




Corporate Governance Roadshow on Supervisory Board Elections 2025


Richard Ridinger, Chairman of the Supervisory Board

November 2024


Brenntag is the undisputed leader in a structurally expanding market, delivering reliable earnings growth




Our unique platform




Global leader with superior offering in attractive markets




Unparalleled product portfolio, application know-how and innovation capabilities



Unique distribution network, combining global reach with last mile ownership




Trusted partner to suppliers and customers at the center of a digitally-enabled ecosystem




Easiest to do business with


Customer Net Promoter Score
48 (vs. 36 in 2020)



Customer Effort Score
1.8 (vs. 2.1 in 2021)




Employee Net Promoter Score
16 (vs. -1 in 2021)




Delivering on our strategy


Resilient and reliable growth with ~7% Op. EBITA CAGR since IPO




Asset light business model with consistent ROCE ≥ 14%



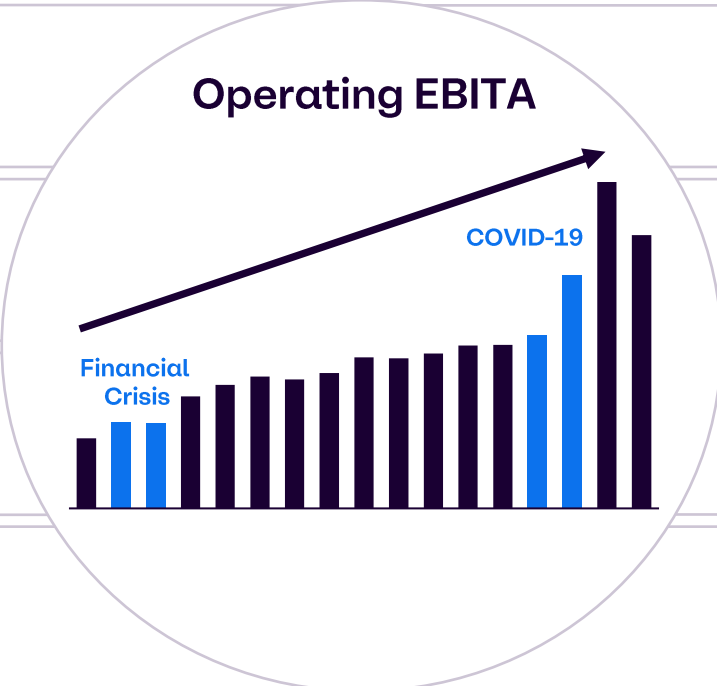
EUR 10.0bn cumulative FCF since IPO, with more than EUR 3bn¹⁾ returned to shareholders




M&A track record with EUR ~3.5bn spent on >100 acquisitions since IPO




Operating EBITA



 2

Note: as of FY 2023
¹⁾ EUR 2.5bn dividends and share buyback of EUR 750m as of Q3 2024 YTD



Brenntag is continuing its transformation journey initiated in 2020



Governance Update



The Supervisory Board is a highly qualified and experienced team with diverse backgrounds



Richard Ridinger– Chair of the Supervisory Board

Int. experience: 7 years CEO at Lonza, Switzerland

Member since 2020; Chair since 2023; Term until 2027

Expert in chemical industry and healthcare industry with focus on transformation



Dr. Andreas Rittstieg - Deputy Chair

Not standing for re-election in 2025

Int. experience: Positions in USA and Japan

Member since 2010; Term until 2025

Expert in compliance, corporate governance and digitalization



Stefanie Berlinger

Re-election
for 2 years

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

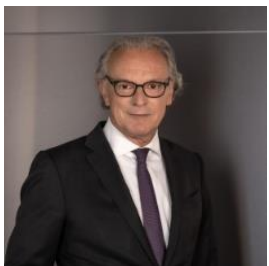
Expert in accounting, auditing, risk management, compliance and particularly ESG



Wijnand P. Donkers

Int. experience: Positions in Europe, USA, Asia
Member since 2017; Term until 2026

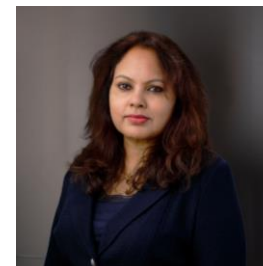
Expert in ESG and chemical industry with lead positions at BP



Ulrich M. Harnacke

Int. experience: Consulting of int. clients for many years
Member since 2017; Term until 2026

Expert in risk management, compliance, accounting, corporate governance and M&A



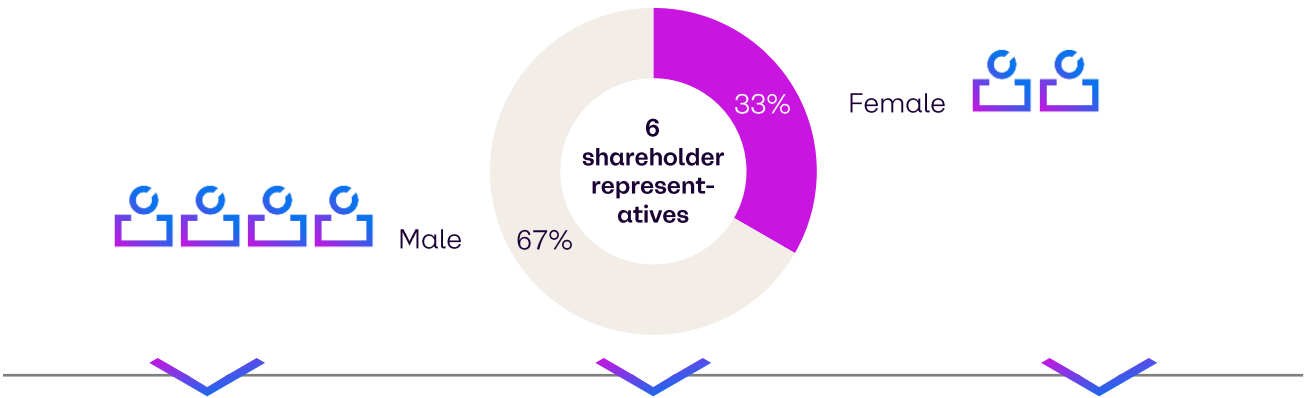
Suja Chandrasekaran

Int. experience: Positions in USA and Brazil
Member since 2023; Term until 2026

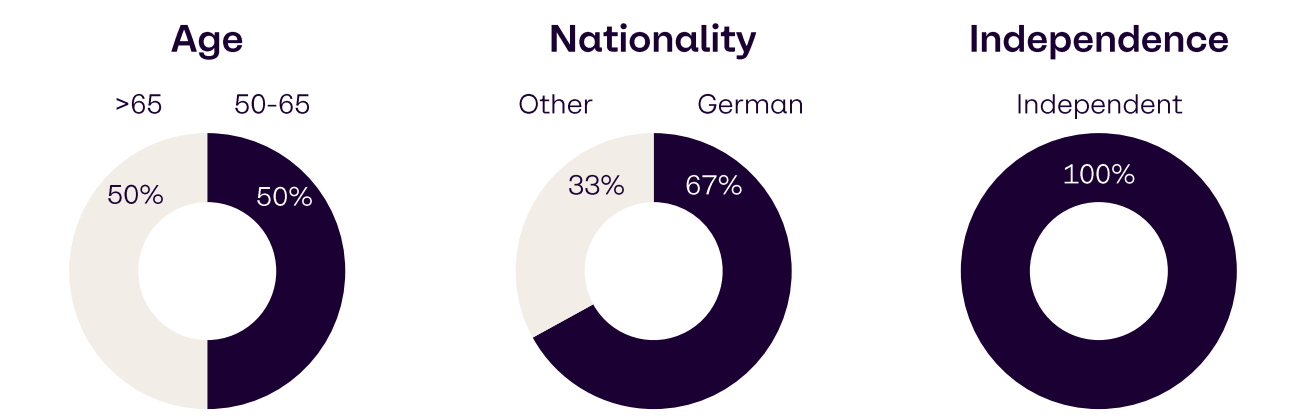
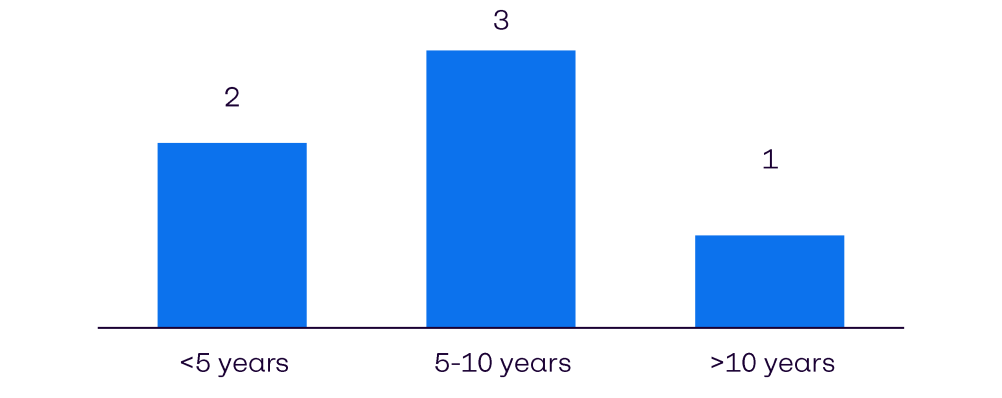
Expert in technology and data, strategic transformation, digital business models, business operations, e-commerce and cybersecurity.

Balanced board composition across various metrics within current Supervisory Board

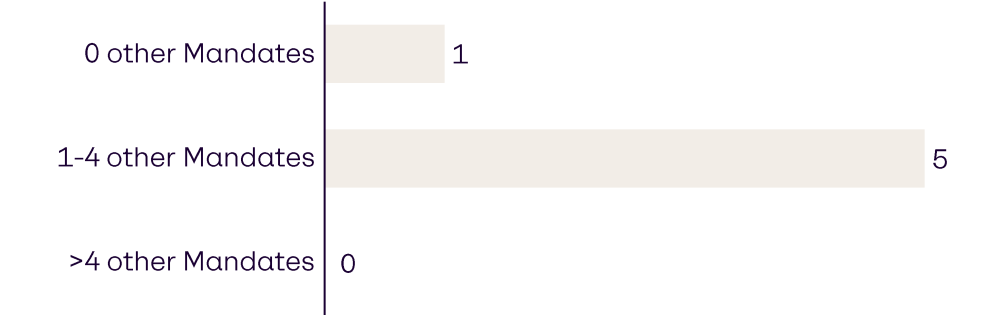
Gender diversity



Membership on Brenntag Supervisory Board



Mandates at other listed companies¹⁾

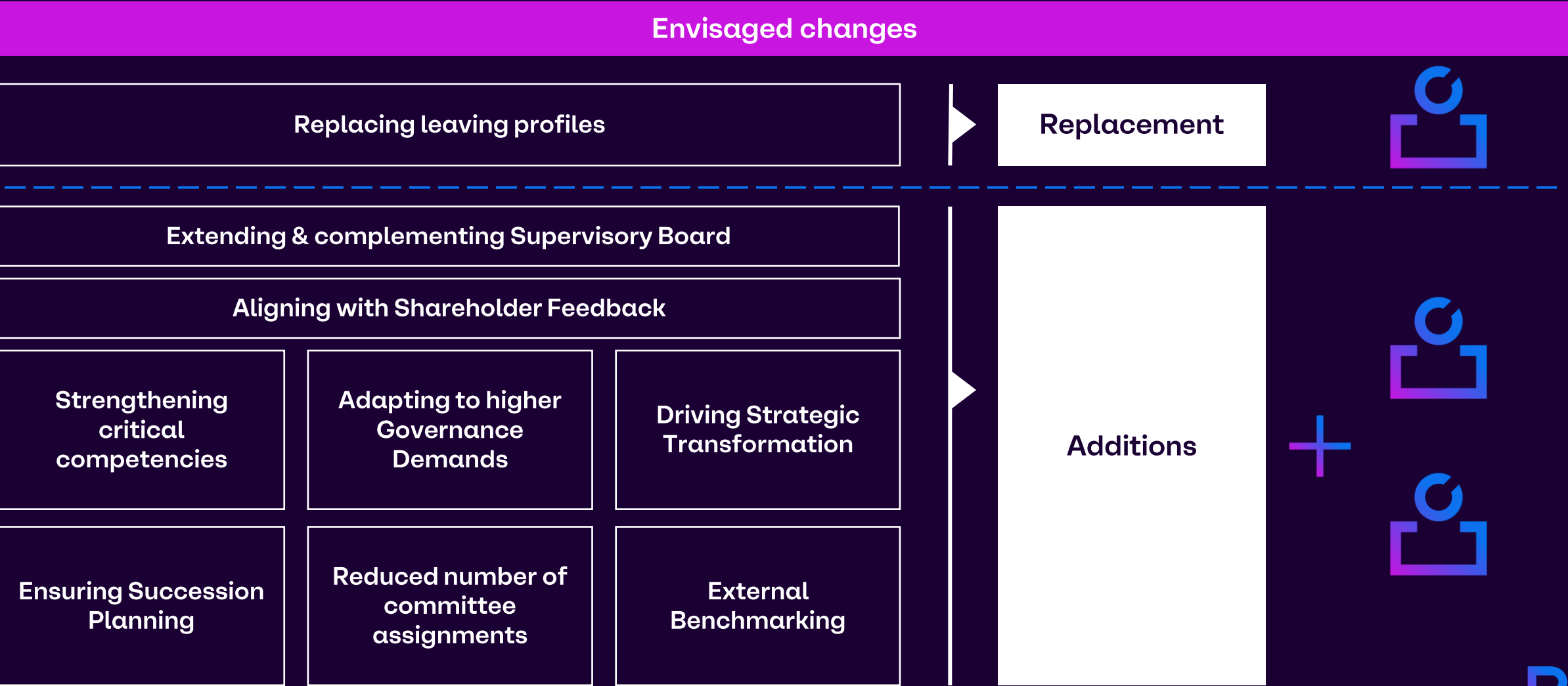


The Supervisory Board has all the necessary competencies to advise and support on Brenntag's transformation

Member	Expert qualification – Key concrete objectives and criteria										Committees		
	Safety / CSR / ESG expertise relevant to Brenntag	Management / C-Level experience	Corporate Governance / compliance	Chemical industry	Distribution / Supply Chain Management B2B Services industry	Strategy, Portfolio Management, M&A	Change Management / HR	Financial Expert ¹⁾	Capital Markets	Digital transformation / IT	Nomination and Remuneration Committee	Audit and Compliance Committee	Transformation and ESG Committee
Richard Ridinger (Chair)	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓
Stefanie Berlinger	✓		✓			✓		✓	✓			✓	
Wijnand Donkers	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓ (Chair)
Ulrich Harnacke	✓	✓	✓		✓	✓	✓	✓	✓			✓ (Chair)	✓
Dr. Andreas Rittstieg	✓	✓	✓			✓			✓	✓	✓ (Chair)		
Sujatha Chandra-sekaran		✓	✓		✓	✓	✓		✓	✓		✓	

¹⁾ 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.

Rationale for proposed Supervisory Board changes







Supervisory Board elections 2025

Competencies and qualifications of new candidates

	Finance Expert (preferably Group CFO)	Global Group Executive with P&L Responsibility	Shareholder Representation	Operative Group HR Management	Investor- / Capital Market expertise	Chemical Distribution / Service Industry	Group Legal Experience	No Tenure Limitation for 2 Terms
To be covered by all candidates together	✓	✓	✓	✓	✓	✓	✓	✓
Candidate 1: Dominik de Daniel	✓	✓	✓		✓	✓		✓
Candidate 2: Current lead candidate		✓		✓	✓		✓	✓
Candidate 3: Search ongoing								

Supervisory Board elections 2025

Proposed Candidates and Tenure

Elections 2025:		Proposed term		
	Stefanie Berlinger Re-election at AGM 2025	2025	2026	AGM 2027
	Dominik de Daniel Election at AGM 2025	2025	2026	AGM 2028
	Lead Candidate Election at AGM 2025	2025	2026	AGM 2028
	Ongoing Search Election at AGM 2025	2025	2026	AGM 2028
		Envisaged expansion		

Backgrounds and profiles of proposed candidates for the Supervisory Board (1/4)



Stefanie Berlinger

Re-election
for 2 years

Nationality: German

Year of birth: 1973

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

>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
 - **Lilja & Co. GmbH**– Managing Director
- Since 2006
 - **Lilja & Co. AG** – Partner
- 2005
 - **Deutsche Bank AG** – Director, Institutional Equity Sales

Mandates in control bodies of commercial enterprises

- None

Key selection criteria

- ✓ Brenntag SVB member since 2015
- ✓ Financial expert
- ✓ Deep Capital Markets know-how
- ✓ Expert in accounting, auditing risk management, compliance and ESG

Backgrounds and profiles of proposed candidates for the Supervisory Board (2/4)



Dominik de Daniel

Nationality: Swiss, German

Year of birth: 1975

Profession: CEO Kühne Holding AG

>20 years C-suite leadership experience in various listed, globally leading companies in the business services industry with a strong focus on Strategy, Finance, M&A, Operations, Value creation, Process Improvement, IT & Digitalization and Investor Relations

Career

- | | |
|-------------|---|
| 2024 | ▪ Kühne Holding AG – Chief Executive Officer |
| 2019 – 2024 | ▪ SGS SA – Chief Financial Officer |
| 2015 – 2018 | ▪ IWG PLC – Chief Financial Officer & Chief Operating Officer |
| 2006 – 2015 | ▪ Adecco SA – Chief Financial Officer and Global Head of Solutions |

Mandates in control bodies of commercial enterprises

- **Kühne+Nagel International AG, Schindellegi, Switzerland** (listed) (Group company, majority shares held by Kühne Holding AG) (Member of the Board of Directors)
- **Aenova Group, Starnberg, Germany** (not listed) (Group company, majority shares held by Kühne Holding AG) (Chair of the Supervisory Board)

Key selection criteria

- ✓ Direct shareholder representative of largest Brenntag shareholder
- ✓ Experienced Group CFO
- ✓ Business services industry expert
- ✓ Strong focus on Strategy, Finance and Value creation

Appendix

Appendix

- 1. ESG at Brenntag**
2. Remuneration system
3. Supervisory Board
4. Other

Based on our strengths and high ambitions, we developed a “Future Sustainable Brenntag” picture

Responsible distribution ...

Brenntag’s operations & suppliers



Climate protection

- Strive for zero CO₂ emissions
- Certified sites according to sustainability standards

Safety performance

- Ambition for zero accidents and releases

Human rights

- Our supply chain is fulfilling human rights and paying living wages

Governance

- Reliable governance structures

Employees

- Diverse and engaged employees

... of sustainable chemicals and ingredients

Brenntag’s products & services



Circular economy

- Significant value-added services with circularity
- All packaging recycled/reused

Sustainable and safe products

- Majority of products are sustainable
- Less products with concern¹⁾

Emerging technology shifts

- Reduced business for internal combustion engine
- New business with battery chemicals and alternative fuels

Increased information need









- Product carbon footprints for all customers
- Product carbon footprints from all suppliers



¹⁾ Carcinogenic, Mutagenic and Reprotoxic (CMR) with consumer contact and Persistent, Bio-accumulative, and Toxic (PBT), very Persistent and very Bio-accumulative (vPvB) intended to be released in the environment



Key mid-/long-term targets in six focus areas addressing the UN SDGs

Focus areas		Mid- to long-term targets					
		2024 - 2026			2030 - 2045		
 Environment	1	Climate protection & emissions reduction 	100% energy consumption from renewable sources (2025)	100% offsetting of remaining Scope 1 and 2 emissions (2025)	25% reduction in spill rate ¹ vs 2023 (2030)	40% absolute carbon reduction vs. 2020 (2030)	Net zero carbon emissions (2045)
	2	Resource efficiency & circular economy 	Assess at least 60% of the product portfolio (sales in EUR) for sustainability (2024)	Ten circular businesses, each generating > EUR 1 million a year (2025)			
 Social	3	Fair & safe employer 	100% targeted expansion of unconscious bias training for leaders, managers and recruiters (2025)	Annual global employee engagement survey, including action planning and monitoring (2024–2026)	Female representation of at least 30% across our entire mgmt. below BoM ² by 2030	TRIR ³ < 2.0 by 2030	
	4	Responsible partner 	All suppliers are covered by risk management (as of 2024)				
 Governance	5	Management structures 	Refine the regular reporting to regional, divisional and global management on the development of the compliance management system (2024)				
	6	Portfolio & investment steering 	100% portfolio steering towards sustainability (2025)	Develop strategies to support technological advancement in important industry segments (e.g. automotive) (2025)			

¹) Uncontained spills, PSE1 and toxic gas releases will be disclosed

²) BoM = Board of Management

³) TRIR = Total Recordable Injury Rate

2024 ESG Scorecard

	Objective	KPI	2024 target	Reference to mid-/long-term target
Governance	Significantly decrease risks on human rights in the whole supply chain	Define preventive measures for all (>95%) suppliers with high risk profile (high & critical risk) and engage responsible internal stakeholders about resulting action	>95%	• All suppliers are covered by risk management
	Transition towards circular economy by constituting a pipeline for circular business models	Plan for each business developed and execution started (BES = 5; BSP = 5)	10	• Ten circular businesses, each generating > EUR 1 million (2025) • Develop strategies to support technological advancement in important industry segments (e.g. automotive) (2025)
	Increase share of sustainable solutions to support customer needs	Assess portfolio for sustainability (60% covered)	≥ 60%	• Assess portfolio for sustainability (60% covered) (2024) • 100% portfolio steering toward sustainability (2025) • Develop strategies to support technological advancement in important industry segments (e.g. automotive) (2025)
Social	Ensure a dynamic and diverse organization by increasing diversity and inclusion in the leadership team	Women in leadership positions according to management level in percent	L-1 ≥ 23.3% L-2 ≥ 27.0% L-3 ≥ 30.0% L-4 ≥ 30.0% L-5+ ≥ 27.3%	• Female representation of at least 30% across our entire management below the Board of Management (2030)
	Ensure engaged employees	Conduct a global employee engagement survey	done	• Annual global employee engagement survey (2024-2026) including action planning and monitoring
	Enhance workplace diversity, foster inclusivity, and improve decision-making by addressing unconscious biases	Develop and set up a mandatory training to raise awareness on unconscious bias	done	• 100% targeted expansion of unconscious bias training for leadership, managers and recruiters (2025)
	Set a high bar across working conditions and strive safe operations and zero accidents	Total Recordable Incident Rate (TRIR)	< 2.6	• TRIR < 2.0 (2030)
Environmental	Become carbon net zero	Reduction of CO2e emissions (Scope 1+2) ¹⁾ in comparison to base year 2020 ²⁾	-16.8%	• 40% absolute carbon reduction vs. 2020 (2030) • 100% electricity consumption from renewable sources (2025) • 100% compensation of remaining Scope 1 & 2 emissions by 2025 • Net zero carbon emissions (2045)
	Ensure zero spills and releases with emissions to the environment	Reduction in spill rate ³⁾ vs. 2023	-3.5%	• 25% reduction in spill rate ³⁾ vs. 2023 (2030)

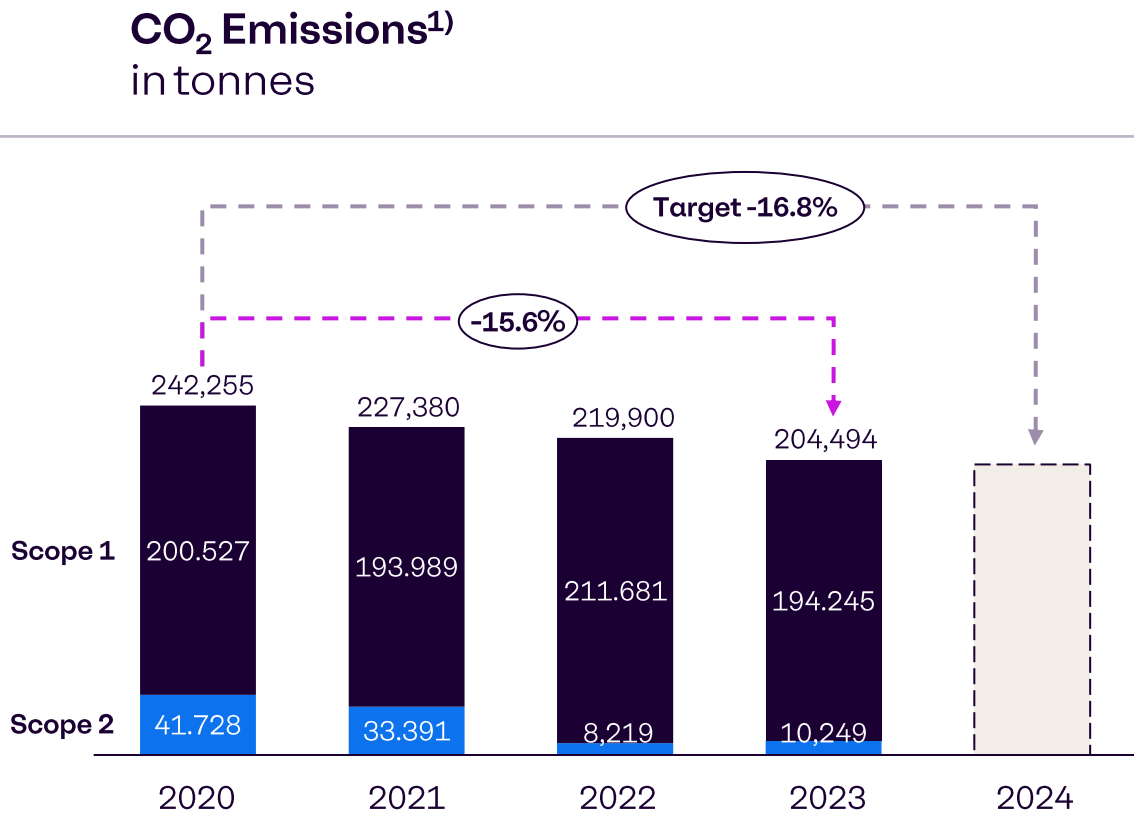
¹⁾Emissions from direct operations calculated with marked-based method

²⁾ Only sites, which have been included in the base year 2020 are covered by the target

³⁾ Measured by events of spills (> 200 liters) divided by Million Man-Hours

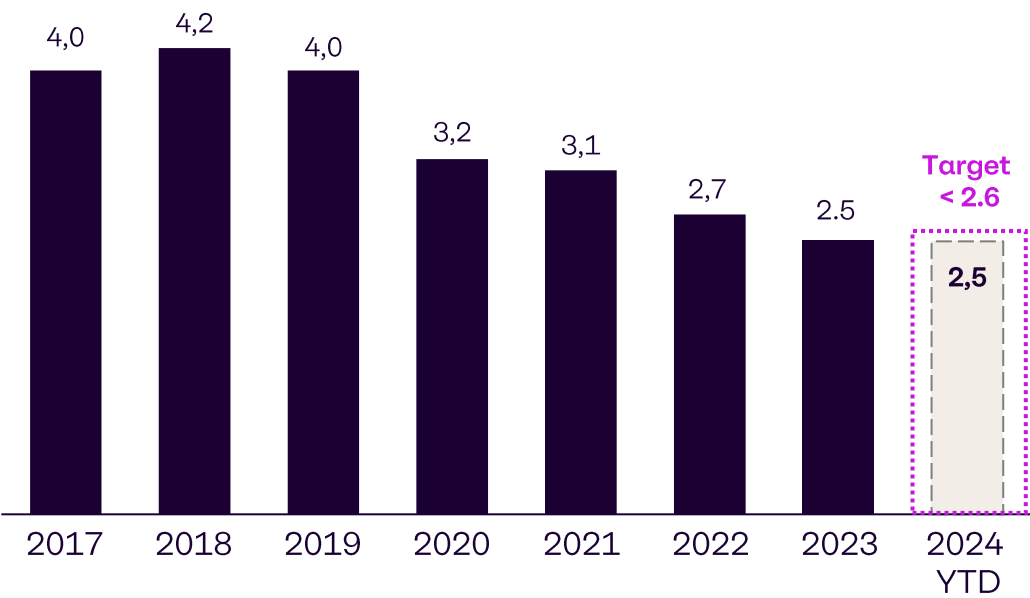
ESG: Operating sustainably to minimize energy consumption and CO₂ Emissions

CO ₂ Emissions in 2023 in thousand tonnes		Main contributor to reduction
Scope 1 0.70%	194	Company facilities, company trucks & vehicles
Scope 2 0.04%	10	To purchase electricity from renewable energy sources (solar panels, biodiesel)
Scope 3 99.26%	27,563	Purchased chemicals and Services and external transportation and distribution



ESG: Safety and Diversity

Group Accident Rate TRIR^{1),2)}



Diversity – Key figures²⁾

	Targets		2023	2022
Proportion of women in the Supervisory Board	At least 33.3% by 2026	✓	33.3%	33.3%
Proportion of women in the Board of Management	At least 20% by 2026	✓	25.0%	20.0%
Proportion of women in management positions ^{2),3)}	At least 30% by 2030	✓	31.3%	31.0%
Proportion of women in the total workforce	n.a.	✓	35.0%	34.5%
Different nationalities	n.a.		>100	>100

¹⁾ TRIR (Total Recordable Injury Rate): Number of workplace accidents involving injuries that require medical treatment (beyond first aid), per one million work hours
²⁾ TRIR and Proportion of women in management positions were audited by PwC for 2021 and 2022 with limited assurance, and for 2023 by Deloitte with reasonable assurance
³⁾ Below the Group Board of Management

Brenntag ahead of sector average and further strengthening its leading ESG position

Memberships and initiatives



UN
Global
Compact



Responsible
Care/Distribution
program



“Together for
Sustainability”
initiative



Global inclusion
initiative
The Valuable 500



DAX 50
ESG



DAX 30
ESG



DAX ESG
Target



Reporting
According
to GRI



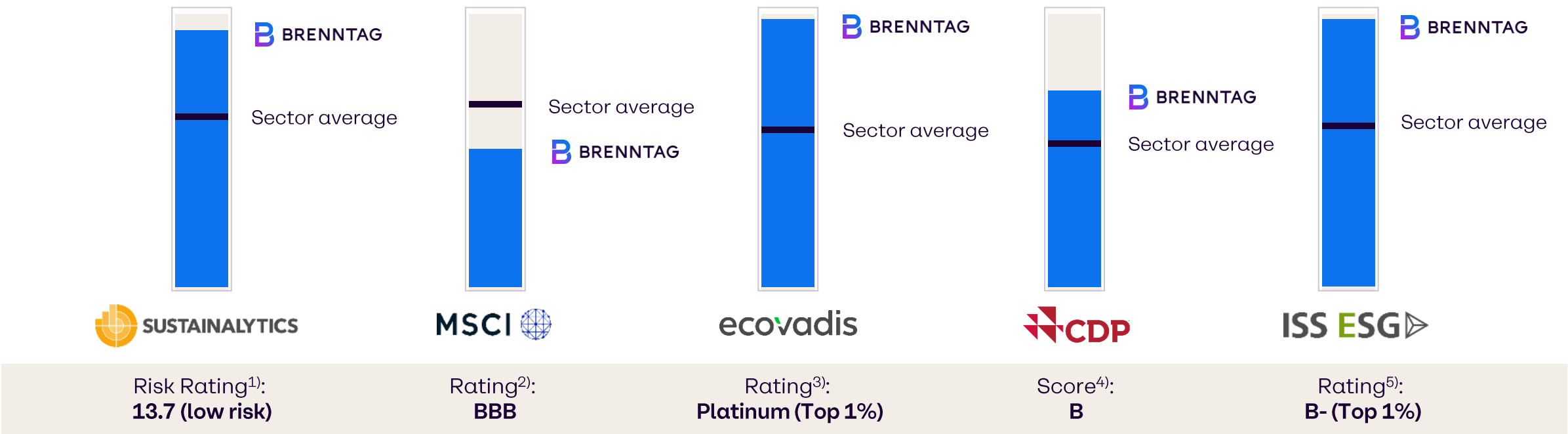
Reporting
according
to SASB



Joined
in 2022



TCFD reporting



¹ Rating scale: negligible (0-10) to severe (40+), based on full review as of April 01, 2024; ² Rating scale: AAA to CCC, as of October 22, 2024; ³ Rating scale: Bronze (Top 50%) to Platinum (Top 1%), as of May 29, 2024; ⁴ Rating scale: A to D-, as of February 2024; ⁵ Rating scale: A+ to D-, as of July 13, 2024

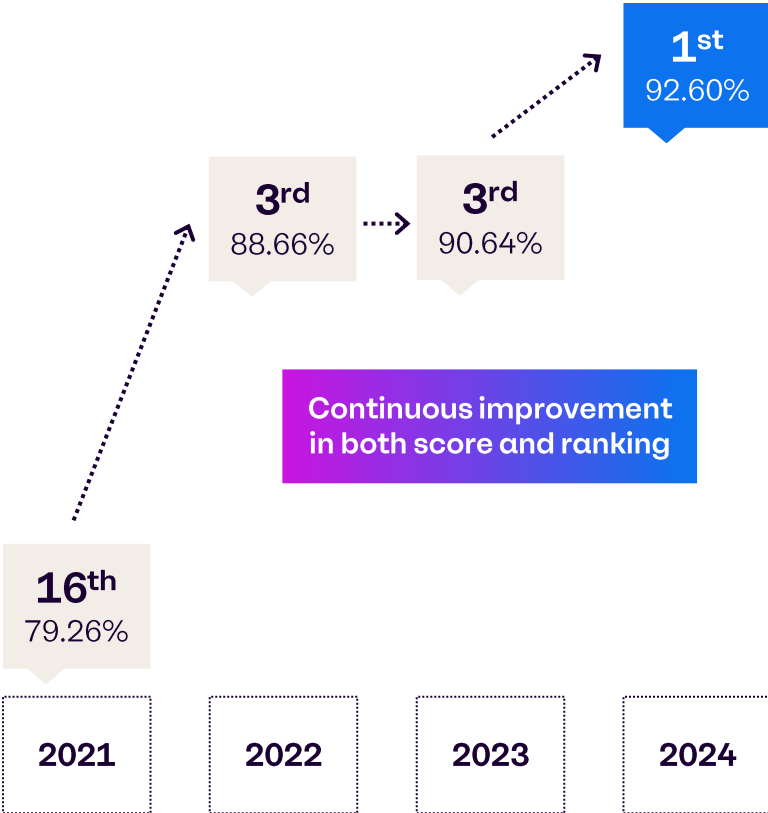


Governance: Brenntag is the leader among German DAX companies in Corporate Governance Ranking by DVFA¹

DVFA Scorecard 2024

	Company	
1	Brenntag SE	92.60%
2	Munich Re	91.72%
3	Mercedes Benz Group AG	89.94%
3	Deutsche Börse AG	89.94%
5	Deutsche Bank AG	88.17%
5	RWE AG	88.17%
7	Deutsche Telekom AG	87.87%
7	Daimler Truck Holding AG	87.87%
9	DHL Group AG	87.28%
10	Commerzbank AG	86.09%
11	BMW AG	85.80%
12	BASF SE	85.21%
13	E.ON SE	84.91%

Brenntag Score and Ranking over time



Comments

Brenntag ranked 1st in Corporate Governance Ranking by DVFA

Improving already very good results in 2023 by another two percentage points and maintaining “excellent” score

Strong focus on Corporate Governance and assessing functioning of Management and Supervisory Board, governance transparency as well as reporting & audit, among others

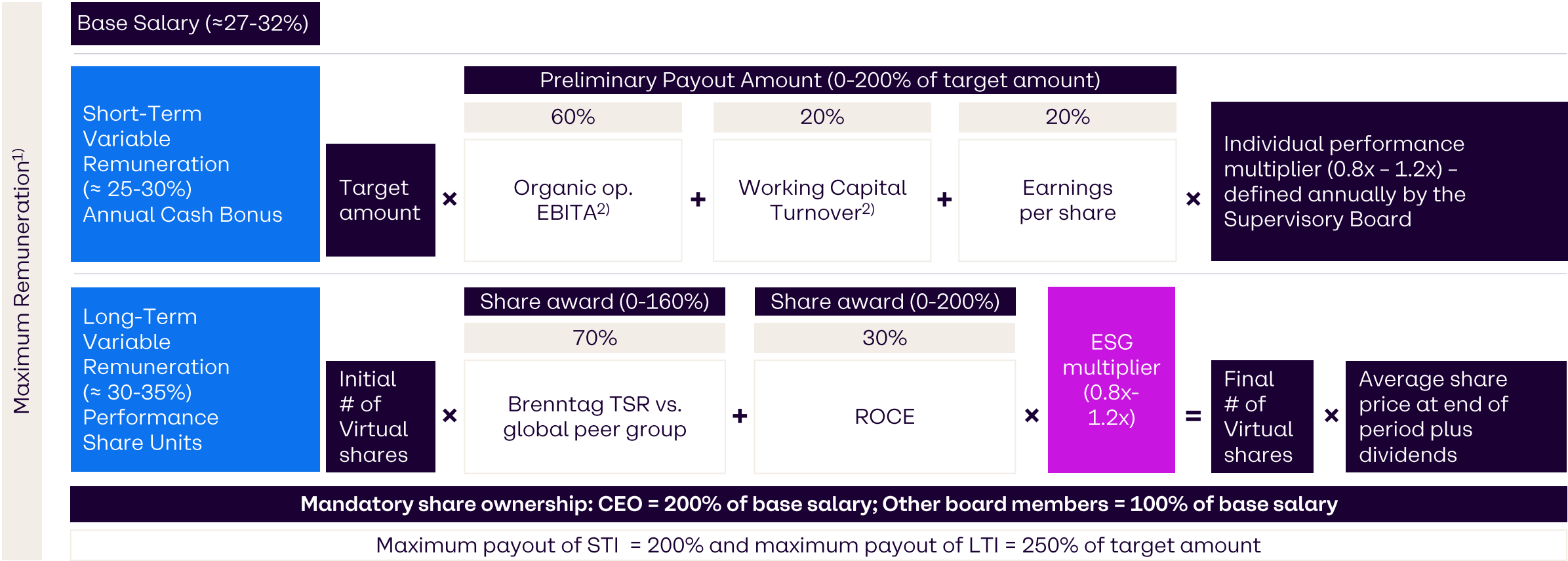
Overall rating	
100% - 90.1%	Excellent
90% - 80.1%	Very good
80% - 70.1%	Good
70% - 60.1%	Satisfactory
60% - 50.1%	Sufficient
< 50%	Poor

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1. ESG at Brenntag
- 2. Remuneration system**
3. Supervisory Board
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Current remuneration system of the Board of Management

ILLUSTRATIVE

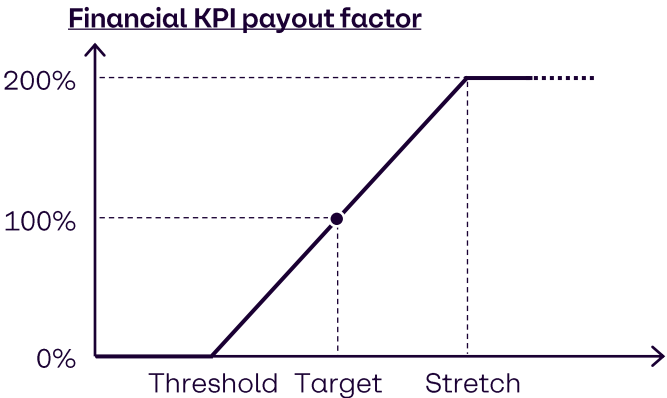


Overview of the Remuneration System 2023

Fixed remuneration	<ul style="list-style-type: none"> - Base salary - Benefits in kind - Pension allowance
Short-term variable remuneration	<ul style="list-style-type: none"> • Plan type: Target bonus model • Performance criteria: <ul style="list-style-type: none"> • 60% organic operating EBITA • 20% working capital turnover • 20% earnings per share • Individual performance multiplier (0.8-1.2) • Cap: max. 200% of the target amount
Long-term variable remuneration	<ul style="list-style-type: none"> • Plan type: Virtual performance share plan • Performance period: Four years • Performance criteria: <ul style="list-style-type: none"> - 70% ranking of the TSR of the Brenntag share vs. peer group of global competitors - 30% ROCE - ESG multiplier (0.8-1.2) • Cap: max. 250% of target amount
Other remuneration components and contractual provisions	<ul style="list-style-type: none"> • Malus & Clawback: The Supervisory Board is contractually entitled <ul style="list-style-type: none"> - to retain variable remuneration (malus) - to reclaim variable remuneration (clawback) • Share Ownership Guideline in the amount of the annual base salary: <ul style="list-style-type: none"> - Chair of the Board of Management: 200% - Other members of the Board of Management: 100% • Maximum remuneration pursuant to the German Stock Corporation Act <ul style="list-style-type: none"> - Chair of the Board of Management: EUR 7,500,000 - Other members of the Board of Management: EUR 5,000,000

The short-term variable remuneration depends on Brenntag's business success and Board members' specific business responsibilities

Component	% Total	New mechanism														
Short-term variable remuneration (annual bonus)	approx. 25-30%	Target amount in EUR	×	Organic operating EBITA			+	Working capital turnover		+	Earnings per share		×	Individual performance multiplier (0.8–1.2) defined annually by the Supervisory Board	=	Payout amount in EUR (max. 200% of target amount)
				60%		20%		20%								
				Preliminary payout amount (0-200% of target amount)												



The Supervisory Board defines individual performance aspects prior to the upcoming fiscal year

Individual performance aspects may include strategic and operative goals as well as ESG aspects and non-financial KPIs

Relevant individual performance aspects will be disclosed in the respective remuneration report

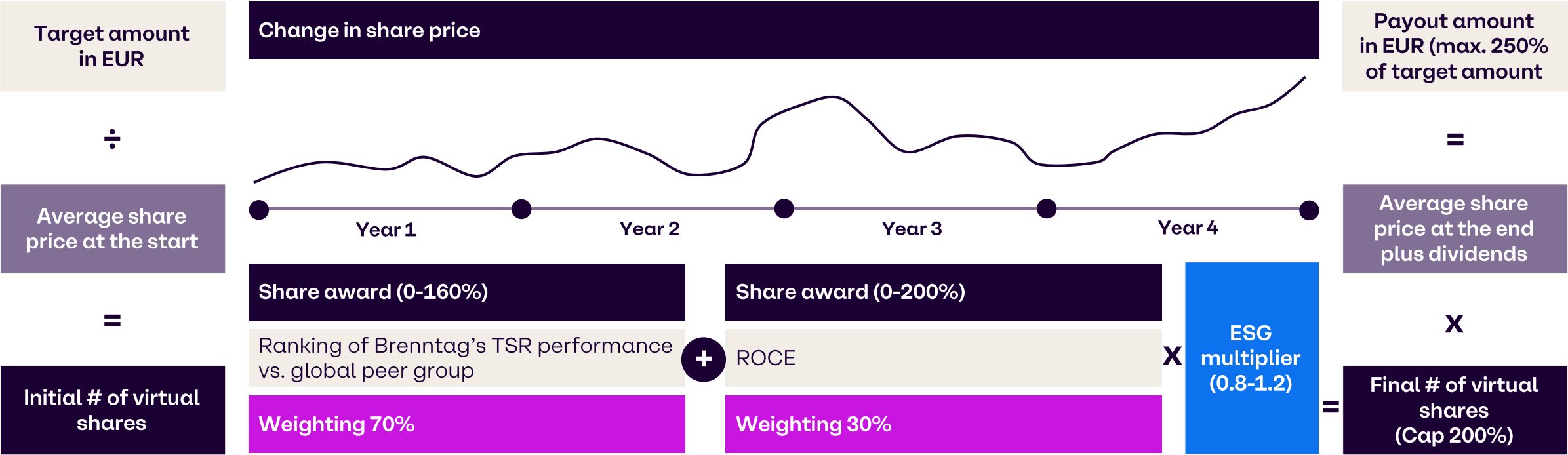
Target bonus model with three financial key performance indicators¹ and an individual performance multiplier

Maximum financial KPI payout factor is limited to 200% and maximum payout is limited to 200% of the target amount

25 1) If a member of the Board of Management is responsible for a division, the key performance indicators organic operating EBITA and working capital turnover are, independently from each other if appropriate, again weighted between 25% and 100% related to Group and between 0% and 75% related to divisional level



The long-term variable remuneration is designed as a performance share plan



- Number of virtual shares linked to two financial performance criteria and to ESG targets by way of an ESG multiplier
- Respective payout amount depends on the absolute change in the Brenntag share price over the four-year performance period
- The payout amount is capped at maximum 250% of the individual and contractually set target amount

Global peer group relevant for TSR benchmarking

Guiding principles for the global peer group review

Comparison with alternative investments in shares of a group of global peer companies

Consideration of the chemical distribution market as well as the distribution business model and the underlying market of Brenntag

Chemical distributors

Azelis Group N.V.

DKSH Holding AG

IMCD N.V.

Other distributors

Bossard Holding AG

Bunzl plc

Rexel S.A.

RS Group plc

WW Grainger Inc.

Chemical producers

Ashland Global Holdings Inc.

Croda International plc

Evonik Industries AG

DSM-Firmenich AG

LANXESS AG

Solvay S.A.

Share ownership guideline and Board of Management holdings

Ownership guideline

	Chairman	Other Members
Ownership Requirement (% Base Salary)	200%	100%

Comments	<ul style="list-style-type: none">▪ Board members are obliged to acquire the shares within 4 years▪ In each of the 4 years 25% of the holding obligation must be acquired▪ Excess shares purchased in one year may be credited against the target for subsequent years▪ Board members are required to hold the shares until 2 years after the end of his / her service
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Current Board of Management shareholdings (Current market value of position)

Name	# Shares ('000s)	Value of Shares (€m) ¹⁾
Christian Kohlpaintner	40.0	~2.39
Kristin Neumann	5.3	~0.32
Michael Friede	7.5	~0.45
Ewout van Jarwaarde	7.5	~0.45



Remuneration 2023: Supervisory Board

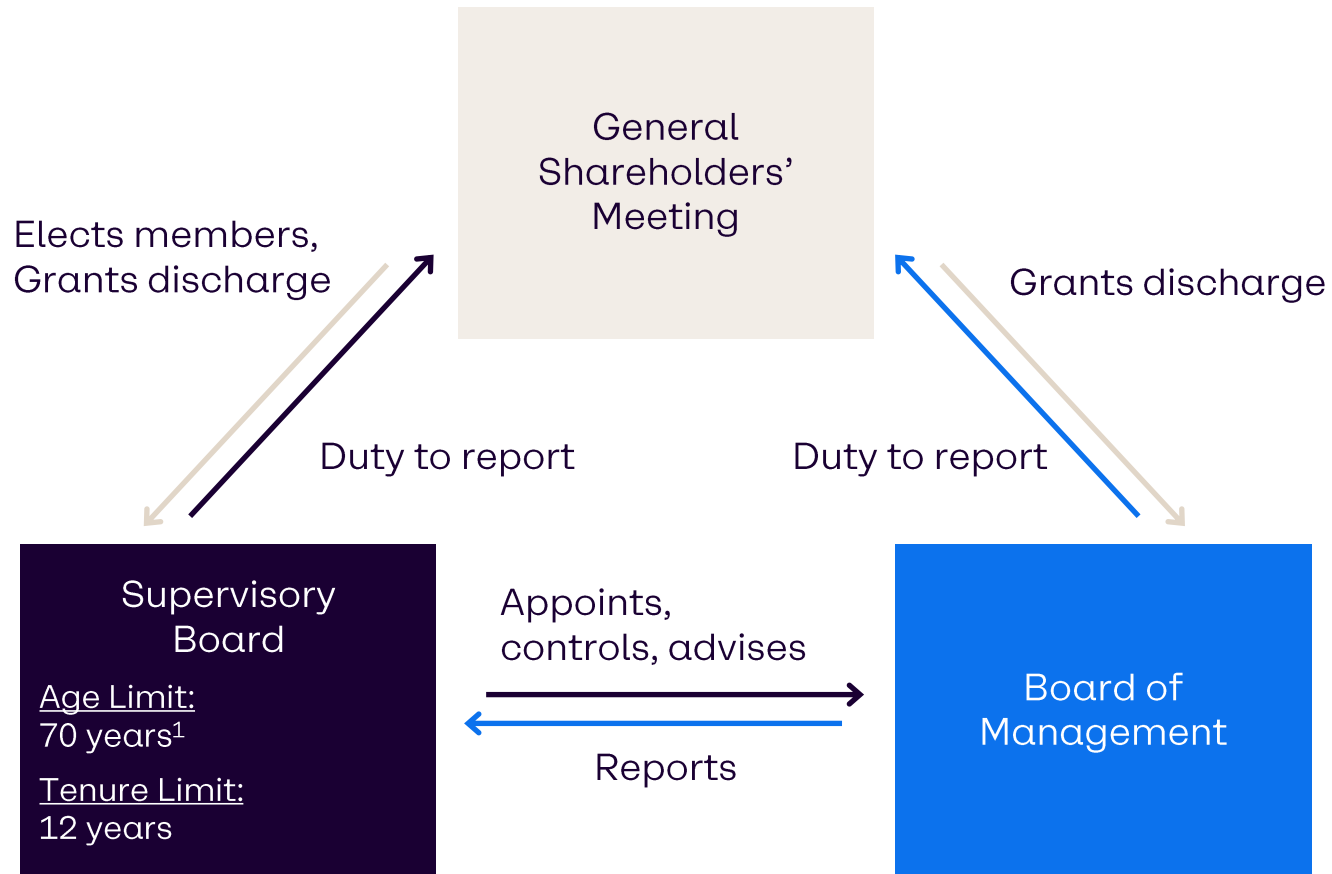
Fixed remuneration of the members of the Supervisory Board		
<div>Chairperson of the Supervisory Board</div> <div>EUR 325,000</div>	<div>Deputy Chairperson of the Supervisory Board</div> <div>EUR 162,500</div>	<div>Member of the Supervisory Board</div> <div>EUR 130,000</div>
Remuneration for committee memberships of the members of the Supervisory Board		
<div>Chair</div> <div>Nomination and Remuneration Committee, Audit and Compliance Committee, Transformation and ESG Committee, and any additional committee that may be established</div> <div>each EUR 125,000</div>	<div>Member</div> <div>Nomination and Remuneration Committee, Audit and Compliance Committee, Transformation and ESG Committee, and any additional committee that may be established</div> <div>each EUR 50,000</div>	
Share ownership guidelines for the members of the Supervisory Board		
<div>Personal investment in shares of Brenntag SE (20% of gross fixed remuneration per year) with holding obligation for the duration of an appointment period.</div>		

Note: Simplified illustration; the committee's names have recently been changed
Please see the Convocation of the Annual General Meeting 2023 on the Corporate Website for more details

Appendix

1. ESG at Brenntag
2. Remuneration system
- 3. Supervisory Board**
4. Other

Governance: Brenntag has a two-tier governance structure



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) No member of the Supervisory Board shall continue to hold office beyond the close of the General Shareholders' Meeting following the 70th birthday of the member of the Supervisory Board. Please see the Rules of Procedure for the Supervisory Board of Brenntag SE on the Corporate Website for more details

CVs of Supervisory Board members (1/3)

Richard Ridinger

Chair of the Supervisory Board / Member of the Supervisory Board since 2020, elected until the end of the General Shareholders' Meeting 2027



Nationality: German

Year of birth: 1958

Profession: Independent Management Consultant

Special expertise / experience:

>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)
2010-2014	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

Mandates in supervisory boards under applicable law:

- None

Membership in comparable control bodies of commercial enterprises:

- DSM-Firmenich AG, Kaiseraugst, Switzerland (listed) (Non-executive member of the Board of Directors)
- Roar HoldCo AB, Stockholm, Sweden (not listed) (Non-executive member and Chair of the Board of Directors) and Recipharm AB, Stockholm, Sweden (Group company, shares held by Roar HoldCo AB, not listed) (Non-executive member and Chair of the Board of Directors)

Andreas Rittstieg

Deputy Chair / Member of the Supervisory Board since 2010, elected until the end of the General Shareholders' Meeting 2025



Nationality: German

Year of birth: 1956

Profession: Lawyer

Special expertise / experience:

>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 Rittstieg Rechtsanwälte, Germany

Mandates in supervisory boards under applicable law:

- Hapag Lloyd AG, Hamburg, Germany (listed) (Member of the Supervisory Board)

Membership in comparable 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)

Not standing for re-election in 2025

CVs of Supervisory Board members (2/3)

Wijnand Donkers

Member of the Supervisory Board since 2017, elected until the end of the General Shareholders' Meeting 2026



Nationality: Dutch

Year of birth: 1962

Profession: Independent Management Consultant

Special expertise / experience:

>25 years of professional experience leading change, performance improvement and executing transformative M&A as private equity executive. Deep understanding of the challenges facing the international energy and chemicals industry and special expertise in the field of Environment, Social & Governance (ESG) due to professional background and various executive leadership positions in the chemical industry.

Career

Since 2019	Senior Adviser, Cerberus Capital Management LLC, New York
Since 2012	Managing Director, Horizon D. Capital BV, Wassenaar, the Netherlands
2015 - 2018	Industry Partner, Petrus Advisers, London, Great Britain
2007 - 2012	CEO, Deutsche Annington SE / Vonovia SE, Düsseldorf, Germany

Mandates in supervisory boards under applicable law:

- None

Membership in comparable control bodies of commercial enterprises:

- EV Technology Group Inc., Toronto, Canada (listed) (Member of the Board of Directors)

Ulrich Harnacke

Member of the Supervisory Board since 2017, elected until the end of the General Shareholders' Meeting 2026



Nationality: German

Year of birth: 1957

Profession: Chartered Accountant and Tax Consultant, Independent Business Consultant

Special expertise / experience:

>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 GmbH, Düsseldorf, Germany
2007 - 2015	Partner and Managing Director, Deloitte GmbH, Wirtschaftsprüfungsgesellschaft, 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 Chair of the Audit Committee)
- CONTIGAS Deutsche Energie-AG, Munich, Germany (Member of the Supervisory Board) & Thüga AG, Munich, Germany (Member of the Supervisory Board) & Thüga Holding GmbH & Co. KGaA, Munich, Germany (Member of the Shareholder and Personnel Committee)

Membership in comparable control bodies of commercial enterprises:

- Zentis GmbH & Co. KG, Aachen, Germany (Member of the Advisory Board)

CVs of Supervisory Board members (3/3)

Stefanie Berlinger

Member of the Supervisory Board since 2015, elected until the end of the General Shareholders' Meeting 2025



Nationality: German

Year of birth: 1973

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

Special expertise / experience:

>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

Membership in comparable control bodies of commercial enterprises:

- None

Sujatha Chandrasekaran

Member of the Supervisory Board since 2023, elected until the end of the General Shareholders' Meeting 2026



Nationality: American, Australian and Indian

Year of birth: 1967

Profession: Independent Management Consultant

Special expertise / experience:

>25 years of experience in leading executive management positions in global companies, with a strong focus on technology and data, strategic transformation, digital business models, operations cybersecurity, and e-commerce.

Career

2019 - 2022	CommonSpirit Health – Chief Digital and Information Officer and Senior Executive Vice President
2013-2014	Kimberly-Clark – Global Chief Digital Officer, Chief Information Officer
2002-2012	Wal-Mart – Senior Vice President, Global Chief Technology and Data Officer

Mandates in supervisory boards under applicable law:

- None

Mandates in comparable control bodies of commercial enterprises:

- American Eagle Outfitters Inc., Pittsburgh, PA, USA (listed) (Non-executive member of the Board of Directors)
- Cardinal Health Inc., Dublin, OH, USA (listed) (Non-executive member of the Board of Directors)
- Agendia Inc., Irvine, CA, USA (not listed) (Non-executive member of the Board of Directors)
- Atos SE, Bezons, France (listed) (Non-executive member of the Board of directors)

Three committees in place for focused oversight

	Nomination and Remuneration Committee 	Audit and Compliance Committee 	Transformation and ESG Committee 
Tasks	<ul style="list-style-type: none"> ▪ Prepares staffing decisions of the Supervisory Board ▪ Proposes candidates for the SB to the General Shareholders' Meeting ▪ Proposes composition of Board of Management and remuneration system 	<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ Reviews and monitors the company's strategy ▪ Reviews and monitors the company's ESG and digitalization strategy ▪ Monitors and deals with further transformational and future topics (incl M&A projects)
Members	<ul style="list-style-type: none"> ▪ Andreas Rittstieg (Chair) ▪ Richard Ridinger ▪ Wijnand P. Donkers 	<ul style="list-style-type: none"> ▪ Ulrich Harnacke (Chair) ▪ Stefanie Berlinger ▪ Suja Chandrasekaran 	<ul style="list-style-type: none"> ▪ Wijnand Donkers (Chair) ▪ Richard Ridinger ▪ Ulrich Harnacke

Supervisory Board meeting attendance 2024 YTD

Supervisory Board:
3 meetings in 2024 YTD
+ committee meetings

Supervisory Board

- 3 Ordinary Meetings
- 0 Extraordinary Meetings

Audit and Compliance Committee

- 5 Meetings

Nomination and Remuneration Committee

- 3 Meetings

Transformation and ESG Committee

- 8 Meetings

	Ordinary meetings	Extraordinary meetings	Audit and Compliance Committee	Nomination and Remuneration Committee	Transformation and ESG Committee
Richard Ridinger (Chair)	3/3	0/0	0/0	3/3	8/8
Dr. Andreas Rittstieg	3/3	0/0	-	3/3	-
Stefanie Berlinger	3/3	0/0	5/5	-	-
Wijnand Donkers	3/3	0/0	-	3/3	8/8
Ulrich Harnacke	3/3	0/0	5/5	-	8/8
Sujatha Chandrasekaran	3/3	0/0	4/5*	-	-

High level of dedication reflected in meeting attendance (99%)

*Suja Chandrasekaran was excused from one meeting of Audit and Compliance Committee



Continuous dialogue between the Supervisory Board and our shareholders on governance topics

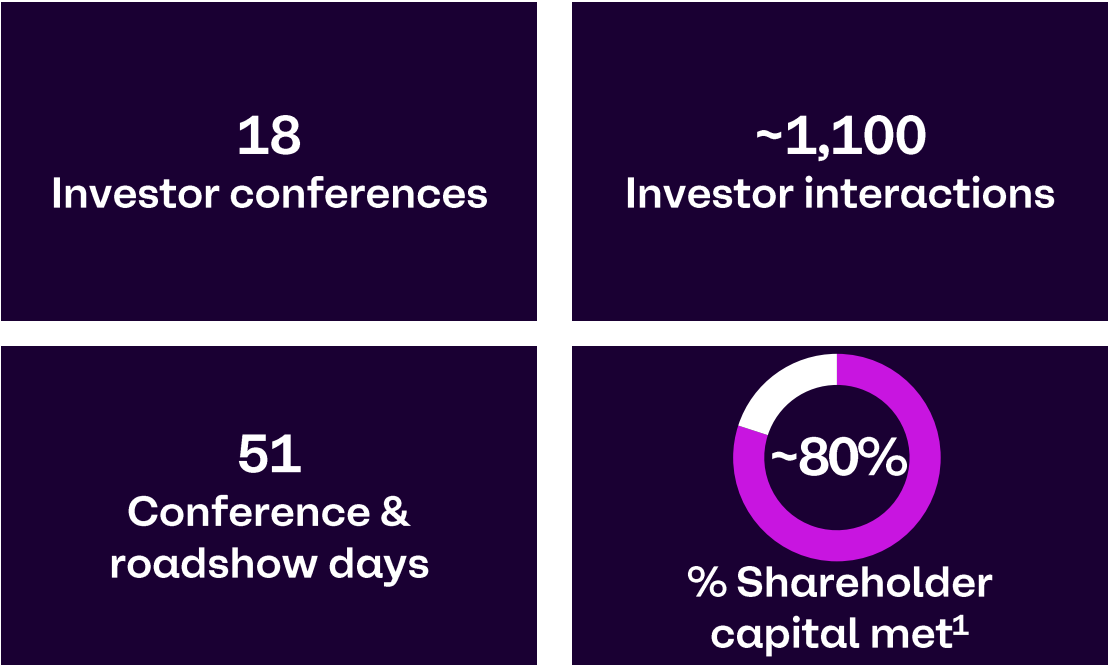
Corporate Governance Roadshow 2022	Corporate Governance Roadshow 2023	Corporate Governance Roadshow February 2024	Corporate Governance Roadshow November 2024
<ul style="list-style-type: none"> ✓ Supervisory Board perspective on transformation and Project Brenntag ✓ ESG ✓ Supervisory and Management Board composition ✓ Management Board Remuneration System 	<ul style="list-style-type: none"> ✓ Supervisory Board perspective on transformation and “Strategy to Win” ✓ Future evolution of the Supervisory Board ✓ Management Board Remuneration System 	<ul style="list-style-type: none"> ✓ Supervisory Board perspective on transformation and “Path towards Horizon 3” ✓ View on legal and operational disentanglement ✓ ESG, esp. remuneration 	<ul style="list-style-type: none"> ✓ Supervisory Board perspective on strategy and transformation ✓ Future composition and competencies of the Supervisory Board
<div>13</div> <div>Investors</div>	<div>18</div> <div>Investors</div>	<div>19</div> <div>Investors</div>	<div>30</div> <div>Investors</div>
<div>>30%</div> <div>% Shareholder capital met</div>	<div>>40%</div> <div>% Shareholder capital met</div>	<div>~60%</div> <div>% Shareholder capital met</div>	<div>~75%</div> <div>% Shareholder capital to meet</div>

Appendix

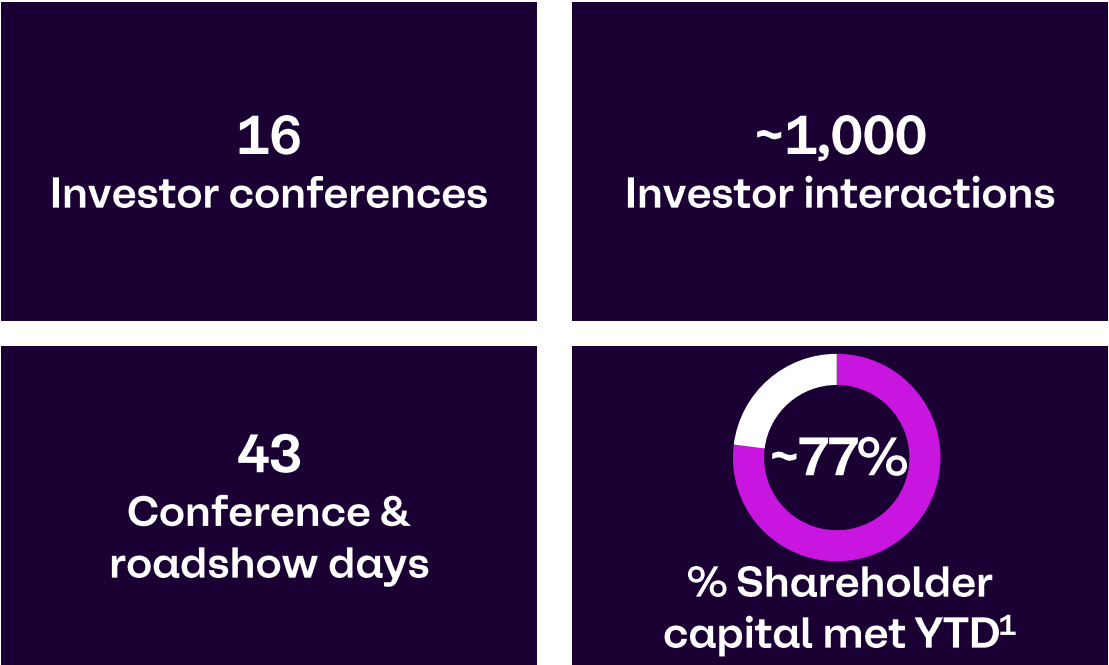
1. ESG at Brenntag
2. Remuneration system
3. Supervisory Board
4. Other

Investor outreach at high level

Shareholder Interaction 2023



Shareholder Interaction 2024 YTD October

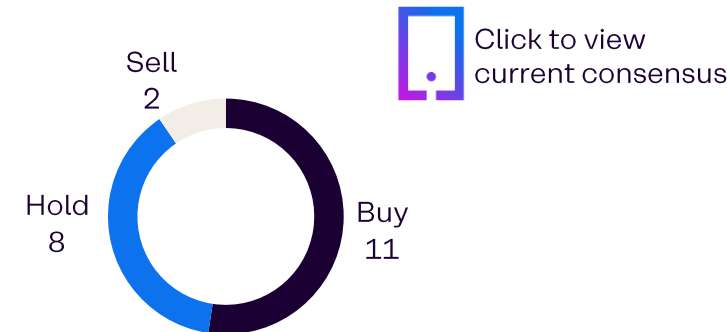


Brenntag Share & Shareholder Structure

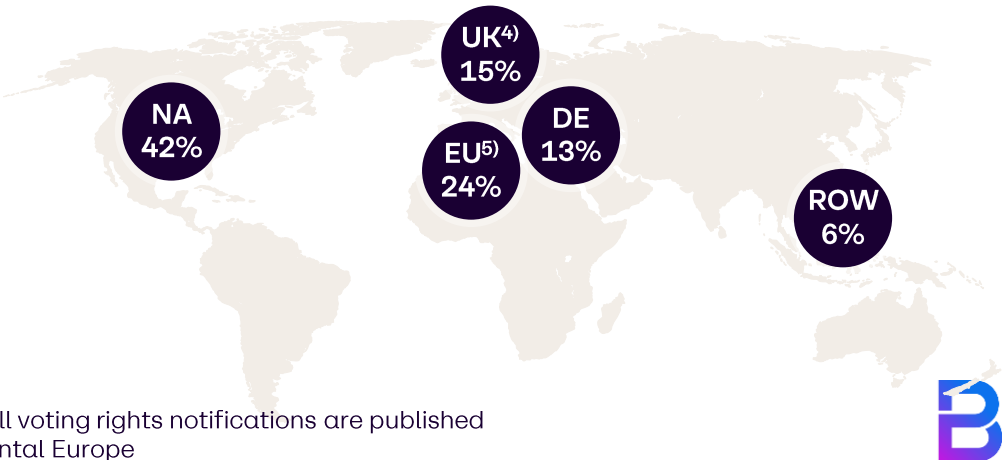
Share data	
ISIN; Stock Symbol; Listed since	DE000A1DAH0; BNR; 29 March 2010
Subscribed capital; Outstanding Shares	EUR 144,385,372; 144,385,372
Class of shares; Free float	Registered shares; 100%
Official market	Prime Standard XETRA and Frankfurt
Regulated unofficial markets	Berlin, Düsseldorf, Hamburg, Hannover, München, Stuttgart, Tradegate Exchange
Indices	DAX, MSCI, Stoxx Europe 600, DAX 30 ESG, DAX 50 ESG, DAX ESG Target, S&P Global 1200 ESG

Shareholder ¹⁾	Proportion in %	Date of notification
Kühne Holding AG	>10%	September 1, 2023
Artisan Partners Limited Partnership	>5%	July 16, 2023
BlackRock, Inc.	>5%	July 17, 2024
Flossbach von Storch AG	>5%	June 1, 2023
Harris Associates L.P.	>3%	July 17, 2024
Wellington Management Group LLP	>3%	June 27, 2024

Analysts' Opinions²⁾



Shareholdings of identified Institutional Investors by Region³⁾



40 ¹⁾ According to voting rights notifications; Notification date as of the latest trigger of the respective thresholds; All voting rights notifications are published on the Company's [Website](#); ²⁾ As of October 29, 2024; ³⁾ As of September 30, 2024; ⁴⁾ UK and Ireland; ⁵⁾ EU: Continental Europe



Investor Relations



Financial calendar

November 12, 2024

Quarterly Statement
Q3 2024

March 12, 2025

Annual Report
FY 2024

May 14, 2025

Quarterly Statement
Q1 2025

May 22, 2025

Annual General Meeting



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Brenntag Shares



Current Consensus

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The financial calendar is updated regularly.

You can find the latest dates on www.brenntag.com/financial_calendar

Please note that these dates could be subject to change.



Disclaimer

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