

Connecting**Chemistry**



Speech by the Board of Management



General Shareholders' Meeting, June 13, 2019

GENERAL SHAREHOLDERS' MEETING 2019

Agenda

FINANCIAL YEAR 2018

Steven Holland, CEO

KEY FINANCIAL FIGURES

Georg Müller, CFO

AGILITY TO PERFORM

Steven Holland, CEO

FINANCIAL YEAR 2018
Highlights of 2018

+7.5%*

Operating
gross profit
EUR 2,660.9 m

+8.4%*

Operating
EBITDA
EUR 875.5 m

+27.4%

Earnings per
share
EUR 2.98

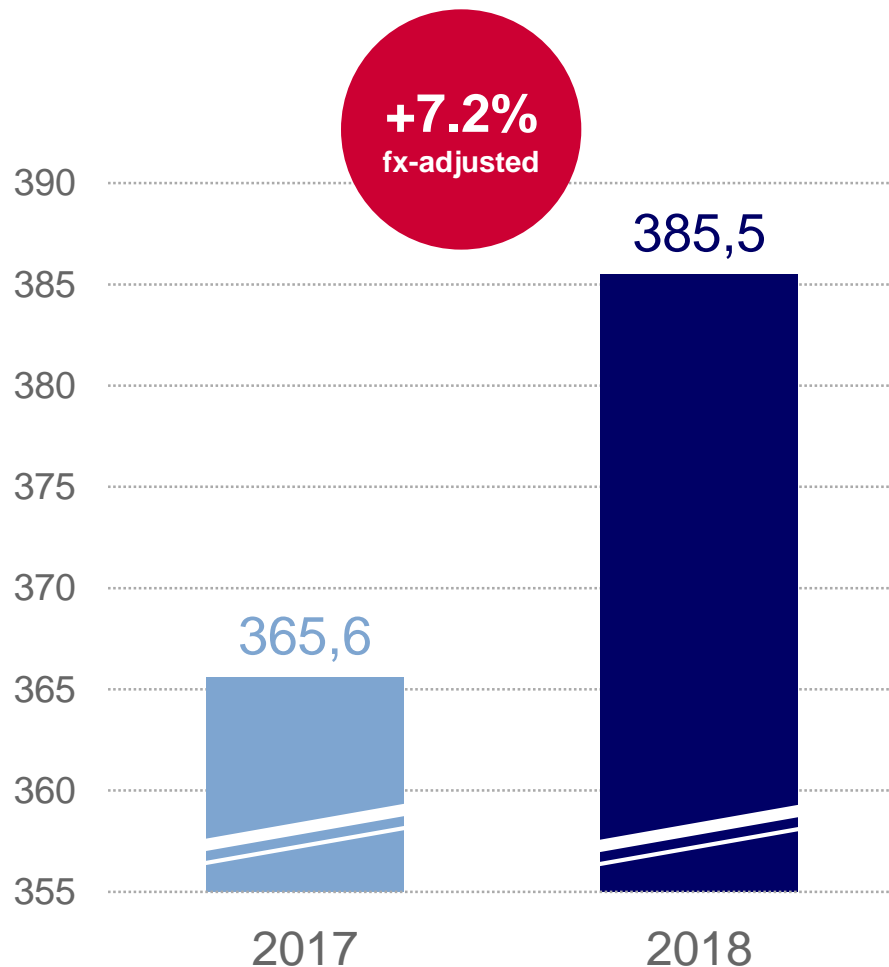
+19.3%

Free
cash flow
EUR 525.2 m

*On a constant currency basis

FINANCIAL YEAR 2018

EMEA (Europe, Middle East & Africa) segment: operating EBITDA



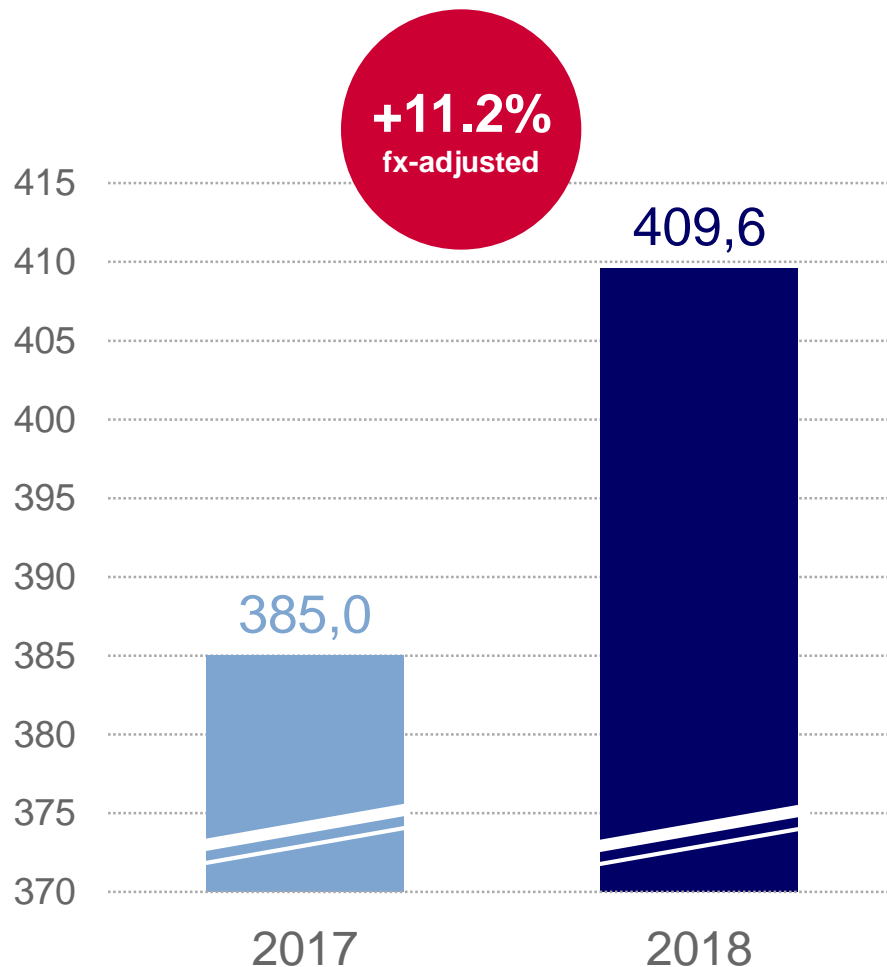
BUSINESS PERFORMANCE IN 2018

- Downturn in the macroeconomic environment in the course of 2018
- Growth foremost organic

in EUR m; growth rates on a constant currency basis

FINANCIAL YEAR 2018

North America segment: operating EBITDA



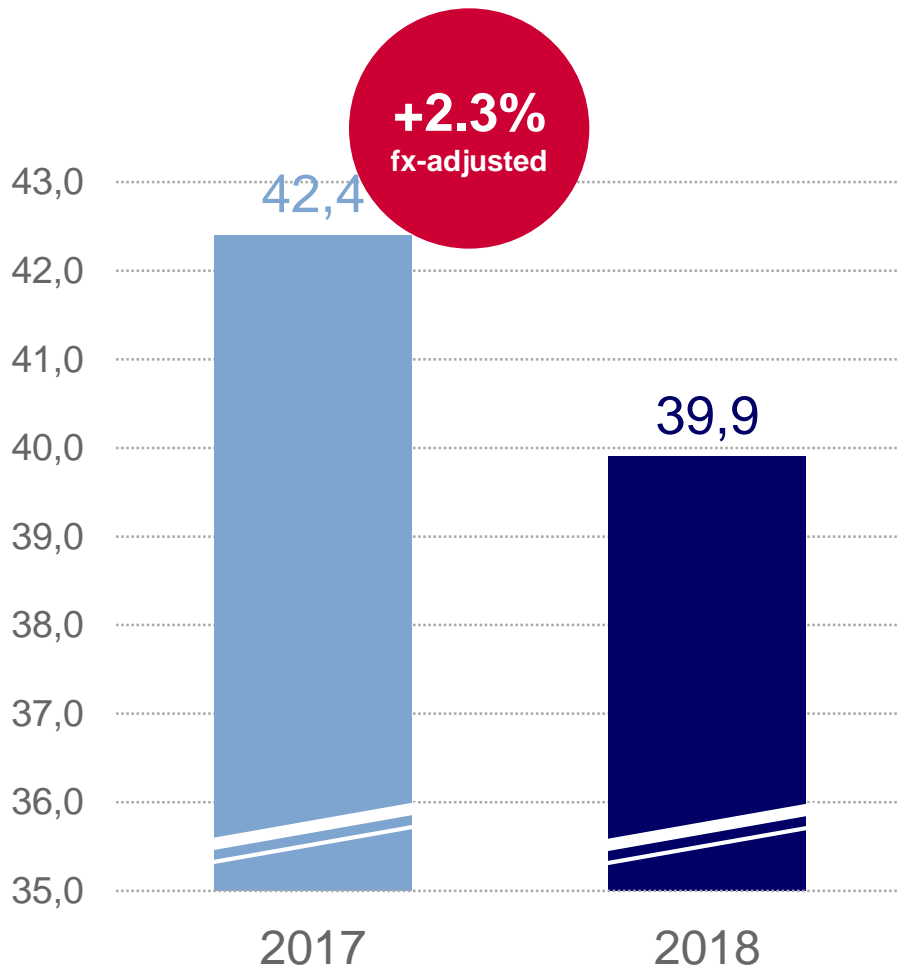
BUSINESS PERFORMANCE IN 2018

- Generally sound macroeconomic environment
- Growth is almost entirely organic
- Effect of exchange rate movements

in EUR m; growth rates on a constant currency basis

FINANCIAL YEAR 2018

Latin America segment: operating EBITDA



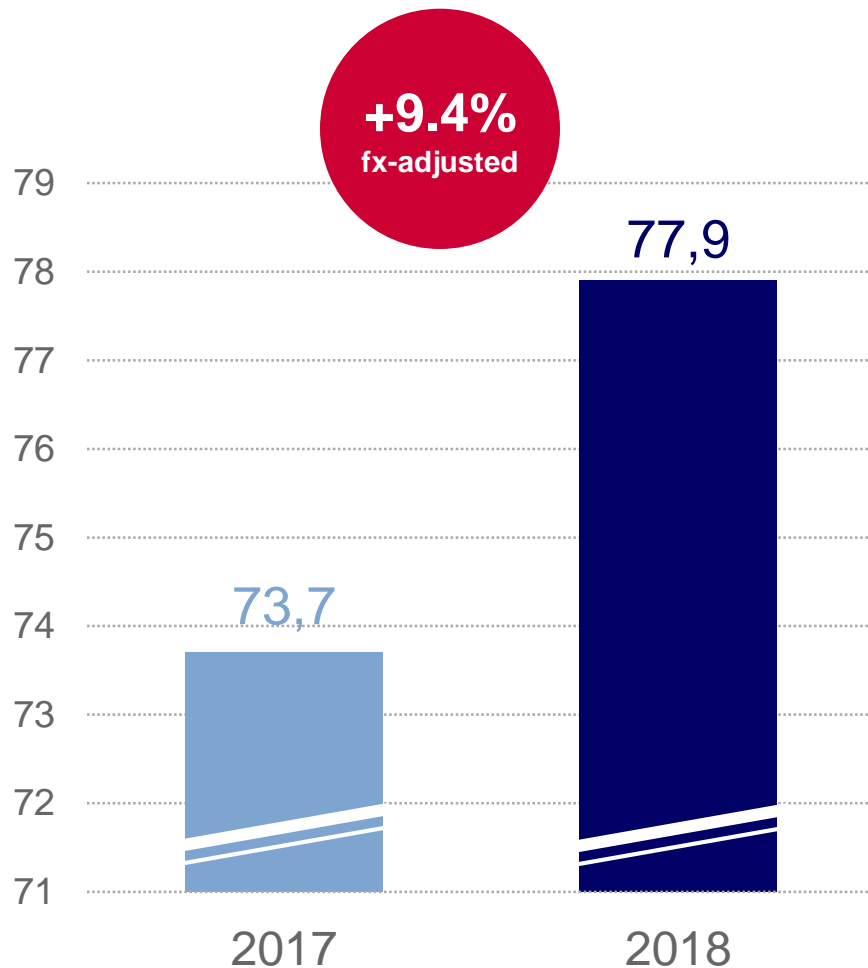
BUSINESS PERFORMANCE IN 2018

- Volatile macroeconomic environment combined with a decline in industrial production
- Organic growth in operating EBITDA in a challenging environment
- Effect of exchange rate movements

in EUR m; growth rates on a constant currency basis

FINANCIAL YEAR 2018

Asia Pacific segment: operating EBITDA



BUSINESS PERFORMANCE IN 2018

- Weaker trends in macroeconomic indicators
- Growth in operating EBITDA
- Mixed picture across the individual countries

in EUR m; growth rates on a constant currency basis

FINANCIAL YEAR 2018

Acquisition strategy implemented successfully

NORTH AMERICA

Canada

- Canada Colors and Chemicals Ltd.
- Pachem Distribution Inc.

EMEA

Portugal

- Quimitécnica

Belgium

- Alphamin S.A.

LATIN AMERICA

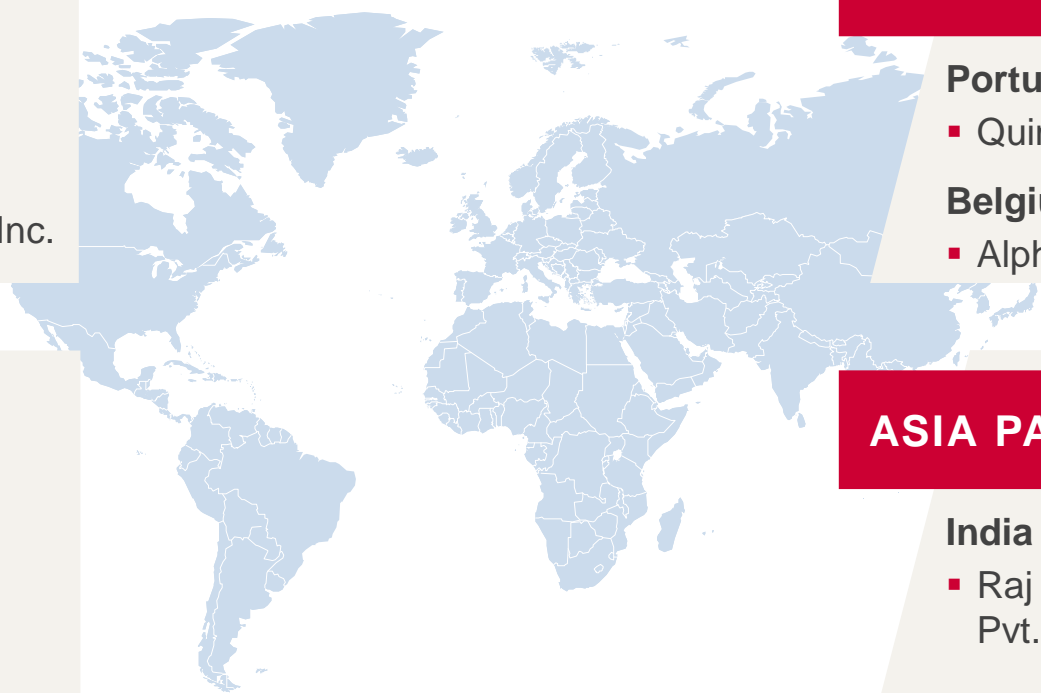
Colombia

- Conquimica S.A.

ASIA PACIFIC

India

- Raj Petro Specialities Pvt. Ltd.



Acquisitions with a combined enterprise value of approx. EUR 265 m in 2018

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FINANCIAL YEAR 2018

Steven Holland, CEO

KEY FINANCIAL FIGURES

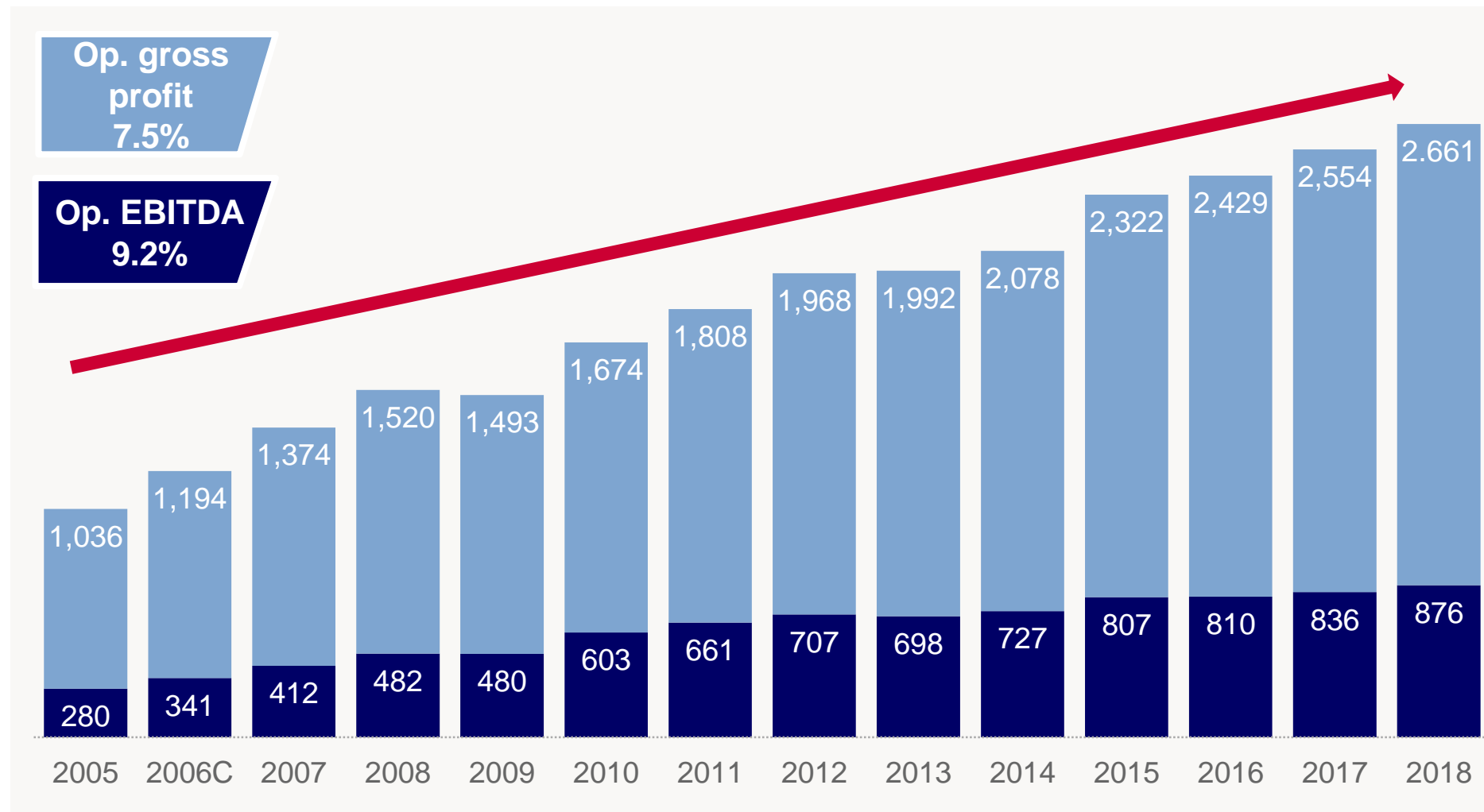
Georg Müller, CFO

AGILITY TO PERFORM

Steven Holland, CEO

KEY FINANCIAL FIGURES

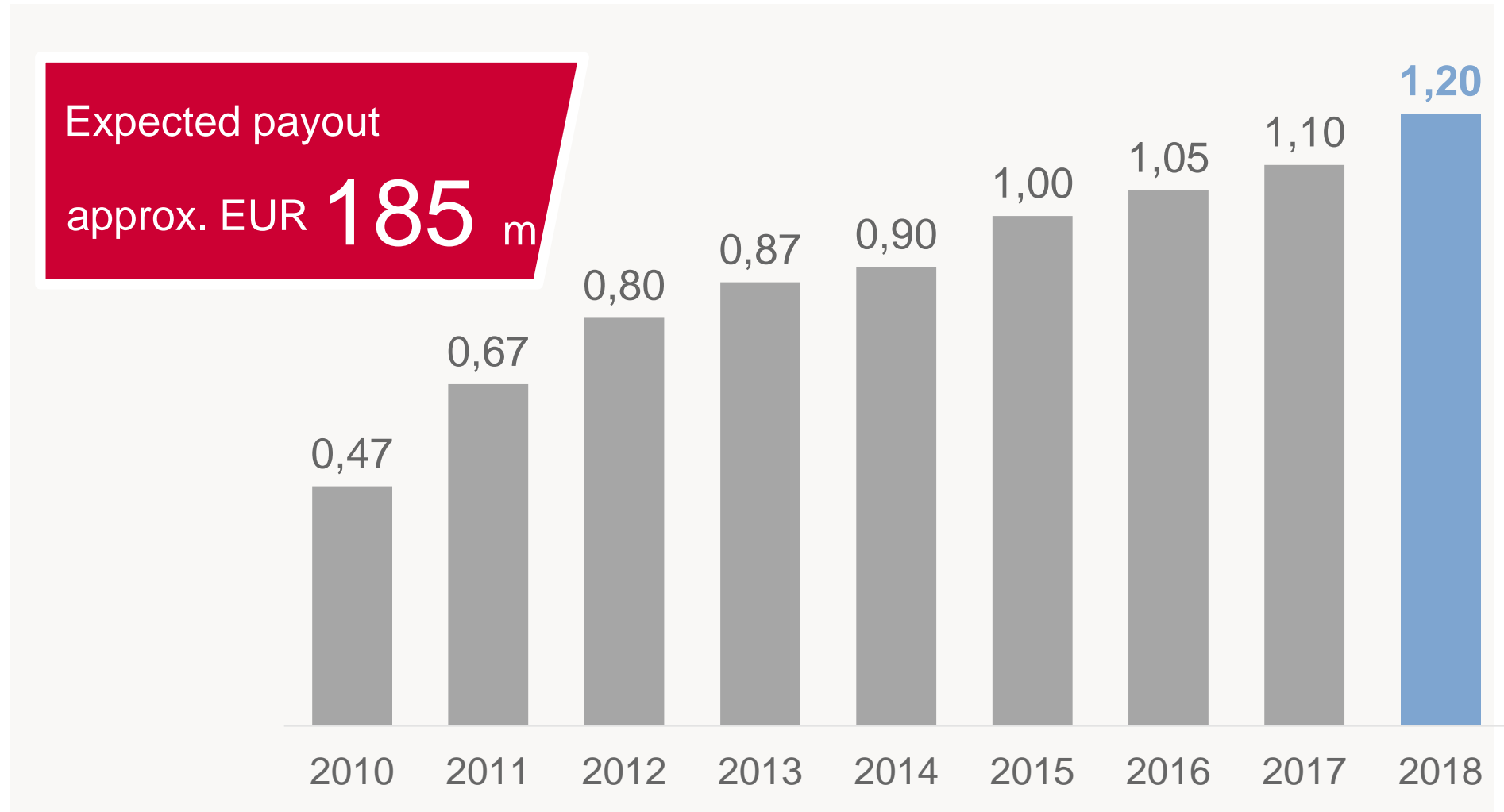
Sustained growth combined with strong profitability



in EUR m; CAGR: average annual growth rate

KEY FINANCIAL FIGURES

Dividend proposal – eighth consecutive dividend increase



EUR per share

KEY FINANCIAL FIGURES

Key financial figures for 2018

2,660.9

+7.5%

Operating
gross profit

875.5

+8.4%

Operating
EBITDA

32.9%

+20 basis points

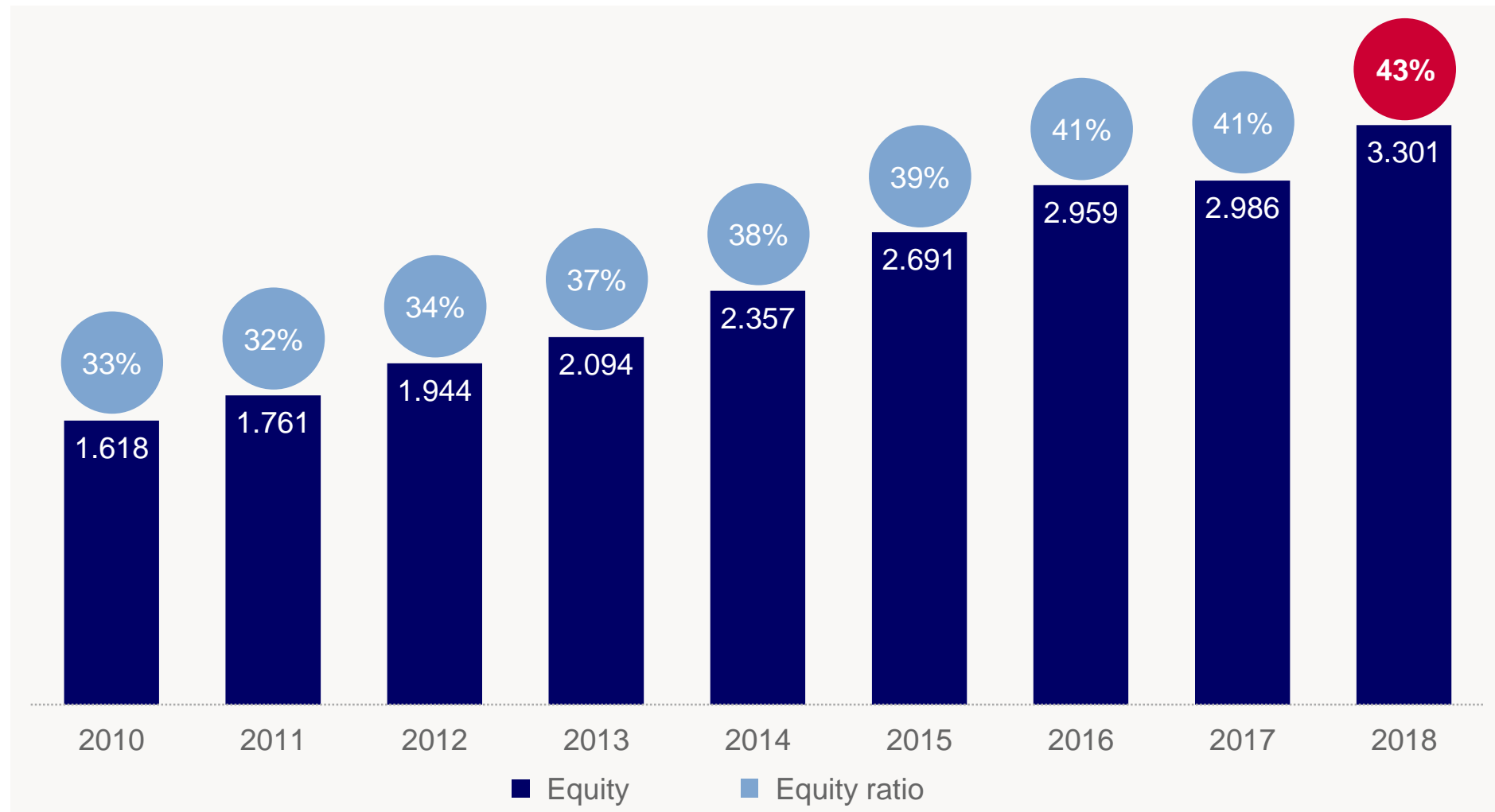
Conversion
ratio

(operating EBITDA/operating
gross profit)

in EUR m; growth rates on a constant currency basis

KEY FINANCIAL FIGURES

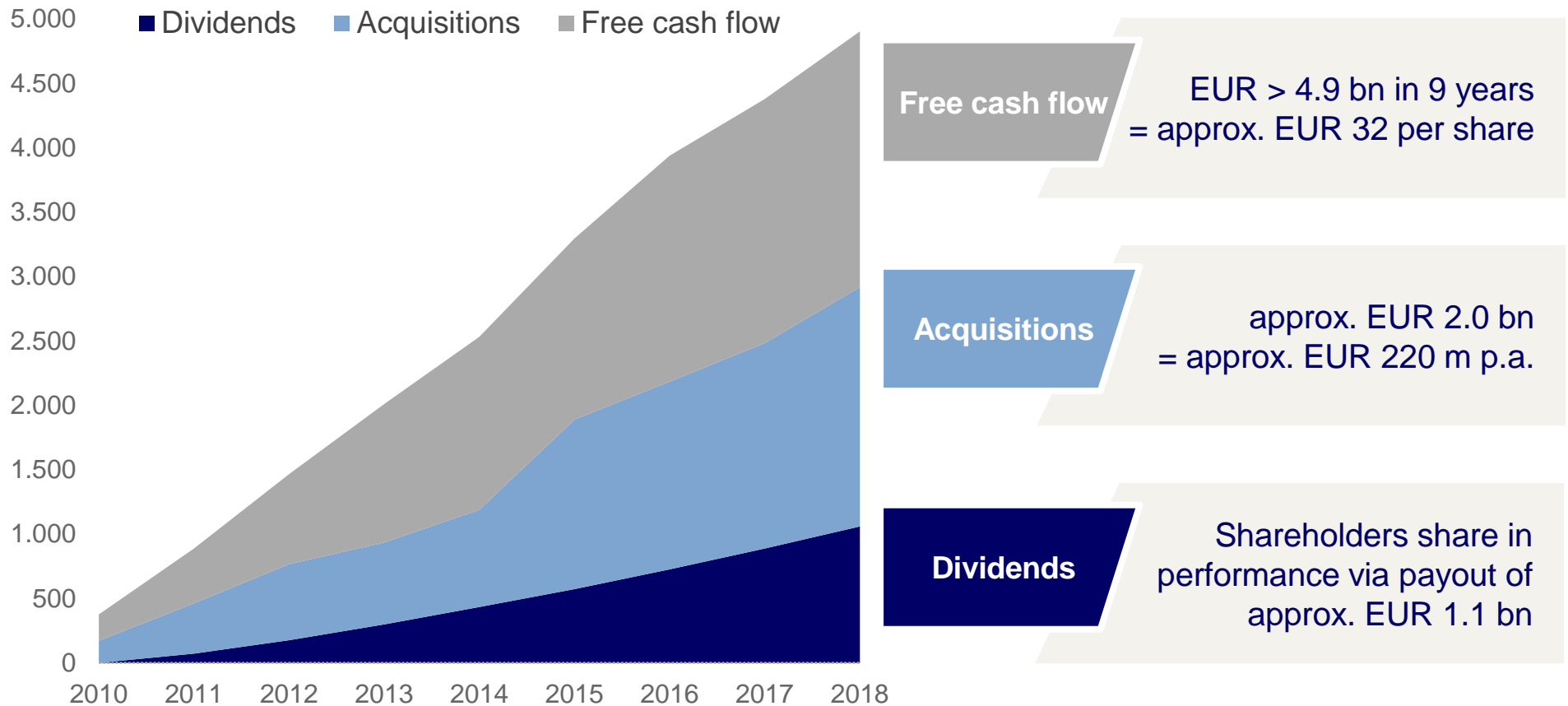
Good growth in equity and strong equity ratio



* Rounded figures, equity in EUR m

KEY FINANCIAL FIGURES

Strong and robust cash flow generation

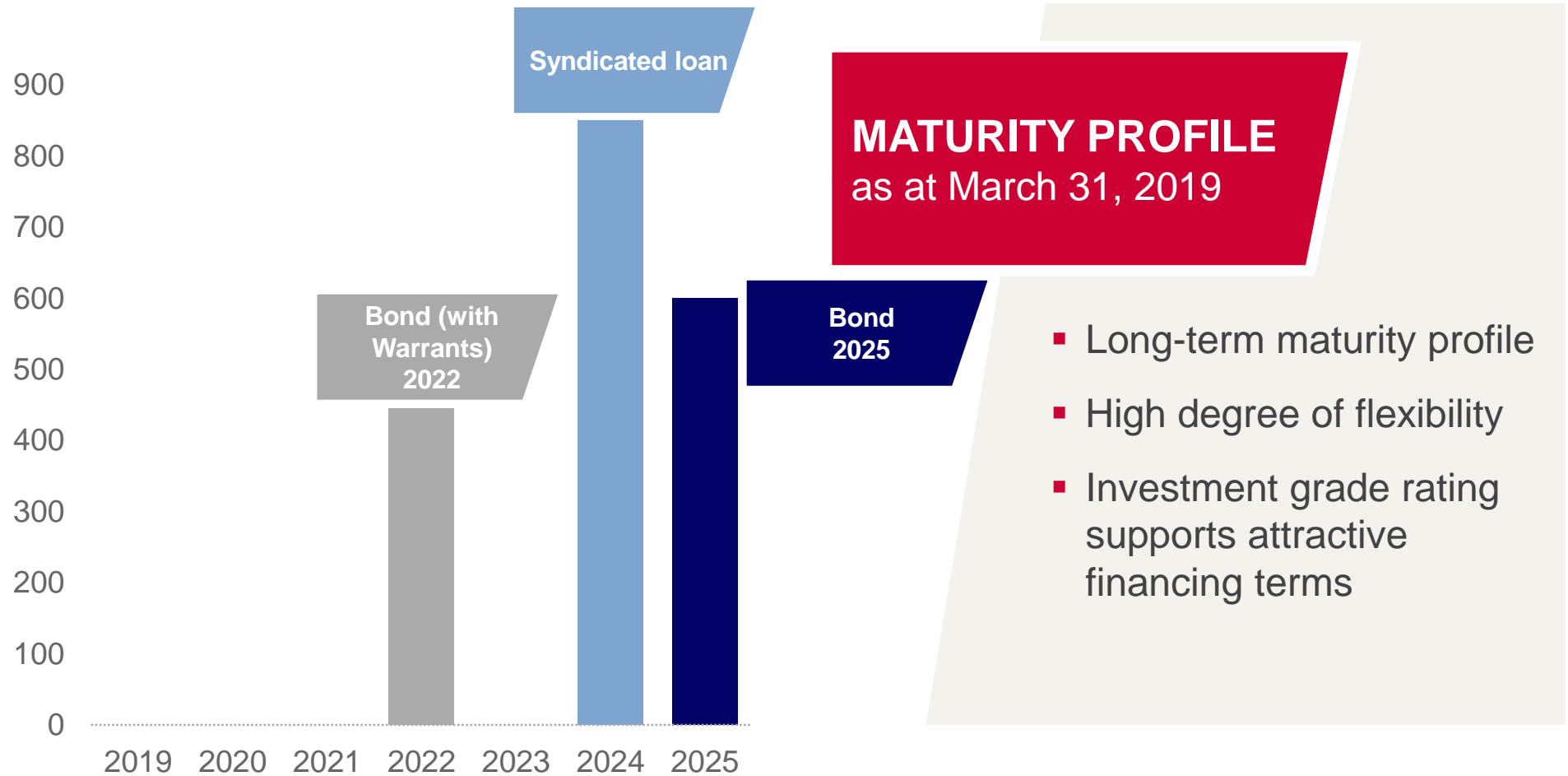


Cumulative; in EUR m

Definition of free cash flow: operating EBITDA - capex +/- changes in working capital

KEY FINANCIAL FIGURES

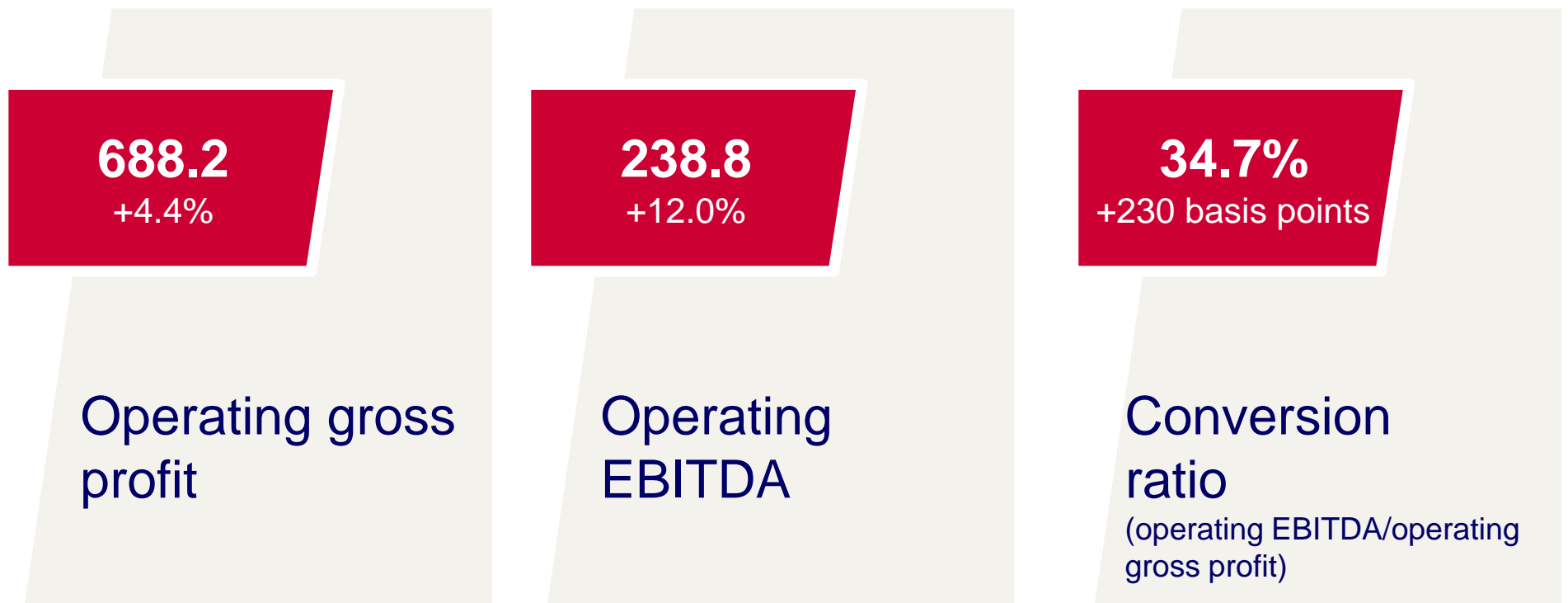
The Brenntag Group's strong financial profile



in EUR m

KEY FINANCIAL FIGURES

Business performance in the first quarter of 2019



Initial application of the new IFRS 16 accounting standard in EUR m; growth rates on a constant currency basis

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FINANCIAL YEAR 2018

Steven Holland, CEO

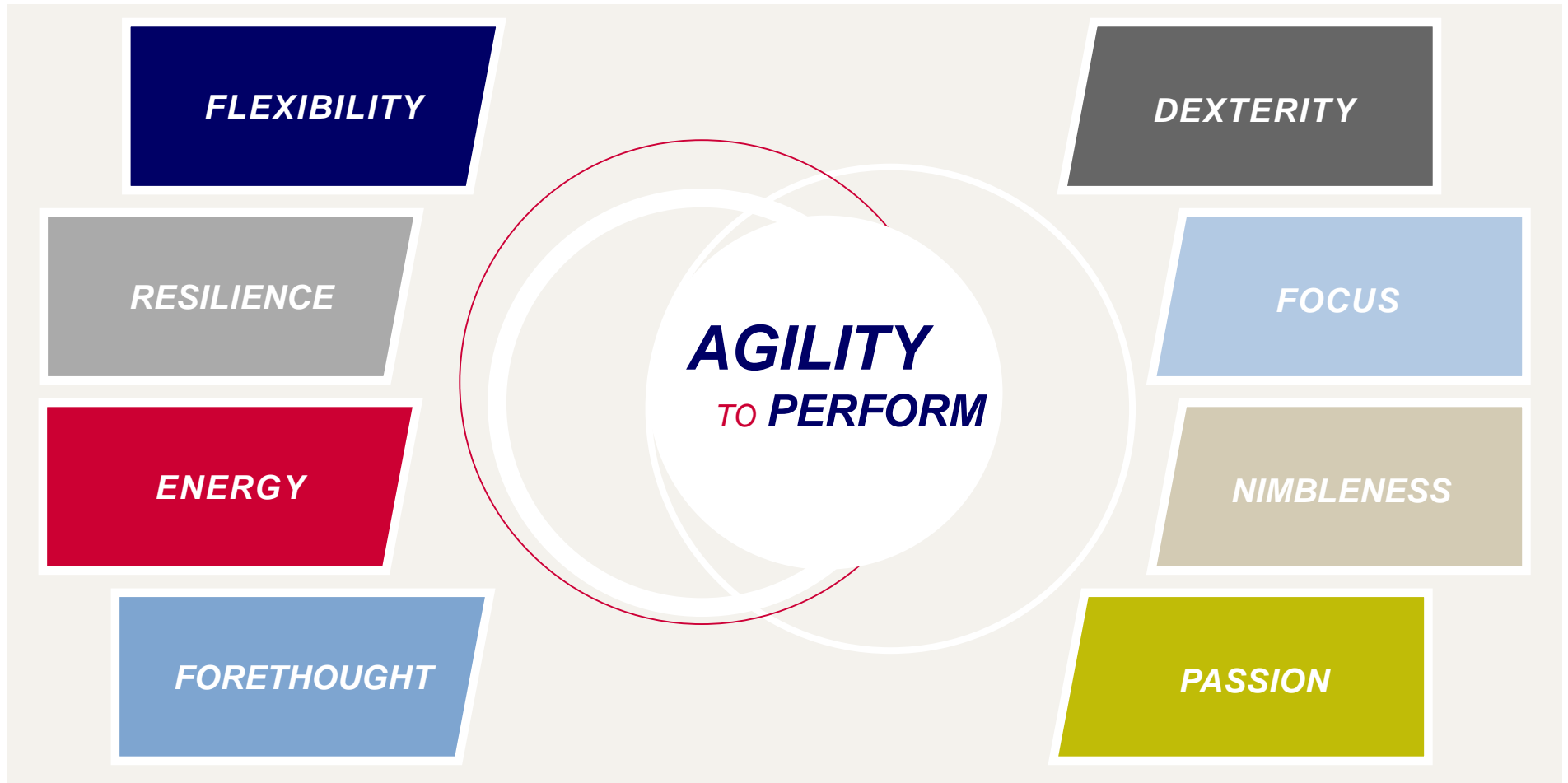
KEY FINANCIAL FIGURES

Georg Müller, CFO

AGILITY TO PERFORM

Steven Holland, CEO

AGILITY TO PERFORM



AGILITY TO PERFORM



*SIGNIFICANT STEP INTO
THE INDIAN MARKET
GEOGRAPHICAL
EXPANSION*



*REPOSITIONING OF
FOOD & NUTRITION
INDUSTRY FOCUS*

AGILITY TO PERFORM

Focus on developing the business



SUSTAINABILITY
IMPROVING
STANDARDS



DIGITALIZATION
ADDITIONAL
TECHNOLOGIES

AGILITY TO PERFORM

**VALUE-ADDED
SERVICES**
**MEETING OUR
PARTNERS'
REQUIREMENTS**



PEOPLE AT BRENNTAG
**OUR MOST IMPORTANT
RESOURCE**

BRENNTAG AG

Thank you very much to all Brenntag employees worldwide!



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GENERAL SHAREHOLDERS' MEETING 2019

Disclaimer

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These forward-looking statements are, by their nature, subject to many risks and uncertainties, including a lack of further improvement or a deterioration in global economic conditions, in particular a decline in consumer demand and investment activities, a downturn in major economies, a continuation of the tense situation in the credit and financial markets and other risks and uncertainties.

If any of these risks and uncertainties materialize or if the assumptions underlying any of our forward-looking statements prove to be incorrect, our actual results may be materially different from those expressed or implied by such forward-looking statements. We do not intend or assume any obligation to update these forward-looking statements. Any forward-looking statement speaks only as of the date on which it is made.