

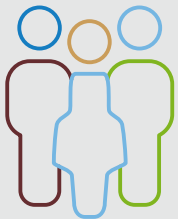
A warm welcome

Shaping the Future as a Team



Nordzucker at a glance

Nordzucker 2025/26 at a glance



Employees

4,040

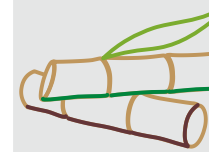
(previous year: 4,076)



EBIT Beet

-226.3 million Euro

(previous year: 85.8
million Euro)



EBIT Cane

0.3 million Euro

(previous year: 14.7
million Euro)



Revenues

2.3 billion Euro

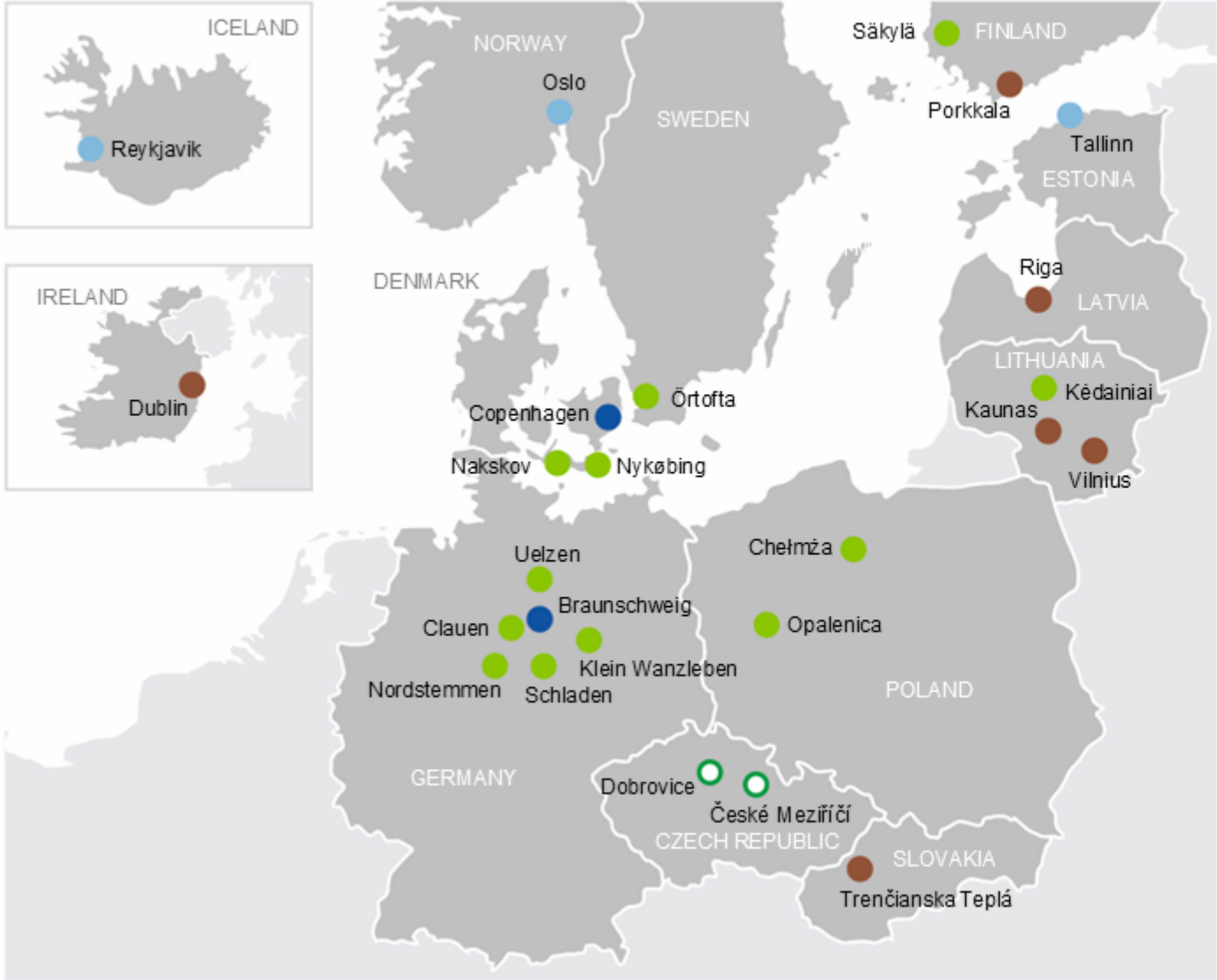
(previous year: 2.8
billion Euro)

EBIT Group

-226.0 million Euro

(previous year: 100.5 million
Euro)

Nordzucker: in Europe and Australia



- Administration
- Production sites
- Non-consolidated minority stakes
- Other locations
- Representation



The Nordzucker Executive Board

Alexander Bott (CFO):

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

Alexander Godow (COO):

- › GoGreen
- › Operations
- › Sales & Marketing
- › Supply Chain Management
- › Project Management Office

Lars Gorissen (CEO):

- › Agriculture
- › Business Unit Cane Sugar
- › Business Development
- › Communications & Public Affairs
- › Human Resources
- › Legal & Governance
- › Sustainability



From left to right: Alexander Godow, Lars Gorissen and Alexander Bott

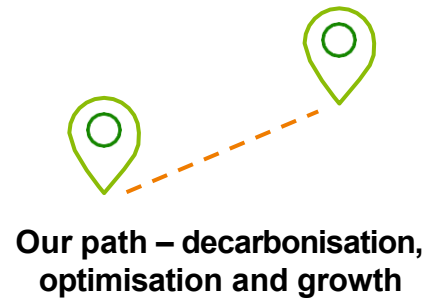
Fields for Growth

Nordzucker 2033

Our strategy is clear: in the coming years, we will bring our company forward consistently and with clear targets in mind



Our foundation – sustainability and excellence
We are building on the cost-effectiveness of our existing business while strengthen sustainability and excellence.



Our path – decarbonisation, optimisation and growth



Our target – the future

We are becoming less dependent on price fluctuations in the EU sugar market. We are increasing und stabilising earnings and dividends.



We are driving our decarbonisation in production and beet cultivation forward with great ambition.

We have set ourselves a target of 100 million Euro in optimisation of costs as a benchmark for our success.

We are expanding and diversifying our company through growth outside of the EU sugar market.



We have added Fit for Growth as an immediate contingency programme with the goal of reducing costs by additional 50 million Euro.

Excellence and comprehensive measures ensure profitability

The market situation calls for action

- › **Goal for 2027/28:** Return to positive EBIT – primarily driven by our own initiatives

Improving profitability

Ongoing measures

- › Excellence Programme: Measures Intensified
- › Investment Budget Adjusted
- › Administrative Costs Reduced

Immediate contingency

- › Further reduction of administrative costs
- › Optimise plant structure and network
- › Improve profitability in Germany

Making sugar beet pricing models more flexible



Sustainability at Nordzucker

Our sustainability vision: Nordzucker.Together.Sustainable.

› Responsibility from field to Consumer

We are committed to sustainability along the entire value chain from agriculture to the end consumer.

› Strong roots in the Region

Our close connection to regional farming is the foundation of our sustainable growth.

› Step-by-Step Improvement of our ecological Footprint

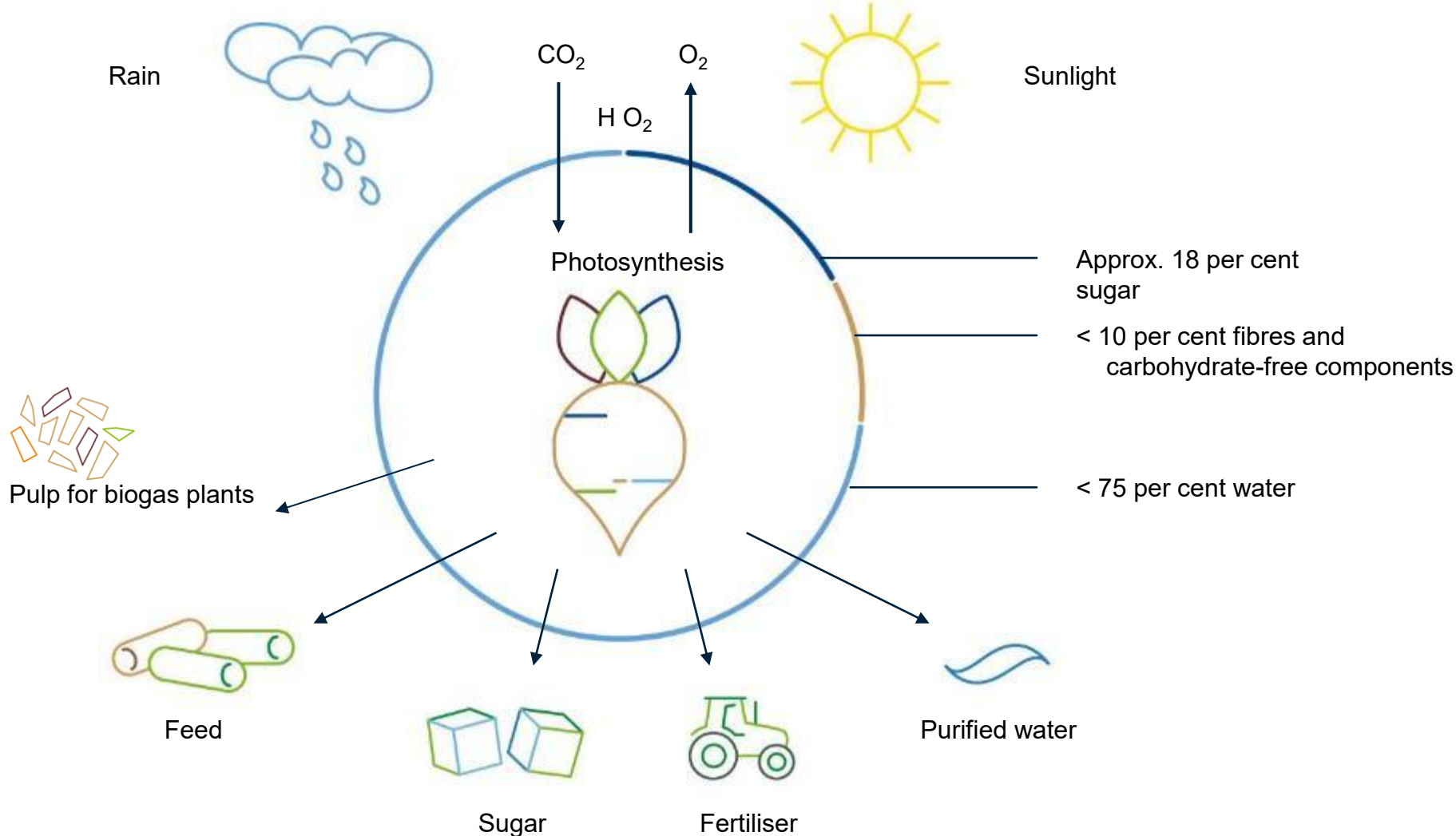
We continuously work to preserve natural resources – for today and for future generations.

› Collaborative and Holistic Approach

Together with employees, growers, and customers, we make sustainability a core element of our business.



The sugar beet is 100 per cent utilised





**Decarbonisation in
Agriculture**



**Decarbonisation in
Production**



**Products with a reduced
CO₂e footprint**

Decarbonisation targets by 2030



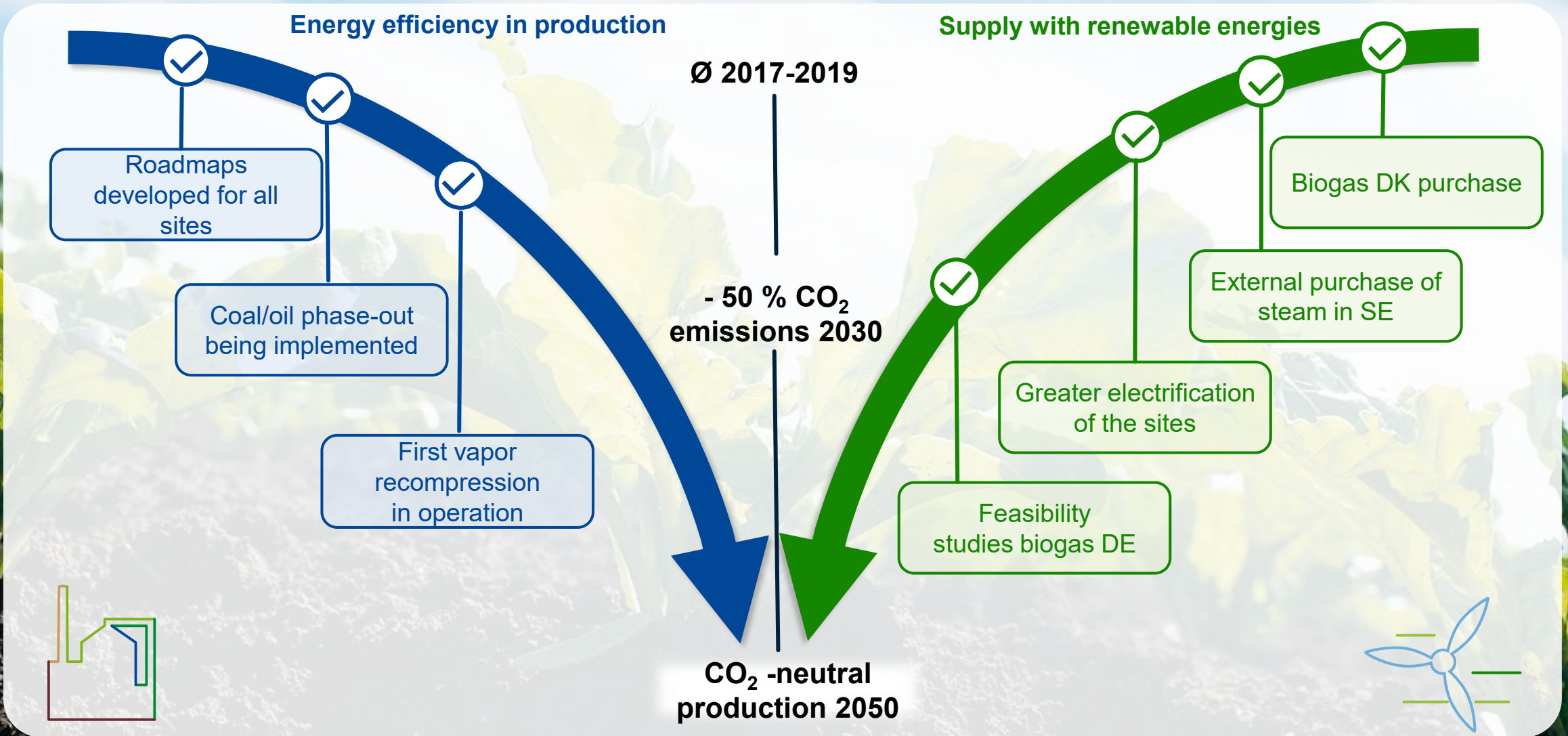
- Reduction of CO₂ emissions in production by 50% until 2030
 - Coal & oil phase-out in the boiler house completed in the 2025 campaign
 - Substantial energy savings through large-scale projects being implemented
 - Use of renewable energies:
 - Electricity already implemented throughout the Group
 - Local use of biomethane from the 2025 campaign
 - Continuation of the high level of investment to achieve the SBTi targets



- Reduction of CO₂ emissions in the forest, land and agriculture sector by 36 % until 2030
- Measures together with our partners
 - CO₂-reduced mineral fertiliser
 - CO₂-reduced potash fertiliser
 - Use of HVO*-powered harvesting vehicles

*HVO = hydrogenated vegetable oil as a climate-friendly diesel alternative

GoGreen: Visible progress on the road to CO₂ neutrality



Biogas from Pressed Beet Pulp – Closing the Energy Circle

› Objective:

Use pressed beet pulp to produce biogas/biomethane → supply our factories with renewable energy

› Benefits:

- Replace fossil natural gas with biogas
- Eliminate energy-intensive high-temperature drying (HTT)
- Save up to **30,000 tonnes of CO₂** in Denmark

› Project 2025 – Denmark:

- Cooperation with Shell Low Carbon Solutions Biogas*
- Nakskov & Nykøbing factories deliver beet pulp
- Receive biomethane in return

› Outlook:

- Potential rollout to other Nordzucker sites under evaluation

*Before: Nature Energy



Pilot projects for CO₂ reduction



YARA Climate Choice

CO₂-reduced nitrogen fertiliser

CO₂ reduced fertilisers are manufactured utilizing renewable energies, e.g. from biogas, wind or solar. This reduces CO₂-emissions during production.

- › Pilot project launched in Germany
- › Since 2025: Extension to Poland and Denmark



C:LIGHT

CO₂-reduced potash



C:LIGHT / Potash is a CO₂-reduced fertiliser made with power-to-heat technology, to reduce CO₂-emissions during production.

- › Pilot project launched in Germany
- › 2026: Extension to most Nordzucker's German growing regions

HVO100*

CO₂-reduced diesel substitute

HVO100 is a renewable diesel made from 100% waste-based raw materials, which is usable in most diesel engines.

- › First pilot test in fall 2025 for beet harvesters
- › Extension planned for 2026

*) HVO = hydrotreated vegetable oil

Packaging strategy

avoid, reduce, reuse and recycle

Is packaging necessary?

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

Reducing packaging material

- › If packaging is required, minimise the ecological footprint



Sustainable paper packaging

- › Since the end of 2023, complete sourcing of our consumer packaging from sustainably managed forests, e.g. with FSC certification

Fully recyclable by 2030

- › Target: full recyclability or reusability of our packaging by 2030 at the latest



Together we grow – our company culture

- › Guided by our four corporate values – responsibility, dedication, courage and appreciation – we foster a culture in which people can contribute and grow together.
- › We believe in teamwork and mutual support, which create a positive working atmosphere
- › Through open communication and respect, we enable the exchange of ideas and create a trusting working environment
- › With strong regional roots and an international outlook, we grow together by learning, developing and contributing to Nordzucker's future.

together
we
grow

 Nordzucker

Committed to our values



We take responsibility for people, the environment and future generations.



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

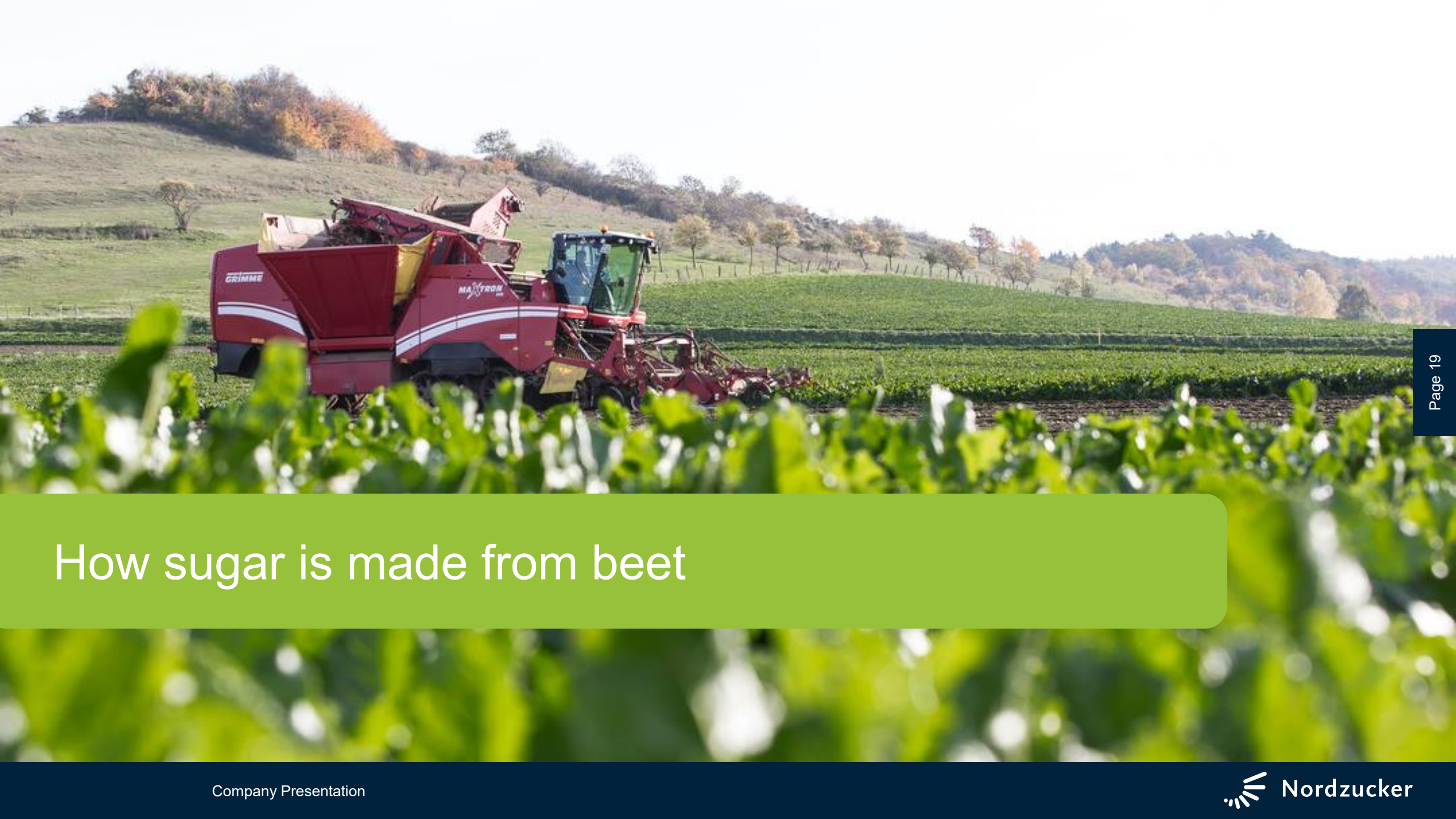


Breaking new ground, being open to ideas and listening: that is courage for us.



We always treat each other with appreciation.

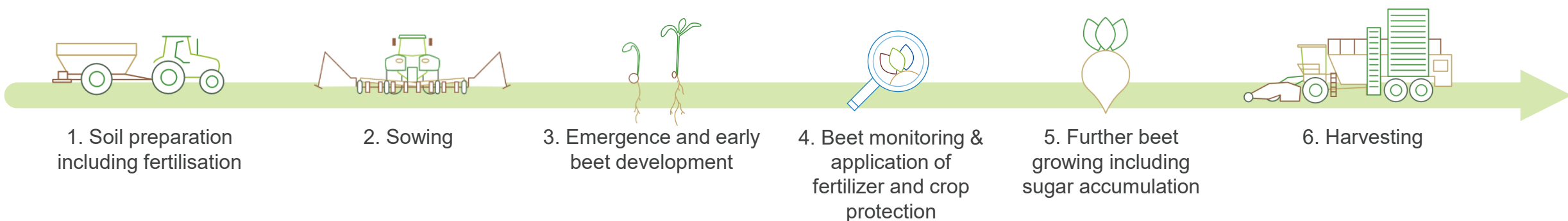




How sugar is made from beet

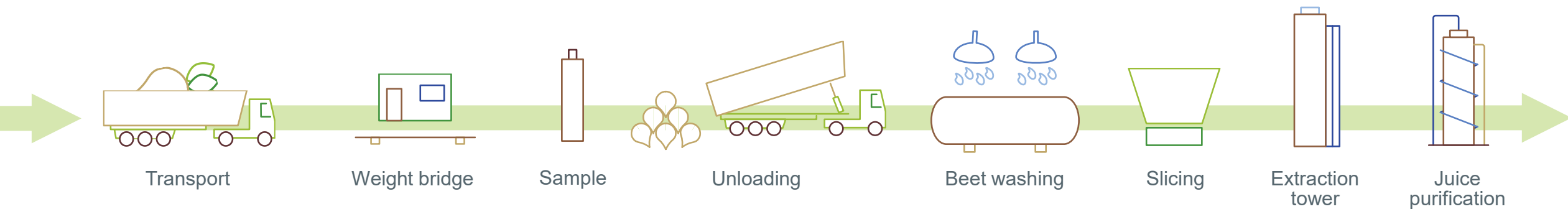


From beet to sugar: Growing sugar beets



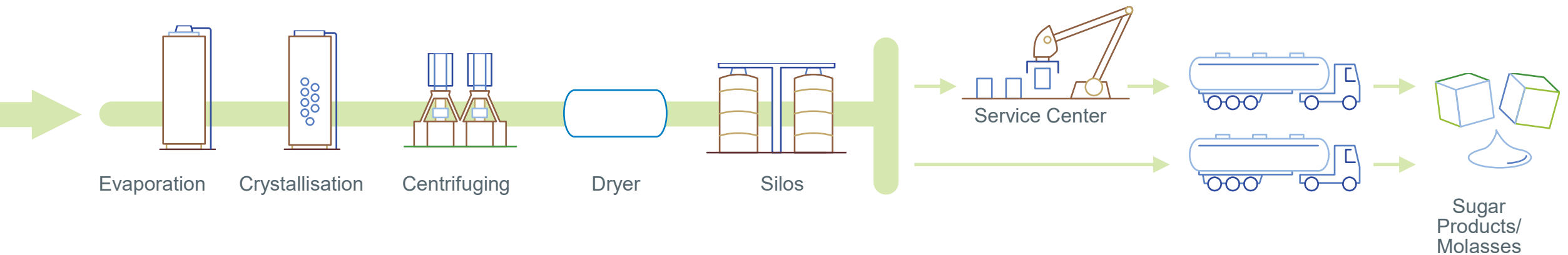


From beet to sugar: The production process (1/2)





From beet to sugar: The production process (2/2)





Product variety

Our customers in the European business

> 85 %

Sugar for the
food industry

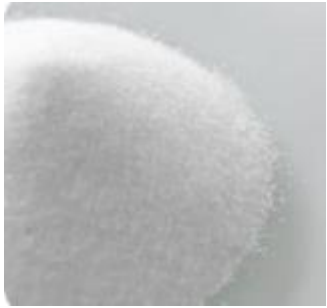
Including manufacturers of dairy
products, jams, baked goods, ice
cream and beverages

< 15 %

Sugar for end
consumers

About the food retail trade

Over 250 products



Classic

- Refined sugar
- White sugar
- Icing sugar
- Sugar Cubes
- Organic white sugar



Specialities

- Fondants & Glazes
- Jam & jelly sugar
- Brown beet sugar
- Brown cane sugar
- Tea sugar
- Nib sugar
- Candy sugar
- Organic sugar specialities



Liquid sugar

- Liquid sugar
- Invert sugar syrups (also available in organic quality)
- Sugar syrup varieties
- Liquid blends
- Organic syrups



Feed and molasses

- Dried beet pulp
- Wet beet pulp
- Molasses
- Vinasse
- Organic beet pulp
- Bee feed syrup
- Bee feed paste



Fertilisers, fuel and 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



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.

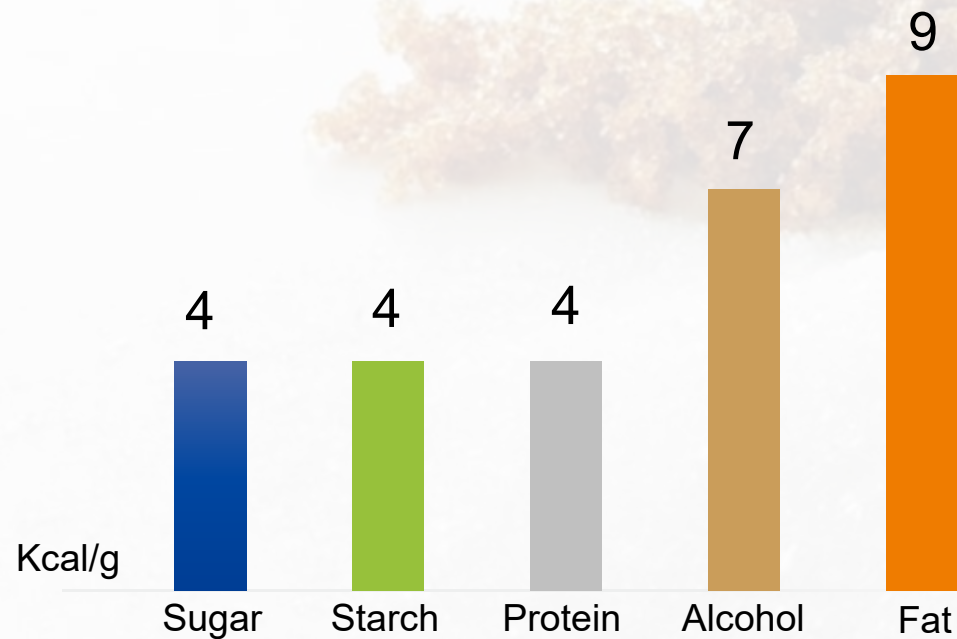
... lowers the freezing point.

... is a leavening agent and liquid reservoir.

... intensifies the flavour even without sweetening.

Calories are crucial

Energy content of food



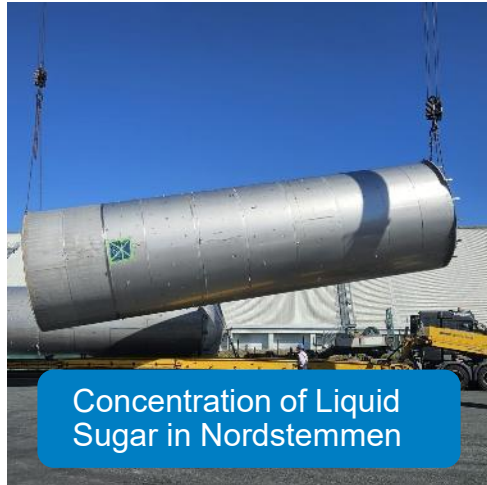
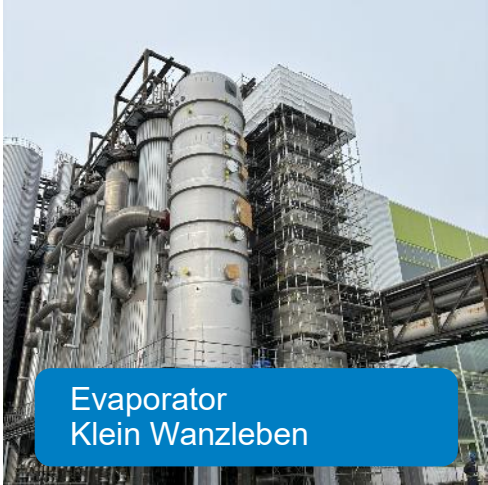
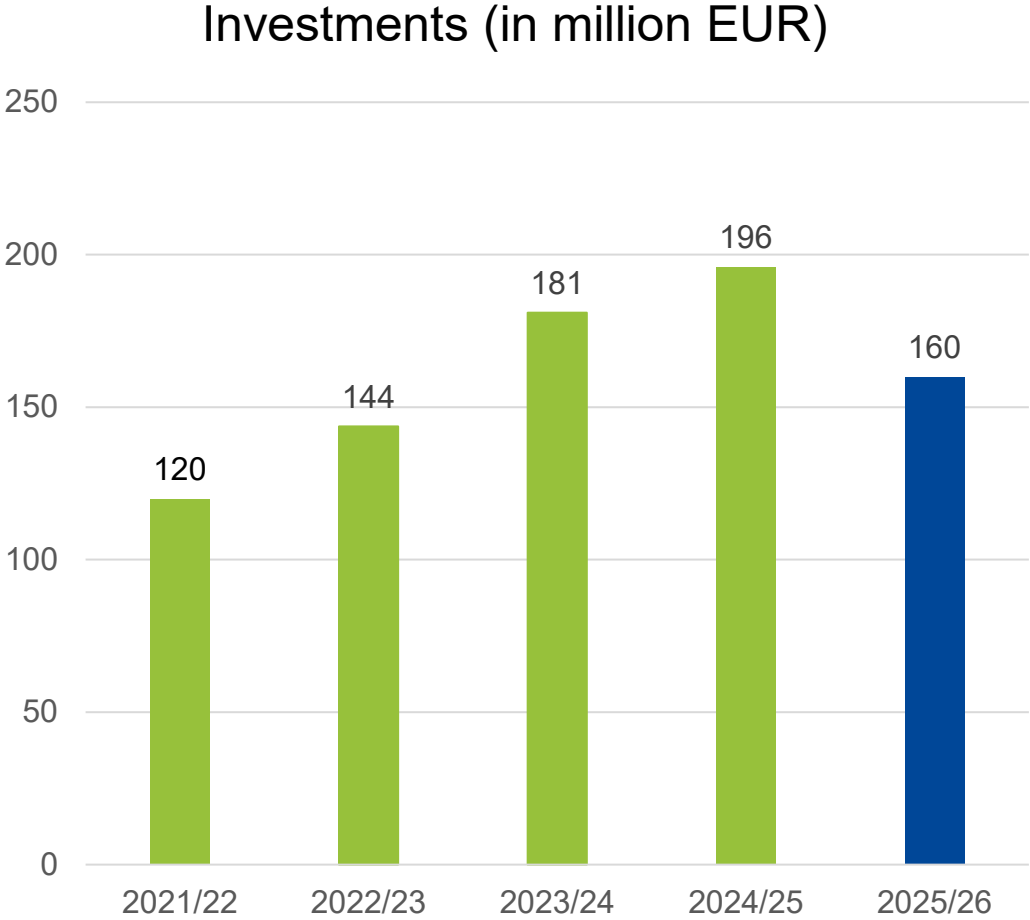
- Those who take in more calories than they consume gain weight
- One nutrient alone is not responsible for obesity and disease
- Sugar comes from nature and is more than just sweet
- Consumer deception: Less sugar in food does not automatically mean fewer calories
- Nutrition education - from elementary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

More information: www.zucker-machts-besser.de



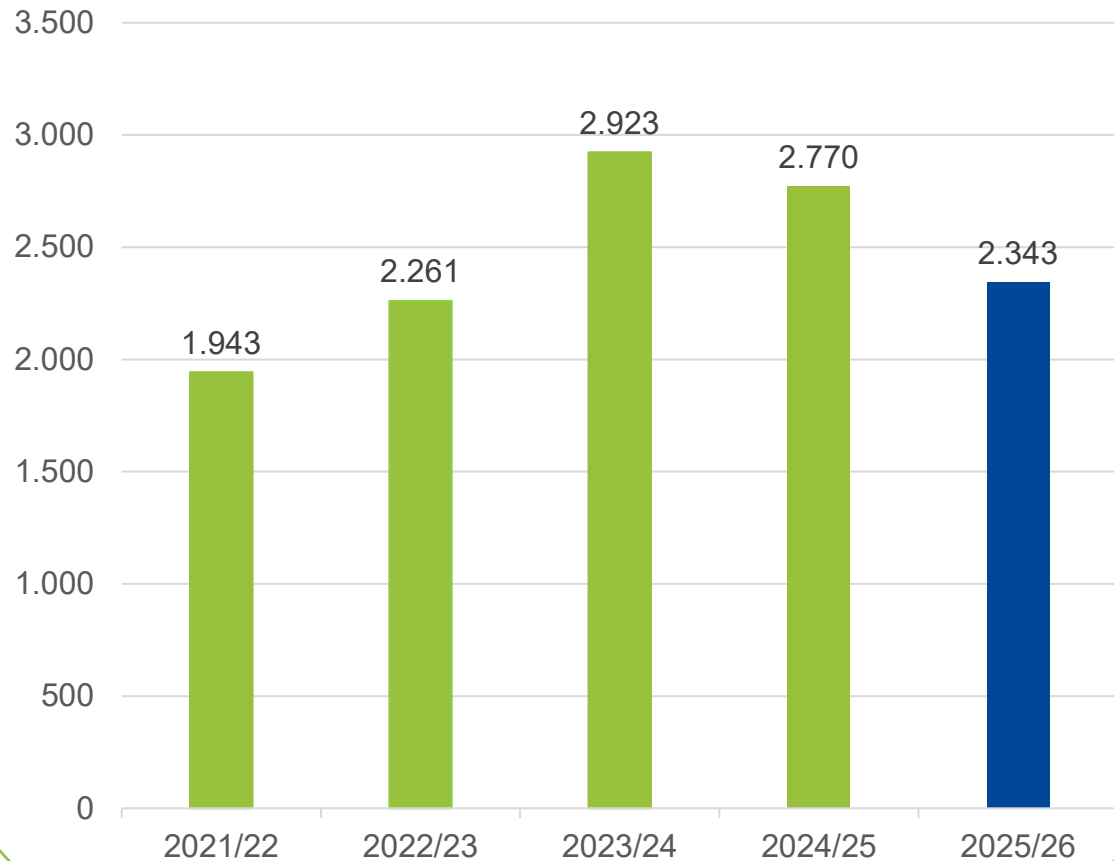
Nordzucker in figures

Investments Group

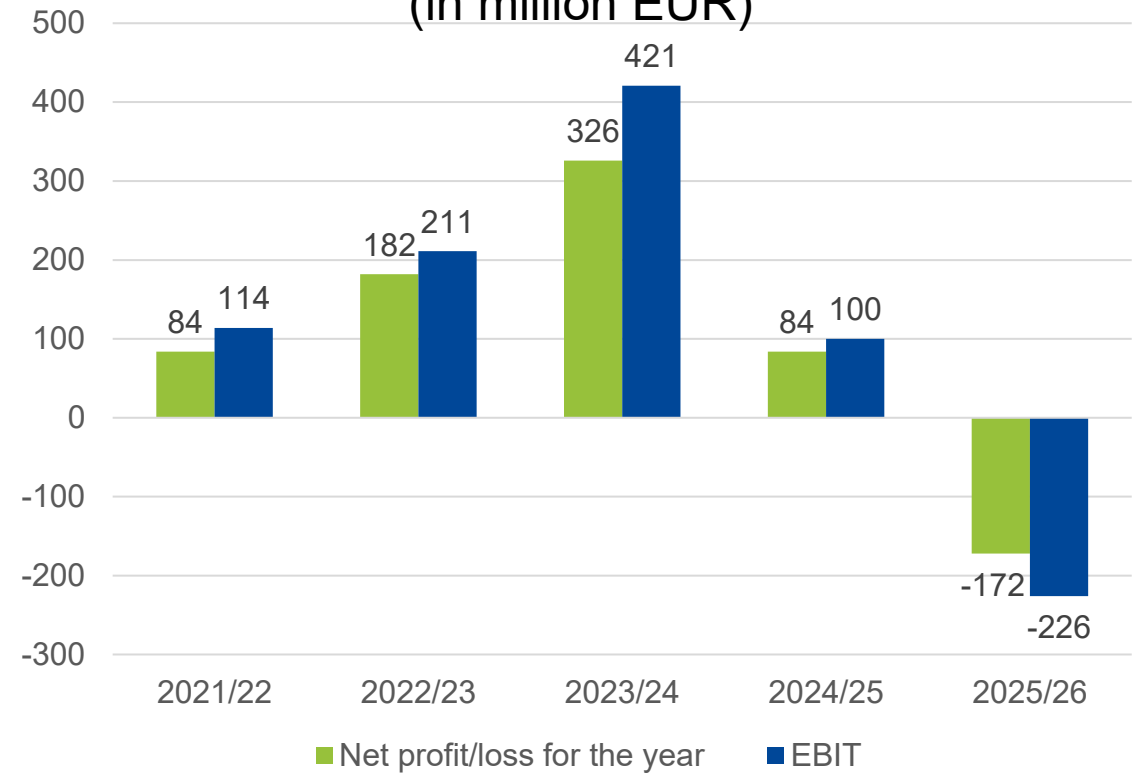


Financial key figures Group

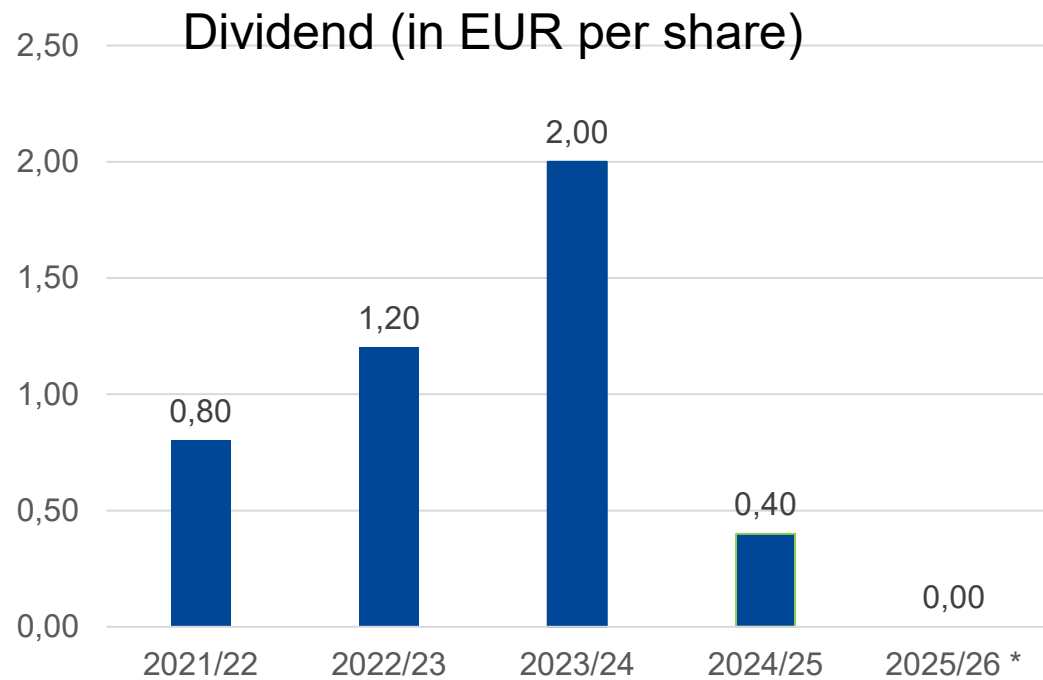
Revenues (in million EUR)



Net profit/loss and EBIT (in million EUR)



Dividend per share

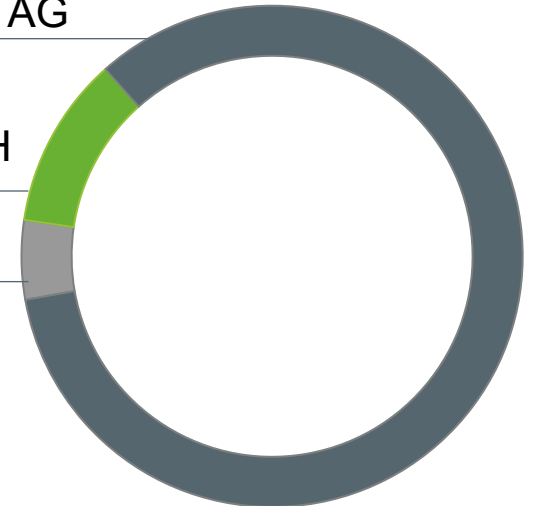


*proposal

83,8 % Nordzucker Holding AG

11,1 % Union-Zucker
Südhanover GmbH

5,1 % Direct shareholders



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

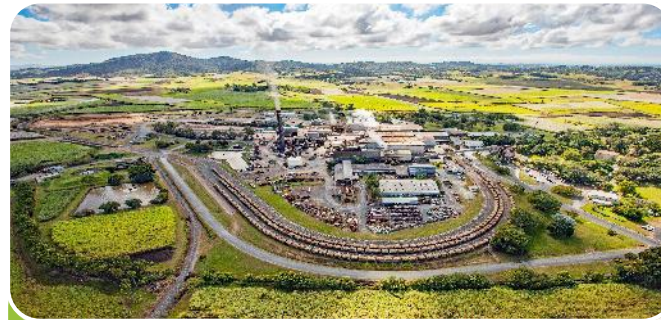
Mackay Sugar Limited (Queensland, Australia)

- › 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 (2025): approx. 4.85 million tonnes
- › Raw sugar production (2025): approx. 0.6 million tonnes
- › Processing period (2025): June 2025 to December 2025



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)

Fields for Growth 2033...

- › ...Nordzucker is larger and more diversified.
- › ... is the Beet Business Unit our competitive and sustainable core business.
- › ... the Business Unit Cane has grown into a strong second pillar.
- › ...we have successfully entered the growing market for smart ingredients.
- › ... about 50 per cent of the higher and more stable earnings come from businesses other than sugar in Europe.

Strengthening Nordzucker Together– Fields for Growth

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Shaping the Future as a Team