



CORPORATE GOVERNANCE ROADSHOW

DOREEN NOWOTNE, CHAIR OF THE SUPERVISORY BOARD

FEBRUARY 2022

Connecting **Chemistry**



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

We delivered excellent results in a very volatile operating environment. Brenntag handled the short-term crisis and market disruptions very well

Impact of the COVID-19 pandemic on Brenntag



- Implemented a CEO-sponsored global crisis management team early in 2020
- Prioritized health and safety of employees worldwide
- Advised employees to work from home
- Implemented strict hygiene and distance measures at warehouses globally and stayed fully operational
- In addition to managing with short term challenges, initiated Project Brenntag and saw strong earnings results in 2020

Continued to handle ongoing challenges in 2021 and saw excellent results 9M 2021

Impact of global supply chains disruption on Brenntag



- Faced production outages of suppliers and product shortages in light of COVID-19 related global supply chain disruptions and macroeconomic challenges
- Maintained supply to customers and kept service levels high despite challenges faced
- Ensured the business continued to maintain a high level of diversification and global footprint to help mitigate the impact of limited supply
- Ensured the business maintained customers who were willing to pay for extra supply chain security

Efforts led to high GP/unit and excellent results in 9M 2021

Guidance was raised twice throughout 2021

Our current transformation phase aims for sustainable organic earnings growth and we are already working beyond Project Brenntag

Project Brenntag

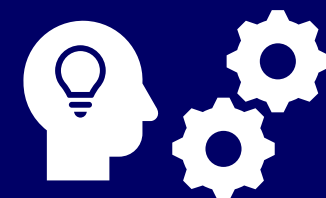
- Addresses stagnation of organic earnings growth in the past
- Return the company to sustainable org. earnings growth
- Implement differentiated business steering with two global divisions BES and BSP
- Differentiated market approach to better address customer and supplier needs
- Reset the cost base and implement efficiency measures
- Implementation fully on track - Project finish with FY 2023

Supervisory Board



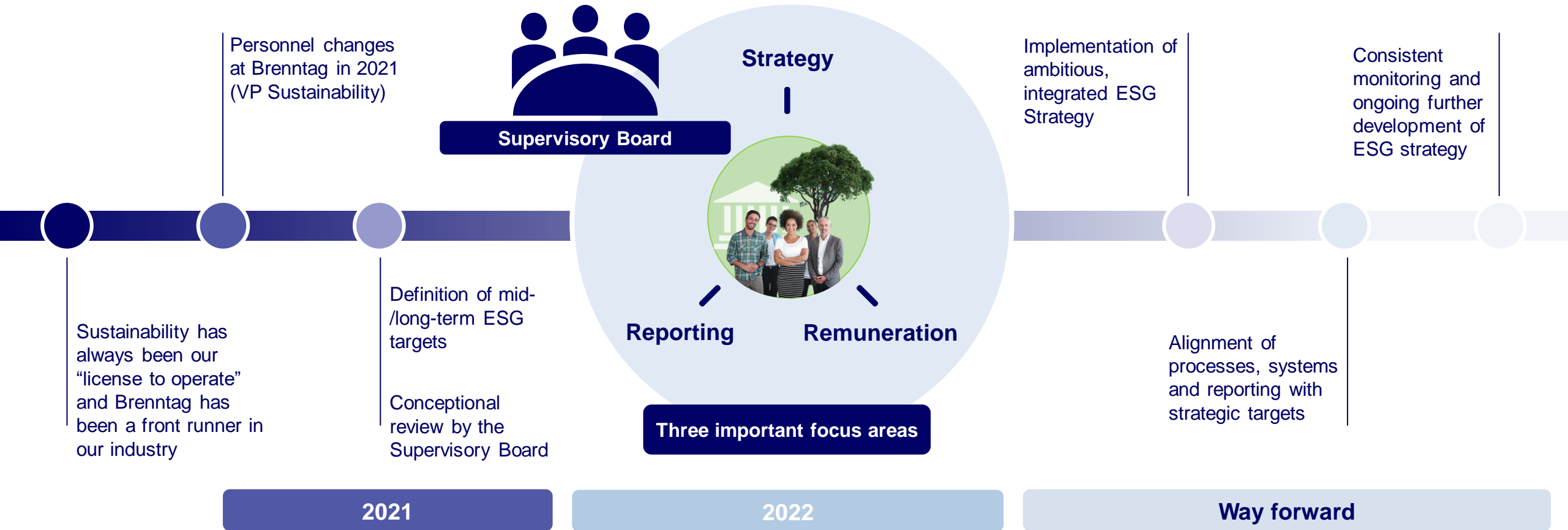
- Intensive involvement
- Close dialogue with Management Board
- Establishment of transformation committee
- Review of transformation strategy
- Oversight of implementation
- Alignment of Management Board with divisional steering
- Appointment of Chief Transformation Officer

Beyond Project Brenntag



Sustainability is a fundamental part of our corporate strategy, a constant business driver and an integral part of Brenntag's corporate culture

We are currently developing a comprehensive market leading sustainability approach which will be integrated in our corporate strategies including setting new and ambitious mid- and long-term ESG targets & measures



A very important part of our ESG approach is People & Culture. Our primary goal is to be regarded as the preferred employer in our field

Strategic highlights 2021

-  • Focus on Project Brenntag
-  • Ensure employee retention
-  • Alignment of leadership remuneration with financial targets of Project Brenntag
-  • eNPS as monitoring tool
-  • Dedicated training initiatives in-line with transformation
-  • Hiring of VP Change Management
-  • Change Agent Network of ~300 people
-  • Close dialogue between management and employees

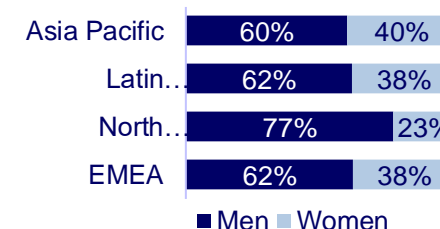


Cultural transformation journey . . .



Committed to ensuring gender diversity across our global business regions

- Diverse and inclusive workforce
- Female management at least 30% by 2030
- Member of “Valuable 500”



Supervisory Board:

Highly committed and experienced team with diverse backgrounds



Doreen Nowotne

Chair of the Supervisory Board

Born 1972
 Int. Experience: 13 years in int. PE firms
 Member since 2010; Term until 2023

Special expertise: 20+ years experience in consulting and PE. Expert in corporate development and M&A. Extensive practice experience from serving on non-executive boards and audit committees



Stefanie Berlinger

Born 1973
 Int. experience: 5 years DB office London
 Member since 2015; Term until 2025

Special expertise: 25+ years in investment banking. Expert in financing, auditing, capital markets and ESG



Dr. Andreas Rittstiegl
 Deputy Chair

Born 1956
 Int. experience: Positions in USA and Japan
 Member since 2010; Term until 2025

Special expertise: 20+ years in legal advisory esp. capital markets transactions. Expert in compliance and digitalization



Wijnand P. Donkers

Born 1962
 Int. experience: Business positions in Europe, USA, Asia
 Member since 2017; Term until 2022

Special expertise: 25+ years in leading change / performance improvement. Expert in chemical industry with lead positions at BP, London



Richard Ridinger

Born 1958
 Int. experience: 7 years CEO at Lonza, Switzerland
 Member since 2020; Term until 2023

Special expertise: 20+ years in leading management positions incl. CEO at Lonza. Expert in chemical industry



Ulrich M. Harnacke

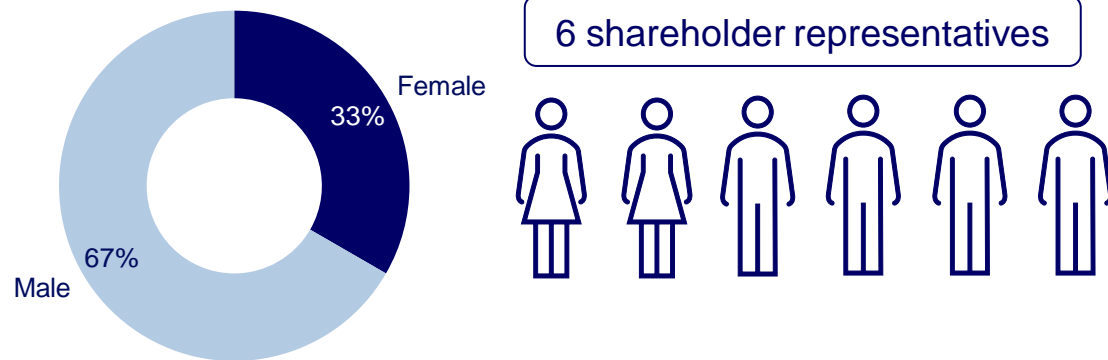
Born 1957
 Int. experience: Consulting of int. clients for many years
 Member since 2017; Term until 2022

Special expertise: 40+ years in audit and (tax)consulting. Former Partner at Deloitte. Expert in risk management, compliance and accounting

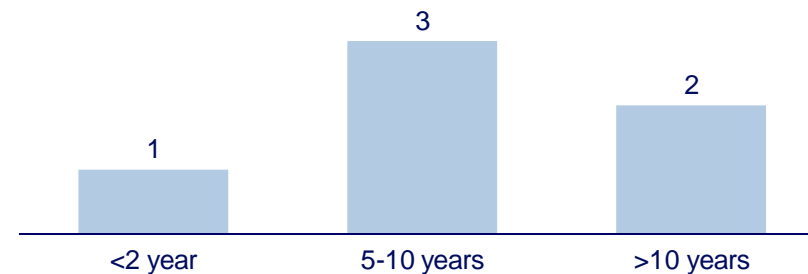
- Highly committed
- Broad based experience
- Complementary skill sets
- Independent

Supervisory Board: Current board composition

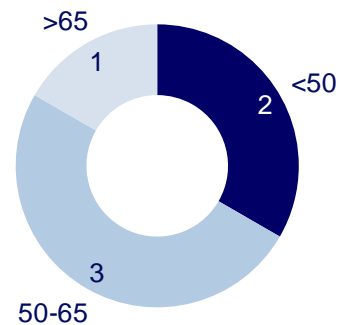
Gender diversity¹



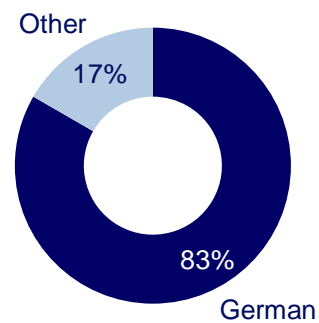
Membership on Brenntag Supervisory Board



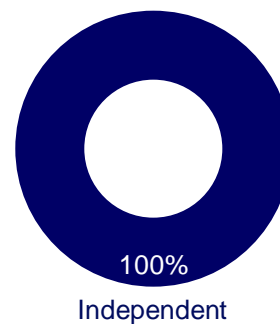
Age



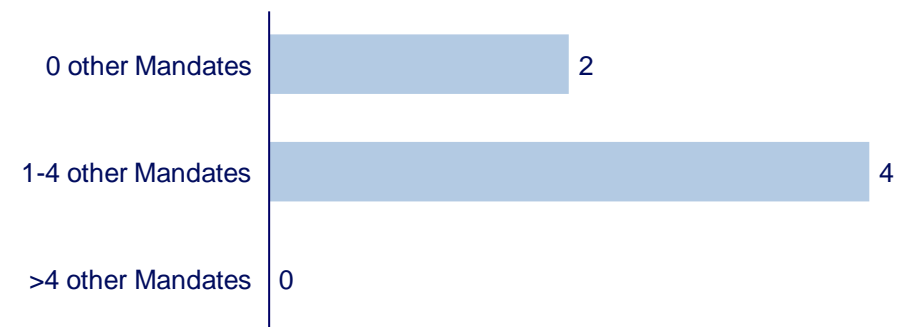
Nationality



Independence²



Mandates at other listed companies³



¹) Target for the proportion of women on the Supervisory Board = 33%; Target for the proportion of Women on the Board of Management = 20% (Female CFO as of Apr. 2022)

²) Own definition; No conflict of interest; Tenure of Doreen Nowotne and Andreas Rittstieg not considered an issue since distance to Board of Management is sufficient, especially due to changes in the BoM in 2020/2021

³) As of October 2021; Including German supervisory boards or comparable domestic and foreign supervisory bodies; Not including other bodies of commercial enterprises; Chair counted as single mandate

Supervisory Board: Individual competencies

Member

Expert Qualification

	Corp. Gov. Compliance	Exec. Leadership / CEO Exp.	Chemical Industry	Distribution / Supply Chain Mgmt. / B2B Services	Strategy / Portfolio Mgmt. / M&A	HR / Change Mgmt.	Financial Expert: Accounting / Audit ¹⁾	Capital Markets	Digital Transformation / IT	ESG / Sustainability / CSR / Safety
Doreen Nowotne (Chair)	✓			✓	✓	✓	✓	✓		✓
Stefanie Berlinger	✓				✓		✓	✓		✓
Wijnand Donkers	✓	✓	✓	✓	✓	✓		✓	✓	✓
Ulrich Harnacke	✓	✓		✓	✓	✓	✓	✓		✓
Dr. Andreas Rittstieg	✓	✓			✓			✓	✓	✓
Richard Ridinger	✓	✓	✓	✓	✓	✓		✓	✓	✓

1) Please note that in accordance with section 107 (5) 3 AktG the Audit Committee must (also) comply with the requirements of section 100 (5) AktG , i.e. one member of the Audit Committee has to be an expert for accounting, one member has to be an expert for auditing therefore Stefanie Berlinger is the auditing expert and Ulrich Harnacke is the accounting expert.

Supervisory Board: Committees

Presiding and Nomination Committee



- Prepares staffing of Board of Management
- Proposes candidates for the SB to the General Shareholders' Meeting
- Proposes composition of Board of Management and remuneration system

Members

- Doreen Nowotne (Chair)
- Dr Andreas Rittstieg
- Wijnand P. Donkers

Audit Committee



- Monitors accounting process and audits the annual financial statements
- Reviews adequacy and effectiveness of internal control system and risk management system
- Discusses financial, investment and liquidity plans

Members

- Ulrich M. Harnacke (Chair)
- Stefanie Berlinger
- Richard Ridinger

Transformation Committee



- Planning and implementation of “Project Brenntag” and transformation process
- Reviews changes to corporate strategy and structure
- Reviews organizational processes associated with the transformation

Members

- Doreen Nowotne (Chair)
- Wijnand P. Donkers
- Richard Ridinger

Board of Management (as of April 2022): Highly experienced management team



Christian Kohlpaintner
CEO
Member since Jan. 2020

Prior Experience

- Former member of the Executive Committee at Clariant in Switzerland
- Former CEO at Chemische Fabrik Budenheim
- Former Marketing Director & VP for Innovations at Celanese



Kristin Neumann
CFO (as of Apr. 2022)

Prior Experience

- Former CFO & CHRO, LSG Group
- Former Supervisory Board Member, Europcar Mobility Group SA
- Former member of the Board of Management, Thomas Cook GmbH



Ewout van Jarwaarde
CTO
Member since Jan. 2021

Prior Experience

- Former CEO of CarNext.com
- Former Partner of McKinsey & Company



Steven Terwindt
COO, Brenntag Essentials
Member since Aug. 2020

Prior Experience

- Former President & CEO of Brenntag North America
- Former President of Brenntag Canada
- Former Regional MD of Brenntag Mexico & Central America



Henri Nejade
COO, Brenntag Specialties
Member since Jul. 2015

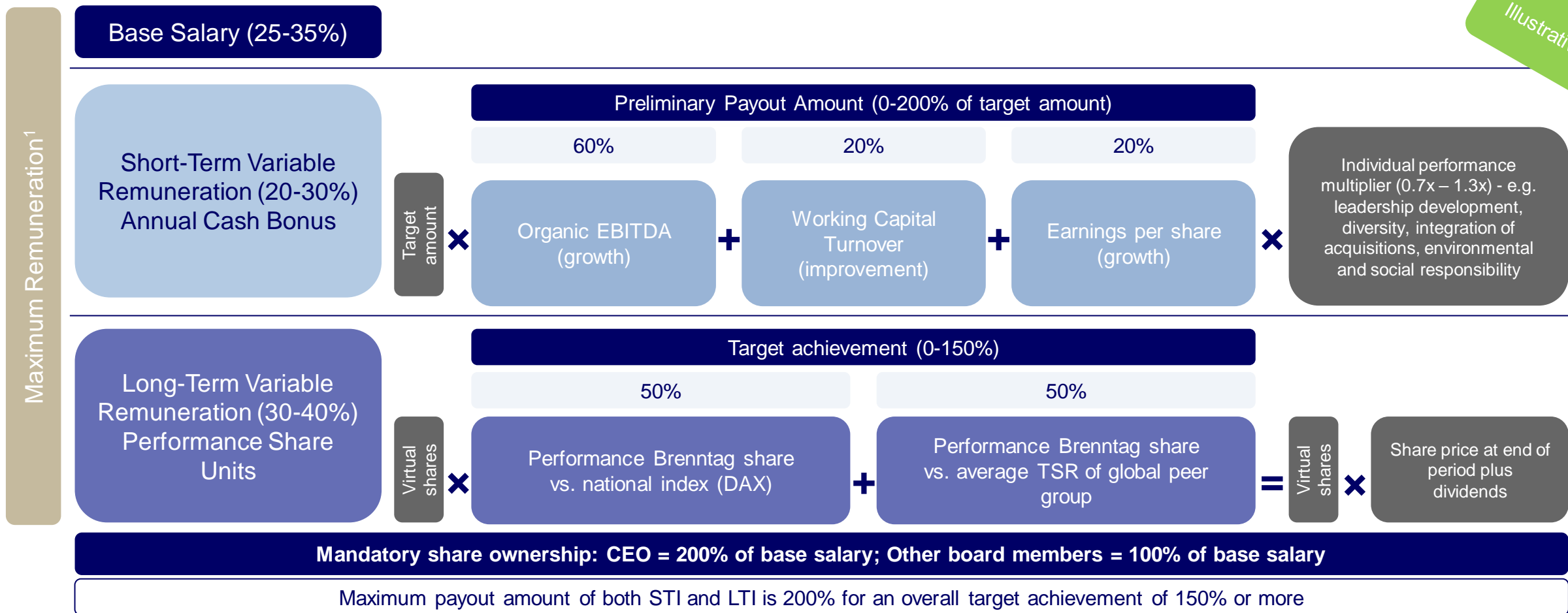
Prior Experience

- Former CEO of Brenntag APAC
- Former VP & Director of International Business at Solvay
- Former Marketing Director at General Electric

Georg Müller
CFO
Member 2012 - 2022

Remuneration System: Remuneration of the Board of Management

Illustrative



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

1) Maximum remuneration CEO = 6m EUR; Maximum remuneration other board members = 4m EUR

General Shareholders' Meeting 2022: Format and topics

Format



Virtual Format

Health and Safety of participants in focus

Pandemic situation still poses high risks

Topics



Remuneration report

- Approval of the remuneration report for the year 2021



Re-election of SB members

- Wijnand Donkers
- Ulrich Harnacke
- 4-year board term



Other proposals

- Potential other proposals not yet finalized

Appendix

Business Highlights

ESG at Brenntag

Supervisory Board and Committees

Remuneration



Investment Highlights

Global market leader



Significant growth potential in an attractive industry



Sound financial profile



Excellence in execution



Strong M&A track record

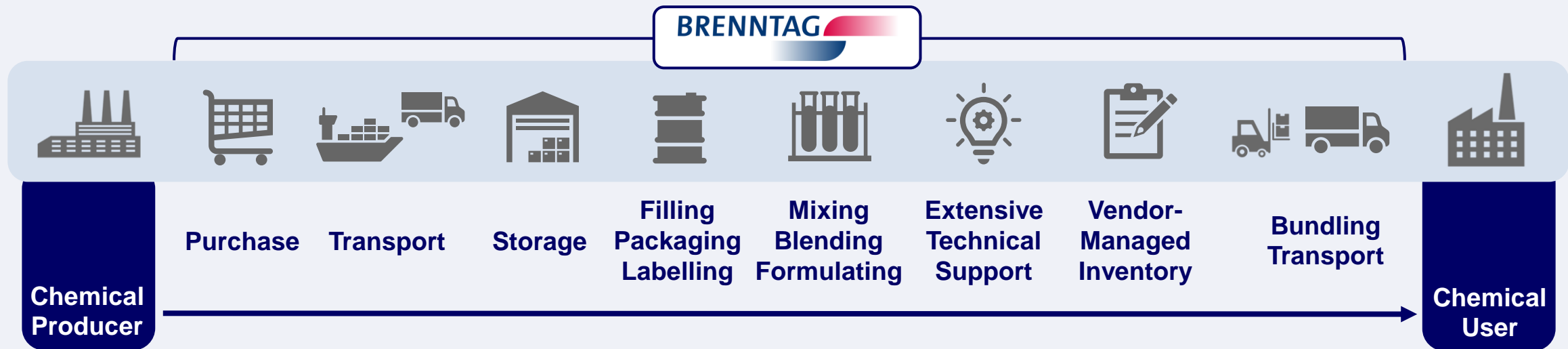


Highly experienced management team



Superior business model with resilience

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

Two global divisions: Brenntag Essentials and Brenntag Specialties

Brenntag Essentials



EUR 6.5 bn
Sales (2020)

EUR 1.8 bn
Operating Gross Profit (2020)

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 5.0 bn
Sales (2020)

EUR 1.0 bn
Operating Gross Profit (2020)



Highly specialized performance chemicals & ingredients



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

Appendix

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ESG at Brenntag

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ESG: Brenntag achieves significantly above-average rating results

Memberships



UN Global Compact



Responsible Care/Distribution program



“Together for Sustainability” initiative



Global inclusion initiative
The Valuable 500



DAX 50 ESG



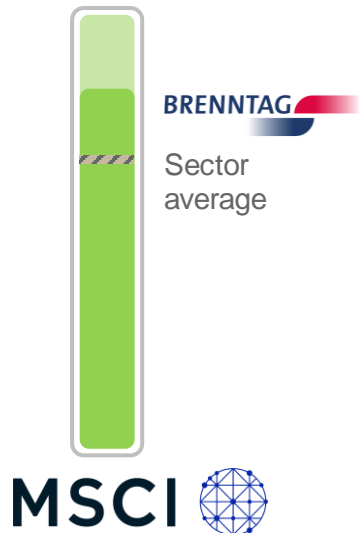
DAX ESG Target



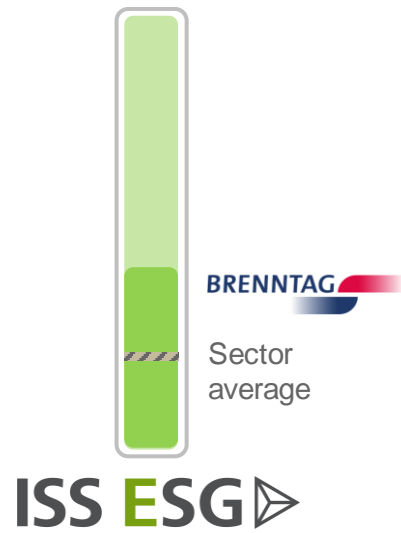
GRI Aligned Reporting



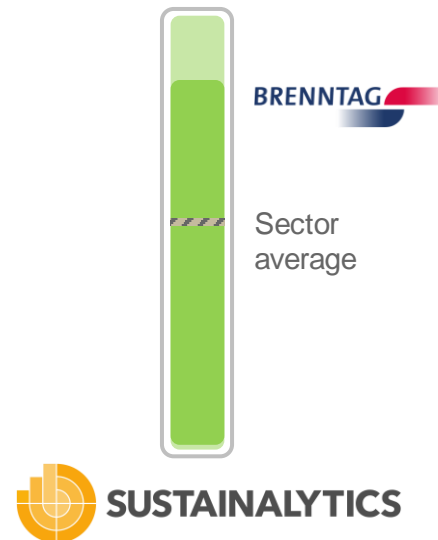
SASB with FY report 2021



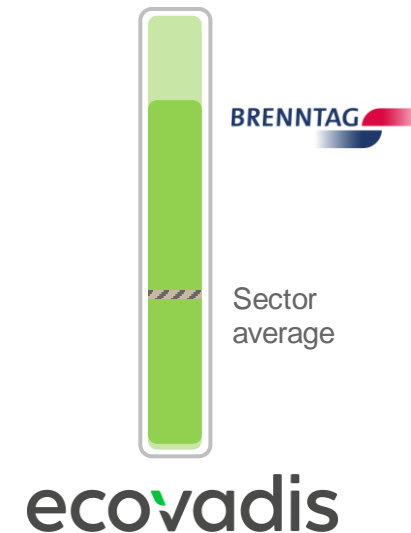
MSCI ESG Rating¹: AA



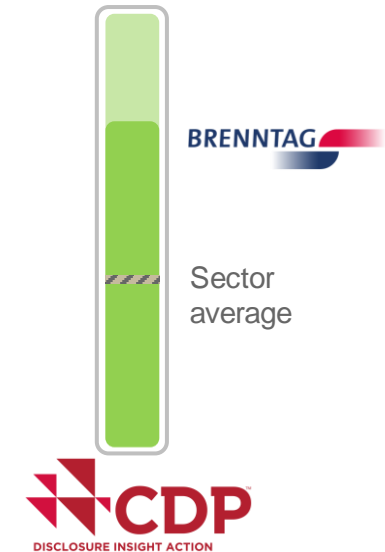
ISS ESG Rating²: C



Sustainalytics ESG Risk Rating³:
14.6 (Low Risk)



Ecovadis Sustainability Rating⁴: Gold (Advanced)

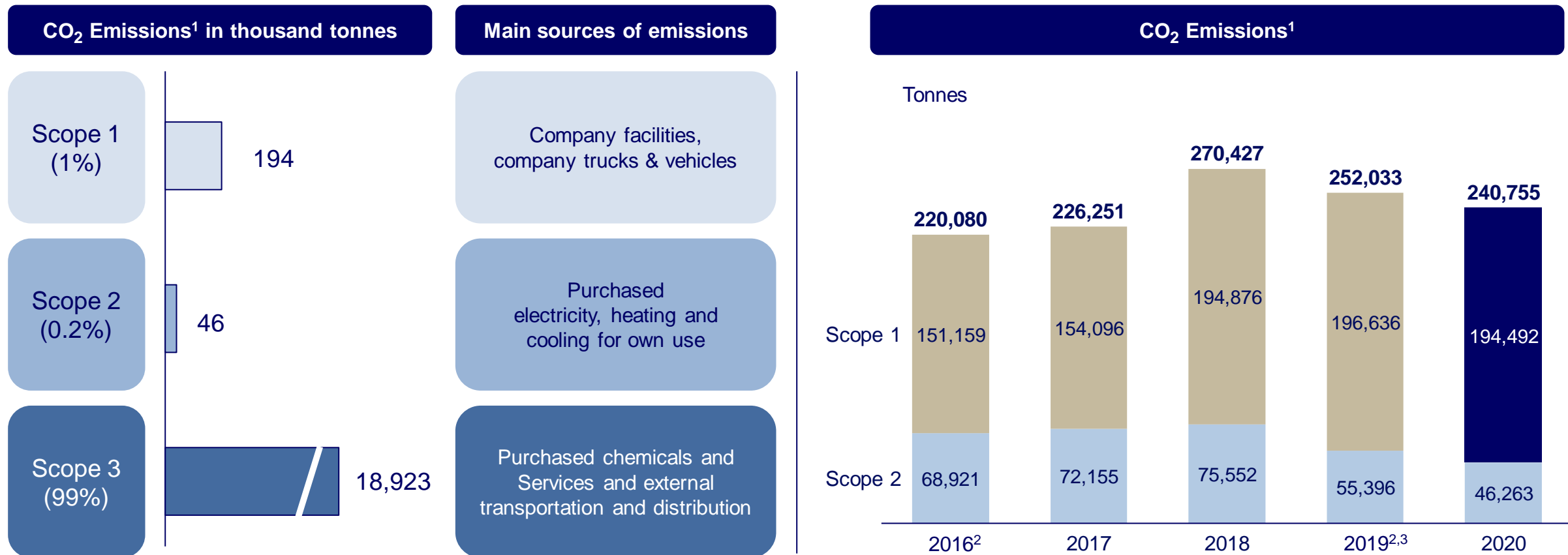


CDP Score⁵: B

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

ESG:

Operating sustainably to minimize energy consumption & CO₂ Emissions



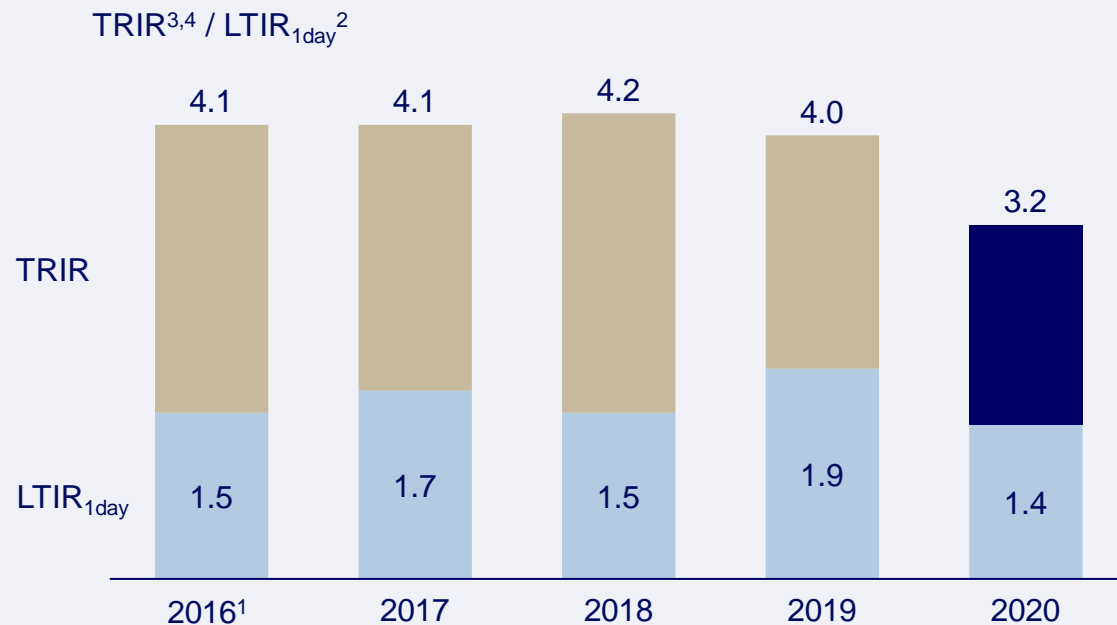
¹) The data for the reporting year do not include the following operating units: Brenntag International Chemicals, Quimisa S.A. (included from Q3/2020), Brenntag Finished Lubricants (Thailand) Ltd., Brenntag Sourcing Uruguay S.A., Brenntag Tanzania Ltd., Neuto Chemical Corp, the acquired caustic soda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

²) The values given for the base year 2016 and the CO₂ emissions calculated using the market-based method for 2019 have not been audited by PwC

³) As part of our ongoing improvement process, the energy consumption reported for 2019 and the CO₂ emissions calculated using the location-based method were again reviewed and adjusted

ESG: Safety and Diversity

Group Accident Rate



Diversity – Key figures

	2020	2019
Proportion of women in the Supervisory Board	33.3%	33.3%
Proportion of women in the Board of Management	↑ 20.0% ²⁰²²	0.0%
Proportion of women in management positions ⁵	21.0%	19.1%
Proportion of women in the total workforce	34.2%	33.6%
Different nationalities	>100	~100

¹) The values given for 2016 have not been audited by PwC

²) 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

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

⁴) The values given for TRIR have not been audited by PwC

⁵) Comprises the global executive management and local management groups

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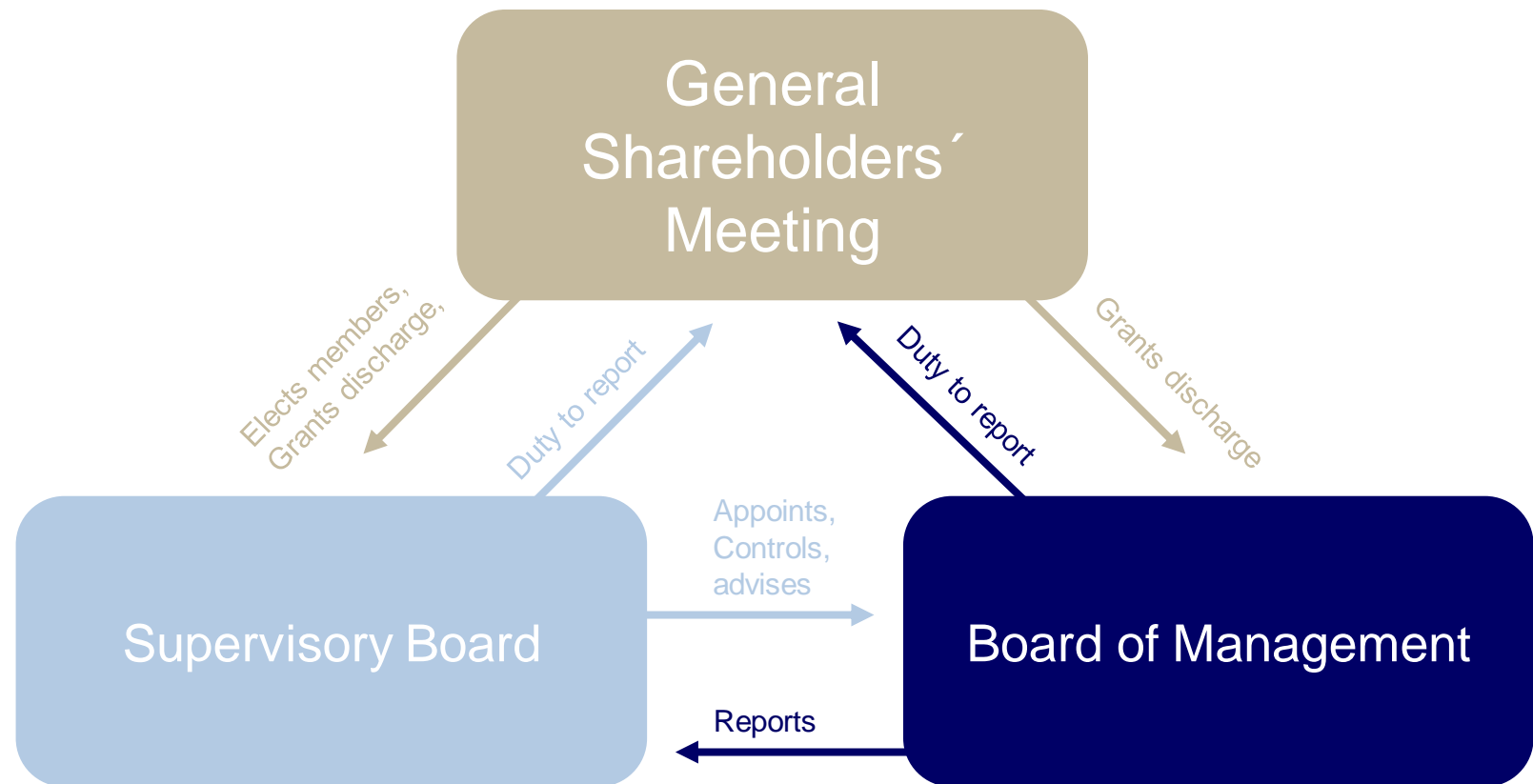
Brenntag's governance structure: Two-tier system

Features of Brenntag's Governance Structure

As a European Company (Societas Europaea) Brenntag opted for the governance through two separate Boards (two-tier system):

The Board of Management and the Supervisory Board.

Together with the General Shareholders' Meeting, there are three corporate bodies. The duties and authorities of Brenntag's three governing bodies derive from the German Stock Corporation Act¹⁾, Brenntag's Articles of Association and the Rules of Procedure.



¹⁾ In accordance with Art. 9 para. 1 lit. c) ii) SE-VO in conjunction with the German Stock Corporation Act
Brenntag SE – Corporate Governance | February 2022

Supervisory Board: CVs



Doreen Nowotne

Chair of the Supervisory Board

Nationality: German

Year of birth: 1972

Profession: Independent Management Consultant

Special expertise / experience:

More than 20 years of professional experience in consulting and private equity with expert knowledge in corporate development, strategy and M&A as well as corporate governance, CSR, risk management and auditing due to her extensive practice experience from serving on non-executive boards and audit committees.

Career:

- Since 2015 Independent Management Consultant
- 2013-2014 Member of the MB / Advisor to shareholders, VAT Vakuumentile AG, Haag, Switzerland
- 2002-2012 Partner, BC Partner Beteiligungsberatung GmbH, Hamburg, Germany

Mandates in supervisory boards under applicable law:

- Franz Haniel & Cie. GmbH, Duisburg, Germany (Chair)
- Jenoptik AG, Jena, Germany (listed) (Member)
- Lufthansa Technik AG, Hamburg, Germany (Member)



Stefanie Berlinger

Nationality: German

Year of birth: 1973

Profession: Managing Director, Lilja & Co. GmbH, Frankfurt, Germany

Special expertise / experience:

More than 25 years of professional experience in investment banking and capital markets on international level, with expert knowledge in accounting, auditing, risk management and compliance as well as sustainability and in particular ESG.

Career:

- Since 2010 Managing Director, Lilja & Co. GmbH, Frankfurt, Germany
- Since 2006 Partner, Lilja & Co. AG, Zurich, Switzerland
- 2005 Director, Institutional Equity Sales, Deutsche Bank AG, Frankfurt, Germany

Mandates in supervisory boards under applicable law:

- None



Wijnand Donkers

Nationality: Dutch

Year of birth: 1962

Profession: Independent Management Consultant

Special expertise / experience:

More than 25 years of professional experience leading change, performance improvement and executing transformative M&A as an Energy and real estate Private Equity Executive. He has a deep understanding of the challenges facing the international energy and chemicals industry due to his professional background and various executive leadership positions in the Chemical industry.

Career:

- Since 2020 Executive Chair, MACC Residencial, Madrid, Spain, Asset Management and Servicing
- Since 2019 Senior Adviser, Cerberus Capital Management LLC, New York, Investment Firm
- Since 2012 Owner, Horizon Group of companies, Essen, Germany and Wassenaar, the Netherlands

Mandates in supervisory boards under applicable law:

- None

Supervisory Board: CVs



Ulrich Harnacke

Nationality: German

Year of birth: 1957

Profession: Chartered Accountant and Tax Consultant, Independent Business Consultant

Special expertise / experience:

More than 40 years of professional experience as auditor and consultant of German and international clients, with extensive experience in corporate governance, risk management, compliance, and M&A with international mainly stock listed companies.

Career:

- Since 2015 Partner, Rhodion Advisors, Düsseldorf, Germany
- 2007-2015 Partner and Managing Director, Deloitte GmbH, München, Germany
- 1997-2006 Member of the Board of Management, BDO AG Wirtschaftsprüfungsgesellschaft, Hamburg, Germany

Mandates in supervisory boards under applicable law:

- Vossloh AG, Werdohl, Germany (listed) (Member of the Supervisory Board and Chairman of the Audit Committee)

Membership in control bodies of commercial enterprises:

- Thüga Holding GmbH & Co. KGaA, Munich, Germany (Member of the Shareholder and Personnel Committee)
- Zentis GmbH & Co. KG, Aachen, Germany (Member of the Advisory Board)



Dr. Andreas Rittstiegl

Deputy Chair

Nationality: German

Year of birth: 1956

Profession: Lawyer

Special expertise / experience:

More than 20 years of professional experience in advising M&A and capital market transactions with expert knowledge in compliance, corporate governance and digitalization with insights in numerous digital business models in connection with venture capital transactions.

Career:

- 2014-2021 Member of the Board of Management of Hubert Burda Media Holding KG, München, Germany, responsible for Legal and Compliance
- 2010-2014 Partner, Law Firm Gleiss Lutz, Germany
- 2000-2010 Founding Partner, law firm Rittstiegl Rechtsanwälte, Germany

Mandates in supervisory boards under applicable law:

- New Work SE, Hamburg, Germany (listed) (Member of the Supervisory Board)

Membership in control bodies of commercial enterprises:

- Hubert Burda Media Holding Geschäftsführung SE, Offenburg, Germany (Member of the Administrative Board)
- Huesker Holding GmbH, Gescher, Germany (Member of the Advisory Committee)
- Kühne Holding AG, Schindellegi, Switzerland (Member of the Administrative Board)



Richard Ridinger

Nationality: German

Year of birth: 1958

Profession: Independent Management Consultant

Special expertise / experience:

More than 20 years of management experience in leading management positions in the chemical industry and healthcare industry, with a focus on operational and strategic transformations due to his professional background with various positions in the chemical industry.

Career:

- 2012-2019 CEO, Lonza Group, Basel, Switzerland (SMI-listed)
- 2002-2011 Executive Vice President, Cognis, Monheim am Rhein, Germany
- 1986-2002 Various Positions in R&D, Engineering, Operations, Marketing & Sales, Business Unit Lead, HENKEL KGaA, Düsseldorf, Germany

Membership in control bodies of commercial enterprises:

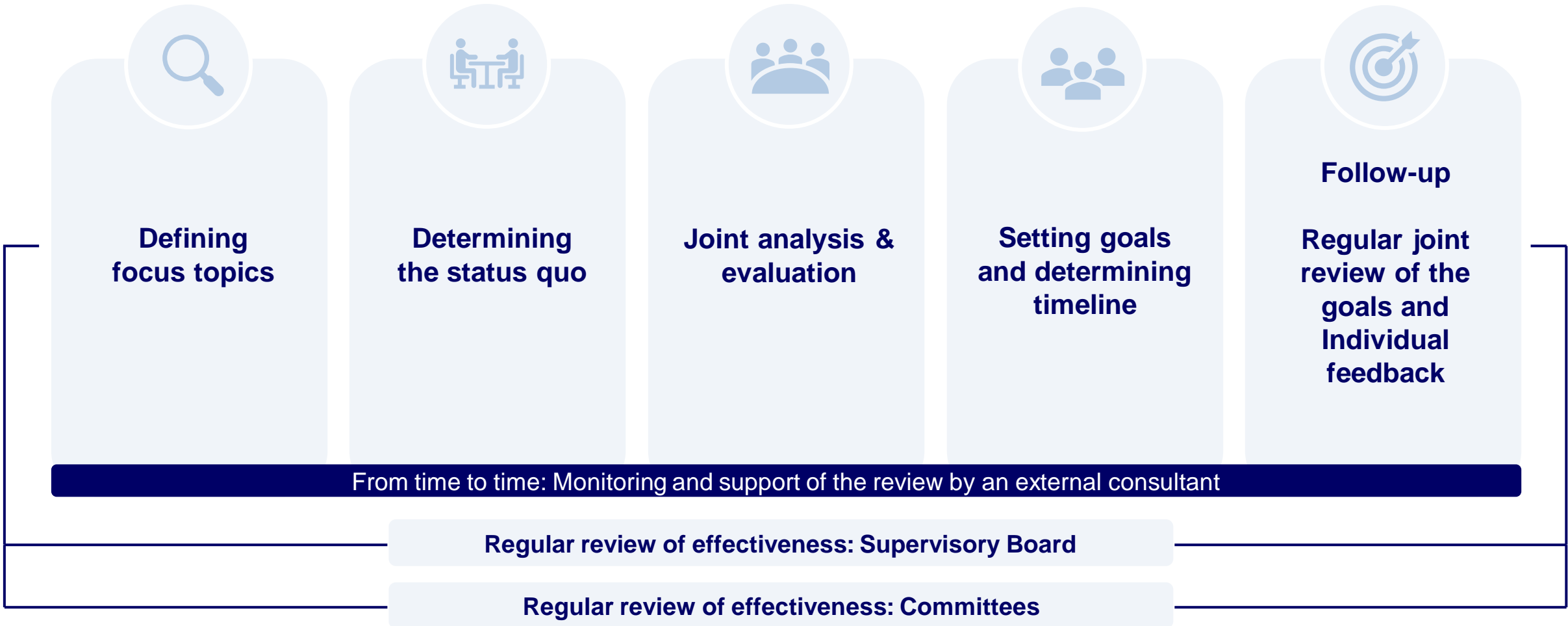
- Firmenich International SA, Geneva, Switzerland (Member of the Board of Directors)
- Evolva Holding SA, Reinach, Switzerland (listed) (Member of the Board of Directors)
- SHL Medical AG, Zug, Switzerland (Member of the Board of Directors)

Other mandates:

- Please see footnote*

*) Novo Holdings A/S, Hellerup, Denmark (Member of the Advisory Committee); Zentiva Group, a.s., Prague, Czech Republic (Chair of the Advisory Committee); Recipharm AB, Stockholm, Sweden (Chair of the Board of Directors)

Supervisory Board: Regular review of effectiveness



Supervisory Board: Meeting attendance 2021

Supervisory Board:
10 meetings in 2021
+ committee meetings

Supervisory Board

- 5 Ordinary Meetings
- 5 Extraordinary Meetings

Audit Committee

- 5 Meetings

Presiding and Nomination Committee

- 12 Meetings

Transformation Committee

- 6 Meetings

	Ordinary meetings	Extraordinary meetings	Audit Committee	Presiding and Nomination Committee	Transformation Committee
Doreen Nowotne (Chair)	5/5	5/5	-	12/12	6/6
Dr. Andreas Rittstieg	4/5	5/5	-	12/12	-
Stefanie Berlinger	5/5	4/5	5/5	-	-
Wijnand Donkers	5/5	5/5	-	12/12	6/6
Ulrich Harnacke	5/5	5/5	5/5	-	-
Richard Ridinger	4/5	5/5	5/5	-	6/6

High level of dedication reflected in meeting attendance (95%)

Appendix

Business Highlights

ESG at Brenntag

Supervisory Board and Committees

Remuneration



Remuneration System: Remuneration of the Supervisory Board

Fixed Remuneration			
Function	Chairperson	Deputy Chairperson	Member
Supervisory Board	EUR 210,000	EUR 150,000	EUR 120,000
Audit Committee	EUR 85,000	-	EUR 25,000
Presiding and Nomination Committee	EUR 37,500	-	EUR 25,000
Additional Committees	EUR 37,500	-	EUR 25,000

The new remuneration system was resolved by the shareholders at the General Shareholders' Meeting 2021.
Note: Simplified illustration; Please see Remuneration Report or Corporate Website for more details

Remuneration System: Performance Share Plan

Performance share plan

- Virtual shares
- Relative performance of BNR shares
- Absolute development of BNR shares

Performance criteria (TSR)

- 50% outperformance vs. DAX / MDAX
- 50% outperformance vs. peer group

Achievement

- TSR equal to index / peers = 100%
- TSR outperformance $\geq 25\%$ = 150%
- TSR underperformance $\geq 25\%$ = 0%

Further details

- Achievement 150% = payout 200% (max.)
- Vesting period = 4 years



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

Remuneration System: Peer Group TSR

Peer Group		
Aalberts Industries NV	Air Liquide S.A.	Ashland Global Holdings Inc.
Azelis Group N.V.	Bunzl plc	DKSH Holding AG
Electrocomponents plc	Evonik Industries AG	Ferguson plc
IMCD N.V.	Linde plc	McKesson Corporation
Rexel S.A.	Travis Perkins plc	Univar Inc.
WW Grainger Inc.		

Board of Management: Total Remuneration 2020

in EUR k	Dr Christian Kohlpaintner Chief Executive Officer				Steven Holland Chief Executive Officer				Georg Müller Chief Financial Officer				Henri Nejade Member of the Board of Management				Steven Terwindt Member of the Board of Management			
	2019	2020	2020 (Min)	2020 (Max)	2019	2020	2020 (Min)	2020 (Max)	2019	2020	2020 (Min)	2020 (Max)	2019	2020	2020 (Min)	2020 (Max)	2019	2020	2020 (Min)	2020 (Max)
Fixed remuneration	–	1,000	1,000	1,000	1,000	–	–	–	650	650	650	650	525	525	525	525	–	208	208	208
Fringe benefits	–	331	331	331	651 ⁴⁾	–	–	–	17	38 ⁴⁾	38	38	443	429	429	429	–	83	83	83
Total	–	1,331	1,331	1,331	1,651	–	–	–	667	688	688	688	968	954	954	954	–	291	291	291
One-year variable remuneration																				
Annual Bonus 2021	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Annual Bonus 2020	–	900	–	1,800	900	–	–	–	550	550	–	1,100	500	500	–	1,000	–	188	–	375
Multi-year variable remuneration	–																			
Performance Share Plan 2020–2023	–	1,200	–	2,400	–	–	–	–	–	–	–	–	–	–	–	–	–	229	–	458
LTI-Bonus 2021–2023	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
LTI-Bonus 2020–2022	–	–	–	–	–	–	–	–	–	800	–	1,600	–	600	–	1,200	–	–	–	–
LTI-Bonus 2019–2021	–	–	–	–	1,200	–	–	–	800	–	–	–	600	–	–	–	–	–	–	–
Total	–	2,100	–	4,200	2,100	–	–	–	1,350	1,350	–	2,700	1,100	1,100	–	2,200	–	417	–	833
Severance payments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service cost	–	–	–	–	–	–	–	–	383	455	455	455	271	323	323	323	–	–	–	–
Total remuneration	–	3,431	1,331	5,531	3,751	–	–	–	2,400	2,493	1,143	3,843	2,339	2,377	1,277	3,477	–	708	291	1,124

⁴⁾ Including benefits from third parties under a tax equalization agreement.



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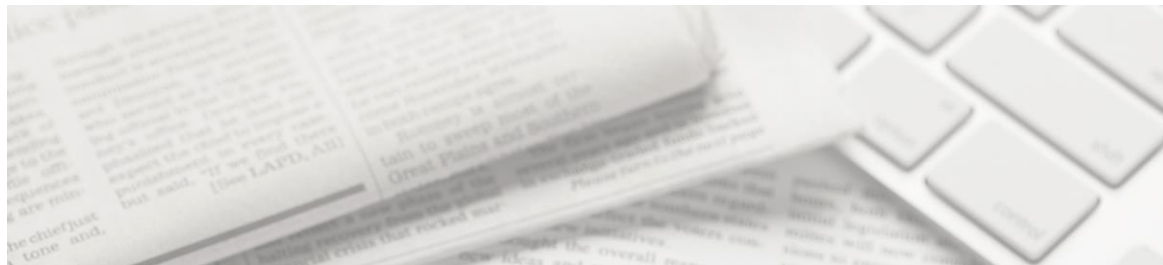
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Date	Event
March 9, 2022	Annual Report 2021
May 11, 2022	Interim Report Q1 2022
June 9, 2022	General Shareholders' Meeting
August 10, 2022	Interim Report Q2 2022
November 9, 2022	Interim Report Q3 2022

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