

Evonik

Leading Beyond Chemistry

Company Factbook
2022



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



Video “We are Evonik”

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

Evonik in numbers

€15.0 billion

external sales

€2.4 billion

adjusted EBITDA

€1.17

dividend per share

15.9%

adjusted EBITDA margin

~80%

of sales from leading market positions

~37%

of sales from “Next Generation Solutions”

~33,000

employees

106

nationalities

28%

share of women in management positions

FY 2021; continuing operations

Next Generation Evonik: Embarking on the next phase of our transformation

Sustainability fully integrated into all three strategic levers

Three major strategic levers...

... with sustainability fully integrated ...

... delivering on ambitious targets

Next Generation Portfolio

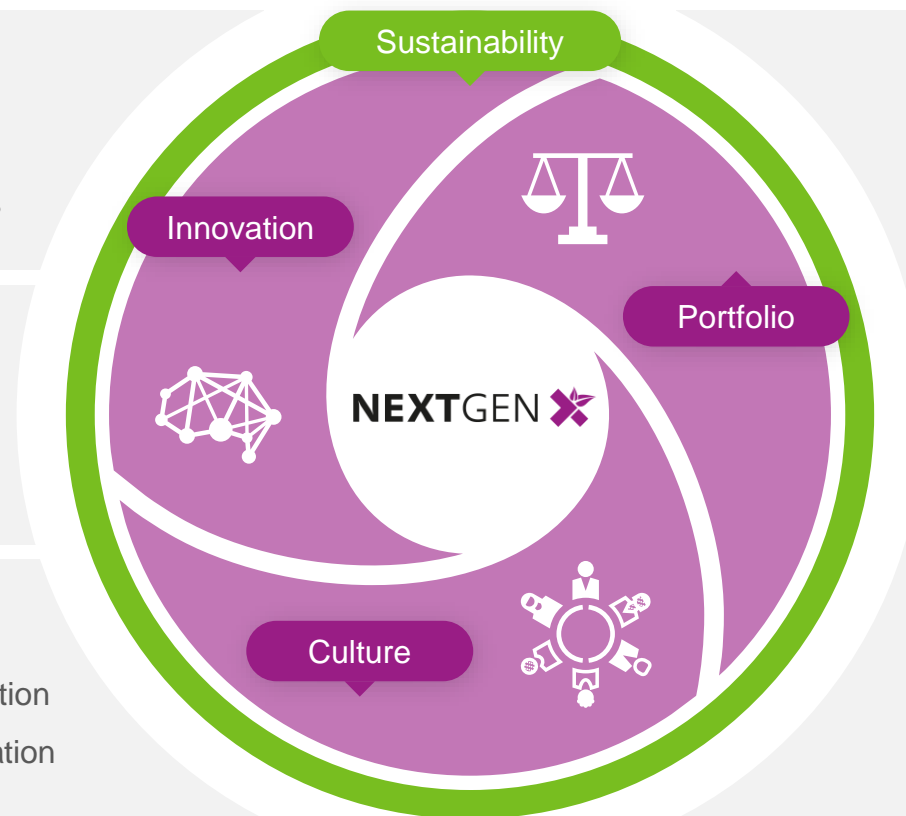
- + Exit Performance Materials
- + Full focus on three attractive growth divisions

Next Generation Innovation

- + €1 bn new sales well on track
- + Growth areas beyond 2025 already launched

Next Generation Culture

- + Diversity as key to successful strategy execution
- + ESG targets integrated into mgmt. compensation



ESG Targets

- + >50% sales share of **NEXTGEN** Solutions ✨
- + -25% CO₂ emission reduction, e.g. via **NEXTGEN** Technologies ✨

Financial Targets

- + Organic growth >4%
- + EBITDA margin 18-20%
- + ROCE ~11%
- + FCF Conversion >40%

Table of contents

1. Strategy

- **Portfolio transformation**
- Sustainability
- Innovation
- Culture

2. Growth divisions

- Specialty Additives
- Nutrition & Care
- Smart Materials

3. Financials

Evonik well equipped as “Enabler of Sustainable Change”

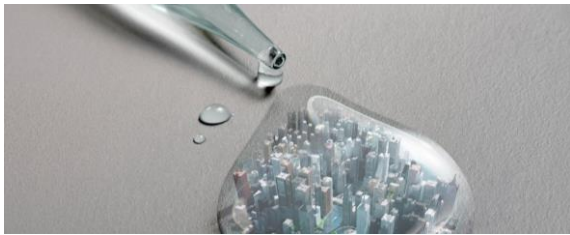
Portfolio circled around our four “Sustainability Focus Areas”



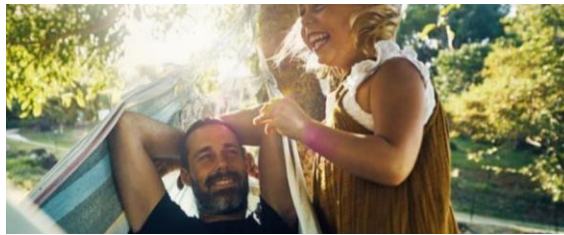
Portfolio transformation – Clear portfolio roles

Focus on three growth divisions - Exit Performance Materials

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

Exit

- Aiming to find new owners/partners for the businesses in the course of 2023
- Performance Materials to be ceased thereafter

Portfolio: Full focus on three attractive growth divisions

Investments in R&D, organic & inorganic growth

Specialty Additives



Additive Technologies

- **Modular expansion of Silicones & Amine platforms** via >€100 m investments (2022 – 2024)
- **Addition of new effects, functionalities and technology platforms** to Additives portfolio

Nutrition & Care



Drug Delivery Systems

- **mRNA**: Sizeable investments into lipids, formulation and fill-finish

Care Solutions

- Three-digit million € investment into **world's first industrial-scale biosurfactants production** (start-up 2023/24)
- Targeting market leadership in **Active Cosmetics Ingredients** market by 2025 via organic growth and M&A

Smart Materials



Membranes

- Modular investments into **capacity expansion for gas-filtering membranes** (~€50 m)
- Breakthrough of electrolytic production of green hydrogen via **DURAION® AEM membranes**

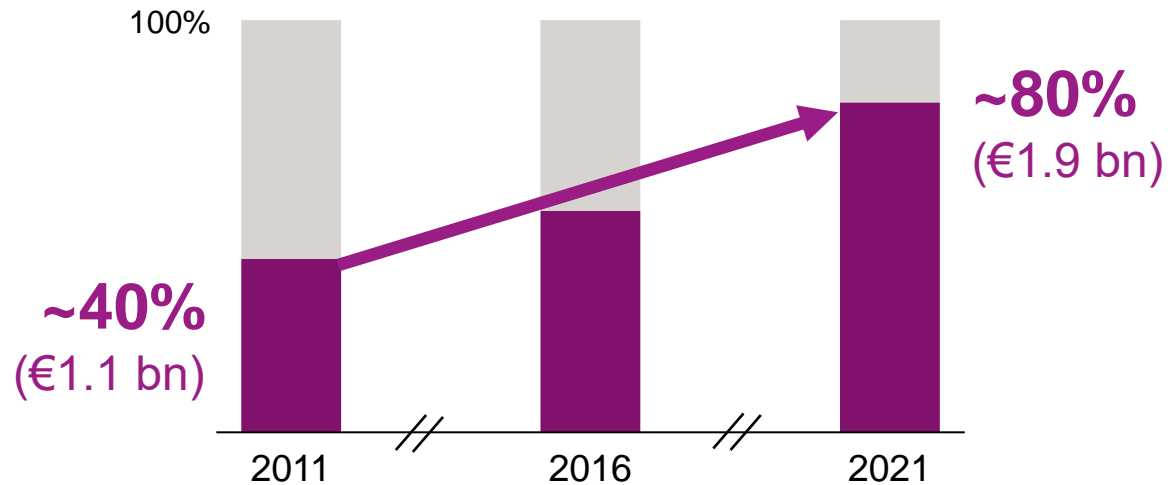
Specialty Peroxides Solutions

- Investments into **purification capacities** to capture growth potential of Specialties applications
- Growth option in highly efficient and sustainable **HP+ technologies** (HPPO, HPPG)

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 EBITDA
- Specialty businesses with 10-year track record of **3pp higher annual organic earnings growth¹**

Specialty businesses: Specialty Additives, Smart Materials, Health & Care (excl. Animal Nutrition & Performance Materials)

1: organic EBITDA CAGR Specialty vs. Total Operating Businesses (excl. M&A) 2011 – 2021

Portfolio transformation

Active portfolio management on multiple layers

Examples ...

Business transformation

- Bio-amino acids (toll manufacturing, streamlining production cost base)
- Care Solutions (transformation into a specialty products provider)

Innovation and product mix

- H₂O₂ (transform base business into specialized applications)
- Veramaris (switching of Lysine fermentation capacities)

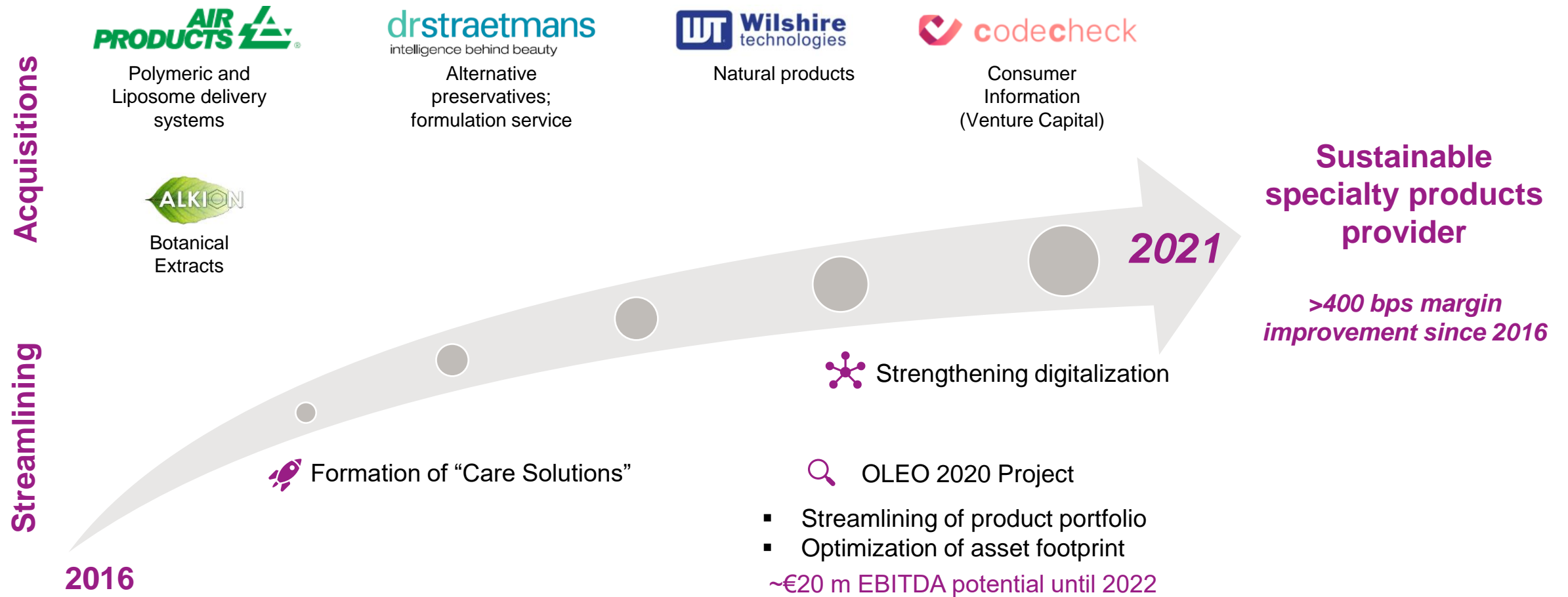
Active M&A

- Bolt-on M&A to strengthen growth businesses
- Constant portfolio review and exit of commoditized activities

Target: Specialty portfolio with 100% growth businesses

Business transformation

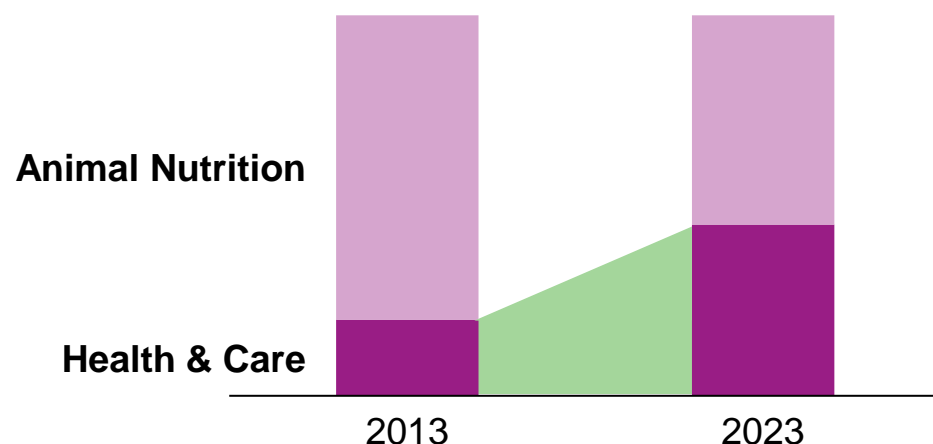
Example Care Solutions: Transformation into a specialty products provider



Business transformation – Product mix shift

Diversification of earnings in Nutrition & Care

Nutrition & Care EBITDA share by sub-division



- Above-average growth in **Health & Care** with main growth drivers
 - Drug Delivery Systems
 - Active Cosmetics Ingredients
- Normalization of Methionine price since 2013

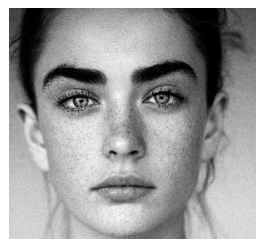
System Solutions as growth driver

Drug Delivery Systems in Health Care:



- Integrated portfolio for targeted delivery and controlled release (oral & parenteral)
- Example: Lipid nano particles for vaccination, cell and gene therapy

Active Ingredients in Care Solutions:



- Ingredients with proven benefit
- Example: Ceramides as Ready-to-Use restoring protective skin barrier function
- Double-digit sales growth with high margins

Portfolio: Exit of Performance Materials in execution

Transformation for all three business lines ongoing

Superabsorber



~ €700 m sales¹

- Carve-out completed July 1st 2021
- Value-enhancing start of divestment process on the basis of improved 2022 financials and positive 2023 outlook

Functional Solutions



~ €450 m sales¹

- Divestment process for Lülisdorf site (~ €150 m sales) initiated in 2021
- Alkoxides (biodiesel catalysts; ~ €300 m sales) to become part of Evonik growth divisions

Performance Intermediates



~ €1,800 m sales¹

- Process to find strong new partner for the business to be initiated in H2 2022
- Joint venture as preferred intermediate step for full divestment

Aiming to find new owners/partners for each of the three businesses in the course of 2023
Division Performance Materials to be ceased thereafter

1. FY 2021

Capital allocation into our green transformation

Priority on growth investments and targeted M&A

Significant cash inflow ...

Increasing Operating Cash Flow

Attractive cash conversion
with steadily growing earnings

Divestment proceeds Performance Materials

... invested into our green transformation

>€3 bn

2022-2030

NEXTGEN 
Solutions

- Growth investments into our sustainability leaders
- Attractive growth rates and returns (IRR >11%)

~€700 m

2022-2030

NEXTGEN 
Technologies

- Investments into infrastructure, production and processes
- Significant energy & emissions reduction as well as reduction of operating costs (>€100 m by 2030)

**Targeted
M&A**

- Acceleration of portfolio transformation
- Expansion of businesses with above-average growth, sustainability profile and returns

**Attractive
dividend**

- Reliable and sustainably growing

Solid investment grade rating

1. 80% of growth capex for Next Generation Solutions (~€350 m p.a.) | 2. Additional capex for Next Generation Technologies (~€65 m p.a. on average)

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 cyclicalality & 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 | Dr. Straetmans cosmetics business in 05/2017

Huber Silica business for US\$630 m (~7x EV/EBITDA incl. synergies & tax benefits) in 09/2017 | PeroxyChem for US\$640 m (7.6x EV/EBITDA incl. synergies) in 02/2020 | Porocel for US\$210 m (9.1x EV/EBITDA) in 11/2020

1: 2014-2019

Active M&A

Key M&A examples: Proof of concept for targeted and disciplined M&A approach



Air Products
Performance Materials (2017)



Huber Silica
(2017)



PeroxyChem
(2020)



Porocel
(2020)

Purchase price	~ €3.5 bn	~ €600 m	\$640 m	\$210 m
Multiple¹	15.2x / 9.9x	10.5x / 7x	9.9x / 7.6x	9.1x
EBITDA margin	>20%	>20%	~20%	~23%
Market growth	~4-5%	~4-6%	~6% ²	~4%

Business

Highly attractive strategic fit, seamless integration into existing businesses

Disciplined expansion in high-growth & -margin businesses with excellent strategic fit

1: EV/EBITDA pre / post synergies & tax benefits | 2: In specialty applications (~65% of total adj. EBITDA)

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Sustainability as backbone of Evonik's purpose and strategy

Setting the frame

Sustainability is an integral part of our purpose



"We see profitable growth and assuming responsibility as **two sides of the same coin.**"

Key growth driver...

Our Handprint



"Sustainability is a **key growth driver** and the cornerstone of our product portfolio, our investments and our innovation management."

...and saving resources

Our Footprint



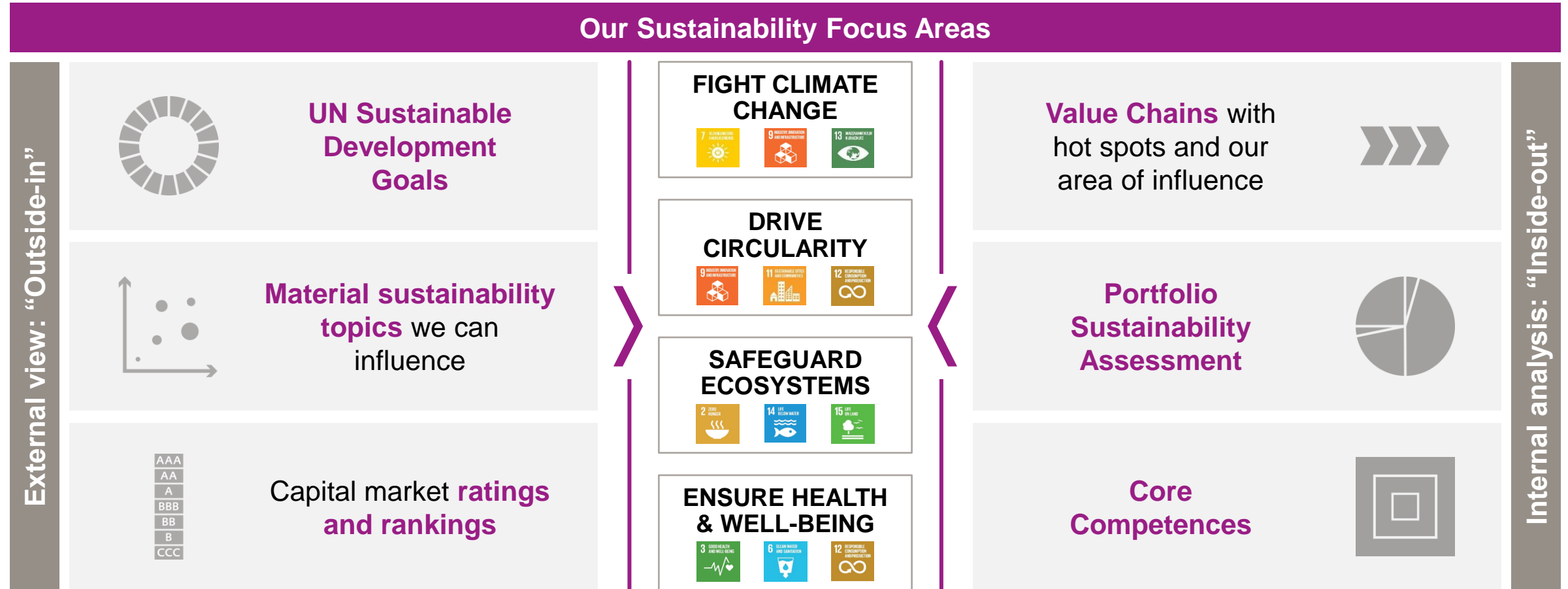
"We **take responsibility** by **caring about our resources.**"

Core elements of our sustainability approach

- 1 Evonik fully integrates sustainability in its **Strategic Management Process**
- 2 Evonik intends to **increase the portfolio share** of products with **sustainability benefits**
- 3 Evonik is committed to foresighted **resource management**
- 4 Evonik with high standards for **governance** and continuous **improvement of its reporting**

Our Sustainability Focus Areas defining footprint & handprint measures

Result of external views and Evonik portfolio and competencies

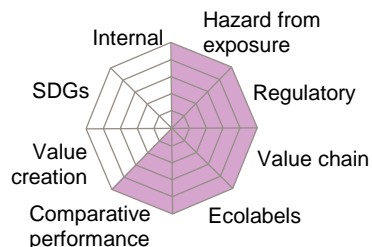


Sustainability fully integrated in corporate strategy

PSA and Emission Data Cube: core tools for strategic management process

“Portfolio Sustainability Analysis” (PSA)

Assessing products vs. market signals

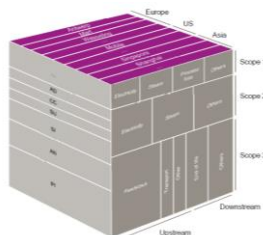


Categorization of product portfolio

- >500 PARC¹s analyzed
- Classification into 5 product sustainability clusters with ranking from C-- to A++

“Emissions Data Cube” (Evonik GHG summary)

Emissions' analysis

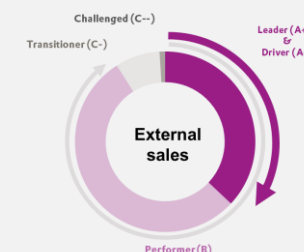


3-dimensional emission data

- By business lines and divisions
- By type: scope 1-3 emissions, up- & downstream
- By site and region

Outcomes for Strategic Management Process

- Portfolio circle with sustainability clusters, to be aligned with strategic roles of product groups
- Portfolio guidelines for product and innovation steering



- Targets considered in asset strategy and accounted for in resource planning
- Simulation of scenarios in all dimensions (e.g. portfolio moves, regional choices)

Portfolio management

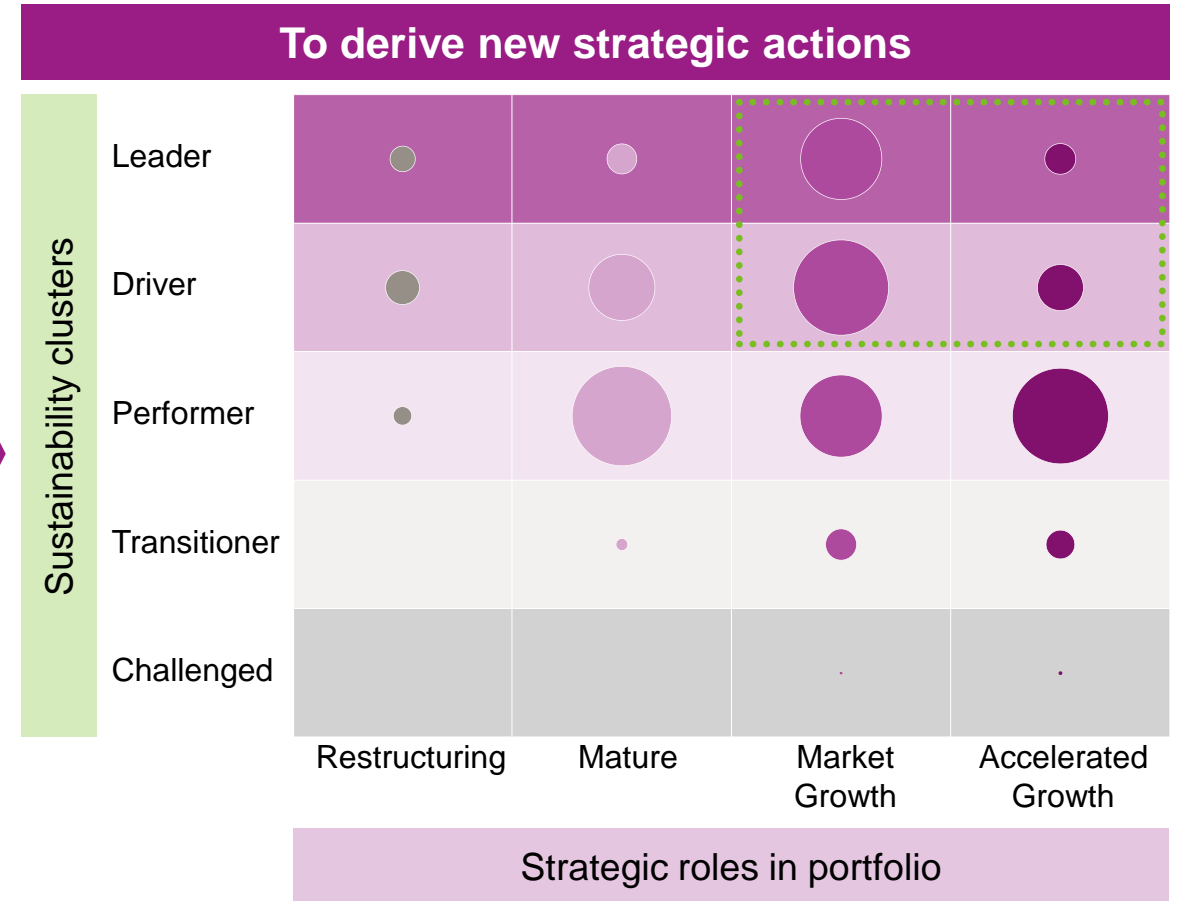
Innovation management

Capital allocation

1. PARC: product-application-region combinations

Portfolio management: Adding sustainability as integral dimension

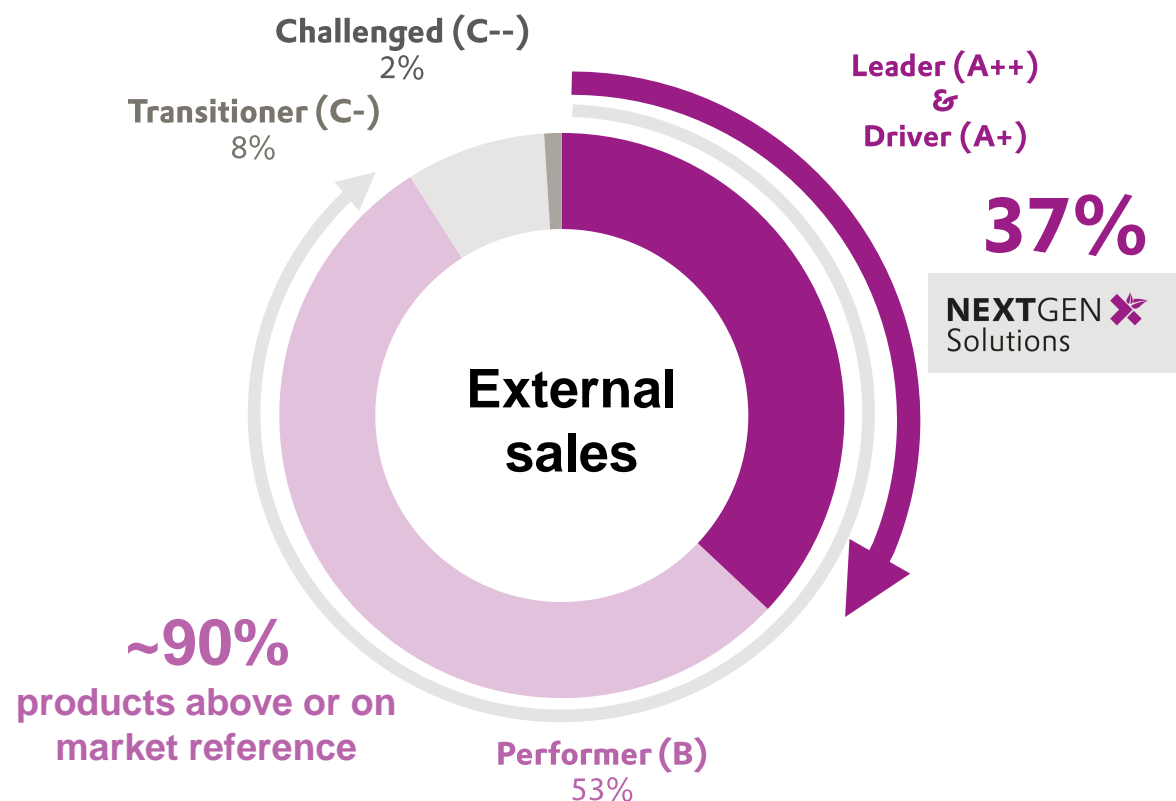
Alignment of sustainability clusters and strategic roles in strategy dialogues



Handprint: “Next Generation Solutions”

37% of Evonik’s portfolio with superior sustainability benefits

Result of PSA analysis



NGS: “Next Generation Solutions” include “Leader” (A++) and “Driver” (A+) products and solutions

Best-in-class products in Evonik’s portfolio which...

...deliver **above-average growth**

...address **increasing customer demand** for sustainable solutions

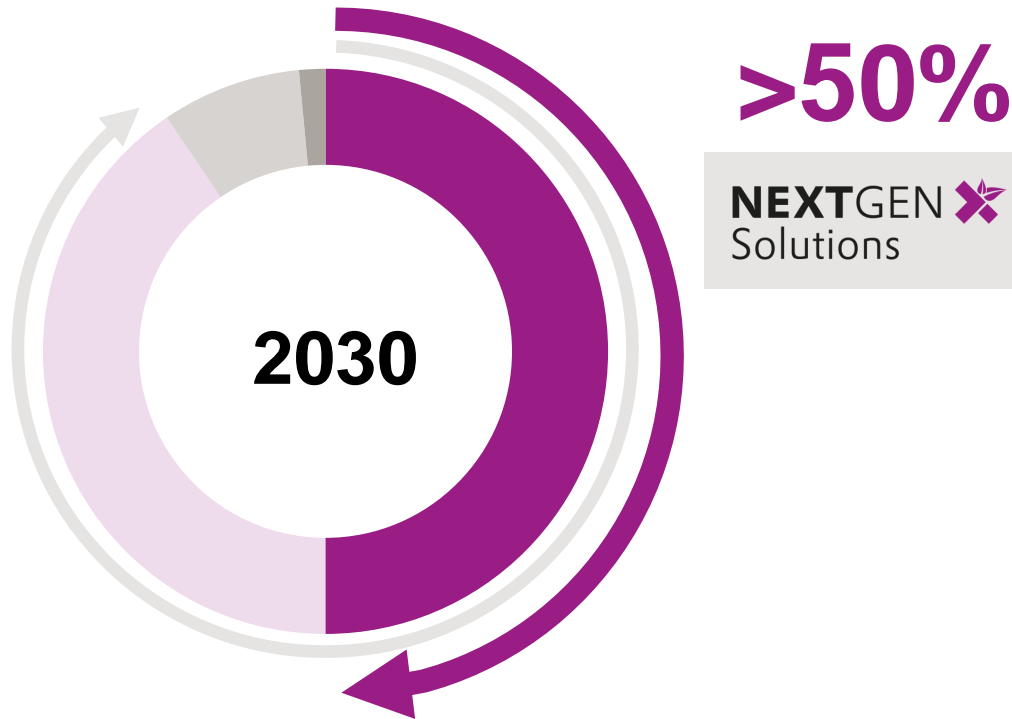
NEXTGEN 
Solutions

...deliver **superior sustainability benefits** to our customers

Handprint: “Next Generation Solutions” to grow beyond 50% by 2030

Ambitious new sales share target to be achieved through three levers

Increase “Next Generation Solutions”



Three levers to increase the share of NGS

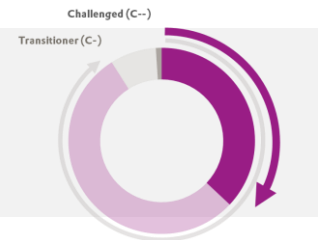
Existing “Next Generation Solutions” with **superior sales growth rates**



New sales from **innovations** becoming “Next Generation Solutions”



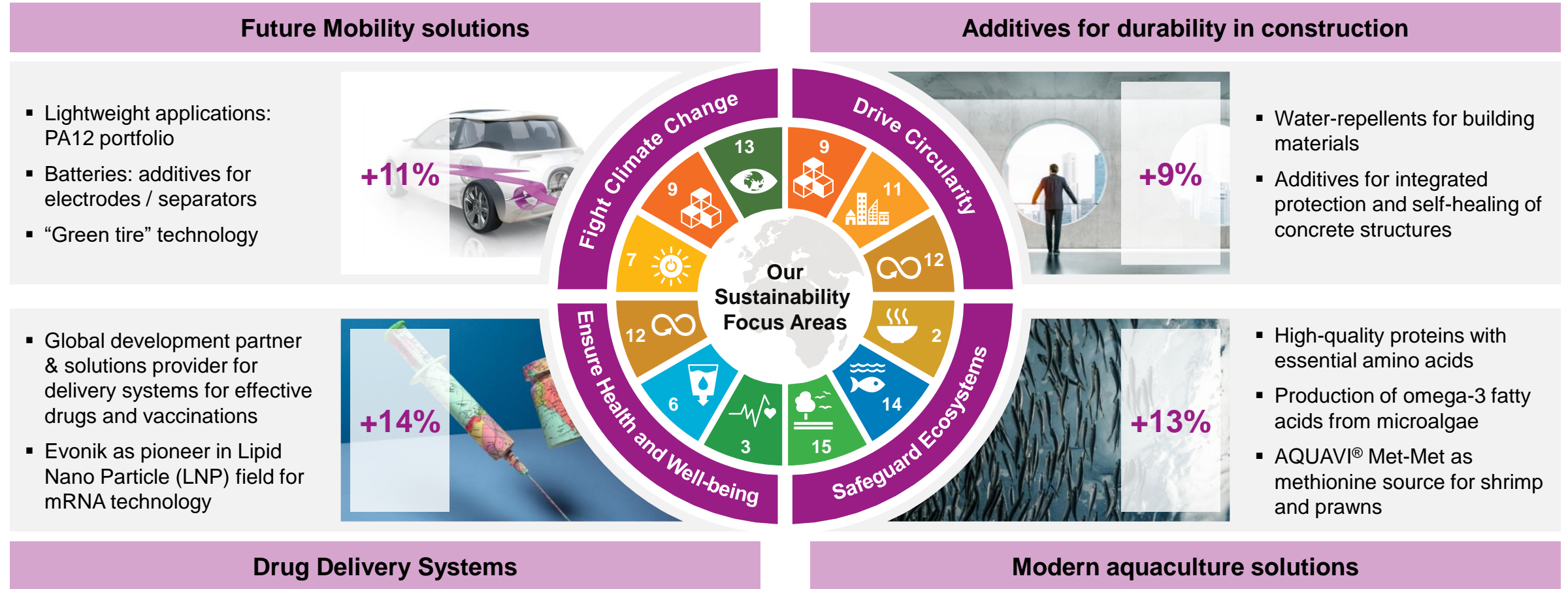
“**Challenged**” and “**Transitioner**” products exiting or with new formulations



NGS: “Next Generation Solutions” include “Leader” (A++) and “Driver” (A+) products and solutions

Above-average growth of existing “Next Generation Solutions”

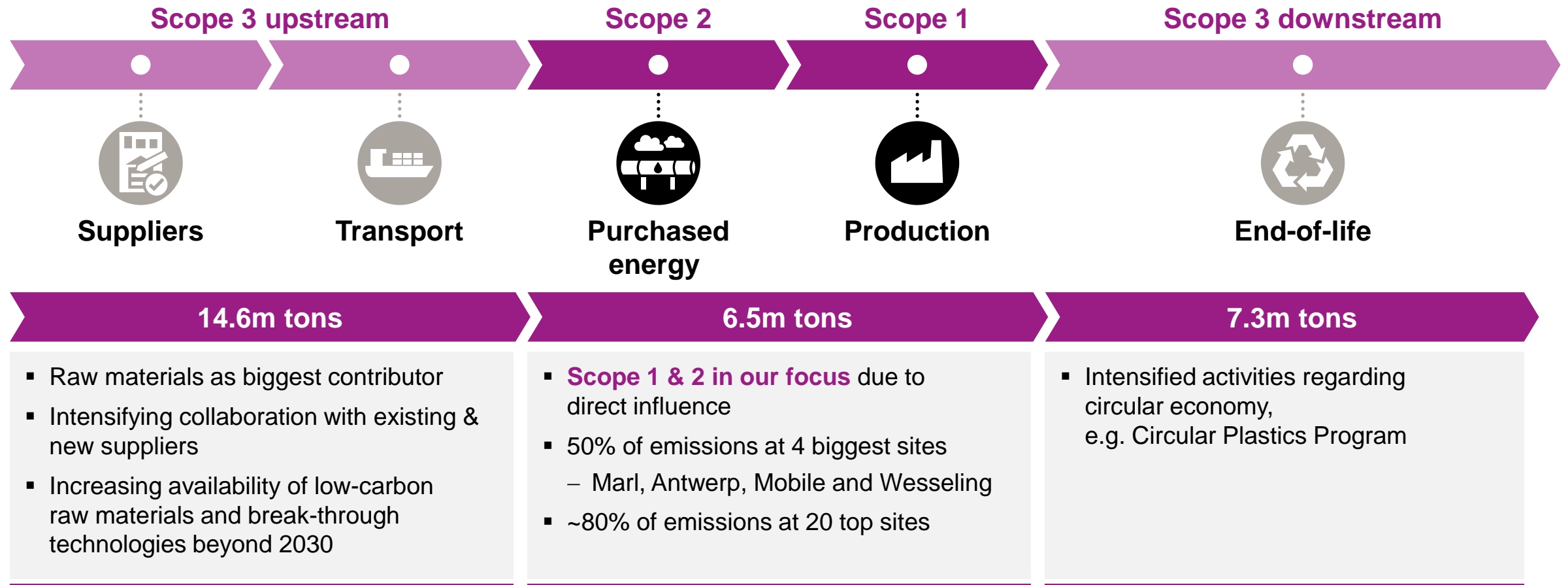
Selected examples addressing our four Sustainability Focus Areas



% values: Target CAGR 2021-2030 defined in Strategy Dialogue

Footprint: Evonik Carbon Footprint 2021

Focus on Scope 1&2, intensifying efforts on Scope 3

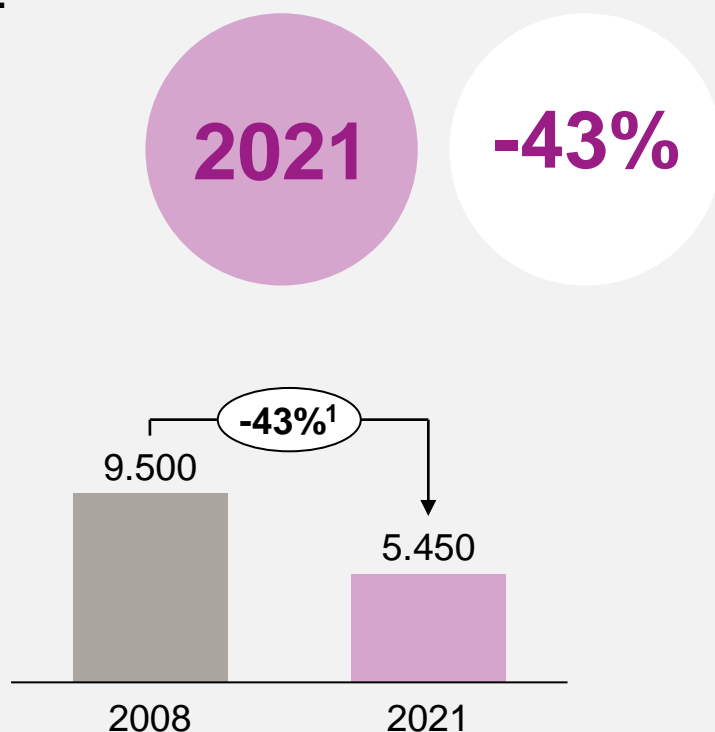


Our commitments to reaching the Paris Climate Agreement

Evonik will be climate neutral by 2050. Committed to SBTi.

Achievements on GHG emissions' reduction

Scope 1&2



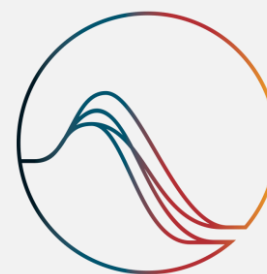
New targets for GHG emissions scope 1&2

Scope 1&2

Well below 2°C²

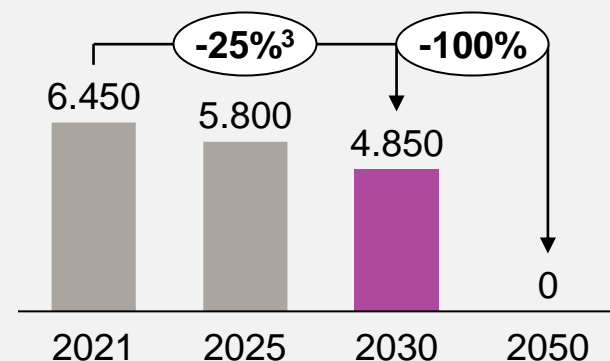
Scope 3

Committed²



2030

-25%



2050

-100%

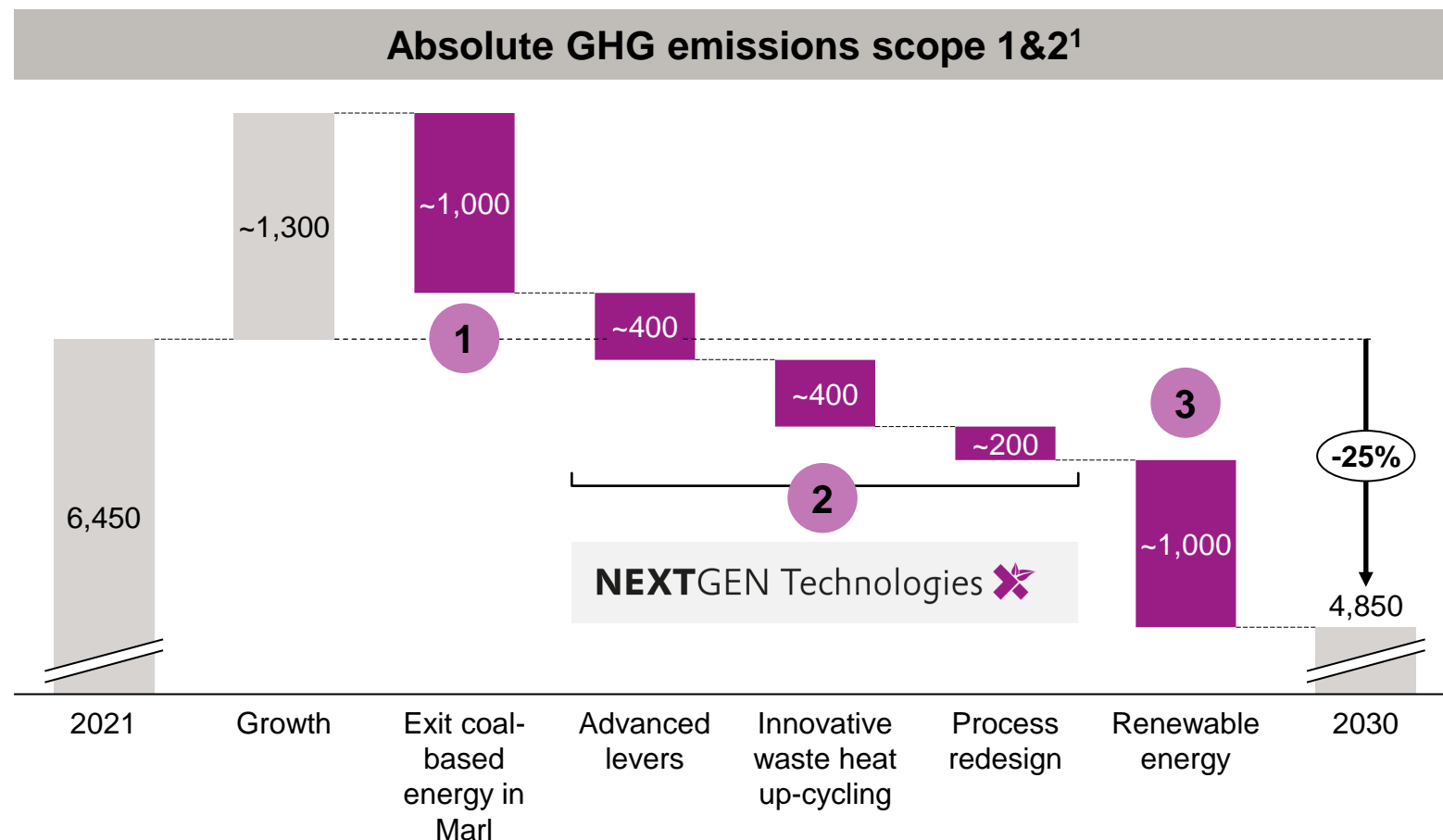
1. Net emissions (= gross emissions minus power and steam sold externally); reference year 2008; on initial -50% target by year 2025

2. Commitment letter signed and handed in for SBTi, 25th April 2022

3. Gross emissions; reference year 2021, target year 2030

Clear roadmap to achieve Scope 1 & 2 targets by 2030

Three clusters with economically attractive measures defined



Reduction measures

- Exit coal-based energy in Marl**
- “Next Generation Technologies”**
 - Advanced levers, e.g. Adv. Process Control
 - Innovative waste heat up-cycling, e.g. heat pumps
 - Process redesign
- Renewable energy**, e.g. procuring green electricity

1. Gross emissions in kt CO₂e

1 Exit coal-based energy in Marl



Modernization of Evonik's power plant park with two new power plants

Plan to replace the last coal-fired power plant at Marl Chemical Park by a **flexible combined cycle gas and steam power plant, on stream since September 2022**

Global **scope 1** GHG emissions to be cut **by ~20%**, mainly due to **annual reduction of up to 1 million metric tons CO₂**

Additional turbine plant scheduled to be connected to the grid for end of 2022, replacing an old reserve gas-fired power plant

Total power output of 270¹ megawatts with an **efficiency exceeding 90%**

Flexibility due to current energy market situation:

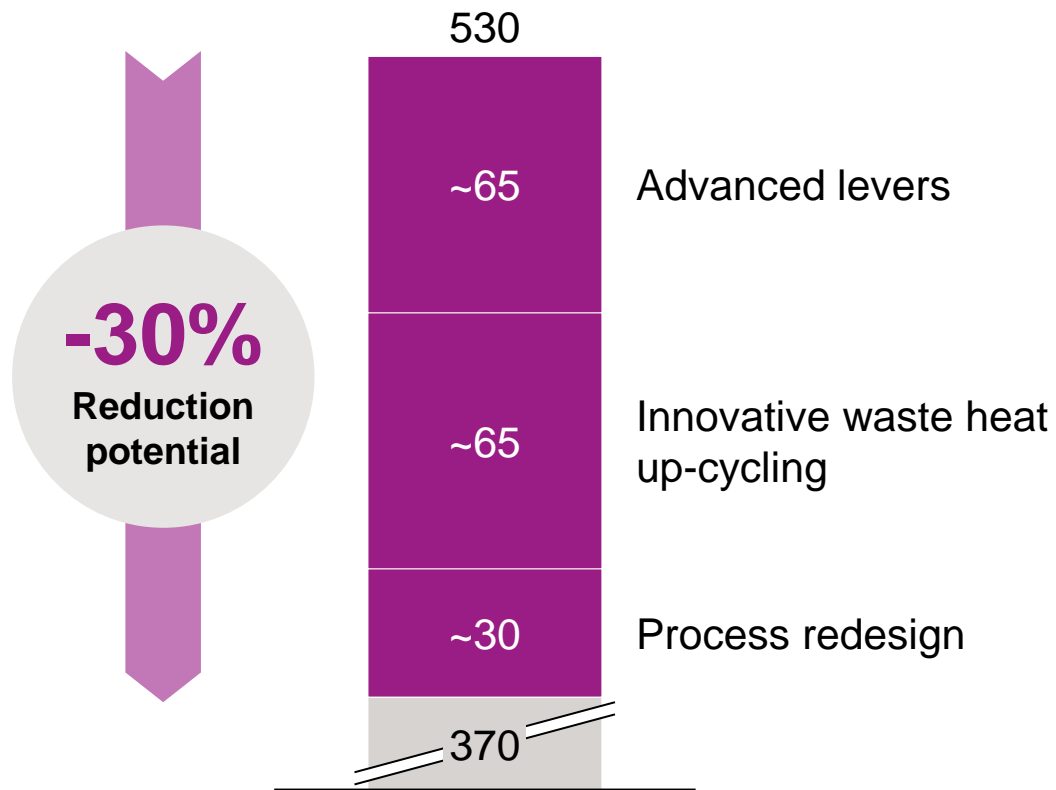
Temporary prolongation of runtime of coal-fired power plant in order to increase security of supply, before readopting initial plan to replace coal with gas

1. 2x blocks in first power plant, 1x block in second plant, each generating 90 MW electricity and 220 tons of steam per hour

2 “Next Generation Technologies”

Example Antwerp as blueprint for other sites

Reduction¹ by economically attractive measures



1. Gross emissions in kt CO₂e

“Next Generation Technologies” (selected examples)

2a

- Advanced Process Control (APC) ensuring production at ideal operating point
- Heat exchangers for improved heat integration

2b

- High temperature heat pumps for valorization of waste heat
- Mechanical vapor recompression

2c

- CO₂ reuse in production processes
- Adaptation of reaction conditions for increased energy efficiency

2 New EAGER program to assess main CO₂ emitting sites

Definition of 2030 implementation plan with reduction measures

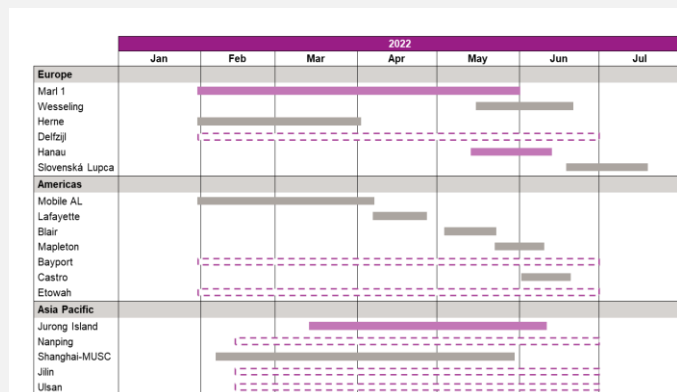
2021: Starting point

- Detailed analysis of options for Antwerp and Rheinfelden sites
- Definition of most important reduction levers with necessary investments
- Blueprint for other sites



2022: On-going

- Project EAGER¹ to develop a clear perspective for top sites to collect and prioritize suitable reduction measures
- New data collection on waste & water



2022-2030

- “Next Generation Technologies” implementation plan ready end of 2022
- Investment into selected projects
- Execution of CO₂ reduction measures

NEXTGEN 
Technologies

IMPLEMENTATION PLAN

1. EAGER: Evonik Assessment of Greenhouse Gas Emission Reduction

3 Renewable energy

Increase share of renewable grid electricity



- Advanced negotiations for first photovoltaic-based PPAs (Power Purchase Agreements)
- Increasing electrification of processes e.g. by heat pumps leading to increasing demand of green electricity

Other renewable energy sources

Other options for renewable energy include:

- Biomethane or biomass for self-generation of steam and electricity¹
- Green hydrogen supplementing or replacing natural gas

1. CO₂ reduction occurs in GHG protocol scope 1 or 3, dependent on selected accounting methodology (incl. or excl. biogenic carbon removals and emissions)

3 Renewable energy



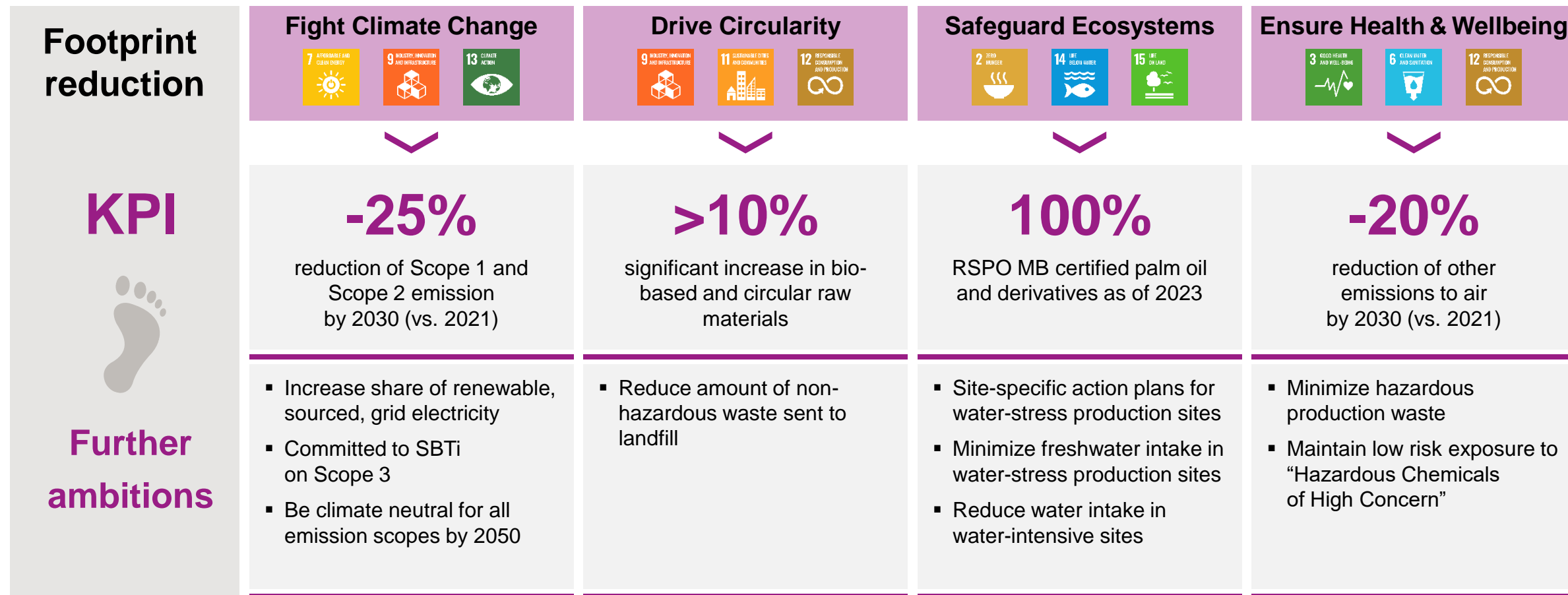
- PPA signed with EnBW for a new North Sea offshore wind park starting in 2026
- Delivery of 0.4 TWh to Evonik
- Covering 25% of Evonik's European electricity needs (~100 kt CO₂ emission reduction p.a.)
- Fixed conditions over 15 years (duration of contract)



**Significantly reducing dependency
on availability and prices
of conventional energy sources**

Reducing our footprint in all our sustainability focus areas

Measurable set of KPIs in place, more to come with EAGER results



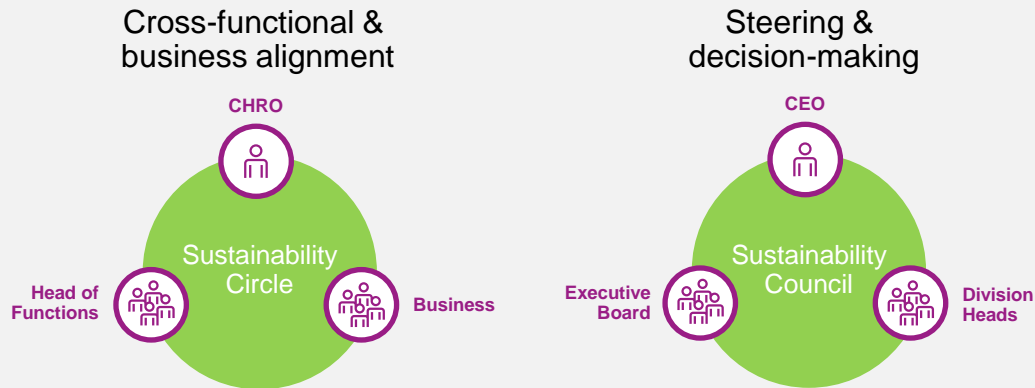
1. RSPO MB: Roundtable on Sustainable Palm Oil Mass Balance

Complementing the governance on ESG

Reflected in organizational set-up and remuneration

Clear responsibilities

- **Executive Board** has overall **responsibility** for sustainability
- Setting **strategic framework** and **executing measures** in close cooperation with operating divisions



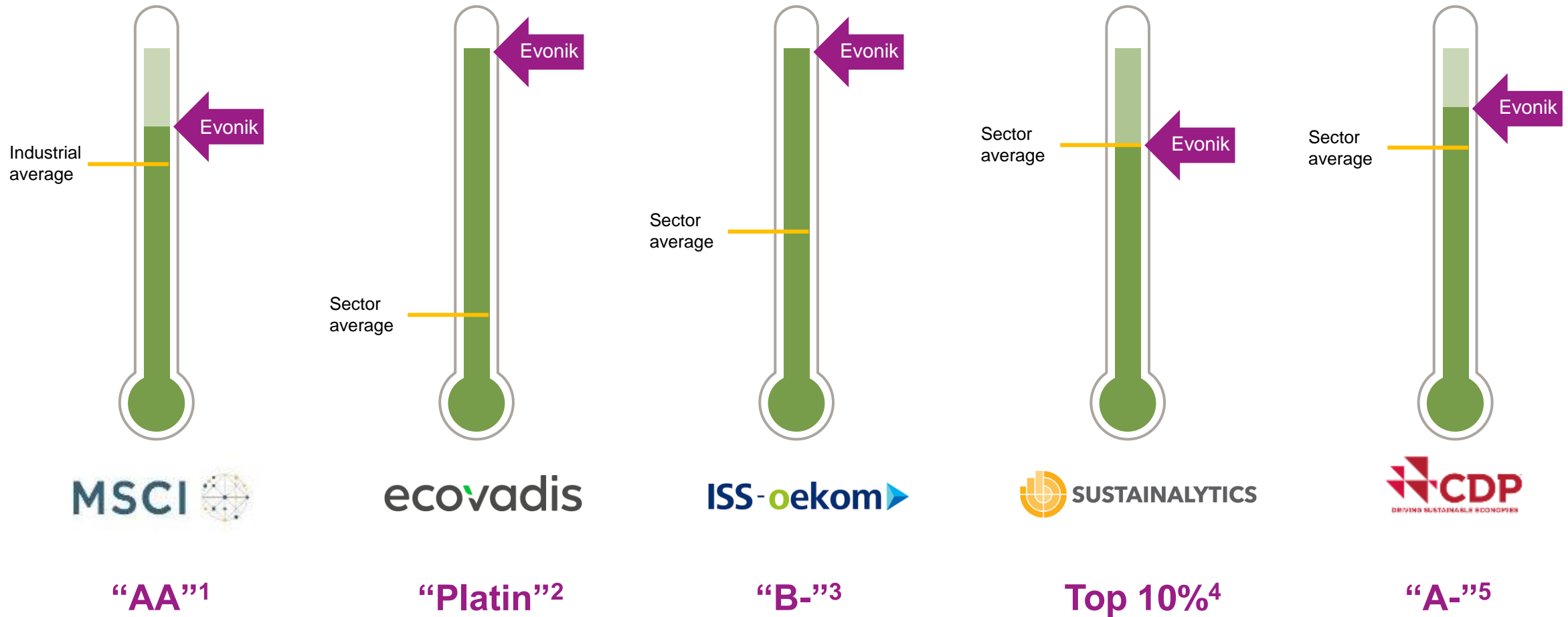
Part of remuneration

- Occupational safety part of remuneration of the executive board since more than a decade
- New ESG goals to be **integrated in remuneration schemes** of Executive Board



Sustainability Rankings

Evonik best-in-class within chemicals sector in terms of sustainability



1: Rating on a scale of AAA to CCC | 2: Top 1% of companies assessed | 3: Rating on a scale of A+ to D- | 4: out of ~130 companies ranked in the chemical sector | 5: Rating on a scale of A+ to D-

Sustainability – Long-term KPIs

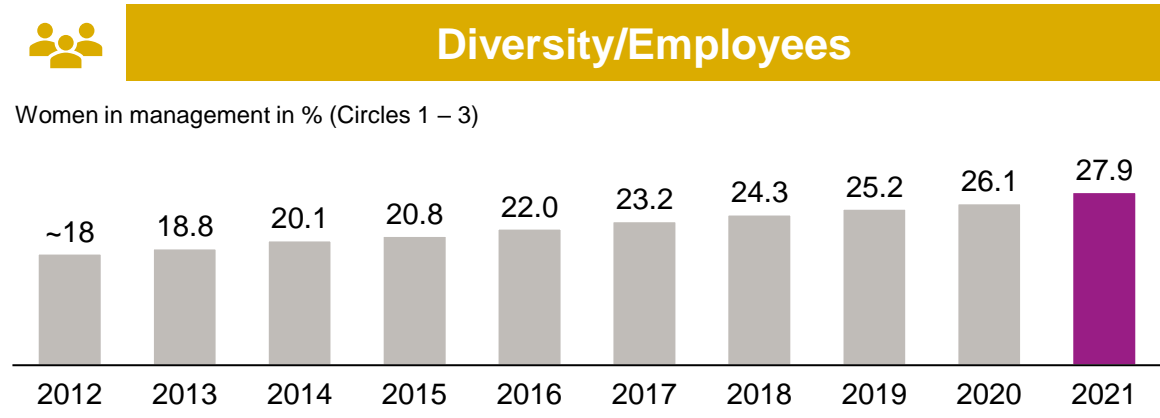
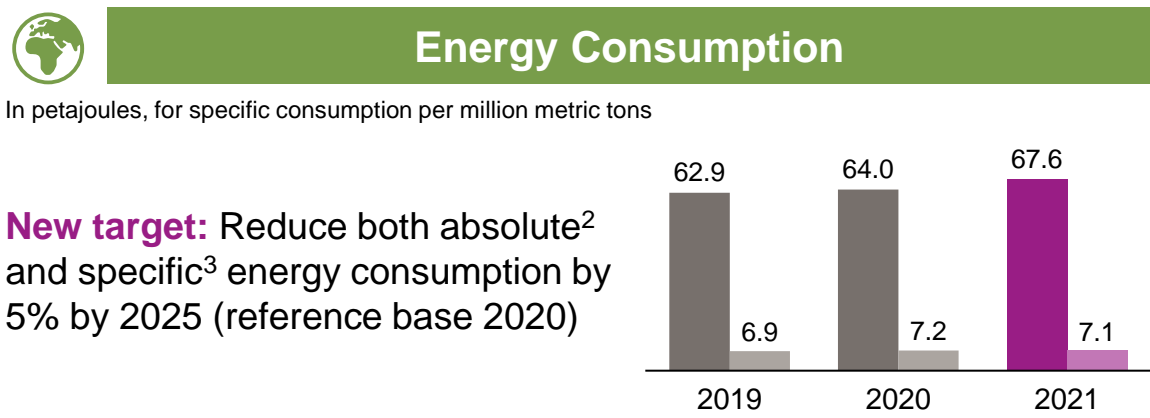
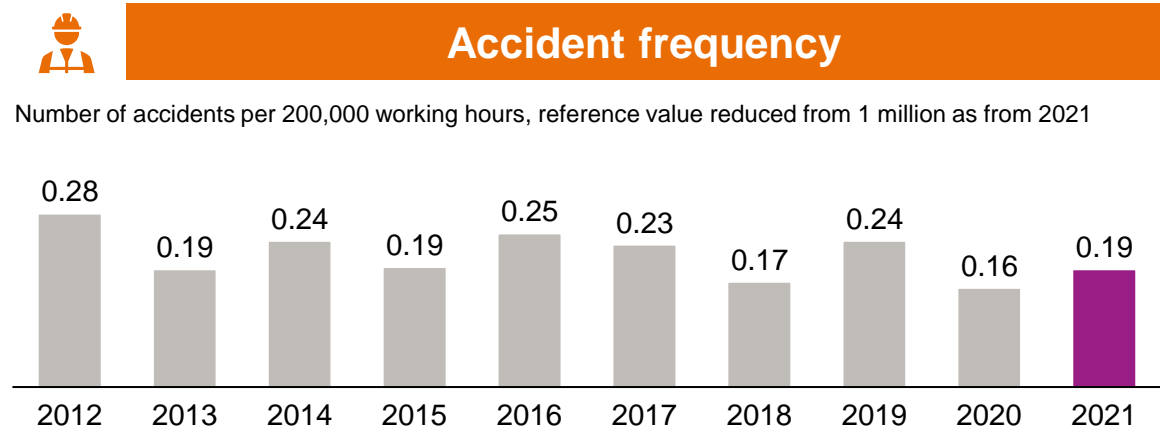
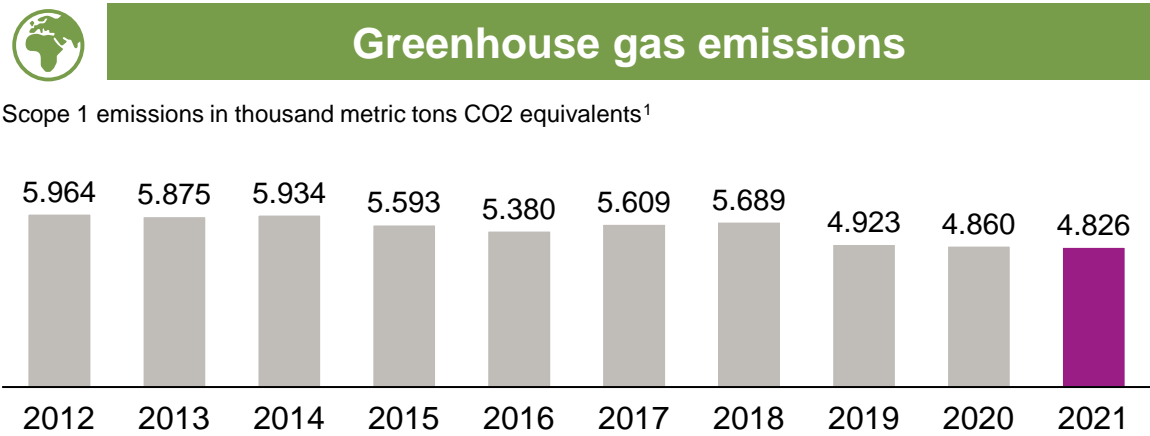


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RD&I at a glance

Facts & Figures

RD&I AT EVONIK

>€450 m SPENT

>€500 M SALES IN 2021 FROM
INNOVATION GROWTH FIELDS

~24,000 PATENTS¹

>€2,500 EMPLOYEES

100% SUSTAINABILITY-INTEGRATED

FIGHT CLIMATE CHANGE



DRIVE CIRCULARITY



SAFEGUARD ECOSYSTEMS



ENSURE HEALTH & SAFETY

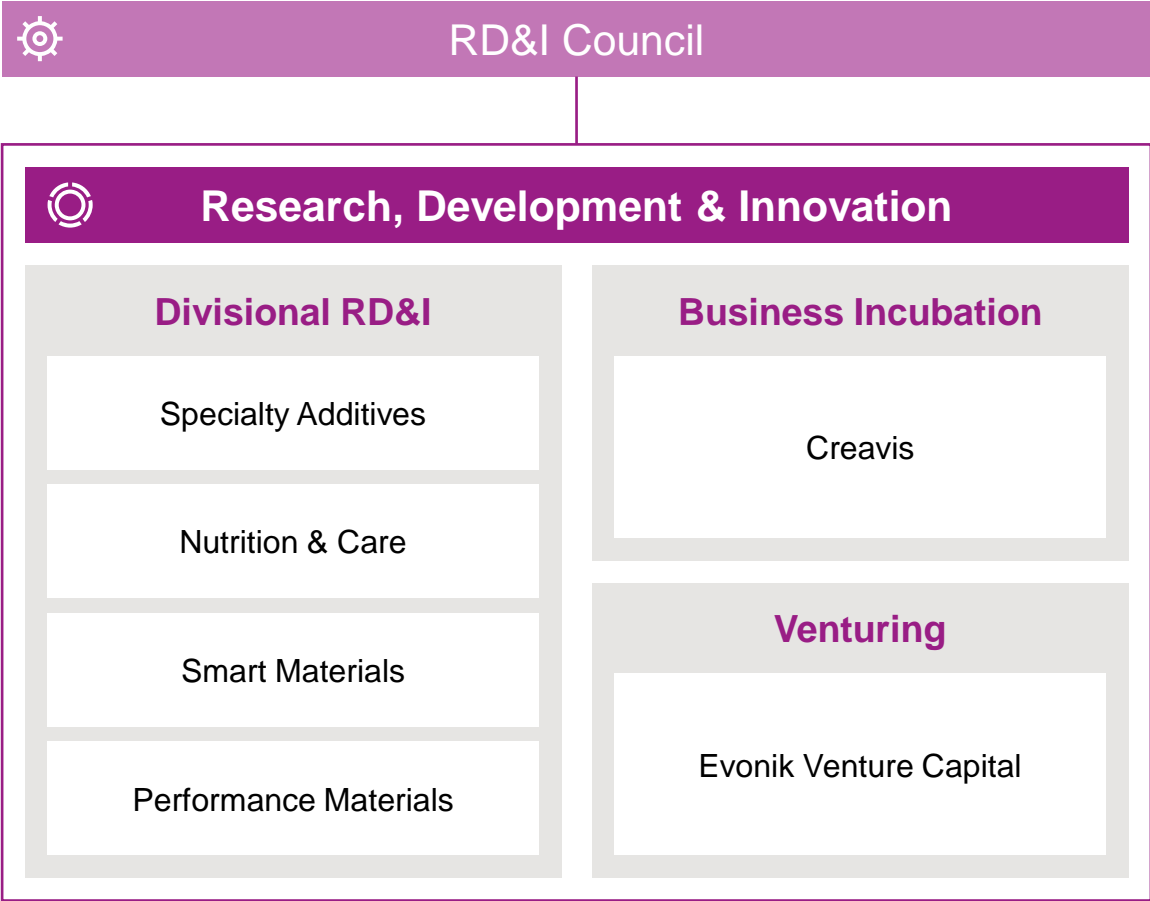


1. Patents and patents pending

Four focus areas where RD&I is adding value for Evonik

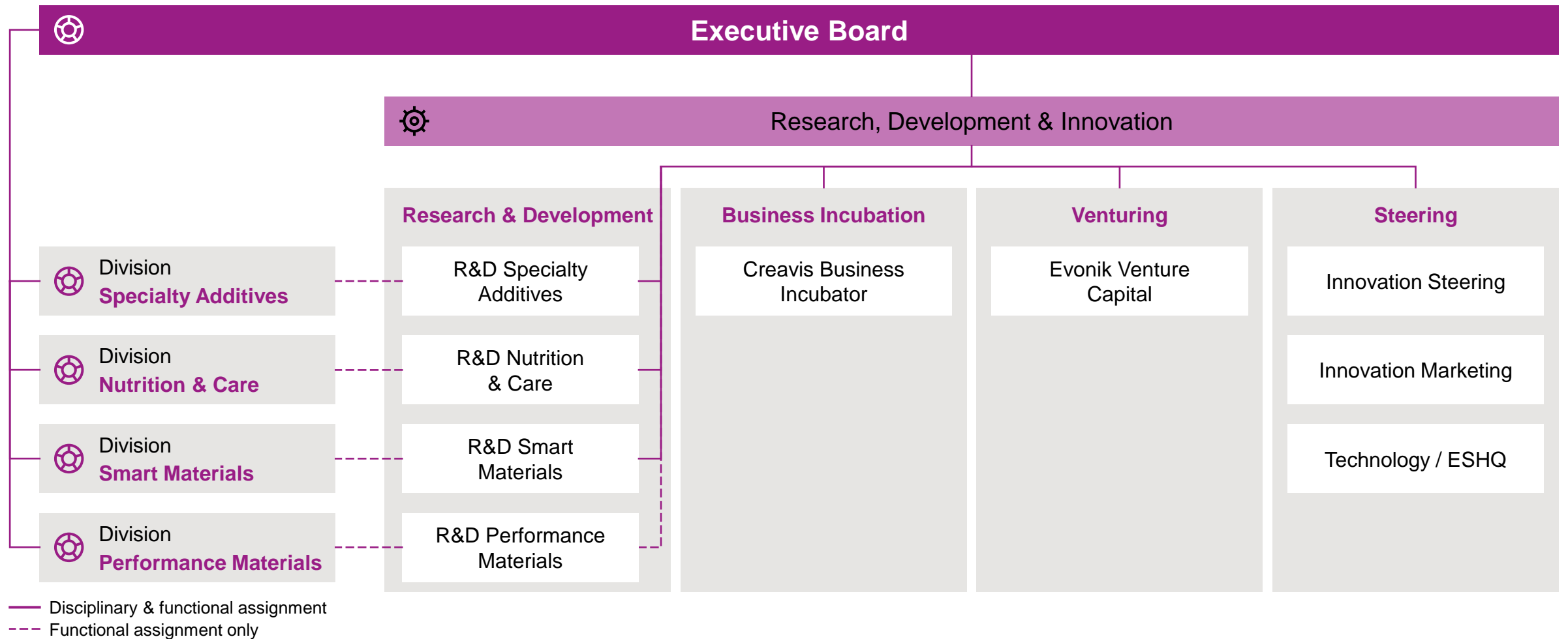


RD&I steers innovation based on clear alignment and continuous exchange across the entire Evonik organization

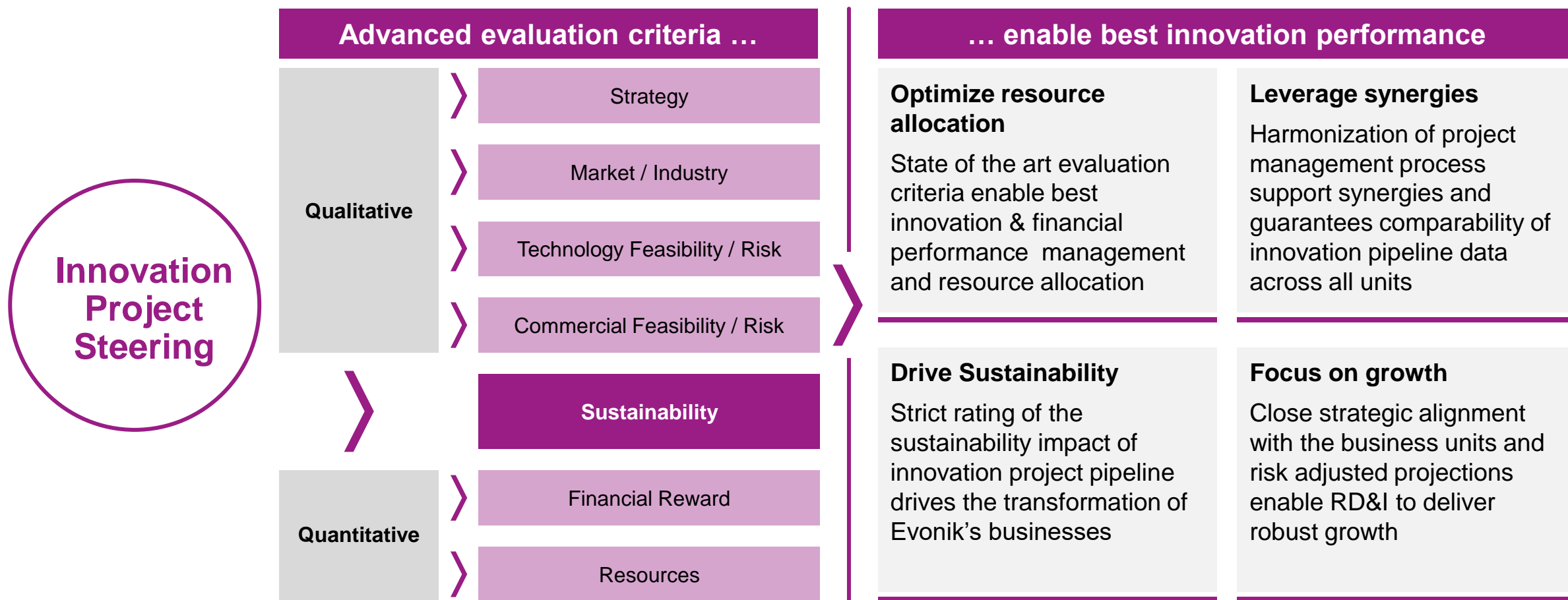


- Consistent focus on the same strategic direction as a Group
- Knowledge sharing and use of different technology platforms
- Efficient use of resources and competencies; flexible setup of interdisciplinary project teams
- Full integration of sustainability criteria into decision making and allocation of resources

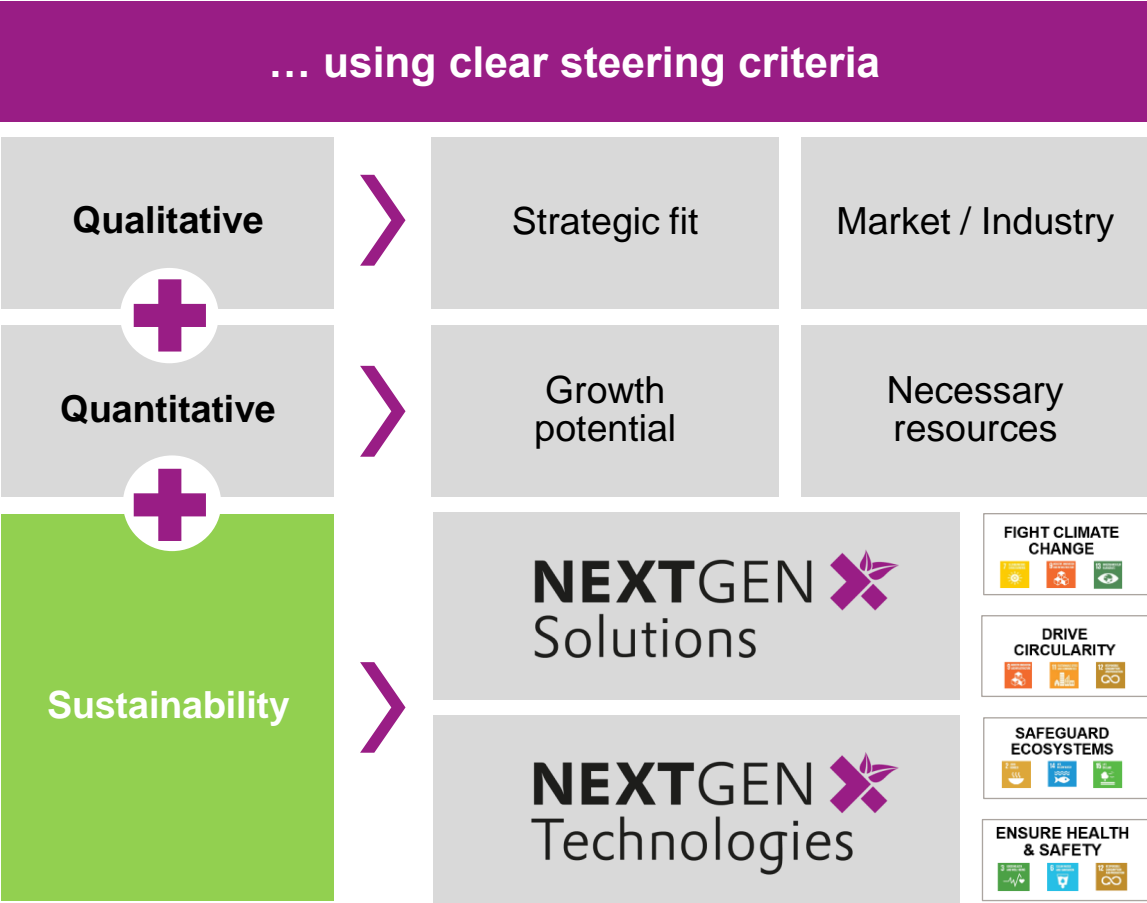
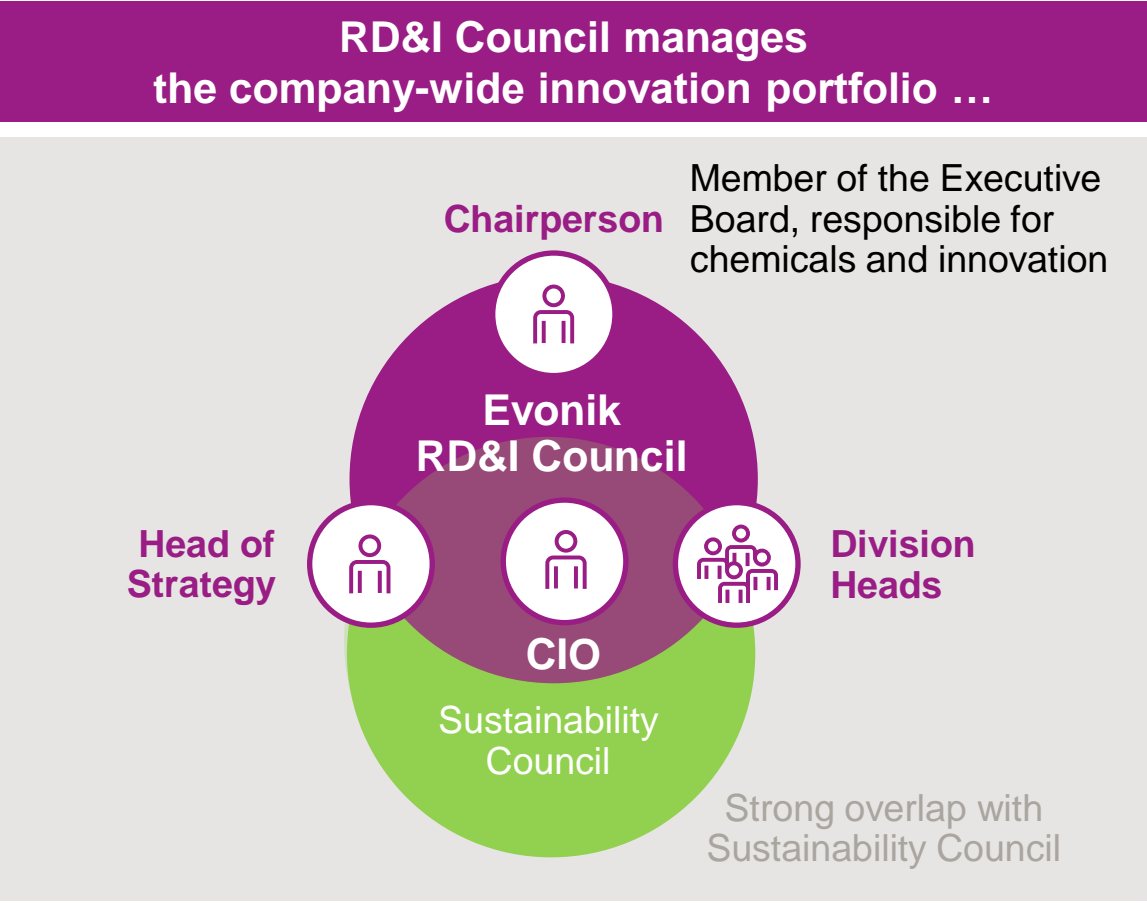
RD&I well aligned across divisions and functions



Evonik's RD&I projects are steered using clear criteria for optimized innovation performance and sustainable growth



Sustainability is fully integrated into innovation portfolio steering



Innovation Growth Fields on track to achieve target of >€1 bn sales

Innovation Growth Fields



Advanced Food
Ingredients



Additive
Manufacturing



Sustainable
Nutrition



Cosmetic
Solutions



Membranes



Healthcare
Solutions

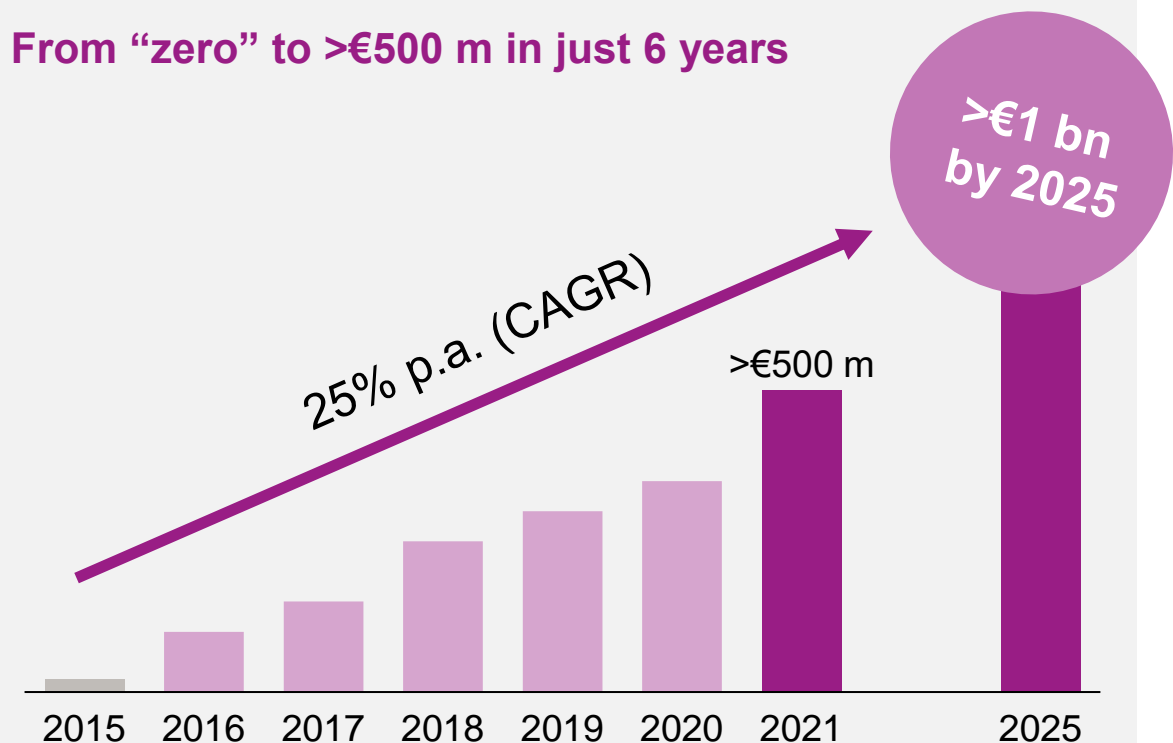


Sizeable sales base established in all growth fields

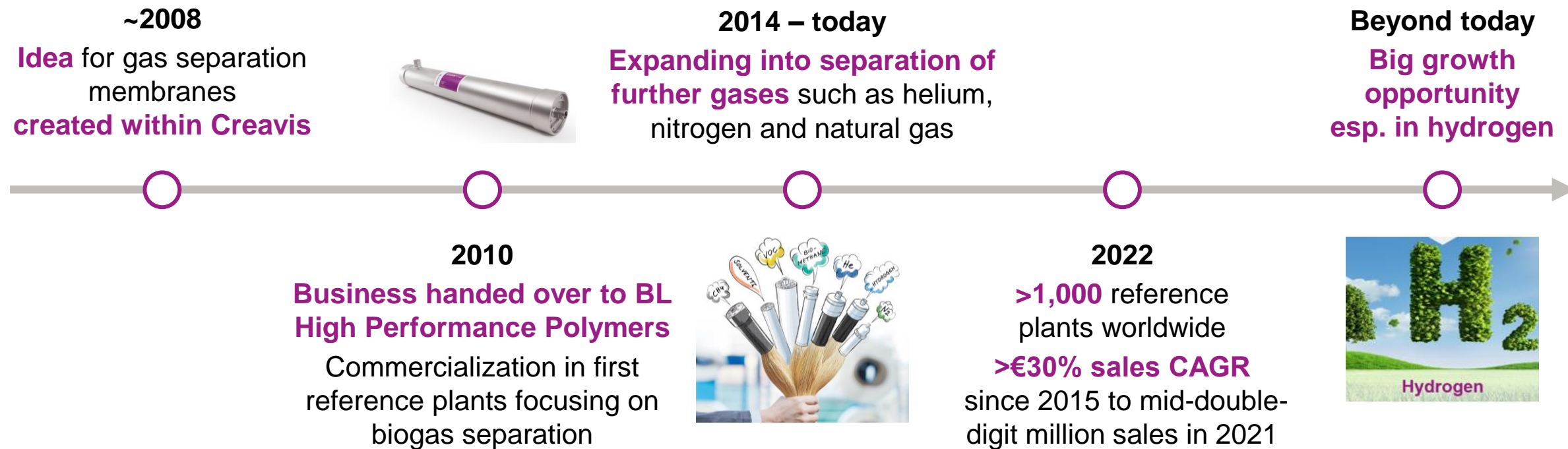
Above-average margin contribution

Sales contribution Innovation Growth Fields

From “zero” to >€500 m in just 6 years



Innovation Growth Field “Membranes” as blueprint for future innovation



Continuous RD&I efforts to improve product characteristics and scope of application

Driving sustainability through process innovation in new technologies

Breakthrough technology – Catalytic membrane reactors



- Development of two-in-one reactor: **Efficient catalytic reactor technology** and **sustainable downstream** processing
- Demonstration of **CO₂ saving** potentials (up to 35%) and increase in **energy efficiency** (up to 70%)
- **New business opportunities** by technology enabled alternative reaction pathways

SAM 3D – Disruptive digital design for sustainable processes



- **New generation of reactors** designed to drive decarbonization
- Perfectly adjusted reactor geometries by **simulations, additive manufacturing and AI** for production accurate to the molecule
- **Minimized emissions & energy costs** in tailored reactors with enhanced process control

New solvolysis process for PET recycling



- Development of **sustainable engineering packages backed by life cycle assessments**
- **Technology** as building block and differentiating factor **for strategic alliances**
- Enabling **new business for Evonik alkoxides** in chemical recycling of PET

Driving sustainability through process innovation in new technologies

Energy integration via heat pumps for site steam supply



- **High-temperature heat pumps** for steam generation out of waste heat at chemical multi-user sites
- **Energy saving of 65%** for steam generation by heat recovery
- Substantial **CO₂ reduction** through total avoidance of natural gas boiler
- Central step for **CO₂ neutral production site**

Sustainable processes via electrochemical pH-shift



- Development of **sustainable processes** avoiding acids, bases and salt containing waste streams
- pH induced reactions by applying electrochemical process steps – **“electrons replace chemicals”**
- Technology as enabler to minimize carbon footprint


Turning old mattresses into value by new PU foam recycling process



- Integrated process development as **enabler for circular economy** of Polyurethane (PU) foams
- **Significant CO₂ footprint reduction** of recycled PU monomers of high quality
- **Securing and supporting the growth** of core business for PU foam additives

Innovation growth field: Membranes

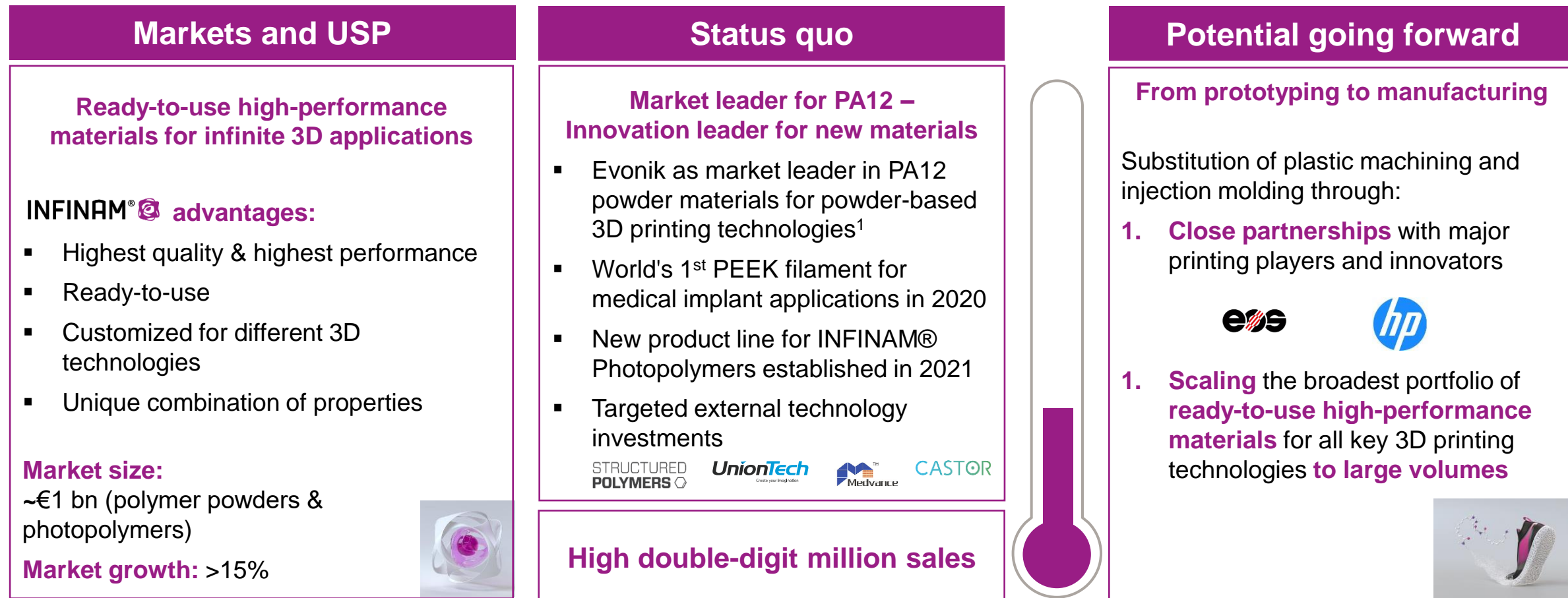
Superior gas separation efficiency enabled by tailored polymer properties

Technology/USP	Status quo	Potential going forward
<p>High performance hollow fiber membranes for efficient gas separation</p> <p>Advantages</p> <ul style="list-style-type: none">▪ Low energy consumption▪ No waste, no emissions▪ Flexible & easily expandable▪ High yield & purity▪ Robust & durable <p>Market size: ~€500 m</p> <p>Market growth: 5 - 10%</p> 	<p>Innovation leader by backward integration into membrane polymer chemistry</p> <p>2010: Market entry: biogas upgrading</p> <p>2014: Roll-out with process gases (like Helium & Nitrogen)</p> <p>2018: Diversification into Natural Gas, Hydrogen and Aviation</p> <p>Now: 1,000 membrane plants supplied already today</p> <p>Mid double-digit million sales</p>	<p>Future growth driver: Hydrogen</p> <p>Today: H₂ extraction membranes</p> <ul style="list-style-type: none">▪ Using membrane technology to extract hydrogen from existing natural gas pipelines <p>Future: Anion Exchange Membranes</p> <p>Breakthrough of electrolytic production of green hydrogen</p> <ul style="list-style-type: none">▪ 30% lower CAPEX▪ 10% lower OPEX <p>(vs Proton Exchange Membranes)</p>

Contribution
to €1 bn

Innovation growth field: Additive Manufacturing

Driving industrial scale 3D printing technology along the entire value chain



Contribution
to €1 bn

1: SLS: Selective Laser Sintering; HSS: High-Speed Sintering; MJF: Multi-Jet Fusion

Innovation growth field: Sustainable Nutrition

Transform Animal Nutrition into system solutions for sustainable protein

Markets and USP

System solutions addressing demand for sustainable & healthy food chain with reduced environmental footprint

Evonik ideally positioned:

- Strong nutritional know-how and services
- Global customer reach through Evonik's brand recognition in Animal Nutrition
- Key capabilities in R&D and innovation (in vivo, in vitro, gut model)

Relevant market: ~€800 m

Market growth: >15%

Status quo

Established product portfolio for:



Non-antibiotic livestock
via Gut Health Solutions
(e.g. probiotic "GutCare")



Enhancement of energy metabolism
via natural creatine precursor
"GuanAMINO"



Fighting overfishing
via omega-3 from natural marine algae



High double-digit million sales

Potential going forward

Future growth driver:



Precision Livestock Farming

Big data-based management to optimize every aspect of poultry production



MONITOR livestock production



PREDICT protein quality



PLAN protein supply

Industry Value Potential: ~€5 bn
Potential for product, service & digital revenues

Innovation growth field: Cosmetic Solutions

Leading sustainable system solution provider for cosmetic ingredients

Unique selling point

Full-service provider for our customers from an idea up to a claimable product

Evonik key success factors

- Wide portfolio of specialty products with scientifically proven & claimable benefits
- Strong customer intimacy
- >30 years of extensive experience in white biotechnology

Relevant market:

>€5-6 bn

Market growth:

Functional ingredients and Actives ~5.5 %



Status quo

Highly specialized **System Solutions**:



Active ingredients

- Novel Active ingredients with focus on derma-cosmetics
- Expertise in Ceramides



Delivery Systems

- 2021 acquisition of Infinitec adds 7 novel delivery systems



Botanicals

- 2021 acquisition of Botanica adds sustainable botanicals



Sustainable Functionals

- Unique sustainable Biosurfactants and Emollients

Low triple-digit million sales

Potential going forward

Future growth driver:

Fully bio-based solutions

- Our **100% bio-based surfactants** are made from plant-based sugar
- Applicable in **Care Solutions** as well as **Cleaning Solutions**
- Market growth **>50%**

Latest launch:

RHEANCE® One finding new markets in a variety of cosmetic applications

- 100% bio-based rinse-off application
- USP of good foam & no bitter taste is ideal for applications in toothpaste

Innovation growth field: Healthcare Solutions

Attractive portfolio with high level of synergies and access to fast-growing markets

Unique selling point

An integrated System solutions portfolio of **Advanced Drug Delivery, Functional Excipients, and Contract Manufacturing** serving the pharmaceutical and medical device markets

Advantages

- Track record of reliable, high quality **specialized products, technologies** and **services**
- **Shared competencies** and **technology platforms** across the portfolio

Market size:

~€200 bn

Market growth:

4 to >8%



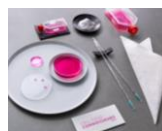
Status quo

Strong market position in



Drug Delivery Systems:

Focused on system solutions that transport an active agent in the body to safely provide the desired therapeutic effect



Cell Culture Solutions¹:

- Focused on providing system solutions for biological drug production and next-generation biological constructs



Medical Device Solutions:

- Focused on providing biomaterials and services for mechanic support or enhancement of damage biological structures

Low triple-digit million sales

Potential going forward

Future growth driver:

mRNA-based solutions for

- **Vaccines**: e.g. cancer immunotherapy, COVID-19
- **Protein therapeutics**: treating hereditary diseases
- **Gene therapy**: offering the potential for curative therapies at the genetic level

Market potential:

Accessible market of

≥ USD5 bn
by 2026

1: Growing cells in controlled conditions outside its native environment

Innovation growth field: Advanced Food Ingredients

Portfolio of high-value functional nutritional products

Market	Status quo	Potential going forward
<p>Nutraceutical system solutions provider for human dietary supplements</p> <p>Evonik strengths:</p> <ul style="list-style-type: none"> ▪ Fast-growing market driven by health-conscious consumers ▪ Differentiation through scientific evidence and formulation capabilities ▪ High level of synergies within Health & Care (e.g. biotech, delivery systems) <p>Market size: ~€25 bn</p> <p>Market growth: 5 - 10%</p> 	<p>Business transformed from only human amino acid business towards portfolio of high-value functional nutritional products, e.g.:</p> <div data-bbox="912 705 1075 862">  </div> <p>AvailOm®:</p> <ul style="list-style-type: none"> • Omega-3 fatty acid powder • >5 times higher bioavailability than traditional liquid soft-gels • 100% sustainable sources (algae) <div data-bbox="922 905 1065 1033">  </div> <p>SAMANA®:</p> <ul style="list-style-type: none"> • Product line of symbiotic solutions launched, addressing gut health and beauty from within <p>Double-digit million sales</p>	<p>7 products launched until today</p> <p>Geographical expansion (e.g. AvailOm® registration in Brazil and India)</p> <p>5 new launches expected for 2022 (e.g. natural ingredient with improved bioavailability, new capsules generation for delayed release)</p> <p>Future growth drivers:</p> <p>Expanding existing competencies into additional markets (e.g. Nutricosmetics)</p> <p>Leverage strong N&C expertise in fermentation to participate in fast growing non-animal protein market</p>

Creavis acting as business incubator within Evonik

The Creavis approach ...

Using this approach Creavis pursues **New Business Development** for the **divisions** and the **group**



focuses on **new markets** and **evolving value chains**



focuses on **sustainable system solutions**¹



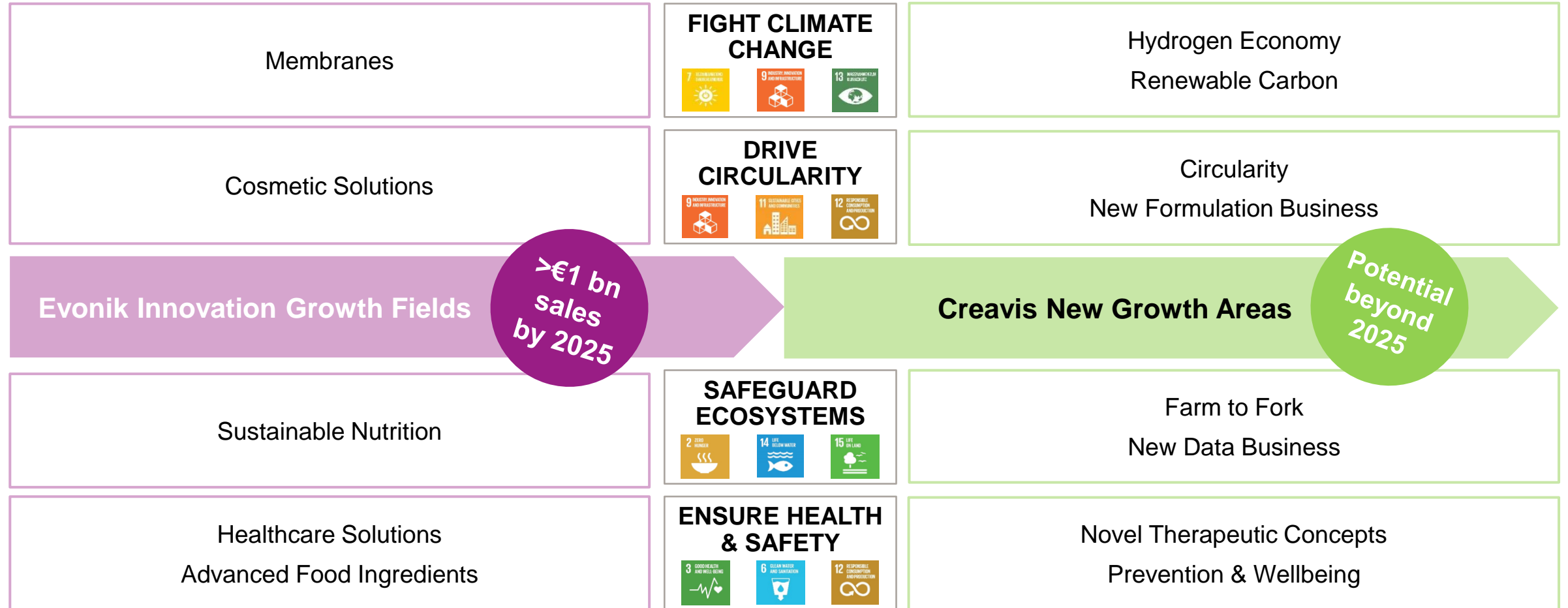
focuses on **commercialization within a 5-10-year time frame**²



is **cross-industry** and **interdisciplinary**

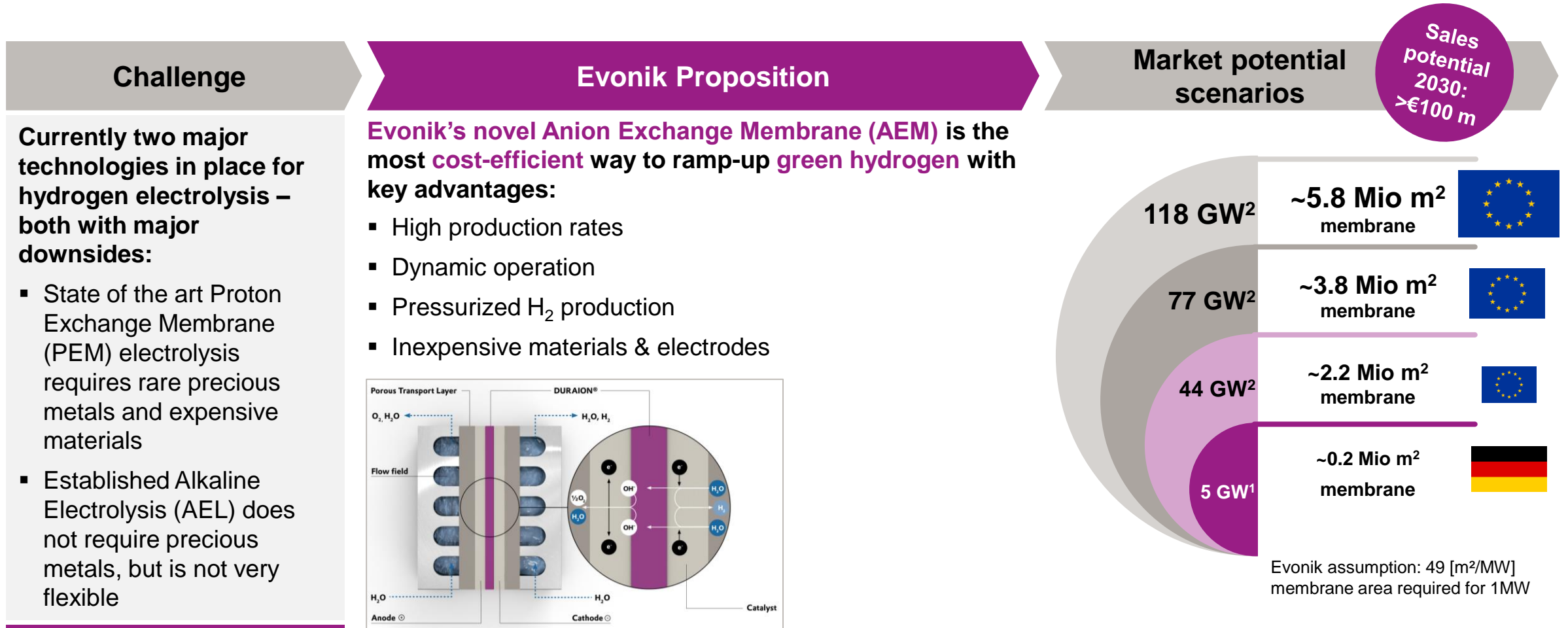
1. Next Generation Solutions (Driver, Leader) according to PARC logic at the time of commercialization 2 After project start

Innovation with clear focus on Sustainability Focus Areas



New Growth Area: Hydrogen Economy

Tapping into a major opportunity with our DURAION® membrane



1. Study IndWEde– NOW GmbH, 2018 2 Green Hydrogen for a European Green Deal A 2 x 40 GW Initiative, Hydrogen Europe; Translation with internal assumptions (Creavis)

Smart enabler of the sustainable gas economy



With our **membrane technology**, we significantly contribute to the transition to a sustainable gas economy:

1 SEPURAN® Green

- Raw biogas from organic waste is converted into **sustainable biomethane** and "green" CO₂

2 SEPURAN® Noble

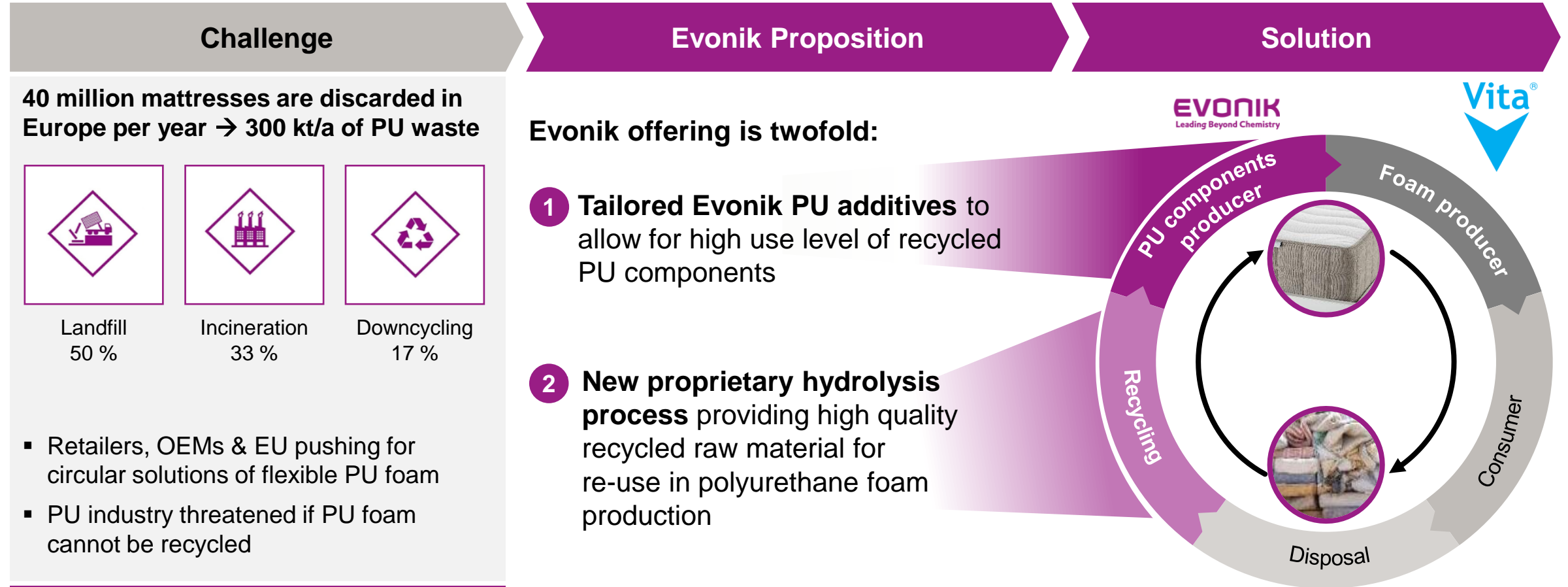
- Our **hydrogen extraction membranes** enable to **use existing natural gas pipelines** to transport and extract green hydrogen
- In the **production of synthetic biomethane** from CO₂ and green hydrogen, we ensure efficient product separation

3 Anion Exchange Membrane

- With our ion-conducting AEM membranes, we contribute to the **breakthrough of electrolytic production of green hydrogen** in the future

New Growth Area: Circularity

Novel PU additives enabling chemical recycling of flexible foam



We have aligned Creavis to address key global challenges

Incubation Clusters



Defossilisation

Solutions for a climate-neutral society



Life Sciences

Solutions for a growing & aging world population



Solutions Beyond Chemistry

Data-based solutions for system renewal

Functions



Foresight

Identification of future chances and challenges



Networks

Link to external innovation partner & organizations



Technology & ESHQ

Providing the technical and organizational basis

Evonik Venture Capital enables access to technology leaders globally

- Investments in global innovation leaders with **disruptive technologies and business models**
- High relevance for Evonik portfolio – aim to **support and accelerate the growth** of Evonik

€250 m

designated funds

46

investments to date

7

exits to date

>2x

financial returns¹

Integration into business

Structured Polymers (US)

- Formulations and Materials for 3D-Printing
- Acquisition by Division Smart Materials in 2018

JeNaCell (DE)

- Nature identical biomaterials
- Acquisition by Division Nutrition & Care in 2021

Value creating exit

FRX Polymers (US)

- IPO in May 2022

- Cooperation with Division Specialty Additives

¹ Based on capital invested

Evonik Sustainability Tech Fund

for investments in technologies towards carbon neutrality

New
Venture Capital fund
with volume of
€150 m

Start in
May 2022

Investments made with the primary objective to achieve CO₂ mitigation by reducing and removing emissions and foster carbon sequestrations

Drive
Circularity

Feedstock Switch
and Substitution

Future Mobility

Hydrogen
Economy

Renewable
Carbon

Clean
Energy Production

Enabling sustainable growth through innovation

Our new RD&I organization enables clear alignment across divisions and functions – ensuring **consistency and efficiency**

Sustainability is fully integrated into innovation portfolio steering – aiming at both handprint and footprint optimization

Innovation Growth Fields on track to achieve target of **>€1 bn sales in 2025**

Creavis focused on potential beyond 2025 – aligned with our four Sustainability Focus Areas

New **Sustainability Tech Fund** to capture business opportunities and position Evonik as sustainability leader

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- Innovation
- **Culture**

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- Nutrition & Care
- Smart Materials

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ONE Evonik. ONE Culture

... with unifying elements for a diverse company

Our Purpose inspires us



Our Values guide us



Safety first as foundation:

- Accident frequency as part of management compensation
- Low level secured over the last years¹

Diversity as basis of our economic success:

- Ambitious targets defined
- Inclusive mindset and behavior ultimately utilize diversity successfully

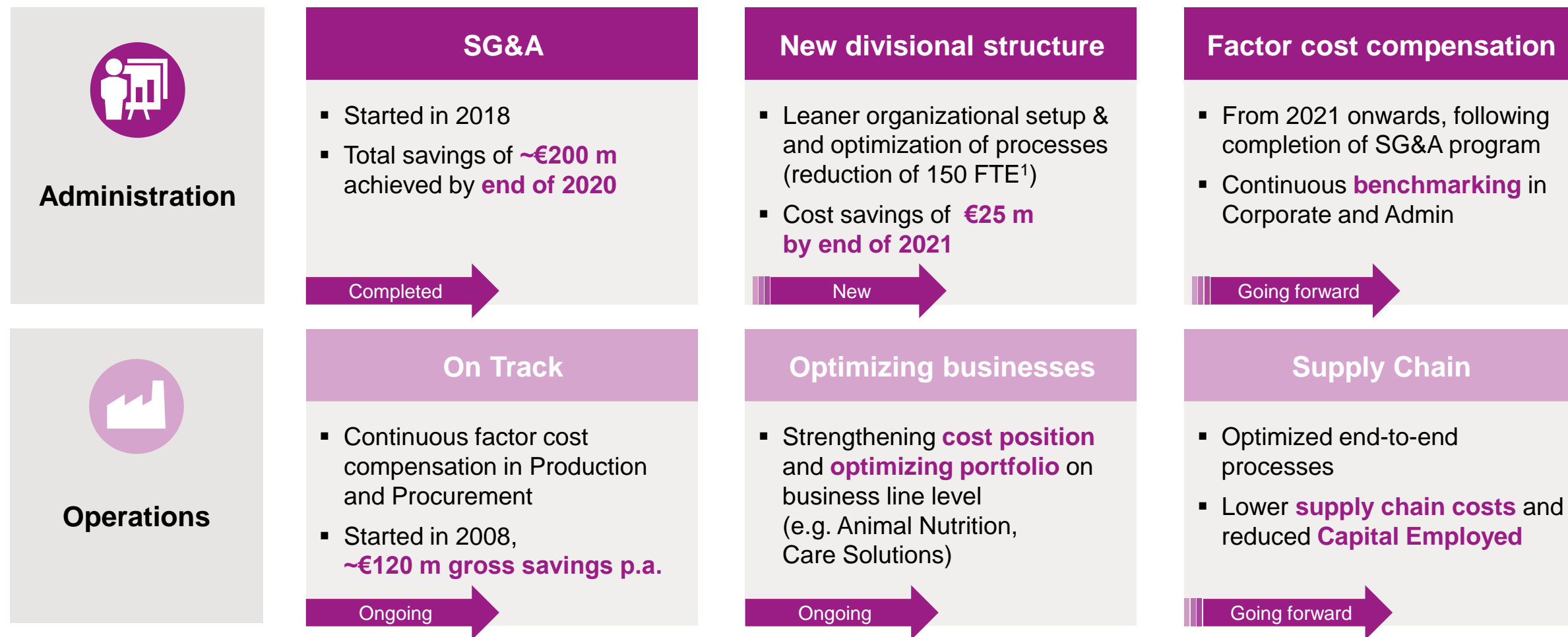
Attractive employer:

- Employee commitment with increase of 5 pp in latest employee survey

1. below upper limit of 0.26 (number of accidents per 200,000 working hours)

High-performing organization complemented by self-help measures

Cost excellence in Administration and Operations supporting margin target



Diversity goes far beyond qualitative targets

We approach diversity with diversity



Diversity is key to economic success

- Evonik ranks among **top European companies** in terms of diversity
- We address **diversity** strategically, culturally and with an eye toward our business processes
- **Top management** as prominent **role model** in embracing diversity, e.g. in Diversity Council



Specific goals with highest priority (by 2023)

- **Gender diversity:** e.g. **23%** of executive & senior management positions and **30%** on manager level (2021: 18%/29%)
- **Intercultural mix:** e.g. **20%** of executive and **35%** of senior management positions (2021: 15%/25%)

Diversity goes far beyond qualitative targets!

- Diversity is not only a numeric game but a **matter of culture**
- An **inclusive mindset and behavior** ultimately determine if we can utilize diversity successfully

Diversity creates growth

Diversity creates innovation

Diversity brings us closer to our customers

Diversity is our future

Sustainability integrated into management compensation scheme

20% of long-term incentive based on strategic ESG KPI's

<p>Fixed salary</p> <p>~1/3</p>	<p>To be paid in cash for each financial year</p>
<p>Bonus</p> <p>~1/3</p>	<p>KPIs aligned to mid-term strategic targets</p> <ol style="list-style-type: none"> 1. Progression towards EBITDA margin target 2. EBITDA growth (yoy) 3. Contribution to FCF target <p>... and integrating Safety First mindset:</p> <p>4. Accident performance</p>
<p>Long-term incentive plan</p> <p>~1/3</p>	<div> <div data-bbox="466 882 733 1146"> <p>80%</p> <p>share price</p> </div> <div data-bbox="746 868 1409 1153"> <ul style="list-style-type: none"> ▪ Granted LTI target amount calculated in virtual shares (4-year lock-up) ▪ Absolute performance: Real price of the Evonik share ▪ Relative performance against external index benchmark (MSCI Chemicals) </div> </div> <div> <div data-bbox="1485 882 1753 1146"> <p>20%</p> <p>ESG</p> </div> <div data-bbox="1765 896 2326 1139"> <p>LTI based on strategic ESG KPI's, e.g.:</p> <ul style="list-style-type: none"> ▪ Sales share of "Next Generation Solutions" ▪ CO₂ emission reduction </div> </div>

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- Nutrition & Care
- Smart Materials

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Specialty Additives

Additive solutions for maximum performance

“SMALL AMOUNT. BIG EFFECT”

FY 2021
financials



Margin¹: **25%**



Sales: **€3,710 m**



ROCE: **18%**

Key
products &
solutions



Additives for
coatings and inks



Additives for
polyurethane foam



Specialty defoamers
and wetting agents



Epoxy hardeners
for crosslinkers



Lubricant additives

Growth
highlights



Making the
difference



Enabling
circular
economy

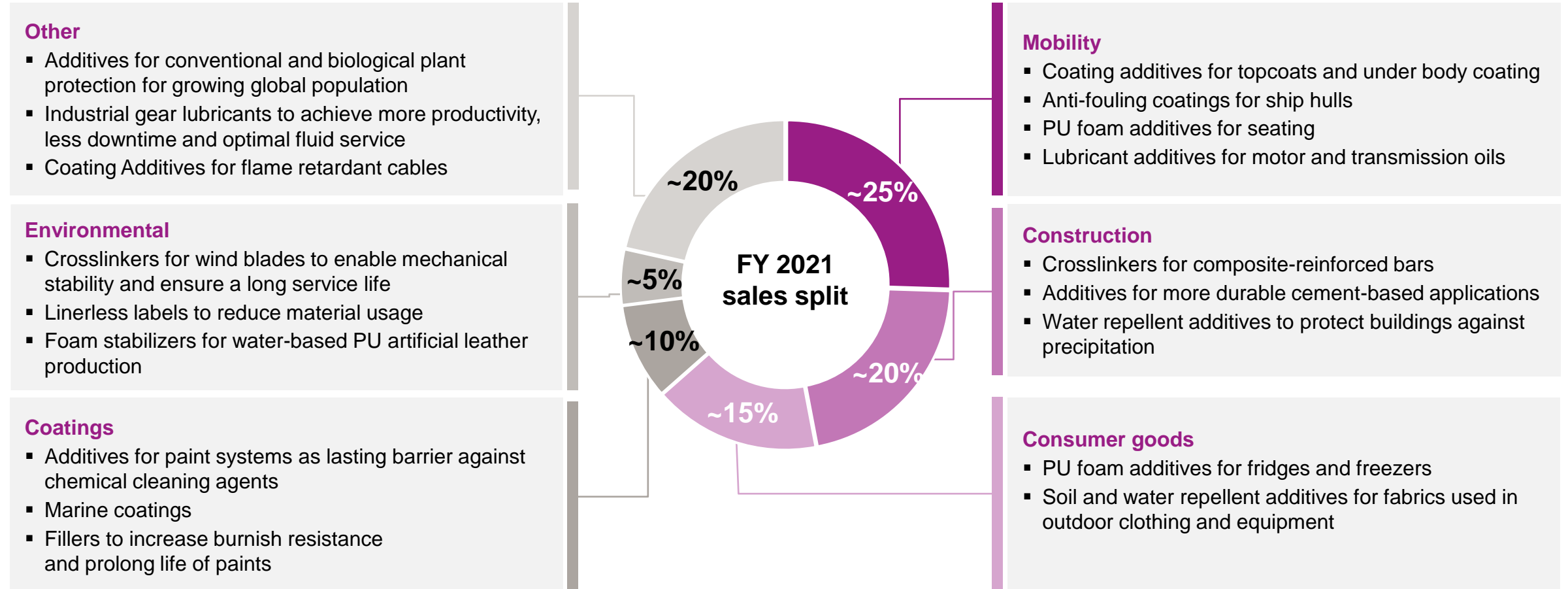


Digital
Solutions

1. Adjusted EBITDA margin

Specialty Additives

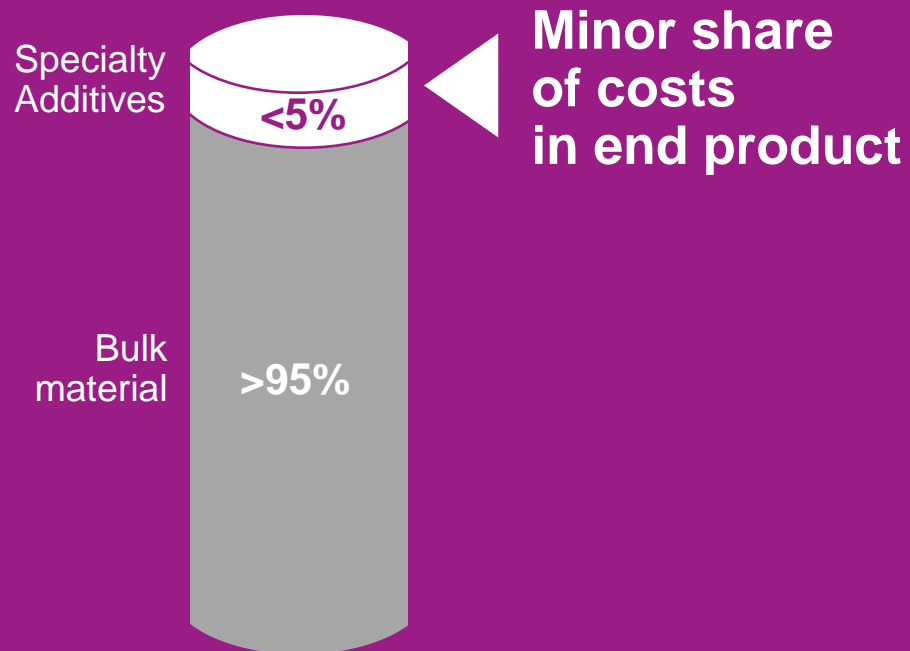
End markets and product examples



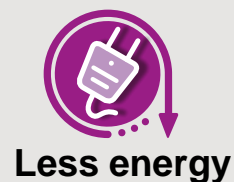
Specialty Additives make the difference in customer's formulations

Improving product characteristics and sustainability profile

SMALL AMOUNT.



BIG EFFECT.



Less energy

Novel **PU additives** enabling environmentally-friendly **housing insulation spray foam**



More protection

Coating additives prolong life of wall paints



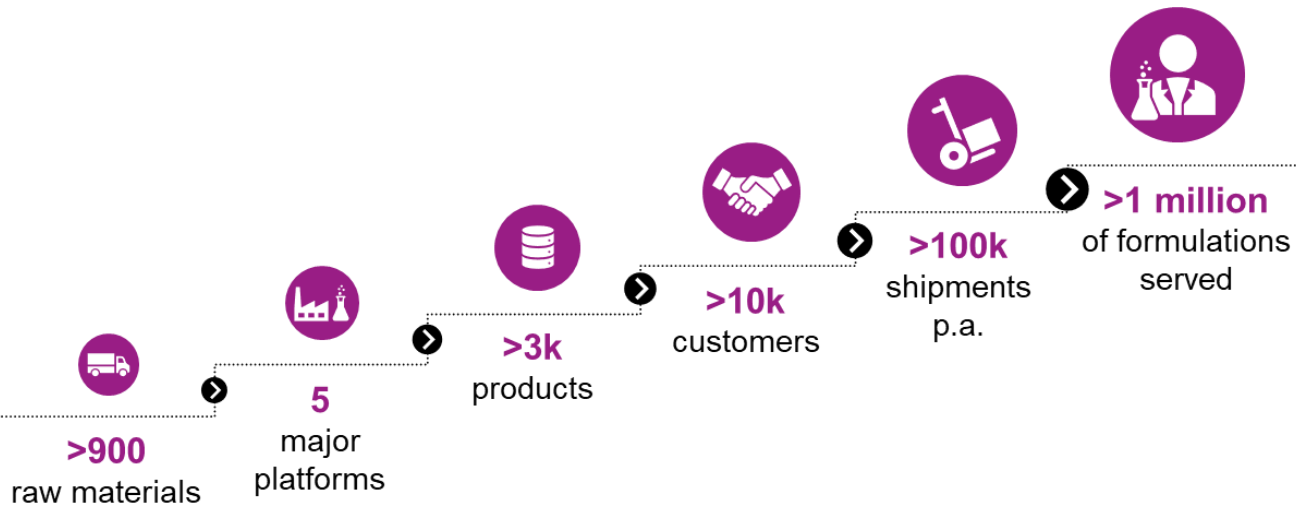
Less waste

Silicone coatings for linerless labels resulting in up to 40% material reduction



Specialty Additives is mastering a highly complex business

Resulting in tangible benefits



High barriers to entry

Strong market & customer position

Resilient financial performance

Mastering complexity

How?

- | | | | |
|---|-----------------------------|---|-----------------------------|
| 1 | Experienced management team | 2 | Digitalization & automation |
| 3 | Culture & collaboration | 4 | Supply chain excellence |

Specialty Additives is an important enabler of Circular Economy

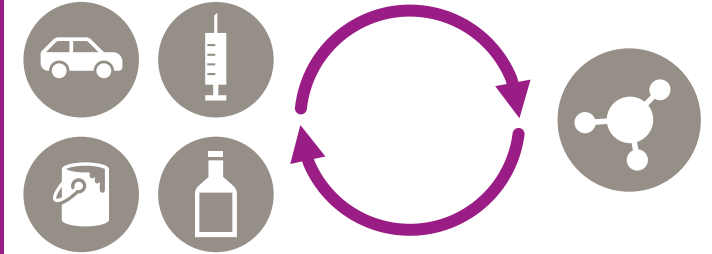
Decoupling growth from resource consumption

MECHANICAL RECYCLING



- During separation/washing, **our additives help to make recycling processes more efficient** – resulting in higher quality of recyclates
- During compounding, **our additives improve processing** leading to competitive costs and quality

CHEMICAL RECYCLING



- **Technologies & additives to enable chemical recycling**
- Additives enabling for example
 - use of recycled polyurethanes
 - silicone recycling







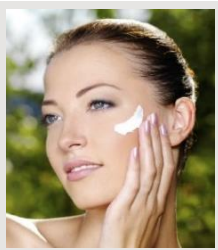

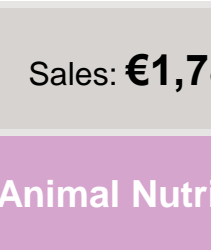
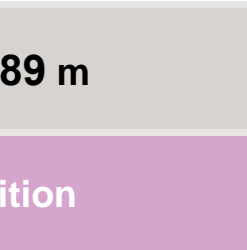







>€350 m

sales potential of Evonik Circular Plastics Program by 2030

Nutrition & Care

Focused portfolio on consumer-oriented end markets with high level of synergies

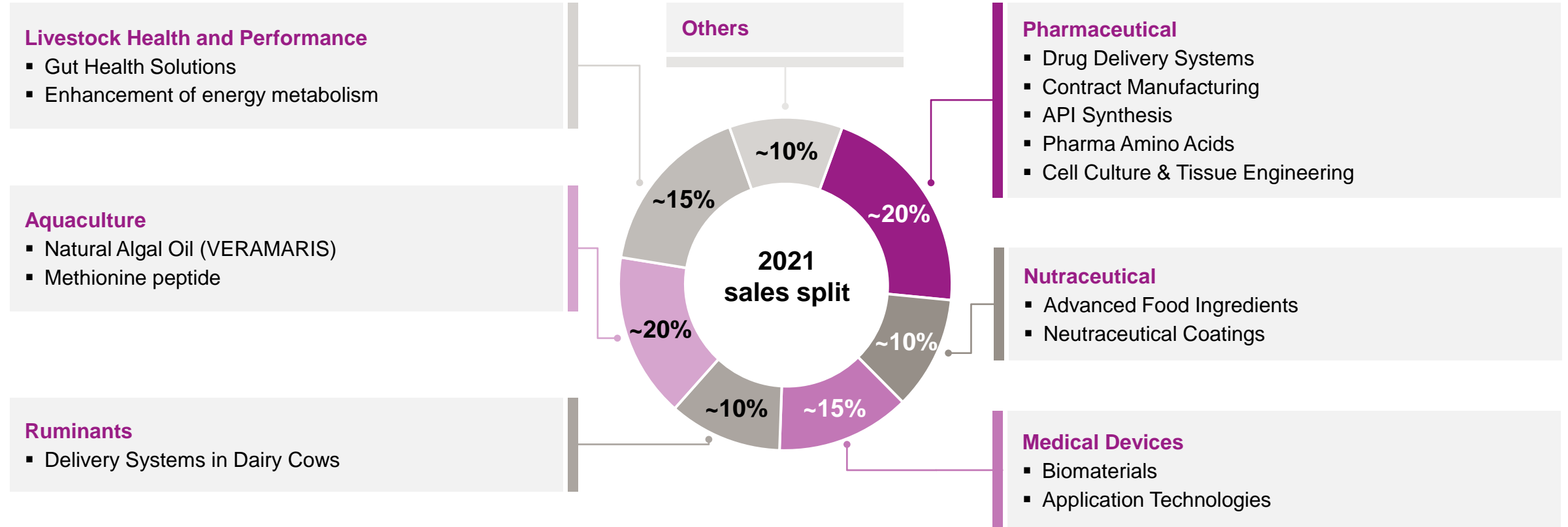
“Bringing Nutrition & Care to Life – For life and living”

FY 2021 financials	 Margin ¹ : 20%	 Sales: €3,557 m	 ROCE: 12%
Business lines	       	 Sales: €1,768 m	 Sales: €1,789 m
Growth highlights	 Active Ingredients	 Drug Delivery Systems	 Sustainable & Healthy Nutrition
		Biotechnology (e.g. Biosurfactants; Veramaris)	

1. Adjusted EBITDA margin

Nutrition & Care

End markets and product examples



Nutrition & Care growth: Focusing on shared technology platforms

Strong synergies and joint resources across all three businesses

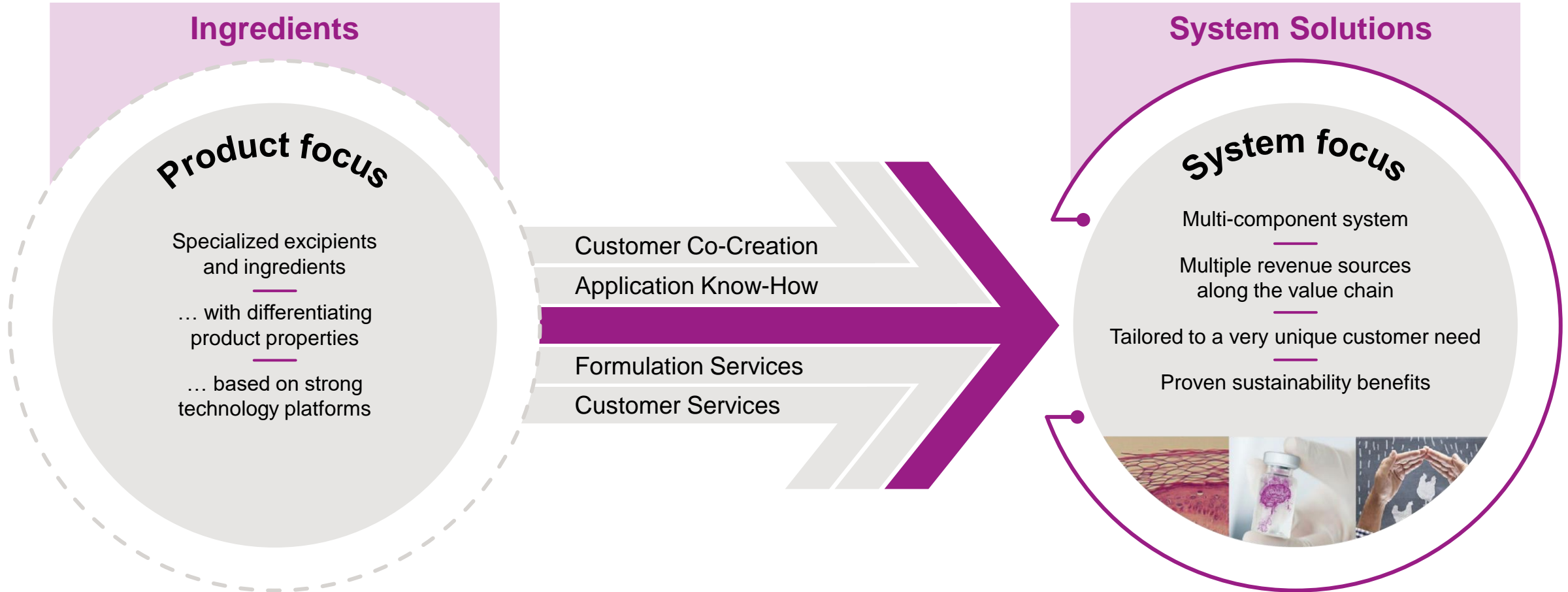
Technology Platform Example Biotechnology – Process Excellence and Launched Products

	Care Solutions	Health Care	Sustainable Nutrition
Microbiome Modulation	Microbiotic actives to support skin barrier function	Probiotics and Gut Health Solutions	
Biotech Processes	Non-animal derived Collagen	Cell Culture	Natural algae-based omega 3 fatty acids
	Actives (e.g. Ceramides)	CDMO (e.g. fermentation-based proteins)	
	Biosurfactants	Amino acids pharma grade	Bio amino acids

Sales potential from biotechnology platform of ~ €1 bn by 2030 latest

Nutrition & Care: Strategic portfolio shift towards “System Solutions”

Portfolio upgrade towards higher specialization and higher returns



Nutrition & Care: System Solutions businesses as major growth driver

>50% sales from Systems Solutions as strong commitment

Sales share of System Solutions



Resulting in....

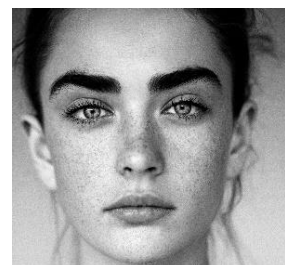
Higher **growth prospects**

Strong **pricing** power

Above average **margin**

Higher **return on capital**

Examples of System Solutions



Active Ingredients – Retinol

- Reducing wrinkles without inducing skin irritation
- **Formulation service:** Encapsulation as delivery technology to increase stability and bioavailability



Drug Delivery Systems – Complex Parenterals

- **Lipid nano particles** for vaccination, cell and gene therapy
- **Integrated services** from feasibility to commercial



Sustainable & Healthy Nutrition – Probiotics

- **GutCare®** for healthy poultry nutrition without AGP¹⁾
- Holistic, ready-to-use **concepts for animal diet formulations**, designed on specific customer needs

1: Antibiotic Growth Promoters

Smart Materials

Focused portfolio on environmentally friendly solutions

“We find solutions for the needs of today and tomorrow”

FY 2021
financials



Margin¹: **17%**



Sales: **€3,918 m**



ROCE: **8%**

Two strong
technology
platforms



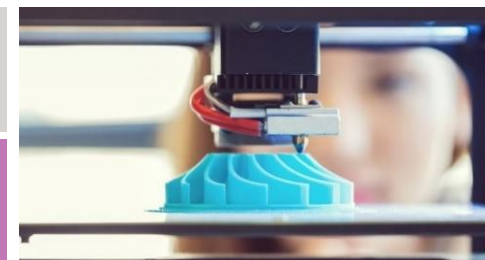
Sales: **€2,754 m**

Inorganics



Sales: **€1,164 m**

Polymers



**Growth
highlights**



Future Mobility (e.g. PA12, Silica, Battery Materials)

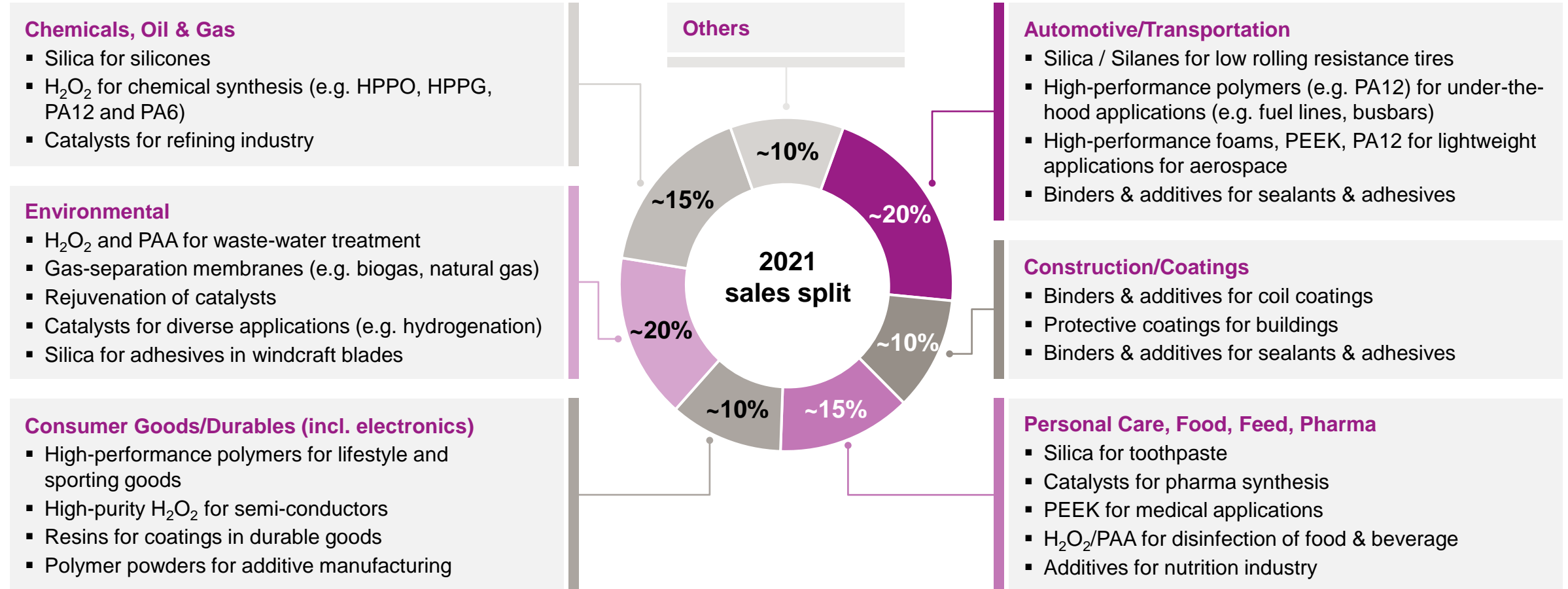


Eco-Solutions (e.g. Active Oxygens, Membranes, Catalysts)

1. Adjusted EBITDA margin

Smart Materials

End markets and product examples

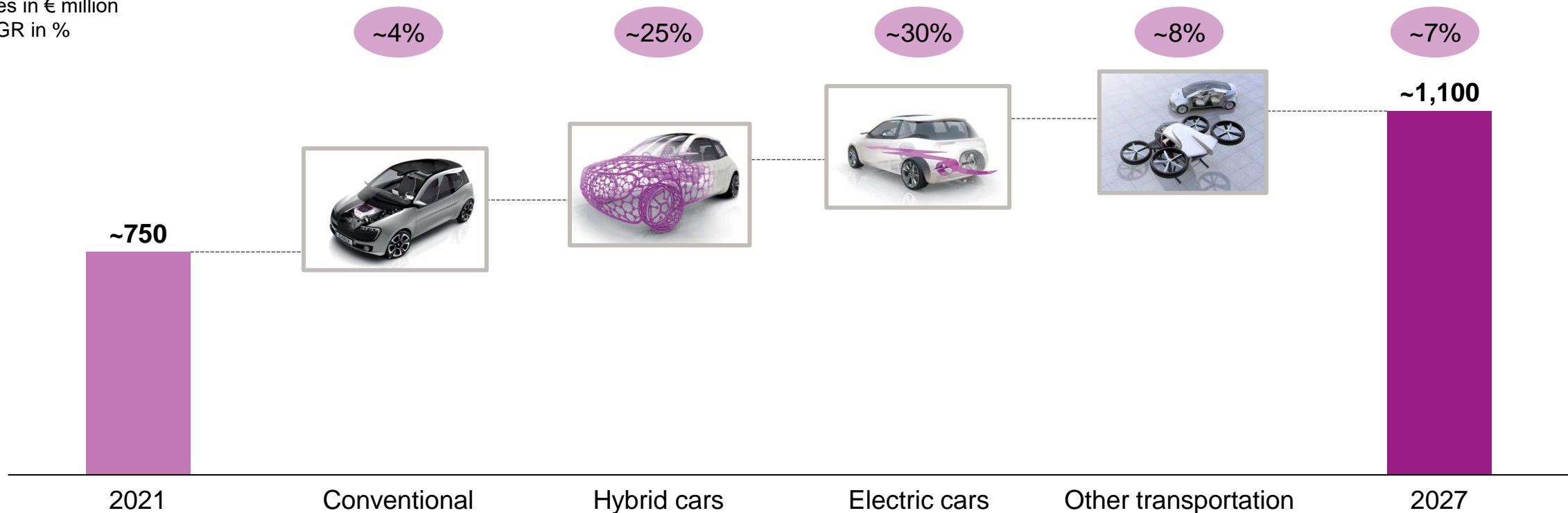


Smart Materials: “Future Mobility” growth drivers

Growth to around €1.1 billion sales by 2027

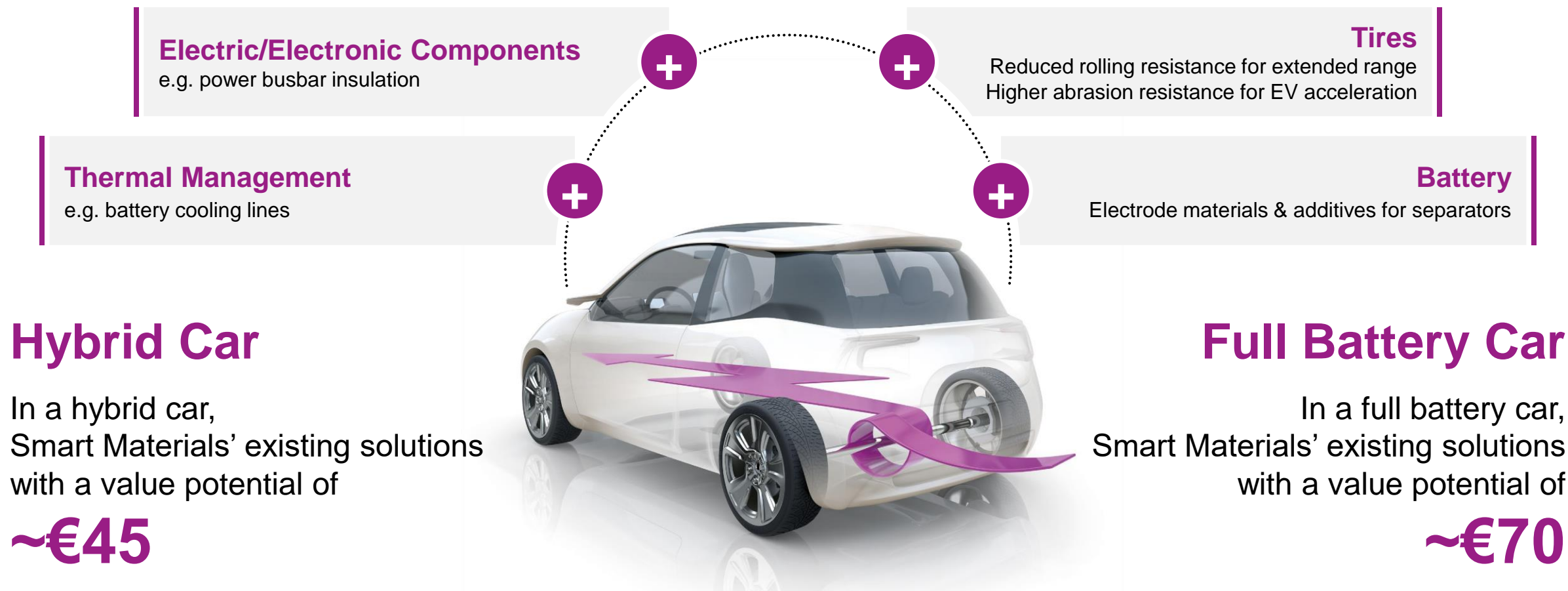
Innovate mobility – we provide the chemistry

Sales in € million
CAGR in %



Smart Materials: Product solutions in hybrid and full battery cars

Extending the value potential of a conventional car (~€30)



Smart Materials: “Eco-Solutions” growth drivers

Growth to around €900 million sales by 2027

Focused on specialty end markets with strong secular growth trends

Sales in € million
CAGR in %

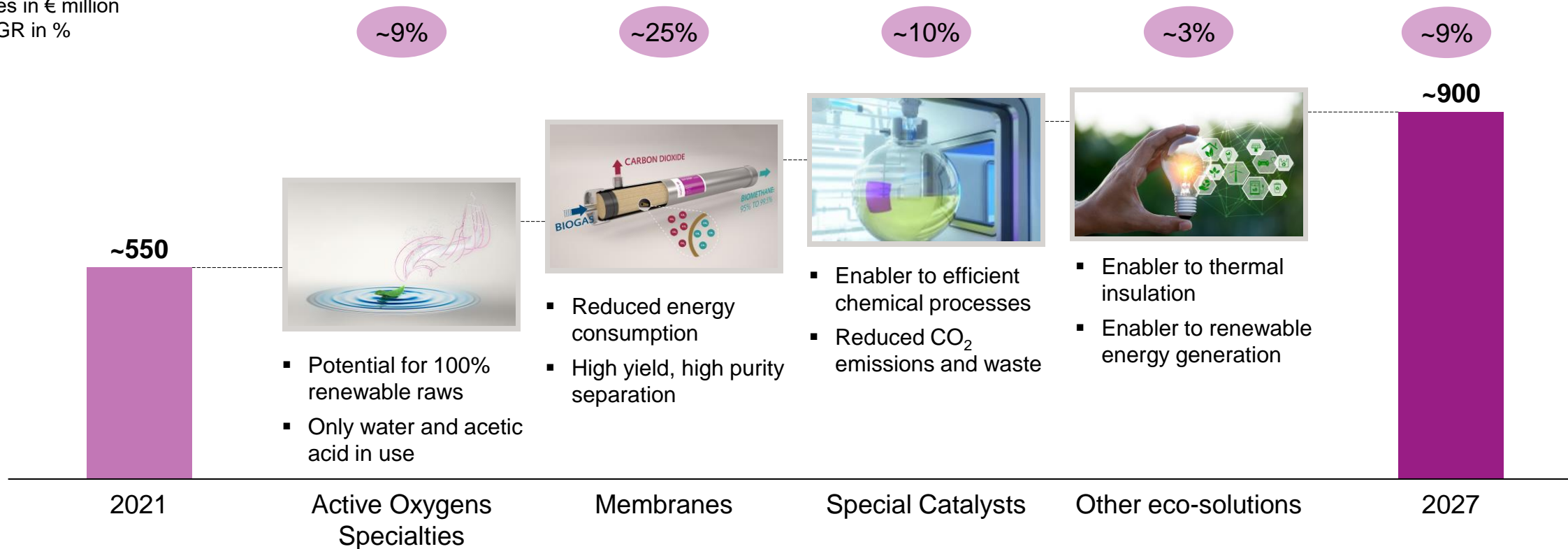


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Financial targets

... for Evonik and its three growth divisions

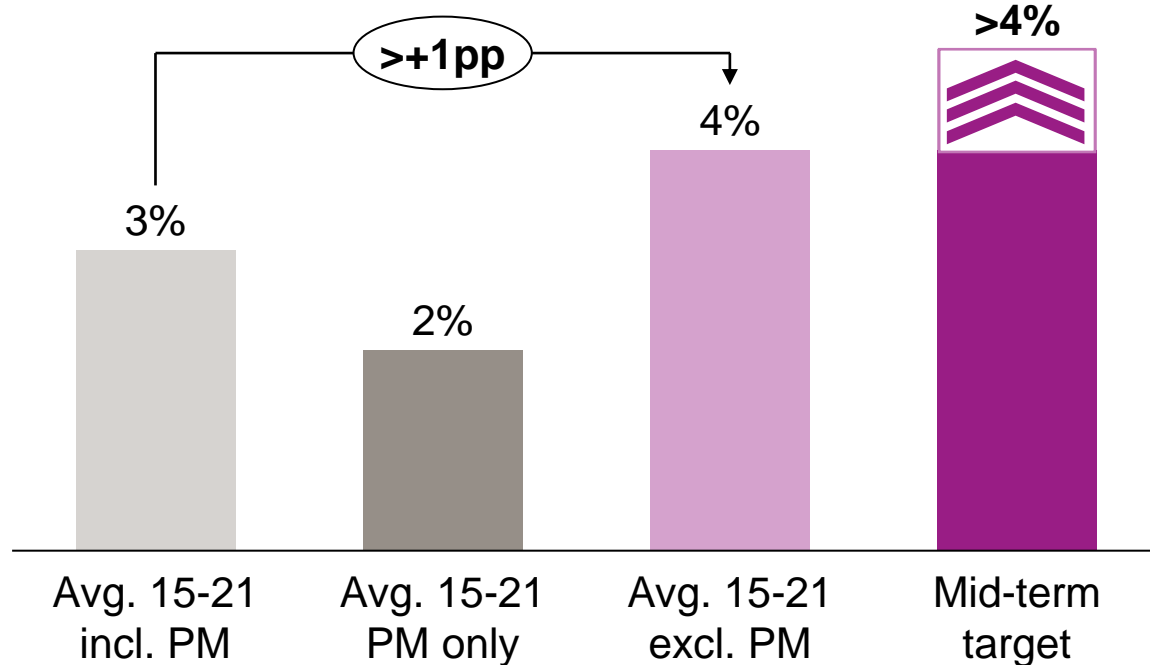
Group Targets	
Organic sales growth CAGR ²	>4%
Structurally lift EBITDA margin into sustainably higher range of	18-20%
Cash Conversion ratio of ³	>40%
ROCE well above Cost of Capital	~11%
Reliable and sustainably growing dividend	
Solid investment grade rating	

Targets Growth Divisions			
	Specialty Additives	Nutrition & Care	Smart Materials
			
Next Generation Solutions ¹	>37%	>50%	>50%
EBITDA margin	Secure strong level	>22%	~20%
ROCE	Secure strong level	>14%	>11%

1: Products and solutions with a clearly positive sustainability profile that is above or well above the market reference level | 2: In growth divisions | 3: Cash Conversion ratio defined as FCF/Adj. EBITDA

Accelerated organic sales growth through sustainability, innovation and pricing focus

Organic sales growth (in %)



Levers (& examples) to reach target range

“Next Generation Solutions” with above-average growth

Novel PU additives for environmentally friendly spray foam show **>20% sales growth**

Innovation Growth Field sales with above-average growth

Membranes with **>30% sales growth CAGR** since 2015

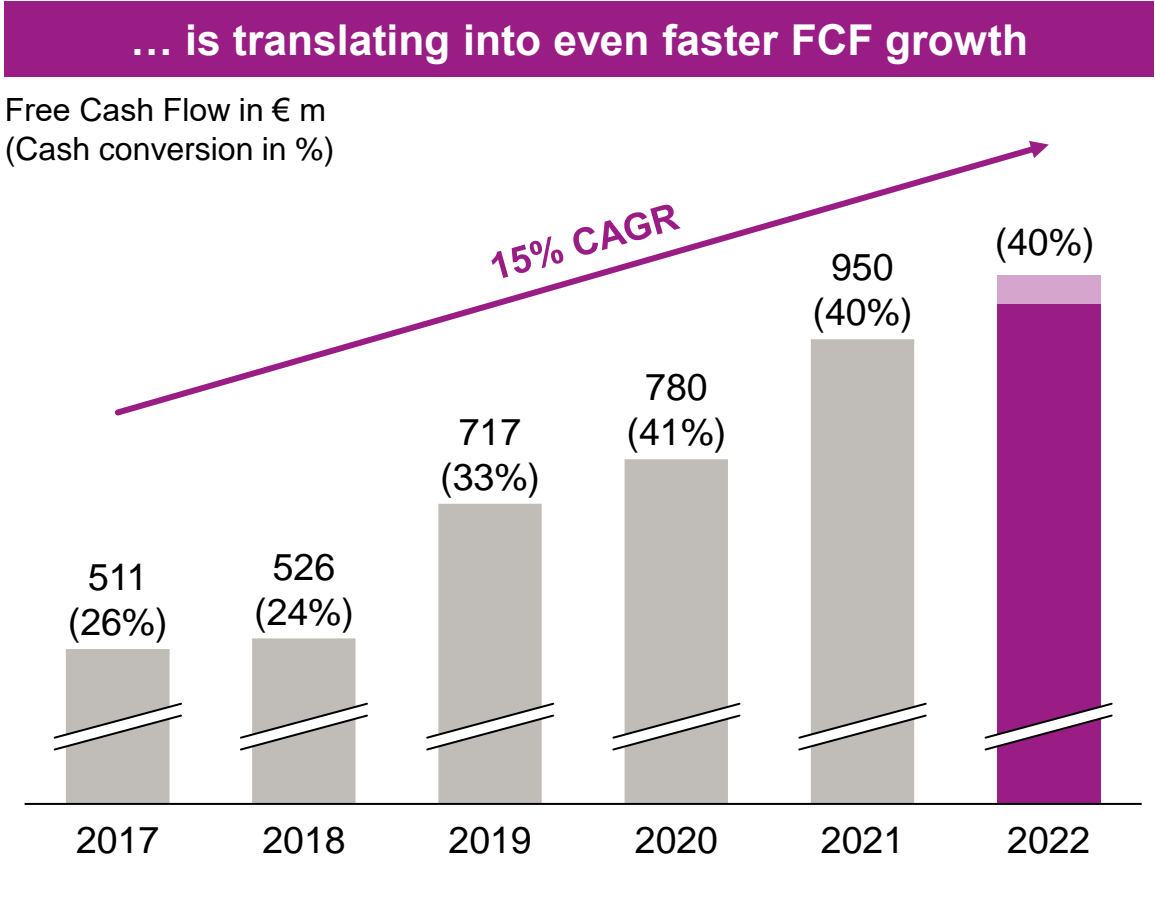
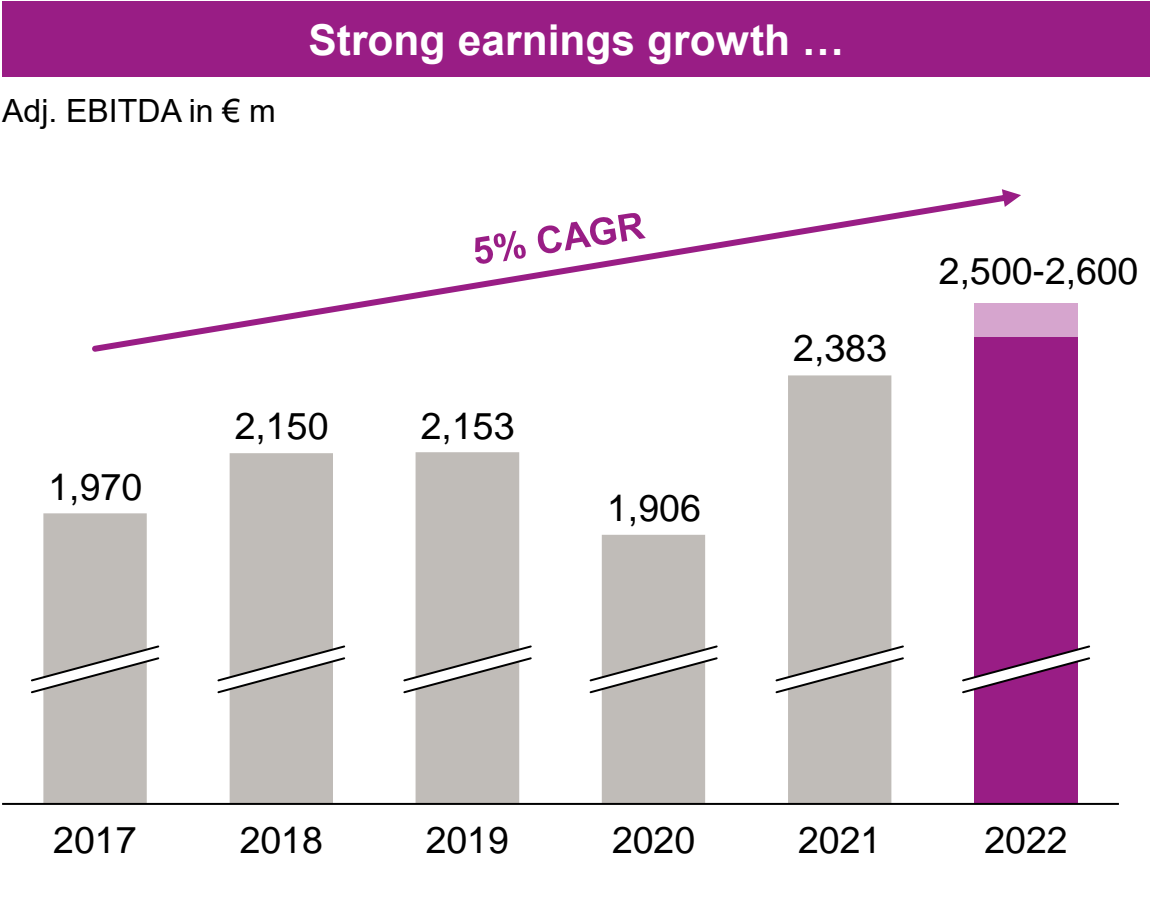
Shift towards specialties resulting in more pricing power

Smart Materials with **+3%** price increases p.a. since 2017

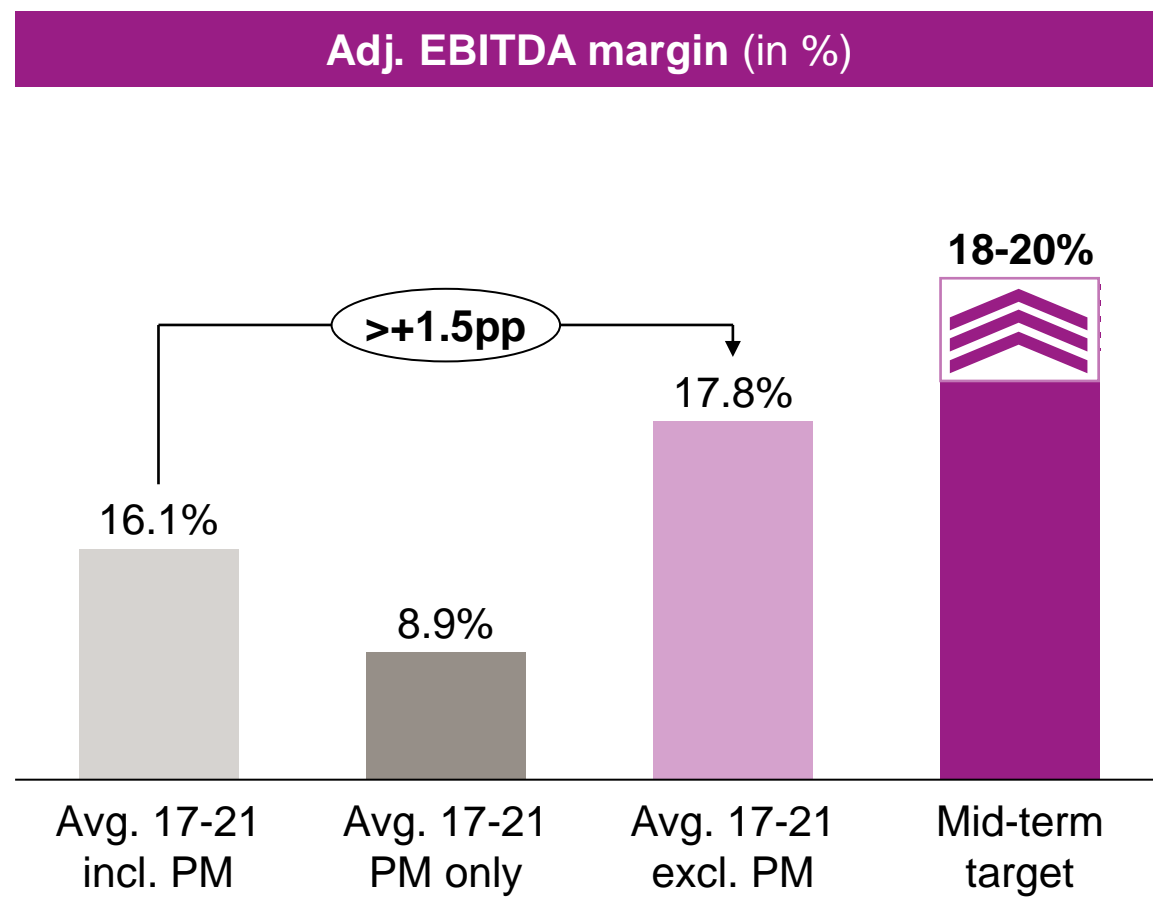
Strategic pricing optimization projects across the organization

Pricing moving higher on the **management agenda**

We are consistently and reliably growing EBITDA and Free Cash Flow



Constant portfolio upgrading and cost consciousness resulting in margin uplift

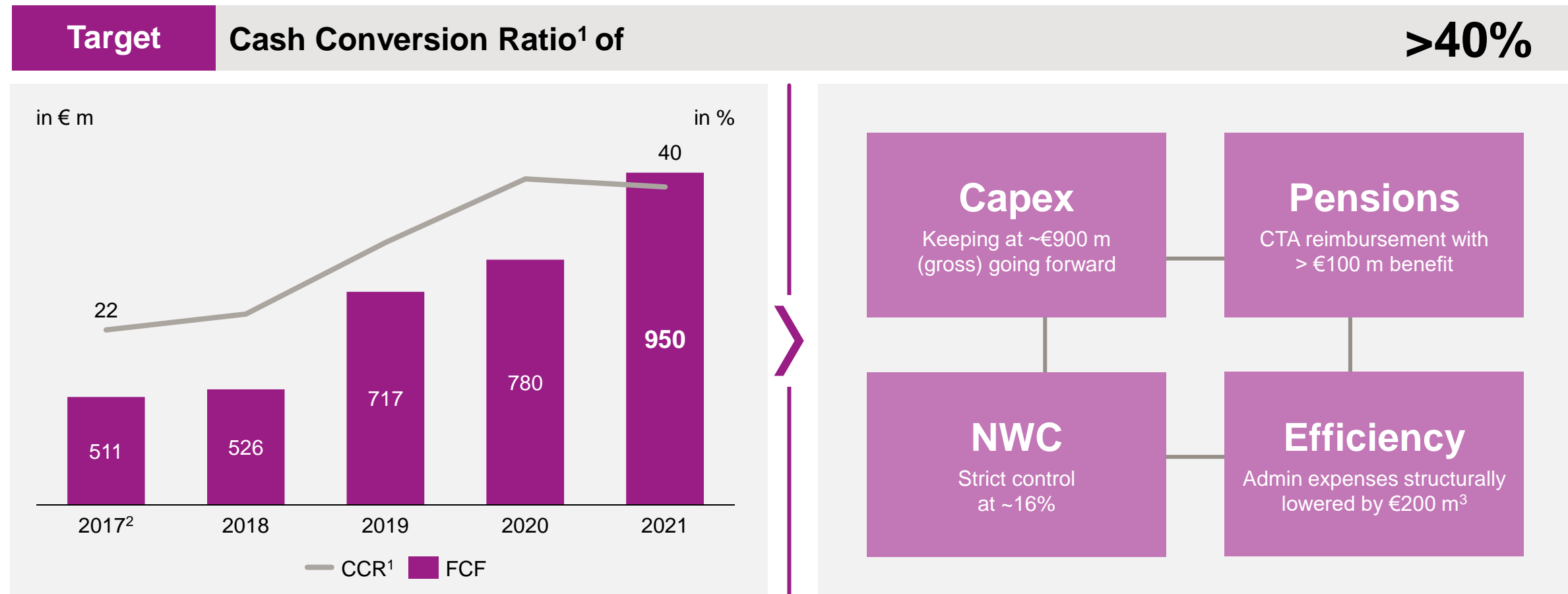


Levers (& examples) to reach target range	
“Next Generation Solutions“ with above-average margins	Lipid Nano Particles (LNP) with clearly superior margin profile within Health Care
Innovation Growth Field sales with above-average margins	3D printing innovations like INFINAM® offer margin upside
Ongoing shift of product portfolio towards specialties – also in growth divisions	Share of system solutions within Care Solutions ~50% resulting in +4pp margin uplift ¹
Continuous factor-cost compensation well embedded in the organization	>€150 m p.a. compensated in operating businesses and functions

1. System solutions share as of today; margin comparison 2021 vs. 2017

FCF: Cash conversion rate doubled within only three years

Target of >40% already achieved in 2020 – further levers going forward



1: Free cash flow conversion (FCF/adj. EBITDA) | 2: Including MMA business | 3: Since 2017

Cash flow and divestment proceeds drive our green portfolio transformation

Significant cash inflow ...

Increasing Operating Cash Flow

Attractive cash conversion
with steadily growing earnings

Divestment proceeds Performance Materials

... invested into our green transformation

>€3 bn
2022-2030

**Growth
capex for¹**

NEXTGEN 
Solutions

~€700 m
2022-2030

Capex for²

NEXTGEN 
Technologies

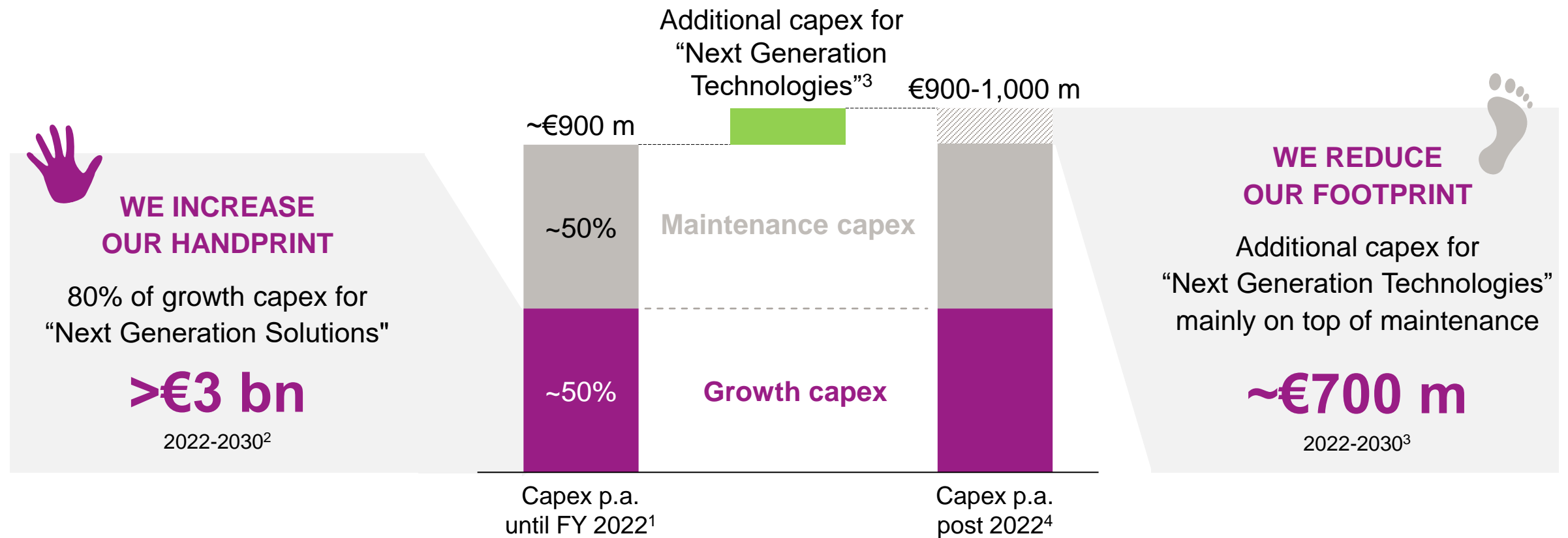
Targeted M&A
to accelerate green portfolio transformation

Reliable and sustainably growing **dividend**

Solid investment grade rating

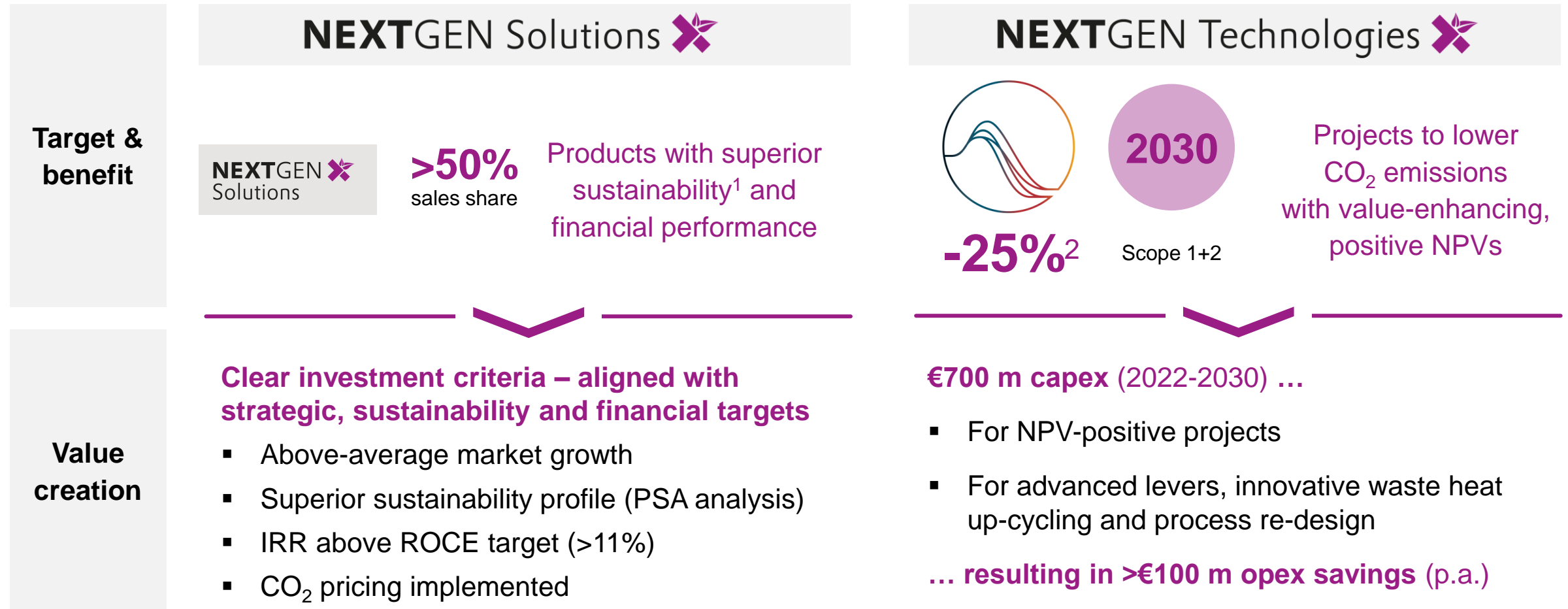
1. 80% of growth capex for "Next Generation Solutions" (~€350 m p.a.) | 2. Additional capex for "Next Generation Technologies" (~€80 m p.a. on average), incl. Performance Materials

Capex as key element for investments into handprint & footprint



1. Incl. ~€50 m p.a. for Performance Materials | 2. ~€350 m p.a. | 3. ~€80 m p.a. on average incl. ~€15 m p.a. for PM, ramping up gradually over the coming years | 4. Incl. ~€65 m p.a. for PM

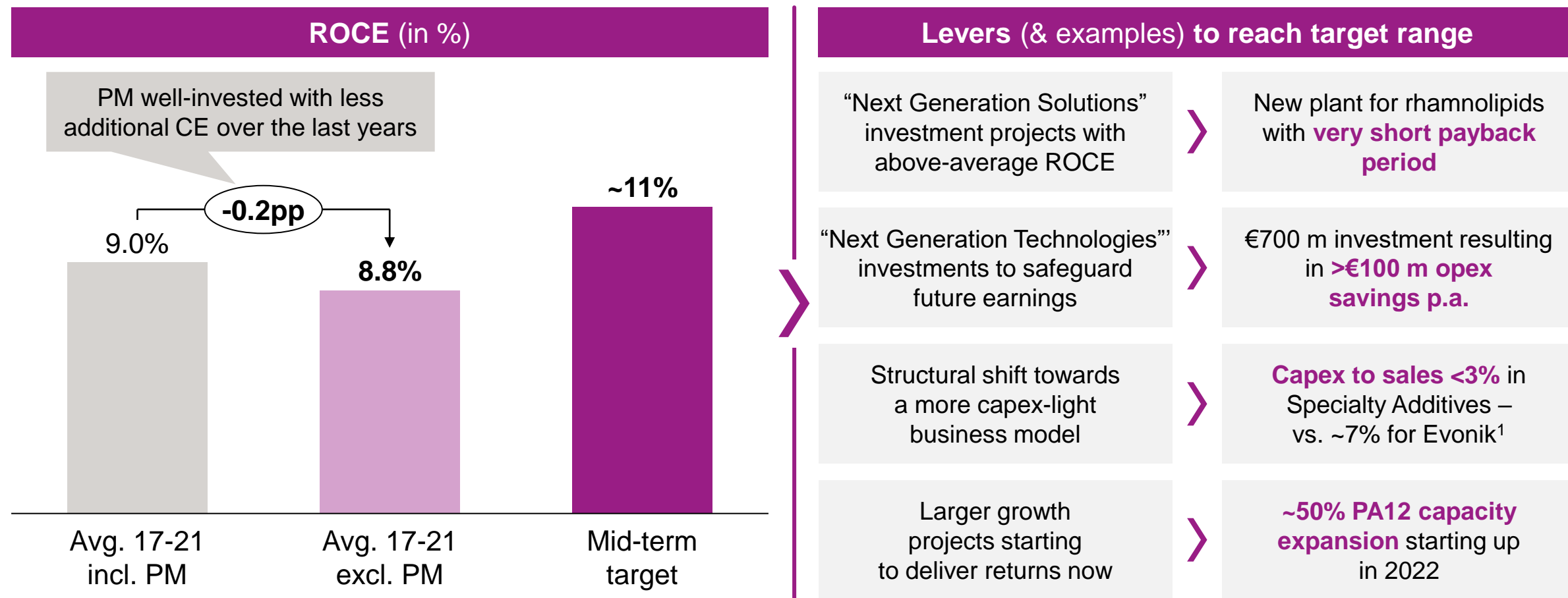
Clear value generation with investments into “Next Generation Solutions” and “Next Generation Technologies”



1. “Next Generation Solutions” include “Leader” (A++) and “Driver” (A+) products and solutions

2. Commitment letter signed and handed in for SBTi, 25th April 2022, gross emissions reduction with reference year 2021, target year 2030

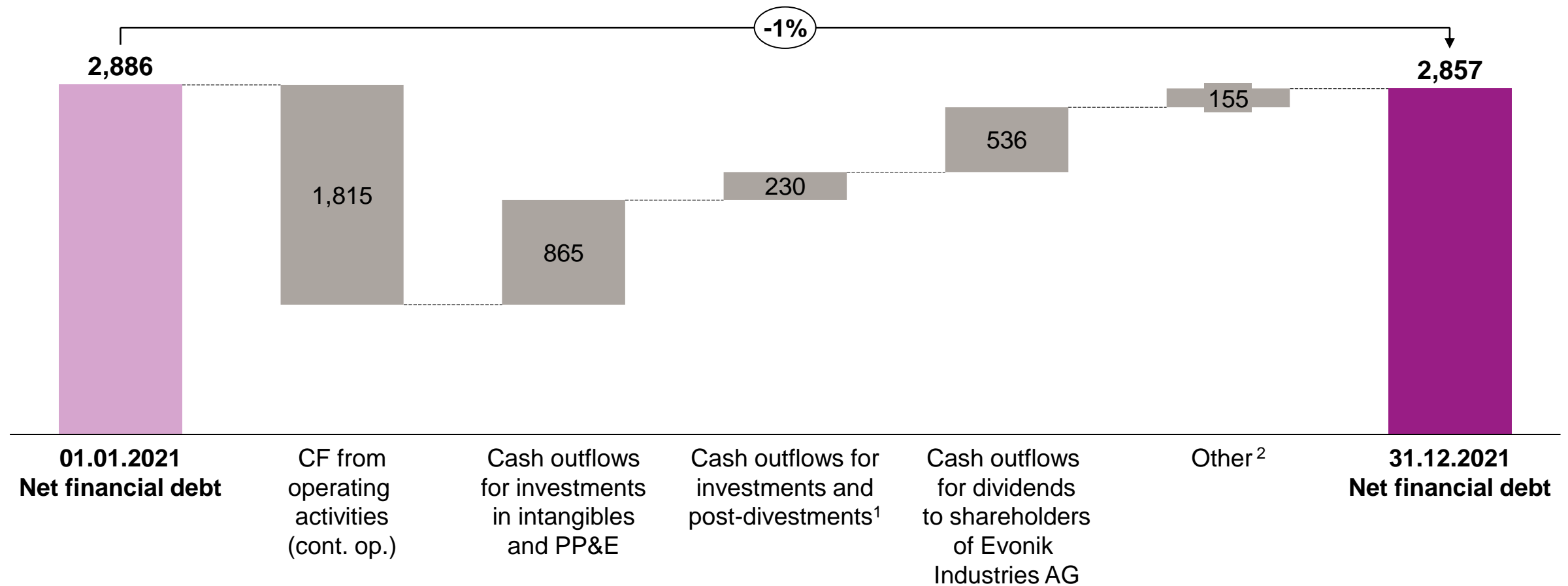
Organic growth and capex discipline to lead towards a structural ROCE increase



1. Average 2017-2021

Net financial debt development FY 2021

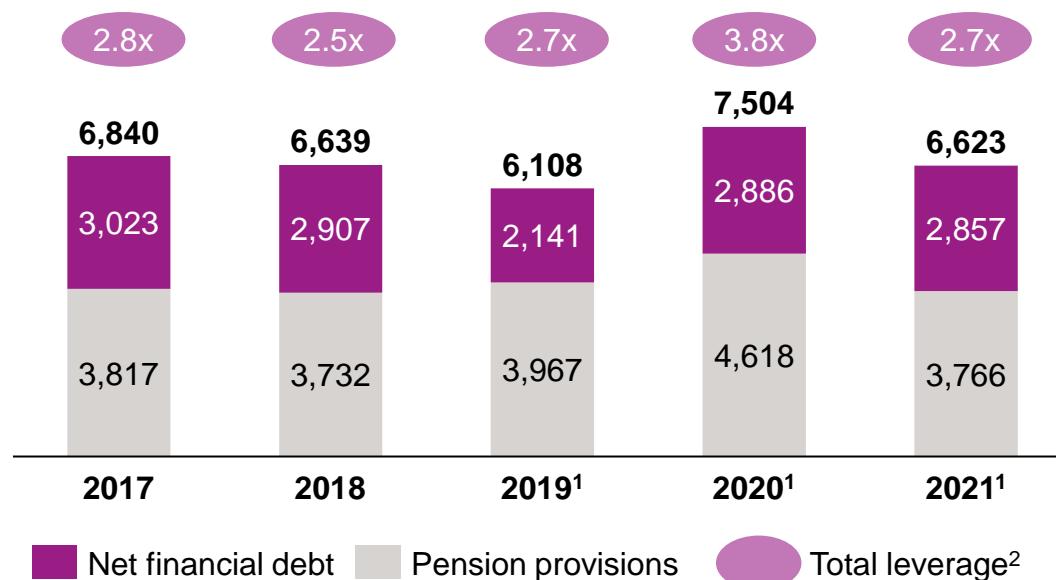
(in € m)



1. incl. cash-out for smaller acquisitions (€85 m) as well as settlements from previous M&A transactions (€145 m) | 2. incl. a. o. cash-out for interests (€82 m) and change in lease liabilities

Development of debt and leverage over time

(in € m)



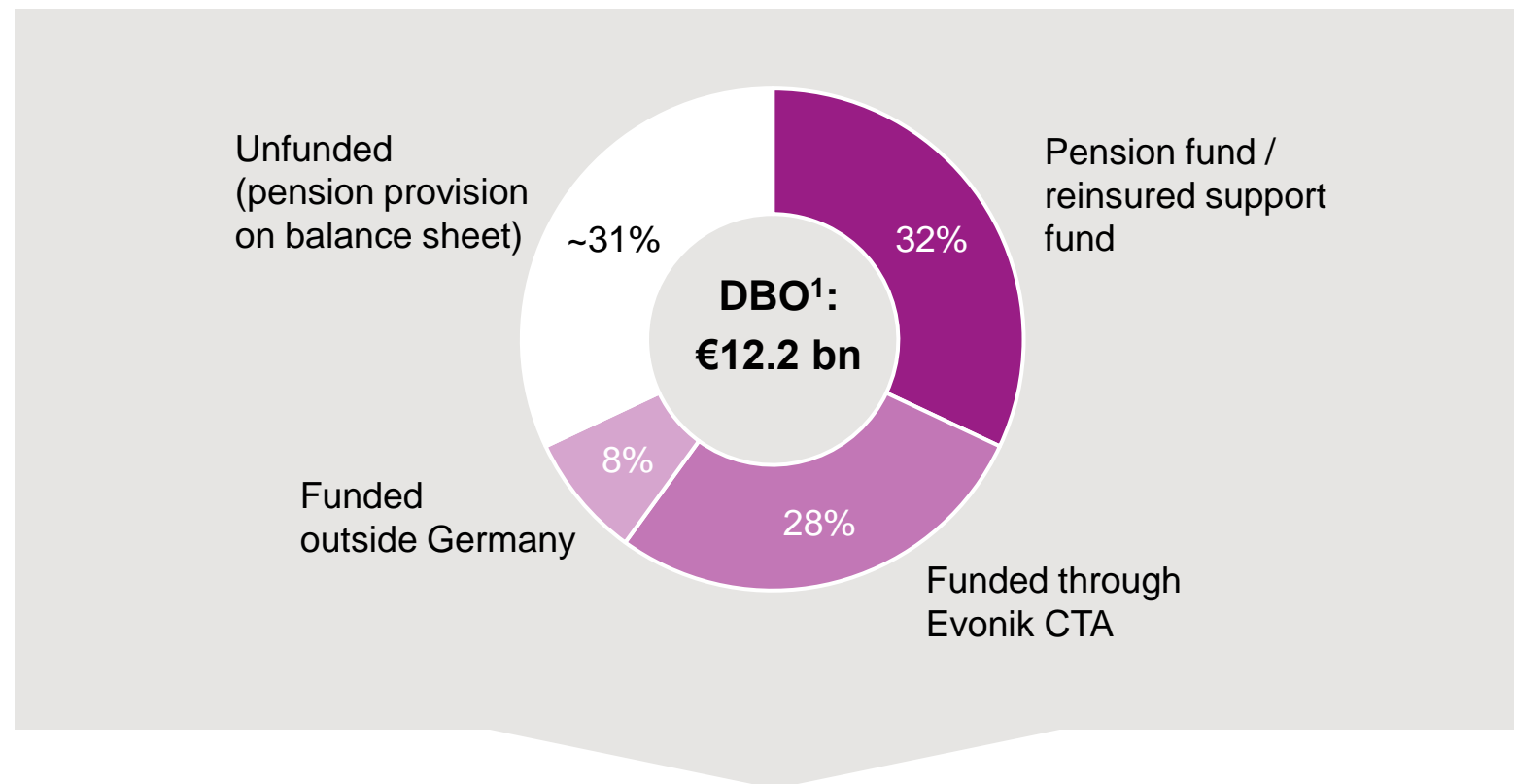
Adj. net debt ³	6,590	6,389	5,858 ¹	7,254 ¹	6,373 ¹
Adj. EBITDA (last 12 months)	2,357	2,601	2,153 ¹	1,906 ¹	2,383 ¹
German pension discount rate (%)	2.00	2.00	1.30	0.90	1.30

1. Continuing operations (excluding methacrylate activities) | 2. Adj. net debt / adj. EBITDA |
 3. Net financial debt – 50% hybrid bond + pension provisions | 4. (Net financial debt – 50% hybrid bond) / adj. EBITDA

- Stable net financial debt versus year-end 2020: higher free cash flow counterbalanced by cash-outs for dividend, acquisitions and previous M&A transactions
- Low net financial debt leverage at 1.1x⁴
- Majority of net debt consists of long-dated pension obligations with >18 years duration
- FY 2021: Lower pension provisions from increase of pension discount rates (German pension discount rate increase from 0.9% to 1.3%)
- Pension provisions partly balanced by corresponding deferred tax assets of ~€1.3 bn
- Q4 2021: Higher pension provisions (vs. €3,569 m end of Q3) amid decrease of pension discount rates (German pension discount rate from 1.4% to 1.3%)

Pensions

Pension funding overview as of 31 December 2021



- Pensions very long-term, patient debt (>18 years) with no funding obligations in Germany
- DBO level of €12.2 bn
- Lower pension provisions (€3.8 bn) from increase of discount rates
 - German pension discount rate increase from 0.9% to 1.3%
- Solid funding level of ~70%

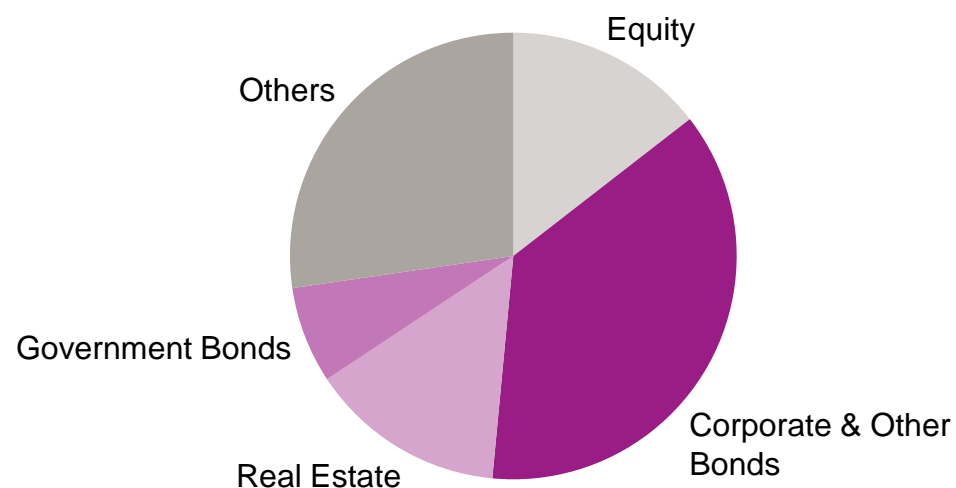
Funding level at ~70%

1. DBO: defined benefit obligations

Pensions assets

Structure and performance of pension assets

Structure of pension assets (FY 2021)



€8.4 bn plan assets covering **~€12.2 bn** DBO
with **~70%** funding ratio¹

1: As of 31 December 2021

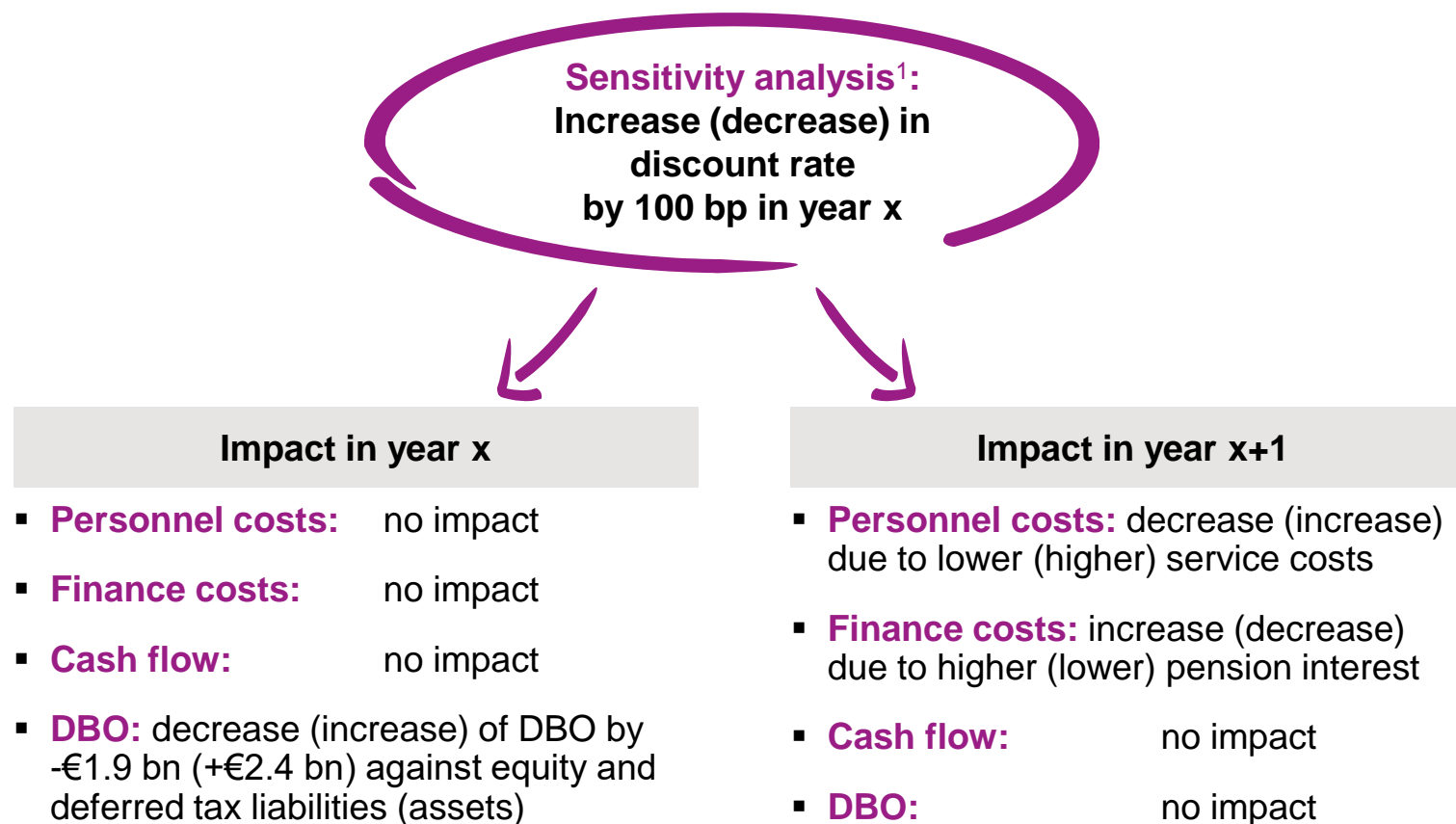
Performance of pension assets

- Pension assets with a relatively **defensive and diversified portfolio** mix (only 15% equity quota)
- Strong **historic performance of ~5%** on average securing a 70% funding ratio
- Conservative performance targets going forward sufficient to **keep the current funding ratio**

Even in a more difficult environment **no need for further top-ups** to maintain current funding ratio

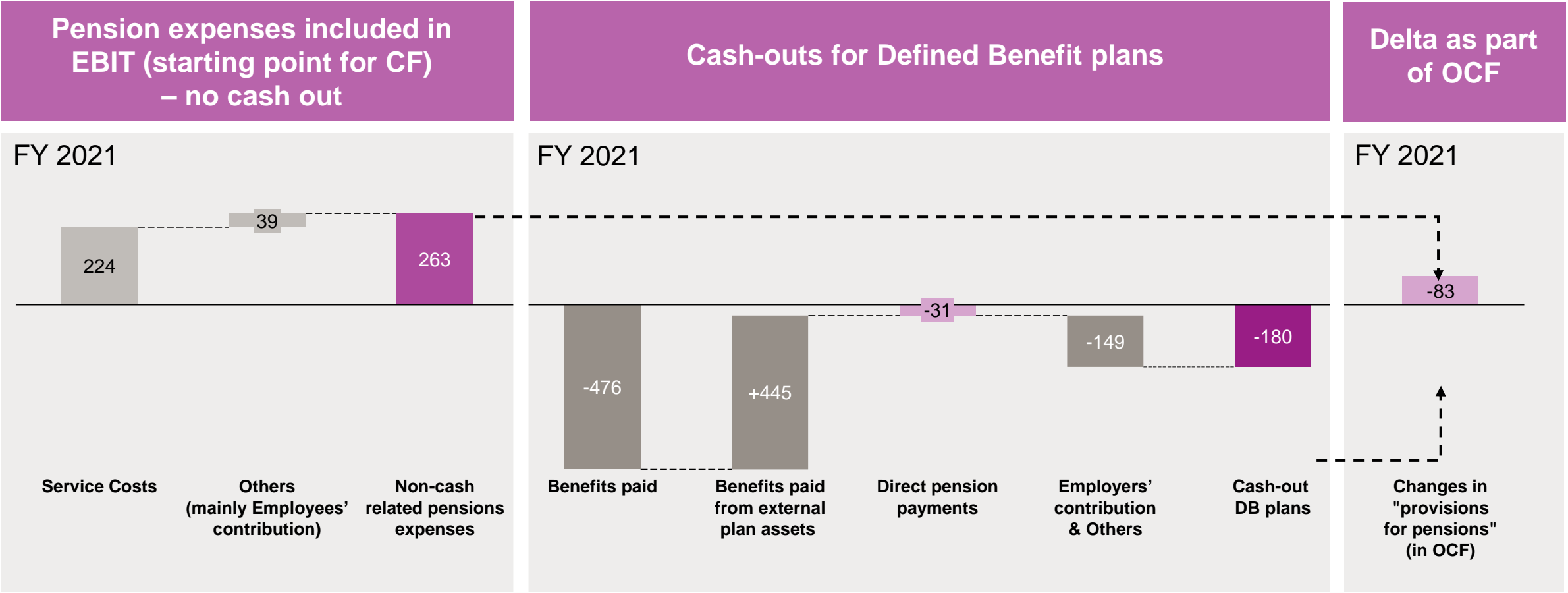
Pensions

Sensitivity to discount rate changes



1: Excluding any effects from potential actuarial changes and changes in the valuation of plan assets

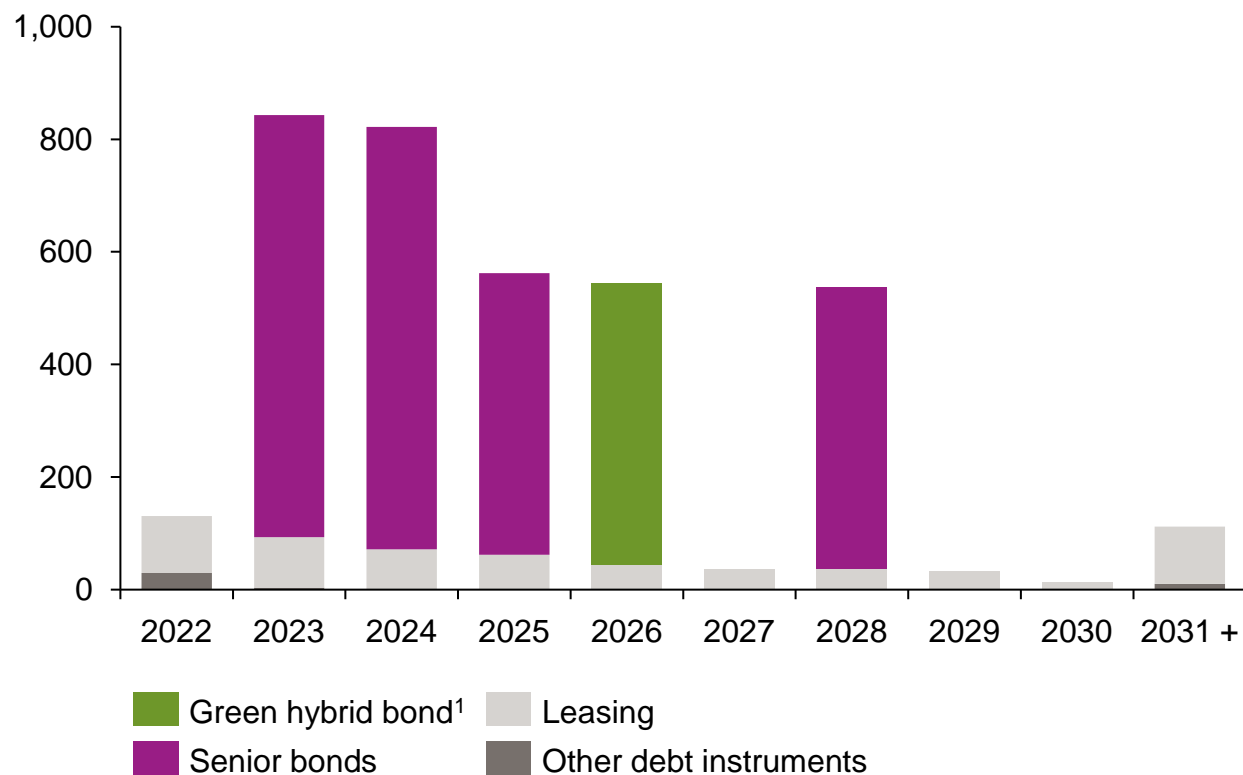
Transition of “Changes in provisions for pensions” in Operating Cash Flow



Debt structure

Well balanced maturity profile

(in € m as of December 31, 2021)



1. Formal lifetime of 60 years; first redemption right for Evonik in 2026

- Well balanced debt maturity profile with no single bond maturity greater than €750 m
- In September Evonik successfully refinanced its 2017 hybrid bond by a new green hybrid bond with the first redemption right in 2026
- Long-term capital market financing secured at favorable conditions:
 - average coupon of 0.7% p.a. on €2.5 bn senior bonds
 - coupon of 1.375% p.a. on €0.5 bn new hybrid bond
- Undrawn €1.75 bn syndicated revolving credit facility maturing June 2024

Evonik successfully issued first green hybrid bond in August

Majority of proceeds for investments in Next Generation Solutions

- €500 m issuance followed **publication of Green Finance Framework** on 24 August, 2021
- Sustainability even more closely integrated into Evonik's finance strategy
- Majority of proceeds will be used to finance investments in **Next Generation Solutions**
- Transaction generated strong interest and significant oversubscription
- **High share (~50%) of ESG-investors**
- Very attractive interest rate and cost advantage by green use of proceeds ("**Greenium**")
- Evonik successfully repurchased almost 81% of outstanding €500 m hybrid bond issued 2017 on 6 September, 2021 – remaining 19% was repaid on 12 October, 2021



Green Finance Framework

August 2021



**1.375% p.a.
coupon**

**€3.8 m p.a.
interest savings¹**

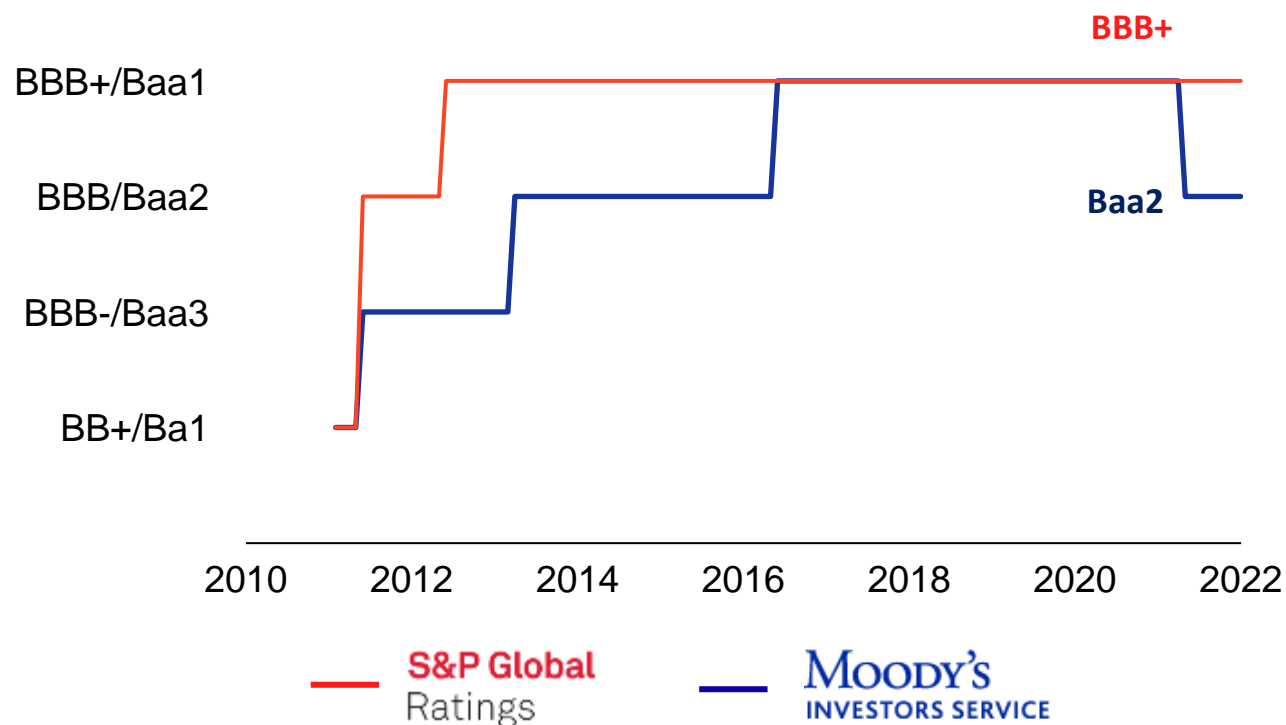
**0.10% (€500 k) p.a.
"Greenium"**

**3x
oversubscription**

1: Compared to €500 m hybrid bond issued in 2017

Financial policy

Maintaining a solid investment grade rating



In April 2021, **Moody's** downgraded the rating of Evonik from Baa1/negative to **Baa2/stable** mainly due to elevated leverage metrics. At the same time Moody's acknowledges Evonik's progress in the further development of its specialty chemicals portfolio as well as its solid liquidity profile

A Baa2/stable still represents a solid investment grade rating

S&P rating remains unchanged at **BBB+/stable** since 2012

Both rating agencies acknowledge

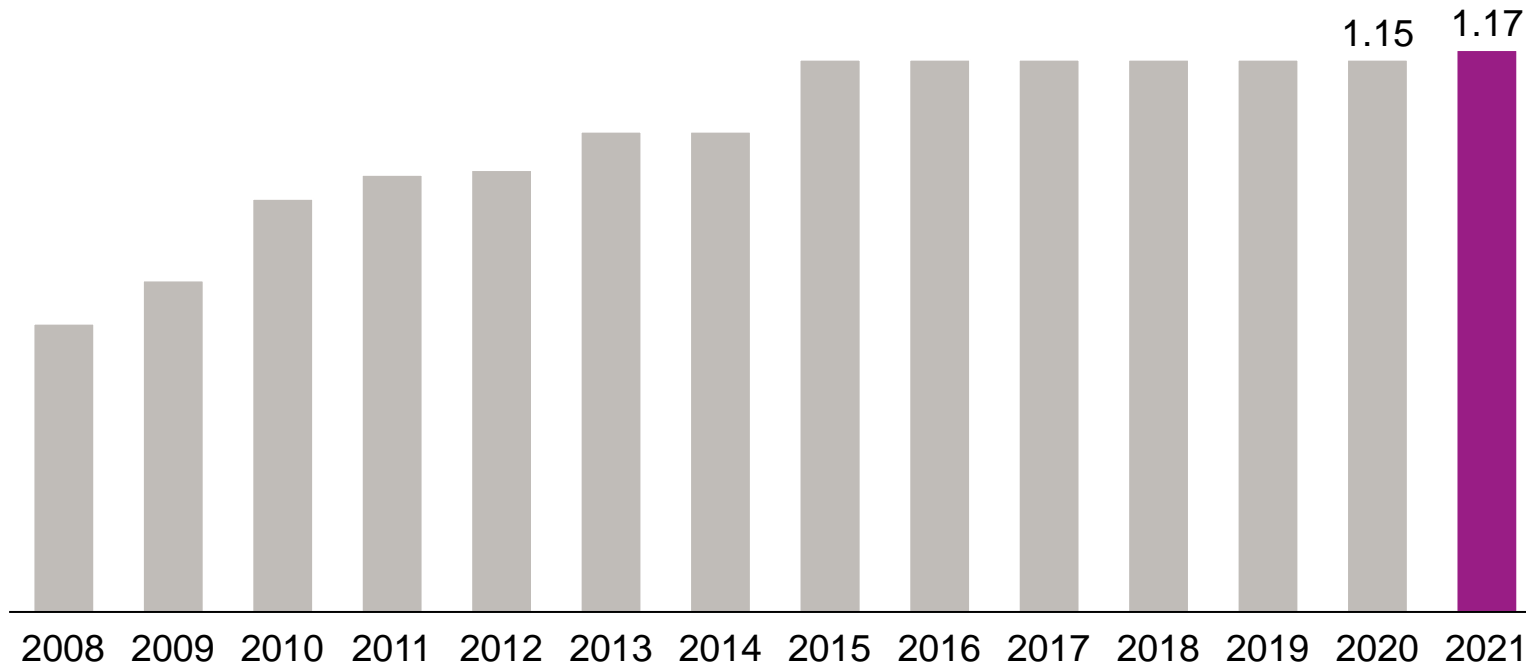
- a strong business profile of Evonik underpinned by significant size and leading global market positions
- greater-than-peer diversity in terms of end-markets and product range
- supportive financial policy and management commitment to a solid investment-grade rating

Maintaining a solid investment grade rating is a central element in our financing strategy

Spotlight on shareholder returns

Reliable and attractive dividend policy

Dividend (in €) for FY

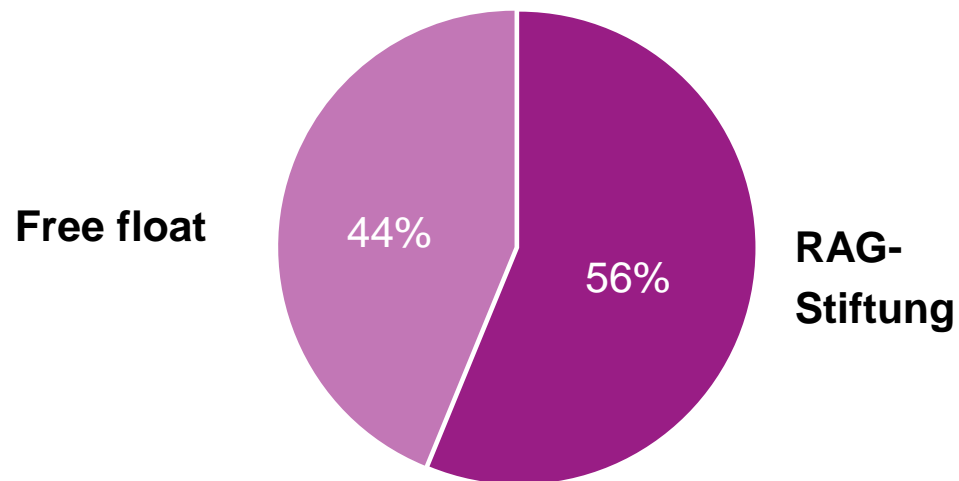


- **Slight increase** to €1.17 in FY 2021
- **Attractive dividend yield of ~4%**
- Reliable dividend policy targeting:
 - **Dividend continuity**
 - **Adj. EPS and FCF growth** with potential for sustainable **dividend growth** going forward

“RAG-Stiftung” as long-term shareholder

Focus on total shareholder return

Ownership structure



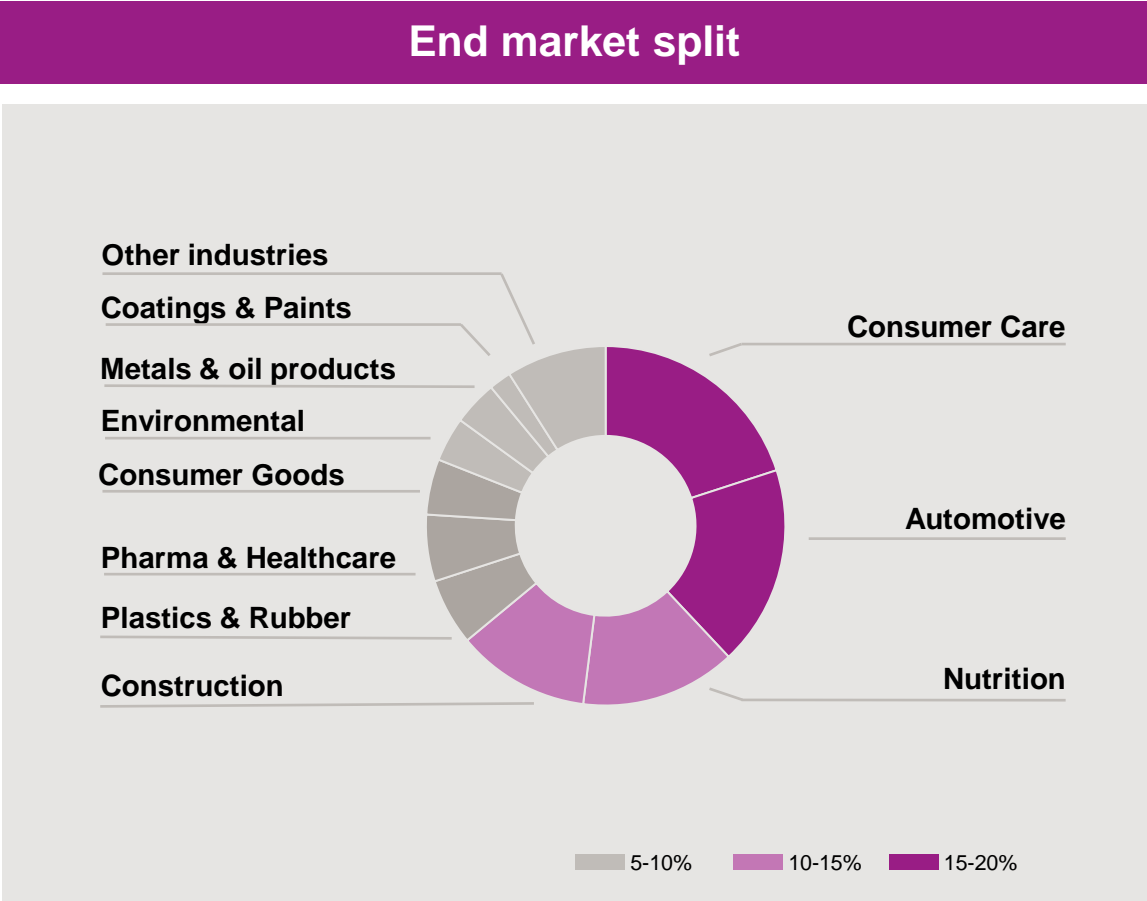
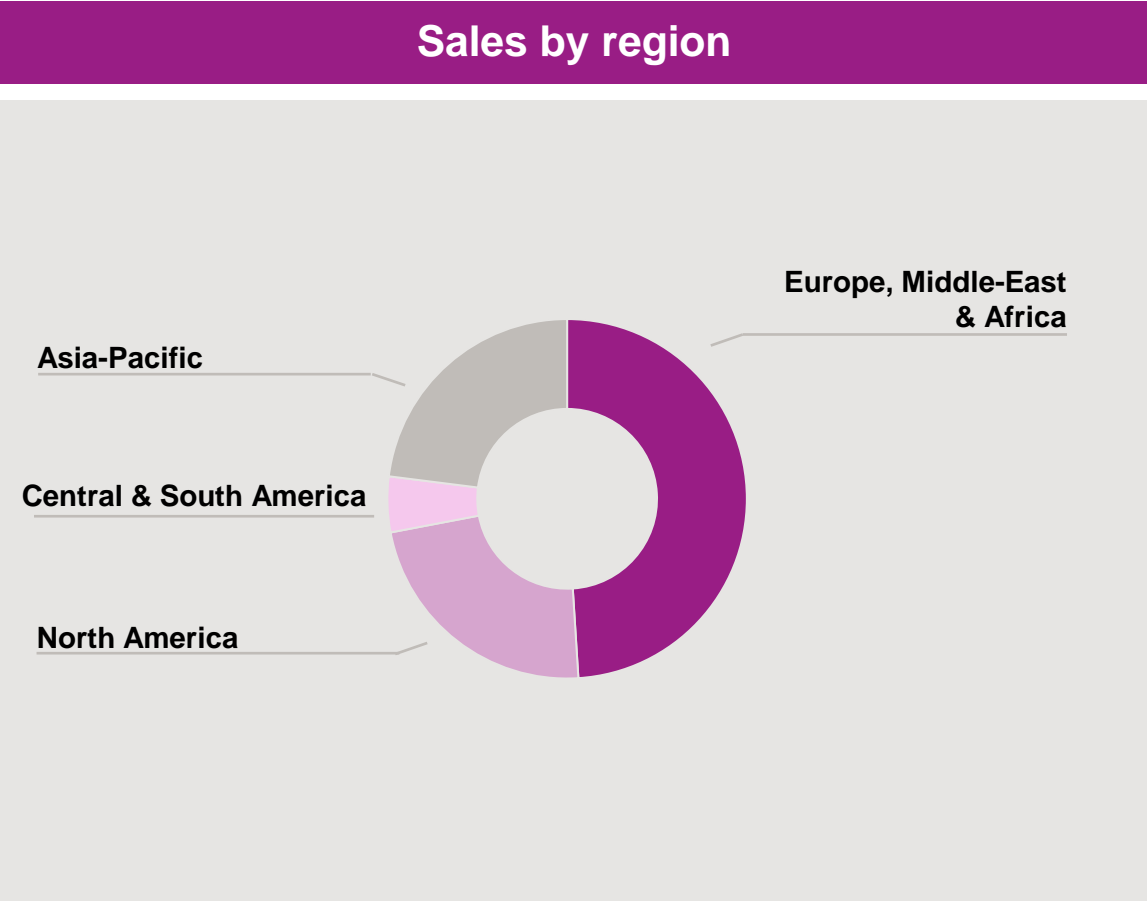
RAG Stiftung

- RAG-Stiftung manages a portfolio of ~€19 bn assets under management, one of the biggest foundations in Europe
- Portfolio consists of publicly traded securities, private equity, direct holdings, real estate and bonds of various types
- RAG-Stiftung focuses on investments with high total shareholder return and strong cash/distribution profiles
- Underlying goal is to finance/cover the perpetual liabilities arising from hard-coal mining in Germany
- >60% of total portfolio invested in assets other than Evonik
- RAG-Stiftung with strong interest in Evonik's profitable growth, resulting in significant shareholder returns
- Clear intention to remain significant shareholder

Management compensation

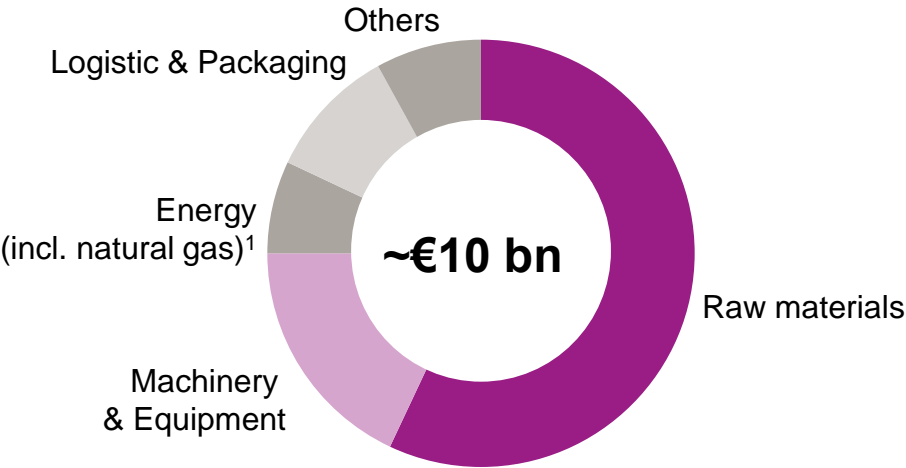
<p>Fixed salary</p> <p>~1/3</p>	<p>To be paid in cash for each financial year</p>
<p>Bonus</p> <p>~1/3</p>	<p>KPIs aligned to mid-term strategic targets ... and integrating Safety First mindset:</p> <ol style="list-style-type: none"> 1. Progression towards EBITDA margin target 2. EBITDA growth (yoy) 3. Contribution to FCF target 4. Accident performance
<p>Long-term incentive plan</p> <p>~1/3</p>	<div> <div> <p>80%</p> <p>share price</p> </div> <ul style="list-style-type: none"> ▪ Granted LTI target amount calculated in virtual shares (4-year lock-up) ▪ Absolute performance: Real price of the Evonik share ▪ Relative performance against external index benchmark (MSCI Chemicals) </div> <div> <p>20%</p> <p>ESG</p> <p>LTI based on strategic ESG KPI's, e.g.:</p> <ul style="list-style-type: none"> ▪ Sales share of “Next Generation Solutions” ▪ CO₂ emission reduction </div>

Balanced regional and end market split (FY 2021)

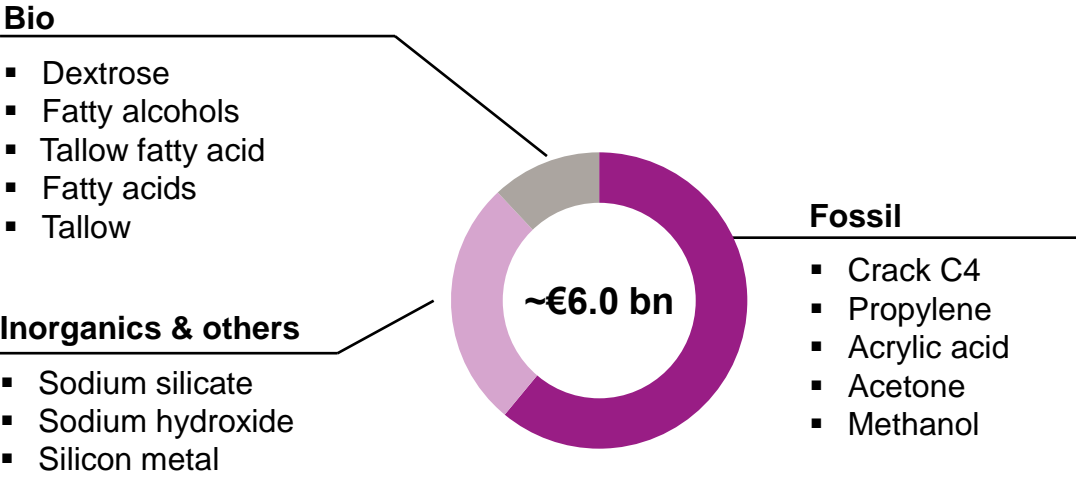


Procurement volume split & breakdown of raw material spend

Total procurement volume 2021



Breakdown of raw material spend² (examples)



Specialty Additives
Acetone
Ammonia
Fatty Alcohol

Nutrition & Care
Propylene
Methanol
Dextrose

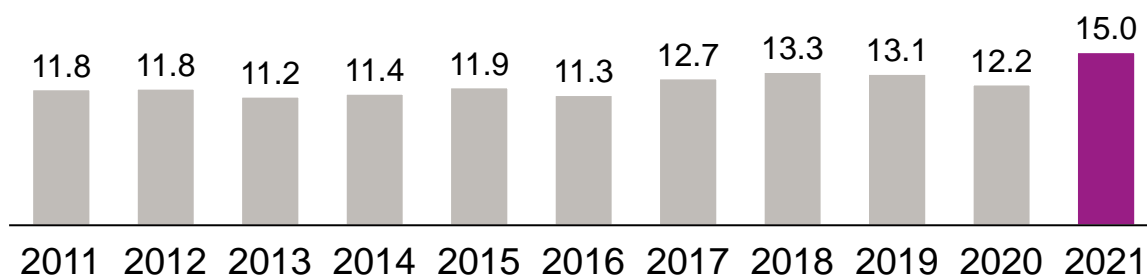
Smart Materials
Sodium Silicate
Silicone Metal
Sodium Hydroxide

Performance Materials
Crack C4
Propylene
Acrylic Acid

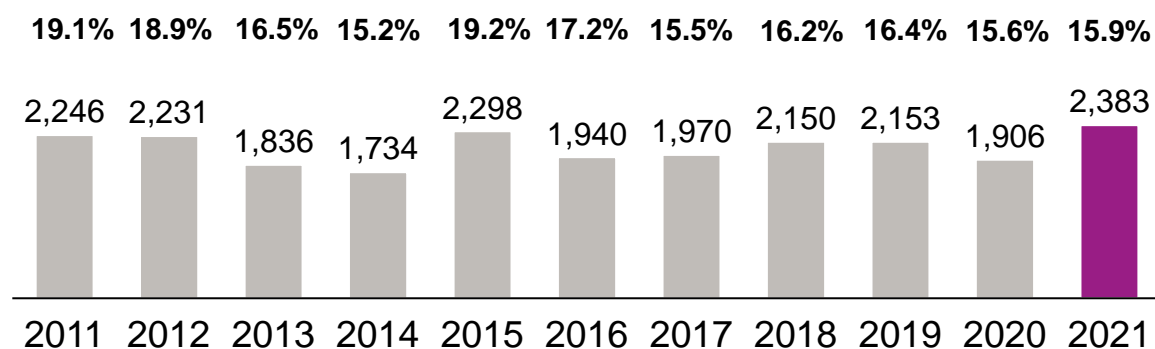
1: Gross energy bill, not considering the selling to external parties | 2. Raw material spend ~55% of total procurement volume in 2021. Fossil raws from base petrochemicals and synthetic organic markets

Financials¹

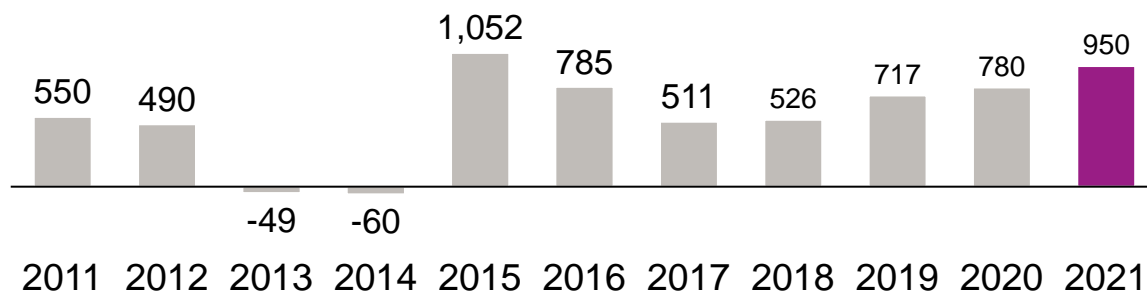
Sales¹ (in € bn)



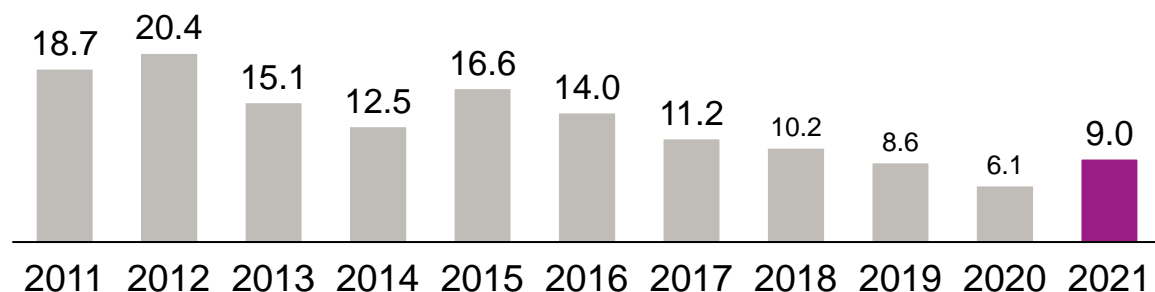
Adj. EBITDA¹ (in € m) / margin



Free Cash Flow (as reported, in € m)



ROCE (as reported, in %)



1: Continuing operations

Divisional overview by quarter

Sales (in € m)	Q1/20	Q2/20	Q3/20	Q4/20	FY 2020	Q1/21	Q2/21	Q3/21	Q4/21	FY 2021
Specialty Additives	852	747	777	848	3,225	907	922	934	947	3,710
Nutrition & Care	748	742	715	787	2,992	780	838	931	1,008	3,557
Smart Materials	858	722	790	866	3,235	909	975	1,002	1,032	3,918
Performance Materials	584	437	444	517	1,983	580	708	784	840	2,911
Services, Corporate & Others	201	179	191	194	764	182	193	220	264	859
Evonik Group	3,243	2,827	2,917	3,212	12,199	3,358	3,636	3,871	4,091	14,955

Adj. EBITDA (in € m)	Q1/20	Q2/20	Q3/20	Q4/20	FY 2020	Q1/21	Q2/21	Q3/21	Q4/21	FY 2021
Specialty Additives	239	202	214	201	857	273	242	224	181	920
Nutrition & Care	118	168	140	133	560	143	183	192	200	717
Smart Materials	166	102	137	124	529	173	176	177	123	650
Performance Materials	18	12	28	30	88	42	99	97	80	317
Services, Corporate & Others	-28	-28	0	-70	-128	-43	-51	-45	-82	-221
Evonik Group	513	456	519	418	1,906	588	649	645	502	2,383

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EVONIK

Leading Beyond Chemistry