2019 – target achieved, results improved!

Annual Shareholders’ Meeting LANXESS AG

CEO Matthias Zachert
Well prepared through the crisis

Protection of employees of utmost priority

Production plants running

Liquidity secured
Helping in times of crisis: LANXESS donates disinfectants worldwide
Operating earnings improved – in a challenging environment

<table>
<thead>
<tr>
<th>Sales [in EUR m]</th>
<th>EBITDA [in EUR m]</th>
<th>Net income [in EUR m]</th>
</tr>
</thead>
<tbody>
<tr>
<td>±0%</td>
<td>+3%</td>
<td>-15%</td>
</tr>
<tr>
<td>6,824</td>
<td>986</td>
<td>282</td>
</tr>
<tr>
<td>6,802</td>
<td>1,019</td>
<td>240</td>
</tr>
</tbody>
</table>


All EBITDA figures are pre-exceptionals; net income from continuing operations. Leather business unit reported as discontinued operations since the end of 2019; prior-year figures adjusted.
EBITDA margin at 15 percent for the first time

All EBITDA figures are pre exceptionals
Consumer Protection – new segment with three leading business units

- SGO: Insect protection
- LPT: Water treatment
- MPP: Biosecurity
Further progress in realigning the company

Realignment towards specialty chemicals

- Realignment of the organometallics business
- Sale of the leather business unit
- Stake in Currenta sold
- Acquisition of Brazilian biocide manufacturer
Good cooperation with the NRW government on plant expansion

- Expansion of the Leverkusen fluorosulfone plant
- Accelerated approval procedure
- 12 instead of 20 months until final approval decision
Our goal: climate neutral by 2040

-50% [Scope 1 und Scope 2, in kt CO₂e]

- 6,500 kt CO₂e in 2004
- 3,200 kt CO₂e in 2018
- 2,400 kt CO₂e in 2025
- 1,600 kt CO₂e in 2030
- Neutral* in 2040

< 300 kt CO₂e emissions per year, reduced by compensation measures
Recognition for sustainability efforts

CDP
DISCLOSURE INSIGHT ACTION
A LIST
2019
CLIMATE

MEMBER OF
Dow Jones
Sustainability Indices
In collaboration with

a RobecoSAM brand
Further progress in realigning the company

Earnings improved

EBITDA margin at 15 percent for the first time

Our goal: climate neutral by 2040

2019: On course despite headwind
Dividend raised even in difficult times

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividende [in Euro]</th>
</tr>
</thead>
<tbody>
<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>

+6%