LANXESS – UBS Best of Europe Conference

Earnings back on high previous year level
Safe harbor statement

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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

Three-pronged approach

- Reduction of N\textsubscript{2}O emissions and change to renewable energies
- CO\textsubscript{2}e balance as criteria for organic growth and acquisitions
- Focus R&D activities on climate neutral processes and technologies

Ahead of EU regulation\textsuperscript{2}

LANXESS is on track to achieve targets set for 2025

\textsuperscript{1} Climate neutral: Less than 300,000 tons of CO\textsubscript{2} equivalents per year. These will be reduced through compensation measures.

\textsuperscript{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

- 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

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**SASB** = Sustainability Accounting Standards Board

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**Mapping of KPIs to SASB**

**Reporting according to TCFD**

- 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**

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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
Agenda

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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></th>
<th>Q1/2020</th>
<th>Q1/2021</th>
<th>Δ</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,704</td>
<td>1,693</td>
<td>-1%</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>
<td>245</td>
<td>242</td>
<td>-1%</td>
</tr>
<tr>
<td>Margin</td>
<td>14.4%</td>
<td>14.3%</td>
<td></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>
<td>74</td>
<td>70</td>
<td>-5%</td>
</tr>
</tbody>
</table>

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

Total -1%

Q1 Sales vs. PY

* 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

### Q1 Sales vs. PY

<table>
<thead>
<tr>
<th></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>

* 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
Specialty Additives: Results impacted by weather-related shutdowns and negative FX development

Shut downs 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>

- 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

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
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
P&L Q1: Profitability on previous year level, unexpectedly strong March

- 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

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

* 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>

**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>
</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]

- **Asia/Pacific**
  - Q1 '20: 359, +7%
  - Q1 '21: 386

- **Americas**
  - Q1 '20: 492, -8%
  - Q1 '21: 452

- **EMEA (excl. Germany)**
  - Q1 '20: 536, 0%
  - Q1 '21: 535

- **Germany**
  - Q1 '20: 317, +1%
  - Q1 '21: 320

Operational development*:
- **Asia/Pacific**: +14%
- **Americas**: 0%
- **EMEA (excl. Germany)**: +1%
- **Germany**: +1%

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

- 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

<table>
<thead>
<tr>
<th>[€ m]</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
Rock solid balance sheet

<table>
<thead>
<tr>
<th></th>
<th>31.12.2020</th>
<th>31.03.2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total assets</strong></td>
<td>8,880</td>
<td>9,118</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td>2,999</td>
<td>3,330</td>
</tr>
<tr>
<td><strong>Equity ratio</strong></td>
<td>34%</td>
<td>37%</td>
</tr>
<tr>
<td><strong>Net financial debt</strong></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><strong>Pension provisions</strong></td>
<td>1,205</td>
<td>1,016</td>
</tr>
<tr>
<td><strong>Net working capital</strong></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>

- 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

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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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></td>
<td>2022: Additional remnant costs of ~€5 m (impact of organic leather business fully effective)</td>
</tr>
</tbody>
</table>
### Key Figures*: Back on previous year level

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Sales</th>
<th>Operating Cash Flow</th>
<th>Net Financial Debt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>€1,693 m</td>
<td>-1%</td>
<td>€1,588 m</td>
</tr>
<tr>
<td>Q2</td>
<td>€33m</td>
<td>14.3% EBITDA pre Margin</td>
<td>€1,223 m</td>
</tr>
<tr>
<td>Q3</td>
<td>€242 m</td>
<td>-1% EBITDA pre Margin</td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td>€1.17</td>
<td>€70 m CAPEX</td>
<td></td>
</tr>
</tbody>
</table>

* 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></th>
<th>Q1/2021</th>
<th></th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Excep.</td>
<td>Thereof D&amp;A</td>
<td>Excep.</td>
<td>Thereof D&amp;A</td>
<td></td>
</tr>
<tr>
<td>Strategic Realignment &amp; Restructuring</td>
<td>18</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>incl. adjustment of production network</td>
</tr>
<tr>
<td>M&amp;A, Digitalization</td>
<td>3</td>
<td>0</td>
<td>18</td>
<td>0</td>
<td>incl. Emerald Kalama acquisition and bolt-on acquistions in Consumer Protection</td>
</tr>
<tr>
<td>(incl. Chemondis) and Others</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic IT projects</td>
<td>5</td>
<td>0</td>
<td>7</td>
<td>0</td>
<td>incl. SAP Hana Project</td>
</tr>
<tr>
<td>Total</td>
<td>26</td>
<td>0</td>
<td>27</td>
<td>0</td>
<td></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

**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

**Building a leading microbial solution player**

Highly complementary in product portfolio and regional set-up

**Niche Play: Specialty fungicides for the packaging industry**

Further sustainable growth based on trend for replacement of plastic with antimicrobial paper packaging
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**

<table>
<thead>
<tr>
<th>Raw materials*</th>
<th>LiPF&lt;sub&gt;6&lt;/sub&gt;</th>
<th>Electrolyte</th>
<th>Cell manufacturers</th>
</tr>
</thead>
<tbody>
<tr>
<td>TINCI</td>
<td>Zhangjiagang Guotai-Huarong</td>
<td>Capchem</td>
<td>Jinniu</td>
</tr>
<tr>
<td>Others</td>
<td>Others</td>
<td>Others</td>
<td>Others</td>
</tr>
</tbody>
</table>

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

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

Plant significantly reduces emissions: 150 kt CO$_2$e / year less

Second plant planned for 2023
Impact: 300 kt CO$_2$e / year less
Upcoming virtual events 2021 - Proactive capital market communication

2 Credit Suisse Chemicals & Agriculture Conference
7 J.P. Morgan European Materials Conference
8 Exane BNP Paribas European CEO Conference
16-17 Deutsche Bank dbAccess Berlin Conference
20 Citi’s European Chemicals Conference
20 Berenberg Conference USA
26 UBS Best of Europe Conference
27 Societe Generale Nice Conference 2021

14 Berenberg Food Ingredients & Chemicals Conference
21-22 Berenberg and Goldman Sachs Tenth German Corporate Conference
21-23 Baader Investment Conference

12 Q1 2021 Results
19 Annual Stockholders’ Meeting
20 Berenberg Conference USA
28 Morgan Stanley Cannon Ball Run Field Trip
29 CEO Sustainability Meeting

11 Q2 2021 Results
31 Commerzbank Corporate Conference
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# Abbreviations

## Advanced Intermediates

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AII</td>
<td>Advanced Industrial Intermediates</td>
</tr>
<tr>
<td>IPG</td>
<td>Inorganic Pigments</td>
</tr>
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</table>

## Specialty Additives

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAB</td>
<td>Lubricant Additives Business</td>
</tr>
<tr>
<td>PLA</td>
<td>Polymer Additives</td>
</tr>
<tr>
<td>RCH</td>
<td>Rhein Chemie</td>
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## Consumer Protection

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>LPT</td>
<td>Liquid Purification Technologies</td>
</tr>
<tr>
<td>MPP</td>
<td>Material Protection Products</td>
</tr>
<tr>
<td>SGO</td>
<td>Saltigo</td>
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## Engineering Materials

<table>
<thead>
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<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>HPM</td>
<td>High Performance Materials</td>
</tr>
<tr>
<td>URE</td>
<td>Urethane Systems</td>
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