

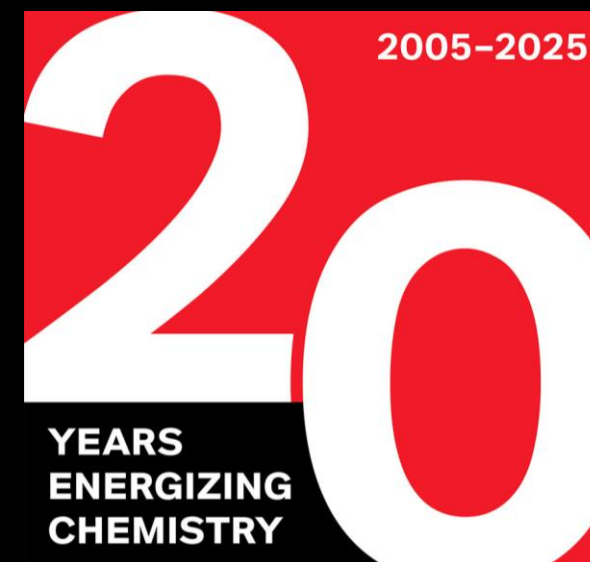


LANXESS – Q4 & FY 2024 Roadshow

Solid EBITDA pre and Free Cash Flow improvement

Matthias Zachert, CEO

Oliver Stratmann, CFO



Safe harbor statement



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Agenda

1 Leveraging a strong platform for earnings recovery

2 We are taking action: Focus on cash profile

3 Review Q4 & FY 2024 and outlook

4 Financial and business details Q4 and FY 2024


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



Portfolio transformation achieved in a timely and focused manner



Consumer Protection



Specialty Additives



Advanced Intermediates



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

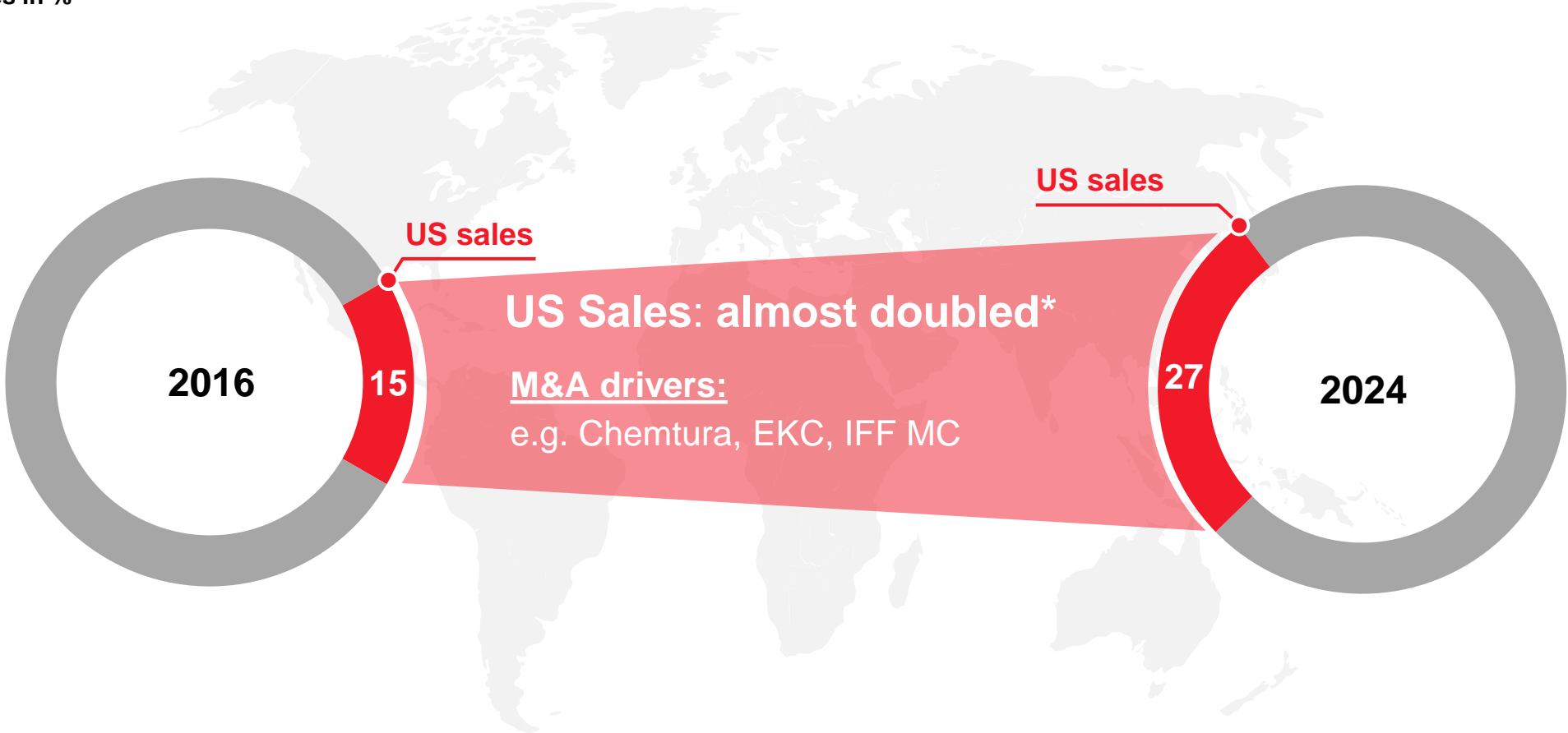


Successful portfolio transformation with extended U.S. footprint



Regionally balanced portfolio with strategic focus on U.S. growth market

Regional sales in %

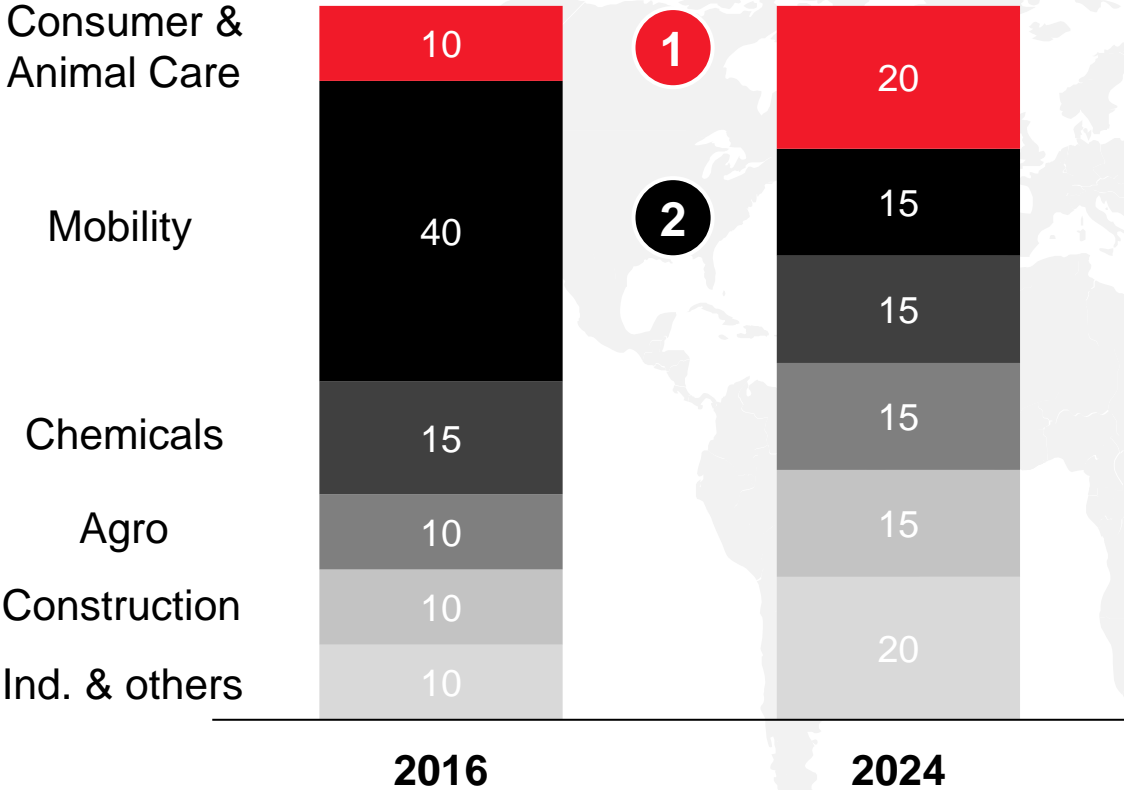


Balanced portfolio with strategic focus on consumer related markets



Overall balanced portfolio structure with strong mid-term upcycle potential

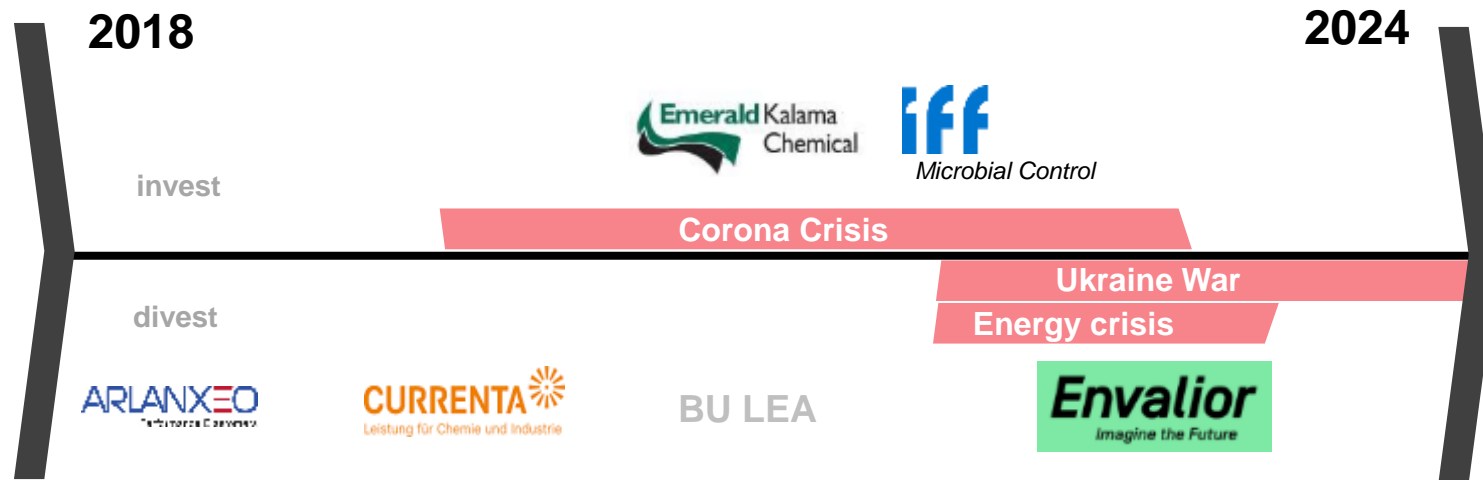
Sales share in %



- 1** Strategic M&A backed growth into consumer related end markets
- 2** Mobility (more cyclical Auto & Tires) exposure significantly reduced

Right set-up to grow

Active portfolio improvement for value creation



- ▶ **Divestment of CO₂ & energy intensive mass market businesses**
- ▶ **Building strong specialty chemicals businesses**
- ▶ **Strong increase of US footprint, asset base in Europe reduced**

Transformation accomplished at the right point in time!

Strong muscles for self-help

Financial performance drivers:

- Focus on LXS' capabilities
- Leveraging our leadership positions
- **It is all in our own hands to improve our financial performance**

We have defined clear targets and objectives for the sustainability areas we consider most important

CLIMATE

- **Climate neutral by 2040 for Scope 1 & 2:
-80% CO₂e emissions by 2030 versus 2004**
- **Net zero by 2050 for Scope 3:
-60% CO₂e emissions by 2030 versus 2015**

WATER

- **Reduction of absolute water withdrawal at water risk sites by 9% until end of 2028**

PRODUCTS

- **Phase out of 2021/2023 roadmap products by 2026, innovate and substitute by 2030**

SAFETY

- **Aiming for zero accidents**

DIVERSITY

- **Proportion of women in management¹ at 30% in 2030**



Ambition: LANXESS, a leading, resilient, and sustainable company

¹ Management refers to all managerial employees below the Board of management

Leading ESG rating providers continue to honor LANXESS' performance



Rating recently confirmed

2nd highest category for 4th time
Convincing governance set-up and climate strategy

Rating recently updated

Prime status since 2020; B rating since 2024
Top 10%

Rating recently confirmed

In total, 8 times on Climate A list (among top 2%), 6th time in a row
3rd time A- rating for water disclosure

Top 10% in DJSI World (13th year)
#1 in DJSI Europe (7th year)
Sustainability Yearbook member

We are rewarded for our efforts on sustainability that go beyond the must-haves

Rating recently updated

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FORWARD! program well on track: Already €110 m savings realized in 2024, €40 m to follow in 2025



Savings of FORWARD! program have been confirmed and are in execution

- Progress**
- Majority of contracts for FTE reduction signed
 - Measure implementation according to plan
 - Savings realization fully on track

~€150 m

total recurring savings

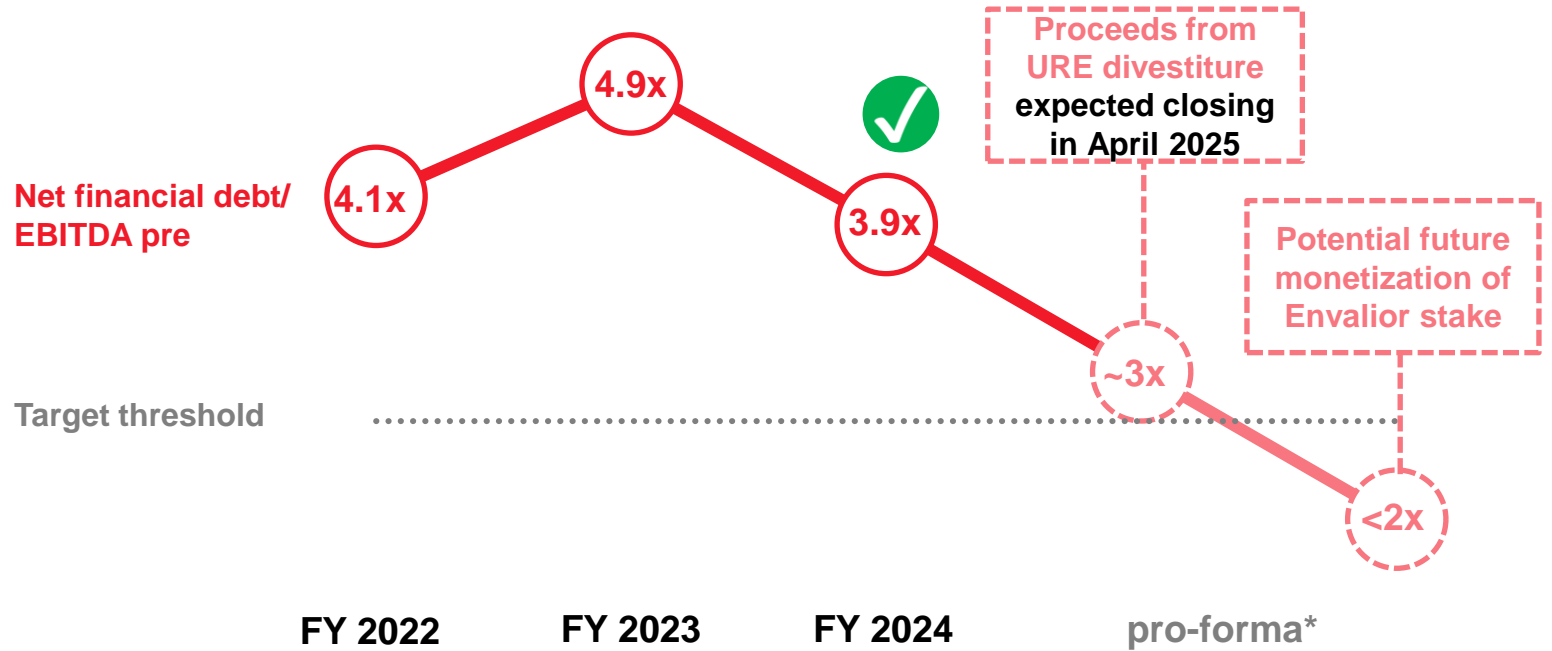
	2024	2025
Savings	~€110 m	~€40 m
Cash-outs	~€50 m	~€30 m
FTEs*	~870 globally	

Sustainable improvement of our cost base

* FTEs: full-time equivalents

Substantial leverage improvement already realized – further reduction in sight

Delivering on 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

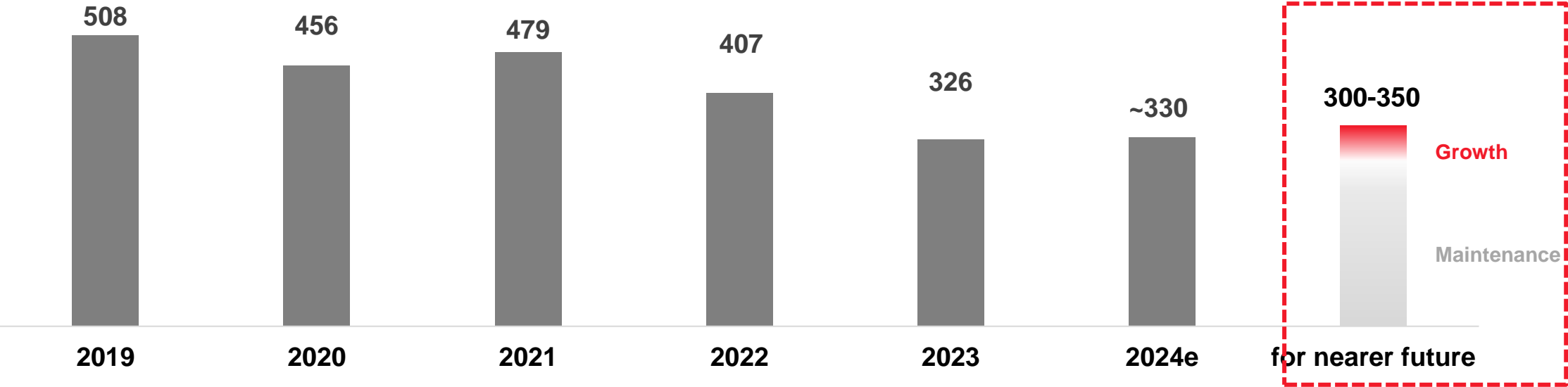
* Based on mid-point of FY 2025 EBITDA pre guidance (excl. Urethane Systems)

Our structurally improved business platform requires less capex



Capex needs have significantly been reduced since 2019

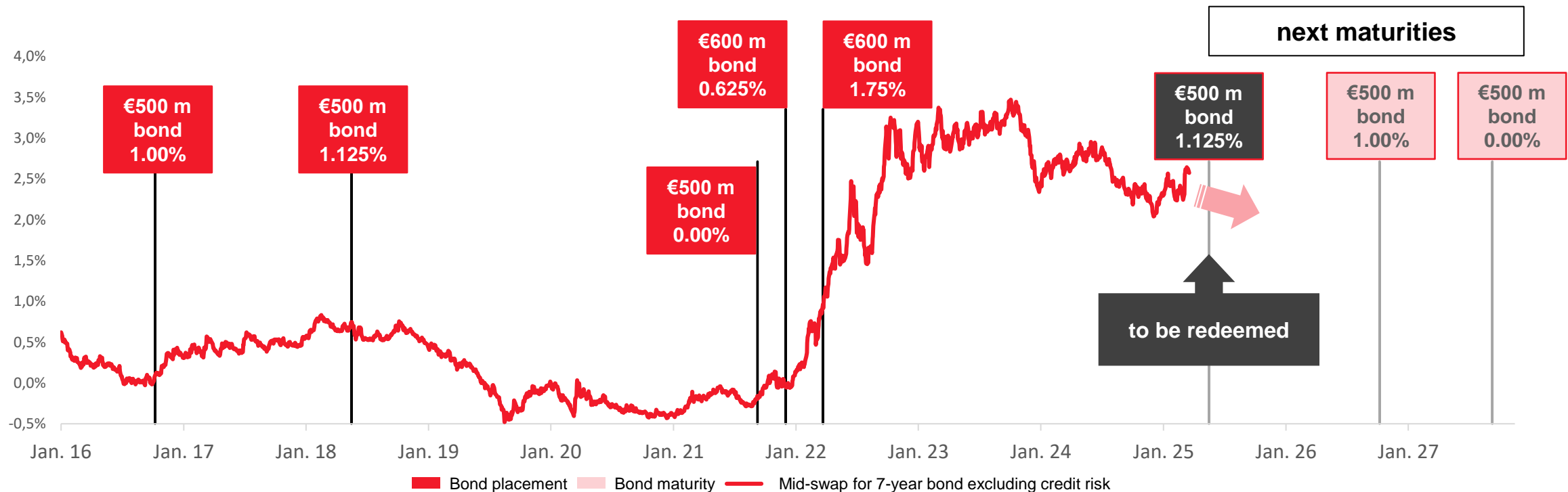
Capex cash-outs in € m



Sustainable lower capex level, additional short- to mid-term benefit from ample capacity headroom

LANXESS without bond issuances during the current peak interest rates period

NO refinancing requirements in current high interest period

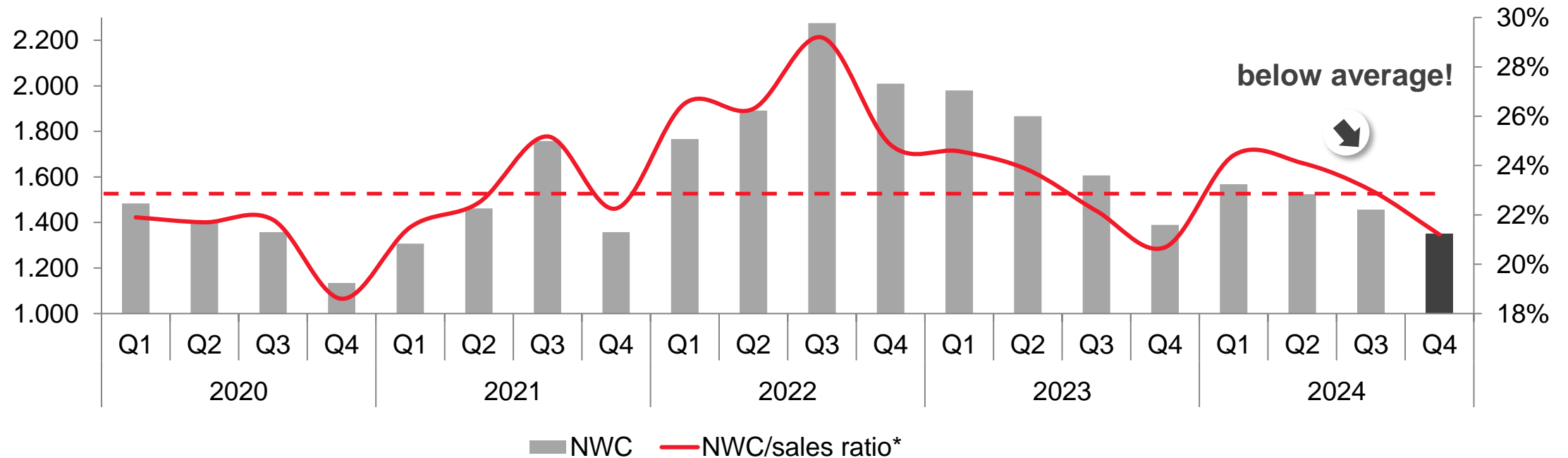


Stable financing costs – attractive average interest rate of ~1.0%

Continuous net working capital reduction – balancing profitability and inventory control

Significant reduction of net working capital since peak in Q3 2022

in € m



Lower net working capital as lever for cash generation

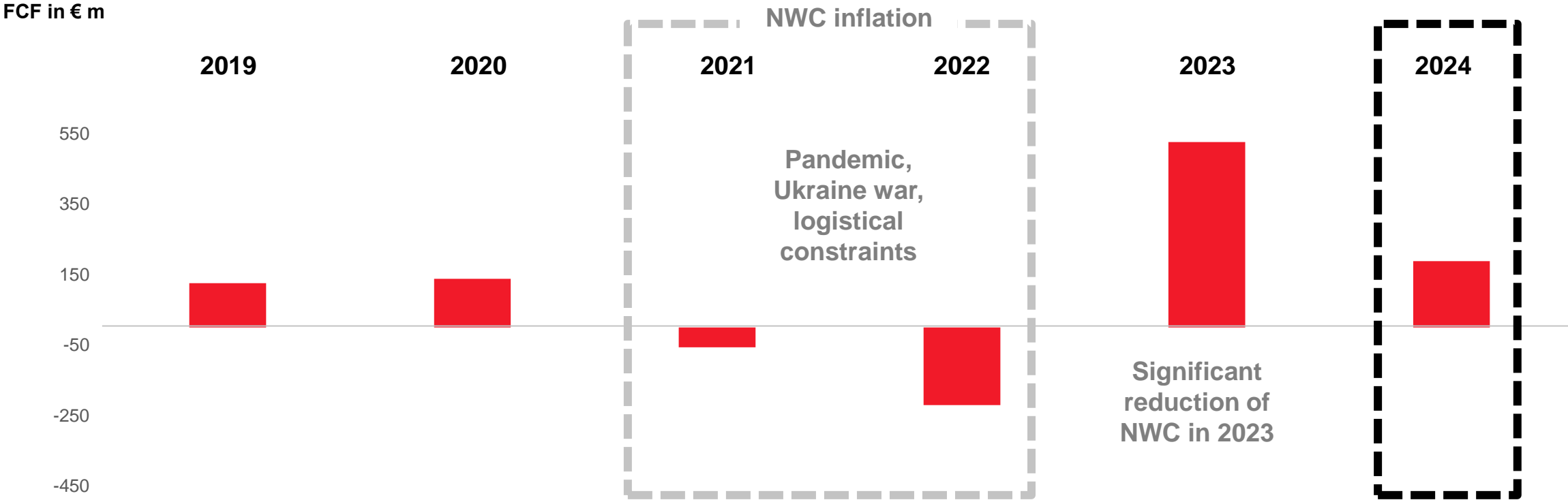
*Net working capital to sales ratio

As of 30th September 2024, net working capital reported without BU URE (Reported as "Assets held for sale"); Underlying Working Capital including BU URE remains flat

Solid free cash flow driven by improved operating result



Solid FCF of €188 m in 2024



Continued focus on free cash flow generation

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Self-help measures and financial discipline drove operational improvement in 2024

Improved profitability

- + Successful FORWARD! cost savings: €110 m
- + Increased utilization

Improved financial leverage

- + Solid free cash flow and net debt reduction
- + Secured long term liquidity (new RCF)
- + Completion of portfolio transformation -
Signing of Urethane Systems divestment
→ Closing expected in April 2025!
- Cash-outs for restructuring

Economic headwinds

- Weak demand in most end industries
- Massive destocking and weakness in agro



EBITDA pre improvement combined with cash generation amid still challenging environment

EBITDA pre (€ m)



Free cash flow 2024

Operational performance **€188 m**

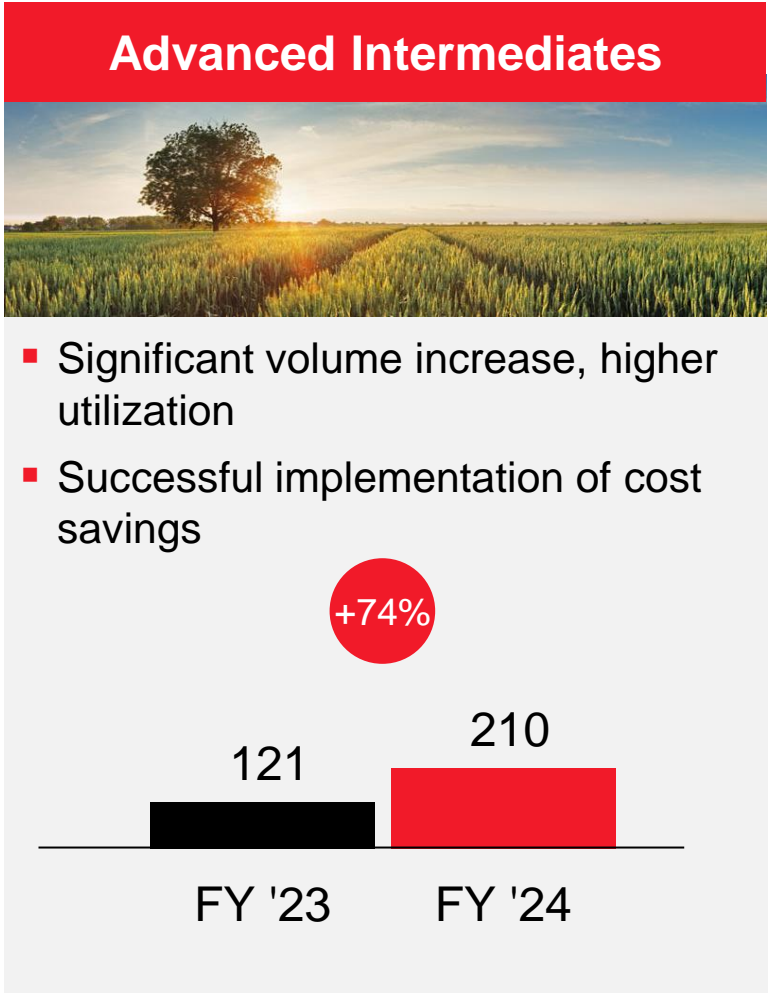
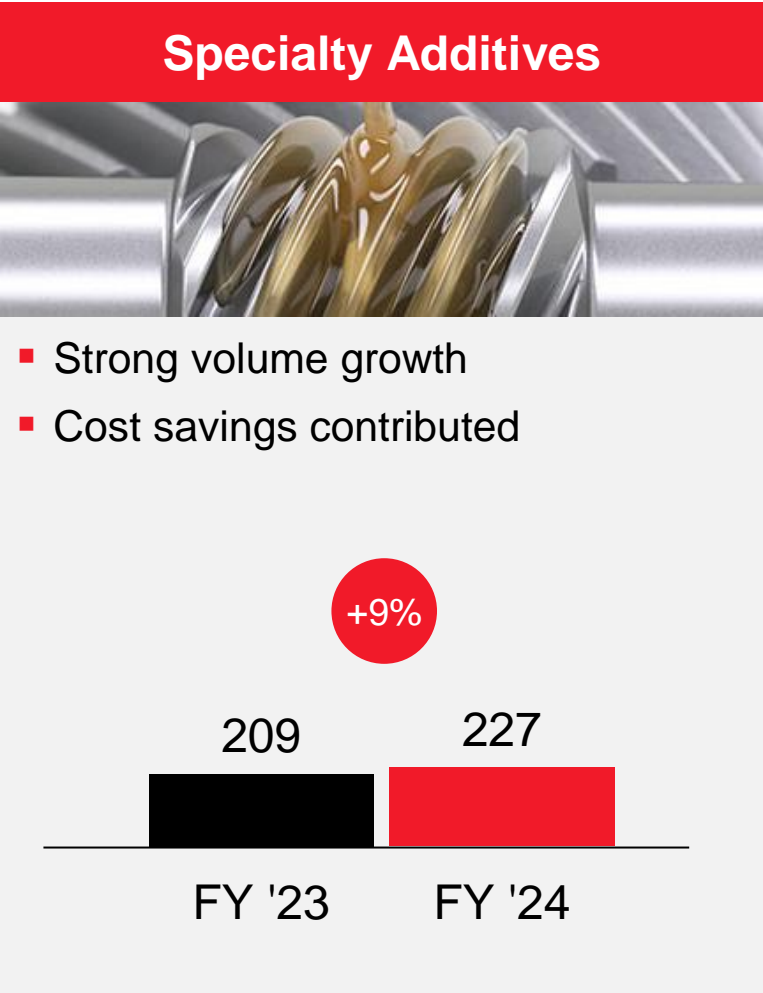
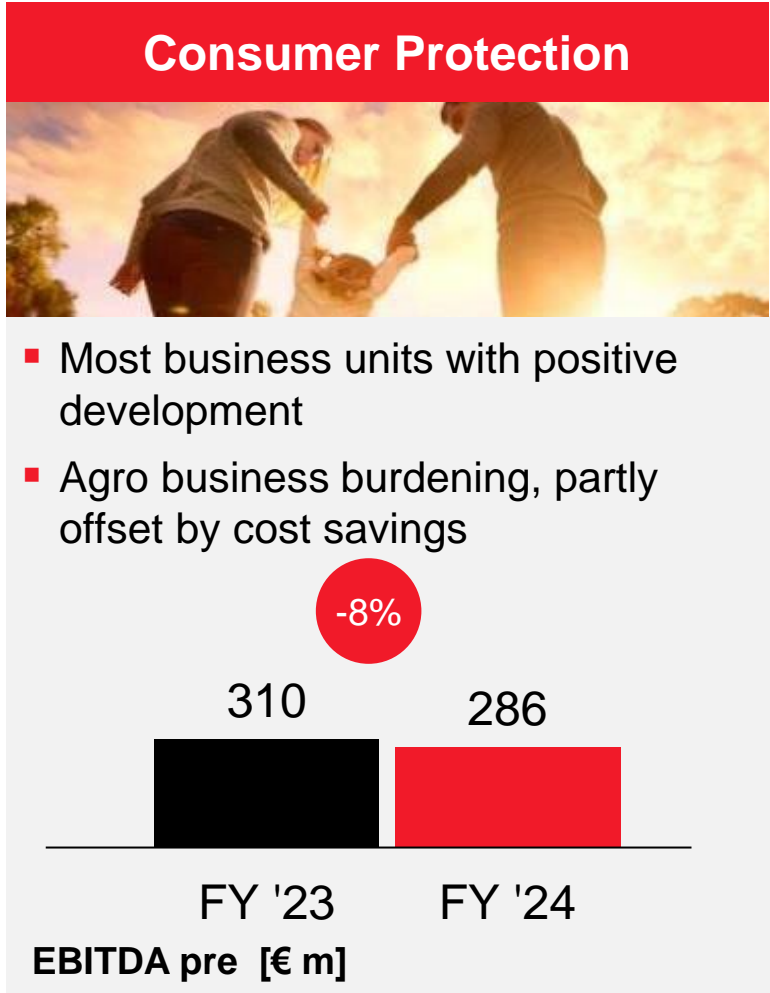
Safety (LTIFR* / MAQ)



Net financial debt

Reduction from €2.498 m to €2.381 m vs prior year end **-5%**

FY 2024: Cost savings and operational improvement against low prior year base



FY 2025: All segments are expected to contribute to our EBITDA pre improvement

Consumer Protection



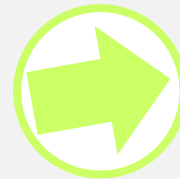
- Results expected slightly to moderately above 2024
- Solid growth in most businesses
- Remaining cautious for agro demand into 2025
- Less impact from supply outages



Specialty Additives



- Results expected slightly above 2024
- Contribution to growth from all businesses
- Construction & automotive still on low level



Advanced Intermediates



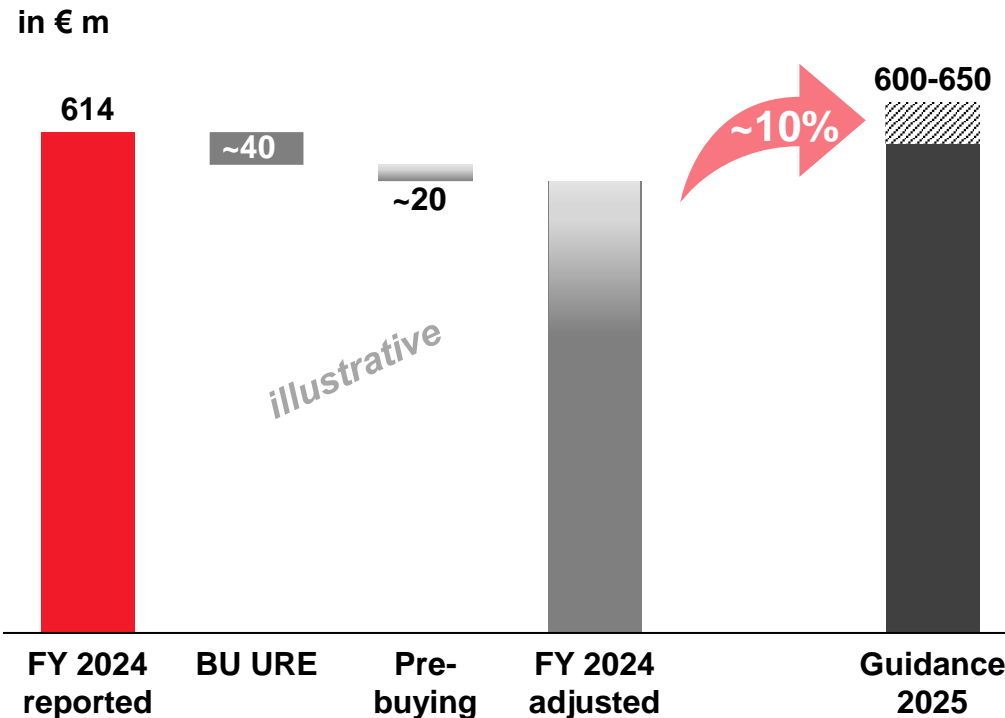
- Results expected slightly above 2024
- Variety of end markets with moderate growth; construction holds back
- Slight improvement of utilization after strong volume recovery in 2024



EBITDA pre growth in a challenging environment

FY 2025 guidance: EBITDA pre of €600-650 m

Mid-point of guidance is currently most likely outcome



**Starting point for FY 2024
needs to be adjusted for:**

- Contribution of BU Urethane Systems with expected closing in April 2025 (FY24 EBITDA pre ~€50 m)
- Pull-forward effect due to customers' pre-buying in the U.S. in December 2024

Mid-point of guidance translates into ~10% growth based on adjusted starting point

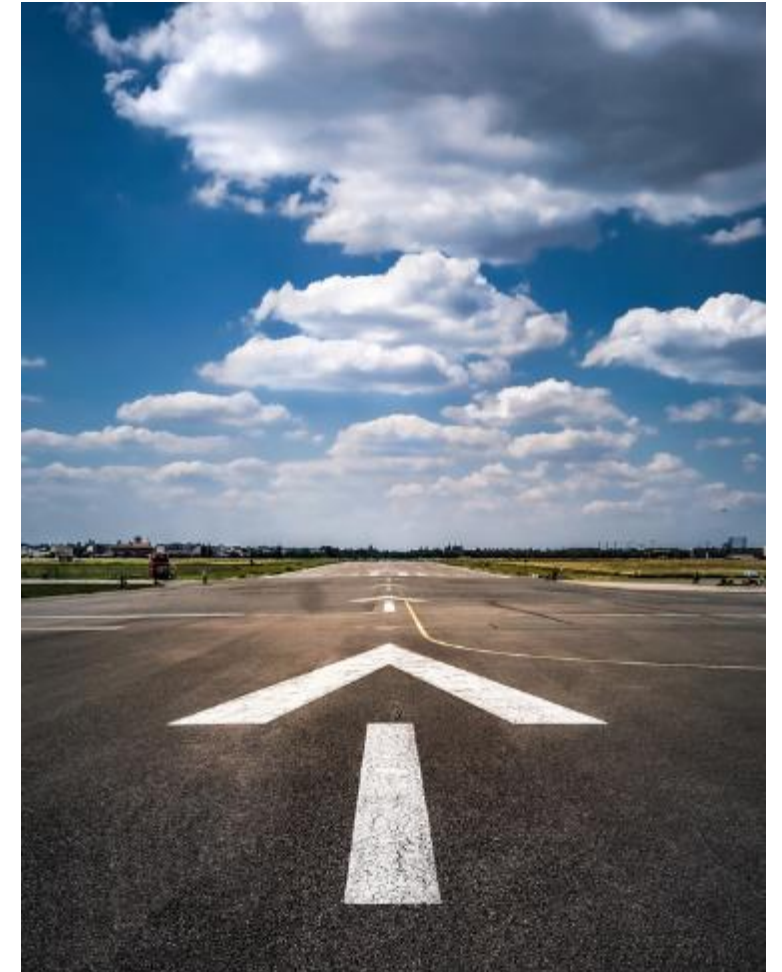
FY 2025 guidance: EBITDA pre of €600-650 m

Our view on economic environment

- No significant change in demand expected
- Currently, economic growth indicators show slow development
- High likelihood of politically triggered economic turbulences

LANXESS outlook

- **FY 2025 EBITDA pre guidance: €600-650 m, including pro rata contribution of Urethane Systems**
 - Urethane Systems contributed ~€50 m in 2024; closing expected in April 2025
- Q1 guidance: after pre-buying in Q4/24 we still expect YoY growth of ~25-35%



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LANXESS Group: Strong Q4 EBITDA pre growth driven by pre-buying in December and tight cost management



Strong finish in Q4 despite tough environment

[€ m]	Q4/2023	Q4/2024	Δ	FY 2023	FY 2024	Δ
Sales	1,436	1,483	3%	6,714	6,366	-5%
EBITDA pre	97	159	64%	512	614	20%
Margin	6.8%	10.7%		7.6%	9.6%	
Capex	132	146	11%	326	320	-2%

Price Volume FX Portfolio

-1% **+3%** **0%** **0%**

Total **+3%**

Q4 Sales vs. PY

- Slightly lower prices mostly due to input cost deflation
- Increased volumes for most Business Units supported by pre-buying among others from the U.S. region
- EBITDA pre and margin improvement in all segments due to higher utilization and restructuring efforts; comparing to a weak prior year base



Consumer Protection: Strong EBITDA pre improvement against a weak base

Weak agro business weighs on volumes

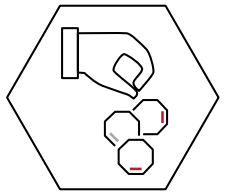
[€ m]	Q4/2023	Q4/2024	Δ	FY 2023	FY 2024	Δ
Sales	508	490	-4%	2,340	2,081	-11%
EBITDA pre	50	86	72%	310	286	-8%
Margin	9.8%	17.6%		13.2%	13.7%	
Capex	34	35	3%	87	88	1%

Price	Volume	FX	Portfolio
+1%	-4%	0%	0%

Total -4%

Q4 Sales vs. PY

- Sales decline results from lower volumes due to ongoing agro weakness; effect mitigated by pre-buying in the U.S. region
- EBITDA pre and margin development driven by
 - pre-buying effect
 - contribution from cost savings
 - supported by insurance compensations (high single digit)
 - prior-year Q4 burdened by negative effects from supplier outages for chlorine & steam (~€15 m) and own inventory reduction



Specialty Additives: Results supported by customers' pre-buying in the U.S.

Strong volumes and cost savings contribute

[€ m]	Q4/2023	Q4/2024	Δ	FY 2023	FY 2024	Δ
Sales	492	525	7%	2,325	2,209	-5%
EBITDA pre	41	48	17%	209	227	9%
Margin	8.3%	9.1%		9.0%	10.3%	
Capex	45	56	24%	122	119	-2%

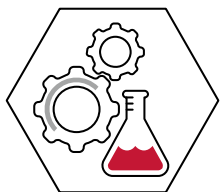
Price Volume FX Portfolio

-3% **+9%** **+1%** **0%**

Total **+7%**

Q4 Sales vs. PY

- Price decrease reflects pass-through of lower input costs
- Higher volumes in all Business Units, supported by U.S. related pre-buying effects
- Improved EBITDA pre and margin due to higher utilization and contribution from cost savings program FORWARD!
- Higher freight costs held back further improvements



Advanced Intermediates: Improved earnings compared to exceptionally low prior year

Leverage from utilization improvement

[€ m]	Q4/2023	Q4/2024	Δ	FY 2023	FY 2024	Δ
Sales	372	406	9%	1,775	1,804	2%
EBITDA pre	24	47	96%	121	210	74%
Margin	6.5%	11.6%		6.8%	11.6%	
Capex	29	36	24%	80	86	8%

Price Volume FX Portfolio

+2% **+7%** **0%** **0%**

Total **+9%**

Q4 Sales vs. PY

- Positive price deviation on sales is influenced by accounting for average prices in long-term contracts
- Higher volumes based on risen demand from diversified end-markets and market share gains in pigments
- EBITDA pre and margin increase driven by improved utilization and cost savings (FORWARD!), while 2023 was burdened by inventory control measures

Significant increase in earnings due to cost savings supported by pre-buying

P&L [€ m]	Q4/2023		Q4/2024		yoy
Sales	1,436	(100%)	1,483	(100%)	3%
Cost of sales	-1,204	(-84%)	-1,178	(-79%)	2%
Selling	-204	(-14%)	-216	(-15%)	-6%
G&A	-64	(-4%)	-59	(-4%)	8%
R&D	-23	(-2%)	-22	(-1%)	4%
Financial result	-80		-45		44%
Net Income	-590		-64		89%
Adjusted EPS [€]	-0.30		0.21		>100%
EBITDA	-7	(0%)	123	(8%)	>100%
thereof except.	104	(7%)	36	(2%)	-65%
EBITDA pre except.	97	(6.8%)	159	(10.7%)	64%

- Sales increase results from higher volumes
- Cost of sales reflect declining input costs and savings
- Increase of selling costs due to higher freight rates and volumes
- G&A decrease reflects savings
- Improved financial result mainly due to Envalior
- Net income in Q4/23 especially impacted by goodwill impairment (€406 m)

Q4: Solid free cash flow generation

Cash flow [€ m]	Q4/2023	Q4/2024
Profit before tax	-661	-68
Result from investments accounted for using the equity method	29	24
Depreciation & amortization	574	146
Income taxes	-16	-16
Changes in working capital	179	158
Operating cash flow	224	352
Capex	-132	-146
Free cash flow	92	206

- Profit before tax 2023 contained impairments
- Continued active working capital management leads to cash inflow
- Continued discipline on capex
- Solid free cash flow of €206 m

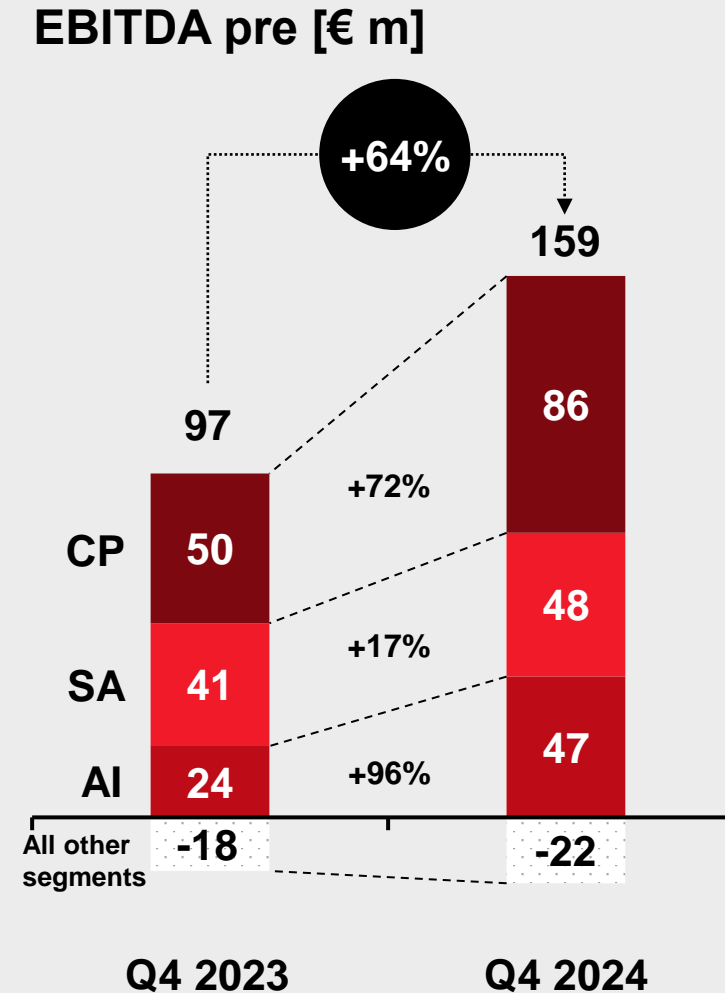
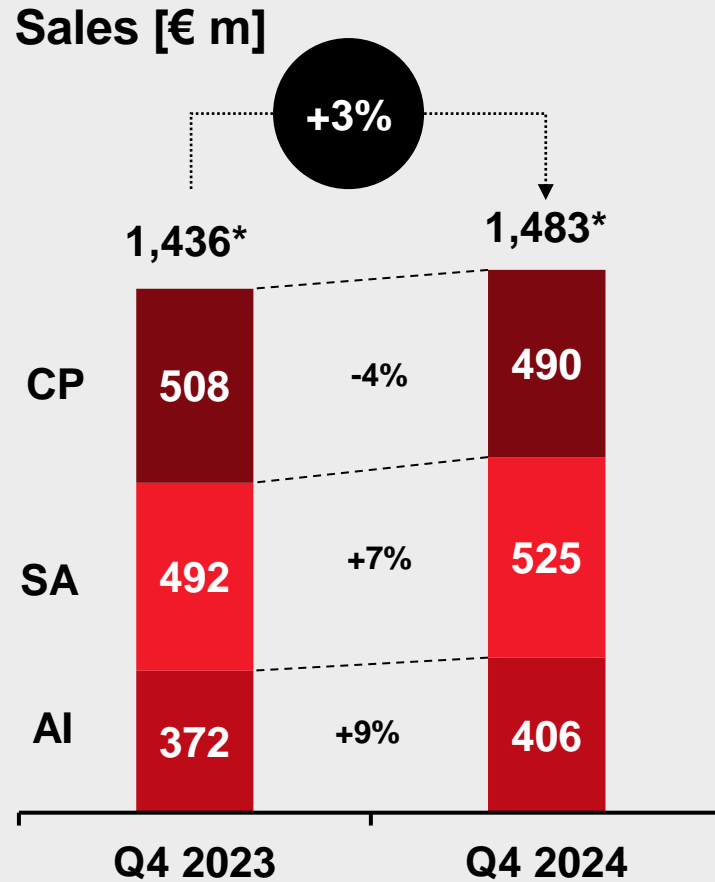
Free cash flow = Operating cash flow minus capex

Net financial debt further reduced

Balance sheet [€ m]	31.12.2023	31.12.2024
Total assets	9,665	9,711
Equity	4,507	4,592
Equity ratio	47%	47%
Net financial debt¹	2,498	2,381
Pension provisions	498	429
Net working capital	1,389	1,350
DSI (in days) ²	85	82
DSO (in days) ³	38	39
Net working capital / sales ⁴	21%	21%

- Higher total assets and equity mainly due to currency effects (USD)
- Net financial debt further reduced by sound cash flow generation
- Pension provisions decreased due to higher interest levels and slightly reduced inflation expectation in Germany
- Reduction in net working capital also reflects classification of Urethane Systems as held for sale in 2024

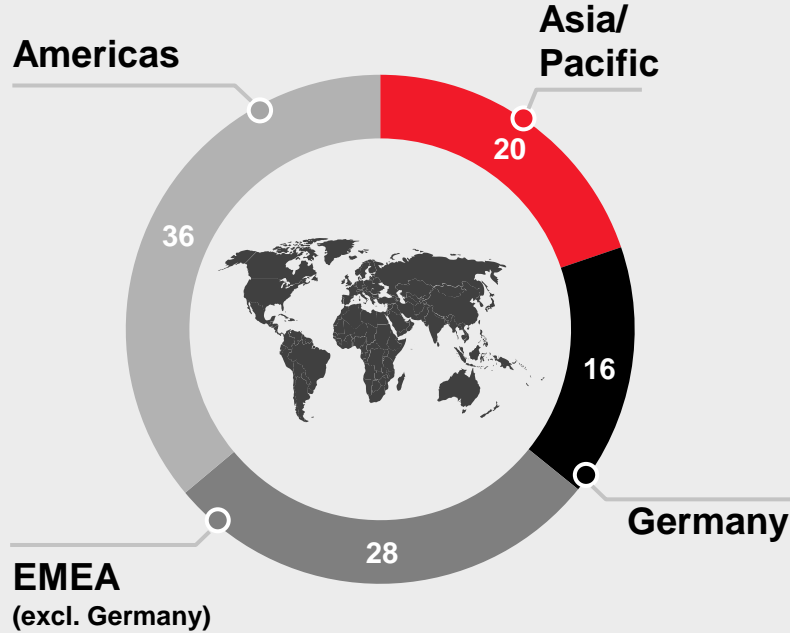
Q4 2024: EBITDA pre improvements in all segments



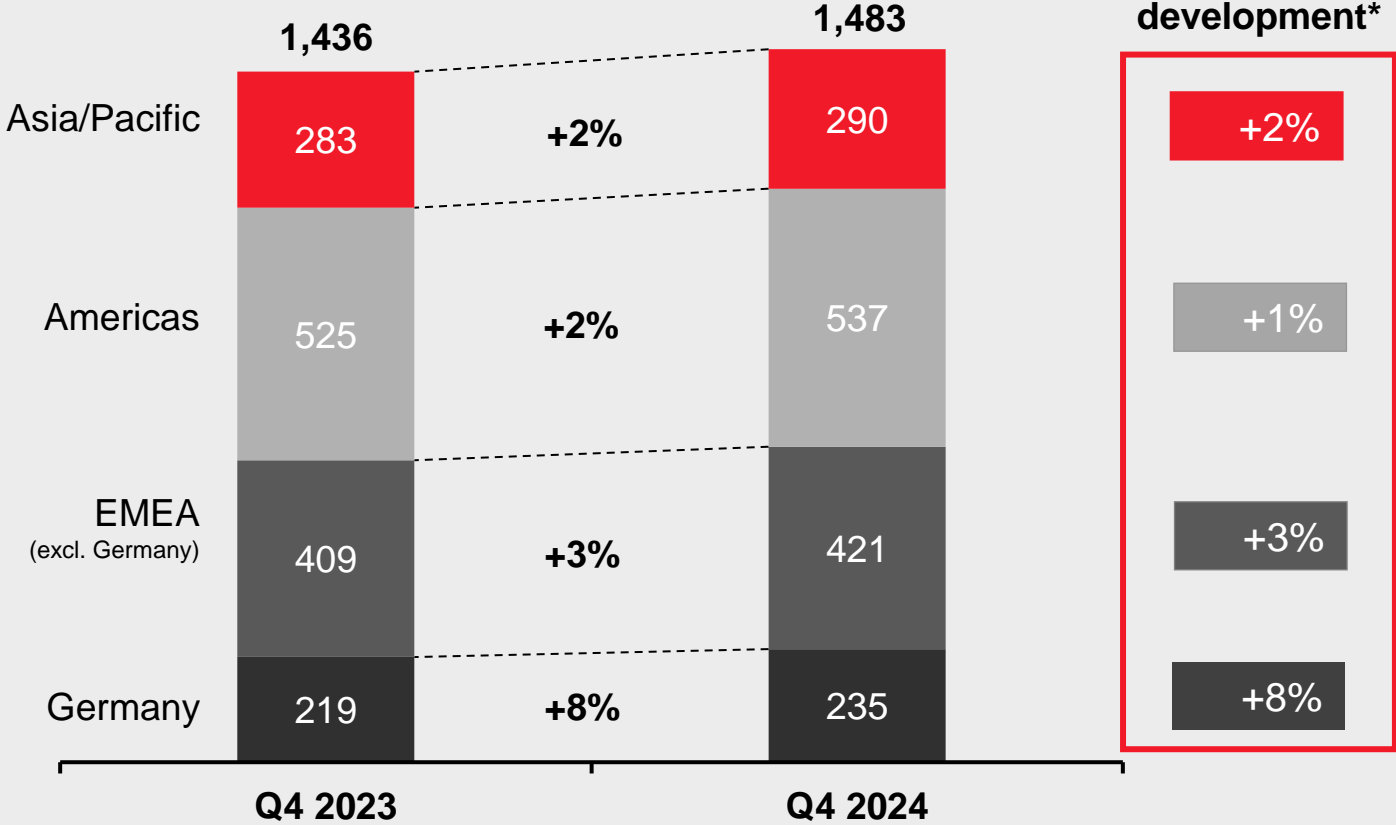
* Total group sales including all other segments

Q4 2024: Increase in all regions compared to exceptionally low base in 2023, esp. in Germany

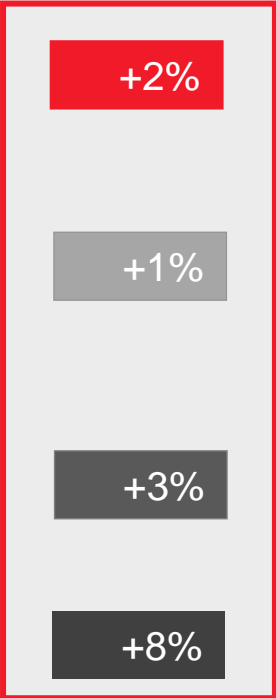
Q4 2024 sales by region [%]



Regional development of sales [€ m]



Operational development*



* Currency adjusted

FY 2024 exceptional items (on EBIT) mainly relate to M&A – significantly reduced vs PY, further reduction to come

[€ m]	Q4 2023		Q4 2024		FY 2023		FY 2024	
	Excep.	thereof D&A	Excep.	thereof D&A	Excep.	thereof D&A	Excep.	thereof D&A
Strategic realignment and restructuring (incl. FORWARD!)	-114	-15	-8	0	-133	-20	-11	-2
M&A, digitalization and others	-8	-1	-26	0	-52	-4	-49	-3
Strategic IT projects	2	0	-2	0	-24	-1	-21	0
Write-downs on goodwill	-406	-406	0	0	-406	-406	0	0
Total	-526	-422	-36	0	-615	-431	-81	-5

-70%*

-61%*

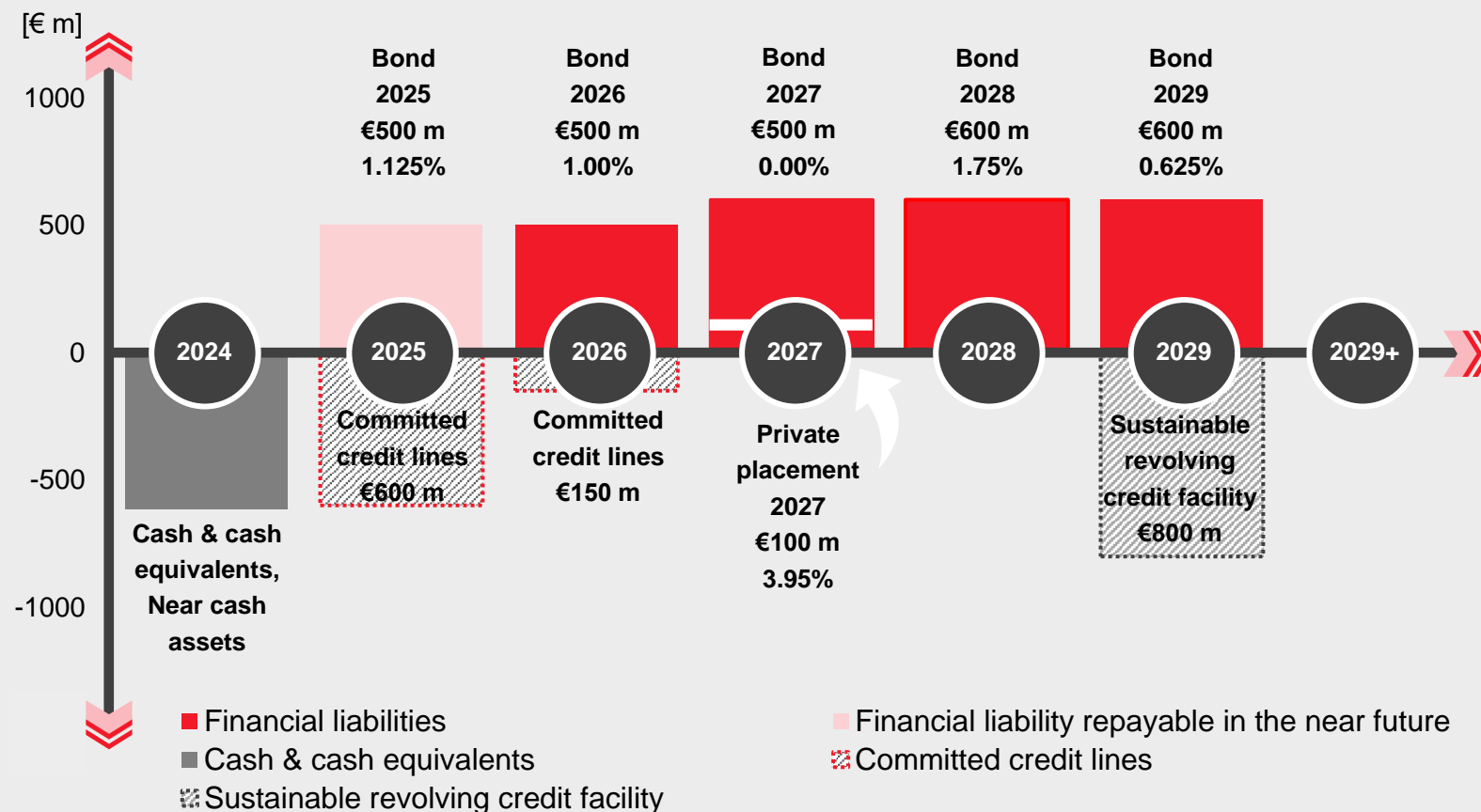
* Excluding goodwill impairment

Significant reduction in gross debt due to envisaged repayment of bond maturing in May 2025

Long-term financing secured

- Average interest rate of financial liabilities ~1.0%*
- All group financing executed without financial covenants
- Next maturity in 2025; proceeds from Urethane Systems divestment will be used to pay-back bond



Liquidity and maturity profile as per December 2024



* 1.2% incl. financial leases

Aiming for investment grade rating

Credit rating history

	2020	2021	2022	2023	2024	2025
	Baa2/ stable August 2020	Baa2/ stable August 2021	Baa2/ stable July 2022	Baa3/ negative November 2023	Baa3/ negative November 2024	Baa3/ negative
	BBB+/ stable September 2020	BBB+/ stable August 2021	BBB+/ stable July 2022	BBB+/ negative June 2023	BBB/ negative February 2024	BBB-/ negative February 2025

Investment grade rated since spin-off in 2004

Appendix



Housekeeping items 2025

FY 2025 Outlook (in € m)

Capex	~330	
Operational depreciation	~370	<ul style="list-style-type: none"> ▪ excluding ~€150 m of intangible amortization
All other segments (EBITDA pre)	-150 - 160	<ul style="list-style-type: none"> ▪ assuming closure of URE transaction in April 2025
Exceptionals	~60	<ul style="list-style-type: none"> ▪ thereof ~€15 m coming from URE divestment process
FX sensitivity	~3	<ul style="list-style-type: none"> ▪ EBITDA pre impact after hedging at one cent change of USD/EUR
Remnant Costs	2025: ~15 2026: ~10 2027: ~5	

FY 2024: Improvement in results due to significant contribution from cost savings

P&L [€ m]	FY 2023		FY 2024		yoy
Sales	6,714	(100%)	6,366	(100%)	-5%
Cost of sales	-5,446	(-81%)	-5,068	(-80%)	7%
Selling	-933	(-14%)	-890	(-14%)	5%
G&A	-279	(-4%)	-258	(-4%)	8%
R&D	-99	(-1%)	-104	(-2%)	-5%
Financial result	-279	(-4%)	-169	(-3%)	39%
Net income	443	(7%)	-177	(-3%)	>-100%
Adjust. EPS (cont.) [€]	0.13		1.58		>100%
EBITDA	328	(5%)	538	(8%)	64%
thereof except.	-184	(-3%)	-76	(-1%)	59%
EBITDA pre	512	(7.6%)	614	(9.6%)	20%

- Lower sales due to lower raw material and energy prices
- Cost of sales reflect lower input costs and savings
- SG&A decrease driven by FORWARD! savings
- Improved financial result due to better Envalior development
- Net income in PY contains book gain from HPM disposal, partly offset by goodwill impairment (€406 m)
- Earnings and margin improved due to higher utilization and lower idle costs, supported by savings

* All figures from continuing operations only (except net income)

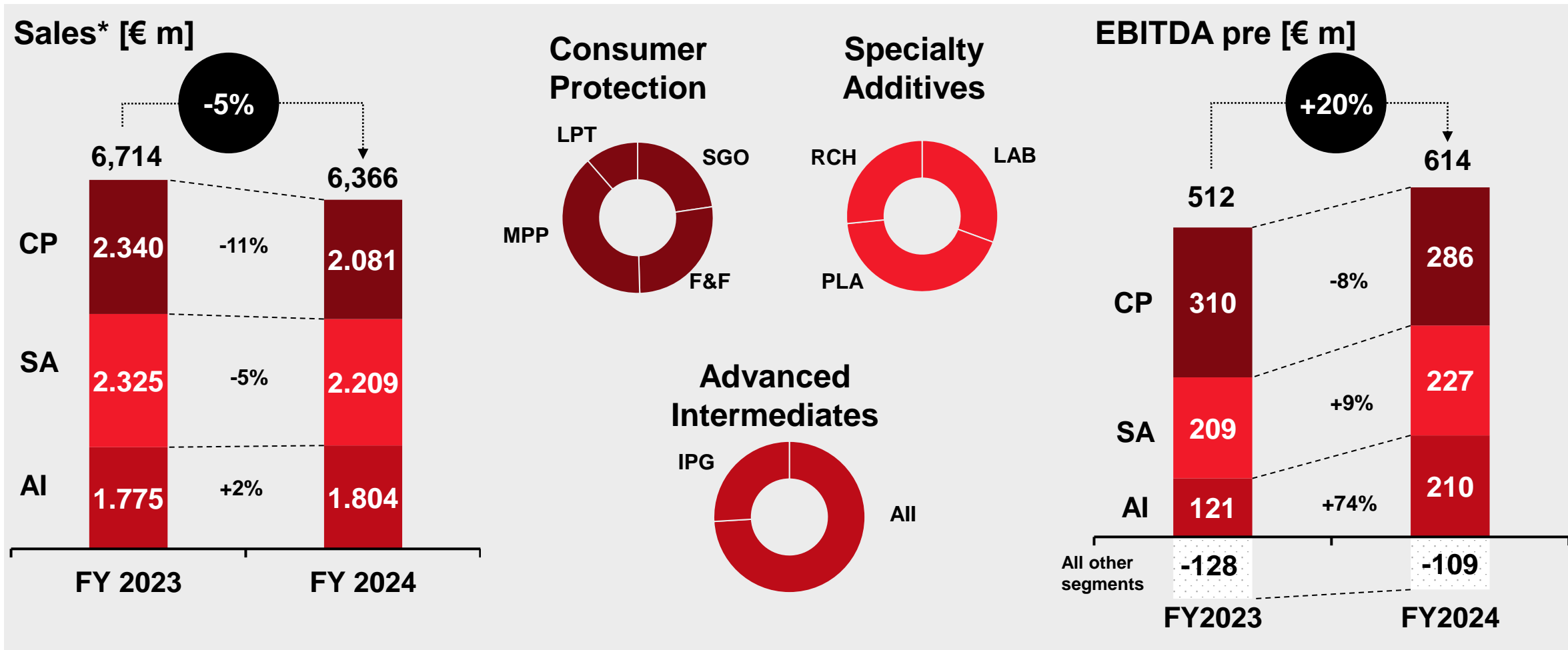
FY 2024: Solid cash generation due to improved operating result

Cash flow [€ m]	FY 2023*	FY 2024
Profit before tax	-947	-197
Result from investments accounted for using the equity method	172	133
Depreciation & amortization	996	566
Income taxes	-53	-47
Changes in working capital	577	0
Operating cash flow	852	508
Capex	-326	-320
Free cash flow	526	188

- Profit before tax 2023 contained impairments, 2024 continues to be burdened by Envalior contribution
- Improved non-cash at equity result mainly from Envalior
- Prior year working capital influenced by significant inventory reduction
- Stable and disciplined capex
- Solid free cash flow of €188 m

* Applies to continuing operations; Free cash flow = Operating cash flow minus Capex

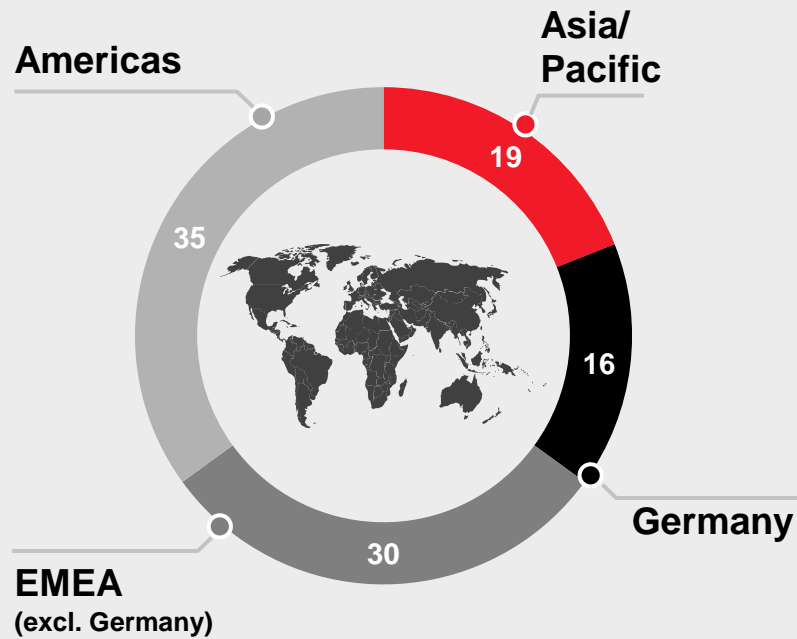
FY 2024: Advanced Intermediates with strong EBITDA recovery, Consumer Protection burdened by agro



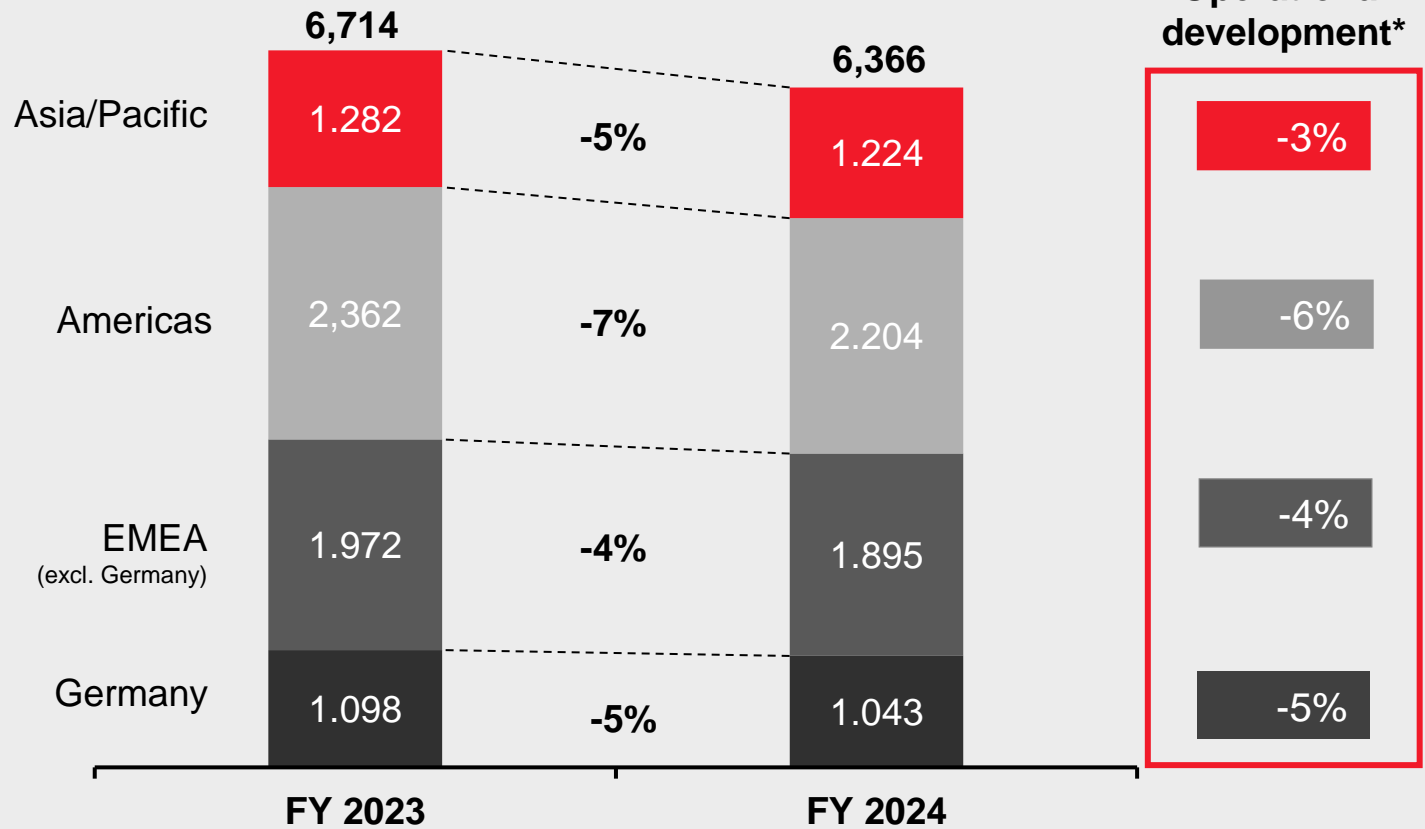
* Total group sales including all other segments

FY 2024: Strong US footprint

FY 2023 sales by region [%]



Regional development of sales [€ m]



* Currency and portfolio adjusted

Strong portfolio of attractive businesses

Consumer Protection



- Material Protection Products
- Flavors & Fragrances
- Saltigo
- Liquid Purification Technologies

- **Among top 3 players**
- **High profitability**
- **Asset light and high cash conversion**

Specialty Additives



- Polymer Additives
- Lubricant Additives Business
- Rhein Chemie

- **Among top 3 players**
- **Small volume, high impact**
- **Integrated value chains**

Advanced Intermediates



- Advanced Industrial Intermediates
- Inorganic Pigments

- **Among top 3 players**
- **Technology and process driven**
- **Market leader in Western hemisphere**

LANXESS as part of the chemical industry enables the transformation towards a sustainable society



New Mobility



Chemicals for battery production enable GHG-reduced solutions such as e-mobility

Renewable Energy



High-end materials such as lubricants support sustainable energy generation

Water Treatment



Ion exchange resins can purify water providing drinking water and helping wastewater treatment

Circular Economy



Recycling enables the recovery of molecules, reduces waste and makes re-use possible

Our product portfolio is aligned with our sustainability strategy

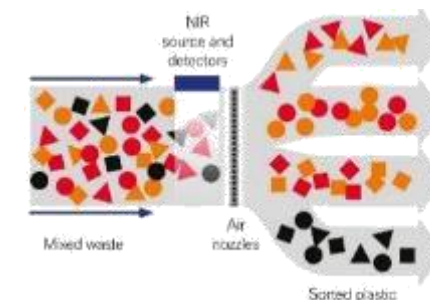
Available: Sustainable products (BU F&F)

Customers have the choice: F&F offering majority of its portfolio in two alternatives - regular and sustainable



Available: Enabling recycling (BU IPG)

BAYFERROX® 303 T makes black plastic detectable by recycling machines (usually not possible)

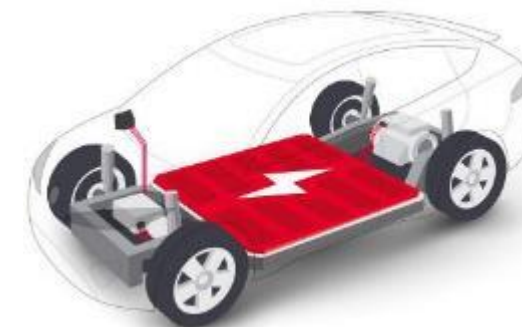


LEWATIT® adsorber enable direct air capture of CO₂



New market: Direct air capture (BU LPT)

Immersion cooling fluids enable fast-charging of electric vehicle batteries by removing excess heat



New product: Battery technology (BU LAB)

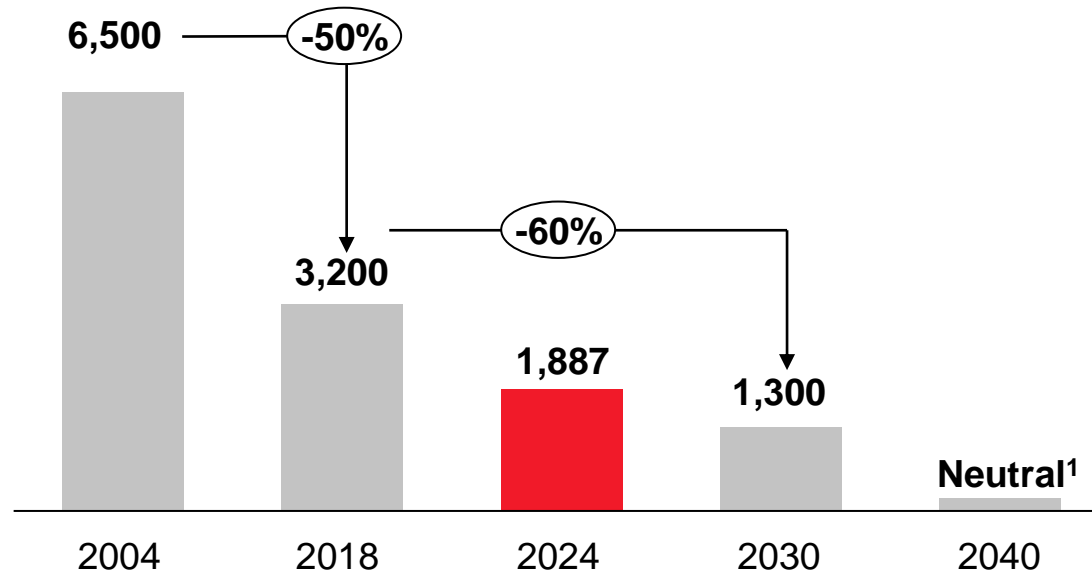
Our projects to reduce Scope 1 and 2 emissions are on track

CLIMATE NEUTRAL 2040

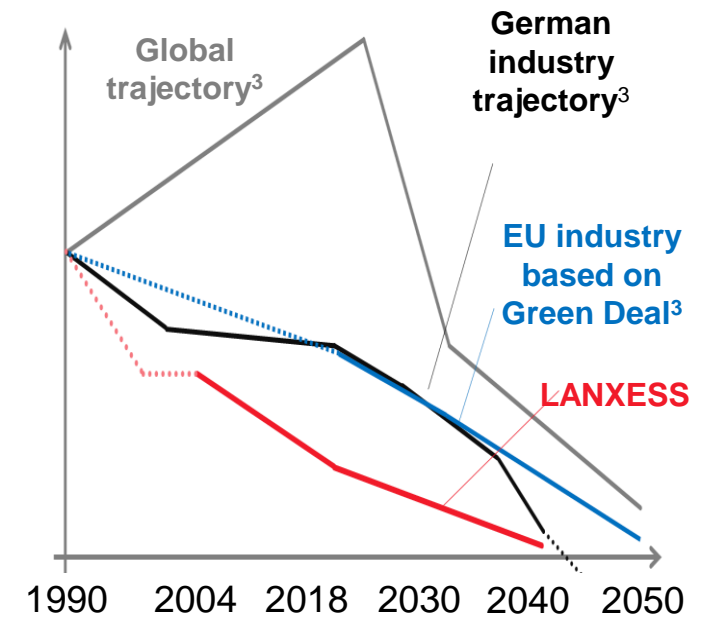
Our path to climate neutrality

We are ahead of EU regulation

- 1 Realize major impact projects
- 2 Decouple emissions & growth
- 3 Pursue technological innovations



in thousand metric tons of CO₂e Scope 1 and 2 emissions



Scope 1 and 2 emissions

We are on track to achieve target set for 2030

¹ Climate neutral: Less than 220k tons of CO₂ equivalents (e) per year. These will be reduced through compensation measures. | ³ Estimation based on AGORA Energiewende

More information

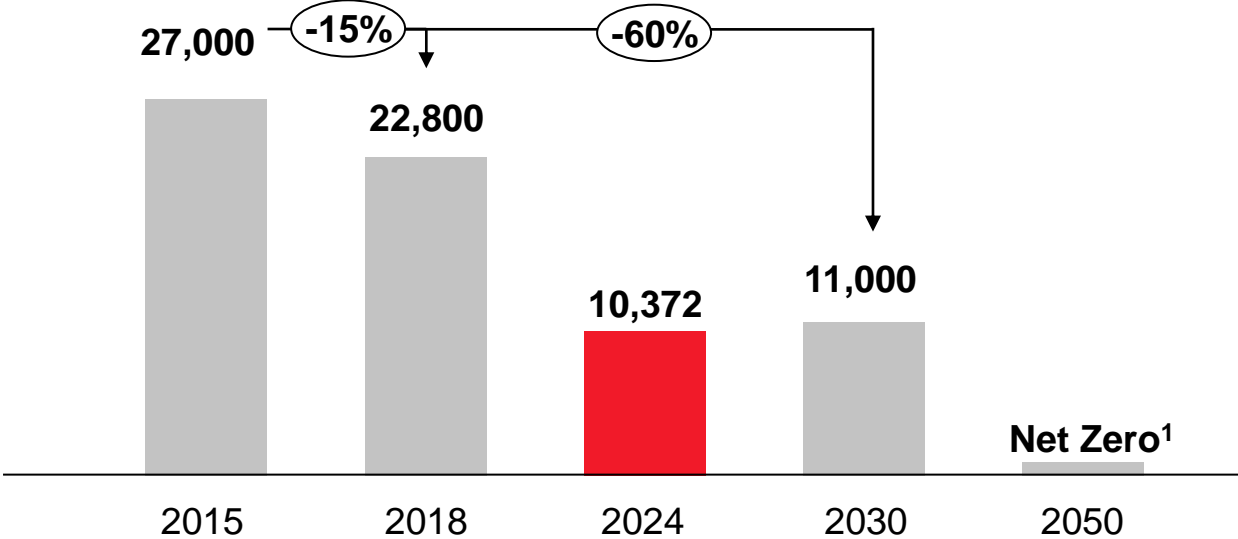
We aim to reduce and ultimately neutralize our Scope 3 value chain emissions



NET ZERO VALUE CHAIN

Our path to Net Zero

- 1 Use of sustainable raw materials
- 2 Transition to green logistics
- 3 Increasingly offer low-carbon and climate-neutral products



in thousand metric tons of CO₂e Scope 3 emissions

We are on track to achieve target set for 2030

¹ "Net zero" will be achieved by a combination of positive and negative emissions during the life-cycle. Final 10% of emissions (equal to ~1,475 kt CO₂ in relation to 2021 baseline) will be reduced by compensation measures.



Management is significantly invested and in the shoes of investors

Overview of managers' purchases since FY 2023 reporting (March 14, 2024)

Name	Function	Date	Ø Price	Total quantity	Total volume
Matthias Zachert	CEO	March 14 & 15, 2024 (two purchases)	24.36 €	16,505 shares	402,070.84 €
Hubert Fink	Board member	March 14 & 15, 2024 (two purchases)	24.49 €	9,056 shares	221,803.62 €
Frederique van Baarle	Board member	February 13, 2025	30.37 €	5,070 shares	153.950,55 €

Total holdings by active members of the Board of Management exceeds required value

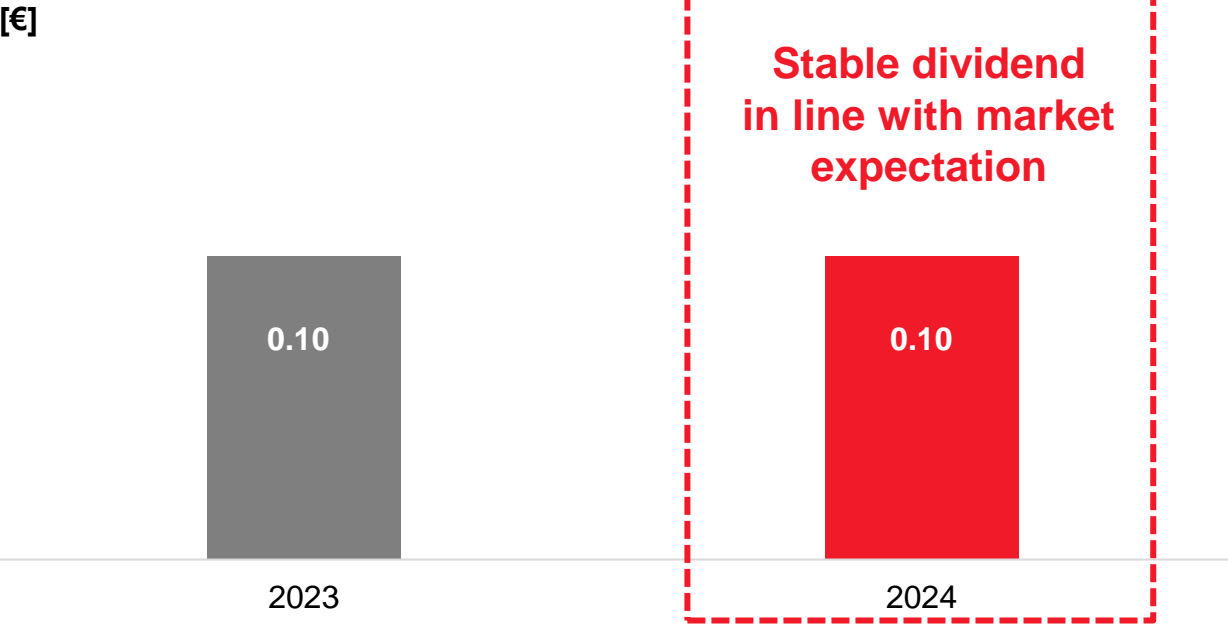


Name	Function	Total number of shares
Matthias Zachert	CEO	102,635
Dr. Hubert Fink	Board member	39,856
Frederique van Baarle	Board member	13,056
Oliver Stratmann	CFO	10,567

Share ownership guideline: Over a period of four years, the members of the Board of Management are obliged to invest a defined proportion of their compensation in shares in LANXESS AG and verifiably hold the shares until the end of their service contract. The target is 150% for the CEO and 100% for all other board members.

Stable dividend for 2024 proposed - continued focus on cost discipline and deleveraging

Focused dividend policy



Due to our focus on deleveraging, the dividend proposal to the AGM for FY 2024 is €0.10*

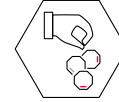
* Dividend proposal to the Annual Stockholders' Meeting on May 22, 2025

Abbreviations



Consumer Protection

MPP	Material Protection Products
F&F	Flavors & Fragrances
SGO	Saltigo
LPT	Liquid Purification Technologies



Specialty Additives

PLA	Polymer Additives
LAB	Lubricant Additives Business
RCH	Rhein Chemie



Advanced Intermediates

AI	Advanced Industrial Intermediates
IPG	Inorganic Pigments

Contact details Investor Relations



Ulrike Rockel
Head of Treasury & Investor Relations

Tel.: +49 221 8885 5458
Mob.: +49 175 30 50458
E-Mail: ulrike.rockel@lanxess.com



Visit the IR website



André Simon
Head of Investor Relations

Mob.: +49 175 302 3494
E-Mail: andre.simon@lanxess.com



Thomas Kaiser
Institutional Investors / Analysts

Mob.: +49 151 7461 3890
E-Mail: thomas.kaiser@lanxess.com



Jens Ussler
Institutional Investors / Analysts

Mob.: +49 151 7465 0520
E-Mail: jens.ussler@lanxess.com