

Corbion

INNOVATION WEBCAST 2026

INNOVATION POWERS BRIGHT 2030

Turning bioscience into solutions and measurable growth

Dr. Yves Boland
Chief Technology Officer

11-Nov-2026

BRIGHT 2030 - Focus on natural preservation and nutrition

A sustainable specialty food ingredients company, focused on natural preservation and nutrition

Leveraging its backbone fermentation technology and food solutions expertise

Offering differentiated natural and label-friendly ingredients

BRIGHT 2030 targets (period 2026 – 2028)	Sales 3-6%	Adjusted EBITDA margin in 2028 ~18%	Free Cash Flow € 270m (cumulative)

Corbion

Building on our bioscience leadership to create more complete customer solutions



Deep bioscience know-how



Application expertise



Greater customer value

Corbion

Innovation’s contribution today

3.4%

of revenue invested in innovation and application

>20%

of revenue from new solutions or newer, more efficient technologies

€ 43m

invested in innovation and application in 2025

Corbion

Building on our foundation to create greater value

FOCUS

Prioritizing opportunities with the strongest potential and right to win

EXPAND

Extend the value and reach of our capabilities

ACCELERATE

Increase speed and productivity

GREATER VALUE

Corbion

Consumer needs and market shifts are redefining food and nutrition



Healthy & safe food

Increasing regulatory pressure

Affordable choices

A more sustainable food chain

More nutrition from fewer calories

Faster idea-to-launch cycles

Corbion

FOCUS

Prioritizing opportunities with the strongest potential and right to win

Corbion

Greater focus, faster progress

Greater focus
is increasing innovation speed

4x Faster

Fewer projects. Faster proof points. More resources behind the biggest opportunities.

More selective. More agile. Focused on customer value.

Corbion

Biomanufacturing leadership

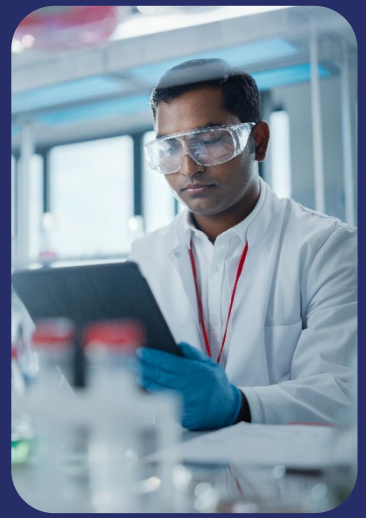
01
Strain development
Microorganism or strain



02
Fermentation development
Laboratory fermenter



03
Pilot-scale validation
Pilot plant



04
Industrial production
Full-scale plant

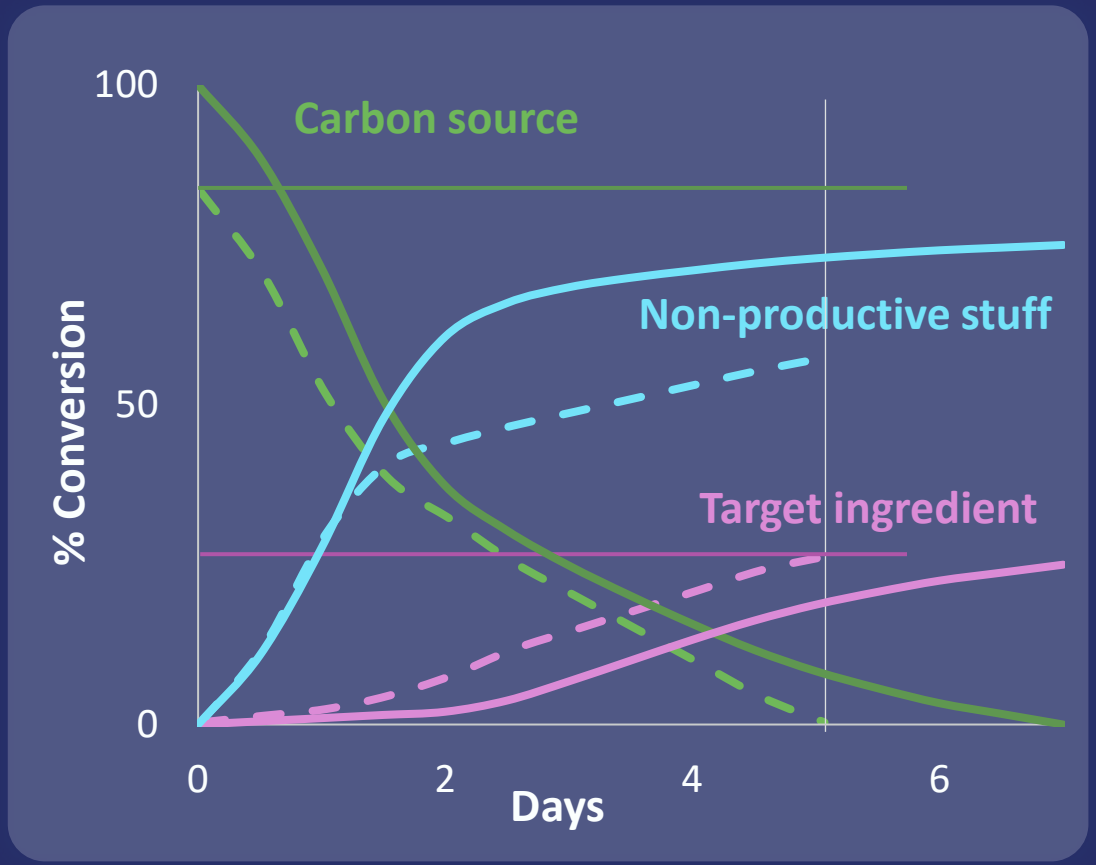


05
Downstream processing
Finished ingredient



Corbion

Fermentation efficiency gain





Downstream-processing efficiency

Process economics determine whether scientific potential becomes, and remains a viable business

Corbion

EXPAND

Extending the value and reach of our existing capabilities

Corbion

Turning more of our science into customer solutions

STEP 01
Value

STEP 02
Customer Solution

STEP 03
Application

STEP 04
Ingredient(s)

A ready-to-use concept or recipe, supported by nutritional, sensory, and application data

Corbion

From megatrends to opportunity

Market needs

- Healthy & safe food
- A more sustainable food chain
- Affordable choices
- Faster idea-to-launch cycles

Corbion response

- New nutrition and preservation solutions
- New ingredient categories
- Continued process optimization
- Bioscience-backed platforms

Corbion

Finding the next scalable growth platform



Corbion

Four growth platforms built on our bioscience know-how



EXPANDING

Natural preservation

€ 250m

Addressable market, 7% CAGR



EXPANDING

Sustainable lipids

€ 2bn

Structured-lipids segment



ENTERING

Fermentation-based antioxidants

€ 300m

Fermentation-based segment



EXPLORING

Specialized peptides and proteins for food

Several € 100m

per protein opportunity

Built on Corbion's fermentation, microbiology, application. and scale-up capabilities

Addressable market data based on Corbion market analysis

Corbion

NURTURE NEXT by Corbion: open innovation to shape what's next

NURTURE NEXT by Corbion

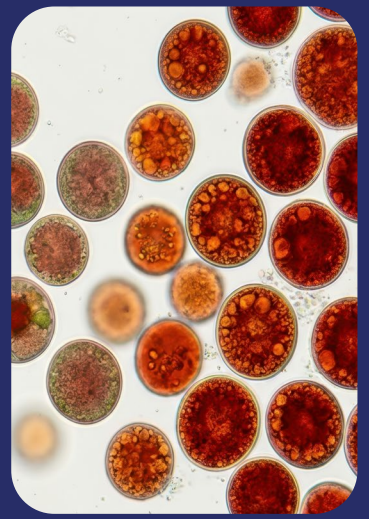
NURTURE NEXT extends our innovation reach

- Technology and regulatory readiness
- Inherent technology cost efficacy
- AI-powered market assessment

Corbion

Astaxanthin: An example of open innovation

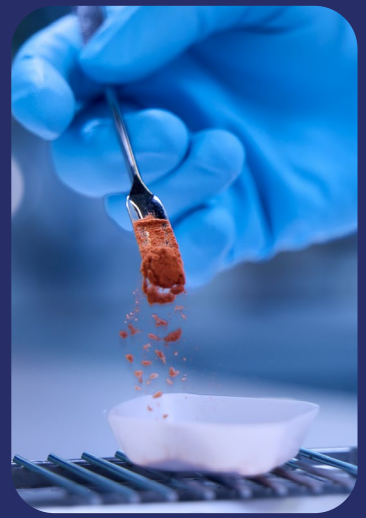
Microalgae



Development and scale-up



Astaxanthin



Food supplements



Scaling to aquaculture



Corbion

ACCELERATE



Increasing innovation speed and productivity

Corbion

Digital, data, and AI

Corbion knowledge and data

Digital, analytical, and AI tools

Faster decisions and improved productivity

Digital, data, and AI shorten the path from question to answer

Expected productivity improvement:

10-20%

Corbion

CREATING GREATER VALUE

Turning capabilities into measurable customer and business outcomes

Corbion

Predictive models turn preservation science into customer decisions

Microbiology data → Predictive modelling → Validation in food → Faster formulation decisions

Commercial proof points

150+

Customers used tools (2026)

€ 100m+

Supported pipeline

€ 25m+

Closed / won business

Faster development. Lower testing burden. Greater confidence.

Corbion

Combining preservation technologies to strengthen listeria control



Core preservative

+

Innovative ingredient

Reduced listeria counts and inhibited growth

Combining microbiology, process validation, and customer application work

Corbion

More nutrition from everyday food, without compromise



10 g protein

per serving

Dairy-free | Soy-free | Non-GMO

Maintained eating quality and manufacturability

Formulation expertise + plant-trial support + a pre-formulated protein solution

More intense sourness. Maintained product stability.



- Rapid sourness
- Sustained sensation
- Stable texture and coating

Powder composition and particle design balance acidity, release and stability

Corbion

Key metrics

Innovation powers BRIGHT 2030

Corbion

Bioscience-backed solution provider: the value story

FOCUS

Prioritizing opportunities with the strongest potential and right to win

10-20%

anticipated productivity improvement

EXPAND

Extending the value and reach of our existing capabilities

1.5-2.0%

expected annual sales growth*

ACCELERATE

Increasing innovation speed and productivity

~5%

expected variable cost-savings cumulative to 2030

* contribution from the current risk-adjusted innovation pipeline

Corbion

Questions & answers



Thank you – we welcome your questions

Corbion