



LANXESS
Energizing Chemistry

LANXESS – Q1 2024 Roadshow

Trend turns positive – measures take grip and the industry softly improves

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Safe harbor statement



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Agenda

1 Building a stronger sustainable portfolio

2 We are taking action: FORWARD! and cash flow

3 Financial and business details Q1 2024



LANXESS built a portfolio with three strong pillars – laying the strategic foundation for future growth

Portfolio transformation achieved in a timely and focused manner

Consumer Protection

Growth profile: GDP+

Specialty Additives

Growth profile: ~GDP

Advanced Intermediates

Growth profile: ~GDP

Setup for operational success

- Leading among the top 3 globally in growing niche markets
- Balanced portfolio without dependency on single industry
- Focus on path to a solid balance sheet and high cash flow; harvesting from new portfolio
- Strong platform to grow in the US & Asia



Leading ESG position with goals embedded in management incentive and financing



LANXESS is operationally well positioned to participate in demand recovery

Current levers to deliver

- Lean cost base: Restructuring program leading to €150 m annual savings by 2025
- Geared to benefit from recovery, utilization in 2023 at 58 % only
- Currently no growth CAPEX required to participate in demand recovery

Excellent financing backbone

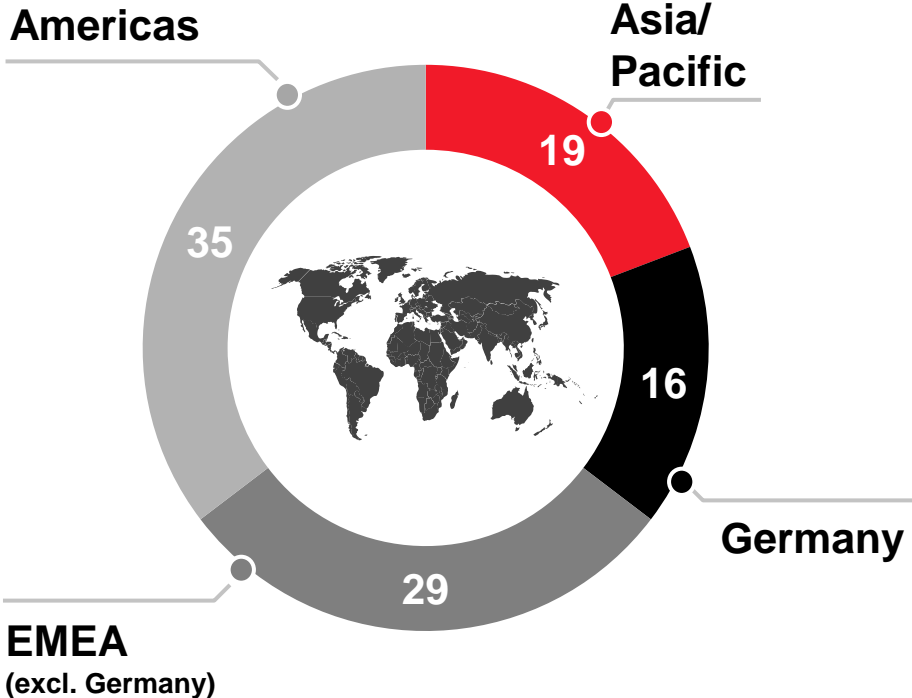
- No covenants and ample liquidity
- Fixed \emptyset interest rate of 1.0 % on outstanding bonds; No maturity until May 2025, already pre-financed
- Deleveraging organically and via divestitures (remaining polymer business)



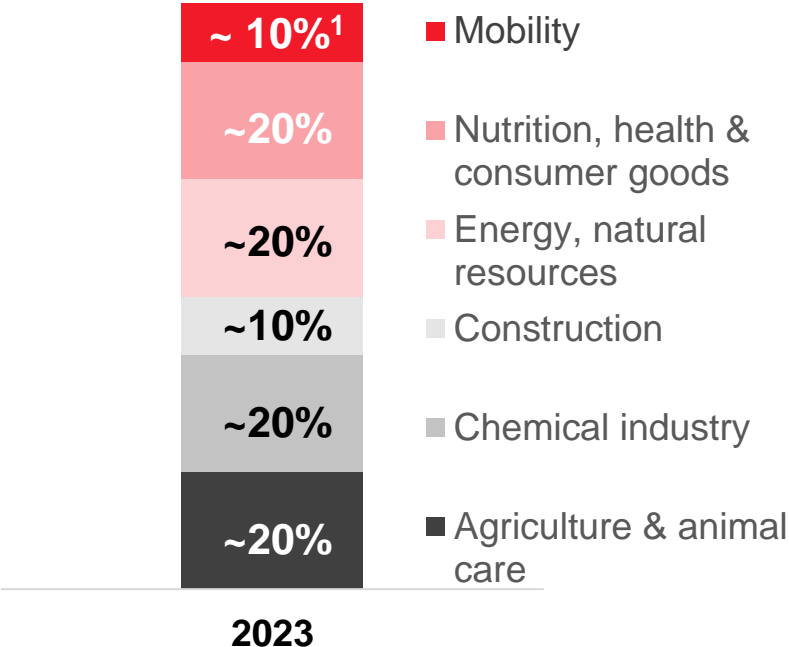
EBITDA pre expected to grow by 10 – 20 % (incl. BU URE)

LANXESS' portfolio is balanced across regions and end-markets

FY 2023 sales by region [%]



FY 2023 sales end-market exposure



¹ Includes sales in the automotive, aviation and shipping industries including relevant electronic components

Our product portfolio is aligned with our sustainability strategy

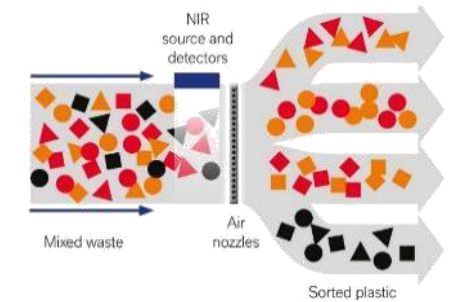
Available: Sustainable products (BU F&F)

Customers have the choice: F&F offering majority of its portfolio in two alternatives - regular and sustainable



Available: Enabling recycling (BU IPG)

BAYFERROX® 303 T makes black plastic detectable by recycling machines (usually not possible)

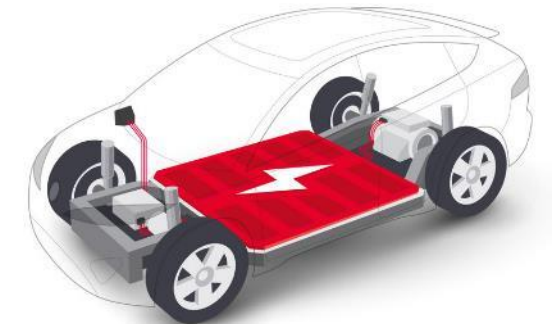


LEWATIT® adsorber enable direct air capture of CO₂



New market: Direct air capture (BU LPT)

Immersion cooling fluids enable fast-charging of electric vehicle batteries by removing excess heat



New product: Battery technology (BU LAB)

Leading ESG rating providers honor our performance



MSCI ESG RATINGS

Rating recently confirmed

2nd highest category for 3rd time
Convincing climate strategy and efforts to reduce water use

ISS ESG

Rating recently confirmed

Prime status since 2020
Top 10%

CDP
DISCLOSURE INSIGHT ACTION

Rating recently confirmed

In total, 7 times on Climate A list (among top 2%), 5th time in a row
2nd time A- rating for water disclosure

Dow Jones Sustainability Indices
Powered by the S&P Global CSA

Rating recently updated

Top 10% in DJSI World (13th year)
DJSI Europe (7th year)
Sustainability Yearbook member

We are rewarded for our efforts on sustainability that go beyond the must-haves

Bloomberg
Gender-Equality Index
2023

3rd time in a row

ecovadis
2023 Sustainability Rating
PLATINUM Top 1%

3rd time in a row

MOODY'S
ANALYTICS¹

SUSTAINALYTICS

¹ Formerly known as Vigeo Eiris



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FORWARD! program on track

Savings of FORWARD! program have been confirmed and are in execution

Progress

- Majority of contracts for FTE reduction signed
- Measure implementation according to plan
- Savings realization fully on track

~€150 m

total recurring savings

	2024	2025
Savings	~€90 m	~€60 m
Cash-outs	~€50 m	~€30 m
FTEs*	~870 globally	

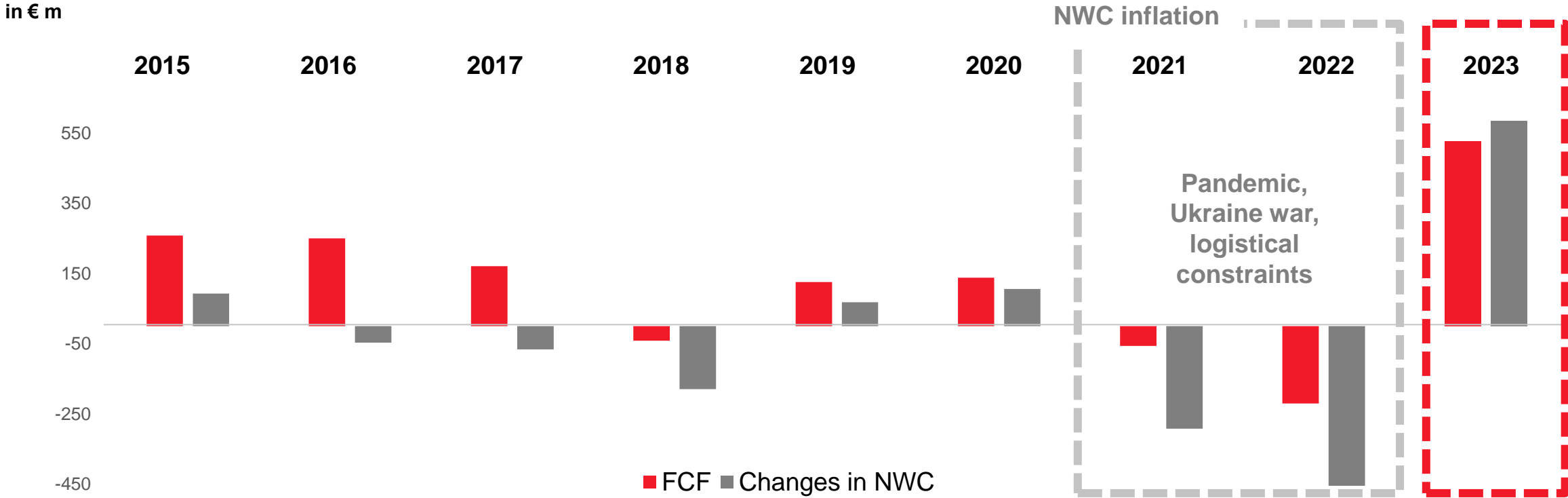
Sustainable improvement of our cost base

* FTEs: full-time equivalents

Strong recovery of free cash flow driven by strict working capital management and steering of capex



Significant reduction of net working capital in 2023



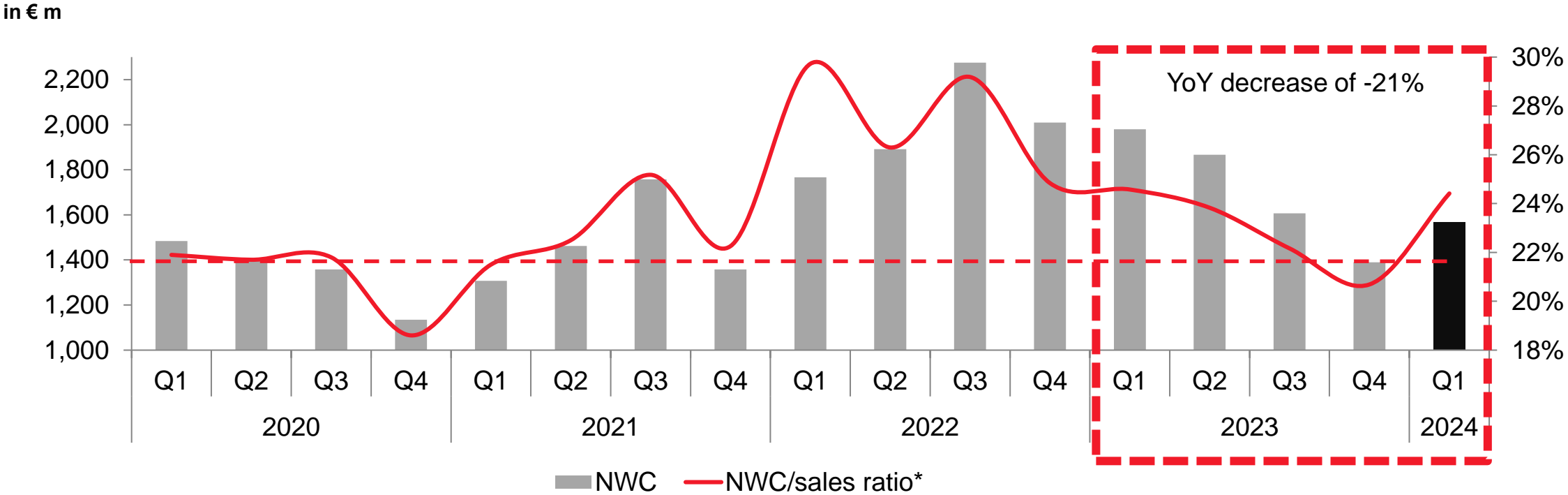
Improved business set-up as solid base for future free cash flow

FCF = Operating cash flow (continuing operations) minus capex as reported

Continuous net working capital reduction – Q1 build up in line with usually seasonal development



Significant reduction of net working capital since peak in Q3 2022

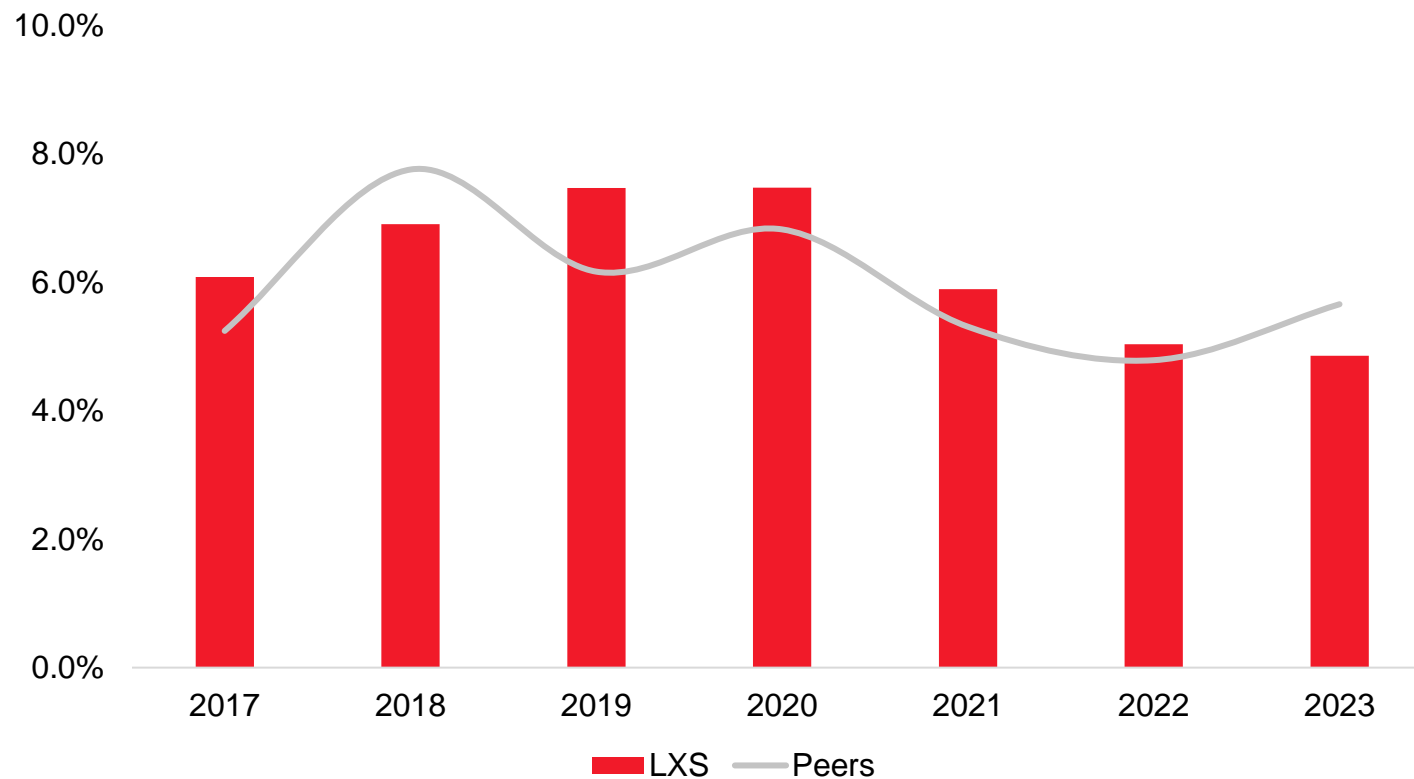


Lower net working capital as lever for cash generation

* Net working capital to sales ratio

LANXESS' structural capex requirements have been reduced in the last years

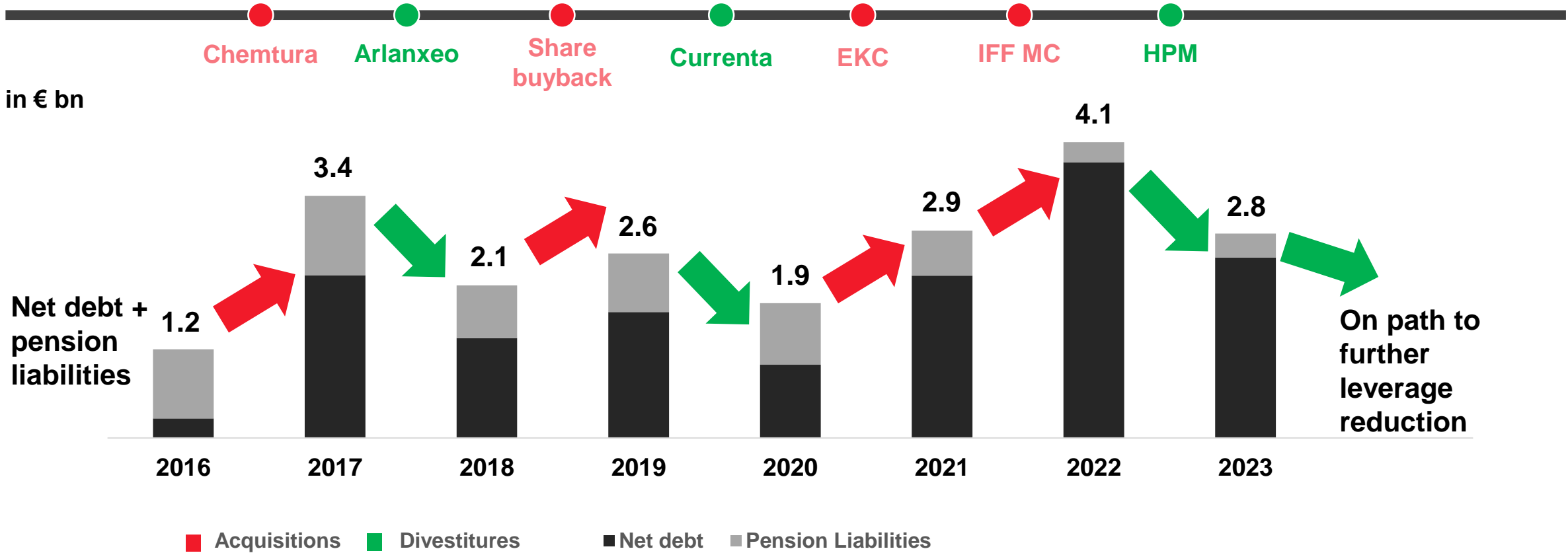
LANXESS capex spendings in relation to sales is on average above those of peers



- LANXESS can reduce capex to market level due to less capex intensive asset base
- In current situation and due to low utilization, no need for growth capex
- In 2023, LANXESS capex ratio below those of peers due to low sales volume

Current platform with excellent set-up

We have a proven track record of de-leveraging after acquisitions



On path to further leverage reduction

Rating agencies support our de-leveraging plan

Net debt defined as net debt incl. total financial assets; pension liabilities defined as pension obligation minus pension assets minus deferred tax assets

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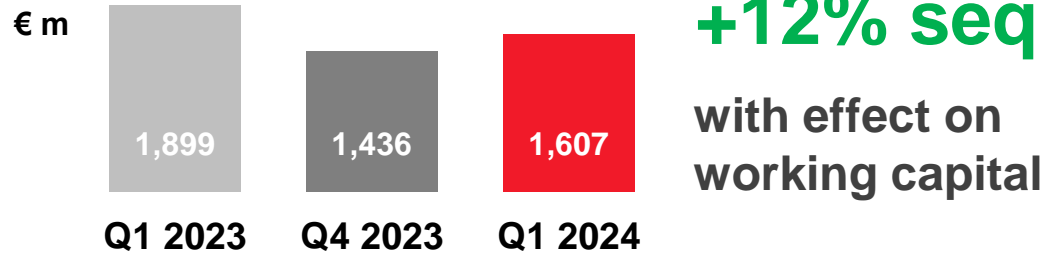
3 Financial and business details Q1 2024



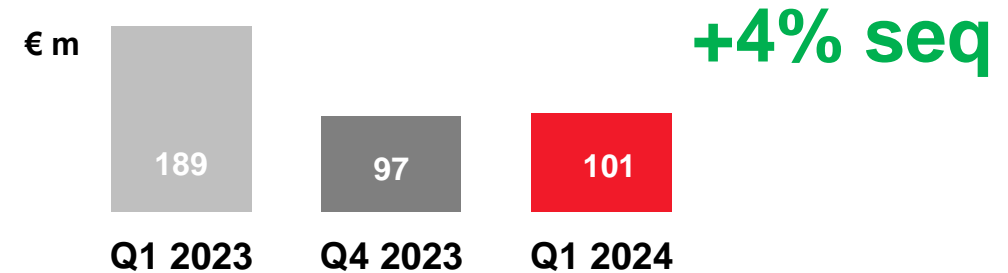
Q1 performance sequentially improved but still below Q1 2023 – bottom reached

Demand improving

Sales



EBITDA pre



Implementation of cost savings

As planned



Urethanes divestment process

Well on track



First signs of volume improvements visible, however agro destocking weighs on Consumer Protection

Sales increase 12% sequentially, driven by 13% higher volumes and only slight price declines

Sequential development	Sales	EBITDA pre		
		Q4/23	Q1/24	
		[€ m]		
Consumer Protection 	+0%	50	49	-2%
Specialty Additives 	+15%	41	48	+17%
Advanced Intermediates 	+25%	24	37	+54%

Demand increase in other markets almost offsets agro destocking

Improved demand in other industries overcompensates construction softness

Demand picks up in many markets. Broad customer industries support

LANXESS Group: Q1 EBITDA bottoming out, operational improvement visible

Volume increase in Advanced Intermediates

[€ m]	2023		2024	Δ YOY
	Q1	Q4	Q1	
Sales	1,899	1,436	1,607	-15%
EBITDA pre	189	97	101	-47%
Margin	10.0%	6.8%	6.3%	
Capex	59	132	39	-34%



Price **-9%** Volume **-5%** FX **-1%** Portfolio **0%**

Total **-15%**

Q1 Sales vs. PY

- Lower sales prices driven by pass through of input costs
- While volumes picked up sequentially, yoy comparison reflects still stronger Q1 of previous year
- EBITDA pre and margin declined on basis of lower prices and volumes; ramp up of structural savings does not yet outweigh reduction of temporary savings

Ample liquidity of more than €2 bn available amidst ongoing debt reduction

Solid financing framework

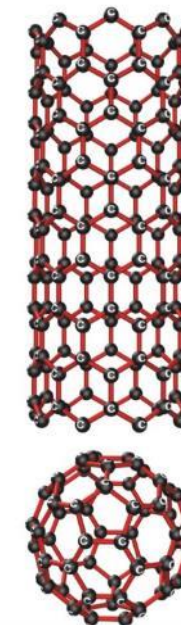
No maturities until May 2025 – already prefinanced!

No financial covenants

Ø interest rate of financial liabilities at ~1.0%

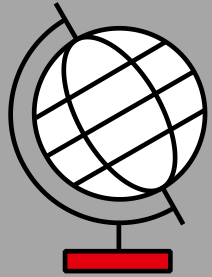
Actions taken:

Program FORWARD!, dividend reduction & divestment of BU Urethanes already initiated to decrease debt



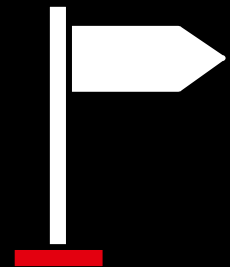
Track record in reducing leverage after acquisitions

FY 2024 guidance: EBITDA pre expected to increase by 10-20%



Our view on economic environment

- Demand has stabilized and is starting to pick up
- Burden from agro customers' destocking continues



LANXESS outlook

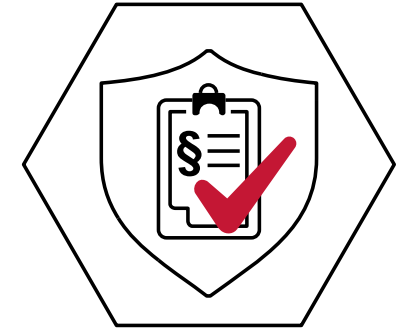
- **FY guidance: EBITDA pre expected to grow by 10-20% (incl. BU URE)**
- EBITDA pre expected to sequentially increase in Q2 and Q3, with normal seasonality in Q4
- **Continued focus on cash generation**
 - Balanced working capital approach
 - Strong capex discipline



Consumer Protection: EBITDA stable sequentially

Agro-destocking is sequentially offset by pick-up in other markets

[€ m]	2023		2024	Δ YoY
	Q1	Q4	Q1	
Sales	647	508	509	-21%
EBITDA pre	94	50	49	-48%
Margin	14.5%	9.8%	9.6%	
Capex	17	34	12	-29%

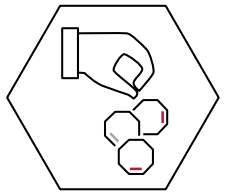


Price	Volume	FX	Portfolio
-5%	-16%	-1%	0%

Total -21%

Q1 Sales vs. PY

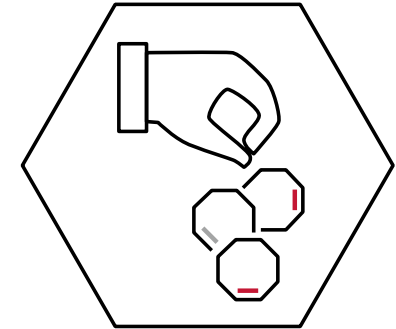
- YoY volume decline in all BUs, mainly in BU SGO due to intensified agro destocking and F&F still limited by steam supply outage
- Massive agro-destocking is sequentially offset by pick-up in other markets
- EBITDA pre and margin decline based on lower volumes, especially for agro end market



Specialty Additives: Moderate pick-up sequentially

Sequentially improving despite construction weakness

[€ m]	2023		2024	Δ YoY
	Q1	Q4	Q1	
Sales	664	492	566	-15%
EBITDA pre	98	41	48	-51%
Margin	14.8%	8.3%	8.5%	
Capex	23	45	14	-39%

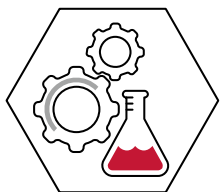


Price	Volume	FX	Portfolio
-10%	-4%	-1%	0%

Total -15%

Q1 Sales vs. PY

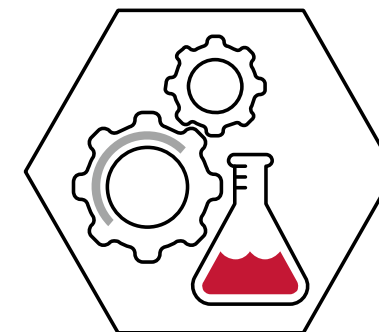
- Lower prices in all BUs, mainly due to pass through and market weakness
- Slightly lower volumes reflect continued weakness in construction
- Sequentially all BUs with increasing sales
- EBITDA pre and margin compared against still relatively strong previous year especially for flame retardants



Advanced Intermediates: Meaningful sequential volume improvement

Volumes increase also year-over-year

[€ m]	2023		2024	Δ YoY
	Q1	Q4	Q1	
Sales	516	372	465	-10%
EBITDA pre	44	24	37	-16%
Margin	8.5%	6.5%	8.0%	
Capex	16	29	11	-31%



Price	Volume	FX	Portfolio
-14%	+5%	0%	0%

Total -10%

Q1 Sales vs. PY

- Sales decline due to price pass through clauses as input costs normalize
- Volumes have turned positive, additionally supported by customers' re-stocking for BU Inorganic Pigments
- EBITDA pre and margin remain unsatisfactory but start to improve

Q1 EBITDA pre below prior year due to agro destocking and weak construction business

P&L [€ m]*	Q1/2023		Q1/2024		yoy
Sales	1,899	(100%)	1,607	(100%)	-15%
Cost of sales	-1,463	(-77%)	-1,327	(-83%)	9%
Selling	-276	(-15%)	-223	(-14%)	19%
G&A	-71	(-4%)	-68	(-4%)	4%
R&D	-27	(-1%)	-28	(-2%)	-4%
Financial result	-21		-62		>-100%
Net Income	-44		-98		>-100%
Adjust. EPS (cont.) [€]	0.63		-0.09		>-100%
EBITDA	171	(9%)	83	(5%)	-51%
thereof except.	18	(1%)	18	(1%)	0%
EBITDA pre except.	189	(10%)	101	(6.3%)	-47%

- Sales decline primarily due to pass through of lower raw material and energy prices
- Reduced selling expenses reflect lower volumes and logistic costs
- Improved G&A costs include FORWARD! savings
- Financial result contains effect from Envalor's at-equity contribution which has been included since 1st April 2023

* All figures from continuing operations only – except net income

Free cash flow held back by operating result and volume driven increase in receivables

Cash flow [€ m]*	Q1/2023	Q1/2024	Δ
Profit before tax	13	-119	-132
Depreciation & amortization	137	140	3
Result from investments accounted for using the equity method	-1	46	47
Financial Result	24	11	-13
Income taxes	-10	-1	9
Changes in other assets & liab.	0	41	41
Changes in working capital	8	-166	-174
Operating cash flow	171	-48	-219
Capex	-59	-39	20
Free cash flow	112	-87	-199

- Profit before tax decreased due to weaker operational performance and non-cash effect from Envalor's at-equity contribution
- Changes in other assets and liabilities amongst others driven by built-up of personnel provisions
- Increase in working capital mainly results from typical seasonal increase in receivables driven by higher sales at the end of the quarter
- Capex significantly reduced

* Applies to continuing operations; Free cash flow = Operating cash flow minus Capex

Continued solid equity ratio

Balance sheet [€ m]	31.12.2023	31.03.2024
Total assets	9,688	9,711
Equity	4,530	4,561
Equity ratio	47%	47%
Net financial debt¹	2,498	2,609
Pension provisions	498	462
Net working capital	1,389	1,568
DSI (in days) ²	85	76
DSO (in days) ³	38	46
Net working capital / sales ⁴	21	24

- Stable total assets and equity
- Slight increase in net financial debt reflects operating result and working capital increase
- Working capital to sales ratio impacted by typical seasonal higher sales and respective receivables at the end of the quarter
- Decline in pension provisions in line with slight increase in interest rate

¹ Deducting cash, cash equivalents, near cash assets

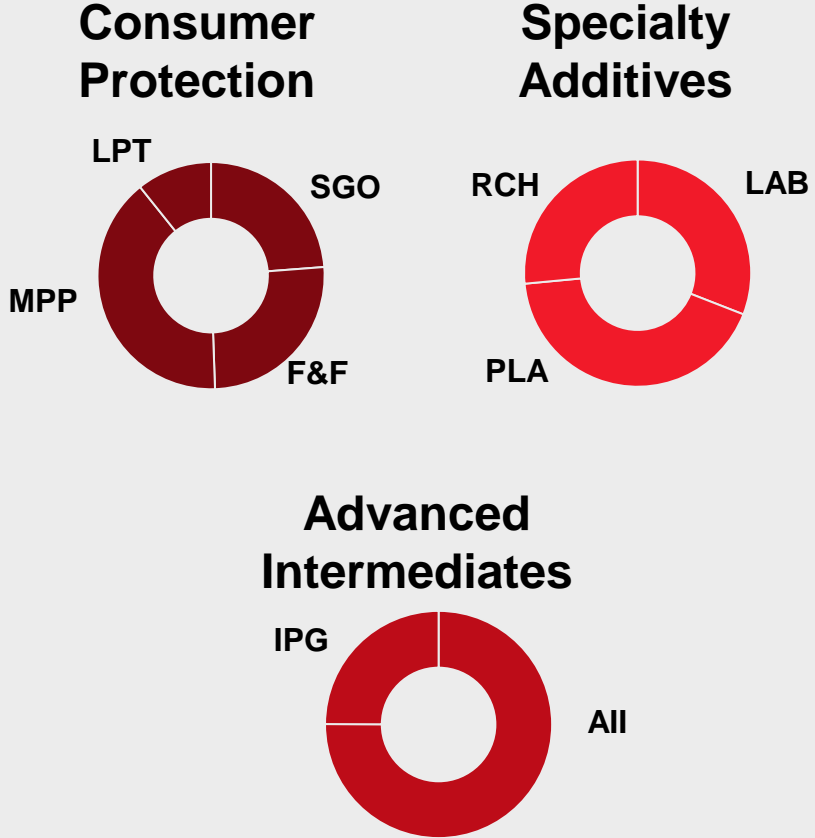
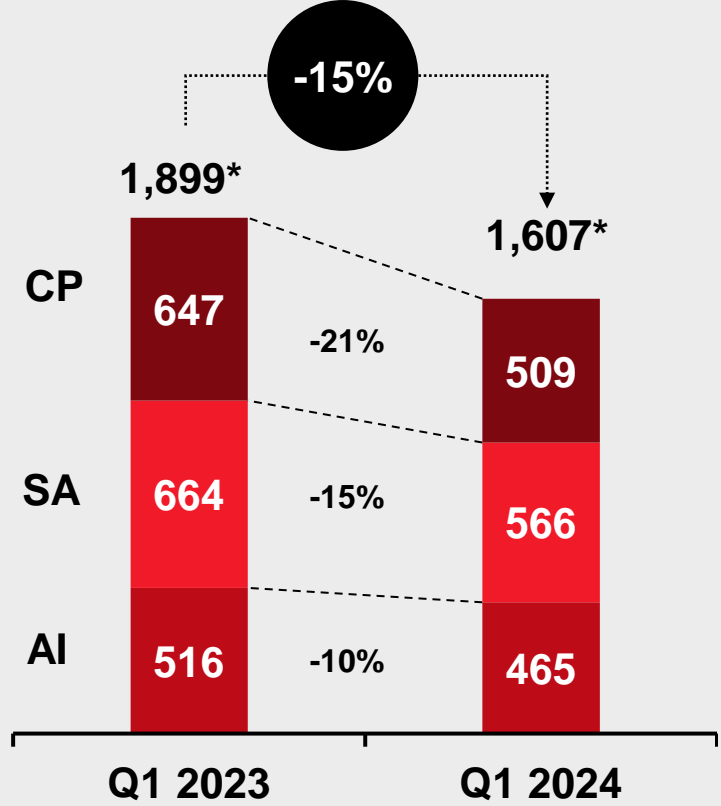
² Days sales of inventory calculated from quarterly sales

³ Days of sales outstanding calculated from quarterly sales

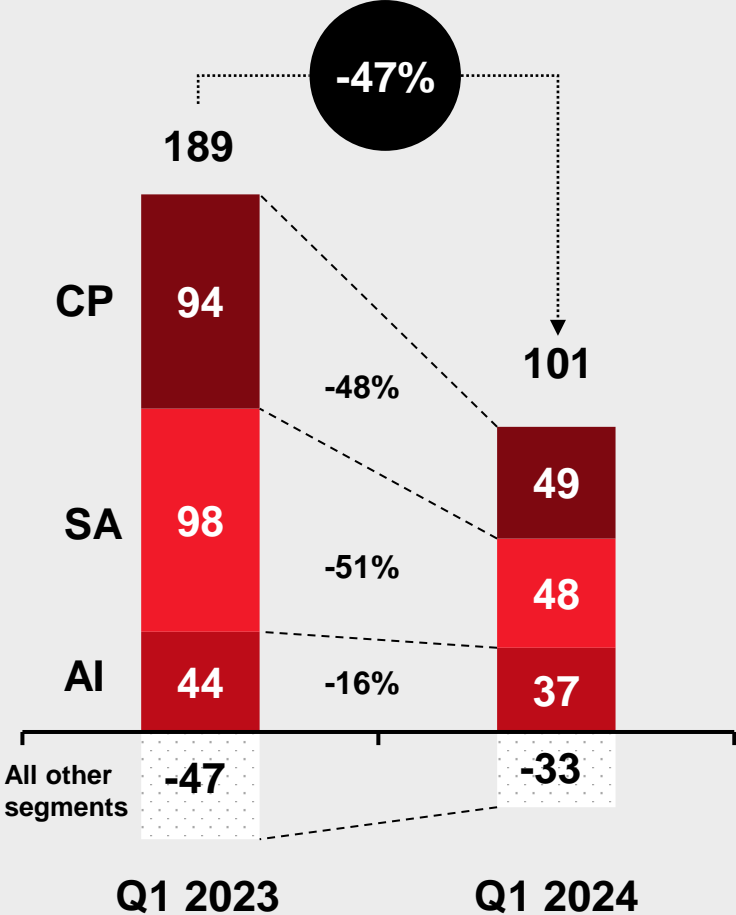
⁴ Last twelve months sales

Q1 2024: Demand weakness and destocking burden all segments, CP hit by suppliers' force majeure

Sales [€ m]



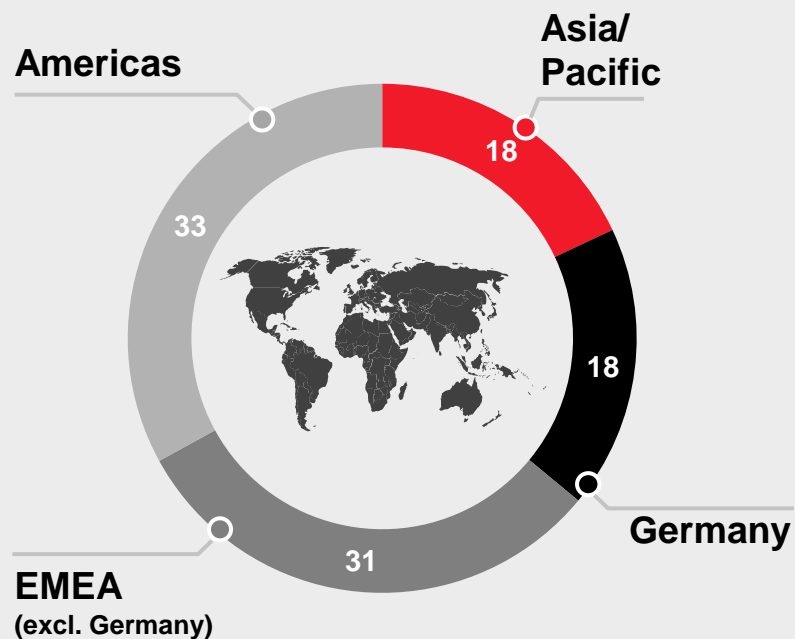
EBITDA pre [€ m]



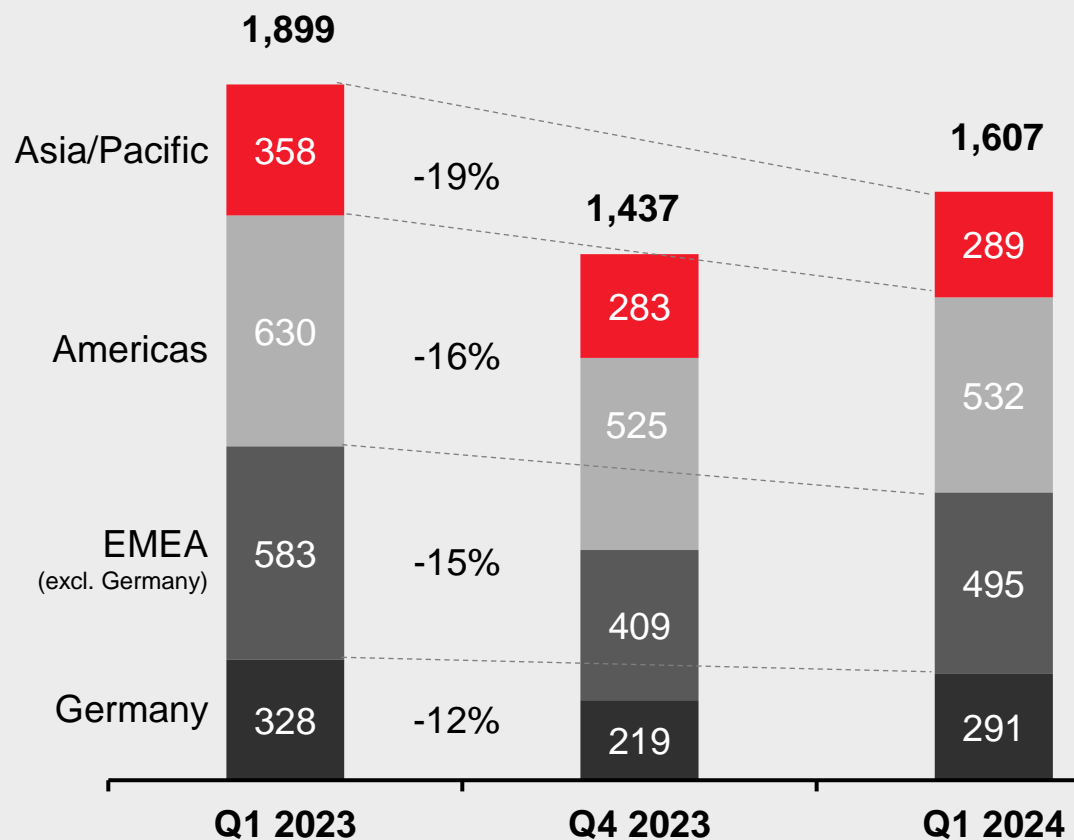
* Total group sales including all other segments

Q1 2024: All regions impacted by sales decline

Q1 2024 sales by region [%]



Regional development of sales [€ m]



YOY
Operational
development*

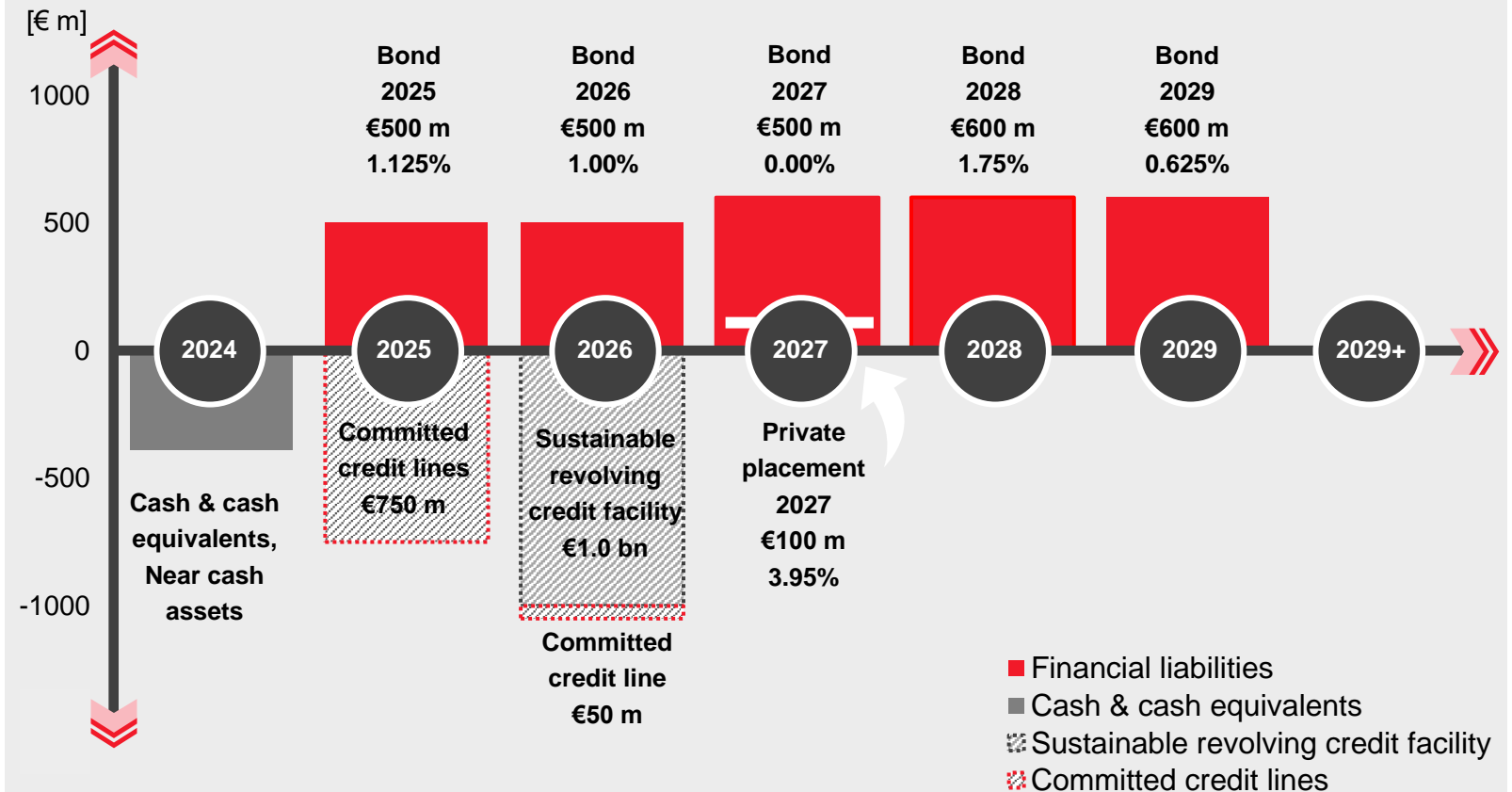
* Currency adjusted

LANXESS maturity profile without refinancing need in 2024 and pre-financed 2025 maturity

Long-term financing secured

- Diversified financing sources
- Average interest rate of financial liabilities ~1.0%*
- All group financing executed without financial covenants
- Next maturity in 2025

Liquidity and maturity profile as per March 2024



* 1.1% incl. financial leases

Q1 exceptional items (EBIT) on PY level

[€ m]	Q1 2023		Q1 2024	
	Excep.	thereof D&A	Excep.	thereof D&A
Strategic realignment and restructuring (incl. FORWARD!)	-1	0	-5	0
M&A, digitalization and others	-12	-1	-8	-1
Strategic IT projects	-6	0	-6	0
Total	-19	-1	-19	-1

Appendix

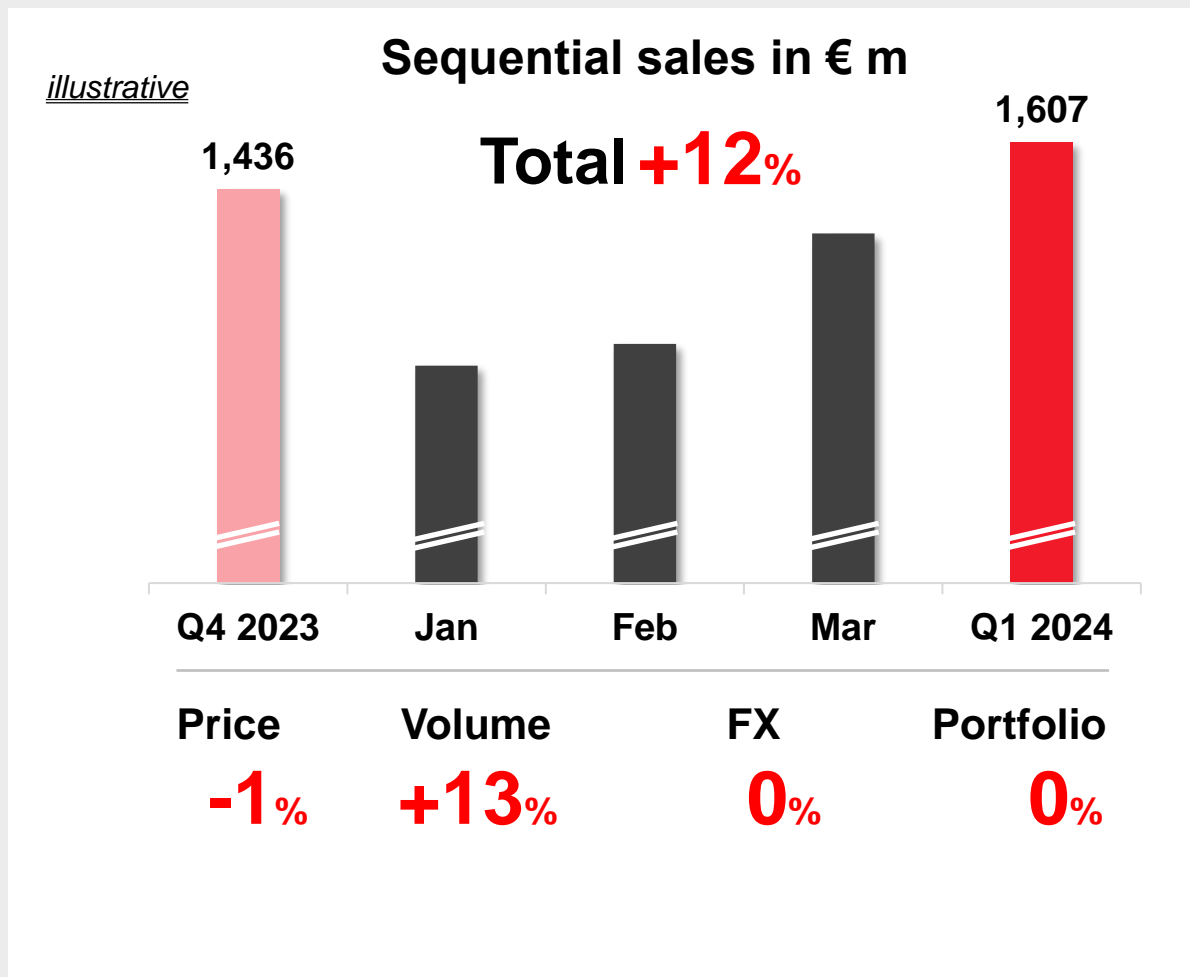


Housekeeping items 2024*

Capex	~€350 m
Operational D&A	~€550 m (thereof ~€150 m of intangible amortization effects)
All other segments	~-€130 m EBITDA pre
Underlying tax rate	~26%- 27%
Exceptionals	~€60 m
FX sensitivity	One cent change of USD/EUR resulting in ~€3 m EBITDA pre impact after hedging

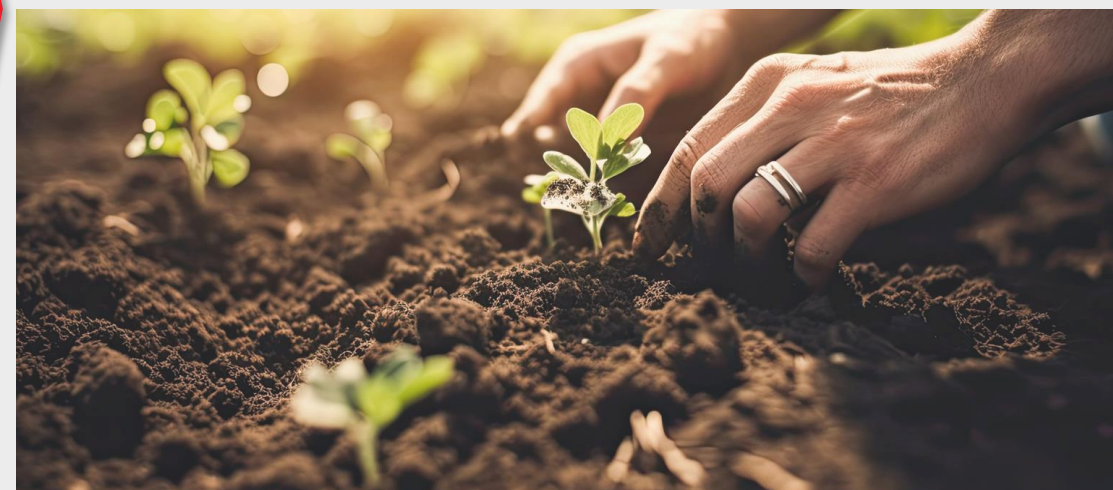
* Including BU Urethane Systems

First signs of volume improvements visible, however uncertainty remains high



Q1 in a nutshell:

- Broad volume pick-up sequentially, prices rather stable leading to nice sales increase; resulting in higher receivables at end of quarter
- Agro customers' de-stocking burdens
- Fading temp-savings offset ramp-up of structural FORWARD! Savings

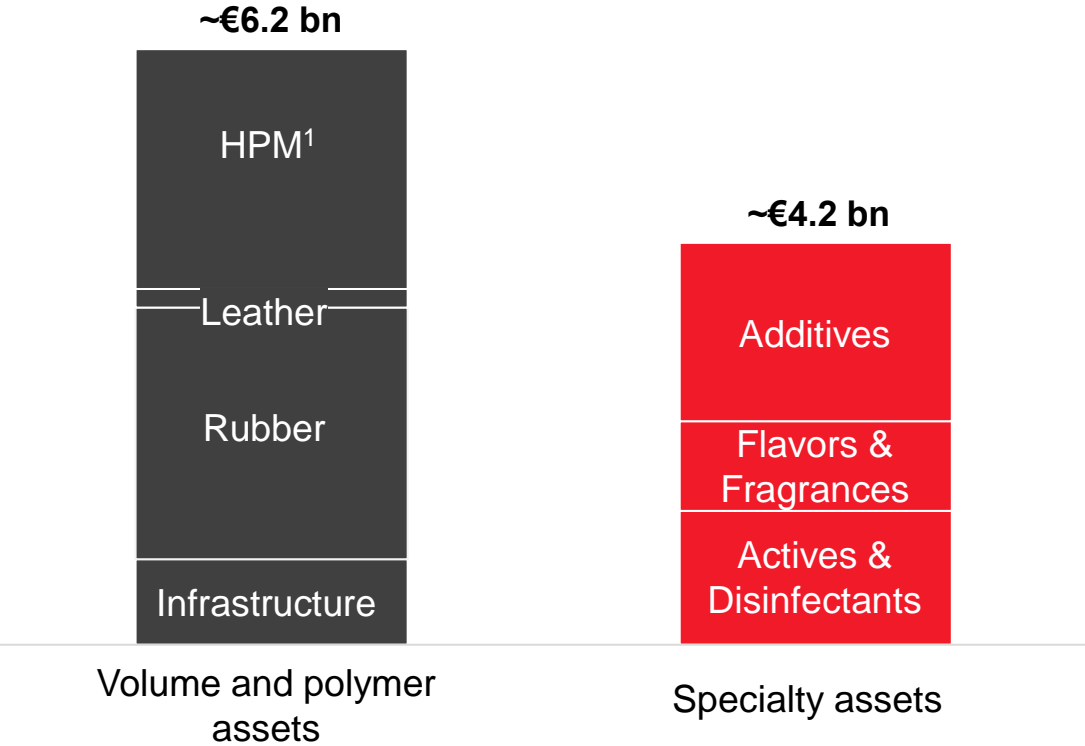


LANXESS portfolio transformed towards a true specialty chemicals player



Portfolio transactions since 2016

Transaction values



Acquired businesses:
High profitability and cash generation
Asset light
Less cyclical

Divested businesses:
Lower profitability
Asset intensive
More cyclical

Strong portfolio of attractive businesses

Consumer Protection



- Material Protection Products
- Flavors & Fragrances
- Saltigo
- Liquid Purification Technologies

- **Among top 3 players**
- **High profitability**
- **Asset light and high cash conversion**

Specialty Additives



- Polymer Additives
- Lubricant Additives Business
- Rhein Chemie

- **Among top 3 players**
- **Small volume, high impact**
- **Integrated value chains**

Advanced Intermediates

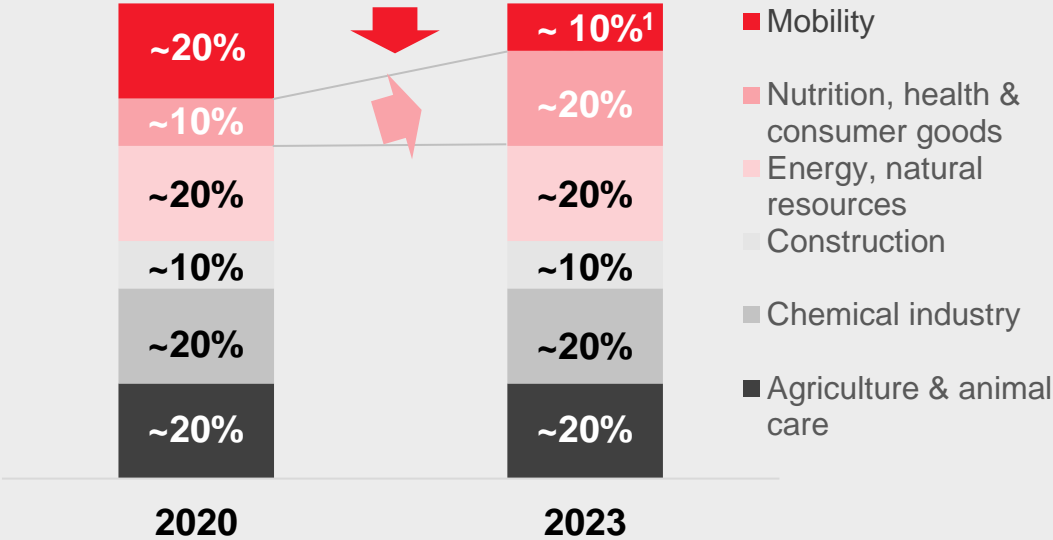


- Advanced Industrial Intermediates
- Inorganic Pigments

- **Among top 3 players**
- **Technology and process driven**
- **Market leader in Western hemisphere**

A more balanced end-market exposure

Balanced end-market exposure

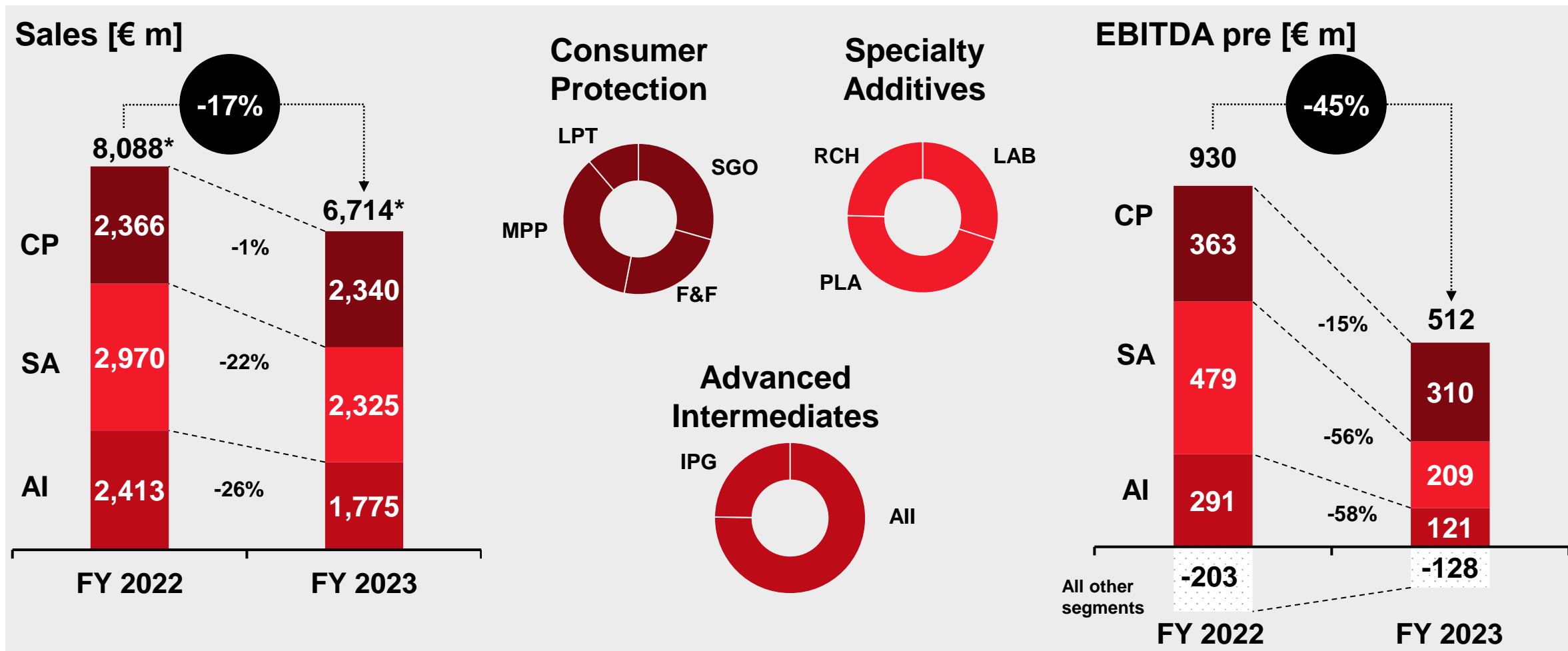


! Auto exposure reduced

! Higher portion of end-consumer focused markets

¹ Includes sales in the automotive, aviation and shipping industries including relevant electronic components.

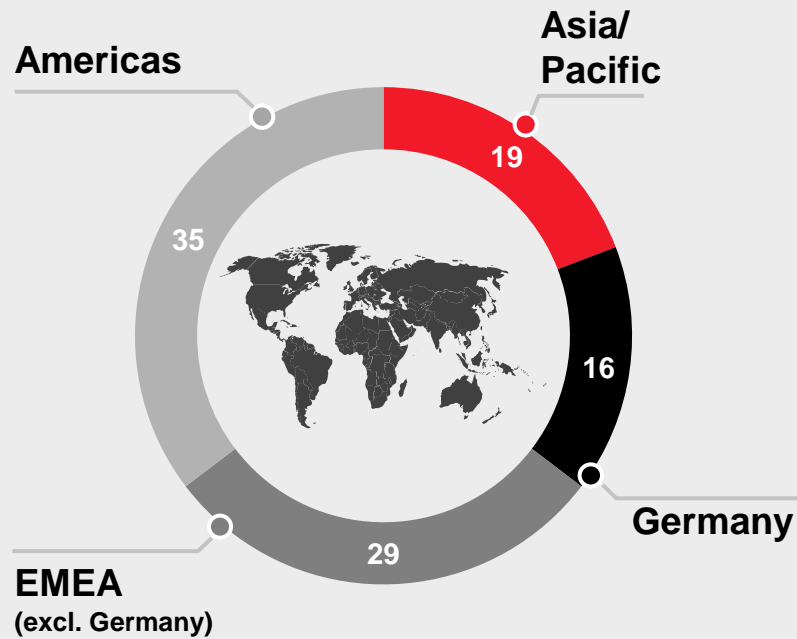
FY 2023: Consumer Protection reports stable sales; EBITDA pre decreased in all segments



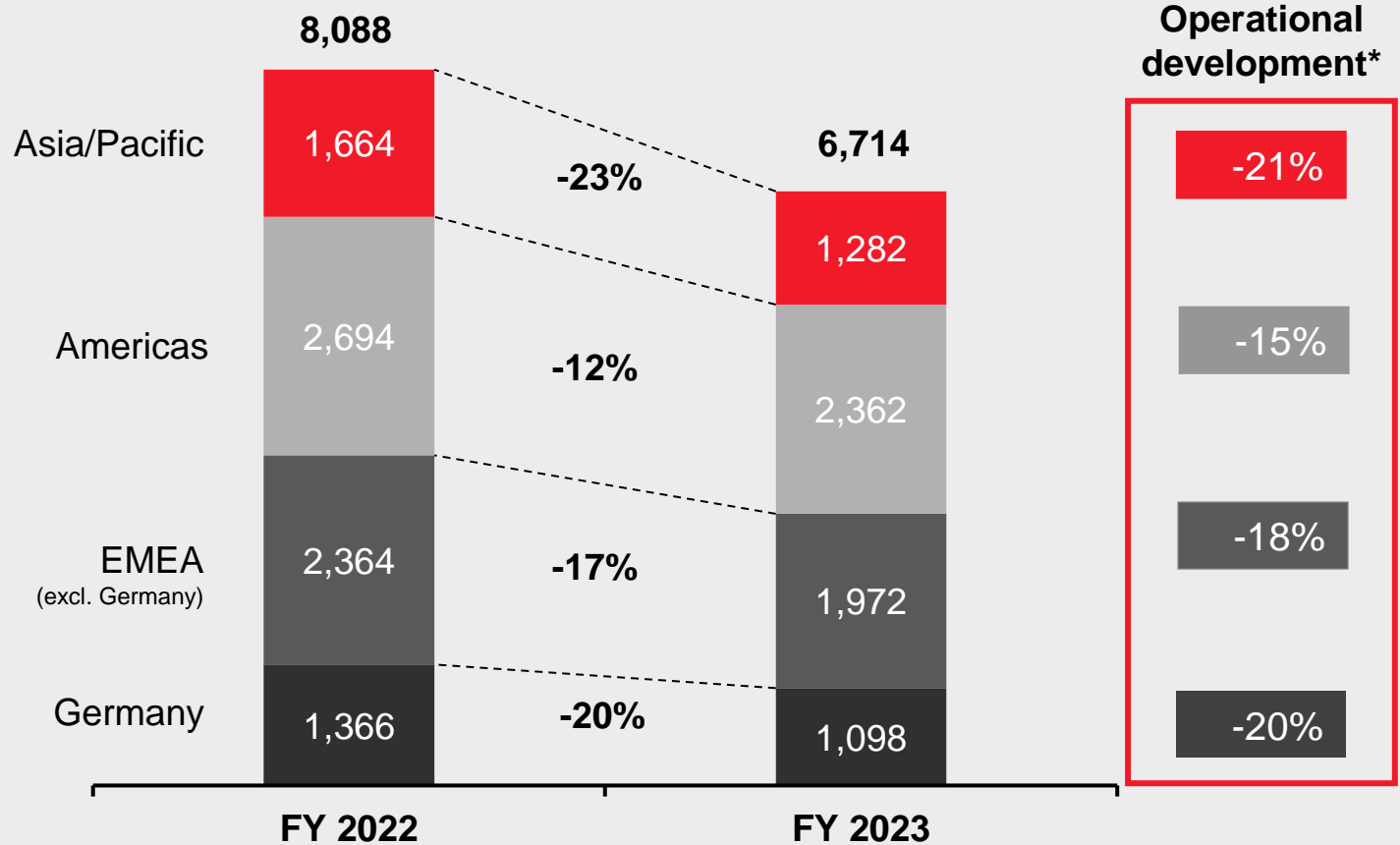
* Total group sales including all other segments

FY 2023: Americas with comparably lowest decrease

FY 2023 sales by region [%]



Regional development of sales [€ m]



* Currency and portfolio adjusted

Throughout all crises we secured our Investment Grade Rating



	Financial crisis 2008/2009	“Rubber crisis” 2013/2014	Covid pandemic 2020/2021	Gas crisis 2022	2023/2024
	Baa2 (stable)	Baa2 (negative)	Baa2 (stable)	Baa2 (stable)	Baa3 (negative)
	BBB (stable)	BBB (negative)	BBB (stable)	BBB (negative)	
	BBB (stable)	BBB (negative)			
			BBB+ (stable)	BBB+ (stable)	BBB (negative)

Maintaining solid investment grade rating is key

LANXESS decided to not continue to have three rating agencies in December 2022 due to cost sensitivity. Therefore, S&P rating was withdrawn in January 2023

Management is significantly invested and in the shoes of investors

Overview of managers' purchases since Q3 2023 reporting (November 8, 2023)

Name	Function	Date	Ø Price	Total quantity	Total volume
Matthias Zachert	CEO	March 14 & 15, 2024 (two purchases)	24.36 €	16,505 shares	402,070.84 €
Matthias Zachert	CEO	December 5, 2023	23.06 €	8,780 shares	202,425.25 €
Matthias Zachert	CEO	December 4, 2023	23.10 €	8,700 shares	201,000.03 €
Frederique van Baarle	Board member	December 8, 2023	25.88 €	3,025 shares	78,274.40 €
Hubert Fink	Board member	March 14 & 15, 2024 (two purchases)	24.49 €	9,056 shares	221,803.62 €
Oliver Stratmann	CFO	December 8, 2023	26.06 €	2,100 shares	54,720.00 €
Oliver Stratmann	CFO	November 8, 2023	23.66 €	2,000 shares	47,314.20 €

Total holdings by active members of the Board of Management exceeds required value



Name	Function	Total number of shares
Matthias Zachert	CEO	102,635
Dr. Hubert Fink	Board member	39,856
Frederique van Baarle	Board member	7,986
Oliver Stratmann	CFO	10,567

Share ownership guideline: Over a period of four years, the members of the Board of Management are obliged to invest a defined proportion of their compensation in shares in LANXESS AG and verifiably hold the shares until the end of their service contract. The target is 150% for the CEO and 100% for all other board members.

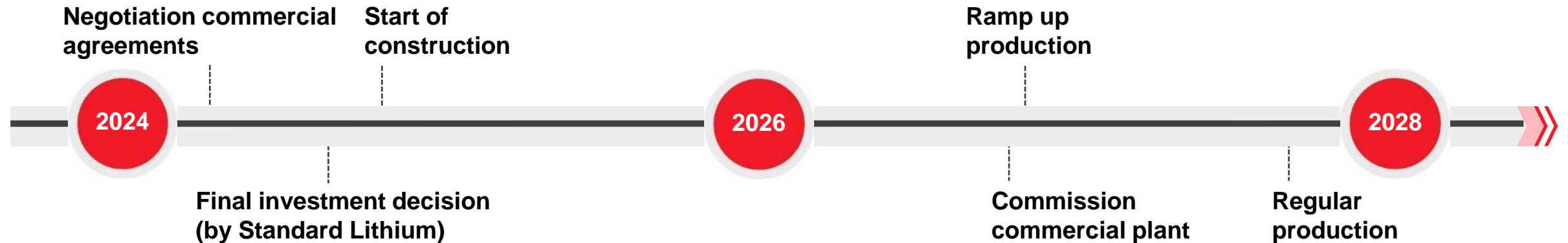
LANXESS plans to supply Standard Lithium with lithium-rich brine

Enhancing profitability

- Feasibility study of Standard Lithium confirms economic viability
- LANXESS opted for brine supply
- Long-term contract envisaged
- EBITDA contribution subject to current negotiations

De-risking

- ✓ Making use of tail-brine after bromine extraction
- ✓ No investment from LANXESS needed; No associated cash out
- ✓ Margin contribution without risk



We have defined clear targets and objectives for the sustainability areas we consider most important

CLIMATE

- **Climate neutral by 2040 for Scope 1 & 2:
-80% CO₂e emissions by 2030 versus 2004**
- **Net zero by 2050 for Scope 3:
-60% CO₂e emissions by 2030 versus 2015**

WATER

- **Reduction of absolute water withdrawal at water risk sites by 9% until end of 2028**

PRODUCTS

- **Phase out of 2021/2023 roadmap products by 2026, innovate and substitute by 2030**

SAFETY

- **Aiming for zero accidents**

DIVERSITY

- **Proportion of women in management¹ at 30% in 2030**



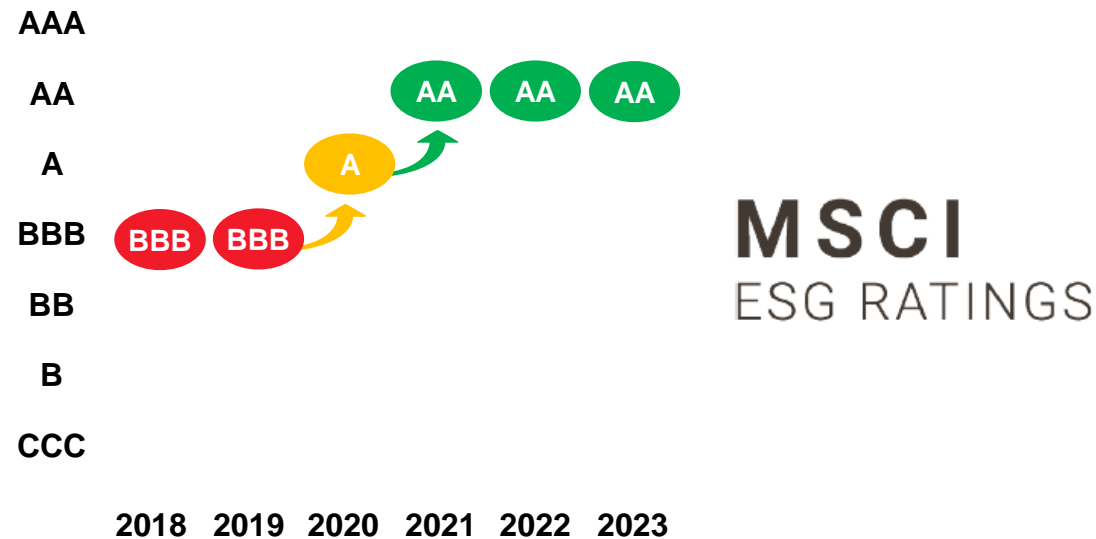
Ambition: LANXESS, a leading, resilient, and sustainable company

¹ Management refers to all managerial employees below the Board of management

LANXESS achieves leading sustainability performance

MSCI ESG confirms AA rating

- Second highest rating confirmed in third consecutive year
- Above average performance in Governance, water stress and carbon emission



SBTi reconfirms LANXESS climate targets



- SBTi again approved alignment with 1.5°C pathway for 2030 emissions targets (Scope 1 and 2) after HPM carve-out (Envalor JV formation)
- According to SBTi, also the long-term targets (up to 2050) for the entire value chain (Scope 1, 2 and 3) are in line with the 1.5°C reduction pathway

Climate targets in line with 1.5°C pathway



LANXESS as part of the chemical industry enables the transformation towards a sustainable society

New Mobility



Chemicals for battery production enable GHG-reduced solutions such as e-mobility

Renewable Energy



High-end materials such as lubricants support sustainable energy generation

Water Treatment



Ion exchange resins can purify water providing drinking water and helping wastewater treatment

Circular Economy



Recycling enables the recovery of molecules, reduces waste and makes re-use possible

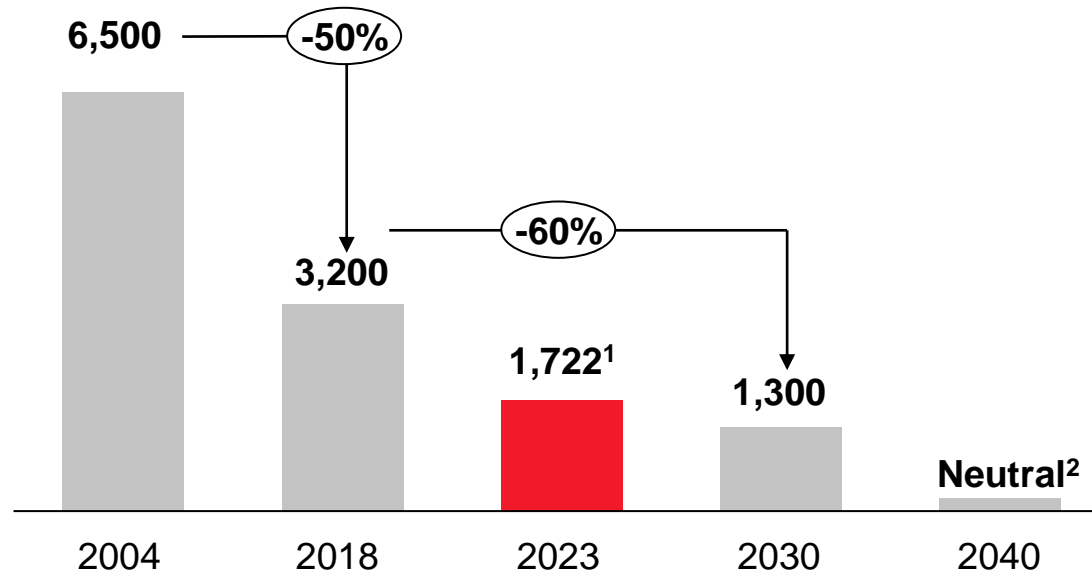
Our projects to reduce Scope 1 and 2 emissions are on track

CLIMATE NEUTRAL 2040

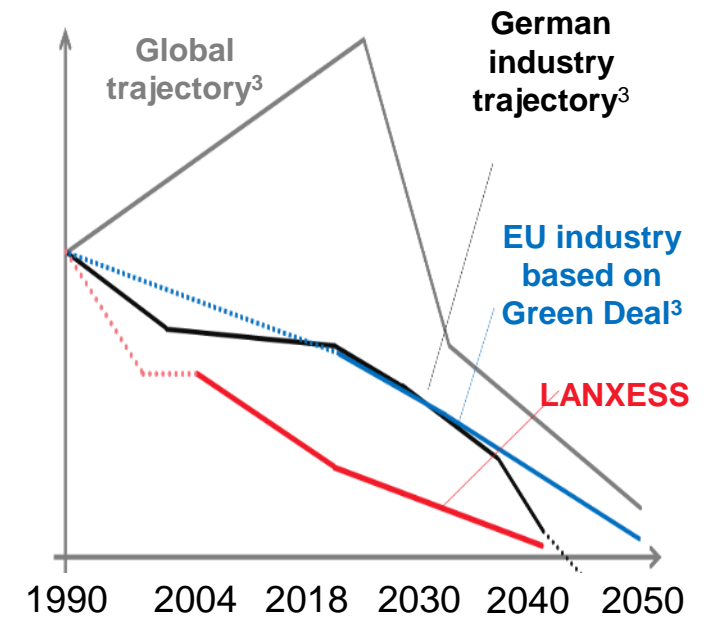
Our path to climate neutrality

We are ahead of EU regulation

- 1 Realize major impact projects
- 2 Decouple emissions & growth
- 3 Pursue technological innovations



in thousand metric tons of CO₂e Scope 1 and 2 emissions



Scope 1 and 2 emissions

We are on track to achieve target set for 2030

¹ Only continuing operations. 2023 figure distorted by very low utilization. | ² Climate neutral: Less than 220k tons of CO₂ equivalents (e) per year. These will be reduced through compensation measures. | ³ Estimation based on AGORA Energiewende

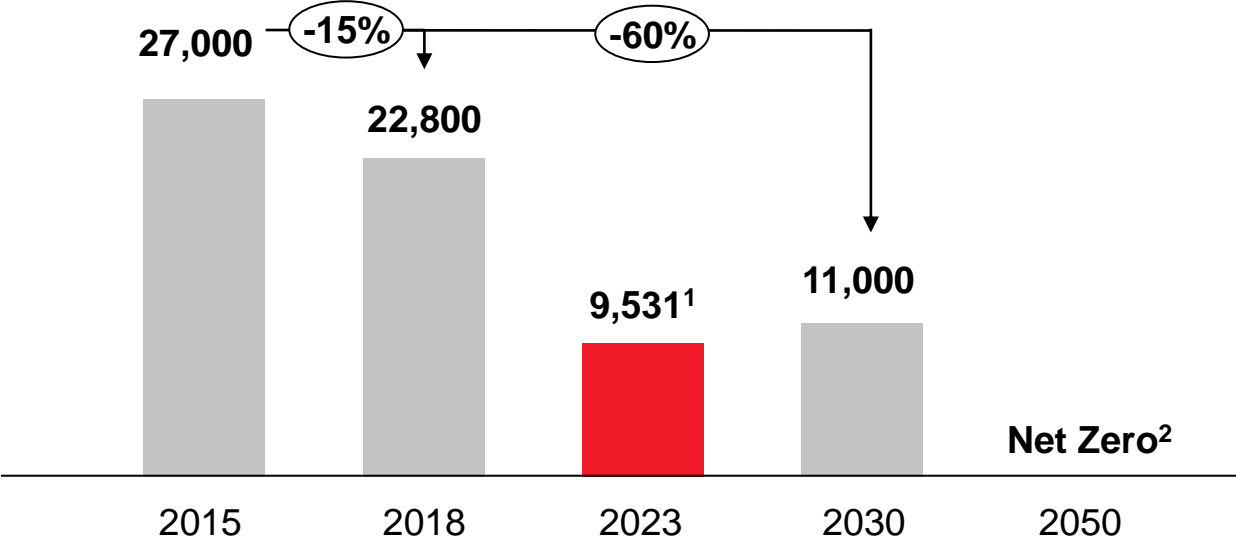
We aim to reduce and ultimately neutralize our Scope 3 value chain emissions



NET ZERO VALUE CHAIN

Our path to Net Zero

- 1 Use of sustainable raw materials
- 2 Transition to green logistics
- 3 Increasingly offer low-carbon and climate-neutral products



in thousand metric tons of CO₂e Scope 3 emissions

We are on track to achieve target set for 2030

¹ Only continuing operations. 2023 figure distorted by very low utilization.

² "Net zero" will be achieved by a combination of positive and negative emissions during the life-cycle. Final 10% of emissions will be reduced by compensation measures.

We strive for a sustainable, climate-neutral product portfolio without compromising product performance

Increasingly offer low-carbon and climate-neutral products (examples)



X Lewatit® Scopeblue

- First sustainable ion exchange resin used in water filter cartridges
- Resins are based on bio-circular acrylonitrile resulting in a sustainable raw material share of more than 90%
- Production in compliance with certified ISCC Plus standards

X Trimethylolpropane Scopeblue

- Is used in resins and polyurethane applications
- TMP Scopeblue is based on more than 50% circular Butyraldehyd as a raw material (ISCC Plus certified)
- Sustainable drop-in for existing formulations without compromising performance

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IR website

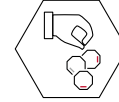


Abbreviations



Consumer Protection

MPP	Material Protection Products
F&F	Flavors & Fragrances
SGO	Saltigo
LPT	Liquid Purification Technologies



Specialty Additives

PLA	Polymer Additives
LAB	Lubricant Additives Business
RCH	Rhein Chemie



Advanced Intermediates

AI	Advanced Industrial Intermediates
IPG	Inorganic Pigments

Upcoming events 2024 - Proactive capital market communication

