuable resource - and is used particularly efficiently at AGRANA. We focus on the sustainable use of water, minimising water extraction (especially in water stress areas), recycling and reuse.
- **Circular economy:** AGRANA pursues a holistic approach to waste avoidance and recycling. One focus is on the almost complete utilisation of agricultural raw materials: In addition to main products, by-products such as animal feed and fertilisers are created and returned to. We also focus on measures to avoid waste - including the use of recyclable materials, reusable packaging and the efficient utilisation of auxiliary materials in our processes. In this way, we avoid waste right from the production process.

2. RESPONSIBLE PROCUREMENT AND SUSTAINABLE AGRICULTURE

AGRANA processed 10 million tonnes of agricultural raw materials annually, which are sourced in line with defined environmental and social standards. Through long-term partnerships, particularly in contract farming, we work with suppliers to promote sustainable farming methods. With this in mind, we have also been a member of the Sustainable Agriculture Initiative Platform (SAI) since 2014. All AGRANA production sites carry out an annual SEDEX self-assessment, which is reviewed by independent third parties.



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

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

3. ATTRACTIVE EMPLOYER AND OCCUPATIONAL HEALTH & SAFETY

AGRANA is committed to a corporate culture that empowers employees and promotes sustainable, entrepreneurial behaviour within the team. Central values are appreciation, respect and open communication, especially in an international and diverse environment.

The well-being of our employees is also a top priority at AGRANA. That is why we create a safe, healthy and supportive working environment - at all locations worldwide.

With our Group-wide Occupational Health & Safety Policy (OHS), we promote a strong safety culture. Our aim is to prevent accidents at work and protect health in the long term - for all employees and external partners.

4. PRODUCT SAFETY

At AGRANA, the safety of our products is our top priority - especially regarding sensitive target groups such as infants and children. As a manufacturer of primary products for the food industry, we bear a special responsibility and rely on comprehensive quality assurance programmes and globally recognised standards such as FSSC 22000, ISO 22000 and IFS to meet the highest safety and quality requirements.

This enables us to minimise potential risks and ensure that our products always meet the highest requirements.

The consistent implementation of these measures is firmly anchored in our corporate and quality policy.

Our goal: to protect the health of consumers and strengthen their trust in AGRANA in the long term.

5. GOVERNANCE AND COMPLIANCE:

Compliance forms the basis of all business decisions at AGRANA. Our suppliers and business partners undertake to comply with our Code of Conduct. Additionally, our supply contracts contain clauses on the environment and on labour and human rights to specifically prevent potential negative impacts in the supply chain.

For AGRANA, the protection of human rights is not only a legal obligation, but also an expression of our corporate responsibility. With our Declaration of Principles on Human Rights, we clearly affirm our commitment to respecting human rights within AGRANA and along the entire supply chain.

The AGRANA Declaration of Principles on Human Rights is in line with:

› The United Nations Universal Declaration of Human Rights,
› the UN Guiding Principles on Business and Human Rights
› the core labour standards of the International Labour Organisation (ILO),
› the OECD Guidelines for Multinational Enterprises,
› the principles of the UN Global Compact (UNGC), and
› the regulations of the 'Supplier Ethical Data Exchange

To reaffirm our commitment and sense of responsibility in the areas of human rights, the environment and ethical business practices, AGRANA joined the UN Global Compact in 2021|22 – the world's largest initiative for responsible corporate governance.



AGRANA fruit preparations
can be found in
EVERY THIRD FRUIT
YOGURT WORLDWIDE

SEGMENT

Fruit



We bring around
1,000 NEW AND INNOVATIVE, CUSTOMISED FRUIT PREPARATIONS TO THE MARKET EVERY YEAR

AGRANA is the world's leading producer of fruit preparations for the dairy products industry.

In addition to its commodities sugar and starch, 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 business has developed very positively, helping to drive the company's dynamic growth.

Fruit preparations contain top quality fruit which is prepared either as a liquid or in pieces in order for these to be used in dairy products as well as in ice cream, bakery products, beverages and in the food service sector. These products are individually designed and further developed in cooperation with customers.



REGENERATIVE FRUIT GROWING
development of guidelines for soil, bush and tree-based fruit & implementation of one pilot project

SUSTAINABLE PRODUCTS
Organic & clean label products

ECOVADIS GOLD STATUS AUSTRIA JUICE
affirms sustainable working methods

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

AGRANA produces fruit preparations at 24 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 80 countries. With dedicated company fields and exclusive long-term partnerships with contracted farmers, we have developed a key competitive advantage in terms of quality, traceability and sustainability.

FRUIT JUICE CONCENTRATE

The fruit juice concentrate and beverage compound business is managed by the AUSTRIA JUICE GmbH. Around 1,000 highly qualified employees work at the 13 production sites in Europe as well as at one plant in China.

AUSTRIA JUICE manufactures a variety of different solutions for the food & beverage industry, from conceptual design to making the finished product. Besides natural fruit juice concentrates, carefully configured, high-end beverage compounds, emulsions, flavourings, fruit wines and NFC juices are also produced. Austria Juice has extensive expertise in the flavour development and offers a wide range of natural and nature-identical flavour solutions. These include sweet and spicy profiles as well as more complex, customized solutions such as FMPs (Flavours with Modifying Properties) for targeted flavour modulation.
To create authentic and unique flavour profiles, both essences and botanical extracts are used. This approach enables the development of tailormade solutions for a variety of applications in beverages, confectionery, baked goods, and dairy products. 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 in the food and beverage industry.

OUR *fruit products*

...for customers around the world

The raw materials for fruit preparations are sourced from around the world, frozen and further processed. The fruits are refined in a liquid or solid form for the global food industry using customized 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, flavours, NFC juices and fruit sweetness in addition to fruit juice concentrates.

FRUIT PREPARATIONS WITH OR WITHOUT PIECES

- Berries
- Stone and pip fruits
- Citrus fruits
- Tropical and exotic fruits

PREPARATIONS WITH INCLUSIONS

- SUCH AS:
  - Cereals
  - Grains and seeds
  - Chocolate chips
  - Cake pieces

WATSON SAYS BRAND

- Syrups, sauces, concentrates, fruit mixes
- More information available on watsonsays.com

BROWN FLAVOUR PREPARATIONS WITH

- Chocolate
- Caramel
- Coffee
- Vanilla
- Nuts
- Cake pieces
- and more

SAVORY PREPARATIONS

FOR

- Sauces
- Dips
- Chutneys
- Drinks
- Spreads
- Cheese

WITH

- Vegetables
- Herbs and spices
- Fish and meat

FLAVOUR SOLUTIONS

SUCH AS

- Compounded Flavours
- Botanical Extracts
- FTNF* Flavours

FOR

- Water
- Soft Drinks
- Dairy & Dairy Alternatives
- Bakery & Confectionery
- Food Service
- Beer & Cider
- Fruit Wine & Spirits
- Fruit Juice

SPECIALTY PRODUCTS

- Fruit purees, smoothies, and frozen fruit solutions (find out more at dirafrost.com)
- Compound for beverages, dried fruits, fresh fruits, inclusions

*From The Named Fruit















SEGMENT

Starch

Starch is used in many products, **FROM FOOD AND COSMETICS TO CEMENT MORTARS**



AGRANA processes nearly **2.6 MILLION TONNES OF CEREALS, CORN 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.

In the starch business AGRANA is one of the leading suppliers in Europe. 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 high-end industry as well as to non-food industries such as the paper, textiles, cosmetics, bioplastics or construction material industry. AGRANA Starch produces bioethanol from corn and crops with a high starch content; this is then added to gasoline as an environmentally friendly fuel and is also delivered to the disinfectants industry as an essential ingredient for the healthcare sector.



CLIMATE STRATEGY
Energy efficient & low-emission production are important to us. By switching to green electricity, we have been able to save a total of around 160,000 tons of CO_2 emissions compared to the base year 2019/20

GEN
TECHNIK FREI

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

ECOVADIS SILVER STATUS
affirms sustainable working methods

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. Donau| Austria.

The use of SAI farm sustainability assessments (FSA) in the contract-based growing of potatoes and special corn varieties highlights the high status of sustainability in AGRANA's supply chain. 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 Gmünd|Austria. The wheat starch mill in Pischelsdorf has also been producing organic gluten and organic wheat starch since 2015. AGRANA's keen awareness of top quality has made it one of the largest manufacturer of organic starch products and the leader supplier of GMO-free starch products.

Many years of experience have enabled AGRANA to establish itself as a contract manufacturer for renowned producers of conventional and organic infant milk formulas for babies, follow-on formulas, growing-up milk products and adult nutrition around the world.

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, the textiles industry, bioplastics industry and the cosmetics 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
- Clean Label Starches e.g. for sauces, dressings, bake stable fillings and yoghurts
- Modified starches e.g. for the dairy industry, frozen products, ready-made products or fruit preparations
- Corn germ
- Long-life potato products
- Saccharification products for sweetening
- Wheat protein

SPECIAL NUTRITION SOLUTIONS

- Infant nutrition and adult nutrition

PRODUCTS FOR TECHNICAL APPLICATIONS

Starch from potatoes, corn or wheat for

- Paper finishing
- Cardboard
- Coatings
- Adhesives / Tile adhesives
- Finishing compounds
- Cement and mortar
- Wallpaper paste
- Shotcrete
- Textile print thickeners
- Bioplastics

COSMETIC PRODUCTS AND PHARMACEUTICAL PRODUCTS

Starches based on rice, corn, tapioca, potatoe and barley

- Natural cosmetic products
- Dry shampoos
- Cremes & lotions
- Decorative cosmetics
- Sun protection
- Natural hair styling
- Fillers and carriers

CERTIFIED GMO-FREE PRODUCTS

- Corn, potato and wheat starch

CERTIFIED ORGANIC PRODUCTS

- Corn starch
- Wheat starch and wheat protein
- Potato starch and fibre
- Long-life potato products
- Saccharification products

ANIMAL FEEDS & FERTILISERS FROM THE PRODUCTION OF STARCH AND BIOETHANOL

FEED

- ActiGrano®
- ActiProt® (protein-rich animal feed)
- AgenaBee® (bee feed)
- BioAgenabee® (organic bee feed)
- Wheat gluten (also in organic quality)
- Wheat bran (also in organic quality)
- Potato protein (also in organic quality)
- Corn gluten (also in organic quality)
- Corn gluten feed

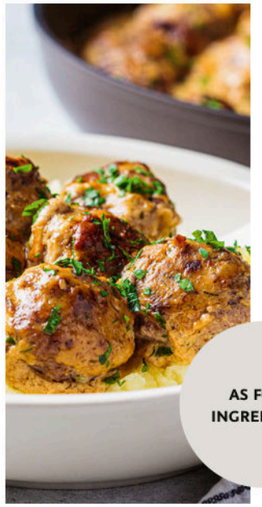
FERTILISERS

- BioAgenasol® (approved for organic farming)

BIOETHANOL

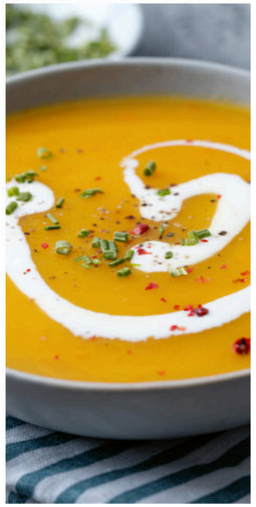
- sustainable petrol additive and disinfectant





AS FOOD INGREDIENTS







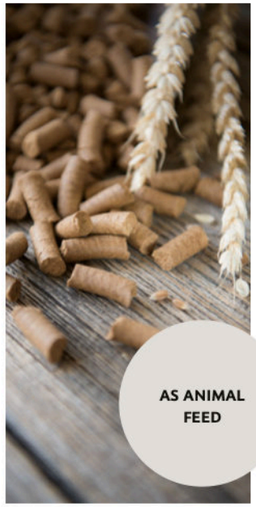
AS INFANT NUTRITION



IN COSMETIC PRODUCTS



FOR TECHNICAL APPLICATIONS



AS ANIMAL FEED



SEGMENT

Sugar

Did you know that **1 KG OF SUGAR** is made from around **6 KG OF SUGAR BEET?**



The sugar silo in Tulln| Austria is capable of storing 70,000 tonnes of sugar, making it Europe's **SECOND-LARGEST SUGAR SILO**

AGRANA's sugar production stands for international expertise and quality paired with local culture and empathy. We supply the processing industry and we sell our specialties for consumers through retailers.

In its core sugar business, AGRANA is active in Austria, Czech Republic, Hungary, Slovakia, Romania and Bosnia-Herzegovina, with seven 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 products has made it the market leader in Austria and a top supplier in Central Europe.



SUSTAINABLE BEET CULTIVATION
The use of SAI farm sustainability assessments in five growing countries highlights the high status of sustainability

ENERGY MANAGEMENT
certification according to ISO 50001

LONG-TERM PARTNERSHIPS
with our suppliers and customers

ECOVADIS PLATIN STATUS
2021 affirms sustainable working methods

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.

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. We support farmers and businesses in our regions while ensuring efficient production, allowing us to provide sugar and services in a sustainable way and at a high quality. This is what we stand for, as we see it as our responsibility.

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. For example, we operate a sugar extraction plant for molasses based on a chromatographic process in Tulln|Lower Austria. This site is also the location of the third facility in the world producing natural crystalline betaine. We also operate the first large-scale industrial biogas plant in Kaposvár|Hungary, where sugar beet foliage and cossettes are already used to generate around 61.8 % of the factory's primary energy requirements itself and, since autumn 2015, biogas is also being fed into the local natural gas grid.

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 *sugar products*

....comprise 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, 'Zahira' in Bulgaria and 'AGRAGOLD' in Bosnia-Herzegovina. As Europe's largest producer of organic sugar, we also offer a wide range of sugar made from organically grown Austrian beet.

To round off the range, we offer various cane sugar products named „Sugar of the World", which are produced for AGRANA according to Fairtrade standards.

AGRANA offers industrial customers a wide range of conventionally and organically grown tailor-made sugar products. Our long-established and stable business relationships with local producers and major international groups make it clear that we are delivering exactly what our customers demand.

SUGAR FOR

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

ORGANIC SUGAR

- Organic crystallised sugar
- Organic gelling sugar
- Organic icing sugar

FOR END CONSUMERS

- Sugar cubes in different sizes
- Crystallised and Fine crystallised sugar
- Powder, Icing and Baking sugar
- Caster sugar and Sugar crystals
- Gelling and Syrup sugar
- Brown and white cane sugar
- Brown sugar
- Yellow sugar
- Cane sugar (fairtrade certified)
- Powder sugar mill
- Various sugar sticks

ANIMAL FEED AND FERTILISERS FROM SUGAR PRODUCTION

FEED

- ActiBeet® (natural source of betaine)
- Molasses (also in organic quality)
- Molasses partially desugared
- Dried sugar beet pulp pellets (also in organic quality)
- BioVitabee® (organic bee feed)

FERTILISERS

- Carbokalk
- fertiliser molasses (residual molasses)













NEXT LEVEL

3 SEGMENTS FOR 2 BUSINESS UNITS
Our Strategy for the Future

In 2024, AGRANA adopted a new Group strategy – AGRANA NEXT LEVEL – responding to challenges such as economic uncertainty, geopolitical crises, high commodity volatility and increasing cost pressure. The strategy focuses on systemic change and profitable growth, and aims to reduce the company's dependency on market volatility as well as increase its underlying profitability.

By means of the new AGRANA NEXT LEVEL Group strategy, AGRANA is positioning itself for the future and taking decisive steps to remain competitive and profitable in the long term. The core element of AGRANA NEXT LEVEL is the transformation of the AGRANA Group into a streamlined, strategic holding company with two strategic business units: "Agricultural Commodities & Specialties" and "Food & Beverage Solutions". This reorganisation will enable the Group to pool its expertise in a targeted manner and make greater use of existing synergy potential both in terms of markets and costs to promote efficiency, innovation and profitable growth.

TWO BUSINESS UNITS

"Agricultural Commodities & Specialties" combines the sugar, starch and fruit juice concentrate businesses. The focus here is on cost efficiency, process optimisation and technology transfers, particularly through the leverage of synergies in the areas of production and raw material management. This business unit will build on its strength of having a regional footprint with its proximity to raw materials and proven expertise in raw material management.

The "Food & Beverage Solutions" unit focuses on innovative strength and customised solutions for customers in the food and beverage industry. Existing strengths, such as market leadership in fruit preparations, a global presence and proximity to customers, form the basis here. The focus is on unique products with more stable margins and better opportunities for differentiation, for example in the areas of ice cream, food service and flavours. The close collaboration between AGRANA Fruit and AUSTRIA JUICE – particularly in the area of product development – results in innovative and customer-specific solutions with real added value.





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 the 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, personal and methodical competencies:

THE FOUR CULTURAL PILLARS

1. CUSTOMER CENTRICITY,
2. PERFORMANCE ORIENTATION,
3. TEAM WORK AND
4. ACCOUNTABILITY

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.

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. The AGRANA Group is increasingly focussing on digitalisation, which is why we are also constantly updating the training we offer to reflect the needs of the digital age.

A PERFORMANCE-BASED REMUNERATION SYSTEM SUPPORTS THE ACHIEVEMENT OF STRATEGIC OBJECTIVES

This system has already been in place for several years at AGRANA and forms an important element of our human resources strategy. The intention is for this to act as a motivator for management and to recognise top performance, therefore contributing to corporate success. Besides financial and earnings-based targets, the performance-based remuneration also includes agreements on individual targets.

#TEAMAGRANA

Challenges at the AGRANA Group are being accepted with ever greater reliance on an agile approach and projects mastered by deploying international, cross-divisional teamwork. AGRANA is also growing together more on a global scale and consolidating its #TeamAGRANA by means of training events and international conferences.

The AGRANA Research & Innovation Center is the largest industrial research center in the food sector in Austria



BIOPLASTICS
Development of starch-based home compostable bioplastics

ORGANIC & CLEAN-LABEL-PRODUCTS
Developing processes for the manufacture of native starches without the use of chemicals

CONSUMER RELEVANT INNOVATION
Development of processes for the production of fruit preparations respecting the naturalness and aromas of the fruit

Scan QR Code for watching the ARIC image film

OUR *Research & Development*

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

AGRANA's research and innovation work is pooled at the AGRANA Research & Innovation Center (ARIC) in Tulln|Austria. On an area of around 4,000 m2 at ARIC, 75 employees work on research projects related to fruit, starch and sugar. The main areas of work include developing new formulations, speciality products and applications for existing products in close cooperation with customers, in addition to the ongoing optimisation of production technologies. The close collaborations with our productions sites and customers makes ARIC a competent and solution-oriented partner.

FRUIT RESEARCH
The research focus in the area of Fruit is on innovative solution concepts. This includes the evaluation and adaptation of new fruit processing technologies such as homogenisation, pasteurisation and aseptic filling, as well as the generation of new product prototypes based on current trends and customer requirements. AGRANA operates 17 development centres worldwide for the fruit preparations business, where it works on new recipes, special ingredients and raw materials as well as new applications for existing products.

STARCH RESEARCH
In the research area of Starch, the focus is on the development of starch specialities. These are customised using chemical, enzymatic and physical processes and tested in a practical manner. In order to meet the current market trends of clean label, vegan, sustainable and organic in the food industry, new ideas are constantly being evaluated and implemented in product developments. We always ensure the highest quality and customer satisfaction.
Other focus areas include the development of new innovative starch derivatives to replace petro-based products in order to serve the market with organic solutions, particularly in the paper, adhesives and construction sectors in the form of new starch products. The development of starch-based, biodegradable bioplastics and efficient methods for optimising production processes and quality improvement measures are a major focus.

SUGAR RESEARCH
One of the main tasks in the area Sugar is the technological optimisation of sugar production and the underlying raw material, sugar beet. ARIC is therefore working intensively on the development of new energy-efficient production processes. Other research focuses are aimed at improving the technological quality of beet, optimising the yield of sugar and the use of processes and technologies relying on energy sources from renewable raw materials and the electrification of process steps in sugar production. All agricultural research activities in the areas of starch and sugar are pooled in the agricultural research department. The focus here is on generating the best possible raw material quality that can be produced sustainably, using the latest techniques, modelling and AI developments.

This broad expertise is the key to new synergies through interdisciplinary collaboration and drives further developments, also with regard to the reduction of CO_2 emissions aligned with the implementation of AGRANA's climate strategy. In addition to our internal development activities, we also open up our innovation processes to the outside world in a targeted manner. In the area of open innovation, we identify and evaluate promising start-ups that are a strategic fit for AGRANA, with the overarching goal of tapping new areas of innovation and growth.

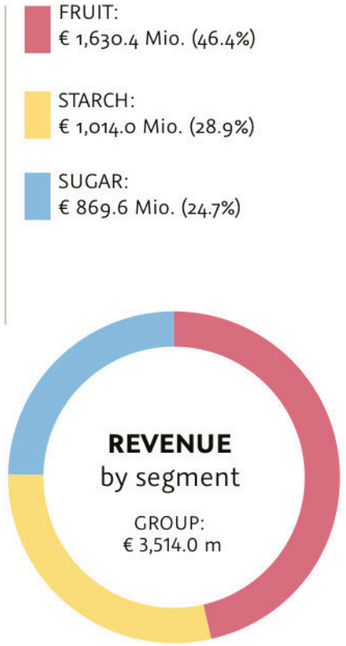
OUR *key financials* 2024|25

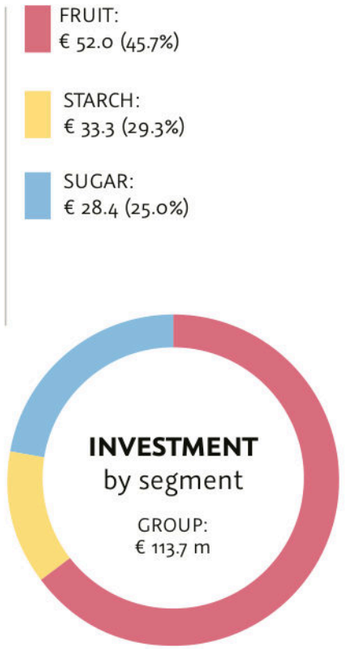
More information can be found in the online annual report

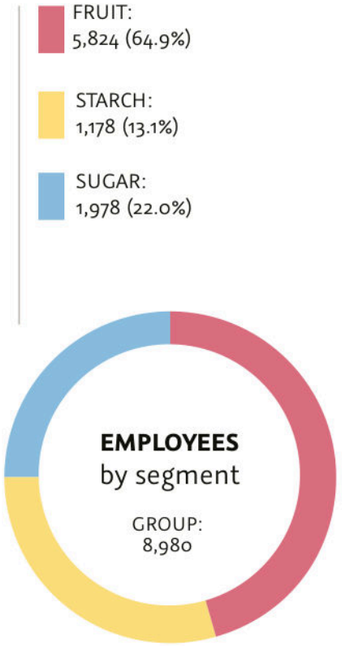
CORPORATE KEY FINANCIALS

		2024	25	2023	24
Revenue	€m	3,514.0	3,786.9
Operating profit [EBIT]	€m	40.5	151.0
EBIT margin	%	1.2	4.0
Profit for the period	€m	0.0	69.4
Earnings per share	€	(0,07)	1.04
Dividend per share	€	0.70[1]	0.90
Equity ratio	%	45.4	43.2
Investment[2]	€m	113.7	127.3
Number of employees[3]		8,980	8,876

1 Based on the dividend proposal to the Annual General Meeting.
2 Investment represents purchases of property, plant and equipment and intangible assets, excluding goodwill.
3 Average number of full-time equivalents in the reporting period.









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