



*AGRANA Beteiligungs-AG 2019*

# *FRUIT STARCH SUGAR*

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*The natural upgrade*

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## AGRANA AT A GLANCE

As a leading food and industrial goods group, AGRANA is successfully active around the world in the three segments **FRUIT**, **STARCH** and **SUGAR**. 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 segment, 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 9,200 employees based at 58 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 over EUR 2.4 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.



World market leader  
in the production of  
**FRUIT**  
PREPARATIONS



Major manufacturer of  
customer-specific  
**STARCH**  
PRODUCTS and **BIO-**  
ETHANOL in Europe



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

# STATEMENT OF THE MANAGEMENT BOARD



Fritz GATTERMAYER

CEO  
Johann MARIHART

Stephan BÜTTNER

Thomas KÖLBL

## Meeting the challenges of the future with three business segments

**A**GRANA 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 seven-fold its revenues during this time. Today we are the global leader in the manufacture of fruit preparations for the dairy industry, one of the largest producers of fruit juice concentrates in Europe 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 almost entire use of agricultural raw materials. With our business model comprising the Fruit, Starch and Sugar 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.



~9,200  
employees



58  
production sites  
on five continents



2,443.0  
total revenue in 2018|19  
(in € million)

## OUR VALUES WHICH UNITE



**A**t 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 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 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.

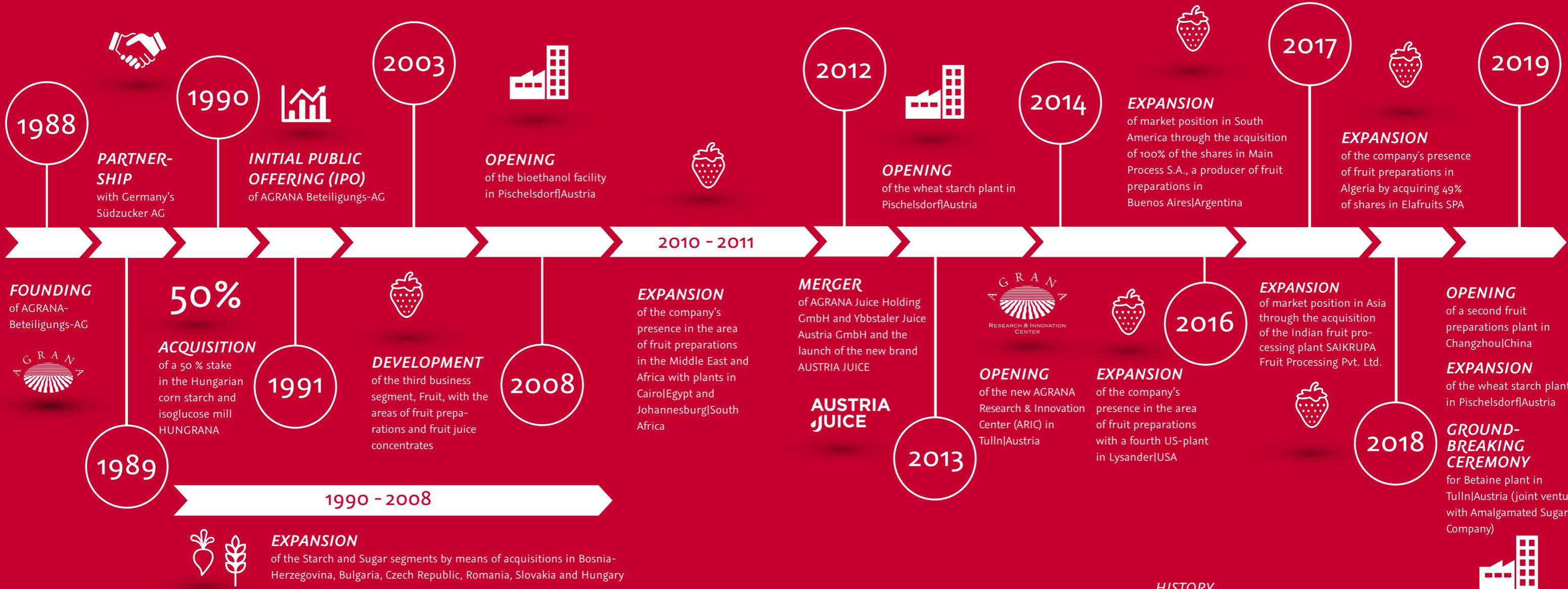
**MISSION STATEMENT**

**MISSION STATEMENT**



AGRANA is an international company with head offices in Austria

OUR  
**HISTORY**



**EUROPE**

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

**NORTH AMERICA**

5 Fruit plants in the USA & Mexico

**ASIA**

5 Fruit plants in China, India & South Korea

**AUSTRALIA & OCEANIA**

2 Fruit plants in Australia & Fiji

**AFRICA**

4 Fruit plants in Algeria, Egypt, Morocco & South Africa

**SOUTH AMERICA**

2 Fruit plants in Argentina & Brazil

OUR  
**PRODUCTION SITES**

**PRODUCTION SITES**





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

# SUSTAINABILITY

## IN HARMONY

### WITH THE ENVIRONMENT, PEOPLE AND BUSINESS

**A**GRANA 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.

The following points are of particular importance:

#### SOURCING SUSTAINABLY PRODUCED AGRICULTURAL RAW MATERIALS AND INTERMEDIARY PRODUCTS

AGRANA processed around nine million tonnes of agricultural raw materials in 2018/2019. 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 Platform (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.

#### 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



Focus on sustainability

100%

Nearly 100% EXPLOITATION of the agrarian commodities used



Deployment of LOW-EMISSION TECHNOLOGIES to protect the environment



Respect vis-a-vis all OUR STAKEHOLDERS and the societies in which we operate



Collaboration based on LONG-TERM PARTNERSHIPS with our suppliers and customers



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 per tonne of core and by-products and the improvement of energy efficiency. We reduce 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) as well as social audits. The audit reports of our plants can be accessed by SEDEX members and are available on the online platform of the company.

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



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**MEMBERSHIP**  
of SAI Platform and SEDEX 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

Segment

# FRUIT



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



We bring around 1,000 new and innovative, customised fruit preparations to the market every year

**A**GRANA is the world's leading producer of fruit preparations for the dairy products industry.

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 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.

AGRANA produces fruit preparations at 28 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.

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



**THE FRUIT JUICE CONCENTRATE** and beverage base business is managed by the AUSTRIA JUICE Group, a joint venture between AGRANA Beteiligungs-AG and Raiffeisen Ware Austria-AG. 1,000 highly qualified employees work at the 14 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.

Besides natural fruit juice concentrates, carefully configured, high-end beverage bases, flavourings, fruit wines and NFC juices are also produced. 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.



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

**ENERGY USE**  
Use of low-emission fuel (more than 89 % natural gas)

**ORGANIC**  
**SUSTAINABLE PRODUCTS**  
Organic and clean label products

# OUR FRUIT PRODUCTS

GRANA refines fruit for customers around the world in the Fruit segment. And this in the two ways fruit preparations and 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 - drinkable or spoonable
- Dairy desserts
- Ice-cream and ice-cream toppings
- Baked goods (cakes, pies and pastries)
- Frozen baked goods
- Cream cheese
- Milk and yoghurt alternatives
- Drinks and milk drinks

## PREPARATIONS WITH

- Cereals, grains and seeds
- Chocolate chips
- Cake pieces, etc.

## BROWN FLAVOUR PREPARATIONS WITH

- Chocolate
- Caramel
- Vanilla
- Coffee
- Cake pieces
- Nuts etc.

## SPICY PREPARATIONS

- |                    |            |
|--------------------|------------|
| <b>WITH</b>        | <b>FOR</b> |
| • Vegetables       | • Sauces   |
| • Herbs and spices | • Dips     |
| • Fish and meat    | • Chutneys |
|                    | • Drinks   |
|                    | • Spreads  |
|                    | • Cheese   |

## DRIED FRUITS

- FOR**
- Bakery
  - Ice cream
  - Cereals
  - Confectionery
  - Snacks
  - Dairy

## FROZEN PRODUCTS

- FOR**
- Fruit sauces
  - Fruit mixtures
  - Fruit purées
  - Smoothies
  - IQF fruit (individually quick frozen)

## DECORATIVE FRUIT

- Cake decoration products such as coated fruit or handmade frozen fruit platters

## 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 SPECIALITIES



FOR FOOD SERVICE



IN BEVERAGES



Segment

# STARCH



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



AGRANA processes nearly 2.7 million tonnes of cereals, corn and potatoes to make starch every year



**A**GRANA 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, bioplastics or construction material industry. We also produce bioethanol from corn and crops with a high starch content; this is then added to gasoline as an environmentally friendly fuel.

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*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.

The use of SAI farm sustainability assessments (FSA) in potato growing 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 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 and growing-up milk products around the world.



**ENERGY USE**  
Use of low-emission fuel (96% natural gas + 4% renewable energy)



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



**ECOVADIS GOLD 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, 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
- Modified starches e.g. for the dairy industry, frozen products, ready-made products or fruit preparations
- Corn germ
- Long-life potato products
- Pre-gelatinised chickpea flour and hummus premix
- Saccharification products for sweetening
- Wheat gluten

## CHILD AND INFANT FOOD

- Infant formula
- Follow-on formula

## PRODUCTS FOR TECHNICAL APPLICATIONS

Starch from potatoes, corn or wheat for

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

## COSMETIC PRODUCTS & PHARMACEUTICAL PRODUCTS

Starches based on rice, corn and tapioca

- Dry shampoos
- Cremes and Lotions
- Decorative cosmetics
- Sun protection
- Pollination powder
- Fillers and carriers

## CERTIFIED GMO-FREE PRODUCTS

- Corn starch

## CERTIFIED ORGANIC PRODUCTS

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

## ANIMAL FEEDS & FERTILISERS FROM THE PRODUCTION OF STARCH AND BIOETHANOL

### FEED

- ActiProt® (Protein-rich animal feed)
- AgenaBee® (bee feed)
- BioAgenabee® (organic bee feed)
- BioVitabee (organic bee feed)
- Wheat gluten
- 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

- as a 5 % petrol additive

AS FOOD INGREDIENTS



AS INFANT NUTRITION



IN COSMETIC PRODUCTS



FOR TECHNICAL APPLICATIONS



AS ANIMAL FEED



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

**A**GRANA'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 products 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.***



**A**GRANA 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 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 we already generate between 70 % and 80 % of the primary energy required by the site ourselves from beet foliage and cosettes, and have been feeding biogas into the local natural gas network since autumn 2015. 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.



**SUSTAINABLE BEET CULTIVATION**

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



**BONSUCRO**  
'Chain of Custody' certified sugar cane refining



**ENERGY MANAGEMENT**  
Introduction of an energy management system and certification of all sugar facilities on the basis of 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 icing sugar
- Organic coconut blossom 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
- White and brown rock candy
- Brown sugar
- Yellow sugar
- Cane sugar
- Brown and white cane sugar

## ANIMAL FEEDS AND FERTILISERS FROM SUGAR PRODUCTION

### FEED

- ActiBeet®  
(natural source of betaine)
- Molasses (also in organic quality)
- Residual molasses
- Dried sugar beet pulp (also in organic quality)
- Pressed sugar beet pulp

### FERTILISERS

- Carbokalk

## FOR CONSUMERS



## FOR FOOD PRODUCERS AND THE CATERING SECTOR





## 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.

### 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. AGRANA also offers numerous internal programmes such as the AGRANA Academy, with the main focus on leadership, as well as a special development programme for industry experts within the AGRANA Group.

### 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.

### PROMOTING OUR TALENTS THROUGH THE AGRANA ACT PROGRAM

The AGRANA Competency Training (ACT) addresses the target group of high potentials within the whole AGRANA group. In the course of the succession planning process, international and cross-divisional talents are identified, who then participate in the ACT program. The duration of the program is two years and it starts with an opening development center to identify the status quo of the participants. In three subsequent modules, AGRANA's competencies such as leadership, innovation, market and customer orientation are promoted and projects of strategic relevance to AGRANA are conducted. In international, cross-divisional and cross-functional groups, the participants work on concrete projects and get supported by an internal project sponsor.

### AWARDED THE BEST RECRUITERS AWARD 2018/19 (BRONZE)

AGRANA places considerable emphasis on treating potential new employees with respect and in a friendly manner. We therefore regard the BEST RECRUITERS award (bronze) as a confirmation of our quality standards when searching for new talents during our recruitment process.



A RANGE OF TRAINING POSSIBILITIES for apprentices at the production sites



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



AGRANA FIT Health and sport offerings at many sites



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

## 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.

Collaborations with universities and other research institutions supplement AGRANA's broad-based expertise and ensure that research efforts remain up-to-date. Multidisciplinary cooperation and this extensive exper-

tise yield new synergies and act as the driving forces behind new product and technology developments as well as the optimisation of production processes.

The main research focus in the area Fruit is on the ongoing optimisation of harvested fruit along the entire value-added chain. The research efforts are based on current trends, customer requests and on the potentially new business areas that these generate. Direct access to mainstream technologies such as homogenisation, pasteurisation, extrusion, coating, aseptic filling and many more are the keys to the practical implementation of projects. Our international partners at fruit facilities are provided with support year-round in the form of up-to-date analytical methods and the latest molecular biological application technologies.

In the area of Starch the focus is on the development of special starches for our customers in the technical and food product sectors. These are manufactured by means of customised chemical, enzymatic and physical processes and tested in a practical context. In keeping with vegan, organic and clean-label market trends, we are also focusing our research activities on developing new starches for the food industry. Other focus areas include the development of starch-based biodegradable bioplastics, as well as efficient means to optimise production processes and quality improvement measures.

A key task in the area of Sugar is the continuous technological optimisation of the sugar extraction process and the underlying source of the sugar, namely sugar beet. A main focus here is on the development of new, environmentally-friendly and energy-saving processes and process steps to further reduce the use of energy and excipients in the production of sugar. A major focus is on optimising the yield of sugar (e.g. through the use of patented organic stabilisers based on hops, resin and/or fatty acids) and on minimising the declining sugar content in beets stored for a longer period. Since 2019 ARIC has a new department „Agricultural Research“, where all activities in the field of agricultural research in the area of sugar are bundled. The new task force is also seen as the contact for agricultural research questions in the areas of fruit, juice and starch.

Other cross-industry activities undertaken by the ARIC include, for example, increasing the added value of by-products through the development of new utilisation options, bioethanol production process optimisation and the issues of quality assurance and hygiene monitoring.



Focus on sustainability



ORGANIC

### BIOPLASTICS

Development of starch-based biodegradable bioplastics



CLEAN

### ORGANIC and CLEAN-LABEL-PRODUCTS

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



### CONSUMER RELEVANT INNOVATION

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

# OUR KEY FINANCIALS 2018/19

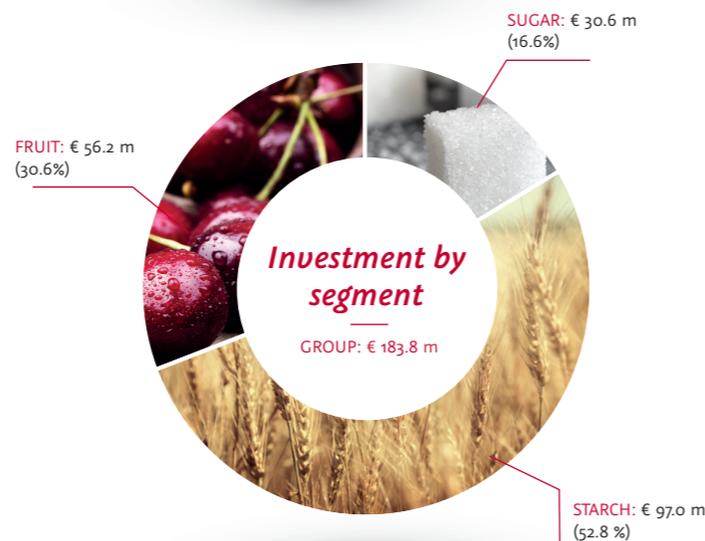


More information  
can be found in  
the online  
annual report

## CORPORATE KEY FINANCIALS

		2018 19	2017 18
Revenue	€m	2,443.0	2,566.3
Operating profit (EBIT) <sup>1</sup>	€m	66.6	190.6
Profit for the period	€m	30.4	142.6
Investment <sup>2</sup>	€m	183.8	140.9
Number of employees <sup>3</sup>		9,242	8,730
Dividend per share	€	1.00 <sup>4,5</sup>	1.125 <sup>5</sup>

<sup>1</sup> Operating profit (EBIT) is after exceptional items and results of equity-accounted joint ventures.  
<sup>2</sup> Investment represents purchases of property, plant and equipment and intangibles, excluding goodwill.  
<sup>3</sup> Average number of employees (headcount) in the financial year.  
<sup>4</sup> Based on the dividend proposal to the Annual General Meeting on 5 July 2019.  
<sup>5</sup> Four-for-one stock split performed in July 2018.



## KEY FINANCIALS

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## CONTACT & IMPRINT



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