



€ **9,694** [10,289] million
Consolidated
group revenues

€ **723** [1,318] million
Group EBITDA

€ **350** [947] million
Group consolidated
operating result

19,284 [19,204]
Employees

€ **513** [1,046] million
Cash flow

€ **574** [546] million
Investments in
fixed assets

€ **5** [1] million
Investments in
financial assets

5.2 [13.2] %
ROCE

€ **6.7** [7.2] billion
Capital employed

€ **1,654** [1,795] million
Net financial debt



Sugar segment

→ p. 35

€ **3,876** [4,162] million
Revenues

€ **-13** [558] million
Operating
result

Outlook 2025/26

→ p. 57

€ **8.7 to 9.2** billion
Consolidated group
revenues expected.

€ **150 to 300** million
Group consolidated
operating result expected.



Special products segment

→ p. 40

€ **2,275** [2,414] million
Revenues

€ **203** [196] million
Operating
result



CropEnergies segment

→ p. 44

€ **959** [1,091] million
Revenues

€ **22** [60] million
Operating
result



Starch segment

→ p. 49

€ **955** [1,056] million
Revenues

€ **36** [48] million
Operating
result



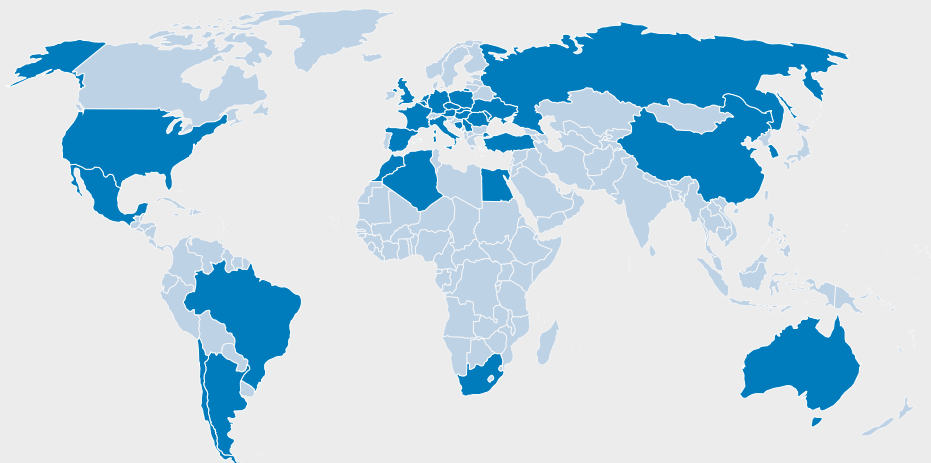
Fruit segment

→ p. 52

€ **1,629** [1,566] million
Revenues

€ **102** [85] million
Operating
result

About 100 production locations in 31 countries



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Key Figures

		2024/25	2023/24	2022/23	2021/22	2020/21
Revenues and earnings						
Revenues	€ million	9,694	10,289	9,498	7,599	6,679
EBITDA	€ million	723	1,318	1,070	692	597
EBITDA margin	%	7.5	12.8	11.3	9.1	8.9
Operating result	€ million	350	947	704	332	236
Operating margin	%	3.6	9.2	7.4	4.4	3.5
Earnings after tax	€ million	-86	648	529	123	-36
Cash flow and investments						
Cash flow	€ million	513	1,046	927	560	475
Investments in fixed assets and intangible assets	€ million	574	546	400	332	285
Investments in financial assets/acquisitions	€ million	5	1	67	4	15
Total investments	€ million	579	547	467	336	300
Performance						
Fixed assets and intangible assets	€ million	3,592	3,482	3,354	3,215	3,209
Goodwill	€ million	578	693	697	707	722
Working capital	€ million	2,485	2,967	2,999	2,318	2,179
Capital employed	€ million	6,701	7,187	7,095	6,325	6,222
Return on capital employed	%	5.2	13.2	9.9	5.3	3.8
Capital structure						
Total assets	€ million	9,496	10,278	9,698	8,441	7,973
Shareholders' equity	€ million	4,026	4,273	4,199	3,699	3,536
Net financial debt	€ million	1,654	1,795	1,864	1,466	1,511
Net financial debt to EBITDA ratio		2.3	1.4	1.7	2.1	2.5
Equity ratio	%	42.4	41.6	43.3	43.8	44.3
Shares						
Market capitalization	€ million	2,215	2,670	3,278	2,493	2,661
Closing price on 28/29 February	€	10.85	13.08	16.06	12.21	13.03
Earnings per share	€	-0.54	2.72	1.93	0.32	-0.52
Cashflow per share	€	2.51	5.12	4.54	2.74	2.33
Dividend per share ¹	€	0.20	0.90	0.70	0.40	0.20
Employees (FTE)		19,284	19,204	18,341	18,019	17,876

¹ 2024/25: Proposal.

Revenues by segment

€ million	2024/25	2023/24	+/- in %
Sugar	3,876	4,162	-6.9
Special products	2,275	2,414	-5.8
CropEnergies	959	1,091	-12.1
Starch	955	1,056	-9.6
Fruit	1,629	1,566	4.0
Group total	9,694	10,289	-5.8

TABLE 002

EBITDA by segment

€ million	2024/25	2023/24	+/- in %
Sugar	146	714	-79.6
Special products	288	279	3.2
CropEnergies	65	105	-38.1
Starch	83	94	-11.7
Fruit	141	126	11.9
Group total	723	1,318	-45.1

TABLE 003

Operating result by segment

€ million	2024/25	2023/24	+/- in %
Sugar	-13	558	-
Special products	203	196	3.6
CropEnergies	22	60	-63.3
Starch	36	48	-25.0
Fruit	102	85	20.0
Group total	350	947	-63.0

TABLE 004

TABLE 001