

2021

# VIRTUAL ANNUAL SHAREHOLDERS' MEETING

Wacker Chemie AG

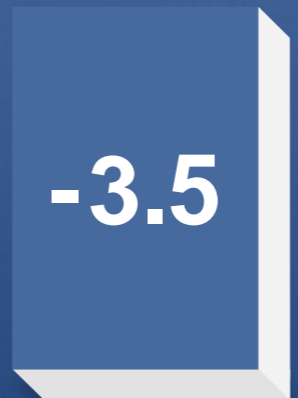


# THE CORONAVIRUS PANDEMIC CAUSED A GLOBAL RECESSION IN 2020

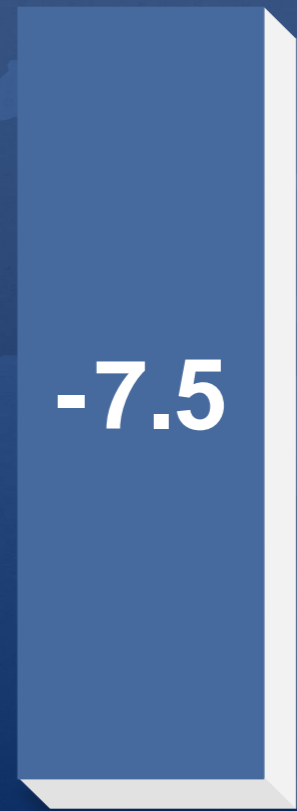
Real GDP trend by region – year-over-year change (%)



World



Europe





# COVID

# WACKER

reacts flexibly  
and pragmatically

Shift handovers  
maintaining distance  
and with face masks





# GROUP SALES DECLINE IN 2020 AMID THE PANDEMIC

Group sales

€ million





# NET RESULT FOR THE YEAR POSITIVE AND TRIPLE-DIGIT

EBITDA slightly below last year's level  
after adjusting for special income

€ million

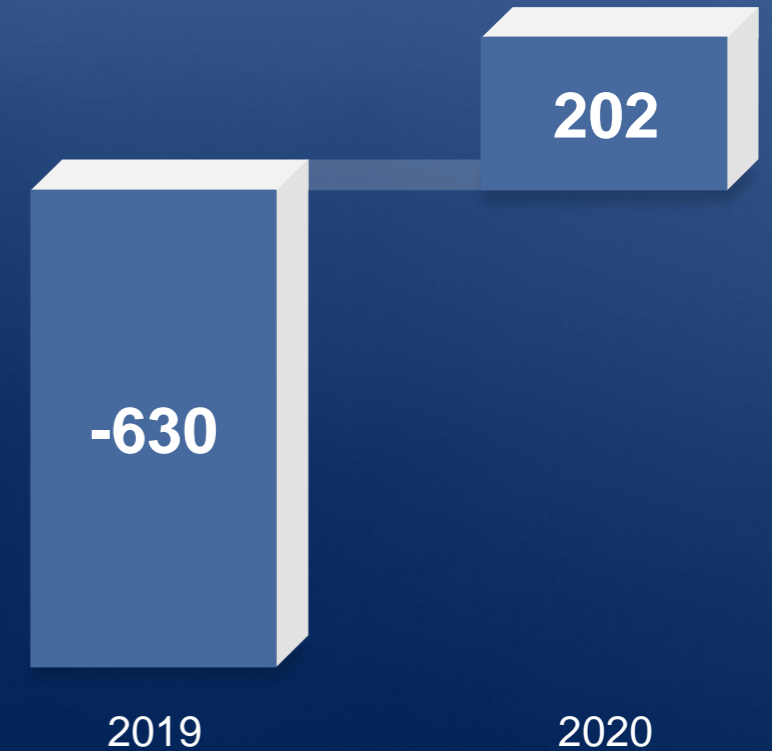
## EBITDA

**-15%**

Special income



## Net result for the year



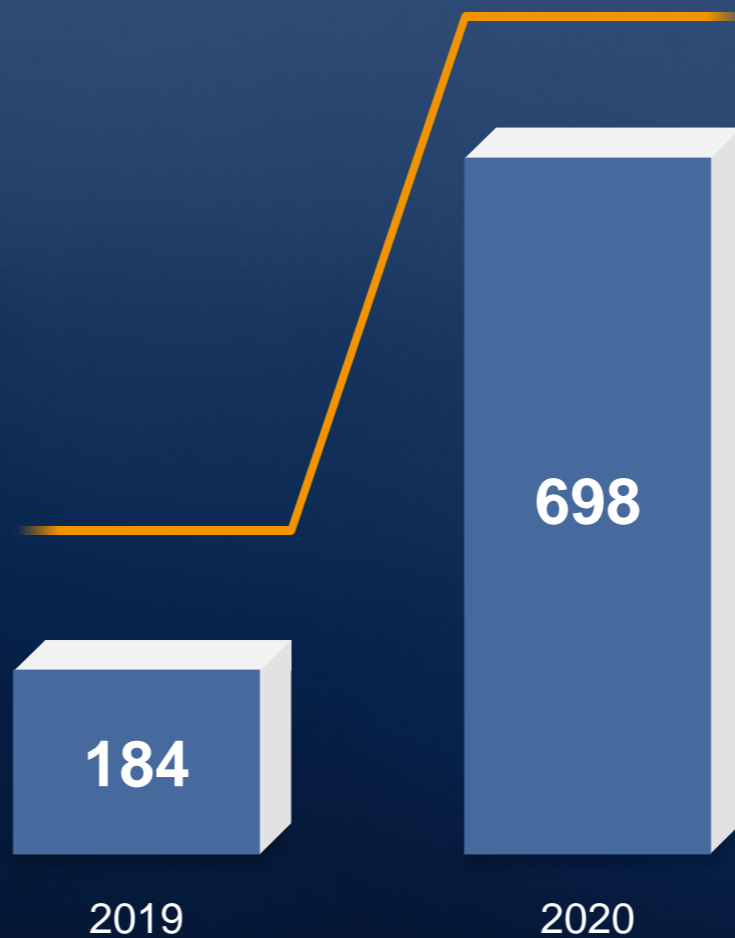
# NET CASH FLOW ALMOST QUADRUPLED

Net financial debt near zero

€ million

Net cash flow

>100%



Net financial debt

-91%



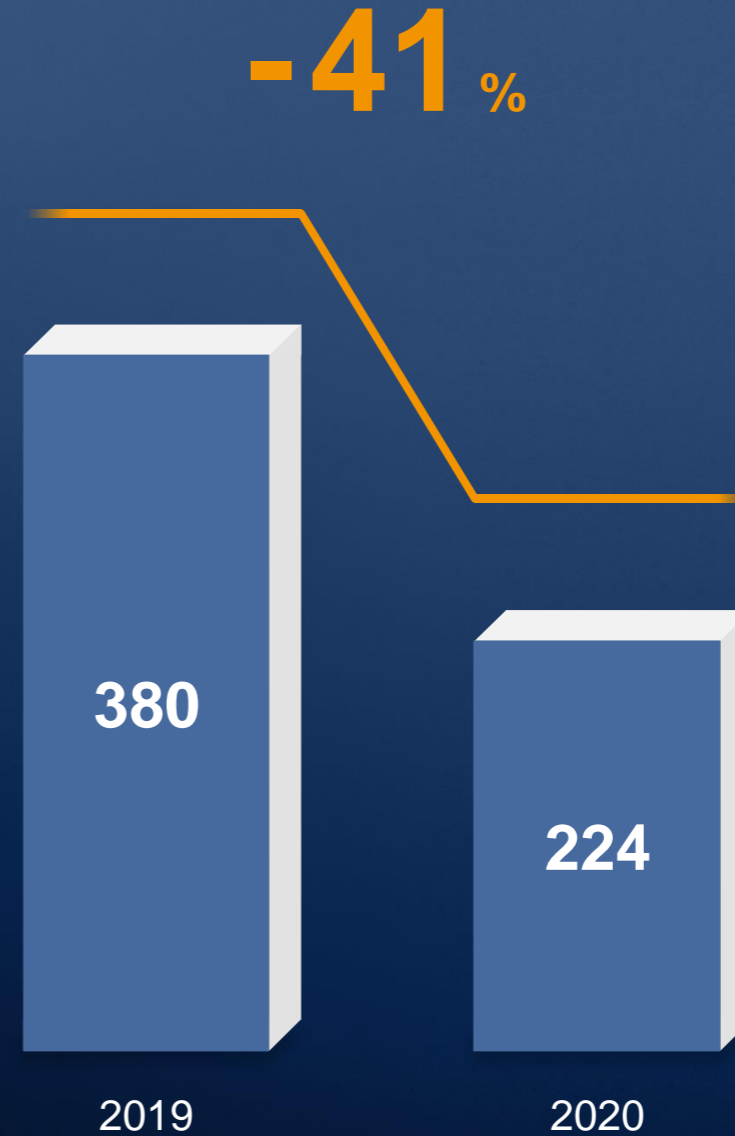


# PRUDENT CAPITAL EXPENDITURES

CAPEX budget reflects  
economic challenges

€ million

Capital expenditures



Dividend –

# SHARING THE COMPANY'S SUCCESS WITH SHAREHOLDERS

Dividend per share

€ **2.00**

Total dividend payout

€ **99.4** million





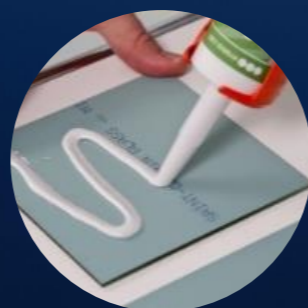
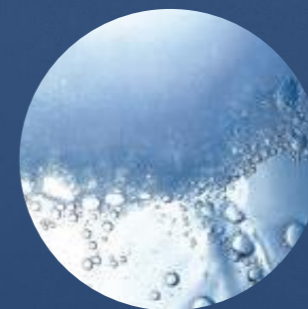
# AN INTEGRAL PART OF EVERDAY LIFE

WACKER'S product portfolio

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## Product portfolio

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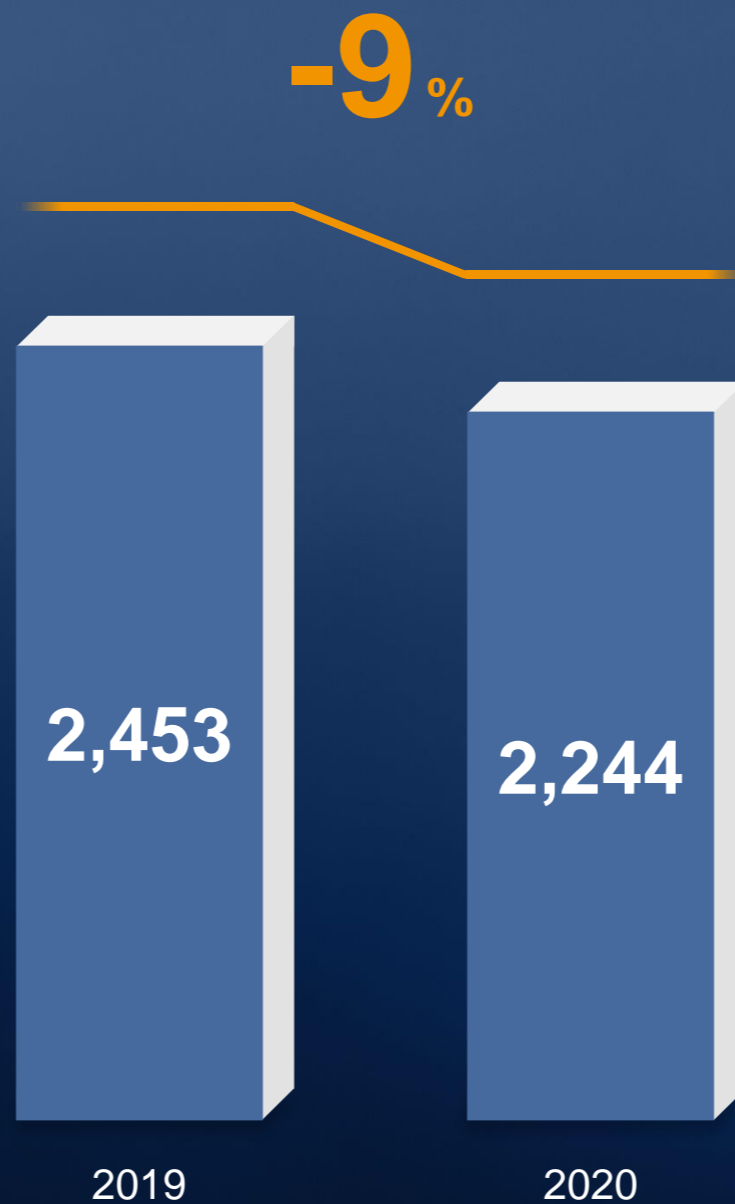


# WACKER SILICONES

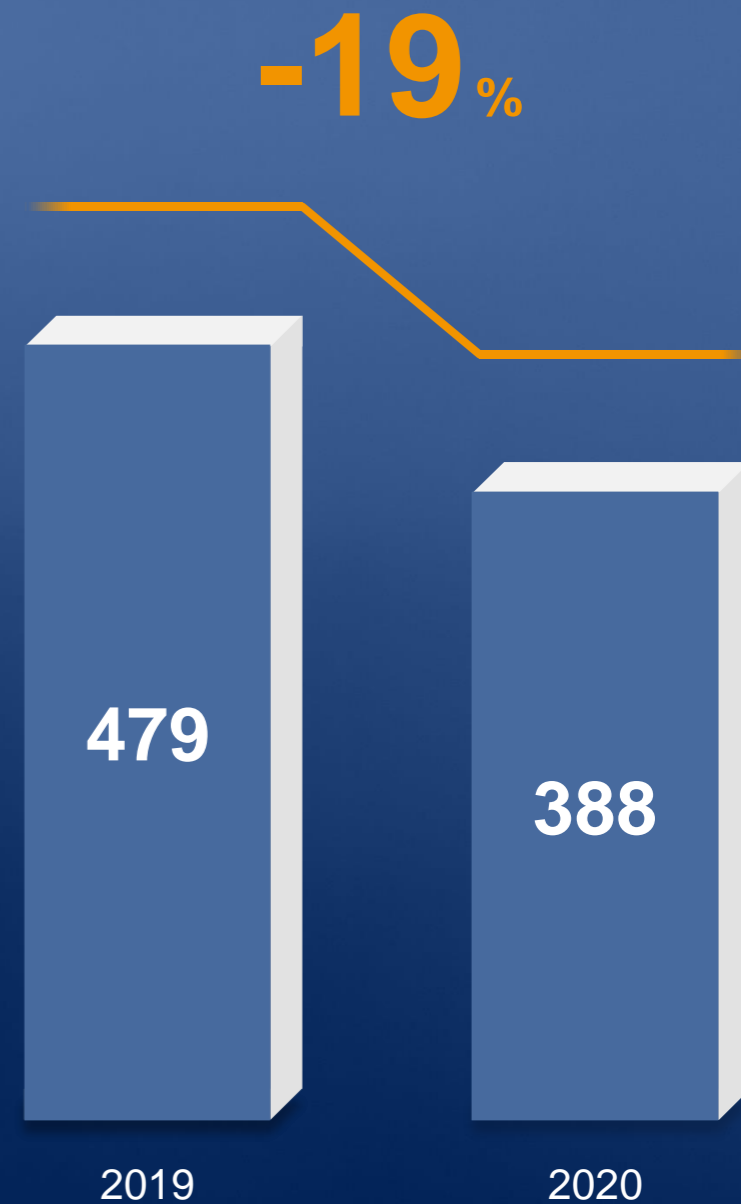
Sales and EBITDA below the  
previous year's level

€ million

## Sales



## EBITDA



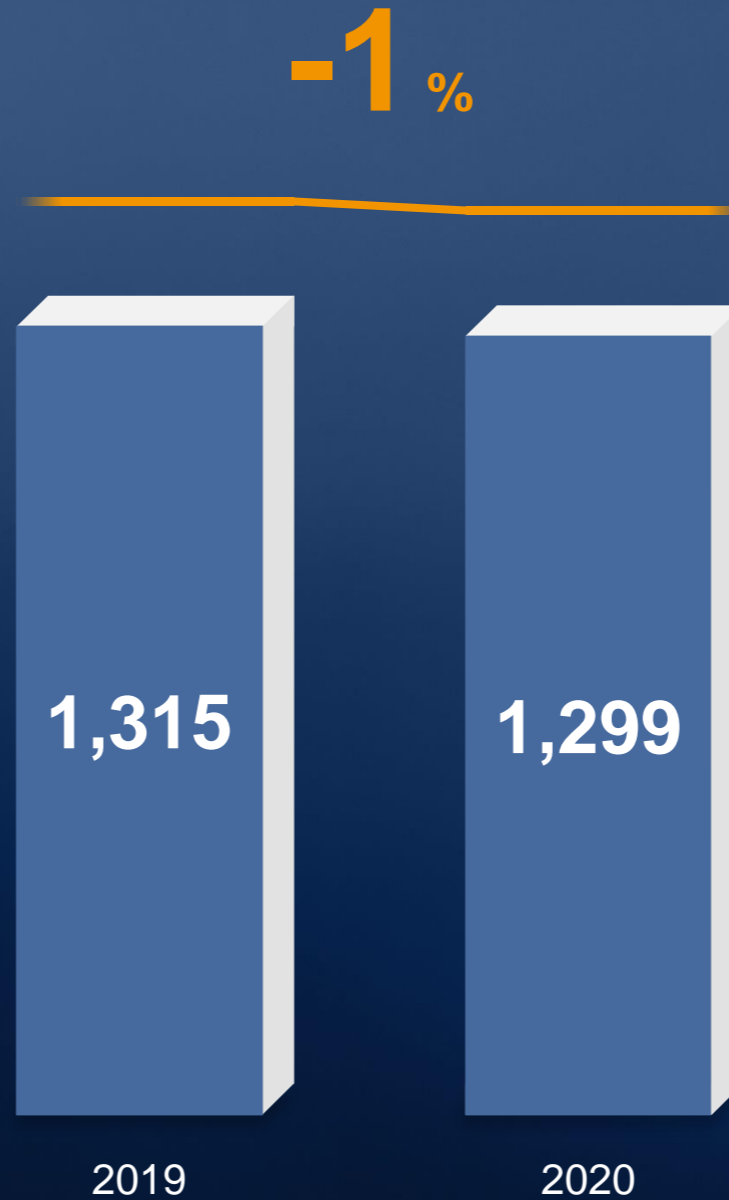


# WACKER POLYMERS

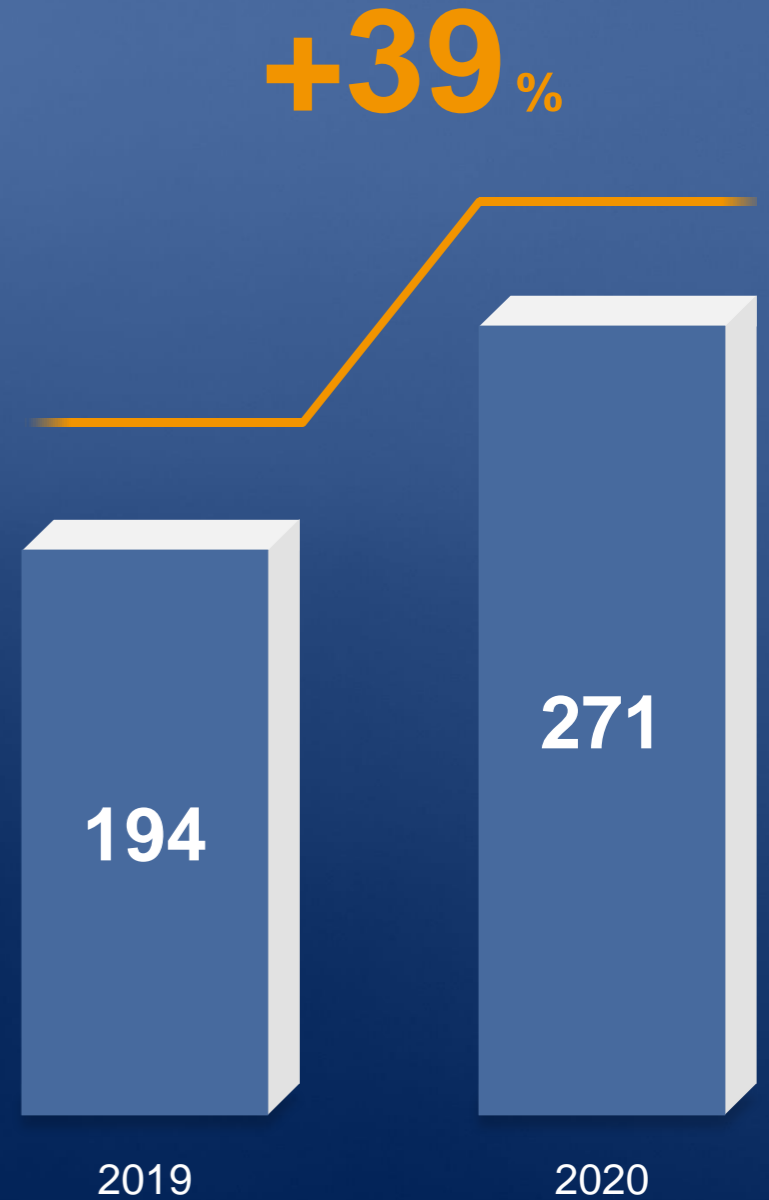
benefits from high demand  
and lower raw-material prices

€ million

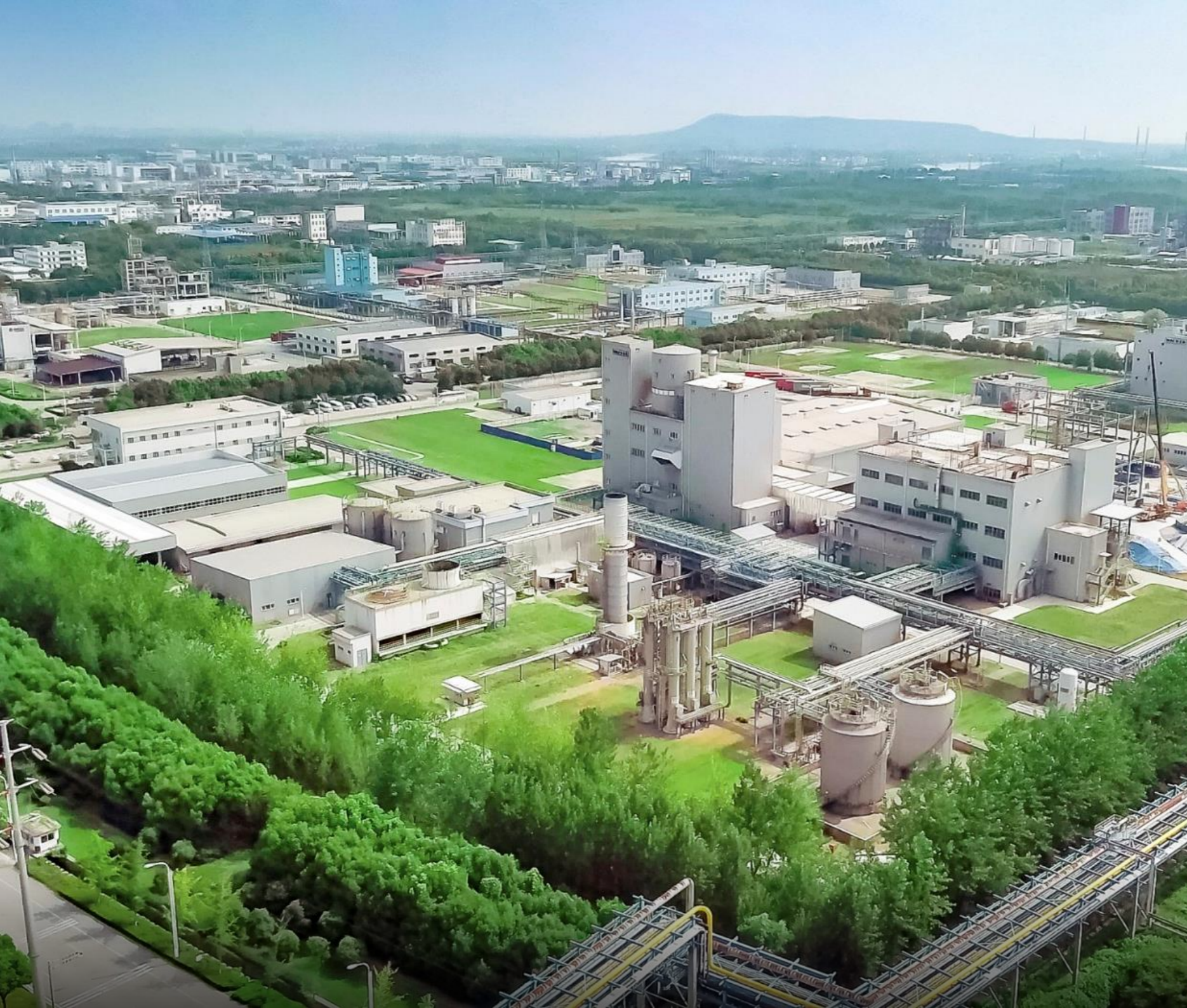
## Sales



## EBITDA







# ASIA

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Dispersions and  
dispersible polymer  
powders in  
Nanjing, China



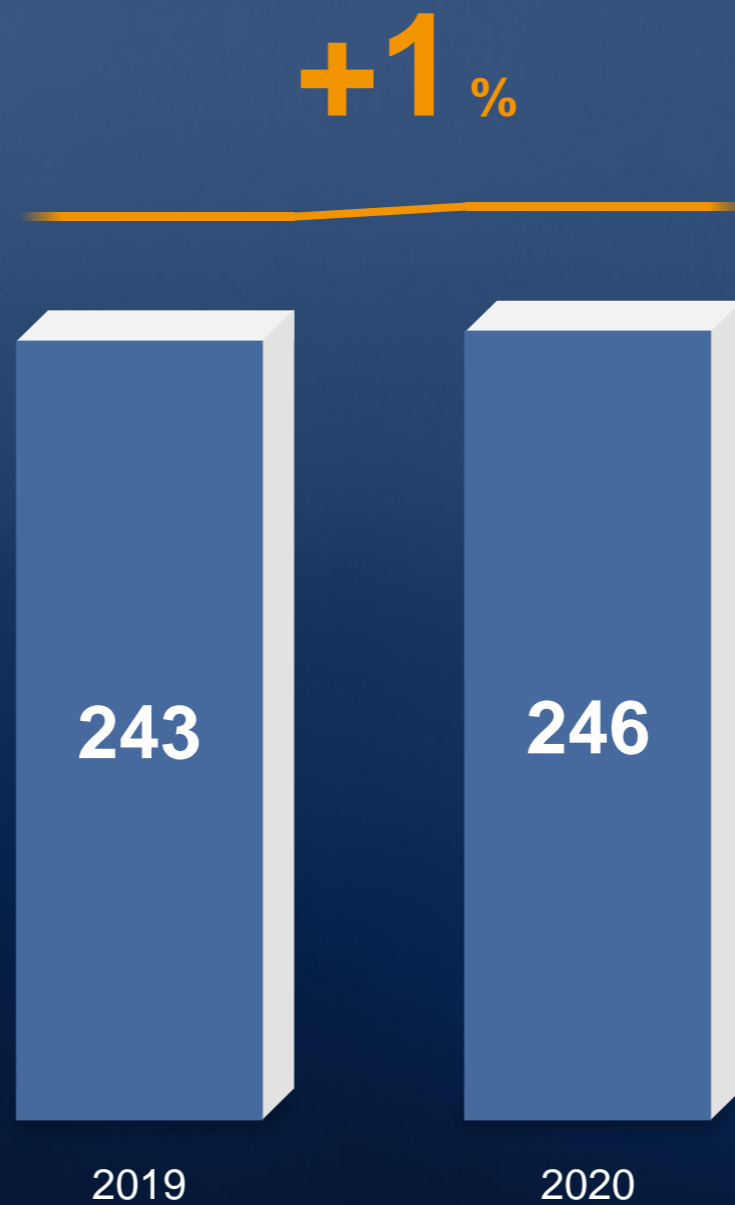


# WACKER BIOSOLUTIONS

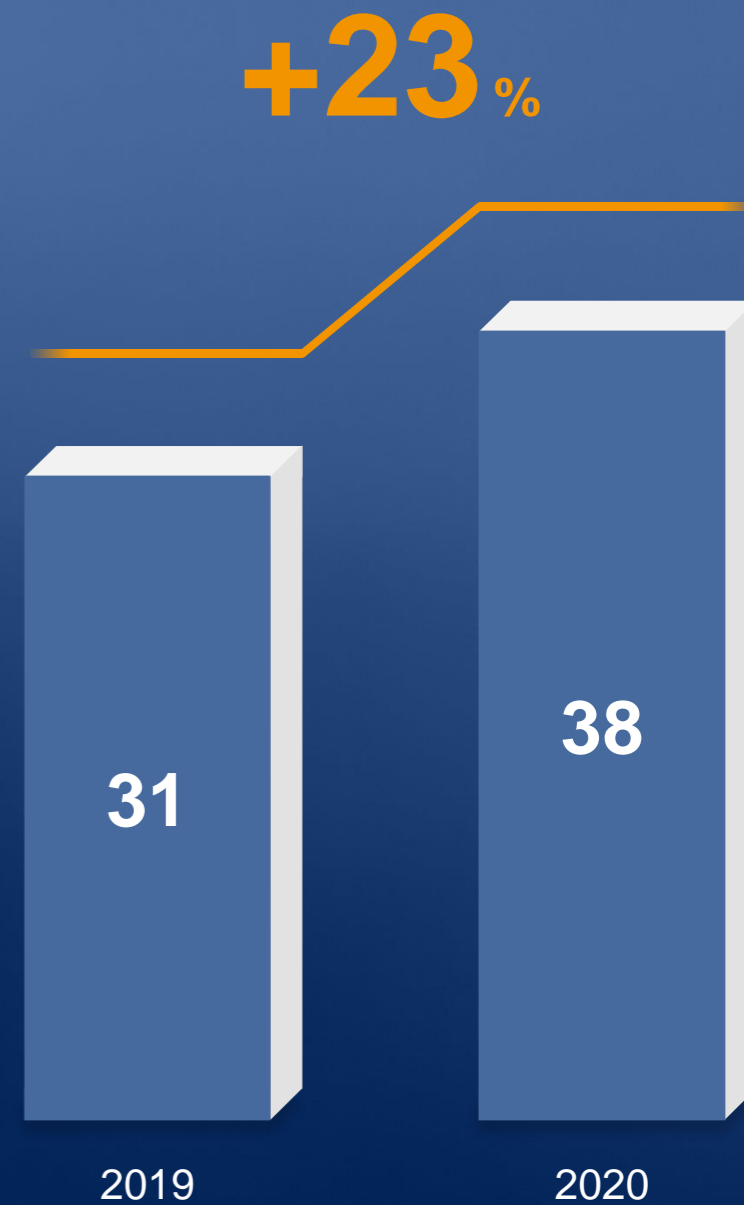
increases sales  
and EBITDA

€ million

## Sales



## EBITDA







# VACCINE PRODUCTION

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Amsterdam, Netherlands







# GENOPIS INC.

renamed  
Wacker Biotech US





# PHOTOVOLTAICS

make a huge contribution  
to climate protection

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Solar energy is the most  
cost-effective, eco-friendly  
source of energy in the world





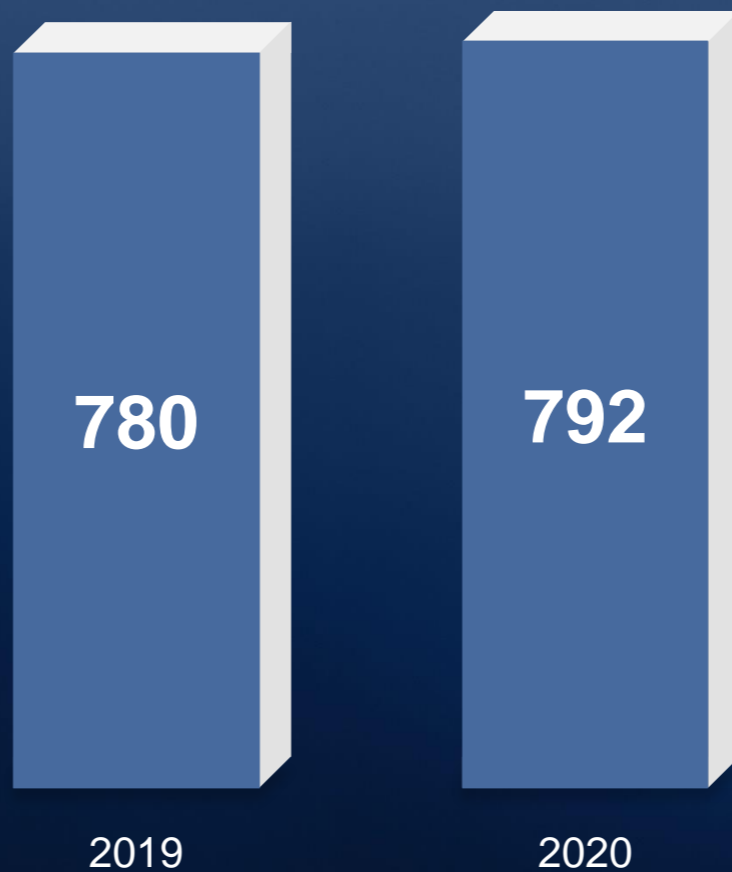
# WACKER POLYSILICON

posts sales growth  
and improved operating EBITDA

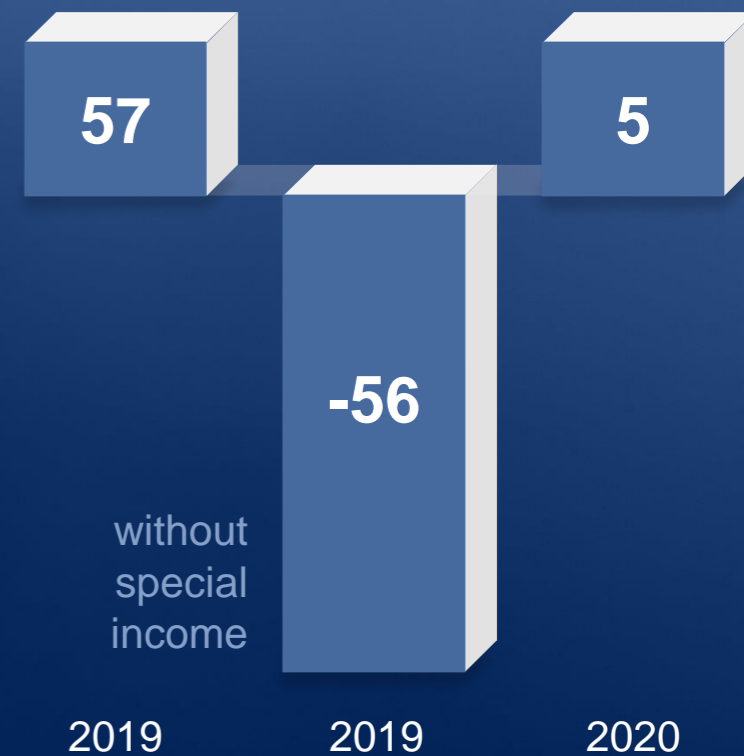
€ million

## Sales

+2%



## EBITDA





WACKER is systematically improving the

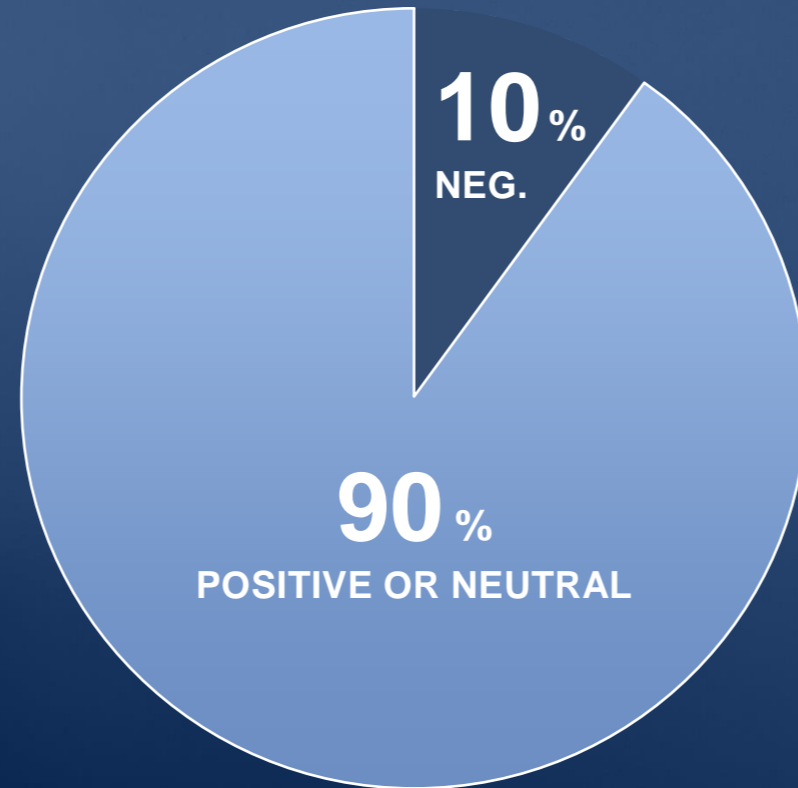
# ECO-BALANCE

of its products

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Target for 2030

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Target for 2050

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Goal: By 2050

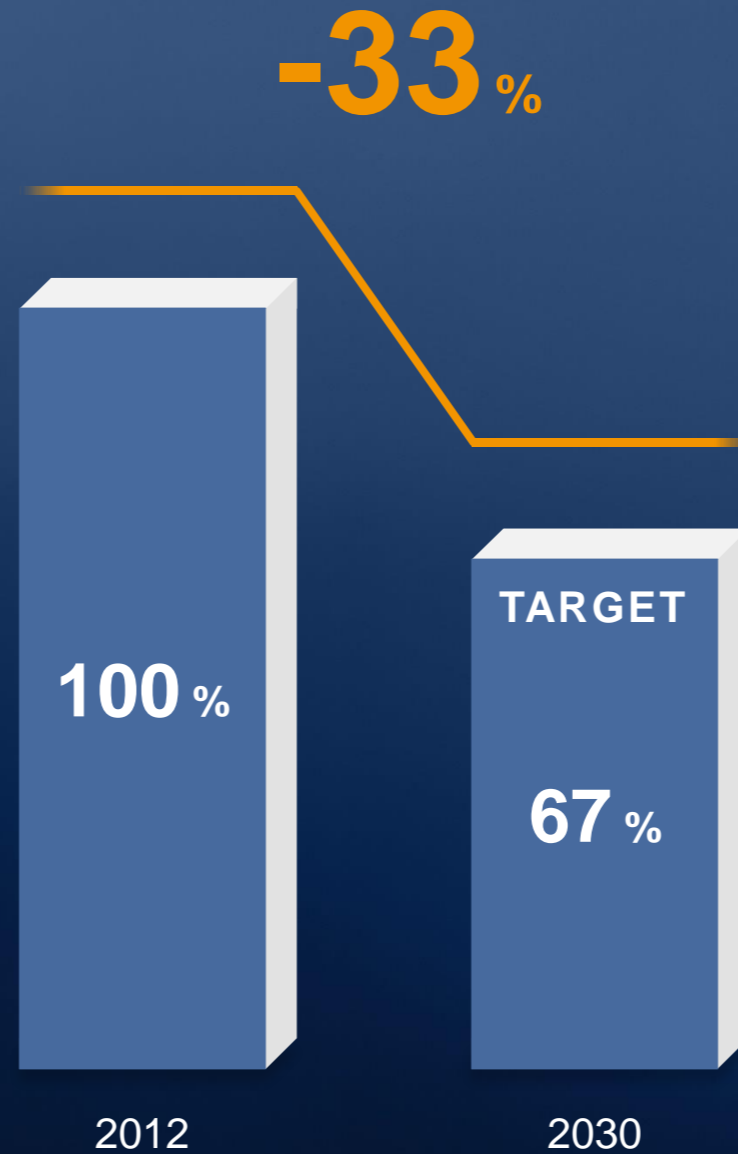
# 100%

of our PRODUCTS to be sustainable

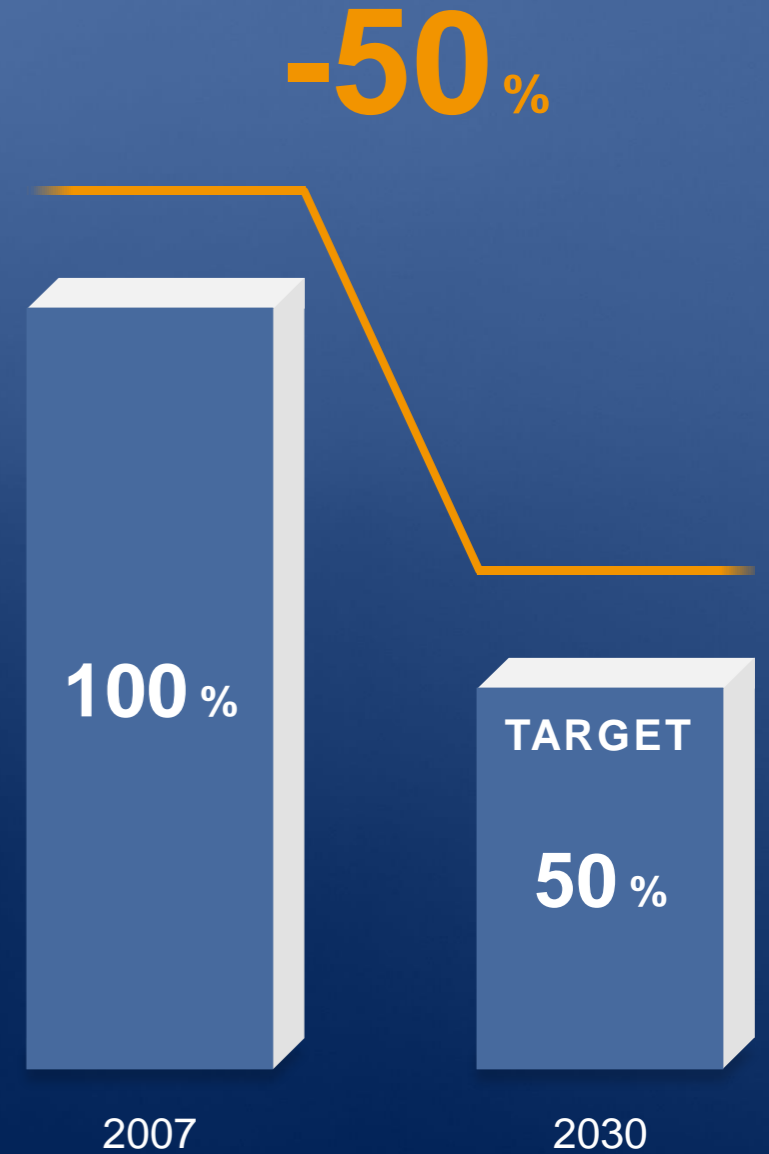
WACKER focuses on

# CONSERVING PRODUCTION RESOURCES

Specific  
CO<sub>2</sub> emissions



Specific energy  
consumption

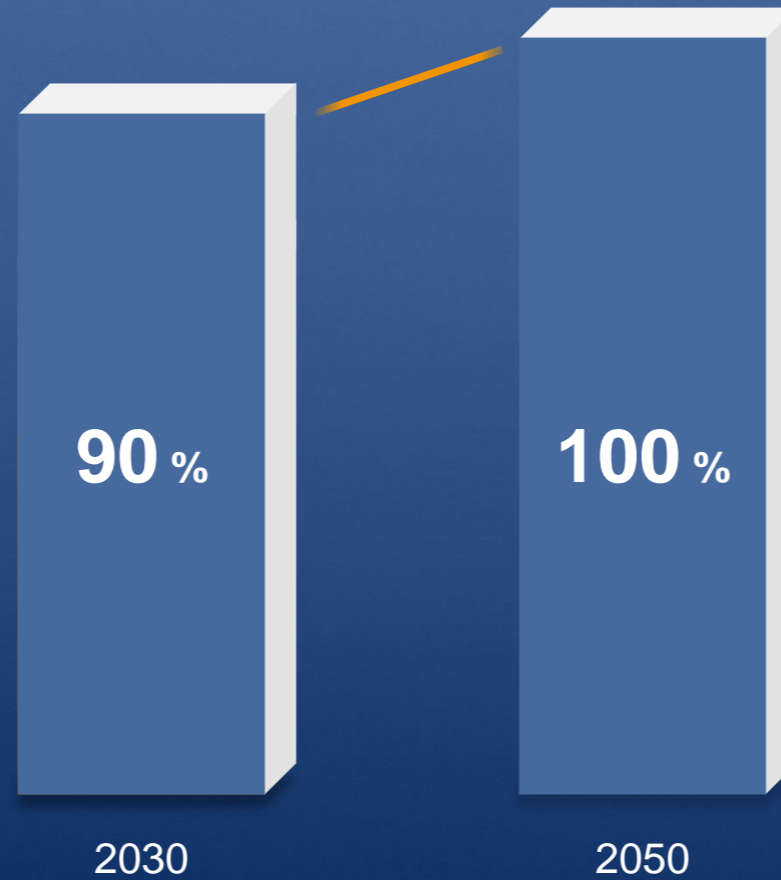




WACKER is working on

# SUSTAINABILITY IN THE SUPPLY CHAIN

Positive contribution  
to sustainability



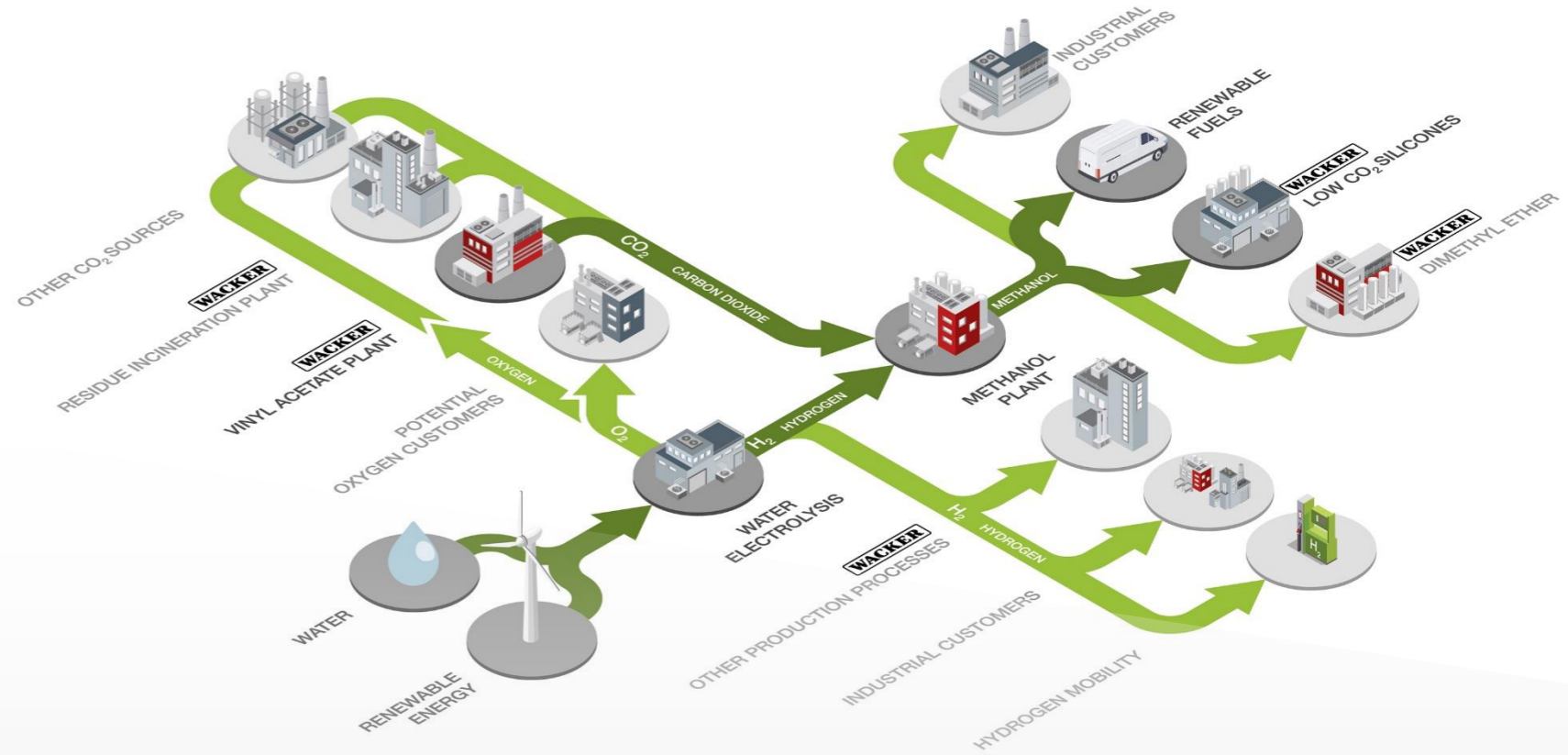
Goal: By 2050

**100%** of our SUPPLIERS to be sustainable



# RHYME BAVARIA

## Renewable Hydrogen and Methanol Bavaria



Our efficiency program

# SHAPE THE FUTURE

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## Our goals

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Become faster and more flexible

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Simplify complex processes  
and structures

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Strengthen regional  
and local responsibility

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Achieve substantial savings  
in personnel costs and  
non-personnel costs

## Socially responsible workforce reduction

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Some 1,200 jobs to be cut  
by the end of 2022, around  
1,000 of them in Germany

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Voluntary program: nearly  
500 phased-early-retirement  
and severance agreements  
have been signed



# TRAINING

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The key to tomorrow's  
success

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**600** individuals  
in **24** occupations

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**31** trainees  
achieved a grade point  
average of 1.5 or better  
in 2020





# LIFE-LONG LEARNING

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Last year

**61,000**  
advanced training  
courses

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of which

**54,000**  
online



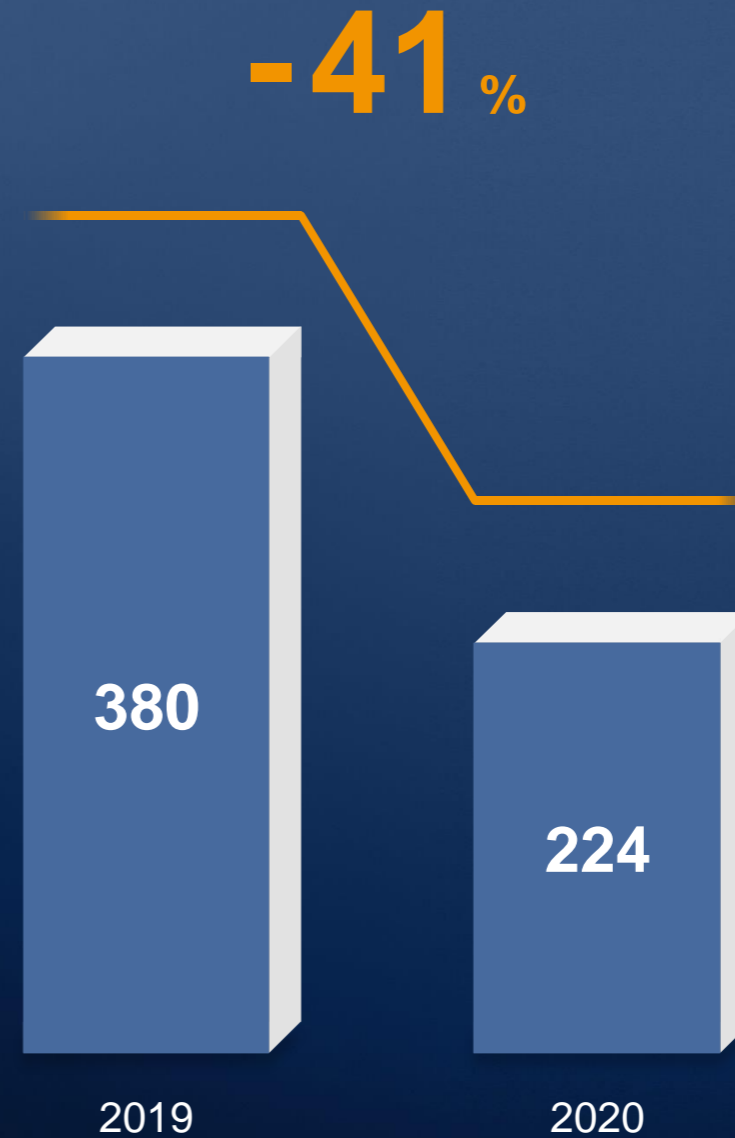


# PRUDENT CAPITAL EXPENDITURES

CAPEX budget reflects  
economic challenges

€ million

Capital expenditures



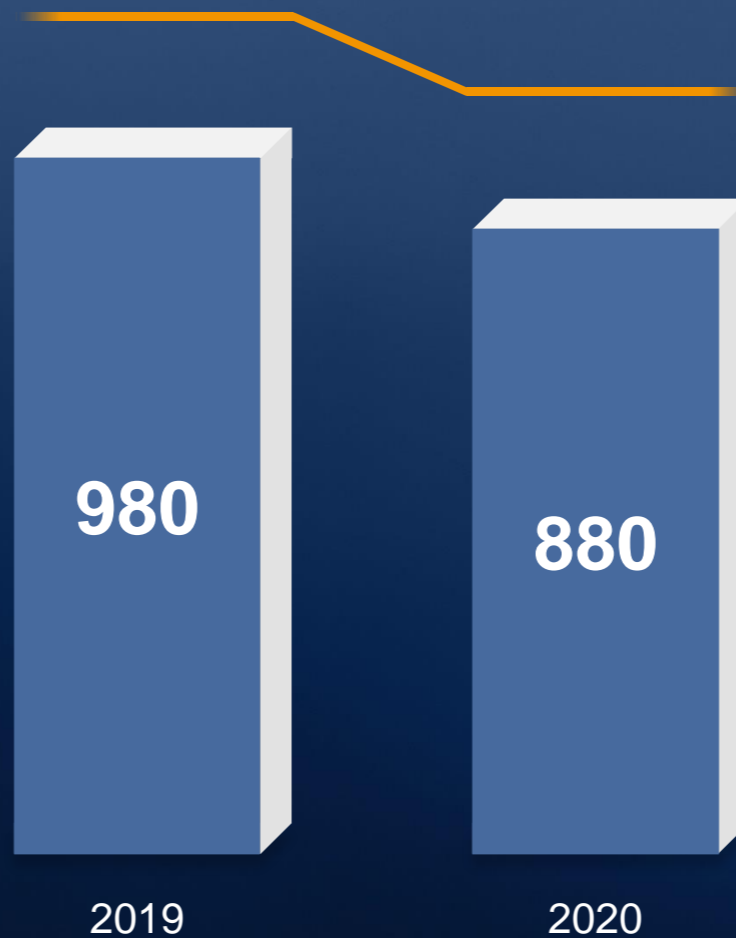
# STRICT INVENTORY MANAGEMENT

Net cash flow nearly quadrupled

€ million

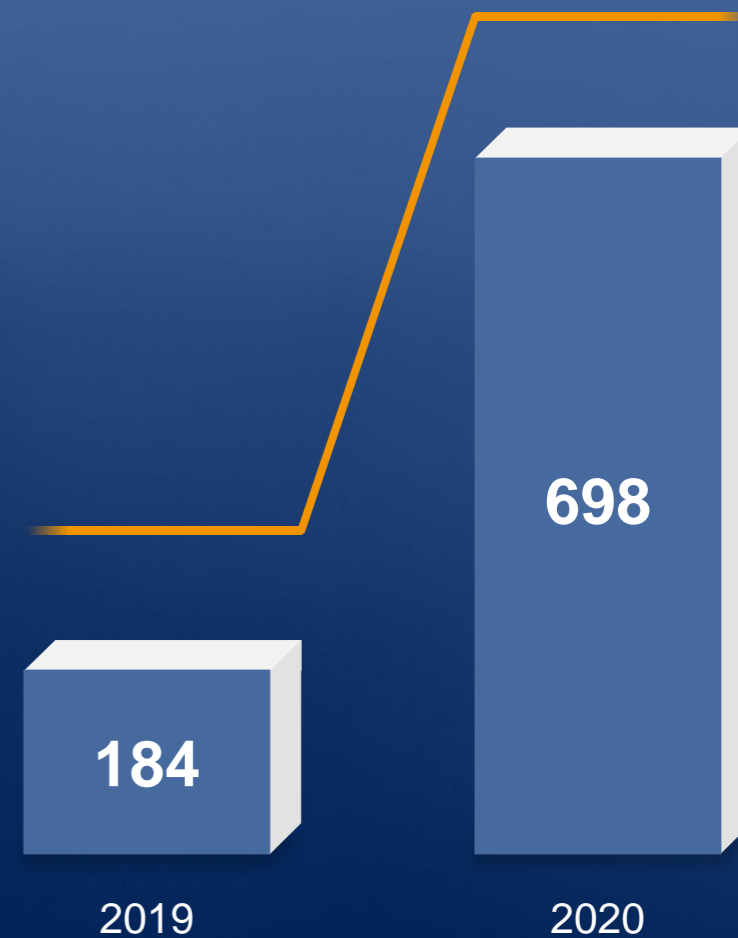
## Inventories

**-10%**



## Net cash flow

**>100%**



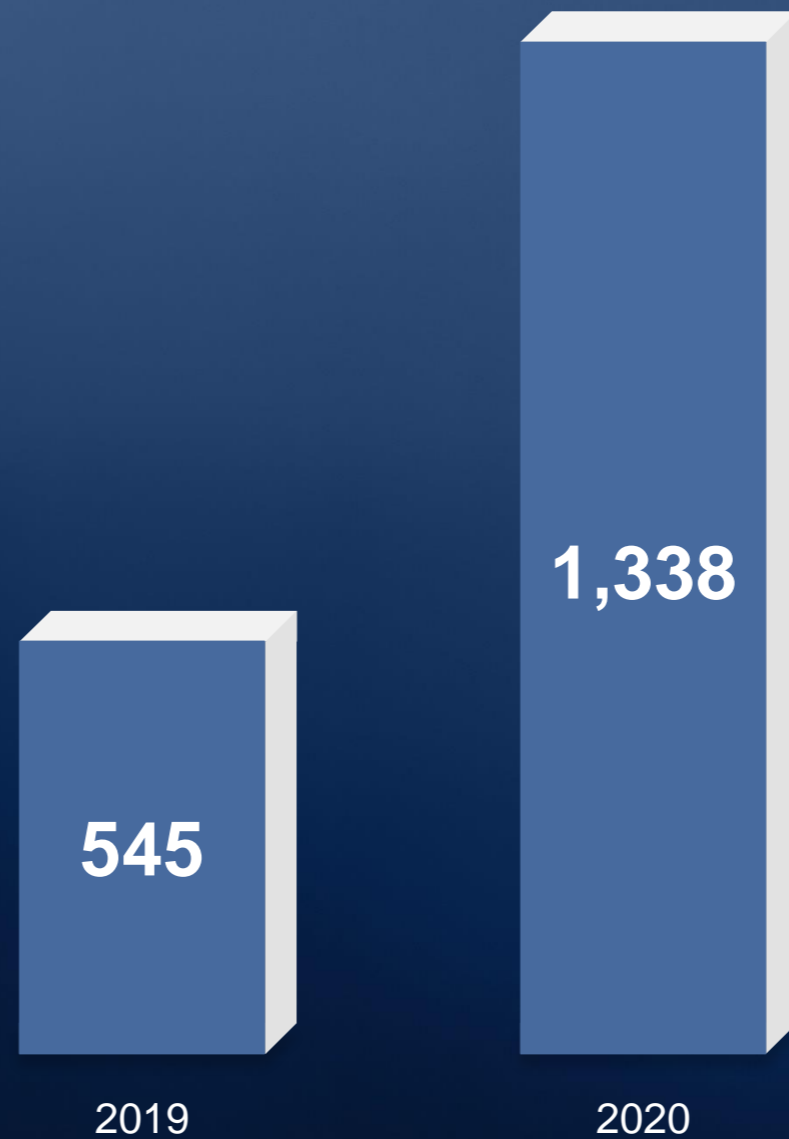


# CASH IS KING

WACKER strengthens  
its liquidity

€ million

Liquidity at reporting date



# NET FINANCIAL DEBT

at a low level

Ratio of net financial debt to EBITDA

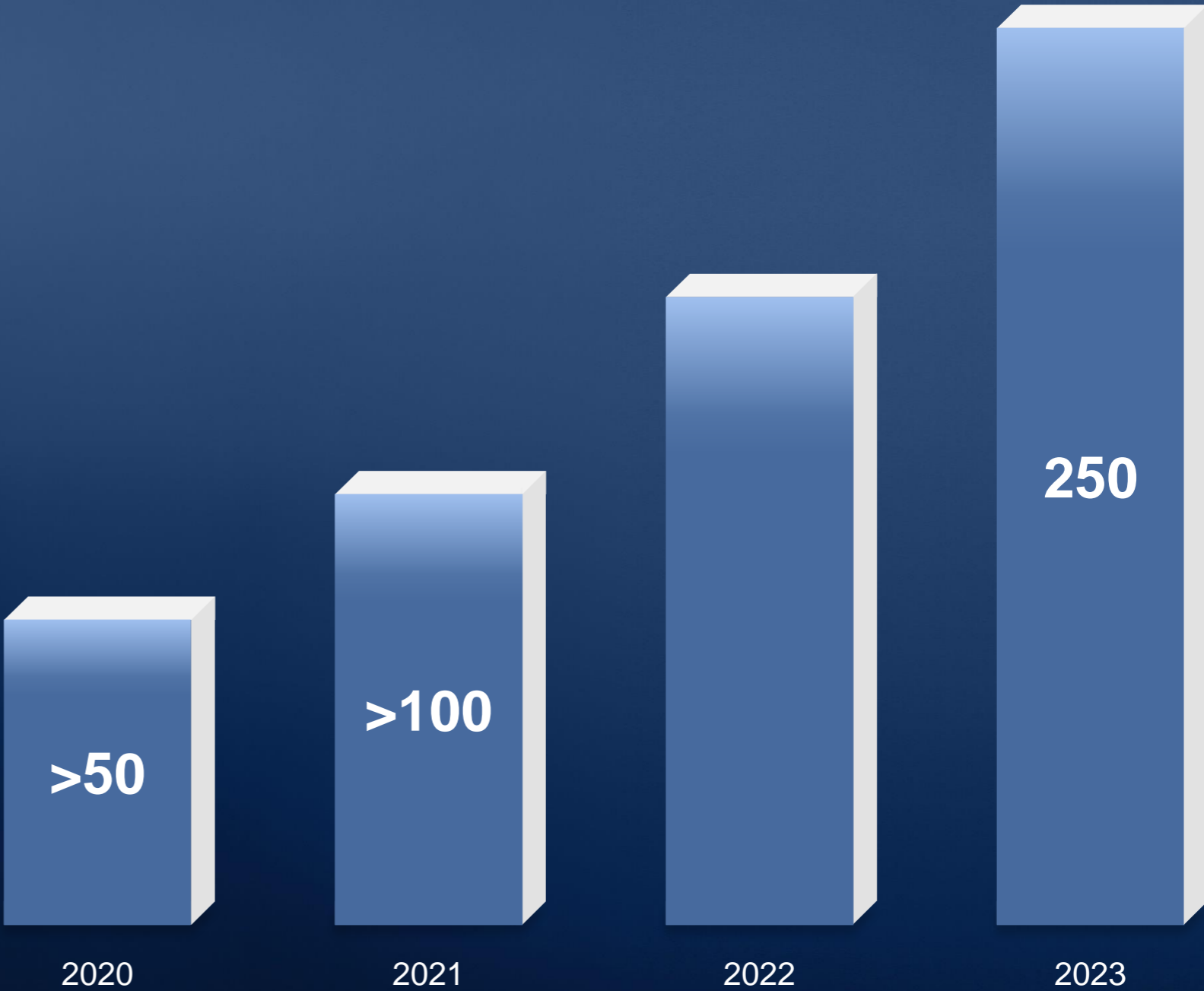




# SHAPE THE FUTURE

Annual savings of

€ **250** million

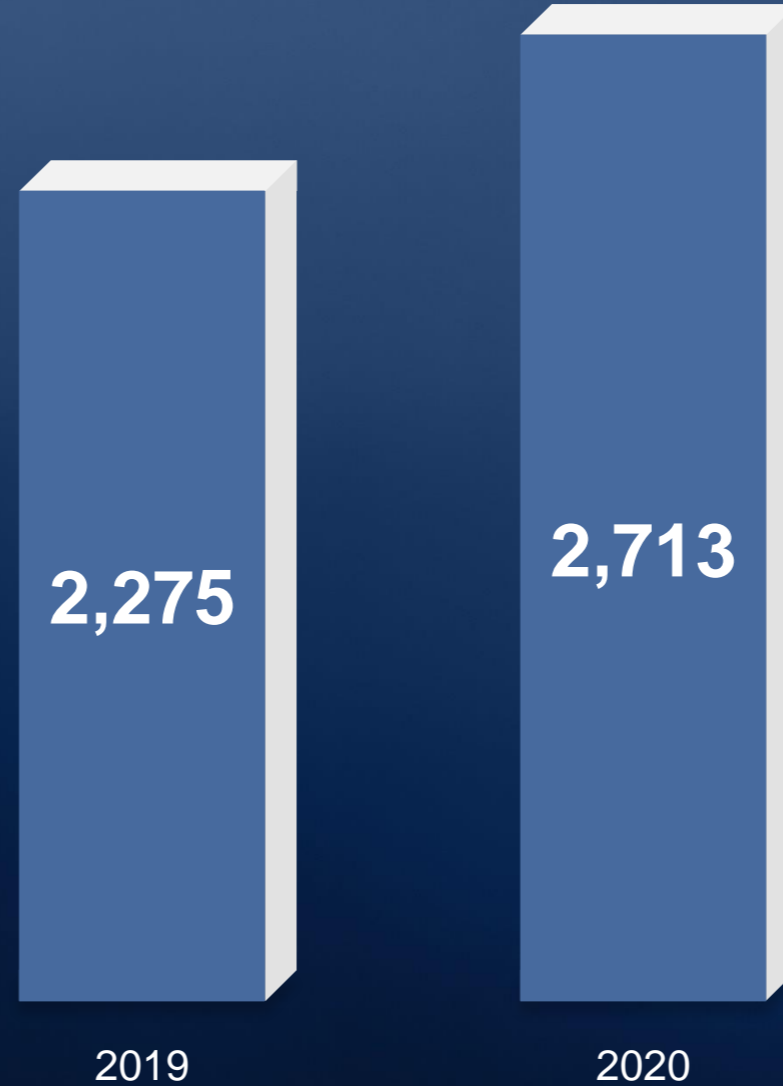


# PENSION OBLIGATIONS

Zero-interest policy remains a big challenge

€ million

## Pension provisions





# PENSION SYSTEM

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Reform of retirement benefits system offers savings to the company and opportunities to employees

Our goals

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Accrued pension entitlements to be preserved in full

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Switch from defined benefits to defined contributions

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Employer and employees to finance the system jointly with fixed contributions

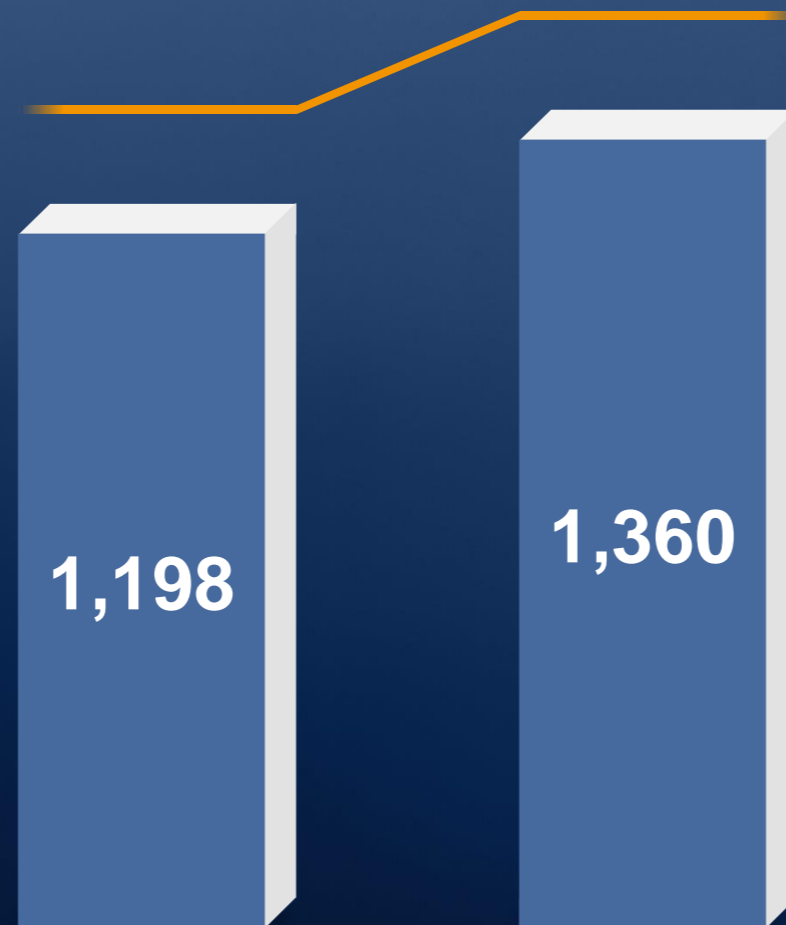
# Q1 2021

High demand  
in nearly all segments

€ million

## Sales

+14%

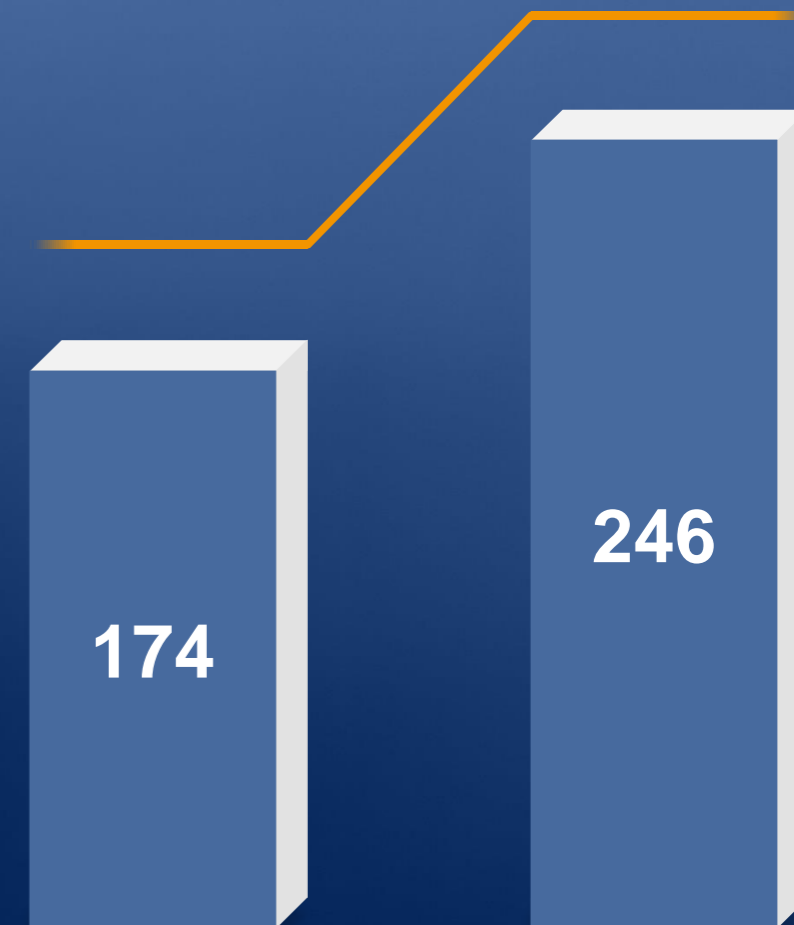


Q1 2020

Q1 2021

## EBITDA

+42%



Q1 2020

Q1 2021



# FULL-YEAR FORECAST FOR SALES AND EBITDA RAISED

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Sales likely to rise  
by a low-double-digit percentage

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EBITDA expected to be  
15 to 25 percent higher than last year

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Strong demand in all divisions  
and higher polysilicon prices  
have a positive effect on business

# SILTRONIC AND GLOBALWAFERS ARE AN IDEAL MATCH

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Combining production sites  
in Europe, the USA and Asia  
meets growing demand

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Stronger market position –  
on an equal footing with  
leading competitors

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Broader customer base  
provides additional growth  
opportunities



# WACKER IS WELL POSITIONED FOR THE FUTURE

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Clear strategy

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Sound finances

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Sustainable products,  
processes and supply chains

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Close to our customers  
with the right products

2021

# VIRTUAL ANNUAL SHAREHOLDERS' MEETING

Wacker Chemie AG

