



**Executive Board**

**Felix Büchting** (Spokesperson) Research & Breeding, Human Resources, Strategy, Farming, Corporate Office & Services

**Nicolás Wielandt** Corn Europe, South America, North America and China

**Peter Hofmann** Sugarbeet, Vegetables, Cereals, Oilseed Rape / Special Crops & Organic Seeds, Marketing & Communications

**Eva Kienle** Finance & Procurement, Controlling, Global Transaction Center, Legal Services & IP, Information Technology, Compliance Office, Governance & Risk Management



# To Our Shareholders

## Foreword of the Executive Board

*Dear shareholders, partners  
and friends of KWS,*

I am pleased to welcome you here for the first time in my new role as Spokesperson of KWS' Executive Board. At the Annual Shareholders' Meeting last December, we completed our long-planned generational change on the Executive Board and the Supervisory Board, thus laying the foundations for the future. Thinking in terms of generations is an essential part of our corporate culture – it defines our day-to-day activities and guides our commercial decisions.

The fact that we are able to tell you about a very successful year in this Annual Report, which I warmly invite you to read, is due to the groundwork we laid some time ago to achieve that. This is because plant breeding is an arduous, time-consuming undertaking. It can sometimes take ten years to develop a new variety. To be successful in this requires staying power, creativity and innovativeness, as well as a high degree of entrepreneurial independence.

In 2010, we decided to add sunflower to our portfolio, for example. In the past fiscal year – some 13 years later – we were able to submit our own varieties for official approval for the first time after intensive research and breeding work, with an eye to marketing them in the coming years. Sunflower plays a major role in farming in southeastern and Eastern Europe, in particular, and will also gain in importance in the future in view of climate change, since this crop's water use is relatively good.

Another example is Brazil, where we started breeding corn for tropical and subtropical regions just over a decade ago. KWS was hardly known in Brazil at the time, but now we have an innovative portfolio of varieties in this important market and, with a share of around 10%, are one of the leading seed vendors there.

Now let's turn from the past and look to the future, in which we as a seed specialist will need – more than ever before – to supply farmers with adapted and high-yielding varieties. After all, as the repercussions of climate change become more and more tangible, the challenges facing agriculture worldwide are growing. Stable harvests and high food security can no longer be taken for granted in times of increasing weather anomalies such as long periods of drought, heavy rainfall or storms. In addition, climate change is leading to a greater prevalence and spread of plant diseases and insects that previously had hardly any relevance.

At the same time, as one of the world's largest emitters of greenhouse gases, agriculture must do its bit to reduce the ecological footprint and strengthen biodiversity and soil health. The European Union has set concrete and ambitious targets for European agriculture with its Farm to Fork Strategy as part of the Green Deal. By 2030, for example, the use of chemical pesticides is to be cut in half and the use of fertilizers reduced by one-fifth, while organic farming is to be significantly expanded – an enormous challenge given the above-described impacts of climate change and the need to maintain food security.

As one of the world's leading seed specialists, we see ourselves as part of the solution to this challenge. We believe that innovative seed will play a key role in the transformation toward more sustainable agriculture. In the future, innovative varieties will not only safeguard yields, but also have resistance to diseases and pests. As a result, for instance, the use of pesticides can be reduced, while the plants require fewer nutrients such as nitrogen or have demonstrably positive effects on soil health.

We have set ourselves clear goals in this regard as part of our Sustainability Ambition 2030. For example, our goal moving forward is for at least a quarter of our varieties to be suitable for low-input farming. You can find out how we are tackling these and other exciting innovation topics at KWS in our Research & Development Report starting on [page 26](#), which I would very much like to commend to you.



By its very nature, an Annual Report focuses on facts and figures. However, our success, which is evidenced in the key figures for fiscal 2022/2023, has many stories and faces – first and foremost those of our more than 5,000 dedicated and highly qualified colleagues at KWS worldwide! It fills me with pride and joy to see how the special “KWS spirit” and our shared mission – “Our passion for plants sustains farming, food and planet” – drive and unite us in striving for a better world in which there is food security for all and we conserve the environment.

We live our core values of closeness, reliability, foresight and independence not only within the company, but also with farmers, business partners and shareholders.

I would like to take this opportunity to thank all of you for the successful working relationship and your trust in KWS, and I hope you find this Annual Report both informative and interesting.

A handwritten signature in blue ink that reads "Yours, Felix Büchting". The signature is written in a cursive, slightly informal style.

Dr. Felix Büchting  
Spokesperson of the Executive Board

## Report of the Supervisory Board

KWS SAAT SE & Co. KGaA and the personally liable partner, KWS SE, both have a separate Supervisory Board, each with the same shareholder representatives serving on them. The Supervisory Board of KWS SAAT SE & Co. KGaA has two employee representatives in addition to the shareholder representatives. Both boards hold some meetings together, with the result that the employee representatives are informed at an early stage in upcoming decisions by the personally liable partner.

The Supervisory Board of KWS SAAT SE & Co. KGaA discharged the duties incumbent on it in accordance with the law, the company's Articles of Association and the bylaws, regularly advised and monitored the personally liable partner, represented by its Executive Board, in its activities and satisfied itself that the company was run properly and in compliance with the law and that it was organized efficiently and cost-effectively. The Supervisory Board extensively discussed all significant business transactions and carefully accompanied the Executive Board in all fundamental decisions of importance to the company. As is customary, the Executive Board involved the Supervisory Board in all key decisions. The Supervisory Board was provided with the necessary information in written and oral form regularly, promptly and comprehensively. This included all key information on relevant questions, in particular relating to strategy, planning, the business performance and the situation of the company and the KWS Group, including the risk situation, risk management and compliance. In the year under review, there were no transactions with related parties which require the Supervisory Board's approval in accordance with Section 111b of the German Stock Corporation Act (AktG).

The company's business policy, corporate and financial planning, profitability and situation, market trends and the competitive environment, research and breeding and, along with important individual projects, risk management at the KWS Group, in particular in relation to the geopolitical crisis in Eastern Europe, were the subject of detailed discussions in the year under review.

The Chairperson of the Supervisory Board continued the direct discussions with the Spokesperson of KWS SE's Executive Board and individual members of the Executive Board in regular talks outside the meetings of the Supervisory Board in the year under review. In addition, there were monthly meetings between the Chairperson of the Supervisory Board and the Executive Board as a whole, where the company's current business development and, in particular, its strategy, occurrences of special importance and individual aspects were dealt with. The Chairperson of the Supervisory Board informed the Supervisory Board of the results of these meetings. The Supervisory Board did not make use of its right to conduct an examination granted by Section 111 (2) of the German Stock Corporation Act (AktG) since the reporting by the Executive Board meant there was no reason to do so.

### **Focal areas of deliberations**

Four in-person meetings of the Supervisory Board of KWS SAAT SE & Co. KGaA and one hybrid meeting were convened in fiscal 2022/2023. The meetings were always attended by all its members.

At the beginning of the year under review, the Supervisory Board of KWS SAAT SE & Co. KGaA convened its meeting to discuss the financial statements on October 26, 2022. At this meeting, the Supervisory Board first asked the auditors to explain the results of the audit of the annual financial statements of KWS SAAT SE & Co. KGaA and the KWS Group. This discussion took place without the Executive Board of KWS SE. With the Executive Board in attendance, the Supervisory Board then approved the financial statements of KWS SAAT SE & Co. KGaA and approved the consolidated financial statements of the KWS Group as of June 30, 2022.

Following this meeting, the Supervisory Board members of both bodies were informed in detail about KWS' objectives with regard to the topics of "Environment, Social & Governance". In addition, the still critical situation in Ukraine and Russia was analyzed and discussed.

On December 5, 2022, the Supervisory Board of KWS SAAT SE & Co. KGaA met for the last time in

its old composition. Focal topics at this meeting were the status of KWS' research activities, recruiting and retaining employees in view of the shortage of skilled workers, and the increasing threat to business operations from cyberattacks, including measures to defend against them.

The Annual Shareholders' Meeting on December 6, 2022, reelected Dr. Marie Th. Schnell and Victor W. Balli to the Supervisory Board and appointed Professor Dr. Dr. h.c. mult. Stefan W. Hell and Philip Freiherr von dem Bussche, the former Spokesperson of the Executive Board, as new

members. Philip von dem Bussche's term of office is limited to two years. Christine Coenen was again appointed to the Supervisory Board as an employee representative, and Eric Gombert was appointed for the first time as such.

After the Annual Shareholders' Meeting of KWS SAAT SE & Co. KGaA, the new Supervisory Board convened its constitutive meeting. The new Supervisory Board elected Philip Freiherr von dem Bussche as its Chairperson and Dr. Marie Th. Schnell as Deputy Chairperson and formed the committees shown below.

#### Committees of the Supervisory Board of KWS SAAT SE & Co. KGaA

Committee	Chairperson	Members 2022/2023
<b>Audit Committee</b>	Victor W. Balli	Philip Freiherr von dem Bussche Christine Coenen
<b>Nominating Committee</b>	Dr. Marie Theres Schnell	Victor W. Balli Philip Freiherr von dem Bussche

As scheduled, the Supervisory Board requested and was given a presentation on the status of the breeding programs for all major crops at its spring meeting on March 14, 2023. On June 29, 2023, the Supervisory Board discussed the budget and medium-term planning, including ways of countering the significant inflation. The Supervisory Board of KWS SE subsequently adopted the budget and planning.

In the year under review, the long-prepared and announced generational change on KWS' Executive Board and Supervisory Board was largely completed. On December 6, 2022, **Dr. Hagen Duenbostel** resigned from the Executive Board of KWS after around 20 years of service and responsibility on it and thus entered a two-year cooling-off as it is intended to propose him for election to the Supervisory Board of KWS SAAT SE & Co. KGaA at the Annual Shareholders' Meeting at the end of 2024.

In 1998, Dr. Hagen Duenbostel decided to move from auditing to operational business. He soon took over as Head of Business Administration at KWS MAIS GMBH. The aim was to develop the corn business more quickly. To achieve this, we spun off our corn activities into a separate

company. Hagen Duenbostel made a strategic contribution from the outset, with the result that he was entrusted with managing KWS MAIS GMBH in 2000. Since then, he has been actively involved in building our international strategic partnerships. The Supervisory Board at the time recognized his entrepreneurial talent and appointed him Chief Financial Officer in 2003 at the age of just 33. In 2004, the task was to make the venerable KWS fit for the capital market; 25% of our shares were to be placed as part of a secondary offering. Switchover to the IFRS, quarterly reporting and much more had to be accomplished on our way to becoming a Prime Standard company in the S-DAX index at the German Stock Exchange. Thanks to Hagen Duenbostel, this metamorphosis was successfully completed. In 2013, he took over responsibility for the fast-growing Corn Segment before being appointed Spokesperson of the Executive Board in 2015. Our company's development in the around 20 years he has served on the Executive Board has been highly pleasing. The Supervisory Board thanks Hagen Duenbostel in particular for his value-oriented and strategic work and also looks forward to his return in another capacity.

The Annual Shareholders' Meeting on December 6, 2022, also marked the end of the third period of office of the shareholder representatives **Dr. Dr. h.c. mult. Andreas J. Büchting** and **Cathrina Claas-Mühlhäuser** and of the employee representative **Jürgen Bolduan** on our Supervisory Board. The 15 years of service by these three Supervisory Board members have seen such groundbreaking decisions as entry into corn business in Latin America, the withdrawal from seed potato business, the KWS Group's global administrative reorganization as part of the GLOBE project, the changes in legal form – first to a European Stock Corporation (SE) and later to a partnership limited by shares (KGaA) – not to mention the establishment of the new Business Unit Vegetables with the acquisition of the Dutch vegetable breeding company Pop Vriend Seeds. Last but not least, the outgoing members of the Supervisory Board laid key foundations for our company's future by drawing up the "Strategic Planning 2031" in the midst of an international paradigm shift in agricultural and environmental policy.

The name Claas is synonymous with "agriculture" and "family business." In view of this, **Cathrina Claas-Mühlhäuser** was a particularly valuable addition to our Supervisory Board. Since joining, she has contributed her deep understanding of the needs and challenges of our customers to our board's work. As Chairperson of the Shareholders' Committee and of the Supervisory Board of CLAAS KGaA mbH, Cathrina Claas-Mühlhäuser has always paid close attention to global agricultural policy and economic conditions in the agricultural sector.

**Jürgen Bolduan** represented the interests of our workforce on the Supervisory Board for 15 years, and was a member of its Audit Committee throughout his term of office. Following his reelection as Chairperson of the Central Works Council of KWS SAAT SE & Co. KGaA in the summer of 2022 – a position Jürgen Bolduan has held since 2010 – he decided not to stand again for the Supervisory Board so that he could concentrate more on his Works Council activities. His collaboration was constructive at all times and helped KWS to remain independent and successful. One example that can be cited is the change of

legal form to a partnership limited by shares (KGaA), because it is the guarantor of our independence. Jürgen Bolduan backed this move, accepting the formal restriction to participation rights it entailed.

**Andreas J. Büchting** devoted all his creative energy to his and our KWS for almost five decades. The Deputy Chairperson of the Supervisory Board, Dr. Marie Th. Schnell, paid tribute to the life's work of Andreas J. Büchting at the Annual Shareholders' Meeting on December 6, 2022 (see the tribute starting on [page 12](#)).

These three persons' sound advice, entrepreneurial vision and experienced oversight of our processes have kept our company growing and thriving over the past 15 years. Andreas J. Büchting, Cathrina Claas-Mühlhäuser and Jürgen Bolduan deserve our extraordinary thanks for this, which I hereby convey on behalf of all KWS' shareholders.

#### Corporate Governance

The Supervisory Board discussed compliance with the recommendations of the "German Commission for the Corporate Governance Code" and issued a new declaration of compliance with the German Corporate Governance Code in the version dated April 22, 2022, in accordance with Section 161 of the German Stock Corporation Act (AktG) together with the personally liable partner in September 2022. The Declaration of Compliance can be obtained on the company's website at [www.kws.com/corp/en/company/investor-relations/corporate-governance](http://www.kws.com/corp/en/company/investor-relations/corporate-governance).

The Supervisory Board regularly addressed the question of any conflicts of interest on the part of its members and those of the Executive Board in the year under review. In the year under review, there were no such conflicts of interests that had to be disclosed immediately to the Supervisory Board and reported to the Annual Shareholders' Meeting.

In fiscal 2021/2022, the Supervisory Board conducted a self-assessment in accordance with recommendation D.12 of the German Corporate Governance Code. It is carried out every two years. The new board elected in December 2022 will conduct such a self-assessment in the 2023/2024 fiscal.



Philip Freiherr von dem Bussche, Chairperson of the Supervisory Board

### Supervisory Board committees

In the year under review, the Supervisory Board of KWS SAAT SE & Co. KGaA had two committees: the Audit Committee and the Nominating Committee.

The **Audit Committee** convened for four joint meetings in fiscal 2022/2023, each of which was attended by all members either in person or online. In its meeting on September 26, 2022, the Audit Committee discussed the annual financial statements and accounting of KWS SAAT SE & Co. KGaA and the consolidated financial statements of the KWS Group for the fiscal this 2021/2022, along with the Combined Management Report and the proposal on the appropriation of the profits. The Compliance Report and the 1st Quarterly Report for 2022/2023 were discussed in particular at the meeting on November 11, 2022. The meeting on February 8, 2023, discussed and defined the focus of the audit for fiscal 2022/2023 in the presence of the appointed independent auditor. It also discussed the situation as regards the

KWS Group's financing and the Semiannual Report 2022/2023 in detail. The 9M Quarterly Report for 2022/2023 was discussed on May 10, 2023. In addition, the report by Internal Auditing for fiscal 2022/2023 was discussed and the audit plan for the subsequent years was defined and adopted at the meeting on May 15, 2023. The risk situation and tax-related issues of the KWS Group were also discussed.

In addition, the Audit Committee obtained the statement of independence from the auditor, ascertained and monitored the auditor's independence and examined its qualifications. The Audit Committee also satisfied itself that the regulations on internal rotation were observed by the independent auditor and dealt with the issue of any additional services rendered by the independent auditor.

The Supervisory Board of KWS SAAT SE & Co. KGaA does not hold personnel responsibility as regards management, in particular in relation



to the Executive Board of KWS SE. Nevertheless, we would like to take this opportunity to inform you about the personnel changes at the personally liable partner.

The Executive Board contracts of Dr. Peter Hofmann and Eva Kienle are due to expire on June 30, 2024. On the recommendation of its **Committee for Executive Board Affairs**, the Supervisory Board of KWS SE appointed Dr. Peter Hofmann as a member of the Executive Board for a further 15 months until September 30, 2025. The board had asked Peter Hofmann to extend his contract, which will expire at the end of the fiscal year, in particular so that he could continue to drive the establishment of our vegetables business. Peter Hofmann was appointed to the Executive Board in 2014 and is responsible for Sugarbeet, Vegetables, Cereals, Oilseed Rape, Special Crops & Organic Seed, and Global Marketing & Communications.

Eva Kienle has been a member of the Executive Board since 2013. She is responsible for the global functions Finance & Procurement, Controlling, Transaction Center, Legal Services & IP, Information Technology, Compliance, and Governance & Risk Management. In addition to her successful work as CFO, Eva Kienle initiated and successfully drove KWS' digital agenda and the comprehensive reorganization transformation project GLOBE (Global Business Excellence). In view of this, the Supervisory Board reappointed Eva Kienle as a member of the Executive Board with effect from July 1, 2024, until June 30, 2029.

In addition, the Committee for Executive Board Affairs further developed the compensation system for the Executive Board of KWS SE, which was last approved by the Annual Shareholders' Meeting of KWS SAAT SE & Co. KGaA on December 2, 2021, with broad consent of over 92%. Specifically, the committee proposed to add two specific ESG components to the compensation system for the members of the Executive Board of the personally liable partner. Accordingly, up to just over 30% of the Executive Board's compensation is to be dependent on non-financial performance criteria in the future. Since the performance of new varieties is vital to the sustainable agricultural production process, KWS' innovativeness is to be assessed

in terms of the share of net sales generated by new products. Furthermore, the reduction in our own CO<sub>2</sub> emissions is to be used as the basis for assessing the compensation-dependent ESG components. The Supervisory Board of the personally liable partner adopted the thus adjusted compensation system on September 21, 2023. The Supervisory Board of KWS SAAT SE & Co. KGaA also resolved on September 21, 2023, to submit this compensation system to the Annual Shareholders' Meeting for approval. The adjusted compensation system will be made available at [www.kws.com/shareholders-meeting](http://www.kws.com/shareholders-meeting) when the Annual Shareholders' Meeting is convened.

The **Nominating Committee** of KWS SAAT SE & Co. KGaA did not convene in the year under review given that the new elections to the board had just been held.

#### **Annual and consolidated financial statements and auditing**

Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft, Stuttgart, the independent auditor chosen at the Annual Shareholders' Meeting on December 6, 2022, and commissioned by the Audit Committee, has audited the financial statements of KWS SAAT SE & Co. KGaA that were presented by the personally liable partner, KWS SE, and prepared in accordance with the provisions of the German Commercial Code (HGB) for fiscal 2022/2023 and the financial statements of the KWS Group (IFRS consolidated financial statements), as well as the Combined Management Report of KWS SAAT SE & Co. KGaA and the KWS Group (Group Management Report), including the accounting reports, and awarded them its unqualified audit certificate. In addition, the auditor concluded that the audit of the financial statements did not reveal any facts that might indicate a misstatement in the declaration of compliance issued by the personally liable partner and the Supervisory Board in accordance with Section 161 of the German Stock Corporation Act (AktG) with respect to the recommendations of the "Government Commission for the German Corporate Governance Code." The Non-Financial Declaration (Section 289b and Section 315b of the German Commercial Code (HGB)) in the Combined Management Report were likewise audited by the independent auditor.

The Supervisory Board received and discussed the financial statements of KWS SAAT SE & Co. KGaA and the consolidated financial statements of the KWS Group and Combined Management Report of KWS SAAT SE & Co. KGaA and the KWS Group, along with the report by the independent auditor of KWS SAAT SE & Co. KGaA and the KWS Group and the proposal on appropriation of the net retained profit for the year made by KWS SAAT SE & Co. KGaA, in due time. Comprehensive documents and drafts were submitted to the members of the Supervisory Board as preparation. For example, all of them were provided with the annual financial statements, consolidated financial statements, Combined Management Report, audit reports by the independent auditor, and the proposal by the personally liable partner on the appropriation of the profits. The Supervisory Board likewise received and discussed the Non-Financial Declaration (Section 289b and Section 315b of the German Commercial Code (HGB)), which is part of the Combined Management Report and contains disclosures on the KWS Group and the parent company KWS SAAT SE & Co. KGaA, as well as the related audit report by the independent auditor (Section 111 (2) Sentence 4 of the German Stock Corporation Act (AktG)) as part of a limited assurance engagement.

The Audit Committee convened on September 7, 2023, to discuss the annual financial statements of KWS SAAT SE & Co. KGaA and the KWS Group's consolidated financial statements for the 2022/2023 fiscal and accounting, along with the Combined Management Report. The independent auditor for fiscal 2022/2023 explained the results of its audit of the annual financial statements and consolidated financial statements. It pointed out that there were no grounds for assuming a lack of impartiality on the part of the independent auditor in its audit. The Audit Committee also dealt with the proposal by the personally liable partner on the appropriation of the net retained profit of KWS SAAT SE & Co. KGaA and recommended that the Supervisory Board approve it.

The Supervisory Board also held detailed discussions of questions on the agenda at its meeting to discuss the financial statements on September 21, 2023. The auditor took part in the

meeting. It reported on the main results of the audit and was also available to answer additional questions and provide further information for the Supervisory Board. According to the report of the independent auditor, there were no material weaknesses in the internal control and risk management system in relation to the accounting process. There were also no circumstances that might raise concerns about a lack of impartiality on the part of the independent auditor. The independent auditor did not provide any additional services.

In accordance with the final results of its own examination, the Supervisory Board endorsed the results of the audit and of the audit of the Non-Financial Declaration, among other things as a result of the preliminary examination by the Audit Committee, and did not raise any objections. The Supervisory Board gave its consent to the annual financial statements of KWS SAAT SE & Co. KGaA submitted by the personally liable partner, and to the consolidated financial statements of the KWS Group and the Combined Management Report of KWS SAAT SE & Co. KGaA and the KWS Group and recommended that the Annual Shareholders' Meeting on December 13, 2023, approve the annual financial statements of KWS SAAT SE & Co. KGaA prepared by the personally liable partner. The Supervisory Board also endorsed the proposal by the personally liable partner to the Annual Shareholders' Meeting on the appropriation of the net retained profit of KWS SAAT SE & Co. KGaA after having examined it.

The Supervisory Board expresses its thanks to the Executive Board and all employees of the KWS Group for their commitment and contribution to the successful further development of KWS in fiscal 2022/2023.

Berlin, September 21, 2023



Philipp Freiherr von dem Bussche  
Chairperson of the Supervisory Board  
KWS SAAT SE & Co. KGaA

## Andreas J. Büchting – Tribute and Thanks

At the Annual Shareholders' Meeting on December 6, 2022, Dr. Dr. h.c. mult. Andreas J. Büchting stepped down as Chairperson of the Supervisory Board after almost 50 years of service for KWS after reaching the prescribed age limit. At its constitutive meeting, the newly elected Supervisory Board of KWS SAAT SE & Co. KGaA appointed Andreas Büchting as its Honorary Chairperson in recognition of his achievements. The Supervisory Board of KWS SE had already appointed him Honorary Chairperson the previous day. Dr. Marie Theres Schnell, Deputy Chairperson of both boards, paid tribute to the life and work of Andreas J. Büchting at the 2022 Annual Shareholders' Meeting.

**Ladies and Gentleman,**

**Dear Shareholders,**

**Dear Andreas Büchting,**

All of you know KWS' slogan: "Seeding the Future – since 1856." These five words encapsulate the past, expertise and the future. Today I have the great honor of thanking Andreas Büchting, of thanking him for his passionate commitment and for 47 years of helping KWS advance and flourish.

In the past, we sowed the four values of closeness, reliability, independence and foresight, the fertile breeding ground for our innovative KWS in the future.

Whether serving as Spokesperson of the Executive Board from 1978 to 2007, or in his capacity as Chairperson of the Supervisory Board from 2007 to the present day, Andreas Büchting has lived each of these values and is thus a source of inspiration and a role model for more than 5,000 employees in over 70 countries.

He treats others as equals and includes everyone in order to achieve the best solution for employees, customers and suppliers in a spirit of dialogue between partners. This strength has opened many doors for him. Even in the early days of green genetic engineering, Andreas Büchting proactively sought discussion with opponents with the aim of breaking down communication barriers and making the company's own activities transparent. That is

because closeness is created through inclusion, respect and the conviction that we have things in common and grow through our differences. Closeness in today's diverse society is also the binding element that helps us develop together. And diversity is practiced at KWS day in, day out. Employees from all over the world develop seed for the whole world, both for organic farming and using genetic engineering methods.

This diversity works when your decisions are transparent and reliable. Thanks to his responsible and holistic management style, Andreas Büchting has steered KWS with an ethos that has been inclusive and, at the same time, clear and credible. This has paid off not only within KWS, but also at the joint venture with our French competitor Limagrain. Together, the two companies built AgReliant with the aim of supplying North American markets with corn seed. Such a multinational undertaking only succeeds if it is underpinned by reliability and credibility.

All of you invested in a company that is independent. KWS has operated freely and independently for generations, and Andreas Büchting has laid the foundations to ensure we remain an independent family business in the future.

This is easier said than done and is an exceptional achievement in these volatile, fragmented and disruptive times. KWS' well-being always comes first for him – before family and individual interests. Everyone benefits from this: employees, customers and shareholders.

Setting and maintaining this focus requires a long-term strategy. KWS thrives from people who think innovatively, openly, courageously and in detail, clearly and in a process-oriented way. You very rarely find that in one person. Andreas Büchting is a person who is able to embrace and relishes this change of perspective. With the precise and responsible mind of a scientist and the innovative and independent foresight of a family entrepreneur, he initiated numerous projects whose successes only became visible after ten or 15 years and which contributed significantly to the growth of our international seed company. They include corn breeding in Brazil, the wheat breeding program in the U.S. and now vegetables, to name just a few. Another example is organic breeding: Back in 1976 – the year I was born – Andreas Büchting published a paper on the limits and bottlenecks of modern agricultural methods and the opportunities offered by organic alternatives. Decades later, KWS has translated the scientific approaches into commercial success. It is the leader in organic seed in the German market. Foresight and continuity are paying off for KWS. When Andreas Büchting joined the company in fiscal 1975/1976, its net sales were just over €74 million. That figure in fiscal 2021/2022 was €1.5 billion – a 2,000% increase! What a success!

It is a high-wire act to maintain the balance between freedom and structure, foresight and reflection at such a diverse and agile company. Our present times demand flexibility and continuity from employees. A clear set of values is needed so that we do not lose our way between the two poles and



Andreas J. Büchting, Honorary Chairperson of the Supervisory Board

we stay on course. Andreas Büchting has built a culture for KWS in which respect, support and growth go hand in hand and closeness is the basis for independence and foresight. He sees culture not as something that is “nice to have,” but “common ground.”

Ladies and gentlemen, “A future rooted in our origins” is how KWS puts it so nicely. That is why we elected Andreas Büchting as Honorary Chairperson of the Supervisory Board of KWS SE at the constitutive meeting yesterday and also intend to bestow that title on him for the Supervisory Board of KWS SAAT SE & Co. KGaA.

Dear Andreas Büchting, thank you from the bottom of my heart for your inspiring, gainful and forward-looking commitment to KWS over 47 years. You have played a significant part in moving the family business forward and have prepared it for the next generation excellently. To use the jargon of breeders: you have delivered a high yield, very good quality, perfect adaptation to the location, and resistance to crises and pests. You could not have given yourself any better gift. Now bask in your success.



## KWS on the Capital Market

### Stock markets and share performance

Prices on global stock indexes again experienced large fluctuations in fiscal 2022/2023. While high inflation and uncertainties about the stable supply of energy, in particular, had a negative impact on the DAX in the fall of 2022, Germany's benchmark index recovered by the end of the year from its low of 11,976 points on September 29, 2022, to close the year at 13,924 points. Apart from the lifting of coronavirus restrictions in China, the main drivers were the introduction of price brakes for sources of energy and the expectation that sufficient quantities of natural gas would be available. On the other hand, the leading central banks raised key interest rates several times.

The first half of 2023 was characterized by a decline in inflation, aided in particular by the fall in energy prices. A reduction in the pace of interest rate hikes and robust economic data pushed the DAX up to 16,148 points by the end of June.

The SDAX, on which the KWS share is listed, followed this trend and stood at 13,401 (11,881) points on the balance sheet date, an increase of around 12%. KWS' share closed at €56.30 at the end of June 2023 and thus at the level of the previous year (€56.50). The average trading volume per day on XETRA rose from around 7,700 shares to approximately 8,700.

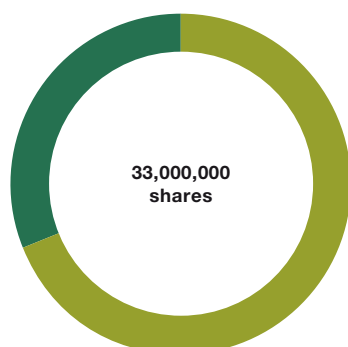
### Employee Stock Purchase Plan

For more than 30 years KWS has offered its employees the chance to become shareholders in the company and thus share in its success. 576 (594) employees in 10 (9) European countries utilized this year's Employee Stock Purchase Plan and purchased a total of 71,023 (68,998) shares. The acquired shares are subject to a lock-up period of four years. They cannot be sold, transferred or pledged during this period. As in previous years, the shares used for the Employee Stock Purchase Plan were acquired in accordance with Section 71 (1) No. 2 of the German Stock Corporation Act (AktG). More details have been published in information released for the capital market and can be viewed on our website at [www.kws.de/ir](http://www.kws.de/ir).

### The KWS share's performance over ten years



## Shareholder structure at June 30, 2023



- Families Büchting, Arend Oetker, Tessner (69.1%)  
(thereof 15.4% Tessner Beteiligungs GmbH)
- Free float (30.9%)

## Planned appropriation of profits

In view of the company's good performance, the Executive and Supervisory Boards will propose a dividend of €0.90 (0.80) per share for fiscal 2022/2023 to the Annual Shareholders' Meeting on December 13, 2023. This means €29.7 (26.4) million would thus be distributed to KWS SAAT SE & Co. KGaA's shareholders. This corresponds to a dividend payout ratio of 23.4% (24.5%), once again in line with the KWS Group's earnings-oriented policy of paying a dividend of 20% to 25% of its earnings after taxes.

Key figures for the KWS share (Xetra®)	
ISIN	DE0007074007
Share class	Non-par
Number of shares	33,000,000
Index	SDAX
<b>Closing price</b>	<b>in €</b>
June 30, 2023	56.3
June 30, 2022	56.5
<b>High and low</b>	<b>in €</b>
High (January 5, 2023)	66.9
Low (May 31, 2023)	53.5
<b>Average trading volume</b>	<b>in shares/day</b>
2022/2023	8,681
2021/2022	7,687
<b>Market capitalization</b>	<b>in € million</b>
June 30, 2023	1,858
June 30, 2022	1,865
<b>Earnings per share</b>	<b>in €</b>
June 30, 2021	3.85
June 30, 2020	3.27