



**LANXESS**  
Energizing Chemistry

# Stable through the pandemic

Annual Shareholders' Meeting LANXESS AG

CEO Matthias Zachert



## **Stable, sustainable and on course for growth**

**Very solid result – LANXESS defies Corona crisis**

**Portfolio further improved**

**New milestones set to become climate neutral by 2040**

**2021: The signs point to growth**

---

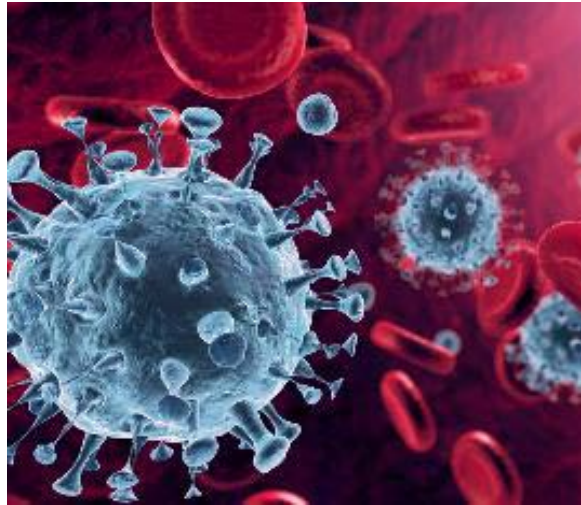




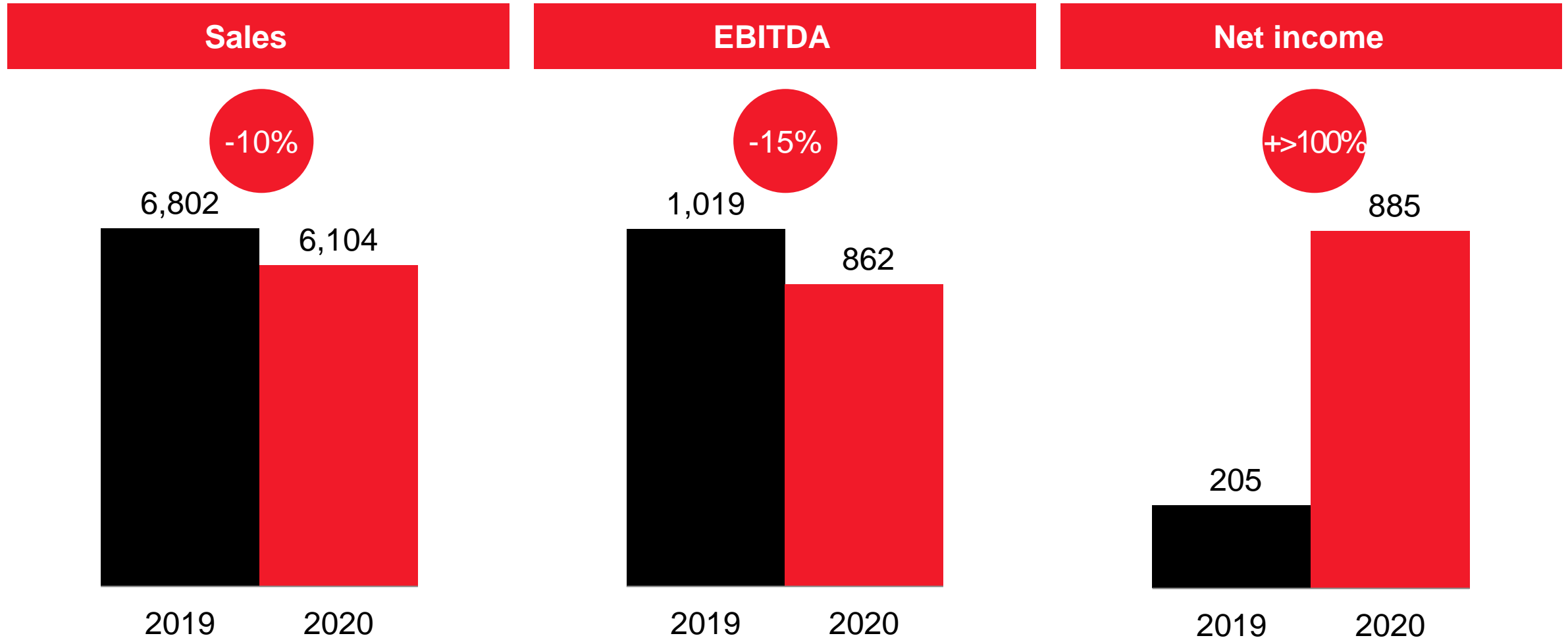
# 2020: LANXESS kept running – despite Corona

## Operations maintained in the pandemic

- Strict hygiene concepts in production and office work
- Home office made extensively possible
- Plants were running almost continuously
- Largely stable logistics and raw material supply

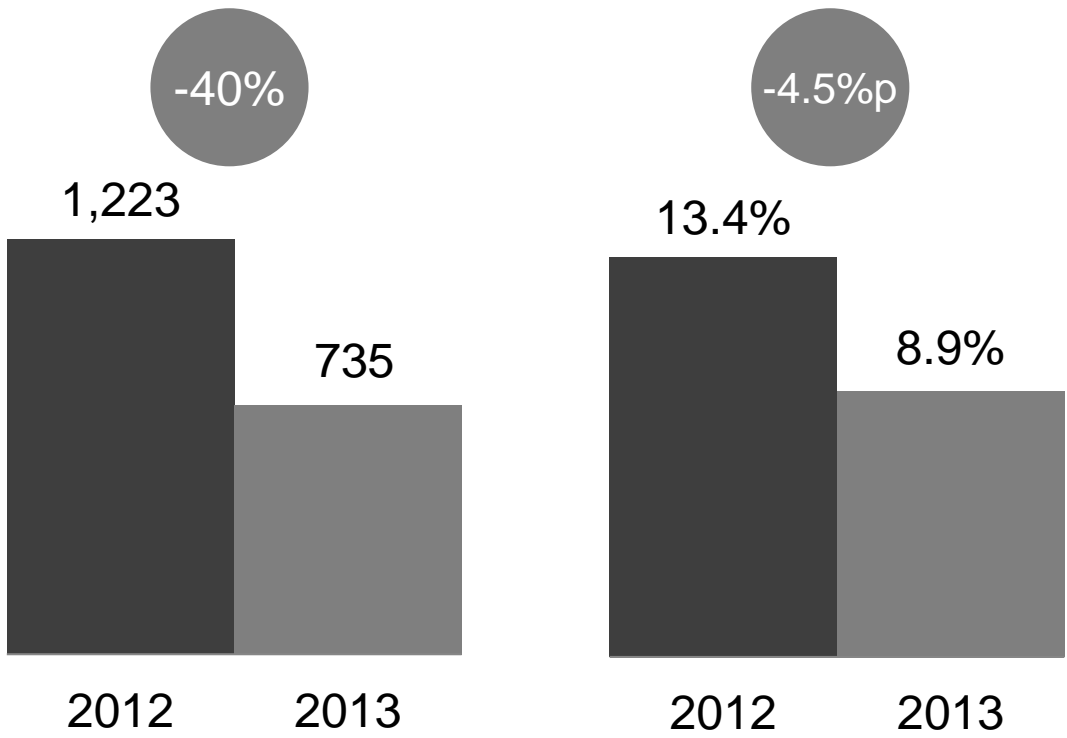


# Balanced portfolio mitigates corona effects



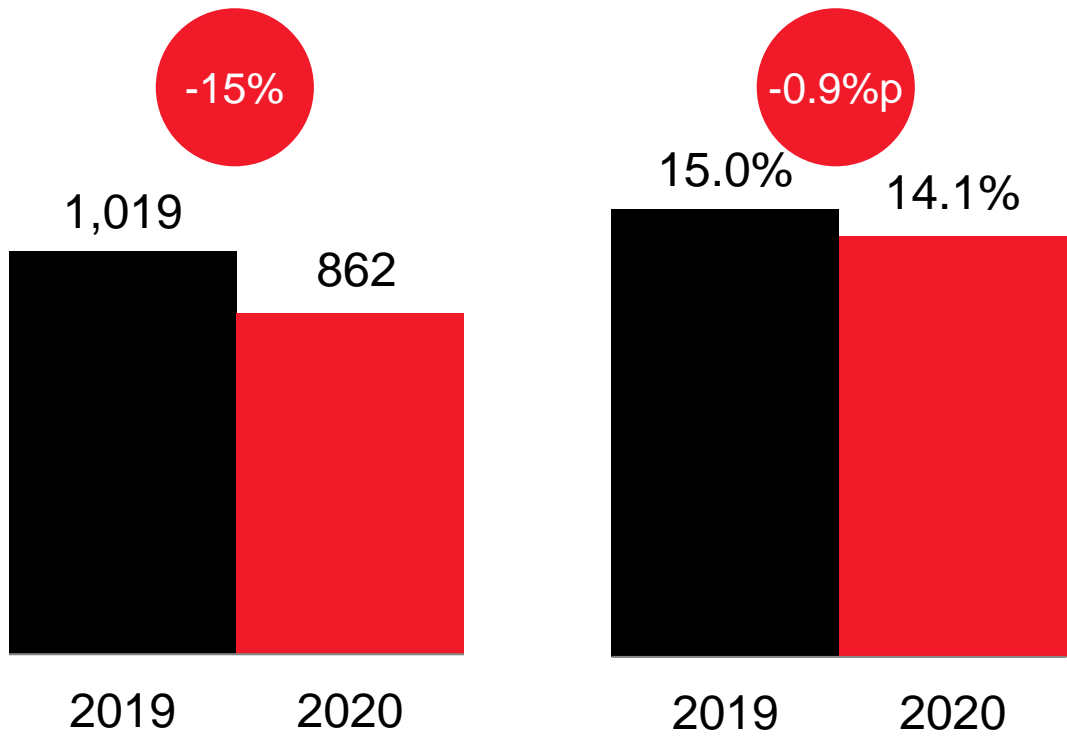
# Strategic realignment ensures stability

**EBITDA**      **EBITDA margin**



**Southern European debt crisis 2013**

**EBITDA**      **EBITDA margin**



**Corona pandemic 2020**

# NRW government policy strengthens economy

**Balanced energy policy**



**Ambitious digitization offensive**



**Consistent reduction of  
bureaucracy**





# Consumer Protection: Long-term growth trends

## Animal health

- Antibiotic-free meat
- Plagues on the rise worldwide

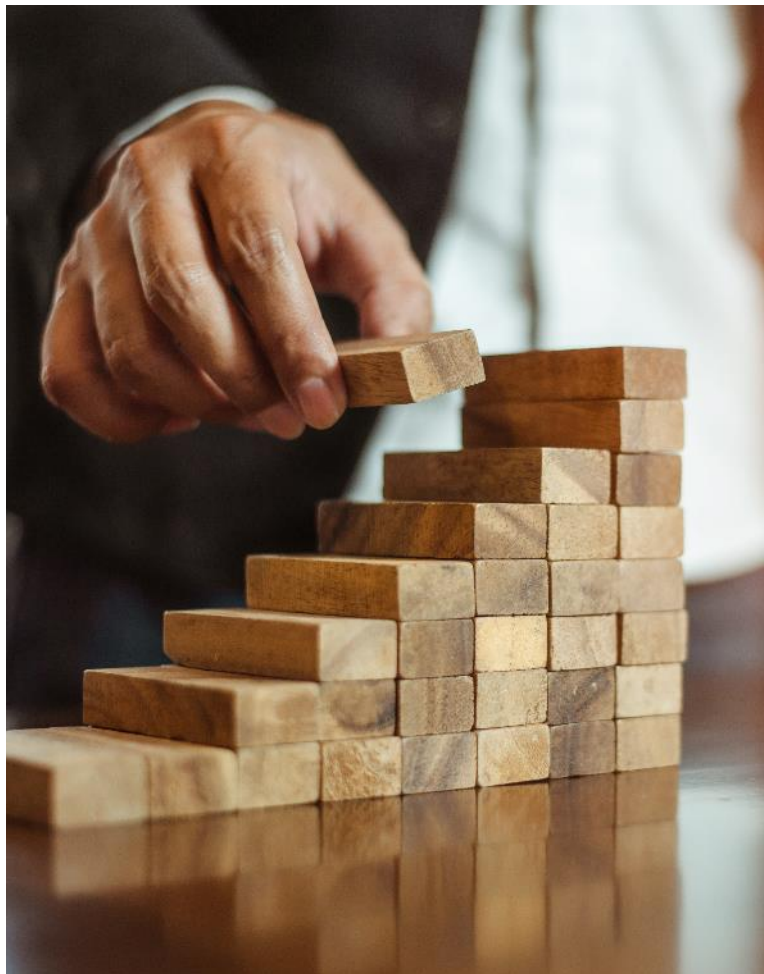


## Food & Beverages

- Increasing hygiene requirements
- Longer shelf life



# Important strategic acquisitions



## Intace

Specialty fungicides for paper and packaging



## Theseo

Disinfection and hygiene solutions for livestock farming



## Emerald Kalama Chemical

Specialty chemicals for the consumer segment

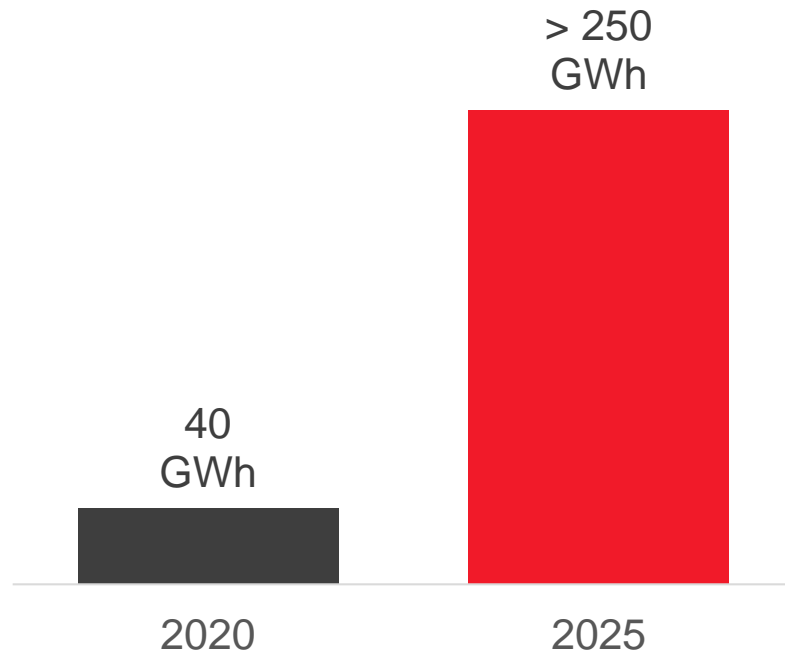


# LANXESS acquires Emerald Kalama Chemical

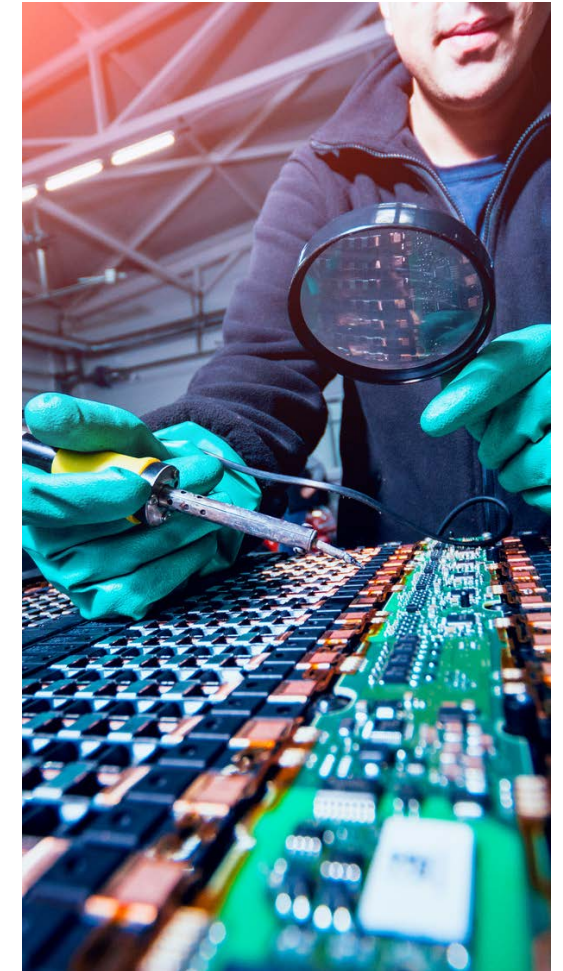
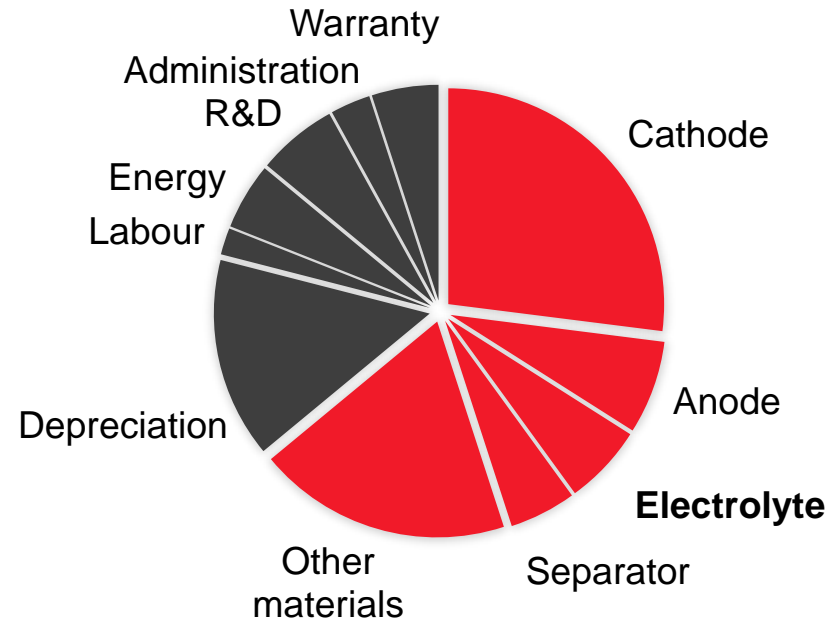


# EU market for battery chemicals to grow to over €10 billion by 2025

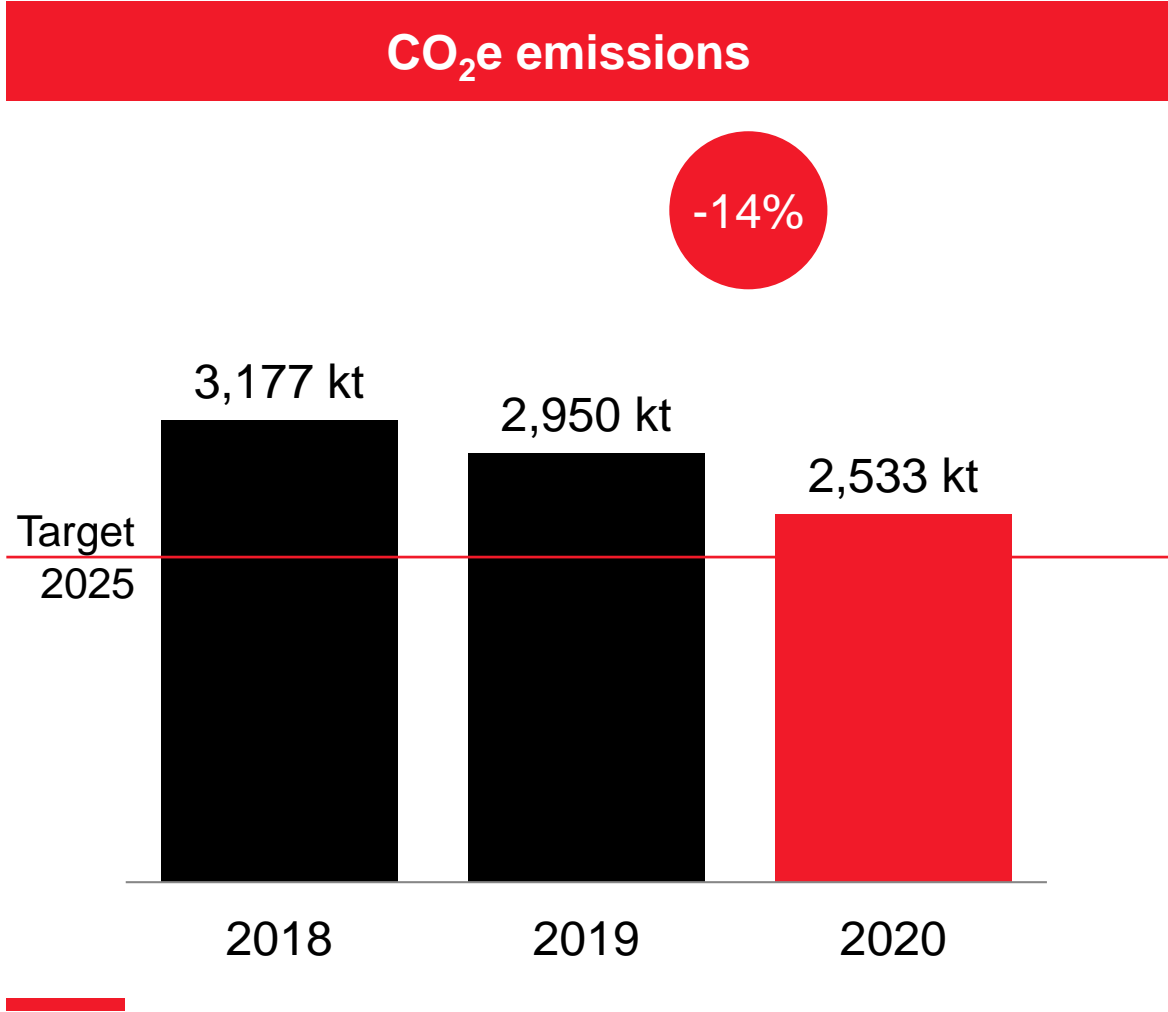
## Demand for battery cells in the EU is growing massively



## Chemistry accounts for 2/3 of battery cell costs



# On track to become climate neutral by 2040





# Nitrous oxide reduction in Antwerp



1

Plant significantly reduces emissions:  
150.000 t CO<sub>2</sub>e / year less

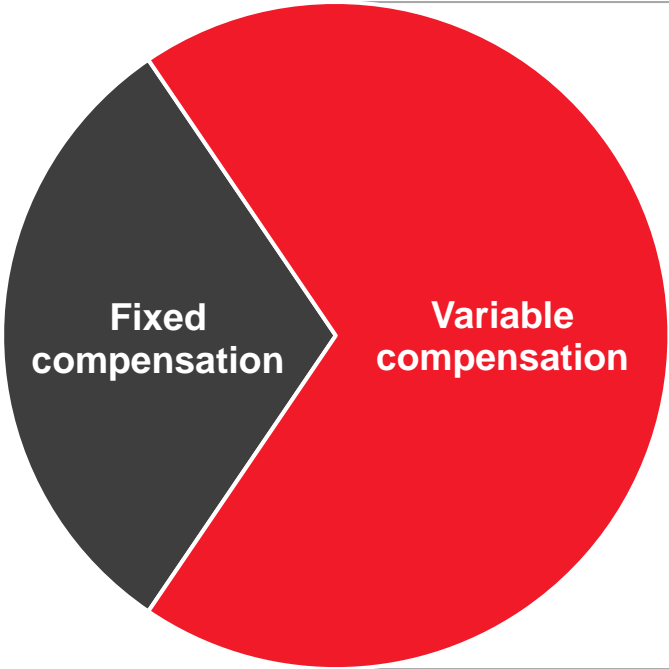


2

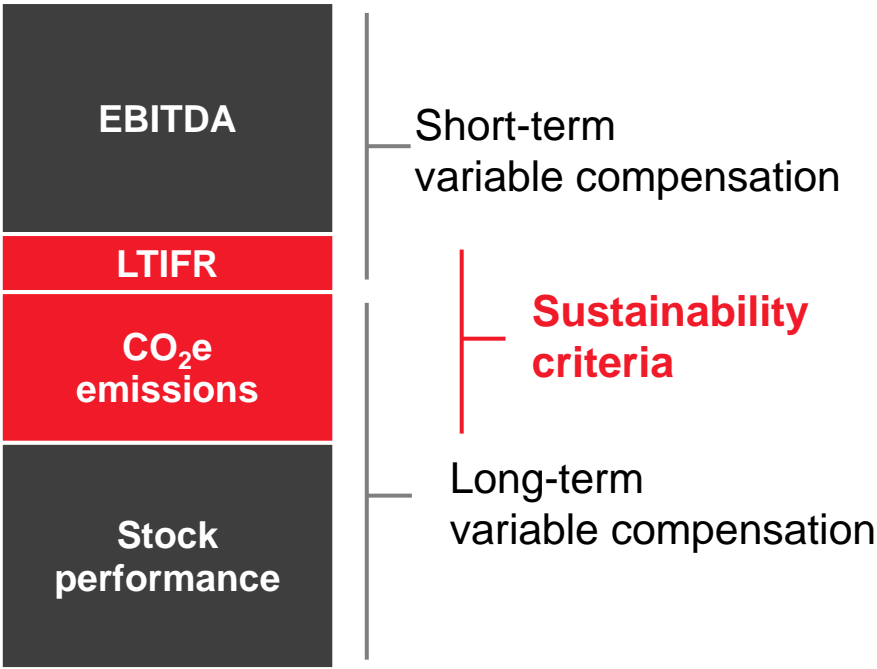
Second plant planned for 2023  
Effect: 300.000 t CO<sub>2</sub>e / year less

# 2021: Board compensation linked to sustainability

## Share of variable compensation

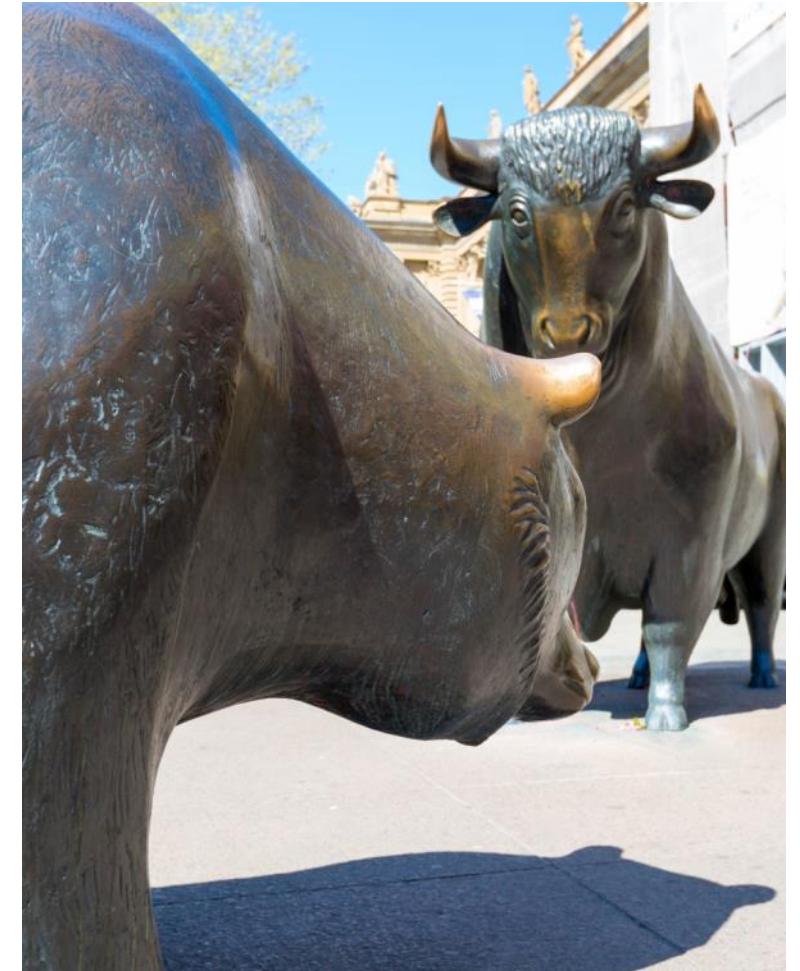
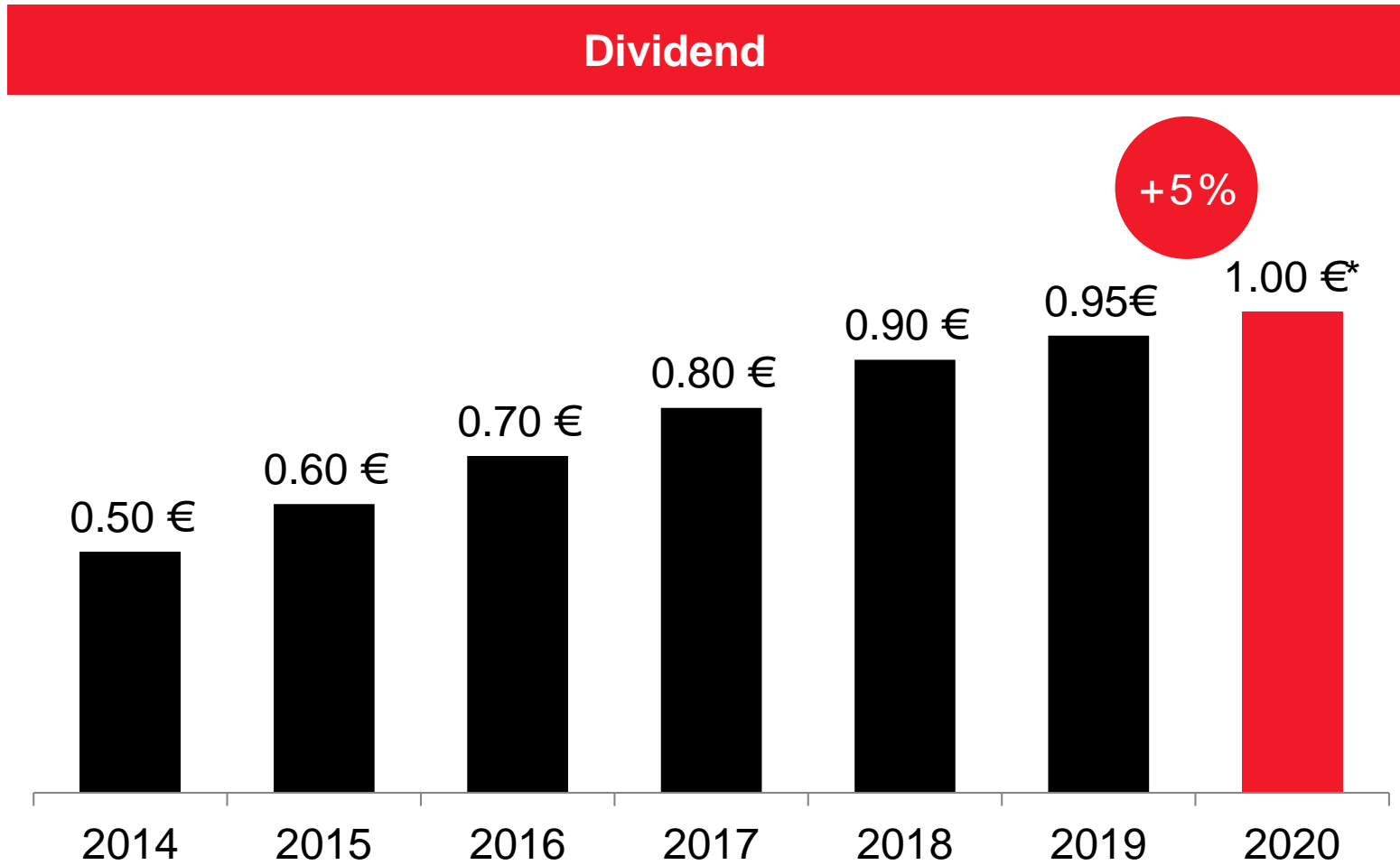


## References for variable compensation



1/3 of variable Board compensation is based on sustainability criteria

# Dividend increase despite Corona





**LANXESS**

Energizing Chemistry