Enzymes powering the Circular Economy
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CARBIOS IN A SNAPSHOT

April, 2022
Carbios at a glance

THE FIRST AND ONLY COMPANY TO HAVE DEVELOPED BIOLOGICAL TECHNOLOGIES FOR THE END-OF-LIFE OF PLASTICS AND TEXTILES

- Founded in 2011
- 41 patent families
- Multi-sources revenue business model
- Strategic agreement with renowned brand owners
- Exclusive partnership
- 80 employees
Management team

Emmanuel LADENT
CEO
30 years’ experience in the automotive sector

Martin STEPHAN
Deputy CEO
30 years’ experience in the chemical industry

Kader HIDRA
Chief Financial Officer
Financial markets expert

Prof. Alain MARTY
Chief Scientific Officer
International expert in enzymology & biological processes

Lise LUCCHESI
Intellectual Property Director
Biotechnology engineer & Intellectual Property expert

Vanina VARLAMOFF
Legal Affairs and Human Resources Director
Lawyer, Strategic contracts manager & HR supervisor

• MICHELIN GROUP: President – CEO Global B2C Automotive Business Line
  • Graduated from Neoma Business School, Executive Programs: Harvard Business School and Stanford University

• CHEMOURS: Global Director of the Fluorotelomers business, EMEA Director, Souring, Logistics & Real Estate
  • DU PONT DE NEMOURS: Global Product Manager, Business and Market Manager, Sales Director
  • ATOFINA: Global Business Manager Fluorotelomers
  • ELF ATOCHEM: Various positions in Finance
  • MS in Business Management, HEC Paris, BA Economics Paris University.

• CHEMOURS: Global Director of the Fluorotelomers business, EMEA Director, Souring, Logistics & Real Estate
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  • ATOFINA: Global Business Manager Fluorotelomers
  • ELF ATOCHEM: Various positions in Finance
  • MS in Business Management, HEC Paris, BA Economics Paris University.

• CITEGESTION (EDF): CEO of a digital start-up specialized in asset management and software development for Smart Cities
  • EDF: Investor & Markets Director (Head of IR)
  • MORGAN STANLEY: Utilities & Clean Energy Specialist Equity Sales
  • BERENBERG: Utilities & Clean Energy Specialist
  • Printing & Packaging Engineer (Ecole Polytechnique Grenoble), MBA from Duke University (Fuqua Business School).

• INSA Institut National des Sciences Appliquées, Toulouse : Professor and Head of a research group
  • AERES Agence d’Evaluation de la Recherche et de l’Enseignement Supérieur and ANR Agence Nationale de la Recherche: Evaluator (France’s National Education Research Agencies)
  • PhD in Biology, Biochemical Engineer, University of Toulouse

• INSA Institut National des Sciences Appliquées, Toulouse : Professor and Head of a research group
  • AERES Agence d’Evaluation de la Recherche et de l’Enseignement Supérieur and ANR Agence Nationale de la Recherche: Evaluator (France’s National Education Research Agencies)
  • PhD in Biology, Biochemical Engineer, University of Toulouse

• PHYTOLOGIST: Market analyst
  • Management of the Company’s patents and trademarks portfolio. Lise also holds responsibility for contracts involving intellectual property rights (license, research collaborations and services, etc.)
  • Biotechnology Engineer, CEIPI Center for International IP Study, Strasbourg

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  • Biotechnology Engineer, CEIPI Center for International IP Study, Strasbourg

• LAWYER, graduated from Paris’ Bar School.
  • After spending few years as a lawyer in Paris, mainly in the fields of Intellectual Property rights protection and communication law, Vanina joined Carbios in 2017 as Legal Manager. Now Director of Legal Affairs and Human Resources, she is mainly in charge of analyzing and drafting strategic contracts. She also supervises the Human Resources department of the Company.
Ambition

LEAD THE TRANSITION TOWARDS SUSTAINABLE PLASTICS ECONOMY BY DEVELOPING TECHNOLOGIES FOR THE END OF LIFE OF PLASTICS

Technologies

REVOLUTIONARY ENZYMES FOR INFINITE RECYCLING AND BIODEGRADATION OF PLASTICS
Enzymes to fully break down plastics

Enzymes are the new high-performance catalysts for the chemical industry

Polymers (plastic and fibers)

Carbios’ enzyme

Recovery of the initial monomers

Repolymerization of monomers into polymers

ENZYMATIC RECYCLING

POTENTIAL RECOVERIES

Bioassimilation of the products of degradation by microorganisms present in nature

BIODEGRADATION

ENZYMATIC DEPOLYMERIZATION OF THE POLYMERS
Agenda

1. Addressing high growth potential markets with strong drivers
2. C-ZYME®: world’s first enzymatic technology to recycle PET-based plastics and fibers
3. EVANESTO®: unique enzymatic biodegradation technology for PLA-based plastics
ADRESSING HIGH GROWTH POTENTIAL MARKET WITH STRONG DRIVERS
The situation – Environmental issue

Each year...

- 86% of packaging waste goes unrecycled globally\(^1\).

- 350 to 400 million tons\(^2\) of plastic are produced worldwide, including 90 million tons of PET\(^3\) worth approx. $80 billion (a market growing by 4% p.a.\(^4\)).

- 150 million tons\(^5\) of plastic waste are generated including 9 million tons\(^6\) that ultimately end up in the natural environment, particularly in our seas and oceans.

- 500 billion units\(^7\) of plastic bottles are produced each year and fewer than half are collected for recycling.

- Up to $120 billion\(^8\) worth of plastic material is disposed of just after one single-use.
The situation – A growing regulatory pressure

Regulatory pressure is also growing at both the EU and national levels.

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 2015</td>
<td>EU Directive for Plastic Bags</td>
</tr>
<tr>
<td>Dec. 2015</td>
<td>EU Action Plan for a Circular Economy</td>
</tr>
<tr>
<td>Jan. 2018</td>
<td>EU Strategy for Plastic</td>
</tr>
<tr>
<td>July 2016</td>
<td>Germany’s voluntary agreement regarding reduction of plastic bags</td>
</tr>
<tr>
<td>July 2017</td>
<td>France commits to 100% recycled plastic by 2025</td>
</tr>
<tr>
<td>March – April 2018</td>
<td>Royal Decree on plastic bag, 50% of recycled plastic in carrier bags.</td>
</tr>
<tr>
<td>July 2018</td>
<td>Circular Economy Package</td>
</tr>
<tr>
<td></td>
<td>New plastic packaging recycling target: 50% by 2025 and 55% by 2030</td>
</tr>
<tr>
<td></td>
<td>• 90% collection rate target for plastic drink bottles by 2029</td>
</tr>
<tr>
<td></td>
<td>• A mandatory minimum target of 30% recycled content in new plastic bottles by 2030</td>
</tr>
<tr>
<td>2020</td>
<td>90% collection rate target for plastic drink bottles by 2029</td>
</tr>
<tr>
<td>2020</td>
<td>A mandatory minimum target of 30% recycled content in new plastic bottles by 2030</td>
</tr>
<tr>
<td>2022</td>
<td>Tax on plastic packaging that does not include at least 30% recycled content</td>
</tr>
<tr>
<td>2022</td>
<td>One extended collecting rule on the territory (all plastics packaging)</td>
</tr>
</tbody>
</table>

Many European initiatives and associations such as the European Plastics Pact and the Circular Plastic Alliance, bring together several actors from the industry, academics, and public authorities, to accelerate the transition towards Circular Economy. This is made possible by considering the whole plastic value chain, and notably by aiming at boosting the recycled plastic EU market.

Carbios is part of the 150 signatories of the European Plastics Pact.
Strong drivers for more sustainable solutions

July 2020: “by 2025, 100% of our plastic packaging will be refillable, reusable, recyclable or compostable”

Oct. 2016: “design 100% of its packaging to be recyclable, compostable or biodegradable by 2025”

Jul. 2017: “100% of packaging recyclable, reusable or compostable by 2025” and “Recycled plastic content to at least 25% by 2025”

Sept 2019: “Our ambition? Offer 100% sustainable plastic bottles made from recycled or bio-sourced materials for our entire beverage portfolio.”

Mar. 2019: H&M Group signatory of the New Plastics Economy Global Commitment: “Our business to become 100% circular and renewable”

Jan. 2019: “Nestlé Waters will increase the recycled PET content in its bottles to 35% by 2025”

L’Oréal Paris

SUSTAINABLE DEVELOPMENT GOALS

12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
14 LIFE BELOW WATER

PEPSICO

Unilever

Nestlé

Suntory

H&M

CARBIOS
C-ZYME®: WORLD’S FIRST ENZYMATIC TECHNOLOGY TO RECYCLE AND REUSE PET-BASED PLASTICS AND FIBERS
How does it work?

Flakes | Start & end of depolymerization | Purification | PTA | MEG | Pelleting
100% recycled PET

- A process that can handle all forms of PET plastics (clear, colored, opaque, multi-layer…) and polyester fibers
- No inhibition of the enzyme by colorants, pigments, carbon black or other polymers (PE, PA, PVC…)
- Depolymerization at low temperature, atmospheric pressure, water based
- Diversion of all PET-based plastics and polyester fibers from landfills and incineration
Carbios journey towards industrialization

**Scientific validation**
- Publication in Nature¹, in April 2020, co-authored by Carbios’ CSO together with scientists from Carbios and the Toulouse Biotechnology Institute.

³: Vol 580, 9 April 2020

<table>
<thead>
<tr>
<th>Time (hours)</th>
<th>Depolymerisation (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>30</td>
<td>30</td>
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<td>70</td>
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<td>80</td>
<td>80</td>
</tr>
<tr>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

PET to monomers : 90% degradation in 10 hours and 97% in 16 hours (at 72 °C)

**Market validation**
- Our 4 brand-owners partners, L’Oréal, Nestlé Waters, PepsiCo and Suntory Beverage and Food Europe have presented in June 2021 one of their packaging manufactured in industrial conditions, made with product coming from our technology, food-contact approved.

World's first food-grade 100% rPET bottles produced from enzymatically recycled PET (See Press release published on June 24, 2021)
Carbios demonstration-scale facility

**Industrial validation**

**Sept. 2021:**
- Successful start-up of Carbios demonstration facility, which prefigures the design and operations of future industrial units.

**Objectives by the end of 2022:**
- Technical data generation
- Main parameters definition for each step of the enzymatic recycling process
- Future industrial Unit operations planification
- Fully operational Process Design Package (PDP)
Carbios’ first-of-a-kind manufacturing plant for fully bio-recycled PET in partnership with Indorama Ventures in France (announced on February 23rd, 2022)

WHAT / WHERE
• Construction of the world's first PET biorecycling plant on Indorama Ventures’ PET production site in France (Longlaville), following the completion in the next few months of a due diligence process by both parties
• PET waste processing capacity estimated at c. 50,000 tons per year, eq. to 2 billion PET bottles or 2.5 billion PET trays

WHO / WHEN
• High profile partnership: Indorama Ventures, the world largest producer for recycled PET, operates 19 PET production plants on four continents in 11 countries
• Operational launch expected in 2025(1)

HOW MUCH
• Capital investment required expected to be around €150 million for Carbios core technology and c. €50 million for infrastructure preparation of the site
• Co-investment by Indorama Ventures under study
• Strong support from the French Government and the Region Grand-Est, with significant non-dilutive financing(2)

(1) Estimated date, depending on the grant of the authorizations to build and operate and on the terms and conditions remaining to be defined for this collaboration between both parties.
(2) Conditioned to aid to the European Commission and in-additional assessments by French authorities' notification
What we plan to deliver next?

**DEMONSTRATION PLANT**

Since September 2021
 ✓ PET demonstration facility fully operational

2022
 Process Design Package ready

H1 2023
 First revenues coming from licensing deal cut for Carbios PET recycling technology

End 2022
 Commencement of Unit construction (c. 50kt)

2025
 First revenues generated from the Unit

2022
 ✓ Site selection
 Unit engineering studies (ongoing)

2025*(1)
 Operational launch of the Unit

(1) Estimated date, depending on the grant of the authorizations to build and operate and on the terms and conditions remaining to be defined for this collaboration between Carbios and Indorama Ventures.
GLOBAL KEY PLAYERS TEAM UP TO BOOST RECYCLABILITY OF PET PLASTIC PRODUCTS

- A 4-year agreement signed in April 2019
- Accelerate the technology’s readiness and bring it to full industrial scale
- Increase the availability of high-quality recycled plastics
- Demonstrate the technical, economic and environmental efficiency of Carbios’ technology
- Support the structuring of an industrial value chain for an efficient supply of consumer-grade PET
Carbios creates value for all players of the value chain

1. Plastic collectors
2. Enzyme producers
3. PET producers
4. Brand owners
5. Consumers
PET Recycling: our business model

1. Licensing of PET recycling technology
2. Selling of proprietary enzymes

Enzymes powering the Circular Economy

- Upfront REVENUES from technology licensing
- Recurring REVENUES from enzymes sales

PET Producers

- Carbios proprietary enzymes
- Recyclers

PARTNER
- EPC Company
  - Industrial Plant Design & Construction

PARTNER
- Enzyme producer
  - Joint Development Agreement with Novozymes

Process Design Package

PDP

PET Producers

EVANESTO®, a unique enzymatic biodegradation technology for PLA-based single use plastics
Carbiolice at a glance

- Founded in 2016
- 26 employees
- 1 shareholder
- 9 Patent families

- An enzyme-based additive
- Makes PLA-based plastics fully compostable, even from home

Jan. 2019: Joint Development Agreement between Carbios, Carbiolice and novozymes®
How does it work?
Step by step

ACCELERATES THE BIODEGRADATION OF PLA-BASED PLASTICS AND GUARANTEES COMPOSTABILITY IN LESS THAN 200 DAYS.
Key takeaways

1. A pioneer in the development of enzymes for plastic processing
2. Breakthrough technologies to disrupt the plastic industry
3. Huge market opportunities and growth potential
4. Numerous strategic partnerships with worldwide blue-chip industry experts
5. Major milestones ahead including reaching licensing stage early 2023 and first substantial revenues generation
6. Highly experienced management supported by renowned shareholders and partners
Carbios holds 41 patent families worldwide, including 19 protecting its recycling process as well as the associated proprietary PET-degrading enzymes.

**Patents granted in:**
Europe, United-States, Canada, Mexico, China, India, Japan...
A dedicated IP strategy

19 PATENT FAMILIES PROTECTING THE ENZYMATIC RECYCLING OF PET

- BIODIVERSITY (PET ENZYMES)
  11 PATENT FAMILIES

- BIORECYCLING PROCESS
  8 PATENT FAMILIES

A unique know-how in the development of applicative bioprocesses combining enzymes and polymers

... from which Carbios owns worldwide exclusive exploitation rights

IP to be continuously reinforced
Share & Shareholders as of December 31, 2021

<table>
<thead>
<tr>
<th>Listing</th>
<th>Euronext Growth Paris</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ticker</td>
<td>ALCRB</td>
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<td>ISIN Code</td>
<td>FR0011648716</td>
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<td>Number of shares</td>
<td>11,179,472</td>
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<tr>
<td>ICB classification</td>
<td>Chemistry / Speciality chemistry</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Analyst Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>BNP PARIBAS EXANE</td>
</tr>
<tr>
<td>BRYAN GARNIER</td>
</tr>
<tr>
<td>GILBERT DUPONT</td>
</tr>
<tr>
<td>KEPLER CHEUVREUX</td>
</tr>
<tr>
<td>ODDO BHF</td>
</tr>
</tbody>
</table>

Free Float ~ 50% Institutional holders and 50% retail holders
2021 and post-closing Highlights

Scientific milestones
- Michelin validates the use of Carbios' enzymatic recycling technology for PET plastic waste in its tires (April 2021)
- World's first samples of food-grade PET plastic bottles manufactured from enzymatically recycled plastic. (June 2021)
- Production of a 100% enzymatically recycled white fiber from colored textile waste (March 2022)

Industrial scale-up
- Successful start-up of the Company's PET recycling demonstration facility (Sept. 2021)
- Carbios to build a first-of-a-kind manufacturing plant for fully bio-recycled PET in partnership with Indorama Ventures in France (February 2022)

Finance
- Successful €114 million capital increase (May 2021)
- €3 million grant from the EU through the program LIFE (Nov. 2021)
- €30 million EIB loan received by Carbios (Dec. 2021) to be drawn down in the first half of 2022

Corporate
- Full takeover of Carbiolice through the acquisition of the SPI fund's equity (June 2021)
- Appointment of Philippe Pouletty as Chairman of the Board of Directors (April 2022)
€30 million EIB loan granted to Carbios (Dec 20, 2021)

Financial terms

- Disbursement in one single tranche expected during the first quarter of 2022
- Fixed semi-annual cash interest: 2.5%
- Maturity: 8 years
- Warrants:
  - Issuance of 2.5% of the fully diluted share capital in warrants to the benefit of the EIB, of which:
    - 1.25% with a strike at €40 per share; and
    - 1.25% with a strike at €38.8861 per share\(^1\).

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1: Exercise price corresponding to the volume-weighted average of the trading price of an ordinary Share of the Company over the last three (3) Trading Days preceding the fifth day (5) day prior to the Signing Date.
## FY 2021 Consolidated statement of income

<table>
<thead>
<tr>
<th>Consolidated statement of Income (in thousand euros)</th>
<th>December 31, 2021</th>
<th>December 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Research and Development expenses</td>
<td>(7,727)</td>
<td>(3,176)</td>
</tr>
<tr>
<td>Sales and marketing expenses</td>
<td>(1,976)</td>
<td>(1,253)</td>
</tr>
<tr>
<td>General and administrative expenses</td>
<td>(6,251)</td>
<td>(1,983)</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td>(15,953)</td>
<td>(6,412)</td>
</tr>
<tr>
<td>Other operating income and expenses (1)</td>
<td>21,211</td>
<td>603</td>
</tr>
<tr>
<td><strong>Operating income (2)</strong></td>
<td>5,363</td>
<td>(5,682)</td>
</tr>
<tr>
<td><strong>Financial income</strong></td>
<td>(454)</td>
<td>(313)</td>
</tr>
<tr>
<td><strong>Income before tax</strong></td>
<td>4,908</td>
<td>(5,995)</td>
</tr>
<tr>
<td>Income Tax</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Share of profit (loss) of equity affiliates (3)</td>
<td>(1,128)</td>
<td>(2,278)</td>
</tr>
<tr>
<td><strong>Net income (loss) for the period (4)</strong></td>
<td>3,780</td>
<td>(8,273)</td>
</tr>
</tbody>
</table>

IFRS accounting impact related to the takeover of Carbiolice:

<p>| Other operating income and expenses                 | 21,211            | 603               |
| Share of profit (loss) of associates (3)            | (1,128)           | (2,278)           |
| <strong>Operating income “adjusted” of the IFRS impacts related to the takeover of Carbiolice (2)-(1)</strong> | (15,848)          | (6,285)           |
| <strong>Net Income “adjusted” of the IFRS impacts related to the takeover of Carbiolice (4)-(1)-(3)</strong>   | (16,303)          | (6,598)           |</p>
<table>
<thead>
<tr>
<th><strong>Consolidated statement of financial position</strong></th>
<th><strong>December 31, 2021</strong></th>
<th><strong>December 31, 2020</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
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<tr>
<td>Goodwill</td>
<td>20,583</td>
<td>-</td>
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<tr>
<td>Intangible assets</td>
<td>23,188</td>
<td>1,086</td>
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<tr>
<td>Tangible assets</td>
<td>16,466</td>
<td>4,793</td>
</tr>
<tr>
<td>Right-of-use assets</td>
<td>6,989</td>
<td>1,402</td>
</tr>
<tr>
<td>Equity accounted securities</td>
<td>-</td>
<td>8,272</td>
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<tr>
<td>Financial assets</td>
<td>388</td>
<td>371</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td><strong>67,614</strong></td>
<td><strong>15,924</strong></td>
</tr>
<tr>
<td>Trade receivables</td>
<td>16</td>
<td>155</td>
</tr>
<tr>
<td>Other current assets</td>
<td>6,128</td>
<td>2,201</td>
</tr>
<tr>
<td>Cash and cash equivalent</td>
<td>104,956</td>
<td>29,077</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td><strong>111,120</strong></td>
<td><strong>31,433</strong></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>178,734</strong></td>
<td><strong>47,356</strong></td>
</tr>
</tbody>
</table>
## FY 2021 Consolidated statement of financial position

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2021</th>
<th>December 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(in thousand euros)</td>
<td></td>
</tr>
</tbody>
</table>

### EQUITY AND LIABILITIES

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Share capital</td>
<td>7,826</td>
<td>5,674</td>
</tr>
<tr>
<td>Share and contribution premium</td>
<td>146,337</td>
<td>59,711</td>
</tr>
<tr>
<td>Consolidated reserves</td>
<td>(10,604)</td>
<td>(10,260)</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>(600)</td>
<td>(14,555)</td>
</tr>
<tr>
<td>Net income – share attributable to equity holders of the parent company</td>
<td>3,780</td>
<td>(8,273)</td>
</tr>
</tbody>
</table>

### Shareholders’ equity

<table>
<thead>
<tr>
<th></th>
<th>146,739</th>
<th>32,297</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provisions – Non-current portion</td>
<td>202</td>
<td>159</td>
</tr>
<tr>
<td>Loans and financial liabilities – Non-current portion</td>
<td>11,941</td>
<td>8,221</td>
</tr>
<tr>
<td>Lease liabilities – Non-current portion</td>
<td>5,358</td>
<td>1,097</td>
</tr>
<tr>
<td>Deferred tax liabilities</td>
<td>1,694</td>
<td>-</td>
</tr>
</tbody>
</table>

### Non-current liabilities

<table>
<thead>
<tr>
<th></th>
<th>19,194</th>
<th>9,477</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provisions - Current portion</td>
<td>76</td>
<td>-</td>
</tr>
<tr>
<td>Loans and financial liabilities – Current portion</td>
<td>1,376</td>
<td>1,125</td>
</tr>
<tr>
<td>Lease liabilities – Current portion</td>
<td>1,256</td>
<td>360</td>
</tr>
<tr>
<td>Trade payables</td>
<td>5,137</td>
<td>1,683</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>4,956</td>
<td>2,415</td>
</tr>
</tbody>
</table>

### Current liabilities

<table>
<thead>
<tr>
<th></th>
<th>12,801</th>
<th>5,582</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade payables</td>
<td>1,256</td>
<td>360</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>4,956</td>
<td>2,415</td>
</tr>
</tbody>
</table>

### Total liabilities and equity

|                             | 178,734          | 47,356           |
## FY 2021 Consolidated cash flow statement

### Consolidated cash flow statement

*(in thousand euros)*

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2021</th>
<th>December 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash at beginning of year</td>
<td>29,077</td>
<td>15,895</td>
</tr>
<tr>
<td>Cash flow from operating activities</td>
<td>(8,929)</td>
<td>(4,667)</td>
</tr>
<tr>
<td>Cash flow from investing activities</td>
<td>(22,837)</td>
<td>(9,252)</td>
</tr>
<tr>
<td>Cash flow from financing activities</td>
<td>107,646</td>
<td>27,101</td>
</tr>
<tr>
<td><strong>Change in cash position</strong></td>
<td><strong>75,880</strong></td>
<td><strong>13,182</strong></td>
</tr>
<tr>
<td>Cash at end of year</td>
<td>104,956</td>
<td>29,077</td>
</tr>
</tbody>
</table>
Our Board of Directors

DR. PHILIPPE POULETTY
Chairman
- Co-Founder & Executive Director of Truffle Capital

JEAN-CLAUDE LUMARET
- Co-founder of Carbios and Ex CEO
- 40 years’ experience in the international agro-industry & Intellectual Property expert

JACQUELINE LECOURTIER
- Ex General Director ANR (National Research Agency)
- Ex Scientific Director IFP (A Public Research Innovation Organization)

VINCENT KAMEL
- Managing Director of the Solvay Polyamide Division
- Director of Coatis Business Unit
- Asia Director for Engineering plastics

JACQUES BREUIL
- Ex General Secretary of the Barbier Group

MIEKE JACOBS
- Independent executive team facilitator
- Senior advisor to executive teams and transformational faculty

JEAN CLAUDE LUMARET
- Ex Corp. Officer Ajinomoto Inc.
- Ex VP Ajinomoto Europe
- Ex Senior VP Hoechst Roussel

ALAIN CHEVALLIER
- Partner Life Sciences, Truffle Capital
- Ex CFO Sanofi-Aventis France

Laurent SCHMITT
- BOLD, Business Opportunities for L’Oréal Development is a private equity fund created by L’Oréal to support the development of innovative start-ups.

Nicolas SEEBOTH
- Michelin Venture is a fund created by Michelin and launched in 2018 in order to materialize Michelin’s open innovation approach and to invest in high-tech materials that include a sustainable development dimension.

CARBIOS
Our Values

Our corporate culture focuses on 4 strong pillars shared by our employees and our partners.

RESPECT for people: Our employees are our most precious assets. At Carbios, we aim to respect people in their diversity and ensure an ideal, stimulating work environment. The key importance of respect at Carbios also concerns the integrity of our words and actions with our partners.

COMMITMENT for the Planet: By proposing sustainable solutions to rethink the end-of-life of plastic materials and textiles, Carbios shows its commitment to protecting the environment and its desire to support a Circular Economy that benefits future generations.

INNOVATION benefiting industrial reality: Thanks to high level scientific research combining for the first time the world of enzymology and plastics, we innovate every day to be able to offer sustainable and industrial solutions that address the major environmental and societal challenges of our time.

AGILITY serving performance: The agility of our teams along with the diversity of their expertise is one of Carbios’ major strengths enabling us to provide the best in innovation to our partners.
Your contact:
Benjamin Audebert, CESGA®
Investor Relations
+33 (0)4.73.86.51.76
benjamin.audebert@carbios.com