



LANXESS
Energizing Chemistry

Steering against the storm

Annual Stockholders' Meeting

CEO Matthias Zachert

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2023: The multi-crisis year of the chemical industry

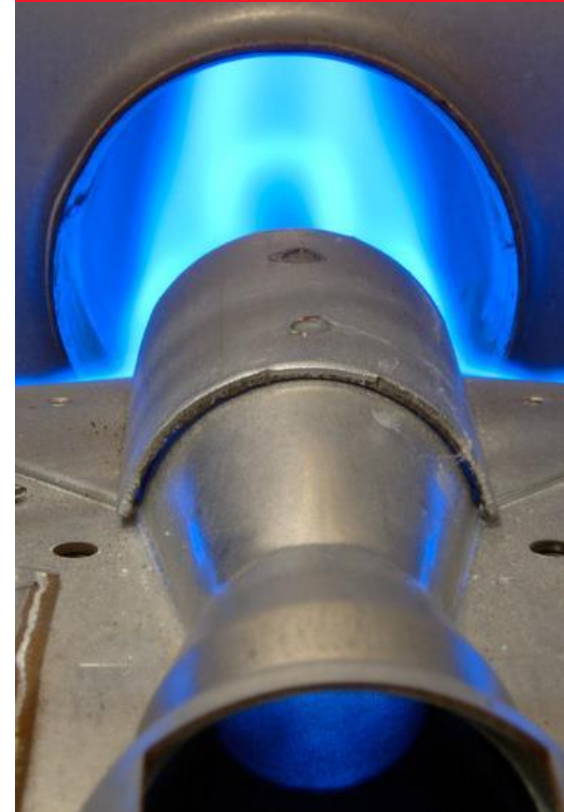
**Weak demand in
customer industries**



**Customers'
destocking**



**High energy costs
in Germany**



Geopolitical tensions





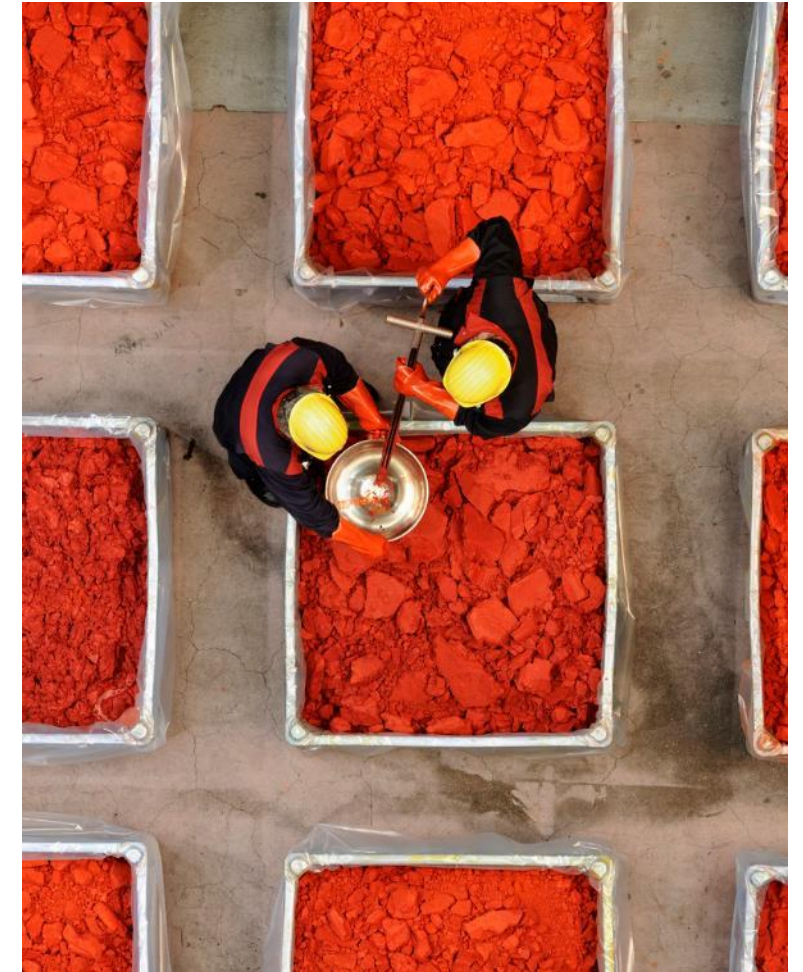
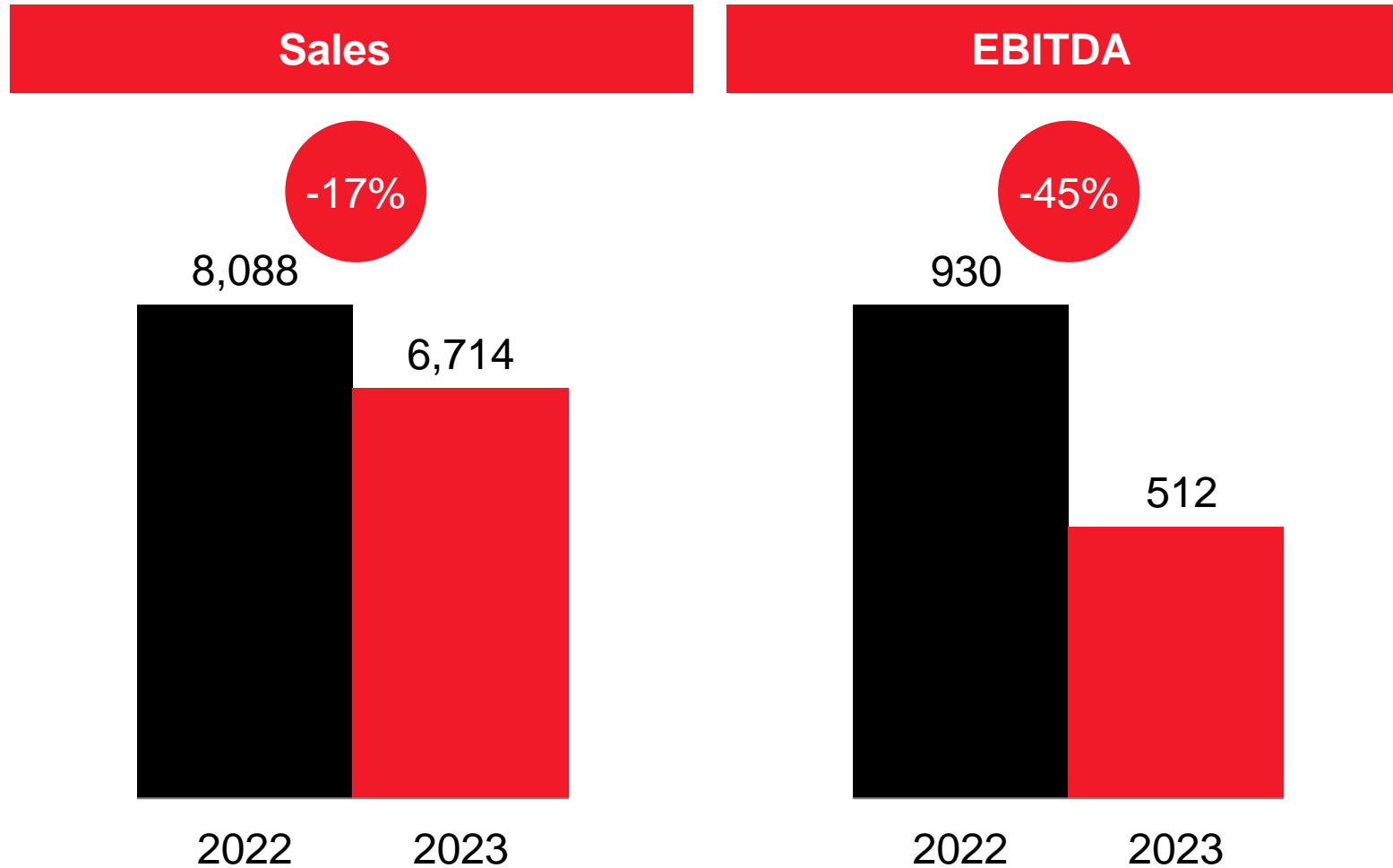
Determined and consistent action

FORWARD! action program launched early on

Debt reduced, cash flow increased

Specialty chemicals portfolio further sharpened

Weak demand impacts sales and earnings

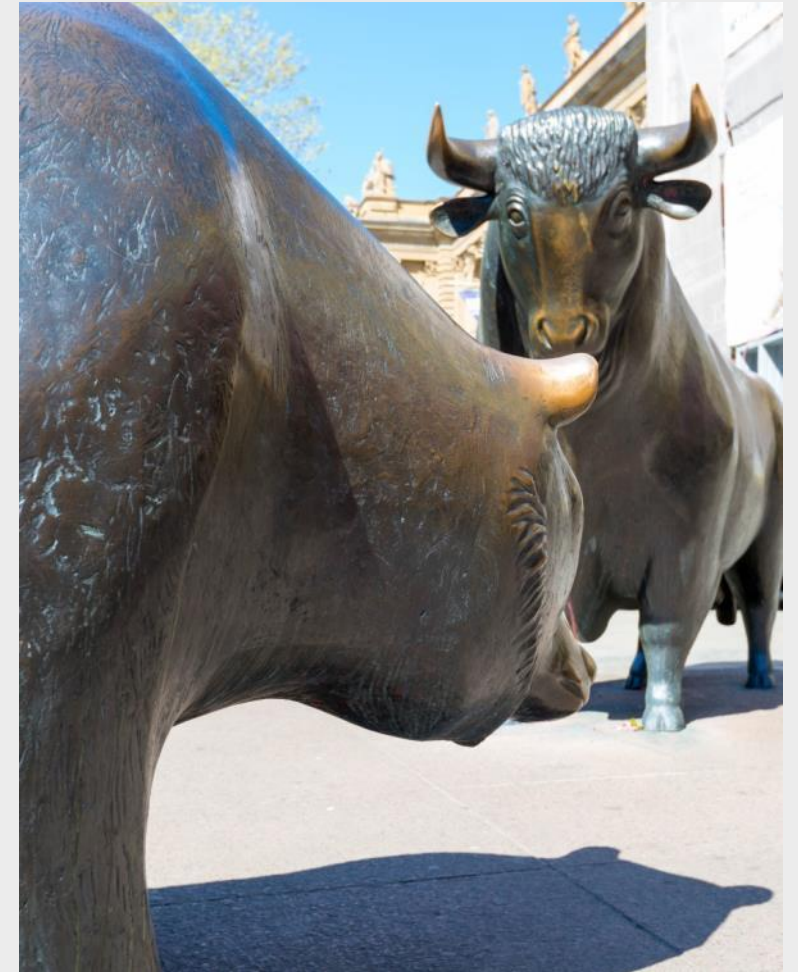


Dividend adjusted to economic and financial situation

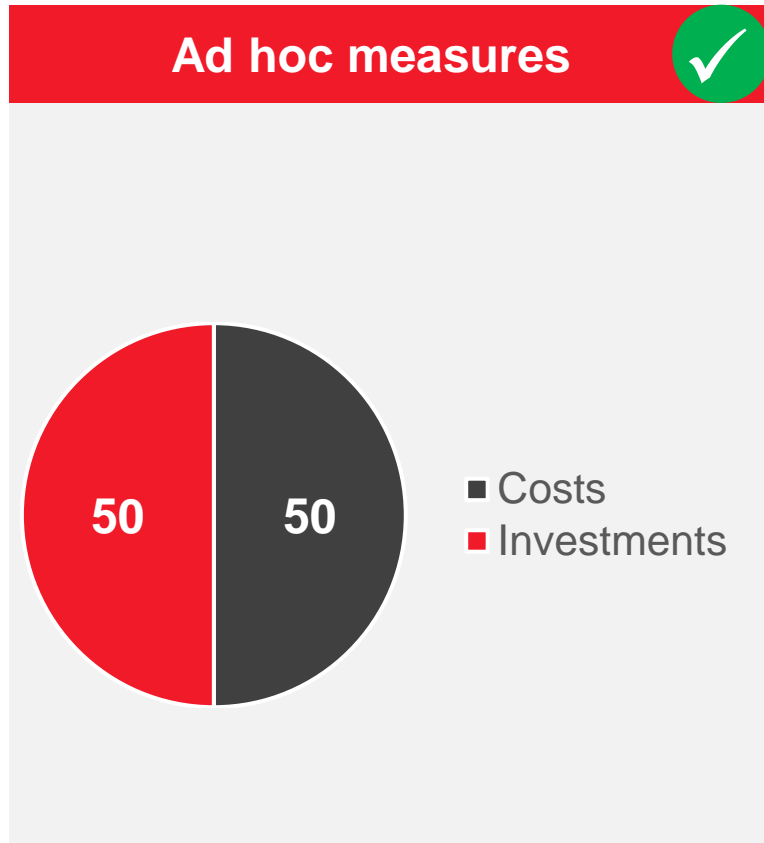
Economic situation and debt are taken into account

Focus 2023/2024: debt reduction

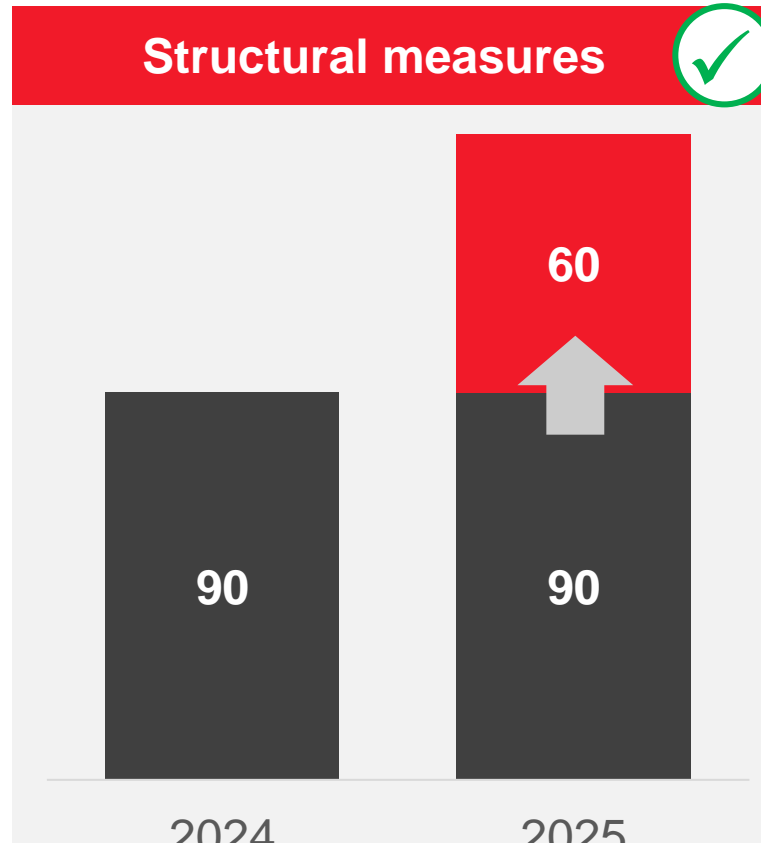
Dividend proposal for 2023: EUR 0.10



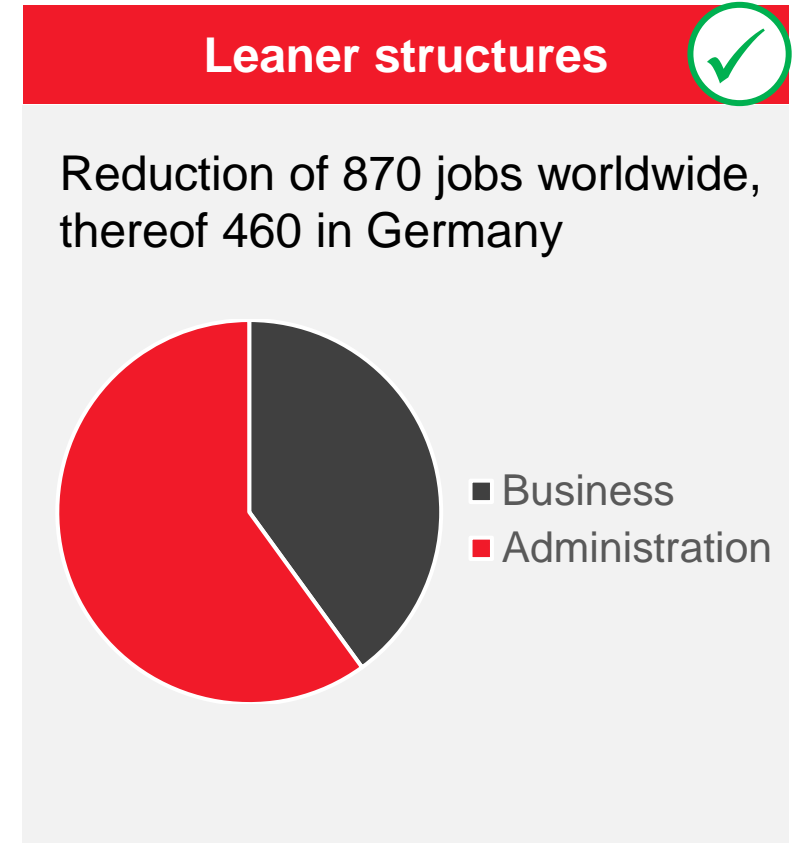
FORWARD! action program on track



One-off savings: EUR 100 million



Permanent savings: EUR 150 million



Majority of contracts signed

Envalior launched

Global champion for high-tech plastics

- Joint venture with Advent
- Business unit HPM and Engineering Materials Business from DSM banded
- Global footprint

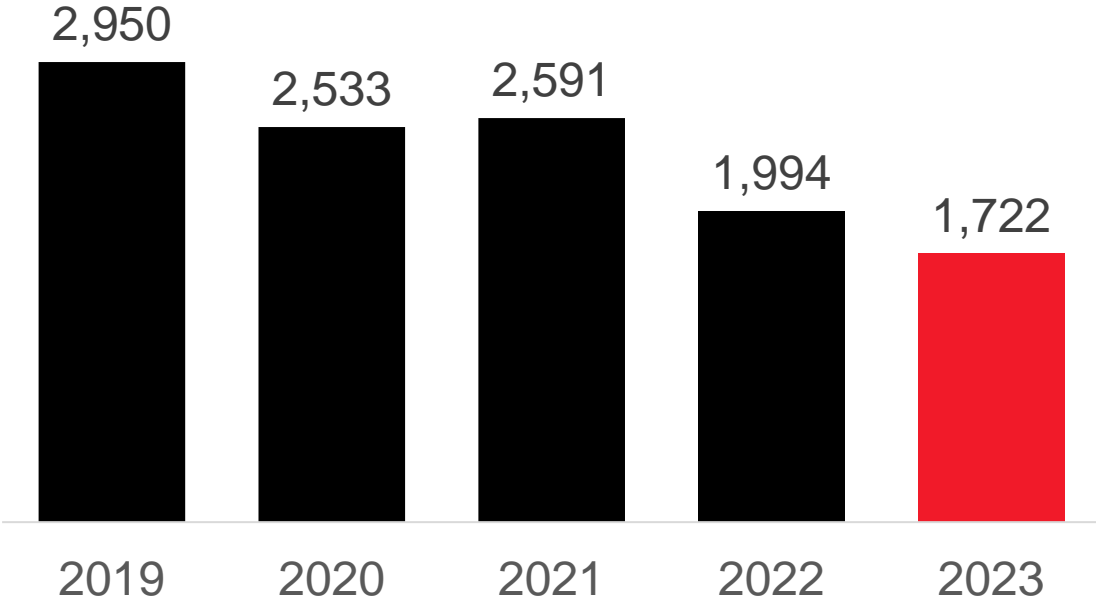
More stable positioning for LANXESS

- Strategic setup further sharpened
- LANXESS receives around EUR 1.3 billion
- Balance sheet strengthened

Envalior
Imagine the Future

Operational emissions significantly reduced – not only due to lower production

CO₂e emissions (Scope 1 + 2)

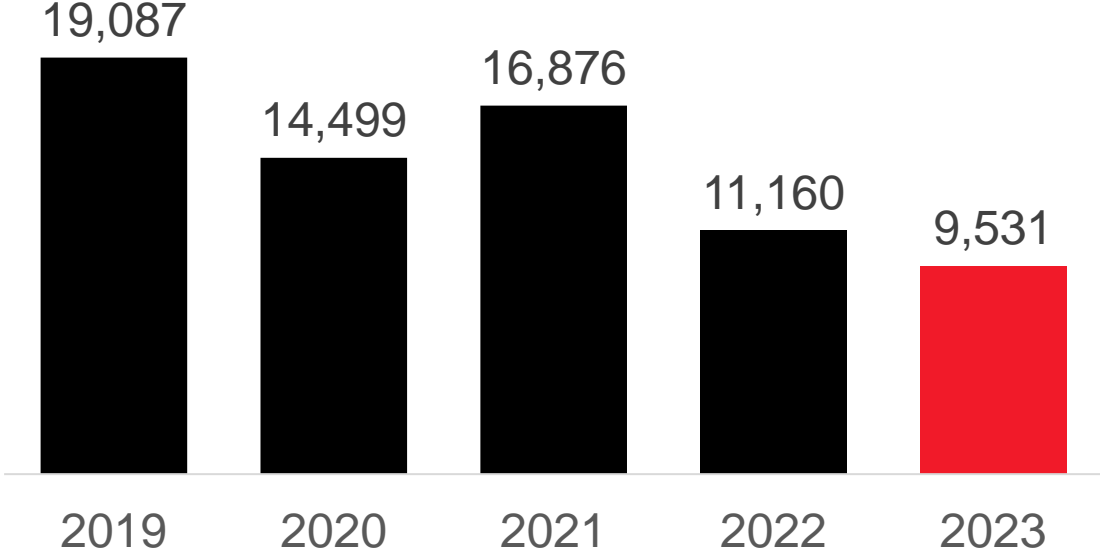


Ø -11 % emissions p.a.



Scope 3 emissions reduced due to increasing use of green raw materials and lower production volumes

CO₂e emissions (Scope 3)



Ø -14 % emissions p.a.



Excellent sustainability

Validated again: Business on 1.5° path



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



Top 1 percent in ecoVadis rating

Top grade for climate protection from CDP



Member of

**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

First rank in DJSI Europe

Guidance: EBITDA expected to increase by 10 to 20 %

Market development

- Demand is slowly picking up again
- Continued destocking among agro customers

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- 2024: EBITDA growth of 10 to 20%



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