WE GO BEYOND TO ENABLE TRANSFORMATION

Company Factbook 2025

Leading Beyond Chemistry

Evonik at a glance

€15.2 bn
Sales

€2.1 bn (13.6%)
Adj. EBITDA (margin)

€873 m (42%)
Free Cashflow (conversion)

7.1%
ROCE

€1.17 (>6%)
Dividend (yield)

LEADING BEYOND CHEMISTRY

Custom Solutions

Innovation-driven businesses with **tailored** and **science-based solutions**

Advanced Technologies

Efficiency-driven businesses with a high level of **technological expertise** and **operational excellence**

FY 2024

EVONIK
Leading Beyond Chemistry

WHY TO INVEST IN EVONIK?

EVONIK IS INDUSTRY’S SUPERFORCE

Tailored solutions and industrial excellence

Leading Portfolio		Sustainable Innovation		Regional Balance		Team Excellence		Shareholder Return
We are best positioned for the future, after a profound transformation	+	*We are banking on sustainable innovation as major growth-driver*	+	*We are striving for a regionally balanced footprint*	+	*We are engaged as a team*	=	*We are committed to consistent and attractive returns for our shareholders*
…with our leading portfolio structured in two distinct, complementary business models under one roof		…with Next Generation Solutions, process innovation (Next Generation Technologies) and our three Innovation Growth Areas		…targeting an equal sales distribution across all regions; our local-for-local approach is ensuring supply security and cost competitiveness		…delivering on our promises, executing on our strategy, even succeeding in a continued tough environment		…through disciplined capital allocation, focused on organic growth and an attractive dividend

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Our mid-term targets

OUR TARGETS

Key assumption: GDP +2.5% p.a.

Fully aligned with our compensation system[1]

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

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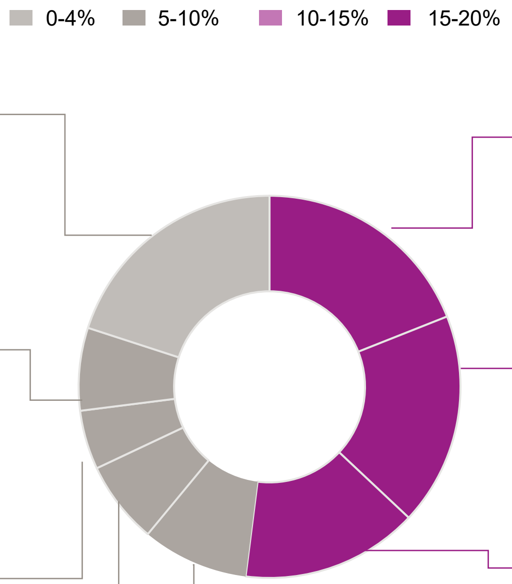
Our product portfolio: End market split and product examples

Other Industries
- Gas-separation Membranes
- Silanes and high-purity H_2O_2 for electronics industry / semi-conductors
- Additives for agricultural industry

Plastics & Rubber
- High-performance polymers for lifestyle and sporting goods
- Polymer powders for additive manufacturing
- Process additives for specialty rubbers & packaging

Pharma & Healthcare
- Catalysts for pharma synthesis
- PEEK for orthopaedic and medical applications
- H_2O_2 / PAA for disinfection of food & beverage
- Drug Delivery systems for pharmaceutical industry

Metals & oil products
- High-performance polymers for oil and gas pipes
- Catalysts for refining industries



Automotive, Transportation & Machinery
- Coating additives for topcoats / under body coating
- Silica / Silanes for low resistance tires
- PU foam additives for seating
- High Performance Polymers for lightweight applications
- Lubricant additives for motor and transmission oils

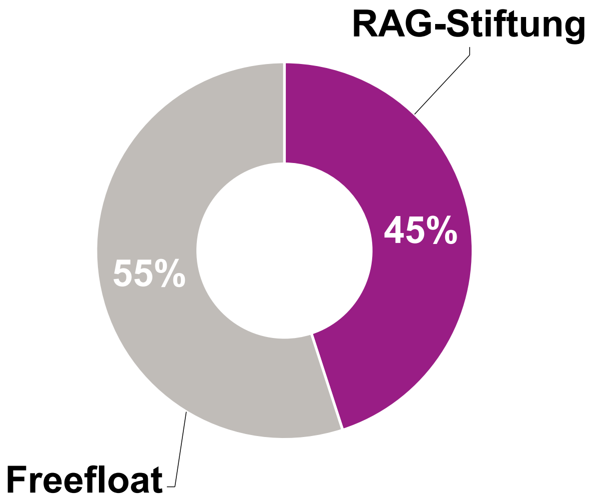
Consumer Care
- Surfactants for laundry and cleaning solutions
- Soil and water repellent additives for fabrics
- Cosmetic active ingredients

Nutrition
- Essential amino acids
- Specialty feed additives
- Sustainable omega-3 fatty acid for aquaculture

Construction
- Crosslinkers for composite-reinforced bars
- Additives for protective coatings (e.g. buildings / bridges)
- Binders & additives for adhesives & sealants

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**."

Table of contents

Table of contents

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Leading Portfolio
New segment structure with tangible benefits

Custom Solutions

Advantages

- Differentiated steering
- Leaner organisation
- Employee commitment for specific role

Advanced Technologies

Custom Solutions

Advanced Technologies

Custom Solutions	Advanced Technologies
Tailored solutions for our customers	Technology & cost leadership
Innovation-driven	Process innovation
Aim to expand market positions	Maintain leading market position
Product and solution excellence	Operational excellence

Leading Beyond Chemistry

Leading Portfolio
Custom Solution and Advanced Technologies – Overview and KPIs

	Custom Solutions		Advanced Technologies	
Financials 2024	Sales **€5.7 bn**	EBITDA **€978 m**	Sales **€6.1 bn**	EBITDA **€1.0 bn**
	ROCE **13%**	EBITDA-margin **17%**	ROCE **9%**	EBITDA-margin **17%**
Role	Stronger role as growth driver with superior EBITDA growth		Stronger financing role with superior cash flow generation	
Focus KPI's	**Innovation-centric KPIs** ▪ Share of new product sales ▪ Share of "Next Generation Solutions" ▪ Speed of idea to market	**Customer-centric KPIs** ▪ Customer / Service satisfaction ▪ Order fulfilment / reliability ▪ Opportunity management ▪ Share of customized products	**Technological KPIs** ▪ Off-spec ratio ▪ Cost to build ▪ Net overall equipment effectiveness	**Operating KPIs** ▪ Range-of-coverage (inventory) ▪ Opportunity management ▪ Forecast accuracy ▪ Pricing excellence

FY 2024

Leading Portfolio

Custom Solution and Advanced Technologies – Overview and KPIs

Custom Solutions | Advanced Technologies

	Additives	Care	Organics	Inorganics	Animal Nutrition
Sub-segments					
Main products	▪ Coating Additives ▪ Polyurethane Additives ▪ Lubricant Additives ▪ Other Industrial Additives ▪ Catalysts	▪ Home, Lifestyle, Personal Care ▪ Health Care	▪ Crosslinkers ▪ High Performance Polymers (e.g. PA12)	▪ Hydrogen Peroxide ▪ Silica/ Silanes	▪ Amino Acids (e.g. Methionine)
Selected end markets	▪ Automotive ▪ Construction ▪ Food & Beverage ▪ Agriculture ▪ Medical applications	▪ Cleaning ▪ Personal Care ▪ Pharmaceutical Industry ▪ Beauty	▪ Automotive ▪ Construction ▪ Wind power ▪ Electronics ▪ Oil & Gas	▪ Tires ▪ Pulp & Paper ▪ Oral Care ▪ Electronics ▪ Food & Beverages	▪ Animal Feed ▪ Specialty feed additives ▪ Sus. Omega-3 fatty acids

FY 2024

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Leading Portfolio
We continue to transform the portfolio

Today — **2027** — **Long-term** →

New segments & differentiated business steering

Divestment of **Performance Intermediates** *(Oxeno - C4, sales ~€1.9 bn)*

Decision and execution on future of **Marl and Wesseling** *(SYNEQT, sales >€1.8 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 assets

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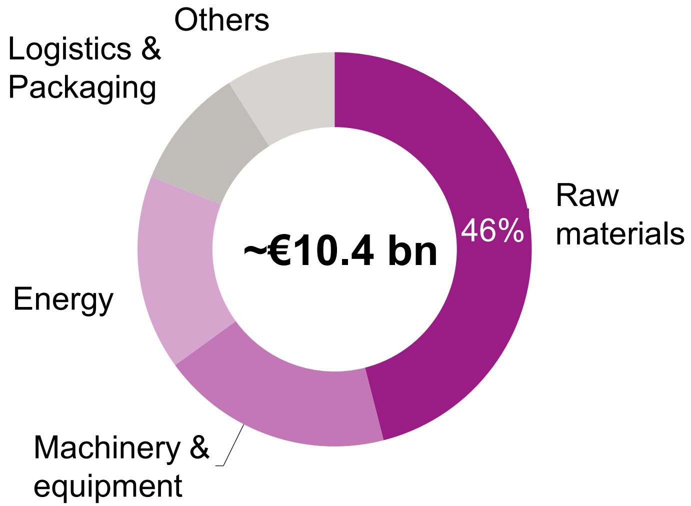
Procurement volume split & breakdown of raw material spend

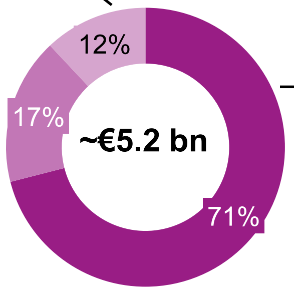
Total procurement volume 2024



Breakdown of raw material spend (examples)

Bio

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



Fossil[2]

- Crack C4
- Propene
- Acetone
- Methanol
- Methyl methacrylate

Inorganics & others

- Sodium silicate
- Sodium hydroxide
- Silicon metal

Custom Solutions	Advanced Technologies	Infrastructure & Others
Methyl methacrylate Methanol Fatty acids	Propene Dextrose Sodium silicate	Crack C4 Methanol Hydrogen

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

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Table of contents

Sustainable Innovation
Main growth driver for the long-run

Product innovation

€1.5 bn additional sales by 2032 at >20% margin

Next Generation Solutions[1] with superior sustainability profile

NEXTGEN Solutions

Advance Precision Biosolutions	Enable Circular Economy	Accelerate Energy Transition

Process innovation

Drive cost leadership and reduce GHG[2] emissions

Next Generation Technology projects with avg. >25% IRR

NEXTGEN Technologies

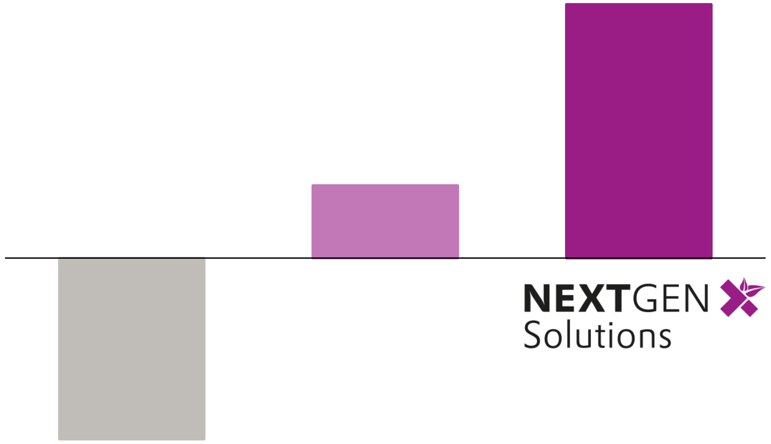
Advanced Process Control	Innovative waste heat up-cycling	Process redesign

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

EVONIK Leading Beyond Chemistry

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

Sales growth 2024-2030E (in %)



Products with sustainability profile below market average	Products with sustainability profile on market average	Products with sustainability profile above market average

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
- Adress 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)

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

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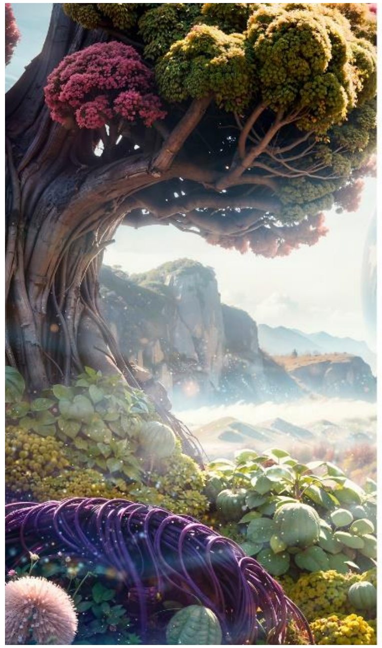

Advance Precision Biosolutions

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

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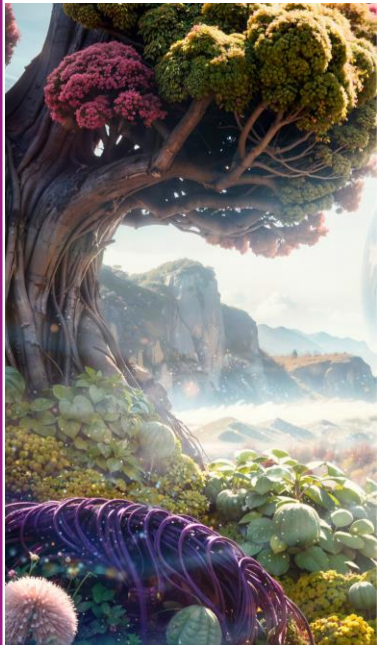
We enable high-performing and sustainable solutions for our customers – circled around our three innovation growth areas

WE GO BEYOND TO ENABLE THE GREEN TRANSFORMATION

Advance Precision Biosolutions



Selected product examples:

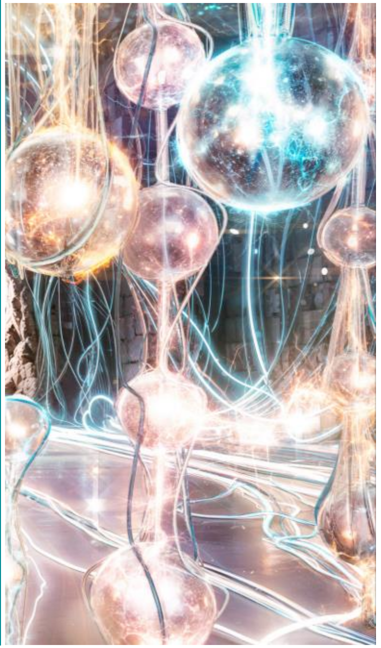
- Cosmetic Actives
- Biosurfactants
- SkinMicrobes Model
- Nucleic acid-based medicines

Enable Circular Economy

Selected product examples:

- Additives for PU recycling
- Devulcanization aids for rubber recycling
- Ceramic membranes for lithium battery recycling

Accelerate Energy Transition



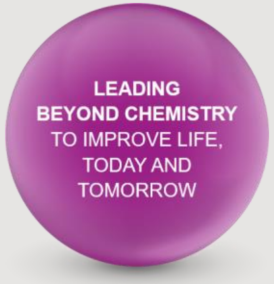
Selected product examples:

- Gas separation Membranes
- Anion Exchange Membranes
- Solid-state batteries
- Carbon Capture (from point sources and directly from the air)

EVONIK Leading Beyond Chemistry

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…

Our Handprint

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

…and saving resources

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**

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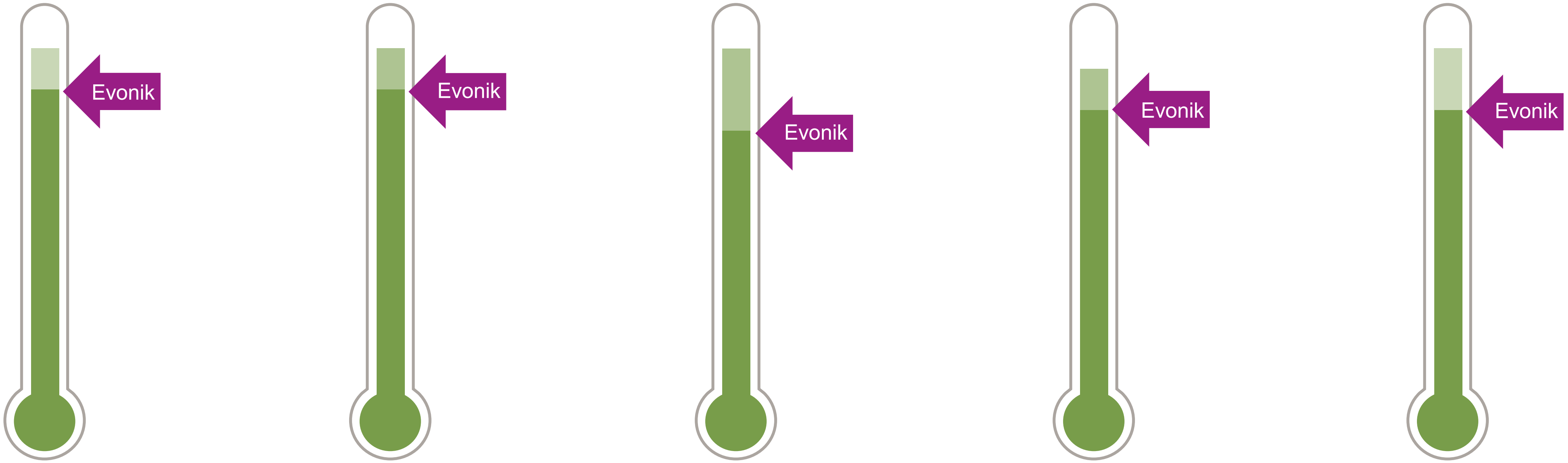
ESG Ratings
Evonik best-in-class within chemicals sector



MSCI	ecovadis	ISS ESG	SUSTAINALYTICS	CDP
“AA”[1]	**“Gold”[2]**	**“B-”[3]**	**Top 10%[4]**	**“A-”[5]**

1: Rating on a scale of AAA to CCC | 2: Top 5% 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-

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Discover more details in our ESG factbook on our website

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Table of contents

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Regional Balance

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

	Americas	EMEA	Asia-Pacific
Target sales share	**1/3**	**1/3**	**1/3**
2024[1]	~30%	~45%	~25%

With local-for-local production

- **Capital allocation over proportionally geared towards Asia in coming years**
- **Shift of management positions into regions**

1. Excluding Performance Intermediates (C4)

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Regional Balance
Portfolio change and investments drive changing sales split

	EMEA	Asia-Pacific
Target sales share	**1/3**	**1/3**
Sales shares 2024[1]	**~45%**	**~25%**

Intended divestments in Europe

Performance Intermediates (C4), Germany	Infrastructure Marl & Wesseling, Germany

Investments in Asia

Amines, China	Alkoxides, Singapore	Metal Oxides, Japan

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Table of contents

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

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Launched in 2023: Reorganization program Evonik Tailor Made
Fostering 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 span[1] 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

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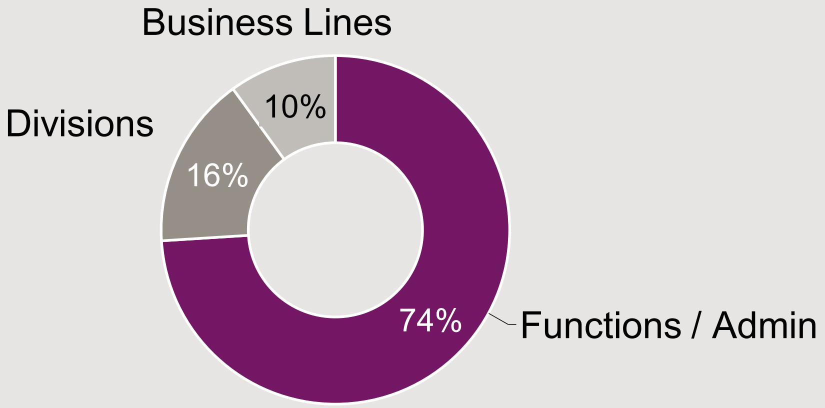
Evonik Tailor Made

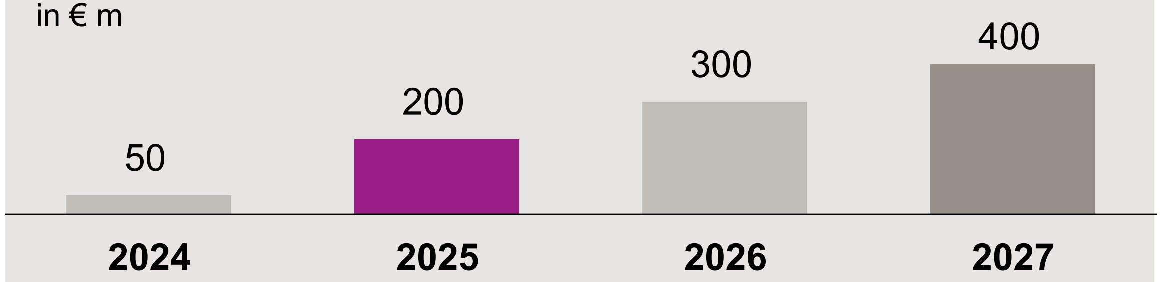
Targeted reduction of management levels and complexity on track

Headcount reduction by organizational unit[1]



- 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



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

>270 early retirement packages signed[2]
(~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

Holistic business optimization programs initiated

Secure competitive position and deliver on Group net savings target

		Amino Acids	High Performance Polymers	Silica/Silanes	Coating & Adhesive Resins	Health Care	Crosslinkers (i-Chain)
Strategic lever	**Restructuring**	✓	✓	✓	✓	✓	✓
	Investment	✓	(✓)	✓			
Share of total Group net savings[1]		~20%	~15%		~5%		
Start date		Q2 2023	Q1 2024	Q4 2023	Q1 2024	Q1 2024	Q1 2024
Full potential		End of 2026	End of 2027		End of 2026	End of 2027	
Main Levers		▪ Operational cost reduction ▪ Closing gaps for optimum production setup by investments	▪ Production, portfolio and overhead ▪ Sales Force Effectiveness, Portfolio Review, Pricing	▪ Synergies of Silanes/Silica business lines merger ▪ Optimized asset and site landscape	▪ Focus on additives and specialty acrylics ▪ Polyolefins to be transferred to C4 chain ▪ Divestment of polyester business	▪ Focus on lipids ▪ Closure of pharma keto acids site in GER ▪ Evaluation for keto / amino acids sites in France / China	▪ Focus on isophorone chain ▪ Optimization of production and raw material purchasing

1. % out of €500 m net savings to be achieved in the period 2024-2027

EVONIK Leading Beyond Chemistry

Table of contents

Custom Solutions

Innovation-driven businesses with tailored and science-based solutions

FY 2024 financials	Sales	EBITDA	EBITDA Margin	ROCE
	€5.7 bn	€978 m	17%	13%

Industrial Applications

Additives

Sales: €3.9 bn

- Coating Additives
- Polyurethane Additives
- Lubricant Additives
- Other Industrial Additives
- Catalysts

Life Science Applications

Care

Sales: €1.8 bn

- Home, Lifestyle, Personal Care
- Health Care

Common main characteristics across the whole segment

Diverse and attractive markets

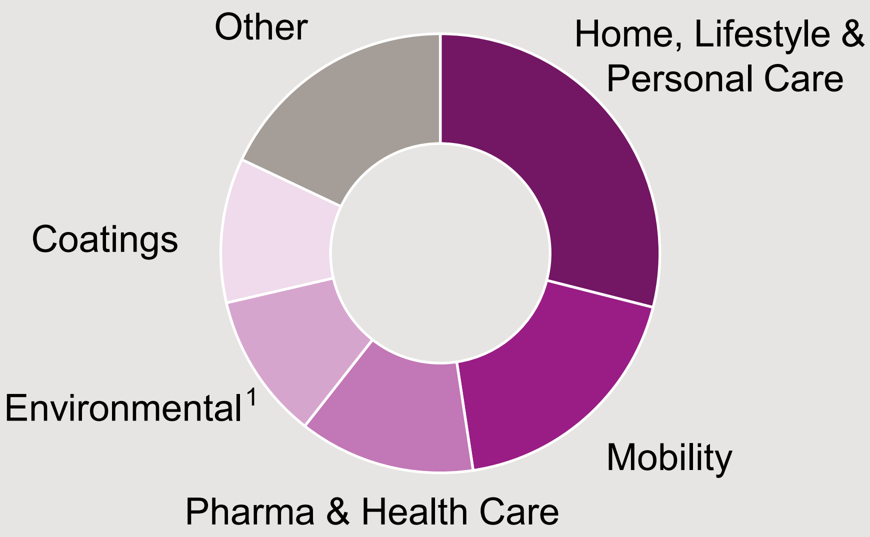
Product- and solution-driven innovation

Customer-centric business models

Leading in attractive markets

Basis for resilient EBITDA growth in the coming years

End market split (in % of sales)



Sub-Segment	Selected relevant markets for Evonik	Market growth
Additives	Additives for CASE[2]	~4%
	Additives for agricultural industry	~6%
	PU foams for next generation insulation materials in construction	~5%
	▪ #1 in Lubricant Additives ▪ #2 in Coating Additives ▪ #1 in Polyurethane Additives	
Care	Active ingredients for the cosmetics industry	~5%
	Advanced delivery systems for the pharmaceutical industry	~6%
	▪ #2 in Active Ingredients ▪ #2 in Oral Drug Delivery Systems	

1. Pulp Paper & Packaging | 2. Coatings, Adhesives, Sealants, Elastomers (CASE)

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Topline growth enabled by recent investments in attractive areas

Biosurfactants

First world-scale plant for Rhamnolipids (biosurfactants)

Slovenská Ľupča, Slovakia

- Serving increasing demand of FMCG companies for renewable surfactants at superior performance
- Exploring further applications, e.g. industrial cleaning solutions and Coating Additives

Amines

Technology & capacity expansion for Amines

Nanjing, China

Currently under construction

- Enhancing regional amine portfolio by accessing cost-effective raw materials
- Further differentiation of product offerings

Alkoxides

New plant for Catalyst platform

Singapore

Currently under construction

- Capacity expansion to supply growing demand for alkoxides used for e.g. biodiesel production and synthesis for pharmaceutical industry
- Future-ready: Aloxides are needed for chemical recycling of plastics

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The Custom Solutions Segment – A strong growth driver for Evonik

Custom Solutions

- New setup with clear focus on **customer-centric business** models with science-based solutions
- Excellent global market access to **attractive growth markets** with leading market positions
- **Capturing market potential** by ramping up recent investments, portfolio optimization and operational excellence
- Innovation as **key growth driver** in three Innovation Growth Areas
- Strategic management agenda to **deliver on financial targets**

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Table of contents

Advanced Technologies
Leveraging technology- & asset-based competencies

FY 2024 financials

Sales	EBITDA	EBITDA Margin	ROCE
€6.1 bn	€1.0 bn	17%	9%

Organics
Sales: €1.7 bn
- Crosslinkers
- High Performance Polymers

Inorganics
Sales: €2.5 bn
- Hydrogen Peroxide
- Silica/Silanes

Animal Nutrition
Sales: €1.9 bn
- Amino Acids

Common main characteristics across the whole segment

Leading Market Positions

Major Production Platforms

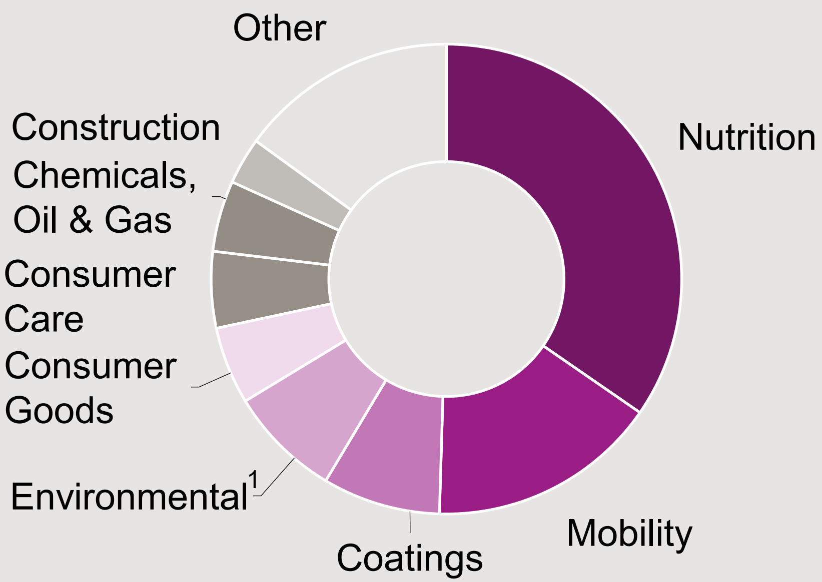
Technological Expertise

Operational Excellence

Strong position in wide range of attractive & growing markets

End market split

in % of sales



Sub-Segment	Leading Positions		Market growth
Organics	#1	Isophorone chemistry	~3%
	#2	Long-chain Polyamides	~5%
Inorganics	#1	Precipitated and Fumed Silica	~3%
	#2	Hydrogen Peroxide	~6%
Animal Nutrition	#1	Methionine	~3-4%

1. e.g. Membranes

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Strong technology platforms as foundation
Attractive growth opportunities in fast-growing niche markets

Metal Oxides Plant
(Silica)

Yokkaichi, Japan

Planned start-up: End of 2025

- New plant for Aluminum Oxides
- Continued positive momentum in target markets Li-ion batteries and coatings

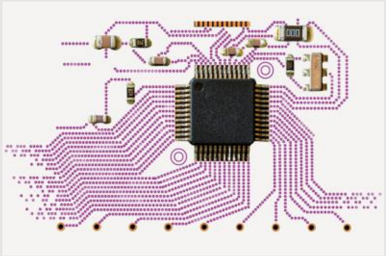
Gas Separation Membranes
(High Performance Polymers)

Schörfling/ Lenzing, Austria

Planned start-up: End of 2025

- Capacity expansion for hollow fiber spinning plants in Schörfling, AT
- Addressing strong demand trajectory for sustainable membranes driven by renewable energy

High-purity Hydrogen Peroxide
(Hydrogen Peroxide)



Several projects in all major regions

- Several investments in Europe, North America and Asia
- Addressing fast growing demand for (ultra) high purity hydrogen peroxide (e.g. semiconductor, solar cell)

Advanced Technologies Segment – an attractive and essential part of Evonik

Advanced Technologies

- We leverage our **strong market positions and production platforms**
- We use our special **technological competence** to make the difference
- We implement **operational improvements** consistently
- We are **committed to deliver on Evonik‘s targets**

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Table of contents

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Click for more facts and figures

Adj. EBITDA	ROCE	Cash conversion rate / FCF	CAPEX
Capital allocation priorities	Compensation system	Financials 10-year overview	Debt and leverage development
Green bonds	Ratings		

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BACK TO FINANCIALS OVERVIEW

Commitment 2027: +€500 m “Growth EBITDA”

Growth investments


PA12 | Germany


Silica | United States


Alkoxides | Singapore


Alu Oxides | Japan

Market growth

Additives for coatings

Components for lithium batteries

PU foam for insulation

Active cosmetic ingredients

3 – 4 % relevant market growth p.a.

Innovation


Biosurfactants | Slovakia


Membranes | Austria

+€500 m adj. EBITDA from growth until 2027

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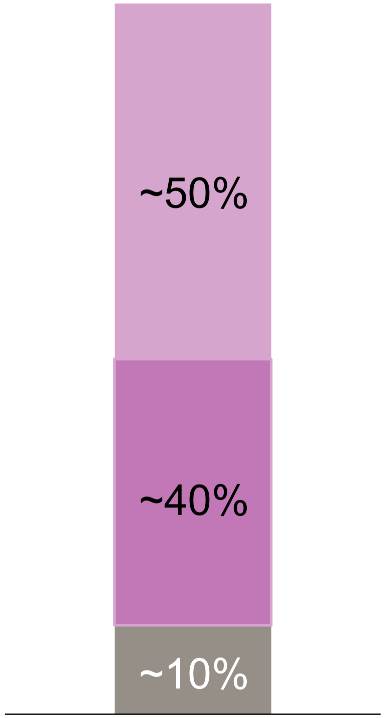
Commitment 2027: +€500 m "Net savings"

BACK TO FINANCIALS OVERVIEW

+€500 m



Net savings

1 Evonik Tailor Made

- Drastically reduce bureaucracy & management levels
- Leading to faster decision making & lower cost base

2 Business Optimization

Already communicated	New (already in implementation)
Animal Nutrition (December 2023) Health Care (December 2024)	Silica/Silanes, Polymers, Crosslinkers

Silica/Silanes

CALIBRATE HP GROWTH EFFICIENCY INNOVATION

Polymers

Crosslinkers

3 Procurement optimization

- New mandate: procurement as end-2-end value entrepreneur
- Total spend optimization and digital sourcing program launched across the Group

EPro

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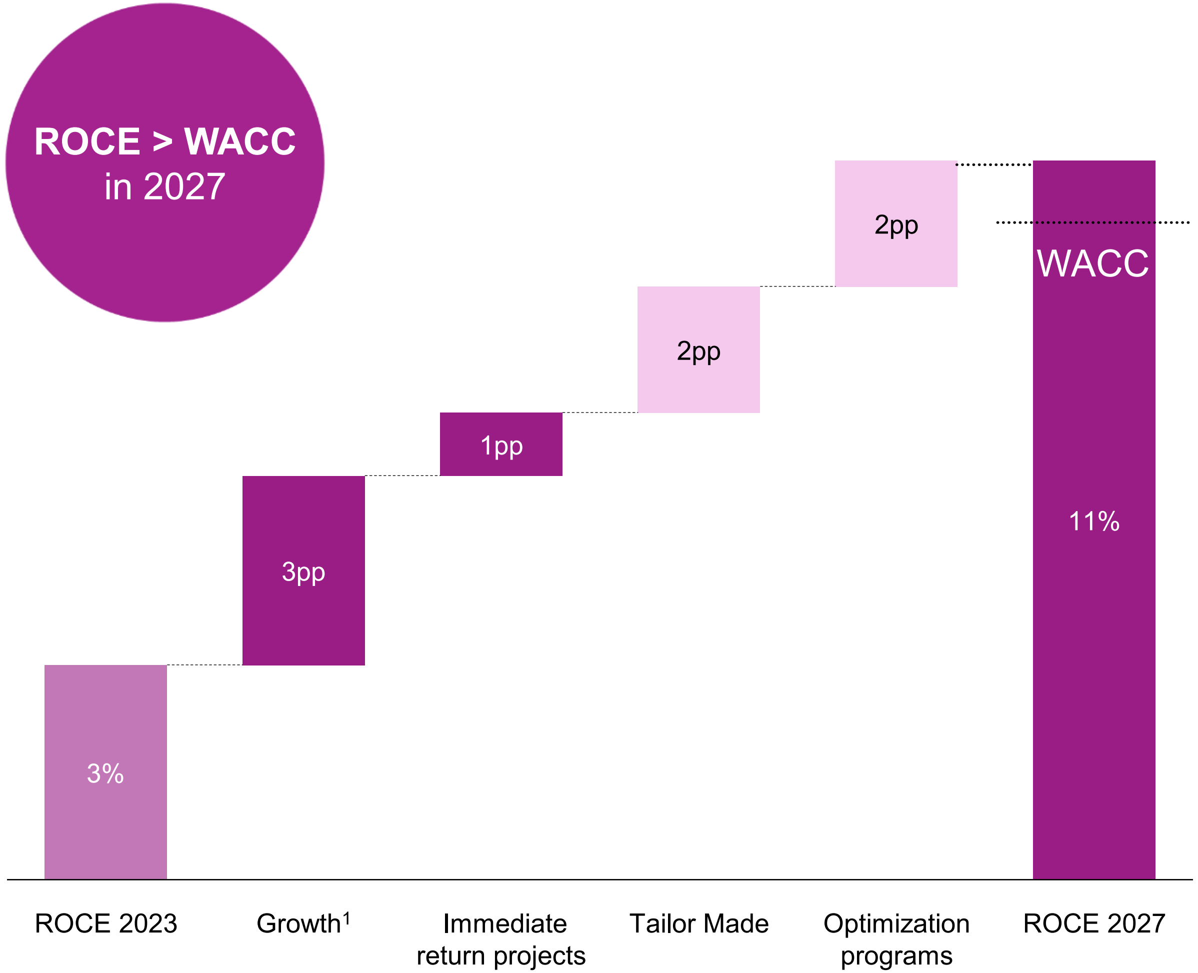
BACK TO FINANCIALS OVERVIEW

Commitment 2027: Improvement of ROCE to ~11 %



1. Increase based on growth investments, market growth & innovation net by erosion

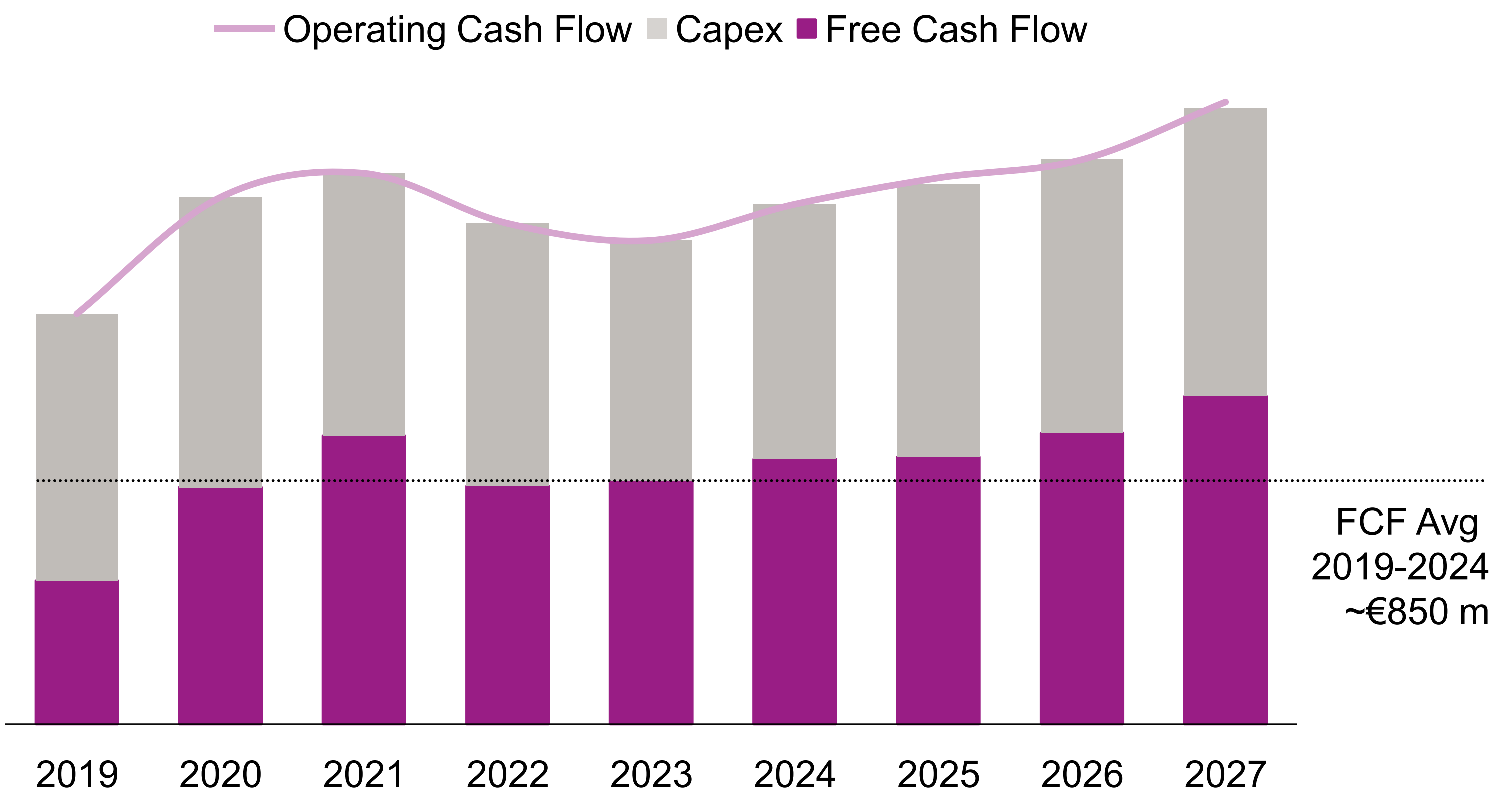
Path towards ROCE Improvement until 2027

- **+3pp** Grow into existing capacities; Innovation with short-term ROCE increase
- **+1pp** Prioritizing small CAPEX projects with quick payback time
- **+4pp** Evonik Tailor Made and business optimization programs

Planned portfolio adjustments have no material negative effect on ROCE

BACK TO FINANCIALS OVERVIEW

We are building on our free cash flow strength



Cumulative values 2025 – 2027

~ €5.5 bn
Operating Cash Flow

~ €2.7 bn
Capex[1]
(at €850-900 m p.a.)

~ €2.8 bn
Free Cash Flow

1. Cash outflow for investment in intangible assets, pp&e, without divestments

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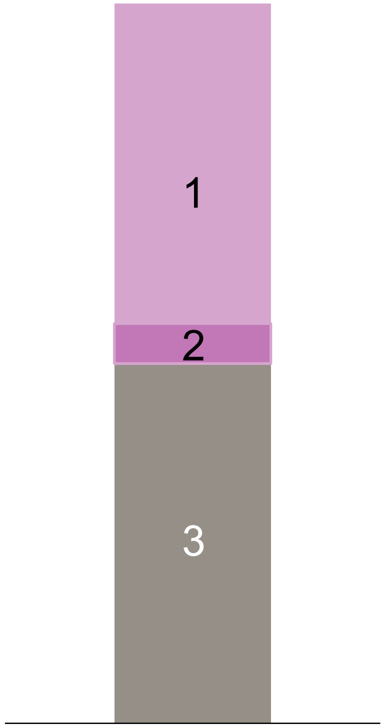
BACK TO FINANCIALS OVERVIEW

Spotlight on CAPEX: Guiding principles for a balanced approach

€850-900 m
per year



Capex categories

1 Structural Growth

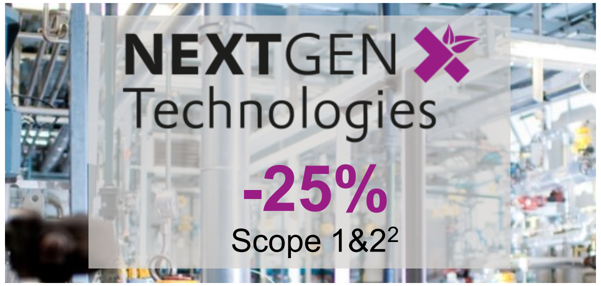
- Focused on attractive pockets of growth
- Next Generation Solutions with superior sustainability profile
- IRR > ROCE target (11%)

2 Immediate Return

- Small-sized growth projects
- Highly ROCE-accretive, with fast payback <2 years

3 Smart Preservation

- Preserve technology leadership & leading market positions
- Next Generation Technologies (~€80 m p.a.) to improve energy-efficient processes
- Asset maintenance & legal requirements



1. 2030 target: >50% of total sales generated by Next Generation Solutions products | 2. 2030 target: 25% reduction of GHG gross emissions; reference year 2021, target year 2030, SBTi approved

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BACK TO FINANCIALS OVERVIEW

Spotlight on "immediate return" projects

~10%
of total capex[1]

>50%
IRR on average

+1 pp
ROCE[2]

<€2.5 m
capex per project

~1-2 years
payback time

Project types

Rationalization and **small debottlenecking** projects that **increase yield** or **throughput**

Typical examples

- Expansion of columns
- Replacement/expansion of heat pumps and exchangers
- Refurbishment of filling lines/storage container

1. % out of €850 m – 900 m capex planned 2025-2027 | 2. Expected ROCE increase through implementation of immediate return projects until 2027

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BACK TO FINANCIALS OVERVIEW

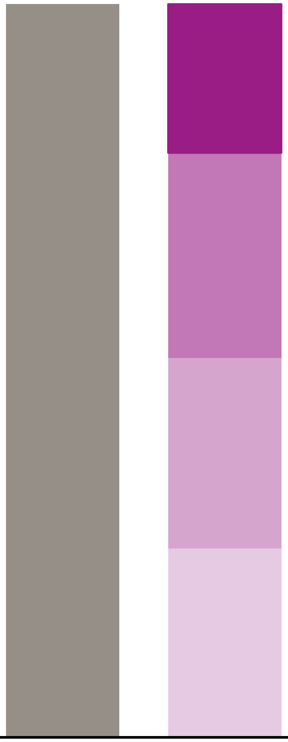
Capital allocation priorities: balancing growth and shareholder return

~€5.5 bn

Cumulative operating cash flow

2025-2027

+ Divestment proceeds



Inflow

Outflow

Additional value creation

Until 2027	Beyond 2027
De-leveraging (no M&A)	Targeted M&A
Optional: Additional shareholder returns (e.g. buybacks)	

~30 %
Dividend

Attractive dividend

~25 %
Growth Capex

Structural growth	Immediate return
NEXTGEN Solutions	Small-sized growth projects

~25 %
Smart Preservation Capex

Smart preservation

a) Preserve technology leadership and leading market positions

b) ~€80 m p.a. NEXTGEN Technologies

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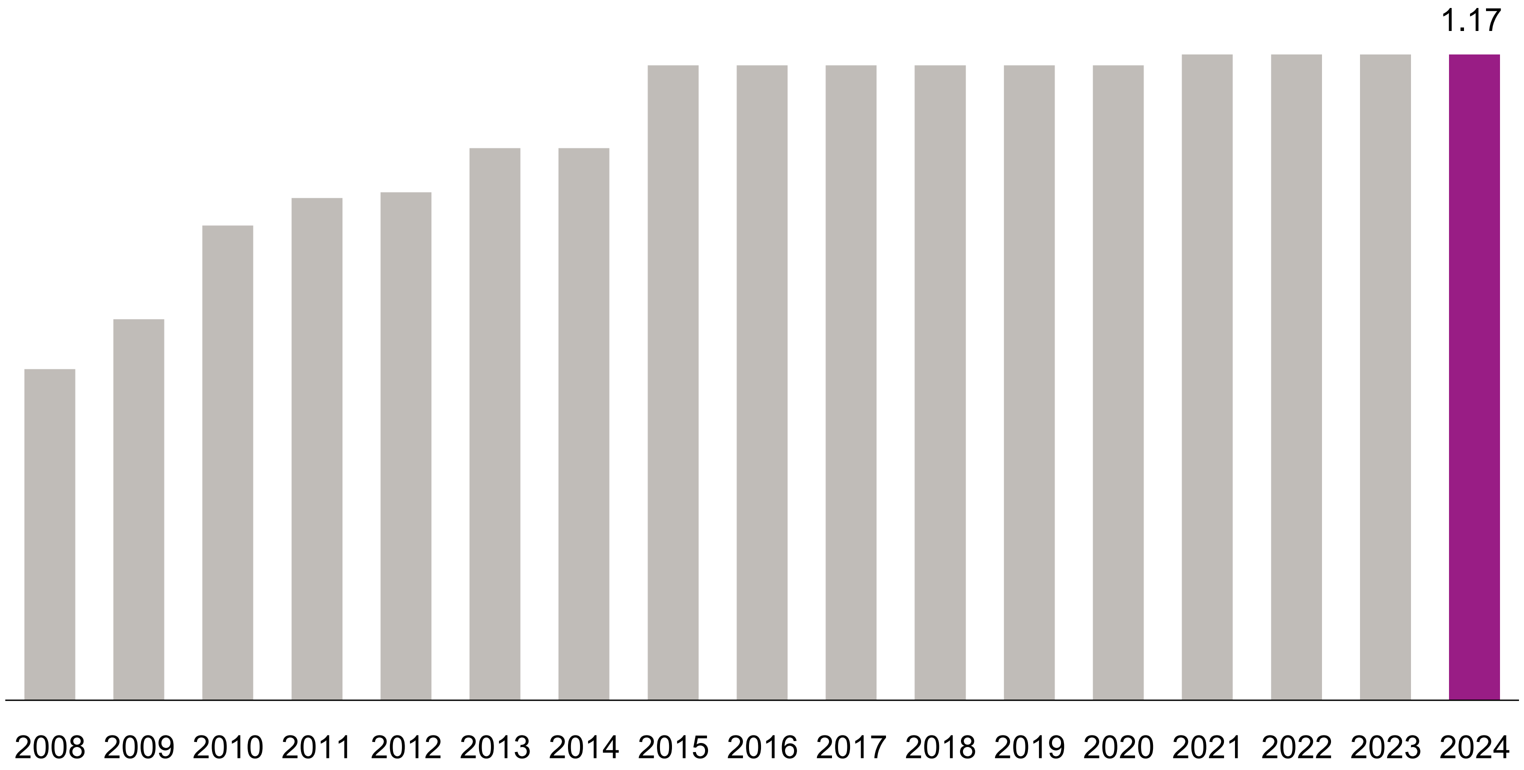
Spotlight on shareholder returns
Reliable and attractive dividend policy

BACK TO FINANCIALS OVERVIEW

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

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BACK TO FINANCIALS OVERVIEW

Management compensation

Fixed salary **~1/3**	To be paid in cash for each financial year
Bonus **~1/3**	**KPIs aligned to mid-term strategic targets …** 1. Progression towards EBITDA margin target 2. EBITDA growth (yoy) 3. Contribution to FCF target **… and integrating Safety First mindset** **4. Accident performance**
Long-term incentive plan **~1/3**	**80%** share price ▪ 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) **20%** ESG LTI based on strategic ESG KPI's, e.g.: ▪ **40%: Sales share of "Next Generation Solutions"** ▪ **40%: CO2 emission reduction** ▪ **20%: Next Generation Culture**

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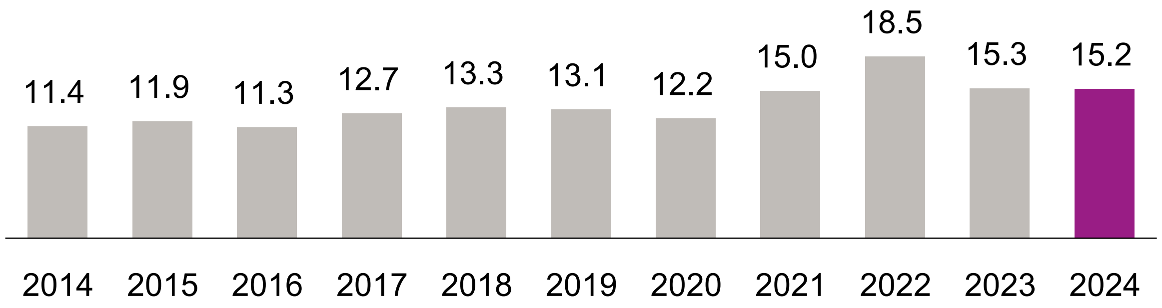
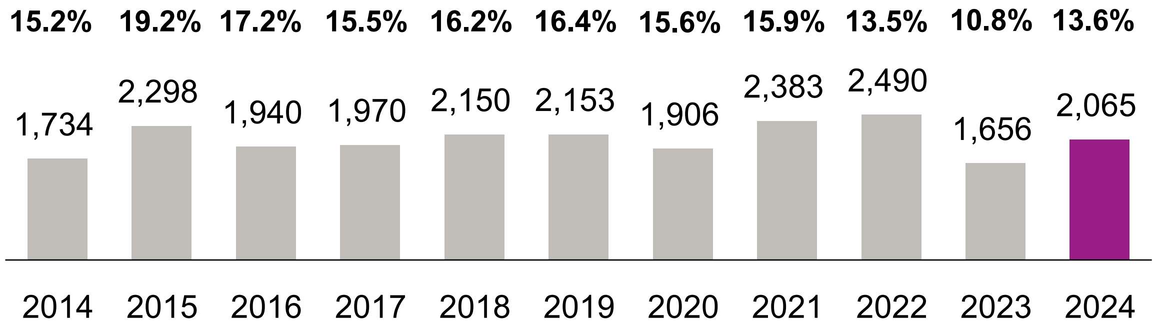
BACK TO FINANCIALS OVERVIEW

Financials: Ten-year overview

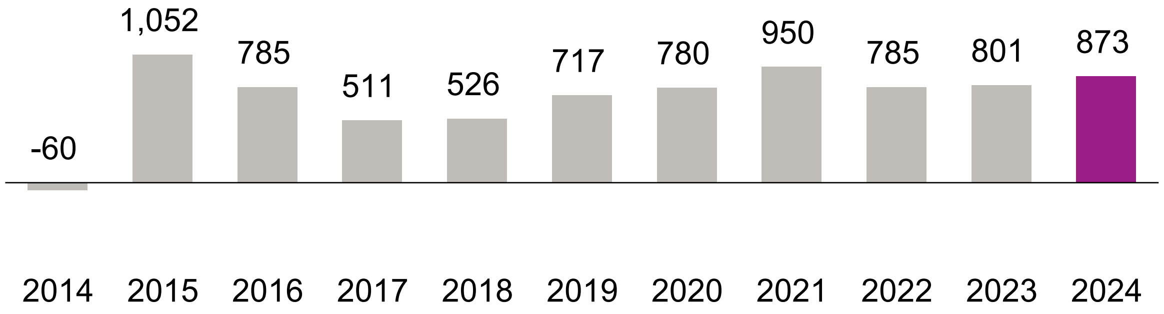
Sales[1] (in € bn)



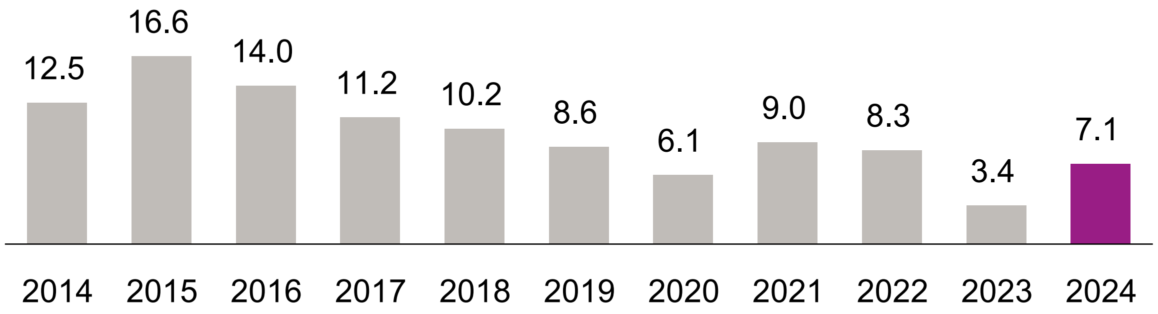
Adj. EBITDA[1] (in € m) **/ margin** (in %)



Free Cash Flow (in € m)



ROCE (in %)



1: Continuing operations

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Table of contents

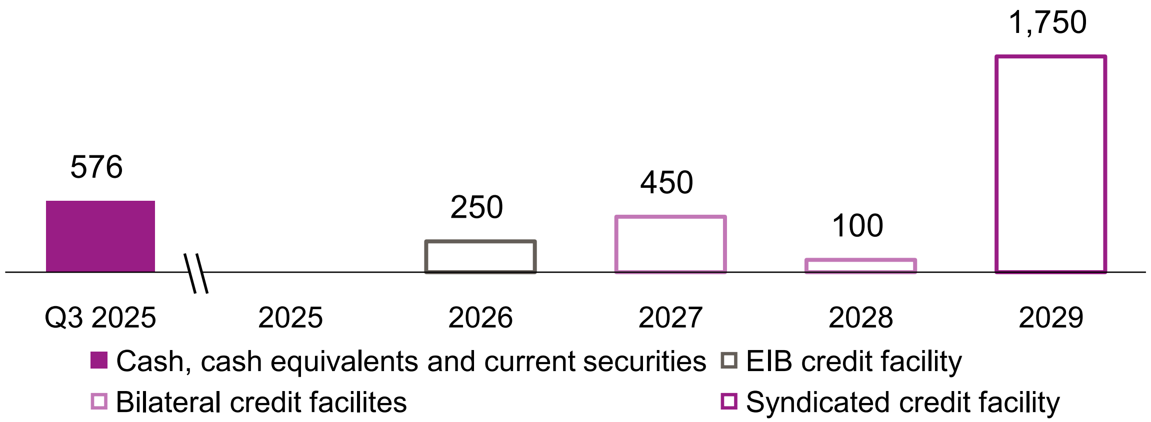
Leading Beyond Chemistry

Financing strategy: Conservative, forward-looking and sustainable

BACK TO FINANCIALS OVERVIEW

Conservative Liquidity Profile

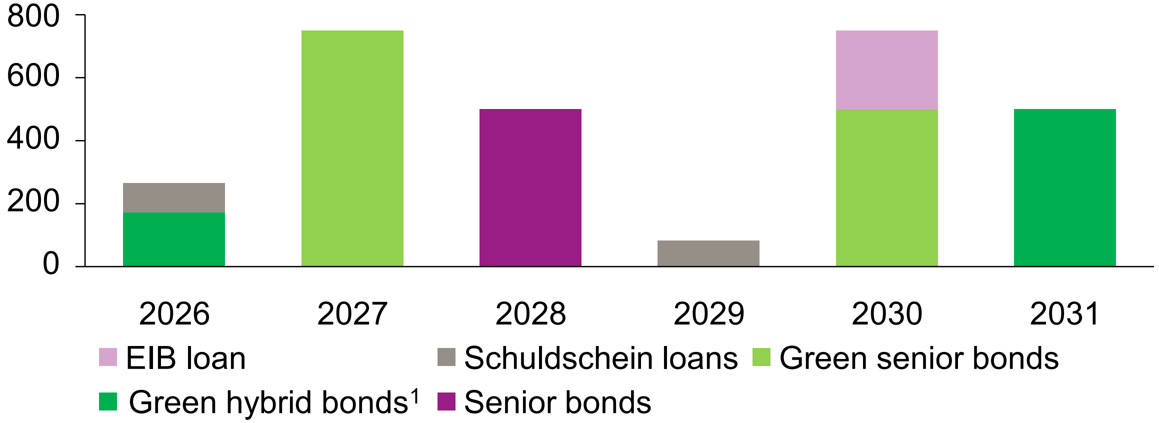
(in € m) (Status 30.09.2025, in € m)



- **Ample liquidity sources**
- **Syndicated credit facility** (“5+1+1”) extended to **maximum maturity 2029**

Well-balanced capital market maturity profile

(in € m) (Status 30.09.2025, in € m)



- **Bonds** as main financing instrument, preference for **“green”**
  - Ø coupon of 2.11% p.a. on €1.75 bn senior bonds
  - Ø coupon of 3.51% p.a. on €0.67 bn hybrid bonds
- **Refinancing well ahead of time**

Strong commitment to a solid investment grade rating

1. 2026: Formal lifetime 60 years with first redemption right for Evonik in 2026; 2031: formal lifetime 30 years with first redemption right for Evonik in 2031

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ESG integration
Green bonds firmly established – supporting our sustainability strategy

BACK TO FINANCIALS OVERVIEW

2021	2022	…	2025
€500 m Green hybrid bond	€750 m Green senior bond		€500 m Green senior bond[1]
✓ Allocation- & Impact Reporting	✓ Allocation- & Impact Reporting		€500 m Green hybrid bond[1]

Use of proceeds

Alligned with ICMA Green Bond Principles

Eligibility categories and allocation share per category in %[2]	
1. **Eco-efficient products:** Capex and RD&I Opex for **Next Generation Solutions**	94
2. **Energy Efficiency**: Expenditure for ongoing development of production processes and infrastructure to reduce GHG emissions (e.g. **Next Generation Technologies**)	6
3. **Renewable Energy:** Expenditure related to sourcing of renewable energy	-

1. Allocation & Impact-Reporting planned from 2026; 2. Based on allocation of net proceeds from 2021 green hybrid bonds and 2022 green senior bond

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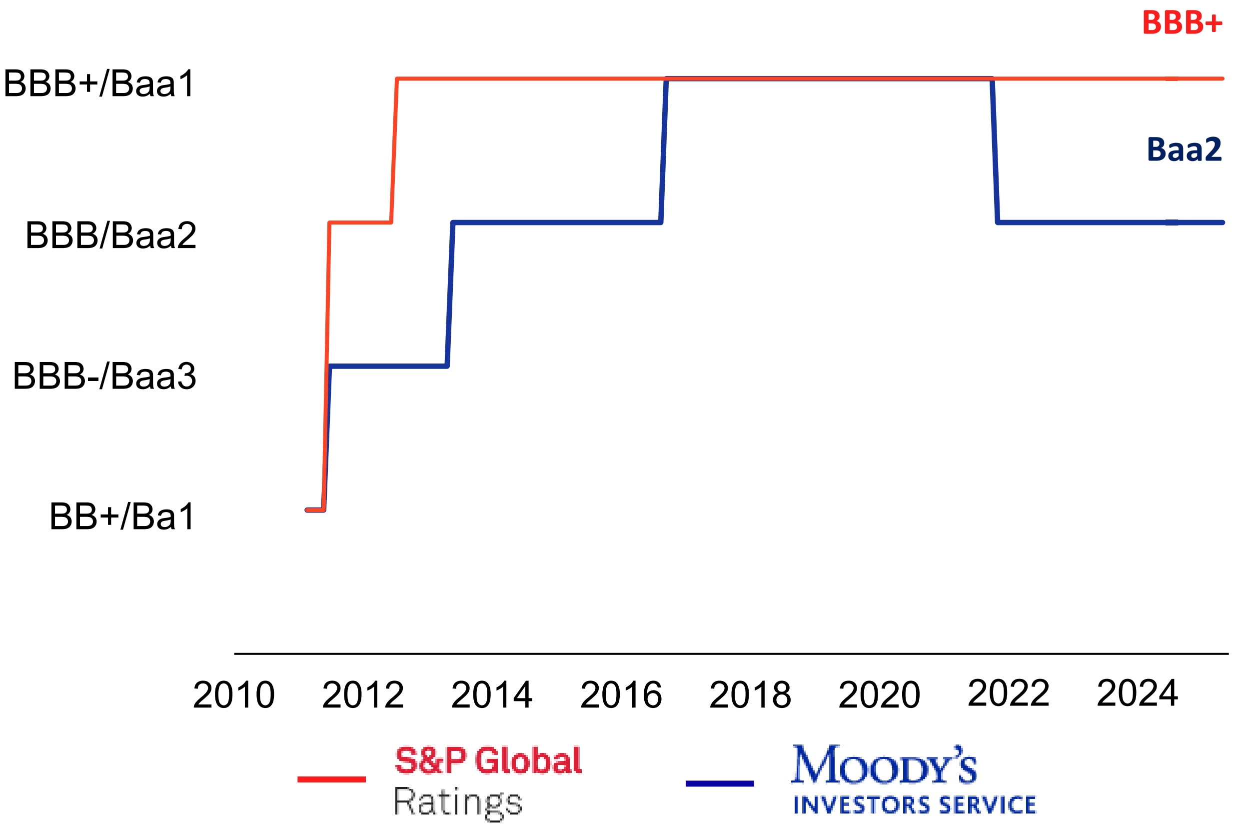
Evonik has a strong rating track record

BBB+ stable by S&P and Baa2 positive by Moody’s

BACK TO FINANCIALS OVERVIEW

Rating history



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

Moody’s rating at **Baa2** since 2021, **outlook raised to positive in May 2025**

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

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