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

Sales
-10%
2019: 6,802
2020: 6,104

EBITDA
-15%
2019: 1,019
2020: 862

Net income
>+100%
2019: 205
2020: 885
Strategic realignment ensures stability

<table>
<thead>
<tr>
<th>Year</th>
<th>EBITDA</th>
<th>EBITDA margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>1,223</td>
<td>13.4%</td>
</tr>
<tr>
<td>2013</td>
<td>735</td>
<td>8.9%</td>
</tr>
</tbody>
</table>

-40% decrease in EBITDA
-4.5% decrease in EBITDA margin

Southern European debt crisis 2013

<table>
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<tr>
<th>Year</th>
<th>EBITDA</th>
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<tr>
<td>2019</td>
<td>1,019</td>
<td>15.0%</td>
</tr>
<tr>
<td>2020</td>
<td>862</td>
<td>14.1%</td>
</tr>
</tbody>
</table>

-15% decrease in EBITDA
-0.9% decrease in 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

<table>
<thead>
<tr>
<th>Year</th>
<th>Capacity (GWh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>40</td>
</tr>
<tr>
<td>2025</td>
<td>&gt;250</td>
</tr>
</tbody>
</table>

Chemistry accounts for 2/3 of battery cell costs

- Cathode
- Anode
- Electrolyte
- Other materials
- Separator
- Depreciation
- Energy
- Labour
- R&D
- Administration
- Warranty
- Energy

2025 GWh > 250 GWh
**On track to become climate neutral by 2040**

### CO₂e emissions

<table>
<thead>
<tr>
<th>Year</th>
<th>Emissions (kt)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>3,177</td>
</tr>
<tr>
<td>2019</td>
<td>2,950</td>
</tr>
<tr>
<td>2020</td>
<td>2,533</td>
</tr>
</tbody>
</table>

Target: 2025

-14% decrease from 2018 to 2020
Nitrous oxide reduction in Antwerp

Plant significantly reduces emissions:
150,000 t CO₂e / year less

Second plant planned for 2023
Effect: 300,000 t CO₂e / year less
2021: Board compensation linked to sustainability

Share of variable compensation

References for variable compensation

- Fixed compensation
- Variable compensation

- EBITDA
- LTIFR
- CO$_2$e emissions
- Stock performance

Short-term variable compensation

Sustainability criteria

Long-term variable compensation

1/3 of variable Board compensation is based on sustainability criteria
Dividend increase despite Corona

Dividend

+5%


0.50 € 0.60 € 0.70 € 0.80 € 0.90 € 0.95 € 1.00 €*

* Indicates a projected value.