

Thank you, Maike, and it's a pleasure to be here today. I just want to take the first couple of seconds to introduce myself as it's the first time that I'm on the stage in this responsibility. Since April first, I've been a member of the Evonik Board, and I'm responsible in this area for the Custom Solutions Segment for R&D and for the region Americas. In my prior past years, I've been with Evonik about 23 years now, and I have run our Nutrition and Care GmbH, so our legal entity that focused on Nutrition and Care. I've also been in the Division Specialty Additives and my last role in Smart Materials. What I'd like to do now and even take more pleasure is to be able to introduce the Segment of Custom Solutions and how it contributes to the targets that were laid out by Maike. Before I go into all of the details, I would like to give you an overview about the Segment set up. This is Custom Solutions portfolio. It's the innovation-driven businesses with tailored and scientific solutions. We have a pro-forma or restated performance for 2024 of 5.7 billion in turnover, about 1 billion in EBITDA, and a 17% EBITDA margin. We're under around 40%, so under 50% of the group-wide turnover, but making up 50% of the EBITDA. We have clustered in this Segment, the set-up of our Industrial Applications. This two-thirds of the performance of this Segment. This is where we go after additives that go in the space of automotive, of construction and into the space of furniture embedding. This is where we're delivering materials for our customers that go into their formulations that enable them to differentiate the performance of their products in the end market. We have these products coming traditionally from the specialty additives business, and we always say small amount big effects. The other one-third of this portfolio is coming from Life-Science applications. In these areas, we have our home and personal care, and we have our Health Care business. These businesses are based on being able to have the human life at the center of what we do. It's not only the human life, it's also the quality of life. In these areas, we are looking after quality of our raw materials, high focus on our QC and capabilities, our regulatory, and of course, our innovation capabilities.

That's what drives success in these areas. You might think, that's industrial applications and then we have this life science business. What's the logic here? We have basic common characteristics. It's the first time that we've put these type of business archetypes, these types of business models together in one Segment. I'm going to talk

about that in the next couple of slides because that basically makes up my management agenda in this Segment for the next years. First, I'd like to give you a feel about the financial performance, a bit about the track record for this Segment. What you can see here is from 2019 until 2022, we were able to deliver a robust 6% growth in our EBITDA margin. Those years were not the easiest years. As Christian Kuhlman has already laid out, we expect some bumps going forward, but we're well prepared for that, and that can give you an indication of that track record. What we saw in 2023, which I have to admit for a lot of people in many industries, especially durable industries, as well as the chemical industry, 2023 was not a favorite. You can see as well how we recovered from such a position into 2024 with 15% growth on our EBITDA.

We've guided this year for growth above 2024, and there are three main reasons that are driving that. Number one, we have our Care Solutions business. With our Care Solutions business, they are in markets for personal cleaning, for home cleaning, for Textile Cleaning and applications. We have seen that maybe the market for this area grows at around 3%, but our Care Solutions business has been delivering double digits, three times market over the last several years. With regards to another driver for that performance this year will be our Health Care business. It was a low base in 2024 for our Health Care business. We're starting from a low base, but we're seeing a significant recovery in that area. We have a young pipeline And so in this type of business, you're constantly coming with new excipients, new APIs that you're building the competencies and the capabilities in our assets. And now we are doing repeat campaigns in these areas and driving efficiency and performance out of our Health Care business. And lastly, there are pockets of our Coating Additives business where we see niche applications performing quite well. If I just make a quick comment on our business free cash flow.

It's not a super free cash flow calculation, but really just taking the EBITDA, minus our CapEx, and minus our networking capital, you have a feel for what the capability of this Segment is able to deliver, a very stable and robust, roughly 500 in free cash flow. We expect that to continue going forward.

Now I would like to return a bit from the financial profile, showing where we have growth potentials, moving it to our management agenda. What are the things that I will be focusing on? What makes this Segment tick? What will we be doing to steer it differently than we have done in the past? I'd like to focus on three main topics. One is about our diverse and attractive markets. I would like to tell you about also our product and solution-driven innovation, and also about our customer-centric models. These three are the management agenda going forward and are the characteristics of these types of businesses. Now I'm going to guide you through those strategic pillars, and I'm going to first start with our leading in attractive markets.

As mentioned already, we have various end markets, bigger end markets, construction, personal care. But you can also find in those end markets specific niches where you can excel that are protected by also entrance barriers, by specifications and regulations that are protected also by unique relationships with customers, where we have a track record of trust and performance. To highlight a couple of those areas just from this slide is active ingredients. I mentioned already in the care applications, you get maybe 3% bit above GDP. But then if you drill it down into then active ingredients where we've had several acquisitions and we drive our portfolio more in this direction. You can see those will be in a niche where you can deliver 5% or above that in growth. Then I'd also like to highlight, for example, our pharmaceutical business where we are in oral drug delivery and also in parental drug delivery systems. And these systems are growing at a clip of 6% or more. With that being said, I'd like to now give you a bit of feel about the other pillars, and I will switch over to our growth and innovation pillar. Three elements I want to highlight about our growth and innovation. One is the ramping up of recent investments. This was already mentioned by both Maike and Christian. I'll give you a little bit more context to what that means for the Segment of Custom Solutions. I'll also give you a feel about longer term top-line growth that will come from our innovation growth areas. I'll also give you a bit of some information where we will be using digitalization to drive our operational excellence. I just want to spend two seconds on our portfolio optimization. Because as Christian mentioned, that's going to be something we have to do on a routine basis. It doesn't end at a certain point that your portfolio is fixed and now your homework is done. We will do

that on a regular basis. The topics that we will be talking about in the Segments, of course, are in the below BL levels. They are elements of our Business Line set-ups that we evaluate over time and say, this isn't where we want to put our management resources. This is not where we want to place our investments. We have other more attractive niches that we want to go after. In this area, we've been working successfully on the care solution side for the last several years.

We've slowly stepped out of our beta in business starting in 2020 with Milton Keynes, then looking in divesting in North American business, and lastly, had a divestment in Indonesia for our basic surfactant business. On the Health Care side, we already announced that we would step out of our keto- and amino acid production in Hanau, and that we look for options to divest our Ham in France and our Wuming in China capabilities. At the same time, we have also optimized our Coatings & Adhesive Resins business, where we look to divest our polyesters so that we can focus more management attention on really interesting growth areas in the area of specialty polymers for coating, additives, elastomer and sealant applications. These are more reactive sealants and also specialty acrylates. This is an ongoing process, but I want to get back now to the growth areas. I'll first start with our top-line growth. Here's a couple of examples where we will enable that through recent investments. I just want to highlight two here. We already heard biosurfactants a couple of times. This is really an area where we have been the first player to bring a sizable capacity to be able to no longer produce through a chemical synthesis route, but through a biotechnology route, high-performing surfactants. These biosurfactants are produced out of our Slovakia site, and they make up a potential over the next 10 years' time for a billion-euro market. Right now, we are one of the only ones positioned at this scale, so we're in a leading position to achieve that market potential. We will also spend some time over the next months working on how do we leverage that technology platform that had been developed for cleaning and cleansing applications to see in all of our industrial applications, what platform and what deliveries of performance we can put into coatings, into Agriculture applications, into all of our industrial applications. Step by step, we will also build that as a core platform here at Evonik. The other investment that I'd like to highlight is our Alkoxide plant, and that's actually up and

running right now. I last heard we were selling commercial volumes to our customers from that site today. This is also a strategic decision that we see the biodiesel market, where we have the ability to produce catalysts that help move vegetable-based raw materials, esterify them to put them into biodiesel, where most of those of edgy-based materials grow around the equator. So strategically locating a production facility in Singapore enables us to tap into that market very efficiently. Also, this technology platform can be used and leveraged in areas like niche applications in pharmaceuticals and also in areas for chemical recycling. That gives you an example under growth and innovation, where we will use our assets wisely over the next years to deliver performance. The next area under growth and innovation is specifically on the innovation side. We've announced in September of last year our three Innovation Growth Areas. That's Advanced Precision Biosolutions, Enabling Circular Economy and Accelerating Energy Transition. I'm specifically happy to talk today again about the Biosolutions area as we have not only the ramnolipids and the biosurfactants that we mentioned, but also biodegradable polymers that are used for drug delivery. We also have cosmetic ingredients and active ingredients like our ceramides and our enzymatic esters and our botanicals that also play a role in our bio field. In the Enabling Circularity side, we also have great potential where we have additives that go into mechanical recycling and go into chemical recycling and on Accelerate Energy Transition In Custom Solutions, we have materials that go into installation capabilities as well as into future carbon capture solutions. Custom Solutions will deliver 50% of the 1.5 billion growth that we will see from these growth fields by 2032, and those growth fields deliver the tick above our EBITDA group margin average.

Now I'd like to talk a little bit about leveraging digitalization and how that contributes to growth and innovation. It's a combination about the innovation side, but also about the efficiency side. I want to mention one example here, and it's about Coatino®. Coatino® is a gold standard. As you know, we have a lot of businesses that go into the areas of Coatings. In Coatings business, you have a lot of formulation and a lot of formulation know-how. A lot of different materials come together so that you can protect surfaces, so you can beautify surfaces, that you can make surfaces, prevent a growing of materials that would then on ship and ship holes would have micro fouling. We have a technology

platform that we developed for our customers to go into this platform, order samples, get technology recommendations on formulations, to be able to interact with us in a very efficient and speedy way. What we found over the last bit of time is that we invested as well into automation, into our high throughput screening capabilities. Then we're able to test formulations on a regular basis, feed that into our platform, and give customer recommendations more effectively and also very efficiently. This is an example of the type of technologies and where we need to apply digitalization to make sure we get the efficiency gain in looking at a broad customer base and also over many different formulation capabilities.

Last, I would like to focus on the third pillar, which is customer focus. I mention this oftentimes because when you're doing formulation work, you can't just throw materials over the fence and ask your customers to take a whole bunch of time and risk to test those materials. You have to actually earn the trust and perform, and then you get the chance to understand how they screen their formulas, what their methods are, and how to work with them. What we have established over the last several years is our set-up regionally, which drives our performance, is about having 50 different applied technology sites around the globe that services over 130 different countries where our customers sit, and also having 10 different R&D hubs that feed those applied technologists and tech service colleagues with new materials for the market.

It's important that we're able to be in the region for the region, not only with our assets to produce, but also with the ability to see how our customers are ticking. What are those cultural differences in formulations on how they build or construct or how consumers want to cleanse or beautify? This is an extremely important point that I'd like to emphasize for these types of business models, for this archetype, how important this is, and we will focus on improving this going forward. To summarize, when I go back to the slide of Maiké regarding 1 billion in EBITDA generation, our Custom Solutions will deliver roughly half of that performance, and it's equally contribution from also Advanced Technologies, which you'll hear from Claudine in a minute. But the composition is a bit different. The composition is made up more from 300 million in the growth and innovation side and 100

million in the optimization side. That includes the topics, of course, group-wide programs like ETM, but also what I mentioned already about the transformation that we have in the Health Care business with our exiting and focusing our management attention on growth areas like lipids and in the Coating and Adhesive Resins where we step out of certain polyester applications and we look to focus our energies on other niche applications in sealants and adhesives.

So what can you expect from Custom Solutions? We have a clear strategic management agenda to deliver on our financial targets. We will focus on steering our businesses with KPIs that focus on our speed to be able to respond to our customers' requests, that we will be positioned as our leading supplier to our customers, that we will also steer the speed and the efficiency of our innovation. We will focus on those archetypes and steering with those KPIs. We will continue to develop our portfolio around those attractive niches so we can grab 1 % more in those applications than perhaps in the broader portfolio in some areas that we have today. We have strong potential in the ramping up of our recent investments in operational excellence and the efficiency in our innovation pipeline. With that, I'd like to hand it over to Claudine.