



Preserving what matters



Corbion

ESG FACTBOOK

How Corbion preserves what matters

2026 EDITION

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How our business activities positively contribute to the sustainable development goals

| KPI* | Unit | 2025 | 2024 | 2023 | % change 25 vs 24 |
|--|------|------|------|------|-------------------|
| Net sales contributing to SDGs 2, 3, 12, 13, and 14) | % | 79% | 74% | 69% | 7% |
| Net sales contributing to Climate change (SDG 13) | % | 20% | 18% | 16% | 12% |
| Net sales contributing to Biodiversity (SDG 14) | % | 12% | 11% | 8% | 5% |
| Net sales contributing to Circular economy (SDG 12) | % | 55% | 51% | 57% | 7% |
| Net sales contributing to Consumer health (SDG 3) | % | 44% | 42% | 39% | 5% |

*The KPIs are part of our annual report, have been externally verified by our auditor, and are reported in line with the ESRS standards.

3 GOOD HEALTH AND WELL-BEING



AlgaPrime™ DHA and AlgaVia™ DHA support human nutrition

Our sustainable food ingredients help control food-borne pathogens

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



We help preserve >13 million tons of food globally, preventing food waste

98% of our raw materials are renewable

13 CLIMATE ACTION



Our solutions support the transition to a low-carbon economy

Reducing food waste by 25% saves 82.5 million tons of CO₂ annually

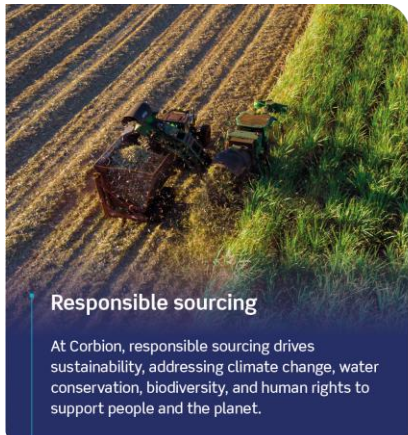
14 LIFE BELOW WATER



AlgaPrime™ and AlgaVia™ DHA as alternative to fish oil reduces pressure on the oceans

AlgaPrime™ DHA enables up to 30% reduction of wild-caught fish in aquaculture feed

Targets



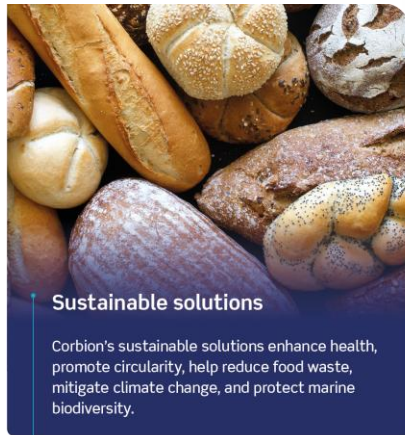
Responsible sourcing

At Corbion, responsible sourcing drives sustainability, addressing climate change, water conservation, biodiversity, and human rights to support people and the planet.



Responsible manufacturing

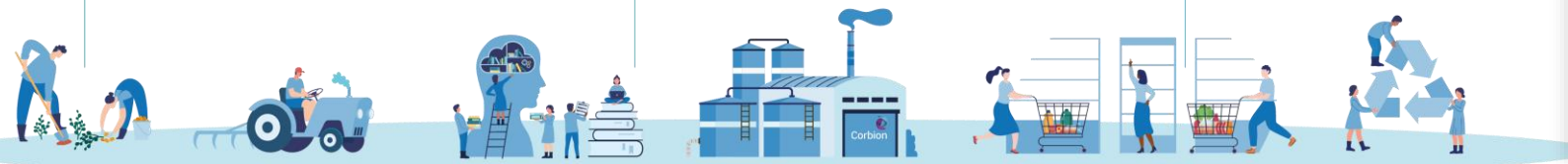
Corbion's responsible manufacturing prioritizes employee safety, mitigates climate change, optimizes water use, and invests in human capital to drive sustainable value.



Sustainable solutions

Corbion's sustainable solutions enhance health, promote circularity, help reduce food waste, mitigate climate change, and protect marine biodiversity.

| | 2030 ¹ | 2025 ¹ |
|---|-------------------|-------------------|
| Responsible sourcing | | |
| Raw materials covered by supplier code ² | >90% | >90% |
| Verified responsibly sourced cane sugar ³ | 99% | 98% |
| Scope 3 emissions reduction (SBTi-approved target) ⁴ | 25% | n/a |
| Verified deforestation-free key agricultural raw materials ⁵ | 99% | 99% |
| Responsible manufacturing | | |
| Total Recordable Injury Rate ⁶ | < 1.25 | < 2.50 |
| Renewable electricity | 100% | 100% |
| Scope 1 & 2 emissions reduction (SBTi-approved target) ⁷ | 42% | n/a |
| Sustainable solutions | | |
| Net sales contributing to the SDGs (SDG 2, 3, 12, 13, 14) ⁸ | n/a | > 75% |



1. Targets based on current manufacturing footprint; to be reviewed in case of acquisitions/major changes.
2. By quantity.
3. 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.
4. Scope 3 emissions from purchased goods and services, upstream transportation and distribution, waste generated in operations and investments. Absolute reduction compared to 2021 as the base year. We report our emissions in accordance with the Greenhouse Gas Protocol. Our full scope 3 emissions and biogenic emissions are reported in the Sustainability statements.

5. 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.
6. Including contractors. Based on CSRD definition.
7. Scope 1 emissions from direct production (from fuels), scope 2 emissions from purchased energy (electricity and purchased steam, market-based). Absolute reduction compared to 2021 as the base year. We report our emissions in accordance with the Greenhouse Gas Protocol.
8. 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.

Double materiality assessment

| ESRS | Topic | Impact/Risk/Opportunity | Impact | Financial | Scope |
|------|------------------------------------|--|--------|-----------|--|
| E1 | Climate change | GHG emissions | − | | Upstream → Own operations → Downstream |
| | | Low-carbon solutions | + | + | Upstream → Own operations → Downstream |
| | | Carbon pricing | | − | Upstream → Own operations → Downstream |
| | | Impact of climate change on crop yield | | − | Upstream → Own operations → Downstream |
| E5 | Circular economy | Circular solutions (food waste, biobased) | + | + | Upstream → Own operations → Downstream |
| E4 | Biodiversity | Agriculture driver of biodiversity loss | − | | Upstream → Own operations → Downstream |
| | | Alternatives to fish oil solutions | + | + | Upstream → Own operations → Downstream |
| | | Impact of biodiversity loss on crop yield | | − | Upstream → Own operations → Downstream |
| E3 | Water | Water use | − | | Upstream → Own operations → Downstream |
| | | Water availability & quality | | − | Upstream → Own operations → Downstream |
| S1 | Health & safety | Incidents | − | | Upstream → Own operations → Downstream |
| S1 | Human capital | Talent attraction, retention, and people development | | − | Upstream → Own operations → Downstream |
| S2 | Human rights in supply chain | Poor working conditions, child/forced labor in agriculture | − | | Upstream → Own operations → Downstream |
| S4 | Consumer health and product safety | Solutions for food safety, nutrition, pharma, and biomaterials | + | + | Upstream → Own operations → Downstream |
| | | Product contamination | − | − | Upstream → Own operations → Downstream |

External recognition and network

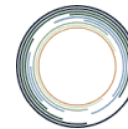
External recognition



Recognition details: [EcoVadis gold medal](#)



Network



SCIENCE BASED TARGETS NETWORK
GLOBAL COMMONS ALLIANCE





Environment

Climate change



Corbion is committed to reducing GHG emissions to limit global warming to 1.5°C, following SBTi criteria.



2050 Goal: Net-zero GHG emissions across the value chain.

2025 Performance

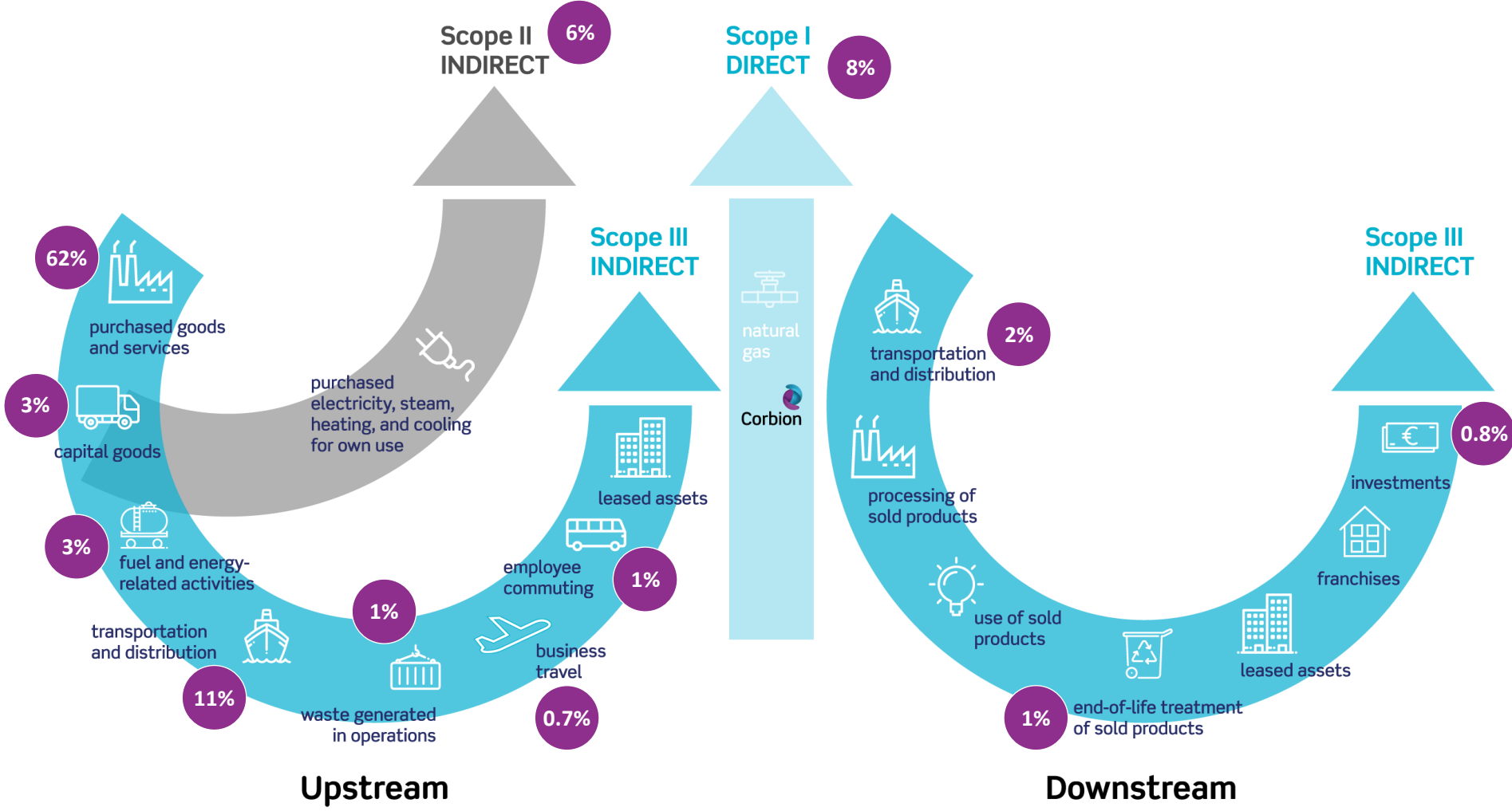
- Our scope 1 and 2 emissions increased due to business growth and the ramp-up of the new circular lactic acid plant in Thailand. Our new circular lactic acid technology enables the recycling of processing chemicals, reducing scope 3 emissions, which consumes additional energy compared to the conventional lactic acid process, leading to an increase of our scope 1 emissions.
- Overall, the cradle-to-gate GHG emissions of the new technology are >30% reduced compared to the conventional lactic acid production in Thailand.
- 100% of Corbion’s operational sites have been assessed for climate impacts, risks, and opportunities.

| | 2030 Target | 2025 Target | 2025 | 2024 |
|---|-------------|-------------|------|------|
| Absolute scope 1 and 2 emissions reduction vs 2021 (SBTi-approved target) | 42%* | n/a | 17%* | 25%* |
| Absolute scope 3 emission reduction vs 2021 (SBTi-approved target) | 25%* | n/a | 15%* | 7%* |
| Renewable electricity | 100% | 100% | 100% | 99% |

| GHG emissions intensity (tCO2eq/mEUR) | 2025 | 2024 | 2023 |
|---------------------------------------|------|------|------|
| Scope 1 emissions intensity | 54 | 45 | 44 |
| Scope 2 emissions intensity | | | |
| Location-based | 89 | 88 | 90 |
| Market-based | 42 | 41 | 42 |
| Scope 3 emissions intensity | 582 | 597 | 557 |
| Total GHG emissions intensity | | | |
| Location-based | 725 | 729 | 691 |
| Market-based | 678 | 682 | 643 |

The KPI’s presented in the tables on this page are part of our annual report, have been externally verified by our auditor, and are reported in line with the ESRS standards.

Climate change



Scope 1, 2, and 3 emissions

Gross scope 1, 2, 3 emissions, and total GHG emissions (tons CO₂e)

| Scopes and Categories (Ton CO ₂ e) | Base year (2021) | 2025 | 2024 | 2023 | % change 25 vs 24 |
|---|---------------------|----------------|----------------|----------------|----------------------|
| Scope 1 | | | | | |
| Scope 1 emissions | 94,744 | 68,899 | 58,069 | 55,785 | 19% |
| Percentage of scope 1 GHG emissions from regulated emission trading schemes | 43% | 43% | 54% | 62% | -21% |
| Scope 2 | | | | | |
| Scope 2 emissions Location-based | 87,917 | 113,345 | 112,997 | 113,476 | 0% |
| Scope 2 emissions Market-based | 53,473 | 53,469 | 52,420 | 52,403 | 2% |
| Scope 3 | | | | | |
| Total scope 3 emissions | 880,077 | 739,358 | 768,519 | 701,521 | -4% |
| 1. Purchased goods and services | 600,386 | 535,273 | 555,312 | 488,230 | -4% |
| 2. Capital goods | 91,075 | 26,895 | 33,631 | 59,784 | -20% |
| 3. Fuel and energy related activities | 25,662 | 29,195 | 24,218 | 27,904 | 21% |
| 4. Upstream transportation and distribution | 71,080 | 94,317 | 92,478 | 69,853 | 2% |
| 5. Waste generated in operations | 45,112 | 9,665 | 18,145 | 13,743 | -47% |
| 6. Business travel | 1,669 | 6,257 | 6,094 | 3,787 | 3% |
| 7. Employee commuting | 4,049 | 9,141 | 8,365 | 8,958 | 9% |
| 8. Leased assets | - | - | - | - | - |
| 9. Transportation and distribution | 16,759 | 14,137 | 14,149 | 14,979 | 0% |
| 10. Processing of sold products | - | - | - | - | - |
| 11. Use of sold products | - | - | - | - | - |
| 12. End-of-life treatment of sold products | 5,748 | 7,341 | 9,361 | 8,935 | -22% |
| 13. Leased assets | - | - | - | - | - |
| 14. Franchises | - | - | - | - | - |
| 15. Investments | 18,537 | 7,139 | 6,766 | 5,348 | 6% |
| Total GHG emissions (scope 1, 2, and 3) | | | | | |
| Location-based | 1,062,738 | 921,602 | 939,585 | 870,782 | -2% |
| Market-based | 1,028,294 | 861,726 | 879,008 | 809,709 | -2% |
| Biogenic emissions | 70,597 | 117,895 | 121,784 | 116,976 | -3% |

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Energy

| | | Unit | 2025 | 2024 | 2023 | 2022 | 2021 |
|---|---|-----------------|----------------|----------------|----------------|----------------|----------------|
| Non-renewable energy consumption and mix | Fuel consumption from coal and coal products | MWh | 0 | 0 | 0 | 0 | 0 |
| | Fuel consumption from crude oil and petroleum products | MWh | 0 | 0 | 0 | 0 | 0 |
| | Fuel consumption from natural gas | MWh | 319,863 | 282,175 | 314,406 | 530,262 | 525,719 |
| | Fuel consumption from other fossil sources | MWh | 18,286 | 18,648 | 19,432 | 2,973 | 4,580 |
| | Consumption of purchased electricity from fossil sources | MWh | 0 | 4,017 | 7,752 | 17,063 | 49,422 |
| | Consumption of purchased steam from fossil sources | MWh | 284,561 | 273,111 | 232,587 | 106,302 | 97,581 |
| | Total non-renewable energy consumption | MWh | 622,710 | 577,951 | 574,177 | 656,600 | 677,302 |
| Share of fossil sources in total energy consumption | % | 62% | 61% | 62% | 67% | 71% | |
| Renewable energy consumption and mix | Fuel consumption from renewable sources, including biomass | MWh | 24,671 | 20,656 | 13,918 | 4,377 | 3,052 |
| | Consumption of purchased electricity from renewable sources | MWh | 274,672 | 267,619 | 253,497 | 240,130 | 185,195 |
| | Consumption of purchased steam from renewable sources | MWh | 80,615 | 87,997 | 91,338 | 81,896 | 86,675 |
| | The consumption of self-generated non-fuel renewable energy | MWh | 212 | 513 | 159 | 168 | 65 |
| | Total renewable energy consumption | MWh | 380,170 | 376,785 | 358,912 | 326,571 | 274,987 |
| | Share of renewable sources in total energy consumption | % | 38% | 39% | 38% | 33% | 29% |
| Total energy consumption | Renewable and non-renewable energy consumption | MWh | 1,002,880 | 954,736 | 933,089 | 983,171 | 952,289 |
| Energy intensity | Total energy consumption per net revenue | MWh/mEUR | 789 | 717 | 642 | 677 | 864 |

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Water

High-risk water withdrawal sites

Key Locations: Montmeló (Spain), Rayong (Thailand), Orindiúva & Campos (Brazil).

These sites rely on fermentation, requiring high water withdrawal.

Montmeló & Rayong : Located in high/extreme water stress areas.

Orindiúva & Campos: Face water availability challenges, making it high-risk.

80% of Corbion's total water withdrawal comes from these four sites.

100% of Corbion's operational sites have been assessed for water impacts, risks, and opportunities.



Water

| | | Unit | 2025 | 2024 | 2023 | 2022 | 2021 |
|-----------------------------|--|-----------|------------------|------------------|------------------|------------------|------------------|
| Water consumption | Total water consumed | m3 | 1,120,307 | 1,019,351 | 1,104,931 | 1,133,150 | 1,905,477 |
| | Water consumed at high-risk manufacturing locations | m3 | 1,017,180 | 932,115 | 963,065 | 954,806 | 1,741,351 |
| Water consumption intensity | Total water consumed per net revenue | m3/mEUR | 882 | 765 | 761 | 781 | 1,729 |
| Water recycling | Water recycled and reused | m3 | 1,113,108 | 1,366,169 | n/a | n/a | n/a |
| | Water Recycling rate % (percentage of water recycled & reused vs water consumed) | % | 99% | 148% | n/a | n/a | n/a |
| Water withdrawal | Ground water | m3 | 245,212 | 269,899 | 467,650 | 862,981 | 907,392 |
| | Municipal water | m3 | 389,650 | 537,030 | 1,350,424 | 1,417,085 | 1,355,641 |
| | 3rd party | m3 | 983,840 | 727,008 | 123,536 | 0 | 0 |
| | Surface water | m3 | 3,171,759 | 3,350,122 | 2,718,063 | 3,015,738 | 3,051,065 |
| | Others | m3 | 392,660 | 391,623 | 235,952 | 155,717 | 142,017 |
| | Total water withdrawal | | m3 | 5,229,525 | 5,275,682 | 4,895,625 | 5,451,521 |
| | Total water withdrawal at high-risk manufacturing locations | m3 | 4,200,493 | 4,115,779 | 3,366,274 | 3,722,330 | 3,909,341 |
| Water discharge | Discharged to 3rd party wastewater treatment | m3 | 3,859,840 | 3,955,477 | 3,560,257 | 4,018,887 | 3,199,577 |
| | Discharged to surface water | m3 | 249,379 | 300,854 | 230,437 | 299,484 | 351,061 |
| | Total water discharged | m3 | 4,109,218 | 4,256,331 | 3,790,694 | 4,318,371 | 3,550,638 |

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Biodiversity for Corbion’s manufacturing sites

No Corbion facilities are in biodiversity-sensitive* areas.

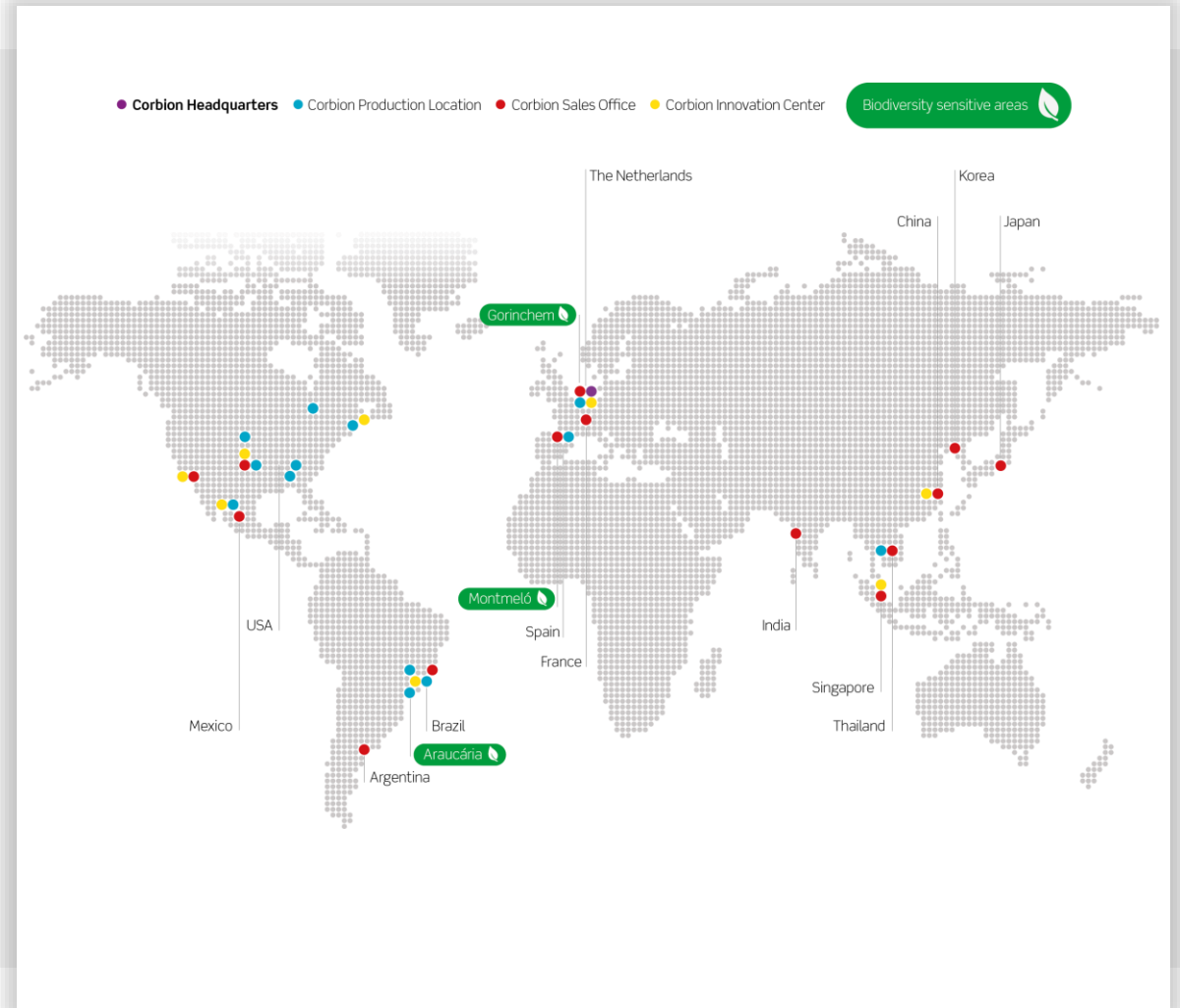
Some sites are near** such areas, but operations do not harm ecosystems or threatened species.

100% of Corbion’s operational sites have been assessed for biodiversity impacts and risks.

| Location name | Classification |
|-------------------------|---|
| Netherlands - Gorinchem | Proximity risk, IUCN IV, Natura 2000 |
| Brazil - Araucária | Proximity risk, IUCN V |
| Spain - Montmeló | Proximity risk, IUCN V - River Congost and Mogent (Natura 2000) |

* Biodiversity-sensitive areas are defined by the International Union for Conservation of Nature (IUCN), which classifies protected areas into management categories I-VI. Category I includes strict nature reserves, while Category VI encompasses protected areas that allow sustainable natural resource use."

** 'Near' refers to a 5 km radius around a Corbion location.



Biodiversity & deforestation risk monitoring



We track the percentage of key agricultural raw materials (cane sugar, palm oil, soybean oil, wheat, corn-dextrose) that are verified deforestation-free.



21% of key materials come from North America, where deforestation is not a concern.



For sugar, palm oil, and soybean oil outside North America, deforestation-free status is verified via Bonsucro, RSPO, other certifications, satellite data, or audits.



Satellite monitoring assesses deforestation and land conversion across IUCN-protected areas (Categories I-VI), peatlands, high-carbon stocks, grasslands, shrublands, and tree plantations over the past 20 years.



Annual monitoring program in place, with studies conducted for Brazil and Thailand.

| | 2030 Target | 2025 Target | 2025 | 2024 | 2023 | 2022 | 2021 |
|--|-------------|-------------|------|------|------|------|------|
| Verified deforestation-free key agricultural raw materials | 99% | 99% | 99% | 99% | 99% | 93% | 82% |

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Waste & by-products



2030 Goal: Zero landfill of waste & by-products

| Category | | Unit | 2025 | 2024 | 2023 | 2022 | 2021 |
|----------------------------------|--|-----------|--------------|--------------|--------------|--------------|--------------|
| Waste (total ¹) | Recycled | kT | 63.38 | 26.96 | 33.15 | 31.50 | 22.52 |
| | Incinerated | kT | 2.63 | 2.94 | 2.06 | 1.96 | 1.64 |
| | Landfilled | kT | 0.36 | 1.81 | 1.00 | 0.97 | 1.84 |
| | Total | kT | 66.37 | 31.71 | 36.21 | 34.43 | 26.00 |
| Waste (non-hazardous) | Recycled | kT | 62.76 | 26.33 | 32.06 | 30.44 | 21.48 |
| | Incinerated | kT | 2.16 | 2.30 | 1.87 | 1.83 | 1.54 |
| | Landfilled | kT | 0.31 | 0.37 | 0.98 | 0.96 | 1.81 |
| | Total | kT | 65.23 | 29.00 | 34.91 | 33.23 | 24.83 |
| Waste (hazardous) | Recycled | kT | 0.62 | 0.63 | 1.09 | 1.09 | 1.04 |
| | Incinerated | kT | 0.47 | 0.64 | 0.19 | 0.14 | 0.10 |
| | Landfilled | kT | 0.05 | 1.44 | 0.02 | 0.01 | 0.03 |
| | Total | kT | 1.14 | 2.71 | 1.30 | 1.24 | 1.17 |
| By-products ² | Recycled | kT | 122 | 126 | 94 | 259 | 436 |
| | Incinerated | kT | 0 | 0 | 0 | 0 | 0 |
| | Landfilled | kT | 0 | 1 | 6 | 8 | 12 |
| | Total | kT | 122 | 127 | 100 | 267 | 448 |
| Percentage of non-recycled waste | Total weight of landfilled and incinerated waste per total weight of waste | % | 5% | 15% | 8% | 9% | 13% |
| Waste intensity | Hazardous waste intensity per metric ton of production volume | mT/kT | 1.38 | 3.13 | 1.67 | 1.67 | 1.88 |

1. 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.
 2. Valuable by-products generated in the production of lactic acid.

Pollution



Goal: Minimize environmental impact by limiting pollutant emissions to safe levels for biodiversity and communities.



We are committed to preventing pollution in our operations by implementing good practices and management systems for pollution control. This includes identifying and assessing relevant pollutants, ensuring that our operations comply with the (local) regulations or standards for emissions of pollutants to air, water and soil.

2022-25 Air Pollution indicators

NOx emissions

2025: MT 91.0
2024: MT 68.4
2023: MT 48.0
2022: MT 44.7

SOx emissions

2025: MT 5.5
2024: MT 2.4
2023: MT 1.3
2022: MT 1.0

Environmental management



We prioritize safety, health, and environmental care for employees and communities, supported by policies, training, and compliance with regulations.



We ensure effective emergency preparedness to reduce risks to people, communities, and the environment.

| | Unit | 2025 | 2024 | 2023 |
|---|------|------|------|------|
| Operational facilities covered by ISO 14001 certification | % | 42 | 36 | 38 |
| Production quantity covered by ISO 14001 certification | % | 87 | 87 | 82 |
| Own workforce covered by ISO 14001 certification | % | 52 | 53 | 50 |



Social

Health & safety



At Corbion, we are dedicated to a zero-incident workplace, ensuring every task is performed safely and with minimal environmental impact.

We prioritize the safety, health, and well-being of our employees, contractors, and the communities we serve.



Our comprehensive management system includes policies, procedures, training, and feedback mechanisms, ensuring compliance with ISO 45001 and global safety standards.

We are actively working toward certifying all production sites.

2025 Safety Performance

- 20 injuries recorded (employees & contractors), down from 23 in 2024.
- No fatalities (consistent with previous years).
- TRIR (Total Recordable Injury Rate):
 - Overall: Improved, falling from 3.58 in 2024 to 3.17 in 2025, reflecting a reduction in total recordable cases across operations.
 - Own workforce: Also improved, decreasing from 3.58 in 2024 to 3.31 in 2025, driven by fewer recordable injuries.
- In 2025, 100% of employees at operational sites had a health and safety risk assessment conducted.



Health & safety

| | Unit | 2025 | 2024 | 2023 | 2022 | 2021 |
|---|-----------|------|------|------|------|------|
| Fatalities own workforce | # | 0 | 0 | 0 | 0 | 0 |
| Fatalities contractors | # | 0 | 0 | 0 | 0 | 0 |
| % of own workforce covered by certified health and safety management system (ISO45001) - Operations | % | 96% | 96% | 96% | - | - |
| % of own workforce covered by Corbion's health and safety management system | % | 100% | 100% | 100% | 100% | 100% |
| Total recordable injuries (own workforce) | # | 16 | 18 | 23 | 25 | 22 |
| Total recordable injury rate (own workforce) | #/mln hrs | 3.31 | 3.58 | 4.20 | 4.84 | 4.77 |
| Total recordable injuries (own workforce + contractors) | # | 20 | 23 | 27 | 37 | 23 |
| Total recordable injury rate (own workforce + contractors) | #/mln hrs | 3.17 | 3.58 | 2.55 | 3.40 | 3.30 |

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Diversity, equity, and inclusion

Advancing diversity & inclusion



Inclusive hiring

All recruiters complete Diversity & Inclusion Certification, ensuring unbiased job postings and diverse candidate outreach. We track and report on diverse representation in recruitment.



Gender diversity targets

70.4% of our employees are male, reflecting historical trends in the manufacturing industry. However, we are committed to promoting gender diversity and inclusivity across all roles and are working to increase female representation in our operational staff.



Pay equity

Annual gender pay equity reviews focus on management and the Executive Committee. Any disparities are addressed with proactive measures, reviewed and approved by leadership.

| Gender | Headcount 2025 | % of workforce 2025 | Headcount 2024 | % of workforce 2024 | Headcount 2023 | % of workforce 2023 |
|------------------------|----------------|---------------------|----------------|---------------------|----------------|---------------------|
| Male | 1,718 | 70.4% | 1,712 | 70.4% | 1,958 | 70.8% |
| Female | 723 | 29.6% | 719 | 29.6% | 807 | 29.2% |
| Total employees | 2,441 | 100% | 2,431 | 100% | 2,765 | 100% |

| 2025 | # Females | # Males | % Females | % Males |
|----------------------------|------------|--------------|------------|------------|
| Supervisory Board | 3 | 3 | 50% | 50% |
| Board of Management | 0 | 2 | 0% | 100% |
| Executive Committee | 1 | 3 | 25% | 75% |
| Senior Management | 11 | 19 | 37% | 63% |
| Total organization | 723 | 1,718 | 30% | 70% |

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Own workforce

| Country | Headcount 2025 | Headcount 2024 | Headcount 2023 |
|---------------|----------------|----------------|----------------|
| Brazil | 420 | 421 | 437 |
| Mexico | 84 | 83 | 90 |
| Netherlands | 662 | 651 | 710 |
| Spain | 190 | 187 | 197 |
| Thailand | 282 | 280 | 281 |
| United States | 694 | 698 | 932 |
| Other | 109 | 111 | 118 |
| Total | 2.441 | 2.431 | 2.765 |

| Region | Headcount 2025 | Headcount 2024 | Headcount 2023 |
|---------------|----------------|----------------|----------------|
| Asia | 370 | 370 | 376 |
| EMEA | 862 | 849 | 921 |
| Latin America | 510 | 510 | 532 |
| North America | 699 | 702 | 936 |
| Total | 2.441 | 2.431 | 2.765 |

| Turnover rate | Unit | 2025 | 2024 | 2023 |
|--------------------------------------|------|-------|-------|-------|
| Total employee turnover rate | % | 10.0% | 16.5% | 10.2% |
| Voluntary turnover rate | % | 6.5% | 8.6% | 5.7% |
| Total employee turnover in headcount | # | 244 | 412 | 275 |
| Voluntary turnover rate in headcount | # | 158 | 215 | 154 |

| Contract type | Unit | Female | Male | Total |
|--------------------------------|------|--------|-------|-------|
| Total headcount | # | 723 | 1.718 | 2.441 |
| Permanent contracts | # | 702 | 1.677 | 2.379 |
| Temporary contracts | # | 21 | 41 | 62 |
| Non-guaranteed hours contracts | # | 0 | 0 | 0 |

| Age category | 2025 | 2024 | 2023 |
|-----------------------------|-------------|-------------|-------------|
| <30 years old | 12% | 13% | 15% |
| ≥30 years and <50 years old | 56% | 57% | 54% |
| ≥50 years old | 31% | 30% | 31% |
| Total | 100% | 100% | 100% |

| Tenure | Years in service | % of all employees 2025 | % of all employees 2024 | % of all employees 2023 |
|------------------|------------------|-------------------------|-------------------------|-------------------------|
| <2 years | | 17% | 20% | 25% |
| ≥2 and <5 years | | 29% | 28% | 25% |
| ≥5 and <10 years | | 21% | 19% | 19% |
| ≥10 years | | 33% | 33% | 31% |

Commitments and achievements

- 100% of employees have been paid a living wage since 2022, and Corbion remains committed to ensuring all employees continue to earn a living wage.
- 100% of employees have access to social protection.

The KPIs presented in the tables on this page are part of our annual report, have been externally verified by our auditor, and are reported in line with the ESRS standards.

Values



Collaboration

We passionately believe that only through collaboration can we be successful. We are energized by our understanding of what happens when people work together to achieve a common goal.



Care

Through our work, we demonstrate our concern for each other, our customers, and the ways our work affects the planet and people everywhere.



Courage

We highly value courage as a driving force of innovation and change. We step out of our comfort zones to bring about a better reality. We stand firm make the right choice, not the easy choice, when we know it's in the best interest of our company, the environment, and all those we serve.



Commitment

We are deeply committed to meeting expectations and delivering on our agreements – with customers, partners, investors, and each other.

The 10 Corbion behaviors



Supply chain: general

Much of our social impact occurs upstream in our supply chain. We prioritize human rights and fair labor across all stages, especially in high-risk sectors and regions.



Supplier Code

Sets clear ethical, social, and environmental expectations for suppliers and their contractors. All raw material suppliers must adhere or demonstrate compliance through equivalent policies.



Assessment

100% of our raw material suppliers are assessed for potential human rights and environmental risks.

Raw materials covered by generic supplier code

| | | | | | | |
|-------------|-------------|------|------|------|------|------|
| >90% | >90% | 100% | 100% | 100% | 99% | 100% |
| 2030 Target | 2025 Target | 2025 | 2024 | 2023 | 2022 | 2021 |

High-risk raw material/supplier combinations with mitigation plan

| | | | | | | |
|-------------|-------------|------|------|------|------|------|
| n/a | n/a | 100% | 100% | 100% | 100% | 99% |
| 2030 Target | 2025 Target | 2025 | 2024 | 2023 | 2022 | 2021 |

The KPI for raw materials covered by the generic supplier code is part of our annual report, has been externally verified by our auditor, and is reported in line with the ESRS standards.

Supply chain: sugar

Much of our social impact occurs upstream in our supply chain. We prioritize human rights and fair labor across all stages, especially in high-risk sectors and regions.



Supplier Code

Sets clear ethical, social, and environmental expectations for suppliers and their contractors. All raw material suppliers must adhere or demonstrate compliance through equivalent policies.



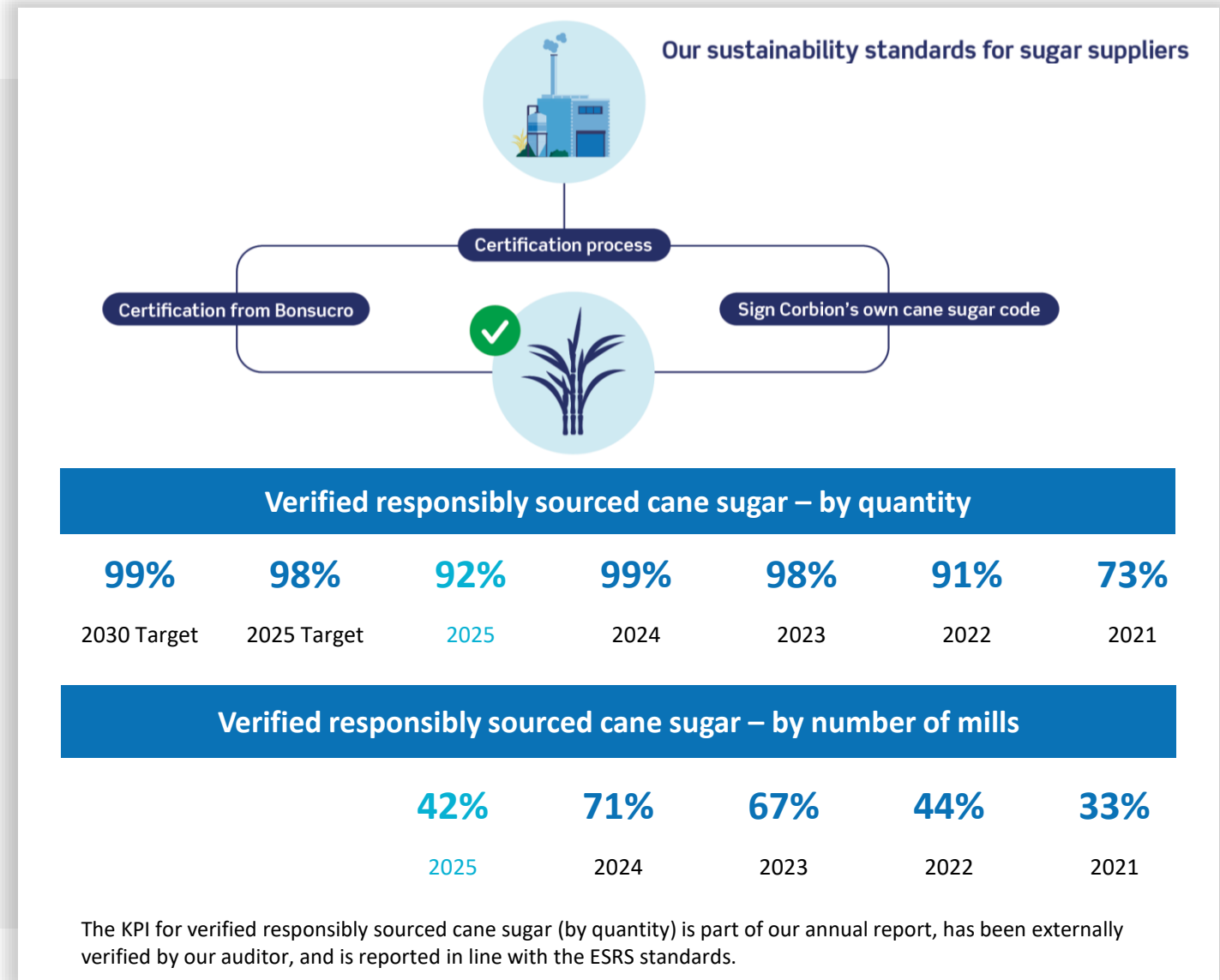
Assessment

100% of our raw material suppliers are assessed for potential human rights and environmental risks.



Cane Sugar Code

Focuses on sustainable sugar sourcing, addressing child/forced labor, discrimination, wages, working conditions, and ILO standards. Compliance is monitored via audits and certifications. Note that Corbion is not directly involved with the growing, harvesting, or processing of sugar cane. For more details, see our Cane Sugar Policy.



Quality



Corbion is committed to developing, manufacturing, and distributing safe, sustainable, and effective products worldwide. Our quality management system, supported by policies, procedures, and training, forms the foundation of our Global Quality Manual. This manual is aligned with ISO 9001 and applied across all Corbion locations and business units.



Our focus on continuous quality improvement and food risk reduction is driven by a process-based approach, including performance evaluations, internal audits, and collaboration with regulatory bodies. We ensure compliance with relevant policies and local regulations, while meeting certifications such as ISO 9001, GFSI, BRC, FSSC22000, and others.



For our Functional Ingredients & Solutions business unit, food safety is a top priority, ensuring production quality, traceability, and proper allergy labeling. All 12 Corbion food ingredient manufacturing sites are GFSI-certified, reinforcing our commitment to food safety.

Commitments and progress

Sites certified according to internationally recognized food safety management system standards

100%

2030 Target

100%

2025 Target

100%

2025

100%

2024

100%

2023

The KPIs presented on this page form part of our sustainability statements in the annual report, are in line with the ESRS standards, and have been externally verified by our auditor.



Governance

Business conduct & training



At Corbion, our Code of Business Conduct defines the values and principles guiding our work, setting the expected behavior for all employees. It applies globally to everyone representing Corbion.



Aligned with the UN Global Compact and OECD Guidelines, the Code covers personal and business conduct, asset protection, employment standards, and sustainability. It is available in six languages and supports key policies on topics like competition law, anti-bribery, anti-retaliation, privacy, economic sanctions, and insider trading.



All employees, including interns and contingent workers, undergo mandatory annual training, delivered via e-learning or classroom sessions. Training materials are updated yearly based on emerging risks and Speak Up report insights. Additionally, selected groups receive e-learning on anti-corruption and competition law every two years.

Performance

Code of Business Conduct training completion rate

| | | |
|------------|------------|------------|
| 85% | 97% | 91% |
| 2025 | 2024 | 2023 |

Anti-bribery and corruption training completion rate

| | | |
|-------------|------------|-------------|
| 100% | n/a | 100% |
| 2025 | 2024 | 2023 |

Competition law training completion rate

| | | |
|------------|-------------|------------|
| n/a | 100% | n/a |
| 2025 | 2024 | 2023 |

IT Security



An Information Technology General Control (ITGC) framework is in place to ensure effective management of IT governance across projects, programs, computer operations, and access management.

From an IT security perspective, the Information Security Board—comprising representatives from the Executive Committee and senior management—sets Corbion’s 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.



Corbion continued to strengthen its 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.



Performance

Cybersecurity incidents materially impacting business or operations

0
2025

0
2024

0
2023

Speak Up Policy



Corbion's Speak Up Policy, updated to comply with the EU Whistleblower Directive, provides employees, interns, and contingent workers with various channels to report misconduct or violations of laws, the Code of Business Conduct, and policies. They can contact their manager, HR, or the regional Business Conduct Coordinator.



Our 24/7 Speak Up platform allows internal and external stakeholders to anonymously report directly to the Business Conduct Committee through a toll-free phone number or a global web service, both managed by an independent provider to ensure confidentiality.



An Anti-retaliation Policy is in place.



Performance

| | Number of speak up/whistleblowing contacts (internal/external) | | | Number of speak up/whistleblowing contacts related to incidents of discrimination (internal/external) | | | Number of speak up/whistleblowing contacts other than discrimination (internal/external) | | |
|--|--|-----------|-----------|---|-------------|------------|--|------------|------------|
| | 37 | 28 | 27 | 30/1 | 25/0 | n/a | 6/0 | 3/0 | n/a |
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |

The KPIs presented on this page form part of our sustainability statements in the annual report, are in line with the ESRS standards, and have been externally verified by our auditor.

Anti-bribery & anti-corruption



As a global listed company, Corbion prioritizes compliance with anti-bribery and anti-corruption laws, overseen by the Executive Committee.

Our policy, outlined in the Gifts, Entertainment, and Third-Party Payments Policy (available in six languages), prohibits offering, authorizing, or accepting bribes and sets guidelines for gifts, entertainment, and third-party payments.



All Corbion employees, agents, and representatives are prohibited from engaging in bribery. Gifts and entertainment must be for legitimate business purposes, of reasonable value, and appropriate timing.

Gifts exceeding a certain threshold require prior manager approval, as do entertainment, travel, and accommodations.



We also have procedures in place to screen agents and distributors through due-diligence questionnaires, assessed by Legal and Compliance, with higher-management approval required for engagement.

Agents and distributors must sign agreements that include Corbion's anti-bribery and anti-corruption clauses.

Visit Corbion's website for all policies and statements



Statements

- Animal testing
- Biobased or renewable feedstock
- Biotechnology innovation
- Green chemistry
- Regulation on Deforestation-free Products (EUDR)
- Modern slavery
- Statement on PFAS

Supplier codes

- Cane Sugar Code
- Supplier Code

Sustainability policies

- Advocacy and public affairs
- Cane sugar
- Circular economy, resource use and waste
- Climate
- Conflict minerals
- Corbion EHS
- Corbion sustainable agriculture
- Global quality
- Human rights
- Inclusion and diversity
- Pollution
- Responsible communication
- Responsible sourcing
- Water

Corporate governance codes and policies

- Code of Business Conduct
- Corbion Tax Policy
- Insider Trading Policy
- Speak Up Platform
- Stakeholder Engagement Policy



Corbion

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