



#ResponsibilityInGrowth

THE AGRANA SUGAR DIVISION GROWTH STRATEGY

*"WE ARE NOT HERE TO
SIMPLY PROVIDE SUGAR.
OUR VISION IS SOMETHING
EVEN BIGGER."*

WHAT LIES AHEAD

Until recently, the world was becoming smaller and smaller, and supply chains seemed more and more manageable, even if they did span half the globe. However, since the beginning of 2020, we have learned how fragile globalization is and how important reliable local value chains and local production are for securing supply. In addition, the direct and indirect consequences of climate change have an especially high impact on food industries.

As the Sugar division, we are therefore asking ourselves: **HOW DO WE TAKE OUR RESPONSIBILITY** to enable us to supply the region and its people? What is our stance as an employer, partner for regional farmers and local economic driver? At the same time, how do we act in the interests of our investors so that we can compete and grow in the marketplace?

WHAT DRIVES US

We believe in a world of regions, where regional production ensures **SECURITY OF SUPPLY, CONSERVES RESOURCES AND CONTRIBUTES TO A SUSTAINABLE SOCIETY**. That's why we are strengthening production in our existing locations. We are supporting farmers and businesses in our regions, while ensuring efficient production operations that enable us to provide quality sugar and services in a sustainable way. This is what we stand for, because this is how we see our responsibilities.



#ResponsibilityInGrowth ...



PURPOSE

... TOWARDS OUR CUSTOMERS & CONSUMERS

- > Growth in affordable staple food
- > Growth in trust and secure supply
- > Growth in innovation

... FOR THE ENVIRONMENT AND PEOPLE

- > Growth in sustainability
- > Growth in quality of life
- > Growth in efficient utilization of resources

... FOR AND BY EMPLOYEES

- > Growth in attractiveness
- > Growth in regional job opportunities
- > Growth in personal and professional opportunities

... WITH OUR FARMERS & SUPPLIERS

- > Growth in trustful partnership
- > Growth in our regions
- > Growth in sustainable high-yield farming

... TOWARDS OUR SHAREHOLDERS

- > Growth in profitability and market position
- > Growth in shareholder value
- > Growth on strong foundation

ENSURING ACCESS TO AFFORDABLE FOOD, WHILE ADDING PLEASURE TO LIFE. FOR EVERYONE!



WHAT GUIDES US



PURPOSE

*Ensuring access to affordable food,
while adding pleasure to life. For everyone!*



MISSION

*To achieve our business goals as well as
the ethical goals we live our daily life by
#ResponsibilityInGrowth*

*As a sustainable, profitable sugar
supplier with an increasing market
share we use our strength as a big
player for the benefit of our consumers,
employees and the resources in our
world.*



VISION

*Thinking about sugar is
talking about AGRANA.*

*As AGRANA Sugar we want to be the
sugar supplier of choice in all our sales
regions. Based on a strong partnership
with regional farmers, we offer the
best sugar products and services in a
sustainable way.*



VALUES

*We are, think and act ...
responsibly
with commitment
dedicated
quality driven
team oriented
open and respectful communication
success/profit oriented*



OUR STRATEGIC TARGETS

- > **Market leader** in AT, HU, SK, RO, BG and strong market position in CZ
- > Strengthening our position in Southeastern Europe through our joint venture AGRANA-STUDEN **returns clearly above industry average**
- > **Sustainable, profitable growth** and fair value prices for all stakeholders
- > **Competitive cost** position in all functions and business units



FOUNDATION OF OUR SUCCESS

- > Strong competencies and experience in sugar production
- > High commitment to customer centricity
- > Longstanding partnerships with all our stakeholders
- > Innovation and utilization of digitization potentials
- > Highly qualified, well-trained & committed employees
- > Responsible of all of our resources
- > Solid financing structure and profitability

WHAT WE DO



We strengthen our market position

We are market leader in all our existing markets in Central and Eastern Europe, and we are ready not only to defend this role, but also to steadily expand it. Therefore, we are committed to being a reliable partner, investing in our local brands, providing excellent customer service and maintaining a comprehensive sugar portfolio ranging from bulk sugar to specialities and organic.

To fulfil our supply mandate, we will also buy on the world market as needed and refine raw sugar.

In addition to our main markets in CEE, our joint venture AGRANA-STUDEN makes us one of the most important suppliers of white sugar in Southeastern Europe.



We strive for operational excellence in all our activities

Regional production facilities and short distances to our suppliers and customers are a key element of our value chain strategy. Our strength as AGRANA Sugar Division lies in our experience: we know exactly how to produce, store and distribute sugar efficiently. And there is something else we know from experience: there's more we can do. We will use our capability of doing continuous improvements to produce and distribute even more efficiently and thus reduce our ecological footprint.



We secure the beet supply

We aim for a “win-win” partnership with our farmers. Why should they continue to grow the beet for our sugar varieties in the future? Because it fits into their business and pays off for them. That's why we are committed to paying fair prices for beet today, to continuous innovation to secure beet growth and to supporting farmers so that we increase the beet supply for a sufficient utilization of our factories. Only if sugar beet is at least as profitable for farmers as alternative crops they will stay with sugar beet and benefit.



OUR STRATEGY IN A NUTSHELL

#ResponsibilityInGrowth



PURPOSE

Ensuring access to affordable food, while adding pleasure to life. For everyone!



MISSION

As a sustainable, profitable sugar supplier with an increasing market share we use our strength as a big player for the benefit of our consumers, employees and the resources in our world.



VISION

Thinking about sugar is talking about AGRANA.

As AGRANA Sugar we want to be the sugar supplier of choice in all our sales regions. Based on a strong partnership with regional farmers, we offer the best sugar products and services in a sustainable way.



Strategic Targets

- > Market leader in CEE and strong position in Southeastern Europe through AGRANA-STUDEN
- > Sustainable, profitable growth and fair value prices for all stakeholders
- > Competitive cost position in all functions and business units



Market Strategy & Value Chain Strategy

Strengthening our position in our core markets

- > Extent market share
- > Strengthening of AGRANA brands
- > "De-commoditization"
- > Elevate customer loyalty

Operational excellence in all our activities

- > Securing regional production
- > AGRANA Green deal step-by-step implementation
- > Improve supply chain efficiency
- > Continuous increase in profitability
- > Improvement in efficiency and structure

Securing beet volume:

- > Ongoing fair and sustainable improvement of our partnership with farmers
- > Increase the profitability and competitiveness of beet growing



Foundation of Success

- > Strong competencies and experience in sugar production
- > High commitment to customer centricity
- > Longstanding partnerships with all our stakeholders
- > Innovation and utilization of digitization potentials
- > Highly qualified, well-trained & committed employees
- > Responsible of all of our resources
- > Solid financing structure and profitability



www.agrana.com