



FY/Q4 2021 RESULTS

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25/02/2022

EDDY VAN RHEDE VAN DER KLOOT (CFO)

Corbion results 2021



Olivier Rigaud

CEO

- Business performance
- Outlook



Eddy van Rhede van der Kloot

CFO

- Financial performance

FY 2021 Key Points

- **Organic sales growth core activities 15.0%**
 - Growth driven by all three business units
- **Adjusted EBITDA: €135.8M (12.7% margin), organic growth -7.6%**
- **Firm pricing actions started in H2 2021**
- **Continued high investment level to support growth**
- **Sustainability progress ahead of schedule**

Sustainable Food Solutions

- **Net Sales Organic growth of 10.8%**
 - Preservation:
 - Natural preservatives continue to gain share
 - Strongest growth in new products
 - Functional Systems:
 - Higher than historical average win-rate
 - Developing in adjacent categories such as Dairy
 - Single ingredients grew substantially in beverages & confectionery
- **Strong sales and innovation pipeline and increased conversion rate**
- **Acquisition Granolife Mexico / disposal Frozen Dough**
- **Application labs investment completed**



Lactic Acid & Specialties

- Net Sales Organic growth of 17.0%
- High growth in **lactic acid** deliveries to Total Corbion PLA joint venture
- **Green solvents** sales grew as electronics segment more than compensated pressure in agrochemicals segment
 - Expanded production capacity completed in Gorinchem / NL
- Medical **biopolymers** returned to strong growth driven by sales in drug delivery and post covid recovery in elective surgeries
 - FiberLive partially impaired: slower than expected technological developments
 - Higher growth prospects in slow release drug delivery systems



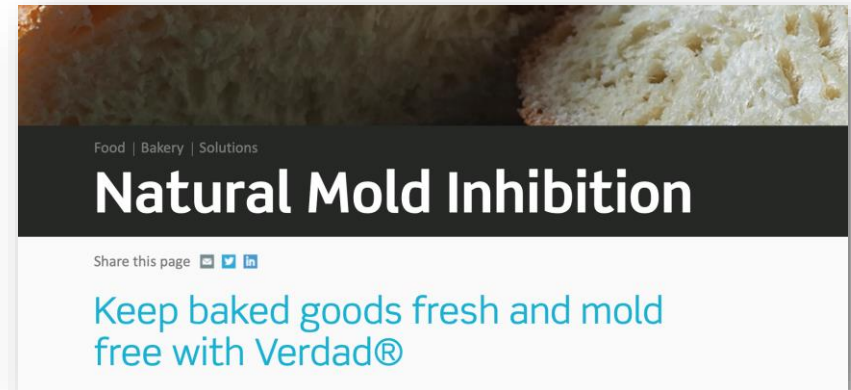
Incubator

- **Net sales increased organically by 147.8%**
- Sales growth driven by AlgaPrime DHA (omega-3)
- Aquaculture sector is becoming more receptive of using sustainable feed ingredients
- Expanded into multiple leading aquaculture feed companies
- Algae strain efficiency and higher volumes helped offset higher costs of materials and transport
- **Path to EBITDA break-even for Omega-3 in 2022 reconfirmed**



Major growth investment projects – algae fermentation & natural ferments

- **Capacity expansion in Orindiuva, Brazil – Algae fermentation – € 10-15M**
 - Capacity available end 2022 to support 2023 growth
 - Debottlenecking fermentation capacity
 - Improving operational efficiency
-
- **SFS production capacity for natural ferments – Peoria, US – € 10-15M**
 - Capacity available end 2022
 - New Natural Ferments specialities
 - Doubling fermentation capacity



Major investment project – Lactic Acid in Thailand

- New lactic acid plant in Rayong, Thailand. Capex: \$ 230M
- **Status**
 - Timing on track for startup in 2023
 - Construction is currently switching from civil engineering towards erecting first equipment
 - Training of operators started
- **Challenges**
 - Equipment Lead times: challenging logistics
 - COVID impact, general cost price increases



Sustainability progress

- Surpassed our 2025 GHG emission reduction target in 2021
- Updated 2030 target in the course of 2022
- New net zero GHG emissions target in our value chain by no later than 2050



CDP Climate/supplier engagement	A (was A)
CDP Climate/general	A- (was A)
CDP Water	B (up from B-)
Ecovadis	Platinum (improved score)
MSCI	A (up from BB)

Financial performance



Profit and Loss

	YTD	YTD			Q4	Q4	
€ million	2021	2020	%		2021	2020	%
Net Sales	1,070.8	986.5	8.5%		273.2	245.3	11.4%
Adjusted EBITDA	135.8	158.8	-14.5%		22.3	30.4	-26.6%
Adjusted EBITDA %	12.7%	16.1%			8.2%	12.4%	
Adjusted Depreciation & Amortization	(64.1)	(60.3)	6.3%				
Adjustments	10.3	5.6	83.9%				
EBIT	82.0	104.1	-21.2%				
Financial income/expenses	(14.2)	(20.9)	-32.1%				
Result joint ventures/assoc.	18.7	4.5	315.6%				
Taxes	(8.2)	(14.6)	-43.8%				
Result after tax	78.3	73.1	7.1%				
EPS	1.33	1.24	7.0%				

Firm pricing actions implemented

- **We expect full compensation of higher input costs**
 - In aggregate, input costs in 2021 and 2022 rise by € 165M (of which € 130M in Core)
- **Firm pricing actions implemented**
 - H2 2021: First results of pricing actions visible
 - H1 2022: Further price increases phasing in
- **Pricing contract structure more flexible**
 - Majority of contracts moved from annual to quarterly pricing
 - Provides for faster price adjustments
- **Pricing actions have mathematical dilutive effect on margin**

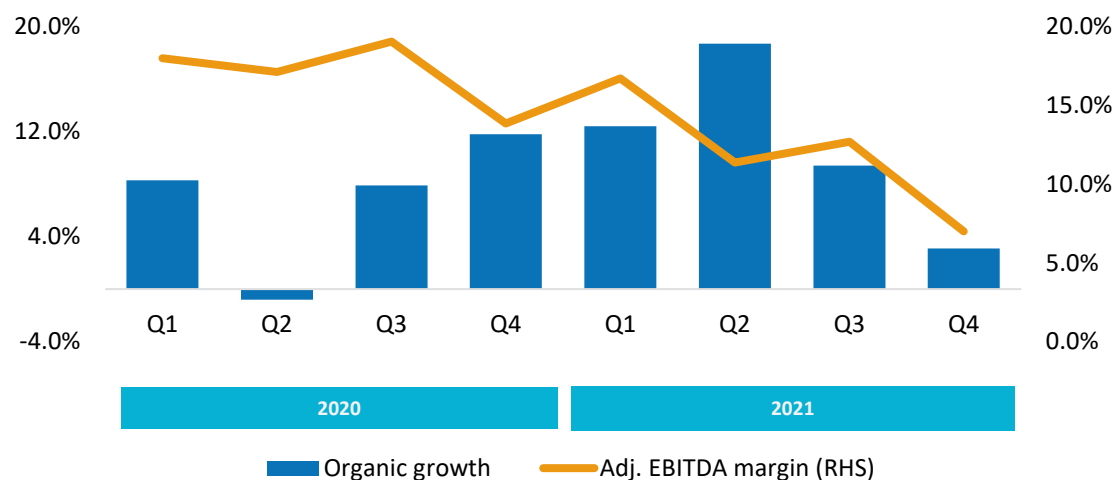
Additional raw materials, energy, packaging, freight increase

€ million	2021 vs 2020	2022 vs 2021	Cumulative
Core	40	90	130
Non-core	10	25	35
Total	50	115	165

Sustainable Food Solutions

€ million	YTD 2021	YTD 2020	Q4 2021	Q4 2020
Net sales	584.2	545.8	148.6	140.1
Organic growth	10.8%	6.8%	3.1%	11.8%
Adjusted EBITDA	69.3	92.7	10.4	19.4
Adjusted EBITDA margin	11.9%	17.0%	7.0%	13.8%

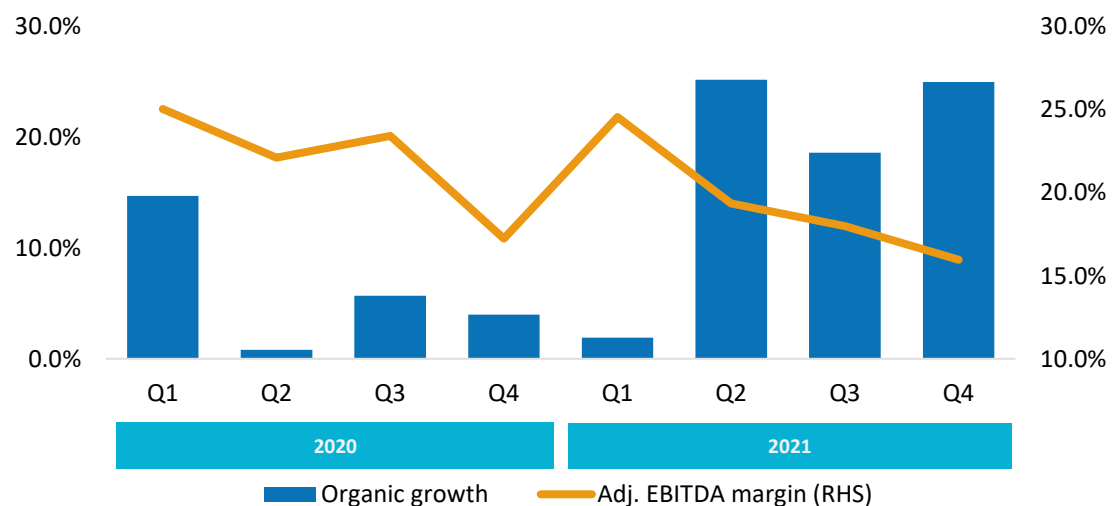
- Net sales organic growth of 10.8%
- Adjusted EBITDA margin from 17.0% to 11.9%
 - Rapidly rising input costs not yet reflected in sales price
 - Investments in organizational capabilities
 - Q4 margin adversely impacted by temporary production outage in our lactic acid plant in the US



Lactic Acid & Specialties

€ million	YTD 2021	YTD 2020	Q4 2021	Q4 2020
Net sales	312.3	275.8	80.2	64.4
Organic growth	17.0%	6.2%	25.0%	4.0%
Adjusted EBITDA	60.5	61.0	12.8	11.1
Adjusted EBITDA margin	19.4%	22.1%	16.0%	17.2%

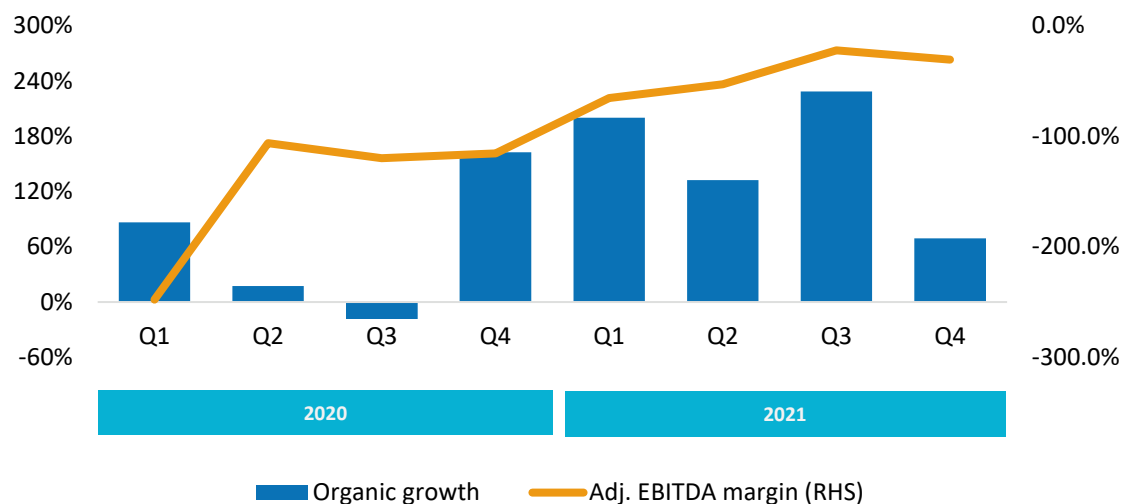
- Net sales organic growth of 17.0%
- Adjusted EBITDA margin from 22.1% to 19.4%
 - Rapidly rising input costs not yet reflected in sales price
 - Headcount increase related to lactic acid capacity expansion and biopolymers



Incubator

€ million	YTD 2021	YTD 2020	Q4 2021	Q4 2020
Net sales	30.7	13.4	7.8	4.5
Organic growth	147.8%	33.9%	68.9%	162.5%
Adjusted EBITDA	(11.7)	(18.4)	(2.4)	(5.2)
Adjusted EBITDA margin	-38.1%	-137.3%	-30.8%	-115.6%

- **Net sales organic growth** of 147.8%
 - Sales growth driven by AlgaPrime DHA (omega-3)
- **Adjusted EBITDA** loss declined from € -18.4 million to € -11.7 million



Total Corbion PLA joint venture

€ million *	YTD 2021	YTD 2020		Q4 2021	Q4 2020
Net sales	159.8	129.3		47.2	33.2
EBITDA	54.6	47.7		14.8	12.7
EBITDA margin	34.2%	36.9%		31.4%	38.3%

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

- Net Sales organic growth of 28.1% through combination of price and volume growth
- EBITDA margin lower as higher input and freight costs and investments in organization offset positive operational leverage

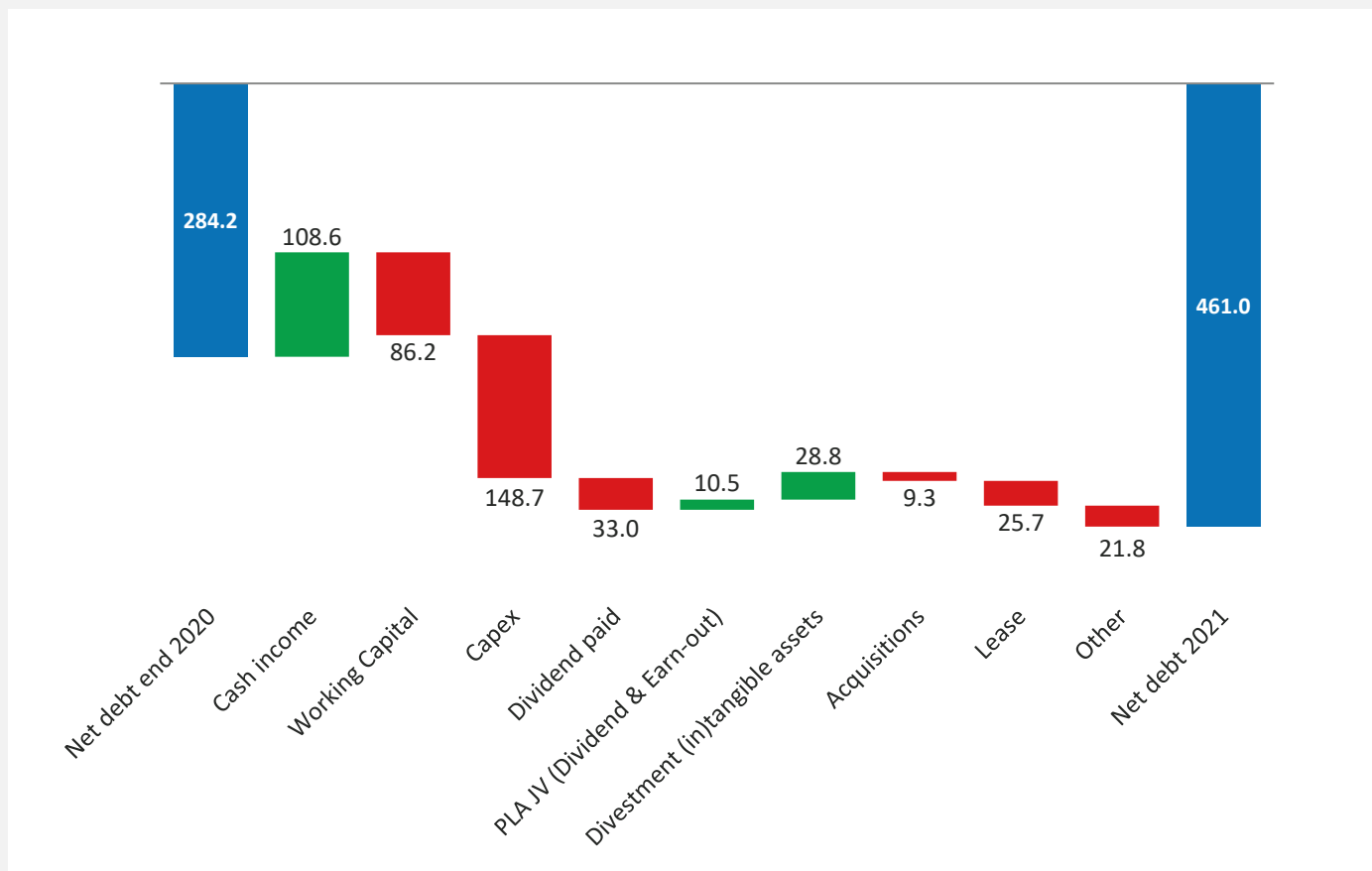


Non-core activities

€ million	YTD 2021	YTD 2020		Q4 2021	Q4 2020
Net sales	143.6	151.5		36.6	36.3
Organic growth	12.8%	-1.1%		12.9%	1.1%
Adjusted EBITDA	17.7	23.5		1.5	5.1
Adjusted EBITDA margin	12.3%	15.5%		4.1%	14.0%

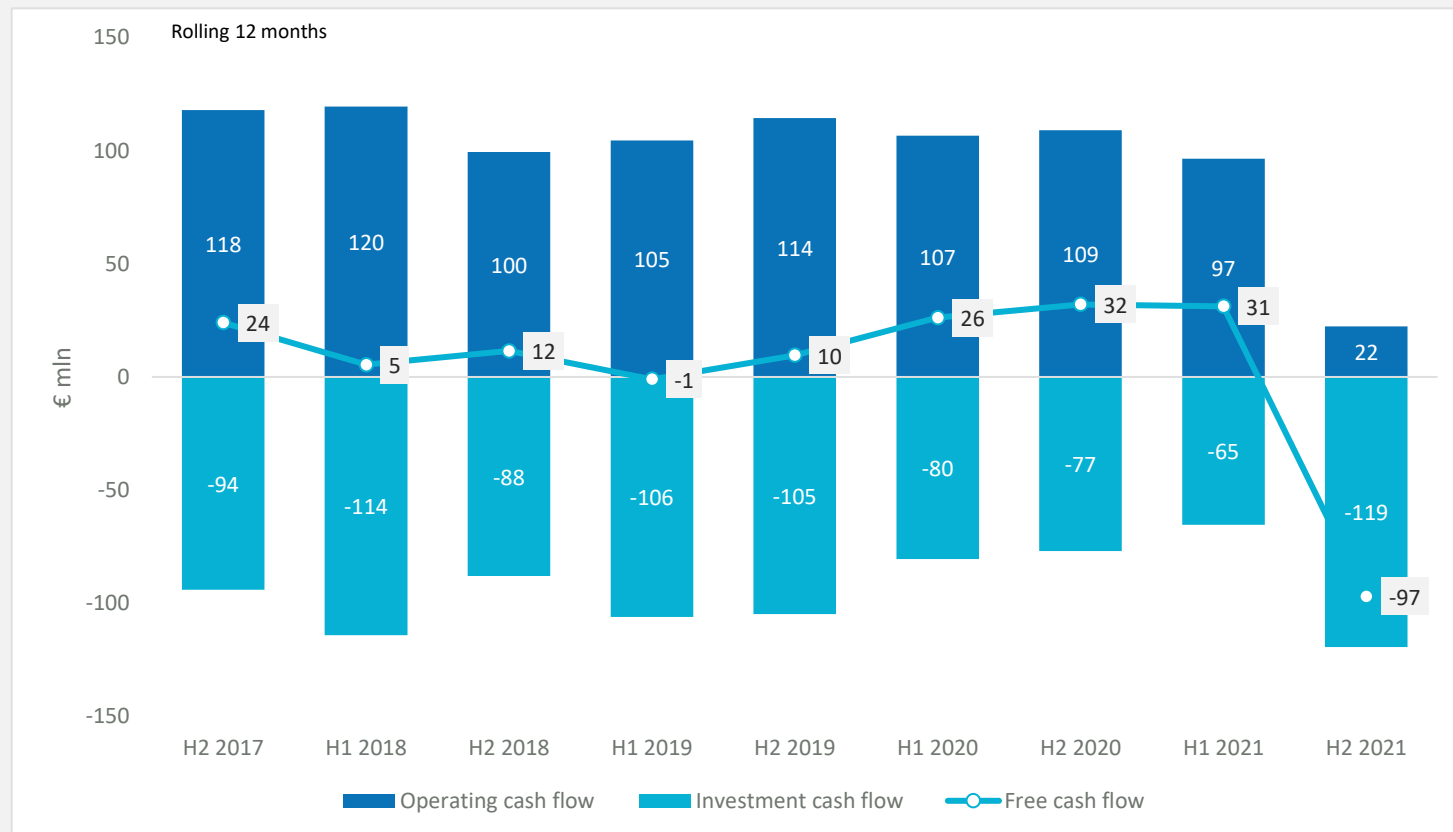
- Net Sales organic growth of 12.8% in Emulsifiers through market share gains
- Emulsifiers is now sole remaining active business in non-core activities
 - Frozen dough activities sold in January 2021
- Margin pressure in Q4 due to rising input costs (mostly soybean oil) not yet reflected in price

Net debt bridge 2021



- **Divestment (in) tangible assets**
 - Plot of land Breda, NL (Jan '21)
 - Frozen dough activities (Jan '21)
- **Covenant net debt/covenant EBITDA** increased from 2.1x to 2.6x
 - covenant net debt/covenant EBITDA is 3.75x

Free Cash Flow



- **Significant investment program**
 - New lactic acid plant in Thailand
- **Lower operating cashflow**
 - Increased working capital
 - inflationary input costs
 - safety stock buildup
 - Reduced EBITDA

Outlook 2022

- **Net Sales Organic growth** core activities 15-20%
- **Reach EBITDA break-even in the AlgaPrime DHA business (algae-derived omega-3)**
- **Input costs:** Successfully increased prices to fully compensate for additional input costs
 - Input cost expected to continue to rise; might require additional pricing actions
- **Adjusted EBITDA margin** core activities: 12-15%
- **Capital expenditures:** € 200 - 230 million

Annex

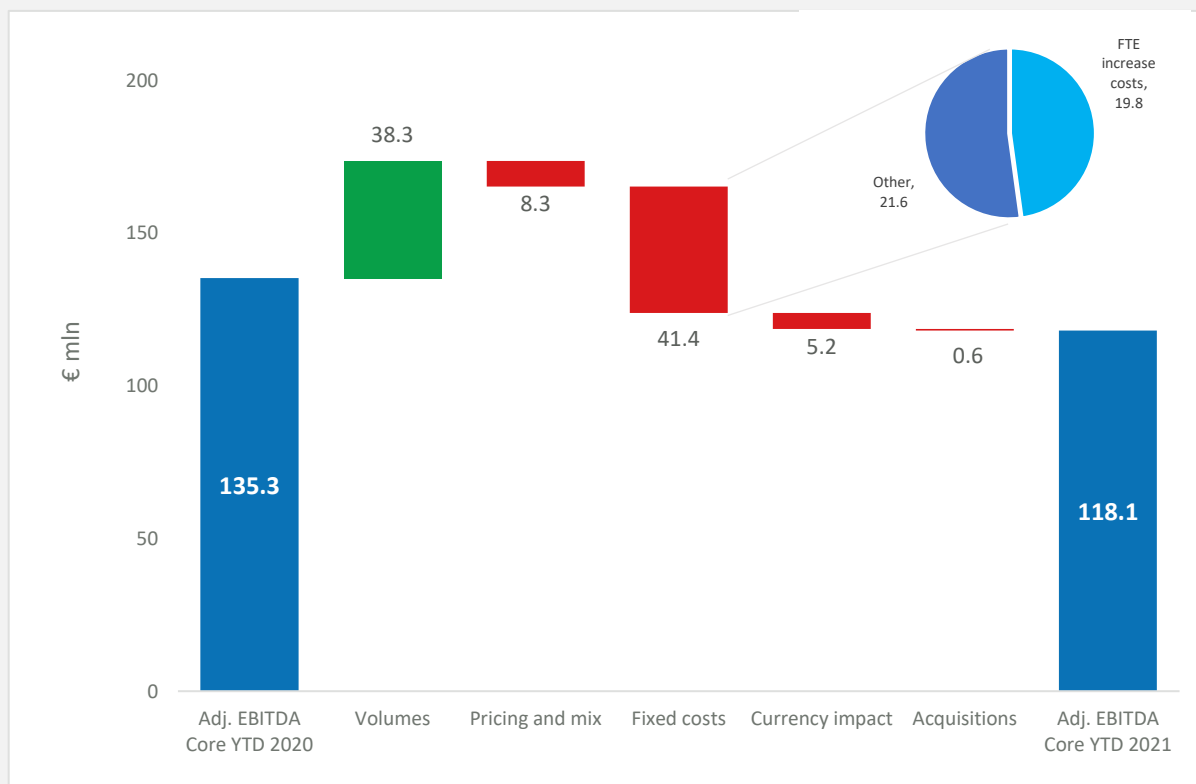
Net sales and Adjusted EBITDA: YTD/Q4 2021

€ million	YTD 2021	YTD 2020		Q4 2021	Q4 2020		Growth YTD
Net sales							
Core	927.2	835.0		236.6	209.0		11.0%
- Sustainable Food Solutions	584.2	545.8		148.6	140.1		7.0%
- Lactic Acid & Specialties	312.3	275.8		80.2	64.4		13.2%
- Incubator	30.7	13.4		7.8	4.5		129.1%
Non-core	143.6	151.5		36.6	36.3		-5.2%
Total Net Sales	1,070.8	986.5		273.2	245.3		8.5%
Adjusted EBITDA							
Core	118.1	135.3		20.8	25.3		-12.7%
- Sustainable Food Solutions	69.3	92.7		10.4	19.4		-25.2%
- Lactic Acid & Specialties	60.5	61.0		12.8	11.1		-0.8%
- Incubator	(11.7)	(18.4)		(2.4)	(5.2)		36.4%
Non-core	17.7	23.5		1.5	5.1		-24.7%
Total Adjusted EBITDA	135.8	158.8		22.3	30.4		-14.5%

Sales Growth per segment in YTD/Q4 2021

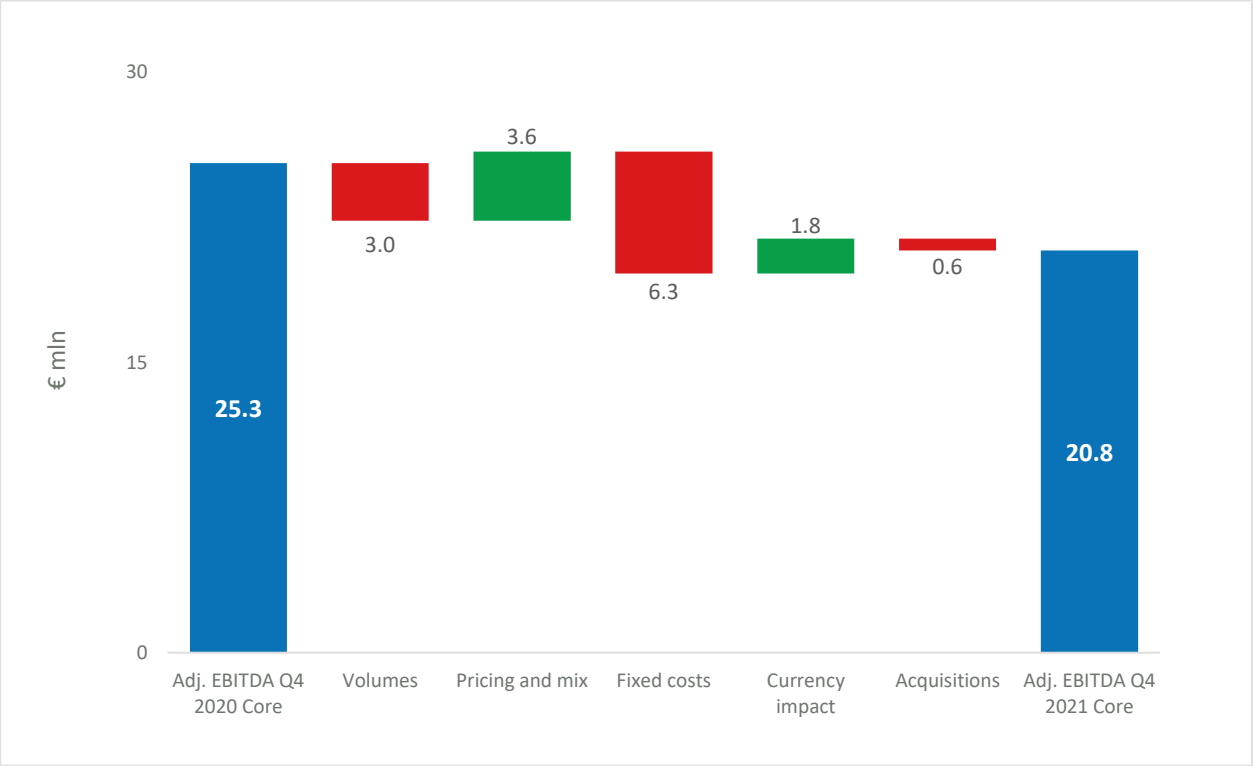
Net sales	Volume	Price/Mix	Organic	Currency	Acquisitions/ (Divestments)	Total growth
YTD 2021 vs YTD 2020						
Core	9.6%	4.9%	15.0%	-4.1%	0.1%	11.0%
- Sustainable Food Solutions	4.5%	6.0%	10.8%	-3.9%	0.1%	7.0%
- Lactic Acid & Specialties	14.4%	2.3%	17.0%	-3.8%	0.0%	13.2%
- Incubator	109.7%	18.2%	147.8%	-18.7%	0.0%	129.1%
Non-core	5.5%	6.9%	12.8%	-4.0%	-14.0%	-5.2%
Total	9.0%	5.2%	14.7%	-4.1%	-2.1%	8.5%
Q4 2021 vs Q4 2020						
Core	-1.3%	12.8%	11.3%	2.0%	-0.1%	13.2%
- Sustainable Food Solutions	-6.2%	10.0%	3.1%	3.1%	-0.1%	6.1%
- Lactic Acid & Specialties	5.3%	18.8%	25.0%	-0.5%	0.0%	24.5%
- Incubator	47.6%	14.4%	68.9%	4.4%	0.0%	73.3%
Non-core	3.0%	9.6%	12.9%	5.0%	-17.1%	0.8%
Total	-0.6%	12.2%	11.6%	2.4%	-2.6%	11.4%

Core Adjusted EBITDA bridge YTD 2021



- Volume growth in all 3 business segments
- Pricing and mix
 - Negative mix as lactic acid sales to PLA JV increased
 - Price increases partly offsetting input cost inflation
- Fixed Costs increase mostly due to organizational investments (employee count +10% y/y), salary inflation, and indexation

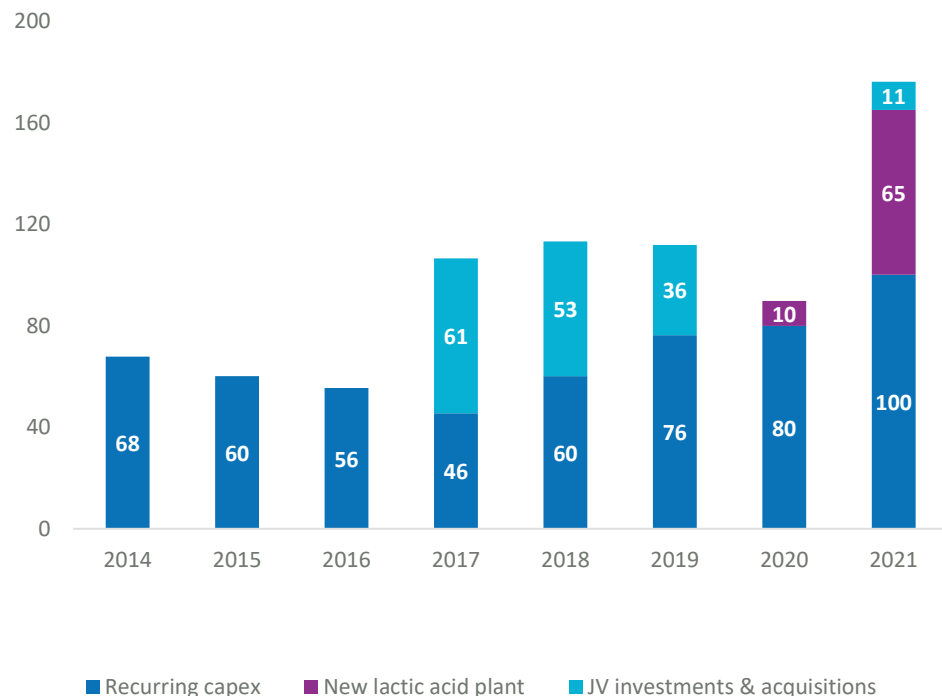
Core Adjusted EBITDA bridge Q4 2021



Investments

Investments

€ mln



- **Total capex 2021 € 165M**

- Recurring capex € 100M (including expansion projects)
- New Lactic Acid plant (Thailand) € 64.9M

- **Recurring capex includes**

- Lactic acid debottlenecking € 30.6M
- ERP investment € 7.3M

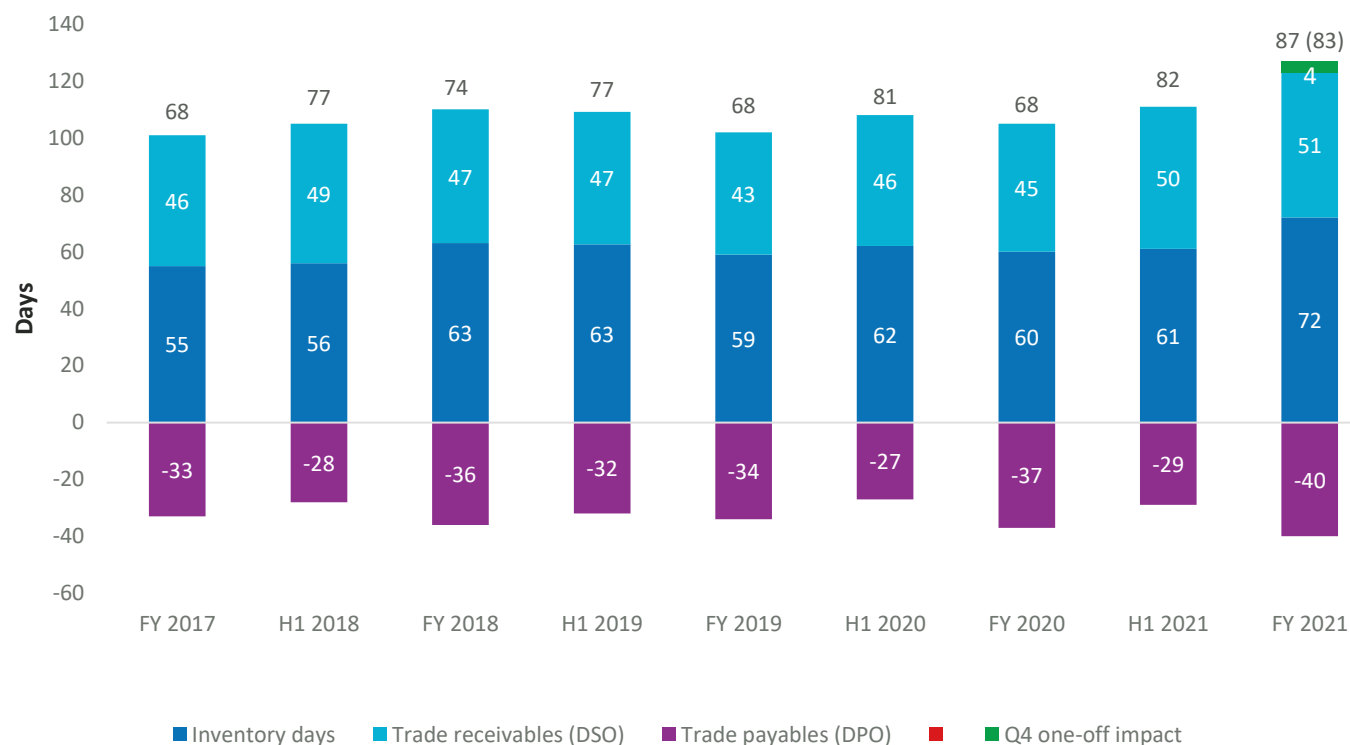
- **Acquisitions**

- Granotec Mexico € 11.1M (June '21)

- **Capex outlook 2022**

- 2022 estimated capex € 200-230M
- New Lactic Acid plant (Thailand), algae fermentation plant capacity (Brazil), natural ferments plant capacity (US)

Working capital (days)



- **Increased Inventory days** mainly caused by inflationary input costs and safety stock build up
- Q4 one-off temporary impact due to **intercompany sales elimination**



—● Investor relations



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