LANXESS – Berenberg US Conference

Earnings back on high previous year level

Michael Pontzen, CFO
May 20th, 2021
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Agenda

1 Executive summary Q1 2021
2 Financial and business details Q1 2021
3 Back-up
Q1 2021: Execution on strategy, solid earnings level

Q1 Highlights

**Strategic:**
- Acquisition of Emerald Kalama Chemical signed
- Two bolt-on acquisitions closed in Consumer Protection segment
- Entry into battery chemistry business announced: electrolyte production for Tinci at BU SGO

**Financial:**
- Volumes above previous year after unexpectedly strong March
- EBITDA pre on previous year level at €242 m, stable margin at 14.3%
- Several effects burden Q1’21: winter shutdowns (USA), energy & freight costs, raw material price increases, FX
ESG theme as a chance - LANXESS goes climate neutral by 2040

Our goal: Climate neutrality

- Reduction of N₂O emissions and change to renewable energies
- CO₂e balance as criteria for organic growth and acquisitions
- Focus R&D activities on climate neutral processes and technologies

Three-pronged approach

<table>
<thead>
<tr>
<th>Year</th>
<th>Emissions in thousand tons CO₂e</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>6,500</td>
</tr>
<tr>
<td>2018</td>
<td>3,210</td>
</tr>
<tr>
<td>2019</td>
<td>2,950</td>
</tr>
<tr>
<td>2020</td>
<td>2,533</td>
</tr>
<tr>
<td>2025</td>
<td>2,400</td>
</tr>
<tr>
<td>2030</td>
<td>1,600</td>
</tr>
<tr>
<td>2040</td>
<td>Neutral</td>
</tr>
</tbody>
</table>

LANXESS is on track to achieve targets set for 2025

1 Climate neutral: Less than 300,000 tons of CO₂ equivalents per year. These will be reduced through compensation measures.
2 This is based on current legislation. There is a plan for a more ambitious 2045 Net-Zero Emission Goal to be approved by cabinet shortly.
LANXESS enhances its disclosures according to SASB and TCFD reporting standards

Mapping of KPIs to SASB\(^1\) standard

- SASB with **uniform reporting procedures** for sustainability KPIs to facilitate categorization and analysis
- **Growing importance globally** after initial focus in US
- LANXESS publishes a SASB Index in accordance with Chemical Standard for environmental, social and governance issues

Reporting according to TCFD\(^2\) standard

- TCFD with recommendations for more effective **climate-related disclosures**, in particular to report information on climate-related opportunities and risks
- Disclosure around four thematic areas: Governance, strategy, risk management and metrics and targets
- LANXESS acknowledges the need for improved and increased reporting of **climate-related financial information**

LANXESS takes a proactive role in contributing to a better, sustainable future

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\(^1\) SASB = Sustainability Accounting Standards Board  
\(^2\) TCFD = Task Force on Climate-related Financial Disclosures
Current outlook: Recovering demand in most end markets, increasing raw material prices and FX burden

**Advanced Intermediates**
- Increasing demand in all end markets, but energy prices burden
- Boom in construction in all regions, strong order book

**Specialty Additives**
- Strong demand for automotive supports all BUs; aviation still weak
- Positive trends in key industries: Construction strong, oil & gas improving

**Consumer Protection**
- Disinfection, purification and biocides with good business momentum despite high comparable base
- Agro market rebounding

**Engineering Materials**
- Strong auto recovery in all regions, Force Majeure of supplier burdens
LANXESS guidance raised – recovery gains traction

Current view on economy
- Ongoing recovery in most end markets:
  - Strong rebound in automotive, agro and construction
  - Aviation still weak, oil & gas gradually improving
- Further soaring raw material prices trigger typical time lag for pass-through

LANXESS outlook
- Q2: EBITDA pre range of €240-280 m expected, despite burden of
  - Unplanned shutdowns at BU HPM (~€5-10 m)
  - Weak US Dollar
- FY 2021 EBITDA pre expected €950-1,000 m
<table>
<thead>
<tr>
<th></th>
<th>Agenda</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Executive summary Q1 2021</td>
</tr>
<tr>
<td>2</td>
<td>Financial and business details Q1 2021</td>
</tr>
<tr>
<td>3</td>
<td>Back-up</td>
</tr>
</tbody>
</table>
LANXESS Group: Results back on solid previous year level

Strong volume growth, but FX burdens

- Stable sales driven by volumes but impacted by adverse FX effect and lower price level compared to previous year
- Raw material prices still slightly below previous year but massive sequential upswing in Q1 2021
- EBITDA pre and margin on previous year level. Positive volume growth offset by time-lag in raw material price pass-through and negative FX

<table>
<thead>
<tr>
<th>[€ m]*</th>
<th>Q1/2020</th>
<th>Q1/2021</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,704</td>
<td>1,693</td>
<td>-1%</td>
</tr>
<tr>
<td>EBITDA pre</td>
<td>245</td>
<td>242</td>
<td>-1%</td>
</tr>
<tr>
<td>Margin</td>
<td>14.4%</td>
<td>14.3%</td>
<td></td>
</tr>
<tr>
<td>CAPEX</td>
<td>74</td>
<td>70</td>
<td>-5%</td>
</tr>
</tbody>
</table>

Q1 Sales vs. PY

Price Volume FX Portfolio
-2% +5% -4% +0%

Total -1%

* All figures excluding BU LEA, which is reported as discontinued operation
Advanced Intermediates: Strong volume growth

Rising volumes, prices lag behind

- Sales increase driven by significantly higher volumes in both BUs mitigated by lower prices and negative FX effect
- Stable price level at BU IPG. BU AII with lower prices, significant increase in raw material prices not yet passed-through
- EBITDA pre and margin impacted by price pass-through delay, higher energy costs and negative FX

<table>
<thead>
<tr>
<th>Price</th>
<th>Volume</th>
<th>FX</th>
<th>Portfolio</th>
<th>Sales vs. PY</th>
</tr>
</thead>
<tbody>
<tr>
<td>-4%</td>
<td>+8%</td>
<td>-3%</td>
<td>0%</td>
<td>+1%</td>
</tr>
</tbody>
</table>

Q1 Sales vs. PY

* New reporting structure as of Q1 2021: “Antioxidants and Accelerators” (AXX) business shift from BU AII to BU RCH (segment “Specialty Additives”);
2020 figures restated

<table>
<thead>
<tr>
<th>[€ m]*</th>
<th>Q1/2020</th>
<th>Q1/2021</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>483</td>
<td>489</td>
<td>1%</td>
</tr>
<tr>
<td>EBITDA pre</td>
<td>82</td>
<td>77</td>
<td>-6%</td>
</tr>
<tr>
<td>Margin</td>
<td>17.0%</td>
<td>15.7%</td>
<td></td>
</tr>
<tr>
<td>CAPEX</td>
<td>23</td>
<td>21</td>
<td>-9%</td>
</tr>
</tbody>
</table>
Specialty Additives: Results impacted by weather-related shutdowns and negative FX development

Sales decline due to lower volumes and negative FX effects, compared to still strong previous year level

Weather-related shutdowns in the US and still weak demand from aviation led to lower volumes in BU PLA and LAB, while BU RCH benefits from auto recovery

EBITDA pre and margin impacted by weather-related shutdowns, higher freight costs and adverse FX effect; shift of AXX dilutes margin

Shutdowns burden

<table>
<thead>
<tr>
<th>[€ m]*</th>
<th>Q1/2020</th>
<th>Q1/2021</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>574</td>
<td>517</td>
<td>-10%</td>
</tr>
<tr>
<td>EBITDA pre</td>
<td>91</td>
<td>74</td>
<td>-19%</td>
</tr>
<tr>
<td>Margin</td>
<td>15.9%</td>
<td>14.3%</td>
<td></td>
</tr>
<tr>
<td>CAPEX</td>
<td>20</td>
<td>16</td>
<td>-20%</td>
</tr>
</tbody>
</table>

Price  Volume  FX  Portfolio
0%  -4%  -5%  0%
Total -10%

Q1 Sales vs. PY

* New reporting structure as of Q1 2021: Business Line “Antioxidants and Accelerators” (AXX) shift from BU AII to BU RCH (segment “Specialty Additives”);
2020 figures restated
Considerable sales increase driven by strong volumes, partly offset by negative pricing and FX

Ongoing strong demand for disinfectants and biocides, volume uptick inflated by IFRS 15

Improved EBITDA pre due to higher volumes despite weather-related shutdown in US (BU MPP); lower prices and FX weigh on result

Acquisitions in BU MPP contribute nicely

<table>
<thead>
<tr>
<th>[€ m]</th>
<th>Q1/2020</th>
<th>Q1/2021</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>279</td>
<td>290</td>
<td>4%</td>
</tr>
<tr>
<td>EBITDA pre</td>
<td>67</td>
<td>69</td>
<td>3%</td>
</tr>
<tr>
<td>Margin</td>
<td>24.0%</td>
<td>23.8%</td>
<td></td>
</tr>
<tr>
<td>CAPEX</td>
<td>10</td>
<td>13</td>
<td>30%</td>
</tr>
</tbody>
</table>

Price  Volume  FX  Portfolio
-3%  +10%  -3%  0%

Total  +4%

Q1 Sales vs. PY
Rise in sales due to strong demand from auto industry, partly offset by negative FX

Prices recovered to previous year level after massive decline during 2020

EBITDA pre and margin increase driven by improved volumes, offsetting higher energy and freight costs as well as FX

<table>
<thead>
<tr>
<th>[€ m]</th>
<th>Q1/2020</th>
<th>Q1/2021</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>347</td>
<td>377</td>
<td>9%</td>
</tr>
<tr>
<td>EBITDA pre</td>
<td>49</td>
<td>59</td>
<td>20%</td>
</tr>
<tr>
<td>Margin</td>
<td>14.1%</td>
<td>15.6%</td>
<td></td>
</tr>
<tr>
<td>CAPEX</td>
<td>8</td>
<td>10</td>
<td>25%</td>
</tr>
</tbody>
</table>

Price       Volume    FX    Portfolio
0%          +13%      -4%  0%
Total       +9%
### P&L Q1: Profitability on previous year level, unexpectedly strong March

<table>
<thead>
<tr>
<th></th>
<th>Q1/2020</th>
<th>Q1/2021</th>
<th>yoy in %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>1,704 (100%)</td>
<td>1,693 (100%)</td>
<td>-1%</td>
</tr>
<tr>
<td><strong>Cost of sales</strong></td>
<td>-1,269 (-74%)</td>
<td>-1,266 (-75%)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Selling</strong></td>
<td>-202 (-12%)</td>
<td>-208 (-12%)</td>
<td>-3%</td>
</tr>
<tr>
<td><strong>G&amp;A</strong></td>
<td>-74 (-4%)</td>
<td>-73 (-4%)</td>
<td>1%</td>
</tr>
<tr>
<td><strong>R&amp;D</strong></td>
<td>-26 (-2%)</td>
<td>-27 (-2%)</td>
<td>-4%</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>104 (6%)</td>
<td>98 (6%)</td>
<td>-6%</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>64 (4%)</td>
<td>64 (4%)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>EPS pre</strong></td>
<td>1.17</td>
<td>1.17</td>
<td>0%</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>219 (13%)</td>
<td>215 (13%)</td>
<td>-2%</td>
</tr>
<tr>
<td><strong>thereof except.</strong></td>
<td>-26 (-2%)</td>
<td>-27 (-2%)</td>
<td>-4%</td>
</tr>
<tr>
<td><strong>EBITDA pre except.</strong></td>
<td>245 (14.4%)</td>
<td>242 (14.3%)</td>
<td>-1%</td>
</tr>
</tbody>
</table>

- Increase in selling expenses reflects higher freight costs, partly mitigated by lower travel expenses.
- Stable earnings, margins and EPS due to recovering demand despite weather-related shutdowns, higher energy prices and negative FX development.

* From continuing operations
Q1 2021: Results supported by Consumer Protection and Engineering Materials

Sales [€ m]

<table>
<thead>
<tr>
<th>Segment</th>
<th>Q1 2020</th>
<th>Q1 2021</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>AI</td>
<td>483</td>
<td>489</td>
<td>+1%</td>
</tr>
<tr>
<td>SA</td>
<td>574</td>
<td>517</td>
<td>-10%</td>
</tr>
<tr>
<td>CP</td>
<td>279</td>
<td>290</td>
<td>+4%</td>
</tr>
<tr>
<td>EM</td>
<td>347</td>
<td>377</td>
<td>+9%</td>
</tr>
</tbody>
</table>

Advanced Intermediates

- IPG: +1%
- MPP: +9%
- LPT: +4%
- SGO: +1%
- HPM: -10%
- RCH: -6%
- LAB: -44%

Specialty Additives

- RCH: +20%
- PLA: -6%
- URE: +3%
- LAB: -19%
- HPM: +20%

EBITDA pre [€ m]

<table>
<thead>
<tr>
<th>Segment</th>
<th>Q1 2020</th>
<th>Q1 2021</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>AI</td>
<td>82</td>
<td>77</td>
<td>-6%</td>
</tr>
<tr>
<td>SA</td>
<td>91</td>
<td>74</td>
<td>-19%</td>
</tr>
<tr>
<td>CP</td>
<td>67</td>
<td>69</td>
<td>+3%</td>
</tr>
<tr>
<td>EM</td>
<td>49</td>
<td>59</td>
<td>+20%</td>
</tr>
<tr>
<td>Recon</td>
<td>-44</td>
<td>-37</td>
<td></td>
</tr>
</tbody>
</table>

* Total group sales including reconciliation
Q1 2021: Asia leading the recovery, America and EMEA compare with solid previous year base

Q1 2021 sales by region [%]

Regional development of sales [€ m]

Q1 '20

<table>
<thead>
<tr>
<th>Region</th>
<th>Q1 '20</th>
<th>Q1 '21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia/Pacific</td>
<td>359</td>
<td>386</td>
</tr>
<tr>
<td>Americas</td>
<td>492</td>
<td>452</td>
</tr>
<tr>
<td>EMEA (excl. Germany)</td>
<td>536</td>
<td>535</td>
</tr>
<tr>
<td>Germany</td>
<td>317</td>
<td>320</td>
</tr>
</tbody>
</table>

Operational development*

- Asia/Pacific: +7%
- Americas: -8%
- EMEA (excl. Germany): 0%
- Germany: +1%

* Currency and portfolio adjusted
Operating cash flow distorted by timing of various tax payments among others

<table>
<thead>
<tr>
<th></th>
<th>Q1/2020</th>
<th>Q1/2021</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating cash flow*</td>
<td>113</td>
<td>33</td>
<td>-80</td>
</tr>
<tr>
<td>Investing cash flow*</td>
<td>-75</td>
<td>530</td>
<td>605</td>
</tr>
<tr>
<td>thereof capex</td>
<td>-74</td>
<td>-70</td>
<td>4</td>
</tr>
<tr>
<td>thereof net proceeds from money market funds</td>
<td>-59</td>
<td>604</td>
<td>663</td>
</tr>
</tbody>
</table>

* Applies to continuing operations

- Operating cashflow distorted due to:
  - Timing of income taxes paid (~€35 m) in 2021
  - Received VAT re-imbursement (~€20 m) in 2020
- Change in investing cash flow driven by cash-in from money market funds
Rock solid balance sheet

- Equity reflects positive net income, effects in pension provision and FX
- Ongoing strong liquidity – increase in net financial debt due to short-term investment in capital market instruments, shown as other short term assets
- Lower pension provisions reflect interest increase
- Seasonal increase in working capital

<table>
<thead>
<tr>
<th>[€ m]</th>
<th>31.12.2020</th>
<th>31.03.2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>8,880</td>
<td>9,118</td>
</tr>
<tr>
<td>Equity</td>
<td>2,999</td>
<td>3,330</td>
</tr>
<tr>
<td>Equity ratio</td>
<td>34%</td>
<td>37%</td>
</tr>
<tr>
<td>Net financial debt(^1)</td>
<td>1,012</td>
<td>1,223</td>
</tr>
<tr>
<td>Cash, cash equiv., short term money market inv.</td>
<td>1,794</td>
<td>1,588</td>
</tr>
<tr>
<td>Pension provisions</td>
<td>1,205</td>
<td>1,016</td>
</tr>
<tr>
<td>Net working capital</td>
<td>1,134</td>
<td>1,307</td>
</tr>
<tr>
<td>DSI (in days)(^2)</td>
<td>64</td>
<td>60</td>
</tr>
<tr>
<td>DSO (in days)(^3)</td>
<td>45</td>
<td>47</td>
</tr>
</tbody>
</table>

\(^1\) Including cash, cash equivalents, short-term money market investments  
\(^2\) Days sales of inventory calculated from quarterly sales  
\(^3\) Days of sales outstanding calculated from quarterly sales
Agenda

1. Executive summary Q1 2021
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3. Back-up
Housekeeping items 2021

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capex 2021</td>
<td>~€450-500 m</td>
</tr>
<tr>
<td>Operational D&amp;A 2021</td>
<td>~€450 m</td>
</tr>
<tr>
<td>Reconciliation 2021</td>
<td>~€150-160 m including remnant costs and re-occurring expenses</td>
</tr>
<tr>
<td>Underlying tax rate</td>
<td>~28%</td>
</tr>
<tr>
<td>Exceptionals 2021</td>
<td>€70-100 m based on current initiatives</td>
</tr>
<tr>
<td>FX sensitivity</td>
<td>One cent change of USD/EUR resulting in ~€7 m EBITDA pre impact before hedging</td>
</tr>
<tr>
<td>Remnant costs 2021</td>
<td>Additional remnant costs of ~€5 m (50% of organic leather business due to expected closing mid 2021)</td>
</tr>
<tr>
<td>Remnant costs 2022</td>
<td>Additional remnant costs of ~€5 m (impact of organic leather business fully effective)</td>
</tr>
</tbody>
</table>
Key Figures*: Back on previous year level

- **Sales**: €1,693 m, -1%
- **Operating Cash Flow**: €33 m
- **EBITDA pre Margin**: 14.3%
- **CAPEX**: €70 m
- **Net financial debt**: €1,223 m
- **Cash & cash equivalents, short term money market investments**: €1,588 m

* Continuing operations (excluding BU LEA, which is reported as discontinued operation)
Exceptional items (on EBIT) on previous year level, reflecting mainly costs for M&A projects

<table>
<thead>
<tr>
<th>[€ m]</th>
<th>Q1/2020</th>
<th>Q1/2021</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Excep.</td>
<td>Ther. of D&amp;A</td>
<td>Excep.</td>
</tr>
<tr>
<td>Strategic Realignment &amp; Restructuring</td>
<td>18</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>M&amp;A, Digitalization (incl. Chemondis) and Others</td>
<td>3</td>
<td>0</td>
<td>18</td>
</tr>
<tr>
<td>Strategic IT projects</td>
<td>5</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>26</strong></td>
<td><strong>0</strong></td>
<td><strong>27</strong></td>
</tr>
</tbody>
</table>
Maturity profile actively managed and well balanced

Long-term financing secured

- Diversified financing sources
  - Bonds & private placements
  - Undrawn sustainable revolving credit facility
- Average interest rate of financial liabilities ~2%
- Next bond maturity in October
- All group financing executed without financial covenants

Liquidity and maturity profile as per March 2021

* Hybrid bond with contractual maturity date in 2076 has a first optional call date in 2023.
On the growth track: Three highly complementary acquisitions strengthen LANXESS specialty character

- **Emerald Kalama Chemical**
  - Leading Consumer Protection player and strategic expansion into growth markets Food & Animal Nutrition
  - Second largest acquisition: 100% complementary fit, attractive synergy potential and straightforward integration
  - Sales: ~$425m USD
  - USA

- **Theseo**
  - Building a leading microbial solution player
  - Highly complementary in product portfolio and regional set-up
  - Sales: ~€33m EUR
  - France

- **Intace**
  - Niche Play: Specialty fungicides for the packaging industry
  - Further sustainable growth based on trend for replacement of plastic with antimicrobial paper packaging
  - Sales: Mid single-digit €m, France

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- Signed
- Closed
- Integration finalized
EU market for battery chemicals to grow to over EUR 10 billion by 2025

Massive growth in demand for battery cells in the EU

Chemistry accounts for 2/3 of battery cell costs

Sources: Avicenne Energy, 2019; own calculations
LANXESS starts electrolyte production for Li-Ion batteries in cooperation with market leader TINCI

Partnership with TINCI

- TINCI (Chinese Guangzhou Tinci Materials): a leading manufacturer for battery materials and the largest electrolyte producer worldwide

- Saltigo starts electrolyte production for TINCI in its high-tech plant in Leverkusen (Germany) early 2022

TINCI with leading position in fragmented electrolyte market*

- TINCI
- Zhangjiagang Guotai-Huarong
- Capchem
- Jinniu
- Mitsubishi
- Others

Raw materials* LiPF₆ Electrolyte Cell manufacturers

Local raw material supply is key for cell manufacturers and OEMs
On track to climate neutrality in 2040: Nitrous oxide reduction in Antwerp

- Nitrous oxide is generated during caprolactam production
- Investment of approx. EUR 10 million

Milestone in our climate strategy

1. Plant significantly reduces emissions: 150 kt CO$_2$e / year less
2. Second plant planned for 2023
   Impact: 300 kt CO$_2$e / year less
Upcoming virtual events 2021 - Proactive capital market communication

- **May**
  - 2 Q1 2021 Results
  - 12 Credit Suisse Chemicals & Agriculture Conference
  - 29 Annual Stockholders’ Meeting
  - 29 J.P. Morgan European Materials Conference
  - 7 Exane BNP Paribas European CEO Conference
- **Jun**
  - 8 Deutsche Bank dbAccess Berlin Conference
  - 23 Deutsche Bank Issuer & Investor Bond Forum 2021
  - 23 Credit Suisse Chemicals & Agriculture Conference
  - 23 J.P. Morgan European Materials Conference
  - 23 Exane BNP Paribas European CEO Conference
- **Jul**
  - 21 Q2 2021 Results
  - 21 Berenberg Food Ingredients & Chemicals Conference
  - 21-22 Deutsche Bank Issuer & Investor Bond Forum 2021
  - 21-22 Credit Suisse Chemicals & Agriculture Conference
  - 21-22 J.P. Morgan European Materials Conference
  - 21-22 Exane BNP Paribas European CEO Conference
  - 23 Deutsche Bank dbAccess Berlin Conference
  - 23 Deutsche Bank Issuer & Investor Bond Forum 2021
  - 23 Credit Suisse Chemicals & Agriculture Conference
  - 23 J.P. Morgan European Materials Conference
  - 23 Exane BNP Paribas European CEO Conference
- **Aug**
  - 21-23 Berenberg and Goldman Sachs Tenth German Corporate Conference
  - 21-23 Baader Investment Conference
  - 21-23 Deutsche Bank Issuer & Investor Bond Forum 2021
  - 21-23 Credit Suisse Chemicals & Agriculture Conference
  - 21-23 J.P. Morgan European Materials Conference
  - 21-23 Exane BNP Paribas European CEO Conference
  - 23 Deutsche Bank dbAccess Berlin Conference
  - 23 Deutsche Bank Issuer & Investor Bond Forum 2021
  - 23 Credit Suisse Chemicals & Agriculture Conference
  - 23 J.P. Morgan European Materials Conference
  - 23 Exane BNP Paribas European CEO Conference
- **Sep**
  - 21 Q2 2021 Results
  - 31 Commerzbank Corporate Conference
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Visit the IR website
Abbreviations

Advanced Intermediates

AII  Advanced Industrial Intermediates
IPG  Inorganic Pigments

Specialty Additives

LAB  Lubricant Additives Business
PLA  Polymer Additives
RCH  Rhein Chemie

Consumer Protection

LPT  Liquid Purification Technologies
MPP  Material Protection Products
SGO  Saltigo

Engineering Materials

HPM  High Performance Materials
URE  Urethane Systems