



LANXESS – Baader Investment Conference 2021

Solid recovery

Michael Pontzen, CFO
23 September 2021

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Agenda

1 LANXESS transformation journey continues

2 Financial and business details Q2 2021

3 Back-up

Five of the most striking reasons to invest

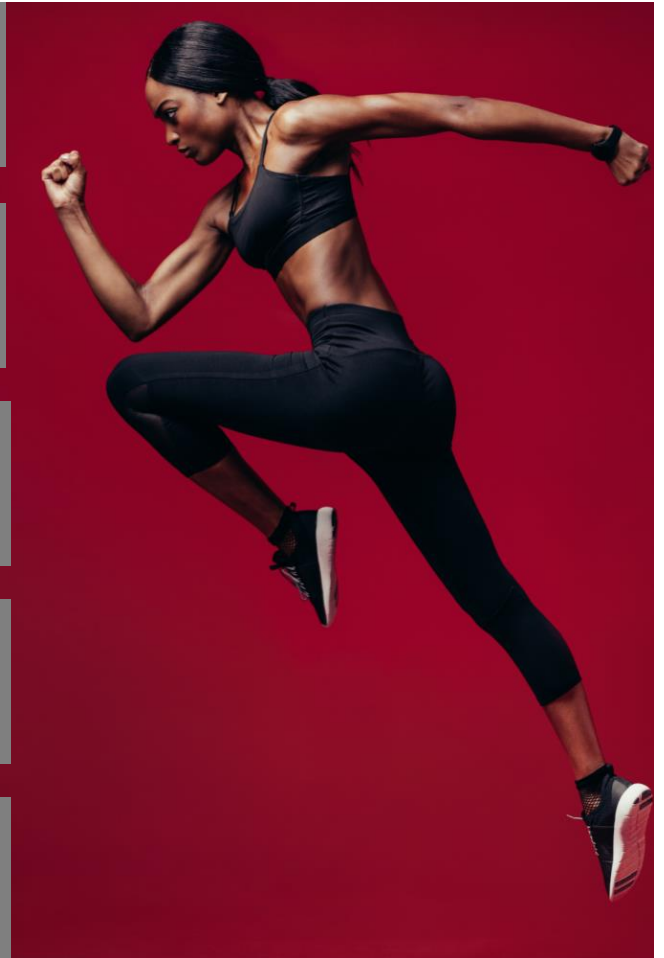
1. Embark on an exciting transformation journey to high margin specialty chemicals businesses

2. Unique specialty chemicals portfolio with leading market positions

3. Proven resilient business model – with many growth options

4. Forerunner in sustainability – awarded by leading rating agencies

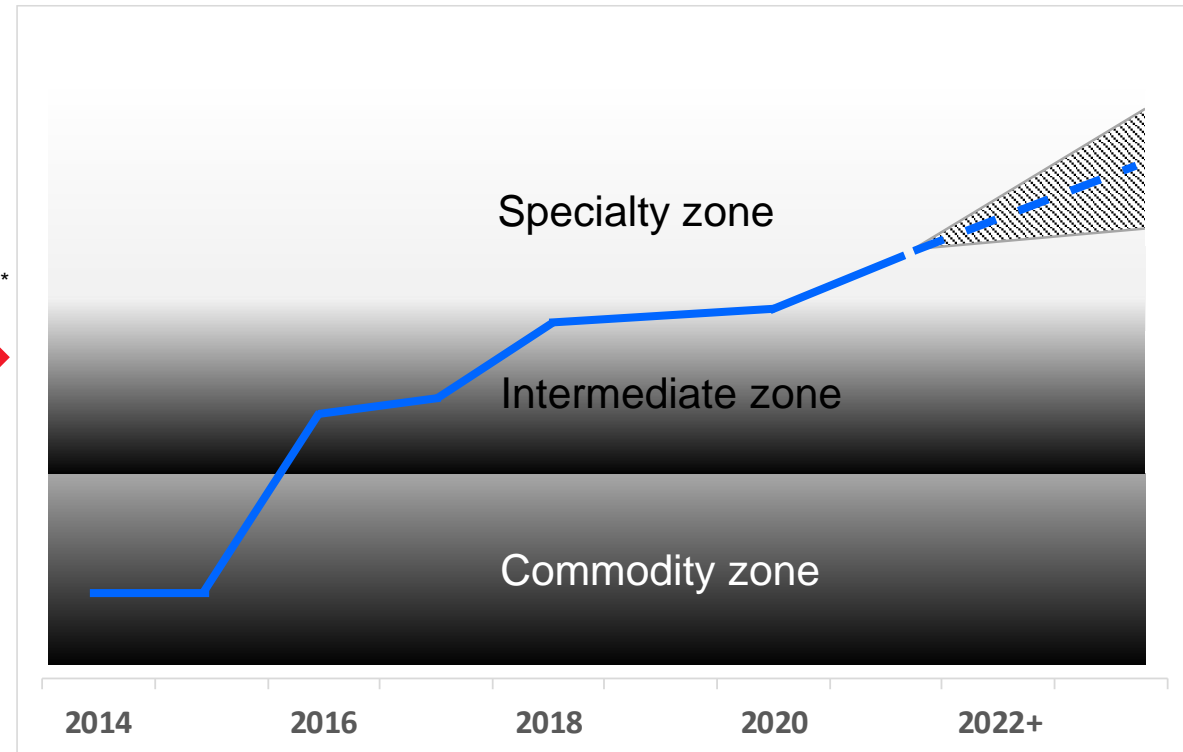
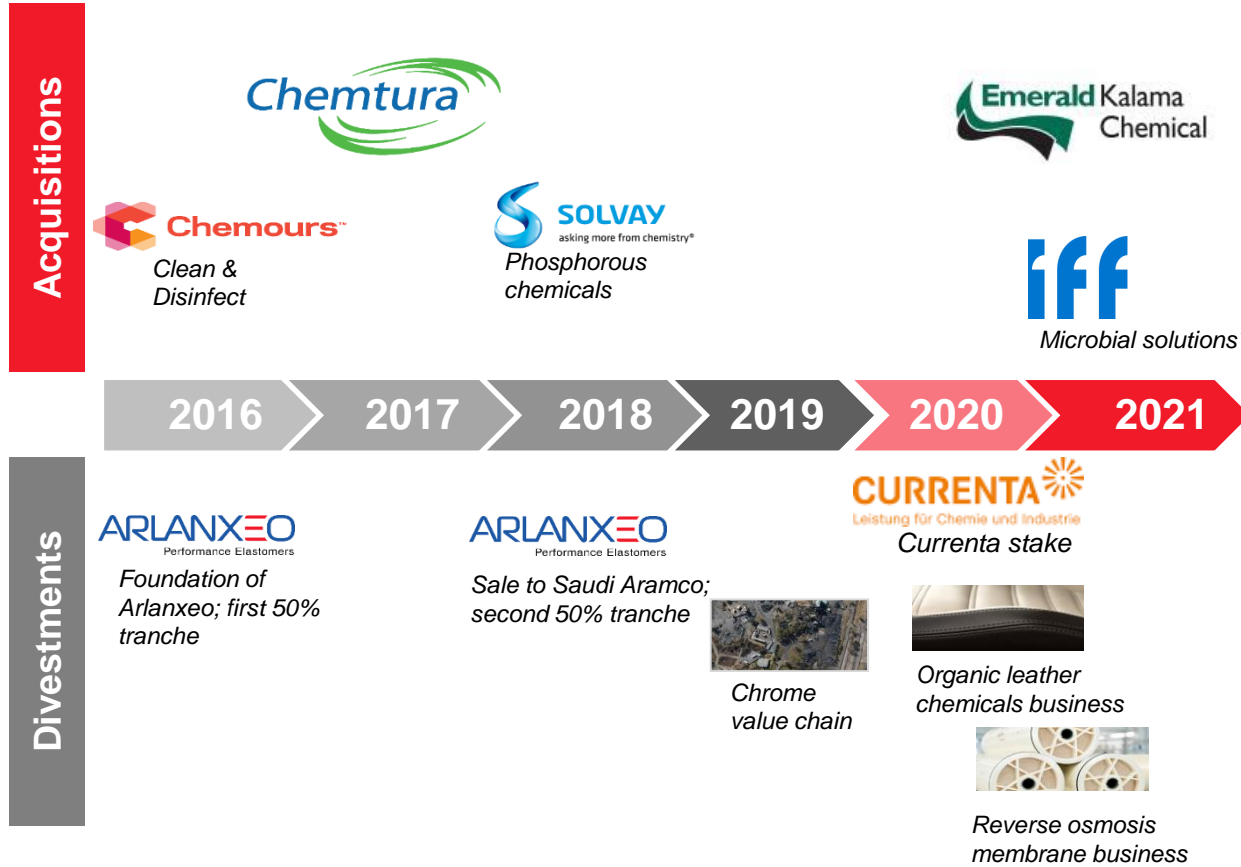
5. Energizing chemistry – committed management team embedded in performance oriented corporate culture



LANXESS: Strong transformation via active portfolio management

Track record of successful M&A transactions (selc.)

Increasing true specialty nature of portfolio



— = LXS product portfolio

We promised – we delivered: Two perfectly fitting acquisitions in Consumer Protection



Emerald Kalama Chemicals

- Strategic expansion into attractive Flavors & Fragrances end markets
- Strong secular growth markets above GDP
- Highly synergistic, both cost and top line synergies
- Straight forward integration into LANXESS

€~80 m
EBITDA pre*

22-25%
EBITDA pre margin



IFF Microbial Control

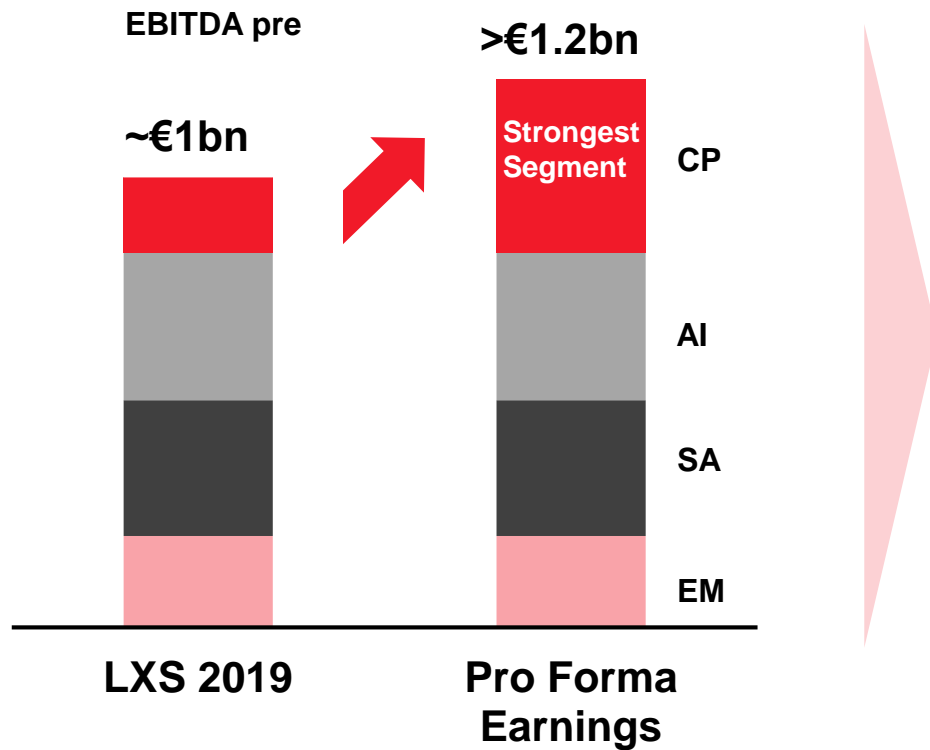
- Building one of the key players in biocides
- Complementary product portfolio in biocides & regional coverage
- Attractive synergy and cash flow profile
- Smooth integration and matching cultures

€~85 m
EBITDA pre**

>20%
EBITDA pre margin

Attractive financial profile: High margins, asset light, strong cash conversion





Recent acquisitions lift Consumer Protection to the next level



- Consumer Protection grows from smallest to largest segment
- Specialty chemicals businesses drive group margin improvement
- Higher cash conversion due to asset light character of the businesses
- Growing resilience due to increased exposure to non-cyclical end markets

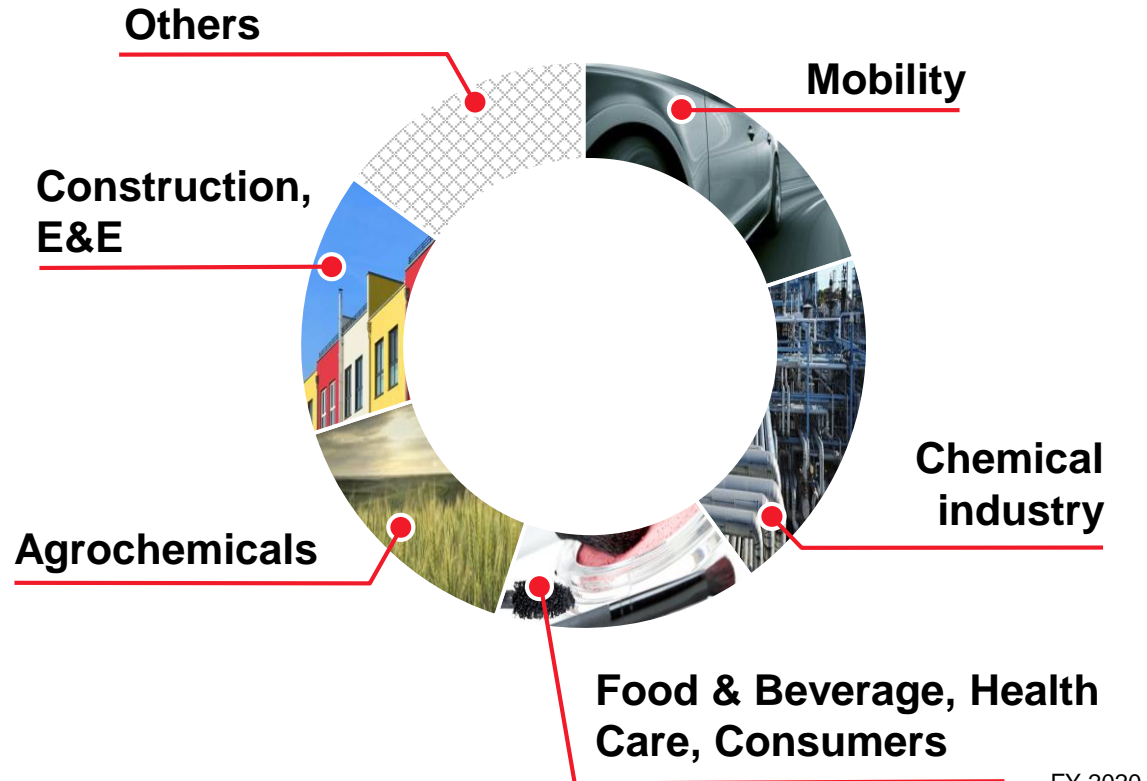
LANXESS financial profile improves as Consumer Protection exposure broadens

Strong portfolio of attractive businesses

Advanced Intermediates	Specialty Additives	Consumer Protection	Engineering Materials
			
<ul style="list-style-type: none"> Advanced Industrial Intermediates Inorganic Pigments 	<ul style="list-style-type: none"> Lubricant Additives Business Polymer Additives Rhein Chemie 	<ul style="list-style-type: none"> Flavors & Fragrances Liquid Purification Technologies Material Protection Products Saltigo 	<ul style="list-style-type: none"> High Performance Materials Urethane Systems
<ul style="list-style-type: none"> Among top 3 players Cost, technology and process leadership 	<ul style="list-style-type: none"> Among top 3 players Small volume, high impact Integrated value chains 	<ul style="list-style-type: none"> # 1-3 positions Attractive secular growth Strong margins Asset light & high cash conversion 	<ul style="list-style-type: none"> Among the market leaders, esp. in Europe Integrated value chain Benefitting from e-mobility

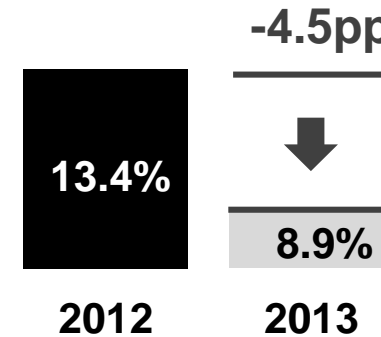
Proven resilient business model – platform for further growth

Balanced industry exposure



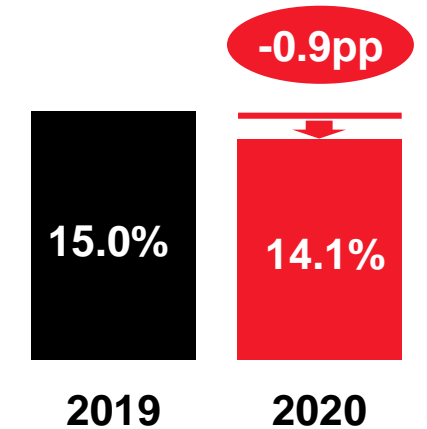
LANXESS with visible boost in resilience

EBITDApre margin in %



Rubber Crisis

Proof of resilience!



Corona Pandemic

Our exciting journey to high margin specialty chemicals transformation continues

Organic growth

Strong secular growth in Consumer Protection

Attractive brownfield investments

Digital growth projects e.g. Chemondis

Attractive greenfield investments, e.g. battery chemistry

Inorganic growth

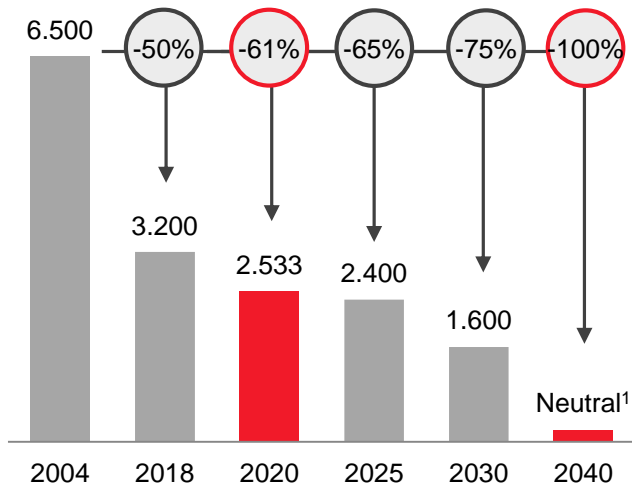


*Microbial solutions**

...to be continued!

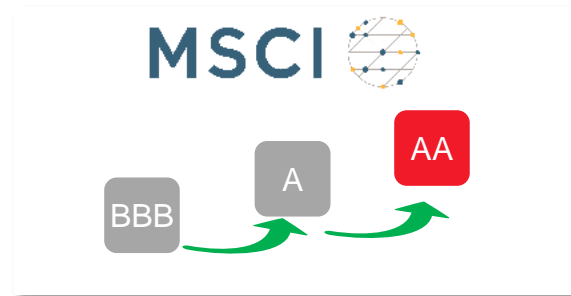
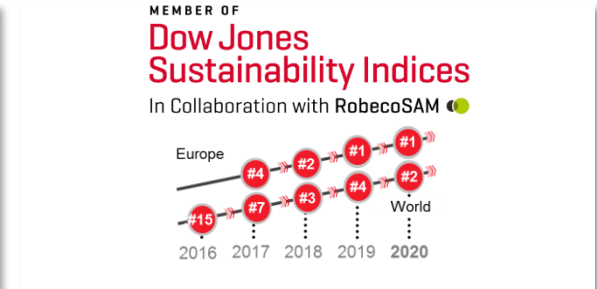
Forerunner in sustainability – awarded by leading rating agencies

Our goal: Climate neutrality until 2040



Emissions based on Scope 1 + Scope 2, numbers rounded, in thousand tons of metric tons CO₂e

Leading ESG rating providers honor our performance



¹ Climate neutral: Less than 300,000 tons of CO₂ equivalents per year. These will be reduced through compensation measures.

Energizing chemistry – committed management team embedded in performance oriented corporate culture

Matthias Zachert
CEO



Michael Pontzen
CFO



Stephanie Coßmann
Board of Management



Anno Borkowsky
Board of Management



Hubert Fink
Board of Management



- Management team with proven track record and industry experience
- Combined ~80 years of LANXESS experience and ~120 years in the chemical industry
- Performance culture and lean corporate structure enable fast decision-making
- Management with skin in the game and incentivized by absolute sustainability targets

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Q2 2021: Back on pre-COVID level

Highlights

- Volumes back on pre-Covid level
- Strong recovery especially in Engineering Materials and Specialty Additives
- Significant EBITDA pre increase to €277 m (+24%), margin at 15.1%, despite further raw material and energy price increase and intensive logistic constraints
- Divestment of organic leather business closed
- Strengthening of R&D capacities in APAC: New Application Development Center in Shanghai
- Emerald Kalama acquisition closed (3rd August)



LANXESS Group: Business back at pre-COVID level

Strong volume growth, but higher costs and FX burden

[€ m]*	Q2/2020	Q2/2021	Δ	1H 2020	1H 2021	Δ
Sales	1.436	1.831	28%	3.140	3.524	12%
EBITDA pre	224	277	24%	469	519	11%
Margin	15,6%	15,1%		14,9%	14,7%	
CAPEX	88	92	5%	162	162	0%

Price	Volume	FX	Portfolio
+10%	+22%	-5%	+0%
Total			+28%

Q2 Sales vs. PY

- Strong sales growth driven by volumes and price increases - mitigated by adverse FX effect
- Significant volume growth across all segments
- EBITDA pre significantly above previous year level due to ongoing volume growth, despite higher energy and logistic costs as well as adverse FX effect



Advanced Intermediates: Benefitting from strong demand

Like-for-like above previous year level

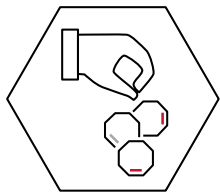
[€ m]*	Q2/2020	Q2/2021	Δ	1H 2020	1H 2021	Δ
Sales	430	505	17%	913	994	9%
EBITDA pre	103	96	-7%	185	173	-6%
Margin	24,0%	19,0%		20,3%	17,4%	
CAPEX	28	31	11%	51	52	2%

Price **+10%** Volume **+11%** FX **-4%** Portfolio **0%**

Total **+17%**

Q2 Sales vs. PY

- Sales increase driven by significantly higher volumes and prices in both BUs, partly offset by negative FX effect
- EBITDA pre and margin impacted by higher energy and freight costs
- Considering €10 m tailwind in Q2 2020, EBITDA pre already now exceeds PY level



Specialty Additives: Strong volume growth

Recovery in several key industries

Price **+6%** Volume **+30%** FX **-8%** Portfolio **0%**

Total **+29%**

Q2 Sales vs. PY

[€ m]*	Q2/2020	Q2/2021	Δ	1H 2020	1H 2021	Δ
Sales	442	568	29%	1.016	1.085	7%
EBITDA pre	60	89	48%	151	163	8%
Margin	13,6%	15,7%		14,9%	15,0%	
CAPEX	20	24	20%	40	40	0%

- Sales increase due to rising volumes and prices across all BUs
- Rising volumes in all BUs, strong demand especially in BU PLA and BU RCH
- EBITDA pre improving but held back by soaring freight costs and adverse FX effect; margin diluted by shift of AXX business (~2% p.p.)



Consumer Protection: Delivering against high comparable base

Attractive bolt-on acquisitions contribute

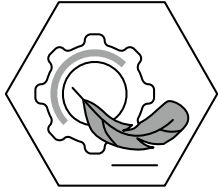
Price **-1%** Volume **+5%** FX **-2%** Portfolio **+2%**

Total **+4%**

Q2 Sales vs. PY

[€ m]	Q2/2020	Q2/2021	Δ	1H 2020	1H 2021	Δ
Sales	301	314	4%	580	604	4%
EBITDA pre	68	65	-4%	135	134	-1%
Margin	22,6%	20,7%		23,3%	22,2%	
CAPEX	12	13	8%	22	26	18%

- Sales driven by strong volume increase in BU MPP
- New long-term contract at BU SGO with favorable net price-volume effect
- EBITDA pre on strong previous year's level which was overstated by pre-buying at BU SGO, margin slightly lower due to logistic costs



Engineering Materials: Recovery in automotive drives strong earnings

Earnings more than doubled

[€ m]	Q2/2020	Q2/2021	Δ	1H 2020	1H 2021	Δ
Sales	244	424	74%	591	801	36%
EBITDA pre	28	68	143%	77	127	65%
Margin	11,5%	16,0%		13,0%	15,9%	
CAPEX	12	12	0%	20	22	10%

Price **+29%** Volume **+50%** FX **-5%** Portfolio **0%**

Total **+74%**

Q2 Sales vs. PY

- Sales boost based on strong demand from auto industry, partly offset by negative FX
- Volumes and prices significantly increased in BU HPM; BU URE also with positive development
- EBITDA pre and margin rise on improved volumes and higher prices, despite burden from supplier's force majeure, higher energy and freight costs as well as FX

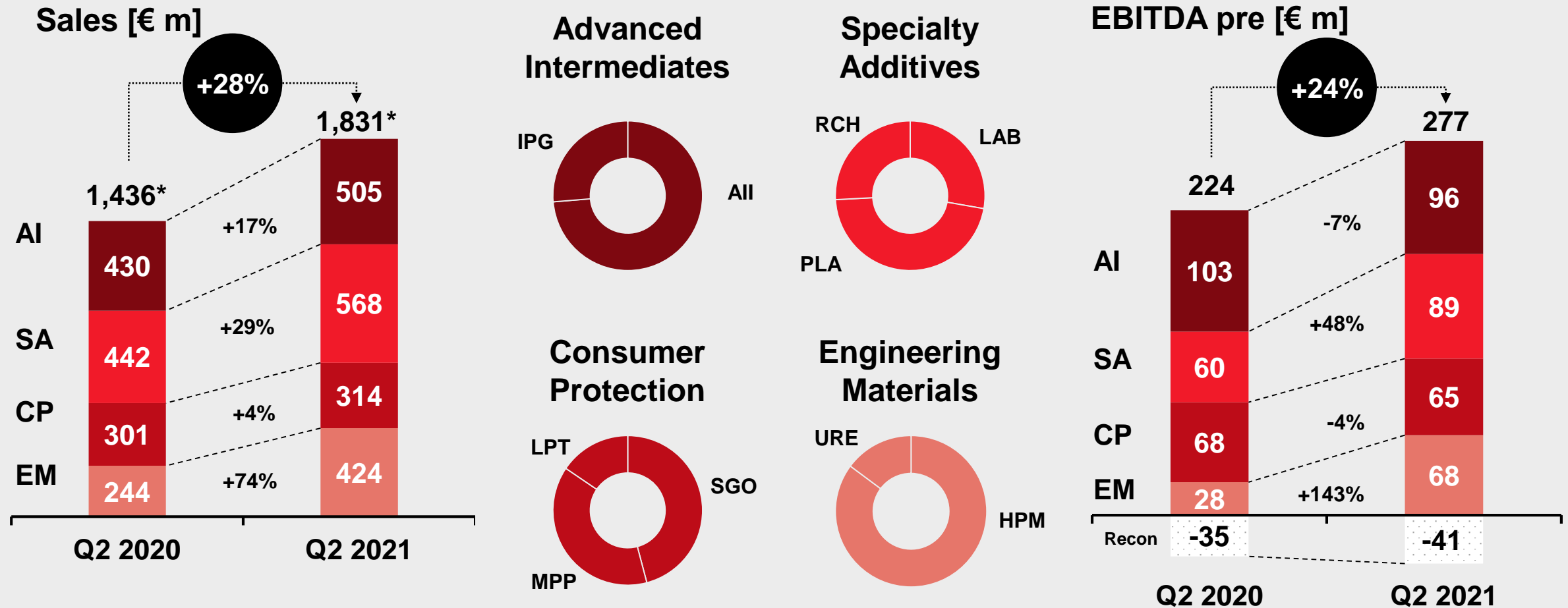
P&L Q2: Recovery kicks in

[€ m]*	Q2/2020		Q2/2021		yoy in %
Sales	1.436	(100%)	1.831	(100%)	28%
Cost of sales	-1.042	(-73%)	-1.356	(-74%)	30%
Selling	-194	(-14%)	-225	(-12%)	16%
G&A	-64	(-4%)	-70	(-4%)	9%
R&D	-28	(-2%)	-29	(-2%)	4%
EBIT	61	(4%)	125	(7%)	>100%
Net Income	798	(56%)	100	(5%)	-87%
EPS pre	0,86		1,38		60%
EBITDA	198	(14%)	247	(13%)	25%
thereof except.	-26	(-2%)	-30	(-2%)	15%
EBITDA pre except.	224	(15,6%)	277	(15,1%)	24%

- Cost of sales inflated by higher raw material and energy costs
- Increase in selling expenses reflects higher logistic and storage costs
- Strong earnings reflect recovering demand despite higher energy and logistic prices as well as negative FX development
- Net income in previous year includes proceeds from CURRENTA divestment

* From continuing operations

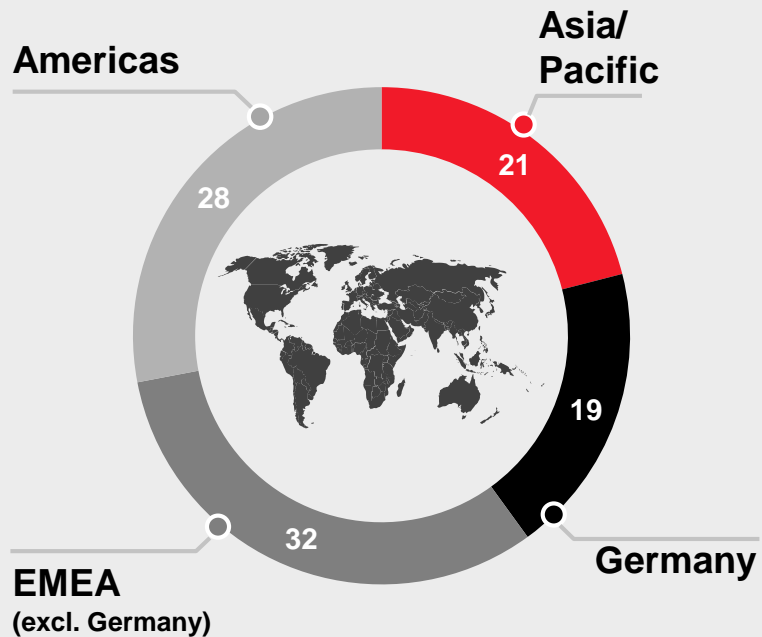
Q2 2021: Strong recovery supported by Specialty Additives and Engineering Materials



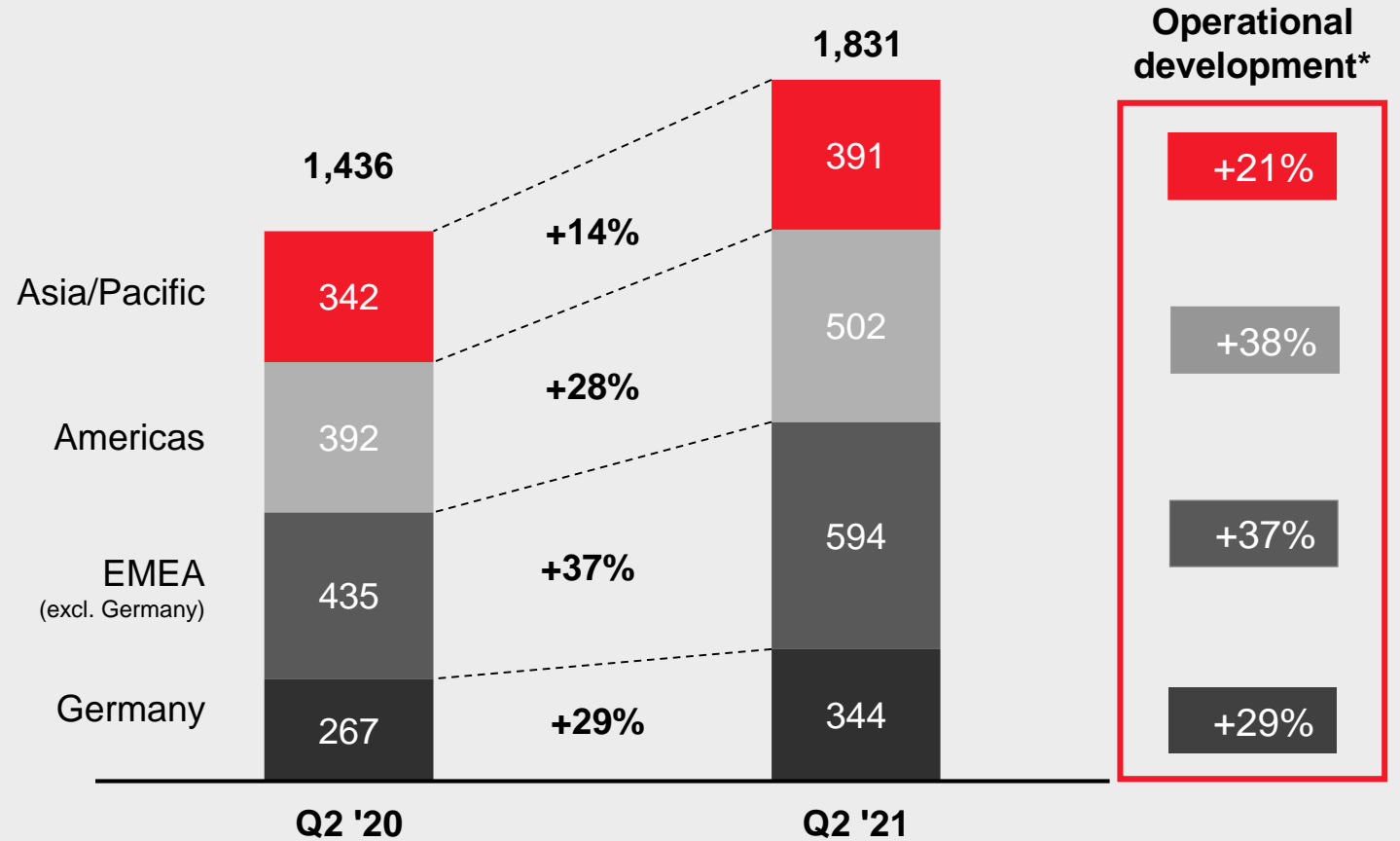
* Total group sales including reconciliation

Q2 2021: Strong operational development in all areas

Q2 2021 sales by region [%]



Regional development of sales [€ m]



* Currency and portfolio adjusted

Operating cash flow burdened by working capital increase

[€ m]	Q2/2020	Q2/2021	Δ
Operating cash flow*	52	-10	-62
thereof changes in working capital	56	-165	-221
Investing cash flow*	88	182	94
thereof capex	-88	-92	-4
thereof payments for acquisitions / proceeds from divestments	734	12	-722
thereof net invest in money markets	-710	260	970

- Operating cash flow impacted by
 - Significant increase in inventories due to volume uptick and inflated raw material prices
 - Higher receivables based on increased sales
- Portfolio management:
 - Previous year investing cash flow reflects divestment of CURRENTA
 - Net amount in 2021 includes purchase price for Theseo netted against divestment of organic leather business

* Applies to continuing operations

Strong balance sheet

[€ m]	31.12.2020	30.06.2021
Total assets	8.880	9.149
Equity	2.999	3.352
Equity ratio	34%	37%
Net financial debt¹	1.012	1.309
Cash, cash equiv., short term money market inv.	1.794	1.502
Pension provisions	1.205	990
Net working capital	1.134	1.462
DSI (in days) ²	64	64
DSO (in days) ³	45	47

- Equity reflects positive net income, effects in pension provision and FX
- Ongoing strong liquidity – increase in net financial debt partly driven by dividend payment (€86 m), which was paid in Q3 last year
- Lower pension provisions reflect interest rate increase
- Strong increase in working capital due to higher inventories driven by inflated raw material prices as well as higher receivables based on increased sales

¹ Including cash, cash equivalents, short-term money market investments

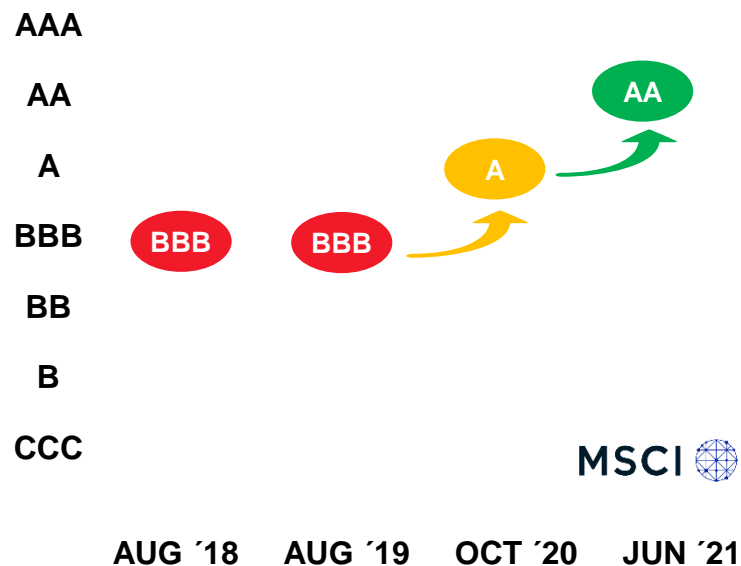
² Days sales of inventory calculated from quarterly sales

³ Days of sales outstanding calculated from quarterly sales

LANXESS has once again improved its sustainability ratings

MSCI ESG rating upgrade to AA

LANXESS ESG Rating History



- LANXESS way above average in Corporate Governance
- Convincing climate strategy and continuous improvement in Chemical Safety
- Upgrade driven by water stress risk assessment

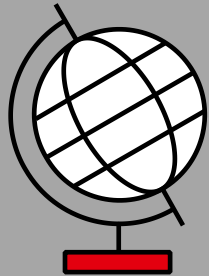
EcoVadis rating upgrade to Platinum



- EcoVadis covering more than 75,000 companies globally with sustainability ratings
- LANXESS perceived as strong performer in labor & human rights
- Upgraded due to improved performance in environmental dimension

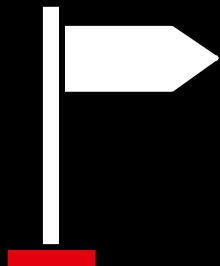
Leading ESG rating providers honor our performance

LANXESS guidance raised – Emerald Kalama Chemical contribution included



Current view on economy

- In general, ongoing recovery expected:
 - Growing demand especially in automotive, chemical industry and construction
 - Aviation and oil & gas modestly to gradually improving
- Ongoing strong development for Consumer Protection markets
- Course of pandemic and global logistic constraints remain risk factors



LANXESS outlook

- **FY 2021 EBITDA pre expected €1,000 - 1,050 m**
 - Strong development of underlying business
 - Emerald Kalama Chemical contribution ~€35 m

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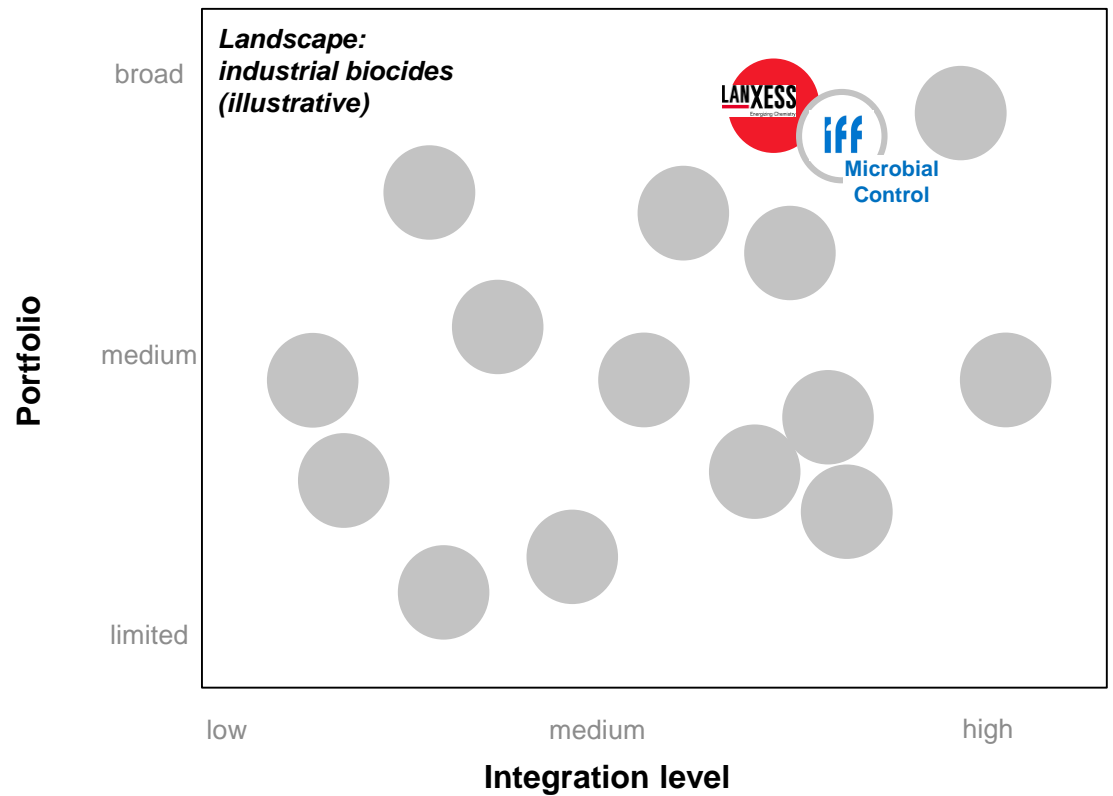


Housekeeping items 2021

Capex 2021	~€450-500 m (incl. EKC)
Operational D&A 2021	~€450 m (excl. EKC)
Reconciliation 2021	~€150-160 m including remnant costs and re-occurring expenses
Underlying tax rate	~28%
Exceptionals 2021	€120-150 m based on current initiatives (including ~€15m OTCs* Emerald Kalama Chemical)
FX sensitivity	One cent change of USD/EUR resulting in ~€7 m EBITDA pre impact before hedging
Effects from EKC acquisition	Further details will be provided in Q3 presentation

* OTCs = One Time Costs

Together, LANXESS and IFF MC complement their business activities in microbial control solutions



Strategic rationale

- 1 Building one of the key players in biocides
- 2 Complementary product portfolio in biocides
- 3 Complementary regional coverage
- 4 Attractive synergy and cash flow profile

Combined, IFF MC & LANXESS as global player with broad portfolio & diverse application coverage

Acquisition of IFF Microbial Control (MC) Business: Attractive strategic characteristics



Asset light
but full of data and IP

**Attractive
profitability**

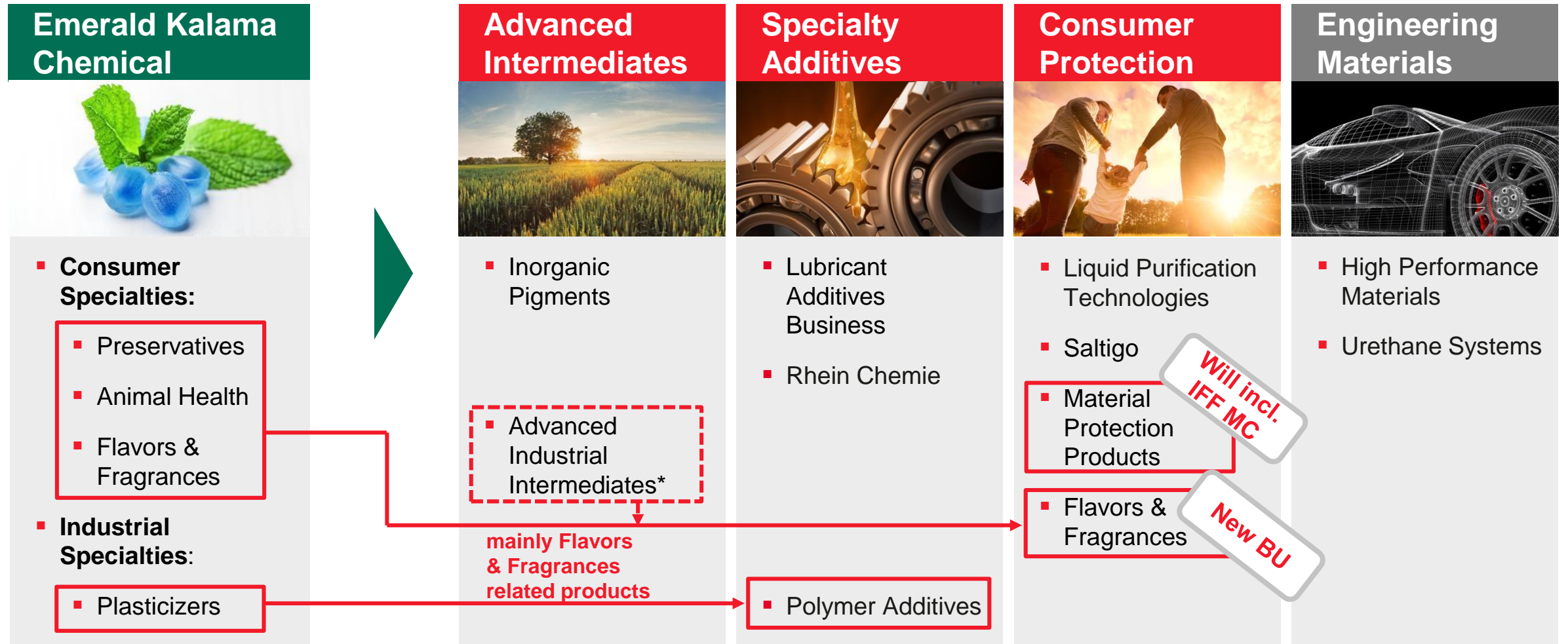
CO₂ light

**Regulatory affairs
intensive business**

**Strong cash
conversion**

**Secular
growth**

Flavor & Fragrance products combined in new business unit within the Consumer Protection segment



Emerald Kalama Chemical offers a 100% complementary fit to LANXESS



LANXESS Consumer Protection



Consumer Specialties (~75%)

Animal Health

- Preservatives for feed silage
- Animal feed additives substituting anti-biotics



Growth > GDP

Flavours & Fragrances

- ~30 aroma ingredients for food, home & personal care products



Growth > GDP

Food & Beverage

- High quality preservatives for food and beverages



Growth ~ GDP

Home & Personal Care

- Nature identical high purity preservatives for cleaning applications & cosmetics



Growth ~ GDP

Industrial Specialties (~25%)

CASE* & Polymers

- Phthalate-free plasticizers for:
 - Construction materials: e.g. flooring, sealants
 - Adhesives: substitution for mechanical fastening
 - Coatings and paper-based packaging



Growth > GDP

* CASE = Coatings, Adhesives & Sealants

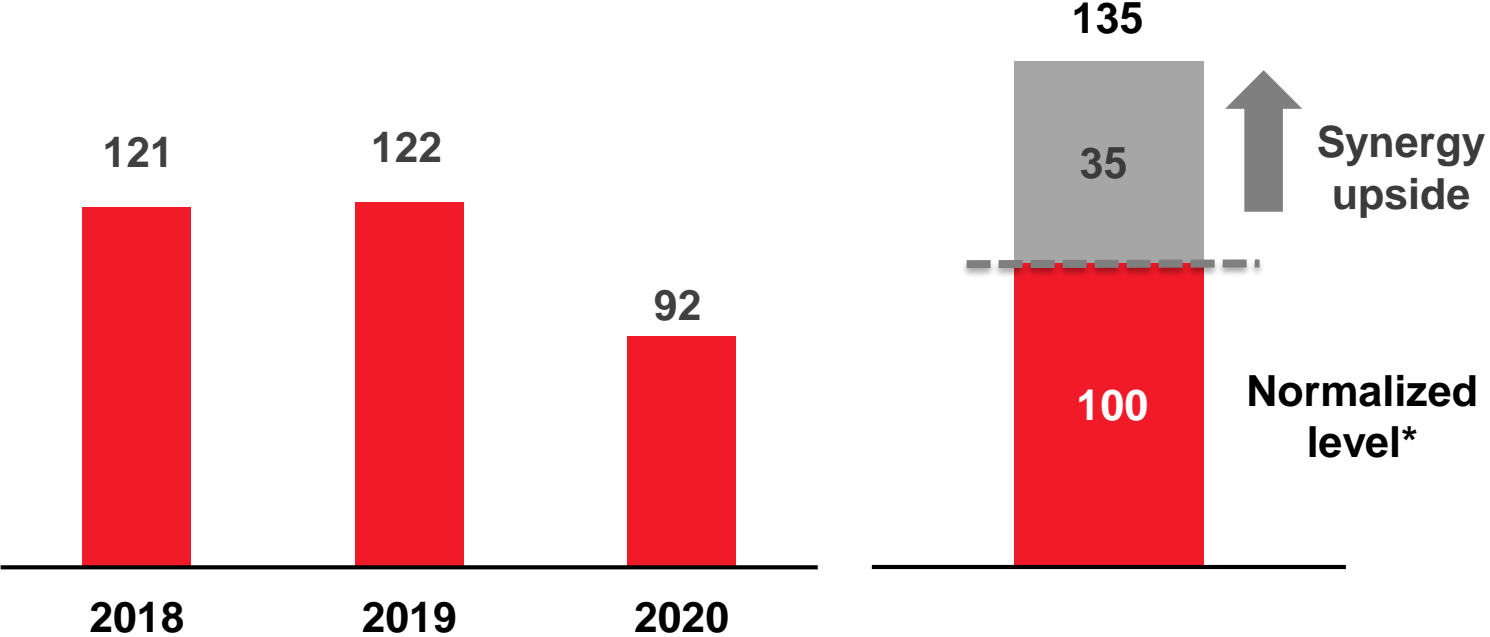
IFF MC: strong financials and asset light model

Attractive financials

- Approx. \$450 m normalized sales*
- >20% EBITDA margin
- \$1.3bn EV
- 9.6 x EBITDA incl. \$35m synergies
- Cash conversion ~ 90%

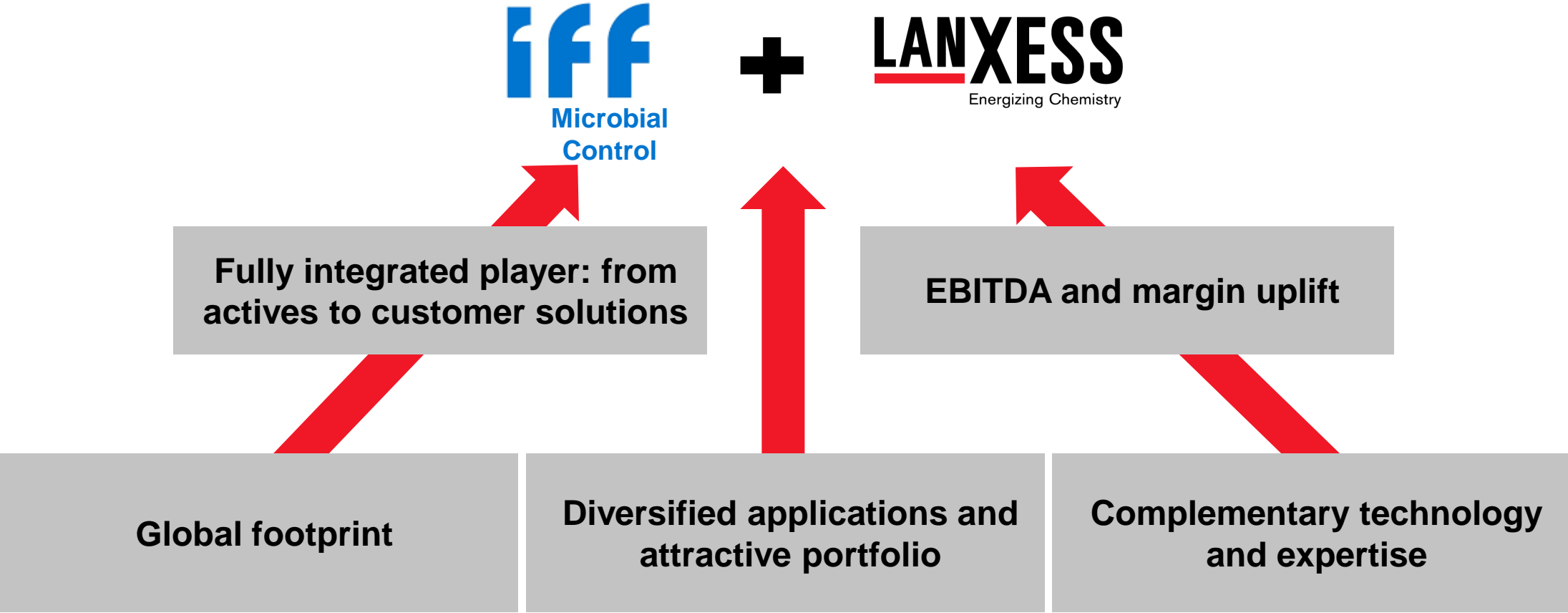
Right point in time to seize optimal value

Transferred EBITDA pre in \$m



* normalized means in an average year

A complementary fit – strong levers for LANXESS to build on IFF MC product platform & market access



IFF MC: Targeting €30m synergies, thereof €25m by 2024



Top line synergies: ~ €10m

- Complementary geographies and customers
- Cross selling potential
- New applications: energy market and hygiene

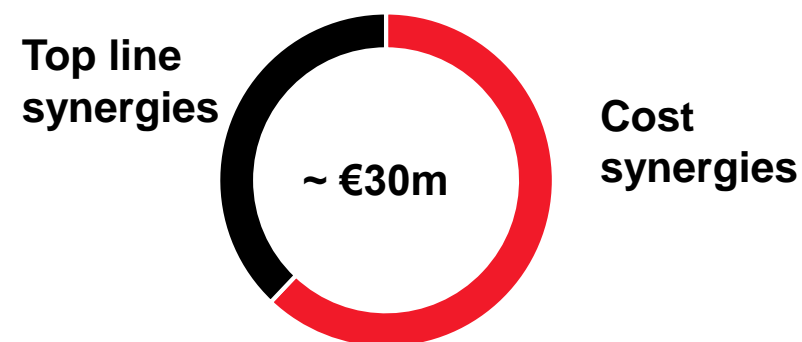


Cost synergies: ~ €20m

- Streamlining of sales office infrastructure
- Optimization of supply chain and distribution model
- Sourcing synergies
- Manufacturing excellence

Substantial synergies

Illustrative



	2022	2023	2024	2025
Synergies	~ €5m	~ €10m	~ €10m	~ €5m
OTCs	~ €15m	~ €10m	~ €5m	-
CAPEX*	~ €10m	~ €5m	~ €5m	-

Accretive transaction

- Enterprise value of ~€1.1bn
- Net financial debt and pension ~€10m
- ➔ **Purchase Price ~€1.1bn**
- EPS pre accretive in first year

Strong synergies

- Expected annual synergies of ~€30m (thereof already ~€25m by 2024)
- Confidence in synergies delivery given proven integration track record

Attractive multiple

- ~EV/EBITDA ~9.6 x including €30 m synergies

High cash generation

- Asset light production network supporting cash flow generation
- High margin business

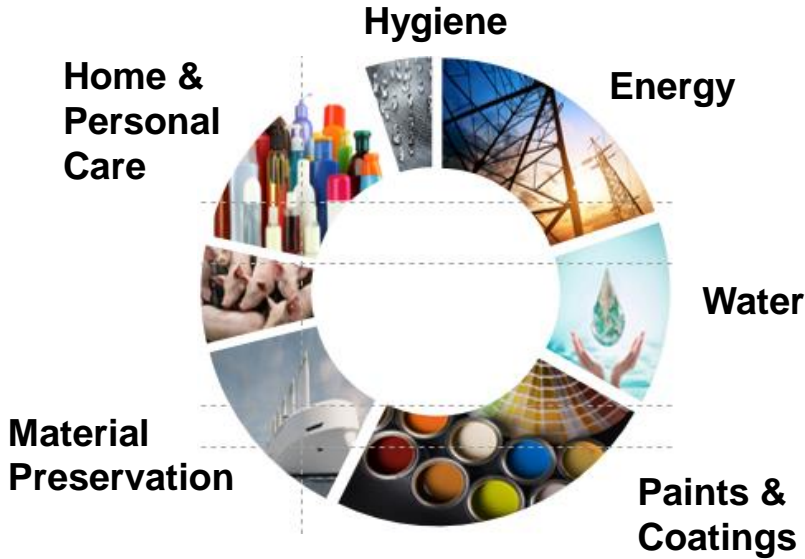
Acquisition will be debt financed within investment grade rating

IFF MC: Global market presence in key microbial control application segments

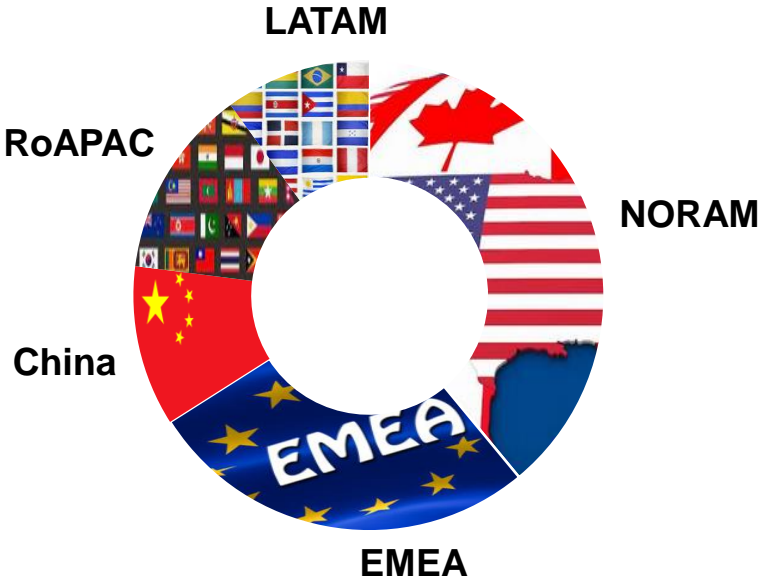


Strong complementary business

Sales by end-uses



Sales by region



~270 FTEs

2 manufacturing sites in the US

Outsourced global production network

> 1,500 registrations

Combination of IFF MC and LANXESS takes us to the next level

Creating one of the leading players in microbial control

Attractive synergy level with high margin and strong cash flow

Smooth integration and matching cultures

Strategic fit strengthening Consumer Protection focus



LANXESS closes acquisition of Emerald Kalama Chemical



€375 m

Sales in 2020

Secular growth
in attractive end markets

9.0x EBITDA
incl. ~€25 m synergies**

€0.9 bn

Enterprise value

€80 m

EBITDA pre in 2020

~80%
Cash conversion*

100%

True Specialties

22 - 25%
EBITDA pre margin

Acquisition of Emerald Kalama Chemical: A tailor-made strategic fit!

Key Facts

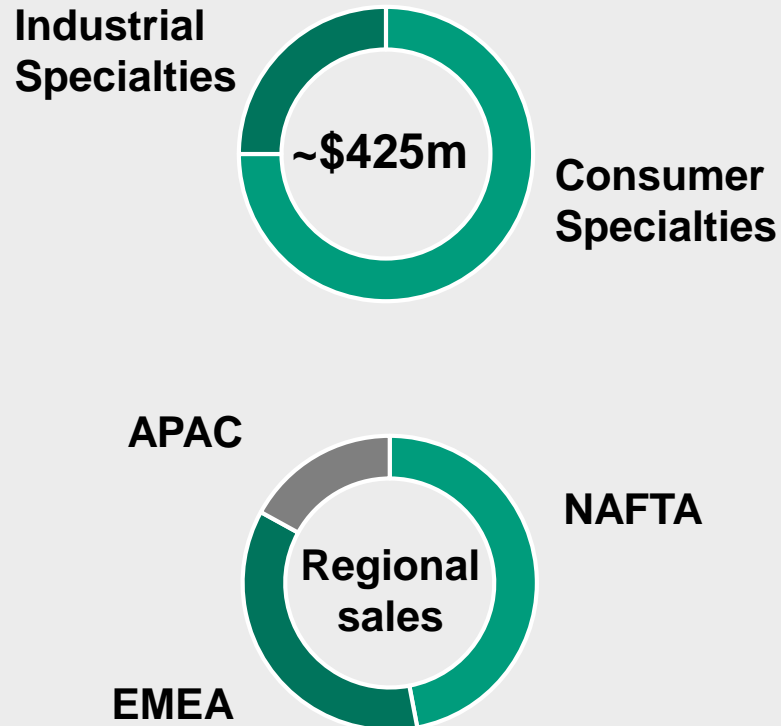


Key Financials 2020 (USD):

- Sales: ~\$425 m
- EBITDA pre: ~\$90 m
- Cash Conversion*: ~80%
- **Enterprise Value:** \$1,075 m
~9.0x EBITDA incl. ~\$30 m synergies
- **EPS accretion:** year one expected
- Financed from existing liquidity
- **Expected closing:** H2 2021

Peers: Valtris, Eastman, Celanese

Business Structure



Key Rationale

- Specialty business with strong fit to current portfolio
- Vertically integrated into high value derivatives**
- Strategic expansion into growth markets Food and Animal Nutrition
- Attractive secular growth markets above GDP
- Highly synergistic, both cost and top line synergies
- Straight forward integration into LANXESS

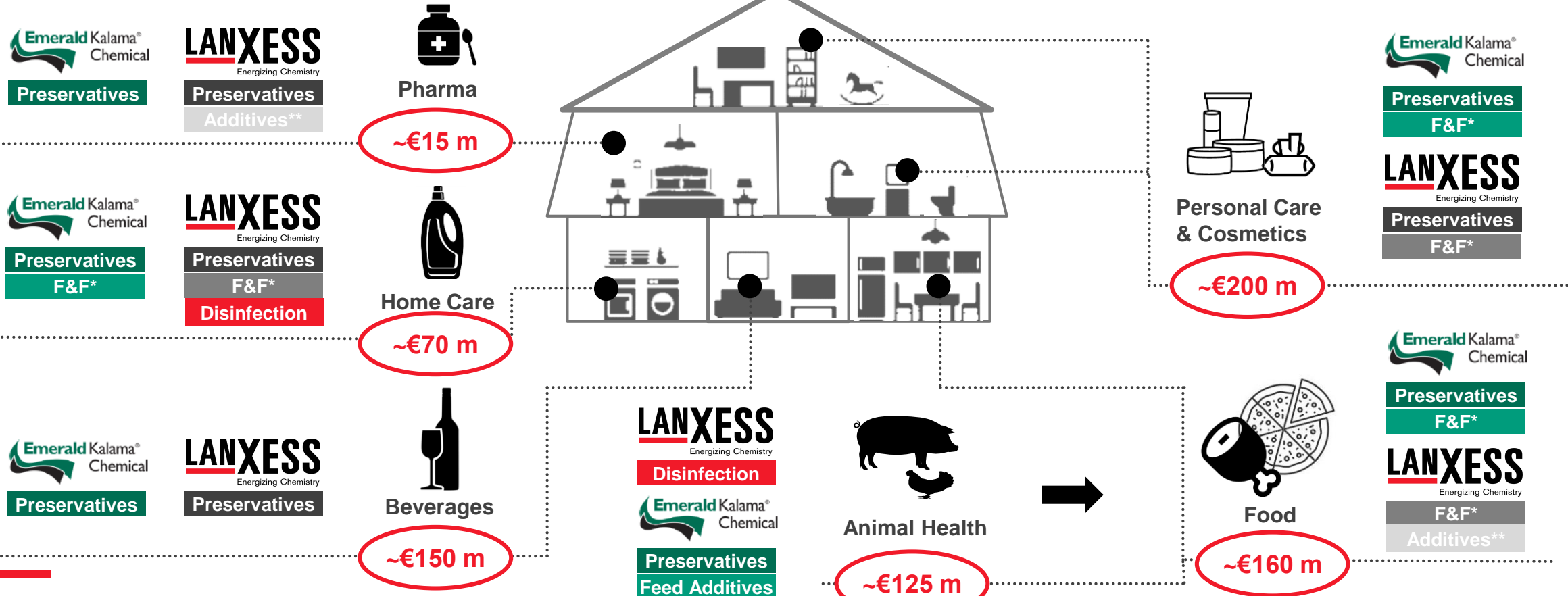
* cash conversion = EBITDApre – CAPEX / EBITDApre (mid-term)

** based on Benzoic acid & Benzaldehyde

The combined product portfolio brings consumer protection to everyone's daily life

Emerald Kalama's products complement LANXESS' Consumer Protection portfolio perfectly

Illustrative (combined sales)



* F&F = Flavors & Fragrances

** Additives: e.g. Active Ingredients & Intermediates (Pharma); Processing Agents (Food)

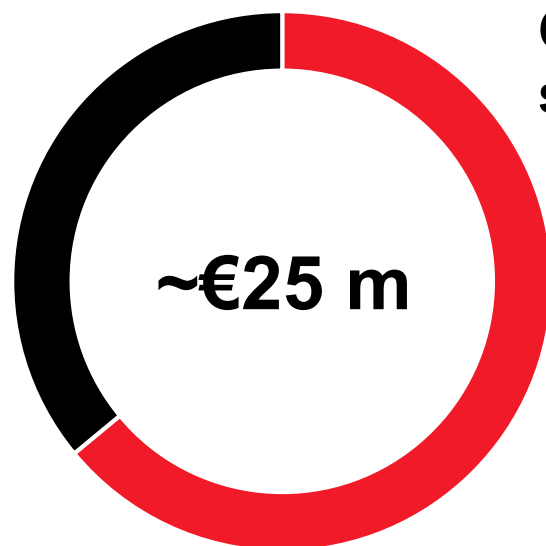
Emerald Kalama Chemical acquisition: Synergies, OTCs and Capex step in earlier than expected

Overview: Synergies structure

Phasing: Synergies, OTCs and CAPEX

Illustrative

Top line synergies



Cost based synergies

update

	2021	2022	2023	2024
Synergies	<€5 m	~€10 m	~€5 m	~€5 m
OTCs	~€15 m	~€10 m	~€5 m	~€5 m
CAPEX*	~€15 m	~€15 m	~€15 m	~€10 m

LANXESS closes divestment of organic leather business

Key data

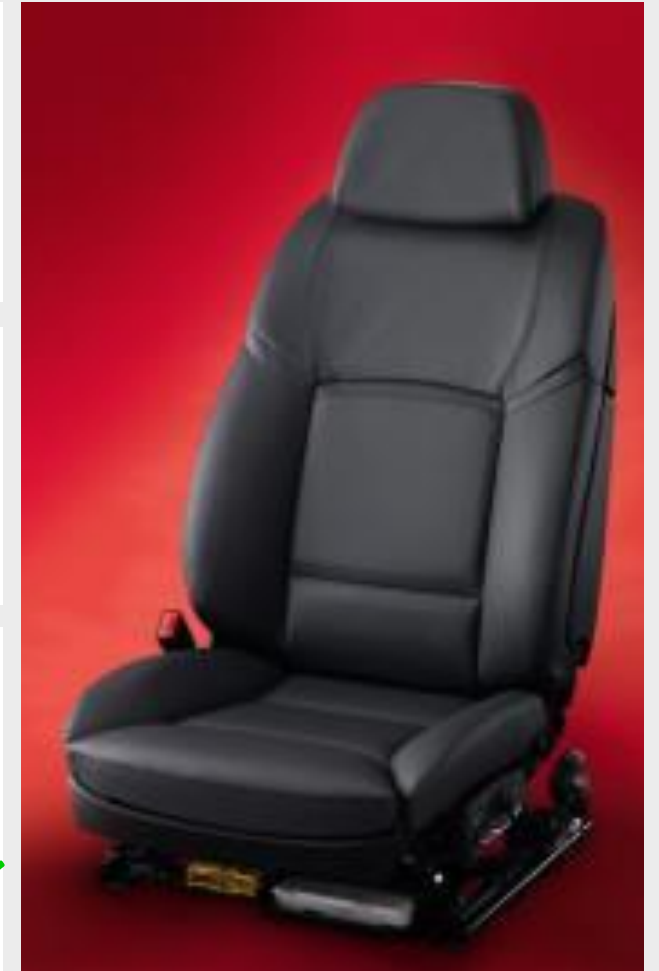
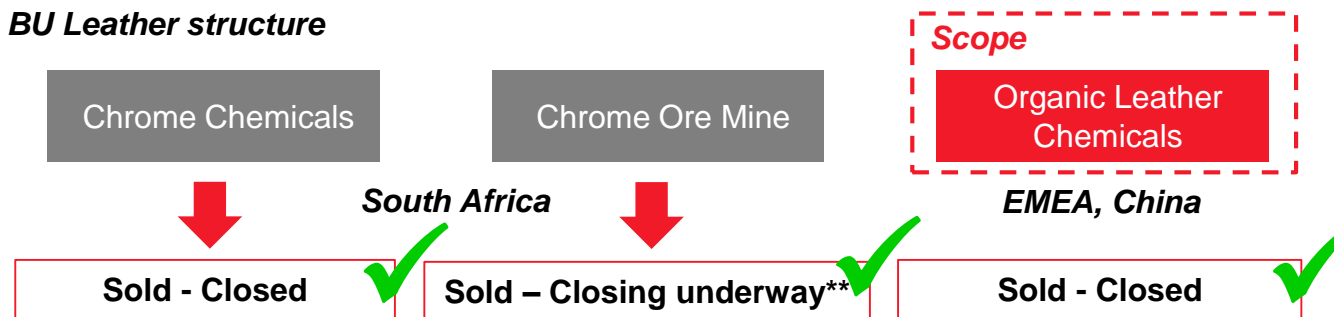
- Sale of global organic leather business to TFL*
- The purchase price comprises a fixed component of EUR 80m plus a performance-related component of up to €115m
- Agreed trade working capital mechanism will lead to a payment of around EUR 20 million to be paid out in Q3 2021

Strategic rationale

- Organic leather business no longer fits to LANXESS' strategic focus on specialty chemicals businesses
- Further reduction of automotive exposure
- Better future development under leadership of TFL

Transaction scope

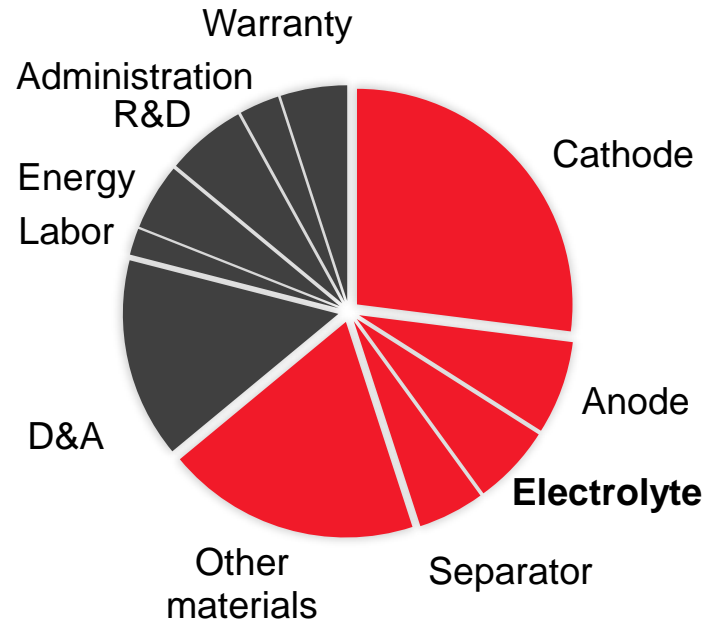
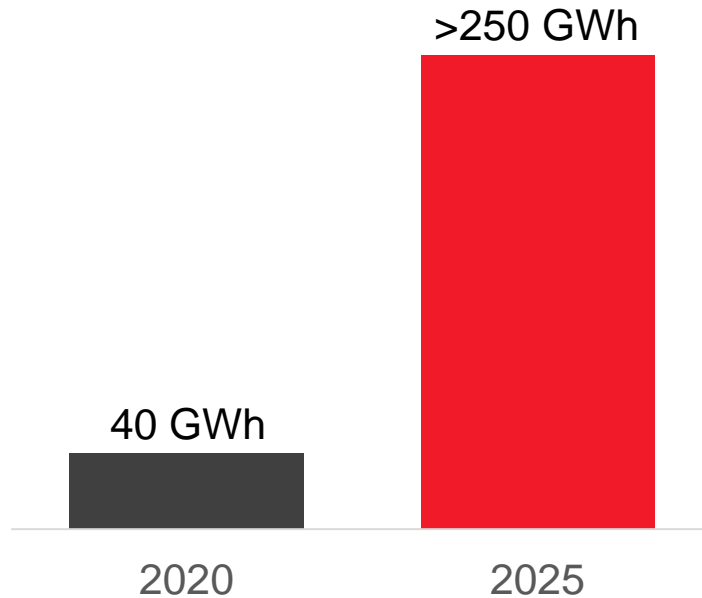
BU Leather structure



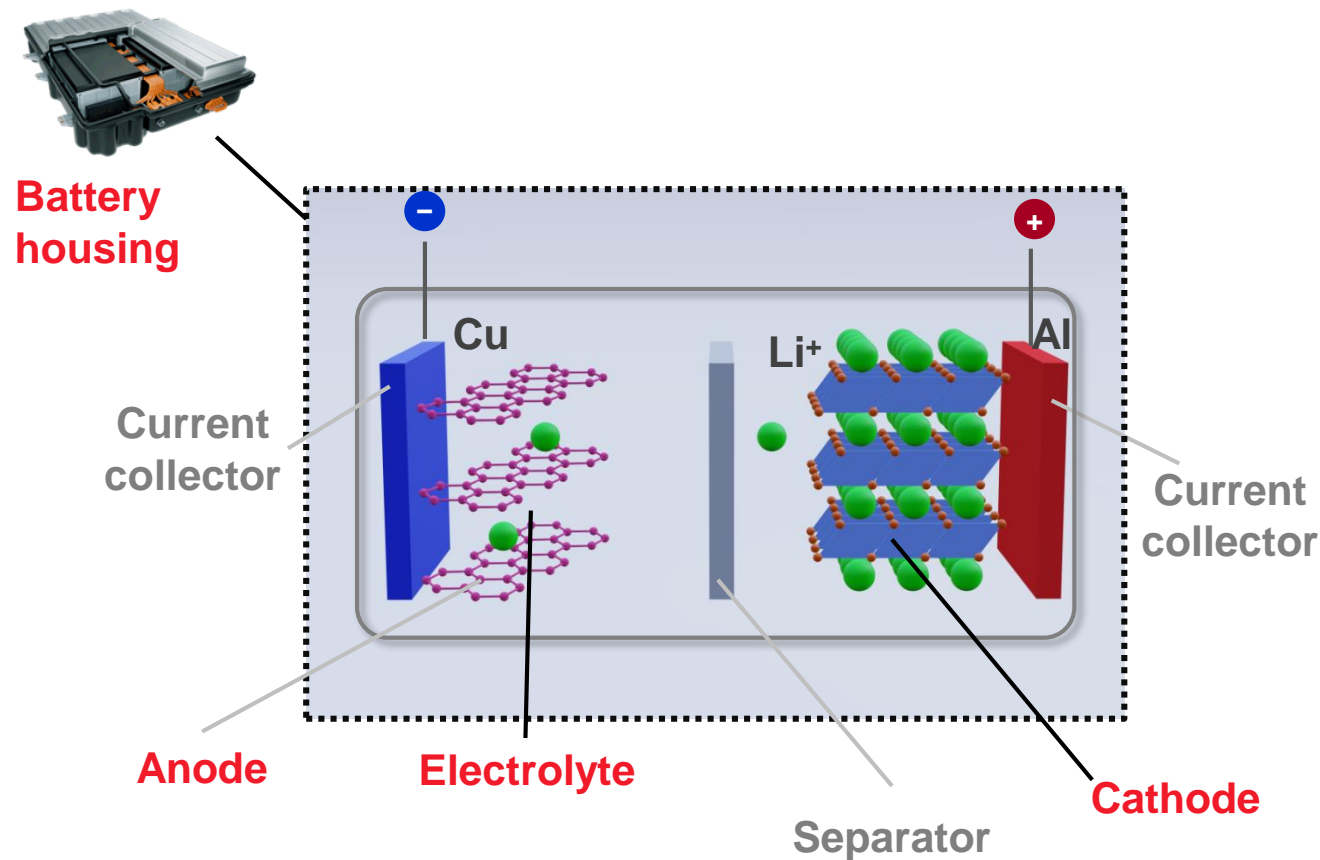
EU market for battery chemicals to grow to over EUR 10 billion by 2025

Massive growth in demand for battery cells in the EU

Chemistry accounts for 2/3 of battery cell costs



LANXESS offers key products for Li-Ion batteries



Battery housing

- PA/PBT compounds for components of the e-powertrain (BU HPM)

Electrolyte

- Key materials (Hydrofluoric acid, phosphorus chemicals) for electrolyte salt (LiPF_6) (BU AII/BU PLA)
- Flame retardants (BU PLA)

Cathode & Anode

- Iron oxide as precursor for cathode active materials (BU IPG)
- Ion-exchange resins for refining battery grade cobalt, nickel and lithium (BU LPT)
- Lithium chemicals from tail-brine (BU PLA)*

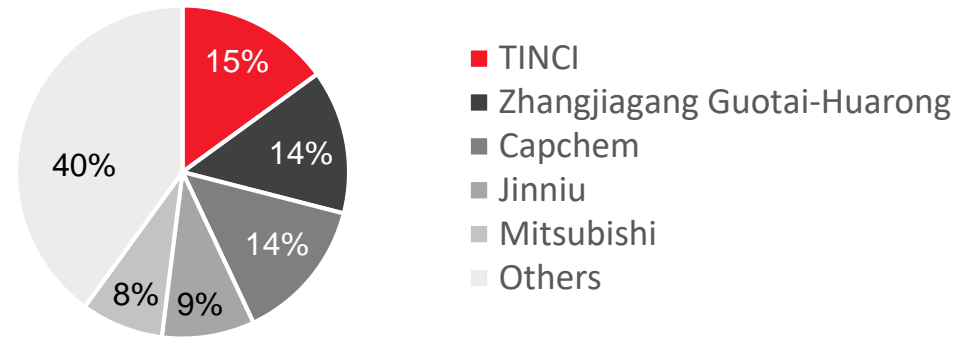
LANXESS starts electrolyte production for Li-Ion batteries in cooperation with market leader TINCI



Partnership with TINCI

- TINCI (Chinese Guangzhou Tinci Materials): a leading manufacturer for battery materials and the largest electrolyte producer worldwide
- Saltigo starts electrolyte production for TINCI in its high-tech plant in Leverkusen (Germany) early 2022

TINCI with leading position in fragmented electrolyte market*



Local raw material supply is key for cell manufacturers and OEMs

On track to climate neutrality in 2040: Nitrous oxide reduction in Antwerp



Milestone in our climate strategy

- Nitrous oxide is generated during caprolactam production
- Investment of approx. EUR 10 million

1 Plant significantly reduces emissions:
150 kt CO₂e / year less



2 Second plant planned for 2023
Impact: 300 kt CO₂e / year less

Key Figures: Back on pre COVID level

Q1

Q2

Q3

Q4



€1,831 m

Sales

+28%



-€10 m

Operating Cash
Flow



€1,502 m

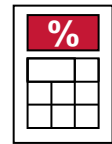
Cash & cash equivalents, short
term money market investments



€277 m

EBITDA pre

+24%



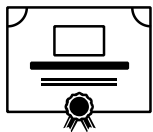
15.1%

EBITDA pre
Margin



€1,309 m

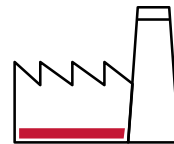
Net financial debt



€1.38

EPS pre

+60%



€92 m

CAPEX

H1 2021: Strong earnings

[€ m]	H1 2020		H1 2021		yoy in %
Sales	3.140	(100%)	3.524	(100%)	12%
Cost of sales	-2.311	(-74%)	-2.622	(-74%)	13%
Selling	-396	(-13%)	-433	(-12%)	9%
G&A	-138	(-4%)	-143	(-4%)	4%
R&D	-54	(-2%)	-56	(-2%)	4%
EBIT	165	(5%)	223	(6%)	35%
Net Income	862	(27%)	164	(5%)	-81%
EPS pre*	2,03		2,55		26%
EBITDA	417	(13%)	462	(13%)	11%
thereof except.	-52	(-2%)	-57	(-2%)	10%
EBITDA pre except.	469	(14,9%)	519	(14,7%)	11%

- Increase in selling expenses reflects higher logistic costs and negative FX effect
- Strong earnings reflect recovering demand despite higher energy and logistic prices as well as negative FX development
- Net income in previous year includes proceeds from CURRENTA divestment

* From continuing operations

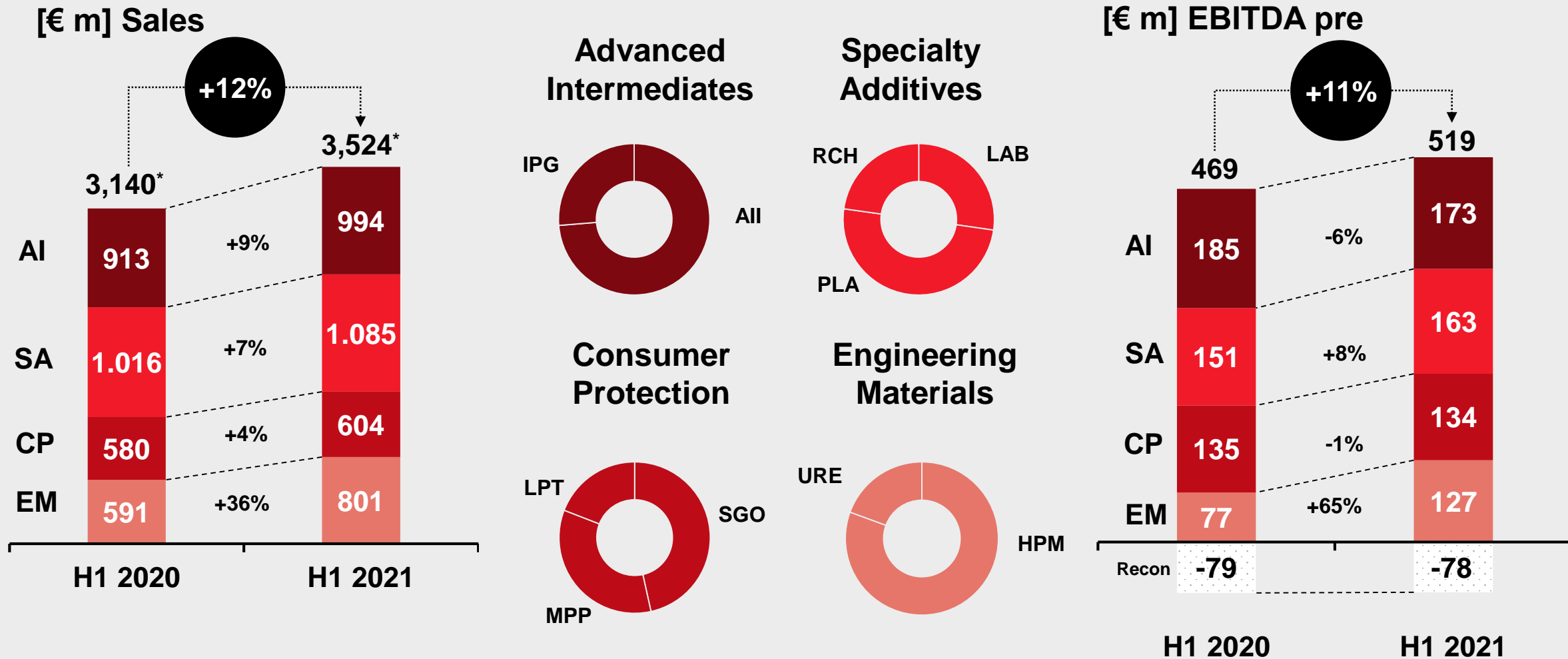
Operating cash flow H1 2021 burdened by working capital increase

[€ m]	H1 2020	H1 2021	Δ
Operating cash flow*	165	23	-142
thereof changes in working capital	-125	-311	-186
Investing cash flow*	13	712	699
thereof capex	-162	-162	0
thereof payments for acquisitions / proceeds from divestments	787	4	-783
thereof net invest in money markets	-769	864	1.633

- Operating cash flow impacted by
 - Significant increase in inventories due to volume uptick and inflated raw material prices
 - Higher receivables based on increased sales
- Portfolio management:
 - Previous year investing cash flow reflects divestment of CURRENTA stake and chrome business
 - Net amount in 2021 includes purchase price for Theseo and Intace netted against divestment of organic leather business

* Applies to continuing operations

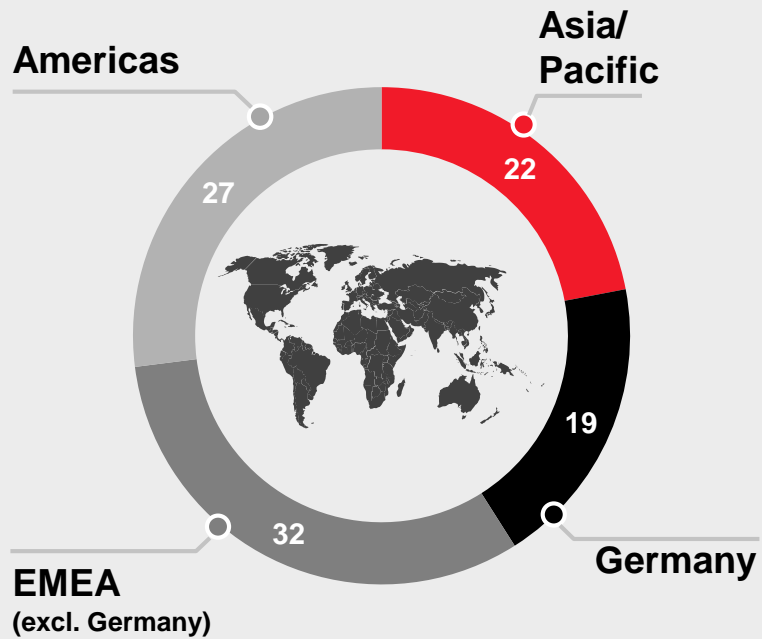
H1 2021: Strong recovery supported by Specialty Additives and Engineering Materials



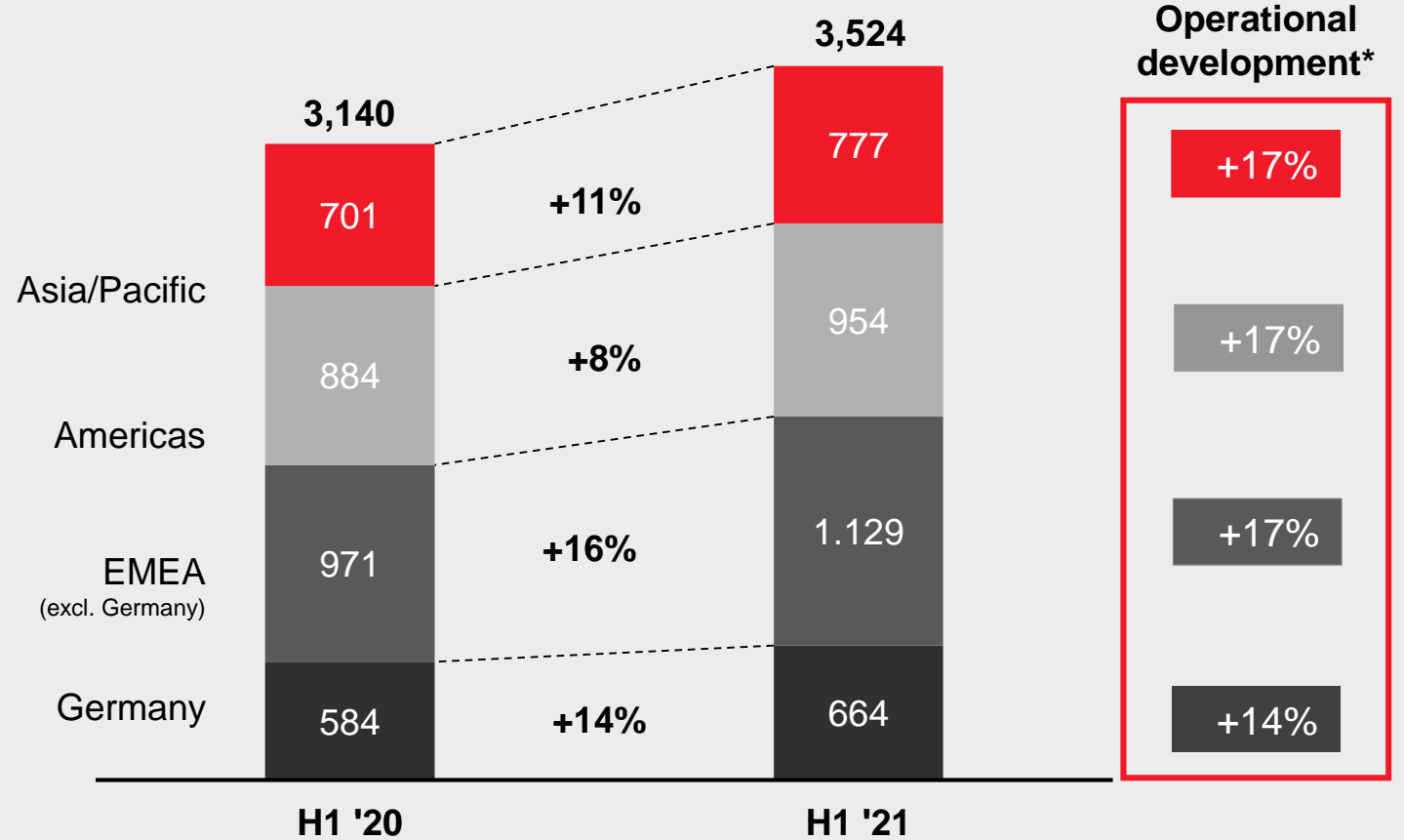
* Total group sales including reconciliation

H1 2021: Strong operational development in all regions

H1 2021 sales by region [%]



Regional development of sales [€ m]



* Currency and portfolio adjusted

Exceptional items (on EBIT) below previous year level

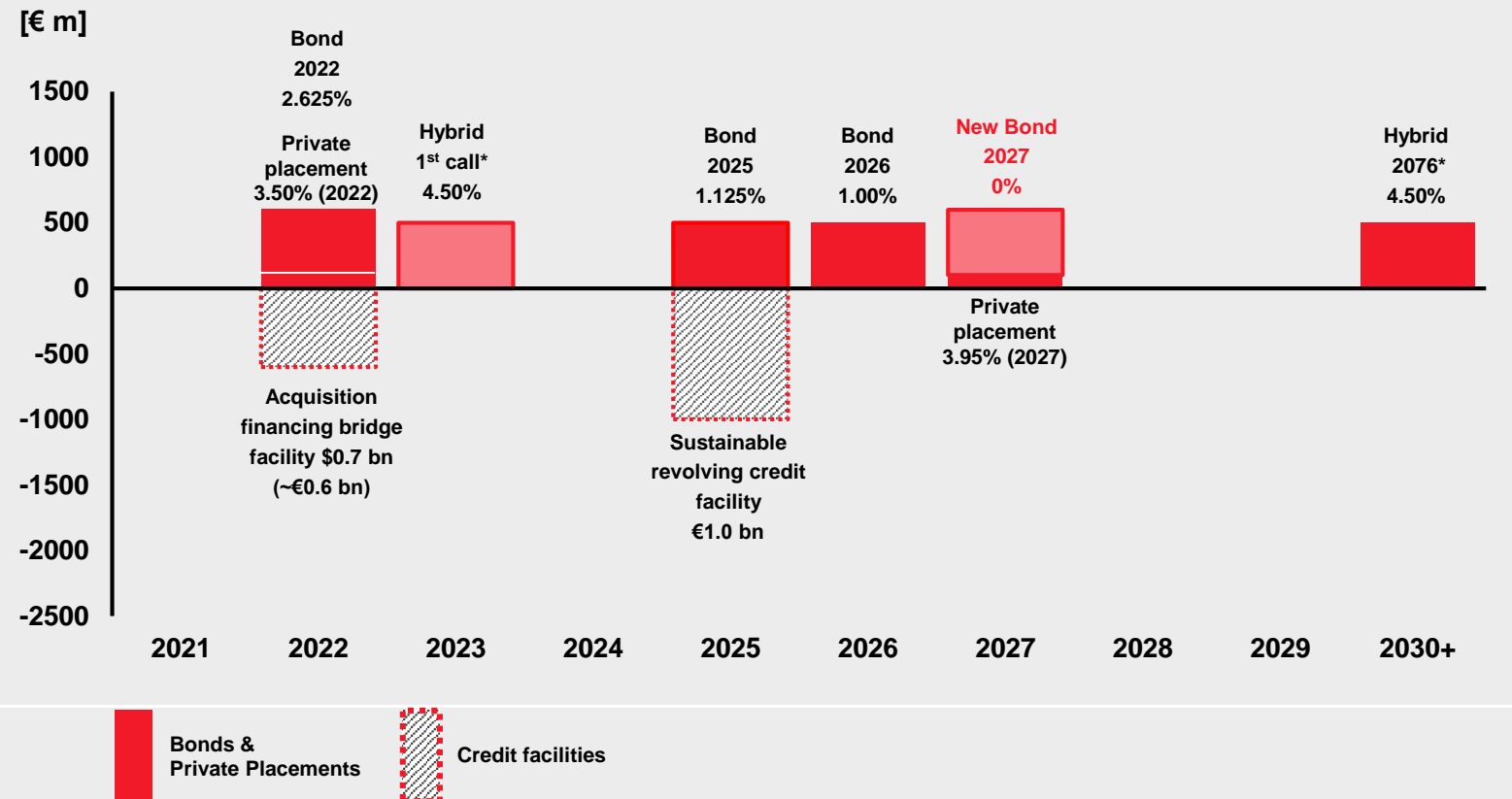
[€ m]	Q2/2020		Q2/2021		H1 2020		H1 2021		Comments
	Excep.	Thereof D&A	Excep.	Thereof D&A	Excep.	Thereof D&A	Excep.	Thereof D&A	
Strategic Realignment & Restructuring	25	18	5	1	41	18	7	1	incl. adjustment of production network
M&A, Digitalization (incl. Chemondis) and Others	13	1	21	0	17	0	39	0	incl. CUR, organic leather, membrane divestments, Emerald Kalama, Theseo, Intace acquisitions
Strategic IT projects	7	0	6	1	13	1	13	1	incl. SAP Hana Project
Total	45	19	32	2	71	19	59	2	

First senior EUR benchmark bond issued to finance the acquisition

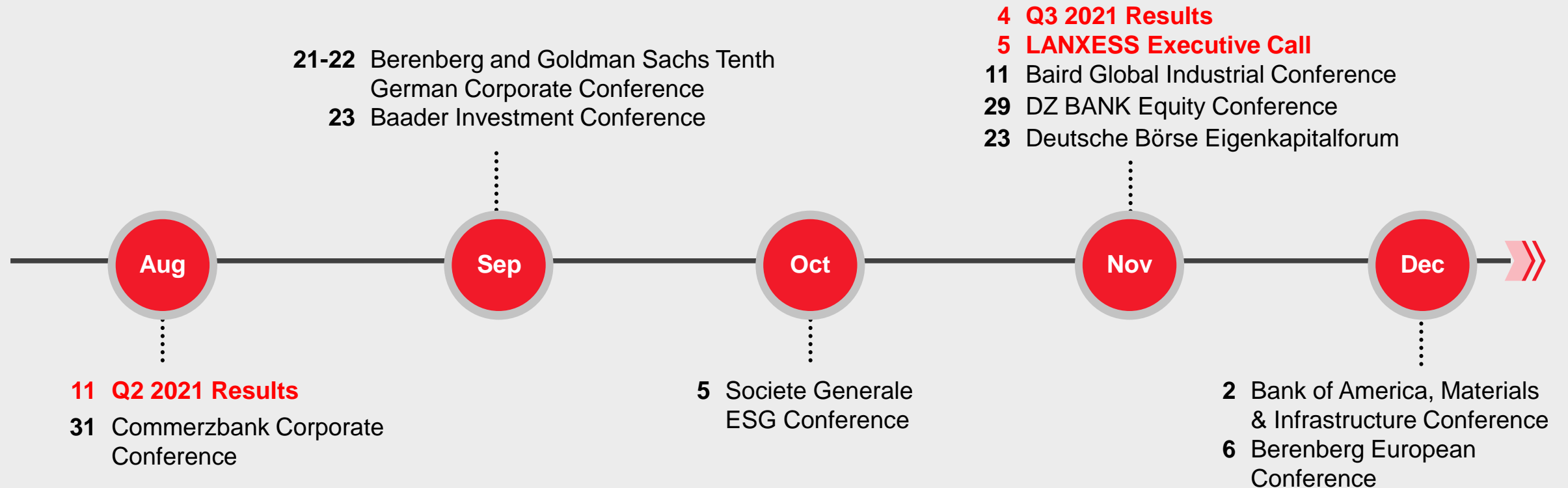
Long-term financing strategy

- Diversified financing sources
 - Bonds & private placements
 - Undrawn sustainable revolving credit facility
- Bridge financing for acquisition of IFF Microbial Control in place
- Balanced maturity profile will be maintained

Balanced maturity profile



Upcoming virtual events 2021 - Proactive capital market communication



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Visit the IR
website



Abbreviations



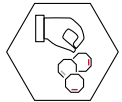
Advanced Intermediates

AI Advanced Industrial Intermediates
IPG Inorganic Pigments



Consumer Protection

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



Specialty Additives

LAB Lubricant Additives Business
PLA Polymer Additives
RCH Rhein Chemie



Engineering Materials

HPM High Performance Materials
URE Urethane Systems

LANXESS

Energizing Chemistry