Welcome to Nordzucker
Company Presentation
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Nordzucker at a glance

We are…

- Active throughout Europe
- More than 180 years of Nordzucker
- Nordzucker Executive Board
- Nordzucker Supervisory Board
- Shareholders' structure
We are...

... one of Europe's leading sugar producers

... improving the production of sugar constantly

... a processor of 2.4 million tons of sugar

... producing feed and bioethanol

... about 3,200 dedicated employees

... supporting and advising our farmers in the successful sugar beet cultivation

... a modern company and attractive employer
Active throughout Europe
Our locations

- **Headquarters**
  - D 1 Braunschweig

- **Regional administration**
  - DK 2 Nordic Sugar, Copenhagen

- **Sugar plants**
  - D 3 Clauen
  - 4 Nordstemmen
  - 5 Uelzen
  - 6 Klein Wanzleben
  - 7 Schladen
  - DK 8 Nakskov
  - 9 Nyköbing
  - S 10 Örtofta
  - FIN 11 Säkylä
  - LT 12 Kedainiai
  - PL 13 Opalenica
  - 14 Chełmża
  - SK 15 Trenčianska Teplá

- **Liquid sugar plants**
  - D 4 Nordstemmen
  - 16 Groß Munzel
  - S 17 Arlöv
  - FIN 18 Porkkala

- **Sugar plants**
  - Non-consolidated minority stakes
  - CZ 19 Dobrovic
  - 20 České Meziříčí

- **Other locations**
  - D 6 Bioethanol, Kl. Wanzleben
  - B 21 Office Brüssel

- **Refineries**
  - PL 14 Chełmża
  - S 17 Arlöv
  - FIN 18 Porkkala

- **Sales offices**
  - EE 22 Tallinn
  - LV 23 Riga
  - LT 24 Vilnius
  - NO 25 Oslo
  - IS 26 Reykjavik
  - IE 27 Dublin
  - GR 28 Athen
More than 180 years of Nordzucker
Progress and change

1838
Start of sugar production at the Klein Wanzleben plant, Germany

1865
Foundation of many new companies and plants

1997
Foundation of Nordzucker AG by a merger of Northern German sugar producers

2009
Acquisition of Nordic Sugar, market leader in Northern Europe

Expansion to Eastern Europe

Progress in sugar production, mergers of companies, closure of plants

Today
Nordzucker is one of Europe’s leading sugar producers and a modern company on a solid financial basis. Sustainable action becomes a part of the company’s business activities even more.
The Nordzucker Executive Board
Competence and experience

Dr. Lars Gorissen
Chief Executive Officer

Axel Aumüller
Chief Operating Officer

Erik Bertelsen
Chief Marketing Officer

Alexander Bott
Chief Financial Officer
The Nordzucker Supervisory Board
Together for transparency and success

<table>
<thead>
<tr>
<th>Supervisory Board</th>
<th></th>
<th>Chairman of the board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member</td>
<td>15</td>
<td>Jochen Johannes Juister</td>
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<td>Shareholder representatives</td>
<td>10</td>
<td>Member since</td>
</tr>
<tr>
<td>Employee representatives</td>
<td>5</td>
<td>Chairman since</td>
</tr>
</tbody>
</table>

Jochen Johannes Juister, Chairman since August 2018
Deeply rooted
Shareholders' structure of Nordzucker AG

83.8%
Nordzucker Holding AG

11.1%
Union-Zucker Südhannover GmbH

5.1%
Direct interests

Share capital: 123.7 Million Euro

- Not listed on the stock exchange
- Large fraction of share-holders are beet growers
Products, quality & customer orientation

- Sugar extraction step-by-step
- 2018/2019 campaign at a glance
- Our products
- Our customers
- Strong brands for consumers
- Bioethanol from sugar beet
- Our certifications
- Compliance with recognized standards
Sugar extraction step-by-step

- Weigh-bridge
- Beet sampling
- Unloading
- Beet washing
- Slicing
- Extraction tower
- Juice purification

- Evaporation
- Crystallisation
- Centrifuging
- Dryer
- Silos

Service Center

Sugar products
Productive
The 2018/2019 campaign at a glance

- **3,208** Employees
- **2.4 mio. tonnes** Sugar
- **14 mio. tonnes** of processed beets
- **105 mio. Euro** Investments
- **around 130,000 m³** Bioethanol
More than 250 products

**Traditional**
- Refined sugar
- White sugar
- Lump sugar
- Icing sugar
- Nib sugar
- Fructose

**Specialities**
- Fondant
- Glaze
- Brown Sugar
- Raw sugar
- White candy sugar
- Brown candy sugar
- Jam sugar

**Industrial liquid**
- Liquid sugar
- Invert sugar syrup
- Fructose syrup
- Mixed syrup

**Fertilizer and fuel**
- Carbolime
- Bioethanol

**Feeds and molasses**
- Bee feed
- Beet pulp (pellets)
- Molasses
- Vinasse
Our customers
Food industry and retail

> 80%
Sugar for the food industry
including leading manufacturers of bakery, confectionery and dairy products, jams, beverages and ice cream

< 20%
Sugar for retail
distributed by retailers
Strong brands for consumers

Strong brand in Central and Eastern Europe
Additional information: www.sweet-family.de

Market leader in Northern Europe
Additional information: www.dansukker.com
Bioethanol plant Klein Wanzleben

- Production capacity: 130,000 m³/year
- Production of bioethanol mainly for the fuel industry
Our Certifications
Product quality and product safety are the top priority

- Proven sustainable and safe processes
- Ongoing review and transparency for our customers
- International high standards
The Nordzucker Code of Conduct - also for suppliers - is based on our four corporate values: responsibility, dedication, appreciation and courage.

Partnerships and commitments:

- SAI Platform
- CDP
- Regierungskommission Deutscher Corporate Governance Kodex
- EcoVadis
- Bonsucro
Sustainability is in our nature

Nordzucker and sustainability

A multifunctional foodstuff, sugar is ...

Sugar – a natural part of a balanced diet and a healthy lifestyle
Sustainability is integrated
Focus areas determined with the help of stakeholder survey

- **Cultivation & Procurement**
  - Audited beet cultivation
  - Yield increase / resource efficiency
  - Code of Conduct

- **Production & Quality**
  - Energy efficiency
  - Climate protection
  - Quality standards

- **Staff & Society**
  - Work safety
  - Health protection
  - Good neighbour

- **Customer & Consumers**
  - Transparency
  - Sugar & nutrition
  - Product safety

Customer loyalty and customer acquisition
Strengthening the reputation
Attractive employer
Enable investment
Efficient use of resources

create value
A multifunctional foodstuff

Sugar...
The calories are crucial

- Anyone who absorbs more calories than he consumes gains weight.
- A nutrient alone is not responsible for overweight and disease.
- Sugar is more than just sweet and comes from nature.
- Consumer deception: Less sugar in food does not automatically mean fewer calories.
- Nutrition education - from elementary school.
- We are dedicated.

More information: www.schmecktrichtig.de
## Financial key figures

- Investments
- Revenues
- Net incomes
- Dividend (Nordzucker AG)
- Financial key figures at a glance
Investments

in Mio. EUR

2014/15: 82
2015/16: 60
2016/17: 84
2017/18: 89
2018/19: 105
Net Income

in Mio. EUR

-36 118 99 15 20

Dividend per share

in EUR per share

No dividend payout
## Financial key figures at a glance

<table>
<thead>
<tr>
<th>Financial Figure</th>
<th>2014/15</th>
<th>2015/16</th>
<th>2016/17</th>
<th>2017/18</th>
<th>2018/19</th>
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<tbody>
<tr>
<td>Revenue</td>
<td>Mio. EUR</td>
<td>1.866</td>
<td>1.607</td>
<td>1.708</td>
<td>1.605</td>
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<tr>
<td>EBIT</td>
<td>Mio. EUR</td>
<td>26</td>
<td>16</td>
<td>131</td>
<td>154</td>
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<tr>
<td>Net income</td>
<td>Mio. EUR</td>
<td>20</td>
<td>15</td>
<td>99</td>
<td>118</td>
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<tr>
<td>Cash flow from operating activities</td>
<td>Mio. EUR</td>
<td>135</td>
<td>199</td>
<td>266</td>
<td>219</td>
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<tr>
<td>Equity</td>
<td>Mio. EUR</td>
<td>1.272</td>
<td>1.278</td>
<td>1.375</td>
<td>1.429</td>
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<tr>
<td>RoCE</td>
<td>%</td>
<td>1,5</td>
<td>1,0</td>
<td>8,5</td>
<td>10,2</td>
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<tr>
<td>EBIT margin</td>
<td>%</td>
<td>1,4</td>
<td>1,0</td>
<td>7,7</td>
<td>9,3</td>
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<tr>
<td>Equity ratio</td>
<td>%</td>
<td>59</td>
<td>64</td>
<td>65</td>
<td>66</td>
</tr>
<tr>
<td>Sugar production</td>
<td>Mio. t</td>
<td>2,9</td>
<td>2,0</td>
<td>2,5</td>
<td>2,7</td>
</tr>
<tr>
<td>Employees</td>
<td></td>
<td>3.284</td>
<td>3.206</td>
<td>3.236</td>
<td>3.234</td>
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Contact

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Thank you very much for your attention!