



Evonik Capital Markets Day 2025

May 22, 2025



Strong performance in 2024 and Q1 2025



1. Evonik adj. EBITDA growth vs. median earnings growth of peers (Arkema, BASF, Clariant, Covestro, Lanxess, Solvay, Syensqo, Wacker)

Evonik Capital Markets Day 2025 – Agenda



Christian Kullmann
CEO
Strategy Update



Lauren Kjeldsen
COO
Segment Custom Solutions



Maike Schuh
CFO
Financial Perspective



Dr. Claudine Mollenkopf
COO
Segment Advanced Technologies



Evonik Capital Markets Day 2025

Christian Kullmann, CEO

Strategy Update



Table of contents

1. Our new vision: Evonik is Industry's Superforce
2. Major milestone: Our 2027 targets

The world is in constant turmoil for many years ...



Increasing environmental standards and regulation in Europe



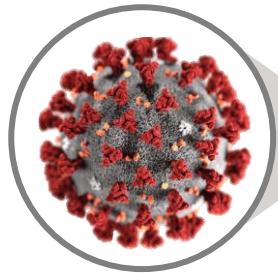
War resulting in rising energy costs and corresponding inflation and loss of consumer confidence

2019

2020

2021

2024



Pandemic causes supply chain disruptions and changes in consumer patterns



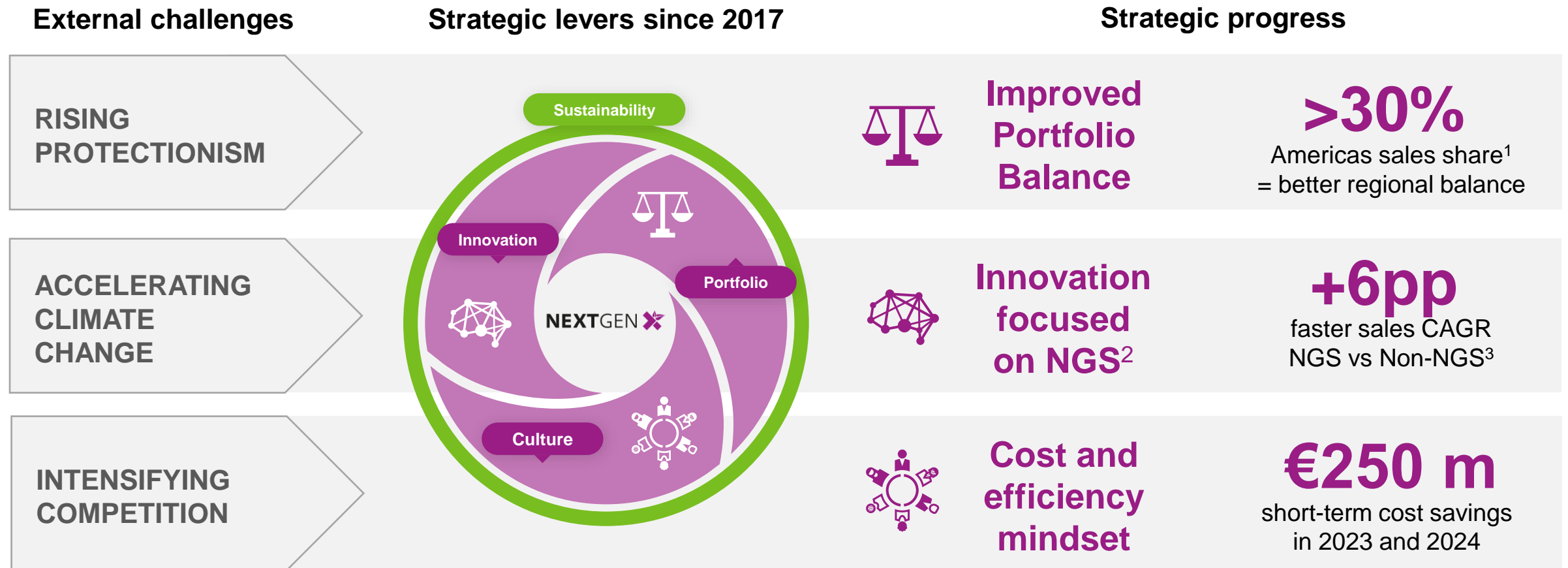
End of multilateralism leading to global trade barriers

**RISING
PROTECTIONISM**

**ACCELERATING
CLIMATE CHANGE**

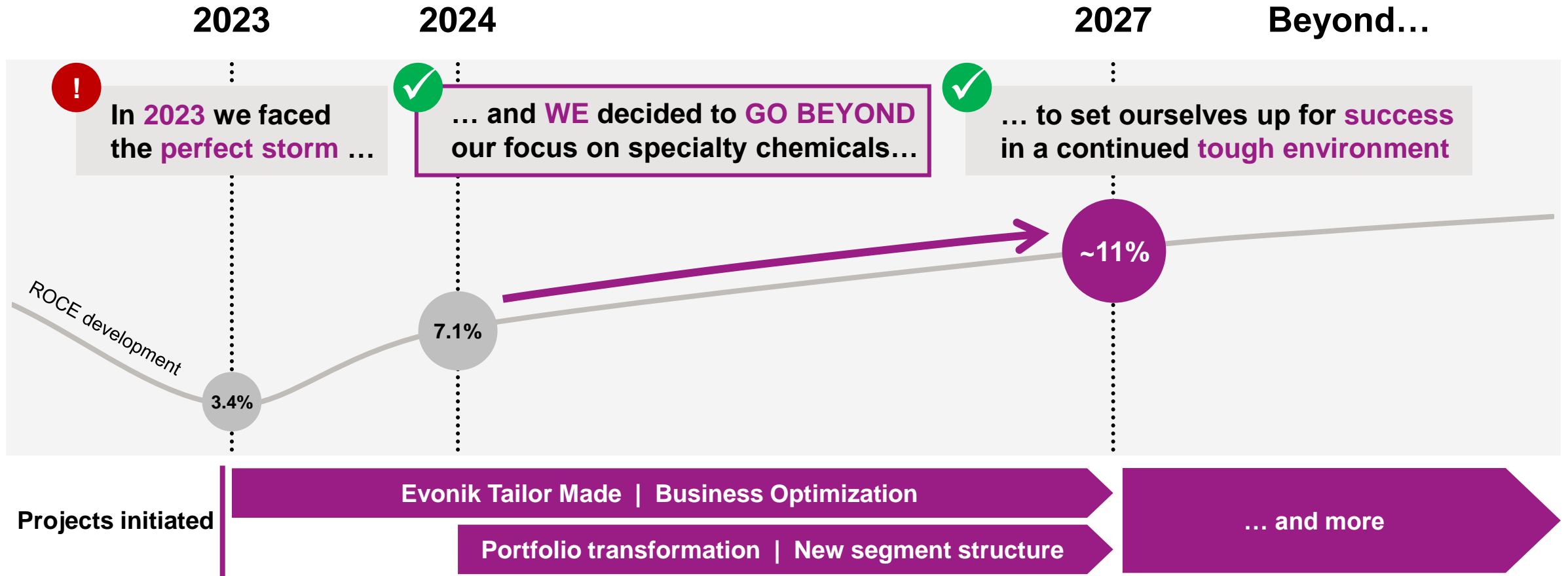
**INTENSIFYING
COMPETITION**

... and we have been proactively addressing resulting challenges since 2017



1. Excl. Performance Materials (C4) | 2. Products with superior sustainability profile according to our Portfolio Sustainability Assessment (PSA) | 3. 2023-2030E

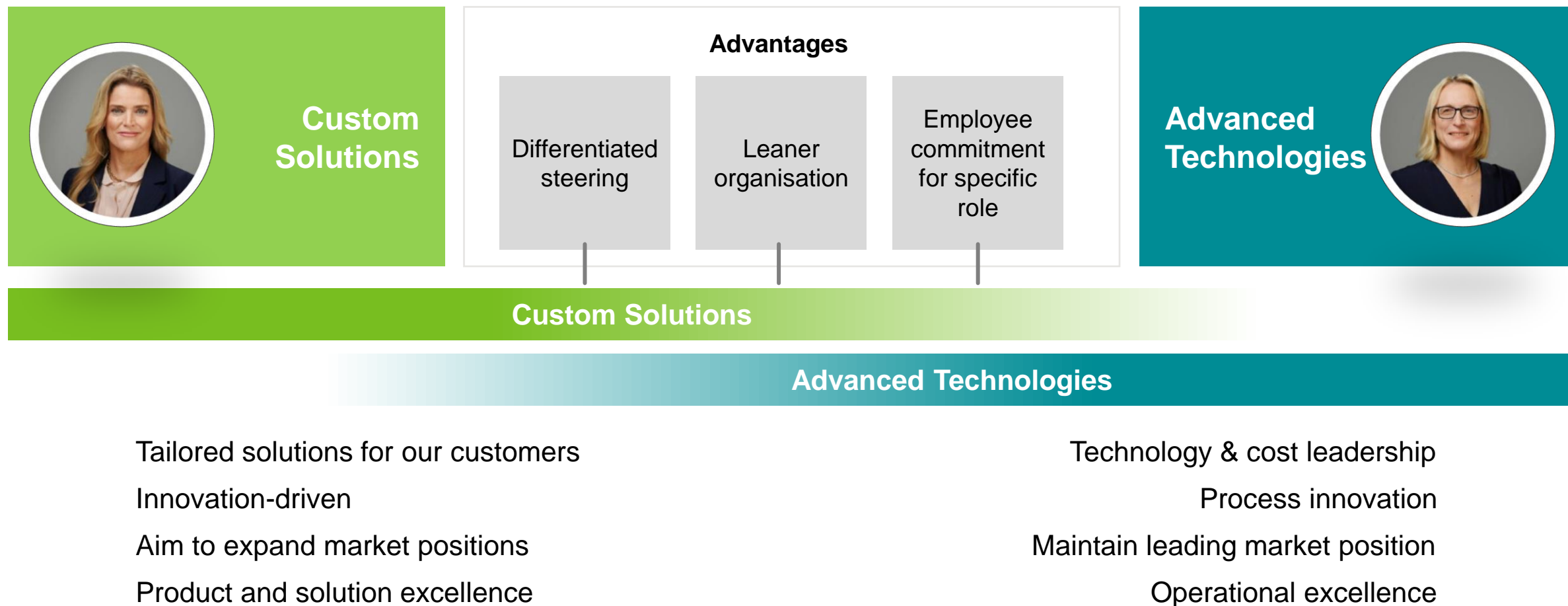
2023 as starting point for multiple projects to set ourselves up for success



Our new vision: Evonik is Industry's Superforce



① Leading Portfolio: New segment structure with tangible benefits



① Leading Portfolio: Having both segments under one roof creates value

Custom Solutions (CU)

Examples

Advanced Technologies (AT)

Secured independent
financing of growth

Strong cash generation in AT
finances innovation and growth

Innovation synergies and
know-how sharing

Innovation Growth Areas spread across both segments
Process optimization know-how of high relevance in AT and CU –
and product innovation in CU also of use for AT

Complementary
people skills

Different focus areas in each segment allow for better
division of labor and creation of complementary competencies

Scale benefits

Shared production & innovation hubs
Raw materials procured in large volumes for AT also used in CU

② Sustainable Innovation: Main growth driver for the long-run

Product innovation



€1.5 bn additional sales by 2032 at >20% margin
Next Generation Solutions¹ with superior sustainability profile

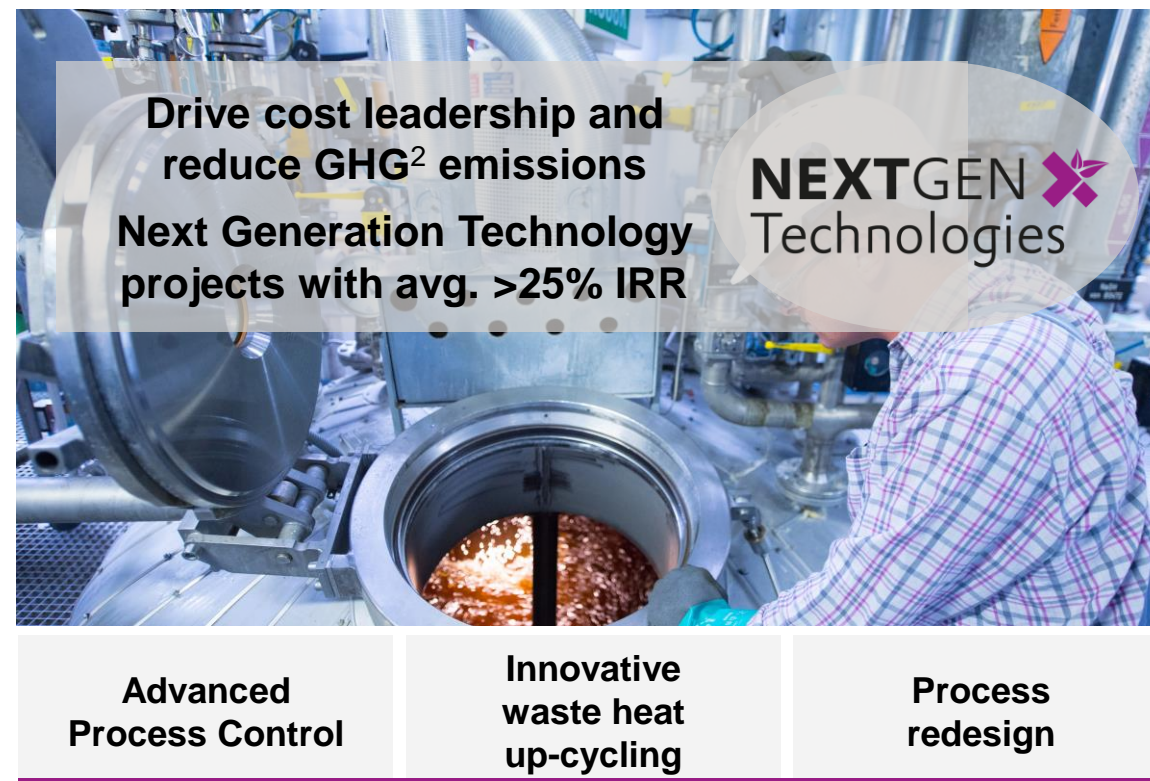
NEXTGEN Solutions

Advance Precision Biosolutions

Enable Circular Economy

Accelerate Energy Transition

Process innovation



Drive cost leadership and reduce GHG² emissions
Next Generation Technology projects with avg. >25% IRR

NEXTGEN Technologies

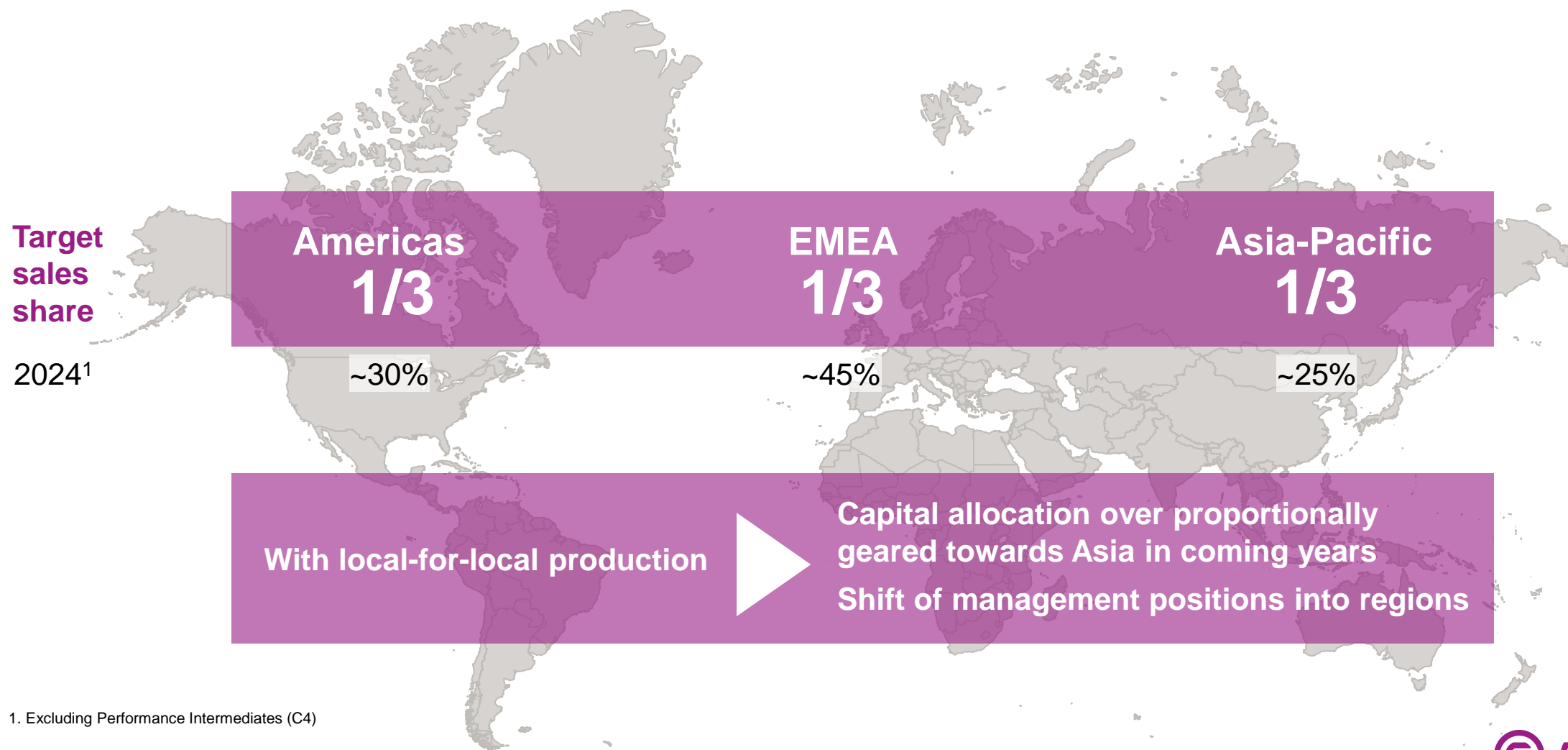
Advanced Process Control

Innovative waste heat up-cycling

Process redesign

1. Next Generation Solutions; products with superior sustainability profile according to our PSA analysis | 2. Green house gas emissions

3 Regional Balance: Aiming for 1/3 of sales in each region to be close to our customers



1. Excluding Performance Intermediates (C4)

④ We are “Team Excellence”: Derived from our core values – deeply rooted within Evonik



Excellence

- We strive for excellence in everything we do – across businesses and functions
- We set ourselves ambitious targets
- We hold ourselves accountable to reach these targets (e.g. in compensation)

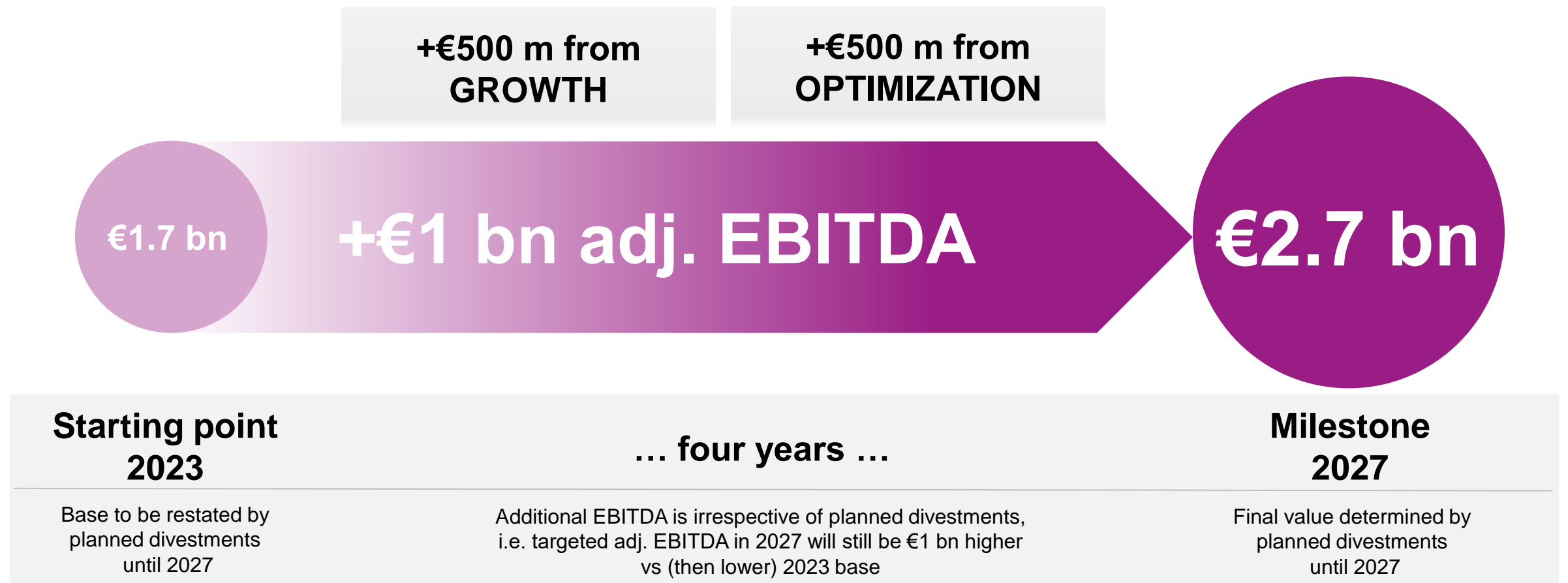
Team

- We value all employees
- We foster collaboration and employee involvement through innovative approaches such as our “Open source change” program and an impactful feedback landscape

Table of contents

1. Our new vision: Evonik is Industry's Superforce
- 2. Major milestone: Our 2027 targets**

In 2027 we reach a major milestone: €1bn additional adj. EBITDA



We harvest our growth investments and leverage market growth and innovation

Growth investments



PA12 | Germany



Silica | United States



Alkoxides | Singapore



Metal Oxides | Japan

Market growth

Additives for coatings
Components for lithium batteries
PU foam for insulation
Active cosmetic ingredients
Gas separation membranes

3-4% relevant market growth p.a.

Innovation



Biosurfactants | Slovakia

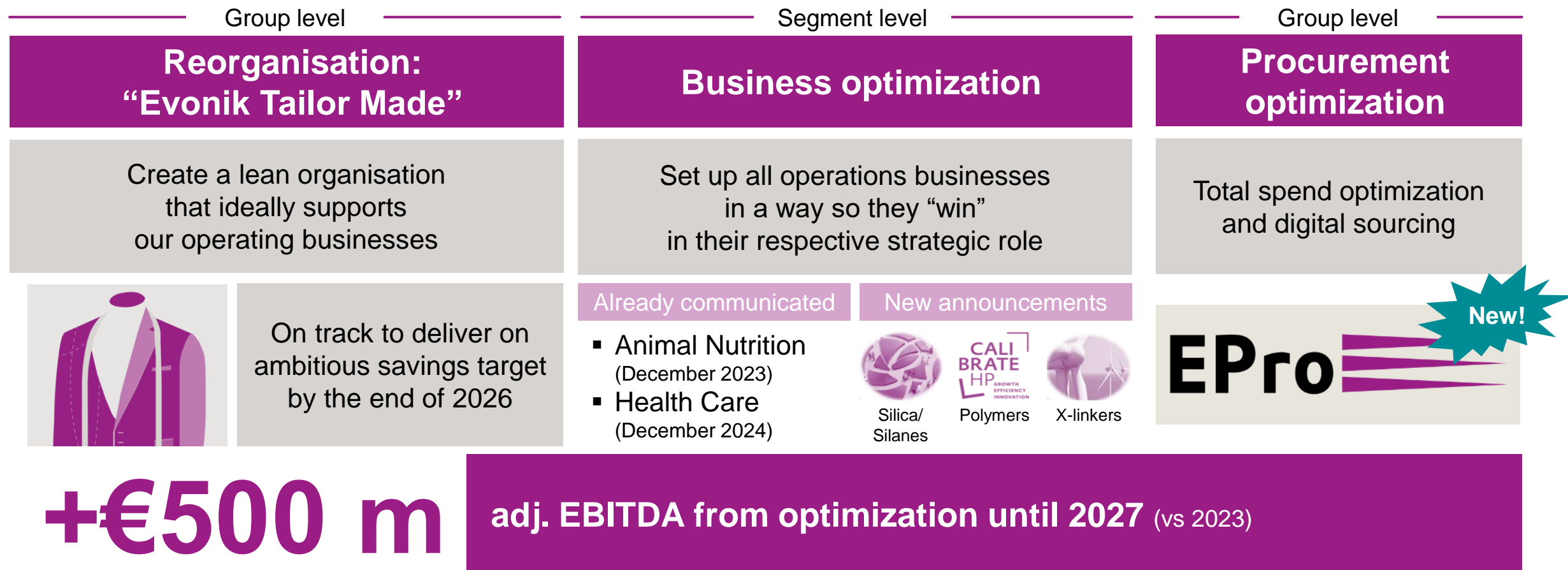


Membranes | Austria

+€500 m

adj. EBITDA from growth until 2027 (vs 2023)

We set our organization and businesses up for long-term success



We continue to transform the portfolio

— **Today** ————— **2027** ————— **Long-term** —→

New segments & differentiated business steering

Divestment of **Performance Intermediates (C4)**

(sales ~€1.9 bn)

Decision and execution on future of **Marl**
and Wesseling *(sales >€1 bn)*

Portfolio finetuning in **Health Care and**
Coatings & Adhesive Resins *(total sales >€350 m)*

Further portfolio finetuning

Ongoing portfolio management

- Focus within existing segment structure
- Strengthening innovation growth areas
- Aiming for a balanced regional split
- Continuous review of competitiveness of our assets

Our mid-term targets

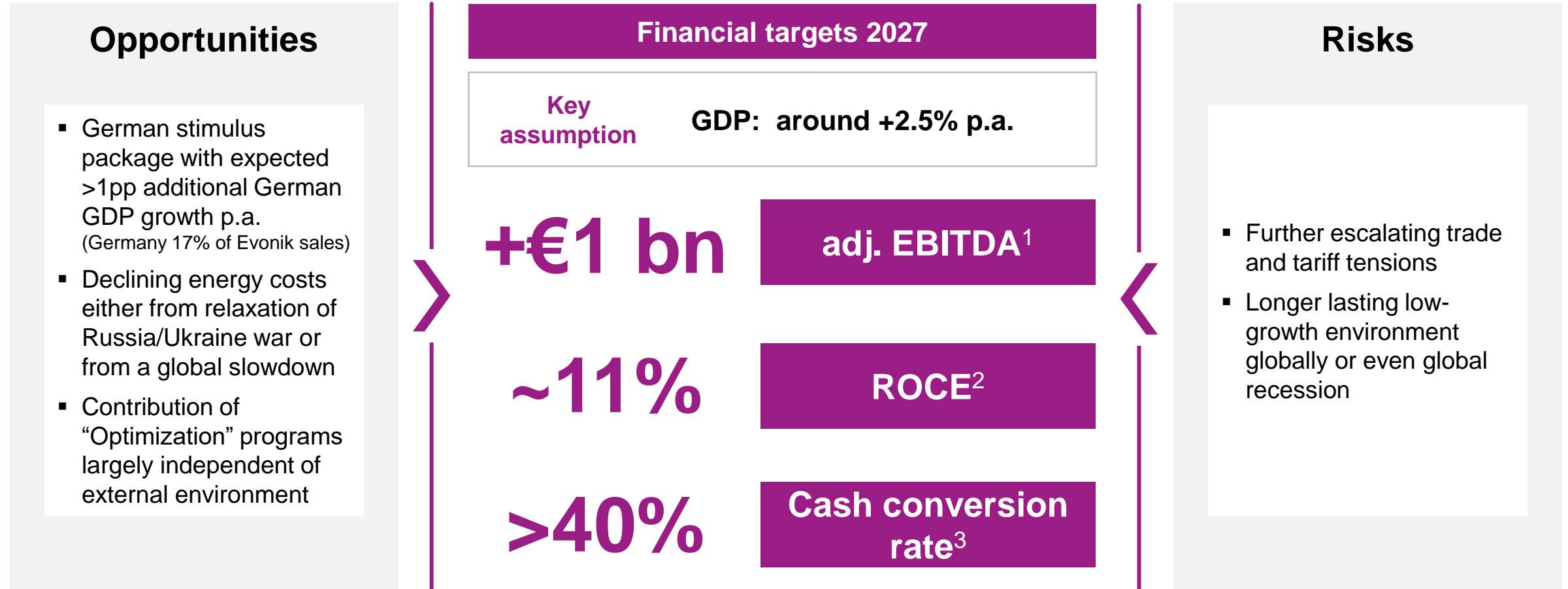
OUR TARGETS

Fully aligned with our compensation system¹

UNTIL 2027	+€1 bn	~11%	>40%
	adj. EBITDA ²	ROCE ³	Cash conversion rate ⁴
	Solid investment grade rating		
UNTIL 2030	>50%	-25%	
	Sales share of NGS ⁵	Reduction in GHG emissions ⁶	

1. KPIs part of annual short-term incentive system; ROCE to be decided on by 2026 AGM | 2. FY 2027 vs. FY 2023 | 3. Adj. EBIT / Capital Employed | 4. Free Cash Flow / Adj. EBITDA
5. Next Generation Solutions | 6. Green house gas emissions; scope 1 & 2 vs. base year 2021

Our targets factor in both opportunities and risks



1. FY 2027 vs. FY 2023 | 2. Adj. EBIT / Capital Employed | 3. Free Cash Flow / Adj. EBITDA

Long-term capital allocation policy

**INVESTMENTS
INTO
ORGANIC
GROWTH**

**ATTRACTIVE
DIVIDEND**

**UNTIL 2027:
DE-LEVERAGING
NO M&A**

**BEYOND 2027:
TARGETED M&A**

**ADDITIONAL
SHARE-
HOLDER
RETURNS**

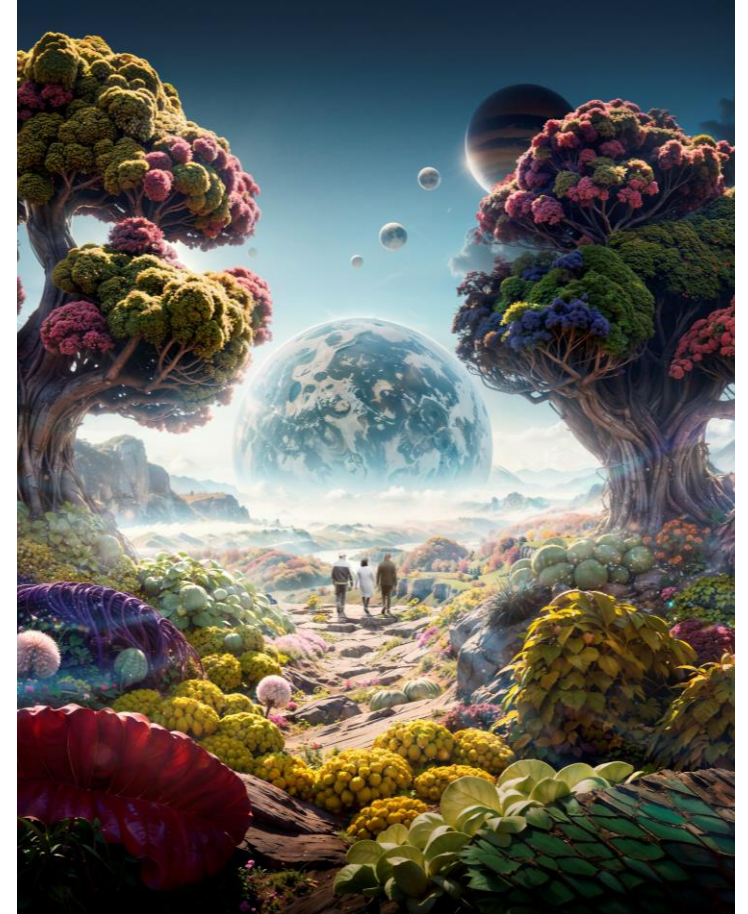
Why invest in Evonik?

Strong financial progress since 2024 and until 2027 – coming from own strength

Continued disciplined capital allocation with focus on organic growth and dividend

Portfolio transformation continues:
Divestments done until 2027 – creating additional capital allocation options

Clear improvement in shareholder structure:
Less concentration, more balanced, RAG Stiftung no overhang any more





EVONIK

Leading Beyond Chemistry

Evonik is Industry's Superforce:

We enable high-performing and sustainable solutions for our customers

CONSUMER GOODS

- ⊕ H_2O_2 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)



Innovation Growth Areas to generate additional sales of €1.5 bn by 2032

Innovation Growth Areas



**Advance
Precision Biosolutions**



**Enable
Circular Economy**



**Accelerate
Energy Transition**

Sales contributed by Innovation Growth Areas²



**+€1.5bn sales
by 2032¹**



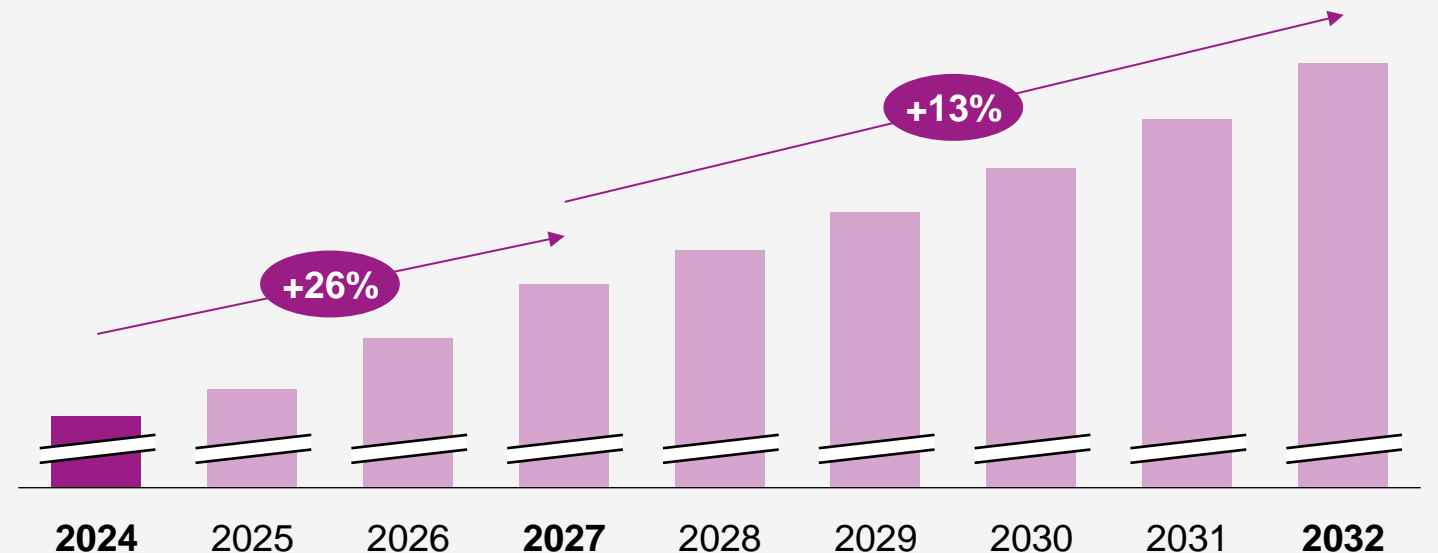
**Above average
margin >20%**

%

CAGR

Sales Actuals

Sales Forecast

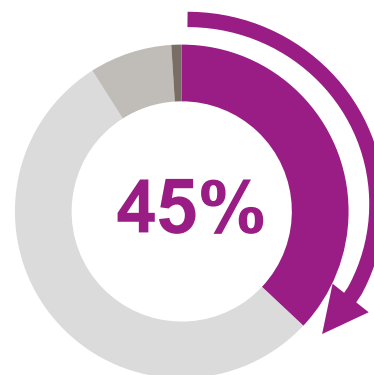
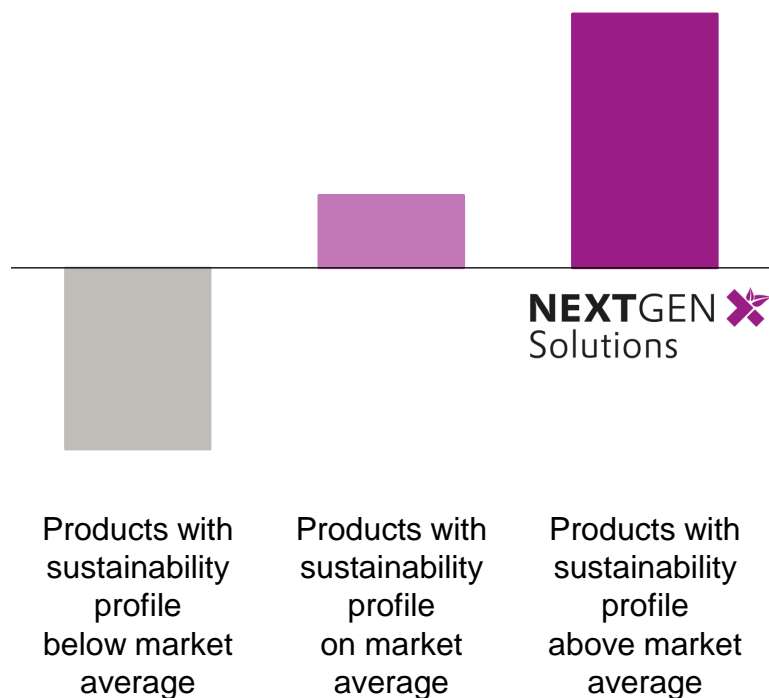


1. vs. base year 2023 | 2. Indicative

Evonik product portfolio is geared towards Next Generation Solutions (NGS) with a superior sustainability profile and above-average growth

Sales growth 2024-2030E (in %)

NGS sales share in 2024 (in %)



+2pp

Next Generation Solutions

Increased from 43 to ~45%;
well on track for target of >50%
by 2030

NEXTGEN Solutions

- Deliver superior sustainability benefits to our customers
- Address increasing customer demand for sustainable solutions
- Substitute less sustainable solutions in the market
- Deliver above-average growth

Next Generation Solutions (NGS) = products with superior sustainability profile according to our Portfolio Sustainability Assessment (PSA) according to the World Council for Sustainable Development (WBCSD)

Process innovation with Next Generation Technologies (NGT)

Process intensification



Process optimization through e.g. advanced process control



Reduce emissions and losses for optimized output

Innovative waste heat up-cycling



Reduction of CO₂ emissions and costs through significant primary energy savings



Project EAGER potential: significant CO₂ savings with abatement cost lower than ETS certificate cost

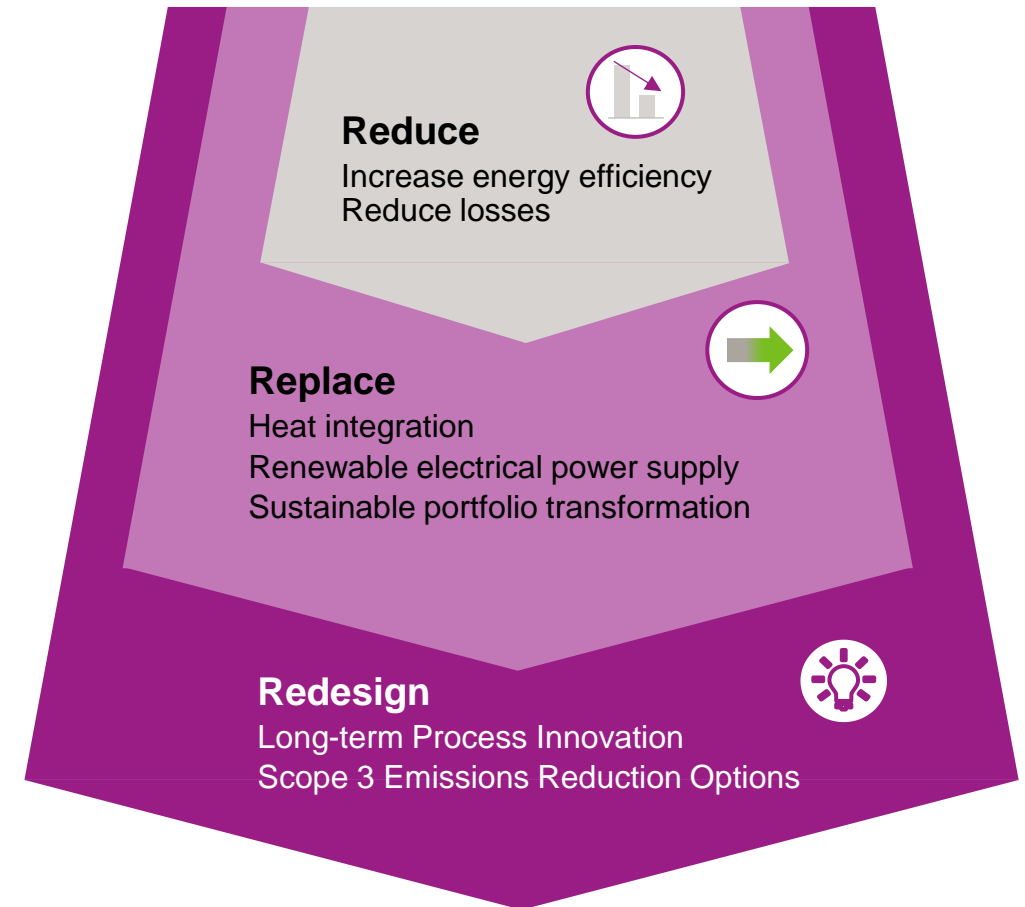
Process redesign



Drive and apply circular and novel technologies



Key lever for long-term Scope 1,2 & 3 reduction targets



Development of shareholder structure: Free float constantly increasing – no overhang due to RAG convertibles

