



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



Sales
2025



EBITDA
2025

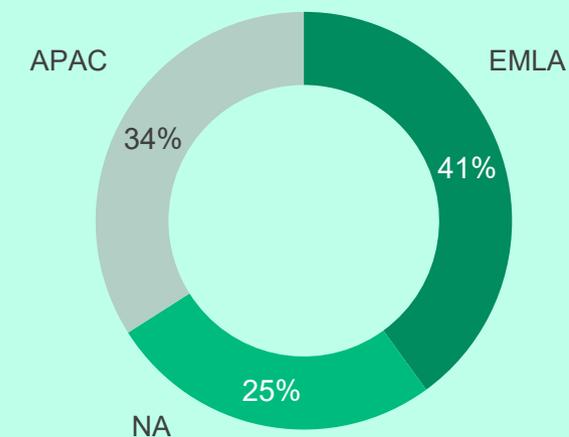
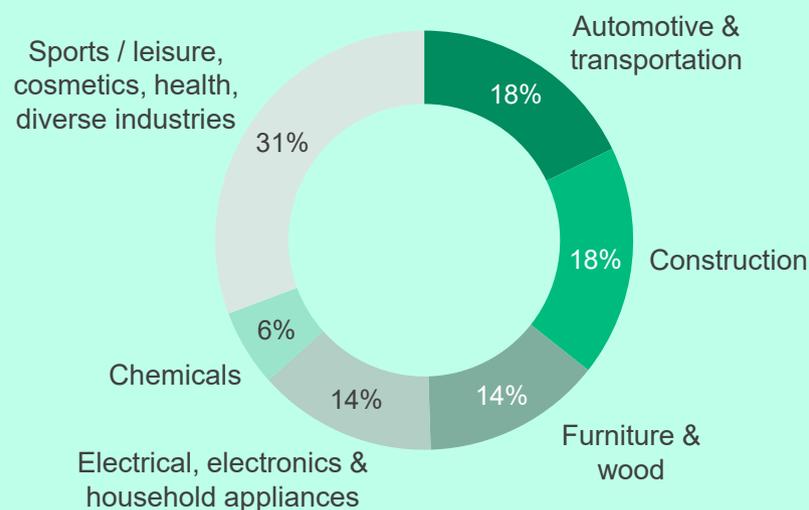
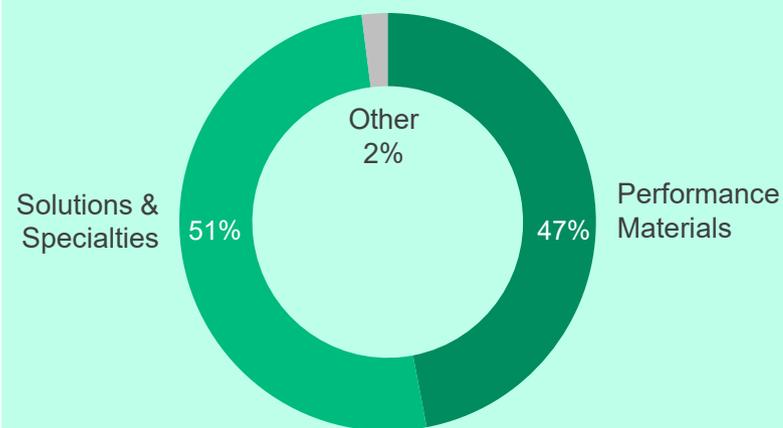


FOCF
2025



ROCE above WACC
2025

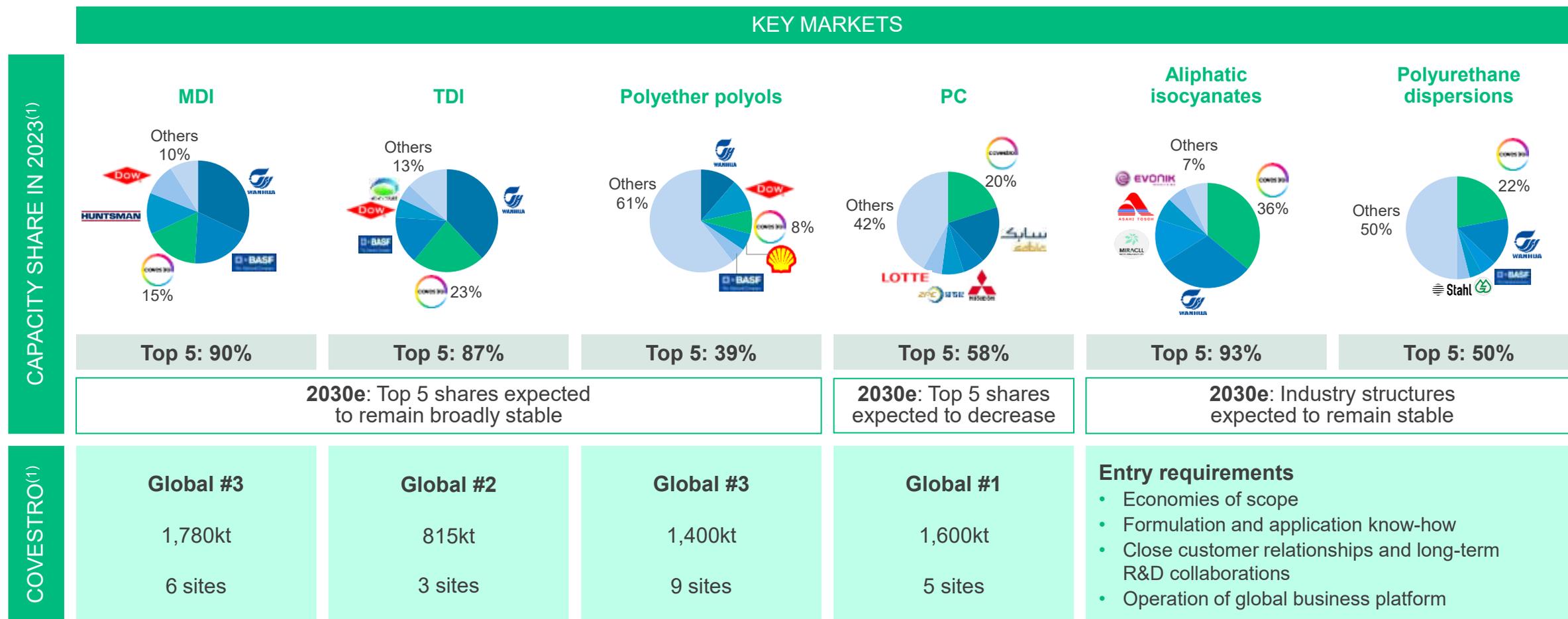
2025 sales



Covestro is a global leader across its entire portfolio



World-wide industry positions and production capacities



Update of our corporate strategy “Sustainable Future”



Overview



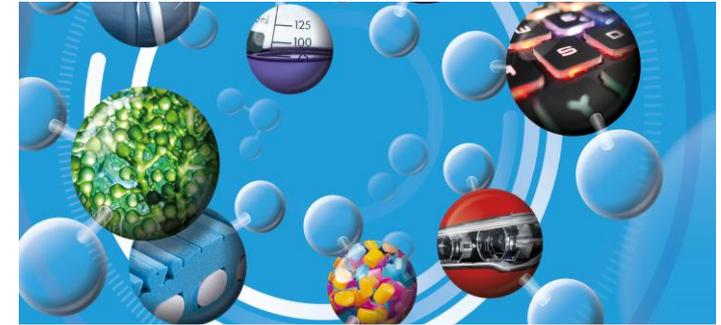
OPTIMIZE

We operate competitively for our customers



GROW

We grow our portfolio according to customer needs



TRANSFORM

We become climate neutral and circular with our customers & work in an agile way

INNOVATION

DIGITAL TRANSFORMATION AND ARTIFICIAL INTELLIGENCE

CULTURE AND WORKFORCE



Clear priorities for short-, mid- and long-term success

Update of focus topics of our corporate strategy “Sustainable Future”

OPTIMIZE SHORT-TERM

Increase plant reliability

Improve cost and liquidity position

Increase margins & enter new markets

GROW MID-TERM

Adjust portfolio

Increase plant utilization

Make targeted investments

TRANSFORM PERMANENTLY

Become climate neutral

Monetize a circular portfolio for and with customers and partners

Build performance & agility culture

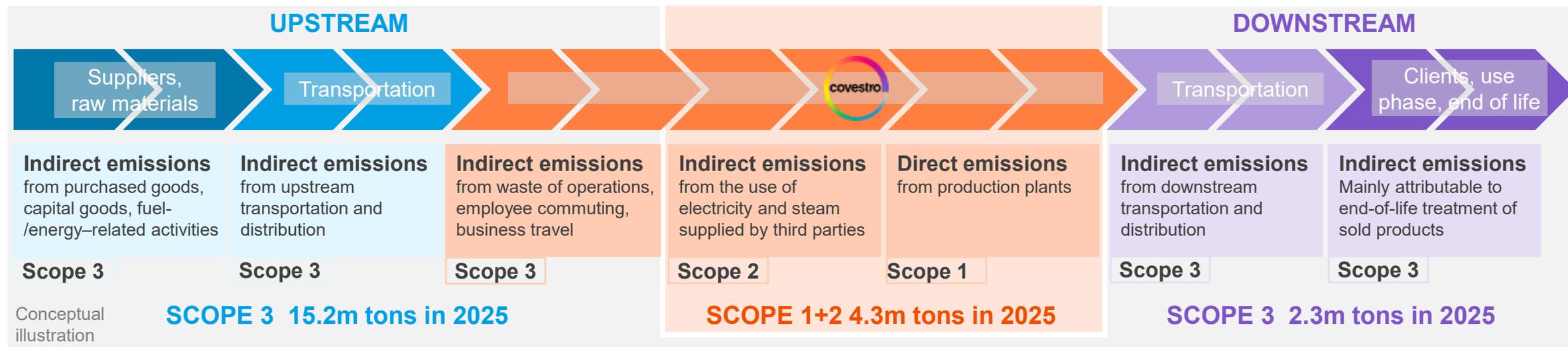
INNOVATION

DIGITAL TRANSFORMATION AND ARTIFICIAL INTELLIGENCE

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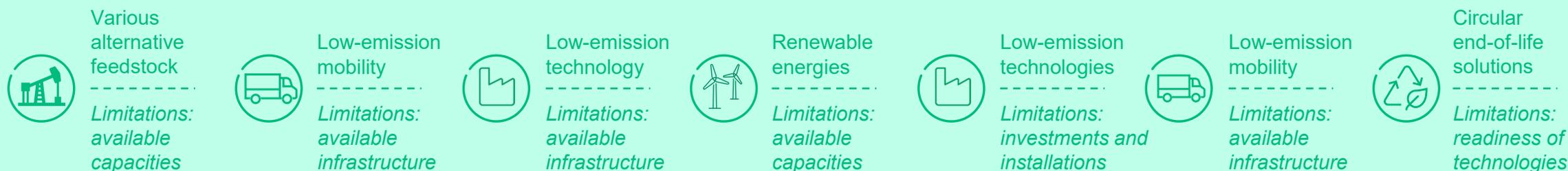
Climate neutrality with existing technologies and assets

Covestro greenhouse gas emissions



EXISTING OPTIONS AND CURRENT LIMITATIONS TO REDUCE GHG EMISSIONS

Selective examples only

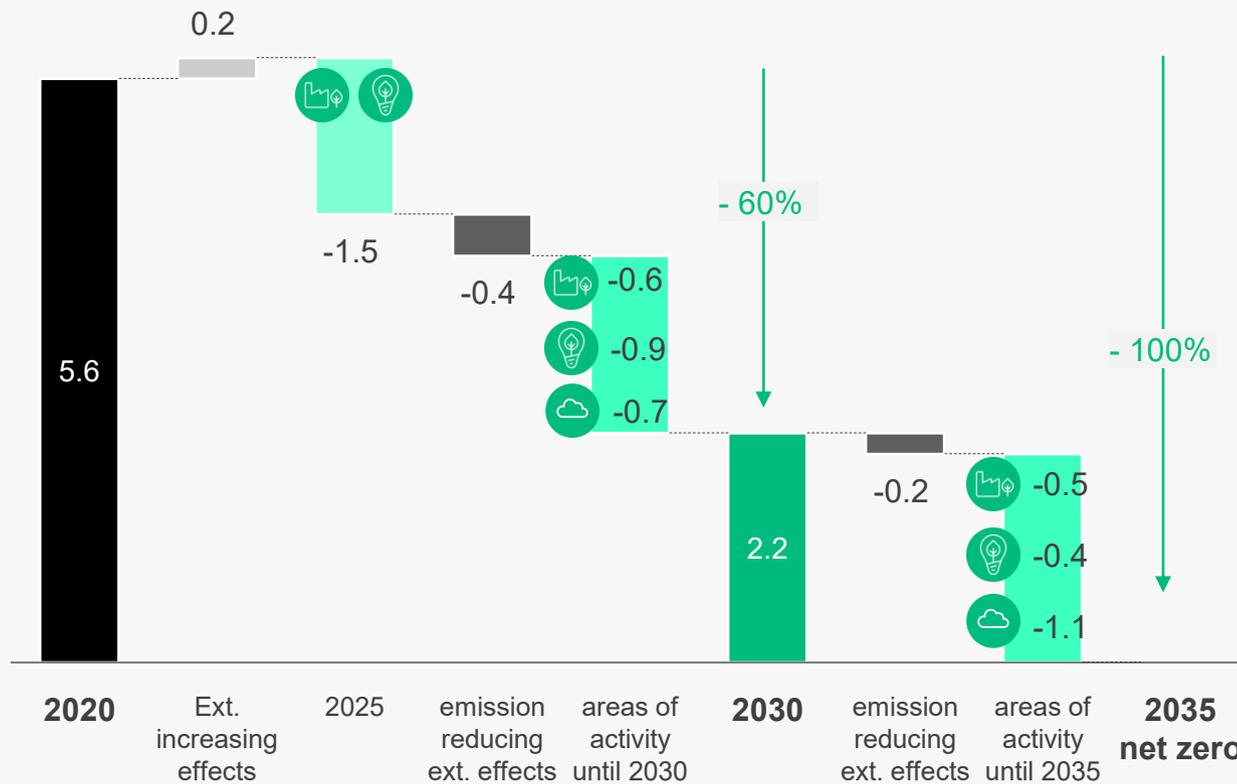


Sustainable manufacturing and renewable energy to lead path



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

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

Continuously improving global renewable electricity footprint

Additional PPAs contributing to accelerated electricity transformation in 2026



RENEWABLE ELECTRICITY 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

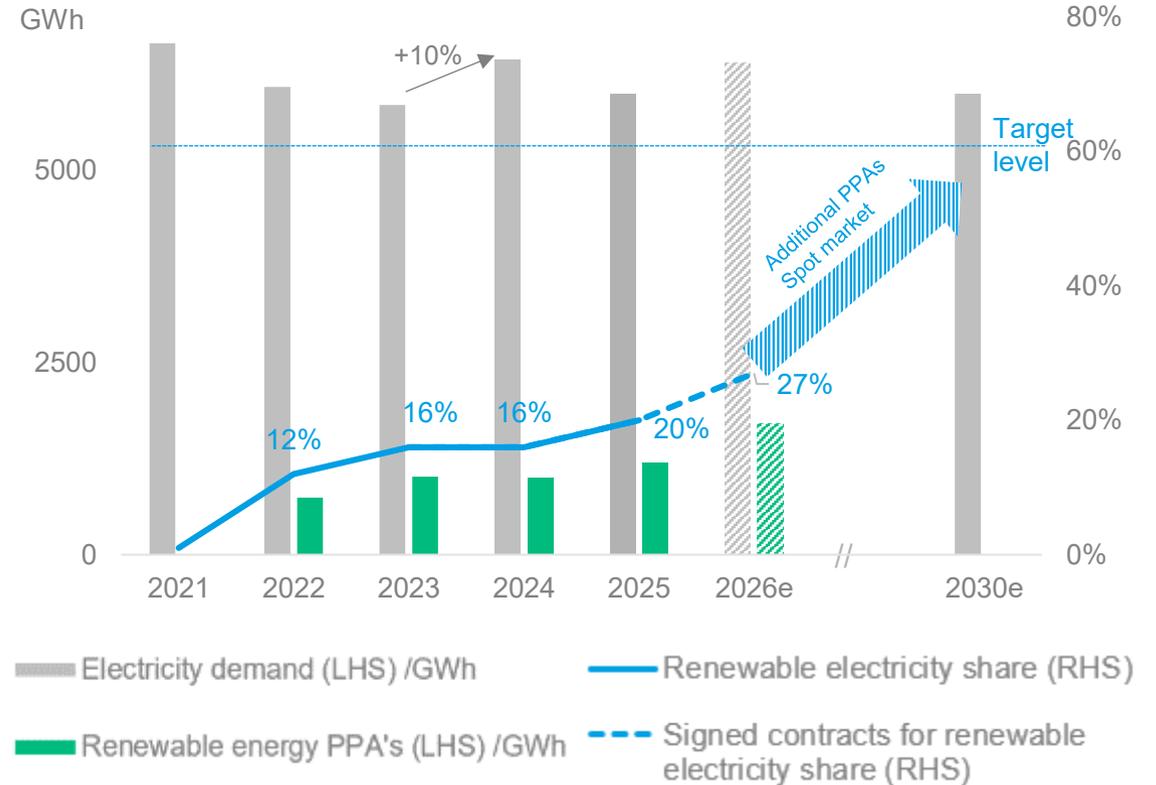
NA

Virtual PPA with Ørsted for solar power supplying:

- 12% of electricity for US sites

Significant supply of renewable electricity globally

ELECTRICITY TRANSFORMATION PROGRESS

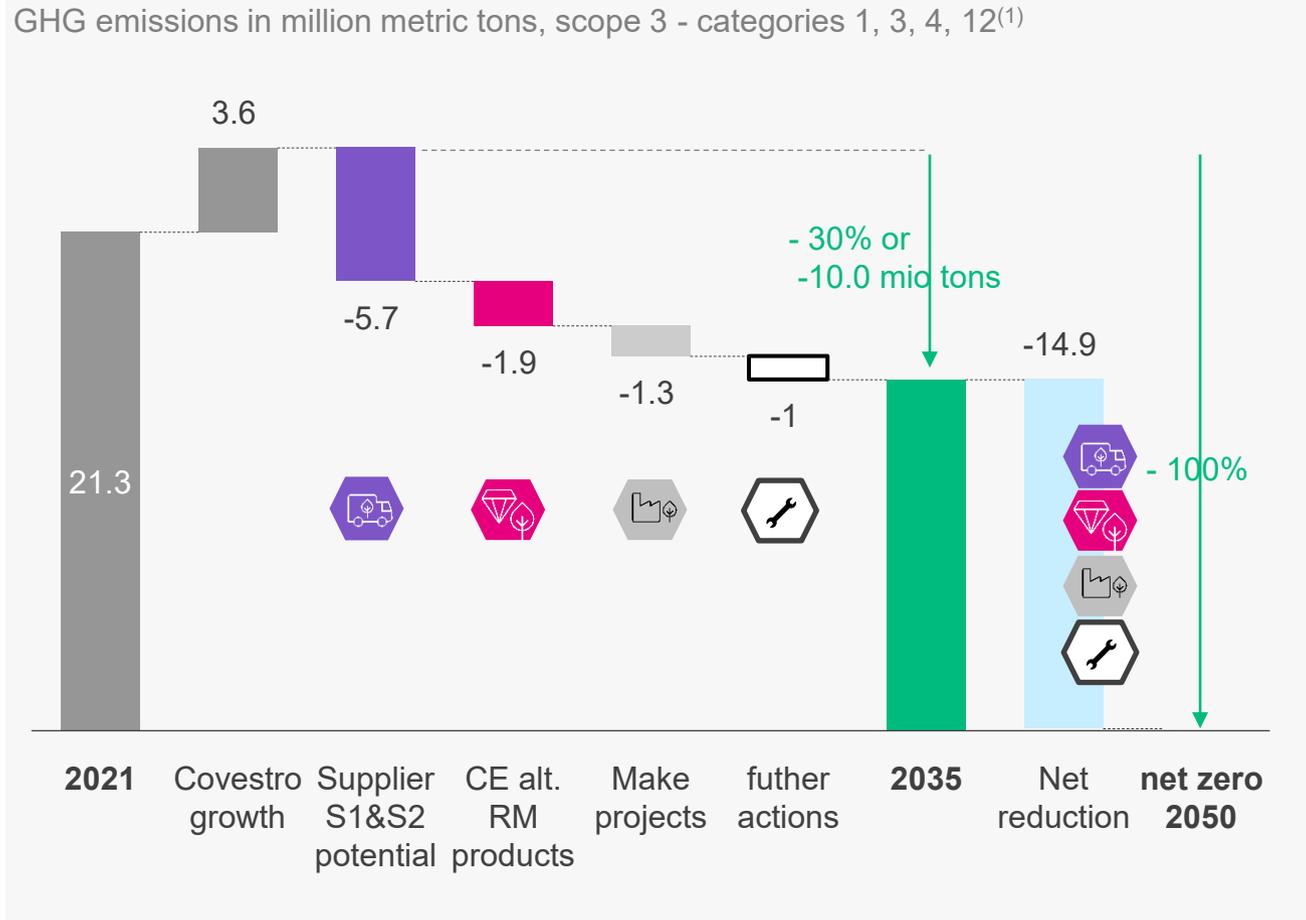


Well on track to our intermediate target of 60% GHG reduction until 2030

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



Climate neutrality target for GHG emissions scope 3



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

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 CO₂ 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

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



Innovative recycling / joint solutions

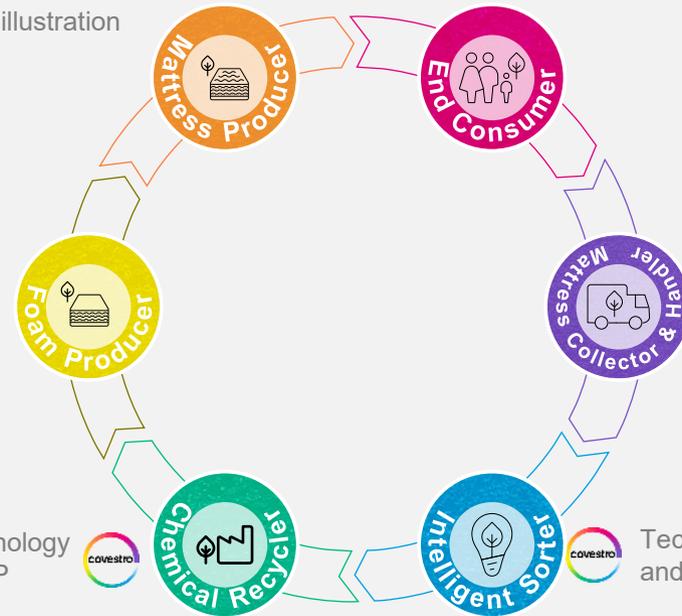
COVESTRO TECHNOLOGY

- 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 quickly 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:



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%

(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

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

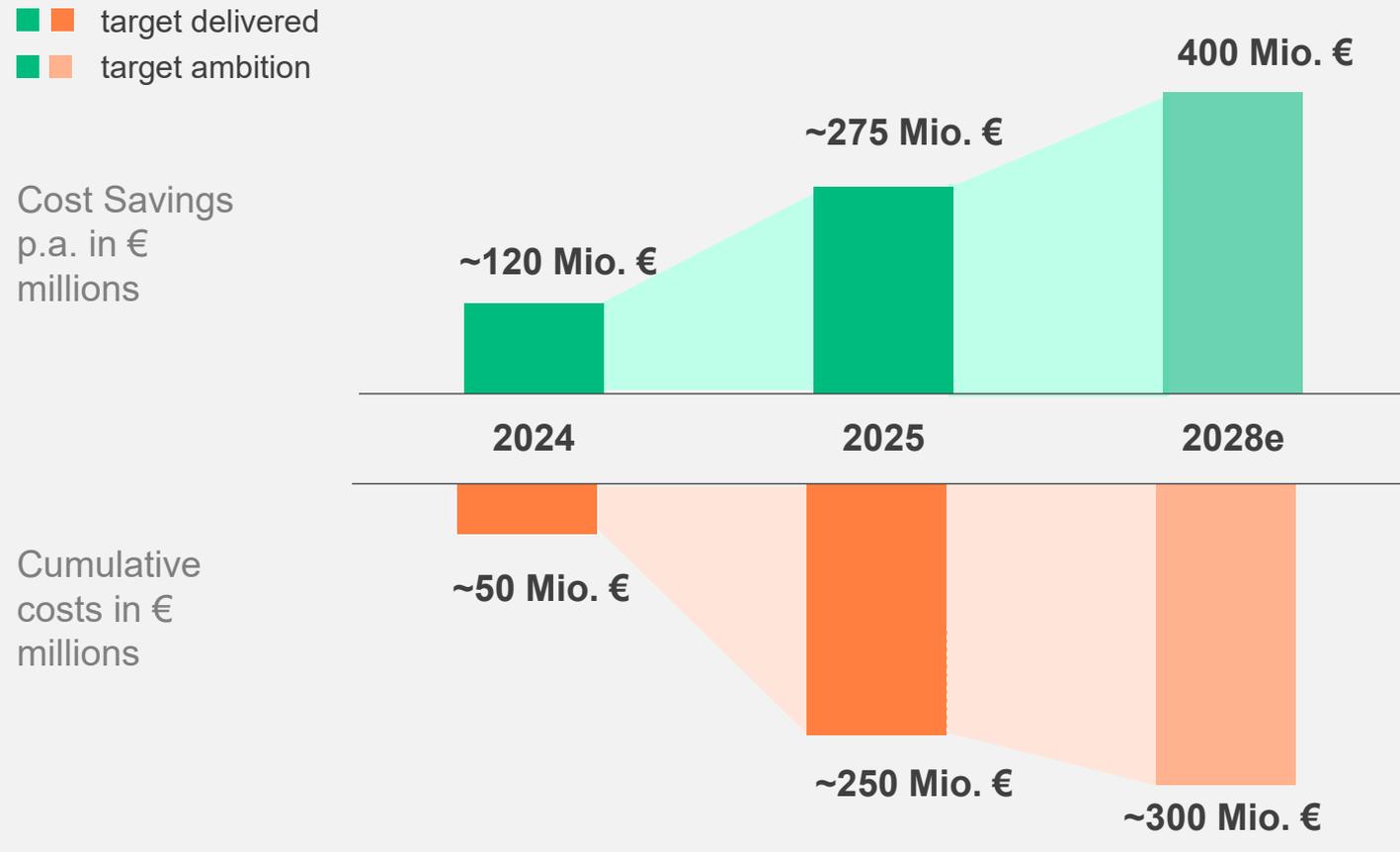
- CNY/EUR around 8.20
- USD/EUR around 1.20

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

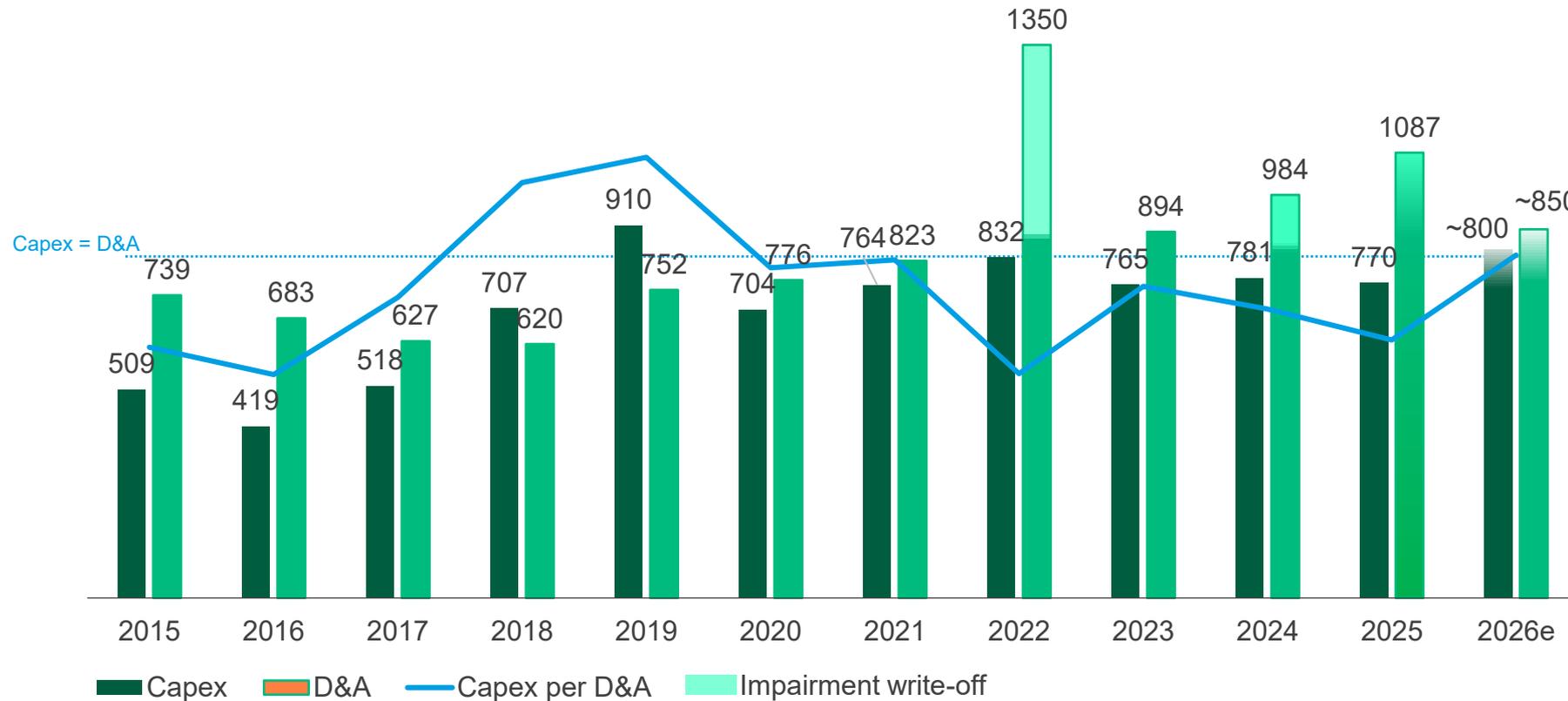
Significant investments into growth

Group capex and D&A



HISTORIC AND PROJECTION

in € million

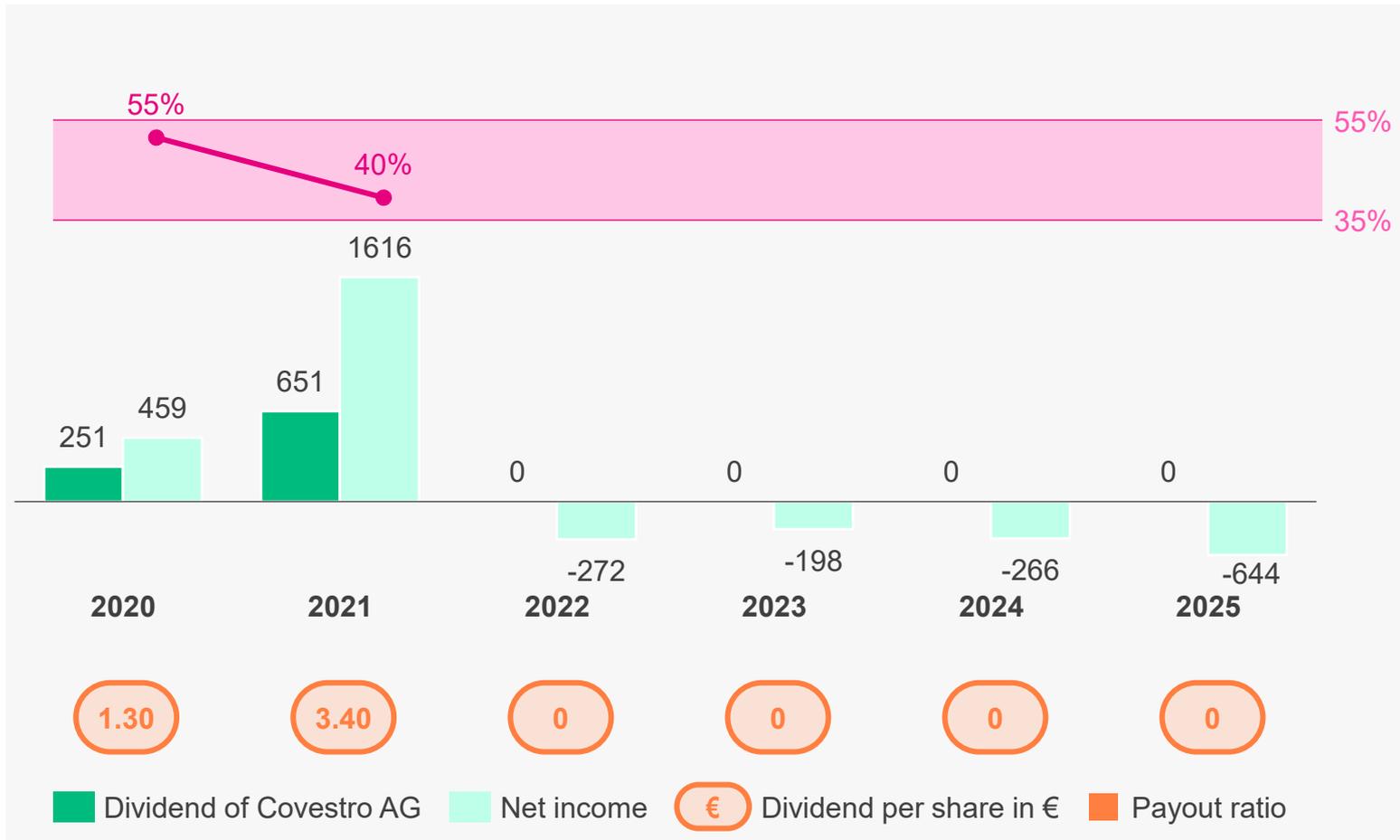


HIGHLIGHTS

- 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

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

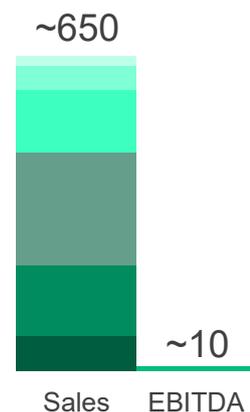
📅 August 2018

NA Polyurethanes spray foam business

📅 April 2017

📅 Closing

Cumulated, in € million



Business divested at average EV/EBITDA >20x

Portfolio analysis ongoing, further minor divestments possible

ACQUISITIONS

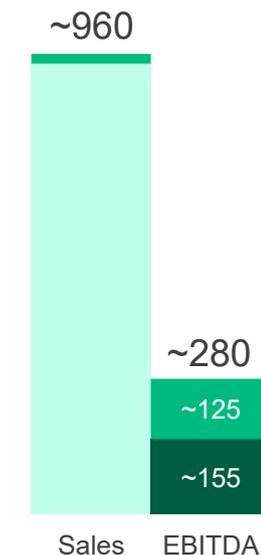
DSM Resins & Functional Materials business

📅 April 2021

Pontacol expansion in Specialty Films

📅 August 2025

in € million



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

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



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

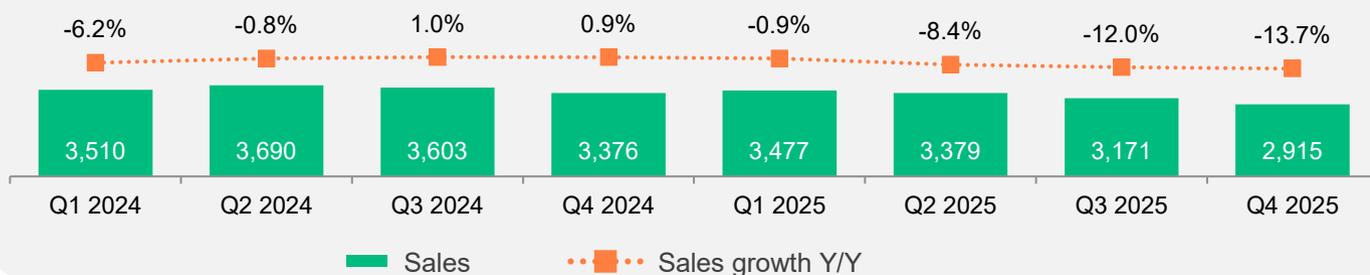


Unprecedented margin pressure weighing on EBITDA

Group results – Highlights Q4 2025

SALES

in € million / changes Y/Y

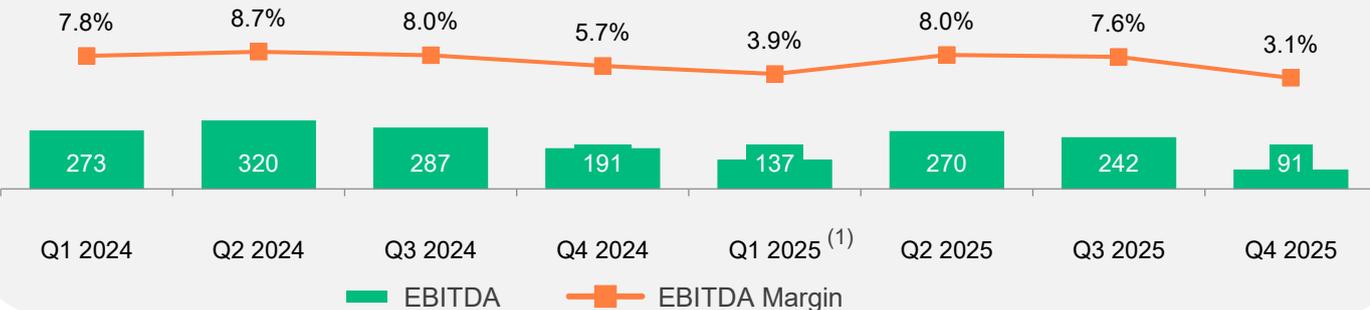


HIGHLIGHTS Q4 2025

- 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



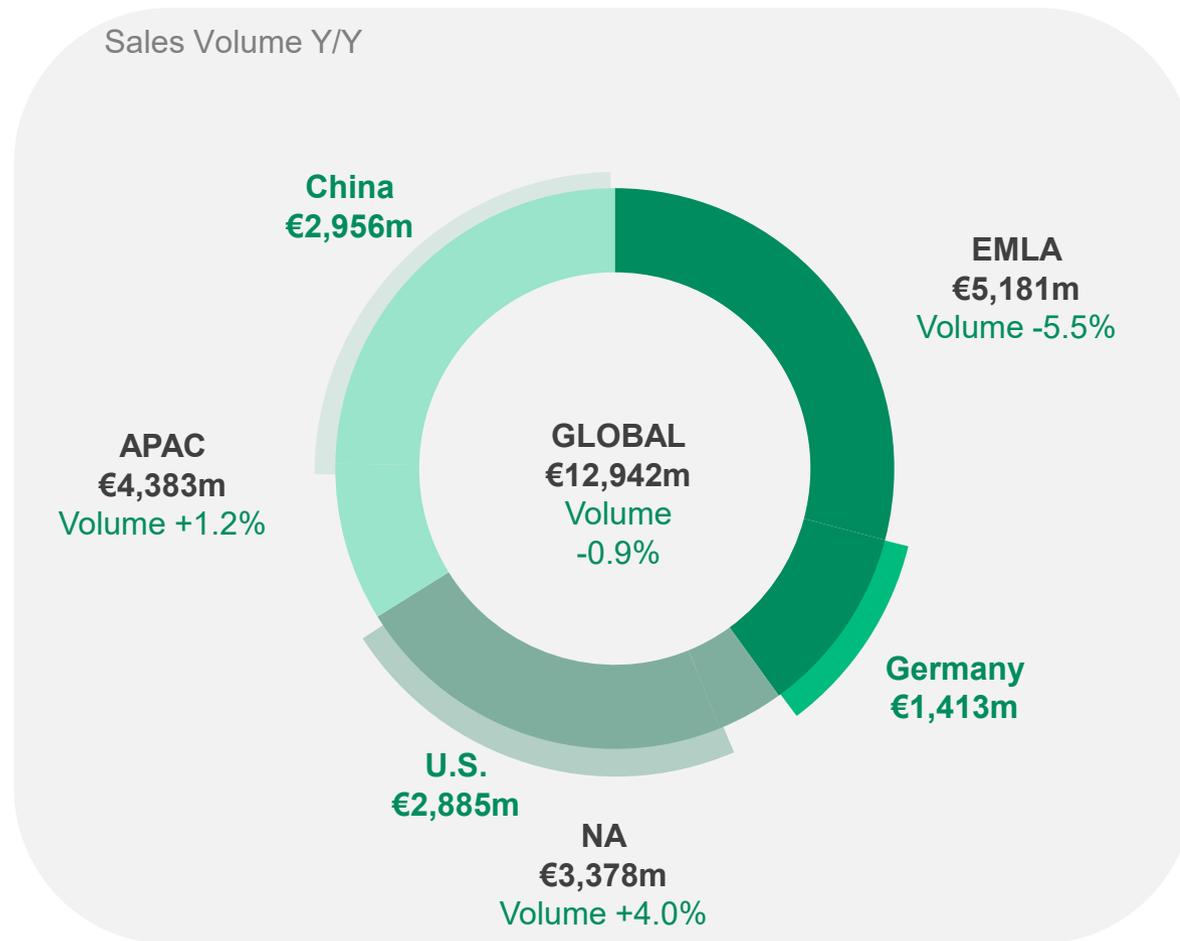
HIGHLIGHTS Q4 2025

- 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



Flat volumes despite difficult economic environment

FY 2025 – Regional Split



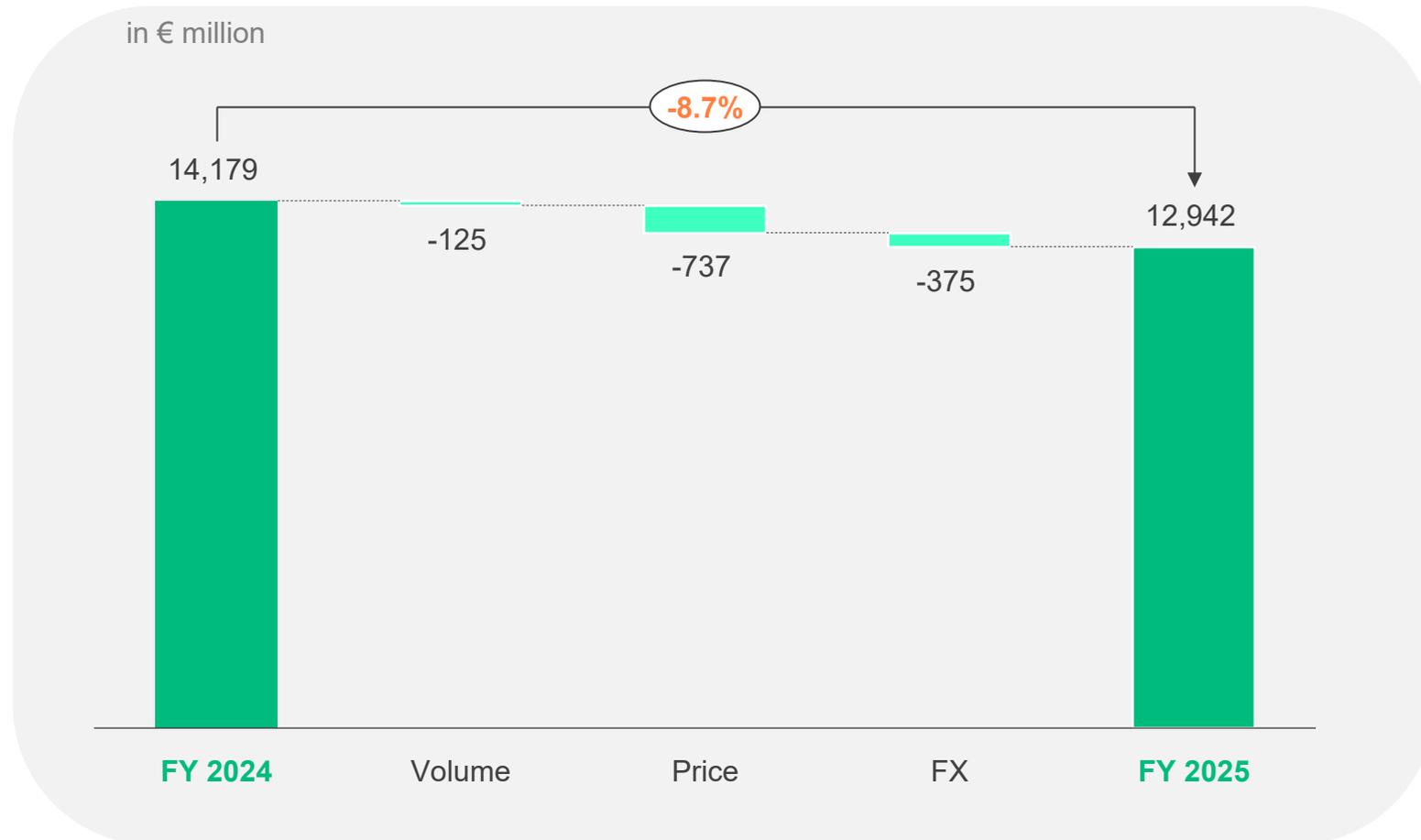
HIGHLIGHTS

- 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)

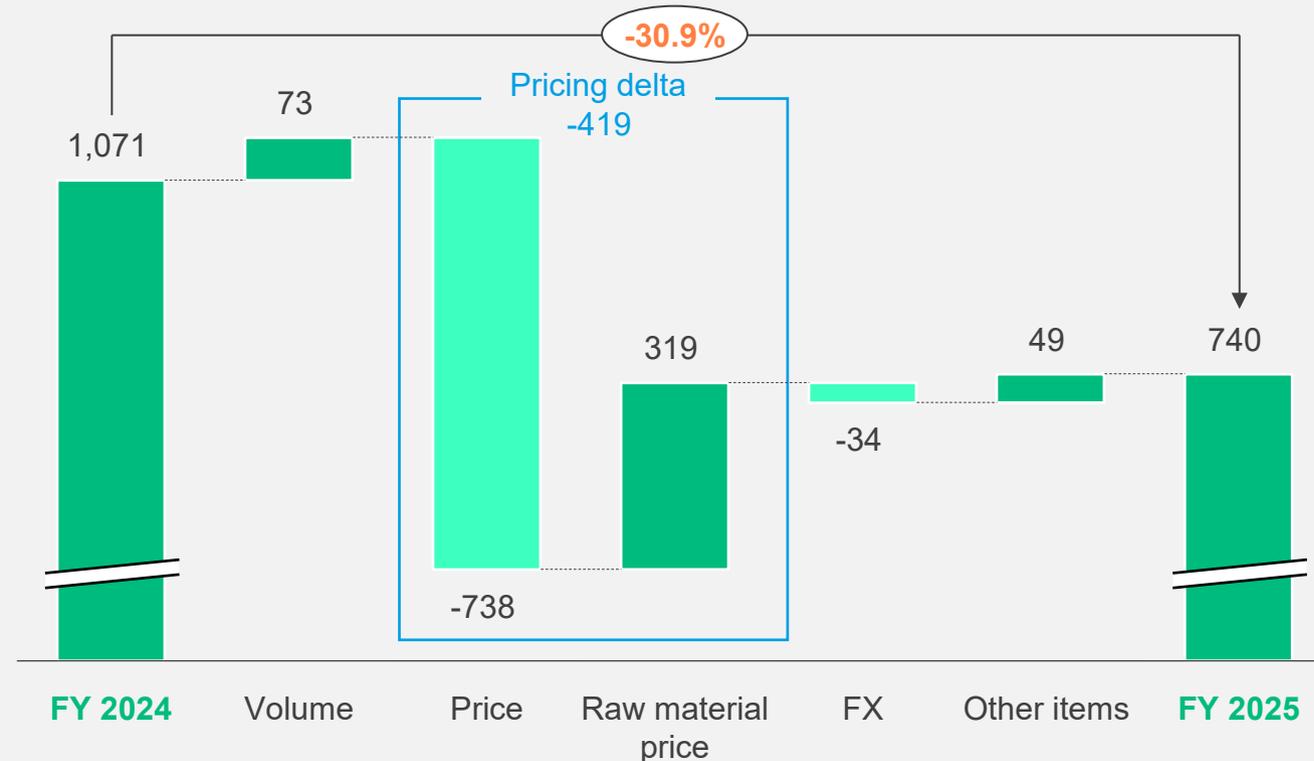
FX negative

- 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

in € million



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

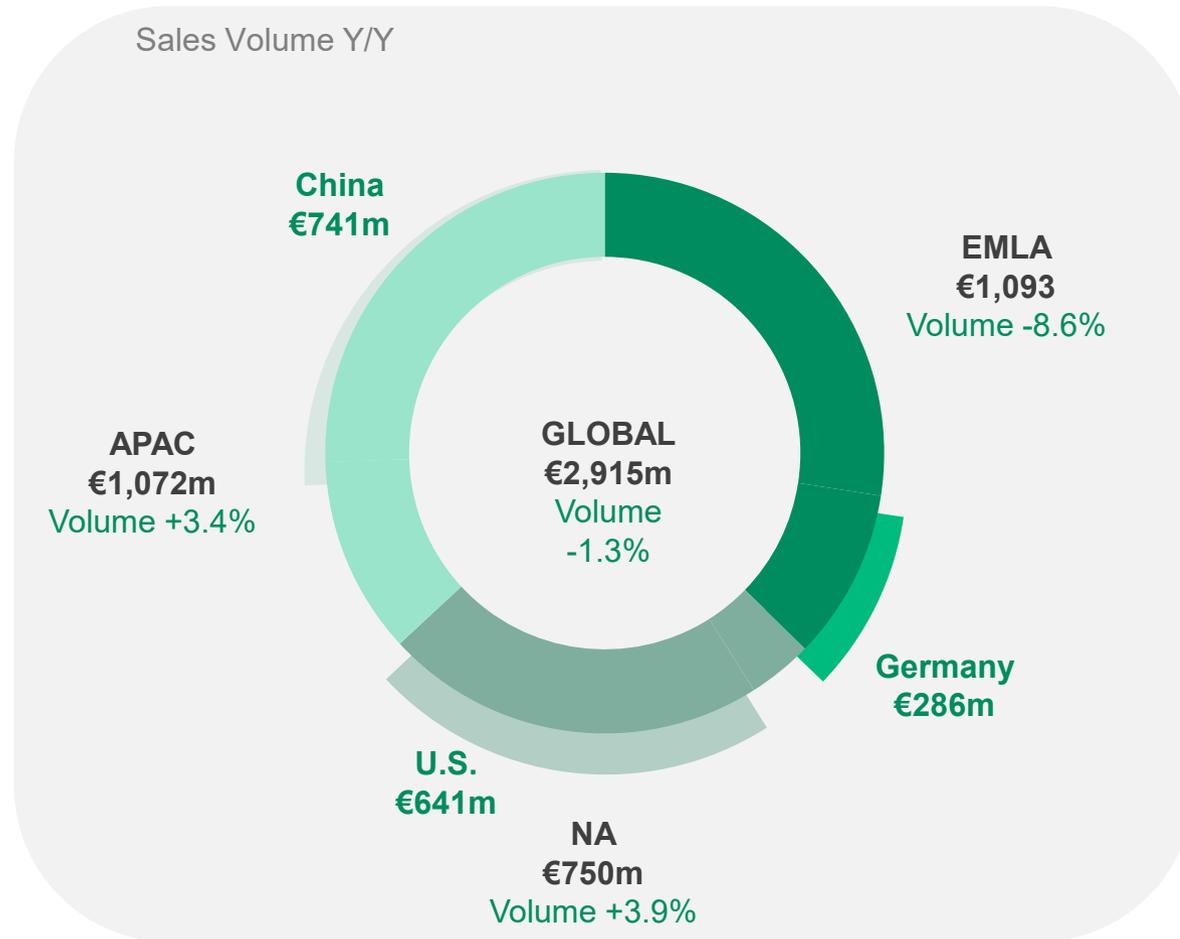
Other items

- €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



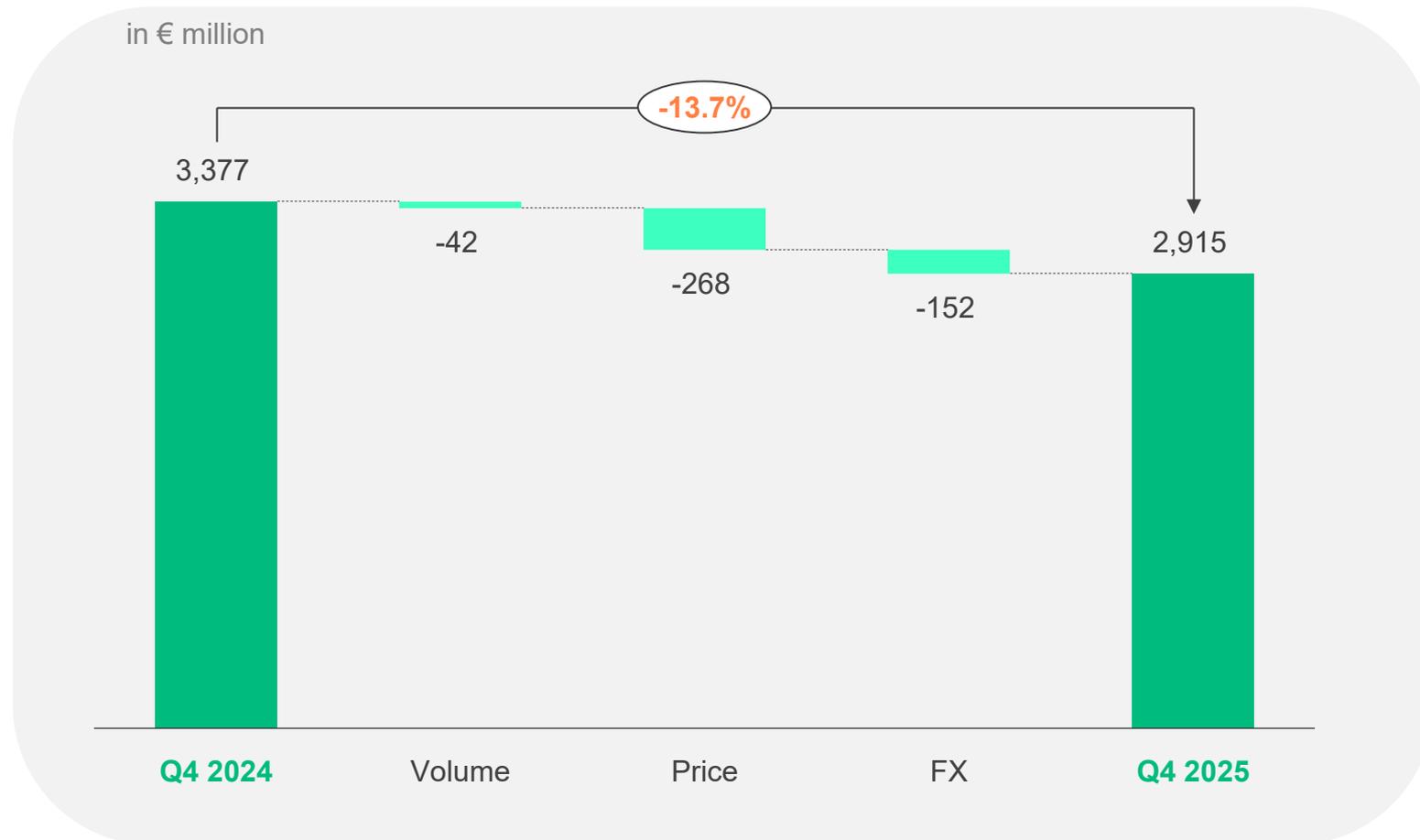
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 - Electro low single-digit % decline
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- **EMLA:** Ongoing demand weakness in electro, flat development in auto, while positive development in construction and furniture with slight increase despite 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)

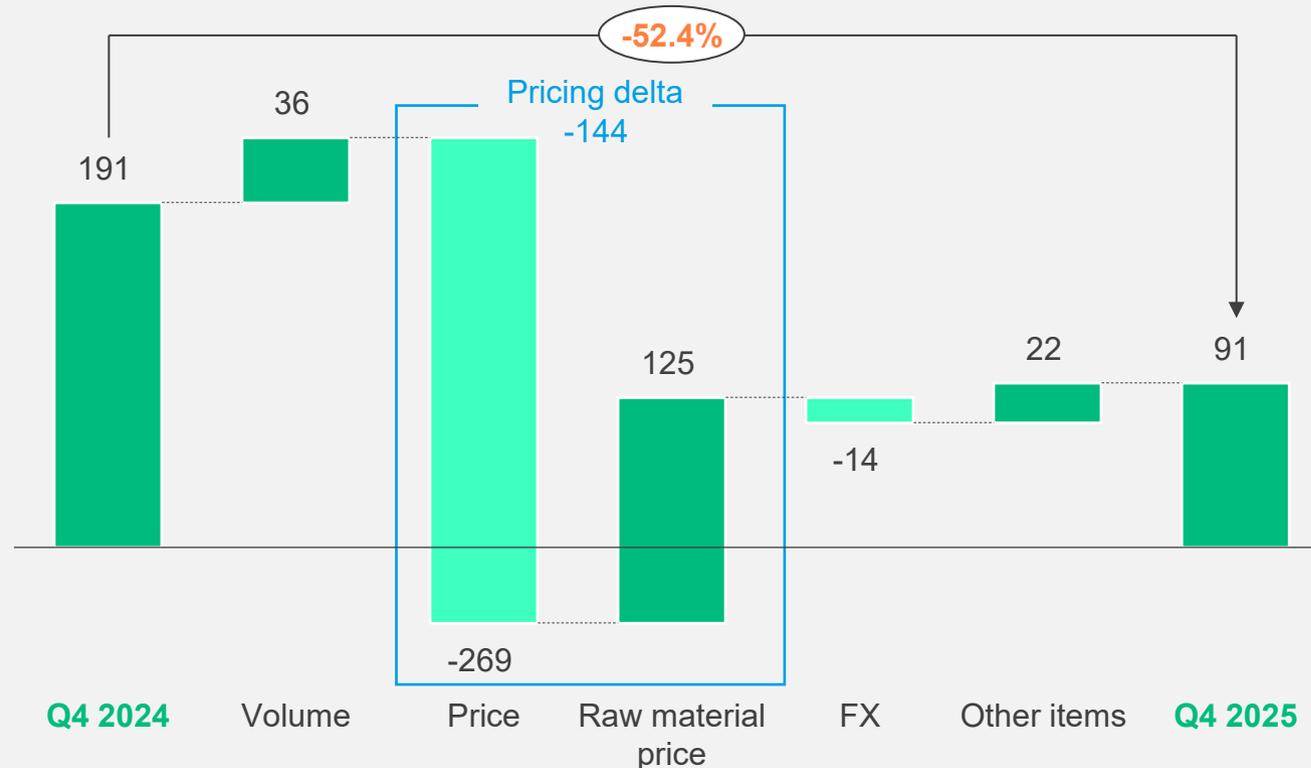
FX negative

- 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

in € million



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

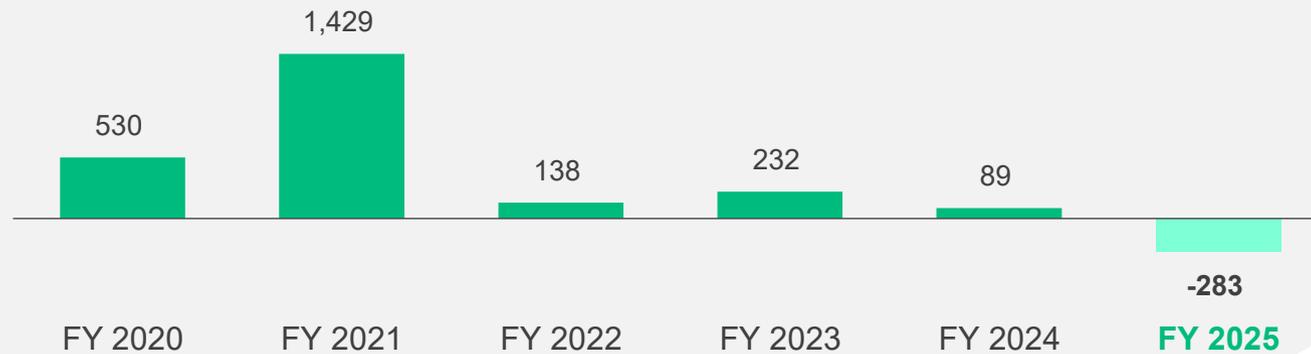
- €54m lower income from Q4 2024 insurance reimbursement for the Chlorine production event
- Lower provisions for short- and long-term variable compensation of €45m



Negative FOCF due to lower EBITDA

Historical FOCF development

in € million



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

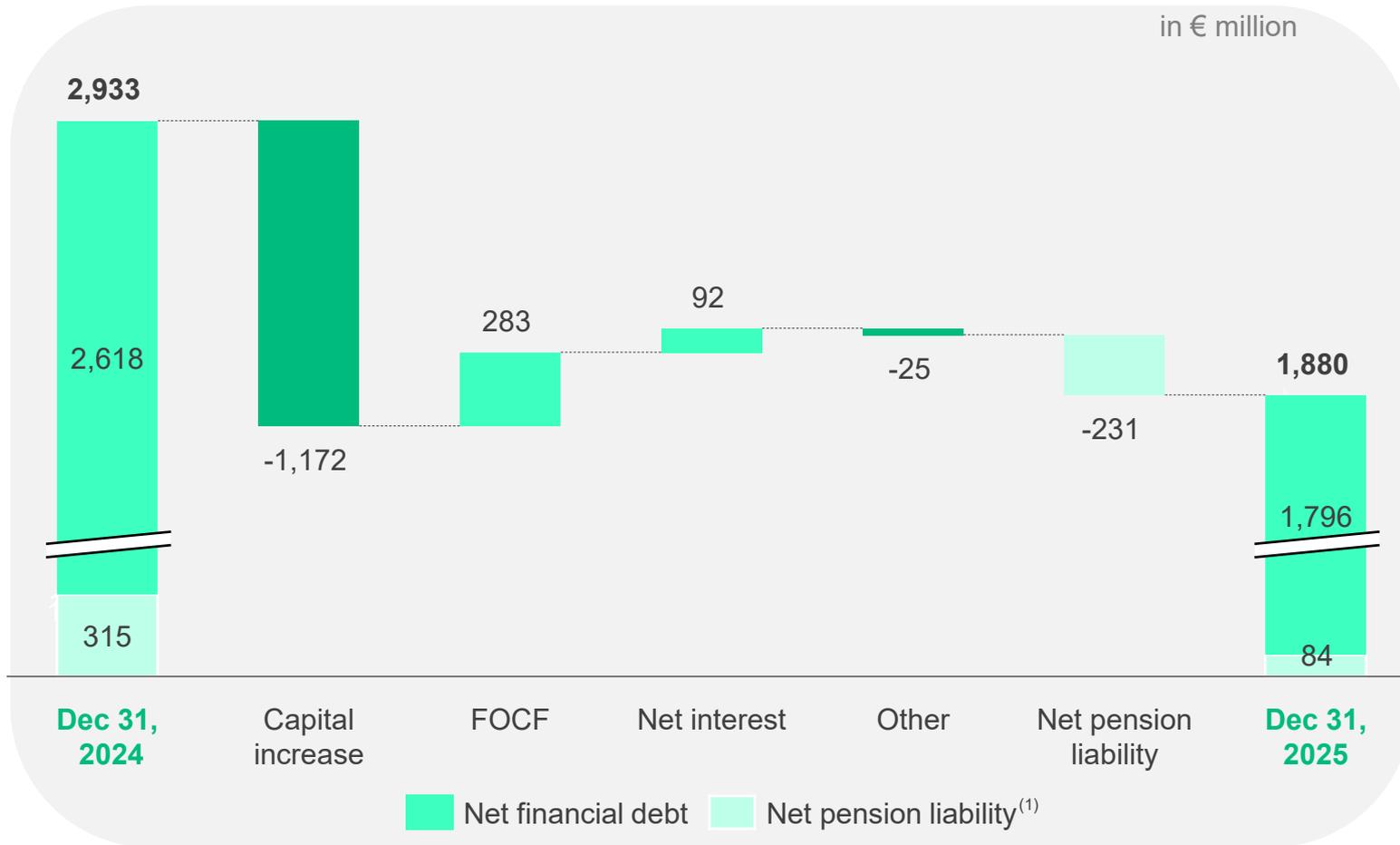
HIGHLIGHTS

- 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



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



Challenging economic environment continuing

Full year guidance 2026

	FY 2025	GUIDANCE FY 2026
EBITDA	€740m	around 2025 level ⁽⁵⁾
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GHG emissions (scope 1 and 2) ⁽²⁾	4.3m tons	3.9 to 4.5m tons

Additional financial expectations

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HIGHLIGHTS

Mark-to-market (M2M):

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2026 FX assumptions

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



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Differentiation based on customer proximity and innovation

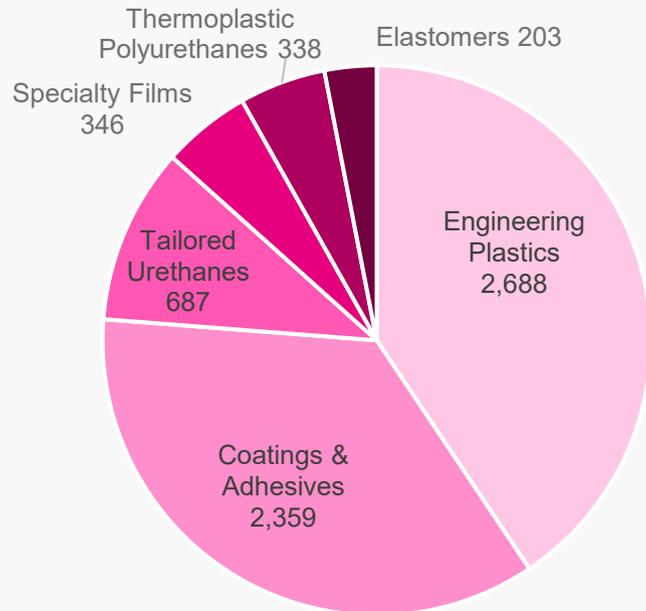


Solutions & Specialties

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

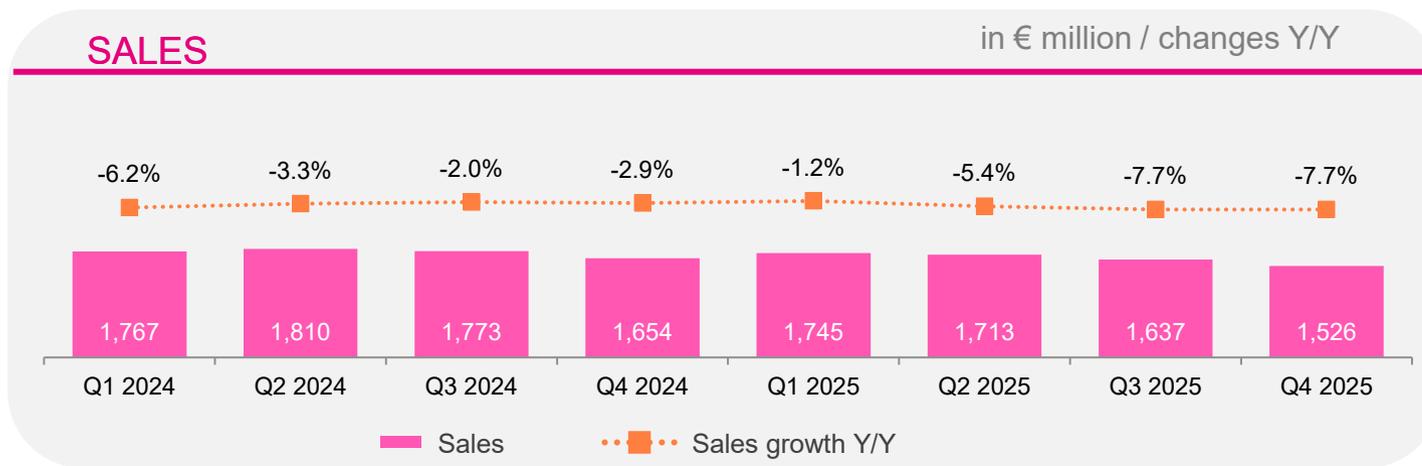
BENEFITS FOR GROUP

- 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



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.



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

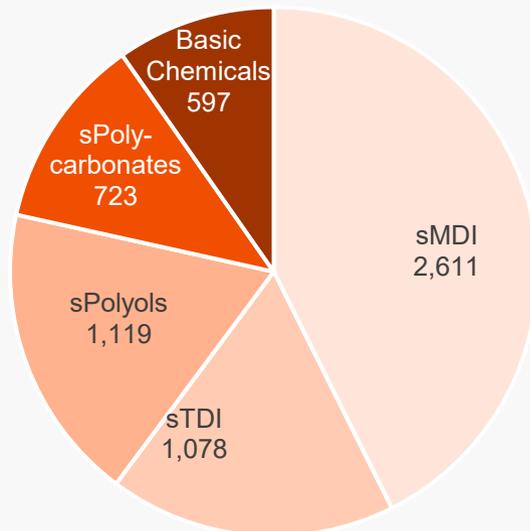
Performance Materials



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

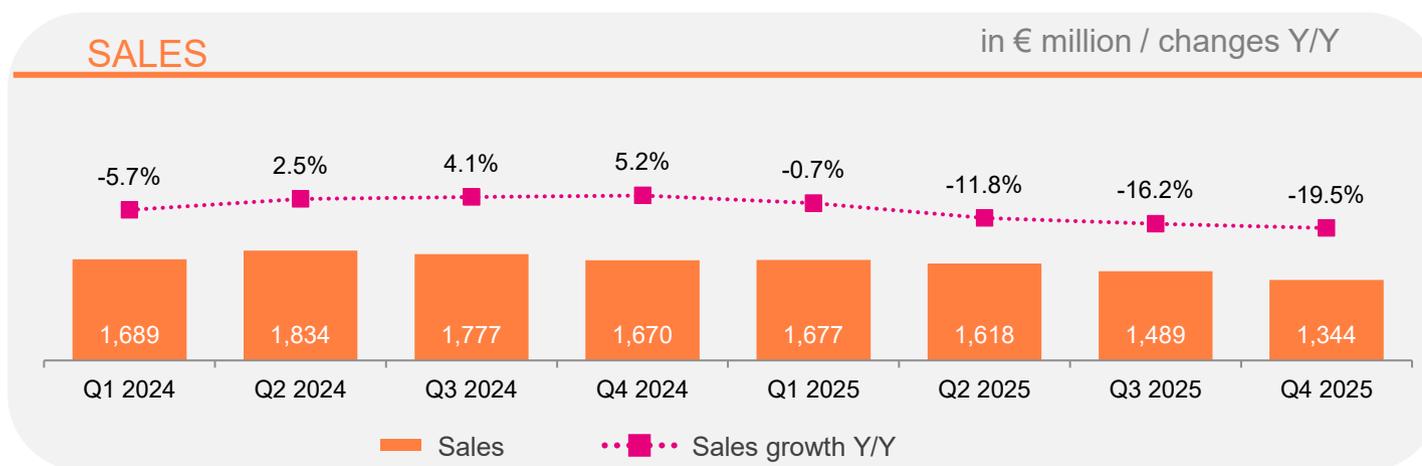
BENEFITS FOR GROUP

- 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

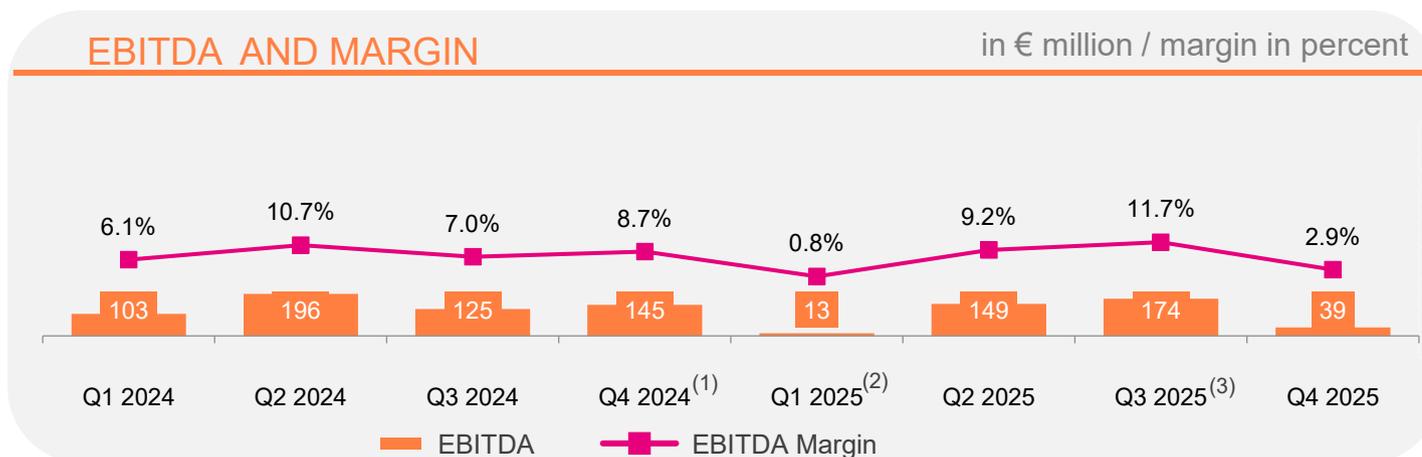
Performance Materials – EBITDA burdened by margin pressure



Segment results – Highlights Q4 2025



- ### 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



- ### 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

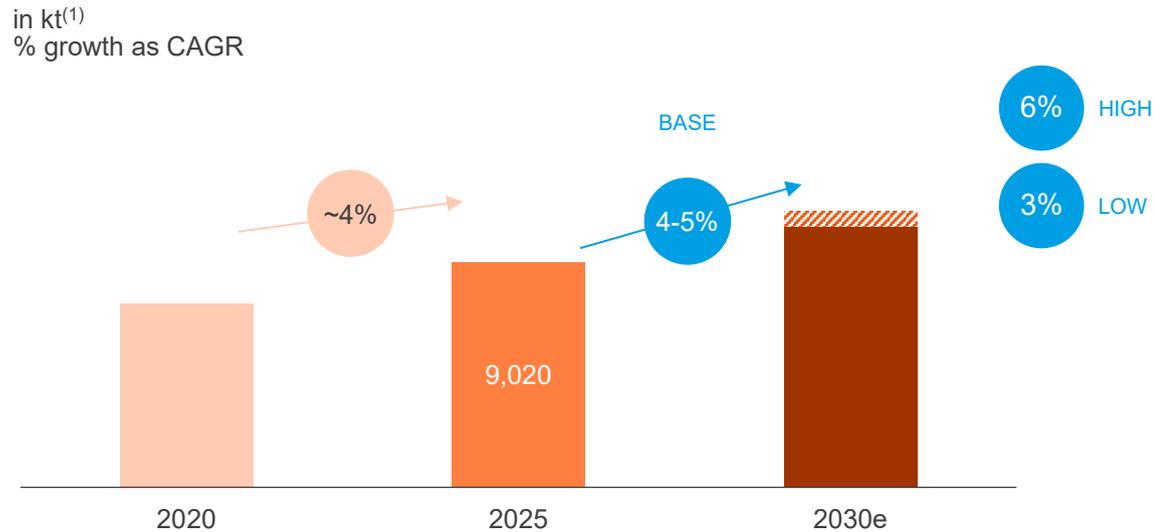
(1) Q4 2024 positive contribution of €55m from insurance reimbursement for the chlorine production event in Dormagen
 (2) Q1 2025 negative contribution of €88m from closure of PO JV with LYB (LyondellBasell)
 (3) Q3 2025 positive contribution of €75m from internal insurance reimbursement for the fire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

MDI market moving to balance

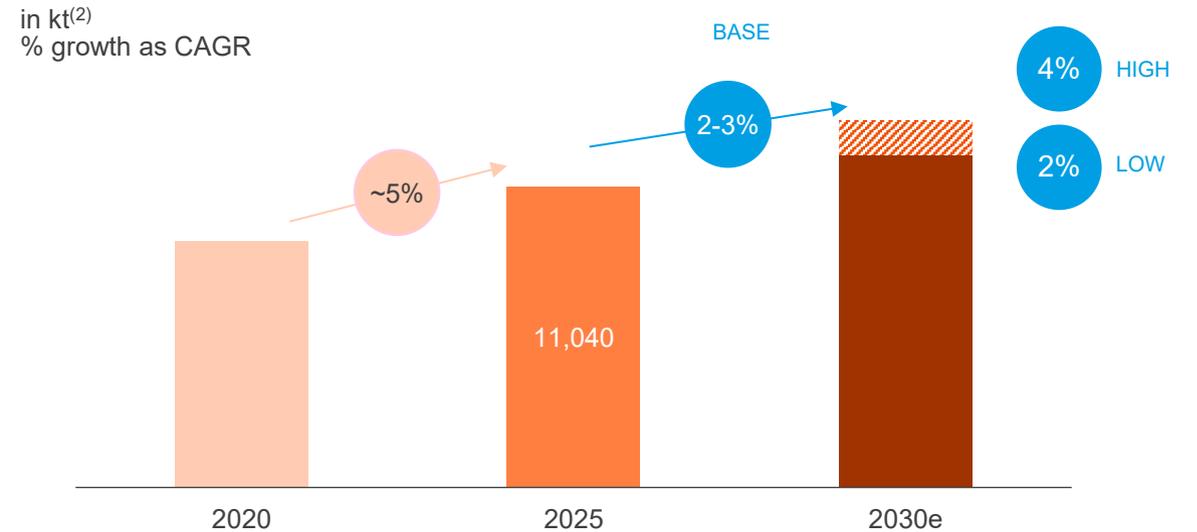


Performance Materials: MDI industry demand and supply

MDI DEMAND DEVELOPMENT (2020- 2030e)



MDI SUPPLY DEVELOPMENT (2020 - 2030e)



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

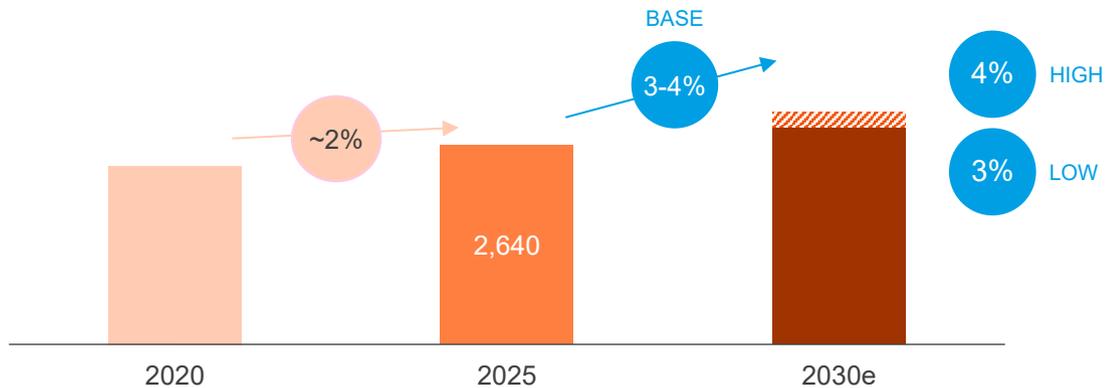


TDI market moving toward balance

Performance Materials: TDI industry demand and supply

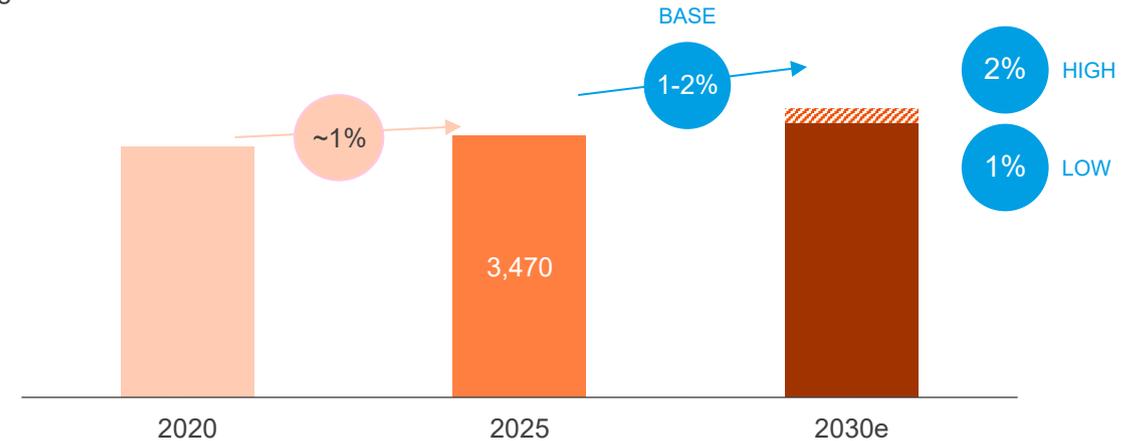
TDI DEMAND DEVELOPMENT (2020 - 2030e)

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



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

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

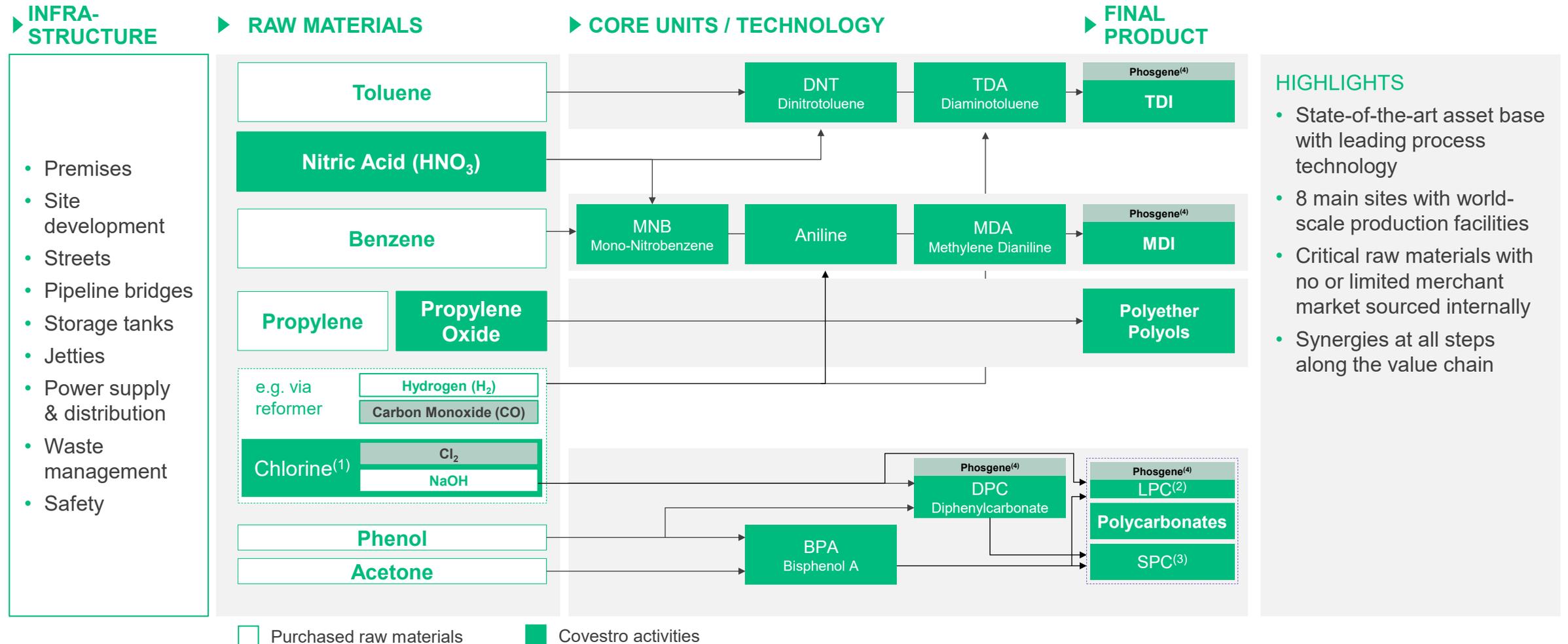


ESG Ratings & Indices	Scoring Range (Worst → Best)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Distinction
CDP CLIMATE	D- to A	-	-	-	-	-	A-	A-	A-	C	-	-	
ecoVadis SUPPLIER SUSTAINABILITY RATINGS	0 to 100	73			80			72				71	(1)
MSCI ESG	CCC to AAA	BBB	BBB	A	A	A	A	AA	A	AA	AA	AA	(2) <small>Produced by MSCI Sustainability and Climate as of June 2025</small>
SUSTAINALYTICS	100 to 0	74	75		80	23.3	20.0	18.3	20.9	20.1	21.4	26.7	
FTSE Russell	Excluded / Listed	Listed	Listed	Listed	Listed	Listed	Listed	Listed	Listed	Listed	Listed	Listed	Excluded

Synergies in scale, process technology and chemical know-how



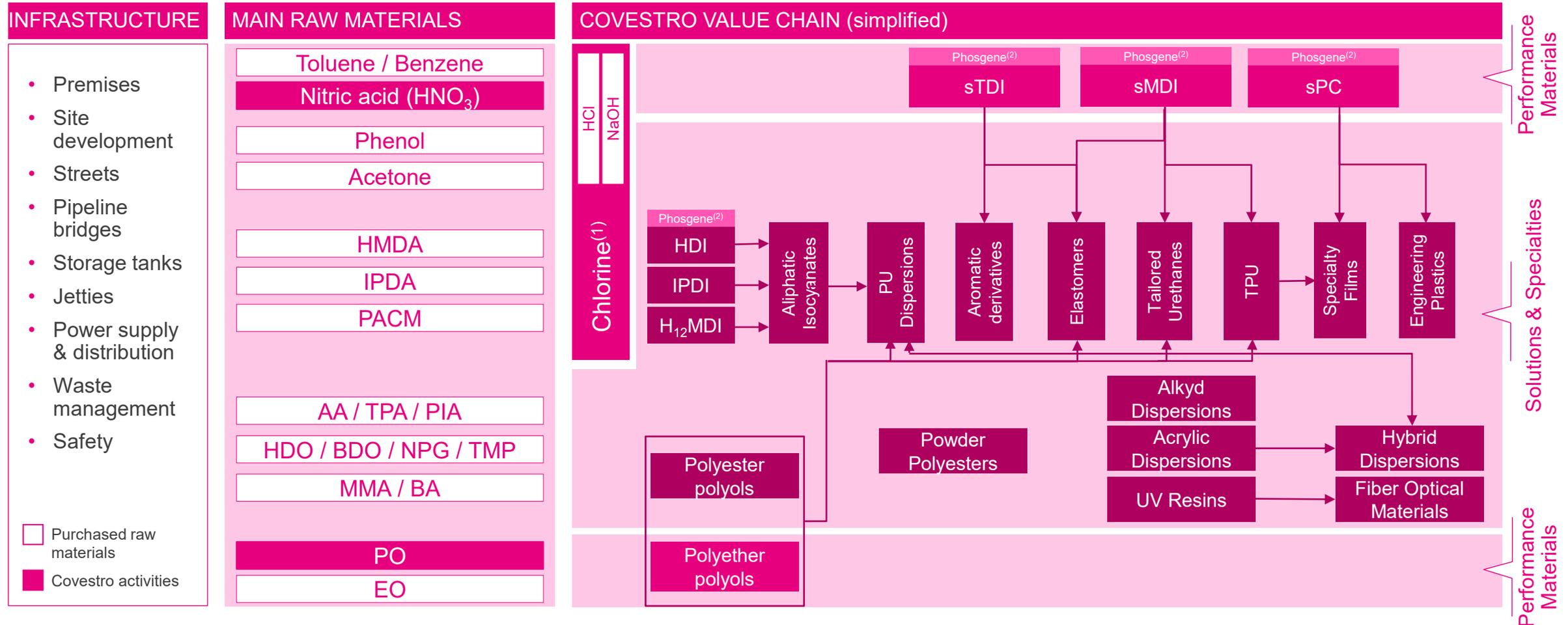
One chemical backbone across all segments



Synergies from chemical backbone and complementary technologies



Solutions & Specialties backward integration and value chain



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

Development of last five years



1		2021	2022	2023	2024	2025
Sales	(€ million)	15,903	17,903	14,377	14,179	12,942
• <i>Volume y/y</i>	(%)	+6.5	-5.0	-6.8	+7.4	-8.7
• <i>Price y/y</i>	(%)	+34.7	+10.1	-11.0	-8.0	-5.2
• <i>FX y/y</i>	(%)	-0.8	+5.9	-2.2	-0.8	-2.6
• <i>Portfolio y/y</i>	(%)	+8.1	+2.0	-	-	-
EBITDA	(€ million)	3,085	1,617	1,080	1,071	740
• <i>Performance Materials</i>		2,572	951	576	569	375
• <i>Solutions & Specialties</i>		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



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.