

## **New Divisional Structure - Financial KPIs**

### **Financial Years 2015 - 2020**

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preliminary, as of August 2020

**Specialty Additives**

<b>in € million</b>	<b>Year FY 2015</b>	<b>Year FY 2016</b>	<b>Year FY 2017<sup>1</sup></b>	<b>Year FY 2018</b>	<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>Year FY 2019</b>	<b>Q1 2020</b>	<b>Q2 2020</b>
Sales	2,065	2,116	3,244	3,380	842	867	861	810	3,381	852	747
<i>Growth (%)</i>	7%	2%	53%	4%	1%	-3%	2%	0%	0%	1%	-14%
<i>Volumes (%)</i>	1%	5%	4%	3%	-1%	-4%	1%	-1%	-1%	1%	-15%
<i>Prices (%)</i>	0%	-3%	2%	3%	1%	2%	-1%	0%	1%	0%	1%
<i>Exchange Rates (%)</i>	6%	0%	-1%	-2%	1%	-1%	2%	1%	0%	0%	0%
<i>Other (incl. M&amp;A; %)</i>	0%	0%	48%	0%	0%	0%	0%	0%	0%	0%	0%
Adjusted EBITDA	540	611	857	908	225	226	232	203	886	239	202
<i>Margin (%)</i>	26.2%	28.9%	26.4%	26.9%	26.7%	26.1%	26.9%	25.1%	26.2%	28.1%	27.0%
Adjusted EBIT	459	535	676	744	184	184	189	158	716	196	158
<i>Margin (%)</i>	22.3%	25.3%	20.8%	22.0%	21.9%	21.2%	22.0%	19.5%	21.2%	23.0%	21.2%
Capital employed (annual average)	1,106	1,145	3,494	3,912					3,956		
ROCE (%)	41.5%	46.7%	19.4%	19.0%					18.1%		

<sup>1</sup> First-time consolidation of acquired Air Products businesses as of 3 January 2017. Impact on sales: ~€1 bn; adj. EBITDA: ~€215 m

**Nutrition & Care**

<b>in € million</b>	<b>Year FY 2015</b>	<b>Year FY 2016</b>	<b>Year FY 2017</b>	<b>Year FY 2018</b>	<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>Year FY 2019</b>	<b>Q1 2020</b>	<b>Q2 2020</b>
Sales	3,606	3,158	3,002	3,036	731	719	726	747	2,922	748	742
<i>Growth (%)</i>	33%	-12%	-5%	1%	0%	-7%	-5%	-2%	-4%	2%	3%
<i>Volumes (%)</i>	4%	4%	4%	5%	8%	-1%	-4%	2%	1%	3%	1%
<i>Prices (%)</i>	22%	-16%	-12%	1%	-7%	-5%	-3%	-5%	-5%	-1%	4%
<i>Exchange Rates (%)</i>	8%	0%	-1%	-5%	-1%	-1%	2%	1%	0%	0%	-2%
<i>Other (incl. M&amp;A; %)</i>	-1%	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%
Sales Animal Nutrition	2,382	1,899	1,564	1,574	374	353	345	365	1,438	398	384
Sales Health & Care	1,224	1,260	1,438	1,462	357	365	381	381	1,484	350	358
Adjusted EBITDA	1,231	830	498	550	113	121	119	109	462	118	168
<i>Margin (%)</i>	34.1%	26.3%	16.6%	18.1%	15.5%	16.8%	16.4%	14.6%	15.8%	15.8%	22.6%
Adjusted EBIT	1,073	675	319	362	64	71	52	44	231	54	106
<i>Margin (%)</i>	29.8%	21.4%	10.6%	11.9%	8.8%	9.9%	7.2%	5.9%	7.9%	7.2%	14.2%
Capital employed (annual average)	2,289	2,393	2,664	2,808					3,079		
ROCE (%)	46.9%	28.2%	12.0%	12.9%					7.5%		

**Smart Materials**

in € million	Year FY 2015	Year FY 2016	Year FY 2017 <sup>1</sup>	Year FY 2018 <sup>1</sup>	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Year FY 2019	Q1 2020	Q2 2020
Sales	2,957	3,120	3,148	3,382	857	845	833	836	3,371	858	722
<i>Growth (%)</i>	5%	6%	1%	7%	4%	-2%	-1%	-3%	0%	0%	-15%
<i>Volumes (%)</i>	3%	3%	7%	-3%	-3%	-5%	-5%	-6%	-4%	-4%	-20%
<i>Prices (%)</i>	0%	-1%	1%	7%	7%	4%	3%	-1%	3%	-1%	0%
<i>Exchange Rates (%)</i>	3%	1%	-1%	-2%	0%	0%	1%	1%	0%	0%	0%
<i>Other (incl. M&amp;A; %)</i>	-1%	3%	-6%	5%	0%	-1%	0%	3%	1%	5%	5%
Sales Inorganics	1,957	2,068	2,117	2,325	585	576	567	584	2,312	597	528
Sales Polymers	999	1,052	1,031	1,057	272	269	266	252	1,059	260	193
Adjusted EBITDA	510	550	565	631	162	164	157	168	651	166	102
<i>Margin (%)</i>	17.2%	17.6%	17.9%	18.7%	18.9%	19.4%	18.8%	20.1%	19.3%	19.3%	14.1%
Adjusted EBIT	366	391	415	434	110	112	99	112	433	108	34
<i>Margin (%)</i>	12.4%	12.5%	13.2%	12.8%	12.8%	13.3%	11.9%	13.4%	12.8%	12.6%	4.7%
Capital employed (annual average)	2,018	2,088	2,226	2,565					2,702		
ROCE (%)	18.2%	18.7%	18.6%	16.9%					16.0%		

<sup>1</sup> First-time consolidation of acquired Huber business as of 1 September 2017. Annual contribution to sales: ~€300 m; adj. EBITDA: ~€60 m

**Performance Materials**

<b>in € million</b>	<b>Year FY 2015</b>	<b>Year FY 2016</b>	<b>Year FY 2017</b>	<b>Year FY 2018</b>	<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>Year FY 2019</b>	<b>Q1 2020</b>	<b>Q2 2020</b>
Sales	2,653	2,345	2,609	2,789	677	698	607	652	2,634	584	437
<i>Growth (%)</i>	-15%	-12%	11%	7%	-3%	-2%	17%	0%	-6%	-14%	-37%
<i>Volumes (%)</i>	0%	3%	-2%	-1%	-2%	0%	-5%	8%	0%	-6%	-17%
<i>Prices (%)</i>	-17%	-13%	14%	9%	0%	-2%	-10%	-15%	-7%	-8%	-20%
<i>Exchange Rates (%)</i>	2%	0%	-1%	-2%	0%	0%	1%	2%	1%	0%	0%
<i>Other (incl. M&amp;A; %)</i>	0%	0%	0%	1%	-1%	0%	-3%	5%	0%	0%	0%
Adjusted EBITDA	236	179	290	243	63	84	49	53	248	18	12
<i>Margin (%)</i>	8.9%	7.6%	11.1%	8.7%	9.3%	12.0%	8.1%	8.1%	9.4%	3.1%	2.7%
Adjusted EBIT	163	103	201	158	26	52	17	22	117	-12	-21
<i>Margin (%)</i>	6.1%	4.4%	7.7%	5.7%	3.8%	7.4%	2.8%	3.4%	4.4%	-2.1%	-4.8%
Capital employed (annual average)	940	844	818	919					1,007		
ROCE (%)	17.4%	12.2%	24.5%	17.2%					11.6%		

## Services, Corporate & Other

Services and Corporate & Other will be reported and guided as only one combined division going forward (in IR documents)

in € million	Year FY 2015	Year FY 2016	Year FY 2017	Year FY 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Year FY 2019	Q1 2020	Q2 2020
Sales	869	697	712	680	180	177	205	239	800	201	179
<i>Growth (%)</i>		-20%	2%	-4%					18%	12%	1%
Adjusted EBITDA	-179	-188	-238	-182	-24	-29	-14	-28	-94	-28	-28
<i>Margin (%)</i>	-20.6%	-27.0%	-33.4%	-26.8%	-13.3%	-16.4%	-6.8%	-11.3%	-11.8%	-13.9%	-15.6%
Adjusted EBIT	-316	-330	-378	-336	-69	-79	-64	-82	-296	-73	-75
<i>Margin (%)</i>	-36.4%	-47.3%	-53.1%	-49.4%	-38.3%	-44.6%	-31.2%	-34.3%	-37.0%	-36.3%	-41.9%