



How we strengthen our innovative power

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EVONIK
INDUSTRIES

We make our innovation power measurable



Innovation KPIs:

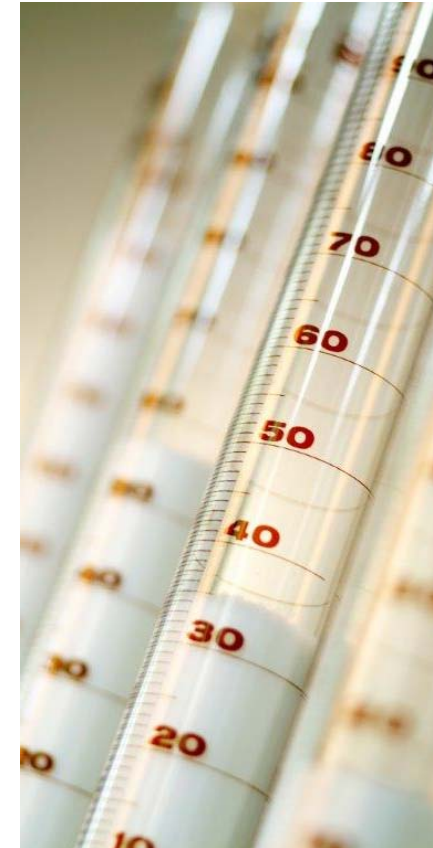
What do we invest, what are the returns (KPIs)

Innovation excellence:

How do we achieve it (processes, best practices)

Innovation reputation:

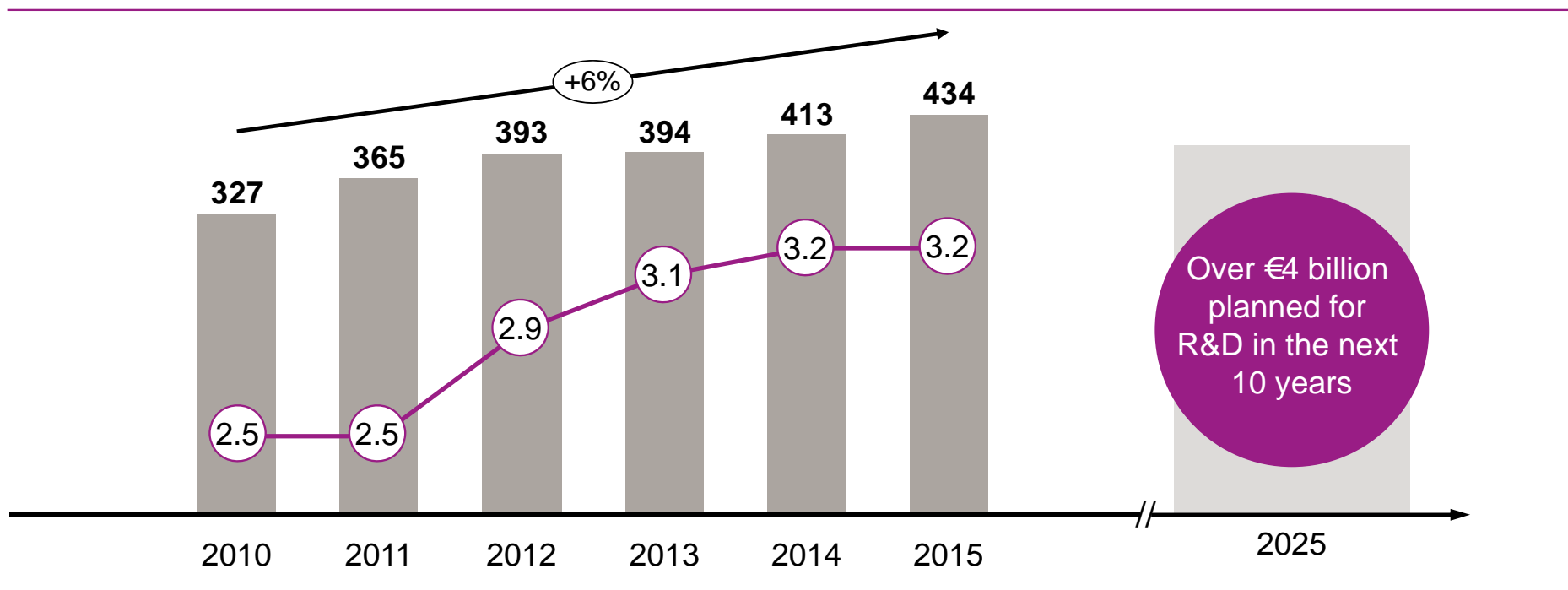
How are we perceived (opinion survey)



Innovation KPIs: what we invest



R&D expenditures and R&D rates



■ R&D expenditure [€million] — R&D/sales [%]

Innovation KPIs at a glance

57%

patent-driven sales

€500 m

increase in value of innovation pipeline

2,700

employees

3.2%

R&D rate

€434 m

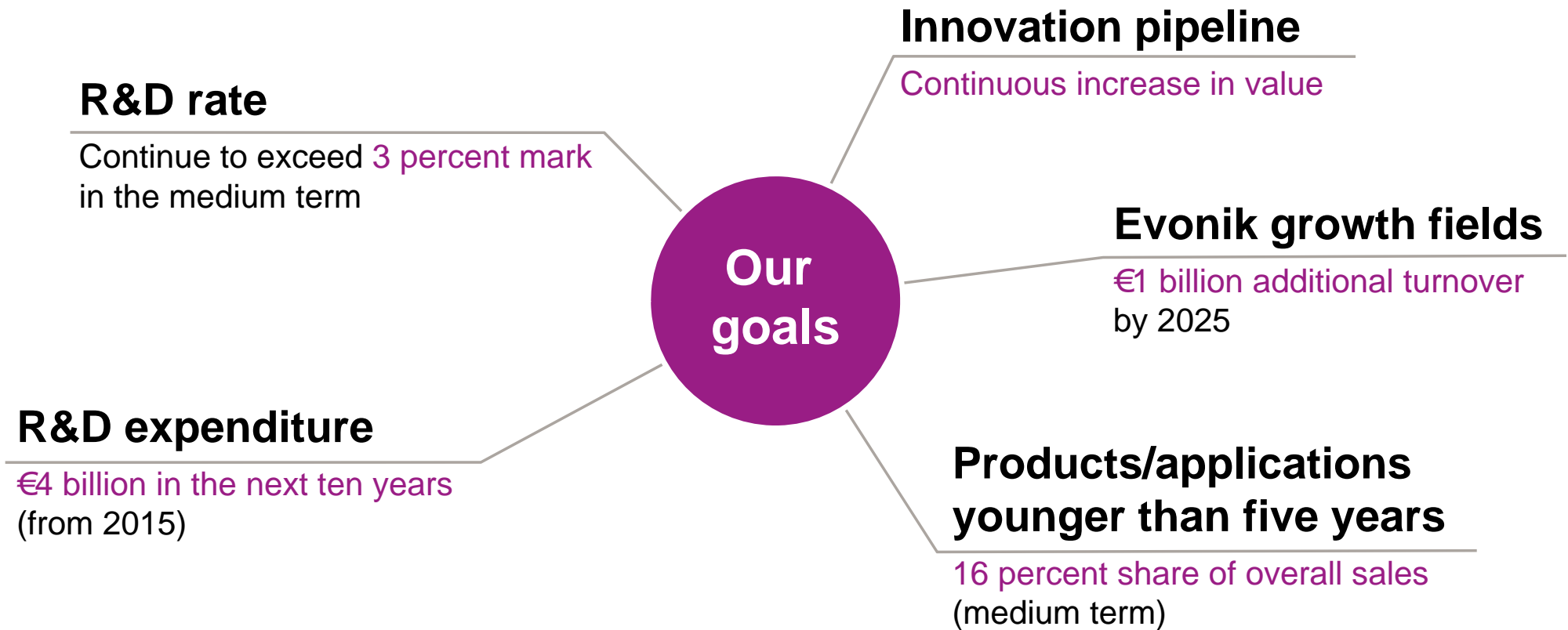
R&D expenditure

10%

sales from new products and applications¹

1) Younger than 5 years

Innovation KPIs: our goals

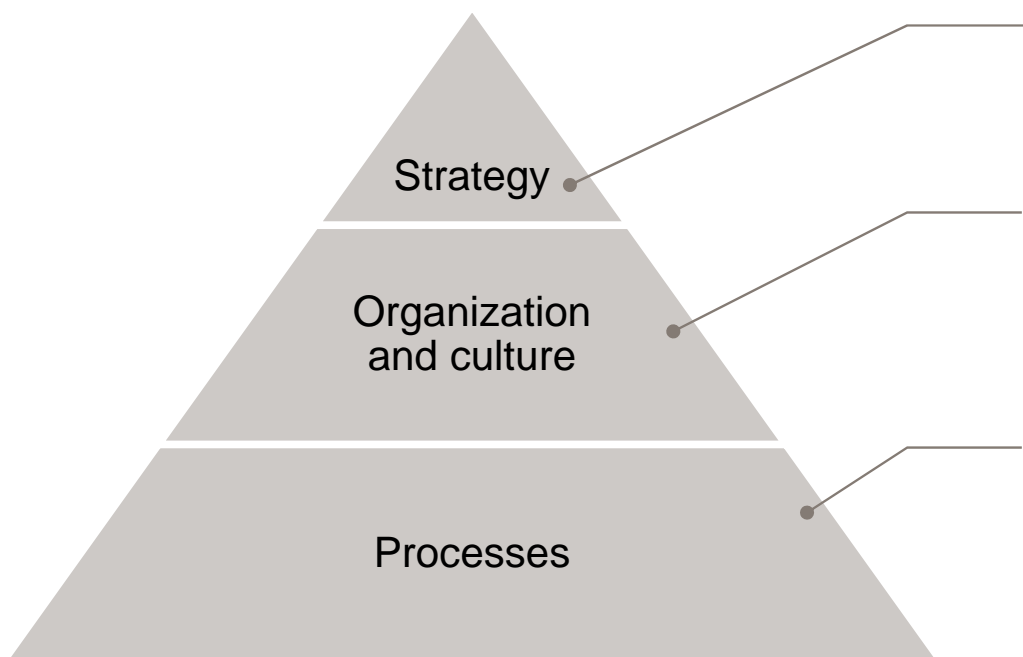


Innovation excellence: our goals



Innovation excellence

Examples of activities



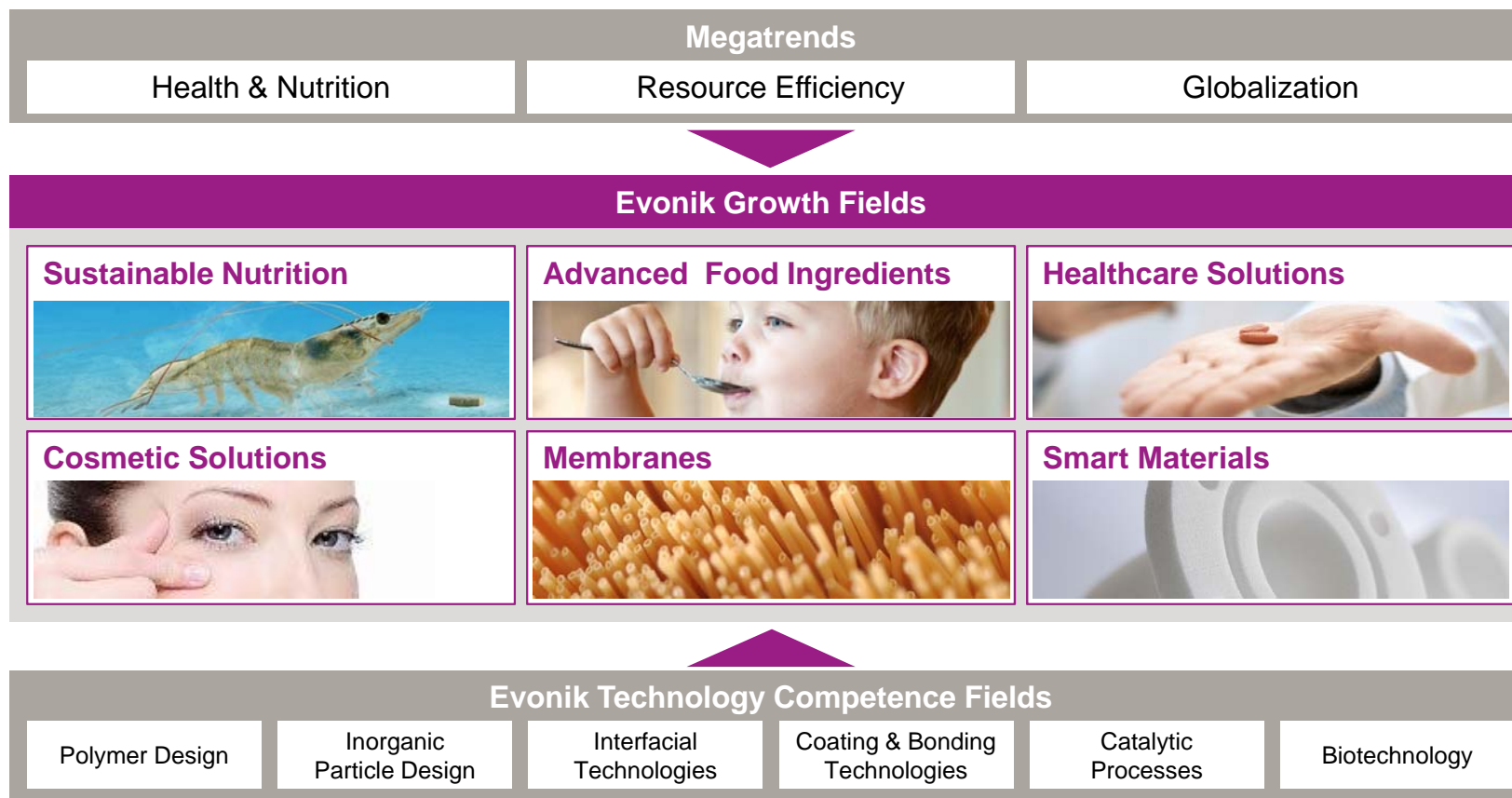
- Definition of innovation goals
- Definition of Evonik growth fields
- Definition of strategic target portfolio

- Strategic research (Creavis)
- Project houses
- Innovation and Entrepreneurship Award
- Culture initiatives for error and learning culture

- Corporate Foresight
- Ideation Jams
- I2P Process
- Active portfolio management
- IP management

Source: A.T. Kearney

Innovation excellence: Evonik growth field example



Additional contribution to sales of more than €1 billion by 2025

Innovation excellence: project house example



The setting

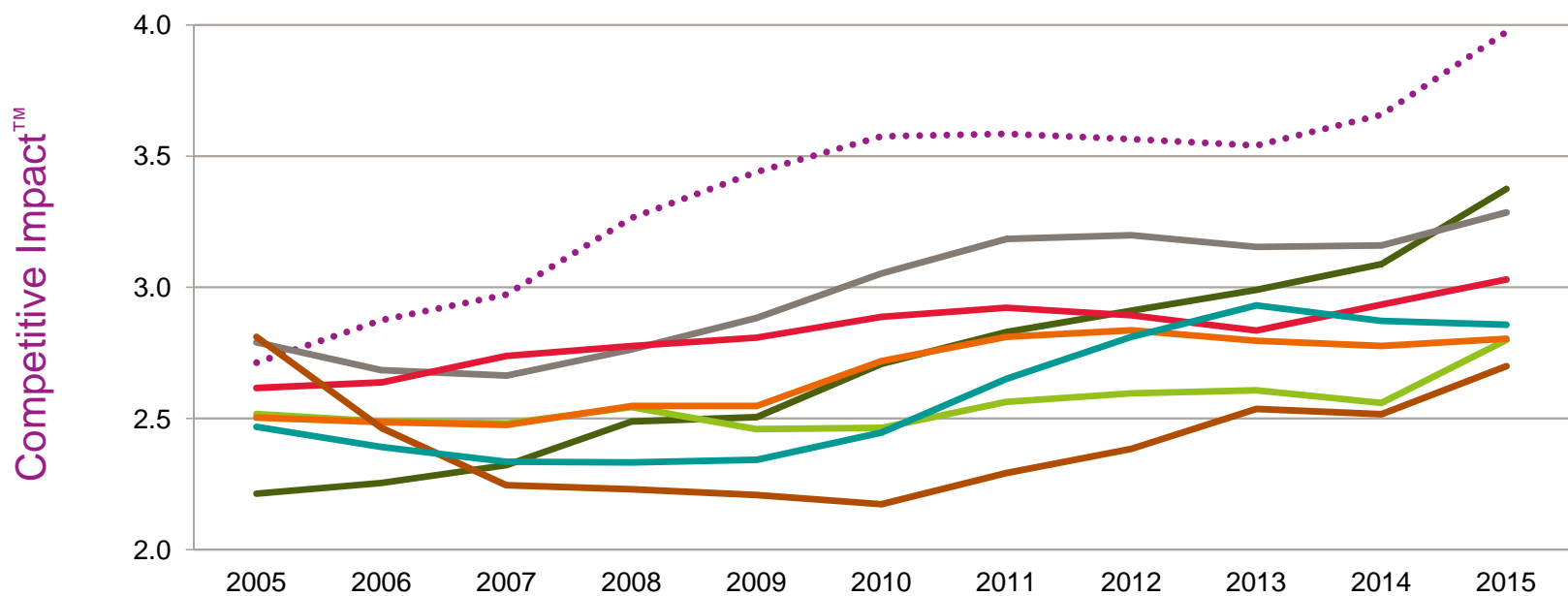
- Wide-ranging expertise (internal/external)
- One location, one innovation topic
- 50:50 financing between segments and Creavis
- 3-year period

The aims

- Close collaboration with partners along the value chain
- Promote the internationalization of research and development
- Develop new competencies



Innovation excellence: patent quality example



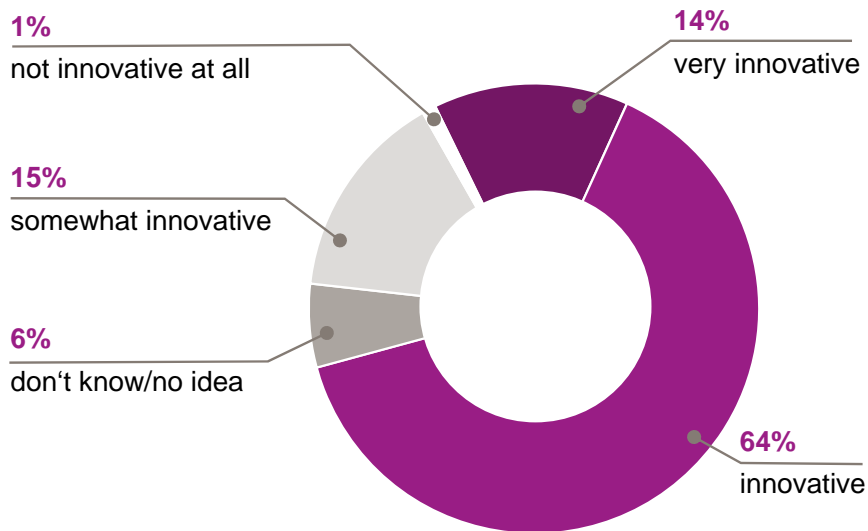
..... Evonik Peer group Arkema, BASF, Clariant, DSM, DuPont, Lanxess, Solvay

Source: PatentSight, April 15, 2016

Innovation reputation: Perceptions and activities



How innovative would you rate Evonik?



Source: forsa, Estimations of Evonik's innovative power, 17.05.2016

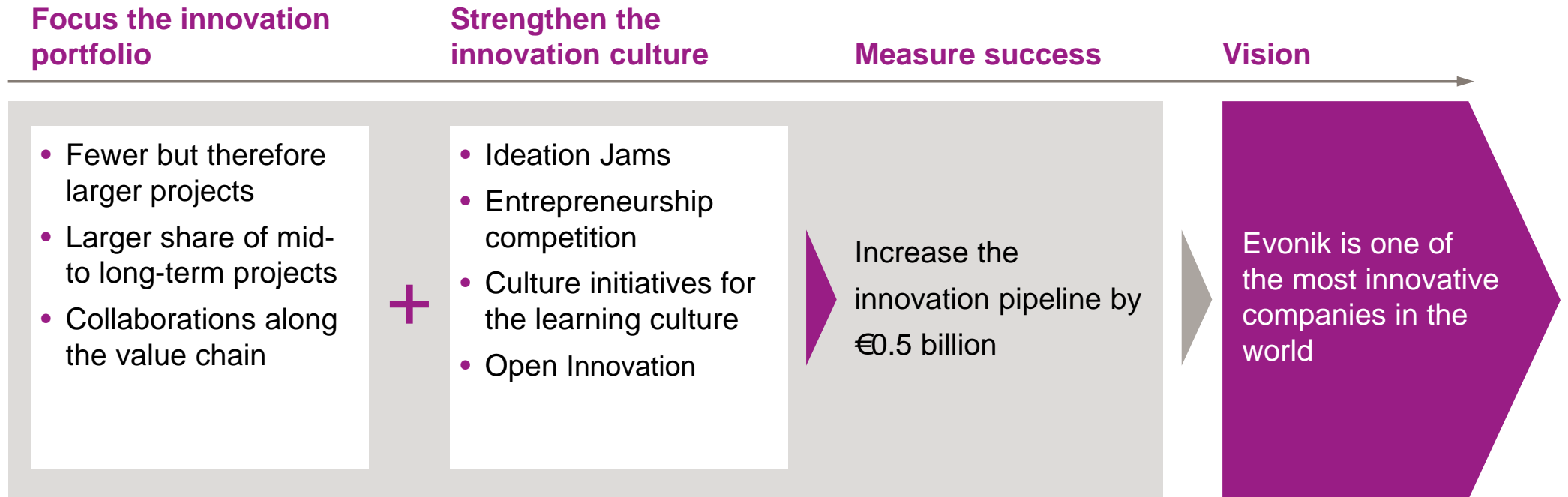
The number of people who believe Evonik's aspiration to become one of the most innovative companies in the world within a few years is achievable (in %)



Communication activities

- Collaborations with scientific institutions, universities, and companies
- Long-term orientation of research topics
- Product solutions of relevance to society
- Resource-conserving development of products and processes

Key strategic objectives





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