



COMPANY PRESENTATION

NOVEMBER 2020

ConnectingChemistry



Company Presentation

INTRODUCTION TO BRENNTAG

KEY INVESTMENT HIGHLIGHTS

FINANCIALS Q3 2020

APPENDIX



Introduction: Brenntag is ConnectingChemistry globally



Global market leader in chemical / ingredients distribution with 5.9%*) market share



Full-line product portfolio with more than 10,000 products



Network of 640+ locations in 77 countries worldwide



Almost 17,500 employees thereof 1/3 dedicated local sales and marketing employees

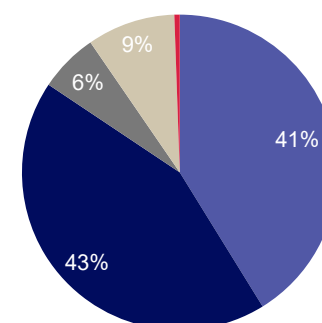
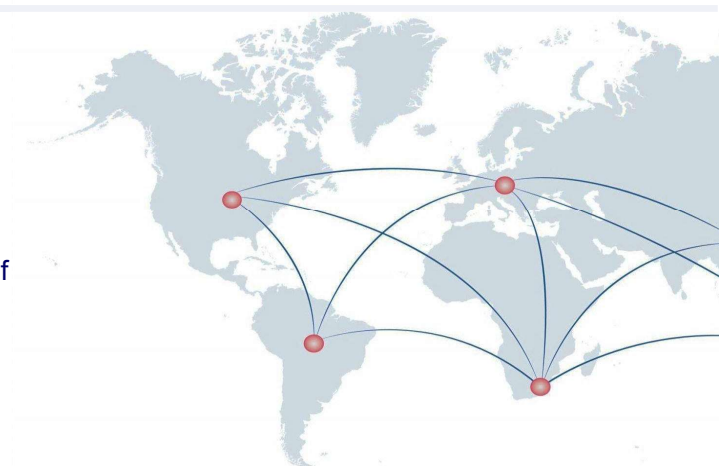


~195,000 customers



Usually less-than-truckload deliveries with average value of c. EUR 3,000

We connect our customers and suppliers in a winning partnership globally and locally

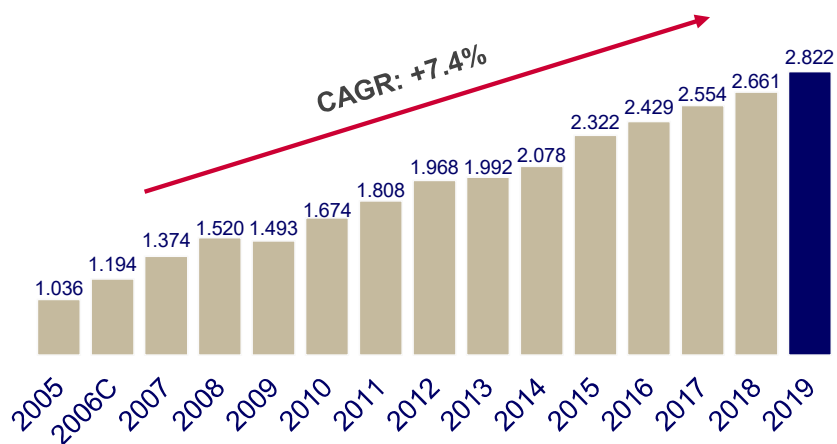


% of op. GP 2019: EUR 2.8bn

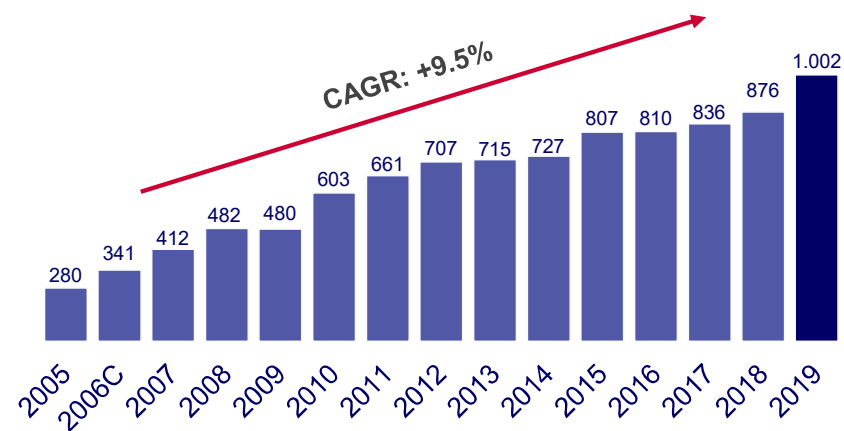
ConnectingChemistry

Introduction: Global market leader with successful track record since IPO

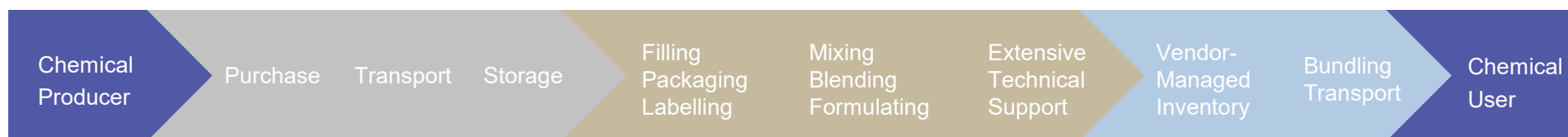
Operating Gross Profit (EUR m)



Operating EBITDA (EUR m)



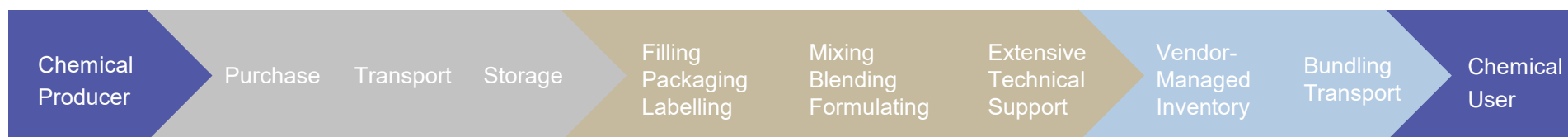
Business model: Chemical distributors fulfil a value-adding function in the supply chain



PURCHASE, TRANSPORT AND STORAGE OF LARGE-SCALE QUANTITIES OF DIVERSE CHEMICALS

- Repackaging from large into smaller quantities
- Filling, labelling, bar-coding and palletizing
- Marketed by more than 6,000 dedicated local sales and marketing employees
- Mixing and blending according to customer specific requirements
- Formulating and technical support from dedicated application laboratories

Business model: Chemical distributors fulfil a value-adding function in the supply chain



- Leveraging high route density based on local scale
- Providing just-in-time delivery and vendor-managed inventory services
- Utilizing transportation for drum return services
- Offering one-stop-shop solution

Distributor vs. producer: Chemical distribution differs substantially from chemical production

“What we are”



“What we are not”

Chemical Producer

	“What we are” Brenntag	“What we are not” Chemical Producer
Business model	B2B Services / Solutions	Manufacturing
Product portfolio	Full-line	Narrow
Customer base	Broad in diverse end-markets	Narrow
Customer order size	Small	Large
Delivery method	Less-than-truckload	Truckload and larger
Fixed assets	Low intensity	High intensity
Fixed asset flexibility	Multi-purpose	Narrow purpose
Cost base	Variable	Fixed
Raw material prices	Market	Contract
Input / Output pricing	Connected	Disconnected

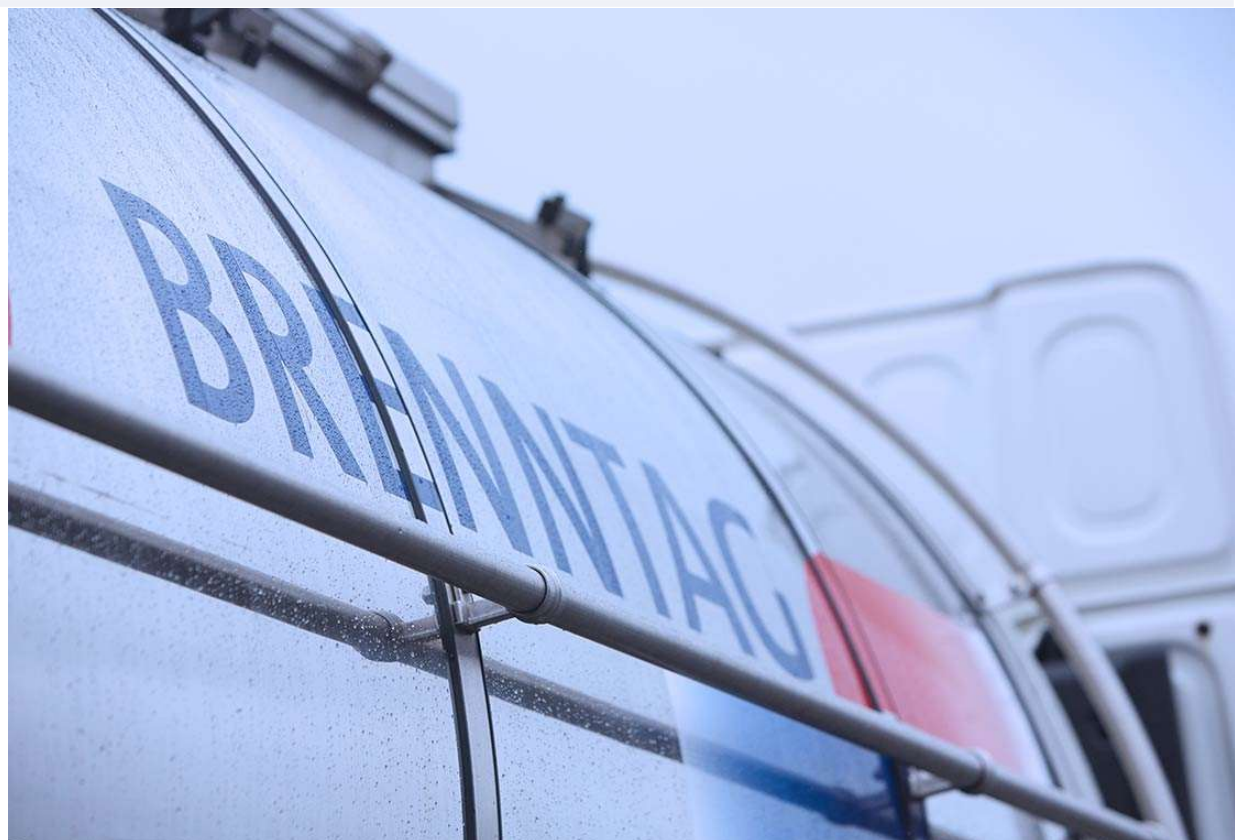
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Investment highlights: Brenntag is a highly attractive investment case

Key investment highlights

Global market leader

Significant growth potential in an attractive industry

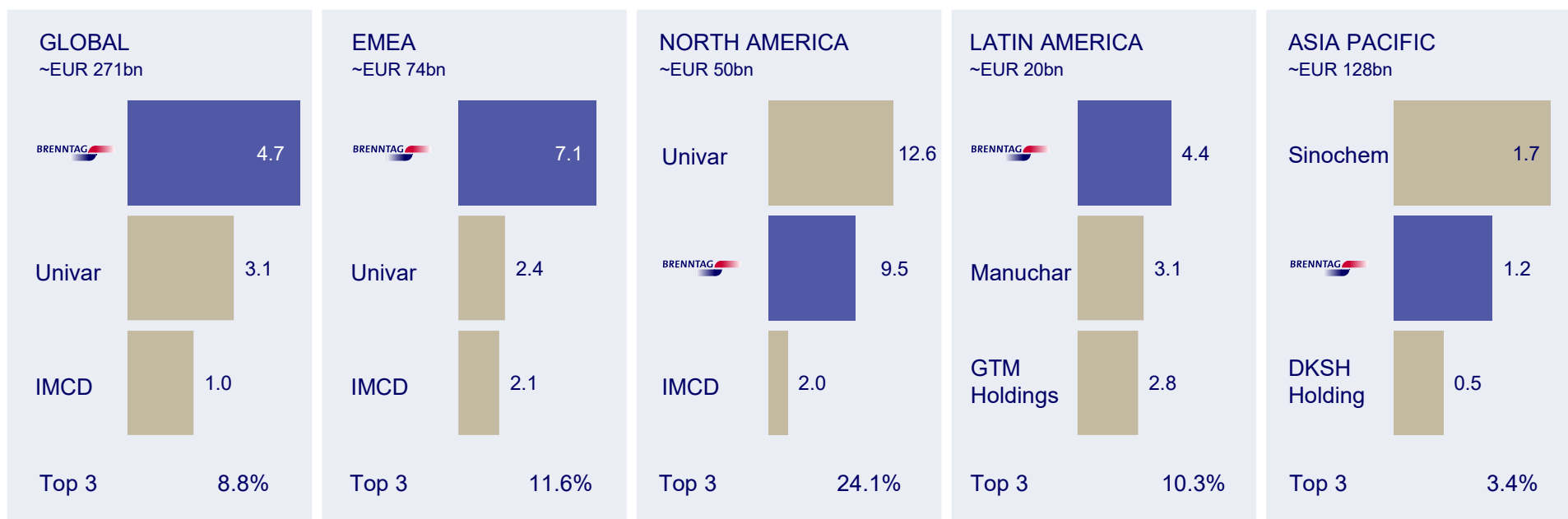
Superior business model with resilience

Excellence in execution

Highly experienced management team

Sound financial profile

Global market leader: Third party chemical distribution estimated market size and market shares

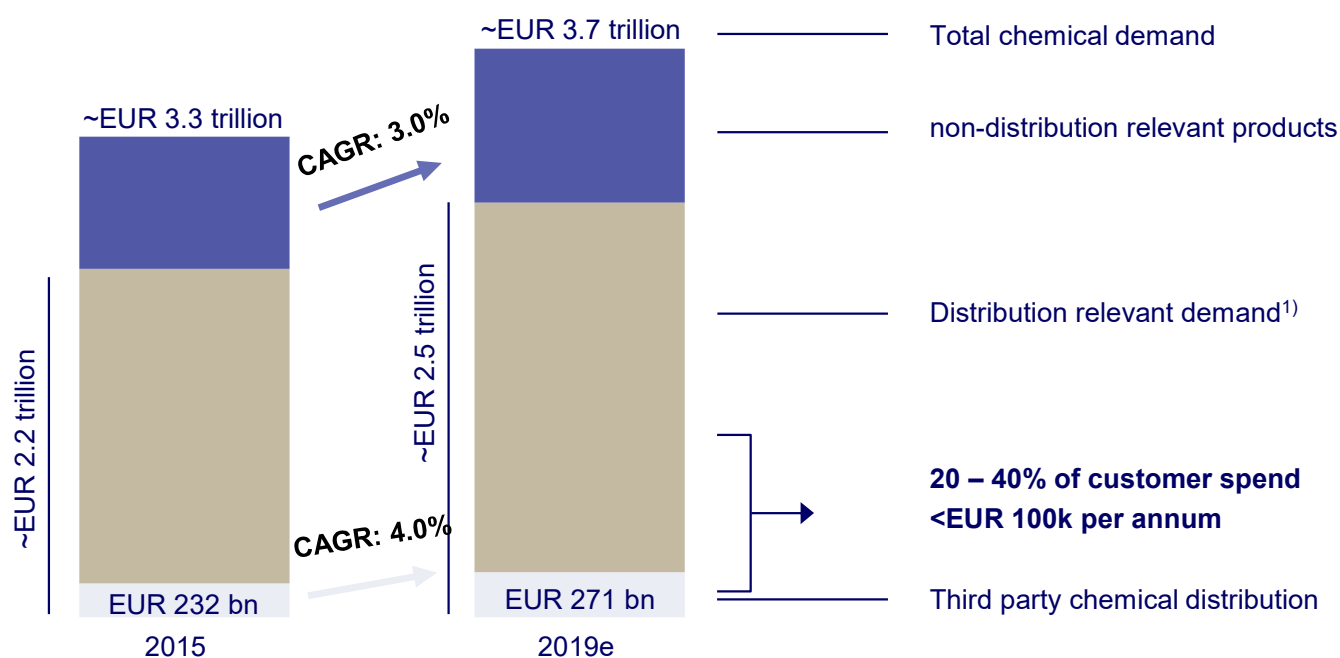


Still highly fragmented market with more than 10,000 chemical distributors globally

As per end 2019: ICIS, BCG Innovative chemical distributors gain a digital edge (September 2020), own analysis
Companies with stronger trading focus are excluded

Growth drivers: Multiple levers of organic growth and acquisition potential

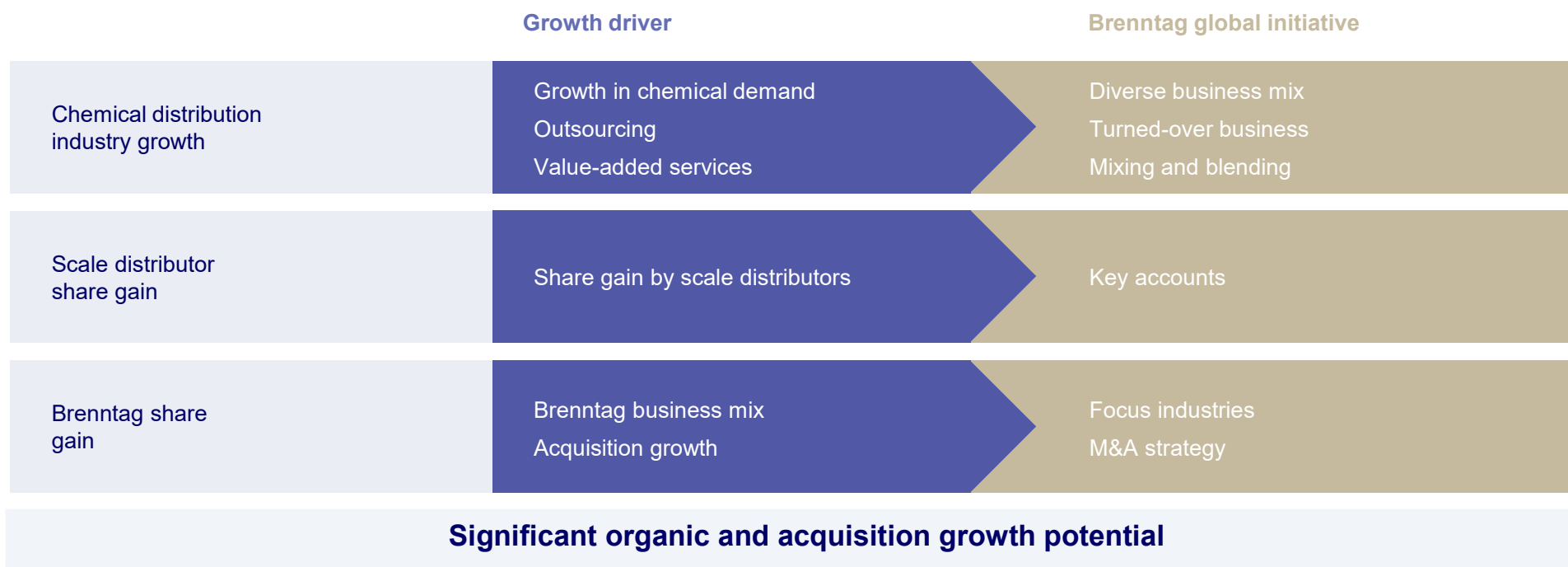
THIRD PARTY CHEMICAL DISTRIBUTION OPPORTUNITY



Source: VCI, BCG Innovative chemical distributors gain a digital edge (September 2020)

1) Excluding non-distribution relevant products like ethylene

Market growth: Third party chemical distribution outgrew total chemical demand



Acquisition objectives: Significant potential for consolidation and external growth



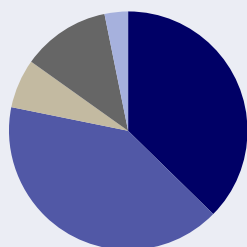
1) Including acquisitions performed until December 2019

2) Purchase price paid excluding debt assumed.

High diversification: Diversity provides resilience and growth potential

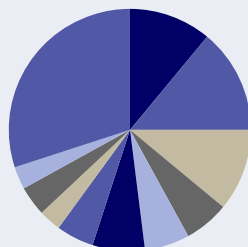
GEOGRAPHY 77 COUNTRIES

2019 Sales split



END-MARKETS WIDESPREAD

No material exposure to any single end-market*

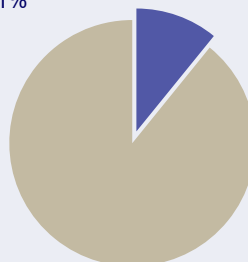


*As % gross profit

ACES¹⁾ Water Treatment
Food Pharma
Oil & Gas Polymers
Cleaning I&I Cosmetics
Chemical Processing Lubricants

CUSTOMERS ~195,000

Top 10 accounts
~11%*



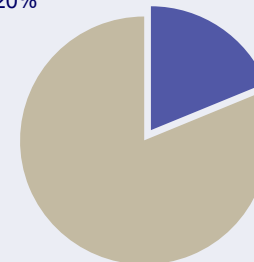
*As % sales

Large part of repeat-order business

ExxonMobil
BASF
HALLIBURTON
syngenta

PRODUCTS >10,000

Top 10
<20%**

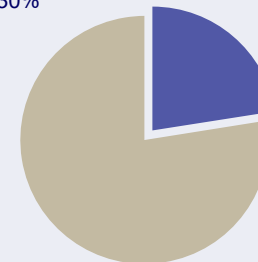


**As % gross profit

e.g. Acetate, Alcohol, Caustic Soda, Citric Acid, Isopropyl Alcohol, Phosphoric Acid, Sodium Hypochlorite, Solvents, Blends, Sulfuric Acid, Toluene, Xylene

SUPPLIERS several thousand

Top 10
<30%***



***As % purchase value²⁾

Dow EVONIK
ExxonMobil
SOLVAY
BASF
lyondellbasell

Data for end-markets, customers, products and suppliers as per Management estimates

1) Adhesives, coatings, elastomers, sealants 2) excl. Latin America

Brenntag AG – Company Presentation | November 2020

Barriers to entry: High barriers to entry due to critical scale and scope



Market driven: Excellence in execution due to balance of global scale and local reach



Sustainability:

Brenntag's commitment to sustainability and external reporting/ratings

MEMBERSHIPS / SIGNATURES:



Participation in the **Responsible Care/Distribution** program for more than 20 years



2014: Signing of the **UN Global Compact** and commitment to its 10 principles



2016: Member of the chemical industry's **"Together for Sustainability"** initiative

RATINGS AND REPORTING:



Gold Status **EcoVadis** Sustainability Assessment since 2016



CDP: C level ("Awareness") Climate Change 2019 rating



Annual **Sustainability Report** since 2015 (GRI Standards)
Dedicated website:
www.brenntag.com/sustainability

Board of Management: Highly experienced management team



Christian Kohlpaintner
CEO

Global Communications,
Corp. Development,
Global HR, Corp. HSE,
Internal Audit & Compliance,
Global Marketing, Global M&A,
Sustainability



Georg Müller
CFO

Corp. Controlling, Finance & IR,
Group Accounting, Legal, Risk
Management, Tax,
Brenntag International Chemicals



Steven Terwindt

Region North America,
Region Latin America,
Global Key Accounts

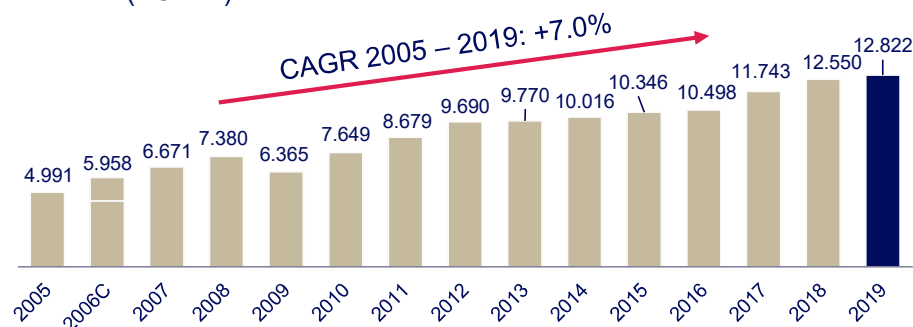


Henri Nejade

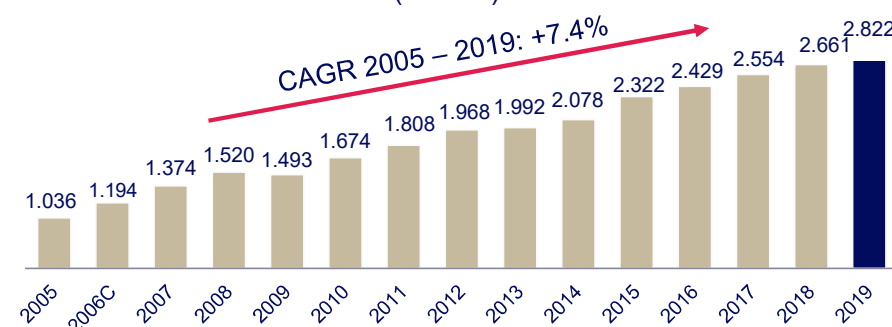
Region EMEA
(Europe, Middle East & Africa),
Region Asia Pacific,
Global Food & Nutrition,
Global Sourcing

Sound financial profile: Growth track record and resilience through the downturn

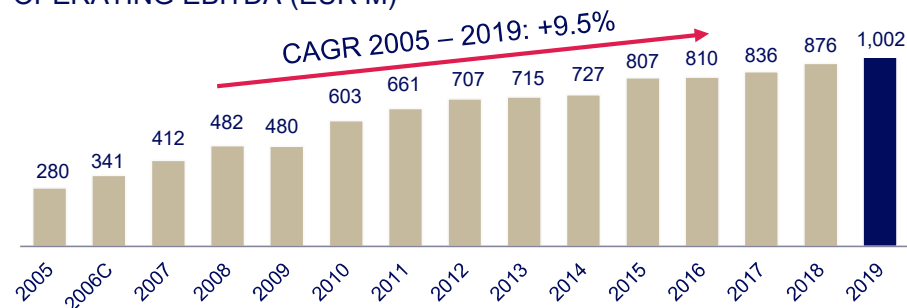
SALES (EUR M)



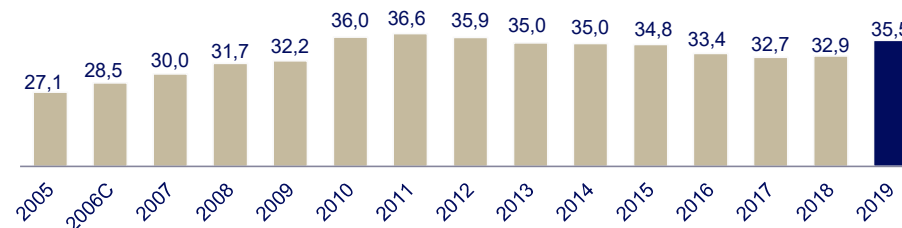
OPERATING GROSS PROFIT (EUR M)



OPERATING EBITDA (EUR M)



OP. EBITDA/ OP. GROSS PROFIT (IN %)



Notes: 2005: Brenntag predecessor; 2006: Brenntag and Brenntag predecessor combined and does not constitute pro forma financial information.

EBITDA / Gross Profit adjusted for non-recurring effects: 2012 = 11m, 2013 = 17m

Investment highlights: Brenntag is a highly attractive investment case

Key investment highlights

Global market leader

Significant growth potential in an attractive industry

Superior business model with resilience

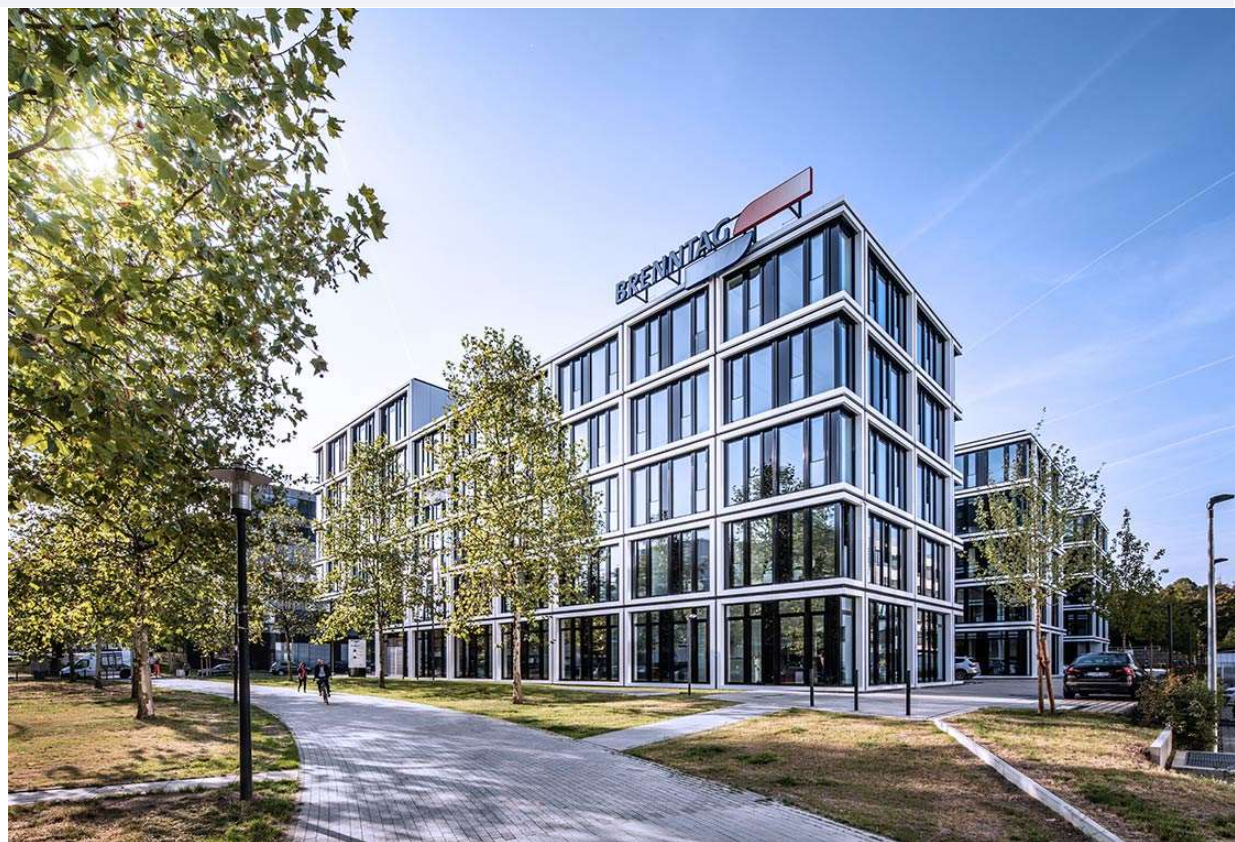
Excellence in execution

Highly experienced management team

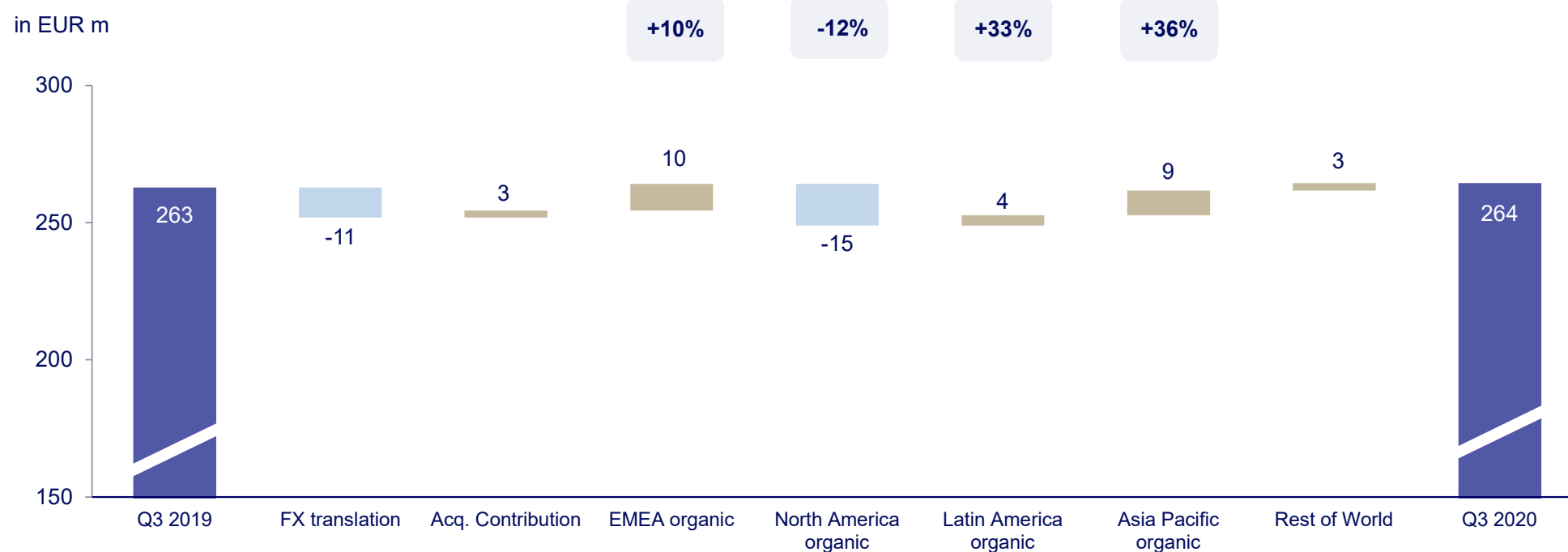
Sound financial profile

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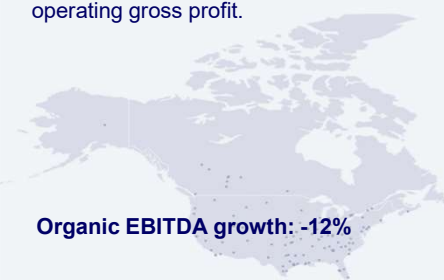




Financials Q3 2020: Operating EBITDA bridge*: Q3 2019 to Q3 2020



* Calculations are partly based on assumptions made by management; Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided

Financials Q3 2020: Another strong quarter

EMEA	NORTH AMERICA	LATIN AMERICA	ASIA PACIFIC
<p>Strong performance in many countries and a lot of customer industries.</p> <p>Nutrition, Personal Care/HI&I, Pharma, Coatings & Construction with particularly good performance</p> <p>Operating gross profit increase mainly driven by strong gross profit per unit while volumes are still below PY level.</p>  <p>Organic EBITDA growth: +10%</p>	<p>Ongoing weakness in O&G customer industry.</p> <p>Continued impact of COVID-19 on North-American economy.</p> <p>Cost control measures were not able to fully compensate the decrease in operating gross profit.</p>  <p>Organic EBITDA growth: -12%</p>	<p>Strong operational performance also in Q3 2020.</p> <p>Brenntag was able to demonstrate relative market strength despite COVID-19 impact on economies in the region.</p> <p>Operating gross profit displays positive volume trend in Q3 as well as good margin management.</p> <p>Volatility in the region remains high.</p>  <p>Organic EBITDA growth: +33%</p>	<p>Strong recovery compared to Q2 2020.</p> <p>China with continuous good results and better performance in India.</p> <p>Developments around COVID-19 remain dynamic and future developments are hard to predict.</p> <p>EBITDA performance entirely driven by organic business operations.</p>  <p>Organic EBITDA growth: +36%</p>

Financials Q3 2020: Segments Q3 2020

in EUR m		EMEA	North America	Latin America	Asia Pacific	All other segments	Group
Operating gross profit	Q3 2020	294.8	273.9	44.5	72.5	4.9	690.6
	Q3 2019	285.5	318.7	44.5	68.1	5.4	722.2
	Δ	3.3%	-14.1%	0.0%	6.5%	-9.5%	-4.4%
	Δ FX adjusted	4.8%	-9.3%	15.7%	12.0%	-9.5%	-0.2%
Operating EBITDA	Q3 2020	112.9	110.0	15.1	33.0	-6.6	264.4
	Q3 2019	103.2	131.1	12.6	25.3	-9.4	262.8
	Δ	9.4%	-16.1%	19.8%	30.4%	-30.0%	0.6%
	Δ FX adjusted	11.3%	-11.7%	39.8%	35.9%	-30.0%	4.9%

Financials Q3 2020: Income statement below operating EBITDA

in EUR m	Q3 2020	Q3 2019	Δ	2019
Operating EBITDA	264.4	262.8	0.6%	1,001.5
Special items	-14.6	9.2	-258.7%	8.6
Depreciation	-61.5	-62.3	-1.3%	-243.6
EBITA	188.3	209.7	-10.2%	766.5
Amortization ¹⁾	-10.7	-12.5	-14.4%	-49.6
EBIT	177.6	197.2	-9.9%	716.9
Financial result	-15.6	-23.2	-32.8%	-83.5
EBT	162.0	174.0	-6.9%	633.4
Profit after tax	120.6	128.4	-6.1%	469.2
EPS	0.76	0.83	-8.4%	3.02

1) Includes scheduled amortization of customer relationships amounting to EUR 22.2m in 9M 2020 (EUR 28.6m in 9M 2019).

Financials Q3 2020: Free cash flow

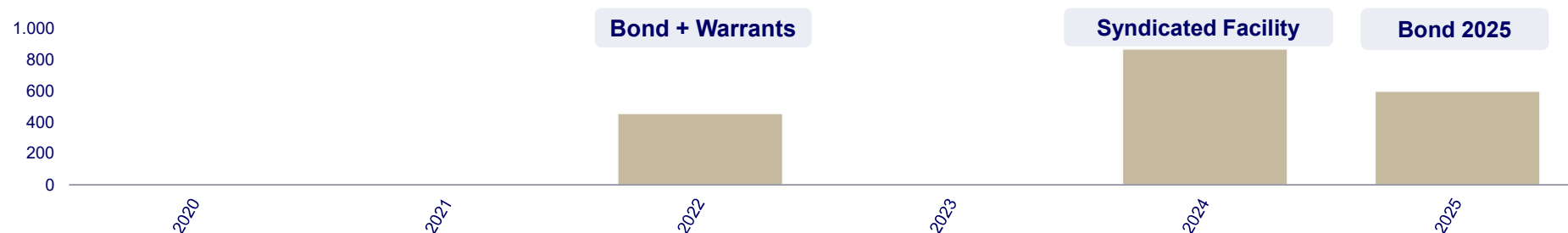
in EUR m	Q3 2020	Q3 2019	Δ	Δ	2019
Operating EBITDA	264.4	262.8	1.6	0.6%	1,001.5
Capex	-38.5	-50.4	11.9	-23.6%	-205.2
Δ Working capital	226.5	64.9	161.6	249.0%	161.7
Principal and interest payments on lease liabilities	-31.7	-31.4	-0.3	1.0%	-120.7
Free cash flow	420.7	245.9	174.8	71.1%	837.3

Financials Q3 2020: Balance Sheet and maturity profile

in EUR m	30 Sep 2020	31 Dec 2019
Financial liabilities	2,026.2	2,160.6
Lease liabilities	433.0	420.2
./. Cash and cash equivalents	870.9	520.3
Net Debt	1,588.3	2,060.5
Net Debt/Operating EBITDA ¹⁾	1.5x	2.1x
Equity	3,548.8	3,579.0

FY 2019 leverage

- 1.9x (excl. IFRS 16)
- 2.1x (incl. IFRS 16)



1) Operating EBITDA for the quarters on LTM basis calculated including IFRS 16 effect.

Financials Q3 2020: Working capital

in EUR m	30 Sep 2020	30 Jun 2020	31 Mar 2020	31 Dec 2019	30 Sep 2019
Inventories	1,005.9	1,190.5	1,169.9	1,176.5	1,280.6
+ Trade receivables	1,648.0	1,658.9	1,979.0	1,820.3	1,935.9
./. Trade payables	1,194.2	1,120.4	1,396.1	1,229.1	1,334.9
Working capital (end of period)	1,459.7	1,729.0	1,752.8	1,767.7	1,881.6
Working capital turnover (annualized) ¹⁾	7.1x	6.9x	7.3x	7.0x	6.9x

1) Sales YTD extrapolated to the full year; average working capital is defined as the average of working capital at the beginning of the year and at the end of each quarter.

Agenda: Q3 2020 Results

REVIEW Q3 2020

FINANCIALS Q3 2020

OUTLOOK

APPENDIX



Outlook: Outlook for 2020 and beyond



- Brenntag reinstated new financial outlook for FY 2020
- Operating EBITDA for FY 2020 now expected between 1,000 and 1,040 million EUR



- COVID-19 will continue to impact general economic environment
- Rising number of COVID-19 cases globally
- Business environment expected to remain challenging



- Health and safety of our employees remain top priority



- Future operating model announced together with new board structure as from Jan. 2021
- Two dedicated divisions “Brenntag Essentials” and “Brenntag Specialties”
- Total EBITDA uplift potential of 220 million EUR identified

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Brenntag history: Longstanding history of more than 140 years

Year	Event
1874	Philipp Mühsam founds the business in Berlin
1912	Entry into chemical distribution business
1966	Brenntag becomes international, acquiring Balder in Belgium
1970 – 1979	US business established; continued acquisitions in European and North American chemicals distribution business
1980 – 1989	Further expansion in North America
1990 – 2000	Expansion in Europe via acquisitions; takeover of Neuber Group in Austria establishes foothold in Central and Eastern Europe
2000	Acquisition of Holland Chemical International, at the time the fifth largest chemical distributor worldwide, providing global scale and a leading position in Latin America
2000 – 2008	Becoming global market leader; acquisition of LA Chemicals (US, 2006), Schweizerhall (Switzerland, 2006) and Albion (UK and Ireland, 2006)
2008	Acquisition of Rhodia's distribution activities in 8 countries, establishing Asia Pacific platform

Brenntag history: Longstanding history of more than 140 years

Year	Event
2010	IPO; acquisition of EAC Industrial Ingredients, substantially strengthening presence in Asia Pacific
2011	Market entry in China
2012	The free float of the Brenntag AG share reached 100% of the share capital, after final placement of Brachem Acquisition S.C.A.
2015	Acquisition of J.A.M. (USA) and G.H. Berlin Woodward (USA): Strategic expansion of lubricants business in USA
2015	Continued international growth through targeted acquisitions in EMEA and Asia Pacific
2016	Towards greater sustainability: Brenntag achieves Gold status in EcoVadis Sustainability Assessment and becomes full member of TfS initiative.
2017	Brenntag moves into the new headquarter – the ‚House of Elements‘ in Essen, Germany
2018	Brenntag launches Food & Nutrition brand
2019	Expansion of global footprint through strategic acquisitions across all segments

Aligning our business to the future:

Brenntag has successfully established the Food&Nutrition business and is managing this industry-focused approach on a global basis

Above average growth



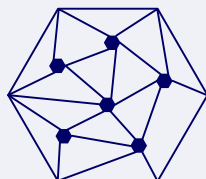
**~1.6bn EUR
Sales
in 2019**

Application Centers



28

**Supply chain
excellence**



**Development
expertise**



**Food & Nutrition
sales force**



~780

Top initiative – key accounts: Increase business with pan-regional/global key customers based on increased demand

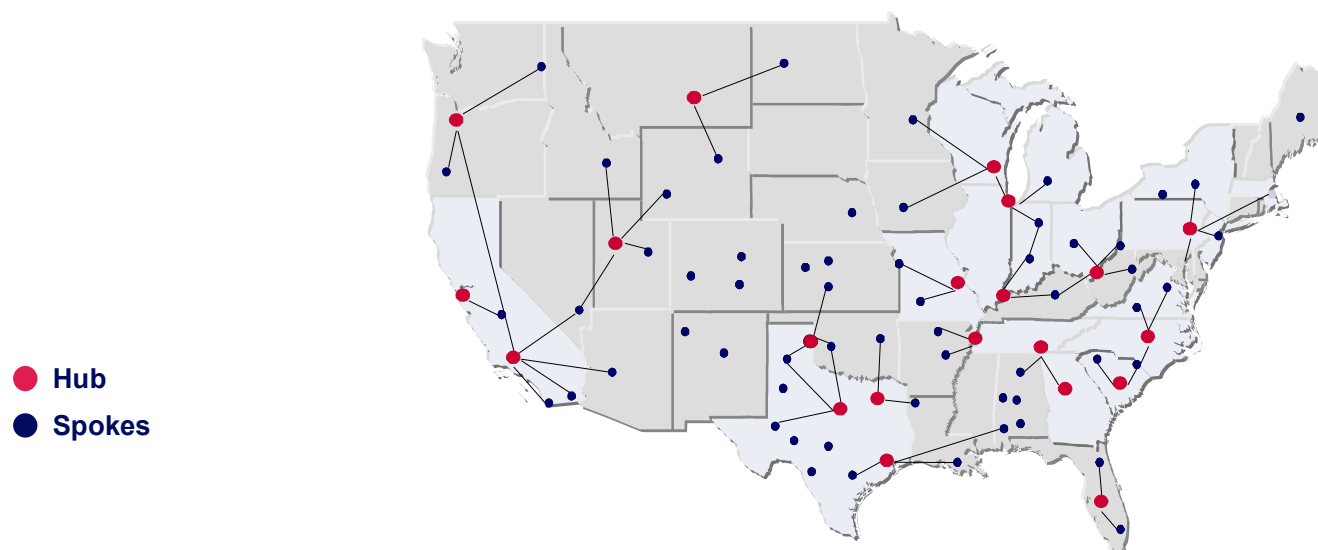
CONCEPT

- Management believes amount spent by customers on chemical distribution may be 15% to 25% of their total chemical spending
- Partnering with an international distributor can greatly reduce the cost and time of supplier management, allowing customer procurement to focus on strategic materials
- International distribution can bundle customers' global usage to simplify the interaction with producers
- Knowledge gain at one customer site can be rapidly transferred to all other sites, thus lessening project development time, approval of alternate sources, or implementing best-in-class logistics
- One contract or working document applies to all business interactions leading to quicker implementation, reduced misunderstandings and elimination of regional differences
- An international distributor can grow with the customer as the customer enters new geographical and business markets
- Global corporations want to partner with a supplier that provides the security of a robust and uniform Sustainability Program, and Ethical work processes

Customers who take advantage of Brenntag's truly global network contributed EUR 1,820m of sales in 2019

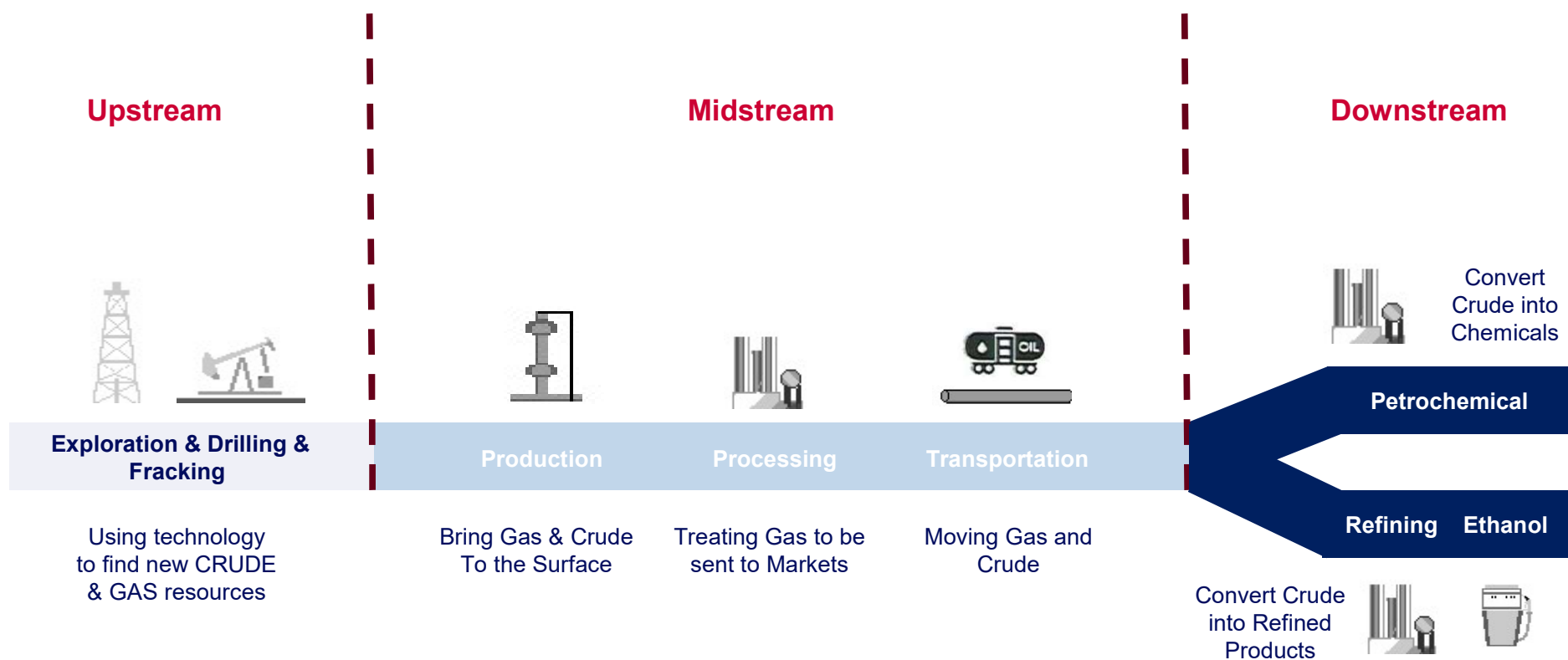
North america – efficient hub & spoke system: Efficient management of stock and storage utilization

ILLUSTRATIVE EXAMPLE OF HUB AND SPOKE SYSTEM:



- **Larger distribution sites (“hubs”)** are fully equipped with tanks, filling stations, mixing and blending facilities and storage facilities for packaged products
- **Smaller distribution sites (“spokes”)** represent warehouse facilities for packaged products that are supplied from the larger sites

North America: Oil and Gas Value Chain



HSE:

Committed to health, safety and the environment

Committed to the principles of Responsible Care/Responsible Distribution¹⁾

- Product responsibility
- Plant safety
- Occupational safety and health
- Comprehensive environment protection (air, water, soil, raw materials, waste)
- Transport safety

Brenntag Approach

Programs and regular training

Clear guidelines and procedures

Appropriate equipment

Behaviour-based safety

Regular reporting to Board

¹⁾ Program of the International Council of Chemical Trade Associations

1. Acquisition history:

Acquisitions have achieved three main objectives

Building up scale & efficiencies

- Biesterfeld, Germany, 2002
- Albion, UK and Ireland, 2006
- Schweizerhall, Switzerland, 2006
- Quadra and LA Chemicals, USA, 2006
- Ulrich Chemicals, Mid-South USA, 2007
- Houghton Chemicals, USA, 2010
- G.S. Robins, Northern US, 2011
- The Treat-Em-Rite Corporation, USA, 2012
- Kemira Water Denmark A/S, Denmark, 2014
- Philchem, Inc., Texas, USA, 2014
- NOCO Inc., NY, USA, 2016
- MCP Inc., Pryor, Oklahoma, USA, 2016
- Canada Colors & Chemicals, Canada, 2018
- Reeder Distributors Inc., USA, 2019
- B&M Oil Company, USA, 2019
- Suffolk Solutions, Inc., USA, 2020

2. Acquisition history:

Acquisitions have achieved three main objectives

Expanding geographic coverage

- Neuber, CEE, 2000
- Holland Chemical Intl., Canada/LA/Nordic, 2000
- Group Alliance, North Africa, 2005
- Dipol, Ukraine & Russia, 2008
- Rhodia, Asia, 2008
- EAC Industrial Ingredients, Asia, 2010
- Zhong Yung (International) Chemical, China, 2011
- ISM/Salkat Group, Asia, 2012
- Quimicas Merono, Spain, 2015
- TAT Group, Singapore, Asia, 2015
- Trychem FZC, Dubai, UAE, 2015
- Whanee Corporation, South Korea, 2016
- Raj Petro Specialities, India, 2017
- Conquimica, Columbia, 2017
- Quimitécnica, Portugal, 2018
- Desbro, Kenya, 2018
- Crest Chemicals Ltd., South Africa, 2019
- Neuto Chemical Corp., Taiwan, 2019²⁾
- Quimisa S.A., Brazil, 2019
- Oils 'R Us, Thailand, 2020

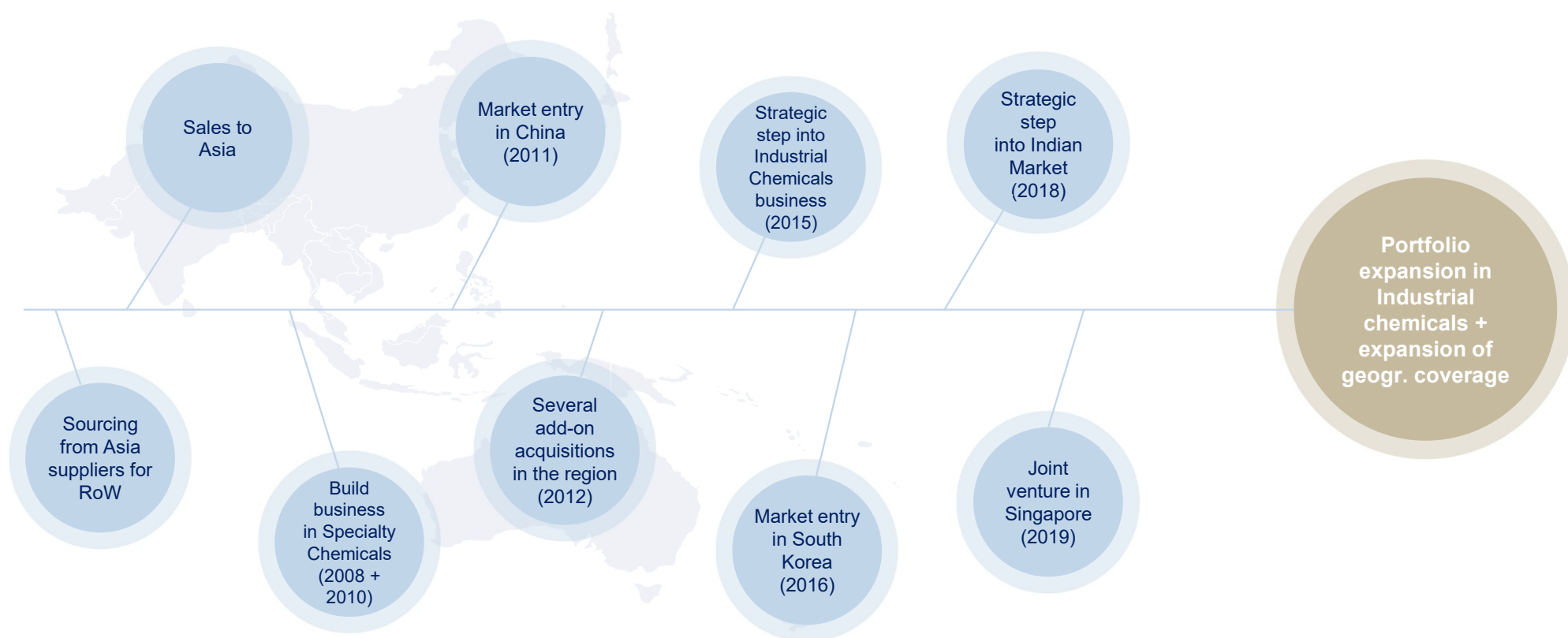
3. Acquisition history:

Acquisitions have achieved three main objectives

Improving full-line portfolio

- ACES¹⁾, 2 distributors UK + Canada, 2004, 2007
- 6 distributors in EU & LA, 2005-09
- Oil & Gas, 3 distributors in NA, 2005-08
- Riba (Spain), Amco (Mexico), 2010 & 2011
- Multisol (UK), 2011
- Delanta, LA, 2012
- Water treatment, Altivia Corp., NA, 2012
- Lubrication Serv., NA, 2013
- Zytex, India, 2013
- Gafor, Brazil, 2014
- Chimab, Italy, 2014
- SurtiQuímicos, Colombia 2014
- Fred Holmberg & Co AB, Sweden, 2014
- Food, Lionheart, South Africa, 2015
- Cosmetics, Parkoteks Kimya, Turkey, 2015
- Lubricants, J.A.M. + Berlin-Windward USA, 2015
- Leis Polytechnik + ACU, Germany, 2016
- Platichem + Warren Chem, South Africa, 2016
- Waxes, EPChem. Group, Singapore, 2016
- Petra Industries, Inc., USA, 2017
- Greene's Energy Group, USA, 2017
- Wellstar, China, 2017
- Kluman and Balter + A1 Cake Mixes, UK, 2017
- Alphamin S. A., Belgium, 2018
- Pachem Distribution Inc., 2018
- NERP Inc., USA, 2019
- Tee Hai Chem Pte. Ltd., Singapore, 2019
- Marlin Company Inc., USA, 2019
- Tan International, UK, 2019
- Comelt Spa; Aquadepur Srl, Italy, 2020

Asia Pacific Strategy: Implementation of a powerful platform with clearly defined strategy



Financials FY 2019: Highlights 2019

OPERATING GROSS PROFIT

+3.4% (fx adj.)

EUR 2,821.7m

OPERATING EBITDA

+11.3% (fx adj.)
Supported by IFRS 16

EUR 1,001.5m

FREE CASHFLOW GENERATION

+59.4%

EUR 837.3m

EPS

EUR 3.02

Following EUR 2.98 on year ago

RESILIENT BUSINESS MODEL

Strong cash flow generation
in difficult market
environment

NEW APPROACH FOR FOOD & NUTRITION

Business delivered above
average growth

M&A STRATEGY EXECUTED

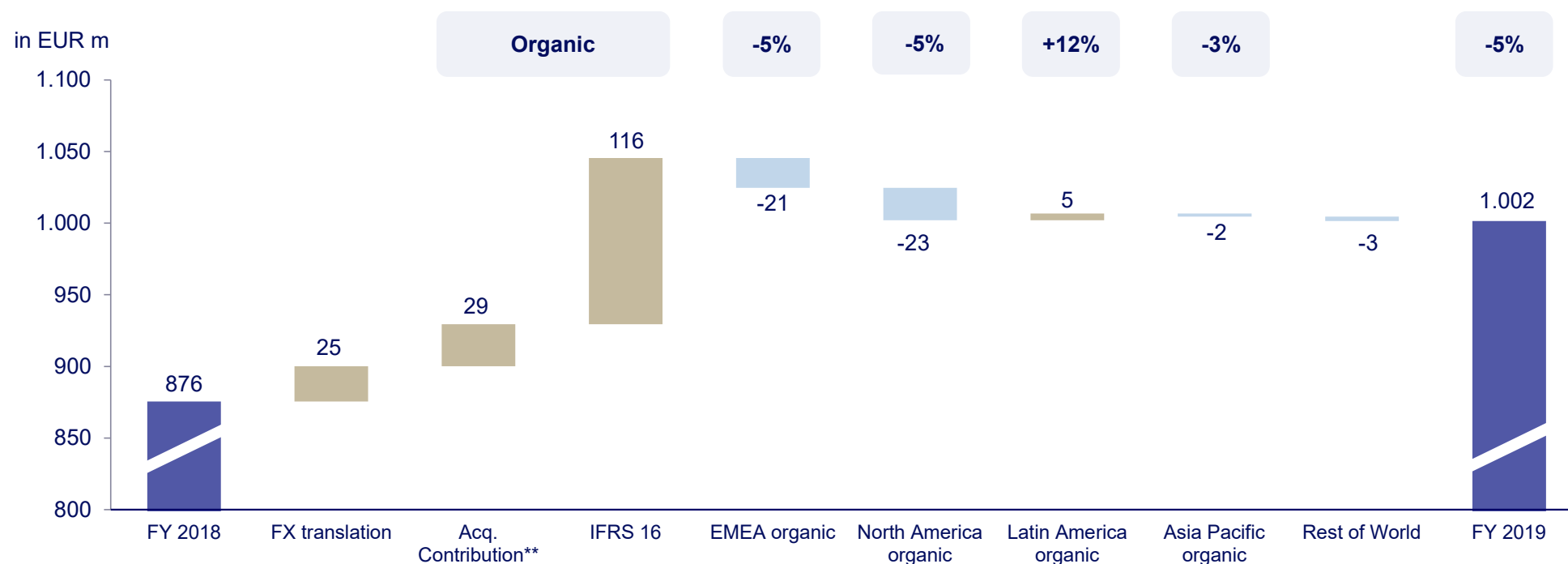
EUR ~260m
(acquired EV in 2019)

DIVIDEND PROPOSAL

EUR 1.25 DPS

9th consecutive increase

Financials FY 2019: Operating EBITDA bridge*: FY 2018 to FY 2019



* Calculations are partly based on assumptions made by management; effects based on rounded figures

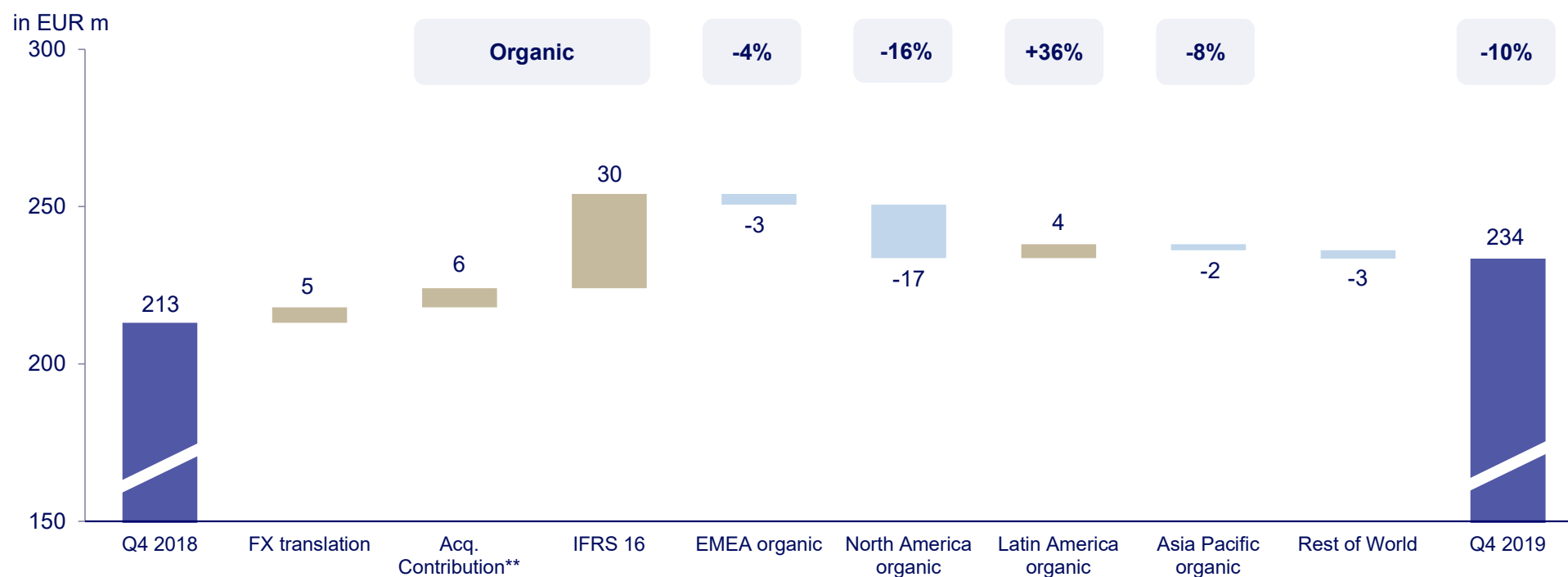
** 2018 adjusted for Biosector (sale 12/2018)

Financials FY 2019: Segments FY 2019

in EUR m		EMEA	North America	Latin America	Asia Pacific	All other segments	Group
Operating gross profit	FY 2019	1,141.6	1,216.8	177.0	266.8	19.5	2,821.7
	FY 2018	1,141.2	1,118.3	163.1	224.2	14.1	2,660.9
	Δ	0.0%	8.8%	8.5%	19.0%	38.3%	6.0%
	Δ FX adjusted	0.1%	3.4%	6.5%	14.7%	38.3%	3.4%
Operating EBITDA	FY 2019	406.3	474.8	55.9	101.1	-36.6	1,001.5
	FY 2018	385.5	409.6	39.9	77.9	-37.4	875.5
	Δ	5.4%	15.9%	40.1%	29.8%	-2.1%	14.4%
	Δ FX adjusted	5.6%	10.1%	38.0%	24.7%	-2.1%	11.3%
	IFRS 16 effect	41.6	53.0	8.8	8.7	3.9	116.0
	Δ ex. IFRS 16*	-5.2%	-2.2%	16.3%	13.9%	8.3%	-1.6%

* Growth rates are unaudited

Financials FY 2019: Operating EBITDA bridge*: Q4 2018 to Q4 2019



* Calculations are partly based on assumptions made by management; effects based on rounded figures

** 2018 adjusted for Biosector (sale 12/2018)

Financials FY 2019: Income statement

in EUR m	FY 2019	FY 2018	Δ	Δ FX adjusted
Sales	12,821.8	12,550.0	2.2%	-0.3%
Cost of materials	-10,000.1	-9,889.1	1.1%	
Operating gross profit	2,821.7	2,660.9	6.0%	3.4%
Operating expenses	-1,820.2	-1,785.4	1.9%	
Operating EBITDA	1,001.5	875.5	14.4%	11.3%
Op. EBITDA/Op. gross profit	35.5%	32.9%		

Financials FY 2019: Income statement below operating EBITDA

in EUR m	FY 2019	FY 2018	Δ
Operating EBITDA	1,001.5	875.5	14.4%
Special items	8.6	17.4	
Depreciation	-243.6	-122.0	99.7%
EBITA	766.5	770.9	-0.6%
Amortization ¹⁾	-49.6	-49.9	-0.6%
EBIT	716.9	721.0	-0.6%
Financial result	-83.5	-97.5	-14.4%
EBT	633.4	623.5	1.6%
Profit after tax	469.2	462.3	1.5%
EPS	3.02	2.98	1.3%

1) Includes scheduled amortization of customer relationships amounting to EUR 34.9m in 2019 (EUR 40.7m in 2018).

Financials FY 2019: Working capital

in EUR m	31 Dec 2019	30 Sep 2019	30 June 2019	31 Mar 2019	31 Dec 2018
Inventories	1,176.5	1,280.6	1,250.5	1,214.3	1,195.8
+ Trade receivables	1,820.3	1,935.9	1,975.0	2,003.9	1,843.0
./. Trade payables	1,229.1	1,334.9	1,328.2	1,360.0	1,231.8
Working capital (end of period)	1,767.7	1,881.6	1,897.3	1,858.2	1,807.0
Working capital turnover (year-to-date) ¹⁾	7.0x	6.9x	6.9x	6.9x	7.3x
Working capital turnover (last twelve months) ²⁾	7.0x	6.9x	6.9x	7.1x	7.3x

1) Using sales on year-to-date basis and average working capital year-to-date.

2) Using sales on LTM basis and average LTM working capital.

Financials FY 2019: Cash flow items

in EUR m	2019	2018	Δ	Δ
Operating EBITDA	1,001.5	875.5	126.0	14.4%
CAPEX	-205.2	-172.2	-33.0	19.2%
Δ Working capital	161.7	-178.1	339.8	-190.8%
Principal and interest payments on lease liabilities ¹⁾	-120.7			
Free cash flow	837.3	525.2	312.1	59.4%

FREE CASH FLOW

EUR 837m

INTEREST AND TAX PAYMENTS

+EUR -251m

CASH OUT FOR M&A

EUR -195m

DIVIDEND PAID

EUR -185m

¹⁾ On initial application of IFRS 16 at January 1, 2019, cash outflows for principal payments on lease liabilities and interest payments incurred in this context are deducted. In the prior-year figures, lease payments were still included in operating EBITDA through rental and lease expenses.

Financials FY 2019: Cash flow statement

in EUR m	FY 2019	FY 2018
Profit after tax	469.2	462.3
Depreciation & amortization	293.2	171.9
Income taxes	164.2	161.2
Income tax payments	-175.3	-150.6
Interest result	90.0	82.3
Interest payments (net)	-75.7	-80.0
Changes in current assets and liabilities	136.5	-230.7
Changes in provisions	0.9	-25.7
Other	-23.7	-15.4
Cash provided by operating activities	879.3	375.3

Financials FY 2019: Cash flow statement (continued)

in EUR m	FY 2019	FY 2018
Purchases of intangible assets and property, plant & equipment (PPE)	-204.0	-178.4
Purchases of consolidated subsidiaries and other business units	-194.9	-199.0
Proceeds from the disposal of consolidated subsidiaries and business units	14.7	68.2
Other	12.0	19.1
Cash used for investing activities	-372.2	-290.1
Purchases of companies already consolidated	-	-
Profits distributed to non-controlling interests	-1.5	-1.6
Dividends paid to Brenntag shareholders	-185.4	-170.0
Repayment of (-)/proceeds from (+) borrowings (net)	-196.5	-39.9
Cash used for financing activities	-383.4	-211.5
Change in cash & cash equivalents	123.7	-126.3

ROCE: Increasing value added and returns

in EUR m	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
EBITA	766.5	770.9	663.3	694.5	698.7	627.5	595.6	610.8	569.9	513.6	394.3
Average carrying amount of equity	3,427.3	3,111.6	2,969.2	2,753.8	2,534.6	2,190.1	2,008.4	1,860.3	1,660.0	1,265.5	157.7
Average carrying amount of financial liabilities	2,581.3	2,173.1	2,255.0	2,238.3	1,961.8	1,823.1	1,817.5	1,868.7	1,809.6	2,114.7	3,190.0
Average carrying amount of cash and cash equivalents	-430.8	-416.2	-612.0	-566.3	-460.9	-413.1	-343.4	-356.2	-382.5	-468.3	-500.9
ROCE ^{1,2)}	13.7%	15.8%	14.4%	15.7%	17.3%	17.4%	17.1%	18.1%	18.5%	17.6%	13.9%

1) ROCE is defined as EBITA divided by (the average carrying amount of equity + the average carrying amount of financial liabilities – the average carrying amount of cash and cash equivalents)

2) The decline in ROCE in 2019 is mainly attributable to the significant increase in the carrying amount of financial liabilities related to IFRS 16. Adjusted for this effect, ROCE was 14.6%.

Cash flow: Strong cash generation over the past years

in EUR m	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
EBITDA	1,001.5	875.5	836.0	810.0	807.4	726.7	698.3	707.0	660.9	602.6	480.3
CAPEX	-205.2	-172.2	-148.1	-141.1	-130.1	-104.8	-97.2	-94.7	-86.0	-85.1	-71.8
Δ Working capital	161.7	-178.1	-247.6	-27.5	87.0	-100.5	-56.2	-33.0	-61.0	-136.4	242.0
Principal and interest payments on lease liabilities	-120.7										
Free cash flow¹⁾	837.3	525.2	440.3	641.4	764.3	521.4	544.9	579.3	513.9	381.1	650.5
Average working capital ²⁾	1,842.3	1,719.6	1,487.3	1,308.8	1,295.1	1,161.8	1,090.0	1,048.8	928.3	752.4	691.9
Working capital turnover³⁾	7.0x	7.3x	7.9x	8.0x	8.0x	8.6x	9.0x	9.2x	9.3x	10.2x	9.2x

1) Free Cash Flow is calculated as operating EBITDA – Capex +/- Δ Working Capital.

2) Average Working Capital is defined for a particular year as the mean average of the values for working capital at each of the following five times: the beginning of the year, the end of each of the first, second and third quarters, and the end of the year.

3) Working Capital Turnover is defined as Sales divided by Average Working Capital.

IFRS 16:

Implementation of IFRS 16: Implications on P&L and balance sheet

P&L			
in EUR m	IFRS 16 impact on FY 2019		
Sales	→		Unchanged
Op. Gross Profit	→		Unchanged
Opex (Rent & Leases)	↓	~ -116	Decrease
Op. EBITDA	↑	~ +116	Increase
EPS	→	~ +/-0	Remain about stable

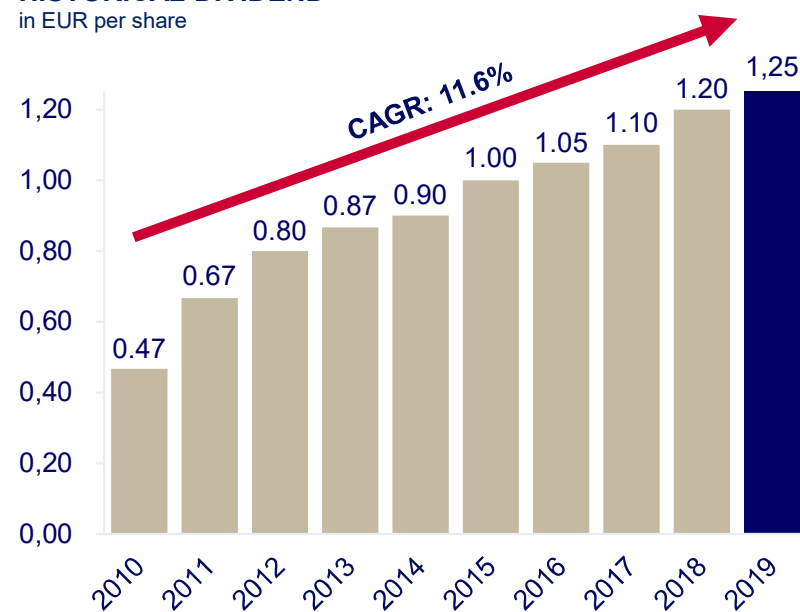
Balance Sheet			
in EUR m	IFRS 16 impact on FY 2019		
Lease liabilities	↑	+420 ¹⁾	Increase
Right-of-use assets	↑	+412 ¹⁾	Increase

1) Includes finance leases unrelated to the application of IFRS 16: lease liabilities: EUR 7m; right-of-use-assets: EUR 8m

Financials 2019: Continuous dividend increase

in EUR m	2019	2018	Δ
Profit after tax	469.2	462.3	1.5%
Less minority interest	2.5	1.4	
Profit after tax (consolidated) attributable to shareholders of Brenntag AG	466.7	460.9	1.3%
Proposed dividend payment	193.1	185.4	
Proposed dividend per share in EUR	1.25	1.20	4.2%
Payout ratio	41.4%	40.2%	

HISTORICAL DIVIDEND
in EUR per share



Shareholder structure: Shareholders exceeding the 3% or 5% threshold

Shareholder	Proportion in %	Date of notification
BlackRock	>5%	October 27, 2020
Wellington Management Group	>5%	July 10, 2020
Burgundy Asset Management	>3%	October 16, 2018
Columbia Threadneedle	>3%	July 25, 2019
Flossbach von Storch AG	>3%	September 18, 2020
Yacktman Asset Management	>3%	April 27, 2020

Share data

Date	Event
ISIN	DE000A1DAH0
Stock symbol	BNR
Listed since	29 March 2010
Subscribed capital	EUR 154,500,000.00
Outstanding shares	154,500,000
Class of shares	Registered shares
Free float	100%
Official market	Prime Standard XETRA and Frankfurt
Regulated unofficial markets	Berlin, Düsseldorf, Hamburg, Hannover, München, Stuttgart, Tradegate Exchange
Designated sponsors	ICF Kursmakler AG
Indices	MDAX®, MSCI, Stoxx Global, Stoxx Europe

Bond data

	Bond (with Warrants) 2022	Bond 2025
Issuer	Brenntag Finance B.V.	Brenntag Finance B.V.
Listing	Frankfurter Freiverkehr	Luxembourg Stock Exchange
ISIN	DE000A1Z3XQ6	XS1689523840
Aggregate principal amount	USD 500,000,000	EUR 600,000,000
Denomination	USD 250,000	EUR 1,000
Minimum transferable amount	USD 250,000	EUR 100,000
Coupon	1.875%	1.125%
Interest payment	Semi annual: Jun. 2 / Dec. 2	Annual: Sep. 27
Maturity	Dec. 2, 2022	Sep. 27, 2025

Financial calendar

Date	Event
December 1 / 2, 2020	Berenberg European Conference, London

Contact

Investor Relations

Diana Alester
Bianca Li
Jan Ruhlandt

Phone: +49 (0) 201 6496 1141
 Fax: +49 (0) 201 6496 2003
 E-mail: IR@brenntag.de
 Web: www.brenntag.com

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