



WE GO BEYOND TO ENABLE TRANSFORMATION

Company Factbook 2026



Evonik at a glance

€14.1 bn

Sales

€1.9 bn (13.3%)

Adj. EBITDA (margin)

€695 m (37%)

Free Cash Flow (conversion)

6.1%

ROCE

€1.00

Dividend per share¹

**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 2025 | 1. For fiscal year 2025, to be paid in 2026

Why invest in Evonik?

EVONIK IS INDUSTRY'S SUPERFORCE

Tailored solutions and industrial excellence



Leading Portfolio

We are best positioned for the future, after a profound transformation



Sustainable Innovation

We are banking on sustainable innovation as major growth-driver



Regional Balance

We are striving for a regionally balanced footprint



Team Excellence

We are engaged as a team



Shareholder Return

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

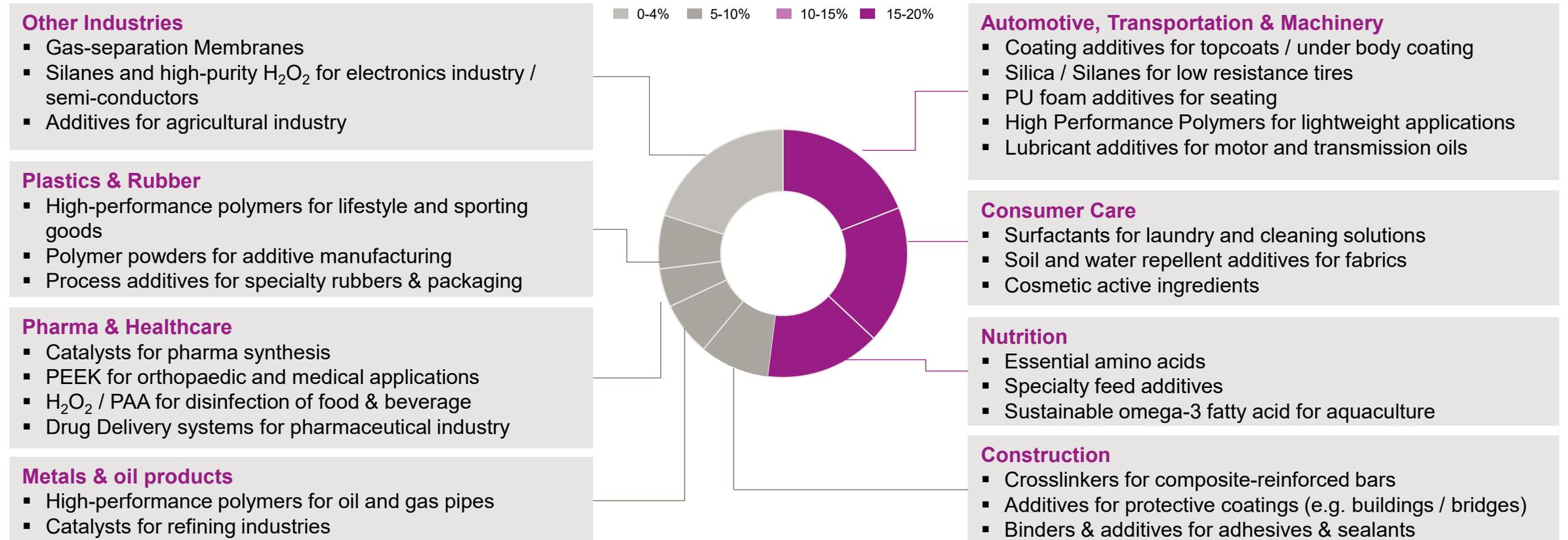
...with Next Generation Solutions, process innovation (Next Generation Technologies) and our three Innovation Growth Areas

...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

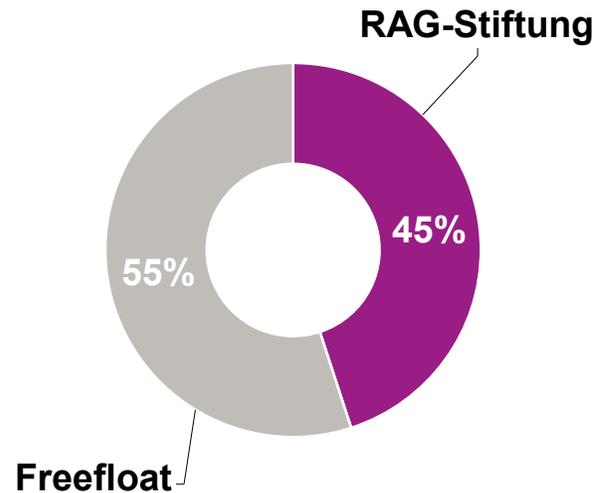
...through disciplined capital allocation, focused on organic growth and an attractive dividend

Our product portfolio: End market split and product examples



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.**"

Click the table of contents to navigate chapters

1 Strategy

- 1.1 Leading Portfolio
- 1.2 Sustainable Innovation
- 1.3 Regional Balance
- 1.4 Team Excellence

2 Segments

- 2.1 Custom Solutions
- 2.2 Advanced Technologies

3 Financials

- 3.1 Main KPI's
- 3.2 Financial Strategy

Click the table of contents to navigate chapters

1 Strategy

1.1 Leading Portfolio

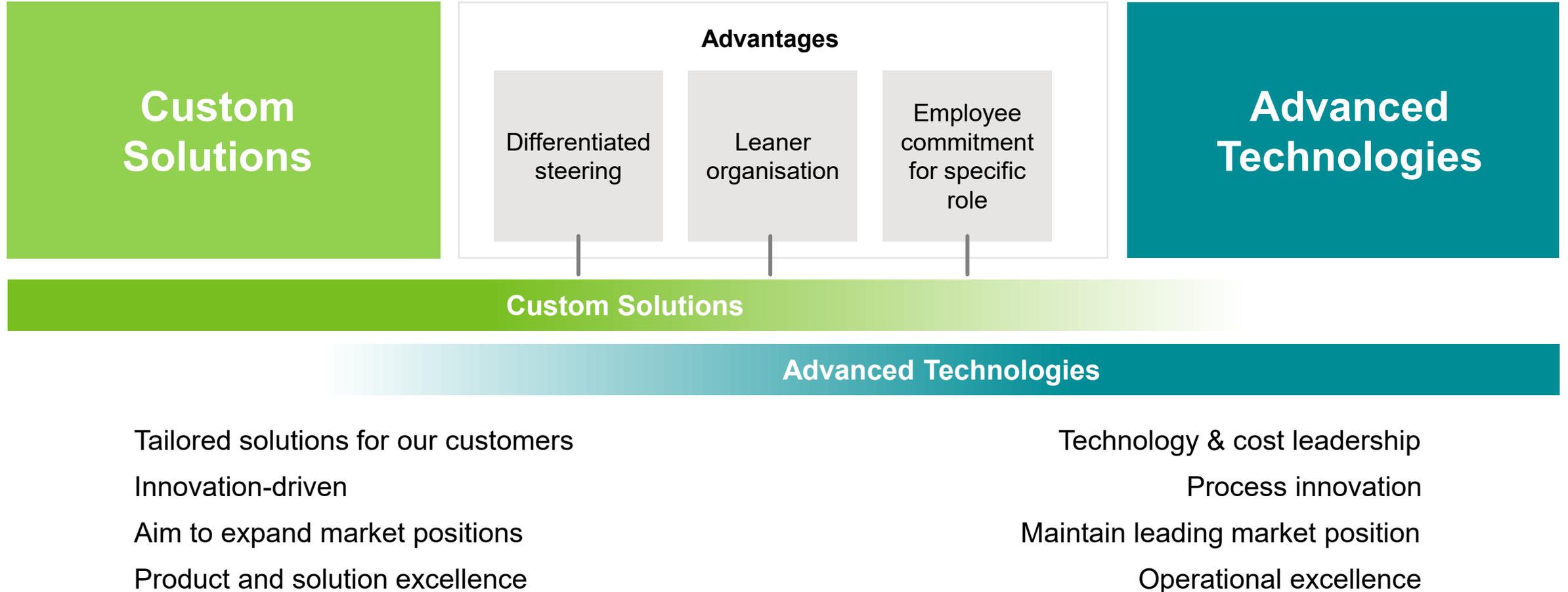
1.2 Sustainable Innovation

1.3 Regional Balance

1.4 Team Excellence

Leading Portfolio

New segment structure with tangible benefits



Leading Portfolio

Custom Solution and Advanced Technologies – Overview and KPI's

	Custom Solutions		Advanced Technologies	
Financials 2025	 Sales €5.5 bn	 EBITDA €909 m	 Sales €5.9 bn	 EBITDA €944 m
	 ROCE 10%	 EBITDA-margin 17%	 ROCE 7%	 EBITDA-margin 16%
Role	Stronger role as growth driver with superior EBITDA growth		Stronger financing role with superior cash flow generation	
Focus KPI's	Innovation-centric KPI's <ul style="list-style-type: none"> ▪ Share of new product sales ▪ Share of “Next Generation Solutions” ▪ Speed of idea to market 		Customer-centric KPI's <ul style="list-style-type: none"> ▪ Customer / Service satisfaction ▪ Order fulfilment / reliability ▪ Opportunity management ▪ Share of customized products 	
			Technological KPI's <ul style="list-style-type: none"> ▪ Off-spec ratio ▪ Cost to build ▪ Net overall equipment effectiveness 	

FY 2025

Leading Portfolio

Custom Solution and Advanced Technologies – Products and end markets

■ Custom Solutions ■ Advanced Technologies

Sub-segments	Additives	Care	Organics	Inorganics	Animal Nutrition
Main products					
Selected end markets	<ul style="list-style-type: none"> ▪ Coating Additives ▪ Polyurethane Additives ▪ Lubricant Additives ▪ Other Industrial Additives ▪ Catalysts 	<ul style="list-style-type: none"> ▪ Home, Lifestyle, Personal Care ▪ Health Care 	<ul style="list-style-type: none"> ▪ Crosslinkers ▪ High Performance Polymers (e.g. PA12) 	<ul style="list-style-type: none"> ▪ Hydrogen Peroxide ▪ Silica/ Silanes 	<ul style="list-style-type: none"> ▪ Amino Acids (e.g. Methionine)
	<ul style="list-style-type: none"> ▪ Automotive ▪ Construction ▪ Food & Beverage ▪ Agriculture ▪ Medical applications 	<ul style="list-style-type: none"> ▪ Cleaning ▪ Personal Care ▪ Pharmaceutical Industry ▪ Beauty 	<ul style="list-style-type: none"> ▪ Automotive ▪ Construction ▪ Wind power ▪ Electronics ▪ Oil & Gas 	<ul style="list-style-type: none"> ▪ Tires ▪ Pulp & Paper ▪ Oral Care ▪ Electronics ▪ Food & Beverages 	<ul style="list-style-type: none"> ▪ Animal Feed ▪ Specialty feed additives ▪ Sus. Omega-3 fatty acids

FY 2025

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

Click the table of contents to navigate chapters

1 Strategy

1.1 Leading Portfolio

1.2 Sustainable Innovation

1.3 Regional Balance

1.4 Team Excellence

Sustainable Innovation

Main growth driver for the long-run

Product innovation



**Advance
Precision
Biosolutions**

**Enable
Circular
Economy**

**Accelerate
Energy
Transition**

Process innovation



**Advanced
Process Control**

**Innovative
waste heat
up-cycling**

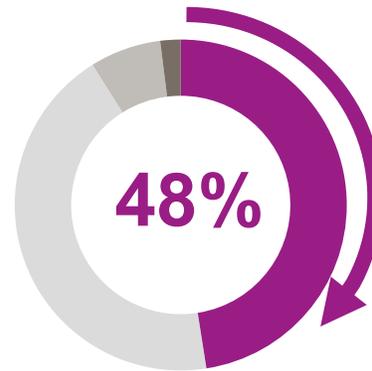
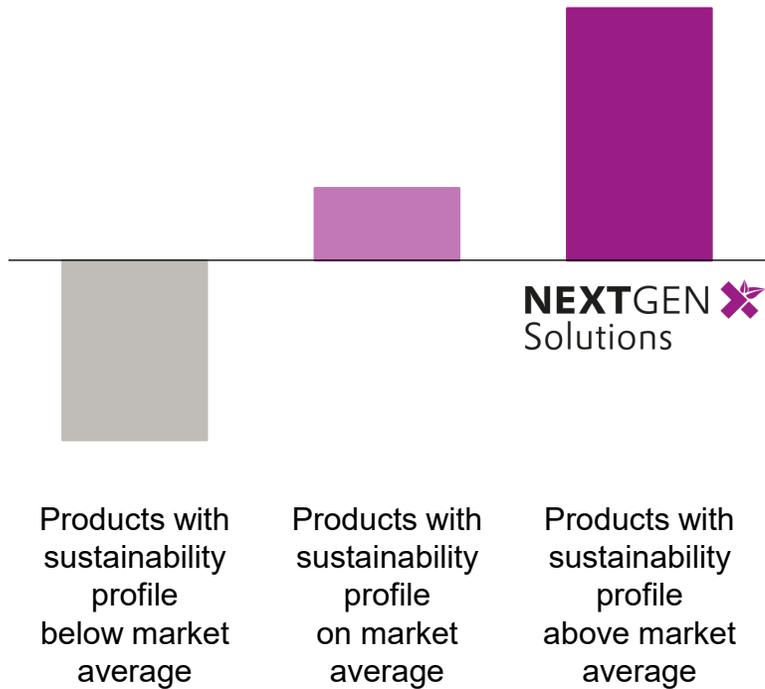
**Process
redesign**

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

Evonik 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 2025 (in %)



+3pp

Next Generation Solutions

Increased from 45 to ~48%; well on track for target of >50% by 2030

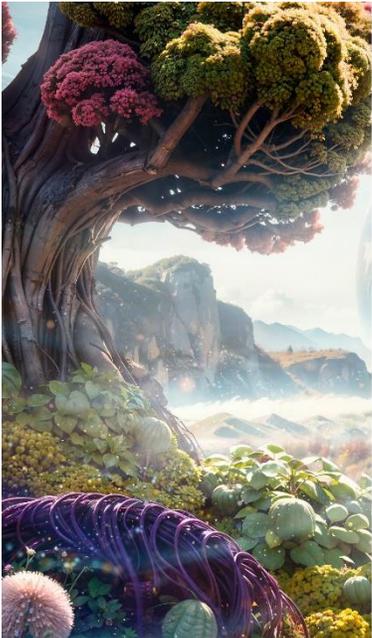
NEXTGEN 
Solutions

- 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)

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

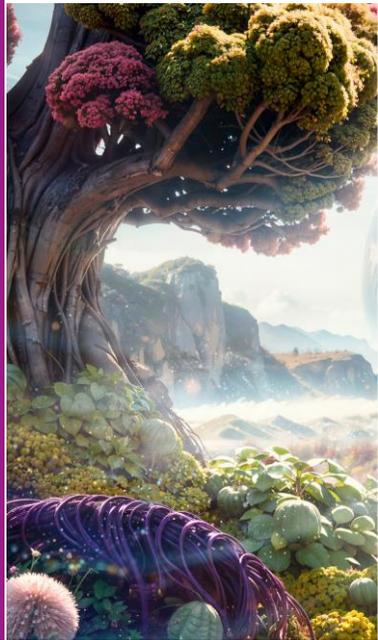
- **Sustainability:** Solutions for a bio-based, energy-efficient, and circular society
- **Resilience:** Strong growth potential, above-average margins
- **Focus:** Majority of R&D resources allocated to Innovation Growth Areas
- **Acceleration:** Supported by Creavis, Evonik Venture Capital, and regional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

Sales increase 2023 to 2032: €1.5 billion

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

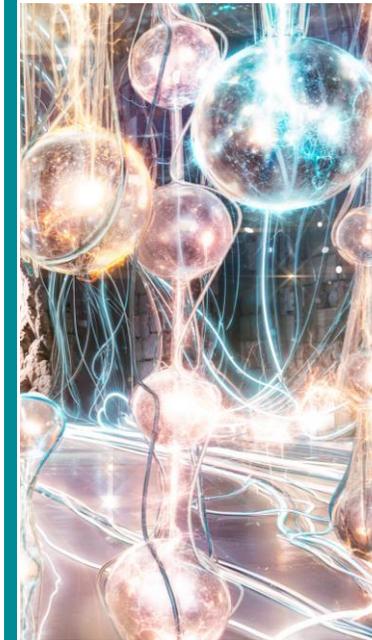
Enable Circular Economy



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)

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

LEADING
BEYOND CHEMISTRY
TO IMPROVE LIFE,
TODAY AND
TOMORROW

"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**

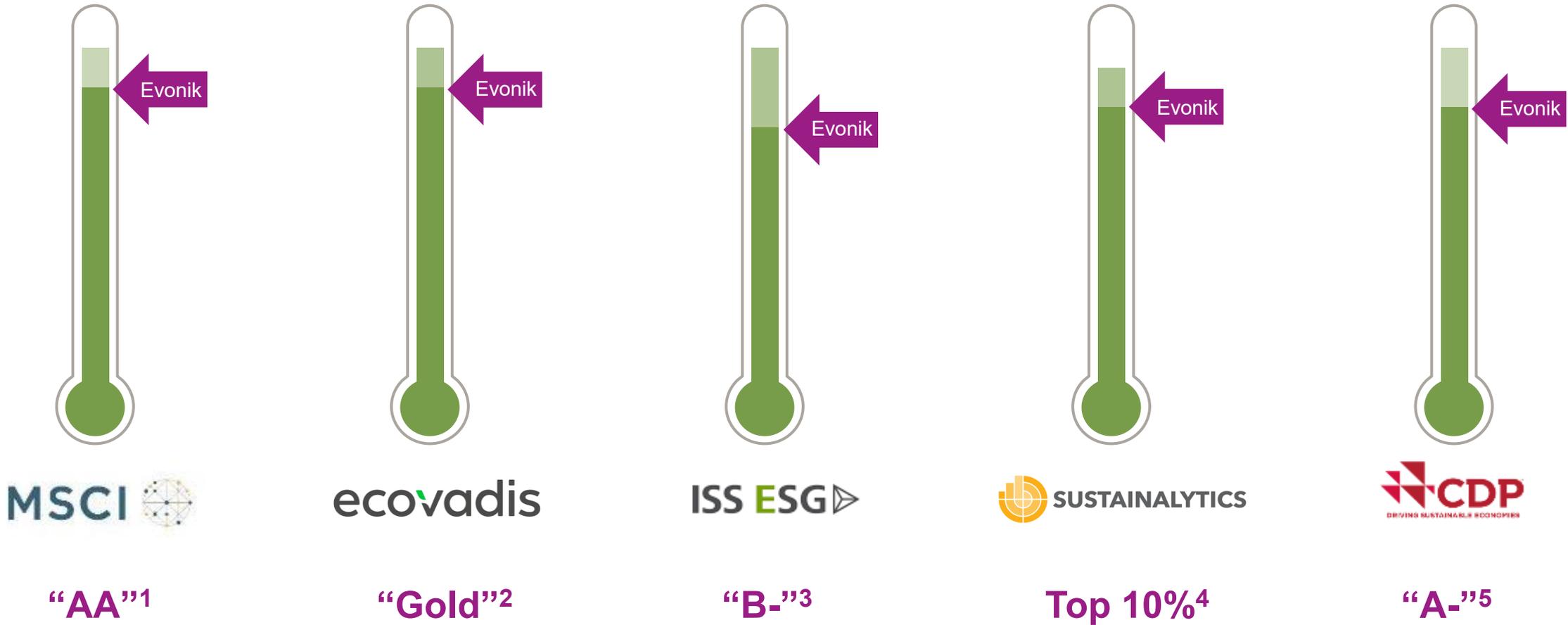


4 Evonik with high standards for **governance** and continuous **improvement of its reporting**



ESG Ratings

Evonik best-in-class within chemicals sector



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-

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

Click the table of contents to navigate chapters

1 Strategy

1.1 Leading Portfolio

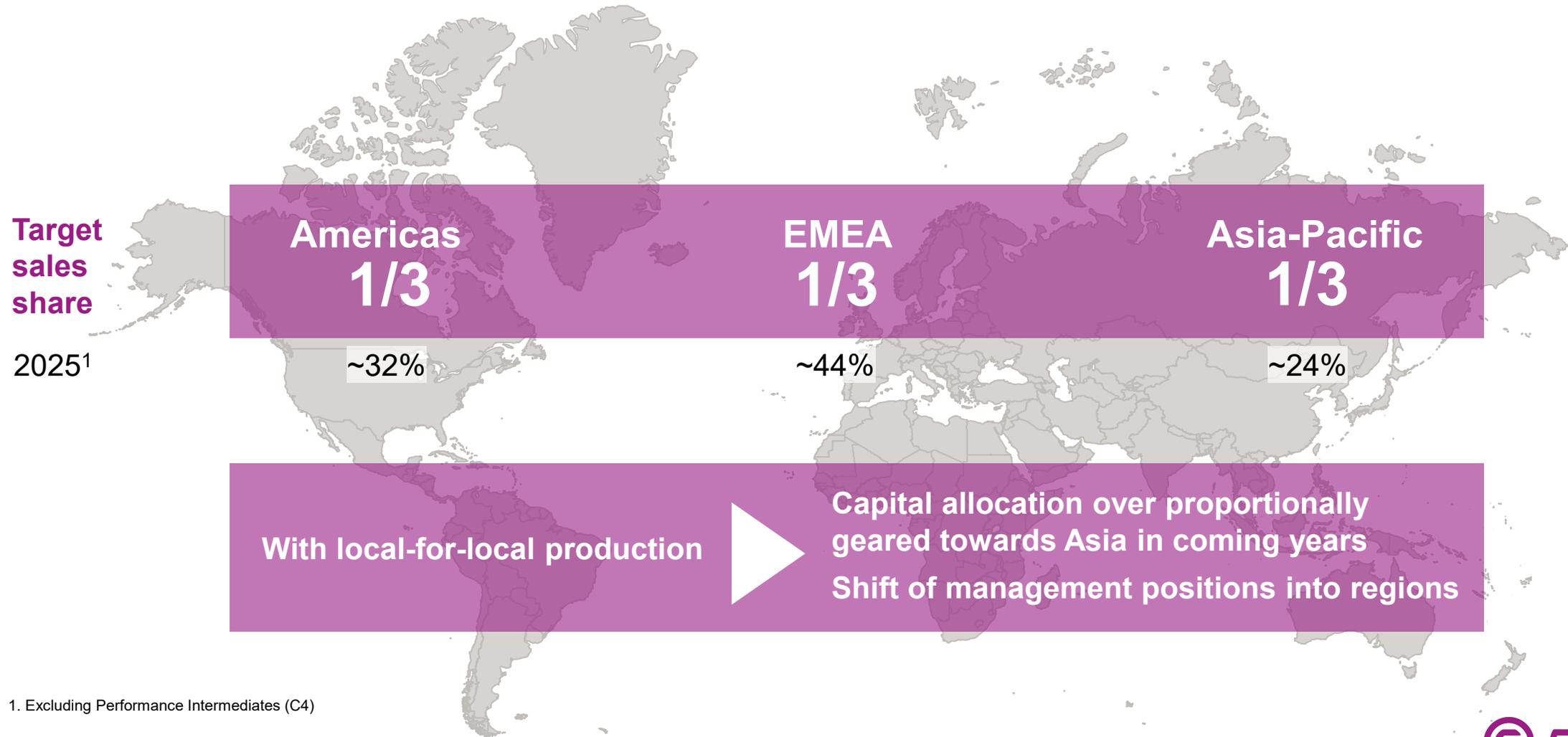
1.2 Sustainable Innovation

1.3 Regional Balance

1.4 Team Excellence

Regional Balance:

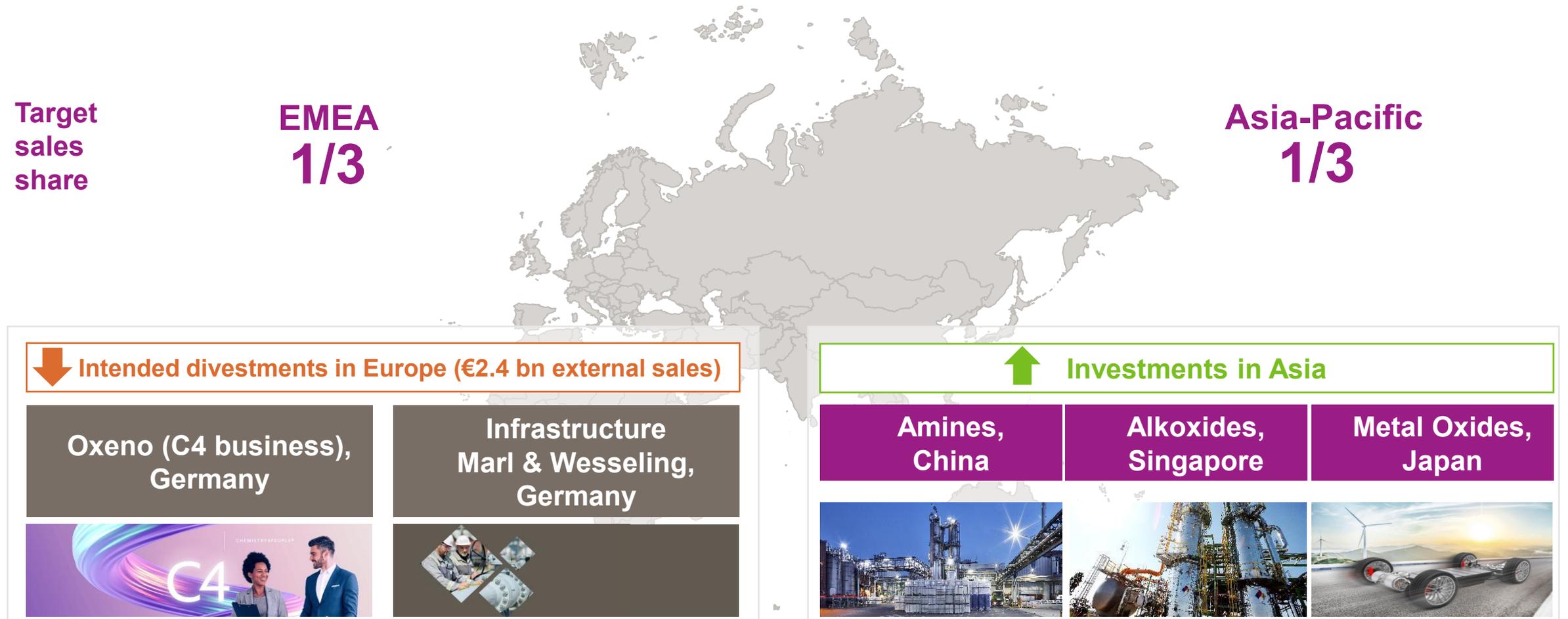
Aiming for 1/3 of sales in each region to be close to our customers



1. Excluding Performance Intermediates (C4)

Regional Balance

Portfolio change and investments drive changing sales split



Click the table of contents to navigate chapters

1 Strategy

1.1 Leading Portfolio

1.2 Sustainable Innovation

1.3 Regional Balance

1.4 Team Excellence

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

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

Gross savings target
until end of 2026

Personnel costs

~80%

Non-personnel costs

~20%

- 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

e.g.:

- Agency & consulting costs
- Sport sponsoring

1. Number of employees per leadership position

[Click the table of contents to navigate chapters](#)

2 Segments

2.1 Custom Solutions

2.2 Advanced Technologies

Custom Solutions

Innovation-driven businesses with tailored and science-based solutions

FY 2025
financials



Sales
€5.5 bn



EBITDA
€909 m



EBITDA Margin
17%



ROCE
10%

Industrial Applications

Additives



Sales:
€3.7 bn

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

Care



Sales:
€1.8 bn

Life Science Applications

- Home, Lifestyle, Personal Care
- Health Care

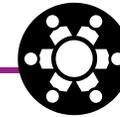
Common main characteristics across the whole segment



**Diverse and
attractive markets**



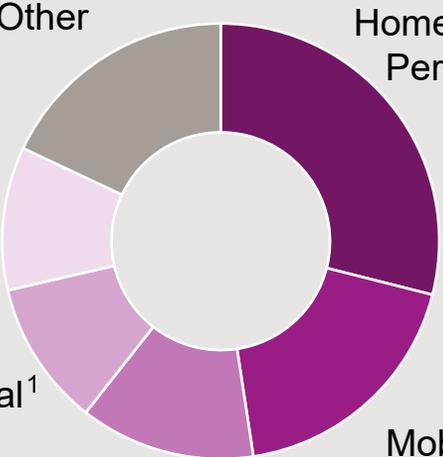
**Product- and solution-
driven innovation**



**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% <ul style="list-style-type: none"> ▪ #1 in Lubricant Additives ▪ #1 in Polyurethane Additives ▪ #2 in Coating Additives 	
	Care	Active ingredients for the cosmetics industry ~5% Advanced delivery systems for the pharmaceutical industry ~6% <ul style="list-style-type: none"> ▪ #2 in Active Ingredients ▪ #2 in Oral Drug Delivery Systems 	

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

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

Polybutadienes

New plant in Asia & expansion in Germany for HT Polybutadienes

Germany & China



- Reinforcing growth strategy by further strengthening the global production infrastructure
- POLYVEST® HT to serve increasing demand e.g. as high-quality binder for PU sealants

Alkoxides

New plant for Catalyst platform

Singapore



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

The Custom Solutions Segment – A strong growth driver for Evonik



Click the table of contents to navigate chapters

2 Segments

2.1 Custom Solutions

2.2 **Advanced Technologies**

Advanced Technologies

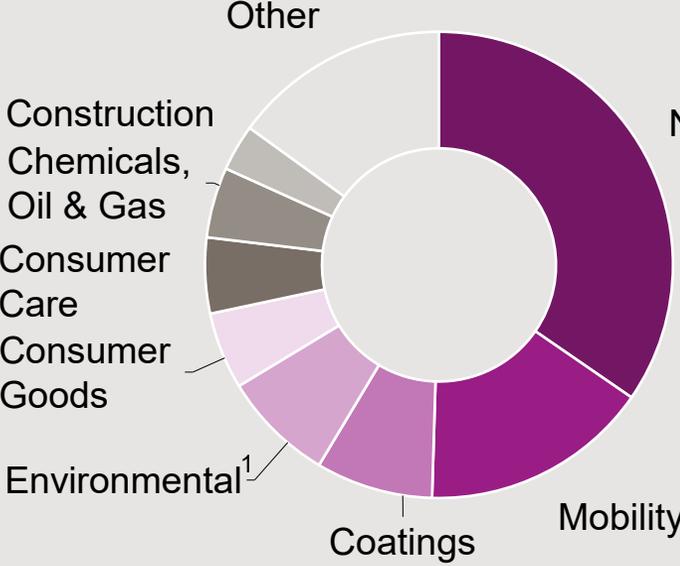
Leveraging technology- & asset-based competencies



Common main characteristics across the whole segment



Strong position in wide range of attractive & growing markets

End market split	Sub-Segment	Leading Positions	Market growth
<p>in % of sales</p> 	<p>Organics</p>	<p>#1 Isophorone chemistry #2 Long-chain Polyamides</p>	<p>~3% ~5%</p>
	<p>Inorganics</p>	<p>#1 Precipitated and Fumed Silica #2 Hydrogen Peroxide</p>	<p>~3% ~6%</p>
	<p>Animal Nutrition</p>	<p>#1 Methionine</p>	<p>~3-4%</p>

1. e.g. Membranes

Strong technology platforms as foundation

Attractive growth opportunities in fast-growing niche markets

Expansion Precipitated Silica (Silica)



**Charleston,
US**

Planned start-up: Q2 2026

- Expansion of existing capacities for precipitated Silica
- Support growth of key tire OEMs in local value chain
- Providing circular silica to meet increasing sustainability needs

Gas Separation Membranes (High Performance Polymers)

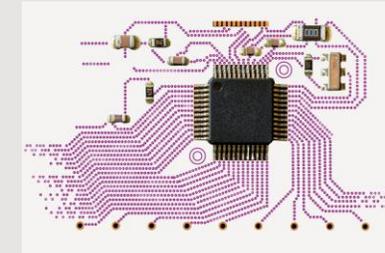


**Schörfling/
Lenzing,
Austria**

Planned start-up: End of 2026

- 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**

Click the table of contents to navigate chapters

3 Financials

3.1 Main KPI's

3.2 Financial Strategy

FY 2025 results overview

Sales (in € m)

14,069

(FY 2024: 15,157)

Sales (yoy in %)

Volume

-2%

FX

-2%

Price

-1%

Other

-2%

Adj. EBITDA (in € m)

1,874

(FY 2024: 2,065)

Free Cash Flow (in € m) / CCR¹

695

(FY 2024: 873)

37%

(FY 2024: 42%)

ROCE (in %)

6.1

(FY 2024: 7.1)

Adj. EPS (in €)

1.36

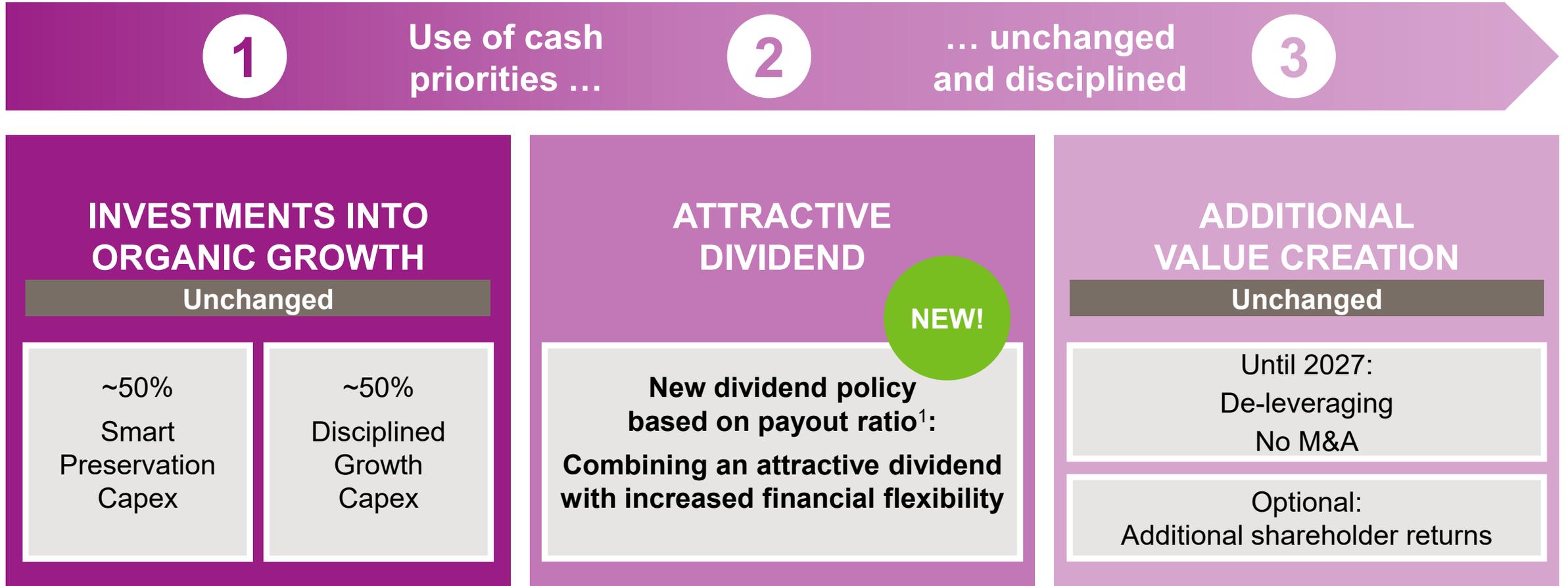
(FY 2024: 1.67)

1. Cash Conversion Rate = FCF / adj. EBITDA

While the short-term trading environment remains tough, our strategic direction remains valid and we control our own destiny



Capital allocation priorities remain unchanged – new dividend policy based on payout ratio



1. From FY 2026 (paid in 2027) onwards; €1 per share as transition for FY 2025 (paid in 2026)

New dividend policy: Combining an attractive dividend with increased financial flexibility

New dividend policy to be established in two steps

1

Dividend proposal
for FY 2025
(to be paid
in 2026)

€1
per share

- Rigid dividend of €1.17 not adequate in this tough market environment and for a company in transformation
- Transition year from the past's fixed dividend level to a payout ratio in the future
- €1 per share highly attractive dividend in these difficult times: ~7% yield¹

- Dividend tied to financial performance enables
 - Long-term sustainability of dividend
 - More financial flexibility for Evonik to reach its strategic and financial targets
 - Participation of investors in future growth
- Range for payout ratio allows for dividend continuity and reliability in Euro terms (i.e. higher payout ratio in weaker financial years and vice versa)

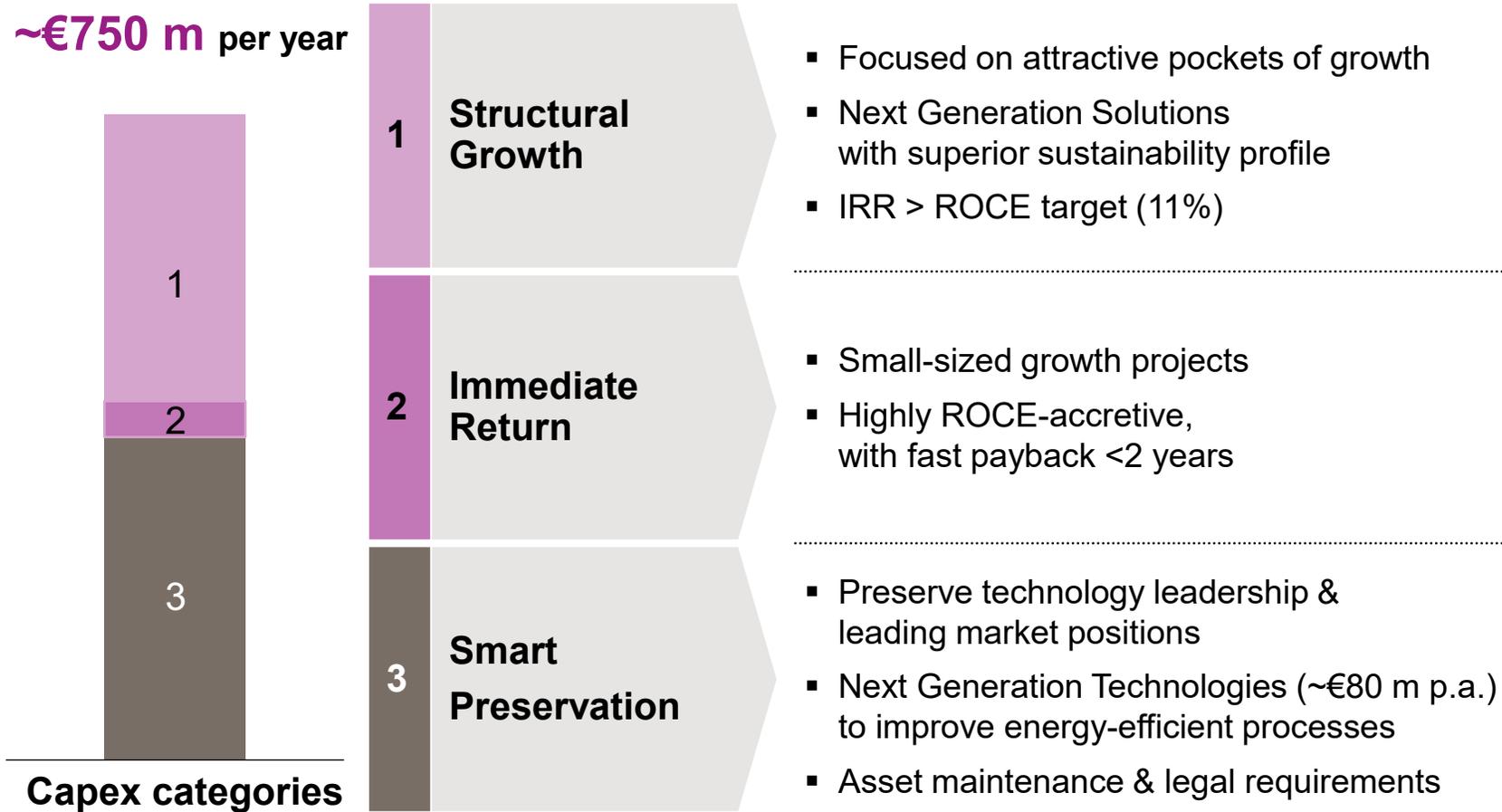
2

From
FY 2026
onwards
(to be paid
from 2027)

40-60%
payout ratio
based on
adj. net income

1. Based on share price level on February 4, 2026

Spotlight on CAPEX: Guiding principles for a balanced approach



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

Spotlight on “immediate return” projects

~10%
of total capex¹

>50%
IRR on average

+1 pp
ROCE²

<€2.5 m
capex per project

~1-2 years
payback time

Project types

Rationalization and small debottlenecking projects that increase yield or throughput



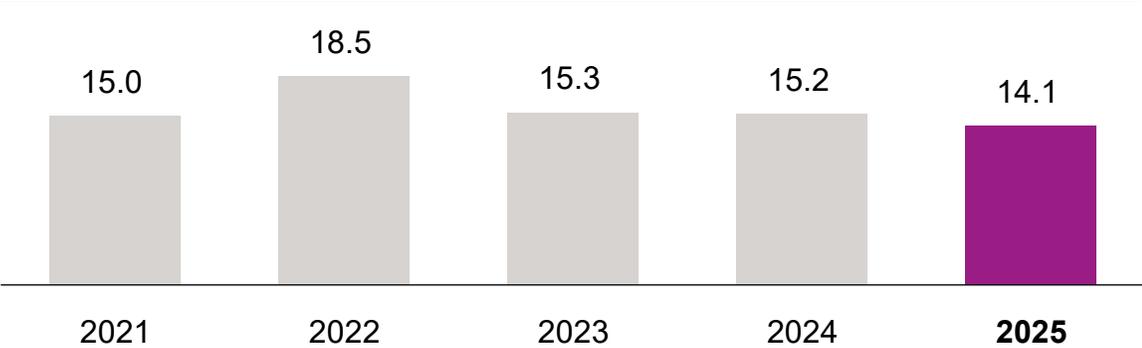
Typical examples

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

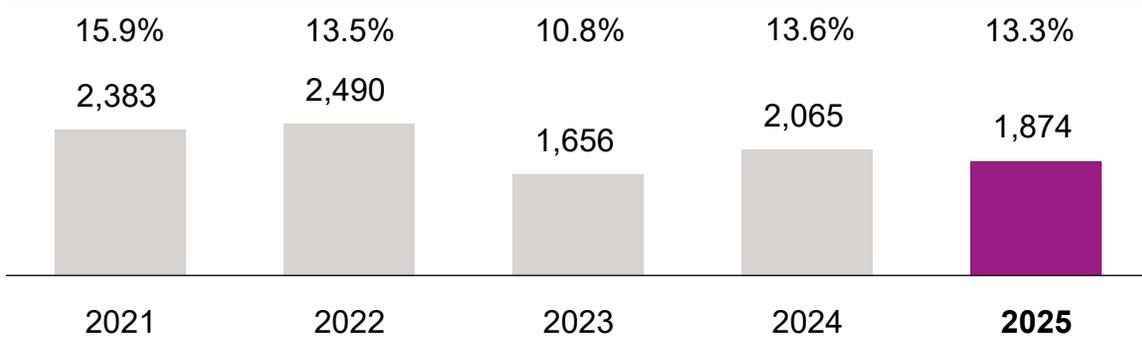
1. % out of ~€750 m capex planned 2026-2027 | 2. Expected ROCE increase through implementation of immediate return projects until 2027

Five-year financial review

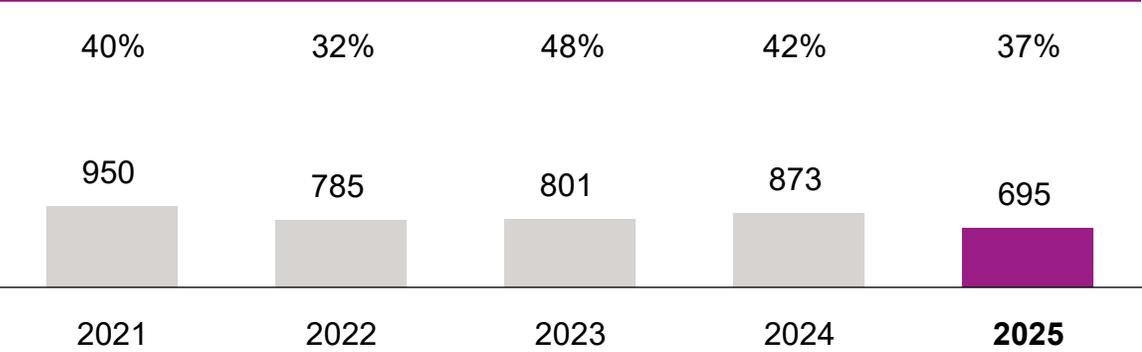
Sales (in € bn)



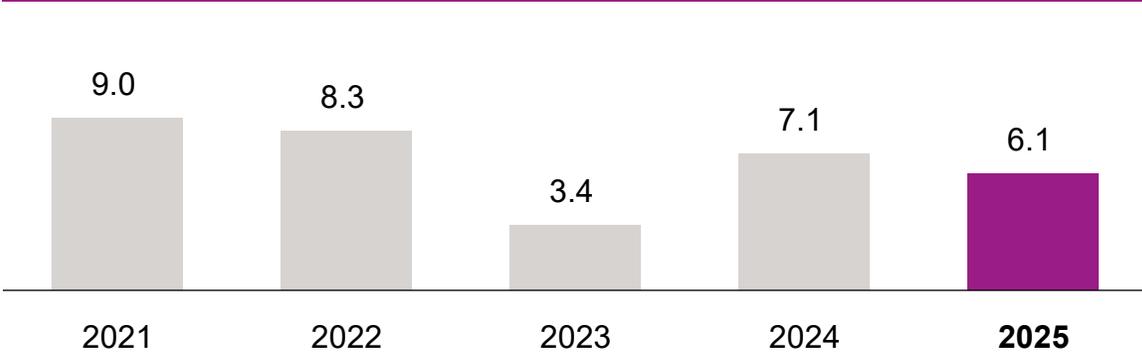
Adj. EBITDA / Margin (in € m / in %)



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



ROCE (in %)

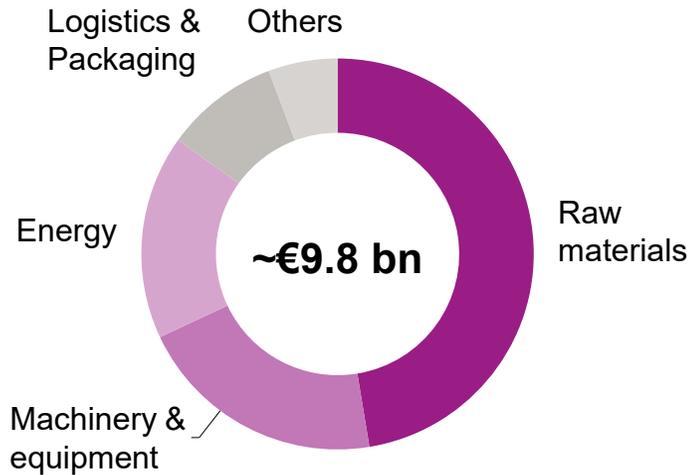


Management compensation

<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</p> <ol style="list-style-type: none"> 1. Progression towards EBITDA margin target 2. EBITDA growth (yoy) 3. Contribution to FCF target 	<p>... and integrating Safety First mindset</p> <ol style="list-style-type: none"> 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%: Social Index

Procurement volume split & breakdown of raw material spend

Total procurement volume 2025



Breakdown of raw material spend (examples)

Bio

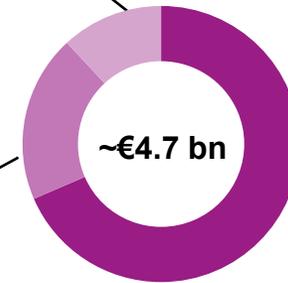
- Dextrose
- Fatty alcohols
- Fatty acids
- Tallow fatty acid

Inorganics & others

- Sodium silicate
- Sodium hydroxide
- Silicon metal

Fossil²

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



Custom Solutions

Methyl methacrylate
Methanol
Fatty acids

Advanced Technologies

Propene
Dextrose
Sodium silicate

Infrastructure & Others

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

Click the table of contents to navigate chapters

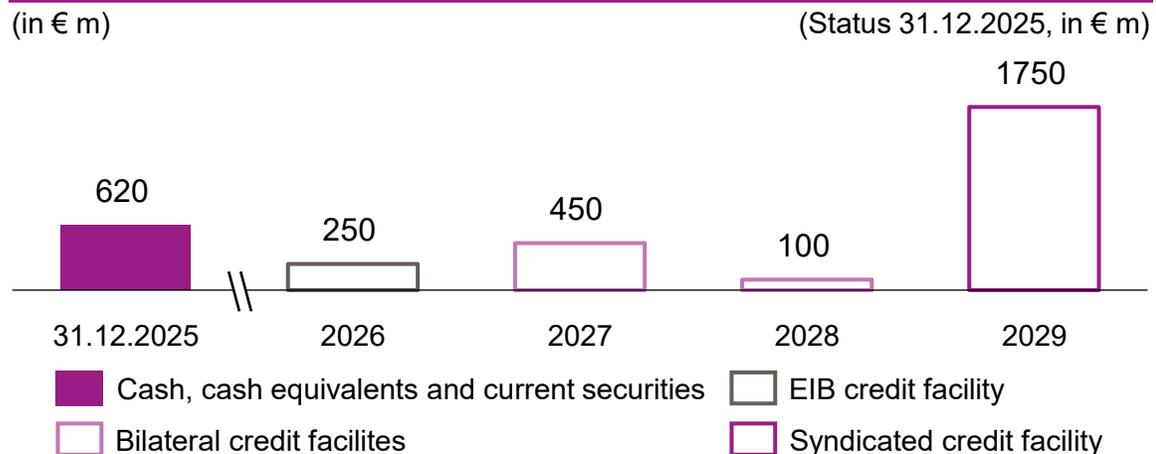
3 Financials

3.1 Main KPI's

3.2 Financial Strategy

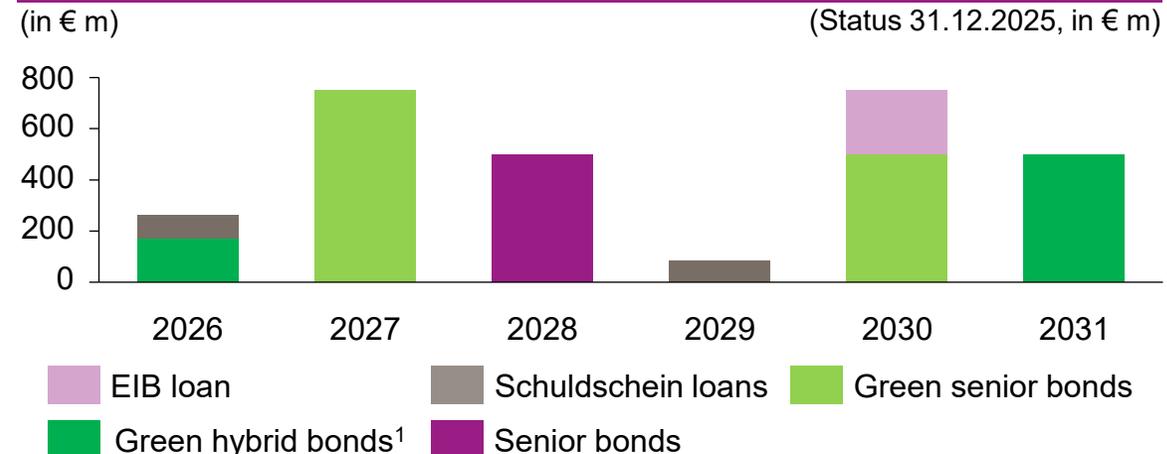
Financing strategy: Conservative, forward-looking and sustainable

Conservative Liquidity Profile



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

Well-balanced capital market maturity profile



- **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

ESG integration

Green bonds firmly established – supporting our sustainability strategy



Use of proceeds

Aligned with ICMA Green Bond Principles

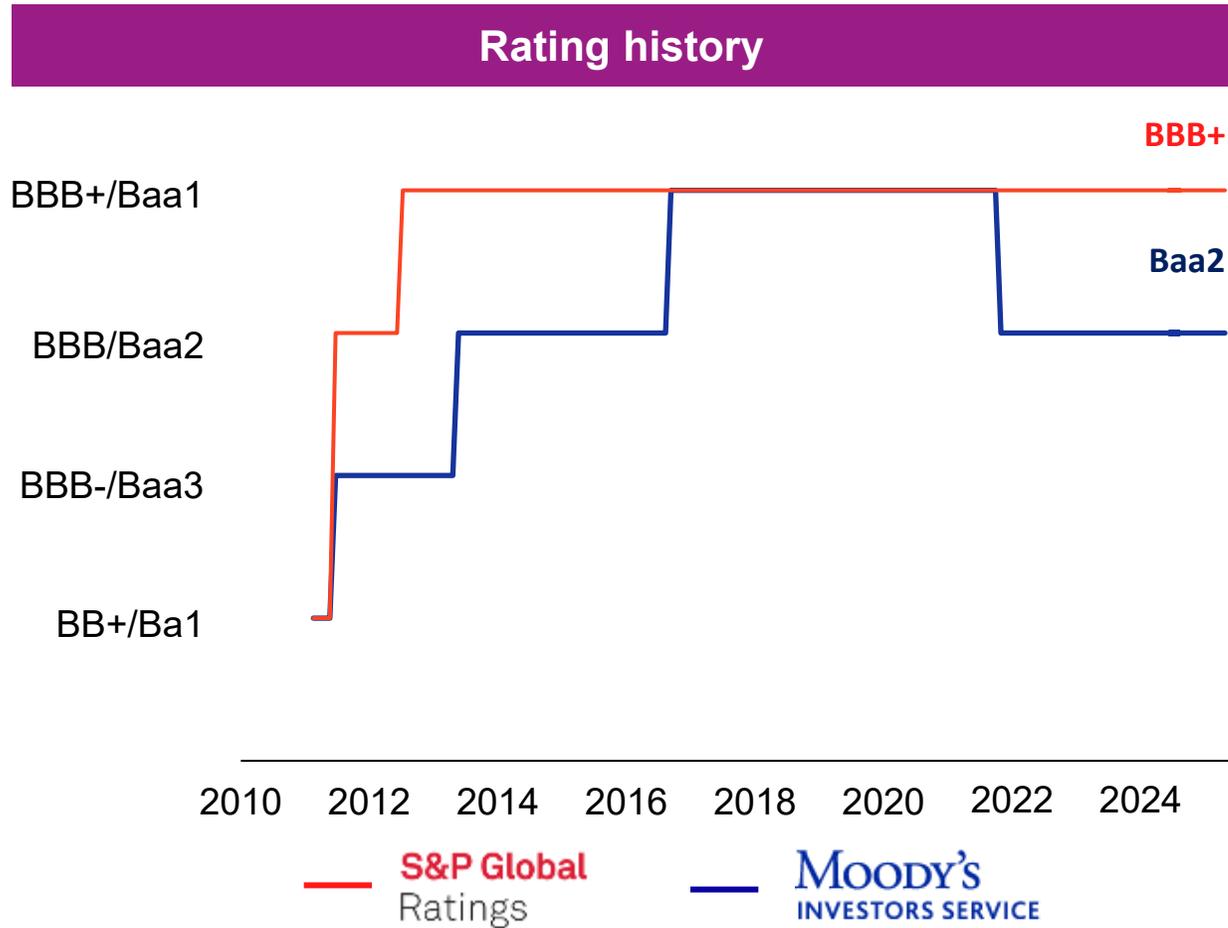
Green Finance Framework 2023

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

Evonik has a strong rating track record

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



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

Evonik Investor Relations Team



Christoph Finke
Senior Vice President Investor Relations

+49 174 9931647
christoph.finke@evonik.com



Cédric Schupp
Director Investor Relations & ESG

+49 173 2552453
cedric.schupp@evonik.com



Katharina Gayk
Specialist Investor Relations

+49 174 9931669
katharina.gayk@evonik.com



Johanna Göbel
Senior Manager Investor Relations

+49 172 5268167
johanna.goebel@evonik.com



Janine Göttel
Specialist Investor Relations

+49 151 53831578
janine.goettel@evonik.com



Gevitha Selvakumar
Manager Investor Relations & ESG

+49 174 9080817
gevitha.selvakumar@evonik.com



EVONIK

Leading Beyond Chemistry

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.