

Delivering innovative solutions by connecting technology and business to drive sustainable growth

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Andreas Fischer (CIO)



As ONE Evonik, innovation is deeply rooted in group strategy

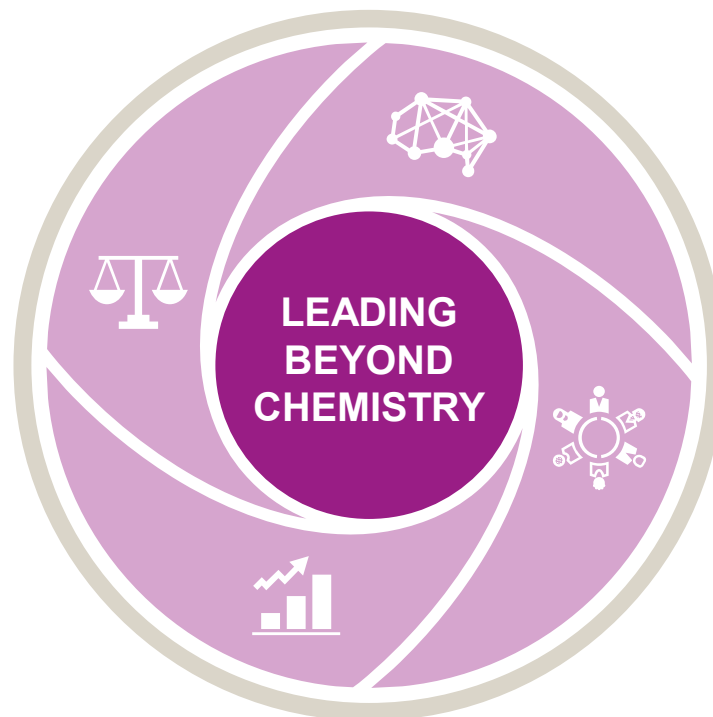
Leading beyond chemistry to drive sustainable growth and profitability

Ongoing portfolio transformation

- Target: Specialty portfolio with 100% growth businesses

Ambitious financial targets

- EBITDA margin: 18-20%
- Cash conversion ratio: >40%
- ROCE: 11%



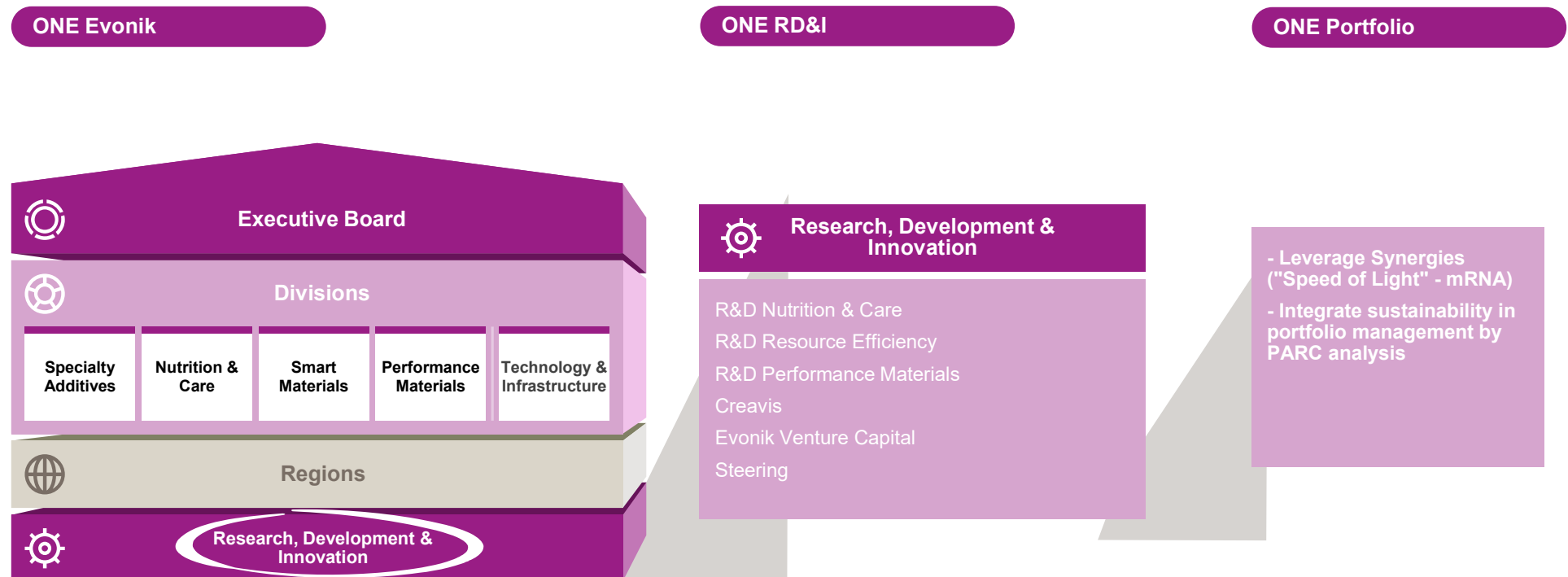
Innovation & Sustainability as growth drivers

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

Performance-driven corporate culture

- Further drive gender and cultural diversity
- Deliver on efficiency programs in Administration & Operations

The ONE Evonik strategy is reflected in our new RD&I setup



Our strategy

with an aligned set of goals contributing to Evonik's success

We deliver **innovative solutions** by connecting **technology & business** to drive **sustainable growth**



Sustainability

We develop sustainable solutions

as a key factor in decision-making and key success factor for **future growth**



Growth & Profitability

We create opportunities

to achieve our financial target of **€1 bn additional sales by 2025** with products of our six innovation growth fields



Platform Technologies

We make the best use

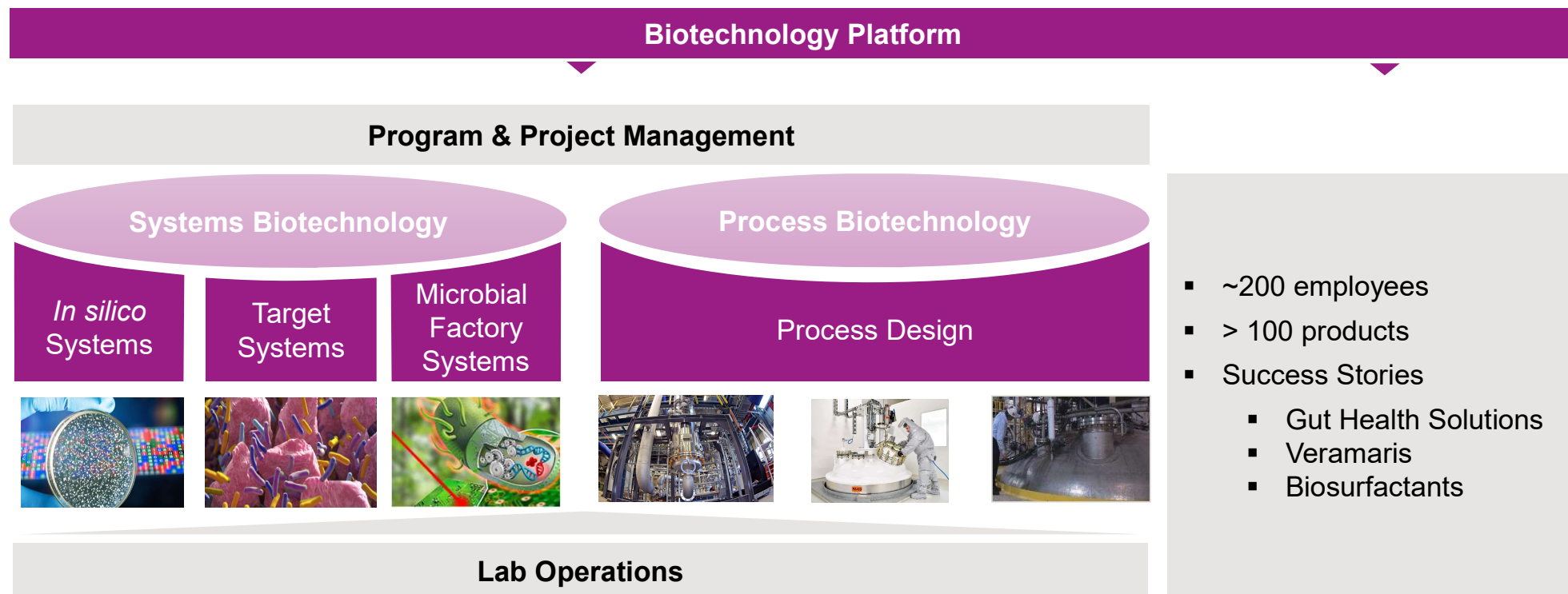
of our resources with **shared technology platforms** and focus on our most promising projects

Our activities...

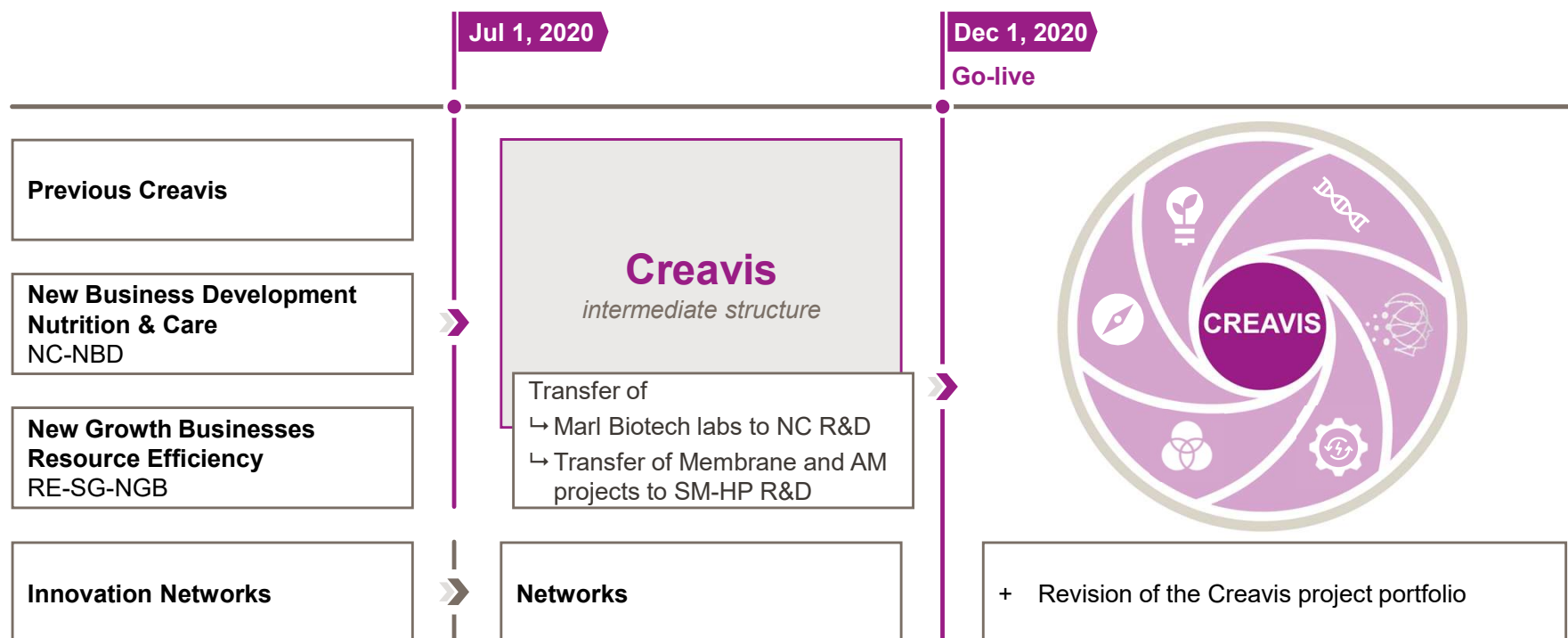
- **Deliver** R&D on new product and processes
- **Create & grow** businesses beyond core
- **Recruit** and develop new talents
- **Steer** portfolio and optimize resource allocation
- **Manage partnerships** with key customers, startups and universities
- **Build reputation** as a seal of quality for customers, investors, employees and talents

Bundling our biotechnology competencies into one platform

Consistent focus on future topics



With Creavis as the dedicated unit for business incubation, Evonik gains an effective lever to foster its growth ambitions



Venture Capital activities driven by strategic goals and financial returns

Powerful partner fostering growth opportunities with entrepreneurs to expand boundaries

Investment principles

- **Direct investments** in global innovation leaders with disruptive technologies and business models
- Selective **fund investments** in key geographies and Evonik areas of interest
- **Syndication** with top tier (corporate) venture capital funds
- Investments in **early-to-growth and later-stage companies** (sweet spot lying in Series A & B rounds) **with established proof of concept** (sweet spot at Technology Readiness Level 5 to 6)
- Total **investment of up to €15 million** over the lifecycle of the investment
- Maintaining **minority shareholding**, typically between 10 and 20%
- Active partner that **often serves on boards**



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



Health Care
Solutions

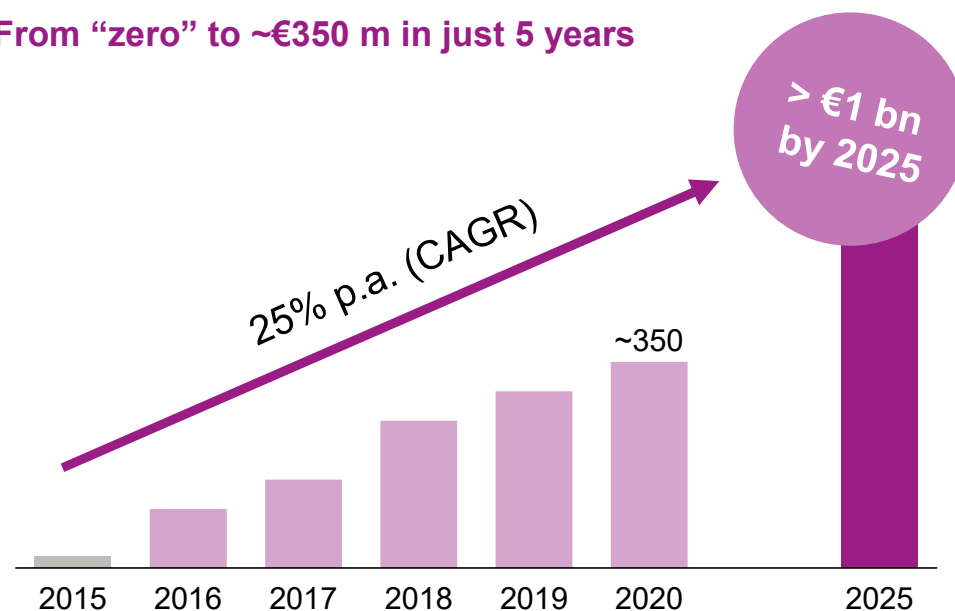


Sizeable sales base established
in all growth fields

Above-average margin contribution

Sales contribution Innovation Growth Fields

From “zero” to ~€350 m in just 5 years



Next Generation Solutions addressing Evonik's “Sustainability Focus Areas”

Directly linked to UN SDGs, Innovation Growth Fields and future programs

Our four “Sustainability Focus Areas”

Fight Climate Change



Membranes



Membranes for gas separation

Fully integrated, membrane-based hybrid technology to extract hydrogen from natural gas pipelines.

Drive Circularity



Linerless labels



Silicones for UV curable labels

Enable customers to reduce 40% of material consumption and conserve resources (400t CO₂)

Safeguard Ecosystems



Biosurfactants



Rhamnolipids for cleaning

Based on deforestation-free raw materials & 100% renewable energy for production.

Ensure Health & Well-Being



Drug Delivery Systems



LNPs for mRNA encapsulation

Targeted drug delivery to fight diseases such as COVID 19 with the new mRNA technology.

