



Strategy to win

Capital Markets Day
London - November 10, 2022

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Agenda

Capital Markets Day 2022

- 1. Introduction to Brenntag CMD 2022**
Thomas Altmann, Senior VP Corporate Investor Relations
- 2. Shaping the future of sustainable chemical and ingredients distribution**
Dr. Christian Kohlpaintner, CEO
- 3. Digital.Data.Excellence: Delivering EUR 200m net annual EBITA uplift by 2026**
Ewout van Jarwaarde, CTO
- 4. Brenntag Specialties: Global go-to service partner**
Henri Nejade, COO BSP
- 5. Brenntag Essentials: Local strength, global expertise, reliable partner**
Steven Terwindt, COO BES
- 6. Financial framework and M&A strategy**
Dr. Kristin Neumann, CFO
- 7. Wrap-up and key takeaways**
Dr. Christian Kohlpaintner, CEO





BRENNTAG

Shaping the future of sustainable chemical and ingredients distribution



Brenntag is the undisputed and resilient leader delivering consistent growth



Our unique platform ...

Global market leader with superior offering

Unparalleled product portfolio, application know-how and innovation capability

Unique integrator combining global reach with ownership of last mile delivery

Trusted partner with differentiated access to global supply chains



... is outperforming¹⁾

>2x Op. EBITA equivalent to ~7% CAGR

Asset light business model with attractive ROCE of ~23%²⁾

EUR 7.2bn cumulative Free Cash Flow

EUR 2.5bn M&A spend

Progressive dividends totalling EUR 1.9bn



¹⁾ Since IPO in 2010

²⁾ Adj. ROCE as per Q3 2022 LTM

Project Brenntag: Recapping our strategic objectives



Operating model

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



Go-to-market approach

- Stringent customer segmentation
- Fit-for-purpose sales organisation
- Dedicated sales teams for BSP and BES



Site network optimization












- Reduce complexity
- Drive efficiency gains
- Improved customer proximity



People & change

- New leadership structure
- Foster global collaboration and performance culture
- Incentive scheme aligned to full delivery of Project Brenntag




We have exceeded our ambitions well ahead of plan

	Key objective	Evidenced deliverables	
 Operating model	Two distinct world class divisions	BSP +34% Op. Gross Profit ¹⁾	EUR 220m Operating EBITDA uplift planned by 2023  EUR 230m Current run-rate Over-delivered ahead of plan
 Go-to-market approach	Clear customer segmentation	Dedicated and focused sales forces in place      	
 Site network optimization	Reduced complexity	91 Sites closed	
 People & change	Right sizing headcount and refreshing leadership	>20% External hires to global leadership team since November 2020	

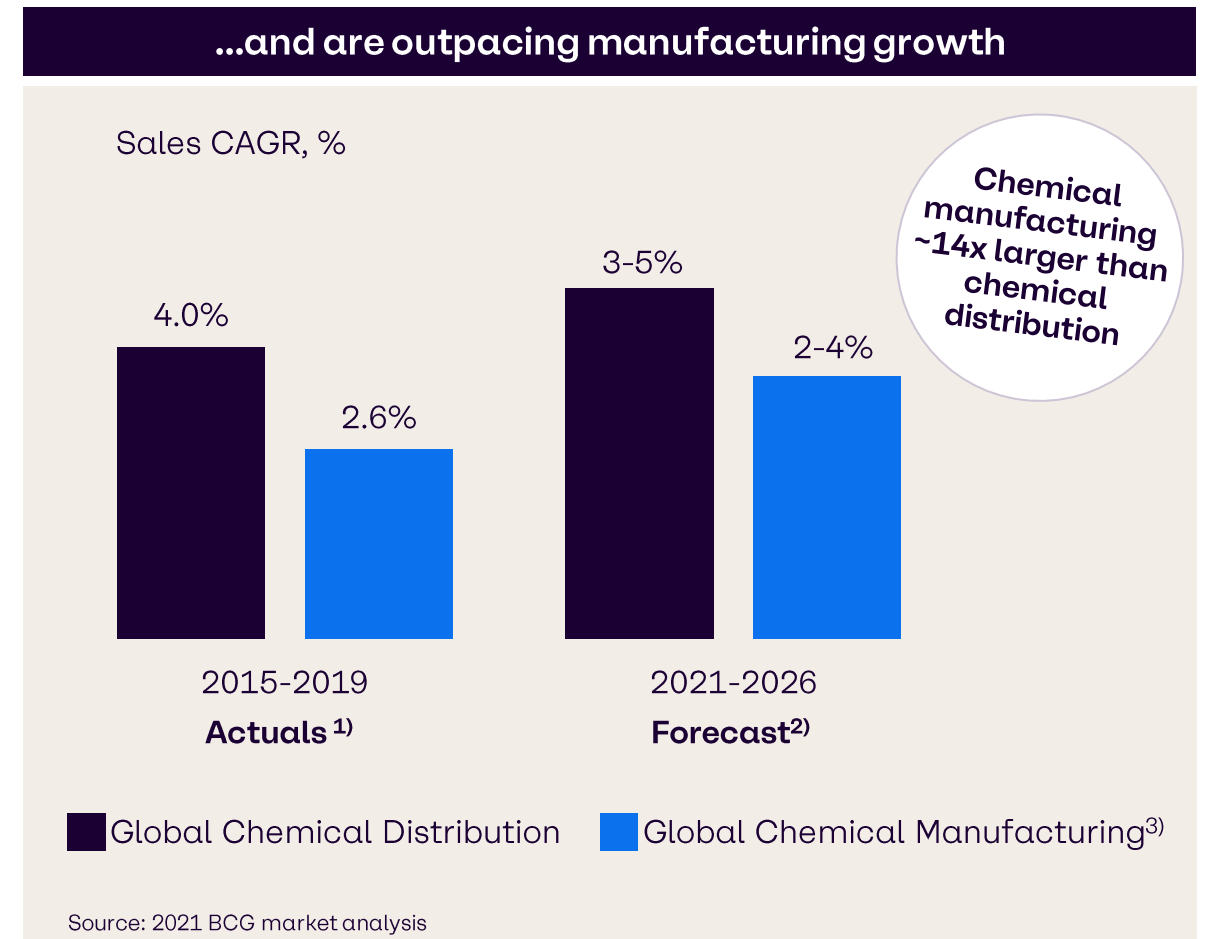
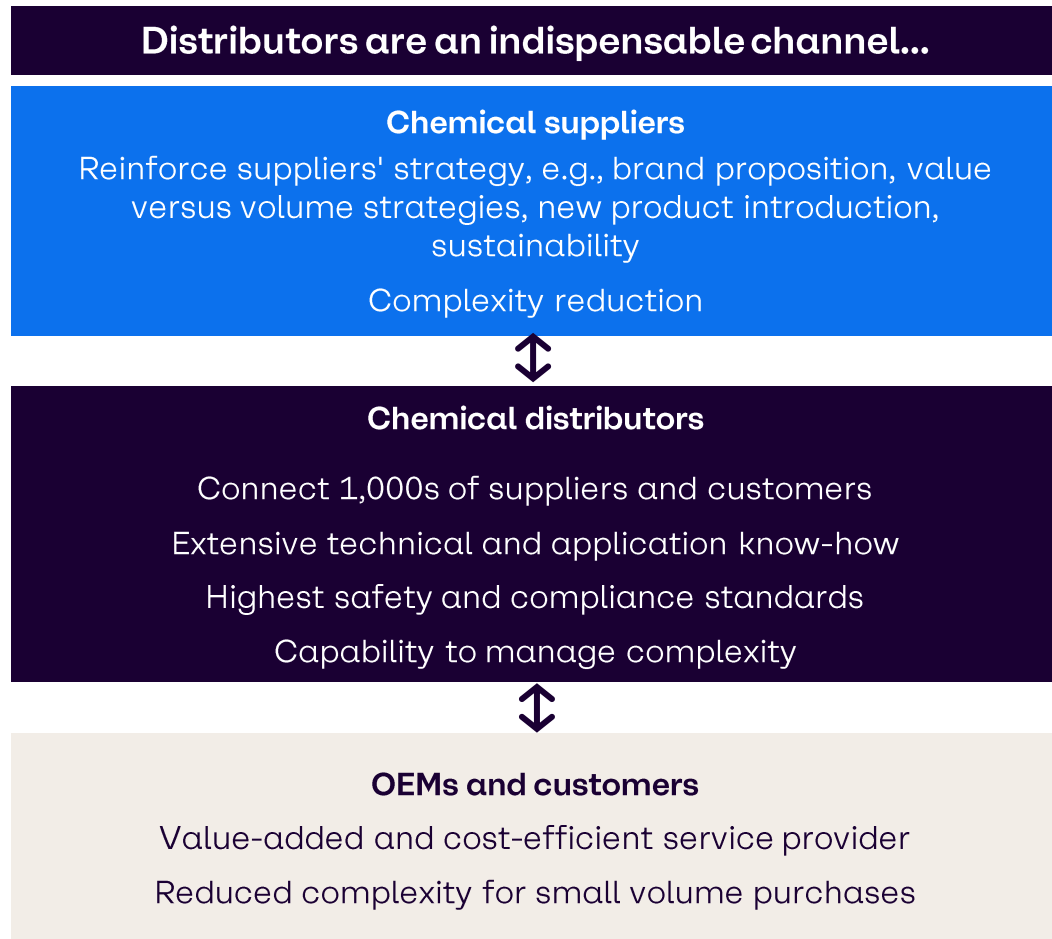
¹⁾FX-adjusted growth rates based on YTD Q3 2022 results

²⁾Net Capex for site network optimization since start of Project Brenntag

We fully delivered against our medium term guidance

Organic underlying business	> 4% p.a. Organic Operating Gross Profit	4% - 6% p.a. Organic Operating EBITDA	
Project Brenntag	EUR 220 m Operating EBITDA uplift by FY2023		
M&A	EUR 200-250m p.a. Proven track record		

Distribution is an attractive and indispensable market, growing faster than chemical manufacturing



¹⁾ Year 2020 is excluded to avoid one-off Covid-19 impact

²⁾ Forward looking growth rates are real growth rates

³⁾ Global Chemical Manufacturing is defined as global sales minus global exports plus global imports, implying that Global Chemical Manufacturing equals global sales



Increasing specialisation of suppliers requires an evolution in distributors' capabilities



Specialties chemicals distributors



Industrial chemicals distributors

Suppliers increasingly focusing portfolio towards specific specialties or commodity propositions

Distributors need to anticipate and reinforce suppliers' strategy to remain value-added partners

Distributors are required to have unique capabilities resulting in exclusive relationships

Leadership in both markets requires two tailored strategies

Key industry requirements

- Reinforce supplier strategies to drive growth
- Offer specific customized solutions
- Master Digital & Data driven business models
- Foster sustainability trends
- Drive market consolidation and efficiency gains

Specialties

TAM ¹⁾ 2021	EUR 124bn
Growth outlook 2021-26 ²⁾	4-6%

Industrial

TAM ¹⁾ 2021	EUR 165bn
Growth outlook 2021-26 ²⁾	2-4%

Distinct segment trends

- Application expertise 
- Customized solutions 
- Innovation capability 
- Cost efficiency 
- Security and safe handling of supply 
- Global reach 

Source: BCG analysis

¹⁾Total addressable market

²⁾Forward looking growth rates are real growth rates



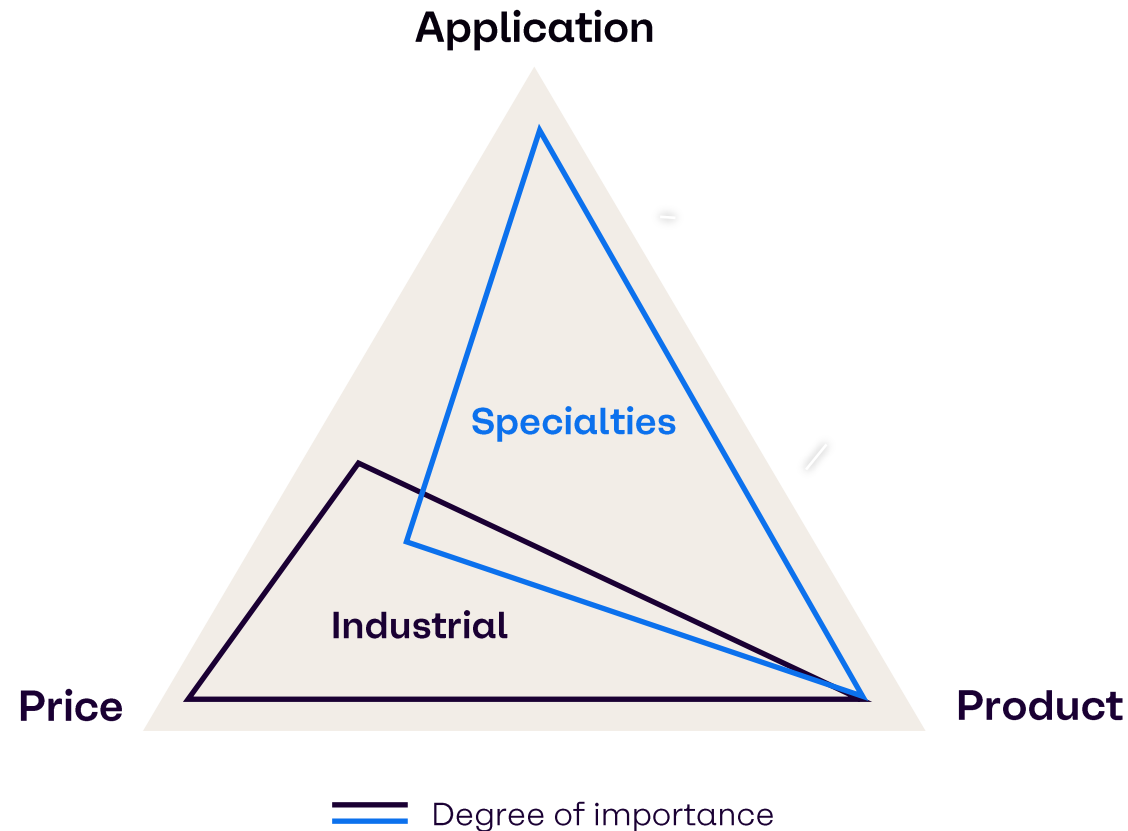
Customer needs are becoming more differentiated, requiring tailored propositions

Specialties customers

- Focus on technical expertise and innovation
- Comprehensive product portfolio
- Value-added services
- Managing complexity

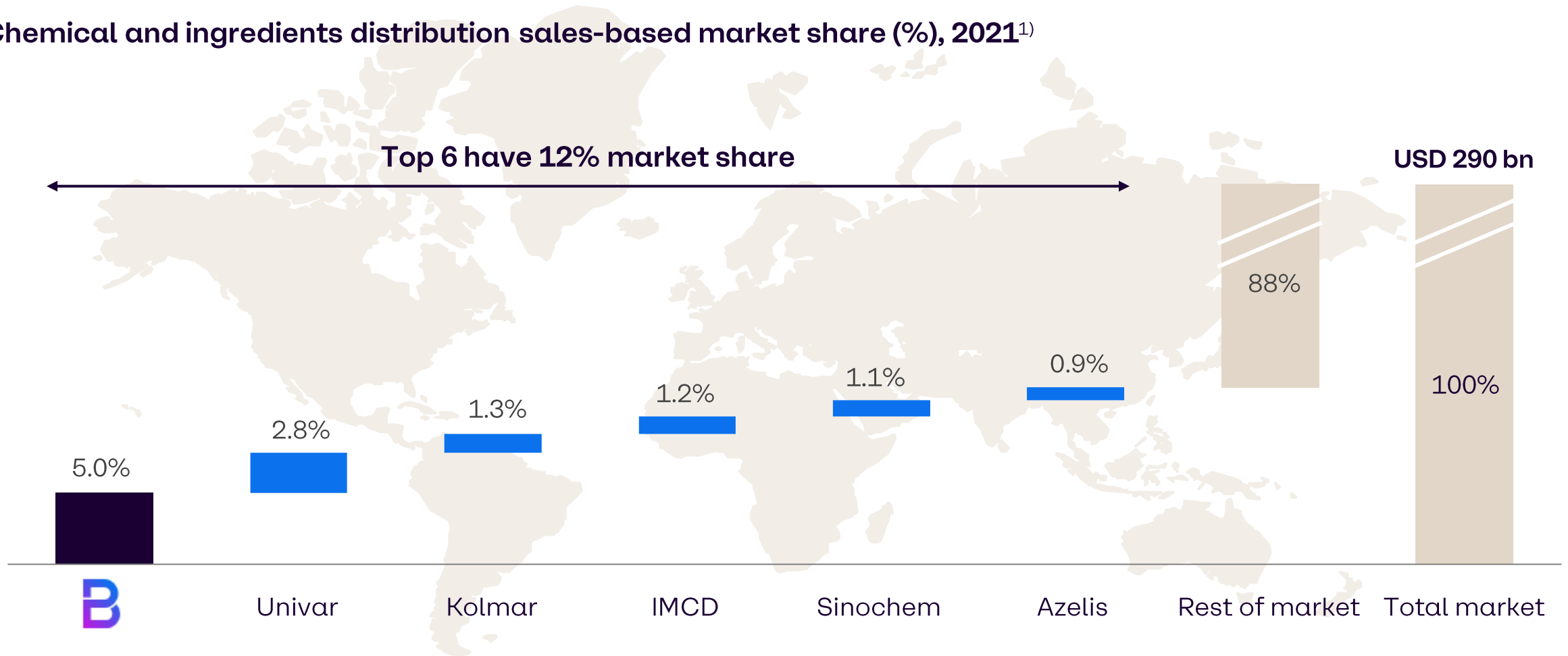
Industrial customers

- Focus on “no frills”
- Delivery with seamless operational integration
- Competitive pricing
- Safest delivery



Brenntag is the undisputed global leader in a highly fragmented chemical and ingredients distribution market...

Chemical and ingredients distribution sales-based market share (%), 2021¹⁾



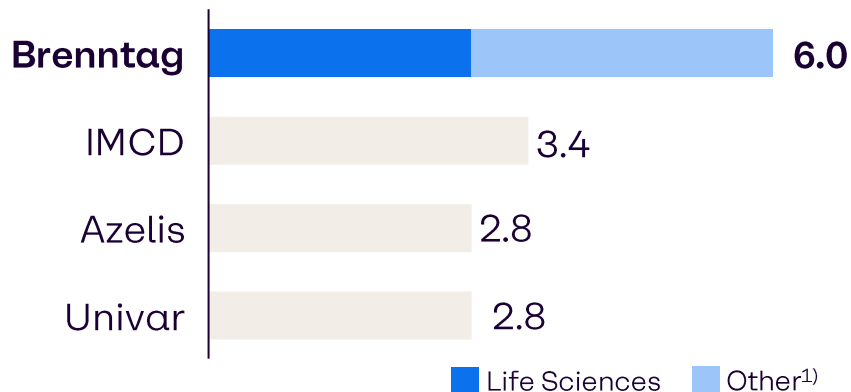
Source: ICIS Top 100 Chemical Distributors (2022), BCG chemical distribution market model

¹⁾ Excluding Helm, Tricon, and Nagase & Co (traders)



...and the only true global player in both Specialties and Industrial markets

Sales FY21
in EUR bn

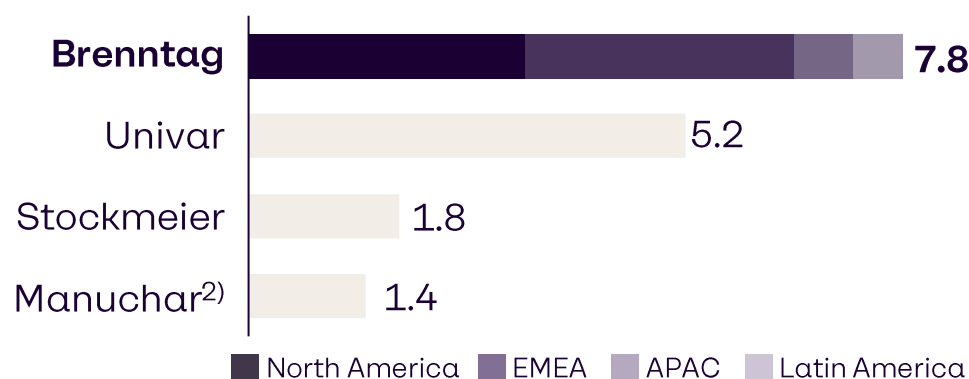


Brenntag's differentiators

We are the **largest specialties player** leveraging our global setup

Technical expertise delivered via 81 application laboratories

Leadership position in attractive Life Sciences end markets



The most successful distributor at combining **local strength with global reach**

Superior last mile excellence delivered via >600 regional sites

Global sourcing of products from 1,000's of high quality suppliers

Sources: Company information, ICIS Top 100 Chemical Distributors (2022)

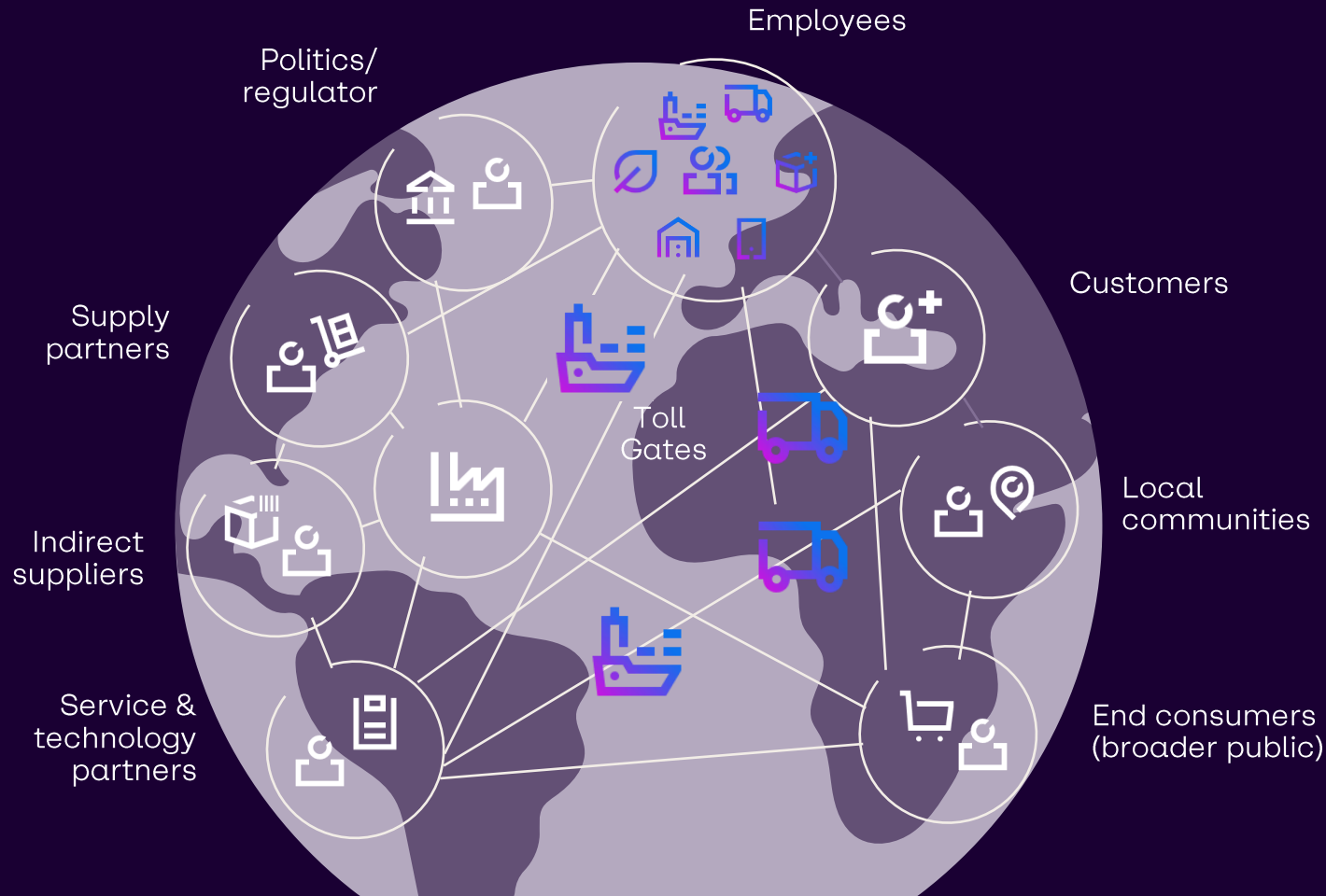
Notes: Univar split into Chemicals and Services (i.e. Industrials) and Ingredients and Specialties (i.e. Specialties). Some specialties are considered 100% despite missing properties, implying that definitions are different across the board. Data excluding Helm, Tricon, and Nagase & Co (traders)

¹⁾ Other includes Material Science, Lubricants, Water treatment and others

²⁾ Manuchar sales were calculated using 1 USD = 1.0001 EUR, FactSet as of 8 November 2022



Brenntag connects key stakeholders across the distribution ecosystem



Product-, knowledge- and innovation-driven interconnected ecosystem of partners

Characteristics of successful ecosystems

- ✓ Collaboration
- ✓ Shared benefits
- ✓ Human needs
- ✓ Empowerment
- ✓ Multiple dimensions
- ✓ Sustainability

Purpose

Connecting with products,
knowledge and innovation

Fostering a sustainable future

Caring for human needs

Vision 2030

We shape the future of our industry
by empowering our partners within
networks driving collaboration,
excellence and shared success

We are guided by our purpose and
vision based on our cultural pillars



Introducing Horizon 2: “Strategy to win”

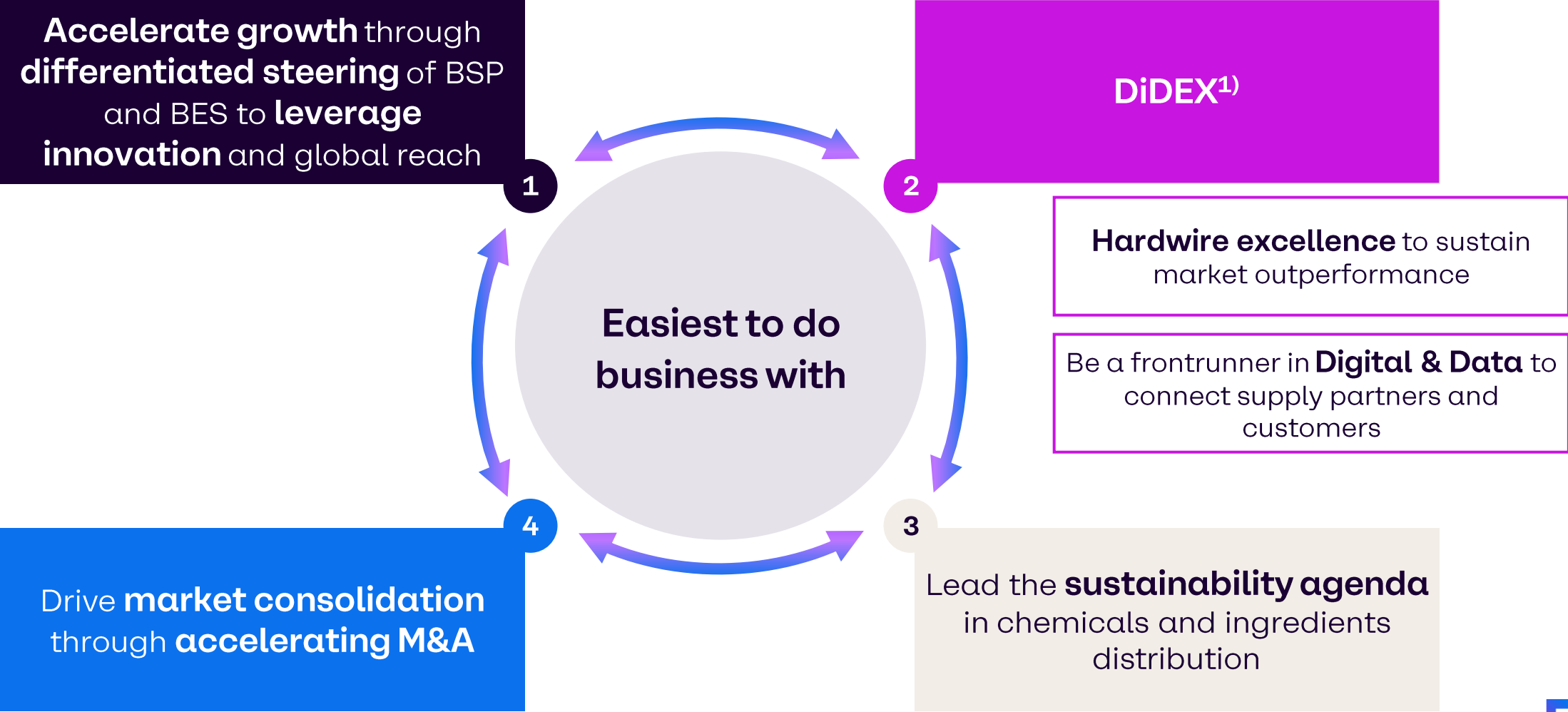
Horizon 2:
“Strategy to win”
We accelerate growth
and capture new opportunities

Horizon 3:
Leader in all dimensions
We realize the true potential of
Brenntag

Horizon 1:
Project Brenntag
We make Brenntag fit
for future growth



Delivering our strategy to win



Horizon 2 leads to BSP and BES with specific strategies, differentiated core capabilities and shifting operating models



Brenntag to become the data- and tech-driven industry leader with strong focus on operational excellence



Becoming easiest to do business with



Unlocking the value from our data



Creating a scalable technology platform



Building capabilities to attract and retain talent

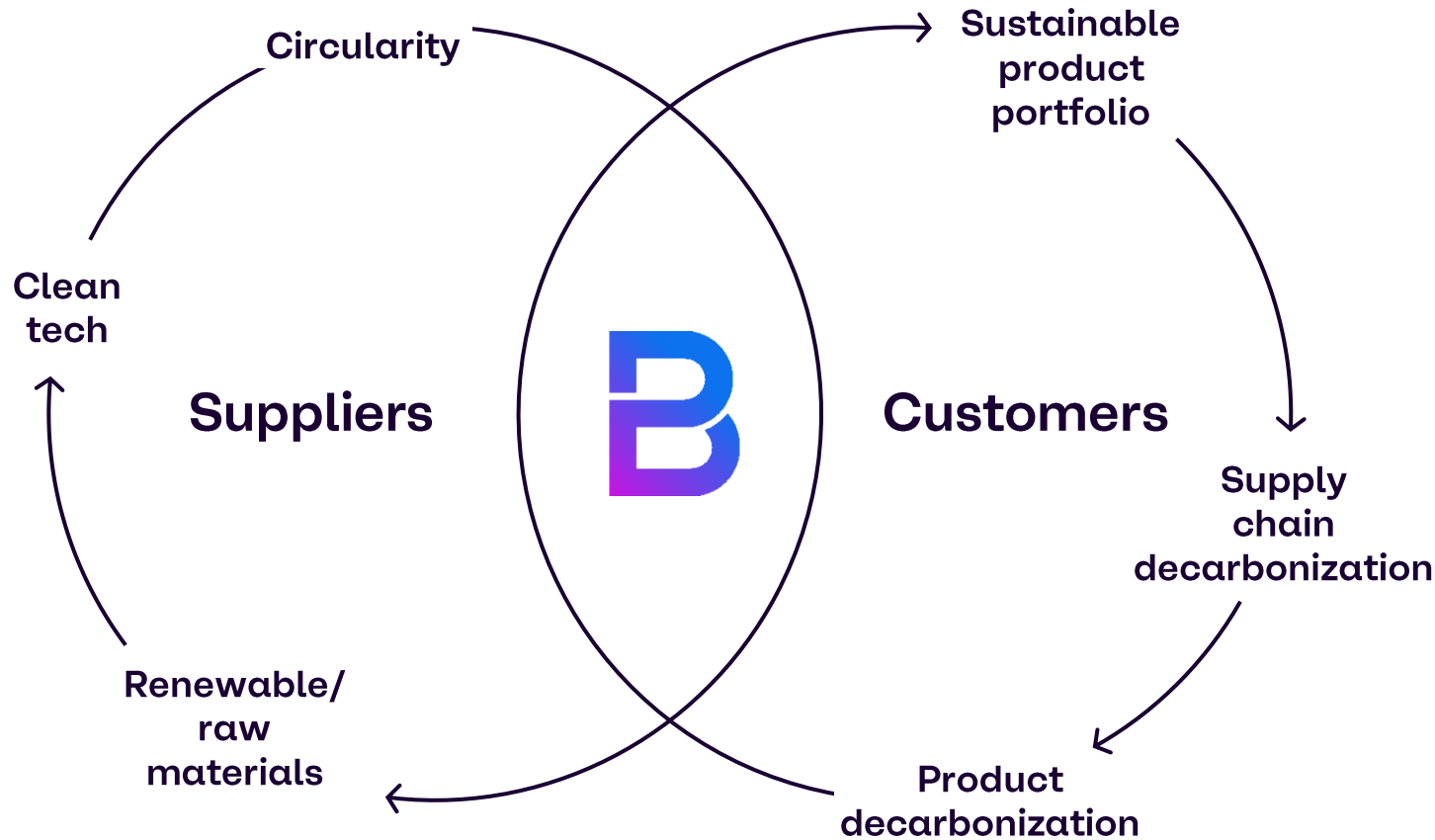


Driving value delivery and embed change



Net annual EBITA uplift of EUR 200m by 2026

Leading the creation of a sustainable ecosystem across the industry



Selected mid- to long-term targets

100% green energy by 2025 and net zero by 2045

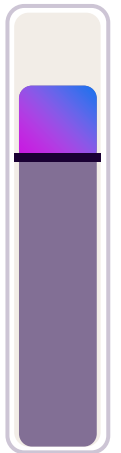
100% portfolio steering towards sustainability by 2025

TRIR¹⁾ < 2.0 and no severe accidents by 2030

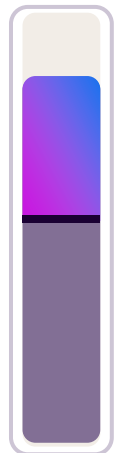
Global organizational **diversity, equity and inclusion** structure by 2023

Brenntag achieves industry leading sustainability ratings

Memberships and initiatives



Rating¹⁾: **AA**



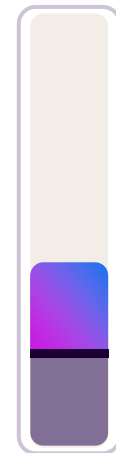
Risk Rating²⁾:
15.9 (Low Risk)



Rating³⁾: **Gold (Advanced)**



Score⁴⁾: **B**



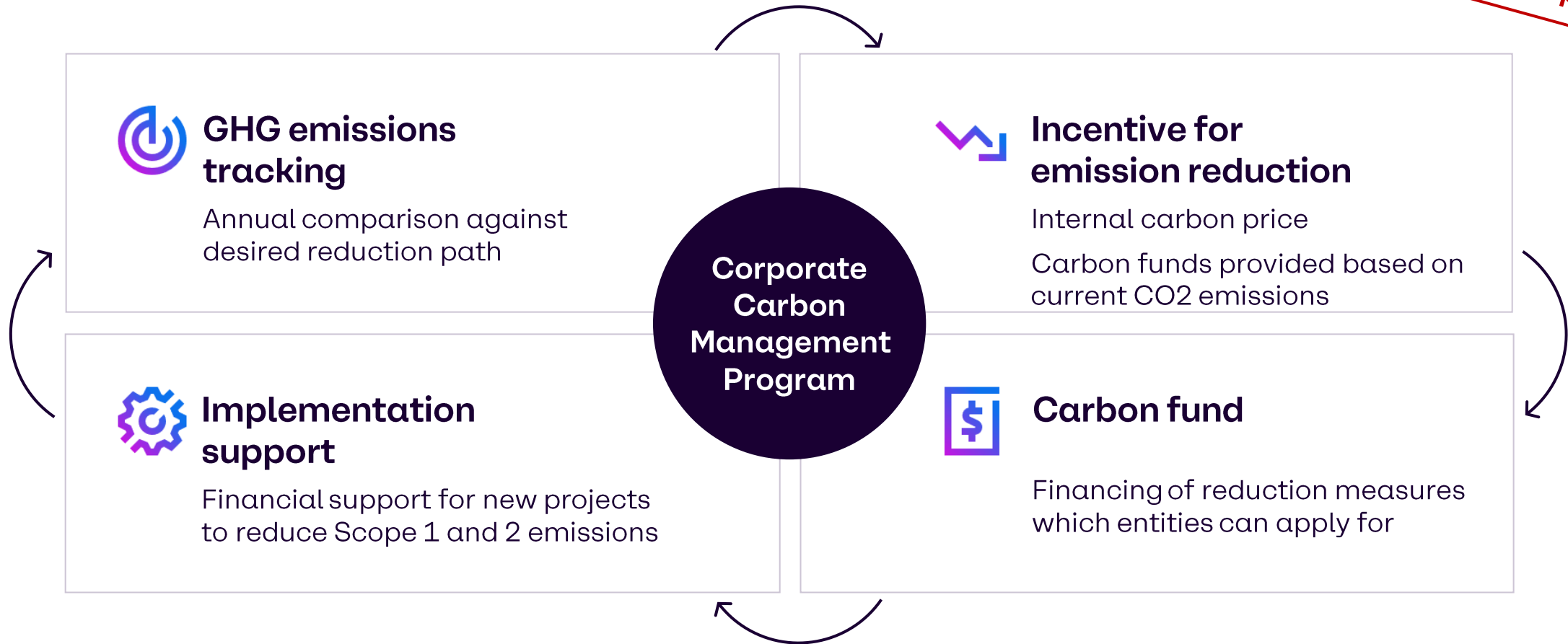
Rating⁵⁾: **C**

¹⁾Rating scale: AAA to CCC, as of May 3, 2022; ²⁾Rating scale: Negligible to Severe, as of November 5, 2022; ³⁾Rating scale: Insufficient to Outstanding, as of January 12, 2022; ⁴⁾Rating scale: A to D-, as of December 7, 2021; ⁵⁾Rating scale: A+ to D-, as of February 12, 2022



Unique carbon management program with an internal CO₂ price will steer the organization towards “net zero” by 2045

Example



Accelerate industry consolidation through focused M&A

Brenntag is #1 consolidator in the industry with > 30 deals in the past 5 years¹⁾

	Brenntag Specialties	Brenntag Essentials
EMEA		
Americas		
APAC		

Our M&A principles

Financial discipline

Accelerate growth in BSP

Fill white spots and strengthen presence in emerging markets

Enhance strategic and tech capabilities

> 300 targets monitored in pipeline

Source: Sample includes 100%, majority and minority stakes

¹⁾Capital IQ, 2017-2022YTD

²⁾Full liners

Our mid-term targets will deliver industry outperformance

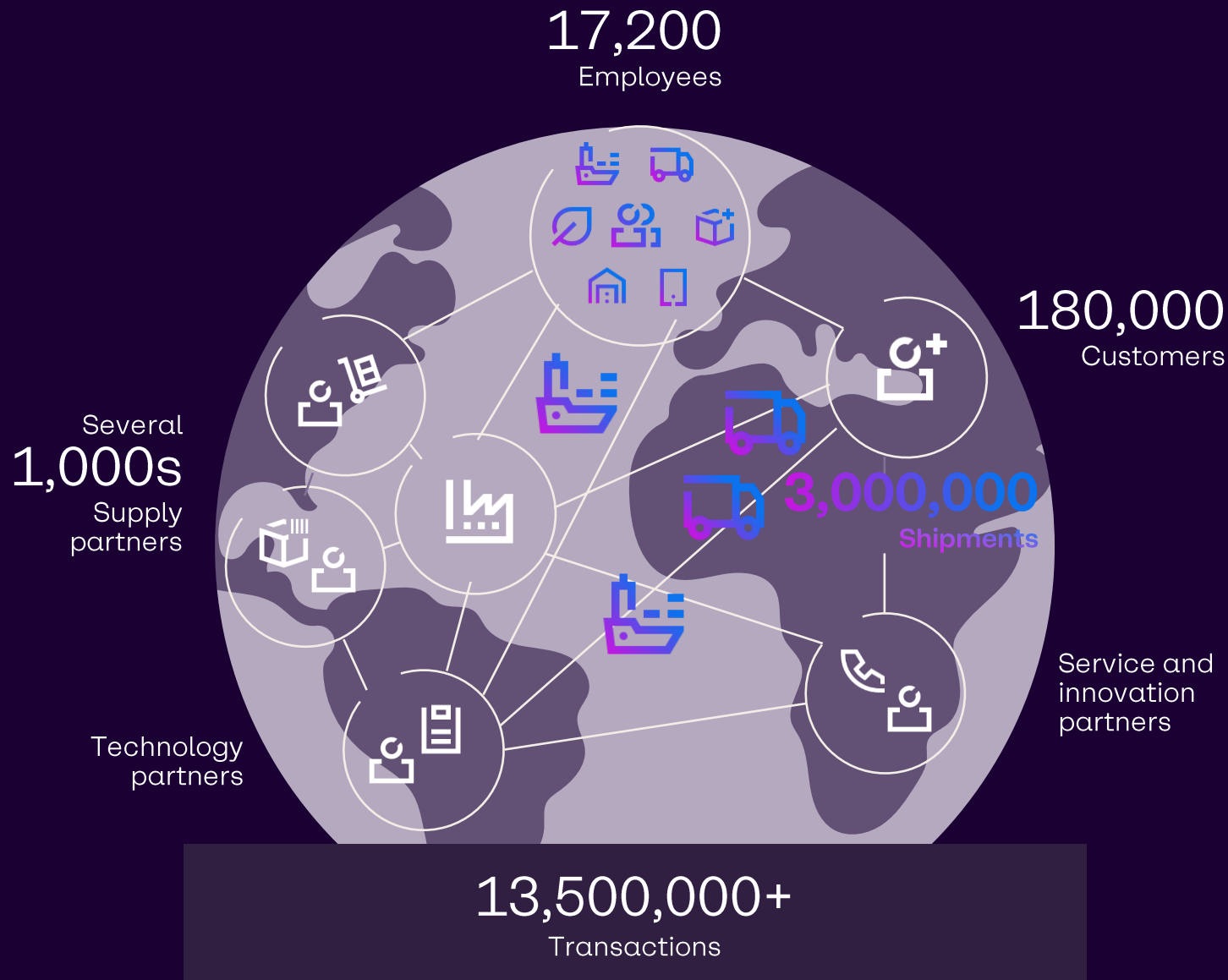
Organic Gross Profit growth	Group Organic Operating Gross Profit CAGR¹⁾	4 - 6%
	BSP	6 - 8%
	BES	3 - 4%
Organic Operating EBITA growth	Group Organic Operating EBITA CAGR¹⁾	6 - 8%
	BSP	7 - 9%
	BES	4 - 5%
DiDEX improvement programme	Net annual EBITA uplift by 2026	EUR 200m
Planned M&A investments	Annual M&A spend	EUR 400 - 500m

Note: Base year for targets is 2021

¹⁾Excluding benefits from DiDEX

Digital.Data.Excellence.
Delivering EUR 200m net annual EBITA
uplift by 2026





Brenntag digitally connects the industry ecosystem

Key connectors

Unrivalled access to transactional data

Most extensive supply chain connecting for sustainability

Insights on market developments and innovation



Customers and supply partners at the heart of everything we do...

... and our data at the core of how we do it to become a true data-driven company

Be the easiest to do business with for our customers via omni-channel touchpoints

Seamlessly connect with our supply partners and other ecosystem participants

Be the best place to work for our employees

Establish the most connected and agile supply chain to address today's challenges

Digital.Data.Excellence.

Becoming easiest to do business with

Excellence through harmonized, industry-leading processes and **omnichannel partner engagement**



Unlocking value from our data

Data- and AI-driven real-time insights and decisions



Creating a scalable technology platform

Modular architecture, **cloud first**, **API first**, and security-embedded
Leading technology **partnerships**



Digital, data and process capabilities and talent

New **Digital & Data** talents and digital up-skilling of Brenntag employees



Value delivery and change

Transformation experience from Project Brenntag
Agile best practices (start small, scale rapidly)



Becoming the easiest to do business with – While running the most efficient supply chain

Omni-channel customer and supply partner engagement

Transparent and connected supply chain

Joint application development

Excellence program

Establish a culture of continuous improvement and performance management to extend our toolbox with lean methodologies to drive efficiency and counterbalance inflation



~90%

Active users growth of Brenntag Connect¹⁾

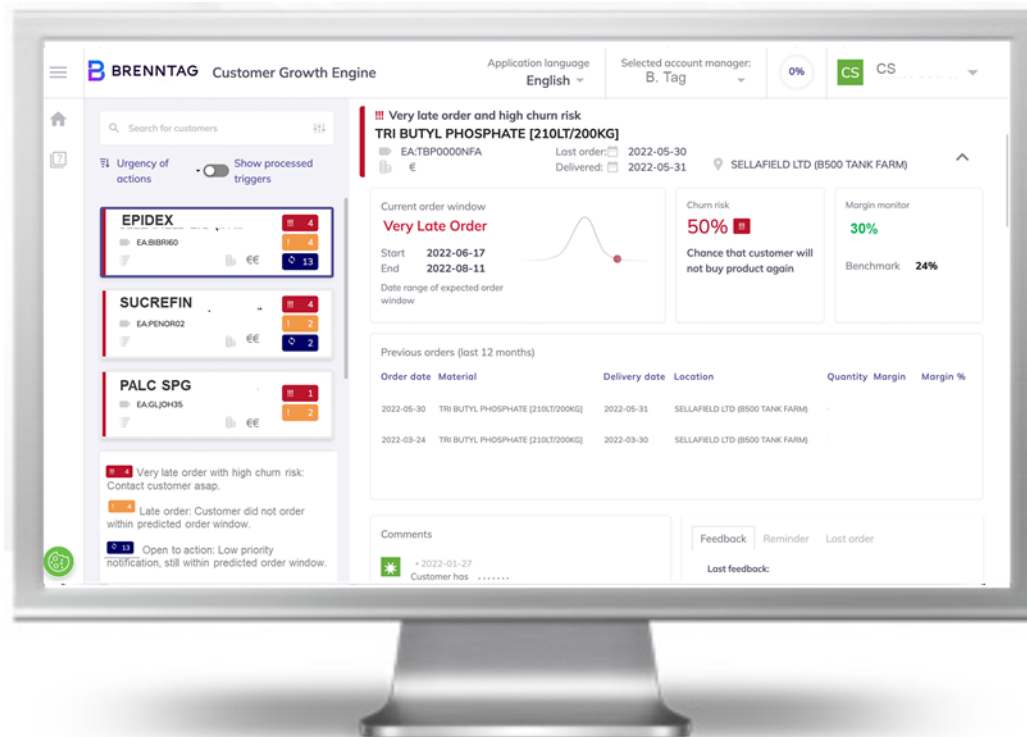
>80%

Reduction in order processing steps

Unlocking the value from our data

Data-driven insights

“Customer Growth Engine” predicts customer order cycles, increases stickiness, and delivers just-in-time



2022

Achievements

60%

Footprint coverage by December 2022

600+

Account managers live in 17 countries / markets

Frequent increases in functionality

2023

> 1m

AI-based recommendations

>95%

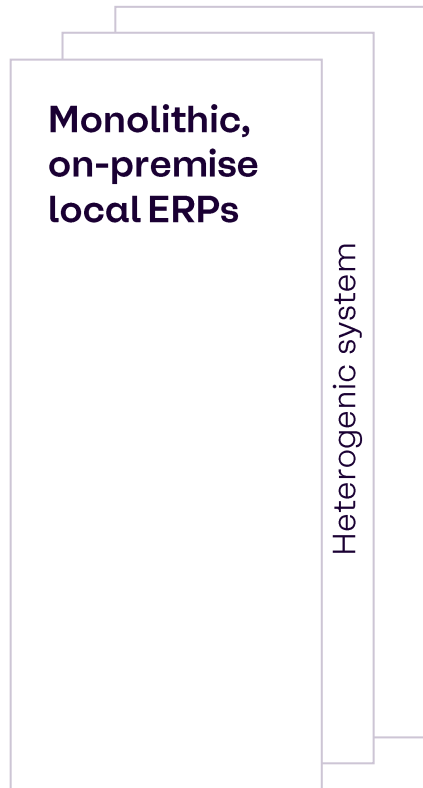
Share of footprint coverage in which all account managers use this in everyday decisions

Unlocking the value from our data

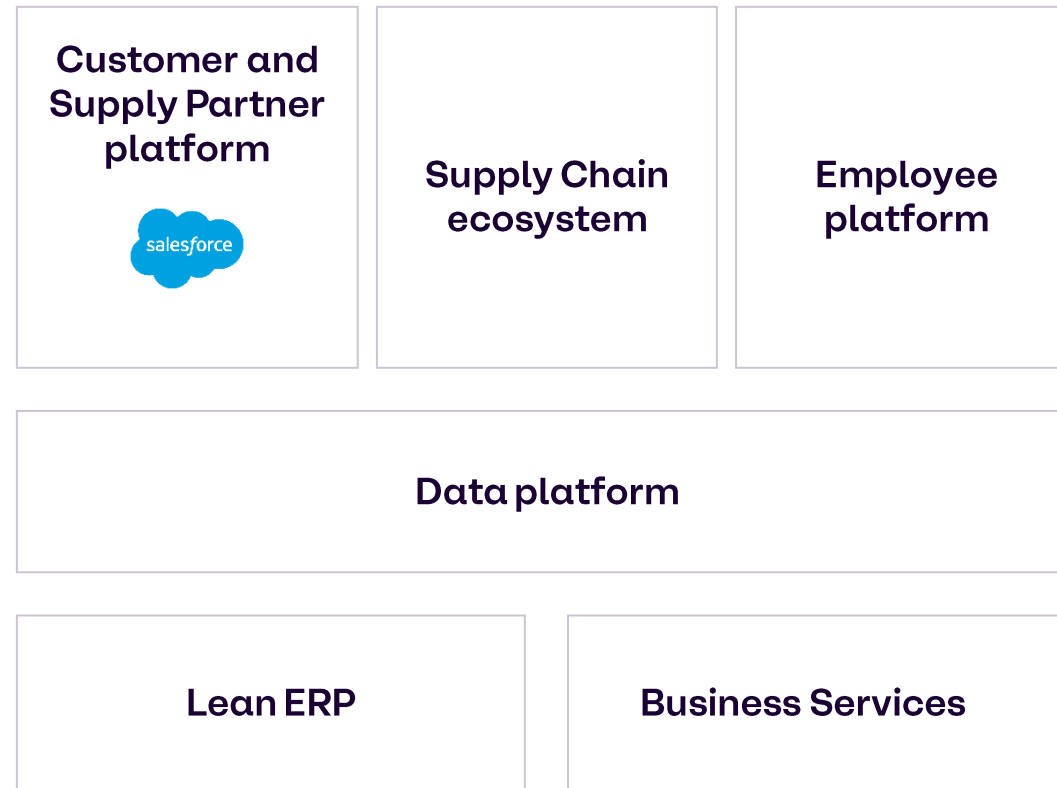


Creating a scalable technology platform

Past



Future



Leverage scale of Brenntag

Easiest for partners to connect locally and globally

Easier integration of acquisitions

Global standards to drive process efficiency



Digital, data and process capabilities and talent

We build global capabilities to drive value continuously and sustainably



Building up dedicated
digital, data and process
capabilities



Developing a cohort of
450+
certified black and green belts by 2026 to drive continuous improvement locally



Up-skilling in essential digital and analytics capabilities
10,000+
people

Value delivery and change

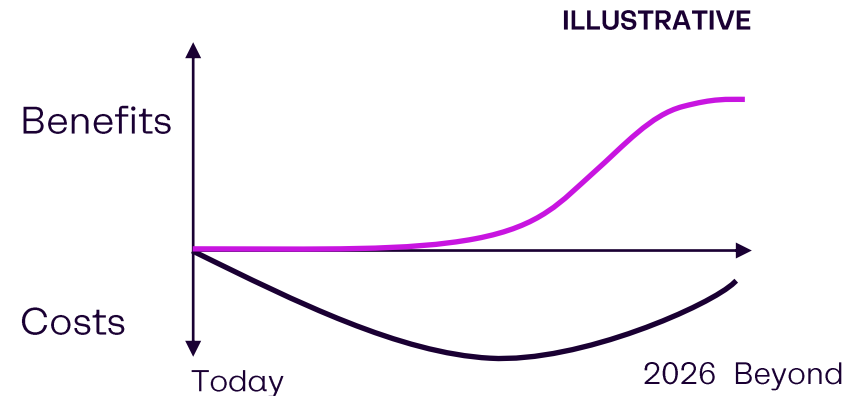
Build on transformation experience

- Business-owned **initiatives with proven success** as part of **Project Brenntag**
- **Value delivery** from the start through a portfolio of initiatives
- **Change management** firmly embedded



Add agile best practices

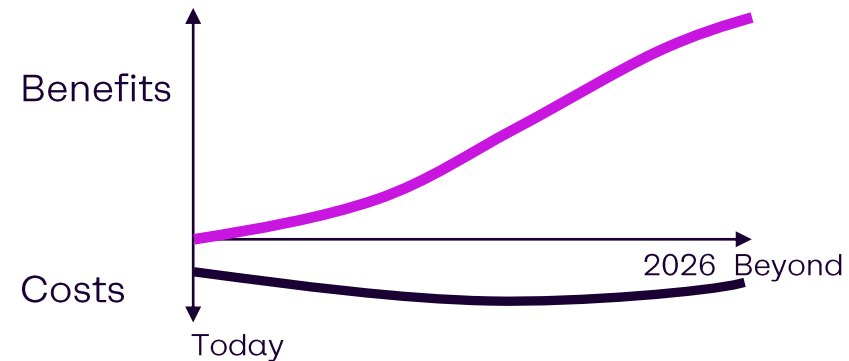
- Think big, start small, scale fast - **Steep learning curve** and **low risk profile**
- **Continuous delivery of smaller product increments** with a standard deployment approach



Traditional IT projects

vs

DiDEX transformation



Benefit of DiDEX will result in net annual EBITA uplift of EUR 200m by 2026

Substantial benefits ...

EUR 200m

net annual EBITA uplift by 2026 –
Continuous improvements thereafter

... enabled by

EUR ~350m

total investment until 2026 to develop
Digital & Data capabilities¹⁾

80%

from bottom line measures

~65%

OPEX

~35%

CAPEX

Brenntag Specialties

Global go-to service partner



Brenntag Specialties: Global leader for innovative and sustainable solutions

Market leader	EUR 1.3bn FY 2021 Op. Gross Profit	EUR 535m FY 2021 Operating EBITA
Trusted partner	1,000's BSP suppliers	~100k BSP customers
Innovation focus	81 Application labs	>400 BSP operational sites globally



Enabled by distinct strengths



Global network of labs with VAS¹⁾

Global excellence and local expertise through development centers

81 labs



Strategic partnerships

Global supplier and supply chain capabilities to underpin reliability of supply

>400 BSP operational sites



Data & digital

Well invested IT services, a global Business Intelligence system and data warehouse

EUR ~200m digital sales



Technical skills and operating model

Attract, retain and develop our people base

>1,500 employees with technical background



Brand

Visible and well-positioned global brand and reputation

 BRENNTAG

Operating in highly attractive end markets with a well diversified portfolio

	Segment	Attractiveness ¹⁾	Growth potential	% Op. Gross Profit FY21 ²⁾	
Market leading Specialties portfolio diversified across key end markets	Life Sciences	Food	████████████████████	GDP +++	55%
		Personal Care	████████████████████		
		Pharma	████████████████████		
		HI&I	██████████████		
		Animal Nutrition	██████████████		
High growth and resilient Life Sciences represents 55% of BSP portfolio	Material Science	CASE	████████████████████	GDP++	22%
		Construction	████████████████████		
		Polymers	██████████████		
		Rubber	██████████████		
Strong demand for value-added services in BSP focus end markets	Environmental Science	Water Treatment	██████████████	GDP+	7%
	Lubricants	Lubricants (raw)	██████████████	GDP+	16%
		Lubricants (fin)	██████████		

¹⁾Based on market size, market growth, market profitability, market risk, competitive intensity and potential for value-added services

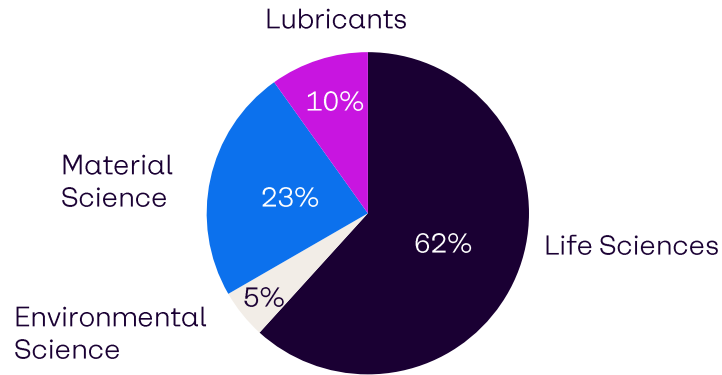
²⁾Including acquisitions JM Swank and Zhongbai Xingye for a full year, not including other specialty markets





Global network of application labs to deliver value-added solutions

Application labs by end market



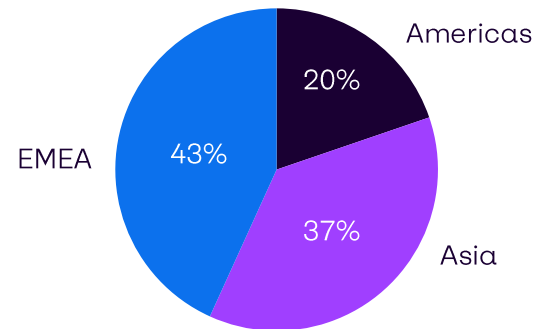
81 laboratories

Diversified across BSP end industries

Global collaboration and expertise

Advanced knowledge exchange networks and centers of excellence

Application labs by geographical coverage

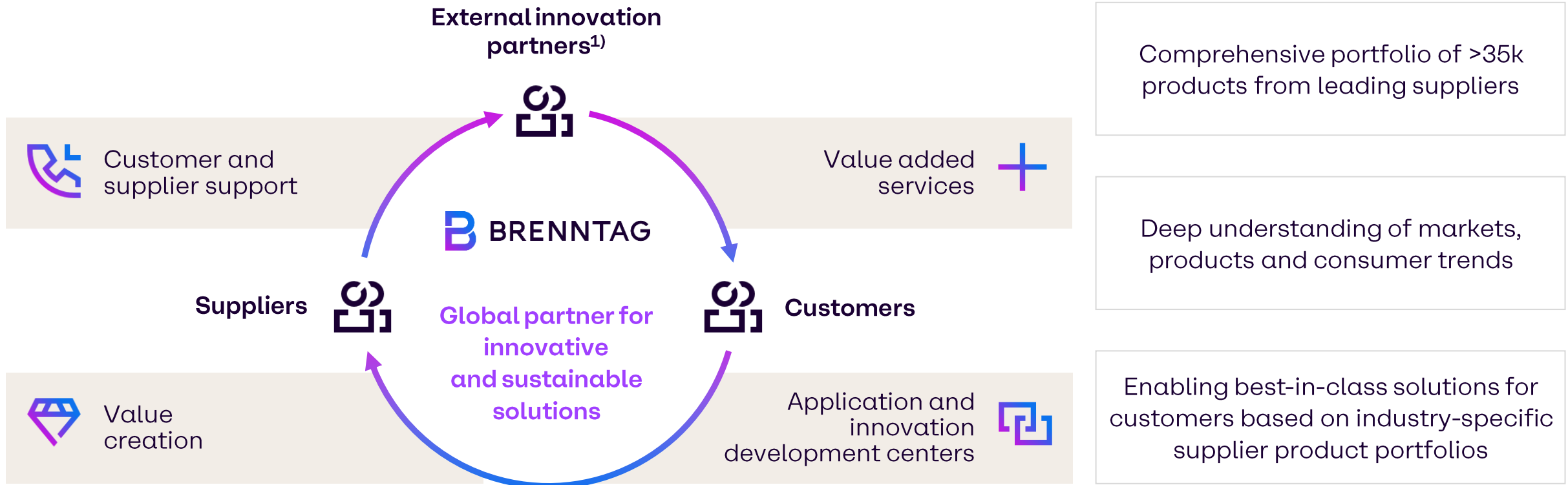


State-of-the-art equipment and technical experts

Across strategic locations to elevate our solutions offering



Strategically partnering with suppliers and customers in a solutions ecosystem



Specialties distribution market is in continued evolution

Focused specialties and ingredient principals require distributors with relevant capabilities



Growing demand for innovation, value-added services and technical expertise



Increasing complexity of specialties markets and strategic partnership approach to distributors



Opportunity to leverage digitalization and sustainability trends



BSP strategic priorities to achieve our ambition

Strategic ambition	Be the global go-to-service partner for innovative and sustainable products				
Strategic priorities	1 Increase value-added service offering	2 Offer the most comprehensive and sustainable portfolio	3 Expand global footprint	4 Develop with high-growth customers and industries	5 Accelerate M&A
End market approach	Life Sciences	Grow food and replicate success to scale pharma and personal care segments			
	Material Science	Increase position as innovative and solution-oriented player			
	Environmental Science	Become leading provider of sustainable solutions			
	Lubricants	Reinforce position as leading distributor of sustainable and low carbon brands			





1 Increase value-added service offerings

Co-develop with global and local customers to improve product performance and support on mixing & blending

Introduce **new formulations** to the market

Enhance innovation capabilities and specialized **customer support**

Open **new application labs** and **leverage experience** from the local labs across regions



Food case study:

New product developments in Vietnam

Challenge

A new entrant in the food industry was looking for a partner to launch a series of new products

Brenntag capability

1

Market insights and sales team consultation with customer

2

Customer selection of preferred category

3

Preparation and presentation of prototype by lab team

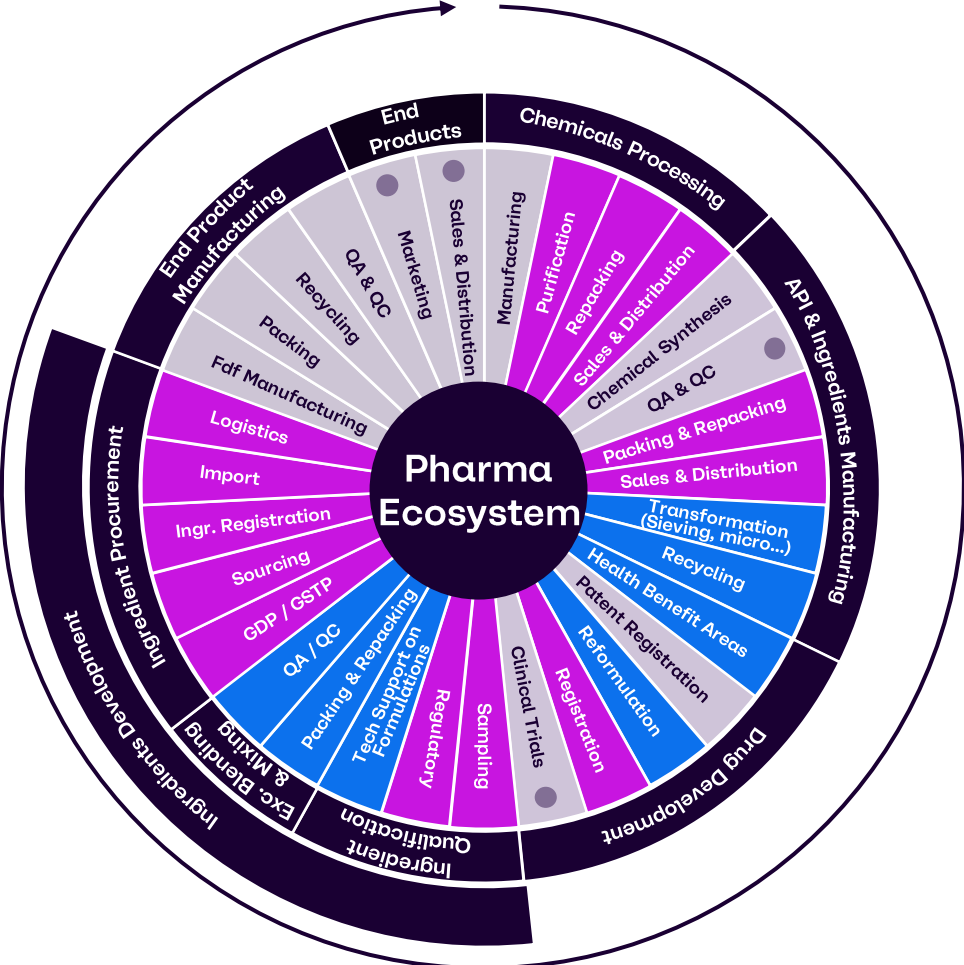
4

Finalization and launch of sensory test

Result

Customer bought full formulation for energy drink, milk plus juice and functional ingredients for coffee 3 in 1

Global leader offering high-level added services to the Pharma ecosystem



Unique

Brenntag will be the only player to cover the widest number of relevant services in the Pharma ecosystem

Global

Providing a higher level of specialisation and global connectivity to our partners

Value-added

World-leading technical services and development capabilities

- Will become industry leader by 2026
- Industry leader and will reinforce presence by 2026
- Area of potential expansion by 2026
- Not present and will not develop on





2 Offer the most comprehensive and sustainable portfolio with strategic supplier partnerships

Enhance industry leading portfolio **by filling product white spots through strategic supplier partnerships**

Reinforce strategies to increase share of **sustainable product and services**



Collaboration with customers and strategic suppliers to grow share of **full-line, sustainable, and innovative product portfolios**



Constantly improve product portfolio in line with market and consumer trends to provide **best-in-class solutions**

Become a **valued partner beyond distribution of products** through **innovation and application development**, as well as **end-market specific value-added services**



Personal Care case study:

Sensory assessment as a valuable tool to move away from microplastics

Challenge	Market moving away from microplastics in personal care products ahead of regulated enforcement, but need to find equivalent sensory profiles without losing quality
Brenntag capability	1 Sensory assessment testing
	2 New formula development including matching sustainable vegetable-based alternatives
	3 Preparation and presentation of prototype by lab team
Result	Removal of micronized microplastics without compromising product performance and quality

3 Expand global footprint

SELECTED EXAMPLES

North America

- **Expand Solutions** value-added services business for Food
- **Expand sites to include GMP capabilities** for Pharma

EMEA

- **Establish HUB setup and global services** for Pharma
- **Accelerate growth** in Personal Care
- **Expand Food** in Middle East and Africa

LATAM

- **Accelerated growth in Life Sciences**
- **Expand in Brazil** in Food

APAC

- **Expand value-added** services for food
- **Strengthen presence** in Japan
- **Grow CASE** in Vietnam and Thailand



4 Develop with high-growth customers and industries

Life Sciences

- **Food:** Strengthen leadership position by focusing on fast growing food segments
- **Personal Care:** Develop in fast growing segments Skin & Face Care
- **Pharma:** Grow in traditional Pharma, Biopharma and Nutraceuticals
- **HI&I:** Grow in all segments through value-added services
- **Animal Nutrition:** Build solutions in collaboration with customers

Material Science

CASE, Construction, Polymers and Rubber: Grow through customer-focused solution approach

Environmental Science

Replicate success within municipal **water treatment** to **industrial customers'** water treatment applications

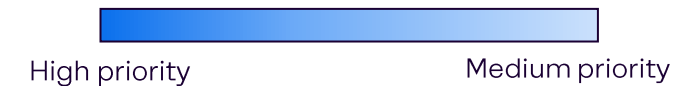
5 Accelerate M&A

Strategy

- Accelerate M&A to support growth strategy
- Add scalable capabilities with high-growth potential
- Accelerate market entry
- Increase presence in APAC across all segments

M&A approach

	Segment	EMEA	North America	Latin America	APAC
Life Sciences	Food	High priority	Medium priority	High priority	High priority
	Personal care	High priority	Medium priority	High priority	High priority
	HI&I	High priority	High priority	High priority	High priority
	Pharma	High priority	High priority	High priority	High priority
Material Science	CASE	Medium priority	Medium priority	Medium priority	High priority
	Construction	Medium priority	Medium priority	Medium priority	High priority
	Polymers	Medium priority	Medium priority	Medium priority	High priority
	Rubber	Medium priority	Medium priority	Medium priority	High priority
Environmental Science	Water treatment	High priority	Medium priority	Medium priority	High priority
Lubricants	Lubricants (raw)	Medium priority	Medium priority	Medium priority	High priority
	Lubricants (fin)	Medium priority	Medium priority	Medium priority	Medium priority



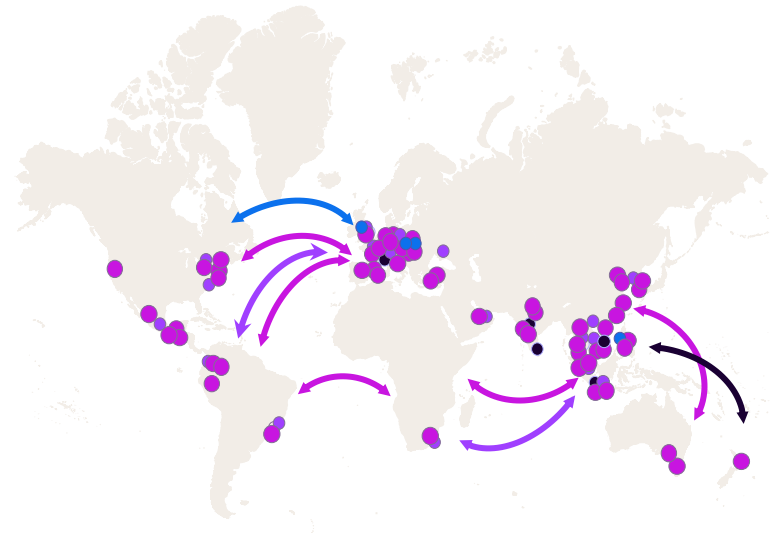
Be the global specialties go-to-service partner for innovative and sustainable solutions



From a leader in food and strong local positions...



...to a global specialties partner leading in Life and Material Sciences



- Life Sciences
- Environmental Science
- Material Science
- Lubricants



Brenntag Specialties: Sustainably delivering above market growth



Expanding into high growth regions and optimizing our portfolio and solutions capabilities



Above market growth in Gross Profit is complemented by further selective acquisitions



Streamlined industry focus and deep understanding of customer requirements to increase margins

Medium term targets

Organic Operating Gross Profit CAGR¹⁾

6% - 8%

Organic Operating EBITA CAGR¹⁾

7% - 9%

Operating EBITA Conversion Ratio²⁾ 2026

40% - 42%

Note: Base year for targets is 2021

¹⁾Excluding benefits from DiDEX

²⁾Calculated as EBITA / Op. Gross Profit. Excludes DiDEX

Brenntag Essentials

Local strength, global expertise,
reliable partner



Brenntag Essentials: Unique connector of last mile delivery reach with global supply chain expertise

Market leader

EUR 2.1bn

FY 2021 Op. Gross Profit

EUR 620m

FY 2021 Operating EBITA

Local strength

~150k

Customers

~600

Sites

Global expertise

1,000s

Suppliers

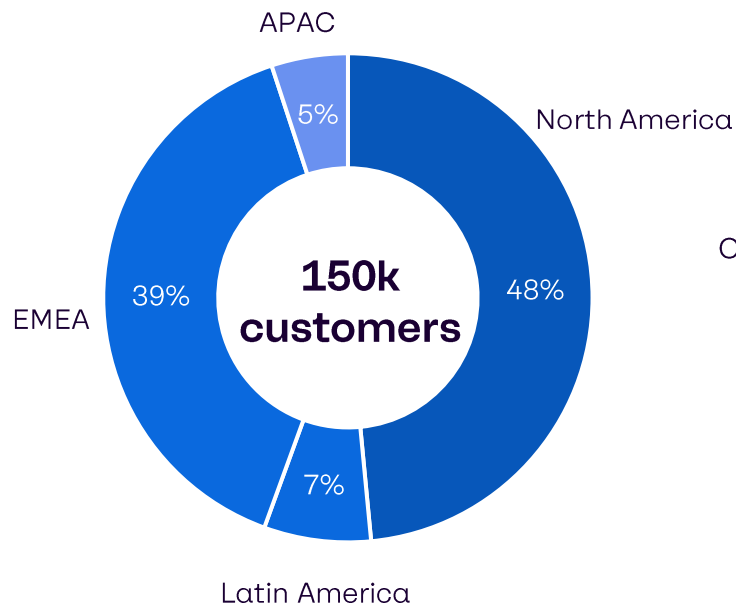
>70

Countries

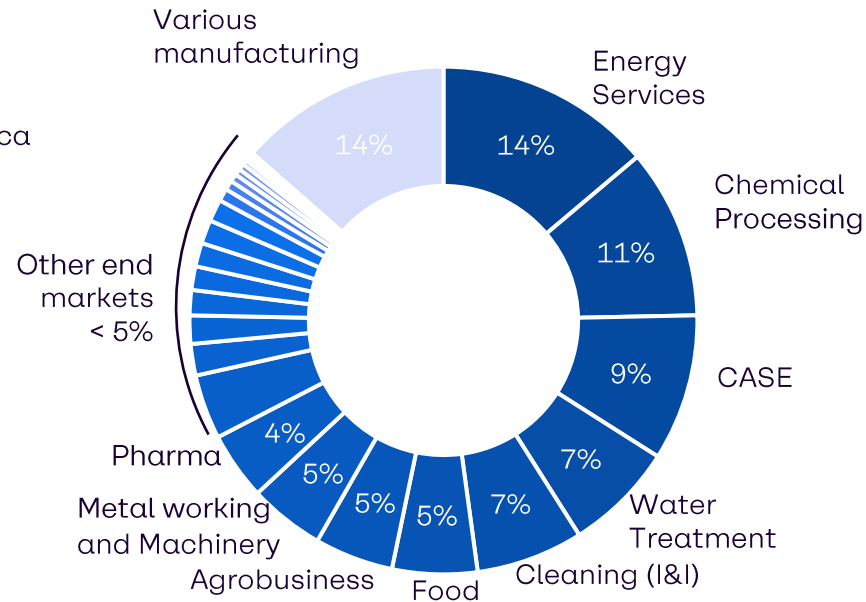
Highly diversified geographic, industry and product spread make the Essentials business resilient

Regional

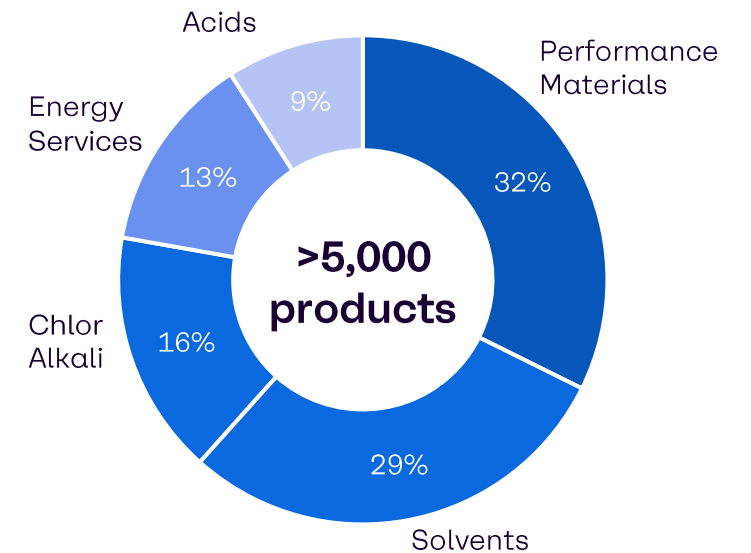
Op. Gross Profit
(EUR m, 2021)



Industry



Product



BES has unrivalled foundational strengths resulting in a clear competitive advantage...



Unique local and regional distribution network, deeply embedded in high demand centers around the world

150k customers



Superior “last mile” service excellence, own logistics resources and customer proximity makes us indispensable in local markets

>600 sites



Professional and experienced **workforce with local market expertise who truly understand local customer needs**

>10,000 employees



Global sourcing of products across regions using scale, leverage and optionality plus intra-regional supply chain to provide **security of supply**

1,000+ suppliers



Strong geographic, product, industry, application and customer diversification provides breadth

70 countries



Industry leading safety, regulatory and sustainability standards

Leading ESG standards



...and a broad set of capabilities that support resilience, reliability and create value



Multiple stocking locations, supply chain services, including tank storage, break bulk, packaging, truck fleet, LTL¹⁾ deliveries



Effective cross selling into various industries and applications



Mixing & blending with technical knowledge and services



Global key account and supplier management expertise

Key strategic priorities to achieve accelerated, above market growth and strong cash conversion

Strategic ambition	Be the undisputed global market leader shaping the future of Essentials distribution, achieving accelerated above market growth with strong cash conversion					
Strategic priorities	1 Local strength		2 Global expertise		3 Growth markets	
	Strengthen local and regional distribution networks in under-represented areas (i.e. NA, LA, APAC)	Optimize last mile delivery capabilities driving down cost-to-serve while enhancing service excellence and value-added services	Reinforce global sourcing and market intel capabilities to improve security of supply and capture competitive product streams	Expand our global terminal capabilities at strategic ports to enhance intra-regional product flows and connectivity to our regional networks	Capture new market potential and strengthen our market position through M&A	Be the market leader for sustainable products and sustainable supply chain solutions

1 Local strength: Further strengthen local and regional distribution networks

Further strengthen local and regional distribution networks

- Invest in new facilities in **geographic ‘white spots’**
- **While streamlining our site network** to lower cost-to-serve
- Improve **value creation** via filling **automation** and enhanced **mixing & blending services**



Example

New North America rail-connected facilities in **Boston, Pittsburgh and Toledo-Ohio** while improving **logistics efficiencies**



1 Local strength: Invest in last mile delivery capabilities and service excellence

Enhance Service Excellence

- Implement **digital tools** like “**Track & Trace**”, instant availability conformation, pricing and order placing to lift customer experience
- **Expanding own truck fleet and driver force** to strengthen logistics services (+3,500 units globally)
- **Commercial Excellence and Sell Price Optimization CRM/Digital**



Example

Track & Trace for inbound and outbound logistics, enhancing customer loyalty



2 Global sourcing expertise: Expand terminal capabilities in strategic ports to enhance global product flows

Strengthen global platform via terminal capabilities in strategic ports

- **Expand our global terminal capabilities at strategic ports** to enhance intra-regional product flows
- **Efficient connectivity** into regional / local distribution networks (rail / barge / truck)
- Supported by **state-of-the-art digital market intelligence tools**



Example

New tollgates, similar to Brenntag Rotterdam, to be established in key strategic locations globally to connect competitive product streams to local distribution networks



2 Global sourcing expertise: Enhance security of supply and competitiveness into regional networks – the most reliable partner

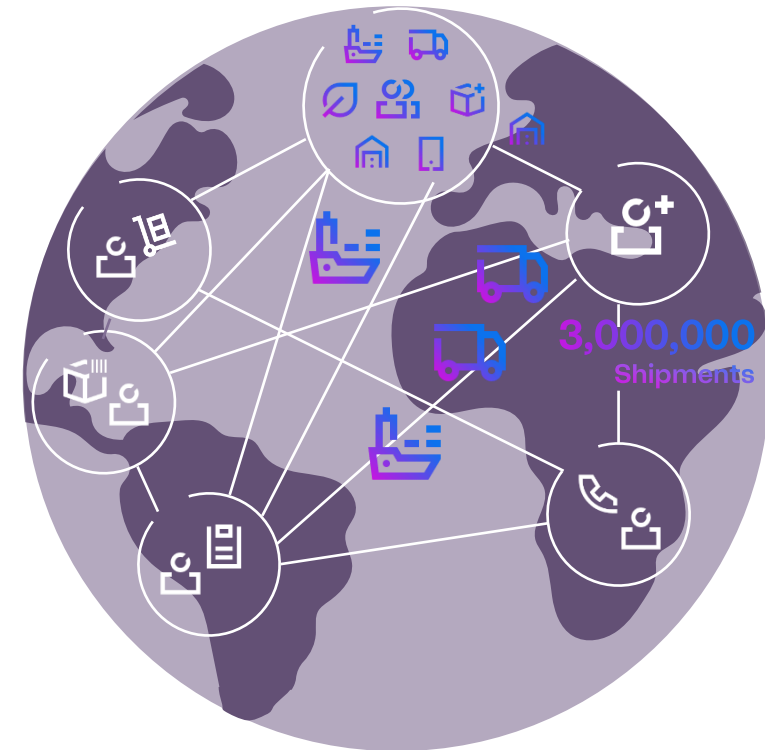
Enhance global sourcing to connect to regional networks

- Establish **global sourcing team** and market intel capabilities to **improve security of supply and capture competitive product streams**
- Upgrading strong regional relationships to **strategic global sourcing partners**
- Use global **leverage, scale and optionality** to achieve commercial optimization between regions (arbitrage)



Example

- **European energy crisis** reduces product supply
- BES global sourcing uses **worldwide supplier network** and related capabilities to secure product
- High customer appreciation for BES' **reliability and agility**



3 Growth markets: Capture new market potential via M&A and targeted investment

Capture new market potential via M&A and targeted investments

- Capture new market potential and strengthen our market position in under-represented regions through **M&A** and targeted investment (i.e., APAC, India)



Example: Vietnam upgrade

Establishing **terminal, packaging and blending capabilities** in Vietnam to upgrade products and services and gain market share



3 Growth markets: Be the market leader for sustainable products and solutions

Be the market leader for sustainable products and solutions

- Offer the broadest base of **bio-based and renewable products** to support customers in achieving decarbonization objectives
- Maximise **use of recycled packages and returnable product packaging**
- Operate **Circular** business solutions and **Recycling** options
- Utilize business reach and scale to create **industry-leading** origin to end-user **product carbon footprint** data services



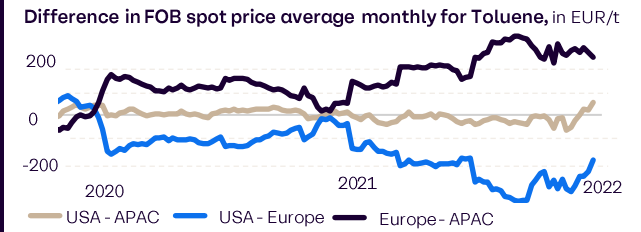



Example: Sustainability in practice

- Already **reducing carbon footprint** via alternative **supply chain modes**, e.g. barge and rail instead of road movements
- **Selling green and recycled products**, e.g. “green caustic” and **bio-based solvents**
- **Partnering with new innovative providers** to offer classic products made from new, natural sources, e.g. **bio-acetone**



Embedding DiDEX across BES to enable effective strategy execution

	Scenario	DiDEX implementation	Examples						
 <p>Local strength</p>	Smaller customers place infrequent orders with short lead times	Predictive demand analytics and algorithmic pricing tools prompt proactive customer contact to stimulate sales	<p>Customer Growth Engine Scorecard</p> <p>+/- 20% uncertainty range</p> <table border="1"> <thead> <tr> <th>Realised (billed)</th> <th>Ordered</th> <th>Future sales</th> </tr> </thead> <tbody> <tr> <td> EBITDA Impact €1.2M € 0.9M </td> <td> GP Impact €1.7M ... </td> <td> GP Impact (progress) €0.2M GP Impact (total) €1.9M </td> </tr> </tbody> </table> <p>GP next 12 months based on churn risk reduction €0.6M</p>	Realised (billed)	Ordered	Future sales	EBITDA Impact €1.2M € 0.9M	GP Impact €1.7M ...	GP Impact (progress) €0.2M GP Impact (total) €1.9M
Realised (billed)	Ordered	Future sales							
EBITDA Impact €1.2M € 0.9M	GP Impact €1.7M ...	GP Impact (progress) €0.2M GP Impact (total) €1.9M							
 <p>Global expertise</p>	Brenntag captures millions of data points globally on customer and supplier behaviors as well as price and demand	Data-based intelligence and insights tools indicate demand and price trends, as well as geographic differences to facilitate purchase decisions	<p>Difference in FOB spot price average monthly for Toluene, in EUR/t</p>  <p>— USA - APAC — USA - Europe — Europe - APAC</p>						
 <p>New markets</p>	Brenntag's market integration offers an exceptionally strong opportunity to collect and provide carbon footprint data	Carbon data management tools calculate data across the whole value chain	<p><i>Internal news – 1st October 2022</i></p> <p><i>Brenntag wins major public tender in Nordic based on best sustainability criteria</i></p>						

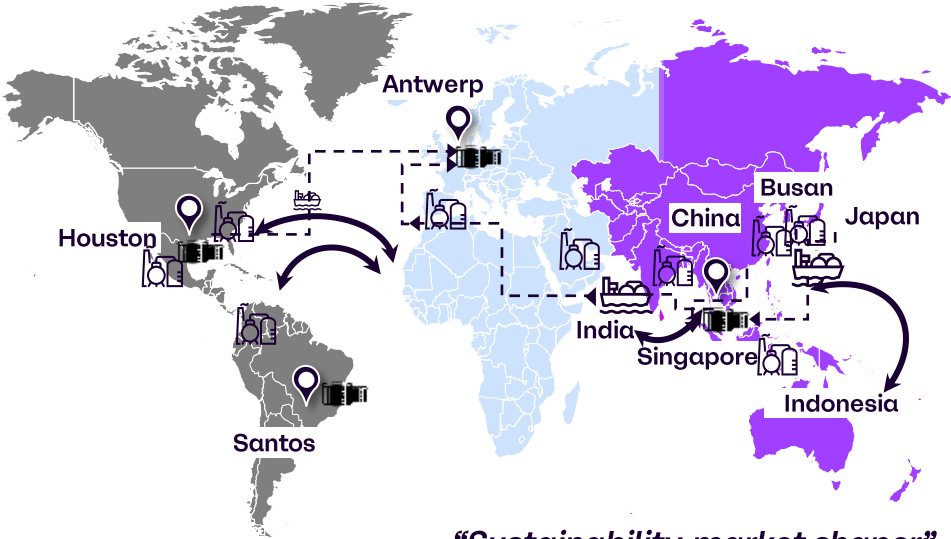
Connecting local strengths with global scale and expertise



From a regional leader in the Americas and EMEA...



...to strengthened global capabilities with regional excellence and targeted growth



“Sustainability market shaper”

“Interconnected and integrated network with service and value mindset”



Brenntag Essentials: Industry leading growth, profitability and cash generation



Sustainable Gross Profit and EBITA growth



Product portfolio optimization focusing on profitability



Improved inland supply chain efficiency and ease of doing business reduces costs



Strong balance sheet with industry leading cash-generation that can support M&A

Medium term targets

Organic Operating Gross Profit CAGR¹⁾

3% - 4%

Organic Operating EBITA CAGR¹⁾

4% - 5%

Operating EBITA Conversion Ratio²⁾ 2026

28% - 30%

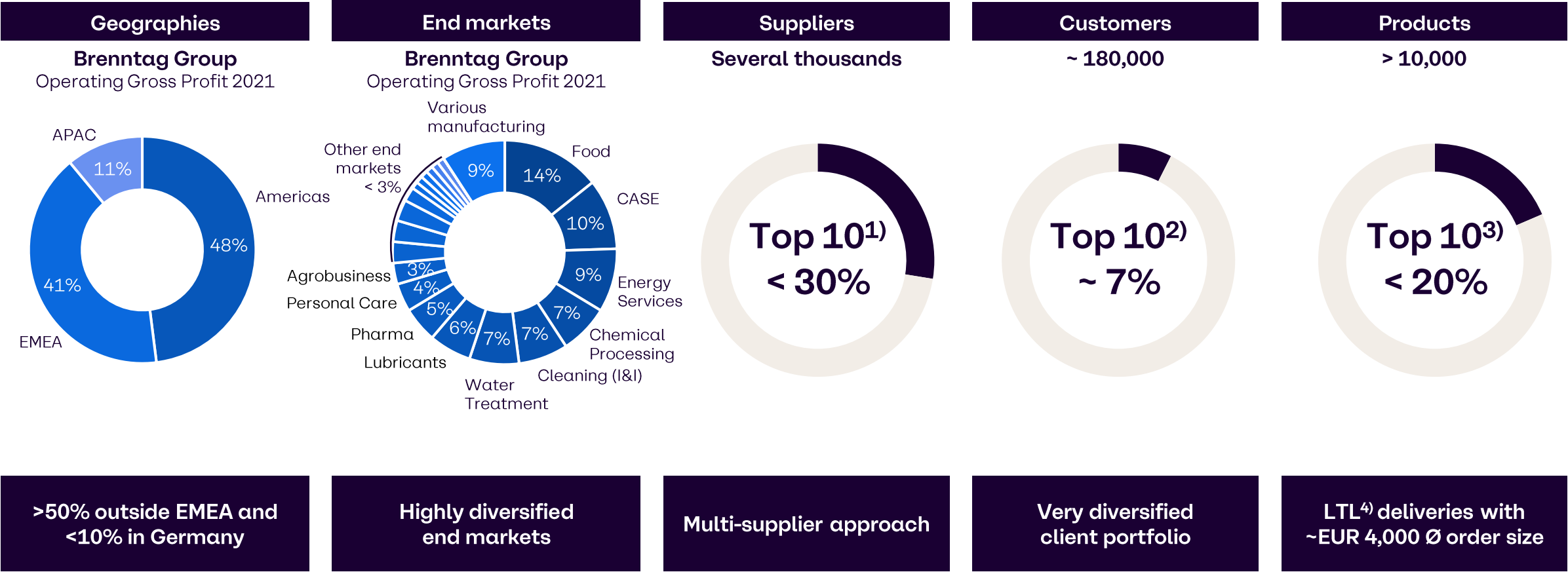
Note: Base year for targets is 2021

¹⁾Excluding benefits from DiDEX

²⁾Calculated as EBITA / Op. Gross Profit. Excludes DiDEX

Financial framework and M&A ambitions

Resilient service and distribution platform with high geographical and operational diversification



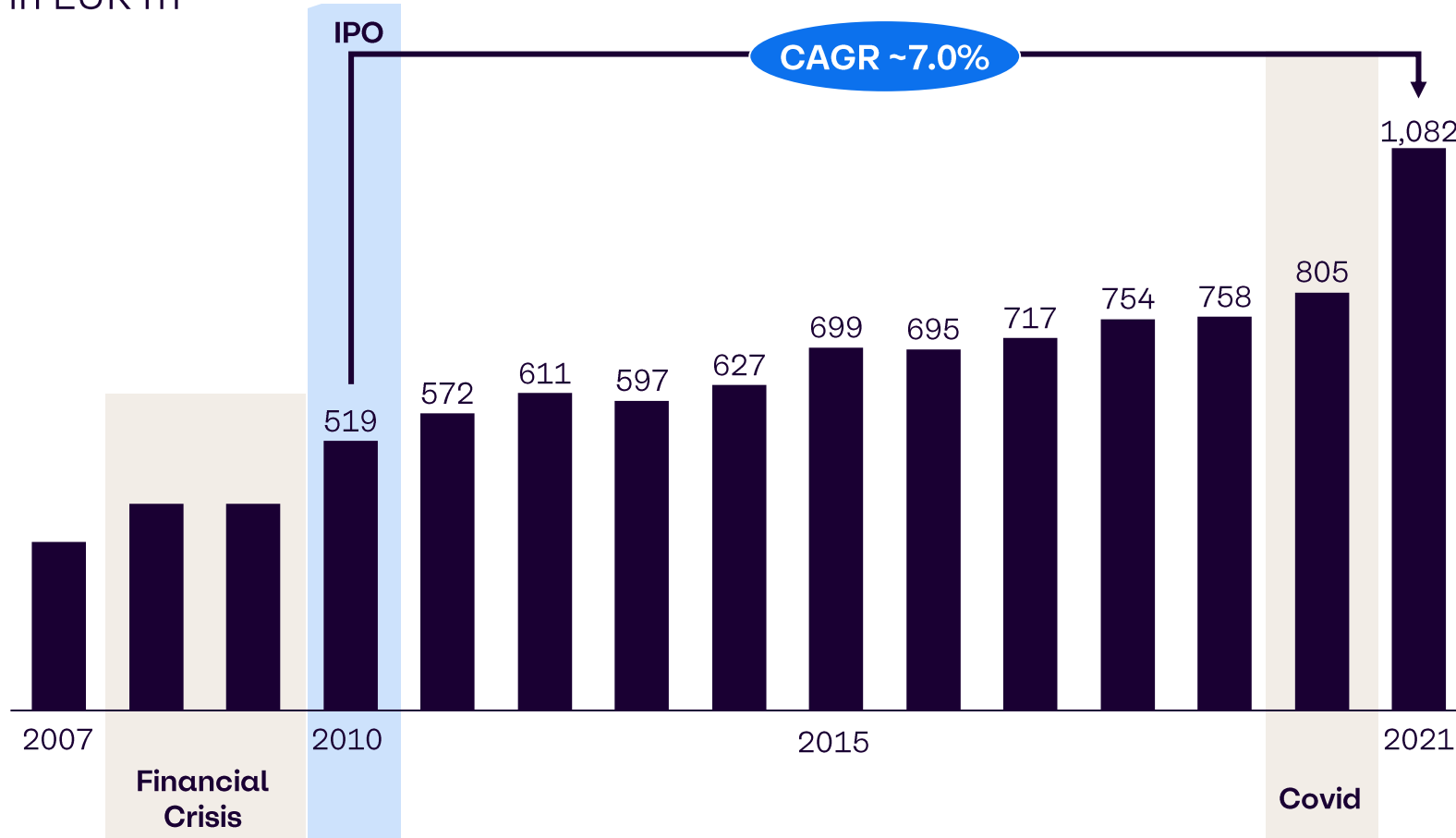
¹⁾As % of purchase value
²⁾As % of Sales
³⁾As % of Op. Gross Profit
⁴⁾Less than truckload



Sustainable track record of compounding growth

Operating EBITA

in EUR m



Profit growth consistently above chemicals manufacturing growth

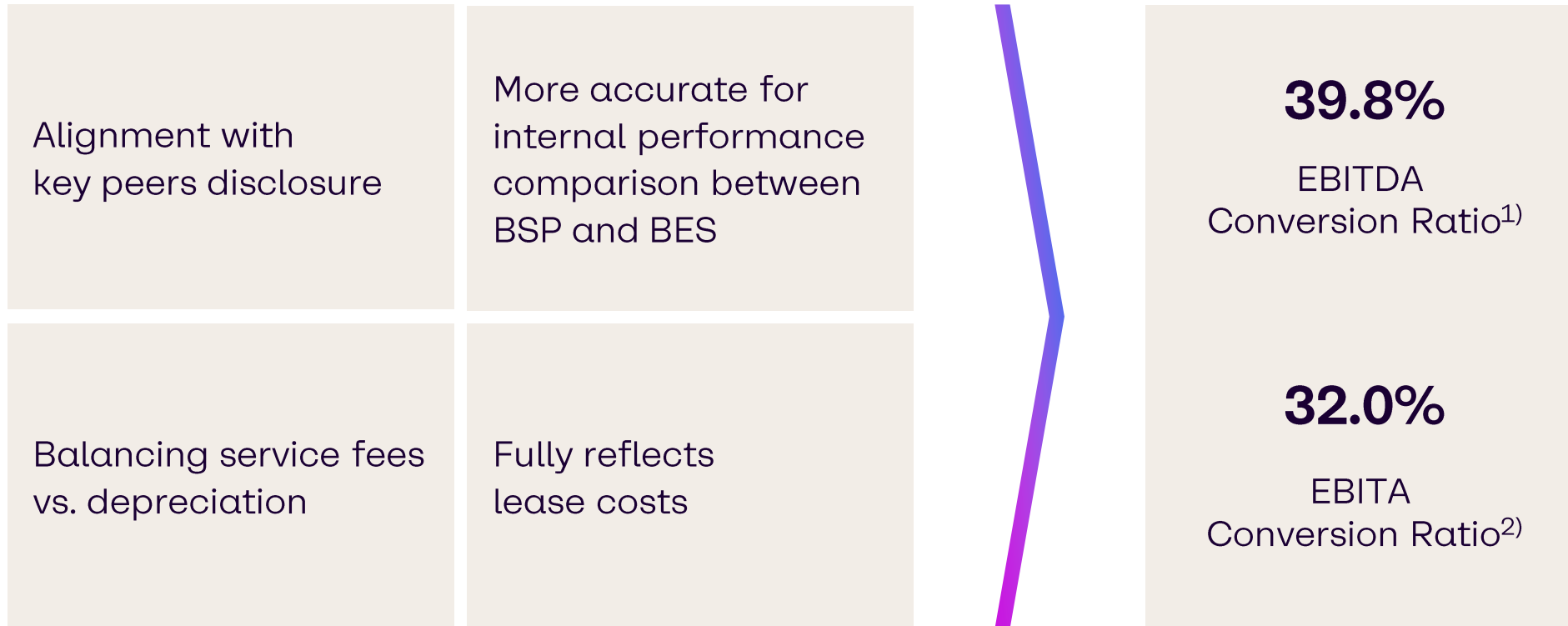
Ability to protect margins even in macro downturns

Operating EBITA margin remains stable across cycle

Countercyclical cash flow profile

Recurring and synergistic bolt-on M&A a key opportunity to compound earnings

Transition to EBITA as lead KPI to appropriately reflect profitability



BSP with higher EBITA conversion ratio vs. BES

¹⁾ Calculated as Op. EBITDA / Gross Profit

²⁾ Calculated as Op. EBITA / Gross Profit



Group financial 2026 targets at a glance

Growth and profitability

4% - 6%

Organic Operating Gross Profit CAGR

6% - 8%

Organic Operating EBITA CAGR

35% - 37%

Operating EBITA Conversion Ratio¹⁾

Digital.Data.Excellence / Self-help program

EUR 200m

Net annual EBITA uplift by 2026

Planned investments

EUR 400-500m

Annual M&A spend

EUR 300-350m

Annual Capex²⁾

Note: Base year for targets is 2021.

¹⁾Calculated as Op. EBITA / Gross Profit. Includes DiDEX

²⁾Excluding Capex for DiDEX

BSP will surpass BES in size by 2026

	Brenntag Specialties	Brenntag Essentials
Organic Operating Gross Profit CAGR	6% - 8%	3% - 4%
Organic Operating EBITA CAGR	7% - 9%	4% - 5%
Operating EBITA Conversion Ratio 2026 ¹⁾	40% - 42%	28% - 30%

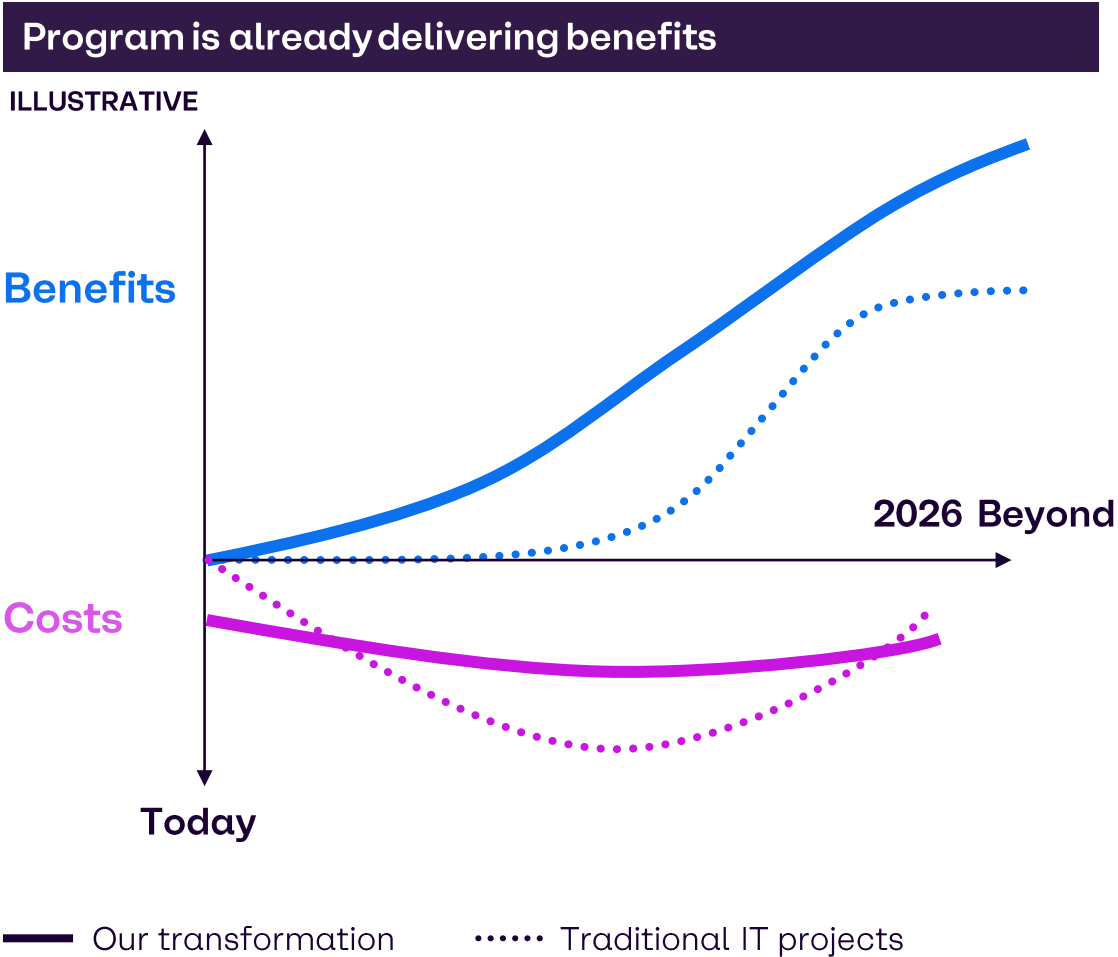
Base year for targets is 2021

76 ¹⁾Calculated as Op. EBITA / Gross Profit. Excludes DiDEX



Benefit of DiDEX will result in net annual EBITA uplift of EUR 200m by 2026

<p>EUR 200m Net annual EBITA uplift by 2026</p>	<p>80% From bottom line measures</p>
<p>EUR ~350m Total investment until 2026 to develop Digital & Data capabilities¹⁾</p>	<p>~65% OPEX</p> <p>~35% CAPEX</p>



Strong financial profile provides room for further profitable investments

Leverage	1.3x Current Net Leverage ¹⁾
Equity Ratio	40% Current Equity Ratio ²⁾
ROCE	23% Current ROCE ³⁾⁴⁾

¹⁾LTM Q3 2022 Leverage calculated as Q3 Net Debt divided by LTM Q3 2022 Operating EBITDA

²⁾LTM Q3 2022 Equity Ratio calculated as Q3 Total Equity divided by Q3 Total Assets

³⁾LTM Q3 2022 ROCE calculated as LTM Q3 2022 EBITA divided by the LTM Q3 2022 average carrying amount of equity plus the LTM Q3 2022 average carrying amount of financial liabilities less the LTM Q3 2022 average carrying amount of cash & cash equivalents

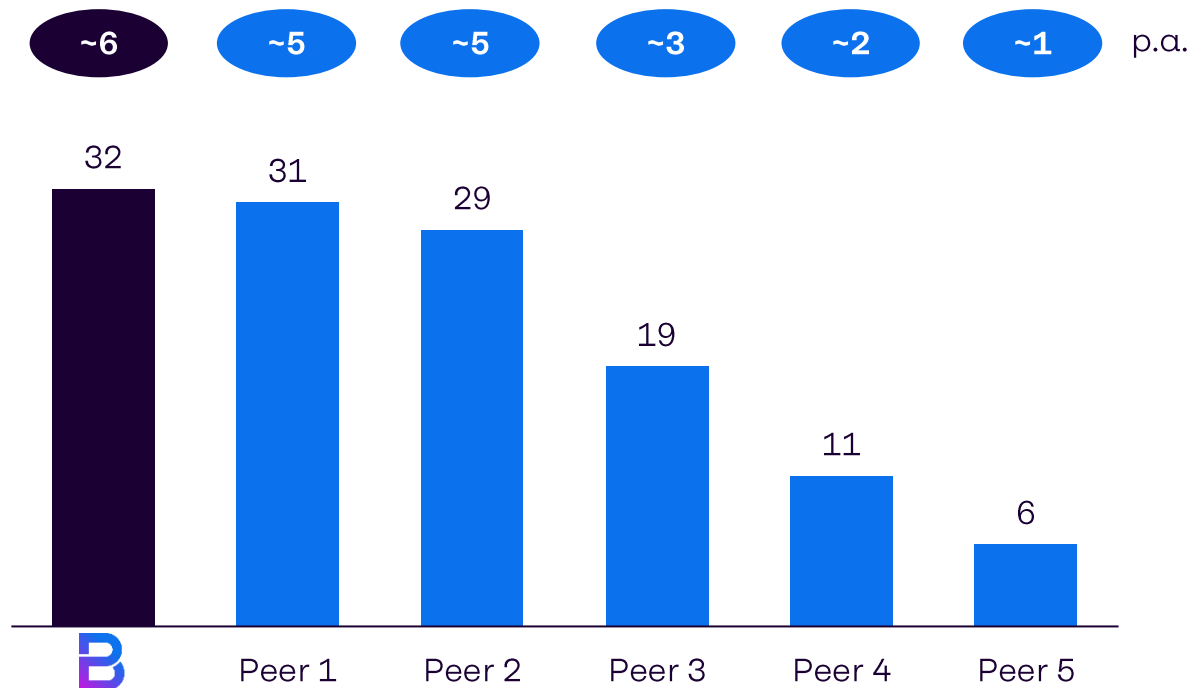
78 ⁴⁾Before special items. ROCE after special items amounts to 21%



Brenntag is the leading consolidator in the industry

M&A activity 2017-2022 YTD¹⁾ ...

Number of deals



... with compounding value creation over time

EUR
4.7bn

Acquired revenue 2010 - 2022 YTD¹⁾

~3%

Average share of M&A contribution to annual Op. EBITDA from 2010 - 2022 YTD¹⁾

EUR
2.5bn

M&A spend via 89 acquisitions from 2010 - 2022 YTD¹⁾

~8x

Average EBITDA multiple paid pre-synergies



Clear M&A strategy as an enabler of future growth

Key pillars of growth ...

Accelerate **growth in Life Sciences** globally

Enhance **strategic capabilities and market positions**

Expand position in **emerging markets** in Specialties and Essentials

Selectively **fill white spots** to complement our portfolio

Improve **tech capabilities** and realize **efficiency gains**

... translating into strategic plans

Continued **financial and integration** discipline

Extensive pipeline of **>300 targets**

Additive to **sustainability goals**

Increased annual M&A spend to ~EUR 400-500m

Our capital allocation framework

- Brenntag's capital structure and targeted **investment grade credit rating** define the boundaries of discretionary capital spending
- We maintain a target leverage of ~2.0x
- 35% – 50% of consolidated profit after tax is paid to shareholders as a **dividend** on an annual basis

Capital allocation priorities



Reinvest in the business to support the strategy and long-term growth



Deployment into value-generative M&A where strategically attractive



Additional shareholder returns if value-maximizing for our shareholders

Wrap-up & key takeaways



Our compelling “Strategy to win” in Horizon 2

Ambitious financial targets with new medium term guidance

We are the **undisputed and resilient global market leader** delivering **consistent growth** with a **strong sustainability focus**

Substantial increase in M&A spend building on **successful M&A** track record

We **deliver** on our **promises**



Data- and technology-driven transformation with strong focus on excellence and **net annual EBITA uplift of EUR 200m by 2026**

Differentiated segment strategies leading to **above market growth** with strong **data- and innovation-driven** business approach