

CEO review

at FirstFarms' Annual General Meeting on 29 April 2025

Thank you and thank you for your great attendance.

I have been looking forward to this year's general meeting and to my review of 2024, where I will go a little deeper into our operations and projects.

But I would like to start somewhere else. I would like to take you to Slovakia to our cattle farm in Plavecký, where less than a month ago we had a herd of 3,487 animals – mainly cows and calves. Now the stables are empty as a result of the foot and mouth disease that we were affected by on 31st March.

Here is a brief status of the situation here and now.

In Plavecký, on the affected cattle farm, we are currently in the process of the initial cleaning of the empty stables and other areas of the property.

We have prepared an overall plan for the upcoming extensive cleaning and preparation work, which must be approved by the authorities, and we have now started working on a more detailed plan, where we divide the farm into zones to ensure that we carry out the task in the best possible way.

We expect to start reintroducing cows into the stables around November, as it is right now. However, a lot can still change.

Our young animals and dry cows on our three other properties in the area are doing well. There is milking and calves are born. We have a total of 2,500 animals on the three farms that have not been affected by infection.

60 km further south in Gabčíkovo, we have a pig herd in an area that has also been severely affected by foot and mouth disease. We are still on high alert, but we are free of infection. The restrictions in the area are expected to be lifted during May, but this depends on no new cases of infection occurring in the immediate area.

We receive great support from everyone around us. Many have approached us and offered help.

Our partners also place a lot of trust in us.

The status of the outbreak is as follows:

The most recent confirmed case of infection was on 17 April in Hungary.

Hungary has had five cases of infection, all on cattle farms.

In Slovakia, the number of affected farms is six – also cattle farms.

And now back to 2024, which gave us success in establishing significant projects that are part of our journey forward towards growth in both revenue and earnings. However, in terms of results, 2024 did not live up to our expectations.

When we failed to meet our expectations, it was primarily due to two extreme weather types that replaced each other. A large part of Central Europe received very limited precipitation for a long period during the spring and summer.

During that period, we hoped every day that rain would come soon. And so, it came! In September, the floodgates opened violently and suddenly and for more than a week it rained heavily, flooding large areas – in Slovakia, where we have the largest crop production.

This resulted in difficult growing conditions as well as large and varied harvest yields and quality. The total crop production ended up significantly below normal yield. This had a significant negative impact on our revenue.

But crop production also offered really positive elements. We inaugurated our new irrigation system in Romania in June 2024. 1,300 hectares were irrigated, and it was an immediate success.

In the autumn, we harvested 14 tonnes of maize per hectare on the areas that were under irrigation. While the yield on the same soils the year before, where there was no irrigation, was limited to 5 tons per hectare.

Crop prices are acceptable right now and we believe in a satisfactory 2025 in field operations.

The business model of risk diversification across different branches of operation is working, and the difficult conditions in crop production in 2024 were partly offset by a positive development in the other lines of operation.

Let me start with the milk. For the third year in a row, milk prices were good and stable, with a major impact on earnings.

We delivered 33.6 million kg of milk in 2024, which was on a par with the previous year. We had expected an increase, but we had a few months with a decrease in production when our animals were affected by heat stress. We managed to reduce feed costs while improving feed quality.

2024 was also the year when we partnered up with Interfood, who will sell our milk from the dairy, which we started construction of. We had high expectations for the venture. We still have.

We believe that our own dairy and the delivery of concentrated milk and cream directly to leading food producers will be positively defining for FirstFarms in the future. But as Henrik said, it has now been put on hold and the start-up will be delayed for good reasons.

From 1 January until we were diagnosed with foot and mouth disease on 31 March, we managed to produce 7,736,000 kg of milk at an average price of DKK 3.73 per kg of milk. The average kg price in 2024 was DKK 3.34.

In pig production, we achieved a high level of efficiency in 2024. Our 6,500 sows produced 225,000 piglets, which is 36 % more than in 2023. The large increase is primarily due to the fact that all production units in Hungary are fully up and running and that production was extremely efficient.

Pig prices were also reasonable but falling in 2024. Turnover for piglets and slaughter pigs amounted to 248 mDKK, which is 34 mDKK more than in 2023.

We are currently experiencing high pig prices and there is good reason to believe in a really good year in pig production this year.

The last branch of operation that I come across is our land business.

In 2024, we increased land ownership by 245 hectares in Romania and Slovakia respectively to a total of 8,700 hectares.

The value of our land is more than 800 mDKK, including an unrecognised added value of more than 380 mDKK. The added value after tax is 300 mDKK.

Ownership, operation and trading of land is one of the foundations of FirstFarms, and land accounts for 26 % of the Group's assets of 1.7 billion DKK.

All initiatives in and around our operations are built around Strategy 2028 and the goal of having grown FirstFarms significantly by the time we exit 2028.

The strategy is based on four focus areas

- 1 - continuous growth organically and through acquisitions
- 2 - lift our operations to a new level
- 3 - the journey towards more sustainability
- and 4 – our People and Culture

I would like to say a few words about the work with sustainability in 2024 and our work with the employees and the culture we have. Because they are connected.

FirstFarms is on a journey towards an increasingly sustainable production. In recent years, the journey has intensified, and from being about rules and reporting that must be complied with, it is now very much something that involves all corners of the company and all employees.

In 2024, we held workshops for managers and employees on all our farms with the aim of identifying areas locally where we can become more sustainable. The input that has been received must be translated into a Farm sustainability plan for all units. The content of the plan aims to reduce our negative environmental impacts.

The workshops were a great success, and that is because the work of identifying initiatives was combined with giving participants important insight into and understanding of the sustainability agenda that agriculture is part of – and for which we must take responsibility.

Insight and understanding motivate. We feel this, and our work with sustainability, not least the farm sustainability plan, helps to strengthen the culture we have in FirstFarms.

I am proud to say that the word responsibility sticks to every single manager and employee in FirstFarms.

Whether it is in the daily work in the operation or the office.

Whether it is about FirstFarms' contribution to a better environment.

Whether it's about protecting our properties, animals and the local community when there are major floods.

Or like now, when we deal with the worst incident in the company's history. Employees of FirstFarms behave responsibly.

My review is coming to an end. It will be my last in FirstFarms, because as Henrik said, it's my last day at work today. I've had a great time in the company.

Therefore, I would like to thank all shareholders in FirstFarms, for your support, for your commitment, but also your patience throughout my 13 years as CEO.

I would also like to thank the Board and the chairmanship for the good cooperation.

Thank you to all my colleagues at FirstFarms – managers and employees. It is a fantastic journey we have been on together. Your dedication and efforts have always been something very special.

FirstFarms is something special.

Dear Board of Directors, dear shareholders - take good care of the company.

Thank you for your attention.