



Evonik

**Company
Presentation
Q4 / FY 2025**



Agenda

- 1 Evonik at a glance**
- 2 Strategy and capital allocation
- 3 Q4 / FY 2025 results
- 4 Further presentations

Evonik at a glance

€14.1 bn

Sales

€1.9 bn (13.3%)

Adj. EBITDA (margin)

€695 m (37%)

Free Cash Flow (conversion)

6.1%

ROCE

€1.00

Dividend per share¹

**LEADING
BEYOND
CHEMISTRY**

Custom Solutions

Innovation-driven
businesses with
tailored and
science-based
solutions



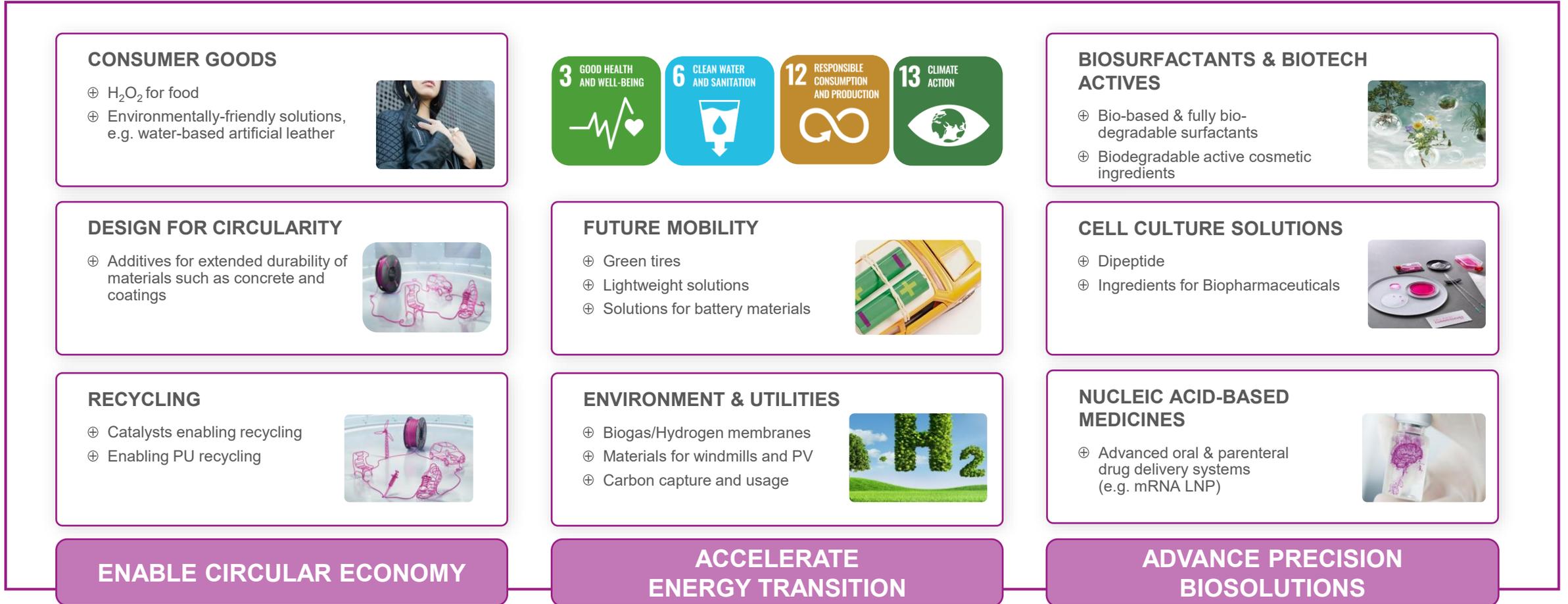
Advanced Technologies

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

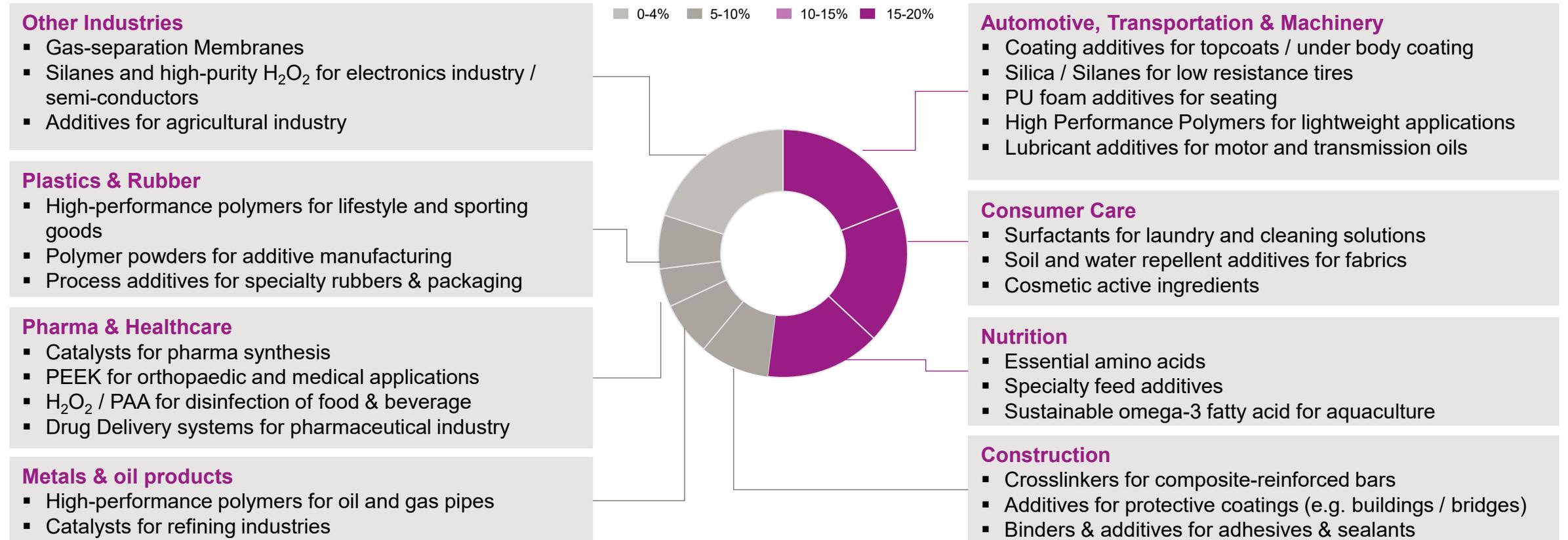


FY 2025 | 1. For fiscal year 2025, to be paid in 2026

Portfolio circled around our three innovation growth areas



Our product portfolio: End market split and product examples



Why invest in Evonik?

EVONIK IS INDUSTRY'S SUPERFORCE

Tailored solutions and industrial excellence



Leading Portfolio

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



Sustainable Innovation

We are banking on sustainable innovation as major growth-driver



Regional Balance

We are striving for a regionally balanced footprint



Team Excellence

We are engaged as a team



Shareholder Return

We are committed to consistent and attractive returns for our shareholders

...with our leading portfolio structured in two distinct, complementary business models under one roof

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

...targeting an equal sales distribution across all regions; our local-for-local approach is ensuring supply security and cost competitiveness

...delivering on our promises, executing on our strategy, even succeeding in a continued tough environment

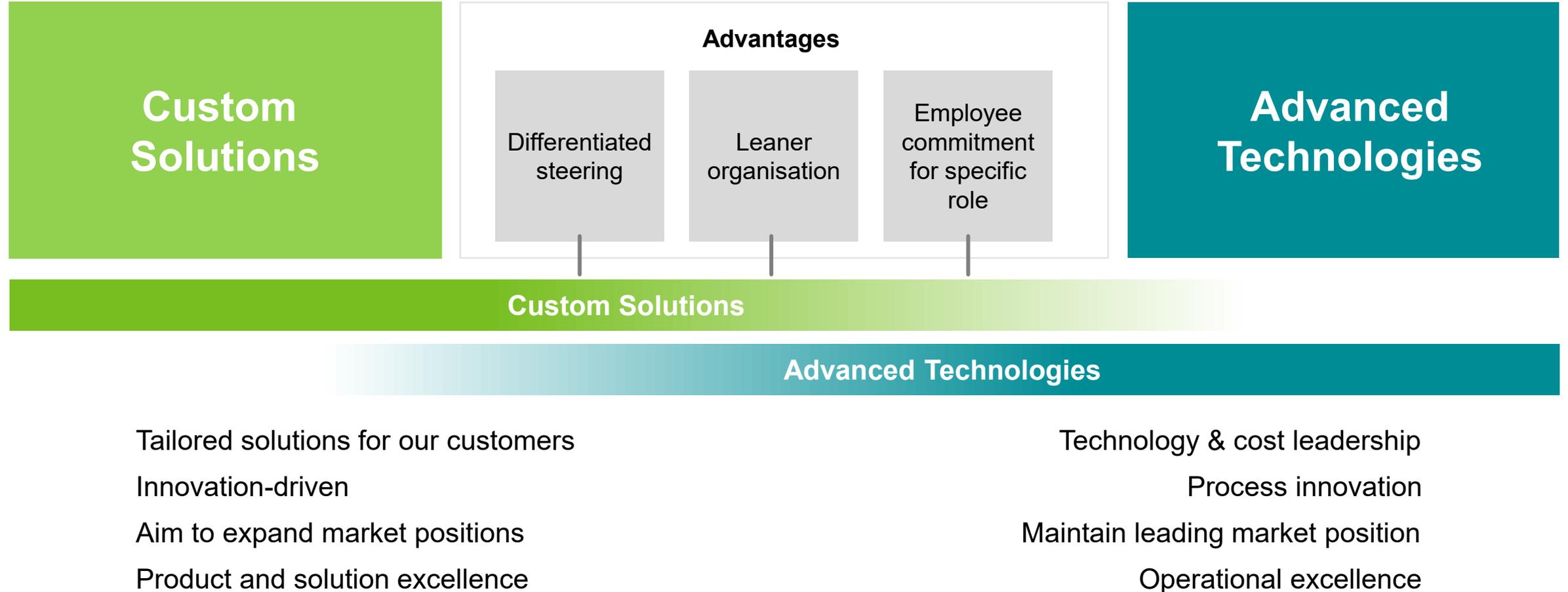
...through disciplined capital allocation, focused on organic growth and an attractive dividend

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Leading Portfolio:

New segment structure with tangible benefits



Leading Portfolio:

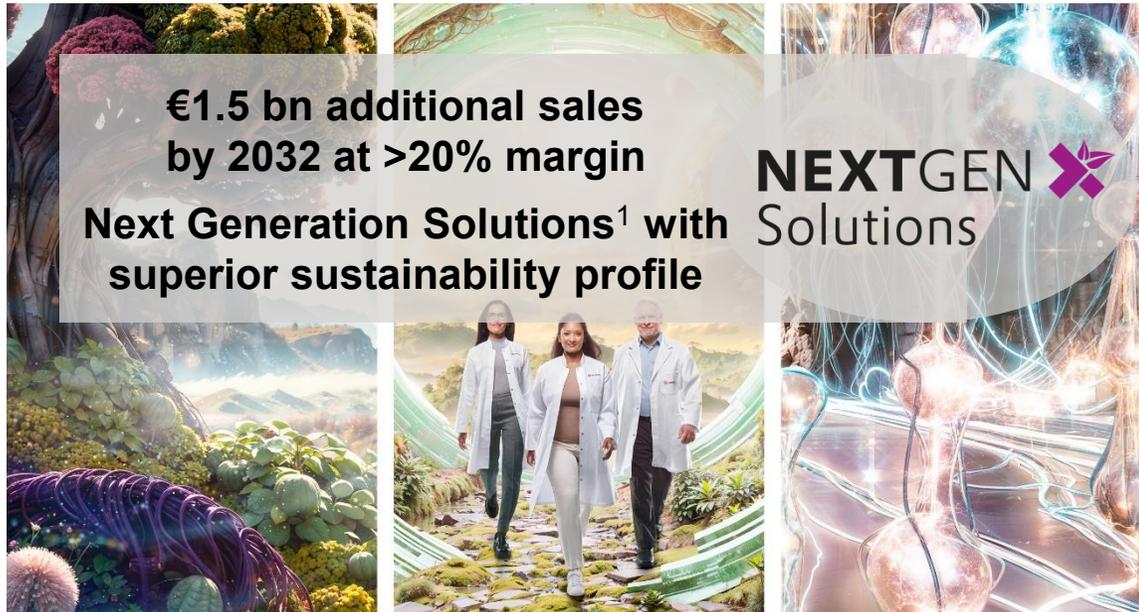
Custom Solutions and Advanced Technologies – Overview and KPI's

	Custom Solutions		Advanced Technologies	
Financials 2025	 Sales €5.5 bn	 EBITDA €909 m	 Sales €6.0 bn	 EBITDA €944 m
	 ROCE 10%	 EBITDA margin 17%	 ROCE 7%	 EBITDA margin 16%
Role	Stronger role as growth driver with superior EBITDA growth		Stronger financing role with superior cash flow generation	
Internal focus KPI's	Innovation-centric KPI's <ul style="list-style-type: none"> ▪ Share of new product sales ▪ Share of “Next Generation Solutions” ▪ Speed of idea to market 		Customer-centric KPI's <ul style="list-style-type: none"> ▪ Customer / Service satisfaction ▪ Order fulfilment / reliability ▪ Opportunity management ▪ Share of customized products 	
			Technological KPI's <ul style="list-style-type: none"> ▪ Off-spec ratio ▪ Cost to build ▪ Net overall equipment effectiveness 	

FY 2025

Sustainable Innovation: Main growth driver for the long-run

Product innovation



€1.5 bn additional sales by 2032 at >20% margin
Next Generation Solutions¹ with superior sustainability profile

NEXTGEN Solutions

Advance Precision Biosolutions

Enable Circular Economy

Accelerate Energy Transition

Process innovation



Drive cost leadership and reduce GHG² emissions
Next Generation Technology projects with avg. >25% IRR

NEXTGEN Technologies

Advanced Process Control

Innovative waste heat up-cycling

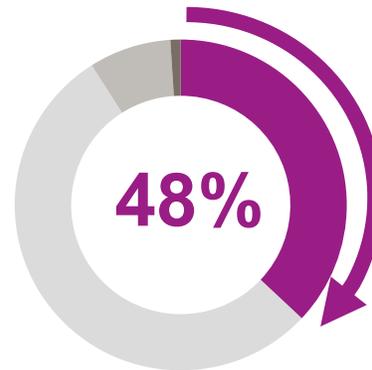
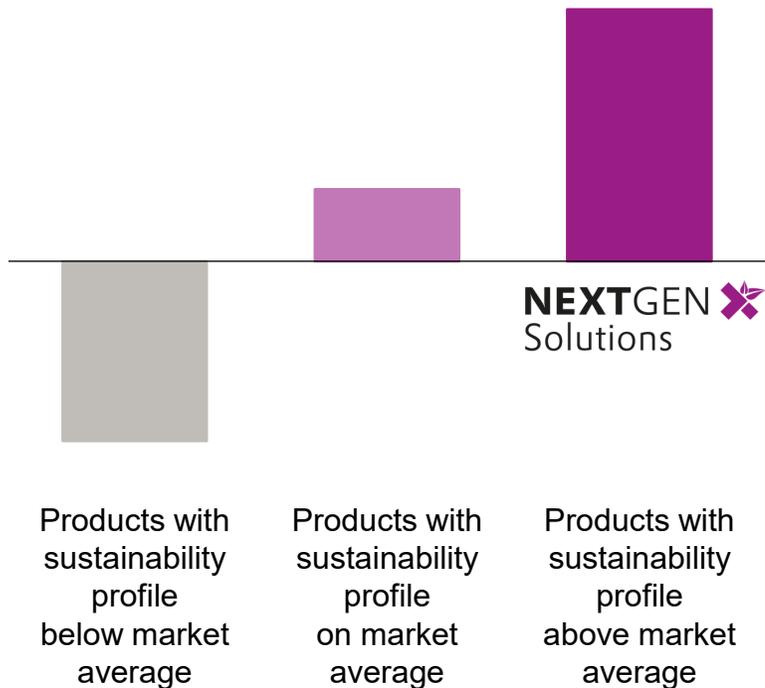
Process redesign

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

Sustainable Innovation: NGS with a superior sustainability profile and above-average growth

Sales growth 2024-2030E (in %)

NGS sales share in 2025 (in %)



+3pp

**Next Generation
Solutions**

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

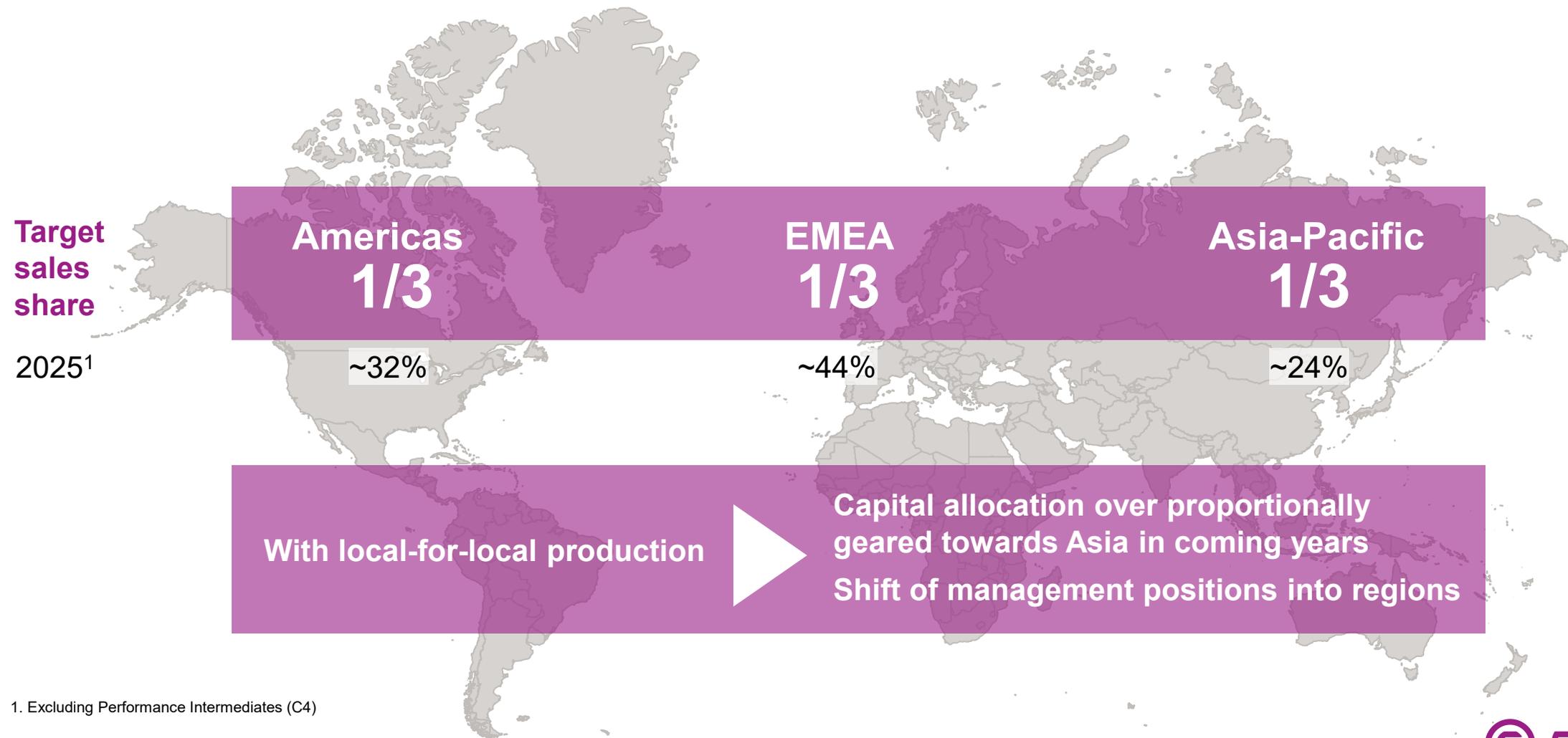
NEXTGEN 
Solutions

- Deliver superior sustainability benefits to our customers
- Address increasing customer demand for sustainable solutions
- Substitute less sustainable solutions in the market
- Deliver above-average growth

Next Generation Solutions (NGS) = products with superior sustainability profile according to our Portfolio Sustainability Assessment (PSA) according to the World Council for Sustainable Development (WBCSD)

Regional Balance:

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



1. Excluding Performance Intermediates (C4)

We are “Team Excellence”:

Derived from our core values – deeply rooted within Evonik



Excellence

- We strive for excellence in everything we do – across businesses and functions
- We set ourselves ambitious targets
- We hold ourselves accountable to reach these targets (e.g. in compensation)

Team

- We value all employees
- We foster collaboration and employee involvement through innovative approaches such as our “Open source change” program and an impactful feedback landscape

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



Growth aspirations in existing products to be complemented with more long-term oriented opportunities

Specific contributions in the next years ...

As presented at 2025 CMD

... long-term growth opportunities

NEW!

Growth investments

PA12 | Germany

Silica | United States

Alkoxides | Singapore

Metal Oxides | Japan

Market growth

3-4%
relevant market growth p.a.

Additives for coatings
Components for lithium batteries
PU foam for insulation
Active cosmetic ingredients
Gas separation membranes

Innovation



Biosurfactants | Slovakia



Membranes | Austria

Existing products in new markets with strong growth potential



Drone applications



Consumer electronics



Data center cooling

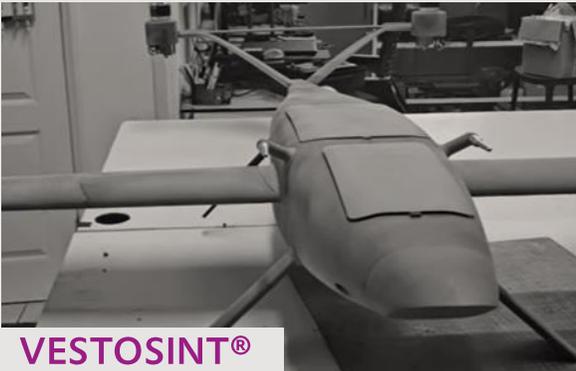
Broad portfolio of High Performance Polymers provides solutions to attractively growing market for drone applications



Lightweight materials e.g. ROHACELL foam

- ROHACELL is used for the construction of lightweight structures and composites
- Minimizing weight, enhancing scalability and enabling high performance; typically used in wings, blades and radomes

Expected market growth¹: >15%



3D printing of lightweight materials e.g. PA12 powder

- High performance material for design-freedom and mechanical superiority, enabling long-ranged drones with modular manufacturing
- Collaboration between Evonik and hp Inc. in 3D printing for drones to serve the future need of civil and military industry

Expected market growth¹: ~20%

1. CAGR 2024-2030

Evonik provides innovative thermal management and piping solutions for a rapidly growing and evolving data center cooling infrastructure



Data center liquid cooling (immersion cooling) e.g. VISCOBASE products & formulations

- Oil Additives business offers esters and hydrocarbons but also customized solutions like blends and formulations to fast growing end market
- Our range of products combines technical benefits with additional relevant features like biodegradability or lower carbon footprint

Expected
market
growth¹:
~20%



Superior piping material e.g. PA12

- Durable and reliable: High temperature, mechanical, and chemical resistance for long-term operation in liquid-cooling pipelines
- Clean and coolant-compatible: Minimal ion leaching and strong coolant compatibility to ensure system cleanliness and prevent corrosion

Expected
market
growth¹:
~10%

1. CAGR 2024-2030

With our solutions for the consumer electronics and batteries industry, we are well positioned in fast-growing markets



POLYVEST®

Consumer electronics e.g. Potting compounds for electronics & electrical sensors

- Polybutadiene-based potting compounds play a vital role in protecting electronic equipment from environmental factors
- They offer exceptional customization, ensuring optimal electrical insulation and mechanical strength

Relevant
market
growth¹:
~5-8%



AEROXIDE®

Batteries / Li-ion batteries e.g. Aluminum oxides for EV

- High-performance aluminum oxide grades for lithium-ion-batteries
- Investment in aluminum oxide plant in Yokkaichi, Japan (October 2025)
- Commitment to innovation and sustainability drives growth in Asia-Pacific

Relevant
market
growth¹:
>10%

1. CAGR 2024-2030

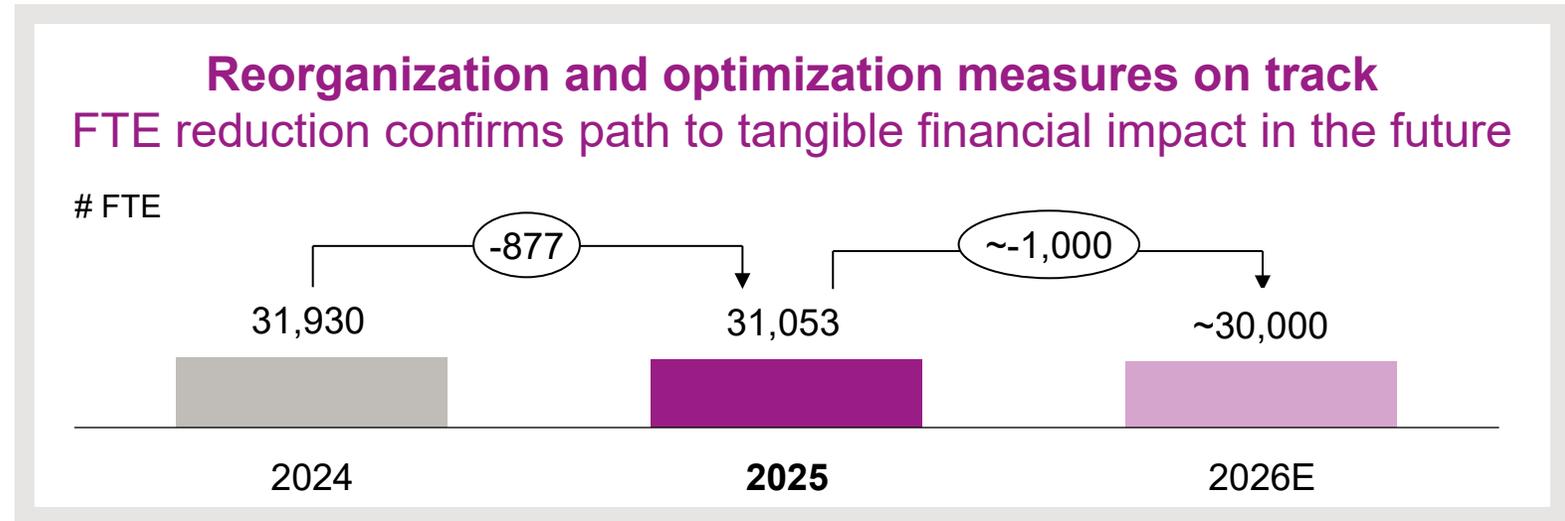
Initiated restructuring and optimization programs are on track – execution to be even more focused from here

As presented at 2025 CMD

Specific contributions in the next years ...

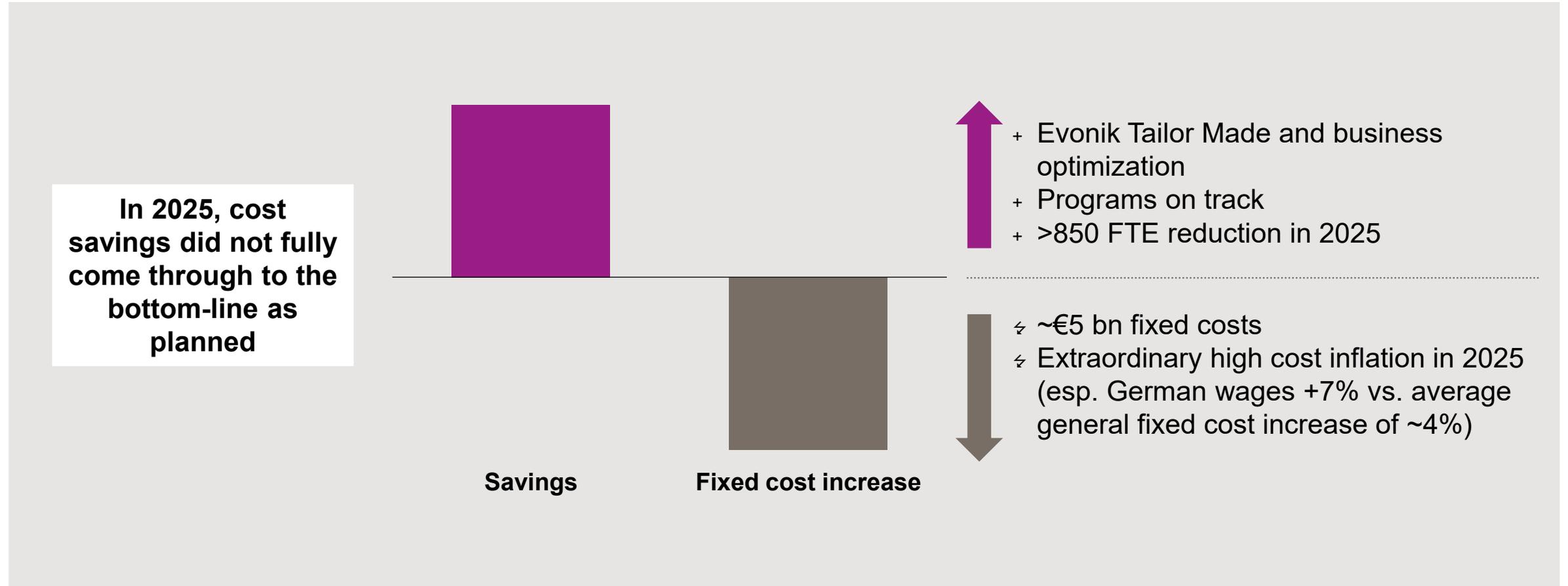
... to be bolstered by even more focus **NEW!**

Reorganization “Evonik Tailor Made” Business optimization Procurement optimization

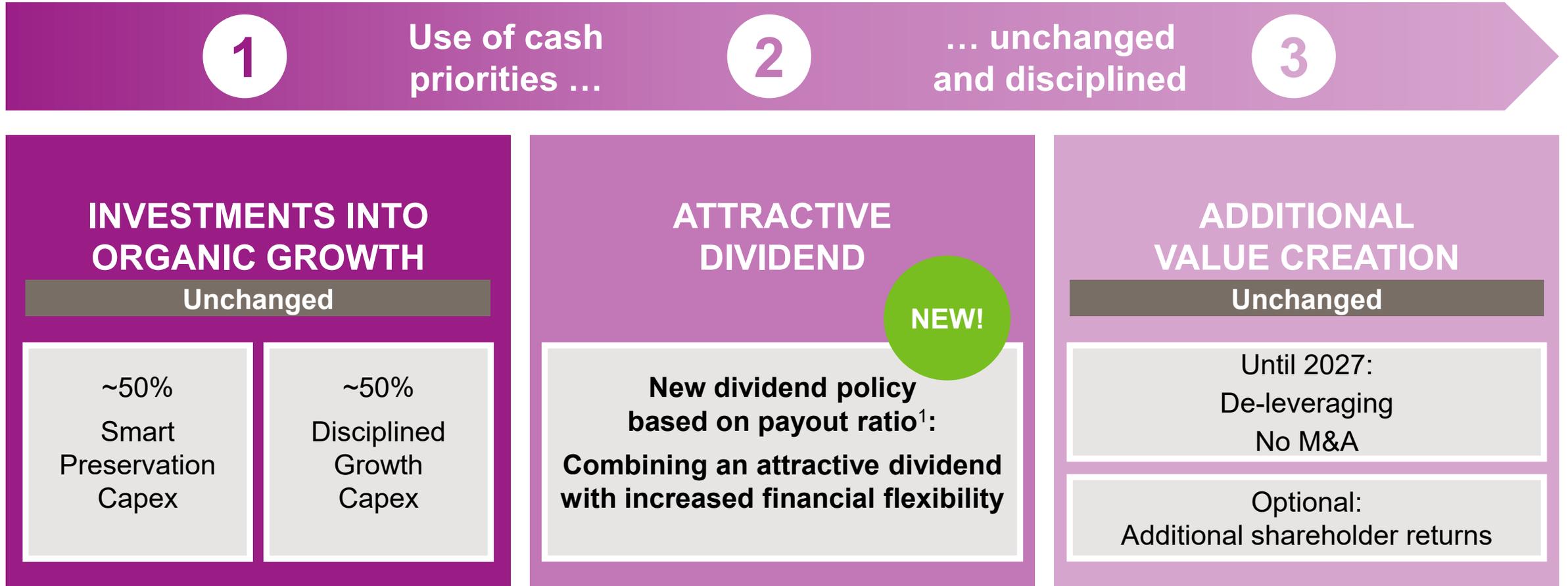


- + All cost savings and optimization **measures bundled** for more efficient steering
- + **Additional short-term contingencies**, e.g. travel restrictions, training and communication spending reductions
- + Unlocking value through digital sourcing by leveraging bots and AI in procurement process

Fixed cost compensation: A clear challenge in a downturn



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



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

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

New dividend policy to be established in two steps

1

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

€1
per share

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

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

2

From
FY 2026
onwards
(to be paid
from 2027)

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

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

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Revised 2025 guidance achieved with strong cash generation – Aiming for broadly stable earnings in 2026

Revised earnings outlook for FY 2025 achieved: Adj. EBITDA of €1,874 m

Solid Q4 (adj. EBITDA €357 m; “only” -8% yoy); results mainly supported by Health Care as well as lower personnel costs

Cash conversion rate of 37% for FY 2025 in upper half of guidance corridor (FCF of €695 m)

Strong finish to the year with €411 m of FCF generated in Q4 thanks to decisive NWC management

Aiming for broadly stable earnings in FY 2026: Adj. EBITDA between €1.7 and 2.0 bn expected

Tough environment mainly balanced out by further cost optimization; FCF conversion around 40% again

Consistent strategy execution key to reach our ROCE target of 11% as soon as possible

Realization of growth projects in attractive niches and implementation of optimization programs as base for future success

New dividend policy in two steps: 1) €1 for fiscal 2025; 2) 40-60% payout of adj. net income for years thereafter

Combining an attractive dividend (~7% yield for 2025) with increased financial flexibility

FY 2025 results overview

Sales (in € m)

14,069

(FY 2024: 15,157)

Sales (yoy in %)

Volume

-2%

FX

-2%

Price

-1%

Other

-2%

Adj. EBITDA (in € m)

1,874

(FY 2024: 2,065)

Free Cash Flow (in € m) / CCR¹

695

(FY 2024: 873)

37%

(FY 2024: 42%)

ROCE (in %)

6.1

(FY 2024: 7.1)

Adj. EPS (in €)

1.36

(FY 2024: 1.67)

1. Cash Conversion Rate = FCF / adj. EBITDA

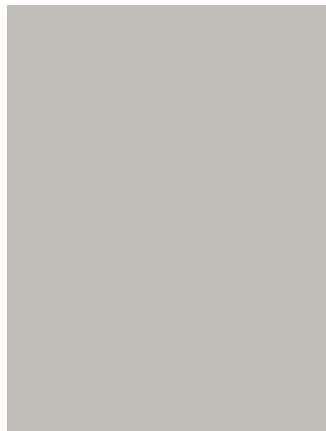
Revised earnings outlook for FY 2025 achieved

Adj. EBITDA (in € m)

(Revised) Outlook:
"Around €1.9 bn"



2,065



2024

1,874

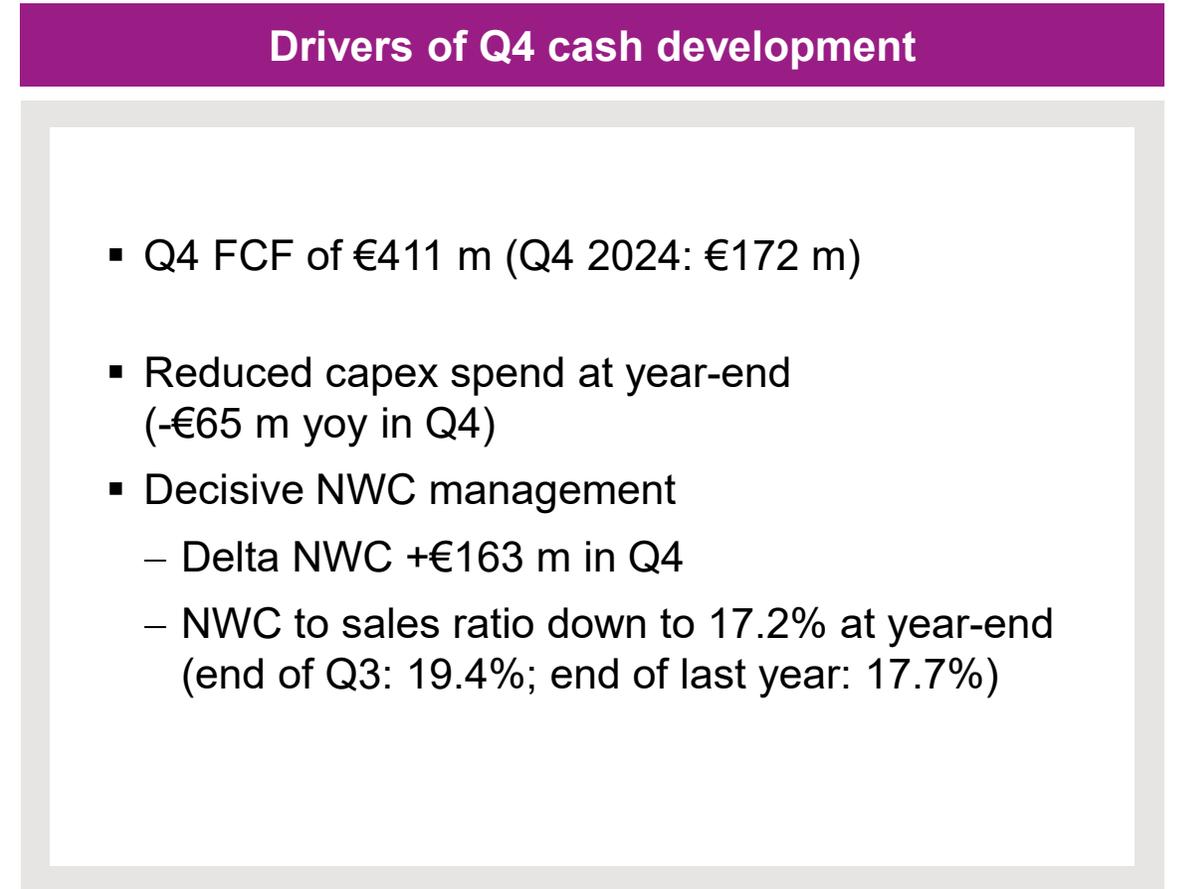
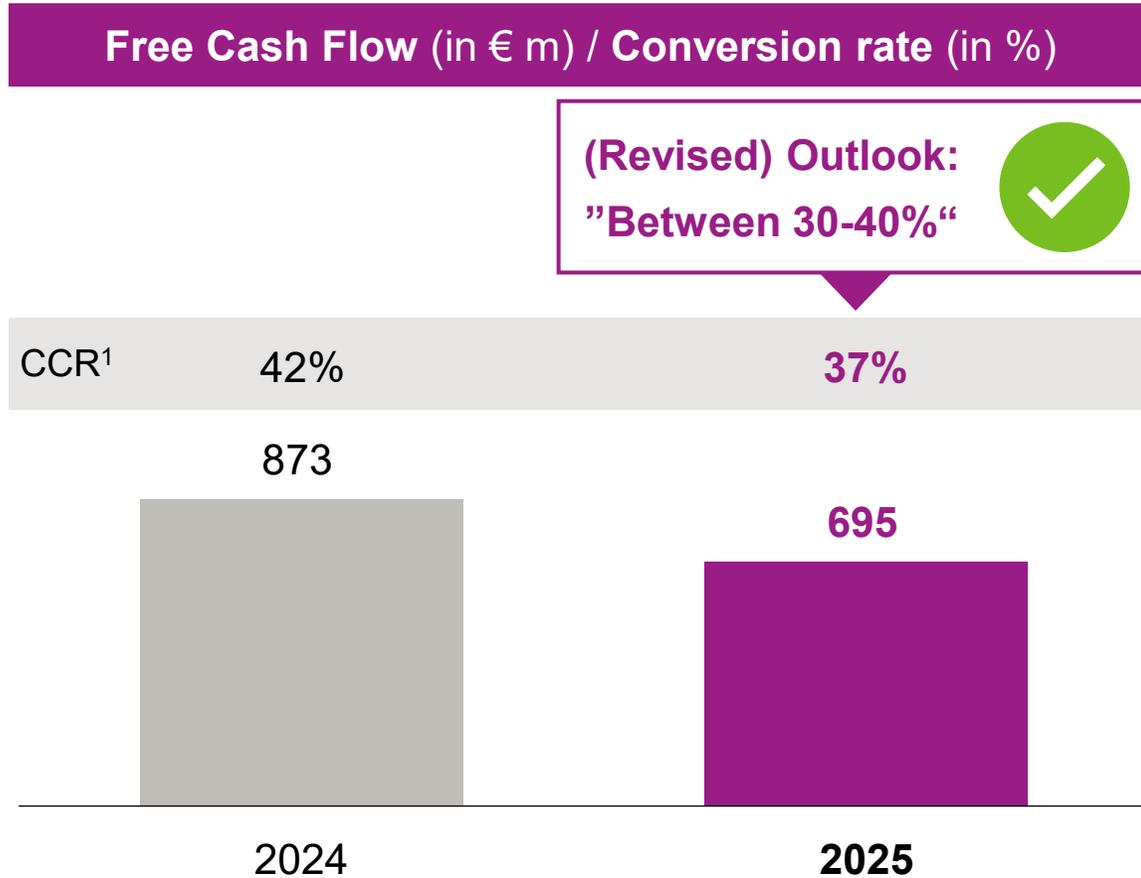


2025

Drivers of Q4 earnings development

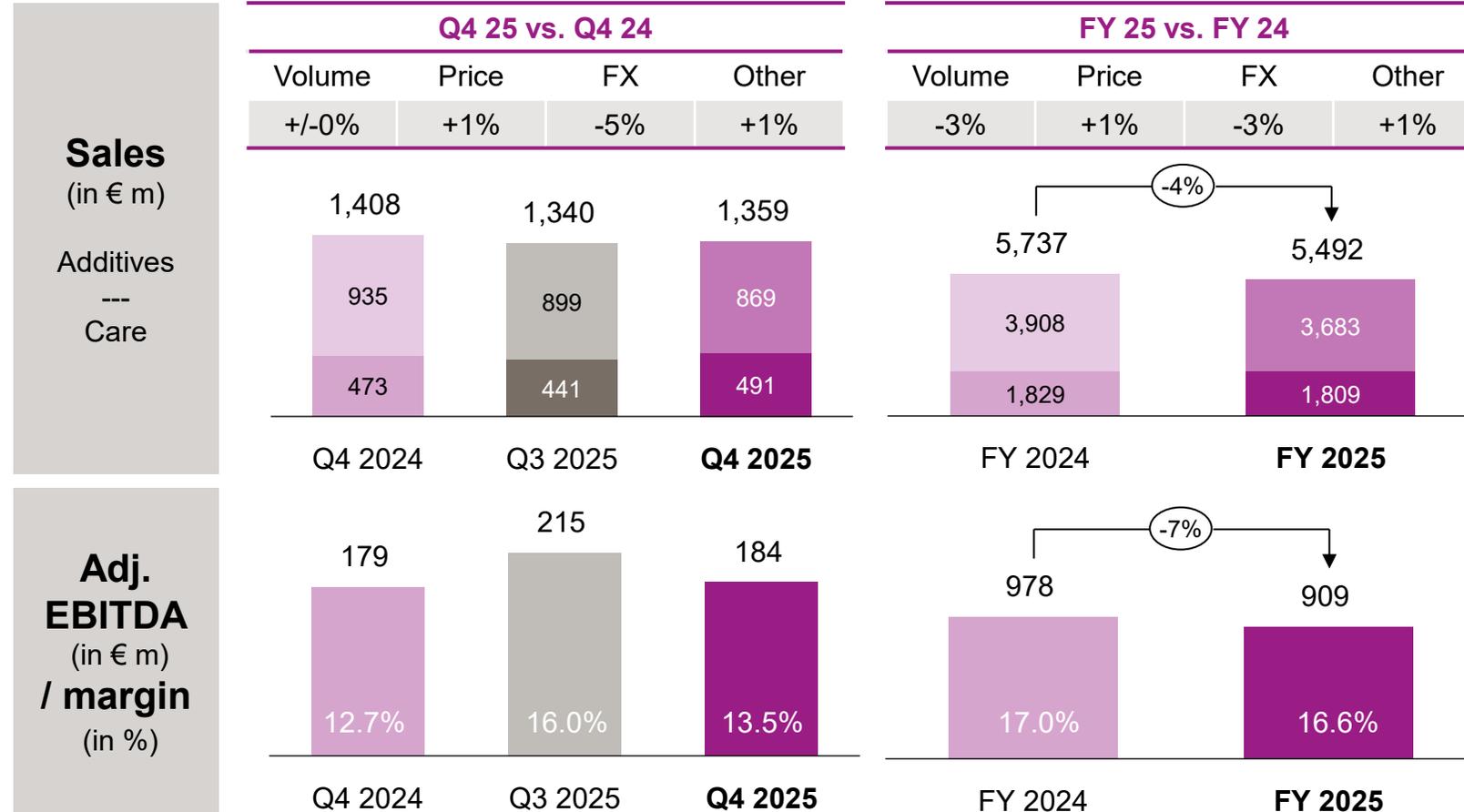
- Q4 adj. EBITDA of €357 m ("only" -8% yoy)
- Custom Solutions with yoy higher earnings in Q4 (+3%) thanks to strong Health Care business
- Advanced Technologies with flat earnings yoy in Q4; visible benefits of optimization programs able to offset tough competition
- Lower personnel costs supportive
 - Structural reduction: >850 FTE less yoy
 - Further bonus provision release

Cash conversion rate of 37% for FY 2025 in upper half of guidance corridor



1. Cash Conversion Rate = FCF / adj. EBITDA

Custom Solutions



Q4 comments

- Differentiated steering of segments visible
 - Pricing focus paying off (+1%)
 - Volumes stabilizing (+0%)
- FX as burden
- Earnings up yoy, driven by Health Care

Additives (adj. EBITDA stable yoy)

- Despite weak demand persisting, most additives with stable to positive volumes
- Biodiesel catalysts and PU-additives with volume declines, mostly in Europe & US

Care (adj. EBITDA up yoy)

- Care Solutions suffering from still weak end customer demand in Base Ingredients, while Specialities developed well
- Health Care with strong year end, mainly driven by phasing of customer campaigns and higher demand in oral drug delivery

Advanced Technologies

Sales
(in € m)

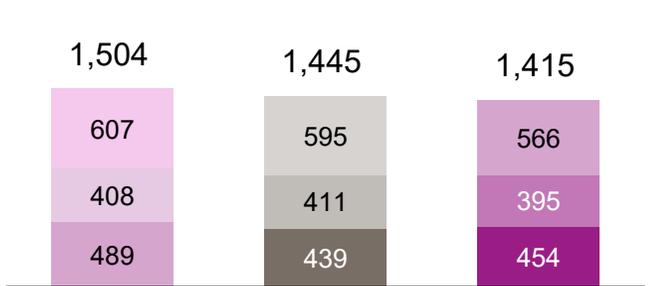
Inorganics

Organics

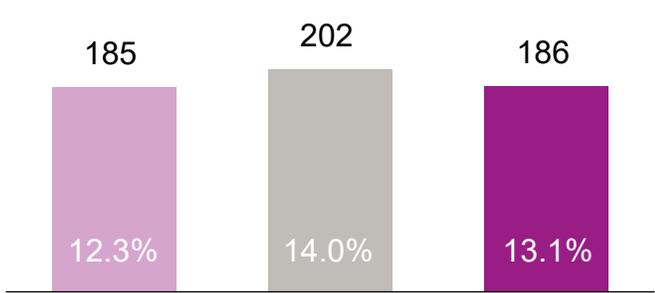
Animal
Nutrition

Adj. EBITDA / margin
(in € m)
(in %)

Q4 25 vs. Q4 24			
Volume	Price	FX	Other
+2%	-3%	-5%	+/-0%

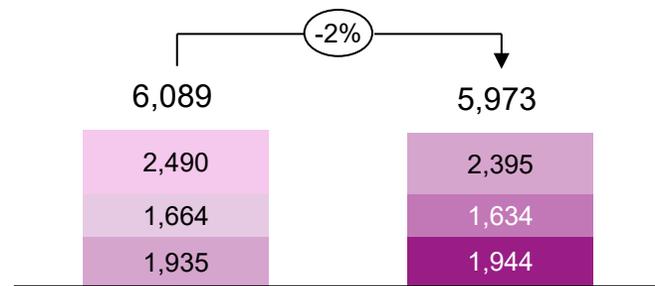


Q4 2024 Q3 2025 **Q4 2025**



Q4 2024 Q3 2025 **Q4 2025**

FY 25 vs. FY 24			
Volume	Price	FX	Other
+2%	-2%	-3%	+1%



FY 2024 **FY 2025**



FY 2024 **FY 2025**

Q4 comments

Inorganics (adj. EBITDA up yoy)

- Solid performance yoy for Silica: first visible effect of asset network optimization and ramp-up of metal oxides plant in Japan

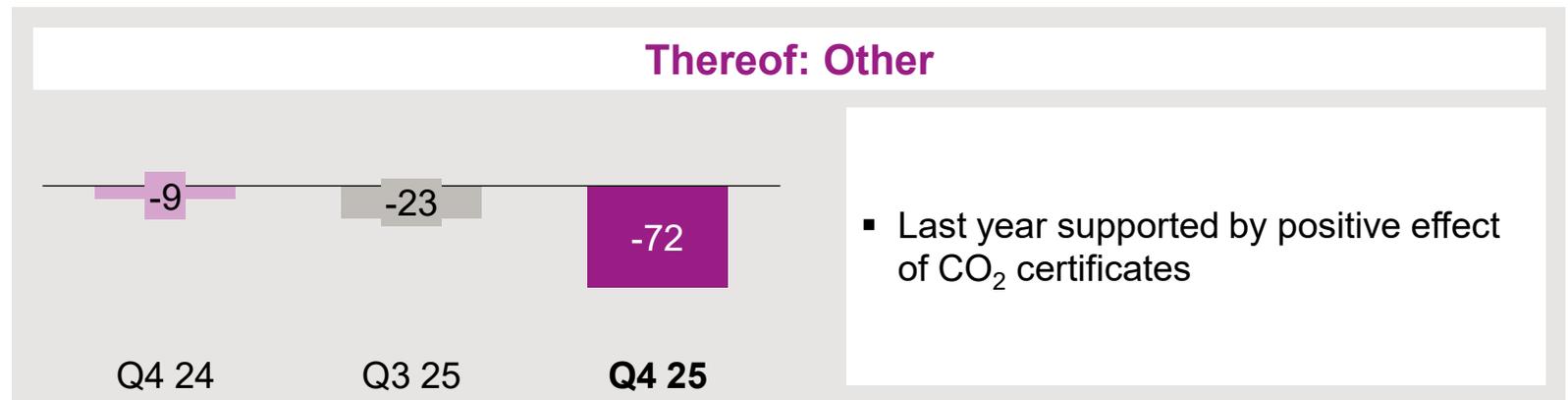
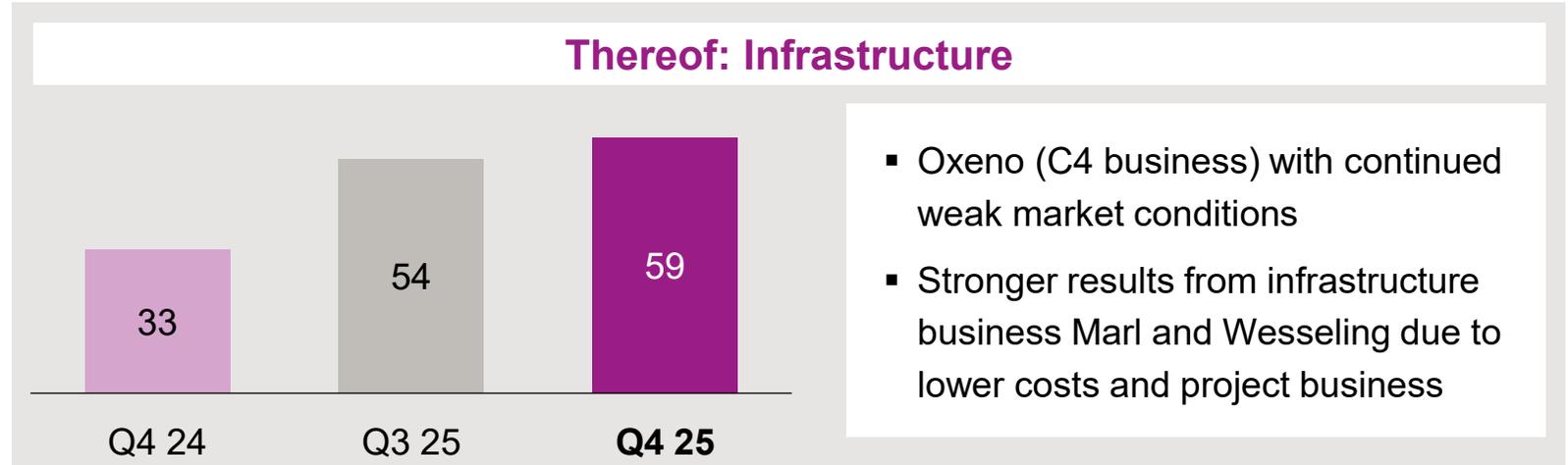
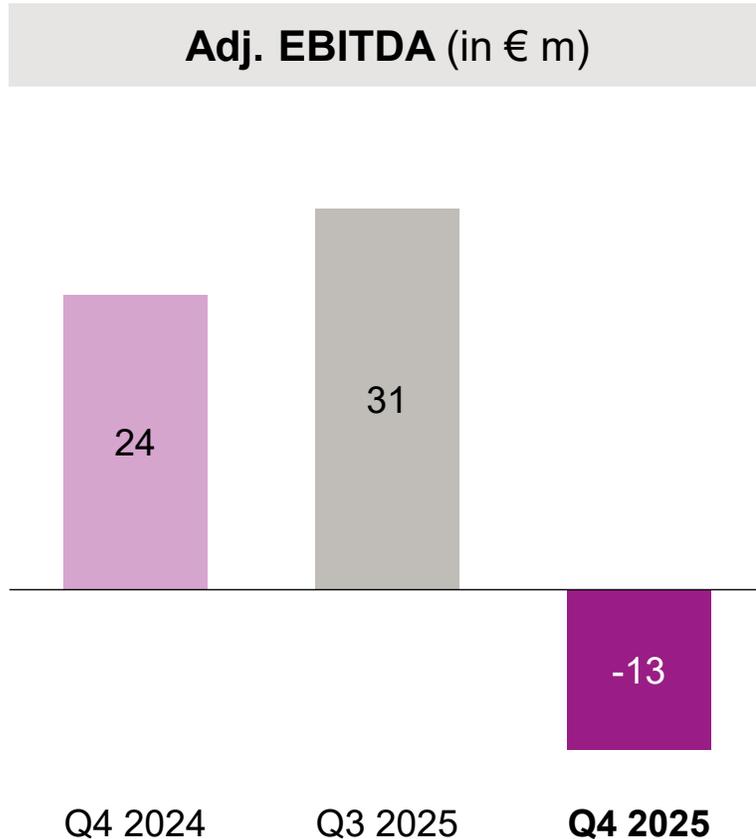
Organics (adj. EBITDA down yoy)

- Positive volume trend in both businesses
- Crosslinkers with ongoing price pressure and impact of stronger inventory reduction towards year end
- Polymers with strong demand for PA12 in automotive, sport and consumer end markets, esp. in Asia

Animal Nutrition (adj. EBITDA down yoy)

- Strong volume development yoy offset by normalization of prices; strong impact from exchange rate effects
- Market demand remains strong

Infrastructure / Other



Assumptions for FY 2026 outlook: We focus on controllable levers – external factors unlikely to improve

Headwinds – Mostly from external factors

External factors

- Global industrial production to stay below 2025 level (+1.7% for 2026E vs. +3.1% in 2025)
- No pronounced demand recovery in key end markets
- Likely continued FX headwind from USD weakness
- Continued Chinese competition in selected products

Evonik factors

- Methionine capacity additions by competitors likely resulting in normalization of prices
- 2025 was supported by one time-effects (not recurring)
- Fixed cost increases hard to compensate in downturn

Base case:
Effects more
or less
balance out

Tailwinds and positives from strategy execution

Growth

- Ramping-up capacities in innovative areas
- Higher volumes – less shutdowns expected (esp. in Advanced Technologies)

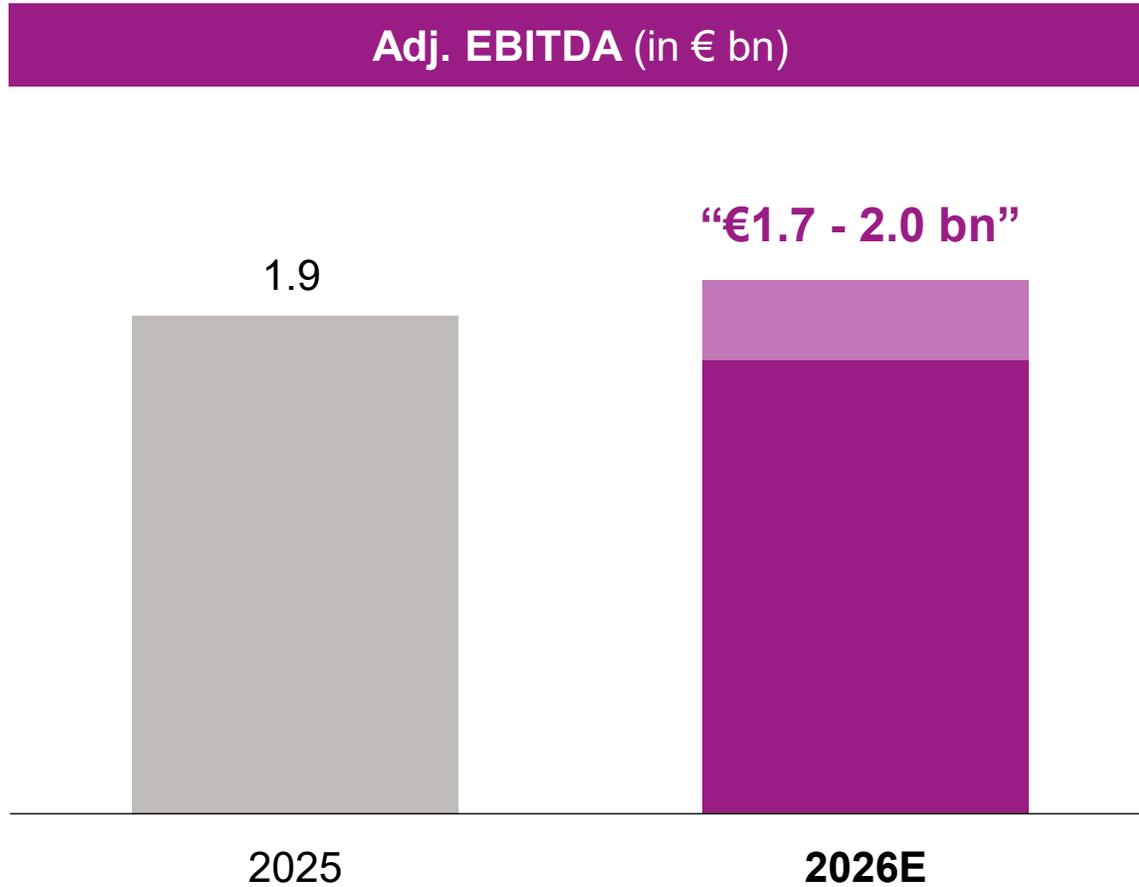
Self-help measures / Cost savings

- More savings from ETM and business optimization → another ~1,000 FTE to be reduced in 2026
- Positive effects from asset network optimization
- Support from short-term contingencies

Additional factors

- Tailwind from lower energy costs
- Reduced impact from inventory optimization

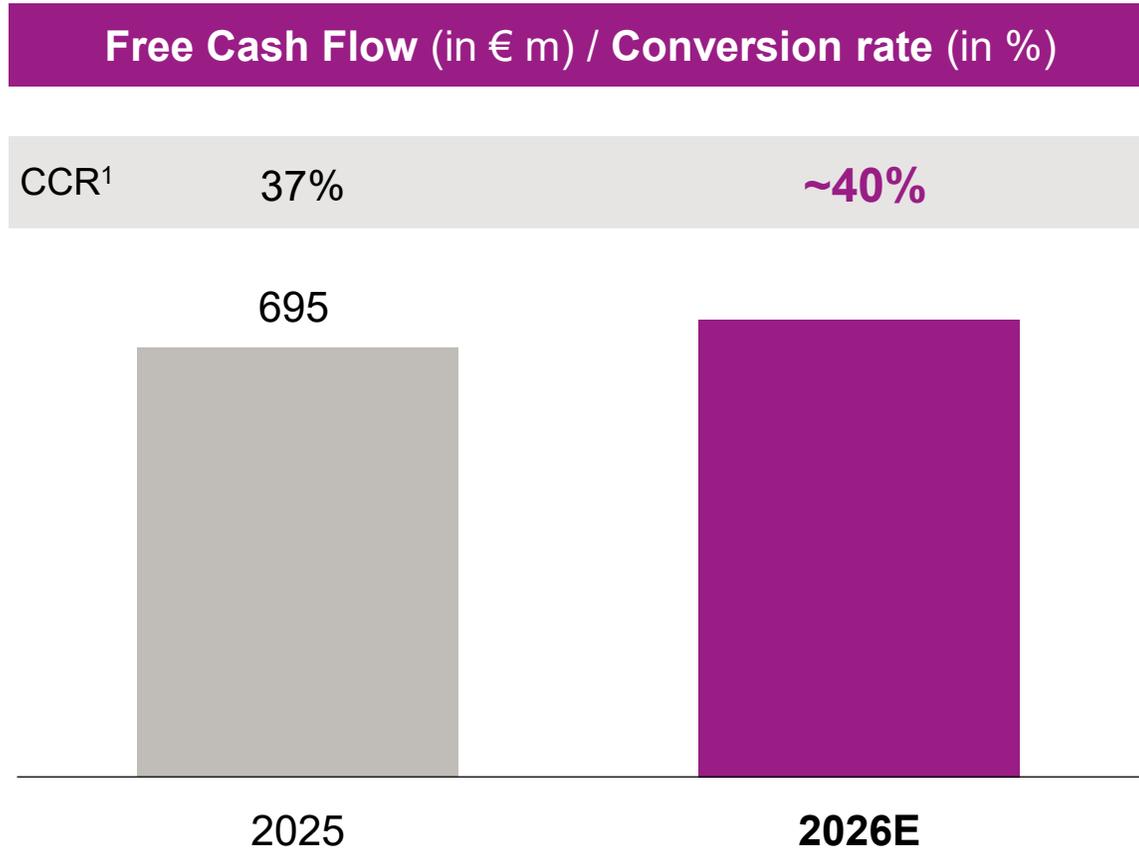
Aiming for broadly stable earnings in FY 2026: Adj. EBITDA between €1.7 and 2.0 bn



Outlook by segment

Custom Solutions	Slightly above prior-year level	<ul style="list-style-type: none"> ▪ Slightly higher volumes expected in most businesses; increasing utilization of new plants ▪ Slightly falling input costs ▪ Health Care: positive effects from optimization program
Advanced Technologies	Slightly below prior-year level	<ul style="list-style-type: none"> ▪ Less positive one-time-effects vs. PY ▪ Continued competitive pressure for more standardized products ▪ Normalization of methionine prices, partly offset by higher volumes and better cost position ▪ Benefits from optimization programs
Infrastructure (incl. C4) / Other	Slightly above prior-year level	<ul style="list-style-type: none"> ▪ More FTE reduction ▪ Slight recovery for Oxeno (C4) possible, coming from a trough level in 2025

Free Cash Flow: Targeting ~40% cash conversion again



- Expected building blocks for FCF development**
- **Similar operating result** (mid-point of guidance range) as starting point
 - **Disciplined capex** approach: yoy stable at ~€750 m
 - **Lower bonus payments** in FY 2026 (for 2025)
 - **NWC neutral** as base case, but final outcome depending on business development esp. towards year-end

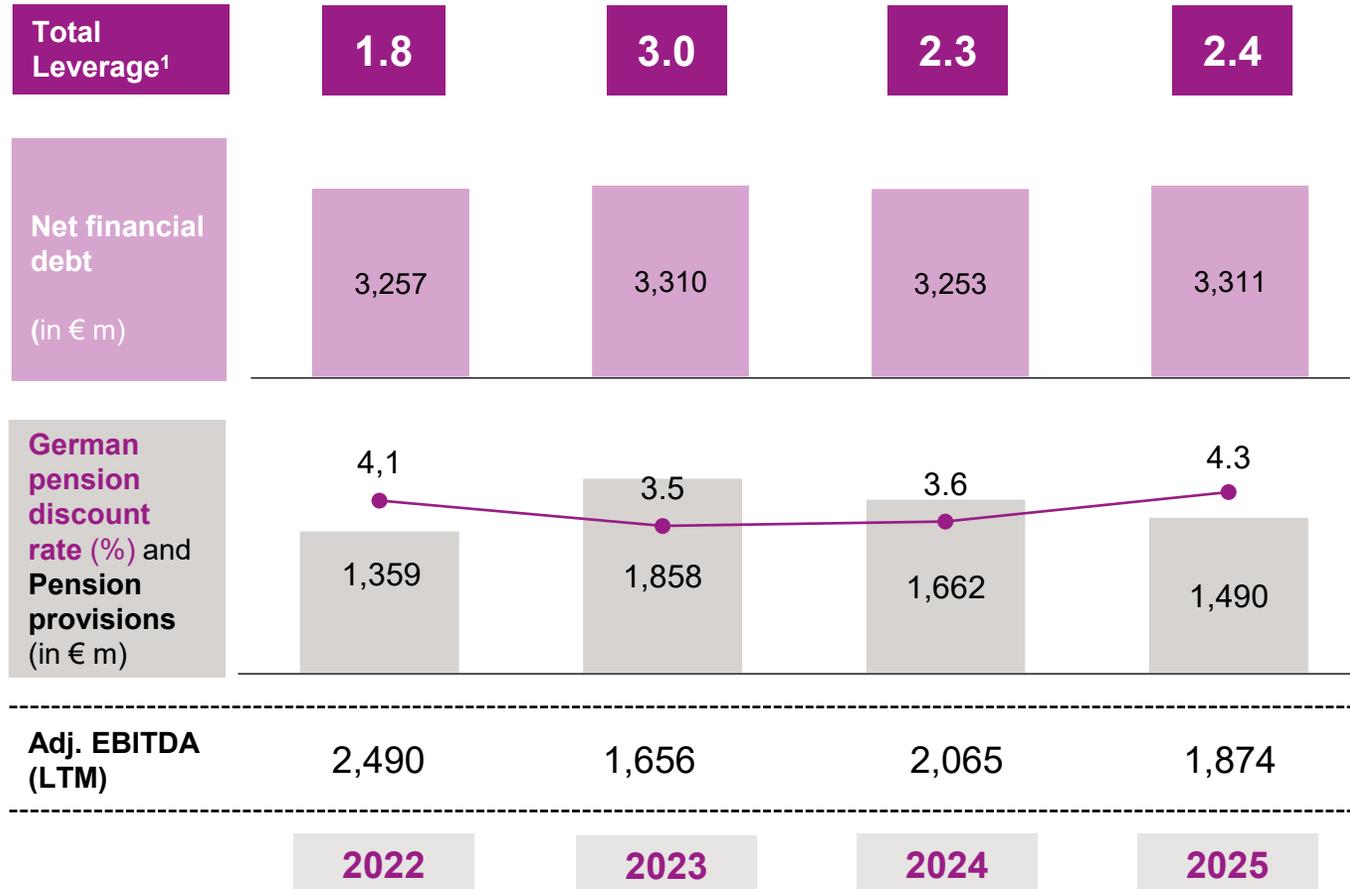
1. Cash Conversion Rate = FCF / adj. EBITDA

Additional indications for FY 2026

Sales	between €13.5 and 14.5 bn (2025: €14.1 bn)
ROCE	around prior-year level (2025: 6.1%)
Capex¹	~€750 m (2025: €748 m)
EUR/USD sensitivity²	+/-1 USD cent = -/+ ~€5 m adj. EBITDA (FY basis)
Adj. D&A	around prior-year level (2025: €1,013 m)
Adj. net financial result	around prior-year level (2025: -€162 m)
Adj. tax rate	around long-term sustainable level of ~30% (2025: 22%)

1. Cash outflow for investment in intangible assets, pp&e | 2. Including transaction effects (after hedging) and translation effects; before secondary / market effects

Development of debt and leverage over time



Net financial debt (€3,311 m)

- Net financial debt slightly up yoy
- Net financial debt leverage increased moderately to 1.6x (2024: 1.5x)² reflecting lower adj. EBITDA

Pension provisions (€1,490 m)

- Decreased pension provisions due to higher discount rate
- Long-dated pension obligations with ~12 years duration
- Solid funding ratio of ~86%

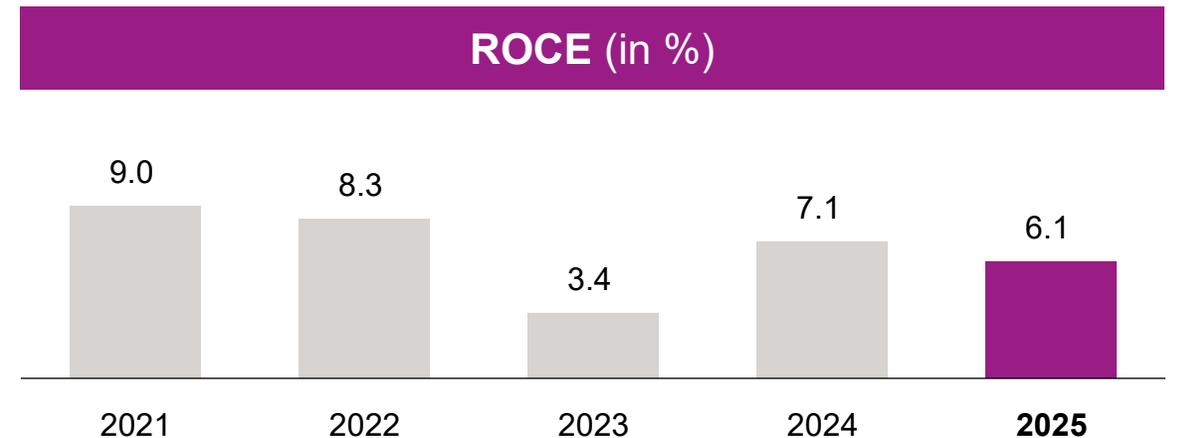
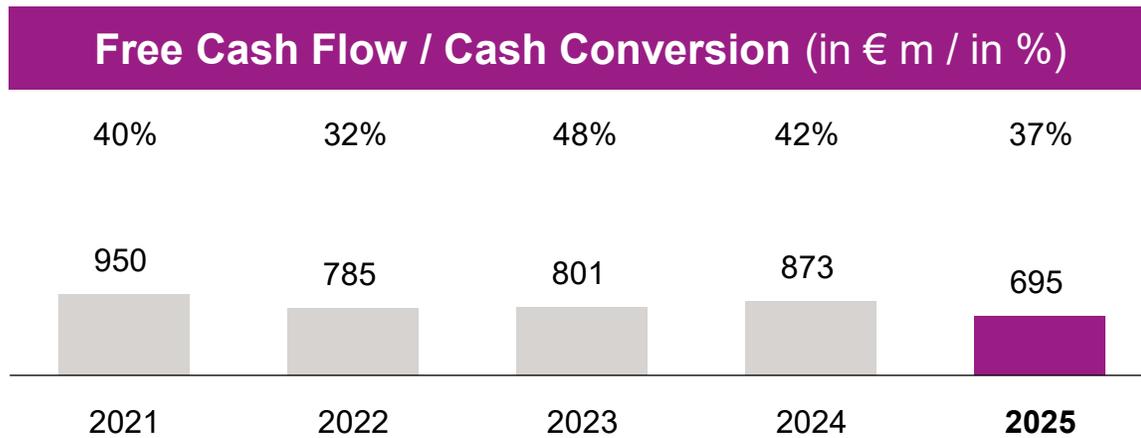
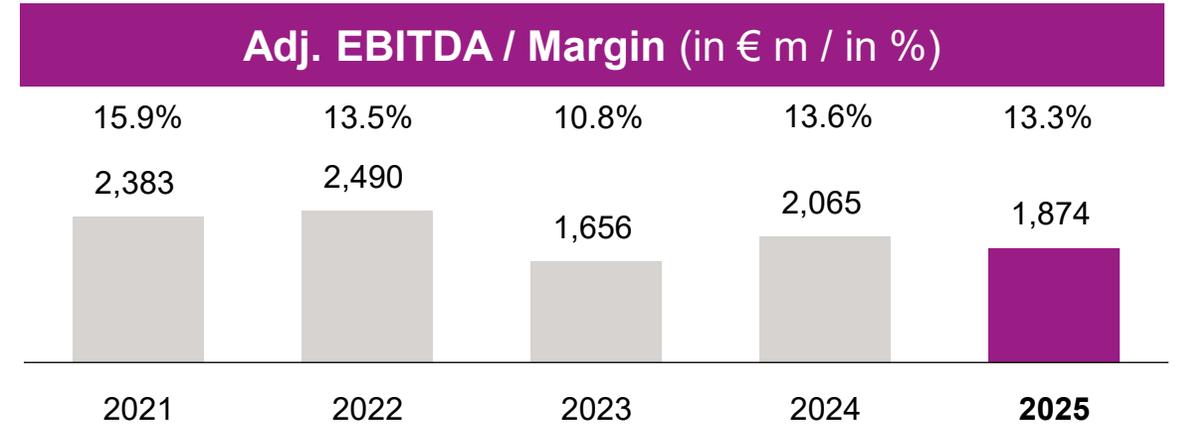
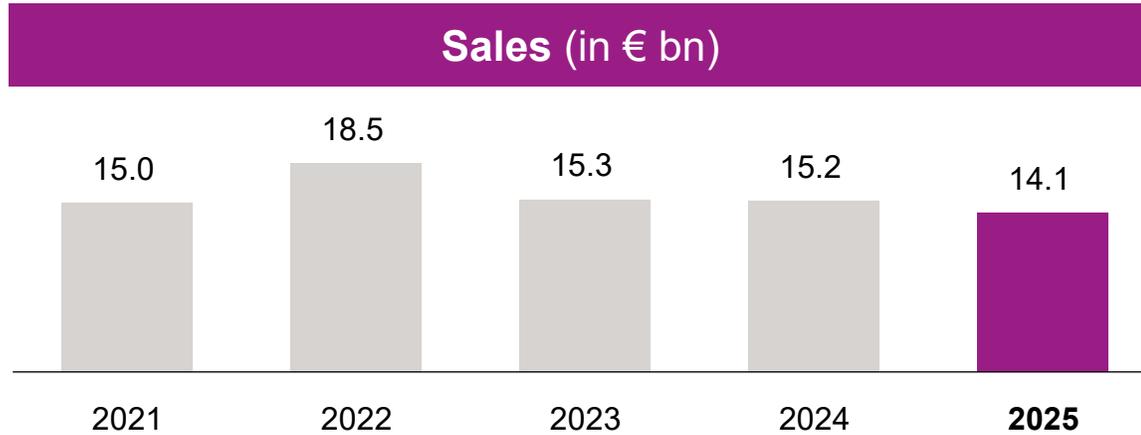
. 1. (Net financial debt – 50% hybrid bond + pension provisions) / Adj. EBITDA (LTM); 2. (Net financial debt – 50% hybrid bond) / Adj. EBITDA (LTM)

Segment overview by quarter

Sales (in € m)	Q3/24	Q4/24	FY 2024	Q1/25	Q2/25	Q3/25	Q4/25	FY 2025
Custom Solutions	1,465	1,408	5,737	1,427	1,367	1,340	1,359	5,492
Advanced Technologies	1,535	1,504	6,089	1,601	1,511	1,445	1,415	5,973
Infrastructure / Other ¹	832	687	3,331	749	621	606	629	2,604
Evonik Group	3,832	3,599	15,157	3,777	3,499	3,391	3,403	14,069
Adj. EBITDA (in € m)	Q3/24	Q4/24	FY 2024	Q1/25	Q2/25	Q3/25	Q4/25	FY 2025
Custom Solutions	287	179	978	256	254	215	184	909
Advanced Technologies	296	185	1,023	291	266	202	186	944
Infrastructure / Other ¹	-6	24	64	13	-11	31	-13	21
Evonik Group	577	388	2,065	560	509	448	357	1,874

1. Including Oxeno (C4 business)

Five-year financial review



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Discover more details on our website



Find all current IR presentations here:

[Evonik Factbook](#)

[ESG Factbook](#)

[Financial Reports](#)



Why invest in Evonik?

Discover the strategic pillars behind our mid-term targets – and why they make Evonik a compelling investment

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EVONIK

Leading Beyond Chemistry