

2. Combined Management Report 2024/2025 of the KWS Group

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2. Combined Management Report

The Combined Management Report comprises aspects of sustainability reporting in addition to content related to financial reporting. Our objective is to illustrate the relationship between ecological, social and financial factors, and highlight their impact on our long-term commercial success. The reporting structure of the Combined Non-Financial Declaration (starting on [page 44](#)) in this report has been adapted to the topics of the European Sustainability Reporting Standards to be applied as from the fiscal year 2024/2025 and already taken into account in relation to individual contents of the report. In addition, reference is made to the report aspects required pursuant to Sections 289b et seq. and Sections 315b et seq. of the German Commercial Code (HGB). The contents of the Non-Financial Declaration were not audited as part of the audit of the annual and consolidated financial statements but underwent a voluntary external examination by an auditor. The Combined Management Report also includes voluntary components that are not audited separately. These are indicated by footnotes.

2.1 Fundamentals of the KWS Group

2.1.1 Business model

Since it was founded in 1856, KWS has specialized in breeding, producing and distributing high-quality seed for agriculture. From its beginnings in sugarbeet breeding, KWS has evolved into an innovative, international supplier with a broad portfolio of crops. The company covers the complete value chain of a modern seed producer that focuses on sustainable agriculture – from developing new varieties, propagation and processing, to marketing of the seed and consulting for farmers. KWS' core competence lies in breeding new, high-performance varieties that are adapted to regional needs, such as climatic and soil conditions, and use fewer resources, such as water and fertilizer. Targeted breeding of resistances against fungi or viruses, for example, also enables a significant reduction in the use of chemical pesticides in agriculture. Every new variety delivers sustainable added value for our customers. KWS' business model is based on this added value – which is ultimately attributable to breeding progress, optimization of seed quality and pinpointed consulting.

Organization and segments of the KWS Group

In the year under review, the KWS Group's operational business consisted of five Business Units, which were grouped in the four product segments Sugarbeet, Corn, Cereals and Vegetables. The Business Units Sugarbeet, Cereals and Vegetables are identical to the corresponding segments. There are two Business Units for the Corn Segment: Europe and the Americas.

The **Sugarbeet Segment** comprises sugarbeet seed breeding, production and distribution, as well as the development of diploid hybrid potatoes. KWS' high-quality sugarbeet varieties are consistently some of the highest yielding in the industry. KWS is the world market leader in sugarbeet seed, not least thanks to many innovations. Its main sales markets are the European Union, Eastern Europe, North America and Türkiye. Sugarbeet is sown in the spring, which means that net sales in this segment are likewise largely generated in the second half of the fiscal year (January to June).

The **Corn Segment** covers breeding, production and distribution of seed for corn and sunflowers, as well as production and distribution of soybeans. Its operating performance depends largely on the spring sowing season in the northern hemisphere. That means the lion's share of the segment's net sales is generated in the second half of the fiscal year (January to June). According to our own surveys, KWS is the market leader for silage corn in Europe.

The **Cereals Segment** includes the breeding, production and distribution of seed for rye, wheat, barley and oilseed rape. Rye accounts for the largest share of revenue from cereals (around 38%), followed by oilseed rape, wheat and barley. KWS also generates revenue from other crops such as peas, catch crops (e.g. mustard) and oats. Farmers in KWS' core markets (Germany, Poland, the UK, France and Scandinavia) predominantly sow cereals seed in the fall. Consequently, the segment generates most of its revenue in the first half of the fiscal year (July to December).

The **Vegetables Segment** comprises vegetable seed breeding, production and distribution. KWS is the world leader in spinach seed. Its portfolio also includes seed for beans, Swiss chard, red beet and tomatoes. The segment generates just about half its revenue in the U.S. KWS' strategic objective is to build a significant position in the vegetable seed market long-term. Our focus apart from spinach and beans is on the world's five most important crops in this segment: tomatoes, peppers, cucumbers, watermelons and melons.

Apart from the operating segments, there is also **Corporate**, a segment which by and large does not conduct any operational activities. Its relatively low net sales come from the revenue from our own farms in Germany, France and Poland. Since the KWS Group's basic research expenditure and costs for administrative functions are charged to the Corporate Segment, its income is usually negative.

The sale of the corn business in South America was completed and an agreement to divest the corn business in North America was concluded on August 29, 2025. (see the report on the Corn Segment starting on page 36). Apart from that, there were no significant changes in the KWS Group's composition and organization. Further information on the segments' share of net sales and income, including our joint ventures, can be found in our segment reports starting on page 33.

Main business processes

KWS' breeding processes are geared toward exploiting plants' potential as much as possible and leveraging that potential to tackle the major challenges of modern sustainable agriculture. Whether it is plants for producing food, fodder or energy, conventional, organic or genetically modified: KWS offers its customers a broad portfolio of high-performance varieties. It takes an average of eight to ten years to breed a new variety. Thanks to its large network of breeding and trial stations in all the world's key markets, the company can develop the individual candidates for a wide range of climatic and local conditions and test whether the varieties are suitable for cultivation. In most markets, variety development ends in an official approval process in which candidates must meet high quality standards, usually in three-year field trials. Seed propagation in selected cultivation regions also takes up to two years. Only then can the varieties be marketed via the various distribution channels.

2.1.2 Branches

KWS SAAT SE & Co. KGaA is the parent company of the KWS Group. Strategic management of all of KWS' global activities is pooled under its roof. It is headquartered in Einbeck, Germany, and controls breeding of the KWS Group's range of varieties. There are also currently 71 subsidiaries and associated companies in 28 countries. An overview of our subsidiaries and associated companies can be found in the Notes on pages 160 to 162.

2.1.3 Vision und Mission¹

Vision

"Seeding the future for generations."

Our vision comprises all of KWS' core values. With foresight, we shape a sustainable future, staying close to generations of farmers and serving as a trusted, reliable partner to all our customers while remaining an independent company.

Mission

"Our passion for plants sustains farming, food and planet."

We are convinced that we can make a difference with our specialization in plant breeding and seed. We are passionate about breeding and research – and we optimize the potential of plants and varieties in order to contribute to increasing sustainability in agriculture year after year.

Apart from continuous improvements in yield, we provide solutions by delivering varieties with relevant traits such as improved drought tolerance and less need for pesticide and help agriculture successfully tackle future challenges.

KWS' seed is at the beginning of the food chain – and therefore makes an important contribution throughout the agricultural production process. End consumers are also a growing focus: What variety traits are important for processing and the end product, and how can plant breeding help improve them? Finally, our work also has an impact on the

environment as a whole: Reducing inputs such as pesticide or water, innovations also for areas such as alternative energies, and of course the efficient use of available land all contribute to the agriculture of the future.

2.1.4 Objectives and Strategy

Our strategic planning is the foundation for the KWS Group's further development. It defines strategic objectives, initiatives and core measures for existing activities and for potential new fields of business. The planning is based on a long-term horizon (ten years) and includes an analysis and assessment of market trends, competitors and the KWS Group's position.

We updated our strategic planning in fiscal 2024/2025, honing KWS' fundamental business model and defining fields of activity that are to generate KWS' future growth.

We aim to further expand our market positions in established crops and defend our leading positions. With an extensive product portfolio geared to the needs of our customers, we want to keep on making an important contribution to sustainable agricultural practices, such as comprehensive crop rotations in the future.

In the long term, we also want to strengthen our activities in areas where we can tap into additional value potential, such as vegetable seed.

Innovations in breeding play a fundamental role in our business model. To keep on successfully developing products with agronomic added value long-term, we aim to leverage the full potential of hybrid breeding and new breeding technologies such as genome editing.

We intend to systematically expand our range of services and tools in the future in order to offer our customers the resources and support they need to succeed in an increasingly digital agricultural landscape.

¹ Not an audited part of the Combined Management Report

Corporate objectives of the KWS Group

As part of the strategic planning we updated in fiscal 2024/2025, we revised our objectives relating to profitable growth.

In the medium-term period 2025 – 2028, we now aim to achieve annual organic net sales growth of 3% to 5% and an EBITDA margin of 19% to 21% as a measure of our profitability. At the same time, we intend to continue investing significantly in our research and development moving ahead.

Sustainability is and always will be both an obligation and an opportunity for us. Agriculture faces huge challenges globally. They include the world's growing population, increasingly severe consequences of climate change, and the preservation of biodiversity and natural resources. Innovations in plant breeding play a key role in tackling these challenges. As part of

our Sustainability Ambition 2030, we have set ourselves concrete goals, which we report on in our Non-Financial Declaration (starting on [page 44](#)).

Motivated and qualified employees are the key to our success. It is therefore vital to acquire, encourage and retain the right talents. As a global seed company, we strive to provide a value-based work environment, a supportive culture and appropriate development opportunities for individual career paths. With our diverse range of offerings and programs, we are constantly working to be a highly attractive employer in the seed industry.

Our business developed largely in line with our strategic objectives in the year under review. We deal with that and other details of achievement of our objectives in the respective sections, which are referred to in the table on the corporate objectives.

The KWS Group's medium- and long-term objectives

Main strategic subject areas		Explanation
Profitable growth	■ Focus on organic growth of consolidated net sales; medium-term ambition (2025–2028): average organic growth of 3% to 5% p.a.	Page 25 et. seq.
	■ Medium-term ambition (2025–2028): 19% to 21% EBITDA margin ¹	Page 25 et seq.
	■ A dividend payout ratio of 25% to 30% of the adjusted earnings after taxes ² ; high degree of dividend continuity	Page 158 (Notes)
Innovation	■ Continuous and significant research and development expenditures	Page 22
Attractiveness as an employer	■ Acquisition, retention and encouragement of talents	Page 69 et. seq.
Sustainability	■ Implementation of the KWS Sustainability Ambition 2030	Page 44

¹ Operating income before depreciation and amortization as a % of net sales

² Adjusted for portfolio effects and other special effects

2.1.5 Control System

Detailed annual and medium-term operational plans are used to control the Group and our Business Units. The medium-term plan covers the time frame of the annual plan and the three subsequent fiscal years. It is thus an anchor point for our strategic planning, which covers a timescale of ten years.

The targets set in the annual planning (“top-down target”) are based on the strategic planning, results achieved, regional economic and legal situation, anticipated macroeconomic trends and assessments of the company’s position in the market and the potential product performance. In a subsequent bottom-up process, which also includes the development of our joint ventures, we use these premises to plan figures for sales volumes and net sales, breeding activities, production capacities and quantities, the allocation of resources (including capital spending and personnel), the level of material costs and internal charge allocation and the resultant balance sheet data, along with the financial budget. In principle, part of the planning documentation is also an opportunity/risk assessment which every manager must conduct for his or her unit.

The planning is compared every quarter with the company’s actual business performance and the underlying general conditions. If necessary, we initiate suitable countermeasures and adjust. We update the forecast for the current fiscal year at the end of every quarter. At the end of each fiscal year, all the units conduct a detailed variance analysis of the planned and actual results. It serves to optimize the quality of our planning assumptions.

Controlling is responsible for coordinating and documenting all planning processes and our current expectations. It reports on compliance with adopted budgets and analyzes the efficiency

and cost-effectiveness of business processes and measures. Business Partner Controlling and Finance also advise our decision-makers on economic optimization measures. In particular, the heads of the product segments, the regional directors and the heads of research and breeding activities and the central functions are responsible for the content of the planning and current forecasts.

The Executive Board uses various indicators for planning, controlling and monitoring the business performance of the KWS Group and its operating units. The main indicators for the KWS Group were adjusted for the future from fiscal year 2025/2026. We still use the key indicator “development of net sales,” but as of July 1, 2025, we will use the indicator “EBITDA margin” (operating income before depreciation and amortization as a % of net sales) as a measure of our operating performance. However, the existing main indicators “EBIT margin” (operating income as a % of net sales) and “R&D intensity”¹ will no longer be used. KWS aims to improve external comparability and place a stronger focus on operating cash flow by switching to the main indicator “EBITDA margin” to assess operating performance.

The focus in controlling the development of net sales is exclusively on key operating indicators for our business, in particular the development of sales volumes and prices of our product portfolio. Forecasts of our net sales development are therefore based on these key indicators, while exchange rate and portfolio effects (from significant acquisitions or divestments) are not considered. Exchange rate effects are the difference between net sales in the period under review at exchange rates for the period under review minus net sales in the period under review at exchange rates for the comparison period.

¹ Research & development expenses as % of sales

In addition to these financial indicators, KWS will increasingly include non-financial KPIs (such as CO₂ emissions) in planning and controlling its business activities in the future. KWS' product segments, which are divided into Business Units, are in turn geared toward the main indicators of net sales and EBITDA margin. All cross-segment costs for the KWS Group's central functions and research expenditure are charged to the Corporate Segment; the key performance indicator for controlling here is EBITDA (operating income before depreciation and amortization).

Management and control

The company is a partnership limited by shares (KGaA). The personally liable partner is responsible for the tasks of running the business of a partnership limited by shares. The company's sole personally liable partner is KWS SE, whose Executive Board is therefore responsible for management of the company's business.

The rights and obligations of the Supervisory Board at a partnership limited by shares differ greatly from those at a stock corporation (AG) or a European Company (Societas Europaea or SE). In particular, the Supervisory Board at a partnership limited by shares does not hold personnel responsibility as regards management; moreover, it cannot appoint any further personally liable partners and define the contractual terms and conditions for them, enact bylaws for the Executive Board, or define business transactions requiring its consent.

The Annual Shareholders' Meeting of a partnership limited by shares basically has the same rights as the Annual Shareholders' Meeting of a stock

corporation or SE. It also adopts resolutions on whether to approve the company's annual financial statements and ratify the acts of the personally liable partner. Certain resolutions adopted by the Annual Shareholders' Meeting of a partnership limited by shares also require the approval of the personally liable partner. The declaration on corporate governance in accordance with Section 289f of the German Commercial Code (HGB) contains detailed information on the extensive and close cooperation between the Executive Board and the Supervisory Board and has been published at <https://www.kws.com/corp/en/investors/corporate-governance/>.

2.1.6 Fundamentals of Research & Development

Innovation at KWS is driven by research and development. KWS' objective is to create high-performance varieties that meet various environmental and application requirements and deliver continuous value added to farmers. Plant breeding is a very research-intensive and long-term business. It takes an average of eight to ten years to develop a new, high-performance variety.

Using state-of-the-art breeding methods, KWS has generated steady yield progress for decades and supports agriculture with solutions to tackle future challenges – for example, through varieties that boast improved drought tolerance or need less pesticide. The company also increases genetic diversity, which is vital to improving crops, through its breeding work on plants. We contribute to sustainable agriculture by continuously improving yields, minimizing the use of resources and increasing varietal diversity and play a key role in supplying people with food.

2.2 Research & Development Report¹

Key research & development figures

		2024/2025	2023/2024	+/-
R&D employees ¹	ø	1,944	1,866	4.2%
Share of R&D employees relative to the total workforce	in %	38.1	37.8	–
R&D expenditure		349.0	325.6	7.2%
R&D intensity ²	in %	20.8	19.4	–
Variety approvals		584	559	4.5%

¹ Average headcount

² As a % of net sales

Genome editing: KWS pushes ahead with trait development activities

From the idea to a cornerstone of KWS' research: KWS' Gateway Research Center (GRC) in St. Louis, USA celebrated its tenth anniversary on June 5, 2025. Since its inception, the GRC has become an integral part of our company's international research activities. Today, it exemplifies scientific excellence, technological innovativeness and strategic foresight at KWS.

The GRC was founded in 2015 to specifically advance new breeding technologies such as genome editing. The choice of St. Louis as a location was strategically motivated: Its immediate proximity to the Donald Danforth Plant Science Center and integration in an international, dynamic plant research environment create ideal conditions for scientific exchange and technological development.

The GRC is now a driving force behind innovation in KWS' research. Genome editing was initially used as a method to validate gene functions, develop technology and identify promising genes for agronomic plant traits. Genome editing also makes it possible to speed up breeding processes significantly and improve their precision. This shortens development times, increases the efficiency of plant breeding and enables genetic diversity to be leveraged to better effect. The focus at KWS is on developing innovative traits – in particular to increase resistance to plant diseases such as

fungal, viral and insect infestation. The objective is to translate these innovations into marketable varieties and to better serve the needs of sustainable agriculture. In addition, new breeding technologies are used to identify weaknesses in plant defenses against emerging diseases. One example is SBR (Syndrome Basses Richesses = low sugar syndrome), a disease that is transmitted by cicadas and began appearing in sugarbeet cultivation regions in Southern Germany some years ago. This approach allows pinpointed and faster testing to determine whether certain genes have the potential to confer resistance to the disease and thus strengthen the plants' resistance.

KWS has defined genome editing as one of the focal research priorities and has now developed and implemented a platform for most of its crops, including vegetables. The company aims to become a leader in trait development in Europe and to create initial products using new breeding technologies by the beginning of the next decade.

Sugarbeet: New varieties underscore innovation leadership

In the period under review, significant progress was made in expanding the sugarbeet variety portfolio, especially in terms of resistance to pests. This underlines KWS' role as a leading provider of sustainable and future-oriented solutions in sugarbeet cultivation.

¹ Not an audited part of the Combined Management Report

With the rollout of CR+ varieties that also offer nematode tolerance, KWS impressively demonstrates its ability to swiftly market breeding innovations tailored to the needs of farmers. CR+ varieties are a new generation of sugarbeet varieties that have been specifically bred for improved tolerance to the leaf spot disease *Cercospora* – one of the most damaging fungal diseases in sugarbeet farming worldwide. Nematodes are microscopic threadworms that infest the roots of sugarbeet and can cause considerable yield losses. The newly approved varieties with combined tolerance to *Cercospora* and nematodes are now the standout performers in key Central European markets such as France, Germany, the Netherlands and Belgium.

With the approval of IVONETTA KWS in Switzerland and GENEROSA KWS in the UK, KWS has taken an important step forward in the virus-resistant sugarbeet segment. These varieties are among the first of their kind to boast targeted resistance to yellowing viruses. The viruses are transmitted by aphids and can result in severe yield losses. Since neonicotinoids were banned in seed treatment, there has been no chemical means of protecting plants against aphids. The new varieties are testimony to KWS' pioneering breeding work in a field where there have been hardly any marketable solutions to date. KWS is thus positioning itself in an increasingly relevant segment and will continue to systematically enhance the performance potential of virus-resistant varieties.

The first official approval of CONVISO® SMART varieties in markets such as Belgium, France and the Czech Republic marks another strategic milestone. This further increases the chances for the technology to penetrate the market. The CONVISO® SMART portfolio offers farmers an integrated solution for efficient weed management and impresses with its adaptability to different local conditions. By selectively expanding its variety portfolio in strategically relevant markets, KWS is strengthening its market presence and building on its leading position in modern sugarbeet breeding.

Successes in corn breeding: Eight new silage corn varieties in Germany – Grain corn performs impressively in Southeastern Europe

In fiscal 2024/2025, KWS achieved an outstanding result in silage corn breeding, gaining eight new approvals from the German Federal Office of Plant Varieties – more than any other provider. The new hybrids are distinguished not only by high yields, but also by their good digestibility. They improve feed conversion and energy intake in dairy cows, resulting in higher milk yields and economic benefits in dairy farming. Three varieties can be singled out by way of example: KWS AVESO, KWS BURANO and KWS RIBONO impress with their high variety performance and versatile usability. The varieties address different requirements in feed, biogas production and grain utilization, thereby making an important contribution to increasing efficiency in agricultural value chains.

In Southeastern Europe, KWS is continuing its success story in the grain corn segment. The strategy of developing locally adapted varieties with good drought tolerance has paid off here. The new generation of varieties has proven its worth over the past two years under extreme drought conditions in Hungary and Romania. In national variety trials, KWS hybrids demonstrated their superior drought tolerance and competitiveness.

Two high-performance grain corn hybrids with high yield stability – KWS OLTENIO and KWS GIRO – have been incorporated in the portfolio. Both varieties specifically address the challenges of climate volatility such as heat and drought.

In view of the growing climate-related challenges, KWS is systematically advancing its breeding of grain corn hybrids and expanding it to regions north and east of Hungary and Romania. With its varieties adapted to regional conditions, KWS is making a major contribution to sustainable corn cultivation in Europe in times of climate change.

Sorghum: Initial hybrids from our own breeding program gain approval

Sorghum is native to warmer climates, the fifth most important crop worldwide and mainly grown at present in India, Africa, South America and North America. The area under cultivation for this type of millet in Europe is still relatively small at around 360,000 hectares, but has been growing steadily for some years due to climate change and increasing periods of drought. This is because the great advantage of sorghum over other crops is its very good drought tolerance and low susceptibility to diseases. In the most important EU states where it is grown (France, Italy and various countries in Southeastern Europe), 60% of sorghum is harvested for grain and 40% as a whole plant (for use as feed or biogas).

KWS has its own grain sorghum breeding program, from which the first fully competitive hybrid variety was approved in early 2025. Until now, KWS' sorghum portfolio consisted of hybrids for use as biogas and (mostly in-licensed) hybrids for feed. Two further hybrid varieties are expected to be approved in 2026, while promising products are in the pipeline. This will enable KWS to establish itself as a powerful player in sorghum seed business in the medium term.

Vegetables: Variety from the new breeding program marketed for the first time

KWS entered vegetable seed business in 2019. By acquiring Pop Vriend Seeds (Netherlands) and Geneplanta S.r.l. (Italy), it also obtained these companies' breeding programs, from which new

varieties of spinach and tomatoes, for example, are regularly launched on the market. The first variety from the newly commenced vegetable breeding activities has now gained approval. This important step was achieved with the Tropikalia watermelon variety in Brazil. It was successfully adapted to the specific requirements of the Brazilian market and launched there in the 2024/2025 fiscal year. The continuous expansion of a global network of vegetable breeding stations supports our breeding activities long-term. The product pipeline for all vegetable crops that KWS has defined as strategically important (cucumbers, peppers, tomatoes, melons, watermelons, spinach, beans, red beet and Swiss chard) keeps on filling up.

The use of existing technological resources within the KWS Group contributes significantly to the efficiency of product development. Examples of the synergies within KWS include the shared use of marker technology and molecular biology methods. These technologies speed up the breeding of new varieties and strengthen innovativeness in vegetable breeding.

After around one year of construction, a cutting-edge research & development center was officially inaugurated in Andijk, the Netherlands, in June 2025. Covering an area of around 10,000 m², it is home to a 6,600 m² greenhouse, a preparation and research area for outdoor vegetables, as well as offices and laboratories. The 25 experts at the new facility will focus on breeding spinach, beans, red beet, Swiss chard, cucumbers and peppers.

2.3 Economic Report

2.3.1 Business Performance

General macroeconomic conditions

Real gross domestic product (GDP) in the eurozone grew modestly by 0.9% (0.4%) in 2024 for the second year in a row. As in the previous year, Germany, the largest economy in the EU, recorded negative economic growth of –0.2% (–0.3%) in 2024. The International Monetary Fund (IMF) forecasts a moderate 0.8% increase in GDP in the eurozone in 2025, while economic output in Germany is predicted to stagnate.

The U.S. economy performed far more buoyantly: GDP grew by 2.8% (2.9%) in 2024 and the IMF forecasts that it will increase by 1.8% in 2025. The reduced economic growth differential between the U.S. and the EU, coupled with growing concerns about spiraling government debt in the U.S., led to a depreciation of the US dollar against the euro in the first half of 2025. However, the average EUR/USD exchange rate in fiscal 2024/2025 was at the level of the previous year.

KWS' international orientation means that changes in exchange rates impact our key economic figures. The following overview shows the exchange rates of KWS' most important currencies relative to the euro on the balance sheet dates:

Exchange rates for main currencies on the balance sheet date¹

	Rate on balance sheet date	
	06/30/2025	06/30/2024
UK	0.86	0.85
Russia	92.28	92.42
Türkiye	46.55	35.13
Ukraine	48.78	43.35
U.S.	1.18	1.07

¹ Due to the sale of the South American maize and sorghum business, the exchange rates for „Argentina“ and „Brazil“ are no longer listed, as they are no longer significant foreign currencies for the Group.

General conditions in the agricultural sector

The global agricultural sector once again faced numerous challenges in the year under review. In Europe, prices for key agricultural raw materials such as corn and wheat fell, while the oilseed rape market remained stable. Prices for corn and wheat remained at the previous year's level into the first quarter of 2025 but fell over the further course of the year. One of the reasons for that was unfavorable weather conditions: In Western Europe, persistently high levels of rainfall resulted in poorer yield prospects for winter crops and enabled a rise in disease and pest pressure. In some regions of Eastern Europe and in Spain, however, sustained drought weighed on yield forecasts.

Area under sugarbeet cultivation fell by around 3% after rising in the previous year. That was mainly due to lower world market prices for sugar. This trend was particularly pronounced in the cultivation regions of Southeastern Europe and Eastern Europe.

In the U.S., the areas under cultivation for the most important crops developed differently. Land under corn cultivation rose by 5% in the 2025 sowing season due to higher prices. In contrast, the area on which soybeans were grown declined by 4% and that for wheat by 1% – lower price levels influenced farmers' decisions on what to grow in this case.

In Brazil, one of the world's largest agricultural producers, higher yields are anticipated in 2025. In the previous year, the climate phenomenon El Niño had a significant impact on cultivation conditions.

Guidance versus actual business performance of the KWS Group

	Results in 2023/2024	Guidance for 2024/2025	Adjustments to the guidance during the year	Results in 2024/2025
		Annual report 2023/2024	9M Report 2024/2025 dated May 13, 2025	
Net sales growth ¹	€1,678.1 million	2–4% ¹	At the level of the previous year ¹	€1,676.6 million; 1.0% ¹
R&D intensity	19.4%	18–19%	~20%	20.8%
EBIT margin	18.0%	14–16%	14–16%	14.8%

¹ Net sales growth on a comparable basis (excluding exchange rate and portfolio effects)

Guidance versus actual business performance of the KWS Group

Our business performance in 2024/2025 was impacted by challenges in the agricultural markets. Due to a perceptible reduction in the area under cultivation for corn and sugarbeet, we revised our net sales guidance in our reporting on the first nine months of 2024/2025 on May 13, 2025. As a result of lower net sales expectations and the planned increase in research and development expenditure, we also revised our forecast for research and development (R&D) intensity on the same date (see the table above).

The KWS Group's net sales were €1,676.6 (1,678.1) million and thus on a par with the previous year. Consolidated net sales increased by 1.0% on a comparable basis (excluding exchange rate and portfolio effects) and so were slightly above the updated guidance ("at the level of the previous year", original forecast: "2–4% growth on a comparable basis") we had issued in the course of the fiscal year, which takes into account the reduced acreage, especially in Europe. The R&D intensity was 20.8% and thus above the around 20% we stated in the guidance we revised during the year.

The EBIT margin was 14.8%, within the forecast range of 14.0% to 16.0%.

All in all, the Executive Board believes that the KWS Group's business performed favorably in the year under review.

Summary of the segments' course of business and comparison with the guidance¹

Net sales at the **Sugarbeet Segment** rose slightly by 0.8% to €871.8 (864.9) million. Net sales increased by 2.2% on a comparable basis (excluding exchange rate and portfolio effects) and were thus in line with our guidance ("slight increase"). Despite the decline in global area under cultivation, as in previous years the market success of our innovative CONVISO® SMART and CR+ varieties underpinned the increase in net sales. The Sugarbeet Segment's EBIT margin rose to 42.1% from the high level of the previous year (40.5%) and was thus above our guidance ("at the level of the previous year").

Net sales in the **Corn Segment** were €682.8 (701.5) million or 2.7% lower year over year. On a comparable basis (excluding exchange rate and portfolio effects), the segment's net sales were at the level of the previous year (–1.6%) and thus above the guidance we updated during the year ("moderate decline", original forecast: "slight increase").

¹ Including equity-accounted companies. Details on the segments' business performance and their economic environment can be found in the segment reports.

The decline in the segment's income to €–4.2 (39.1) million is attributable to special effects and its operating performance. The previous year's figure for the segment included proceeds of €28.1 million from divestment of the Chinese corn business. In the year under review, the write-down of €20.7 million in connection with the sale of the joint ventures in our American corn business (AgReliant) in June 2025 reduced the segment's income. The segment's EBIT margin fell to –0.6% (5.6%) and was thus in line with the guidance we revised during the year ("perceptible decline," original forecast: "at the level of the previous year").

Net sales in the **Cereals Segment** declined by 4.6% to €263.3 (275.9) million due to lower net sales from oilseed rape and rye. On a comparable basis (excluding exchange rate and portfolio effects), the fall was 4.5% and thus in line with our guidance ("sharp decline"). The segment's EBIT margin fell to 12.2% (18.3%) and was thus within our guidance ("sharp decline").

Net sales in the **Vegetables Segment** in the year under review rose by 16.2% to €72.1 (62.1) million. Net sales grew by 15.8% on a comparable basis (excluding exchange rate and portfolio effects) in line with our guidance ("sharp increase").

The segment's income fell sharply to €–45.8 (–34.7) million, mainly as a result of the planned increase in expenditure on establishing our vegetable breeding activities and the related distribution organization. The EBIT margin was –63.5% (–55.9%) and thus below our forecast (guidance: "at the level of the previous year").

In light of the switch to the "KWS" brand, the residual carrying amount of the "Pop Vriend" brand €–10.4 (10.4) million – was written off in full in the year under review. Marketing for the vegetable business has been conducted entirely under the KWS brand since this switch. Amortization of intangible assets in the segment totaled €19.8 (19.4) million.

Revenue from our farms in Germany, France and Poland is grouped in the **Corporate Segment**. Since all cross-segment costs for the KWS Group's central functions and research expenditure are still charged to the Corporate Segment, its income is usually negative. The segment's income fell to €–135.4 (–127.1) million, mainly due to higher personnel and IT costs, and was slightly below our guidance ("around €–130 million").

2.3.2 Earnings, Financial Position and Assets

Earnings

Condensed income statement

in € million	2024/2025	2023/2024	+/-
Continuing operations			
Net sales	1,676.6	1,678.1	-0.1%
EBITDA	350.5	404.9	-13.4%
EBIT	247.6	302.0	-18.0%
Net financial income/expenses	-35.4	-50.0	29.1%
Earnings before taxes	212.2	252.0	-15.8%
Taxes	72.2	67.9	6.3%
Earnings after taxes	140.0	184.1	-24.0%
Discontinued operation			
Earnings after taxes	96.4	-53.2	-
Group			
Earnings after taxes	236.3	130.8	80.7%
Earnings per share from continuing operations	in €		
	4.24	5.58	-24.0%
Earnings per share	in €		
	7.16	3.96	80.7%
EBIT margin (Continuing operations)	in %		
	14.8	18.0	-

KWS posts stable net sales under challenging conditions

The key indicators reported below relate to the continuing operations of KWS following closing of the sale of the South American corn and sorghum business in July 2024.

The North American corn business (AgReliant joint ventures) is reported in the balance sheet as an asset held for sale. The joint ventures contribution to earnings was included at-equity in the net financial income/expenses in the income statement.

The KWS Group generated stable net sales of €1,676.6 (1,678.1) million in the year under review, despite perceptibly lower area under cultivation for corn and sugarbeet. Consolidated net sales increased by 1.0% on a comparable basis (excluding exchange rate and portfolio effects).

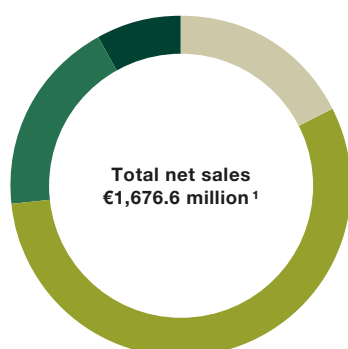
There were negative exchange rate effects mainly from the depreciation of the Turkish lira and the Ukrainian hryvnia against the euro.

The net sales performance in our product segments varied greatly (all figures excluding exchange rate and portfolio effects).

Revenues rose slightly in the Sugarbeet Segment, while the Vegetables Segment posted a sharp increase. The Corn Segment recorded a slight decline, while cereals business declined sharply (see also the section "Segment reports" starting on page 33).

The Sugarbeet and Corn Segments (excluding net sales from the equity-accounted companies) generated a major share of total net sales, namely 52.0% (51.5%) and 27.3% (27.8%) respectively.

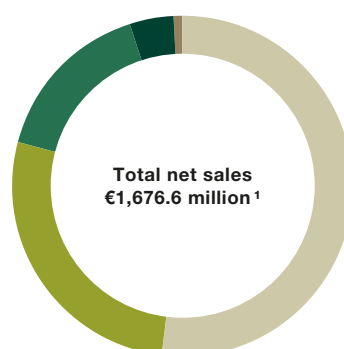
Net sales by region



Germany 17.6%
Europe (excluding Germany) 55.8%
North and South America 18.5%
Rest of world 8.0%

¹ Excluding net sales from our equity-accounted companies

Net sales by segment



Sugarbeet 52.0%
Corn 27.3%
Cereals 15.7%
Vegetables 4.3%
Corporate 0.7%

¹ Excluding net sales from our equity-accounted companies

The share of the Cereals Segment in the year under review fell to 15.7% (16.4%). The Vegetables Segment increased its share of total net sales to 4.3% (3.7%).

The region where we generated most of our business was Europe, which accounted for 73.5% (73.6%) of net sales (Germany: 17.6% (18.3%)). The share of net sales in North and South America accounted for 18.5% (17.6%) of our total net sales. Revenues from our North American equity-accounted companies are only included at the segment level (see our segment reporting starting on [page 33](#)).

Decline in key indicators for operating income

The KWS Group's operating income before depreciation and amortization (EBITDA) decreased by 13.4% to €350.5 (404.9) million in the fiscal year. Operating income (EBIT) was €247.6 (302.0) million or -18.0% year over year. The EBIT margin fell accordingly to 14.8% (18.0%).

The decline in key indicators for operating income is attributable to special effects and our operating performance. The previous year included a positive special effect of €28.1 million from divestment of the Chinese corn business. The operating income was impacted by a sharp rise in administrative expenses, as well as higher expenditure on research and development and distribution.

The KWS Group's cost of sales fell by 0.5% to €619.2 (622.4) million, mainly due to lower sales volumes. Accordingly, the gross profit on sales rose by 0.2% to €1,057.4 (1,055.7) million and the gross margin to 63.1% (62.9%).

Selling expenses rose by 4.4% to €296.6 (284.3) million, mainly due to higher personnel costs. The selling expense ratio in the fiscal year was 17.7% (16.9%).

Research and development expenditure in the period under review rose by 7.2% to €349.0 (325.6) million. Given the stable level of net sales and higher R&D expenditure, the R&D intensity was 20.8% and so up on the previous year (19.4%).

Administrative expenses rose by 10.5% to €165.3 (149.6) million, among other things due to higher IT and personnel costs. The administrative expense ratio increased to 9.9% (8.9%).

The balance of other operating income and other operating expenses fell to €1.2 (5.7) million. The previous year included a positive non-recurring effect of €28.1 million from divestment of the Chinese corn business. Details and explanations on the related individual items can be found in the Notes on [page 127](#).

Sharp improvement in net financial income/expenses

The net financial income/expenses are made up of the net income from equity investments and the interest result. In addition, we report realized and unrealized foreign exchange differences from financing activities within net financial income/expenses.

Net income from equity investments includes the earnings from equity-accounted joint ventures, which decreased to €–33.7 (–24.3) million due to an impairment loss of €20.7 million on the joint ventures carrying amount in connection with its sale and the operating loss.

However, the balance of financial expenses and financial income improved sharply to €–1.7 (–25.6) million. This was mainly due to lower interest expenses resulting from the repayment of borrowings and exchange rate effects. The

above changes resulted overall in a significant improvement in net financial income/expenses to €–35.4 (–50.0) million.

Fall in earnings after taxes from continuing operations

Earnings before taxes fell by –15.8% to €212.2 (252.0) million. Income taxes increased to €72.2 (67.9) million. That resulted in a sharp rise in the tax rate to 34.0% (27.0%).

Earnings after taxes from continuing operations fell to €140.0 (184.1) million. Given that the number of shares is 33,000,000, earnings per share from continuing operations were €4.24 (5.58).

Earnings after taxes including the earnings from discontinued operations rose sharply to €236.4 (130.8) million. The increase is mainly due to the profit after tax of the discontinued operation of €96.4 million realized in the 2024/25 financial year.

Financial situation

Selected key figures on the financial situation

in € million	2024/2025	2023/2024	+/-
Cash and cash equivalents	374.0	222.4	68.2%
Net cash from operating activities from continuing operations	227.7	157.9	44.2%
Net cash from investing activities from continuing operations	–104.5	–101.1	3.4%
Free cash flow from continuing operations	123.2	56.8	> 100%
Net cash from financing activities from continuing operations	–230.6	55.2	–

Securing the KWS Group's financial flexibility, enabling its profitable growth and preserving its independence are the core tasks of our financial management. Among other things, we ensure that by extensive liquidity planning, monitoring of cash flows and, in some cases, hedging the risk of interest rate changes and currency risks.

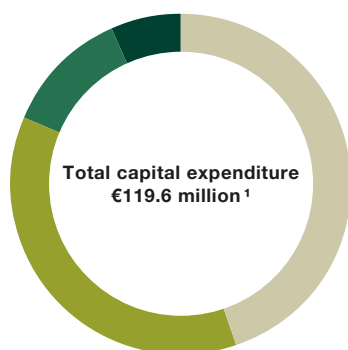
The main financial instruments used by the Group in the fiscal year, apart from a syndicated credit line and a loan from the European Investment Bank (EIB) to fund research and development, were in

particular borrower's notes and commercial papers with different loan periods and terms (see section 7.11 in the Notes for the KWS Group on page 141 for the presentation of the main terms and conditions of our financing instruments).

At June 30, 2025, the KWS Group had firmly promised loans it had not used totaling €432.1 (398.2) million.

As of June 30, 2025, liabilities and other financial obligations amounted to €172.5 (184.0) million. The year-over-year decline is mainly due to VAT

Capital expenditure by region



■ Germany 44.8% ■ North and South America 11.9%
 ■ Europe (excluding Germany) 36.7% ■ Rest of world 6.6%

¹ Excluding capital expenditure at our equity-accounted companies and excluding the discontinued operation

risks that no longer existed as of the reporting date (for further details, see Notes to the Consolidated Financial Statements, Section 7.16, [page 156](#)).

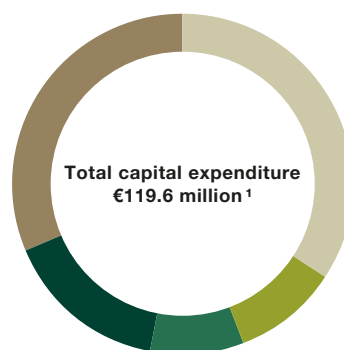
The maturity profile of the Group's borrowings has a broad spread, with a high proportion of medium- and long-term financing.

To secure KWS' growth, we also consider the option of a capital increase in exceptional cases, for example to fund a further large acquisition.

Net cash from operating activities from continuing operations increased to €227.7 (157.9) million in the period under review. This was mainly attributable to lower cash outflows related to the increase in inventories and trade receivables.

The Group's net cash from investing activities totaled €166.8 (–103.4) million. This includes proceeds of €272.1 (0.0) million from the divestment of the South American corn and sorghum business. The net cash from investing activities from continuing operations was €–104.5 (–101.1) million. Payments for capital expenditures on property, plant and equipment and on intangible assets amounted to €–122.0 (–151.2) million in the fiscal year. The focus of our capital spending in the year under review was on erecting and expanding production and research and development capacities. Construction of the new elite storehouse for processing and storing breeding material for

Capital expenditure by segment



■ Sugarbeet 34.4% ■ Cereals 9.0% ■ Corporate 31.2%
 ■ Corn 9.9% ■ Vegetables 15.5%

¹ Excluding capital expenditure at our equity-accounted companies and excluding the discontinued operation

sugarbeet was completed at the Einbeck location. The largest investment projects in the Corn Segment related to modernization of the production plants in the U.S. and Türkiye. In the Cereals Segment, we invested in our production plants in Germany and France and in expanding storage capacities in Germany. A new research and development center for vegetable seed was completed in Andijk, the Netherlands, during the fiscal year.

On the other hand, there were proceeds from the disposal of tangible assets and intangible assets totaling €4.0 (31.7) million. The previous year's figure was impacted by divestment of the Chinese corn business.

Depreciation and amortization in the year under review totaled €102.9 million and was thus below the previous year's figure (€119.1 million). While depreciation and amortization in the Corporate Segment was higher due to the capital spending in past years, it was lower in the Sugarbeet, Cereals and Corn Segments. Depreciation and amortization in the Vegetables Segment includes a figure of €10.4 (10.4) million due to the shorter useful life of the "Pop Vriend" brand.

The free cash flow from continuing operations of €123.2 (56.8) million and the free cash flow from continuing and discontinued operations of €393.4 (53.8) million were both well above the figure of the previous year.

The net cash from financing activities from continuing operations was €–230.6 (55.2) million. This was mainly attributable to the repayment of borrowings to an amount of € 169.5 (98.1) million. In addition, we did not raise any new borrowings in the year under review, whereas we raised new borrowings totaling €208.1 million in the previous year.

For the discontinued operation, net cash from operating activities was €–1.2 (–0.7) million, net cash from investing activities was €271.4 (–2.3) million and net cash from financing activities was €–6.3 (–30.4) million.

Assets

The KWS Group's balance sheet is impacted by the seasonal nature of our business. In the course of the year, there are usually balance sheet items that differ significantly from the corresponding figures at the end of the fiscal year, in particular in relation to working capital.

The South American corn and sorghum business was classified as a discontinued operation in the previous year. The North American corn seed business, which KWS operated jointly with the Limagrains Group and which had previously been accounted for using the equity method, was also classified as for sale at the end of the fiscal year due to the intention to sell it (see [page 119](#) of the Notes for further details).

Total assets on June 30, 2025, were €2,676.2 (2,956.1) million. Noncurrent assets totaled €1,126.2 (1,220.1) million and current assets totaled €1,471.0 (1,301.5) million. The decrease in noncurrent assets is mainly due to the reclassification of the JV shares of the

North American corn business accounted for using the equity method from financial assets to held assets for sale in connection with the intention to sell.

Current assets were impacted by significantly higher cash and cash equivalents, higher inventories and lower trade receivables. The increase in cash and cash equivalents reflects the proceeds from the sale of the South American corn and sorghum business.

Equity increased to €1,601.5 (1,399.9) million, mainly due to the net income for the year. Higher equity coupled with lower total assets led to a sharp increase in the equity ratio to 59.8% (47.4%).

Noncurrent liabilities fell to €553.3 (610.0) million, largely due to lower long-term borrowings and lower noncurrent tax liabilities. Current liabilities were €521.4 (655.2) million and were mainly impacted by falls in short-term borrowings, trade payables and current tax liabilities.

The decline in short-term borrowings to €393.4 (427.0) million is mainly due to reclassification of borrowings as short-term due to their maturity and, to a smaller extent, to repayments. Short-term borrowings decreased sharply to €42.1 (180.4) million as a result of the repayment of loans. Liabilities in connection with assets held for sale decreased to €0.0 (291.0) million following closing of the sale of the South American corn and sorghum business.

As a result of the increase in cash and cash equivalents and the fall in short-term and long-term borrowings, net debt (long-term and short-term borrowings from banks less cash and cash equivalents) improved sharply to €61.6 (385.1) million.

Condensed balance sheet

in € million	06/30/2025	06/30/2024	+/-
Assets			
Noncurrent assets	1,126.2	1,220.1	-7.7%
Current assets	1,471.0	1,301.5	13.0%
Assets held for sale	79.0	434.5	-81.8%
Equity and liabilities			
Equity	1,601.5	1,399.9	14.4%
Noncurrent liabilities	553.3	610.0	-9.3%
Current liabilities	521.4	655.2	-20.4%
Liabilities in connection with assets held for sale	0.0	291.0	-100.0%
Total assets	2,676.2	2,956.1	-9.5%

2.3.3 Segment Reports

Reconciliation with the KWS Group

The KWS Group's consolidated financial statements are prepared in accordance with the International Financial Reporting Standards (IFRS). The segments are presented in the Management Report in line with our internal corporate controlling structure in accordance with GAS 20. The main difference is that we do not carry the revenues and costs of our equity-accounted companies in the statement of comprehensive income (in accordance with IFRS 11 and IAS 28). The KWS Group's

net sales and EBIT are therefore lower than the total for the segments. The earnings contributed by the equity-accounted companies are instead included under net financial income/expenses. Our equity-accounted companies are included proportionately in the segment reports in line with our internal corporate controlling structure.

The difference from the KWS Group's statement of comprehensive income is summarized for several key indicators – relating to continuing operations – in the reconciliation table:

Reconciliation table (all key indicators relate to continuing operations)

in € millions	Segments	Reconciliation	KWS Group
Net sales	1,901.3	-224.4	1,676.6
EBITDA	350.9	-0.3	350.5
EBIT	213.9	33.7	247.6
Amortization/depreciation	137.0	-34.1	102.9
Capital expenditure	123.8	-4.2	119.6
Total assets	2,783.4	-107.2	2,676.2

The reconciliation between the KWS Group's statement of comprehensive income and the reporting by segments in fiscal 2024/2025 is impacted by our equity-accounted companies in

North America. These were classified as assets held for sale due to the intention to sell at the end of the 2024/2025 financial year.



Sugarbeet

Sugarbeet Segment

General industry-specific conditions: Lower sugar prices lead to sharp decline in land under cultivation

After peaking in the fall of 2023, global sugar prices have since fallen steadily. The price of sugar at the end of fiscal 2024/2025 was significantly lower year over year. Due to favorable weather conditions in the two most important sugar cane-growing countries, Brazil and India in particular, the U.S. Department of Agriculture expects global sugar production to increase year over year by just under 5%. Due to lower sugar prices, the global area under sugarbeet cultivation declined by 3% to approximately 4.5 million hectares and is at the level of previous years. Land under cultivation declined, particularly in southern European Union and Eastern Europe.

According to estimates by the U.S. Department of Agriculture, global sugar consumption will increase by 1.5% compared to the previous year, mainly due to higher consumption in Asian and African countries.

The segment's performance: Growth in net sales and continuing high profitability thanks to product innovations

Net sales at the Sugarbeet Segment rose in the year under review to €871.8 (864.9) million or by 0.8%. The growth was 2.2% on a comparable basis (excluding exchange rate and portfolio effects), despite the sharp decline in land under cultivation. There were negative exchange rate effects mainly from the depreciation of the Turkish lira and, to a lesser extent, the Ukrainian hryvnia against the euro.

Europe remained the segment's most important market, accounting for 62.2% (60.4%) of total net sales, followed by North America with 26.8% (26.5%).

The increase in the segment's net sales was mainly due to higher net sales in Northern, Western and Eastern Europe and, to a lesser extent, in North America, while net sales declined in Southeastern Europe, Southern Europe and the Middle East. KWS remains the clear leader in the market for sugarbeet seed.

Our sustainable product innovations CONVISO® SMART and CR+ played a substantial part in our performance and once again recorded high demand in the 2025 growing season. The share contributed by these innovations to the segment's total net sales increased again to around 61% (56%). This is mainly due to stronger market penetration in France, the Benelux countries, Poland and Germany.

In addition, we successfully launched unique combination varieties (CONVISO® SMART combined with CR+) in several European countries. Against the backdrop of increasing regulation of pesticides and rising disease pressure because of climate change, these innovations make an important contribution to achieving stable beet yields with less use of pesticides.

The segment's income was €367.2 (350.1) million, a year-on-year increase of 4.9%. This includes a positive one-off effect of €7.7 (–7.7) million from the reversal of a provision for VAT risks that had been recognized in the previous year.

The gross profit on sales rose by 3.5%. On the other hand, there was a 12.8% increase in selling expenses and a 14.9% increase in research and development expenditure, among other things due to higher personnel costs and costs for the development of innovative seed. General and administrative expenses were 5.4% higher. Both

the EBITDA margin and the EBIT margin improved to 45.5% (43.7%) and 42.1% (40.5%) respectively.

We are continuing to invest strongly in expanding our sugarbeet breeding so that we can continue to provide our farmers with innovative seed in the future. The focus is on solutions to combat increasing disease or insect infestation as a consequence of climate change and to enable effective weed control. In addition, development of diploid hybrid potatoes was continued in the year under review.

Important capital spending projects

Construction of our new elite storehouse for processing and storing breeding material for sugarbeet at our Einbeck location was successfully completed in fiscal 2024/2025. It was put into operation in May 2025. The new building is one of the largest single investments in KWS' history, involving total spending of €56.8 million over several fiscal years, a large part of which was charged to the previous year.

We also invested in our production plant in France, in expanding storage capacities in the Netherlands and in constructing new greenhouses and offices in the U.S.

The segment's capital spending in the year under review totaled €41.2 (58.5) million and was thus well below the figure for the previous year.

Key figures

in € million	2024/2025	2023/2024	+/-
Net sales	871.8	864.9	0.8%
EBITDA ¹	397.0	378.1	5.0%
EBITDA margin in %	45.5	43.7	–
EBIT	367.2	350.1	4.9%
EBIT margin in %	42.1	40.5	–
Amortization/depreciation	29.7	28.1	6.0%
Capital expenditure	41.2	58.5	–29.6%
Capital employed (avg.) ²	522.5	519.1	0.7%
ROCE (avg.) ³ in %	70.3	67.4	–

¹ EBITDA = EBIT (incl. IAS 29 Hyperinflation) + depreciation (incl. IAS 29 Hyperinflation) + amortization (incl. IAS 29 Hyperinflation)

² Capital employed (average capital employed) = (quarterly figures at the reporting date for intangible assets + property, plant and equipment + inventories + trade receivables – trade payables) / 4

³ ROCE = EBIT / average capital employed



Corn

Corn Segment

General industry-specific conditions: Decline in area under corn cultivation in Europe

Global conditions for corn cultivation in 2025 were positive overall, despite regional challenges. The International Grains Council (IGC) expects global corn production to increase year on year by around 4% in the current growing season.

However, the general conditions for corn cultivation in Europe in the past growing season were challenging.

In the previous year, adverse weather conditions meant that more corn was planted in the fall sowing season, but the amount of land on which it was cultivated returned to normal in this year's growing season, for example in Germany and France.

In Southeastern Europe, prolonged heat waves and drought have affected corn cultivation for some years now, and farmers are increasingly switching to winter crops. This trend continued in 2025. All in all, the land under corn cultivation in Europe declined slightly.

The segment's performance: Sale of the corn business in North and South America

The Corn Segment underwent significant changes in the period under review. The South American corn business, whose sale we completed in July 2024, is classified (as in the previous year) as a discontinued operation in the 2024/2025 consolidated financial statements and is therefore not included in the report for the Corn Segment.

We also concluded an agreement to sell our North American corn business in June 2025. The transaction, which includes the sale of KWS' shares in the two joint ventures with Limagrain (AgReliant) and licenses for the use of genetic material, was closed on August 29, 2025.

The net sales from continuing operations in our corn business, including the proportionate contributions by AgReliant, fell by 2.7% to €682.8 (701.5) million in the year under review. Net sales declined by 1.6% on a comparable basis (excluding exchange rate and portfolio effects). There were negative exchange rate effects mainly from the depreciation

of the Turkish lira and the Ukrainian hryvnia against the euro.

We generated net sales in Europe at the level of the previous year (on a comparable basis) despite the fall in land under cultivation. KWS remained one of the leading suppliers in the silage corn market segment in the year under review.

Net sales at our North American joint venture AgReliant declined by around 5%. In addition to the influence of negative exchange rate effects, the joint venture recorded a sharp decline in volumes in a fiercely competitive environment.

There are various reasons for the significant decline in the segment's income to €-4.2 (39.1). The segment's income for the previous year included a positive non-recurring effect of €28.1 million from divestment of the Chinese corn portfolio. In addition, there was an extraordinary effect on the segment's income due to an impairment loss of €20.7 million on the carrying amount of AgReliant in connection with the sale agreement concluded in June 2025. AgReliant's

operating loss was lower than in the previous year, while contributions to operating income from the European business declined.

As a consequence of the effects described in the previous section, the EBIT margin declined to -0.6% (5.6%).

The segment's EBITDA fell to €53.0 (82.2) million and the EBITDA margin to 7.8% (11.7%).

Expansion of production plants

The segment's capital spending decreased sharply to €16.0 (27.8) million in the year under review. Apart from routine maintenance measures, we expanded our drying capacities in Türkiye, among other things, thereby significantly reducing our dependence on third-party providers.

In addition, we invested in modernizing and expanding one of our North American production plants. The decline in capital employed is primarily due to the reclassification of the investment in AgReliant as an asset held for sale at the end of the fiscal year.

Key figures

in € million	2024/2025	2023/2024	+/-
Net sales	682.8	701.5	-2.7%
EBITDA ¹	53.0	82.2	-35.5%
EBITDA margin in %	7.8	11.7	-
EBIT	-4.2	39.1	-
EBIT margin in %	-0.6	5.6	-
Amortization/depreciation	57.2	43.1	32.6%
Capital expenditure	16.0	27.8	-42.4%
Capital employed (avg.) ²	579.7	767.1	-24.4%
ROCE (avg.) ³ in %	-0.7	5.1	-

¹ EBITDA = EBIT (incl. IAS 29 Hyperinflation) + depreciation (incl. IAS 29 Hyperinflation) + amortization (incl. IAS 29 Hyperinflation)

² Capital employed (average capital employed) = (quarterly figures at the reporting date for intangible assets + property, plant and equipment + inventories + trade receivables - trade payables) / 4

³ ROCE = EBIT / average capital employed



Cereals

Cereals Segment

General industry-specific conditions: Prices for key agricultural raw materials decline slightly

There were mixed trends as regards international prices for important agricultural commodities. Prices for rye, oilseed rape and wheat declined slightly, while those for barley remained largely stable.

Land under rye cultivation in the EU declined due to less attractive market conditions and high inventories from the previous year. This was partially offset by growth in North America and Eastern Europe. Cultivation conditions for oilseed rape were impacted by drought and, in Eastern Europe, by pests. Wheat prices during the 2025 sowing season were influenced by high global inventories and good harvest expectations in North America and Argentina. In Europe, land under wheat cultivation increased slightly. Barley prices at the time of the 2025 sowing season were stable year over year. Demand for malting barley remained constant. However, demand for feed barley declined in parts of Europe. All in all, land under cultivation in the EU remained stable.

According to estimates by the Food and Agriculture Organization (FAO) of the United Nations, the level of supply on the global cereals markets was sufficient as a whole during the period under review.

The segment's performance: Net sales and earnings lower year on year

Net sales at the Cereals Segment in fiscal 2024/2025 declined as expected to €263.3 (275.9) million or by 4.6%. The fall in net sales on a comparable basis (excluding exchange rate and portfolio effects) was 4.5%. Revenues from barley, rye and oilseed rape seed declined compared to the previous year, while net sales of wheat seed rose slightly in the fiscal year. As in the previous year, the segment's further activities generated low revenues.

There were negative exchange rate effects on net sales mainly from the depreciation of the Ukrainian hryvnia and the Turkish lira against the euro, while the performance of pound sterling had a slight positive impact.

Rye seed business fell by around 5% in the year under review. This is mainly attributable to the German and Polish markets. These trends were partially offset by higher revenues in North America and Eastern Europe. In Canada, we achieved significantly higher revenues by reorganizing our distribution structures. Rye seed business still accounted for the largest share of the segment's net sales, namely 38% (38%).

The 4% decline in net sales from oilseed rape is mainly attributable to the introduction of a quota system for seed imports in Russia. We grew our revenues in Germany and Poland, while they fell in France. Oilseed rape once again accounted for around 31% (31%) of the segment's net sales.

Net sales of wheat seed were slightly higher than in the previous year. Whereas net sales in Eastern and Southeastern Europe and in North America were higher, revenues in the UK fell. The share of business from wheat seed was unchanged at 15% (15%).

Given the declining business performance and higher research and development expenditure, EBITDA fell to €42.9 (59.8) million. The EBITDA margin decreased to 16.3% (21.7%).

EBIT was €32.1 (50.4) million, a year-on-year drop of 36.3%. The EBIT margin fell accordingly to 12.2% (18.3%).

The segment's gross profit in the year under review declined by 7% due to the lower business volume. Research and development expenditure increased (+10%) mainly due to expansion of our hybrid breeding activities. The rise in general and administrative expenses (+11%) is attributable to higher personnel costs, among other things. Selling expenses were at the level of the previous year.

As part of our strategic orientation, the focus of our research and development is on breeding hybrid seed, including for wheat and barley. In the UK, we launched the first hybrid barley variety on the market in the year under review. Another focus is on breeding high-performance varieties as well as on their resource efficiency and improved traits to promote sustainable agriculture.

Continued investment in breeding and production

The segment's capital spending in the year under review was €10.7 (17.5) million and thus below that of the previous year. The main focus of investment activity was on expanding and modernizing production plants in Germany, France and Poland, among other things for warehouses and silos at Wohlde, Germany, and on modernizing breeding stations.

Key figures

in € million	2024/2025	2023/2024	+/-
Net sales	263.3	275.9	-4.6%
EBITDA ¹	42.9	59.8	-28.2%
EBITDA margin in %	16.3	21.7	-
EBIT	32.1	50.4	-36.3%
EBIT margin in %	12.2	18.3	-
Amortization/depreciation	10.9	9.4	15.2%
Capital expenditure	10.7	17.5	-39.0%
Capital employed (avg.) ²	161.3	170.0	-5.1%
ROCE (avg.) ³ in %	19.9	29.6	-

¹ EBITDA = EBIT (incl. IAS 29 Hyperinflation) + depreciation (incl. IAS 29 Hyperinflation) + amortization (incl. IAS 29 Hyperinflation)

² Capital employed (average capital employed) = (quarterly figures at the reporting date for intangible assets + property, plant and equipment + inventories + trade receivables - trade payables) / 4

³ ROCE = EBIT / average capital employed



Vegetables

Vegetables Segment

General industry-specific conditions: Growth in the vegetable market anticipated

According to expert estimates, global demand for vegetables rose in the fiscal year. Vegetables are an attractive growth market in the medium and long term. We expect global demand for vegetable seed to increase at a similarly buoyant rate.

Demand for vegetables is likely to be influenced in the future by the growing number of vegans and vegetarians, health and wellness trends and the increasing popularity of vegetables as a source of protein. At the same time, there is a growing trend toward higher-priced organic vegetables.

The specific general conditions for spinach seed, our main sales driver in the Vegetables Segment, were unchanged in the fiscal year, while the market for bean seed, which accounts for around a quarter of net sales and is the second-largest product group in the segment, declined slightly.

The segment's performance: Sharp increase in net sales, income impacted by planned expansion of breeding activities

Net sales in the Vegetables Segment in the year under review increased significantly by 16.2% to €72.1 (62.1) million. Net sales grew similarly by 15.8% on a comparable basis (excluding exchange rate and portfolio effects).

This increase is largely due to higher revenues from spinach seed, which accounts for around two-thirds of the segment's net sales.

Business was very buoyant, particularly in Europe due to expansion of our distribution activities in key European markets such as Spain and Italy.

In our main market, the U.S., we likewise grew in a highly competitive environment on the back of an improved product portfolio. In the Chinese market, we were able to expand our position and significantly increase our revenues.

Worldwide, we expanded our leading position in spinach seed in the fiscal year in what was overall a stable market environment.

In a slightly contracting market, bean seed business remained at the previous year's level. While revenues in North America and Southern Europe were higher, net sales in Western Europe and Southeastern Europe fell.

The segment's EBITDA decreased to €-22.0 (-11.2) million, mainly as a result of the planned increase in expenditure on establishing our vegetable breeding activities and the related distribution organization.

In the fiscal year we switched distribution of vegetable seed fully from the "Pop Vriend" to the "KWS" brand. Consequently, the residual carrying amount of the "Pop Vriend" brand €-10.4 (10.4) million – was written off in full.

Amortization of intangible assets in the segment totaled €19.8 (19.4) million. EBIT fell to €-45.8 (-34.7) million.

Continued expansion of vegetable breeding

KWS' strategic objective is to build a significant position in the vegetable seed market long-term.

In June 2025, after a construction period of one year, we inaugurated a new 10,000 m² research and development center in Andijk, the Netherlands. This complex comprises a greenhouse, a research area for outdoor crops, and office and laboratory buildings. The new greenhouse will be used for research into the outdoor crops spinach, beans, red beet and Swiss chard, among other things.

KWS has vegetable breeding stations in Spain, Italy, the Netherlands, Türkiye, Brazil and Mexico. The breeding programs were successfully developed further in the fiscal year. KWS plans to market innovative varieties for all nine types of vegetable in its breeding programs within the next three years.

Capital expenditure in the Vegetables Segment increased to €18.6 (16.5) million. Most of that figure was accounted for by the new research and development center in Andijk, the Netherlands. Apart from that, we invested in expanding our breeding stations in Spain, Türkiye and Mexico.

Key figures

in € million	2024/2025	2023/2024	+/-
Net sales	72.1	62.1	16.2%
EBITDA ¹	-22.0	-11.2	-96.1%
EBITDA margin in %	-30.4	-18.0	-
EBIT	-45.8	-34.7	-32.0%
EBIT margin in %	-63.5	-55.9	-
Amortization/depreciation	23.9	23.5	1.5%
Capital expenditure	18.6	16.5	12.8%
Capital employed (avg.) ²	434.3	430.9	0.8%
ROCE (avg.) ³ in %	-10.6	-8.1	-

¹ EBITDA = EBIT (incl. IAS 29 Hyperinflation) + depreciation (incl. IAS 29 Hyperinflation) + amortization (incl. IAS 29 Hyperinflation)

² Capital employed (average capital employed) = (quarterly figures at the reporting date for intangible assets + property, plant and equipment + inventories + trade receivables – trade payables) / 4

³ ROCE = EBIT / average capital employed



Corporate

Corporate Segment

Key figures

in € million	2024/2025	2023/2024	+/-
Net sales	11.3	9.2	23.5%
EBITDA ¹	-120.1	-112.4	-6.9%
EBIT	-135.4	-127.1	-6.6%
Amortization/depreciation	15.3	14.7	4.5%
Capital expenditure	37.4	25.4	47.0%

¹ EBITDA = EBIT (incl. IAS 29 Hyperinflation) + depreciation (incl. IAS 29 Hyperinflation) + amortization (incl. IAS 29 Hyperinflation)

Net sales in the Corporate Segment are mainly generated from our farms in Germany, France and Poland and increased to €11.3 (9.2) million in the period under review.

At the same time, since cross-segment costs for the KWS Group's central functions and central research expenditure are charged to the Corporate Segment, its income is usually negative.

The segment's income fell to €-135.4 (-127.1) million, mainly due to higher IT costs and general cost increases, especially for personnel. Capital spending was €37.4 (25.4) million and thus above that of the previous year.

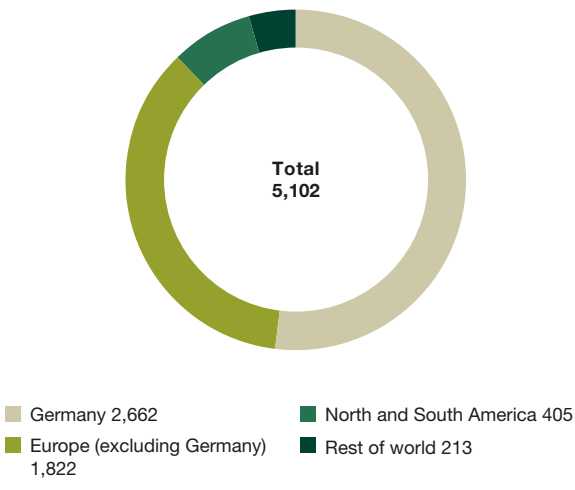
The main focus of investment activity related to implementing a new ERP software, an efficiency project aimed at using heat from effluents, insect resistance for a greenhouse, the IT infrastructure and a photovoltaic system.

2.3.4 Employment Trends

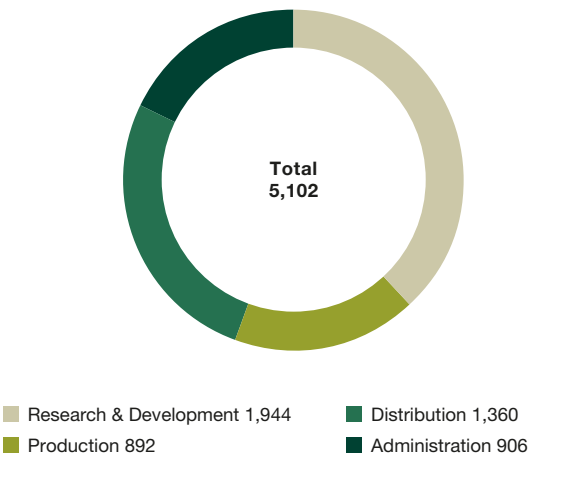
The KWS Group employed an average of 5,102 (4,937) people (excluding seasonal workers and employees from the discontinued operation) in the year under review, a year-on-year increase of around 3%.

2,662 (2,558), or around 52.2% (51.8%) of the workforce, were employed in Germany. Once again, the area that accounted for the most employees was Research & Development, which made up 38.1% (37.8%) of the total workforce.

Employees by region



Employees by function



2.4 Sustainability Information (Combined Non-Financial Declaration)

2.4.1 General Information

Overview of the status of implementation of our sustainability goals

Environmental Aspects	Target in 2030	Section	2024/2025	2023/2024
Climate Change		2.4.2		
Scope 1 and Scope 2 emissions ¹	50% reduction (2050: net zero) compared with the baseline year 2020/2021 (47,587 t CO ₂ e)		52,044 t CO ₂ e	49,213 t CO ₂ e ²
Use of scorecards to measure local environmental performance	Use of scorecards at all production sites, including processing plants and our own seed multiplication areas		53 out of 63 locations	49 out of 62 locations ³
Biodiversity and Ecosystems		2.4.2		
Crops in breeding programs	27		22	23
Share of R&D expenditures on reducing the use of resources	> 30% of annual R&D expenditure		22.5%	21.9%
Share of low-input varieties ⁴	Suitability of > 25% of KWS' varieties for low-input farming		22.6%	18.9%
Innovations for Agriculture		2.4.2		
Annual yield gain ⁵	1.5% on average		1.0%	1.1%
Use of digital solutions on customers' fields	Use of digital solutions on > 6 million hectares		3.2 million hectares	2.9 million hectares
Share of varieties for direct human nutrition ⁶	Suitability of > 40% of KWS' varieties for direct human nutrition		39.7%	35.9%
Social Aspects	Target in 2030	Section	2024/2025	2023/2024
Social Engagement		2.4.3		
Share of expenditures as part of our social engagement	1% of operating income (EBIT) p.a.		0.9%	0.7%
Own Workforce		2.4.3		
OSHA incident rate at the KWS Group ⁷	< 5.0		7.99	8.04
Governance	Target in 2030	Section	2024/2025	2023/2024
Business Conduct		2.4.4		
Access to the Compliance Portal	95%		95%	92%

¹ The Scope 1 and Scope 2 emissions relate to the past calendar year in each case.

² The previous year's figure for Scope 1 and Scope 2 emissions was adjusted due to a correction in natural gas consumption at one location.

³ The previous year's figures were adjusted to reflect the sales of the commercial corn and sorghum business in South America in the first quarter of 2024/2025 to enhance comparability.

⁴ Recorded for the German and UK markets, excluding vegetable varieties.

⁵ Recorded for the German and UK markets. This key figure is determined based on the crops corn, wheat, barley, oilseed rape, rye and sugar beet.

⁶ Recorded for the German and UK markets.

⁷ Rate of occupational health and safety incidents involving lost time in relation to hours worked (based on 1 million working hours) according to the Occupational Safety and Health Administration (OSHA).

Voluntary audit with limited audit assurance

In addition to the legally required external audit of the Consolidated Financial Statements and the Combined Management Report with reasonable assurance, our Combined Non-Financial Declaration was subject to a voluntary audit with limited assurance by our auditor EY GmbH & Co. KG Wirtschaftsprüfungsgesellschaft.

Our understanding of sustainability

It is our understanding of sustainability that sustainable corporate success requires – in addition to stringent implementation of our financial objectives – a socially, ecologically and economically balanced business culture. Our corporate vision, mission and values form the basis for this and are a major decisive factor in our activity and in ensuring KWS' long-term economic success.

“Our passion for plants sustains farming, food and planet”

The KWS Group's mission

We set ourselves long-term and concrete objectives under our sustainability strategy, for which the Executive Board is jointly responsible. Their appropriateness is regularly reviewed as part of our global strategic planning process. In this spirit, KWS adopted sustainability goals in 2021 as part of the Sustainability Ambition 2030, and the status of their implementation is reported on in the Non-Financial Declaration. A central Sustainability Team operates as a staff unit under the responsibility of our Chief Financial Officer and coordinates the main sustainability activities within the KWS Group.

Material sustainability issues

We derive the issues we report on in the Non-Financial Declaration from a materiality analysis based on the Corporate Sustainability Reporting Directive (CSRD). It was conducted in financial year 2023/2024 and follows the concept of double materiality.

We involved our relevant stakeholder groups in the materiality analysis process. The key stakeholder groups include not only our direct customers, i.e. farmers, but also our shareholders, suppliers and employees. We also included various stakeholders throughout the agricultural value chain in our analysis, such as policymakers, public authorities, non-governmental organizations, science, academia and the media.

We first identified our impacts, risks and opportunities related to sustainability issues along our value chain. This also took into account company-specific issues, for example in connection with our strategy and business model. We then assessed the identified impacts, risks and opportunities in terms of the materiality of the impacts and financial materiality.

In financial year 2024/2025, we reviewed the results of our last full materiality analysis. As part of that, we assessed microplastics to be an additional material issue in the context of environmental pollution. We consequently expanded our previous reporting to include this topic.

Overall, the following material sustainability issues for the KWS Group were identified:

Environmental aspects

- Climate Change
- Environmental Pollution
- Water
- Biodiversity and Ecosystems
- Innovations for Agriculture

Social aspects

- Own Workforce
- Workers in the Value Chain
- Social Engagement

Governance aspects

- Business Conduct

Our material sustainability aspects are presented in the Non-Financial Declaration.

Legal disclosures

In accordance with Sections 289b et seq. and Sections 315b et seq. of the German Commercial Code (HGB), KWS is obliged to prepare a Non-Financial Declaration for the parent company KWS SAAT SE & Co. KGaA and the KWS Group disclosing details of the business model and related material corporate social responsibility (CSR) aspects (environmental matters, social matters, employee-related matters, human rights, and combating corruption and bribery), where these are necessary for an understanding of the course of business, business results, the situation of KWS SAAT SE & Co. KGaA and the KWS Group, and the effects on said aspects. The disclosures in the Combined Non-Financial Declaration

relate to both KWS SAAT SE & Co. KGaA and the KWS Group (including its subsidiaries), unless otherwise specified, but not to our joint arrangements or associated companies.

The table below gives an overview of the CSR report aspects stipulated by law in accordance with Section 289c of the German Commercial Code (HGB) and other associated issues that require reporting, as well as references to the sections in which the required disclosures on concepts, results, risks and key performance indicators are made. We did not identify any risks that exceeded the statutory materiality threshold defined in Section 289c (3) of the German Commercial Code (HGB). In addition, the KWS Group has not defined any non-financial performance indicators relating to controlling at present.

Index for the Non-Financial Declaration

Required HGB disclosures	Material sustainability topic	Reference to sections
Business model		2.4.1 General Information
Environmental matters	Climate Change Pollution Water Biodiversity and Ecosystems Innovations for Agriculture	2.4.2 Environmental Aspects 2.4.2 Environmental Aspects 2.4.2 Environmental Aspects 2.4.2 Environmental Aspects 2.4.2 Environmental Aspects
Employee-related matters	Own Workforce	2.4.3 Social Aspects
Anti-corruption and anti-bribery	Business Conduct	2.4.4 Governance
Human rights	Own Workforce	2.4.3 Social Aspects
Social matters	Own Workforce Workers in the Value Chain Social Engagement	2.4.3 Social Aspects 2.4.3 Social Aspects 2.4.3 Social Aspects
EU Taxonomy		2.4.2 Environmental Aspects

Sustainable Development Goals

KWS supports achievement of the Sustainable Development Goals (SDGs) under the UN’s Agenda 2030 (<https://www.un.org/sustainabledevelopment/sustainable-development-goals/>). KWS feels it has a commitment to achieving these goals and makes concrete contributions to the following SDGs through its business activities:

We will be guided by the SDGs in the future development of our company and intend to continue integrating them into the Group.

KWS’ focal issues from the 17 Sustainable Development Goals (SDGs)

Economical		Ecological		Social	
8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	15 LIFE ON LAND	2 ZERO HUNGER
17 PARTNERSHIPS FOR THE GOALS					

2.4.2 Environmental Aspects

2.4.2.1 Climate Change

Improve operational footprint (Sustainability Ambition 2030)

Objective	Target in 2030	2024/2025	2023/2024
Scope 1 and Scope 2 emissions ¹	50% reduction (2050: net zero) compared with the baseline year 2020/2021 (47,587 t CO ₂ e)	52,044 t CO ₂ e	49,213 t CO ₂ e ²
Use of scorecards to measure local environmental performance	Use of scorecards at all production sites, including processing plants and our own seed multiplication areas	53 out of 63 locations	49 out of 62 locations ³

¹ The Scope 1 and Scope 2 emissions relate to the past calendar year in each case.

² The previous year's figure for Scope 1 and Scope 2 emissions was adjusted due to a subsequent correction in natural gas consumption at one location.

³ The previous year's figures were adjusted to reflect the sales of the commercial corn and sorghum business in South America in the first quarter of 2024/2025 to enhance comparability.

Energy and emissions

KWS has set itself the goal of reducing Scope 1 and Scope 2 emissions by 50% by 2030 compared with the baseline year 2020/2021 (47,587 t CO₂e). KWS therefore surpasses the 42% reduction required by the Science Based Targets initiative (SBTi) for this period. Our aim is to reduce our Scope 1 and Scope 2 emissions to net zero by 2050. Both targets are geared toward meeting the 1.5-degree target defined in the Paris Agreement. Our energy consumption and CO₂ emissions in this section relate to the past calendar year in each case, as this is the period for which we have the highest data availability.

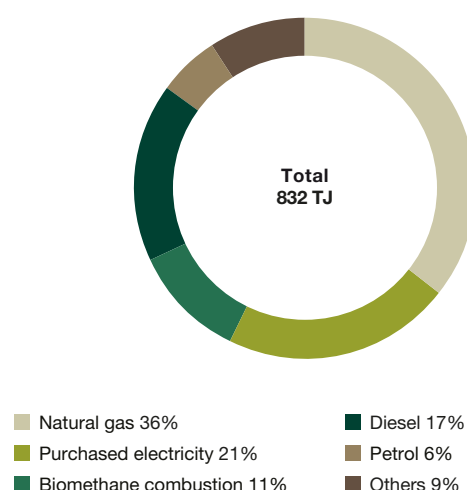
Energy

As a plant breeding company, KWS is part of the agricultural value chain. We mainly require heat for drying seed, and cold and heat for breeding work in greenhouses or climatic chambers, and for operating agricultural machinery. Weather conditions, such as the prevailing humidity, can significantly influence our energy requirements and result in fluctuations. We currently cover these energy requirements predominantly with natural gas, by purchasing electricity from national power grids, and with diesel, but also by using energy obtained from biomass¹. The company also has its own photovoltaic systems at various locations and they help reduce the amount of energy that has to be purchased externally.

The previous year's energy consumption figure was adjusted retrospectively. The reason for this is the subsequent correction to natural gas consumption at one location in calendar year 2023. Our global energy consumption totaled 832 (794)² TJ in calendar year 2024, of which 15% (13%) was covered by renewable energies.³ The increased energy consumption was covered in particular by higher diesel consumption and a greater combustion of corn cobs and biomethane. The energy intensity was 0.50 (0.47)⁴ GJ per €1,000 of net sales.

Energy consumption by energy type

in calendar year 2024
in % of total



^{2, 4} The previous year's figure was adjusted due to a subsequent correction in natural gas consumption at one location.

³ This includes energy obtained from the combustion of biomethane, corn cobs and wood chips and from in-house power generation using photovoltaic systems. We do not have any information to enable the data on electricity we buy in to be broken down by renewable energies.

¹ Biomethane, wood chips, corn cobs and bioethanol.

Energy consumption at the KWS Group

in TJ	2024	2023
Natural gas	297	305 ¹
Electricity	179	184
Diesel	145	125
Biomethane combustion	90	81
Petrol	48	53
Others	73	47
Total	832	794¹

¹ The previous year's figure was adjusted due to a subsequent correction in natural gas consumption at one location.

Emissions

In order to achieve our emissions targets, we adjust our use of energy. We examine among other things increasing the use of biomass-based energy generation, expanding our own photovoltaic systems and purchasing green electricity under power purchase agreements, as well as energy efficiency measures. As part of that, we take into account both the potential of such projects to reduce emissions and their cost-effectiveness. In financial year 2023/2024, the Executive Board decided to replace our use of natural gas in Germany with biomethane by 2027. A supply agreement to this effect was concluded. The heat exchange concept with the municipal water treatment plant in Einbeck was implemented in the year under review. In addition, photovoltaic systems were purchased to generate electricity in-house and their registration was initiated. Further measures for German locations are being examined or planned. These include the use of wind power and district heating, the purchase of low-emission electricity, the use of heat pumps and heat exchangers, and other energy efficiency measures to reduce our energy requirements. In the coming years, the focus of further energy reduction measures will be on our foreign locations.

Methodology

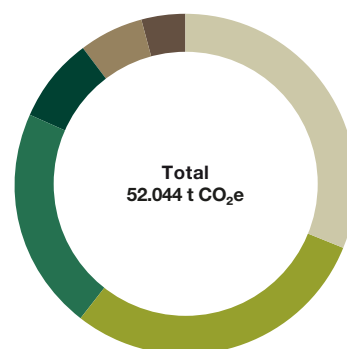
We are guided by the requirements of the GHG Protocol in determining our greenhouse gas emissions. As part of that, our energy and fertilizer consumption is recorded worldwide, consolidated centrally and converted into CO₂ equivalents using emissions factors. We use factors from the UK

Department for Environment, Food and Rural Affairs (DEFRA) for Scope 1 emissions and factors from the International Energy Agency (IEA) for Scope 2 emissions as part of that. Emissions from fertilizers are calculated based on the source "Metodologia do GHG Protocol da agricultura".⁵ Our Scope 2 emissions are reported in accordance with the location-based method. We report our emissions resulting from the use of biomass⁶ mainly outside the GHG Scopes, as they are not to be assigned to any Scope according to the GHG Protocol.

The correction of our natural gas consumption in the previous year also affects our Scope 1 emissions and has been taken into account accordingly in the following paragraphs. In calendar year 2024, the KWS Group's Scope 1 and Scope 2 emissions were 52,044 (49,213)⁷ t CO₂e. The 6% increase is attributable in particular to higher emissions from diesel and Scope 1 fertilizer consumption at our production and breeding stations. That results in an emission intensity of 31.0 (29.3)⁷ kg CO₂e per €1,000 of net sales. The Scope 1 and Scope 2 emissions of the parent company KWS SAAT SE & Co. KGaA were 14,106 (12,387) t CO₂e.

Scope 1 and Scope 2 emissions by source

in calendar year 2024
in % of the total Scope 1 and Scope 2 emissions



⁵ See https://ghgprotocol.org/sites/default/files/standards_supporting/Metodologia.pdf.

⁶ Biomethane, corn cobs, wood chips, bioethanol and organic fertilizer

⁷ The previous year's figure for Scope 1 and Scope 2 emissions was adjusted due to a subsequent correction in natural gas consumption at one location.

The out-of-scope emissions in calendar year 2024 were 9,020 (7,793) t CO₂e for the KWS Group and 4,948 (4,483) t CO₂e for KWS SAAT SE & Co. KGaA.

Scope 1 and Scope 2 emissions of the KWS Group

in t CO ₂ e	2024	2023
Electricity	16,322	17,074
Natural gas	15,084	15,461 ¹
Diesel	10,692	8,295
Scope 1 fertilizer	4,181	3,382
Petrol	3,246	3,258
Others	2,519	1,742
Total	52,044	49,213¹

¹ The previous year's figure for Scope 1 and Scope 2 emissions was adjusted due to a subsequent correction in natural gas consumption at one location.

The KWS Group's greenhouse gas emissions in accordance with the GHG Scopes

Type of emissions	2024 (t CO ₂ e)	2023 (t CO ₂ e)	Delta (%)
Direct emissions (Scope 1)	35,639	32,044 ¹	11
Indirect emissions (Scope 2)	16,405	17,169	-4
Total	52,044	49,213¹	6
Biomass emissions (out-of-scope)	9,020	7,793	16

¹ The previous year's figure for Scope 1 emissions was adjusted due to a subsequent correction in natural gas consumption at one location.

We are currently refining our defined methods and established processes and plan to determine our Scope 3 emissions for the financial year 2025/2026 and report them in our sustainability statement next year in accordance with the CSRD.

Environmental scorecards

In order to minimize the ecological impacts of our locations and operations, we strive to continuously improve our internal processes, technologies and standards. The locations themselves are responsible for the implementation of resource-conserving measures. We aim to ensure that all KWS locations are governed by comparable regulations by means of global minimum requirements in our HSE (health, safety and environment) management activities.

We use environmental scorecards to measure the environmental performance of locations within the KWS Group. In financial year 2024/2025, scorecards were used to record environmental data relating to biodiversity, water and energy worldwide for 53 (49) out of 63 (62) production and multiplication sites. The previous year's figures were adjusted to reflect the sales of the commercial corn and sorghum business in South America in the first quarter of 2024/2025 so as to enhance comparability.

Starting in financial year 2025/2026, we will record extensive environmental data throughout the Group in accordance with the Corporate Sustainability Reporting Directive (CSRD), which will eliminate the need for separate data capture using environmental scorecards.

2.4.2.2 Environmental Pollution

Microplastics

Pesticides are used in conventional crop farming to protect seed against harmful environmental influences. Some important and widespread pesticides are currently not available on the market in plastic-free form. Alternative plastic-free products

currently do not offer comparable and sufficient effectiveness. This means KWS will continue to use pesticides containing plastic for the time being until suitable alternatives are found. Our long-term goal is to reduce our environmental impact and use plastic-free pesticides. That is why we are engaged in a dialogue with pesticide suppliers in this regard.

We assessed microplastics to be a material issue for the first time in financial year 2024/2025. We consequently expanded our previous reporting to include this topic. We are currently establishing the necessary reporting processes so that we can address the issue of microplastics transparently in our sustainability reporting in the future.

2.4.2.3 Water

Water is an important resource for KWS as a breeding company. As part of our seed production and breeding processes, a water supply suitable for the needs of our plants is vital so that we can harvest healthy seed and ensure a high yield from multiplication. As part of its global HSE management, KWS has committed itself to a resource-conserving operation of its processes. KWS strives to reduce water withdrawal and use the resource water as efficiently as possible. To enable that, we record and monitor our global water withdrawal and have implemented internal stipulations on using water and handling sewage. Our water withdrawal figures in this section relate to the past calendar year in each case, as this is the period for which we have the highest data availability.

The KWS Group's water withdrawal

in m³	2024	2023
Total	5,440,240	5,214,125 ¹

1 The previous year's figure for water withdrawal was adjusted due to subsequent estimates of water withdrawal by locations and subsequent correction to the water withdrawal data of two locations.

In the reporting for financial year 2023/2024, water withdrawal was reported solely on the basis of existing measurement data. In the year under review, we included for the first time application areas for which we currently have no measurement data in determining water withdrawal. Consequently, we estimated water withdrawal for field irrigation using surface water and groundwater at significant locations.

In calendar year 2024, the KWS Group's water withdrawal was 5,440,240 (5,214,125)⁸ m³. Ten locations accounted for 93% of our total water withdrawal in calendar year 2024. Much of that is attributable to field irrigation using surface water and is currently determined based on estimates. Part of the water we withdraw seeps away during field irrigation, thereby contributing to groundwater recharge. Consequently, our water consumption is lower than our water withdrawal.

In order to enable comparability of this year's water withdrawal figure with that of the previous year, we also estimated the water withdrawal data for the locations for which estimates were made for the first time for the previous year and adjusted the figure reported for the previous year. In addition, the water withdrawal data reported in the previous year for two locations was subsequently corrected, which also resulted in a revision to the water withdrawal figure reported in the previous year. By expanding our internal controls, we continue to work on improving the accuracy of data on our water withdrawal. In addition, we plan to continuously reduce the proportion of estimated water withdrawal by installing water meters in the coming years.

8 The previous year's figure for water withdrawal was adjusted due to subsequent estimates of water withdrawal by locations and subsequent correction to the water withdrawal data of two locations.

Use of fresh water and water stress

Our internal HSE management system defines a globally applicable standard specifying that we aim to work in a way that conserves resources and to avoid process-related effluents as far as possible.

Alongside water withdrawal in offices and research buildings, the highest levels of fresh water are used in watering the plants at our in-house trial and multiplication locations. “Smart” drip irrigation that controls watering based on the plants’ needs is used in some of our greenhouses and on some of our fields. We prescribe that the use of regenerative resources must be examined for new construction projects so that the use of groundwater can be reduced further. Our scorecards include questions

on the subject of water stress. This captures qualitative data about whether production sites rely on renewable water sources (currently 10 out of 53 production and multiplication sites for which data is recorded) and whether locations are situated near or within areas of water stress (currently 23 out of 53 production and multiplication sites for which data is recorded).

We plan to review our approach to water withdrawal in financial year 2025/2026 and adjust it if necessary. We do not currently see an absolute reduction in our water withdrawal as reasonable due to the impact of the weather on our business model and the associated fluctuations in water requirements.

2.4.2.4 Biodiversity and Ecosystems

Enhance crop diversity (Sustainability Ambition 2030)

Objective	Target in 2030	2024/2025	2023/2024
Crops in breeding programs	27	22	23

Flexible and sustainable crop rotation in agriculture is part of our sustainable product strategy. We therefore offer our customers a broad portfolio of varieties for different crops. We plan to increase the number of our breeding programs from 22 (23) at present to 27 by 2030. The decline compared to the previous year is attributable to the fact that, since this financial year, the focus for one catch crop has been on preservation breeding. A plant breeding program for agricultural crops is a systematic and science-based method of developing plants with improved traits and properties. It comprises the pinpointed crossing and selection of plants over multiple generations to enhance desirable traits

such as yield, resistance to diseases and pests, drought tolerance, nutrient efficiency and adaptability to different environmental conditions. The goal is to develop varieties that meet farmers’ needs, increase yields, improve food security and promote sustainable agricultural practices. Modern plant breeding programs use innovative technologies such as genomics, marker-assisted selection, digital phenotyping and genome editing to speed up and optimize the breeding process. Crop-specific development objectives are agreed annually between the Research, Breeding, Production and Sales departments, submitted to the Executive Board for approval and reported to the Supervisory Board.

We support both conventional and organic farming with our varieties, catch crops and mixed cropping solutions from breeding programs. Compared to traditional agriculture, organic farming has a more positive influence on biodiversity, since no chemical pesticides are used in it and near-natural areas are fostered to a greater extent. We already have one of the most diverse product portfolios in plant breeding, enabling us to provide extensive support for multiyear crop rotation strategies and conventional and organic market segments with our own products.

Another indicator of the success of our breeding programs is the number of official variety approvals awarded per year. Only varieties of agricultural plant species that enable a clear improvement in cultivation or further processing over already approved ones, and thus have “value for cultivation and use,” can be marketed in the EU. We obtained 584 variety approvals worldwide in financial year 2024/2025 compared to 559 in the previous year.

Minimize required inputs (Sustainability Ambition 2030)

Objective	Target in 2030	2024/2025	2023/2024
Share of R&D expenditures on reducing the use of resources	> 30% of annual R&D expenditure	22.5%	21.9%
Share of low-input varieties ¹	Suitability of > 25% of KWS' varieties for low-input farming	22.6%	18.9%

¹ Recorded for the German and UK markets, excluding vegetable varieties.

KWS has set itself the goal of minimizing the use of natural and chemical resources in agriculture. To achieve this, we have phrased two targets in our Sustainability Ambition 2030:

More than 30% of our annual R&D expenditure is going toward reducing the use of resources.

In the future, we intend to use more than 30% of our annual R&D expenditures specifically on reducing the use of resources (water, fertilizer and pesticides) in arable farming. To enable this, we are planning to develop varieties that, for example, are resistant to diseases or pathogens or have greater tolerance to climatic stress factors and therefore require less pesticide and work by the farmer. In financial year 2024/2025, 22.5% (21.9%) of our R&D expenditure⁹ went toward breeding and developing resource-conserving varieties.

More than 25% of our portfolio of varieties are to be suitable for low-input farming.

We develop resource-saving traits as part of our breeding activities. They include varieties that deliver yields that are customary for the market with little use of fertilizer, limited water availability

or reduced use of chemical pesticides. At least one trait of a variety must enable lower resource use in cultivation and, at the same time, offer a yield potential that is market standard, in which case the variety is classified as low-input. Very high yields may also result in varieties being awarded this classification, as such varieties can achieve the same yield level as customary varieties with fewer resources. We have to prove the performance of these low-input varieties under cultivation conditions, either in our internal trials or as part of official approval processes. We intend to further expand the breeding of low-input varieties in the future.

Resource-conserving traits in sugar beet are, for example, disease resistance, which may entail the use of less pesticide and reduce the number of times machines have to cross the field. In the case of oilseed rape, they are traits where there is demonstrably lower infestation by pests. We currently offer our customers a total of 337 (312) varieties of sugar beet, silage corn, winter oilseed rape, wheat, barley and rye in Germany and the UK. Of these, 76 (59) varieties, or 22.6% (18.9%), were classified by us as low-input in financial year 2024/2025.

⁹ In R&D controlling, not all research and breeding activities that contribute to reducing the use of resources can be clearly separated from other breeding activities such as increasing yield. Consequently, the key figure includes the actual costs for individual R&D projects and a pro-rata share of the total costs

for the breeding programs for corn, cereals and vegetables. This share is based on the ratio reported for sugar beet, which was approximately 24% (21%) for financial year 2024/2025.

2.4.2.5 Innovations for Agriculture

Securing food production and supporting sustainable nutrition (Sustainability Ambition 2030)

Objective	Target in 2030	2024/2025	2023/2024
Annual yield gain ¹	1.5% on average	1.0%	1.1%
Use of digital solutions on customers' fields	Use of digital solutions on > 6 million hectares	3.2 million hectares	2.9 million hectares
Share of varieties for direct human nutrition ²	Suitability of > 40% of KWS' varieties for direct human nutrition	39.7%	35.9%

¹ Recorded for the German and UK markets. The key figure is determined based on the crops corn, wheat, barley, oilseed rape, rye and sugar beet.

² Recorded for the German and UK markets.

KWS keeps on developing innovative plant varieties that have to meet the differing requirements of farmers and consumers. We breed sugar beet, corn, various cereals and vegetables, oilseed rape and catch crops and thus offer a broad range of products for conventional and organic farming. Innovative plant breeding can help reduce the consumption of limited resources such as water, land and energy. Plant breeding is therefore an important factor in making agricultural cultivation more resource-efficient.

Product innovations made by KWS

We continuously develop varieties for agriculture further in our breeding programs. A particular focus of that – apart from the development of resistances, tolerances as well as nutrient efficiencies – is to increase yields. Among other things, high-yielding varieties help to alleviate pressures on land use in food production resulting from the rising world population.

Based on the test results of all varieties in official trials over the past ten years, corn, wheat, barley, oilseed rape, rye and sugar beet achieved an average yield gain of 1.0% (1.1%) p.a. for the German and UK markets. This result was derived from data from approval authorities.

In addition to the genetic configuration of the plant varieties, digital services also contribute to yield gain. KWS supported farmers on around 3.2 (2.9) million hectares with digital solutions by the end of financial year 2024/2025. These solutions can be used to calculate the seed rate for specific subplots or to determine the time of harvest, for example. As part of our Sustainability Ambition 2030, we aim to expand that figure to more than six million hectares.

In addition, our goal is for more than 40% of KWS' varieties to be suitable and intended for direct human consumption or use in a plant-based diet. Since more and more people are adopting a mainly vegetarian diet, we intend to cater for this growing demand for plant-based foods. Our goal, in addition to our existing vegetable portfolio, is to develop nutrient-rich varieties for the global market that, when harvested, can be used for human nutrition directly or with little processing. The share of varieties intended by KWS for direct human nutrition in financial year 2024/2025 was 39.7% (35.9%) for the German and UK markets.

For more resilient cultivation systems, so as to promote sustainable agriculture, we offer European farmers tailor-made solutions with our KWS Fit4NEXT range of catch crop mixtures. They allow typical crop rotations to be supplemented usefully and optimized. The diverse functions of a catch crop mixture as a means of conserving the soil and storing nutrients, as well as a habitat for numerous species, are just as important as its role in suppressing unwanted weeds and reducing harmful nematodes. The use of additional nitrogen can be reduced with catch crop mixtures that contain legumes. This, together with the conservation of nitrogen from the soil, contributes significantly to the preservation of valuable resources and reduces the use of fertilizers. Catch crops use CO₂ to generate valuable humus for improving and maintaining soil fertility.

We have worked for years on developing biologicals as an alternative or complement to a chemical seed treatment. They include microorganisms such as fungi and bacteria, as well as substances obtained from plants or microorganisms. We have treated sugar beet, oilseed rape, corn, rye and sorghum seed with biologicals since financial year 2019/2020. Biological treatments for further crops, such as sunflowers, barley, spinach, fodder beet and beans, are being developed. In financial year 2024/2025, we submitted further applications for approval so that biological seed treatments developed by us can be offered in further countries, such as Türkiye, Switzerland, Italy and Moldova. We are also striving to establish biologicals in the treatment of sugar beet seed in North America.

2.4.2.6 EU Taxonomy

Under Article 8 of the EU Taxonomy Regulation (EU) 2020/852 and the supplementary delegated acts, KWS is required to disclose the proportions of Taxonomy-eligible and Taxonomy-aligned turnover, capital expenditures (CapEx) and operating expenditures (OpEx) in relation to the following environmental objectives for financial year 2024/2025:

- Climate change mitigation
- Climate change adaptation
- Sustainable use and protection of water and marine resources
- Transition to a circular economy
- Pollution prevention and control
- Protection and restoration of biodiversity and ecosystems.

The European Commission publishes delegated acts that specify criteria for assessing the sustainable pursuit of economic activities in relation to various environmental objectives. Firstly, an economic activity is Taxonomy-eligible if it is described in one of these delegated acts. In this case, criteria for assessing the sustainability of this economic activity are laid down in the relevant delegated act. If an economic activity is Taxonomy-eligible, the second step is to assess whether it is pursued in an environmentally sustainable manner, i.e. whether it is Taxonomy-aligned.

A Taxonomy-eligible economic activity is deemed to be Taxonomy-aligned if it

- contributes substantially to at least one environmental objective,
- does not significantly harm other environmental objectives and
- is carried out in compliance with the minimum safeguards.

The requirements regarding the substantial contribution and the avoidance of significant harm are activity-specific, whereas compliance with the minimum safeguards applies in principle across all activities. The minimum safeguards comprise existing procedures that ensure compliance with the following frameworks:

- the OECD Guidelines for Multinational Enterprises,
- the UN Guiding Principles on Business and Human Rights,
- the Declaration of the International Labour Organisation (ILO) on Fundamental Principles and Rights at Work and
- the International Bill of Human Rights.

The requirements for compliance with the minimum safeguards are concretized by the Final Report on Minimum Safeguards by the Platform on Sustainable Finance (PSF). Accordingly, the minimum safeguards relate to four core topics: human rights (including labour and consumer rights), corruption and bribery, taxation, and fair competition. Our analysis has shown that we ensure compliance with the minimum safeguards.

In order to avoid double counting in determining the Taxonomy-eligible and Taxonomy-aligned proportions, economic activities are only considered under one environmental objective. As part of this, Taxonomy-eligible activities that account for a total proportion of less than 1% of KWS' respective KPI are not considered material and are therefore classified as Taxonomy-non-eligible. The Taxonomy-eligible economic activities classified as non-material totaled less than 3% (3%) of capital expenditures (CapEx) and less than 1% (1%) of operating expenditures (OpEx) in financial year 2024/2025.

Turnover

Turnover corresponds to consolidated net revenue in accordance with IAS 1.82(a) as presented in the Consolidated Statement of Comprehensive Income. The relevant accounting policies are presented in the Consolidated Financial Statements in the section "3.6 Recognition of income and expenses"

of the Notes. Our total turnover (we use the term "net sales" in our Financial Statements) in financial year 2024/2025 was €1,676.6 (1,678.1) million.

As a plant breeding company, our core business activities are currently not covered by the European Commission's delegated acts on the six environmental objectives and are therefore not Taxonomy-eligible. That means there are at present no activity-specific criteria that we can use to assess the environmental sustainability of our turnover. Consequently, the proportions of our Taxonomy-eligible and Taxonomy-aligned turnover in financial year 2024/2025 are 0% (0%) in each case.

Operating expenditures (OpEx)

The EU Taxonomy defines operating expenditures (OpEx) as direct, non-capitalized costs relating to research and development, building renovation measures, short-term lease, maintenance and repairs and other direct expenditures relating to the day-to-day servicing of assets of property, plant and equipment. Our total operating expenditures in financial year 2024/2025 were €370.0 (348.5) million.

In order to generate innovations, we invest a significant amount in research and development every year. Accordingly, our operating expenditures (OpEx) consist largely of research and development expenses. As the EU taxonomy does not yet include any economic activities in the field of plant breeding, the proportion of our Taxonomy-eligible and Taxonomy-aligned operating expenditures (OpEx) in financial year 2024/2025 is 0% (0%) in each case.

Capital expenditures (CapEx)

Capital expenditures comprise gross additions to property, plant and equipment (IAS 16), intangible assets (IAS 38) and right-of-use assets (IFRS 16). The relevant accounting policies are presented in the Consolidated Financial Statements in the sections "3.7 Intangible assets," "3.8 Property, plant and equipment" and "3.9 Leases" of the Notes. Our total capital expenditures in financial year 2024/2025 were €134.9 (156.5) million. This total value comprises additions to intangible

assets (section “7.1 Intangible assets” of the Notes), property, plant and equipment (section “7.2 Property, plant and equipment” of the Notes) and right-of-use assets (section “7.15 Leases” of the Notes) in the period under review.

Taxonomy-eligible and Taxonomy-aligned capital expenditures were identified in financial year 2024/2025 and are summarized in the following table:

Taxonomy-eligible and Taxonomy-aligned capital expenditures (CapEx)

Economic activity (environmental objective)	Taxonomy-aligned capital expenditures in 2024/2025 in € million	Taxonomy-eligible capital expenditures in 2024/2025 in € million
6.5 Transport by motorbikes, passenger cars and light commercial vehicles (climate change mitigation)	0	12.2
7.1 Construction of new buildings (climate change mitigation)	13.5	31.9
7.6 Installation, maintenance and repair of renewable energy technologies (climate change mitigation)	3.0	3.2
7.7 Acquisition and ownership of buildings (climate change mitigation)	0	3.2
Total	16.5	50.5

In financial year 2024/2025, there were Taxonomy-aligned capital expenditures (CapEx) of €13.5 million related to the economic activity “7.1 Construction of new buildings” in connection with the environmental objective of “climate change mitigation.” They accounted for 10% of the KWS Group’s total capital expenditures (CapEx). These Taxonomy-aligned capital expenditures (CapEx) referred entirely to the construction project “Elitespeicher”, a new building complex for seed production that was completed in the year under review. Total capital expenditure on the “Elitespeicher” amounted to approximately €56.7 million. Compliance with the technical screening criteria for substantial contribution to climate change mitigation as well as the avoidance of significant harm to other environmental objectives is ensured for the “Elitespeicher” through the targeted certification by the German Sustainable Building Council (DGNB). To enable that, an extensive certification process is currently underway.

In addition, Taxonomy-aligned capital expenditures (CapEx) of €3.0 million relating to the economic activity “7.6 Installation, maintenance and repair of renewable energy technologies” were identified in the past financial year under the environmental objective “climate change mitigation.” They accounted for 2% of total capital expenditures (CapEx). These Taxonomy-aligned capital expenditures (CapEx) primarily related to photovoltaic systems and a project for waste heat utilization from the municipal water treatment plant in Einbeck.

The templates to be published in accordance with the EU Taxonomy Regulation are presented below. Since we do not have any Taxonomy-eligible economic activities related to gas and nuclear energy, the corresponding sector-specific tables are not shown.

EU Taxonomy Template: Turnover

Financial year 2024/2025	2024/2025			Substantial contribution criteria				
Economic activities	Code	Turnover	Proportion of turnover 2024/2025	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy
		in € thousand	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL
A. Taxonomy-eligible activities								
A.1. Environmentally sustainable activities (Taxonomy-aligned)								
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0.0					
Of which enabling		0	0.0					
Of which transitional		0	0.0					
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)								
		in € thousand	%	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0.0					
A. Turnover of Taxonomy-eligible activities (A.1 + A.2)		0	0.0					
B. Taxonomy-non-eligible activities								
B. Turnover of taxonomy-non-eligible activities		1,676,628	100.0					
Total		1,676,628	100.0					

Y – Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective.
N – No, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective.
EL – Eligible, Taxonomy-eligible activity for the relevant environmental objective.
N/EL – Not eligible, Taxonomy-non-eligible activity for the relevant environmental objective.

Proportion of Turnover per Environmental Objective

in %	Proportion of turnover / Total turnover	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
Climate change mitigation (CCM)	0	0
Climate change adaptation (CCA)	0	0
Water and marine resources (WTR)	0	0
Circular economy (CE)	0	0
Pollution prevention and control (PPC)	0	0
Biodiversity and ecosystems (BIO)	0	0

Bio-diversity	DNSH- criteria ('Does Not Significantly Harm')						Minimum safe-gurards	Proportion of taxonomy-aligned (A.1.) or -eligible (A.2.) turnover 2023/2024	Category enabling activity	Category transitional activity
	Climate change mitigation	Climate change adaptiaon	Water	Pollution	Circular economy	Bio-diversity				
Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
								0.0		
								0.0		
								0.0		
EL; N/EL								%		
								0.0		
								0.0		

EU Taxonomy Template: Operating expenditures (OpEx)

Financial year 2024/2025	2024/2025			Substantial contribution criteria				
Economic activities	Code	OpEx	Proportion of OpEx 2024/2025	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy
		in € thousand	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL
A. Taxonomy-eligible activities								
A.1. Environmentally sustainable activities (Taxonomy-aligned)								
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0.0					
Of which enabling		0	0.0					
Of which transitional		0	0.0					
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)								
		in € thousand	%	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0.0					
A. OpEx of Taxonomy-eligible activities (A.1 + A.2)		0	0.0					
B. Taxonomy-non-eligible activities								
OpEx of taxonomy-non-eligible activities		370,006	100.0					
Total		370,006	100.0					

Y – Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective.
N – No, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective.
EL – Eligible, Taxonomy-eligible activity for the relevant environmental objective.
N/EL – Not eligible, Taxonomy-non-eligible activity for the relevant environmental objective.

Proportion of OpEx per Environmental Objective

in %	Proportion of OpEx / Total OpEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
Climate change mitigation (CCM)	0	0
Climate change adaptation (CCA)	0	0
Water and marine resources (WTR)	0	0
Circular economy (CE)	0	0
Pollution prevention and control (PPC)	0	0
Biodiversity and ecosystems (BIO)	0	0

Bio-diversity	DNSH- criteria ('Does Not Significantly Harm')						Minimum safe-gurards	Proportion of taxonomy-aligned (A.1.) or -eligible (A.2.) turnover 2023/2024	Category enabling activity	Category transitional activity
	Climate change mitigation	Climate change adaptiaon	Water	Pollution	Circular economy	Bio-diversity				
Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
								0.0		
								0.0		
								0.0		
EL; N/EL								%		
								0.0		
								0.0		

EU Taxonomy Template: Capital expenditures (CapEx)

Financial year 2024/2025	2024/2025			Substantial contribution criteria				
Economic activities	Code	CapEx	Proportion of CapEx 2024/2025	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy
		in € thousand	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL
A. Taxonomy-eligible activities								
A.1. Environmentally sustainable activities (Taxonomy-aligned)								
Construction of new buildings	CCM 7.1	13,541	10.0	Y	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	3,041	2.3	Y	N/EL	N/EL	N/EL	N/EL
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		16,582	12.3	100.0%	0.0%	0.0%	0.0%	0.0%
Of which enabling		3,041	2.3	100.0%	0.0%	0.0%	0.0%	0.0%
Of which transitional		0	0.0	0.0%				
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)								
		in € thousand	%	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	12,153	9.0	EL	N/EL	N/EL	N/EL	N/EL
Construction of new buildings	CCM 7.1	18,335	13.6	EL	N/EL	N/EL	N/EL	N/EL
Renovation of existing buildings	CCM 7.2	0	0.0	EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	185	0.1	EL	N/EL	N/EL	N/EL	N/EL
Acquisition and ownership of buildings	CCM 7.7	3,226	2.4	EL	N/EL	N/EL	N/EL	N/EL
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		33,901	25.1	100.0%	0.0%	0.0%	0.0%	0.0%
A. CapEx of Taxonomy-eligible activities (A.1 + A.2)		50,482	37.4	100.0%	0.0%	0.0%	0.0%	0.0%
B. Taxonomy-non-eligible activities								
CapEx of taxonomy-non-eligible activities		84,378	62.5					
Total		134,861	100.0					

Y – Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective.
N – No, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective.
EL – Eligible, Taxonomy-eligible activity for the relevant environmental objective.
N/EL – Not eligible, Taxonomy-non-eligible activity for the relevant environmental objective.

Proportion of CapEx per Environmental Objective

in %	Proportion of CapEx / Total CapEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
Climate change mitigation (CCM)	12.3	37.4
Climate change adaptation (CCA)	0	0
Water and marine resources (WTR)	0	0
Circular economy (CE)	0	0
Pollution prevention and control (PPC)	0	0
Biodiversity and ecosystems (BIO)	0	0

Bio-diversity	DNSH- criteria ('Does Not Significantly Harm')						Minimum safe-gurards	Proportion of taxonomy-aligned (A.1.) or -eligible (A.2.) turnover 2023/2024	Category enabling activity	Category transitional activity
	Climate change mitigation	Climate change adaptiaon	Water	Pollution	Circular economy	Bio-diversity				
Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
N/EL		Y	Y	Y	Y	Y	Y	17.1		
N/EL		Y					Y	0.0	E	
0.0%								17.1		
0.0%								0.0		
								0.0		
EL; N/EL								%		
N/EL								0.0		
N/EL								5.1		
N/EL								1.6		
N/EL								0.0		
N/EL								0.0		
0.0%								6.7		
0.0%								23.8		

2.4.3 Social Aspects

2.4.3.1 Social Engagement

Foster social engagement (Sustainability Ambition 2030)

Objective	Target in 2030	2024/2025	2023/2024
Ratio of expenditures as part of our social engagement	1% of operating income (EBIT) p.a.	0.9%	0.7%

KWS sees itself as an active member of society and thus wants to put its corporate values into practice through external engagement. As a forward-looking company, KWS therefore assumes responsibility in society. In general, our social engagement is organized locally. Our internal “Social Commitment” guideline provides the framework for that. The content of our activity in this area is also geared toward the United Nations’ Sustainable Development Goals.¹⁰

Regionally, KWS assumes responsibility in towns, cities and communities where it has locations by supporting cultural, social and socioeconomic projects. The objective is to increase the overall attractiveness of the predominantly rural surrounding area. This is achieved through long-term involvement in private-public partnerships, but also through long-term cultural commitments, e.g. in the form of the KWS Art Lounge or the annual cultural festival “Kulturkrafttage” (“Culture Power Days”).

KWS focuses its supraregional social engagement on promoting education in the field of natural and agricultural sciences. In the past financial year, a clear objective was formulated in the form of a “social purpose.” It reads as follows:

“Provide expertise, resources and inspiration to generate a social impact from science to farm to fork.”

To achieve this objective, with a focus on science, agriculture and nutrition, KWS pursues various types of support in a targeted manner. Non-profit organizations are supported through donations,

scholarships are awarded or cooperation ventures with international partners in long-term development programs are initiated. Non-profit organizations are also supported through sponsorship activities if the projects in question are consistent with our social engagement objectives.

Education in the field of natural sciences

KWS is a long-standing sponsor of the “Jugend forscht junior” (“Youth Researches Junior”) state contest, with the goal of lastingly inspiring children and young people for STEM subjects (science, technology, engineering and mathematics). In addition, KWS supports young scientists with diverse long-term scholarship programs in cooperation with various universities. In the financial year 2024/2025, we awarded university scholarships in the field of research and development, the German public-private scholarship “Deutschlandstipendium” in the field of human resources, and the Ferdinand von Lochow Scholarship to particularly committed students of agricultural sciences.

Education in the field of agriculture

Development partnerships in Africa are one focal aspect of KWS’ activities here. In Zambia, the company is currently working with the local partner Good Nature Agro to improve access to agricultural resources and market connections for smallholder farms, as well as to identify corn, bean, sorghum and sunflower varieties that are best suited to the local context. A training project was also launched in Zambia in the financial year 2024/2025 in cooperation with Good Hope Zambia e.V. to professionalize young farmers in regenerative agriculture practices. KWS is also collaborating with the local

¹⁰ “No. 2 Zero Hunger and no. 17 Partnerships for the Goals”

partner Agventure in Kenya to contribute to the diversification of cultivation systems and improve farmers' access to more robust varieties. The focus here is on corn, sorghum, sunflower, oilseed rape and peas.

In addition, we support various formats to encourage young talents and foster dialogue in the field of agricultural sciences. The goal of that is to promote dialogue and knowledge-sharing on resource-conserving agriculture at various levels. However, support is also given to projects that bring the topic of agriculture directly closer to wider society, such as a local farm working group or the network "Forum Moderne Landwirtschaft" which covers all areas of agriculture.

Education in the field of nutrition

In cooperation with STÄDTE OHNE HUNGER e.V., the company has established 10 school gardens in Brazil to give socially disadvantaged children access to fresh vegetables. Salads, peppers, cabbage, red beet, tomatoes, onions, parsley and coriander are grown by the children over an area of 100 to 3,000 square meters and harvested in teamwork. The aim is to spark the children's interest in agriculture and get them excited about plants and nutrition. KWS also supports school garden projects in Berlin in collaboration with Acker e.V.

The company also continued its engagement for Ukraine in financial year 2024/2025, as part of which various projects initiated by KWS employees were supported through donations.

The importance of social engagement is underscored by the target set by KWS' Executive Board of spending around 1% of annual operating profit (EBIT) on social engagement.

Expenditures as part of our social engagement

in € millions	2024/2025	2023/2024
Expenditures as part of our social engagement ¹	2.1	1.9
of which for donations and development programs in Kenya and Zambia	1.4	1.3
of which for sponsorship activities	0.7	0.6
As a % of operating income (EBIT)	0.9	0.7

¹ Does not include all holding companies.

2.4.3.2 Own Workforce

Reduction in the number of occupational health and safety incidents (Sustainability Ambition 2030)

Objective	Target in 2030	2024/2025	2023/2024
OSHA incident rate at the KWS Group ¹	< 5.0	7.99	8.04

¹ Rate of occupational health and safety incidents involving lost time in relation to hours worked (based on 1 million working hours) according to the Occupational Safety and Health Administration (OSHA).

Labor and social standards

KWS regards compliance with acknowledged human rights, labor and social standards and responsible conduct toward one another as a fundamental element of its commercial activity. The basis for that is the respective labor and social standards specified by law and, where applicable, by collective bargaining agreements.

KWS' main labor standards are:

- KWS ensures that regulations under labor and social insurance law are observed in all employment relationships.
- Worldwide, KWS implements the local statutory regulations in relation to the principle of "equal pay for equal work, taking into account individual expertise, professional experience and local market conditions."
- Our labor standards also include technical, organizational and occupational health measures to prevent accidents and diseases at work.
- In order to ensure we observe human rights when recruiting, hiring and employing staff, we are guided by prevailing anti-discrimination laws and the standards of the International Labour Organization (ILO) relating to child, forced and compulsory labor.

Human rights

KWS is committed to internationally recognized human rights standards, such as those of the UN's Universal Declaration of Human Rights and the ILO proscribing child, forced and compulsory labor. We have enshrined the principles of the Universal Declaration of Human Rights in our Human Rights Policy.

Labor standards

The working conditions of employees of the KWS Group are governed by country-specific legislation and defined contractually. Our compensation structure is in line with standard market practices. Depending on the country and company, a KWS employee's compensation package consists of a basic salary and various social benefits.

In addition, depending on the country and company, we offer employees the opportunity to share in the company's success, for example through performance-related and variable compensation models and an Employee Share Program.

A key objective of our compensation policy is to ensure that employees are paid appropriately for their work, taking into account their individual expertise, professional experience and, where applicable, their individual performance and the local market situation. This implies that employees with comparable qualifications and experience must be paid the same for the same work at the respective location.

The principle of equal pay is reflected in laws, collective bargaining agreements and company regulations, where they exist. The same applies, for example, to regulations on working hours, vacation, business travel and partial retirement.

More than half of our employees worldwide are covered by regulations under collective bargaining agreements. The figure in Germany is more than 97% (97%)¹¹.

¹¹ Excluding seasonal workers and non-integrated companies, but including trainees and interns.

Employment relationships of our own workforce

95% (95%) of our employees throughout the Group and 94% (94%) in Germany had a permanent employment contract in financial year 2024/2025.¹² KWS also employed an average of 971 (920) seasonal workers in harvesting in financial year 2024/2025.

Employees¹ by type of contract

Ratio of women/ men/ non-binary persons (in %)	2024/ 2025 Perma- nent	2024/ 2025 Tem- porary	2023/ 2024 Perma- nent	2023/ 2024 Tem- porary
Full-time	33/67/0	45/55/0	33/67/0	45/55/0
Part-time	77/23/0	42/58/0	79/21/0	52/48/0
Seasonal workers ²	49/51/0		50/50/0	

¹ Including trainees and interns.

² No distinction is made between permanent and temporary seasonal workers.

Occupational health and safety

The health and safety of our employees at all locations has a high priority for us. The organization of occupational health and safety is a core management task. KWS has therefore set itself the goal of recording occupational accidents globally and reducing them in the long term. In this context, an OSHA (Occupational Safety and Health Administration) incident rate was determined and published for the first time in financial year 2021/2022. It reflects the occupational health and safety incidents involving lost time in relation to hours worked and enables a comparison of incident rates between individual locations and companies.

KWS has a globally oriented HSE (Health, Safety, Environment) management system. Our internal occupational safety standards comprise technical, organizational and occupational health measures to prevent accidents and work-related diseases. We review the implementation of these standards

annually by means of internal audits. The HSE Guideline is a key tool in this regard and defines global framework conditions. Among other things, it states that the respective manager must ensure occupational accidents are recorded.

To date, global accident figures have been recorded and consolidated over four financial years and the accident frequency rate has been determined over the last three financial years. Most accidents occur at our breeding and production sites. The OSHA incident rate for the KWS Group is 7.99% (8.04%) and for KWS SAAT SE & Co. KGaA 11.01% (11.13%) per 1 million working hours.

Our goal under the Sustainability Ambition 2030 of reducing occupational accidents by 2030 is reflected in our target of achieving an accident frequency rate of < 5.0. To achieve that, the focal areas of accidents are assessed, after which targeted measures are taken in the form of training or, if necessary, decisions to change work processes. In financial year 2024/2025, a campaign to raise awareness for the issue of occupational health and safety was launched at the company as a supporting measure.

Work safety incidents and days lost at the KWS Group were as follows in 2024/2025:

Work safety incidents and days lost¹

	2024/2025	2023/2024
Work safety incidents	188	191
of which lost time incidents	83	79
of which fatalities	0	0
Total days lost	1,045	1,318
Average number of days lost per incident	13	17
Countries where accidents are documented	10	11

¹ Including trainees, interns and seasonal workers.

¹² Excluding seasonal workers, trainees and interns.

Internal dialogue and collective representation of interests

We are committed to upholding the ILO conventions no. 87 “Freedom of Association and Protection of the Right to Organise” and no. 98 “Right to Organise and Collective Bargaining.” Employees’ interests are represented collectively to their respective management by the locally elected Works Councils and the persons entrusted with representing young people and trainees and disabled employees.

There are employee codetermination bodies in Germany, France and the Netherlands, among other countries. They work closely and in a trusting manner with the respective management and nurture open and constructive dialogue.

In countries where there is no collective employee representative body, we enhance the importance of mutual respect and open dialogue with employees. If the workforce wishes to have a collective representative body or such a body is prescribed by law, we support our employees in establishing it.

The European Employees’ Committee (EEC) has been in existence as a European employee representative body since 2015 and has worked successfully and in a trusting manner with the company’s management on cross-border matters in the EU in all that time.

Diversity in the workforce

Demographic data

The KWS Group employed an average of 5,091 (4,937) people¹³ in the financial year. 2,662 (2,558), or around 52% (52%) of the workforce, were employed in Germany.

61% (61%) of employees were male, 39% (39%) female and 0% (0%) non-binary¹⁴. The average age of our workforce¹⁵ at June 30, 2025, was approximately 41 (41) years.

¹³ Excluding seasonal workers, trainees and interns.

¹⁴ Excluding seasonal workers, but including trainees and interns.

¹⁵ The age-related figures exclude seasonal workers and non-integrated companies, but include trainees and interns.

Employees by age group in %

KWS Group	2024/2025	2023/2024
Below the age of 30	18	18
30 to 50	60	60
Aged 50 and above	22	22

Germany	2024/2025	2023/2024
Below the age of 30	17	17
30 to 50	60	59
Aged 50 and above	23	23

Anti-discrimination

KWS strongly opposes any form of discrimination and is committed to equal opportunities and rights for all its employees, regardless of religion or belief, ethnic origin, age, handicap, skin color, language or sexual orientation. We have anchored this in our Code of Business Ethics, which is binding for all employees.

Diversity

The diversity of our employees is reflected in their individual educational background, training, skills, knowledge, experience, convictions, personalities and ideas, for instance, and is a key competitive advantage for us.

In financial year 2022/2023, a five-year diversity concept was developed with the aim of promoting diversity among employees and managers and an inclusive work culture. The resultant measures are intended to foster all diversity dimensions, with a particular focus on age, gender and nationality. In relation to the dimension of gender, KWS is particularly committed to increasing the ratio of female managers. Specific measures to achieve that are planned as part of the diversity concept.

An integrative leadership culture also plays a vital role here, as is reflected in our management training courses and in our Leadership Capability Model, in which “promoting diversity and developing talents”

constitutes one of six key competencies. This model is also a core component of our Assessment, Orientation and Development Center and has been a firm part of the annual performance and career development reviews since the year under review.

Ratio of female managers at the KWS Group¹

Target	Target value 2026/2027	2024/2025	2023/2024
First management tier	25%	15%	15%
Second management tier	30%	27%	28%

¹ Excluding non-integrated companies.

At KWS SAAT SE & Co. KGaA, the ratio of women in the first management level is 17% (17%) and the target is 25%, while the ratio in the second management level is 28% (30%) and the target is 30% by financial year 2026/2027.

Family friendliness

KWS is committed to family-friendly work. The life situations of our employees are diverse and highly individual. That means they also have different needs regarding when and where they work.

One of the factors that helps our employees achieve a good work-life balance is our wide range of working time models, which are open to just about all employees. There is also a global policy that generally permits mobile working for our employees, where it is compatible with their specific activity and in compliance with local legislation.

At our Berlin location, where we employ employees from more than 60 nations, our employees have the option of temporary remote working from abroad under a pilot project since financial year 2023/2024. In this way, we enable our employees to spend additional time with their families abroad.

Apart from working models that are highly flexible in terms of where and when employees can work, various part-time models are also used. Around 13% (13%) of our employees¹⁶ worldwide and around 20% (20%) in Germany worked part-time in financial year 2024/2025.

Attraction and employee retention

The core aspect of our HR work is our ambition to be acknowledged as the Employer of Choice in the seed industry in the long term. Given our planned growth, demographic change and the growing shortage of skilled labor, we therefore attach particular importance to creating an attractive working environment for our employees and potential new talents – also in comparison with other companies in the industry. An important foundation for that is our Employer Value Proposition, which defines KWS' unique selling points as an employer and is currently being revised.

To make recruitment at KWS more applicant-friendly, we launched a multiyear project in the financial year 2022/2023 to analyze the steps taken by an applicant from his or her first contact with KWS to hiring. In the financial year 2024/2025, the focus was on analyzing all touchpoints between candidates and the KWS employer brand. The analysis identified potential for improvement in relation to the career website, social media communication and events, and that is now being addressed through specific measures.

KWS is particularly committed to encouraging young talents. That is the reason we award scholarships to universities and offer a global program for university graduates who mainly come from the fields of agricultural sciences and interdisciplinary courses such as international business administration with an agricultural orientation.

¹⁶ Excluding seasonal workers, but including trainees and interns.

We also believe it is important to offer good training opportunities. That is reflected in the quality of our training. For example, KWS SAAT SE & Co. KGaA has been awarded the “TOP AUSBILDUNG” certificate of quality from Hanover Chamber of Industry and Commerce.

In Germany, we employed an average of 103 (95) trainees and students on dual students and 28 (24) interns in the reporting period, once again supporting many young people on their way to gaining their professional qualifications and starting their careers.

Participants in training programs in Germany

Annual average across all quarters	2024/2025	2023/2024
Trainees and students on dual study courses	103	95
Interns	28	24

The average length of service of employees¹⁷ at the Group level was 9 (9) years in financial year 2024/2025.

Employment details for our workforce

Average for the year		2024/2025	2023/2024
Rate of new employee hires (in %) ¹	Globally	13.7	15.5
Rate of employee turnover (in %) ²	Globally (Germany)	8.4 (5.1)	9.5 (7.0)
Length of service (in years) ³	Globally (Germany)	9.2 (10.8)	9.2 (10.9)

¹ Ratio of employees who joined the company during the period under review relative to the total workforce. Excluding seasonal workers and non-integrated companies, but including trainees and interns.

² Ratio of employees who left the company during the period under review relative to the total workforce. Excluding seasonal workers, trainees, interns and non-integrated companies.

³ Excluding non-integrated companies. Relative to the number of permanent contracts.

Our employees have been the key to our success for generations. The strong commitment of each individual and the will to give their best every day

make the difference and are an expression of our unique culture.

The continuous integration of employee feedback is a fundamental factor in our corporate culture in a future-oriented working environment. That is why we launched our first Group-wide Employee Engagement Survey in financial year 2023/2024. The key result of this survey is the Employee Engagement Index, which is calculated from the average of the positive responses to three key questions. With a participation rate of two-thirds of employees and a high Employee Engagement Index of 74%, the Employee Engagement Survey provided us with valuable insights into both the strengths and potential for improvement in our working environment in financial year 2023/2024. Based on the results, teams from all areas of the KWS Group planned and implemented numerous measures and played an active part in shaping the work environment at KWS.

The follow-up survey in financial year 2024/2025 resulted in a slight increase in the Employee Engagement Index to 75%. The participation rate also increased and was 75% in the reporting period. This year, the post-survey process also includes an analysis and discussion of the results as well as the planning and implementation of measures.

The Employee Engagement Survey enables us to continuously receive feedback from our employees, respond to this feedback with concrete measures and review the success of the measures we have implemented. Even though the Employee Engagement Index may vary from year to year, our long-term goal is to maintain consistently high employee engagement.

Qualification, further training and development

Individual performance and career development reviews between employees and their managers are held once a year with the aim of supporting our employees advance further. KWS has also implemented an annual Talent and Succession

¹⁷ Excluding non-integrated companies. Relative to the number of permanent contracts.

Management Cycle covering the critical positions for the company up to at least the third level and all employees up to at least the fourth level below the Executive Board. In this way, we aim to ensure qualified staffing of key positions at KWS in the medium and long term, while offering our employees attractive development opportunities at the company. The Orientation Center (OC), a concept involving an intensive evaluation of potential talents to take over advanced management positions, is staged twice a year with six high potentials each time, as was again the case in financial year 2024/2025.

We are particularly committed to having our employees receive qualified and values-based leadership, encouragement and support in their development from their managers. Since it was introduced in financial year 2023/2024, the Leadership Capability Model (LCM) has been integrated into the ongoing development offers under our leadership development program, the annual performance and career development review and other HR processes. In financial year 2024/2025, we also offered all managers on the first two management levels 360° feedback to give them the opportunity to reflect on their own leadership behavior based on KWS' Leadership Capability Model and to identify and implement measures for their professional development. This offer will be extended to the entire third management level next financial year. There will also be tailored 270° feedback for potential future managers.

Our international management development program was also continuously expanded and continued in financial year 2024/2025. The "Leadership Essentials" module we introduced in 2023/2024 was rolled out to further countries in their respective national languages in 2024/2025. 402 (227) employees from various KWS locations started or completed one or more modules of the management development program in financial year 2024/2025.

For our high potentials starting out on their management career, the new "Seed2Lead" program was launched in financial year 2023/2024 with an initial group of 16 participants, who successfully completed the program by the end of the reporting period. The aim of the program is to familiarize these high potentials with the basics of self-management and leadership, as well as with KWS' business processes across all functions and countries. The next group in the "Seed2Lead" program, again with 16 participants, is due to start in September 2025.

A special program for two different expert levels was formulated in financial year 2023/2024 to provide our experts with even more intensive support in further developing their soft skills. The Knowledge Expert Programs Level I and Level II are each three-day intensive training courses aimed at both generalists and experts in specific disciplines. The program provides our specialists with the necessary skills and knowledge to perform effectively in their respective roles – even without formal leadership responsibilities. Participants learn to apply their knowledge strategically, build relationships with managers, and drive innovation in their own field. In addition, they are encouraged to give professional support to their colleagues, further develop personal excellence and contribute to company-wide performance. The first pilot group completed the program's first level in September of financial year 2024/2025. The start of the second training level is planned for the coming financial year.

KWS' learning management system makes our international training and development offers transparent and easy to access for our employees worldwide. This also comprises our internal subject-specific academies, such as the International Sugarbeet Academy, the Sales and Farming Academy, and the various self-learning offerings that extend beyond specialist training. Our self-learning offerings include, for example, LinkedIn Learning and Bookboon.

According to KWS' essence "Make yourself grow," we will continue to focus on supporting and encouraging our employees and managers in the future as well as on expanding our training portfolio both nationally and internationally.

2.4.3.3 Workers in the Value Chain

KWS expects its suppliers and service providers (hereinafter referred to as "suppliers") to comply with all internationally recognized standards relating to human rights, working conditions, ethical business practices and other relevant social and environmental requirements.¹⁸ The framework for this is our Code of Business Ethics for Suppliers (hereinafter referred to as the "Supplier Code"). The Supplier Code reflects the underlying principles of the KWS Group's Code of Conduct and our Human Rights Policy. It was updated last year in line with the requirements of the German Supply Chain Due Diligence Act (LkSG) and published on our homepage in German, English, French and Spanish in financial year 2024/2025.

The Code includes requirements for our suppliers, such as combating child and forced labor, which is considered particularly relevant in our industry. Suppliers are also to comply with provisions on occupational safety, product safety, environmental protection, the prevention of corruption, fair competition as well as the protection of personal data and third-party know-how. We have also been a member of the United Nations Global Compact (UNGC) network since financial year 2023/2024 and are thus officially committed to complying with the UN Guiding Principles on Business and Human Rights.

Our central sourcing concept aims at supporting both standardized and cost-efficient cooperation with external partners and observance of specific social and environmental standards. We also take into account requirements from the German Supply Chain Due Diligence Act (LkSG), which has been mandatory for KWS from January 1, 2024, or the expansion of our emissions management to cover Scope 3 emissions in our sourcing concept and related purchasing processes.

Our aim is to strengthen sustainability in the supply chain through a centralized system that increases efficiency and productivity and minimizes the ecological footprint and negative social impacts of our supply chain. Our Procurement Guideline, which defines the fundamental principles in the procurement process, and a largely centralized process landscape form the basis of ensuring that our purchasing transactions worldwide can be conducted in accordance with uniform rules. Purchase agreements relating to the supply of goods and services are concluded based on standardized templates and specify the general conditions, including the importance of the Code of Business Ethics for Suppliers. A central Seed Purchasing Policy stipulates that these standards are also to be applied to agreements concluded with external seed multiplication partners.

KWS has centralized its supplier data management over the past years. In the 2023/2024 financial year, compliance with LkSG-relevant issues was checked during on-site visits to 13 suppliers. In 2024/2025, we conducted further risk-oriented audits at our suppliers and obtained self-disclosures from suppliers based on questionnaires. In addition, we are continuously working to expand our automated management of procurement risks.

¹⁸ In this section, we use the term "value chain" as a synonym for our supply chains, which we define in accordance with Section 2 (5) of the German Supply Chain Due Diligence Act (LkSG) and only covers the upstream value chain.

2.4.4 Governance

2.4.4.1 Business Conduct

Adhering to fundamental principles of business ethics is part of our license to operate. Accordingly, the compliance rules apply to all employees in the KWS Group. This forms the foundation for KWS' understanding of compliance: to gain and maintain the trust of customers through ethical conduct and to protect the company's employees, reputation and assets. Information, training and ongoing intensive consultation promote the integration of compliance into business processes and support management in making business decisions in line with the corporate culture.

Code of Business Ethics

Our Code of Business Ethics and accompanying guidelines are crucial in guiding our employees in their daily work. They set out the basic rules for compliance with laws on fair competition, the prevention of corruption and money laundering, safety in the workplace, environmental protection and respectful interaction with each other as well as with customers, business partners, other third parties and authorities. Upon joining the company, each employee undertakes to comply with the Code by signing it and is provided with general compliance information as well as information that is particularly relevant to their specific role.

Our Code of Business Ethics also covers the issue of international anti-corruption management as an integral part of our compliance system. Based on the regulations in the Code, there is a policy of zero tolerance toward any form of corruption within the KWS Group. This is laid down as a Group-wide standard in the Anti-Corruption Guideline and the Anti-Corruption Policy. This standard applies regardless of whether bribery is prohibited, tolerated or permitted by law in the respective country. The Group-wide Anti-Corruption Guideline regulates the corresponding responsibilities, processes and regulations in relation to preventing corruption and bribery at the KWS Group.

Compliance training

Access to the Compliance Portal

Objective	Target in 2030	2024/2025	2023/2024
Proportion of employees with access to the Compliance Portal	95%	95%	92%

Compliance officers regularly provide information about the compliance system and its principles, as well as frequently asked questions and current developments, in training courses, information events and workshops. In addition to this information, our employees also have access to a wide range of tools. Checklists, toolkits, leaflets and other guides provide practical advice on implementing compliance rules in everyday work. Compliance information and rules of conduct are accessible to employees worldwide via the Compliance Portal on the KWS intranet. In 2024/2025, 95% (92%) of the total workforce had access to the Compliance Portal. In addition, all supervisors are obliged to inform the employees assigned to them about compliance issues.

The e-learning courses offered continued to be used in the financial year 2024/2025. Of the invited employees,

- 58% (60%) completed the online training on anti-corruption and antitrust law,
- 50% (61%) the data protection training and
- 53% (60%) the training in prevention of money laundering.

Reporting of violations/whistleblower hotline

If an examination or report reveals indications of a compliance violation, the investigation is conducted in accordance with KWS' regulations "Procedures of Internal Compliance Notification." KWS' employees are obliged to report suspected cases. The open-door principle applies here: Employees

can supply information on suspected violations to their supervisor, to the Compliance department or via the Compliance Reporting Platform. The Compliance Reporting Platform is available 24/7 to both employees and external third parties in over 50 languages via our homepage. Reports of suspected cases can also be submitted anonymously. The reported cases are investigated by KWS. The most important information for both KWS employees and external third parties, such as how violations can be reported and what happens to the reports, is summarized in a document on our website. Whistleblowers do not suffer any disadvantages as a result of their report - unless they have obviously abused their right to report violations. Whistleblowers receive confirmation of receipt of their report has been received and may be contacted via the portal with a request for further information. Finally, they will be informed of the conclusion of the investigation.

If suspected cases prove to be violations, the system of sanctions is applied. In general, it can be applied to all types of compliance violations. The system of sanctions defines various criteria that determine the measures to be taken, such as the severity of the violation, the extent of the breach of duty by the person concerned, their level of responsibility, their behavior after the act – cooperation in the investigation or attempts to cover up – and the consequences of the violation, such as imminent or actual damage. The sanctions range from cautions or warnings to immediate dismissal and filing of charges.

Violations in the financial year 2024/2025

In 2024/2025, two potential violations of antitrust law were reported in Türkiye. The corresponding

proceedings are pending and not yet complete, which is why these pending proceedings will not be discussed in detail here. No further significant violations of international anti-corruption or anti-money laundering guidelines were reported to the Compliance function. In addition, there were two reportable data protection violations.

Adequacy of the Compliance Management System

The implementation of and compliance with individual compliance aspects are reviewed as part of audits. The Executive Board and the Supervisory Board's Audit Committee are informed once a year about the status and current developments of the Compliance Management System.

Diversity of the Executive Board and the Supervisory Board

The Executive Board of KWS SE, the personally liable partner of KWS SAAT SE & Co. KGaA, consisted of four men as of June 30, 2025.

As of 30 June 2025, the six-member Supervisory Board of KWS SAAT SE & Co. KGaA consisted of two women and four men. Pursuant to Section 111 (5) of the German Stock Corporation Act (AktG), the Supervisory Board is required to define a target for the proportions of women and men on the Supervisory Board and a deadline for achieving this target. Accordingly, the Supervisory Board of KWS SAAT SE & Co. KGaA decided at its meeting on June 23, 2022, that the proportions of women and men among the shareholder representatives on the Supervisory Board should not be less than 25% by June 30, 2027. The proportion of shareholder representatives on the Supervisory Board as of June 30, 2025, was 67%. Of these, 25% were female.

Distribution of responsibilities among the members of the Executive Board

Dr. Felix Büchting (Spokesperson) (Jörn Andreas) ¹	Dr. Peter Hofmann (Nicolás Wielandt) ¹	Dr. Jörn Andreas (Felix Büchting) ¹	Nicolás Wielandt (Peter Hofmann) ¹
<ul style="list-style-type: none"> Research & Breeding Global Human Resources Farming Group Strategy Corporate Office & Services 	<ul style="list-style-type: none"> Sugarbeet Vegetables Cereals Global Marketing & Communications 	<ul style="list-style-type: none"> Global Finance & Controlling Global Information Technology Global Legal & Intellectual Property Global Business Operations Group Governance, Compliance, Risk & Internal Audit 	<ul style="list-style-type: none"> Corn Europe / Asia Corn North America

¹ Including substitution arrangements.

Executive Board and Supervisory Board by gender

	Proportion in the Executive Board	Proportion in the Supervisory Board
Female	0%	33%
Male	100%	67%

Executive Board and Supervisory Board by age group

	Proportion in the Executive Board	Proportion in the Supervisory Board
Under 30 years old	0%	0%
30 to 50 years old	75%	17%
Over 50 years old	25%	83%

Remuneration of the Executive Board and the Supervisory Board

The remuneration system for the Executive Board is designed to promote the company's sustainable development and comply with the objectives of the German Act Implementing the Second Shareholder Rights Directive (SRD II) and the German

Corporate Governance Code. In addition to a basic salary, total remuneration also includes performance-based components linked to the company's success, as well as fringe benefits. The compensation of the Executive Board is set by the company's general partner and approved by the Annual Shareholders' Meeting. The remuneration of the Supervisory Board is governed by the Articles of Association and is based on the size of the company and their responsibilities. The company believes that a fixed remuneration structure means that the Supervisory Board can better exercise its control function. The composition and level of the total remuneration are disclosed in the Remuneration Report for 2024/2025.

Manager to worker pay ratio

The manager to worker pay ratio indicates the ratio of the total remuneration of the highest-paid employee to the median total remuneration of all employees, excluding the highest-paid employee. In order to enable a comparison of the annual salaries of various employees, this key figure is calculated taking into account those employees who are employed full-time and who had an active employment relationship throughout the entire financial year. The manager to worker pay ratio for all German subsidiaries in the financial year 2024/2025 was 17.8 (19.8).

2.5 Opportunity and Risk Report

The opportunities and risks as part of our business activity as an international plant breeding company, as well as the processes for identifying them, are described in the following section.

2.5.1 Opportunity Management

Strategic opportunities

We define strategic opportunities as being developments that are of significant importance for the KWS Group and have a sustained positive impact on our commercial success. We can leverage these opportunities successfully only if we always keep on improving our company in terms of economics, ecology, social engagement and governance. In the global agricultural raw material and seed industry, there are strategic opportunities for the KWS Group both externally (due to the changing needs of farmers and consumers, changes in global food systems, regulatory developments, climate change and technological advances) and internally (as a result of innovations in plant breeding, digital farming solutions, sustainability initiatives and excellence initiatives within our organization).

Our objectives and initiatives are regularly reviewed as part of our strategic planning. This planning covers the 10-year period ahead of us and is conducted at regular intervals. It is jointly formulated in multiple units, discussed and finally adopted by the Executive Board. The company's objectives can be retained, adapted or expanded as a result of the insights from the strategic planning. For example, new fields of business can be tapped or procedures and processes adjusted and improved.

We see a particular strategic opportunity in the growing importance of sustainability in agricultural practice. Our breeding objectives are geared toward increasing yields while improving plant health and nutrient use efficiency, with the aim of potentially reducing the use of pesticides and fertilizers.

Apart from the possibility of cutting costs, these variety traits also give our customers a means to reduce their emission footprint and operate in a more climate-friendly manner. Our diverse portfolio of crops also enables crop rotation that conserves the soil's fertility and binds emissions by fostering humus formation.

Thanks to this broad offering, we can supply both conventional and organic farms with varieties and services.

As part of the strategic planning we revised in the year under review, we identified long-term opportunities in the areas of innovative varieties, modern breeding technologies, digitalization, changes in demand and global macroeconomic developments.

Innovative varieties

To succeed in achieving sustainable growth in the future as well, our prime goal must be to retain and increase our innovativeness. That is increasingly important, especially in times of climate change, when resilient varieties that deliver reliable yields must ensure that the population has enough food. It is vital for us to increase plants' yield potential, enhance resource efficiency or develop their resistance and tolerance to detrimental influences, of whatever type. That requires continuous and intensive research work, since it takes up to 10 years for a new variety to gain approval and be put on the market.

We therefore invest a double-digit percentage of our net sales in research and development projects every year in order to achieve our goal of an average yield progress of 1.5% per annum. However, our complex research and breeding processes are also subject to risks that may result in regional weaknesses in our portfolio. They include external factors such as changing disease patterns as a result of climate change or new statutory regulations on reducing the use of operating resources, as

well as internal factors such as technical problems and process delays. The varieties we develop must meet high quality requirements. The performance of our varieties is reassessed every year by management and the Supervisory Board so that we can respond immediately to weaknesses in our portfolio if necessary.

Our product – seed – stands right at the beginning of the agricultural value chain. Continuous and forward-looking breeding work can make the agricultural process chain more sustainable. The introduction and use of new cultivation systems, resistances and tolerances or nutrient efficiencies can help increase and stabilize yields, reduce the use of resources such as fertilizer, pesticide or water, and promote biodiversity. Varieties with improved resource utilization mean the carbon footprint per unit can be reduced. At the same time, higher yields per unit area can also result in less cultivation area being required. KWS is working to develop such products and cultivation systems to leverage this potential.

Modern breeding technologies

Plant breeders are developing new varieties to meet all challenges caused by the consequences of climate change, new pests, reduced fertilizer use and the need to deliver high-quality agricultural products. KWS uses the most suitable breeding methods for that. Increasing complexity and growing pace of change also mean we have to use state-of-the-art technologies and analysis methods to speed up our variety development and improve precision.

These new methods complement our plant breeders' toolset and offer additional opportunities to improve plants in a targeted way through breeding. Against the backdrop of expected regulatory changes for genome editing in the European Union, our goal is to succeed as a leading developer of plant traits in this field and to use genome editing to develop innovative varieties that benefit farmers and consumers alike.

KWS is working on the hybridization of potatoes, wheat and barley using a combination of new methods and conventional breeding, as well as exploiting the natural resilience offered by hybrid breeding, with market launches planned in the coming years. High-yielding hybrid potato, wheat and barley varieties can make an important contribution to increasing land efficiency in agriculture.

Digitalization

New methods of data analysis are important tools for increasing efficiency in plant breeding and agriculture. Advances in automated data collection and transmission, big data analytics, robotics or artificial intelligence are creating new opportunities for tailor-made digital agriculture solutions. Drones or high-quality satellite technology, for example, offer services for detecting pests or diseases that can be combatted precisely. This can reduce the use of pesticides and the number of field crossings. These technologies are already being used in our research and breeding processes. They are becoming increasingly relevant in agricultural practice and vegetable cultivation. Growing AI capabilities, i.e. generative AI and the availability of AI infrastructures, offer the opportunity to strengthen our core business of plant breeding and seed production, while expanding our range of digital products and tools.

Changes in demand

More and more people are adopting a mainly plant-based diet. In order to satisfy growing demand, the food industry is turning to new plant-based products and is substituting meat, eggs or milk, for example, with vegetarian alternatives. This opens numerous opportunities for KWS. Our goal is to develop nutrient-rich varieties that, when harvested, can be used in food directly or with little processing. In addition, aspects such as texture, color and taste play a fundamental role in the development of alternative plant-based sources of protein. Here we see an opportunity for KWS to make an important contribution to the food industry with our extensive knowledge and experience in plant genetics.

The vegetable sector is likewise a strategically important, promising growth market for KWS. After adding vegetable seed to our portfolio in 2019, we intend to capitalize more strongly on the growing demand for plant-based foods with numerous new products in the future.

Global macroeconomic developments

An easing of global geopolitical tensions – in particular a de-escalation in relation to tariffs and in the conflicts in Ukraine and the Middle East – would lead to a more stable and predictable macroeconomic environment. This shift could be an opportunity to improve global trade flows, reduce the volatility of input costs and strengthen investor confidence. For a global company like the KWS Group, this would create favorable conditions for our global trading activities and for cross-border payment transactions.

Operational opportunities

By an operational opportunity, we understand a development that is consistent with our strategic planning and might have a positive short-term impact on our earnings, financial position and assets and has not yet been reflected fully or at all in the company's financial planning. Operational opportunities are identified and assessed by our Business Units. We leverage them by pinpointed investment in production capacities, research and development activities and by further enhancing distribution and central purchasing, for example.

Market opportunities arise from our fledgling activities in the vegetable market, with which we are tapping a new field of business and new customer segments. We see a further opportunity in restructuring our country organizations and the associated sales units in the most important core markets for our crops. With our holistic approach of supporting customers with a single point of contact for KWS' entire portfolio of crops, we strive to forge an even better relationship with our customers. At the same time, we adapt and optimize background processes

so that customers are supplied optimally with KWS' varieties and services from a single source in the future.

Investing in expansion of our production capacities and modernization of our seed processing creates the foundation for leveraging opportunities and potential in existing and adjacent markets. Further development of our variety portfolio and expansion of production capacities is accompanied by steps to enhance our international distribution structures. In addition, continuous optimization of processes offers the KWS Group opportunities to increase productivity and digitalization and improve cost structures. Recording of operational opportunities is part of risk management.

2.5.2 Risk Management

Risk management strategy and objectives

The objective of the KWS Group's central risk management is to identify relevant risks at an early stage, mitigate financial, reputational, environmental, legal, strategic or health-related damage, and ensure compliance with key corporate principles and social standards. We consequently understand the term "risks" as denoting events and potential developments, both inside and outside the KWS Group, that have a negative impact on achievement of our corporate objectives or adherence to our principles. That also includes events that impair our value chain and harm the environment and which we can influence (outside-in/inside-out perspective).

We strive to address risks openly. A proactive and open risk culture is part of that. Speaking about risks should be established practice in our daily work. KWS applies an entrepreneurial attitude to risk, i.e. deliberate risks can be taken if that offers opportunities that are consistent with the KWS Group's strategic planning, corporate objectives and internal standards. If a risk does not entail any relevant opportunities, or if risks jeopardize

achievement of the Group’s key financial targets in terms of profitable growth (see page 19), they are to be avoided or their impact must be reduced as far as possible, taking cost-benefit considerations into account. Violations of the law and important corporate principles, such as respect for human rights, are unacceptable without exception. To assess our risk-bearing capacity, we compare our equity and liquidity with the aggregate risk situation and look at strategic key financial indicators such as the anticipated EBIT margin.

As part of that, we also consider anticipated developments for the coming fiscal year. The results are included in the Executive Board’s overall assessment of the risk situation. As part of the continuous development of our risk management system, targeted measures are planned for the coming financial year. These include the revision of the risk-bearing capacity analysis, the implementation of simulation-based procedures and the further development of the assessment system.

Responsibility

The Executive Board is responsible for Group-wide risk management. The Audit Committee reviews the risk management system at least once a year to assess its suitability and effectiveness. It is assisted by the independent auditor of the financial statements as part of its statutory audit assignment and – as mandated by the Supervisory Board – by Internal Auditing. In addition, a Risk Committee consisting of representatives from all divisions who have a good knowledge of the issue of risks has been established. It usually convenes twice a year, discusses and reviews the risks maintained in the risk management system and measures to control them, and formulates recommendations for the Executive Board, if necessary. Responsibility for identifying, assessing and controlling risks lies with the divisions, while central risk management coordinates the processes and ensures reporting to company management. Other roles in our risk management are specified in the chart “Players and systems in managing risks at KWS.”

Players and systems in managing risks at KWS in accordance with the Three Lines Model

Supervisory Board		
Executive Board		
Risk Comittee		
Central Risk Management		
Divisions (1st Line)	Controls and monitoring systems (2nd line)	Process-independent controls (3rd line)
<ul style="list-style-type: none"> Business Units Research & Development Global Functions 	<ul style="list-style-type: none"> Controlling (incl. Early detection) Internal control system, accounting processes Compliance Management Risk Management Other systems (e.g. Quality Management, Stewardship, etc.) 	<ul style="list-style-type: none"> Internal auditing
KWS Governance (Code of Business Ethics, Group Standards, Vision & Mission)		

Central risk management process

Our central risk management process consists of the phases of identification, assessment, control, documentation, monitoring of risks and risk reporting. It is conducted regularly, usually twice a year. As part of risk identification, we record individual risks on an electronic platform and assess them qualitatively or quantitatively based on Group-wide standards, in each case before (gross risk) and after (net risk) any countermeasures. As part of that, we calculate expected monetary values for all risks and classify the risks as “moderate”, “medium” and “high”.

This enables end-to-end comparability of all recorded risks, which in turn forms the basis for prioritizing risk control measures. We query linkages between risks as part of risk identification, document them and take them into account in risk assessment in evaluating the likelihood of their occurrence. We record risks that impact our short-term (one-year), medium-term (four-year) and long-term (10-year) planning horizon. The individual risks are classified as follows:

We decide systematically on what appropriate countermeasures to take to manage risks, in particular high risks. They may be measures to reduce risks, constant monitoring of them or taking out insurance, or the acceptance of risks (where no measures are possible or make economic sense), for example. The KWS Group’s current risk situation is aggregated by central risk management into risk categories and reported first to the Risk Committee. On that basis, the Risk Committee discusses how to deal with the risks and submits recommendations to company management if required. Central risk management coordinates the entire risk management process and supports the departments in their tasks. In designing the system, we are guided by acknowledged frameworks such as COSO II or the auditing standard IDW 981.

We meet the statutory requirements for early detection of risks with our financial controlling and risk management processes. In addition to the half-yearly Group-wide risk management process and the quarterly expectation reports prepared by Controlling, central risk management conducts an

Scheme for assessing individual risks

		Likelihood of occurrence			
		Unlikely < 10%	Possible 10% bis 50%	Likely 50% bis 90%	Almost certain ≥ 90%
Financial impact (EBT)	Very low 0.1 to 3.0 € million				
	Low ≥ 3.0 to 7.5 € million				
	Medium ≥ 7.5 to 15.0 € million				
	High ≥ 15 € million				

In the risk situation section, we report risks in the area framed in black.

Risk classification for single risks

Risk level	Risk Score
Moderate	Smaller than 1
Medium	Between 1 and 5
High	Above 5

Formula assessment of single risks

Risk scoring
Net financial damage (in € million) × net likelihood = risk score for an individual risk

early risk identification process in cooperation with the divisions. These results are reported in writing to KWS' top two management tiers. We revised this process in the year under review and reduced the reporting frequency. We plan to produce two to four additional reports of this kind in the future.

Control and monitoring systems¹

We structure the internal control system at KWS based on the Three Lines Model. It enables a systematic approach to monitoring and managing risks. We make a distinction here between three different levels (see also the chart "Players and systems in managing risks at KWS based on the Three Lines Model"):

1st line: Decentralized risk management by the divisions, such as transaction controls, quality controls, certification, contract management or IP due diligence.

2nd line: Global controls by means of higher-level systems, such as our risk management, compliance management or controlling systems.

3rd line: Independent audits by Internal Auditing.

The various levels are supported, among other things, by Group-wide internal guidelines as well as centralized and standardized process definitions that enable variance analyses.

The principle of separation of functions is also laid down in our guidelines, as is a system of information classification.

Manual and automated controls have been established at the various levels and are subject to regular reviews by the company. Identified control weaknesses are discussed, and measures are initiated to eliminate them.

No control weaknesses were identified in the past fiscal year. In addition, the Executive Board and Supervisory Board had no information to indicate any material weaknesses in the effectiveness or any inadequacy of the internal control system.

In principle, however, it should be borne in mind that an internal control system, regardless of its design, does not provide absolute certainty that errors in our business processes will be detected. In the following, we deal with the internal control system for accounting in more detail.

The internal control and risk management system in relation to the accounting process (Section 315 (4) of the German Commercial Code (HGB))

This is the responsibility of Global Finance & Controlling and comprises structures and processes that enable proper and effective accounting and financial reporting. They include:

- Process-integrated controls, such as validation of reported data, separation of functions and the four-eyes principle, as well as regular analytical controls by Business Partner Finance and Controlling.
- Standardized financial accounting processes at the Global Transaction Center, in which almost all Group companies are integrated, and appropriate assurance that business transactions are included in accounting consistently, promptly and correctly and that all applicable statutory accounting regulations, standards and internal guidelines are implemented throughout the Group.
- Ensuring that the consolidated financial statements (including the Management Report) comply with the rules by means of Group-wide specifications relating to accounting guidelines, charts of accounts and uniform reporting processes.

¹ Not an audited part of the Combined Management Report

- Central preparation of the consolidated financial statements using the uniform reporting process as well as system and manual controls regarding accounting-specific interconnections.
- Notification of employees in the Global Transaction Center, Business Partner Finance and Controlling, as well as other relevant contact persons at subsidiaries, about changes in the financial statement preparation process on a quarterly basis.
- Protection of accounting-related IT systems against unapproved access by means of authorization and access regulations for the IT accounting systems.
- Ensuring the professional aptitude of employees involved in the accounting and financial reporting process by means of selection processes and training.

KWS' internal control system is regularly reviewed and enhanced to meet changing requirements. Adjustments are also envisaged in the coming fiscal year to further strengthen the effectiveness and efficiency of the control processes.

Description of the KWS Group's current risk situation

Here we provide a report in summarized form on known medium and high individual risks with a net impact of at least €7.5 million and a horizon of up to 10 years. The individual risks are assigned to predefined risk categories and then reported in summarized form under these categories. As explained in the last report, we have added new risk categories and merged existing ones. This year, we present the risk situation using this new categorization for the first time. We summarize the aggregated risk situation in these categories using four-level risk classes ranging from "Low" to "Substantial". If the risk classes of the categories have changed compared to the previous year, we explain this in the respective sections.

There are currently no non-financial risks that are very likely to occur and have a serious impact on the reportable aspects in accordance with Section 289c of the German Commercial Code (HGB).

The development of the overall risk situation is discussed in the overall statement on the risk situation by the Executive Board.

Strategic risk categories with an horizon up to ten years

Risk Type	Risk Category	Risk classification 24/25	Risk classification 23/24	Risiko Trend
Strategic risks	■ Change of geopolitical alliances and market access	Substantial	Substantial	→
	■ Limited access to technology	Medium	Substantial	↘
	■ Structural change of demand	Noticeable	Substantial	↘
	■ Structural underperformance of products	Medium	Medium	→

Risk categories with a horizon of up to four years

Risk Type	Risk Category	Risk classification 24/25	Risk classification 23/24	Risiko Trend
Operative risks	Human Resources	Low	Low	→
	Incidents	Substantial	Substantial	→
	Influence on cultivation	Low	Low	→
	Price and supply chain	Substantial	Medium	↗
	Product & service quality	–	Low	↘
ESG risks	Environment	Low	Low	→
	Governance	Noticeable	Medium	↗
	Social	Noticeable	Noticeable	→
Legal and compliance	Compliance risks	Noticeable	Noticeable	→
	Other legal risks	Medium	Low	↗
Financial risks	Financing & liquidity	Low	Low	→
	FX risks	Low	Medium	↘
	Receiveable risks	Low	Low	→
	Tax risks	Medium	Low	↗
Reputational risks	Public perception and customer trust	Low	Low	→

Risk classification for aggregated risk categories

Risk class	Threshold values (risk score)
Low	smaller than 10
Medium	between 10 and 20
Noticeable	between 20 and 30
Substantial	above 30

Formulas aggregated view

Formulas
1: Net impact (in € million) × Net-likelihood = Risk Scoring of a single risk
2: Σ of reported risk scores within a category = Risk scoring of a category

Strategic risks

Geopolitical risks and market access

Geopolitical tensions, trade restrictions and conflicts pose high risks to our business operations and could result in the partial or complete loss of one or more markets. Regulatory risks can also have a substantial impact on our business development, for example by restricting the use of important agricultural inputs such as pesticides or fertilizers. This may impair the commercial success of our customers in agriculture and negatively impact our research and development activities. We counter these risks at various levels through operational measures and, where necessary, strategic adjustments.

Restricted access to technology

The consequences of climate change, new pests, increasing restrictions on the use of pesticides and fertilizers, and the need for high-quality agricultural products: Plant breeders are developing new varieties to meet all these challenges and secure the supply of food now and in the future. KWS uses the most suitable breeding methods for that. Increasing complexity in and the growing pace of plant breeding also mean we must use state-of-the-art technologies and analysis methods to speed up our variety development and improve its precision. We already use these technologies in our research and product development processes. Restrictions on access to new technologies may harbor risks for KWS. In order to avoid risks such as competitive disadvantages, we focus on identifying further new, highly promising methods and technologies or developing them in-house so as to acquire rights to use them and to ultimately establish them in our R&D processes. If the identified risks can no longer be offset by relevant opportunities, we review our commercial orientation and adjust our strategic focus accordingly. For instance, we terminated our further cooperation as part of Genective this fiscal year and initiated its sale. Halting the development and marketing of genetically modified corn varieties for the North American market resulted in an improvement in the risk situation in this category.

Structural change in demand

The risks described in this category include external factors that could potentially impact our business success and where we cannot directly control their occurrence. They include the development of market conditions and overall demand, as well as changing requirements that our customer groups, in particular farmers, demand from our sales and service organization. We monitor these external general conditions as part of recurrent strategic planning processes so that we can take measures at an early stage. In the period under review,

a reduced risk was identified as part of such a strategic analysis. In addition to our rolling strategic planning process, we introduced a trend monitoring process designed to measure changes at an early stage.

Structurally inadequate performance of our products

To succeed in achieving sustainable growth in the future as well, we intend to retain and increase our innovativeness. That is increasingly important, especially in times of climate change, when resilient varieties that deliver stable yields have to ensure that the population has enough food. Plant breeding is highly innovative. KWS is regularly awarded a large number of official approvals for new varieties (see page 22). However, our complex research and breeding processes are also subject to risks that may result in regional weaknesses in our portfolio. That may be caused by external factors such as changing disease patterns as a result of climate change or new statutory regulations on reducing the use of operating resources, as well as internal factors such as technical problems and process delays. We counter these risks through close, regular performance monitoring. For example, the performance of our varieties is reassessed every year by management and the Supervisory Board so that we can respond immediately to weaknesses in our portfolio if necessary.

Operational risks

Human resources

Recruiting the right employees for KWS, offering them diverse development opportunities and striving for a long-term working relationship with them are factors that are crucial to our business success. In order to counter potential risks such as the loss of employees or lengthy vacancies, we regularly review our attractiveness and positioning as an employer. In this way, we prevent any future staffing risks through structured succession

planning, continuously expand our employer brand on the external market and endeavor to strengthen our employees' loyalty through attractive development programs and compensation at a fair market level. The battle for talents and experts on the labor market remained intense and so there was an associated rise in internal requirements in relation to retaining employees. We conducted an extensive employee satisfaction survey last year. On the basis of the results and using a coordinated follow-up process, numerous measures were jointly developed and implemented by employees in the individual areas of the company. The survey was repeated in the year under review to identify changes, any progress or further needs of our employees. A similar tracking process is subsequently planned.

Incidents, disruptions, interruptions to business operations

This category includes risks that may result from sudden disruptive incidents. These include IT risks and interruptions to business operations in seed production, which we explain in more detail below.

Attacks on our IT can lead to a loss of confidentiality, availability, integrity and/or authenticity of data, information and systems. That harbors risks, such as loss of know-how, data manipulation, loss of personal data and loss of image, and may result in large financial losses. We reduce these risks by means of organizational and technical measures. IT service providers constantly examine our IT security, and recommendations for optimization measures are issued on the basis of their risk assessment. Uncontrolled and/or undetected loss and damage because of hacking and malware are still possible even if very good precautionary measures are in place. Targeted anti-phishing training was provided in the period under review in order to sensitize employees to potential cyber threats. The aim of this measure was to raise security awareness and improve responsiveness in dealing with suspicious e-mails.

KWS uses technically complex seed processing plants. Interruptions to business operations may have a negative impact on the volumes that are available for sale and represent significant risks, especially if they occur in our sales season. In order to reduce these risks, we conduct regular risk inspections, carry out preventive maintenance and have property and business interruption insurance.

Seed propagation is dependent on the weather. We reduce the risk of crop failures by propagating seed – depending on the crop – in separate locations and regions in Europe and North and South America. We can carry out contra-seasonal propagation in Europe's winter half-year in the southern hemisphere if there are bottlenecks in the volume of seed produced.

There are still risks of potential restrictions or interruptions to business operations. In the energy arena, we are continuously working to switch to a low-emission supply based on renewable energies in the medium to long term.

The hostilities in Ukraine may result in interruptions to business operations (corn seed production). In addition, our seed production in Russia is subject to high political risks. The Russian Ministry of Agriculture is still making efforts to increase localization and control of the local seed market. We regularly monitor and evaluate the situation.

Influences on plant cultivation

In this category, we record risks arising from commercial plant cultivation. These include changes in local market conditions, higher seed returns, for example due to lower short-term demand, and risks associated with changes in area under cultivation.

Prices and supply chains

As an international seed company, we operate in a globally networked market environment. Our business activities use intermediate products and external services that are subject to international supply and trade flows. Politically motivated trade conflicts, particularly in relation to tariffs, could potentially impact our procurement costs. The recent very high degree of volatility in international tariff policy led to a moderate increase in expected procurement costs at KWS. The increasing bottlenecks and price increases in the logistics sector also pose risks for KWS and rose slightly in the year under review, particularly in ocean freight. The risk situation in this area has deteriorated overall. We counter risks in particular through the activities of our central Purchasing department. It monitors developments, reports them to internal stakeholders as necessary and takes appropriate action where necessary and possible.

Products and services

In this category, we record risks arising from inadequate fulfillment of customer requirements. To manage these risks, we regularly review our distribution processes and structures and take appropriate organizational measures if and when necessary. In the year under review, we continued the organizational adjustments to our distribution structure that we initiated last year, meaning we were able to achieve an improvement in the risk situation in this category.

We also record risks here that arise from technical processing problems in the production process and could affect the quality of our seed. The latter can impair germination capacity and have a negative impact on yield. We counter these production-related risks with quality controls, certification systems and internal standards.

ESG (environment, social, governance)

Environment

This category covers environmental risks such as environmental incidents, the effects of climate change or biodiversity risks. Climate change and the increasing frequency of extreme weather events – such as heavy rain, heat waves or late frost – pose a growing risk to agricultural processes. These developments can have a direct impact on cultivation, the harvest and seed quality, requiring us to continuously adapt our risk assessment and plans of action. In the period under review, the risk in this area increased due to the greater spread of new pests linked to the effects of climate change. We have a dedicated phytosanitary department that is responsible for developing new resistances.

Social

Accidents, technical problems or misconduct in our business processes may result in injury to persons and are high risks. One measure we have taken to reduce these risks is to implement a global health, safety and environment standard, which is the central function of a Manager for Health, Safety & Environment (HSE Manager) will keep on developing.

In Ukraine, we are continuing our crisis management activities, the prime goal of which is to protect local employees and their families. Our business activities are not near the fighting; however, we see a high risk to the health of our local colleagues due to the continuing drone attacks and air raids throughout the country and the ongoing war, factors that continue to determine this category's risk classification.

As an international company, we also operate in markets where there are indications of insufficient compliance with social standards. In some countries, for example, child labor, forced labor and inadequate working standards exist in agriculture. We systematically monitor these risks. Audits of service providers and suppliers are planned and conducted in collaboration with Purchasing. We use the insights they deliver, coupled with risk screening, to design the measures we intend to apply both preventively and in response to violations.

Governance

Under governance risks, we record potential weaknesses in process and project management, as well as risks that may arise due to the high complexity of our internal requirements and stipulations. To limit these risks, a central project is currently underway to revise internal regulations which, in addition to implementing clear responsibilities and stronger controls, also aims to improve clarity and user-friendliness. The risk in this area increased slightly in the year under review due to project management risks. In order to minimize risks, internal processes were reviewed, and the applicable requirements were defined more clearly.

Legal and compliance

Compliance risks

Our company is exposed to potential compliance risks that may result from, among other things, violations of antitrust, competition, anti-corruption and money laundering law, sanctions and data protection requirements. Violations may incur serious consequences under criminal and civil law, including financial penalties and the possible loss of our business license.

Under our compliance policy, the Code of Business Ethics and our Group Standards, we raise the awareness of our managers and employees and obligate them to act in accordance with laws,

contracts, internal guidelines and our corporate values. Regular communication, instruction and training and advice are intended to ensure compliance. We rigorously investigate reports of compliance breaches. Nevertheless, violations due to unawareness or legal unclarity, for example, cannot be ruled out categorically. As is expressly pointed out, sanctions are imposed if our compliance regulations are intentionally violated. Ongoing antitrust proceedings may result in a higher risk in this area. However, we do not currently expect any significant increase in this risk category.

Other legal risks

We number all risks that are not considered compliance risks as other legal risks. These include risks related to protection of our intellectual property. Protecting intellectual property is vital to companies that conduct research if they wish to preserve their freedom of action and keep on generating value. The seed-specific property rights under “variety protection” ensure they are compensated for the years-long process of research, breeding and development of new varieties and that third parties cannot market the same variety at no costs to themselves. KWS uses patents to protect certain plant traits, in particular if they have been developed or produced by means of technical methods. In order to secure its freedom of action and avoid infringing third-party proprietary rights, KWS has implemented far-reaching due diligence processes throughout the company.

Moreover, KWS is exposed to further legal risks arising from official proceedings and legal disputes with suppliers, licensors, customers, employees, lenders and investors. They may result in payments or other obligations. At the end of the 2024/2025 fiscal year, there was one legal proceeding pending, resulting in a moderate increase in the risk in this category. However, we do not currently anticipate any significant financial risks arising from it.

Finance

Financing and liquidity

The overriding goal of our liquidity management is to ensure we meet our payment obligations on time. External factors, such as global crises, may restrict the availability of credit lines and/or mean we can only obtain economically disadvantageous terms and conditions. Our central Treasury Department determines what funding we require in its liquidity planning and covers those needs by providing cash, promised credit lines and other financial instruments. We have agreed customary covenants for part of these promised credit lines. If these covenants are breached, the lender has the right to terminate the agreement.

Completion of the sale of our South American corn business also eliminated the related financial obligations in the past fiscal year. In conjunction with an increase in cash and cash equivalents, KWS' financial stability improved further. This helped reduce the risk situation in this area.

Currency risks

Currency risks arise, in particular, from receivables and liabilities denominated in foreign currency. Where it appears economically appropriate, we address currency risks through the usual hedging instruments and internal standards to reduce the influence on the KWS Group's earnings and assets situation. We also reduce our transaction risks by means of natural hedging, when expenses are incurred in the same currency in which we generate revenue. The currency risk fell in the period under review.

Receivable risks

We nurture extensive business relationships with various customer groups – from the sugar industry and agricultural wholesalers to individual farmers.

If, in particular, large customers cannot meet their contractual payment obligations to us, we could suffer losses. We reduce such credit risks through our receivables management and, where possible and expedient, by means of credit insurance. The risks of counterparty defaults in Ukraine and Russia are largely manageable due to the use of advance payments.

Tax risks

KWS operates in about 70 countries and is therefore subject to an array of complex national tax requirements and laws. Changes in the law, court rulings or interpretations by the fiscal authorities may have significant effects on tax assets and liabilities.

In the year under review, tax assessments were adjusted by German tax authorities as part of a tax audit, resulting in a deterioration in the risk situation. There is not yet any final assessment relating to these matters.

Given current developments, particularly in international transfer pricing, KWS anticipates potential financial impacts. To hedge these risks, our Finance department conducts ongoing assessments in close consultation with external experts.

Reputation

Public perception and customer trust

In the course of our business activities, we are exposed to various reputational risks worldwide. These may result from inadequate or misleading communication regarding our business strategies, innovation processes or our environmental and social responsibility, our continued presence in the Russian seed market and our position on patents and may be reflected in negative reporting about KWS. To counteract these risks, we nurture continuous and open communication with various target groups. They include shareholders, customers, employees, NGOs and the general public.

Overall statement on the risk situation by the Executive Board

The KWS Group's net risk position at the end of the fiscal year was slightly lower compared with the previous year, despite the continuing geopolitical tensions. An internal resilience analysis conducted to supplement the usual risk management processes was presented to the Executive Board and Supervisory Board and demonstrated the KWS Group's robust resilience to external shocks.

The political risks as a result of Russia's localization efforts remain. Internal teams of experts analyze, assess and control risk-related developments on an ongoing basis and report to the Executive Board as and when required. In Ukraine, additional measures were taken to protect our employees in Kyiv, and a new, secure office complex was leased.

In view of the available assessments and counter-measures we have initiated, risks that jeopardize the company's existence are not discernible at present.

Furthermore, based on the analysis of our risk-bearing capacity, we did not identify any potential threat to the company's existence. We feel sure that, thanks to our global footprint, innovative strength and the quality of our products, we can seize opportunities and successfully manage risks as they arise. However, we cannot rule out the possibility that other factors that are currently unknown or which are not assessed as significant may jeopardize the continued existence of the KWS Group in the future.

2.6 Forecast Report

The expectations of management outlined here are based on our corporate planning and the information it considers, including market expectations, strategic decisions, regulatory measures or exchange rate trends. They are subject to the same premises as the consolidated financial statements and forecast our business performance up to the end of fiscal 2025/2026 on June 30, 2026. In our forecast for the KWS Group's statement of comprehensive income and for our product segments, we deal with the KWS Group's anticipated net sales (on a comparable basis, excluding exchange rate and portfolio effects) and the anticipated EBITDA margin, while we forecast the EBITDA in the Corporate Segment.

2.6.1 Changes in the KWS Group's Composition that are Significant for the Forecast

The Corn Segment underwent significant changes in the period under review. The South American corn business is classified as a discontinued operation in the 2024/2025 consolidated financial statements and is therefore not included in the report for the Corn Segment. We also concluded an agreement to sell our North American corn business in June 2025. The transaction, which includes the sale of KWS' shares in the two joint ventures with Limagrain (AgReliant) and licenses for the use of genetic material, was concluded on August 29, 2025. The forecast for the Corn Segment takes these changes into account and relates to continuing operations.

2.6.2 Forecast for the KWS Group's Statement of Comprehensive Income

The KWS Group's economic performance in fiscal 2025/2026 will probably continue to be impacted by the challenging general conditions on global agricultural markets. In addition to low prices for agricultural raw materials, they include the increased occurrence of weather extremes as a result of climate change, which increases the

level of volatility when it comes to farmers making decisions on what crop to grow.

The associated fluctuations in supply and demand impair planning security for farmers and thus also for us as a seed vendor. However, our broad product portfolio enables us to counter these fluctuations to a certain extent.

There are still significant currency risks in important markets, in particular in Türkiye and Eastern Europe.

In the medium-term period 2025-2028, we have set ourselves the target of average annual growth in net sales (on a comparable basis, excluding exchange rate and portfolio effects) of 3% to 5%.

Due to a generally subdued agricultural environment and an anticipated further decline in business in Russia as a result of import restrictions and localization efforts for seed, we therefore assume that net sales growth (on a comparable basis, excluding exchange rate and portfolio effects) in fiscal 2025/2026 will be around 3% and so at the lower end of the target range compared to the previous year (€1,676.6 million).

In line with our medium-term targets, we anticipate that the EBITDA margin will be in the range of 19% to 21%. This does not include an expected positive special effect of around €30 million from sale of the license rights as part of the divestment of our North American corn business.

Due to the strongly seasonal nature of our business as a result of the great importance of the spring sowing season and external factors that are difficult to anticipate, such as the weather and fluctuations in area under cultivation, our statements on our anticipated net sales and earnings performance are subject to uncertainty.

2.6.3 Forecast for the Segments

In fiscal 2025/2026, we anticipate that the **Corn Segment** (on a comparable basis, excluding exchange rate and portfolio effects) will grow its net sales from continuing operations (essentially corn business in Europe) slightly compared with the previous year (€444.1 million).

As far as can be seen at present, the EBITDA margin is expected to be significantly above the level of the previous year (7.8%). This does not include an expected positive special effect of around €30 million from sale of the license rights as part of the divestment of our North American corn business.

In the **Sugarbeet Segment**, our high-yielding portfolio of varieties will likely mean another successful fiscal year for us. We assume that land under sugarbeet cultivation will remain stable all in all. The segment's business performance should benefit from further growth due to CONVISO® SMART seed and demand for Cercospora-tolerant (CR+) varieties. We expect the segment's net sales (on a comparable basis, excluding exchange rate and portfolio effects) to increase slightly compared with the previous year (€871.8 million) and the EBITDA margin to be below that of the previous year (45.5%), among other things due to a positive special effect of €7.7 million in fiscal 2024/2025 (see the report on the Sugarbeet Segment on [page 34](#)).

In the **Cereals Segment**, we assume that net sales (on a comparable basis, excluding exchange rate and portfolio effects) will rise slightly compared to the previous year (€263.3 million) on the back of anticipated growth in revenue from oilseed rape seed. We expect the EBITDA margin to be slightly below the level of the previous year (16.3%).

The **Vegetables Segment** essentially comprises the net sales and earnings contributed by acquired vegetable seed businesses. Assuming a stable market environment, in particular for spinach seed, we expect the segment's net sales (on a comparable basis, excluding exchange rate and portfolio effects) to be at the level of the previous year (€72.1 million). There are also costs for establishing an international breeding program and the Business Unit in the segment. Consequently, the number of employees will probably increase further. Due to the above-mentioned effects, we expect the EBITDA margin to be negative and below the level of the previous year (–30.4%).

Revenue (albeit slight) from our farms in Germany, France and Poland is grouped in the **Corporate Segment**. Since all cross-segment costs for the KWS Group's central functions and research expenditure are still charged to the Corporate Segment, its income is usually negative. In view of the planned cost developments, we expect the segment's EBITDA to be at the level of the previous year (€–120.1 million).

2.7 Further Information

2.7.1 Corporate Governance and Declaration on Corporate Governance ¹

Responsible corporate governance has always been of great importance at KWS SAAT SE & Co. KGaA. Since the company was founded in 1856, its successful development has been based on thinking in the long term and acting in terms of sustainability. The Executive Board (the personally liable partner KWS SE, whose Executive Board is responsible for management of the company's business) and the Supervisory Board run and accompany KWS with the goal of ensuring it creates sustainable value added. They once again examined in the year under review whether the company complies with the stipulations of the German Corporate Governance Code and issued the Declaration of Compliance in Accordance with Section 161 AktG (German Stock Corporation Act) to the effect that the company complies fully with the code's recommendations.

You can find detailed information on corporate governance in our declaration on corporate governance in accordance with Section 289f of the German Commercial Code (HGB), which is available in full on our website at <https://www.kws.com/corp/en/investors/corporate-governance/>. The Compensation Report for fiscal 2024/2025 is also available there.

2.7.2 Compliance Declaration in Accordance with Section 161 AktG (German Stock Corporation Act)

The final version of the Declaration of Compliance in accordance with Section 161 AktG (German Stock Corporation Act) is available to shareholders on the website <https://www.kws.com/corp/en/investors/declaration-of-corporate-governance.html>.

2.7.3 Compensation Report

The Compensation Report outlines the principles and salient features of the compensation systems for the Executive Board of KWS SE, the managing partner of KWS SAAT SE & Co. KGaA, and its Supervisory Board. It is not part of the

Group Management Report. The Compensation Report pursuant to Section 162 of the German Stock Corporation Act (AktG) for the fiscal year 2024/2025, together with the audit report by the independent auditor, can be found on our website at <https://www.kws.com/corp/en/investors/publications/financial-reports/>.

2.7.4 Explanatory Report of the Personally Liable Partner (KWS SE) of KWS SAAT SE & Co. KGaA in Accordance with Section 176 (1) Sentence 1 AktG (German Stock Corporation Act) on the Disclosures in Accordance with Section 289a (1) and Section 315a (1) HGB (German Commercial Code)

The personally liable partner of KWS SAAT SE & Co. KGaA provides the following explanation on the following disclosures in accordance with Section 289a and Section 315a HGB (German Commercial Code):

Composition of the subscribed capital

The subscribed capital of KWS SAAT SE & Co. KGaA is €99,000,000.00 and is divided into 33,000,000 bearer shares. The pro-rata share of each share in the capital stock is €3.00. Each share grants the holder the right to cast one vote at the Annual Shareholders' Meeting. The rights of shareholders are governed by the German Stock Corporation Act (AktG) and the Articles of Association.

Restrictions relating to voting rights or the transfer of shares

There may be restrictions relating to voting rights or the transfer of shares as a result of statutory or contractual provisions. For example, shareholders are barred from voting under certain conditions pursuant to Section 136 of the German Stock Corporation Act (AktG) in conjunction with Section 278 (3) of the German Stock Corporation Act (AktG) or Section 44 of the German Securities Trading Act (WpHG); the bars on voting pursuant to Section 285 of the German Stock Corporation Act (AktG) must also be observed for personally liable partners at a

¹ Not an audited part of the Combined Management Report

partnership limited by shares (KGaA). In addition, no voting rights accrue to the company on the basis of the shares it holds (Section 71b AktG).

The personally liable partner is not aware of any contractual restrictions relating to voting rights or transfer of shares. If there are no restrictions on voting rights, all shareholders who register for the Annual Shareholders' Meeting in time and have submitted proof of their authorization to participate in the Annual Shareholders' Meeting and exercise their voting rights are authorized to exercise the voting rights conferred by all the shares they hold and have registered. If members of the Executive Board of the personally liable partner or executive employees of the company have acquired shares as part of the long-term incentive programs, these shares are subject to a lock-up period until the end of the fifth year after the end of the quarter in which they were acquired. The lock-up period for shares that employees have acquired as part of the Employee Stock Purchase Plans runs until the end of the fourth year as of when they are posted to the employee's securities account.

Direct and indirect participating interests in excess of 10% of the voting rights

The company has been informed by shareholders of the following direct or indirect participating interests in the capital of KWS SAAT SE & Co. KGaA in excess of 10% of the voting rights in accordance with Section 33 and Section 34 of the German Securities Trading Act (WpHG) or elsewhere.

1. The voting shares, including mutual allocations, of the persons, companies and foundations stated below each exceed 10% and total 69.3%:

- AKB Stiftung, Hannover
- Büchting Beteiligungsgesellschaft mbH, Hannover
- Zukunftsstiftung Jugend, Umwelt und Kultur, Einbeck
- Dr. Drs. h. c. Andreas J. Büchting, Deutschland
- RETOKE Holding Vermögensverwaltungs-gesellschaft mbH & Co. KG, Bad Schwartau
- Tessner Beteiligungs GmbH, Goslar

- Tessner Holding KG, Goslar

2. The voting shares of the persons stated below, including mutual allocations and allocations of voting shares of Dr. Drs. h.c. Andreas J. Büchting, Germany, AKB Stiftung, Hannover, Büchting Beteiligungsgesellschaft mbH, Hannover, Zukunftsstiftung Jugend, Umwelt und Kultur, Einbeck, and RETOKE Holding Vermögensverwaltungsgesellschaft mbH & Co. KG, Bad Schwartau, each exceed 10% and total 54.8%:

- Christiane Stratmann, Germany
- Michael C.-E. Büchting, Germany
- Annette Büchting, Germany
- Stephan O. Büchting, Germany
- Matthias Sohnemann, Germany
- Malte Sohnemann, Germany
- Arne Sohnemann, Germany

3. The voting shares of the shareholder named below, including allocations of the persons, companies and foundations named in 1. above, exceed 10% and total 69.3%:

- Hans-Joachim Tessner, Germany

4. The voting shares of the shareholder named below, including allocations of all the persons, companies and foundations named in 2. above, exceed 10% and total 56.2%:

- Dr. Arend Oetker, Germany

5. The voting shares of the shareholder named below, including allocations of all the persons, companies and foundations named in 2. above, exceed 10% and total 55.0%:

- Dr. Marie Th. Schnell, Germany
- Johanna Sophie Oetker, Germany
- Leopold Heinrich Oetker, Germany
- Clara Christina Oetker, Germany
- Ludwig August Oetker, Germany

Shares with special rights and voting control

Shares with special rights that grant powers of control have not been issued by the company. There is no special type of voting control for the participating interests of employees. Employees who have an interest in the company's capital exercise their control rights in the same way as other shareholders.

Appointment and removal of management

The personally liable partner, KWS SE, is responsible for managing the business of KWS SAAT SE & Co. KGaA under Section 7.2 of the Articles of Association of KWS SAAT SE & Co. KGaA.

In accordance with Section 6 (3) of the Articles of Association of KWS SAAT SE & Co. KGaA, the personally liable partner shall leave the company if the majority of shares in the personally liable partner can no longer be held directly and/or indirectly for a time longer than 30 calendar days by persons who hold a combined total of more than 15% of the company's capital stock directly and/or indirectly through a company that is dependent in accordance with Section 17 (1) of the German Stock Corporation Act (AktG) or is controlled in accordance with Section 290 (2) of the German Commercial Code (HGB). This shall not apply if all shares in the personally liable partner are held by the company.

Furthermore, Section 6 (4) of the Articles of Association of KWS SAAT SE & Co. KGaA stipulates that the personally liable partner shall leave the company if a person who is not a family shareholder (acquiring party) obtains control over the personally liable partner directly or indirectly (acquisition of control) and does not submit to the company's limited partners a takeover or mandatory offer in accordance with this provision and otherwise in accordance with the provisions in the German Securities Acquisition and Takeover Act (WpÜG) within three months of acquisition of control.

Under Section 6.5 of the Articles of Association of KWS SAAT SE & Co. KGaA, the personally liable partner shall also leave the company by means of termination. Notice of termination shall be given to all the limited partners at the Annual Shareholders' Meeting. Outside of the Annual Shareholders' Meeting, notice of termination shall be given to the chairperson of the Supervisory Board or his or her deputy. The notice of termination can be submitted with a period of at least six months effective the end of a fiscal year.

The other statutory grounds for the personally liable partner leaving the company shall remain unaffected.

The members of the Executive Board of the personally liable partner, which is responsible for managing the company's business, are appointed and removed by the Supervisory Board of the personally liable partner, KWS SE. Pursuant to Article 46 (1) of Council Regulation (EC) 2157/2001 in conjunction with Section 6 of the Articles of Association of KWS SE, members of the Executive Board are appointed for a maximum period of six years. Members may be reappointed.

Amendments to the Articles of Association

Amendments to the company's Articles of Association are made pursuant to a resolution adopted by the Annual Shareholders' Meeting in accordance with Section 278 (3) in conjunction with Section 179 of the German Stock Corporation Act (AktG). Section 285 (2) Sentence 1 of the German Stock Corporation Act (AktG) stipulates that amendments to the Articles of Association require the approval of the personally liable partner.

In accordance with Section 133, Section 179 (2) of the German Stock Corporation Act (AktG) and Section 18 (1) of the Articles of Association of KWS SAAT SE & Co. KGaA, a resolution by the Annual Shareholders' Meeting to amend the Articles of Association must be adopted by a simple majority of the votes cast and a simple majority of the capital stock represented in adoption of the resolution, unless obligatory statutory regulations or the Articles of Association otherwise compel.

The power to make amendments to the Articles of Association that only affect the wording (Section 179 (1) Sentence 2 AktG) has been conferred on the Supervisory Board in accordance with Section 22 of the Articles of Association of KWS SAAT SE & Co. KGaA.

Powers of the personally liable partner, in particular in relation to issuing or buying back shares

The personally liable partner is authorized, with the consent of the Supervisory Board, to increase the capital stock of the company in the period up to midnight on December 15, 2025, once or in installments by a total of up to €9,900,000.00 by issuing new shares in exchange for cash contributions and/or contributions in kind (Authorized Capital 2020). As a matter of principle, shareholders have a subscription right to the shares. The shares can also be assumed by one or more credit institutions or enterprises within the meaning of Section 186 (5) Sentence 1 of the German Stock Corporation Act (AktG) appointed by the personally liable partner, with the obligation to offer them for subscription solely to the shareholders (indirect subscription right). However, the shareholders' subscription right can be excluded with the consent of the Supervisory Board, subject to certain conditions defined in the authorization.

Significant agreements in the event of a change of control, compensation agreements

Significant agreements subject to the condition of a change in control pursuant to a takeover bid have not been concluded. The agreements with members of the Executive Board of the personally liable partner stipulate that any commitments in the case of a change in control are limited to the maximum amounts specified by the German Corporate Governance Code.

2.8 Report on KWS SAAT SE & Co. KGaA (Declaration based on the German Commercial Code (HGB))

References to KWS SAAT SE & Co. KGaA in the KWS Group's Annual Report

The Management Reports of KWS SAAT SE & Co. KGaA and the KWS Group are combined. The declaration on corporate governance in accordance with Section 289f of the German Commercial Code (HGB), which also contains the compliance declaration in accordance with Section 161 AktG (German Stock Corporation Act), has been published on the Internet at <https://www.kws.com/corp/en/investors/>. The following disclosures are identical to those of the KWS Group and are printed in this Annual Report:

References to KWS SAAT SE & Co. KGaA in the KWS Group's Annual Report

Disclosures	Page(s)
Report in accordance with Section 289 (4) of the German Commercial Code (HGB) And explanatory report of the Executive Board	92 to 95
On business activity, corporate strategy, corporate controlling and management, as well as explanations on business performance	16 to 43
On the dividend	158 (Notes)
On research and development	22 to 24
On the report on the events after the balance sheet date	159 (Notes)

KWS SAAT SE & Co. KGaA is the parent company of the KWS Group. It is responsible for strategic management and, among other things, propagates and distributes sugarbeet and corn seed. It finances basic research and breeding of the main range of varieties at the KWS Group and provides its subsidiaries with new varieties every year for the purpose of propagation and distribution.

Earnings

Net sales at KWS SAAT SE & Co. KGaA in the year under review fell slightly to €964.7 (970.6) million (guidance: sharp decline in net sales). That was due in particular to lower revenues from corn business and royalties. These developments were largely offset by higher net sales of sugarbeet and cereal seed. The gross profit grew slightly to €595.3 (592.4) million. Research and development expenditure, which is mostly pooled at KWS SAAT SE & Co. KGaA, was increased as planned to €294.3 (269.3) million.

Selling expenses rose slightly, mainly due to higher personnel costs, to €102.4 (101.0) million. Most of the administrative expenses at the KWS Group are incurred at KWS SAAT SE & Co. KGaA.

General and administrative expenses in the year under review totaled €156.2 (157.2) million. The balance of other operating income and other operating expenses was €-2.8 (26.9) million. The previous year included a positive special effect of €30.7 million from divestment of the Chinese corn business. Due to the above reasons, KWS SAAT SE & Co. KGaA's operating income fell significantly to €39.5 (91.8) million (guidance: well below the previous year). Net interest income result to €-9.2 (-11.6) million, mainly due to lower interest expenses. In addition, the investment and financial result includes income from profit transfer agreements of €41.0 (22.2) million. Net financial income/expenses increased overall to €22.3 (8.1) million.

Taking into account taxes totaling €38.5 (27.8) million, the net income for the year was €23.4 (72.1) million. The net retained profit at the end of the fiscal year was €284.3 (294.0) million.

Financial position and assets

KWS SAAT SE & Co. KGaA's total assets in fiscal 2024/2025 increased to €2,207.1 (1,982.5) million. Fixed assets at the balance sheet date were €1,012.8 (1,059.3) million. Property, plant and equipment rose, while intangible assets were below the level of the previous year. Financial assets fell sharply, mainly due to the merger of a company with KWS SAAT SE & Co. KGaA and the sale of the South American corn and sorghum business. Current assets rose significantly to €1,184.9 (915.0) million. Cash on hand increased to €271.1 (114.0) million, mainly due to the proceeds from the sale of the corn and sorghum business in South America. Inventories rose to €179.3 (135.6) million, mainly due to a strong harvest and the planned increase in seed stocks.

Receivables and other assets increased to €734.5 (665.4) million, in particular as a result of higher receivables from affiliated companies. Liabilities at the balance sheet date rose to €1,420.9 (1,239.4) million, mainly due to an increase in liabilities to affiliated companies. This was partially offset by a decrease in borrowings from banks and trade payables. KWS SAAT SE & Co. KGaA's equity fell to €494.2 (503.9) million, giving an equity ratio of 22.4% (25.4%). The change in equity is mainly attributable to the dividend payout of €33.0) million in the fiscal year and the net income for the year of €23.4 million.

Employees

An average of 1,987 (1,834) people were employed at KWS SAAT SE & Co. KGaA in the year under review.

Risks and opportunities

The opportunities and risks at KWS SAAT SE & Co. KGaA are essentially the same as at the KWS Group. It shares the risks of its subsidiaries and associated companies in accordance with its respective stake in them. You can find a detailed description of the opportunities and risks and an explanation of the internal control and risk management system (Section 289 (4) of the German Commercial Code (HGB)) on [pages 76 to 89](#).

Forecast Report

KWS SAAT SE & Co. KGaA generates the main part of its net sales from sugarbeet, cereal and corn seed business and royalties from basic seed. Its further development depends, among other things, on the performance of our varieties, area under cultivation in our key markets and developments in our growth markets. Based on our planning, we anticipate a slight decline in net sales. KWS SAAT SE & Co. KGaA's operating income is also mainly impacted by the costs of central functions of the KWS Group and cross-segment research and development activities. Given that the gross profit is expected to fall, KWS SAAT SE & Co. KGaA's operating income should decline sharply.

Einbeck, September 10, 2025

KWS SE

Dr. Felix Büchting | Dr. Jörn Andreas | Dr. Peter Hofmann | Sebastian Talg | Nicolás Wielandt