BayWa

Annual Financial
Statements
as per 31 December 2023
Analysts' Conference

Munich, 28 March 2024 Marcus Pöllinger, CEO Andreas Helber, CFO

Agenda

- Overview Financial Year 2023
- **02** Business Development of the Segments in 2023 and Operational Outlook 2024
- **03** Group Financials 2023
- **04** Outlook

01

Overview Financial Year 2023

Marcus Pöllinger, CEO

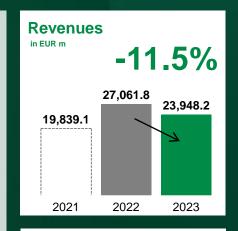
Strategic Milestones in 2023

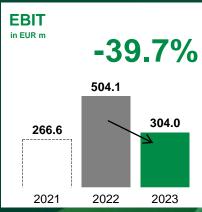
- "Strategy 2030" approved
- Sale of software business and distribution (NEXT Farming) to AGCO
- New enterprise resource planning system
 - → Implementation of the first sub-packages of the core program (SAP S4/HANA)
- BayWa r.e. Sale of Solar Trade not possible in 2023:
 - → Massive surplus capacities of solar modules in the market (approx. 800 to 900 GW); global demand of around 400 to 500 GW
 - → Chinese manufacturers sell PV modules below production costs
 - → Prices plunge by up to 50 % in 2023
 - → Market recovery expected in the second half of 2024; selling process ongoing
- Medium-term EBIT target of EUR 470 520 million adjusted to 2026 determined by market environment for building materials and delay in selling Solar Trade

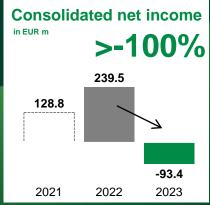


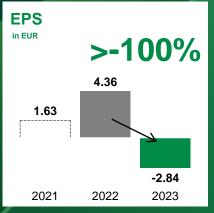
Summary Financial Results 2023

- Price-induced decline in revenue to EUR 23.9 billion (EUR –3.1 bn y/y)
 - → Steep downtrend in commodity prices (Bloomberg Commodity Index –12.5% y/y)
- EBIT guidance of EUR 320 370 just missed
 - → Postponement effect of approx. EUR 15 million in the Global Produce Segment; insurance compensation not yet fully collected
 - → Huge write-downs of solar module inventories (EUR 34 million)
- Negative consolidated result
 - → Substantial burden from value adjustment of tax loss carryforwards and interest rate cap; non-cash expense
- Dividend for 2023 suspended¹
 - → Dividend policy in planning



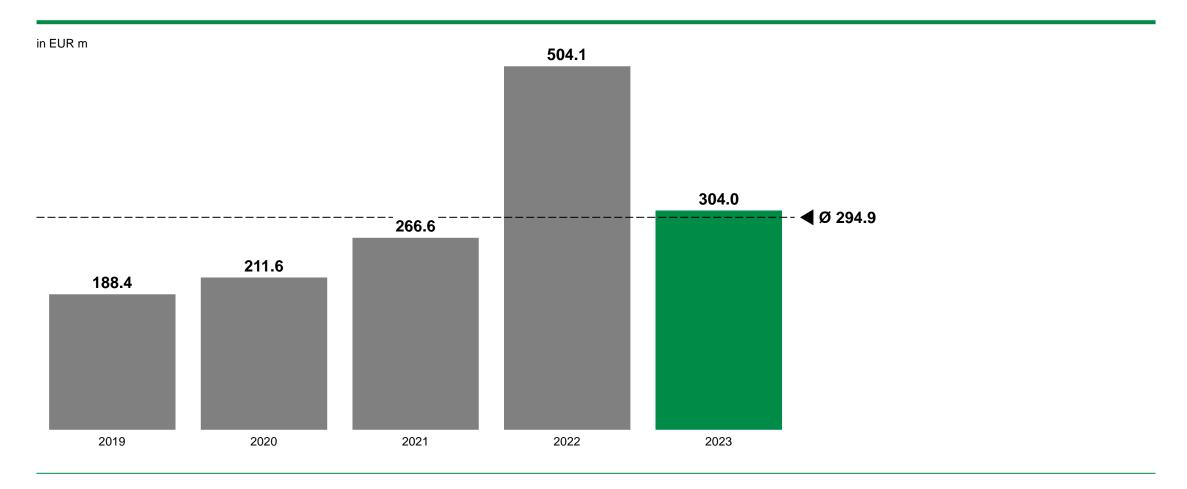




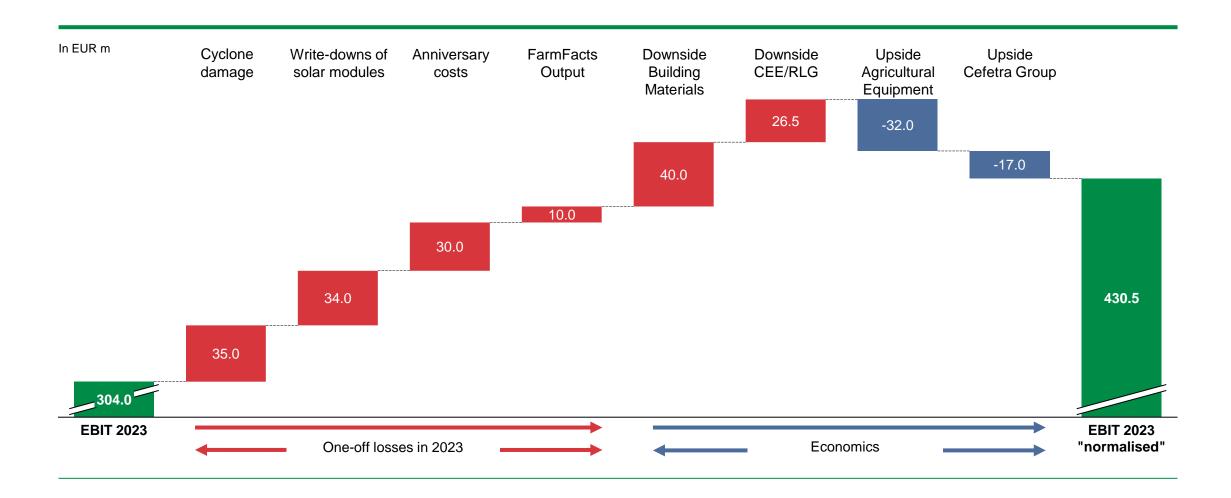


1) Subject to approval by the Annual General Meeting of Shareholders

Development of the Group 2023 Multi-year comparison of EBIT

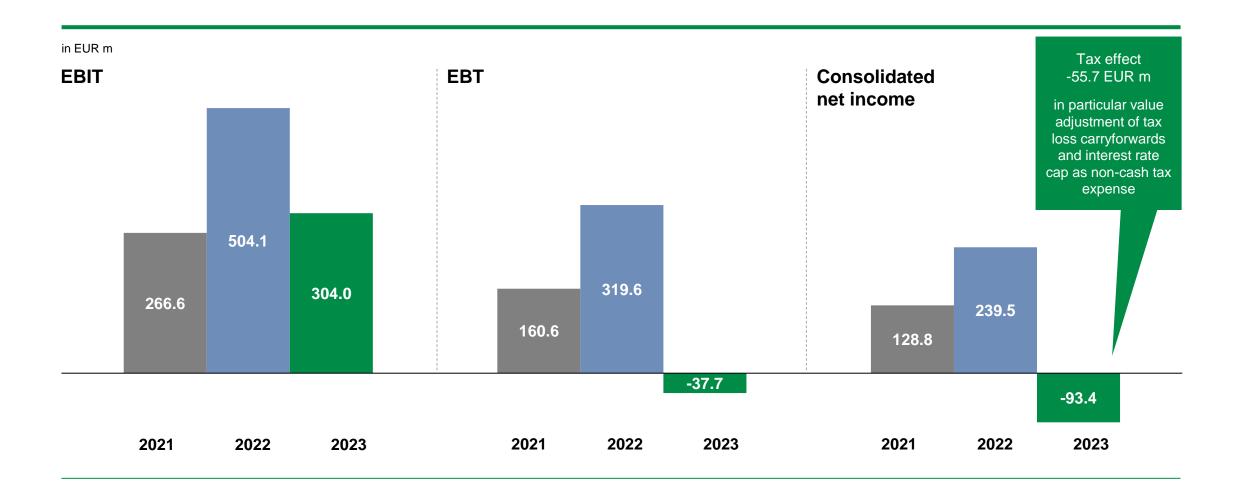


EBIT One-Offs and Economics 2023



BayWa

Earnings development in the Group 2021 to 2023



BayWa

02

Business Development of the Segments in 2023 and **Operational Outlook 2024**

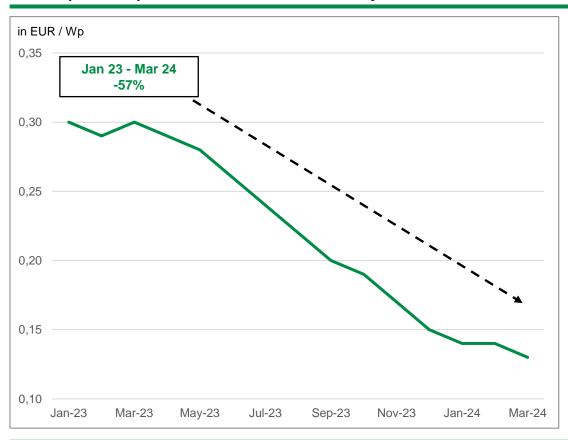
Marcus Pöllinger, CEO

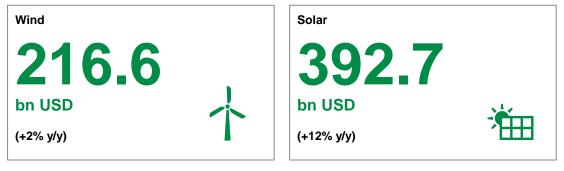


Market Developments – Renewable Energies

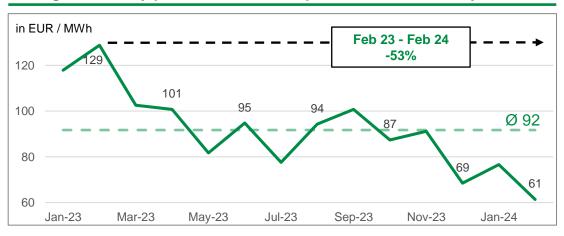
Drastic price drop for PV modules since January 2023¹

Global investment in renewable energy in 2023²





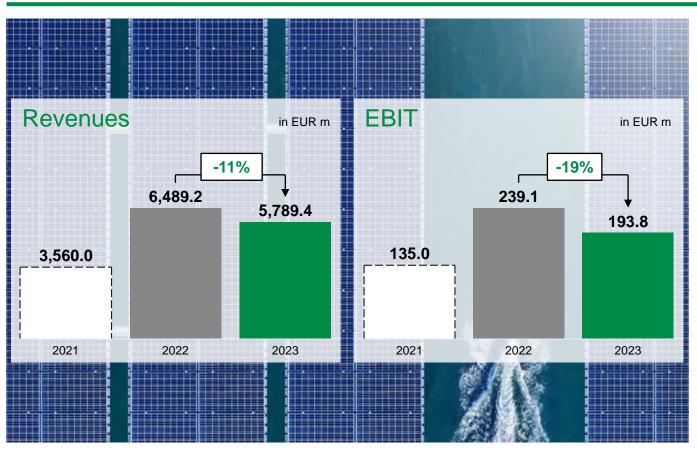
Average electricity price on the EPEX spot market in Germany³



Sources: 1) Solarserver.de; 2) BNEF; 3) Statista

Renewable Energies Segment Revenues and EBIT vs previous year





■ Revenues: ∆ 22/23 EUR -699.8 million

- Revenue decline due to falling energy prices and the downturn in solar module prices
- Result from solar trade significantly lower year on year; burden from weaker margins and inventory write-downs Sales growth: PV modules +9% y/y; inverters +37% y/y
- Project business: 13 wind farms and solar parks with 404 MW (previous year: 765 MW) and project rights of 1.4 GW sold (including Big Creek with 721 MW) sold
- Energy trade performing very well benefiting from contracts concluded in the energy crisis year of 2022

OUTLOOK 2024

- Sales planned in 2024: 952 MW worth of projects and 1.251 MW in project rights (sale before construction)
- Expansion of IPP portfolio by 300 MW to 1.1 GW planned
- Solar module prices expected to stabilise from H2 2024; plans to sell Solar Trade (signing 2024, closing 2025)
- Lower trading margins on average in energy trade due to falling electricity prices

Market Developments – Energy

Price trend of Brent crude¹

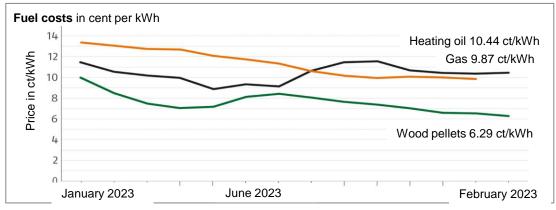
Apr-22

Brent crude price in EUR per barrel Mar 23 bis Mar 24 115 -33% 105 Ø 84.1 75

Jan-23

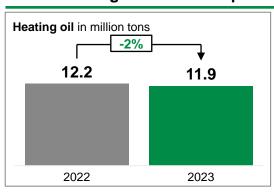
Apr-23

Fuel costs in Germany³

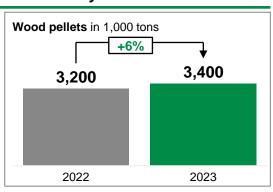


Sale of heating oil² and wood pellets³ in Germany in 2023

Oct-22



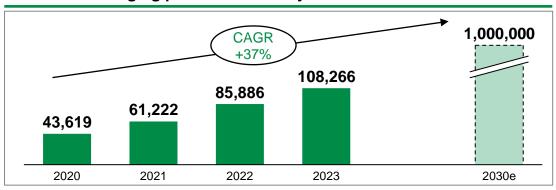
Jul-22



Oct-23

Jan-24

Number of charging points in Germany from 2020 to 2030e 4

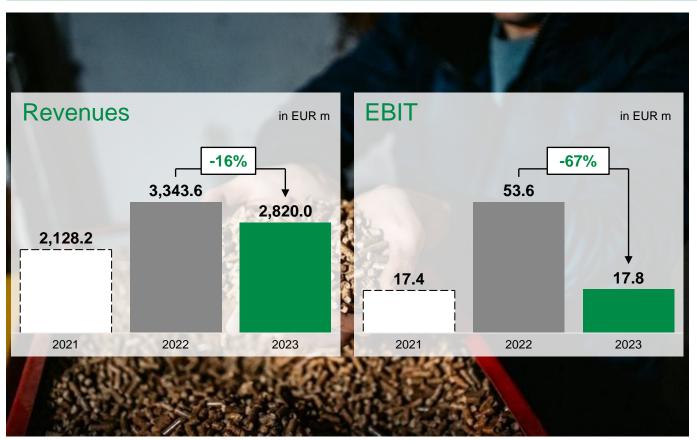


Sources: 1) finanzen.net; 2) AGEB; 3) DEPV; 4) Bundesnetzagentur

Jan-22

Energy Segment Sales and EBIT vs previous year





■ Revenues: ∆ 22/23 EUR -523.6 million

■ EBIT: △ 22/23 EUR -35.8 million

Price- and volume-induced decline in revenues.

- Results burdened by write-downs of wood pellets of inferior quality (EUR 4.8 million)
- Declining price trend for heat energy carriers reduce trade margins
- Notable reluctance to purchase lubricants due to weak economy (-3.6% y/y)
- Customers using favourable price levels to stock up on wood pellets (+6% y/y)

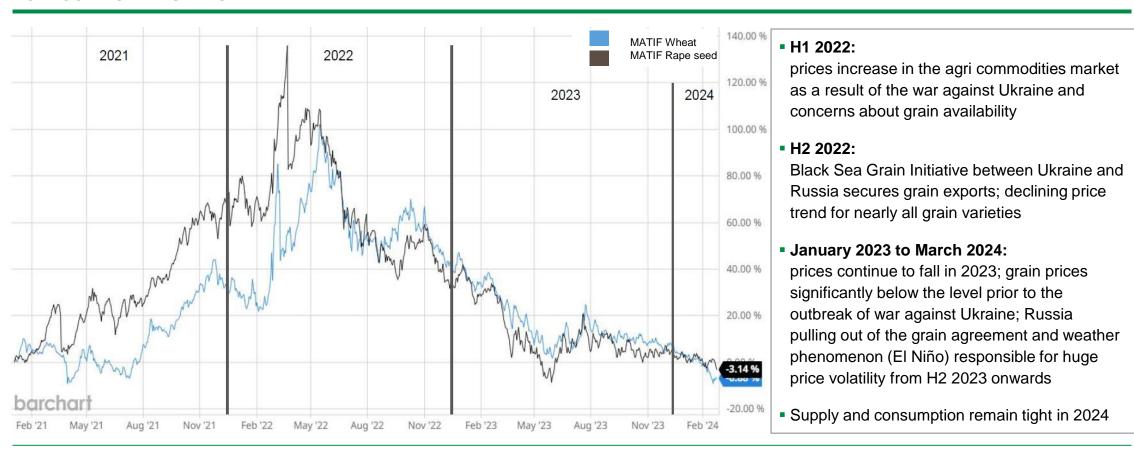
OUTLOOK 2024

- Steady transition from traditional to climate-compatible sources of energy (green LNG & electromobility)
- BMS: positive development in expanding the rapid charging infrastructure and entry as a charge point operator (Deutschlandnetz)



Market Developments – Agricultural Products

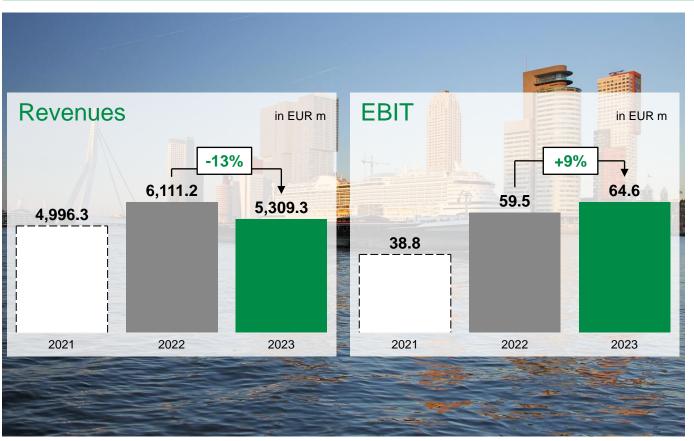
AGRI COMMODITIES PRICE TREND1



Source: 1) barchart.com

Cefetra Group Segment Revenues and EBIT vs previous year





■ Revenues: ∆ 22/23 EUR -801.9 million

■ EBIT:

△ 22/23 EUR +5.1 million

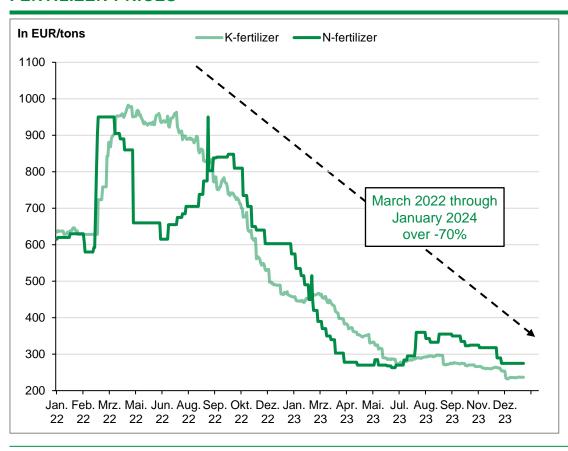
- Price-induced decline in revenues
- Trading in standard products develops very well:
- New sources of supply and grain corridor (Ukraine) benefits subsidiaries in southern Europe; burden in the previous year from Russia's export embargo
- Price volatilities offer good trading opportunities
- Stable speciality business:
- Royal Ingredients almost reaches previous year's record level; Sedaco continues to develop well
- Decline in trading in organic ingredients (Tracomex)

OUTLOOK 2024

- Standard produce:
- Lower volatilities compared with 2023 reduce trading margins
- Compensation for declining feedstuff market by expanding the pet food portfolio
- Stable development in the speciality business anticipated, with average trading margins

Market Developments – Operating Resources

FERTILIZER PRICES



OPERATING RESOURCES TRADE IN GERMANY IN 2023

Fertilisers:

- Falling production costs and easing of the supply situation have led to significant price declines since the start of the war in Ukraine:
 K fertilisers -75% y/y; N fertilisers -71% y/y
- Sales decline caused by tighter application window due to the weather and regulatory requirements (-7% y/y)

Crop protection:

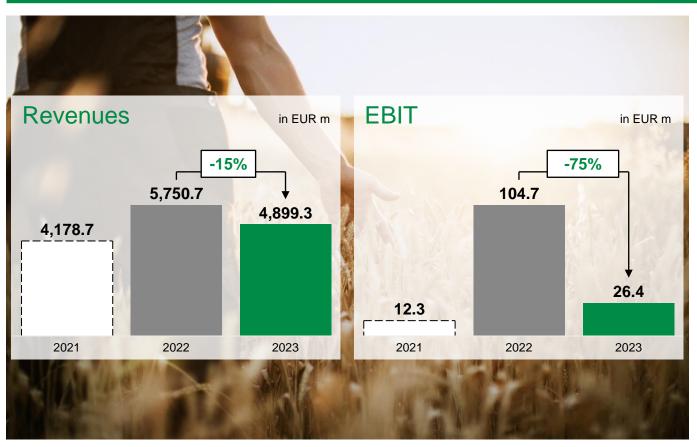
- Sales repeat year-earlier level; growth in fungicides, less demand for herbicides

Seed:

- Decline in seed sales due to reduced cultivation areas of winter grain (-4% y/y); poor weather conditions make sowing difficult

Agri Trade & Service Segment Revenues and EBIT vs previous year





■ Revenues: ∆ 22/23 EUR -851.4 million

- Price-induced decline in revenues
- Decline in earnings mainly due to significantly weaker trading margins in the fertilizer business compared with 2022
- Produce: good sale of grain contracts from 2022
- Crop protection: poor weather conditions (drought) partly hinder the application of crop protection agents, leading to sales declines

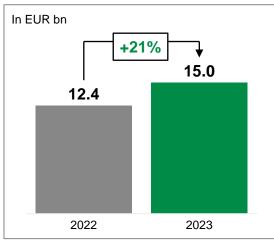
OUTLOOK 2024

- Produce: price level likely to remain above average due to tight supply vs consumption; better quality grain offers good sales potential
- Fertilizers: rising demand anticipated for the new fertilizer season as farmers' stocks from 2022 are likely to have meanwhile run out

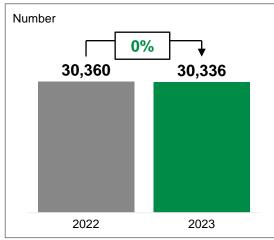
Market Developments – Agricultural Equipment

REVENUES IN THE AGRICULTURAL EQUIPMENT SECTOR REACH RECORD HIGH1

Agricultural equipment revenues in Germany¹



New registrations of tractors in Germany¹

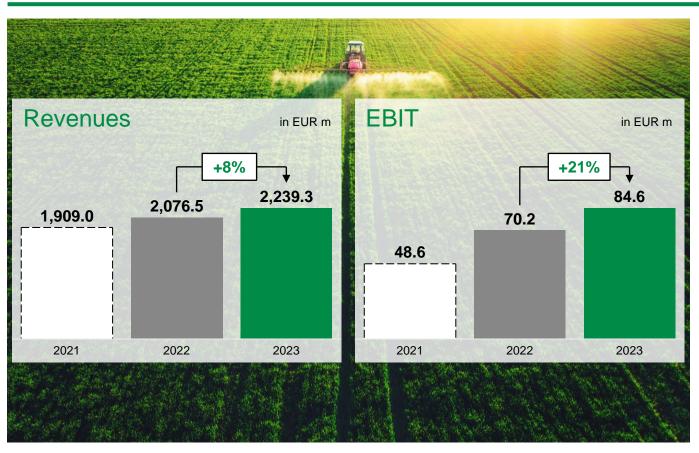


- Sales in the agricultural machinery industry reach new record high, boosted by an easing of the supply situation (registrations only in Q1 2024)
- Planned investment volume for H1 2024 is 19 % higher (EUR 6.9 billion); capital expenditure focused primarily on machinery and equipment, as well as renewable energies

Sources: 1) VDMA

Agricultural Equipment Segment Revenues and EBIT vs previous year





■ Revenues : ∆ 22/23 EUR +162.8 million

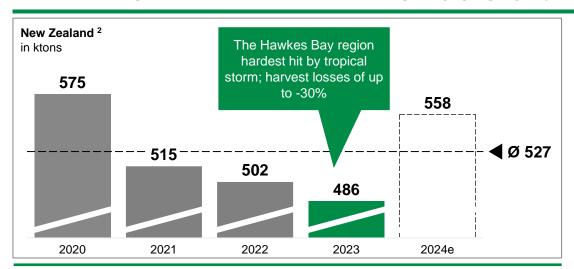
- Growth in revenues and earnings
- The new machinery business benefits from strong sales, a high order backlog and improved delivery capabilities (+5% y/y)
- Strong demand for service and maintenance work drives profit in the service business

OUTLOOK 2024

- Agritechnica secures high volume of orders in H1 2024
- Challenging H2 due to a slowdown in market momentum (expiry of the "Bauernmilliarde" investment programme)
- Stable capacity utilisation anticipated in the service business; shortage of skilled labour and increases in staff and IT costs are likely to have a negative impact

Market developments – fruit

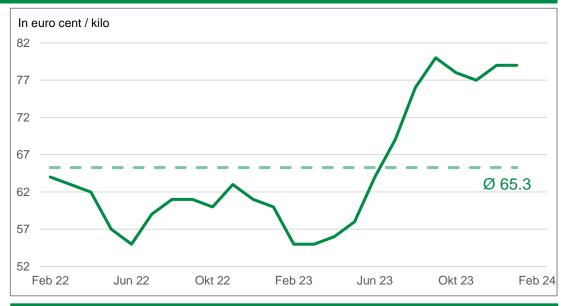
APPLE HARVEST TREND IN NEW ZEALAND FROM 2020 TO 2024e



New Zealand:

- Smallest apple harvest since 2007/08 as a consequence of Cyclone Gabrielle, above all in Hawkes Bay, BayWa's main reference area
- Recovery in harvest volumes predicted for 2024 (+15 % y/y)
- Germany:
- Wet and cold weather during the flowering stage and dry weather in the summer burden fruit harvests in 2023 (-12 % y/y)

APPLE PRICES IN GERMANY³

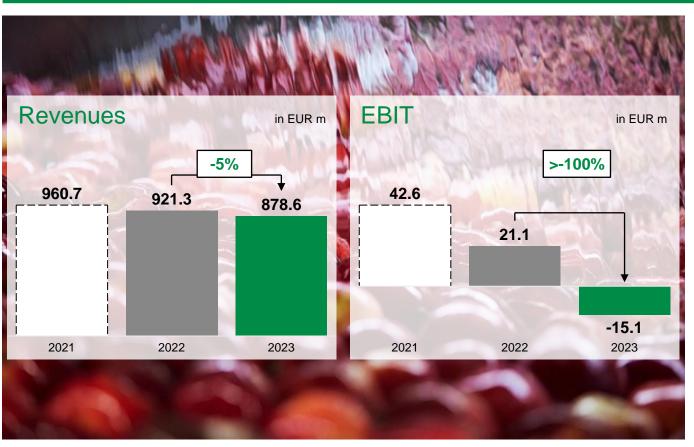


- Weaker harvests and lower stocks in Europe send prices up as from June 2023
- Apple prices in Germany around 23 % higher than the average of the last two years

Sources: 1) Destatis; 2) WAPA; 3) EU Apple Dashboard

Global Produce Segment Revenues and EBIT vs previous year





■ Revenues: ∆ 22/23 EUR -42.7 million

- T&G: massive burden on the result from Cyclone Gabrielle in New Zealand; harvest losses (up to 30 %, including partner producers); burden from clean-up operations and write-downs of destroyed plantations (EUR 7 million)
- TFC: weaker harvest and poorer qualities in the reference areas; sales via spot markets to fulfil supply agreements reduce trading margins (mangos and avocados)
- Reluctance to buy premium fruit due to inflation

OUTLOOK 2024

- T&G: good harvest volumes and better quality offer promising sales; collection of insurance compensation still outstanding
- TFC: increase in volumes and better consumer sentiment



Market Developments – Building Materials

DEVELOPMENT OF INCOMING ORDERS/BACKLOG IN RESIDENTIAL CONSTRUCTION¹

190 182.8 180 170.6 170 160 150 139.8 140 126.2 130 130.5 120 110 100 90.1 90

2019

2020

2021

Order backlog

seasonally adjusted

2022

2023

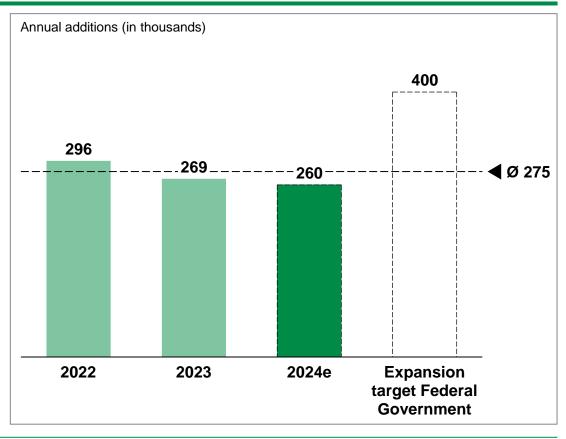
2018

Incoming orders, calendar

and seasonally adjusted

2017

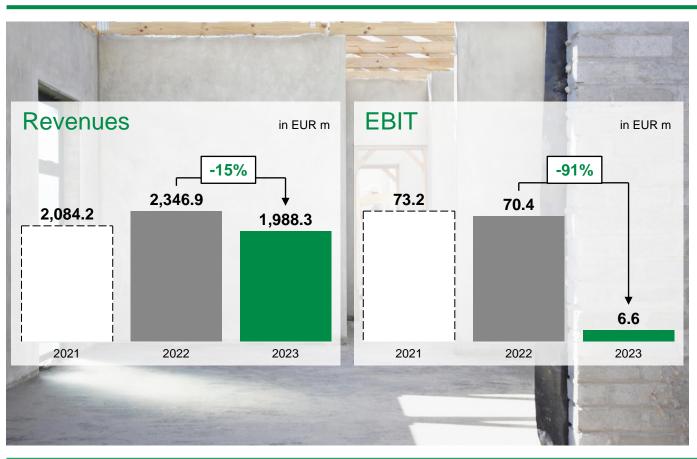
THE FEDERAL GOVERNMENT'S TARGET FOR NEW CONSTRUCTION IS MISSED BY 125,000 FLATS EVERY YEAR¹



Sources: 1) Heinze Monthly Presentation

Building Materials Segment Revenues and EBIT vs previous year





■ Revenues: ∆ 22/23 EUR -358.6 million

■ EBIT:

△ 22/23 EUR -63.8 million

- Volume-induced decline in revenues, above all in building construction, gardening and landscaping, and roofing
- Rising financing costs for new builds and renovation acts as a constraint on construction investment
- Result includes special item of around EUR –9 million (anniversary bonus)
- Cost-cutting measures introduced: five locations closed and one sold

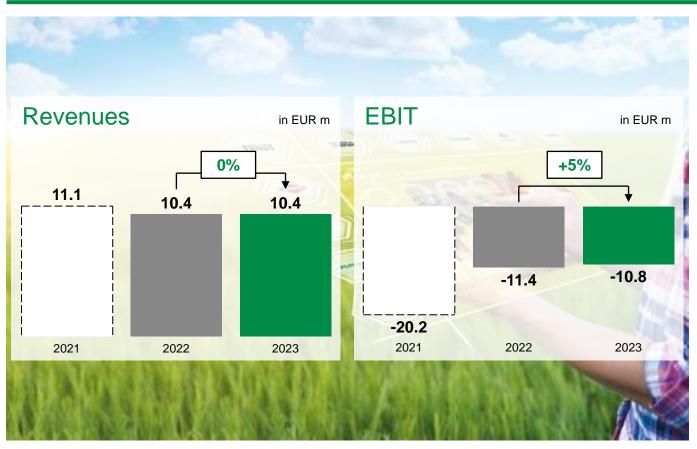
OUTLOOK 2024

- High financing costs and weak market momentum in residential construction present the greatest challenge in 2024
- New housing subsidies likely to have a positive impact on the sale of building materials versus the previous year
- EBIT stabilisation through BayWa Bau Projekt GmbH
- Cost cutting programme (site closures and workforce reductions) already showing signs of success
- Other measures are being investigated (e.g., short-time work)



Innovation & Digitalisation Segment Revenues and EBIT vs previous year





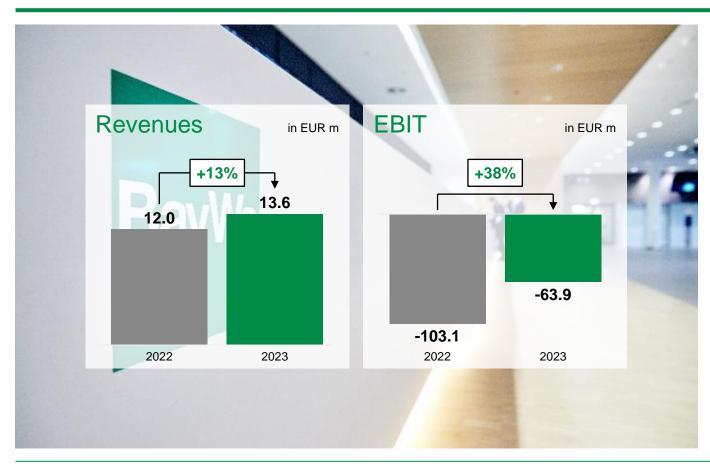
■ Revenues : △ 22/23 EUR 0.0 million

- Revenues at previous year's level
- Reclassification of eBusiness expenses under the operating segments and Other Activities delivers a slight improvement in earnings
- Restructuring of the Digital Farming business: sale of NEXT Farming software solutions and the associated software development to AGCO
- Liquidation of the segment in the current financial year 2024 and reassigning FarmFacts GmbH to the Agricultural Equipment Segment; the remaining subsidiaries will be allocated to Other Activities

03

Group Financials 2023Andreas Helber, CFO

Other Activities 2023



■ Revenues: ∆ 22/23 EUR +1.6 million

- EBIT consists of administrative costs and consolidation effects
- Improvement compared with year-earlier period driven by:
 - Increase in investment income (EUR 3 million) and bank dividend (EUR 3.9 million)
 - Proceeds from the sale of real estate (EUR 6.7 million)
 - Previous year burdened by write-downs of real estate (EUR 14 million) and inflation premium

Financials Energy Business Unit Income Statement

In EUR m	2019	2020	2021	2022	2023	∆22/23 (in %)
Revenues	4,474.3	3,954.9	5,688.2	9,832.8	8,609.4	-12.4
EBITDA	176.7	212.3	231.8	435.6	305.4	-29.9
% of Revenues	3.9%	5.4%	4.1%	4.4%	3.5%	
EBIT	127.4	142.7	152.4	292.7	211.6	-27.7
% of Revenues	2.8%	3.6%	2.7%	3.0%	2.5%	
EBT	87.5	102.5	111.7	213.1	73.2	-65.6
% of Revenues	2.0%	2.6%	2.0%	2.2%	0.9%	

Financials Agriculture Business Unit Income Statement

In EUR m	2019	2020	2021	2022	2023	∆22/23 (in %)
Revenues	10,857.5	10,588.2	12,044.7	14,859.7	13,326.5	-10.3
EBITDA	188.2	206.9	256.5	387.4	271.1	-30.0
% of Revenues	1.7%	2.0%	2.1%	2.6%	2.0%	
EBIT	96.6	103.5	142.3	255.5	160.5	-37.2
% of Revenues	0.9%	1.0%	1.2%	1.7%	1.2%	
EBT	56.1	63.6	100.4	183.7	14.5	-92.1
% of Revenues	0.5%	0.6%	0.8%	1.2%	0.1%	

Financials Building Materials Business Unit Income Statement

In EUR m	2019	2020	2021	2022	2023	∆22/23 (in %)
Revenues	1,702.8	1,899.0	2,084.2	2,346.9	1,988.3	-15.3
EBITDA	57.0	75.7	104.0	105.7	44.2	-58.2
% of Revenues	3.3%	4.0%	5.0%	4.5%	2.2%	
EBIT	32.1	46.9	73.2	70.4	6.6	-90.6
% of Revenues	1.9%	2.5%	3.5%	3.0%	0.3%	
EBT	23.4	36.5	59.3	49.0	-30.4	> -100
% of Revenues	1.4%	1.9%	2.8%	2.1%	-1.5%	

Income Statement

In EUR m	2019	2020	2021	2022	2023	∆ 22/23 (in %)
Revenues	17,059.0	16,464.7	19,839.1	27,061.8	23,948.2	-11.5
EBITDA	403.0	464.8	552.8	858.8	587.3	-31.6
% of Revenues	2.4%	2.8%	2.8%	3.2%	2.4%	
EBIT	188.4	211.6	266.6	504.1	304.0	-39.7
% of Revenues	1.1%	1.3%	1.3%	1.9%	1.3%	
EBT	79.2	107.6	160.6	319.6	-37.7	> -100
% of Revenues	0.5%	0.7%	0.8%	1.2%	-0.2%	
Consolidated net income/loss for the year	65.1	59.5	128.8	239.5	-93.4	> -100
Tax rate	17.8%	44.7%	19.8%	25.1%	> -100%	
Consolidated net income/loss for the year per share (in EUR)	1.85	1.69	3.64	6.72	-2.61	> -100
Share of minority interest	24.4	23.6	58.2	71.4	4.7	-93.4
Share of owners of parent company	40.7	35.9	70.7	168.1	-98.1	> -100
Earnings per share (EPS) (in EUR)	0.80	0.66	1.63	4.36	-2.84	> -100

Balance Sheet

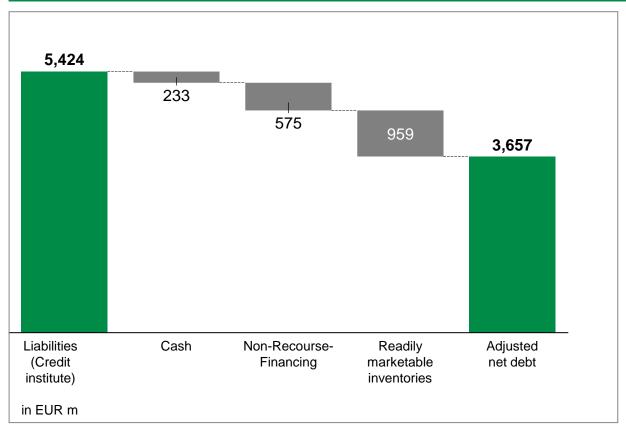
In EUR m	2019	2020	2021	2022	2023	∆22/23 (in %)
Total assets	8,781.9	8,950.0	11,771.4	12,976.4	12,518.7	-3.5
Equity	1,253.4	1,153.6	1,816.1	1,909.0	1,713.0	-10.3
Equity ratio	14.3%	12.9%	15.4%	14.7%	13.7%	
Equity ratio adjusted ¹	17.6%	16.2%	17.8%	16.0%	15.3%	
In EUR m	2019	2020	2021	2022	2023	∆22/23 (in %)
Non-current assets	3,090.5	3,538.9	3,771.3	4,390.9	4,917.6	12.0
Current assets	5,691.4	5,411.1	8,000.1	8,585.5	7,601.1	-11.5
Provisions	1,084.4	1,170.4	1,227.2	1,153.7	1,112.4	-3.6
Long-term debt (Ci ²)	1,301.1	1,114.2	2,717.3	3,560.1	3,030.8	-14.9
Long-term leasing liabilities	706.5	761.8	861.4	926.3	972.3	5.0
Short-term debt (Ci ²)	2,313.6	2,217.1	1,467.3	1,718.7	2,393.2	39.2
Short-term leasing liabilities	68.2	72.3	76.9	75.6	90.8	20.1

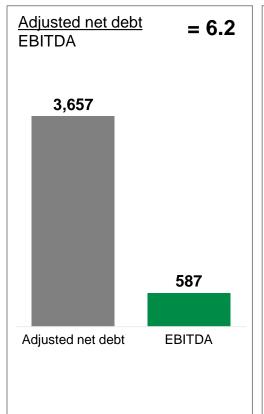
¹⁾ Adjusted for the reserve formed for actuarial profits and losses 2) Ci = Credit institutes

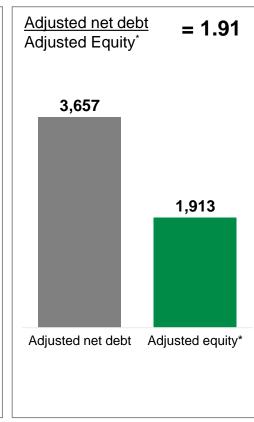
Cash Flow Statement

2019	2020	2021	2022	2023	∆22/23 (in %)
213.9	399.5	491.0	695.6	439.2	-36.9
-24.9	675.9	-583.6	-337.2	455.0	> 100
-149.4	-251.5	-197.2	-293.2	-378.7	29.2
282.6	-482.6	1,009.0	451.5	-61.0	> -100
120.6	229.7	168.4	399.1	221.8	-44.4
229.7	168.4	399.1	221.8	233.3	5.2
	213.9 -24.9 -149.4 282.6 120.6	213.9 399.5 -24.9 675.9 -149.4 -251.5 282.6 -482.6 120.6 229.7	213.9 399.5 491.0 -24.9 675.9 -583.6 -149.4 -251.5 -197.2 282.6 -482.6 1,009.0 120.6 229.7 168.4	213.9 399.5 491.0 695.6 -24.9 675.9 -583.6 -337.2 -149.4 -251.5 -197.2 -293.2 282.6 -482.6 1,009.0 451.5 120.6 229.7 168.4 399.1	213.9 399.5 491.0 695.6 439.2 -24.9 675.9 -583.6 -337.2 455.0 -149.4 -251.5 -197.2 -293.2 -378.7 282.6 -482.6 1,009.0 451.5 -61.0 120.6 229.7 168.4 399.1 221.8

Adjusted net debt in relation to EBITDA and equity







^{*} Adjusted for the reserve formed for actuarial profits/losses in the measurement of pension provisions amounting to approx. EUR 200 million

03 | Group Financials 2023

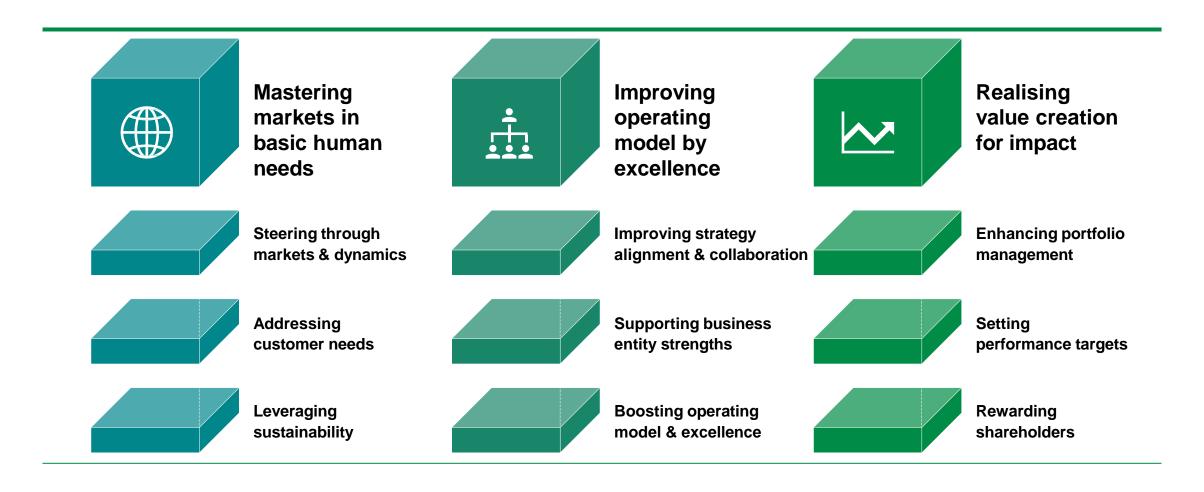
Economic Profit 2023

Profit	Ø Invested Capital	ROIC (in %)	WACC (in %)	Spread (in %)	Economic Profit
193.8	3,266.9	5.93	7.90	- 1.97	- 64.3
17.8	130.6	13.64	8.60	5.04	6.6
64.6	636.5	10.16	7.00	3.16	20.1
26.4	1,429.3	1.84	7.00	- 5.16	- 73.7
84.6	863.9	9.79	9.10	0.69	6.0
- 15.1	442.7	- 3.40	6.60	- 10.00	- 44.3
6.6	886.4	0.74	8.50	- 7.76	- 68.8
	193.8 17.8 64.6 26.4 84.6	193.8 3,266.9 17.8 130.6 64.6 636.5 26.4 1,429.3 84.6 863.9 - 15.1 442.7	193.8 3,266.9 5.93 17.8 130.6 13.64 64.6 636.5 10.16 26.4 1,429.3 1.84 84.6 863.9 9.79 - 15.1 442.7 - 3.40	Capital (in %) (in %) 193.8 3,266.9 5.93 7.90 17.8 130.6 13.64 8.60 64.6 636.5 10.16 7.00 26.4 1,429.3 1.84 7.00 84.6 863.9 9.79 9.10 - 15.1 442.7 - 3.40 6.60	193.8 3,266.9 5.93 7.90 -1.97 17.8 130.6 13.64 8.60 5.04 64.6 636.5 10.16 7.00 3.16 26.4 1,429.3 1.84 7.00 -5.16 84.6 863.9 9.79 9.10 0.69 -15.1 442.7 -3.40 6.60 -10.00

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Outlook Marcus Pöllinger, CEO

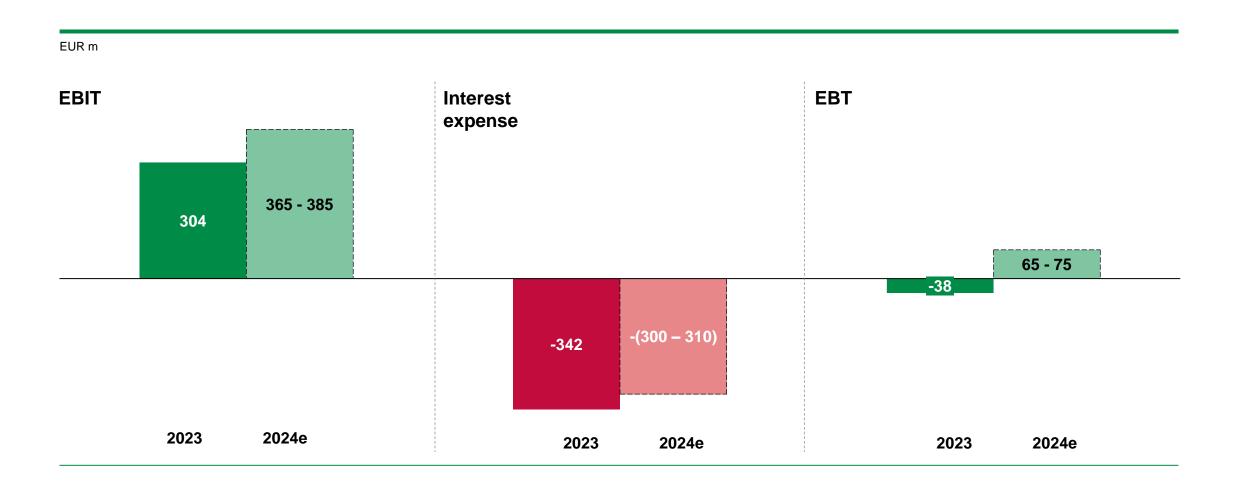
Our Strategy 2030, based on 3 core elements and backed by 9 areas of action will pave the way for enduring success



10 major measures to be implemented until 2026 Goal: improve earnings while optimizing inventory management and reducing debt

	Major measures	Entity	Effects in EUR		Timing 2024-2026	Cluster
1.	Rightsize BayWa r.e. (Solar Trade)	BayWa r.e.	CE:	-150 m	24	Hold/Improve business
2.	Rightsize Agri Equipment DE	BayWa	CE:	-150 m	24	Hold/Improve business
3.	Performance improvem. r.e. (Strauss, AmBeech)	BayWa r.e.	CE:	-450 (S:250, AB:200)	24 AB/25 S	Hold/Improve business
4.	Sale of Solar Trade business	BayWa r.e.	CE:	TBD	24/25	Divest/Exit business
5.	Sale of selected Portfolio Items	Overarching	CE:	-260 m	24-26	Divest/Exit business
6.	Turnaround Agri Inputs DE	BayWa	CE:	-80 m	24-26	Hold/Improve business
7.	Performance improvement RWA (CEE/RLG)	X RWA	EBIT:	+20 m	24-26	Hold/Improve business
8.	Performance improvement BGP	BayWa Global Produce	EBIT:	+70 m	24-26	Hold/Improve business
9.	Turnaround Construction DE	BayWa	EBIT:	+45 m	24-26	Hold/Improve business
10.	Improve operating model HQ	BayWa	EBIT:	+10 m	24/25	Hold/Improve business

Lower interest expense and operational improvement lead to positive EBT



BayWa

Thank you for your attention

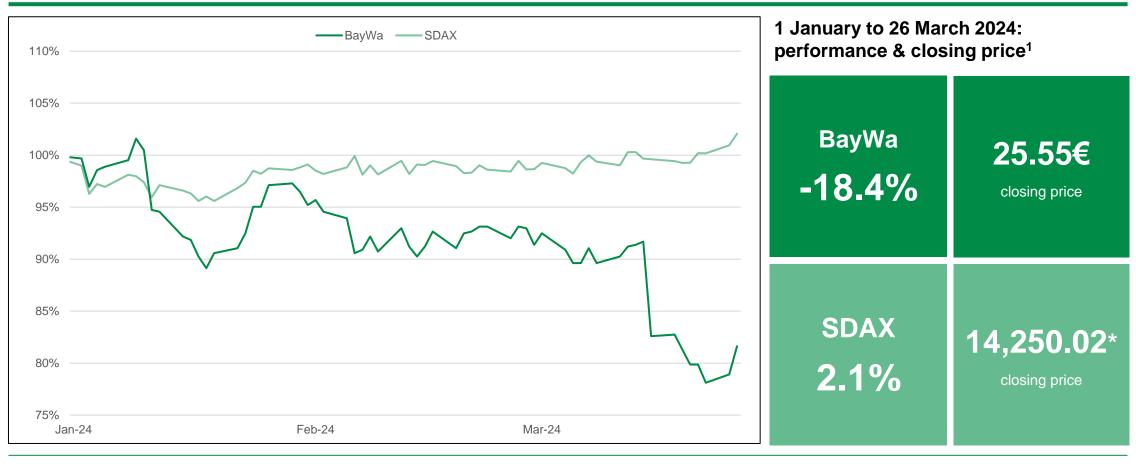
Munich, 28 March 2024 Marcus Pöllinger, CEO Andreas Helber, CFO

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Appendix

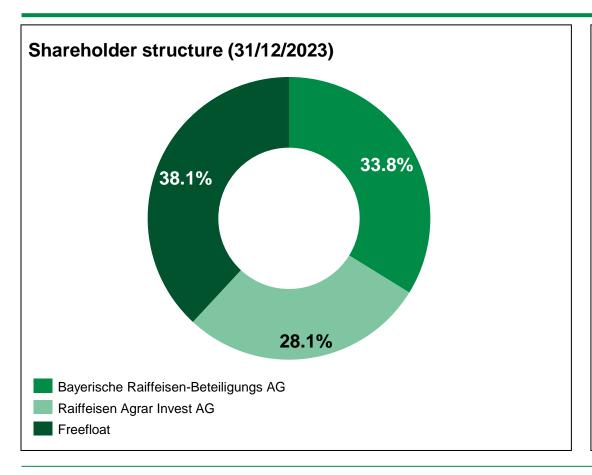
05 | Appendix

BayWa share 2024: Price performance compared with the SDAX



Source: 1) Frankfurt Stock Exchange *Points

BayWa share 2023



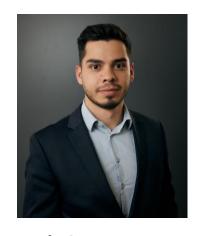
BayWa share profile (31/12/2023)				
Stock exchanges	Frankfurt, Munich, Xetra			
Segment	Official Market / Prime Standard			
Security code	no. 519406 and 519400			
ISIN	DE0005194062 and DE0005194005			
Share capital	EUR 92,497,210.88			
Number of shares	36,131,723			
Denomination	No-par value shares with an arithmetical portion of EUR 2.56 each in the share capital			
Securitisation	In the form of a global certificate deposited with Clearstream Banking AG. Shareholders participate as co-owners corresponding to the number of shares held (collective custody account)			

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Financial Calendar 2024



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05 | Appendix

Disclaimer

Forward-looking statements and guidance



This presentation includes forward-looking statements. These statements are based on current assessments and forecasts of management and draw on information currently available. These forward-looking statements are therefore not a guarantee of the future developments and the results described. Instead they depend on numerous factors; they harbour various risks and imponderables and are based on assumptions that may not prove to be accurate. BayWa does not assume any guarantee that these forward-looking expectations and assumptions will actually occur nor does it undertake any obligation for updating or adjusting them to future events or developments.