Key performance indicators 2010
figures in million €

- **turnover**: 5,435 (+10%)
- **earnings before tax**: 29.2 (+25%)
- **equity capital**: 275 (+8%)
- **total assets**: 1,229 (+15%)
Turnover by segments 2010
figures in million €

<table>
<thead>
<tr>
<th>Plants</th>
<th>2,112</th>
<th>Animals</th>
<th>1,117</th>
<th>Machinery</th>
<th>602</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>119</td>
<td>Retailing</td>
<td>133</td>
<td>Energy</td>
<td>1,321</td>
</tr>
</tbody>
</table>

- Plants: +11%
- Animals: +12%
- Machinery: +2%
- Construction: -8%
- Retailing: +7%
- Energy: +12%
Turnover by distribution channel

Direct Business
Agriculture, Machinery, Home- and Garden, Constructions, Energy
€ ~1.7bn

~150 Primary Co-ops
€ ~1.6bn

Third Part Business:
milling, export, industry
€ ~2.1bn
Here we are

AGRAVIS
$ 7bn

Münster
Frankfurt

We help things grow.
Megatrends…

population

climate

energy

food

…are unbowed!
“World grain trade will grow by more than 50 percent by 2030 to around 465 MMT”
(Alan Tracy, President U.S. WHEAT ASSOCIATES)

Buyers
- Higher prices and higher price volatility
- Risk management
- Reliable source of supply; relationships

Producers
- Competition for acres
- Higher prices and higher price volatility
- No single area (such as Black Sea) can meet that demand alone

Shippers and Handlers
- Growing business
- Volume will strain facilities

Governments
- Price volatility
- Pressure to “protect” consumers
- Pressure to “manage” trade
- Infrastructure investments needs
Dynamic commodities: wheat 2001-2011

difference $ ~280

source: International Monetary Fund
Dynamic commodities: wheat within one day

Difference € ~10
Parts of our risk strategy

- Risk taking and risk willingness
- Risk reporting
- Risk awareness
- Crisis management and training
AGRAVIS risk management

web based
ad hoc
reporting

risk position

limit system
What does it mean?
AGRAVIS strategy: hands on grain

- crop ~ 6.6m to
- soya ~ 1.3m to
- other feedstuff commodities ~ 1.2m to
- fertilizer ~ 1.8m to
Trading for everyone

„Buy a little –
Sell a little –
Take a margin!“

Is it so easy?
Added value

- **agricultural trade**
- **international network**
- **service / consulting**
- **sustainable relationship**
- **logistics**
- **financing**
- **risk management**
Key investments 2004 - 2011

€ 340m

AGRAVIS East

We help things grow.

special feed & animal health

2004 2005 2006 2007 2008 2009 2010 2011

2004 2005 2006 2007 2008 2009 2010 2011
Turnover agribusiness Germany
figures in billion €

Quelle: Ernst & Young Agribusiness in Deutschland 2010
We help things grow.