

Investor Briefing

– English Version –
January 2026



Disclaimer

This presentation contains forward looking statements. The statements are based on current assumptions and estimates made by the executive board and information currently available to its members. The forward-looking statements are not to be viewed as guarantees of the future developments and results presented therein. Future developments and results are in fact dependent on a variety of factors and are subject to various risks and imponderables. They are based on assumptions that could in fact prove to be invalid. The risk and opportunity report in the 2024/25 annual report on pages 59 to 69 presents an overview of the risks. We assume no obligation to update the forward-looking statements made in this presentation.

This presentation includes percentage and number rounding. Typing and printing errors reserved.
In addition, all disclaimers published on the Süd website apply.

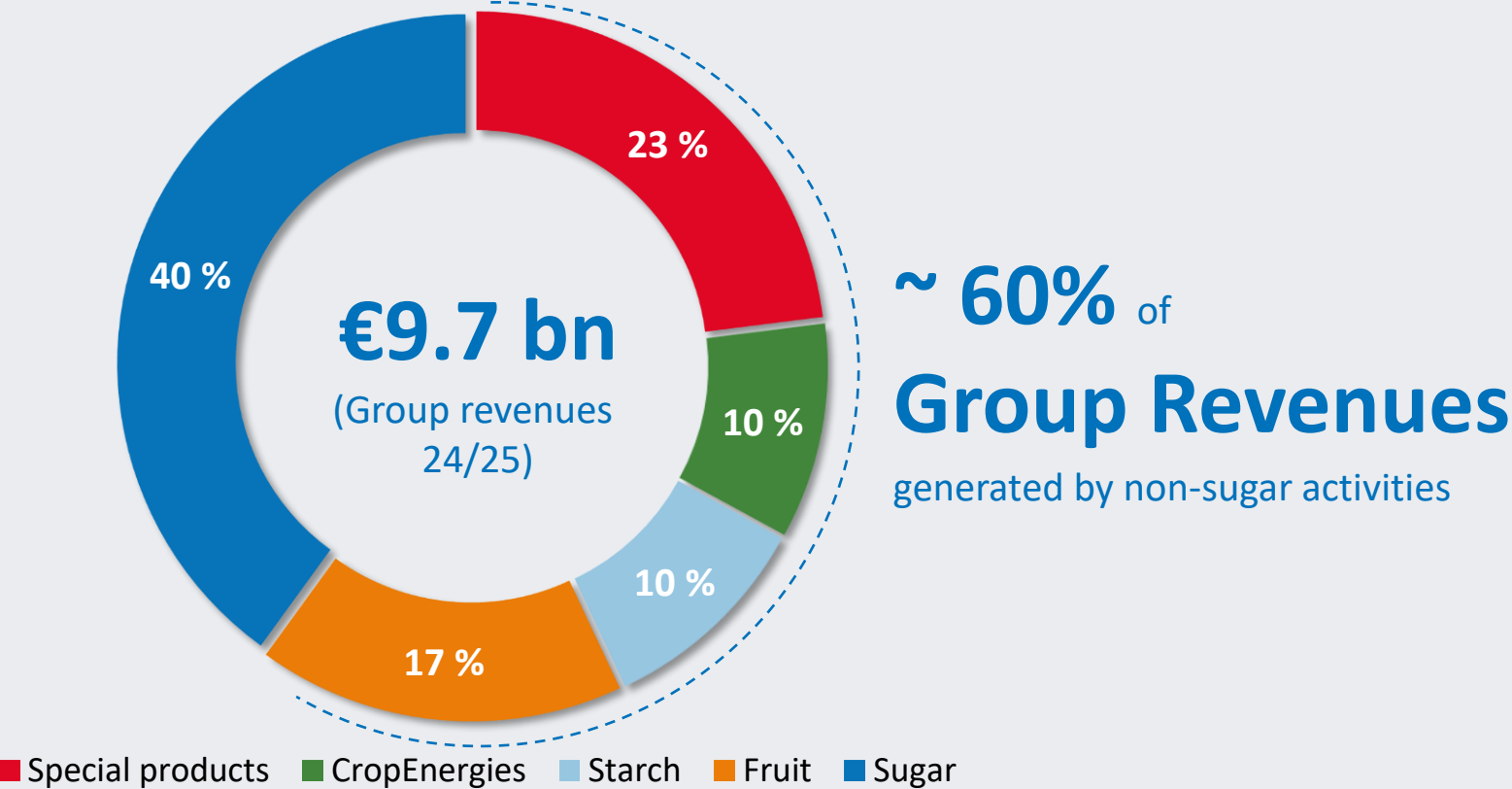
Written and visual value statements are standardized as follows:



Overview

100 years of tradition and future – As a diversified and multinational corporation

A diversified portfolio ensures profitability and resilience



Global, diversified with 100 years of company history:

- **1837** Founding of the first sugar company
- **1926** Founding of Süddeutsche Zucker-AG
- ~ 100 production facilities
- ~ 19,300 employees worldwide
- Largest supplier of sugar products in Europe and leader in the food industry and renewable ethanol

Majority shareholder & key shareholders:

- Süddeutsche Zuckerrübenverwertungs-Genossenschaft eG (SZVG) : 64.76 %
- Zucker Invest GmbH: 10.25 %

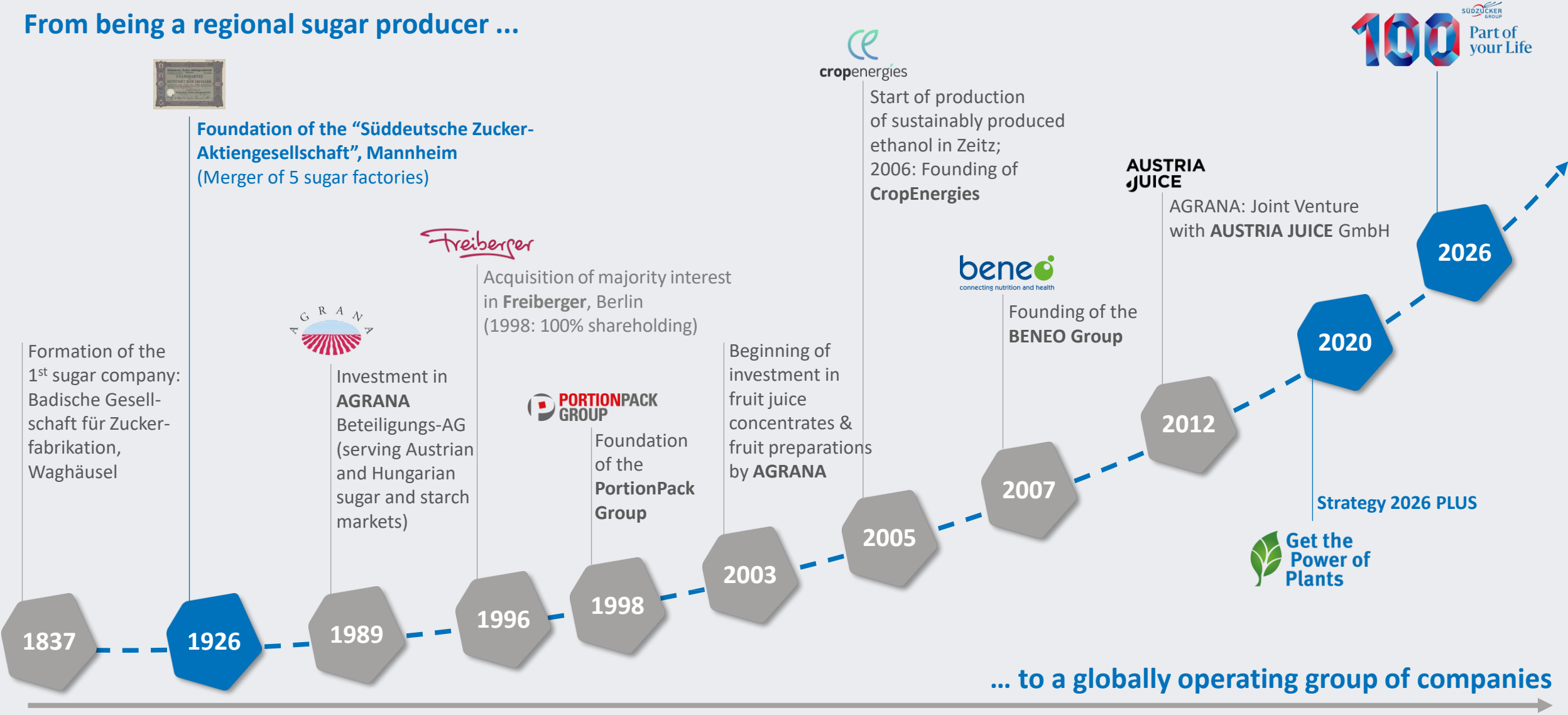
Stock exchange listing in Germany:

Member of the SDAX

Commitment to Investment-Grade Rating

We have been shaping change for a century....

From being a regional sugar producer ...



... and are setting future-oriented impulses



From Heritage to progress – Part of your life

We are sugar – and much more. The 100-year history of Südzucker reflects our continuous evolution from a regional sugar producer to a global player in food and energy. Sugar is still a key business area for our group, but we have expanded our activities and are part of the everyday lives of millions of people.



Clear group strategy „Get the Power of Plants“



With the power of plants, we aim to further expand our expertise in the areas of nutrition, energy, and beyond, and strengthen the position as a diversified company – for sustainable and profitable growth.

Our contribution to the future

Through our products, we bring the *power of plants* into everyday life and take responsibility for our society and nature. We aim to find a balance between economic, ecological and social aspects as well as the expectations of our stakeholders.



"Get the Power of Plants" – We are consistently focused on driving sustainable and profitable growth



PURPOSE

We want to contribute to an enjoyable, healthy, and sustainable world – by gaining the best from plants.



MISSION

We want to create value from plants – for nutrition, energy, and more. And in doing so, be the partner of choice for our customers, farmers, and consumers.



VISION

We are a successful, globally active group of companies that makes the power of plants part of everyone's life.



Our values



Appreciation



Collaboration



Responsibility



Creativity

"From Vision to Value" – We create value through clear strategic fields of action



With our five strategic fields of action of the Group Strategy, we aim to become even more innovative, customer-oriented, and consistently focused on sustainability and profitable growth.

We want to be the leading partner for plant-based products for an enjoyable, healthy, and sustainable world.

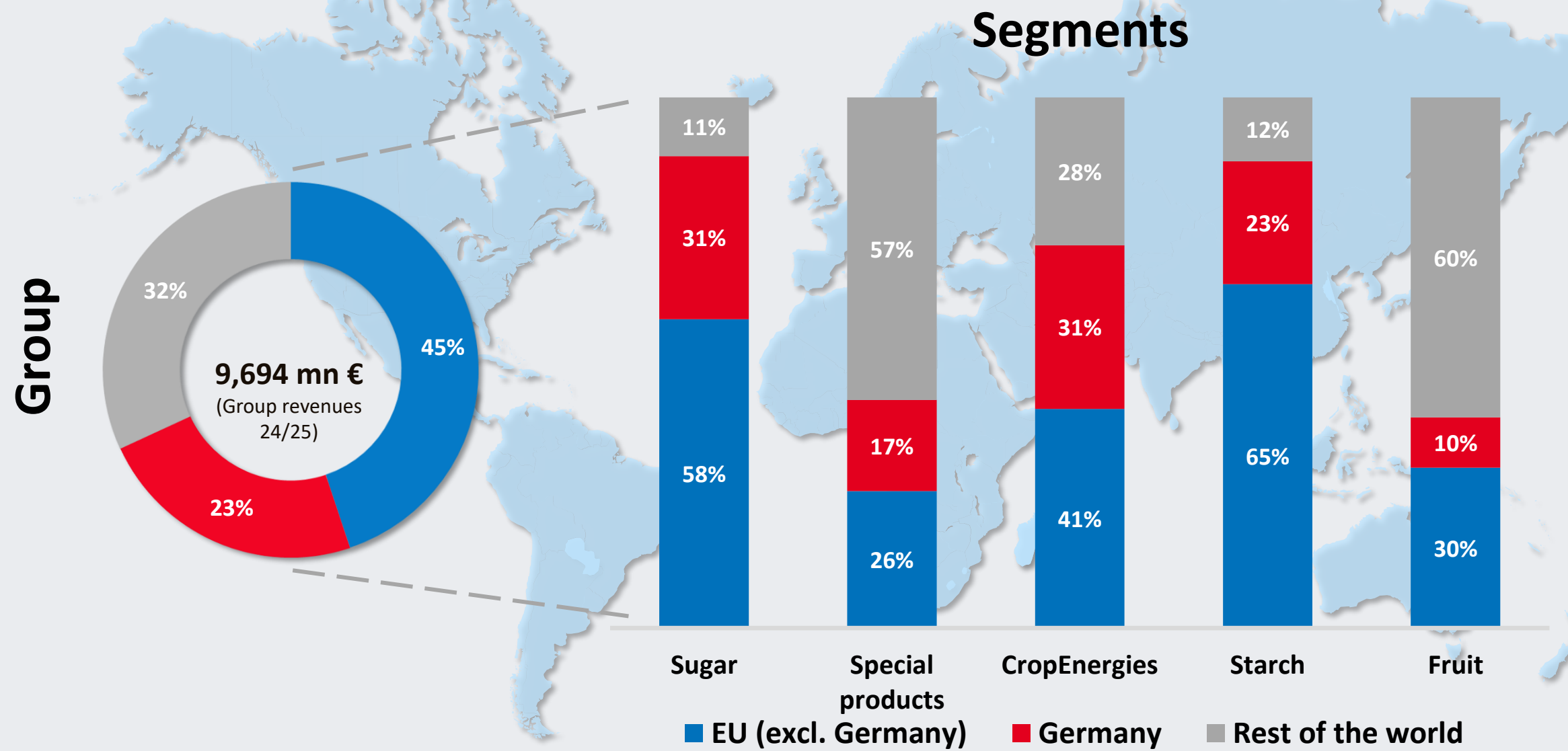
The underlying principle common to all our business units is “Get the Power of Plants”:

Through the power of plants, we are further expanding our expertise in nutrition, energy and beyond, and strengthening our company’s position.

Our five strategic fields of action

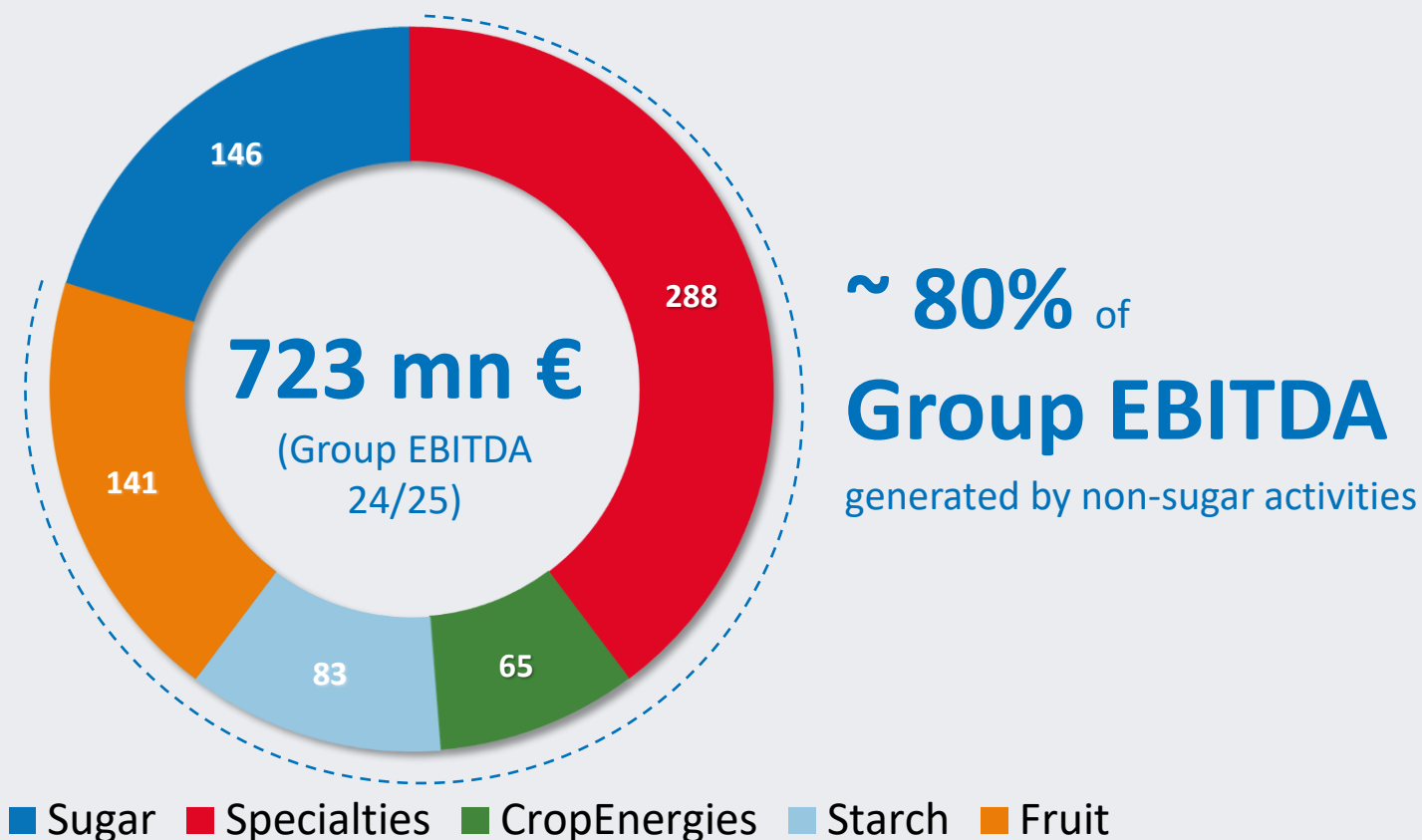


We leverage a strong European base combined with global reach



Our strategic diversification is the foundation to drive lasting stability

Diversified Group – Group EBITDA 2024/25












In FY 2024/25, we achieved a **Group EBITDA of 723 mn €**, driven by our broad portfolio across all segments – with 80% of which was generated by non-sugar activities.

While the **sugar segment** faced a notable **decline in earnings** due to lower prices and margins.

Our non-sugar segments continue to provide **resilient and sustainable contributions** to the company’s success.

We combine stability and growth across five segments

Segment	 Enterprise	 Products	 Production	 Customers
 Sugar	Südzucker incl. Group Holding, Raffinerie Tirlémontoise, Saint Louis Sucre, Südzucker Moldova, Südzucker Polska, AGRANA	Sugar, sugar specialties, glucose syrups, animal feed	21 sugar factories, 2 refineries, 1 wheat starch plant in Europe	Food industry, retailers, agriculture
 Special Products	BENEO – Freiberger – PortionPack	Ingredients offering additional benefits for food, animal feed, non-food and pharmaceuticals – Convenience Food – Portion packs (food/non-food), contract manufacturing and packaging	22 production sites worldwide	Food, animal nutrition and pharmaceutical industries – Food retailers – Hotels, restaurants, caterers (food service), food industry
 CropEnergies	CropEnergies	Fuel-grade ethanol, neutral alcohol, protein-based food and animal feed, liquid CO ₂	5 production sites in Belgium, France, Germany and UK	Oil companies and traders, food and animal feed producers, beverage and cosmetics producers, industrial and pharmaceutical companies
 Starch	AGRANA	Native and modified starches, saccharification products, ethanol, by-products (animal feed and fertilizers)	5 production sites in Austria, Hungary and Romania	Food: Food industrie; Non-food: paper, textiles, industrial chemicals, pharmaceuticals, cosmetics, petroleum, pet food/animal feed industries
 Fruit	AGRANA – AUSTRIA JUICE	Fruit preparations – Fruit juice concentrates, not-from-concentrate juices, fruit wines, natural flavors and beverage compounds	38 production sites worldwide	Dairy, ice cream and baked goods industries, food service industry – Beverage industry

We are leaders in numerous markets across Europe and have a strong presence worldwide




Sugar
~ 3.9 bn €

#1 Europe



Renewable ethanol
~ 1.0 bn €

#1 Europe



Starch
~ 1.0 bn €

#4 Europe



Pizza
~ 1.3 bn €

1 Europa & USA



Functional Food
~ 0.8 bn €

#1 Global



PortionPack
~ 0.2 bn €

#1 Europe



Fruit preparations
~ 1.3 € bn

#1 Global



Fruit juice concentrates
~ 0.3 bn €

#1 Europe

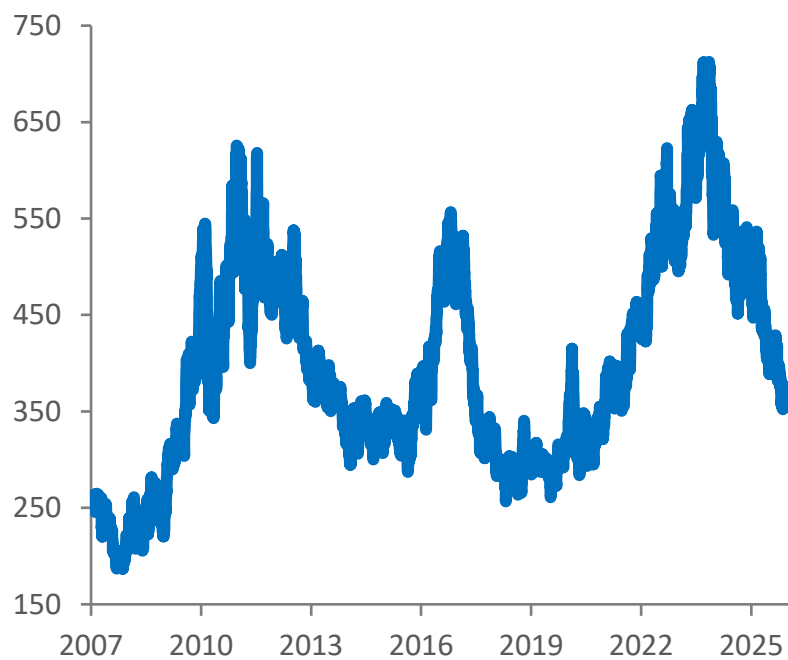


Financial year 2024/25

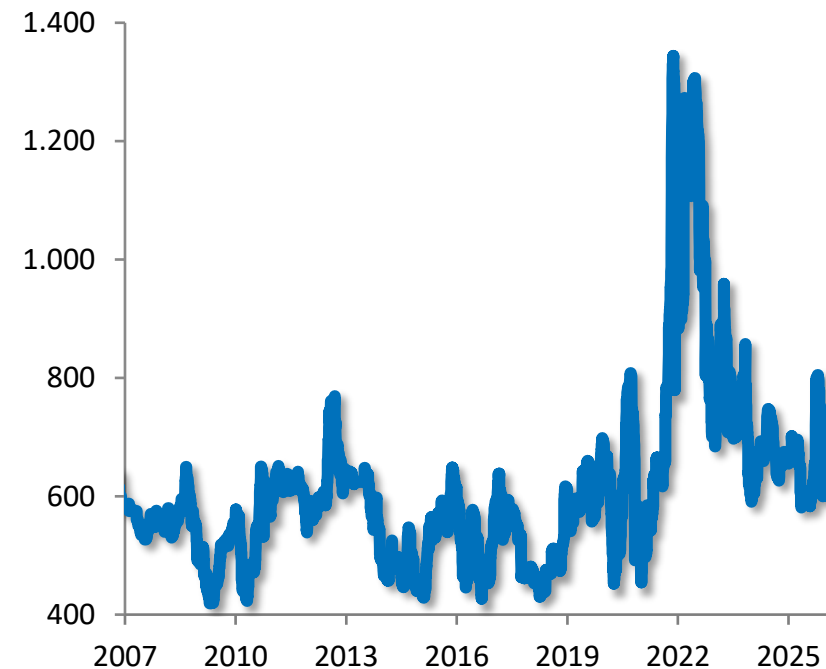
We navigate in volatile and cyclical markets – diversification allows us to achieve targeted risk balancing



White Sugar World Market (€/t)



Ethanol Europe (€/m³)



A rapidly changing environment brings higher demands and opens new opportunities for growth



Further **increase in global hotspots** with potential direct and indirect influences, e.g. duty-free EU access for agricultural goods from Ukraine, US customs turmoil



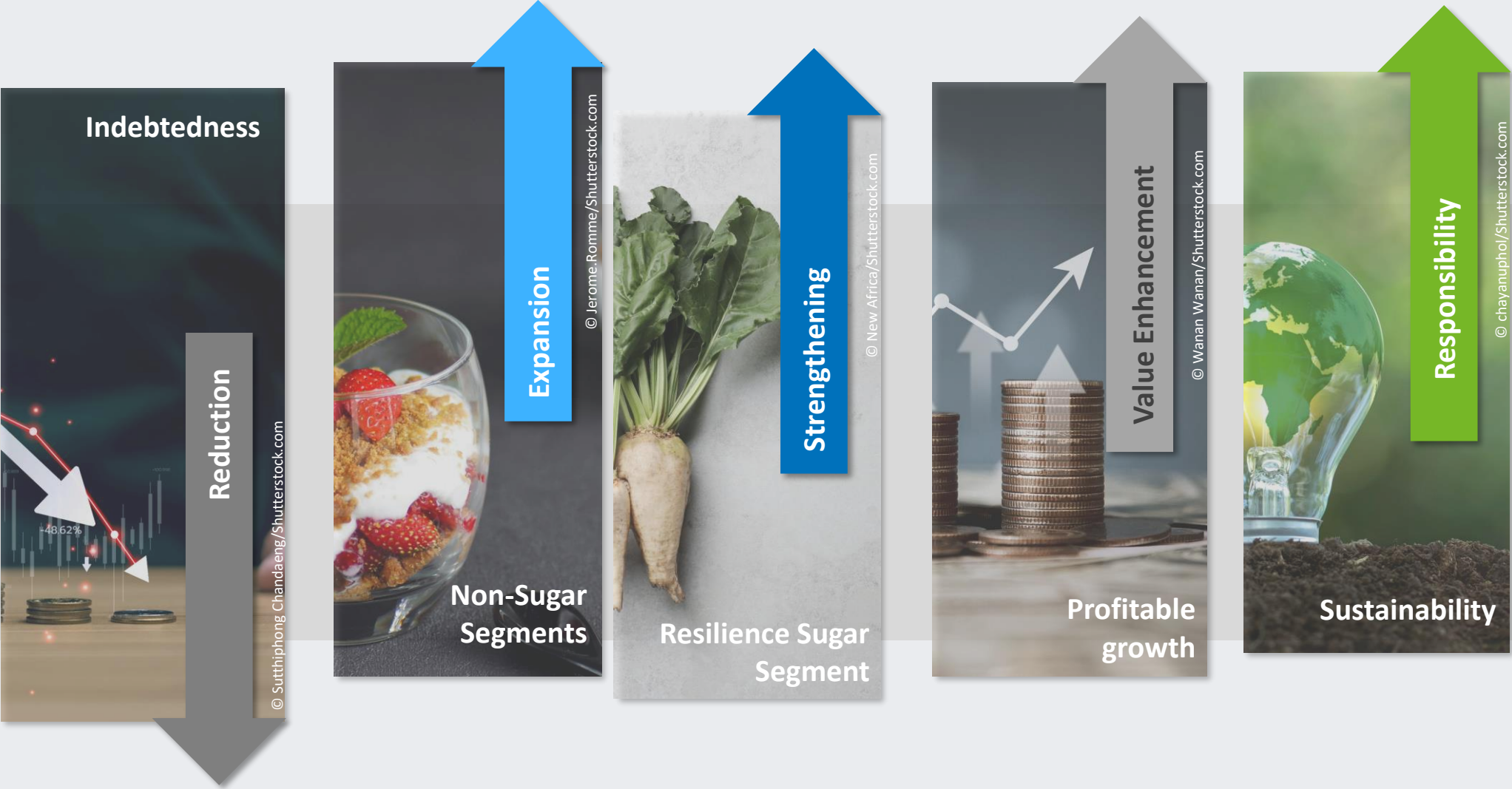
Further **increase of the already high volatilities across sales and procurement markets**, e.g. supply chains, energy market, etc. ...



... these factors could lead to **ongoing, pronounced fluctuations** in results throughout the year

We are focused on reducing debts and strengthening profitability

Sustainable strengthening of diversified cash flow



Executive Summary

The first 3 quarters show a solid balance sheet and strong equity base, despite declining earnings

Group key figures Q1-Q3 2025/26

Revenues

6,355

[7,466] mn €

EBITDA

367

[502] mn €

Operating Result

95

[236] mn €

Cashflow

179

[368] mn €

Working Capital

2,338

[2,541] mn €

Net Financial Debt

1,835

[1,713] mn €

Equity Ratio

43.0

[44.2] %

[] refers to KPIs for the corresponding period of the previous financial year

Segment performance in Q3 2025/26 reflects a demanding market landscape

		Q3			Q1-Q3		
(mn. €)		2025/26	2024/25	+/- in % (*)	2025/26	2024/25	+/- in % (*)
Group	Revenues	2,156	2,374	-9.2	6,355	7,466	-14.9
	EBITDA	178	82	> 100	367	502	-26.9
	Operating result	53	-33	–	95	236	-59.7
Sugar **	Revenues	762	970	-21.4	2,151	3,104	-30.7
	EBITDA	23	-36	–	-23	81	–
	Operating result	-47	-95	-50.5	-136	-23	> 100
Special products	Revenues	564	559	0.9	1,640	1,704	-3.8
	EBITDA	71	66	7.6	186	216	-13.9
	Operating result	48	44	9.1	119	152	-21.7
CropEnergies	Revenues	207	227	-8.8	609	711	-14.3
	EBITDA	24	2	> 100	28	42	-33.3
	Operating result	16	-9	–	3	8	-62.5
Starch	Revenues	230	219	5.0	704	724	-2.8
	EBITDA	26	16	62.5	55	59	-6.8
	Operating result	14	4	> 100	19	24	-20.8
Fruit	Revenues	393	399	-1.5	1,251	1,223	2.3
	EBITDA	34	34	0.0	121	104	16.3
	Operating result	22	23	-4.3	90	75	20.0

*+/- in % refers to the year-on-year comparison with the same financial period

**incl. Group Holding

We confirm the Group outlook for 2025/26 and clearly align all measures with earnings stabilization and sustainable value growth

Group outlook for 2025/26 (as of 21 August 2025)

Revenues

8.3 – 8.7

[9.7] bn €

EBITDA

470-570

[723] mn €






Operating profit

100-200

[350] mn €

[] refers to KPIs for the corresponding period of the previous financial year

At a glance – Our outlook for 2025/26 across all segments

	Revenues		Operating Result	
	2024/25	2025/26e	2024/25	2025/26e
 Sugar*	3.9 bn €	↓↓↓	-13 mn €	-150 mn € to -250 mn €
 Special Products	2.3 bn €	→	203 mn €	↓↓↓
 CropEnergies	1.0 bn €	↓↓↓	22 mn €	→
 Starch	1.0 bn €	↓	36 mn €	↓↓↓
 Fruit	1.6 bn €	↗↗	102 mn €	↗
Group	9.7 bn €	8.3 bn € – 8.7 bn €	350 mn €	100 – 200 mn €

Confirmed group outlook for financial year 2025/26.
First group outlook for the next financial year 2026/27 published on 16 December 2025.

*incl. Group Holding

First group outlook for the next financial year 2026/27 was published on 16 Dec 2025

Revenues

A slight decrease in group revenues is expected.

EBITDA

Moderately increased range expected between 480 and 680 mn€ compared to the previous year.

Sugar:

Forecast is generally based on the assumptions that sugar market conditions continue to be highly challenging and that no significant earnings recovery in the sugar segment is expected.

CropEnergies & special products segment:

Significant improvements in earnings are anticipated in the CropEnergies segment, driven by higher premiums for ethanol sales and lower net raw material expenses, as well as in the special products segment, supported by increasing sales volumes.

Capital Market and Financing

The affirmation of the investment grade rating remains our highest priority

S&P Global
Ratings

MOODY'S
RATINGS

Long-term rating

BBB-
Stable outlook *

Short-term rating

A – 3
* since 16 May 2025

Long-term rating

Baa3
Negative outlook **

Short-term rating

P – 3
** since 22 December 2025

A solid financing structure, sustainable cash flows, and strong investor and banking relationships underpin our investment-grade rating

Securing our investment grade rating continues to be our highest priority

Liquidity profile Q3 2025/26

(mn €)	Q3 2024/25	Q4 2024/25	Q1 2025/26	Q2 2025/26	Q3 2025/26
Net financial debt	-1,713	-1,654	-1,755	-1,674	-1,835
Cash & Cash equivalents / securities	363	744	1,016	668	340
Gross financial debt	-2,076	-2,398	-2,771	-2,342	-2,175
Long-term financial debt	-1,053	-1,432	-1,423	-1,341	-1,301
Short-term financial debt	-933	-874	-1,262	-908	-788
Leasing	-90	-92	-87	-93	-87
Bank credit lines	946	948	919	870	718
undrawn	402	502	488	482	377
Syndicated loan	600	600	800	800	800
undrawn	600	600	800	800	800
Syndicated loan Agrana	365	365	365	365	250
undrawn	315	315	315	315	235
Commercial paper program	600	600	600	600	600
undrawn	525	600	600	600	379
Bank credit lines (undrawn)	402	502	488	482	377
+ Cash & cash equivalents / securities	363	744	1,016	668	340
+ Syndicated loan (undrawn)	915	915	1,115	1,115	1,035
+ Commercial paper (undrawn)	525	600	600	600	379
= Total liquidity reserves	2,204	2,761	3,218	2,865	2,131

Broad financing base

via hybrid equity, bonds, promissory notes, bank loans, and factoring.

Active liquidity management

via flexibly securing short-term liquidity via commercial paper to cover seasonal fluctuations in the sugar segment.

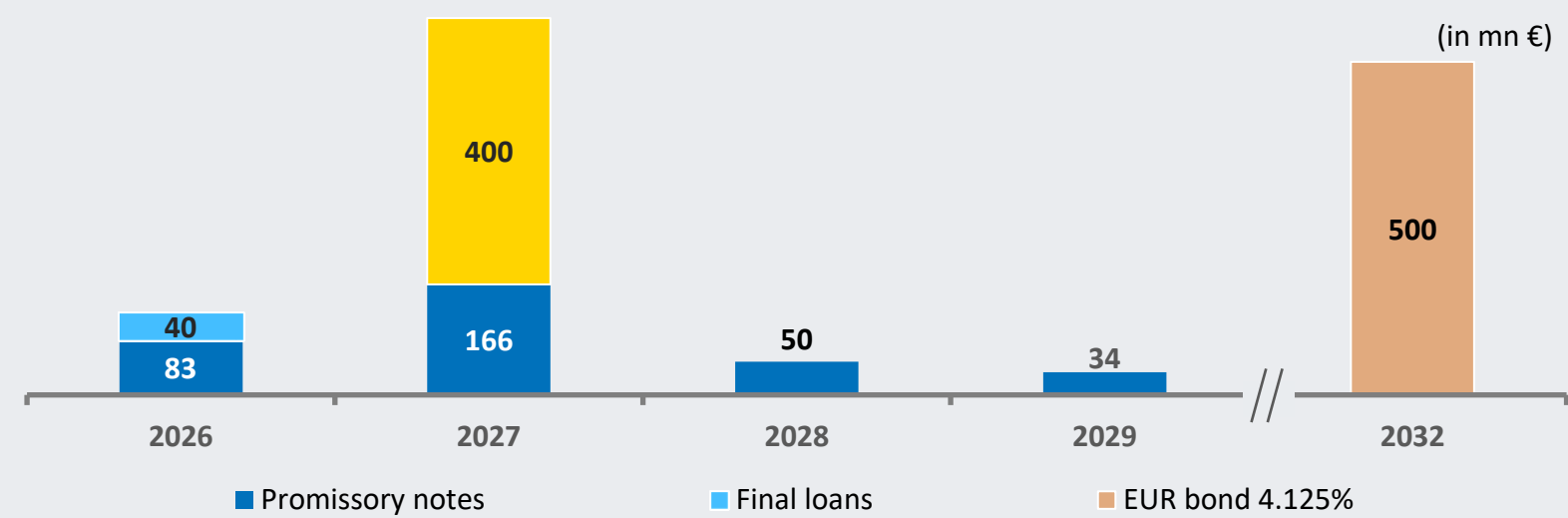
Additional liquidity reserves

via unused syndicated credit lines and bilateral banking arrangements.

Stable liquidity buffers

to strengthen our investment grade rating.

We have strengthened our financial foundation through modern and forward-looking financing measures summing up to 2 bn €



Syndicated credit lines 1,050 mn € *

Commercial Paper Programme 600 mn € (perpetual)

Hybrid bond 700 mn € (perpetual); fixed interest rate: 5.95% p.a. until the first call option on August 30, 2030**

* Maturity: July 2030/800 mn €, December 2027/250 mn €
** Previous 700 mn € hybrid bond 2005 (variable interest rate) terminated as of 30 June 2025

Financial instruments successfully modernised

- 800 mn € syndicated credit line
- 500 mn € bond; term 7 years (2025/2032); coupon 4.125%
- 700 mn € hybrid bond 2025; perpetual term; coupon 5.95%

- ✓ **Total volume 2 bn €**
- ✓ **Very solid maturity profile**
- ✓ **Modernization successfully implemented**

Our Segments

We are a broadly diversified company backed by our role as a system-relevant player in both food and energy

Sugar Segment



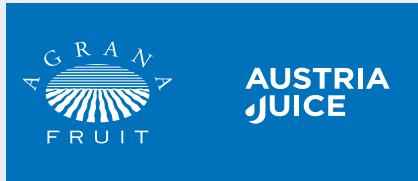
Special Products Segment CropEnergies Segment



Starch Segment



Fruit Segment





Sugar Segment



At a glance

Segment KPIs 2024/25

Revenues

3,876

mn €

EBITDA

146

mn €

Capital Employed

3,056

mn €

Measures

- ✓ **Capacities aligned with market conditions**
– reduced production acreage and discontinued production at two sites (Leopoldsdorf, Austria; Hrušovany, Czech Republic)
- ✓ **Enhanced efficiency and cost structure** – significantly reduced response time along the value chain
- ✓ **Strengthened position for further growth**
– structural measures provide a solid foundation for profitable market positioning as EU sugar prices rise

Strategy

- **Focus** on the EU sugar market
- Growth by offering **sustainably produced sugar** and **sugar-reduced products**
- Leveraging additional opportunities by offering **sustainable non-food applications** and using products and by-products from sugar beet (e.g. BeetKraft® from sugar beet for paper and packaging industry)



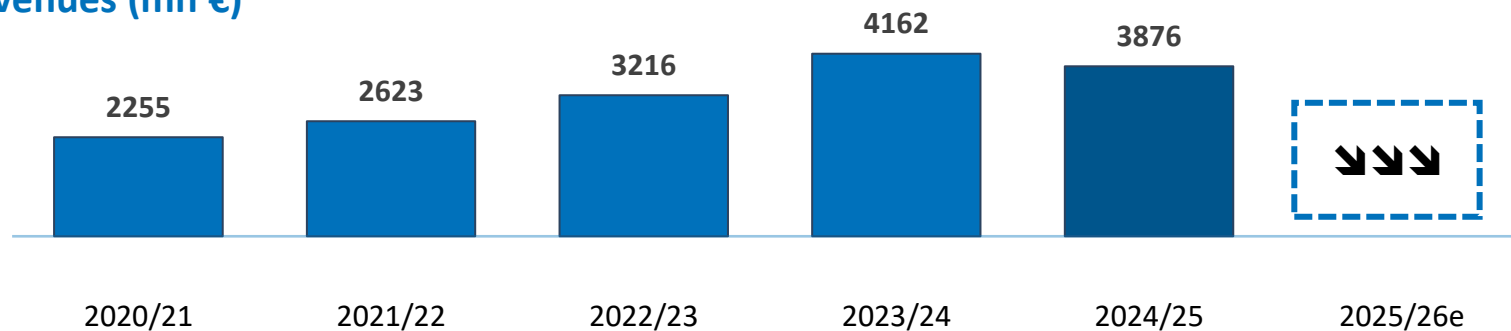


Sugar Segment

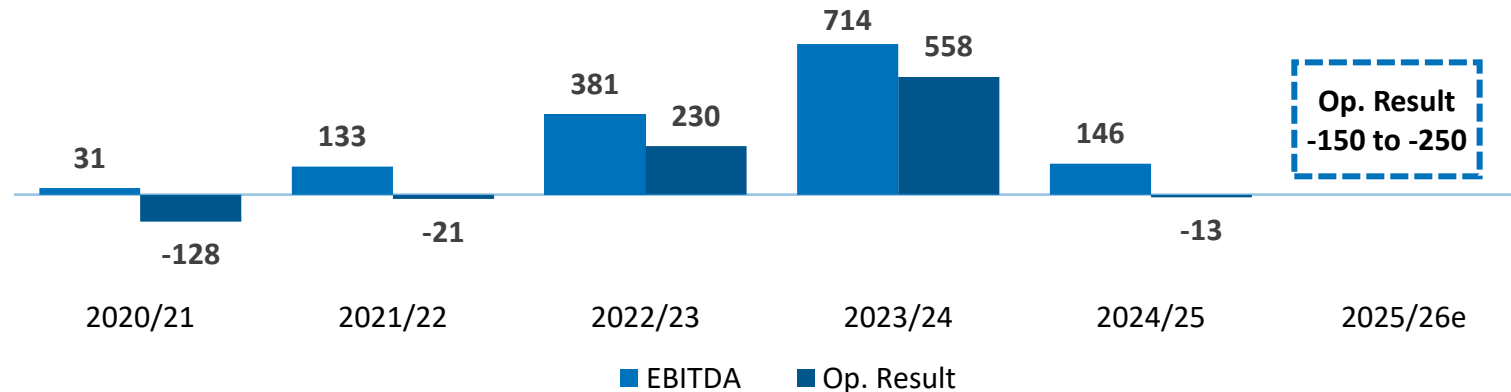


Financial year 2024/25 and outlook

Revenues (mn €)

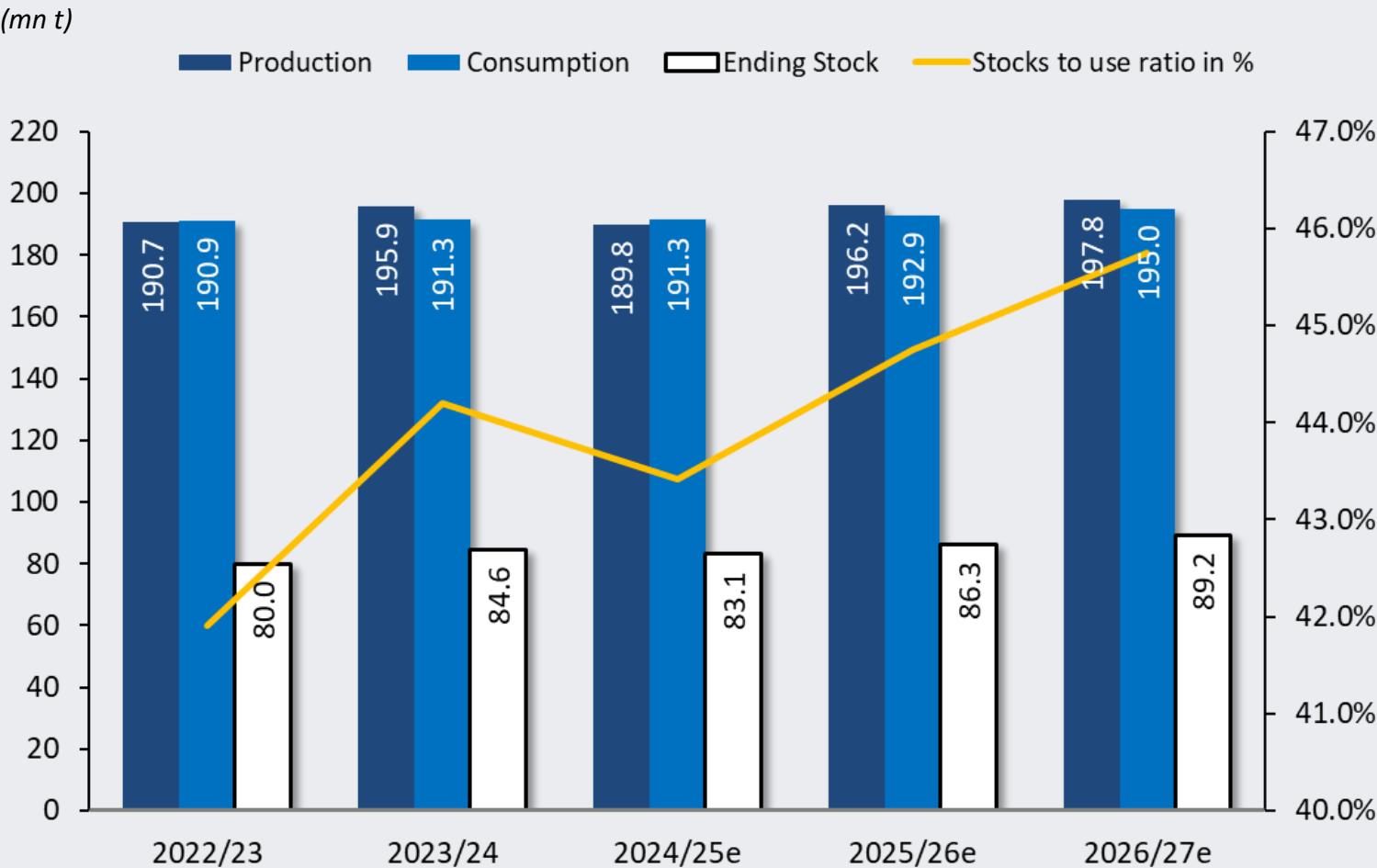


EBITDA and operating profit (mn €)





Global sugar balance per sugar marketing year (SMY)



Years refer to the sugar marketing year SMY (01 Oct to 30 Sept); Source: Global Data Dec/2025

2022/23: Market with small deficit (-0.3 mn t)

- Low stock levels remain



2023/24: Market with surplus (+4.6 mn t)

- Further production increase – particularly in Brazil, China and Europe
- Low stock levels remain, but are increasing



2024/25e: Market with deficit (-1.5 mn t)

- Production decrease, particularly in India and Brazil
- Declining stock levels



2025/26e: Market with surplus (+3.3 mn t)

- Production increase, particularly in India and Thailand
- Stock levels are increasing



2026/27e: Market with surplus (+2.8 mn t)

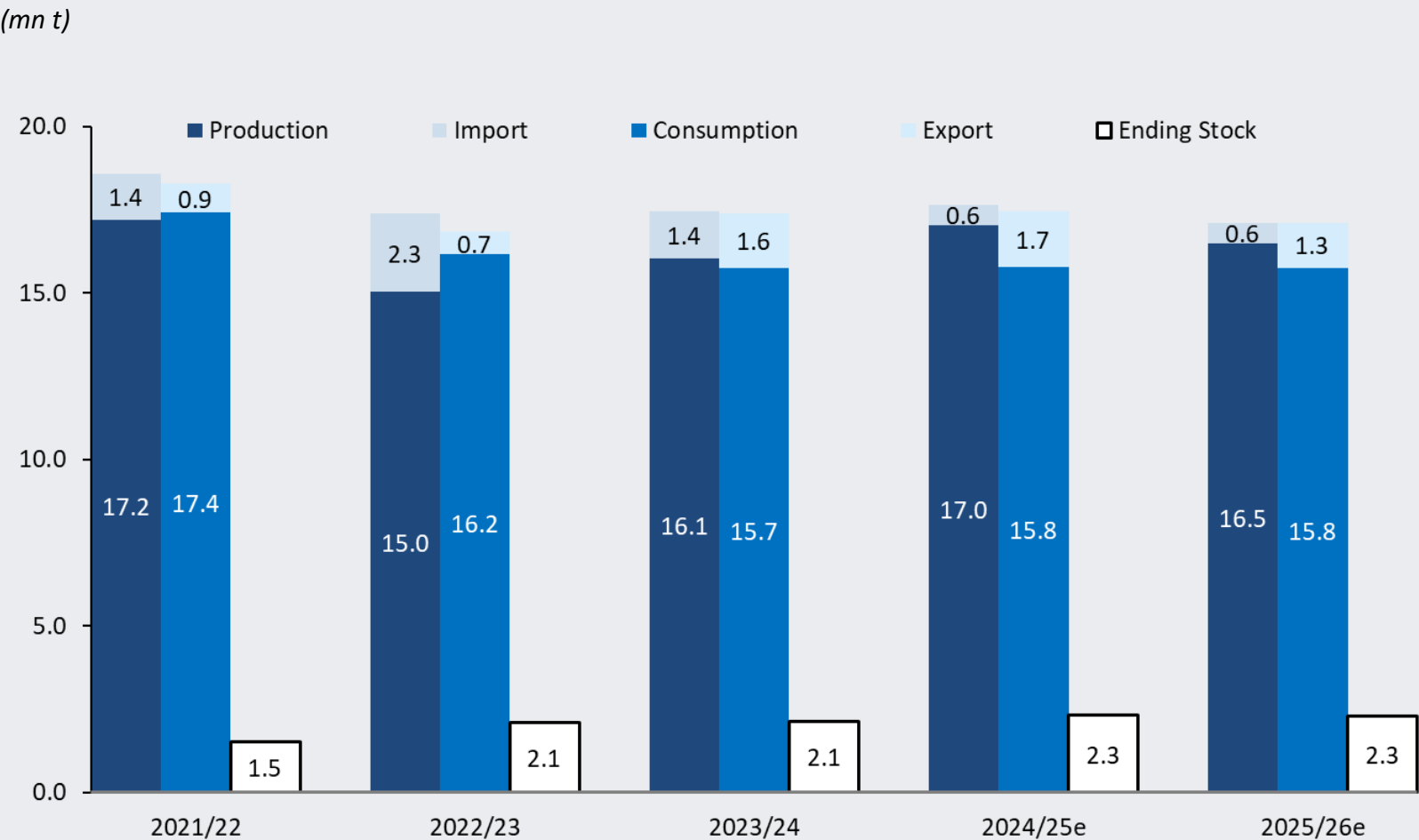
- Production stable
- Expected surplus similar to 2025/26e
- Stock levels are increasing



▲ Surplus ▼ Deficit



EU sugar balance per sugar marketing year (SMY)



Years refer to the SMY (Oct. 1 to Sept. 30); Source: EU Commission, 12/2025 incl. isoglucose

2022/23

- Sugar balance significantly in deficit, despite increase in Ukraine imports (high import demand → high import duties)

2023/24

- Cultivation expansion ~6 %, recovery of yields
- Market impact from duty-free Ukraine imports, but generally declining imports
- Significant increase in exports
- EU 2023/24 net exporter

2024/25e

- Cultivation expansion ~7 %
- Increase in sugar production by 1.0 mn t
- Reduction of Ukraine imports (safeguard clause)
- High exports with declining imports
- EU 2024/25e (significant) net exporter

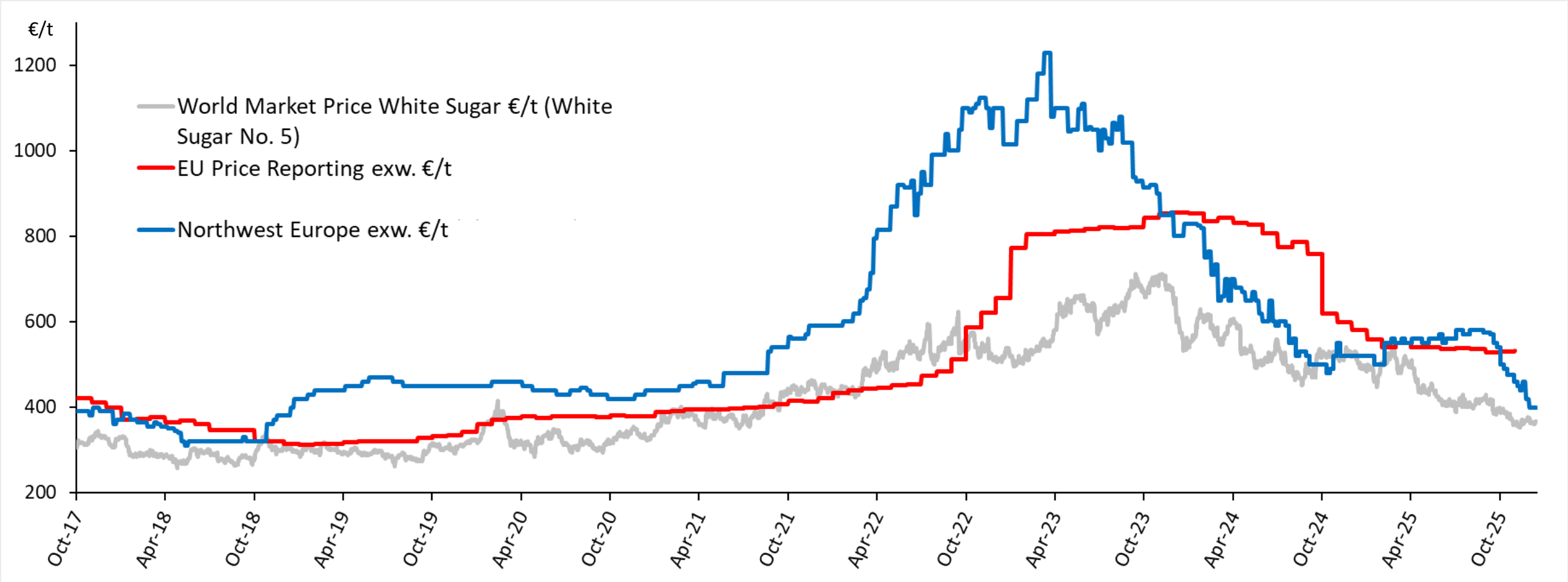
2025/26e

- Cultivation reduction ~9-10 %, above-average yields
- Higher than originally expected sugar production
- Again higher exports needed

2026/27e

- Cultivation reduction around 5-10 % expected

The EU and world sugar market remain cyclical and volatile





Special Products Segment

beneo

Freiberger

PORTIONPACK
GROUP

At a glance

Segment KPIs 2024/25

Revenues

2,275

mn €

EBITDA

288

mn €

Capital Employed

2,001

mn €

Measures

beneo
connecting nutrition and health

- ✓ **Expanded capacities** – new protein facility in Offstein and further expansion of existing plants
- ✓ **Strengthened sales network** – enhanced and regionally tailored sales structures while deepening global customer partnerships

Freiberger

- ✓ **Portfolio and marketing continuously expanded** – from plant-based/ready-to-go to new marketing concepts
- ✓ **Strengthened capacities and market presence** – expansion in DE (Berlin) and UK, further generation of profitable growth in the US

PORTIONPACK
GROUP

- ✓ Further expansion of **co-packing and co-manufacturing**
- ✓ Advanced **sustainable packaging**
- ✓ Sales expanded **into new markets**

Strategy



- Use of the full potential of **functional carbohydrates**
- **Expansion of product range** in functional dietary fibers and textured plant proteins
- **Fostering stronger partnerships with customers worldwide**



- **Expansion of a flexible product portfolio** and new sales channels
- **Strengthening innovation and sustainable production processes**
- **Enhancement of market position and capacity expansion** (Europe and NA) and **new opportunities in untapped markets**



- **Focus on expanding the product portfolio** with sustainable packaging
- Continued growth in **wholesale and food service**
- Strengthening of market position in **Europe** and expansion of activities in **Southern Africa**



Special Products Segment

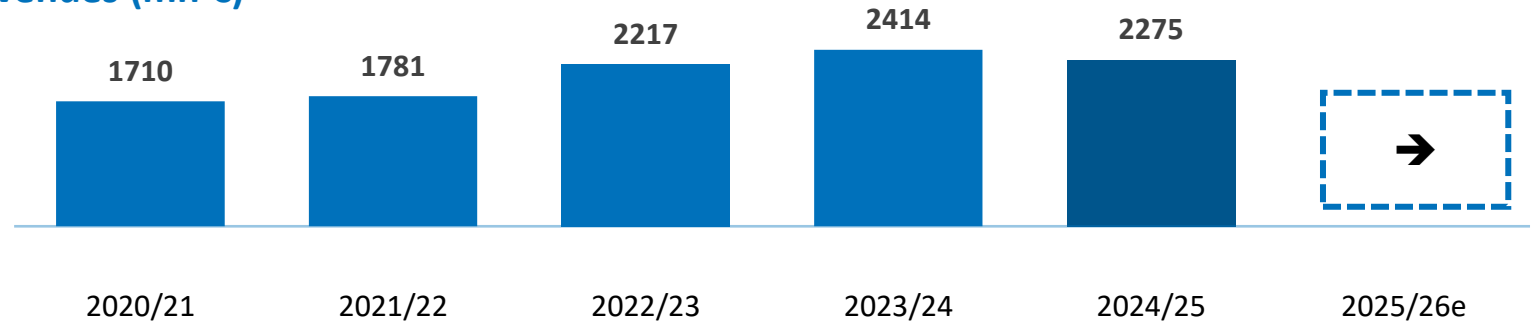
beneo

Treiberer

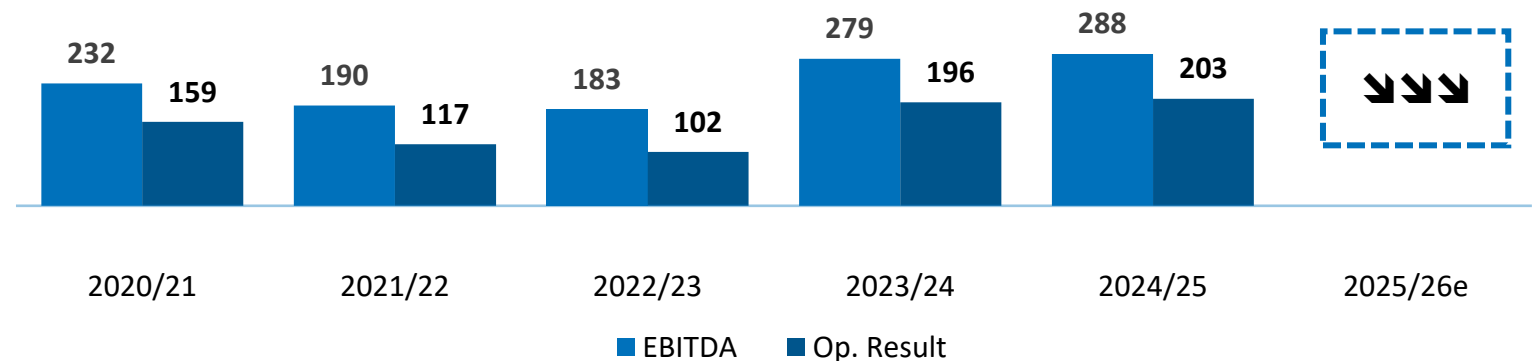
PORTIONPACK
GROUP

Financial year 2024/25 and outlook

Revenues (mn €)



EBITDA and operating profit (mn €)





At a glance

Segment KPIs 2024/25

Revenues

959

mn €

EBITDA

65

mn €

Capital Employed

479

mn €

Measures

- ✓ **Broadend portfolio** – expansion of bio-based chemicals underway (first ethyl acetate plant under construction)
- ✓ **Expanded activities** – production of ethanol, neutral alcohol, protein-rich food and feed, liquid CO₂
- ✓ **Significant contribution** to the reduction of greenhouse gas emissions

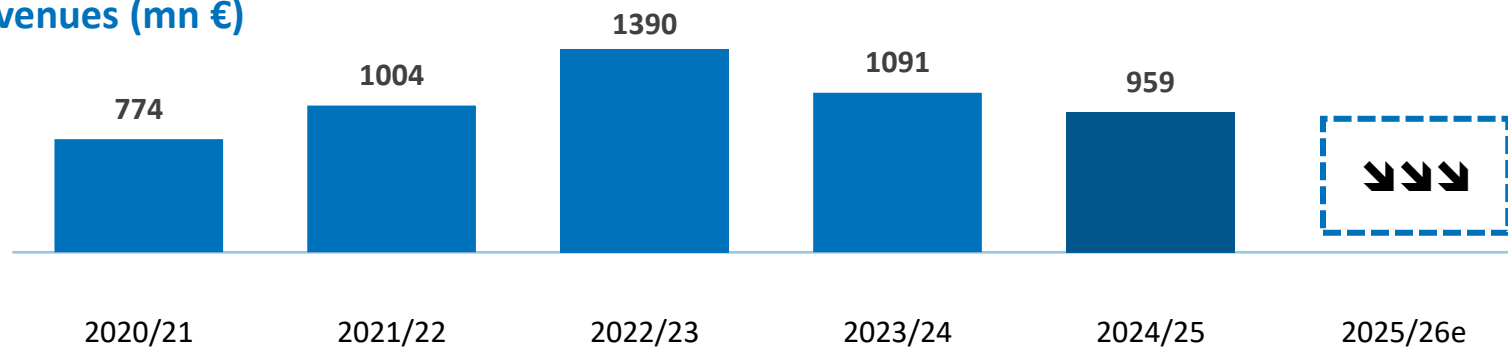
Strategy

- **Development of new business areas** such as bio-based chemicals via Group's R&D, process and raw material expertise
- **Development of new collaborations** with customers and partners
- **Use of regional raw materials and supply chains** in our core business area of Europe

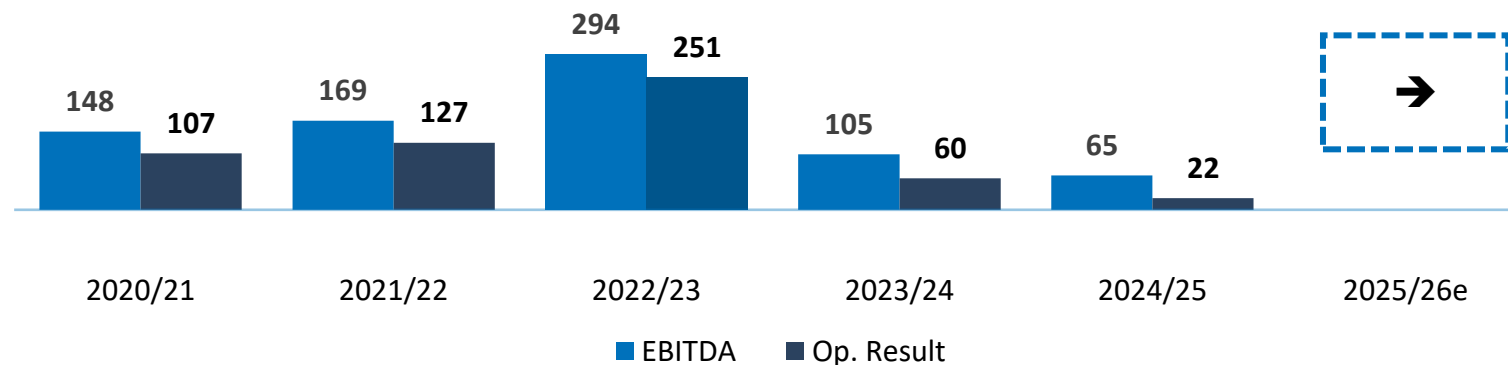


Financial year 2024/25 and outlook

Revenues (mn €)



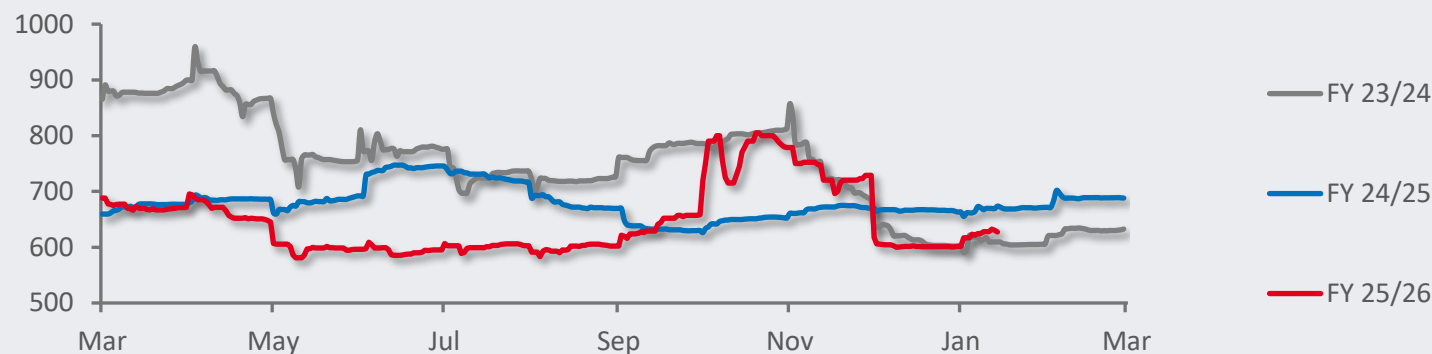
EBITDA and operating profit (mn €)





Market development – ethanol and wheat EU

European ethanol prices (€/m³)

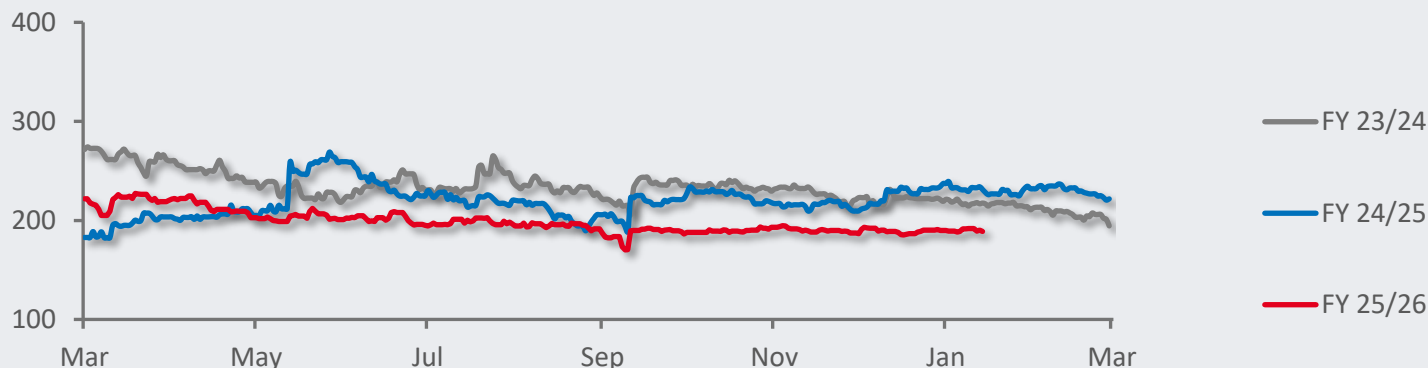


Source: NYMEX

European ethanol prices* in the first three quarters of 2025/26

- Average ethanol price around 655 (680) €/m³
- Ethanol prices increased significantly in the course of the 3rd quarter
- Price decline at the beginning of Q4

Euronext Paris wheat (€/t)



Source: Euronext Paris

Grain market in the first three quarters of 2025/26

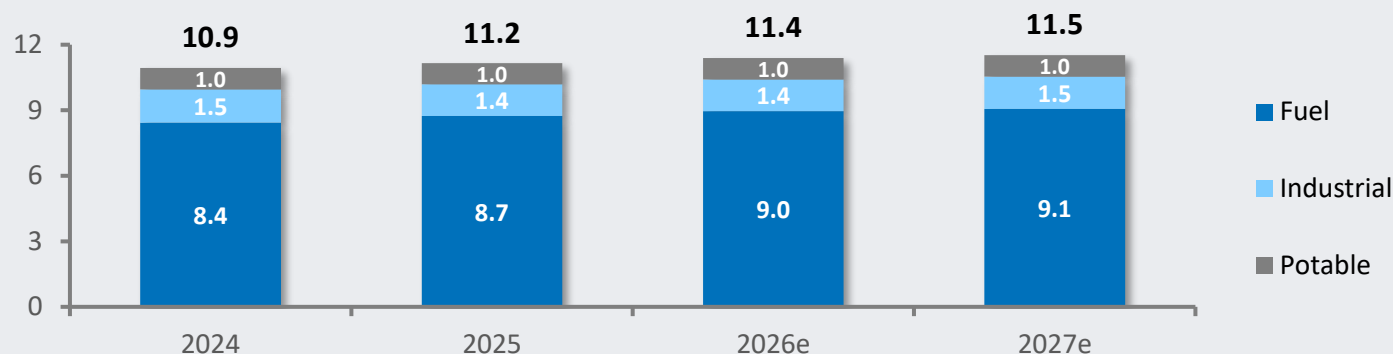
- Grain prices** approx. 200 (220) €/t
- EU grain harvest in 2025/26 is expected to exceed consumption of 260 (259) million tonnes at 287 (254) million tonnes
- IGC expects global grain harvest*** of 2,461 (2,328) million tonnes

* Ethanol T2 FOB Rdam, next expiry date; ** Wheat (Euronext Paris), next expiry date; all varieties, excluding rice



Market development – ethanol sales and net imports EU & UK

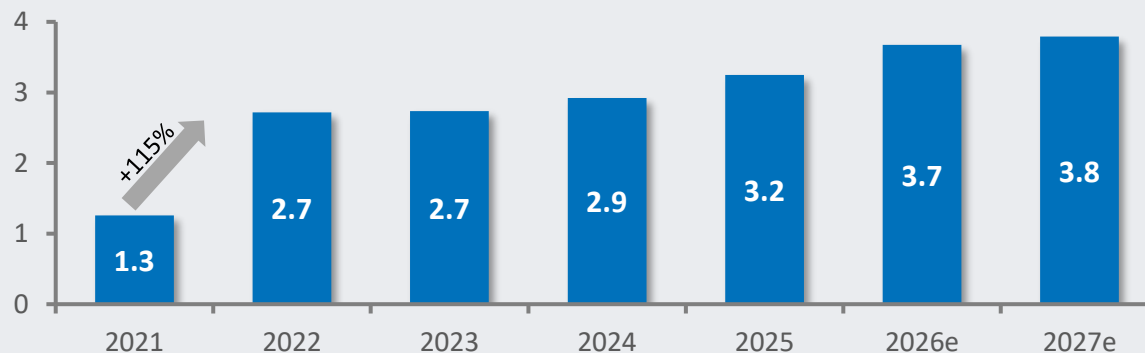
EU27 & UK: Ethanol sales (million m³)



Ethanolmarkt in EU-27 & UK in 2026 (in Mio. m³)

- Production:
7.8 | +/- 0 % (6.0 fuel | 1.8 neutral alcohol)
- Consumption:
11.4 | +2 % (9.0 fuel | 2.4 neutral alcohol)
- A further increase in fuel ethanol sales is expected in 2026
- Sales of neutral alcohol to remain relatively stable

Net-imports EU27 & UK (million m³)



Imports to Europe are expected to increase further in 2026

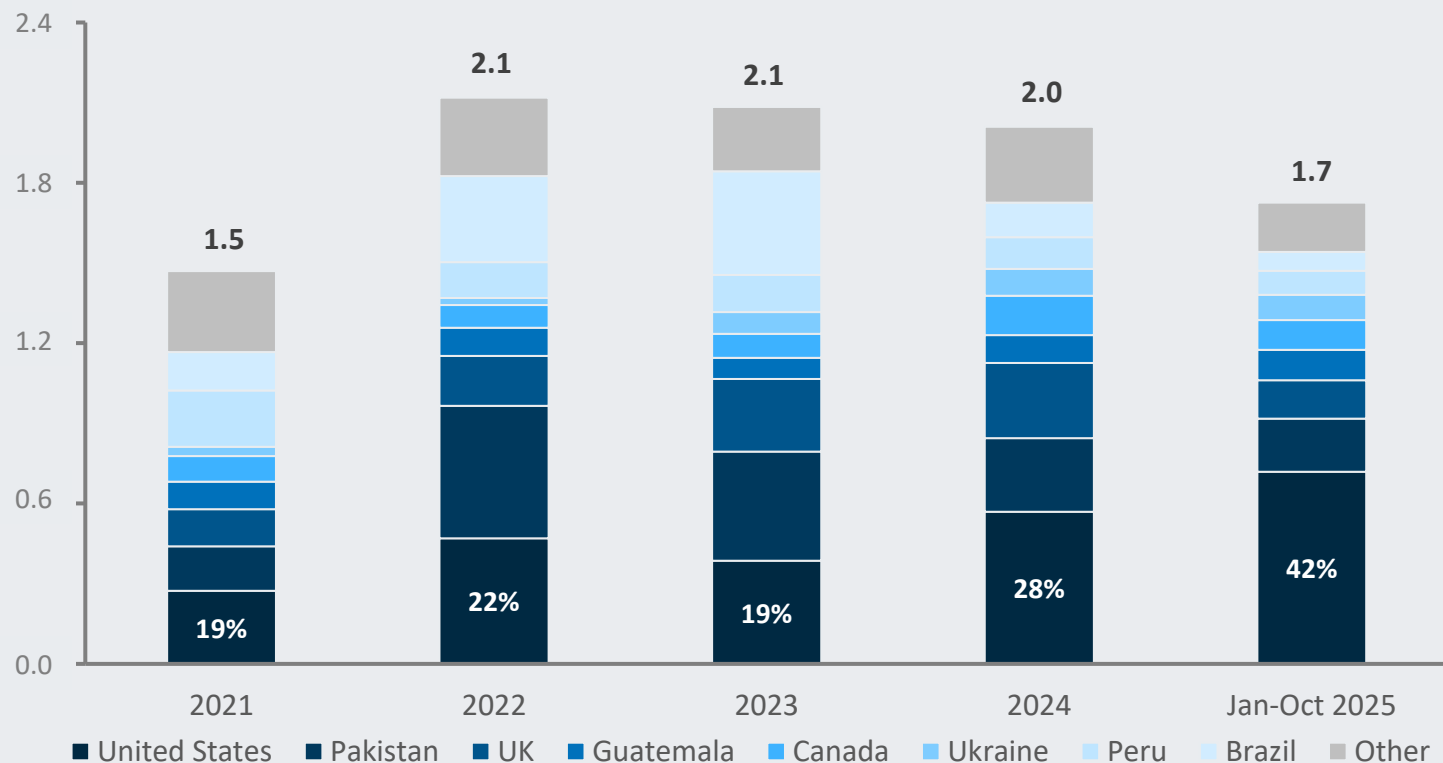
- Price difference makes imports to Europe attractive
- Sharp increase in duty-free US imports due to trade deal with UK
- Europe needs imports to meet rising demand, but a level playing field is needed

Quelle: S&P Global Commodity Insights (2025)



Tariffs and trade agreements

EU: Ethanol Imports by country of origin (million m³)



Source: Eurostat

EU: Mercosur Trade Agreement

- Duty-free quota of 450,000 tonnes for the chemical industry
- 200,000 tonnes at one third of the most-favoured-nation tariff rate for all other uses (including fuel)
- Both quotas are to be introduced gradually over 5 years after they come into force

EU: Political agreement in the customs dispute with the USA

- No tariff relief planned for US ethanol imports
- Implementation still needs approval from the European Council and Parliament

EU: Duty-free import quotas for Ukraine, Canada, Guatemala and Pakistan (until mid 2025), among others

UK: Trade agreement with USA in force

- Duty-free quota of 1.4 million m³ per year - equivalent to the fuel ethanol market in the UK
- Almost 700,000 m³ imported duty-free in the second half of 2025
- Domestic production largely discontinued
- US imports have already put increasing pressure on the British ethanol market before



Green Deal and “Fit-for-55” Package – European legal framework until 2030

Fit-for-55: Overall target of reducing greenhouse gas emissions by 55% by 2030

Emissions Trading System (ETS)

- More ambitious GHG reduction target of 62%
- Separate system for buildings, road transport and fuels
- Introduction has been postponed – will not start until 2028

Renewable Energy Directive (RED III)

- Share of renewable energies to increase to 42.5% overall
- More renewable energies in industry, heating and cooling and transport



ReFuel EU aviation und Fuel EU maritime

- Sustainable aviation fuels (SAF) and GHG savings in marine fuels
- Exclusion of biofuels from arable crops factually incomprehensible

CO₂ standards for cars and vans

- Proposal EU Commission: Approval of new cars with combustion or hybrid engines if CO₂ emissions are reduced by at least 90% compared to 2021 – offset of the remaining 10% through CO₂ compensation measures (e.g. "green steel", e-fuels)



Starch Segment



At a glance

Segment KPIs 2024/25

Revenues

955

mn €

EBITDA

83

mn €

Capital Employed

411

mn €

Measures

- ✓ **Prioritized cost efficiency** – from raw material purchasing to production
- ✓ **Leveraged regional strengths** – proximity to raw materials and production expertise
- ✓ **Continuous process, technology and cost optimisation** – as part of AGRANA NEXT LEVEL

Strategy

- **Focus on cost efficiency** along the entire value chain
- **Maximize regional proximity** to raw materials and reinforce of raw material and production expertise
- **Process, technology and cost optimization**
- Strategic **focus on higher-margin** specialties and organic products

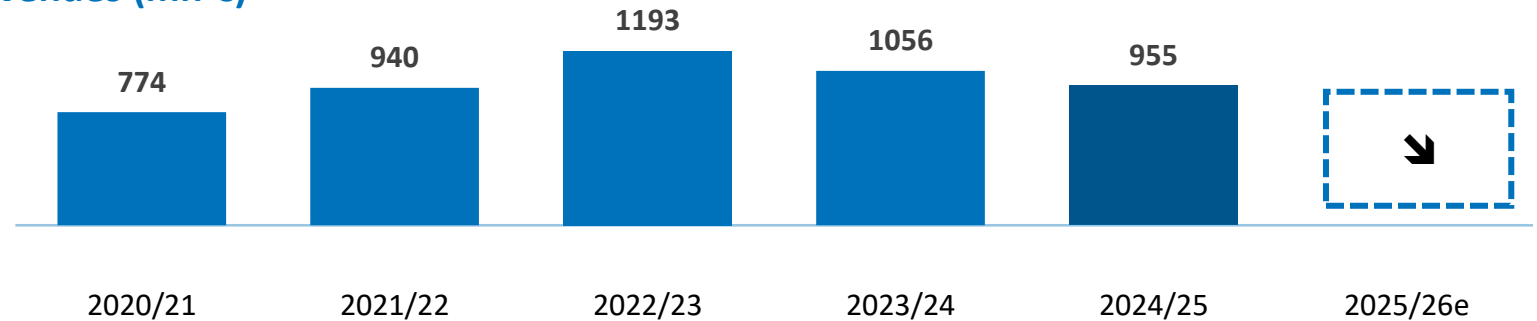


Starch Segment

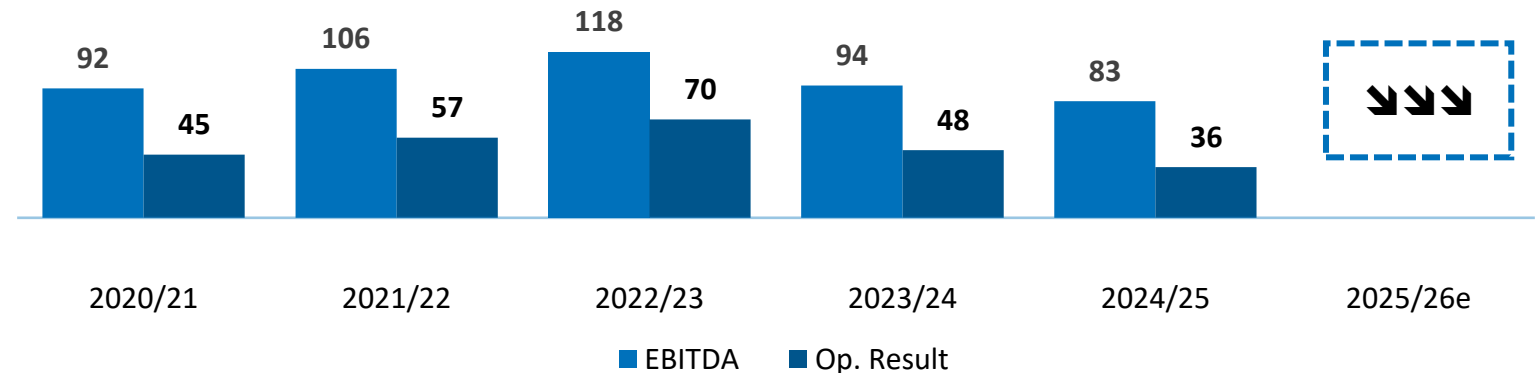


Financial year 2024/25 and outlook

Revenues (mn €)



EBITDA and operating profit (mn €)





Fruit Segment



AUSTRIA
JUICE

At a glance

Segment KPIs 2024/25

Revenues

1,629

mn €

EBITDA

141

mn €

Capital Employed

754

mn €

Measures

- ✓ Further prioritized **profitable growth and reduction of dependence** on market volatility
- ✓ Further prioritized **high-margin, customer-specific solutions** as a central strategic focus
- ✓ **Deepened cooperation between** fruit preparations vs. concentrates
- ✓ **Continuous process, technology and cost optimisation** continued – as part of AGRANA NEXT LEVEL

Strategy



- **Expansion of international customer proximity** and outperformance of market growth
 - **Strengthening of global presence** in existing markets
- AUSTRIA
JUICE
- Expansion of sales in **global beverage market**
 - **Expansion of the portfolio** to include natural flavors and beverage compounds in addition to not-from-concentrate juices & fruit wines



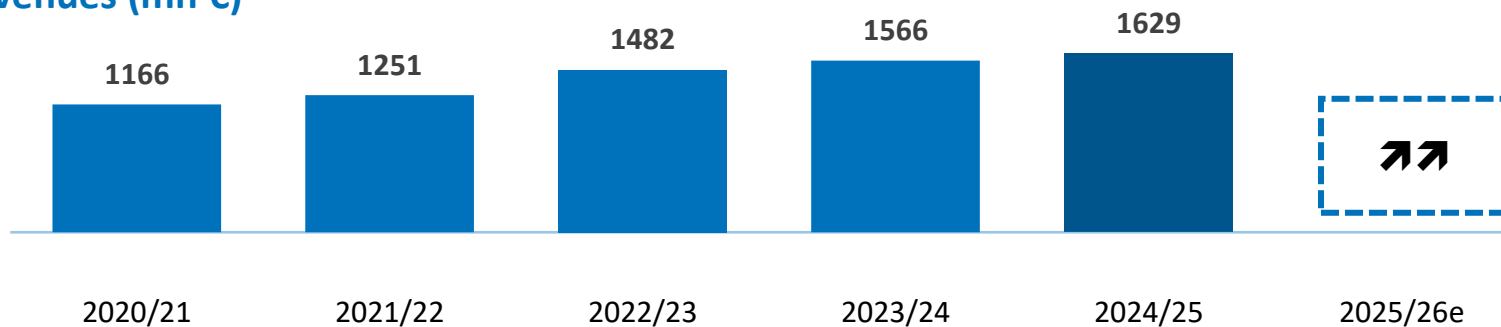
Fruit Segment



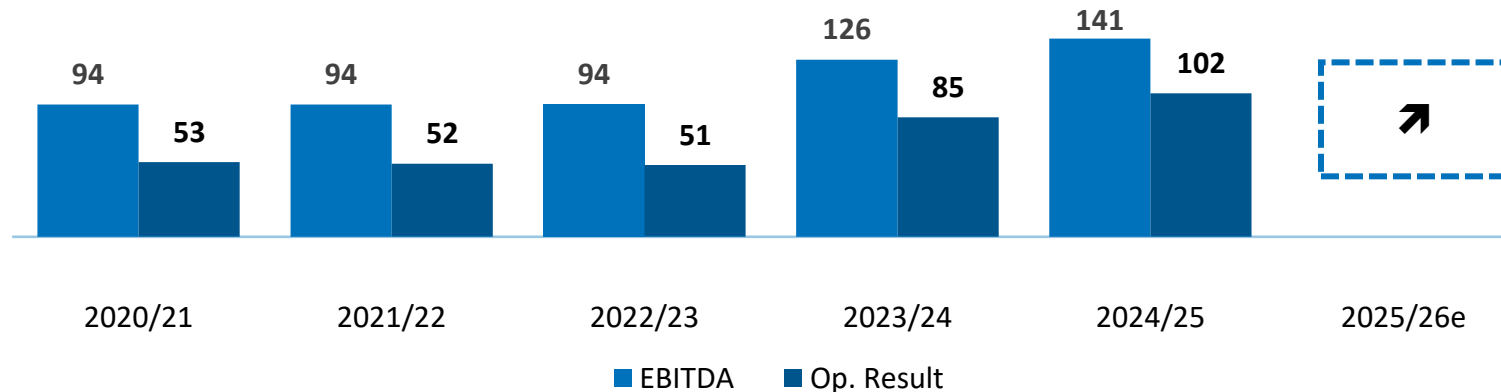
AUSTRIA
JUICE

Financial year 2024/25 and outlook

Revenues (mn €)



EBITDA and operating profit (mn €)



Why invest in us?

We stand for stability and reliability – built over 100 years

We master change with confidence — powered by financial discipline, sustainable growth, and a trusted brand.

We unite the “Power of Plants” in a diversified portfolio built for profitable growth

We strengthen efficiency and agility — with a system-relevant, diversified portfolio spanning food and energy for sustainable, long-term growth.

We grow in future-driven markets

We actively shape expanding markets — with solutions for plant-based nutrition, convenience, and renewable energy.

We combine European strength with global reach

As a leading global company in the food industry and one of the foremost producers of ethanol with a worldwide production and distribution network, we leverage economies of scale while staying closely connected to our customers.

We stay the course

We follow a clear strategy to secure our investment-grade rating — through disciplined capital management, targeted investments, and a solid balance sheet.

We pursue a clear strategy with focus and dedication

 **FROM ...**

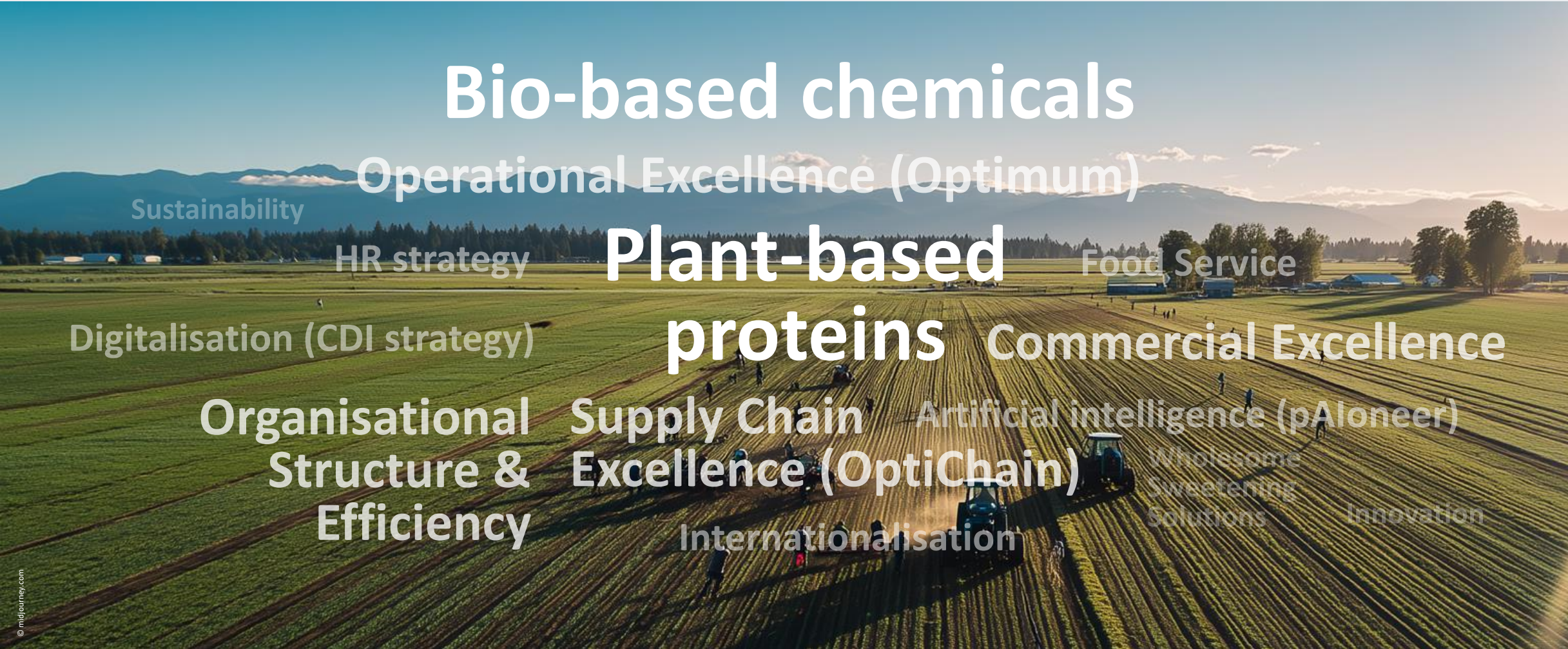


 **TO ...**

... a large-scale processor of
agricultural raw materials

... a leading partner of plant-
based solutions for an enjoyable,
healthy and sustainable world.

Selected Group strategy projects



100



Part of
your Life

