

A photograph of a large industrial chemical plant, likely a distillation or refinery, featuring several tall, silver, cylindrical distillation columns supported by a complex metal framework. The sky is clear and blue.

# VIRTUAL ANNUAL SHAREHOLDERS' MEETING

Wacker Chemie AG

Dr. Rudolf Staudigl,  
President & CEO

Dr. Tobias Ohler,  
CFO

# ECONOMISTS EXPECT SEVERE RECESSION

Worldwide GDP trend by region –  
actual year-over-year change in %



Worldwide

-5



Europe

-10

# CORONA- VIRUS

# WACKER

responds with flexibility  
and pragmatism

Shift handover with  
physical distancing  
and face masks



# CORONA- VIRUS

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## WACKER

responds with flexibility  
and pragmatism

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Cyclodextrins for antiviral  
protection in medical-grade  
protective clothing



# GROUP SALES DECLINE SLIGHTLY IN 2019 DUE TO PRICE EFFECTS

Group sales

(€ million)



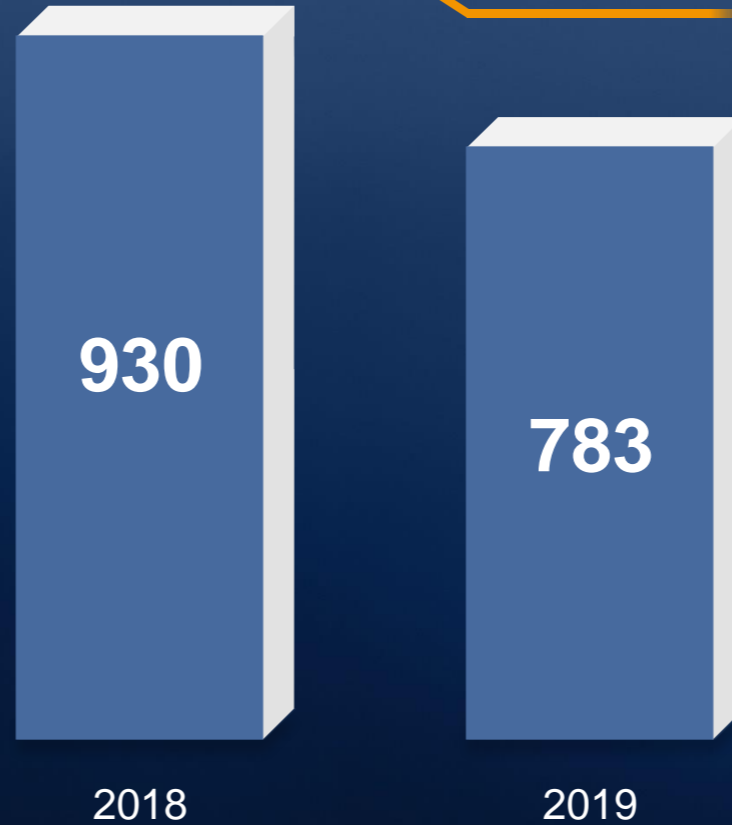
Impairment of

€ **760** MILLION

impacts net income for the year

(€ million)

EBITDA



Net income for the year



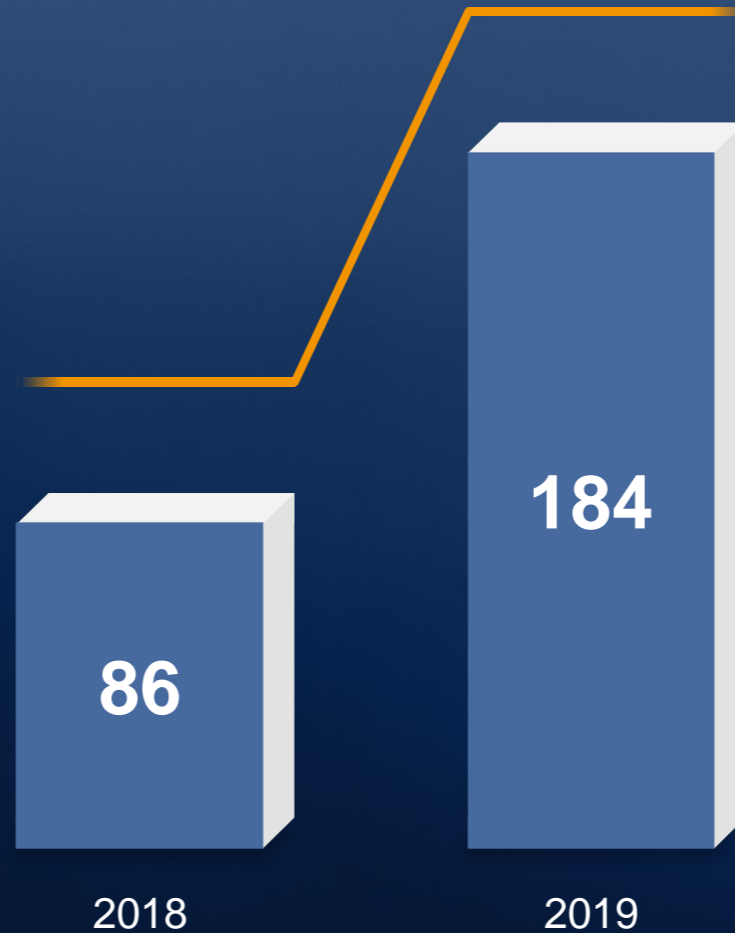
# NET CASH FLOW DOUBLES

Net financial debt increases  
due to IFRS 16

(€ million)

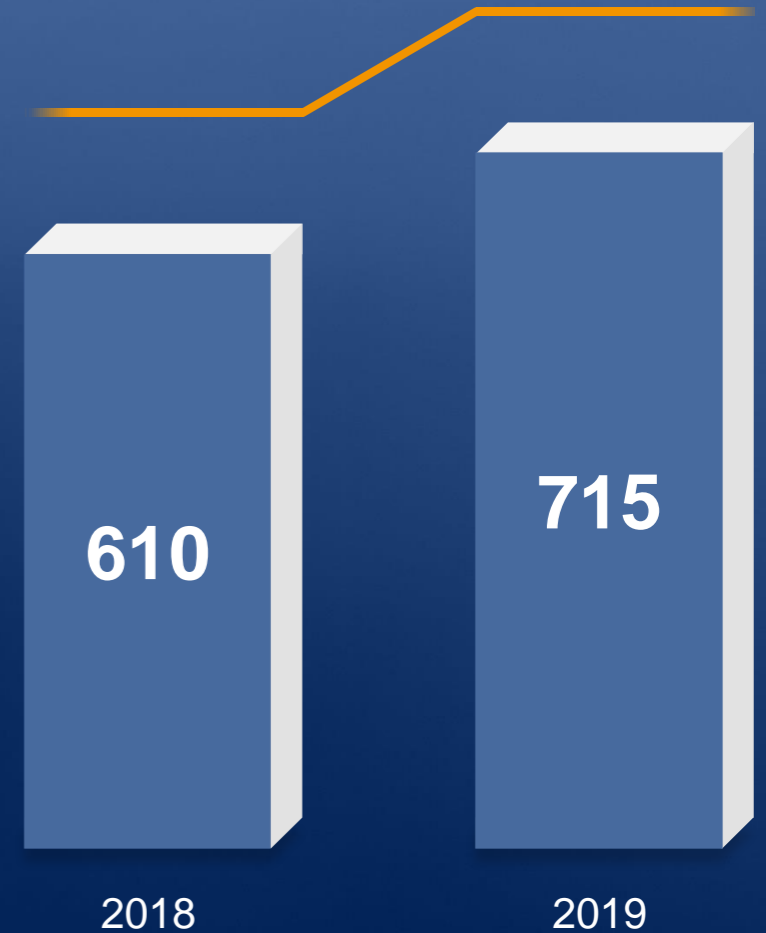
Net cash flow

>100%



Net financial debt

+17%



Dividend shows

# CONTINUITY AND RELIABILITY

Dividend  
payout of

€ **0.50** per share

Total dividend  
amounts to

€ **24.8** million







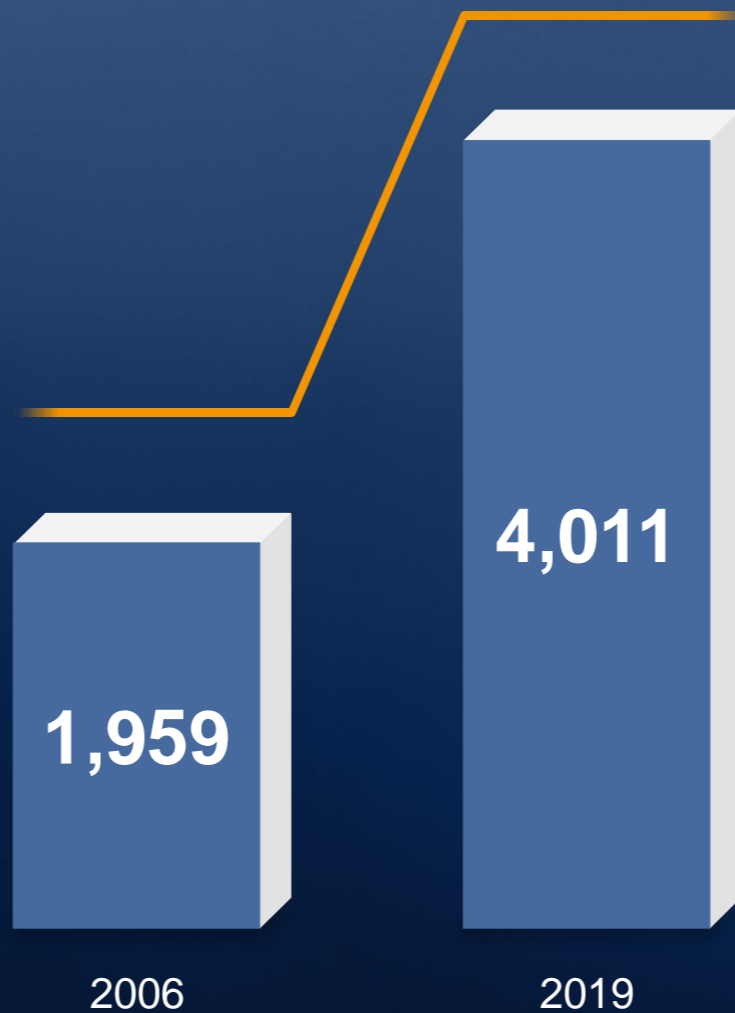
# CHEMICAL BUSINESS

drives sales and earnings

(€ million)

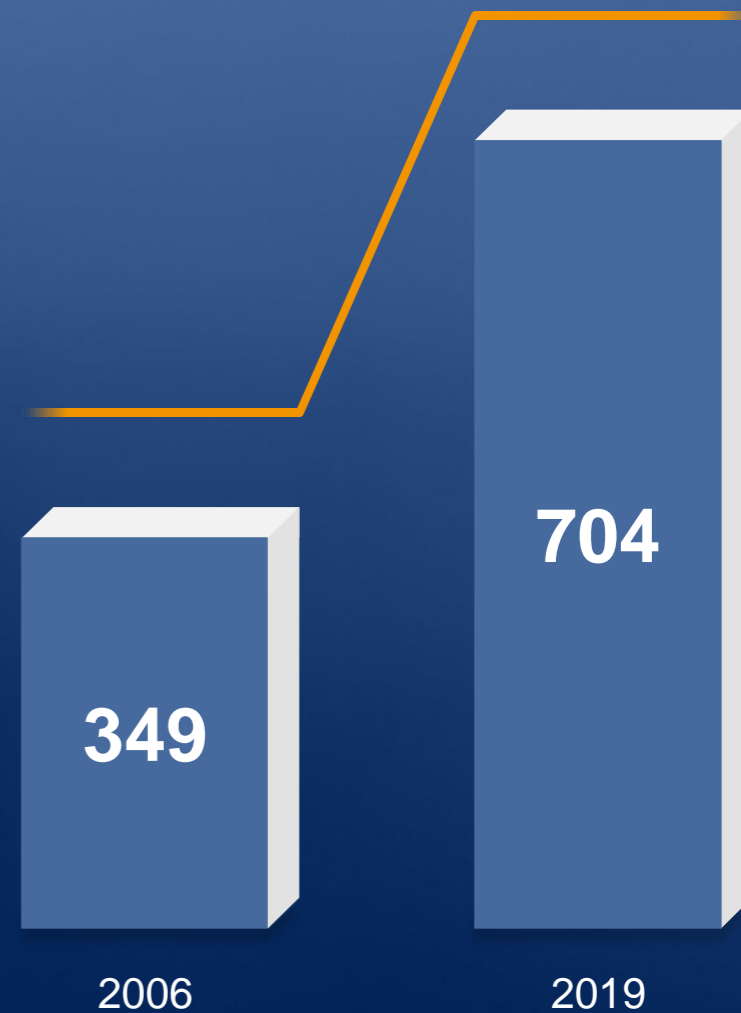
## Sales

+105%



## EBITDA

+102%



# GLOBAL NETWORK

for production and customer service

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**24**

production sites

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**23**

technical  
competence centers

Prices at

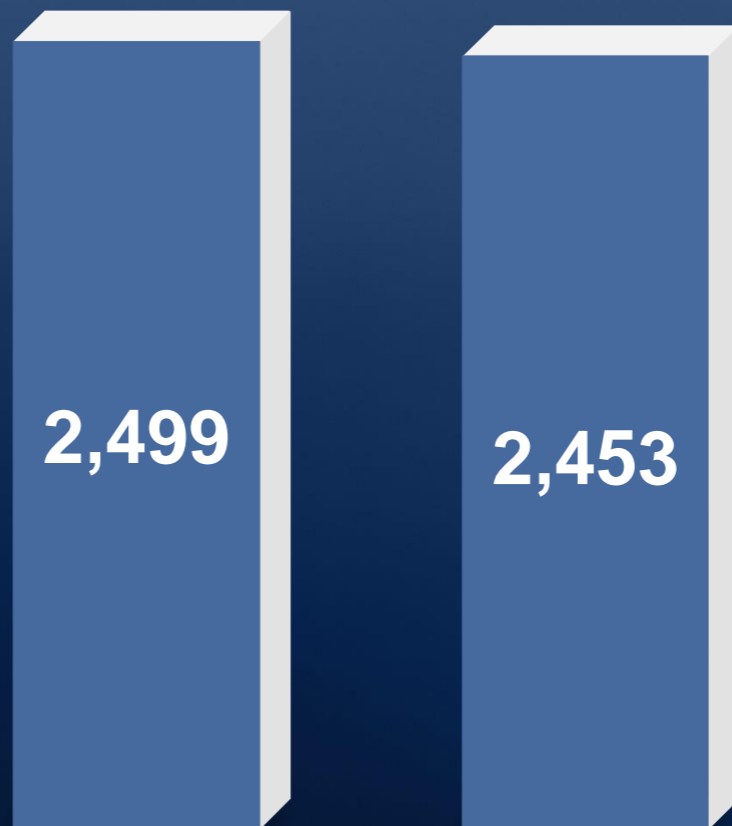
# WACKER SILICONES

return to normal levels after an  
exceptional year in 2018

(€ million)

Sales

-2%

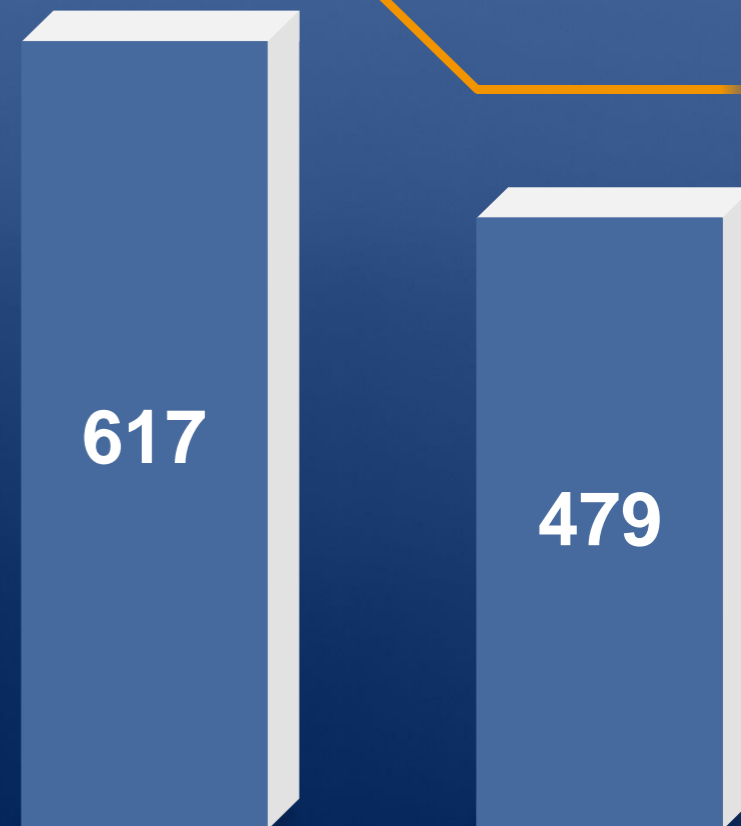


2018

2019

EBITDA

-22%



2018

2019

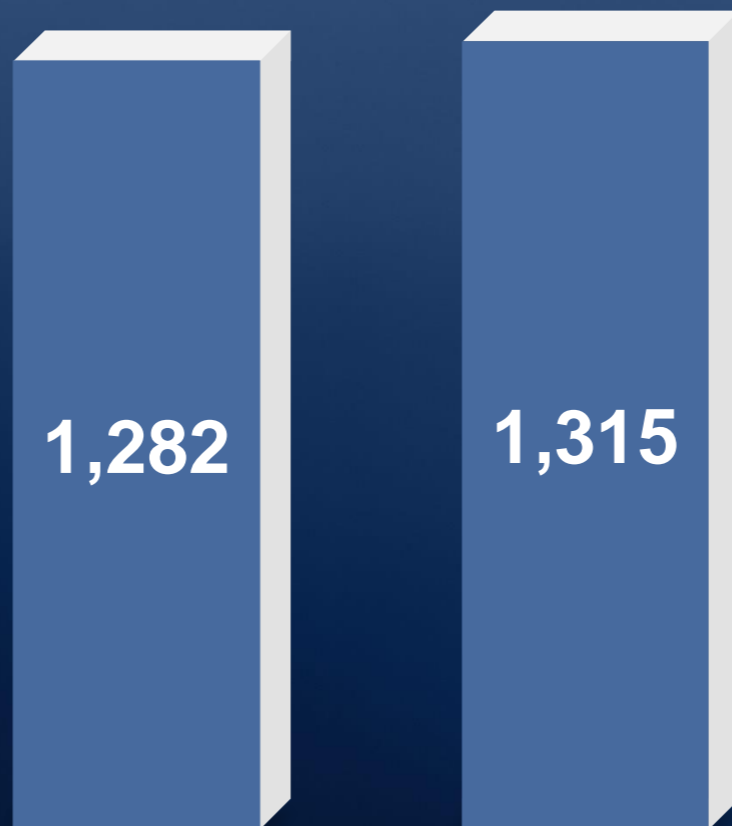
# WACKER POLYMERS

grows sales and earnings  
substantially

(€ million)

## Sales

+3%

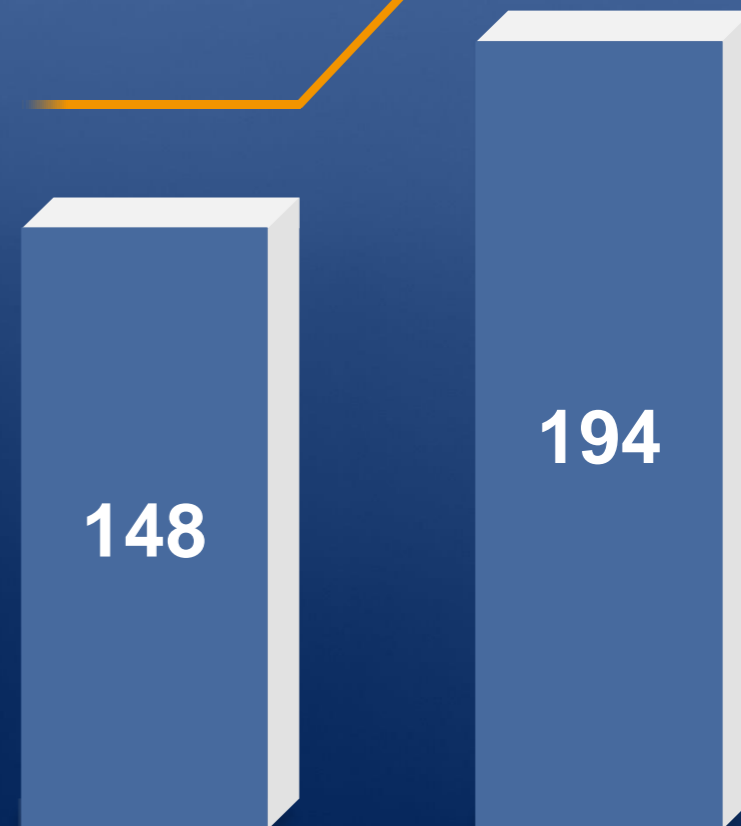


2018

2019

## EBITDA

+32%



2018

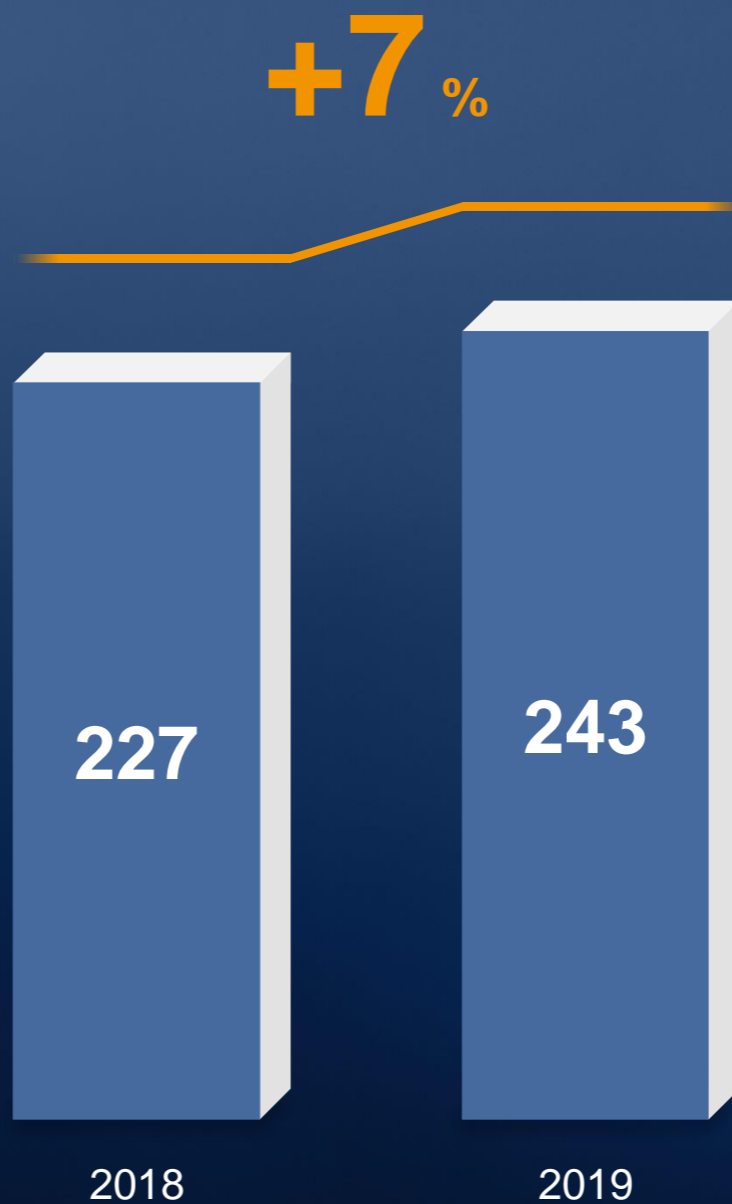
2019

# WACKER BIOSOLUTIONS

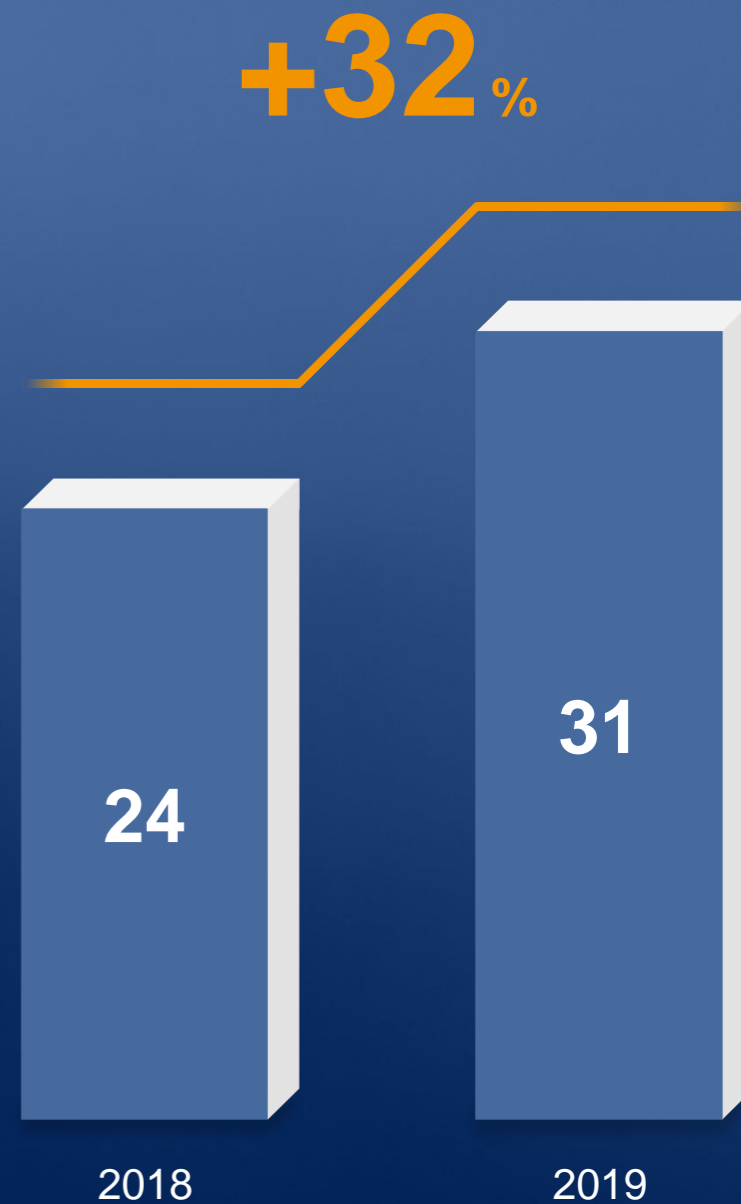
with strong increases in sales  
and EBITDA

(€ million)

## Sales



## EBITDA



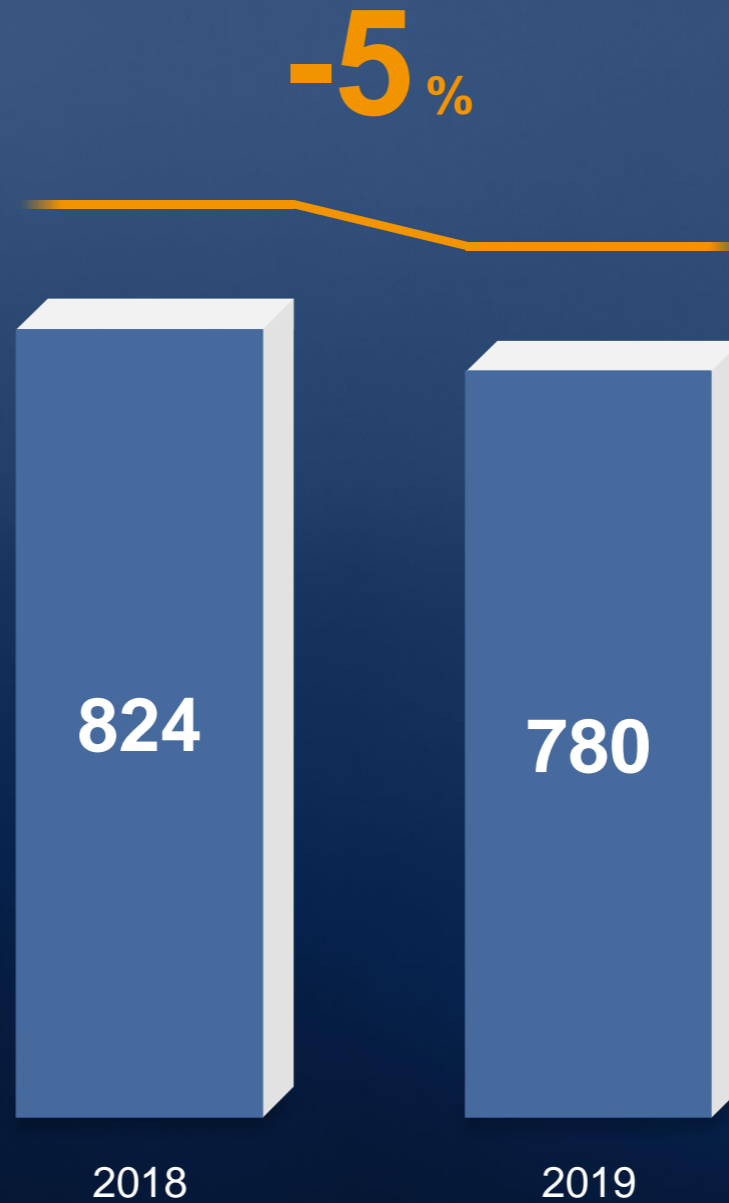
Sales and EBITDA at

# WACKER POLYSILICON

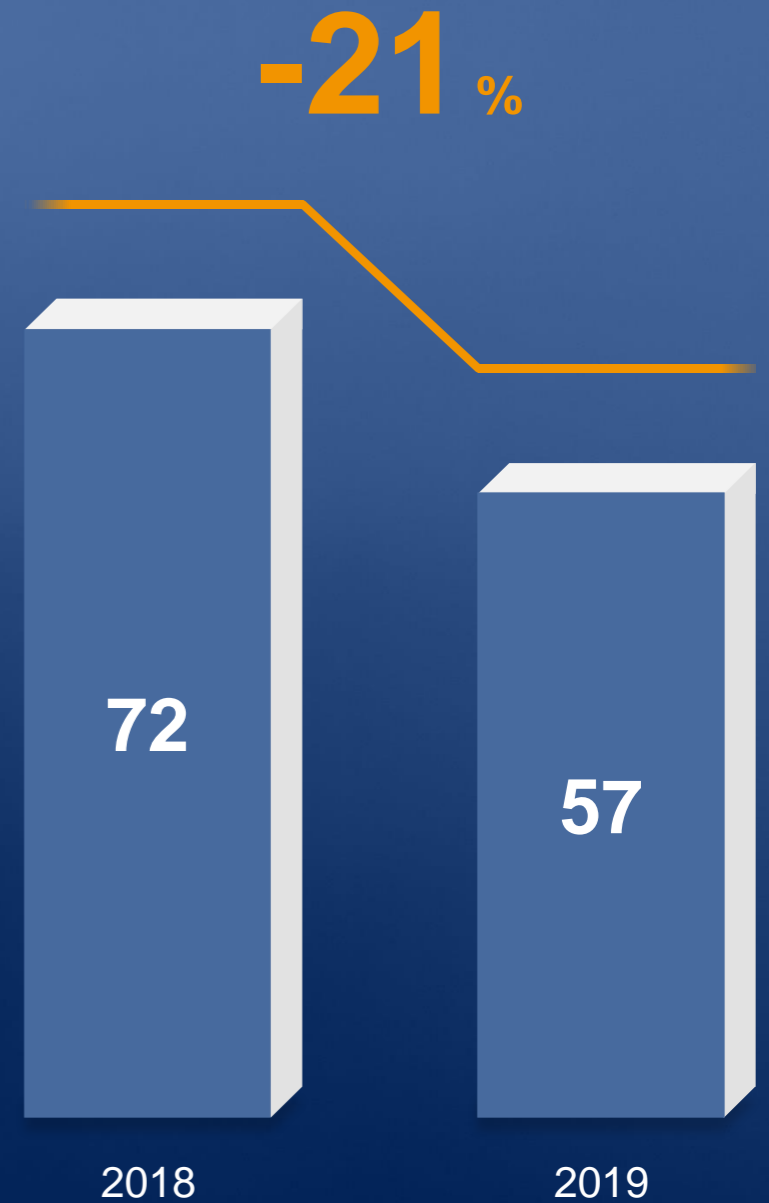
decline year over year  
due to price effects

(€ million)

Sales



EBITDA

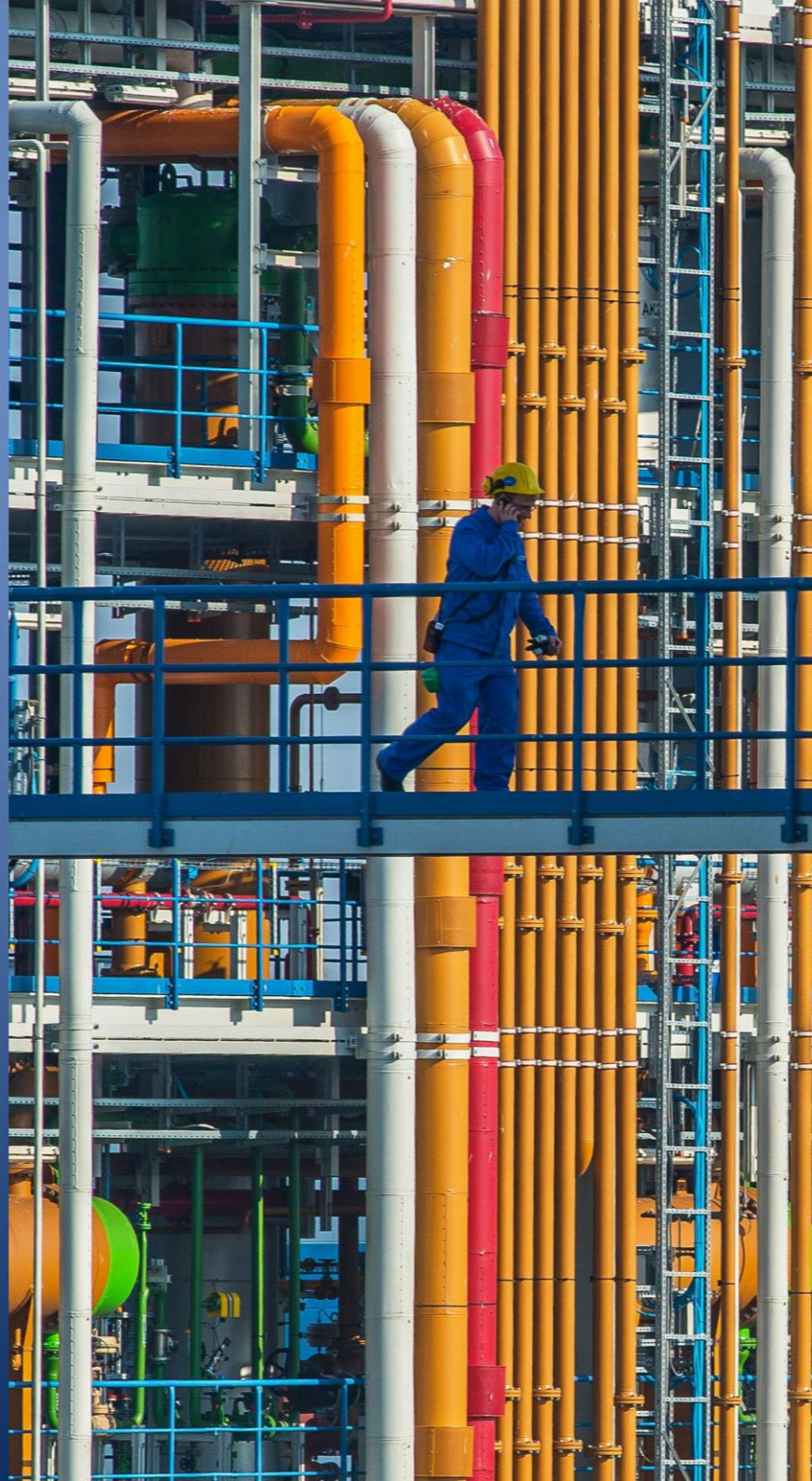


Strategic focus of

# WACKER POLYSILICON

unchanged

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Semiconductor Industry

Continue expanding  
market share

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Solar Industry

Concentrate on material for  
monocrystalline solar cells

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Costs

Further reduce energy  
and raw-material use and  
cut production costs

# PHOTOVOLTAICS

make a huge contribution  
to climate protection

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WACKER's production-related  
carbon footprint is four times lower  
than at its Chinese competitors







# WACKER EXPANDS CAPACITIES

at chemical divisions

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Manufacture of  
solid silicone rubber in  
**Zhangjiagang (China)**





# WACKER EXPANDS CAPACITIES

at chemical divisions

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Silicon-metal production  
site in **Holla (Norway)**



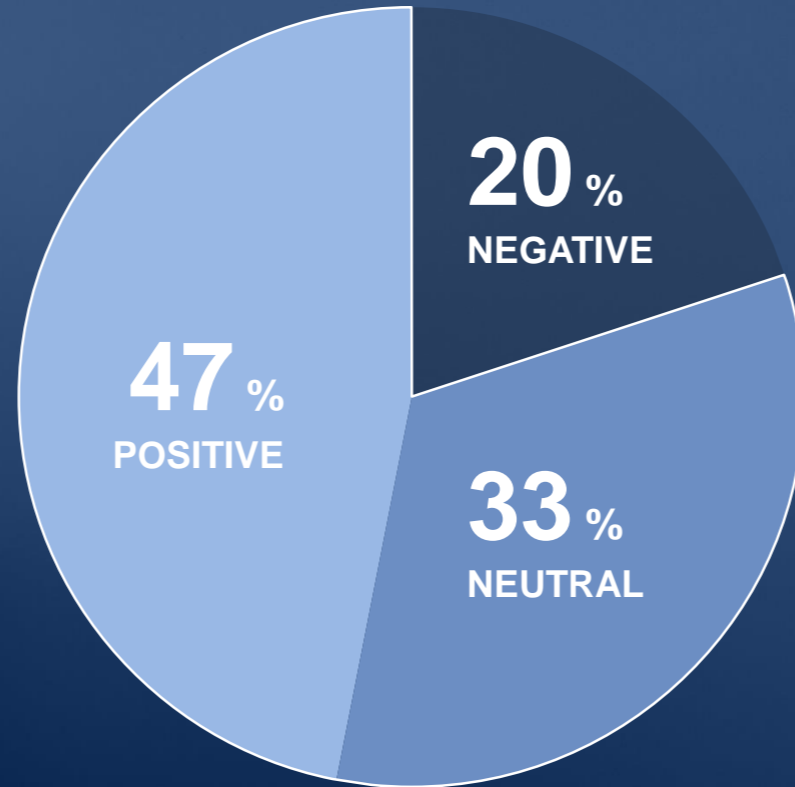


WACKER is systematically enhancing the

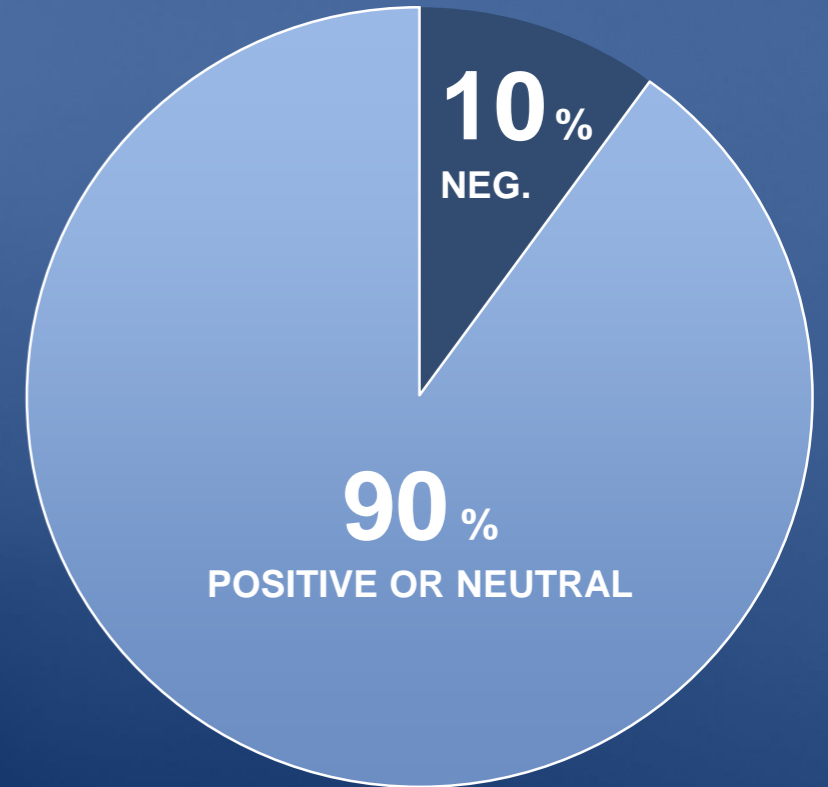
# ECO-BALANCE

of its products

Portfolio 2019



Target for 2030



Target: by 2030,

# 90%

of our products to be sustainable

WACKER focuses on

# RESOURCE- SAVING PRODUCTION

Steam turbine in Burghausen



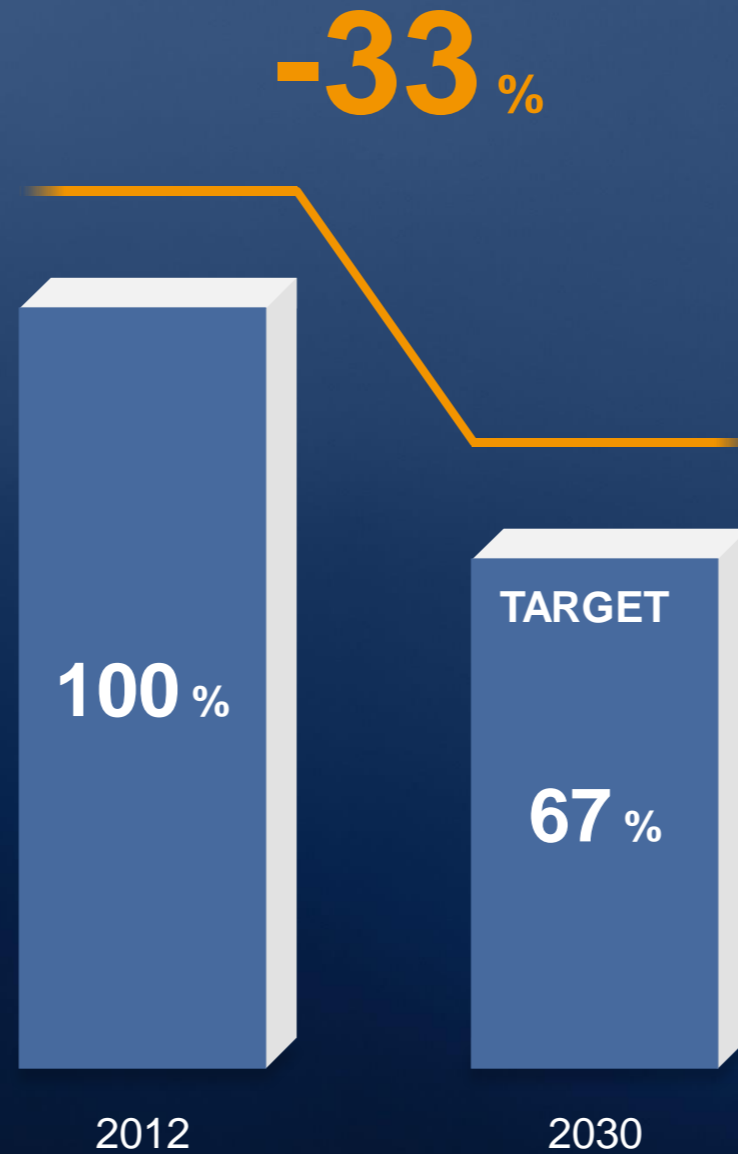
WACKER focuses on

# RESOURCE- SAVING PRODUCTION

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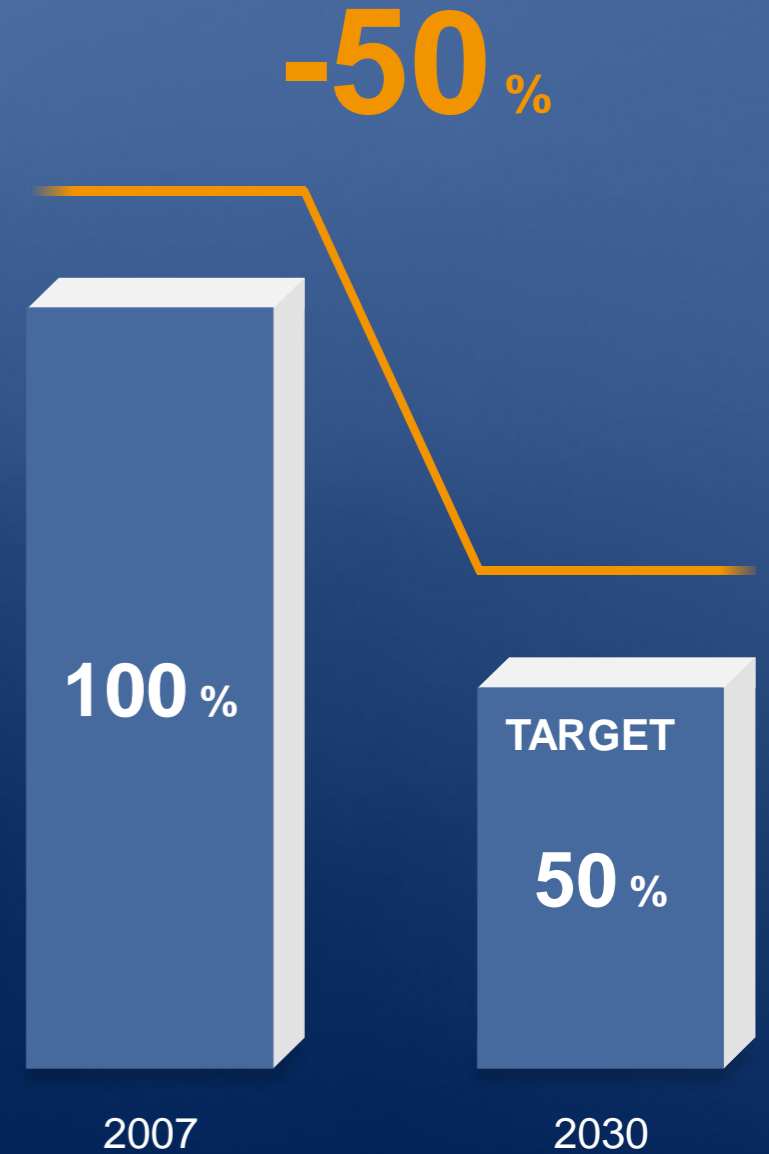
## Specific CO<sub>2</sub> emissions

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## Specific energy consumption

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WACKER is working on the

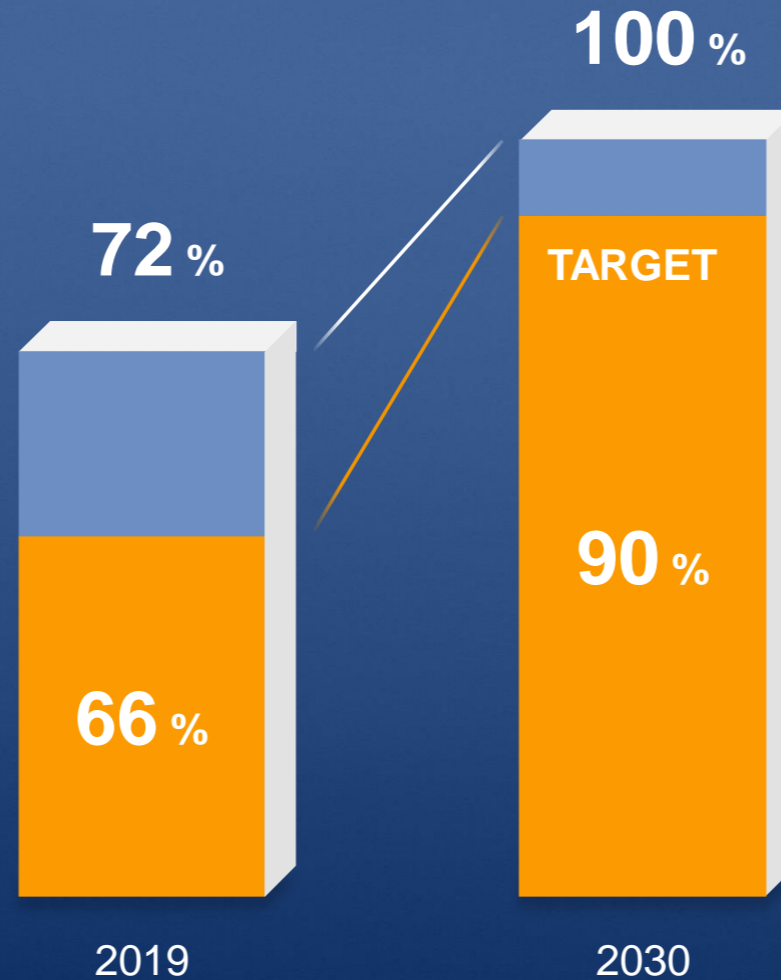
# SUSTAINABILITY OF ITS SUPPLY CHAIN

Audit of key suppliers

Positive sustainability contribution

Target: by 2030,

**90%** of our KEY SUPPLIERS to be sustainable



WACKER seizes

# DIGITALIZATION'S OPPORTUNITIES

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Our key areas



Digital collaboration

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Digitalization along  
the supply chain

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Digitalization of the  
customer interface

Our efficiency program

# SHAPE THE FUTURE

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Reducing the workforce by over

**1,000** positions worldwide

## Our goals

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Become faster and more flexible

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Simplify complex workflows and structures

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Strengthen regional and local responsibility

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Achieve significant personnel and non-personnel cost savings

## Socially responsible job reductions

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Phased early retirement

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Severance packages

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Regular employee turnover

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Over an extended period



# CORNERSTONE OF OUR SUCCESS

Our employees



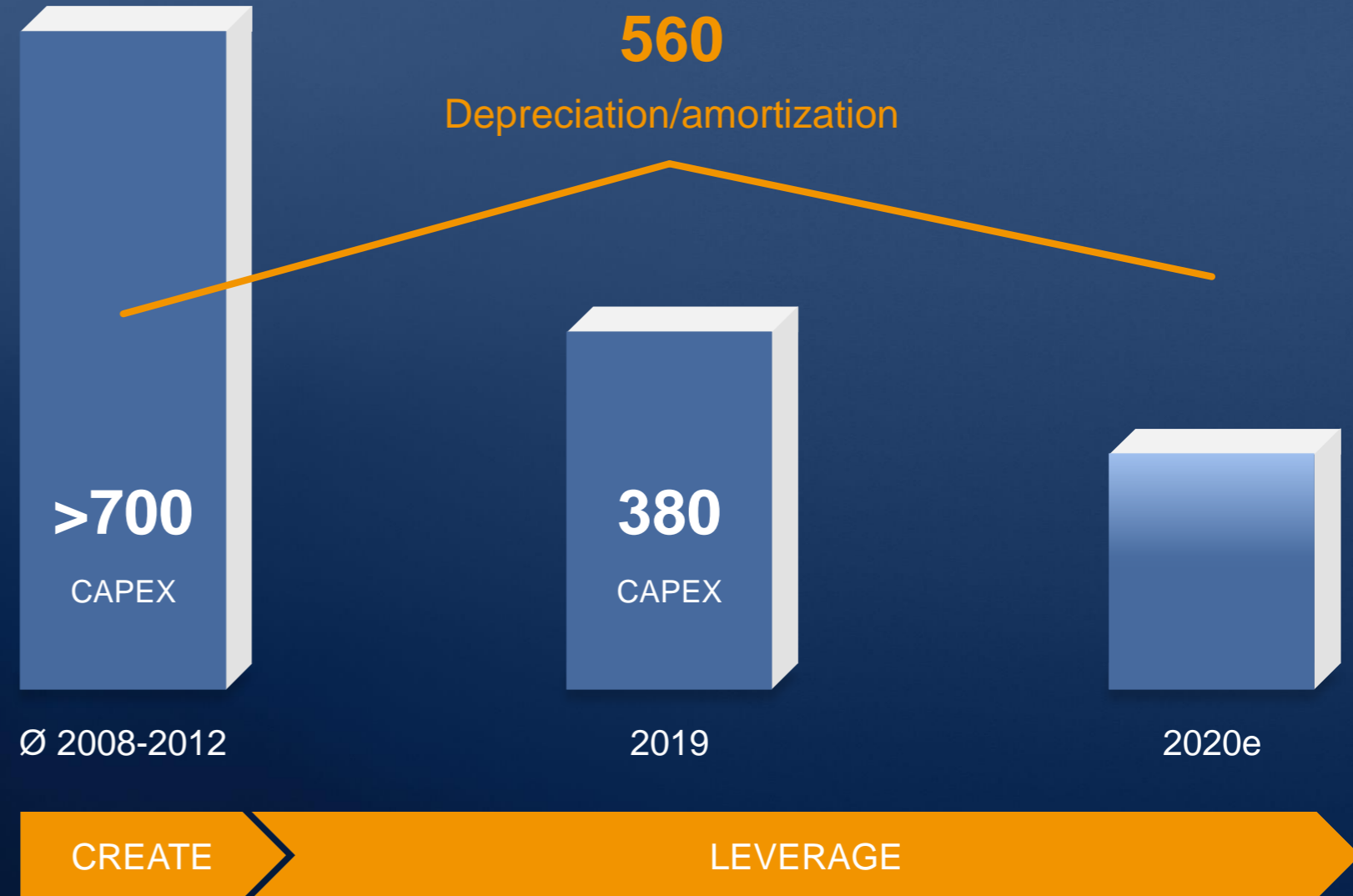
Focus on

# TARGETED INVESTMENTS

at chemical divisions

(€ million)

Capital expenditures vs. depreciation/amortization

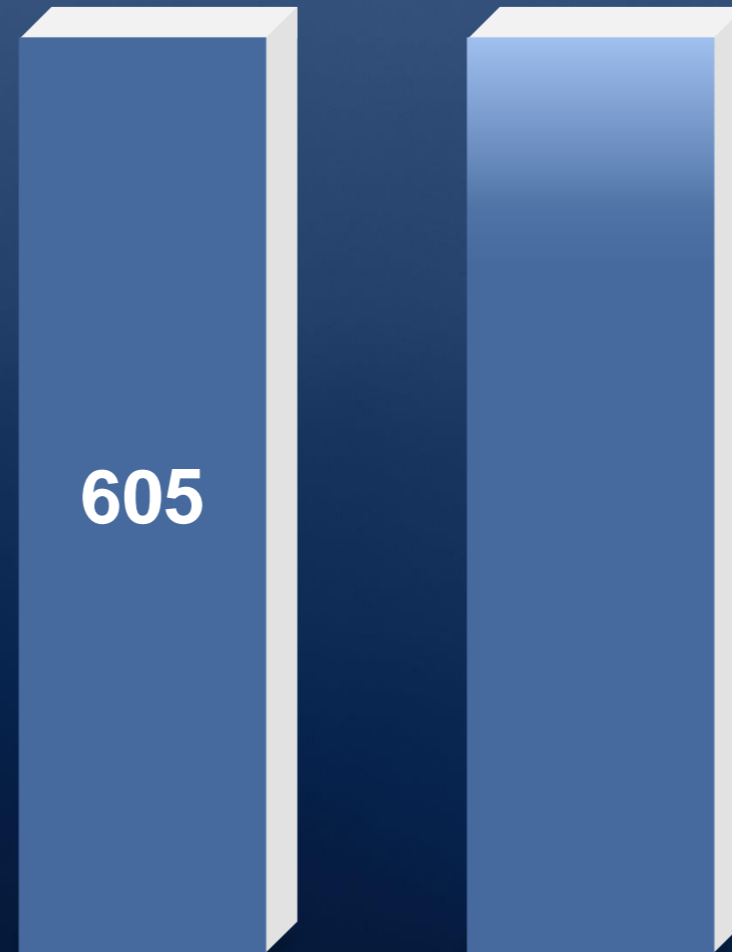


# PROFITABLE GROWTH

secures high level of  
cash inflows

(€ million)

## Gross cash flow



2019

2020e

## Net cash flow



2019

2020e

# ACTIVE INVENTORY MANAGEMENT

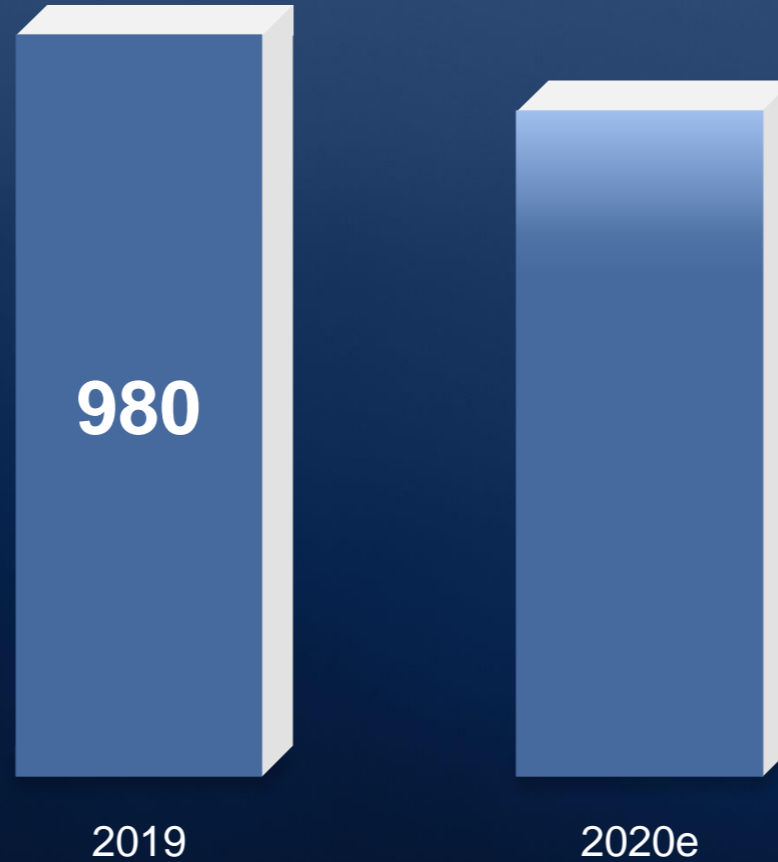
enhances productivity of working capital

(€ million)

Year-end inventories

60

days inventory outstanding (DIO)  
(chemical divisions)

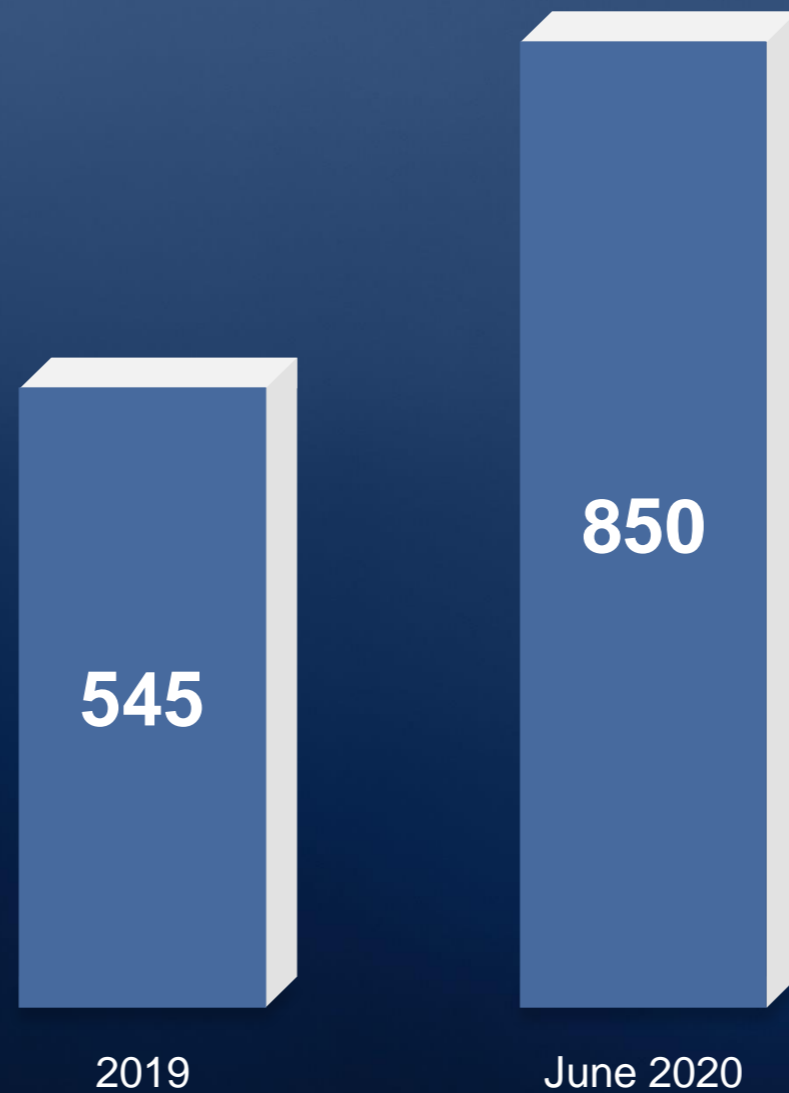


# CASH IS KING

WACKER strengthens  
its liquidity

(€ million)

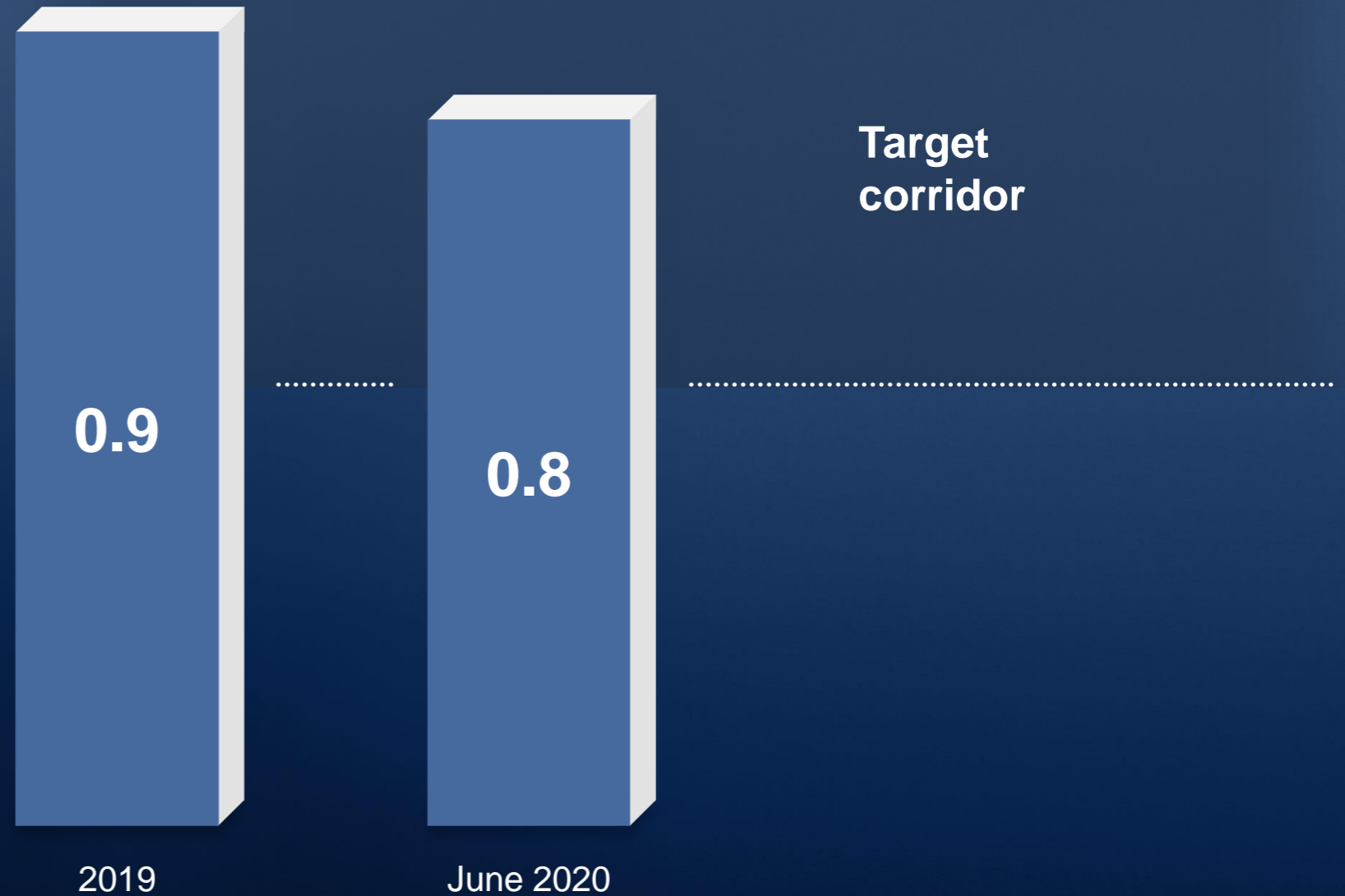
Liquidity on reporting date



# NET FINANCIAL DEBT

within defined corridor

Ratio of net financial debt to EBITDA

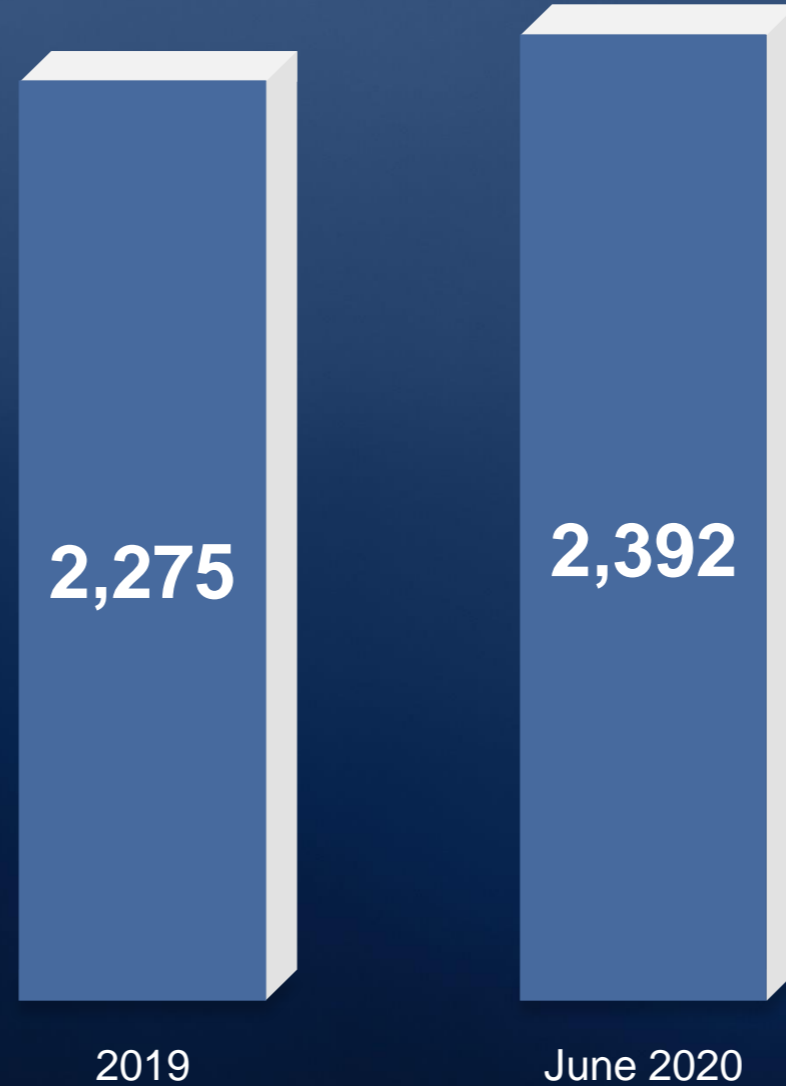


# PENSION OBLIGATIONS

Zero-interest policy remains a big challenge

(€ million)

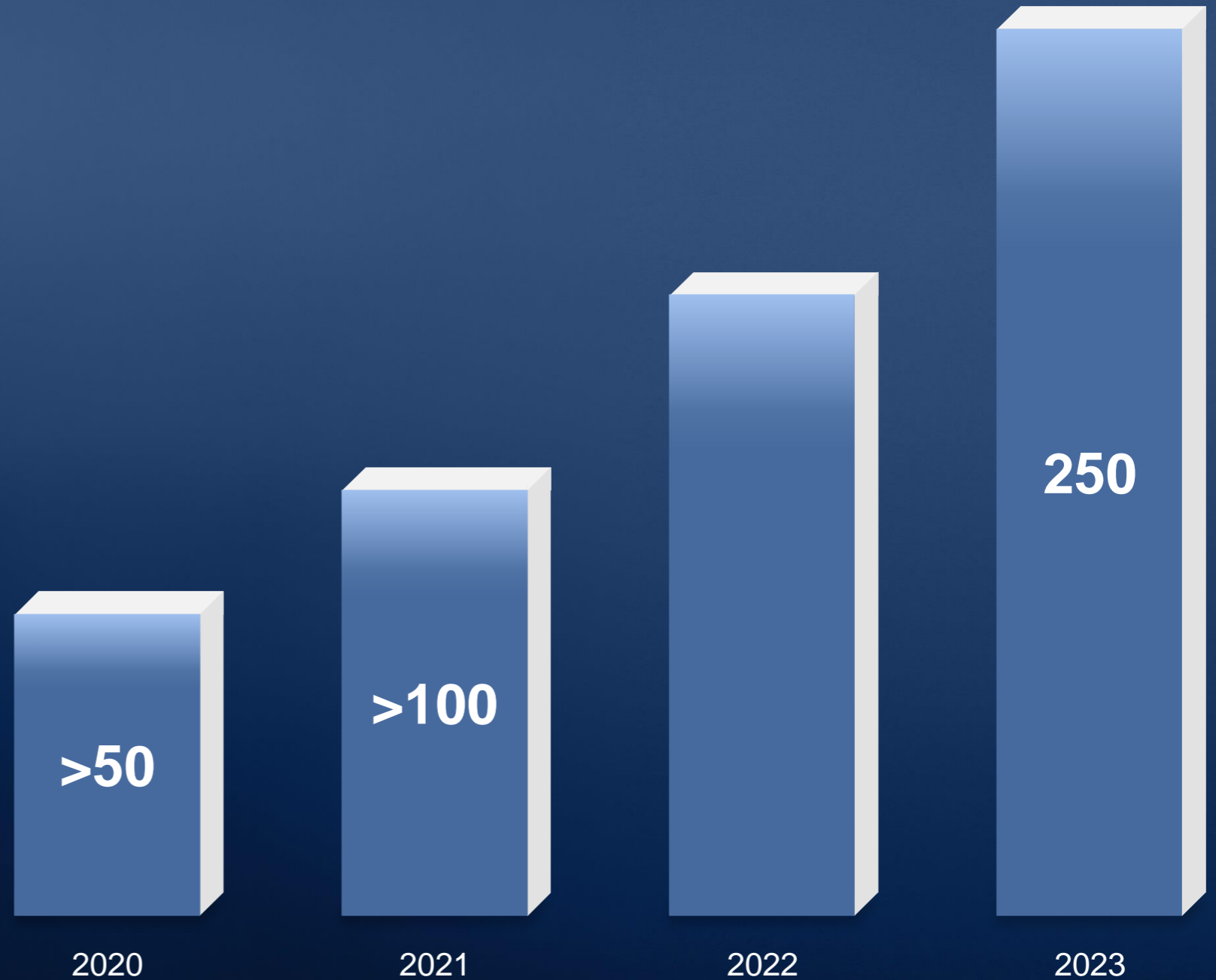
## Provisions for pensions



# SHAPE THE FUTURE

Annual savings of

€ **250** million





# SHAPE THE FUTURE

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Annual savings of

€ **250** million

€250 million, half from non-personnel and half from personnel costs

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Personnel costs expected to decline in 2021 and 2022

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Significant savings in non-personnel costs already this year

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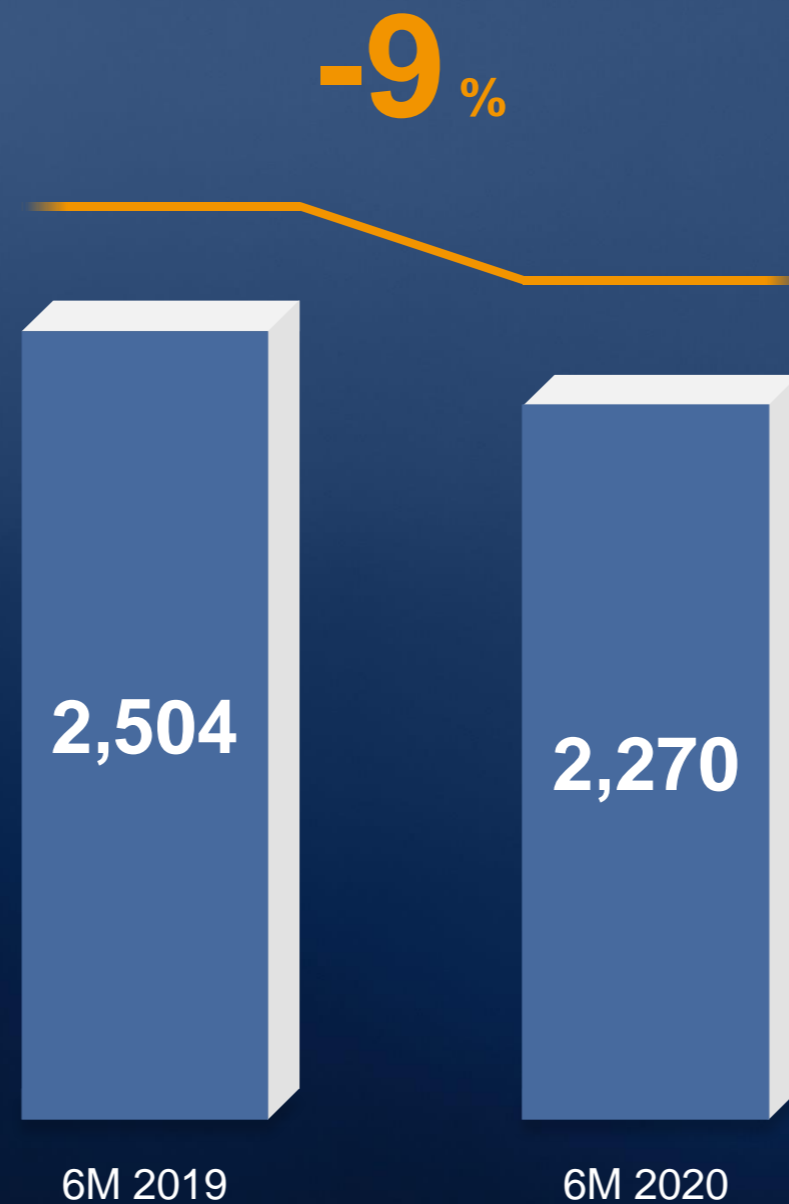
Full amount of savings from the program to be reached from 2023

# HALF-YEAR FIGURES

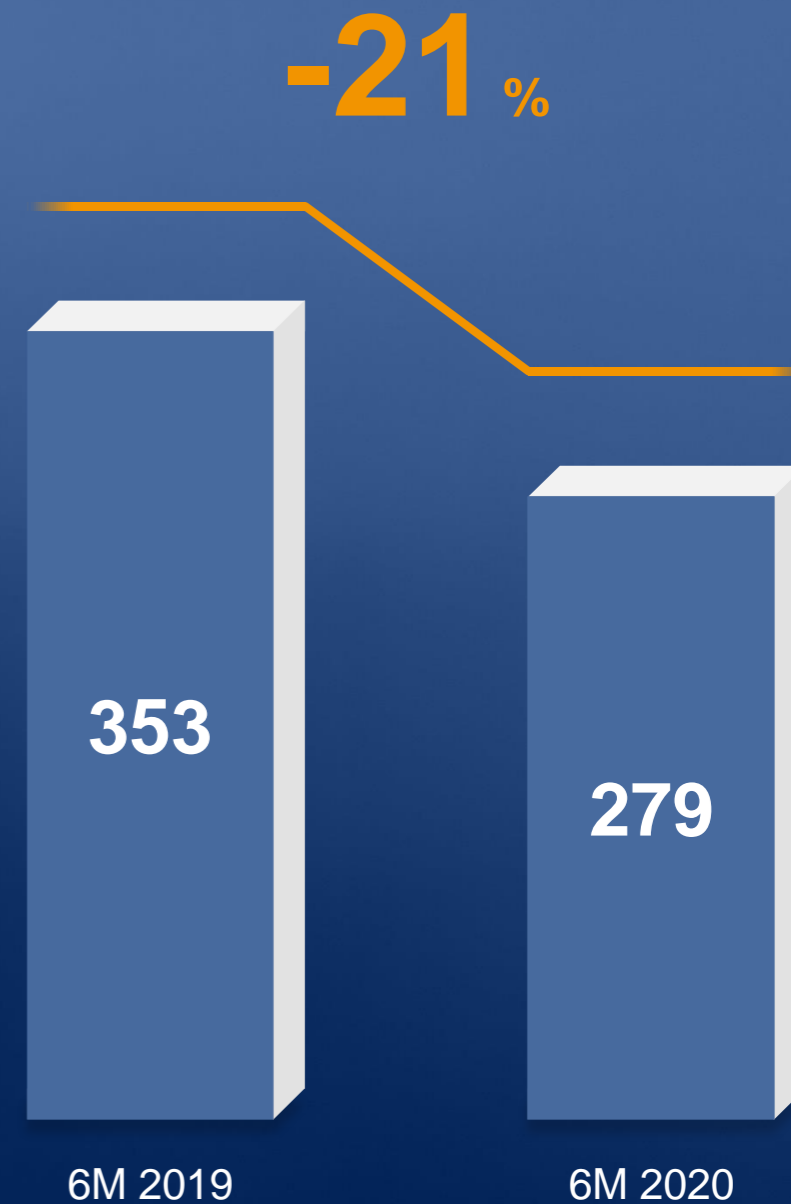
Effects of pandemic very noticeable

(€ million)

## Sales



## EBITDA



# OUR EXPECTATIONS

for the rest of 2020

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## WACKER SILICONES

Sales slightly up in Q3

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## WACKER POLYMERS

Sales up in Q3

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## WACKER BIOSOLUTIONS

Full-year increases in sales and EBITDA

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## WACKER POLYSILICON

Market growth in photovoltaics in second half of year

A photograph of an industrial chemical plant featuring several tall, silver distillation columns supported by a complex metal framework. The sky is clear and blue.

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