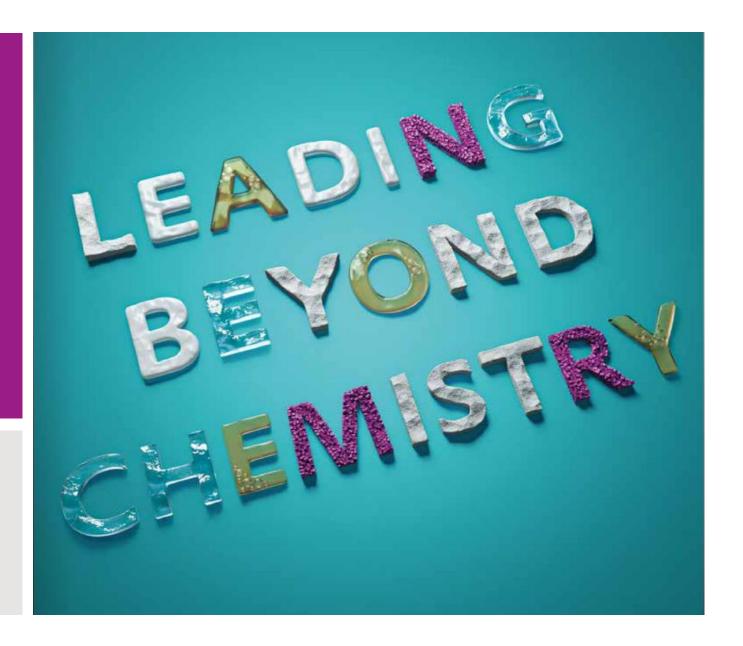
EvonikLeading Beyond Chemistry

Company Presentation Q4 / FY 2021





Key messages Q4 / FY 2021

Strategy execution paying off - Evonik growth engine keeps on running

Ongoing portfolio upgrading: >40% growth in innovation sales; "Next Generation Solutions" reach 37% of group sales

Resilience 2020 – Strong growth 2021: **Growth divisions** as driving force behind €2.4 bn adj. EBITDA (+11% vs 2019)

Raw materials & supply chain remained challenging in Q4 − €600 m price effect already overcompensates variable costs

Structural growth continues into FY 2022: Targeting 5-9% adj. EBITDA growth; strong start in Q1 with at least +10% yoy

FCF: FY 2022 expected to be 5th year of higher FCF in a row



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LEADING BEYOND CHEMISTRY TO IMPROVE LIFE, TODAY AND TOMORROW



Leading Beyond Chemistry – Our purpose

Evonik on the way to become a best-in-class specialty chemicals company





Leading ...

- Leading market positions in 80% of our business
- Leading key financial indicators

... Beyond ...

- Connecting skills and perspectives
- Develop solutions together with partners
- Sustainability key driver of growth

... Chemistry

- Clear focus on specialty chemicals
- Target 100% specialty portfolio



Leading Beyond Chemistry – Growth divisions

Specialty chemicals portfolio with strong positioning and attractive financials

Specialty Additives



positioning ...

... and attractive financials¹

Strong

Wide range of additives for maximum performance which make the key difference

Sales: €3,710 m

Margin: 25%

ROCE: 18%

Nutrition & Care



Sustainable solutions for basic human needs in resilient end markets like pharma, personal care and animal nutrition

Sales: €3,557 m

Margin: 20%

ROCE: 12%

Smart Materials



Innovative materials that enable environmentally-friendly solutions for mobility, environment and urbanization

Sales: €3,918 m

Margin: 17%



ROCE: 8%





Leading Beyond Chemistry – Growth divisions

Ambition and promising growth drivers



Specialty Additives



Nutrition & Care



Smart Materials



Ambition

"Small amount – Big effect"

"Bringing Nutrition & Care to Life – for life and living" "We find solutions for the needs of today and tomorrow"

... and promising growth drivers

✓ Making the difference

Enabling circular economy

✓ Digital solutions

✓ Active cosmetics ingredients

✓ Drug delivery systems

✓ Sustainable & healthy nutrition

✓ Future Mobility

√ Eco-Solutions



Leading in Innovation – Growth fields and sales target

On track to achieve target of >€1 bn sales from innovation

Innovation Growth Fields



Advanced Food Ingredients



Additive Manufacturing



Sustainable Nutrition



Cosmetic Solutions



Membranes



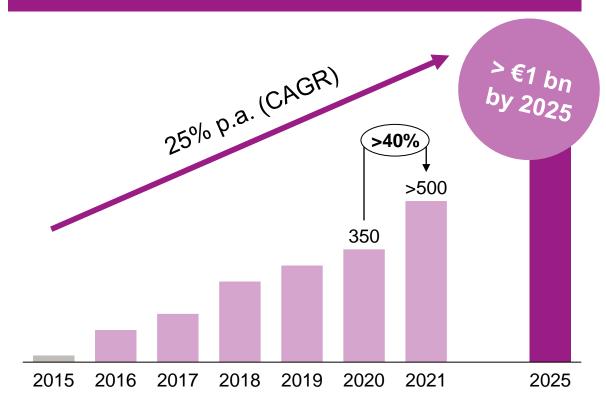
Healthcare Solutions



Sizeable sales base established in all growth fields

Above-average margin contribution

Sales contribution Innovation Growth Fields





Evonik aligned to sustainability

Sustainability as part of portfolio and strategic management processes

Excellent Rankings

Environmental Targets

Portfolio Management







Sector leading rankings

Evonik amongst leaders in all relevant ratings – "AA" MSCI ESG rating, EcoVadis "Platin" rating, "B-" ISS Oekom and "A-" CDP rating

Ambitious environmental targets

Evonik's sustainability strategy 2020+ with ambitious climate and water targets

Portfolio aligned to sustainability

~37% of sales with products and solutions with a clearly positive sustainability profile that is above or well above the market reference level; integration of sustainability into strategic management processes and decisions



Evonik – A compelling equity story today and tomorrow

Leading beyond chemistry to drive shareholder value

Ongoing portfolio transformation

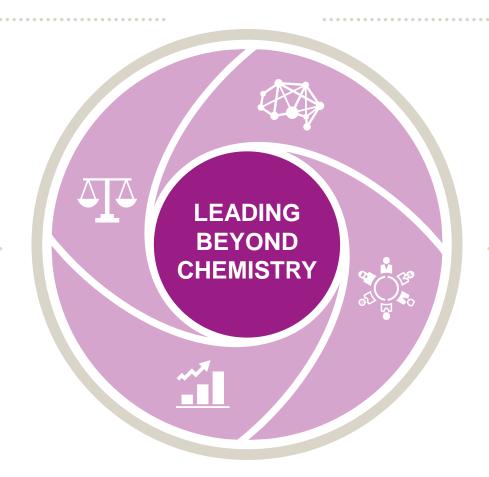
 Target: Specialty portfolio with 100% growth businesses

Ambitious financial targets

■ EBITDA margin: 18-20%

Cash conversion ratio: >40%

■ ROCE: 11%



Innovation & Sustainability as growth drivers

- >€1 bn additional sales from innovation growth fields by 2025
- Growing portfolio share of "Next Generation Solutions"

Open & performance-driven corporate culture

- Further drive gender and cultural diversity
- Improvement in customer satisfaction and loyalty
- Pushing top performers



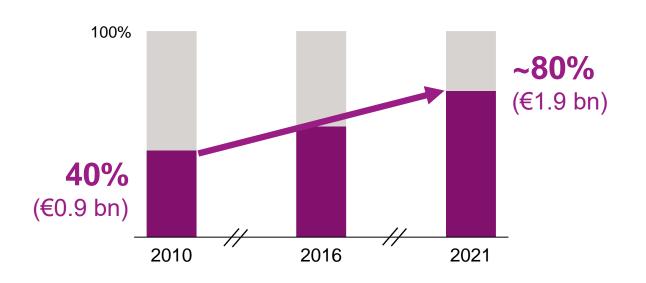


Portfolio transformation – More balanced and more specialty

Portfolio quality significantly improved – today ~80% specialty businesses

Adj. EBITDA operating businesses

Portfolio characteristics



- Specialty businesses now represent
 ~80% of EBITDA¹
- Specialty businesses with 10-year track record of 3pp higher annual organic earnings growth²





Portfolio transformation – Clear portfolio roles

Focus on three growth divisions

Specialty Additives



Nutrition & Care



Smart Materials



Performance Materials



Growth focus

- Strong innovation pipeline: ~4% R&D/sales
- High sustainability focus: Expand portfolio share of "Next Generation Solutions"
- Targeted M&A in complementary products and technologies
- Selected efficiency measures to strengthen cost leadership and improve portfolio quality

Efficiency focus

- Constant process innovation and optimization
- Increase feedstock flexibility
- Leverage digitalization potential





Portfolio transformation – Active M&A management

Decisive and value-accretive portfolio management

Divestments

~€2 bn cyclical sales

sold at attractive valuation (8.5x EV/EBITDA)

Ø EBITDA margin: ~15%1



Acquisitions

>€2 bn resilient sales

Ø multiple of 9.1x EV/EBITDA (incl. synergies)

Ø EBITDA margin: ~22%









Delivery of synergies on track (€80 m by end of 2020)

Decisive and value-accretive portfolio management

- Portfolio cyclicality & Capex intensity reduced
- More resilient EBITDA margin and improved cash profile

Divestments: Methacrylates business sold for EV of €3 bn (8.5x EV/EBITDA) in 07/2019 Acquisitions: Air Products specialty additives business for US\$3.8 bn (9.9x EV/EBITDA incl. synergies & tax benefits) in 01/2017 I Dr. Straetmans cosmetics business in 05/2017 Huber Silica business for US\$630 m (~7x EV/EBITDA incl. synergies & tax benefits) in 09/2017 I PeroxyChem for US\$640 m (7.6x EV/EBITDA incl. synergies) in 02/2020 I Porocel for US\$210 m (9.1x EV/EBITDA) in 11/2020 1: 2014-2019





Portfolio transformation – Spotlight on acquisitions

Targeted acquisitions to improve quality of growth divisions





Specialty Additives

- Creating a global leader in Specialty & Coating Additives
- High margin and resilient business with low capital intensity and strong cash generation





Nutrition & Care

- Combination of preservatives know how with emulsifier know how of Evonik
- Expanded formulation skills in one hand, thus enhanced capability to offer formulation packages





(2020)



Smart Materials

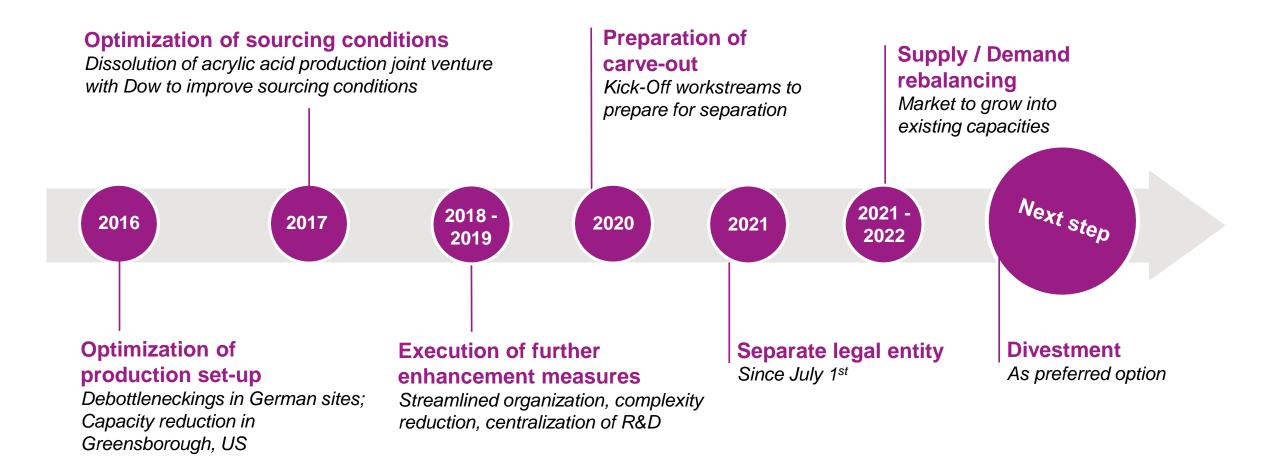
 Portfolio expansion by sustainable specialty applications for dental silica, hydrogen peroxide and catalysts





Portfolio transformation – Spotlight on divestments

Example Baby Care: Divestment as preferred option







Innovation strategy

Targeted approach for market-leading innovations



Targeted approach

- Central steering of innovation activities
- Focus on innovation growth fields with clearly assigned responsibilities
- Re-designed RD&I function to leverage full potential from digitalization and Venture Capital investments
- "Creavis" as business incubator of Evonik realigned to address key global challenges



Sustainability focus

- Sustainability as key driver for future innovation initiatives
- Sustainability criteria and KPI's integrated into innovation process
- Continuous sustainability analysis of introduced products



Process innovations

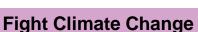
- Higher focus on process innovations to drive operational excellence
- Integrate process innovations into continuous improvement process
- Lower capex and opex levels for capacity expansions





Strong link between innovation and sustainability Innovations addressing "Sustainability Focus Areas"

"Next Generation Solutions" innovation examples across our four "Sustainability Focus Areas"











SEPURAN® membranes



- Success: >1,000 reference plants worldwide for gas separation
- From start-up to global technology leader for gas separation membranes within a decade

Drive Circularity







Abrasion-resistant coatings



- New material with a unique spherical particle morphology
- Highest performance in scratchand abrasion-resistance

Safeguard Ecosystems







PAA for waste-water disinfection



- Increasing demand for alternative waste-water treatment solutions
- Offer for non-toxic, environmentally-friendly solution

Ensure Health & Well-being







RESOMER® excipients



- Biocompatible polymers for controlled release of complex parenteral drug products
- Varied use with small molecules. peptides and proteins





Innovation pipeline – examples

A well-filled R&D pipeline with differentiated target horizons



Additive Manufacturing

 Evonik's 3D printing portfolio as beneficiary from trend "prototyping only" into real series production







Biosurfactants

- Based on Evonik's leading biotechnology know-how
- 100% renewable natural resource & biodegradable



Longterm



Precision Livestock Farming

 Digital solutions to optimize every aspect of livestock production – in one holistic approach





Performance-oriented culture

Major lever of corporate culture with increased capital market focus

Cost awareness

- Streamlined organization with high cost awareness on all levels
- Admin expenses structurally lowered by ~€200 m since 2017

Performance Management

- Group-wide incentive system strictly aligned to financial targets on all levels
- Clearer differentiation of individual performance levels ("Top", "Good", "Low")



Corporate Values

- Values "Performance", "Trust", "Openness" and "Speed" as guidelines for Evonik's operations
- Bottom-up initiatives like internal "Speed up Conferences" support cultural change

Diversity

- Living diversity is one of the keys to Evonik's economic success
- Targets for gender diversity and intercultural mix implemented



Financial targets

Evonik Group

Aid-term Financial Targets set in 2017 Updated mid-term Financial Targets			
Above-average volume growth (GDP+)		Above-average volume growth 1)	>3%
Structurally lift EBITDA margin into sustainably higher range of			18-20%
FCF significantly above dividend level		Cash Conversion ratio of ²⁾	>40%

ROCE well above Cost of Capital

Reliable and sustainably growing dividend

Solid investment grade rating

ROCE above Cost of Capital

Financial targetsBy growth division

	Specialty Additives	Nutrition & Care	Smart Materials
Next Generation Solutions ¹	> 37%	> 50%	> 50%
EBITDA margin	Secure strong level (2021: 25%)	> 22% (2021: 20%)	~ 20% (2021: 17%)
ROCE	Secure strong level (2021: 18%)	> 14% (2021: 12%)	> 11% (2021: 8%)



^{1:} Products and solutions with a clearly positive sustainability profile that is above or well above the market reference level

Capital allocation

Priorities for capital deployment



Increasing shareholder value



Efficient capex allocation



Attractive dividend



Targeted M&A

- Strict capital allocation criteria
- Optimized Capex spending on continuously lower level
- Investment projects contributing to financial targets

- Shareholder return mainly via attractive dividend
- Stable to rising dividend going forward

- Strong strategic fit in our portfolio
- Contributing to defined financial targets
- Strict return criteria
- High level of synergies



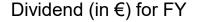
Solid investment grade rating

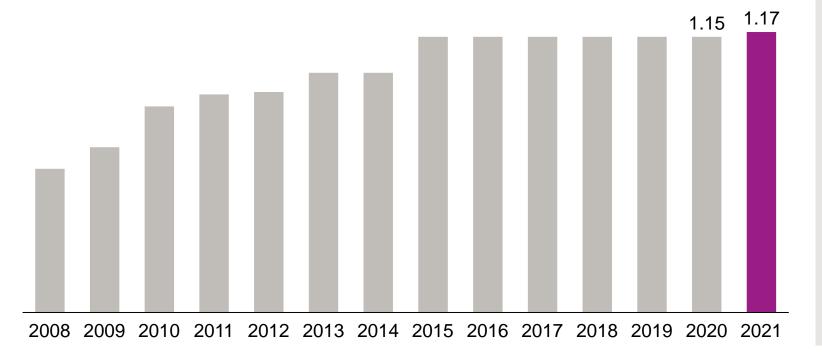
- All capital allocations aligned with commitment to maintain a solid investment grade rating
- Healthy balance sheet leaves sufficient room for development of the group



Spotlight on shareholder returns

Reliable and attractive dividend policy





- Slight increase to €1.17 in FY 2021
- Attractive dividend yield of ~4%
- Reliable dividend policy targeting:
 - Dividend continuity
 - Adj. EPS and FCF growth
 with potential for sustainable
 dividend growth going forward



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Persistent track record of EBITDA & FCF growth ...

... to be continued in FY 2022

	CAGR 2017-2021	2021 vs 2019	Guidance 2022
Adj. EBITDA	+5 %	+11%	Outperform historic growth rates
FCF	+17%	+32%	Another increase – 5 th year in a row



Proven portfolio quality over last three years

... resulting in consistent growth

	2019
Year of	Stability despite more challenging macro in H2
Highlights	 Successful divestment of MMA business SG&A program well ahead of plan New divisional structure for more transparency
Promise & Deliver	Stable at €2.15 bn Spot on guidance after upgrade in Q1

2020

Resilience

in a pandemic year with GDP at -3%

- Implementing pandemic plans & securing supply chain
- Three growth divisions with almost stable EBITDA on 2019 level

Spot-on at €1.9 bn

Reliable guidance throughout pandemic

2021

Growth

despite raw material & supply chain challenges

- Demonstrating control of cost inflation and supply chain disruptions
- Growth divisions as driven force

Strong growth to €2.4 bn

Well above initial guidance, with upgrades every quarter



FY 2021 results

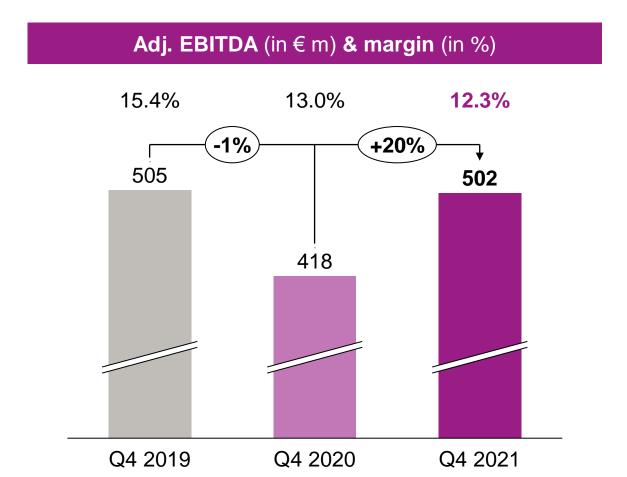
Up on all levels

Sales (in € m)	EBITDA (in € m)	Free cash flow (in € m)	Dividend (in €)
14,955 (FY 2020: 12,199)	2,383 (FY 2020: €1,906 m)	950 (FY 2020: €780 m)	1.17 (FY 2020: 1.15 €)
Demand trends intact; price increases compensating cost inflation in H2	11% EBITDA growth vs FY 2019	Clear improvement of absolute FCF level (+22%)	Increase for reliable & attractive dividend



Q4 rounding out a successful year

Despite further rising variable costs and negative one-time effect



Unchanged positive demand dynamics across all businesses: 5% volume growth against strong prior-year level

- ~€20 m negative one-time effect in T&I/Other
- Higher costs due to unplanned outages of power plants in Marl, Germany

Lower margin explained by dilutive effect of higher raw material prices (base effect on sales; explanation on slide 38 in backup)



Q4 Highlights

Positive trends to be sustained, negatives fading throughout 2022

- Healthy volumes in all businesses
- Price increases in SP & SM ramping up (+10% Q4 after +6% Q3)



- Nutrition & Care with a strong finish of a very successful year
 - Health Care: Ramp-up of lipid deliveries to BioNTech
 - Continued solid volume growth and successively higher prices in Animal Nutrition
- Performance Materials: C4 chain with sustained positive spreads in Butene-1, Oxo products and Specialties (~70% of the C4 chain)

Positive trends expected to continue into Q1

 Raw materials: Further cost increases, especially in Specialty Additives (siloxanes) and Smart Materials (silicon metal); volumes in Specialty Additives limited by supply chain disruptions



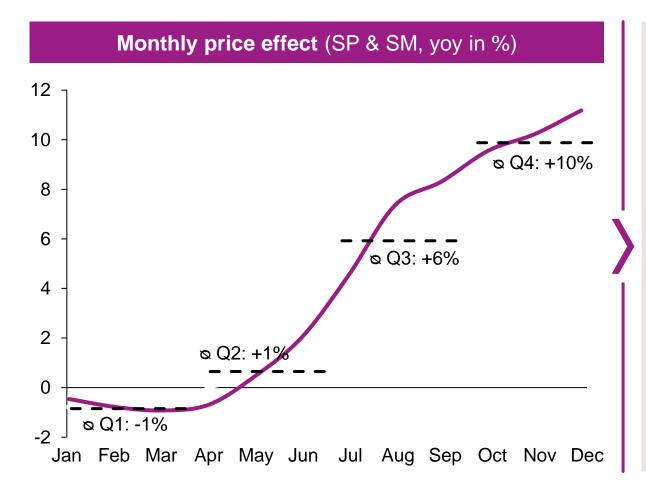
- Logistics: Commitment to supply security as reliable partner resulting in higher costs towards year-end
- Baby Care: Last quarter of unfavourable contract prices
- T&I/Other: Negative impact from unplanned power plant outage

Negatives fading from Q1 2022 onwards



Price increases accelerating further in Q4

Time lag resulting in a tailwind for 2022



Price increases accelerating...

- Price increases accelerating further in Q4 (Q4 at €600 m vs Q3 at €450 m on Group level)
- Campaigns continue to ramp up into 2022

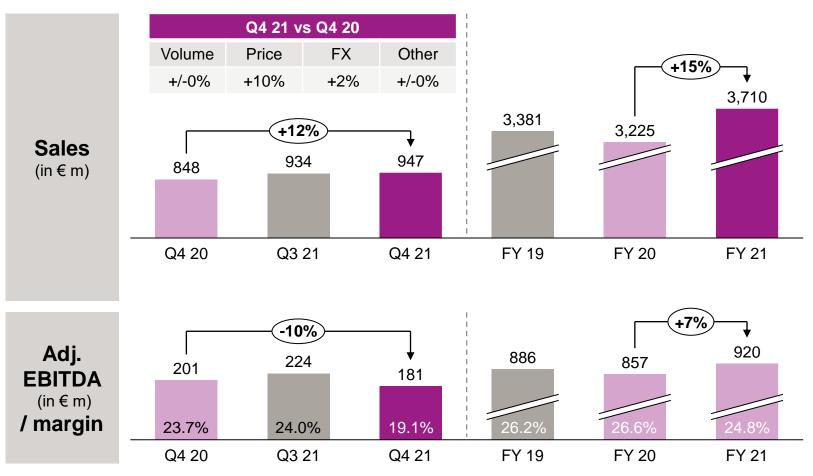
...overcompensating cost inflation

- On Group level, price increases in Q4 of €600 m already overcompensate variable cost increase
- Specialty Additives and Smart Materials with 80% compensation in Q4 after another steep increase in raw material costs
- Catch-up of negative 2021 cost gap in SP & SM with a time lag; resulting in positive EBITDA contribution for 2022



Specialty Additives

Strong sales growth, but temporary margin pressure continues in Q4



- Finishing a strong year: 11% volume growth despite flat volumes in Q4 due to supply constraints
- Unbroken strong demand across all key end markets – also into 2022
- Pricing clearly accelerating: +10% in Q4 vs +7% in Q3
- Q4 with high logistics costs to maintain product deliveries to key customers
- Raw material price increases to be fully passed on with time delay in 2022
- Margin dilution due to higher raw material prices





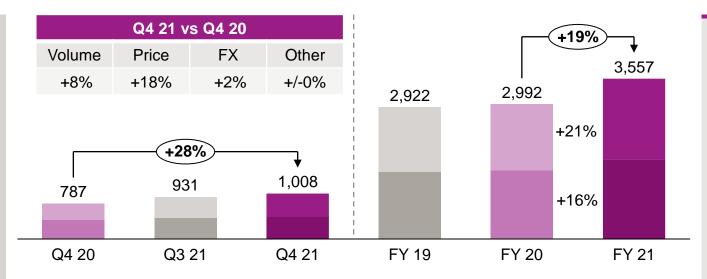


Nutrition & Care

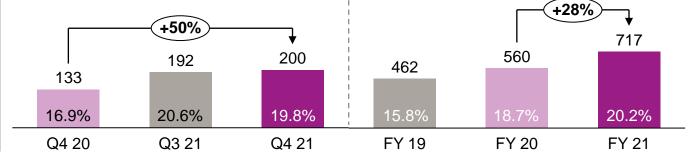
Strong finish of a strong year



Split
Animal
Nutrition
and
Health &
Care







- N&C with ~€170 m higher EBITDA vs FY 2018 (9% CAGR) - a year with a similar Methionine price level
- Main drivers: Strong growth and margin expansion in Health & Care, steady Methionine volume growth of ~5% and active cost management
- FY 2021: Care Solutions with strong sales growth, driven by >50% growth in Active Ingredients
- Q4 with strong finish mainly in Health Care (lipid deliveries to BioNTech) and Animal Nutrition (challenging global supply situation at high demand supports volumes & prices)

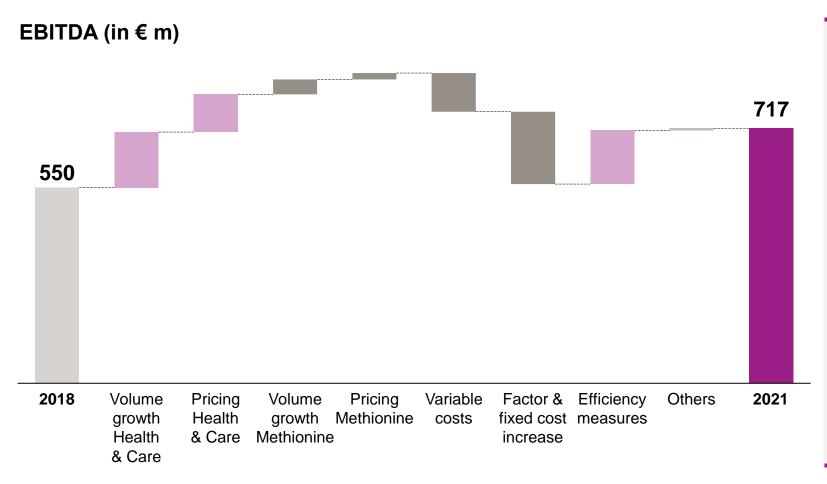






Nutrition & Care: The longer-term perspective

Strong earnings growth driven by Health & Care and efficiency measures



Organic growth Health & Care:

- Strong volume growth in active ingredients (Care Solutions) and drug delivery systems (Health Care)
- Pricing reflects successful upgrading of product portfolio and pricing power to compensate higher variable costs

Volume Growth Animal Nutrition:

- 5% annual volume growth in Methionine
- Methionine price virtually stable comparing 2018 and 2021 price level

Efficiency improvements:

 Successful implementation of efficiency programs 'OLEO' (Care Solutions) and 'adjust' (Animal Nutrition)

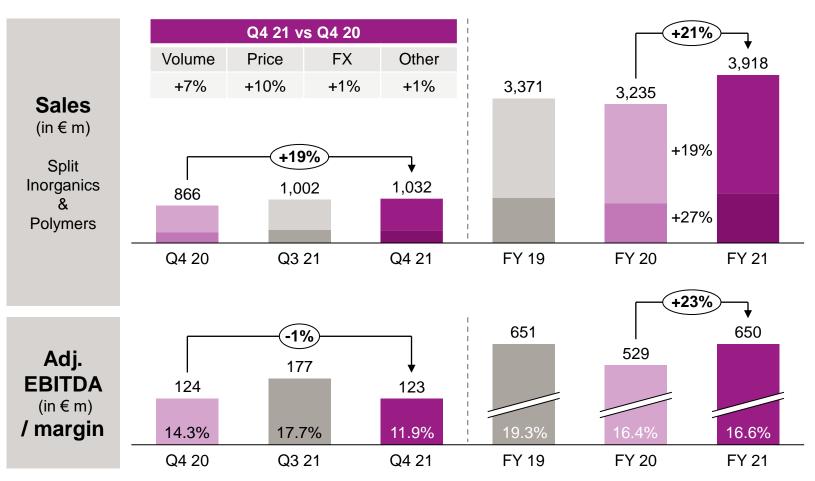
Factor & Fixed Cost:

 Annual factor cost increase of ~3% and higher fixed costs for new capacities (e.g. Methionine Singapore or Health Care)



Smart Materials

Intact structural demand trends, but increased margin pressure at year-end



- FY: Strong +16% volume growth based on intact demand trends
- Second half of the year burdened by raw material price increases and logistics, to be fully passed on with time lag in 2022
- "Eco-Solutions" (e.g. H₂O₂ specialties)
 with positive developments in all regions
- Polyamide 12 with strong volume growth, impacted by higher fixed costs for new plant
- Innovations: membranes and 3D printing powder with ongoing strong growth

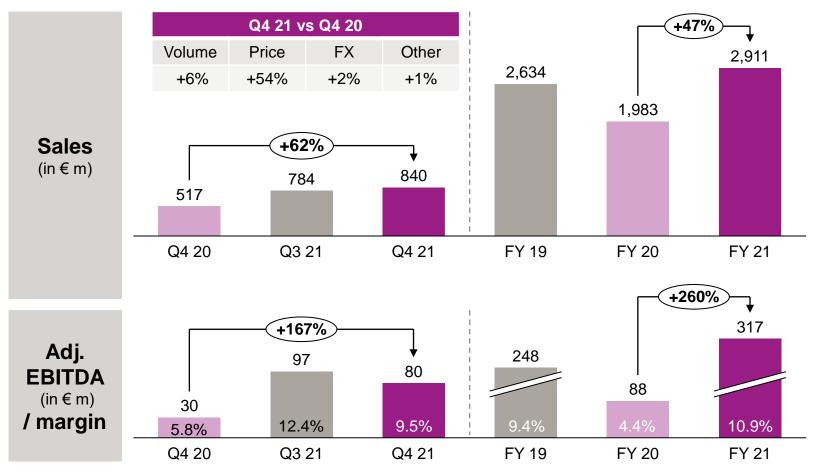






Performance Materials

Strong recovery from trough levels



- Strong demand and unusual low seasonality for a Q4 resulting in high volumes and utilization rates
- Spreads remained healthy across most products
- Additional support from higher Naphtha price in Q4 (above Q3 level)
- Baby Care: last quarter of unfavourable contract prices

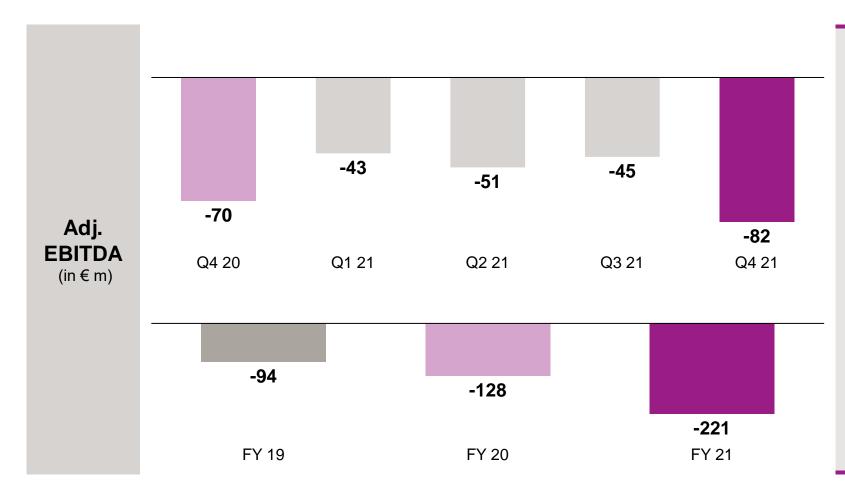






T&I/Other

Q4/FY 2021 comments



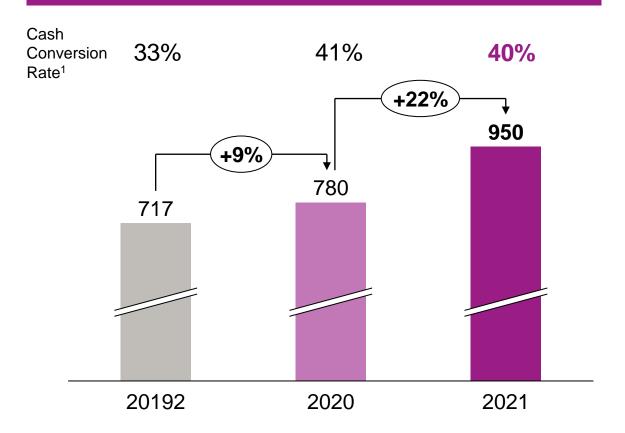
- Q4 2021: €20 m higher costs due to unplanned outages of power plants in Marl, Germany
- FY 2021 additionally impacted by:
 - Insurance claims for weather impacts in H1
 - Higher energy costs
 - Pre-purchases of CO₂ certificates
 - Increased bonus provisions
- Prior years supported by COVID-related short-term savings and bonus provision releases



Free Cash Flow FY 2021

Significantly higher FCF

Free Cash Flow 2021 (in € m, continuing operations)



4th year in a row with higher FCF

Cash conversion rate continues at target level

+22% FCF growth in FY 2021 despite lower Q4 level

Q4 FCF (€13 m vs €259 m prior-year) impacted by

- NWC inflow well below prior-year level (€114 m vs €357 m) mainly due to higher inventories (higher price level, more goods in transit, preparation for maintenance shutdowns in Q1)
- High cash-out for taxes (€230 m vs €81 m) due to yearend phasing prepayments (adapting to higher earnings)



^{1.} Free cash flow conversion (FCF/adj. EBITDA) | 2. Extraordinary carve-out taxes of €245 m (related to MMA divestment) not considered

Well set for 2022 ...

On track for continued structural earnings growth

Cost inflation

- ... managed well
- Successful price increases closing the cost inflation gap
- Proactive hedging strategy limiting energy cost increases

Growth divisions

- ... extending track record
- Proven both resilience in 2020 as well as growth in 2021
- Hardly any business overearning in FY 2021
- ... boding well for further structural growth in FY 2022

Capacities

- ... ramping up
- Lipids: Contracted business and strong project pipeline for Health Care and Care Solutions
- PA12: Ramp-up of new capacity in tight market environment

Sustainable innovation

- ... gaining size
- ~€150 m higher sales from innovation in FY 2021 (yoy) at above-average margins
- Unchanged positive trends bode well for innovationdriven growth in FY 2022

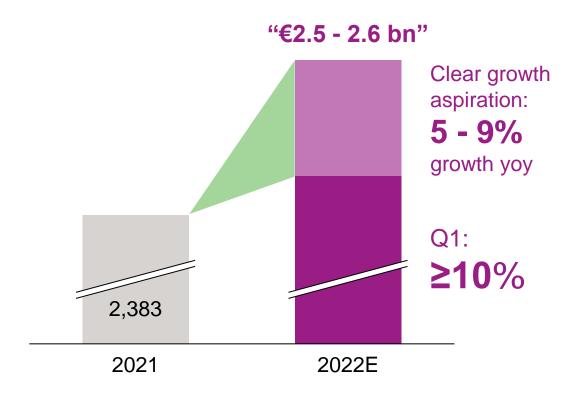
Our outlook and all forward-looking statements are based on the currently observable positive sales and order book development. As anybody else, we are currently not able to assess the impact of the war in the Ukraine on the overall economic development.



Outlook 2022: Adj. EBITDA

Continued structural earnings growth – Strong start into the year





- Hardly any business overearning in FY 2021
- Acceleration of structural earnings growth expected in FY 2022 (vs 5% CAGR 2017 to 2021)
- Clear growth ambition in any scenario
- More resilient portfolio enables narrower range
- All three growth divisions expected with yoy higher adj. EBITDA

Strong start into the year:

- Q1 adj. EBITDA growth of "at least 10%" (yoy) expected
- ... even above growth rate at upper end of FY guidance range (9%)

Our outlook and all forward-looking statements are based on the currently observable positive sales and order book development. As anybody else, we are currently not able to assess the impact of the war in the Ukraine on the overall economic development.



Indications for adj. EBITDA FY 2022 on division level

Specialty Additives



- Mission-critical solutions supporting broad-based growth across additives portfolio
- Ongoing strong demand across all key end markets
- Pricing initiatives continue to compensate higher input costs

Nutrition & Care



- Increasing share of "System Solutions" with above-average margin profile
- Positive price trend in Animal Nutrition
- Continued active cost & portfolio management

Smart Materials



- Ongoing positive development in "Eco Solutions"
- "Future Mobility": New PA12 capacities into tight market
- Pricing initiatives continue to compensate higher input costs

Performance Materials



- Normalization of product spreads in C₄ chain
- Baby Care to benefit from improving market environment and long-term customer relationships

"slightly above prior year level"

"considerably above prior year level"

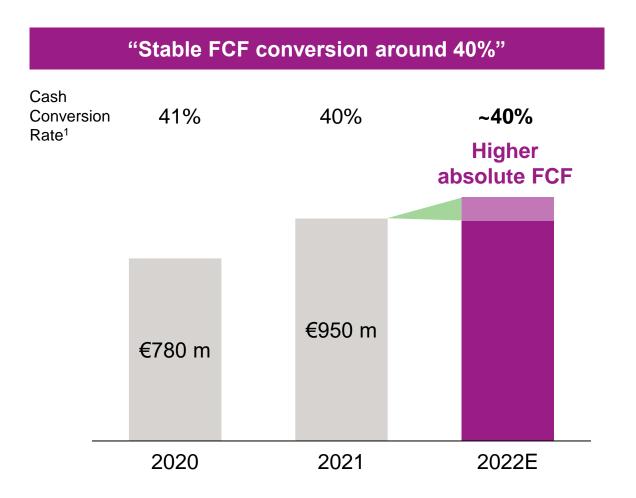
"significantly above prior year level"

"below prior year level"



Outlook 2022: Free Cashflow

Continued strong cash conversion = higher absolute FCF



Higher absolute FCF in FY 2022 for the 5th year in a row, driven by:

Higher EBITDA

Significantly lower **NWC** outflow

Continued **capex** discipline despite inflationary environment

... overcompensating higher bonus payments



^{1.} Free cash flow conversion (FCF/adj. EBITDA)

Additional indications for FY 2022

Sales	between €15.5 and 16.5 bn (2021: €15.0 bn)	
ROCE	slightly above the level of 2021 (2021: 9.0%)	
Capex ¹	around €900 m (2021: €865 m)	
EUR/USD sensitivity ²	+/-1 USD cent = -/+ ~€6 m adj. EBITDA (FY basis)	
Adj. EBITDA T&I/Other	considerably less negative than prior year level (2021: -€221 m)	
Adj. D&A	slightly above the level of 2021 (2021: €1,045 m)	
Adj. net financial result	slightly less negative than 2021 (2021: -€97 m)	
Adj. tax rate	around long-term sustainable level of ~30% (previously: long-term level of 31%); higher compared to previous years (2021: 28%), amongst others due to changes in international tax legislation	

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



Upcoming IR events

Conferences & Roadshows		
March 9, 2022	Virtual Roadshow London (UBS)	
March 9, 2022	Virtual Roadshow Paris & Benelux (Exane)	
March 10, 2022	European Chemicals & Consumer Ingredients Conference London (Goldman Sachs)	
March 17, 2022	Consumer Ingredients Conference London (Exane)	
March 23, 2022	Roadshow Frankfurt (Metzler)	

Upcoming Events & Reporting Dates		
May 6, 2022	Q1 2022 reporting	
May 11, 2022	Capital Markets Day	
May 24, 2022	AGM	
August 3, 2022	Q2 2022 reporting	



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