

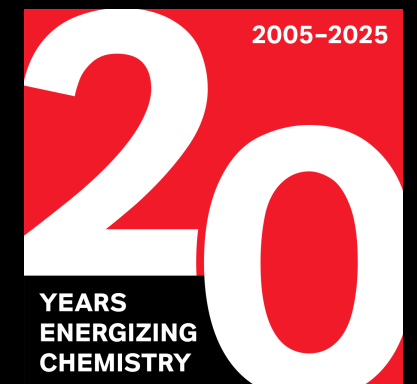


LANXESS
Energizing Chemistry

Increase in earnings through own efforts

Annual press conference on fiscal year 2024

20 March, 2025



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2024: Strong earnings increase through own efforts

Result at the upper end of the guidance range

FORWARD! action plan brings down costs faster than expected

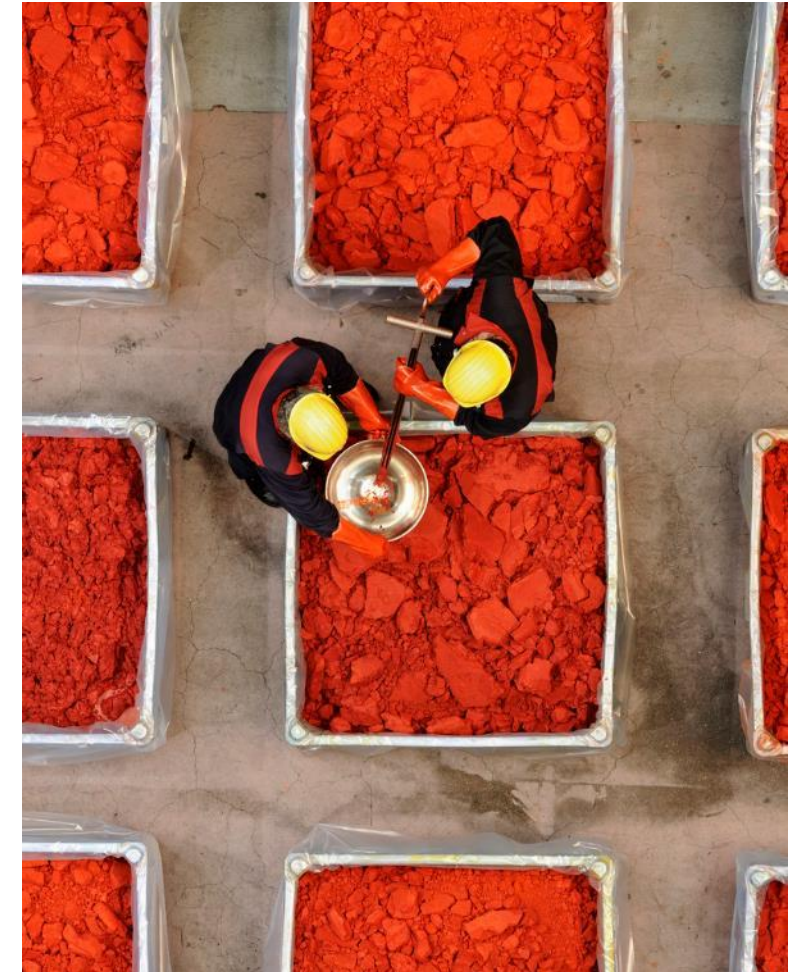
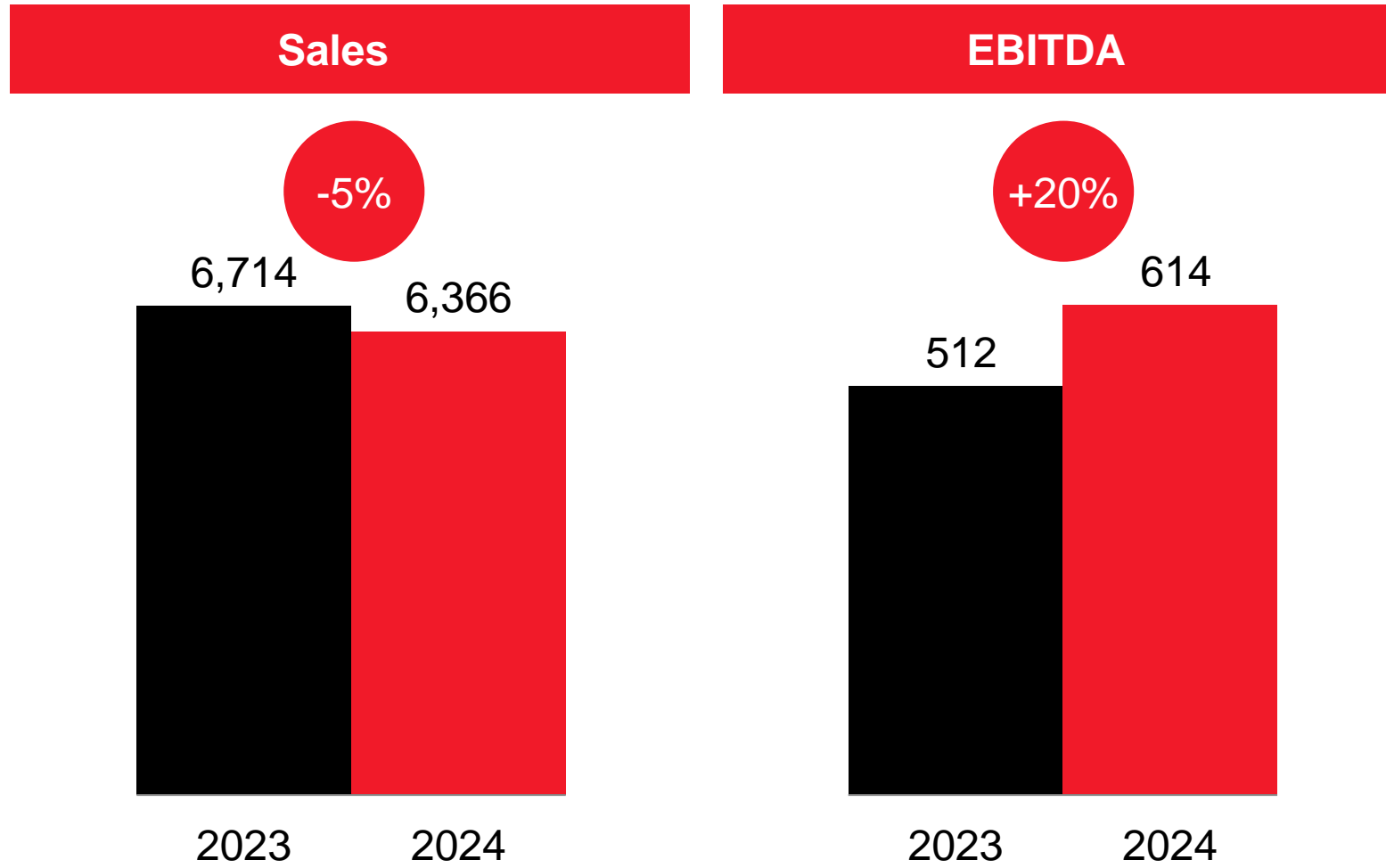
Portfolio transformation to specialty chemicals completed

2025: Around 10% earnings growth expected on an adjusted basis

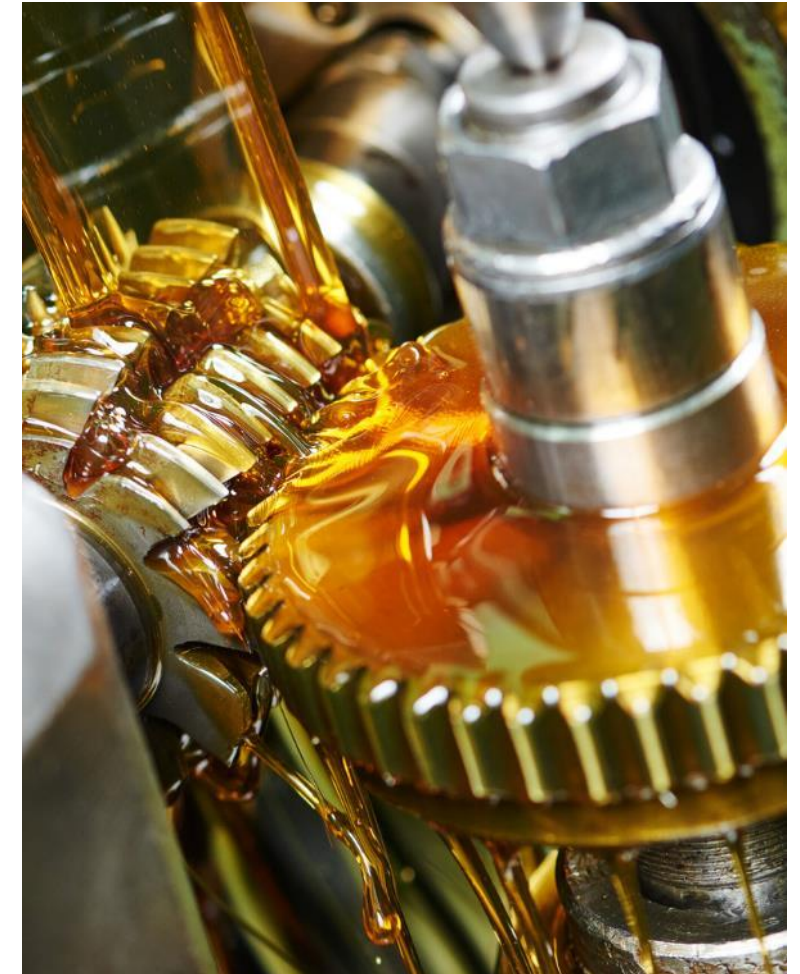
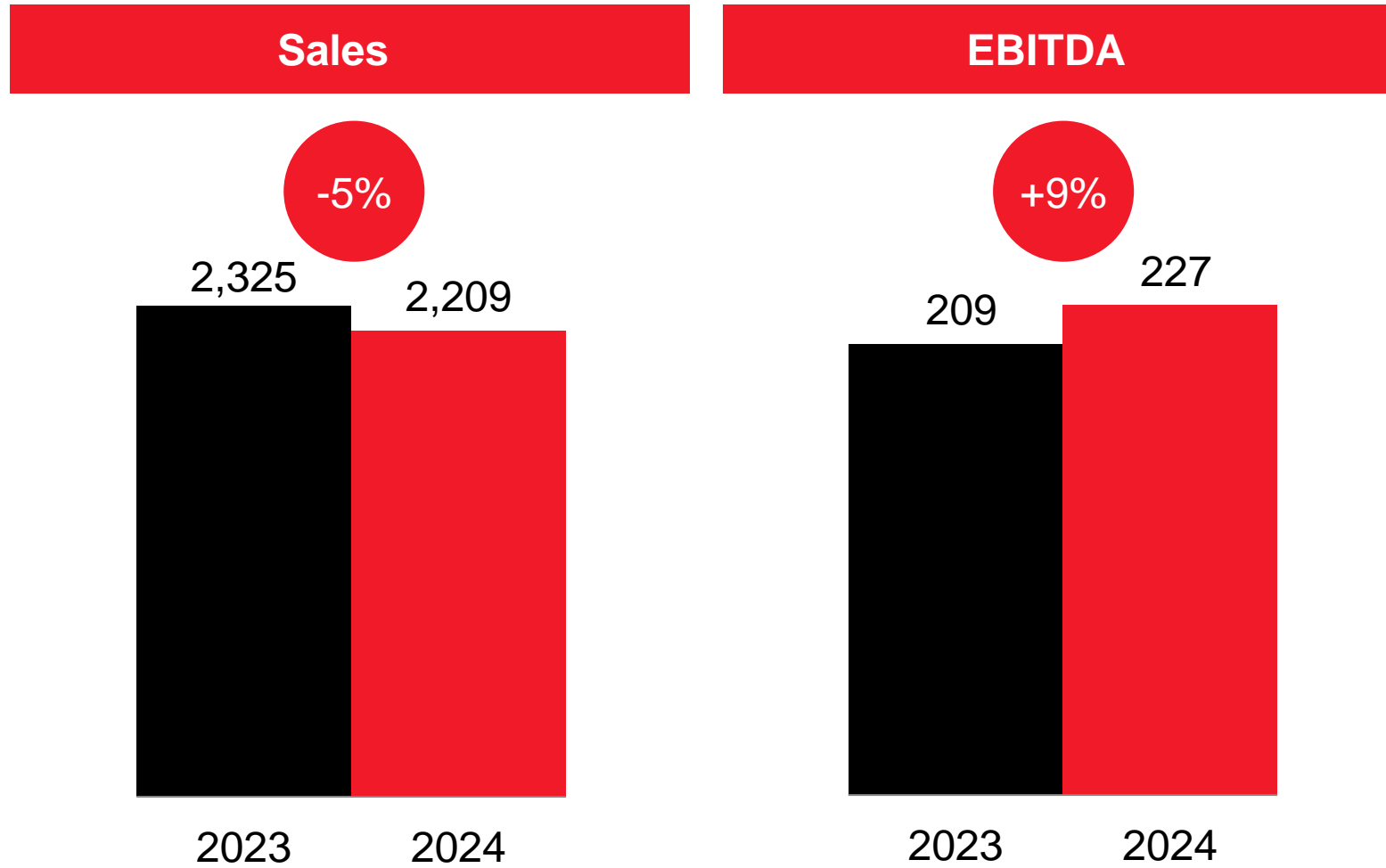
Business development 2024



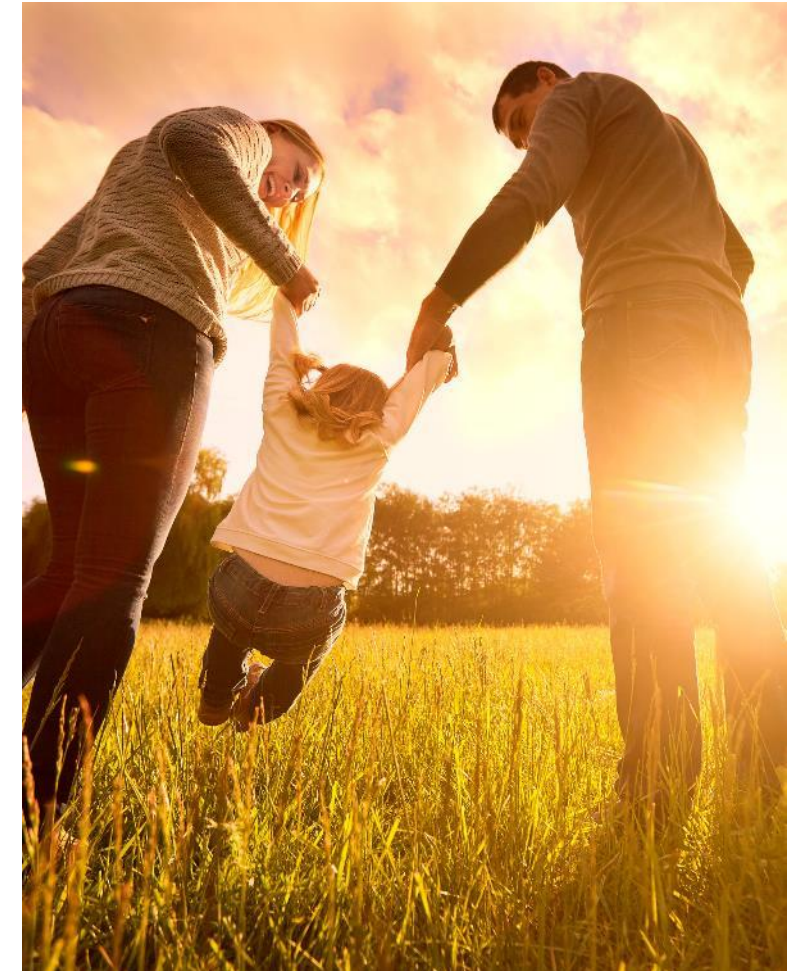
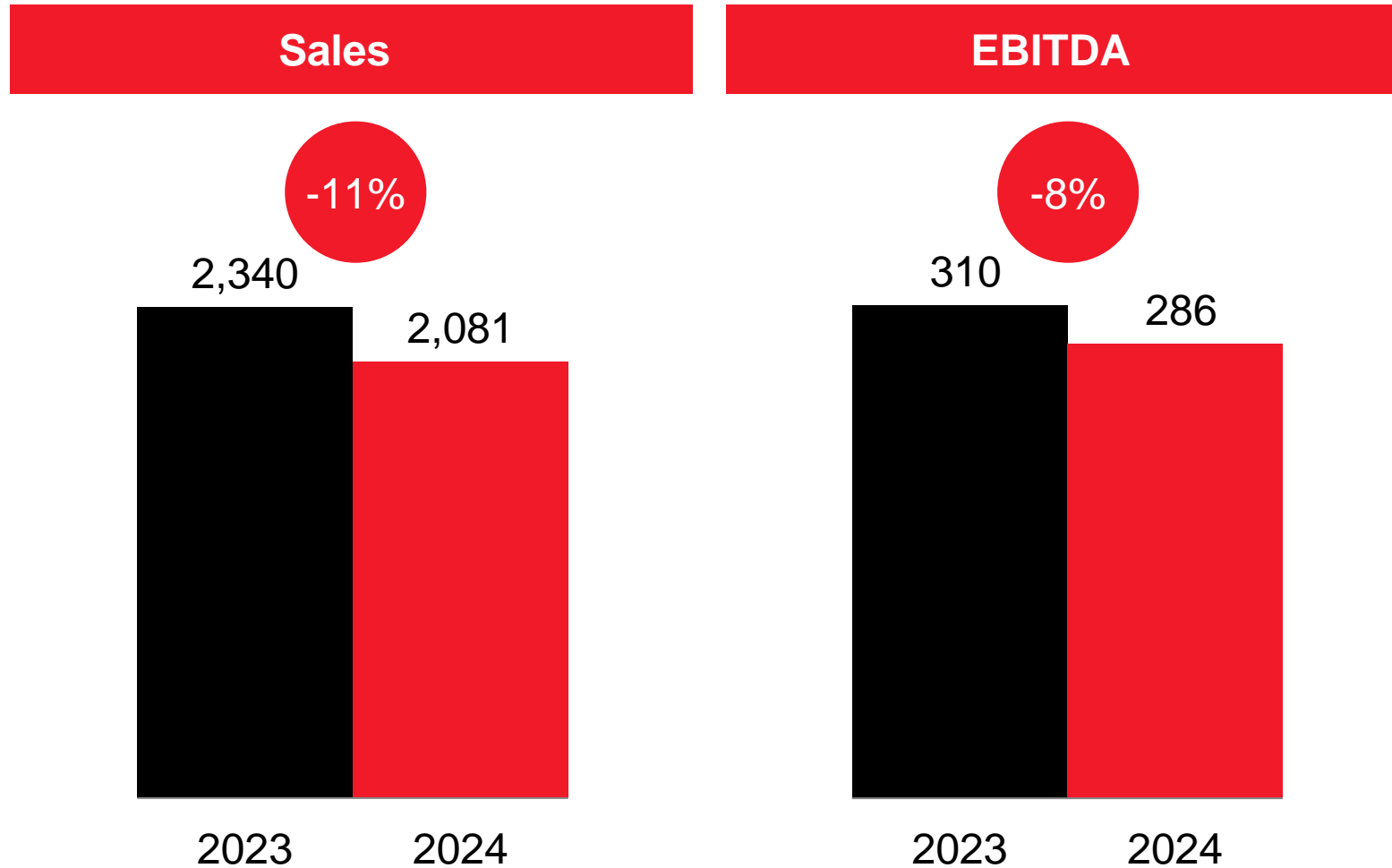
Strong jump in earnings due to lower costs and better capacity utilization



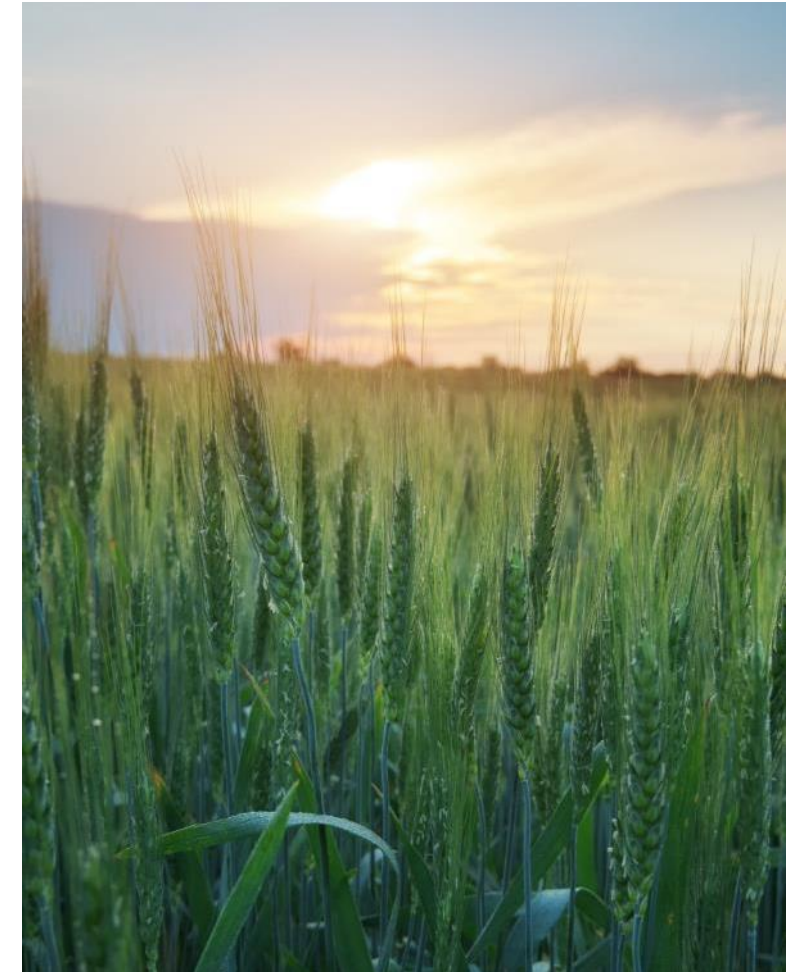
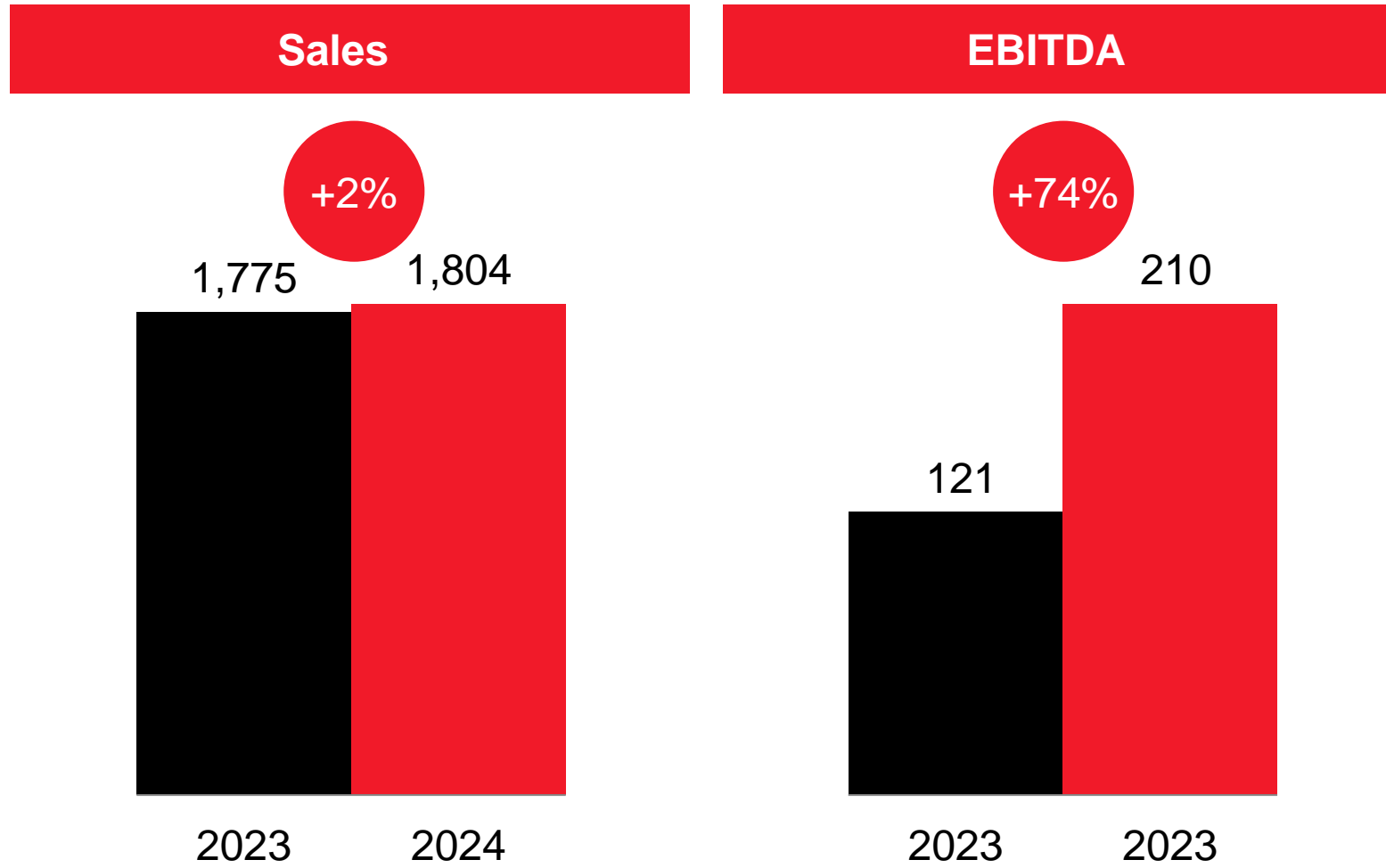
Specialty Additives: Improved capacity utilization and cost savings drive earnings



Consumer Protection: Demand for agrochemicals remains weak



Advanced Intermediates: Strong jump in earnings due to higher capacity utilization and cost discipline



Strong cash flow, debt decreases

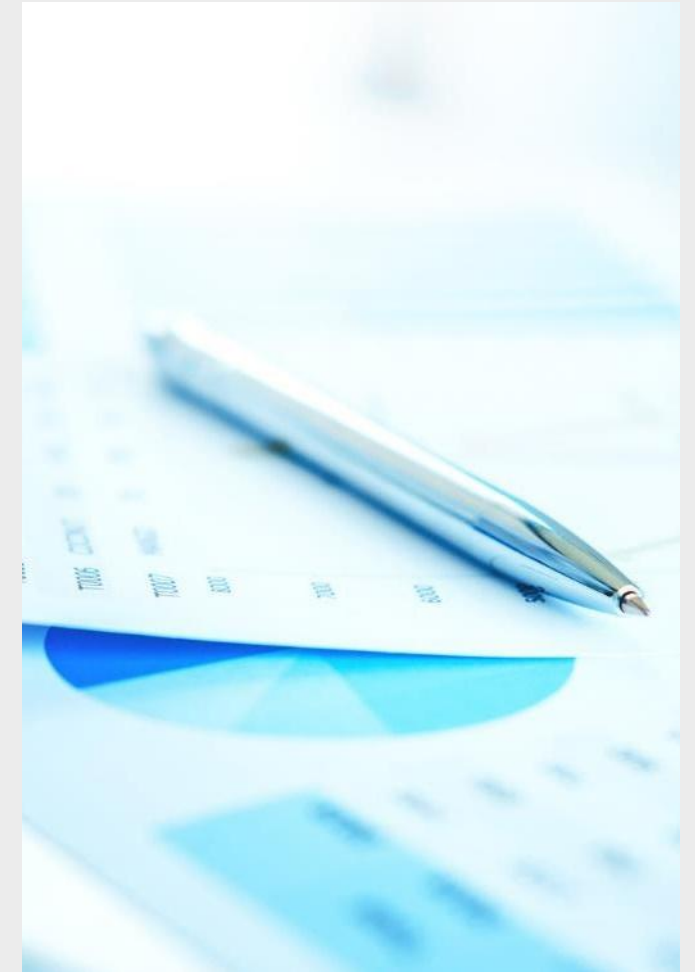
Free cash flow

+EUR 188 million

Net financial
debt

-5 %

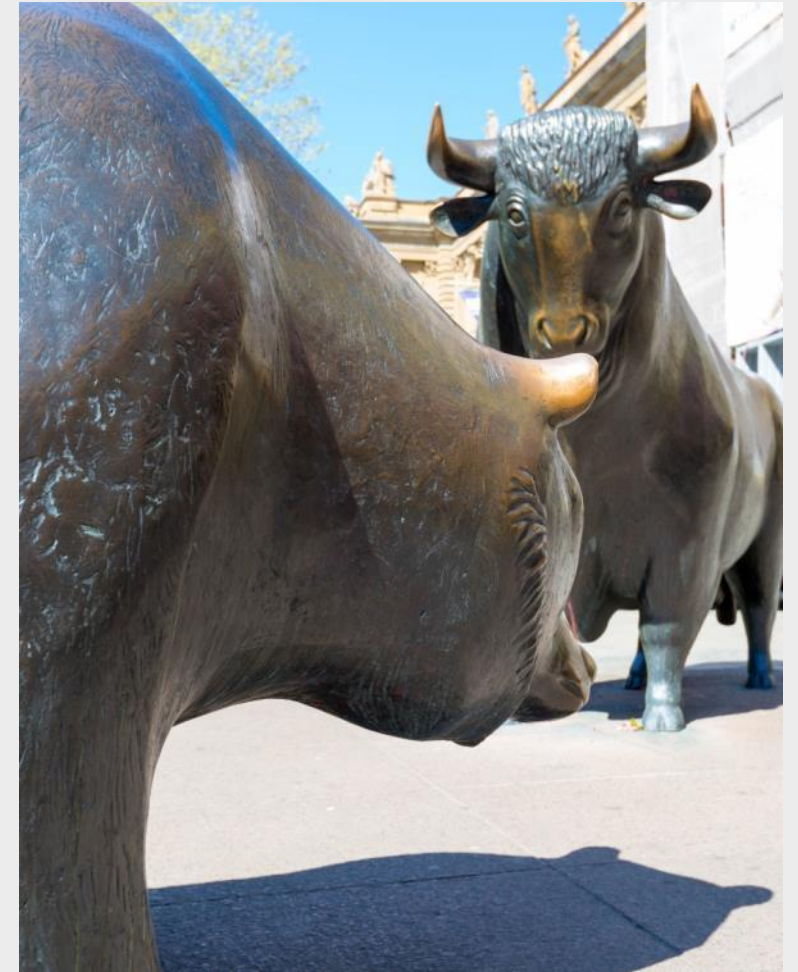
to EUR 2,381 million



Dividend for 2024

Dividend proposal: EUR 0.10

Focus on cost discipline and debt reduction



Strategic development



Portfolio transformation towards specialty chemicals completed

Sale of Urethane Systems to UBE

- Last remaining polymer business is sold
- Closing expected in April 2025

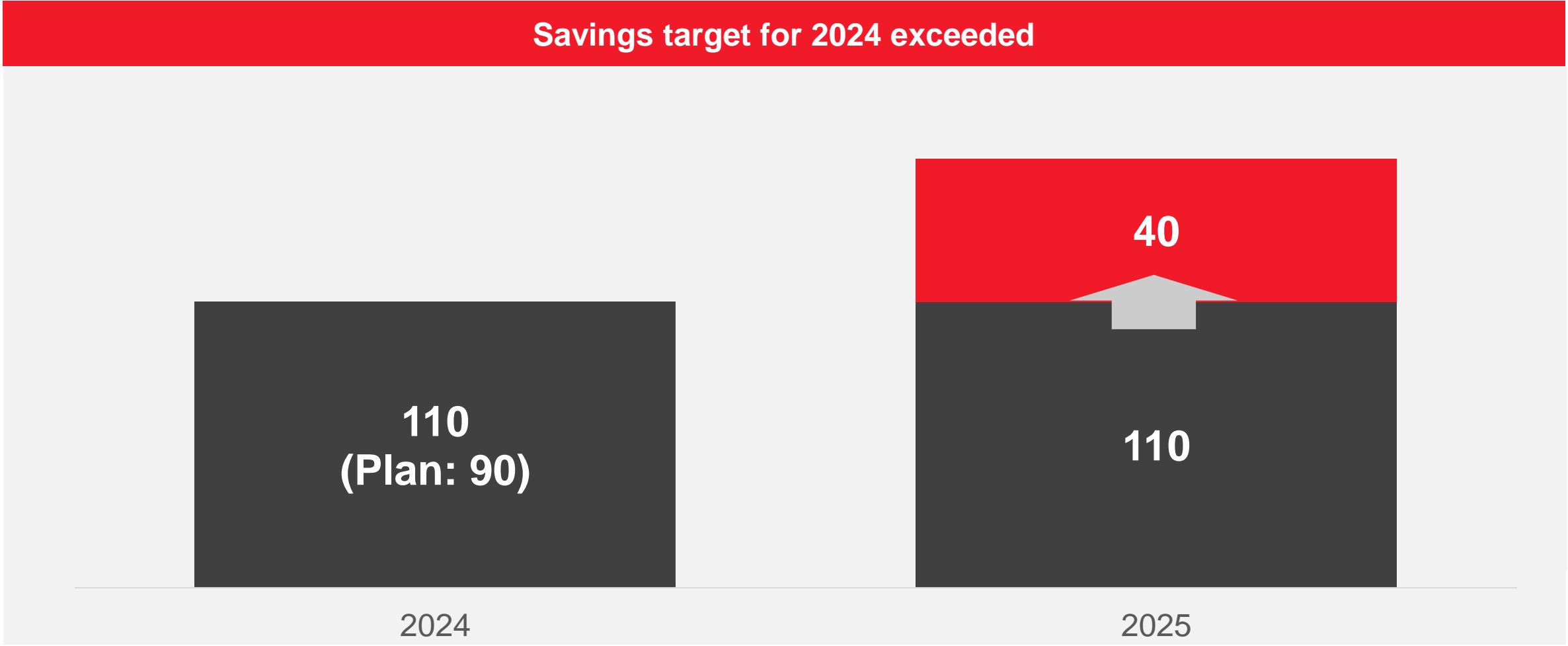
Strengthening the balance sheet

- Proceeds earmarked for further debt reduction



FORWARD! action plan permanently reduces costs by 150 million euros

Savings target for 2024 exceeded

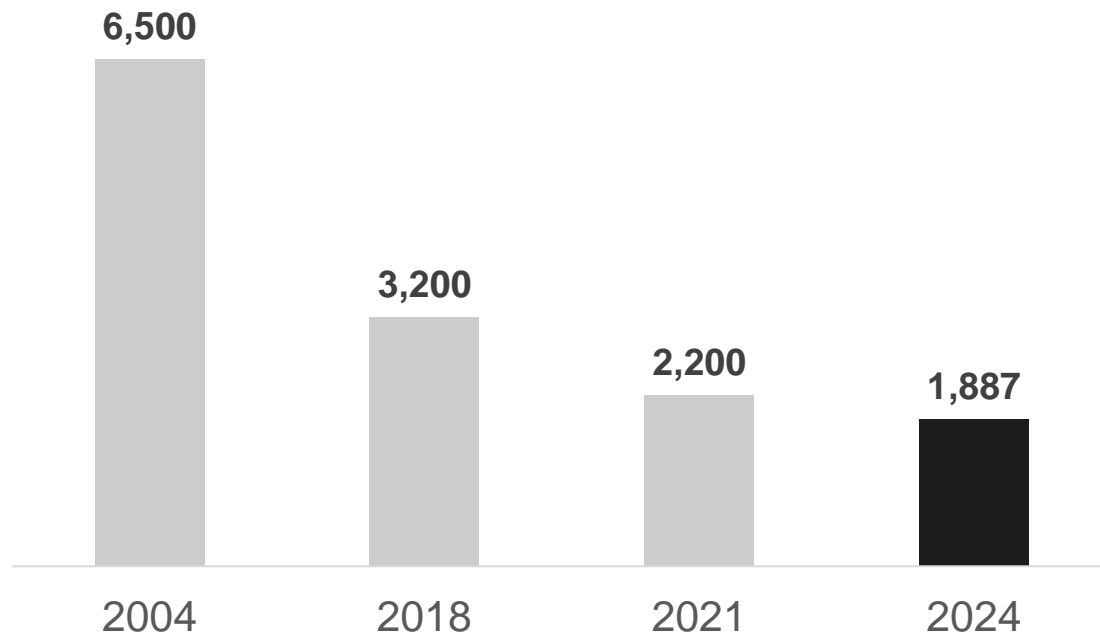


Sustainability



Emissions from production: Fully on track to become climate neutral by 2040

CO₂e emissions (Scope 1 + 2)

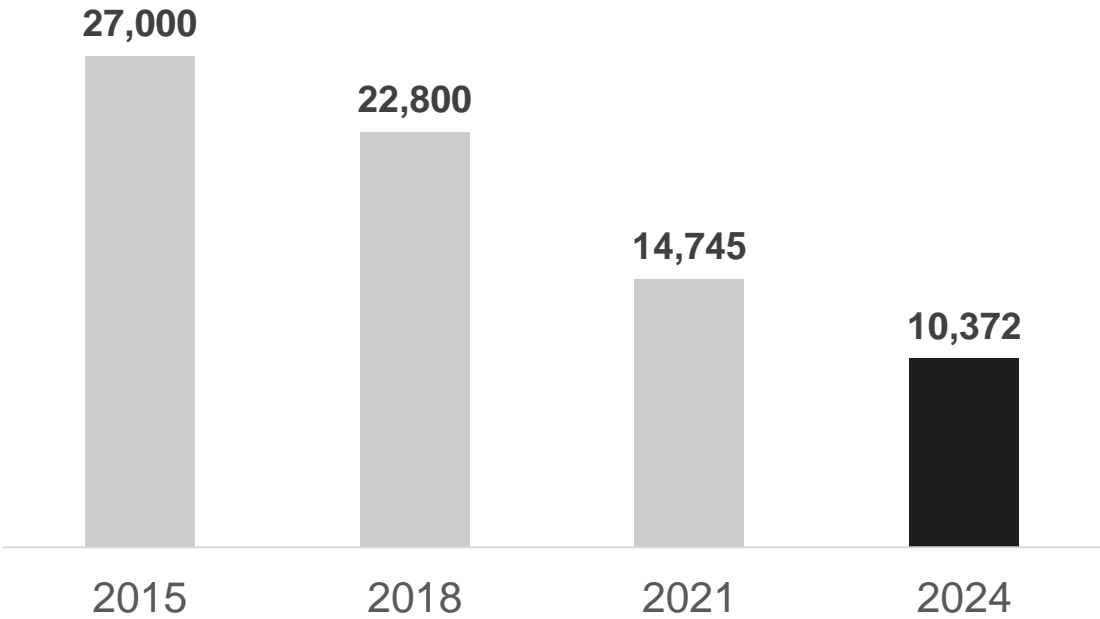


~70% less emissions since 2004



Emissions along the value chain significantly reduced since 2015

CO₂e emissions (Scope 3)



~60% less emissions since 2015



Solutions for a sustainable future: New products in all segments

Lubricants for wind turbines



Pigments for sustainable paints and coatings



Ion exchange resins for carbon capturing



Sustainable additives for tires



Excellent sustainability ratings

Top score for climate protection from CDP



S&P Dow Jones Indices

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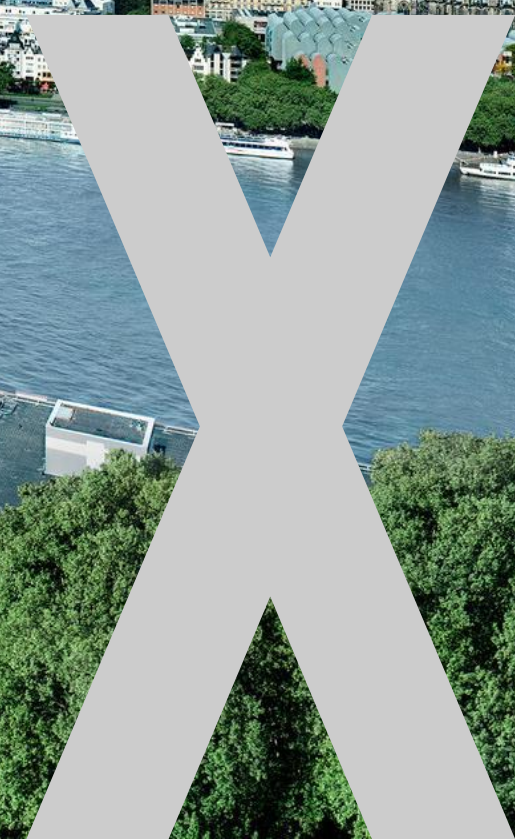
1st rank in Dow Jones Best-in-Class Europe Index

Upgraded by ISS ESG



Top rating among chemical companies

Outlook



2025: Improvement in all segments despite ongoing adversity

Consumer Protection



Solid growth in most customer industries



Specialty Additives



Slight growth in all businesses



Advanced Intermediates



Moderate growth, except in construction industry

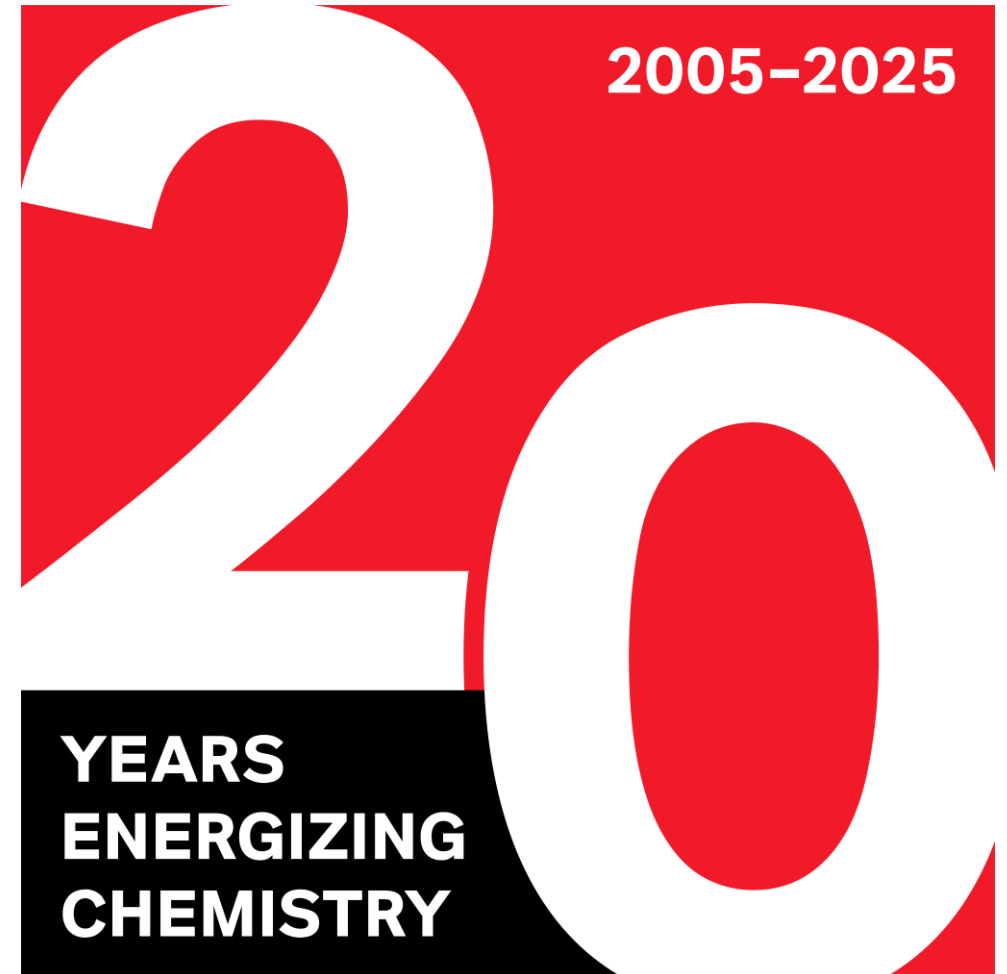


Macro environment

- Economic environment characterized by major geopolitical uncertainties
- No major changes in demand expected
- Europe weak, Asia better, America constant
- Auto, agro and construction industries weak, E&E and consumer goods sector with slight growth

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- EBITDA for Full Year 2025: 600-650 million euros (Urethane Systems included with only one quarter)
- Corresponds to operating growth of around 10% on an adjusted basis
- Q1: 25-35% above previous year



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