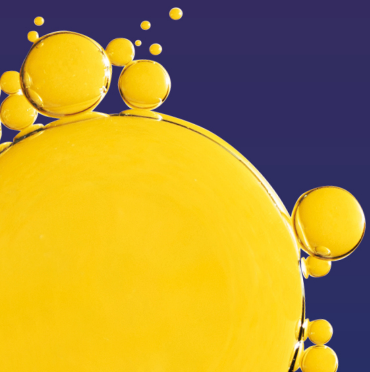



Corbion

Corbion 2023
Annual Report





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This document is the PDF/printed version of the 2023 Annual Report of Corbion nv in the European single electronic reporting format (ESEF) and has been prepared for ease of use. The ESEF reporting package is available on the Corbion website. In any case of discrepancies between this PDF version and the ESEF reporting package, the latter prevails.

This annual report covers the reporting year 2023. The strategic announcements as shared during the Capital Markets Update on 31 January 2024 are not reflected in this document.

At a glance

At Corbion, we exist to 'preserve what matters.' We are the global market leader in lactic acid and lactic acid derivatives, as well as a leading supplier of other ferments, functional enzyme blends, minerals, vitamins, and algae ingredients. We create sustainable ingredient solutions that preserve what matters in food and food production, health, and our planet. For over 100 years, Corbion has stood for an uncompromising commitment to safety, quality, innovation, and performance. Drawing on our deep application and product knowledge, we work side by side with customers to make our cutting-edge solutions work for them. Leveraging our advanced capabilities in fermentation and preservation technologies, we help differentiate products in diverse markets such as food, home and personal care, animal nutrition, supplements, pharmaceuticals, medical devices, and bioplastics.

In manufacturing, our excellence spans generations, showcasing an unparalleled mastery and commitment to quality. We possess profound expertise in developing and operating sustainable, resource-efficient production processes, often inspired by and rooted in natural mechanisms.

Our strategy and operations are driven by our commitment to advancing sustainability and maintaining the highest ethical standards. These priorities are reflected in the management of our global supply chain, the responsible procurement of raw materials, and our efforts to ensure the safety and well-being of our people.

In 2023, Corbion generated annual sales of € 1,443.8 million and had a workforce of 2,727 FTE. Corbion is listed on Euronext Amsterdam.

Four lines of business

At Corbion, we distinguish between four lines of business, each with a different set of characteristics: Sustainable Food Solutions, Lactic Acid & Specialties, Algae Ingredients, and Incubator.

Sustainable Food Solutions

Our Sustainable Food Solutions unit supplies food ingredient solutions to the world’s leading food manufacturers and encompasses Preservation Solutions, Functional Systems, and Single Ingredients. We leverage the power of natural mechanisms and processes to deliver value-adding solutions that help our customers create food products that stay fresh, safe, and delicious for longer.

We help preserve things that matter: a nutritious, high-quality eating experience consumers can enjoy sharing with their loved ones; our planet’s finite resources, which we strive to use responsibly in our commitment to reducing food waste; and affordable food accessibility. Through our efforts, we enhance efficiency, extend freshness, and ensure safety across the bakery, meat, culinary, beverage, confectionery, and dairy markets.

Lactic Acid & Specialties

Lactic Acid & Specialties encompasses Biochemicals (lactic acid, salts, esters, and other specialties), Biomaterials (polymers for medical and pharmaceutical applications), and TotalEnergies Corbion (our joint venture with TotalEnergies for the production and marketing of Luminy® PLA).

We enable customers to commercialize safe and sustainable performance products. Our goal is to leverage our product functionalities, organizational capabilities, and innovation mindset to build long-lasting collaborative relationships with key market leaders and innovative players.

The value to our customers comes from the inherent safety, sustainability, and performance of our products, delivered through the commitment of our teams to providing solutions that create new opportunities. Leveraging our rich heritage in fermentation and the application of lactic acid-based technologies, we provide performance through functionalities offered with these product lines and technologies using renewable resources.

Our solutions offer benefits in biochemical applications spanning a wide array of industries, including home and personal care products, pharma–medical, animal health, chemicals, electronics, and polymers. We continuously explore and develop new ways to enhance the functionalities our products can bring to customers' applications.

Algae Ingredients

Algae Ingredients comprises algae-based ingredients providing nutritional benefits for human and animal diets, such as long-chain omega-3. We are a global omega-3 supplier for aquaculture, pet food, and other omega-3 applications.

We believe in unleashing the power of fermentation to provide nutritional ingredients while preserving the world's limited resources. We deliver through the commitment of our teams and the collaboration along the value chain to advance sustainability and continuous growth.

With a unique design, we apply disruptive technologies built on our vast experience in fermentation and industrial-scale manufacturing to deliver our solutions using renewable resources. What we do is critical to reducing pressure and dependency on marine resources, positively impacting the carbon footprint on the basis that omega-3 from AlgaPrime™ DHA has a lower carbon footprint than traditional fish oil, proven by an ISO-compliant life cycle assessment (LCA).

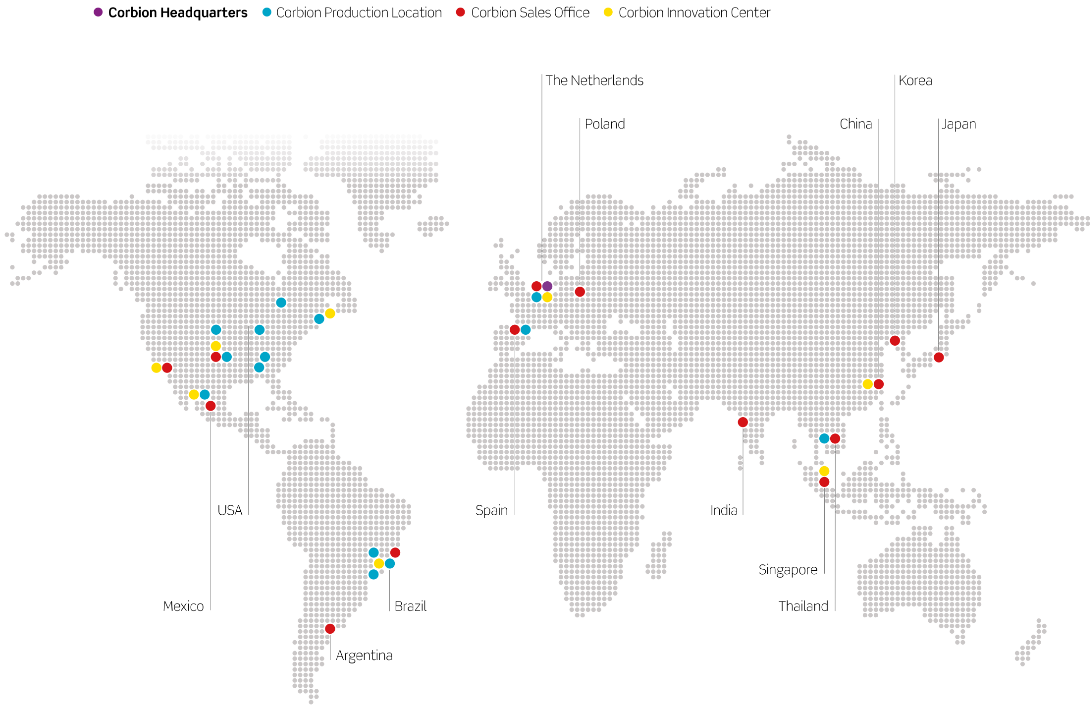
Incubator

In our Incubator, where we develop early-stage initiatives with a positive impact on the United Nations Sustainable Development Goals, we work on five selected platforms: *Algae Portfolio Extension*, *Biopolymers*, *Natural Preservation*, *Circular Raw Materials*, and *Net Zero*.

Each of these five platforms is linked to one of the three business units and integrated into their innovation programs, all with the goal of providing long-term value. By collaborating with like-minded partners, we strengthen our capabilities, and we support our customers in making informed decisions to develop superior, more sustainable products using renewable resources. We are dedicated to advancing a circular economy through our innovations, aiming to enhance quality of life for both current and future generations.

Our global presence

We market our products through a worldwide network of sales offices and distributors and have a global supply chain with manufacturing facilities in the US, Thailand, Brazil, Mexico, the Netherlands, and Spain. Our innovation centers are located across the globe, and our headquarters is based in the Netherlands.



Message from the CEO

Balance, and the importance of achieving it, is something that resonates with me personally, not just as a CEO, but as a person navigating the complexities of life and business. At Corbion, we embrace the challenge of harmonizing our commitments to people, planet, and profit in a world in flux.

Today's global marketplace is highly complex and ever-changing. Geopolitical tensions, persistently high inflation, climate change, resource scarcity, pervasive technologies, and consumer behaviors are just some of the major influencing factors that continually reshape the business landscape and makes our work more difficult. But they also guide our priorities and decisions and create opportunities that fuel our growth as a company.

In 2023, as supply chain disruptions eased, manufacturers scaled back their orders due to declining retail volumes and the high inventories they had maintained as a safeguard against supply chain risks. Although the ongoing destocking trend among customers gradually subsided through the year, its impact varied across our customer base, making the already complex task of demand forecasting more difficult.

In **Sustainable Food Solutions**, the early part of 2023 brought declines in volume/mix attributed to customer destocking and a relatively subdued end-consumer market. Later in the year, the volume/mix trend saw gradual improvement. Input costs shifted, most decreasing in price, and only sugar — representing roughly one-quarter of our material inputs — became more expensive, due to El Niño-related production shortfalls in South and Southeast Asia, as well as port bottlenecks in Brazil. Even as supply chains improved, customers insisted on reducing material inventories, which impacted sales. In response to consumers' heightened awareness of inflation, there was a notable shift away from premium products towards more economical alternatives, leading to a reduction in overall spending on food and beverages. As part of our response to this trend, we helped our customers minimize recipe costs, while replacing synthetic ingredients in favor of more natural alternatives.

We continued growing into a number of product/market adjacencies, such as dairy stabilizers, antioxidants, and natural mold inhibitors. Extensions to our Origin™ portfolio of natural antioxidants provided manufacturers with preservative benefits based on wild rosemary and acerola cherry extracts in lieu of fossil-based ingredients. We further expanded geographically with new agreements that broaden our distribution partnerships in Malaysia and Singapore and fortify our presence in the Asia–Pacific region. Most recently, we grew our capacity for manufacturing increasingly important vinegar-based solutions by bringing a new production facility online in Montgomery, Alabama (US) that will reduce supply risks and offer cost structure improvements.

In 2023, we evaluated competing offers to divest our non-core Emulsifier business. In January 2024, Corbion and Kingswood Capital Management announced an agreement in the divestiture of the business. The sale, anticipated in the second quarter of 2024, will allow Corbion to sharpen our focus on fermentation-based technologies.

It was a year of highs and lows for our **Lactic Acid & Specialties** business unit. On the challenging side, softness in the market for PLA persisted due to lockdowns in China, regulatory hurdles in the EU, continuing high inflation, and pressures on packaging and specialty plastics manufacturers to choose lower-cost materials. There were, however, signs of recovery in the third quarter with no further erosion since that time. We felt the effects of declining demand in the electronics segment, and high inventory levels in multiple industries led to customer destocking and headwinds for other areas of the business unit as well.

In agrochemicals, where we help create more sustainable crop protection products, high inventories and unfavorable weather conditions in 2023 slowed our sales. In the pharmaceutical industry, we saw temporarily decreased demand due to high stock levels accumulated through the pandemic and associated supply chain disruption. While we anticipate improved dynamics ahead in each of these segments, circumstances negatively impacted our results in 2023.

Results were much better in home and personal care, particularly in hygiene and cleaning products, where PURAC® Sanilac solutions provide a safe, effective, and natural means of protecting against the coronavirus and other microorganisms. Interest in this product line has remained high since the onset of the pandemic.

The real bright spot in Lactic Acid & Specialties was our Biomaterials business, which had a very strong year, as elective orthopedic surgeries picked up again after COVID-19. With a growing number of orthopedics and controlled drug delivery development projects in the pipeline, demand for our bioresorbable polymers remained robust. In the spring, the US Food and Drug Administration (FDA) approved a new extended-release drug treatment for schizophrenia we helped make possible, along with our joint venture partner MedinCell, for Teva Pharmaceuticals.

We finished the year by announcing the on-schedule mechanical completion of a first-of-its-kind circular lactic acid manufacturing plant at our site in Rayong, Thailand. This new facility will have the lowest associated carbon footprint and will be more cost effective compared to other manufacturing technologies, eliminates gypsum as a by-product, and fortifies Corbion's position as the global lactic acid market leader. We are also proud to report that the 2.5-year construction project, which has involved more than 2,000 contractors simultaneously onsite, achieved more than five million working hours without a single lost-time incident.

The **Algae Ingredients** business stood out as another area of strength for us. After achieving EBITDA breakeven in 2022, our algae business grew significantly while further increasing production yields, thus enabling it to contribute substantially to our EBITDA in 2023. Demand for our products in the aquaculture industry remained strong, as we gained more traction helping salmon producers with a sustainable alternative to fish oil, which grows more costly for producers as ocean temperatures rise, fishing seasons grow shorter, and fish populations decrease. We also expanded our portfolio with new high-margin, algae-based products that enhance the value proposition in both human and animal nutrition markets.

We wrote an important chapter in our sustainability story last year. Exemplifying transparency, we publicly shared Corbion's detailed Climate Transition Action Plan and implemented measures to reduce both energy use and emissions at our plant in Gorinchem, the Netherlands. Published in 2023, CDP ranked Corbion in the top 8% of companies on the CDP Supplier Engagement Leaderboard, we were selected for a target validation pilot for reducing pressures on nature by the Science Based Targets Network, and EcoVadis awarded us with a Gold rating in 2024.

Corbion made excellent progress in our safety journey, achieving a global reduction of over 25% in total recordable injuries worldwide compared to 2022. This significant improvement reflects a profound shift in mindset. Several facilities truly stood out with best-in-class safety practices and performance, and we are working to transfer key learnings across the organization. Furthermore, we made substantial investments in process safety and expanded our Behavior-Based Safety Program launched in 2022 to additional sites worldwide.

In today's fast-paced global market, adaptability is key. The challenges of 2023 prompted us to reflect on our decisions and make necessary adjustments. As a result, we developed a restructuring program for implementation in 2024 to drive positive free cash flows based on material improvements in operating expenses, in our capital program, and in our working capital positions. Through this transformation, we aim to streamline operations and enhance efficiency to support our envisioned growth.

Corbion's purpose will not change, nor will our commitment to it, but our approach to achieving it will evolve as needed to effectively balance our priorities and to align with the ever-shifting landscape around us. Our ability to effectively preserve what matters to our customers, suppliers, partners, shareholders, employees, and their families will continue to be our highest priority.

On behalf of the Executive Committee, thank you for supporting Corbion and our purpose-driven work to create sustainable business success.

Olivier Rigaud

Members of the Executive Committee

Olivier Rigaud
Chief Executive Officer

Eddy van Rhede van der Kloot
Chief Financial Officer

Aurélie Dalbiez
Chief Human Resources Officer

Jacqueline van Lemmen
Chief Operations Officer

Jennifer Lindsey
Chief Marketing & Digital Officer

Andy Muller
President Sustainable Food Solutions

Ruud Peerbooms
President Algae Ingredients
Ad-interim Chief Science & Sustainability Officer

Company highlights

Net sales

Organic sales growth 1.2%

€ 1,443.8 mln

Adjusted EBITDA *

Increased organically by 10.3%

€ 191.8 mln

Free cash flow *

Increased by € 178.7 million

€ 18.6 mln

Balance sheet ratios *

Covenant net debt / covenant EBITDA

3.1x EBITDA

Earnings per share

Decreased by 20%

€ 1.23

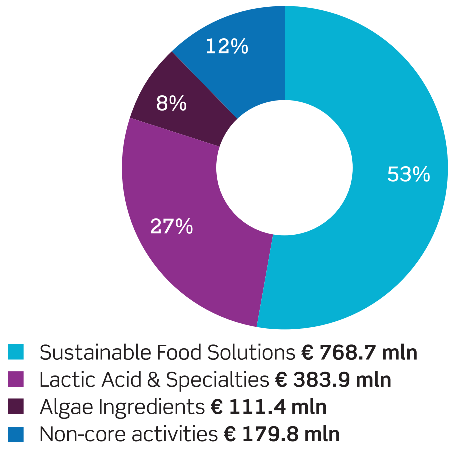
Dividend per share

€ 0.56 in 2022

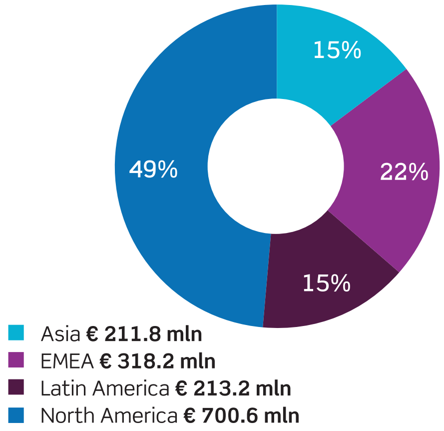
€ 0.61

Net sales

By business unit in %



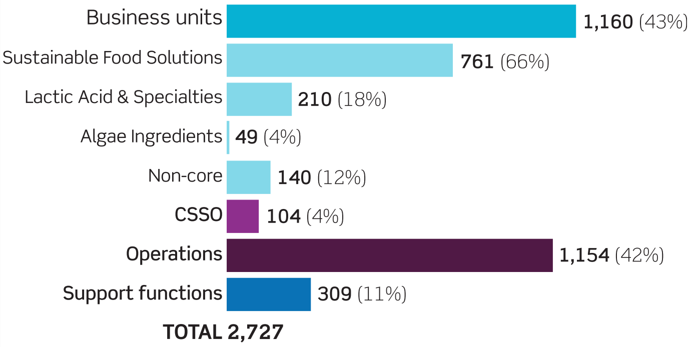
By region in %



Adjusted EBITDA by business unit

Sustainable Food Solutions	€ 84.3 million
Lactic Acid & Specialties	€ 76.4 million
Algae Ingredients	€ 11.5 million
Incubator	€ -8.5 million
Non-core activities	€ 28.1 million

Number of employees (FTE)



Preserving what matters

• % of net sales contributing to the SDGs (SDG 2, 3, 12, 13, 14)	**69%**

Preserving food and food production

• % of verified deforestation-free key agricultural raw materials	**99%**
• % of net sales preserving food and food production (SDG 2)	**38%**

Preserving health

• Total Recordable Injury Rate	**0.51**
• % of net sales preserving health (SDG 3)	**39%**

Preserving the planet

• Scope I, II emissions reduction vs 2021	**25%**
• Scope III emissions reduction vs 2021	**37%**
• % of net sales preserving the planet (SDG 12, 13, 14)	**57%**

** For definitions of non-IFRS performance measures see page 193.*

Report of the Board of Management

Who we are and what we do

Our performance

How we safeguard long-term value

Who we are and what we do

The world around us

Numerous, diverse, and unpredictable factors have influenced the global marketplace. The COVID-19 pandemic that gripped the world in early 2020 overwhelmed healthcare systems, disrupted supply chains in foodservice and other industries, strained communication networks, and called for government-issued stimulus and relief packages. While the direct effects have mostly receded by 2023, lasting challenges persist. These include damage to business models, ongoing disruptions in supply chains, and shifts in consumer behavior.

The uncertainty experienced by consumers through the pandemic period distorted spending patterns beyond recognition. As financial pressures have slowly eased, these patterns have not fully returned to pre-pandemic form. In 2023, consumer purchasing behaviors changed in ways that were often hard to predict, being driven by disparate personal priorities and perspectives.

Continued inflation and high interest rates adversely impacted consumer confidence. Many food manufacturers struggled to respond to their customers' heightened price sensitivity while dealing with rising labor costs. This dilemma led to a rise in instances of "shrinkflation" (selling smaller quantities of a product at a higher price per volume) or "slack fill" (less product with more air inside packed goods). Faced with these market dynamics, consumers sought to regain a sense of control over spending.

With the worst of supply chain disruption largely behind them, manufacturers ordered less, given declines in retail volumes and high inventories — an aftereffect of stocking up to insulate their businesses from supply chain risks. For Corbion and other suppliers, this resulted in a prolonged period of customer destocking, making demand forecasting extremely difficult. Global economic uncertainty manifested in unpredictable ways, with increases in the food service space despite higher food prices. Overall, consumers spent less, with purchase decision criteria changing from week to week.

In recent years, upheaval across various aspects of life has heightened consumers' awareness of the fragility of the natural resources and ecosystems upon which the world depends, sharpening their focus on sustainability and the concept of circular economies. Despite the tendency of inflationary pressures to de-emphasize sustainability as a buying criterion, many consumers have persisted in looking for ways to align their purchasing decisions with concerns about the future and preserving the environment.

This movement influenced product formulations and labeling in the home and personal care market, and from a demographic standpoint, Generation Z shoppers (born between 1997 and 2013) showed themselves to be a highly eco-conscious cohort that prioritizes sustainability when making purchase decisions and expects manufacturers to take the lead on environmental issues.*

Instability created by major military conflicts (e.g., Russia–Ukraine, Israel–Hamas), fears of a potential recession, concerns about the climate crisis, and a depressed economy in China created headwinds across a wide range of industries and struck a blow to consumer confidence. These factors, in combination with rising interest rates and high inflation, hurt demand in, for instance, the semiconductor market and prompted tech-led stock market retreats and dramatic losses in market capitalization for numerous companies.

Finally, the rise of all things digital continued to drive the creation of new business models while nudging others toward obsolescence. High-speed evolution in the world of commerce has added another layer of complexity to the tangled web of challenges confronting every global enterprise today.

Rapid, continual shifts in the world and the unforeseen challenges they create demand adaptability, commitment, and farsightedness from companies determined to deliver lasting impact. As Corbion pursues our primary purpose — to preserve what matters — our ability to balance immediate needs with longer-term priorities and our readiness to adjust to changes in the landscape will enable us to continue delivering sustainable solutions that meet the needs of our stakeholders now and in the future.

* https://kadence.com/why-gen-z-values-sustainability-tips-for-marketing-to-the-eco-conscious-generation/

Our strategy: Advance 2025

Our Advance 2025 strategy builds on Corbion's fundamental strengths by further focusing our business portfolio in alignment with global market trends. This will be achieved by increased investments in key growth areas such as natural food preservation, algae-based ingredients, lactic acid derivatives, and natural polymers. Aligned with our purpose, "to preserve what matters," sustainability is at the heart of everything we do. Our commitment to delivering value for customers also addresses the pressing global need for more sustainable products and solutions. We have aligned our Advance 2025 strategy with the United Nations Sustainable Development Goals, specifically SDG 2 (Zero hunger), SDG 3 (Good health and well-being), and SDG 12 (Responsible consumption and production). These are the goals where we believe we can create the most significant impact, given our footprint, the nature of our business, and the environment in which we operate.

Our business and reporting structure now comprises four lines of business.

Sustainable Food Solutions
Sustainable Food Solutions comprises three segments: Preservation Solutions, Functional Systems, and Single Ingredients.

In Preservation Solutions, we leverage core competencies in fermentation and formulation by bringing a broad range of superior natural preservation and shelf-life extension solutions to food manufacturers in the bakery, meat, dairy, savory, and plant-based segments. We continue to grow our already unmatched portfolio, which includes lactic acid, lactates, natural mold inhibitors, natural ferments, vinegar, and natural antioxidants, while further expanding geographically in Europe and Southeast Asia. We deliver added value to our customers through dedicated technical service teams and by providing formulation calculators and predictive modeling tools that increase their speed to market. Recent additions include the industry's first predictive model for mold inhibition in baked goods, as well as improvements to the Corbion Listeria Control Model that more accurately mimic the effects of changing storage temperatures.

In Functional Systems, we combine applied science and experienced technical support to provide customers with novel blends that help them respond quickly to business and market challenges such as cost volatility, functionality issues, nutritional preferences (such as keto and salt/sugar reduction), and raw material scarcity. Manufacturers turn to us for deep application understanding and advanced blending capabilities to solve problems through dough conditioning and shelf-life solutions for the bakery industry, as well as for our blending proficiencies and sophisticated expertise in shelf life, texture improvement, and stabilization technologies for the dairy market.

In January 2024, Corbion and Kingswood Capital Management reached an agreement regarding the strategic divestiture of Corbion's Emulsifier business. The divestment aligns with our Advance 2025 strategy to further strengthen core competencies built around our advanced fermentation expertise.

Lactic Acid & Specialties
Lactic Acid & Specialties encompasses Biochemicals (lactic acid, salts, esters, and other specialties), Biomaterials (polymers for medical and pharmaceutical applications), and TotalEnergies Corbion (our joint venture with TotalEnergies for the production and marketing of Luminy® PLA).

In Biochemicals, we enable brand owners to commercialize safe performance products using our lactic acid-based products and technology. Corbion leads the global lactic acid market in technology, production, scale and breadth of portfolio, and geographic coverage. We fuel our customers' success by creating specialties for many markets and applications, and tuning the functionality of our products to specific customer requirements.

To further strengthen our position in attractive growth markets, by the end of 2023, we mechanically completed the first-of-its-kind new circular lactic acid plant at our existing site in Rayong Province, Thailand. The plant, with a production capacity of 125,000 metric tons of lactic acid annually, will be operational in 2024. Lactic acid produced by this facility will have the lowest associated carbon footprint compared to any manufacturing technologies currently used. The recycling of processing chemicals eliminates the use of lime and the formation of gypsum as a by-product. This novel method will be more cost-effective compared to conventional schemes and demonstrates our commitment to meeting the evolving needs of our customers, shareholders, and the planet.

In Biomaterials, we contribute to the creation of a more sustainable and accessible healthcare system. We work with leading medical and pharmaceutical players on advancements in cardiovascular devices, orthopedic implants, tissue regeneration scaffolds, wound management, and novel drug delivery systems. Our strategy leveraging safe and resorbable polymers aligns well with current trends and opportunities in the healthcare sector.

TotalEnergies Corbion
TotalEnergies Corbion is our 50/50 joint venture with TotalEnergies for the production and marketing of Luminy® PLA. Via this business, Corbion captures further value from our leading lactic acid platform and secure a key role in the development of new, safe, and sustainable polymers for the materials market.

Following a thorough review of the investment case, Corbion announced in June of 2023 that we would not proceed with the construction of a new PLA bioplastics plant in Grandpuits, France, through our TotalEnergies Corbion joint venture. This decision underscores our commitment to disciplined capital allocation.

Algae Ingredients
Our Algae Ingredients business unit produces algae-based ingredients that deliver high levels of essential nutrients in human and animal diets, such as long-chain omega-3 fatty acids (omega-3).

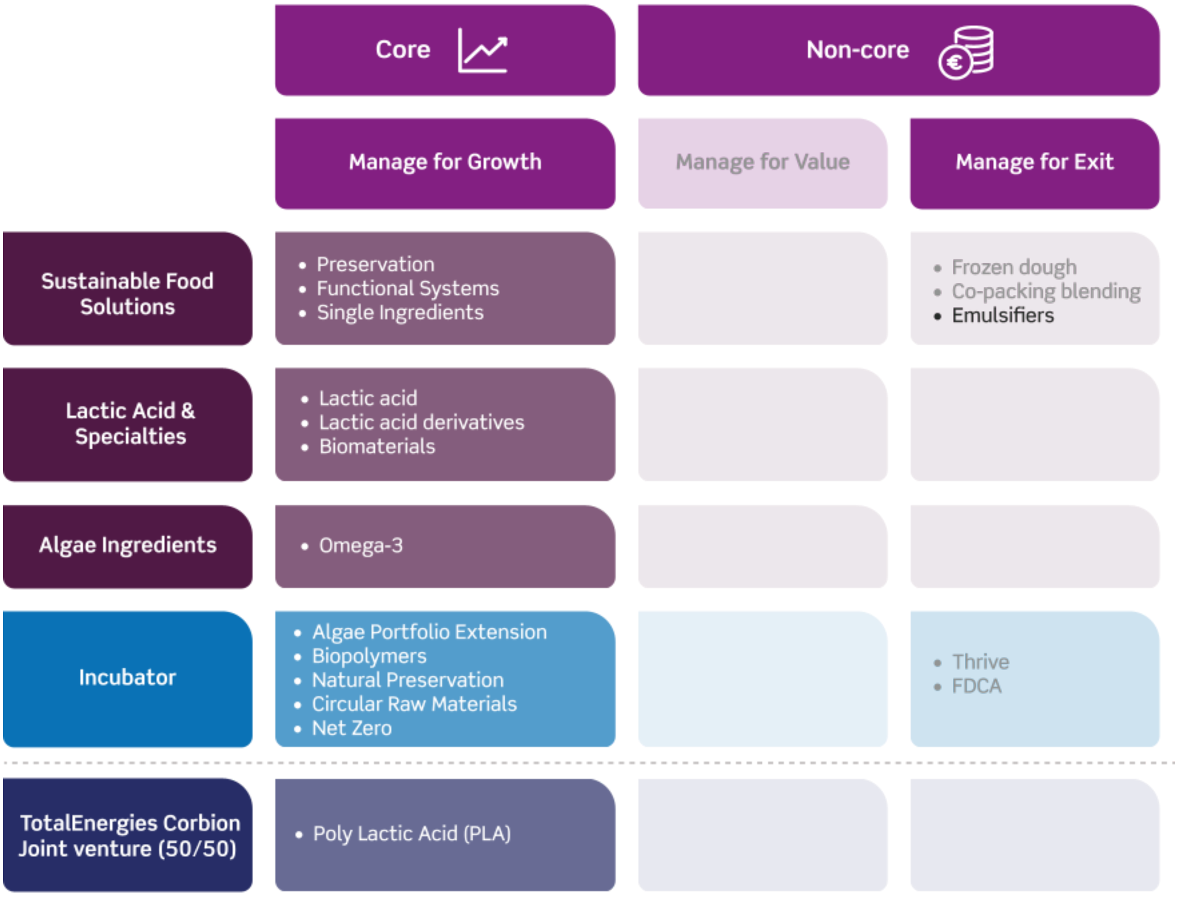
With our omega-3 platform, we will keep expanding our sustainable nutrition offerings beyond aquaculture, where we currently use omega-3 DHA to help producers and stakeholders develop more sustainable feed for salmon, shrimp, and other species by de-bottlenecking this essential nutrient supply, given that oceans will not be able to provide sufficient omega-3 without adverse impacts. We expect significant development potential for omega-3.

The AlgaPrime™ DHA portfolio for pet food is advancing sustainability and health for companion animals and creating opportunities to deliver enhanced value for the industry. In addition, we will keep exploring ways to use our AlgaVia™ line of algae oils for human nutrition to expand our impact on human diets.

Meanwhile, we remain dedicated to investing in initiatives with a longer time horizon. We are developing an Algae Ingredients roadmap for 2025 to 2030 that aligns with strong growth prospects. Internal efforts are underway to develop new algae-based solutions that leverage our innovation platform, applications, and industry knowledge.

Incubator

In our Incubator, where we develop early-stage initiatives, we are working on five selected programs: *Algae Portfolio Extension*, *Biopolymers*, *Natural Preservation*, *Circular Raw Materials*, and *Net Zero*. Each of these long-term platforms is linked to a Corbion business unit and embedded in its innovation programs.



	Core	Non-core	
	Manage for Growth	Manage for Value	Manage for Exit
Sustainable Food Solutions	• Preservation • Functional Systems • Single Ingredients		• Frozen dough • Co-packing blending • Emulsifiers
Lactic Acid & Specialties	• Lactic acid • Lactic acid derivatives • Biomaterials		
Algae Ingredients	• Omega-3		
Incubator	• Algae Portfolio Extension • Biopolymers • Natural Preservation • Circular Raw Materials • Net Zero		• Thrive • FDCA
TotalEnergies Corbion Joint venture (50/50)	• Poly Lactic Acid (PLA)		

Research and development (R&D) initiatives

Succeeding in a rapidly changing world requires agility, strong collaborative networks, and (open) innovation. Increasingly, businesses rely on partners and suppliers in the value chain for innovation, R&D services, and scientific evidence to back functionality claims. Broader awareness of the burdens we place on our planet has also fueled the demand for science-based solutions that reduce the environmental impact of manufacturing and use of products.

The trend toward collaborative innovation and the need for evidence of functionality and sustainability provide opportunities for Corbion. As a result, we have refocused in-house R&D to support accelerated execution of Advance 2025 and the pursuit of new opportunities via innovation partnerships, several of which have been identified in the six focus areas of Advance 2025.

Our strategy for 2020–2025 projects calls for an R&D spend of approximately 4% of net sales.

Build preservation portfolio	Build functional systems portfolio	Maintain lactic acid leadership	Development new lactic acid outlets	Drive medical polymer growth	Drive algae ingredients growth
Expand portfolio to strengthen market leadership in sustainable food preservation	Develop new functional systems building on applications, enzymes, industry knowledge	Continue sustainable process improvements to maintain lactic acid leadership	Drive development of new lactic acid derivatives including encapsulation & controlled release	Increase support for fast-growing medical polymers business	Improve omega-3 cost position and protein portfolio

Investments over strategy period

Having established a leading global position in lactic acid and lactic acid derivatives, maintaining our differentiated position is a strategic imperative. The demand for lactic acid has led to investments in the expansion of several of our existing lactic acid facilities and the construction of a new, first-of-its-kind lactic acid plant in Thailand, leveraging our innovative circular production technology. These investments also support the realization of our Climate Transition Action Plan. Growing our Algae Ingredients business requires further investment as we continue to improve existing products and develop new ones. Further technology investments will enhance our readiness to use next-generation feedstocks such as second-generation sugars from agricultural residues as they become available through our partners. Strengthening our capabilities will help drive key strategic initiatives, including the ongoing development and implementation of our Solutions Model in existing and adjacent markets within the food sector. Next to this, we are committed to delivering on our initiatives in medical biomaterials and biochemicals. During the strategic period, a substantial multi-year investment has been underway as we implement a new Enterprise Resource Planning platform (SAP S/4HANA), which is slated for completion in 2024. In concert with various excellence programs, this initiative will help drive progress toward our strategic objectives.

Targets Advance 2025

Sustainable development targets

	2025 1)	2030 1)
Preserving what matters		
Net sales contributing to the SDGs (SDG 2, 3, 12, 13, 14) 2)	> 75%	> 85%
Preserving food and food production		
Verified responsibly sourced cane sugar 3)	100%	100%
Verified deforestation-free key agricultural raw materials 4)	100%	100%
Preserving health		
Total Recordable Injury Rate 5)	< 0.5	< 0.25
Preserving the planet		
Renewable electricity	100%	100%
Scope I & II emissions reduction (SBTi-approved target) 6)	n/a	38%
Scope III emissions reduction (SBTi-approved target) 7)	n/a	24%
Recycling of by-products 8)	100%	100%
Landfill of waste	n/a	0 kT
Measuring what matters		
Products covered by Social Value Assessment 9)	100%	100%
Fermentation-derived products covered by Life Cycle Assessment 10)	100%	100%

1 *Targets based on current manufacturing footprint; to be reviewed in case of acquisitions/major changes.*

2 *Net sales of products for which there is evidence that the product contributes to the SDGs. See our Measuring what matters whitepaper for more details.*

3 *Bonsucro-certified or meeting the requirements of Corbion's Cane Sugar Code verified by third-party audits, by quantity, for sugar used for fermentation. See our Cane Sugar Policy for more information. The scope of this target was adjusted in 2023. More information can be found in the section on Responsible sourcing / cane sugar.*

4 *Key agricultural raw materials include cane sugar for fermentation, dextrose derived from corn, palm oil and derivatives, soy-bean oil and derivatives, and wheat, by quantity. Through Bonsucro certification, RSPO certification, or other certification covering deforestation; or demonstrated to be deforestation-free based on satellite data, third-party audits (e.g., Corbion Cane Sugar Code audit), and/or country-of-origin statements.*

5 *Based on OSHA guidelines; including contractors.*

6 *Scope I emissions from direct production (from fuels), Scope II emissions from purchased energy (electricity and purchased steam, market-based). Absolute reduction compared to 2021 as the base year.*

7 *Scope III emissions related to key raw materials, waste, and transport, per ton of product. Progress is reported compared to 2021 as the base year.*

8 *By quantity.*

9 *The Social Value Assessment is done according to the methodology described in the Handbook for Product Social Impact Assessment, published by the Social Value Initiative and applies to products manufactured at Corbion sites (cradle-to-gate). Outsourcing is excluded. By quantity.*

10 *The Life Cycle Assessment is peer reviewed according to the ISO 14040/44 standards for Corbion's core products (such as lactic acid) or done according to the "LCA Approach for Corbion's Product Portfolio: Lactic acid derivative plants, Corbion 2017," which has been externally reviewed against and is considered to be in line with the principles of the ISO 14040/44 standards. Applies to fermentation-derived products manufactured at Corbion sites (cradle-to-gate). Outsourcing is excluded. By quantity. The scope of this target was adjusted in 2023. More information can be found in the section on Life Cycle Assessment.*

Financial guidance

During our Capital Markets Day in December 2022, we presented an update of our financial targets.

Our Advance 2025 strategy aims to deliver organic net sales growth in the 2023–2025 growth period of between 5 and 8 percent annually for Corbion's core activities.

Financial targets		CMD 2020	CMD 2022 (2023-2025 targets)
Core	Organic net sales growth 1)	4 - 7% p.a.	5 - 8% p.a.
Core	Organic adjusted EBITDA growth	-	15 - 20% p.a.
Underlying ambitions			
Sustainable Food Solutions	Organic sales growth 1)	~3%	~5%
Lactic Acid & Specialties	Organic sales growth 1)	~7%	~7%
Algae Ingredients	Organic sales growth 1)	-	~25%
Incubator: Omega-3	Adjusted EBITDA	Breakeven by 2022	-
Incubator: other	Adjusted EBITDA investment	0.5 - 1.5% of Corbion core sales	0.5 - 1.5% of Corbion core sales
Core	Adjusted EBITDA margin	>17% from 2025	>17% from 2025
Corbion	Capex	€ 115M - 125M avg. p.a.	€ 160M avg. p.a.
Corbion	Covenant net debt/covenant EBITDA	~2.0x; peak at 2.5x	1.5-2.5x
Corbion	ROCE	>WACC	> WACC

1 *Organic growth defined as volume growth + mix growth, **excluding** price impact*

Our value creation model

This scheme summarizes our value creation process and business model. It describes the resources we used in 2023 to carry out our business activities aimed at the production of innovative sustainable solutions that create value for our stakeholders.

Key material topics

Financial

- Circular economy
- Data security

Natural

- Circular economy
- Climate change
- Biodiversity
- Water

Human

- Human capital
- Health and safety

Social and relationship

- Consumer health and product safety
- Human rights in the supply chain

Intellectual

- Circular economy
- Climate change
- Consumer health and product safety

Manufactured

- Consumer health and product safety

Input capital

Financial

- Covenant net debt/ covenant EBITDA ratio: 3.1
- Capital expenditure: € 139.5 mln

Natural

- 98% biobased raw materials
- 3,635 GJx10^3 energy of which 37% renewable
- 4,896 m3x10^3 water

Human

- 2,727 FTE
- 24% women in leadership positions

Social and relationship

- 100% of raw material/supplier combinations assessed on sustainability risks

Intellectual

- R&D spend: 3.2% of net sales

Manufactured

- Property, plant, and equipment: € 739.4 mln

Business model

Purpose

We preserve what matters
Preserving food and food production, health, and the planet

Values

- Care
- Courage
- Collaboration
- Commitment

Advance 2025 strategy

Sustainable Food Solutions

- Expand preservation
- Expand functional systems
- Protect the core

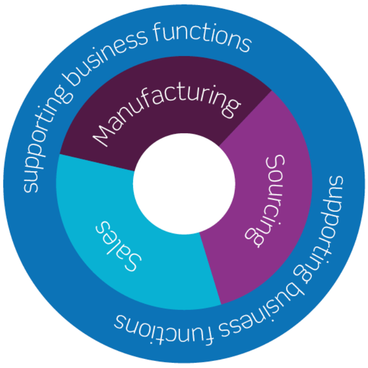
Lactic Acid & Specialties

- Strengthen lactic acid leadership through PLA sales
- Provide differentiated functionality through lactic acid and derivatives to biochemical markets
- Biomedical polymer focus on drug delivery and orthopedic markets

Algae Ingredients

- Omega-3

Business activities



Output capital

Financial

- Net sales:
- € 1,443.8 mln
- Adjusted EBITDA: € 191.8 mln
- ROCE: 8.1%

Natural

- 99% of verified deforestation-free key agricultural raw materials
- 7.12 kT landfilled by-products and waste
- 911 kT CO_2 equiv emissions (Scope I, II, III)

Human

- Total Recordable Injury Rate: 0.51
- Absentee rate: 2.5%

Social and relationship

- 98% of verified responsibly sourced cane sugar
- 92% RSPO certification of palm oil and palm-derived oleochemicals
- 69% of net sales contributing to the SDGs

Intellectual

- 2,142 granted patents
- 906 pending patents

Manufactured

- 836 kT of lactic acid, lactic acid derivatives, emulsifiers, functional blends, polymers, and algae ingredients

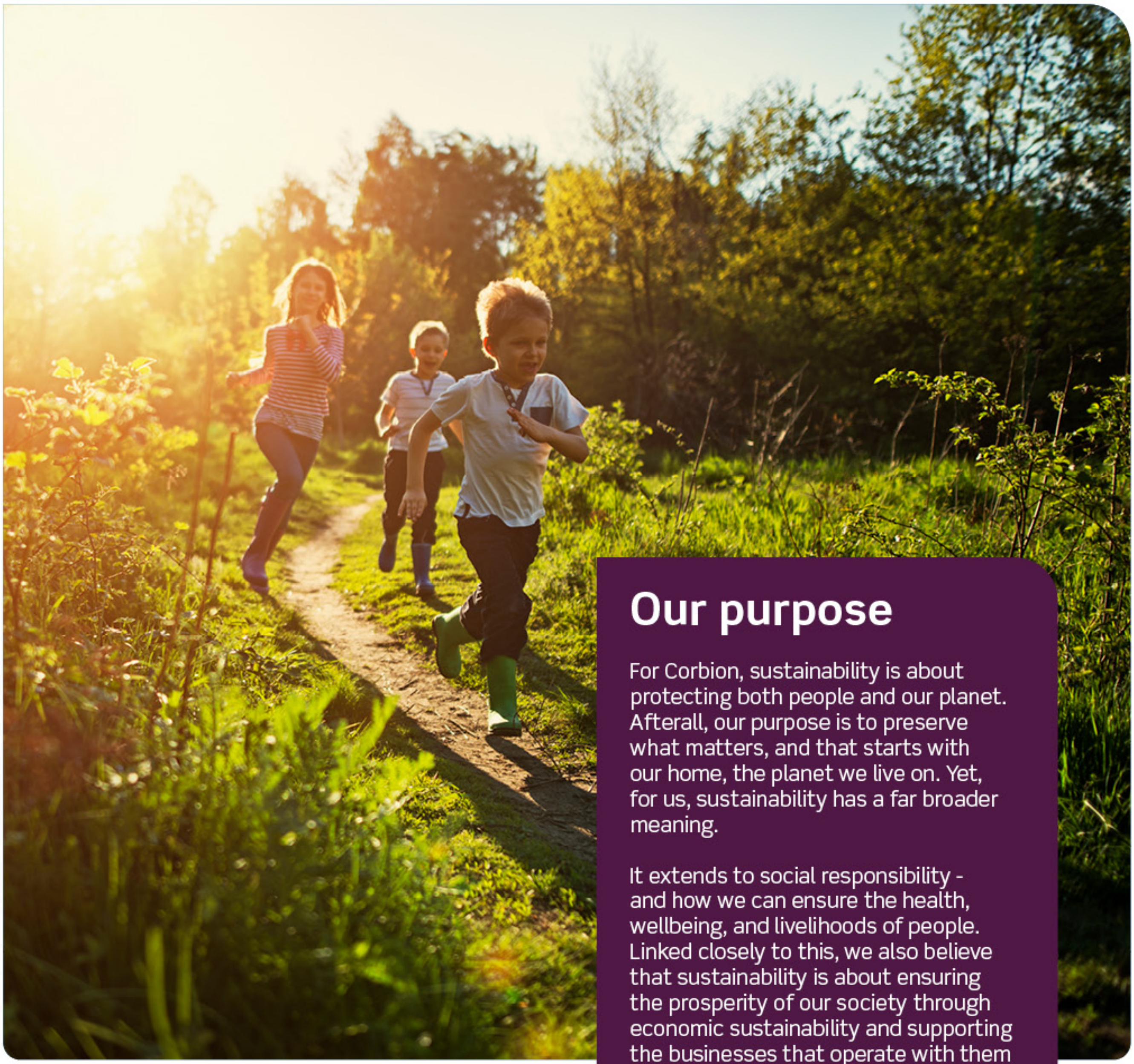
Impact on Sustainable Development Goals

Focus SDGs

2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Linked SDGs

13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND



Our purpose

For Corbion, sustainability is about protecting both people and our planet. Afterall, our purpose is to preserve what matters, and that starts with our home, the planet we live on. Yet, for us, sustainability has a far broader meaning.

It extends to social responsibility - and how we can ensure the health, wellbeing, and livelihoods of people. Linked closely to this, we also believe that sustainability is about ensuring the prosperity of our society through economic sustainability and supporting the businesses that operate with them - including our own customers.

Our sustainable impact

Corbion is striving to create sustainable impact across every stage of our value chain: from the workers harvesting raw materials, to manufacturing, usage, and disposal. Our value chain is intricately linked with others, fostering what you might call a value chain-reaction.

As this 2023 Annual Report demonstrates, Corbion is uniquely positioned in the value chain to deliver sustainable impact, and we are doing so in a demonstrable way. These case studies are intended to give you a taste of how.

CASE STUDY

Minimizing harm in the farm

Sustainable impact in sugar sourcing
The Corbion value chain starts with the sourcing of raw materials. These include (among others) the sugar needed to create many of our products – which in turn form a valuable part of our customers' products. So how exactly are we creating sustainable impact in this area? Corbion Vice President of Sustainability, Diana Visser, explains.

Protecting human rights
Harvesting raw materials like sugar cane is hard and heavy work. This is why Corbion is actively engaged with suppliers to ensure that the workers in the industry are treated safely, fairly, and with dignity. "Taking good care of people in our value chain is the right thing to do," says Diana, "And by doing so, it actually benefits our suppliers because well-treated workers are more motivated and productive."

Here, Corbion employs an extensive Cane Sugar Supplier Code. This applies to the mill itself as well as the surrounding areas; and covers many aspects of operations, including the environment, business ethics, quality - and extensive human rights and labor conditions. Suppliers are audited and assessed annually against a wide range of criteria, including health and safety, wages, hours, contracts, and discrimination. If identified as failing to meet the standard, Corbion will work with them to rectify the situation.

Nurturing biodiversity
This data-driven approach to sustainable impact also extends to environmental issues. Corbion's customers manufacture everything from furniture to cosmetics. To help guarantee the integrity of these products, they need to know that the raw materials used in Corbion's products are farmed ethically and sustainably.
In the case of sugar cane and other raw materials including soy, wheat, and corn, Corbion has a Sustainable Agriculture Policy in place with suppliers which contains various fundamental principles, including protecting biodiversity and eliminating deforestation. For example, insects are essential for pollinating certain plants. If their habitat is destroyed and they die off, our entire ecosystem collapses.

"This is also where the economic component of sustainability comes into play," says Diana. "If there are no pollinators, an alternative solution is needed. Perhaps drones are used for this work but it's hardly an ideal solution, and it could certainly be an expensive one."

Our performance

Business performance

Sustainable Food Solutions

Through our Sustainable Food Solutions business, Corbion provides value-adding natural ingredient solutions to leading food manufacturers around the world. We partner with customers to create delicious foods of consistent quality that meet the demands of today's consumers, while also delivering the performance they need to achieve sustainable business success. Doing so in 2023 meant navigating a uniquely complex combination of economic pressures, market dynamics, geopolitical tensions, climate change, and changing consumer behaviors. While disruptions in the supply chain eased, customer destocking — the lowering of material inventories back to "normal," pre-pandemic levels — continued to varying degrees across the global food industry, impacting sales and complicating the challenge of demand forecasting. Inflation-weary consumers became more budget conscious, contributing to a shift away from premium products toward lower-cost options and optimizing expenditures on food and beverages in general. Although sales in the quick service restaurant sector increased, they have yet to return to pre-pandemic levels. Manufacturers, feeling the weight of rising costs, looked for economic gains in formulation alternatives and new operating efficiencies.

In the bakery segment, such challenges were compounded by a continuing shortage of skilled labor. Corbion helped food service customers deliver quality and consistency in spite of this shortage with solutions from our Pristine® range that promote optimal dough tolerance and volume, in addition to tortilla and flatbread ingredients provided in batch packs for better quality control without the need to scale in the plants. We expanded our offerings for natural mold inhibition and launched the industry's first-ever predictive modeling tool for improving speed to market for food safety to include a dynamic temperature feature that more accurately mimics the effects of real-world conditions in production, storage, retail, and home settings. The new in-house vinegar production plant we brought online in Montgomery, Alabama (US), enabled Corbion to increase responsiveness and security of supply for our customers. In addition, we continued to focus on leveraging the preservative properties of our Origin™ line of natural antioxidants, which includes wild rosemary and acerola cherry extract.

We extended our natural mold inhibition product line to applications beyond the meat and bakery industries, leveraging natural ferments (such as cultured sugar) and vinegars both as stand-alone products and in combination. For instance, in the Asia–Pacific region, we successfully applied these solutions to help customers achieve microbial stability in savory sauces. Within the dairy segment, we used our products and stabilization expertise to help customers in a wider array of applications, including creamers, sour cream, ice cream, and dairy alternative drinks. In the confectionery space, we augmented our capacity for supplying acid powders, in addition to increasing the breadth of blended, buffered acid solutions in liquid form, to help makers of hard and soft candies achieve optimal flavor and product stability.

Lactic Acid & Specialties

In 2023, we saw continuous volatility in raw material prices, while the market started to slow down due to overall reduction in consumer demand.

Biochemicals
In the home and personal care market, we continue to see strong developments in hygiene and cleaning products. The COVID-19 pandemic has influenced the market, resulting in brand owners reformulating in favor of safe, natural preservative products over traditional preservatives that have come under regulatory pressure from a safety perspective. These trends were accelerated by the proven efficacy lactic acid has against several coronaviruses and other microorganisms. We have seen that our PURAC® Sanilac solution helps brand owners meet the market's urgent need for effective and safe sanitizing and preservation solutions.

The electronics industry showed a significant decline as the end market for chips and memory used in durable goods like personal computers and mobile devices declined due to reduced consumer spending. On top of reduced spending, the entire supply chain was faced with significant stock level challenges.

Pharmaceutical segments normalized as the number of patients recovering from the COVID-19 coronavirus decreased, and stock levels of finished goods were relatively high due to the disruption of the supply chain during the pandemic. Going forward, this market segment is expected to show growth as the number of patients, with kidney and other chronic diseases is growing. Our PURASAL® pharma product lines are produced according to the strictest current Good Manufacturing Practice (cGMP) guidelines and comply with the highest quality standards. Corbion enables our customers to meet increasingly rigorous standards by delivering proven, consistent product quality.

After a strong 2022, the agrochemicals market saw a decline in 2023 due to high inventories across the supply chain and unfavorable weather conditions. Our PURASOLV® product line is included in various new crop protection formulations and is expected to support ongoing business growth in the coming years. In line with our strategy, we continue to focus on helping customers create environmentally friendly crop protection products including biopesticides, using our PURASOLV® green solvents, which are well aligned with industry trends.

Corbion finished the year by announcing the on-schedule mechanical completion of a first-of-its-kind circular lactic acid manufacturing plant at our site in Rayong, Thailand. This new facility will have the lowest associated carbon footprint compared to other manufacturing technologies, eliminates gypsum as a by-product, optimizes production costs, and fortifies Corbion's position as the global lactic acid market leader.

Biomaterials
The orthopedic segment in the healthcare market maintained its strong performance, a trend that has persisted since the conclusion of the COVID-19 pandemic. Besides the recovery of the running business, development projects for customers have progressed, resulting in increasing sales. New developments resulted in many inquiries for our resorbable polymers and our FiberLive® material throughout the year.

In the area of controlled drug delivery, we continue to see strong demand and further interest in our products, leading to a growing pipeline of projects. We continue to collaborate closely with our pharmaceutical customers to enhance the quality of life of patients globally and increase the number of patient-friendly and cost-effective treatment solutions available to them. Several customers have showcased advancements in their innovation and are moving forward with registration and commercialization in their respective geographical markets.

CM Biomaterials, our joint venture with the French company MedinCell, focuses on new cost-effective, long-acting injectables for therapeutics to improve health worldwide. In April 2023, a significant achievement was reached as the FDA approved the first commercial product from our partner, Teva, based on this new drug delivery system. Subsequently, the product was launched in the US market throughout 2023.

In addition, a range of applications based on major active pharmaceutical ingredients and our PURASORB® polymers are currently advancing through different phases of (clinical) testing, covering both the use of existing controlled-release technologies (e.g., long-acting injectables) and enabling innovative dosage forms, in different clinical indications and delivery routes, contributing to 2023 sales and projected to grow during the Advance 2025 strategy period.

TotalEnergies Corbion joint venture

In June 2023, it was announced that the TotalEnergies Corbion joint venture would not proceed with the establishment of a new PLA bioplastics plant in Grandpuits, France. This decision came after Corbion conducted a thorough assessment of the investment case, considering the slowdown in the PLA market.

The TotalEnergies Corbion joint venture saw lower-than-expected volumes in 2023, as the PLA market has faced challenges driven by uncertainty in regulatory direction of single-use plastics and due to elevated stock levels in the supply chain. This impacted sales and dampened the volume growth seen in previous years. From a business development perspective, the joint venture is continuing to expand its horizons, progress into new markets and applications, and build a stronger pipeline for future growth.

Algae Ingredients

In 2023, we experienced more than significant growth in the algae-based omega-3 business in aquaculture and continued the expansion into new categories including pet food, human dietary supplements, and other omega-3 applications. The mission to unleash the power of algae fermentation to provide nutritional ingredients while preserving the world's limited resources continues to be Algae Ingredients' lighthouse.

Aquaculture plays a prominent role in addressing food security while contributing to ocean protection and economic prosperity. Growing aquaculture and meeting the goals in the Ocean Action Agenda, a project to fast-track solutions to the most pressing challenges facing the oceans, will depend on the ability to reduce its impact on the ecosystem, and a key element will be the sustainability of feed.

Corbion partnered with Nofima, a leading food research institute in Norway, and other forward-thinking organizations across the value chain to form the Millennial Salmon project. The goal of this four-year project is to create the most sustainably farmed salmon using circular economy novel ingredients and with a low carbon footprint while addressing the initiative's "millennial principles of life": living healthy, leading a purposeful life, trusting peers, and considering societal and environmental impacts.

Building from our AlgaPrime™ DHA LCA study, peer reviewed and published in 2021, we keep investing to evolve our portfolio, focusing on comparing AlgaPrime solutions to traditional sources of fish oil on an omega-3 basis to keep the carbon footprint lower. Measuring what matters and the low carbon footprint of AlgaPrime DHA are critical for customers working to meet carbon reduction goals for their operations and customers.

In June 2022, we reached EBITDA breakeven by leveraging Corbion's unique expertise in large-scale industrial fermentation to supply algae with sustainable omega-3 at scale. Continuous investments in our production plant in Brazil increase our capacity and facilitate further growth in this business.

Incubator

The Incubator portfolio comprises the following initiatives: *Algae Portfolio Extension*, *Biopolymers*, *Natural Preservation*, *Circular Raw Materials*, and *Net Zero*. *Algae Portfolio Extension* aims to further explore the algae platform for other products like lipids and proteins. *Biopolymers* builds on co-polymer activities and (medical) polymer expertise to improve the performance and extend the application range of polylactic acid. *Natural Preservation* aims to discover and develop novel antimicrobials with emphasis on natural mold inhibition. *Circular Raw Materials* explores feedstock flexibility options including non-food feedstocks. *Net Zero* investigates new technologies with emphasis on electrification and sustainable agriculture to meet our long-term sustainability targets.

Financial performance

Key figures

Millions of euros	2023	2022
Net sales	1,443.8	1,457.9
Operating result	117.2	110.8
Adjusted EBITDA [1]	191.8	184.4
Result after taxes	72.9	90.0
Earnings per share in euros [2]	1.23	1.53
Diluted earnings per share in euros [2]	1.22	1.51
Number of issued ordinary shares	59,242,792	59,242,792
Number of ordinary shares with dividend rights	59,090,949	59,012,918
Weighted average number of outstanding ordinary shares	59,062,628	58,991,788
Price as at 31 December	19.38	31.84
Highest price in calendar year	37.32	42.00
Lowest price in calendar year	15.77	24.34
Market capitalization as at 31 December [3]	1,145	1,879
Other key data		
Cash flow from operating activities	165.4	39.0
Cash flow from operating activities per ordinary share, in euros [2]	2.80	0.66
Free cash flow [4]	18.6	-160.1
Depreciation/amortization (in)tangible fixed assets	84.6	76.4
Capital expenditure on (in)tangible fixed assets	139.5	230.9
Equity per share in euros [5]	10.77	10.60
Regular dividend in euros per ordinary share (reporting year)	0.61	0.56
Ratios		
ROCE % [6]	8.1	10.2
Adjusted EBITDA margin % [7]	13.3	12.6
Result after taxes/net sales %	5.0	6.2
Number of employees at closing date (FTE)	2,727	2,601
Covenant net debt position/covenant EBITDA [8]	3.1	3.0
Interest cover [9]	7.9	14.2
Statement of financial position		
Non-current assets	1,107.1	1,051.1
Current assets excluding cash and cash equivalents	509.5	596.1
Non-interest-bearing current liabilities	215.1	260.8
Covenant net debt position [10]	615.7	601.5
Total net debt position [11]	715.3	701.0
Other non-current liabilities	13.3	15.8
Provisions	36.7	43.9
Equity	636.2	625.7
Capital employed [12]	1,364.8	1,342.5
Average capital employed [12]	1,402.2	1,234.7
Balance sheet total : equity	1:0.4	1:0.4
Net debt position : equity	1:0.9	1:0.9
Current assets : current liabilities	1:1	1:0.9

1 *Adjusted EBITDA is the operating result before depreciation, amortization, and (reversal of) impairment of (in)tangible fixed assets and after adjustments.*
2 *Per ordinary share in euros after deduction of dividend on financing preference shares.*
3 *Market capitalization is calculated by multiplying the number of ordinary shares with dividend rights by the share price at the closing date.*
4 *Free cash flow comprises cash flow from operating activities and cash flow from investment activities.*
5 *Equity per share is equity divided by the number of shares with dividend rights.*
6 *Return on capital employed (ROCE) is defined by Corbion as adjusted operating result, including adjusted operating results from joint ventures and associates, divided by the average capital employed x 100. Starting 2023, the ROCE calculation has changed. The change was initiated to reflect the same pre-tax numerator basis for Corbion and joint ventures result, being adjusted operating profit. In previous periods, the Corbion share in annualized adjusted net result of joint ventures was included. Starting 2023, the Corbion share in annualized adjusted operating profit of joint ventures is included. Comparative figures have been adjusted to reflect this change.*
7 *Adjusted EBITDA margin % is adjusted EBITDA as defined above divided by net sales x 100*
8 *Covenant EBITDA is adjusted EBITDA as defined above, increased by cash dividend of joint ventures received and annualization effect of newly acquired and/or divested subsidiaries.*
9 *Interest cover is covenant EBITDA as defined above divided by net interest income and charges.*
10 *Covenant net debt position comprises borrowings (excluding subordinated loans), and lease liabilities less cash and cash equivalents, including third-party guarantees which are required to be included under the debt covenants.*
11 *Total net debt position comprises borrowings and lease liabilities less cash and cash equivalents, including third-party guarantees which are required to be included under the debt covenants.*
12 *Capital employed and average capital employed are based on balance sheet book values.*

Results

Financial guidance Advance 2025

Financial targets		CMD 2020	CMD 2022 (2023-2025 targets)	Results 2023
Core	Organic net sales growth 1)	4 - 7% p.a.	5 - 8% p.a.	3.0%
Core	Organic adjusted EBITDA growth	-	15 - 20% p.a.	16.2%
Underlying ambitions				
Sustainable Food Solutions	Organic sales growth 1)	~3%	~5%	-4.7%
Lactic Acid & Specialties	Organic sales growth 1)	~7%	~7%	-7.4%
Algae Ingredients	Organic sales growth 1)	-	~25%	42.5%
Incubator: Omega-3	Adjusted EBITDA	Breakeven by 2022 (Achieved)	-	
Incubator: other	Adjusted EBITDA investment	0.5 - 1.5% of Corbion core sales	0.5 - 1.5% of Corbion core sales	0.7%
Core	Adjusted EBITDA margin	>17% from 2025	>17% from 2025	13.0%
Corbion	Capex	€ 115M - 125M avg. p.a.	€ 160M avg. p.a.	130.0M
Corbion	Covenant net debt/ covenant EBITDA	~2.0x; peak at 2.5x	1.5-2.5x	3.1x
Corbion	ROCE	>WACC	> WACC	8.1% 2)

1 *Organic growth defined as volume growth + mix growth,* ***excluding*** *price impact*
2 *ROCE was below WACC*

Net sales

Sales in 2023 were € 1,443.8 million (FY 2022: € 1,457.9 million) driven by an organic increase of 1.2% and a negative currency impact of -2.2%. The currency impact was due to depreciating US Dollar and Japanese Yen.

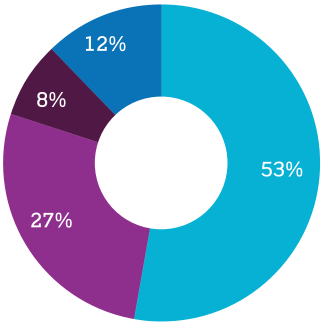
Core sales in 2023 were € 1,264.0 million (FY 2022: € 1,254.4 million) driven by an organic increase of 3.0% and a negative currency impact of -2.2%.

Full year 2023 compared to full year 2022

Net sales	Volume/Mix	Price	Organic	Currency	Acquisitions/ (Divestments)	Total growth
Core	-2.8%	5.8%	**3.0%**	-2.2%	0.0%	**0.8%**
- Sustainable Food Solutions	-4.7%	5.4%	**0.7%**	-2.1%	0.0%	**-1.4%**
- Lactic Acid & Specialties	-7.4%	5.4%	**-2.0%**	-2.0%	0.0%	**-4.0%**
- Algae Ingredients	42.5%	11.0%	**53.5%**	-3.6%	0.0%	**49.9%**
Non-core	-17.3%	8.0%	**-9.3%**	-2.3%	0.0%	**-11.6%**
Total	**-4.9%**	**6.1%**	**1.2%**	**-2.2%**	**0.0%**	**-1.0%**

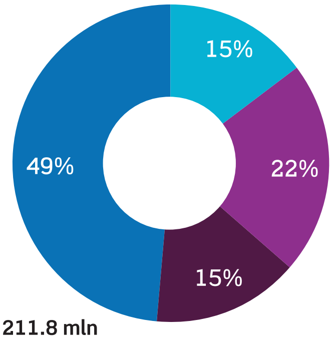
Net sales 2023

By business unit in %



- Sustainable Food Solutions **€ 768.7 mln**
- Lactic Acid & Specialties **€ 383.9 mln**
- Algae Ingredients **€ 111.4 mln**
- Non-core activities **€ 179.8 mln**

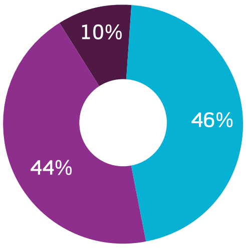
By region in %



- Asia **€ 211.8 mln**
- EMEA **€ 318.2 mln**
- Latin America **€ 213.2 mln**
- North America **€ 700.6 mln**

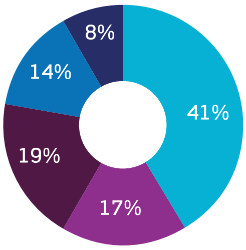
Source: Company data

Sustainable Food Solutions



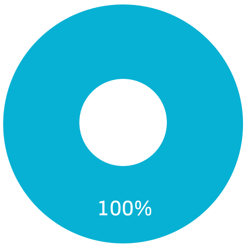
- Preservation
- Functional systems
- Single ingredients

Lactic Acid & Specialties



- Lactic acid
- Lactate esters
- Lactates
- Biopolymers
- Other

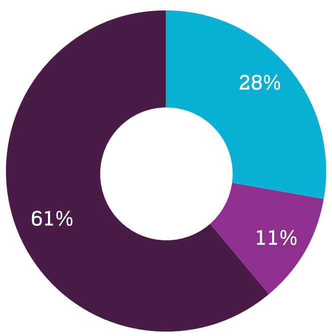
Algae Ingredients

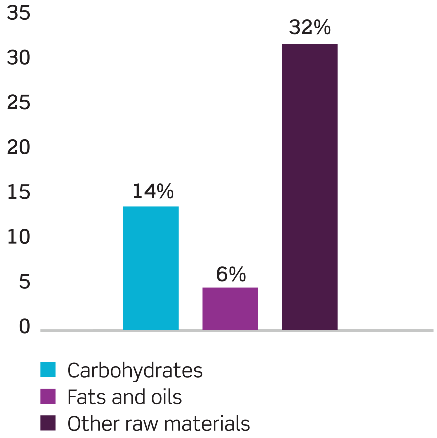


Raw materials

Carbohydrates, fats, oils, and others show minimal % spend changes versus sales. Due to our hedging policy, we could limit the negative impact of sugar prices in 2023.

Raw materials break-down


As % of total raw materials spend


As % of total net sales

Source: Company data

EBITDA

Adjusted EBITDA increased by 4.0% to € 191.8 million in 2023 (organic growth 10.3%). Core Adjusted EBITDA increased to € 163.7 million, an increase of 9.1% versus FY 2022 (organic growth 16.2%), driven by strong performance of the Algae Ingredients business unit and the biomedical polymers business.

€ million	**2023**	**2022**
Net sales		
Core	**1,264.0**	**1,254.4**
- Sustainable Food Solutions	768.7	780.0
- Lactic Acid & Specialties	383.9	400.1
- Algae Ingredients	111.4	74.3
Non-core	**179.8**	**203.5**
Total net sales	**1,443.8**	**1,457.9**
Adjusted EBITDA		
Core	**163.7**	**150.1**
- Sustainable Food Solutions	84.3	95.9
- Lactic Acid & Specialties	76.4	66.7
- Algae Ingredients	11.5	-3.3
- Incubator	-8.5	-9.2
Non-core	**28.1**	**34.3**
Total adjusted EBITDA	**191.8**	**184.4**

Sustainable Food Solutions

€ million	**2023**	**2022**
Net sales	768.7	780.0
Organic growth	0.7%	21.5%
Adjusted EBITDA	84.3	95.9
Adjusted EBITDA margin	11.0%	12.3%

In 2023, Sustainable Food Solutions saw a 0.7% organic sale increase, driven by a positive price impact of 5.4% more than offsetting volume/mix changes of -4.7%. The pricing impact was the result of our initiatives to compensate for additional input costs mainly impacting the first half year 2023. We have seen a slight decline in pricing in some areas following the relaxation of input costs in the fourth quarter.

For the year 2023, volume/mix was driven by supply chain destocking (a process which we now believe to have concluded), soft consumer demand in line with macro conditions and volume/mix losses in the less specialized part of our portfolio as we maintained pricing discipline. We have seen growth in the product and market adjacencies, like dairy stabilizers, natural antioxidants, and natural food ferments.

Functional Systems sales demonstrated mid-single digit growth, primarily driven by price increases, partly offset by a volume/mix decrease. Growth was realized in a soft US bakery end-market (US Bakery -2%) 1), which represents a substantial portion of our Functional Systems segment. During 2023, we observed positive momentum in our dairy segment following the successful implementation of our expansion program in this adjacent market.

Sales growth in Preservation was modest, primarily attributed to price increases which were almost fully offset by volume losses in processed meat due to lower customer demand and market softness. The US processed meat market, one of the largest end-market for our preservation solutions, exhibited a decline in 2023 (US processed meat -4%) 1).

Single Ingredients sales declined in 2023 due to reduced volumes driven by losses attributable to pricing and soft consumer demand.

The Adjusted EBITDA margin for 2023 stood at 11.0%, marking a decrease compared to the previous year, due to reduced volumes (negative operational leverage) as well as the dilution effect of pricing actions to compensate for higher input costs.

1 IRI/Circana

Lactic Acid & Specialties

€ million	**2023**	**2022**
Net sales	383.9	400.1
Organic growth	-2.0%	20.4%
Adjusted EBITDA	76.4	66.7
Adjusted EBITDA margin	19.9%	16.7%

In 2023, sales in Lactic Acid & Specialties declined organically by -2.0%, driven by a volume/mix decline of -7.4%, partly offset by a positive price impact of 5.4%.

The full year decline in volume/mix can be attributed to several factors including the lower lactic acid supply to the TotalEnergies Corbion joint venture. We also saw reduced sales to the semiconductor market as from the second quarter of 2023 following the ongoing cyclical market downturn. From the second quarter onwards, we experienced a soft demand in the agrochemical business driven by destocking and unfavorable weather conditions. Biomedical polymers continued its double digit growth trajectory and is in line with our Advance 2025 targets.

Adjusted EBITDA margin improved to 19.9%, marking a significant increase of 320bps year-on-year. This improvement was driven by growth in biomedical polymers and a favorable mix due to reduced sales to the joint venture.

Algae Ingredients

€ million	**2023**	**2022**
Net sales	111.4	74.3
Organic growth	53.5%	115.3%
Adjusted EBITDA	11.5	-3.3
Adjusted EBITDA margin	10.3%	-4.4%

Sales in Algae Ingredients increased organically by 53.5% surpassing the € 100 million landmark, driven by strong volume/mix growth of 42.5% and sustainable price increases of 11.0%.

In 2023, the volume/mix growth was primarily driven by higher sales of AlgaPrime™ DHA (omega-3) within aquaculture. We successfully launched AlgaPrime™ DHA P3 (omega-3), addressing the demand for sustainable active nutrition in the petfood industry. In pet nutrition, we have realized sales to new customers and are successfully expanding our client base and pipeline. In human nutrition, we successfully built our product portfolio with customer approvals on DHA oil progressing.

Adjusted EBITDA was € 11.5 million, an EBITDA improvement of approximately € 15 million versus last year. This was mainly the result of sustainable price increases in aquaculture and higher volumes.

The Algae Ingredients business has achieved remarkable progress in terms of sales and EBITDA growth over the last couple of years. Algae-based ingredients have continued their growth momentum as a sustainable alternative to fish oil in the aquaculture industry. Concurrently, we have expanded our product portfolio and pipeline of high-margin products for the pet food and human nutrition segments. We have also increased the estimated potential output of the existing facility in Brazil, enabling anticipated growth until 2028 with attractive returns.

Incubator

€ million	**2023**	**2022**
Adjusted EBITDA	-8.5	-9.2
% of core sales	-0.7%	-0.7%

Currently, there are no sales within the Incubator segment. The Adjusted EBITDA of € -8.5 million reflects investments in various programs as outlined in the December 2022 Capital Market Day. Costs associated with Incubator operations amount to 0.7% of core sales, and therefore are in line with our ambition of being in the range of 0.5% - 1.5% of core sales.

Non-core activities

€ million	**2023**	**2022**
Net sales	179.8	203.5
Organic growth	-9.3%	26.1%
Adjusted EBITDA	28.1	34.3
Adjusted EBITDA margin	15.6%	16.9%

In our non-core activities, sales declined organically by 9.3% to € 179.8 million. The decrease was primarily due to a negative volume/mix of -17.3%, partially offset by price increases of 8.0%. Adjusted EBITDA organically decreased by 15.2% to € 28.1 million following a strong performance last year (FY 2022: € 34.3 million).

On 26 January 2024, a binding agreement was signed with Kingswood Capital Management for the sale of Corbion's Emulsifier business. The sale, which is contingent upon the satisfaction of certain conditions, including regulatory approvals, will allow Corbion to sharpen its focus on fermentation-based technologies while providing customers and stakeholders of the Emulsifier business a trusted partner in navigating corporate divestitures. There will be service agreements in place to enable a smooth transition. The transaction is expected to close in the second quarter of 2024.

TotalEnergies Corbion joint venture

*€ million**	**2023**	**2022**
Net sales	118.1	165.8
EBITDA	19.3	42.8
EBITDA margin	16.4%	25.8%

* *Results on 100% basis. Corbion owns 50% of TotalEnergies Corbion joint venture*

Sales in the TotalEnergies Corbion joint venture declined organically by 26.9%, largely driven by lower volumes as a result of continued weakness of the PLA market. The decline in sales of PLA has materialized since mid-2022 with recent quarters being stable. Given the current market circumstances Corbion remains cautious about the short-term outlook, although Corbion observes some early signs of recovery. The Adjusted EBITDA margin for the full year 2023 of 16.4% is lower than last year, attributable mainly to reduced operational leverage as well as negative pricing dynamics.

Corbion announced in June 2023 that it will not pursue a new PLA bioplastics plant in Grandpuits, France, through its TotalEnergies Corbion joint venture. This announcement follows Corbion's review of the investment case and demonstrates its capital allocation discipline. The TotalEnergies Corbion joint venture booked an impairment for the capitalized cost related to this investment of € 13.6 million during 2023.

Depreciation, amortization, and impairment

Depreciation, amortization, and impairment of fixed assets before Adjustments amounted to € 84.6 million compared to € 76.4 million in 2022. The reversal of a previously (in 2019) recorded impairment in the Algae Ingredients business unit has been recognized as a positive adjustment.

Operating result

Operating profit increased by € 6.4 million to € 117.2 million in 2023 (2022: € 110.8 million) due to a € 21.7 million gain related to the reversal of a previously (in 2019) recorded impairment in the Algae Ingredients business unit. Adjusted Operating profit decreased by € 0.8 million to € 107.2 million in 2023 (2022: € 108.0 million).

In 2023, a total of € 4.8 million of adjustments were recorded at the "Result after taxes" line, consisting of the following components:

1. Gain of € 21.7 million related to the reversal of a previously recorded impairment (in 2019) in the Algae Ingredients business unit.
2. Loss due to fair value adjustment of € 5.2 million on the contingent consideration payable related to the 2018 Algae acquisition.
3. Loss of € 4.6 million related to project costs for the planned divestment of the Emulsifier business.
4. Loss of € 6.8 million on the "Results from joint ventures and associates" line as a result of an impairment on the capitalized development costs for the cancelled Grandpuits project at the TotalEnergies Corbion joint venture.
5. Other losses of € 1.9 million related to various smaller adjustments.
6. Tax effects on the above of € -1.6 million.

Financial income and charges

Net financial charges increased by € 23.1 million to € 28.4 million (2022: € 5.3 million), mainly as the result of higher interest charges (driven by higher debt levels at increasing interest rates) and exchange rate differences effects.

Taxes

The tax charge in 2023 amounted to € 12.4 million compared to a charge of € 26.4 million in 2022, resulting in an effective tax rate of 14.5% (2022: 22.7%). For 2024, Corbion anticipates an effective tax rate (excluding tax-exempt joint venture results) of approximately 27%, in line with the tax rates in its main operational areas. The effective tax rate in 2023 is reduced by the recognition of a previously unrecognized deferred tax asset due to the reversal of the previously recorded impairment in the Algae Ingredients business unit.

Statement of financial position

Capital employed increased, compared to year-end 2022, by € 22.3 million to € 1,364.8 million. The movements in 2023 were as follows:

€ million

Capital employed year-end 2022	**1,342.5**
Capital expenditure on (in)tangible fixed assets	127.5
Acquisitions and capitalized borrowing costs	12.0
New / modifications to lease contracts	7.7
Disposal of fixed assets	-0.6
Depreciation / amortization / impairment of (in)tangible fixed assets	-62.9
Change in operating working capital	-24.3
Change in provisions, other working capital and financial assets/ accruals	-2.9
Movements related to joint ventures	-6.2
Taxes	0.1
Exchange rate differences	-28.1
Capital employed year-end 2023	**1,364.8**

Major capital expenditure projects are related to the completion of the new 125kt lactic acid plant in Thailand (mechanical completed in December 2023), algae fermentation and lactic acid capacity expansion/debottlenecking in existing plants, and investment in the new ERP platform in the US and Brazil.

Acquisitions and capitalized borrowing costs include capitalized borrowing costs as well as the insourcing of vinegar fermentation capacity.

Operating working capital decreased by € 33.9 million, including € 9.6 million related to negative currency effects. The inventory position has been reduced by € 68.3 million following enhanced inventory management activities. Trade payables position has been reduced by € 44.0 million partially due to a reduced procurement activity level in the last quarter of 2023.

Shareholders' equity increased by € 10.5 million to € 636.2 million.

The movements in 2023 were as follows:

€ million

Equity year-end 2022	**625.7**
Positive result after taxes	72.9
Cash dividend for the financial year 2022	-33.1
Negative exchange rate differences due to the translation of equity denominated in currencies other than the euro	-17.4
Negative movement in the hedge reserve	-16.0
Positive remeasurement effect for defined benefit arrangements	0.4
Net share-based remuneration movement	2.7
Positive tax effects	1.0
Equity year-end 2023	**636.2**

At year-end 2023 the ratio between balance sheet total and equity was 1:0.4 (2022 year-end: 1:0.4).

Cash flow/Financing

"Cash flow from operating activities" increased by € 126.4 million to € 165.4 million compared to 2022 (€ 39.0 million). This is the balance of the higher “operational cash flow before movements in working capital and provisions” of € 1.9 million, a positive impact of the “movement in working capital and provisions” of € 123.7 million, and higher taxes and interest paid of € 0.8 million.

The cash flow required for investment activities decreased by € 52.3 million to € 146.8 million compared to 2022 (€ 199.1 million). Capital expenditure (€ 149.3 million [1]) was the main source of cash outflow.

The net debt position at the end of 2023 was € 715.3 million, an increase of € 14.3 million compared to year-end 2022 (€ 701.0 million), mainly the result of the dividend payment and capital expenditures, partially compensated by decreased working capital positions and the positive cash flow from operating activities. The covenant net debt (excluding the subordinated loan) was € 615.7 million at the end of 2023 (2022: € 601.5 million).

The covenant net debt to covenant EBITDA ratio was 3.1x at the end of 2023 (3.0x at the end of 2022). The interest cover was 7.9x in 2023 (14.2x in 2022). We continue to stay well within the limits of our financing covenants.

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1 *Reflecting cash-out of investments related to (in)tangible fixed assets adjusted for exchange rates.*

Reservation and Dividend Policy

Corbion's reservation policy is aimed at creating and retaining sufficient financial capacity and flexibility to realize our strategic objectives while maintaining healthy balance sheet ratios. Corbion intends to add the profit (or charge the loss) to the company reserves after deduction of the proposed dividend on ordinary shares. Events potentially impacting our financing requirements such as acquisitions, divestments, reorganizations, or other strategic considerations can lead to adjustments in the reservation amount and the reservation policy. As regards Corbion's dividend policy, the amount and structure of dividend on ordinary shares that the company will pay to its shareholders depend on the financial results of the company, the market environment, the outlook, and other relevant factors. The dividend policy has the ambition to annually pay out a stable to gradually increasing absolute cash dividend amount per share (progressive regular dividend policy), subject to an annual review of the outlook of the covenant net debt/covenant EBITDA ratio development. This review will be based on multiple criteria such as major investments, timing of M&A, or divestment initiatives.

Dividend proposal

A proposal to distribute a regular dividend in cash of € 0.61 per ordinary share (2022: € 0.56) will be submitted for approval to the annual General Meeting of Shareholders, to be held on 15 May 2024, which is an increase of 9% versus prior year. This represents 53% of our 2023 Adjusted Result after taxes. The dividend will come from Corbion's reserves.

Sustainability performance

Sustainability performance indicators

Preserving what matters

KPI	2030 Target 1)	2025 Target 1)	2023	2022
Net sales contributing to the SDGs (SDG 2, 3, 12, 13, 14) 2) √	> 85%	> 75%	69%	65%
Innovation projects contributing to preserving food and food production, health, and/or the planet 3) √	100%	100%	100%	100%
Raw materials covered by generic supplier code 4) √	> 90%	> 90%	100%	99%
Raw material/supplier combinations with high sustainability risk 5) √	< 10%	< 10%	5%	4%
High-risk raw material/supplier combinations with mitigation plan 5) √	> 90%	> 90%	100%	100%
Code of Business Conduct training completion rate	100%	100%	90.7% (2,037)	94% (2,061)
Anti-corruption training completion rate (% and number)	100%	100%	100% (581)	n/a
Competition law training completion rate (% and number)	100%	100%	n/a	100% (467)
Number of Speak Up/whistleblowing contacts - internal / external			27/1	25/1
Number of Speak Up/whistleblowing contacts with merit - internal / external			14/0	14/1

Preserving food and food production

KPI	2030 Target 1)	2025 Target 1)	2023	2022
Verified responsibly sourced cane sugar 6) √	100%	100%	98%	91%
Verified deforestation-free key agricultural raw materials 7) √	100%	100%	99%	93%
Net sales contributing to preserving food and food production (SDG 2) 2) √	-	-	38%	32%

Preserving health

KPI	2030 Target 1)	2025 Target 1)	2023	2022
Total Recordable Injury Rate 8) √	< 0.25	< 0.5	0.51	0.68
Sites certified according to internationally recognized food safety management system standards 9) √	100%	100%	100%	100%
SIN list 10) chemicals produced	0	0	0	0
EU REACH Candidate List chemicals produced	0	0	0	0
EU REACH Authorization List chemicals produced	0	0	0	0
Net sales contributing to preserving health (SDG 3) 2) √	-	-	39%	37%
Products contributing to preserving health (SDG 3) 2) covered by SVA 13) √	-	-	55%	37%

Preserving the planet

KPI	**2030 Target [1]**	**2025 Target [1]**	**2023**	**2022**
Biobased raw materials [11] √	> 95%	> 95%	98%	98%
Renewable electricity √	100%	100%	97%	93%
Scope I, II emissions reduction (SBTi-approved target) [12] √	38%	-	25%	8%
Scope III emissions reduction (SBTi-approved target) [12] √	24%	-	37%	17%
Recycling of by-products [4] √	100%	100%	94%	97%
Landfill of waste √	0	-	1.0 kT	1.0 kT
Net sales contributing to preserving the planet (SDG 12, 13, 14) [2] √	-	-	57%	53%

Measuring what matters

KPI	**2030 Target [1]**	**2025 Target [1]**	**2023**	**2022**
Products covered by Social Value Assessment [13] √	100%	100%	70%	54%
Products covered by Life Cycle Assessment [14] √	100%	100%	79%	78%

1 Targets based on current manufacturing footprint; to be reviewed in case of acquisitions/major changes.

2 Net sales of products for which there is evidence that the product contributes to the SDGs. See our Measuring what matters whitepaper for more details.

3 Innovation projects targeting the development of products that contribute to the SDGs, by number of projects. Only adjacent and transformational innovations are included. Projects aimed at optimizing existing value propositions for existing customers are not included. See our Measuring what matters whitepaper for more details.

4 By quantity.

5 By number, based on Corbion's supplier sustainability risk assessment methodology. The assessment is based on previous year purchase figures.

6 Bonsucro-certified or meeting the requirements of Corbion's Cane Sugar Code verified by third-party audits, by quantity. See our Cane Sugar Policy for more information. The scope of this target was adjusted in 2023. More information can be found in the section on Responsible sourcing/cane sugar.

7 Key agricultural raw materials include cane sugar, dextrose derived from corn, palm oil and derivatives, soy-bean oil and derivatives, and wheat, by quantity. Through Bonsucro certification, RSPO certification, or other certification covering deforestation; or demonstrated to be deforestation-free based on satellite data, third-party audits (e.g., Corbion Cane Sugar Code audit), and/or country-of-origin statements.

8 Based on OSHA guidelines. Including contractors.

9 Applies to sites where food ingredients are produced, by number. Standards recognized by the Global Food Safety Initiative: BRC, FSSC22000, and SQF.

10 The Substitute It Now (SIN) list is a list of hazardous chemicals that have been identified as being Substances of Very High Concern, based on the criteria defined within REACH, the EU chemicals legislation. The SIN list is developed by the non-profit organization ChemSec.

11 Based on biobased carbon content relative to the total amount of carbon in the raw material, by quantity, excluding inorganic raw materials.

12 Scope I emissions from direct production (from fuels), Scope II emissions from purchased energy (electricity and purchased steam, market-based). Absolute reduction compared to 2021 as the base year. Scope III emissions related to key raw materials, waste, and transport, per ton of product. Progress is reported compared to 2021 as the base year. We report our emissions in accordance with the Greenhouse Gas Protocol. Our full Scope III emissions and biogenic emissions are reported in the Sustainability statements.

13 The Social Value Assessment is done according to the methodology described in the Handbook for Product Social Impact Assessment, published by the Social Value Initiative, and applies to products manufactured at Corbion sites. Outsourcing is excluded. By quantity. See our Measuring what matters whitepaper for more details.

14 The Life Cycle Assessment is peer reviewed according to the ISO 14040/44 standards for Corbion's core products (such as lactic acid) or done according to the "LCA Approach for Corbion's Product Portfolio: Lactic acid derivative plants, Corbion 2017," which has been externally reviewed against and is considered to be in line with the principles of the ISO 14040/44 standards. This KPI applies to products manufactured at Corbion sites. Outsourcing is excluded. By quantity. The scope of this target was adjusted in 2023. More information can be found in the section on Life Cycle Assessment.

√ = reviewed by external auditor. Some of the new KPIs that were included in our 2021 report for the first time have not yet been reviewed by the external auditor. We are preparing for assurance on all strategic KPIs.

Corbion's impact on the Sustainable Development Goals
Corbion has chosen to focus on SDG 2 (Zero hunger), SDG 3 (Good health and well-being), and SDG 12 (Responsible consumption and production) as the goals toward which we believe we can make the most significant positive impact, given our business activities. These SDGs have been linked to the three preservation themes of the Advance 2025 strategy, namely preserving food and food production (SDG 2), preserving health (SDG 3), and preserving the planet (SDG 12).

To monitor our impact, we track the overall contribution to the SDGs as a percentage of Corbion's total revenues. In 2023, 69% of Corbion's net sales contributed to preserving food and food production, health, and/or the planet, an increase of 4% compared to 2022. In 2023, we reviewed our functional blends portfolio for additional SDG contributing products. Another driver for the increased SDG contribution is the increased sales of omega-3 DHA. We aim to further increase this percentage to 75% by 2025, through divestment of non-SDG-contributing activities, growth in food preservation, PLA bioplastics, and omega-3 DHA, and by innovating new SDG-contributing solutions. All innovation projects are expected to contribute to preserving food and food production, health, and/or the planet, and these contributions are managed by a Sustainability assessment as part of the innovation stage-gate process. Projects that do not contribute to the SDGs are adjusted or canceled. At the end of 2023, 100% of our innovation projects contributed to preserving food and food production, health, and/or the planet.

We also recognize that our operations can (potentially) harm some of the SDGs. This includes the potential impact of Corbion's manufacturing processes and use of raw materials on occupational health and safety (SDG 3), greenhouse gas emissions (SDG 13), deforestation (SDG 15), food security and agricultural impacts (SDG 2), and waste (SDG 12). Policies, procedures, and actions we have put in place to mitigate and minimize the identified potential environmental and social impacts and risks that may stem from our operations are summarized in the Materiality and stakeholder engagement section of this report, as well as in our Measuring what matters whitepaper. Additionally, Corbion's Advance 2025 strategy has set ambitious targets to address these topics (see Sustainability performance indicators).

Human rights and labor practices
Corbion is committed to respecting and upholding human rights and labor standards. We act in accordance with internationally declared human rights and adhere to applicable laws within the framework of our business activities. Our commitment is based on the International Bill of Human Rights and the International Labour Organization's Declaration on Fundamental Rights and Principles at Work. We have implemented procedures to ensure alignment with the Organisation for Economic Co-operation and Development's (OECD) Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights and are also a signatory and active participant of the United Nations Global Compact.

The details of our commitment and information on how it is disseminated can be found in our Human Rights Policy. Salient issues within our own operations are addressed through our Code of Business Conduct, which covers, among others health and safety; inclusion, diversity, and equal employment opportunity; harassment; child and forced labor; working hours and compensation; and freedom of association. Our health and safety commitments are reflected in our Environment, Health, and Safety Policy and on our website. More details on the management of health and safety can be found in this report. Human capital management, diversity and inclusion, wages, working hours, equal opportunities, and collective bargaining agreements are managed by Human Resources and reflected in internal policies. More information on our approach can be found in the sections below.

Through consultation with internal and external experts as well as reliable proxies for workers in the supply chain, we have identified that the most salient human rights issues within our supply chain lie within the sourcing of palm oil as well as sugar in Thailand and Brazil. These risks are managed through our Responsible sourcing and Sustainable agriculture strategies. All suppliers are required to sign or show compliance with our Supplier Code, while risks specific to the cane sugar industry are mitigated through our Cane Sugar Code. More on how we verify responsibly sourced sugar can be found here.

Corbion utilizes the Supplier Ethical Data Exchange (SEDEX) platform and the SEDEX Members Ethical Trade Audit (SMETA) to monitor the social performance and compliance of our manufacturing sites. SMETA assesses each site on four pillars: labor, health and safety, environment, and business ethics. Audits are conducted by an external third-party auditor at least every three years. Findings are monitored by global and site coordinators, and corrective actions are implemented in case of non-compliance with our standards.

To understand Corbion's impact on human rights in our own operations and our supply chain, we conduct Social Value Assessments. See the section on Social Value Assessment in this chapter for more information.

We also assess all of our raw materials and suppliers on potential risks related to human rights and environmental impacts. This risk assessment is based on RepRisk, a tool that systematically identifies material environmental, social, and governance (ESG) risks by analyzing information from public sources and stakeholders. For more information, see the Responsible sourcing section below.

Human rights issues identified through our due diligence process are assessed by a human rights specialist in accordance with the United Nations Guiding Principles on Business and Human Rights as well as the OECD Due Diligence Guidance on Responsible Business Conduct and discussed with the senior management of relevant business functions. Issues are discussed with the Sustainability Steering Committee, which comprises Executive Committee members, in instances where an actual or potential impact is assessed as severe and where Corbion is potentially causing, contributing to, or linked to the potential or actual impact.

Corbion's human rights due diligence process involves regular engagement with potentially affected stakeholders, including employees, suppliers, workers in the supply chain, and local communities. Our Stakeholder Engagement Policy provides definitions, types of engagement, and the underlying principles to our approach.

Business ethics

Corbion's Business Conduct Program combines the legal requirements of the countries where we operate and international standards, resulting in a framework that regulates how all Corbion employees interact with colleagues, business partners, governments, and communities. We translate these legal requirements and standards into our Code of Business Conduct, internal policies, and procedures to make this information accessible to everyone. Often, we go beyond what is required by local legislation to create a single global integrity approach within Corbion.

Every year, all Corbion employees follow mandatory training on our Code of Business Conduct, which is available in six languages. Employees receive training through an e-learning course or a classroom session. Course materials are updated yearly, based on the most relevant risks at the time of the release and the topics brought up in Speak Up reports of the previous year. The target group of employees for this training includes all employees, interns, and contingent workers. Corbion has a strict policy on attendance to the Code of Business Conduct training, with a 90.7% completion rate in 2023. In addition, selected groups of employees follow mandatory e-learning training every two years with respect to anti-corruption and competition law. In 2023, 581 employees (from the Sales, Procurement, Logistics, and Legal and Compliance departments, as well as middle and senior management) participated in the anti-corruption e-learning training, which had a 100% completion rate.

Under the Corbion Speak Up Policy, Corbion employees can report misconduct and (potential) violations of laws, the Code of Business Conduct, and underlying policies to their manager, their local HR contact, the regional Business Conduct Coordinator, or anonymously to the Business Conduct Committee through the Corbion Speak Up platforms (phone and web). We also invite our external stakeholders (customers, suppliers, communities, distributors, and agents) to raise concerns about (suspected) violations of our Code of Business Conduct, Supplier Code, Cane Sugar Code, or any applicable laws through our external Speak Up platform.

In 2023, 27 complaints with respect to the Code of Business Conduct were reported internally, of which 14 had merit and 3 ongoing. Appropriate measures have been taken by management. In 2023, Corbion received one report via the external Speak Up platform, which case is still ongoing.

See the Risk management/Business Conduct Program section for more details.

Talent attraction, retention, and development

At Corbion, our comprehensive training and development program is designed to benefit all employees, unlocking their full potential and fostering an engaged and high-performing organization.

In 2023, the market-wide talent shortage persisted and external market conditions remained highly competitive. We managed however to stabilize our turnover rate closer to 2021 levels, decreasing from 13.2% in 2022 to 10.2% in 2023. Corbion hired and onboarded 390 new employees in 2023.

In 2023, the dedicated function of Talent Management and Organizational Development, initiated the execution of an integrated talent strategy that has been designed to enable Corbion's talent to more actively contribute to the overall business performance and support our growth. A new capability mapping process was implemented to support the organization in identifying certain talent segments that needed more focused efforts. We strengthened our talent review and succession planning processes with particular attention to the calibration of performance and potential and how to diversify our talent pools. Our performance management cycle encourages managers to discuss objectives and give regular and timely feedback on performance to their teams (on the "what" and the "how"). This process also contributes to the continuous development and growth of our talent.

Training is an important aspect of employee development, and in 2023, we continued to offer diverse training programs to facilitate the acquisition of new skills or enhancement of existing knowledge. Our onboarding, corporate, compliance, leadership, diversity, technical, and safety programs cultivate a culture of continuous learning and employee development, contributing to increased organizational performance, productivity, and improved results. Additionally, we initiated and conducted a pilot leadership training for new leaders in Totowa, New Jersey; we rolled out a comprehensive sales training program across all the regions; facilitated continuous improvement training programs for operations including e-learning tools, conducted safety trainings in all locations; and organized a series of webinars aimed at reinforcing and building business acumen and strategic knowledge.

Corbion's values of care, commitment, collaboration, and courage are at the heart of everything we do. In 2023, we highlighted numerous instances of our employees embodying our values across the organization. We honored and recognized five exemplary success stories every quarter through the Values Showcase Program. In early 2023, we dedicated one of our quarterly showcases to safety, underscoring our commitment to this priority. Demonstrating our value of care with colleagues via Headspace continues to be one of our focus areas to improve employees' health. We offer a free Headspace premium access account to all employees, providing them with exercises centered around meditation, sleep, movement, and focus. In addition, we established the Global Well-Being Project Team, with representatives from various regions. This strategic initiative aims to foster continuous awareness of well-being resources, including the introduction of a well-being portal, on-site health fairs, and health education classes. These educational sessions are designed to inform employees across diverse global locations about Corbion benefits and promote overall well-being.

In October 2023, we held a face to face senior management team meeting in Atlanta, Georgia. At this milestone event, we brought together our top 100 leaders to “Reconnect and Rediscover” and build new capabilities needed for the next phase of Corbion’s growth, in particular agility, customer-centricity, and oneness.

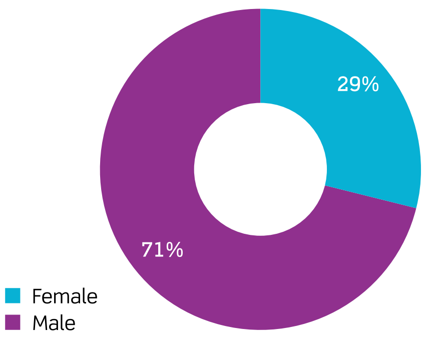
Collective bargaining

To ensure frequent employee–management interactions and responsible labor practices, we have joint management–worker health and safety committees in place at all production sites, with formally elected employee representatives. In Thailand, the Election Welfare Committee has a formal quarterly meeting with employer representation by labor law to jointly review the welfare and working conditions. The members of the Election Welfare Committee are all employee representatives.

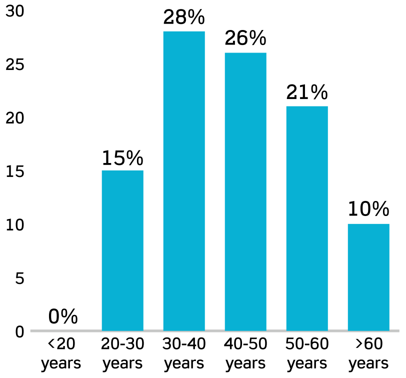
Of the 1,765 employees with agreements, 41% are covered by collective bargaining agreements.

Diversity, equity, and inclusion (DEI)

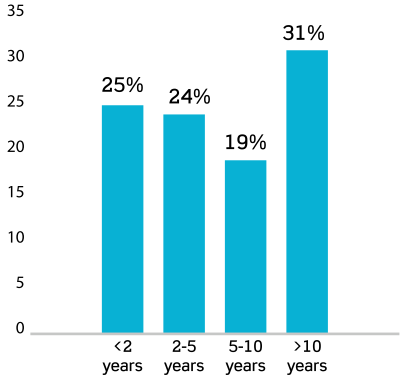
All employees



Age categories



Years-in-service categories



At Corbion, we strongly believe in the power of diverse teams to drive innovation and growth. This commitment is applied throughout our employee life cycle and is detailed in our Diversity and Inclusion Policy. We strive to attract talent with diverse competencies, backgrounds, and origins to ensure that the diversity of our people reflects the societies in which we live and work. The Executive Committee overlooks the various initiatives for improving diversity within the organization. All Corbion recruiters are Diversity and Inclusion certified and trained to use diversity channels and inclusive language in job postings. We actively track and report on the inclusion of diverse candidates in the recruitment process. We also encourage managers to consider the diversity within their own teams.

We are continuously working on becoming a more diverse and inclusive organization and raising awareness around all the ways in which we are diverse already. We do that through leadership, more refined employee data, recruitment, and talent management. In 2023, following our DEI roadmap, we conducted interviews with employees throughout the organization, from different regions, nationalities, positions, and gender. We collected valuable input on what DEI means for Corbion, where our strengths are, and what the expectations are for improvement. By learning about interviewees' past DEI experiences and expectations for the future, we aim to continuously develop a more diverse and inclusive culture. The results are being used to inform new DEI initiatives and help the DEI focus group to take its first steps. One of the clearest outcomes and a key learning from the interviews is the diversity in answers we received. This confirmed how rich, yet complex, DEI is in a global environment, and when defining the next steps of our DEI roadmap, Corbion will need to take this into account.

Within Corbion, we embrace the importance of gender pay equity and monitor this on an annual basis, comparing for the Management and Executive Committee. If the base pay of employees does not meet the standards set by Corbion, initiatives are taken to close the gap. These initiatives are approved by the Executive Committee.

Company culture

Our values — care, commitment, collaboration, and courage — along with the key Corbion behaviors — set clear direction, make the difference, focus on customers, and deliver through teamwork — are now fully embedded in our programs and processes. They form the foundation of the Corbion culture.

Employee engagement

To measure the health of our company culture, we run engagement surveys. The 2023 edition of our Gallup engagement survey has been postponed so that the important messages around "Reconnect and Rediscover" shared with our top leaders in October and cascaded throughout the organization thereafter could become an integral part of the culture and engagement work we want to measure going forward. In 2023, focus was given on the action plans created by the various teams in the organization based on the outcome of the 2022 Engagement Survey. By having discussions around improvements and strengths, the action plans support further engagement within the teams across the organization. We are very proud of our high engagement scores and continuously look into any areas that require attention and improvement. We continued our "Stay Interviews," focusing primarily on joiners with less than two years' tenure with Corbion to gauge the robustness of our onboarding and integration processes.

Listening to our employees and their needs is a critical process to sustain our high engagement levels.

Advocacy and public affairs

We believe biotechnology and sustainable innovations can provide an essential contribution in tackling the challenges the world is facing. Our purpose-driven public affairs efforts are aimed at showing regulators and policymakers that it is possible to do sustainable business while making healthy profits. Together with like-minded organizations we advocate for regulatory conditions that support sustainable frontrunners. To communicate our view on public affairs we have developed and published our comprehensive Public Affairs Policy, which firmly underscores Corbion's support for purpose-driven advocacy, aligning our corporate values with meaningful societal impact.

In the past year, Corbion has been actively involved in several public affairs dossiers in the European Union, demonstrating a strong commitment to sustainability and responsible corporate citizenship. These dossiers include the Chemicals Strategy for Sustainability, Delegated Acts for Sustainable Finance Taxonomy, EU Protein Strategy, the Waste Framework Directive, Regulation on Packaging and Packaging Waste, Carbon Removal Certification, Framework on Biobased Biodegradable Compostable Plastics, the

Algae Initiative, Sustainable Food Systems, and Transition pathway for a more resilient, sustainable and digital agri-food ecosystem. Through our consultation work and engagement with policymakers, Corbion has demonstrated our dedication to promoting sustainable business practices that align with the European Union's values and objectives. Corbion's input on these dossiers is publicly available on the European Commission's website.

In North America, Corbion became more active in public engagement during the year, with a particular emphasis on outreach initiatives to regulators, legislators, environmental non-governmental organizations, industry associations, and fellow sustainable frontrunners, focusing on topics such as safe and sustainable chemicals, improving safety of food additives, the Farm Bill, federal legislation to reduce food waste, and implementation of the Inflation Reduction Act.

In 2023, Corbion allocated a budget of € 170,000 for public affairs consultancy, reflecting a strategic investment in external expertise to navigate and address key regulatory and policy issues.

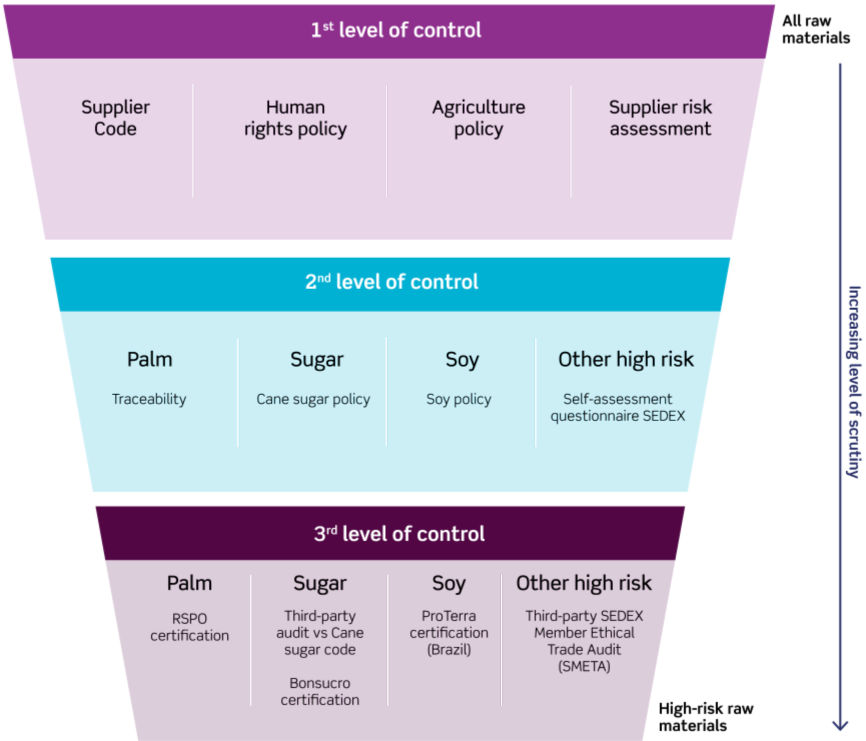
Preserving food and food production

Preserving food and food production (SDG 2: Zero hunger) is about creating a sustainable food system capable of feeding a growing population, given the boundaries of our planet. Corbion's solutions for shelf-life extension, food safety, animal health, and aquaculture support this ambition. We also collaborate with our agriculture-derived raw materials suppliers to promote sustainable agriculture. In 2023, 38% of our revenues contributed to preserving food and food production.

Responsible sourcing

A significant part of our value chain's environmental and social impact is upstream of our operations. To safeguard our sustainable solutions' overall positive environmental and social impact, we need to ensure our raw materials are sourced responsibly. Our Supplier Code defines Corbion's expectations in respect of our suppliers meeting our responsible sourcing commitment. The code covers principles and criteria for business ethics, human rights and labor conditions, and environmental practices, based on the OECD Guidelines for Multinational Enterprises and the eight fundamental conventions defined by the International Labour Organization, including freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced or compulsory labor, the effective abolition of child labor, and the elimination of discrimination in respect of employment and occupation.

We require all of our raw materials suppliers to sign our Supplier Code to confirm adherence or demonstrate commitment to our code through their own company policies that embrace the standards included in our code.



We assess all of our raw materials and suppliers on potential risks related to human rights and environmental impacts. This risk assessment is based on RepRisk, a tool that systematically identifies material ESG risks by analyzing information from public sources and stakeholders. In addition to this, specific risk elements such as the use of SIN-listed raw materials and potential conflict minerals are considered. The risk assessment results in a high, medium, or low score for each raw material/supplier combination. For all high-risk items, mitigation actions are taken. The risk assessment is updated annually and also conducted for new raw materials or new suppliers.

In our 2023 assessment, 5% of the raw material/supplier combinations were classified as high risk, an increase of 1% compared to 2022. For 100% of the high-risk raw material/supplier combinations, mitigation plans have been drawn up. Mitigation actions include supplier engagement, additional traceability investigation, SEDEX registration, SMETA audits, or identification of alternative raw materials or suppliers. Through these actions, we aim to reduce the number of high-risk raw material/supplier combinations, although we also realize that it is not feasible to eliminate these risks entirely. Therefore, we update the assessment and mitigation plans annually to ensure constant attention and preparedness for potential issues.

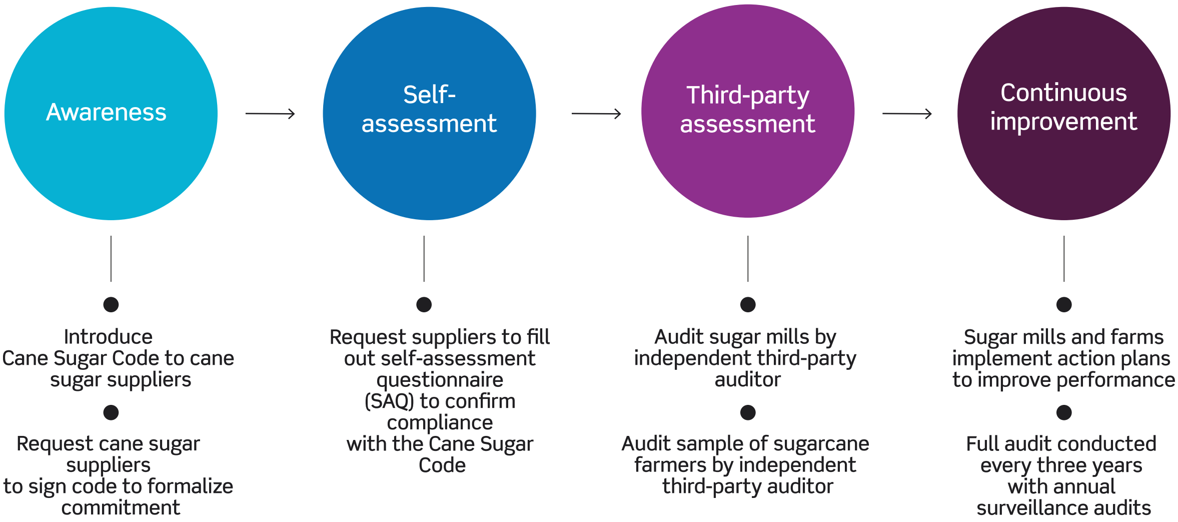
Sustainable agriculture

A sustainable agricultural supply chain is of material importance to our business, as we rely on agriculture for our biobased raw materials. It is also vital to the communities in which we operate and to our planet's resources. We recognize that intensive agriculture can have an adverse impact on people and the environment. The agricultural sector is the second-largest source of greenhouse gas (GHG) emissions globally, and farming of sugarcane, palm oil, and soybean oil has been linked to poor working conditions and forced and child labor issues. Sustainable agriculture, however, has the potential to protect the planet, enhance the economic viability of the agricultural sector, and support the livelihoods and well-being of farmers and the communities.

Corbion is not directly involved with the growing, harvesting, or processing of the crops used to make our raw materials. We partner with our direct suppliers and conservation solution providers and engage with other stakeholders involved in our agricultural supply chains to promote our vision for sustainable agriculture. We also implement relevant certification schemes, including Bonsucro, RSPO, and ProTerra. Our Sustainable Agriculture Policy describes our vision and fundamental principles, including respecting human rights; protecting biodiversity; eliminating deforestation; advocating stewardship of the air, soil, and water; and mitigating climate change.

Cane sugar

Our Cane Sugar Code defines the specific requirements for producing sustainable cane sugar, based on the definitions for sustainable sugarcane and derived products as set out by Bonsucro. Globally, some 7% of the sugarcane growing areas are Bonsucro certified, and for our main sourcing area, Thailand, this is just over 2.5%. Consequently, we audit our cane sugar suppliers against our Cane Sugar Code if they are not yet able to supply Bonsucro-certified sugar. See our Cane Sugar Policy for more details on our audit program. In 2023, we verified that 98% of our total cane sugar consumption met the requirements of our code compared to 91% in 2022. This includes around 34% Bonsucro-certified sugar. In 2023, we also investigated the verification options for sugar sourced in the US, which is used as an ingredient for functional blends and covers <1% of the current target scope. Because we lack sufficient leverage and the options for verification in the US are limited, we will focus our efforts on the verification of cane sugar used for fermentation from 2024 onwards, and adjust the scope of this KPI accordingly.



Awareness:
- Introduce Cane Sugar Code to cane sugar suppliers
- Request cane sugar suppliers to sign code to formalize commitment

Self-assessment:
- Request suppliers to fill out self-assessment questionnaire (SAQ) to confirm compliance with the Cane Sugar Code

Third-party assessment:
- Audit sugar mills by independent third-party auditor
- Audit sample of sugarcane farmers by independent third-party auditor

Continuous improvement:
- Sugar mills and farms implement action plans to improve performance
- Full audit conducted every three years with annual surveillance audits

Palm oil

Our Palm Oil Policy describes our requirements for responsible sourcing of palm oil, including no deforestation, no peat, and no exploitation. Since 2020, 100% of our palm oil and primary oleochemicals have been RSPO certified. In 2023, we continued the implementation of RSPO for our secondary oleochemicals and achieved 92% RSPO certification for our total use of palm oil and derivatives.

Soybean oil

Our Soy Policy describes our requirements for responsible sourcing of soybean oil. We source the majority of our soybean oil from US suppliers. Soy production in the US is based on a national system of sustainability and conservation laws and regulations combined with careful implementation of best production practices by the nation's 303,191 soybean farms. The U.S. Soy Sustainability Assurance Protocol is an aggregate approach audited by third parties that verifies sustainable soy production at a national scale. Over 90% of US soybean producers participate in the Farm Service Agency's Farm Program. When sourcing soybean oil in South America, we apply the ProTerra certification to meet our responsible sourcing commitments.

Corn dextrose
To support our science-based target, we collaborate with several partners to implement regenerative agriculture practices within Corbion's US corn supply sheds.

In 2020, Corbion, among a number of companies, signed up to promote soil health through a Cargill initiative that collaborated with corn growers near our Blair plant in Nebraska to implement sustainable farming practices, mainly through the use of cover crops. The corn dextrose from these fields serves as a major raw material input for Corbion, which funded 10% of the program cost. The initiative, established by Cargill through a partnership with the Practical Farmers of Iowa, comprised three key elements: cost-sharing for growers who implement cover crops, a technical and peer support network, and monitoring and evaluation of outcomes and progress toward supply chain sustainability goals.

Assessment of compiled data of the three-year initiative showed that cover crops planted in the program resulted in a 38% reduction in metric tons of CO_2-equivalent emissions compared to if no cover crops were planted and sequestration was included. Acreage under the program has seen a potential 28% reduction in the emission factor thanks to the use of cover crops.

As a next step, Corbion joined Cargill's RegenConnect program, which includes our corn supplier shed in Blair, Nebraska. Farmers enrolled in the program can choose sustainable practices that best suit their growing conditions and are compensated by carbon sequestered into the soil. Cargill, in a partnership with ReGrow, applies a measurement, reporting, and verification platform to quantify the outcomes associated with practice changes. By receiving technical support and resources, farmers are encouraged to adopt better soil health practices, including reduced tillage and planting of cover crops. These practices help reduce GHG emissions, build soil resilience, and improve water quality, enabling farmers to improve yields and to increase their resilience to climate change. The collaboration is designed to enable companies in the supply chain to support sustainable agriculture and to advance their sustainability commitments. Corbion will receive the results relevant to the 2023 crop cycle in 2025.

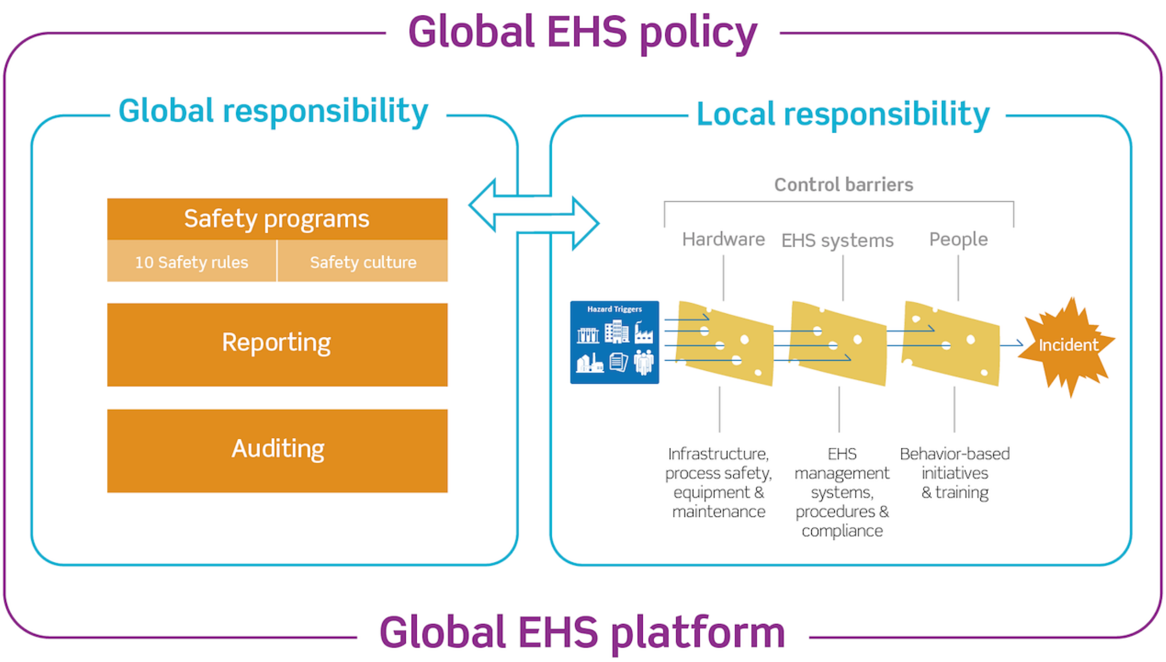
Preserving health

Preserving health (SDG 3: Good health) is about supporting healthy lives and promoting well-being at all ages. Corbion's solutions for implantable technologies (such as orthopedic implants and drug delivery systems), pharma (such as parenteral and dialysis solutions), nutrition, and hygiene contribute to some of the underlying targets defined for SDG 3. We also care for the health and well-being of our own employees and supply chain partners. In 2023, 39% of our revenues contributed to preserving health.

Environment, health, and safety
Corbion is committed to creating a safe and healthy workspace with zero incidents. We firmly believe no job is so important that it cannot be done safely and with minimal environmental impact. Therefore, we approach our operations with meticulous care, prioritizing the safety, health, and well-being of our employees and contractors. We believe our responsibilities extend to the communities and environment with which we engage.

Our activities are supported by a management system that includes policies, procedures, training, and feedback, ensuring compliance with laws and regulations applicable to our operations and alignment with our company standards and codes. Corbion management, employees, and contractors are committed to achieving a zero-incident culture. Corbion fosters an open and transparent culture by encouraging all employees and contractors to report all incidents, near misses, and unsafe situations in order to continuously improve our safety and environmental performance. All these events can be reported by anyone in Sphera, our global incident management system.

Our Environment, Health, and Safety (EHS) framework below clarifies the specific responsibilities of the local sites versus the Global EHS Platform.



In 2023, we recorded 27 injuries across all regions. Consistent with previous years, there were no fatalities in 2023. Notably, both Corbion and our contract employees contributed to a commendable reduction in the Total Recordable Injury Rate (TRIR) which was 0.51. We take pride in successfully attaining our objective to conclude the year with a TRIR below 0.52, a notable advancement compared to 2022, which was 0.68.

During 2023, Corbion continued on our Safety Excellence journey, overseen by the Exco EHS Committee and steered by the Safety Excellence Committee.

- Visible felt leadership: All members of the Executive Committee committed to giving priority to safety-focused site observations during their visits to Corbion locations. The value of engaging in direct and personal safety-focused dialogues with employees and contractors is reinforced by the fact that their safety observations and subsequent follow-up actions are diligently tracked within the global management system.
- Behavior-Based Safety (BBS): Launched in 2022, the BBS program aims to strengthen site safety leadership capabilities and rituals, and to drive continuous risk reduction through employee involvement. Five locations out of 12 have concluded the project stage of the BBS program and are actively advancing their safety initiatives under the guidance of their respective site safety steering committees. Three more locations started the BBS journey during 2023.
- Safety management system: We continue to expand our global EHS management system to standardize and clarify minimum EHS requirements across all our locations. Six new global EHS standards were introduced in 2023, and sites are aligning their local practices with these global standards.
- Process safety capability and systems: A robust Process Safety Management (PSM) system will help mitigate the risk of significant safety and environmental incidents, including but not limited to fires, explosions, chemical releases, or spills. Our long-term ambition is to develop a “zero-leak” culture, ensuring that all of our products remain contained “in the pipes.” In 2023, process safety capabilities and processes were further strengthened, with PSM training sessions, Hazard and Operability (HAZOP) training sessions, and site-specific support conducted at several locations worldwide. We actively track sites’ multi-year process hazards analysis planning and progress.
- In 2023, we introduced a Global EHS Audit Program aimed at evaluating sites’ conformance with Corbion’s global and local EHS requirements. This audit process covers all manufacturing locations and supplements the existing ISO audits

All workers, including employees, temporary workers, and contractors at Corbion's manufacturing sites, are covered by an occupational health and safety system. The majority of them are covered and verified through the ISO 45001 certification (spanning 11 out of 13 locations, representing about 90% of Corbion's production volume). Non-certified locations, Grandview and Querétaro, follow Corbion's system requirements such as the global EHS standards and Corbion's 10 Safety Rules, and they are integrated in all of our EHS processes. Five sites are ISO 14001 certified, representing about 79% of Corbion's production volume.

Our contractors are well integrated into our safety management system. We take safety criteria into account when selecting contractors, provide onboarding and on-site support and oversight, and report and investigate incidents where contractors are involved. We are extremely proud to have reached more than 4 million contractor hours in 2023 without any recordable injuries during the construction of our circular lactic acid plant in Thailand.

Overall, our employee absentee rate was 2.5% compared to 2.6% in 2022.

Product quality and safety

We are committed to delivering high-quality solutions that safely meet our customer expectations and fulfill our customer promise through quality and manufacturing systems and processes.

On a local level, we operate in compliance with local regulations and legislation, while ensuring certifications are in place to meet customer and industry-adopted standards and requirements, such as ISO 9001, Global Food Safety Initiative (GFSI) BRC, FSSC22000, SQF), GMP+, GMP Pharma (ICHQ7), the Food Safety Modernization Act, Halal, Kosher, non-GMO, and Organic.

For our Sustainable Food Solutions business, food safety is a key priority in terms of production quality, spoilage, contamination, supply chain traceability, and allergy labeling. All 12 Corbion manufacturing sites that produce food ingredients are certified against a GFSI-recognized standard. Two of our manufacturing sites have a pharmaceutical registration in addition to their food certification, and two sites produce biopharmaceuticals without a food certification. In addition, we host customer audits predominantly from our pharmaceutical customers and large food clients.

These, and our self-assessment audits performed by our Global Quality Platform, ensure that we continue to improve our operational standards for quality and food safety. In 2023, we maintained all certifications and continued harmonizing the quality management of the different Corbion sites based on the Global Quality Manual. This document underlines our drive for continuous quality improvement and food risk reduction.

In 2023, we noted no non-compliances with product quality and safety regulations or codes.

Chemical safety and stewardship

Monitoring of product safety performance is part of GFSI certification (see above) and all Corbion production sites have Hazard Analysis and Critical Control Point (HACCP) plans available. GFSI certification also includes processes for deviation control, root cause investigation, corrective/preventative actions, and a recall program. To make our chemicals-safety performance more transparent and demonstrate the low-hazard profile of our portfolio, we use three chemicals-safety KPIs:

- The number of chemicals produced on the REACH Authorisation List of the EU. Substances on this list are selected from the REACH Candidate List of the European Union. They cannot be launched on the market or used after a given date ("sunset date") unless authorization for their specific use or exemption from authorization is granted.
- The number of REACH Candidate List chemicals produced. The REACH Candidate List is the first step toward stringent regulation of Substances of Very High Concern (SVHC).

- The number of SIN list chemicals produced. The Substitute It Now (SIN List), developed by the non-profit organization ChemSec, lists very hazardous chemicals that may be placed on the REACH Candidate List.

None of Corbion's products are included in any of the lists above. Our priority is to keep it this way, to meet our promise to preserve what matters, and to minimize risks related to regulatory measures, workers' health, consumer exposure, and potential accidents and spills.

We apply strict cut-off criteria for developing new products (SVHC criteria) and adhere to the 12 principles of Green Chemistry. All Corbion products that are within the scope of REACH have been registered accordingly. See our Statement on chemicals safety and stewardship for more information.

Preserving the planet

Preserving the planet (SDG 12: Responsible production and consumption) is about moving toward a circular economy. Biobased ingredients and materials from Corbion play an essential role in promoting SDG 12 and help to create a circular economy. SDG 12 also includes food waste reduction as a sub-target, and we contribute to this goal as well through our work to create zero waste, improve energy efficiency, reduce greenhouse gas emissions, and implement our new circular production technology in our manufacturing plants. In 2023, 57% of our revenues contributed to preserving the planet.

Biobased raw materials

In 2023, 98% of our raw materials were biobased, derived from renewable, agricultural sources such as sugarcane, corn, soy, wheat, and palm oil. The use of biobased raw materials instead of fossil-based resources to produce specialty chemicals supports the transition to a circular economy, as biobased raw materials are renewable by nature, insofar as their production is sustainably managed.

According to the Bioplastic Feedstock Alliance, a sustainable biobased feedstock is legally sourced, conforms to the Universal Declaration of Human Rights, does not adversely impact food security, and does not result in deforestation. Corbion's Sustainable Agriculture Policy describes our key principles for the production of biobased raw materials. At the current level of bioplastic production, land use is minimal and does not compete with food. Over the following decades, the world population will grow, and global demand for crops for food and industrial applications is expected to increase. Next-generation feedstocks such as second-generation sugars from agricultural residues and C1 carbon sources can help address this concern. Corbion actively engages with external parties who have the potential to supply second-generation feedstocks to Corbion assets. Through open collaboration with technology providers and sugar suppliers, and the provision of feed and off-take options, we aim to stimulate the development of commercial-scale supply chains of alternative-generation sugar feedstocks in the coming decades. However, at the moment, the scale is still small, and technology readiness is low.

Forests and biodiversity

Humans depend on healthy ecosystems that stabilize the climate; provide food, clean water and air, and raw materials; and protect coastlines. Deforestation and biodiversity loss are threatening Earth's capacity to maintain healthy ecosystems. Business activities can contribute to deforestation and biodiversity loss. As we source raw materials from sectors that are at risk of contributing to these issues, we are committed to doing as much as possible to limit our negative impacts and contribute to regenerative projects.

To provide more transparency on the risk of deforestation in our agriculture supply chains, we track the percentage of key agricultural raw materials (sugar, palm, soy, wheat, corn) purchased that is verified deforestation-free. About 50% of our key agricultural raw materials are sourced in North America, where deforestation is not an issue.

According to the Agri-footprint database, which is based on statistics from the Food and Agriculture Organization of the United Nations (FAO), no land transformation from forest has occurred in the sourcing areas of Corbion's dextrose, soybean oil, or wheat suppliers in the US. For sugar, palm oil, and soybean oil sourced outside of North America, the absence of deforestation is verified through audits, satellite studies, and Bonsucro, RSPO, or ProTerra certification. Combined, we verified that at least 99% of our key raw materials are deforestation-free globally, a step up compared to 2022 (93%).

To better understand and demonstrate our commitment to address the potential impact of Corbion's business activities on biodiversity, we joined the Science Based Targets Network (SBTN) corporate engagement program. Within this program, we work with other stakeholders to create methods and tools for integrated target setting, in line with the best available science. In 2023, Corbion was selected, together with 16 other companies, to pilot the target-setting process. During 2023, the first release of corporate science-based targets for nature, comprising freshwater and land targets, was tested. In parallel, we are working closely with the method developers to provide feedback on the applicability and robustness of the current methods.

Climate action

The effects of climate change and its acceleration are evident all over the world. We need to act now. The climate crisis threatens people, nature, and economies around the world. To avoid the most significant effects of climate breakdown, companies need to halve greenhouse gas emissions before 2030 and achieve net-zero emissions before 2050, in order to limit global temperature rise to 1.5°C per year. Corbion believes that we have a responsibility to preserve the climate, and we play an essential role in the transition to a zero-carbon economy.

In October 2019, Corbion publicly committed to climate change action, making science-based targets part of our standard business practice and tying our incentives program to those goals. Our targets were approved after a thorough, independent validation process by the Science Based Targets initiative (SBTi). We were the second Dutch chemical company with a SBTi-approved target, providing a benchmark and inspiration for our peers and partners to transition to a low-carbon economy.

In 2022, we raised our climate ambition to align with 1.5°C, the most ambitious goal of the Paris Agreement. This target is what the latest climate science has told us is needed to prevent the most damaging effects of climate change. We committed to reducing our absolute Scope I and II emissions by 38% and our Scope III emissions by 24% per metric ton of product by 2030, compared to 2021. Our new targets have been validated by the Science Based Targets initiative.

Our Climate Transition Action Plan has three pillars:
1. Reduce our own footprint in line with 1.5°C and achieve net zero by 2050.
2. Provide transparency with respect to the carbon footprint of our products and our operations.
3. Promote climate action by enabling our customers to reduce their footprint.

To achieve our SBTi commitment, we focus on the following initiatives:
- Reduce energy consumption and transition to renewable energy.
- Promote supplier engagement, raw material certification, and regenerative agriculture.
- Reduce transport emissions.
- Eliminate waste to landfill.
- Support radical process development.

In 2023, we made significant progress toward achieving these new targets by reducing our absolute Scope I and II emissions by 25% compared to 2021. The main drivers for this reduction are the implementation of renewable electricity and product mix effects. Our Scope III emissions were reduced by 37% per ton of product, equivalent to an absolute reduction of 16% compared to 2021. This reduction is primarily caused by a combination of lower purchases of raw materials and product mix effects. It is important to highlight that some of these reductions are not of a structural nature, and consequently, there may be an increase in emissions in the coming years.

Reduction of our energy consumption is the first priority in our Climate Transition Action Plan. In 2023, we completed several energy-reducing projects at our site in Gorinchem, the Netherlands (reducing approximately 1 kiloton CO_2-eq annually) and Campos, Brazil (0.3 kiloton CO_2-eq). Examples include pre-heating process streams and optimizing process settings. Furthermore, we optimized our use of biogas produced in our waste water treatment facility at our production location in Gorinchem. As of 2024, the biogas can be fully utilized in the steam boilers, which is expected to reduce our natural gas consumption by 10%. To prepare for further electrification of our processes, we initiated a project to expand the supply of electricity to the Gorinchem plant in the Netherlands.

In addition to these completed projects, we initiated the engineering of an evaporator based on mechanical vapor recompression, resulting in CO_2 savings of approximately 1 kiloton per year after construction. Our capital expenditure plan for the next five years includes similar energy savings opportunities.

In R&D, the focus of 2023 was on long-term decarbonization of the lactic acid process and the production of powder derivatives. We also kicked off a global platform on energy that consists of technologists from the production locations and energy experts from the global R&D and engineering groups. The aim of this platform is to be a global knowledge network within Corbion to support year-on-year improvement and management of energy toward lower energy consumption and therefore lower CO_2 emissions.

Another key initiative to achieve our GHG reduction target is the transition to renewable electricity. By now, 10 of our 13 manufacturing sites are fully powered by renewable electricity. Compared to 2022, we increased the use of renewable electricity at our site in Gorinchem, the Netherlands, to 100%, which increases our global coverage to 97%. As a member of RE100, a global initiative to accelerate change toward zero-carbon grids at scale, we are committed to achieving 100% renewable electricity by 2025.

We use internal carbon pricing to manage and understand the financial impact of GHG emissions on our business. Considering the EU ETS forecast scenarios of € 90, € 125, and € 150 per metric ton by 2030, Corbion has introduced a global internal carbon price of € 100 per metric ton for Scope I and II emissions to be included in all investment decisions. In addition, this has been used as a sensitivity in the goodwill impairment test. Including the internal carbon price, the outcome would not lead to impairments.

Partnerships with our key raw materials suppliers are essential to achieve the targeted Scope III reductions. In 2023, we continued our engagement with key suppliers of cane sugar, dextrose, soybean oil, and chemicals. The goal is to better understand the footprints of these raw materials and identify GHG reduction opportunities. These reduction opportunities could be found within our suppliers' manufacturing operations or captured by implementing sustainable agriculture practices on the farms our suppliers source from. The project developed in collaboration with Cargill (see the Sustainable agriculture section) resulted from these engagement activities. In addition to supplier engagement, another approach is to implement third-party sourcing certifications, such as RSPO certification and Bonsucro, where GHG emissions are reduced by complying with the certifications' stringent environmental standards.

Specifically in Brazil, cane sugar suppliers also produce biofuels and voluntarily have their production process audited under the RenovaBio program (National Biofuels Policy). This program provides a framework for certifying a mill's efficiency in reducing GHG emissions, which is of strategic importance to the achievement of national decarbonization targets.

In December, Corbion announced the mechanical completion of our new circular lactic acid manufacturing plant in Rayong, Thailand. Lactic acid produced by this first-of-its-kind facility will have the lowest associated carbon footprint compared to any manufacturing technologies currently used. The recycling of processing chemicals eliminates the use of lime, which is a significant contributor to our Scope III GHG emissions.

Water stewardship
Most of the water consumption in Corbion's value chain is in agriculture (see Sustainable agriculture). In our manufacturing processes, fermentation is the most water-intensive unit operation. A large part of the water used is recovered in the purification process and reused or discharged for wastewater treatment. The net water consumption includes only water evaporation in the cooling towers and water in (by-) products.

In 2023, Corbion launched a comprehensive Water Policy, reaffirming our commitment to sustainable practices. The policy includes assessing risks and opportunities, practicing efficient water management, reducing consumption in water-stressed areas, collaborating on water resource management, promoting sustainable innovation, and providing transparency through reporting.

Corbion uses Aqueduct to assess water risks for our manufacturing sites and suppliers of key agricultural raw materials. Aqueduct is a data platform run by the World Resources Institute, an environmental research organization. Aqueduct comprises tools that help companies, governments, and civil society understand and respond to water risks, such as water stress, variability from season to season, pollution, and water access. Based on the Aqueduct 4.0, the most recent version of WRI's water risk framework, only one of 13 Corbion sites is classified as a high overall water risk assessment area. This particular site contributes to 0.01% of the total water withdrawal impact. Additionally, some 39% of our water withdrawals come from high-stress areas and 8% from extremely high-stress areas. Within the SBTN corporate engagement program, we are further investigating our impact on water, in both the direct operations and upstream value chain, to prioritize locations for action.

Zero waste
Corbion is committed to responsibly managing the waste generated in our operations. Our waste program focuses on 1) the valorization of by-products; 2) waste reduction, re-use, and recycling; and 3) innovation.

In our lactic acid production process, we generate significant quantities of valuable by-products, such as gypsum. Per metric ton of lactic acid, almost two tons of by-products are produced. The majority of these by-products are valorized, but occasionally they do end up in a landfill. Since implementing a new valorization option for gypsum at our lactic acid plant in the US in 2017, we have increased the recycling of by-products to 98%–99%. In 2023, our site in Montmeló, Spain, received regulatory approval and secured a deal with a nearby company to use one of our by-products as fertilizer for acid soils. At our site in Rayong, Thailand, one of our outlets for gypsum temporarily ceased its operations, which unfortunately required us to landfill part of the gypsum produced at this site. Overall valorization of by-products increased compared to 2022.

The startup of our new circular lactic acid manufacturing plant in Rayong, Thailand eliminates the formation of gypsum as a by-product. This novel method is a result of our innovation program and allows us to expand our production with as little impact on our footprint as currently technologically feasible.

In 2023, landfill of generic waste increased by 3% compared to last year. Our site in Rayong, Thailand had a cleaning activity resulting in a one-time increase of landfilled waste. In 2022, we reduced landfill of generic waste by 44%.

Measuring what matters

Life Cycle Assessment

Life Cycle Assessment (LCA) is a methodology for the systematic and quantitative evaluation of the environmental performance of a product through all stages of its life cycle, from raw material extraction through production, use, and disposal ("cradle-to-grave"). An LCA can be used as a scientific basis to identify improvement opportunities, compare different products, and support decision making in new product and process development. Environmental impacts typically evaluated in an LCA study include greenhouse gas emissions, water use, land use, eutrophication potential, acidification potential, and particulate matter.

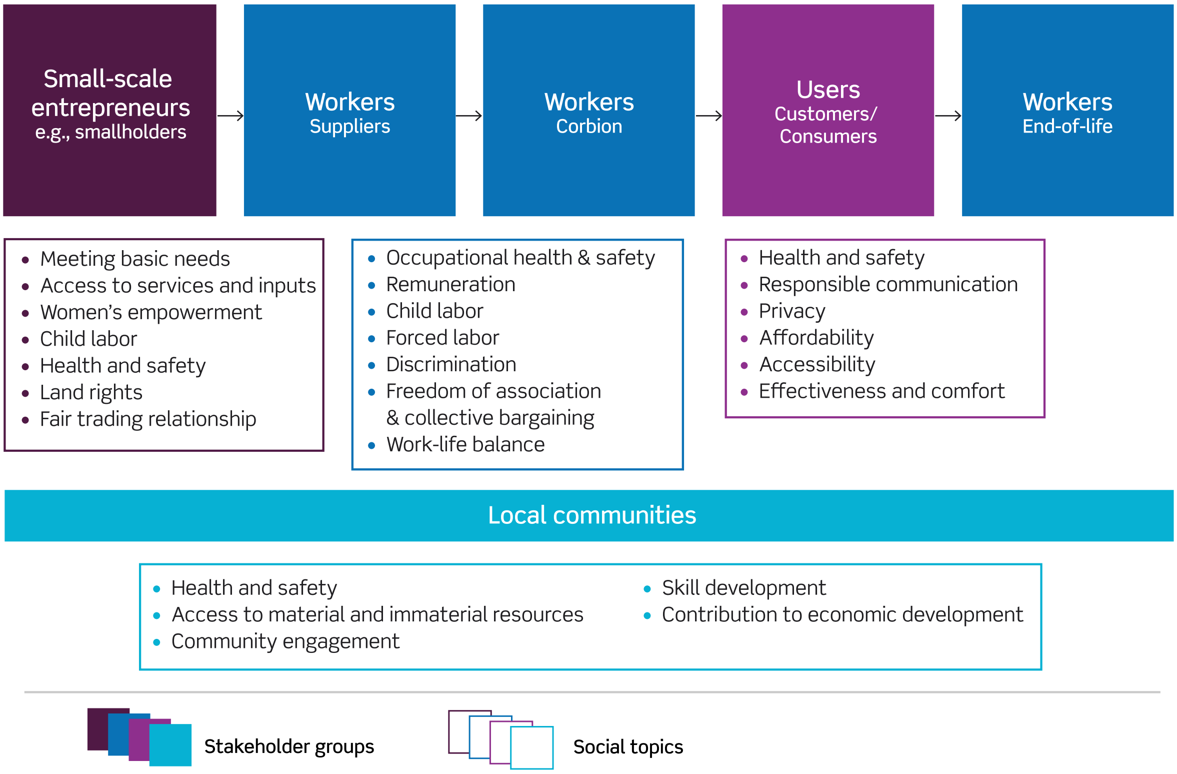
Corbion uses Life Cycle Assessments as a tool to understand the "cradle-to-gate" environmental impact of our products, and help our customers improve their environmental footprint, and substantiate their sustainability claims. All Corbion LCAs are peer reviewed according to ISO 14040/44 and ISO 14067 standards.

In 2023, we performed LCAs for specific functional blends produced at our facility in Totowa. With these additional studies, we assessed 79% of our production volume.

The LCAs performed for functional blends demonstrated that the environmental impact of these products is primarily driven by the impact of the raw materials. Performing LCAs for the entire functional blends portfolio therefore does not give us additional insight to improve our performance. From 2024 onwards, we will therefore focus our LCA target on fermentation-derived products manufactured at Corbion, and only assess specific functional blends.

Social Value Assessment

Corbion uses Social Value Assessment (SVA) to understand the social impact of our business activities on our stakeholders throughout our supply chain. In 2017, Corbion joined the Social Value Initiative. Together with the other partners, we developed a methodology for measuring social impacts, available in the Roundtable's Handbook. The Handbook provides a framework, an overview of data collection tools, and scoring approach to assess social impacts. In 2023, we applied the methodology to our manufacturing facilities in Campos and Orindiúva, Brazil. We assessed the impact of Corbion's own operations and our supply chain on employees and local communities. The results of these assessments can be found on our website. 70% of our production volume is now covered by an SVA.



Small-scale entrepreneurs
e.g., smallholders

- Meeting basic needs
- Access to services and inputs
- Women's empowerment
- Child labor
- Health and safety
- Land rights
- Fair trading relationship

Workers
Suppliers

Workers
Corbion

- Occupational health & safety
- Remuneration
- Child labor
- Forced labor
- Discrimination
- Freedom of association & collective bargaining
- Work-life balance

Users
Customers/ Consumers

- Health and safety
- Responsible communication
- Privacy
- Affordability
- Accessibility
- Effectiveness and comfort

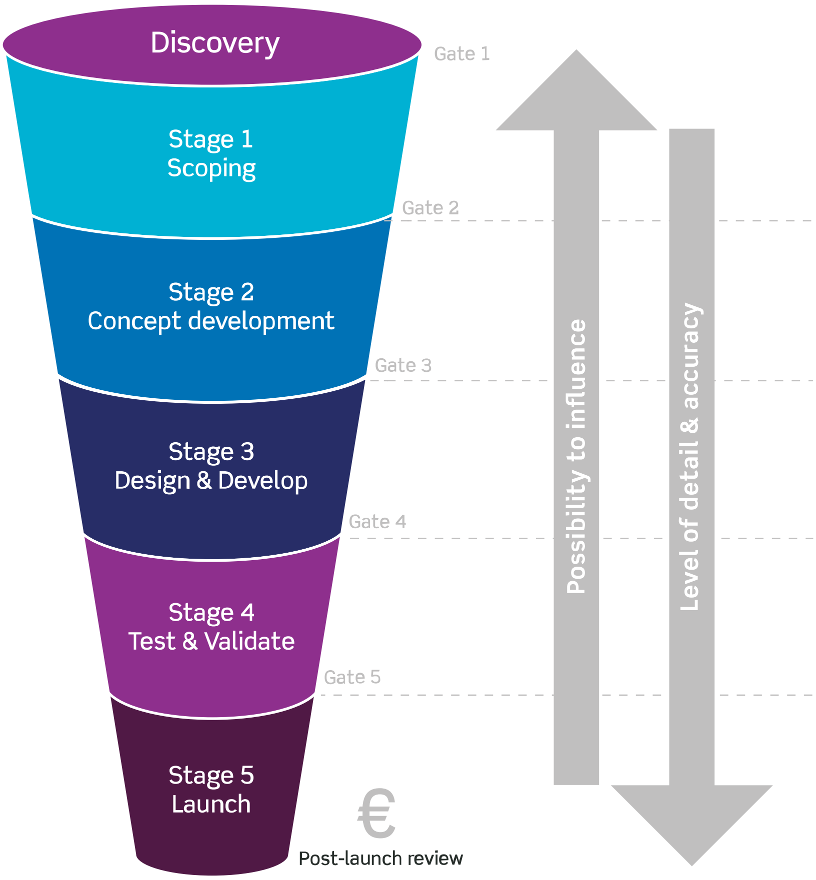
Workers
End-of-life

Local communities

- Health and safety
- Access to material and immaterial resources
- Community engagement
- Skill development
- Contribution to economic development

Sustainability assessment of innovation projects
To ensure the alignment of our innovation projects with our sustainability ambitions, we assess new product and process development projects against the relevant material themes in our sustainability strategy and their potential contribution to the Sustainable Development Goals (SDGs 2, 3, 12, 13, 14). The assessment is integrated into our innovation stage-gate process and guides the project team on sustainability-related matters. This warrants that sustainability is an integrated part of the product and process design and that potential issues can be tackled early. The assessment includes an evaluation of resource and energy efficiency, chemical safety, and the project's potential impact on Corbion's GHG emissions. If a significant negative impact is identified, the project team has to mitigate this within the project. If this is not feasible, R&D is requested to investigate alternative options to reduce the impact elsewhere.

Sustainability assessment at different stages of the innovation funnel



Topics assessed

- Sustainable Development Goals
- Climate impact
- Responsible sourcing
- Chemicals safety

At each stage, the assessment is updated and the progress on agreed actions is checked. These actions aim to improve sustainability of the project and include mitigation plans to reduce the impact on climate change, supporting documentation for SDG alignment and supplier risk assessments.

CASE STUDY

It's all about leaving a legacy

Sustainable impact in home care products

The home care industry is changing fast as consumers wake up to the possibilities of cleaning products that are safer for people, take less toll on the planet, and perform just as well as their chemical-based equivalents.

So, what does sustainable impact mean for the formulators and brands that Corbion serves in this sector? Naturally, these customers want to do the right thing, profitably. However, according to Frederik Feddes, Corbion's Vice President of Biochemicals, it goes deeper than this: "Increasingly we see that home care customers want to leave a positive legacy on the world, and we are helping them to achieve it with our biochemical-based ingredients."

Safer cleaning products

Take the antibacterial products used to clean children's toys. "As we all know, youngsters have a tendency to put toys in their mouths," says Frederik. "From a health and safety perspective, our biobased ingredients are free of biocides and other chemicals that could be toxic to children."

It's a concern for consumers, which makes it a concern for Corbion's customers - and indeed the regulators who oversee this sector. All of which makes it a concern for Corbion. "It's essential that we are aligned with our customers on these kinds of topics," says Frederik.

"Replacing harsh chemicals doesn't just help our customers leave a positive legacy, it enables Corbion to leave one too."

Biodegradable is best

The same principle applies to another component of sustainable impact: increasing the circularity of cleaning formulations. Big brand owners are announcing that they will eliminate fossil-based and synthetic ingredients from their cleaning products by 2030. The rest of the industry will inevitably follow. Corbion's naturally derived ingredients are not only enabling a lower carbon footprint than fossils, but they are completely biodegradable.

"Ultimately, cleaning products end their life by going down the drain and into our water. If they contain anti-bacterials that cannot be broken down, they will just keep working and therefore harm the environment," says Frederik. "So ultimately, we're working with customers to help protect our own neighborhoods. That's real sustainable impact."

How we safeguard long-term value

Board of Management and Executive Committee

Mr. Olivier Rigaud
CEO / Chair Board of Management and Executive Committee

Olivier Rigaud was appointed Chief Executive Officer at the extraordinary General Meeting of Shareholders in August 2019. His current term of office runs from 2023 to 2027.

Before joining Corbion, Olivier Rigaud was Chief Executive Officer of Naturex, worked for Tate & Lyle, and started his career at Amylum. Currently, he serves as member of the Board of Balchem, US, and Solabia, France.
Olivier Rigaud holds French nationality and was born in 1964.

Mr. Eddy van Rhede van der Kloot
CFO / member Board of Management and Executive Committee

Eddy van Rhede van der Kloot was appointed Chief Financial Officer at the annual General Meeting of Shareholders in May 2014. His current term of office runs from 2022 to 2026.

Before becoming CFO, Eddy van Rhede van der Kloot was SVP Finance at Corbion and served for seven years as CFO of Purac, a division of CSM. Prior to joining Corbion, he was divisional finance director for chemicals in the European region at Van Ommeren and, after the merger with Pakhoed, at Vopak. Prior to that, he held several technical and finance roles at Unilever.
Eddy van Rhede van der Kloot holds Dutch nationality and was born in 1963.

Mrs. Aurélie Dalbiez
Chief Human Resources Officer / member Executive Committee

Aurélie Dalbiez is Chief Human Resources Officer; she has been a member of the Executive Committee since July 2021.

Before joining Corbion, Aurélie Dalbiez was Head of HR for the Capsules and Health Ingredients business at Lonza. Prior to that, she worked for 12 years in various HR roles at Novartis. She started her career at Deutsche Bank before working for Capital International, a global investment company.
Aurélie Dalbiez holds French nationality and was born in 1977.

Mrs. Jacqueline van Lemmen
Chief Operations Officer / member Executive Committee

Jacqueline van Lemmen is Chief Operations Officer and responsible for Corbion's global operations; she has been a member of the Executive Committee since April 2017.

Before joining Corbion, Jacqueline van Lemmen was VP Operations for DSM Biobased Products and Services after holding the same position for DSM Food Specialties. Before that, she held several mostly manufacturing-related positions in different countries for DSM. She started her career at ICI.
Jacqueline van Lemmen holds Dutch nationality and was born in 1961.

Mrs. Jennifer Lindsey
Chief Marketing and Digital Officer / member Executive Committee

Jennifer Lindsey is Chief Marketing and Digital Officer and responsible for enhancing Corbion's brand relevance and accelerating our digital transformation; she has been a member of the Executive Committee since November 2022.

Before becoming Chief Marketing and Digital Officer, Jennifer Lindsey was VP of Global Marketing for Corbion. Prior to joining Corbion, Jennifer Lindsey held leadership roles in marketing for Parnell Living Science and business and marketing leadership roles at DuPont Nutrition and Health and Danisco Ingredients, global functional food ingredient companies.
Jennifer Lindsey holds US nationality and was born in 1969.

Mr. Andy Muller
President Sustainable Food Solutions / member Executive Committee

Andy Muller is President of Sustainable Food Solutions; he has been a member of the Executive Committee since January 2015.

Before joining Corbion, Andy Muller served as SVP Global Sales, Innovation, and Marketing at DuPont. Before that, he held several other positions in marketing and sales within Sensient and DuPont Nutrition and Health, formerly Danisco.
Andy Muller holds Argentinian and US nationalities and was born in 1965.

Mr. Ruud Peerbooms
President Algae Ingredients / member Executive Committee

Ruud Peerbooms is President of Algae Ingredients; he has been a member of the Executive Committee since April 2020. He is also acting as the ad-interim Chief Science and Sustainability Officer.

Before becoming President of Algae Ingredients, Ruud Peerbooms was SVP Food at Corbion. Prior to joining Corbion, he worked at Kerry Group and Unilever in business development and sales. He started his career at Akzo Nobel.
Ruud Peerbooms holds Dutch nationality and was born in 1969.

Change in management
In 2023, two members of the Executive Committee left Corbion: Marco Bootz (President Lactic Acid & Specialties) in October and Marcel Wubbolts (Chief Science and Sustainability Officer) in February. Marco Bootz joined Corbion in 2006 and played a pivotal role in developing the Lactic Acid & Specialties strategy and overseeing its implementation in biochemicals, biomaterials, and our joint venture with TotalEnergies. Marcel Wubbolts joined Corbion in 2016 and was instrumental in shaping the research and innovation agenda and positioning Corbion as the sustainability frontrunner it is today.

“I want to express my deep appreciation for the invaluable contributions made by Marco and Marcel throughout the years.” — Olivier Rigaud, CEO, Corbion

Supervisory Board

Mr. Mathieu Vrijsen
Chair Supervisory Board / Chair Appointment and Governance Committee / member Remuneration Committee and Science and Technology Committee

Mathieu Vrijsen was appointed at the annual General Meeting of Shareholders in May 2013. His current term of office runs from 2023 to 2025.

Mathieu Vrijsen served as Senior Vice President Global Operations and Engineering at DuPont. Prior to that, he held various positions at DuPont. Currently, he serves as Chair of Broadview Holding and the Philharmonic Chamber Orchestra of Belgium, and as Board member of the Antwerp Spring Festival.
Mathieu Vrijsen holds Dutch nationality and was born in 1947.

Mrs. Ilona Haaijer
Vice-Chair Supervisory Board / Chair Remuneration Committee / member Appointment and Governance Committee and Science and Technology Committee

Ilona Haaijer was appointed at the annual General Meeting of Shareholders in June 2020. Her current term of office runs from 2020 to 2024.

Ilona Haaijer served as CEO of Bugaboo, President and CEO of DSM Food Specialties, President of DSM Personal Care, and CEO of Philips AVENT. She was a consultant at the Boston Consulting Group and has had several other roles throughout her career. Currently, she serves as Non-Executive Director and Board member at Glanbia Plc and as Supervisory Board member at Muziekgebouw Frits Philips in Eindhoven, the Netherlands.
Ilona Haaijer holds Dutch nationality and was born in 1969.

Mrs. Liz Doherty
Member Supervisory Board / Chair Audit Committee / member Sustainability and Safety Committee

Liz Doherty was appointed at the annual General Meeting of Shareholders in May 2015. Her current term of office runs from 2023 to 2025.

Liz Doherty served as CFO and Executive Director at Reckitt Benckiser, UK, and prior to that as CFO and Executive Director at Brambles, Australia. Currently, she serves as Audit Committee Chair and Non-Executive Director of Novartis, Switzerland, and as Supervisory Board member of Royal Philips NV. She is also an advisor to Agrolimen, subsidiaries GB Foods and Affinity Petcare, Spain.
Liz Doherty holds British and Irish nationalities and was born in 1957.

Mr. William Lin
Member Supervisory Board / Chair Sustainability and Safety Committee / member Audit Committee

William Lin was appointed at the annual General Meeting of Shareholders in May 2022. His current term of office runs from 2022 to 2026.

William Lin currently serves as Executive Vice President for Regions, Corporates & Solutions and is a member of BP's Executive Committee. William Lin holds a Supervisory Directorship as Vice-Chair of Pan American Energy Group, Argentina. Before that, William Lin served as Chief Operating Officer of BP's upstream segment and President of BP Asia Pacific, and held various other senior leadership positions with P&L accountabilities across the world at BP as well as management positions at Nestlé USA in California and Consolidated Edison Inc. in New York.
William Lin holds US nationality and was born in 1967.

Mr. Steen Riisgaard
Member Supervisory Board / Chair Science and Technology Committee / member Sustainability and Safety Committee

Steen Riisgaard was appointed at the annual General Meeting of Shareholders in May 2014. His current term of office runs from 2022 to 2024.

Steen Riisgaard served as President and CEO of Novozymes A/S, Denmark. Currently, he serves as a member of the Board of Novo Nordisk Foundation, Denmark, Vice-Chair of Novo Holding A/S, Denmark, Vice-Chair of Villum Foundation, Denmark, and Chair of Xellia A/S, Denmark.
Steen Riisgaard holds Danish nationality and was born in 1951.

Mrs. Dessi Temperley
Member Supervisory Board / member Audit Committee, Appointment and Governance Committee, and Remuneration Committee

Dessi Temperley was appointed at the annual General Meeting of Shareholders in May 2021. Her current term of office runs from 2021 to 2025.

Dessi Temperley served as Group CFO of Beiersdorf, Germany, and before that, she was CFO of Nestle Southeast Europe, CFO of Nestle Purina EMENA, and Head of Investor Relations at Nestle. Prior to this, she held finance roles with Cable & Wireless. Currently, she serves as Supervisory Director of Coca Cola Europacific Partners, UK, Philip Morris International, Switzerland, and Cimpress, Ireland.
Dessi Temperley holds Bulgarian and British nationalities and was born in 1973.

Corporate governance

Structure

Our corporate governance structure is designed to best support our business, meet the needs of our stakeholders, and comply with laws and regulations. This section provides an overview of our corporate governance structure and includes information required under the Dutch Corporate Governance Code, as amended and published on 20 December 2022 (the “Code”), the Decree Additional Requirements for Management Reports, the Decree Article 10 EU Takeover Directive, and the Decree Disclosure Non-Financial Information.

Corbion nv (the “company” or “Corbion”) is a Dutch public limited company with its registered office in Amsterdam. It acts as the (indirect) holding company for the Dutch and foreign operating companies of the company. The company’s shares are listed on Euronext Amsterdam. Corbion is an international holding company as described in Section 153, Subsection 3 under b, of Book 2 of the Dutch Civil Code. Therefore, the “large company” regime does not apply to the company.

Corbion’s corporate governance framework is based on the requirements of the Dutch Civil Code, the Code, the company’s Articles of Association, applicable securities laws, and the rules and regulations of Euronext Amsterdam.

The company is organized in a two-tier system, comprising the Board of Management, solely composed of executive directors, and the Supervisory Board, solely composed of non-executive directors. The Supervisory Board supervises the Board of Management and Executive Committee (which includes the Board of Management) and ensures that external experience and knowledge is embedded in the company’s conduct. The two boards are independent of each other and are accountable to the General Meeting of Shareholders of the company (the “General Meeting of Shareholders”).

Board of Management/Executive Committee

General

The Board of Management (composed of the Chief Executive Officer and the Chief Financial Officer) is entrusted with the management of the company. A number of key officers have been appointed to manage the company together with the Board of Management. The members of the Board of Management and these key officers together constitute the Executive Committee. For the purpose of this corporate governance section, where the Executive Committee is mentioned, it also includes the Board of Management unless the context requires otherwise.

The Executive Committee has been operational since 1 January 2015. With the setup of this leadership team, Corbion is well positioned to drive a common agenda across the business, set clear priorities, and enhance the execution of its strategy. Members of the Supervisory Board regularly met with the members of the Executive Committee during 2023. The Supervisory Board and the Executive Committee held several meetings in 2023 in relation to the Capital Markets Update which was held on 31 January 2024. In addition to the members of the Board of Management, other members of the Executive Committee were invited to give presentations on their area of responsibility to the Supervisory Board and its committees.

Under the chair of the CEO, the members of the Executive Committee share responsibility for developing and executing the strategic plan for the company aimed at delivering long-term value creation, aligning and prioritizing (strategic) initiatives, determining the risk profile, and implementing strategic and operational policies. The Board of Management has ultimate responsibility for the company's management and external reporting and is answerable to shareholders of the company at the annual General Meeting of Shareholders. In performing its duties, the Executive Committee is guided by the interests of the company and its affiliated enterprise, taking into consideration the interests of the company's stakeholders.

For a more detailed description of the responsibilities of the Board of Management and the Executive Committee, please refer to the Rules of the Board of Management/Executive Committee.

Composition and appointment

The Board of Management consists of two or more members, which number is to be determined by the Supervisory Board. The CEO determines the number of Executive Committee members. The composition of the Executive Committee and brief résumés of its members are available under the sections How we safeguard long-term value/Board of Management and Executive Committee in this report.

The members of the Board of Management are appointed by the General Meeting of Shareholders on the basis of nominations by the Supervisory Board. The Corbion Articles of Association state that the General Meeting of Shareholders can overrule any such nomination by an absolute majority of the votes cast, provided said majority represents at least one-third of the issued capital. No second meeting will be convened if there is no quorum, as a second meeting is not required by Dutch law.

The Supervisory Board is authorized at all times to suspend a member of the Board of Management. The General Meeting of Shareholders may decide to suspend or dismiss a member of the Board of Management by an absolute majority of the votes cast, provided said majority represents at least one-third of the issued capital. This quorum requirement does not apply if the proposal for suspension or dismissal is submitted by the Supervisory Board. No second meeting will be convened if there is no quorum, as a second meeting is not required by Dutch law.

Each member of the Board of Management is appointed for a maximum period of four years with the possibility of reappointment for consecutive four-year terms in accordance with the Code. The other members of the Executive Committee are appointed, suspended, and dismissed by the CEO, subject to consultation with the Supervisory Board.

Remuneration

The remuneration for the individual members of the Board of Management is determined by the Supervisory Board on the proposal of the Remuneration Committee of the Supervisory Board and must be consistent with the policy thereon as adopted by the General Meeting of Shareholders. The current Remuneration Policy applicable to the Board of Management was adopted by the Annual General Meeting of Shareholders in 2020 and is published on Corbion's website. A full and detailed description of the composition of the remuneration for the individual members of the Board of Management is included in the Remuneration report. The remuneration for the other individual members of the Executive Committee shall be determined by the CEO, subject to consultation with the Supervisory Board.

Conflict of interest

Members of the Executive Committee must report any (potential) conflict of interest to the Chair of the Supervisory Board. The Supervisory Board shall decide whether a conflict of interest exists. The member of the Executive Committee who has a (potential) conflict of interest shall not participate in discussions and decision-making on a subject or transaction in relation to which the member has a conflict of interest with the company. Decisions to enter into transactions in which members of the Executive Committee have conflicts of interest that are of material significance to the company and/or to the relevant member(s) of the Executive Committee require the approval of the Supervisory Board. In accordance with best-practice provision 2.7.4 of the Code, the company reports that in 2023, there were no transactions involving a conflict of interest with members of the Executive Committee that was of material significance and that required approval of the Supervisory Board.

Supervisory Board

General

The Supervisory Board, acting in the interests of the company and its affiliated enterprise and taking into account the relevant interests of the company's stakeholders, supervises and advises the Board of Management and Executive Committee in performing their management tasks. From among its members, the Supervisory Board has appointed an Audit Committee, an Appointment and Governance Committee, a Remuneration Committee, a Science and Technology Committee, and a Sustainability and Safety Committee.

Corbion's Articles of Association require the approval of the Supervisory Board for certain major resolutions proposed to be taken by the Board of Management, including issuance of shares, repurchase of shares, reduction of the issued share capital, amendment of the Articles of Association, and significant changes in the identity or nature of the company or its enterprise.

For a more detailed description of the responsibilities of the Supervisory Board and its committees, please refer to the Rules of the Supervisory Board and the Charters of its committees, which are available on Corbion's website.

Composition and appointment

The Supervisory Board consists of three or more members to be determined by the Supervisory Board. The composition of the Supervisory Board and brief résumés of its members are available under the section How we safeguard long-term value/Supervisory Board in this report.

The members of the Supervisory Board are appointed by the General Meeting of Shareholders on the basis of nominations by the Supervisory Board. The Corbion Articles of Association state that the General Meeting of Shareholders can overrule any such nomination by an absolute majority of the votes cast, provided the said majority represents at least one-third of the issued capital. No second meeting will be convened if there is no quorum, as a second meeting is not required by law.

The Supervisory Board is authorized at all times to suspend a member of the Supervisory Board. The General Meeting of Shareholders may decide to suspend or dismiss a member of the Supervisory Board by an absolute majority of the votes cast, provided the said majority represents at least one-third of the issued capital. This quorum requirement does not apply if the proposal for suspension or dismissal is submitted by the Supervisory Board. No second meeting will be convened if there is no quorum, as a second meeting is not required by law.

Each member of the Supervisory Board is appointed for a maximum period of four years with the possibility of re-appointment for consecutive terms in accordance with the Code. The members of the Supervisory Board retire periodically in accordance with a schedule of resignation, which is available on Corbion's website.

Conflict of interest

Members of the Supervisory Board must report any (potential) conflict of interest to the Chair of the Supervisory Board (and the Chair to the Vice-Chair). The Supervisory Board shall decide whether a conflict of interest exists. The member of the Supervisory Board who has a (potential) conflict of interest shall not participate in discussions and decision-making on a subject or transaction in relation to which the member has a conflict of interest with the company. Decisions to enter into transactions in which members of the Supervisory Board have conflicts of interest that are of material significance to the company and/or to the relevant member(s) of the Supervisory Board, require the approval of the Supervisory Board. In accordance with best-practice provision 2.7.4 of the Code, the company reports that in 2023 there were no transactions in which there was a conflict of interest with members of the Supervisory Board that was of material significance and that required approval of the Supervisory Board.

In accordance with best-practice provision 2.7.5 of the Code, the company reports that no transactions between the company and legal or natural persons who hold at least 10% of the shares in the company occurred in 2023.

Diversity, values, and Code of Business Conduct

Diversity

Corbion adopted a Diversity and Inclusion Policy for the Supervisory Board and the Executive Committee in 2017 and updated it in 2023. Given the business environment in which Corbion operates, this policy has longer-term objectives for gender and geographical diversity, the latter reflecting the majority of our business being in the Americas.

The gender diversity targets for the Supervisory Board are that at least 30% of the Supervisory Board members are female and at least 30% of the Supervisory Board members are male (in line with the with the statutory gender targets). Corbion complies with these target as three members of the Supervisory Board are female and three members are male.

The geographical diversity target for the Supervisory Board states that at least one member of the Supervisory Board has relevant Americas experience and/or exposure. Corbion complies with this target as Mathieu Vrijsen and William Lin qualify as such.

The gender diversity target for the Executive Committee states that at least two members should be female if the committee consists of six or seven members. Corbion’s Executive Committee has three female members, Jacqueline van Lemmen, Aurélie Dalbiez, and Jennifer Lindsey, and so complied with this target in 2023. In 2023, the departure of two male members from Corbion's Executive Committee led to a 43% representation of females in the committee.

Gender diversity

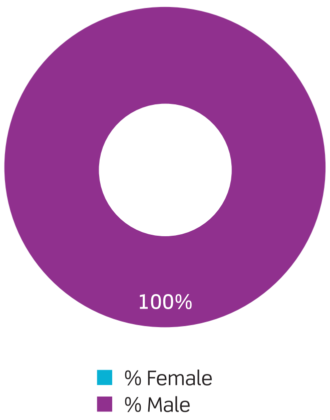
The geographical diversity target for the Executive Committee states that at least two members of the Executive Committee have relevant Americas experience and/or exposure. Corbion complies with this target, as Andy Muller and Jennifer Lindsey qualify as such.

In the case of vacant or new positions on the Supervisory Board or the Executive Committee, the Diversity and Inclusion Policy for the Supervisory Board or Executive Committee will be applied when selecting persons for appointment as members of the Supervisory Board or Executive Committee.

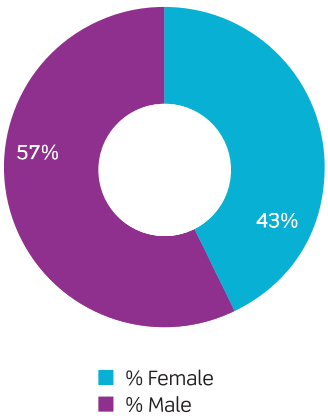
Our senior management population (the senior management layer below the Executive Committee) consists of 88 employees of which 24% are women (status end of 2023), which is below our objective of 33%. For the total organization the percentage of women is 29%, which is closer to the objective of 33%. To further improve our diversity, we are continuously educating hiring managers on diversity in recruitment and internal promotions and ensuring selection includes a diverse slate of candidates for any given role. We also offer flexibility wherever possible to meet the working pattern needs of employees, among other actions. In addition, we designed a roadmap for the rollout of our Diversity, Equity, and Inclusion strategy in 2023 and beyond.

As the number of senior management positions is limited, a few female hires or leavers within the senior management population have a significant impact on the percentage above.

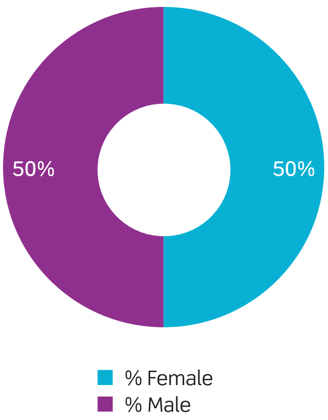
BoM-Gender diversity



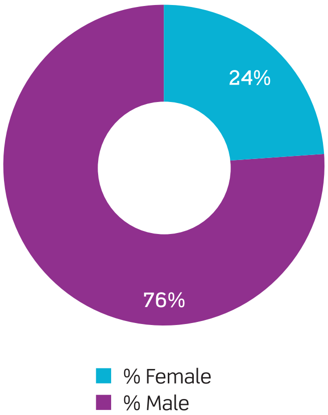
ExCo-Gender diversity



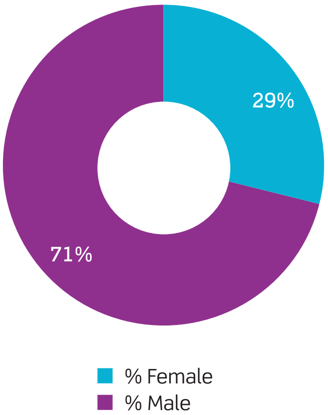
SB-Gender diversity



Senior Management



Total Organization



Values and Code of Business Conduct

The Corbion values of care, courage, collaboration, and commitment were introduced in 2018 and implemented globally in 2019 and 2020, through communication campaigns, Executive Committee-sponsored events, and workshops held across the world. In 2023, we continued to reinforce the importance of our values through various initiatives such as quarterly values showcases, including a quarter dedicated to safety and how it comes firs and complimentary access to the mindfulness app Headspace for all our employees. Along with the Corbion behaviors, the values guide and underpin the business strategy of Corbion. They form an integral part of our engagement and performance management programs and our global training and development initiatives.

Information about the effectiveness of, and compliance with the Corbion Code of Business Conduct is available under the section Risk management/Business Conduct Program in this report.

Shares and shareholder rights

General Meetings of Shareholders

The annual General Meeting of Shareholders will be held within six months of the close of the financial year. Extraordinary General Meetings of Shareholders will be held as often as the Board of Management and Supervisory Board deem necessary. An extraordinary General Meeting of Shareholders will also be held if one or more shareholders who collectively represent at least 10% of the issued capital submit a written request to this effect to the Board of Management or the Supervisory Board enclosing a detailed list of agenda items. If neither the Board of Management nor the Supervisory Board — which have equal powers in this matter — respond in such a way that this extraordinary General Meeting of Shareholders can be convened within six weeks of the request, the applicants are at liberty to convene the meeting themselves and appoint a chair.

Meetings are convened by public notice or via Corbion's website, and registered shareholders are notified by letter, at least 42 days prior to the (extraordinary) General Meeting of Shareholders. If requests are received from shareholders who individually or collectively represent at least 1% of the issued capital to place items on the General Meeting of Shareholders agenda, these will be honored, provided they are submitted to Corbion at least 45 days prior to the date of the meeting.

Pursuant to Dutch law, the record date for the exercise of voting rights and rights relating to General Meetings of Shareholders is set as the 28th day prior to the day of the meeting. Shareholders registered on such date are entitled to attend the meeting and to exercise the other shareholder rights (in the meeting in question), notwithstanding subsequent sale of their shares thereafter. This date will be published in advance of every General Meeting of Shareholders.

Main powers of the General Meeting of Shareholders

The main powers of the General Meeting of Shareholders relate to:

- The appointment, suspension, and dismissal of members of the Board of Management and Supervisory Board;
- Approval of the Remuneration Policy for the Board of Management;
- Approval of the Remuneration Policy for the Supervisory Board;
- The adoption of the annual Financial Statements and approval of dividends;
- Discharge from liability of the members of the Board of Management and Supervisory Board;
- Issuance of shares or rights to shares, restriction or exclusion of pre-emptive rights of shareholders, and repurchase or cancellation of shares;
- The appointment of the external auditor;
- Amendments to the Articles of Association; and
- Approval of decisions of the Board of Management that would entail a significant change in the identity or character of Corbion or its business.

Voting rights

Shareholders have voting rights in proportion to the number of shares held, and there are no restrictions on the voting rights on the company's shares. Each share is entitled to one vote.

Subject to certain exceptions provided by Dutch law or the Corbion Articles of Association (as outlined below), decisions at the General Meeting of Shareholders will be taken by an absolute majority of the votes cast without a requirement for a quorum.

According to Dutch law and the company's Articles of Association, the following decisions of the General Meeting of Shareholders require a larger majority or a quorum:

- Unless proposed by all members of the Supervisory Board or Board of Management, any resolution to amend the Articles of Association or to wind up the company shall require a majority of at least three-quarters of the votes cast provided at least two-thirds of the issued capital is represented.
- Any resolution to restrict or exclude the preemptive right in respect of ordinary shares or to designate the Board of Management shall require a majority of at least two-thirds of the votes cast if less than half of the issued capital is represented at the meeting.
- Any resolution to make a binding nomination for the appointment of a member of the Supervisory Board or Board of Management nonbinding shall require an absolute majority of the votes cast, provided that majority represents more than one-third of the issued capital. If a nomination has been made nonbinding, the General Meeting of Shareholders may only appoint a person other than the nominees by a resolution adopted by an absolute majority of the votes cast, provided that majority represents more than one-third of the issued capital.
- Any resolution to suspend or dismiss a member of the Supervisory Board or Board of Management shall require an absolute majority of the votes cast, provided that majority represents more than one-third of the issued capital.
- Any resolution to approve (amendments to) the Remuneration Policy for the Board of Management shall require a majority of at least three-quarters of the votes cast.
- Any resolution to approve (amendments to) the Remuneration Policy for the Supervisory Board shall require a majority of at least three-quarters of the votes cast.

Amendment of the Articles of Association

Decisions to amend the Articles of Association of the company may only be taken at a General Meeting of Shareholders in which at least two-thirds of the issued capital is represented and by a majority of at least three-quarters of the votes cast, unless the proposal has been submitted by all members of the Board of Management in office with the collective approval of all members of the Supervisory Board in office, in which case the decision may be taken by an absolute majority of the votes cast, regardless of the represented capital.

Issuance and repurchase of shares

At the 2023 annual General Meeting of Shareholders, it was resolved to authorize the Board of Management, subject to the approval of the Supervisory Board, to issue shares or grant rights to investors to acquire shares in the company as well as to restrict or exclude the preemptive right accruing to shareholders up to and including 17 November 2024. This authorization is limited to a maximum of 10% of the number of shares issued as at 17 May 2023. Furthermore, an authorization to issue shares or grant rights to investors to acquire shares in the company was granted for another 10% of the number of shares issued as at 17 May 2023 in the event of mergers, acquisitions, and/or strategic alliances.

In addition, at the 2023 annual General Meeting of Shareholders, it was resolved to authorize the Board of Management, subject to the approval of the Supervisory Board, to acquire shares in the company within the limits of the Articles of Association and within a certain price range up to and including 17 November 2024. This authorization is limited to a maximum of 10% of the number of shares issued as at 17 May 2023.

External auditor

An independent audit firm is appointed by the General Meeting of Shareholders. The external auditor is responsible for auditing the Financial Statements of Corbion. On 18 May 2022, the General Meeting of Shareholders appointed KPMG Accountants N.V. as external auditor for the company for the financial year 2023.

Capital structure

As at 31 December 2023, 59,242,792 ordinary shares of € 0.25 each had been issued, including 151,843 ordinary shares held by Corbion. The ordinary shares are listed on Euronext Amsterdam. No restrictions apply to the transfer of shares.

Substantial shareholdings

Pursuant to the Dutch Financial Markets Supervision Act ("Wet op het financieel toezicht"), the following notifications of capital interest in Corbion as at 31 December 2023 were reported:

		Capital interest	Voting interest
1	NN Group N.V.	15.24%	
2	Inclusive Capital Interest LLC	10.00%	
3	Artemis Investment Management LLP	5.28%	
4	ASR Nederland N.V.	4.99%	
5	Paradice Investment Management PTY	3.07%	2.44%
6	Impax Asset Management Group PLC	3.00%	
7	J.O. Hambro Capital Management Limited	2.99%	
8	Mirova	2.98%	
9	FMR LLC	2.97%	2.93%
10	RWC European Focus Master Inc.	2.97%	
11	Norges Bank	2.96%	
12	Kabouter International Opportunities Fund II LLC	2.92%	2.92%
13	Lansdowne Partners Limited	2.89%	
14	T. Rowe Price Group Inc.	2.85%	
15	BNP Paribas Investment Partners SA/ BNP Paribas Asset Management Holding	2.82%	2.74%
16	Blackrock Inc.	2.77%	2.88%
17	Kabouter Management LLC	0%	2.83%

Please note that as at 31 December 2023, Corbion had a capital interest of 0.26%.

Compliance with the Code

Corbion is committed to embedding the Code principles within the company, thereby abiding by the core concepts of good business practices, integrity, openness, and transparent and well-supervised management. Important changes in the corporate governance structure are presented to the General Meeting of Shareholders for discussion. With the exception of the deviations outlined in the paragraphs below, Corbion endorses and adheres to the principles and best practices of the Code.

With respect to best-practice provision 3.1.2 vi of the Code, Corbion applies share ownership requirements instead of holding restrictions. The Supervisory Board believes that a mandatory share ownership leads to a more sustainable buildup and alignment of the interests of the members of the Board of Management and the shareholders. As long as a member of the Board of Management does not comply with the share ownership requirements, vested shares received under share plans will be kept in a restricted account and cannot be traded. Corbion departs furthermore with regard to the possible financing of income tax on vested shares under the share plan by allowing selling part of the vested shares in deviation from the share ownership requirements.

With respect to canceling the binding nature of a nomination or dismissal (best-practice provision 4.3.3), Corbion deviates as follows. The members of the Supervisory Board and the Board of Management are appointed by the General Meeting of Shareholders on the basis of nominations by the Supervisory Board. The Corbion Articles of Association state that the General Meeting of Shareholders can overrule any such nomination by an absolute majority of the votes cast, provided said majority represents at least one-third of the issued capital. In contrast with the Code, no second meeting will be convened if there is no quorum, as a second meeting is not required by Dutch law.

The General Meeting of Shareholders may decide to suspend or dismiss a member of the Board of Management or Supervisory Board by an absolute majority of the votes cast, provided said majority represents at least one-third of the issued capital. This quorum requirement does not apply if the proposal for suspension or dismissal is submitted by the Supervisory Board. In contrast with the Code, no second meeting will be convened if there is no quorum, as a second meeting is not required by Dutch law.

The full text of the Code applicable to the company in 2023 can be viewed at: Monitoring Commissie Corporate Governance (mccg.nl).

Decree Additional Requirements for Management Reports/Corporate Governance Statement

Section 2a of the Decree Additional Requirements for Management Reports ("Vaststellingsbesluit nadere voorschriften inhoud bestuursverslag") requires companies to publish a statement on their approach to corporate governance and compliance with the Code. The information required in this corporate governance statement as described in Sections 3, 3a, and 3b of this decree is included in this Corporate governance section.

The information on the company's risk management and control frameworks relating to the financial reporting process, as required by Section 3a sub a of this decree, can be found in the Risk management section.

Decree Article 10 EU Takeover Directive

The information required by the Decree Article 10 EU Takeover Directive ("Besluit artikel 10 overnamerichtlijn"), to the extent applicable to the company, is included in this corporate governance section, the notes referred to in this section, and the paragraph below.

The contractual conditions of most of the company's key financing agreements and notes issued (potentially) entitle the banks and noteholders respectively to claim early repayment of the amounts borrowed by the company in the event of a change of control over the company (as defined in the respective agreement). With respect to agreements entered into with members of the Board of Management that provide for payment upon termination of their employment following a public bid, please refer to the description of the Remuneration Policy on Corbion's website.

Decree Disclosure Non-Financial Information

Section 2 Subsection 1 of the Decree Disclosure Non-Financial Information ("Besluit bekendmaking niet-financiële informatie") requires companies to publish a statement concerning non-financial information. The information required in the management report as described in Section 3 of this decree, which is incorporated and repeated here by reference, can be found in the following sections of the Annual Report:

A description of the business model of the company can be found in the section Who we are and what we do/Our strategy: Advance 2025.

A description of the company's non-financial key performance indicators relevant to the company's activities can be found in the sections Who we are and what we do/Our strategy: Advance 2025, Our performance/Sustainability performance, and Sustainability statements.

A description of the company's policy, including the applied security measures regarding environmental matters as well as the main risks related thereto and how the company manages these risks, can be found in the sections Our performance/Sustainability performance, How we safeguard long-term value/Risk management/Corbion top risks, and Sustainability statements.

A description of the company's policy, including the applied security measures regarding social and employee matters as well as the main risks related thereto and how the company manages these risks, can be found in the sections Our performance/Sustainability performance and Sustainability performance/Human rights and labor practices.

A description of the company's policy, including the applied security measures regarding respect for human rights as well as the main risks related thereto and how the company manages these risks, can be found in the sections Our performance/Sustainability performance and Sustainability performance/ Human rights and labor practices.

A description of the company's policy, including the applied security measures regarding anti-corruption and anti-bribery matters as well as the main risks related thereto and how the company manages these risks, can be found in the section How we safeguard long-term value/Risk management/Anti-bribery and anti-corruption.

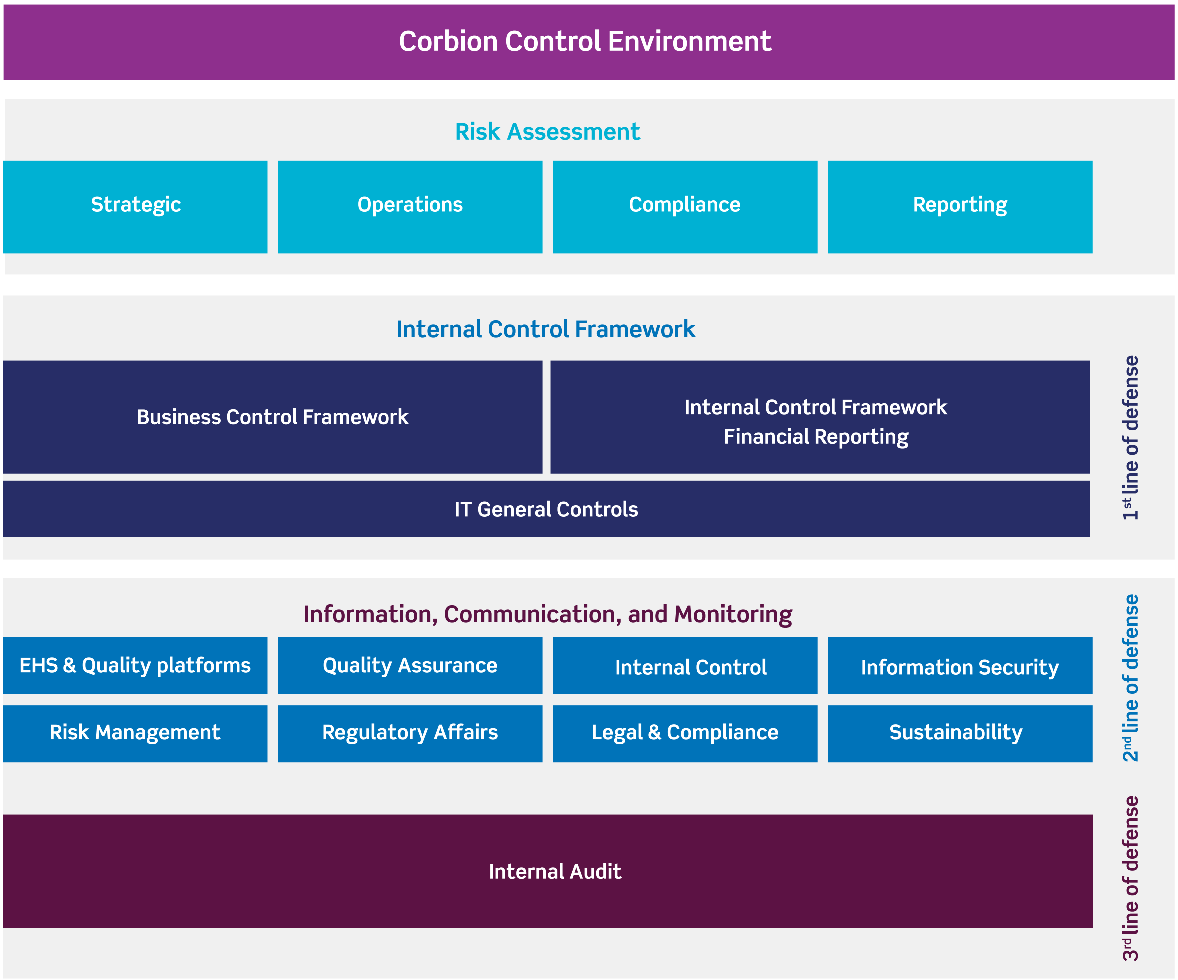
Risk management

Framework

Our approach to risk management

Given the complexity of worldwide operations in various markets and jurisdictions, Corbion needs to ensure timely identification and effective management of all significant risks inherent to the execution of our strategy to support the realization of our objectives. Corbion has an enterprise-wide risk management (ERM) program in place to preserve our reputation, assets, competitive edge, and profits, including the impacts of climate change and other sustainability impacts. ERM is the process of systematically identifying, analyzing, evaluating, and addressing risks that may impact the achievement of Corbion's objectives.

Our approach to risk management aims to achieve a reasonable level of assurance to realize our objectives, in line with the Enterprise Risk Management framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). Our approach aims to embed risk awareness and risk management at all levels of Corbion to ensure that decisions are taken with due consideration of the inherent risks in relation to the risk appetite. Risk management is an integral part of running the business and therefore owned by line management (first line of defense). Our risk management approach covers strategic, operations, compliance, and reporting risks, as illustrated below.



The implementation of the main COSO framework elements is explained below.

Control environment

The control environment is the combination of standards, processes, culture, and structures that provide the basis for carrying out internal control across the organization. The Executive Committee sets the tone at the top as to the importance of internal control including expected standards of conduct. An important principle of the control environment is the commitment of the Executive Committee to integrity and ethical values, which is demonstrated by the programs mentioned below.

Business conduct and compliance

Business Conduct Program
Corbion's Business Conduct Program combines the legal requirements of the countries where we operate and international standards, resulting in a framework that regulates how all Corbion employees interact with colleagues, business partners, governments, and communities. We translate these legal requirements and standards into our Code of Business Conduct, internal policies, and procedures to make them accessible to everyone. Often, we go beyond what is required by local legislation to create a single global integrity approach within Corbion.

The Executive Committee has overall responsibility for the Business Conduct Program and oversees its execution. To this end, they establish effective global business conduct governance and ensure allocation of appropriate resources for the upkeep and further development of the Business Conduct Program.

Corbion's Legal and Compliance department supports the execution of the Business Conduct Program as a second line of defense and, as such, has a coordinating role. The Legal and Compliance department works closely with other departments (e.g., Risk Management, Internal Audit, HR, Finance, Customer Service, Procurement, and Communications) and external stakeholders (e.g., law firms, consultants, and compliance software providers) to enable the proper rollout of the Business Conduct Program throughout the organization.

As a third line of defense, Internal Audit offers independent reviews. The business is in the front line and is responsible for the day-to-day execution of the risk management strategy and Business Conduct Program.

Each year, Corbion's Compliance Officer reports to the Audit Committee of the Supervisory Board on the status of the Business Conduct Program. In the event of significant incidents, the Audit Committee is immediately informed by the Executive Committee.

Code of Business Conduct and policies

At the heart of our Business Conduct Program is the Code of Business Conduct. Our Code states the values and principles that guide our work at Corbion and sets out the expected standard of behavior for everyone working for Corbion. Our Code applies to all activities we perform on behalf of Corbion wherever they take place and to everyone working for our company.

Guided by the principles of the UN Global Compact and the OECD Guidelines for Multinational Enterprises, our Code of Business Conduct describes principles with respect to personal and business conduct, asset protection, employment standards, and our commitment to sustainability.

Our Code is available in six languages. Our Code serves as an umbrella for underlying policies, which cover in more detail areas such as competition law, anti-bribery, anti-retaliation, conflicts of interest, privacy, economic sanctions, and insider trading.

Corbion has a network of regional Business Conduct Coordinators who help embed the Code of Business Conduct and the underlying policies into local operations. Besides this, they are a local point of contact for management and employees.

Speak Up channels and Anti-Retaliation Policy

Under our Speak Up Policy, which has been revised to comply with the requirements of the EU Whistleblower Directive and its implementing national laws, Corbion employees can report misconduct and (potential) violations of laws, the Code of Business Conduct, and underlying policies to their manager, their local HR contact, or the regional Business Conduct Coordinator.

In addition to that, the Corbion Speak Up channels are available 24/7 to enable employees to report issues directly to the Business Conduct Committee, which is composed of the Chief Human Resources Officer, the VP Legal and Compliance, and the Senior Director Internal Audit. Our Speak Up channels include a toll-free phone number and a global web service, which are operated by an independent service provider to ensure the confidentiality of the report.

Any misconduct and (potential) violations can be reported anonymously. In 2019, Corbion launched our external Speak Up platform, a dedicated channel available to Corbion's external stakeholders, including customers, suppliers, communities, distributors, and agents. The external Speak Up platform can be used to raise concerns about (suspected) violations of the Corbion Code of Business Conduct, Corbion's Supplier Code, Corbion's Cane Sugar Code, or any applicable laws.

Breaches of the Code of Business Conduct may lead to disciplinary actions, including termination of employment. The outcome of the investigations as well as any disciplinary measures taken are documented accordingly and reported to the Executive Committee and Audit Committee twice a year.

Corbion does not tolerate retaliation against those who report misconduct or support investigations into such behavior. This commitment was further reinforced in 2023 with the approval of a dedicated Anti-Retaliation Policy.

Code of Business Conduct training
Every year, all Corbion employees follow a mandatory training on our Code of Business Conduct. Employees receive training in their local language through an e-learning course or a classroom session. Course materials are updated yearly, based on the most relevant risks at the time of the release and on the topics that were brought up in Speak Up reports in the previous year. Corbion has a strict policy on attendance to the Code of Business Conduct training.

In addition, selected groups of employees need to follow mandatory e-learning trainings every two years with respect to anti-corruption and competition law.

Compliance statement
Every year, at the time of the annual Code of Business Conduct training, employees confirm their compliance with the Code and underlying policies by signing a compliance statement.

In terms of our onboarding program, our standard employment contracts contain a clause with respect to adherence to the Code of Business Conduct. New hires, including interns and contingency workers, are introduced to our Code as soon as they join Corbion and are required to complete the Code of Business Conduct training in the first six weeks of employment.

Conflict of Interest Policy
The purpose of our Conflict of Interest Policy is to provide guidance in identifying and handling potential, perceived, and actual conflicts of interest within Corbion. Conflicts of interest arise when our personal activities or relationships influence or appear to influence our business decisions on behalf of Corbion. Conflicts of interest endanger the relationship Corbion has with its business partners and other stakeholders; they could harm the credibility of Corbion, and even lead to loss of business and reputation.

In January of every year, the Supervisory Board, Executive Committee, and direct reports of the Executive Committee confirm their compliance with the Conflict of Interest Policy by signing a compliance statement. They also fill out a questionnaire with respect to related-party transactions.

Anti-bribery and anti-corruption
As a listed company operating worldwide, compliance with anti-bribery and anti-corruption laws is vital. Given its importance, compliance with our policy is overseen by the Executive Committee. Our policy with respect to anti-bribery and anti-corruption is laid down in our Gifts, Entertainment, and Third-Party Payments Policy. This policy is available in six languages and covers (i) the prohibition of offering, authorizing, or accepting bribes; (ii) rules on how to deal with giving and receiving gifts and entertainment; and (iii) rules on how to deal with third-party payments (e.g., agents and distributors, facilitation payments, sponsorships, or political contributions).

All Corbion colleagues as well as our agents, distributors, and other representatives are prohibited from offering, authorizing, or accepting bribes of any kind. Any gifts and entertainment must be for legitimate business purposes, of reasonable value, appropriate to the business relationship, and be given or accepted at an appropriate time. If the nominal value of a gift exceeds a certain threshold, prior approval of the employee's manager is required. Prior management approval is always required for entertainment (with the exception of business meals), travel, and overnight accommodation.

Corbion has an anti-bribery and anti-corruption procedure in place to screen prospective agents and distributors, who are required to complete due-diligence questionnaires to be assessed by the Legal and Compliance department and, in some cases, by an external party. Furthermore, higher-management approval is required prior to engagement. The agent or distributor is required to sign an agency or distribution agreement and accept the Corbion anti-corruption and anti-bribery clauses contained therein.

Economic sanctions
Corbion is committed to complying with economic sanctions laws and regulations. According to the Corbion Economic Sanctions Policy, prior to onboarding, each prospective business partner is subject to screening against applicable lists of restricted parties and sanctioned countries to ensure compliance with economic sanctions laws and regulations.

Alongside this prescreening of business partners, Corbion has appropriate tools to ensure ongoing screening of all active business partners and to prevent shipment of our products to embargoed countries and regions. The list of embargoed countries and regions is reviewed every year and whenever a significant geopolitical event takes place.

Competition Law Policy
Corbion is committed to complying with competition laws. The Corbion Competition Law Policy provides an overview of the main competition rules and establishes procedures and guidelines that must be followed in dealings where competition laws may apply (e.g., contacts with competitors, either direct or through trade associations, and relationships with suppliers, distributors, and customers). The policy prohibits cartels, abuse of a dominant position, and the exchange of sensitive information with competitors.

Corbion has a procedure in place requiring sales colleagues to obtain prior approval from higher management and the Legal and Compliance department for exclusivity/non-compete agreements with customers and distributors.

Insider Trading Policy
As a listed company, compliance with insider trading laws is vital. Insider trading conflicts with the basic principle that everyone dealing on the stock exchange should simultaneously have access to the same information. The Corbion Insider Trading Policy contains rules to ensure that all Corbion employees as well as members of the Executive Committee and Supervisory Board comply with regulations with respect to insider trading. It prohibits trading, among others, in Corbion shares if one has so-called inside information and it contains an approval process before one can trade in Corbion shares.

Privacy and data protection
In light of the EU's General Data Protection Regulation (GDPR), Corbion has created a robust privacy program in 2018. Following its initial implementation, Corbion has further developed and localized our privacy program to reflect newly enacted privacy regulations in the countries where we operate, such as the CCPA/CPRA in California, the LGPD in Brazil, the PDPA in Thailand, and the PIPL in China.

Enforcement actions
Corbion has not been the subject of any investigation into business conduct violations (e.g., competition, privacy, bribery) by competent governmental authorities to date.

Risk appetite

Part of the control environment is defining the risk appetite of the company by the Executive Committee. Our risk appetite is the level of risk we are willing to accept to achieve our strategic goals. This requires adequate understanding and awareness of potential risks and their impact on the company. The level of risk appetite is set by the Executive Committee. Our risk appetite can be summarized as follows.

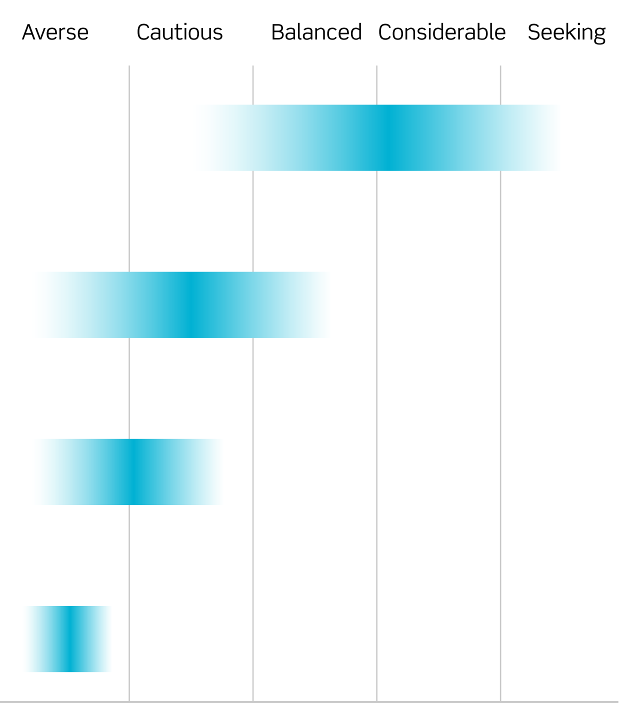
Risk appetite

Strategic
E.g., innovations, Incubator initiatives, mergers and acquisitions, joint ventures etc.; balancing risk and rewards to achieve our strategic growth targets

Operations
E.g., business processes such as sales, operations, procurement, finance, IT, HR; ensuring effective and efficient use of resources, with an averse appetite regarding safety risks

Reporting
E.g., reliability of reporting both internally and to external stakeholders

Compliance
E.g., compliance with applicable laws and regulations as well as internal Corbion requirements



A 1% change in net sales, costs, profit, or currency rates can have the following impact on EBITDA (in millions of euros).

million EUR	Changes	Approx. EBITDA impact
Net sales	+1%	6.0
Gross profit	+1%	3.9
Operating costs (= selling expenses + R&D costs + G&A expenses)	+1%	-1.9
USD*	+1%	-2.3
JPY*	+1%	-0.2
THB*	+1%	0.4
BRL*	+1%	0.1

* *+1% meaning 1% appreciation of currency against Euro*

Risk assessment

As an integral part of the strategy review, the Executive Committee annually performs an entity-wide risk assessment to assess the strategic risks, with a mid-year update for significant changes. Furthermore, risk assessment is an integral part of the project stage-gate methodology applied at Corbion for strategic initiatives and related investments.

Based on the strategic risks, the Executive Committee selects a number of key management activities with an increased focus on further strengthening our control framework. This is discussed with the Audit Committee and the Supervisory Board.

Operations, reporting, and compliance risks are considered throughout the organization, with ownership lying with the line organization (first line of defense). Risk committees have been established to monitor specific risks to stay within Corbion's risk appetite (Treasury Risk Committee, Commodity Pricing Risk Committee, and Sustainability Reporting Committee).

The financial reporting risks are assessed on a regular basis and the outcome of these assessments forms the input for the Corbion internal control framework for financial reporting (see section Internal control systems). For more information on financial risk management and financial instruments see Note 25 of the Financial Statements.

Key risk areas

The table that follows summarizes the top risks that have the focused attention of the Executive Committee to support the realization of the strategic targets. For each risk, the table lists the potential impact as well as a summary of mitigation measures taken to minimize the risk. There may be other risks currently unknown to Corbion, or currently believed not to be material, which could ultimately have a major impact on Corbion's business, objectives, revenues, income, assets, liquidity, or capital resources.

Corbion top risks

Risk event	Cause and potential impact	Mitigation actions
Strategic risks		
Macro-economic downturn and geopolitical tension	In a volatile market environment, there is a risk that Corbion may not meet our strategic targets. Macro-economic downturn and high inflation impact sales and margins, although the sensitivity depends on the different markets Corbion serves.	Corbion is diversified by being present in different regions and industries, having a strong position in both low-cost-in-use as well as premium solutions and investing in innovative solutions, for example in our Algae and Biomaterial businesses, to continuously meet our customers evolving needs. Corbion closely monitors market developments and strictly manages spend to protect margins.
Climate change	Climate change could affect Corbion in all areas of business through transition and physical risks. Transition risks include, among others, carbon pricing, changing consumer behavior, and changing regulations; while physical risks manifest through increased intensity and frequency of extreme weather events and chronic climate changes. Climate risk has an increasing impact on the likelihood of several other risks (e.g., business continuity, raw material availability and price volatility, regulations, and customer behavior).	Transitional risks are addressed through our strategy development process, using scenario analysis and monitoring developments and emerging risks and opportunities. Physical risks are addressed through mitigating actions as mentioned in this table for the relevant risk affected by climate change.
Competition	With global imbalances of lactic acid demand versus supply, the likelihood of new market entrants (in case of undercapacity) or price competition (in case of overcapacity) increases.	By investing in R&D, Corbion intends to keep our competitive edge. The new circular lactic acid production technology underscores the innovative strength of Corbion. In 2020, Corbion made the decision to build the first industrial-scale plant using this new technology in Thailand, resulting in optimized production costs (mechanically completed in December 2023, operational in 2024). Supported by R&D and application development, we focus on delivering sustainable solutions to customers and hence reducing the risk of competing on price only.
Innovative business development	Business development is one of the key drivers of Corbion's Advance 2025 strategy. Corbion is investing in new platforms of growth such as Algae, for which the pace of market adoption is inherently uncertain given the early development stage of these initiatives.	Corbion is following a disciplined investment approach for major business development initiatives through strict project management by dedicated experienced teams, supported by a well-established stage-gate development methodology and regular project status reviews with direct involvement from the Executive Committee. Where appropriate, Corbion partners with other companies to share and mitigate market adoption risk.
Business interruption due to new ERP platform	Corbion embarked on a multi-year (2017–2024) project to replace the existing enterprise resource planning (ERP) systems with a new, global ERP platform (project CUBE, based on SAP S/4HANA). As this new system addresses nearly all of the core transactional processes, such transition, if not prepared and/or managed well, could lead to major business interruptions.	Corbion considers project CUBE as one of the key initiatives for change management which is implemented over a multi-year period. The project is staffed with dedicated experienced project management (resources from both internal and external system integrator), follows strict project governance procedures, and reports to an Executive Committee-led steering committee. After a careful preparation phase and rigorous testing, the new system is currently being implemented via a multi-year phased approach (region by region). After implementation in Europe and Asia, in 2023 the implementation in Brazil and part of the US was completed (without any business disruption). In 2024, the remaining entities in the Americas will be moved to SAP.

Inability to find, develop, and retain skilled talent	To execute the Advance 2025 strategy and investment program, Corbion requires a pool of skilled talent. In today's international labor market, if Corbion is not able to attract and retain skilled talent, the execution of the strategy may be delayed.	Corbion has robust talent acquisition processes, promoting the company's values and sustainability strategy, which is attractive to potential candidates. Corbion offers competitive compensation packages and has comprehensive talent management processes in place including performance management and succession planning to ensure a strong pool of talent for key positions.
Raw material, energy, and carbon price volatility and availability	Failure to manage the price volatility risk of raw materials, chemicals, energy, and carbon, which cannot be directly passed on to customers due to market conditions or lack of contractual enforcement, may result in adversely impacted profitability and gross margins. The volatility is increased by geopolitical tension. Climate change-related events may cause more volatility in respect of our key raw material components (e.g., sugar and corn) and carbon pricing, in addition to a potential impact on water supply used in our production processes.	Our global procurement organization, with dedicated finance support, has developed adequate measures to secure contract positions and obtain financial instruments to minimize or delay exposure to cost fluctuations due to changing raw material prices that might negatively impact our profitability and margins. These measures include early warnings of possible impact on our organization and our customers. Also, the trade in and availability of CO_2 emission rights are actively managed. To improve assurance on availability, we have implemented a multiple-supplier sourcing policy for our most critical raw materials. Overall, raw material risks are mitigated by actively taking longer-term contract positions where necessary, by sourcing key raw materials from different locations, and in the longer run, by considering alternative or second-generation feedstocks. Various measures are applied to actively manage our profitability and margins (e.g., through the inclusion of price formulas in sales contracts and timing alignment between sourcing price exposure and sales contract duration).
Production capacity	Demand is inherently uncertain in specific markets Corbion is operating in, especially when in an early stage of development. Due to the time it takes to build or increase capacity, investment decisions have to be based on long-term volume forecasts. Mismatches between actual demand and supply could result in temporary short or excess capacity.	With sophisticated demand forecasting and sales and operations planning, Corbion optimizes the allocation of products to ensure we can meet our customers' needs. Long-term sales and operations planning is used to support capacity decisions. Based on the strategic planning process, an investment program has been embarked on to support our business growth. Corbion continuously reviews the (pace of the) investment program in light of market developments. Our global footprint with multiple production locations enables us to optimize our supply and demand balance. In addition, contract manufacturers are used for temporary imbalances.
Changing consumer behavior toward food and changing product regulations in the industries in which Corbion is active	Our industry is inherently subject to uncertainty, including evolving diets, perceptions with respect to health and sustainability issues, and subsequent policy responses (regulations). The wide range of industries Corbion serves adds to the complexity. Furthermore, climate change potentially impacts consumer behavior, for example through the promotion of plant-based diets, reduced demand for fossil-based plastics, and a switch to deforestation-free consumption.	Corbion works closely with our customers to identify trends and develop the right portfolio of solutions to address evolving trends. Having several biobased solutions, Corbion is well positioned to respond to emerging trends and address changing product regulations. Corbion monitors developments and includes changing consumer behavior explicitly in our scenario analysis as part of formulating the transition strategy.

Operations risks		
Safety incidents	Inherent health and safety hazards in our operations and insufficient awareness of unsafe operational conditions can lead to injuries, casualties, and potentially, a temporary plant shutdown.	Safety is an integral part of new design and changes in product formulations and production processes. Corbion fosters an open and transparent culture by encouraging all employees to report, among others, all near misses and events in order to continuously improve our safety and environmental performance. In 2023, the Safety Excellence Program continued to be rolled out to the sites, including a Process Safety Management System, a Behavior-Based Safety program and full implementation of ISO 45001 safety standards for all sites. The Safety Excellence Program is monitored monthly by the Safety Excellence Steering Committee, chaired by the COO, and quarterly by the Executive EHS Committee, chaired by the CEO.
Food safety	Food safety is of utmost importance to Corbion. Customers need to fully trust the safety of our products. Any issue can have a significant impact on the reputation of the company and result in significant costs (for example, in case of a major recall).	Corbion has comprehensive quality assurance and control processes in place to ensure food safety and to track and trace our products in case of any issue. Every food manufacturing site is certified for food safety. Where possible, liability caps are included in contracts. Product liability insurance is in place to cover part of the risk.
Business interruption	An external hazardous event (e.g., flood, riot, or fire) or internal disruption (e.g., availability of critical spare parts, global supply chain complexity) may result in a significant period of plant shutdown or disruption and hence in delayed/non-delivery of our products to internal and/or external customers, ultimately leading to adverse financial and reputational consequences. Climate-change-related events may increase the risk of business or supply chain interruption.	Business continuity and crisis management plans have been established for all our production locations, contract manufacturing, and logistics, including security of supply plans. These initiatives are part of an ongoing process that involves annual evaluation, incorporating assessment of any new credible high-impact incident (CHII) and further strengthening of measures for already identified CHIIs for each site. Moreover, efforts are underway to establish an integrated Business Continuity Management system, which encompasses a comprehensive business continuity/crisis training program for management. Moving forward, we will continue building on this foundation to ensure the resilience and effectiveness of our operations. Climate change (e.g., extreme weather events) is considered in the CHII scenario analysis with the support of an external climate risk analysis tool. Furthermore, appropriate customer and supplier agreements are in place to limit exposure while leveraging supplies. Finally, residual risks are adequately insured including assets and business continuity risks.
Cybersecurity breach	A breach of our information technology (IT) security might lead to loss of information, business disruption, or unauthorized access to or corruption of our data and systems. From time to time, our security infrastructure prevents cybersecurity attacks on our information technology systems, and the techniques used for such attacks are increasingly becoming more sophisticated.	We have implemented an IT governance structure including a dedicated Corporate Information Security department and an Information Security Governance Board. The IT general control framework has been updated to include amended IT policies. On a frequent basis we perform penetration tests, helping us to identify and correct potential IT security weaknesses. The outcome of these tests helps us to further strengthen our IT security levels. In addition, we reduce our risk exposure by continuously raising IT security awareness with our people (e.g., through e-learning and communications). In 2023, our IT control environment remained strong, focusing on timely application of patches, system access through multi-factor authentication, running a Security Operating Center, implementing sophisticated endpoint detection and response (EDR) software, and segmentation of Corbion's IT network.

Compliance risks		
Non-compliance with legislative and regulatory environment	Failure to comply with (changing) laws and regulations in the markets we operate in and/or lack of insight into and/or awareness of relevant laws and regulations and their requirements may result in suspension of activities, reputational damage, and exposure to criminal and financial lawsuits.	Global legal and regulatory compliance programs are in place, including related awareness trainings, and we monitor, review, and report on changes in laws and regulations. We seek the advice of external experts in compliance matters. Considering the increasing importance of regulatory affairs, Corbion has strengthened the Regulatory Affairs organization resulting in improved compliance assurance.
Reporting risks		
Sustainability reporting	There is an increasing number of new, existing, and emerging regulations concerning climate change and other sustainability-related disclosures. These regulations and initiatives can be either voluntary or obligatory and can be aimed at investors or required by governing bodies. This includes, but is not limited to, the EU Taxonomy, Task Force on Climate-Related Financial Disclosures, Taskforce on Nature-related Financial Disclosures, IFRS/ISSB, science-based targets, and CDP. Failure to report sufficient information might potentially lead to a lack of trust, reputational damage, loss of customers, and legal claims.	We constantly monitor developments in this field and try to anticipate upcoming regulation. Through timely integration of standards and collection of data we are able to keep up with the required disclosures and provide investors and other stakeholders with the information they need. In 2023, we continued the Sustainability Reporting Committee composed of cross-functional disciplines to actively address these developments.

Internal control systems

Corbion applies the three-lines-of-defense model for internal controls. The first line (line management) is responsible for the operational effectiveness of the internal control framework. The second line coordinates, advises, and monitors line management regarding their responsibilities for internal control. The third line is represented by the Internal Audit department, which independently reviews the control framework.

Our internal control framework is not limited to the elements outlined below, as these are a summary of the controls implemented at local and corporate levels. We apply several control elements, of which the effectiveness is self-assessed or monitored by the second and third lines of defense.

Business control framework

Business controls cover a broad range of policies, procedures, systems, and other measures. They provide reasonable assurance on the effectiveness and efficiency of our operational processes and ensure the output is as expected to support the realization of the company strategy and objectives. On an entity level, important elements of the framework are the business planning process and management review.

In addition, the business controls ensure the reliability of non-financial information. Providing non-financial information to our stakeholders is becoming increasingly important, most notably on sustainability. The control framework for non-financial information is still less mature than the financial reporting framework. Limited assurance is given by KPMG on the non-financial information. Corbion is closely monitoring developments in sustainability reporting standards and, in conjunction with these developments, is improving the control framework for sustainability reporting.

Business planning, budgeting, and management review

Based on Corbion's strategy and plans, targets are set for the annual budget. After determining these budgets, the targets are rolled out to the responsibility areas (business units, operations, etc.) within Corbion.

Quarterly updated estimates are made based on a forecast until the end of the year. Forecasts are specifically discussed between responsibility area leaders and the Executive Committee during quarterly business review meetings. The Executive Committee monitors business performance on a monthly and quarterly basis using a defined set of key performance indicators and reviews of actual results versus budgets, quarterly estimates, and the previous year.

Local entities are visited frequently. Operational management meets at least once a month to discuss business activities and related risks, the actual performance versus budget, and other significant matters in their respective areas.

Legal and regulatory review

Local management is responsible for compliance with laws and regulations. The Legal and Compliance department is consulted by local management on an ongoing basis. Every six months, local management reports the main open legal issues with a potential gross exposure of each exceeding € 100,000 to Corporate Legal and Corporate Finance.

Internal control framework for financial reporting

General

Corbion is committed to maintaining high-quality, reliable financial reporting and a good control environment. All reporting entities assess the operating effectiveness of their financial closing and reporting processes, at mid-year and end-of-year, confirming compliance with the relevant guidelines and IFRS.

During 2023, our main legal entities performed quarterly self-assessments of the design and implementation of their key financial process controls. Special attention was paid to entities that migrated to the new ERP system. For these entities, the control set was redesigned, including a detailed review of proper segregation of duties in the system and a shift from manual controls to automated controls where possible. Self-assessment also includes tax governance and treasury internal controls. Improvement recommendations based on audit and self-assessment findings are followed up by local management, the status of which is monitored regularly by the Executive Committee.

Together with the Letters of Representation, this provides reasonable assurance on the integrity of our financial reporting.

Letters of Representation

Every six months, managing directors and finance directors of each reporting entity or, where applicable, other senior staff, provide a Letter of Representation to the Board of Management. This letter represents compliance with financial reporting and internal controls.

Tax principles

Corbion considers paying taxes an important part of our corporate social responsibility. Based on this and derived from our Corbion Code of Business Conduct as part of our corporate governance structure, we have adopted the following tax principles. These principles deal with all different types of taxes that we are obliged to report and pay in the jurisdictions in which we operate, including taxes on profits, value added taxes, wage taxes, duties, and various other taxes.

Tax strategy

Corbion's tax strategy follows from and is aligned with the Corbion business strategy and objectives and the Corbion values. The tax strategy is an integral part of the Corbion Tax Policy, which is updated annually and reviewed and approved by the Board of Management. Furthermore, implementation and execution of the tax strategy is monitored by the Audit Committee of the Supervisory Board and discussed during regular meetings with the Audit Committee.

Business rationale and arm's length principle

We aim to pay the appropriate amount of tax depending on where value is created in each of the jurisdictions we operate in, following the normal course of commercial activity and in accordance with domestic and international rules and standards. All our intercompany transfer pricing and policies are based on the "arm's length principle." Corbion abstains from setting up structures in countries on the EU list of non-cooperative tax jurisdictions or in countries that have been designated as uncooperative tax havens by the OECD Committee on Fiscal Affairs.

Relationship with tax authorities

We seek to develop mutually respectful relationships with the various national tax authorities based on trust and transparency. To accomplish this, we aim for an open and constructive dialogue with the various tax authorities on the basis of disclosure of all relevant facts and circumstances. Within this context, Corbion may apply for advance tax rulings or advance pricing agreements on the tax treatment of specific transactions in order to obtain advance certainty on the relevant tax consequences. In the Netherlands, we concluded a so-called tax covenant ("horizontal monitoring") with the Dutch tax authorities. Such covenant entails that the tax authorities can rely on Corbion to provide upfront disclosure of all relevant information, while it allows Corbion to get upfront confirmation of applicable tax treatment.

Tax governance

Within the governance framework, the conduct of the group's tax affairs and the management of tax risks are delegated to the group's tax department with support and assistance from the group and local finance departments. The group's tax affairs are carried out in line with the Corbion values, the Corbion Code of Business Conduct, and the Corbion Tax Policy. This also applies to potential ethical issues related to tax, which are covered by the Code of Business Conduct and the related annual training programs and can be addressed under the Corbion Speak Up Policy. The Audit Committee supervises the activities of the Board of Management with respect to the tax governance framework.

Compliance

We aim to act at all times in accordance with the letter and the spirit of all applicable tax laws, in which we are guided by the relevant local and international standards. Compliance is monitored within a global tax control framework. Corbion complies with its statutory obligations and aims to file all required tax-relevant information with the appropriate tax authorities in a timely, transparent, and complete manner. Tax-related disclosures are made in accordance with the relevant domestic regulations, as well as applicable reporting requirements under IFRS.

Insurance

Insurance is an integral part of our risk management approach, as it is an instrument to manage the financial consequences of risks. The choice to obtain external insurance cover depends on the cost efficiency of the instrument. The coverage of insurances is monitored and benchmarked regularly.

IT general control framework

An information technology general control (ITGC) framework is in place to ensure the proper management of IT governance in general, projects and programs, computer operations, and access management.

From an IT security perspective, the Information Security Board (composed of representatives from the Executive Committee and senior management) sets the IT security roadmap. Risk-reducing initiatives in the past years included, among others, a company-wide security awareness program, phishing tests, multi-factor authentication, penetration tests, yearly disaster recovery plan testing for selected systems, and implementation of a security policy and a Security Operating Center. In addition, Corbion continued to strengthen our network segmentation, identify and remove vulnerabilities, and minimize external exposure. In case of data security incidents, the Data Breach Security Committee is notified to ensure proper action and communication with authorities.

Non-financial information
In 2023, Corbion started the development of an internal control framework for the upcoming Corporate Sustainability Reporting Directive (CSRD) reporting requirements. This framework will give additional assurance on the integrity of the reporting, in addition to the external review described below.

Audit

Internal Audit
Internal Audit supports Corbion in accomplishing our objectives by providing a systematic, disciplined approach to the evaluation and improvement of the effectiveness of our internal control and governance processes. Internal Audit operates according to the professional standards of the Institute of Internal Auditors. Compliance to the standards is assessed externally every five years. In 2023, Corbion Internal Audit successfully completed the external assessment. The Internal Audit Charter is approved by the Executive Committee and the Audit Committee. Internal Audit evaluates risks and assesses that the controls in place are adequate to mitigate the risks. Internal Audit supports continuous improvements by identifying best practices and recommending improvement opportunities to management. The audit plan is prepared, discussed, and agreed with relevant stakeholders including the Executive Committee and the Audit Committee. The audit plan is approved annually by the Board of Management and Supervisory Board. The plan has a rolling character so changes in priorities may be applied. Changes are discussed with the Audit Committee. A summary of all audit reports and the follow-up of open internal audit items are reported to and discussed with the Executive Committee and Audit Committee on a regular basis.

External audit and assurance
Our external financial audit engagement assesses whether our Financial Statements give a true and fair view of our financial position as at year-end and of our result and cash flows for the year then ended. In 2023, the external auditor reviewed the sustainability indicators marked with “√.” Contrary to the audit of our Financial Statements, this sustainability review is only aimed at obtaining a limited level of assurance.

Governance/risk management and responsibility statement

Corbion has defined a governance model that identifies clear reporting and accountability structures in line with the Dutch Corporate Governance Code. The Executive Committee is responsible for:

- Identifying and analyzing the risks associated with Corbion’s strategy and activities;
- Establishing the risk appetite, as well as ensuring that mitigating measures are being put in place;
- The design, implementation, and operation of Corbion’s internal risk management and control systems; and
- Monitoring the operation of the internal risk management and control systems and assessing the design and effectiveness thereof.

The Board of Management discusses the effectiveness of the design and operation of the internal risk management and control systems with the Audit Committee and the Supervisory Board annually.

The Executive Committee carried out an assessment of the design and effectiveness of the internal risk management and control systems, covering strategic, operations, reporting, and compliance risks. Elements that were taken into account included reports from Internal Audit and the external auditor, findings reported under one of our control frameworks, reported safety incidents, matters reported by the Legal and Compliance department, and reports received under our Speak Up Policy.

The outcome of this assessment was that no major failings were observed in the internal risk management and control systems in the year under review, and no significant changes have been made to these systems. The findings of the assessment have been discussed with the Audit Committee and the Supervisory Board. Corbion is continuously strengthening our internal risk management and control systems through various improvement initiatives. For 2023, no major improvements were identified. Concurrently, with the rollout of the new SAP-based ERP system, Corbion assessed the impact of the SAP implementation on Corbion's control framework and, where possible, implement improvements by optimally using the application controls of SAP.

Risk management statement

Corbion's risk management and internal control systems are designed to identify in a timely manner the risks inherent to our strategic, operations, compliance, and reporting objectives and to determine appropriate risk responses as described above. Risk management and actions taken in the year under review were reported to and discussed by the Audit Committee and the Supervisory Board. Internal representations received from management, regular management reviews, evaluations of the design and implementation of our risk management and internal control systems, and business and Audit Committee reviews are an integral part of Corbion's risk management approach.

It should be noted that the above does not imply that these systems and procedures provide absolute certainty as to the realization of strategic, operations, compliance, and reporting objectives, nor that they can prevent all misstatements, inaccuracies, errors, fraud, and non-compliance with laws and regulations.

On the basis thereof, and as explained in the Risk management section in this report, the Board of Management, with reference to best-practice provision 1.4.3 of the Dutch Corporate Governance Code, states that to the best of its knowledge:

- The Annual Report provides sufficient insight into material failings in the effectiveness of the internal risk management and control systems;
- The aforementioned systems provide reasonable assurance that the financial reporting does not contain any material inaccuracies;
- Based on the current state of affairs, it is justified that the financial reporting is prepared on a going concern basis; and
- The Annual Report states those material risks and uncertainties that are relevant to the expectation of the company's continuity for the period of 12 months after the preparation of the Annual Report.

Responsibility statement

With reference to Section 25c Subsection 2 sub c of Chapter 5 of the Dutch Financial Markets Supervision Act ("Wet op het financieel toezicht"), the Board of Management states that to the best of its knowledge:

- The Financial Statements, prepared in accordance with applicable accounting standards, give a true and fair view of the assets, liabilities, financial position, and earnings of Corbion and our group companies included in the Financial Statements; and
- The Annual Report gives a true and fair view of the position of Corbion as at the balance sheet date, the developments during the financial year of Corbion and our group companies included in the Financial Statements, and a description of principal risks that Corbion faces.

Amsterdam, the Netherlands, 29 February 2024

Board of Management
Olivier Rigaud, Chief Executive Officer
Eddy van Rhede van der Kloot, Chief Financial Officer

CASE STUDY

We're in the business of tackling food waste

Sustainable impact in the bakery industry

Did you know that after produce and seafood, the biggest contributor to global food waste is baked goods? To help tackle this challenge for both bakers and consumers, Corbion offers a range of dough handling ingredients that not only help minimize waste in the home through extended shelf life, but also enable bakery customers to reduce losses on the factory floor.

In the words of Mark Hotze, Vice President of Corbion in North America, "Sustainability is good for our world. But it's also simply good business."

Extending shelf life

Extending the shelf life of baked goods has been high on the industry's agenda since the 1980s. What separates Corbion from other ingredient companies in the marketplace is our ability to do this more sustainably – with naturally fermented ingredients that replace traditional chemical emulsifiers. "We help create safe, mold-free baked goods that last longer and that people enjoy eating," says Mark. "In fact, we can now extend the shelf life of some products by up to 30 days, keeping them fresh and pathogen free."

Extending shelf life in a more sustainable way clearly benefits Corbion customers due to its huge consumer appeal. However, it also unlocks other benefits. For example, the ability of baked goods to stay fresher for longer has transformed customers' distribution models – especially in the United States, where bakeries can now send multiple products across longer distances. "It brings additional sustainable impact through the sheer economies of scale," says Mark. "Fewer trucks are needed; less gas is consumed; and therefore, transportation costs are reduced."

Reducing waste in the bakery

Corbion's economic impact on the baking industry also extends to reducing waste in-production. For example, the high strength and tolerance that natural dough conditioners bring to recipes enable baking customers to deliver a more consistent, uniform product – with less waste and 'scrap' (which would otherwise be fed to animals).

"Whenever people ask me what we do, I always say that Corbion is in the business of reducing food waste," says Mark. "This is a benefit that resonates with all bakers."

Report of the Supervisory Board

Report of the Supervisory Board

The Supervisory Board supervises and advises the Board of Management and Executive Committee in performing their management tasks and setting the direction of the business of Corbion. In performing its duties, the Supervisory Board is guided by the interests of the company and our stakeholders. The Rules of the Supervisory Board are available on Corbion's website.

Overview 2023

The General Meeting of Shareholders, which was held on 17 May 2023, reappointed Olivier Rigaud as member of the Board of Management (with the title of Chief Executive Officer) for a second term of four years (2023–2027). During the same meeting, Mathieu Vrijsen and Liz Doherty were reappointed as Supervisory Board members for a period of two years (2023–2025).

In January 2024, the divestment of the non-core emulsifier business to Kingswood Capital Management was announced. We want to thank our colleagues who have worked hard to develop our emulsifier business for many years, and we wish them great success in the years ahead.

At the Capital Markets Update in January 2024, Corbion management presented a review of the 'Advance 2025' strategy development and introduced updated targets for the 2024–2025 period. We announced a simplified business structure (two instead of three business units: Health & Nutrition and Functional Ingredients & Solutions) to reduce complexity, enhance focus, and expedite decision-making. We also shared our restructuring program which is designed to achieve significant free cash flow delivery and enable leverage reduction.

From a financial perspective, we reported over 2023 organic growth in both Sales and Adjusted EBITDA whilst facing a challenging geopolitical and macro-economic environment. We delivered a significantly positive free cash flow in the second half of the year due to our focus on operational efficiencies, optimizing working capital and capex discipline.

Especially in such a challenging year, the Supervisory Board would like to thank the Executive Committee and all Corbion employees around the world for their care, commitment, resilience, and hard work in 2023.

Composition of the Supervisory Board

The current members of the Supervisory Board are Mathieu Vrijsen (Chair), Ilona Haaijer (Vice-Chair), Liz Doherty, William Lin, Steen Riisgaard, and Dessi Temperley. Brief résumés of the members of the Supervisory Board are available under the section How we safeguard long-term value/Supervisory Board in this report. The profile and diversity policy of the Supervisory Board are available on Corbion's website.

Mathieu Vrijsen was reappointed as member of the Supervisory Board at the General Meeting of Shareholders on 17 May 2023 for a period of two years, as this is his fourth term. During his first three terms, Mathieu Vrijsen has made an important contribution to the Supervisory Board's work as, among others, Chair of the Supervisory Board, Chair of the Appointment and Governance Committee, and member of the Remuneration and the Science and Technology Committees. Mathieu Vrijsen's broad knowledge of the (bio)chemical industry and his extensive experience acquired as Senior Vice President, responsible for Global Operations and Engineering, and member of the management team of a major international company are of great value to Corbion and contribute to a well-balanced composition of Corbion's Supervisory Board.

On 17 May 2023, Liz Doherty was reappointed as member of the Supervisory Board by the General Meeting of Shareholders for a period of two years, as this is her third term. During her first two terms, Liz Doherty has made an important contribution to the Supervisory Board's work as, among others, member and Chair of the Audit Committee and as member of the Sustainability and Safety Committee. Liz Doherty's general and financial knowledge and experience gained as CFO of internationally operating companies is of great value to Corbion and contributes to a well-balanced composition of Corbion's Supervisory Board. Liz Doherty is a financial expert within the meaning of Clause 2.6 of the Audit Committee Charter.

In the opinion of the Supervisory Board, the independence requirements referred to in best-practice provisions 2.1.7 to 2.1.9 of the Dutch Corporate Governance Code have been fulfilled.

Diversity and competence matrix for the Supervisory Board

	Mathieu Vrijsen	Ilona Haaijer	Liz Doherty	William Lin	Steen Riisgaard	Dessi Temperley
Diversity						
Nationality	Dutch	Dutch	British and Irish	United States	Danish	Bulgarian and British
Year of birth	1947	1969	1957	1967	1951	1973
Gender	M	F	F	M	M	F
Competences						
Company | Geographical						
Listed company experience	x	x	x	x	x	x
Worked in businesses comparable to Corbion: (food) ingredients and biochemicals	x	x	x	x	x	x
International experience	x	x	x	x	x	x
Lived in other geographical area	x	x	x	x	x	x
Functional management						
General management	x	x	x	x	x	x
Strategy development	x	x	x	x	x	x
Commercial experience	x	x		x	x	
Investor relations	x	x	x	x	x	x
Finance/IT			x	x		x
Internal audit			x			x
Operations/Manufacturing	x	x		x	x	
R&D/Innovation	x	x		x	x	
Human resources	x	x			x	
Sustainability	x	x		x	x	
Governance/Compliance	x	x	x	x	x	x
Risk management	x	x	x	x	x	x

Meetings of the Supervisory Board

During the year under review, the Supervisory Board held seven regular meetings. In addition to these, six conference call meetings were held. The Board of Management attended these meetings. The Supervisory Board also met regularly in the absence of the Board of Management to discuss, among others, developments in the financial results and the composition and functioning of the Supervisory Board and Board of Management. Members of the Supervisory Board regularly met with the members of the Executive Committee, business leaders, and members of corporate staff. The external auditor attended the Supervisory Board meeting on 2 March 2023, at which the 2022 Annual Report and Financial Statements were recommended for adoption by the annual General Meeting of Shareholders.

The Chair and Vice-Chair of the Supervisory Board regularly met with the CEO and CFO either in person or by phone, for bilateral discussions about the progress of the company on a variety of matters.

Attendance at the in-person meetings held in 2023 was 95%. Liz Doherty and Dessi Temperley could not attend a part of the meeting in March, and Ilona Haaijer could not attend a part of the meeting in October. Ilona Haaijer was not able to join the meeting in April. She provided her input beforehand to the Chair of the Supervisory Board. Attendance at the conference call meetings was 100%.

Activities of the Supervisory Board

The discussions at the Supervisory Board meetings covered frequently recurring topics, such as safety, reports of its committees, the Advance 2025 strategy, developments in financial results, dividend proposal, financing, business developments, quarterly interim management statements, acquisitions and divestments, key investments, annual budget, internal risk management and control systems, succession planning of the Supervisory Board and Board of Management, remuneration for the members of the Board of Management, corporate governance, investor relations, culture and values, the science-based targets, the Financial Statements, and the Annual Report. In addition, the Supervisory Board discussed the ERP migration project, IT security, the Capital Markets Update, the revised Dutch Corporate Governance Code, the new ESG reporting regulations, and the proposed revised Remuneration Policies for the Board of Management and Supervisory Board.

The Supervisory Board and the Executive Committee held one physical meeting to review the progress of the long-term strategy, Advance 2025, and visited the plant in Tucker, Georgia (US), where they met with local management and other colleagues.

Evaluation

The Supervisory Board conducted an evaluation of its performance, the performance of its committees, and that of its members, supported by an independent external specialist. This was done by means of an online questionnaire to the members of the Supervisory Board. The survey covered the Supervisory Board's relationship to and with the Board of Management and its members. A report of the evaluation, including observations and recommendations, was discussed by the Supervisory Board. General observations are in line with previous years, indicating a positive, open, and constructive interaction between members of the Supervisory Board focused on the business at hand and taking timely decisions when required. The Supervisory Board feels sufficiently informed and involved by the Board of Management and is positive about the interaction and dynamics. The committees with experienced Supervisory Board members perform well. The evaluation underlined the importance of aligned priorities between the Supervisory Board and Board of Management, especially in view of the implementation of the revised Advance 2025 strategy and the restructuring program. The main topics for the 2024 agenda include continued focus on safety, overseeing the execution of the strategy in particular with regard to the restructuring, talent and succession planning for Board of Management and Executive Committee as well as PLA.

The Board of Management also conducted a self-evaluation of its performance and that of its members, supported by an independent external specialist. This was done by means of an online questionnaire to the Board of Management members and several members of the Executive Committee. The survey covered the relationship to and with the Supervisory Board and its members. General observations are that the size and composition of the Executive Committee are appropriate and that there is a right balance between distance and involvement with the Supervisory Board. The main topics for the 2024 include continued focus on safety, executing the revised Advance 2025 strategy and the restructuring program, the start-up of our new lactic acid plant in Thailand, and continued focus on employee engagement in the context of the restructuring program.

Committees of the Supervisory Board

The Supervisory Board has appointed from among its members an Audit Committee, Remuneration Committee, Appointment and Governance Committee, Science and Technology Committee, and Sustainability and Safety Committee. The committees' role is to prepare the decision-making of the Supervisory Board. The charters of the committees are available on Corbion's website.

Audit Committee

The members of the Audit Committee are Liz Doherty (Chair), Dessi Temperley, and William Lin. In 2023, the Audit Committee met five times in the presence of the external auditor, the CFO, the VP Finance Control, the VP Business Control, and the Senior Director Internal Audit. Other heads of departments (e.g., Treasury, Tax, Legal and Compliance, and IT) were invited when the Audit Committee deemed it necessary and appropriate. The Audit Committee also held private individual meetings with the CFO, the Senior Director Internal Audit, and the external auditor, respectively. The attendance rate at the meetings held in 2023 was 100%.

The agenda at the Audit Committee meetings covered, among other subjects, annual and half-year figures, interim management statements, accounting matters, IFRS changes, sustainability reporting, internal risk management and control systems, tax matters (including tax control framework), financing, treasury and insurance, pensions, IT, the ERP migration project, status of legal claims and litigations, status of the Business Conduct Program, notifications received under the whistleblower procedure, internal audit plan, the management letter, and reports of the internal and external auditors. Furthermore, several presentations were given by members of the Executive Committee and other representatives of the organization on business developments and key risks for Corbion.

The core task of the Audit Committee is to extensively review the financial reports and budget and evaluate the assessment by the Board of Management of the internal risk management and control systems before consideration by the full Supervisory Board. Both Liz Doherty and Dessi Temperley continued to act as financial experts (as defined in Clause 2.6 of the Charter of the Audit Committee). The effectiveness of the Audit Committee was reviewed as part of the 2023 overall evaluation of the Supervisory Board, confirming that the Audit Committee continues to function in line with the requirements in this respect.

The Audit Committee closely monitors the independence of the external auditor. It evaluates the performance of the external auditor on a yearly basis and, where appropriate, recommends to the Supervisory Board the replacement of the external auditor. Furthermore, the Audit Committee submits a proposal to the Supervisory Board with respect to the fees for all audit services to be performed by the external auditor as requested by the Board of Management.

Appointment and Governance Committee

The members of the Appointment and Governance Committee are Mathieu Vrijsen (Chair), Ilona Haaijer, Steen Riisgaard until 10 August 2023, and Dessi Temperley as from 10 August 2023. The Appointment and Governance Committee met five times and held one conference call in 2023 in the presence of the Chief Human Resources Officer and the Company Secretary. The CEO was invited to join parts of these meetings. The attendance rate at the meetings held in 2023 was 94%. Dessi Temperley could not attend the October meeting as she attended the Audit Committee meeting which was held at the same time. She provided her input beforehand to the Chair of the Appointment and Governance Committee.

The Appointment and Governance Committee discussed, among other subjects, the size and composition of the Supervisory Board and the Board of Management, the succession plans for the Supervisory Board (including transition periods) and the members of the Board of Management and Executive Committee, the performance of the Board of Management and its members, talent management, succession planning for senior management, people strategy, culture and values, the profile of the Supervisory Board, and the Diversity and Inclusion Policy for the Supervisory Board and Executive Committee, as well as governance matters.

Remuneration Committee

The members of the Remuneration Committee are Ilona Haaijer (Chair), Mathieu Vrijsen, Steen Riisgaard until 10 August 2023, and Dessi Temperley as from 10 August 2023. The Remuneration Committee met five times in person and held one conference call in 2023. All these meetings were held in the presence of the Chief Human Resources Officer, the Senior Director Global Reward, and the Company Secretary. The CEO was invited to join parts of these meetings.

The attendance rate at the meetings held in 2023 was 93%. Dessi Temperley could not attend the October meeting as she attended the Audit Committee meeting, which was held at the same time. She provided her input beforehand to the Chair of the Remuneration Committee.

The agenda of the Remuneration Committee for the year is set at the beginning of the year in line with Corbion's business and accounting rhythm. As needed agenda topics may be added throughout the year. Standard items on the agenda of the Remuneration Committee are, among other subjects, the remuneration report, the remuneration for the members of the Board of Management, the level of achievement of the Short-Term Incentive Plan (STIP) targets for the members of the Board of Management, the target setting for the STIP of the coming year and similar for the Long-Term Incentive Plan (LTIP) as well as the progress of the running STIP targets and the targets of the running LTIP programs.

As the Remuneration Policies for the Board of Management and Supervisory Board are up for renewal in 2024, the Remuneration Committee started a comprehensive review of the policies in 2023 with the support of an external advisor. The proposed new Remuneration Policies will be submitted for approval to the Annual General Meeting of Shareholders in 2024. The members of the Board of Management gave a view on their own remuneration.

Science and Technology Committee

The members of the Science and Technology Committee are Steen Riisgaard (Chair), Ilona Haaijer, and Mathieu Vrijsen. The Science and Technology Committee met four times in 2023 in the presence of the (ad interim) Chief Science and Sustainability Officer, other members of the Executive Committee, and members of the R&D leadership team. The attendance rate at the meetings held in 2023 was 100%.

The agenda at these meetings covered, among other subjects, the innovation strategy, Lactic Acid & Specialties and its key R&D projects, Sustainable Food Solutions and its key R&D projects, and Algae Ingredients and its key R&D projects.

Sustainability and Safety Committee

The members of the Sustainability and Safety Committee are William Lin (Chair), Liz Doherty, and Dessi Temperley until 10 August 2023, and Steen Riisgaard as of 10 August 2023. The Sustainability and Safety Committee met three times in 2023 in the presence of the (ad interim) Chief Science and Sustainability Officer, the Chief Operations Officer, the VP EHS, and the VP Sustainability. Members of the Sustainability, EHS, and Quality teams were invited when the Sustainability and Safety Committee deemed it necessary and appropriate. The attendance rate at the meetings held in 2023 was 100%.

The agenda of these meetings covered, among other subjects, safety (e.g., performance, key initiatives, and process safety), sustainability (e.g., performance, key initiatives, and materiality/stakeholder assessment), ESG reporting regulations and frameworks, education on sustainability and reporting developments, sustainability targets for STIP 2024 and LTIP 2024–2026, and product quality and food safety.

Financial Statements 2023

The Financial Statements prepared by the Board of Management for the financial year 2023 have been audited by KPMG Accountants N.V. The auditor's findings on the Financial Statements have been discussed with the Board of Management, the Audit Committee, and the Supervisory Board. The Supervisory Board has accepted the Financial Statements and recommends that they be adopted by the General Meeting of Shareholders. The members of the Supervisory Board have signed the Financial Statements pursuant to their statutory obligation under Section 101 Subsection 2 of Book 2 of the Dutch Civil Code.

Amsterdam, the Netherlands, 29 February 2024

Supervisory Board
Mathieu Vrijsen, Chair
Ilona Haaijer, Vice-Chair
Liz Doherty
William Lin
Steen Riisgaard
Dessi Temperley

CASE STUDY

Sustainability goes downstream

Sustainable impact in aquaculture

Salmon is an important - not to mention delicious - source of nutrition for a growing number of consumers striving to eat healthier diets. For example, it's an important source of the fatty acid omega-3.

Salmon gets its own omega-3 from a diet containing fish oil derived primarily from wild-caught fish. The challenge? The supply of this fish oil has been stagnant over the last years as our oceans are put under increasing pressure. Put simply, manufacturers of fish feed need alternatives to satisfy their omega-3 demand, which is now experiencing growth of between 2% to 4% annually.

The good news? Corbion is working with the aquaculture industry to help meet this shortfall and achieve sustainable growth - through our world-leading family of algae-based omega-3 ingredients. "It's a great example of how the company is meeting the needs of customers, consumers and the planet through sustainable impact," says Vice President of Algae Ingredients, Tim Rutten.

Facilitating growth and reducing pressures on our oceans

Traditionally it has taken approximately three kilograms of wild-caught fish to produce a single kilogram of farmed salmon. But now this is changing.
"Supported by our algae-based omega-3 in their formulations, salmon producers now need less than 0.7 kilograms of wild fish to produce a kilogram of salmon," explains Tim. "So, in terms of sustainable impact, we are helping to reduce pressure on our oceans today; but also enabling our customers to meet the growing demand for feed that is rich in omega-3."

This takes on even greater significance when you consider the detrimental effect that rising ocean temperatures can have on global fish stocks and oil yields.

A uniquely renewable solution

Climate change is clearly affecting marine life. However, it's another area where Corbion is delivering sustainable impact – using both renewable energy and renewable feedstock as part of a manufacturing set up that is unique to the industry. Algae is produced via low-impact fermentation from locally sourced sugar cane and then the leftover feedstock is converted into renewable energy. "This is great for our oceans but also for our customers and their customers such as the large salmon farms in countries like Norway - who are now also committed to various science-based targets," says Tim. "Based on the published life cycle assessment, our algae omega-3 has a 38% lower carbon footprint than fish oil. Our ability to share data like this downstream is crucial to building stronger relationships with these customers."

Remuneration report

Remuneration report

Remuneration Board of Management

Remuneration Policy and its implementation in 2023

The Remuneration Policy aims to create internationally competitive remuneration packages and employment conditions that align the interests of the Board of Management with the strategic direction and time horizon of the company.

The policy places a strong emphasis on performance-related pay and long-term value creation. The current policy has been in place since 2020 following approval by the annual General Meeting of Shareholders in that same year. The full Remuneration Policy is available on Corbion's website. This section describes how the Remuneration Policy has been implemented in 2023.

The implementation of the Remuneration Policy contributes to long-term value creation through alignment of the incentives for the Board of Management with stakeholder interests measured over a performance period of three calendar years. To ensure that short-term performance also leads to sustainable long-term value creation, the short-term and long-term incentive performance metrics are aligned. The reward for long-term performance is deliberately set higher than the short-term award to emphasize the priority of consistent value creation and sustainability for the long term.

New proposed Remuneration Policy

In 2023, in line with the applicable governance, Corbion's Supervisory Board conducted a comprehensive review of the policy with the support of an external advisor and intends to submit the revised Remuneration Policy for the Board of Management as part of our Annual General Meeting of Shareholders in 2024.

Remuneration reference levels

The total remuneration level consists of base salary, benefits allowance, short-term incentive and long-term incentive. The levels of these elements are based on a reference group of 20 international companies and take into account the international guidelines as set by leading shareholder advisors. Included are nine European companies that are active in the same or comparable industries as Corbion. In addition, nine Dutch general industry companies are included that operate within the same governance system and societal context. (During 2023 two Dutch companies were delisted.) Every two years, a reference check is performed to independently benchmark the total compensation levels against the reference group.

Base salary

Members of the Board of Management are entitled to a base salary. In line with the Remuneration Policy a review is done every two years against the median of the reference group to check whether an adjustment to the base salary range is justified. The base salary range for the CEO is currently set between € 650,000 and € 750,000. For the CFO, base salary range is currently set between € 425,000 and € 525,000.

The actual base salary of the Board members is determined by the Supervisory Board within the boundaries of the above ranges and within that are based on personal performance delivery. There are no automatic increases in the actual base salary levels. As per 1 April 2023, the annual base salary for Olivier Rigaud (CEO) amounted to € 725,000 and that for Eddy van Rhede van der Kloot (CFO) amounted to € 450,000.

Benefits allowance

Corbion does not provide (social) benefits such as a company car, individual retirement, medical or life insurance to members of the Board of Management. Therefore, and in accordance with the management services agreements, each member of the Board of Management is provided with a benefits allowance. This is a fixed annual amount of € 200,000 for the CEO and € 150,000 for the CFO to cover the cost of these types of expenses.

Short-Term Incentive Plan (STIP)

Entitlements and performance measures

Members of the Board of Management are eligible for a short-term incentive. The STIP rewards operational execution and is aimed at strengthening and growing the Corbion business. The STIP pay-out at-target level is set at 60% of base salary for the CEO and 50% for the CFO.

The STIP performance measures are organic net sales growth, adjusted EBITDA, and sustainability. Organic net sales growth and adjusted EBITDA are defined in the Remuneration Policy and each account for a weight of 40%. The additional 20% is determined by sustainability targets that are chosen in line with Corbion's focus areas. These focus areas are:

- Safety performance (Total Recordable Injury Rate) and
- Sustainability performance (reduction of Scope I and II emissions, reduction of Scope III emissions, and SDG contribution).

Performance targets and pay-out levels

At the beginning of each year, the Supervisory Board sets a target level for each performance measure based on previous-year performance, the annual budget, and the longer-term strategic plan. A threshold performance level is determined below which no pay-out is granted and a maximum performance level where maximum pay-out is reached. Achievement until maximum performance level is done in cash. In case of performance above maximum performance level set, pay out of overperformance is in shares that are subject to a three-year lock-up period.

The performance levels and performance bandwidths are as follows.

Metric (Weight)	Performance level	Performance bandwidth*
Adjusted EBITDA (40%)	Threshold – maximum	Linear between 90% - 110% of at-target performance
	Overperformance	Linear between 110% - 120% of at-target performance
Organic net sales growth (40%)	Threshold – maximum	Linear with a range of 600 bps around at-target performance (equally divided below and above at-target)
	Overperformance	Linear up to 300 bps above maximum performance level
Sustainability (20%)	Threshold	1 out of the 4 targets is met
	Target	2 out of the 4 targets are met
	Maximum	3 out of the 4 targets are met
	Overperformance	All 4 targets are met

* *The Supervisory Board may determine narrower percentage ranges.*

Pay-out for STIP 2023
For 2023, the Supervisory Board applied the performance bandwidth as stated above.

For the Sustainability metric pay-out, in 2023 the safety metric (TRIR) was used as a threshold metric in order to reinforce the importance of safety within the company. Meaning, no payout on the 20% STIP linked to Sustainability would occur if the safety KPI was not achieved.

No payout was achieved for Adjusted EBITDA or for Organic net sales growth. A pay-out level of 200% was achieved for Sustainability. This could have led to a pay-out of 40% of the at-target STIP for both the CEO and the CFO, however both decided to forgo any STIP payment for 2023 in view of the announcement of a restructuring program as announced during the Capital Markets Update in January of 2024.

Long-Term Incentive Plan (LTIP)

Entitlements and performance measures
Members of the Board of Management are eligible for a long-term incentive. The LTIP is aimed at long-term value creation in line with the interests of all stakeholders of Corbion and is measured over a performance period of three calendar years. The long-term incentive is paid out in Corbion shares, which are subject to a shareholding requirement. Each year, members of the Board of Management are entitled to a conditional grant of shares under the LTIP arrangement. The value of the conditional grant is 120% of base salary for the CEO and 100% for the CFO.

The LTIP performance measures are Relative total shareholder return (TSR; 30%), Adjusted EBITDA (20%), Organic net sales growth (25%), Return on capital employed (ROCE; 12.5%) %), and Sustainability (12.5%).

Performance targets and pay-out levels
Prior to each conditional grant the Supervisory Board sets target levels for the LTIP performance measures.

For the 2023-2025 series, relative TSR performance, threshold pay-out is set at meeting the eighth position in the peer group. Target pay-out is achieved at the fourth and fifth position in the peer group and maximum pay-out is achieved at reaching the first and second position in the peer group. The following table illustrates the ranking and corresponding vesting percentage.

Ranking	1	2	3	4	5	6	7	8	9-16
Percentage of TSR-metric-linked performance shares vesting	150%	150%	125%	100%	100%	75%	50%	50%	0%

At the end of the three-year performance period, relative TSR performance of the company versus the TSR peer group will be independently assessed by a leading bank in the Netherlands.

For the 2023–2025 series, the sustainability and safety focus is:

- Safety performance (TRIR) and
- Sustainability performance (reduction of Scope I and II emissions, reduction of Scope III emissions, and SDG contribution).

A threshold performance level is determined below which no pay-out is granted and a maximum performance level where maximum pay-out is reached.

The performance levels and performance bandwidths are as follows.

Metric (Weight)	Performance level	Performance bandwidth*
Relative TSR (30%)	Threshold – maximum	See below
Adjusted EBITDA (20%)	Threshold – maximum	Linear between 75% - 125% of at-target performance
Organic net sales growth (25%)**	Threshold – maximum	Linear with a range of 600 bps around at-target performance (equally divided below and above at-target)
ROCE (12.5%)***	Threshold – maximum	Linear between 75% - 125% of at-target performance, whereby the threshold level will be set at the weighted average of the pre-tax WACC(s) as reported in the annual report
Sustainability (12.5%)	Threshold	1 out of the 4 targets is met
	Target	2 or 3 out of the 4 targets are met
	Maximum	All 4 targets are met

* *The Supervisory Board may determine narrower percentage ranges.*

** *The performance over a three-year period will be calculated as the average of the annual organic net sales growth rates as reported in the respective Annual Reports for those three years.*

*** *The performance over a three-year period will be calculated as the average of the annual ROCE results as reported in the respective Annual Reports for those three years.*

Pay-out for the LTIP 2020-2022 series and granted shares for the LTIP 2023-2025 series

The number of conditionally granted but not yet vested shares as per 1 January 2023 for each of the members of the Board of Management is as follows.

Name, position	Specification of the plan	Shares awarded, not vested per 1 January 2023
O. Rigaud, CEO	LTIP 2020-2022	22,260
E. van Rhede van der Kloot, CFO		13,491
O. Rigaud, CEO	LTIP 2021-2023	14,722
E. van Rhede van der Kloot, CFO		8,854
O. Rigaud, CEO	LTIP 2022-2024	23,323
E. van Rhede van der Kloot, CFO		12,237

The LTIP 2020–2022 series was based on the following performance measures: EBITDA (20%), organic sales growth (25%), ROCE (12.5%), sustainability (12.5%), and TSR (30%). For the LTIP shares conditionally granted under this plan to Olivier Rigaud and Eddy van Rhede van der Kloot, an actual pay-out level of 92% has been achieved for the EBITDA target, 150% for organic sales growth, 112% for ROCE, 100% for sustainability, and 75% for TSR, as Corbion ranked sixth in the peer group. This has led to a total payout of 104.9% of the at-target LTIP for both Olivier Rigaud and Eddy van Rhede van der Kloot. The number of vested shares received by Olivier Rigaud is 23,351 shares, representing a value of € 665,970 (based on a vesting price of € 28.52). The number of vested shares received by Eddy van Rhede van der Kloot is 14,152, representing a value of € 403,615 at the time of vesting (based on a vesting price of € 28.52). Both Olivier Rigaud and Eddy van Rhede van der Kloot used the option of selling shares to finance the income tax due on the vested shares.

The number of performance shares conditionally granted to Olivier Rigaud in 2023 (possible vesting in 2026) is 26,300, representing a value of € 870,004 at the time of the grant (based on a grant price of € 33.08). The number of performance shares conditionally granted to Eddy van Rhede van der Kloot in 2023 (possible vesting in 2026) amounts to 13,603, representing a value of € 449,987 at the time of the grant (based on a grant price of € 33.08).

The overview below shows the number of conditionally granted but not yet vested shares as per 31 December 2023 for each of the members of the Board of Management, the grant price of the granted shares, and the remaining vesting period.

Name, position	**Specification of the plan**	**Grant price**	**Shares awarded, not vested per 31 December 2023**	**Vesting date**
O. Rigaud, CEO	LTIP 2021-2023	€ 46.87	14,722	May 2024
E. van Rhede van der Kloot, CFO			8,854	
O. Rigaud, CEO	LTIP 2022-2024	€ 34.73	23,323	May 2025
E. van Rhede van der Kloot, CFO			12,237	
O. Rigaud, CEO	LTIP 2023-2025	€ 33.08	26,300	May 2026
E. van Rhede van der Kloot, CFO			13,603	

Overview remuneration

The total annual remuneration for the Board of Management in 2023 amounted to € 2.6 million including STIP over 2023 (2022: € 3.1 million). The table below shows the amounts the respective member of the Board of Management received/was entitled to in 2023 in terms of base salary, STIP, benefits allowance and received/was entitled to in 2023 by way of vesting (LTIP).

Thousands of euros	**Year**	**Base salary**	**STIP**	**LTIP**	**Benefits allowance**	**Other compensation**	**Relocation**	**Total**
O. Rigaud, CEO	2023	713	0	666	200			1,579
	2022	650	516	535	200			1,901
E. van Rhede van der Kloot, CFO	2023	444	0	404	150			998
	2022	423	271	311	150			1,155
Total	**2023**	**1,157**	**0**	**1,070**	**350**			**2,577**
Total	**2022**	**1,073**	**787**	**846**	**350**			**3,056**

As no payment was made for STIP 2023, the ratio of fixed versus variable remuneration changed in 2023 compared to 2022. The ratio of the fixed remuneration (base salary and benefits allowance) versus the variable remuneration (STIP, LTIP, and other compensation) is 58% for Olivier Rigaud versus 42% (was 45%/55%), and 60% versus 40% for Eddy van Rhede van der Kloot (was 50%/50%).

The table below shows the remuneration costs based on the applicable IFRS standard and does not necessarily reflect the actual amounts paid.

	IAS 24.17 category	Short-term employee benefits		Share-based payments	Post-employment benefits	Other long-term benefits	Termination benefits	Total
Thousands of euros	**2023**	**Base salary***	**STIP**	**LTIP**	**Pension benefits**	**Other benefits**	**Termination benefits**	
O. Rigaud		924	0	810				1,734
E. van Rhede van der Kloot		605	0	453				1,058
Total Board of Management		**1,529**	**0**	**1,263**				**2,792**

	IAS 24.17 category	Short-term employee benefits		Share-based payments	Post-employment benefits	Other long-term benefits	Termination benefits	Total
Thousands of euros	**2022**	**Base salary***	**STIP**	**LTIP**	**Pension benefits**	**Other benefits**	**Termination benefits**	
O. Rigaud		860	516	832				2,208
E. van Rhede van der Kloot		583	271	487				1,341
Total Board of Management		**1,443**	**787**	**1,319**				**3,549**

* *Base salary also includes social security contributions and compensation, mainly allowances for expenses.*

The total remuneration for each member of the Board of Management complies with the Remuneration Policy for the Board of Management, as it stays within the boundaries of this policy and is paid by Corbion nv. The Board of Management did not receive any remuneration from a subsidiary or other company whose financials are consolidated by Corbion nv. Corbion does not grant loans, advances, or guarantees to members of the Board of Management. Corbion did not revise or claw back any variable remuneration. No severance payment has been made to members of the Board of Management.

Internal pay ratios and five-year performance overview

In line with good corporate governance practices regarding remuneration policies, Corbion measures the internal pay ratios within the company on a yearly basis. More specifically, Corbion has calculated the pay ratio of the Board of Management relative to the average company employee. For the Board of Management, the total remuneration cost (based on IFRS) is used. The average remuneration of all Corbion employees is calculated as the total remuneration of all Corbion employees on an IFRS basis (see Note 6 to the Consolidated Financial Statements) divided by the average number of Corbion employees on an FTE basis. The average number of FTEs is calculated on a monthly basis. The average remuneration of all Corbion employees in 2023 amounted to € 85,314 (2022: € 92,548).

For the CEO, the pay ratio to the average employee is 20.3 (2022: 23.9), and for the CFO it is 12.4 (2022: 14.5).

The overview below shows, for the last five financial years, the total remuneration (based on IFRS) of the current and former CEO (as the current CEO started in July 2019), the CFO, the average remuneration of all Corbion employees, the internal pay ratios, and the adjusted EBITDA and earnings per share (EPS) of Corbion.

Name, position	**2019**	**2020**	**2021**	**2022**	**2023**
O. Rigaud, CEO (A)*		1,629 (+20%***)	1817 (+12%)	2208 (+22%)	1734 (-21%)
E. van Rhede van der Kloot, CFO (B)	1,146 (+45%)	1,226 (+7%)	1262 (+3%)	1341 (+6%)	1058 (-21%)
T. de Ruiter, (former) CEO (C)**	2,470 (+37%)				
Average salary employees (D)	82 (+6%)	87 (+7%)	86 (-1%)	92.5 (+8%)	85.3 (-8%)
Internal pay ratio (A/D)	16.6***	18.6	21.1	23.9	20.3
Internal pay ratio (B/D)	14	14	14.7	14.5	12.4
Internal pay ratio (C/D)	30.1				
Adjusted EBITDA	145.9 (+11%)	158.8 (+9%)	135.8 (-14%)	184.4 (+36%)	191.8 (+4%)
EPS	0.44 (-53%)	1.24 (+182%)	1.33 (+7%)	1.53 (+15%)	1.23 (-20%)

* *Olivier Rigaud as of 1 July 2019*
** *Tjerk de Ruiter until 8 August 2019*
*** *On an annualized basis as Olivier Rigaud started on 1 July 2019*

Shares in the capital of the company

As at 31 December 2023, Corbion had a capital interest of 0.26%, amounting to 151,843 shares. In 2023, Corbion neither issued new shares nor repurchased shares for the LTIP programs for the Board of Management or (senior) management.

Share plans for employees

Corbion has a LTIP program for (senior) management and a LTIP program for the Executive Committee members (not being members of the Board of Management). The long-term incentive covers a performance period of three calendar years. The LTIP 2023 series performance measures are the same as for the Board of Management: TSR (30%), organic net sales growth (25%), adjusted EBITDA (20%), sustainability (12.5%), and ROCE (12.5%). For certain categories of (senior) management, part of the LTIP is not performance related and is only restricted to continued employment for three years.

The total number of conditionally granted but not yet vested shares as per 1 January 2023 for (senior) management and Executive Committee members (not being members of the Board of Management) is as follows.

Specification of the plan	**Shares awarded, not vested per 1 January 2023**
LTIP 2020-2022	75,695
LTIP 2021-2023	64,246
LTIP 2022-2024	109,591

The LTIP 2020-2022 series was based on the following performance measures: Adjusted EBITDA (20%), organic sales growth (25%) ROCE (12.5%), sustainability (12.5%) and TSR (30%). For the LTIP shares conditionally granted under this plan to the employees jointly, an actual pay-out level of 92% has been achieved for the adjusted EBITDA target, 150% for organic sales growth, 112% for ROCE, 100% for sustainability and 75% for TSR as Corbion ranked 6th in the peer group. This has led to a total pay-out of 104.9% of the at-target LTIP for the Executive Committee members (not being members of the Board of Management).

For (senior) management an actual pay-out level of 91% has been achieved for the EBITDA target, 150% for organic sales growth, 112% for ROCE, 100% for sustainability and 75% for TSR as Corbion ranked 6th in the peer group. As 30% of the total LTIP for (senior) management is not performance related and is only restricted to continued employment for three years, the actual pay-out for (senior) management is 103.3%. The total number of vested shares received by (senior) management and Executive Committee members (not being members of the Board of Management) is 78,383 representing a value of € 2,235,483 at the time of vesting (based on a vesting price of € 28.52).

The total number of performance shares conditionally granted to (senior) management and Executive Committee members (not being members of the Board of Management) in 2023 (possible vesting in 2026) is 129,857 representing a value of € 4,295,670 at the time of the grant (based on a grant price of € 33.08).

The table below shows the number of conditionally granted but not yet vested shares as at 31 December 2023 for (senior) management and Executive Committee members (not being members of the Board of Management) jointly, the grant price of the granted shares, and the remaining vesting period.

Specification of the plan	**Grant price**	**Shares awarded, not vested per 31 December 2023**	**Vesting date**
LTIP 2021-2023	€ 47,54	58,091	May 2024
LTIP 2022-2024	€ 34,73	98,046	May 2025
LTIP 2023-2025	€ 33,08	121,936	May 2026

Remuneration for the Supervisory Board

Total remuneration for the members of the Supervisory Board in 2023 amounted to € 0.5 million (2022: € 0.5 million).

Each member of the Supervisory Board receives an annual base fee of € 50,000; the Vice-Chair receives € 60,000 and the Chair receives € 70,000.

For membership of the Audit Committee an additional fee of € 10,000 applies and for the Chair € 15,000. Members of the Appointment and Governance Committee, Remuneration Committee, Science & Technology Committee, and Sustainability & Safety Committee receive an additional fee of € 7,000; the fee for the Chair of these committees amounts to € 9,000. In addition, members receive reimbursement of expenses.

Breakdown remuneration Supervisory Board

	IAS 24.17 category	Short-term employee benefits*		Total
Thousands of euros	Year	Base fee	Committee fee	
Mathieu Vrijsen, Chair (Chair Appointment & Governance Committee / member Remuneration Committee / member Science and Technology Committee)	2023	70	23	93
	2022	70	23	93
Ilona Haaijer, Vice-Chair since 18 May 2022 (Chair Remuneration Committee since 18 May 2022 / member Appointment and Governance Committee since 18 May 2022 / member Audit Committee until 18 May 2022 / member Science and Technology Committee)	2023	60	23	83
	2022	56	21	77
Rudy Markham, until 18 May 2022 Vice-Chair (Chair Remuneration Committee / member Appointment and Governance Committee)	2023			
	2022	23	6	29
Liz Doherty (Chair Audit Committee / member Sustainability and Safety Committee)	2023	50	22	72
	2022	50	22	72
William Lin (Chair Sustainability and Safety Committee / member Audit Committee) since 18 May 2022	2023	50	19	69
	2022	31	12	43
Dessi Temperley (member Audit Committee / member Sustainability and Safety Committee until 10 August 2023 / member Remuneration Committee and member Appointment and Governance Committee from 10 August 2023)	2023	50	20	70
	2022	50	17	67
Steen Riisgaard (Chair Science and Technology Committee / member Remuneration Committee and member Appointment and Governance Committee until 10 August 2023 / member Sustainability and Safety Committee since 10 August 2023)	2023	50	21	71
	2022	50	23	73
	Total 2023	**330**	**128**	**458**
	Total 2022	**330**	**124**	**454**

* *Excluding expenses*

Members of the Supervisory Board are entitled to neither variable remuneration nor shares in the company or any option rights relating thereto. The total remuneration for each (former) member of the Supervisory Board complies with the Remuneration Policy for the Supervisory Board, as it stays within the boundaries of this policy, and no deviations from this policy have been applied. Members of the Supervisory Board are paid by Corbion nv. They did not receive remuneration from a subsidiary or another company whose financials are consolidated by Corbion nv. Corbion does not grant loans, advances, or guarantees to members of the Supervisory Board.

CASE STUDY

A very special delivery

Sustainable impact in biomaterials
A key social aspect of sustainability relates to preserving the health of a growing and aging global population. A notable innovation in this field is the controlled-release drug delivery system – whereby patients, instead of ingesting medication orally daily, receive infrequent injections that gradually release the correct dosage of the drug over time.

Corbion is directly contributing to this field with innovative medical biomaterials that actively deliver the drug over time and ensure that they are then safely broken down by the patient's body - leaving a profound sustainable impact.

Increasing patient adherence
It's one thing to create effective medicines, but how do we ensure that patients actually take them? This is especially important for people with conditions like schizophrenia – who now account for an astonishing 20% of all hospital beds in the United States alone. Hence, Corbion helped French biopharmaceutical company MedinCell to develop a controlled-release technology1 to increase patient adherence, which also helps to ease the anxiety of family members and reduce pressure on the health care system.

"As part of our joint venture with MedinCell we not only supply our biomaterial for the injectable therapy, but also contribute to the approval of these novel products at regulatory agencies," explains Menno Lammers, Vice President of Biomaterials. "Developing these therapies is a complex process, especially when transitioning a successful prototype in the lab to full-scale production."

Corbion's biomaterials team has built a huge amount of knowledge and intellectual property over the past 45 years - which played a pivotal role in supporting MedinCell when getting their therapy to the market - and into the bodies of patients - faster.

Reducing waste
Efficiency extends beyond the product development phase. Administering a simple injection yields significant environmental benefits, chiefly due to the reduced production and disposal of product packaging. Besides minimizing waste, sustained-release therapies frequently necessitate lower doses, resulting in patients needing less medication to achieve the same therapeutic outcomes.

"This solution addresses many facets of sustainability – from environmental, to social, to economic aspects," says Menno. "Our partnership with MedinCell is a great example of how we create sustainable impact by collaborating with like-minded entities that share the values we hold dear at Corbion."

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https://www.medincell.com/en/2023/04/29/teva-and-medincell-announce-fda-approval-of-uzedy-risperidone-extended-release-injectable-suspension-a-long-acting-subcutaneous-atypical-antipsychotic-injection-for-the-treatment-of-schiz/

Financial Statements

Consolidated financial statements

Consolidated income statement

Millions of euros	Note	2023	2022
Sales	4	1,443.8	1,457.9
Cost of sales		-1,091.1	-1,133.6
Gross profit		**352.7**	**324.3**
Selling expenses		-75.6	-81.1
Research and development costs		-46.0	-47.2
General and administrative expenses		-108.7	-92.4
Other gains and losses	6	-5.2	7.2
Operating result		**117.2**	**110.8**
Financial income	7	6.4	14.1
Financial charges	7	-34.8	-19.4
Results from joint ventures and associates, net of tax	13	-3.5	10.9
Result before taxes		**85.3**	**116.4**
Income tax expense	8	-12.4	-26.4
Result after taxes		**72.9**	**90.0**
Result attributable to non-controlling interests			
Result attributable to equity holders of Corbion nv		**72.9**	**90.0**
Per ordinary share in euros	9		
Basic earnings		1.23	1.53
Diluted earnings		1.22	1.51

Consolidated statement of comprehensive income

Millions of euros	Note	2023	2022
Result after taxes		**72.9**	**90.0**
Other comprehensive results to be recycled to the income statement			
Foreign operations – foreign currency translation differences	18	-28.9	28.2
Net investment hedge – net movement	18	11.5	-16.8
Hedge reserve	18	-16.0	-7.0
Taxes relating to other comprehensive results to be recycled to the income statement	18	1.0	5.7
Total other comprehensive results to be recycled to the income statement		**-32.4**	**10.1**
Other comprehensive results not to be recycled to the income statement			
Remeasurement defined benefit arrangements	20	0.4	1.2
Taxes relating to other comprehensive results not to be recycled to the income statement			
Total other comprehensive results not to be recycled to the income statement		**0.4**	**1.2**
Total other comprehensive results		**-32.0**	**11.3**
Total comprehensive result after taxes		**40.9**	**101.3**
Comprehensive result attributable to non-controlling interests			
Comprehensive result attributable to equity holders of Corbion nv		**40.9**	**101.3**

Consolidated statement of financial position

Before profit appropriation, millions of euros	Note	As at 31-12-2023	As at 31-12-2022
Assets			
Property, plant, and equipment	10	739.4	661.1
Right-of-use assets	11	59.0	68.4
Intangible fixed assets	12	156.4	163.6
Investments in joint ventures and associates	13	18.6	27.9
Long-term employee benefits	20	0.1	0.1
Other non-current financial assets	14	102.7	99.4
Deferred tax assets	21	30.9	30.6
Total non-current assets		**1,107.1**	**1,051.1**
Inventories	15	262.9	331.2
Trade receivables	16	200.9	210.5
Other receivables	16	37.7	45.9
Income tax receivables		8.0	8.5
Cash and cash equivalents	17	70.2	58.2
Total current assets		**579.7**	**654.3**
Total assets		**1,686.8**	**1,705.4**
Equity and liabilities			
Equity	18	**636.2**	**625.7**
Borrowings	22	364.6	376.0
Lease liabilities	11	52.4	61.2
Long-term employee benefits	20	3.7	4.0
Deferred tax liabilities	21	28.3	30.0
Other non-current liabilities	23	13.3	15.8
Total non-current liabilities		**462.3**	**487.0**
Borrowings	22	356.0	309.7
Lease liabilities	11	12.5	12.3
Provisions	19	4.7	9.9
Income tax payables		2.5	2.1
Trade payables		104.3	148.3
Other current liabilities	24	108.3	110.4
Total current liabilities		**588.3**	**592.7**
Total liabilities		**1,050.6**	**1,079.7**
Total equity and liabilities		**1,686.8**	**1,705.4**

Consolidated statement of changes in equity

Before profit appropriation, millions of euros	Note	Share capital	Share premium reserve	Other reserves	Retained earnings	Total
As at 1 January 2022		**14.8**	**55.2**	**53.9**	**430.2**	**554.1**
Result after taxes 2022					90.0	90.0
Other comprehensive result after taxes 2022				10.1	1.2	11.3
Total comprehensive result after taxes 2022				**10.1**	**91.2**	**101.3**
Cash dividend					-33.0	-33.0
Share-based remuneration transfers	27			-3.8	2.3	-1.5
Share-based remuneration charged to result	27			4.8		4.8
Transfers to/from Other reserves	18			-3.1	3.1	
Total transactions with shareholders				**-2.1**	**-27.6**	**-29.7**
Total increase (decrease) in equity				**8.0**	**63.6**	**71.6**
As at 31 December 2022		**14.8**	**55.2**	**61.9**	**493.8**	**625.7**
Result after taxes 2023					72.9	72.9
Other comprehensive result after taxes 2023				-32.4	0.4	-32.0
Total comprehensive result after taxes 2023				**-32.4**	**73.3**	**40.9**
Cash dividend					-33.1	-33.1
Share-based remuneration transfers	27			-4.5	3.1	-1.4
Share-based remuneration charged to result	27			4.1		4.1
Transfers to/from Other reserves	18			-3.5	3.5	
Total transactions with shareholders				**-3.9**	**-26.5**	**-30.4**
Total increase (decrease) in equity				**-36.3**	**46.8**	**10.5**
As at 31 December 2023		**14.8**	**55.2**	**25.6**	**540.6**	**636.2**

Consolidated statement of cash flows

Millions of euros	Note	2023	2022
Cash flow from operating activities			
Operating result		**117.2**	**110.8**
Adjusted for:			
- Depreciation/amortization of (in)tangible fixed assets	6	84.6	76.4
- Impairment of fixed assets	10/12	-21.7	
- Result from divestments of fixed assets		0.6	-9.1
- Share-based remuneration		4.1	4.8
Total adjustments to reconcile operating result with net cash generated by (used for) operating activities		**67.6**	**72.1**
Cash flow from operating activities before movements in working capital and provisions		**184.8**	**182.9**
Movement in provisions		-4.6	0.9
Movements in operating working capital:			
- Trade receivables		4.7	-39.0
- Inventories		61.5	-90.4
- Trade payables		-41.9	14.6
Movements in other working capital		-6.1	3.8
Cash flow from business operations		**198.4**	**72.8**
Interest received		6.1	2.6
Interest paid		-27.4	-18.1
Tax paid on profit		-11.7	-18.3
Cash flow from operating activities		**165.4**	**39.0**
Cash flow from investment activities			
Dividends received from joint ventures and associates		4.6	14.2
Investment other financial assets		-2.1	-1.0
Repayment other financial assets			12.7
Capital expenditure on (in)tangible fixed assets		-149.3	-235.8
Divestment of (in)tangible fixed assets			10.8
Cash flow from investment activities		**-146.8**	**-199.1**
Cash flow from financing activities			
Proceeds from interest-bearing debts		46.0	236.0
Repayment of interest-bearing debts		-4.8	-2.7
Payment of lease liabilities		-13.4	-11.5
Settlement of derivatives			-14.9
Paid-out dividend		-33.1	-33.0
Cash flow from financing activities		**-5.3**	**173.9**
Net cash flow		**13.3**	**13.8**
Effects of exchange rate differences on cash and cash equivalents		-1.3	2.2
Increase/(decrease) cash and cash equivalents		**12.0**	**16.0**
Cash and cash equivalents at start of financial year		58.2	42.2
Cash and cash equivalents at close of financial year	17	70.2	58.2

Notes to the consolidated financial statements

1. Accounting information

General

Corbion is the global market leader in lactic acid and lactic acid derivatives and a leading supplier of food preservation solutions, functional blends, and algae ingredients. Leveraging our advanced capabilities in fermentation and preservation technology, we help customers differentiate their products in diverse markets ranging from food and animal nutrition to home & personal care, pharmaceuticals, electronics, medical devices, and bioplastics.

Corbion is based in Amsterdam, the Netherlands and listed on Euronext Amsterdam.

These consolidated financial statements cover the year 2023, which ended at the balance sheet date of 31 December 2023. The consolidated financial statements drawn up by the Board of Management have been approved by the Supervisory Board on 29 February 2024. They will be presented to the annual General Meeting of Shareholders for adoption on 15 May 2024. The Supervisory Board will give a preliminary recommendation regarding the consolidated financial statements to the annual General Meeting of Shareholders.

Reported amounts

Unless stated otherwise all amounts in the financial statements are reported in millions of euros.

Exchange rates of main currencies in euros

	Average exchange rate 2023	Average exchange rate 2022	Exchange rate 31-12-2023	Exchange rate 31-12-2022
US dollar	1.08	1.05	1.11	1.06
Japanese yen	151.89	137.99	156.57	142.24
Brazilian real	5.40	5.44	5.37	5.54
Thai baht	37.62	36.86	38.00	36.88

2. Accounting principles

Basis of preparation

The consolidated financial statements of Corbion nv have been prepared in accordance with the International Financial Reporting Standards (IFRS) adopted by the European Union.

New and amended standards adopted by the group

In 2023, Corbion applied all the new and amended standards and interpretations published by the International Accounting Standards Board (IASB) and the International Financial Reporting Interpretations Committee (IFRIC), if and insofar as these applied to Corbion and were effective as at 1 January 2023. Corbion did not have to change its accounting policies or make retrospective adjustments as a result of adopting these standards.

IFRS 17 Insurance Contracts
The new standard had no impact on the Group's consolidated financial statements.

Definition of Accounting Estimates - Amendments to IAS 8
The amendments had no impact on the Group's consolidated financial statements.

Disclosure of Accounting Policies - Amendments to IAS 1 and IFRS Practice Statement 2
The amendments to IAS 1 and IFRS Practice Statement 2 Making Materiality Judgements provide guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.

In line with the amendments in IAS 1, specifically article 117, Corbion removed several accounting policy disclosures and standardized information, or information that only duplicates or summarizes the requirements of the IFRSs. The accounting policy information focuses on how Corbion has chosen alternatives in IFRS standards and how Corbion has applied the requirements of the IFRSs to its own circumstances. Further, some information which was previously provided in the accounting policies section is now disclosed in the note it relates to.

The amendments have had an impact on the Group's disclosures of accounting policies, but not on the measurement, recognition or presentation of any items in the Group's financial statements.

Accounting standards and interpretations not yet adopted

A number of amended standards are effective for annual periods beginning on or after 1 January 2024 and earlier application is permitted; however, Corbion has not yet adopted the amended standards in preparing these consolidated financial statements.

Consolidation

The consolidation includes the financial data of Corbion nv and its group companies (together Corbion). All inter-company receivables, debts, and transactions have been eliminated. Group companies are companies in which Corbion nv exercises control. The results of acquisitions and divestments are recognized from the moment that control is obtained or transferred.

Foreign currency

The consolidated financial statements are in euros. The euro is Corbion nv's functional and presentation currency.

Summary of material accounting policies

Property, plant, and equipment

Land, buildings, machinery and equipment, and other operating assets are valued at the acquisition price or the cost of production, subject to straight-line depreciation calculated over the estimated economic life, the estimated residual value, and any accumulated impairment losses. The cost of production includes the cost of materials and direct labor and an attributable part of the indirect costs. Land is not depreciated. Grants are deducted from the acquisition price or the production costs of the assets to which the grant relates. Subsequent expenditure is capitalized only if it is probable that the future economic benefits associated with the expenditure will flow to Corbion. Depreciation methods, useful lives, and residual values are reviewed at each reporting date and adjusted if appropriate.

Leased assets and liabilities

The lease liability is initially measured at the present value of outstanding lease payments, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the group's incremental borrowing rate. Generally, Corbion uses its incremental borrowing rate as the discount rate.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognized on a straight-line basis as an expense in profit or loss.

Inventories

Inventories of raw materials, consumables, technical materials, and packaging are stated at the lower of cost (first in, first out) and net realizable value. Inventories of work in progress and finished products are stated at the lower of production cost and net realizable value. Total cost of production includes payroll costs and materials and an attributable part of the indirect production costs.

Financial instruments

Classification and subsequent measurement of financial liabilities

Financial liabilities are classified as measured at amortized cost or fair value through profit and loss (FVTPL). A financial liability is classified as at FVTPL if it is classified as held-for-trading, if it is a derivative, or designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognized in profit or loss. Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognized in profit or loss. Any gain or loss on derecognition is also recognized in profit or loss.

Corbion derecognizes a financial liability when its contractual obligations are discharged, cancelled, or expired. Corbion also derecognizes a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognized at fair value.

On derecognition of a financial liability, the difference between the carrying amount derecognized and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognized in profit or loss.

Segment reporting

An operating segment is an entity that engages in business activities from which it earns revenues and incurs expenses. All operating segments are reviewed regularly by the Executive Committee to make decisions about resources to be allocated to the segments and assess their performance for which discrete financial information is available.

Net sales

Net sales comprises the proceeds of goods delivered to third parties less discounts and value-added tax.

Revenue from the sale of goods in the normal course of business is recognized at a point in time when the performance obligation is met and based on the amount of the transaction price that is allocated to the performance obligation. The transaction price is the amount of the consideration to which the company expects to be entitled in exchange for transferring the promised goods to the customer. The consideration expected by the company may include fixed and/or variable amounts which can be impacted by sales returns, trade discounts, and volume rebates. Revenue from the sale of goods is recognized when control of the asset is transferred to the buyer and only when it is highly probable that a significant reversal of revenue will not occur as uncertainties related to a variable consideration have been resolved.

Cash flow statement

The consolidated cash flow statement is drawn up using the indirect method. The items in the consolidated income statement and consolidated statement of the financial position have been adjusted for changes that do not impact cash inflow and outflow in the reporting year. Cash flows in foreign currencies are translated to the functional currency at the average foreign exchange rates unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case cash flows are translated at the rate on the dates of the transactions.

Critical accounting estimates and judgments

Corbion makes use of accounting estimates and judgments. The inputs into our estimates and assumptions consider the climate-related matters on our critical accounting estimates. Corbion believes there is considerable uncertainty over these assumptions and how they will impact the business operations and the cash flow projections. The estimates and assumptions have been based on the available information and regulations in place as of 31 December 2023.

Described below are the estimates and judgments as at the balance sheet date that carry a substantial risk of a material adjustment to the book value of assets and liabilities in the next financial year.

Business combinations

Corbion has a process in place to identify all assets and liabilities acquired, including intangible fixed assets. The judgments made in identifying all acquired assets, determining the estimated fair value assigned to each class of assets acquired and liabilities assumed, as well as asset lives, can materially impact the results of operations. Estimated fair values are based on information available around the acquisition date and on expectations and assumptions of anticipated discounted cash flows that have been assessed as reasonable by Corbion.

Goodwill impairment

Every year, Corbion tests the goodwill for impairment based on the higher of fair value less cost to sell and the value-in-use method. The value in use is calculated on the basis of estimates and judgments of the expected cash flows which are discounted on a WACC basis. For a description of the main estimates, valuation assumptions, and a sensitivity analysis of the applied assumptions see Note 12.

Valuation and impairment testing (in)tangible fixed assets

(In)tangible fixed assets are tested for sustained impairment if there is an indication of possible impairment. A key factor is the recoverable amount which is calculated on the basis of estimates and assumptions of anticipated discounted cash flows, on the one hand, and an estimate of the fair value less cost to sell, on the other. For more information on impairments see Notes 10 and 12.

Pension and early-retirement schemes

Actuarial calculations are used to determine provisions for group personnel arrangements and net receivables or obligations from group pension plans. These calculations use assumptions in respect of future developments in salary, mortality, staff turnover, return on investments et cetera. Changes to these estimates and assumptions can lead to actuarial gains and losses which are recognized in the consolidated statement of comprehensive income. For more information on the applied assumptions see Note 20.

Taxes

Corbion is subject to various tax systems across the world. Estimates and judgments are used to determine the tax items in the financial statements. Interpretation differences in tax liabilities are also taken into account.

Pillar Two legislation has been enacted or substantively enacted in certain jurisdictions Corbion operates. The legislation will be effective for the Corbion's financial year beginning 1 January 2024. Corbion is in scope of the enacted or substantively enacted legislation and has performed an assessment of Corbion's potential exposure to Pillar Two income taxes. The assessment of the potential exposure to Pillar Two income taxes is based on the most recent tax filings, country-by-country reporting and financial statements for the constituent entities in Corbion. Based on the assessment, the Pillar Two effective tax rates in most of the jurisdictions in which Corbion operates are above 15%. However, there are a limited number of jurisdictions where the transitional safe harbor relief does not apply and the Pillar Two effective tax rate is close to 15%. Corbion does not expect a material exposure to Pillar Two income taxes in those jurisdictions and no deferred taxes will be recognized.

For more information on taxes see Note 21.

3. Consolidated income statement adjustments

The adjusted consolidated income statement for financial years 2023 and 2022 (non-IFRS financial measures) can be presented as follows.

	2023			2022		
	Adjusted figures	**Adjustments**	**IFRS figures**	**Adjusted figures**	**Adjustments**	**IFRS figures**
Net sales	1,443.8		1,443.8	1,457.9		1,457.9
Cost of sales	-1,112.3	21.2	-1,091.1	-1,131.5	-2.1	-1,133.6
Gross profit	**331.5**	**21.2**	**352.7**	**326.4**	**-2.1**	**324.3**
Selling expenses	-74.6	-1.0	-75.6	-78.9	-2.2	-81.1
Research and development costs	-46.0		-46.0	-47.2		-47.2
General and administrative expenses	-103.7	-5.0	-108.7	-92.3	-0.1	-92.4
Other gains and losses		-5.2	-5.2		7.2	7.2
Operating result	**107.2**	**10.0**	**117.2**	**108.0**	**2.8**	**110.8**
Less: depreciation/amortization/impairment (in)tangible fixed assets	84.6	-21.7	62.9	76.4		76.4
EBITDA	**191.8**	**-11.7**	**180.1**	**184.4**	**2.8**	**187.2**
Depreciation/amortization/impairment (in)tangible fixed assets	-84.6	21.7	-62.9	-76.4	0.0	-76.4
Operating result	**107.2**	**10.0**	**117.2**	**108.0**	**2.8**	**110.8**
Financial income	6.4		6.4	14.1		14.1
Financial charges	-34.8		-34.8	-19.4		-19.4
Results from joint ventures and associates	3.3	-6.8	-3.5	10.9		10.9
Result before taxes	**82.1**	**3.2**	**85.3**	**113.6**	**2.8**	**116.4**
Taxes	-14.0	1.6	-12.4	-24.9	-1.5	-26.4
Result after taxes	**68.1**	**4.8**	**72.9**	**88.7**	**1.3**	**90.0**

Adjustments relate to significant items in the income statement of such size, nature, or incidence that in view of management require disclosure to assist in making appropriate comparisons with prior periods and to assess the operating performance of the business. These items include amongst others write-down of inventories to net realizable value, reversals of write-downs, impairments, reversals of impairments, additions to and releases from provisions for restructuring and reorganization, results on assets sold, gains on the sale of subsidiaries, joint ventures and associates, and any other provision being formed or released. Restructuring costs are defined as the estimated costs of initiated reorganizations, which have been approved by the Executive Committee, and which generally involve the realignment of certain parts of the organization. The company only adjusts for items when the aggregate amount of the events per line item of the income statement exceeds a yearly threshold of € 0.5 million as well as adjustments, each above € 0.1 million, in relation to previously recognized adjustments.

In 2023, total adjustments of € 4.8 million were recorded, consisting of the following components:

1. Gain of € 21.7 million related to the reversal of a previously recorded impairment (in 2019) in the Algae segment.
2. Gain of € 0.8 million related to reversal of accruals presented as adjustments in prior periods.
3. Loss due to fair value adjustment of € 5.2 million on the contingent consideration payable related to the 2018 Algae acquisition.
4. Loss of € 4.6 million related to project costs for the planned divestment of the Emulsifier business.
5. Loss of € 0.6 million related to a exceptional write down of a receivable.
6. Loss of € 0.6 million related to a restructuring in our Spanish plant.
7. Loss of € 0.6 million for an environmental fine in our biomedical polymer business.
8. Loss of € 0.5 million related to an earn-out payment related to the 2021 acquisition of certain assets of Granotec Mexico S.A. de C.V.
9. Loss of € 0.4 million related to costs to de-risk a defined benefit pension scheme.
10. Loss of € 6.8 million on the results from joint ventures and associates line as a result of an impairment on the capitalized development costs for the cancelled Grandpuit project at the TotalEnergies Corbion joint venture.
11. Tax effects on the above of € -1.6 million.

In 2022, total adjustments of € 1.3 million were recorded, consisting of the following components:

1. Gain of € 9.7 million related to the sale of the Totowa warehouse.
2. Negative fair value adjustment of € 2.3 million on the contingent consideration payable related to the Algae acquisition.
3. Loss of € 1.7 million related to incremental cost as a result of the production outage in the fourth quarter of 2021 in our Blair facility.
4. Loss of € 1.3 million related to strategic portfolio optimization in the Algae and Lactic Acid & Specialties businesses.
5. Loss of € 0.7 million related to write down of receivables as a result of the conflict in Ukraine.
6. Loss of € 0.7 million related to an earn-out payment related to the acquisition of certain assets of Granotec Mexico S.A. de C.V.
7. Loss of € 0.2 million related to an adjustment of the sales price for a plot of land in the Dutch municipality of Breda.
8. Tax effects on the above of € -1.5 million.

4. Segment information

In line with the management responsibilities and internal management reporting for its strategic decision-making process Corbion distinguishes between the segments Sustainable Food Solutions, Lactic Acid & Specialties, Algae Ingredients, and Incubator (together Core), and Non-core.

In Sustainable Food Solutions, Corbion has evolved increasingly from an ingredients business into a solutions-oriented supplier for the world's leading food manufacturers.

In our Lactic Acid & Specialties business, we aim to capitalize on our market and technology leadership in lactic acid and lactic acid derivatives. Corbion leads the lactic acid market in technology, production capacity, geographic coverage, and breadth of portfolio.

In our Algae Ingredients business, we leverage our expertise in large-scale industrial fermentation, anticipating significant further growth and profitability as a global supplier of algae-based ingredients providing nutritional benefits for human and animal diets, such as long-chain omega-3.

In our Incubator, where we develop early-stage initiatives, we work on five selected platforms: *Algae Portfolio Extension*, *Biopolymers*, *Natural Preservation*, *Circular Raw Materials*, and *Net Zero*. These long-term platforms are all linked to one of the three business units and embedded in their innovation programs.

Non-core activities comprise emulsifiers.

Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

Segment information by business area

	Sustainable Food Solutions		Lactic Acid & Specialties		Algae Ingredients		Incubator		Core [1]		Non-core		Corbion total operations	
	2023	**2022**	**2023**	**2022**	**2023**	**2022**	**2023**	**2022**	**2023**	**2022**	**2023**	**2022**	**2023**	**2022**
Income statement information														
Net sales	768.7	780.0	383.9	400.1	111.4	74.3			1,264.0	1,254.4	179.8	203.5	1,443.8	1,457.9
Operating result	37.8	62.8	54.3	47.6	23.6	-13.4	-11.3	-10.0	104.4	87.0	12.8	23.8	117.2	110.8
Adjustments to operating result	1.4	-6.8	1.0	0.6	-17.0	2.4		0.8	-14.6	-3.0	4.6	0.2	-10.0	-2.8
Adjusted operating result	39.2	56.0	55.3	48.2	6.6	-11.0	-11.3	-9.2	89.8	84.0	17.4	24.0	107.2	108.0
Alternative non-IFRS performance measures														
EBITDA	82.9	102.7	75.4	66.1	6.8	-5.7	-8.5	-10.0	156.6	153.1	23.5	34.1	180.1	187.2
Adjustments to EBITDA	1.4	-6.8	1.0	0.6	4.7	2.4		0.8	7.1	-3.0	4.6	0.2	11.7	-2.8
Adjusted EBITDA	84.3	95.9	76.4	66.7	11.5	-3.3	-8.5	-9.2	163.7	150.1	28.1	34.3	191.8	184.4
Ratios alternative non-IFRS performance measures														
EBITDA margin %	10.8	13.2	19.6	16.5	6.1	-7.7			12.4	12.2	13.1	16.8	12.5	12.8
Adjusted EBITDA margin %	11.0	12.3	19.9	16.7	10.3	-4.4			13.0	12.0	15.6	16.9	13.3	12.6

1 *Includes Sustainable Food Solutions, Lactic Acid & Specialties, Algae Ingredients, and Incubator.*

Corbion generates almost all of its revenues from the sale of goods.

Information on the use of alternative non-IFRS performance measures

In the above table and elsewhere in the financial statements a number of non-IFRS performance measures are presented. Management is of the opinion that these so-called alternative performance measures might be useful for the readers of these financial statements. Corbion management uses these performance measures to make financial, operational, and strategic decisions and evaluate performance of the segments.

The alternative performance measures can be calculated as follows:

- EBITDA is the operating result before depreciation, amortization, and (reversal of) impairment of (in)tangible fixed assets.
- EBITDA margin is EBITDA divided by net sales x 100.

Segment information by geographical region

	Net sales	
	2023	**2022**
The Netherlands	38.8	33.5
Rest of EMEA	279.4	277.1
US	654.0	674.2
Rest of North America	46.6	44.5
Latin America	213.2	193.8
Asia	211.8	234.8
Corbion total operations	**1,443.8**	**1,457.9**

The above sales information is based on the location of the customer.

	Non-current assets	
	2023	**2022**
The Netherlands	200.0	214.4
Rest of EMEA	32.6	30.7
US	303.8	304.9
Rest of North America	8.6	9.8
Brazil	138.0	103.7
Thailand	286.4	252.9
Rest of Asia	4.0	4.6
Corbion total operations	**973.4**	**921.0**

The above information is based on the geographical location of the assets. Non-current assets exclude those relating to financial instruments, deferred tax assets, and post-employment benefit assets.

At year end 2023, Corbion had a total number of employees (FTEs) of 2,727 of which 678 in the Netherlands, 206 in the rest of Europe, 935 in North America, 532 in Latin America and 376 in Asia. At year end 2022, Corbion had a total number of employees (FTEs) of 2,601, of which 643 in the Netherlands, 200 in the rest of Europe, 897 in North America, 526 in Latin America and 335 in Asia.

5. Net sales disaggregation

	Net sales	
	2023	2022
Preservation	350.4	357.1
Functional systems	340.4	330.6
Single ingredients	77.9	92.3
Sustainable Food Solutions	**768.7**	**780.0**
Lactic acid	158.6	169.1
Lactate esters	65.9	83.6
Lactates	72.5	59.7
Biopolymers	55.3	49.2
Other	31.6	38.5
Lactic Acid & Specialties	**383.9**	**400.1**
Algae Ingredients	**111.4**	**74.3**
Incubator	**0.0**	**0.0**
Non-core activities	**179.8**	**203.5**
Corbion total operations	**1,443.8**	**1,457.9**

Fulfillment of the performance obligations related to goods sold is measured using the commercial shipment terms as an indicator for the transfer of control. Fulfillment of the performance obligations for services rendered is identified according to the individual contract. The payment terms are determined per business segment on a customer basis. Corbion has neither specific obligations for returns or refunds, nor specific warranties or other related obligations.

6. Income and expenses

Other gains and losses

	2023	2022
Remeasurement contingent purchase price SB Renewable Oils	-5.2	-2.3
Bookprofit sale Totowa warehouse		9.7
Bookprofit on sale of a plot of land in the Dutch municipality of Breda		-0.2
Total	**-5.2**	**7.2**

Payroll and social insurance

	2023	2022
Payroll	188.3	194.1
Pension expenses – defined benefit pension plans	0.3	0.5
Pension expenses – defined contribution pension plans	14.3	14.6
Other social insurance	21.9	20.5
Share-based remuneration	4.1	4.8
Total	**228.9**	**234.5**

Depreciation/amortization/ (reversal of) impairment of (in)tangible fixed assets

	2023	2022
Depreciation of tangible fixed assets	66.2	60.7
Amortization of intangible fixed assets	18.4	15.7
Reversal of impairment of (in)tangible fixed assets	-21.7	
Total	**62.9**	**76.4**

Reference is made to Note 10. for further details on the reversal of impairment.

7. Financial income and charges

	2023	2022
Interest income	-6.4	-3.4
Interest charges	28.7	14.8
Exchange rate differences	4.0	-9.1
Interest expense on defined benefit pension plans - net	0.1	
Capitalized borrowing costs	-4.2	-1.6
Unwinding of contingent consideration	2.6	1.2
Interest expense on lease liabilities	2.5	2.6
Other	1.1	0.8
Total	**28.4**	**5.3**

8. Taxes

	2023	2022
Current tax	13.4	20.4
Current tax (prior-year adjustments)	-0.9	-0.2
Deferred tax	-0.1	6.2
Tax charge (income)	**12.4**	**26.4**

Reconciliation of result before taxes and tax charge

	2023	2022
Result before taxes	**85.3**	**116.4**
Applicable tax charge at average statutory tax rate	23.6	28.2
Income not subject to tax	0.7	-4.1
Expenses not deductible for tax purposes	3.6	2.5
Effect of the reversal of tax assets	-9.1	1.1
Currency effects	-4.0	-0.3
Other effects	-2.4	-1.0
Tax charge (income)	**12.4**	**26.4**
Average tax rate on operations	**14.5%**	**22.7%**

The average statutory tax rate is the average of the statutory tax rates in the countries where Corbion operates, weighted on the basis of the result before taxes in each of these countries.

The main impact of income not subject to tax is caused by the negative result recognized with respect to the joint venture with TotalEnergies which is not subject to tax under the provisions of the participation exemption (impact € 0.8 million).

Expenses not deductible for tax purposes include the effect of non-deductible costs in multiple jurisdictions (impact € 3.6 million).

The effect of the reversal of tax assets is caused by the recognition of previously unrecognized deferred tax assets in Brazil (€ -9.1 million) related to the reversal of the impairment of the plant in Brazil.

The impact of currency effects (€ -4.0 million) is caused by reporting entities which have a tax reporting currency which deviates from their functional currency.

Other effects include adjustments in respect of current-year events and the impact of changes to relevant regulations, facts, or other factors compared to those used in establishing the current tax position or deferred tax balance in previous years (impact € -2.4 million).

The realization of deferred tax assets depends on the expected future profitability. Deferred tax assets are not recognized if it is not probable that a tax benefit can be realized.

9. Earnings per ordinary share

Earnings per ordinary share are calculated by dividing the profit available for holders of ordinary shares by the weighted average number of outstanding ordinary shares in Corbion nv.

Diluted earnings per ordinary share are calculated by dividing the profit available for holders of ordinary shares by the weighted average number of outstanding ordinary shares in Corbion nv adjusted for the effects of potential exercise of share rights by the Board of Management and senior management.

	2023	2022
Result after taxes	**72.9**	**90.0**
Profit available for holders of ordinary shares (A)	**72.9**	**90.0**
Weighted average number of outstanding ordinary shares (B)	**59.1**	**59.0**
Plus: ordinary shares related to share rights	0.6	0.5
Weighted average number of outstanding ordinary shares after dilution (C)	**59.7**	**59.5**
Per ordinary share in euros		
Basic earnings (A/B)	1.23	1.53
Diluted earnings (A/C)	1.22	1.51

10. Property, plant, and equipment

	Land	Buildings	Machinery and equipment	Other fixed assets	Under construction	Total
1 January 2022						
Acquisition prices	14.3	189.8	707.0	63.6	154.0	1,128.7
Cumulative depreciation/ impairments		-92.0	-522.1	-47.8		-661.9
Book value	**14.3**	**97.8**	**184.9**	**15.8**	**154.0**	**466.8**
Movements						
Capital expenditure			1.3	2.3	212.7	216.3
Divestments			-0.4	-0.1		-0.5
Exchange rate differences	0.8	6.9	9.0	1.3	6.9	24.9
Depreciation		-6.7	-35.6	-4.4		-46.7
Other		6.3	61.7	2.4	-70.1	0.3
Net movement in book value	**0.8**	**6.5**	**36.0**	**1.5**	**149.5**	**194.3**
31 December 2022						
Acquisition prices	15.1	207.8	794.5	71.4	303.5	1,392.3
Cumulative depreciation/ impairments		-103.5	-573.6	-54.1		-731.2
Book value	**15.1**	**104.3**	**220.9**	**17.3**	**303.5**	**661.1**
Movements						
Capital expenditure			0.2	0.2	124.2	124.6
Divestments			-0.1	-0.1	-0.2	-0.4
Exchange rate differences	-0.5	-2.2	-3.6		-11.2	-17.5
Depreciation		-6.9	-40.4	-4.3		-51.6
Reversal of impairment		12.8	8.9			21.7
Other	-0.6	-5.6	57.2	13.4	-62.9	1.5
Net movement in book value	**-1.1**	**-1.9**	**22.2**	**9.2**	**49.9**	**78.3**
31 December 2023						
Acquisition prices	14.0	218.0	835.1	63.5	353.4	1,484.0
Cumulative depreciation/ impairments		-115.6	-592.0	-37.0		-744.6
Book value	**14.0**	**102.4**	**243.1**	**26.5**	**353.4**	**739.4**
Depreciation rates		2.5 - 4%	6.7-12.5%	20-50%		

In 2023, no impairments were recorded.

For the Algae Ingredients business, management has identified triggers to reassess the valuation of tangible fixed assets because of improved business performance. The cash flow projections are derived from the financial and business plans for 2024 onwards which have been approved by the Board of Management. The key assumptions in the cash flow projections are related to revenue projections, EBITDA developments, the rates used for discounting cash flows and the terminal growth rate. In 2023, a full reversal (not exceeding the difference between the current carrying amount and the carrying amount that would have been determined (net of depreciation) had no impairment loss been recognized for the asset) of the previously recorded impairment was recognized. The impairment reversal recorded amounts to € 21.7 million, the pre-tax discount rate used is 15.3% (2022: 20.3%).

In 2022, no impairments were recorded.

The Other line item relates to transfers from Under construction to other categories within Property, plant, and equipment and transfers to intangible fixed assets and inventories.

11. Leases

Right-of-use assets

	Land	Buildings	Machinery and equipment	Other fixed assets	Total
Book value 31 December 2022	**0.2**	**57.6**	**1.0**	**9.6**	**68.4**
Additions		2.3	0.4	2.0	4.7
Modification to lease term		1.2	0.2	1.6	3.0
Exchange rate differences		-2.3		-0.2	-2.5
Depreciation		-9.4	-0.7	-4.5	-14.6
Book value 31 December 2023	**0.2**	**49.4**	**0.9**	**8.5**	**59.0**

Lease liabilities

The maturity of the lease liabilities is as follows.

	As at 31-12-2023	As at 31-12-2022
Current	12.5	12.3
Non-current	52.4	61.2
Total lease liabilities	**64.9**	**73.5**

Corbion's main leases are contracts for office locations, warehouses, and leased vehicles (the main category in Other fixed assets). Some property leases contain extension options exercisable by Corbion. Corbion assesses at the lease commencement date whether it is reasonably certain that the extension options will be exercised. Corbion reassesses whether it is reasonably certain that the extension options will be exercised if there is a significant event or significant change in circumstances within its control. As at 31 December 2023, potential future undiscounted cash outflows of € 76.5 million (31 December 2022: € 80.8 million) have not been included in the lease liability because it is not reasonably certain that the leases will be extended. Lease payments are in substance fixed and Corbion had no leases with variable lease payments.

12. Intangible fixed assets

	Goodwill	Customer base	Brands and licenses	Development costs	Other intangible fixed assets	Total
1 January 2022						
Acquisition prices	81.0	25.6	34.1	47.9	75.5	264.1
Cumulative amortization/ impairments	-3.3	-19.5	-29.7	-17.2	-36.5	-106.2
Book value	**77.7**	**6.1**	**4.4**	**30.7**	**39.0**	**157.9**
Movements						
Capital expenditure				0.7	13.9	14.6
Exchange rate differences	5.8	0.7	0.2	0.2	0.2	7.1
Amortization		-1.0	-0.6	-3.7	-10.4	-15.7
Other				-0.3		-0.3
Net movement in book value	**5.8**	**-0.3**	**-0.4**	**-3.1**	**3.7**	**5.7**
31 December 2022						
Acquisition prices	87.0	27.2	34.8	49.2	90.1	288.3
Cumulative amortization/ impairments	-3.5	-21.4	-30.8	-21.6	-47.4	-124.7
Book value	**83.5**	**5.8**	**4.0**	**27.6**	**42.7**	**163.6**
Movements						
Capital expenditure				0.7	14.2	14.9
Exchange rate differences	-2.2		-0.1	-0.1		-2.4
Amortization		-0.9	-0.5	-2.4	-14.6	-18.4
Other				-1.7	0.4	-1.3
Net movement in book value	**-2.2**	**-0.9**	**-0.6**	**-3.5**	**0.0**	**-7.2**
31 December 2023						
Acquisition prices	84.7	26.8	34.2	47.4	91.0	284.1
Cumulative amortization/ impairments	-3.4	-21.9	-30.8	-23.3	-48.3	-127.7
Book value	**81.3**	**4.9**	**3.4**	**24.1**	**42.7**	**156.4**
Amortization rates		7 - 20%	5 - 10%	5 - 33.3%	33.3%	

Goodwill

Goodwill impairment test

Goodwill is allocated to Corbion's cash-generating units identified as the operating segments. The operating segments Sustainable Food Solutions and Lactic Acid & Specialties represent the levels to which company goodwill is allocated for the purposes of impairment testing. The Algae Ingredients and Incubator segments do not contain any goodwill.

Key reasons for this approach are:

- It represents a non-arbitrary, reasonable, and consistent basis for the allocation of goodwill.
- The allocation is in line with the expected synergies at the time of an acquisition with benefits for more than one entity.
- The allocation represents the lowest level where goodwill is monitored by the Executive Committee, while not being larger than the operating segments.

Breakdown of the book value of the goodwill by segment

	As at 31-12-2023	As at 31-12-2022
Sustainable Food Solutions	79.1	81.3
Lactic Acid & Specialties	2.2	2.2
Total operations	**81.3**	**83.5**

The recoverable amount of both segments is determined using a value-in-use method. The main assumptions used are derived from the financial and business plans for 2024 which have been approved by the Board of Management. From 2025 onwards a stable growth of 1% (consistent with the goodwill impairment test in prior year) is taken into account in combination with a relatively constant cost structure.

The future cash flows are discounted on the basis of the WACC before tax.

Overview of the WACC used

	As at 31-12-2023		As at 31-12-2022	
	pre-tax	post-tax	pre-tax	post-tax
Sustainable Food Solutions	10.0%	8.3%	10.4%	8.4%
Lactic Acid & Specialties	11.3%	9.6%	11.9%	9.5%

In addition, sensitivity analyses have been carried out in respect of the assumptions using:

- terminal value growth of 0%;
- a discount rate of +1%.

Both assumptions applicable at the same time would not lead to any impairment.

Given the above assumptions and the outcome of analyses, the Board of Management has concluded that the value in use of both segments is not lower than the book value of the segments including goodwill.

Customer base

The customer base comprises the part of the paid acquisition sum which, upon acquisition, is allocated to the value of the acquired customer base. It is valued at fair value as at the acquisition date and amortized using a straight-line method over the estimated economic life. Amortization charges arising from the customer base are recognized in selling expenses.

Brands and licenses

Brands and licenses comprise the part of the paid acquisition sum which is allocated to the value of the acquired trademarks and product licenses. Brands and licenses are valued at fair value as at the acquisition date and subject to straight-line amortization calculated over the estimated economic life. Amortization charges arising from brands and licenses are recognized in selling expenses.

Research and development costs

Research and development costs comprise the part of the paid acquisition sum which is allocated to the value of the acquired research and development costs. These costs are valued at fair value as at the acquisition date. Own research costs are not capitalized, but charged to the income statement. Own development costs are capitalized only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable and Corbion intends to and has sufficient resources to complete development and to use or sell the assets. Otherwise, it is recognized in profit or loss as incurred. Research and development costs are valued at cost and amortized using a straight-line method over the estimated economic life. Amortization charges arising from research and development costs are recognized in research and development costs.

Other intangible fixed assets

Other intangible fixed assets consist primarily of capitalized or acquired third-party software and licenses and directly attributable personnel costs. Other intangible fixed assets are valued at historical cost if capitalized or at fair value if acquired and amortized on a straight-line basis over the estimated economic life. Software and licenses amortization charges are recognized in general and administrative expenses. Emission rights are not recognized in the statement of financial position as cost is zero.

13. Investments in joint ventures and associates

Set out below are the associates and joint ventures of the group as at 31 December 2023 which, in the opinion of management, are material to the group. The entity listed below has share capital consisting solely of ordinary shares, which are held directly by the group. The proportion of ownership interest is the same as the proportion of voting rights held.

Name of entity	Country of incorporation	% of ownership interest	Nature of relationship	Measurement method	Carrying amount	
					2023	**2022**
TotalEnergies Corbion bv	The Netherlands	50%	Joint venture	Equity method	18.6	27.9

TotalEnergies Corbion bv is a global leader in marketing, sale, and production of PolyLactic Acid (PLA). The principal places of business are the Netherlands for marketing and sales activities and Thailand for the main production activities.

As it is a private entity, no quoted fair value price is available.

The tables below provide summarized financial information on the joint ventures and associates that are material to the group. The information disclosed reflects the amounts presented in the financial statements of the respective joint ventures and associates, rather than Corbion's share of those amounts. They have been amended to reflect adjustments made by the entity when using the equity method, including fair value adjustments and modifications for differences in accounting policy. Unrealized gains on transactions between Corbion and its joint ventures and associates are eliminated to the extent of Corbion's stake in these investments. Unrealized losses are also eliminated unless the transaction provides evidence of an impairment of the assets transferred.

Summarized balance sheet

TotalEnergies Corbion bv	2023	2022
Current assets		
Cash and cash equivalents	16.2	15.1
Other current assets	53.1	61.2
Total current assets	**69.3**	**76.3**
Non-current assets	**124.3**	**138.0**
Current liabilities		
Other current liabilities	19.4	17.7
Total current liabilities	**19.4**	**17.7**
Non-current liabilities	**131.5**	**137.0**
Net assets	**42.7**	**59.6**

Reconciliation to carrying amounts

Opening net assets	59.6	49.4
Comprehensive income for the period	-5.6	21.4
Dividends declared	-9.2	-14.2
Exchange rate differences	-2.1	3.0
Closing net assets	**42.7**	**59.6**
Group's share (50%)	21.4	29.8
Elimination of unrealized profit on downstream sales	-2.8	-1.9
Carrying amount	**18.6**	**27.9**

Summarized statement of comprehensive income

Revenue	118.1	165.8
Operating result	-0.6	36.0
Depreciation and amortization	-6.3	-6.8
Impairment	-13.6	
Interest expense	-10.5	-6.7
Income tax expense	4.1	-7.5
Profit for the period	-6.9	21.8
Other comprehensive income	1.3	-0.4
Total comprehensive income	-5.6	21.4
Dividends received by Corbion	4.6	14.3

14. Other non-current financial assets

	As at 31-12-2023	As at 31-12-2022
Loans granted to joint venture TotalEnergies Corbion bv	61.9	64.6
Long-term tax receivables	36.6	32.7
Other	4.2	2.1
Total	**102.7**	**99.4**

Long-term tax receivables consist of value added tax receivables. Recoverability and timing thereof are subject to uncertainty and dependent on external factors.

15. Inventories

	As at 31-12-2023	As at 31-12-2022
Raw materials, consumables, technical materials, and packaging	91.4	93.7
Work in progress	17.2	17.4
Finished product	162.4	226.8
Impairment provision	-8.1	-6.7
Total	**262.9**	**331.2**

In 2023, inventories of € 748.7 million (2022: € 739.2 million) were recognized as an expense during the year and included in 'cost of sales'. During 2023, € 7.2 million (2022: € 6.2 million) was recognized as an expense for inventories carried at net realizable value. This is recognized in 'cost of sales'.

16. Receivables

	As at 31-12-2023	As at 31-12-2022
Trade receivables	201.8	211.8
Impairment provision	-0.9	-1.3
Total trade receivables	**200.9**	**210.5**
Other receivables	23.1	30.2
Derivatives	0.4	3.7
Prepayments and accrued income	14.2	12.0
Total other receivables	**37.7**	**45.9**
Total receivables	**238.6**	**256.4**

Trade receivables are not interest-bearing and generally have an average term of credit of 30-90 days. The group applies the IFRS 9 simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance for all trade receivables.

Breakdown of expired credit terms trade receivables (net of impairment provision)

	Total	‹ 30 days	30-60 days	60-90 days	› 90 days
Sustainable Food Solutions	23.5	18.9	1.8	0.9	1.9
Lactic Acid & Specialties	9.6	7.7	0.7	0.4	0.8
Algae Ingredients	2.7	2.2	0.2	0.1	0.2
Incubator					
Total	**35.8**	**28.8**	**2.7**	**1.4**	**2.9**

Movements in trade receivables impairment provision

	2023	2022
As at 1 January	**-1.3**	**-1.2**
Additions/releases	-0.3	-0.9
Use	0.6	0.8
Exchange rate differences	0.1	
As at 31 December	**-0.9**	**-1.3**

The additions to / releases from the trade receivables impairment provision are recognized as selling expenses.

17. Cash and cash equivalents

	As at 31-12-2023	As at 31-12-2022
Cash and bank balances	70.2	58.2
Short-term deposits		
Total	**70.2**	**58.2**

There are no significant cash and cash equivalent balances held by the entity that are not available for use by the group.

18. Equity

Share capital

As at 31 December 2023, the authorized share capital totaled € 45.5 million, consisting of 182 million ordinary shares with a nominal value of € 0.25 each.

Movements in number of issued shares

	Ordinary shares
As at 1 January 2023	**59,242,792**
As at 31 December 2023	**59,242,792**

Movements in number of shares with dividend rights

	Ordinary shares
As at 1 January 2023	**59,012,918**
Share-based remuneration	78,031
As at 31 December 2023	**59,090,949**

Movements in treasury stock ordinary shares

	Number
As at 1 January 2023	**229,874**
Share-based remuneration	-78,031
As at 31 December 2023	**151,843**

As at 31 December 2023, Corbion had a treasury stock of 151,843 ordinary shares at its disposal with a nominal value of € 0.25 each (representing 0.26% of the total share capital issued). Treasury stock shares have no dividend rights.

Other reserves

	Movements in legal reserves				
	Translation reserve	Hedge reserve	Development costs	Share plan reserve	Total
As at 1 January 2022	**8.8**	**8.1**	**30.7**	**6.3**	**53.9**
• Net investment hedge					
- Exchange rate differences foreign currency loan	-16.8				-16.8
- Tax effect	4.3				4.3
• Translation difference					
- Foreign group companies	28.2				28.2
- Tax effect	-0.3				-0.3
• Cash flow hedge					
- Fluctuations in fair value derivatives		-7.0			-7.0
- Tax effect		1.7			1.7
• Share-based remuneration charged to result				4.8	4.8
• Share-based remuneration transfers				-3.8	-3.8
• Movement in capitalization of development costs			-3.1		-3.1
As at 31 December 2022	**24.2**	**2.8**	**27.6**	**7.3**	**61.9**
• Net investment hedge					
- Exchange rate differences foreign currency loan	11.5				11.5
- Tax effect	-3.0				-3.0
• Translation difference					
- Foreign group companies	-28.9				-28.9
- Tax effect	-0.1				-0.1
• Cash flow hedge					
- Fluctuations in fair value derivatives		-16.0			-16.0
- Tax effect		4.1			4.1
• Share-based remuneration charged to result				4.1	4.1
• Share-based remuneration transfers				-4.5	-4.5
• Movement in capitalization of development costs			-3.5		-3.5
As at 31 December 2023	**3.7**	**-9.1**	**24.1**	**6.9**	**25.6**

In specific circumstances legal reserves must be created in accordance with Part 9, Book 2 of the Dutch Civil Code. The legal reserves comprise the translation reserve, hedge reserve, and development cost reserve. Legal reserves cannot be distributed to shareholders.

A reserve for non-transferable profits is not applicable as Corbion has no restrictions to transfer profits from its operations in the different countries.

Nature and purpose of reserves

Translation reserve
The translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations, as well as the effective portion of any foreign currency differences arising from hedges of a net investment in a foreign operation.

Hedge reserve
The hedge reserve comprises the effective portion of the cumulative net change in the fair value of hedging instruments used in cash flow hedges pending subsequent recognition in profit or loss as the hedged cash flows or items affect profit or loss.

Development cost reserve
The development cost reserve comprises a statutory reserve for capitalized development expenditure in accordance with the Dutch Civil Code.

Share plan reserve
The share plan reserve comprises all movements in equity-settled share-based remuneration plans.

Proposed dividend on ordinary shares
For the year 2023, a regular dividend in cash of € 0.61 per ordinary share (2022: € 0.56), in total € 36.0 million (2022: € 33.1 million) will be submitted for approval to the annual General Meeting of Shareholders, to be held on 15 May 2024. Proposed dividends on ordinary shares are subject to approval at the annual General Meeting of Shareholders and are not recognized as a liability as at 31 December.

19. Provisions

	As at 31-12-2023	As at 31-12-2022
Reorganization and restructuring	0.3	0.4
Other	4.4	9.5
Total	**4.7**	**9.9**

Movements in provisions

	Reorganization and restructuring	Other	Total
As at 1 January 2023	**0.4**	**9.5**	**9.9**
Addition charged to result	0.8	1.3	2.1
Release credited to result	-0.1	-0.4	-0.5
Withdrawal for intended purpose	-0.8	-5.8	-6.6
Exchange rate differences		-0.2	-0.2
As at 31 December 2023	**0.3**	**4.4**	**4.7**

Reorganization and restructuring

Restructuring provisions are recognized only when Corbion has a constructive obligation, which is when:
(i) there is a detailed formal plan that identifies the business or part of the business concerned, the location and number of employees affected, the detailed estimate of the associated costs, and the timeline; and
(ii) the employees affected have been notified of the plan's main features.

During its Capital Markets update on 31 January 2024, Corbion announced a restructuring plan involving a reduction of around 200 positions. Since no constructive obligation existed at year end 2023, no provision for restructuring was formed at year end 2023.

Other

The other provisions relate mainly to loss-making contracts, legal disputes, and other litigation risks.

20. Long-term employee benefits

	As at 31-12-2023	As at 31-12-2022
Net defined benefit asset	-0.1	-0.1
Net defined benefit liability	2.4	2.5
Other long-term employee benefit commitments	1.3	1.5
Total	**3.6**	**3.9**

Net defined benefit assets and liabilities

Net defined benefit assets and liabilities relate to post-employment defined benefit arrangements.

Other long-term employee benefit commitments

Other long-term employee benefit commitments relate mainly to anniversary commitments, conditional incentive plans, and health insurance.

Main characteristics of the defined benefit plans

Corbion sponsors defined benefit pension plans in the US and the UK. Both plans are closed schemes and based on final pay. Further, Corbion sponsors a legal severance payment plan in Thailand. All plans have been established in accordance with the legal requirements of the countries involved. The defined benefit plans are administered by a separate fund that is legally separated from the entity. The board of the pension fund is composed of an equal number of representatives from both employers and (former) employees.

The plans typically expose the group to actuarial risks such as investment risk, interest rate risk, and longevity risk.

- Investment risk - The present value of the defined benefit plan liability is calculated using a discount rate determined by reference to high-quality corporate bond yields; if the return on plan assets falls below this rate, it will create a plan deficit.
- Interest rate risk - A decrease in the bond interest rate will increase the plan liability; however, this will be partly offset by an increase in the return on the plan's debt investments.
- Longevity risk - The present value of the defined benefit liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

The defined benefit obligation as per year-end consisted almost entirely of the UK plan and is summarized below:

- The Normal Retirement Age (NRA) is 65; however, Section 1 members are able to take their benefits in respect of pre 1 October 2003 service unreduced from age 60.
- Pensions in deferment increase in line with statutory revaluation with the exception of pre 1 October 2003 benefits for Section 1 members, which have an underpin linked to the level of pension increases in payment (which are linked to the Consumer Price Index (CPI)).
- Pensions in payment increase in line with CPI capped at 5% for benefits in respect of pre 1 January 2006 service and CPI capped at 2.5% for benefits in respect of post 31 December 2005 service.

In 2021, an insurance policy was acquired to fund all the employee benefits in the plan. Corbion retained the legal obligation to pay further amounts if the insurer does not pay the employee benefits specified in the insurance policy.

The average duration of the defined benefit obligation as at 31 December 2023 is 18 years.

Breakdown of the amounts recognized in respect of defined benefit pension plans in the income statement and statement of comprehensive income

	2023	2022
Current-service costs	0.3	0.5
Net interest expense	0.1	
Total pension costs recognized in income statement	**0.4**	**0.5**
Remeasurements net defined benefit liability		
- Return on plan assets (excluding amounts included in interest income)	-2.9	35.3
- Actuarial (gains)/losses arising from changes in demographic assumptions	-0.3	-3.3
- Actuarial (gains)/losses arising from changes in financial assumptions	2.2	-36.6
- Actuarial (gains)/losses arising from experience adjustments	0.6	3.4
Total pension costs recognized in other comprehensive income	**-0.4**	**-1.2**
Total	**0.0**	**-0.7**

Breakdown of the amounts recognized in the statement of financial position

	As at 31-12-2023	As at 31-12-2022
Present value of defined benefit obligations	57.7	54.1
Fair value of plan assets	-55.4	-51.7
Funded status	**2.3**	**2.4**
Restrictions on assets recognized		
Net liability/(asset)	**2.3**	**2.4**

Movements in defined benefit obligation

	2023	2022
As at 1 January	**54.1**	**92.9**
Current-service costs	0.2	0.5
Interest charges	2.6	1.7
Pension payments	-2.1	-2.4
Remeasurement (gains)/losses		
- Actuarial (gains)/losses arising from changes in demographic assumptions	-0.3	-3.3
- Actuarial (gains)/losses arising from changes in financial assumptions	2.2	-36.6
- Actuarial (gains)/losses arising from experience adjustments	0.6	3.4
Exchange rate differences	0.4	-2.1
As at 31 December	**57.7**	**54.1**

Movements in fair value of plan assets

	2023	2022
As at 1 January	**51.7**	**89.7**
Interest income	2.5	1.7
Pension payments	-2.1	-2.4
Contributions from the employer		0.3
Remeasurement gains/(losses)		
- Return on plan assets (excluding amounts included in interest income)	2.9	-35.3
Exchange rate differences	0.4	-2.3
As at 31 December	**55.4**	**51.7**

The return on plan assets (excluding amounts included in interest income) is significantly influenced by the acquired insurance policy in 2021 to fund all the employee benefits in the UK plan. The insurance policy is an exact match of the covered liabilities and is held by the scheme as an asset.

The investment strategy is based on the composition of the obligations of the pension schemes. Based on Asset Liability Management models analyses have been performed on a regular basis to define the investment portfolio. At year-end the asset allocation was as follows.

Plan asset classes

	As at 31-12-2023	As at 31-12-2022
Equities	4.4	4.8
Bonds	2.6	2.7
Other	48.4	44.2
Total assets	**55.4**	**51.7**

All equities and bonds are quoted. The amount in the other category consists for the vast majority of the acquired insurance policy in 2021 to fund all the employee benefits in the UK plan. The insurance policy is an exact match of the covered liabilities and is held by the scheme as an asset.

The main weighted average actuarial assumptions

	2023	2022
Discount rate	4.7%	4.7%
Pension growth rate		

Sensitivity of the defined benefit obligation to changes in the weighted principal assumptions

	Change in assumption	Impact increase of asusmption on DBO	Impact decrease of asusmption on DBO
Discount rate	0.50%	(4.3)	5.1
Pension growth rate	0.50%	-	-

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. To calculate the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method is applied (calculation of the present value of the defined benefit obligation using the projected unit credit method at the end of the reporting period) which is also used to calculate the pension liability recognized within the consolidated statement of financial position.

The anticipated contributions to the defined benefit pension plans in the coming year will amount to € 0.2 million.

21. Deferred tax

Breakdown of deferred tax assets and liabilities

	2023	2022
Deferred tax liabilities	30.0	25.4
Deferred tax assets	-30.6	-27.3
As at 1 January	**-0.6**	**-1.9**
Tax charge in income statement	-0.1	6.2
Translation differences foreign group companies	-0.9	0.8
Tax charge movements in other comprehensive income	-1.0	-5.7
As at 31 December	**-2.6**	**-0.6**
Deferred tax liabilities	28.3	30.0
Deferred tax assets	-30.9	-30.6
As at 31 December	**-2.6**	**-0.6**

Breakdown of deferred tax assets and liabilities by type

	As at 31-12-2023		As at 31-12-2022	
	Deferred tax assets	Deferred tax liabilities	Deferred tax assets	Deferred tax liabilities
Property, plant, and equipment	-2.2	27.0	-2.0	30.7
Intangible fixed assets	-6.6	13.0	-5.9	15.1
Current assets/liabilities	-17.8	1.0	-23.6	2.0
Tax loss carry forward	-16.2		-15.0	
Provisions	-1.0	0.2	-2.6	0.7
	-43.8	**41.2**	**-49.1**	**48.5**
Netting	12.9	-12.9	18.5	-18.5
Total	**-30.9**	**28.3**	**-30.6**	**30.0**

The short-term part of deferred tax assets, after write-down and netting with the short-term part of deferred tax liabilities, amounts to € 4.8 million (2022: € 5.9 million).

Breakdown of deferred taxes due to tax loss carry forward

	As at 31-12-2023	As at 31-12-2022
Total tax loss carry forward	**173.4**	**167.5**
Tax loss carry forward not qualified as deferred tax asset	-115.9	-113.3
Tax loss carry forward qualified as deferred tax asset	**57.5**	**54.2**
Average tax rate	28.2%	27.7%
Deferred tax asset	**16.2**	**15.0**

Expiry dates of tax losses carry forward not qualified as deferred tax asset

	As at 31-12-2023	As at 31-12-2022
Less than 1 year		
Within 5 years		
Between 5 and 10 years		
10 years or longer		
No expiry date	115.9	113.3
Tax loss carry forward not qualified as deferred tax asset	**115.9**	**113.3**

Breakdown of the tax charge arising from deferred tax assets and liabilities in the income statement by type

	2023	2022
Property, plant, and equipment	-3.5	1.7
Intangible fixed assets	-2.6	1.0
Current assets/liabilities	4.3	-3.8
Tax loss carry forward	-0.3	3.3
Provisions	1.1	1.0
Exchange rate differences loans	-3.1	3.9
Financial instruments	4.0	-0.9
Total	**-0.1**	**6.2**

22. Borrowings

Non-current borrowings

	Balance sheet value		Effective interest %		Average term in years	
	As at 31-12-2023	As at 31-12-2022	As at 31-12-2023	As at 31-12-2022	As at 31-12-2023	As at 31-12-2022
Private placement	265.0	276.5	2.72	2.79	3.4	4.4
Subordinated loan	99.6	99.5	1.99	1.98	4.6	5.6
Total	**364.6**	**376.0**				
Weighted average			**2.47**	**2.54**	**3.7**	**4.7**

The weighted average term has been calculated on the basis of the remaining terms of the individual loans.

Repayments on the above amounts are due within five years (€ 288.5 million) and after five years (€ 76.1 million).

Fair value of the main long-term loans

	Balance sheet value as at 31-12-2023	Fair value as at 31-12-2023	Balance sheet value as at 31-12-2022	Fair value as at 31-12-2022
Private placement	265.0	240.5	276.5	245.2
Subordinated loan	99.6	87.8	99.5	84.7

Current borrowings

	Balance sheet value		Effective interest %	
	As at 31-12-2023	As at 31-12-2022	As at 31-12-2023	As at 31-12-2022
Owed to credit institutions	356.0	309.7	5.43	2.86
Total	**356.0**	**309.7**		

23. Other non-current liabilities

	As at 31-12-2023	As at 31-12-2022
Contingent considerations	11.3	14.2
Deferred considerations	1.5	1.6
Derivatives	0.5	
Total	**13.3**	**15.8**

24. Other current liabilities

	As at 31-12-2023	As at 31-12-2022
Accruals and deferred income	28.1	53.8
Taxation and social security	14.1	9.3
Contingent considerations	8.8	3.5
Pension liabilities	3.1	2.8
Derivatives	9.7	
Other financial accruals	10.6	7.1
Other payables	33.9	33.9
Total	**108.3**	**110.4**

25. Financial risk management and financial instruments

Risk management framework

Corbion's activities are exposed to a variety of financial risks including currency, interest rate, commodity, liquidity, capital, and credit risk. The treasury department identifies and manages these risks, except the commodity risk which is managed by procurement. Treasury and procurement operate within a framework of policies and procedures which have been approved by the Board of Management, which has overall responsibility for the Group's Risk Management Framework. The Audit Committee oversees the Group's Risk Management Framework. The treasury and commodity risk policies are reviewed at least on an annual basis to ensure the policies are up to date with respect to relevant risks and changing business environment. Corbion uses derivatives solely for the purpose of hedging exposure mainly to the commodity, currency, and interest rate risks arising from the company's sources of finance and business. The Treasury Committee and Commodity Risk Management Committee meet periodically to review treasury and commodity activities and compliance with both policies. The Treasury Committee resides within the finance discipline and is chaired by the CFO. In the Commodity Risk Management Committee, the procurement and finance disciplines are represented, with executive level involvement of the CEO, CFO, and COO.

Currency risk

Corbion is active on the international market, which means that it is exposed to risks arising from currency fluctuations, particularly in the US dollar, Brazilian real, Japanese yen, and Thai baht. Foreign currency exchange risk arises from future commercial transactions, recognized assets and liabilities, and net investments in foreign operations.

Translation risk

Corbion is subject to foreign exchange rate movements in connection with the translation of its foreign subsidiaries' income, assets, and liabilities into euros in the consolidated financial statements.

The USD-denominated US Private Placement is treated as a net investment hedge to partially mitigate the foreign exchange risk when translating the US net assets. Currency fluctuations particularly in the US dollar can have a material effect on Corbion’s income statement. Corbion has policies in place that monitor these risks and if required, mitigation actions are discussed in the Treasury Committee. Currently, no other translation effects than part of the US net asset values are being hedged.

Intercompany financing is denominated in the functional currency of the entity receiving the funding, hence the currency risk is at Corbion group level. According to our treasury policy, currency risks above the threshold are hedged using foreign exchange forward contracts. No hedge accounting is applied and both gains and losses on the derivatives and the foreign currency gains and losses on the intercompany financing positions are recognized as a net position in the income statement as financial income or financial charge.

Transaction risk

The currency transaction risk arises in the course of ordinary business activities when a company trades, borrows, or lends in a currency other than its functional currency. During the time interval between anticipation/commitment and actual payment, exchange rates will fluctuate and the company is exposed to a currency risk. Corbion uses forward currency contracts and currency swaps in order to hedge risks arising from purchase and sales deals and/or commitments from current purchase and sales deals. Committed transaction exposures and anticipated transaction exposures with high probability are hedged and included in cash flow hedge accounting. Anticipated transaction exposures with reasonable probability are partially hedged. For practical reasons a threshold is applied per currency and operating company. Group treasury is responsible for monitoring transaction risks and defining the appropriate hedging strategy, which is approved by the Treasury Committee.

Sensitivity analysis of financial instruments to exchange rate changes

The following sensitivity shows the impact of movements in exchange rates on the exchange rate hedging instruments in place as at 31 December 2023. A 10% weakening of the euro against the Japanese yen would decrease the hedge reserve (equity) by € 1.1 million, while the net result would not be impacted.

Interest rate risk

Interest rate risk is the risk that interest paid or received on loans and cash investments will vary over a period of time as a direct consequence of changes in the level of interest rates. With regard to interest rate risk, group treasury has the objective to reduce the sensitivity of financial income and charge in the income statement and resulting cash flows to interest rate fluctuations, by actively managing this risk. To reduce the sensitivity, Corbion prefers variable/floating interest rates for short-term (< one year) financing instruments (including short-term drawings), while opting for fixed interest rates for long-term (> one year) financing instruments. As to cap the maximum potential P&L volatility at all times, a threshold is defined for the maximum floating exposure. Interest rate swaps and forward interest rate contracts may be used to adjust the nature of the interest rate and currency of long-term financing to fit the desired risk profile. Interest rate hedging by group treasury requires approval from the Treasury Committee.

Corbion's interest rate risk arises primarily from its debt. Corbion has an interest rate policy aimed at reducing volatility in its interest expense. As at 31 December 2023 long-term debt (€ 364.6 million) is financed at fixed rates (2.47% on average) for a period of on average 3.7 years. Drawings under the revolving Credit facility have a floating interest rate for a period shorter than one year. There were no interest rate derivatives in place at year end 2023.

Sensitivity analysis to changes in market interest rate

Assuming a constant mix of variable and fixed interest rate instruments, an interest rate increase by 50 basis points versus the rates on 31 December 2023 with all other variables held constant, would have a negative impact on the net result of € 1.8 million and no impact on the equity.

Commodity risk

Commodity risk is the risk of unfavorable changes in commodity prices that may lead to losses in Corbion’s profit and loss statement and that can lead to fluctuations in the statement of cash flows. The Commodity Risk Committee establishes the overall risk tolerance framework for Corbion and ensures that the commodity price risk associated with Corbion's business margins is identified, considered, and managed. The main responsibilities of the Commodity Risk Committee are to monitor the price risk exposure of selected commodities (e.g., sugar, corn, wheat, soybean oil, and energy) and key chemicals, to define methodologies, procedures, and systems to control the risks, to select appropriate risk management tools, and to monitor execution of the commodity risk policy by procurement.

Corbion uses commodity derivative contracts to reduce the risk of price fluctuations in the main commodities used, including natural gas and sugar.

Corbion entered into commodity derivative contracts to hedge the variable price risk of the main commodities used. The fair value of these contracts amounted to a liability of € 10.1 million as at 31 December 2023 (31 December 2022: asset of € 3.2 million). Hedge accounting is applied for the major part of these commodity derivative contracts. More information can be found in the section on hedge transactions.

Sensitivity analysis of financial instruments to commodity price changes

If the market price of the involved commodities would increase by 10%, the related derivative contracts for which no hedge accounting is applied would impact the profit & loss by € -0.1 million.

Liquidity risk

Liquidity risk is the risk of Corbion not being able to obtain sufficient financial means to meet its obligations in time. Liquidity risk management is the most important pillar for the group treasury function of Corbion and therefore the treasury policy defines the active management of the liquidity risk as the primary objective of group treasury, so that at all times the company is able to meet its financial obligations of the whole group in the short and long term. Liquidity risk is managed by ensuring sufficient liquidity capacity through (incoming) cash and cash equivalents and the availability of committed borrowing capacity as well as a solid financial risk profile. Corbion manages liquidity risk by means of cash-flow projections for the short term (daily), medium term (quarterly review for running year) and long term (up to 5 years, bi-annual review).

Corbion also has a private placement of $ 295 million and a subordinated private placement of € 100 million with American institutional investors.

To provide insight into the liquidity risk the table below shows the contractual terms of the financial obligations (converted at balance sheet date), including interest paid.

The table below analyzes Corbion's financial obligations which will be settled on a net basis, according to relevant expiration dates, based on the remaining period from the balance sheet date to the contractual expiration date. The amounts shown are contractual non-discounted cash flows.

	Less than 1 year	Between 1 and 5 years	More than 5 years	Total
As at 31 December 2023				
Private placement	8.2	205.9	80.2	294.3
Subordinated loan	2.0	107.3		109.3
Owed to credit institutions	360.6			360.6
Lease liabilities	22.4	37.5	24.6	84.5
Contingent considerations	9.4	14.3		23.7
Trade payables	104.3			104.3
Other non-interest-bearing current liabilities	99.5			99.5
Total	**606.4**	**365.0**	**104.8**	**1,076.2**
As at 31 December 2022				
Private placement	8.5	221.5	85.7	315.7
Subordinated loan	2.0	23.6	84.8	110.4
Owed to credit institutions	313.2			313.2
Lease liabilities	17.4	41.1	29.9	88.4
Contingent considerations	4.3	24.7		29.0
Trade payables	148.3			148.3
Other non-interest-bearing current liabilities	106.9			106.9
Total	**600.6**	**310.9**	**200.4**	**1,111.9**

Credit risk management

Credit risk refers to the losses that would be recognized if a customer or a counterparty to a financial instrument fails to meet its contractual obligations. In respect of disbursed loans, other receivables, and cash and cash equivalents the maximum credit risk equals the book value. In respect of derivatives it equals the fair value.

Given the credit rating that it requires of its partners Corbion has no reason to assume that they will not honor their contractual obligations. Based on today's insights, the actual credit risk is limited.

Capital risk management

Corporate finance, which is the process of optimizing the capital structure and capital allocation of the group, is an important pillar of the group treasury function within Corbion, as it is closely linked to the management of the liquidity risk. A prudent corporate finance policy and approach aims to maintain sufficient access to liquidity and supports a solid financial risk profile. Corbion's size, geographical presence in different financial markets, financial strength, consolidated cash flow generation, and public share listing gives access to multiple financing instruments. Group treasury is responsible for managing the optimized overall capital structure of the group, which is set by the Treasury Committee, using multiple financing sources (e.g., debt, mezzanine or equity instruments), both at a group level and at an operating company level. Group treasury is responsible for defining the funding requirements and funding strategy of the group, which is reviewed and approved annually by the Treasury Committee.

The capital structure of Corbion consists of net debt (borrowings as detailed in Note 22) offset by cash and cash equivalents (as detailed in Note 17).

	2023	2022
Private placement	265.0	276.5
Revolving credit facility	356.0	309.7
Subordinated loan	99.6	99.5
Lease commitments	64.9	73.5
Total financial liabilities part of net debt	**785.5**	**759.2**
Cash and cash equivalents	-70.2	-58.2
Net debt	**715.3**	**701.0**
-/- Subordinated loan	-99.6	-99.5
Covenant net debt for covenant ratio calculation	**615.7**	**601.5**

Reconciliation of liabilities arising from financing activities

	Private placement	Revolving credit facility	Subordinated loan	Leases	Total
As at 1 January 2023	**276.5**	**309.7**	**99.5**	**73.5**	**759.2**
Financing cash flows		46.0			46.0
Repayments				-15.9	-15.9
New lease commitments				7.4	7.4
Exchange rate differences	-11.5			-2.6	-14.1
Other		0.3	0.1	2.5	2.9
As at 31 December 2023	**265.0**	**356.0**	**99.6**	**64.9**	**785.5**

The Corbion Treasury Committee reviews the capital structure of Corbion on a quarterly basis. As part of this review, the committee considers the cost of capital and the risks associated with each class of capital.

The main covenants for the revolving credit facility and the US private placement are:

- The ratio of covenant net debt position divided by covenant EBITDA (Earnings Before Interest, Taxes, Depreciation, Amortization, and impairment of (in)tangible fixed assets, excluding adjustments, increased by cash dividend of joint ventures received and annualization effect of newly acquired and/or divested subsidiaries) may not exceed the factor 3.75.
- A minimum interest cover (covenant EBITDA divided by net interest income and charges) of 3.5.

These external conditions were met in 2023 as well as in 2022. Corbion targets a Covenant net debt/Covenant EBITDA ratio between 1.5x and 2.5x from 2024 onwards.

Ratios at year-end

	2023	2022
Covenant net debt position/covenant EBITDA	3.1	3.0
Interest cover	7.9	14.2

Financial instruments

Corbion is using financial derivatives to control the risks related to fluctuations in foreign currencies, commodities, and interest rates. Only when there is an underlying exposure Corbion will enter into financial derivatives. Hedging instruments need to be approved by the Treasury Committee and hedge accounting is applied where appropriate.

Valuation of financial instruments

Corbion measures fair values using the following fair value hierarchy that reflects the significance of the inputs used in making the measurements:

- Level 1: Fair value measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Fair value measurements based on inputs other than Level 1 quoted prices that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: Fair value measurements based on valuation techniques that include inputs for the asset or liability that are based on observable market data (unobservable inputs).

Breakdown valuation of financial instruments

31 December 2023	Level 1	Level 2	Level 3	Total
Derivatives				
• Foreign exchange contracts		0.3		0.3
• Commodity swaps/collars		-10.1		-10.1
Other (non-)current liabilities				
• Contingent and deferred considerations			-21.6	-21.6
Total		**-9.8**	**-21.6**	**-31.4**

Reconciliation of fair value measurement of financial instruments (Level 3)

As at 1 January 2023	**-19.3**
Remeasurement recognized in income statement	-7.1
Settlements	4.8
As at 31 December 2023	**-21.6**

Breakdown fair values of financial instruments

31 December 2023	Balance sheet value	Fair value
Receivables		
• Trade receivables	200.9	200.9
• Other receivables	23.1	23.1
• Prepayments and accrued income	14.2	14.2
Cash		
• Cash other	70.2	70.2
Other non-current liabilities		
• Contingent and deferred considerations	-12.8	-12.8
Non-interest-bearing liabilities		
• Trade payables	-104.3	-104.3
• Other payables	-99.5	-99.5
Other current liabilities		
• Contingent and deferred considerations	-8.8	-8.8
Derivatives		
• Foreign exchange contracts	0.3	0.3
• Commodity swaps/collars	-10.1	-10.1
Total	**73.2**	**73.2**

Fair values are determined as follows:

- The fair value of receivables equals the book value because of their short-term character (level 2).
- Cash and cash equivalents are measured at nominal value which, given the short-term and risk-free character, corresponds to the fair value (level 2).
- Contingent and deferred considerations are measured on the basis of the present value of the current expected future cash flows (level 3).
- Currency and interest rate derivatives are measured on the basis of the present value of future cash flows over the remaining term of the contracts, using the bank interest rate (such as Euribor) as at the reporting date for the remaining term of the contracts. The present value in foreign currencies is converted using the exchange rate applicable as at the reporting date (level 2).
- Commodity derivatives are measured on the basis of the present value of future cash flows, using market quotations or own variable market price estimations of the involved commodity as at the reporting date (level 2).

Derivatives

Hedge transactions
The amount of € 9.1 million in hedge reserve (see Note 18) relates to the hedging of risks arising from future purchase and sales deals and/or commitments from current purchase and sales contracts amounting to € 94.4 million.

The amount of € 3.7 million in translation reserve (see Note 18) relates to currency fluctuations in respect of the net investments in foreign operations less the currency fluctuations of the corresponding net investment hedges. In case of divestment of a net investment in a foreign operation, the corresponding net impact of the currency fluctuations is moved from the translation reserve to the income statement.

In the past year no cash flow hedges were terminated early due to changes to the expected future transaction. No ineffective parts were recorded in respect of the net investment hedge and cash flow hedge.

Breakdown of fair values, maturities, and qualification of derivative financial instruments for accounting purposes

	Short < 1 year		Long > 1 year	
	As at 31-12-2023	As at 31-12-2022	As at 31-12-2023	As at 31-12-2022
Derivatives receivables/(liabilities) used as hedge instrument in cash flow hedge relations:				
Foreign exchange contracts	0.3	0.5		
Commodity swaps	-16.1	4.4	-0.3	
Derivatives receivables/(liabilities) used as hedge instrument in fair value hedge relations:				
Commodity swaps	6.9	-0.8		
Total derivatives in hedge relations	**-8.9**	**4.1**	**-0.3**	
Derivatives receivables/(liabilities) not used in a hedge relation with value change through income statement:				
Commodity swaps	-0.4	-0.4	-0.2	
Total derivatives through income statement	**-0.4**	**-0.4**	**-0.2**	
Total derivatives	**-9.3**	**3.7**	**-0.5**	

26. Related-party transactions

Remuneration policy Board of Management
For more information on the remuneration policy see the Remuneration report. For more information on share-based payments see Note 27.

Breakdown of the number of conditionally granted shares per member of the Board of Management

	Granted in	At target number outstanding as at 31-12-2023	Maximum number outstanding as at 31-12-2023	Year of vesting
O. Rigaud	2021	14,722	22,083	2024
	2022	23,323	34,985	2025
	2023	26,300	39,450	2025
E. van Rhede van der Kloot	2021	8,854	13,281	2024
	2022	12,237	18,356	2025
	2023	13,603	20,405	2025
Total as at 31 December 2023		**99,039**	**148,560**	

Breakdown of the movements in the number of shares conditionally granted to members of the Board of Management

	Maximum number outstanding as at 31-12-2022	Maximum number granted in 2023	Vested 2023	Expired 2023	Maximum number outstanding as at 31-12-2023
O. Rigaud	91,945	39,450	24,838	10,039	96,518
E. van Rhede van der Kloot	52,654	20,405	14,932	6,085	52,042
Total	**144,599**	**59,855**	**39,770**	**16,124**	**148,560**

Breakdown remuneration Board of Management

	IAS 24.17 category	**Short-term employee benefits**		**Share-based payments**	**Post-employment benefits**	**Other long-term benefits**	**Termination benefits**	**Total**
Thousands of euros	**2023**	**Base salary**	**STIP**	**LTIP**	**Pension benefits**	**Other benefits**	**Termination benefits**	
O. Rigaud		924		810				1,734
E. van Rhede van der Kloot		605		453				1,058
Total Board of Management		**1,529**		**1,263**				**2,792**

	IAS 24.17 category	Short-term employee benefits		Share-based payments	Post-employment benefits	Other long-term benefits	Termination benefits	Total
Thousands of euros	2022	Base salary [1)]	STIP	LTIP	Pension benefits	Other benefits	Termination benefits	
O. Rigaud		860	516	832				2,208
E. van Rhede van der Kloot		583	271	487				1,341
Total Board of Management		1,443	787	1,319				3,549

The tables above show the costs based on the applicable IFRS standard and do not necessarily reflect the actual amounts paid.

Compensation of key management personnel

The table below specifies the remuneration of the Executive Committee (ExCo), comprising the Board of Management members as listed above and the additional ExCo members who are not part of the Board of Management.

Thousands of euros	**2023**	**2022**
Short-term employee benefits	4,152	5,810
Share-based payments	2,295	2,305
Post-employment benefits	33	19
Other long-term benefits		
Termination benefits 1)	550	

1 Including excessive levy

Breakdown remuneration Supervisory Board

	IAS 24.17 category	Short-term employee benefits 1)		Share-based payments	Post-employment benefits	Other long-term benefits	Termination benefits	Total
Thousands of euros	Year	Base fee	Committee fee	LTIP	Pension benefits	Other benefits	Termination benefits	
Mathieu Vrijsen, Chair (Chair Appointment & Governance Committee / member Remuneration Committee / member Science and Technology Committee)	2023	70	23					93
	2022	70	23					93
Ilona Haaijer, Vice-Chair since 18 May 2022 (Chair Remuneration Committee since 18 May 2022 / member Appointment and Governance Committee since 18 May 2022 / member Audit Committee until 18 May 2022 / member Science and Technology Committee)	2023	60	23					83
	2022	56	21					77
Rudy Markham, until 18 May 2022 Vice-Chair (Chair Remuneration Committee / member Appointment and Governance Committee)	2022	23	6					29
Liz Doherty (Chair Audit Committee / member Sustainability and Safety Committee)	2023	50	22					72
	2022	50	22					72
William Lin (Chair Sustainability and Safety Committee / member Audit Committee) since 18 May 2022	2023	50	19					69
	2022	31	12					43
Dessi Temperley (member Audit Committee / member Sustainability and Safety Committee until 10 August 2023/ member Remuneration Committee and member Appointment and Governance Committee from 10 August 2023)	2023	50	20					70
	2022	50	17					67
Steen Riisgaard (Chair Science and Technology Committee / member Remuneration Committee and member Appointment and Governance Committee until 10 August 2023 / member Sustainability and Safety Committee since 10 August 2023)	2023	50	21					71
	2022	50	23					73
	Total 2023	**330**	**128**					**458**
	Total 2022	**330**	**124**					**454**

1 *Excluding expenses*

No loans or advance payments or any guarantees to that effect have been made or issued to the members of the Supervisory Board. None of the members of the Supervisory Board have shares in the company or any option rights relating thereto.

Other related-party transactions

	Transaction values for the year ended		Balance outstanding at year-end	
	2023	**2022**	**2023**	**2022**
Sales				
Joint ventures	61.1	77.7	9.4	8.4
Purchases				
Joint ventures	2.6	7.8	0.6	0.9
Others				
Joint ventures				
- Dividends received	4.6	14.3		
- Loans			61.9	64.6

Corbion has an outstanding loan granted to the joint venture TotalEnergies Corbion bv of € 61.9 million with an interest rate of 8.40% and a remaining term of 6 years.

27. Share-based compensation

Share-based remuneration arrangements: Board of Management

A share plan is in place for the Board of Management. The members of the Board of Management have a total of 148,560 unvested share rights in the company as at 31 December 2023 (2022: 144,599). The nominal amount of the shares which are claimable under unvested share rights equals € 37,140 per that date.

The share grant program was introduced in 2020 as part of the new remuneration policy adopted by the annual General Meeting of Shareholders (AGM) on 29 June 2020, measuring performance over a period of three calendar years. Each year members of the Board of Management are entitled to a conditional grant of Corbion shares. There are two target levels for this incentive: one applies to the CEO and one to the CFO. The CEO is entitled to a conditional share grant value of 120% of base salary. The CFO is entitled to a conditional share grant value of 100% of base salary. The total number of conditionally granted shares is determined by dividing the at target amount applicable for the respective Board member (as a percentage of base salary) by the share price. The share price is defined as the average closing price of the Corbion share during the last full calendar quarter preceding the conditional grant of shares.
At the beginning of the three-year performance period, targets for the LTIP are set by the Supervisory Board as follows.

1. The Total Shareholder Return (TSR) performance is benchmarked against the TSR performance of Corbion's TSR peer group and the relative ranking determines the actual payout for 30% of the LTIP.
2. A target based on organic sales growth, a threshold (minimum) and a range around the performance target to determine the actual payout for 25% of the LTIP.
3. A target based on adjusted EBITDA, a threshold (minimum) and a range around the performance target to determine the actual payout for 20% of the LTIP.
4. A target based on return on capital employed (ROCE), a threshold (minimum) and a range around the performance target to determine the actual payout for 12.5% of the LTIP.
5. A target based on return on sustainability goals, a threshold (minimum) and a range around the performance target to determine the actual payout for 12.5% of the LTIP.

Prior to each conditional grant the Supervisory Board sets a target level for the performance measures, i.e. organic net sales growth, adjusted EBITDA, ROCE, and sustainability. A threshold performance level is determined below which no pay-out is granted and a maximum performance level where maximum pay-out is reached.

Movements in number of unvested shares of the Board of Management (at maximum)

Year of allocation	Total as at 31-12-2022	Allocated in 2023	Vested and expired in 2023	Total as at 31-12-2023
2020	53,627		53,627	
2021	35,364			35,364
2022	55,608		2,267	53,341
2023		59,855		59,855
Total	**144,599**	**59,855**	**55,894**	**148,560**

Valuation model and input variables

The fair value of the non-market-based components of the above-mentioned performance-related shares allocated in 2023 was € 28.52 per share (2022: € 31.84). The fair value of the market-based components of the above-mentioned performance-related shares allocated in 2023 was € 35.28 per share (2022: € 38.79). The fair value of the market-based components is estimated by using the Black & Scholes model and the assumptions set forth below.

	2023	2022
Risk-free interest rate	2.62%	0.42%
Expected dividend gains		
Expected volatility in share price	30%	31%
Term	3 years	3 years

Share-based remuneration arrangements: senior management

An equity-settled plan similar to the program for the Board of Management is in place for senior management.

Movements in number of unvested shares of senior management (at maximum)

Year of allocation	Total as at 31-12-2022	Allocated in 2023	Vested and expired in 2023	Total as at 31-12-2023
2020	118,786		118,786	
2021	98,068		9,549	88,519
2022	171,082		21,823	149,259
2023		182,904		182,904
Total	**387,936**	**182,904**	**150,158**	**420,682**

The CFO has 6,019 outstanding shares related to commitment awards. These shares were granted before he was appointed as CFO and are held in a separate blocked account until the end of his employment at Corbion.

28. Off-balance sheet commitments

Capital commitments

The capital expenditure commitments not yet incurred amounted to € 6.7 million for (in)tangible fixed assets as at 31 December 2023 (2022: € 35.4 million).

Contingent commitments

Guarantees

Third-party guarantees amounted to € 4.7 million as at 31 December 2023 (2022: € 5.4 million). No significant future losses are expected from these guarantees.

29. Events after balance sheet date

Corbion and Kingswood Capital Management announce agreement in divestiture of emulsifiers business

On 26 January 2024, Corbion announced Kingswood will acquire the emulsifier business from Corbion for a cash purchase price of $ 362 million, with expected net cash proceeds of approximately $ 275 million, post tax and transaction costs. The transaction comprises, amongst other conveying assets, two US-based manufacturing plants and c.175 employees. Corbion and Kingswood will work together, with supply and service agreements in place, to enable a smooth transition and to ensure that customers continue to experience a high level of service. The transaction is expected to close in the second quarter of 2024.

IFRS 5 Non-current Assets Held for Sale and Discontinued Operations outlines how to account for non-current assets held for sale (or for distribution to owners). In general terms, assets (or disposal groups) held for sale are not depreciated, are measured at the lower of carrying amount and fair value less costs to sell, and are presented separately in the statement of financial position. Specific disclosures are also required for discontinued operations and disposals of non-current assets. Certain conditions need to be fulfilled for an asset (or 'disposal group') to be classified as held for sale which were not all fulfilled yet as negotiations were still in an early phase at balance sheet date. The business will be presented as a discontinued operation in 2024. Since the sales proceeds exceed the book value, there will be no impairment related to this transaction in 2024.

New segmentation structure

As announced during the Capital Markets Update, Corbion reviewed the organizational structure resulting in the business unit structure reducing from 3 to 2 business units, being Health & Nutrition and Functional Ingredients & Solutions. The Non-core activities will phase out. The segmentation reporting in 2024 will follow the revised business structure.

Company financial statements

Company statement of financial position

Before profit appropriation, millions of euros	Note	As at 31-12-2023	As at 31-12-2022
Assets			
Financial fixed assets	30	1,328.7	1,249.6
Deferred tax assets	31	7.6	10.2
Total non-current assets		**1,336.3**	**1,259.8**
Receivables	32	17.9	35.2
Tax assets		11.1	12.3
Cash and cash equivalents	33	24.6	11.7
Total current assets		**53.6**	**59.2**
Total assets		**1,389.9**	**1,319.0**
Equity and liabilities			
Ordinary share capital		14.8	14.8
Share premium reserve		55.2	55.2
Translation reserve		3.7	24.2
Hedge reserve		-9.1	2.8
Development costs reserve		24.1	27.6
Share plan reserve		6.9	7.3
Retained earnings		540.6	493.8
Equity	34	**636.2**	**625.7**
Non-current liabilities	35	365.1	376.0
Total non-current liabilities		**365.1**	**376.0**
Interest-bearing current liabilities	36	371.5	309.8
Non-interest-bearing current liabilities	37	17.1	7.5
Total current liabilities		**388.6**	**317.3**
Total equity and liabilities		**1,389.9**	**1,319.0**

Company income statement

Millions of euros	**2023**	**2022**
General and administrative expenses	-13.4	-7.6
Operating result	**-13.4**	**-7.6**
Financial income	25.5	44.6
Financial charges	-29.1	-30.7
Results from subsidiaries and associates	88.2	79.6
Result before taxes	**71.2**	**85.9**
Taxes	1.7	4.1
Result after taxes	**72.9**	**90.0**

Social security included in the income statement is rounded zero for 2023 as well as 2022.

Notes to the company financial statements

General

The separate financial statements of Corbion nv (the company) are drawn up in accordance with the principles referred to in Part 9, Book 2 of the Dutch Civil Code.

A list has been filed at the Amsterdam Trade Register setting out the data on the group companies as required under Sections 2:379 and 2:414 of the Dutch Civil Code. Corbion is registered with the Dutch Commercial Register under number 33006580.

Name of reporting entity	Corbion N.V.
Domicile of entity	Amsterdam
Legal form of entity	Public company
Country of incorporation	The Netherlands
Address of entity's registered office	Piet Heinkade 127, 1019 GM Amsterdam
Principal place of business	Amsterdam

Basis of preparation

By using the option in Section 2:362 (8) of the Dutch Civil Code the same accounting principles (including the principles for recognizing financial instruments as equity or debt) have been applied in the separate financial statements and the consolidated financial statements.

Participating interests in group companies
Participating interests in group companies are accounted for in the company financial statements according to the equity method. Corbion nv makes use of the option to eliminate intragroup expected credit losses against the book value of loans and receivables from Corbion nv to participating interests, instead of elimination against the equity value/net asset value of the participating interests. Refer to the basis of consolidation accounting policy in the consolidated financial statements.

Result of participating interests
The share in the result of participating interests comprises the share of the company in the result of these participating interests. Results on transactions involving the transfer of assets and liabilities between the company and its participating interests, on the one hand, and between participating interests, on the other, are eliminated to the extent that they can be considered as not realized.

For an overview of any events after the balance sheet date, reference is made to Note 29 of the consolidated financial statements.

30. Financial fixed assets

	As at 31-12-2023	As at 31-12-2022
Participations in group companies	1,148.3	1,065.5
Loans to group companies	114.0	117.6
Loans to related parties	61.9	64.6
Securities	4.0	1.9
Derivatives	0.5	
Total	**1,328.7**	**1,249.6**

The balance of participations in group companies and loans to group companies is positive in all participations of Corbion nv. Amounts owed to or by group companies are long-term.

	2023	2022
Movements in participations in group companies		
As at 1 January	1,065.5	776.0
Paid-in capital	74.9	209.1
Result group companies	88.2	79.6
Dividend group companies	-40.7	-28.2
Exchange rate differences	-29.5	31.6
Other	-10.1	-2.6
As at 31 December	**1,148.3**	**1,065.5**

Movements in loans to group companies

As at 1 January	**117.6**	**62.6**
Exchange rate differences	3.1	2.5
Disbursements	27.2	130.9
Repayments	-33.9	-78.4
As at 31 December	**114.0**	**117.6**

31. Taxes

Reconciliation of result before taxes and tax charge

	2023	2022
Result before taxes	**71.2**	**85.9**
Applicable tax charge at average statutory tax rate	18.3	22.1
Income not subject to tax	-22.7	-20.5
Expenses not deductible for tax purposes	0.7	0.9
Other effects	2.0	-6.6
Tax charge (income)	**-1.7**	**-4.1**
Average tax rate on operations	**-2.4%**	**-4.8%**

The average statutory tax rate is the Dutch corporate income tax rate of 25.8%.

The results of the participations of Corbion nv resulted in income which is not subject to tax under the provisions of the participation exemption (impact € -22.7 million).

Expenses not deductible for tax purposes include the effect of non-deductible costs related to employee share plans and the non-deductible part of business expenses (impact € 0.7 million).

Other effects include adjustments in respect of current-year events and the impact of changes to relevant regulations, facts, or other factors compared to those used in establishing the current tax position or deferred tax balance in previous years (impact € -1.1 million). It also includes a non-cash settlement of a tax payable with a Dutch group company included in the Dutch fiscal unity (impact € 3.1 million).

Deferred tax

	As at 31-12-2023		As at 31-12-2022	
	Deferred tax assets	Deferred tax liabilities	Deferred tax assets	Deferred tax liabilities
Tax loss carry forward	7.6		8.2	
Provisions			0.3	
Current items			1.7	
Total	**7.6**		**10.2**	

32. Receivables

	As at 31-12-2023	As at 31-12-2022
Owed by group companies	6.4	30.1
Other receivables	11.5	5.1
Total	**17.9**	**35.2**

All other receivables have an estimated maturity shorter than one year. The carrying values of the recorded receivables are a reasonable approximation of their respective fair values, given the short maturities of the positions and the fact that allowances for doubtful debts have been recognized, if necessary.

33. Cash and cash equivalents

The cash and cash equivalents were available and payable without notice in 2023.

34. Equity

See Consolidated statement of changes in equity and Note 18 to the consolidated financial statements. For an overview of the legal reserves see Note 18.

35. Non-current liabilities

	As at 31-12-2023	As at 31-12-2022
Owed to credit institutions	265.0	276.5
Subordinated loan	99.6	99.5
Derivatives	0.5	
Total	**365.1**	**376.0**

See Note 22 and 26 to the consolidated financial statements.

36. Interest-bearing current liabilities

	As at 31-12-2023	As at 31-12-2022
Owed to credit institutions	356.0	309.8
Owed to group companies	15.5	
Total	**371.5**	**309.8**

37. Non-interest-bearing current liabilities

	As at 31-12-2023	As at 31-12-2022
Other debts and accruals and deferred income	17.1	7.5
Total	**17.1**	**7.5**

38. Off-balance sheet commitments

Contingent liabilities

Under Section 2:403 of the Dutch Civil Code the company accepts liability for the debts incurred by Dutch group companies. The relevant declarations have been filed for perusal at the office of the relevant trade register.

Fiscal unity

Corbion nv and a number of subsidiaries in the Netherlands are part of fiscal unities for purposes of corporate income tax and value added tax. The companies which are part of a fiscal unity are jointly and severally liable for their liabilities.

39. Personnel

On average, six employees were employed by Corbion nv working in the Netherlands during 2023 (2022: six employees).

For information on remuneration see Note 26.

40. Audit fees

Total fees charged by the auditor can be specified as follows.

Thousands of euros	KPMG Accountants nv 2023	KPMG Other 2023	Total 2023	Total 2022
Audit of the financial statements	792	259	1,051	1,082
Audit-related services*	117	1	118	109
Non-audit services				
Total	**909**	**260**	**1,169**	**1,191**

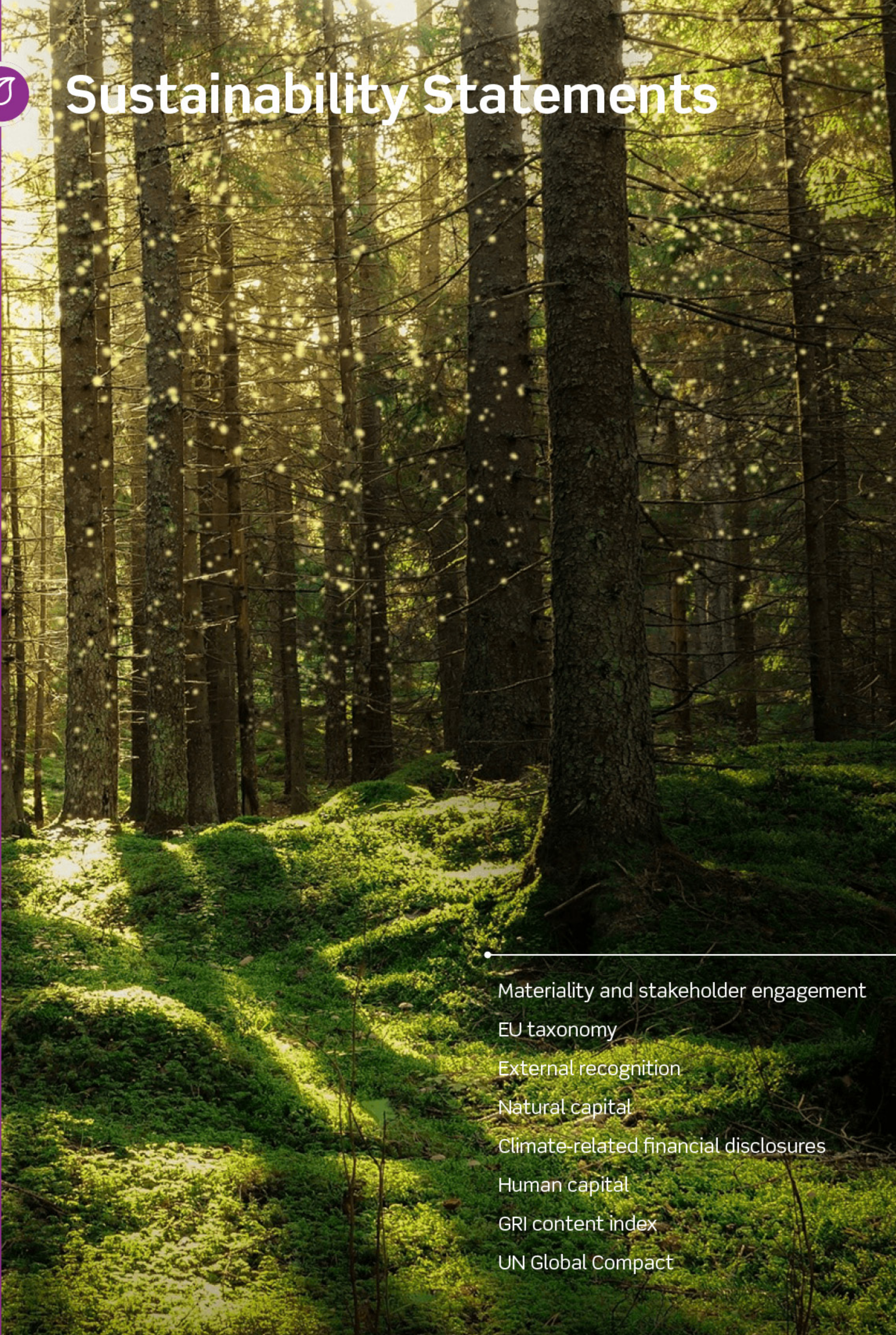
* Mainly relates to assurance report on sustainability

Amsterdam, the Netherlands, 29 February 2024

Supervisory Board
Mathieu Vrijsen, Chair
Ilona Haaijer, Vice-Chair
Liz Doherty
William Lin
Steen Riisgaard
Dessi Temperley

Board of Management
Olivier Rigaud, CEO
Eddy van Rhede van der Kloot, CFO

Sustainability Statements



Sustainability statements

Materiality and stakeholder engagement

At Corbion the materiality assessment informs our sustainability strategy as well as the content of our Annual Report. The outcomes are used to focus our efforts in both areas. Our materiality analysis is updated at least every three years. The previous materiality assessment was performed in 2022. In 2023, Corbion updated our materiality assessment to prepare for the future requirements of the CSRD.

Key stakeholder groups	
Stakeholders are those who can affect or be affected by the Corbion's decisions and actions. This includes affected stakeholders: individuals or groups whose interests are affected or could be affected – positively or negatively – by Corbion's activities and through our value chain; and users of sustainability reporting: stakeholders with an interest in the undertaking.	
(Alphabetical order)	
• Authorities	• Shareholders
• Customers	• Society (represented by NGOs & multi stakeholder initiatives)
• Employees	• Smallholder farmers (represented by NGOs & multi stakeholder initiatives)
• Knowledge institutes	• Suppliers

An overview of the industry associations in which Corbion participates can be found on our website.

The materiality determination process

1. Identify
In this step, Corbion created a shortlist of relevant topics. Corbion defined a long list of topics based on international sustainability standards (Global Reporting Initiative, Sustainability Accounting Standards Board, European Sustainability Reporting Standards), the World Economic Forum's Global Risks Report 2023, benchmarks, industry reports, impact assessments, and customer questionnaire results. Corbion then validated the list and derived a short list through peer review, media, and internal expert interviews, which led to a list of 19 topics.

2. Assess
Corbion assessed the long-list of topics for impact and financial materiality. Input from stakeholders was collected via a survey. Corbion also conducted interviews with key internal and external experts to gather qualitative insights on actual or potential impacts, risks, and opportunities related to the topics.

3. Prioritize
The interview results were translated into a financial matrix and an impact matrix, which served as input for the impact and financial expert sessions. During these sessions, the matrices were discussed and calibrated. The expert session consisted of key internal and external experts, partly overlapping with the interviewees. Survey outcomes were included in these expert sessions to ensure stakeholder relevance was considered while calibrating the outcomes. During the expert session, some scores were adjusted based on the discussion.

Compared to the 2022 materiality assessment, new topics emerged, existing ones were renamed, and various were left out.

The outcome of these steps were discussed with and validated by the Executive Committee, resulting the final list of material topics.

Changes compared to 2022

Two new topics emerged compared to 2022. "Water stewardship" is included based on the increasing pressure on water globally. “Data security and privacy” is included due to the increasing risk of cybercrime and the responsibility of companies to protect data.

The topics “Talent attraction and people development,” “Diversity, equity, and inclusion,” and “Employee well-being and labor practices” were combined into one topic: “Human Capital.” Corbion also merged the topics “Consumer health and food safety” and “Product safety and quality” into one combined topic: “Consumer health and product safety” to acknowledge the fact that these topics are inherently interlinked.

Some topics have been renamed. The below table gives and overview:

Old name (2022)	New name (2023)
Employee health and safety	Health and safety
Sustainable agriculture & biodiversity	Biodiversity
Responsible sourcing	Human rights in the supply chain
Circular and bioeconomy	Circular economy

Material themes, definition, link to sustainability strategy

The table below lists the material themes, definitions, boundaries, management approach, and the link with Corbion's sustainability framework and strategy.

Impact on SDGs

13 CLIMATE ACTION

Climate change

Definition

Corbion is committed to reduce its GHG emissions in line with 1.5°C to prevent increasingly dangerous and irreversible climate change impacts. Climate change could affect Corbion in all areas of business through transition and physical risks, but could also provide opportunities to capitalize on.

Boundaries: Corbion value chain

Impact	
+	Corbion's products enable the transition to a low carbon economy through biobased products with a reduced carbon footprint and through the reduction of food waste.
-	Corbion's own operation and value chain have a negative impact on climate change due to Scope I, II, and III emissions.
Risks & Opportunities	
+	Potential for growth due to customers seeking low carbon products and products that can extend shelf life and reduce food waste.
-	Climate change can result in physical risks like reduced yields in agriculture and disruption of logistics and operations.
-	CO_2 emissions in own operations can lead to high CO_2 taxes.
Policies and targets	

Our performance / Sustainability performance / Sustainability performance indicators (see Preserving the planet table);
Our performance / Sustainability performance / Climate action;
Sustainability statements / Natural capital (see table);
Sustainability statements / Climate-related financial disclosures (TCFD)

Impact on SDGs

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Circular economy

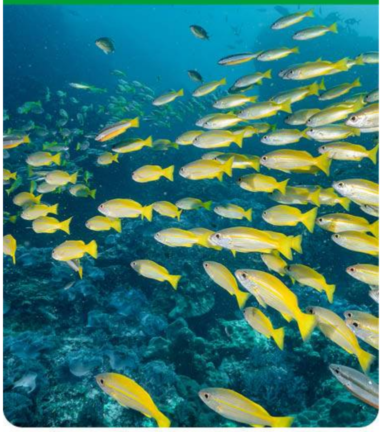
Definition

Corbion contributes to the circular economy through the use of renewable raw materials instead of fossil resources to produce biobased specialty chemicals. Corbion's ingredients for shelf-life extension enable our customers to reduce food waste along the (downstream) value chain.

Boundaries: Corbion value chain

Impact	
+	Corbion's products enable customers to become more circular by switching to biobased alternatives, thus reducing the consumption of fossil resources.
+	Corbion's solutions enable customers to extend the shelf life of food products, which can reduce waste at customers' operations or further downstream.
-	Corbion's conventional lactic acid technology involves the consumption of lime and sulfuric acid and the landfill of by-products. In all our operations, waste is generated.
Risks & Opportunities	
+	Potential for market growth due to customers seeking biobased products and products that enable the reduction of food waste.
-	Risk of high costs or even business interruption in case of strict by-product regulation.
Policies and targets	

Our performance / Sustainability performance / Sustainability performance indicators (see Preserving the planet table);
Our performance / Sustainability performance / Biobased raw materials;
Our performance / Sustainability performance / Zero waste;
Sustainability statements / Natural capital (see table)



Impact on SDGs

14 LIFE BELOW WATER
15 LIFE ON LAND

Biodiversity

Definition

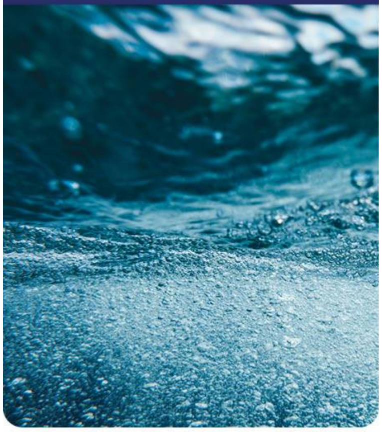
Corbion is committed to eliminating deforestation and reduce negative impacts on ecosystems in our agricultural supply chain. Additionally, Corbion aims to improve biodiversity underwater through our algae-based ingredients.

Boundaries: Corbion value chain

Impact	
–	The majority of our raw materials are agriculturally derived, and agriculture has significant negative impacts on climate, water, and biodiversity. Examples include cane burning in Thailand and pollution of water due to the use of pesticides.
+	The algae solution, which is an alternative to traditional fish oil, offers a replacement for a product that reduces marine biodiversity.
Risks & Opportunities	
+	Our algae solution enables sustainable aquaculture growth. Corbion is well positioned to be a leading algae omega-3 player.
–	Regulations aimed at improving biodiversity could influence the supply chain. For instance, banning the use of fertilizers may lead to an increase in the cost of our agricultural raw materials, such as sugar.
–	The risk of a customer forcing Corbion to change suppliers arises in case of deforestation.

Policies and targets

Our performance / Sustainability performance / Sustainability performance indicators (see Preserving food and food production table);
Our performance / Sustainability performance / Preserving food and food production



Impact on SDGs

6 CLEAN WATER AND SANITATION

Water

Definition

Corbion impacts the water cycle by consuming water and impacts water quality, in our own operations and in our supply chain.

Boundaries: Upstream value chain and Own operations

Impact	
–	Corbion uses water, especially in agriculture (e.g., sugar cane is a water-intensive crop). This can result associated social risks, such as community rights (access to resources) and impact the environment.
Risks & Opportunities	
–	35% of our water consumption comes from high water stressed areas and 7% from extremely high water stress areas. Issues with water availability and water quality could interrupt these manufacturing processes.
–	Agriculture is dependent on water availability and quality. Issues with water availability and quality could impact pricing and availability of agriculturally-derived raw materials.

Policies and targets

Our performance / Sustainability performance / Preserving the planet;
Our performance / Sustainability performance / Water stewardship;
Sustainability statements / Natural capital (see table)

Human rights in the supply chain

Impact on SDGs

8 DECENT WORK AND ECONOMIC GROWTH

Definition

Corbion's products rely on agriculturally-based raw materials such as sugarcane, soy, and oil palm, the cultivation of which exposes supply chain workers to human rights and labor risks. Corbion manages social risks and respects human and labor rights along the supply chain, making positive impacts where possible.

Boundaries: Upstream value chain

Impact	
+	Engagement with key suppliers and use of collective leverage such as collaboration with industry peers can drive change and deliver positive social outcomes in the lives of supply chain workers.
-	Potential negative impact on supply chain workers mainly in Brazil, Thailand, Indonesia, and Malaysia.
Risks & Opportunities	
-	A human rights violation or complicity in a human rights violation through our supply chain may impact our reputation and affect customers, shareholders, and (potential) employees.
-	Legislative developments in the EU increase the risk of liability for such violations if we do not conduct appropriate due diligence and assess our relationship to these impacts.

Policies and targets

Our performance / Sustainability performance / Human rights and labor practices

Consumer health and product safety

Impact on SDGs

3 GOOD HEALTH AND WELL-BEING

Definition

Corbion's solutions contribute to the safety of customers' products and the health of end consumers. Algae-based solutions ingredients provide nutritional benefits for human diets and solutions for food preservation enable customers to ensure food safety. Additionally, patients benefit from Corbion's range of biomaterial products. Imperative to these benefits is Corbion's ensurance of the safety and quality of its products.

Boundaries: Own operations and Downstream value chain

Impact	
+	Corbion's products increase the safety of customers' food products and guarantee the safe use of biomedical solutions.
+	With an increased focus on nutrition there is potential for Corbion's impact to grow.
-	Potential product contamination could lead to negative health impacts downstream.
Risks & Opportunities	
+	Health and nutrition is the key value proposition of Corbion that enables growth.
-	Not being able to timely react to changing customer demands in respect to health and sustainability could result in lost sales opportunities or loss of market share.

Policies and targets

Our performance / Sustainability performance / Sustainability performance indicators (see Preserving health table);
Our performance / Sustainability performance / Product quality and safety

Impact on SDGs

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

Human capital

Definition

Employee wellbeing is crucial to Corbion's success, as it directly influences productivity, engagement, and overall organizational performance. Corbion fosters diversity and inclusion, ensuring equal opportunities for all employees.

Boundaries: Own operations

Impact	
+	Corbion offers competitive employee benefits as well as fair and equitable pay, ensuring a living wage for all employees.
+	Corbion's employee engagement survey shows that people feel mentally safe in the company environment. Employees feel free to speak up and act the way they want to.
Risks & Opportunities	
-	Being unable to attract or retain skilled employees could impede Corbion from fulfilling its commitments or delay the successful achievement of our strategic objectives.
Policies and targets	
Our performance / Sustainability performance / Diversity, equity, and inclusion (DEI); Our performance / Sustainability performance / Talent attraction, retention, and development	

Impact on SDGs

8 DECENT WORK AND ECONOMIC GROWTH

Health and safety

Definition

Corbion provides a safe and healthy working environment for all employees, contractors, and visitors.

Boundaries: Own operations

Impact	
-	Adverse incidents could result in health issues and in the worst-case scenario, fatalities, therefore Corbion puts stringent prevention and mitigation measures in place.
Risks & Opportunities	
	Not applicable (not material from Financial perspective).
Policies and targets	
Our performance / Sustainability performance / Sustainability performance indicators (see Preserving health table); Our performance / Sustainability performance / Preserving health	

Data security

Definition

Corbion has the responsibility to treat data from our employees, business partners, and other stakeholders with care, limit access to persons on a need-to-know basis and respect the privacy of those concerned. Corbion is also committed to protecting this data and our digital infrastructure against cybercrime.

Boundaries: Own Operations

Impact	
	Not applicable (not material from Impact perspective)
Risks & Opportunities	
-	Risk of cybercrime could lead to business interruption and high costs as well as reputation damage.
Policies and targets	
How we safeguard long-term value / Control environment / Corbion top risks; How we safeguard long-term value / Internal control systems / IT general control framework	

EU taxonomy

The EU taxonomy of sustainable economic activities is a tool to help investors understand whether an economic activity is environmentally sustainable and consistent with high-level policy commitments such as the Paris Agreement.

To classify an activity as “environmentally sustainable,” a distinction between taxonomy-eligibility and taxonomy-alignment is required. If an activity meets the description in the EU taxonomy delegated regulations, it is considered taxonomy-eligible. Activities can be considered “environmentally sustainable” if the following criteria are met (taxonomy-alignment):

- Contribute substantially to at least one of six environmental objectives listed in the taxonomy; and
- Do no significant harm to any of the other objectives while meeting the minimal social safeguards, aligning with the UN Guiding Principles and the OECD Guidelines.

The six environmental objectives of the taxonomy are: (1) climate change mitigation, (2) climate change adaptation, (3) sustainable use and protection of water and marine resources, (4) transition to a circular economy, (5) pollution prevention and control, and (6) protection and restoration of biodiversity and ecosystems.

A first delegated act on sustainable activities for climate change adaptation and mitigation objectives was published in 2021 and is applicable since January 2022. In 2023, the European Commission adopted the Taxonomy Environmental Delegated Act (2023/2486), which defines the technical screening criteria of the four other environmental objectives. The Climate Delegated Act was amended by the Delegated Regulation (2023/2485), adding additional eligible economic activities.

The tables on the next pages disclose the eligibility and alignment of Corbion’s business activities with the EU taxonomy, which was determined in two steps. In step one, the economic activities defined in the final Taxonomy Environmental Delegated Act were screened for applicability to Corbion, to determine which of Corbion’s business activities are eligible.

Corbion produces several ingredients that enable our customers to reduce their Scope III GHG emissions. These business activities are considered to be eligible for climate change mitigation because they can be classified as activity number 3.6: Manufacture of other low carbon technologies. This activity includes technologies that are aimed at and demonstrate substantial life-cycle GHG emission savings compared to the best performing alternative solution available on the market.

The following activities are considered eligible for climate change mitigation:

- Manufacture of AlgaPrime™ DHA, which is applied in feed for aquaculture, pet food, terrestrials etc. as an alternative for fish oil.
- Manufacture of lactic acid for the production of PLA bioplastics, as an alternative for fossil based plastics such as polystyrene.

Supporting activities, such as the operation of waste water treatment facilities (5.3 CCM), the renovation of existing buildings (7.2 CCM), charging stations at sites (7.4) and renewable energy technologies on site (7.6) are excluded from the KPI reporting tables because the OPEX and CAPEX related to these activities are not material.

None of Corbion’s business activities are considered to be eligible for climate change adaptation, water, circular economy, pollution, and biodiversity.

In step two, compliance with the substantial contribution criteria — the do-no-significant-harm (DNSH) criteria and the minimum safeguards — was assessed to determine alignment. Alignment with the substantial contribution criteria for climate change mitigation requires demonstration of substantial life cycle GHG emission savings compared to the best performing alternative solution available on the market. In the context of the taxonomy, Corbion interprets life cycle GHG emissions as cradle-to-gate emissions. This choice reflects the activities of the sector manufacturing, hence the activities that Corbion operates and can influence. Corbion manufactures intermediate chemicals, ingredients and solutions with many potential downstream applications and disposal approaches, each with different GHG emissions. In many cases the use and end of life is not known. In this case, the choice of a cradle-to-gate approach is accepted by relevant LCA guidance and standards (WBCSD Chemicals, 2014; European commission, 2021).

For all eligible activities, substantial cradle-to-gate life cycle GHG emission savings compared to the best performing alternative solution available on the market can be demonstrated based on peer-reviewed LCA studies for Corbion's manufacturing sites and on publicly available data for alternative solutions on the market.

Corbion has performed a third party verified LCA for AlgaPrime DHA and we have published an article in a scientific peer reviewed journal comparing the GHG emissions for omega-3 DHA to fish oil. This study shows that omega-3 from AlgaPrime DHA have 30% to 40% lower GHG emissions than omega-3 produced from fish oil. Fish oil is the commercial source of omega-3 available for these applications, therefore considered the best performing alternative. Corbion's sells AlgaPrime DHA to customers in the aquaculture feed, pet food and terrestrial feed sectors as an alternative for fish oils, enabling these customers to substantially reduce GHG emissions in their respective sectors.

Corbion has performed a third party verified LCA for the production of PLA bioplastics from lactic acid, that was published in a scientific peer-reviewed journal in 2019. Compared to the carbon footprint of fossil-based plastics (Plastics Europe, Eco-profiles), which are the best performing alternatives available on the market, the carbon footprint of PLA based on Corbion's lactic acid is substantially lower (69% to 78%), which enables plastics users to substantially reduce their Scope 3 GHG emissions by replacing fossil based plastics with PLA.

Alignment with the DNSH criteria for climate change adaptation is determined based on a screening for physical risks, a climate risk and vulnerability assessment for the identified risks and an assessment of adaptation solutions for the manufacturing sites of AlgaPrime DHA in Orindiúva, Brazil and of lactic acid for PLA in Rayong, Thailand. Based on the outcome of this analysis, we conclude that the manufacture of AlgaPrime DHA and the manufacture of lactic acid and derivatives meet the DNSH criteria for climate change adaptation.

Alignment with the DNSH criteria for water, circular economy, and biodiversity is determined based on compliance with local laws, the environmental management systems and ISO certification. Our lactic acid manufacturing site in Rayong, Thailand is ISO 14001 certified and our AlgaPrime DHA manufacturing site in Orindiúva, Brazil, is preparing for ISO 14001 certification. Both sites comply with Corbion's waste policy, which aims for the elimination of landfill by 2030 through waste reduction and prioritization of recycling and reuse. AlgaPrime DHA and PLA are 100% biobased and produced from annually renewable agricultural raw materials. None of these manufacturing sites are located near biodiversity-sensitive areas. Based on this, we consider the manufacture of AlgaPrime DHA and of lactic acid for the production of PLA aligned with the DNSH criteria for water, circular economy, and biodiversity.

Alignment with the DNSH criteria for pollution is determined by assessing the (potential) presence of the hazardous products listed in Appendix C of the Climate Delegated Act. AlgaPrime DHA is produced by fermentation of sugar using algae, followed by minimal downstream processing and formulation steps. Due to the use of certain processing aids, AlgaPrime DHA contains low concentrations of a substance that meets some of the criteria set out in Article 57 of REACH and of a substance that may meet some of the criteria (under assessment authorities). The manufacture of AlgaPrime DHA therefore currently does not meet the DNSH criteria for pollution. Research to eliminate these substances by the use of alternative processing aids is in progress and a first product has been launched free of this substance.

Lactic acid is produced by fermentation of sugar using microbes, followed by downstream processing and product formulation steps to produce many different derivatives. None of the hazardous products listed in Appendix C of the Climate Delegated Act categories a-b-c-d-e-f-g are used as raw materials or processing aids. Based on the manufacturing process and the fact that none of the listed substances are used, it is extremely unlikely that any of the substances will appear as impurities in lactic acid or its derivatives. Based on this, we consider the manufacture of lactic acid for the production of PLA aligned with the DNSH criteria for pollution.

Corbion’s Business Conduct Program, Human Rights, Anti-Corruption, Taxation and Fair Competition Policies meet the minimum safeguards. See Risk management for details on our global Business Conduct Program, Anti-Corruption, Taxation, and Fair Competition Policies and Sustainability performance for more information on human rights and labor practices.

Under the current definitions of the EU taxonomy, the majority of Corbion’s business activities cannot be assessed for alignment, because they are not yet included in the taxonomy and therefore not considered eligible.

Compared to Corbion's SDG assessment, which determines the alignment of Corbion's activities with the UN Sustainable Development Goals, the EU taxonomy excludes the contribution of biobased chemicals and of food waste reduction to climate change mitigation. In addition, the EU taxonomy currently focuses mainly on environmental objectives. Corbion's SDG assessment also considers social objectives, specifically activities that contribute to SDG 2 (Zero hunger) and SDG 3 (Good health and well-being).

Corbion does not engage in any Nuclear or Fossil Gas activities. The required tables in Annex XII of the Consolidated Complementary Delegated Act can be found on our website.

Revenue taxonomy disclosure

Financial year 2023			2023	Sustantial contribution criteria						DNSH criteria (Does Not Significantly Harm)									
Economic activities	Code	Turnover (Meuro)	Proportion of turnover 2023 (%)	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	minimum safeguards	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover 2022	Category (enabling activity)	Category (transitional activity)
A. Taxonomy eligible activities																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of other low carbon technologies [1)]	CCM 3,6	64.1	4.4%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	n/a	Y	Y	Y	Y	Y	Y	4.4%	E	-
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		64.1	4.4%	4.4%	0%	0%	0%	0%	0%	n/a	Y	Y	Y	Y	Y	Y	4.4%		
Of which enabling		64.1	4.4%	4.4%	0%	0%	0%	0%	0%	n/a	Y	Y	Y	Y	Y	Y	4.4%	E	
Of which transitional		-	-	-						-	-	-	-	-	-	-	-		T
A2 taxonomy-eligible but not taxonomy-aligned activities																			
Manufacture of other low carbon technologies [2)]	CCM 3,6	104.7	7.3%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								4.9%		
Turnover of taxonomy-eligible but not taxonomy-aligned activities (A2)		104.7	7.3%	7.3%	0%	0%	0%	0%	0%								4.9%		
A. Turnover of Taxonomy-eligible activities (A.1+A.2) [3)]		**168.8**	**11.7%**	**11.7%**	**0%**	**0%**	**0%**	**0%**	**0%**								**9.2%**		
B. Taxonomy-non-eligible activities																			
Turnover of Taxonomy-non-eligible activities (B)		1,275.0	88.3%																
Total (A+B) [4)]		**1,443.8**	**100.0%**																

Proportion of Revenue / Total Revenue

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	4.40%	11.70%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

1 *Net sales of lactic acid produced at Corbion Rayong in the PLA segment.*

2 *Net sales of AlgaPrime DHA.*

3 *Net sales of AlgaPrime DHA and net sales of lactic acid produced at Corbion Rayong in the PLA segment. No double counting because only climate mitigation is considered and the activities are geographically separated.*

4 *Reported as “Net sales” in the consolidated income statement (see Note 4).*

CapEx taxonomy disclosure

Financial year 2023			2023	Sustantial contribution criteria						DNSH criteria (Does Not Significantly Harm)									
Economic activities	Code	CapEx (Meuro)	Proportion of CapEx 2023 (%)	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1.) or eligible (A.2.) CapEx, year 2022	Category (enabling activity)	Category (transitional activity)
A. Taxonomy eligible activities																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of other low carbon technologies [1]	CCM 3,6	50.5	35.0%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	43.9%	E	
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		50.5	35.0%	35.0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	43.9%		
Of which enabling		50.5	35.0%	35.0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	43.9%	E	
Of which transitional		-	-	-						-	-	-	-	-	-	-	-		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Manufacture of other low carbon technologies [2]	CCM 3,6	10.8	7.5%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								8.1%		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		10.8	7.5%	7.5%	0%	0%	0%	0%	0%								8.1%		
A. CapEx of Taxonomy-eligible activities (A.1+A.2) [3]		**61.3**	**42.5%**	**42.5%**	**0%**	**0%**	**0%**	**0%**	**0%**								**52.0%**		
B. Taxonomy non eligible activities																			
CAPEX of Taxonomy non-eligible activities (B)		82.9	57.5%																
Total (A+B) [4]		**144.2**	**100.0%**																

Proportion of CAPEX / Total CAPEX

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	35.0%	42.5%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

1. *CapEx supporting lactic acid sales for PLA, consisting of a) CapEx related to the existing site in Rayong, Thailand, based on the share of net sales of lactic acid produced at Corbion Rayong in the PLA segment and b) CapEx related to the construction of a new site for the expansion of manufacturing capacity of lactic acid for PLA (CapEx plan). The aligned CapEx (€ 50.5 million) is split in the following categories: property, plant, and equipment (€ 50.2 million) and capitalized right-of-use assets (€ 0.3 million). Of the aligned property, plant, and equipment, € 48.7 million is related to the CapEx Plan. The expected capital expense during the remaining period of the CapEx plan is € 10.4 million and the expected start-up is in the first quarter of 2024.*
2. *CapEx supporting sales of AlgaPrime DHA. This includes all CapEx at our Orindiúva, Brazil, manufacturing facility.*
3. *CapEx supporting sales of AlgaPrime DHA and sales of lactic acid in the PLA segment. No double counting because only climate mitigation is considered, and the activities are geographically separated.*
4. *Reported under the capital expenditure and acquisition of group companies sections of property, plant, and equipment; leases; and intangible fixed assets in the year (see Notes 10, 11, and 12 of the Consolidated statement of financial position).*

OpEx taxonomy disclosure

Financial year 2023			2023	Sustantial contribution criteria						DNSH criteria (Does Not Significantly Harm)									
Economic activities	Code	OpEx (Meuro)	Proportion of OpEx 2023 (%)	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1.) or eligible (A.2.) OpEx, year 2022	Category (transitional activity)	Category (transitional activity)
A. Taxonomy eligible activities																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of other low carbon technologies [1)]	CCM 3,6	1.7	1.8%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	1.8%	E	
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		1.7	1.8%	1.8%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	1.8%		
Of which enabling		1.7	1.8%	1.8%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	1.8%	E	
Of which transitional		-	-	-						-	-	-	-	-	-	-	-		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Manufacture of other low carbon technologies [2)]	CCM 3,6	9.2	9.6%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								11.60%		
OpEx of taxonomy-eligible but not environmentally sustainable activities (not taxonomy-aligned activities) (A.2)		9.2	9.6%	9.6%	0%	0%	0%	0%	0%								11.60%		
Total (A1+A2) [3)]		**11.0**	**11.5%**	**9.6%**	**0%**	**0%**	**0%**	**0%**	**0%**								**13.40%**		
B. Taxonomy-non-eligible activities																			
OpEx of Taxonomy-non-eligible activities (B)		84.9	88.5%																
Total (A+B) [4)]		**95.9**	**100.0%**																

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	1.8%	11.5%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

1 *OpEx supporting lactic acid sales in the PLA segment based on the percentage of net sales of lactic acid produced at Corbion Rayong in the PLA segment. The aligned OpEx (€ 1.7 million) is split in the following categories: maintenance (€ 1.5 million) and lease (€ 0.3 million). There is no OpEx related to the CapEx plan.*

2 *OpEx supporting sales of AlgaPrime DHA based on the percentage of revenues relating to DHA compared to total revenues produced at the Orindiúva, Brazil, site.*

3 *OpEx supporting sales of AlgaPrime DHA and sales of lactic acid in the PLA segment. No double counting because only climate mitigation is considered, and the activities are geographically separated.*

4 *All maintenance costs, non-capitalized leases (excluding depreciation and impairment, including short-term leases), and R&D expenses (excluding amortization and impairment). These costs are part of the costs reported in the consolidated income statement lines: Cost of sales; research and development costs; and general and administrative expenses. Note that the definition given in Annex 1 of the Climate Delegated Act, article 1.1.3 of the regulation is not defined in the international financial reporting standards resulting in potential difficulties in the measurement of the denominator. Further, no reconciliation to the Financial Statements can be made. Corbion seeks to align the definition to internal reporting to be able to provide transparent and consistent reporting.*

External recognition

CDP

CDP runs a global disclosure system that enables companies, cities, states, and regions to measure and manage their environmental impacts, with a focus on climate change, water security, and deforestation. A detailed and independent methodology is used to assess companies, allocating a score from A to F based on the comprehensiveness of disclosure, awareness, and management of environmental risks and demonstration of best practices associated with environmental leadership, such as setting ambitious and meaningful targets. Entities that do not disclose or provide sufficient information are marked with an F. The CDP questionnaire is aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Corbion has been participating in the CDP Climate Change and Supply Chain programs since 2016 to provide transparency on how we manage risks and opportunities related to climate change. In 2018, Corbion started participating in the Forests questionnaire, and in 2020, we participated in the Water questionnaire for the first time. Our CDP disclosures on climate change and water are publicly available.

Program	**Corbion score**	**Sector average**	**Global average**
Climate change/General	A-	B-	C
Forests/Palm oil	B	C	C
Forests/Soy	C	C	C
Water/General	B	C	C

EcoVadis

EcoVadis sustainability ratings and scorecards assess the environmental and social performance of companies. The assessment framework covers 21 sustainability criteria (from CO_2 emissions to human rights and business ethics) aligned with GRI, Global Compact, and ISO 26000.

Corbion received a Gold rating in the 2024 EcoVadis CSR assessment, which implies that Corbion is in the top 2% of all suppliers in our sector, assessed worldwide. Our full EcoVadis sustainability profile and current rating are on Corbion's website.

Sustainability governance

Under the chair of the Chief Executive Officer, the members of the Executive Committee have overall responsibility for sustainability and decide on the strategy and targets. The Executive Committee shares responsibility for developing objectives and the strategy, determining the risk profile, and implementing strategic and operational policies. Annually, there are two formal meetings with the full Executive Committee to discuss sustainability. Sustainability is integrated into daily operations and decision-making on capital expenditure and innovation projects, mergers and acquisitions, and raw material sourcing, among others.

A dedicated Sustainability Steering Committee, chaired by the CEO with the CFO, COO, and CSSO as members, meets quarterly. This steering committee oversees Corbion's key sustainability impacts, risks, and opportunities, including climate and nature; monitors progress versus targets; and determines whether Corbion's targets are still aligned with the latest science. The committee also approves sustainability policies.

Corbion's CO_2-reduction R&D program is managed by the Innovation Council, led by the CSSO, which includes representatives from Operations, R&D, and Finance. The council is responsible for the management of the stage-gate process and priority setting.

A dedicated Sustainability Reporting Committee, led by the CFO, oversees developments regarding existing and emerging regulations concerning climate change and other sustainability-related disclosures. This includes, but is not limited to, the EU taxonomy, CSRD, TCFD, TNFD, IFRS/ISSB standards, science-based targets, and CDP.

In 2022, the Supervisory Board installed a Sustainability and Safety Committee. The Sustainability and Safety Committee met three times in 2023 (see the Report of the Supervisory Board for more information).

To reward our employees for their contribution to our sustainability initiative, both the Short-Term Incentive Plan (STIP) and Long-Term Incentive Plan (LTIP) include sustainability targets. One of these targets is the progress toward achieving our science-based target. See the section Remuneration Board of Management for more information on these incentive plans. The STIP and LTIP targets that are agreed with the Board of Management also apply to all employees participating in the STIP and LTIP.

Reporting Policy

This Annual Report has been prepared with reference to the GRI Standards 2021 (see GRI content index). The selection of topics included in the report is based on a materiality assessment (see Materiality and stakeholder engagement). The environmental and social results for the material topics in this report cover all entities that belong to the scope of the Consolidated Financial Statements. Our joint venture TotalEnergies Corbion is excluded. The scope of the environmental data includes Corbion's manufacturing sites. Offices and R&D laboratories are not included, except for our R&D laboratories and offices located at our Gorinchem (the Netherlands), Totowa (New Jersey, US), and Araucária (Brazil) manufacturing sites. Our site in Montgomery (Alabama, US), which was acquired in 2023, is not yet included in the reporting scope.

Data is collected from various reporting systems. For each KPI, data reporters and data reviewers are designated at either site level or corporate level. The data reporter is responsible for the annual reporting of the data via the central reporting systems and for document retention and record keeping related to this data. The data reviewer (from Finance) is responsible for the validation of the reported data. Site-specific data is consolidated and reviewed at the corporate level by Finance and the Sustainability team. The review includes a comparison to data from previous years and a review of changes that could have impacted the results, such as improvement projects. In case of uncertainties, data estimation may be required, which is validated during review. We strive to continuously improve the data collection process and the reliability of the data. Significant changes that impact comparability including changes in measurement methods are explained in footnotes.

Non-financial KPIs marked by "√" are reviewed by the external auditor.

Natural capital

Our environmental policies and the principal environmental risks for our business operations and value chains are described in the Sustainability performance chapter, specifically in the sections on Responsible sourcing, Sustainable agriculture, Forests and biodiversity, Climate action, Water stewardship, and Zero waste. Our natural capital KPIs measure the performance of all our operations in terms of energy usage, water consumption, waste and by-product generation, and greenhouse gas (GHG) emissions.

Category		*Unit*	**2023**	**2022**
Production volume √		kT	836	740
Energy √	Electricity (renewable)	GJx10^3	922	865
	Electricity (non-renewable)	GJx10^3	28	61
	Fuels and purchased steam (non-renewable)	GJx10^3	2,264	2,546 5)
	Biogas, purchased steam (renewable)	GJx10^3	421	377
	Total	**GJx10^3**	**3,635**	**3,849**
Energy intensity √	**Total, specific**	**GJ/T**	**4.3**	**5.2**
GHG emissions √	Scope I	kT CO_2 equiv	68	107
	Scope II (market-based)	kT CO_2 equiv	47	35
	Scope II (location-based)	kT CO_2 equiv	115	90
	Scope III	kT CO_2 equiv	796	962
	Biogenic emissions 1)	kT CO_2 equiv	117	91
	Scope I, specific	T CO_2 equiv /T	0.08	0.14
	Scope II, specific (market-based)	T CO_2 equiv /T	0.06	0.05
	Scope II, specific (location-based)	T CO_2 equiv /T	0.14	0.12
	Scope III, specific	T CO_2 equiv /T	0.95	1.30
Water consumption 2)√	**Total**	**m3x10^3**	**4,896**	**5,451**
	Total, specific	**m3/T**	**5.85**	**7.37**
Waste (total 3)) √	Recycled	kT	33.15	31.50
	Incinerated	kT	2.06	1.96
	Landfilled	kT	1.00	0.97
	Total	**kT**	**36.2**	**34.4**
Waste (non-hazardous) √	Recycled	kT	32.06	30.41
	Incinerated	kT	1.87	1.83
	Landfilled	kT	0.98	0.96
	Total	**kT**	**34.91**	**33.20**
Waste (hazardous) √	Recycled	kT	1.09	1.09
	Incinerated	kT	0.19	0.14
	Landfilled	**kT**	**0.02**	**0.01**
	Total	**kT**	**1.30**	**1.24**
By-products 4) √	Recycled	kT	94	259
	Incinerated	kT	0	0
	Landfilled	kT	6.12	7.64
	Total	**kT**	**100**	**267**

1 Biogenic emissions mainly relate to indirect emissions from purchased renewable energy and direct emissions from algae fermentation, the consumption of biogas, and waste-water treatment.

2 Sum of the water withdrawn from rivers, aquifers, rainwater reservoirs, municipal water supplies, including purchased steam.

3 Sum of hazardous and non-hazardous waste. Waste means any substance or object arising from our routine operations that we discard or intend to discard, or are required to discard.

4 Valuable by-products generated in the production of lactic acid.

5 In 2022, emissions from the combustion of diesel and LPG were not material and therefore not included in our Scope I emissions.

√ = reviewed by external auditor

Greenhouse gas emissions

We report our emissions in carbon equivalents (cradle-to-gate) in accordance with the Greenhouse Gas Protocol. This includes Scope I emissions from direct production (for natural gas), Scope II emissions from purchased energy (for electricity and purchased steam), and Scope III emissions related to purchased goods and services, fuel and energy-related activities, upstream and downstream transportation, waste generated in operations, business travel, and employee commuting.

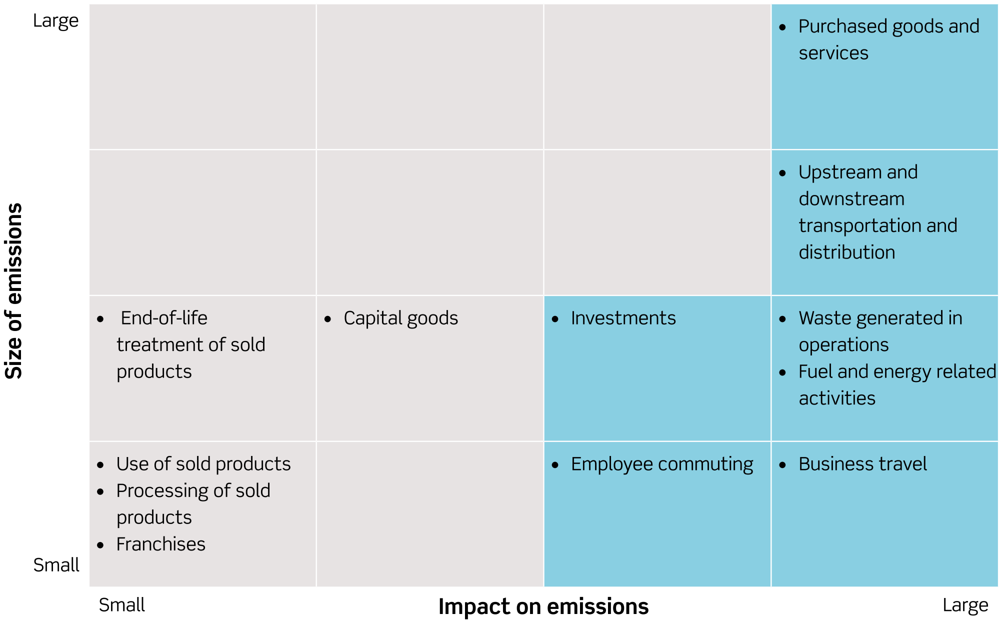
Compared to 2021, our total absolute emissions decreased by 17%, while our production volume increased by 13%. Our specific Scope I emissions decreased by 36%. For Scope II, specific emissions increased by 35%. Leading to a combined 19% decrease in Scope I and II emissions. Ten out of 13 Corbion sites are now 100% powered by renewable electricity, which increases our global coverage to 97%. Our specific Scope III emissions decreased by 17%. Corbion's biogenic emissions are related to the production of algae ingredients at our facility in Orindiúva, Brazil. This includes both direct biogenic emissions during the fermentation process and indirect biogenic emissions related to the renewable energy used. The facility uses renewable electricity and steam generated from the incineration of bagasse at the neighboring sugar mill. These biogenic emissions increased due to the increased production of algae ingredients.

See Materiality of Scope III categories below for an explanation of the relevance of the Scope III categories that are not reported.

Category		*Unit*	**2023**	**2022**
Scope III emissions (Total)		**kT CO_2 equiv**	**796**	**962**
Upstream	1. Purchased goods and services √	kT CO_2 equiv	527	653
	3. Fuel- and energy-related activities √	kT CO_2 equiv	31	30
	4. Upstream transportation and distribution √	kT CO_2 equiv	90	109
	5. Waste generated in operations √	kT CO_2 equiv	23	34
	6. Business travel √	kT CO_2 equiv	4	4
	7. Employee commuting √	kT CO_2 equiv	10	9
	Total √	**kT CO_2 equiv**	**685**	**839**
Downstream	9. Downstream transportation and distribution √	kT CO_2 equiv	106	109
	15. Investments √	kT CO_2 equiv	5	15
	Total √	**kT CO_2 equiv**	**111**	**124**

√ = reviewed by external auditor.

Materiality of Scope III categories
The chart below shows which Scope III activities cause the most significant GHG emissions, offer the greatest opportunities for reduction, and are the most relevant to our ambition of reducing our carbon footprint in line with the Paris Agreement.



Large				Purchased goods and services
				Upstream and downstream transportation and distribution
	End-of-life treatment of sold products	Capital goods	Investments	Waste generated in operations Fuel and energy related activities
Small	Use of sold products Processing of sold products Franchises		Employee commuting	Business travel
	Small			Large

⬜ Not included in the annual report 🟦 Included in the annual report

Climate-related financial disclosures

The Task Force on Climate-related Financial Disclosures was established to improve transparency on the risks and opportunities related to climate change. The TCFD distinguishes between two categories of climate-related risks: (1) risks related to the transition to a lower-carbon economy and (2) risks related to the physical impacts of climate change. Corbion supports the TCFD recommendations and is committed to identifying and addressing both our own impact on the climate and the potential impact of climate-related developments on the company. Climate-related risks are disclosed at three levels of detail. Top risks are addressed in the general risk assessment. More detail on these risks and the scenario analysis process is provided here, in line with the TCFD recommendations, while full detail and initial quantification of climate-related risks and opportunities are disclosed through the CDP questionnaire.

Governance
The governance of climate-related risks and opportunities is described in the Sustainability governance section in this chapter.

Strategy
Our Advance 2025 strategy builds on Corbion's fundamentals and strengths by bringing further focus to the business portfolio in alignment with global megatrends, including climate change. Corbion is very well positioned to support and leverage the transition to a low-carbon economy. Examples of how we will benefit from the associated opportunities are PLA bioplastics (through our joint venture with TotalEnergies) and our Algae Ingredients business unit. We are reducing our exposure to transition risks such as carbon pricing through several GHG reduction initiatives, which are described in more detail in the Climate action section in the Sustainability performance chapter.

In 2022, we raised our climate ambition to align with 1.5°C. We committed to reducing our absolute Scope I and II emissions by 38% and our Scope III emissions by 24% per metric ton of product, both compared to 2021. Our new targets have been validated by the Science Based Targets initiative. Corbion is also committed to reaching net-zero emissions by no later than 2050 and is currently preparing to submit a net-zero target to SBTi for validation. One of our strategies to mitigate the impact of physical risks is the diversification of our primary feedstocks and sourcing locations through, among others, our R&D on alternative-generation sugar feedstocks.

Scenario analysis

In 2019, Corbion joined hands with Utrecht University in the Netherlands to initiate a pilot study on the application of scenario analysis for small-to-medium-sized enterprises. This pilot has now been completed and is briefly summarized below. A full outline of the methodology used can be found in the joint publication in Wiley's Business Strategy and the Environment.

In line with the TCFD recommendations, we have assessed both transition and physical risks through the evaluation of a transition scenario and physical risk scenario. Over the course of two workshops, senior managers were challenged to guide Corbion through a series of relevant events. In the first workshop, the focus was on potential transitional events that could have an impact on Corbion's business, while the second workshop focused mostly on physical risks. We performed the scenario analyses for each of our three business units separately, using the same format but tailoring the scenarios to cover topics, events, and geographical regions relevant specifically to that business unit.

Key assumptions for the transition scenario included a carbon price ranging from € 50 to € 150/t CO_2 equivalent, either globally or locally, stricter governmental regulations on different fronts, increasing competition between natural and agricultural lands with, as a consequence, competition between food and non-food crops, and changing consumer preferences.

Key assumptions for the physical risk scenario included an increase in the number and/or intensity of extreme weather events, increased water stress in certain regions with corresponding yield reductions in agricultural areas, supply chain disruptions, and a reduced demand for biobased solutions.

The outcomes of the risk workshops were presented to the Executive Committee. As a follow-up, it was decided to improve the quantification of the business continuity and supply chain risks. In order to better quantify these risks, we selected a vendor providing a climate-risk modeling tool. This has helped us get insights into the specific climate hazards and how they evolve over time at our manufacturing sites in the different climate scenarios provided by the Intergovernmental Panel on Climate Change: RCP2.6, RCP4.5, and RCP8.5. The climate hazards assessed include drought, extreme cold, extreme heat, hurricane, intense precipitation, river flood (local), river flood (regional), water availability, and wildfire. The hazards are classified in different risk categories ranging from very low to very high risks. We assessed all hazards with a high or very high risk score. We have integrated this risk analysis with our business continuity assessment, where we discussed these risks with site management to combine modeled risks with site-specific knowhow and experience.

In general, we see that the impact is limited. For example, at our site in Orindiúva, Brazil, the risk of wildfire was the only risk classified as high or very high in 2050. Compared to the wildfire risk for today, the risk level is the same. We have several mitigations in place, such as a fire brigade on site and a vegetation-free area around our site. At our site in Blair, Nebraska (US), river flooding is a high risk. This risk is mitigated by a berm installed around the site.

With the same tool, Corbion also assessed the climate risk in the supply chain and specifically looked at sugarcane, our main agricultural crop. Rising temperatures could reduce the crop yield of cane sugar by 10% in Thailand in the mid-2050 scenario, based on current farming practices. We are engaging with our sugar suppliers to understand possible adaptation solutions (e.g., by using new watering systems, leading to less evaporation). In Brazil, the climate model shows a flat sugarcane yield.

Risk management

Corbion acknowledges climate change as a key strategic risk; therefore, it is included in the overall risk management process. On top of this, specific risks are addressed on a case-by-case basis, and climate change is considered a driver in several "regular" business risks. For more detail on individual risks, please refer to our top risks and CDP response.

In assessing climate-related risks, Corbion distinguishes between short-term (less than one year), medium-term (one to five years), and long-term (five to 15 years) risks. The overall expectation is that transition risks are more likely to manifest in the short and medium term, while physical risks become more relevant in the long run. The only short-term risk with a potentially significant impact that has been identified is carbon pricing in the EU. In the medium term, no direct risks have been identified, but we are monitoring several emerging risks closely. These include changing consumer behavior, carbon-pricing initiatives outside of the EU, the EU carbon border adjustment mechanism, other regulatory developments (e.g., EU taxonomy and the IFRS/ISSB prototype regulations), energy prices, and raw material pricing. Long-term trends we are monitoring include extreme weather events with the potential to severely disrupt direct operations, supply lines, and raw material availability, as well as chronic shifts in climate patterns that could cause a shift in local raw material availability and pricing.

Metrics and targets

Corbion discloses our Scope I, II, and III GHG emissions (see Greenhouse gas emissions and CDP). In 2022, we committed to reducing our absolute Scope I and II emissions by 38% and our Scope III emissions by 24% per metric ton of product by 2030, both compared to 2021. Our new targets have been validated by the Science Based Targets initiative. Corbion also aspires to use 100% renewable electricity by 2025, a commitment made through the RE100 initiative. Current use of renewable electricity is 97%. We use internal carbon pricing to manage and understand the financial impact of GHG emissions on our business. Considering the EU ETS forecast scenarios of € 90, € 125, and € 150 per metric ton by 2030, Corbion has introduced a global internal carbon price of € 100 per metric ton for Scope I and II emissions to be included in all investment decisions. In addition, this has been used as a sensitivity in the impairment test. The outcome does not lead to impairments. In conclusion, no material impact was identified for the preparation of the 2023 Financial Statements.

Human capital

Workforce profile

	FTE of employees 2023	% of workforce 2023	FTE of employees 2022	% of workforce 2022
Total workforce	**2,727**		**2,601**	
By region				
Asia	375	14%	335	13%
EMEA	885	32%	843	32%
Latin America	532	20%	526	20%
North America	935	34%	897	35%
By unit				
Business units	1,160	43%	1,125	43%
Sustainable Food Solutions	*761*	*66%*	*735*	*65%*
Lactic Acid & Specialties	*210*	*18%*	*195*	*18%*
Algae Ingredients	*49*	*4%*	*47*	*4%*
Non-core	*140*	*12%*	*148*	*13%*
CSSO	104	4%	104	4%
Operations	1,154	42%	1095	42%
Support functions	309	11%	277	11%
By gender	Number of employees		Number of employees	
Female	807	29%	768	29%
Male	1,958	71%	1,867	71%
By employment contract	Number of employees		Number of employees	
Full time	2,573	93%	2,443	93%
Part time	192	7%	192	7%

GRI content index

Statement of use	Corbion NV has reported the information cited in this GRI content index for the period 1st Jan 2023 to 31st Dec 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location in report	Other locations: website(s)
GRI 2: General Disclosures 2021	**The organization and its reporting practices**		
	2-1 Organizational details	Cover of the annual report; At a glance; Notes to the consolidated financial statements / General	
	2-2 Entities included in the organization's sustainability reporting	Sustainability statements / External recognition / Reporting policy	
	2-3 Reporting period, frequency, and contact point	Cover of the annual report; Back of the annual report / Contact information	
	2-4 Restatements of information	Our performance / Sustainability performance indicators (if any); Sustainability statements / Natural capital (if any)	
	2-5 External assurance	Sustainability statements / External recognition / Reporting policy	
	Activities and workers		
	2-6 Activities, value chain, and other business relationships	At a glance	
	2-7 Employees	Sustainability statements / Human capital / Workforce profile	
	Governance		
	2-9 Governance structure and composition	How we safeguard long-term value / Board of Management and Executive Committee; How we safeguard long-term value / Supervisory Board; How we safeguard long-term value / Corporate governance / Structure; Sustainability statements / External recognition / Sustainability governance	
	2-10 Nomination and selection of the highest governance body	How we safeguard long-term value / Board of Management/ Executive Committee / Composition and appointment; How we safeguard long-term value / Supervisory Board / Composition and appointment; Report of the Supervisory Board / Composition of the Supervisory Board	
	2-11 Chair of the highest governance body	Report of the Supervisory Board / Composition of the Supervisory Board	
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability statements / External recognition / Sustainability governance	
	2-13 Delegation of responsibility for managing impacts	Sustainability statements / External recognition / Sustainability governance	

GRI Standard	Disclosure	Location in report	Other locations: website(s)
	2-14 Role of the highest governance body in sustainability reporting	Sustainability statements / Sustainability governance; Sustainability statements / Reporting policy	
	2-15 Conflicts of interest	How we safeguard long-term value / Board of Management/ Executive Committee / Conflict of interest; How we safeguard long-term value / Supervisory Board / Conflict of interest	
	2-16 Communication of critical concerns	How we safeguard long-term value / Control environment / Business conduct/compliance / Speak Up channels and Anti-Retaliation Policy	Corbion Speak Up Platform
	2-17 Collective knowledge of the highest governance body	Report of the Supervisory Board / Committees of the Supervisory Board / Sustainability and Safety Committee	
	2-18 Evaluation of the performance of the highest governance body	Remuneration report / Remuneration Board of Management / Short-Term Incentive Plan; Remuneration report / Remuneration Board of Management / Long-Term Incentive Plan	
	2-19 Remuneration policies	Remuneration report / Remuneration Board of Management / Remuneration policy and its implementation in 2023	
	2-20 Process to determine remuneration	Remuneration report / Remuneration Board of Management / Remuneration policy and its implementation in 2023	
	2-21 Annual total compensation ratio	Remuneration report / Internal pay ratios and five-year performance overview	
	Strategy, policies, and practices		
	2-22 Statement on sustainable development strategy	Who we are and what we do / Our Strategy: Advance 2025	
	2-23 Policy commitments	How we safeguard long-term value / Control environment / Code of Business Conduct and policies	
	2-24 Embedding policy commitments	How we safeguard long-term value / Control environment / Code of Business Conduct and policies; Our performance / Sustainability performance / Business ethics	
	2-25 Processes to remediate negative impacts	Our performance / Sustainability performance / Preserving what matters / Business ethics; How we safeguard long-term value / Control environment / Business conduct/ compliance / Speak Up channels and Anti-Retaliation Policy	Corbion Speak Up Platform
	2-26 Mechanisms for seeking advice and raising concerns	How we safeguard long-term value / Control environment / Business conduct/compliance / Speak Up channels and Anti-Retaliation Policy	Corbion Speak Up Platform
	2-27 Compliance with laws and regulations	How we safeguard long-term value / Control environment / Business conduct/compliance	

GRI Standard	Disclosure	Location in report	Other locations: website(s)
	2-28 Membership associations	Sustainability statements / Materiality and stakeholder engagement	Memberships of relevant associations and national or international advocacy organizations
	Stakeholder engagement		
	2-29 Approach to stakeholder engagement	Sustainability statements / Materiality and stakeholder engagement	
	2-30 Collective bargaining agreements	Sustainability performance / Preserving what matters / Labor practices	
GRI 3: Material Topics 2023	3-1 Process to determine material topics	Sustainability statements / Materiality and stakeholder engagement	
	3-2 List of material topics	Sustainability statements / Materiality and stakeholder engagement / The materiality determination process	Materiality and stakeholder engagement
Climate change			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our performance / Sustainability performance / Preserving the planet / Climate action	CDP Climate change
GRI 201 - Economic Performance 2016	201-2 Economic performance - indirect economic impacts	Sustainability statements / Climate-related financial disclosures (TCFD)	CDP Climate change
GRI 302 - Energy 2016	302-1 Energy consumption within the organization	Our Performance / Sustainability performance indicators / Preserving the planet; Sustainability statements / Natural capital	CDP Climate change
	302-3 Energy intensity	Sustainability statements / Natural capital	CDP Climate change
	302-4 Reduction of energy consumption	Sustainability statements / Natural capital	CDP Climate change
GRI 305 - Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability statements / Natural capital	CDP Climate change
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability statements / Natural capital	CDP Climate change
	305-3 Other indirect (Scope 3) GHG emissions	Sustainability statements / Natural capital	CDP Climate change
	305-4 GHG emissions intensity	Sustainability statements / Natural capital	CDP Climate change
	305-5 Reduction of GHG emissions	Our performance / Sustainability performance / Preserving the planet / Climate action	CDP Climate change
Human rights in the supply chain			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our performance / Sustainability performance / Preserving what matters / Responsible sourcing; Our performance / Sustainability performance / Human rights and labor practices; Our performance / Sustainability performance / Measuring what matters/ Social Value Assessment	Supplier Code; Responsible sourcing; Code of Business Conduct; Measuring what matters white paper; Sustainability/ Measuring what matters/Social value assessment
GRI 414 - Supplier social assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	Our performance / Sustainability performance / Preserving what matters / Responsible sourcing; Sustainability statements / Materiality and stakeholder engagement / Material themes, definition, link to sustainability strategy	

GRI Standard	Disclosure	Location in report	Other locations: website(s)
Own Indicators	Raw materials covered by generic supplier code (%)	Our performance / Sustainability performance / Sustainability performance indicators / Preserving what matters	
	Raw material/supplier combinations with high sustainability risk (%)	Our performance / Sustainability performance / Sustainability performance indicators / Preserving what matters	
	High-risk raw material/ supplier combinations with mitigation plan (%)	Our performance / Sustainability performance / Sustainability performance indicators / Preserving what matters	
Circular economy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our performance / Sustainability performance / Preserving the planet / Biobased raw materials; and Zero waste	
GRI 306 - Effluents and waste	306-2 Waste by type and disposal method	Sustainability statements / Natural capital	
Own Indicators	Biobased raw materials (%)	Our performance / Sustainability performance / Sustainability performance indicators / Preserving the planet	
	Recycled by-products (%)	Our performance / Sustainability performance / Sustainability performance indicators / Preserving the planet	
	Landfill of waste	Our performance / Sustainability performance / Sustainability performance indicators / Preserving the planet	
	Net sales contributing to preserving the planet (SDG 12, 13, 14)	Our performance / Sustainability performance / Sustainability performance indicators / Preserving the planet	
Biodiversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our performance / Sustainability performance / Preserving food and food production / Sustainable agriculture; Our performance / Sustainability performance / Preserving the planet / Forests and biodiversity	CDP Climate change - Biodiversity module
GRI 308 - Supplier environmental assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	Our performance / Sustainability performance / Preserving what matters / Responsible sourcing	
Own Indicators	Verified responsibly sourced cane sugar (%)	Our performance / Sustainability performance / Sustainability performance indicators / Preserving food and food production	
	Verified deforestation-free key agricultural raw materials (%)	Our performance / Sustainability performance / Sustainability performance indicators / Preserving food and food production	
Health and safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our performance / Sustainability performance / Preserving health / Environment, health, and safety	Code of Business Conduct - Health and Safety
GRI 401 - Employment 2016	401-1 New employee hires and employee turnover	Sustainability statements / Human capital / Workforce profile	
GRI 403 - Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Our performance / Sustainability performance / Preserving health / Environment, health, and safety	

GRI Standard	Disclosure	Location in report	Other locations: website(s)
	403-2 Hazard identification, risk assessment, and incident investigation	Our performance / Sustainability performance / Preserving health / Environment, health, and safety	
	403-5 Worker training on occupational health and safety	Our performance / Sustainability performance / Preserving health / Environment, health, and safety	
	403-8 Workers covered by an occupational health and safety management system	Our performance / Sustainability performance / Preserving health / Environment, health, and safety	
	403-9 Work-related injuries	Our performance / Sustainability performance / Preserving health / Environment, health, and safety	
	403-10 Work-related ill health	Our performance / Sustainability performance / Preserving health / Environment, health, and safety	
Human capital			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our performance / Sustainability performance / Preserving what matters / Talent attraction, retention, and development; Our performance / Sustainability performance / Preserving what matters/ Diversity, Equity and Inclusion	
GRI 401 - Employment 2016	401-1 New employee hires and employee turnover	Sustainability statements / Human capital / Workforce profile	
GRI 404 - Training and education 2016	404-2 Programs for upgrading employee skills and transition assistance	Our performance / Sustainability performance / Preserving what matters / Talent attraction, retention, and development	
GRI 405 - Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	Our performance / Sustainability performance / Diversity, equity, and inclusion (DEI); Sustainability statements / Human capital / Workforce profile; How we safeguard long-term value / Diversity, values, and Code of Business Conduct / Diversity; Report of the Supervisory Board / Composition of the Supervisory Board / Diversity and competence matrix for the Supervisory Board	Inclusion and Diversity Policy; Code of Business Conduct - Inclusion, Diversity and Equal Employment Opportunity
Consumer health and product safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our performance / Sustainability performance / Preserving health / Product quality and safety	Global Quality Policy; Supplier Code
GRI 416 - Customer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Our performance / Sustainability performance / Preserving health / Product quality and safety; Our performance / Sustainability performance / Measuring what matters / Social Value Assessment	Measuring what matters white paper
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Our performance / Sustainability performance / Preserving health / Product quality and safety	
	Net sales contributing to preserving food and food production (SDG 2)	Our performance / Sustainability performance / Sustainability performance indicators / Preserving food and food production	
	Net sales contributing to preserving health (SDG 3)	Our performance / Sustainability performance / Sustainability performance indicators / Preserving health	

GRI Standard	Disclosure	Location in report	Other locations: website(s)
Own Indicators	Sites certified according to internationally recognized food safety management system standards	Our performance / Sustainability performance / Sustainability performance indicators / Preserving health	
Water			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our performance / Sustainability performance / Preserving the planet / Water stewardship	Water Policy
GRI 303: Water and effluents	Water consumption	Sustainability statements / Natural capital	
Data security			
GRI 3: Material Topics 2021	3-3 Management of material topics	How we safeguard long-term value / Control environment / Business conduct/compliance / Privacy and data protection; How we safeguard long-term value / Corbion top risks / Cybersecurity breach; How we safeguard long-term value / Internal Control Systems / IT General Control System	Code of Business Conduct - Data Protection and Privacy; About Us / Legal / Privacy

UN Global Compact

“Corbion is a signatory to the United Nations Global Compact. We are committed to aligning our operations and strategies with these 10 principles in the areas of human rights, labor, the environment, and anti-corruption. We will continue to support the principles and communicate our progress in terms of practical actions and outcomes.” — Olivier Rigaud, CEO, Corbion

United Nations Global Compact Reference List

Topic	Principle	Reference
Human rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure that they are not complicit in human rights abuses.	How we safeguard long-term value Sustainability performance Sustainability statements Corbion Code of Business Conduct Corbion Supplier Code Corbion Cane Sugar Code
Labor	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4: the elimination of all forms of forced and compulsory labor; Principle 5: the effective abolition of child labor; and Principle 6: the elimination of discrimination in respect of employment and occupation.	How we safeguard long-term value Sustainability performance Sustainability statements Corbion Code of Business Conduct Corbion Supplier Code Corbion Cane Sugar Code
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges; Principle 8: undertake initiatives to promote greater environmental responsibility; and Principle 9: encourage the development and diffusion of environmentally-friendly technologies.	Corporate governance Sustainability performance Sustainability statements Corbion Code of Business Conduct Corbion Supplier Code Corbion Cane Sugar Code Who we are and what we do
Anti-corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Corporate governance Corbion Code of Business Conduct Corbion Supplier Code Corbion Cane Sugar Code

Other information

Alternative performance measures

In this report, Corbion has included certain non-IFRS financial information. This information is presented to assist in making appropriate comparisons with prior periods, and Corbion uses these measures to assess the operating performance of the business and believes that the information is useful to users of the financial information. The non-IFRS financial measures do not have a standardized meaning prescribed by the IASB, and therefore may not be comparable to similar measures presented by other issuers. The table below lists the alternative performance measures (APMs) used and their definitions.

APM	Definition
EBITDA	The operating result before depreciation, amortization, and (reversal of) impairment of (in)tangible fixed assets.
Adjusted EBITDA	EBITDA as defined above after applying adjustments.
Adjusted EBITDA margin %	Adjusted EBITDA as defined above divided by net sales x 100.
Adjusted EBITDA excluding acquisitions and divestments, at constant currencies	Adjusted EBITDA as defined above excluding the impact of acquisitions and divestments, based on prior-year currency rates.
Covenant EBITDA	Adjusted EBITDA as defined above increased by cash dividend of joint ventures received and annualization effect of newly acquired and/or divested subsidiaries.
Organic EBITDA growth	Adjusted EBITDA as defined above versus prior year excluding impact of acquisitions and divestments and excluding currency impact.
Organic sales growth	Sales versus prior year excluding impact of acquisitions and divestments and excluding currency impact.
Adjusted operating result	Operating result after adjustments.
Adjusted result after taxes	Result after taxes after adjustments.
Interest cover	Covenant EBITDA as defined above divided by net interest income and charges.
Covenant net debt position	Borrowings (excluding subordinated loans) and lease liabilities less cash and cash equivalents, including third-party guarantees which are required to be included under the debt covenants.
Total net debt position	Borrowings and lease liabilities less cash and cash equivalents, including third-party guarantees which are required to be included under the debt covenants.
Capital employed	The sum of equity, borrowings, lease liabilities, and other non-current liabilities minus cash and cash equivalents.
Average capital employed	Average of the quarterly average capital employed in the reporting period.
Free cash flow	Cash flow from operating activities plus cash flow from investment activities.
Return on capital employed (ROCE) *	Adjusted operating profit as defined above, including adjusted operating profit from joint ventures and associates, divided by the average capital employed x 100.
Adjustments	Adjustments relate to significant items in the income statement of such size, nature or incidence that in view of management require disclosure to assist in making appropriate comparisons with prior periods and to assess the operating performance of the business. These items include amongst others write-down of inventories to net realizable value, reversals of write-downs, impairments, reversals of impairments, additions to and releases from provisions for restructuring and reorganization, results on assets sold, gains on the sale of subsidiaries, joint ventures and associates, and any other provision being formed or released. Restructuring costs are defined as the estimated costs of initiated reorganizations, which have been approved by the Executive Committee, and which generally involve the realignment of certain parts of the organization. The company only adjusts for items when the aggregate amount of the events per line item of the income statement exceeds a yearly threshold of € 0.5 million as well as adjustments, each above € 0.1 million, in relation to previously recognized adjustments.

The table below gives a selection of the APMs used versus the most directly comparable IFRS measure.

€ million	**2023**	**2022**
Operating result	117.2	110.8
Depreciation, amortization, and impairments	62.9	76.4
EBITDA	**180.1**	**187.2**
Adjustments to EBITDA		
- Remeasurement contingent purchase price SB Renewable Oils	5.2	2.3
- Acquisition costs	0.5	0.7
- Reversal of accruals presented as adjustments in previous periods	-0.8	
- Exceptional write down of a receivable	0.6	
- Restructuring costs	0.6	
- Environmental fine in one of our production sites	0.6	
- Advice costs	0.4	
- Cost related to the planned sale of the Emulsifier business	4.6	
- Sale of Totowa warehouse		-9.7
- Incremental cost as a result of the production outage in our Blair facility		1.7
- Strategic portfolio optimization Algae and LAS business		1.3
- Write down receivables as a result of the conflict in Ukraine		0.7
- Sale of a plot of land in the Dutch municipality of Breda		0.2
Total adjustments to EBITDA	11.7	-2.8
Adjusted EBITDA	**191.8**	**184.4**
Adjusted EBITDA	191.8	184.4
Cash dividend of joint ventures and associates	4.6	14.3
Covenant EBITDA	**196.4**	**198.7**
Adjusted EBITDA (A)	191.8	184.4
Net sales (B)	1,443.8	1,457.9
Adjusted EBITDA margin (A/B)	**13.3%**	**12.6%**
Operating result	117.2	110.8
Adjustments to operating result		
- Adjustments to EBITDA	11.7	-2.8
- Reversal of impairments	-21.7	
Total adjustments to operating result	-10.0	-2.8
Adjusted operating result	**107.2**	**108.0**
Net result	72.9	90.0
Adjustments to result after taxes		
- Total adjustments to operating result	-10.0	-2.8
- Impairment in our PLA joint venture	6.8	
- Tax effects on adjustments	-1.6	1.5
Total adjustments to result after taxes	-4.8	-1.3
Adjusted result after taxes	**68.1**	**88.7**
Cash flow from operating activities	165.4	39.0
Cash flow from investment activities	-146.8	-199.1
Free cash flow	**18.6**	**-160.1**
Equity	636.2	625.7
Borrowings	720.6	685.7

Lease liabilities	64.9	73.5
Other non-current liabilities	13.3	15.8
-/- Cash and cash equivalents	-70.2	-58.2
Capital employed 31/12	**1,364.8**	**1,342.5**
Capital employed end Q4 prior year (A)	1,342.5	1,032.0
Capital employed end Q1 (B)	1,411.3	1,162.4
Capital employed end Q2 (C)	1,404.7	1,223.6
Capital employed end Q3 (D)	1,439.2	1,365.7
Capital employed end Q4 current year (E)	1,364.8	1,342.5
Average capital employed for the year ((A+B)/2+(B+C)/2+(C+D)/2+(D+E)/2)/4)	**1,402.2**	**1,234.7**
Adjusted operating result	107.2	108.0
Adjusted operating result from joint ventures and associates	6.5	18.0
Adjusted operating result basis for ROCE (A)	113.7	126.0
Average capital employed for the year (B)	1,402.2	1,234.7
Return on capital employed (A/B) *	**8.1%**	**10.2%**
Borrowings	720.6	685.7
Lease liabilities	64.9	73.5
-/- Cash and cash equivalents	-70.2	-58.2
Total net debt position	**715.3**	**701.0**
Borrowings	720.6	685.7
Lease liabilities	64.9	73.5
-/- Subordinated loan	-99.6	-99.5
-/- Cash and cash equivalents	-70.2	-58.2
Covenant net debt position	**615.7**	**601.5**
Covenant net debt position (A)	615.7	601.5
Covenant EBITDA (B)	196.4	198.7
Covenant net debt position/covenant EBITDA (A/B)	**3.1**	**3.0**
Interest income (Note 7 consolidated financial statements)	-6.4	-3.4
Interest expenses (Note 7 consolidated financial statements)	28.7	14.8
Interest expense on lease liabilities (Note 7 consolidated financial statements)	2.5	2.6
Net interest financial income and charges	**24.8**	**14.0**
Covenant EBITDA (A)	196.4	198.7
Net interest financial income and charges (B)	24.8	14.0
Interest cover (A/B)	**7.9**	**14.2**
Adjusted EBITDA	191.8	184.4
Impact acquisitions and divestments		0.6
Currency impact	11.6	-24.8
Adjusted EBITDA excluding acquisitions and divestments, at constant currencies	**203.4**	**160.2**
Adjusted EBITDA prior year (A)	184.4	135.8
Adjusted EBITDA excluding acquisitions and divestments, at constant currencies current year (B)	203.4	160.2

Organic EBITDA growth ((B-A)/A)*100%	**10.3%**	**18.0%**
TotalEnergies Corbion bv		
Adjusted operating result	13.0	36.0
Depreciation, amortization, and impairments	6.3	6.8
EBITDA	**19.3**	**42.8**

** Starting 2023, the ROCE calculation has changed. The change was initiated to reflect the same pre-tax numerator basis for Corbion and joint ventures result, being adjusted operating profit. In previous periods, the Corbion share in annualized adjusted net result of joint ventures was included. Starting 2023, the Corbion share in annualized adjusted operating profit of joint ventures is included. Comparative figures have been adjusted to reflect this change.*

For organic sales growth reconciliation, reference is made to page 27.

Group structure

As at 31 December 2023

Name	Nature of business	Proportion of ordinary shares held by the group (%)
Principal subsidiaries		
Argentina		
Purac Argentina S.A.	Operating company	100
Brazil		
Corbion Produtos Renovaveis Ltda.	Operating company	100
China		
Corbion Trading (Shanghai) Co., Ltd.	Operating company	100
France		
Corbion France SAS	Operating company	100
India		
Corbion India PL	Operating company	100
Japan		
Corbion Japan K.K.	Operating company	100
Mexico		
Purac Mexico S. de R.L. de C.V.	Operating company	100
The Netherlands		
Corbion Group Netherlands bv	Holding company	100
Corbion PLA Holding bv	Holding company	100
Corbion SB Oils Holding bv	Holding company	100
Expalkan V bv	Holding company	100
Purac Biochem bv	Operating company	100
Poland		
Purac Polska Sp. z o.o.	Operating company	100
Singapore		
Purac Asia Pacific PTE Ltd.	Operating company	100
Spain		
Purac Bioquímica S.A.U.	Operating company	100
Thailand		
Purac (Thailand) Limited	Operating company	100
United Kingdom		
Expalkan II Closed Scheme Ltd.	Pension funding company	100
United States		
Corbion America Holdings Inc.	Holding company	100
Corbion America Subholdings Inc.	Holding company	100
Caravan Ingredients Inc.	Operating company	100
Corbion Biotech Inc.	Operating company	100
Purac America Inc.	Operating company	100
Caravan Emulsifiers LLC	Holding company	100
Joint ventures		
The Netherlands		
CM Biomaterials bv, Gorinchem	Operating company	50
TotalEnergies Corbion bv, Gorinchem	Operating company	50

Independent auditor's report

To: the General Meeting of Shareholders and the Supervisory Board of Corbion N.V.

Report on the audit of the financial statements 2023 included in the Annual Report

Our opinion

In our opinion:

- the accompanying consolidated financial statements give a true and fair view of the financial position of Corbion N.V. as at 31 December 2023 and of its result and its cash flows for the year then ended, in accordance with IFRS Accounting Standards as endorsed by the European Union (EU-IFRS) and with Part 9 of Book 2 of the Dutch Civil Code.
- the accompanying company financial statements give a true and fair view of the financial position of Corbion N.V. as at 31 December 2023 and of its result for the year then ended in accordance with Part 9 of Book 2 of the Dutch Civil Code.

What we have audited

We have audited the financial statements 2023 of Corbion N.V. (the Company) based in Amsterdam, the Netherlands. The financial statements include the consolidated financial statements and the company financial statements.

The consolidated financial statements comprise:

1 the consolidated statement of financial position as at 31 December 2023;

2 the following consolidated statements for 2023: the income statement, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows; and

3 the notes comprising material accounting policies and other explanatory information.

The company financial statements comprise:

1 the company statement of financial position as at 31 December 2023;

2 the company income statement for 2023; and

3 the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Corbion N.V. in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

We designed our audit procedures in the context of our audit of the financial statements as a whole and in forming our opinion thereon. The information in respect of fraud and non-compliance with laws and regulations, going concern, climate and the key audit matters was addressed in this context, and we do not provide a separate opinion or conclusion on these matters.

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information in support of our opinion

Summary

Materiality
• Materiality of EUR 5.5 million • 3.1% of EBITDA[1]

Group audit
• Audit coverage of 97% of total assets • Audit coverage of 94% of total net sales

Risk of material misstatements related to Fraud, NOCLAR, Going concern and Climate risks
• Fraud risks: the presumed risks of management override of controls and revenue recognition are identified and further described in the section 'Audit response to the risks of fraud and non-compliance with laws and regulations'. • Non-compliance with laws and regulations (NOCLAR) risks: no risks of material misstatements related to NOCLAR identified.

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[1] EBITDA is the operating result before depreciation, amortization and (reversal of) impairment of (in)tangible fixed assets.

- Going concern risks: no risks of material misstatement with regards to the going concern basis of financial reporting identified.
- Climate risks: no risks of material misstatement for the financial statements identified.

Key audit matters

- Valuation of the Algae Ingredients business and the related contingent consideration.

Materiality

Based on our professional judgement we determined the materiality for the financial statements as a whole at EUR 5.5 million (2022: EUR 5.8 million). The materiality is determined with reference to EBITDA, resulting in a percentage of 3.1% (2022: 5% of result before taxes). We consider EBITDA as the most appropriate benchmark because it represents the Company's core operating performance metric.

We agreed with the Audit Committee of the Supervisory Board that misstatements identified during our audit in excess of EUR 275,000 (2022: EUR 275,000) would be reported to them, as well as smaller misstatements that in our view must be reported on qualitative grounds**.**

Scope of the group audit

Corbion is at the head of a group of components (together the Group). The financial information of this group is included in the financial statements of Corbion N.V.

Our group audit mainly focused on significant components that are (i) of individual financial significance to the group based on their total net sales or total assets, or (ii) that, due to their specific nature or circumstances, are likely to include significant risks of material misstatement for the group financial statements.

The Group operates through a number of legal entities. These entities form reporting components which are primarily based on geography (countries). Because we are ultimately responsible for the auditor's report, we are also responsible for directing, supervising and performing the group audit. In this respect we have determined the nature and extent of the audit procedures to be carried out. Decisive were the size and/or the risk profile of the components.

On this basis we selected 7 components (2022: 7 components) to perform audits for group reporting purposes on a complete set of financial information as well as 5 components (2022: 2 components) to perform audit procedures for group reporting purposes on specific items of financial information.

We performed audit procedures ourselves at group level in respect of specific areas such as the Algae impairment test, income tax for the Dutch Fiscal Unity, the defined benefit pension plan in the UK and treasury.

We provided detailed instructions to all component auditors, covering the significant risks of material misstatement, and set out the information required to be reported back to us.

For the residual population not in scope we performed analytical procedures in order to corroborate that our scoping remained appropriate throughout the audit.

By performing the procedures mentioned above at components, together with additional procedures at group level, we have been able to obtain sufficient and appropriate audit evidence about the group’s financial information to provide an opinion about the financial statements.

The audit coverage as stated in the section summary can be further specified as follows:

Total assets

89%	**8%**	**3%**
Audit of the complete reporting package	Audit of specific items	Analytical procedures on residual population

Total net sales

83%	**11%**	**6%**
Audit of the complete reporting package	Audit of specific items	Analytical procedures on residual population

Audit response to the risk of fraud and non-compliance with laws and regulations

In the Risk Management chapter of the Annual Report, the Board of Management describes its procedures in respect of the risk of fraud and non-compliance with laws and regulations and the Supervisory Board reflects on this.

As part of our audit, we have gained insights into the Company and its business environment, and the Company’s risk management in relation to fraud and non-compliance. Our procedures included, among other things, assessing the Company’s code of conduct, whistleblowing procedures, incidents register and its procedures to investigate indications of possible fraud and non-compliance. Furthermore, we performed relevant inquiries with the Board of Management, the Audit Committee of the Supervisory Board and other relevant functions, such as Internal Audit and Corbion’s Legal Counsel.

As part of our audit procedures, we:

- evaluated as to whether integrity and the code of conduct is a topic on the agenda of the Board of Management and the Supervisory Board;

- evaluated the Company's internal policies, controls and procedures such as the Corbion Insider Trading Policy; and
- assessed other positions held by the members of the Board of Management, the Executive Committee and the Supervisory Board and paid special attention to procedures and governance/compliance in view of possible conflicts of interest.

In addition, we performed procedures to obtain an understanding of the legal and regulatory frameworks that are applicable to the Company and identified the following areas as those most likely to have a material effect on the financial statements:

- employment and human rights law;
- health and safety law;
- product law, including product safety and product liability claims;
- environmental law;
- anti-bribery and corruption laws and regulations;
- trade sanctions and export controls laws and regulations; and
- data privacy legislation.

Based on the above and on the auditing standards, we identified the following presumed fraud risks laid down in the auditing standards, and responded as follows:

- **Management override of controls (a presumed risk)**

Risk:

- Management is in a unique position to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.

Responses:

- We evaluated the Company's policies and procedures and the design and implementation of controls regarding (manual) journal entries.
- We made inquiries of individuals involved in the financial reporting process about inappropriate or unusual activity relating to the processing of journal entries and other adjustments.
- We performed data analyses of high-risk journal entries. Where we identified instances of unexpected journal entries or other risks through our data analytics, we performed additional audit procedures to address each identified risk. These procedures also included testing of transactions back to source information.
- We verified the appropriateness of material post-closing entries recorded in the general ledger.

- We evaluated key estimates and judgments for bias by the Company's management, such as the valuation of the Algae Ingredients business and the related contingent consideration, including retrospective reviews of prior year's estimates.
- Incorporated elements of unpredictability in our audit, such as performing test of details on revenue transactions of an entity outside our usual scope.

- **Revenue recognition (a presumed risk)**

Risk:

- Revenue recognition at year-end (cut-off) as revenue might be overstated due to fraud resulting from fraudulent (manual) journal entries at year-end (cut-off).

Responses:

- We evaluated the design and implementation of the controls set up by management surrounding the determination of the transfer of control at year-end (cut-off procedures implemented by management).
- We used Data analytics to identify unexpected 'account pairings' and manual journal entries in the revenue account at year-end and inspect the underlying accounting records to evaluate the appropriateness of these journal entries.
- We performed tests of details on revenues before year-end (cut-off) by tracing revenues back to underlying details such as invoices, contracts, shipping documents and when considered relevant to debtor payments.
- We assessed if there were material credit notes recognized after year-end related to sales transactions recognized in the financial year under audit to ensure that revenue was recognized in the appropriate period.

Our evaluation of procedures performed related to fraud and non-compliance with laws and regulations did not result in a key audit matter.

We communicated our risk assessment, audit responses and results to the Board of Management and the Audit Committee of the Supervisory Board.

Our audit procedures did not reveal indications and/or reasonable suspicion of fraud and non-compliance that are considered material for our audit.

Audit response to going concern

The Board of Management has performed its going concern assessment and has not identified any going concern risks. To assess the Board of Management's assessment, we have performed, inter alia, the following procedures:

- we inquired with the Board of Management on the key assumptions and principles underlying the Board of Management's assessment of the going concern risk;
- we considered whether the Board of Management's assessment of the going concern risks includes all relevant information of which we are aware as a result of our audit; and

- we analysed the Company's financial position as at year-end and compared it to the previous financial year in terms of indicators that could identify going concern risks.

The outcome of our risk assessment procedures did not give reason to perform additional audit procedures on the Board of Management's going concern assessment.

Audit response to climate-related risks

The Company has set out its ambitions and commitments relating to climate change in the chapter 'Climate Action' included in section 'Our performance' of the Annual Report. The Company has aligned its climate ambition to limit global temperature rise to 1.5°C. As part of its ambition, the Company has committed to reducing its absolute Scope I and II emissions by 38% and the Scope III emissions by 24% per ton of product by 2030, compared to 2021. The Company is also committed to achieving 100% renewable electricity by 2025. On an overall basis, the Company expressed to be committed to reaching net-zero emissions by no later than 2050.

Against the background of the Company's business and operations, management has assessed in detail how climate-related risks, opportunities and the Company's own commitments could have a significant impact on its business or could impose the need to adapt its strategy and operations. Management has considered climate-related risks as one of their top risks, as described in the 'Risk Management' chapter, included in the 'How we safeguard long-term value' section and the 'Climate-related financial disclosures (TCFD)' chapter in the 'Sustainability Statements' of the Annual Report. More specifically this relates to the impact of physical and transition risks on the financial statements, such as carbon pricing, changing consumer behaviour, changing regulations, increased intensity and frequency of extreme weather events and chronic climate change. Management concluded that no material impact was identified for the 2023 financial statements.

As part of our audit we performed a risk assessment of the impact of climate-related risks and the commitments and ambitions made by the Company in respect of climate change on the financial statements and our audit approach. In doing this we performed the following:

- To understand management's processes and assessment we:
  - made inquiries with relevant functions, including management and the Sustainability Committee to understand management's risk assessment process as it relates to possible effects of climate change on the financial statements;
  - inspected documents such as internal climate-related risk assessments (both on physical and transition risks);
  - inspected minutes of the Executive Committee, Audit Committee of the Supervisory Board and Sustainability Committee relevant for assessing the climate-related risks in the audit; and

- performed an analysis of the external environment and obtained an understanding of relevant sustainability themes and issues, considering the operations and characteristics of the Company.

— We have considered and evaluated climate related fraud risk factors, such as climate related KPIs on reduction of scope 1 and 2 GHG emissions, being linked to board remuneration.

— We used KPMG climate risk experts to assist in the procedures mentioned above and in particular in our understanding of the Company's risk assessment as to how climate-related risks and opportunities may affect the Company and its accounting in the current year's financial statements.

Based on the risk assessment procedures performed above we considered whether there is a risk of material misstatement resulting from climate on the valuation of non-current assets. This was considered in particular as part of our risk assessment procedures over Corbion's assessment of the valuation of goodwill, which included an internal carbon price. Considering the risk assessment work performed, we did not identify a risk of material misstatement specific to climate and thus no further audit response was considered necessary.

Furthermore, we have read the 'Other information' with respect to climate-related risks as included in the Annual Report and considered whether such information contains material inconsistencies with the financial statements or our knowledge obtained through the audit, in particular as described above and our knowledge obtained otherwise.

Our key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements. We have communicated the key audit matters to the Audit Committee of the Supervisory Board. The key audit matters are not a comprehensive reflection of all matters discussed. We have not identified any new or changed key audit matters compared to the previous year.

Valuation of Algae Ingredients business and the related contingent consideration

Description

In 2019 an impairment of EUR 37.0 million was recognized related to the Algae Ingredients business, as result of slower than expected progress of the Algae Ingredients business.

During 2023, management identified a trigger to reassess the valuation of tangible fixed assets of the Algae Ingredients business as a result of improved performance of the business. Based on this trigger, management reassessed the recoverable amount of the assets and determined that a reversal of an impairment of EUR 21.7 million was to be recognized in 2023.

The valuation of the tangible fixed assets of the Algae Ingredient business and the related contingent consideration, are significant to our audit due to their size and judgement involved in the assessment of the valuation of these assets and the related contingent consideration.

In particular, management's judgement was required in determining the key assumptions as described in our response.

Our response

We performed, amongst others, the following procedures:

- We evaluated the Company's policies and procedures and the design and implementation of controls over the (reversal of) impairment analysis for the tangible fixed assets of the Algae Ingredients business and the related contingent consideration.
- We evaluated the presence of a reversal of an impairment by comparing the Value in Use (ViU) against the carrying amount of the underlying assets.
- We evaluated the key assumptions used by management in the ViU-calculation and the robustness of forecasts, amongst others, through comparing to market developments, historical analyses and agreements with third parties.
- We assessed the reasonability of the key inputs in the ViU-calculation, such as the weighted average cost of capital, the projected revenue growth and the perpetual growth rate.
- We involved valuation specialists to analyze and evaluate the reasonability of the applied methodology, the mathematical accuracy of the ViU-calculation and the key assumptions used by the Company by performing sensitivity analyses and sanity checks.
- We evaluated whether adequate disclosure was made in accordance with IAS 36 Impairment of Assets.

Our observation

We consider management's key assumptions and estimates for the valuation of the Algae Ingredients business and the related contingent consideration to be within an acceptable range and the disclosure (note 10) adequate.

Report on the other information included in the Annual Report

In addition to the financial statements and our auditor's report thereon, the Annual Report contains other information.

Based on the following procedures performed, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements; and
- contains the information as required by Part 9 of Book 2 of the Dutch Civil Code for the Report of the Board of Management and other information.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of Part 9 of Book 2 of the Dutch Civil Code and the Dutch Standard 720. The scope of the procedures performed is less than the scope of those performed in our audit of the financial statements.

The Board of Management is responsible for the preparation of the other information, including the information as required by Part 9 of Book 2 of the Dutch Civil Code.

Report on other legal and regulatory requirements and ESEF

Engagement

We were initially appointed by the General Meeting of Shareholders as auditor of Corbion N.V. on 22 May 2015, as of the audit for the year 2016 and have operated as statutory auditor ever since that financial year.

No prohibited non-audit services

We have not provided prohibited non-audit services as referred to in Article 5(1) of the EU Regulation on specific requirements regarding statutory audits of public-interest entities.

European Single Electronic Format (ESEF)

Corbion N.V. has prepared its Annual Report in ESEF. The requirements for this are set out in the Delegated Regulation (EU) 2019/815 with regard to regulatory technical standards on the specification of a single electronic reporting format (hereinafter: the RTS on ESEF).

In our opinion the Annual Report prepared in XHTML format, including the (partly) marked-up consolidated financial statements as included in the reporting package by Corbion N.V., complies in all material respects with the RTS on ESEF.

The Board of Management is responsible for preparing the Annual Report including the financial statements in accordance with the RTS on ESEF, whereby the Board of Management combines the various components into one single reporting package.

Our responsibility is to obtain reasonable assurance for our opinion whether the Annual Report in this reporting package complies with the RTS on ESEF. We performed our examination in accordance with Dutch law, including Dutch Standard 3950N ’Assurance-opdrachten inzake het voldoen aan de criteria voor het opstellen van een digitaal verantwoordingsdocument’ (assurance engagements relating to compliance with criteria for digital reporting). Our examination included among others:

- Obtaining an understanding of the Company's financial reporting process, including the preparation of the reporting package;
- Identifying and assessing the risks that the Annual Report does not comply in all material respects with the RTS on ESEF and designing and performing further assurance procedures responsive to those risks to provide a basis for our opinion, including:

- Obtaining the reporting package and performing validations to determine whether the reporting package containing the Inline XBRL instance document and the XBRL extension taxonomy files have been prepared in accordance with the technical specifications as included in the RTS on ESEF;
- Examining the information related to the consolidated financial statements in the reporting package to determine whether all required mark-ups have been applied and whether these are in accordance with the RTS on ESEF.

Description of responsibilities regarding the financial statements

Responsibilities of the Board of Management and the Supervisory Board for the financial statements

The Board of Management is responsible for the preparation and fair presentation of the financial statements in accordance with EU-IFRS and Part 9 of Book 2 of the Dutch Civil Code. Furthermore, the Board of Management is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error. In that respect the Board of Management, under supervision of the Supervisory Board, is responsible for the prevention and detection of fraud and non-compliance with laws and regulations, including determining measures to resolve the consequences of it and to prevent recurrence.

As part of the preparation of the financial statements, the Board of Management is responsible for assessing the Company's ability to continue as a going concern. Based on the financial reporting frameworks mentioned, the Board of Management should prepare the financial statements using the going concern basis of accounting unless the Board of Management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so. The Board of Management should disclose events and circumstances that may cast significant doubt on the Company's ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for overseeing the Company's financial reporting process.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

A further description of our responsibilities for the audit of the financial statements is located at the website of de ‘Koninklijke Nederlandse Beroepsorganisatie van Accountants’ (NBA, Royal Netherlands Institute of Chartered Accountants) at eng_oob_01.pdf (nba.nl). This description forms part of our auditor’s report.

Amstelveen, 29 February 2024

KPMG Accountants N.V.

J. Schrumpf RA

Assurance report of the independent auditor

To: the General Meeting of Shareholders and the Supervisory Board of Corbion N.V.

Our conclusion

We have reviewed the selected sustainability indicators as included in the Annual Report 2023 of Corbion N.V. (hereafter: Corbion N.V.) at Amsterdam for the year ended 31 December 2023 (hereafter: the sustainability indicators). A review is aimed at obtaining a limited level of assurance.

Based on the procedures performed nothing has come to our attention that causes us to believe that the sustainability indicators are not prepared, in all material respects, in accordance with the reporting criteria as described in the ‘Reporting criteria’ section of our report.

The sustainability indicators reviewed are marked with ‘√’ on pages 36, 37, 179 and 180 of the Annual Report 2023.

Basis for our conclusion

We performed our review in accordance with Dutch law, including Dutch Standard 3000A ’Assurance-opdrachten anders dan opdrachten tot controle of beoordeling van historische financiële informatie). This engagement is aimed at obtaining limited assurance. Our responsibilities in this regard are further described in the ‘Auditor’s responsibilities’ section of our report.

We are independent of Corbion N.V. in accordance with the ‘Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten’ (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence). Furthermore, we have complied with the ‘Verordening gedrags- en beroepsregels accountants’ (VGBA, Dutch Code of Ethics). We believe the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Reporting Criteria

The sustainability indicators need to be read and understood together with the reporting criteria. Corbion N.V. is solely responsible for selecting and applying these reporting criteria, taking into account applicable law and regulations related to reporting.

The reporting criteria used for the preparation of the sustainability indicators are the applied internal reporting criteria as disclosed in the section ‘Reporting policy’ included in the chapter ‘Sustainability statements’ of the Annual Report 2023.

The comparability of sustainability information between entities and over time may be affected by the absence of a uniform practice on which to draw, to evaluate and measure this information. This allows for the application of different, but acceptable, measurement techniques.

Consequently, the sustainability information needs to be read and understood together with the criteria applied.

Materiality

Based on our professional judgement we determined materiality levels for each relevant part of the sustainability indicators. When evaluating our materiality levels, we have taken into account quantitative and qualitative considerations as well as the relevance of information for both stakeholders and Corbion.

Scope of the group review

Corbion N.V. is the parent company of a group of entities. The sustainability information incorporates the consolidated information of this group of entities to the extent as specified in 'Reporting Criteria' section in the report.

Our group review procedures consisted of both review procedures at corporate (consolidated) level and at site level. Our selection of sites in scope of our review procedures is primarily based on the site's individual contribution to the consolidated information.

By performing our review procedures at site level, together with additional review procedures at corporate level, we have been able to obtain sufficient and appropriate assurance evidence about the group's sustainability information to provide a conclusion about the sustainability indicators.

Limitations to the scope of our review

The sustainability indicators include prospective information such as ambitions, strategy, plans, expectations and estimates. Inherently the actual future results are uncertain. We do not provide any assurance on the assumptions and achievability of prospective information in the sustainability indicators.

References to external sources or websites in the sustainability indicators are not part of the sustainability indicators itself as reviewed by us. Therefore, we do not provide assurance on this information.

Our conclusion is not modified with respect to these matters

The Board of Management and Supervisory Board's Responsibilities

The Board of Management is responsible for the preparation of the sustainability indicators in accordance with the applicable criteria as described in the 'Reporting criteria' section of our report, including the identification of stakeholders and the definition of material matters.

Furthermore, the Board of Management is responsible for such internal control as it determines is necessary to enable the preparation of the sustainability indicators that is free from material misstatement, whether due to fraud or error.

The Supervisory Board is, amongst other things, responsible for overseeing the Corbion N.V. reporting process.

Auditor's responsibilities

Our responsibility is to plan and perform our review in a manner that allows us to obtain sufficient and appropriate assurance evidence for our conclusion.

Procedures performed to obtain a limited level of assurance are aimed at determining the plausibility of information and vary in nature and timing, and are less in extent, compared to a reasonable assurance engagement. The level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

We apply the ‘Nadere Voorschriften Kwaliteitssystemen’ (NVKS, Regulations for Quality management systems) and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have exercised professional judgement and have maintained professional skepticism throughout the review, in accordance with the Dutch Standard 3000A, ethical requirements and independence requirements.

Our review included among others:

- Performing an analysis of the external environment and obtaining an understanding of relevant societal themes and issues, and the characteristics of the company;
- Evaluating the appropriateness of the reporting criteria used, their consistent application and related disclosures in the sustainability indicators. This includes the evaluation of the results of stakeholder dialogue and the reasonableness of estimates made by the Board of Management;
- Obtaining an understanding of the reporting processes for the sustainability indicators, including obtaining a general understanding of internal control relevant to our review;
- Identifying areas of the sustainability indicators where a material misstatement, whether due to fraud or error, are most likely to occur, designing and performing assurance procedures responsive to these areas, and obtaining assurance information that is sufficient and appropriate to provide a basis for our conclusion. These procedures included, amongst others:
  - Interviewing management and relevant staff at corporate level responsible for the strategy, policy and results;
  - Interviewing relevant staff responsible for providing the information for, carrying out internal control procedures over, and consolidating the data in the sustainability indicators;
  - Determining the nature and extent of the review procedures for the group components and locations. For this, we considered the nature, extent, risk profile, as well as a rotation schedule to select the components and locations to visit, and selected two sites in Brazil and The Netherlands. These visits are aimed at, on a local level, validating source data and evaluating the design and implementation of internal controls and validation procedures;
  - Obtaining assurance information that the sustainability indicators reconcile with underlying records of Corbion N.V.;
  - Reviewing, on a limited test basis, relevant internal and external documentation;

  - Performing an analytical review of the data and trends.
- Evaluating the consistency of the sustainability indicators with the information in the report which is not included in the scope of our review;
- Evaluating the presentation, structure and content of the sustainability indicators;
- Considering whether the sustainability indicators as a whole, including the disclosures, reflects the purpose of the reporting criteria used.

We have communicated with the Board of Management and the Supervisory Board regarding, among other matters, the planned scope and timing of the review and significant findings that we identify during our review.

Amstelveen, 29 February 2024

KPMG Accountants N.V.

J. Schrumpf RA

Five years in figures

Millions of euros	2023	2022	2021	2020	2019
Net sales	1,444	1,458	1,071	987	976
Operating result	117	111	82	104	61
Adjusted EBITDA [1)]	192	184	136	159	146
Result after taxes	73	90	78	73	26
Earnings per share in euros [2)]	1.23	1.53	1.33	1.24	0.44
Diluted earnings per share in euros [2)]	1.22	1.51	1.32	1.23	0.43
Cash flow from operating activities	165	39	22	109	114
Cash flow from operating activities per ordinary share, in euros [2)]	2.80	0.66	0.38	1.85	1.94
Depreciation/amortization (in)tangible fixed assets	85	76	64	60	62
Capital expenditure on (in)tangible fixed assets	140	231	165	90	83
Adjusted EBITDA margin % [3)]	13.3	12.6	12.7	16.1	14.9
Result after taxes/net sales %	5.0	6.2	7.3	7.4	2.6
Statement of financial position					
Non-current assets	1,107	1,051	837	689	719
Current assets	510	596	462	334	327
Non-interest-bearing current liabilities	215	261	228	174	161
Covenant net debt position [4)]	616	602	362	284	303
Total net debt position [5)]	715	701	461	284	303
Provisions	37	44	39	30	28
Equity	636	626	554	516	529
Key data per ordinary share					
Number of issued ordinary shares	59,242,792	59,242,792	59,242,792	59,242,792	59,242,792
Number of ordinary shares with dividend rights	59,090,949	59,012,918	58,950,269	58,871,671	58,819,590
Weighted average number of outstanding ordinary shares	59,062,628	58,991,788	58,926,368	58,851,367	58,819,590
Price as at 31 December	19.38	31.84	41.44	46.15	28.12
Highest price in calendar year	37.32	42.00	53.60	46.70	29.96
Lowest price in calendar year	15.77	24.34	37.72	22.54	24.26
Market capitalization as at 31 December	1,145	1,879	2,443	2,717	1,654
Other key data					
Capital expenditure on (in)tangible fixed assets	140	231	165	90	83
Number of employees at closing date (FTE)	2,727	2,601	2,493	2,267	2,138
Equity per share in euros [6)]	10.77	10.60	9.40	8.76	9.00
Regular dividend in euros per ordinary share (reporting year)	0.61	0.56	0.56	0.56	0.56
Ratios					
Covenant net debt position/ Covenant EBITDA [7)]	3.1	3.0	2.6	1.7	2.0
Interest cover [8)]	7.9	14.2	14.6	16.5	22.2
Balance sheet total : equity	1:0.4	1:0.4	1:0.4	1:0.5	1:0.5
Net debt position : equity	1:0.9	1:0.9	1:1.2	1:1.8	1:1.7
Current assets : current liabilities	1:1	1:0.9	1:0.6	1:0.6	1:0.9

1 *Adjusted EBITDA is the operating result before depreciation, amortization, (reversal of) impairment of (in)tangible fixed assets and after adjustments.*

2 *Per ordinary share in euros after deduction of dividend on financing preference shares.*

3 *Adjusted EBITDA margin % is adjusted EBITDA as defined above divided by net sales x 100.*

4 *Covenant net debt position comprises borrowings (excluding subordinated loans) less cash and cash equivalents, including third-party guarantees which are required to be included under the debt covenants.*

5 *Total net debt position comprises interest-bearing debts less cash and cash equivalents, including third-party guarantees which are required to be included under the debt covenants.*

6 *Equity per share is equity divided by the number of shares with dividend rights.*

7 *Covenant EBITDA is adjusted EBITDA as defined above, increased by cash dividend of joint ventures received and annualization effect of newly acquired and/or divested subsidiaries.*

8 *Interest cover is covenant EBITDA as defined above divided by net interest income and charges.*

Investor relations

According to the Corbion Articles of Association, the Board of Management shall decide subject to the approval of the Supervisory Board which part of the profit is to be reserved. The remaining profit shall be at the disposal of the General Meeting of Shareholders. The General Meeting of Shareholders may decide upon a proposal by the Board of Management with the approval of the Supervisory Board to pay dividends to shareholders from the distributable equity.

In terms of absolute cash dividend policy, Corbion's ambition is to pay out annually a stable to gradually increasing absolute dividend amount per share (progressive regular dividend policy). For 2023, the dividend proposal is a regular dividend in cash of € 0.61 per ordinary share (2022: € 0.56).

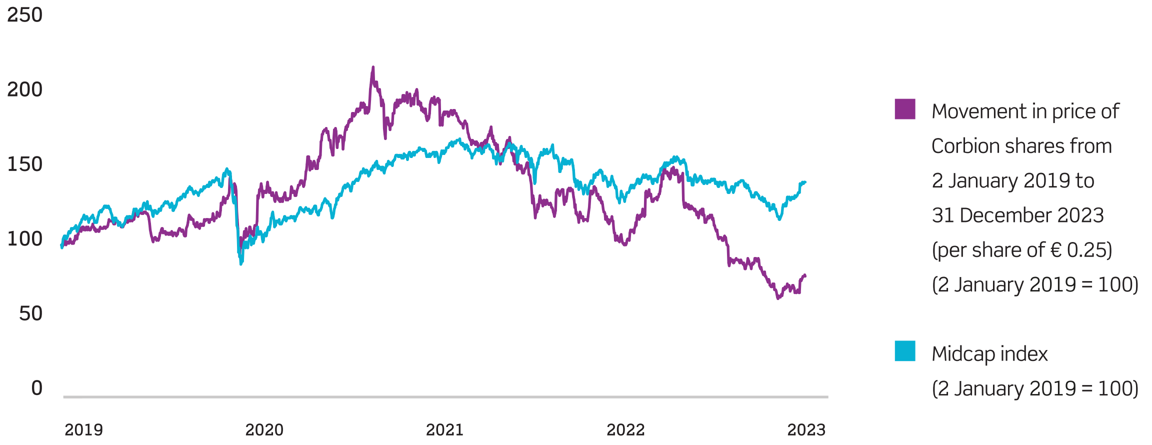
Proposed appropriation of profit

Millions of euros	**2023**	**2022**
Result after taxes	72.9	90.0
Proposed addition to the reserves	36.9	57.0
Available for cash dividend to holders of ordinary shares	36.0	33.0
Regular cash dividend of € 0.61 (2022: € 0.56) per ordinary share with a nominal value of € 0.25	36.0	33.0

Share information

	2023	**2022**	**2021**	**2020**	**2019**
Number of ordinary shares with dividend rights x 1,000 as at 31 December	59,091	59,013	58,950	58,872	58,820
Market capitalization in millions of euros as at 31 December	1,145	1,879	2,443	2,717	1,654
Highest share price	37.32	42.00	53.60	46.70	29.96
Lowest share price	15.77	24.34	37.72	22.54	24.26
Share price as at 31 December	19.38	31.84	41.44	46.15	28.12
Average daily turnover of shares	89,709	76,236	91,058	90,628	44,500

Trends in share price



Financial calendar*

26-Apr-24	Publication of the interim management statement first quarter 2024
15-May-24	Annual General Meeting of Shareholders
17-May-24	Ex date
20-May-24	Record date
28-May-24	Dividend payable for 2023
8-Aug-24	Publication of half-year figures 2024
29-Oct-24	Publication of the interim management statement third quarter 2024
14-May-25	Annual General Meeting of Shareholders*

* *Subject to change*

Contact information

The Investor relations and Media sections of the company website contain up-to-date financial information about Corbion.

If you have any questions or concerns regarding this report, we kindly invite you to contact us.

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