

**REMUNERATION
REPORT**

25

OF EVONIK INDUSTRIES AG



REMUNERATION REPORT

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Remuneration report

1. Introduction

This remuneration report contains a detailed and individualized presentation of the remuneration of the members of the executive board and supervisory board for fiscal 2025, together with the amount and structure of the individual components of the remuneration of the executive board and the supervisory board. The report complies with the requirements of the Act Implementing the Second Shareholder Rights Directive (ARUG II) of December 12, 2019 and has been prepared in compliance with the requirements of section 162 of the German Stock Corporation Act (AktG). It contains all relevant information on the remuneration awarded/due to the present and former members of the executive board and the supervisory board members for 2025 on an individualized basis.

To enhance understanding, this remuneration report also outlines the principles of the remuneration system for the executive board, which was most recently presented to the annual shareholders' meeting of Evonik Industries AG on May 25, 2022 and approved by the meeting, and the remuneration system for the supervisory board, which was most recently confirmed by the annual shareholders' meeting of Evonik Industries AG on June 4, 2024.

Going beyond the requirements of section 162 paragraph 3 of the German Stock Corporation Act (AktG), KPMG AG Wirtschaftsprüfungsgesellschaft also conducted a substantive audit of the remuneration report. The audit report is attached to the remuneration report.

2 Remuneration of the executive board

2.1 Overview of the current remuneration system for the executive board

The remuneration of the members of the executive board is based on the remuneration system for the executive board, as last amended effective January 1, 2023. It complies with the legal framework and with the recommendations of the German Corporate Governance Code and was approved by the annual shareholders' meeting of Evonik Industries AG on May 25, 2022. The following overview presents the principal elements of the remuneration system for the executive board of Evonik Industries AG. The remuneration system comprises fixed, performance-unrelated and variable, performance-related components. Full details of the remuneration system for the executive board are available on the company's website.

 www.evonik.finance/remunerationsystem-executiveboard

Components of the remuneration system for the executive board

C01

Total remuneration	Fixed remuneration	Base salary	<ul style="list-style-type: none"> Fixed annual salary, paid in twelve monthly installments 	
		Fringe benefits	<ul style="list-style-type: none"> Benefits in kind such as a company car and driver, insurance, reimbursement of the cost of maintaining two households for a limited time period, remuneration for offices held within the company's sphere of interest 	
		Pension arrangements	<ul style="list-style-type: none"> Annual contribution of 15% of target remuneration (base salary and annual bonus) based on 100% target attainment Normally paid out as a lifelong pension Alternatively: 15% of target remuneration as a gross payment; not earmarked for a specific purpose 	
	Variable remuneration	Short-term variable remuneration	Performance period	<ul style="list-style-type: none"> 1 year
			Performance targets	<p>Annual bonus calculated by multiplying the bonus factor (target range 0–200%), comprising</p> <ul style="list-style-type: none"> 30% adjusted EBITDA 30% adjusted EBITDA margin 30% free cash flow 10% accident performance of the Evonik Group <p>by the performance factor (target range: 80–120%) comprising non-financial targets derived from strategy//portfolio, cost structure efficiency, and sustainability</p> <p>Payment capped at 200%</p>
			Settlement	<ul style="list-style-type: none"> After the end of the fiscal year
		Long-term incentive (LTI)	Performance period	<ul style="list-style-type: none"> 4 years; share-based component measured at the end of each year, sustainability component measured at the end of the four-year performance period
			Performance targets for 2025 tranche	<ul style="list-style-type: none"> 80% performance of Evonik shares vs. benchmark index on a total shareholder return basis (relative performance: 0–200%) 20% sustainability component comprising: <ul style="list-style-type: none"> – 40% reduction in CO₂ emissions – 40% increase in sustainability profile of the product portfolio – 20% social index <p>Target attainment: 0–200%</p>
			Settlement	<ul style="list-style-type: none"> After the end of the four-year performance period
	Claw-back clause	<ul style="list-style-type: none"> Retention or claw-back of paid variable remuneration components in the event of serious breaches of conduct 		
Share Ownership Guidelines (SOG)	<ul style="list-style-type: none"> 100% of gross annual base salary for all executive board members Three-year investment phase and obligation to hold shares for duration of the period of service on the executive board 			
Cap on termination benefits	<ul style="list-style-type: none"> Maximum value of remuneration for the remaining term of the contract; in no case may termination benefits exceed two years' annual remuneration, including variable remuneration components 			
Remuneration for other offices held	<ul style="list-style-type: none"> Remuneration received for offices held in the interests of the Evonik Group is deducted from the short-term variable remuneration for 2025. In the case of remuneration for other offices held, the supervisory board decides whether they should be offset. 			

2.2 Review of fiscal 2025

Business performance

2025 was dominated by a challenging global economic situation and high uncertainty. The global economy lost momentum from mid-year, hampered by protectionist trade policies and the expansion of trade tariffs, especially by the USA. In addition, growth was held back by structural challenges such as high global debt, the real estate crisis in China, and persistently high energy costs in Europe. Although central banks cut interest rates to support the economy, demand remained low in many end-markets. The uncertainty was exacerbated by risks resulting from geopolitical conflicts, possible financial or real estate crises, and exchange rate effects. In 2025, Evonik mitigated these effects through consistent cost discipline and optimization programs in order to safeguard its resilience and continue to drive forward the transformation of the Group.

In these increasingly challenging business conditions in 2025, Evonik did not perform as well as had been anticipated at the beginning of the year. A considerable reduction in demand was registered in the second quarter. This continued and gained pace in the third quarter, leading to lower utilization of production capacities. Overall, selling prices only dropped slightly. Group sales were 7 percent lower than in the previous year at €14.1 billion, and adjusted EBITDA declined by 9 percent to €1.9 billion. Net income increased from €222 million to €265 million. Thanks to our clear focus on liquidity management, the free cash flow was €695 million.

Personnel changes on the executive board and supervisory board

The supervisory board appointed Lauren Kjeldsen and Dr. Claudine Mollenkopf to the executive board effective April 1, 2025. Ms. Kjeldsen is responsible for the businesses grouped in the Custom Solutions segment and for innovation and the Americas region.

Dr. Mollenkopf is in charge of the businesses in the Advanced Technologies segment, operational excellence, and the Asia-Pacific region.

Dr. Harald Schwager, deputy chairman of the executive board, stepped down from the executive board as of March 31, 2025 and left the company when his contract ended on August 31, 2025.

Maike Schuh, former chief financial officer of Evonik Industries AG, left the company on September 18, 2025. The chairman of the executive board, Christian Kullmann, has taken over her duties on the executive board until a new appointment is made to this role.

Mr. Gerhard Ribbeheger left the supervisory board on December 31, 2024 after five years of service. He was a member of the investment and sustainability committee and the innovation and research committee. Ms. Britta Sorge has taken over his functions on the supervisory board and in the committees.

2.3 Incorporation of the resolution approving the remuneration report for fiscal 2024

The remuneration report compiled by Evonik Industries AG in accordance with the requirements of section 162 of the German Stock Corporation Act (AktG) on the remuneration awarded and due to present and former members of the executive board and supervisory board in the previous year (fiscal 2024) was approved by the shareholders' meeting on May 28, 2025 with a majority of 93.46 percent of the votes cast.

The supervisory board and executive board regard this as positive feedback on the changes made in the remuneration report for fiscal 2024 to enhance transparency and comprehensibility and take account of the feedback from investors. This important dialogue with investors was continued in 2025. The revision of the remuneration system for the executive board, which will be submitted to the shareholders' meeting for approval in 2026, takes into account suggestions made by investors and was discussed in an open dialogue process. Chapter 2.6 [p.26](#) contains an overview of the revised remuneration system for the executive board.

2.4 Remuneration system for the executive board

2.4.1 Principles and objectives

The remuneration system for the executive board, which is the basis for this report, is designed to ensure that members receive appropriate remuneration for their tasks and responsibilities and to take direct account of the performance of each member of the executive board and of the company. The structure of the remuneration system for the executive board of Evonik Industries AG is geared to sustained value creation and performance-oriented management of the company.

2.4.2 Determination and appropriateness of the remuneration of the executive board

The supervisory board sets the total target remuneration for the executive board on the basis of the remuneration system and regularly reviews the appropriateness of the remuneration. For this purpose, the supervisory board may consult independent advisors. The executive committee of the supervisory board and the full supervisory board last reviewed the appropriateness and market conformity of the remuneration of the executive board at their meetings on September 19, 2024. This was based on a study of the appropriateness and market conformity of the remuneration of the executive board commissioned by the chairman of the supervisory board from an external consultant in spring 2024.

Pursuant to section 87 of the German Stock Corporation Act (AktG), the structure, weighting, and level of the individual remuneration components and the remuneration as a whole should be appropriate. The supervisory board ensures this by reviewing the appropriateness of the level and structure of the remuneration on the basis of a horizontal comparison (i.e., relative to companies included in the DAX and MDAX indices) and a vertical comparison (relative to Evonik employees in Germany).

Based on the findings of the remuneration study, the supervisory board concluded that the present remuneration of the members of the executive board of Evonik Industries AG is in conformance with the market. This applies for both the level and the structure of remuneration, in other words, the percentage distribution of the individual remuneration components—fixed remuneration, annual bonus, LTI, and pension arrangements—relative to total remuneration. Market conformance is established in both the horizontal and the vertical comparison.

The supervisory board will regularly review the remuneration in the future as well and alter it if necessary.

2.4.3 Components and structure

As defined by the remuneration system 2022, the remuneration of the active members of the executive board comprises three components. The first component comprises fixed remuneration, which takes account of the tasks and duties of the executive board members, the customary fringe benefits, and pension arrangements. The second component is short-term variable remuneration in the form of an annual bonus, which is dependent upon the achievement of the company’s annual performance targets. The third component is a long-term incentive (LTI), which is directly linked to the development of the company’s value and is therefore intended to provide an incentive for sustained commitment to the company. The targets for the short- and long-term variable remuneration components are derived from the corporate strategy of the Evonik Group. The structure of the remuneration

components is designed so that the variable remuneration resulting from the attainment of targets with a long-term focus exceeds the proportion resulting from short-term (i.e., one-year) variable remuneration. Overall, the remuneration supports the long-term development of the company. For every member of the executive board, the fixed remuneration is between 39 percent and 42 percent of their total remuneration, the short-term variable components are between 23 percent and 26 percent, and the long-term components make up 35 percent. Therefore, for every executive board member, the share of variable remuneration exceeds the share of fixed remuneration. The criteria for measuring the short-term and long-term variable remuneration are not identical.

The remuneration system does not contain an option of granting special bonuses or dividend equivalents.

Total target remuneration

C02

Component	Christian Kullmann	Lauren Kjeldsen	Dr. Claudine Mollenkopf	Thomas Wessel
Long-term variable remuneration	35%	35%	35%	35%
Short-term variable remuneration	26%	24%	24%	23%
Fixed remuneration	39%	41%	41%	42%
Fringe benefits	1%	1%	1%	3%
Pension	8%	8%	8%	8%
Base salary	30%	32%	32%	31%
Total target remuneration	Christian Kullmann	Lauren Kjeldsen	Dr. Claudine Mollenkopf	Thomas Wessel

2.4.4 Performance-unrelated components

The performance-unrelated remuneration component comprises a fixed annual base salary, benefits in kind and other fringe benefits, and pension arrangements. As performance-unrelated remuneration, the executive board members receive the components set out in the table headed "Objective of the remuneration components and relation to strategy."

Fixed annual base salary

The fixed annual base salary is a cash payment for the fiscal year. It takes account of the scope of responsibility of each executive board member and is paid out in twelve equal installments.

Benefits in kind and other fringe benefits

Benefits in kind and other fringe benefits principally comprise benefits such as a company car and driver, insurance, subsidies for healthcare and nursing care insurance contributions, and medical check-ups. Executive board members may receive a rent subsidy if the performance of their duties requires them to rent a second apartment. Benefits in kind are calculated and reported at the values defined in the tax regulations.

Further, members of the executive board may receive additional remuneration for offices they hold in the interests of the company. Apart from the fees paid to executive board members for attending meetings, this additional remuneration is deducted from their annual bonus or paid over to the company.

Company pension plan

A defined contribution system has been introduced as the standard company pension plan. This is a capital-based system funded by provisions. The company credits a fixed annual amount to the pension account of each executive board member. This is 15 percent of their target remuneration, in other words, their fixed annual base salary and target bonus (variable short-term remuneration assuming 100 percent target attainment). The guaranteed interest

Objective of the remuneration components and relation to strategy

T01

Remuneration components	Structure	Objective and relation to strategy
Base salary	<ul style="list-style-type: none"> • Agreed fixed remuneration • Paid monthly at month-end 	<ul style="list-style-type: none"> • Reflects the member's position on the executive board and market conditions • Guaranteed remuneration component
Benefits in kind	<ul style="list-style-type: none"> • Provision of a company car/driver • Medical check-ups • Insurance benefits • Provision of telecommunications equipment • Subsidized contributions to healthcare and nursing care insurance 	<ul style="list-style-type: none"> • Assumption of costs incurred in the company's interests
Other fringe benefits	<ul style="list-style-type: none"> • Reimbursement of the cost of maintaining two households • Remuneration for offices held within the company's sphere of interest 	<ul style="list-style-type: none"> • Offsetting of economic disadvantages arising in connection with membership of the executive board
Pension arrangements	<ul style="list-style-type: none"> • Capital-based, provision-related system with a guaranteed interest rate • Normally paid as a pension • Alternatively, since 2023: pension allowance • Pension payments 	

rate during the term of the employment contracts is 5 percent p.a. The pension benefit comprises the amount that has accrued on the account, i.e., contributions credited to the account plus accumulated interest. In the event of death or disability, the amount that would be available on the account on the member's 55th birthday, including projected contributions and interest, is calculated. Payment normally comprises a lifelong pension. Alternatively, executive board members may opt for disbursement of part of the capital (maximum 50 percent) in six to ten installments. At the request of a former executive board member and taking into account the company's economic interests, the supervisory board may decide that the capital should be paid out in full as a single lump sum. Such application must be submitted before the balance on the pension account is drawn. Where executive board members accrued pension entitlements prior to their appointment to the executive board, these are either integrated into the system as an initial contribution or continue to be managed separately. If an executive board member's contract ends before benefits are payable, no further contributions are credited to the

account. It continues to earn interest at a common market interest rate, which reflects the average interest paid by major German life insurers (at least 2.25 percent p.a.), until benefits are claimed.

Members of the executive board are entitled to pension benefits after they leave the company. In addition, Mr. Kullmann and Mr. Wessel can claim pension benefits from the date of premature termination or non-extension of their executive board contracts by the company, providing they do not give due cause for such termination. This claim also relates to pension entitlements they accrued during periods of service at Evonik prior to their appointment to the executive board. An arrangement that differs from the pension system was agreed with Dr. Harald Schwager. He was given a commitment that he would receive a lifelong pension of €40 thousand p.a. for each full year of service and a pro rata amount for each partial year of service. Since 2025, he has received a retirement pension on this basis.

For newly appointed executive board members, from 2023 onwards, the supervisory board has the option of agreeing on a pension allowance with each newly appointed member as part of their gross remuneration, instead of a pension commitment. As for the company pension plan, the annual pension allowance is 15 percent of the target remuneration. It is paid to the executive board member annually as a gross amount and is not earmarked for a specific purpose.

2.4.5 Performance-related components

The performance-related variable remuneration comprises short-term variable remuneration and long-term variable remuneration (LTI). The composition aims for a balanced ratio of the attainment of short-term targets, long-term success, and sustainable value

creation. The supervisory board ensures that the variable remuneration targets are challenging, sustainable, and ambitious. The table headed “Objective of the variable remuneration components and relation to strategy” provides an overview of the performance-related variable remuneration components provided for by the 2022 remuneration system for the executive board.

Short-term variable remuneration

The performance-related annual bonus is dependent on the attainment of business targets for the Evonik Group, which are measured by key performance indicators (bonus factor) and the attainment of non-financial targets (performance factor). The bonus factor and performance factor are multiplied.

The level of the bonus factor depends on the achievement of the agreed business targets for the Evonik Group and may be between 0 percent and 200 percent. The business-related KPI targets are the adjusted EBITDA, adjusted EBITDA margin, and free cash flow of the Evonik Group, each of which has a weighting of 30 percent. These are the Group’s main performance indicators, ensuring that the development of remuneration and the company are comparable. For all performance indicators, the supervisory board derives specific targets from the strategic corporate planning, and a corresponding performance band with upper and lower limits is defined.

Non-financial targets with ESG dimensions in the form of the development of accidents (accident frequency and process safety) have been an important element of short-term variable remuneration for a long time. They have a weighting of 10 percent. The metrics used are the lost time injury rate and the absolute number of process safety incidents per 200,000 working hours. ESG aspects are therefore included in the short-term variable remuneration.

Objective of the variable remuneration components and relation to strategy

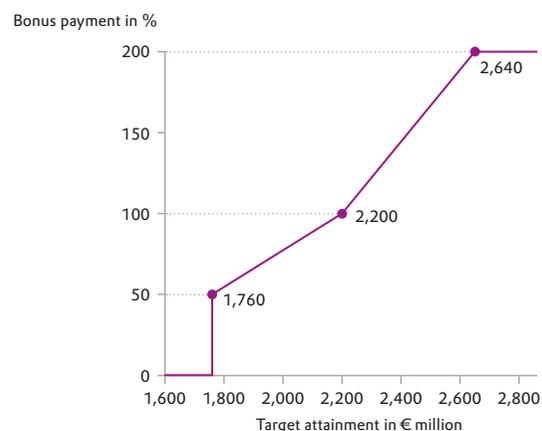
T02

Remuneration components	Structure	Objective and relation to strategy
Short-term variable remuneration (performance-related annual bonus)	<ul style="list-style-type: none"> • Period: 1 year • Relevant target parameters: <ul style="list-style-type: none"> – 90% financial targets for the Group – 10% accident performance of the Group • Possible target attainment of the target parameters: 0–200% • Application of the individual performance factor 0.8–1.2 • Possible total target attainment: 0–200% • Paid in: following year 	<ul style="list-style-type: none"> • Attainment of the one-year targets for the Group derived from the strategic planning • Creation of the preconditions for investment and the ability to pay a dividend • Inclusion of stakeholder interests • Continuous development of the operating business • Inclusion of employee health as an ESG component of short-term variable remuneration
Variable remuneration resulting from attainment of long-term targets (LTI)	<ul style="list-style-type: none"> • Performance period: 4 years • Relevant target parameters: <ul style="list-style-type: none"> – 80% share-based (performance of Evonik shares and performance of Evonik shares relative to the benchmark index) – 20% ESG targets (reduction in CO₂, sustainability portfolio, social index) • Possible total target attainment: 0-200% • Paid in: year following the performance period 	<ul style="list-style-type: none"> • Achievement of the multi-year targets for the Group derived from the mid-term planning • Long-term increase in the value of the company • Inclusion of stakeholder interests • Incentive to implement the long-term corporate strategy • Retention of the executive board member in the Group • Alignment of the interests of executive board members and shareholders

Target attainment and bonus payment curves for the business performance indicators for fiscal 2025

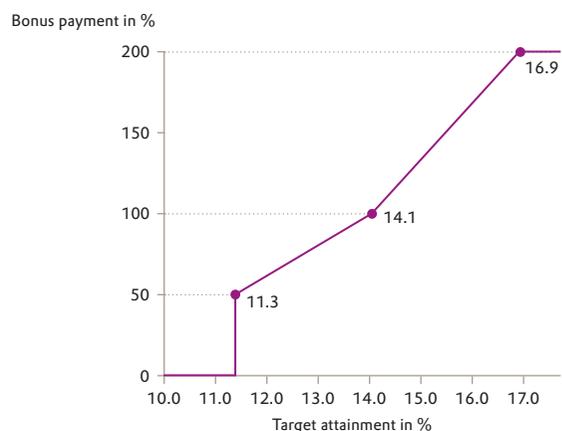
Adjusted EBITDA

C03



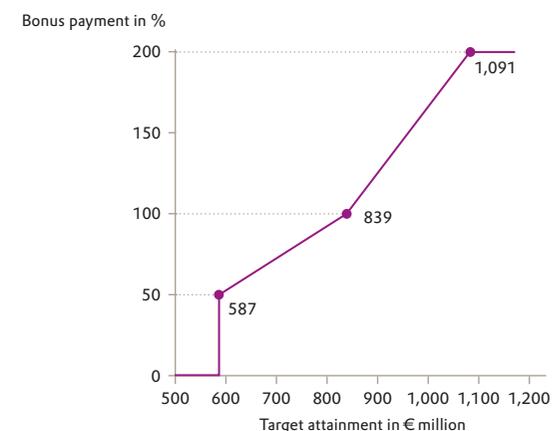
Adjusted EBITDA margin

C04



Free cash flow

C05



All parameters are measured against the long-term strategic objectives for the Group, based on the actual results in the fiscal year. The charts headed “Target attainment and bonus payment curves for the business performance indicators for fiscal 2025” show the relation between the budget approved by the supervisory board for each performance indicator and the target defined by the supervisory board for each financial indicator.

The performance factor rewards the attainment of the non-financial targets and can vary between 0.8 and 1.2. The reference indicators are aligned with the performance objectives for the

executive board and normally have a multi-year context within the target-setting framework. The chart headed “Non-financial performance targets for the short-term variable remuneration in 2025” on the following page provides an overview of the three areas, together with the detailed targets.

If the non-financial and business targets for the Evonik Group are achieved in full, the contractually agreed target bonus is paid. If Group income falls short of the agreed thresholds, the bonus factor may—in the extreme case—be zero, regardless of personal attainment. In other words, it is conceivable that a bonus might not

be paid for a specific year. The bonus is capped at 200 percent of the target bonus. If the values actually achieved are between the target and threshold values or between the target and the cap, the settlement factor is determined by linear interpolation. The business and non-financial targets set for executive board members for the bonus and performance factors are agreed in writing at the start of each fiscal year between the supervisory board and each member of the executive board, and the level of attainment is determined by the supervisory board after the end of the year.

Non-financial performance targets for the short-term variable remuneration for 2025

C06

Description of targets	
1. Strategy/portfolio	<ul style="list-style-type: none"> • Implementation of the new corporate structure for the Evonik Group and systematic management of the businesses in line with their strategic role in the portfolio, with a focus on growth businesses • Further streamlining of the portfolio by divesting transformation businesses • Technology & Infrastructure: implementation of Tango 2—preparations for the carve-out of the Marl and Wesseling sites • Implementation of the Evonik Tailor Made (ETM) measures to realize the target structure by year-end 2026 • Implementation of the three innovation growth areas and realization of the internationalization strategy at RD&I
2. Performance/costs	<ul style="list-style-type: none"> • Continued systematic implementation of the restructuring/optimization projects in the business lines • Stringent cost management in all organizational units within the Group; measured by realized net savings • Performance of investment projects (time, quality, costs)
3. Sustainability	<ul style="list-style-type: none"> • Publication of the financial and sustainability report in conformance with the European Sustainability Reporting Standards (ESRS); benchmarking and ramp-up of the phase-in requirements • Establishment of an initial overview of opportunities and risks of the Evonik Climate Transition Plan for the business lines, taking into account the use of NextGen Solutions (NGS) and NextGen Technologies (NGT) • Ongoing comparison and prioritization of investments for NGT/EAGER and with a view to portfolio alignment (NGS) • Establishment of a concept to empower the business lines and functions in the area of sustainability in alignment with the new corporate management model based on ETM • NextGen Culture: embedding a growth culture as part of the ongoing transformation of Evonik

The short-term variable remuneration is calculated as presented in the chart headed “Overview and calculation of the short-term variable remuneration.”

Long-term variable remuneration (LTI plans)

The members of the executive board receive long-term variable remuneration in the form of LTI plans. In most cases, the reference base for long-term remuneration is a sustained rise in the value of the company.

Performance is measured by the absolute performance of Evonik’s share price and its performance relative to the MSCI World Chemicals IndexSM. The MSCI World Chemicals IndexSM comprises leading chemicals companies in developed markets worldwide and serves as a benchmark for the development of the entire sector. Coupling the share price performance with this index allows an objective assessment of performance in the context of the sector, irrespective of the general changes in share prices. Based on the contractually agreed target amount, which is defined in euros, a number of virtual shares is calculated using the share price at the start of the performance period. This is based on the average price of Evonik shares and the level of the MSCI World Chemicals IndexSM in the last 60 trading days prior

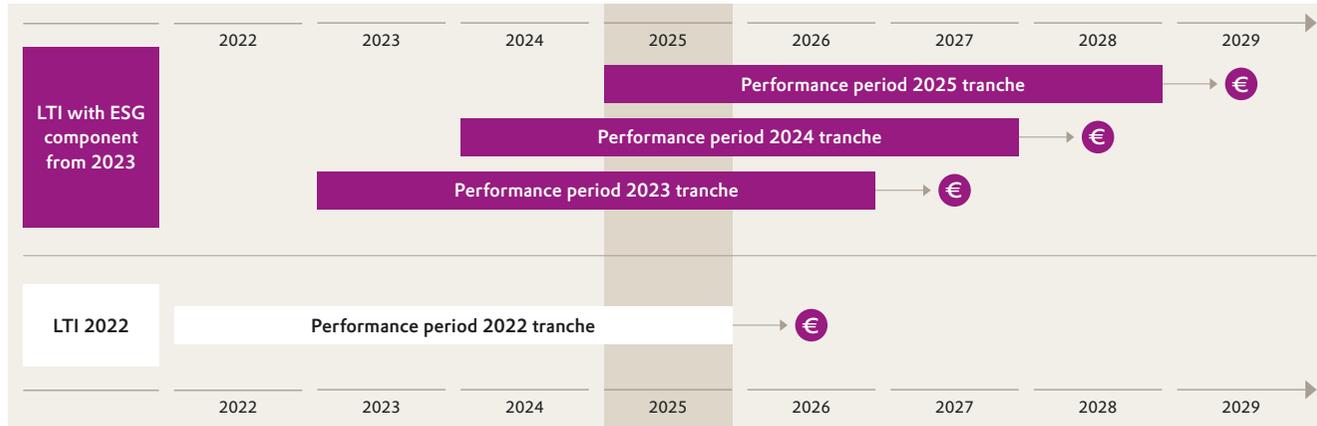
Overview and calculation of the short-term variable remuneration

C07



Active LTI plans

C08



€ = settlement amount

Calculation of long-term remuneration from LTI 2019

C09



to the start of the performance period. The performance period starts on January 1 of the grant year and runs for four years (see recommendation G.10 of the German Corporate Governance Code). At the end of the performance period, the starting price

of Evonik shares is viewed against the average share price at the end of the performance period, plus any dividends per share actually paid in this period. This is compared with the performance of the benchmark index (total shareholder return/TSR).

The TSR represents the return on Evonik shares based on the share price performance and dividend payment and is a yardstick used to measure investment in Evonik shares compared with other companies. Eligible participants are informed of the outcome after the end of the performance period.

Long-term variable remuneration: LTI tranches 2019 through 2022

For the LTI tranches 2019 through 2022, the intrinsic value of the LTI is measured at the end of each year in the four-year performance period by comparing the starting price of Evonik shares with the average price of the shares at year-end, plus the dividends per share actually paid during the performance period. This is then compared with the performance of the benchmark index (total shareholder return).

The relative performance may be between 70 percentage points and 130 percentage points. If the relative performance is below 70 percentage points, the relative performance factor is deemed to be 0. If the relative performance is above 130 percentage points, the relative performance is capped at 130.

The payment is calculated by multiplying the relative performance by the number of virtual shares allocated and the average price of Evonik shares at the end of the performance period. For the years 2019 through 2022, the overall performance, and thus the amount to be paid at the end of the performance period, has been calculated as an average of the performance in each year.

The upper limit for these payments is set at 300 percent of the amount awarded to the individual. Settlement is exclusively in cash; no shares or share options are granted.

Long-term variable remuneration: LTI plans since 2023

Since 2023, 80 percent of the intrinsic value of the LTI plans has been determined by the performance of Evonik shares and 20 percent by the attainment of the sustainability targets. Like the short-term variable remuneration, the intrinsic value of the long-term variable remuneration is determined in each case by at least two criteria.

For the share-based component, the intrinsic value of the LTI is measured at the end of each year in the four-year performance period by comparing the starting price of Evonik shares with the average price of the shares at the end of the performance period plus the dividends actually paid during the performance period. This is then compared with the development of the benchmark index on a total shareholder return basis. There is no further link between remuneration and the level of the dividend.

The relative performance may be between 0 percent and 200 percent. If the relative performance is below 0 percent, the relative performance factor is deemed to be 0. If the relative performance is greater than 200 percent, the relative performance factor is set at 200.

The settlement amount is calculated by multiplying the relative performance by the number of virtual shares allocated and the average price of Evonik shares in the last 60 trading days in the performance period. The total performance of the share-based component is determined at the end of the performance period as an average of the performance in each year.

The sustainability component is determined separately on the basis of between one and three measurable ESG (environmental, social, governance) targets for the Evonik Group. Before the allocation of each tranche, the supervisory board defines the exact annual targets, their relative weighting, and the target amounts for the calculation of 100 percent target attainment. Target attainment may range from 0 to 200 percent.

From 2023, there is an upper limit for these payments; this is set at 200 percent of the amount awarded to the individual.

Settlement is exclusively in cash; no shares or share options are granted.

For all allocated LTIs, the supervisory board has the option of setting a payment that deviates from the target attainment measured.

Calculation of long-term remuneration from LTI 2023

C10



2.4.6 Determination of maximum remuneration

To comply with section 87a paragraph 1 sentence 2 no. 1 of the German Stock Corporation Act (AktG) and recommendation G.1 of the German Corporate Governance Code, the supervisory board is required to set a maximum amount for remuneration. The maximum remuneration of members of the executive board is defined as follows in the remuneration system:

Components of maximum remuneration T03

Fixed remuneration components	<ul style="list-style-type: none"> • Base salary • Fringe benefits
Variable remuneration components	<ul style="list-style-type: none"> • Short-term variable remuneration (annual bonus) • Long-term variable remuneration (LTI)
Pension	<ul style="list-style-type: none"> • Service cost

The maximum remuneration for a fiscal year is based in each case on the maximum possible performance-unrelated and performance-related remuneration, including the service cost of company pension plans:

Christian Kullmann:	€9,700 thousand
Lauren Kjeldsen:	€5,200 thousand
Dr. Claudine Mollenkopf:	€5,200 thousand
Thomas Wessel:	€5,200 thousand
Maike Schuh:	€5,200 thousand
Dr. Harald Schwager:	€7,200 thousand

2.4.7 Cap on termination benefits in the event of premature termination of term of office

In compliance with recommendation G.13 of the German Corporate Governance Code, the employment contracts with all executive board members set a general cap on termination benefits.

Accordingly, payments to executive board members in the event of premature termination of their term of office should not exceed the value of the remuneration for the remaining term of their employment contract; in no case should such payments exceed two years’ remuneration, including variable remuneration. The contracts specify that no termination benefits are payable if an executive board member’s contract is terminated for reasons for which he or she is responsible. The cap on termination benefits is based on total remuneration in the previous fiscal year and, where appropriate, the anticipated total remuneration for the current fiscal year.

2.4.8 Share ownership guidelines

To align the interests of the executive board and the shareholders and strengthen sustainable performance, the share ownership guidelines are an important part of the remuneration system for the executive board. Mandatory personal investment in shares and the associated obligation to hold them for the duration of the member’s term of office ensure that the executive board members build and maintain a shareholding equivalent to one year’s remuneration. They therefore participate both positively and negatively in the Evonik Group’s long-term development. In this way, account is taken of both the recommendations of the German Corporate Governance Code and the requirements of the German Stock Corporation Act to align the remuneration with the sustainable development of the company. There is a contractual requirement for executive board members to acquire Evonik shares equivalent to the value of at least 100 percent of their fixed annual base salary within three years from 2019 or from their initial appointment (investment phase) and to hold these shares for the duration of their period of service on the executive board. As of December 31, 2025, the active executive board members met their share ownership obligations to the following extent:

Status of fulfillment of the share ownership guidelines T04

Executive board member	Target (% of base salary)	Status	End of the investment phase
Christian Kullmann	100%	Achieved	Achieved
Lauren Kjeldsen (from April 1, 2025)	100%	Investment phase	April 1, 2028
Dr. Claudine Mollenkopf (from April 1, 2025)	100%	Investment phase	April 1, 2028
Thomas Wessel	100%	Achieved	Achieved

2.4.9 Claw-back clause

To safeguard the sustained development of the company and prevent the assumption of inappropriate risks, in the event that a member of the executive board commits a serious breach of his or her statutory duties or internal rules of conduct, contracts with members of the executive board contain a clause providing for the reimbursement or offsetting, in full or in part, of any variable remuneration components paid to the member of the executive board for the performance period in question (claw-back clause).

The supervisory board has the option to claw back variable remuneration components. It did not use this option in 2025 because there were no incidents either before or during the reporting period that would have given rise to this.

2.4.10 Temporary deviation from the remuneration system

As permitted by section 87a paragraph 2 sentence 2 of the German Stock Corporation Act (AktG), the supervisory board may temporarily deviate from the remuneration system.

Following a careful review, the supervisory board did not utilize this option in fiscal 2025.

2.5 Remuneration of the members of the executive board for 2025

This section provides details of the remuneration of the members of the executive board of Evonik Industries AG. It contains information on the total remuneration of the executive board, the targets for variable remuneration and their attainment, and an individualized breakdown of the remuneration of each member of the executive board for 2025.

The total remuneration of the executive board in fiscal 2025 complied with the provisions of the remuneration system. In 2025, there was no year-on-year change in the target remuneration for the executive board members defined by the supervisory board in accordance with the remuneration system for the executive board.

Target total remuneration of the executive board members in office as of December 31, 2025

T05

in €	Christian Kullmann		Lauren Kjeldsen (from April 1, 2025)		Dr. Claudine Mollenkopf (from April 1, 2025)		Thomas Wessel	
	Amount	%	Amount	%	Amount	%	Amount	%
Base salary	1,400,000	30%	600,000	32%	600,000	32%	800,000	31%
Fringe benefits ^a	49,000	1%	15,000	1%	18,000	1%	70,000	3%
Pension plan (15% of base salary and short-term variable remuneration)	390,000	8%	157,500	8%	157,500	8%	210,000	8%
Fixed base salary	1,839,000	39%	772,500	41%	775,500	41%	1,080,000	42%
Short-term variable remuneration	1,200,000	26%	450,000	24%	450,000	24%	600,000	23%
Long-term variable remuneration	1,650,000	35%	675,000	35%	675,000	35%	900,000	35%
Variable remuneration	2,850,000	61%	1,125,000	59%	1,125,000	59%	1,500,000	58%
Target total remuneration	4,689,000	100%	1,897,500	100%	1,900,500	100%	2,580,000	100%

^a Fringe benefits comprise company cars, remuneration for other offices held, and attendance fees for fiscal 2025.

2.5.1 Performance-unrelated components

The performance-unrelated remuneration of the executive board for fiscal 2025 comprised a base salary, fringe benefits, and pension commitments.

Fixed annual remuneration

The table headed "Base salary" shows the base salaries of the individual executive board members for a fiscal year.

Base salary

T06

in €	2025
Christian Kullmann (chairman)	1,400,000
Lauren Kjeldsen	800,000
Dr. Claudine Mollenkopf	800,000
Thomas Wessel	800,000
Maike Schuh	800,000
Dr. Harald Schwager	1,130,000

Fringe benefits

In 2025, fringe benefits comprised the taxes on non-financial remuneration components and, in some cases, remuneration for other offices held (see table headed "Remuneration awarded/due"). Fees for other offices held, excluding attendance fees, will be deducted from the short-term variable remuneration for 2025.

Service cost and present value of pension obligations**T07**

	IFRS		Annual contributions to the Evonik Board Pension Plan		
	Service cost	Present value of the defined benefit obligation as of December 31	Pension contribution	Interest	Total annual contribution
in €'000		2025			2025
Christian Kullmann	574	9,900	390	221	611
Lauren Kjeldsen (from April 1, 2025)	92	712	158	–	158
Dr. Claudine Mollenkopf (from April 1, 2025)	79	576	158	–	158
Thomas Wessel	312	7,508	210	200	410
Maïke Schuh (until September 18, 2025)	786	1,587	210	19	229
Dr. Harald Schwager (until March 31, 2025) ^a	271	5,272	–	–	–
Total	2,114	25,555	1,126	440	1,566

^a Not part of the standard pension plan.

Pension commitments

In 2025, the service cost recognized for members of the executive board totaled €1,057 thousand, calculated on the basis of the International Financial Reporting Standards (IFRS), and was recognized as an expense.

The present value of pension obligations for the active members of the executive board in accordance with IFRS was €18,696 thousand.

The present value of the pension obligations pursuant to the IFRS also includes accrued pension entitlements from long-term employment by the Evonik Group, which have been integrated into the system as an initial contribution and comprise a considerable proportion of the present value of the DBO.

To enhance understanding of the pension contributions actually paid in the fiscal year, for the executive board members covered by the standard pension plan, the newly earned pension and interest components are disclosed.

2.5.2 Performance-related remuneration—short-term variable remuneration (annual bonus)

To calculate the performance-oriented annual bonus, the target attainment factor for the business targets measured by performance indicators (bonus factor) is multiplied by the attainment factor for the non-financial targets (performance factor); see **c07** "Overview and calculation of the short-term variable remuneration" **p.9**.

Business targets based on performance indicators (bonus factor)

The level of the bonus factor depends on the achievement of the agreed business targets and may be between 0 percent and 200 percent. As performance criteria for fiscal 2025, the supervisory board defined the three criteria set out in the remuneration system, i.e., adjusted EBITDA, adjusted EBITDA margin, and free cash flow. For all performance indicators, specific targets were derived from the strategic corporate planning, and a corresponding performance band with upper and lower limits was defined. In addition, the weighting of each performance indicator was 30 percent as defined by the remuneration system. Accident frequency, accident severity, and plant safety were set as a further target as provided for by the remuneration system, with a weighting of 10 percent.

Non-financial targets (performance factor)

To determine the performance factor for the executive board members for 2025, team targets were determined, with a focus on strategy/portfolio, performance/costs, and sustainability. The table headed "Non-financial targets for 2025" shows the agreed non-financial targets and the associated attainment of these non-financial targets.

Based on an overall view, the supervisory board has established a significant overfulfillment of the expectations placed in the executive board members with regard to progress in the individual performance aspects.

Non-financial targets for 2025

C11

	Target description	Results	Target attainment
1. Strategy/ portfolio	<ul style="list-style-type: none"> Implementation of the new corporate structure for the Evonik Group and systematic management of the businesses in line with their strategic role in the portfolio, with a focus on growth businesses Further streamlining of the portfolio by divesting transformation businesses Technology & Infrastructure: implementation of Tango 2—preparations for the carve-out of the Marl and Wesseling sites Implementation of the Evonik Tailor Made (ETM) measures to realize the target structure by year-end 2026 Implementation of the three innovation growth areas and realization of the internationalization strategy at RD&I 	<ul style="list-style-type: none"> Establishment of the Custom Solutions segment (innovation-driven) and the Advanced Technologies segment (technology-oriented) Capacity expansions completed in key areas such as rhamnolipids (Slovakia), alkoxides (Singapore), and specialty metal oxides (Japan) and initiation of new growth projects for e.g., hydrogen peroxide (China/Korea) and membranes for hydrogen electrolysis (Germany) Next Markets program: focus on new markets (circularity, defense, aviation, and aerospace) Sale of transformation businesses (e.g., polyester, ketoacids, pharmaceutical amino acids) progressing as planned or completed (betaines) Marl and Wesseling sites (Germany) structured on a value-optimized basis and carved out to SYNEQT GmbH as preparation for further structural options Thanks to implementation of the ETM measures, the reorganization has been completed in more than 90% of units. €400 million savings potential translated into specific measures. More than half of the target savings achieved by year-end 2025 Operationalization of the innovation growth areas achieved Research hub in Allentown (Pennsylvania, USA) completed and linked to the Boston/Cambridge innovation ecosystem via the new Cambridge Innovation Satellite Further expansion of the research center in Mumbai (India) 	1.2
2. Performance/ costs	<ul style="list-style-type: none"> Continued systematic implementation of the restructuring/ optimization projects in the business lines Stringent cost management in all organizational units within the Group; measured by realized net savings Performance of investment projects (time, quality, costs) 	<ul style="list-style-type: none"> Custom Solutions: shutdown of plants (alkyl chloride plant in Marl (Germany)); ketoacid production in Hanau (Germany); realization of synergies and cost advantages by combining two business lines to form the new Interface & Polyurethane Additives business line Advanced Technologies: scheduled realization of optimization potential from restructuring programs (Janus, Sinergize, Calibrate, BITE+) in all business lines with total savings potential of >€400 million (including completion of the shutdown of production facilities in Leverkusen (Germany) and Waterford (New York, USA)) Net savings targets for 2025 basically achieved Majority of investment projects on schedule; measures for close oversight of sensitive projects implemented 	1.2
3. Sustainability	<ul style="list-style-type: none"> Publication of the financial and sustainability report in conformance with the European Sustainability Reporting Standards (ESRS); benchmarking and ramp-up of the phase-in requirements Establishment of an initial overview of opportunities and risks of the Evonik Climate Transition Plan for the business lines, taking into account the use of Next Generation Solutions (NGS) and Next Generation Technologies (NGT) Ongoing comparison and prioritization of investments for NGT/ EAGER and with a view to portfolio alignment (NGS) Establishment of a concept to empower the business lines and functions in the area of sustainability in alignment with the new corporate management structure based on ETM Next Generation Culture: embedding a growth culture as part of the ongoing transformation of Evonik 	<ul style="list-style-type: none"> First sustainability report in conformance with ESRS published; Building Public Trust Award for Best CSRD Report in the MDAX Climate transition plan: opportunities and risks up to 2040 integrated into the strategy process Prioritization of investments in NGT/EAGER continued and €56 million invested in 2025 Prioritization of Next Generation Solutions (NGS) to focus the portfolio achieved through investments in NGS; €290 million invested in 2025 Introduction of a lean governance approach for sustainability with a clear shift in operational sustainability activities to the business lines Focus: leadership in transformation as part of worldwide executive development, successful continuation of a platform for dialogue Year-on-year rise in participation rates in the regular transformation survey and the resulting transformation index 	1.2
Total performance factor			1.2

Determination of target attainment in 2025

The targets set for fiscal 2025 and the target attainment calculated for the annual bonus are presented in the table headed "Targets and target attainment for short-term variable remuneration (annual bonus)" and apply uniformly for all executive board members.

There was no retrospective adjustment of the targets in 2025.

Targets and target attainment for short-term variable remuneration (annual bonus) for 2025

T08

Performance indicator	Weighting	Target (100%)	Actual value	Target evaluation
Adjusted EBITDA margin	30.0%	14.1%	13.3%	86.1%
Adjusted EBITDA	30.0%	€2,200 million	€1,874 million	62.9%
Free cash flow	30.0%	€839 million	€695 million	71.4%
Accident performance ^a	10.0%			140.0%
Total bonus factor				80.1%
Performance factor				1.2
Overall target attainment				96.1%

^a Based on group-wide accident performance. The frequency of accidents and the consequences of accidents, especially fatal accidents, may be taken into account, along with plant safety.

Target amounts and level of the annual bonus for 2025

The following minimum, target, and maximum amounts were set by the supervisory board for the executive board members in 2025:

Minimum, target, and maximum amounts for the annual bonus for 2025

T09

in €	2025		
	Min.	Target (100%)	Max. (200%)
Christian Kullmann	0	1,200,000	2,400,000
Lauren Kjeldsen (from April 1, 2025)	0	450,000	900,000
Dr. Claudine Mollenkopf (from April 1, 2025)	0	450,000	900,000
Thomas Wessel	0	600,000	1,200,000
Maike Schuh (until September 18, 2025)	0	600,000	1,200,000
Dr. Harald Schwager (until March 31, 2025)	0	187,500	375,000

The overall target attainment of 96.1 percent results in the following settlement amounts (excluding the deduction of any fees received for other offices held):

Annual bonus payments 2025

T10

in €, rounded to full thousands	2025
Christian Kullmann	1,154,000
Lauren Kjeldsen (from April 1, 2025)	433,000
Dr. Claudine Mollenkopf (from April 1, 2025)	433,000
Thomas Wessel	577,000
Maike Schuh (until September 18, 2025)	577,000
Dr. Harald Schwager (until March 31, 2025)	181,000

2.5.3 Performance-related remuneration—long-term variable remuneration (LTI)

This section contains details of the LTI tranche granted to members of the executive board in 2025 and target attainment of the LTIs awarded in 2022.

Information on the granting of LTI tranche 2025

80 percent of the intrinsic value of the 2025 LTI tranche is determined by the performance of Evonik shares and 20 percent by the attainment of one or more sustainability targets.

As the performance criterion for the **share-based** component, the supervisory board set the long-term increase in corporate value measured by

- the absolute performance of Evonik's share price and
- the relative performance of Evonik's share price (based on total shareholder return) compared with the MSCI World Chemicals IndexSM (equity index).

The share price used to calculate the allocation of virtual Evonik shares for the LTI 2025 was €18.80. They were allocated on May 20, 2025. This date is used to determine the grant value on the date of the legally binding commitment. The start value determined for the MSCI World Chemicals IndexSM was 791.38.

The **sustainability** component is determined on the basis of ESG targets for the Evonik Group. For the 2025 LTI tranche, the supervisory board set the targets outlined below:

A detailed overview of Evonik's sustainability strategy can be found in the financial and sustainability report 2025. www.evonik.finance/financial-and-sustainability-report.

Sustainability targets LTI 2025

C12

Target description	Strategic relevance
Reduction in CO ₂ emissions	<ul style="list-style-type: none"> • Evonik supports the objectives of the Paris Agreement on Climate Change. This is demonstrated by its climate targets, which have been validated by the Science Based Targets initiative (SBTi): Scope 1 and 2 emissions should be reduced by 25% between 2021 and 2030. For Scope 3 emissions, Evonik is committed to a reduction of 11%. Evonik's targets conform to the SBTi aspiration level of "well below 2 °C." Evonik aims to be climate-neutral by 2050. • The target set for the LTI is derived directly from the SBTi targets for the reduction in Scope 1 and 2 emissions.
Increase the proportion of the portfolio with an outstanding sustainability profile (Next Generation Solutions)	<ul style="list-style-type: none"> • In the future, Evonik would like to substantially increase the proportion of sales from attractive growth businesses with a clearly positive sustainability profile (Next Generation Solutions). • This portfolio transformation is an integral part of the corporate strategy.
Social index	<ul style="list-style-type: none"> • For Evonik, learning is an investment in the future. Evonik regards well-trained employees as a success factor in competition and has a global learning strategy aligned with future business requirements. Success in implementing our learning strategy is measured by the number of active participants, their average learning time, and the total number of registered users of the global learning platform. • Diversity is firmly embedded in our corporate values, working principles, and the Evonik Competency Model. Within the gender dimension, we aspire to increase the proportion of women in the Group worldwide and at all levels. Diversity at Evonik increases creativity, innovative capability, and proximity to customers and therefore enhances our successful business performance. • Protecting the health, safety, and employability of employees is of central importance to Evonik. Employee health is not simply an important aspect of Evonik's responsibility, it is also a target that we will be continuously working on.

Target 1: Reduction in CO₂ emissions (weighting 40 percent)

Reducing CO₂ emissions was defined as one of the three sustainability targets. This target has a 40 percent weighting within the sustainability targets. Absolute CO₂ emissions are measured using the definition of Scope 1 and 2 emissions (in million metric tons CO₂ p.a.). Scope 1 and 2 emissions refer to different categories of greenhouse gas emissions caused by the company. Evonik's direct energy and process emissions (Scope 1), emissions from

purchased electricity and heat (Scope 2), and upstream and downstream emissions (Scope 3) are measured¹. This categorization helps companies like Evonik systematically record and manage their emissions so they can develop strategies to reduce their carbon footprint. The core management process is the Evonik Carbon Footprint. Focused investment in Next Generation Technologies is contributing to a 25 percent reduction in Scope 1 and 2 emissions in the period between 2021 and 2030.

¹ The methodology used to record emissions is based closely on the GHG Protocol Standard of the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) and the WBCSD's Guidance for Accounting & Reporting Corporate GHG Emissions in the Chemical Sector Value Chain.

Target attainment is measured once, at the end of the performance period, based on the last year in the performance period, i.e., at the end of 2028, relative to the emissions of 6.3 million metric tons of CO₂ in 2021 used as the reference base for the SBTi targets. The supervisory board has set the following target attainment thresholds:

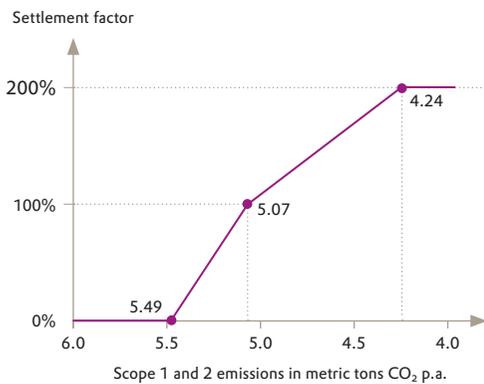
Minimum = 0 percent target attainment:
 $X \geq 5.49$ million metric tons CO₂ p.a.

Target = 100 percent target attainment:
 $X = 5.07$ million metric tons CO₂ p.a.

Maximum = 200 percent target attainment:
 $X \leq 4.24$ million metric tons CO₂ p.a.

If the actual CO₂ emissions are between the target and the minimum value or between the target and the maximum value, the settlement factor is determined by linear interpolation.

Calculation of target attainment: reduction in CO₂ emissions C13



Sustainability analysis of our business

C14

Market signals^a

- 1 Critical substances
- 2 Regulatory trends and global commissions
- 3 Sustainability ambitions along the value chain
- 4 Ecolabels, certification, and standards
- 5 Relative environmental and social performance
- 6 Contribution to ecological and social value creation
- 7 Contribution to the SDGs
- 8 Internal guidelines and objectives

^a Signal categories 1–5 compulsory, 6–8 optional.

BACKGROUND INFORMATION

Evonik’s sustainability analysis is based on the system of portfolio sustainability assessments of the WBCSD (World Business Council for Sustainable Development). PARCs (product-application-region combinations) are evaluated on the basis of defined criteria (signal categories). The PARCs are assigned to a five-point scale on the basis of their sustainability performance. The “leader” and “driver” categories together form the Next Generation Solutions (NGS) at Evonik. Increasing the NGS in the product portfolio is a key aim of Evonik’s sustainability strategy.

Further information can be found in Evonik’s sustainability report. www.evonik.finance/financial-and-sustainability-report

Target 2: Increase the proportion of the portfolio with an outstanding sustainability profile (Next Generation Solutions) (weighting 40 percent)

The second sustainability target is an increase in the proportion of the portfolio with an outstanding sustainability profile. This has a weighting of 40 percent within the sustainability targets. It refers to the Next Generation Solutions and thus products that display positive market signals over their life cycle compared with conventional alternatives. We record and evaluate different signals in various categories.

The proportion of the portfolio with an outstanding sustainability profile—Next Generation Solutions (NGS)—will be measured once, at the end of the performance period, based on the last year in the performance period, i.e., at the end of 2028. It will be determined using the PARC analysis. The supervisory board has set the following target attainment thresholds:

Minimum = 0 percent target attainment:
 percentage of NGS in portfolio ≤ 45.1 percent

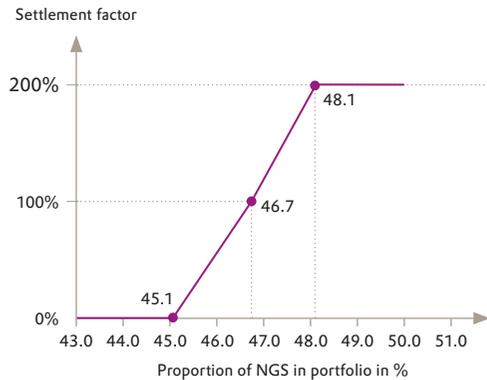
Target = 100 percent target attainment:
 percentage of NGS in portfolio = 46.7 percent

Maximum = 200 percent target attainment:
 percentage of NGS in portfolio ≥ 48.1 percent

If the actual percentage of the portfolio is between the target and the minimum value or between the target and the maximum value, the settlement factor is determined by linear interpolation.

Calculation of target attainment: increase proportion of the portfolio with an outstanding sustainability profile

C15



Target 3: Social index (weighting 20 percent)

The third sustainability target is the social index covering three aspects: learning, diversity, and health. The factor derived from this has a 20 percent weighting within the sustainability targets. All three sub-targets are given an equal weighting. Target attainment for the social index target will be determined once, at the end of the performance period, for the last year in the performance period i.e., 2028 for the LTI tranche 2025 through 2028, based on the average attainment of the three sub-targets. If the target evaluation for the social index is between the target and the minimum value or between the target and the maximum value, the settlement factor is determined by linear interpolation. The supervisory board has set the following criteria and thresholds for target attainment for the three sub-targets:

a) "Learning" sub-target

One aspect of the social index is the "learning" sub-target. The metric for this sub-target is the number of hours digital learning per employee based on the total number of employees worldwide with PC access (approximately 30,000 employees). This is regarded as an indicator of continuous upskilling of the workforce through digital learning and the shift from in-person to online training.

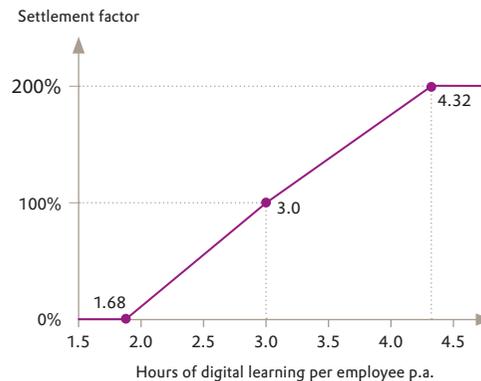
Minimum = 0 percent target attainment:
 ≤ 1.68 h per employee p.a.

Target = 100 percent target attainment:
 = 3.00 h per employee p.a.

Maximum = 200 percent target attainment:
 ≥ 4.32 h per employee p.a.

Calculation of target attainment: learning sub-target

C16



b) "Diversity" sub-target

The second sub-target in the social index is "diversity," defined as gender diversity. The metric for this sub-target is female employees as a percentage of the total number of employees worldwide in Management Circles 1 and 2 (comprising approximately 590 managerial employees worldwide). This is regarded as an indicator of diversity and equality of opportunity and has special significance for the Evonik Group and its corporate success.

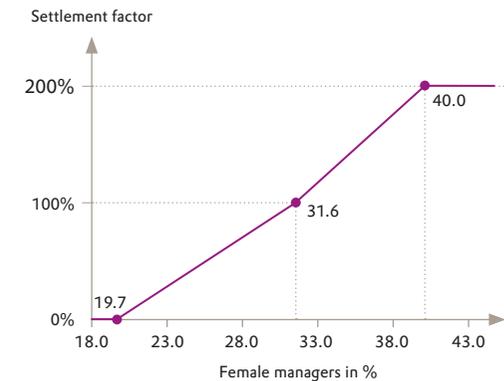
Minimum = 0 percent target attainment:
 percentage of female managers ≤ 19.7 percent

Target = 100 percent target attainment:
 percentage of female managers = 31.6 percent

Maximum = 200 percent target attainment:
 percentage of female managers ≥ 40.0 percent

Calculation of target attainment: diversity sub-target

C17



c) "Health" sub-target

Another important element of the social index is the "health" sub-target. The relevant health ratio is calculated from target working hours (100 percent) less total absences due to sickness relative to target working hours. This is regarded as an indicator of the success of leadership, stress management, motivation, and health protection measures. The calculation covers all Evonik employees in Germany, Belgium, China, and the USA, who together make up 82 percent of Evonik's global workforce. Due to differences in employment law in these countries, a local definition of the factors is used for each country.

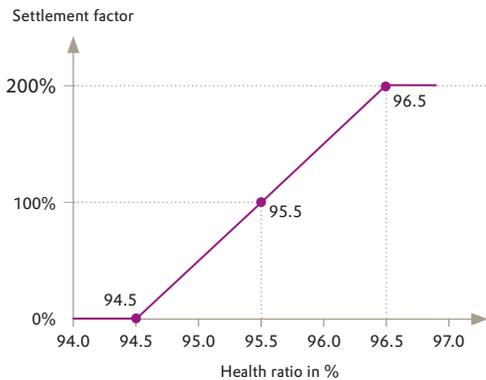
Minimum = 0 percent target attainment:
health ratio ≤ 94.5 percent

Target = 100 percent target attainment:
health ratio = 95.5 percent

Maximum = 200 percent target attainment:
health ratio ≥ 96.5 percent

Calculation of target attainment: health sub-target

C18



The chart headed "Timeline LTI 2025" shows the steps from the determination of the start value to the settlement of the LTI 2025.

Timeline LTI 2025

C19



The table headed “Information on allocation of the LTI 2025” shows the contractual target amounts, the mathematical number of virtual shares allocated on this basis, and the sustainability amount for each member of the executive board.

Information on allocation of the LTI 2025

T11

in €	Target amount (based on 100% target attainment)	Maximum (200%)	No. of virtual shares allocated	Grant value ^a	Target amount, sustainability
Christian Kullmann	1,650,000	3,300,000	70,213	1,401,000	330,000
Lauren Kjeldsen (from April 1, 2025)	675,000	1,350,000	28,723	573,000	135,000
Dr. Claudine Mollenkopf (from April 1, 2025)	675,000	1,350,000	28,723	573,000	135,000
Thomas Wessel	900,000	1,800,000	38,298	764,000	180,000
Maike Schuh (until September 18, 2025)	900,000	1,800,000	38,298	764,000	180,000
Dr. Harald Schwager (until March 31, 2025)	800,000	1,600,000	34,043	679,000	160,000

^a The grant value is the legally binding commitment as of the grant date.

Determination of target attainment for the LTI tranche 2022

The settlement amount for the LTI tranche 2022 was dependent, on the one hand, on the absolute price performance of Evonik shares and, on the other hand, on the price performance of

Evonik shares compared with a selected equity index (MSCI World Chemicals IndexSM). The intrinsic value of the LTI tranche 2022 was measured at the end of each year in the four-year performance period.

The determination of the settlement amount for the 2022 LTI tranche for the individual members of the executive board is shown in the table headed “Determination of the settlement amount for the 2022 LTI tranche.”

Determination of the settlement amount for the 2022 LTI tranche

T12

	Virtual shares allocated	Annual amount 2022 ^a (year-end price: €18.42; rel. perf.: 82%)	Annual amount 2023 ^a (year-end price: €17.52 rel. perf.: 77%)	Annual amount 2024 ^a (year-end price: €18.80; rel. perf.: 74%)	Annual amount 2025 ^a (year-end price: €13.86; rel. perf.: 70%)	Settlement amount ^b
Christian Kullmann	59,353	€896,492	€800,696	€825,719	€575,843	€774,688
Thomas Wessel	32,374	€488,990	€436,739	€450,388	€314,093	€422,553
Former executive board members						
Dr. Harald Schwager (until March, 31, 2025)	43,165	€651,982	€582,314	€600,512	€418,787	€563,399
Ute Wolf (until March 31, 2023)	32,374	€488,990	€436,739	€450,388	€314,093	€422,553

^a Calculation of the annual amount: no. of virtual shares x relative performance factor x year-end price (average of the last 60 trading days in the year), rounded to full euros.

^b Settlement amount = average of the annual amounts 2022 through 2025, rounded to full euros.

Overview of LTI tranches 2022 through 2025

The fair values of the LTI tranches 2022 through 2025 as of the date of the legally binding commitment are shown in the table headed "LTI tranches."

In 2025, the total expense for all LTI tranches for the executive board was €6,364 thousand. The breakdown of the expense was as follows: €1,248 thousand for Mr. Kullmann, €131 thousand for Ms. Kjeldsen, €131 thousand for Dr. Mollenkopf, €681 thousand

for Mr. Wessel, €2,135 thousand for Dr. Schwager, €1,638 thousand for Ms. Schuh, and €400 thousand for Ms. Wolf (former member of the executive board).

LTI tranches^a

T13

	2022		2023			2024			2025		
	No. of virtual shares	in €'000	No. of virtual shares	Target amount, sustainability in €'000	in €'000	No. of virtual shares	Target amount, sustainability in €'000	in €'000	No. of virtual shares	Target amount, sustainability in €'000	in €'000
Christian Kullmann	59,353	1,297	71,661	330	1,487	75,342	330	1,511	70,213	330	1,731
Lauren Kjeldsen (from April 1, 2025)	-	-	-	-	-	-	-	-	28,723	135	708
Dr. Claudine Mollenkopf (from April 1, 2025)	-	-	-	-	-	-	-	-	28,723	135	708
Thomas Wessel	32,374	708	39,088	180	811	41,096	180	824	38,298	180	944
Former executive board members											
Ute Wolf (until March 31, 2023) ^b	32,374	708	29,316	135	608	-	-	-	-	-	-
Maike Schuh (until September 18, 2025)	-	-	29,316	135	608	41,096	180	824	38,298	180	944
Dr. Harald Schwager (until March 31, 2025)	43,165	944	52,117	240	1,082	54,795	240	1,099	34,043	160	839
Total	167,266	3,657	221,498	1,020	4,596	212,329	930	4,258	238,298	1,120	5,874

^a The date of the legally binding commitment corresponds to the grant date (grant value).

^b Number of virtual shares and amounts for the LTI 2023 based on the original end-date of the contract (September 30, 2023). This also applies to the 2025 tranche granted to Ms. Schuh and Dr. Schwager.

2.5.4 Remuneration awarded/due for 2025

The following table presents a breakdown of the remuneration awarded/due to individual members of the executive board in 2025. In accordance with the provisions of section 162 of the German Stock Corporation Act (AktG), the disclosure of the remuneration awarded/due comprises the amounts fully earned in the reporting period. Accordingly, an earnings-oriented perspective is applied. As a departure from this principle, the long-term remuneration for the reporting period is disclosed on the basis of the amount paid, i.e., the settlement amount within the reporting period.

The remuneration-related disclosures are subdivided into fixed and variable remuneration components. The fixed remuneration components comprise the performance-unrelated fixed annual base salary and fringe benefits. The variable remuneration components are subdivided into one-year and multi-year variable remuneration. The remuneration disclosed for the reporting period comprises the fixed remuneration components earned and paid out in the reporting period, the multi-year variable remuneration due and paid in the fiscal year (payments relating to the 2021 LTI tranche), plus the one-year variable remuneration fully

earned in the reporting period, which will be paid out in the spring of the following year (2026). Although the service cost for the company pension plan is not classified as remuneration that is awarded or due pursuant to section 162 of the German Stock Corporation Act (AktG), for the sake of transparency, it is disclosed below total remuneration in the following table (as defined in section 162 AktG).

Remuneration awarded/due

T14

	Christian Kullmann Chairman of the Executive Board		Lauren Kjeldsen (from April 1, 2025)		Dr. Claudine Mollenkopf (from April 1, 2025)		Thomas Wessel Chief Human Resources Officer		Maike Schuh Chief Financial Officer (until September 18, 2025)		Dr. Harald Schwager Deputy Chairman of the Executive Board (until March 31, 2025)	
	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %
Fixed base salary	1,400	37.8	600	57.3	600	57.1	800	39.0	600	15.5	283	20.3
Fringe benefits	49	1.3	15	1.4	18	1.7	70	3.4	22	0.6	23	1.6
Total	1,449	39.1	615	58.7	618	58.8	870	42.5	622	16.0	306	21.9
One-year variable remuneration ^a (annual bonus)	1,154	31.1	433	41.3	433	41.2	577	28.2	577	14.9	180	12.9
Multi-year variable remuneration (LTI)	1,103	29.8	–	–	–	–	602	29.4	–	–	802	57.5
LTI 2021 through 2024	1,103		–	–	–	–	602		–	–	802	
Total variable remuneration	2,257	60.9	433	41.3	433	41.2	1,179	57.5	577	14.9	982	70.4
Termination benefits									2,680	69.1		
Pension payments											107	7.7
Total remuneration (as defined in section 162 AktG)	3,706	100.0	1,048	100.0	1,051	100.0	2,049	100.0	3,879	100.0	1,395	100.0
Service cost	574		92		79		312		786		271	
Total remuneration (including service cost)	4,280		1,140		1,130		2,361		4,665		1,666	

^a Some fees for other offices reported as fringe benefits are deducted from the one-year variable remuneration. 2025: Dr. Schwager €15 thousand, Mr. Wessel €45 thousand.

Disclosure on the relative development of executive board remuneration compared to the remuneration of the workforce and the earnings performance

The following overview outlines the development of the remuneration awarded/due to individual executive board members in the relevant reporting period. This is compared with the development

of selected earnings indicators for the Evonik Group in the reporting period and the net income of Evonik Industries AG pursuant to the German Commercial Code (HGB). Further, it is compared with the change in the average remuneration of the workforce, based on full-time equivalents (FTEs). The average remuneration of the workforce is derived from the remuneration

components paid in the fiscal year, excluding any special payments. Variable remuneration components are included on the basis of the provisions established for fiscal 2025. The relevant workforce comprises permanent employees at all consolidated companies in Germany, excluding the members of the executive board, apprentices, and interns.

Remuneration awarded/due to the executive board compared to the development of the remuneration of the workforce and the earnings performance

T15

Remuneration of corporate officers in €'000	2021	Change in %	2022	Change in %	2023	Change in %	2024	Change in %	2025
Executive board members in 2025									
Christian Kullmann	3,561	-29.2	2,521	38.9	3,501	22.3	4,281	-13.4	3,706
Lauren Kjeldsen (from April 1, 2025)	-	-	-	-	-	-	-	-	1,048
Dr. Claudine Mollenkopf (from April 1, 2025)	-	-	-	-	-	-	-	-	1,051
Thomas Wessel	1,877	-27.7	1,358	41.8	1,926	21.1	2,332	-12.1	2,049
Former executive board members									
Ute Wolf	1,872	-26.9	1,369	-19.7	1,099	-47.9	573	5.1	602
Dr. Klaus Engel	765	1.0	773	0.9	780	1.0	788	1.0	796
Maike Schuh (until September 18, 2025)	-	-	-	-	838	104.2	1,711	126.7	3,879
Dr. Harald Schwager (until March 31, 2025)	2,468	-25.9	1,829	42.4	2,605	16.8	3,042	-54.1	1,395
Average remuneration of the workforce^a in €'000									
Permanent employees in Germany	89	-4.5	85	-	85	12.9	96	-1.0	95
Company's earnings performance^b									
Adjusted EBITDA ^c of the Evonik Group in € million	2,383	4.5	2,490	-33.5	1,656	24.7	2,065	-9.2	1,874
Adjusted EBTIDA margin of the Evonik Group in %	15.9	-15.1	13.5	-20.0	10.8	26.1	13.6	-2.2	13.3
Free cash flow ^d of the Evonik Group in € million	950	-17.4	785	2.0	801	9.0	873	-20.4	695
Net income (+)/net loss (-) of Evonik Industries AG in € million (HGB)	732	130.5	-223	-391.9	651	-20.0	781	-67.7	252

^a The relative changes in the average cash payments may be influenced by a variety of factors and may vary across the executive board and the workforce and over time. These factors include, for example, changes in the composition of the workforce, different salary increases for exempt and non-exempt employees, the integration and carve-out of business activities, and personnel-related measures.

^b The earnings figures published for the relevant fiscal year are shown, rather than the figures restated in the following fiscal year.

^c Earnings before financial result, taxes, depreciation and amortization, after adjustments, continuing operations.

^d Cash flow from operating activities, continuing operations, less cash outflows for investment in intangible assets, property, plant and equipment.

Compliance with the maximum remuneration

T16

in €'000	Defined maximum remuneration	Fixed annual salary and fringe benefits 2025	One-year variable remuneration ^a	Long-term variable remuneration ^b	Service cost 2025	Total
Christian Kullmann	9,700	1,449	1,154	3,300	574	6,477
Lauren Kjeldsen (from April 1, 2025)	5,200	615	433	1,350	92	2,490
Dr. Claudine Mollenkopf (from April 1, 2025)	5,200	618	433	1,350	79	2,480
Thomas Wessel	5,200	870	577	1,800	312	3,559
Maïke Schuh (until September 18, 2025)	5,200	622	577	1,800	288	3,287
Dr. Harald Schwager (until March 31, 2025)	7,200	306	181	1,600	271	2,358

^a Bonus for fiscal 2025; disbursement in 2026 after deduction of fees for other offices held in 2025. | ^b The LTI allocated in 2025 will be measured and paid out in 2029.

Compliance with the maximum remuneration for 2025

Since the four-year performance period means that target attainment and thus the settlement amount of the LTI tranches allocated in 2024 and 2025 will only be known after the end of fiscal 2027 and 2028 respectively, it will only be possible to report definitively on compliance with the maximum remuneration for fiscal 2025 in the remuneration report on the fiscal year in which the LTI tranches have been settled, i.e., in 2029. However, it is already foreseeable that, even if the maximum amount for the LTI tranches 2024 and 2025 is achieved, remuneration will be below the defined maximum level.

The maximum remuneration for 2025 is presented in the table headed "Compliance with the maximum remuneration," taking into account both the short-term variable remuneration and the 200 percent cap on long-term variable remuneration. Based on the maximum amounts and taking into account the fact that benefits in kind and other benefits do not generally exceed €100 thousand, it is already ensured that the cap on the maximum total remuneration of the executive board members will not be exceeded.

Other disclosures

As of December 31, 2025, there were no loans or advances to members of the executive board. Moreover, in the reporting period, none of the executive board members were allocated or awarded any benefits by third parties in connection with their function as a member of the executive board.

Payments and payment commitments to members who left the executive board in 2025

Ms. Schuh left the executive board of Evonik Industries AG in 2025. She was originally appointed to the executive board until March 31, 2028. The supervisory board reached a mutual agreement with Ms. Maïke Schuh on termination of her term of office on the executive board in September 2025 and adopted a termination agreement. In particular, this agreement assured her that she should receive certain components of her contractually agreed remuneration package; other contractually agreed components were waived by Ms. Schuh.

Except where otherwise indicated below, the remuneration components will be paid at the time originally provided for in her contract, which therefore means in the future. Insofar as targets had already been set for variable remuneration components, they form the basis for the future calculation.

Ms. Schuh was granted a one-time severance payment of €1,630 thousand.

In addition, she was given a commitment that she would receive an annual bonus of €600 thousand for fiscal 2026 based on target attainment of 100 percent and a pro rata bonus of €450 thousand for fiscal 2027. A target attainment factor was agreed for the annual bonus for 2025. This corresponds to the factor for the other executive board members. Further, Ms. Schuh will receive fringe benefits, including the use of a company car until December 31, 2026.

The LTI tranches for past periods will be paid on the contractually agreed dates on the basis of the target attainment determined in each case. This means that the LTI tranches already granted, with target amounts of €675 thousand for 2023 and €900 thousand each for 2024 and 2025, will be continued and paid out on the respective settlement date in accordance with the target attainment levels to be determined. For the LTI tranche granted for 2026, which has a value of €900 thousand, and the LTI tranche granted for 2027, which has a value of €675 thousand, a target attainment of 100 percent has been set. They will be paid out on the respective future settlement dates.

Following his retirement from the executive board, Dr. Schwager continued to work for Evonik Industries AG until August 31, 2025. Beyond this, he was not granted any termination benefits.

Remuneration awarded/due to former members of the executive board for 2025

The total remuneration of members who left the executive board before January 1, 2025 and their surviving dependents was €7,480 thousand in 2025. The following table contains a breakdown of remuneration awarded/due to former members of the executive board whose period of service ended within the past ten fiscal years, including the relative percentages in accordance with section 162 AktG. In addition to the individual payments to former executive board members disclosed in the table, former

Remuneration awarded/due to former executive board members

T17

	Dr. Klaus Engel Member of the Executive Board Jan. 1, 2007–Dec. 31, 2008 Chairman of the Executive Board Jan. 1, 2009–May 23, 2017		Ute Wolf Member of the Executive Board Oct. 1, 2013–Mar. 31, 2023	
	in €'000	in %	in €'000	in %
Pension benefits ^a	796	100		
Multi-year variable remuneration (LTI)				
LTI 2021 through 2024			602	100
Total remuneration	796	100	602	100

^a Excluding benefits transferred from previous employers.

executive board members received pension payments in 2025. Pursuant to the data protection provisions of section 162 paragraph 5 of the German Stock Corporation Act (AktG), these may no longer be disclosed individually. Furthermore, pension benefits from former employers and pension payments to surviving dependents are not disclosed. These payments amounted to a total of €6,365 thousand in 2025.

2.6 Outlook

On March 3, 2026, the supervisory board of Evonik Industries AG adopted a resolution on the revision of the present remuneration system for the members of the executive board, which has been applied since 2022. Contingent upon the approval of the shareholders' meeting, the effective date of the new system is January 1, 2026. The aim of this revision is to align the remuneration even more closely with the strategic focus of the Evonik Group, sustainable value creation, and the expectations of investors and voting advisors. The present structure and level of the target remuneration and the defined maximum amounts will not be altered.

The remuneration system 2026 complies with the legal requirements set forth in the German Stock Corporation Act (AktG) and the recommendations of the German Corporate Governance Code in the version dated April 28, 2022. It supports the implementation of the corporate strategy and strengthens Evonik's

long-term development. The remuneration sets incentives for growth, earnings, capital efficiency, and achievement of the ESG targets. More than half of the total remuneration is performance-related and is primarily based on a multi-year view and the share price. Therefore, the "pay for performance" principle is consistently applied.

The main changes relate to the variable remuneration components. In the future, the short-term variable remuneration (annual bonus) will focus on two business targets: adjusted EBITDA and the free cash flow, each of which will have a weighting of 50 percent. Further, a minimum ROCE threshold is being introduced. This can cap target attainment. The performance factor still takes into account strategic and sustainability-related targets for the Evonik Group, but in the future, there will be scope to define separate targets for individual members of the executive board. The previous accident performance indicator will no longer be used.

The long-term incentive (LTI) is also being revised. In the future, the performance targets will comprise the relative total shareholder return (TSR), which will have a weighting of 40 percent, the return on capital employed (ROCE), which will also have a weighting of 40 percent, and ESG targets, with a total weighting of 20 percent. The peer group for the TSR will be switched to the STOXX® Europe 600 Chemicals, and measurement will be

via a percentile ranking. In addition, the value of the virtual shares will be determined once, at the end of the four-year performance period, ensuring a market-oriented approach.

Further adjustments relate to pensions and the share ownership guidelines. All new executive board members appointed from 2026 will receive a pension allowance of 15 percent of their target annual remuneration. The share ownership guidelines will require executive board members to acquire Evonik shares equivalent to at least 100 percent of their fixed annual remuneration and to hold them for the duration of their period of service on the executive board. They will be required to invest at least 50 percent of the short-term variable remuneration received each year in shares until they have reached this target. The previous discretionary scope to adjust LTI payments will be completely rescinded.

The total remuneration will be regularly reviewed to ensure that it is appropriate. This will be based on external benchmarks from the chemical industry and the MDAX/DAX as well as internal remuneration comparisons. The cap on maximum remuneration will remain in place unchanged at €9.7 million for the chairman of the executive board, €7.2 million for the deputy chairperson, and €5.2 million for the other executive board members.

Moreover, the remuneration system still contains rules to ensure good corporate governance. Penalty and claw-back clauses allow for the retention or reimbursement (claw-back) of variable remuneration in the event of serious breaches of duty or incorrect data.

Evonik's remuneration system 2026 is based on transparency, market conformity, and a clear focus on sustainable value creation. The integration of ROCE and ESG targets and the revision of the share ownership guidelines highlight the objective of aligning the interests of the company, its investors, and society.

3. Remuneration of members of the supervisory board

3.1 Remuneration system

The remuneration of the supervisory board is governed by section 15 of the articles of incorporation of Evonik Industries AG. It was confirmed by the resolution of the shareholders' meeting of June 4, 2024 with a majority of 99.56 percent of the capital represented, contingent upon revision of section 15 paragraph 1 sentence 3 (c) of the articles of incorporation with regard to the name of one committee, namely the investment and sustainability committee. In 2025, the approved remuneration system for the supervisory board was applied in full, in accordance with section 15 of the articles of incorporation. This ruling sets both the abstract and the concrete framework for the remuneration of supervisory board members. This ensures that the remuneration always complies with the remuneration system adopted by the shareholders' meeting.

The remuneration system takes account of the responsibilities and scope of activities of the members of the supervisory board. Given its duty to oversee the executive board in its management of the business, the supervisory board makes a contribution to promoting the business strategy and to the long-term development of the company and the Group. In addition to reimbursement of their expenses and value-added tax payable on their remuneration and expenses, the members of the supervisory board receive a fixed annual payment and a per diem allowance for each day on which meetings are held.

Their remuneration does not include a variable component. In view of the special nature of the remuneration of the supervisory board, which is awarded for activities that differ fundamentally from the work of employees and of the Evonik Group, a vertical comparison with the remuneration of employees is not possible.

The remuneration system for the supervisory board is regularly reviewed. The remuneration takes into account, in particular, the

Composition of the supervisory board and committees and remuneration of the supervisory board members

C20

Remuneration for membership of committees						
	Executive committee	Audit committee	Investment and sustainability committee	Innovation and research committee	Nomination committee	Mediation committee
Chair	€60 thousand	€90 thousand	€60 thousand	€30 thousand	€20 thousand	€20 thousand
Deputy chair	€45 thousand	€60 thousand	€45 thousand	€20 thousand	€10 thousand	€10 thousand
Member	€35 thousand	€50 thousand	€35 thousand	€15 thousand	€10 thousand	€10 thousand

time commitment of the members of the supervisory board and the remuneration awarded to the supervisory boards of other comparable companies. In accordance with the recommendations of the German Corporate Governance Code, separate disclosures are made for the chairman and deputy chairman of the supervisory board and for chairing and membership of committees.

Different levels of fixed annual remuneration are paid to the chairman (€250 thousand), his deputy (€175 thousand), and other members of the supervisory board (€100 thousand).

The chairman of the **executive committee** receives additional remuneration of €60 thousand, the deputy chairman €45 thousand, and the other members €35 thousand each. The chairman of the **audit committee** receives additional remuneration of €90 thousand, the deputy chairwoman €60 thousand, and the other members €50 thousand each. The chairman of the **investment and sustainability committee** receives additional remuneration of €60 thousand, the deputy chairman €45 thousand, and the other members €35 thousand each. The chairwoman of the **innovation and research committee** receives additional remuneration of €30 thousand, the deputy chairman €20 thousand, and the other members €15 thousand each. The chairmen of the **nomination committee** and the **mediation committee** receive additional remuneration of €20 thousand each, the deputy chairmen receive €10 thousand each, and the other members €10 thousand each. Entitlement to the additional remuneration for work on the mediation committee only applies if the committee is actually convened during the fiscal year.

Further, members of the supervisory board receive €1 thousand for each meeting of the supervisory board and its committees that they attend. If several meetings are held on the same day, the per diem is only paid once.

Members who only serve on the supervisory board for part of a fiscal year receive remuneration on a pro rata basis. This also applies for any increased remuneration paid to the chairman of the supervisory board and his deputy and any increased remuneration paid for membership of or chairing a committee.

3.2 Remuneration of the members of the supervisory board for 2025

Remuneration awarded/ due for 2025

The following table presents a breakdown of the remuneration awarded/ due to individual members of the supervisory board in 2025. The amounts disclosed comprise the fixed remuneration and remuneration for membership of committees for fiscal 2025, which will only be paid out in the following year (2026). Therefore, an earnings-oriented perspective is applied. The per diem allowances are amounts actually paid in 2025.

There were no changes in the members of the supervisory board during 2025.

Disclosure on the relative development of supervisory board remuneration compared to the remuneration of the workforce and the earnings performance

The following overview outlines the development of the remuneration awarded/ due to individual supervisory board members for the relevant fiscal year. This is compared with the development of selected earnings indicators for the Evonik Group in the reporting period and the net income of Evonik Industries AG pursuant to the German Commercial Code (HGB). Further, it is compared with the change in the average remuneration of the workforce, based on full-time equivalents (FTEs). The average remuneration of the workforce is derived from the remuneration components paid in the fiscal year, excluding any special payments. Variable remuneration components are included on the basis of the provisions established for fiscal 2025. The relevant workforce comprises permanent employees at all consolidated companies in Germany, excluding the members of the executive board and supervisory board, apprentices, and interns.

Remuneration awarded/ due

T18

	Fixed remuneration		Remuneration for membership of a committee		Per diem allowance		Total	
	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %
Bernd Tönjes	250	63.3	130	32.9	15	3.8	395	100.0
Alexander Bercht	175	63.2	90	32.5	12	4.3	277	100.0
Martin Albers	100	54.9	70	38.5	12	6.6	182	100.0
Prof. Barbara Albert	100	73.0	30	21.9	7	5.1	137	100.0
Dr. Cornelius Baur	100	69.4	35	24.3	9	6.3	144	100.0
Prof. Aldo Belloni	100	58.5	60	35.1	11	6.4	171	100.0
Alexandra Boy	100	62.9	50	31.4	9	5.7	159	100.0
Hussin El Moussaoui	100	82.0	15	12.3	7	5.7	122	100.0
Werner Fuhrmann	100	58.5	60	35.1	11	6.4	171	100.0
Dr. Christian Kohlpaintner	100	95.2	–	–	5	4.8	105	100.0
Alexandra Krieger	100	59.5	60	35.7	8	4.8	168	100.0
Martin Kubessa	100	95.2	–	–	5	4.8	105	100.0
Thomas Meiers	100	60.2	55	33.1	11	6.6	166	100.0
Cedrik Neike	100	63.7	50	31.8	7	4.5	157	100.0
Dr. Ariane Reinhart	100	75.8	25	18.9	7	5.3	132	100.0
Martina Reisch	100	82.0	15	12.3	7	5.7	122	100.0
Michael Rüdiger	100	42.4	125	53.0	11	4.7	236	100.0
Gerd Schlengermann	100	62.9	50	31.4	9	5.7	159	100.0
Britta Sorge	100	62.1	50	31.1	11	6.8	161	100.0
Angela Titzrath	100	62.9	50	31.4	9	5.7	159	100.0
Total	2,225		1,020		183		3,428	

Other disclosures

As of December 31, 2025, there were no loans or advances to members of the supervisory board. In 2025, the members of the supervisory board did not receive any remuneration for services provided personally, especially consulting and referral services.

Third-party financial loss insurance cover is provided for each member of the supervisory board to cover their statutory liability arising from their work on the supervisory board. In the event of a claim, this provides for a deductible of 10 percent of the damage, up to one-and-a-half times the individual member's fixed annual remuneration as a member of the supervisory board.

Remuneration awarded/due to the supervisory board compared to the development of the remuneration of the workforce and the earnings performance

T19

Remuneration of corporate officers in €'000	2021	Change in %	2022	Change in %	2023	Change in %	2024	Change in %	2025
Supervisory board members									
Bernd Tönjes	401	-1.7	394	1.0	398	-1.3	393	0.5	395
Alexander Bercht (from September 1, 2023)	-	-	-	-	92	196.7	273	1.5	277
Martin Albers	182	-1.1	180	-0.6	179	-	179	1.7	182
Prof. Barbara Albert	137	-	137	-	137	-	137	-	137
Dr. Cornelius Baur (from May 31, 2023)	-	-	-	-	96	55.2	149	-3.4	144
Prof. Aldo Belloni	176	5.7	186	-3.2	180	-6.7	168	1.8	171
Alexandra Boy (from September 1, 2023)	-	-	-	-	53	200.0	159	-	159
Hussin El Moussaoui	122	-	122	-	122	-	122	-	122
Karin Erhard (until August 31, 2023)	286	-4.2	274	-34.3	180	-	-	-	-
Werner Fuhrmann (from June 3, 2021)	60	75.0	105	40.0	147	15.0	169	1.2	171
Prof. Barbara Grunewald (until May 31, 2023)	159	-	159	-57.9	67	-	-	-	-
Dr. Christian Kohlpaintner (from May 31, 2023)	-	-	-	-	71	47.9	105	-	105
Alexandra Krieger (from May 26, 2022)	-	-	112	50.9	169	0.6	170	-1.2	168
Martin Kubessa	105	-	105	-	105	-	105	-	105
Thomas Meiers (from September 1, 2023)	-	-	-	-	56	196.4	166	-	166
Cedrik Neike (from June 3, 2021)	61	68.9	103	35.0	139	12.9	157	-	157
Dr. Ariane Reinhart (from May 31, 2023)	-	-	-	-	89	46.1	130	1.5	132
Martina Reisch	122	-	122	-	122	-	122	-	122
Gerhard Ribbeheger (from April 1, 2021 until December 31, 2024)	118	36.4	161	-0.6	160	0.6	161	-	-
Michael Rüdiger	212	12.3	238	-0.4	237	0.8	239	-1.3	236
Dr. Thomas Sauer (until August 31, 2023)	159	-	159	-33.3	106	-	-	-	-
Gerd Schlengermann (from April 1, 2022)	-	-	119	33.6	159	-	159	-	159
Harald Sikorski (from May 26, 2022 until August 31, 2023)	-	-	110	-	110	-	-	-	-
Britta Sorge (from January 1, 2025)	-	-	-	-	-	-	-	-	161
Angela Titzrath	159	-1.3	157	0.6	158	-	158	0.6	159
Dr. Volker Trautz (until May 31, 2023)	173	-2.3	169	-55.6	75	-	-	-	-
Ulrich Weber (until February 20, 2023)	157	-1.9	154	-83.8	25	-	-	-	-
Average remuneration of the workforce^a in €'000									
Permanent employees in Germany	89	-4.5	85	-	85	12.9	96	-1.0	95
Company's earnings performance^b									
Adjusted EBITDA ^c of the Evonik Group in € million	2,383	4.5	2,490	-33.5	1,656	24.7	2,065	-9.2	1,874
Adjusted EBTIDA margin of the Evonik Group in %	15.9	-15.1	13.5	-20.0	10.8	26.1	13.6	-2.3	13.3
Free cash flow ^d of the Evonik Group in € million	950	-17.4	785	2.0	801	9.0	873	-20.4	695
Net income (+)/net loss (-) of Evonik Industries AG in € million (HGB)	732	130.5	-223	-391.9	651	-20.0	781	-67.7	252

^a The relative changes in the average cash payments may be influenced by a variety of factors and may vary across the workforce and over time. These factors include, for example, changes in the composition of the workforce, different salary increases for exempt and non-exempt employees, the integration and carve-out of business activities, and personnel-related measures.

^b The earnings figures published for the relevant fiscal year are shown, not the figures restated in the following fiscal year.

^c Earnings before financial result, taxes, depreciation and amortization, after adjustments, continuing operations.

^d Cash flow from operating activities, continuing operations, less cash outflows for investment in intangible assets, property, plant and equipment.

Note: This is a translation of the German original. Solely the original text in German language is authoritative.

4. Independent Auditor's Report

To Evonik Industries AG, Essen

REPORT ON THE AUDIT OF THE REMUNERATION REPORT

We have audited the attached remuneration report of Evonik Industries AG, Essen, for the financial year from 1 January to 31 December 2025, including the related disclosures, prepared to meet the requirements of Section 162 AktG [Aktiengesetz: German Stock Corporation Act].

Responsibilities of Management and the Supervisory Board

The management and the Supervisory Board of Evonik Industries AG are responsible for the preparation of the remuneration report, including the related disclosures, in accordance with the requirements of Section 162 AktG. The management and the Supervisory Board are also responsible for such internal control as they have determined necessary to enable the preparation of the remuneration report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities

Our responsibility is to express an opinion on this remuneration report, including the related disclosures, based on our audit. We conducted our audit in accordance with the German Generally Accepted Standards for Financial Statement Audits promulgated

by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] (IDW). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the remuneration report, including the related disclosures, is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts, including the related disclosures, in the remuneration report. The procedures selected depend on the auditor's professional judgement. This includes an assessment of the risks of material misstatement, whether due to fraud or error, in the remuneration report, including the related disclosures. In assessing these risks, the auditor considers the internal control system relevant for the preparation of the remuneration report, including the related disclosures. The objective is to plan and perform audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management and the Supervisory Board, as well as evaluating the overall presentation of the remuneration report, including the related disclosures.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, on the basis of the knowledge obtained in the audit, the remuneration report for the financial year from 1 January to 31 December 2025, including the related disclosures, complies in all material respects with the financial reporting requirements of Section 162 AktG.

Other matter – formal examination of the remuneration report

The substantive audit of the remuneration report described in this independent auditor's report includes the formal examination of the remuneration report required by Section 162 (3) AktG, including issuing an assurance report on this examination. As we have issued an unqualified opinion on the substantive audit of the remuneration report, this opinion includes the conclusion that the disclosures pursuant to Section 162 (1) and (2) AktG have been made, in all material respects, in the remuneration report.

Limitation of liability

The terms governing this engagement, which we fulfilled by rendering the aforesaid services to Evonik Industries AG, are set out in the General Engagement Terms for Wirtschaftsprüferinnen, Wirtschaftsprüfer and Wirtschaftsprüfungsgesellschaften [German Public Auditors and Public Audit Firms] as amended on 1 January 2024. By taking note of and using the information as contained in this auditor's report, each recipient confirms to have taken note of the terms and conditions laid down therein (including the limitation of liability of EUR 4 million for negligence under Clause 9 of the General Engagement Terms) and acknowledges their validity in relation to us.

Essen, 3 March 2026

KPMG AG
Wirtschaftsprüfungsgesellschaft
[Original German version signed by:]

Dr. Hain
Wirtschaftsprüfer
[German Public Auditor]

Dr. Ackermann
Wirtschaftsprüferin
[German Public Auditor]

