



# Evonik Capital Markets Day 2025

Dr. Claudine Mollenkopf, COO  
Segment Advanced Technologies



# Advanced Technologies: Leveraging technology- & asset-based competencies

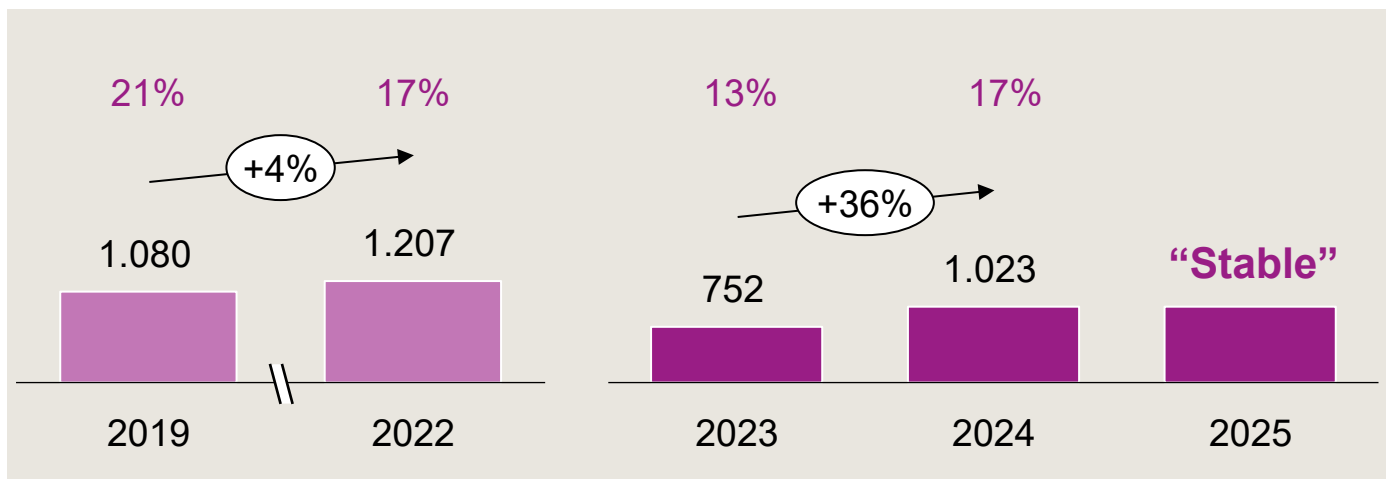


## Common main characteristics across the whole segment



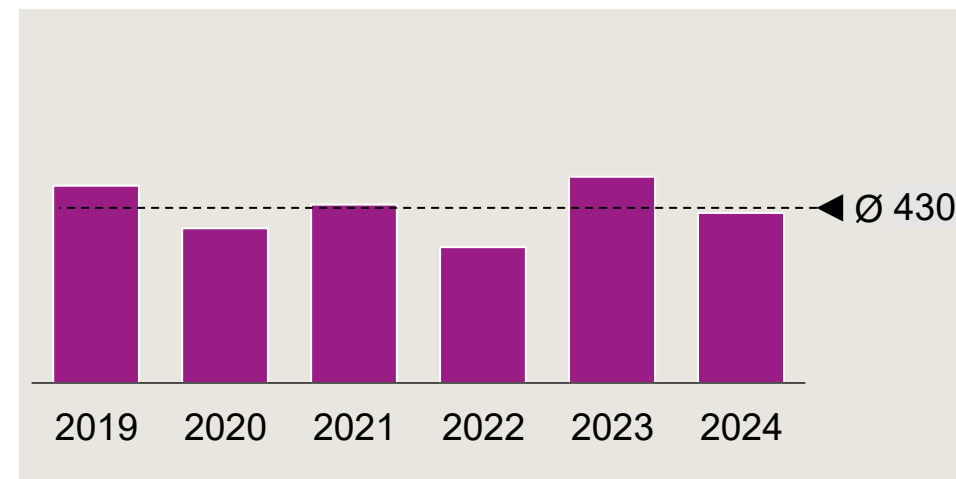
# Steady earnings growth and FCF generation: Advanced Technologies is on a good way to contribute to Group targets 2027

## Adj. EBITDA development (in € m) / Margin (in %)



- Resilient EBITDA development from 2019 to 2022 despite major headwinds
- After a tough year 2023, performance strongly recovered in 2024
- Guidance for FY 2025 (“prior-year level”) backed by ramp-up of PA12 and cost optimization in various businesses

## bFCF<sup>1</sup> development (in €m)

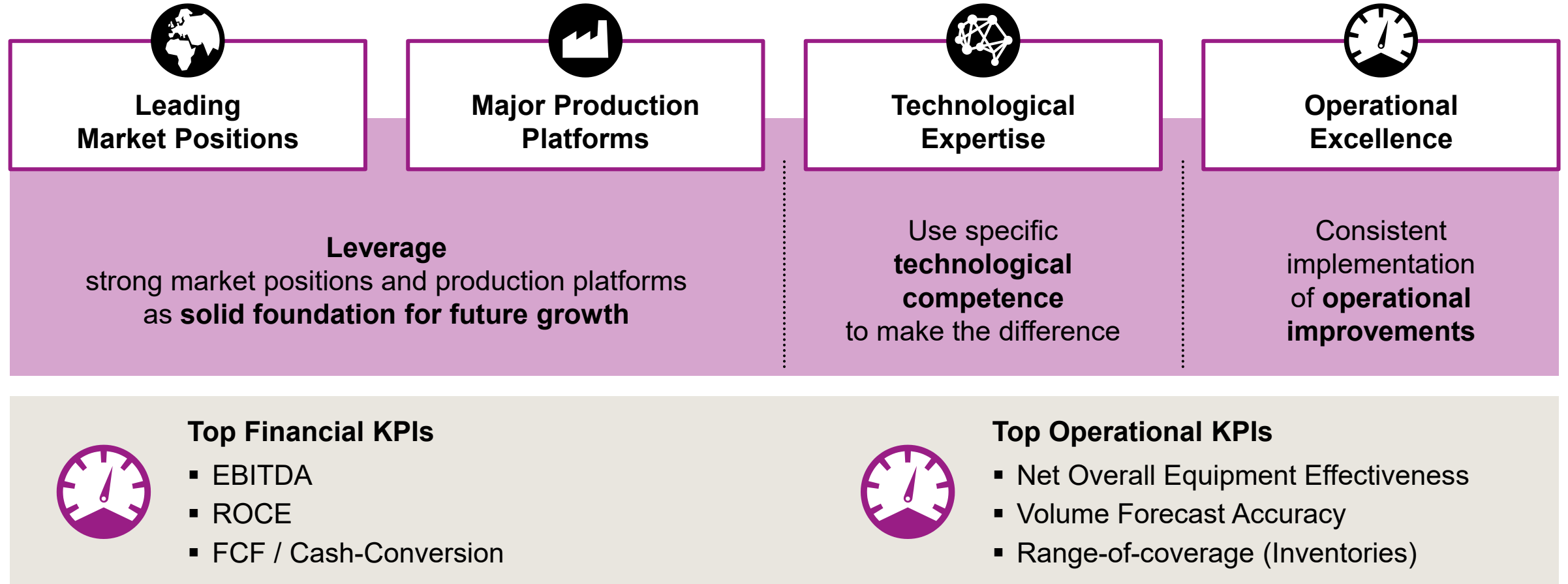


- Solid cash generation despite challenging market conditions
- Clear potential to increase FCF in next years after ~€2 bn investments in past five years

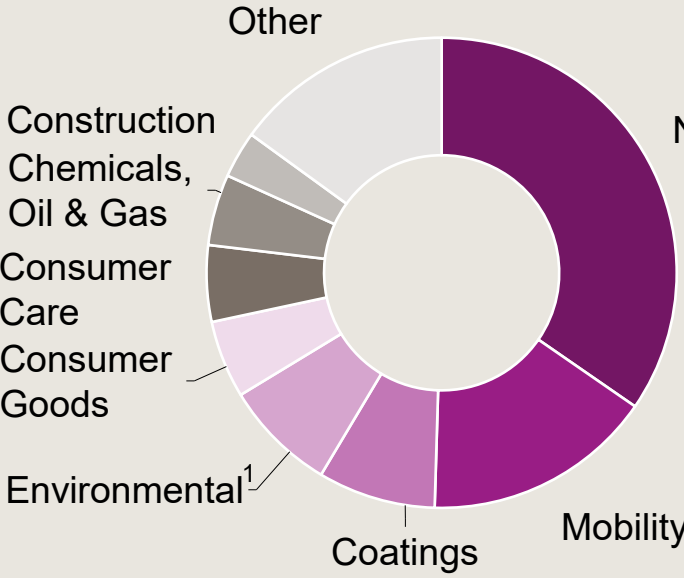
1. Business Free Cash Flow (adj. EBITDA +/- changes in NWC, minus Capex, +/- tax and provision estimates)  
Reorganized numbers in new segment structure not audited before FY 2024

# Strategic Management Agenda focuses on key value levers

## Progress is monitored using specific financial & operational KPIs



# Strong position in wide range of attractive & growing markets

End market split	Sub-Segment	Leading Positions	Market growth
<p>in % of sales</p> 	<p><b>Organics</b></p>	<p>#1 Isophorone chemistry ..... #2 Long-chain Polyamides</p>	<p>~3% ..... ~5%</p>
	<p><b>Inorganics</b></p>	<p>#1 Precipitated and Fumed Silica ..... #2 Hydrogen Peroxide</p>	<p>~3% ..... ~6%</p>
	<p><b>Animal Nutrition</b></p>	<p>#1 Methionine</p>	<p>~3-4%</p>

1. e.g. Membranes

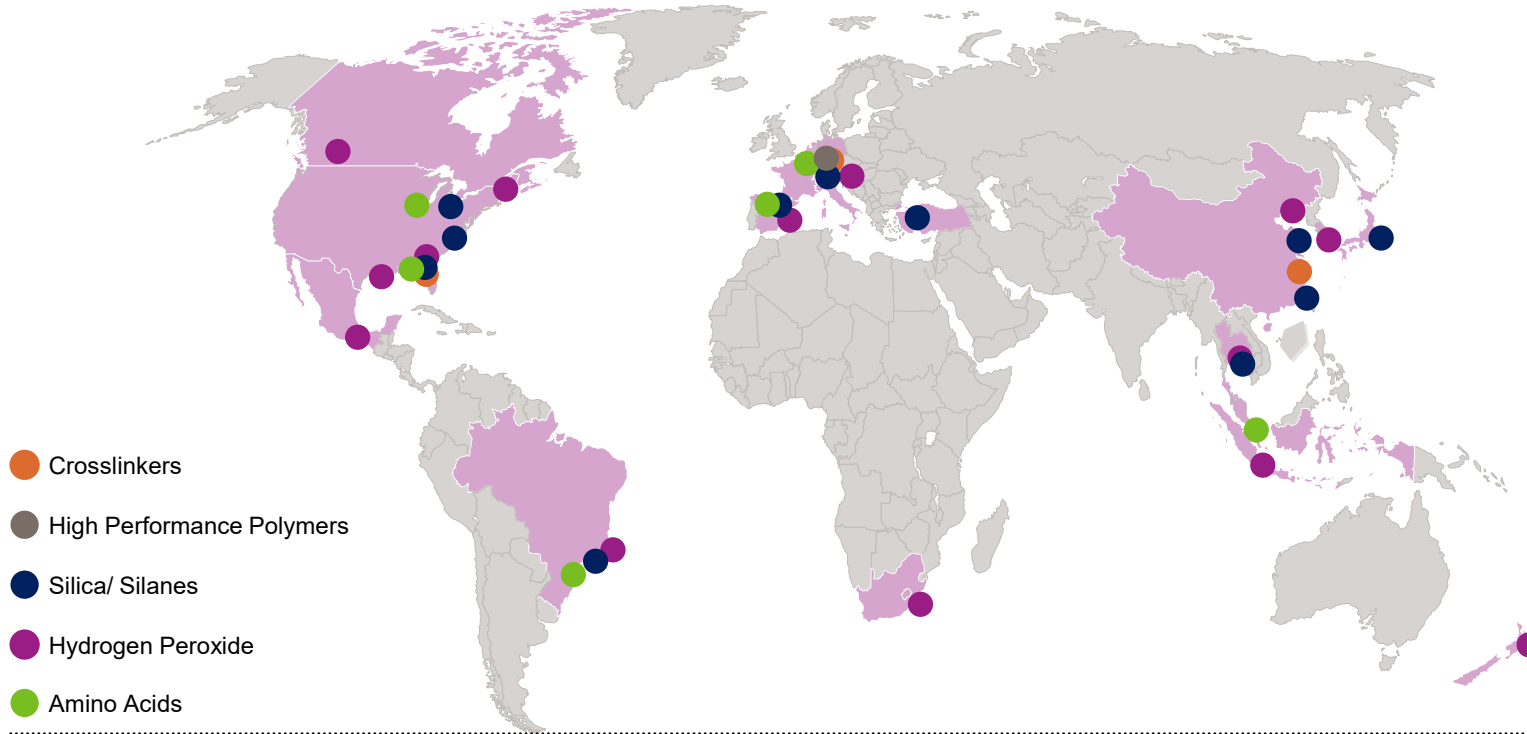
# Global production networks ensure highest supply security for customers and robustness amid rising geopolitical risks

Sales distribution almost balanced across regions (FY 2024)

Americas 35 %

EMEA 39 %

Asia 27 %



Selected sites of major Production Platforms

Supply security and robustness amid rising geopolitical risks

Strong local-for-local approach

Cost-leading assets globally for all major technology platforms

# Strong technology platforms as foundation enable attractive growth opportunities in fast-growing niche markets

## Metal Oxides Plant (Silica)



**Yokkaichi,  
Japan**

Planned start-up: End of 2025

- New plant for Aluminum Oxides
- Continued positive momentum in target markets Li-ion batteries and coatings

## Gas Separation Membranes (High Performance Polymers)

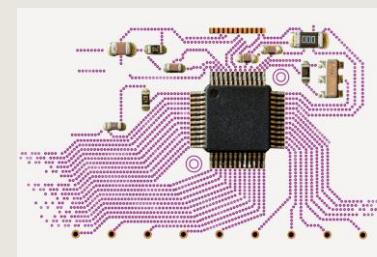


**Schörfling/  
Lenzing,  
Austria**

Planned start-up: End of 2025

- Capacity expansion for hollow fiber spinning plants in Schörfling, AT
- Addressing strong demand trajectory for sustainable membranes driven by renewable energy

## High-purity Hydrogen Peroxide (Hydrogen Peroxide)



**Several projects in  
all major  
regions**

- Several investments in Europe, North America and Asia
- Addressing fast growing demand for (ultra) high purity hydrogen peroxide (e.g. semiconductor, solar cell)

# Innovation Growth Area “Energy Transition” as focus for Advanced Technologies

Innovation Growth Area	Examples of selected projects	
 <p data-bbox="420 529 614 672"><b>Enable Circular Economy</b></p>	 <p data-bbox="1072 554 1498 644"><b>Renewable or Recycled Raw Materials</b></p>	 <p data-bbox="1727 554 2175 639"><b>Sustainable materials for Additive Manufacturing</b></p>
 <p data-bbox="420 925 639 1068"><b>Accelerate Energy Transition</b></p>	 <p data-bbox="1072 853 1531 939"><b>Membranes, Hydrogen Generation and Transport</b></p>	 <p data-bbox="1714 832 2226 961"><b>Anion Exchange Membrane for electrolytic production of green hydrogen</b></p>
	 <p data-bbox="1072 1082 1574 1125"><b>Carbon Capture and Storage</b></p>	 <p data-bbox="1714 1039 2359 1168"><b>CO<sub>2</sub> capture directly from the air through combination of amines with silica and polyamines</b></p>

# Benefitting twice from Process R&D: Improving existing business as well as leveraging technological know-how to exploit growth potentials

## Technology excellence through process research & development

### Existing business

#### 1 Increase profitability

- R&D continually optimizes existing production processes
- Main focus is on reduction of variable and fix costs and increased process robustness and reliability

#### 2 Drive sustainability

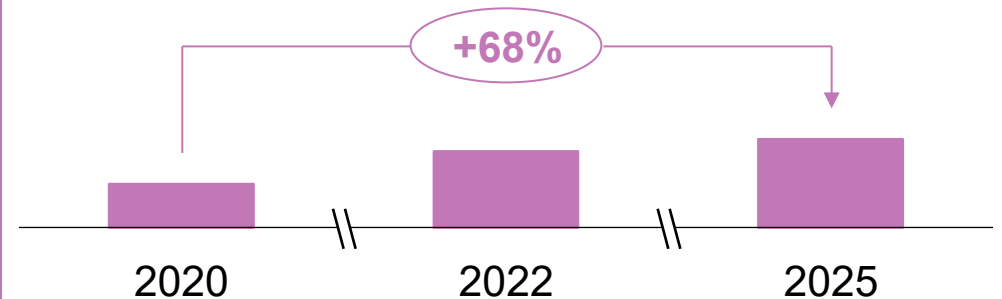
- R&D and process technology complement each other to drive down emissions
- R&D is key for emission reduction

### Leverage technological know-how for growth



Evonik and DSM-Firmenich developed **Veramaris®** from **idea in 2015 to market leader in fermentative algae oil** as sustainable omega-3 source for fish farming

Output per batch



# Holistic business optimization programs initiated to secure competitive positions and to deliver on EBITDA targets

		Crosslinkers (i-Chain)	High Performance Polymers	Silica/Silanes	Amino Acids
Strategic lever	Restructuring	✓	✓	✓	✓
	Investment		(✓)	✓	✓
% of total group savings <sup>1</sup>		<5%	~15%		~20%
Start date		Q1 2024	Q1 2024	Q4 2023	Q2 2023
Full potential		End of 2027			End of 2026
Main Levers		<ul style="list-style-type: none"> <li>Focus on isophorone chain</li> <li>Optimization of production and raw material purchasing</li> </ul>	<ul style="list-style-type: none"> <li>Production, portfolio and overhead</li> <li>Sales Force Effectiveness, Portfolio Review, Pricing</li> </ul>	<ul style="list-style-type: none"> <li>Synergies of Silanes/Silica BL merger</li> <li>Optimized asset and site landscape</li> </ul>	<ul style="list-style-type: none"> <li>Operational cost reduction</li> <li>Closing gaps for optimum production setup by investments</li> </ul>

1. % of total net savings of Evonik in 2027 (Plan) vs. 2023 (Actual)

# Advanced Technologies delivering both on “Growth” and “Optimization”

## Breakdown of Advanced Technologies adj. EBITDA growth until 2027

1/3

Growth

- ~€2 bn investments in recent years enable future growth (well invested in all production platforms)
- Innovation will contribute to mid- & long-term growth

2/3

Optimization

- Consistent implementation of business optimization programs and Evonik Tailor Made
- In 2024, ~25% of net savings target already achieved

# Advanced Technologies Segment – an attractive and essential part of Evonik

## Advanced Technologies



We leverage our **strong market positions** and production platforms



We use our special **technological competence** to make the difference



We implement **operational improvements** consistently



We are **committed to deliver on Evonik's targets**



**EVONIK**

**Leading Beyond Chemistry**