

# Südzucker Group

## Get the Power of Plants

As a leading integrated group of companies with plant-based solutions for food, energy and other applications, we drive for a livable, healthy and sustainable world.

Around 20,000 employees in our sugar, special products, CropEnergies, starch and fruit segments are committed to being the leading partner for plant-based solutions on behalf of our customers.

We process agricultural raw materials into high-quality products, especially into food for industrial customers and end users but also feed and other products for the food and non-food industries. In this process, the raw materials are to a large extent fully utilized and refined. Our marketing focuses on business-to-business clients.

A strong ownership structure provides a reliable framework for the company's development.



# Get the Power of Plants

**GROUP STRATEGY 2026 PLUS**



## Group strategy

### Market environment

Our market environment continues to be impacted by far-reaching changes in our markets and in society. Present and emerging health trends combined with deliberations regarding sugar consumption in Europe, rising demand for sustainable, plant-based products, the desire for new, climate-friendly technologies and CO<sub>2</sub> reduction and growing demand for food across the globe are changing the needs of our customers.

Global megatrends such as healthy ageing, neo-ecology, globalization and mobility coupled with the increasingly stringent regulatory framework in Europe, such as the ban on new registrations of combustion engines from 2035 or stricter laws for small packaging, are also changing the market conditions for our business.

Going forward, Südzucker Group sees these changes as both a challenge and an opportunity to meet the requirements of our customers and society even more effectively.

### Group Strategy 2026 PLUS

Group Strategy 2026 PLUS aims to position Südzucker Group so that it is even more innovative, customer-focused and consistently aligned to sustainability and profitable growth. Our aim is to be the leading partner for plant-based solutions 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.



About the Group

# Get the Power of Plants

GROUP STRATEGY 2026 PLUS

Our strategy is based on our Purpose, Mission and Vision.



**PURPOSE**

Our Purpose is to contribute to an enjoyable, healthy, and sustainable world based on the power of plants.



**MISSION**

Our mission is to create value from plants – for nutrition, energy and beyond – being the partner of choice for farmers, customers and consumers.








**VISION**

Our Vision is to become the leading integrated group for plant-based solutions – locally, regionally & globally.

As a corporate group of companies, we not only grow organically, but also evaluate acquisition opportunities and innovations through cooperative ventures. To this end, we are mindful of the requirements and trends in the respective markets and analyze them at regular intervals.

### Five strategic fields of action are key elements of our Group Strategy 2026 PLUS

-  **Our employees**  
Using the skills and passion of our employees to leverage more power from the Group
-  **Sustainability**  
Contributing to a sustainable world
-  **Markets and customers**  
Improving access to markets and customers
-  **Plant-based solutions**  
Expansion of technology- and market-driven value creation from plant-based raw materials
-  **Profitable growth**  
Growing more profitably and faster than competitors

These strategic fields of action include numerous focus initiatives. Our aim is to strike a balance between economy, ecology and social responsibility, to extend the value chain and to expand and complement our product portfolio.

### Establishing the biobased chemicals business

Südzucker bridges the gap between agriculture and chemistry in the bio-based chemicals business segment. One of our key strategic objectives is to ensure our products for the chemical and convert- ing industry play an active role in the transition to renewable

carbon from all types of biomass as raw materials. This is one of the reasons why we are focusing on the defossilization of chemical production (moving away from fossil carbon sources) and closing loops in the sense of recyclability and/or biodegradability of plastics. Given this situation, it was a logical step to bundle the activities of the bio-based chemicals business sector at CropEnergies.

Beyond its extensive process expertise in manufacturing basic chemicals and (bio)polymers, Südzucker boasts a broad range and access to substantial quantities of renewable raw materials as potential carbon sources. Südzucker operates and owns industrial plants for both the biotechnological and chemical-catalytic conversion of carbohydrates and their derivatives and by-products. Purposeful conversion of raw materials into new products not only enables us to extend our value chain and enhance our product portfolio, it also allows us to make a meaningful contribution to the industry’s crucial transformation.

The first milestone was the construction of a plant for the production of renewable ethyl acetate from sustainable ethanol at the Zeitz Chemical and Industrial Park. The project is scheduled for completion by the end of 2025. Ethyl acetate is a chemical that is used as a solvent in various products such as paints, coatings, adhesives, cosmetics and packaging solutions.

Moreover, we hold a stake via CropEnergies in the Dutch start-up company for bio-based chemicals Syclus B. V. in Maastricht, the Netherlands. The aim is to assess the technological and economic feasibility of a large-scale plant for the production of renewable bio-based ethylene from renewable ethanol.



### Establishing the proteins business

Protein products have been a part of the Südzucker portfolio for over ten years thanks to its role in processing agricultural raw materials such as wheat and rice. Thus, the objective is to enhance the value of these existing protein sources, discover new protein sources and create additional business segments for their utilization.

Changing eating habits, climate protection, security of supply through domestic products and animal welfare aspects can increase long-term demand for plant-based protein products. As a result, Südzucker is pushing ahead with the implementation of a clear growth strategy as a supplier of ingredients and solutions for the food industry for plant-based meat and fish alternatives, for alternative dairy products and for sports nutrition.

We serve the sales market for meat and fish alternatives via the subsidiary Meatless, which was acquired during the 2022/23 fiscal year. Our Meatless products enable us to provide customers from the food industry with various ingredients/raw materials they can use to develop and produce vegan and hybrid products. Product innovations such as Chicken Chunks based on textured proteins expand the product portfolio. By establishing our own facility in Offstein for processing pulses, especially field beans, into proteins, we are poised to provide solutions for alternative dairy products, sports nutrition products and more.

### Further development and implementation of our corporate sustainability strategy

Südzucker Group seeks to contribute to a sustainable world. That is why we are working on the further development and implementation of our group-wide sustainability strategy "Growing in Balance". Detailed information on our group-wide sustainability program and our defined focus areas can be found in → Sustainability.

### Further development and implementation of the digitization strategy

For the Südzucker Group digitalization is an important step towards ensuring and advancing an adequate, efficient data and IT infrastructure that digitally connects as many areas of the company as possible while supporting both existing and emerging business models. In order to increase the use of modern technologies, we are continuing to drive forward the digitalization of our plants and digital solutions in the specialist areas. Overall, we can thus provide the basis for greater resource efficiency, strengthen our position in the competitive environment and make a decisive contribution towards sustainability.

We want to respond to the changes in farming and the increasing efforts to track carbon footprints by offering far-reaching digital solutions in the agricultural segment. Beet2go, for example, is a mobile application that digitizes the entire process from contract conclusion to beet harvesting.

The Südzucker Group collaborates closely with strategic technology partners and start-ups to effectively implement digital plans in practical applications and leverage the added value of innovative technologies in all areas of the company. Another cornerstone of this strategy is ensuring our employees receive training on the topic of digitalization and strengthening their knowledge of the opportunities and requirements of digital business.

### Divisions' strategies

Südzucker Group Strategy 2026 PLUS and the divisional strategies both complement and reinforce each other. We report directly on the respective divisional strategies in the corresponding segments.