



LANXESS
Energizing Chemistry

LANXESS – CMD

Prepared for stormy times and ready to deliver!

November 10, 2022

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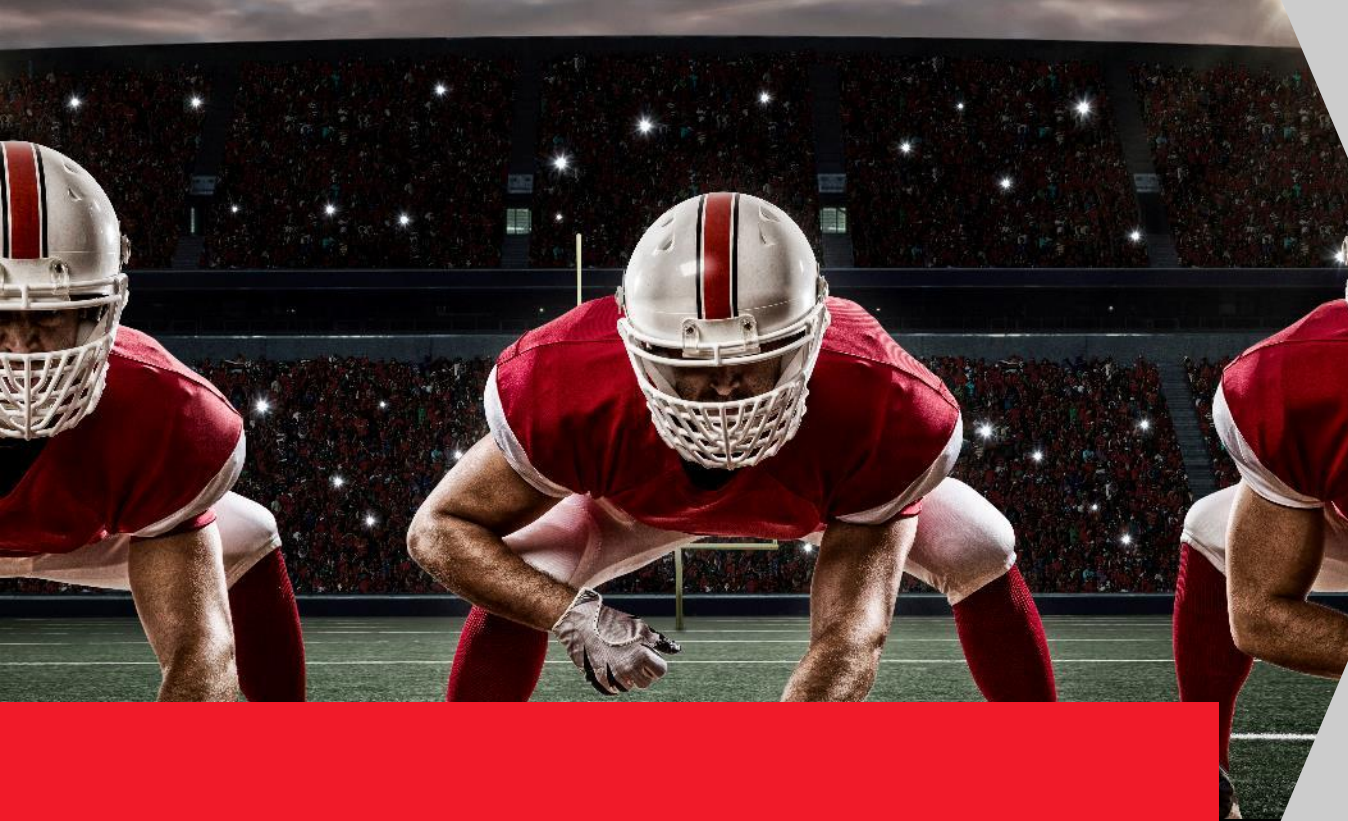
Today's program

1 Presentations by CEO and CFO

2 Deep dive into Flavors & Fragrances

3 Q&A



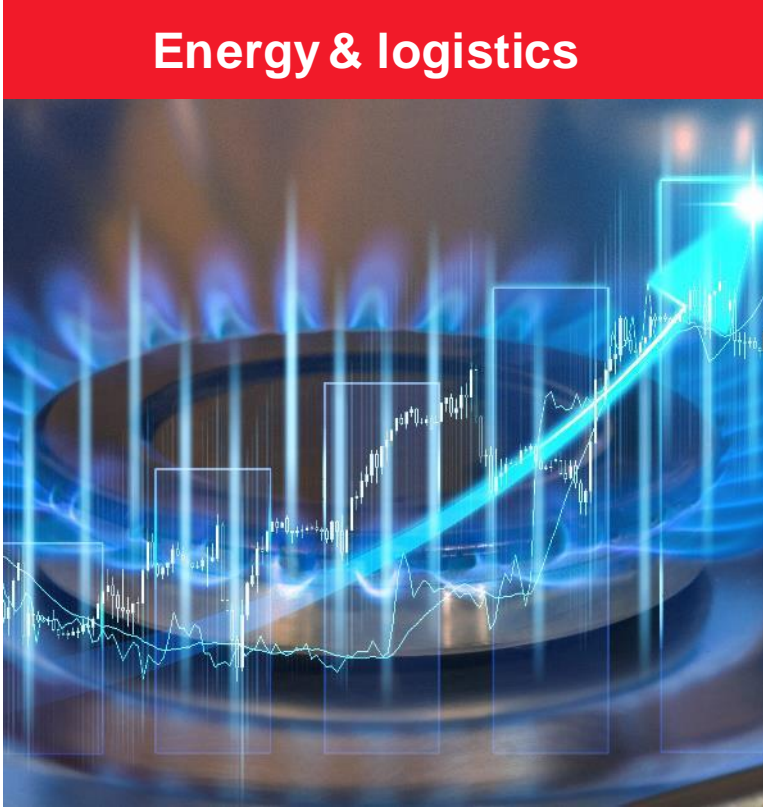


LANXESS – CMD

Prepared for stormy times and ready to deliver!

Matthias Zachert, CEO
Michael Pontzen, CFO
November 10, 2022

The world is changing dramatically...



LANXESS is prepared for a challenging environment

Challenges require actions

- Substantial liquidity established: ~€1.8 bn undrawn credit facilities, no financial covenants
- Cost control measures in place:
 - Limit operational expenses
 - Levers to reduce personnel expenses identified
- Contingency plan in place to manage a potential gas shortage in Germany
- Ongoing pass-through of price increases



Agenda

1 Portfolio: What we achieved & path forward

2 Managing our weak spots

3 Performing in Sustainability



Our portfolio transformation has been successful: Recent divestments support strategic goals

Current state

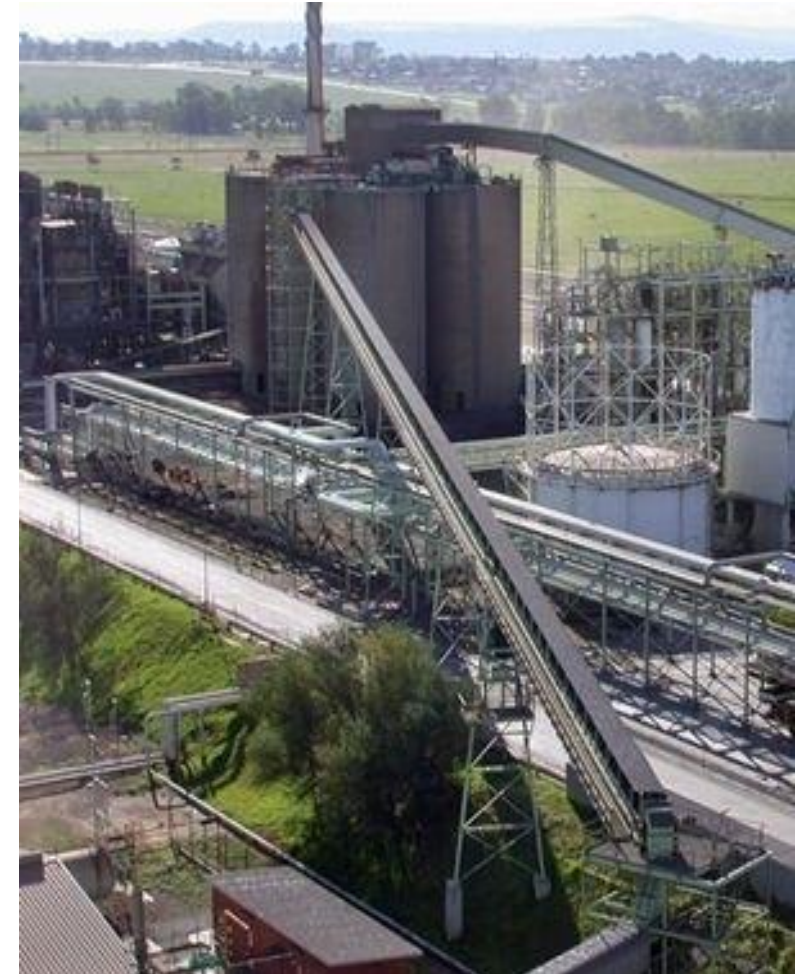
- Monetizing hidden reserves
- Cash inflow strengthened financial position

Leather business

- Exit from unattractive business
- Reducing automotive exposure

Organo- metallics (Tin / Gallium based) Membranes

- Rigorously addressing under-performing businesses across our portfolio
- Shifting all resources to focus areas



Targeted acquisitions in Consumer Protection boost specialty character of LANXESS portfolio



- Secular growth
- High profitability
- Asset light & strong cash conversion
- Complementary to existing business (thus, high synergies)
- CO₂ light

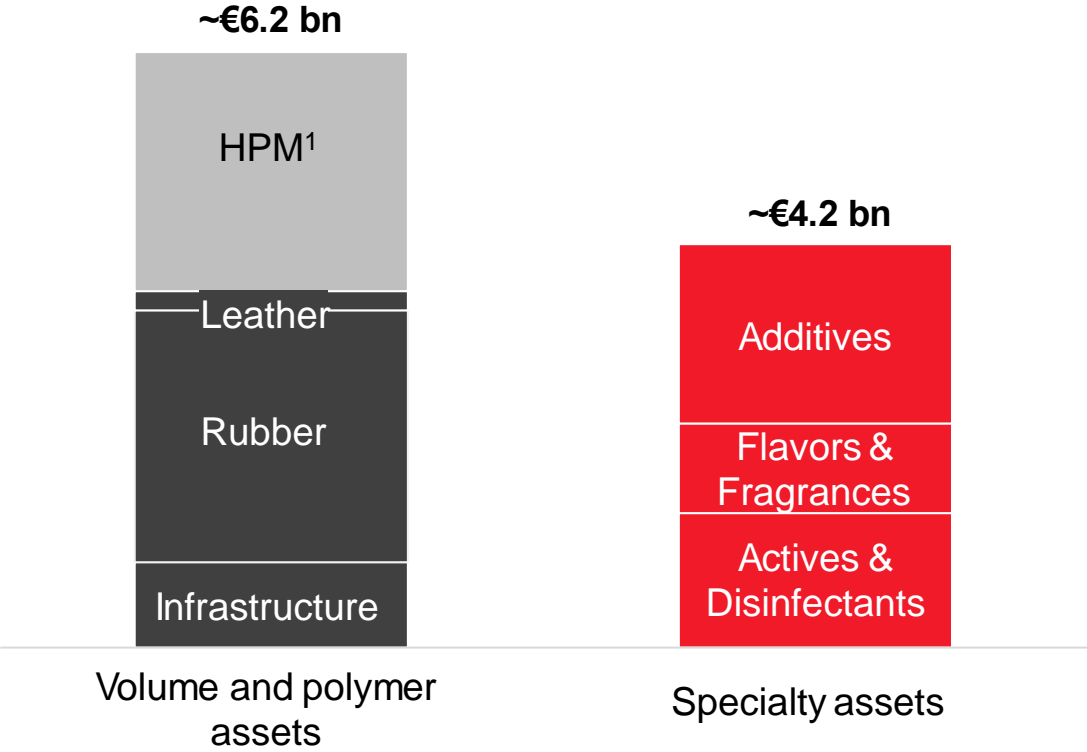


LANXESS portfolio transformed towards a true specialty chemicals player



Portfolio transactions since 2016

Transaction values



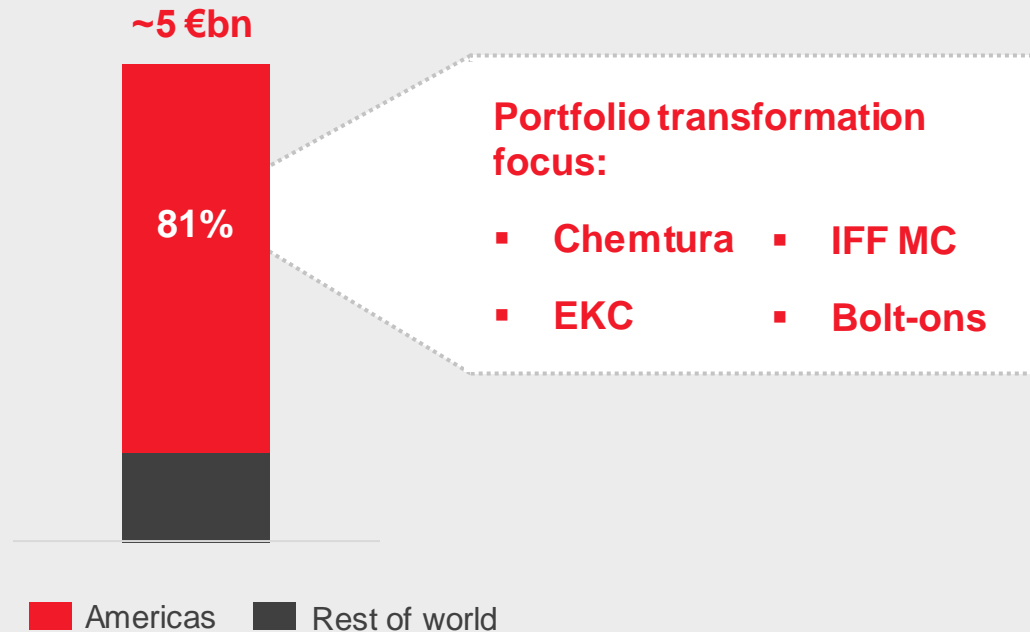
Acquired businesses:
High profitability and cash generation
Asset light
Less cyclical

Divested businesses:
Lower profitability
Asset intensive
More cyclical

¹HPM: High performance materials business (Polyamid); to be transferred to JV with Advent, transaction still subject to the approval of responsible authorities; closing expected in H1 2023

Portfolio transformation increased US footprint...

Growth CAPEX and M&A spending since 2017¹

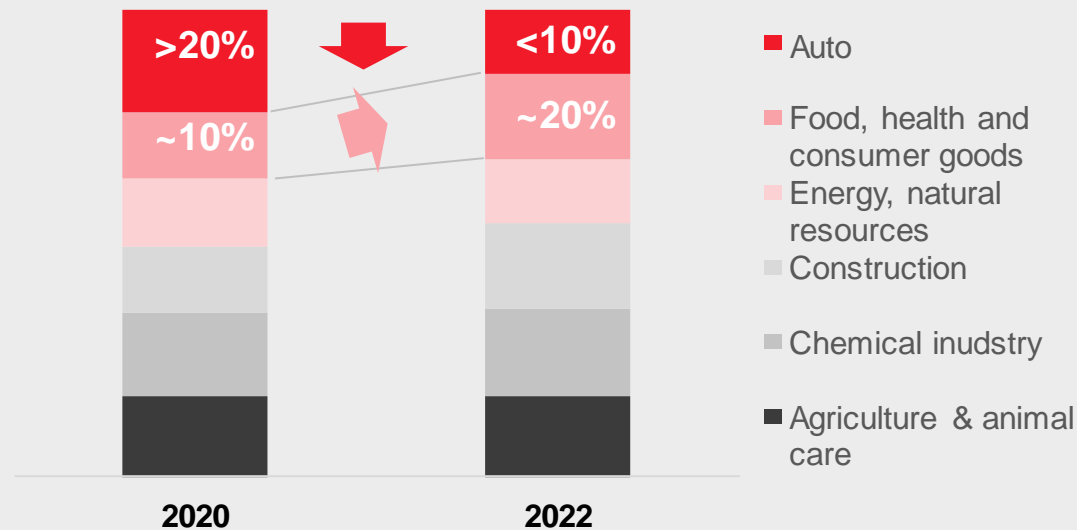


! Strengthened Americas asset footprint

! German exposure further reduced

...and led to a more balanced end-market exposure

Balanced end-market exposure¹



! Auto exposure reduced

! Higher portion of end-consumer focused markets

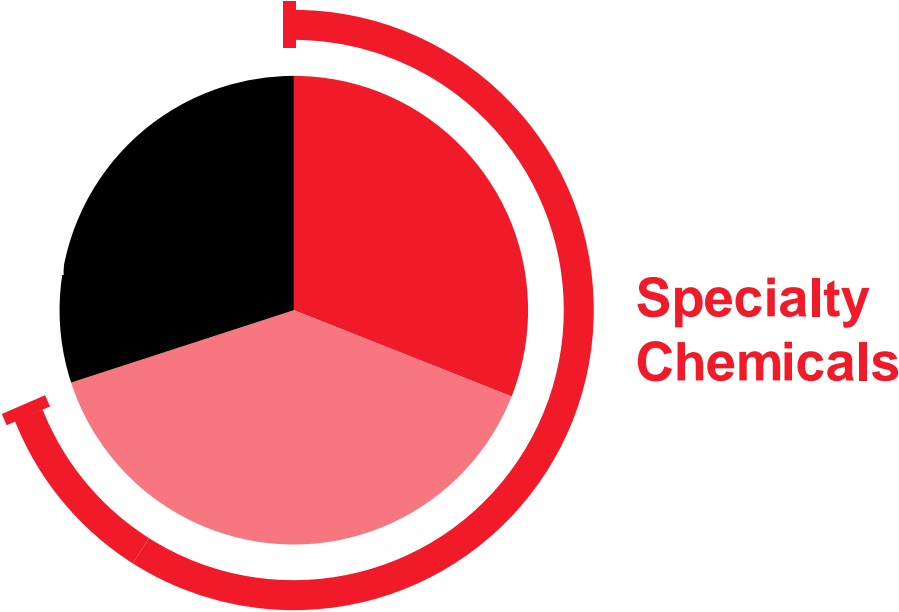
Specialty character substantially increased – portfolio transformation concluded (for the time being)

Becoming a leading specialty chemicals player

Sales 2017



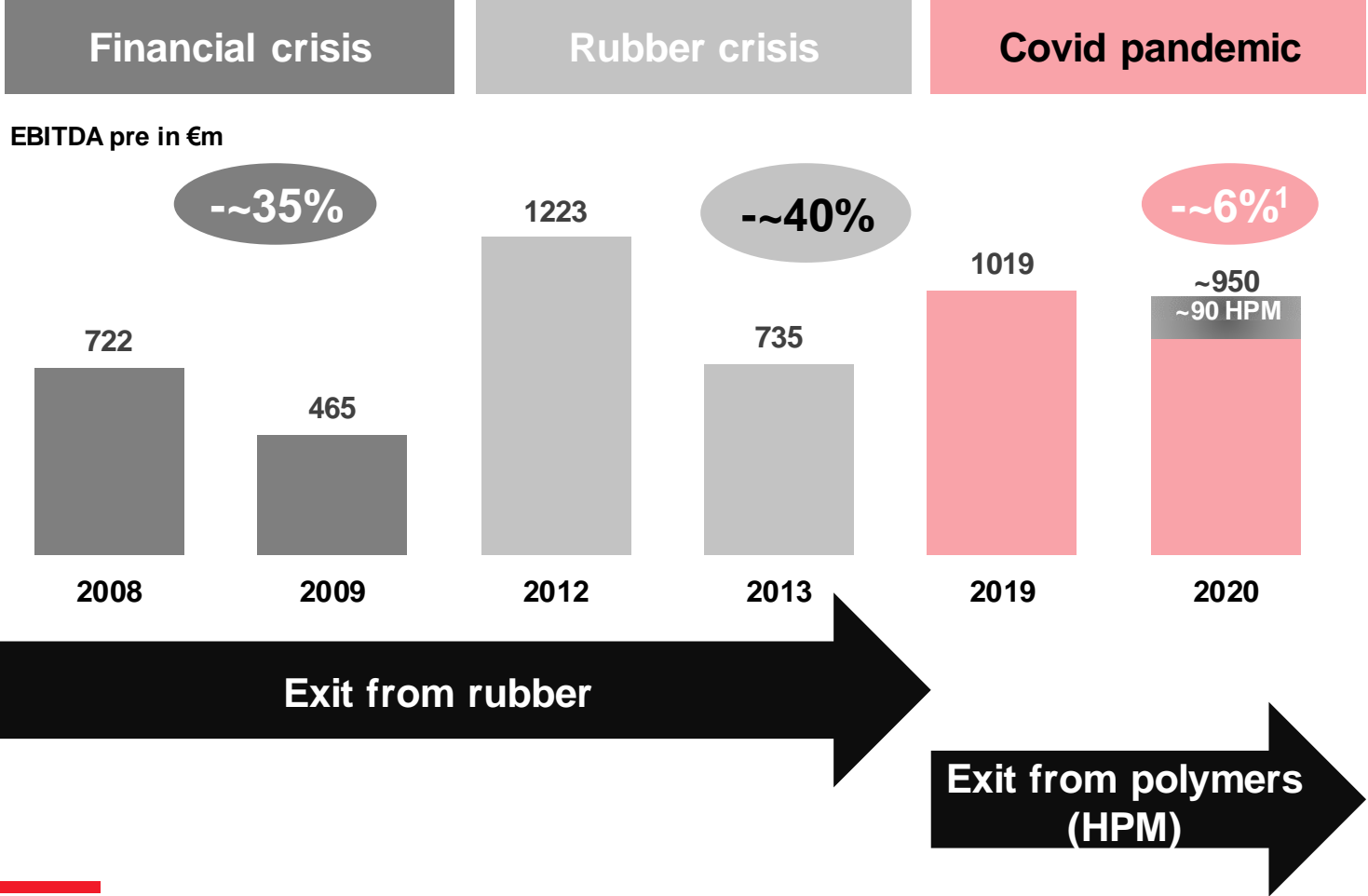
Sales 9M 2022



■ Polymers (ARLANXEO, HPM) ■ Consumer Protection ■ Specialty Additives ■ Advanced Intermediates

Specialty character improved – portfolio now mainly based on specialty chemical value chains

Portfolio transformation has strengthened our resilience – prepared for the next challenges



- 1. **Balanced end-market splits**
- 2. **Reduced automotive exposure**
- 3. **Better positioned for challenges ahead**
- 4. **Improving geographical footprint**

Resilient, non-cyclical business

¹ Covid impact incl. HPM was ~14% of EBITDA decline; without HPM it would have been only ~6%

Now the imperatives are the following for LANXESS!

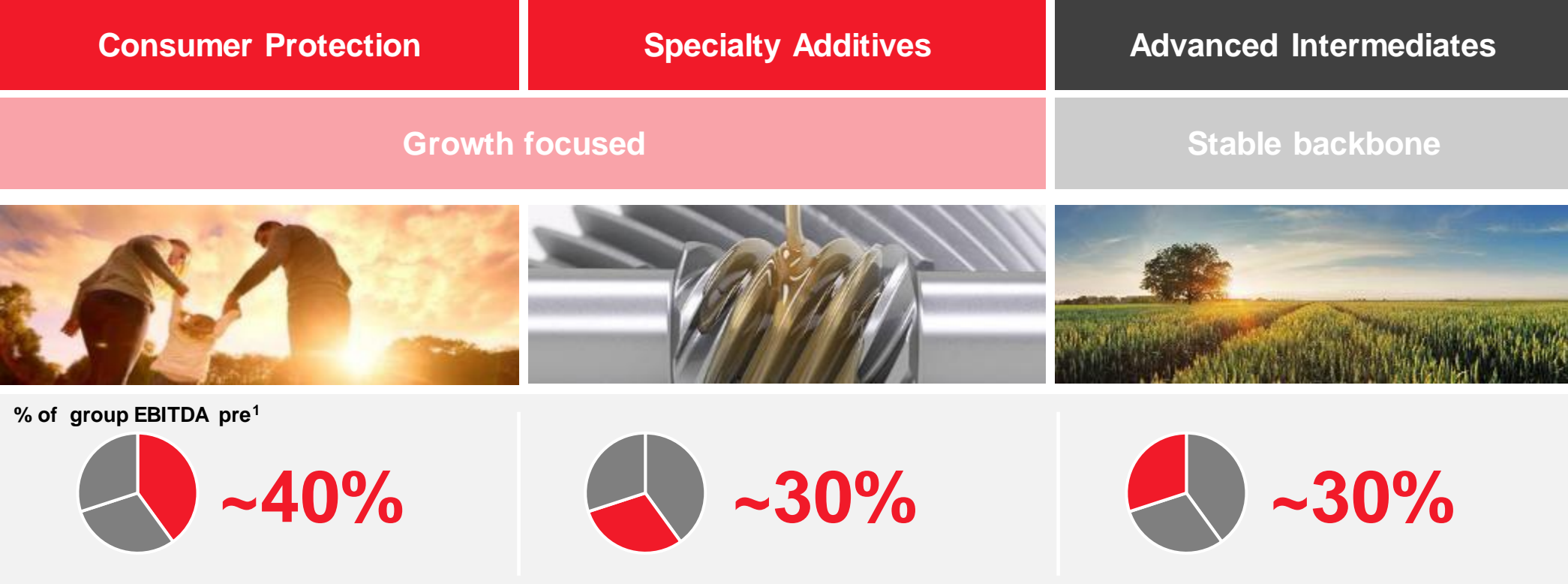


- ✓ Portfolio adjustment
- ✓ Major transformation steps accomplished

- More resilient than before
- Market, technology, and operational leadership

- Reap benefits of strong positions and unique capabilities of LANXESS businesses

Portfolio framework: Two growth-focused platforms – financed by a stable backbone



Complexity reduced; Consumer Protection will stand for ~40% of EBITDA pre

¹Pro forma split including IFF contribution and excluding HPM business

Updated order of segments underlines new focus

Consumer Protection



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

1

Specialty Additives



- Polymer Additives
- Lubricant Additives
- Rhein Chemie

2

Advanced Intermediates

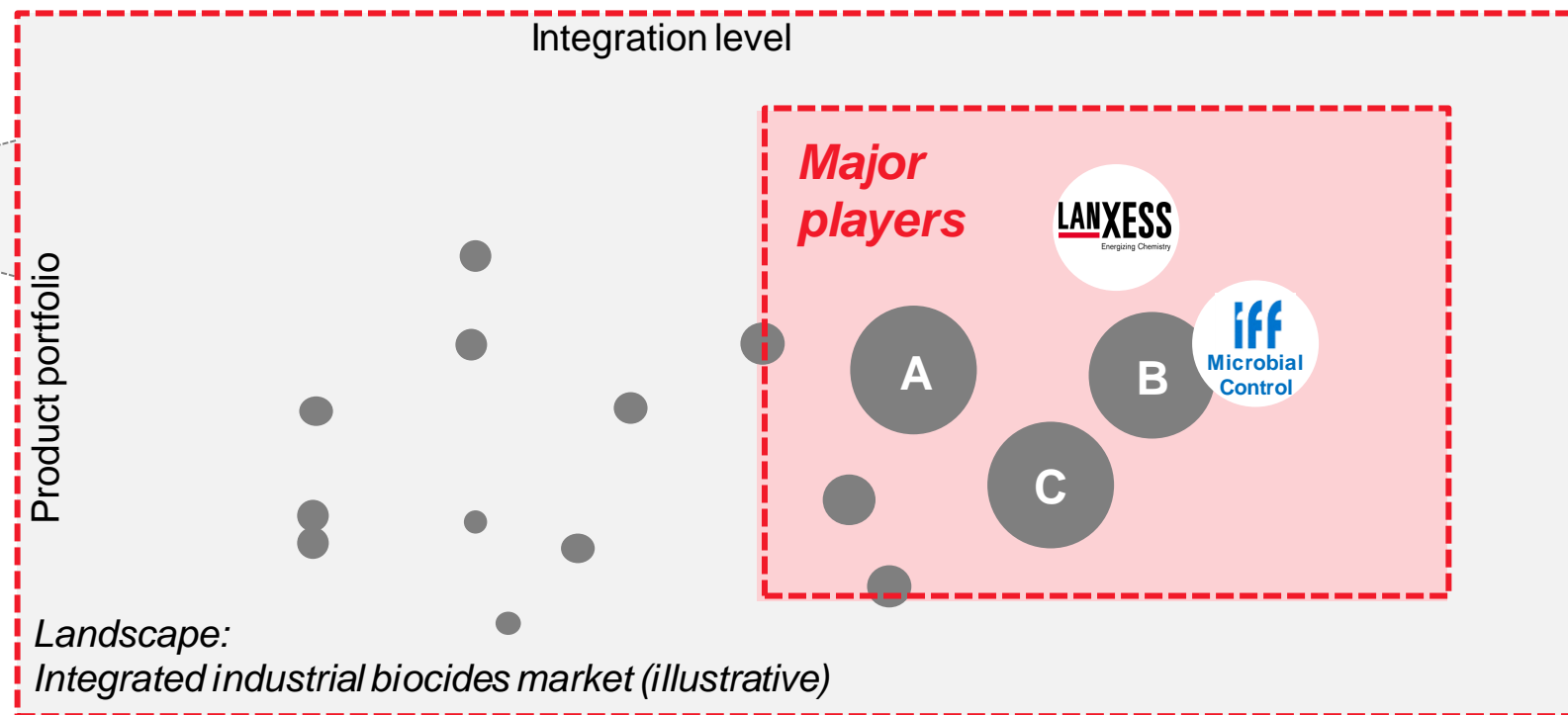


- Advanced Industrial Intermediates
- Inorganic Pigments

3

All businesses in Consumer Protection are champions in their field

1. A leading position in niche markets  BU MPP



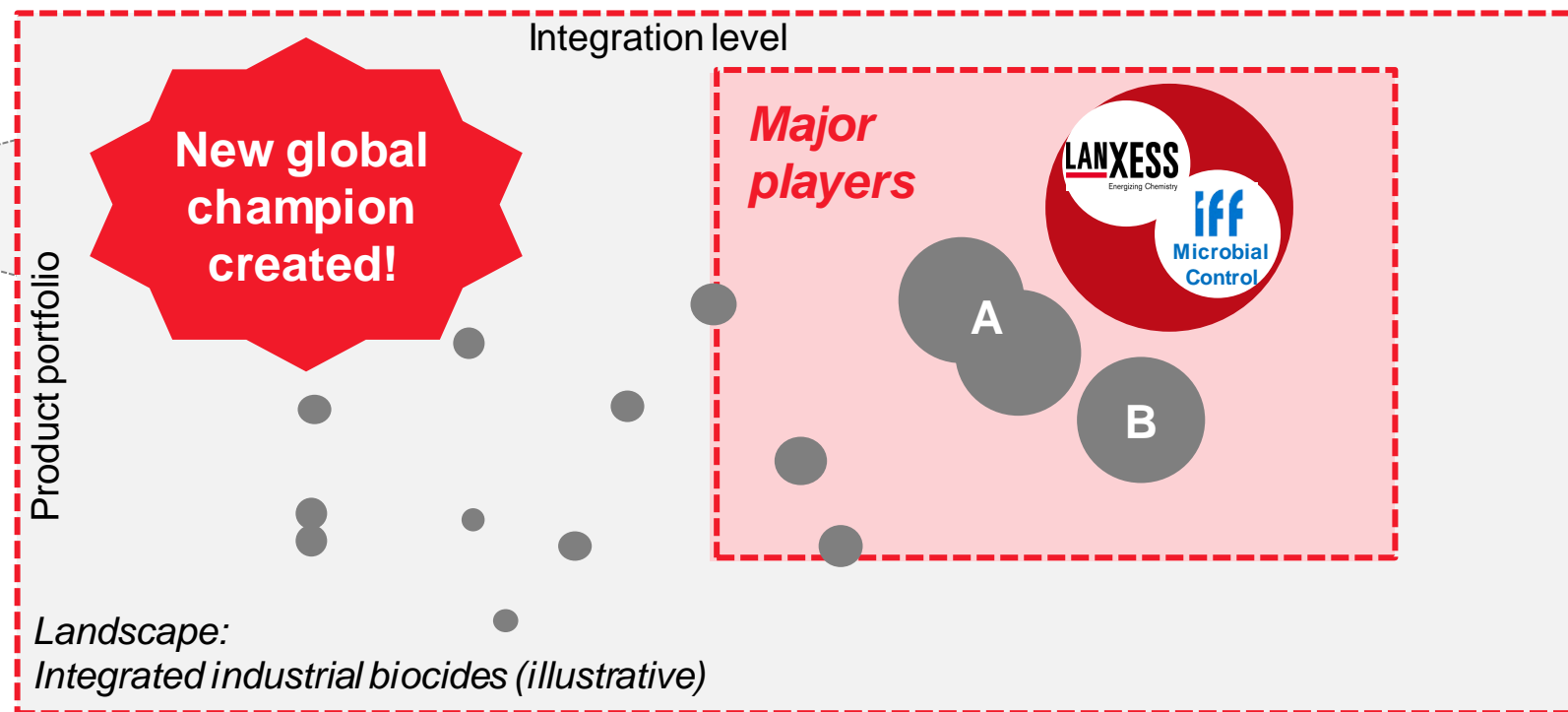
LANXESS actively transformed microbial control market

Active market transformation created a strong global position in 'Microbial Control'

1.

LANXESS among top 3 players in the biocide business

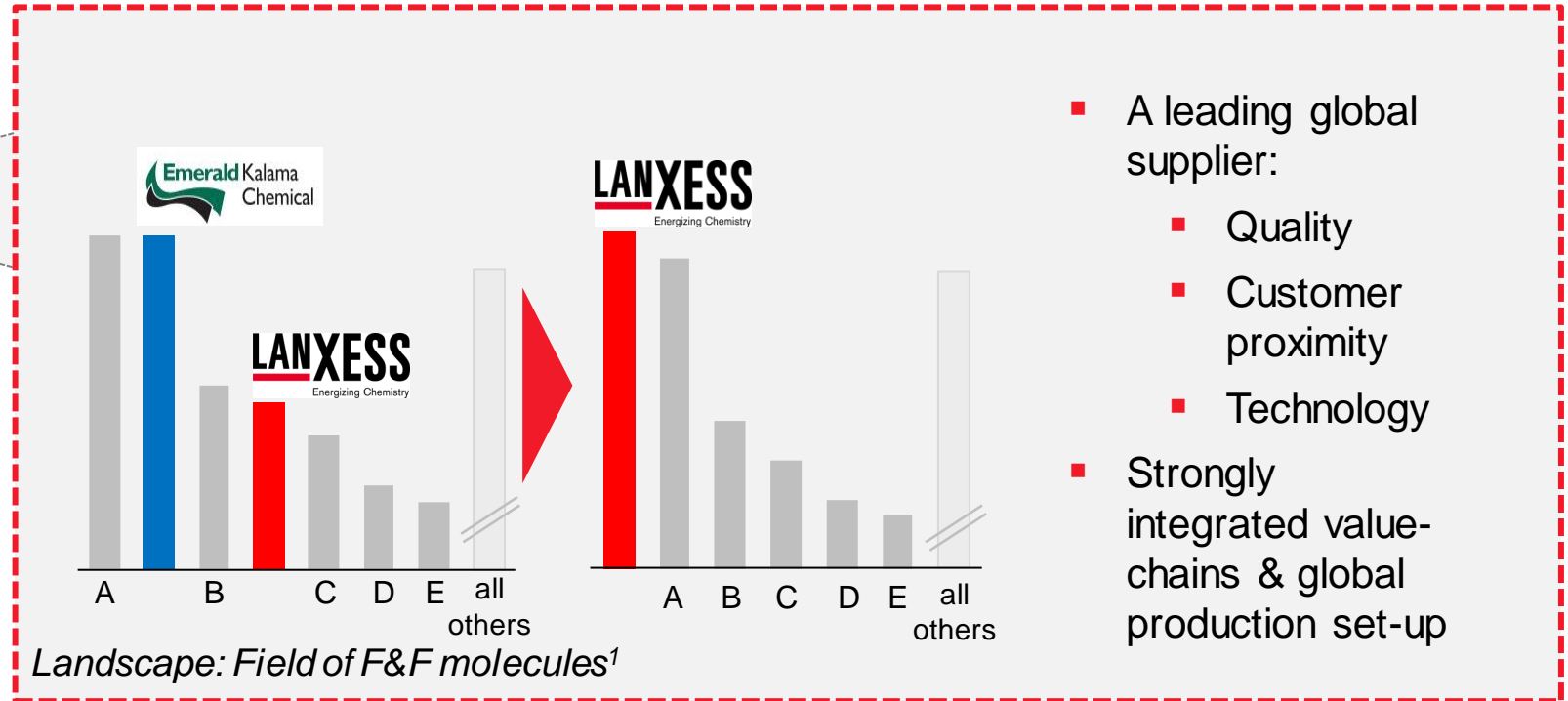
Active market transformation reduced number of big players



LANXESS formed top player in transformed market with strong underlying growth

LANXESS created a new global champion in Flavors & Fragrances

1. Strong position in niche markets  BU F&F



- A leading global supplier:
 - Quality
 - Customer proximity
 - Technology
- Strongly integrated value-chains & global production set-up

LANXESS created a strong player in the field of Flavors & Fragrances

¹ Illustrative and simplified, segment positioning in terms of revenue, approximate figures based on IHS, Markets & Markets custom report, LANXESS own research

LANXESS with global reach in Flavors & Fragrances

1.

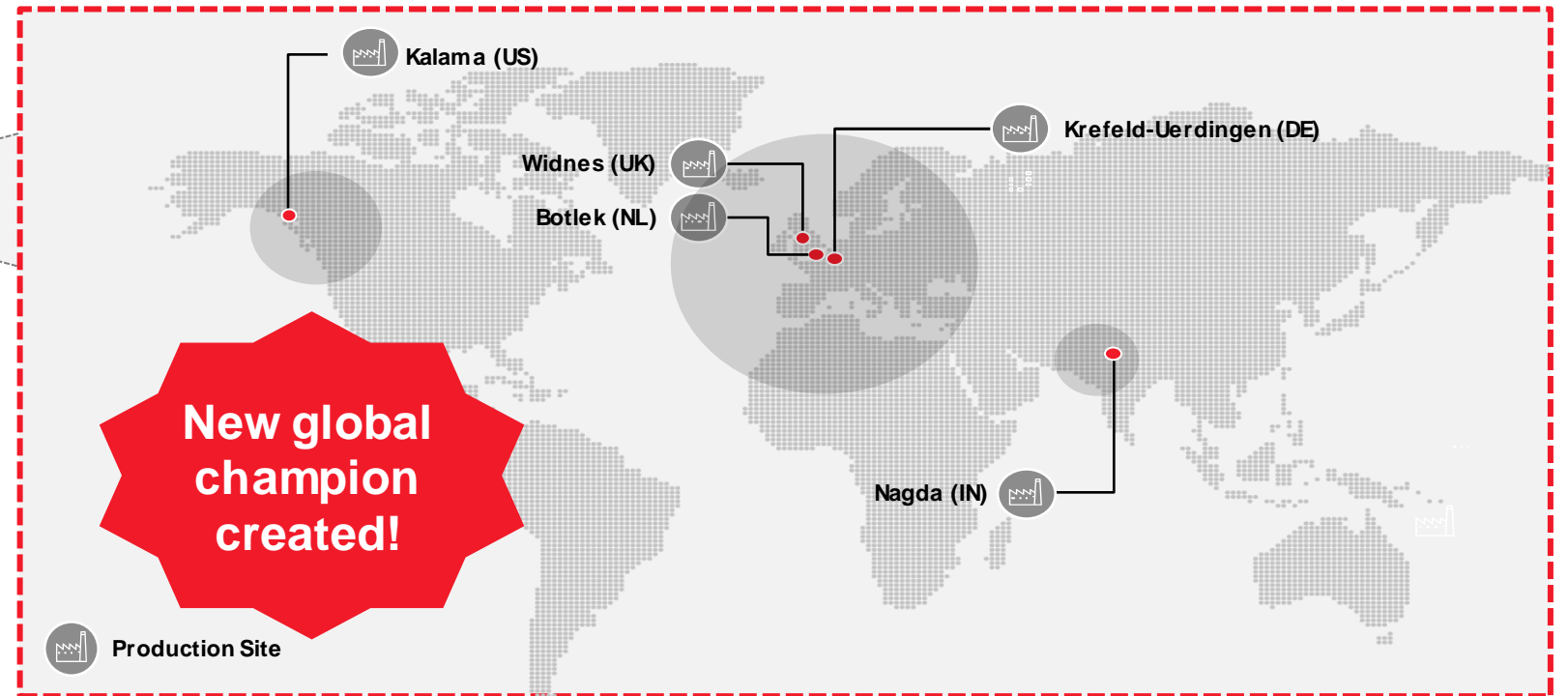
**Strong position
in niche markets**



**BU
F&F**



+



LANXESS expanded on existing position in attractive F&F market

Acquired businesses: Focus on integration and stability for the foreseeable future



Performing well

- Closed August 2021
- Earnings development in line with expectations



in progress

Reaching full potential of envisaged earnings level in 2024-25

- Management team and corporate culture established
- Business undermanaged in the past
- Catch-up on price increases underway

Consumer Protection businesses well positioned to exploit strong growth trends in their markets

2. Strong secular growth driven by underlying trends



~5%_{avg.}

Market growth in Consumer Protection end markets



Stricter Regulations & Sustainability



Strong growth in Home & Personal care



Population growth & urbanization



Water quality & scarcity




Higher health awareness



Consumer preference for "milder" solutions

Consumer Protection well placed to deliver – even in difficult environment

	Strong position	Product technology intensity	Profit potential 2023
Material Protection Products	Among Top 3	High	Growth
Flavors & Fragrances	Among Top 3	High	Stability to growth
Saltigo	Among Top 3 in agro custom synthesis	High	Growth
Liquid Purification Technologies	Among Top 3	High	Stable

Specialty Additives: Driving segment to full potential

Consumer Protection



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

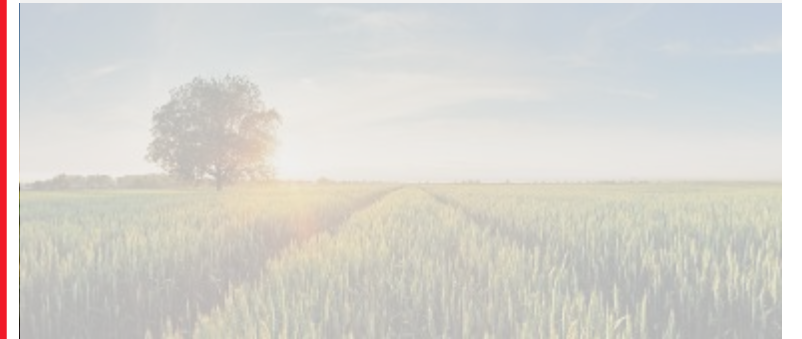
Specialty Additives



- Polymer Additives
- Lubricant Additives
- Rhein Chemie

2

Advanced Intermediates



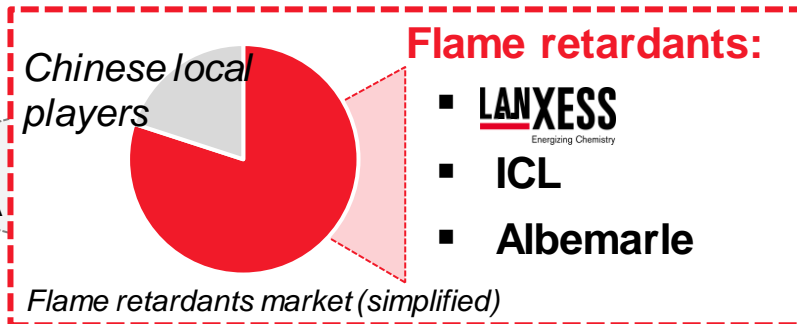
- Advanced Industrial Intermediates
- Inorganic Pigments

Specialty Additives: Leading positions, strong US asset base and major trends driving GDP growth

1. Strong position in niche markets



BU
PLA

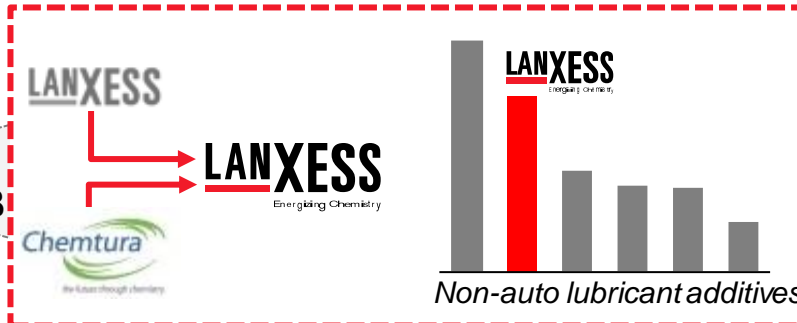


- Major players account for the largest part of the business
- Western players better positioned to cope with high regulatory standards

2. Strong asset base outside Europe



BU
LAB



- Market transformation driven by Chemtura acquisition
- LANXESS with one of the broadest product portfolios
- Strong in non-auto lubricants additives




- Backward integration into one of few Bromine sources globally – Arkansas site: 2nd highest concentration and well positioned in industry cost curve
- Lubricants: majority of plants also in US

¹ Simplified, approximate figures based on Kline Global Lubricant Additives, LANXESS own research

Specialty Additives to exploit strong positions and show stable development in potential recession



	Strong position	Product technology intensity	Profit potential 2023
Polymer Additives	Among Top 3	High	Below very high level
Lubricant Additives	Among Top 3	High	Stability to growth
RheinChemie	Among Top 3	Medium	Stability

Advanced Intermediates as stable backbone

Consumer Protection



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

Specialty Additives



- Polymer Additives
- Lubricant Additives
- Rhein Chemie

Advanced Intermediates



- Advanced Industrial Intermediates
- Inorganic Pigments

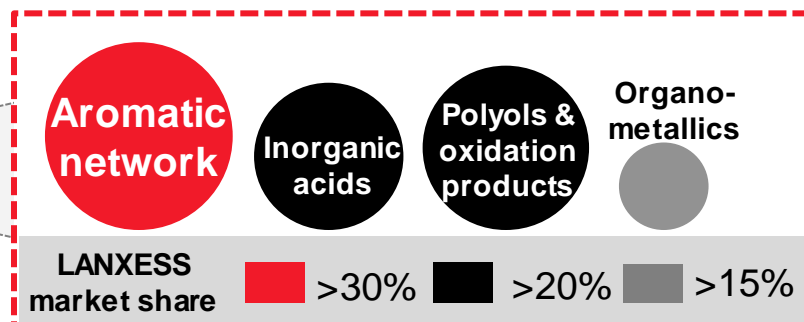
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Advanced Intermediates: Strong market positions and process technology as strong base for LANXESS growth

1. Leading positions



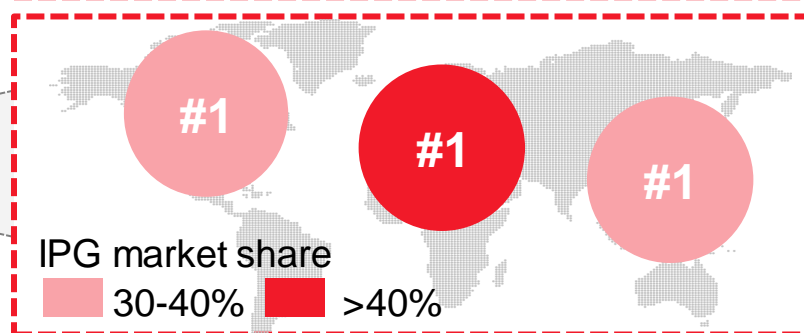
BU All



- Strong market share in majority of businesses
- Sole local supplier in Western World e.g. for majority of Aromatic Network products

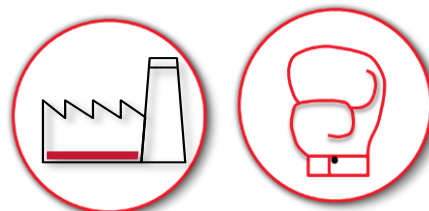


BU IPG




- IPG with strong position around the world, above 40% market share in Europe

2. Strong integrated asset base



- + Cost and technology leader in irreplaceable asset network
- + IPG: Globally largest production capacity
- Current energy downside: Predominantly Germany based

Advanced Intermediates well positioned but energy situation in Germany will likely weigh on 2023 results

	Strong position	Product technology intensity	Profit potential 2023
Adv. Industrial Intermediates	Leading in Western World	High in process technology	Below
Inorganic Pigments	# 1 globally	High in process technology	Below

Our businesses have higher profitability potential in a normal business environment

Path to profitability recovery and underlying expansion

Consumer Protection

- Contribution from specialty business EKC and IFF MC
- Total synergy generation of up to €55 m

>20%

EBITDA pre margin potential

Specialty Additives

- Growth in specialty niches supports margin increase
- Product and portfolio pruning
- Further support from easing logistics

up to 20%

EBITDA pre margin potential

Advanced Intermediates




- Completed debottlenecking measures allow for substantial utilization increase when demand returns
- No additional growth CAPEX needed

16-18%

EBITDA pre margin potential

Underlying profitability expected to grow significantly – support from easing of inflation

Portfolio framework well balanced and positioned for the future

	Consumer Protection	Specialty Additives	Advanced Intermediates
			
Portfolio role	Growth	Growth	Stability
Growth profile	GDP+	~GDP	~GDP
Way forward	Organic growth, synergies & innovation	Organic growth & innovation	Operational excellence & efficiencies
Growth capex relevance	✓	✓	Projects already implemented / on-stream
Market position	Strong	Strong	Strong

LANXESS is ready to deliver!



Portfolio sharpened, champions established: Ready to deliver !



LANXESS significantly improved across various dimensions



Years to come: Harvesting synergies and delivering on improved earnings and margin potential



**Additional
value
opportunities**

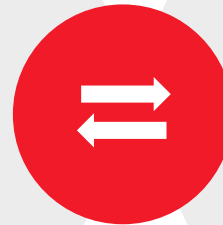


Engineering plastics Joint Venture is a powerful additional value driver



HPM is a strong business

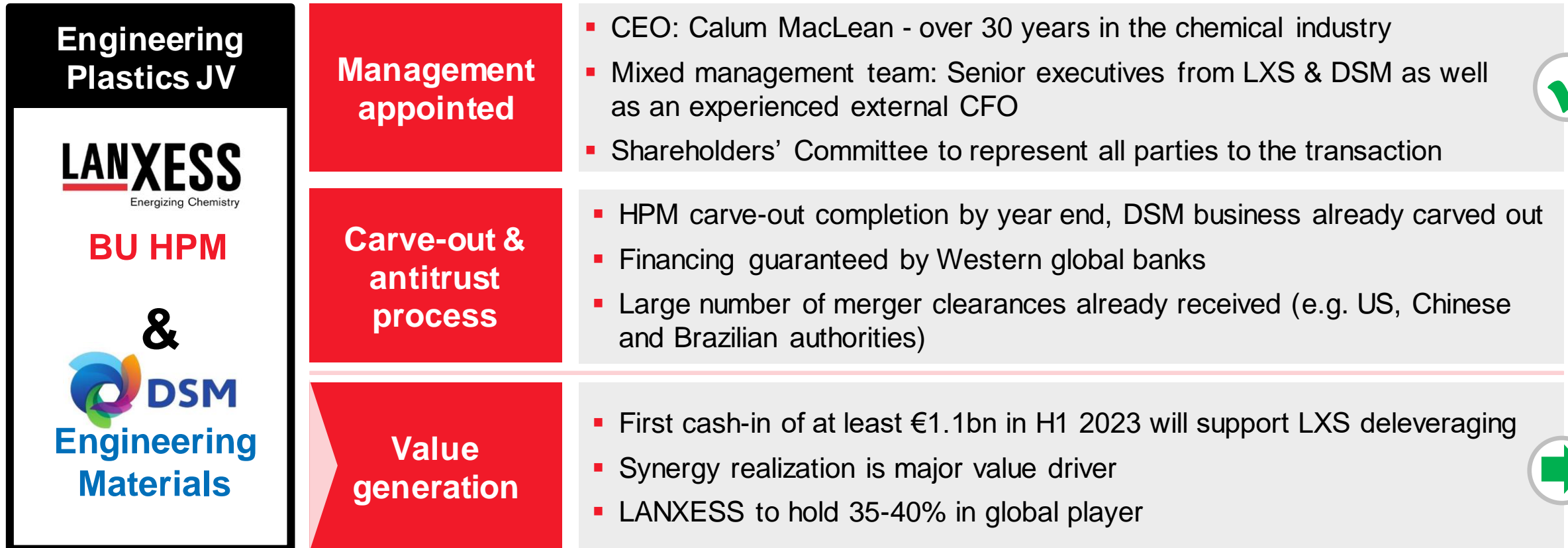
- + Among top 5 players globally
- + Reliability through backward integration
- + Strong technology position in PA6, PBT and Tepex
- + Customer proximity via global compounding network
- High auto exposure
- Most volatile business in portfolio



Rationale for Engineering plastics JV

- + Very complementary regional set-up
- + Very complementary industry exposure
- + Strengthening technology and sustainability position
- + Highly synergistic

Closing and carve-out process fully on track



Focus on cash-in and deleveraging while driving synergies and value upside!

Additional value drivers: Strategic projects making progress

H1
2023

Lithium project

- ✓ Pilot plant with sufficient purity levels in operation since 12/2020
- ✓ Additional optimization ongoing
- ✓ FEED¹ study underway, results expected H1 2023, investment decision to follow afterwards

Electrolyte project

- ✓ Formulation in Saltigo plant initiated
- ✓ Project teams in joint discussion
- ⚡ China lockdowns slow progress

H2
2023

CheMondis

- ✓ Platform grows exponentially
- ✓ Monetization products launched
- ✓ In case of successful monetization CheMondis will open for external shareholders end of 2023 / beginning of 2024

All projects with good progress: Potential additional upside for LANXESS



**No M&A planned in the foreseeable future:
Focus on addressing and managing our weak spots!**

Agenda

1 Portfolio: What we achieved & path forward

2 Managing our weak spots

3 Performing in Sustainability



We are managing our weak spots – LANXESS prepared for “high wind sailing”

Energy



Cash flow



Liquidity & leverage



We are managing our key areas of concern – Energy situation in Germany addressed

Energy



Gas price and shortage

Cash flow



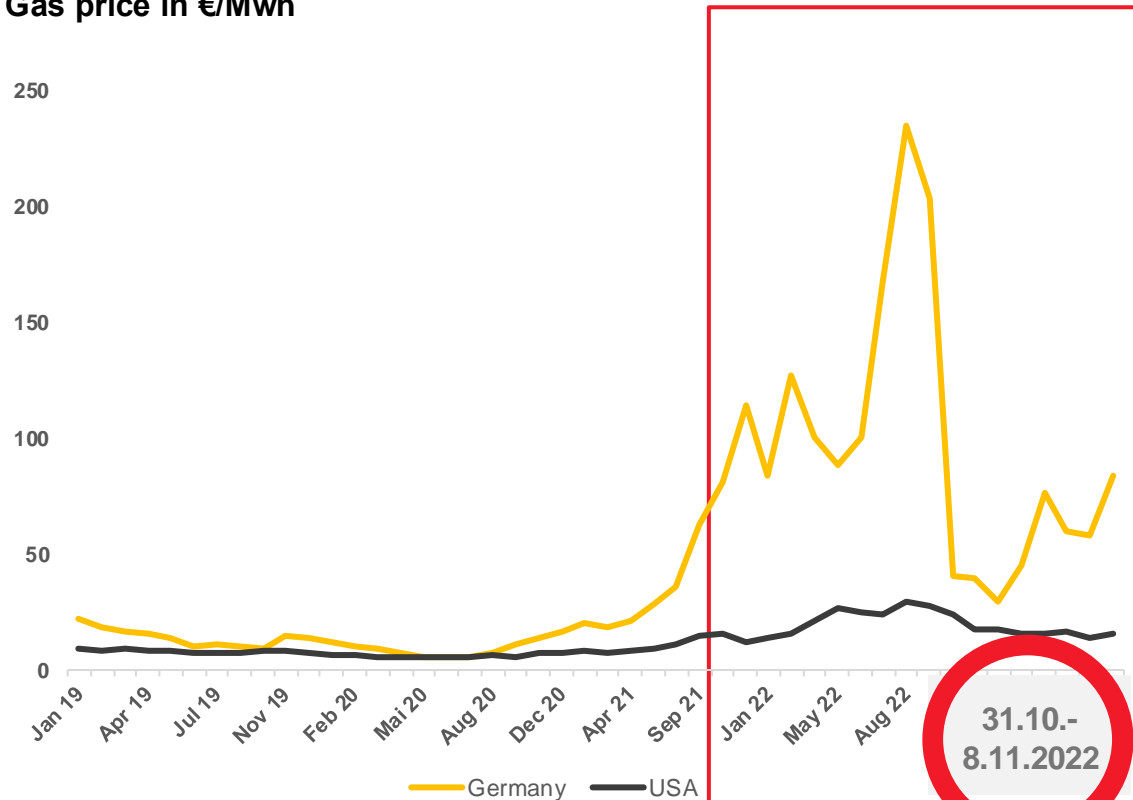
Liquidity & leverage



Escalation of gas price primarily affecting our German assets

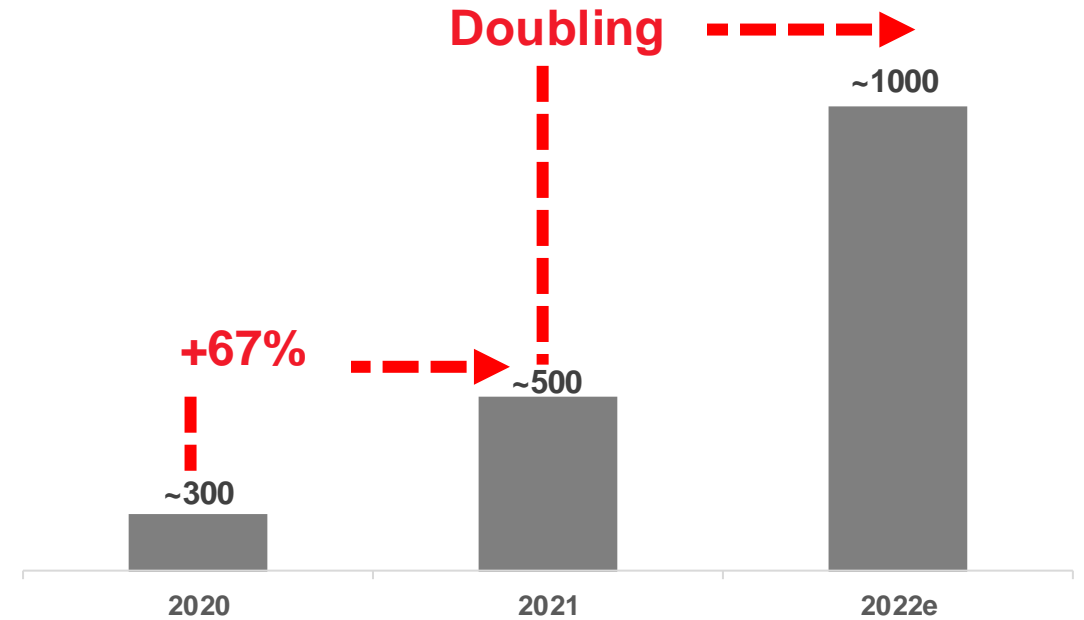
Germany with highest energy costs

Gas price in €/Mwh



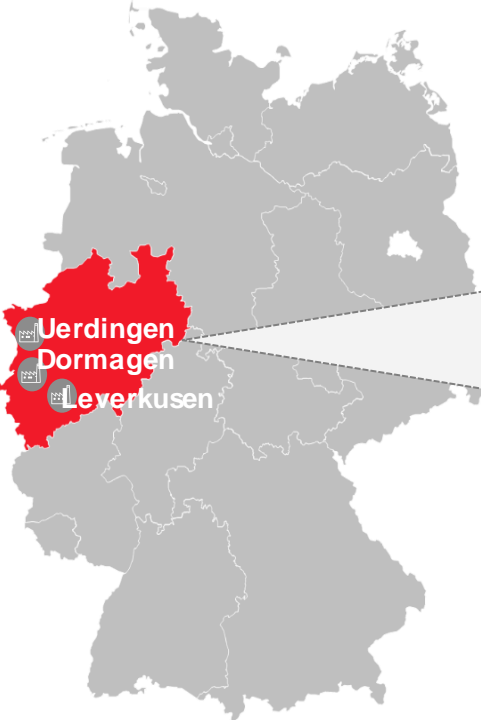
Our energy costs are skyrocketing

in €m

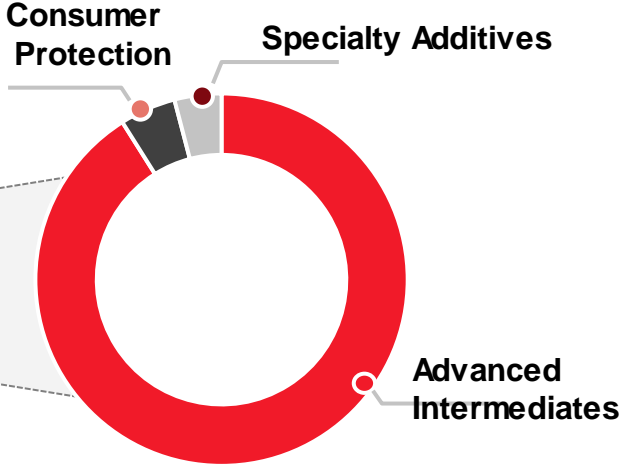


Advanced Intermediates (BU All and IPG) consume the vast majority of energy in Germany

Sites with highest energy consumption



Energy consumption per segment¹



Businesses in segment Advanced Intermediates are energy intensive and have a high asset footprint in Germany

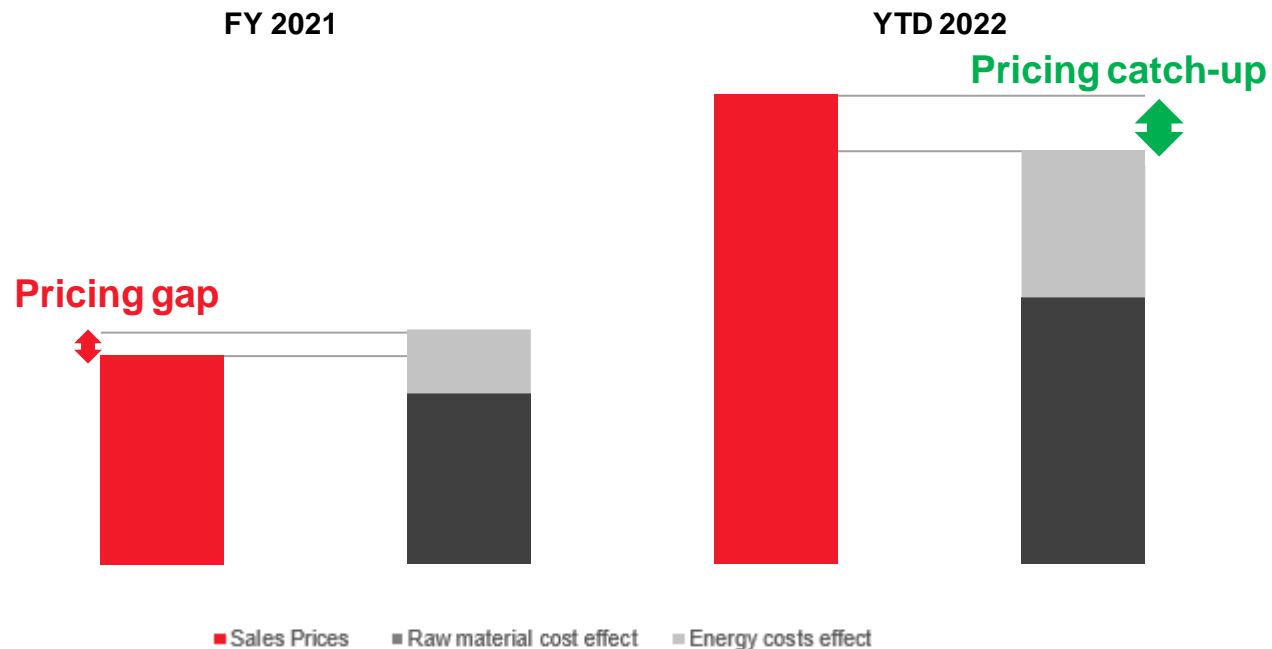
Energy costs in Consumer Protection and Specialty Additives of less relevance

¹ Based on 2021 total consumption of steam in t

Successful price pass through in 2022

2022 price increases reflect full pass on of raw & energy costs

Change in prices of cost lines YoY¹ in €m



- In 2021 raw material prices fully passed on and started to pass on energy costs
- YTD 2022 full pass through of raw and energy cost inflation; catch up of price pass on in 2021
- Q3 2022 still fully passed on at group level but shortfall in segment Advanced Intermediates
- Countermeasures for Q4 prepared

Pricing power proven in a challenging environment which, however, is getting more difficult

Environment becoming more challenging especially for segment Advanced Intermediates

Situation at BU All and BU IPG

High energy prices in Germany vs. low energy prices in China

Increasing Asian supply in Western markets

Weakening demand

Possible countermeasures



Production: Flexible adjustments possible



CAPEX and cost saving measures

Energy prices artificially high; most recent drop could indicate normalisation

A potential gas shortage in Germany could be managed

Taskforce

- Joint taskforce with Chempark players (Currenta, Bayer, Covestro)
- Weekly calls and emergency plans prepared
- Our plants are primarily supplied by Dutch and Norwegian gas

Measures at hand

- 1 Mode of operation:** Adjusted steering of Currenta's energy generation to optimize gas consumption (implemented at short notice)
- 2 Mobile steam generators:** Availability of oil-based steam generators
- 3 Fuel switch:** Possibility to use coal boilers instead of gas boilers in the short term and renewables medium-term
 - Rental of back-up boilers to use alternative energy sources
 - No electricity production; gas only used for steam production

Measures
mitigating
reduced gas
availability

Today, limited concerns about „physical“ gas shortage

Cash flow is expected to improve on short-term

Energy



Cash flow

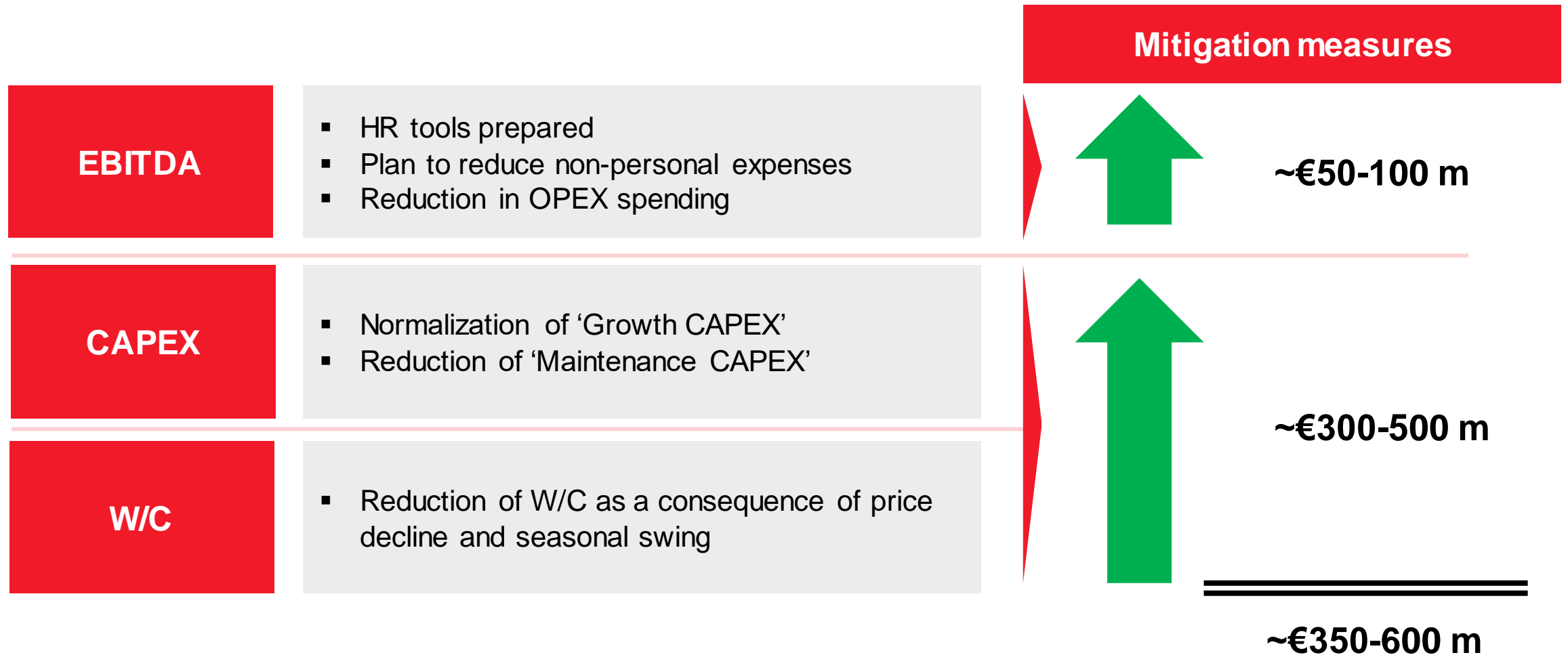


**Cash generation and
working capital**

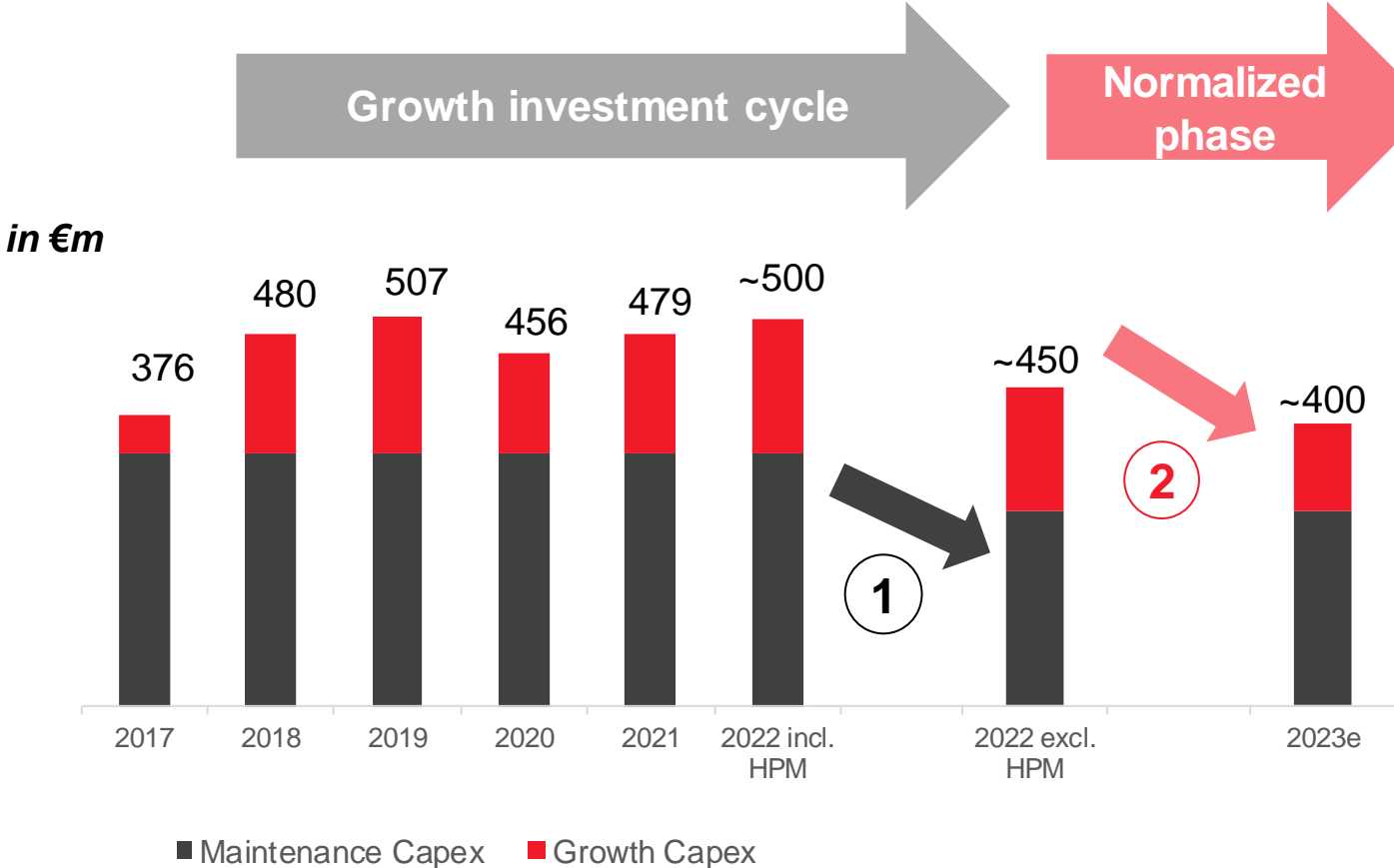
Liquidity & leverage



Measures to support free cash flow in the next 12 months



Lower CAPEX after completion of growth investment cycle and HPM exclusion



1

- Maintenance CAPEX**
- €250-300 m new level (without HPM)
 - Previously €300-350 m

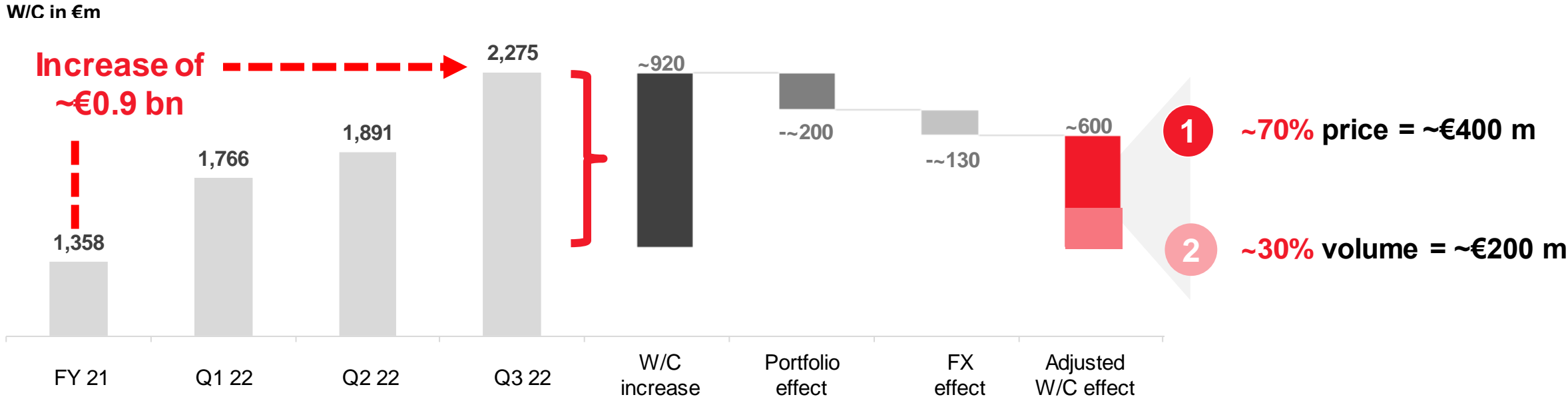
2

- Total CAPEX**
- ~€400 m as normalized level
 - In 2023 no major growth projects initiated yet

Lower CAPEX profile reflecting focus on lean assets

Working Capital outflow in 2022 mainly driven by energy and raw material price inflation

Development of W/C and impact on inventories reflect inflationary environment



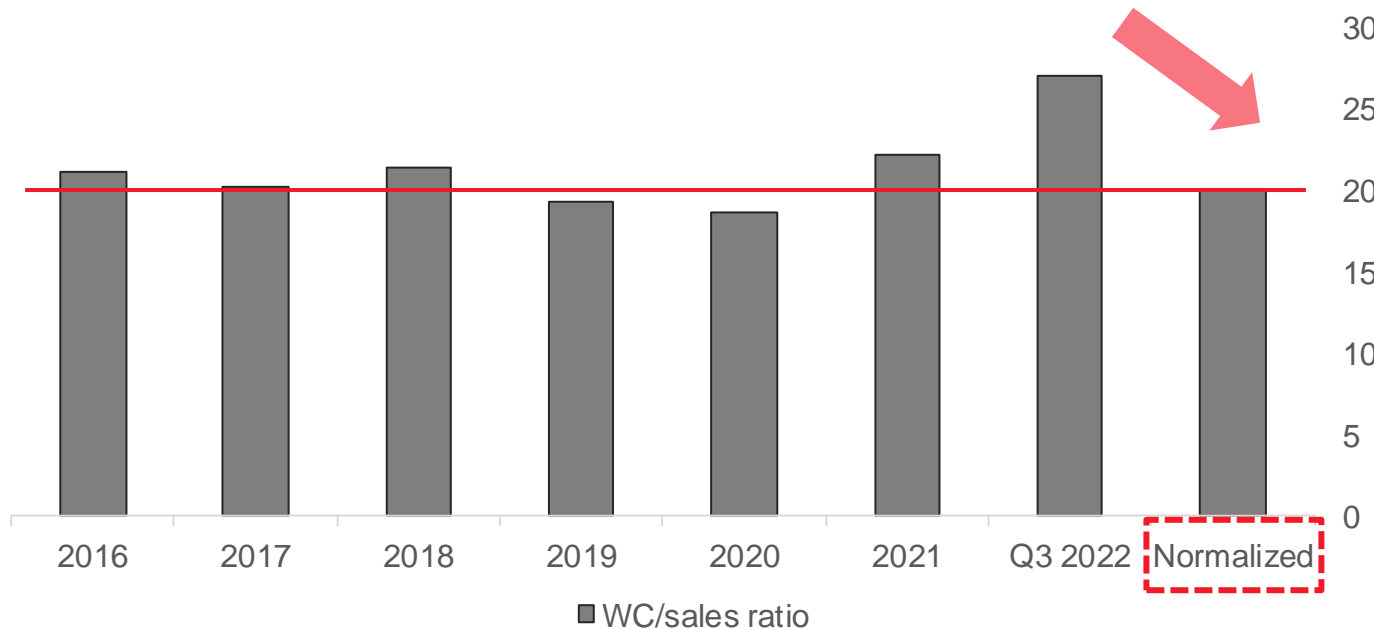
Substantial increase in working capital driven by price effects

Cash relief from working capital expected in upcoming quarters

Development of W/C KPIs reflect inflationary environment

Drivers for cash relief

[in%]



Price:

- Raw material costs are expected to decline from peaks in Q3 2022
- Energy costs in Germany down from peak in Q3 2022, but still very volatile

Volume:

- Logistic constraints expected to ease in 2023
- Seasonal effect in Q4

W/C ratio to normalize at ~20% of sales

Working on additional levers to improve cash flow longer-term

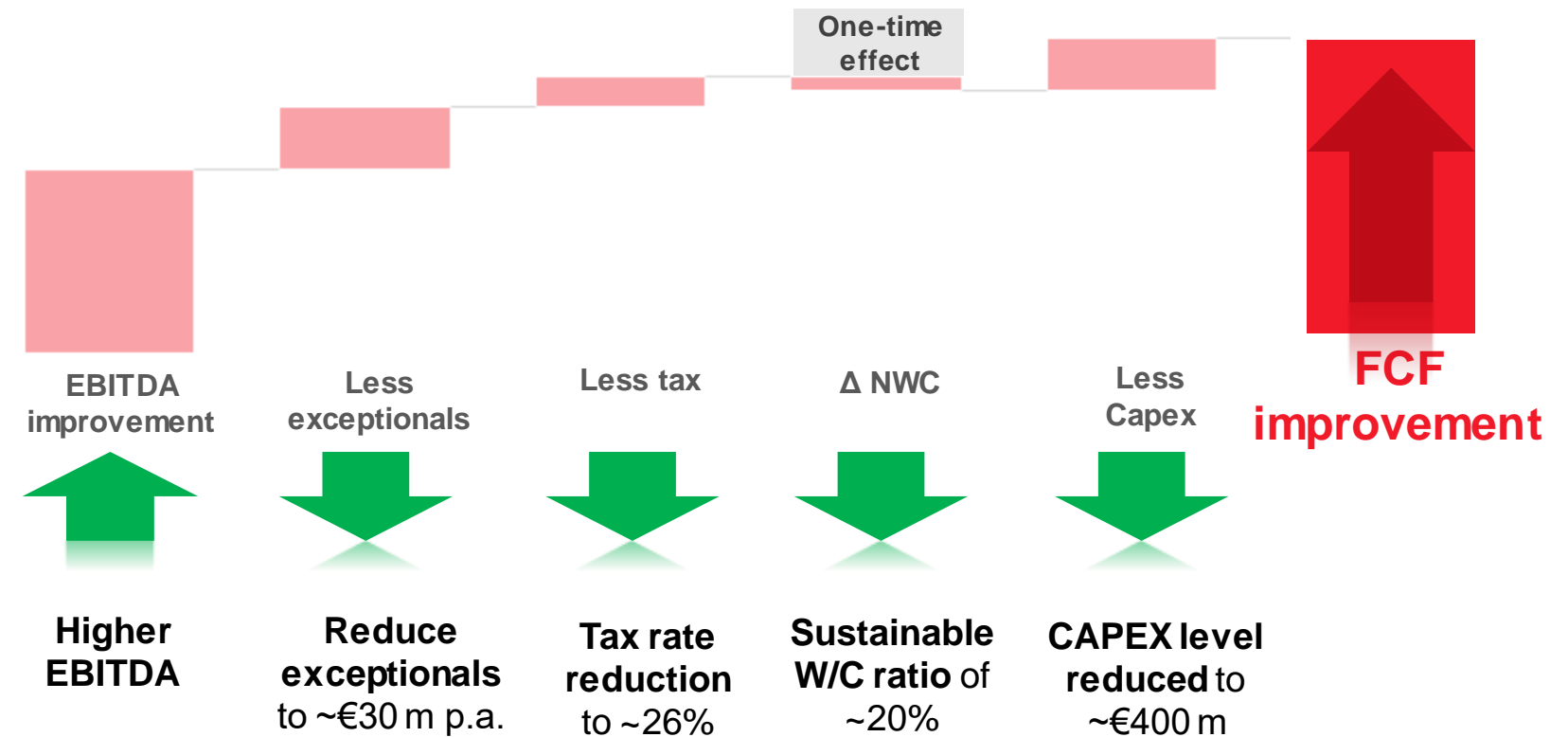
FCF building blocks

EBITDA pre

- Cash for exceptionals
- Taxes
- Changes in Working Capital
- Capex

= Free Cash Flow

Δ Illustrative CF levers¹



Solid cash flow generation potential of LANXESS medium-term

High leverage will be reduced

Energy



Cash flow

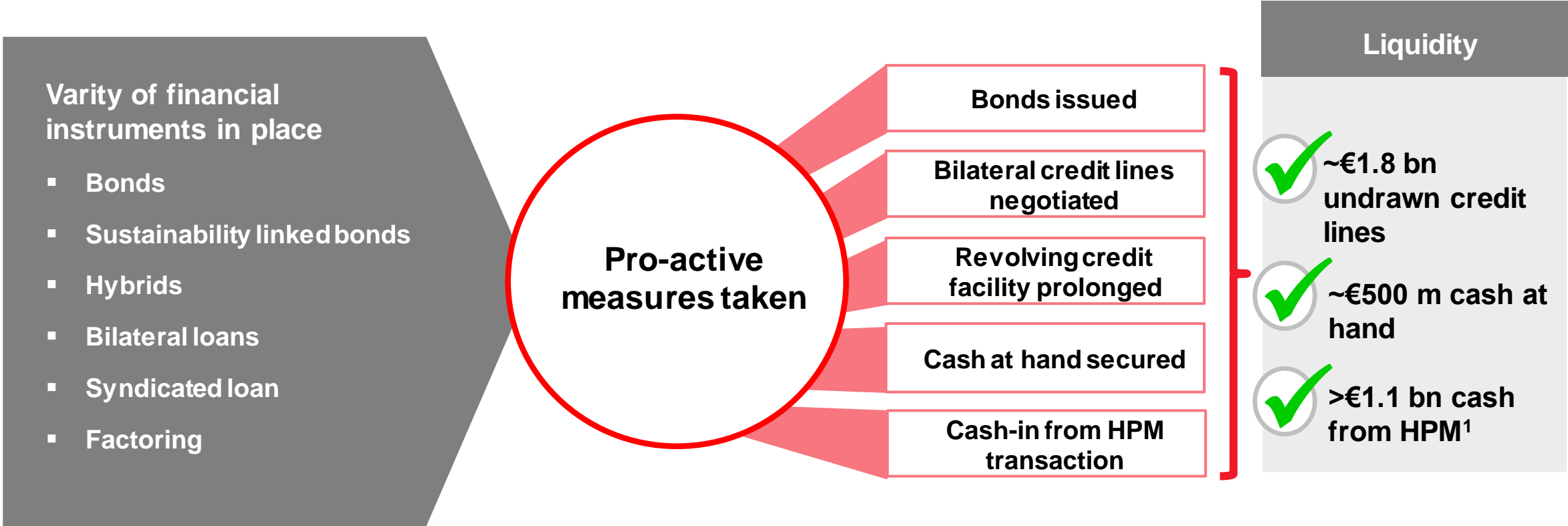


Liquidity & leverage



High leverage temporarily

Ample liquidity secured at favorable conditions



Total liquidity of ~ €3.5bn

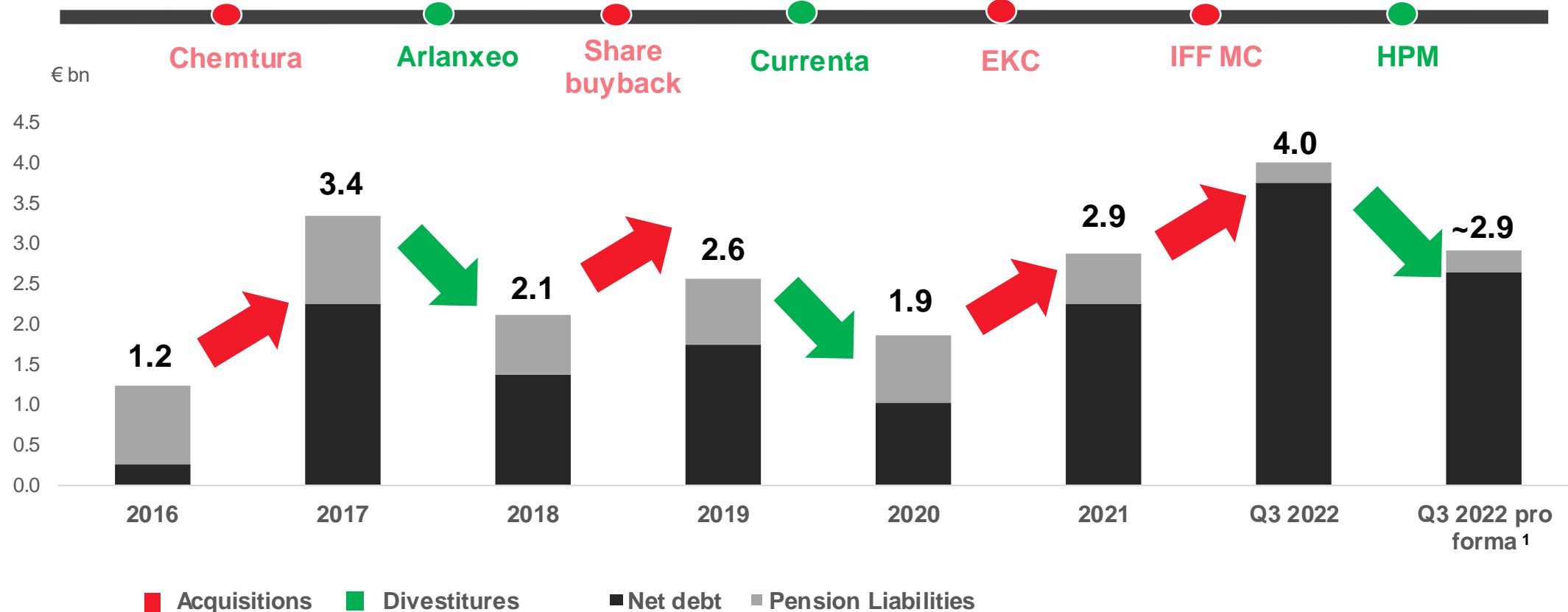
Throughout all crises we secured our Investment Grade Rating



	Financial crisis 2008/2009	“Rubber crisis” 2013/2014	Covid pandemic 2020/2021	Gas crisis 2022
	Baa2 (stable)	Baa2 (negative)	Baa2 (stable)	Baa2 (stable)
	BBB (stable)	BBB (negative)	BBB (stable)	BBB (negative)
	BBB (stable)	BBB (negative)		
			BBB+ (stable)	BBB+ (stable)

Maintaining solid investment grade rating is key

Proceeds from HPM transaction will reduce leverage significantly



Rating agencies support our de-leveraging plan and confirmed investment grade rating

¹ Illustrative leverage ratio reflecting HPM Cash in but no further operational improvements

Net debt defined as net debt incl. total financial assets; pension liabilities defined as pension obligation minus pension assets minus deferred tax assets

Implementing measures for managing challenging environment and levers to improve cash flow

Short-term measures rolled out to deal with high energy prices



Cash flow improvement short-term and solid cash flow potential



Liquidity at hand and on track to reduce leverage ratio



Agenda

1 Portfolio: What we achieved & path forward

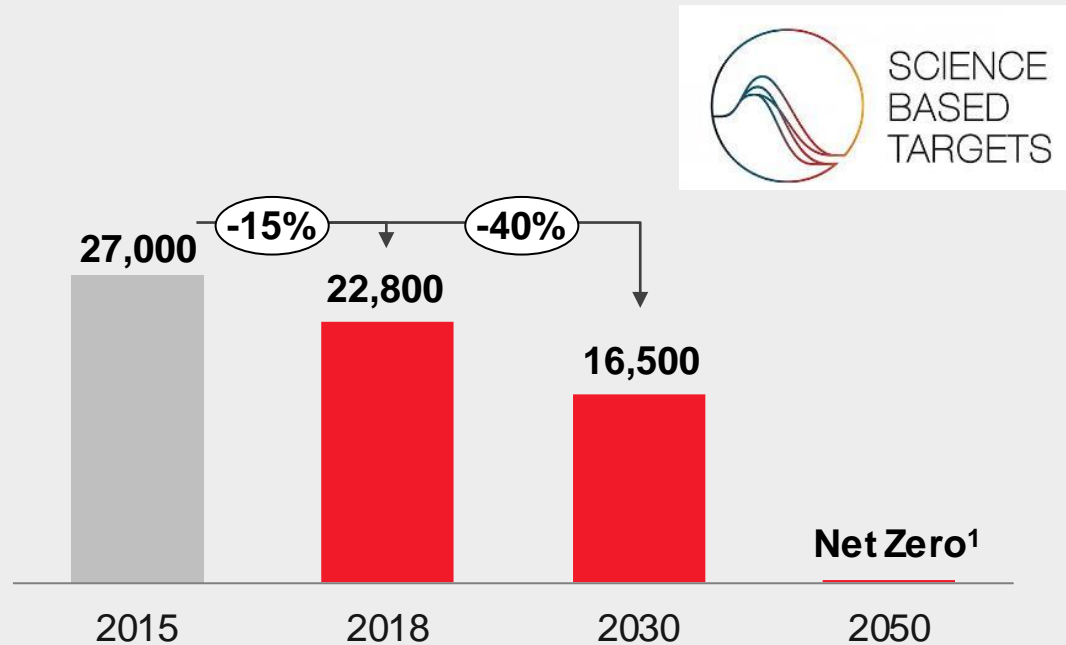
2 Managing our weak spots

3 Performing in Sustainability



We have recently enhanced our climate strategy with our new “Net Zero Value Chain” program

Our Scope 3 CO₂e emissions (kt)



Our Road to Net Zero

Make use of sustainable raw materials

- Launch of “Net Zero Sourcing” program
- Supply agreements on renewable raw materials

Transition to green logistics

- Increase transportation asset utilization
- Optimize freight transport modes

Offer low-carbon and climate-neutral products

- Brand “Scopeblue” for low carbon / circular products
- Transparency by certified carbon footprints

We are one of few chemical companies following an overall 1.5°C pathway, validated by SBTi!

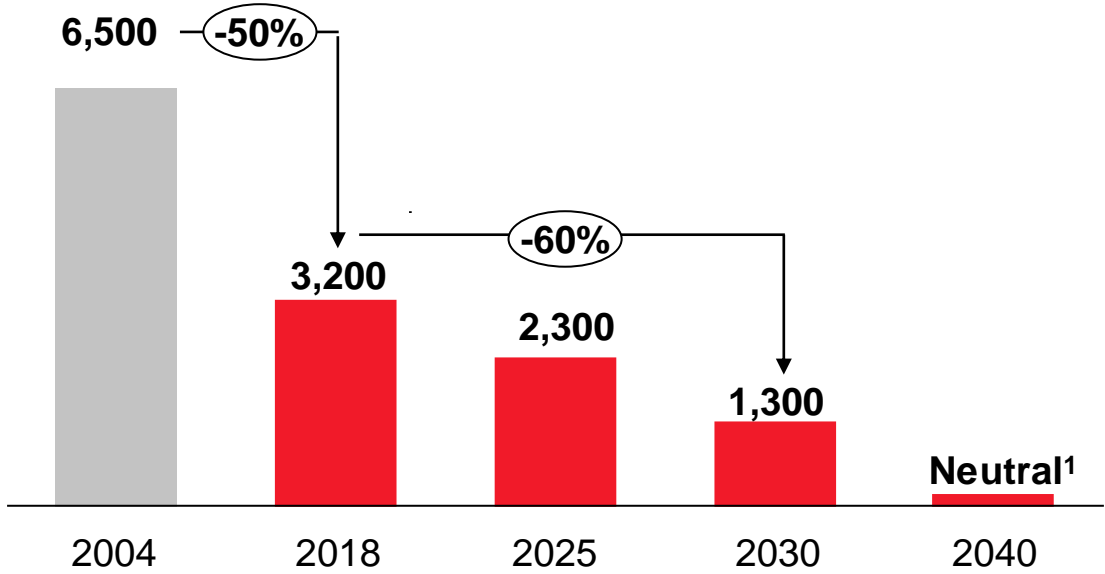
Emissions related to Scope 3. | 2030 target will be adjusted after HPM deconsolidation in 2023

¹ “Net zero” will be achieved by a combination of positive and negative emissions during the life-cycle.

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

Our Scope 1 and 2 CO₂e emissions (kt)

Introducing a few of our key initiatives



Clean India

We will switch to biomass and renewable energies until 2024:
Total savings of ~ 150 kt CO₂e/year

Strengthen Innovation

We pursue projects to rethink energy and CO₂ intensive processes and drive electrification

Green energy

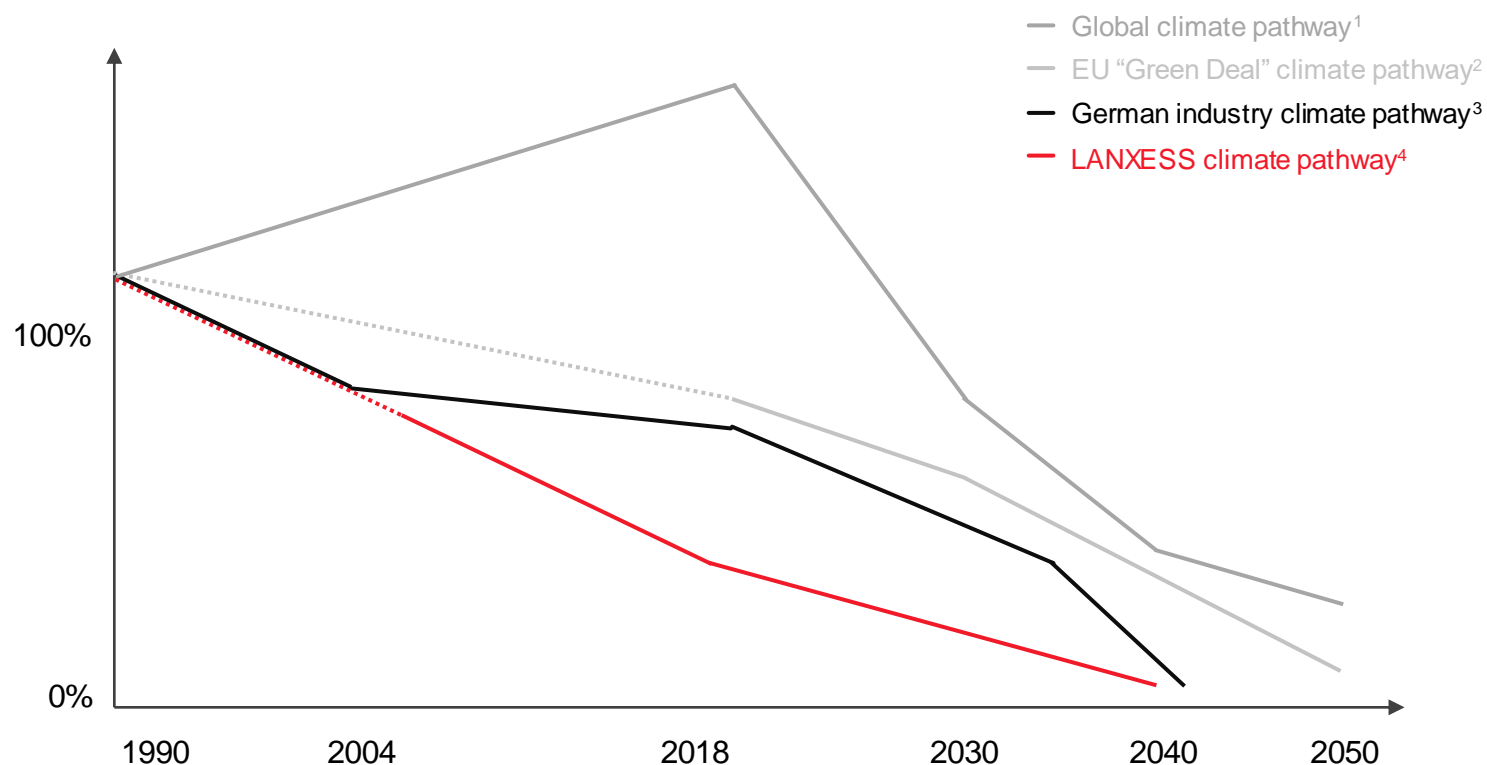
We will fully transition to green electricity supply in the next decade

We are among top performers within the chemical industry

Emissions related to Scope 1 and Scope 2. Targets for 2025 and 2030 excluding BU HPM joint venture
¹ < 300 kt CO₂e emissions per annum, compensated by additional measures

Leading the way in climate protection makes good business sense

Our climate pathway compared to important frameworks



Business Case

- Investments in **state-of-the-art climate protection technologies** enhance **asset values**
- Higher **energy efficiency** means reduced energy consumption
- **Reduced costs** of emission allowances
- LANXESS **ahead of** stricter regulation
- Commitment to climate protection makes LANXESS **preferred partner for customers**

¹ Based on ClimateActionTracker 1.5°C pathway | ² Based on Green Deal of European Parliament | ³ Based on AGORA „Klimaneutrales Deutschland 2045“

⁴ "LANXESS Climate Neutral 2040" pathway (scope 1+2)

Leading ESG rating providers honor our performance

MSCI
ESG RATINGS

Rating recently confirmed

2nd highest category for 2nd time
Convincing climate strategy and efforts to reduce water use

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

S&P Global CSA 2022 – we are again in top decile of the industry¹

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

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

Bloomberg
Gender-Equality Index
2022

2nd time in a row

PLATINUM Top 1%

ecovadis
2022 Sustainability Rating

2nd time in a row

vigeo eiris

SUSTAINALYTICS

¹ Score date: October 21, 2022. Final announcement of DJSI membership will take place on December 9, 2022. | CSA = Global Corporate Sustainability Assessment

LANXESS is ready to deliver – also in terms of ESG!



Portfolio sharpened, champions established: Ready to deliver !



LANXESS significantly improved across various dimensions



Years to come: Harvesting synergies and delivering on improved earnings and margin potential



Sustainability = our license to operate.
We are proud to be among top players



Flavors & Fragrances: Unique positioning and our path to further growth

Holger Huppeler

Head of Business Unit Flavors & Fragrances

November 10, 2022

Agenda

1 Exciting product portfolio

2 Specialty characteristics at a glance

3 Attractive markets: Green and nature identical

4 Clear path to future growth

Our aroma chemicals cover a broad spectrum of fragrances using the highest industry standards



Floral

C-9 Aldehyde – Rose, Flower-Wax, Aldehyde
Florosol – Muguet, Lilac, Cyclamen
Lilestrais® Pure – Fresh, Green, Light

Amyl Cinnamic Aldehyde – Jasmine, Cocoa, Fatty
Hexyl Cinnamic Aldehyde – Green, Lily, Jasmine
Benzyl Acetate – Sweet floral fruity jasmin fresh



Spicy / Cinnamon

Cypriol – Sweet, Balsamic-Floral, Oriental
Cyprinal – Warm, Cinnamon, Balsamic
3 Phenyl Propanol – Balsamic, Spicy, Honey, Lilac, Hyacinth

Cinnamic Alcohol – Spicy, Honey
Cinnamic Aldehyde – Cinnamon Bark, Sweet Spice, Oriental



Earthy

Osyrol® – Sandalwood, Floral
Vetimoss® – Forest, Damp Wood, Vegetation



Fruity

Azuril – Powerful, Citrus, Ozone, Linen
C-12 Lauric Aldehyde – Citrus, Floral, Soap
C-6 Aldehyde – Citrus, Apple, Fresh, Grassy

C-8 Aldehyde – Orange Peel, Aldehyde
C-10 Aldehyde – Citrus, Orange Peel, Fatty
Peach Lactone – Sweet, Peachy, Apricot, Creamy



Other

Benzyl Benzoate – Nearly odorless fixative in gum / confectionary
Benzaldehyde – Almond, Cherry

Benzyl Alcohol – Fragrance fixative for chewing gum / confectionary
Methyl Benzoate – Wintergreen, Camphoraceous, Phenolic



Our benzoates are used in attractive applications

Food & Beverages

- Soft drinks
- Sauces & dressings



Personal Care

- Hair Care
- Lotions



Home Care

- Laundry care
- Household cleaning
- Dishwashing liquids



Other

- Pharma
- Agriculture



Example applications

BU F&F offers customers a unique combination of expertise and a broad product portfolio



Advanced technical and regulatory expertise

LANXESS products already matching regulators requirements enable customers to meet higher standards



Global positioning in attractive markets

BU F&F's USPs combined with attractive markets and competitiveness promise growth above GDP



Highest standards for quality, safety & reliability

Nature identical and high purity products enhance customers' production processes and increase production reliability



Broad portfolio of sustainable solutions

Complete product portfolio offering based on green raw materials and renewable production until end of 2023

BU F&F well positioned in relevant markets with attractive growth opportunities

Drivers

Global positioning¹

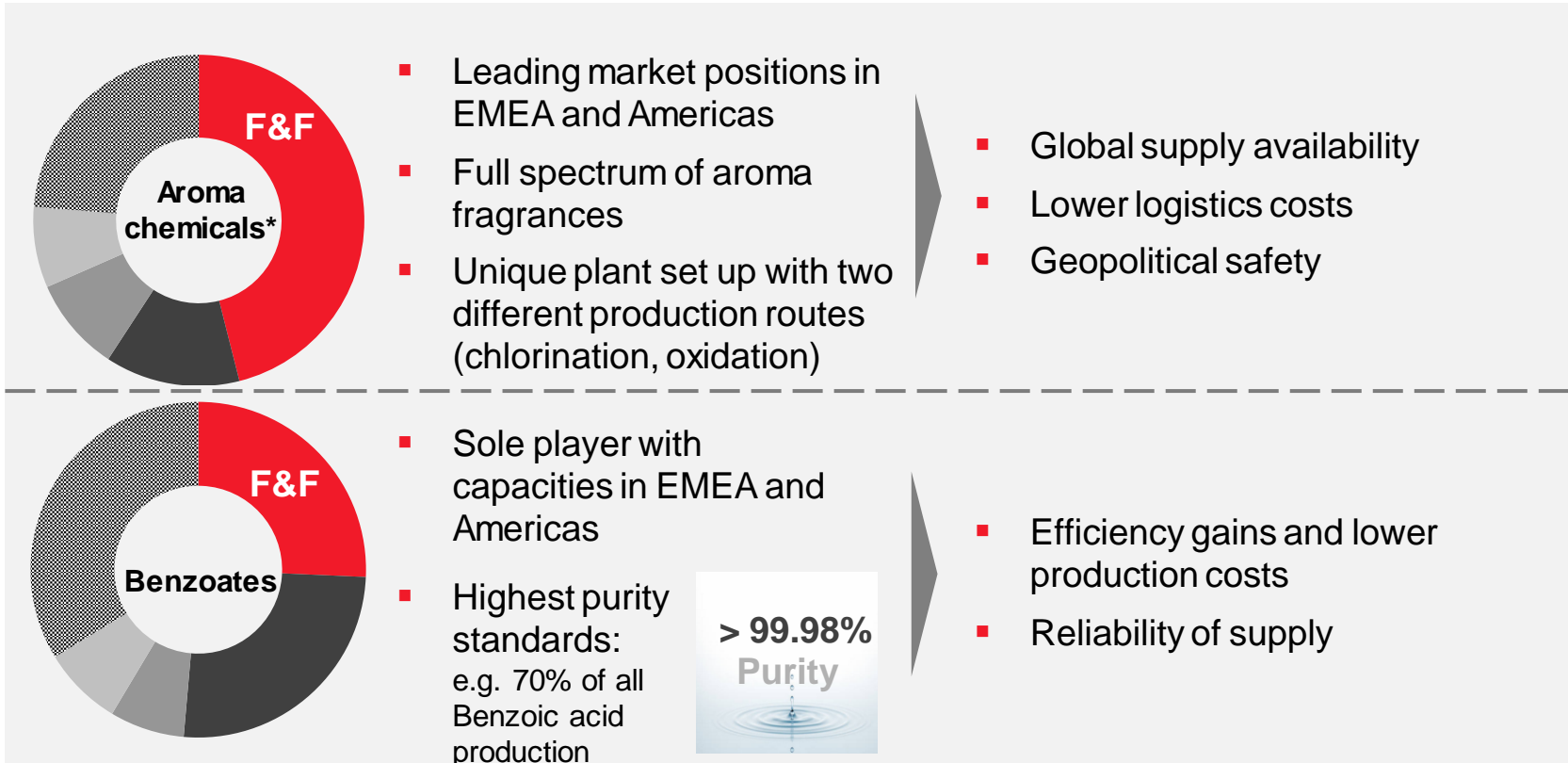
What it means for the customer

Preference for “healthy”, natural ingredients

Tightening product safety and environmental regulations

Increased demand for sustainable products

Upcoming middle class willing to pay premium for upmarket products



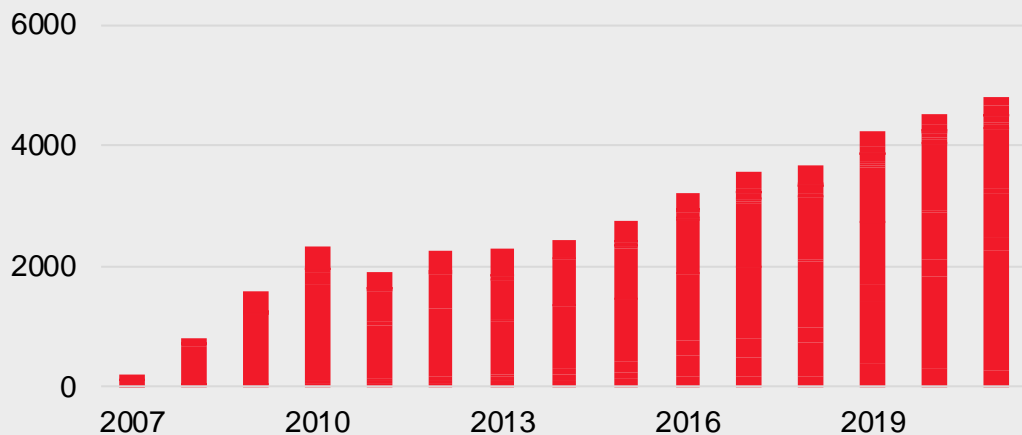
BU F&F's USPs combined with attractive markets and competitiveness promise growth > GDP

BU F&F well positioned to benefit from the consumer trend of sustainable and nature identical products

1. Demand for green solutions

- End-consumers increasingly select Personal & Home care (PC/HC) products that align with their values for sustainability
- Our customers are therefore heading to greener solutions and transparency on sustainability

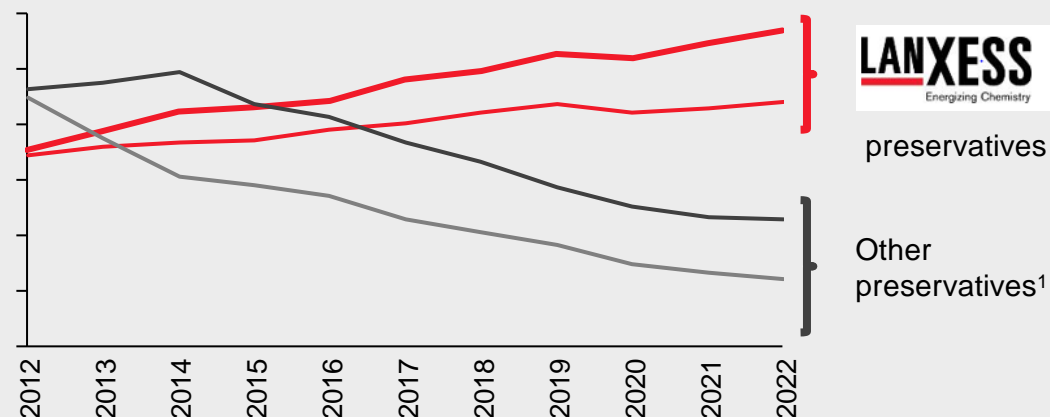
Number of green certification product launches in Personal & Health Care¹



2. Demand for nature identical solutions

- Nature based ingredients with excellent HSE profile are in high demand
- Example: Usage of preservatives in US shows a trend towards benzoates in Rinse-off cosmetic applications
- LANXESS as key player for nature identical benzoates

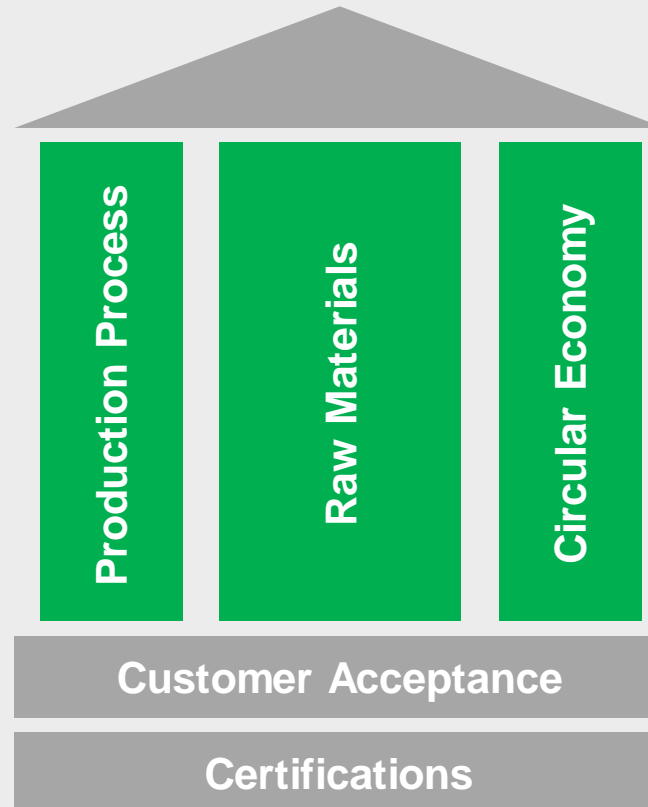
Product launches in Personal Care (Rinse-on/off applications)²



BU F&F initiative to offer products with renewable ingredients and green profile until end of 2023



Pillars for green vision



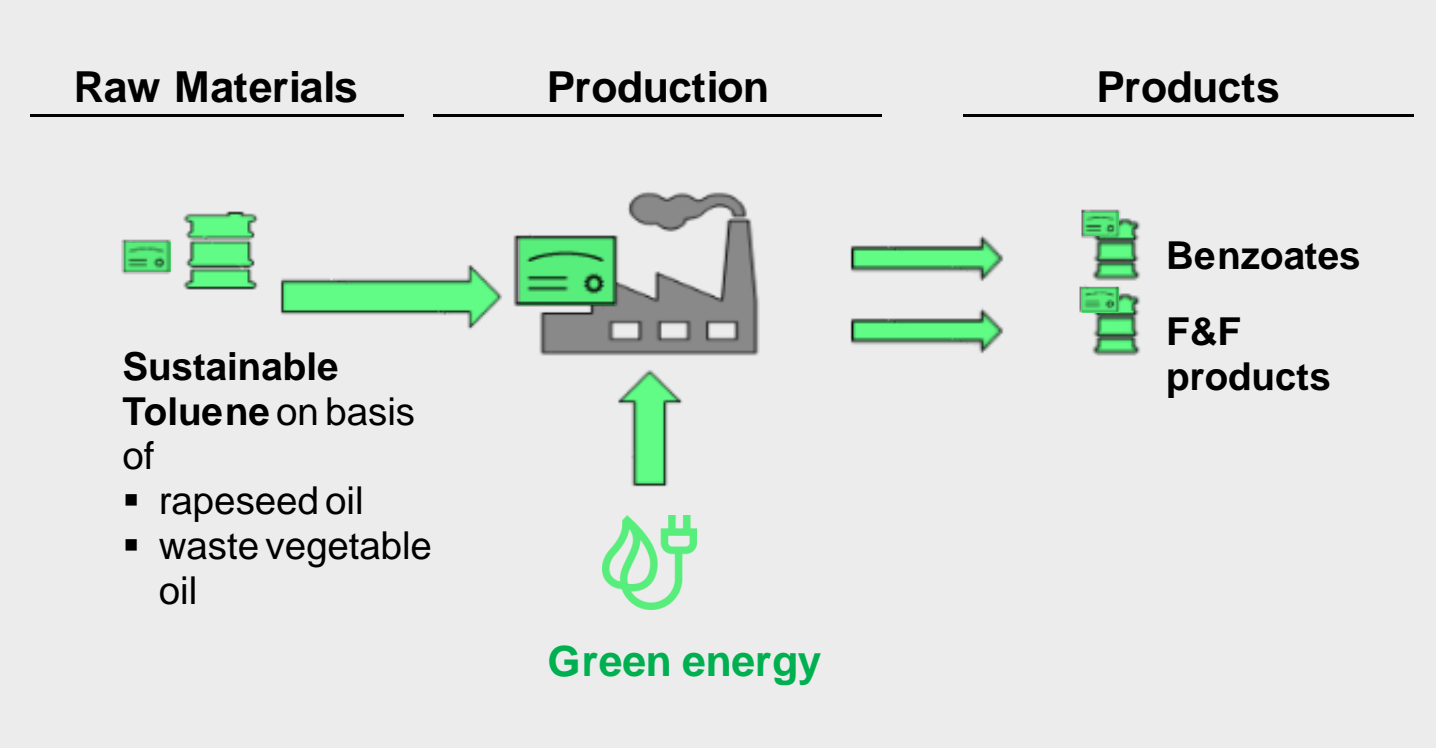
Overview

- BU F&F with clear commitment towards sustainability
- LXS BU F&F first (chemical) supplier in the world to offer nature identical renewable Benzoates & aroma chemicals solutions
- **Plan to be able to offer the entire product portfolio as fossil based and based on green raw materials until end of 2023**

Initiative to offer entire product portfolio with renewable ingredients and green profile until end of 2023



Example of green production process (Rotterdam site)



Offering full choice between conventional as well as certified¹ green products across whole portfolio

¹ Certification process ongoing with TÜV Süd

Our key KPIs: Reflecting specialty character

EBITDA pre margin
>20%

ESG
forerunner

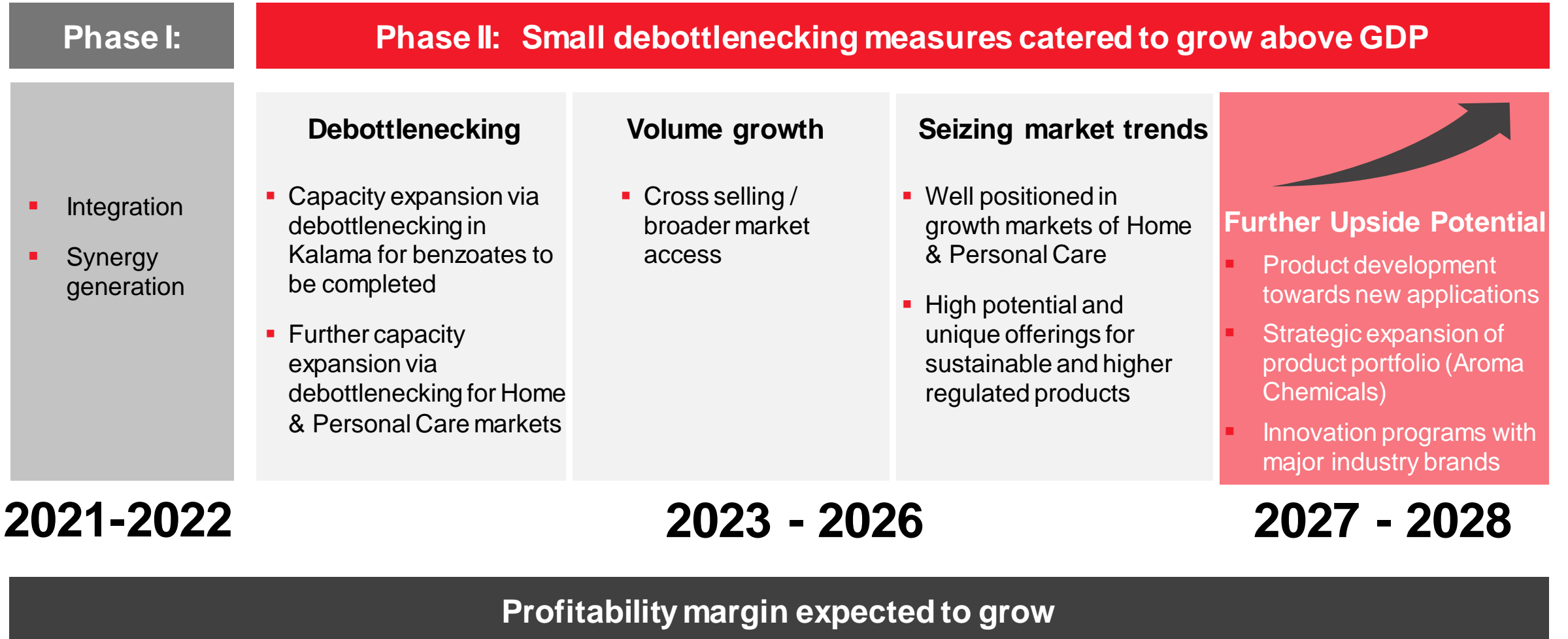
Cash
conversion¹
>70%

Non-cyclical
business

Synergies²
of €25 m

Secular
growth

Our path forward: Profitable growth on BU level



Technical expertise of LANXESS paired with global market competences provides a platform for growth

Global production network

Global footprint with assets in Europe, Asia and North America offer customers secured supply chains

Competitive product portfolio

Complementary product portfolio that allows to provide customers a variety of solutions

Highest product quality

Highest product quality and registrations/certifications for pharma and Food and Beverage underline product quality standards

Technical know-how

Long lasting customer relationships and global R&D team



Execute & deliver: Our priorities in the next 12 months

A photograph of three American football players in red jerseys and white helmets with a red stripe, in a three-point stance on a green field at night. The background shows a large stadium filled with spectators under bright lights.

Navigate crisis

Drive performance of improved portfolio

Push forward additional value drivers

Continue sustainability agenda

LANXESS

Energizing Chemistry

Q&A session

If you joined via Zoom:

Please use the “**raise your hand**” button

Wait until you are called

Unmute your microphone by clicking the “**unmute**” button

If you joined by telephone:

Please **press *9** to raise your hand

Wait until you are called

Unmute your microphone by **pressing *6**

