

# Guidance confirmed despite low visibility

Roadshow presentation





### **Covestro investment highlights**

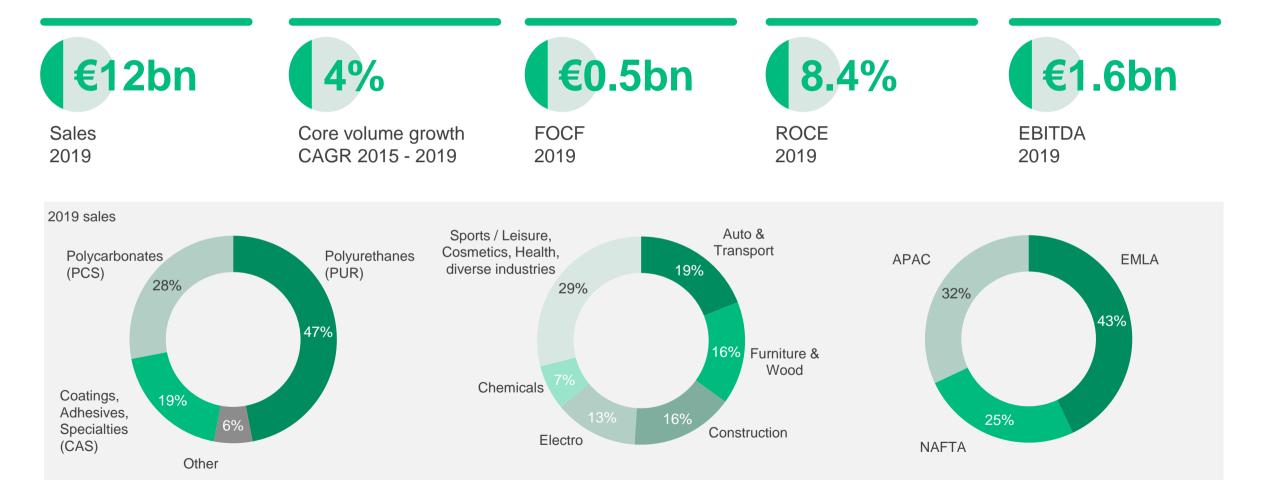
Group financials Q2 2020





Covestro is diversified across geographies and end-markets Key performance indicators and sales split





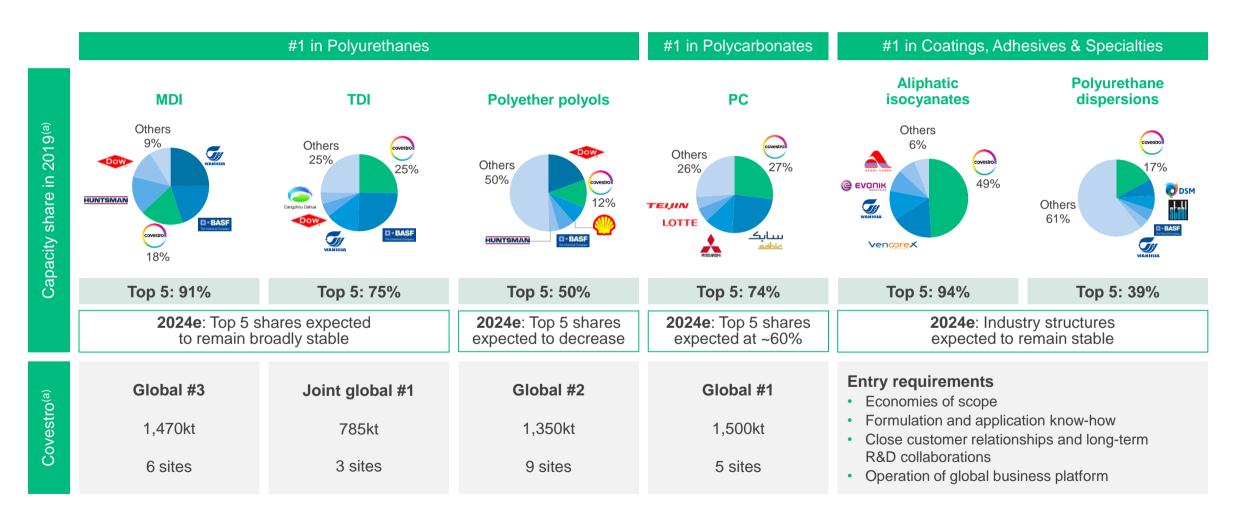
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Notes: Based on Covestro Annual Report 2019; EMLA = Europe, Middle East Africa, Latin America; NAFTA = USA, Canada, Mexico; APAC = Asia-Pacific Numbers rounded Sales split by industry for your convenience only; shown numbers are approximations on full year basis

### Covestro is a global leader across its entire portfolio

#### World-wide industry positions and production capacities





Notes: (a) Covestro position based on total nameplate capacity at year end 2019 relative to competitors Source: Covestro estimates



The new vision of Covestro

We will be fully circular



Biomass, CO<sub>2</sub>, used materials and waste can replace fossil resources

Energy-efficient technologies allow more used products and waste to be recycled

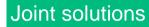
Wind and sun: clean energy must power the circular economy

Cross-industry collaboration is needed to bring the circular economy forward



#### Renewable energy







### We will be fully circular

#### Examples of various Covestro initiatives



#### Alternative raw materials

Example Bio-based car top coat

Replacing fossil resources



- Enabling customers to optimize the CO<sub>2</sub> footprint of their products
- New hardener for automotive coatings with carbon basis up to 70% from renewable raw materials
- No compromises with regards to protective functions and appearance
- Collaboration with automotive group Audi and the coating experts at BASF Coatings

#### Innovative recycling

Energy-efficient technologies Example Recycled polycarbonates



- New polycarbonate grades from postconsumer recycled (PCR) content, e.g. water bottles, CDs and automotive lighting
- Closed loop recycling system to collect, sort, shred and clean material
- Recycled granules are finally compounded with virgin resins
- PCR grades are used in various electr. applications for a second life

## Example Ørsted wind energy supply

Renewable energy

Wind energy



- World's largest corporate supply contract for offshore wind energy entered with Ørsted in Dec. 2019
- Starting in 2025, Ørsted to provide 100 MW of electricity for 10 years
- Newly built wind farm in North Sea, implemented without public funding
- Supply to cover c. 10% of electricity consumed by Covestro in Germany

#### Joint solutions

Cross-industry collaboration Example PUReSmart consortium



- PUReSmart to seek ways of transition from current linear lifecycle of polyurethane (PU) products to a circular economy model
- Consortium as an end-to-end collaboration spanning the entire PU reprocessing value chain
- Nine partners from six different countries, coordinated by the Belgian company Recticel

ESG ambitions support growth strategy

Covestro non-financial targets for 2025

R&D project portfolio to be aligned with UN Sustainable Development Goals

100% of suppliers to be compliant with our sustainability requirements

Help ten million people in underserved markets with sustainable solutions

#### Getting the most out of carbon by increasing its productivity

Reduce specific greenhouse gas emissions by 50%











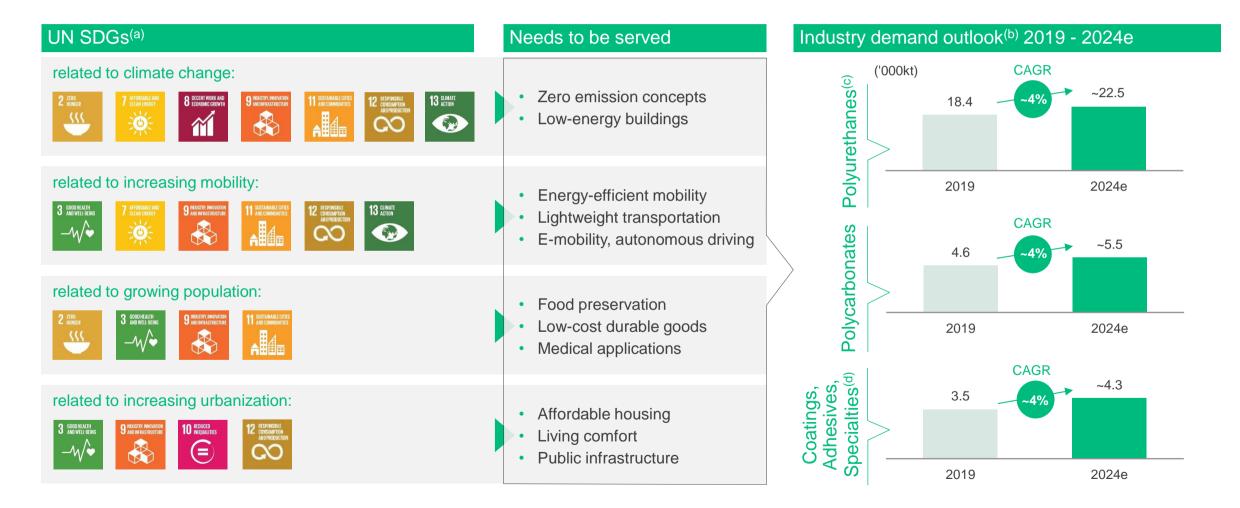


### Covestro industries grow above global GDP

Notes:

#### Growth drivers and industry demand outlook



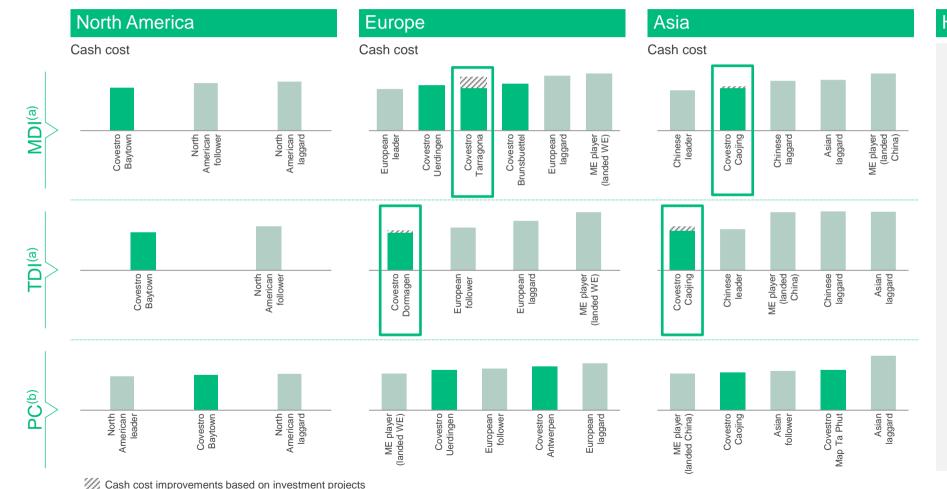


#### Q2 2020 IR Roadshow Presentation

(a) Most impacted goals out of 17 Sustainable Development Goals, set by the United Nations' "2030 Agenda for Sustainable Development"
(b) Assumes global GDP CAGR 2019 - 2024e of 2 – 3%, this value may be negatively impacted by the coronavirus pandemic
(c) Comprises MDI, TDI and polyether polyols; (d) Shows PU raw materials industry demand in coatings, adhesives and sealants (excl. architectural/textile coatings and solvent-borne polyacrylates): additionally TPU, elastomers and PC/TPU films

### Leading cost positions across business segments and regions Covestro cash cost positions





#### Highlights

- Covestro Polycarbonates is one of the two joint cost leaders with cost advantage of ~30% versus the average of 5 least competitive plants
- Covestro MDI is one of the low-cost producers. Investment in Tarragona plant will significantly further improve cost position. MDI industry with cost advantage of ~35% between the best and the average 5 least competitive plants
- Covestro TDI is the global cost leader with cost advantage of ~55% versus the average of 5 least competitive plants

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Notes: (a) Cost of production based on total raw material costs less co-product credits, variable and fixed conversion costs at 100% utilization based on nameplate capacity for FY 2018

(b) FY 2018 Cash cost ex gate, 87% utilization rate for all plants based on nameplate capacity; integrated players are shown without contribution margins for BPA, phenol, acetone etc.

### Execute cost-cutting, reduce headcount in non-production areas



Expected cumulative savings and restructuring costs

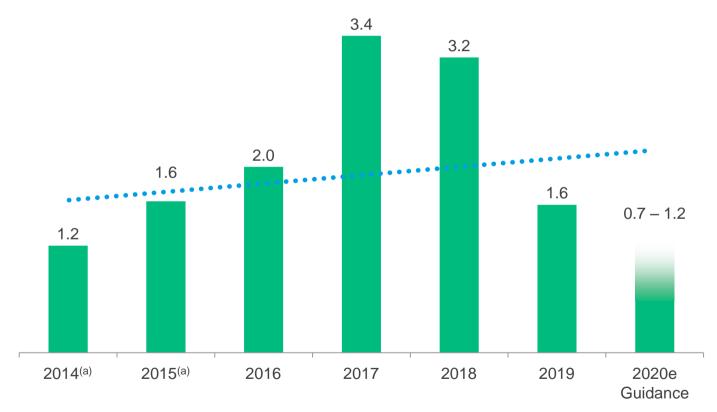
#### Progress on "Perspective" program Approximations, in € million 350 70 280 130 150 280 102 48 -45 -45 -48 2019 2020e 2021e 2018 Restructuring costs per annum (EBIT) Cost savings per annum Cumulative cost savings

#### Highlights

- Accelerated delivery in 2019 (+€10m) and higher planned savings in 2020e (+€50m)
- Cumulative savings of around €350m planned until end of 2021e
- Reduction of ~900 FTE<sup>(a)</sup> globally in non-production areas, to be carried out by way of socially acceptable solutions
- Functional areas: E2E supply chain, procurement, commercial, general and administration
- Driving efficiency by adapting business unit and corporate level structure to market needs: streamline standard businesses, extend differentiation and maximize portfolio synergies

### Earnings approaching trough levels EBITDA development between 2014 and 2020e

in € billion



••• Implied mid-cycle EBITDA trend line

### Highlights

- 2014 below mid-cycle levels due to excess industry supply
- 2017 and parts of 2018 with strong demand growth and favorable industry supply / demand balance
- 2019 below mid-cycle levels as an unfavorable industry supply / demand balance led to significant margin pressure
- EBITDA guidance 2020e of €0.7bn €1.2bn
  - High-end scenario Core volumes decline midsingle-digit Y/Y and margin slightly up<sup>(b)</sup>
  - Low-end scenario Core volumes decline lowdouble-digit Y/Y and margin slightly down<sup>(b)</sup>
- EBITDA bridge from 2019 to 2020e
  - Pricing delta: minus ~€0.35bn<sup>(b)</sup>
  - Others: plus ~€0.1bn
  - EBITDA 2020e based on stable volumes Y/Y: ~€1.35bn
  - Volume leverage: 1pp change in core volumes equals around +/- €50m

### Guidance confirmed despite low visibility FY 2020 guidance

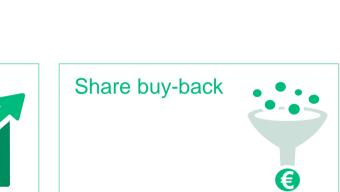


	FY 2019	Guidance FY 2020
Core volume growth	+2.0%	Below previous year
FOCF	€473m	€-200 to +300m
ROCE	8.4% -1% to +4%	
Additional financial expectations	FY 2019	Guidance FY 2020
EBITDA FY	€1,604m	€700 – 1,200m
D&A	€752m	~€770m
Financial result	€-91m	~€-120m
P&L (effective) tax rate	26.8%	24 – 26%
Capex <sup>(a)</sup>	€910m	~€700m

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## Almost €6bn cash allocated to dividend, capex and share buy-back Balanced use of cash



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- Return excess cash to shareholders
- Authorization for share buy-back program for up to 10% of share capital in place

2019 dividend of €1.20 per

 Dividend yield 2019 of 3.5%<sup>(a)</sup>

Dividend

share

Capex

- Covestro's industry and cost leadership make growth investment the most value-creating use of cash
- Growth capex focuses mainly on CAS, MDI and PCS
- Maintenance capex to secure safe, reliable and efficient operations

Portfolio

- Disciplined and focused approach
  - Targeting value-enhancing acquisitions with attractive IRR
  - Ongoing portfolio optimization, including successful execution of disposals

€1.5bn of shares bought back

€1.5bn paid in dividends<sup>(b)</sup>

€2.6bn invested in capex

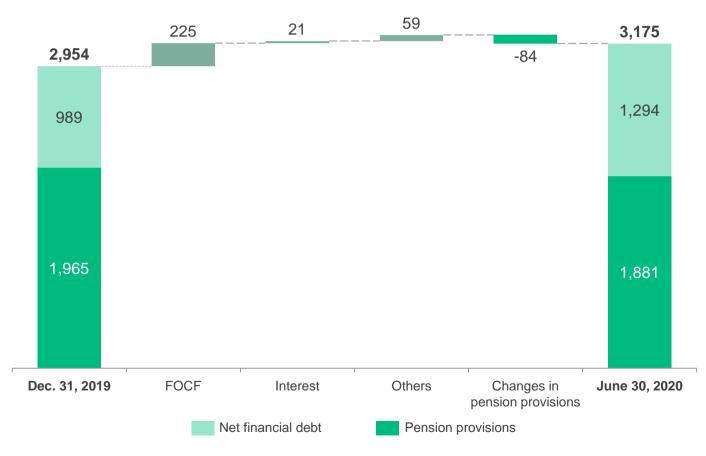
€0.6bn of sales divested

since January 2016

### Solid balance sheet and strong liquidity position June 30, 2020 – Total net debt



in € million



#### Highlights

- Total net debt to EBITDA ratio<sup>(a)</sup> of 2.9x end of Q2 2020 vs. 1.8x end of 2019
- Equity ratio of 42% end of Q2 2020 vs. 46% end of 2019
- · Committed to a solid investment grade rating

#### Liquidity at attractive rates

- Balance sheet with ~€2.0bn in cash, cash equivalents and current financial assets, partially funded through:
  - Short-term working capital lines of €0.4bn
  - European investment bank (EIB) loan of €0.2bn for R&D activities
  - Two Eurobonds issued, total amount of €1.0bn
- Undrawn syndicated revolving credit facility (RCF) of €2.5bn in place with ESG element

### Investment into organic growth to deliver attractive returns Covestro capex<sup>(a)</sup> development 2015 - 2021e



Reported capex <sup>(a)</sup>	Capex <sup>(a)</sup> indication	Highlights
in € million	(~1.2bn) ~700 2020e 2021e	<ul> <li>Reduction of capex budget</li> <li>Reduced 2020 capex budget by ~€0.4bn versus initial guidance</li> <li>Delayed MDI expansion in Baytown and Aniline construction in Antwerp</li> <li>For 2021 capex, there would be flexibility to further reduce towards D&amp;A level</li> <li>Future growth capex</li> <li>Around half of capex budget in 2020e invested into growth projects</li> <li>Single largest project Tarragona Chlorine (~€0.2bn)</li> <li>Almost 100 projects with capex of more than €10m, with spending spread over several years</li> <li>Maintenance capex at ~€350m p.a.</li> <li>Securing safe, reliable and efficient operations</li> </ul>
Maintenance capex 🗾 Growth capex 🗾 Reduct	ion vs. previous guidance	

### Securing profitable growth in more challenging times Why invest in Covestro



Above GDP volume growth driven by innovation and sustainability trends



Leading and defendable global industry positions as innovation and cost leader



#### Management executing efficiency measures

streamlining structures, reducing operational costs and global headcount while strict incentive targets in place



Capital allocation focused on value creation with commitment to profitable growth

Full alignment of strategy with ESG criteria embodied by non-financial targets





### Covestro investment highlights

### Group financials Q2 2020



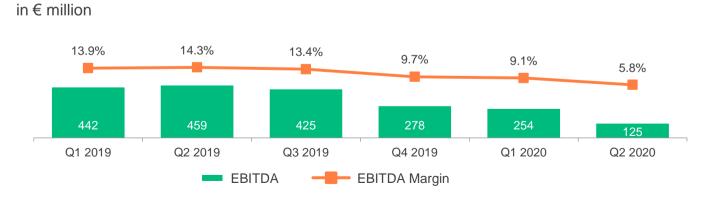


### Q2 massively impacted by coronavirus pandemic Group results



#### Sales and core volume growth<sup>(a)</sup> in € million / changes Y/Y .8% 1.1% -4.1/0 -22.7° -1.8% -22.7% 3,175 3,211 3,162 2.864 2,783 2,156 Q1 2019 Q2 2019 Q3 2019 Q4 2019 Q1 2020 Q2 2020 Core volume growth Y/Y Sales •• 🔜 • •

#### **EBITDA and Margin**



#### Highlights

- Solid core volume growth in FY 2019 of +2.0% Y/Y, solid growth in PUR and PCS while CAS volumes declined slightly
- Impact of the coronavirus pandemic on core volume growth: around -8pp impact in Q1 2020 and around -27pp in Q2 2020

#### Highlights

- Q4 2019 declined vs. Q3 2019 due to normal seasonality, coupled with ongoing margin pressure in a continuing, challenging industry environment
- In Q1 2020, EBITDA declined to €254m including an €80m burden by the coronavirus pandemic
- In Q2 2020, EBITDA decline to €125m determined by severe volume loss in the course of the coronavirus pandemic

### Lower volumes due to global coronavirus pandemic Q2 2020 – Regional split



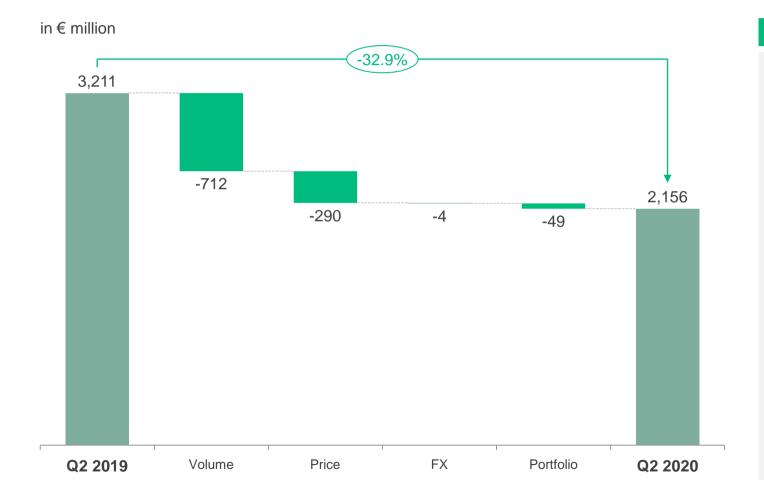
#### Sales and core volume growth<sup>(a)</sup> in € million / changes Y/Y China 544 **EMLA** Vol. +5.5% 874 Vol. -29.1% **GLOBAL** 2.156 Vol. -22.7% APAC 774 Vol. -8.4% Germany 273 Vol. -25.3% U.S. 445 NAFTA Vol. -28.3% 508 Vol. -32.8%

#### Core volume growth Y/Y

- Globally double-digit declines of all key industries
  - Auto/transport c. -50% while China flat
  - Furniture/wood c.-30% while China up double-digit
  - Construction c. -15%
  - Electro c. -15% while China up single-digit
  - Divers c. -10% including medical +25%
- **APAC:** low double-digit declines in auto and electro, single-digit declines in furniture and construction, recovering from peak of coronavirus pandemic in China in February
- EMLA: pronounced weakness in auto and furniture, low double-digit declines in electro and construction
- NAFTA: pronounced weakness in auto, double-digit declines in all other key industries

### Significant sales decline mainly driven by volume Q2 2020 – Sales bridge





#### Highlights

#### Significant volume decrease

 Negative volume impact of coronavirus pandemic led to 22.3% Y/Y sales volume decrease (in €)

#### Negative pricing

 Lower selling prices, mainly in PUR and PCS, negatively impacted sales by -9.0% Y/Y

#### Positive FX

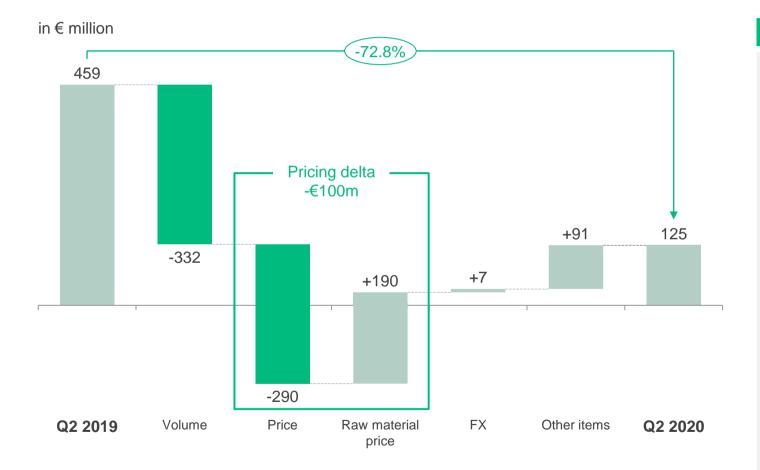
• FX virtually unchanged at -0.1% Y/Y driven by EM currencies' weakness, helped by a stronger USD

#### Portfolio changes

- Slight negative impact of -1.5% Y/Y
- PUR: European system houses divested as of 1<sup>st</sup> November 2019 (Q2 2020: €-18m)
- PCS: European sheets divested as of 2<sup>nd</sup> January 2020 (Q2 2020: €-31m)

### EBITDA strongly burdened by lower volumes Q2 2020 – EBITDA bridge





Note:

#### Highlights

#### Negative volume leverage<sup>(a)</sup>

 Relatively high negative volume leverage of 47% due to unfavorable product mix effect

#### Decline in contribution margin

Negative pricing delta, mainly in PUR due to competitive pressure

#### **Positive FX**

 Positive effect of +1.6% Y/Y, mainly driven by transactional effects

#### Other items

- Short-term cost savings contributed positively
- Provisions for 2020 short-term bonuses at zero
- "Other items" at €+110m excluding prior year onetime gain of €19m in CAS<sup>(b)</sup>

(a) Method of calculation: EBITDA volume contribution / sales volume contribution (b) Positive effect from stake increase in DIC Covestro Polymer Ltd. (DCP), a thermoplastic PU business (CAS) in Japan, as of 1st April 2019





### Covestro investment highlights

Group financials Q2 2020



**Segments overview** 



### Number one producer globally and inventor of PU<sup>(a)</sup>

Notes:

Polyurethanes (PUR) at a glance

#### **Products**

Polyurethane rigid foam is an excellent insulation material and adds to high energy efficiency in cooling units and buildings.

As soft foam polyurethane provides comfort, for example in mattresses, car seats and upholstery.

Covestro develops and produces the components of this versatile material.

Key customer industries:



#### Sample applications



For comfortable cars



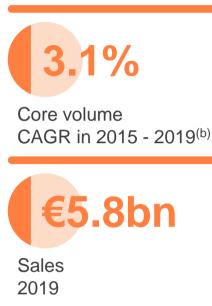
For cozy furniture



For sustainable houses



For robust sports equipment



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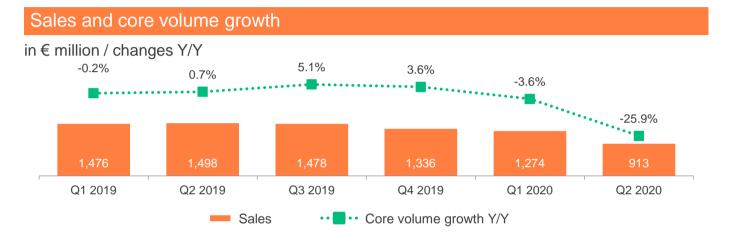


(a) Based on total combined nameplate capacity for MDI, TDI and polyether polyols at year end 2019 as per Covestro estimates
 (b) Adjusted 2017 figures to reflect the transfer of the specialty elastomers business from the Polyurethanes segment to the CAS segment as of January 1, 2018

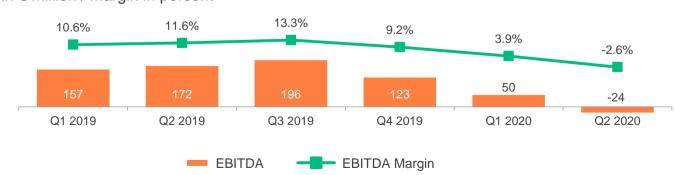
### Polyurethanes – Polyols pushes segment into loss

#### Segment results – Highlights Q2 2020





#### **EBITDA and Margin**



#### in € million / margin in percent

#### Highlights

- Core volume decline (in kt) of -25.9% Y/Y, driven by polyols, TDI and MDI
- Double-digit Y/Y core volume declines in all key industries as consequence of global coronavirus pandemic
- Sales decreased by -38.7% Y/Y, driven by volume (-24.8%) and price (-12.3%)

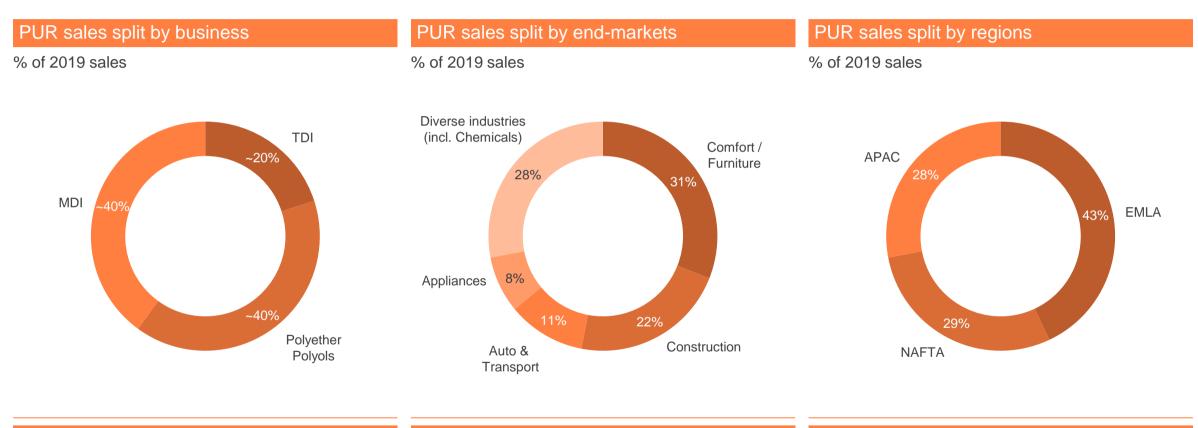
#### Highlights

- EBITDA turned negative, reflecting a pronounced volume decline and negative pricing delta compared to prior year
- Polyols earnings burdened by lower volumes, take-or-pay supply contracts and competitive pressure

### Polyurethanes broadly positioned for growth

#### Sales by business, end-markets and regions





Growth driven by MDI and TDI Growth driven by several industries G

Growth driven by all regions

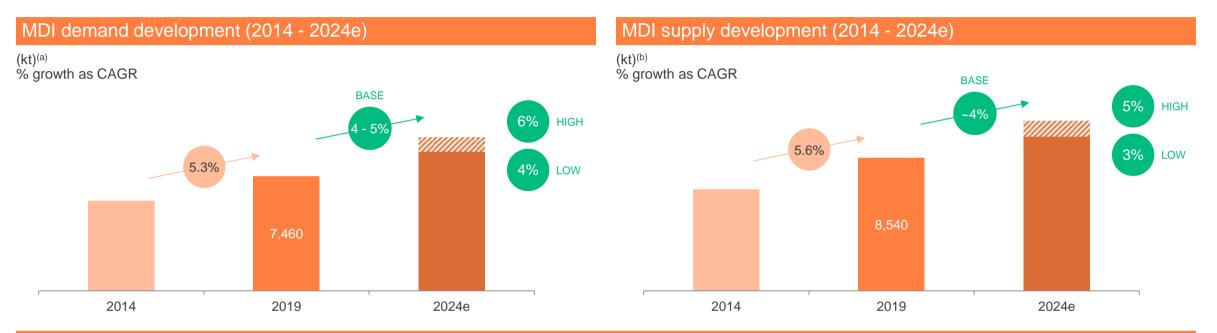
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Notes: Based on Covestro Annual Report 2019; EMLA = Europe, Middle East Africa, Latin America; NAFTA = USA, Canada, Mexico; APAC = Asia, Pacific Sales split by industry for your convenience only; shown numbers are approximations on full year basis

### MDI industry supply and demand to remain balanced

#### Historical industry development and outlook





#### Industry highlights

- Structurally sound demand of 4% 5% based on global GDP growth and substitution trends
- Major additions<sup>(c)</sup> expected until 2024e: Wanhua (800kt in China), BASF (300kt in USA) and Juli Heshan (400kt in China)
- Covestro additions: Brunsbüttel, Germany (200kt, 2020), Caojing, PRC (100kt, 2021e) and Tarragona, Spain (50kt, 2023e)

### TDI industry supply and demand getting back in balance

#### Historical industry development and outlook



#### TDI demand development (2014 - 2024e)

(kt)<sup>(a)</sup> % growth as CAGR



#### TDI supply development (2014 - 2024e)

(kt)<sup>(b)</sup> % growth as CAGR



#### Industry highlights

- Major additions<sup>(c)</sup> expected until 2024e: Juli Heshan (150kt in China), Fujian SEEC (150kt in China)
- BASF (80kt, Schwarzheide) closed in March 2020
- Potential industry consolidation in APAC

### Number one producer globally and inventor of $\mathsf{PC}^{(a)}$

Polycarbonates (PCS) at a glance

#### **Products**

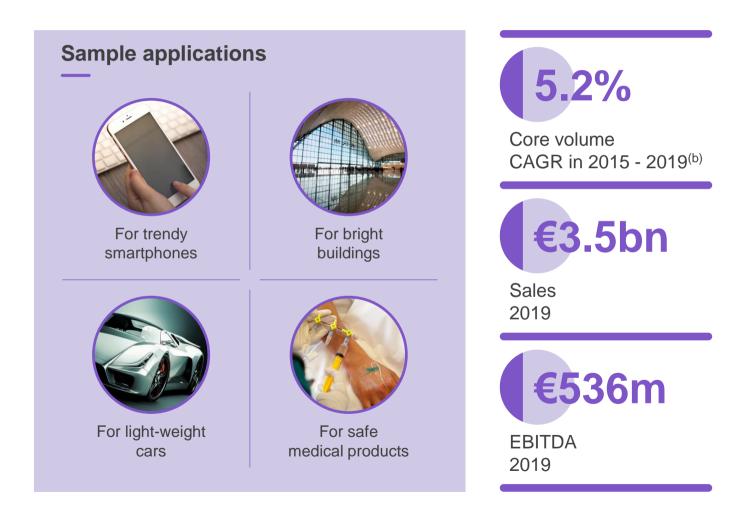
As a true high-tech material, polycarbonate is not only very robust, break-proof and light-weight, but also offers a high degree of design flexibility.

Polycarbonate is available in all colors ranging from crystal clear to deep black. It is an excellent substitute for traditional material such as glass or metal.

This allows for a wide variety of application possibilities ranging from vehicles to smartphones and laptops as well as lenses or large roofs.

Key customer industries:



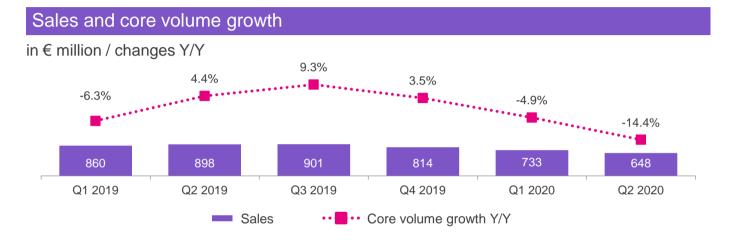


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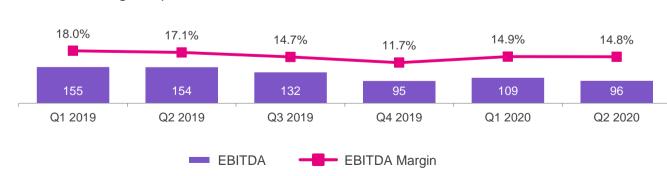
### Polycarbonates – double-digit margin maintained

### Segment results – Highlights Q2 2020





#### **EBITDA** and Margin



#### in € million / margin in percent

#### Highlights

- Core volume decline (in kt) of -14.4% Y/Y driven by all key industries except construction, supported by new customer wins
- China posted double-digit volume growth Y/Y while coronavirus pandemic heavily burdened EMLA and NAFTA volumes, both double-digit declines Y/Y
- Sales decreased by -27.8% Y/Y, driven by volume (-16.4%) and price (-7.8%)

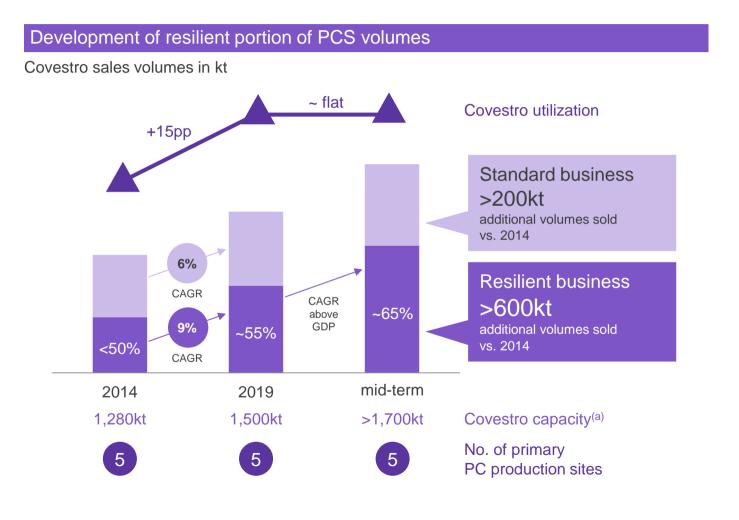
#### Highlights

- Compared to prior year, EBITDA decreased Y/Y due to lower volumes and negative pricing delta
- Sequentially, EBITDA margin was maintained virtually unchanged at 14.8%

### Resilient business to grow to two thirds of portfolio

#### PCS portfolio management





#### Covestro highlights

#### Product portfolio improvement

- Short-term, product mix deterioration expected due to automotive weakness
- Long-term, goal to increase resilient portion of PC volumes to 65% with structural improvement of average contribution margin

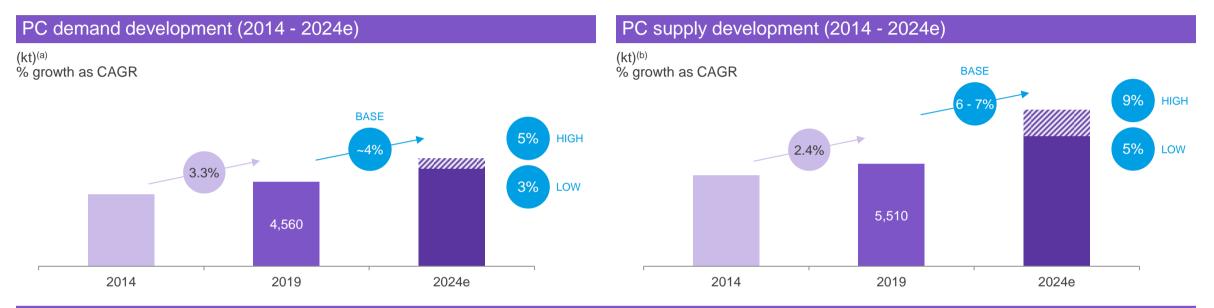
#### Higher asset utilization

- Volume leverage through significant improvement of capacity utilization by ~15 percentage points
- Significantly higher output from unchanged number of primary production sites

### Execution risks may limit future capacity additions

#### Historical industry development and outlook





#### Industry highlights

- Major additions<sup>(c)</sup> expected until 2024e: Cangzhou Dahua, Hainan Huasheng, Heng Yuan, Lotte, Luxi, Puyang, SABIC-Sinopec, Shenma, Wanhua, ZPC, Xingyun
- · Numerous announced projects with high uncertainties regarding actual timing and scope
- Covestro additions: Caojing, PRC (+150kt in multiple steps until 2024e, optional +50kt thereafter)

### Performance materials for coatings, adhesives and specialties



Coating, Adhesives, Specialties (CAS) at a glance

#### **Products**

There is a vast application range of coatings and finishes made of Covestro polyurethane raw materials. They are used for protection and decoration.

In addition, the company produces pre-products for adhesives and sealants as well as for specialty films and elastomers.

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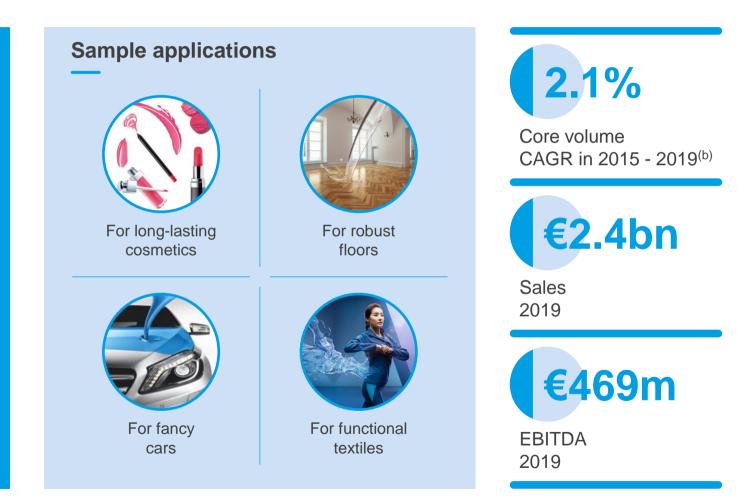
Notes:

Coating, Adhesives, Specialties (CAS) also supplies materials for cosmetics, textiles and medical goods.

Key customer industries:



Q2 2020 |



(a) Based on nameplate capacity at year end 2019 as per Covestro estimates(b) All figures adjusted to reflect the transfer of the specialty elastomers business from the Polyurethanes segment to Coatings, Adhesives, Specialties segment as of January 1, 2018 as well as the termination of trading activities and reduced contract manufacturing

### Coatings, Adhesives, Specialties – high negative volume effect Segment results – Highlights Q2 2020



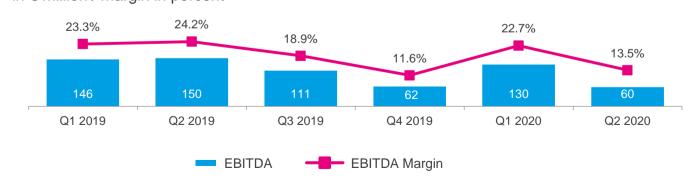
#### Sales and core volume growth

in € million / changes Y/Y



#### in € million / margin in percent

**EBITDA and Margin** 



#### Highlights

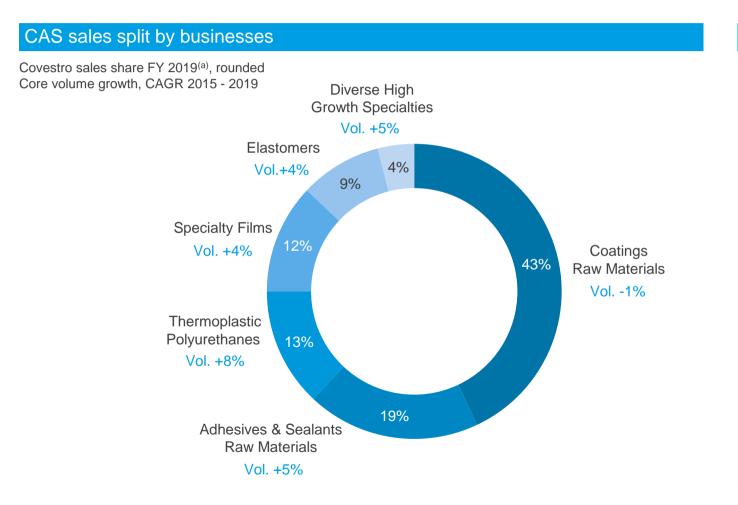
- Demand affected by coronavirus pandemic and continued automotive weakness led to negative core volume growth of -25.3% Y/Y
- Sales decreased by -28.7% Y/Y, largely driven by volume (-25.8%) and price (-3.2%)

#### Highlights

- Compared to prior year, EBITDA decreased by 60% due to negative volume leverage
- Prior year earnings included one-time remeasurement gains of €19m from DCP<sup>(a)</sup>
- EBITDA margin burdened by high volume declines, only partially offset by lower costs

### Solid underlying growth despite challenging environment Outperformance of High Growth Specialties businesses





#### Highlights

- Adjusted core volume growth of 2.1% CAGR in 2015 - 2019<sup>(a)</sup>
- Growth driven by all businesses except coatings raw materials
- High Growth Specialties businesses generate ~38% of sales: Thermoplastic Polyurethanes (TPU), Specialty Films and Elastomers
- Coatings raw materials businesses burdened by weak end markets like automotive





### Covestro investment highlights

Group financials Q2 2020

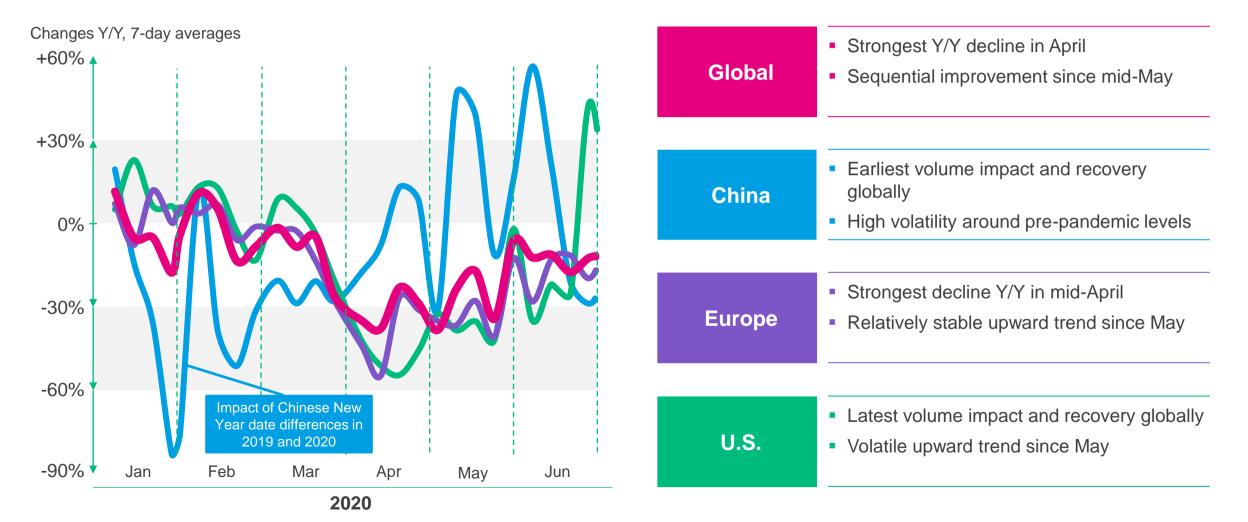




### Exceptionally high volatility and low visibility

#### Covestro core volume development versus prior year





### Managing the crisis: cost savings, solidarity pact, strong liquidity Coronavirus pandemic impact on Covestro



#### Financial impact in Q2 2020

- Globally, core volumes declined by c. 30% Y/Y in April/May
- Globally, core volumes declines sequentially improved to c. -8% Y/Y in June
- Estimated impact on global core volumes of c. -27% Y/Y in Q2'20, after c. -8% Y/Y in Q1'20

#### **Current asset utilization**

- EMLA: PUR back to high rate, PCS and CAS at reduced rates
- NAFTA: MDI back to high rate, all other products at reduced rates
- APAC: PUR and PCS back to high rates
- · Generally, utilization rates adjusted in line with demand



#### Solidarity pact 2020<sup>(b)</sup>

- Temporary salary reduction between 6.7% for nonmanagerial staff and 15% for board members
- Voluntary for managerial employees with very high acceptance of almost 100%
- Pact in place from June until November
- Provisions for 2020 short-term bonuses at zero

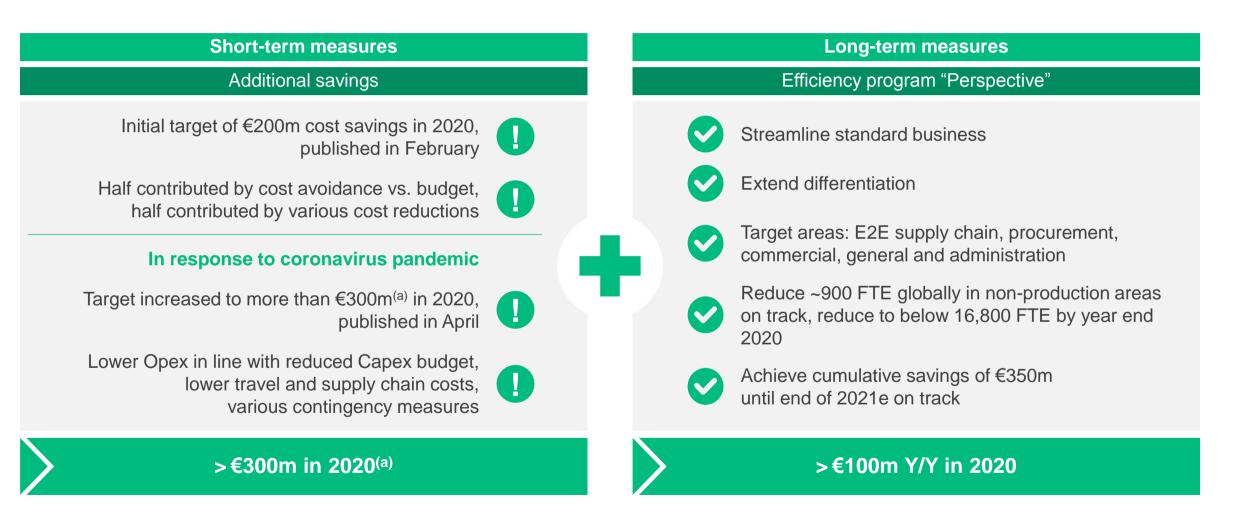
#### Management measures in 2020

- Cost savings: short-term savings of >€300m in 2020
- FY headcount target of 16,800 FTE<sup>(a)</sup> already achieved (-400 FTE vs. year end 2019), aiming to further reduce until year-end 2020
- Capex: reduced by €400m to around €700m in 2020
- Strong liquidity of ~€4.5bn secured, including undrawn €2.5bn RCF

Note:

### Early and decisive measures taken to manage the crisis Short- and long-term cost improvements

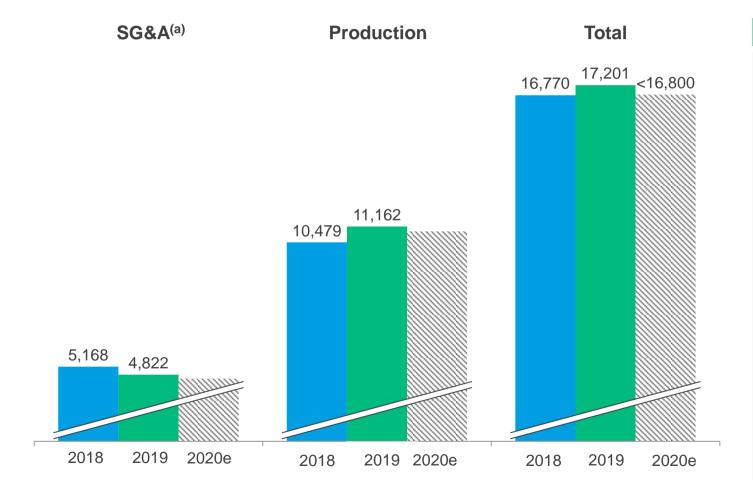




### Target to reduce headcount below 2018 level

#### Development of full-time equivalent (FTE)





#### Highlights

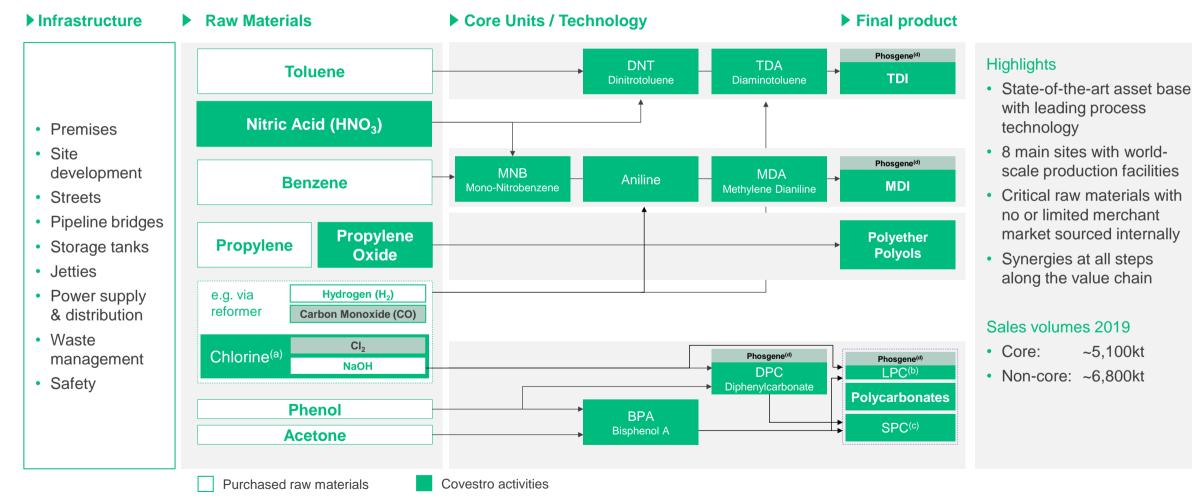
- Marketing and general administration FTE reduced in 2019 as a result of "Perspective" restructuring
- Production personnel increased in 2019 to equip extended production facilities and to enable growth projects as well as to compensate for upcoming retirements
- Plan to reduce year end 2020 FTE to ~16,800 achieved by June 2020 already
- Aiming to further reduce the global headcount until year-end 2020

### Covestro's rating results and index memberships as of June 2020



Rating / Index	2016	2017	2018	2019	2020	Scoring	Benchmark	
MSCI 🛞	BBB	BBB	A	Α	A	AAA - CCC	in Specialty Chemicals	19% 17% 19% 15% 15% 6% 11 B BB BB A AA AAA
Corporate ESG Performance Prime	B-		B-		B-	A+ - D-	Prime Status	39% 20% 0% 0% 0 - 0 - 0 - 0 - 0 - 0 - 0 - 0 - 0 - 0
SUSTAINALYTICS	74	75		80 23.3	20.0	max. 100 Points 0 - 100 Points (the lower the better)	in Specialty Chemicals	3 out of 120 Specialty Chemicals (Subindustry)
SUPPLIER SUSTAINABILITY RATINGS	73			80		max. 100 Points	Gold Ranking	2019 ecovadis <sup>CSR</sup> Rating
FTSE Russell							Inclusion in FTSE4Good Index <sup>(b)</sup>	FTSE4Good
vigeeiris							Not included in Vigeo Eiris Eurozone 120 Index since Dec 207	19(c)

### Synergies in scale, process technology and chemical know-how One chemical backbone across all segments



Q2 2020 | IR Roadshow Presentation

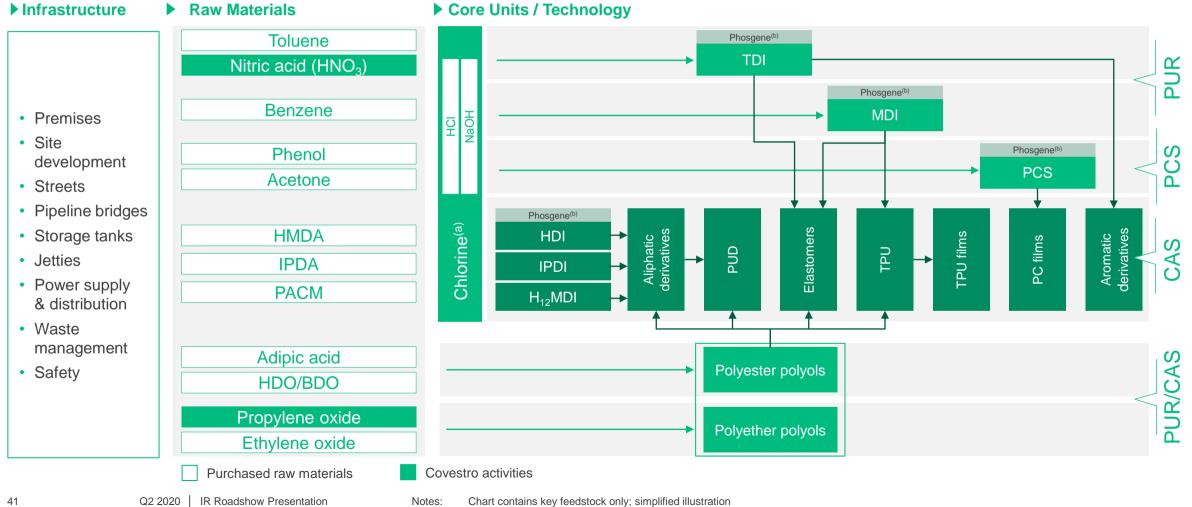
Notes: Chart contains key feedstock only; simplified illustration

(a) via Deacon or HCI-ODC technology and / or chloralkali electrolysis, (b) Interface process, (c) melt process (d) produced from CO and Cl<sub>2</sub>

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### Significant synergies from Covestro chemical backbone CAS backward integration





(a) via Deacon or HCI-ODC technology and / or chloralkali electrolysis

(b) produced from CO and Cl2

### Entire organization aligned for performance Full STI annual target achievement requires EBITDA above €2bn



#### Uniform bonus system

- Full alignment of all employees (including board) along the same KPIs
- Criteria with full focus on performance and shareholder value creation
- 100% payout, as percentage of annual base salary, linked to hierarchy level
- Total payout at Group level for 0%, 100% and 250% achievement is €0m, ~€180m and ~€450m, respectively
- Fixed hurdle rates for 2019 2021 reflect KPI values in mid-cycle conditions, based on historical review and expected future development

#### Three equally weighted Group metrics

Targets for 100% achievement:



- For each metric, payout can range from 0% to 300%
- Max. payout capped at 250%

#### **Transparent ambition**

- Future core volume growth goal of 4% requires growth capex
- 100% target achievement for ROCE and FOCF implies mid-cycle EBITDA above €2bn for 2019 - 2021e

### Significant value creation since IPO

Development of last five years

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	2015	2016	2017	2018	2019
(%)	2.7	7.5	3.4	1.5	2.0
(€ million)	12,082	11,904	14,138	14,616	12,412
(€ million)	1,419	2,014	3,435	3,200	1,604
	487	881	2,179	1,763	648
	558	704	854	1,036	536
	484	500	486	464	469
(€)	2.21	3.93	9.93	9.46	3.02
(€ million)	509	419	518	707	910
(€ million)	964	1,367	1,843	1,669	473
(%)	9.5	14.2	33.4	29.5	8.4
(€ million)	2,211	1,499	283	348	989
(FTE)	15,761	15,579	16,176	16,770	17,201
	(€ million) (€ million) (€) (€ million) (€ million) (%) (€ million)	$(\%)$ $2.7$ $(\in million)$ $12,082$ $(\in million)$ $1,419$ $487$ $487$ $558$ $484$ $(\bigcirc)$ $2.21$ $(\in million)$ $509$ $(\in million)$ $964$ $(\%)$ $9.5$ $(\notin million)$ $2,211$	$(\%)$ $2.7$ $7.5$ $(\in million)$ $12,082$ $11,904$ $(\in million)$ $1,419$ $2,014$ $487$ $881$ $558$ $704$ $484$ $500$ $(\in)$ $2.21$ $3.93$ $(\in million)$ $509$ $419$ $(\notin million)$ $964$ $1,367$ $(\%)$ $9.5$ $14.2$ $(\notin million)$ $2,211$ $1,499$	$(\%)$ 2.77.53.4 $(\in million)$ 12,08211,90414,138 $(\in million)$ 1,4192,0143,435 $(\in million)$ 4878812,179 $558$ 704854 $484$ 500486 $(\in)$ 2.213.939.93 $(\in million)$ 509419518 $(\%)$ 9.514.233.4 $(\%)$ 2,2111,499283	(%)2.77.53.41.5( $\in$ million)12,08211,90414,13814,616( $\notin$ million)1,4192,0143,4353,200( $\notin$ million)1,4192,0143,4353,2004878812,1791,7635587048541,036( $\notin$ )2.213.939.939.46( $\notin$ million)509419518707( $\notin$ million)9641,3671,8431,669( $\%$ )9.514.233.429.5( $\notin$ million)2,2111,499283348

### Upcoming IR events

#### Find more information on <u>covestro.com/en/investors</u>



Reporting dates	
<ul><li>October 27, 2020</li><li>February 23, 2021</li></ul>	Q3 2020 Interim Statement 2020 Annual Report
Annual General Meeting	
• July 30, 2020	Annual General Meeting (virtual)
Broker Conferences	
• August 5, 2020	Jefferies Industrials Conference (virtual)
September 1, 2020	Commerzbank Sector Conference, Frankfurt
September 15, 2020	Credit Suisse 31 <sup>st</sup> Annual Basic Materials (virtual)
• September 21 & 24, 2020	Baader Investment Conference, Munich

### Disclaimer



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