LANXESS – Q2 2020 Roadshow
Tackling the crisis

Michael Pontzen, CFO
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Agenda

1. Tackling the crisis and executing our strategic agenda

2. Financial and business details Q2 2020

3. Back-up
Q2 2020: Stable margin level amid global pandemic

Business status

- EBITDA pre of €224 m (PY: €281 m) at midpoint of guidance, margin at 15.6%
- Three segments impacted by decline in demand from end industries
- Strongly improved EBITDA pre in Consumer Protection
- Exceptional proceeds from CURRENTA divestment boost net result and cash flow
- Further portfolio alignment through sale of organic leather business and membrane business
- Virtual AGM to be held on August 27, 2020
- Dividend proposal: increase to €0.95 per share
LANXESS on its path towards “new” normality

Finding solutions

- Production: All plants are running
  - Return to standard shift model – hygienic and social distancing measures continue
  - Short time work mostly in auto-related production
  - China leads demand recovery
- Successful home office approach
  - Thoughtfully increasing office presence in admin functions to re-enable actual social interaction
- Announced cost containment implemented
Full exit from leather business accomplished: LANXESS sells organic leather business to TFL*

Key data
- Sale of global organic leather business to TFL*
- Enterprise Value: €105 m** plus performance-related component of up to €115 m over 3-5 years
- Closing: mid 2021***

Strategic rationale
- Organic leather business no longer fits to LANXESS’ strategic focus on specialty chemicals businesses
- Further reduction of automotive exposure
- Better future development under leadership of TFL

Transaction scope

<table>
<thead>
<tr>
<th>BU Leather structure</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chrome Chemicals</td>
<td>Organic Leather Chemicals</td>
</tr>
<tr>
<td>South Africa</td>
<td>EMEA, China</td>
</tr>
<tr>
<td>Sold - Closed</td>
<td>Sold - Closing end 2020</td>
</tr>
<tr>
<td>Sold - Closed</td>
<td>Sold - Closing Mid 2021</td>
</tr>
</tbody>
</table>

* TFL Ledertechnik GmbH is a portfolio company of Black Diamond Capital Management, L.L.C.  
** Expected as of closing date  
*** Subject to the approval of the relevant authorities
Attractive cash-in for a business which is classified as discontinued operation

- Sales: ~€150 m*
- EBITDA ~€10 m*

**Enterprise value:**
- At closing date: ~€105 m
- Add. potential in next 3-5 years: up to €115 m
- Net debt (mainly pensions) ~€25 m

**Purchase price:**
- Fixed component €80 m
- Performance-related component: up to €115 m (to be paid out in next 3-5 years)

- Expected remnant costs: ~€10 m p.a. (2021 and 2022)
- At closing all P&L, balance sheet and cash flow bookings will be reflected in “discontinued operations”
- Book gain will be realized, size depending on valuation of performance-related component

* Estimated figures 2020
Portfolio transformation continues: Divesting membranes (BU LPT) to focus on Ion Exchange Resins

Strategic Rationale: Focus on high-margin specialty applications for Ion Exchange Resins (IXR)

Membranes Divested

Transaction details
- Divestment to SUEZ
- Low double-digit €m sales with negative EBITDA
- Impairment: Exceptionals of ~€20 m
- Closing expected end of 2020

Ion Exchange Resins Positioned for further growth

Specialized products for attractive markets
- Driven by global trends like population growth & regulation
- Focus on fast growing markets (e.g. biotechnology)

Adding new capacities to foster growth
- 20-30k cbm (~30% of existing LXS capacity, ~5% of industry)
- €80-120 m investment volume
- Completion within next 3-5 years
LANXESS sticks to its dividend policy even in difficult times

LANXESS: consistent dividend increase

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividend per share (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>0.50</td>
</tr>
<tr>
<td>2015</td>
<td>0.60</td>
</tr>
<tr>
<td>2016</td>
<td>0.70</td>
</tr>
<tr>
<td>2017</td>
<td>0.80</td>
</tr>
<tr>
<td>2018</td>
<td>0.90</td>
</tr>
<tr>
<td>2019</td>
<td>0.95*</td>
</tr>
</tbody>
</table>

* To be proposed to the Annual General Meeting on August 27, 2020

LANXESS dividend approach

- Policy: Dividend increase / at least stable
- Transformation pays off: Continuous dividend increase since 2014 (start of realignment)
- Unchanged dividend proposal of €0.95 per share despite global pandemic
- Dedicated capital allocation to drive shareholder return and strategic development
FY 2020 outlook confirmed

Current view on economy

- Automotive and aviation industries hit hardest by pandemic impact, construction, oil & gas and electronics also suffering
- Government stimuli only gradually taking effect

LANXESS outlook includes Corona impact

- Q3: Business momentum to improve compared to Q2. However, EBITDA pre impacted by unwinding Q2 raw material price tailwind (€10 m) and planned BU HPM maintenance turnaround (€10-20 m)
- FY: EBITDA pre still expected in range between €800–900 m
1. Tackling the crisis and executing our strategic agenda
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LANXESS Group: Tackling the crisis

Results reflect lower demand due to pandemic

Sales decline due to weak demand across many industries and pass-through of lower raw material prices
EBITDA pre decreases on the back of the global crisis, Consumer Protection segment and initiated cost containment measures partly compensate
Margin relatively stable

<table>
<thead>
<tr>
<th></th>
<th>Q2/2019</th>
<th>Q2/2020</th>
<th>Δ</th>
<th>YTD 2019</th>
<th>YTD 2020</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,724</td>
<td>1,436</td>
<td>-17%</td>
<td>3,462</td>
<td>3,140</td>
<td>-9%</td>
</tr>
<tr>
<td>EBITDA pre</td>
<td>281</td>
<td>224</td>
<td>-20%</td>
<td>553</td>
<td>469</td>
<td>-15%</td>
</tr>
<tr>
<td>Margin</td>
<td>16.3%</td>
<td>15.6%</td>
<td></td>
<td>16.0%</td>
<td>14.9%</td>
<td></td>
</tr>
<tr>
<td>CAPEX</td>
<td>109</td>
<td>88</td>
<td>-19%</td>
<td>178</td>
<td>162</td>
<td>-9%</td>
</tr>
</tbody>
</table>

* All figures excluding BU LEA, which is reported as discontinued operation
Sales drop mainly due to decreased volumes

Volume drop in both BUs, resulting from global demand set-back. Decline overstated by ~3% points due to Organometallics (Tin) exit and shift to tolling

EBITDA pre margin on strong performance level

* New reporting structure as of Q1 2020
Specialty Additives: Impact from pandemic related crisis now fully visible

- Strong volume driven sales decline
- Volume decrease across segment due to weakness in automotive, aviation, oil & gas, mainly in the Americas
- BU RheinChemie hit hardest reflecting its auto exposure
- EBITDA and margin decline result from lower demand in key industries

Lower demand in key markets hits as expected

<table>
<thead>
<tr>
<th>[€ m]</th>
<th>Q2/2019</th>
<th>Q2/2020</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>506</td>
<td>403</td>
<td>-20%</td>
</tr>
<tr>
<td>EBITDA pre</td>
<td>89</td>
<td>63</td>
<td>-29%</td>
</tr>
<tr>
<td>Margin</td>
<td>17.6%</td>
<td>15.6%</td>
<td></td>
</tr>
<tr>
<td>CAPEX</td>
<td>30</td>
<td>16</td>
<td>-47%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>YTD 2019</th>
<th>YTD 2020</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>991</td>
<td>902</td>
<td>-9%</td>
</tr>
<tr>
<td>EBITDA pre</td>
<td>172</td>
<td>148</td>
<td>-14%</td>
</tr>
<tr>
<td>Margin</td>
<td>17.4%</td>
<td>16.4%</td>
<td></td>
</tr>
<tr>
<td>CAPEX</td>
<td>44</td>
<td>31</td>
<td>-30%</td>
</tr>
</tbody>
</table>

Price Volume FX Portfolio
-1% -20% +1% 0%

Total -20%

Q2 Sales vs. PY
Rise in sales in all BUs
Volume growth mainly driven by BU SGO and continued strong demand for disinfectants (BU MPP)
Volume effect overstated by BU SGO’s project related pre-buying in Q2 vs Q3
Positive EBITDA pre and margin development reflect strong underlying demand

All BUs contribute to strong development

<table>
<thead>
<tr>
<th>[€ m]*</th>
<th>Q2/2019</th>
<th>Q2/2020</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>247</td>
<td>301</td>
<td>22%</td>
</tr>
<tr>
<td>EBITDA pre</td>
<td>48</td>
<td>68</td>
<td>42%</td>
</tr>
<tr>
<td>Margin</td>
<td>19.4%</td>
<td>22.6%</td>
<td></td>
</tr>
<tr>
<td>CAPEX</td>
<td>13</td>
<td>12</td>
<td>-8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>YTD 2019</th>
<th>YTD 2020</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>511</td>
<td>580</td>
</tr>
<tr>
<td>EBITDA pre</td>
<td>108</td>
<td>135</td>
</tr>
<tr>
<td>Margin</td>
<td>21.1%</td>
<td>23.3%</td>
</tr>
<tr>
<td>CAPEX</td>
<td>22</td>
<td>22</td>
</tr>
</tbody>
</table>

* New reporting structure as of Q1 2020, all numbers excluding BU LEA, which is reported as discontinued operation
Engineering Materials: Plummeting demand as automotive industry suffers

- Drop in sales results from sharp decline in auto demand and production shutdowns of OEMs due to COVID-19 especially in Europe
- Price decline mainly due to lower raw material prices
- Substantial EBITDA pre and margin decline mainly due to burden in BU HPM

<table>
<thead>
<tr>
<th>[€ m]</th>
<th>Q2/2019</th>
<th>Q2/2020</th>
<th>Δ</th>
<th>YTD 2019</th>
<th>YTD 2020</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>365</td>
<td>244</td>
<td>-33%</td>
<td>747</td>
<td>591</td>
<td>-21%</td>
</tr>
<tr>
<td>EBITDA pre</td>
<td>65</td>
<td>28</td>
<td>-57%</td>
<td>130</td>
<td>77</td>
<td>-41%</td>
</tr>
<tr>
<td>Margin</td>
<td>17.8%</td>
<td>11.5%</td>
<td></td>
<td>17.4%</td>
<td>13.0%</td>
<td></td>
</tr>
<tr>
<td>CAPEX</td>
<td>19</td>
<td>12</td>
<td>-37%</td>
<td>30</td>
<td>20</td>
<td>-33%</td>
</tr>
</tbody>
</table>

Price  Volume  FX  Portfolio
-9%    -24%    0%    0%

Total  -33%

Q2 Sales vs. PY
Q2 2020: Results reflect Corona impact – however, margin on stable level

<table>
<thead>
<tr>
<th></th>
<th>Q2/2019</th>
<th>Q2/2020</th>
<th>yoy in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,724 (100%)</td>
<td>1,436 (100%)</td>
<td>-17%</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>-1,252 (-73%)</td>
<td>-1,042 (-73%)</td>
<td>17%</td>
</tr>
<tr>
<td>Selling</td>
<td>-210 (-12%)</td>
<td>-194 (-14%)</td>
<td>8%</td>
</tr>
<tr>
<td>G&amp;A</td>
<td>-65 (-4%)</td>
<td>-64 (-4%)</td>
<td>2%</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>-28 (-2%)</td>
<td>-28 (-2%)</td>
<td>0%</td>
</tr>
<tr>
<td>EBIT</td>
<td>143 (8%)</td>
<td>61 (4%)</td>
<td>-57%</td>
</tr>
<tr>
<td>EPS</td>
<td>1.14</td>
<td>9.24</td>
<td>&gt;100%</td>
</tr>
<tr>
<td>EPS pre*</td>
<td>1.45</td>
<td>0.86</td>
<td>-41%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>260 (15%)</td>
<td>198 (14%)</td>
<td>-24%</td>
</tr>
<tr>
<td>thereof except.</td>
<td>-21 (-1%)</td>
<td>-26 (-2%)</td>
<td>24%</td>
</tr>
<tr>
<td>EBITDA pre except.</td>
<td>281 (16.3%)</td>
<td>224 (15.6%)</td>
<td>-20%</td>
</tr>
</tbody>
</table>

- Lower selling expenses include lower travel expenses and trade fair costs
- Positive effects from CURRENTA divestment reflected in financial result

* From continuing operations, net of exceptionals and amortization of intangible assets as well as attributable tax effects and income in connection with the sale of CURRENTA
Q2 2020 impacted by Corona pandemic, strong result in Consumer Protection mitigates

Sales [€ m]

<table>
<thead>
<tr>
<th></th>
<th>Q2 2019</th>
<th>Q2 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>AI</td>
<td>585</td>
<td>469</td>
</tr>
<tr>
<td>SA</td>
<td>506</td>
<td>403</td>
</tr>
<tr>
<td>CP</td>
<td>247</td>
<td>301</td>
</tr>
<tr>
<td>EM</td>
<td>365</td>
<td>244</td>
</tr>
</tbody>
</table>

Advanced Intermediates

<table>
<thead>
<tr>
<th></th>
<th>Q2 2019</th>
<th>Q2 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>IPG</td>
<td>365</td>
<td>244</td>
</tr>
<tr>
<td>LPT</td>
<td>247</td>
<td>301</td>
</tr>
<tr>
<td>SGO</td>
<td>506</td>
<td>403</td>
</tr>
</tbody>
</table>

Specialty Additives

<table>
<thead>
<tr>
<th></th>
<th>Q2 2019</th>
<th>Q2 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>RCH</td>
<td>585</td>
<td>469</td>
</tr>
<tr>
<td>PLA</td>
<td>365</td>
<td>244</td>
</tr>
<tr>
<td>URE</td>
<td>506</td>
<td>403</td>
</tr>
</tbody>
</table>

Engineering Materials

<table>
<thead>
<tr>
<th></th>
<th>Q2 2019</th>
<th>Q2 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>HPM</td>
<td>365</td>
<td>244</td>
</tr>
<tr>
<td>MPP</td>
<td>247</td>
<td>301</td>
</tr>
<tr>
<td>SGO</td>
<td>506</td>
<td>403</td>
</tr>
</tbody>
</table>

EBITDA pre [€ m]

<table>
<thead>
<tr>
<th></th>
<th>Q2 2019</th>
<th>Q2 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>AI</td>
<td>281</td>
<td>114</td>
</tr>
<tr>
<td>SA</td>
<td>100</td>
<td>89</td>
</tr>
<tr>
<td>CP</td>
<td>63</td>
<td>48</td>
</tr>
<tr>
<td>EM</td>
<td>28</td>
<td>65</td>
</tr>
</tbody>
</table>

* Total group sales including reconciliation

-35  -35  Recon

1,724*  1,436*  -17%  -20%

-20%  -20%  -20%  -20%  -20%

-33%  -33%  -33%  -33%  -33%  -33%
Q2 2020: Impact from pandemic visible in all regions

Q2 2020 sales by region [%]

Regional development of sales [€ m]

Operational development*

* Currency and portfolio adjusted
Operating cash flow improved, but masked by extraordinary tax payments

- Operating cash flow improved excluding ~€100 m extraordinary tax payments relating mainly to CURRENTA and ARLANXEO
- Mid to high double digit million € amount of remaining taxes (CURRENTA) to come in H2
- Change in working capital driven by significantly lower receivables corresponding to decreased sales
- Investing cash flow includes proceeds from CURRENTA
- Capex reduced in response to pandemic

<table>
<thead>
<tr>
<th></th>
<th>Q2/2019</th>
<th>Q2/2020</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating cash flow</strong>*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>thereof income taxes paid</td>
<td>-72</td>
<td>-108</td>
<td>-36</td>
</tr>
<tr>
<td>thereof changes in working capital</td>
<td>23</td>
<td>56</td>
<td>33</td>
</tr>
<tr>
<td><strong>Investing cash flow</strong>*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>thereof capex</td>
<td>-109</td>
<td>-88</td>
<td>21</td>
</tr>
<tr>
<td>thereof proceeds from CURRENTA sale, dividend</td>
<td>21</td>
<td>884</td>
<td>863</td>
</tr>
<tr>
<td>thereof net invest in money markets</td>
<td>13</td>
<td>-710</td>
<td>-723</td>
</tr>
</tbody>
</table>

* Applies to continuing operations
Very strong balance sheet in uncertain times

<table>
<thead>
<tr>
<th></th>
<th>31.12.2019</th>
<th>30.06.2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>8,695</td>
<td>9,195</td>
</tr>
<tr>
<td>Equity</td>
<td>2,647</td>
<td>3,379</td>
</tr>
<tr>
<td>Equity ratio</td>
<td>30%</td>
<td>37%</td>
</tr>
<tr>
<td>Net financial debt¹</td>
<td>1,742</td>
<td>929</td>
</tr>
<tr>
<td>Cash, cash equivalents, short term money market investments</td>
<td>1,076</td>
<td>1,887</td>
</tr>
<tr>
<td>Pension provisions</td>
<td>1,178</td>
<td>1,135</td>
</tr>
<tr>
<td>Net working capital</td>
<td>1,308</td>
<td>1,407</td>
</tr>
<tr>
<td>DSI (in days)²</td>
<td>66</td>
<td>79</td>
</tr>
<tr>
<td>DSO (in days)³</td>
<td>42</td>
<td>44</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

- Proceeds of CURRENTA divestment improve equity and net financial debt
- Ongoing strong liquidity secures financial and operating flexibility in uncertain times
- Seasonal increase in working capital, driven by higher inventories due to planned maintenance shutdowns in H2 2020
1. Tackling the crisis and executing our strategic agenda
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Housekeeping items 2020

- **Capex 2020**: ~€450 m
- **Operational D&A 2020**: ~€450 m
- **Reconciliation 2020**: ~€140-150 m including remnant costs
- **Underlying tax rate**: ~28%
- **Exceptionals 2020**: ~€100 m based on current initiatives
- **FX sensitivity**: One cent change of USD/EUR resulting in ~€7 m EBITDA pre impact before hedging
- **Remnant costs**: ~€10 m p.a. until 2022
  - Plus ~€10 m p.a. in 2021 and 2022 (organic leather business)
- **Maintenance shutdown BU HPM**: ~€10-20 m in Q3
**Transparency on CURRENTA accounting treatment**

**Transaction totals €787 m equity value and €150 m profit participation pre tax**

**Effects in Income Statement in Q2 2020**
- Proceeds of €740* m and a profit participation of €150 m were realized
- The amount of €890 m was recognized as book gain in the “other financial result”, as the CURRENTA participation was held “at equity” with no book value

**Effects in Cash Flow Statement in Q2 2020**
- Operating cash flow:
  - Reversal of financial result, including proceeds of €890* m
  - “Income taxes” already contain some of CURRENTA related tax payments; mid to high double digit € million amount expected to follow in H2
- Investing cash flow includes €884* m proceeds

**Divestment led to visibly strengthened balance sheet and liquidity**

* As of June 30th, 2020, €6 m of the purchase price was outstanding and recognized as “other current assets”. The payment followed in July 2020
Key Figures*: Holding up well in crisis mode

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>€1,436 m</td>
<td>-17%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBITDA pre</td>
<td>€224 m</td>
<td>-20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EPS pre</td>
<td>0.86</td>
<td>-41%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Cash Flow</td>
<td>€52 m</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBITDA pre Margin</td>
<td>15.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAPEX</td>
<td>€88 m</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; cash equivalents, short term money market investments</td>
<td>€1,887 m</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net financial debt**</td>
<td>€929 m</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Continuing operations (excluding BU LEA, which is reported as discontinued operation)
** deducting short term money market investments
2019 like-for-like figures for new reporting structure reflect shift between segments AI and CP

<table>
<thead>
<tr>
<th>[€ m]</th>
<th>Advanced Intermediates</th>
<th>Specialty Additives</th>
<th>Consumer Protection</th>
<th>Engineering Materials</th>
<th>Total*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q1</td>
<td>584</td>
<td>485</td>
<td>264</td>
<td>382</td>
<td>1,738</td>
</tr>
<tr>
<td>Q2</td>
<td>585</td>
<td>506</td>
<td>247</td>
<td>365</td>
<td>1,724</td>
</tr>
<tr>
<td>Q3</td>
<td>549</td>
<td>503</td>
<td>277</td>
<td>353</td>
<td>1,704</td>
</tr>
<tr>
<td>Q4</td>
<td>533</td>
<td>471</td>
<td>262</td>
<td>350</td>
<td>1,636</td>
</tr>
<tr>
<td>EBITDA pre</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q1</td>
<td>105</td>
<td>83</td>
<td>60</td>
<td>65</td>
<td>272</td>
</tr>
<tr>
<td>Q2</td>
<td>114</td>
<td>89</td>
<td>48</td>
<td>65</td>
<td>281</td>
</tr>
<tr>
<td>Q3</td>
<td>91</td>
<td>97</td>
<td>55</td>
<td>59</td>
<td>269</td>
</tr>
<tr>
<td>Q4</td>
<td>73</td>
<td>84</td>
<td>35</td>
<td>49</td>
<td>197</td>
</tr>
</tbody>
</table>

* including recon
H1 2020: Results reflect Corona impact, EPS increase due to proceeds from CURRENTA divestment

- Lower selling expenses include lower travel expenses and trade fair costs
- Positive effects from CURRENTA divestment reflected in financial result

<table>
<thead>
<tr>
<th></th>
<th>YTD 2019</th>
<th>YTD 2020</th>
<th>yoy in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>3,462 (100%)</td>
<td>3,140 (100%)</td>
<td>-9%</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>-2,538 (-73%)</td>
<td>-2,311 (-74%)</td>
<td>9%</td>
</tr>
<tr>
<td>Selling</td>
<td>-411 (-12%)</td>
<td>-396 (-13%)</td>
<td>4%</td>
</tr>
<tr>
<td>G&amp;A</td>
<td>-128 (-4%)</td>
<td>-138 (-4%)</td>
<td>-8%</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>-55 (-2%)</td>
<td>-54 (-2%)</td>
<td>2%</td>
</tr>
<tr>
<td>EBIT</td>
<td>283 (8%)</td>
<td>165 (5%)</td>
<td>-42%</td>
</tr>
<tr>
<td>EPS</td>
<td>2.06</td>
<td>9.93</td>
<td>&gt; 100</td>
</tr>
<tr>
<td>EPS pre*</td>
<td>2.77</td>
<td>2.03</td>
<td>-27%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>510 (15%)</td>
<td>417 (13%)</td>
<td>-18%</td>
</tr>
<tr>
<td>thereof except.</td>
<td>-43 (-1%)</td>
<td>-52 (-2%)</td>
<td>-21%</td>
</tr>
<tr>
<td>EBITDA pre except.</td>
<td>553 (16%)</td>
<td>469 (14.9%)</td>
<td>-15%</td>
</tr>
</tbody>
</table>

*From Continuing operations; net of exceptionals and amortization of intangible assets as well as attributable tax effects and income in connection with the sale of CURRENTA
H1 2020: Strong drop in demand due to Corona pandemic

[€ m] Sales

<table>
<thead>
<tr>
<th></th>
<th>H1 2019</th>
<th>H1 2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Intermediates</td>
<td>1,169</td>
<td>1,027</td>
<td>-12%</td>
</tr>
<tr>
<td>Specialty Additives</td>
<td>991</td>
<td>902</td>
<td>-9%</td>
</tr>
<tr>
<td>Consumer Protection</td>
<td>511</td>
<td>580</td>
<td>+14%</td>
</tr>
<tr>
<td>Engineering Materials</td>
<td>747</td>
<td>591</td>
<td>-21%</td>
</tr>
</tbody>
</table>

H1 2019: 3,462* €m, H1 2020: 3,140* €m

[€ m] EBITDA pre

<table>
<thead>
<tr>
<th></th>
<th>H1 2019</th>
<th>H1 2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Intermediates</td>
<td>553</td>
<td>219</td>
<td>-14%</td>
</tr>
<tr>
<td>Specialty Additives</td>
<td>172</td>
<td>108</td>
<td>+25%</td>
</tr>
<tr>
<td>Consumer Protection</td>
<td>130</td>
<td>135</td>
<td>-14%</td>
</tr>
<tr>
<td>Engineering Materials</td>
<td>188</td>
<td>77</td>
<td>+25%</td>
</tr>
</tbody>
</table>

H1 2019: 3,140* €m, H1 2020: 2,341* €m

* Total group sales including reconciliation
H1 2020: All regions suffering from lower demand due to pandemic

H1 2020 sales by region [%]

Regional development of sales [€ m]

Operational development*

* Currency and portfolio adjusted
Cash flow H1 2020: Strong operating cash flow despite Corona crisis

Higher operating cash flow despite Corona effects and tax burden relating to CURRENTA and ARLANXEO

Change in working capital driven by significantly lower receivables corresponding to decreased sales

Increased investing cash flow includes proceeds from divestments of CURRENTA and chrome chemicals business which are directly invested in money market funds

Lower capex reflects measures triggered by Corona pandemic

<table>
<thead>
<tr>
<th></th>
<th>H1 2019</th>
<th>H1 2020</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating cash flow</strong></td>
<td>113</td>
<td>165</td>
<td>52</td>
</tr>
<tr>
<td>Changes in working capital</td>
<td>-145</td>
<td>-125</td>
<td>20</td>
</tr>
<tr>
<td><strong>Investing cash flow</strong></td>
<td>-309</td>
<td>13</td>
<td>322</td>
</tr>
<tr>
<td>thereof capex</td>
<td>-178</td>
<td>-162</td>
<td>16</td>
</tr>
<tr>
<td>thereof proceeds from divestments &amp; dividend</td>
<td>21</td>
<td>962</td>
<td>941</td>
</tr>
<tr>
<td>thereof net invest in money markets</td>
<td>-156</td>
<td>-769</td>
<td>-613</td>
</tr>
</tbody>
</table>

* applies to continuing operations
Increase in exceptional items (on EBIT) due to higher realignment and project costs

<table>
<thead>
<tr>
<th></th>
<th>Q2/2019</th>
<th></th>
<th>Q2/2020</th>
<th></th>
<th>YTD 2019</th>
<th></th>
<th>YTD 2020</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Intermediates</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Specialty Additives</td>
<td>5</td>
<td>2</td>
<td>3</td>
<td>0</td>
<td>6</td>
<td>2</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>Consumer Protection</td>
<td>0</td>
<td>0</td>
<td>21</td>
<td>18</td>
<td>0</td>
<td>0</td>
<td>21</td>
<td>18</td>
</tr>
<tr>
<td>Engineering Materials</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Reconciliation</td>
<td>19</td>
<td>1</td>
<td>21</td>
<td>1</td>
<td>36</td>
<td>1</td>
<td>41</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td>3</td>
<td>45</td>
<td>19</td>
<td>46</td>
<td>3</td>
<td>71</td>
<td>19</td>
</tr>
</tbody>
</table>
Maturity profile actively managed and well balanced

Long-term financing secured

- Sustainable revolving credit facility fully repaid as per end of June
- Diversified financing sources
  - Bonds & private placements
  - Undrawn sustainable revolving credit facility
- Average interest rate of financial liabilities ~2%
- Next bond maturity in 2021
- All group financing executed without financial covenants

Liquidity and maturity profile as per June 2020

- Sustainable revolving credit facility
  - €1.0 bn
- Bond 2022: 2.625%
- Bond 2021: 0.250%
- Hybrid 1st call*: 4.50%
- Bond 2025: 1.125%
- Bond 2026: 1.00%
- Private placement 3.95% (2027)
- Private placement 3.50% (2022)
- Hybrid 2076*: 4.50%

* Hybrid bond with contractual maturity date in 2076 has a first optional call date in 2023.
The way forward – Continuous Portfolio Management

Strategy

Why do we like Consumer Protection Chemicals?
Perfect match: The characteristics of Consumer Protection Chemicals and our competences

Characteristics:
- High entry barriers due to increasing regulation
- Strong expertise in Regulatory Affairs
- Data ownership* essential for product registration
- Attractive secular growth, independent of industry cycles

Our competences:
- Global set-up in Regulatory Affairs
- Regulatory competence: One of the largest global expert teams in the industry
- Unique portfolio in Animal Protection Chemicals
- One of the strongest water purification technologies

* Identity, phys.-chem, analytical, methodology information
LANXESS Consumer Protection: Our products follow strong application-driven trends

Food Safety: ~5% Sales CAGR* (2013-2019) - Velcorin®

Water Purification: ~5% Sales CAGR* (2013-2019) - Lewatit®

Biosecurity: ~27% Sales CAGR* (2017-2019) - Virkon™

* CAGR figures represent LXS sales growth
MPP proves its strong “specialty” financial performance

- 70 - 80% Cash conversion
- 22 - 25% EBITDA pre margin
- CAGR: ~10%
- Sales <€500 m
- 6 M&A since 2010
- 0% Automotive
The way forward – Fix underperforming businesses

Strategy

Which businesses are we addressing?
Rigorously addressing under-performing businesses across our portfolio

Sales of businesses to be addressed
~€800 m

Margin Level:
~8%

Transforming action
- Solving the Chrome problem
- Accelerating Organometallics performance to peer level
- Turnaround Rubber Additives and Membrane businesses

Target structure
~€500 m

Margin Level:
>15%

* The disposal of all operations of the Leather business unit is expected to be fully completed by the end of 2020, so these operations were recognized as discontinued operations as of December 31, 2019.
Full exit from leather business accomplished

*Disposal of LANXESS’ 74% stake in chrome ore mine in Rustenburg (South Africa) to Clover Alloys (SA) Pty. Ltd.; Closing expected by the end of 2020, Subject to approval of relevant authorities
**Sold to Brother Enterprises, closed in January 2020. LANXESS continues manufacturing at Merebank site as part of a 5 years tolling agreement
***Sold to TFL Ledertechnik GmbH, a portfolio company of Black Diamond Capital Management, L.L.C., closing expected until mid 2021, Subject to approval of relevant authorities
Improving Organometallics’ performance to competitive peer level

Organometallics Sales

- **Aluminum based Organometallics**: Set for organic growth
- **Tin based Organometallics**: Exit partner found with PMC
- **Gallium based Organometallics**: Exit partner found with Vital Materials

2018: ~€160 m

Target structure: ~€100 m

Transforming action

- Margin Level: 0-5%
- Margin Level: 15-20%
The way forward – Innovation

What innovations are we working on?
We focus on product, process and technology innovation

Our philosophy
- Result-oriented product innovation
- Process innovation with focus on energy & resource efficiency
- Technology innovation that will change chemical business models (esp. digitalization)

Global innovation platform
- 33 application centers in 14 countries focusing on product innovation
- Dedicated task force teams continuously optimize production processes worldwide
- Centralized digital team to introduce new technologies and change business models

Strong alliances
- More than 150 research cooperations with customers, universities and other research institutes worldwide
- Collaboration with leading AI specialists Citrine, Palantir, et al.
Strategic realignment is supported by product, process and technology innovation

**Key Chemicals for Li-Ion batteries**

- **Standard Lithium Cooperation**
  Pilot project to extract battery grade lithium from bromine wells in El Dorado

- **Electrolyte salt** \( (\text{LiPF}_6) \), Chems for Anode & Cathode

- **Battery Housing** (PA / PBT components)

**Natural beverage preservatives**

- Key market: USA; FDA approval received in 2018, further market approvals in preparation

- First meaningful sales in 2020

- Full potential to be reached 2025-2030
  (accessible initial market (USA): €200 m – €250 m)
Cooperation with Standard Lithium could deliver upside in a promising market

**JV characteristics**
- 60-70% LANXESS ownership
- Exclusive access to technology in Smackover formation
- Absorption of El Dorado infrastructure cost

**Project rationale**
- Use existing site infrastructure
- Brines from bromine wells in El Dorado contain Lithium
- Lithium demand growing double digit
- Limited additional cost during piloting
- In case of successful pilot project: €100-400 m capex possible**

---

*In case of successful feasibility
**100% capacity basis, across multiple phases
The way forward – Digitalizing the value chain

What are we focusing on?

Strategy
Digitalizing the value chain
LANXESS to be digital leader in the chemical industry

From itemized elements … … towards a fully integrated digitalized value chain:

- R&D
- Sourcing
- Production
- Logistics
- Marketing/ Sales
- General/ Administration

R&D
Production
Sourcing
Logistics
Marketing & Sales
Digitalizing the value chain: CheMondis
Paving the way to the future of trading chemicals

Project start in 2017: LANXESS’ chemical industry knowledge combined with external digital experts

Pioneering into digital trading platform for chemicals to get ready for digital future

First minimal viable product (MVP) created in 2018, preparation of fully separated industry platform

Largest and fastest growing B2B marketplace for industrial chemicals in the western world

Exceptional team of skilled and dedicated experts combining chemical, digital and technical know-how

Unique setup, backed by industry know-how and capital

* CheMondis is a stand-alone company, neither run, governed nor represented by LANXESS.
The way forward – Providing direction from four perspectives

- Strategy
- Operations
- Financials
- Sustainability
Portfolio additions most likely in Specialty Additives and along with transformation of Performance Chemicals

<table>
<thead>
<tr>
<th></th>
<th>Organic growth / Capex</th>
<th>Likelihood for M&amp;A</th>
<th>Characteristics for M&amp;A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Advanced Intermediates</strong></td>
<td><img src="image" alt="Organic growth/Capex" /></td>
<td><img src="image" alt="Likelihood for M&amp;A" /></td>
<td></td>
</tr>
<tr>
<td><strong>Specialty Additives</strong></td>
<td><img src="image" alt="Organic growth/Capex" /></td>
<td><img src="image" alt="Likelihood for M&amp;A" /></td>
<td>Synergies in related businesses</td>
</tr>
<tr>
<td><strong>Consumer Protection</strong></td>
<td><img src="image" alt="Organic growth/Capex" /></td>
<td><img src="image" alt="Likelihood for M&amp;A" /></td>
<td>Attractive secular growth High entry barriers due to increasing regulation</td>
</tr>
<tr>
<td><strong>Engineering Materials</strong></td>
<td><img src="image" alt="Organic growth/Capex" /></td>
<td><img src="image" alt="Likelihood for M&amp;A" /></td>
<td></td>
</tr>
</tbody>
</table>
The way forward –
Providing direction from four perspectives

- Strategy
- Operations
- Financials
- Sustainability
Cash Conversion target also on track – but at what price does it come?

We could deliver on our Cash Conversion target already today, but give priority to profitable growth

2019 in € m

1,019

<table>
<thead>
<tr>
<th>Category</th>
<th>Cost (€ m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>~100 – 150</td>
</tr>
<tr>
<td>Restr.</td>
<td>~0 – 50</td>
</tr>
<tr>
<td>Maint.</td>
<td>~300 – 350</td>
</tr>
<tr>
<td>~500</td>
<td></td>
</tr>
</tbody>
</table>

Conscious decisions backed by sound financials

~20% ROCE

~ €30 m** additional EBITDA pre = ~ €0.16** additional Earnings per Share

* Cash Conversion = EBITDA pre – CAPEX / EBITDA pre; ** ROCE: ~20%, considering ~€10 m D&A & ~30% tax
Shareholder return is the driver for capital allocation

**Illustrative (€ m)**

- EBITDA Pre: ~1000
- Tax: ~120
- Maintenance CAPEX: ~300 - 350
- Free Cash Flow: ~550

- Organic growth
- Restructuring
- Mergers & Acquisitions
- Share buyback
- Dividend
- Deleveraging
- Interest expenses
LANXESS strengthens its All aromatic „Verbund“ with additional synthetic menthol capacity

Clear long-term investment approach based on synergetic customer relationship

~€40 m
Investment

Early 2021
Planned operation start

Investment rationale:

 Significant increase in demand for synthetic menthol
 Strong customer relation based on long-term contracts
 Downstream development of the aromatic „Verbund“
Venture investment into Lithium with low risk and potentially high return

Opportunity in cooperation with Standard Lithium

~€100 – 400 m Investments

2021 Planned start of construction

Investment rationale:

- Potential lucrative yield of battery grade lithium from LANXESS‘ „waste material“ tail brine
- Strong growth of Lithium use based on rising demand for batteries
The way forward – Providing direction from four perspectives

Strategy
Operations
Financials
Sustainability
LANXESS goes climate neutral by 2040 – New long-term commitment

- Clearly defined measures to reduce today’s emissions
- Compensate growth effects with efficiency
- Majority of projects with reasonable investment costs
- Sustainable management is seen as a competitive advantage
- In 2019, we further reduced absolute Scope 1+2 emissions to ~3,060 kt – around 5% of total volume.
- Good for LANXESS, good for our customers, good for our planet!

\[ \text{CO}_2 \text{e scope 1+2 emissions in thousand tons, LXS*} \]

- 6,500 -50% 3,200 -50% 2,400 1,600 Climate neutral

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2018</th>
<th>2025e</th>
<th>2030e</th>
<th>2040e</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO₂e</td>
<td>6,500</td>
<td>3,200</td>
<td>2,400</td>
<td>1,600</td>
<td>Climate neutral</td>
</tr>
</tbody>
</table>

*in case of significant M&A timeline to be adjusted; climate neutral:<300kt CO₂e p.a.
LANXESS ahead of regulation and far sighted in management of ETS certificates

- LANXESS actively reduced CO$_2$e emissions in line with Emission Trading Scheme (ETS) reduction targets
- Cost effect from ETS is currently neutral
- We will continue to reduce CO$_2$e emissions and remain ahead of ETS reduction targets

*Increase of existing specific 2025 Scope 2 and energy efficiency target from -25% to -40%, compared to 2015; existing business parameters, in case of significant M&A timeline to be adjusted; performance calculated versus 2004 level (foundation of LANXESS); performance compared to 1990 level even higher (-65%), but not fully in our responsibility due to pre-spin-off set-up, trajectories based on BDI: Klimapfade für Deutschland, Existing business parameters, in case of significant M&A timeline to be adjusted
Upcoming (virtual) events 2020 - Proactive capital market communication

1. J.P. Morgan Milan Investor Forum, Milan (virtual)

13. Q2 2020 Results

27. Annual Stockholders’ Meeting

Aug

Sep

Oct

Nov

Dec


21-22. Goldman Sachs/Berenberg German Corporate Conference, Munich (virtual)

23. Erste Securities ESG Conference, Warsaw (virtual)

24. Baader Investment Conference, Munich

5. Q3 2020 Results


12. Analyst Roundtable

16. Deutsches Eigenkapitalforum, Frankfurt

30. Berenberg European Conference, Pennyhill
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# 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
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