LANXESS
Energizing Chemistry

Deutsche Bank Fireside Chat

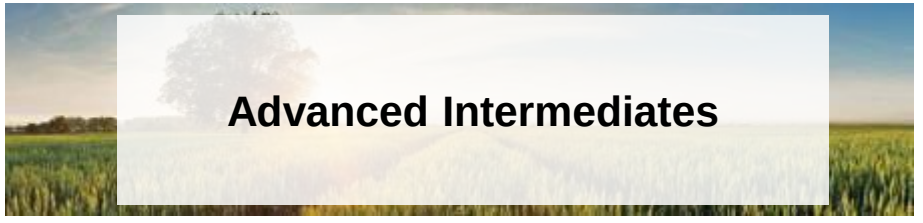
Successful transformation in volatile times

Matthias Zachert, CEO

2005–2025
20
YEARS
ENERGIZING
CHEMISTRY

LANXESS built a portfolio with three strong pillars – laying the strategic foundation for future growth

Portfolio transformation achieved in a timely and focused manner



Setup for operational success

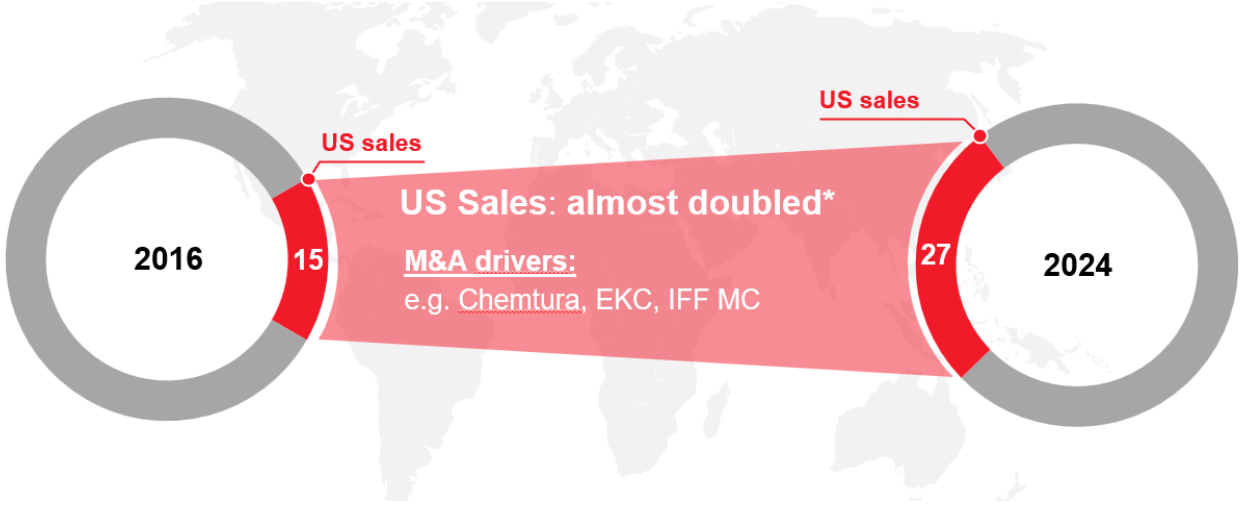
- Leading among the top 3 globally in growing niche markets
- Balanced portfolio without dependency on single industry
- Focus on path to a solid balance sheet and high cash flow; harvesting from new portfolio
- Strong platform to grow in the US & Asia

Leading ESG position with goals embedded in management incentive and financing

LANXESS: Broadly diversified with a strategic focus on growth markets and regions

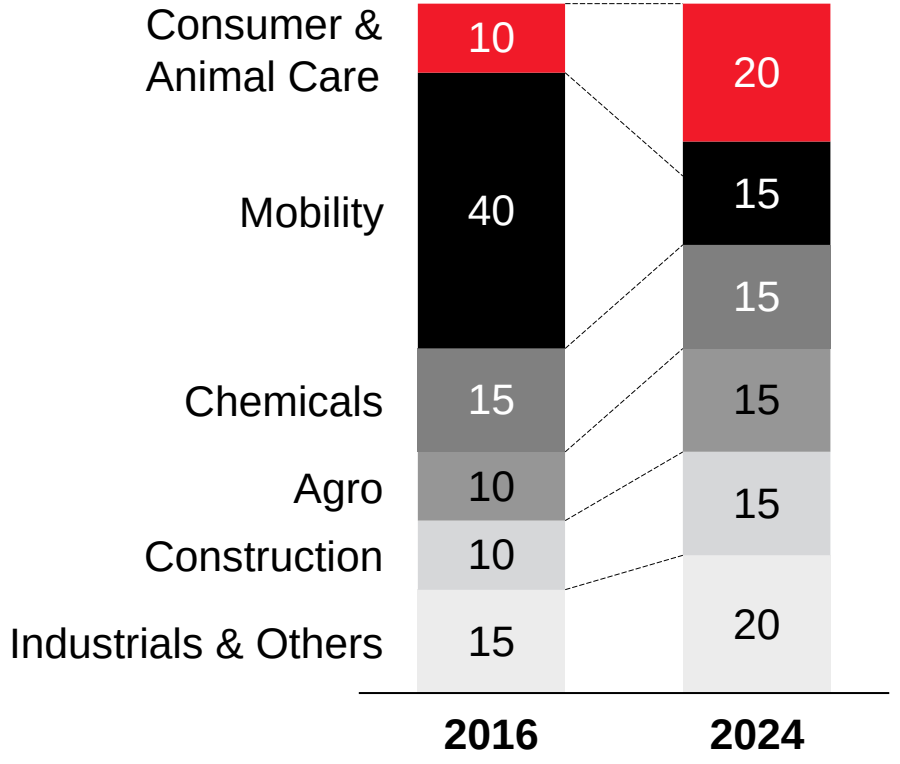
Strategic focus on US growth market

Regional sales in %



Balanced & customer-centric markets

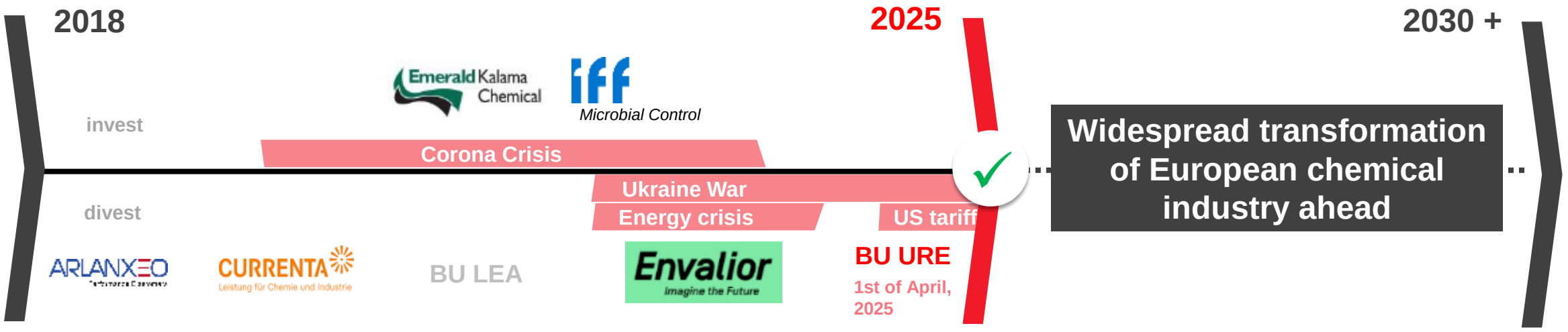
End market sales in %



* based on adjusted portfolio

Successful portfolio transformation accomplished ahead of market

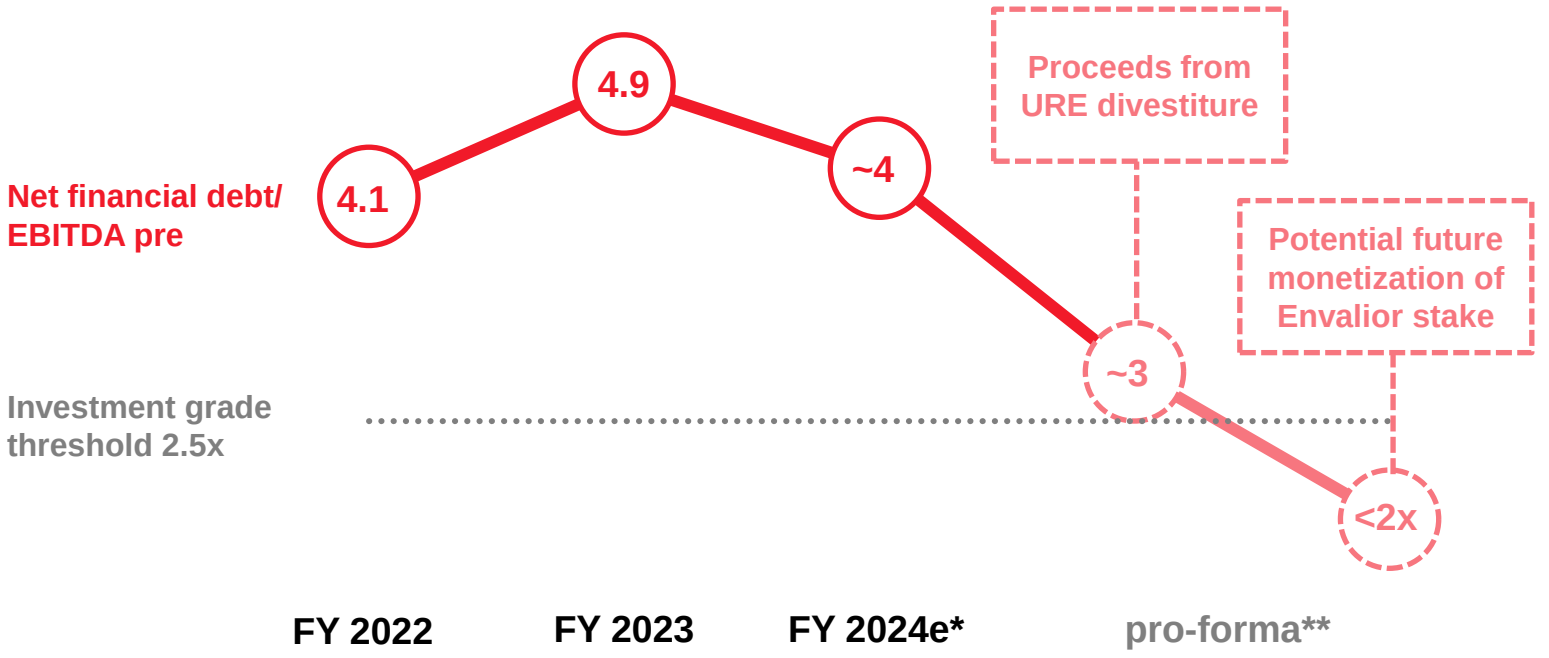
The sell of Urethanes Systems marks the final milestone on our multi-year journey



European chemical industry to consolidate & specialize over the next 5 to 10 years!

Substantial leverage improvement projected

Path to leverage reduction



Additional cash flow levers

- EBITDA improvement based on demand recovery and FORWARD! savings
- WC/Sales optimization towards 20%
- Benefit from limited capex needs and ample capacity headroom
- Exceptional cash-outs fade out to ~€30 m
- Stable financing costs
- Mid-term tax rate of ~26%

Commitment to strive for solid investment grade ratios

* based on consensus 2024

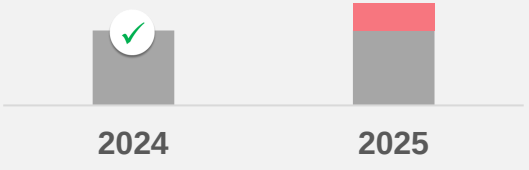
** based on consensus 2025 excl. Urethane Systems, additionally reflecting LANXESS' possibility to monetize on its Envalior stake in the future

Self-help measures support in turbulent times

FORWARD!

~€150 m

total recurring savings



Asset Streamlining

- **Plant closure** of Cyclohexane Oxidation unit in Krefeld-Uerdingen ahead of plan (end of Q2 2025)
- **Continuous screening** of our global asset landscape

Solution Provider

- **Customer- and market-led,** business approach
- **Leadership positions and organic, innovation driven growth**
- **Differentiated** products and services
- **Holistic,** best-in-class **sustainability** and **safety management**

Stay energized!

- Transformation accomplished ahead of market
- Solid platform for future growth
- Focus on generating cash and deleveraging
- Strong self-help measures

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