



WE GO BEYOND TO ENABLE TRANSFORMATION

Company Factbook 2025



Evonik at a glance

€15.2 bn

Sales

€2.1 bn (13.6%)

Adj. EBITDA (margin)

€873 m (42%)

Free Cashflow (conversion)

€1.17 (>6%)

Dividend (yield)

**LEADING
BEYOND
CHEMISTRY**

Specialty Additives

Small amount –
big effect



Nutrition & Care

Life at heart.
Systems in mind.
Partners at hand.



Smart Materials

We find solutions
for the needs
of today and tomorrow



Next Generation Evonik: Our strategy

Three major strategic levers...

... with sustainability fully integrated ...

... delivering on ambitious targets

Next Generation Portfolio

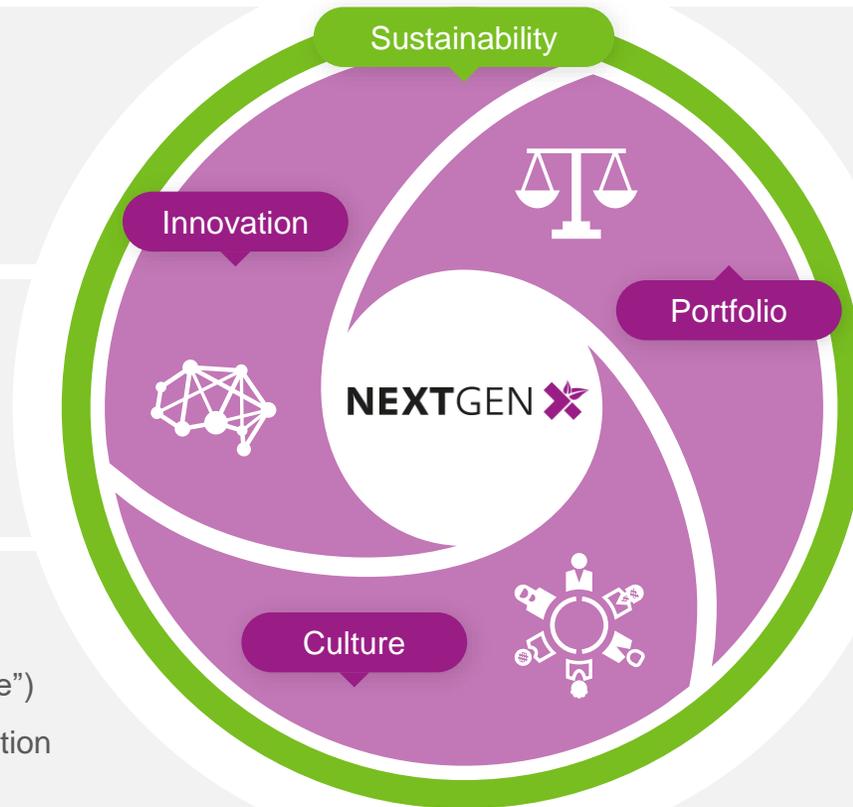
- + Exit Performance Materials division
- + Balanced approach with two main segments as of April 2025

Next Generation Innovation

- + 3 New Innovation Growth Areas (as of 2024)
- + €1.5 bn additional sales by 2032

Next Generation Culture

- + Employee empowerment (“Evonik Tailor Made”)
- + ESG targets integrated into mgmt. compensation



ESG Targets¹

- + >50% sales share of **NEXTGEN Solutions** ✦
- + -25% CO₂ emission reduction, e.g. via **NEXTGEN Technologies** ✦

Financial Targets

- + Organic growth >4%
- + EBITDA margin 18-20%
- + ROCE ~11%
- + FCF Conversion >40%

1. Until 2030

WE GO BEYOND TO ENABLE TRANSFORMATION

Handprint: Portfolio circled around our three innovation growth areas

CONSUMER GOODS

- ⊕ H₂O₂ for food
- ⊕ Environmentally-friendly solutions, e.g. water-based artificial leather



BIOSURFACTANTS & BIOTECH ACTIVES

- ⊕ Bio-based & fully bio-degradable surfactants
- ⊕ Biodegradable active cosmetic ingredients



DESIGN FOR CIRCULARITY

- ⊕ Additives for extended durability of materials such as concrete and coatings



FUTURE MOBILITY

- ⊕ Green tires
- ⊕ Lightweight solutions
- ⊕ Solutions for battery materials



CELL CULTURE SOLUTIONS

- ⊕ Dipeptide
- ⊕ Ingredients for Biopharmaceuticals



RECYCLING

- ⊕ Catalysts enabling Recycling
- ⊕ Enabling PU recycling



ENVIRONMENT & UTILITIES

- ⊕ Biogas/Hydrogen membranes
- ⊕ Materials for windmills and PV
- ⊕ Carbon capture and usage



NUCLEIC ACID-BASED MEDICINES

- ⊕ Advanced oral & parenteral drug delivery systems (e.g. mRNA LNP)



ENABLE CIRCULAR ECONOMY

ACCELERATE ENERGY TRANSITION

ADVANCE PRECISION BIOSOLUTIONS

Table of contents

1. Strategy

- **Portfolio**
- Sustainability
- Innovation
- Culture

2. Divisions

- Specialty Additives
- Nutrition & Care
- Smart Materials

3. Financials

Full focus on three growth divisions and exit from Performance Materials



Specialty Additives

Small amount – big effect

€3.6 bn

Sales

20.8%

Adj. EBITDA Margin



Nutrition & Care

Life at heart.
Systems in mind.
Partners at hand.

€3.8 bn

Sales

16.0%

Adj. EBITDA Margin



Smart Materials

We find solutions for the needs of today and tomorrow

€4.4 bn

Sales

13.5%

Adj. EBITDA Margin



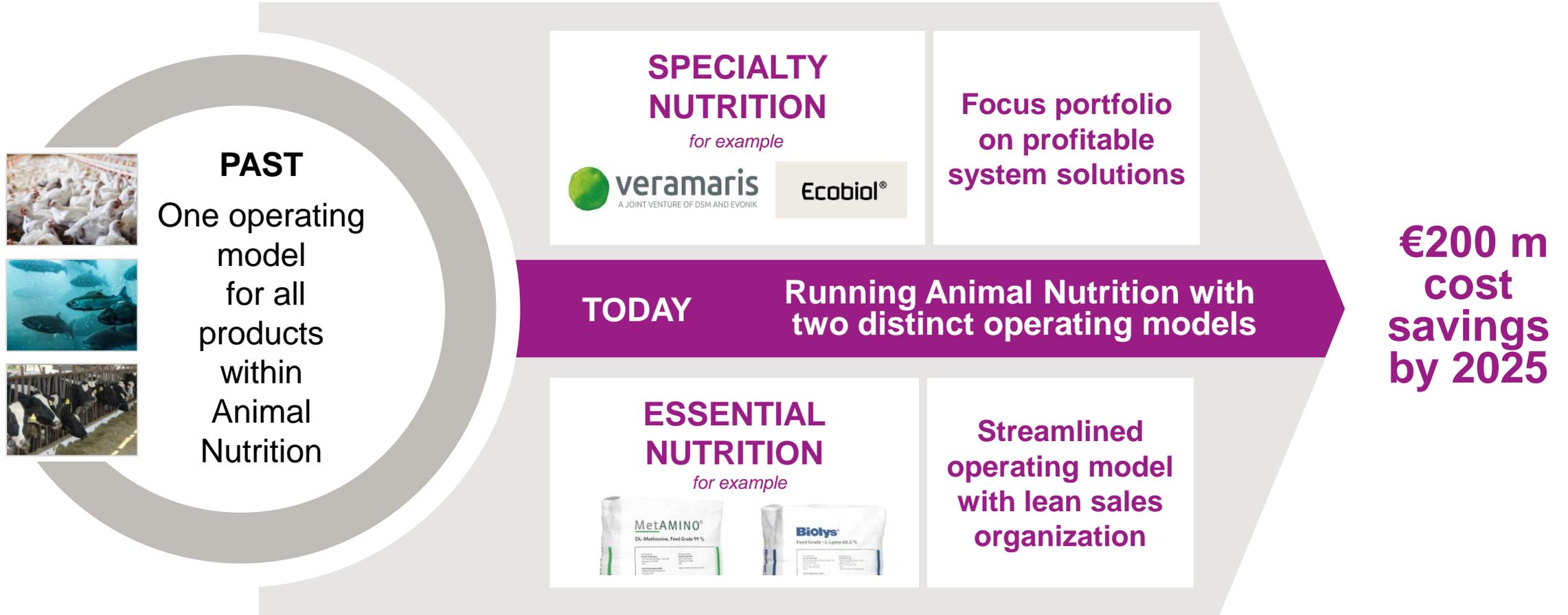
Exit: Performance Materials

- Previously, three businesses:
 - Functional Solutions (sold 2023)
 - Superabsorber (sold 2024)
 - Performance Intermediates / C4
- Finding a new owner for Performance Intermediates

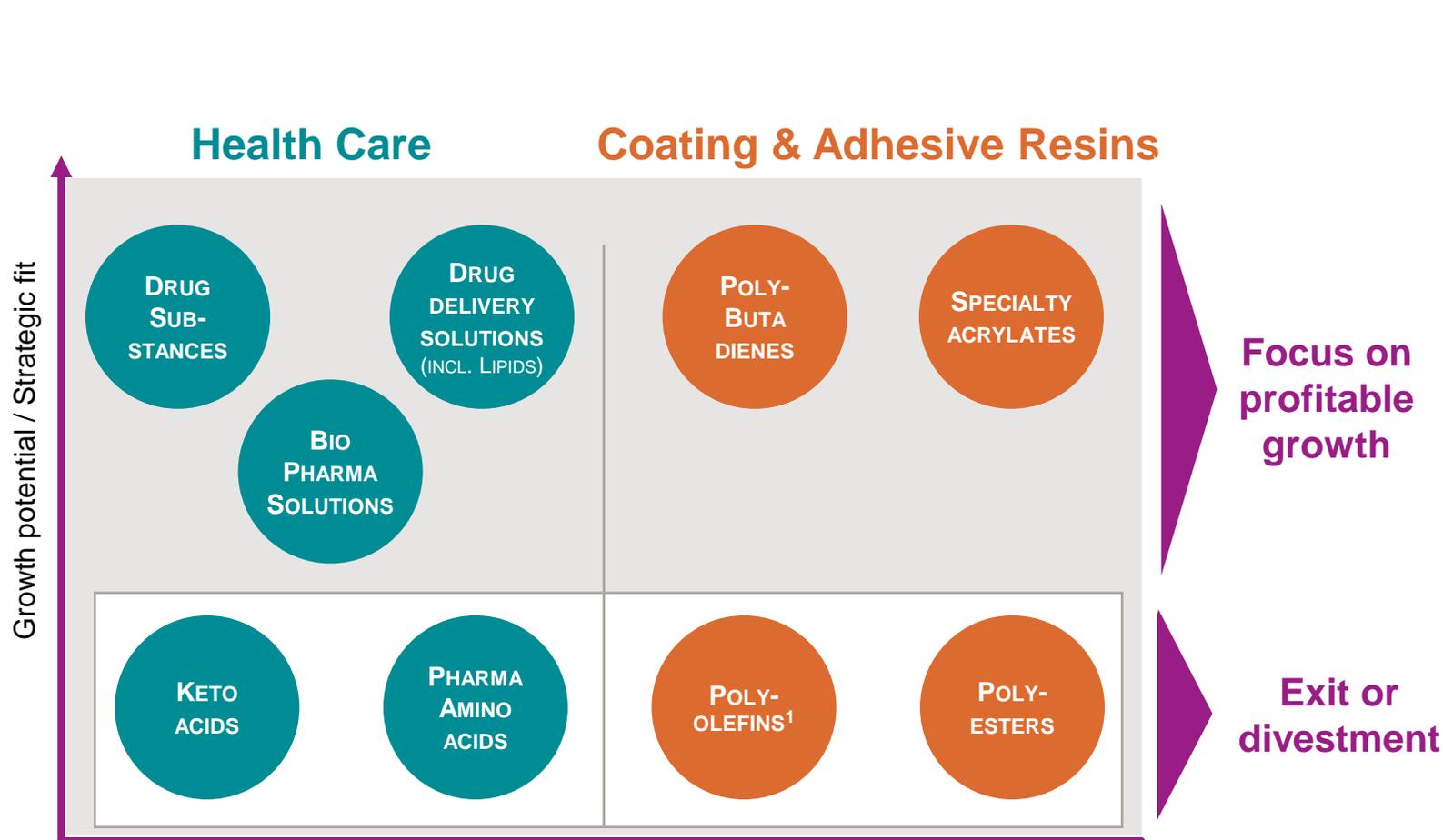
Active portfolio management on multiple layers



Business transformation: Strengthening long-term competitiveness of Animal Nutrition business



Business transformation: Realignment of business lines Health Care and Coating & Adhesive Resins

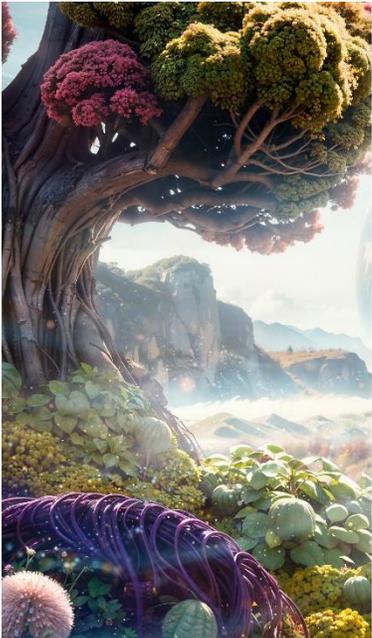


- 
- Constant review of portfolio also on Business Line level
 - **Focus of management resources & capex** on areas with best strategic fit and strongest growth potential
 - Businesses to be exited or divested with combined sales of ~€350 m
 - Resulting in **improvement of KPIs** (EBITDA & ROCE)
 - Full effect of measures from 2026 onwards

1. Polyolefins will be transferred to Performance Intermediates (C₄ chain), then to be sold as part of this business

Innovation: New Innovation Growth Areas address the most pressing challenges of our time where Evonik can make a difference

WE GO BEYOND TO ENABLE THE GREEN TRANSFORMATION



**Advance
Precision
Biosolutions**



**Enable
Circular
Economy**



**Accelerate
Energy
Transition**

Develop new products and solutions that will distinctively stand out on the market and have a positive influence on society and people's everyday life

- **Sustainability:** Solutions for a bio-based, energy-efficient, and circular society
- **Resilience:** Strong growth potential, above-average margins
- **Focus:** Majority of R&D resources allocated to Innovation Growth Areas
- **Acceleration:** Supported by Creavis, Evonik Venture Capital, and regional innovation ecosystems

Sales increase 2023 to 2032: €1.5 billion

Innovation and product mix: Investments in organic growth

Specialty Additives



Additive Technologies

- **Modular expansion of Silicones & Amine platforms** via >€100 m investments (2022 – 2024)
- **Addition of new effects, functionalities and technology platforms** to Additives portfolio

Green raw materials

- Investment in **pilot electrolyzer to produce green hydrogen** as a starting product for isophorone diamine (IPDA), a key raw material for rotor blades for wind turbines

Nutrition & Care



Drug Delivery Systems

- **mRNA**: Sizeable investments into lipids, formulation and fill-finish

Care Solutions

- Three-digit million € investment into **world's first industrial-scale biosurfactants production** (start-up 2024)

Animal Nutrition

- **Veramaris**: Delivering sustainable Omega-3 with the world's first ASC-MSC-certified microalgae oil for fish and shrimp feed

Smart Materials



Membranes

- Modular investments into **capacity expansion for gas-separation membranes**

Silica

- Expansion of production of **precipitated silica** at US site in Charleston by 50% to serve **“green tire” market**

Specialty Peroxides Solutions

- Growth option in highly efficient and sustainable **HP+ technologies** (HPPO, HPPG)

Active M&A: Targeted and disciplined acquisition approach



Air Products
Performance Materials (2017)



Huber Silica
(2017)



PeroxyChem
(2020)



Porocel
(2020)

Purchase price	~ €3.5 bn	~ €600 m	\$640 m	\$210 m
Multiple¹	15.2x / 9.9x	10.5x / 7x	9.9x / 7.6x	9.1x
EBITDA margin	>20%	>20%	~20%	~23%
Market growth	~4-5%	~4-6%	~6% ²	~4%

Business

Highly attractive strategic fit, seamless integration into existing businesses

Disciplined expansion in high-growth & -margin businesses with excellent strategic fit

1. EV/EBITDA pre / post synergies & tax benefits | 2. In specialty applications (~65% of total adj. EBITDA)

Active M&A: Stringent divestment of non-core businesses



Methacrylates
(2019)



Functional Solutions
(2023)



Superabsorber
(2024)



Performance Intermediates (to come)

Divestment price	~ €3 bn	undisclosed	undisclosed	-
Multiple	8.5x	undisclosed	~7x	-
Sales¹	~ €1.8 bn	~ €260 m	~€890 m	~ €1.7 bn
EBITDA margin¹	~15%	<10%	<10%	<10%

Stringent divestment of businesses which do not fit the Evonik portfolio criteria anymore

1: Last FY before divestment; 2023 for Performance Materials

Table of contents

1. Strategy

- Portfolio
- **Sustainability**
- Innovation
- Culture

2. Divisions

- Specialty Additives
- Nutrition & Care
- Smart Materials

3. Financials

Sustainability as backbone of Evonik's purpose and strategy

Clear commitment to growing handprint and reducing footprint

Sustainability is an integral part of our purpose



"We see profitable growth and assuming responsibility as **two sides of the same coin.**"

Key growth driver...

...and saving resources

Our Handprint



"Sustainability is a **key growth driver** and the cornerstone of our product portfolio, our investments and our innovation management."

Our Footprint



"We **take responsibility** by **caring about our resources.**"

Core elements of our sustainability approach

1 Evonik fully integrates sustainability in its **Strategic Management Process**



2 Evonik intends to **increase the portfolio share** of products with **sustainability benefits**



3 Evonik is committed to foresighted **resource management**



4 Evonik with high standards for **governance** and continuous **improvement of its reporting**



Ambitious commitments on handprint and footprint

In line with Science Based Targets backed by financial commitment

NEXTGEN Solutions 

Majority of growth capex from 2022-2030¹: **>€3 bn**

Sales by 2030

Next Gen Solution
(Leaders + Drivers) **>50%**

Challenged Products **<5%**



NEXTGEN Technologies 

Including capex as part of maintenance spend from 2022-2030²: **~€700 m**

CO₂ reduction 2030

Scope 1+2
(Well below 2 degrees) **-25%**

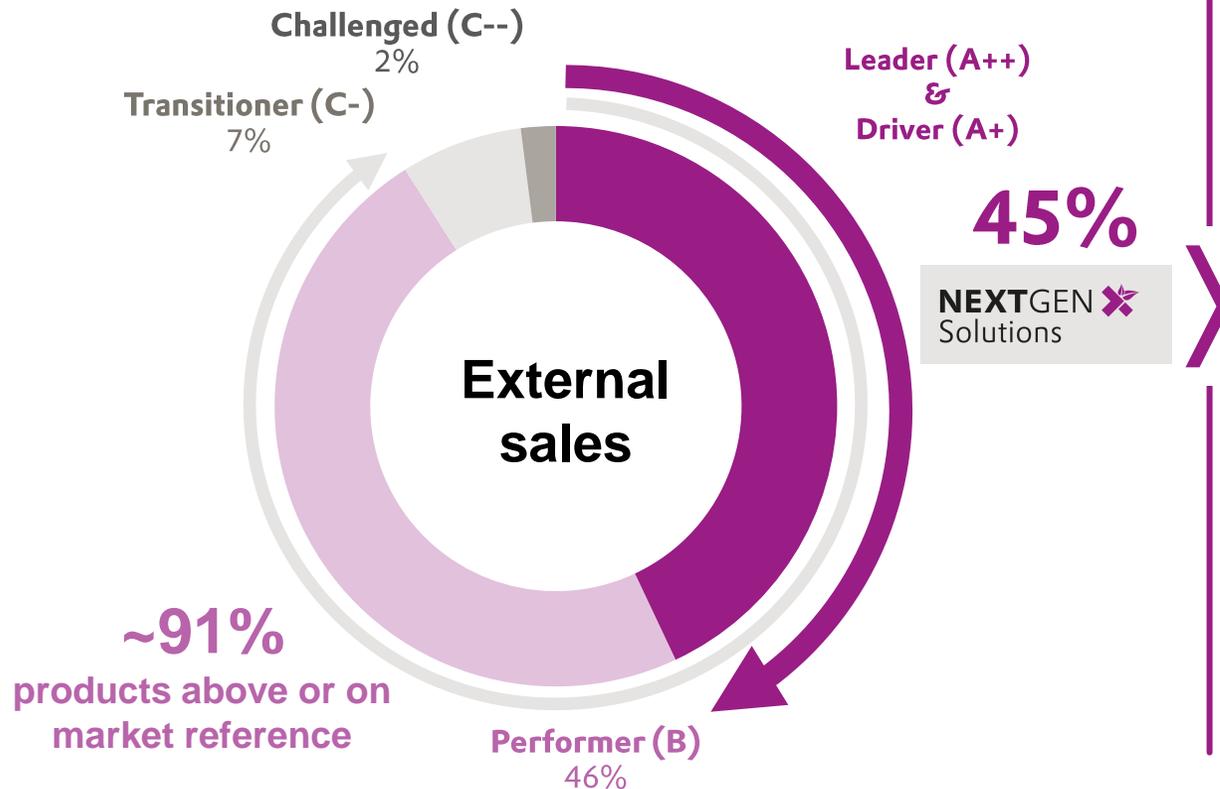
Scope 3³ **-11%**

1.. ~€350 m p.a | 2. ~€80 m p.a. on average; ramping up gradually over the coming years | 3. Exact target for Scope 3: -11.07 percent

Handprint: “Next Generation Solutions”

45% of Evonik’s portfolio with superior sustainability benefits

Result of PSA analysis



Best-in-class products in Evonik’s portfolio which...

...deliver **above-average growth**

...address **increasing customer demand** for sustainable solutions

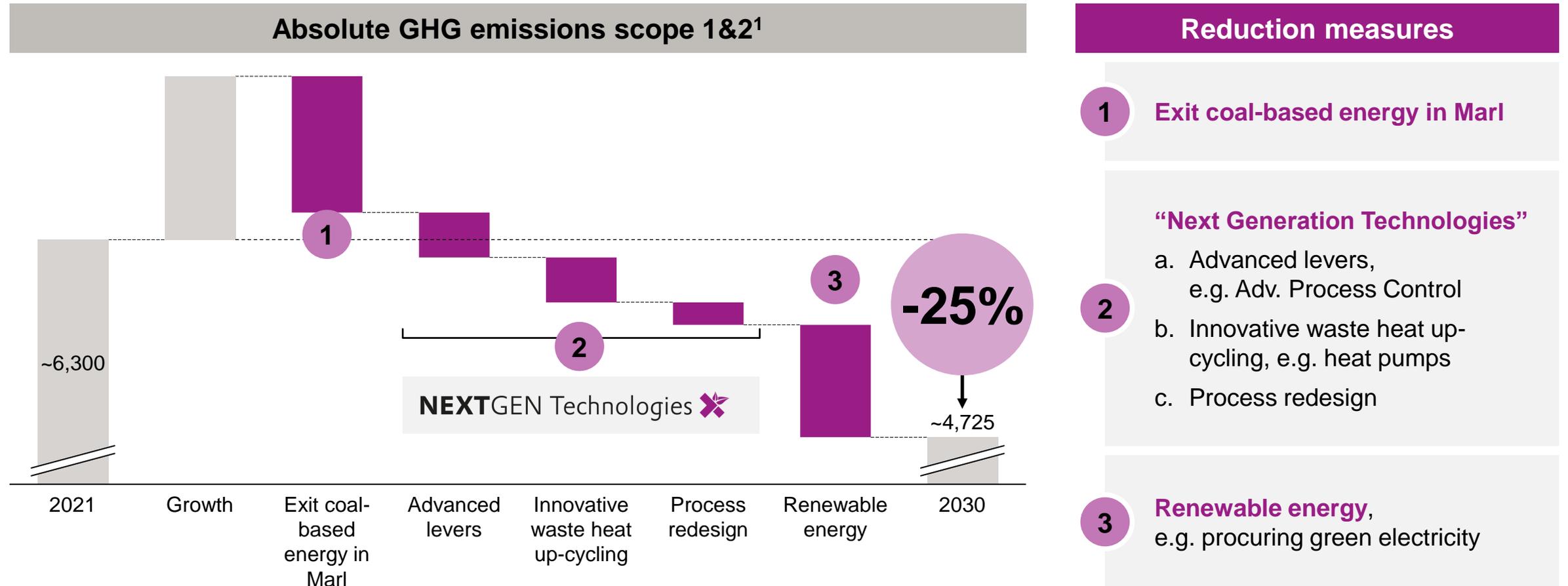
NEXTGEN 
Solutions

...deliver **superior sustainability benefits** to our customers

NGS: “Next Generation Solutions” include “Leader” (A++) and “Driver” (A+) products and solutions

Footprint: Clear roadmap to achieve Scope 1 & 2 targets by 2030

Three clusters with economically attractive measures defined



1. Gross emissions in kt CO₂e

Our top ESG targets (I)

Implementation of our sustainability goals and their status in 2024

		Status 2024	Target
Strategy and growth	▪ Sales share to be generated from “Next Generation Solutions” by 2030	45%	>50%
	▪ Challenged products should be permanently below 5%	~2%	<5%
	▪ Generate at least €1 bn in additional sales with circular products by 2030	~€0.2 bn	~€1 bn
	▪ Generate at least €1.5 bn in additional sales with new innovation growth areas by 2032	-	~€1.5 bn
Environment	▪ Reduce greenhouse gas emissions		
	▪ absolute scope 1 and scope 2 emissions by 2030 (reference: 2021)	-20%	-25%
	▪ absolute scope 3 emissions by 2030 (reference: 2021)	-8%	-11%
	▪ Total saving of energy from implemented efficiency projects until target year 2030 (vs. 2021)	-	-1.,200 GWh
	▪ Increase of share of green sourced electricity to 100% by 2030	47%	100%
	▪ Reduce specific freshwater intake ² by 2030 (vs. 2021)	+21%	-3%
	▪ Reduce specific production waste by 2030 (vs. 2021)	+20%	-10%
	▪ TfS assessments of >90% of raw materials suppliers (with annual procurement volume >€100k) by 2030	71%	>90%

Our top ESG targets (II)

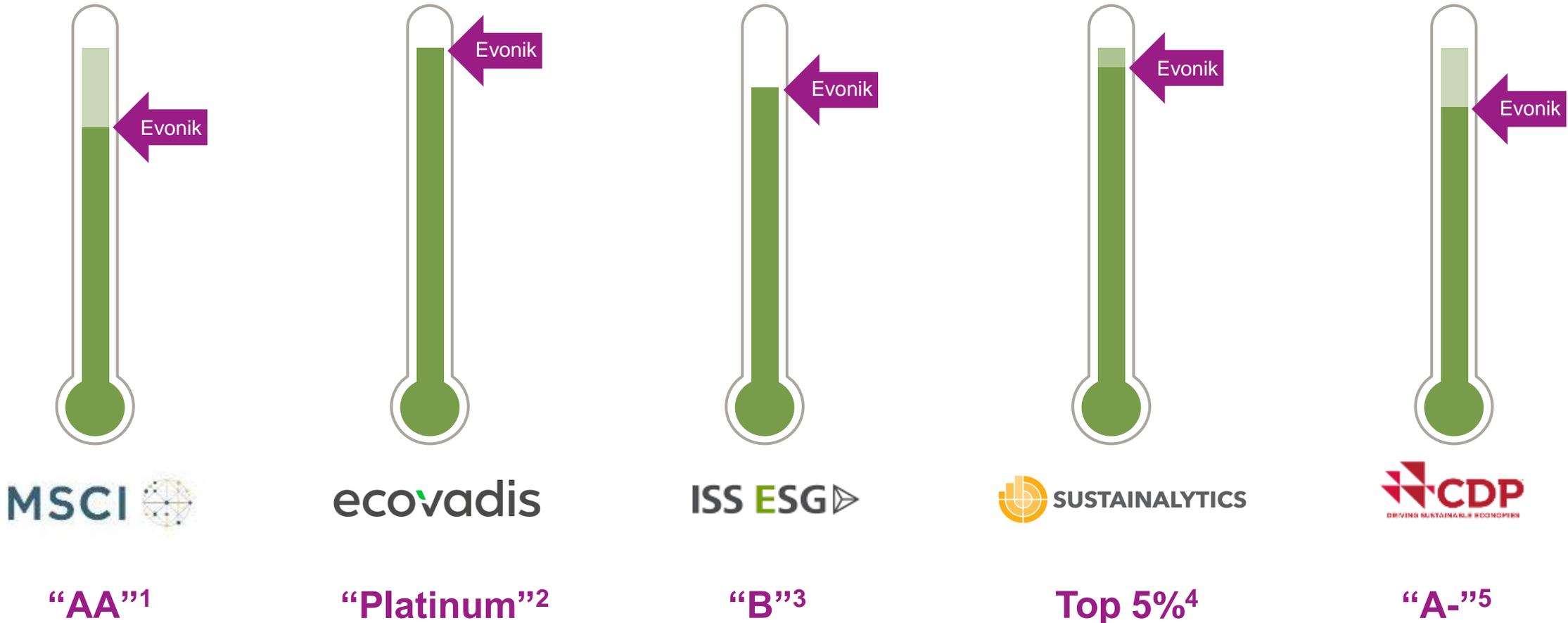
Implementation of our sustainability goals and their status in 2024

Category	Target	2024 Status	2026 Target	
Social	Women in top management by 2026	21.8%	30%	
	Women in senior management by 2026	19.1%	25%	
	Women in other management level by 2026	31.4%	33%	
	Intercultural mix ¹ in top management by 2026	18.4%	25%	
	Intercultural mix ¹ in other management level by 2026	26.2%	35%	
	Safety			
	▪ Accident frequency rate (LTI-R) ²	0.14	>0.26	
	▪ Incident frequency rate (PSI-R) ³	0.44	<0.40	
	Occupational health performance index	5.5	>5.0	
		-		
Governance and compliance	20% of Long-Term Incentive linked to Sustainability targets		✓	
	Cyber Awareness trainings covering at least 90% of workforce	94%	90%	

1.. Non-German Employees | 2. New reference parameter from 2021 | 3. Modified calculation basis from 2021

Sustainability Rankings

Evonik best-in-class within chemicals sector



1: Rating on a scale of AAA to CCC | 2: Top 1% of companies assessed | 3: Rating on a scale of A+ to D- | 4: out of ~600 companies ranked in the chemical sector | 5: Rating on a scale of A+ to D-

**Discover more details
in our ESG factbook
on our website**

Table of contents

1. Strategy

- Portfolio
- Sustainability
- **Innovation**
- Culture

2. Divisions

- Specialty Additives
- Nutrition & Care
- Smart Materials

3. Financials

RD&I at Evonik at a glance

~€440 million R&D spend in 2024

2.9% R&D ratio in 2024

>2,700 employees¹

~23,000 patents²

100% sustainability-integrated

1 RD&I, Application Technology, partly Process Technology | 2 Patents and patents pending

Evonik Innovation Growth Areas

		
Advance Precision Biosolutions	Enable Circular Economy	Accelerate Energy Transition

New Innovation Growth Areas revealed in 2024

Addressing our most relevant sustainability trends

Previous Innovation Growth Fields

		
Advanced Food Ingredients	Additive Manufacturing	Sustainable Nutrition
		
Cosmetic Solutions	Membranes	Healthcare Solutions

- Introduced in 2016
- Targeted €1 bn additional sales until FY 2025
- €650 m achieved end of FY 2023 with EBITDA margin well above Group average
- Further growth in FY 2024 despite difficult macro

WE GO BEYOND TO ENABLE THE GREEN TRANSFORMATION

	Advance Precision Biosolutions	Leveraging biotechnology to enhance human health and quality of life while protecting our ecosystems
	Enable Circular Economy	Helping to close material cycles and paving the way for a sustainable future of our customers
	Accelerate Energy Transition	Addressing not only emission reduction, but also the capture, utilization, and storage of CO ₂



€1.5 bn additional sales by 2032¹

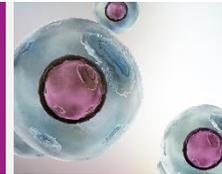
1. Vs base year 2023

Advance Precision Biosolutions: Leveraging biotechnology to enhance human health and quality of life while protecting our ecosystems

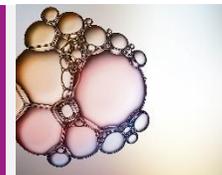
WE GO BEYOND TO ACCELERATE PRECISION BIOSOLUTIONS



Nucleic Acid-Based Medicines & Drug Delivery Systems



Cell Culture Solutions



Biosurfactants & Biofunctional Ingredients



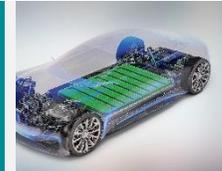
Cosmetic Actives & Delivery Systems

Accelerate Energy Transition: Addressing not only emission reduction, but also the capture, utilization, and storage of CO₂

WE GO BEYOND TO ACCELERATE ENERGY TRANSITION



Membranes, Hydrogen Generation and Transport



Future Mobility and Battery Solutions



Carbon Capture and Storage



Renewable Energy and Energy Efficiency

Enable Circular Economy: Helping to close material cycles and paving the way for a sustainable future of our customers

WE GO BEYOND TO ENABLE CIRCULAR ECONOMY



Enable Plastic Recycling



Enable Catalyst and Inorganics Recycling

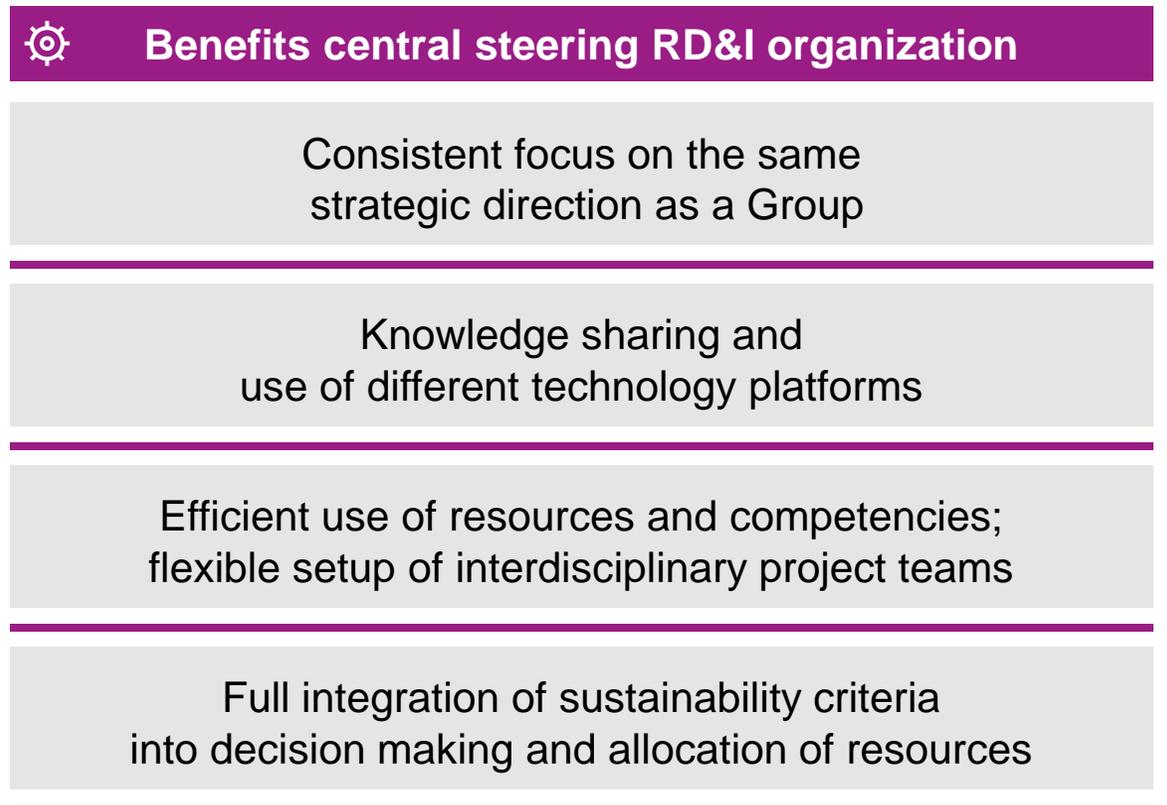
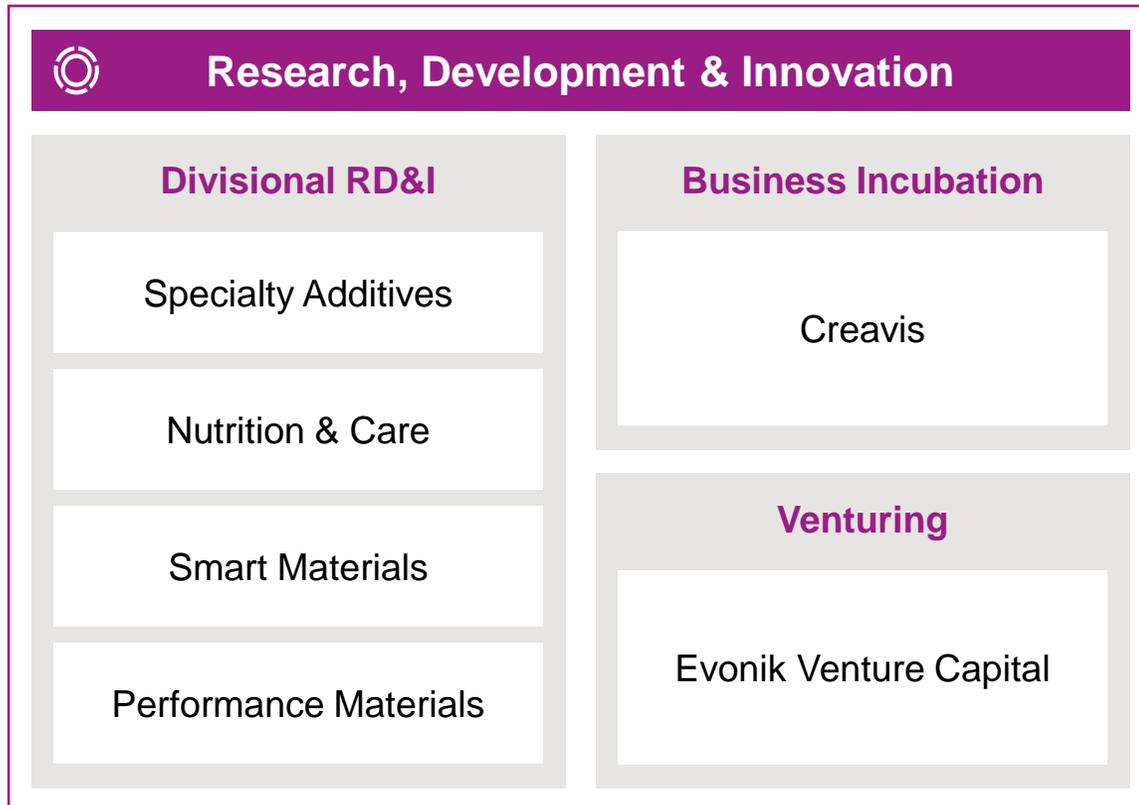


Renewable or Recycled Raw Materials

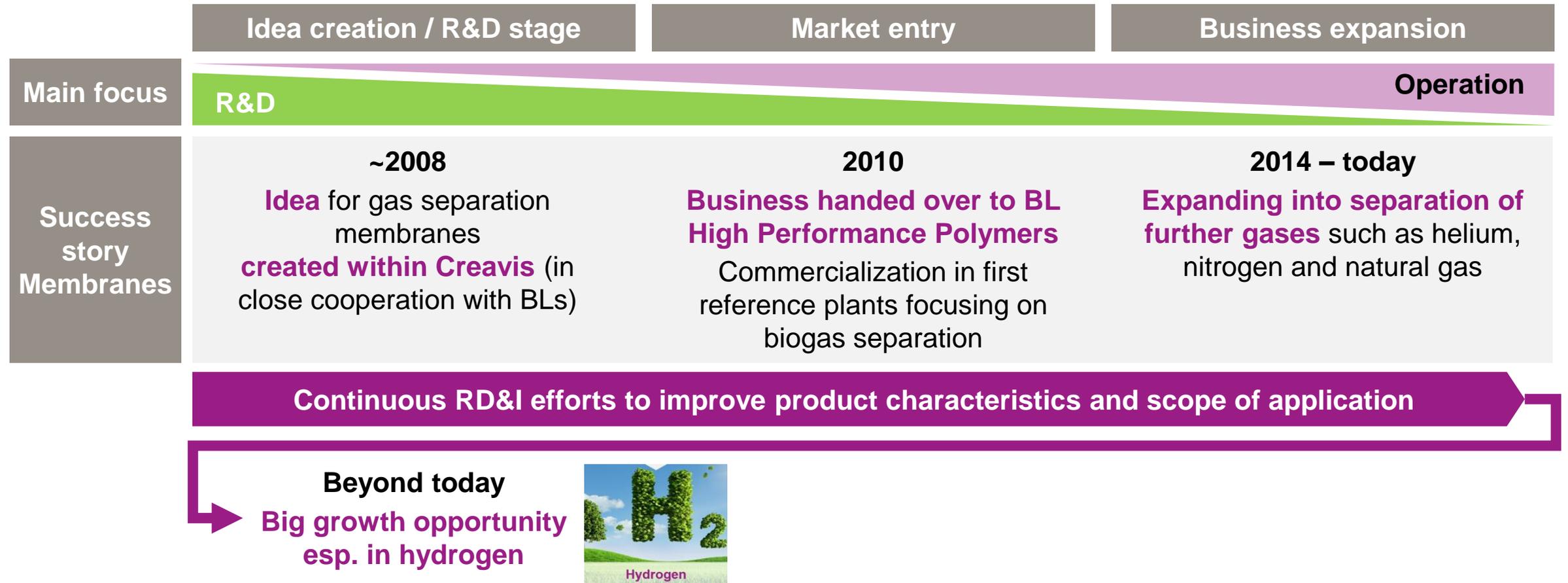


Design for Circularity

RD&I steers innovation based on clear alignment and continuous exchange across the entire Evonik organization



The success of our business incubation activities can be shown with the Innovation Growth Field “Membranes” as blueprint for future innovation



**Discover more details
in our innovation factbook
on our website**

Table of contents

1. Strategy

- Portfolio
- Sustainability
- Innovation
- **Culture**

2. Divisions

- Specialty Additives
- Nutrition & Care
- Smart Materials

3. Financials

Evonik culture as unifying element for a diverse company

Our Purpose
inspires us



Our Values
guide us



Safety first as foundation:

- Accident frequency as part of management compensation
- Low level secured over the last years¹

Diversity as basis of our economic success:

- Ambitious targets defined
- Inclusive mindset and behaviour ultimately utilize diversity successfully

Attractive employer:

- Employee commitment with increase of 5 pp in latest employee survey

1. Below upper limit of 0.26 (number of accidents per 200,000 working hours)

Launched in 2023: Reorganization program Evonik Tailor Made to foster a culture of employee empowerment and faster decision making

Overarching idea of Evonik Tailor Made

**Business Lines
as “nucleus” of Evonik**
through shifting of responsibilities
from corporate or division level

**Empowerment of individual employees
and faster decision making**
through reduction of hierarchy levels, increasing management
span and cutting tasks without direct business relevance

€400m

First smaller savings in 2024;
majority of savings in 2025 and 2026

Personnel costs

~80%

- Reduction of up to 2,000 employees by end of 2026
- Majority in administration & other support functions, remaining from business organizations
- Over-proportionally high number of management positions
- Max. 6 hierarchy levels below C-level (down from currently up to 10); management span¹ increasing from 1:4 to 1:7

Non-personnel costs

~20%

e.g.:

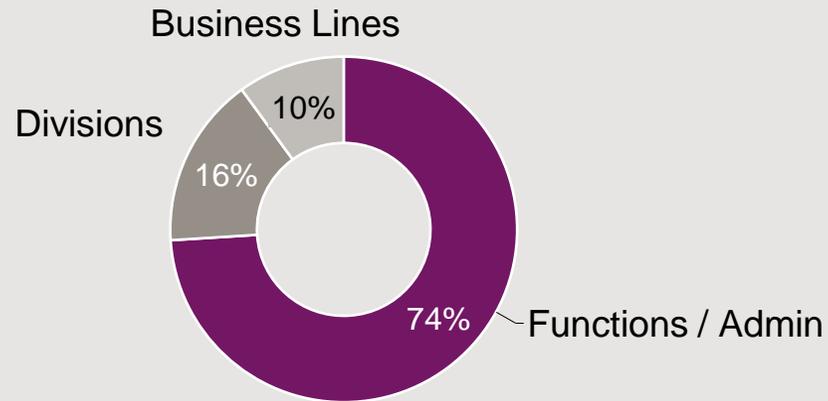
- Agency & consulting costs
- Sport sponsoring

1. Number of employees per leadership position

1 Evonik Tailor Made

Targeted reduction of management levels and complexity on track

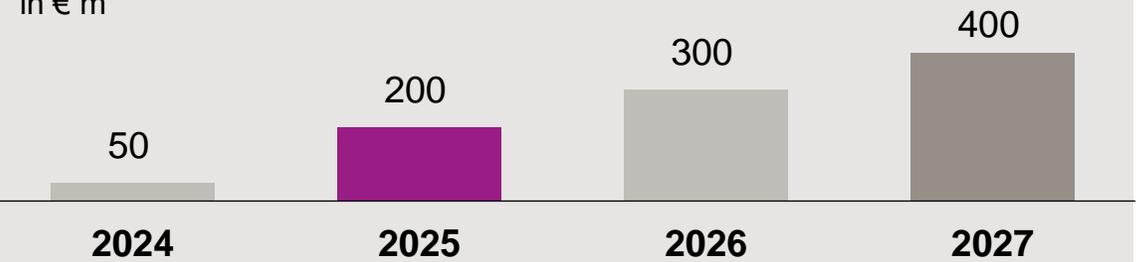
Headcount reduction by organizational unit¹



- Tailor Made aimed to empower businesses and speed-up decision-making
- Target number of six management levels across the group (from max. ten previously) already achieved
- New segment structure with elimination of one full management level (no division level anymore)

Targeted cost savings

in € m



Number of organizational units reduced by ~3,000 (thereof ~50% small teams of <4 employees)



>270 early retirement packages signed² (~50% of target)



External hirings reduced by ~50%; positions filled internally

1. In % of target number of 2,000 positions | 2. Retirement packages for years 2024, 2025 and 2026

Diversity goes far beyond qualitative targets: We approach diversity with diversity

Diversity is key to economic success

- Evonik ranks among **top European companies** in terms of diversity
- We address **diversity** strategically, culturally and with an eye toward our business processes
- **Top management** as prominent **role model** in embracing diversity, e.g. in Diversity Council



Specific goals with highest priority (by 2026)

- **Gender diversity:** e.g. **30%** of executive, **25%** of senior management and **33%** on manager level (2024: 22%/19%/31%)
- **Intercultural mix:** e.g. **25%** of executive and **35%** of senior management positions (2024: 18%/26%)

Diversity goes far beyond qualitative targets!

- Diversity is not only a numeric game but a **matter of culture**
- An **inclusive mindset and behavior** ultimately determine if we can utilize diversity successfully

Diversity creates growth

Diversity creates innovation

Diversity brings us closer to our customers

Diversity is our future

Table of contents

1. Strategy

- Portfolio
- Sustainability
- Innovation
- Culture

2. Divisions

- Specialty Additives
- Nutrition & Care
- Smart Materials

3. Financials

Specialty Additives

Additive solutions for maximum performance

“SMALL AMOUNT. BIG EFFECT.”

FY 2024
financials



Margin¹: **21%**



Sales: **€3,578 m**



ROCE: **13%**

Key
products &
solutions



Additives for
coatings and inks



Additives for
polyurethane foam



Specialty defoamers
and wetting agents



Epoxy hardeners
for crosslinkers

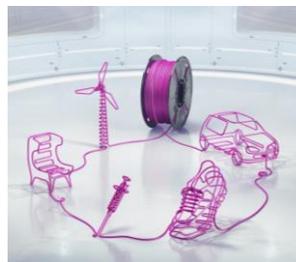


Lubricant additives

Growth
highlights



Making the
difference



Enabling
circular
economy

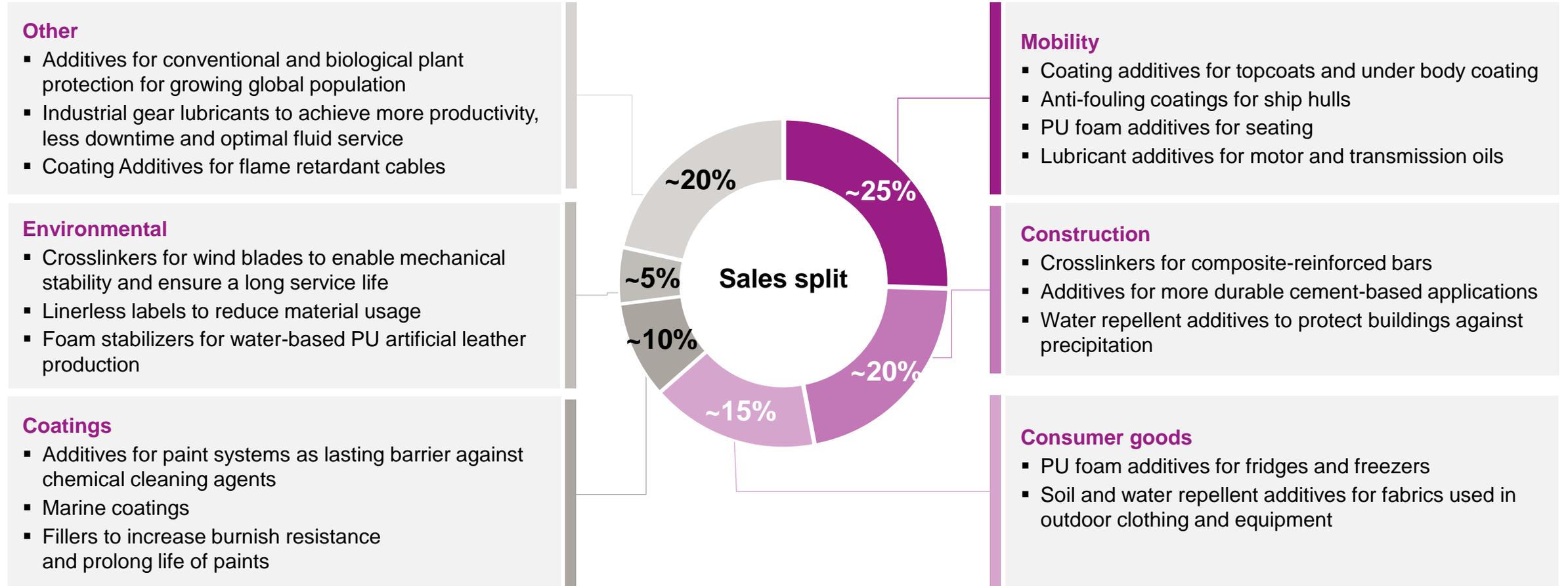


Digital
Solutions

1. Adjusted EBITDA margin

Specialty Additives

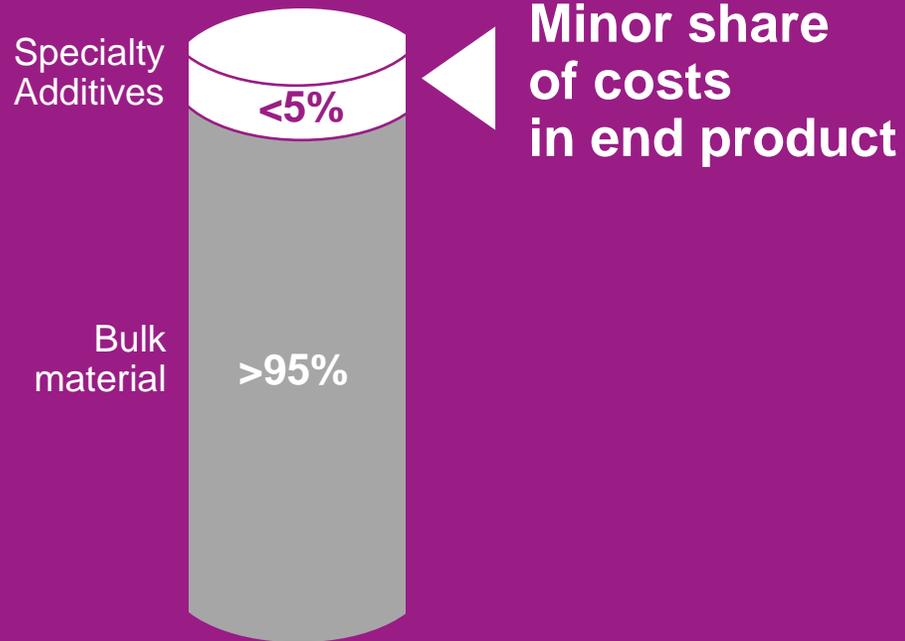
End markets and product examples



Specialty Additives make the difference in customer's formulations

Improving product characteristics and sustainability profile

SMALL AMOUNT.



BIG EFFECT.



Less energy

Novel **PU additives** enabling environmentally-friendly **housing insulation spray foam**



More protection

Coating additives prolong life of wall paints



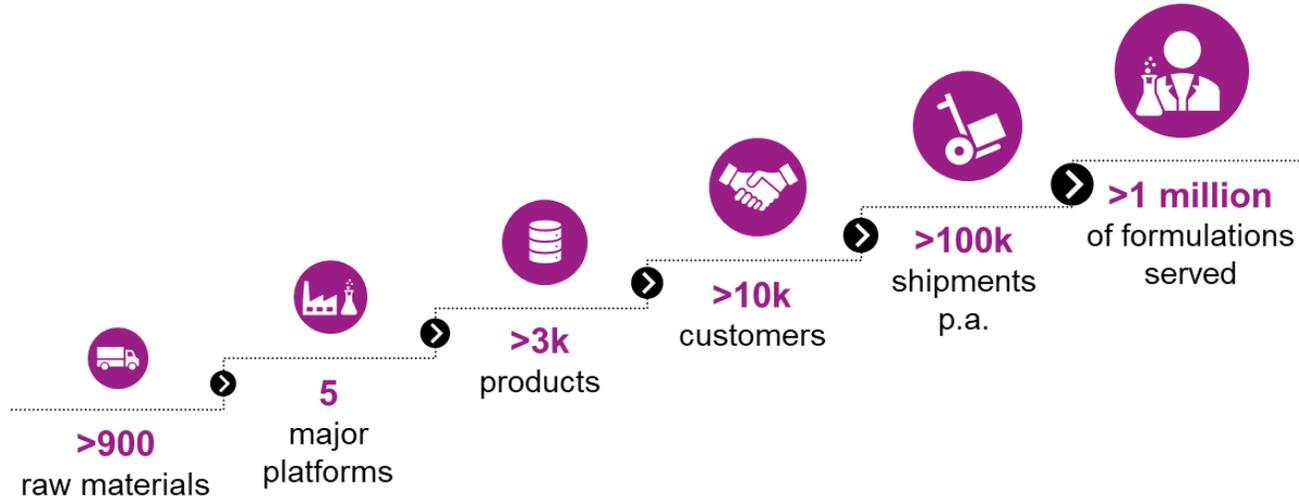
Less waste

Silicone coatings for linerless labels resulting in up to 40% material reduction



Specialty Additives is mastering a highly complex business

Resulting in tangible benefits



High barriers to entry

Strong market & customer position

Resilient financial performance

Mastering complexity

How?

- 1 Experienced management team
- 2 Digitalization & automation
- 3 Culture & collaboration
- 4 Supply chain excellence

Specialty Additives Play

Specialty Additives Play

Sitting at the table



Building #1 position in customer relevance

to be decisive part of their innovation agenda and product offering

Ability to assess



Understanding our customers' value chains and markets to create the ideal solution

Rapid tailored innovation



Delivering continuously new solutions for markets and customers

Mastering complexity

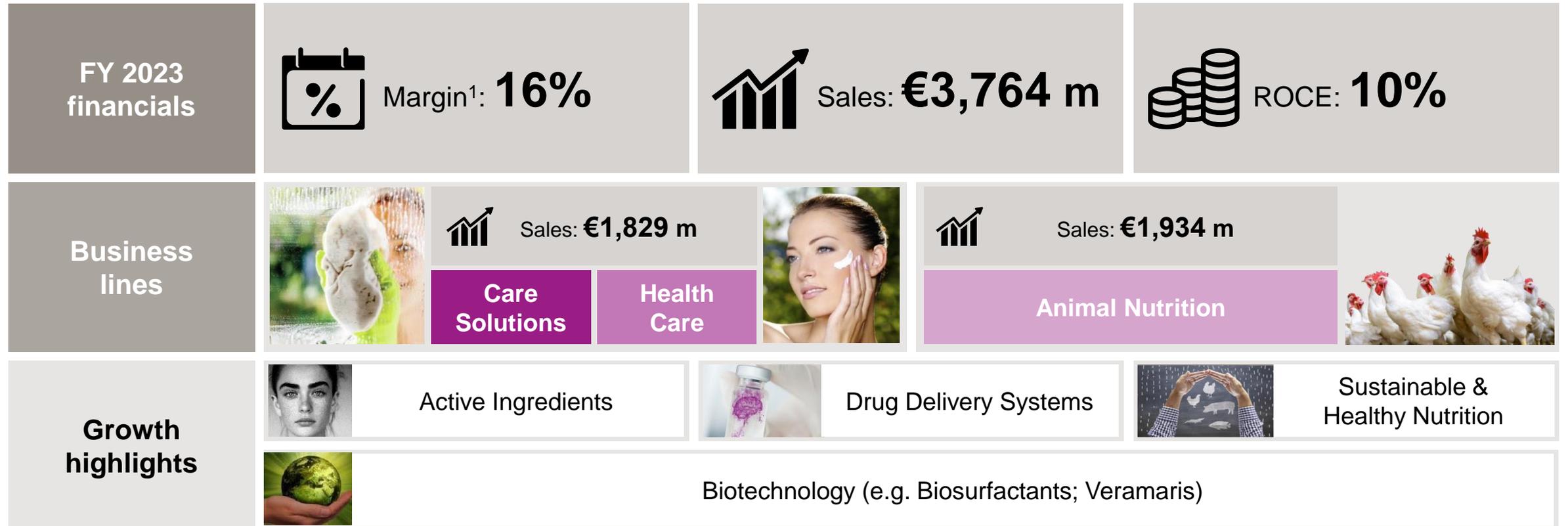


Broad spectrum of tailored product for numerous customers

Nutrition & Care

Focused portfolio on consumer-oriented end markets with high level of synergies

“Life at heart. Systems in mind. Partners at hand.”



1. Adjusted EBITDA margin

Nutrition & Care

End markets and product examples

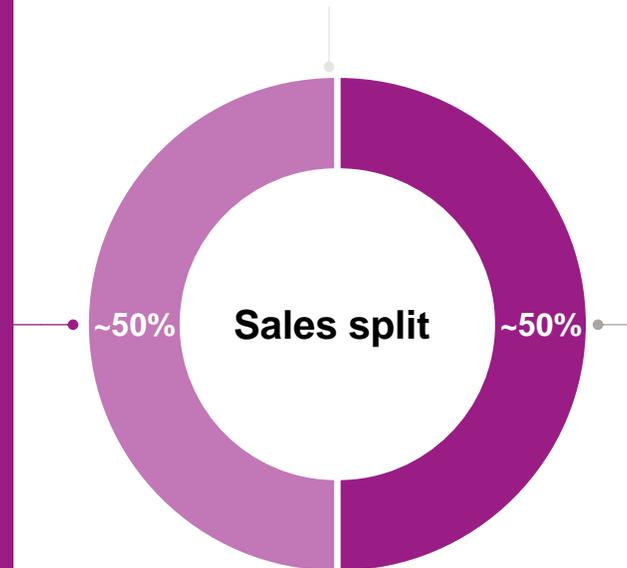
Health & Care

Personal and Home Care

- Cosmetic Active Ingredients
- Active Delivery Systems
- Cosmetic Functional Ingredients
- Biosurfactants
- Fabric Enhancer
- Industrial and Institutional Cleaning

Pharmaceutical

- Drug Delivery Systems
- Contract Development and Manufacturing (CDMO)
- Active Pharmaceutical Ingredients (APIs)
- Pharma Amino Acids
- Cell Culture & Tissue Engineering
- Medical Devices



Nutrition

Animal Nutrition

- Amino Acids
- Delivery Systems in Dairy Cows
- Gut Health Solutions
- Enhancement of energy metabolism
- Natural Algal Oil (Veramaris)
- Digital and Analytical Services

Nutrition & Care growth: Focusing on shared technology platforms

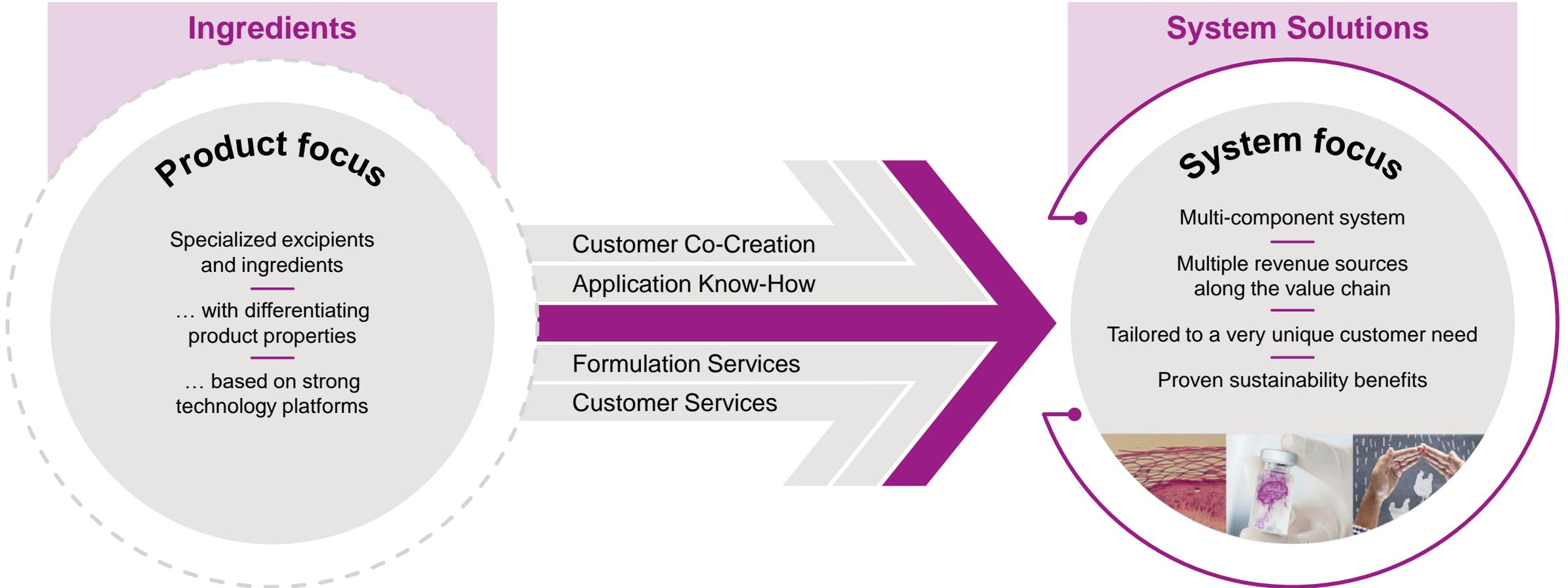
Strong synergies and joint resources across all three businesses

Technology Platform Example Biotechnology – Process Excellence and Launched Products

	Care Solutions	Health Care	Sustainable Nutrition
Microbiome Modulation	Microbiotic actives to support skin barrier function	Probiotics and Gut Health Solutions	
Biotech Processes	Non-animal derived Collagen	Cell Culture	Natural algae-based omega 3 fatty acids
	Actives (e.g. Ceramides)	CDMO (e.g. fermentation-based proteins)	
	Biosurfactants	Amino acids pharma grade	Bio amino acids

Nutrition & Care: Strategic portfolio shift towards “System Solutions”

Portfolio upgrade towards higher specialization and higher returns



Nutrition & Care: System Solutions businesses as major growth driver

>50% sales from Systems Solutions as strong commitment

Sales share of System Solutions



Resulting in....

Higher **growth prospects**

Strong **pricing** power

Above average **margin**

Higher **return on capital**

Examples of System Solutions



Active Ingredients – Retinol

- Reducing wrinkles without inducing skin irritation
- **Formulation service:** Encapsulation as delivery technology to increase stability and bioavailability



Drug Delivery Systems – Complex Parenterals

- **Lipid nano particles** for vaccination, cell and gene therapy
- **Integrated services** from feasibility to commercial



Sustainable & Healthy Nutrition – Probiotics

- **GutCare®** for healthy poultry nutrition without AGP¹⁾
- Holistic, ready-to-use **concepts for animal diet formulations**, designed on specific customer needs

1: Antibiotic Growth Promoters

Smart Materials

Focused portfolio on environmentally friendly solutions

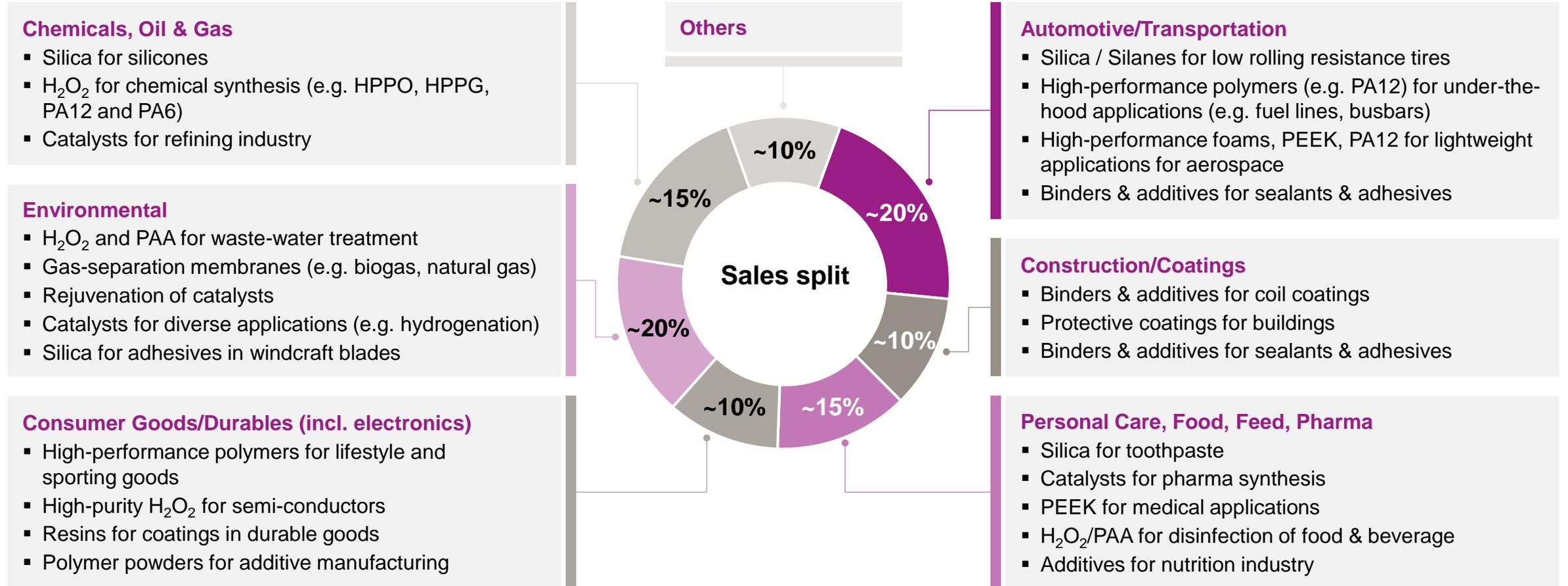
“We find solutions for the needs of today and tomorrow”

FY 2023 financials	 Margin ¹ : 14%	 Sales ² : €4,450 m	 ROCE: 6%	
Two strong technology platforms	 Sales: €3,218 m Inorganics		 Sales: €1,232 m Polymers	
Growth highlights	 Accelerating Energy Transition (e.g. PA12, Battery Materials, Membranes)	 Enabling Circularity (e.g. Active Oxygens, Catalysts, Green Silica)		

1. Adjusted EBITDA margin

Smart Materials

End markets and product examples



We are “smart(er)” since...

... we develop innovative solutions

Rohacell

PMI¹-based structural foam at the core of lightweight high-performance fiber composites for demanding aerospace applications



Anion Exchange Membrane (AEM)

Ion-conducting membranes for water electrolysis in alkaline conditions – the more efficient way to green hydrogen



... we tailor our solutions to the customers' needs



>100 individual Silica grades to solve our customers' challenges



High performance polymers: **~500** customer/application-specific products



Specialized polymer powders for 3D printing process allowing for series production of complex and individualized products

... we help our customers with individual know-how and services

840 employees in product, application and process development

Service teams for equipment, installation and full start-up support (e.g. to ensure dosing accuracy for Peracetic Acid in poultry anti-microbial interventions)

80 years of catalysts development expertise

External partners contributing in close cooperation to technology development

1. Polymethacrylimide.

Future Mobility solutions:

Extending the value potential of a conventional car (~€30)

Electric/Electronic Components

e.g. power busbar insulation

Tires

Reduced rolling resistance for extended range
Higher abrasion resistance for EV acceleration

Thermal Management

e.g. battery cooling lines

Battery

Electrode materials & additives for separators



Hybrid Car

In a hybrid car,
Smart Materials' existing solutions
with a value potential of

~€45

Full Battery Car

In a full battery car,
Smart Materials' existing solutions
with a value potential of

~€70

Our Membranes Vision: Smart enabler to the sustainable gas economy

Contributing to the transition with superior membrane technology



With our **membrane technology**, we significantly contribute to the transition to a sustainable gas economy:

1 SEPURAN® Green

- Raw biogas from organic waste is converted into **sustainable biomethane** and "green" CO₂

2 SEPURAN® Noble

- Our **hydrogen extraction membranes** enable to **use existing natural gas pipelines** to transport and extract green hydrogen
- In the **production of synthetic biomethane** from CO₂ and green hydrogen, we ensure efficient product separation

3 Anion Exchange Membrane

- With our ion-conducting AEM membranes, we contribute to the **breakthrough of electrolytic production of green hydrogen** in the future

**Discover more details
on our divisions
on our website**

Table of contents

1. Strategy

- Portfolio
- Sustainability
- Innovation
- Culture

2. Divisions

- Specialty Additives
- Nutrition & Care
- Smart Materials

3. Financials

Financial targets

Mid-term targets

Organic sales growth CAGR¹

>4%

Structurally lift **EBITDA margin**
into sustainably higher range of

18-20%

Cash Conversion ratio of²

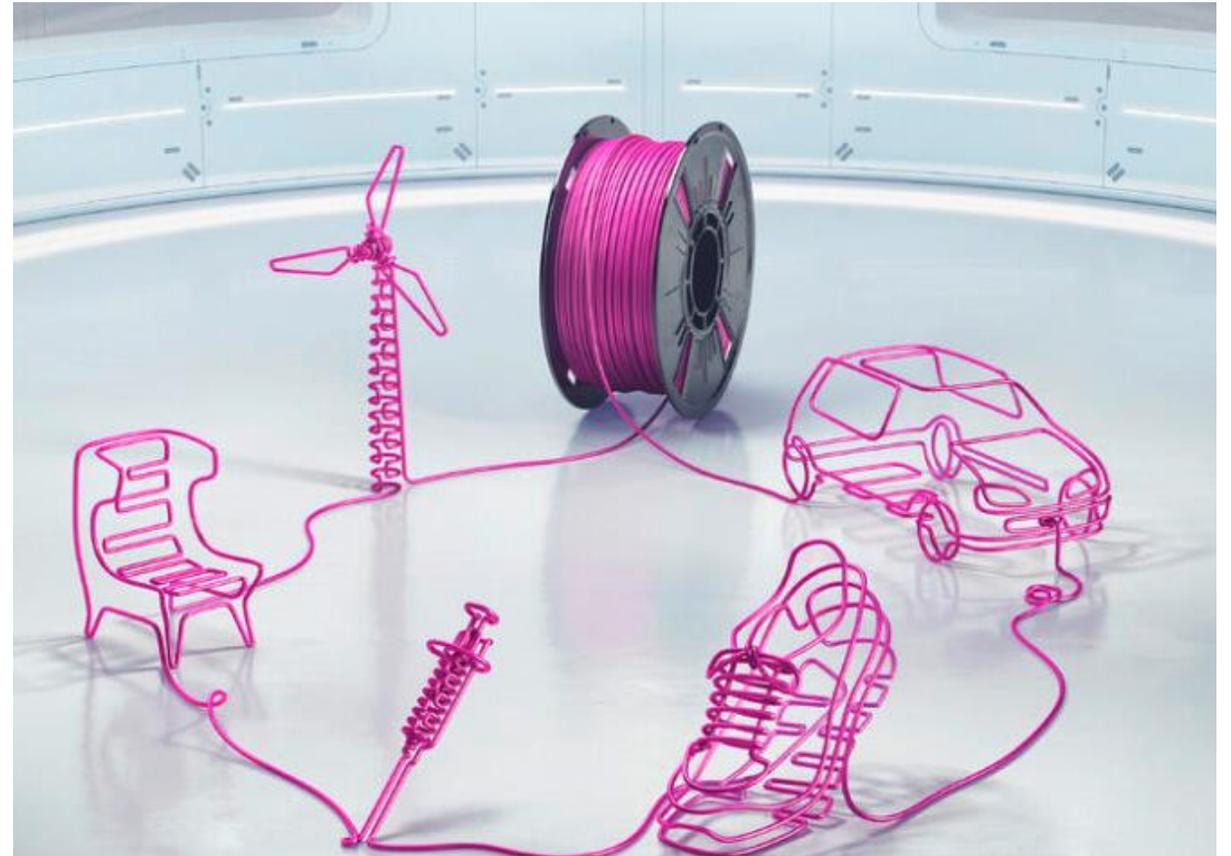
>40%

ROCE well above Cost of Capital

~11%

Reliable and sustainably growing dividend

Solid investment grade rating



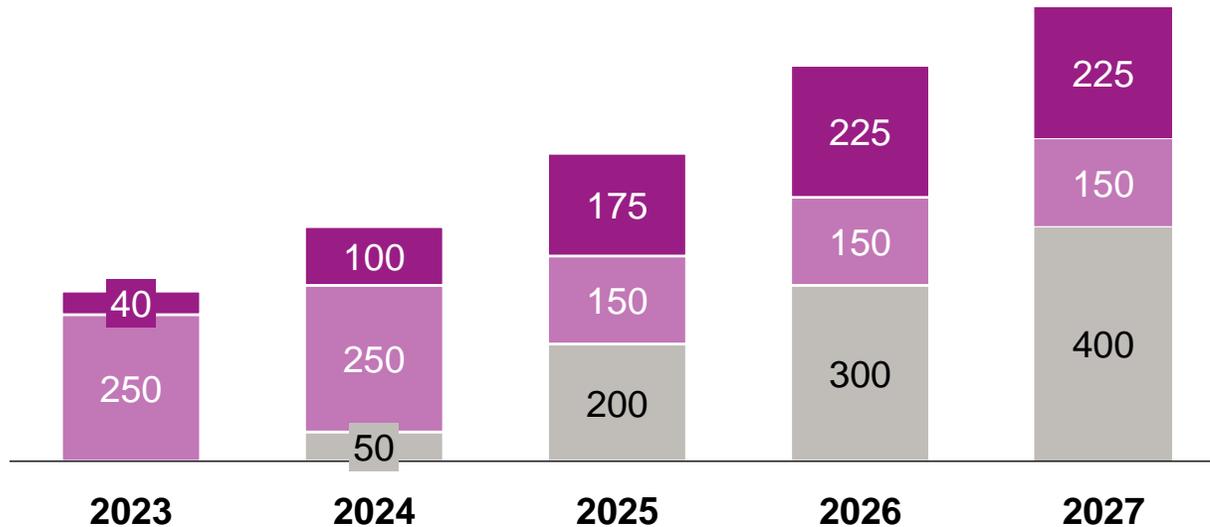
1. In growth divisions | 2. Cash Conversion ratio defined as FCF/Adj. EBITDA

Cost savings programs continue to support earnings and margins

Overview gross savings (in € m)

■ Evonik Tailor Made ■ Contingencies ■ Business Optimization

Gross savings partly countered by factor cost increases

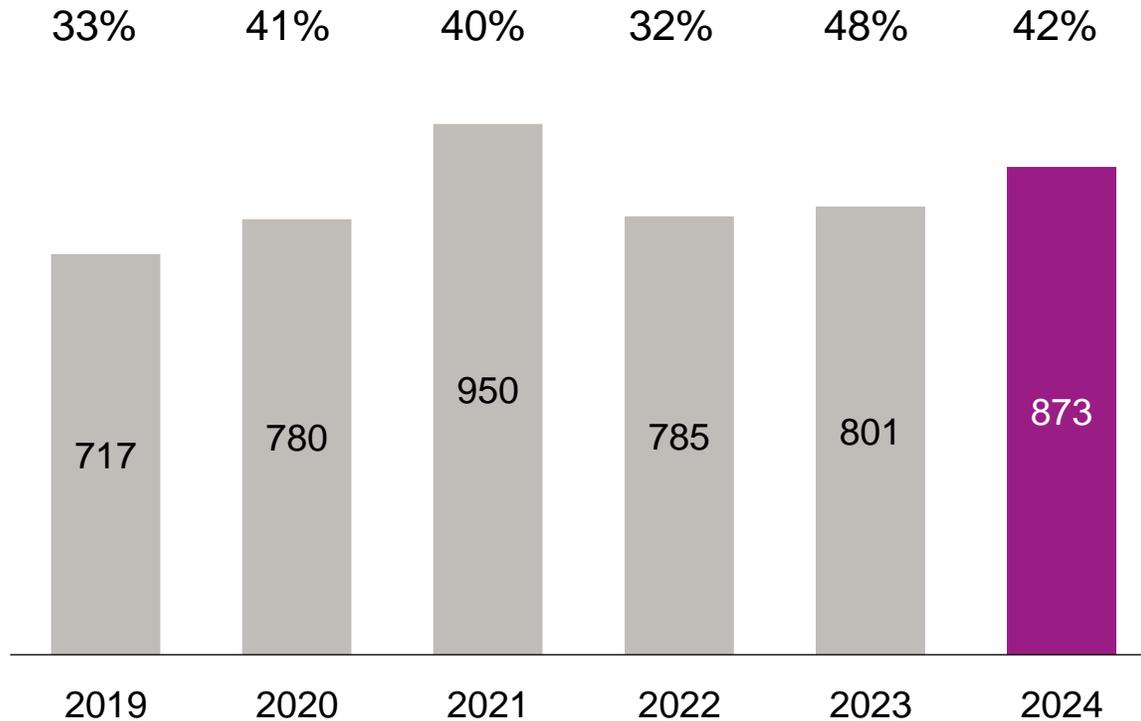


Effects in FY 2025

- Business optimization: **Additional gross ~€75 m** from measures in Animal Nutrition (started in 2023, full effect in FY 2026) as well as Coating Adhesive Resins and Health Care (started H2 2024)
- Short-term contingencies: Introduced in FY 2023, will be **partly reversed** in FY 2025 (**-€100 m**) to support business recovery seen this year
- “Evonik Tailor Made”: **Additional ~€150 m** gross savings in FY 2025

Free Cash Flow: Strong track record

Free Cash Flow (in € m) / Cash Conversion Rate (in %)

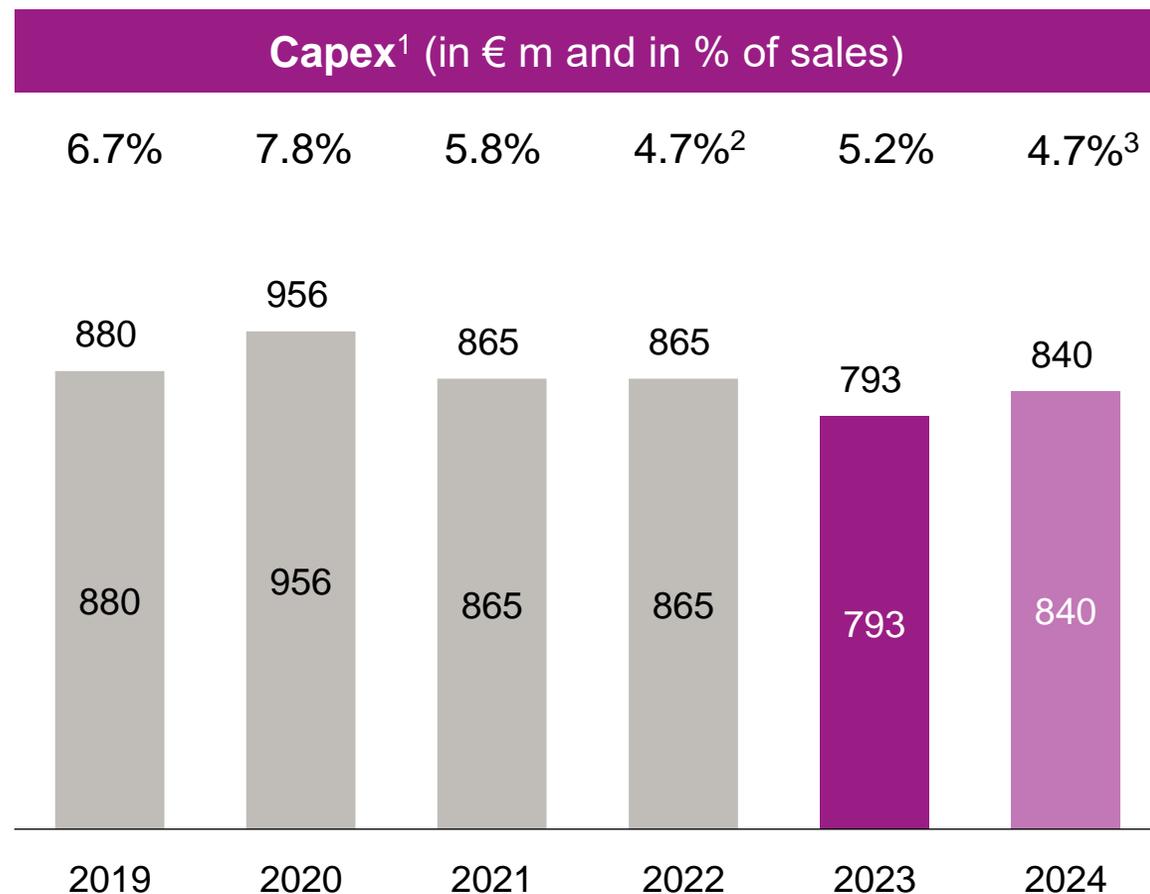


Track record of strong and stable cash generation

Average of last 6 years:

- >€800 m FCF
- ~40% cash conversion rate
- Very stable Free Cash Flow despite volatile macro environment

Strong capex discipline supporting cash track record



Capex constantly lowered over recent years

- Larger capex projects (e.g. PA12 or Methionine) completed
- Current low utilization rates enable growth without larger new investments

More targeted investment approach

- Leveraging government support where possible (e.g. lipids in the US, aluminum oxide in Japan)
- Focusing capex on attractive growth areas (e.g. biosurfactants, lipids, battery materials)

About half maintenance, half growth capex

- Improved handprint: Majority of growth capex for “Next Generation Solutions“
- Improved footprint: Capex for “Next Generation Technologies” largely part of maintenance spend



1. Cash outflow for investment in intangible assets, pp&e | 2. Sales inflated by prices | 3. At mid-point of sales guidance range of €15-17 bn in FY 2024

Clear value generation with investments into “Next Generation Solutions” and “Next Generation Technologies”

Target & benefit

NEXTGEN Solutions

NEXTGEN Solutions 

>50%
sales share

Products with superior sustainability¹ and financial performance

Value creation

Clear investment criteria – aligned with strategic, sustainability and financial targets

- Above-average market growth
- Superior sustainability profile (PSA analysis)
- IRR above ROCE target (>11%)
- CO₂ pricing implemented

NEXTGEN Technologies



2030

-25%²

Scope 1+2

Projects to lower CO₂ emissions with value-enhancing, positive NPVs

€700 m capex (2022-2030) ...

- For NPV-positive projects
- For advanced levers, innovative waste heat up-cycling and process re-design

... resulting in >€100 m opex savings (p.a.)

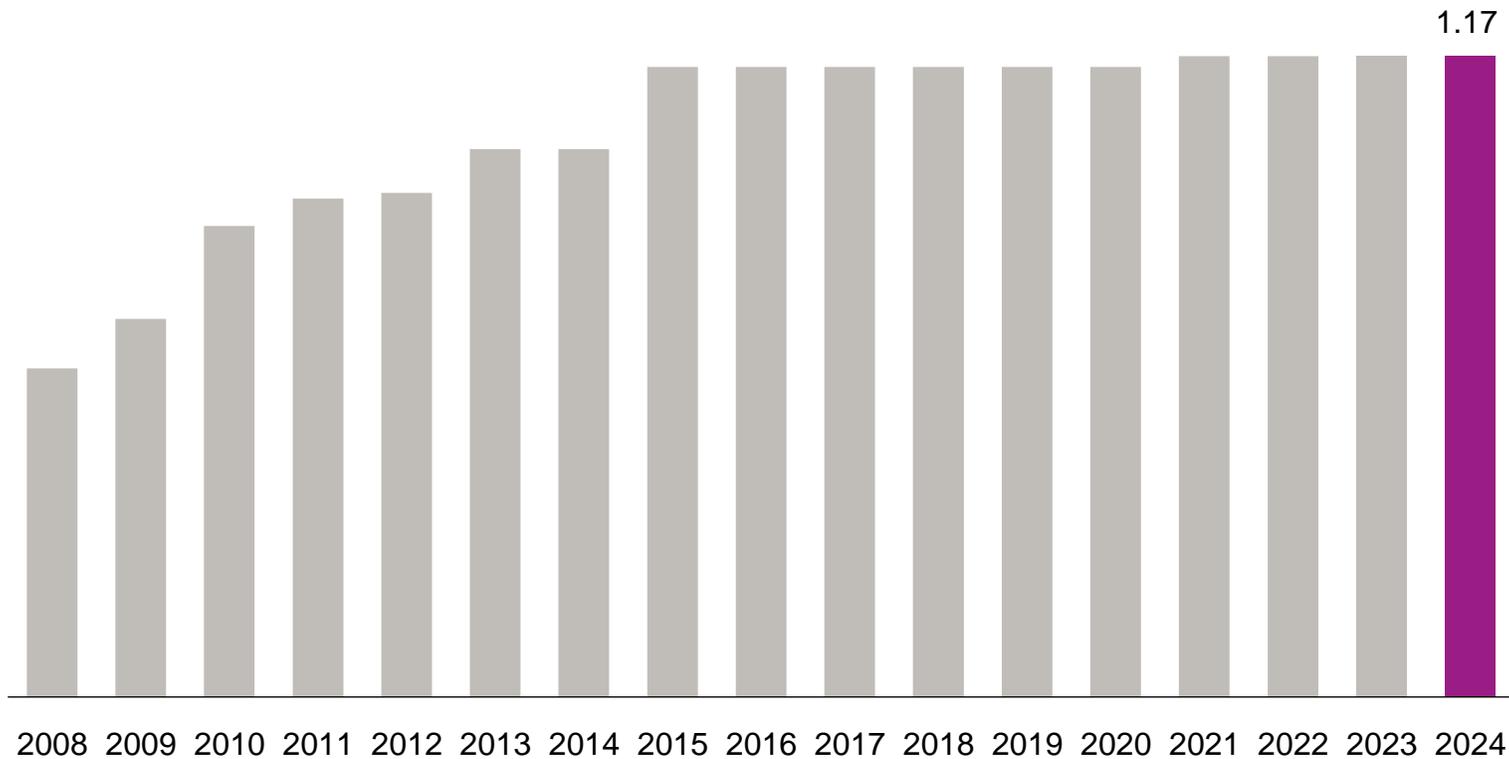
1. “Next Generation Solutions” include “Leader” (A++) and “Driver” (A+) products and solutions

2. Commitment letter signed and handed in for SBTi, 25th April 2022, gross emissions reduction with reference year 2021, target year 2030

Spotlight on shareholder returns

Reliable and attractive dividend policy

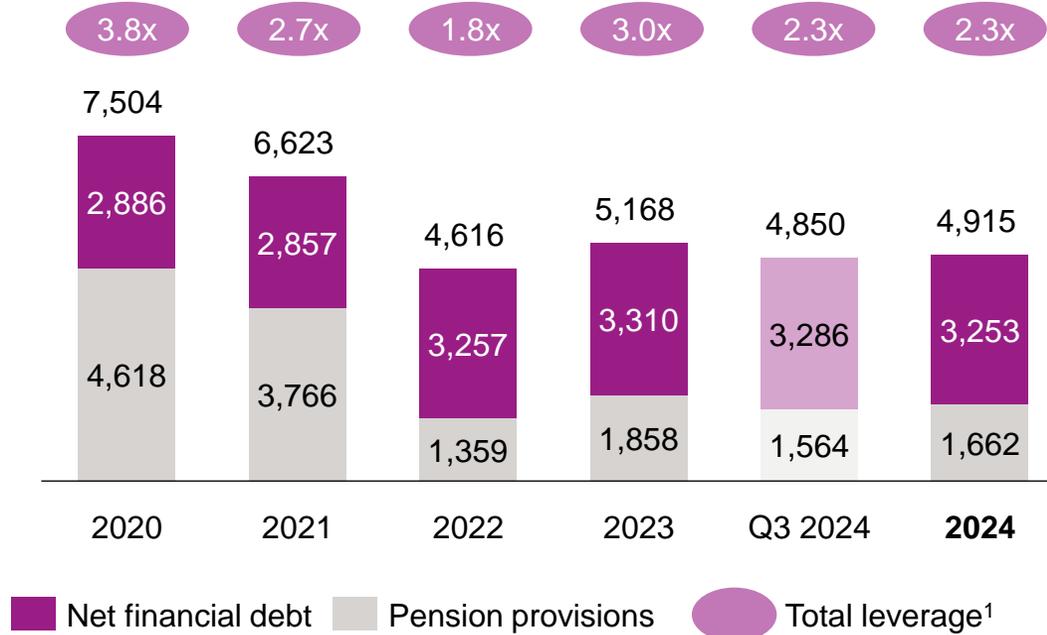
Dividend (in €) for FY



- **Stable with €1.17 in FY 2024**
- **Attractive dividend yield of ~6%**
- **Reliable dividend policy targeting:**
 - **Dividend continuity**
 - **Adj. EPS and FCF growth** with potential for sustainable **dividend growth** going forward

Development of debt and leverage over time

(in € m)



Adj. net debt²	7,254	6,373	4,366	4,918	4,600	4,665
Adj. EBITDA (last 12 months)	1,906	2,383	2,490	1,656	1,989	2,065
German pension discount rate (%)	0.90	1.30	4.10	3.50	3.60	3.60

1. Adj. net debt / adj. EBITDA | 2. Net financial debt – 50% hybrid bond + pension provisions
 3. (Net financial debt – 50% hybrid bond) / adj. EBITDA | 4. Before impairment

Net financial debt (€3,253 m)

- Net financial debt decreased both vs end of Q3 and end of last year, mainly driven by strong FCF
- Higher adj. EBITDA leading to decrease of net financial debt leverage to 1.5x³

Pension provisions (€1,662 m)

- Increased vs Q3 due to slightly weaker performance of plan assets; decreased yoy mainly due to slightly higher discount rate
- Solid funding level of >80%
- Long-dated pension obligations with ~13 years duration
- Pension provisions partly balanced by corresponding deferred tax assets of ~€0.6 bn⁴

Green bonds firmly established as financial instrument – supporting our sustainability strategy

Aligned with ICMA Green Bond Principles

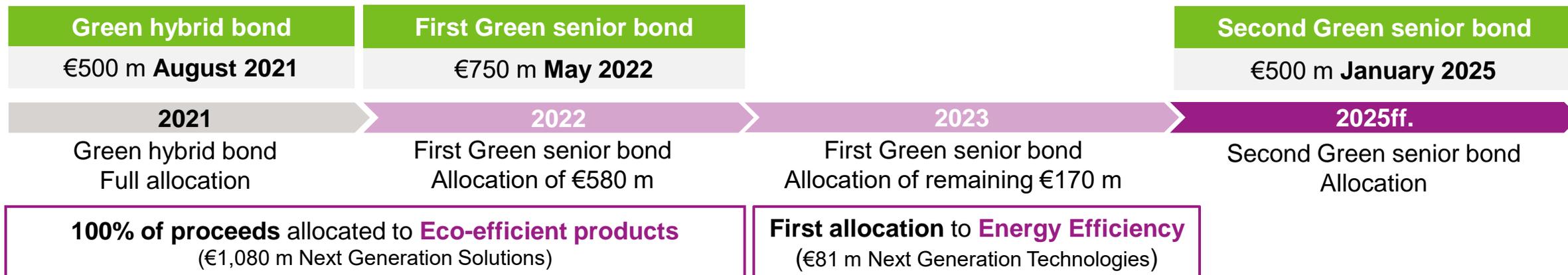


Green Finance Framework

2023

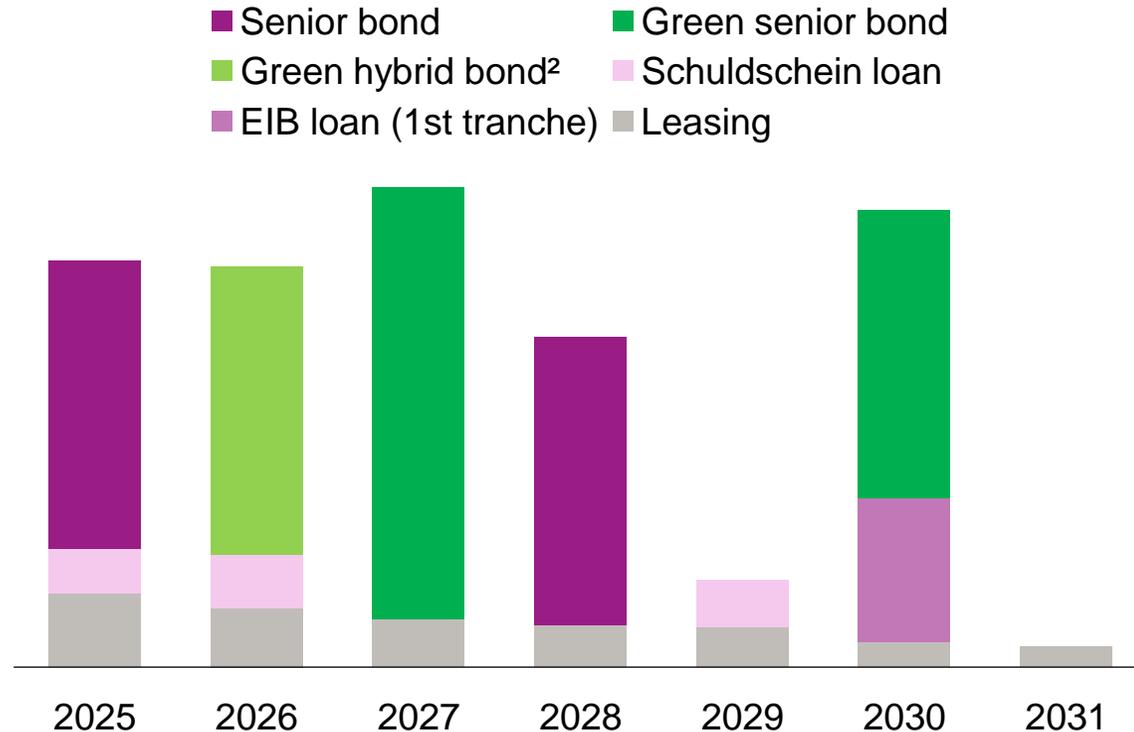
Eligibility Categories for use of proceeds

1. **Eco-efficient products:** Capex and RD&I Opex for **Next Generation Solutions**
2. **Energy Efficiency:** Expenditure for ongoing development of production processes and infrastructure to reduce GHG emissions (e.g. **Next Generation Technologies**)
3. **Renewable Energy:** Expenditure related to sourcing of renewable energy



Debt structure: Well balanced maturity profile

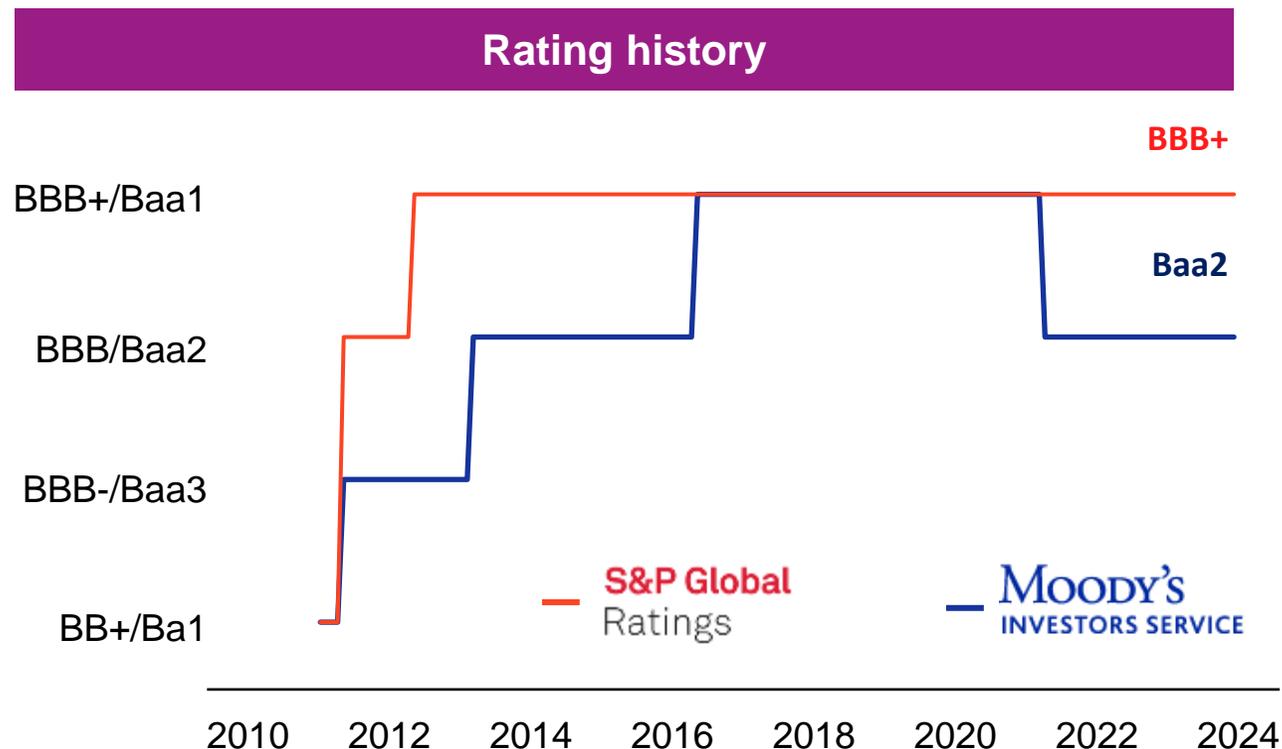
(in € m as of December 31, 2024)¹



- Further „**Greening**“ of bond portfolio by 3rd consecutive green issuance: **€500 m for 5 years** with an attractive coupon of **3.25% p.a.** in **January 2025**
- Majority of proceeds will be allocated to investments into **Next Generation Solutions and Technologies**
- **€500 m loan agreement** with **European Investment Bank (EIB)** signed in March 2024 with **drawdown** of first tranche of **€250 m for 6 years** in **August 2024**
- Long-term capital market financing secured at favorable conditions:
 - Ø coupon of 1.8% p.a. on €2.25 bn senior bonds¹
 - coupon of 1.375% p.a. on €0.5 bn hybrid bond
- **€1.75 bn syndicated credit facility** refinanced in November 2022 with an initial tenor of 5 years (plus two extension options for one year each)
- Second and final extension option exercised in 2024, i.e. **maturity extended to 2029**

1. Including new green senior bond issued in January 2025; 2. Formal lifetime 60 years; first redemption right for Evonik in 2026

Evonik has a strong rating track record: BBB+ by S&P and Baa2 by Moody's – both with stable outlook



S&P rating remains unchanged at **BBB+/stable** since 2012

Moody's rating at **Baa2/stable** since 2021

Both rating agencies acknowledge

- a strong business profile of Evonik underpinned by significant size and leading global market positions
- greater-than-peer diversity in terms of end-markets and product range
- strong commitment to a solid investment grade rating

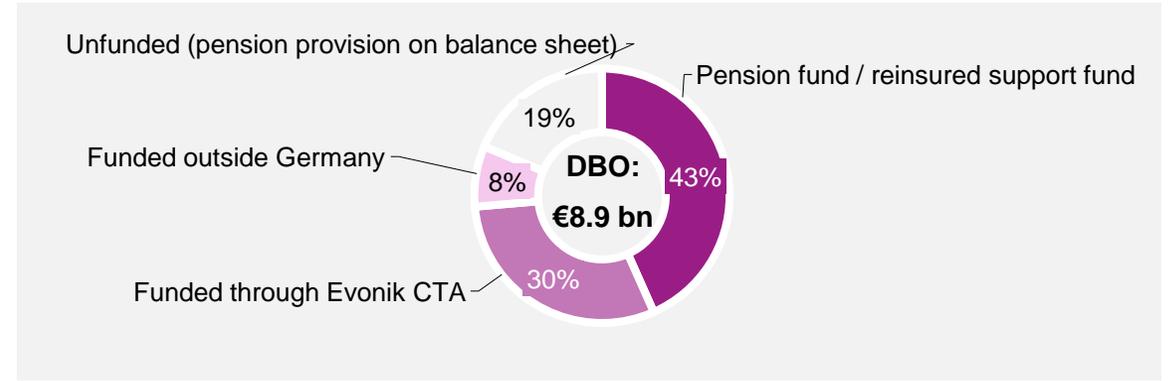
Maintaining a solid investment grade rating is the central element in our financing strategy

Pension funding overview as of December 31, 2024

IFRS Pension provisions

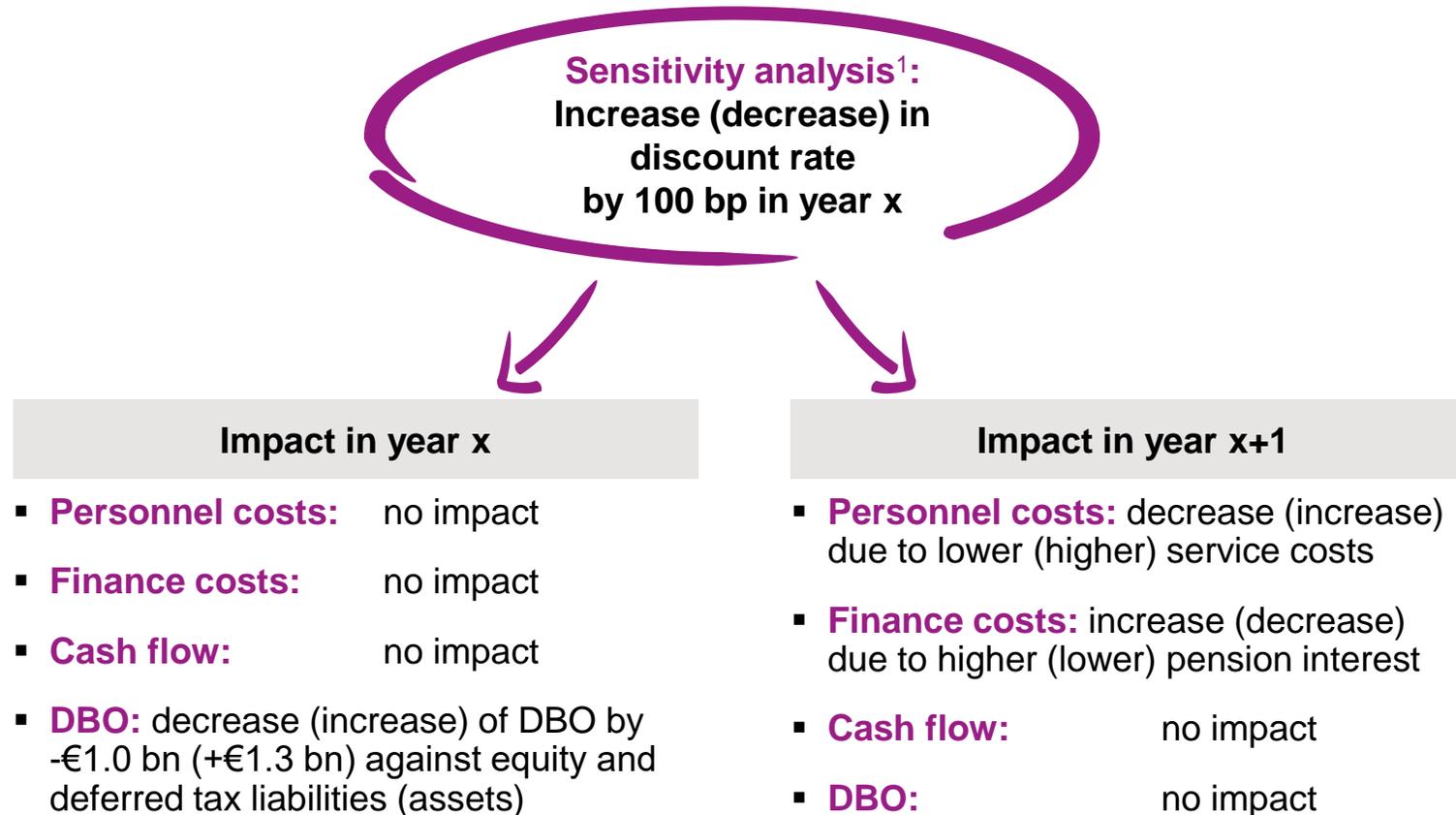


IFRS Pension profile



Funding level at ~81%

Pensions: Sensitivity to discount rate changes



1: Excluding any effects from potential actuarial changes and changes in the valuation of plan assets

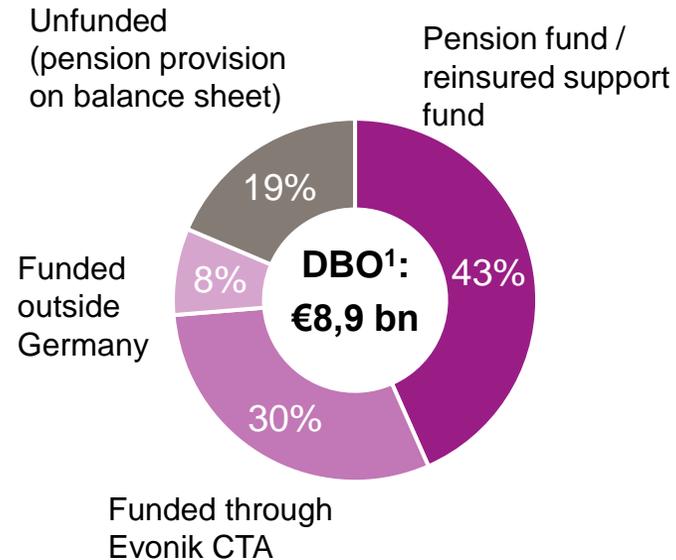
Sustainability embedded in pension asset management

Evonik Pensionstreuhand e.V. (CTA)

Sustainability process initially developed for portfolio held directly by Evonik Industries AG and thus directly under Corporate control (Contractual Trust Agreement, **CTA**)

- CTA: >80% of total plan assets under management supervised by managers committed to UN Principles for Responsible Investment (UN PRI)
- Segregated Accounts and mutual funds with minimum ESG guardrails (Art. 8 eligible)
- ESG monitoring

Funding level at 81%



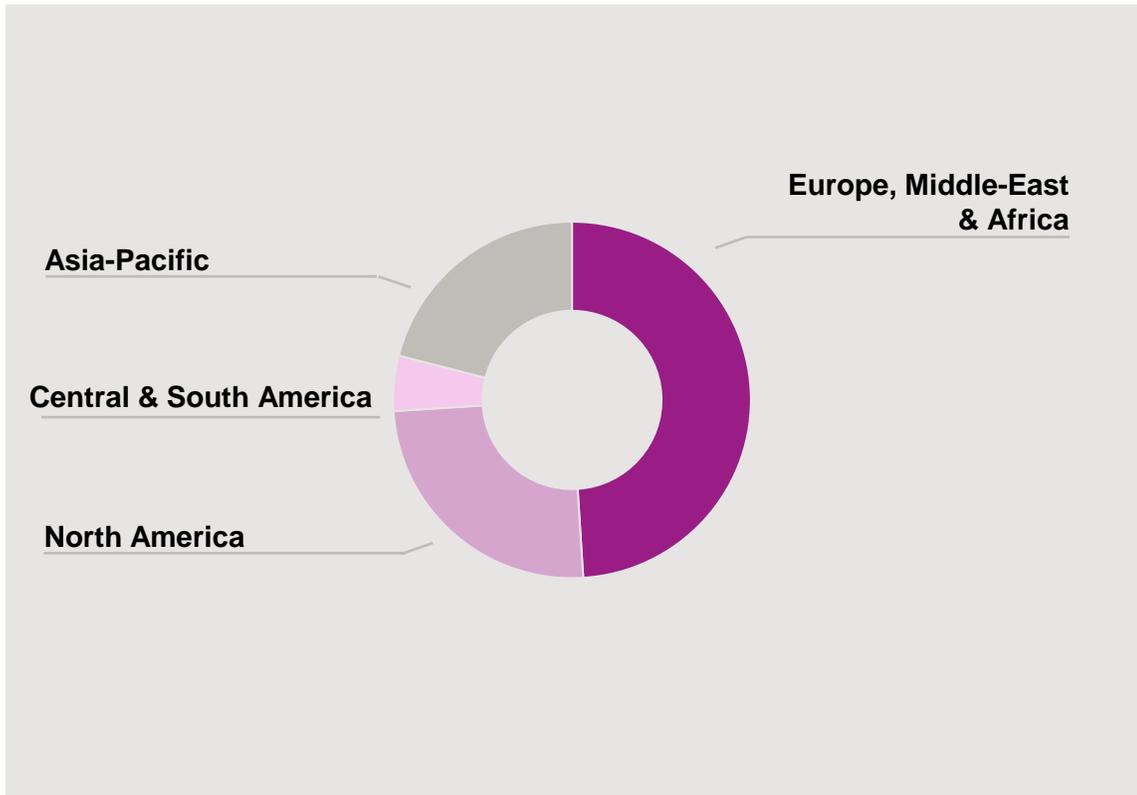
Pensionskasse Degussa VVaG (Pension fund)

As one of the first pension funds in Germany, Pensionskasse Degussa VVaG (**PKD**) with own **ESG strategy** since April 2019

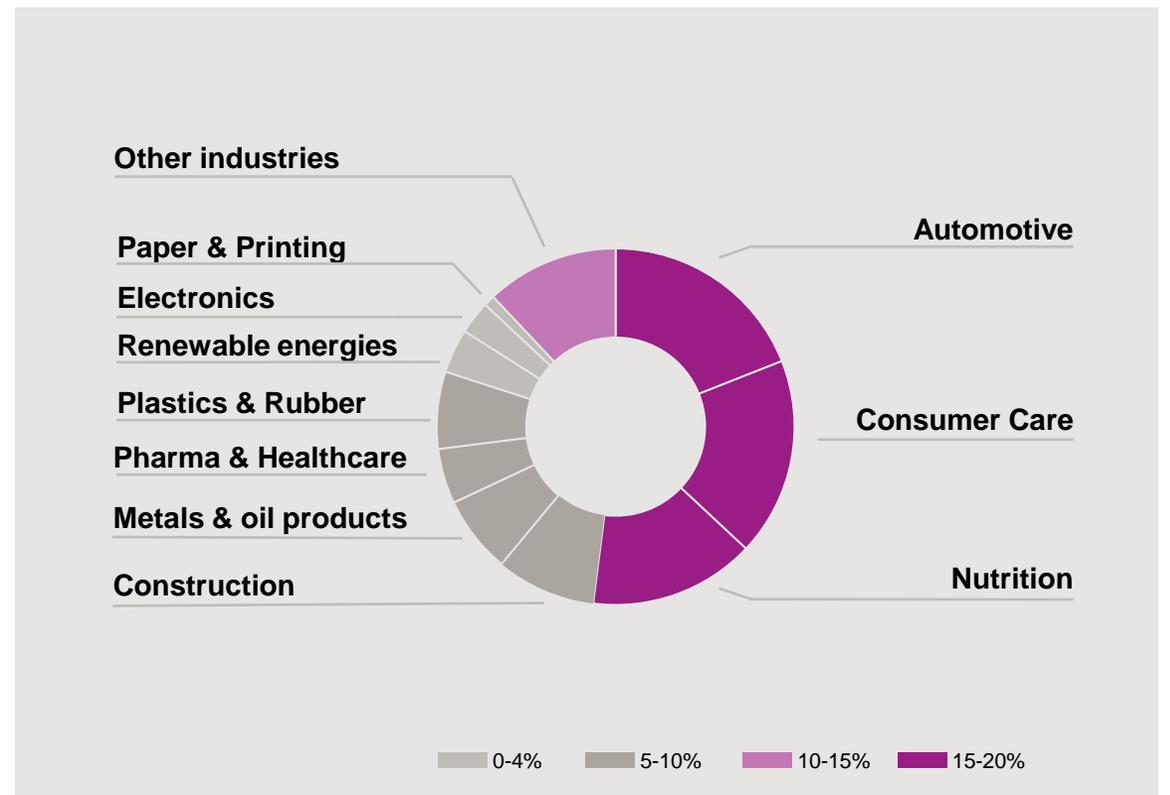
- Main focus on Governance requirements (compliance, audits, risk management, cyber security etc.)
- Investment criteria: managers required to have signed UN PRI; minimum ESG guardrails (Art. 8 eligible) for segregated accounts and mutual funds
- Asset Class Specific: Suitable ESG factors taken into account in riskmanagement process
- ESG monitoring

Balanced regional and end market split

Sales by region

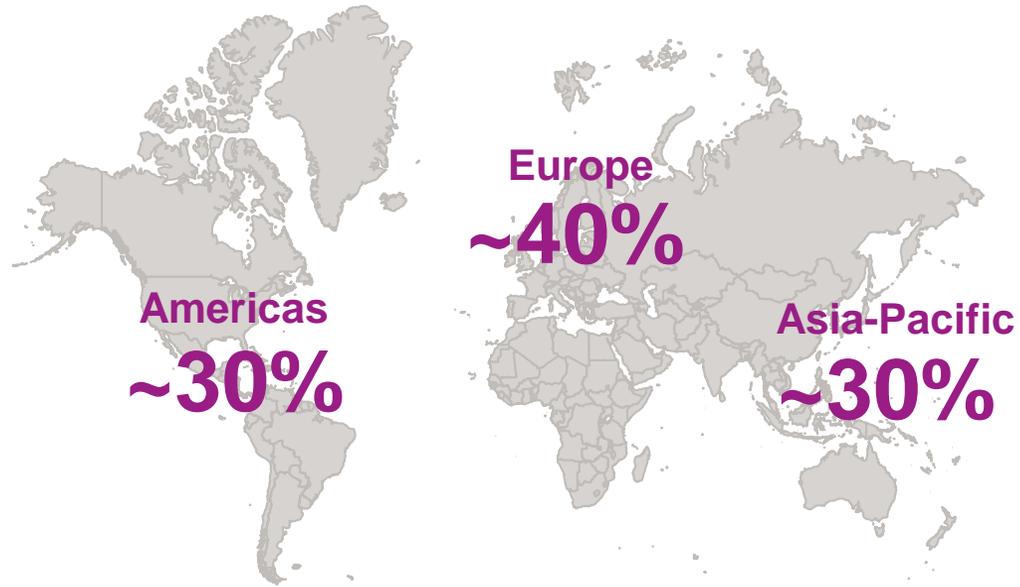


End market split



Balanced global production footprint

Share of production volumes (in kt, FY 2021)¹



All major value chains with production hubs in all three key regions

European business with high competitiveness



Portfolio

- Focus on less energy-intensive businesses
- Frontrunner in sustainability



Innovation

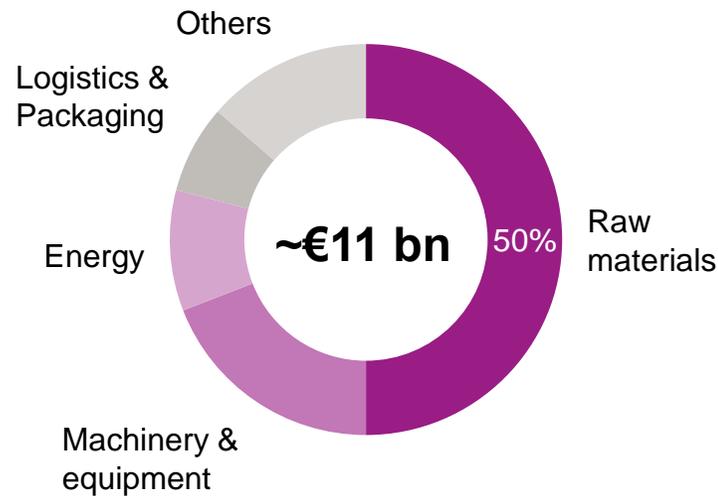
- Innovation-driven, customer-centric solutions
- Value-based pricing

Clearly profitable across all value chains in Europe – now and in the future

1. Excl. Performance Materials

Procurement volume split & breakdown of raw material spend

Total procurement volume 2023



Breakdown of raw material spend (examples)

Bio

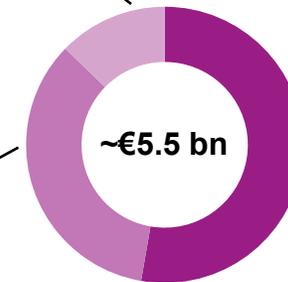
- Dextrose
- Fatty alcohols
- Tallow fatty acid
- Fatty acids
- Tallow

Inorganics & others

- Sodium silicate
- Sodium hydroxide
- Silicon metal

Fossil²

- Crack C4
- Propylene
- Acrylic acid
- Acetone
- Methanol



Specialty Additives

Acetone
Ammonia
Fatty Alcohol

Nutrition & Care

Propylene
Methanol
Dextrose

Smart Materials

Sodium Silicate
Silicone Metal
Sodium Hydroxide

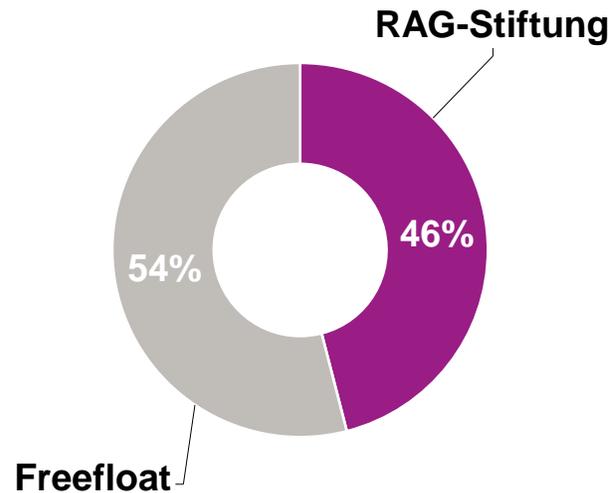
Performance Materials

Crack C4
Propylene
Acrylic Acid

1: Gross energy bill, not considering the selling to external parties | 2: Fossil raws from base petrochemicals and synthetic organic markets

Ownership structure: RAG-Stiftung as long-term shareholder

Ownership structure



RAG-Stiftung

- RAG-Stiftung (foundation) manages a portfolio of ~€18 bn assets, one of the biggest foundations in Europe
- Portfolio consists of publicly traded securities, private equity, direct holdings, real estate and bonds of various types
- RAG-Stiftung focuses on investments with high total shareholder return and strong cash/distribution profiles
- Underlying goal is to finance/cover the perpetual obligations arising from hard-coal mining in Germany
- About 75% of total portfolio invested in assets other than Evonik

Bernd Tönjes, chairman of the RAG-Stiftung (June 11, 2024):

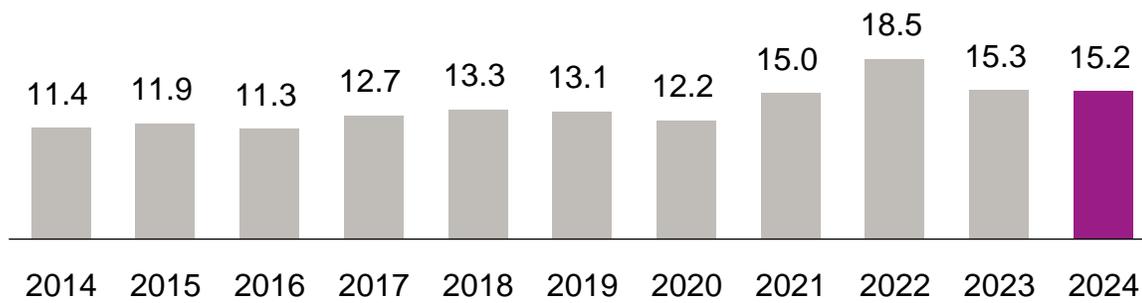
"The long-term goal was and is to hold 25.1% in Evonik ... We currently still have exchangeable bonds corresponding to almost 20% of Evonik shares that we hold for a possible exchange at maturity. If you have now done the math, you will find that there is not much missing from the aforementioned 25.1% and **thus the much-cited "overhang" no longer exists.**"

Management compensation

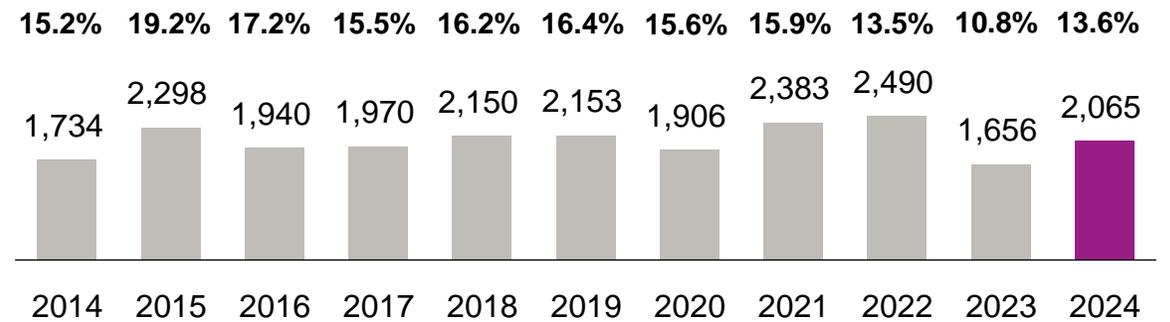
<p>Fixed salary ~1/3</p>	<p>To be paid in cash for each financial year</p>	
<p>Bonus ~1/3</p>	<p>KPIs aligned to mid-term strategic targets ... and integrating Safety First mindset</p> <ol style="list-style-type: none"> 1. Progression towards EBITDA margin target 2. EBITDA growth (yoy) 3. Contribution to FCF target 4. Accident performance 	
<p>Long-term incentive plan ~1/3</p>	<p>80% share price</p> <ul style="list-style-type: none"> ▪ Granted LTI target amount calculated in virtual shares (4-year lock-up) ▪ Absolute performance: Real price of the Evonik share ▪ Relative performance against external index benchmark (MSCI Chemicals) 	<p>20% ESG</p> <p>LTI based on strategic ESG KPI's, e.g.:</p> <ul style="list-style-type: none"> ▪ 40%: Sales share of "Next Generation Solutions" ▪ 40%: CO2 emission reduction ▪ 20%: Next Generation Culture

Financials: Ten-year overview

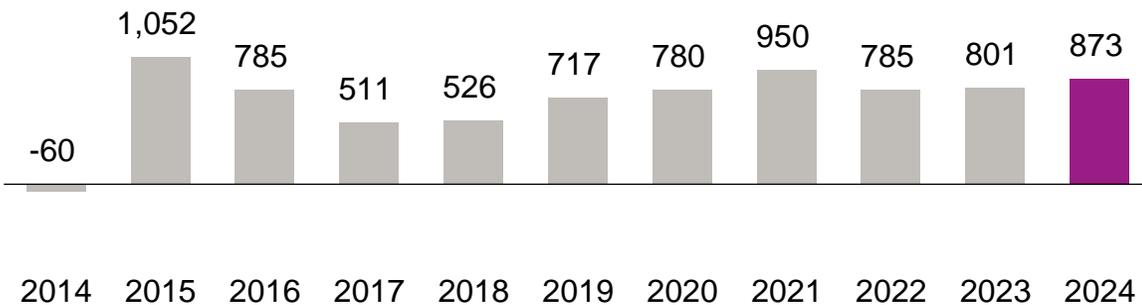
Sales¹ (in € bn)



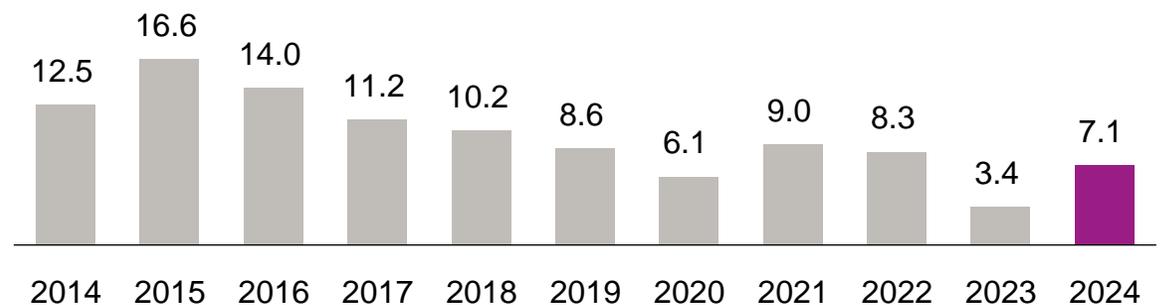
Adj. EBITDA¹ (in € m) / margin (in %)



Free Cash Flow (in € m)



ROCE (in %)



1: Continuing operations

Evonik Investor Relations team



Tim Lange
Head of Investor Relations

+49 201 177 3150
tim.lange@evonik.com



Katharina Gayk
Team Assistant

+49 201 177 3141
katharina.gayk@evonik.com



Janine Göttel
Team Assistant

+49 201 177 3146
janine.goettel@evonik.com



Christoph Finke
Director Investor Relations

+49 201 177 3145
christoph.finke@evonik.com



Cédric Schupp
Director Investor Relations & ESG

+49 201 177 3149
cedric.schupp@evonik.com



Johanna Göbel
Manager Investor Relations

+49 201 177 3148
johanna.goebel@evonik.com



Gevitha Selvakumar
Manager Investor Relations & ESG

+49 201 177 3142
gevitha.selvakumar@evonik.com

Disclaimer

In so far as forecasts or expectations are expressed in this presentation or where our statements concern the future, these forecasts, expectations or statements may involve known or unknown risks and uncertainties. Actual results or developments may vary, depending on changes in the operating environment. Neither Evonik Industries AG nor its group companies assume an obligation to update the forecasts, expectations or statements contained in this release.



EVONIK

Leading Beyond Chemistry