

A warm welcome

Nordzucker.Together.Sustainable.

Agenda

- › Who we are: Facts and figures
- › Nordzucker.Together.Sustainable.
- › Excellence: Continuously improving
- › Our growth strategy

Nordzucker at a glance



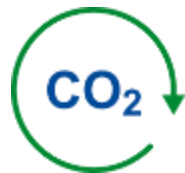
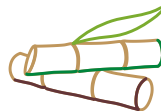
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Locations in Europe
and Australia

2.6 million t
Sugar



0.7 million t
Raw cane sugar



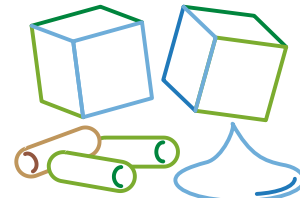
50 %

less CO₂
until 2030

> 250

Products

- Sugar from beet and cane
- Feed
- Fertiliser
- Molasses
- Bio-fuel
- Electricity

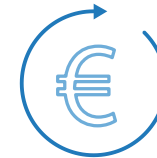


> 3.900

Employees

2.9 billion Euro

Annual turnover

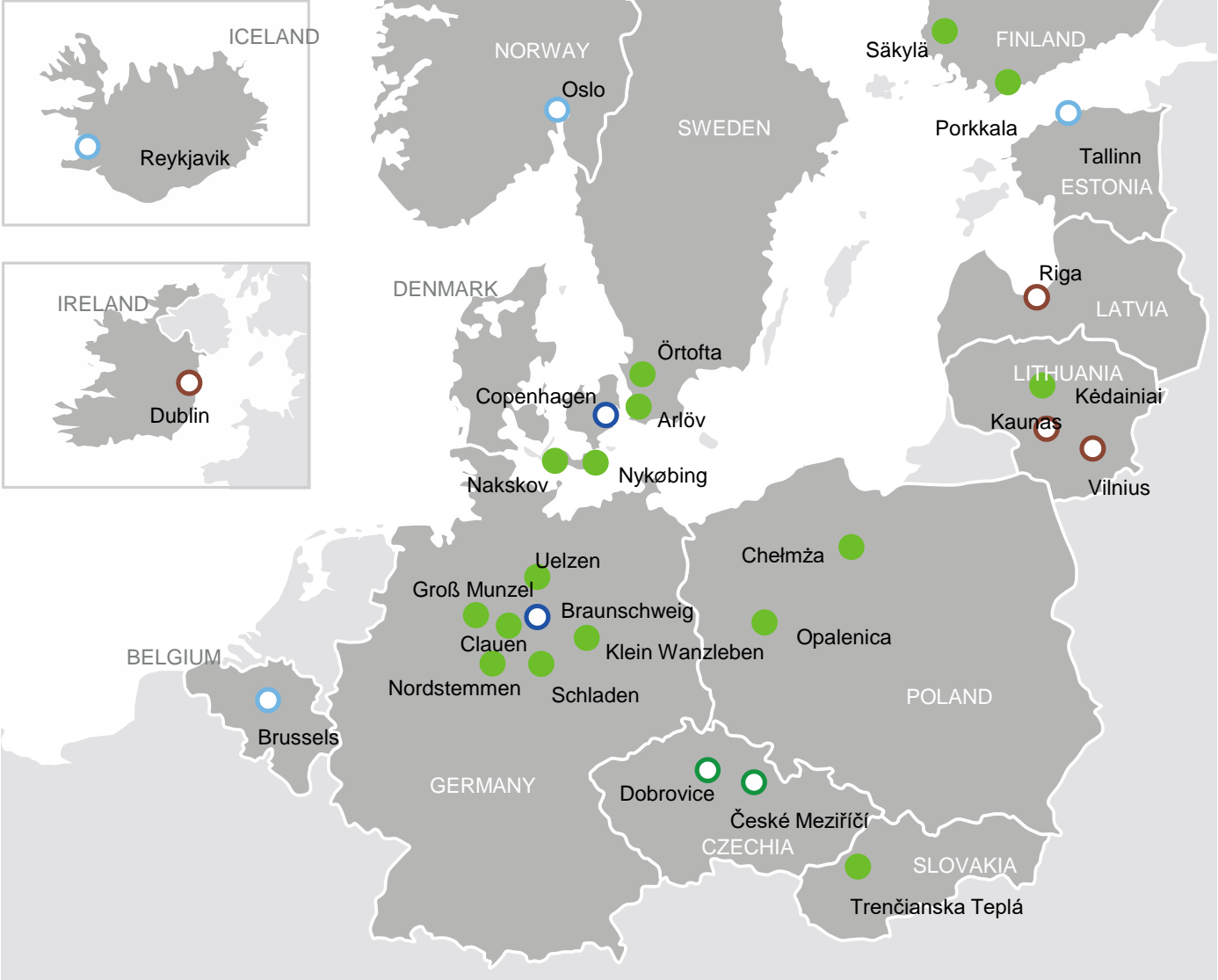


421 million Euro

EBIT



Nordzucker: in Europe and Australia



- Administration
- Plants
- Non-consolidated Minority interests
- Other locations
- Representative offices



The Nordzucker Executive Board



from left: Alexander Godow, Alexander Bott and Lars Gorissen

Lars Gorissen (CEO):

- › Agri Analysis
- › Agri Consulting & Shared Agri Services
- › Business Development
- › Business Unit Cane Sugar
- › Communications
- › Human Resources
- › Legal & Governance
- › Public Affairs
- › Sustainability

Alexander Godow (COO):

- › GoGreen
- › Product & Quality Management
- › Operations
- › Digitalisation & Technology Service
- › Sales & Marketing
- › Supply Chain Management
- › Business Unit Plant Based Ingredients

Alexander Bott (CFO):

- › Accounting & Financial Controlling
- › Corporate Finance
- › IT
- › Procurement
- › Sales & Operations Controlling
- › Tax

More than 185 years of Nordzucker

1838



Start of sugar production at the Klein Wanzleben plant

1865

1865-1900

Sugar boom: establishment of new companies and factories in Germany and Europe

- 1865: Nordstemmen
- 1869: Clauen
- 1869: Arlöv
- 1870: Schladen
- 1881: Chelmża
- 1882: Nakskov
- 1883: Uelzen
- 1883: Opalenica
- 1884: Nykøbing
- 1890: Örtofta
- 1900: Trenčianska Teplá

1900

1900-1950

Sugar crises, destruction and new beginnings

1950

From 1950

Densification to a few sugar companies

1985

Founding of Zucker-AG Uelzen-Braunschweig

1990

Foundation of Zuckerverbund Nord AG

1997

Nordzucker AG founded through the merger of North German sugar companies

1998-2000

Entry into the Polish and Slovakian sugar market

2000

2003

Merger of Union-Zucker into Nordzucker AG

2009

Acquisition of Nordic Sugar, market leader in Northern Europe



2019

Entry into cane sugar production: acquisition of a majority stake in Mackay Sugar Ltd, Australia's second-largest sugar producer

2023

Foundation of Plant Based Ingredients GmbH

Deeply rooted - Nordzucker AG's shareholding structure

83.8 %

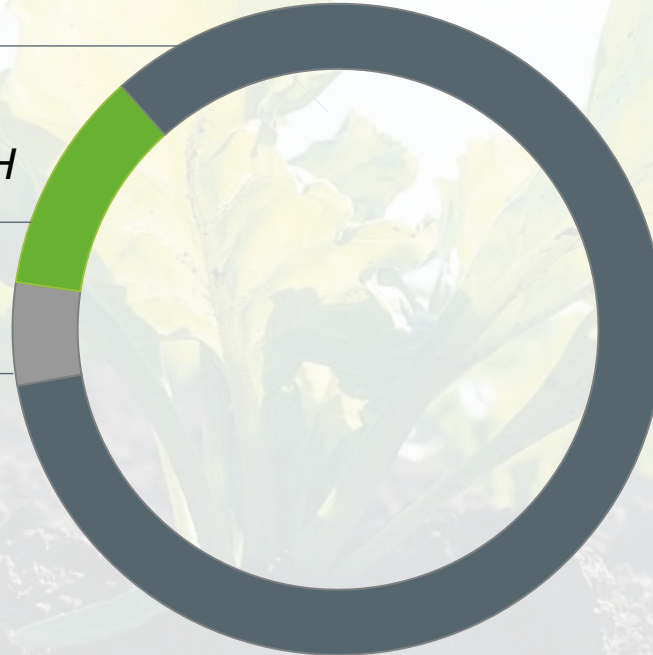
Nordzucker Holding AG

11.1 %

Union-Zucker Südhannover GmbH

5.1 %

Direct shareholders



- › Nordzucker is not listed on the stock exchange
- › A significant proportion of the shareholders are beet growers

Committed to our values

Responsibility

We take responsibility for people, the environment and future generations

Dedication

High commitment to sugar, our work and always the best solution for the customer

Courage

Breaking new ground, being open to ideas and listening: That is courage for us

Appreciation

We always treat each other with appreciation



Strategy



THE Sugar Company

We are sustainable.

We are excellent.

We are growing.



Sustainability

Focus on people
Sustainable sourcing
Sustainable production
Sustainable products



Excellence

Customer relations
Beet and cane cultivation
Digitisation
Cost efficiency



Growth

Cane
Plant-based proteins
Alternative products



Responsibility - Dedication - Courage - Appreciation

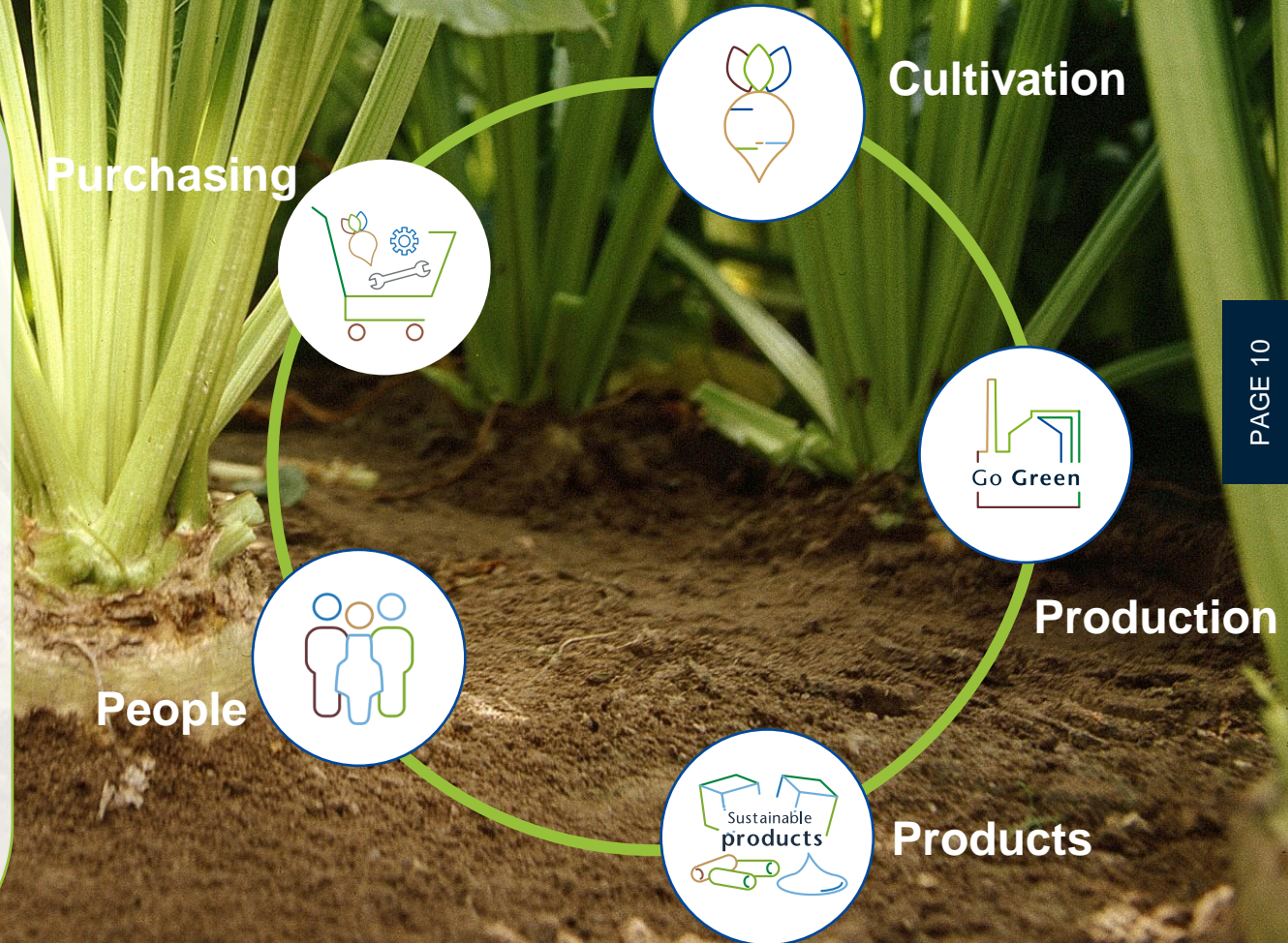
Nordzucker. Together. Sustainable.

At Nordzucker, we are committed to **sustainability**, from the **farmer to the consumer**.

We are **closely linked to regional agriculture**: This is where the roots of our **sustainable growth** lie.

We are improving our **ecological footprint step by step**. With our **social responsibility** along the entire value chain, we are helping to preserve **natural resources** for our lives **today and in the future**.

We work **hand in hand with our partners** - employees, growers and customers - and make **sustainability a key component of our company**.



Focus on people

Leadership, sustainability culture and diversity, Fairness and integration (DE&I)

- Sustainable promotion
- Sustainable leadership
- DE&I timetable

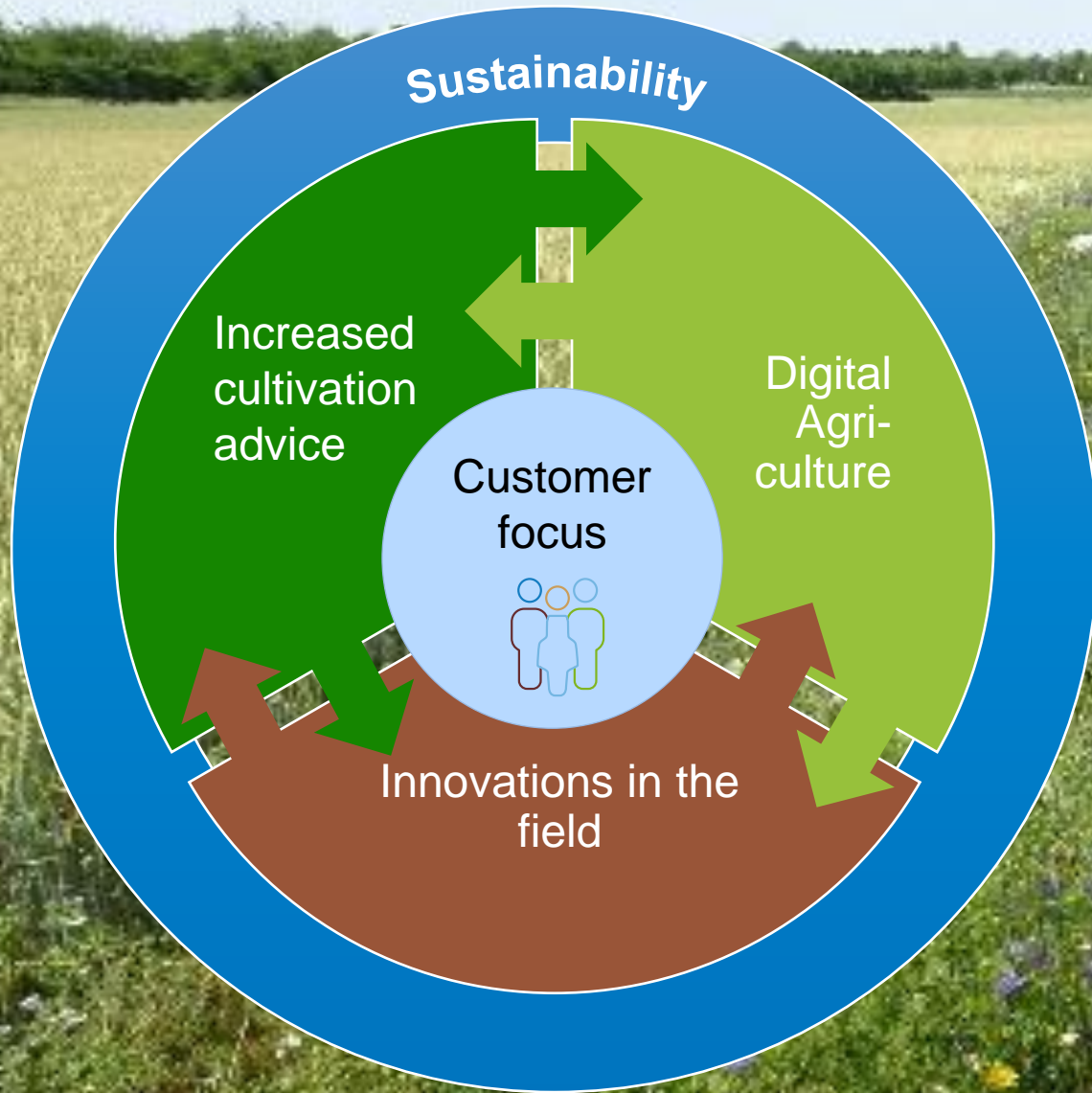
Communication and Employer Branding

- Communication around sustainability
- Roadmap for employer branding

Health and Safety

- Proactive and preventive safety culture
- Well-being and psychological safety

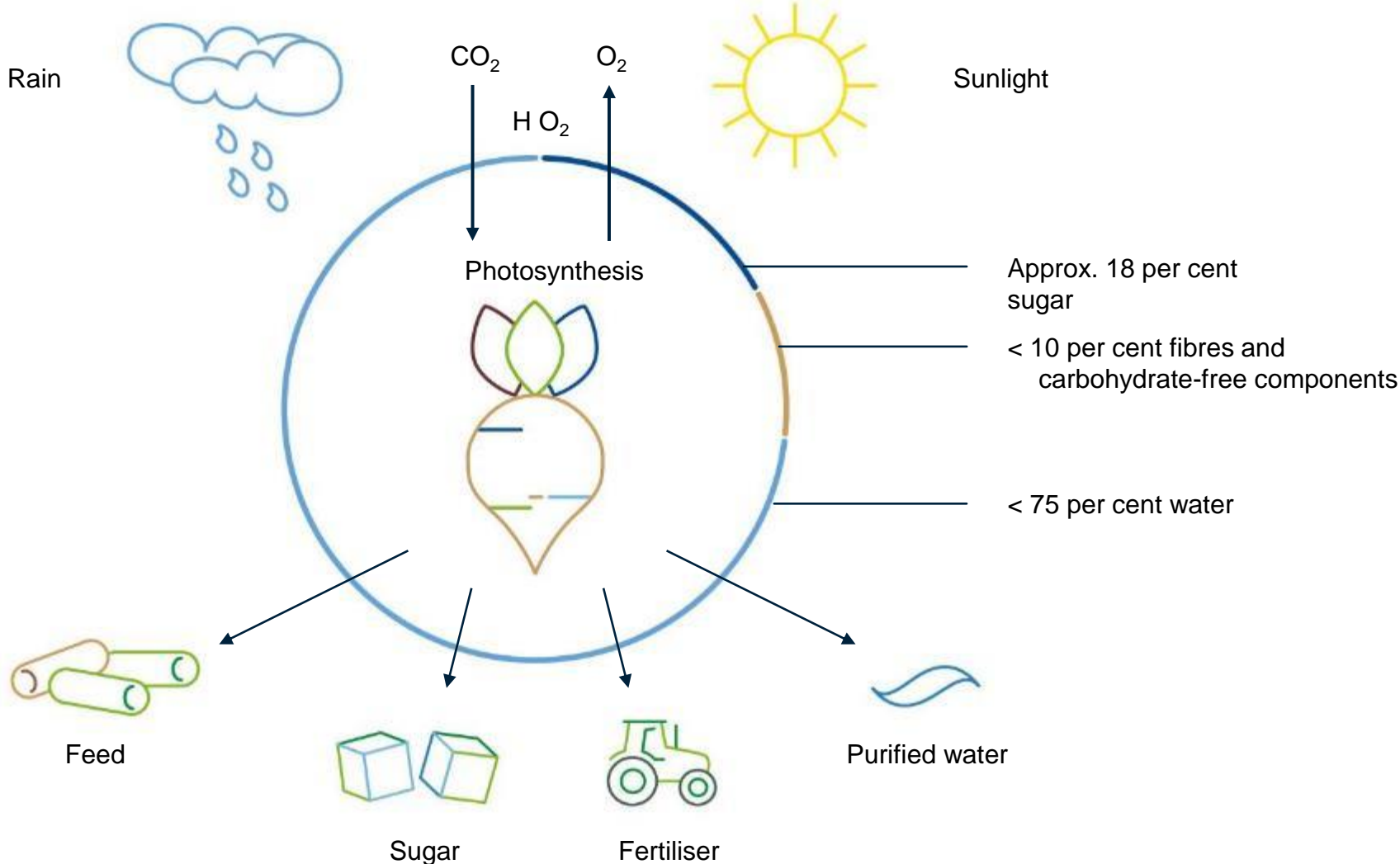
Sustainable beet cultivation - solutions for our growers



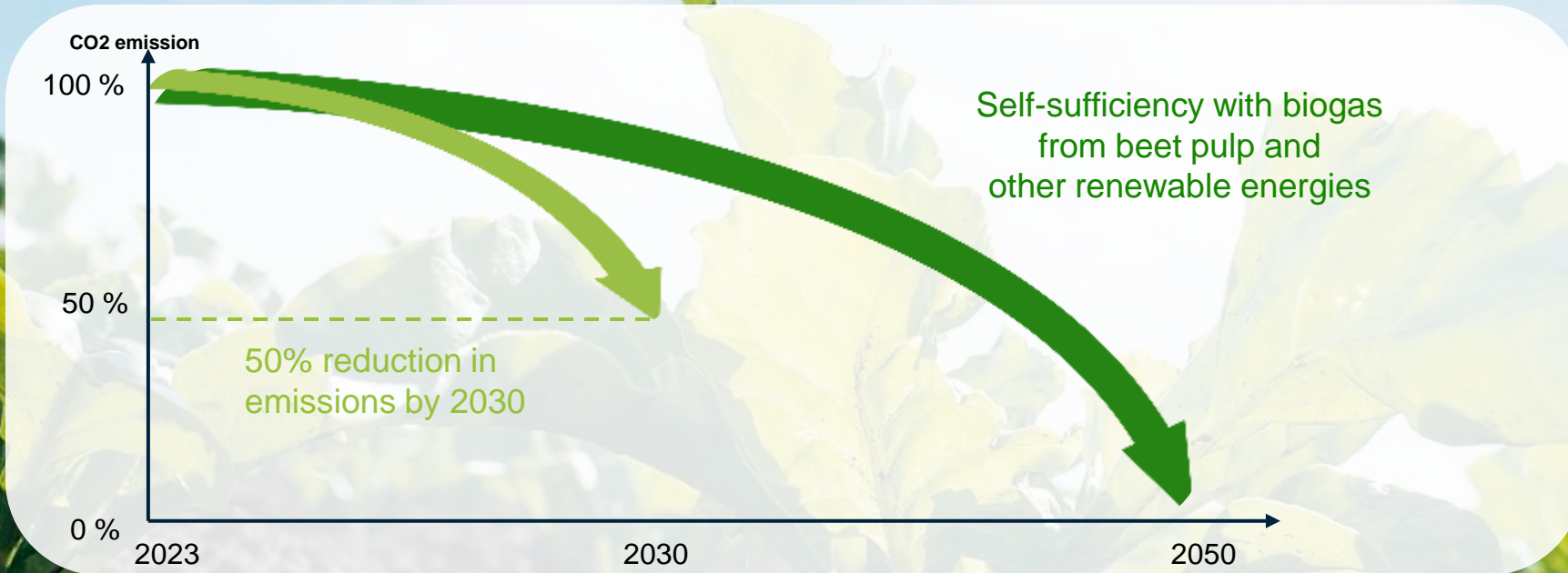
- Autonomous weed control
- Use of chopping technology
- Insecticide reduction through flowering strips



The sugar beet is 100 per cent utilised



GoGreen: Visible progress on the road to CO₂ neutrality



› Phasing out coal and oil by 2030 at the latest

› Substantial energy savings

› Energy from renewable sources (electricity/gas)

Projects being implemented at all plants

Roadmaps created for all plants and being implemented

Concrete project development started

Over 300 million euros in investments over the next five years

Sustainable packaging: avoid, reduce, reuse and recycle

Is packaging necessary?

- › 80 per cent unpackaged (sugar, feed and molasses)

A small footprint

- › If packaging is required, minimise the ecological footprint



Fully recyclable by 2030

- › Target: Plastic packaging to be fully recyclable by 2030 at the latest

Sustainable paper packaging

- › Sustainable procurement of all primary and secondary paper packaging since the end of 2023
z. e.g. FSC certification, two years earlier than expected.

Excellence programmes to increase profitability



Achieving Operational Excellence (AOE)

- › Optimisation of the plant structure
- › Harmonisation and standardisation of processes and organisations
- › Automate/digitise production

Profitability Improvement Programme (PIP)

- › Around 400 measures defined

Integrated Business Planning (IBP) & Digital Roadmap 2027

- › Implementing the digitalisation roadmap
- › Artificial intelligence

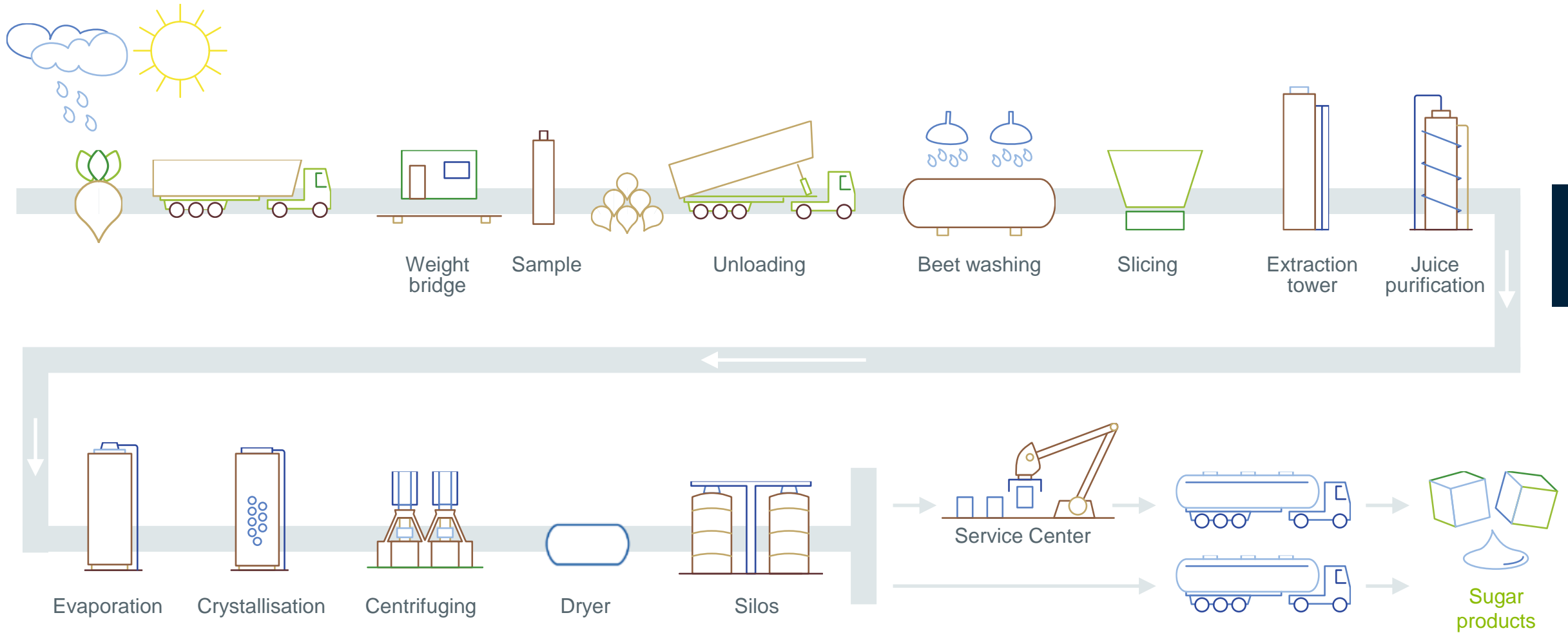
Achieving Sourcing Excellence (ASE)

- › Streamlining purchasing processes
- › Optimisation of interfaces
- › Reducing complexity

Achieving Commercial Excellence (ACE 2.0)

- › Updating the sales strategy from a sustainability perspective

Sugar from the beet - step by step



Our customers in the European business

> 80 %

Sugar for the
Food industry

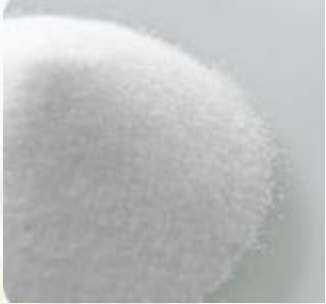
Including manufacturers of dairy products, jams, baked goods, ice cream and beverages

< 20 %

Sugar for end
consumers

About the food retail trade

Over 250 products



Classic

- Raffinade
- White sugar
- Lump sugar
- Icing sugar
- Hail sugar
- Fructose
- Raw sugar



Specialities

- Fondant
- Glaze
- Brown sugar
- Brown cane sugar
- White tea sugar
- Brown tea sugar
- Gelling sugar
- Organic sugar



Liquid sugar

- Liquid sugar
- Invert sugar syrups
- Fructose syrup
- Mixed syrups



Feed and molasses

- Bee feed
- Cossettes (pellets)
- Molasses, vinasse



Fertilisers, fuel, electricity

- Carbolime
- Bioethanol
- Use of bagasse as a basis for power generation

Our retail brands



Strong brand in central and Eastern Europe

More information:

www.sweet-family.de



Market leader in Northern Europe

More information:

www.dansukker.com



Our products



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Our products



An indispensable ingredient in many foods

Sugar ...

... is a pure and high quality product from nature and free of by- or aftertaste

... is a carbohydrate

... is an integral part of a balanced diet and part of our everyday culture

... gives food volume and structure

... is a natural preservative

... intensifies and preserves colours

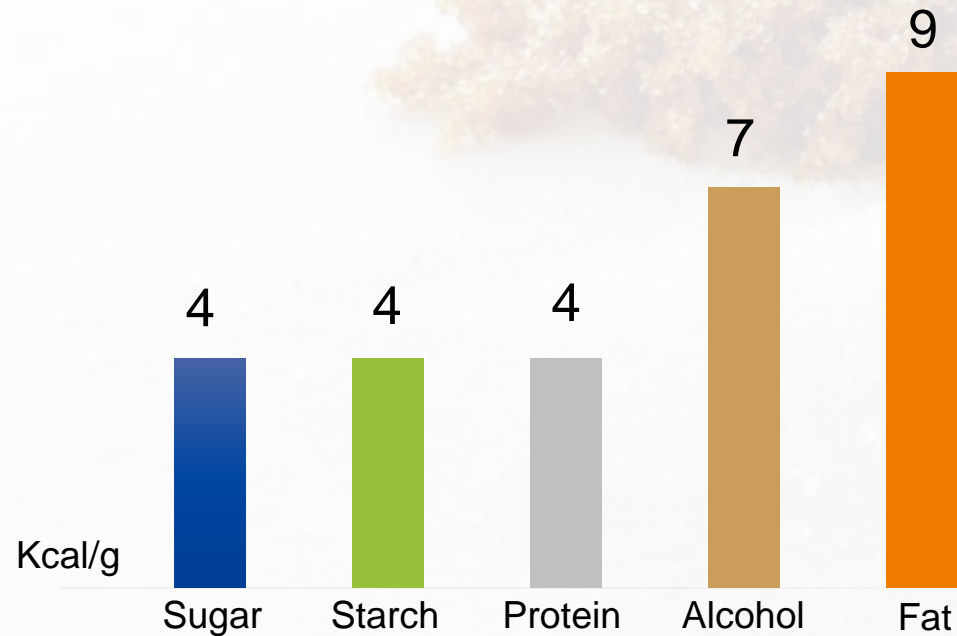
... lowers the freezing point

... is a leavening agent and liquid reservoir

... intensifies the flavour even without sweetening

Calories are crucial

Energy content of food

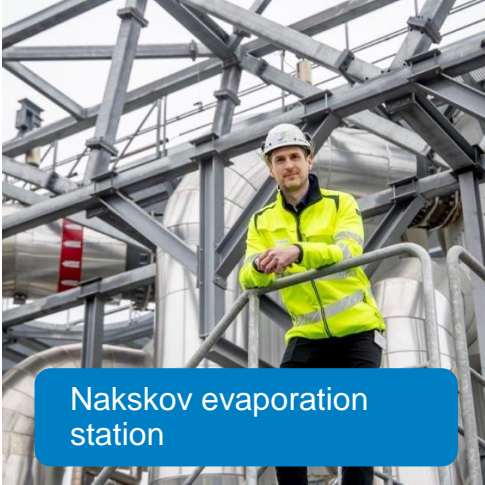
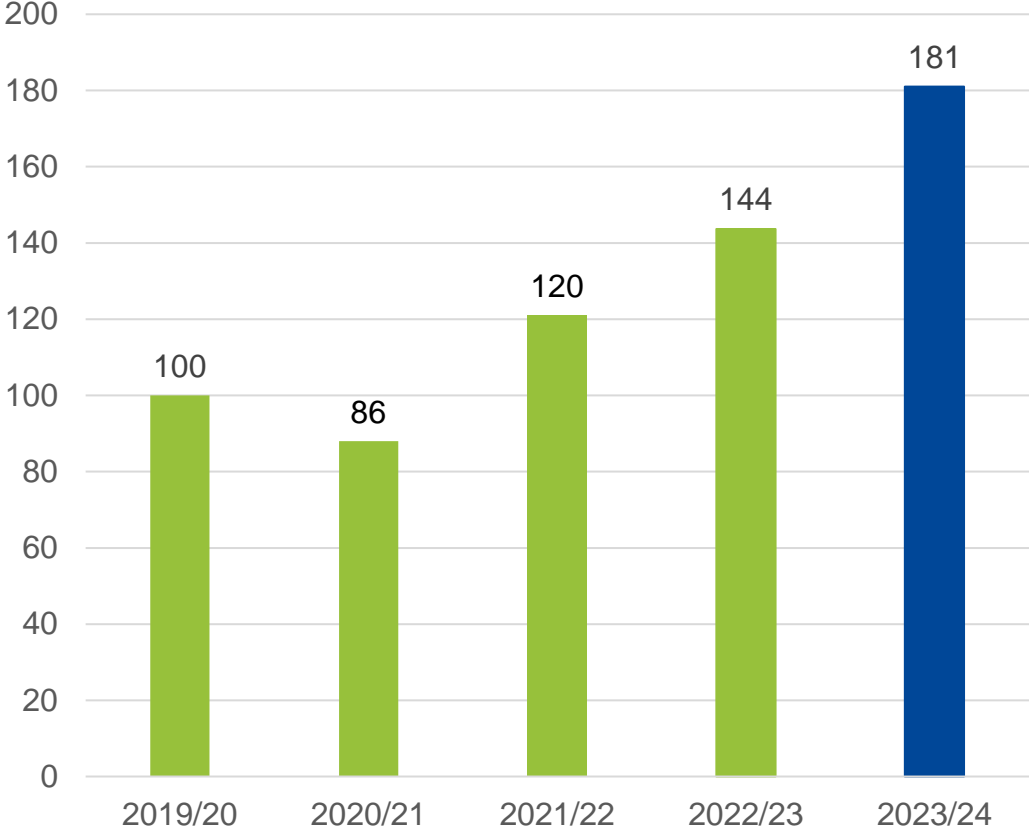


- › Those who take in more calories than they consume gain weight
- › One nutrient alone is not responsible for obesity and disease
- › Sugar comes from nature and is more than just sweet
- › Consumer deception: Less sugar in food does not automatically mean fewer calories
- › Nutrition education - from elementary school on
- › We are dedicated

More information: www.schmecktrichtig.de

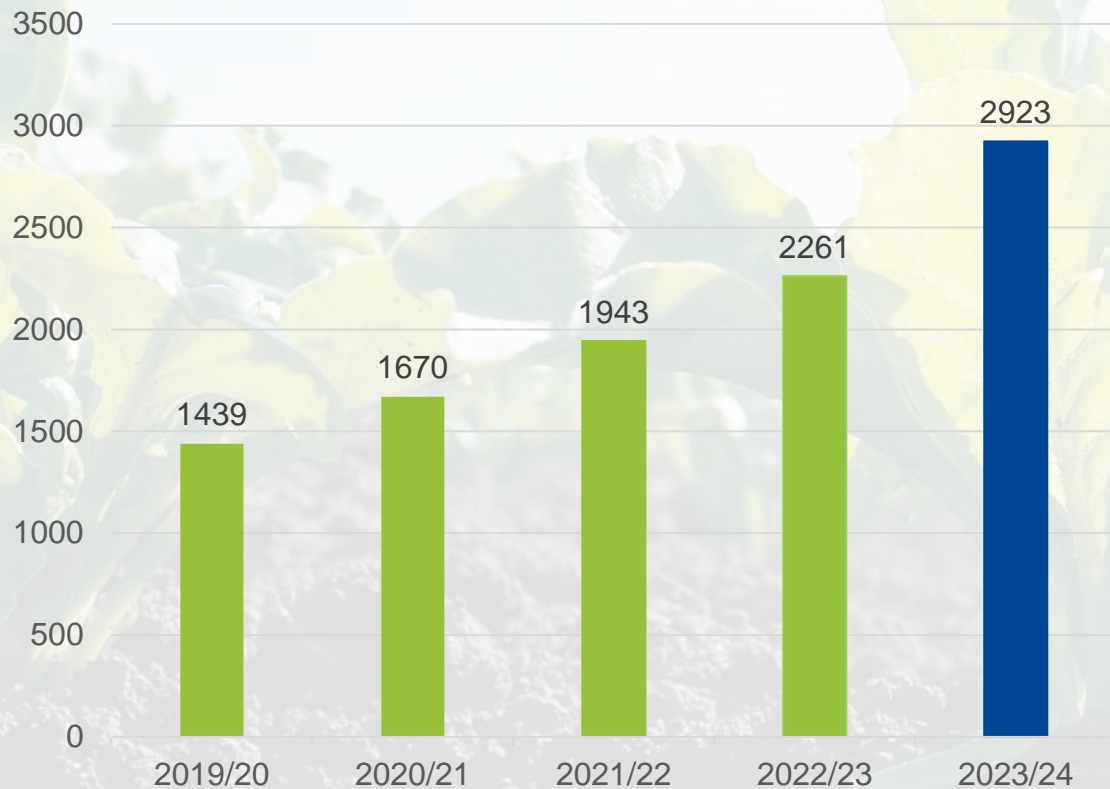
Investments Group

Investments (in EUR million)

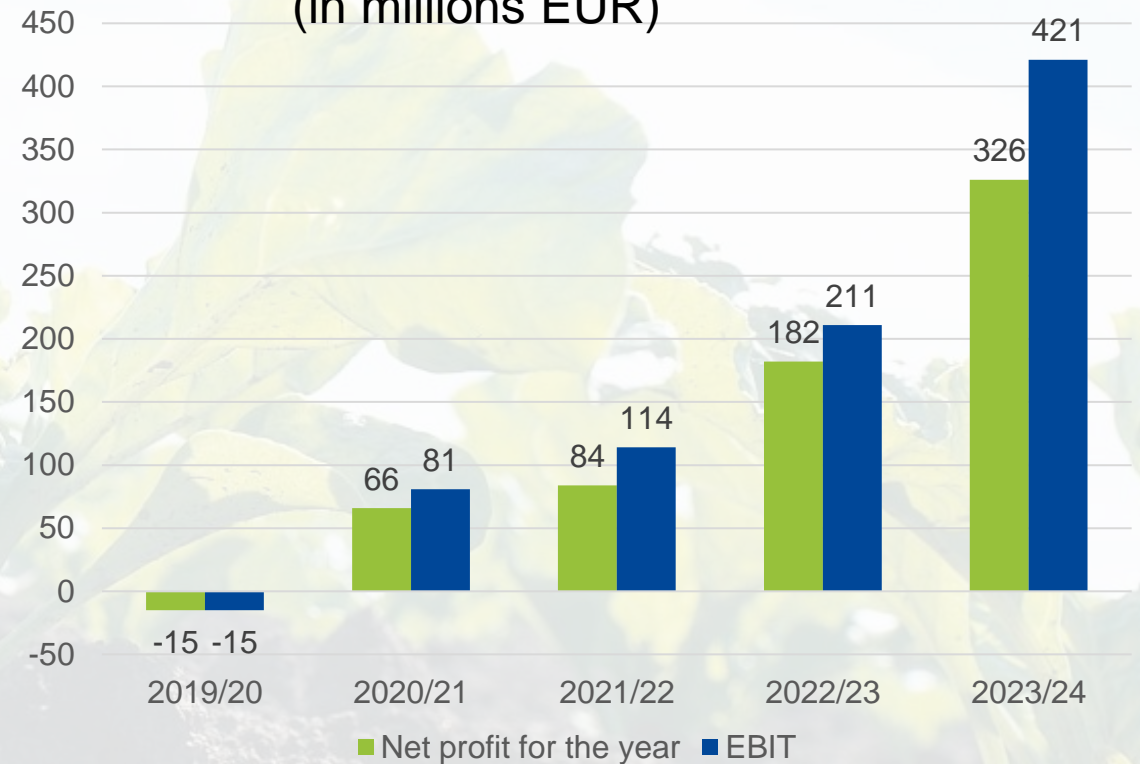


Financial key figures Group

Turnover (in million EUR)

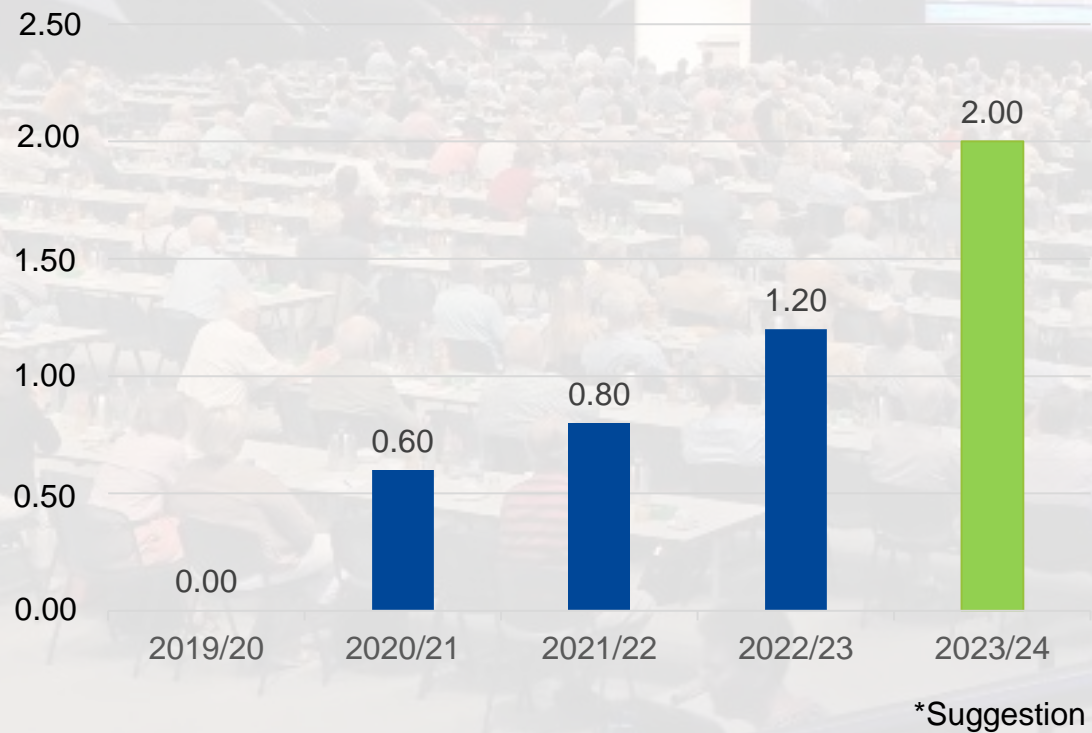


Net profit and EBIT (in millions EUR)



Dividend per share

Dividend (in EUR per share)



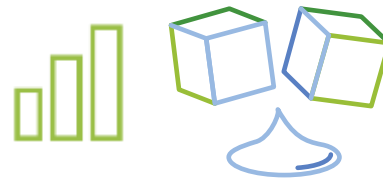
Growing - with products from nature



Sugar cane



Alternative products



Plant-based proteins



Mackay Sugar Limited (Queensland, Australia)

- › Nordzucker holds a 70.94 per cent stake
- › Products made from sugar cane: raw sugar, molasses, bagasse and electricity
- › Sales markets: Australia (via Sugar Australia), New Zealand (via New Zealand Sugar), South East Asia
- › Processed cane (2023): approx. 5.2 million tonnes
- › Raw sugar production (2023): approx. 0.7 million tonnes
- › Processing period (2023): Mid-June to end of December



Marian

- Production capacity: 16,000 tonnes of cane/day



Farleigh

- Production capacity: 12,000 tonnes of cane/day



Racecourse

- Production capacity: 12,000 tonnes of cane/day
- Affiliated refinery
- Co-generation plant (combined heat and power)



Valuable food

Regional cultivation

Attractive workplaces

Sustainability

Excellence

Growth

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