



# COMPANY PRESENTATION

NOVEMBER 2021

ConnectingChemistry

**BRENTAG** 



# Company Presentation

**Introduction to Brenntag**

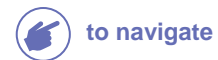
Key investment highlights

Project Brenntag

Financials Q3 2021

Outlook

Appendix



# Brenntag is the global market leader in chemicals and ingredients distribution



Global market leader in chemicals and ingredients distribution with ~5% market share



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



Network of 670 locations in 77 countries worldwide



More than 17,000 employees thereof 1/3 dedicated local sales and marketing employees



~185,000 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**

# Two global divisions: Brenntag Essentials and Brenntag Specialties

## Brenntag Essentials



**EUR 7.1 bn**

Sales (2019)

**EUR 1.7 bn**

Operating Gross Profit (2019)

**33-35%**

Conversion Ratio

### Process chemicals



- Cross-industry products
- Local market know-how
- Strong brand & high barriers to entry
- Business-oriented infrastructure
- High volume delivery
- Consistent cash generation
- Global asset base

## Brenntag Specialties

**EUR 5.3 bn**

Sales (2019)

**EUR 1.1 bn**

Operating Gross Profit (2019)

**41-43%**

Conversion Ratio

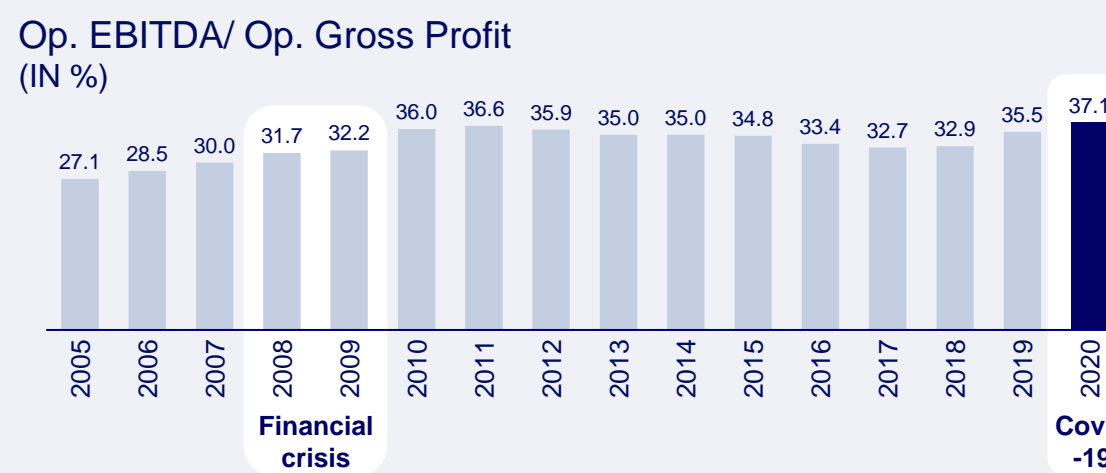
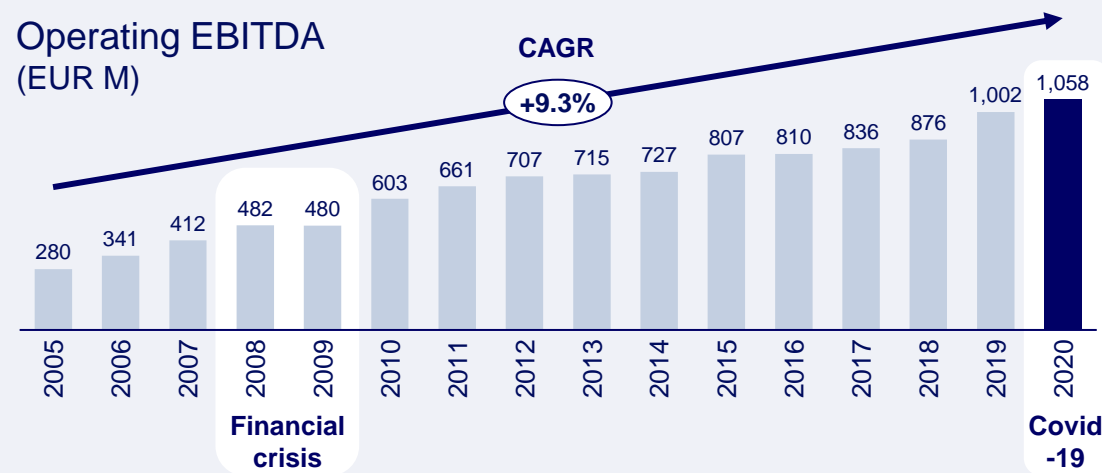
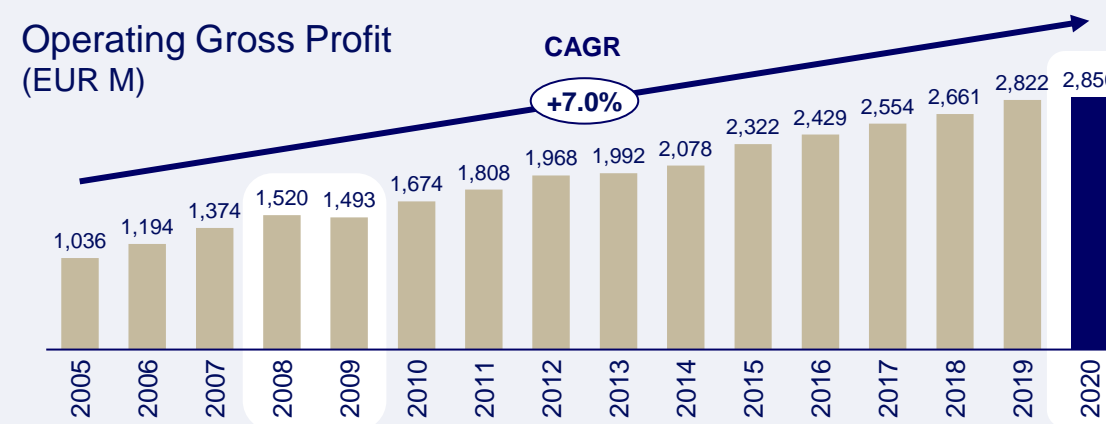
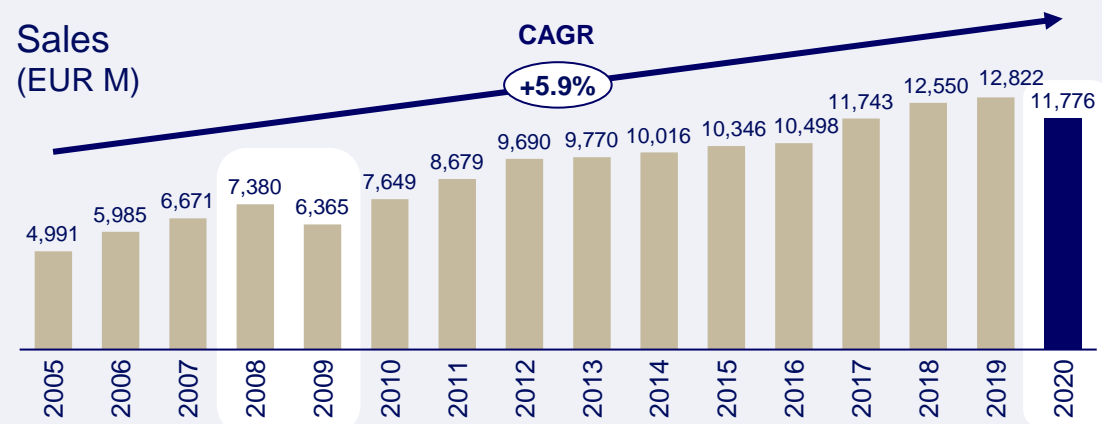


### Highly specialized performance chemicals & ingredients



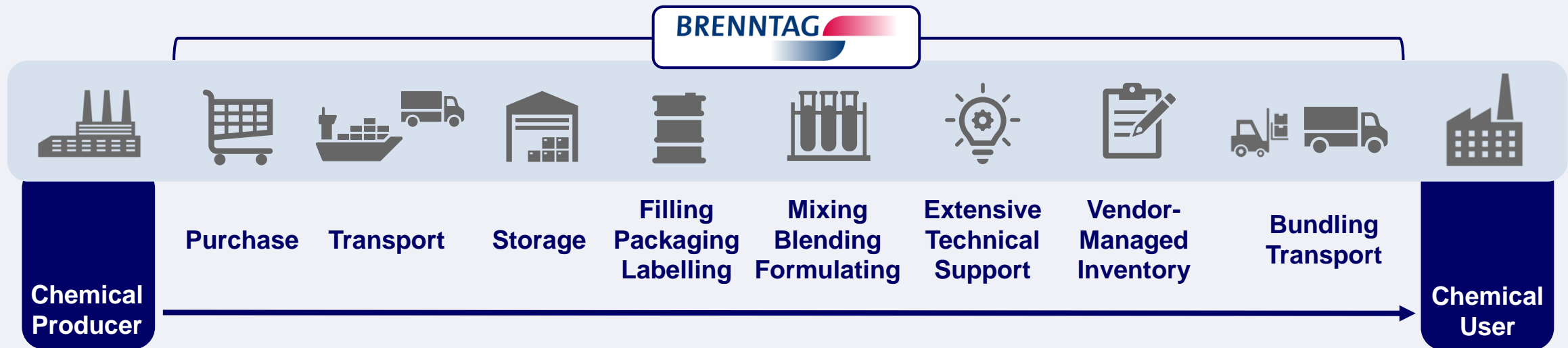
- Industry focus
- Strong customer relationships
- Innovation capabilities
- Application and formulation expertise
- Regulatory expertise
- Brand awareness

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



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

# Predictable Business model: Distributors perform a value-added function with economies of scale



## 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
- Leveraging high route density based on local scale
- Formulating and technical support from dedicated application laboratories
- 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



# Board of Management: Highly experienced management team



**Georg Müller**  
Chief Financial Officer

Corp. Controlling  
Accounting Brenntag Group  
Legal Brenntag Group  
Tax Brenntag Group  
Treasury Brenntag Group  
Corp. Investor Relations  
Corp. Insurance Management  
Shared Services Brenntag Group  
Brenntag International Chemicals



**Ewout van Jarwaarde**  
Chief Transformation Officer

“Project Brenntag”  
Digitalization Brenntag Group  
IT Brenntag Group  
Indirect Procurement &  
Procurement Excellence Brenntag  
Group  
Functional Excellence Brenntag  
Group



**Christian Kohlpaintner**  
Chief Executive Officer

Corp. Board Office  
Global HR  
Corp. Planning & Strategy  
M&A Brenntag Group  
Global Communications  
Global Marketing  
Compliance & Audit Brenntag Group  
QSHE Brenntag Group  
Sustainability Brenntag Group  
Corp. Relations & Government Affairs



**Henri Nejade**  
Chief Operating Officer  
Brenntag Specialties

Brenntag Specialties



**Steven Terwindt**  
Chief Operating Officer  
Brenntag Essentials

Brenntag Essentials  
Global Key Accounts



# Company Presentation

Introduction to Brenntag

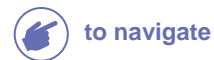
**Key investment highlights**

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# Investment Highlights

## Global market leader



**Significant growth potential in an attractive industry**



**Sound financial profile**



**Excellence in execution**



**Strong M&A track record**

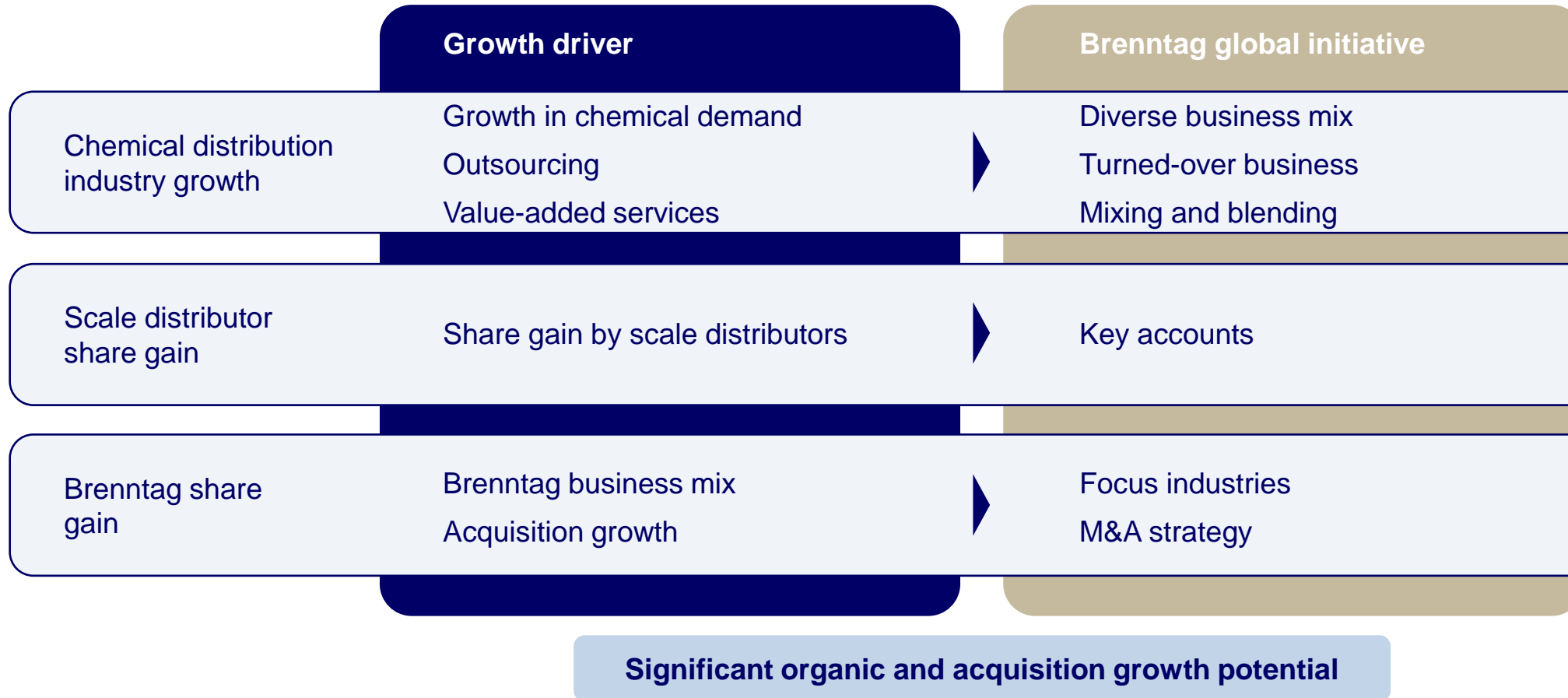


**Highly experienced management team**



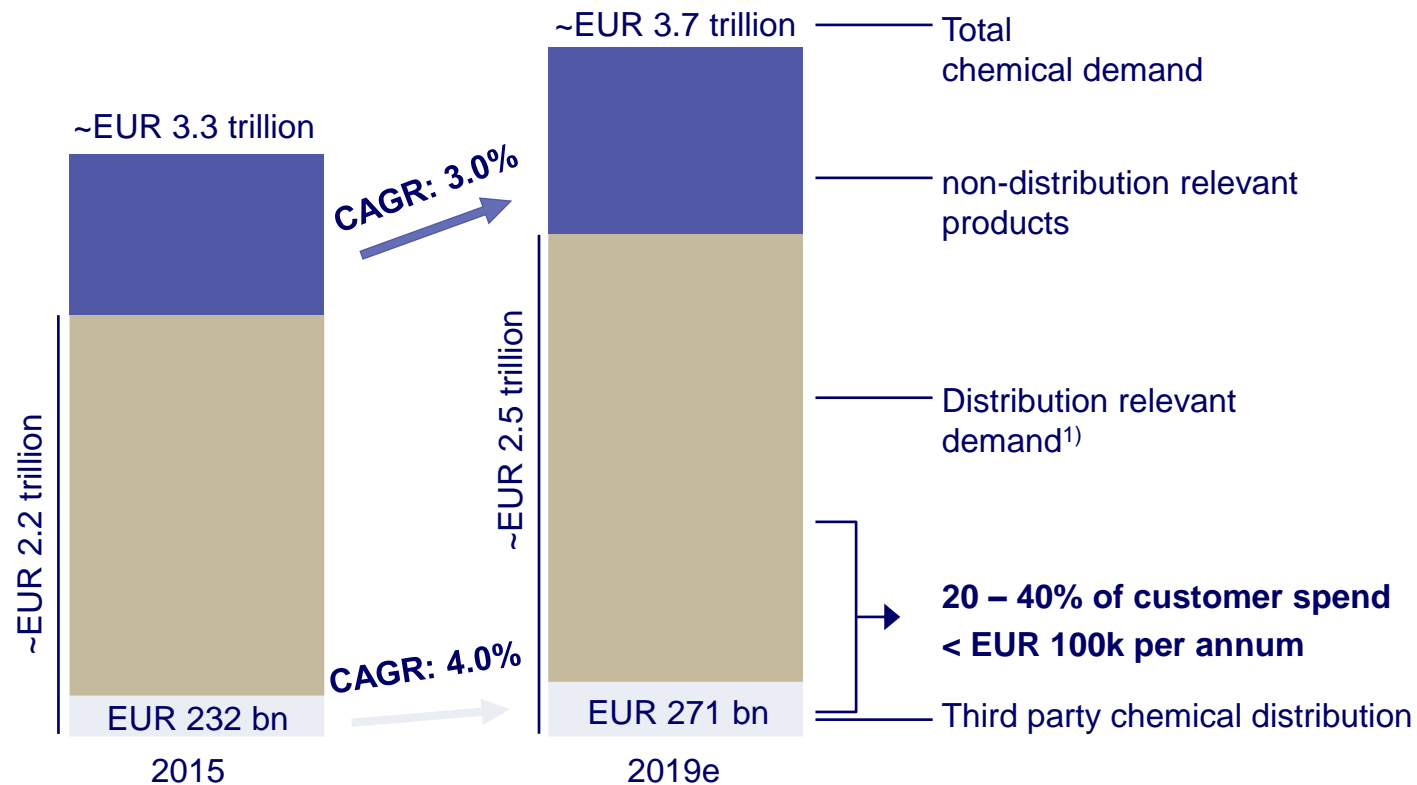
**Superior business model with resilience**

# Market growth: Third party chemical distribution outgrew total chemical demand



# Growth drivers: Multiple levers of organic growth and acquisition potential

## Third party chemical distribution opportunity



## Global distribution market growth (CAGR 2020-2025e)

~3-4%  
**Global industrial chemicals distribution market growth**

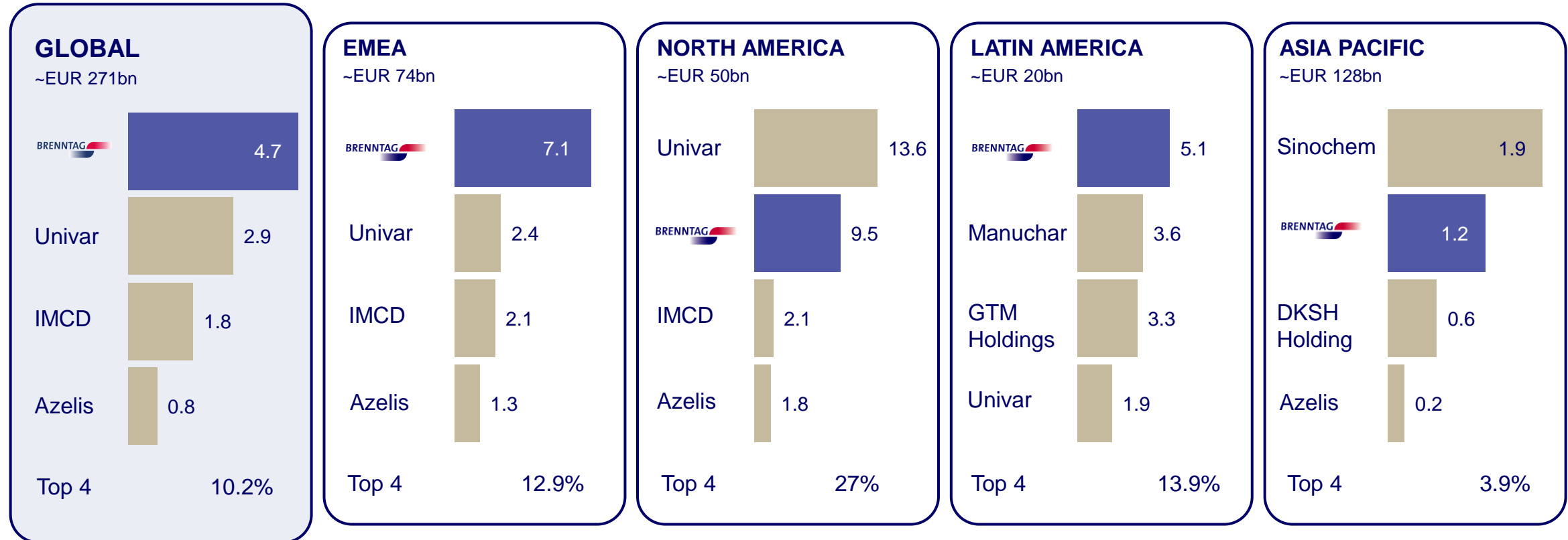
~4-5%  
**Global specialty chemicals distribution market growth**

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

1) Excluding non-distribution relevant products like ethylene



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

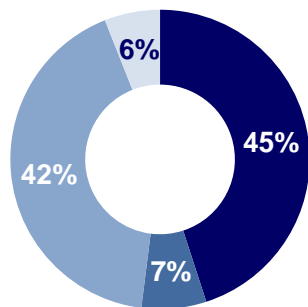


**Still highly fragmented market with more than 10,000 chemical distributors globally**

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

# High diversification: Diversity provides resilience and growth potential

## BRENTTAG ESSENTIALS



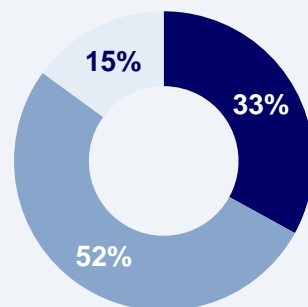
Operating GP by regions (EUR m, 2019)<sup>1)</sup>

- North America
- EMEA
- Latin America
- Asia Pacific

### Key product families

- Solvents (e.g., acetone)
- Acids and Lyes (e.g., HCl)
- Hydrocarbons

## BRENTTAG SPECIALTIES



Operating GP by regions (EUR m, 2019)<sup>1)</sup>

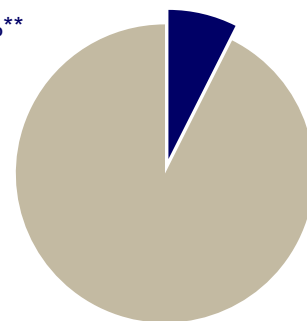
- EMEA
- Americas
- Asia Pacific

### Focus industries

- Nutrition
- Pharma
- Pers. Care/HI&I
- Water Treatment
- Material Science
- Lubricants
- Others

## CUSTOMERS ~185,000

Top 10 accounts  
~7%\*\*



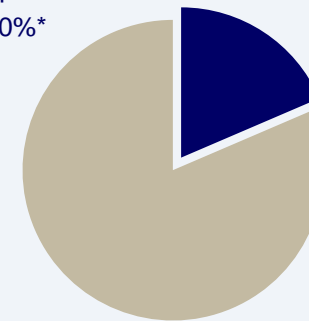
\*\*As % sales

Large part of repeat-order business



## PRODUCTS >10,000

Top 10  
<20%\*

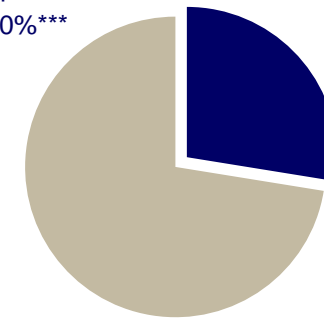


\*As % gross profit

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 value



# Significant potential for consolidation and external growth

## Brenntag's M&A approach

- 1 Building up scale and efficiencies

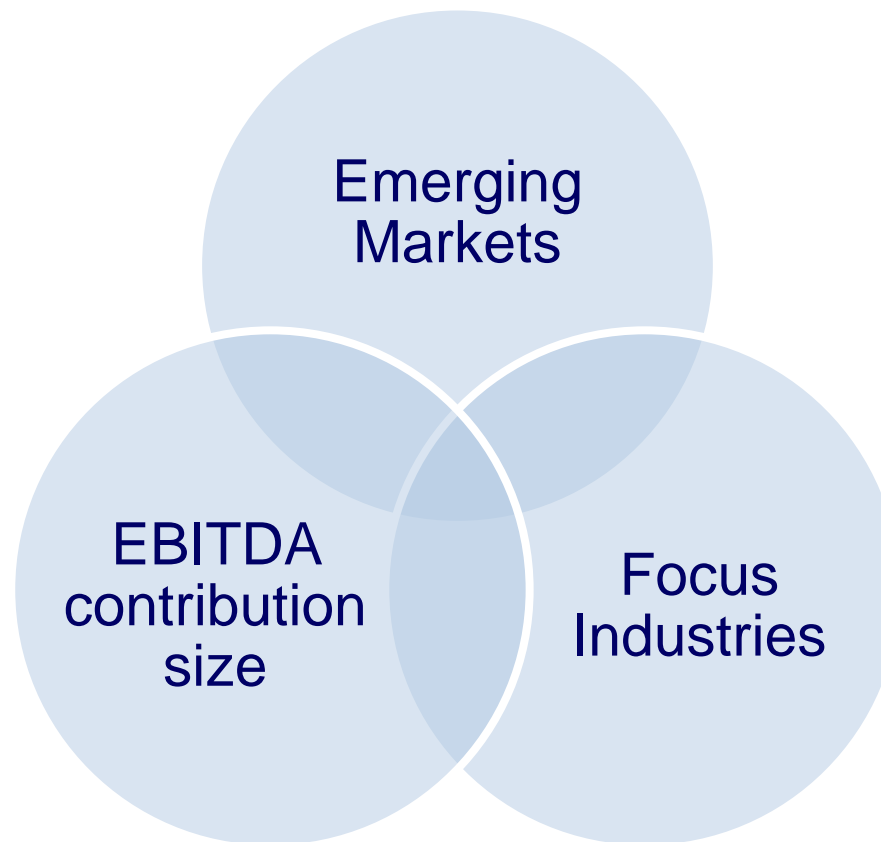
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- 2 Expanding geographic coverage

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- 3 Improving full-line portfolio

## Focus areas



- **88 transactions** since 2010<sup>1)</sup>
- **Total cost of acquisitions<sup>2)</sup> of EUR 2.5bn** from 2010 to Sept 2021
- **Average investment amount of EUR 28m** per transaction from 2010 to Sept 2021
- **Market remains highly fragmented** facilitating significant further consolidation potential

1) Including acquisitions performed until June 2021

2) Purchase price excluding debt assumed


# Digital Sales Channel Development @ Brenntag

## Brenntag Connect


Digital Sales Solutions Channel to over 10,000 chemicals and ingredients globally

- ➔ Buy thousands of products online by industry, supplier and product type
- ➔ Register and start adding chemicals and ingredients to your shopping cart


## Key Features



Place Orders and Track Shipments



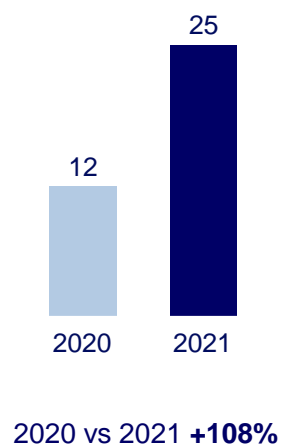
Search Products and Get Pricing



View and Download Documents



### Countries



### Active Customers



### Orders





# ESG:

## Brenntag is developing an updated comprehensive strategic framework

**We are aware of our responsibilities that come with our business activities and market position**



**We aim to achieve sustainable value creation**

**“Sustainability is a fundamental part of our corporate strategy, a constant business driver and an integral part of Brenntag’s corporate culture”**

Christian Kohlpaintner,  
CEO Brenntag SE

### Targets for 2021

- Develop new ambitious and long-term goals
- Develop a comprehensive strategic framework for sustainability in line with corporate strategy
- Re-evaluate sustainability approach of Brenntag

### Highlights Q3 2021

- Feasibility study for solar panels at 9 sites finished
- Installation of solar panels at add. sites started
- New dedicated VP Sustainability

# ESG:

## Our interim sustainability targets 2021

### Safety



- TRIR (Total Recordable Injury Rate): 2.9
- -15% spills compared to base year 2020 (spills >200 liters)
- 100% site coverage with process safety management standards

### Sustainable Procurement



- 80% coverage of chemical spend (in €) with supplier sustainability assessments
- 55% of suppliers undergoing re-assessments which achieve a score improvement by at least 1 point

### Climate



- -4% total scope 1 and 2 CO<sub>2</sub>e emissions compared to base year 2020
- 3 sites that will start to produce electricity with solar panels
- 9 sites that will have undergone a full solar panel feasibility study
- 100% electricity consumption with green power (to be achieved by 2025)

### Ratings & Memberships



- EcoVadis Score of 71 (Gold Medal)
- CDP Score of C



UN Global Compact



Responsible Care/Distribution program



“Together for Sustainability” initiative



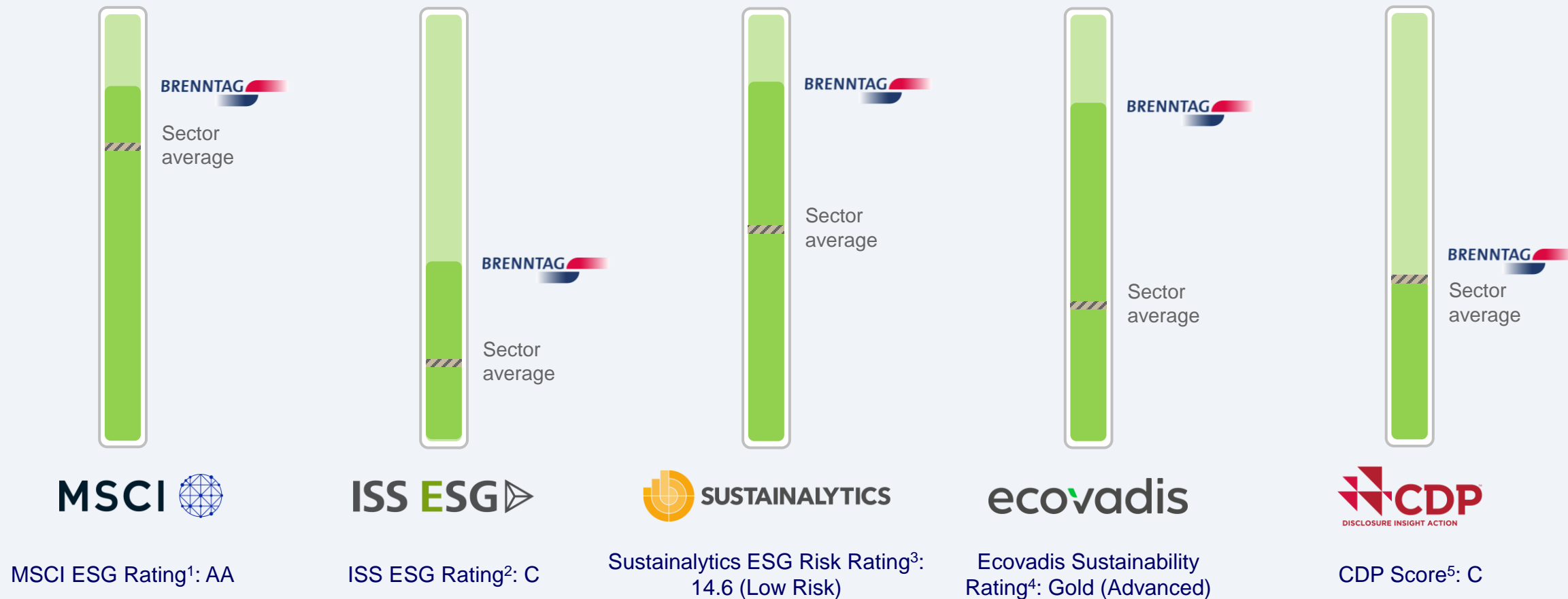
Global inclusion initiative The Valuable 500



DAX 50 ESG

# ESG:

## Brenntag achieves significantly above-average rating results



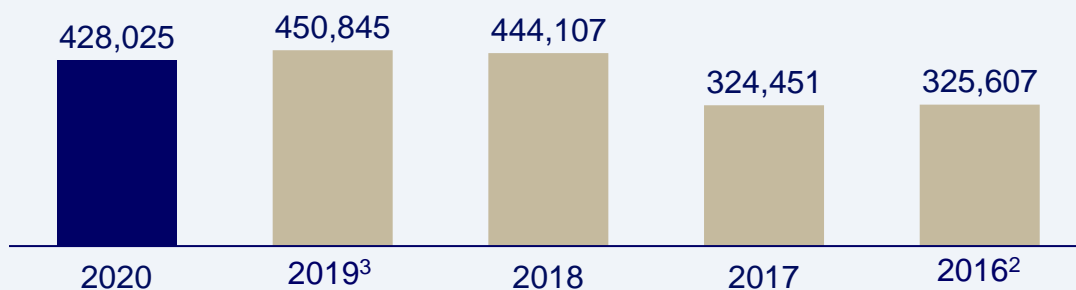
<sup>1</sup> Rating scale: AAA to CCC; <sup>2</sup> Rating scale: A+ to D-; <sup>3</sup> Rating scale: Negligible to Severe ; <sup>4</sup> Rating scale: Insufficient to Outstanding ; <sup>5</sup> Rating scale: A to D-

# ESG:

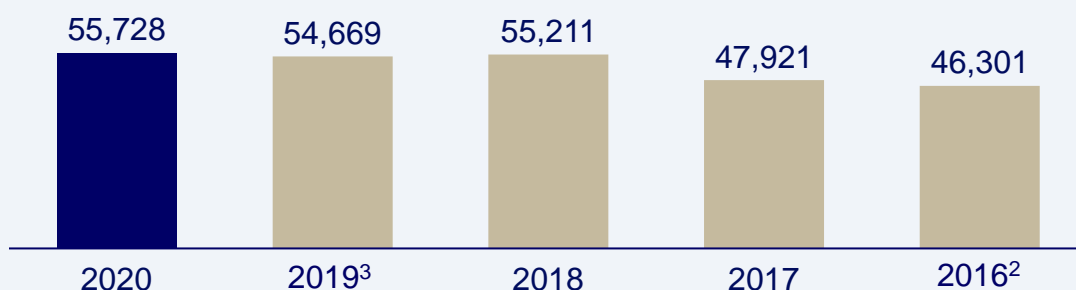
## Global impact – Environmental KPIs

### Energy Consumption<sup>1</sup>

Electricity, District Heating & Gas (in MWh)

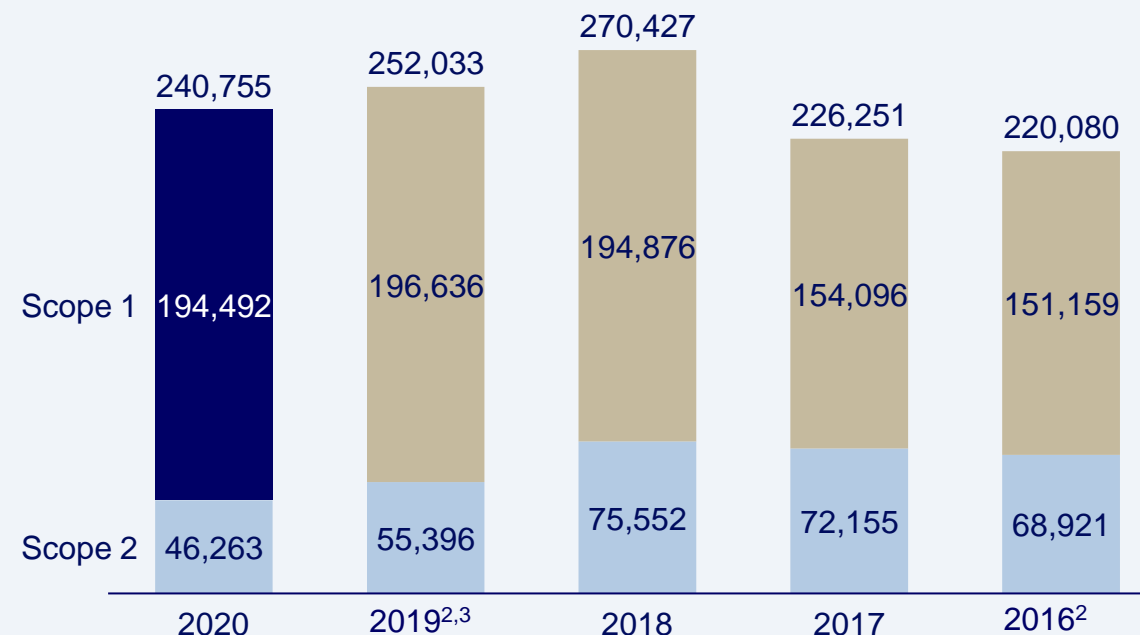


Diesel, Petrol & Others (in 1,000 liters)



### CO<sub>2</sub> Emissions<sup>1</sup>

Tonnes



<sup>1</sup> The data for the reporting year do not include the following operating units: Brenntag International Chemicals, Quimisa S.A. (included from Q3/2020), Brenntag Finished Lubricants (Thailand) Ltd., Brenntag Sourcing Uruguay S.A., Brenntag Tanzania Ltd., Neuto Chemical Corp, the acquired caustic soda business of Suffolk Solutions Inc., Pachem Distributing Inc

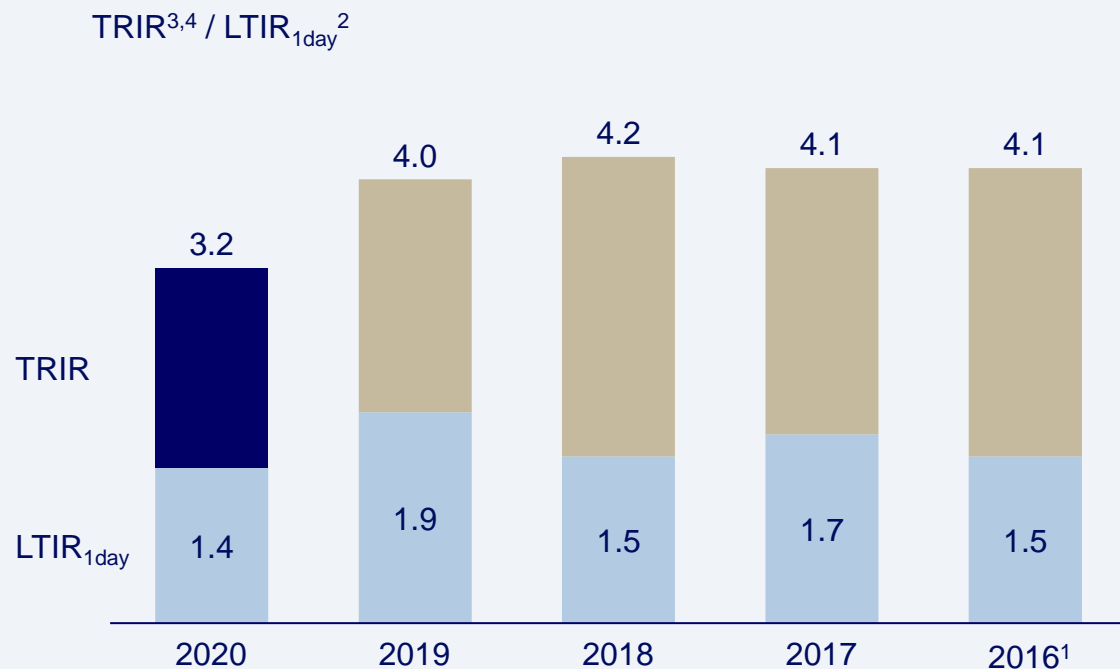
<sup>2</sup> The values given for the base year 2016 and the CO<sub>2</sub> emissions calculated using the market-based method for 2019 have not been audited by PwC

<sup>3</sup> As part of our ongoing improvement process, the energy consumption reported for 2019 and the CO<sub>2</sub> emissions calculated using the location-based method were again reviewed and adjusted

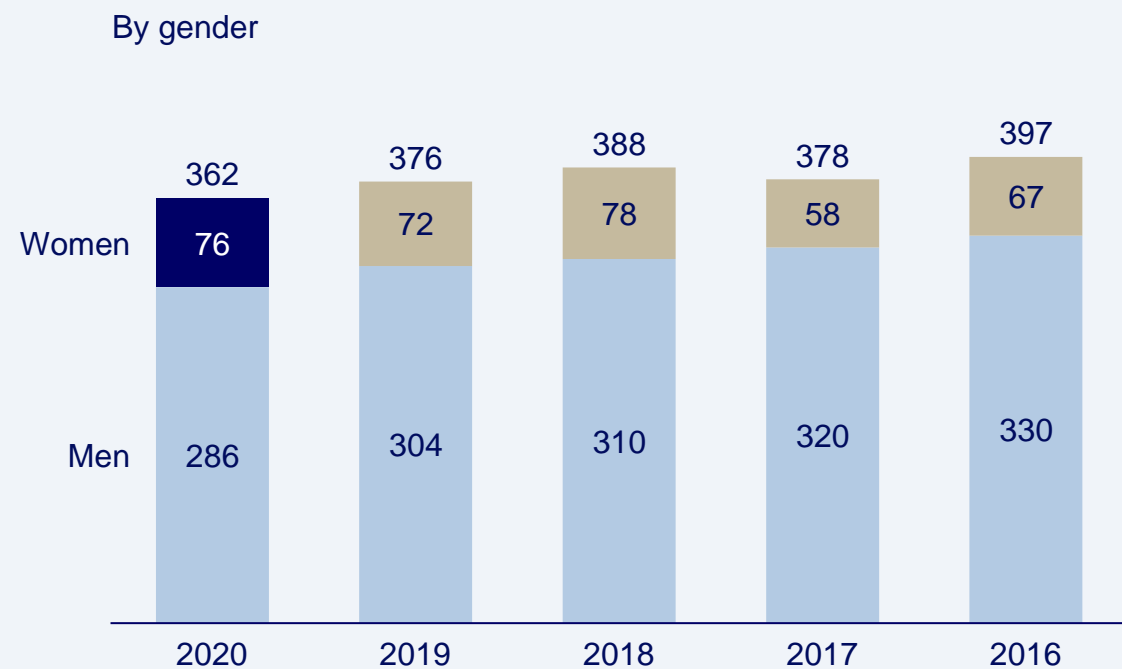


# ESG: Global impact – Safety and Diversity

**Group Accident Rate**



**Employees on management positions<sup>5</sup>**



<sup>1</sup>) The values given for 2016 have not been audited by PwC

<sup>2</sup>) LTIR1 day (Lost Time Injury Rate): Number of workplace accidents resulting in at least one day's absence from work per one million working hours

<sup>3</sup>) TRIR (Total Recordable Injury Rate): Number of workplace accidents involving injuries that require medical treatment (beyond first aid), per one million work hours

<sup>4</sup>) The values given for TRIR have not been audited by PwC

<sup>5</sup>) Comprises the global executive management and local management groups

# Company Presentation

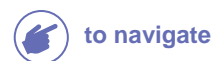
Introduction to Brenntag  
Key investment highlights

**Project Brenntag**

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# Project Brenntag: Addresses areas of improvement based on stakeholder feedback

## Suppliers



Sharpen profile towards channel needs

## Customers



Emphasize tailor-made market approach

## Employees



Further promote execution and performance culture

## Growth



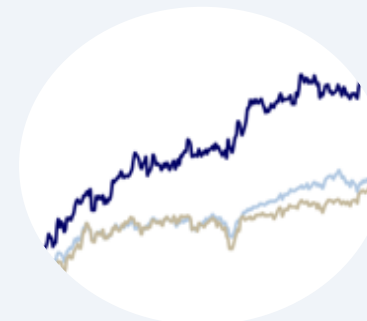
Foster profitable growth

## Costs



Reignite conversion ratio expansion

## Capital Markets



Focus on value creation

# Project Brenntag: Delivering sustainable organic earnings growth



1) Based on management estimates



# Project Brenntag: Clear & measurable benefits for organic earnings growth



**Operating Model**

- Differentiated business steering
- Remove redundancies
- Leverage economies of scale

**Go-to-Market Approach**

- Stringent customer segmentation
- Fit-for-purpose sales organisation

**Site Network Optimization**

- Reduce complexity
- Drive efficiency gains
- Improved customer proximity

**People & Change**

- New leadership structure
- Foster global collaboration and performance culture

**Operating EBITDA uplift<sup>(1) 2)</sup>**

~40m EUR top line impact

**~EUR 220 m**

~180m EUR bottom line impact

**One off net cash out:  
~EUR 370 m<sup>2)</sup>**

1) By FY2023  
2) Based on management estimates

# Operating Model: Sharpened operating model with increased centralization

## Corporate



- Drives strategic agenda
- Defines governance, policies and standards
- Steers global functions and business services



## Brenntag Essentials



## Brenntag Specialties



## Supported by Business Services

Centers of Excellence

Shared Services

Business Partners

# Two global divisions with distinct market approach addressing changing needs of our business partners



## Brenntag Essentials

### Regional logic

- Superior **global reach**
- **Regional leadership**
- Local **customer proximity**
- Local **market know-how**
- **Lean & agile** business

Agile, lean, and most efficient partner of choice for suppliers and customers

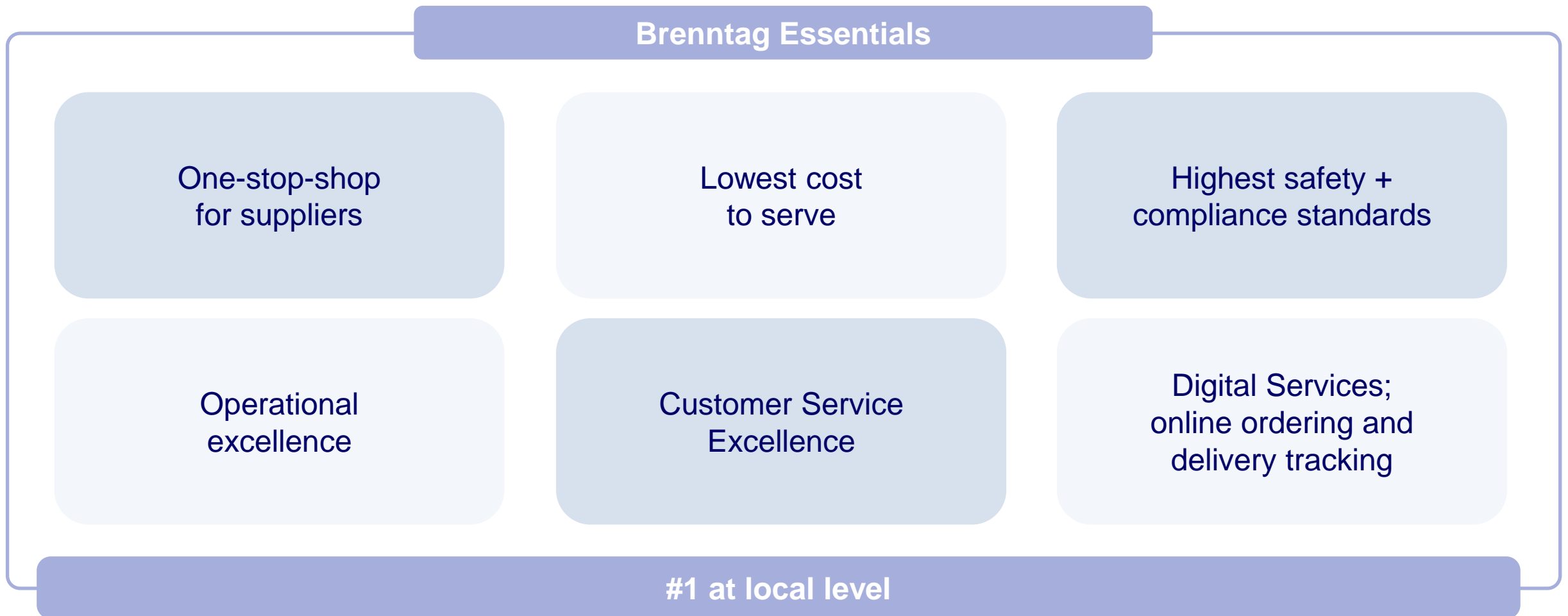
## Brenntag Specialties

### Industry logic

- **Tailored solutions** and **value-added services** for our customer's end-products
- **Increased** and more **focused customer interaction**
- Global **best practice sharing** of industry specific know-how

Global specialties leader in selected focus industries

# Brenntag Essentials: Agile, lean, and most efficient partner of choice in local geographies



# Brenntag Specialties:

## Clear focus on highly attractive industries with secular growth

	Specialty market size (EUR bn) <sup>1)</sup>	Growth momentum Positive underlying growth in end industries	Cross-regional platform Global reach but industry-focused delivery	Solutions potential Value-added solutions and technical expertise	Critical mass Brenntag already with industry-critical mass
<b>Nutrition<sup>2)</sup></b>	~50	●	●	●	●
<b>Pharma</b>	~105	●	●	●	●
Personal Care, Home Care, I&I	~60	●	●	●	●
Material Science <sup>3)</sup>	~190	●	●	●	●
<b>Water Treatment</b>	~10	●	●	●	●
<b>Lubricants</b>	~120 <sup>4)</sup>	●	●	●	●

1) Refers to underlying end market size 2019 (as per IHS Specialty Chemical Update Program 2020)

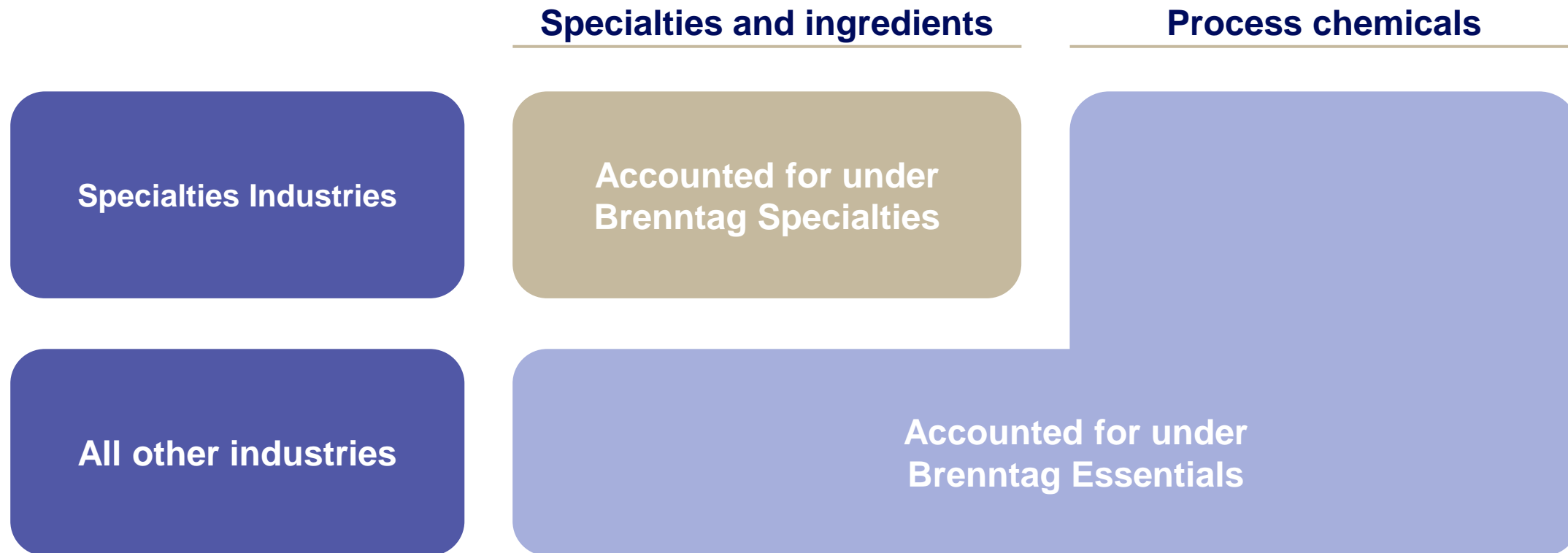
2) Consisting of Food & Nutrition and Animal Nutrition

3) Consisting of Coatings & Construction and Polymers & Rubber

4) Excluding base oils

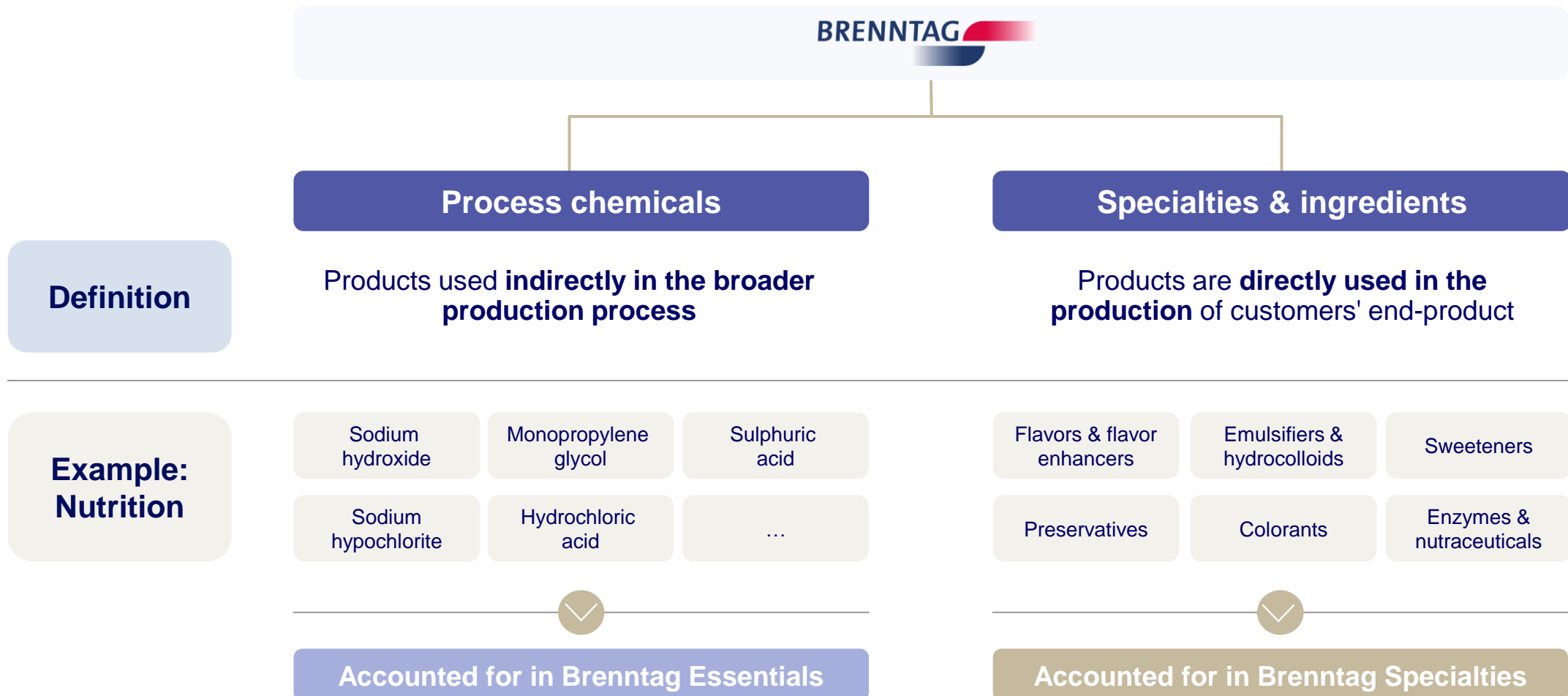
GDP+
  GDP++
  GDP+++
  Strong
  Medium

# Stringent definition of Brenntag Essentials and Brenntag Specialties





# Clear assignment and accounting for products according to industry needs



# Go-to-Market Approach: Stringent customer segmentation and re-deployment of sales force

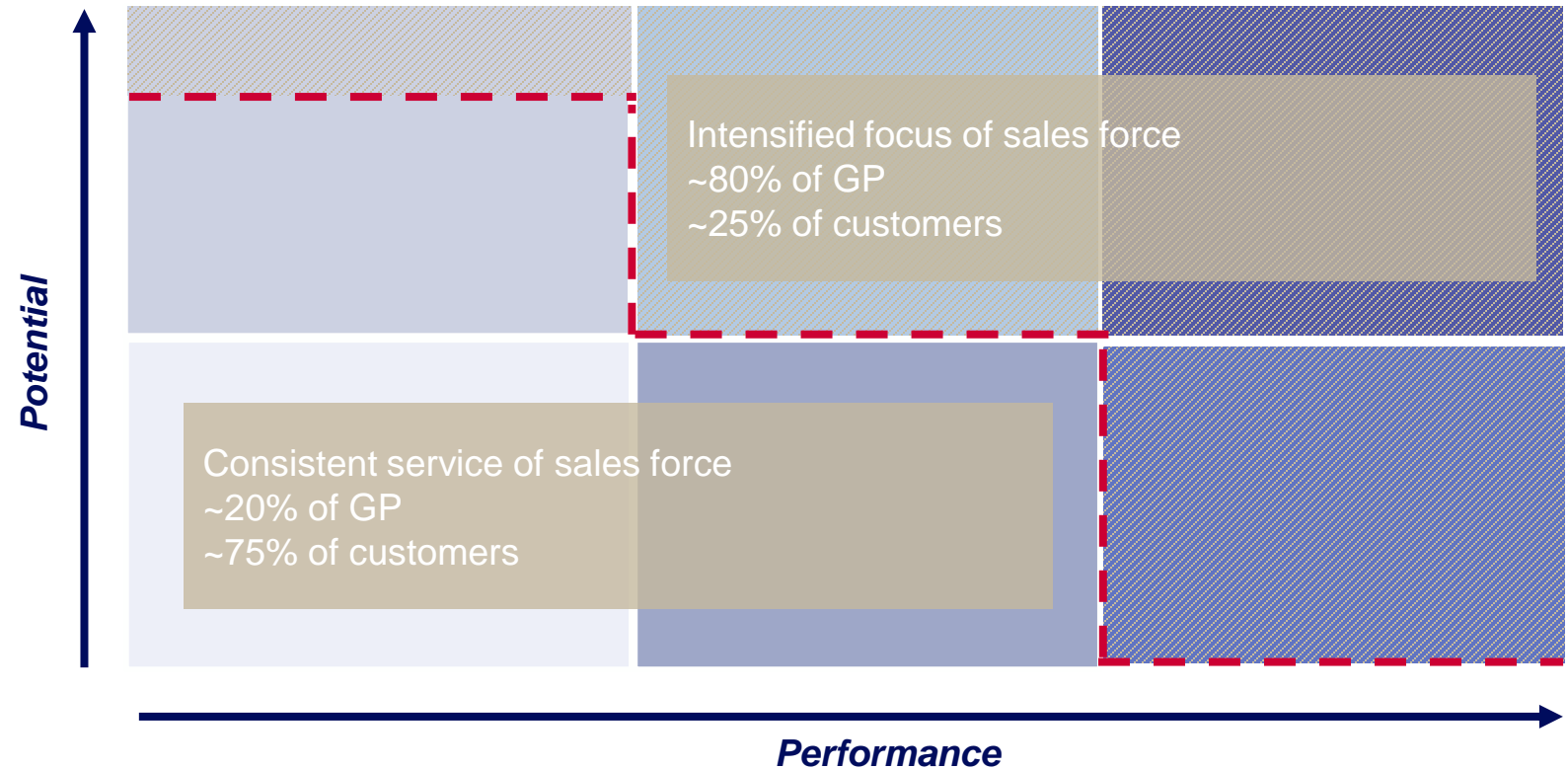
## Key objectives

Best-in-class front-end with clear roles, lean setup and high agility

Focus on high-value customers by improved resource deployment & harmonized customer segmentation

Cross-selling, organic growth and monetization of value-added services via differentiated and focused approach

Leverage global expertise via cross-regional collaboration and best practice sharing



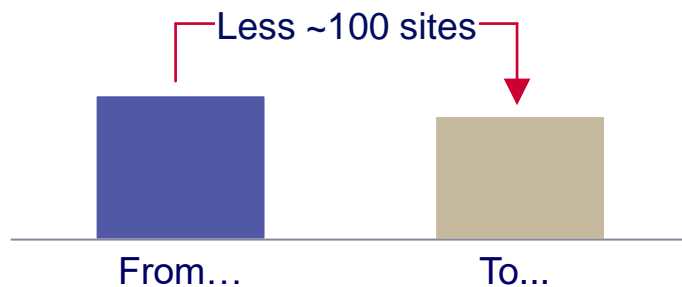
# Site Network Optimization: Optimized footprint will increase efficiency

- 1 Reduce overlaps in geographies
- 2 Develop mega sites to drive scale efficiency
- 3 Close white spots in network
- 4 Adapt to regulatory changes
- 5 Fully-leverage cross-border flows
- 6 Optimize inventory / customer proximity & service level



Reducing complexity brings us closer to our customers and has a positive impact on our carbon footprint

## Number of sites



**Improvement potential** by optimizing site network along clusters



# People & Change: Execution focused culture to drive performance and value creation

**Global perspective**

**Strategic steering & business development**

**Stringent decision-making**

**Execution focused mind set**



Clearly defined roles, responsibilities and accountabilities

Strong focus on performance and its individual recognition

Leadership competencies focused on execution skills, growth and transformation capabilities

Continuous change management in place to ensure smooth integration of transformation processes

Reduction of 1,300 jobs until 2022 to reduce overlaps between functions and increase harmonization.

# Project Brenntag: Status update 9M 2021



## Overall Implementation

- Implementation of transformation program on track
- Ongoing implementation of site network optimization incl. two mega sites in China
- Implementation of Go-to-Market approach nearly completed globally



## Measures

- Implementation of measures according to plan
- Broad portfolio of dedicated trainings for leaders and employees
- Centralization of administrative functions ongoing
- Further progress in indirect procurement initiatives



## Results

- Working Capital turn of 8.4x
- Structural reduction of more than 740 jobs so far
- 68 site closures globally
- Operating EBITDA contribution of around EUR 70m (baseline 2019)

# Project Brenntag: Operating EBITDA contribution



<sup>1)</sup> Based on management estimates



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# Highlights Q3 2021: Outstanding quarterly results

<p><b>OPERATING GROSS PROFIT</b> (fx adj.)</p> <p><b>+23.7%</b></p> <p>EUR 862.3m</p>	<p><b>OPERATING EBITDA</b> (fx adj.)</p> <p><b>+29.7%</b></p> <p>EUR 342.9m</p>	<p><b>FREE CASHFLOW</b></p> <p><b>EUR 155m</b></p> <p>Working Capital turn still high at 8.4x</p>	<p><b>EPS</b></p> <p><b>EUR 1.02</b></p> <p>+34% compared to Q3 2020</p>
<p><b>OUTSTANDING QUARTERLY RESULTS</b></p> <p>in still persisting exceptional market environment</p>	<p><b>FY 2021 GUIDANCE RAISED IN Q3</b></p> <p>FY 2021 OP. EBITDA: EUR 1,260m - 1,320m</p>	<p><b>M&amp;A TARGETS CONTRIBUTED ACCORDING TO PLAN</b></p>	<p><b>PROJECT BRENNTAG FULLY ON TRACK</b></p> <p>Implementation of various measures according to plan</p>

## Continued challenging market conditions in Q3 2021

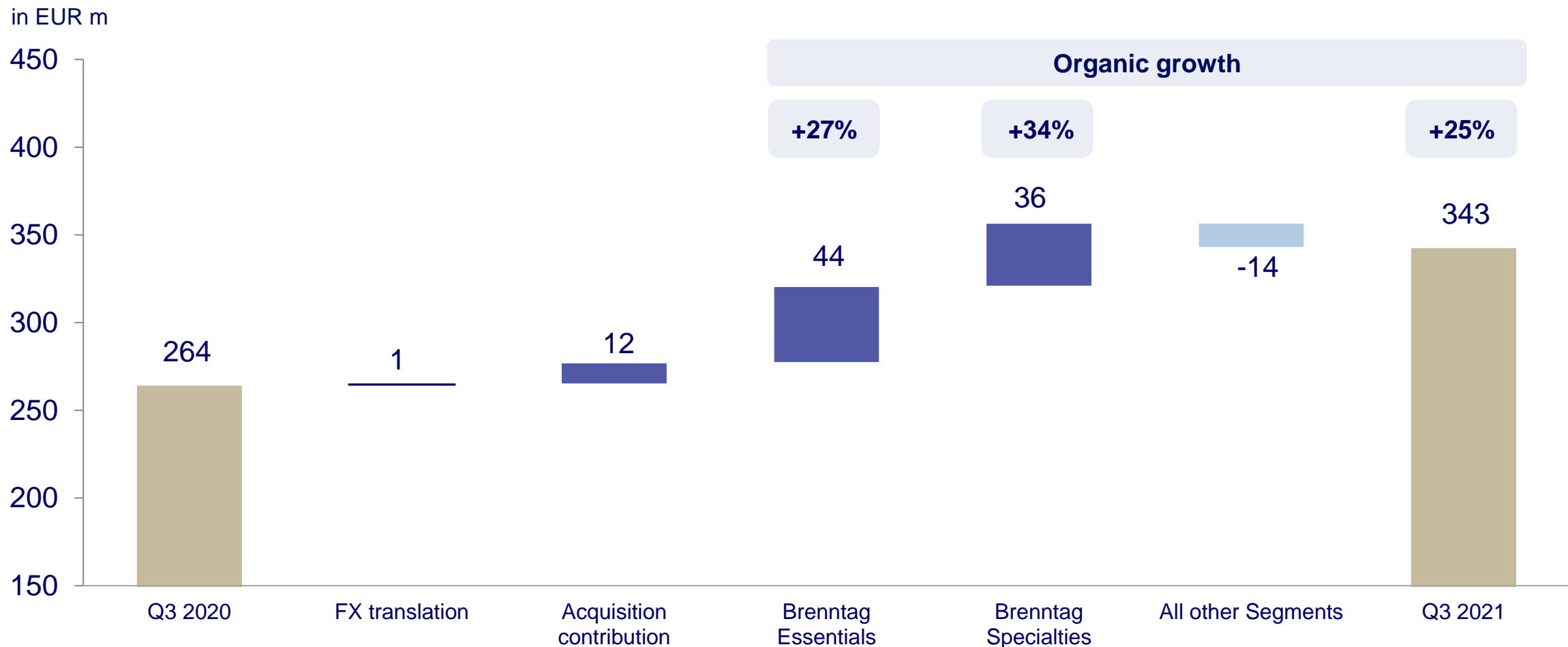
**Continued disruptions in some countries  
due to COVID-19 lockdowns**

**Global supply chains persistently under pressure**

**Spiking energy prices**

**„Dual-Control“ regulatory program in China**

# Financials Q3 2021: Operating EBITDA bridge\*

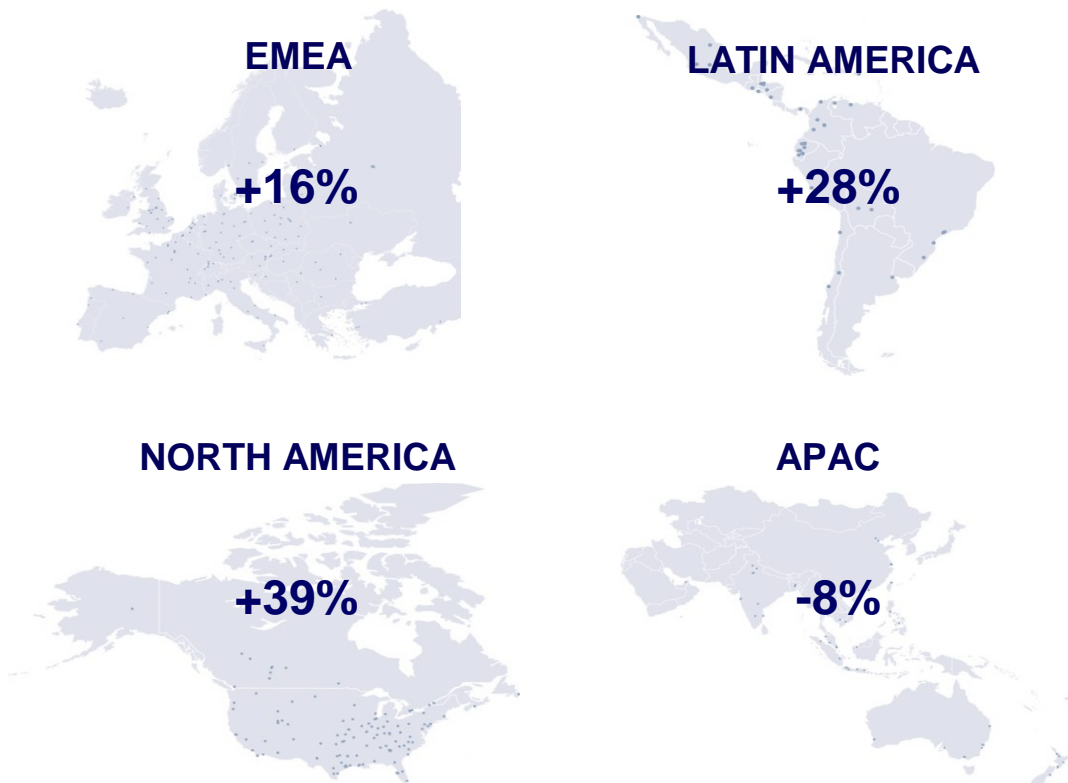


\* Calculations are partly based on assumptions made by management; effects based on rounded figures



# Financials Q3 2021: Brenntag Essentials

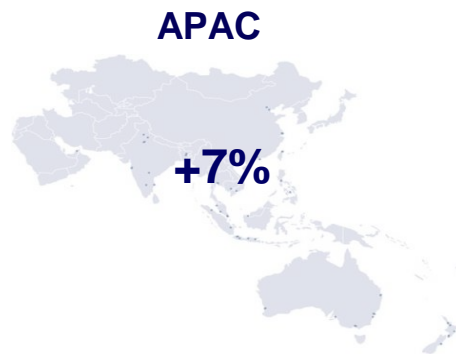
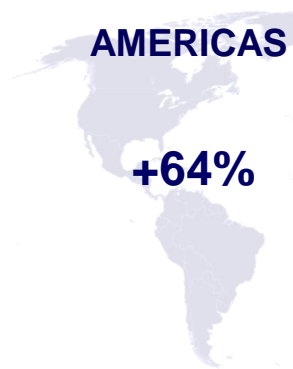
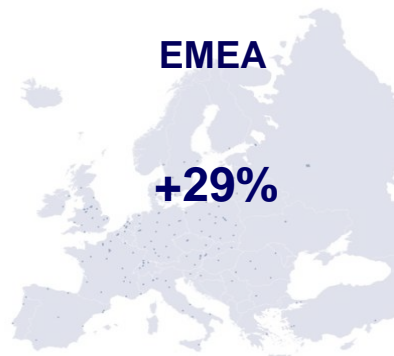
## Organic op. EBITDA growth



- Brenntag Essentials again with strong performance
- EMEA, North America and Latin America contributed to results
- Asia Pacific impacted by strict COVID-19 lockdowns
- Maintaining supply chains was key
- Growth almost entirely organic
- Op. EBITDA result positively impacted by strong growth in North America
- Conversion ratio of ~41%

# Financials Q3 2021: Brenntag Specialties

## Organic op. EBITDA growth



## Focus industries (Org. GP dev.)

Nutrition 

Pharma 

Personal Care /HI&I 

Water treatment 

Material Science 

Lubricants 

- Benefitting from good margin management
- Growth across all segments and industries
- Asia Pacific impacted by strict COVID-19 lockdowns
- Nutrition, Material Science and Lubricants with particularly strong performance
- Pharma and Personal Care/Hi&I a bit weaker
- Conversion ratio of ~46%



# Financials Q3 2021: Segments (1/2)

in EUR m	Operating gross profit <sup>1)</sup>				Operating EBITDA <sup>2)</sup>				
	Q3 2021	Q3 2020	Δ	Δ FX adjusted	Q3 2021	Q3 2020	Δ	Δ FX adjusted	Δ organic
Brenntag Essentials	520.2	433.0	20.1%	19.5%	210.3	162.9	29.1%	28.7%	26.9%
Brenntag Specialties	334.3	257.3	29.9%	30.1%	152.9	108.0	41.6%	42.3%	33.7%
All other Segments	7.8	4.9	59.2%	59.2%	-20.3	-6.5	212.3%	209.1%	
<b>Brenntag Group</b>	<b>862.3</b>	<b>695.2</b>	<b>24.0%</b>	<b>23.7%</b>	<b>342.9</b>	<b>264.4</b>	<b>29.7%</b>	<b>29.7%</b>	<b>25.0%</b>

in EUR m	Operating EBITA			
	Q3 2021	Q3 2020	Δ	Δ FX adjusted
Brenntag Essentials	155.2	109.9	41.2%	40.9%
Brenntag Specialties	144.5	101.0	43.1%	44.0%
All other Segments	-21.9	-8.0	173.8%	175.0%
<b>Brenntag Group</b>	<b>277.8</b>	<b>202.9</b>	<b>36.9%</b>	<b>37.1%</b>

1) External sales less cost of materials.

2) Segment operating EBITDA is calculated as EBITDA adjusted for holding charges and special items.

# Financials Q3 2021: Segments (2/2)

in EUR m	Operating gross profit <sup>1)</sup>				Operating EBITDA <sup>2)</sup>				
	Q3 2021	Q3 2020	Δ	Δ FX adjusted	Q3 2021	Q3 2020	Δ	Δ FX adjusted	Δ organic
Essentials EMEA	188.3	172.5	9.2%	8.1%	70.9	60.1	18.0%	17.2%	16.4%
Essentials North America	268.1	203.7	31.6%	31.7%	118.0	83.2	41.8%	42.5%	39.5%
Essentials Latin America	37.5	30.9	21.4%	21.3%	12.1	9.5	27.4%	28.0%	28.0%
Essentials APAC	26.3	25.9	1.5%	-1.1%	9.7	10.4	-6.7%	-8.5%	-8.5%
<b>Brenntag Essentials</b>	<b>520.2</b>	<b>433.0</b>	<b>20.1%</b>	<b>19.5%</b>	<b>210.3</b>	<b>162.9</b>	<b>29.1%</b>	<b>28.7%</b>	<b>26.9%</b>
Specialties EMEA	148.2	122.3	21.2%	21.2%	69.1	53.2	29.9%	30.8%	28.6%
Specialties Americas	128.6	88.4	45.5%	45.8%	56.3	32.4	73.8%	75.3%	64.2%
Specialties APAC	57.5	46.6	23.4%	24.1%	28.5	22.6	26.1%	26.8%	6.7%
<b>Brenntag Specialties</b>	<b>334.5</b>	<b>257.3</b>	<b>29.9%</b>	<b>30.1%</b>	<b>152.9</b>	<b>108.0</b>	<b>41.6%</b>	<b>42.3%</b>	<b>33.7%</b>

1) External sales less cost of materials.

2) Segment operating EBITDA is calculated as EBITDA adjusted for holding charges and special items.

The difference between the sum total of the reportable segments (EMEA, Americas and APAC) and the Brenntag divisions is the result of central activities which are part of Brenntag divisions but not directly attributable to any one segment.

# Financials Q3 2021: Income statement below operating EBITDA

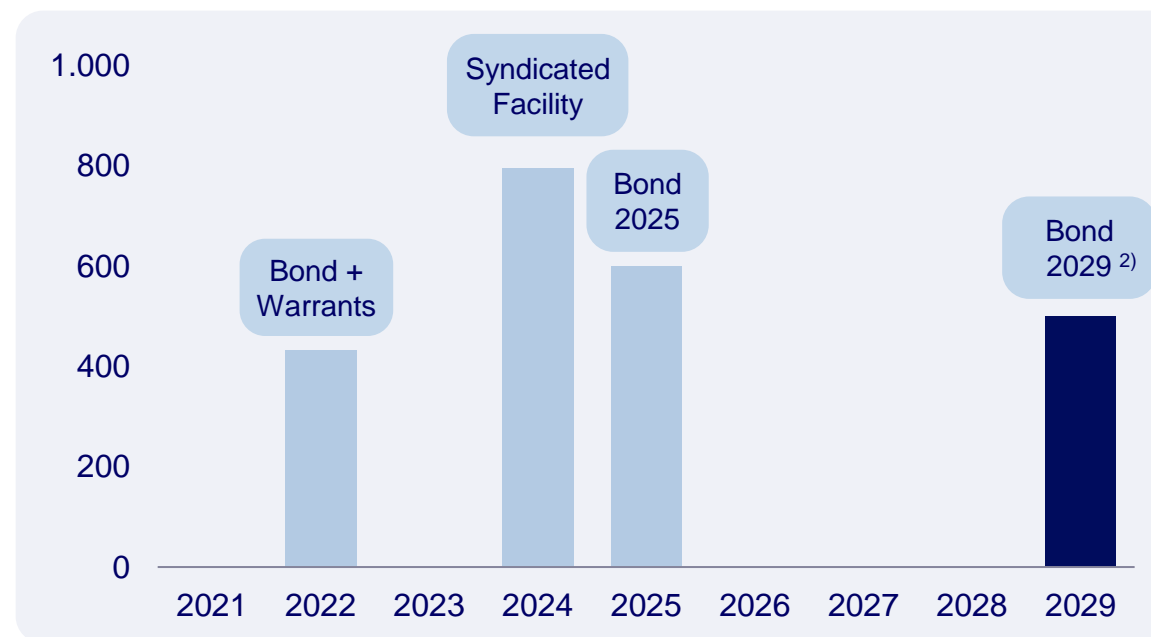
in EUR m	Q3 2021	Q3 2020	Δ	FY 2020
<b>Operating EBITDA</b>	<b>342.9</b>	<b>264.4</b>	<b>29.7%</b>	<b>1,057.7</b>
Special items	-15.4	-14.6	-5.5%	-47.2
Depreciation	-65.1	-61.5	5.9%	-252.4
<b>EBITA</b>	<b>262.4</b>	<b>188.3</b>	<b>39.4%</b>	<b>758.1</b>
Amortization	-15.8	-10.7	47.7%	-45.1
<b>EBIT</b>	<b>246.6</b>	<b>177.6</b>	<b>38.9%</b>	<b>713.0</b>
Financial result	-17.3	-15.6	10.9%	-79.7
EBT	229.3	162.0	41.5%	633.3
<b>Profit after tax</b>	<b>161.0</b>	<b>120.6</b>	<b>33.5%</b>	<b>473.8</b>
EPS	1.02	0.76	34.2%	3.02

# Financials Q3 2021: Free cash flow

in EUR m	Q3 2021	Q3 2020	Δ	Δ	FY 2020
Operating EBITDA	342.9	264.4	78.5	29.7%	1,057.7
Capex	-38.0	-38.5	0.5	-1.3%	-201.9
Δ Working capital	-114.2	226.5	-340.7	-150.4	325.0
Principal and interest payments on lease liabilities	-35.7	-31.7	-4.0	12.6%	-126.2
<b>Free cash flow</b>	<b>155.0</b>	<b>420.7</b>	<b>-265.7</b>	<b>-63.2%</b>	<b>1,054.6</b>

# Financials Q3 2021: Balance Sheet and maturity profile

in EUR m	30 Sep 2021	31 Dec 2020
Financial liabilities	2,124.1	1,639.4
Lease liabilities	451.4	426.8
./. Cash and cash equivalents	544.0	726.3
Net Debt	2,031.5	1,339.9
<b>Net Debt/Operating EBITDA <sup>1)</sup></b>	<b>1.6x</b>	<b>1.3x</b>
Equity	3,870.9	3,611.6



1) Operating EBITDA for the quarters on LTM basis calculated.

2) Bond 2029 settled on 6 Oct 2021 and therefore not included in Financial liabilities as per 30 Sep 2021.

# Financials Q3 2021: Working capital

in EUR m	30 Sep 2021	30 Jun 2021	31 Mar 2021	31 Dec 2020	30 Sep 2020
Inventories	1,431.1	1,207.8	1,092.8	978.9	1,005.9
+ Trade receivables	2,189.4	2,056.8	1,938.7	1,597.5	1,648.0
./. Trade payables	1,660.1	1,555.2	1,485.7	1,229.8	1,194.2
<b>Working capital (end of period)</b>	<b>1,960.4</b>	<b>1,709.4</b>	<b>1,545.8</b>	<b>1,346.6</b>	<b>1,459.7</b>
Working capital turnover (annualized) <sup>1)</sup>	8.4x	8.6x	8.7x	7.3x	7.1x

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.



# Company Presentation

- Introduction to Brenntag
- Key investment highlights
- Project Brenntag
- Financials Q3 2021
- Outlook**
- Appendix



# Outlook 2021: Well positioned in challenging environment

## Macro environment

- Exceptional market conditions expected to persist well into 2022
- Continuous pressure on global supply chains, spiking energy prices and developments in China play an important part

## Comments

- Well positioned to keep high level of service excellence for our partners
- Guidance includes uplift of Project Brenntag initiatives, closed M&A and assumes stable FX rates

## Operating EBITDA Guidance

- **FY 2021 operating EBITDA guidance range increased twice in course of 2021 to EUR 1,260m – 1,320m (prev. EUR 1,160m – 1,260m)**
- **Guidance confirmed**

## Additional information

- EUR/USD: ~1.20 (2020: ~1.14)
- EUR/USD sensitivity (FY basis): Delta of EUR/USD +/- 1 cent = EUR ~ +/- 5m op. EBITDA
- Tax rate: ~29%
- Capex 2021: EUR ~210m

# Project Brenntag: Medium term guidance for future growth



1) Based on management estimates

# Company Presentation

- Introduction to Brenntag
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- Financials Q3 2021
- Outlook
- Appendix**



# Appendix: Contents

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# Barriers to entry:

## High barriers to entry due to critical scale and scope

Permits and licenses

Infrastructure availability

Regulatory standards

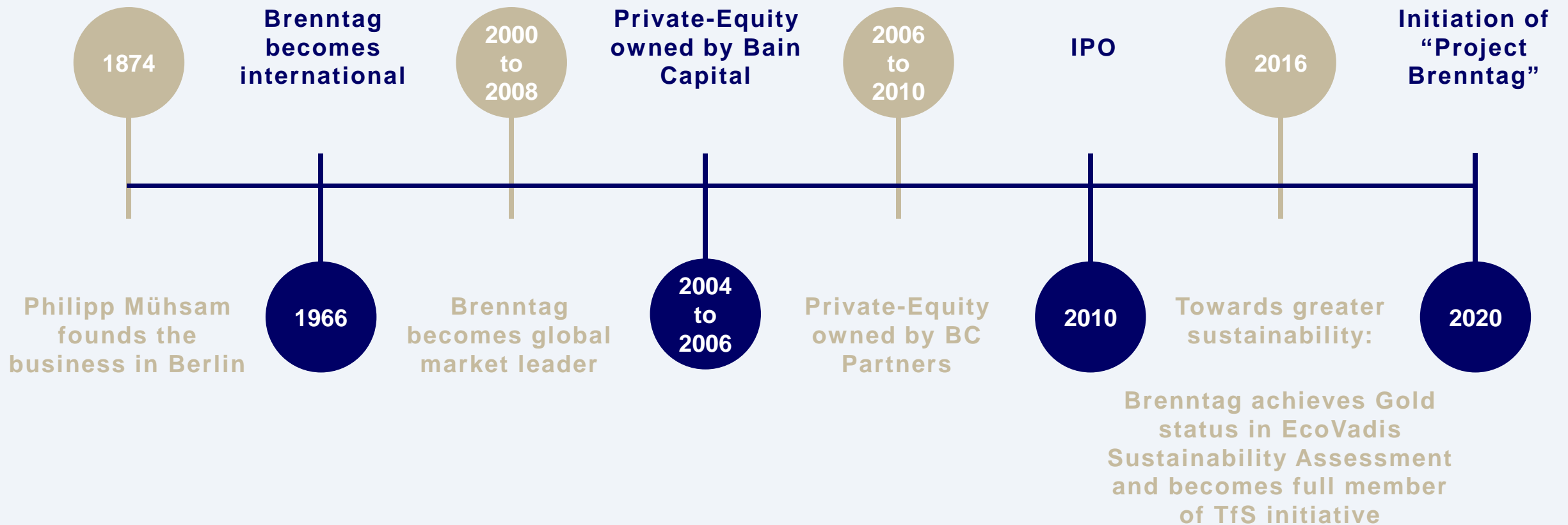
Know-how

Rationalization of distribution relationships

Global reach

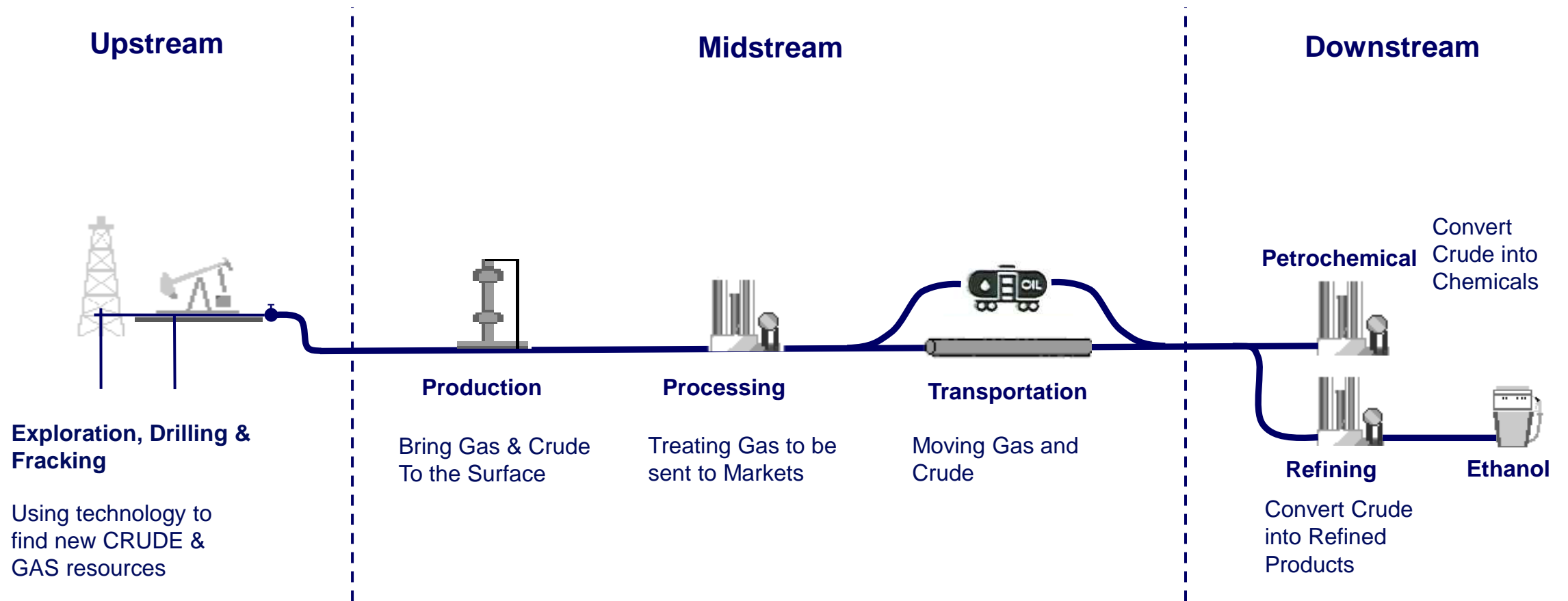
**Significant capital resources and time required to create a global full-line distributor**

# Brenntag history: Longstanding history of more than 140 years





# North America: Oil and Gas Value Chain



# HSE:

## Committed to health, safety and the environment

### Committed to the principles of Responsible Care/Responsible Distribution<sup>1)</sup>

- Product responsibility
- Asset integrity & process safety
- Occupational safety and health
- Environment protection (air, water, soil, raw materials, waste, energy)
- 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 Chemical Trade Association

# Acquisitions since 2018: Focus on three main objectives

## Building up scale & efficiencies

- Canada Colors & Chemicals, Can., 2018
- Reeder Distributors Inc., USA, 2019
- B&M Oil Company, USA, 2019
- Suffolk Solutions Inc., USA, 2020
- Alpha Chemical Ltd., Canada, 2020
- ICL Packed, UK, 2021
- Matrix Chemicals LLC, USA, 2021

## Expanding geographic coverage

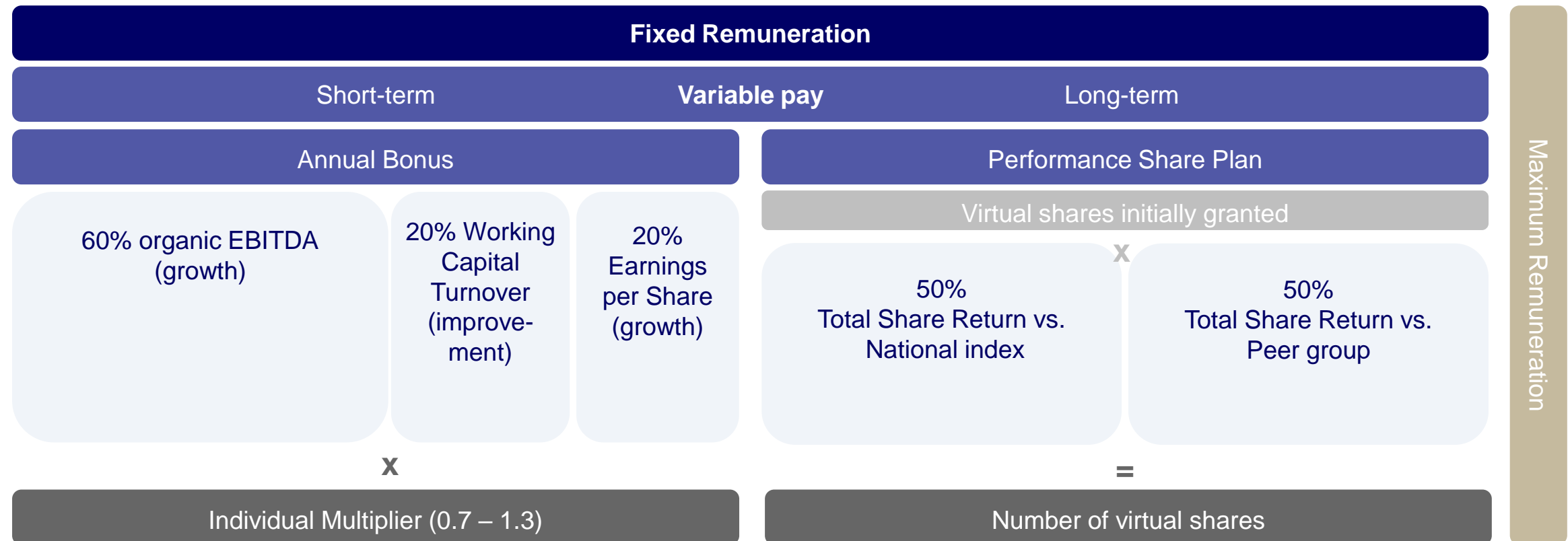
- Whanee Corporation, Quimitécnica, Portugal, 2018
- Desbro, Kenya, 2018
- Crest Chemicals Ltd., South Africa, 2019
- Neuto Chemicals Corp., Taiwan, 2019
- Quimisa S.A., Brazil, 2019
- Oils 'R Us, Thailand, 2020

## Improving full-line portfolio

- Alphamin S. A., Belgium, 2018
- PachemDistribution Inc., 2018
- NERP Inc., USA, 2019
- Tee Hai Chem Pte.Ltd., Singapore, 2019
- Marlin Company Inc., USA, 2019
- Tan International, UK, 2019
- ComeltSpa; Aquadepur Srl, Italy, 2020
- Zhongbai, China, 2021
- JM Swank, USA, 2021

**88 acquisitions in total since 2010<sup>1)</sup>**

# Remuneration System: Remuneration of the Board of Management

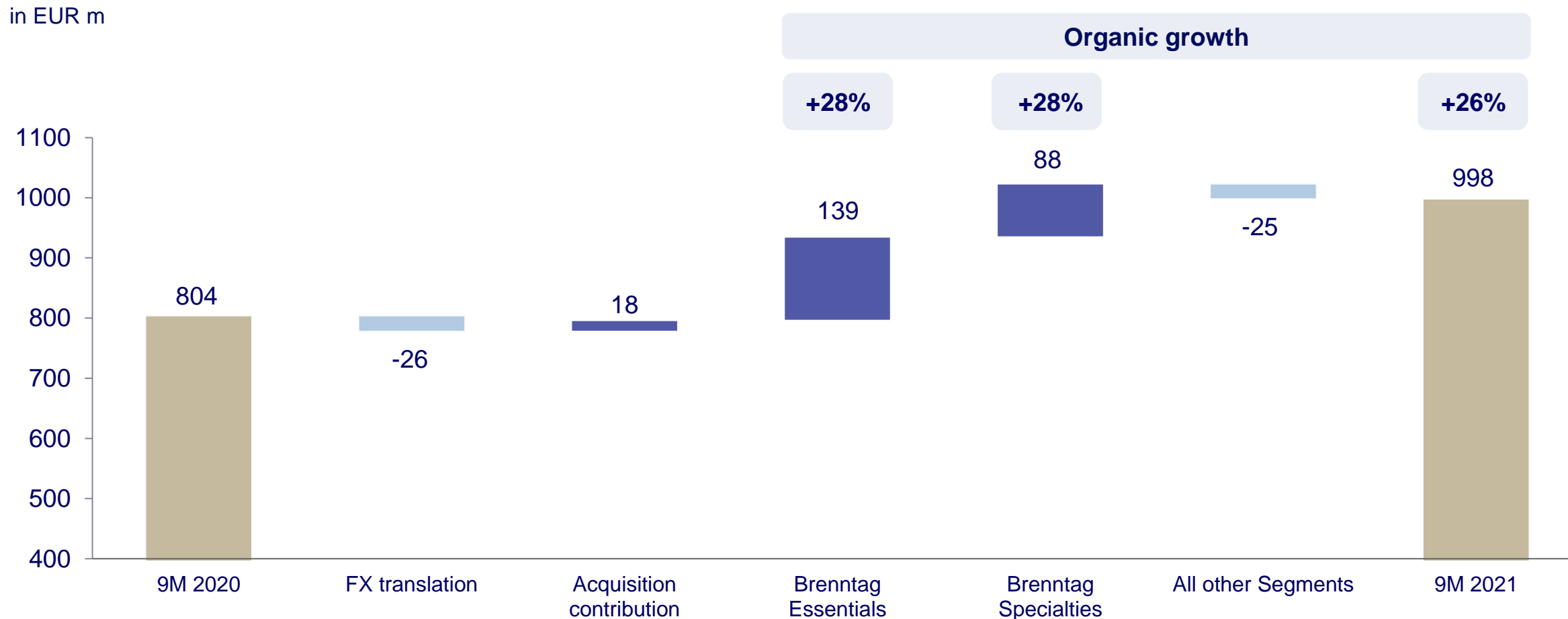


The payout amount of the variable pay depends on the overall target achievement. The maximum payout amount of both the Annual bonus and the Performance Share Plan is 200% for an overall target achievement of 150% or more. The payout amount cannot be raised above this Cap of 200%.

The new remuneration system was resolved by the Supervisory Board on December 23, 2020 and approved by the shareholders at the General Shareholders' Meeting 2021.

Note: Simplified illustration; Please see Remuneration Report or Corporate Website for more details

# Financials 9M 2021: Operating EBITDA bridge\*



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

# Financials 9M 2021: Income statement below operating EBITDA

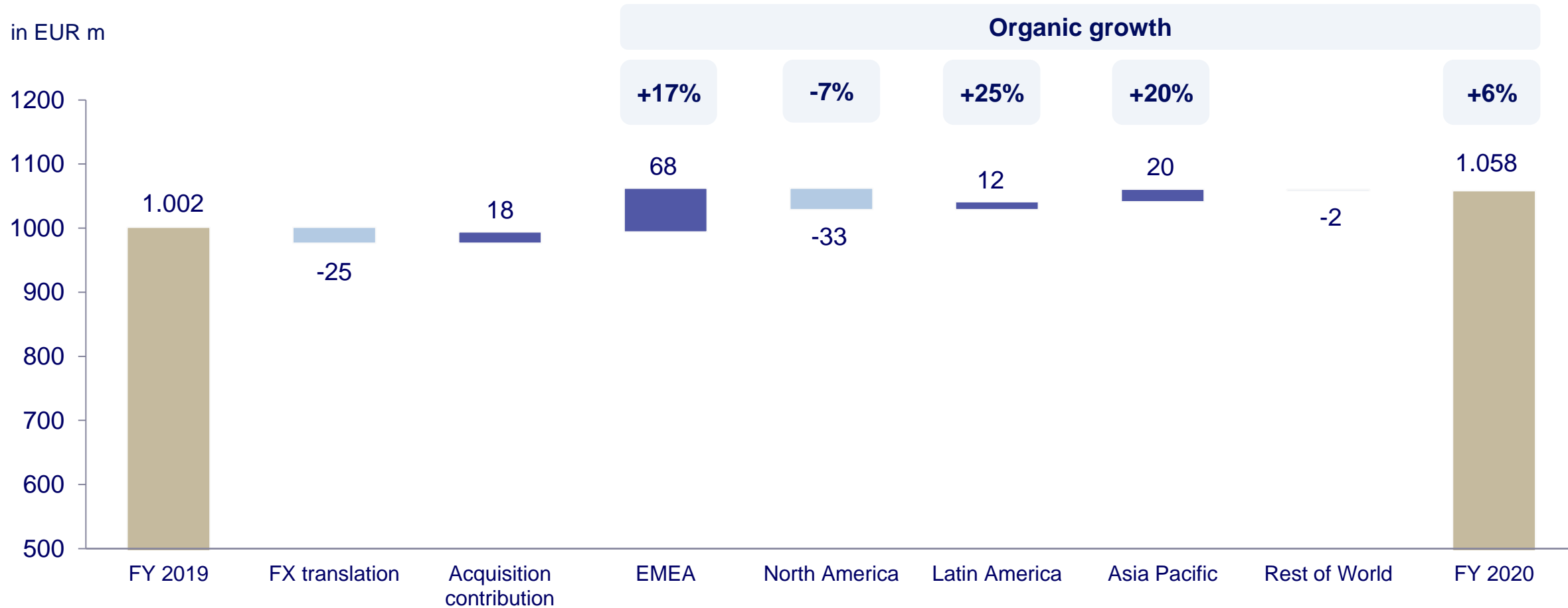
in EUR m	9M 2021	9M 2020	Δ
<b>Operating EBITDA</b>	<b>998.3</b>	<b>803.6</b>	<b>24.2%</b>
Special items	-104.1	-33.4	211.7%
Depreciation	-191.9	-189.6	1.2%
<b>EBITA</b>	<b>702.3</b>	<b>580.6</b>	<b>21.0%</b>
Amortization	-91.7	-33.5	173.7%
<b>EBIT</b>	<b>610.6</b>	<b>547.1</b>	<b>11.6%</b>
Financial result	-49.2	-61.9	-20.5%
EBT	561.4	485.2	15.7%
<b>Profit after tax</b>	<b>398.4</b>	<b>358.6</b>	<b>11.1%</b>
EPS	2.52	2.30	9.6%

# Financials 9M 2021: Cash flow items

in EUR m	9M 2021	9M 2020	Δ	Δ
Operating EBITDA	998.3	803.6	194.7	24.2%
CAPEX	-105.9	-127.1	21.2	-16.7%
Δ Working capital	-443.0	214.2	-657.2	-306.8%
Principal and interest payments on lease liabilities	-97.3	-94.8	-2.5	2.6%
<b>Free cash flow</b>	<b>352.1</b>	<b>795.9</b>	<b>-443.8</b>	<b>-55.8%</b>



# Financials FY 2020: Operating EBITDA bridge\*



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

# Financials FY 2020: Income statement

in EUR m	FY 2020	FY 2019	Δ	Δ FX adjusted
Sales	11,775.8	12,821.8	-8.2%	-6.0%
Cost of materials	-8,925.4	-10,000.1	-10.7%	
<b>Operating gross profit</b>	<b>2,850.4</b>	<b>2,821.7</b>	<b>1.0%</b>	<b>3.3%</b>
Operating expenses	-1,792.7	-1,820.2	-1.5%	
<b>Operating EBITDA</b>	<b>1,057.7</b>	<b>1,001.5</b>	<b>5.6%</b>	<b>8.3%</b>
Op. EBITDA/Op. gross profit	37.1%	35.5%		

# Financials FY 2020: Income statement below operating EBITDA

in EUR m	FY 2020	FY 2019	Δ
Operating EBITDA	1,057.7	1,001.5	5.6%
Special items	-47.2	8.6	-648,8%
Depreciation	-252.4	-243.6	3.6%
<b>EBITA</b>	<b>758.1</b>	<b>766.5</b>	<b>-1.1%</b>
Amortization <sup>1)</sup>	-45.1	-49.6	-9.1%
<b>EBIT</b>	<b>713.0</b>	<b>716.9</b>	<b>-0.5%</b>
Financial result	-79.7	-83.5	-4.6%
EBT	633.3	633.4	0.0%
<b>Profit after tax</b>	<b>473.8</b>	<b>469.2</b>	<b>1.0%</b>
EPS	3.02	3.02	0.0%

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

# Financials FY 2020: Cash flow statement

in EUR m	FY 2020	FY 2019
Profit after tax	473.8	469.2
Depreciation & amortization	297.5	293.2
Income taxes	159.5	164.2
Income tax payments	-155.5	-175.3
Interest result	66.4	90.0
Interest payments (net)	-57.9	-75.7
Changes in current assets and liabilities	426.0	136.5
Changes in provisions	-33.9	0.9
Other	43.1	-23.7
<b>Cash provided by operating activities</b>	<b>1,219.0</b>	<b>879.3</b>

# Financials FY 2020:

## Cash flow statement (continued)

in EUR m	FY 2020	FY 2019
Purchases of intangible assets and property, plant & equipment (PPE)	-199.1	-204.0
Purchases of consolidated subsidiaries and other business units	-46.4	-194.9
Proceeds from the disposal of consolidated subsidiaries and business units	1.2	14.7
Other	20.2	12.0
<b>Cash used for investing activities</b>	<b>-224.1</b>	<b>-372.2</b>
Purchases of companies already consolidated	-	-
Profits distributed to non-controlling interests	-1.5	-1.5
Dividends paid to Brenntag shareholders	-193.1	-185.4
Repayment of (-)/proceeds from (+) borrowings (net)	-541.0	-196.5
<b>Cash used for financing activities</b>	<b>-735.6</b>	<b>-383.4</b>
<b>Change in cash &amp; cash equivalents</b>	<b>259.3</b>	<b>123.7</b>

# ROCE:

## Increasing value added and returns

in EUR m	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
EBITA	758.1	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	3,582.9	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	2,453.0	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	-654.1	-430.8	-416.2	-612.0	-566.3	-460.9	-413.1	-343.4	-356.2	-382.5	-468.3	-500.9
<b>ROCE <sup>1,2)</sup></b>	<b>14.1%</b>	<b>13.7%</b>	<b>15.8%</b>	<b>14.4%</b>	<b>15.7%</b>	<b>17.3%</b>	<b>17.4%</b>	<b>17.1%</b>	<b>18.1%</b>	<b>18.5%</b>	<b>17.6%</b>	<b>13.9%</b>

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) EBITA 2020 includes special items EUR 47.2 million. Adjusted for this effect, ROCE was 15.0%.

# Cash flow:

## Strong cash generation over the past years

in EUR m	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Op. EBITDA	1,057.7	1,001.5	875.5	836.0	810.0	807.4	726.7	698.3	707.0	660.9	602.6	480.3
CAPEX	-201.9	-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	325.0	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	-126.2	-120.7										
<b>Free cash flow<sup>1)</sup></b>	<b>1,054.6</b>	<b>837.3</b>	<b>525.2</b>	<b>440.3</b>	<b>641.4</b>	<b>764.3</b>	<b>521.4</b>	<b>544.9</b>	<b>579.3</b>	<b>513.9</b>	<b>381.1</b>	<b>650.5</b>
Average working capital <sup>2)</sup>	1,611.2	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
<b>Working capital turnover<sup>3)</sup></b>	<b>7.3x</b>	<b>7.0x</b>	<b>7.3x</b>	<b>7.9x</b>	<b>8.0x</b>	<b>8.0x</b>	<b>8.6x</b>	<b>9.0x</b>	<b>9.2x</b>	<b>9.3x</b>	<b>10.2x</b>	<b>9.2x</b>

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.

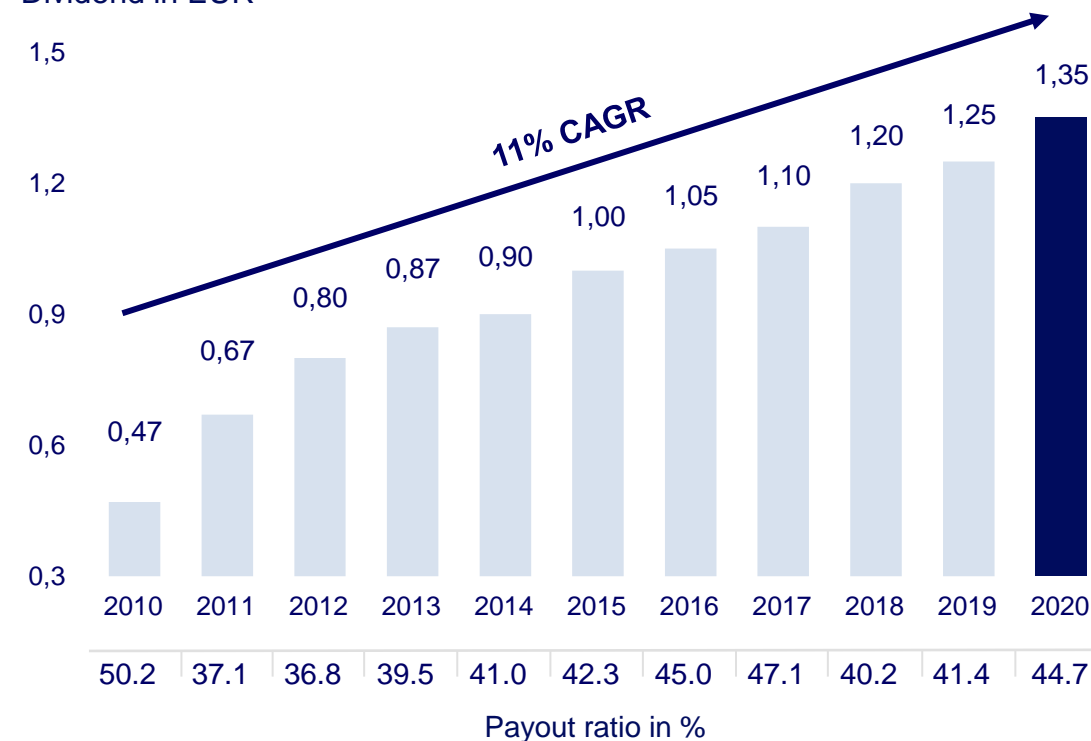
3) Working Capital Turnover is defined as Sales divided by Average Working Capital.



# Financials FY 2020: Continuous dividend increase

in EUR m	2020	2019	Δ
Profit after tax	473.8	469.2	1.0%
Less minority interests	7.3	2.5	
Profit after tax (consolidated) attributable to shareholders of Brenntag SE	466.5	466.7	0.0%
Proposed dividend payment	208.6	193.1	
<b>Proposed dividend per share in EUR</b>	<b>1.35</b>	<b>1.25</b>	<b>8.0%</b>
<b>Payout ratio</b>	<b>44.7%</b>	<b>41.4%</b>	

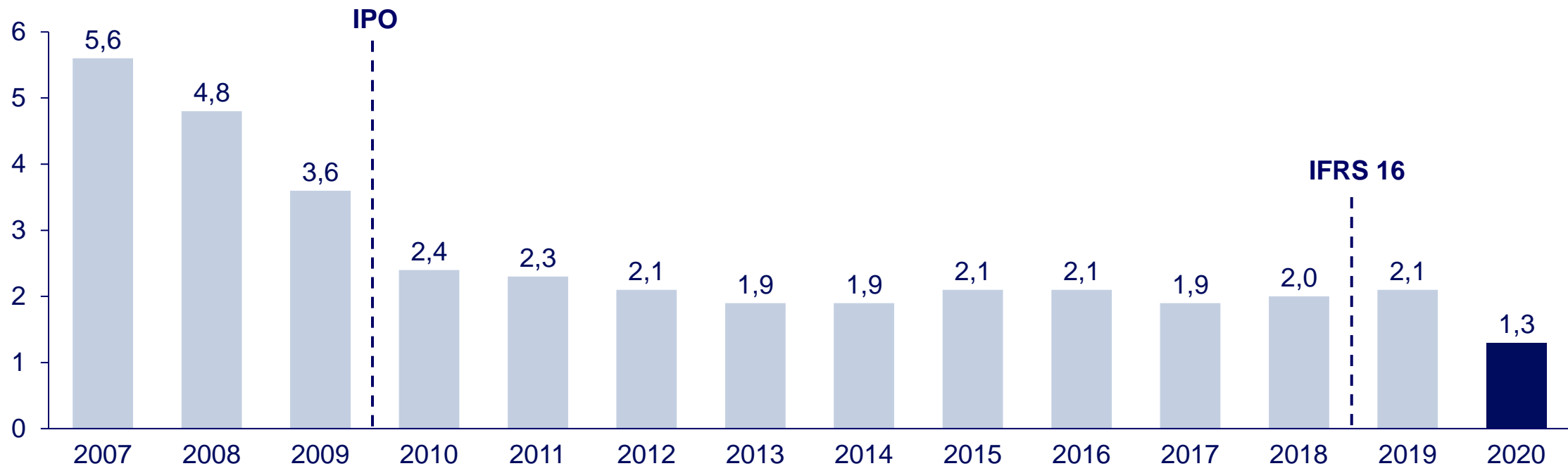
Dividend in EUR



**Dividend policy:** Pay an annual dividend of **35% to 50%** of consolidated profit after tax attributable to shareholders of Brenntag SE

# Brenntag's Historic Leverage & Credit Rating

## Leverage: Net Debt / operating EBITDA



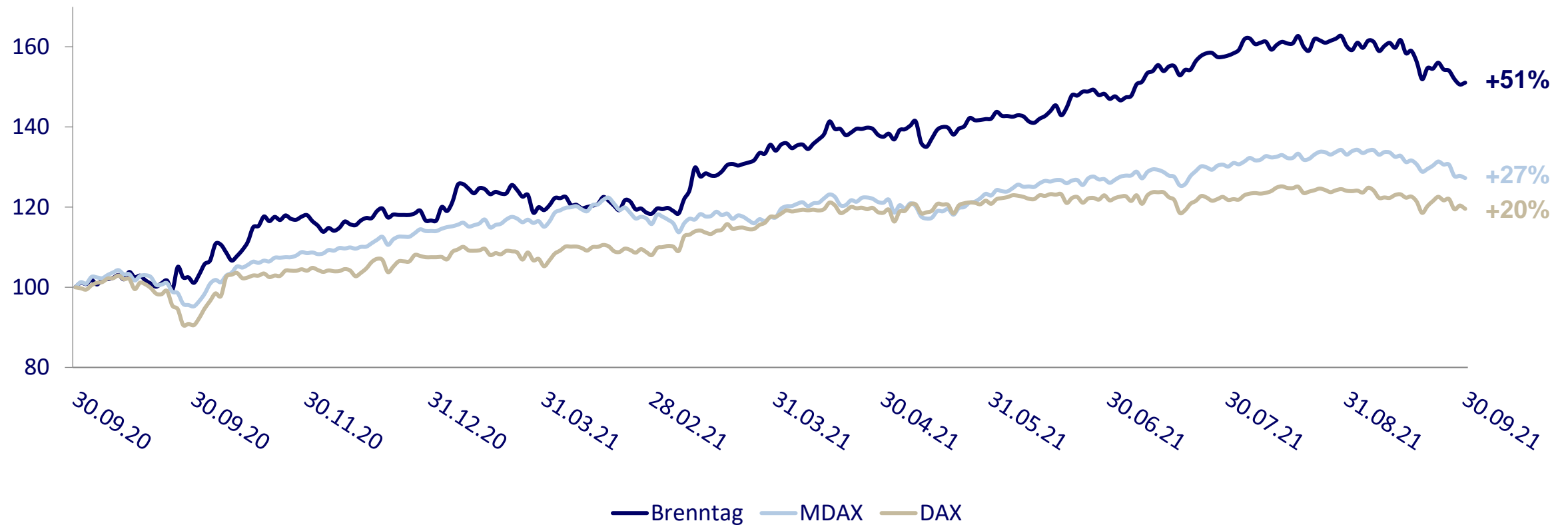
<b>S&amp;P</b>	B	B+	BB+	BBB-	BBB	
<b>Moody's</b>	B2		Ba1		Baa3	Baa2

# Bond data

	Bond (with Warrants) 2022	Bond 2025	Bond 2029
Issuer	Brenntag Finance B.V.	Brenntag Finance B.V.	Brenntag Finance B.V.
Listing	Frankfurter Freiverkehr	Luxembourg Stock Exchange	Luxembourg Stock Exchange
ISIN	DE000A1Z3XQ6	XS1689523840	XS2394063437
Aggregate principal amount	USD 500,000,000	EUR 600,000,000	EUR 500,000,000
Denomination	USD 250,000	EUR 1,000	EUR 100,000
Minimum transferable amount	USD 250,000	EUR 100,000	EUR 100,000
Coupon	1.875%	1.125%	0.500%
Interest payment	Semi annual: Jun. 02 / Dec. 02	Annual: Sep. 27	Annual: Oct. 06
Maturity	Dec. 2, 2022	Sep. 27, 2025	Oct. 06, 2029

# Share price performance LTM

Performance in %



# Brenntag Share & Shareholder Structure

## Share data

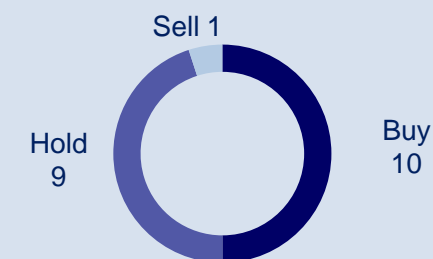
ISIN; Stock Symbol; Listed since	DE000A1DAH0; BNR; 29 March 2010
Subscribed capital; Outstanding Shares	EUR 154,500,000.00; 154,500,000
Class of shares; Free float	Registered shares; 100%
Official market	Prime Standard XETRA and Frankfurt
Regulated unofficial markets	Berlin, Düsseldorf, Hamburg, Hannover, München, Stuttgart, Tradegate Exchange
Indices	DAX, MSCI, Stoxx Europe 600, DAX 50 ESG, DAX ESG Target

Shareholder <sup>1)</sup>	Proportion in %	Date of notification
BlackRock	>5%	April 26, 2021
Wellington Management Group	>5%	July 10, 2020
Burgundy Asset Management	>3%	October 16, 2018
Columbia Threadneedle	>3%	November 7, 2020
FMR LLC	>3%	October 27, 2021

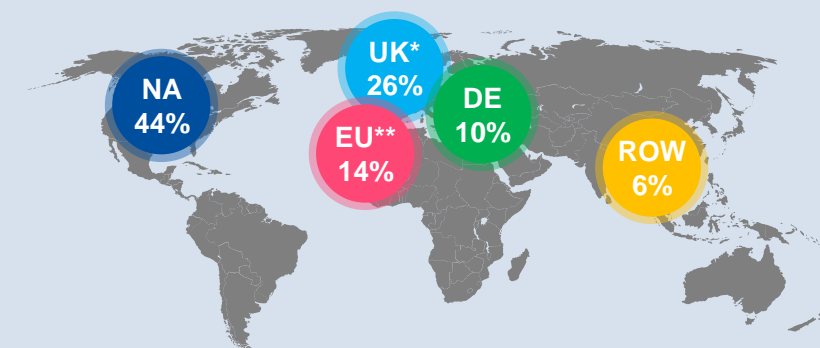
## Analysts' Opinions<sup>2)</sup>



Click to view current consensus



## Shareholdings of identified Institutional Investors by Region<sup>3)</sup>



<sup>1)</sup> According to voting rights notifications. All voting rights notifications are published on the Company's [Website](#).

<sup>2)</sup> As of November 1, 2021; <sup>3)</sup> As of September 30, 2021

\* UK and Ireland; \*\* EU: Continental Europe





# Relevant Links & Documents



**Financial Publications**



**Brenntag Share**



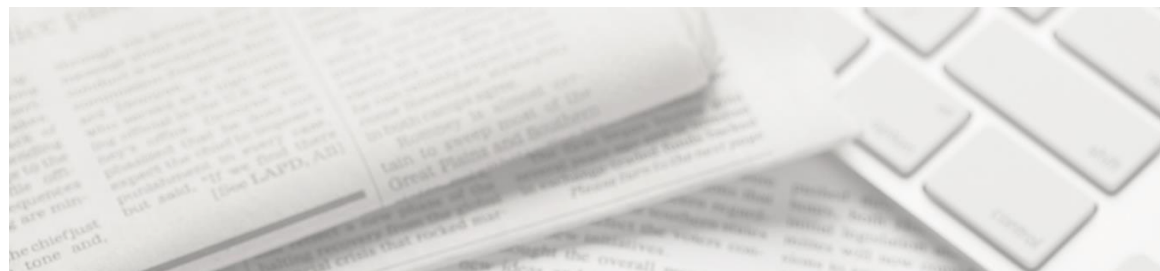
**Current Consensus**



**Financial News**

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# Financial calendar / Contact



Date	Event
March 9, 2022	Annual Report 2021
June 9, 2022	General Shareholders' Meeting 2021

The financial calendar is updated regularly. You can find the latest dates on <https://www.brenntag.com/corporate/en/investor-relations/publications-events/financial-calendar/>. Please note that these dates could be subject to change.



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