Navigating adverse economic climate

Roadshow presentation

- Covestro investment highlights
- Group financials FY'25
- Segment overview
- Background information

Covestro is diversified across geographies and end-markets

Key performance indicators and sales split

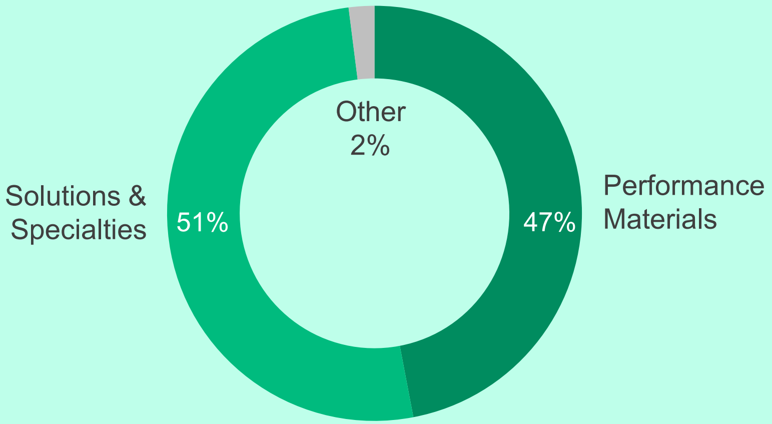
€13bn
Sales
2025

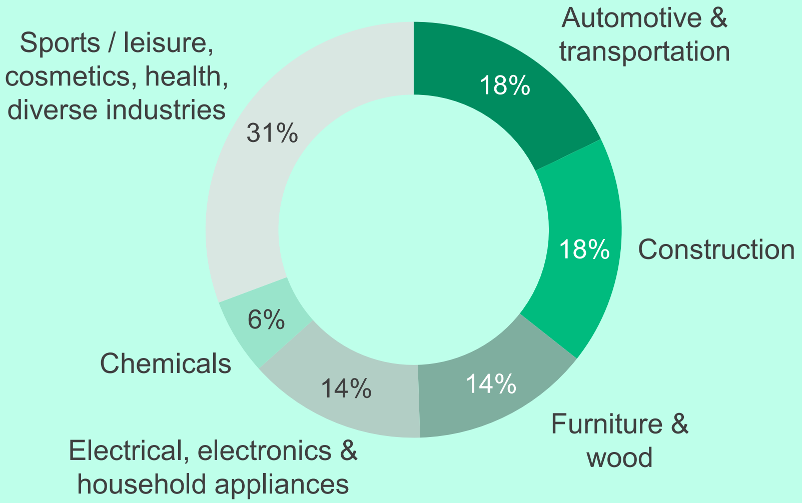
€0.7bn
EBITDA
2025

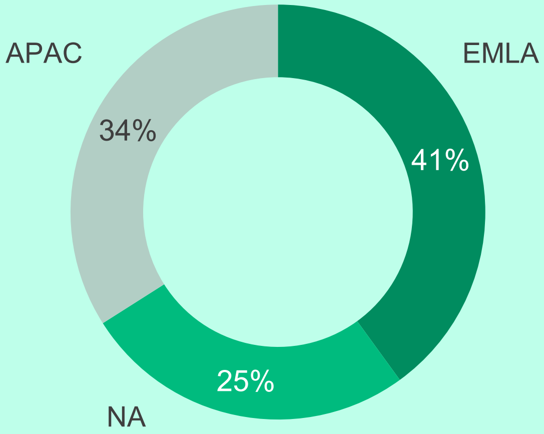
€-0.3bn
FOCF
2025

-10pp
ROCE above WACC
2025

2025 sales







Notes: Based on Covestro Annual Report 2025; EMLA = Europe, Middle East Africa, Latin America; NA = USA, Canada, Mexico; APAC = Asia-Pacific
TPU: Thermoplastic Polyurethanes; ELA: Elastomers
Sales split by industry for your convenience only; shown numbers are approximations on full year basis

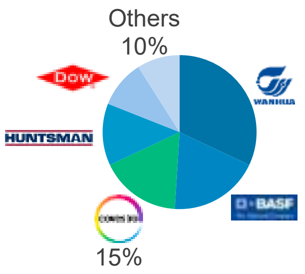
Covestro is a global leader across its entire portfolio

World-wide industry positions and production capacities

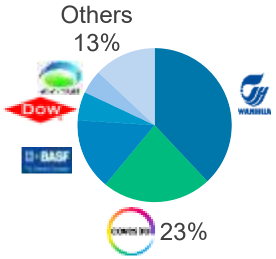
KEY MARKETS

CAPACITY SHARE IN 2023[1]

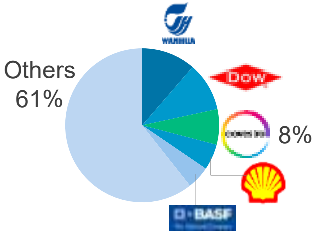
MDI



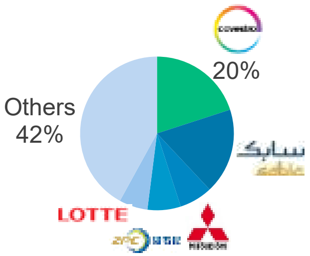
TDI



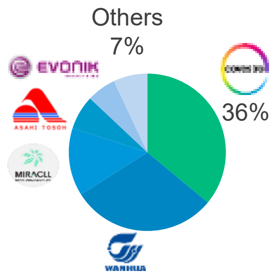
Polyether polyols



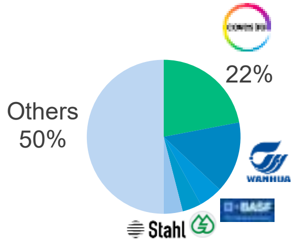
PC



Aliphatic isocyanates



Polyurethane dispersions



	MDI	TDI	Polyether polyols	PC	Aliphatic isocyanates	Polyurethane dispersions
CAPACITY SHARE IN 2023[1]	**Top 5: 90%**	**Top 5: 87%**	**Top 5: 39%**	**Top 5: 58%**	**Top 5: 93%**	**Top 5: 50%**
	2030e: Top 5 shares expected to remain broadly stable			**2030e**: Top 5 shares expected to decrease	**2030e**: Industry structures expected to remain stable	
COVESTRO[1]	**Global #3** 1,780kt 6 sites	**Global #2** 815kt 3 sites	**Global #3** 1,400kt 9 sites	**Global #1** 1,600kt 5 sites	**Entry requirements** • Economies of scope • Formulation and application know-how • Close customer relationships and long-term R&D collaborations • Operation of global business platform	

Notes: (1) Covestro position based on total nameplate capacity at year end 2025 relative to competitors
Source: Covestro estimates

A clear connection to customers and our ambitions

Our strategy – setting the path for tomorrow

Strategy Updated

Customer perspective anchored in strategy: You are never more than 10 meters away from a Covestro product

Be a reliable partner for our customers

Grow our product portfolio based on customers needs

Develop sustainable solutions for and with our customers

BECOME THE BEST OF WHO WE ARE

We OPERATE competitively

DRIVE GROWTH SUSTAINABLY

We GROW our attractive, sustainable portfolio organically, inorganically and through innovation

BECOME CLIMATE NEUTRAL AND FULLY CIRCULAR

We REALIZE our climate targets and our vision to become fully circular

ADVANCE AI & DIGITAL TRANSFORMATION

STRENGTHEN CULTURE AND BUILD WORKFORCE OF THE FUTURE

Financial and non-financial ambitions

[1] Compared to 2023

Climate neutrality with existing technologies and assets

Covestro greenhouse gas emissions

UPSTREAM

Suppliers, raw materials → Transportation → covestro → Transportation → Clients, use phase, end of life

DOWNSTREAM

Indirect emissions from purchased goods, capital goods, fuel-/energy–related activities
Scope 3

Indirect emissions from upstream transportation and distribution
Scope 3

Indirect emissions from waste of operations, employee commuting, business travel
Scope 3

Indirect emissions from the use of electricity and steam supplied by third parties
Scope 2

Direct emissions from production plants
Scope 1

Indirect emissions from downstream transportation and distribution
Scope 3

Indirect emissions Mainly attributable to end-of-life treatment of sold products
Scope 3

Conceptual illustration

SCOPE 3 15.2m tons in 2025

SCOPE 1+2 4.3m tons in 2025

SCOPE 3 2.3m tons in 2025

EXISTING OPTIONS AND CURRENT LIMITATIONS TO REDUCE GHG EMISSIONS

Selective examples only

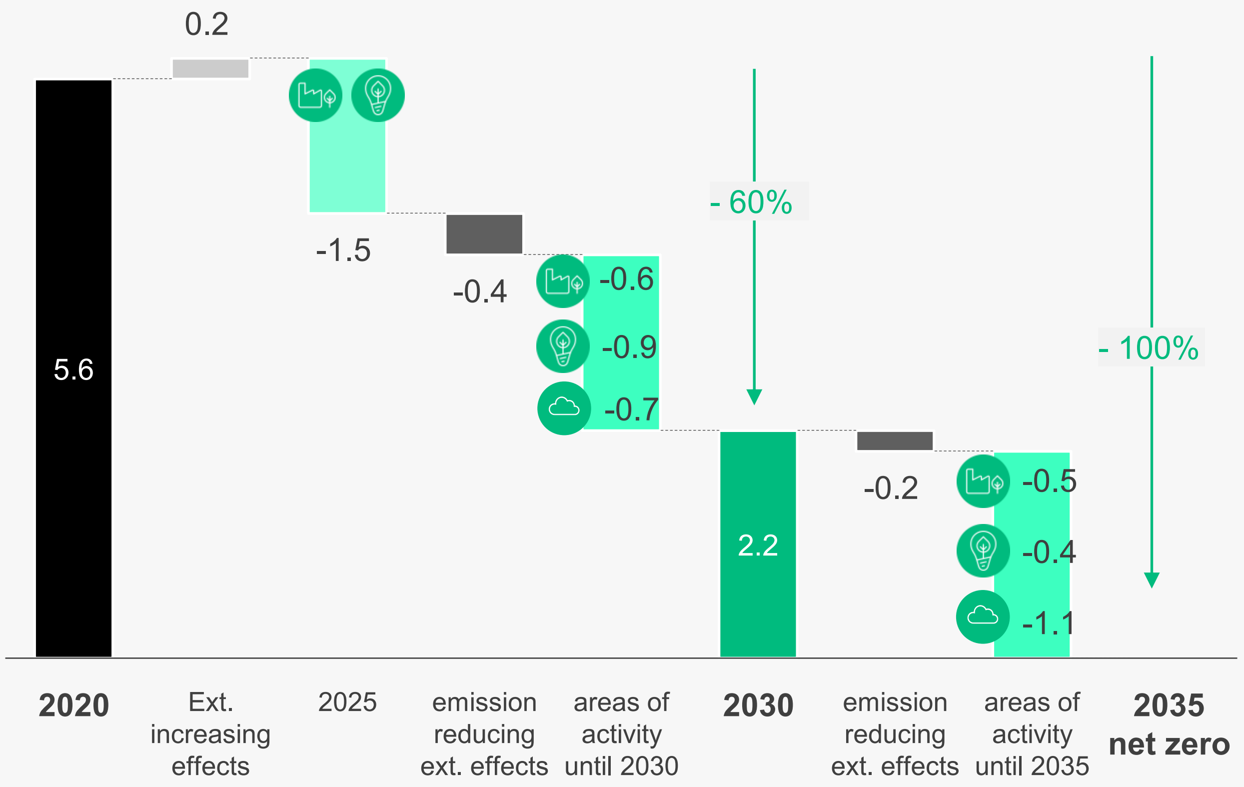
- Various alternative feedstock — *Limitations: available capacities*
- Low-emission mobility — *Limitations: available infrastructure*
- Low-emission technology — *Limitations: available infrastructure*
- Renewable energies — *Limitations: available capacities*
- Low-emission technologies — *Limitations: investments and installations*
- Low-emission mobility — *Limitations: available infrastructure*
- Circular end-of-life solutions — *Limitations: readiness of technologies*

Notes: GHG: Greenhouse gas emissions, calculated in accordance with GHG Protocol and WBCSD recommendations for all Covestro sites

Sustainable manufacturing and renewable energy to lead path

Climate neutrality target for GHG emissions scope 1 and 2

GHG emissions in million metric tons, scope 1 and 2



EMISSION REDUCTION MEASURES

- Three main levers make a vital contribution to reduce GHG emissions:
  - More sustainable manufacturing (scope 1 and 2)
  - Renewable electricity (scope 2)
  - Renewable steam (scope 2)
- Net external effects comprise known future changes in the energy mix of public grids (e.g. nuclear exit in Germany and Belgium) and in public energy allocation schemes (e.g. EEG in Germany)
- Roadmap for 2030 interim target based on identified ‘lighthouse projects’
- Further roadmap until 2035 climate neutrality target in preparation based on similar key measures; no negative impact from business growth as future growth investment are required to support climate neutral growth latest by 2030

Notes: GHG emissions = Greenhouse gas emissions, calculated in accordance with GHG Protocol and WBCSD recommendations
Climate neutrality currently includes residual GHG emissions (scope 1 and 2) of c. 0.2-0.3mt per year; we are planning to offset these unavoidable, remaining GHG emissions through adequate compensation measures

Numerous measures effectively reduce GHG emissions

Climate neutrality target for GHG emissions scope 1 and 2

MORE SUSTAINABLE MANUFACTURING

- Reducing nitrous oxide emissions by installation of highly efficient catalysts
- Optimizing production processes to increase energy efficiency
- Employing digital technologies for efficient production control

RENEWABLE ELECTRICITY

- EMLA[(1)]: Renewable electricity PPA with RWE for 45% of site's power in Antwerp, with Ørsted for 10% of sites' electricity in Germany and with BP for 50% of Spanish operations
- NA: Virtual PPA with Ørsted for solar electricity starting late 2024 for 12% of Baytown's electricity
- APAC: Solar&wind electricity PPAs for ~30% of Chinese operations with Datang Power & CGN New Energy

RENEWABLE STEAM

- Converting steam generation from fossil to renewable energy sources
- Develop options to electrify steam generation based on renewable energies
- Develop options to use e.g. biogas or green hydrogen as energy source to generate steam

Notes: PPA: Power purchase agreement
Datang: Datang Wuzhong New Energy Co.
CGN: China General Nuclear New Energy
(1) renewable energy PPA with RWE from 2026, PPA with Ørsted and RWE for offshore wind energy from 2026

Continuously improving global renewable electricity footprint

Additional PPAs contributing to accelerated electricity transformation in 2026

RENEWABLE ELECTRCITY SUPPLY

EMLA

PPAs with major players for solar and wind energy supplying:

- 45% of Antwerp site electricity demand
- 20% of German sites electricity demand
- 50% of Spanish sites electricity demand

APAC

PPAs with CGN and Datang for solar and wind energy supplying:

- 30% of electricity for Chinese sites

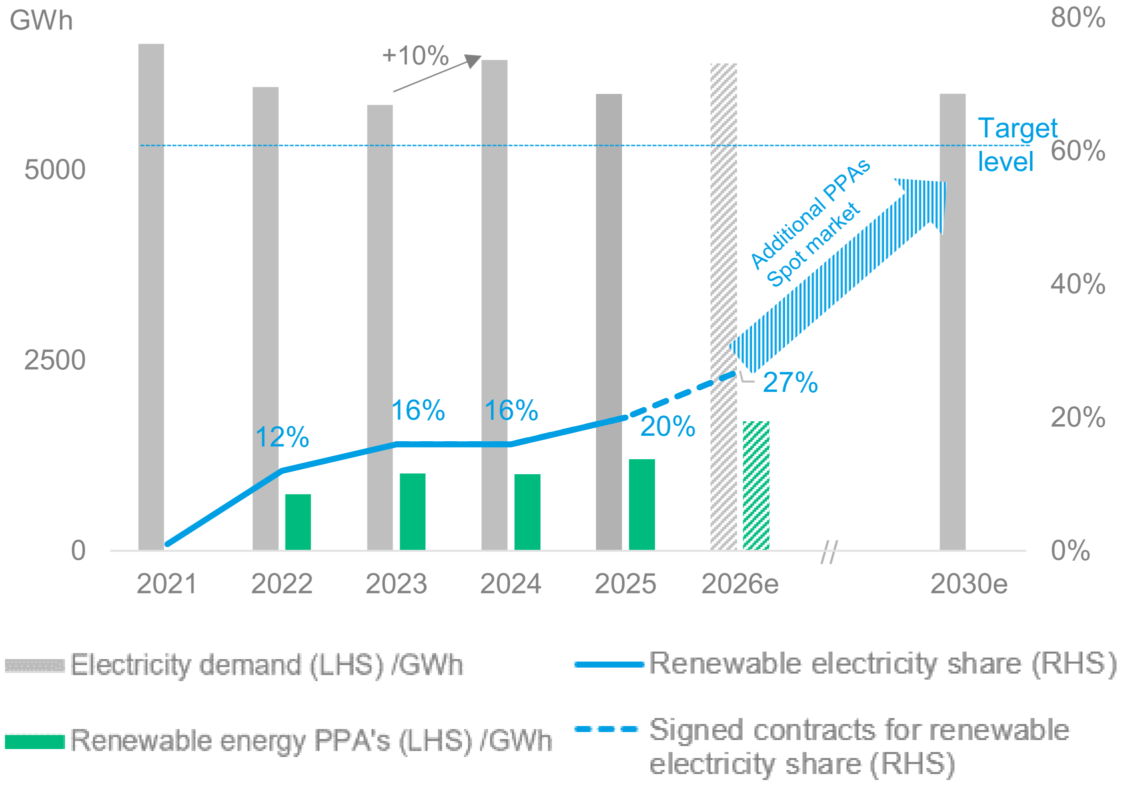
NA

Virtual PPA with Ørsted for solar power supplying:

- 12% of electricity for US sites

Significant supply of renewable electricity globally

ELECTRICITY TRANSFORMATION PROGRESS



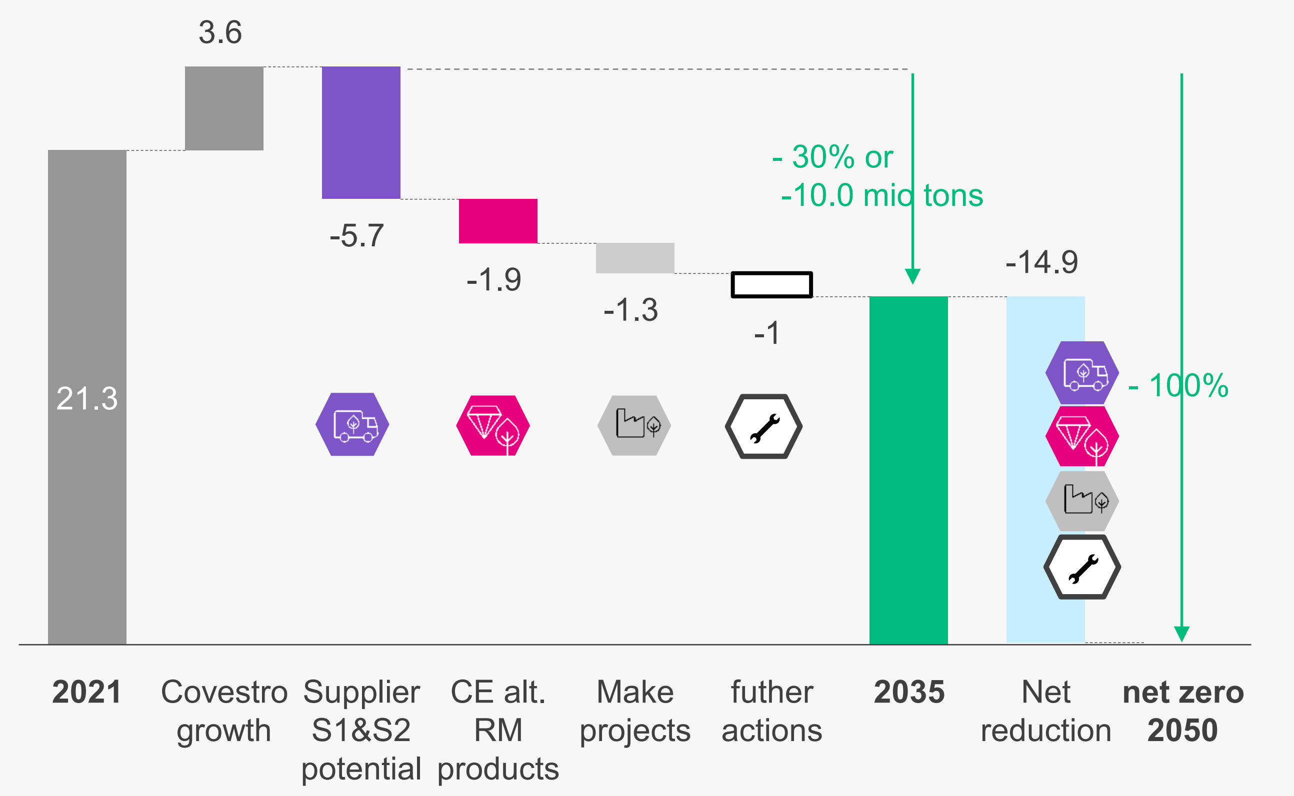
Well on track to our intermediate target of 60% GHG reduction until 2030

Notes: PPA: Power purchase agreement
CGN: China General Nuclear New Energy

Target reduction of 10m tons GHG until 2035 and net-zero until 2050

Climate neutrality target for GHG emissions scope 3

GHG emissions in million metric tons, scope 3 - categories 1, 3, 4, 12(1)



EMISSION REDUCTION MEASURES

- Four main levers make a vital contribution to reduce scope 3 GHG emissions:
  - Supplier scope 1&2 reduction
  - Advancing MAKE projects
  - Profitable sales of products based on alternative raw materials
  - Other measures
- Contribution of different levers can vary depending on technical realization of MAKE projects
- Scope 3 emissions represent ~80% of Covestro's 2024 greenhouse gas emissions
- Strict commitment to net-zero underlines consistent implementation of the green transformation
- Net-zero 2050 target in line with SBTi and 1.5° goal

Notes: GHG emissions = Greenhouse gas emissions, calculated in accordance with GHG Protocol and WBCSD recommendations
MAKE = Covestro internal sustainable raw material sources
(1) Raw materials (part of category 3.1), End of Life (EoL) Treatment (category 3.12), Fuel and energy related (category 3.3), Upstream transportation (category 3.4)

Strategic levers supporting transformation towards climate neutrality

Target for GHG emissions scope 3

FOCUS ON SUPPLIERS

- Broaden engagement with suppliers that achieve scope 1&2 reductions
- Identify first mover supplier
- Develop strategy on CO_2 reduced top raw materials

ADVANCING MAKE PROJECTS

- Continue innovation & digital R&D in renewable technologies
- Prove technical feasibility of own technologies
- Execute investments according to strategy-based asset planning

FOCUS ON CUSTOMERS

- Identify first mover customers to deliver climate neutral products
- Enhance value proposition & active customer engagement
- Secure access to strategic waste feedstock

OTHER MEASURES

- Green logistics initiatives
- Primary energy generation
- Increased recycling quota

Notes: MAKE = Covestro internal sustainable raw material sources

Re-shaping the PU value chain for soft foams into a closed loop

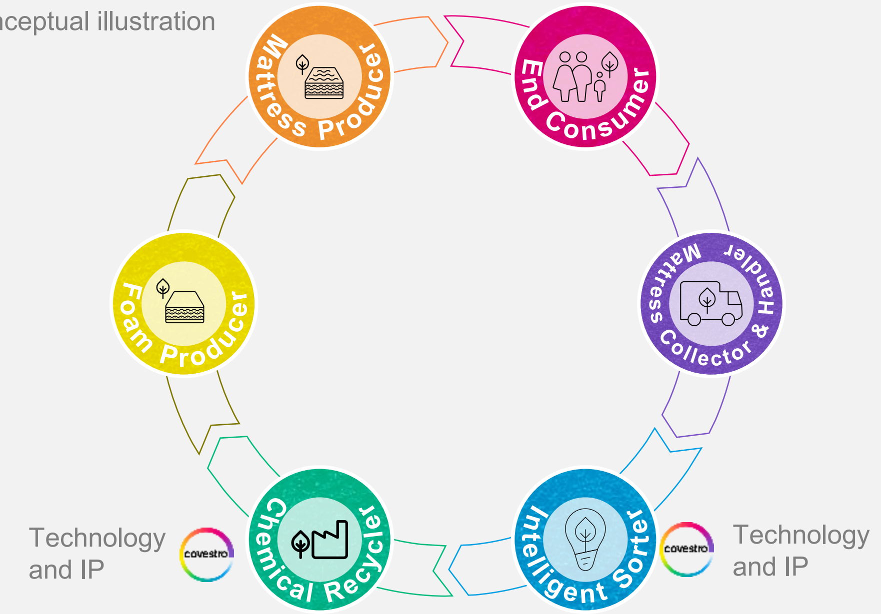
Innovative recycling / joint solutions

COVESTRO TECHNOLOGY

- Chemical recycling of polyurethane (PU) mattress foams, turning waste into valuable resources
- Proprietary process for recycling *both* PU components polyol and TDA (precursor for TDI), enabling 100% recycling of these components for soft foam
- New brand label to support our customers to quicky identify circular solutions
  Evocycle® CQ Mattress - *the straight path to circular*
- Significant improvement of CO2 footprint compared to fossil route (LCA), meeting high customer and consumer demand
- Intelligent sorting solution to efficiently separate different PU foams from post-consumer mattresses

FUTURE PU SOFT FOAM LOOP

Conceptual illustration



Timeline:

2019 – PUReSmart – Technology optimization

2021 – Pilot Plant – interzero zero waste solutions, écomobilier – Cooperation on innovative recycling of plastic waste

2023 – Lab-scale customer samples

H2 2020s – Technology industrialization(1)

2030s – Further scale-up subject to demand and technology

Notes: LCA: Life cycle assessment
(1) Commercial plant in early planning

Core industry outlook indicating modest growth

Global demand development

KEY CUSTOMER INDUSTRIES	2024 Y/Y(1)	2025 Y/Y(1)	2026e(2)
Global GDP	+2.8%	+3.0%	+2.8%
Automotive	-0.6%	+3.3%	+1.8%
EV / BEV	+8.1%	+29.4%	+16.6%
Construction	-2.4%	+0.2%	+2.5%
Residential	-5.3%	-2.0%	+1.8%
Furniture	-0.5%	-0.8%	+0.2%
Soft furniture	-0.2%	+0.1%	+1.5%
Electrical, electronics and household appliances	+3.7%	+1.3%	+6.2%
Appliances	+5.0%	+1.0%	+3.7%

Notes:
(1) As of January 2026
(2) GDP estimate by Oxford Economics as of Jan. 2026; automotive estimate by GD as of Jan. 2026; Construction estimate by B+L as of Nov. 2025; Furniture estimate by CSIL as of Nov. 2025; EE&A estimate by Oxford Economics as of Dec. 2025 (sub-industry 'appliances' mainly include refrigerators and freezers)

Challenging economic environment continuing

Full year guidance 2025

	FY 2025	GUIDANCE FY 2026
EBITDA	€740m	around 2025 level[5]
FOCF	€-283m	significantly improved vs 2025 level[5]
ROCE above WACC[1]	-10.2pp	significantly improved vs 2025 level[5]
GHG emissions (scope 1 and 2)[2]	4.3m tons	3.9 to 4.5m tons

Additional financial expectations

	FY 2025	GUIDANCE FY 2026
D&A	€1087m	~€850m
Capex[4]	€770m	~€800m

HIGHLIGHTS

Mark-to-market (M2M):

- Mark-to-market (M2M) EBITDA FY 2026 around €0.8bn; theoretical calculation based on Jan 2026 margins flat forward and forecast assumptions for 2026

2026 FX assumptions

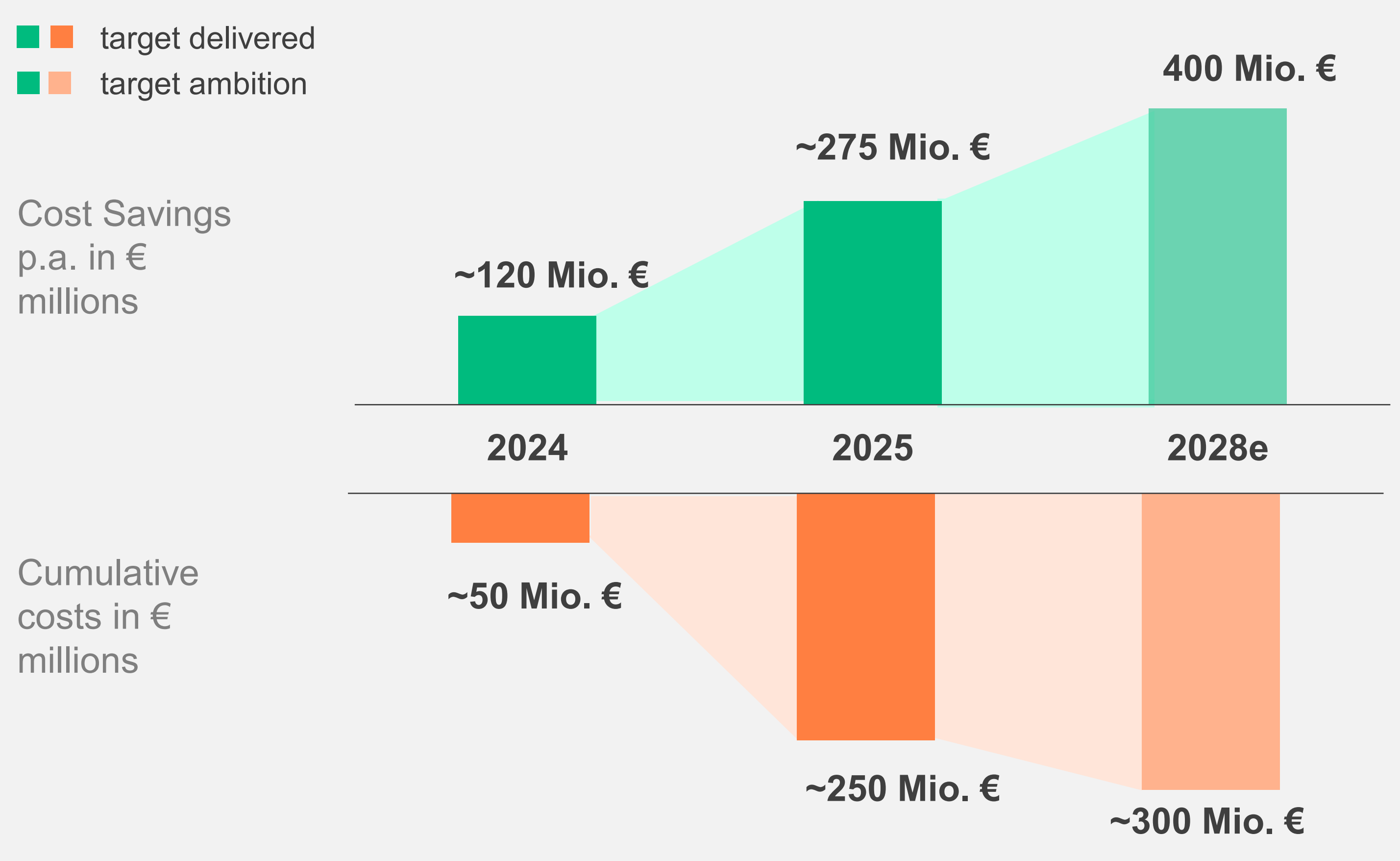
- CNY/EUR around 8.20
- USD/EUR around 1.20

Notes:
(1) Weighted average cost of capital (WACC): 7.3% in FY 2025, 6.8% in FY 2026e
(2) GHG emissions of all sites, bonus relevant 2025 KPI 4.3mio tons for Covestro's 16 major sites
(3) Q1 2025 negative contribution from closure of PO JV with LYB (LyondellBasell) within BE PM
(4) Cash-relevant Capex
(5) around: single-digit % deviation / significantly: double-digit % deviation

STRONG transformation in progress

Transformation program STRONG

TARGETS FOR COST MEASURES 2024-2028E



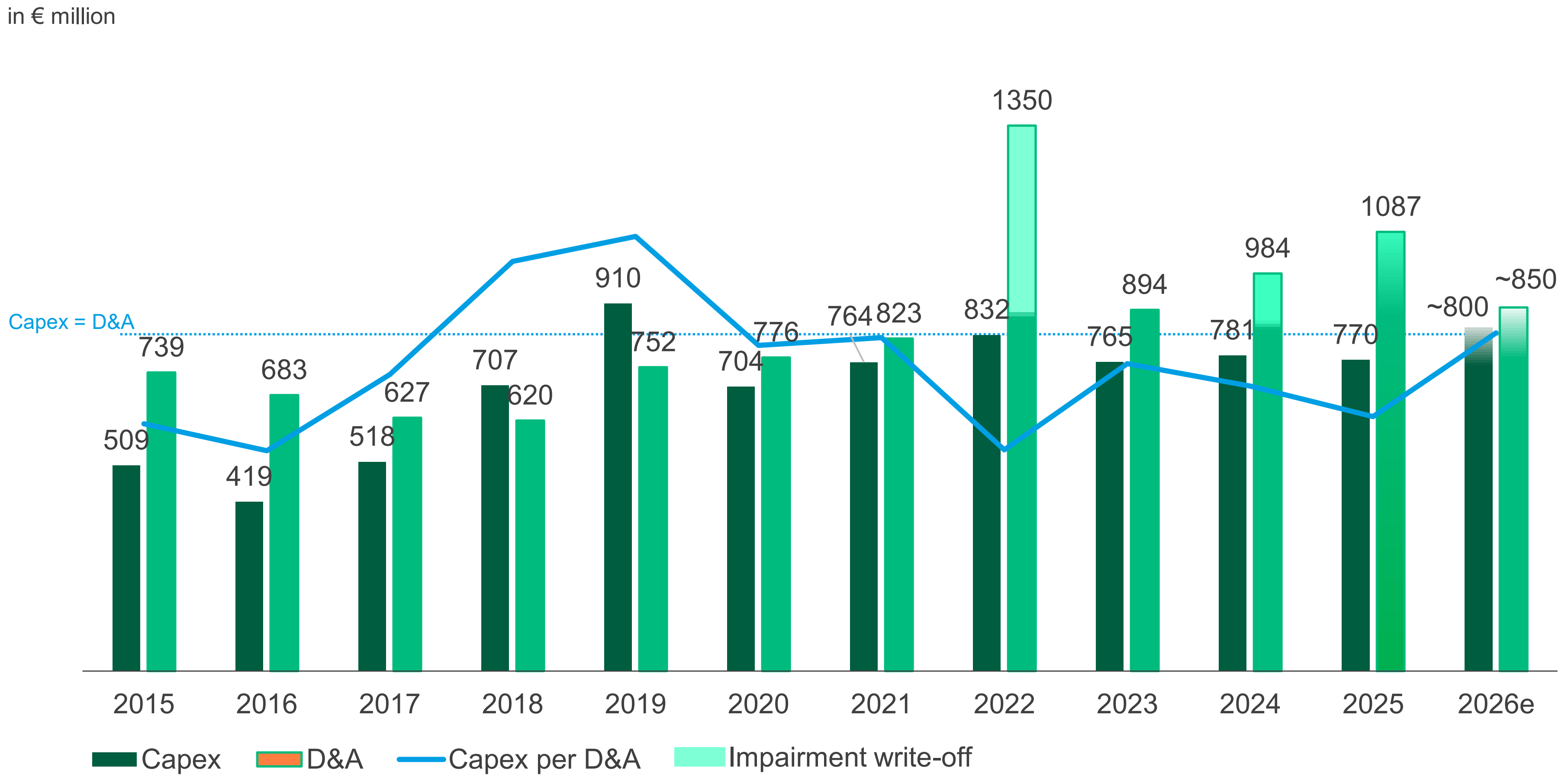
HIGHLIGHTS

- STRONG was launched in June 2024 to shape Covestro for sustainable competitiveness
  - Effective structures and efficient processes with a strong customer focus
  - Broad implementation of AI solutions
- STRONG to achieve €400 million annual savings by 2028 (slightly below 10% of fixed costs); achieved by 2025 ~€275m
- Benefits from propylene oxide site closure expected to contribute from 2026 onwards
- STRONG requires cumulative restructuring and implementation costs of around €300 million; 2024 and 2025 ~€250 have been spent so far

Significant investments into growth

Group capex and D&A

HISTORIC AND PROJECTION

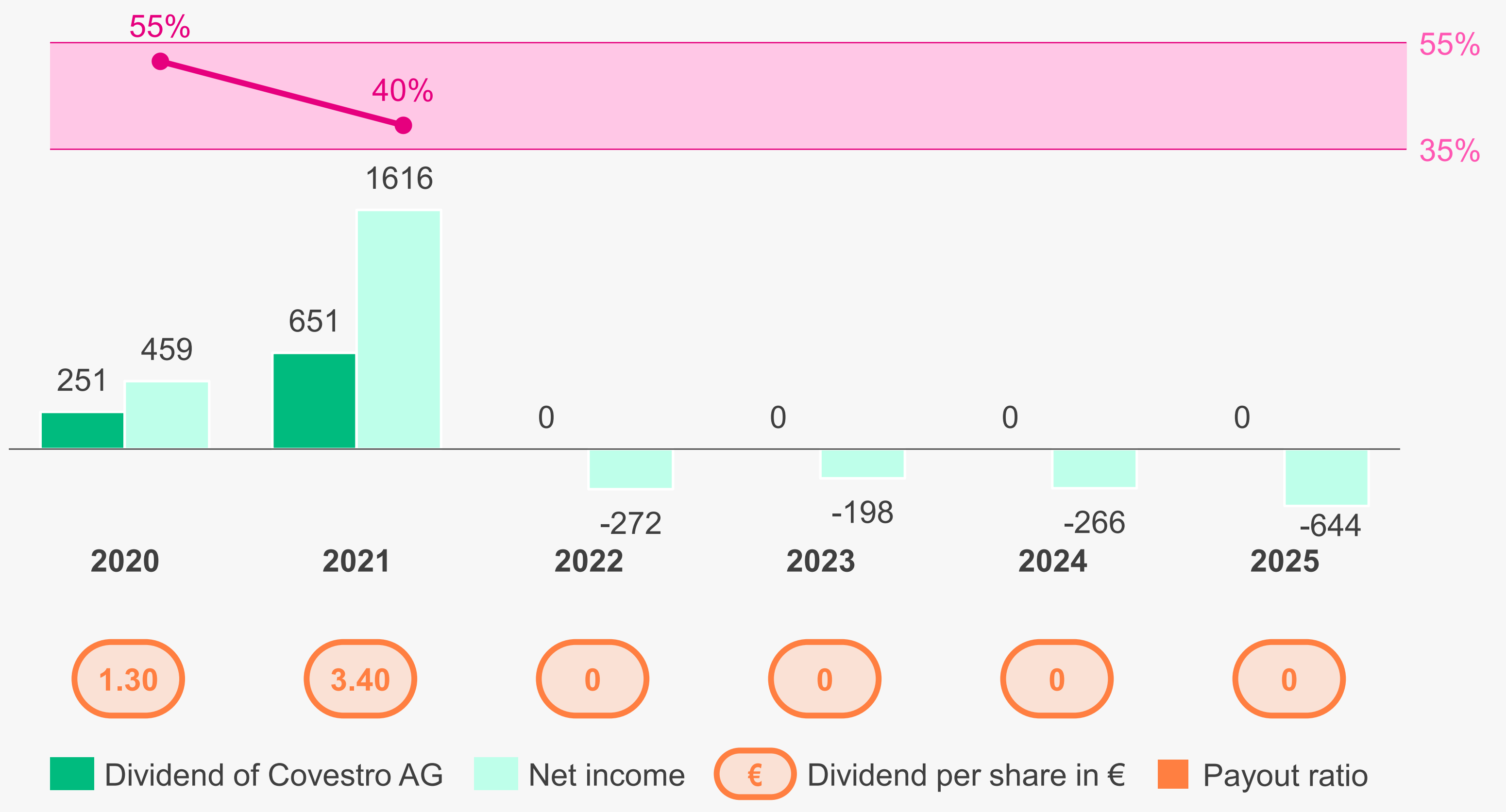


HIGHLIGHTS

- Growth capex of around €3.5bn from 2015 to 2025
- D&A 2025 included impairment write-off of €226m
- Planned investments in Circular Economy projects of almost €1bn between 2021 and 2030

Dividend based on net income payout ratio

Dividend development



HIGHLIGHTS

- Net income determining factor for the dividend
- Committed to a payout ratio of 35% to 55%, related to dividend over net income
  - Higher payout intended in years with peak earnings, while ratio towards lower end
  - Lower payout intended in years with trough earnings, while ratio towards upper end
- For FY 2022-2025, dividend suspension, in line with policy due to negative net income

Ongoing shift to high-margin business

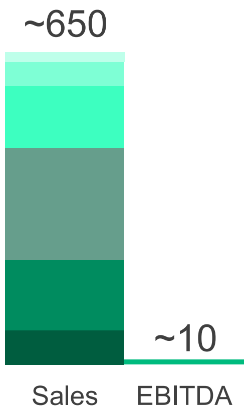
Portfolio management

DIVESTMENTS

Cumulated, in € million

- Additive Manufacturing business
  April 2023
- Dubai system house[1]
  July 2021
- Europe Polycarbonates sheets business
  September 2019
- Europe system houses
  June 2019
- USA Polycarbonates sheets business
  August 2018
- NA Polyurethanes spray foam business
  April 2017

Closing



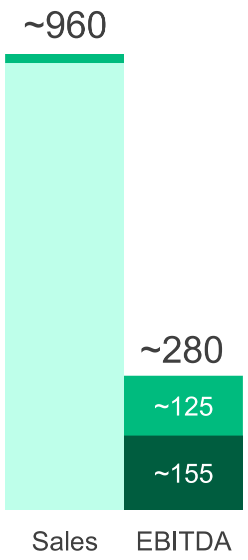
Business divested at average EV/EBITDA >20x

Portfolio analysis ongoing, further minor divestments possible

ACQUISITIONS

in € million

- DSM Resins & Functional Materials business
  April 2021
- Pontacol expansion in Specialty Films
  August 2025



Highly complementary business acquired at EV/EBITDA[2] of 6x

Further pursue value-enhancing bolt-on acquisition options with attractive IRR for Solutions & Specialties segment

Notes: (1) Covestro with 51% joint venture share
Listed transactions with materiality; all sales and EBITDA refer to the last fiscal year prior to closing
IRR: Internal rate of return

Navigating adverse economic climate

FY 2025 Highlights

1. **EBITDA of €740m within guidance range**
impacted by continuous margin pressure helped by delivering on cost savings ambitions

2. **Sales lower at €12.9bn**
mainly caused by lower prices and unfavorable FX

3. **Negative volume development**
burdened by Dormagen fire incident and ongoing challenging economic conditions

4. **FY 2026 guidance**
with an expected EBITDA around(1) 2025 level

5. **XRG strategic partnership**
successfully started on December 10th

Notes: (1) around: single-digit % deviation

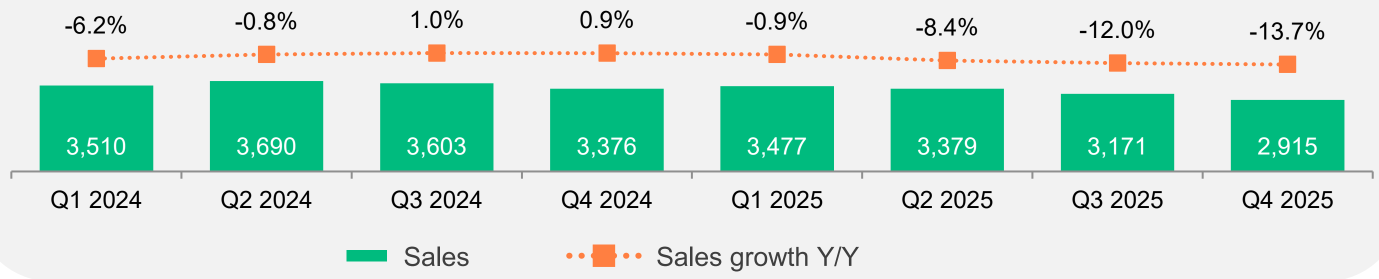
- Covestro investment highlights
- **Group financials FY'25**
- Segment overview
- Background information

Unprecedented margin pressure weighing on EBITDA

Group results – Highlights Q4 2025

SALES

in € million / changes Y/Y

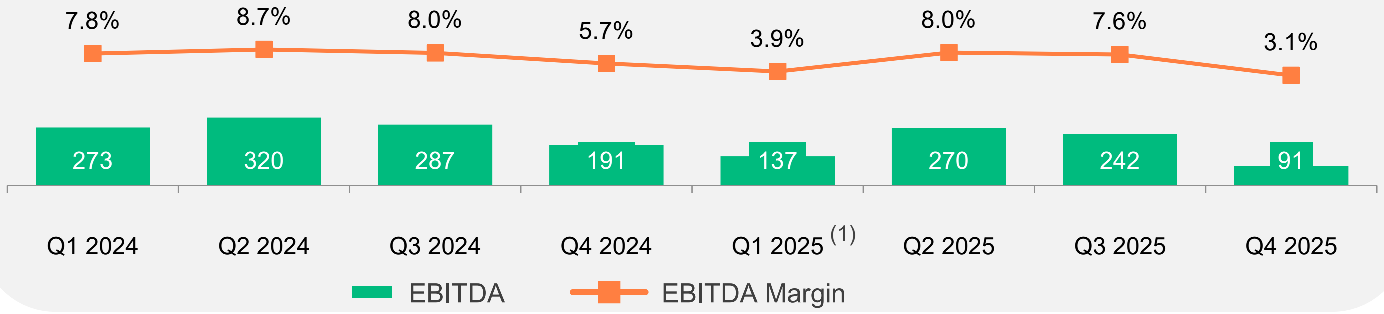


HIGHLIGHTS Q4 2025

- Year-over-year, declining sales (-13.7%) with negative pricing (-7.8%), FX (-4.6%) and also lower volumes (-1.3%)
- Quarter-over-quarter, sales globally declined driven by lower volumes and pricing, while stable FX

EBITDA AND MARGIN

in € million / margin in percent



HIGHLIGHTS Q4 2025

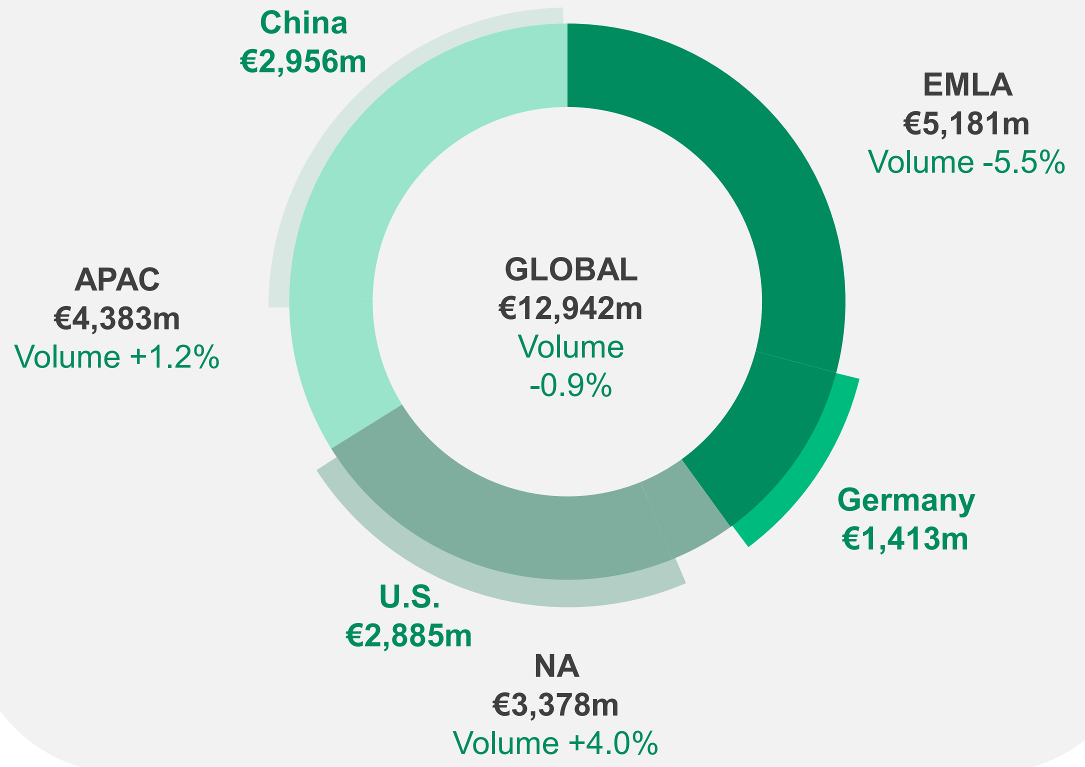
- Year-over-year, lower EBITDA due to negative contributions from pricing delta and FX while positive volumes and other items
- Sequentially, earnings decreased driven by negative volumes, other items and pricing delta while positive FX
- EBITDA margin decreased to 3.1% in Q4 2025

Notes: (1) Q1 2025 negative contribution from closure of PO JV with LYB (LyondellBasell) within Business Entity Performance Materials

Flat volumes despite difficult economic environment

FY 2025 – Regional Split

Sales Volume Y/Y



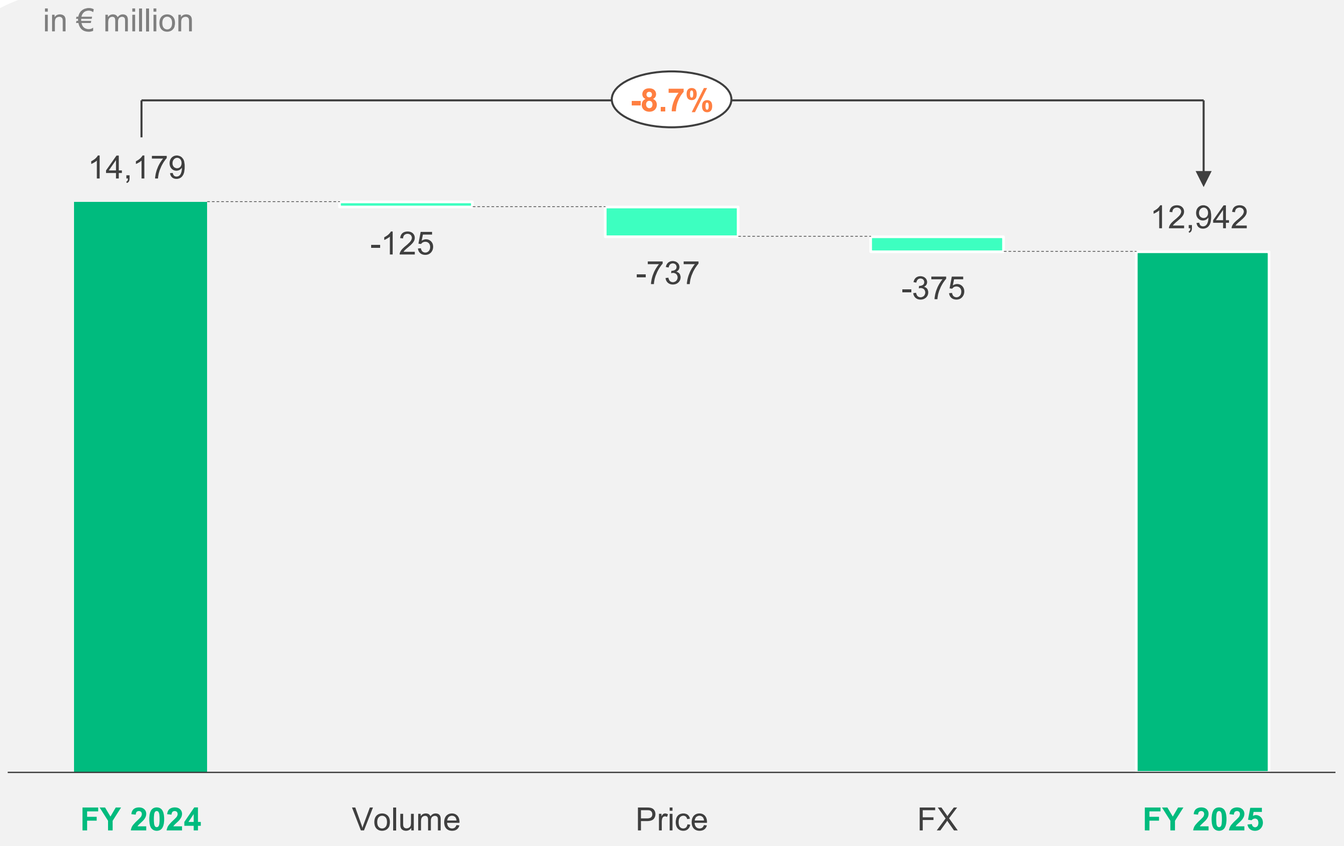
HIGHLIGHTS

- Year-on-year development by industries:
  - Auto — flat development
  - Furniture/wood — low single-digit % decline
  - Electro — mid-single-digit % decline
  - Construction — low single-digit % increase

- EMLA: Ongoing demand weakness in electro, construction and auto, each with slight decline; positive development in furniture with slight increase despite Dormagen TDI production limitation
- NA: Auto with slight decline, while construction and electro with slight increase, furniture with significant growth
- APAC: Construction with significant increase, auto with slight increase while export-oriented industries electro and furniture with significant decline

Lower sales mainly caused by lower prices and FX

FY 2025 – Sales bridge



HIGHLIGHTS

Volume negative

- Volume decrease of 0.9% Y/Y

Pricing negative

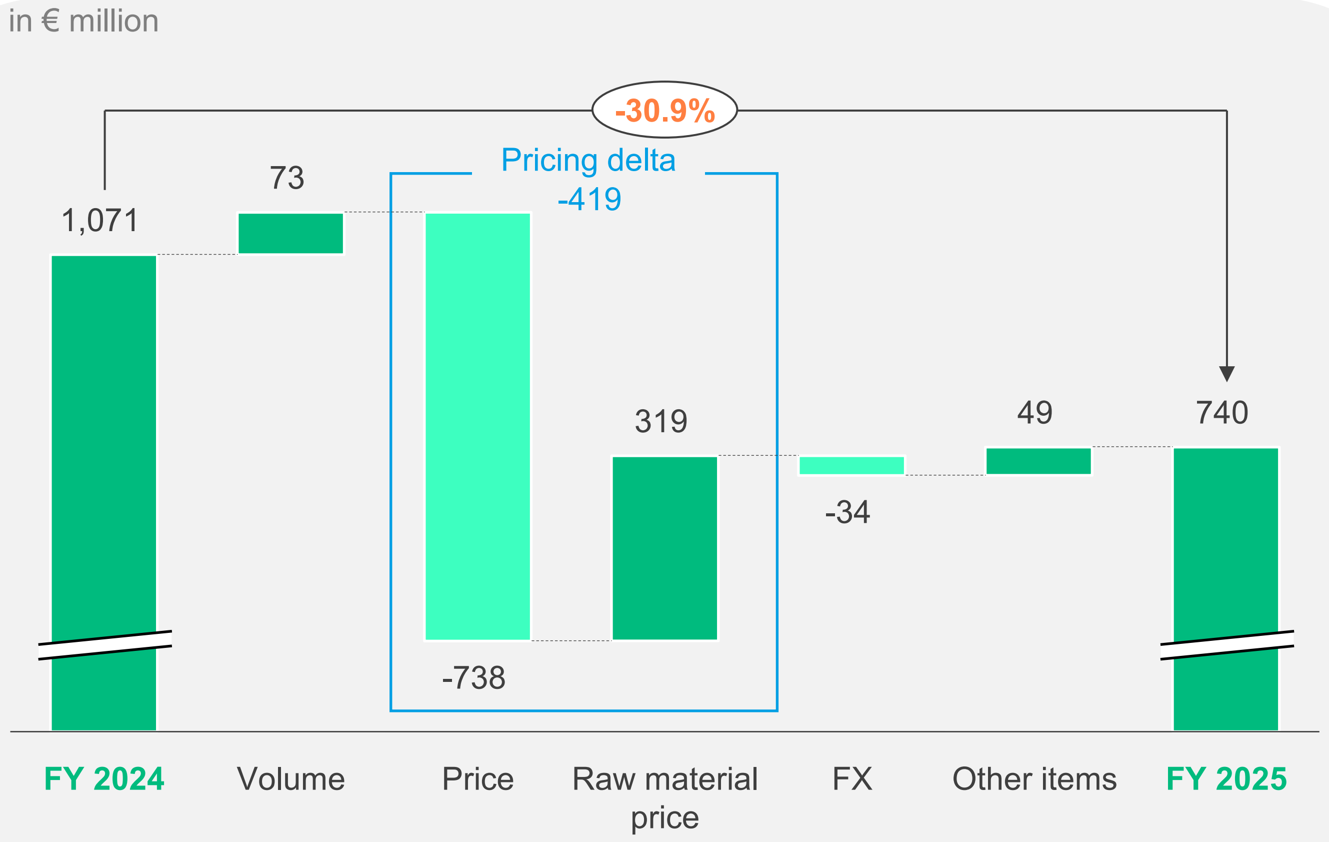
- Pricing affected sales by -5.2%
- Performance Materials strongly affected (-6.7% Y/Y) whereas Solutions & Specialties declined less (-3.8% Y/Y)

FX negative

- FX affected sales by -2.6% Y/Y mainly driven by RMB, USD, MXP and INR

EBITDA mainly burdened by negative pricing delta

FY 2025 – EBITDA bridge



HIGHLIGHTS

Positive volume

- Volume increase of 6.8% Y/Y due to mix effects

Negative pricing delta

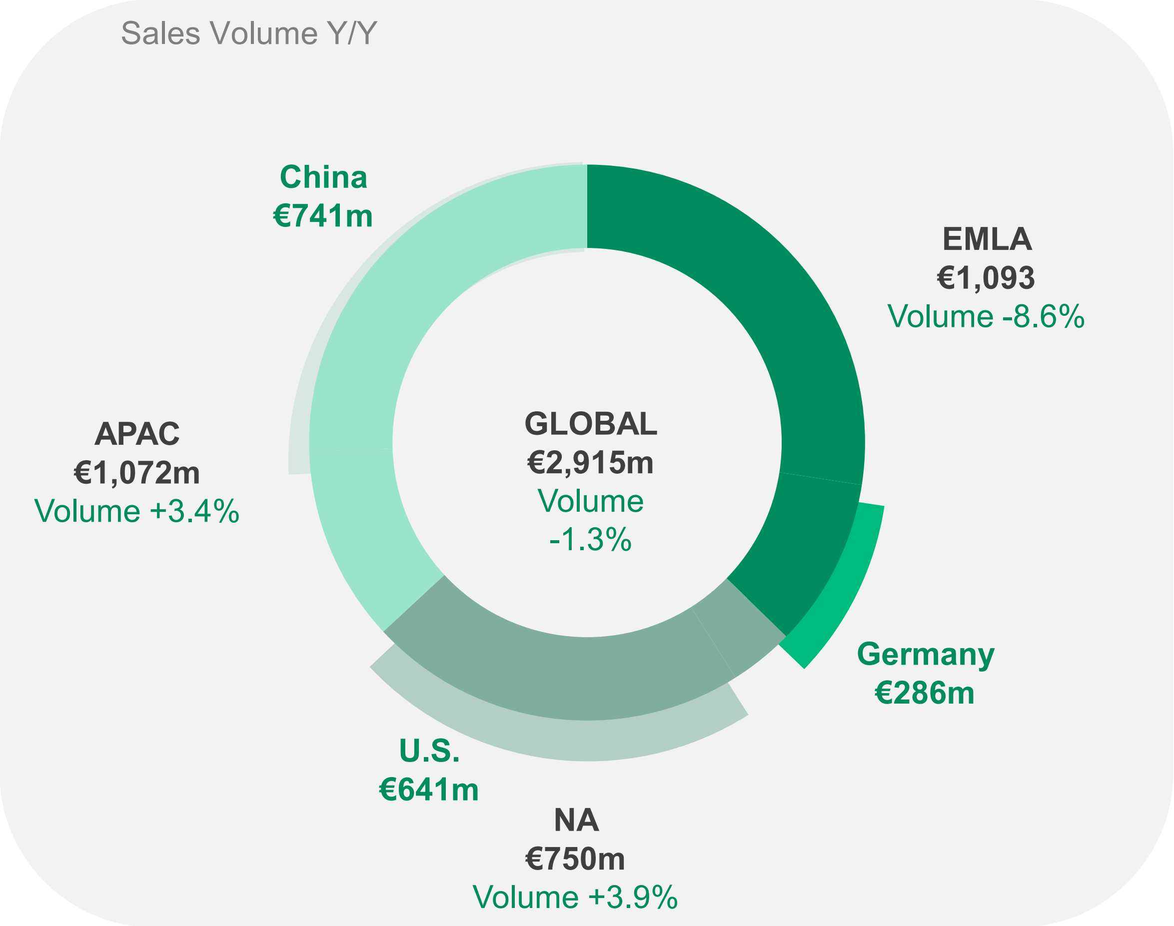
- Strong margin decline due to unfavorable supply-demand situation

Other items

- €51m lower income from 2024 insurance reimbursement for the Dormagen chlorine event
- Lower provisions for short- and long-term variable compensation of €106m
- In FY 2025, €200m restructuring cost associated with transformation program STRONG

Positive volumes in APAC and NA

Q4 2025 – Regional Split



HIGHLIGHTS

- Year-on-year development by industries:
  - Auto — low single-digit % increase
  - Furniture/wood — low single-digit % increase
  - Electro — low single-digit % decline
  - Construction — low single-digit % increase

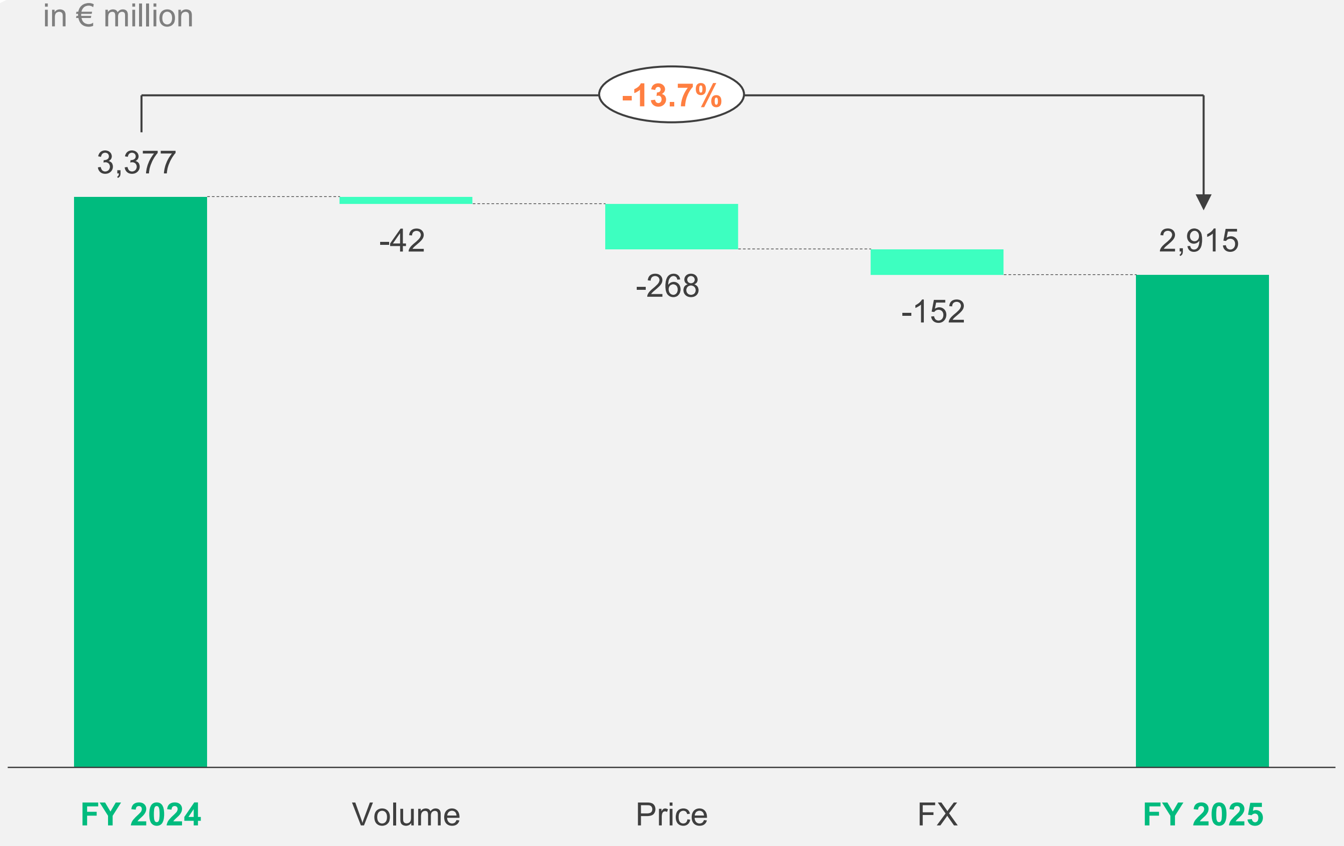
- EMLA: Ongoing demand weakness in electro, flat development in auto, while positive development in construction and furniture with slight increase despite Dormagen TDI production limitations after fire incident

- NA: Auto with slight decline, construction flat while electro and furniture with significant growth

- APAC: Construction with significant increase, auto with slight increase while export-oriented industries with slight decline in electro and significant decline in furniture

Sales mainly burdened by lower prices and FX

Q4 2025 – Sales bridge



HIGHLIGHTS

Volume negative

- Volume decrease of 1.3% Y/Y

Pricing negative

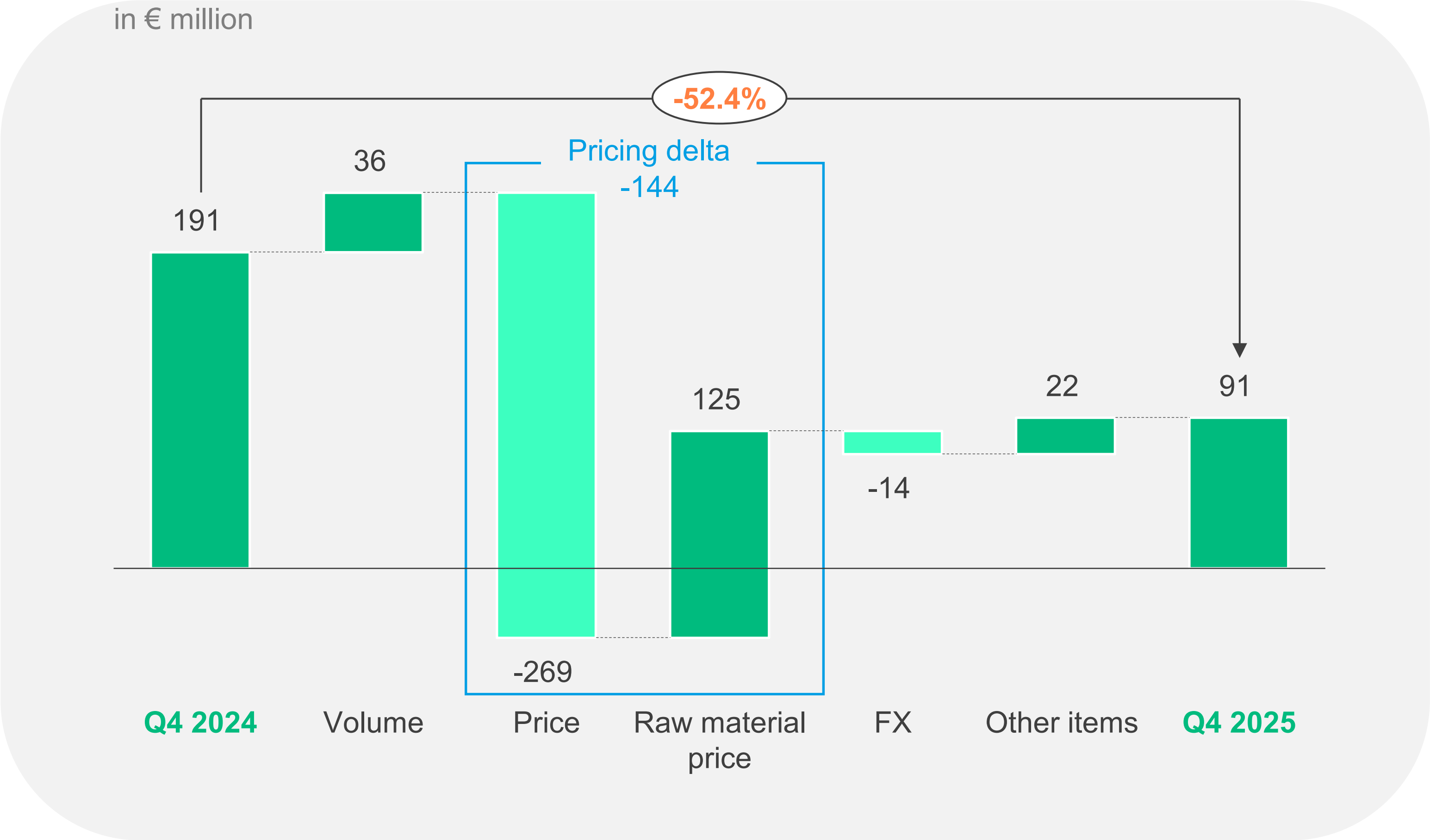
- Pricing affected sales by -7.8%
- Performance Materials more strongly affected (-10.9% Y/Y) whereas Solutions & Specialties with lower decline (-5.0% Y/Y)

FX negative

- FX affected sales by -4.6% Y/Y mainly driven by USD, RMB and INR

EBITDA mainly burdened by negative pricing delta

Q4 2025 – EBITDA bridge



HIGHLIGHTS

Positive volume

- Volume increase of 18.8% Y/Y due to mix effects

Negative pricing delta

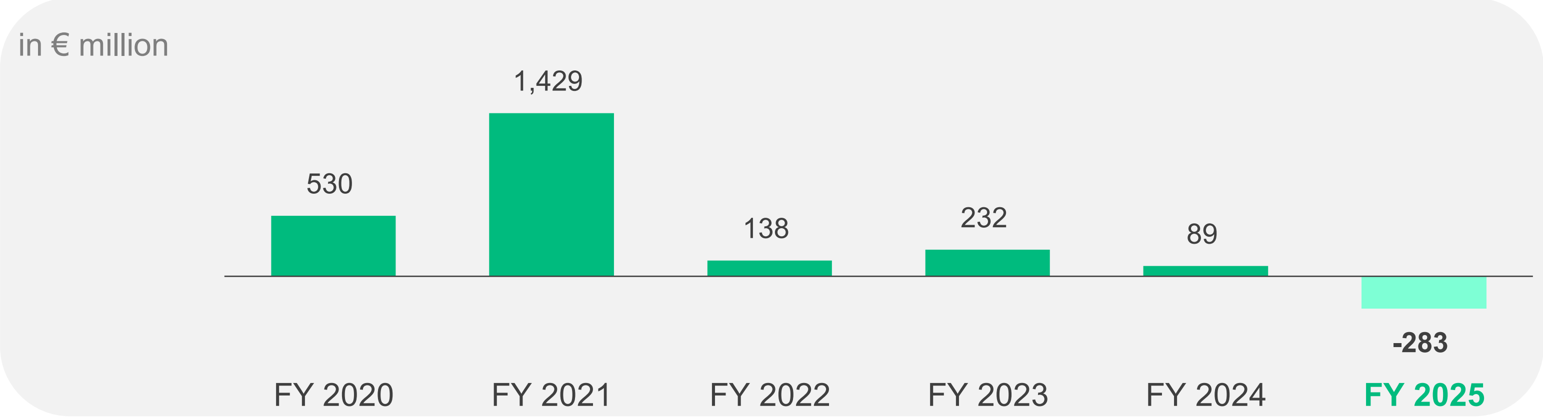
- Strong margin decline due to unfavorable supply-demand situation

Other items

- €54m lower income from Q4 2024 insurance reimbursement for the Chlorine production event
- Lower provisions for short- and long-term variable compensation of €45m

Negative FOCF due to lower EBITDA

Historical FOCF development



	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
EBITDA	+1,472	+3,085	+1,617	+1,080	+1,071	**+740**
Changes in working capital(1)	-100(3)	-727	+312	+250	+43	**+70**
Capex(2)	-704	-764	-832	-765	-781	**-770**
Income tax paid	-155	-546	-538	-383	-219	**-192**
Other effects(3)	+17	+381	-421	+50	-25	**-131**

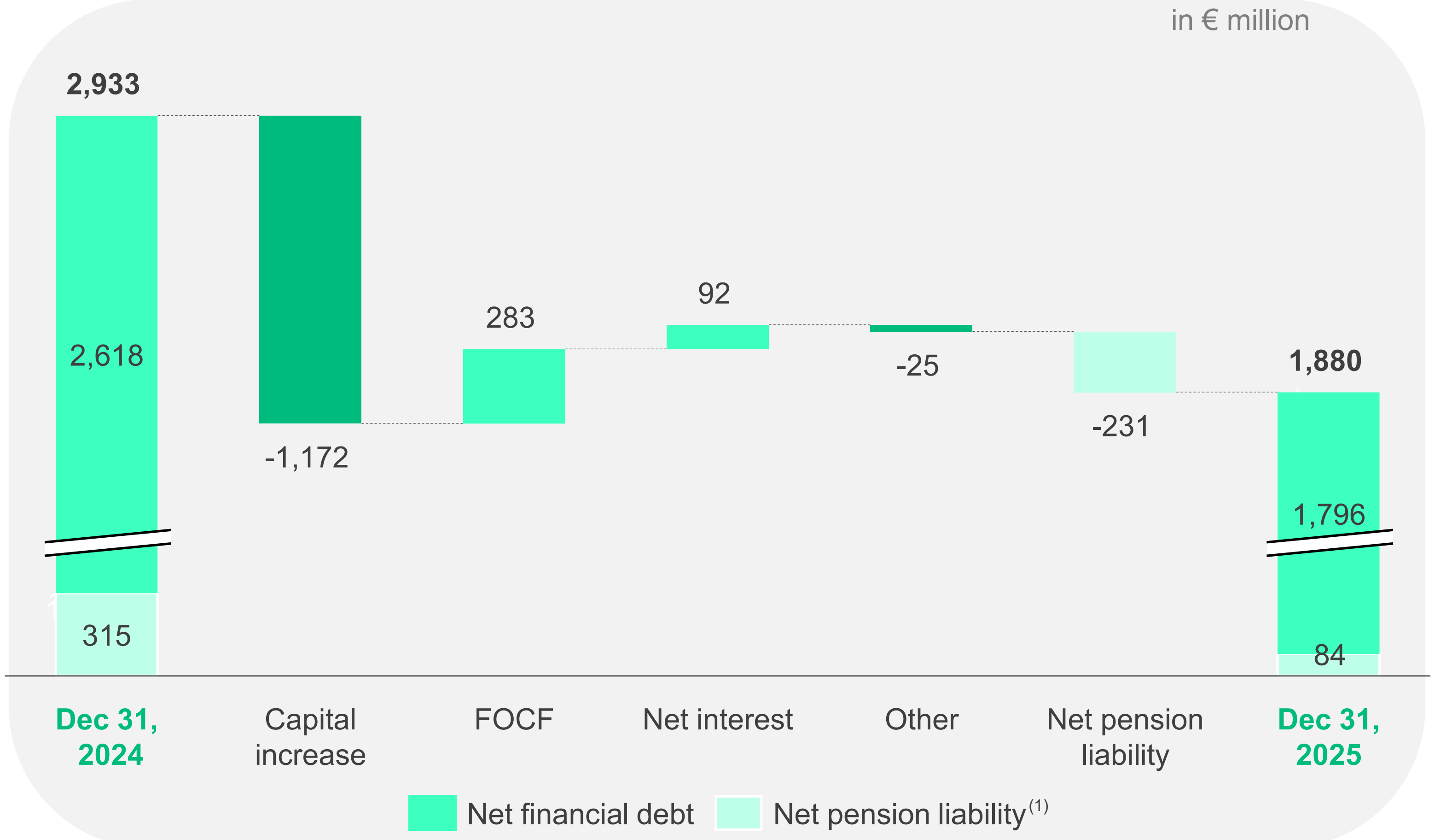
HIGHLIGHTS

- Q4 2025 FOCF of €87m
- FY 2025 FOCF decline Y/Y driven by lower EBITDA
- Working capital to sales ratio(4) stable at 16.8% (FY 2024: 16.9%), eliminating effect of lower sales and lower working capital at year-end
- FY 2025 capex of €770m in-line with the guidance of €700-800m
- FY 2025 income taxes impacted by geographical earnings mix
- “Other effects” including bonus payment for FY2024 in Q2 2025

Notes:
(1) Working capital includes changes in inventories, trade accounts receivable and trade accounts payable
(2) Cash-relevant capex
(3) Restated for fiscal year 2019-2020 for the change in presentation for rebates granted to customers, affecting trade and other liabilities
(4) Method of calculation: Working Capital on December 31, 2025, divided by sales of last four quarters

Total net debt decrease through capital increase

December 31, 2025 – Total net debt



HIGHLIGHTS

- Total net debt / EBITDA ratio(2) of 2.5x at the end of FY 2025 compared to 2.7x at the end of FY 2024
- Capital increase of €1.17bn representing 10% of registered capital fully awarded to XRG as agreed in the ADNOC-Covestro investment agreement
- No financial covenants in place
- Committed to a solid investment grade rating; Baa2 with stable outlook confirmed by Moody's on April 28, 2025

Notes: (1) As difference of pension provisions and net defined benefit assets
(2) Method of calculation: Total net debt divided by EBITDA of last four quarters

Challenging economic environment continuing

Full year guidance 2026

	FY 2025	GUIDANCE FY 2026
EBITDA	€740m	around 2025 level(5)
FOCF	€-283m	significantly improved vs 2025 level(5)
ROCE above WACC(1)	-10.2pp	significantly improved vs 2025 level(5)
GHG emissions (scope 1 and 2)(2)	4.3m tons	3.9 to 4.5m tons
Additional financial expectations		
D&A	€1087m	~€850m
Capex(4)	€770m	~€800m

HIGHLIGHTS

Mark-to-market (M2M):

- Mark-to-market (M2M) EBITDA FY 2026 around €0.8bn; theoretical calculation based on Jan 2026 margins flat forward and forecast assumptions for 2026

2026 FX assumptions

- CNY/EUR around 8.20
- USD/EUR around 1.20

Notes:
(1) Weighted average cost of capital (WACC): 7.3% in FY 2025, 6.8% in FY 2026e
(2) GHG emissions of all sites, bonus relevant 2025 KPI 4.3mio tons for Covestro's 16 major sites
(3) Q1 2025 negative contribution from closure of PO JV with LYB (LyondellBasell) within BE PM
(4) Cash-relevant Capex (5) around: single-digit % deviation / significantly: double-digit % deviation

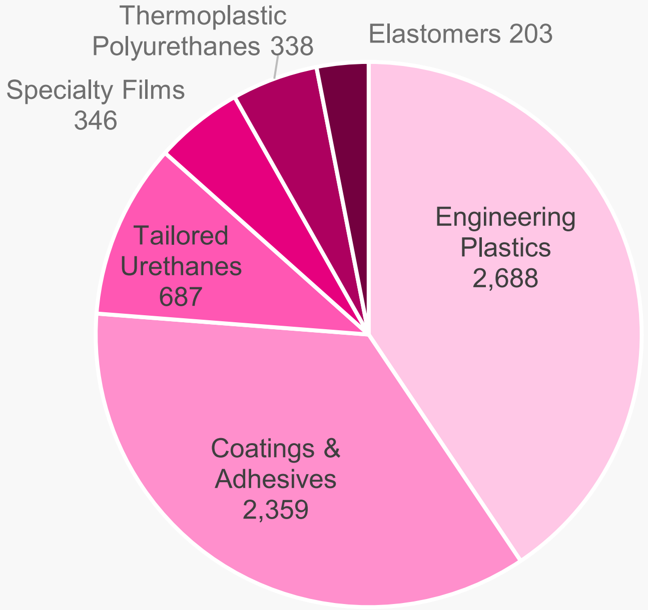
Differentiation based on customer proximity and innovation

Solutions & Specialties

PRODUCTS

Differentiated polymer products

SALES 2025 (in € million)



SUCCESS FACTORS

Implement a pull supply chain
Use deep customer understanding to deliver unique value to customers

Lead in innovation
Continuously innovate products and applications in order to maximize value proposition to customers

Manage complexity
Efficiently steer customers and products at a small scale and balance cost of each solution against value for the customer

Customer centricity for solutions and specialty products

BENEFITS FOR GROUP

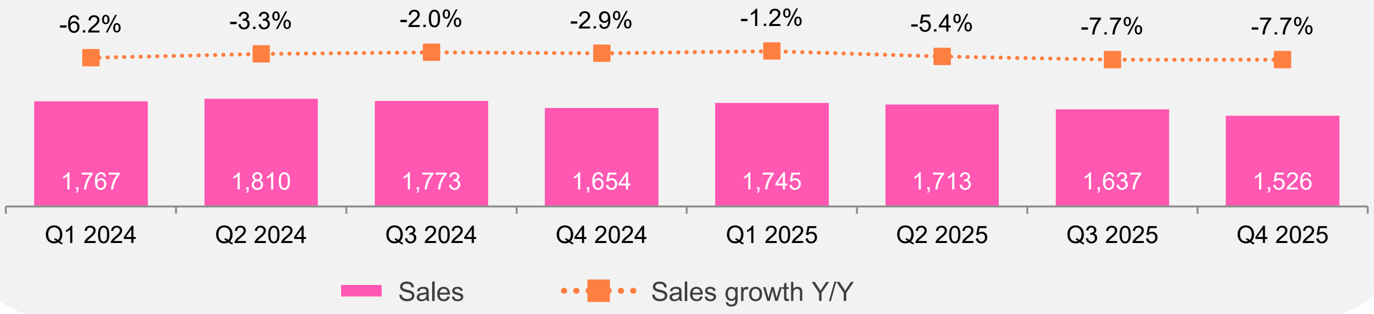
- Maintain leadership in differentiated niche applications
- Implement growth strategy while building on vision of full circularity
- Improve earnings margin

Solutions & Specialties – Volume rebound at low price levels

Segment results – Highlights Q4 2025

SALES

in € million / changes Y/Y

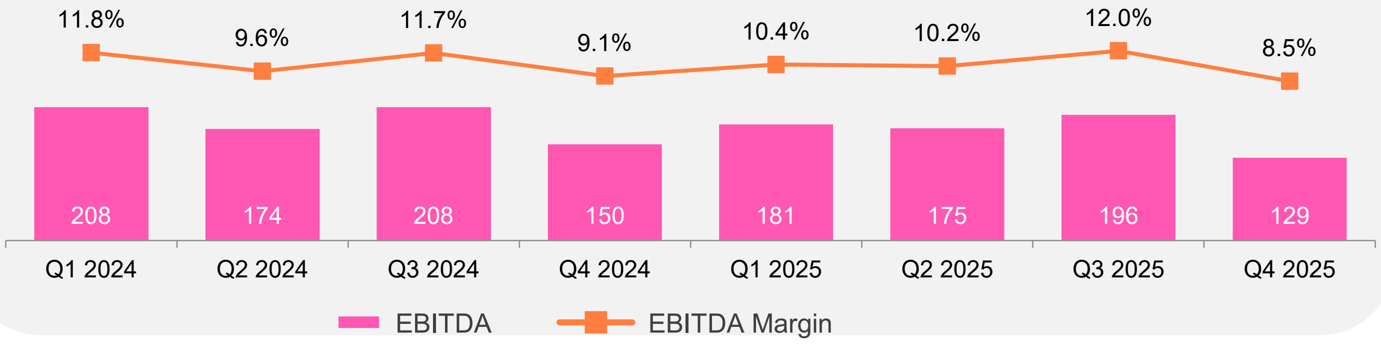


HIGHLIGHTS Q4 2025

- Sales declined by 7.7% Y/Y, equally driven by FX (-5.1%) and prices (-5.0%) while higher volumes (+2.4%)
- Quarter-over-quarter, sales seasonally declined; volumes declines in EMLA and NA while stable in APAC; prices dropped in APAC and EMLA while stable in NA.

EBITDA AND MARGIN

in € million / margin in percent



HIGHLIGHTS Q4 2025

- Compared to prior year, EBITDA declined due to negative pricing delta and FX despite positive volume effect
- Quarter-over-quarter, lower EBITDA due to negative volumes and pricing delta while positive FX
- EBITDA margin decreased to 8.5% in Q4 2025

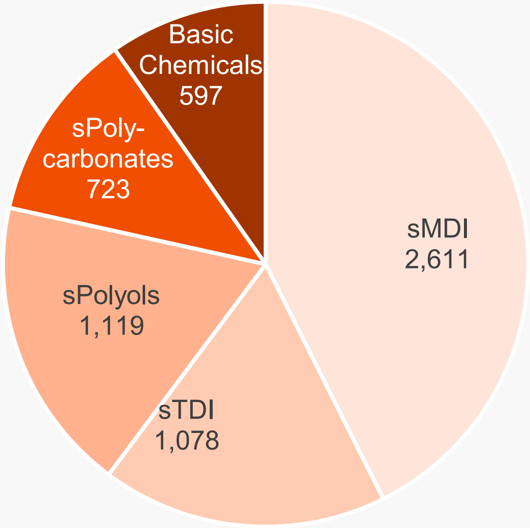
Standard products with reliable supply and lowest cost

Performance Materials

PRODUCTS

Polyurethane and polycarbonate standard products as well as basic chemicals

SALES 2025 (in € million)



SUCCESS FACTORS

Ensure high asset utilization
Integrated end-2-end planning and steering of entire supply chain and large-scale production to optimize output

Supply customers reliably
to be customers' preferred supplier

Strengthen superior cost position
Standardized offerings and lean order management for focused customer and product portfolio

Customer centricity for standard products

BENEFITS FOR GROUP

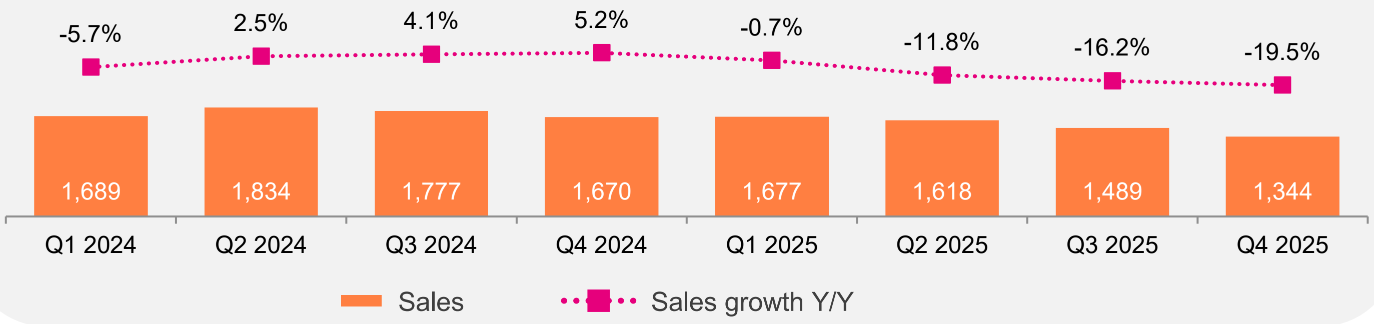
- Maintain leadership in Covestro core industries
- Implement growth strategy while building on vision of full circularity
- Create critical mass for Covestro in standard product offerings
- Supply downstream Business Entities at market-based prices

Performance Materials – EBITDA burdened by margin pressure

Segment results – Highlights Q4 2025

SALES

in € million / changes Y/Y

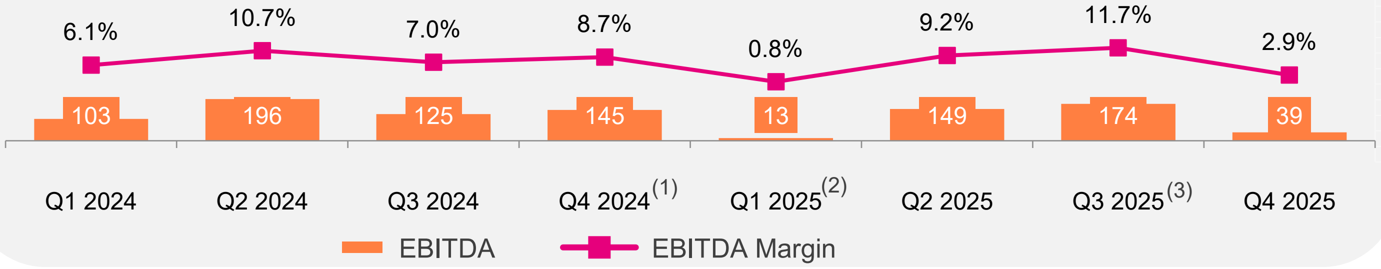


HIGHLIGHTS Q4 2025

- Sales declined (-19.5%) Y/Y, driven by lower prices (-10.9%), volumes (-4.6%) and FX (-4.0%)
- Quarter-over-quarter, sales globally declined, with negative volumes and lower prices in all regions

EBITDA AND MARGIN

in € million / margin in percent



HIGHLIGHTS Q4 2025

- Compared to prior year, EBITDA burdened by negative pricing delta, other items and FX while positive volumes
- Quarter-over-quarter, lower EBITDA driven by negative pricing delta and volumes, negative other items due to internal insurance payment of €75m in Q3 2025[3]
- EBITDA margin decreased to 2.9% in Q4 2025

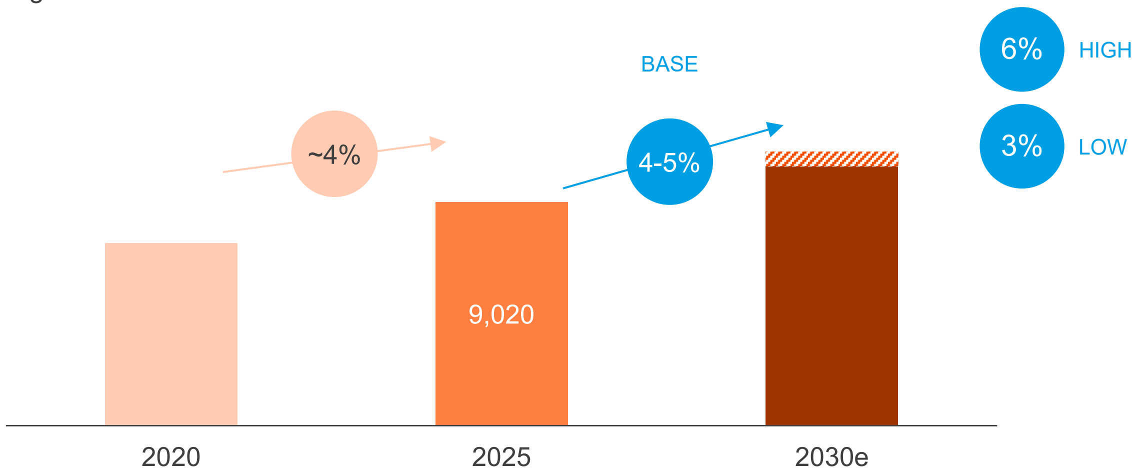
Notes:
(1) Q4 2024 positive contribution of €55m from insurance reimbursement for the chlorine production event in Dormagen
(2) Q1 2025 negative contribution of €88m from closure of PO JV with LYB (LyondellBasell)
(3) Q3 2025 positive contribution of €75m from internal insurance reimbursement for the fire event in Dormagen, respective counter-effect in segment "Others/Consolidation", neutral effect on group level

MDI market moving to balance

Performance Materials: MDI industry demand and supply

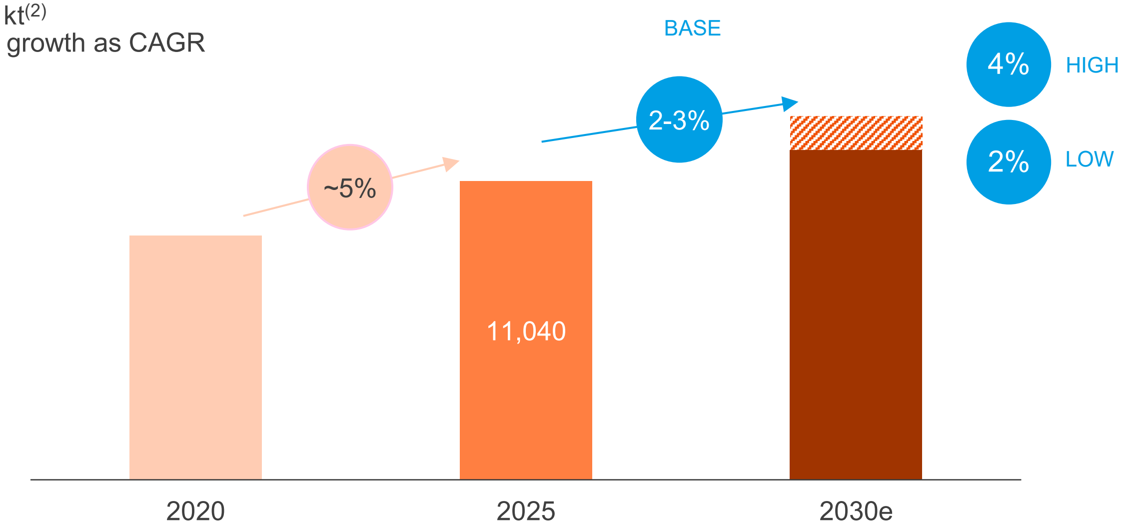
MDI DEMAND DEVELOPMENT (2020- 2030e)

in kt[1]
% growth as CAGR



MDI SUPPLY DEVELOPMENT (2020 - 2030e)

in kt[2]
% growth as CAGR



HIGHLIGHTS

- In 2025, Industry Utilization Rate of 81%, burdened by weak demand; industry usually fully utilized in the low nineties
- Demand CAGR of 4-5% between 2025 and 2030e along with demand recovery path

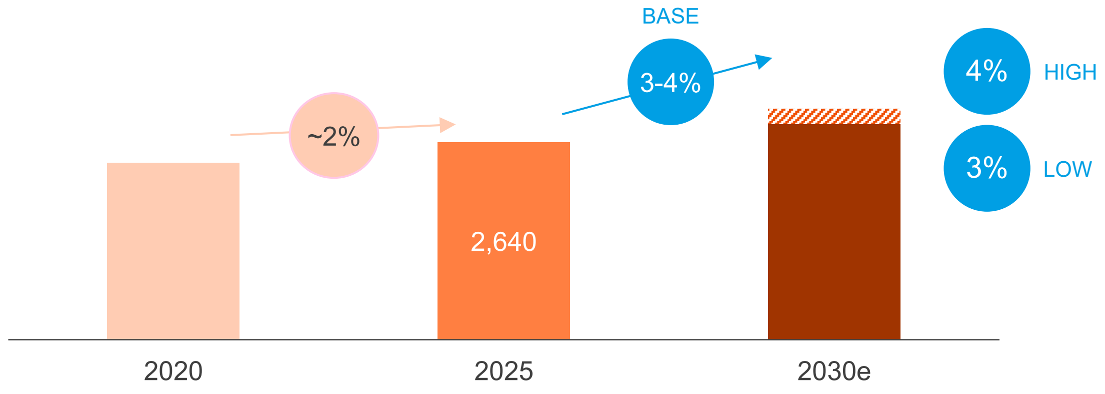
Notes: (1) Assumes global GDP CAGR 2025 - 2030e of ~2%
(2) Based on historical and announced future nameplate capacities
Source: Covestro estimates

TDI market moving toward balance

Performance Materials: TDI industry demand and supply

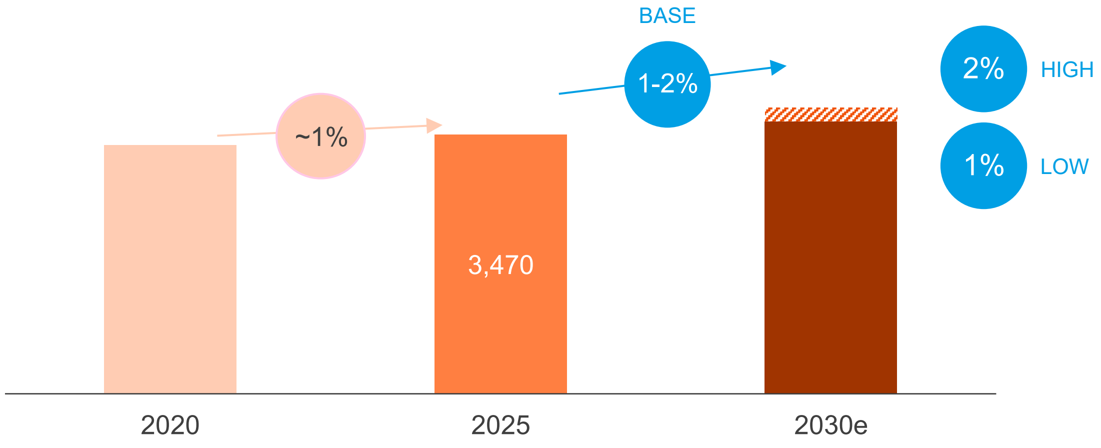
TDI DEMAND DEVELOPMENT (2020 - 2030e)

in kt(1)
% growth as CAGR



TDI SUPPLY DEVELOPMENT (2020 - 2030e)

in kt(2)
% growth as CAGR



HIGHLIGHTS

- In 2025, industry utilization of 76% burdened by weak demand and capacity expansions
- Industry usually fully utilized in the high eighties percent
- Favorable cash cost position puts Covestro into strong competitive position even under low cycle conditions

Notes: (1) Assumes global GDP CAGR 2025 - 2030e of ~2%
(2) Based on historical and announced future nameplate capacities
Source: Covestro estimates

Led by a diverse, international management team

Covestro senior management

BOARD OF MANAGEMENT

Chief Executive Officer
Dr Markus Steilemann
Nationality: German

Chief Financial Officer
Christian Baier
Nationality: German

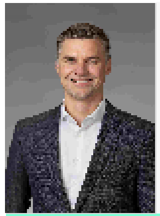
Chief Commercial Officer
Monique Buch
Nationality: Dutch

Chief Technology Officer
Dr Thorsten Dreier
Nationality: German

BUSINESS ENTITIES

Performance Materials
Hermann-Josef Dörholt
Nationality: German
Based in Leverkusen, Germany

Tailored Urethanes
Julia Rubino
Nationality: US-American
Based in Pittsburgh, USA



Coatings and Adhesives
Dr Thomas Römer
Nationality: German
Based in Leverkusen, Germany

Engineering Plastics
Lily Wang
Nationality: Chinese
Based in Shanghai, P.R. China

Specialty Films
Aukje Doornbos
Nationality: Dutch
Based in Dormagen, Germany

Elastomers
Dr Thomas Braig
Nationality: German
Based in Romans-sur-Isère, France

Thermoplastic Polyurethanes
Dr Andrea Maier-Richter
Nationality: German
Based in Dormagen, Germany

Covestro ESG rating results and index membership

As of February 2026

ESG Ratings & Indices	Scoring Range (Worst → Best)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Distinction
CDP DISCLOSURE INSIGHT ACTION CLIMATE	**D-** to **A**	-	-	-	-	-	A-	A-	A-	C	-		
ecovadis SUPPLIER SUSTAINABILITY RATINGS	**0** to **100**	73			80			72			71		(1) SILVER | Top 15% ecovadis Sustainability Rating FEB 2025
MSCI ESG	**CCC** to **AAA**	BBB	BBB	A	A	A	A	AA	A	AA	AA		(2) MSCI ESG RATINGS AA (CCC B BB BBB A AA AAA) *Produced by MSCI Sustainability and Climate as of June 2025*
SUSTAINALYTICS	**100** to **0**	74	75		80 23.3	20.0	18.3	20.9	20.1	21.4	26.7		Rated MORNINGSTAR SUSTAINALYTICS
FTSE Russell	**Excluded / Listed**	Listed	Listed	Listed	Listed	Listed	Listed	Listed	Listed	Listed	Listed	Excluded	FTSE4Good

Notes:
(1) Covestro belongs to the Top 10% within the chemical industry.
(2) Covestro belongs to the Top 20% within specialty chemicals.

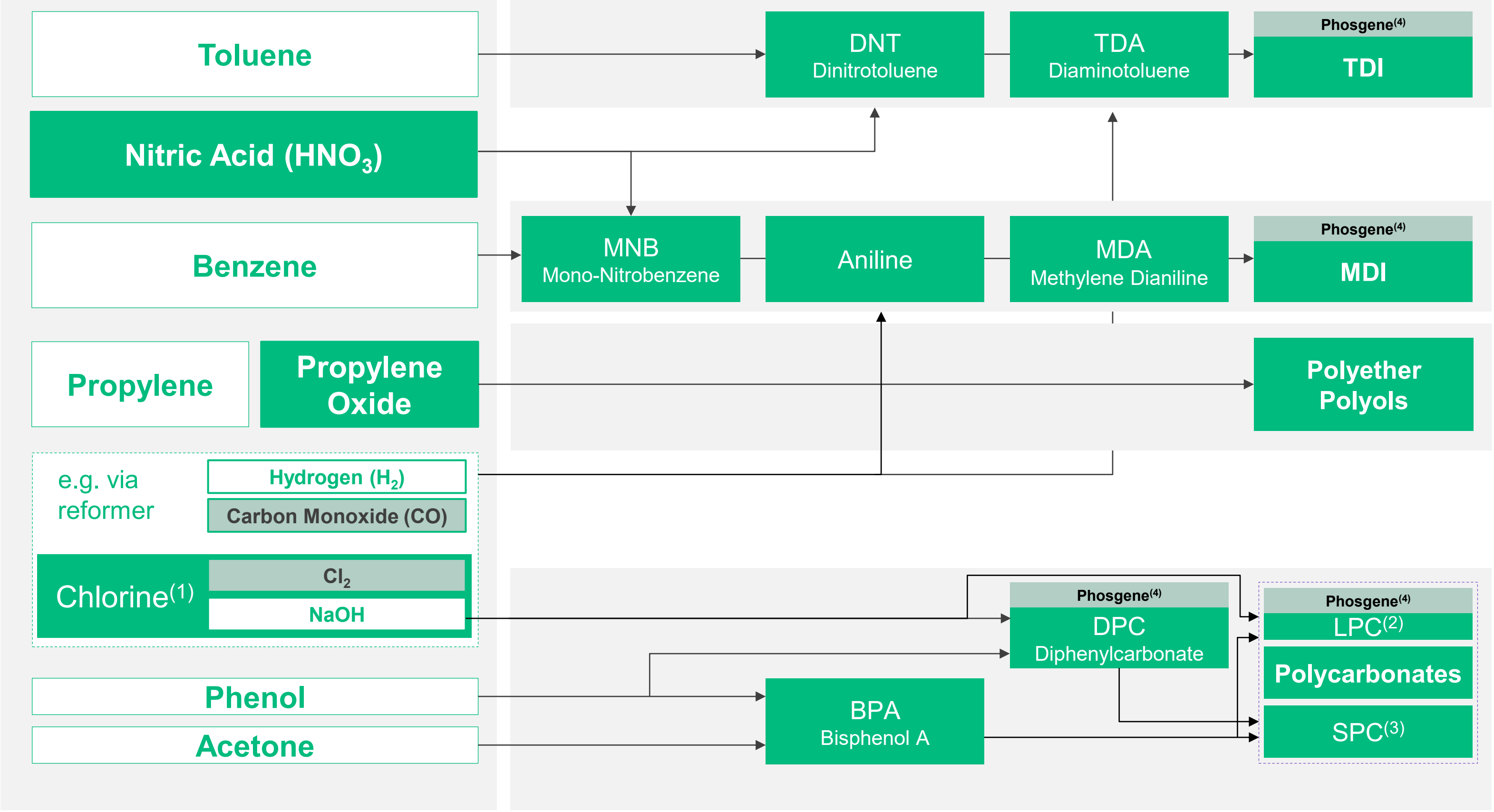
Synergies in scale, process technology and chemical know-how

One chemical backbone across all segments

INFRA-STRUCTURE

- Premises
- Site development
- Streets
- Pipeline bridges
- Storage tanks
- Jetties
- Power supply & distribution
- Waste management
- Safety

RAW MATERIALS | **CORE UNITS / TECHNOLOGY** | **FINAL PRODUCT**



HIGHLIGHTS

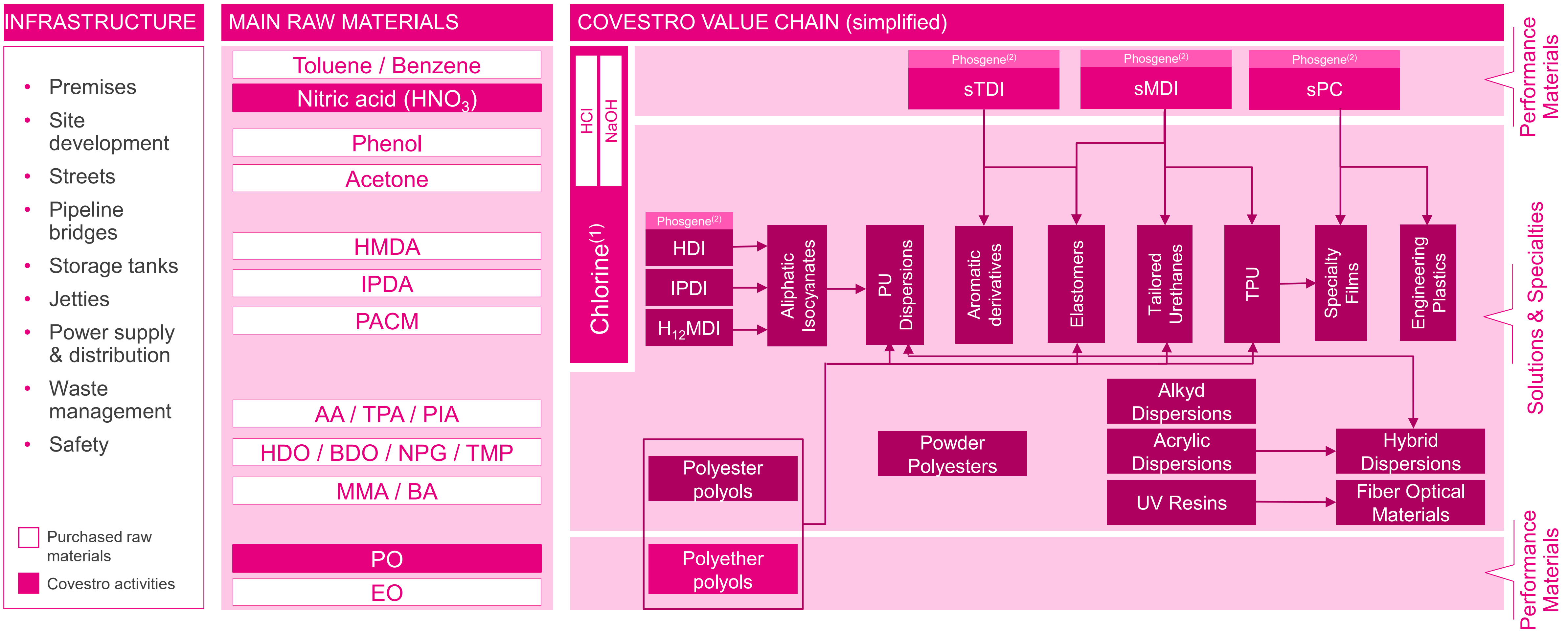
- State-of-the-art asset base with leading process technology
- 8 main sites with world-scale production facilities
- Critical raw materials with no or limited merchant market sourced internally
- Synergies at all steps along the value chain

Purchased raw materials | Covestro activities

Notes: Chart contains key feedstock only; simplified illustration
(1) via chloralkali electrolysis or HCl recycling, (2) nterface process, (3) melt process, (4) produced from CO and Cl_2

Synergies from chemical backbone and complementary technologies

Solutions & Specialties backward integration and value chain



Notes: Simplified illustration, including acquired RFM business
(1) via Deacon or HCl-ODC technology and/or Chlorine-Alkali electrolysis
(2) produced from CO and Cl_2

Negative net income due significantly lower EBIT

P&L statement FY 2025

In € million	FY 2024	FY 2025	% of FY25 SALES	Δ Y/Y
Sales	14,179	12,942	100%	-8.7%
EBITDA	1,071	740	5.7%	-30.9%
D&A excl. impairments	-842	-861	-6.7%	2.3%
Impairments	-142	-226	-1.7%	59.2%
EBIT	87	-347	-2.7%	-498.9%
Financial result	-114	-145	-1.1%	27.2%
EBT	-27	-492	-3.8%	n.m
Income taxes excl. DTA adjustments	-23	93	0.7%	n.m-
DTA adjustments	-222	-245	-1.9%	10.4%
Net income(1)	**-266**	**-644**	-5.0%	142.1%
Earnings per share (in €)(2)	-1.41	-3.39	-	140.4%

HIGHLIGHTS

Impairments

- Q4 2025 impairment loss of €208m mainly due to deterioration of business prospects in the light of ongoing challenging economic conditions mostly attributed to assets in Performance Materials

Deferred tax assets (DTA)

- Not recognized deferred tax assets on tax loss carryforwards and temporary differences
- DTA adjustments of €245m in FY 2025 mainly due to negative earnings, mainly in Germany, the Netherlands and US

Notes: (1) Includes FY 2024 €-6m and FY 2025 €1m attributable to noncontrolling interest
(2) The earnings per share for FY 2024 are based on 188,740,330 shares and for FY 2025 on 189,879,508 shares
n.m.: non meaningful

Development of last five years

1		2021	2022	2023	2024	2025
Sales	(€ million)	15,903	17,903	14,377	14,179	12,942
• *Volume y/y*	*(%)*	*+6.5*	*-5.0*	*-6.8*	*+7.4*	*-8.7*
• *Price y/y*	*(%)*	*+34.7*	*+10.1*	*-11.0*	*-8.0*	*-5.2*
• *FX y/y*	*(%)*	*-0.8*	*+5.9*	*-2.2*	*-0.8*	*-2.6*
• *Portfolio y/y*	*(%)*	*+8.1*	*+2.0*	-	-	-
EBITDA	(€ million)	3,085	1,617	1,080	1,071	740
• *Performance Materials*		*2,572*	*951*	*576*	*569*	*375*
• *Solutions & Specialties*		*751*	*825*	*817*	*740*	*681*
Earnings per Share	(€)	8.37	-1.42	-1.05	-1.41	-3.39
Capex	(€ million)	764	832	765	781	770
Free operating cash flow (FOCF)	(€ million)	1,429	138	232	89	-283
ROCE above WACC	(%points)	12.9	-5.0	-6.1	-7.4	-10.2
Total net debt (1)	(€ million)	2,604	2,920	2,885	2,933	1,880
Employees (2)	(FTE)	17,909	17,985	17,520	17,503	17,598

Notes: (1) including pension provisions
(2) status at year-end
y/y year-over-year

Disclaimer

This presentation may contain forward-looking statements based on current assumptions and forecasts made by Covestro AG.

Various known and unknown risks, uncertainties and other factors could lead to material differences between the actual future results, financial situation, development or performance of the company and the estimates given here. These factors include those discussed in Covestro's public reports, which are available on the Covestro website at www.covestro.com.

The company assumes no liability whatsoever to update these forward-looking statements or to adjust them to future events or developments.