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Energizing Chemistry

LANXESS – Roadshow Q1 2022

The NEW LANXESS – more resilient, higher margins and higher specialty chemicals player

Investor Relations, June 2022

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Agenda

1	The NEW LANXESS
2	Addressing market concerns
3	Review Q1 2022 and backup

Formation of a powerful plastics JV - immediate cash-in and clear exit determined

LANXESS & Advent International

≤40% | ≥60%

Engineering Plastics JV

- **BU HPM** (LANXESS)
- **Engineering Materials** (DSM)

- Immediate cash-in of at least €1.1 bn
- LANXESS has exit possibility:
  - Earliest exit possibility after 3 years
  - Fixed multiple for complete exit offers upside due to synergies
- Closing & deconsolidation of BU HPM expected H1 2023*

LANXESS retains exit option for ≤40% ownership in JV

* BU HPM treated as discontinued operations as of 1st of January 2022

Monetization of BU HPM stake with attractive financials and additional upside at final exit

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BU HPM Sales EBITDA pre	Multiple	Enterprise value	Compensation
~€1.5 bn* ~€210 m*	12x	~€2.5 bn	≥€1.1 bn cash proceeds ≤40% JV stake and exit possibility**

* FY 2021
** LXS will continue to own ≤40% in JV and will have the opportunity to divest earliest after 3 years

LANXESS: Strong transformation via active portfolio management

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

Key transactions

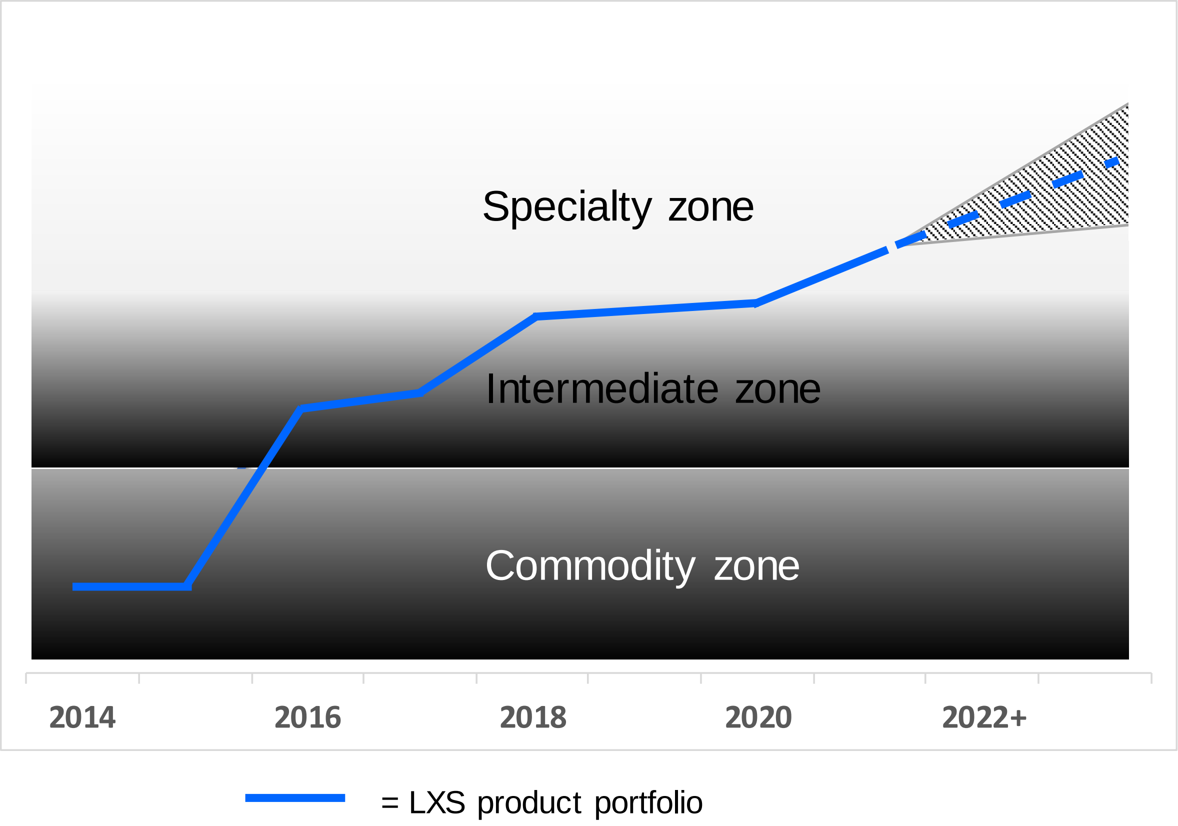
Acquisitions

2016	2017	2018	2019	2020	2021	2022
Chemours Clean & Disinfect ~10x	Chemtura ~7x				Emerald Kalama Chemical ~9x	iff Microbial solutions* ~10x

Divestments

2016	2017	2018	2019	2020	2021	2022
~9x ARLANXEO Performance Elastomers				~17x** CURRENTA Leistung für Chemie und Industrie – Currenta stake	~11x Organic Leather business	~12x BU HPM

Increasing true specialty nature of portfolio



* Closing expected in Q2 2022

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

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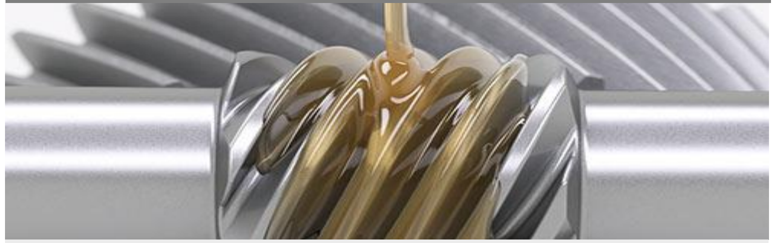
Advanced Intermediates

- Advanced Industrial Intermediates
- Inorganic Pigments

~30%*

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

Specialty Additives



- Lubricant Additives Business
- Polymer Additives
- Rhein Chemie

~30%*

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

Consumer Protection

New BU

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

~40%*

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

*% of pro forma group EBITDA pre incl. full contribution from EKC and IFF MC, excluding Engineering Materials segment

We have defined clear focus topics and objectives – aligned with societal goals and our strategic ambition

Objectives*

- LANXESS to become climate neutral by 2040, -50% CO_2e emissions by 2030 versus 2018
- LTIFR** reduction of 50% to 1.0 in 2025 vs. 2016
- Increase proportion of women in management to 30% by 2030
- Reduction of absolute water withdrawal by 15% at water risk sites by 2023
- Increase in energy efficiency of 40% to < 1.24 (MWh/t) compared to base year 2015

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

* Selection **LTIFR: Lost time injury frequency rate

Sustainable Products

Our products enable sustainable solutions

Health	Water	Infrastructure	New Mobility
Desinfectants and products for arsenic removal	Ion exchange resins for water purification	Products for flame and building protection	Materials for battery value chain and lightweight construction

A large share of LANXESS' sales volume supports the Sustainable Development Goals (SDGs)

Five of the most striking reasons to invest

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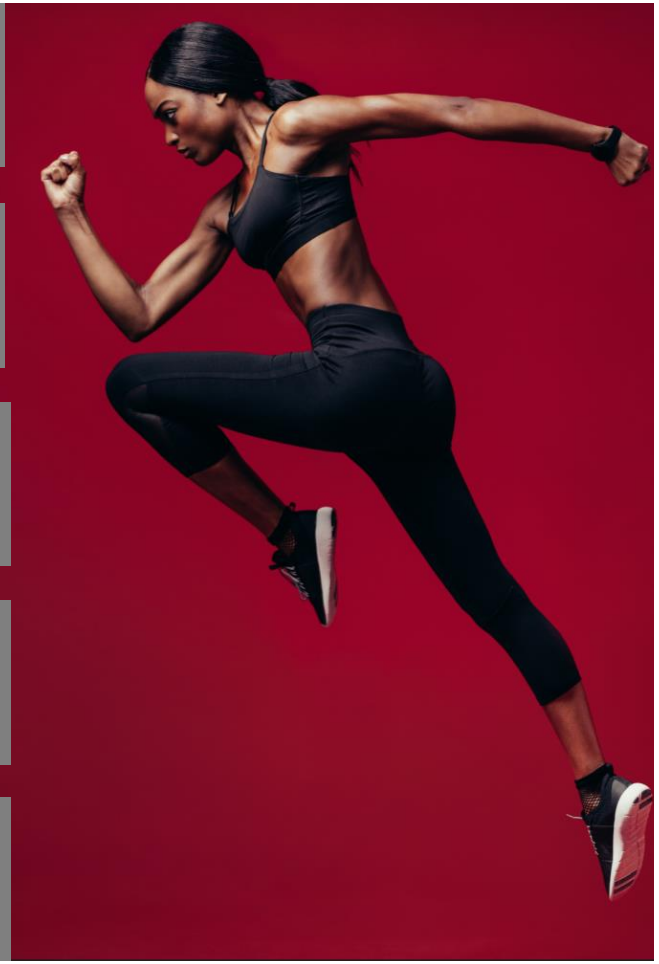
1. Embark on an exciting transformation journey to high margin specialty chemicals businesses
2. Unique specialty chemicals portfolio with leading market positions
3. Proven resilient business model – with many growth options
4. Forerunner in sustainability – awarded by leading rating agencies
5. Energizing chemistry – committed management team embedded in performance oriented corporate culture



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LANXESS manages financial risks proactively and successfully

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1 Liquidity

Strong liquidity position

- Cash*: €1,885 m in Q1 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

2 Leverage

Maintaining investment grade rating

- Leverage clearly limited by commitment to investment grade rating

Risk measures

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

3 Cash Flow

Burdened cash flow on basis of inflationary environment

Countermeasures

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

*Cash and cash equivalents, short term money market funds

We are working on all possible levers to improve cash flow

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	2022	Following years
EBITDA pre	▪ Contribution from organic growth & acquisitions ▪ Higher specialty business due to portfolio optimisation	▪ Higher margin business
Exceptionals	▪ Lower M&A activity ▪ Less cost for digitalization & restructuring	▪ Further reduction
WC	▪ Release once input costs normalize, review of safety stocks and SAP go live	▪ Inflow, Disciplined WC management
CAPEX	▪ Stable development despite acquisitions	▪ Reflecting HPM carve out

Multiple levers over mid-term to improve cashflow

*Depending on macro-economical situation

Energy costs with unprecedented rise

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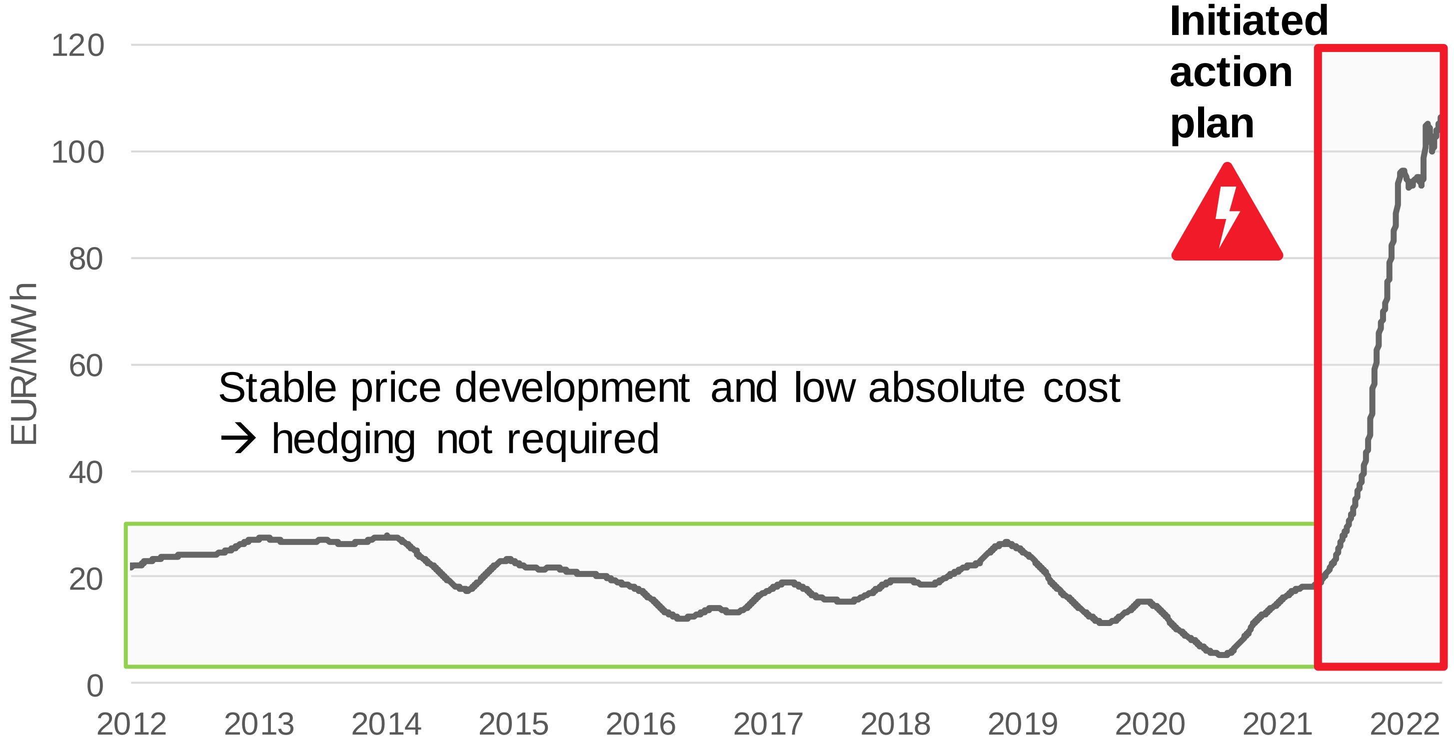
Gas price development in Germany*



Management of energy supply and costs in focus

* German Trading Hub Europe Natural Gas Forward Month 1 (moving average)

Focused process to create transparency and to embed energy pricing into relevant contracts

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Q2 '21 → Q1 '22

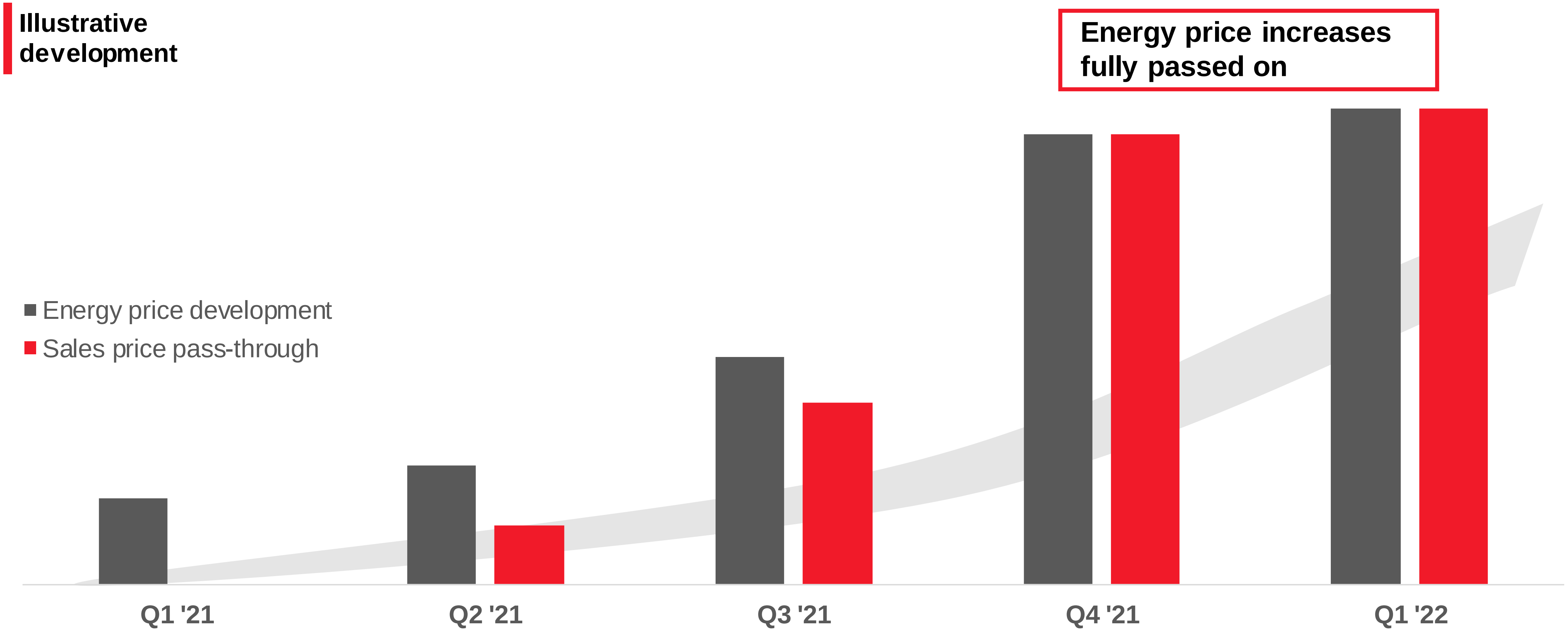
- Establish energy transparency on product level globally
- Create transparency on all relevant key contracts

- Develop concepts by BU
- Develop concepts for major customers
- Train sales force

- Start to levy energy surcharges in non-contracted businesses
- Intense negotiations with key customers
- Amend all relevant contracts where legally possible

- More than 50% of relevant contracts changed:
  Price escalation clauses in place
- Further work on remaining contracts ongoing

Pass-through of higher energy costs implemented



LANXESS immediately established task force after start of Russian war on Ukraine

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Russian attack on Ukraine — **24th Feb** — **Set up of task force**

- Establishment of full transparency on risk exposure:
  - Minor sales / receivables exposure
  - Minor asset / risk exposure
- Preparation of crisis scenarios (opex and capex control)
- Procurement established alternative sourcing concepts, where needed

14th March — **Additional liquidity**

- Preparation of additional liquidity
- Issuance of €600 m bond and establishment of further committed credit lines to have back-up liquidity in place

On-going — **Preparation for potential gas embargo**

- Creation of transparency on gas exposure world-wide
- Prioritization of gas allocation by site and product lines
- Develop operational and technical implementation plans

Direct impacts considered modest

 All statements based on currently available information

Potential gas embargo could be tackled by reduced output of some specific gas intensive plants

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Moderate direct impact on major German sites

Situation at sites in North Rhine-Westphalia*:

- Mainly steam and electricity needed for production. Both are based on gas or coal (sourced from CURRENTA)
- LXS / CUR are not directly supplied by Russian gas. However, embargo of Russian gas leads to undersupply in Germany (35-50% sourced from Russia) and would reduce supply of **steam** at LXS sites
- LXS energy costs: only 40% depend on gas in Germany
- Embargo of Russian oil: not an issue

Potential consequences:

➡ **Electricity:** Not an issue, replaceable from grid

➡ **Steam**: An embargo of Russian gas only leads to a modest direct impact (see following analysis)

* Leverkusen, Uerdingen, Dormagen

Reduced production in 4-5 out of 53 plants could offset Russian gas embargo*

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Russian gas embargo should be manageable

plant	steam demand [t/h]	profitability contribution	necessary action
Plant 1	high	modest	shutdown
Plant 2	high	modest	reduced output
Plant 3	high	modest	reduced output
Plant 4	high	modest	reduced output
Plant 5	medium	modest	reduced output
Plant 6	medium	high	continued operation
Plant 7	medium	high	continued operation
….			continued operation
Plant 52	low	high	continued operation
Plant 53	low	high	continued operation

Estimated direct EBITDA effect: €80-120 m p.a. – indirect effects not quantifiable

* In North Rhine-Westphalia / in case of an embargo, these would be the most impacted sites in Germany

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A strong start into an uncertain year

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LANXESS successfully manages current challenges

- ✓ 2022 started strong: Q1 with more than 30% EBITDA pre growth
- ✓ Energy and raw material costs fully passed on (price: +31%), underlining pricing power and strength of portfolio
- ✓ Strong guidance for Q2 2022: €280-350 m
- ✓ Full Year 2022 guidance confirmed: Significantly above previous year (YTD already ~€80 m ahead of PY)
- ✓ Energy- and gas exposure risks assessed and mitigation plans established

Strong start into the year, solid liquidity ensured

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	Q1 2021	Q1 2022	Δ
Sales	**1,693**	**2,432**	**+ 44%**
Price		+523	+ 31%
Volume		+19	+ 1%
FX		+71	+ 4%
Portfolio		+126	+ 8%
EBITDA pre	**242**	**320**	**+ 32%**
EPS pre	**1.17**	**1.63**	**+ 39%**
Liquidity*	**1,234****	**1,885**	**+ 53%**

* including cash, cash equivalents, near cash assets, short-term money market investments
** 31.12.2021

LANXESS Group: Significant EBITDA pre increase due to pricing and portfolio effect

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Raw material and energy price increases passed through

[€ m]	Q1/2021	Q1/2022	Δ
Sales	1,693	2,432	44%
EBITDA pre	242	320	32%
Margin	14.3%	13.2%	
CAPEX	70	63	-10%

Price	Volume	FX	Portfolio
+31%	+1%	+4%	+8%

Total +44%

Q1 Sales vs. PY

- Substantially higher sales in all segments again due to successful pass-through of higher raw material and energy prices, support from portfolio effect and FX
- Significant EBITDA pre rise due to good operating performance in all segments and contribution from acquired businesses, partly offset by logistical constraints
- Full pass-through of inflated input costs weighs on margins arithmetically

Good start in 2022 but high uncertainty due to Russia-Ukraine war

Current view on economy

- Currently still stable development of global economy becomes more fragile, increasing uncertainty from Russia-Ukraine war and China's zero Covid policy
- Ongoing challenges
  - Further high level of energy and raw material costs
  - Disruptions in global supply chains (at least until second half of 2022)

LANXESS outlook

- **Q2 2022**: **€280-350 m EBITDA pre**
- **FY 2022 EBITDA pre confirmed: significantly above previous year**
  - Not yet included: Microbial Control business of IFF (closing expected in Q3)

All currently known information considered in guidance

Q1 2022: Successful pass-through of raw material and energy costs

Highlights

- Full pass-through of raw material and energy price inflation strongly boosts sales (+44%)
- Significant increase in EBITDA pre by 32% to €320 m
- All segments contribute to growth, Specialty Additives with highest EBITDA pre in history and strong margin (18.6%)
- Managing highly volatile input costs and impacted supply chains

Challenges

- Top line inflation weighs arithmetically on EBITDA pre margin
- Working capital heavily impacted by strongly inflated input costs and volume effects due to higher safety stock (geopolitical tension, preparation for SAP go-live beginning of May and advanced shutdowns)

Operating cash flow burdened by considerable working capital increase due to inflated input costs

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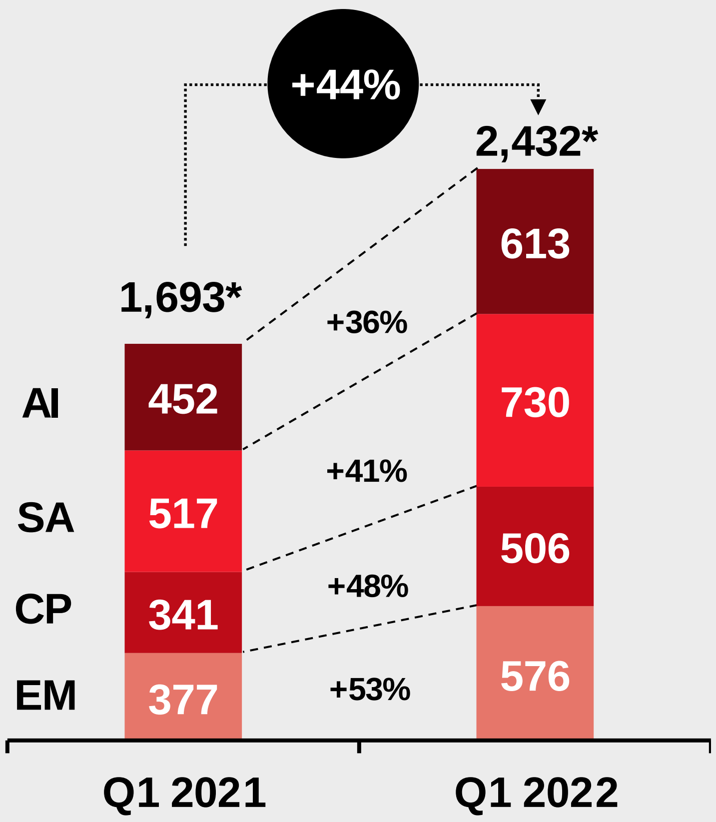
[€ m]	Q1/2021	Q1/2022	Δ
Profit before tax	**85**	**134**	**49**
Income taxes paid	-31	25	56
Changes in other assets and liabilities	-2	26	28
Oper. CF before Δ in W/C*	**179**	**343**	**164**
changes in working capital	-146	-520	-374
Operating cash flow*	**33**	**-177**	**-210**
Investing cash flow*	**530**	**-854**	**-1,384**
thereof capex	-70	-63	7
thereof net invest in money markets	604	-792	-1,396

- Operating cash flow burdened by increase in working capital due to:
  - Higher inventories driven by
    - Massive increase in input costs
    - Build-up of safety stocks due to geopolitical tension and in preparation for SAP go-live in Q2 and advanced shutdowns
- Change in investing cash flow results from investment of bond proceeds and other liquidity in money market products

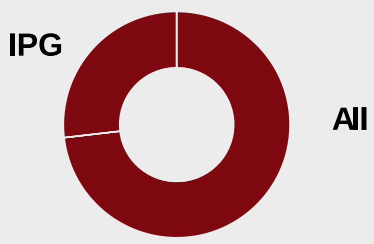
* Applies to continuing operations

Q1 2022: Significant sales and EBITDA improvement in all segments

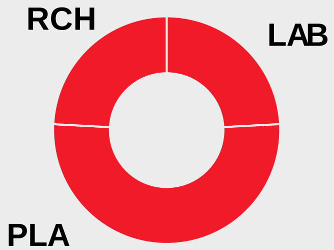
Sales [€ m]



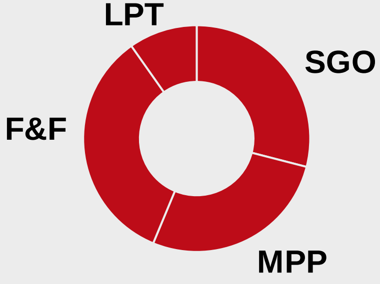
Advanced Intermediates



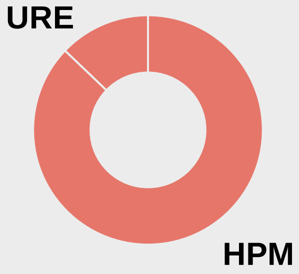
Specialty Additives



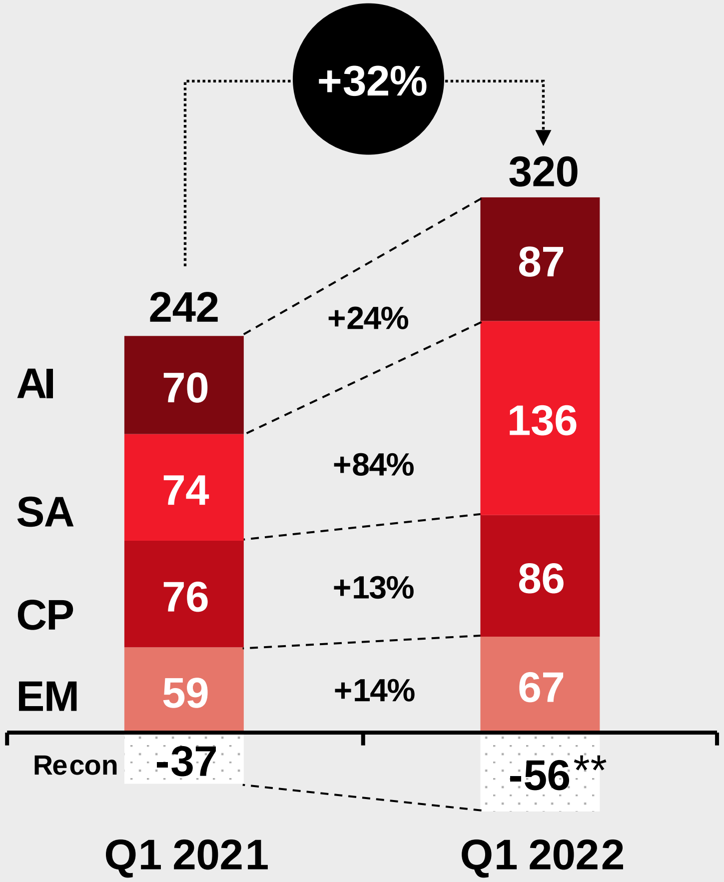
Consumer Protection



Engineering Materials



EBITDA pre [€ m]



* Total group sales including reconciliation
** Lower result due to remnant costs, hedging and cost inflation

Housekeeping items 2022

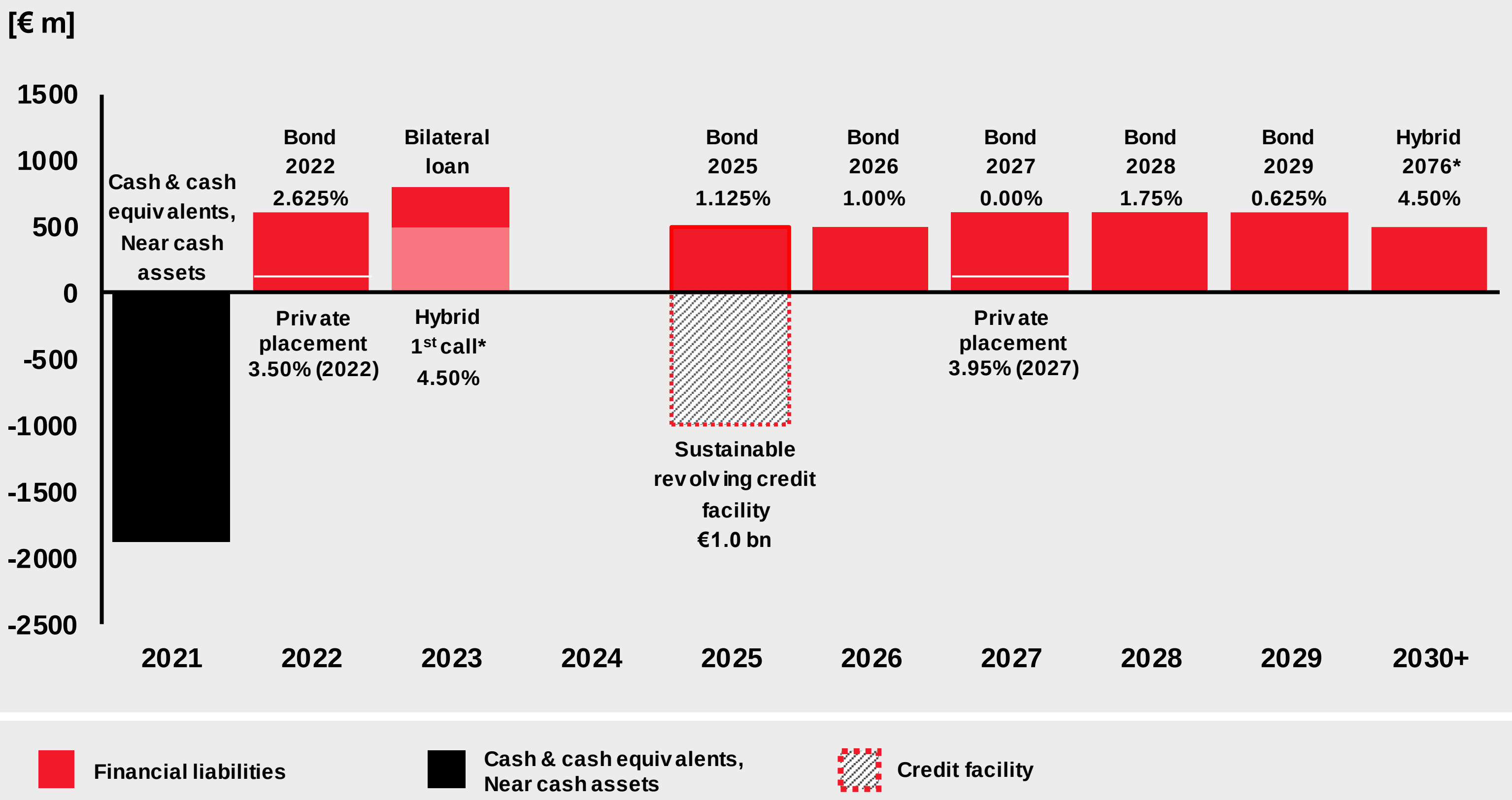
Capex 2022	**~€500 m** (excl. IFF MC)
Operational D&A 2022	**~€550 m** (excl. IFF MC)
Reconciliation 2022	**~€180 m** including remnant costs and re-occurring expenses
Underlying tax rate	**~28%**
Exceptionals 2022	**~€100 m** based on current initiatives
FX sensitivity	One cent change of USD/EUR resulting in **~€7 m** EBITDA pre impact before hedging

LANXESS maturity profile actively managed and well balanced

Long-term financing secured

- Diversified financing sources
  - Bonds & private placements
  - Undrawn sustainable revolving credit facility
- Average interest rate of financial liabilities ~1.7%
- Maturities in 2022:
  - Private placement in April
  - Bond in November
- All group financing executed without financial covenants

Liquidity and maturity profile as per March 2022



* Hybrid Bond with contractual maturity date in 2076 has a first optional call date in 2023

Commitments and Awards
Reflecting high sustainability standards

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Commitment and cooperation

THE GLOBAL GOALS For Sustainable Development

wbcsd

ILO

THE GLOBAL COMPACT WE SUPPORT

TOGETHER FOR SUSTAINABILITY

WOMEN'S EMPOWERMENT PRINCIPLES
Established by UN Women and the UN Global Compact Office

ISO

Responsible Care®
OUR COMMITMENT TO SUSTAINABILITY

Recognition in ratings and indices

S&P Dow Jones Indices
A Division of S&P Global

Member DJSI World and Europe

PLATINUM Top 1% 2021 ecovadis Sustainability Rating

EcoVadis Platinum Level

CDP
DISCLOSURE INSIGHT ACTION

Climate score A

Corporate ESG Performance
Prime
RATED BY ISS ESG

MSCI
ESG RATINGS
AA

CCC	B	BB	BBB	A	AA	AAA

FTSE4Good

HPM & DEM: Bringing together two strong global Engineering materials players

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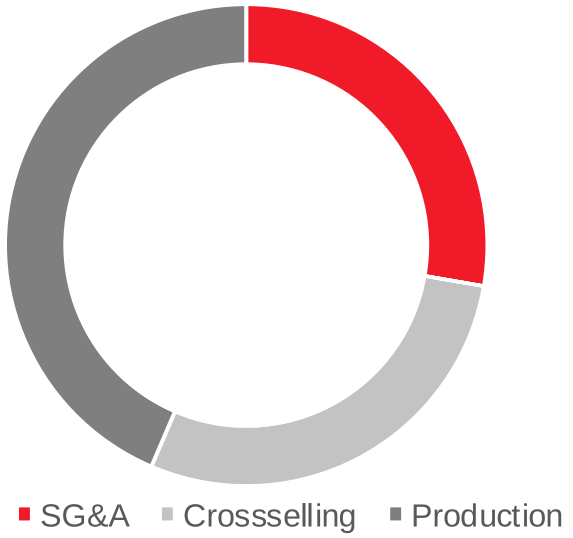
	LANXESS High Performance Materials	DSM Engineering Materials	Combined KPI in JV
Sales	~€1.5 bn	~€1.5 bn	~€3.0 bn
EBITDA pre	~€210 m	~€300 m	€ ~510 m plus synergies
Production sites	10	8	18
R&D centers	7	7	14
Employees	~1,900	~2,100	~4,000

LANXESS to own ≤40% in Joint Venture with combined EBITDA: ~€510 m plus synergies

All figures relate to FY 2021

Combining HPM & DEM offers massive synergy potential

Synergies based on highly complementary businesses



- Portfolio combinations
- Overlap of HPM with DEM Specialty business (Procurement, compounding)
- Cross-Selling
- Optimization of PA6 Polymerization in EMEA

High Performance Materials + Engineering Materials

Use of proceeds in line with capital markets' interests

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≥€1.1 bn
Cash proceeds from first payment

Share buyback planned

- Return cash to shareholders
- Total volume of ~€300 m

De-leverage

- Support investment grade rating
- Moving towards ~2.5x net financial debt / EBITDA

Transaction strengthens balance sheet and creates options for shareholder return

LANXESS profile improves: more resilient, less complex, lower leverage, better ESG footprint

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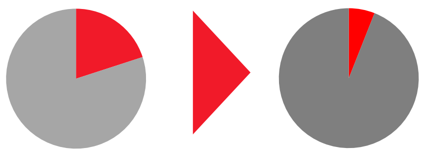
Higher resilience

Auto exposure



- Exposure to volatile auto industry significantly reduced
- Specialty character increased

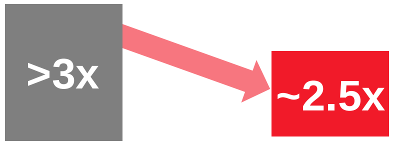
Lower complexity

Number of Segments

- Clear focus on Specialty Additives and Consumer protection
- Reduced asset base in Europe leads to more balanced global production footprint

Improved financial profile

Leverage* incl. IFF MC



- Proceeds used for leverage reduction
- Moving towards 2.5x net financial debt / EBITDA

Improved sustainability

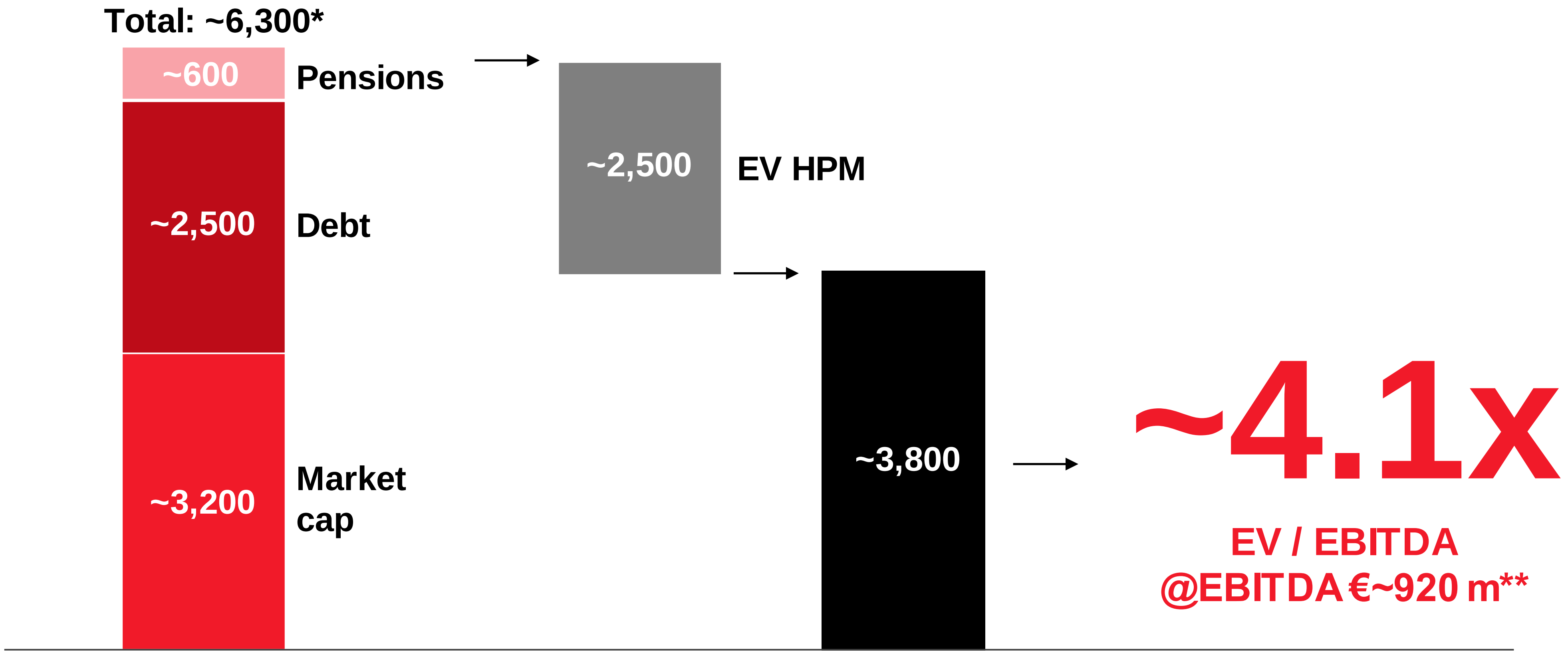
CO_2 emissions

- Engineering materials production is energy and CO_2 intensive (esp. nitrous oxide)
- Transfer of business reduces CO_2 footprint significantly

* Net financial debt / EBITDA pre

Comparing valuation pre and post deal points to underappreciated transformation

in € m, illustrative



Multiple decreases to only 4.1x EV/ EBITDA after exit from HPM showcases valuation gap

* Excl. IFF MC, pensions netted with deferred tax assets
** Referring to consensus of €1,165m excl. BU HPM and IFF MC

Financials: Enhancing MPP's strong financial profile

Sales	Current MPP ~€750 m Pro Forma IFF MC[1]
EBITDA pre margin	22-25%
Cash conversion	>80%
Synergy potential	~ €30 m synergies

Investment criteria met

- Strong margin
- Secular growth
- Non-Cyclical
- Asset light
- High cash con-version
- Power to address regulation

[1] Normalized level, average year

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

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Top line synergies: ~ €10m

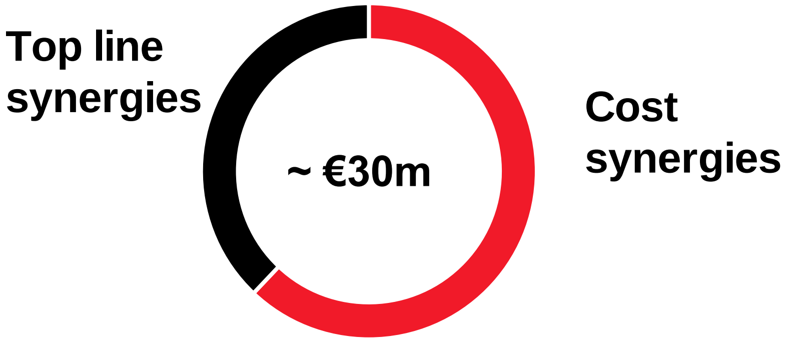
- Complementary geographies and customers
- Cross selling potential
- New applications: energy market and hygiene

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	-

*Mainly driven by expenditures to upgrade sites to LANXESS standard

OTCs = One Time Costs

BU F&F Financials: Reflecting specialty character

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Sales	Home & personal care / ~€450 m / Food, feed & beverages
EBITDA pre margin	>20%
Cash conversion	>70%[1]
Synergy potential	~ €25 m[2] synergies

Investment criteria met

- Strong margin
- Secular growth
- Non-Cyclical
- Asset light
- High cash con-version
- Power to address regulation

[1] Normalized after ~€55 m investment until 2024 to upgrade the sites to LANXESS standard [2] Total synergies of €25 m from EKC; mainly driven by F&F

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

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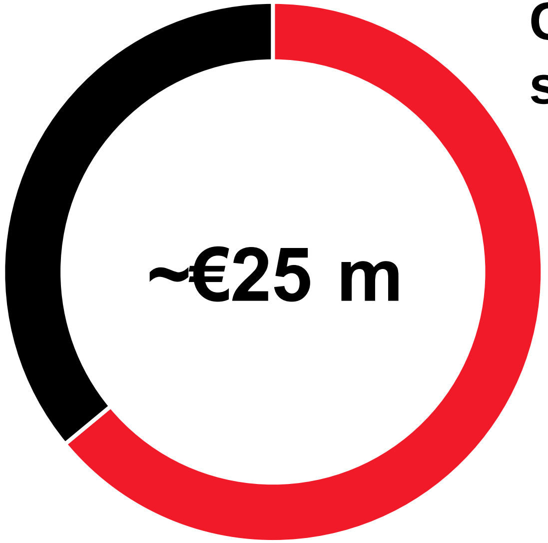
Overview: Synergies structure

Illustrative

Top line synergies



Cost based synergies

Phasing: Synergies, OTCs and CAPEX

update

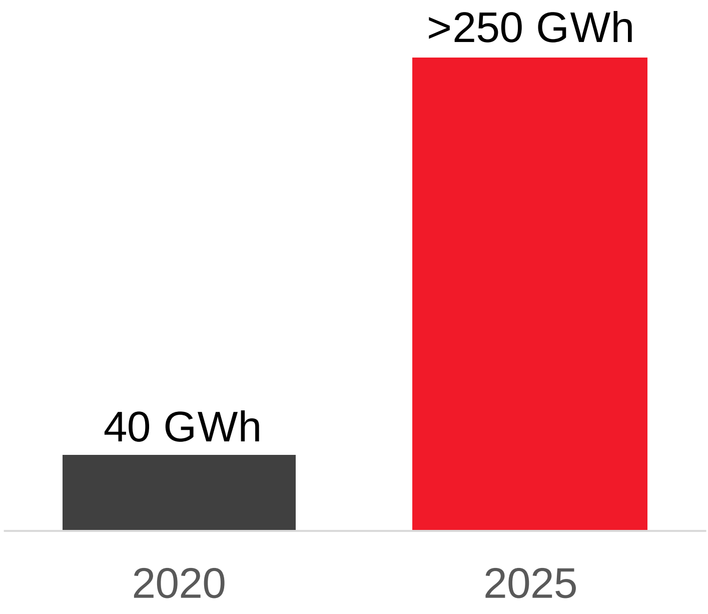
	2021	2022	2023	2024
Synergies	<€5 m	~€10 m	~€5 m	~€5 m
OTCs	~€15 m	~€10 m	~€5 m	~€5 m
CAPEX*	~€15 m	~€15 m	~€15 m	~€10 m

* to upgrade the sites to LANXESS standard

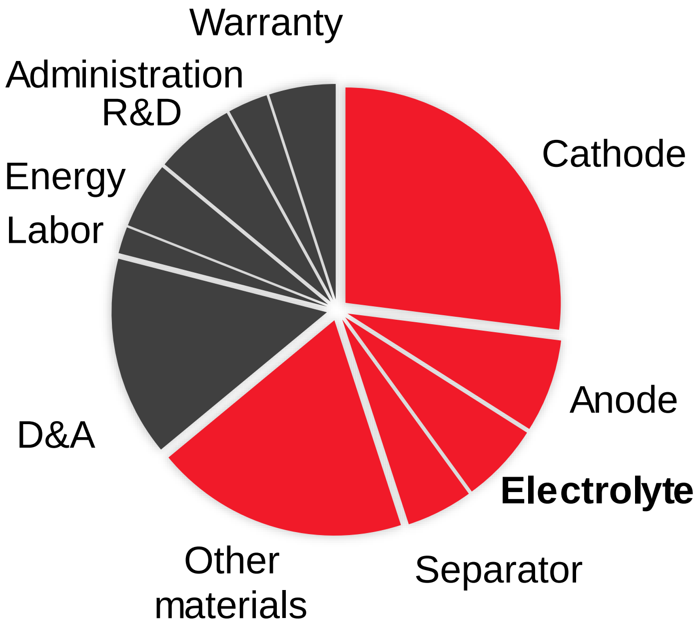
OTCs = One Time Costs

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

Massive growth in demand for battery cells in the EU

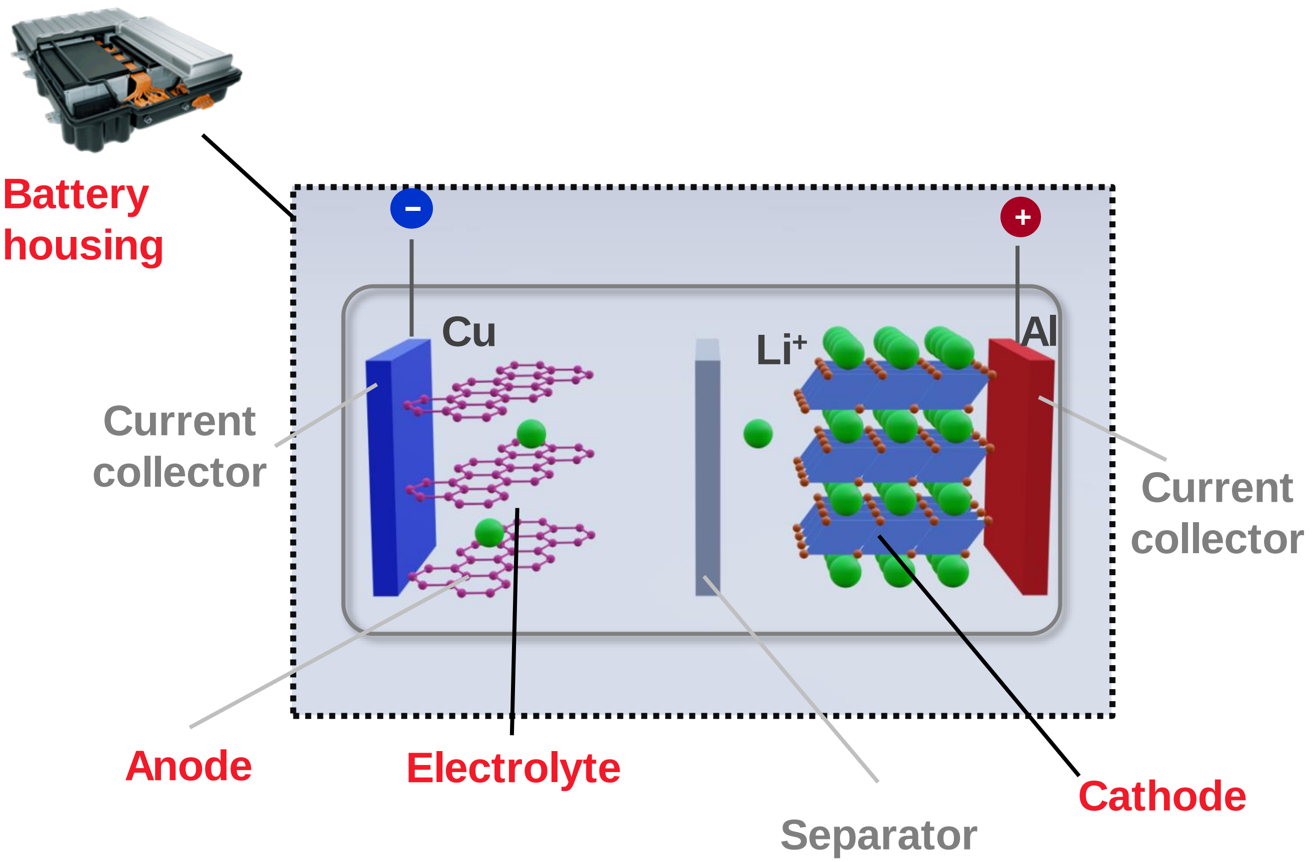


Chemistry accounts for 2/3 of battery cell costs



Sources: Avicenne Energy, 2019; own calculations

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)*

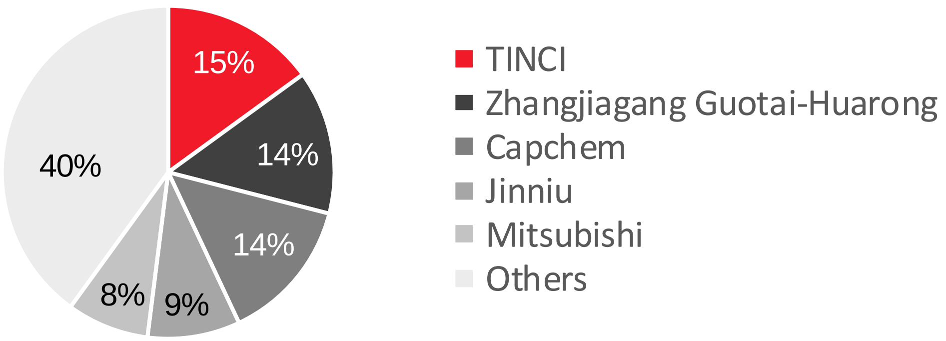
PA = Polyamid / PBT = Polybutylenterephthalat PLA = Polymer Additives, AII = Advanced Industrial Intermediates, IPG = Inorganic Pigments, HPM = High Performance Materials, LPT = Liquid Purification Technologies
* In case of successful feasibility

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*



Raw materials* → $LiPF_6$ → Electrolyte → Cell manufacturers

Local raw material supply is key for cell manufacturers and OEMs

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Abbreviations

Advanced Intermediates

AII	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

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