Good afternoon also for myself. It's a pleasure to be here. Also the first time, similar to Lauren. Two words about me, Claudine Mollenkopf. I'm a chemical engineer by education. I made a PhD in chemistry. I was working a couple of years at Total Refinery in Notre-Dame-de-Gravenchon. I'm working for Evonik since 1996. So don't calculate it. It's a long time. But important to mention is that for eight years, I was out of the company. I was carved out with the carbon black business and joined at that time Evonik Carbon-Black, which is better known in the meantime as Orion Engineers Carbon, a company which is listed in New York Stock Exchange. I was part of the management team and board, so I enjoyed the IPO and all that. I have good relationship with private equity, and I learned how to optimize production plants. Now, I'm back with Evonik since a couple of years in charge of this Advanced Technology Business. It's the second segment from Evonik. Approximately 6 billion sales, 1 billion EBITDA, 17% EBITDA margin. And which is important is, similar to Lauren, we have a couple of business line which have been reorganized under this diverse segment. And the rationale here for grouping this business line together are principally main characteristics. We are really leading market position number one, number two. We have very good production platforms. We are going to share that with you. We have the technology expertise and the operation expertise. The way we are going to reporting in the future, only on the sales side, is really about the Organic part, which is counting for the Crosslinkers, our isophorone chemistry for the Polyamide 12 on the High Performance Polymer side, the Inorganics, Hydrogen Peroxide, the Silica and Silanes business together, and for sure, separately, Animal Nutrition, principally our Methionine production platform. We decided to really be very open and transparent on that because we have always plenty of questions about Methionine, and I'm sure today it will be the same. Coming to a couple of details about the figures and how this Segment is performing. So these are all non-audited figures that we have not yet reported about that. I think Maike mentioned that. I think these businesses really show a good resilience in quite difficult years during the pandemic in 19, 20, 21, 22. For sure, once we had a good EBITDA growth, the EBITDA margin of 17 percent, and for sure, during the year 2023, which was a very complicated year for all of us, we really enjoyed a good improvement, a recovery in the year 2024. Yes, it's important to mention - it has been heavily helped through the stabilization on the Methionine business. Our forecast

for the year 2025, Maike and Christian Kullman already announced that during the earning call release lately, it's going to be, for us at least, on a stable way. Important for that business is also the free cashflow generation. Right now, the average on the last six years is around 430. For sure in the figures from Lauren, you see that her average were around 500. These business needs to generate in the future by far more cashflow as it is of today. And this business is going to generate by far more cashflow as it's today. We are going to take advantages of the 2 billion CAPEX which have been made in the last years in this area. That's a statement, and it's really something Christian Kullman, as he mentioned before, we are going to deliver. We are going to deliver this marketing plan which have been made behind each of these CAPEX. How are we going to do that?
We are already on the way. That's the first statement. For sure, there's a strategic management agenda behind the four pillars already mentioned.

I will have one or two slide for each of these pillars, but it's really important here to mention. When we discuss about the market position, number one, number two. For sure, these are the financial key performance indicators which are going to be relevant. EBITDA, ROCE, free cashflow. On the production platforms as well, it's important to have the geopolitics in view. We are going to share that with you as well. On the technological expertise, I do have as well not only a production platform optimization in front of me, I do have as well growth because we still have a very good technology expertise. Our customers are requesting that. They want to further develop their product, they want to further improve in their applications, and we are also going to deliver that with our Applied Technology team as well as our innovation part. For sure, one of the important, agenda points is definitely to go ahead with process and operation excellence. During my introduction, maybe I forget to mention that, that I'm also in charge of the governance for operation excellence and for the supply chain excellence for the whole company. For sure, for us, this is extremely important. We are going really to have a look on this top operation key performance indicators. To give you a flavor how this is done, it's about transparency. The company right now was capable, with the support of the controlling organization, to have good transparency. What's going on on your delivery date? What's going on on your net OEE? What's going on on your finished good inventory. And we are

tracking that now on a monthly basis. And when I say tracking that, we are looking at it. Lauren and myself, we are really operative in the board of the management of Evonik. We are looking after that, we are asking what's going on, and we are always asking our colleagues, How could we support you? And we are always ready to give help in order to improve this key performance indicators.

Number one aspect, leading market position. I think if you are following the company since many, many years now, you know that we have with our Animal Nutrition business, with our Methionine platform or Lysine platform, Veramaris has been addressed, omega-3 fatty acid, you know that we are here having leading market positions. This is a large part of the end market we are delivering right now. In general, while growing that GDP, in some regions, growing more, in others, less. Concerning the Inorganic subsegment, Precipitated Silica and Fumed Silica, Hydrogen Peroxide, the growth patterns are small more different. Hydrogen Peroxide right now, for sure, there's a weakening in the pulp and paper market, but there's an extremely good development right now in all the application going with electronic. I'm moving now to the Precipitated and Fumed Silica. A lot of material, standard material, but a lot of specialty on the top of the pyramid, going to very nice applications like the separator from battery in lithium-ion battery, which is a good development, and we are going to show you an investment we are doing for that in Japan. On the Organic side, isophorone chemistry, we are delivering a lot of product under the windmill industry, you know that, but a lot also going in the infrastructure. An announcement like the latest one that we are going to have €500 billion spending in infrastructure It's a good news. It's a good news for the whole chemicals industry. It's a good news also for us in this particular area. Long-chain Polyamides, PA12, you know that we have invested in a monomer production and also in the polymer production. You might have heard that we are from a Western point of view, the only one which is capable to have the whole supply chain. You might have here the BASF. I think they're already shut it down. They said mid of the year 2025, they shut down the CD1, so their monomer production. We are the only Western guy producing the raw material for the Polyamide 12 right now.

How is that business spread over the world? Christian Kullman mentioned that the objective is definitely to have one-third, one-third. Okay, I'm not yet there right now in this segment. We are 40, 30, 30. We do have production platforms everywhere. Methionine in in the US, I would say between Wesseling and Antwerpen, so in in Europe, and in Asia, Singapore. Singapore is the best place to produce methionine as we speak as of today. I'm very, very thankful to have a lot of predecessors for me making the right decision here. This is giving us a good indication about the supply security. The same for isophorone. Three plants, one in Herne, for sure, in Germany, the one in Mobile in the US, the other one in Shanghai. Precipitated Silica and H_2O_2, a lot of plants spread all over the world. Here, the true reason for that is simply transport, logistic costs. In general, you have what I call in German, the church and 1,000 km it around. That's more or less the supply chain development we have there. Only with PA12, we have what I call the mother plant, where we are producing the monomer as well as some of the polymer. Then we can go ahead with the fabrication of the compound in all the parties of the world. Definitely a very, very strong local for local approach. But the costs are different in each of the region. That's true. There are times where the costs are extremely high in Europe or in Germany. They are cheaper in the US or they are cheaper in Asia Pacific. But it's always you need to have a look on your whole value chain of your material you are producing, the employees you do have, the throughput of the plant, The availability of your plant, that all is playing a role in having a specific cost review on your material you are producing. That was the second aspect from the management focus.

The second one, if you remember, I said we are also going to leverage on your applied technology and innovation. We do need to grow as well. It's not done just by saving costs. It's not done. You need to have a reasonable cost position and you need to develop your application, your product. Some example, the first one has already announced a production of Metal Oxides in Yokkaichi in Japan. We do have three lines producing that in Germany, in Rheinfalten, in south of Germany. We are investing in an additional line in Japan because the demand for this specific market is growing over there. Production of battery of separator for batteries, lithium-ion batteries, and also some application in the coating area, which then will be sold by the sales team from Lauren. Another example

based on the Polyimides, on a high-performance polymer, the gas separation membrane we are producing in Schörfling, in Austria. Our CFO already mentioned, there was lately a capacity increase, line number 6. This is a extremely good technology which is used for the CO_2 separation out of biogas production. Coming to the high-purity hydrogen peroxide. Yes, production of H_2O_2 for pulp and paper. It's a long history, it's long available, but the production of H_2O_2 high-purity hydrogen peroxide to be used in semiconductor, not everybody is capable to do that. You are using reverse osmosis. We are using Ion exchanger. It's a complicated technology, and you need to do that safely without having any incident. Lauren already described the innovation part with the three innovation growth fields. That's a large part of her growth, but it's also a little part of my growth. Let's say you are going to see it's also one-third. The focus for us is principally on the circular economy and enabling the usage of polymer, preparing, developing monomers, which can be used for the production of polymers, which are easy to be recycled, and for sure, our participation for the acceleration of the energy transition. We have a couple of examples on the membrane, as I mentioned, the usage of precipitated silica for CO_2 capture. We can do that with amine, which are produced in the case in the application for Lauren, and then on a career, on a silica career, for example. As you can see, there's an extreme good exchange on the two segments. To bring it back to the comment of Christian Kullman, this is a synergy which has happening with a different focus.

When I'm coming back to the aspect of the optimization, using innovation, using applied technology for the innovation of our processes as well, we should not forget that we do have a commitment for CO_2-reduction. You will not be surprised when I'm going to say that I'm responsible of the production platform which have the highest output of CO_2. We are outmost interested to have a good development with our engineer, with our process engineering in order really to improve our production process that indeed we are capable to reduce the specific CO_2-emission. It's not about reducing our production capability, it's about really to reducing the specific CO_2-emission. We are also using this know-how to improve our production process. This is an example coming from not a continuous production process, but a batch reaction in the case of the omega-3 fatty acid, Veramaris, with an increasing demand, a good pricing position. We really were capable together with

all the team our team and our engineering department to improve the output of this process, which for many, many months was in a very low level. Right now, we are really enjoying a lot that business. Good production, good debt operation exposure, good volume, good pricing.

Now, coming back to the overall process optimization in our main business lines. I think you know very well the program which has been announced as well with the Methionine part, Janus. I do believe it has been announced. This for sure is a large part of my deliverable when it comes to cost position. But it's not about just reducing the cost. In the case of production platform Methionine, we had several investments done. We have done a big debottlenecking in our plant in Singapore because this region in the world has an increased demand in additives for the poultry, Methionine over there. It's the right place to be: very good condition, very good market. You are close from the Chinese market, but you are not that close, and you can deliver the South East Asian market. We have involved also had a big backwards integration at our site in Mobile. This backward integration is going to be running beginning of next year, in six months from now, I would say. Here, that's important to mention that this is a very big contribution to the cost positioning from this production platform. I do believe we are the only one, methionine producer, which has three production plants in all three regions of the world, where we, in any case, always backward integrated. A little bit of chemistry, sorry, guys, it's necessary when you are listening to that. We do need three building blocks to produce methionine, and we are going to be backward integrated on all these three building blocks. Next big project we have ongoing, the High Performance Polymer project, so-called Calibrate, if this has been published as well. On the PA12, monomer production, polymer production, compound production, optimization of the plant, reorganization of the operating model, and all that is supporting the cost reduction effort we have. Here, a little anecdote. With the closure of the CDON plant from BASF, I mentioned it already, we are the only one Western player producing the raw material, the monomer for the production of laurin lactam, and therefore the Polyamide 12. In those times, it was the right decision to have this monomer plant sitting in Marl in Europe, in the middle of Europe, being independent from any other Chinese manufacturer. Coming to silica silane, the project

called Sinergize. Here we are putting together what naturally goes together, the raw material silane to the fumed oxide manufacturing, so Aerosil® manufacturing. We are putting them under one management in order to avoid any losses in time, any losses of management, being speed in the discussion, being speed in making decision. Here as well, together with this combination of these two areas and some optimization on production network is going. Some has already been announced and others are in preparation in order really to optimize this production platform. The last one in the list, Crosslinkers, i-Chain Production. Here, similar, three plants in the world. Here right now, we are really looking on the optimization of the production cost and particular, the material processing. One of the big material we are purchasing or the main material we are purchasing is here, acetone. This is a byproduct from the phenol production. Here as well, a lot of focus to improve the productivity, the availability, and the quality of the material we are producing in our plant.

Altogether, this activity, as already mentioned by Lauren, one-third of my 500, 550 million I'm going to deliver part of this one billion part, Christian already announced, is coming from growth. But two-thirds is really coming from optimization of our plants, where we are continuously on a monthly basis right now, looking on our key performance, our plants running at the right speed, our plants delivering, though they have the right availability. And there are little things. It's not big, how can I say, big savings, big optimizations. There are millions of little things which need to happen so that we will be able to run our plants at maximum capacity with very, very good cost positioning.

To summarize, we do have an extremely strong market position. I think you realize that and you're already aware on that, and we are building on that. Right now, we are also very, very lucky and we are very happy to have a production landscape in all the three regions of the world. After the supply chain disruptions and particular, since we have tariffs, we have realized how powerful that is. Building of all this strong position with our applied technology guys and our innovation guys, we are further improving our offers to our customer, and we are using this technological position and competence to have the growth part of our transformation. We are right now working very diligently in improving

our operations. Maybe one of the last things, because I'm the last speaker as well today, I would like to mention that in this place, yesterday and on Monday, we had the community of 120, 130 executives sitting in this room, and we were already making the presentation we have made with you. We have the commitment from all the executives of the company that everybody for the next three years is committed to deliver this billion additional EBITDA we are and is committed to develop and to leverage that way that we are able to improve our cashflow. You have not only the presentation of the Board of Evonik, the newly Board of Evonik, but already the 130 executives from this company which are supporting us. They were with us, and we believe that we are going to deliver that. Thank you for your attention.