

LANXESS – Goldman Sachs & Berenberg German Corporate Conference

Delivering operationally and executing on key strategic milestones

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September 21, 2022

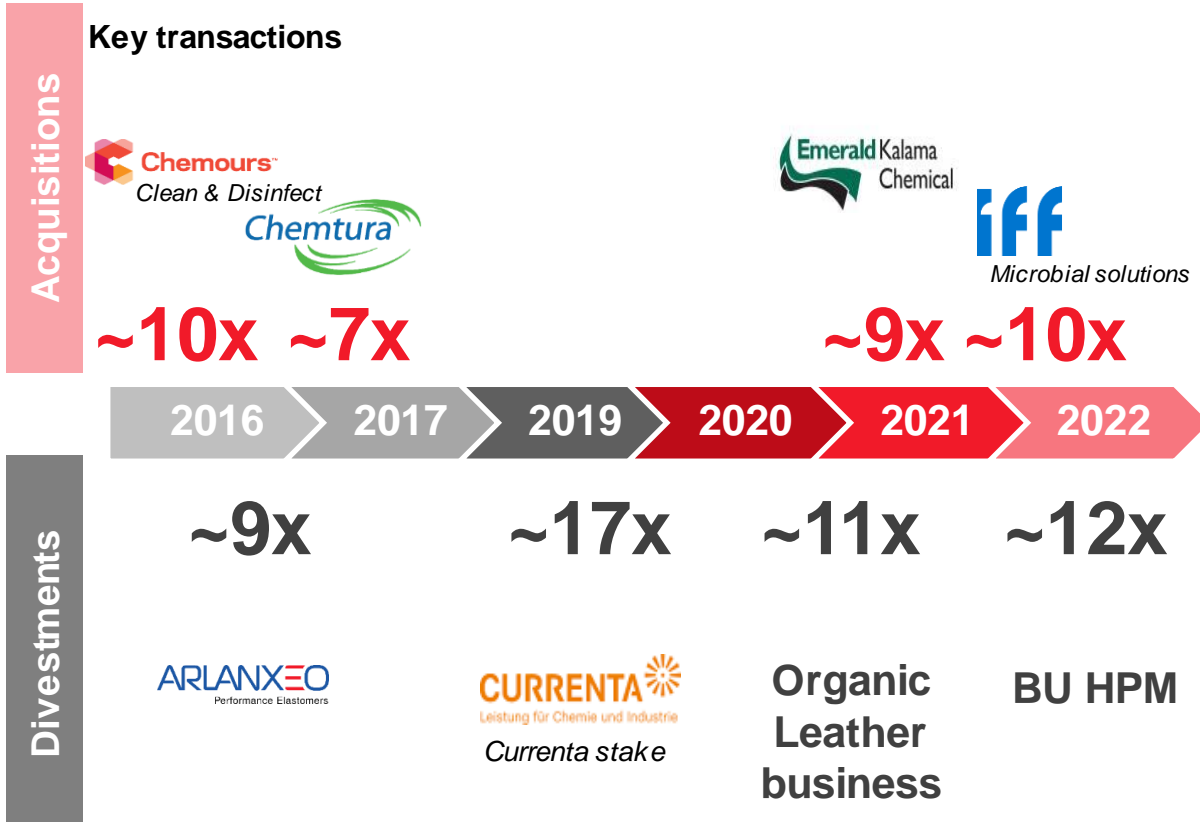
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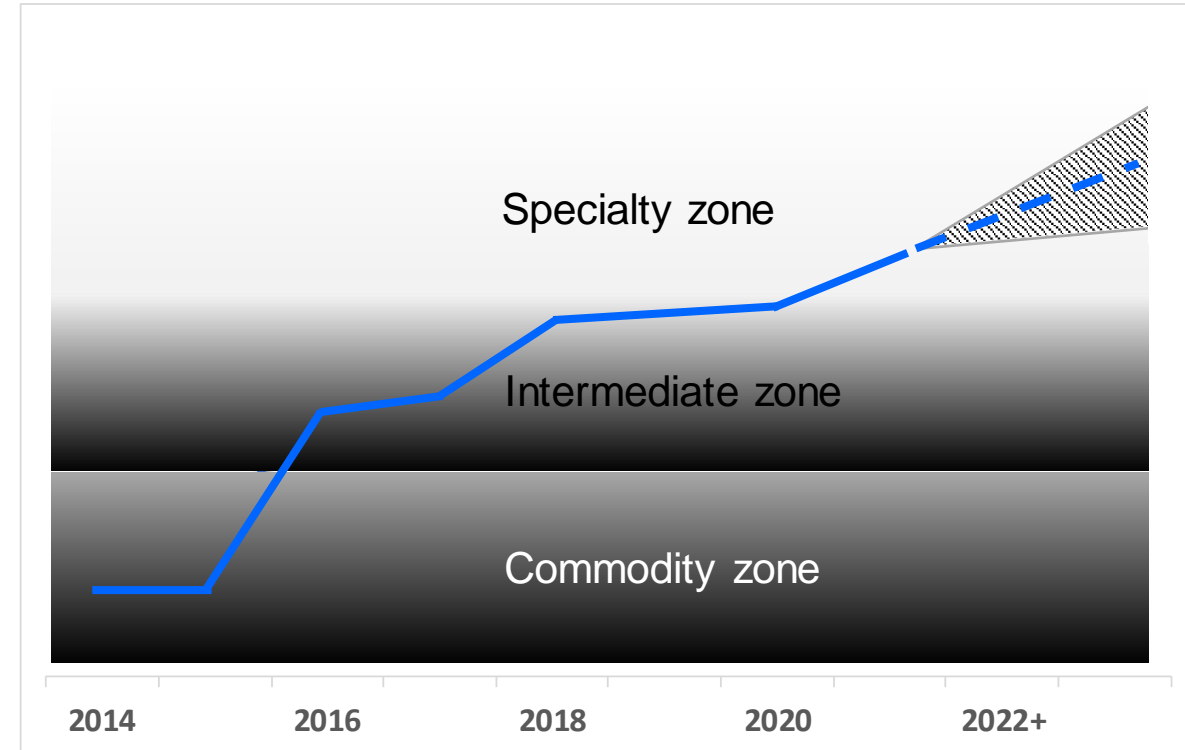
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Improving our financial profile via active portfolio management

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



Increasing true specialty nature of portfolio



— = LXS product portfolio

Strong portfolio of attractive chemical businesses: Reduced complexity, higher margins, asset lighter

Advanced Intermediates



- Advanced Industrial Intermediates
- Inorganic Pigments



- Among top 3 players
- Cost, technology and process leadership

Specialty Additives



- Lubricant Additives Business
- Polymer Additives
- Rhein Chemie



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

Consumer Protection



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



- # 1-3 positions
- Attractive secular growth
- Strong margins
- Asset light & high cash conversion

Executing on our strategy: Portfolio transformation strengthens our resilience and competitiveness

1
Higher resilience

Reducing cyclical market exposure and becoming more resilient

- ✓ Underperforming businesses divested – 6 transactions
- ✓ Acquisitions in the area of Consumer Protection – 5 transactions

Less than 10% Auto exposure*

2
Global footprint

Focus on Americas

- ✓ Acquisitions reduce German production footprint
- ✓ More balanced and optimized sales split

Increase in US sales exposure

3
Improving financial profile

Upgrading financial profile with focus on de-leverage and cash flow improvement

- ✓ Leverage addressed with sale of HPM
- ✓ Managing the controllables (ongoing)

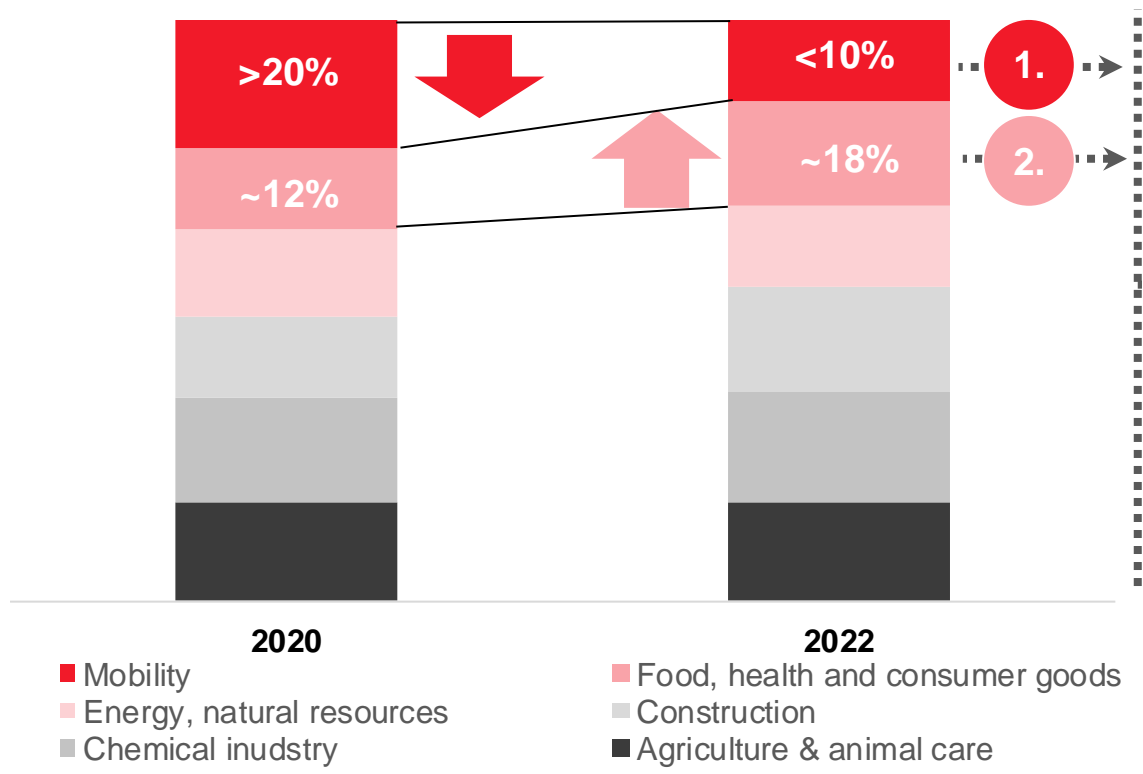
Commitment to solid investment grade

1

Recent portfolio measures lead to a more balanced end-market exposure

Sales split in %

Pro forma* sales split in %



- 1. Automotive exposure reduced
 - ✓ Total exit from leather
 - ✓ Contribution of HPM in JV
- 2. Higher portion of end-consumer focused markets
 - ✓ Full contribution of recent acquisitions
 - ✓ Growth above GDP in Consumer Protection

2 Strengthened global footprint

CAPEX and M&A spending since 2017*

In %



■ Germany ■ Americas ■ EMEA ■ APAC

Portfolio transformation focus:

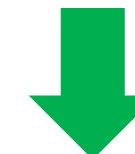
- Chemtura
- EKC
- IFF MC
- Bolt-ons



Main acquisition focus on Americas



Strengthened Americas asset footprint



German dependency further reduced

Global portfolio further balanced on basis of growth investments and M&A

3 We are working on all possible levers to improve cash flow

	2022	Following years
EBITDA pre	<ul style="list-style-type: none"> Contribution from organic growth & acquisitions Higher specialty business due to portfolio optimization 	<ul style="list-style-type: none"> Higher margin business
Exceptionals	<ul style="list-style-type: none"> Lower M&A activity Less cost for digitalization & restructuring 	<ul style="list-style-type: none"> Further reduction
W/C	<ul style="list-style-type: none"> Release once input costs normalize 	<ul style="list-style-type: none"> Inflow, Disciplined WC management
CAPEX	<ul style="list-style-type: none"> Reflecting HPM carve out 	<ul style="list-style-type: none"> Prudent CAPEX spending

Multiple levers over mid-term to improve cashflow

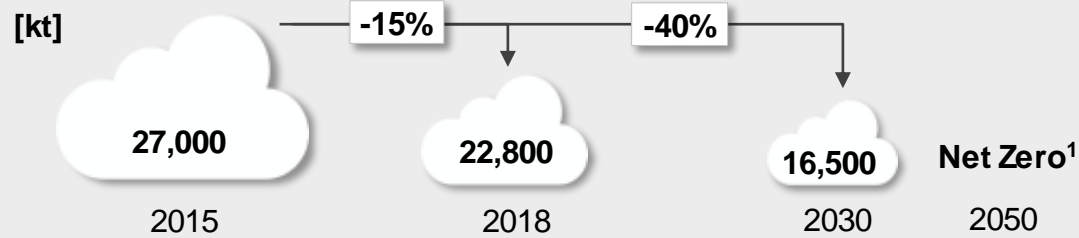
LANXESS enhances climate strategy by adding Scope 3 reduction target and gaining SBTi approval

Net Zero \ Value Chain

- Newly set Scope 3 emission reduction target
- Approved by SBTi



LANXESS Scope 3 emissions pathway



LANXESS climate strategy

2019: “Climate Neutral 2040” with roadmap for Scope 1+2 emissions reduction

- Realize major impact projects for climate protection
- Decouple emissions and growth
- Pursue technological innovations

2022: “Net Zero Value Chain” strategy to reduce Scope 3 value chain emissions

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

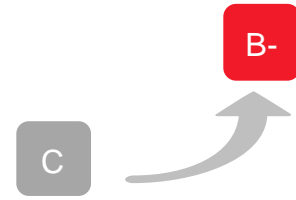
Leading ESG rating providers honor our performance

MSCI
ESG RATINGS



Convincing climate strategy
Ongoing improvement: Water Stress & Chemical Safety

ISS ESG



Prime status
Top 8%

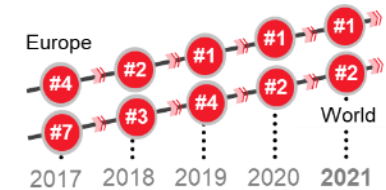
CDP
DISCLOSURE INSIGHT ACTION



Climate leader
Top 5%

Dow Jones Sustainability Indices

Powered by the S&P Global CSA



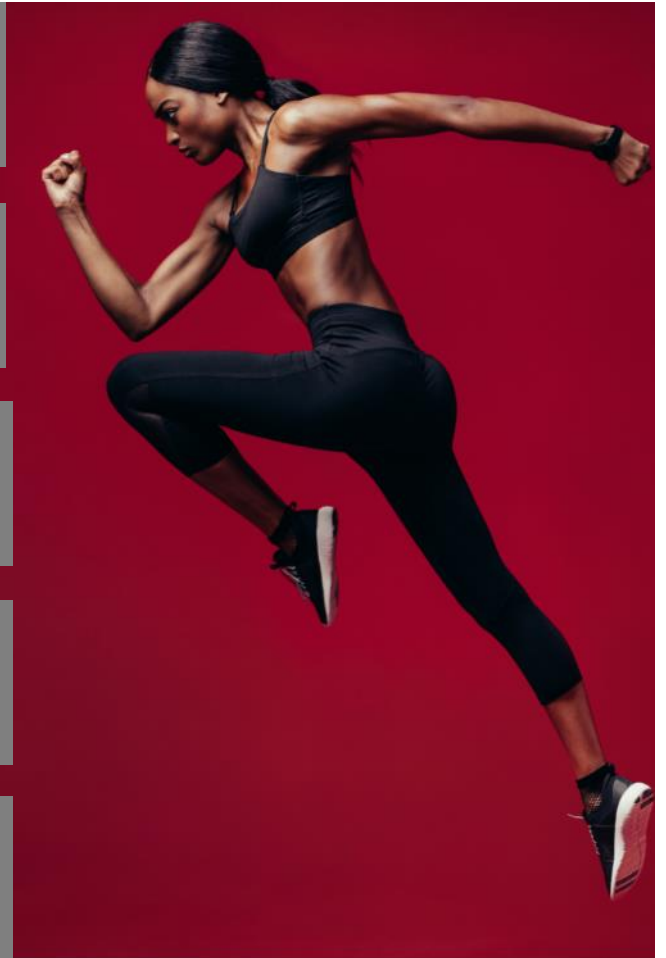
Top 10% in DJSI World (11th year)
DJSI Europe (5th year)

LANXESS' performance is also recognized by further ESG indices and rating providers



In a nutshell: 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
Energizing Chemistry

Back-Up

LANXESS manages financial risks proactively and successfully



Liquidity

Strong liquidity position

- Cash*: €1,720 m in Q2 2022
- RCF: €1 bn (undrawn, no financial covenants)
- Committed credit lines: €750 m (undrawn)

Risk measures

- Careful evaluation of different scenarios and stress tests
- Daily cash monitoring
- Interest rate hedging for next bond maturity in November 2022

Leverage

Maintaining investment grade rating

- Leverage clearly limited by commitment to solid investment grade rating

Risk measures

- Focus on deleveraging and sale of assets (see HPM JV)
- Increasing EBITDA will support deleveraging

Cash Flow

Burdened cash flow on basis of inflationary environment

Countermeasures

- Focus on W/C management
- Exceptionals will ease in 2023 (e.g. less M&A, SAP upgrade realized)
- Rigorous CAPEX review and reflecting HPM deal