Covestro at a glance

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covestro.com
Group results

Key data 2016

€11.9 bn  Sales
+7.5%  Core volume growth
€2.01 bn  Adjusted EBITDA
€0.8 bn  Net income

EBITDA: earnings before financial result, taxes, depreciation and amortization
Main production sites
Key data 2016
Polyurethanes (PUR)

Products and solutions

Key markets: automotive, construction, domestic appliances, furniture and mattresses

The material can be rigid, soft, elastic or thermo-formable (thermoplastics).

Covestro develops and manufactures the key polyurethane components: polyols and isocyanates such as MDI and TDI.
Polycarbonates (PCS)

Products and solutions

Key markets:
automotive, electrics/electronics, construction, medical

Polycarbonates are transparent, break-resistant and readily formable high-tech plastics.

Polycarbonates are marketed as granules, sheets and films.
Key markets:
automotive and transportation, corrosion protection and construction, electrics/electronics, wood and furniture, cosmetics, medical, sports and leisure

Covestro provides raw materials for surface coatings, adhesives and sealants as well as specialties.
Covestro Strategy for future growth

Fully on track

1. Capture market growth
   over the next 5 years with existing world-scale

2. Optimize asset footprint
   within 3 years through site consolidation, restructuring and efficiency projects

3. Improve cost position
   within 3 years and align overall costs with best-in-class chemical industry benchmarks

4. Protect and build profitable competitive positions
   through focused R&D

5. Embed sustainability
   in every element of the strategy
As a purpose-driven company, we are defined and driven by the WHY, the HOW and the WHAT

**WHAT?**
What do we do?

**HOW?**
How do we do it to fulfill the purpose and how are we going to tell our stories?

**WHY?**
The purpose: Why do we do it?
Why do we get out of bed every morning?
Why should anyone care?
Our answers to these core questions…

WHAT? We develop high-tech polymer materials.

HOW?
- Curious
- Courageous
- Colorful

WHY? To make the world a brighter place.
WE DEVELOP HIGH-TECH POLYMER MATERIALS THAT PUSH THE BOUNDARIES OF WHAT IS POSSIBLE
YOU CAN’T TURN CO$_2$ INTO A MATTRESS. WHY NOT?

#PushingBoundaries #CO2Dreams
YOU CAN’T FLY AROUND THE WORLD WITHOUT FUEL. WHY NOT?

#PushingBoundaries #SolarImpulse
YOU CAN’T MAKE WIND POWER COMPETITIVE. WHY NOT?

#PushingBoundaries #EfficientWindPower
YOU CAN’T INTEGRATE HIGH-TECH WITHOUT COMPROMISING DESIGN. WHY NOT?

#PushingBoundaries #SeamlessDesign
Innovating around the world
Solid basis for leading research

Approximately 1,000 employees worldwide work in research and development.

Three large innovation centers in Leverkusen (Germany), Pittsburgh (United States) and Shanghai (China)

About 2% of sales per year are spent on research and development.

Systematic innovation management for a need-based project pipeline

Long-term alignment of R&D portfolio with the UN sustainability targets
Thank you for your attention