LANXESS – Q3 2023 Roadshow

Focus on generating cash and net debt reduction

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Agenda

1. Executive summary Q3 2023 and outlook
2. We are taking action: FORWARD! and cash flow
3. Building a stronger sustainable portfolio
4. Financial and business details Q3 2023

Quarter of strong cash generation despite continued low demand

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Q3 2023 strategic and financial highlights

- Q3 EBITDA pre of €119 m slightly ahead of Q2 2023
- Earnings and margin remain burdened by weak demand and resulting low sales volumes; utilization remains on historically low levels
- Clear focus on cash generation:
  - Strong free cash flow of €322 m due to active working capital management, however, holding back EBITDA pre
  - Net working capital to sales ratio now at ~22%!
  - Net debt further reduced to €2,557 m (Q2: €2,863m)

Program FORWARD! on track

LANXESS Group: Balancing EBITDA pre generation and cash flow focus

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Sharp earnings decline on weak demand

[€ m]	Q3/2022	Q3/2023	Δ	9M 2022	9M 2023	Δ
Sales	2,185	1,601	-27%	6,115	5,278	-14%
EBITDA pre	240	119	-50%	755	415	-45%
Margin	11.0%	7.4%		12.3%	7.9%	
CAPEX	98	68	-31%	249	194	-22%

Price	Volume	FX	Portfolio
-9%	-14%	-4%	0%

Total -27%

Q3 Sales vs. PY

- Sales decrease in all industries and regions, affecting all segments
- No sequential demand improvement visible yet, but sweat-out of own high-cost inventories largely completed
- EBITDA pre and margin still burdened by high idle costs partially due to active inventory management
- Reduced capex as announced

Comparably stable performance in Consumer Protection

Consumer Protection

- Earnings comparably less impacted
- Agro customers destocking

[€ m]	Q3 2022	Q3 2023	Δ
Sales	662	581	-12%
EBITDA pre	110	84	-24%

Specialty Additives

- Comparing to strong prior year; all industries weaker except aviation
- Earnings burdened by idle costs and high cost inventory usage

[€ m]	Q3 2022	Q3 2023	Δ
Sales	792	549	-31%
EBITDA pre	121	33	-73%

Advanced Intermediates

- Substantial volume decline burdens results
- Construction industry demand extremely weak

[€ m]	Q3 2022	Q3 2023	Δ
Sales	642	403	-37%
EBITDA pre	65	30	-54%

No visible demand improvement yet | Stabilization on low level

Net financial debt reduction due to working capital improvement

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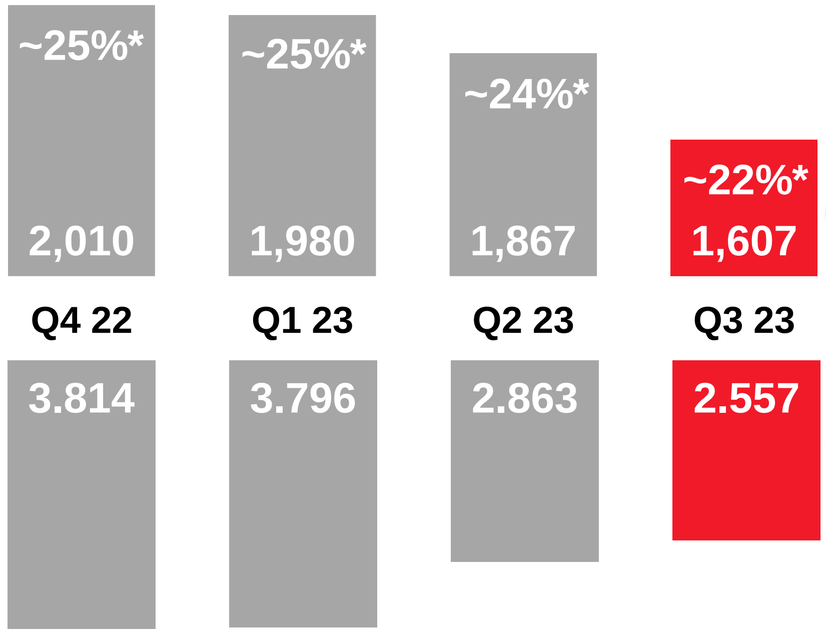
Successful net financial debt reduction

Net working capital in €m



Net financial debt in €m

Net working capital relief

Q3: €260 m → **~ 20% price**, **~ 80% volume**
9M: €403 m

Net financial debt reduction

Q3: -€306 m	**~ -11%**
9M: -€1,257 m	~ -33%

- Q3 2023 with strong cash generation
- Lower net working capital as lever for cash generation
- Strong free cash flow of €322 m and consequently reduced net debt
- Refinancing of bond due in May 2025 already secured

Commitment to solid investment grade rating – debt reduction on track

* Net working capital to sales ratio

Ample liquidity of more than €2 bn available amidst ongoing debt reduction

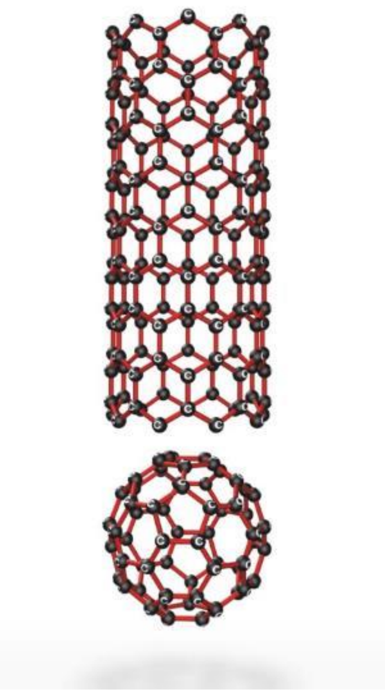
Solid financing framework

No maturities until May 2025 – already prefinanced!

No financial covenants

ø interest costs at ~1%

Actions taken:
Program FORWARD!, dividend reduction & divestment of BU Urethanes already initiated to decrease debt



Track record in reducing leverage after acquisitions

Ample liquidity >€2 bn: €1 bn undrawn revolving credit facility plus committed credit lines and cash and cash equivalents

FY 2023 guidance:
EBITDA pre expected ~€500-550 m

Our view on economic environment

- Underlying demand in Q4 2023 even lower than estimated

LANXESS outlook

- **FY guidance: EBITDA pre expected ~€500-550 m**
- Force Majeure on supply of Chlorine for BU Flavors & Fragrances until end of November; Q4 additionally impacted by steam limitation at Botlek (NL) site
- Cash Q4 will be impacted by seasonally high capex and weak overall business
- 2023 target: NWC to sales ratio of ~23%

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FORWARD!: Actively counteracting current weak market conditions

Leadership is experienced in crisis management – Project FORWARD! initiated

Short-term measures

1 Ad-hoc measures
- Cost savings in admin functions
- Cost & Capex reduction

2 Structural measures
- Production site review
- SG&A reduction

Mid-term measures

3 Business excellence
- Enhancement of market approach
- Preparing for economic recovery

Sustainably improving profitability, cash-flow and margins

FORWARD! program on track

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Program FORWARD! in execution

- ✓ Groundwork is done
- ✓ All business units, group functions and processes globally were in scope
- ✓ Measures identified

- Initiatives already in execution
- Transparent reporting and tracking to be implemented

~€150 m

total savings

	2024	2025
Savings	~€90 m	~€60 m
Cash-outs	~€50 m	~€30 m
FTEs	~870 globally	

Sustainable improvement of our cost base

Planned measures for production in Germany in the Advanced Intermediates Segment

AII: Hexane oxidation plant in Krefeld-Uerdingen

Possible shutdown

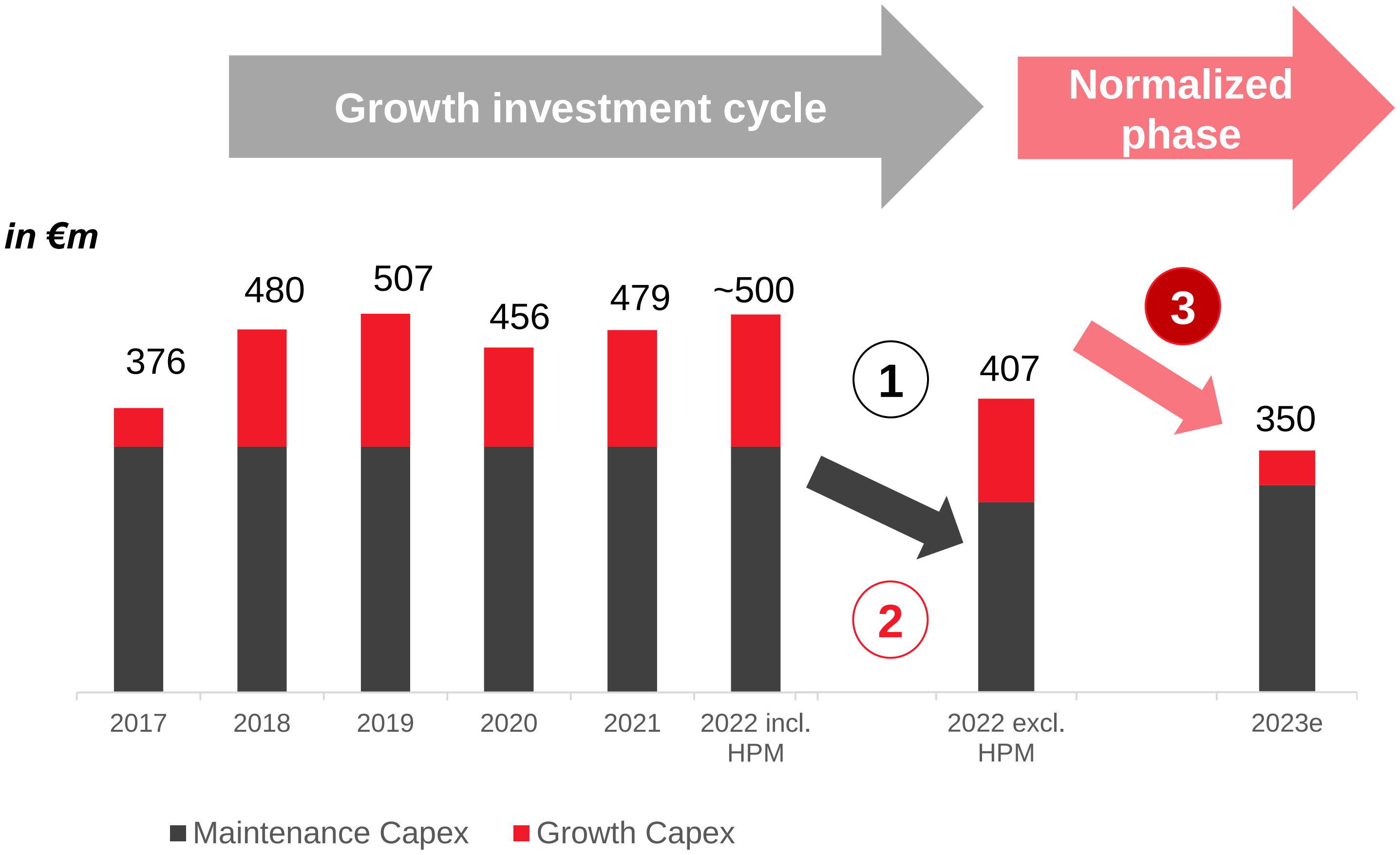
- Operation extremely energy intensive
- High CO_2 footprint
- 61 employees
- Implementation by 2026 at the latest

IPG: Chromium oxide production in Krefeld-Uerdingen

Sales process initiated - otherwise shutdown possible

- Energy-intensive customer industry (construction/ceramics) collapses
- Significant underutilization
- 52 employees
- Implementation by 2024

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

3 **CAPEX savings in 2023**
- €50 m as reaction to challenging environment in 2023

Lower CAPEX profile reflecting focus on lean assets

Free cash flow remains top priority beyond 2023

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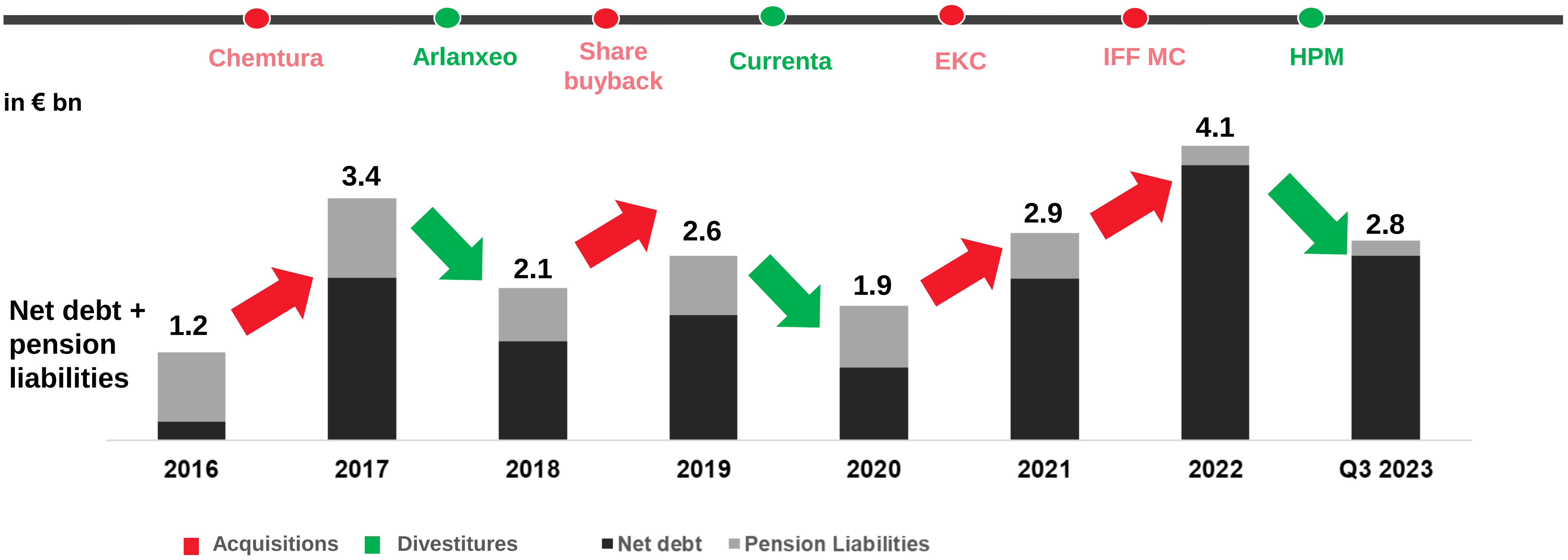
Delivering cash even under current conditions

	Current indication	Next years
EBITDA pre	**~ €500 - 550 m**	EBITDA improvement based on cost initiative and demand recovery
Δ WC	**~ €400 m 9M '23**	Target of WC/Sales of 23% reached, further optimization towards 20%
CAPEX	**~ -€350 m**	Remaining tight on CAPEX, currently ample capacity available
Excep. cash-outs	**~ -€100 m**	Mid-term reduction to €30 m
Interest	**~ -€40 m**	Expecting higher interest costs, but lower total net debt
Tax	**27%**	Mid term tax rate of ~26%
Free cash flow	**~ €300 m**	Continued focus on cash generation to prove asset quality

We will remain fully focused on free cash flow generation and net debt reduction

We have a proven track record of de-leveraging after acquisitions



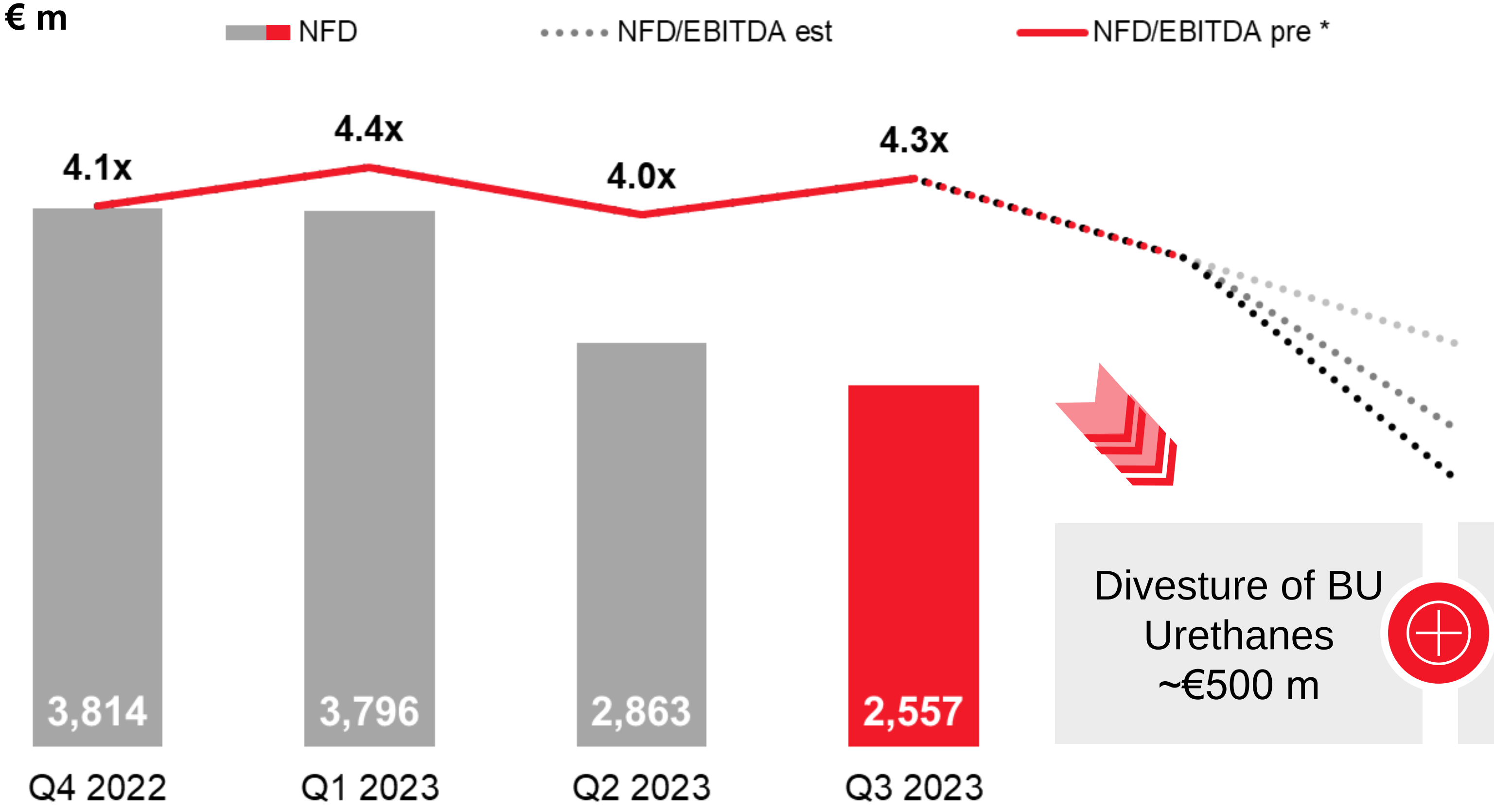
Rating agencies support our de-leveraging plan

Net debt defined as net debt incl. total financial assets; pension liabilities defined as pension provisions less related deferred tax assets

Pulling multiple levers to reduce debt

Demand recovery will lead to significant reduction of net financial debt / EBITDA pre ratio

in € m



Ratio	EBITDA pre
~ 3.0x	€ 600 m
< 2.5x	€ 750 m
< 2.0x	€1,000 m

Divesture of BU Urethanes ~€500 m

Free cash flow pre working capital ~ €150 m

Working capital reduction ~ €150 m

* Net financial debt excl. pensions / EBITDA pre LTM

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LANXESS portfolio transformed towards a true specialty chemicals player

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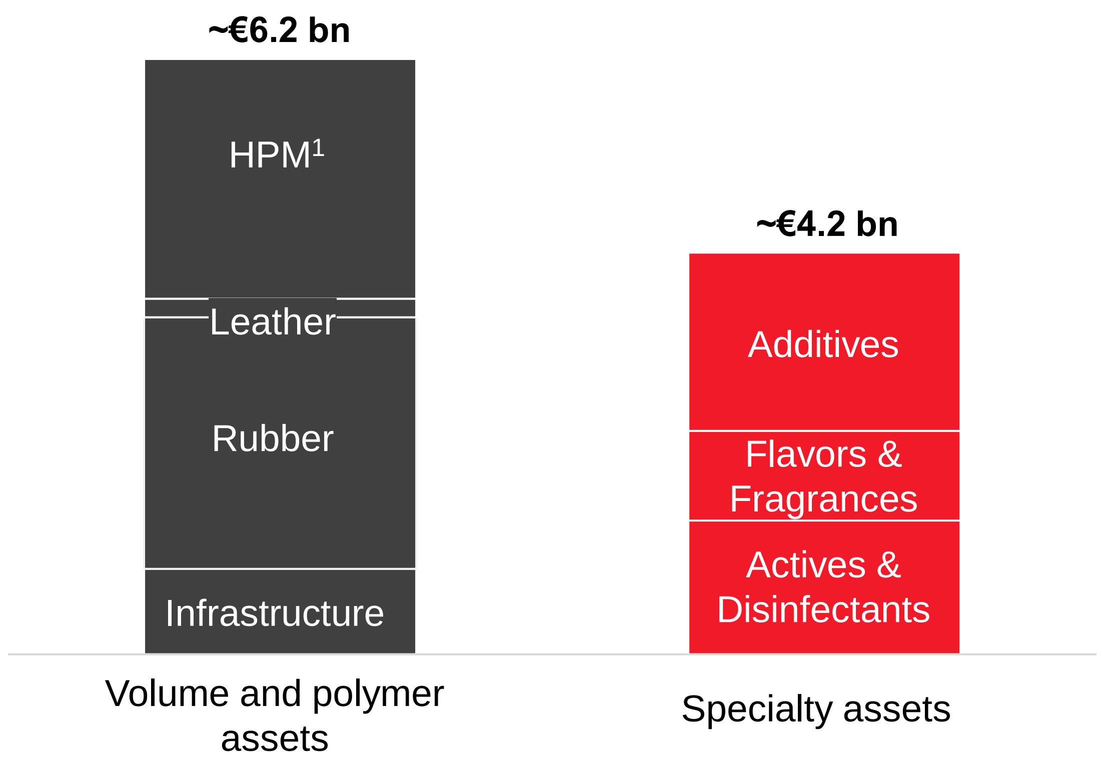
Portfolio transactions since 2016

Transaction values



Acquired businesses:

High profitability and cash generation

Asset light

Less cyclical

Divested businesses:

Lower profitability

Asset intensive

More cyclical

[1] HPM: High performance materials business (Polyamid) transferred to JV with Advent on April 1, 2023

Portfolio transformation increased US footprint…

Growth CAPEX and M&A spending since 2017[1]

Portfolio transformation focus:

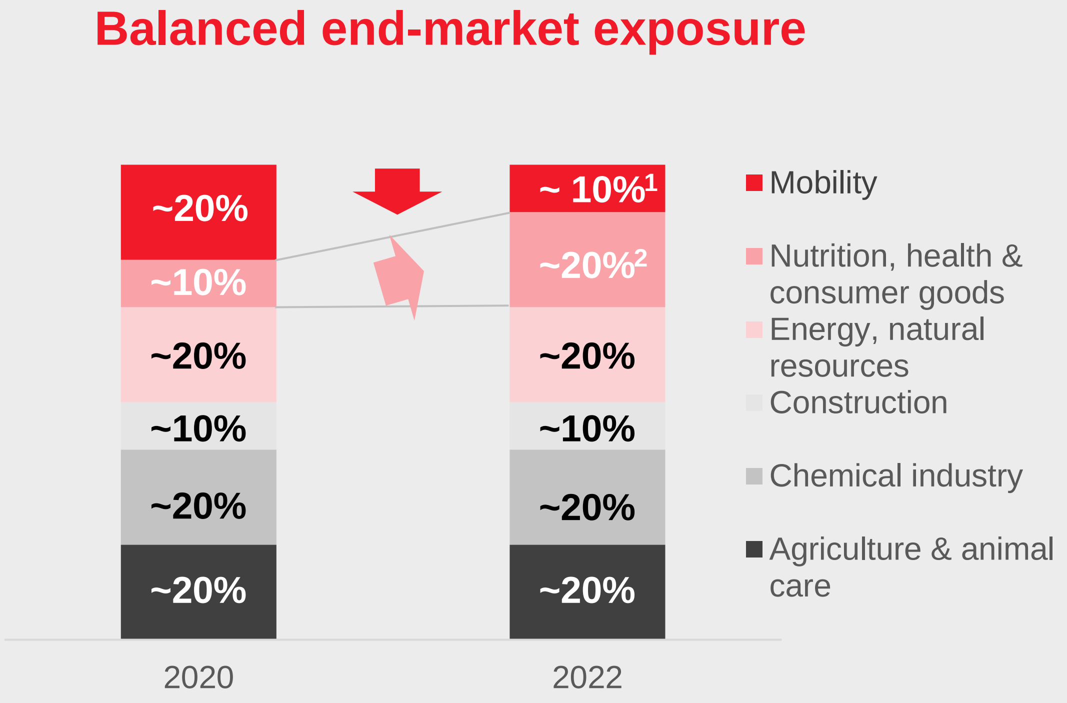
- Chemtura
- IFF MC
- EKC
- Bolt-ons

! Strengthened Americas asset footprint

! German exposure further reduced

[1] Growth CAPEX spending and M&A activity in %; incl. HPM and pro forma IFF

…and led to a more balanced end-market exposure



! **Auto exposure reduced**

! **Higher portion of end-consumer focused markets**

[1] Includes sales in the automotive, aviation and shipping industries including relevant electronic components. 2 IFF MC contribution contributed half a year in 2022

Portfolio with EBITDA potential of >€1 bn

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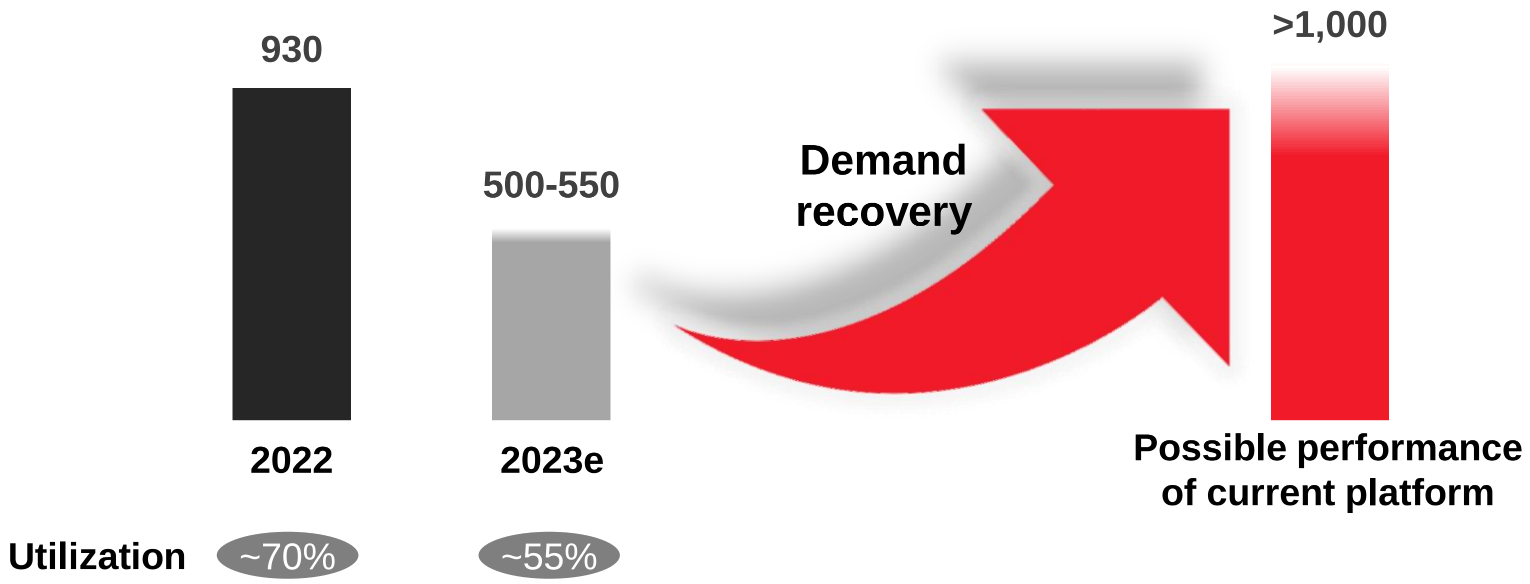
Earnings with potential to double in normalized environment

EBITDA pre in €m



Full integration of acquired businesses

Operational efficiency and cost reduction (FORWARD!)

Huge lever of increasing asset utilization

As no major structural elements have changed, EBITDA improvement expected with demand recovery

Portfolio framework: Two growth-focused platforms and a stable backbone

Consumer Protection	Specialty Additives	Advanced Intermediates
Growth focused		Stable backbone
		

% of group EBITDA pre[1]

Consumer Protection	Specialty Additives	Advanced Intermediates
 ~40%	 ~30%	 ~30%

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

[1] Pro forma split including IFF contribution and excluding HPM business

Leading ESG rating agencies continuously honor our sustainability performance

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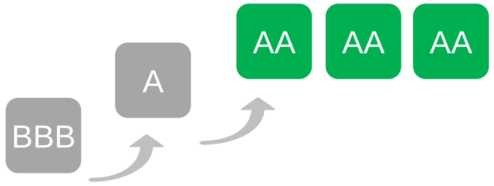
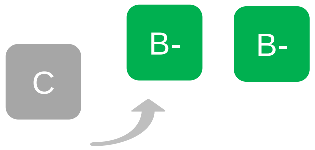
MSCI ESG confirms AA rating	Ecovadis confirms Platin rating	ISS confirms Prime B- rating
MSCI ESG RATINGS		ISS ESG
AA rating since 2021	Platinum rating since 2022	Prime rating since 2020





ESG rating agencies honor our performance for example in these areas

- **Climate strategy**: e.g., targets in place, carbon intensity below peers
- **Water use**: e.g., water strategy in place, strong efforts to reduce total water use
- **Corporate governance**: e.g., governance practices superior to peers

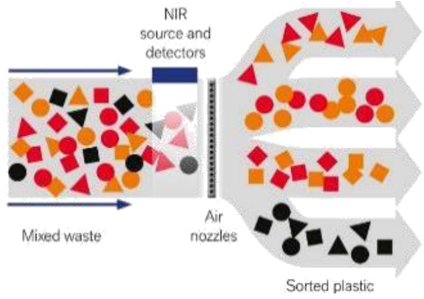
Our product portfolio is aligned with our sustainability strategy

Available: Sustainable products (BU F&F)

Customers have the choice: F&F offering majority of its portfolio in two alternatives - regular and sustainable

Available: Enabling recycling (BU IPG)

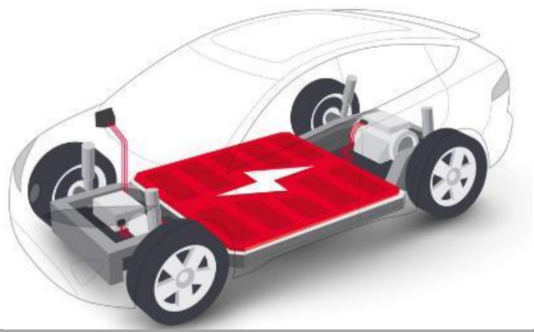
BAYFERROX® 303 T makes black plastic detectable by recycling machines (usually not possible)



LEWATIT® adsorber enable direct air capture of CO_2

New market: Direct air capture (BU LPT)

Immersion cooling fluids enable fast-charging of electric vehicle batteries by removing excess heat



New product: Battery technology (BU LAB)

Leading ESG rating providers honor our performance

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MSCI ESG RATINGS

Rating recently confirmed

BBB → A → AA AA AA

2nd highest category for 3rd time

Convincing climate strategy and efforts to reduce water use

ISS ESG

C → B- → B-

Prime status since 2020

Top 10%

CDP
DISCLOSURE INSIGHT ACTION

A 2016 | A 2017 | A- 2018 | A 2019 | A 2020 | A 2021 | A 2022

6th time Climate A list (among top 2%)

1st time A- rating for water disclosure

Dow Jones Sustainability Indices
Powered by the S&P Global CSA

Europe: 2018 #2, 2019 #1, 2020 #1, 2021 #1, 2022 #1

World: 2018 #3, 2019 #4, 2020 #2, 2021 #2, 2022 #2

Top 10% in DJSI World (12th year)
DJSI Europe (6th year)

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

Bloomberg Gender-Equality Index 2023 – 3rd time in a row

PLATINUM Top 1% 2023 ecovadis Sustainability Rating – 2nd time in a row

MOODY'S ANALYTICS[1]

SUSTAINALYTICS

[1] Formerly known as Vigeo Eiris

Envalior managed efficiently with strong cash position

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Envalior Imagine the Future

LANXESS and Advent as strong, highly experienced and fully committed owners

Strong management team	**Higher than expected synergy potential**	**Among top market leaders**
Higher liquidity position* than at JV foundation	**Strong focus on cash generation; successful working capital management freed up cash**	**Well positioned to profit from expected volume recovery**

Envalior with strong foundation - NO funding requirements from LANXESS

* Cash as of September 2023

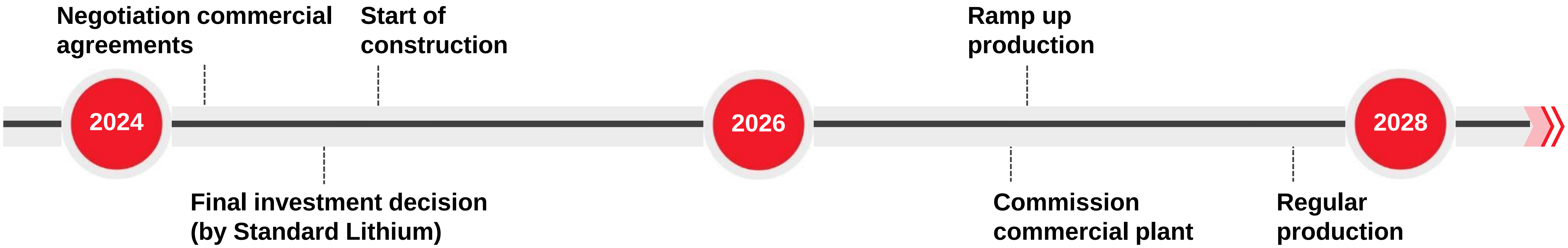
LANXESS plans to supply Standard Lithium with lithium-rich brine

Enhancing profitability

- Feasibility study of Standard Lithium confirms economic viability
- LANXESS opted for brine supply
- Long-term contract envisaged
- EBITDA contribution subject to current negotiations

De-risking

- ✓ Making use of tail-brine after bromine extraction
- ✓ No investment from LANXESS needed; No associated cash out
- ✓ Margin contribution without risk



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Consumer Protection: Comparably less impacted

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Weak demand environment

[€ m]	Q3/2022	Q3/2023	Δ	9M 2022	9M 2023	Δ
Sales	662	581	-12%	1,726	1,832	6%
EBITDA pre	110	84	-24%	286	260	-9%
Margin	16.6%	14.5%		16.6%	14.2%	
Capex	27	17	-37%	86	53	-38%

Price	Volume	FX	Portfolio
-5%	-4%	-3%	0%

Total -12%

Q3 Sales vs. PY

- Sales decrease driven by lower demand and destocking, resulting in both lower volumes and softer pricing, additionally negative currency impacts
- Continued low demand also in usually more stable consumer end markets; BU F&F still suffering from Force Majeure*
- EBITDA pre and margin affected by working capital reduction resulting in lower utilization and idle costs

* Force Majeure of chlorine supplier

Specialty Additives: Ongoing inventory management and weak demand burden results

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Weakness in Construction and E&E continues

[€ m]	Q3/2022	Q3/2023	Δ	9M 2022	9M 2023	Δ
Sales	792	549	-31%	2,286	1,833	-20%
EBITDA pre	121	33	-73%	391	168	-57%
Margin	15.3%	6.0%		17.1%	9.2%	
Capex	34	29	-15%	71	77	8%

Price	Volume	FX	Portfolio
-8%	-19%	-4%	0%

Total -31%

Q3 Sales vs. PY

- Sales decline mainly driven by continued low demand in construction and electronics, additionally negative FX effects
- While pricing remained stable in lubricants, BU RheinChemie and flame retardants faced continued pricing pressure
- EBITDA pre and margin impacted by idle costs caused by inventory management, weak demand and resulting low utilization

Advanced Intermediates: Weak demand

Utilization remains on historically low levels

[€ m]	Q3/2022	Q3/2023	Δ	9M 2022	9M 2023	Δ
Sales	642	403	-37%	1,842	1,403	-24%
EBITDA pre	65	30	-54%	226	97	-57%
Margin	10.1%	7.4%		12.3%	6.9%	
Capex	23	18	-22%	60	51	-15%

Price	Volume	FX	Portfolio
-16%	-19%	-2%	0%

Total -37%

Q3 Sales vs. PY

- Sales decrease driven by volume and price decline across both Business Units; lower prices also reflect pass-on of decreased input costs
- Low demand across all industries but especially driven by weak construction market
- EBITDA pre and margin continued to be burdened by high idle costs

Earnings remain well below prior year in a challenging demand environment

P&L [€ m]	Q3/2022		Q3/2023		yoy in %
Sales	2,185	(100%)	1,601	(100%)	-27%
Cost of sales	-1,658	(-76%)	-1,312	(-82%)	-21%
Selling	-296	(-14%)	-213	(-13%)	-28%
G&A	-78	(-4%)	-73	(-5%)	-6%
R&D	-26	(-1%)	-24	(-1%)	-8%
Financial result	54		-77		**>-100%**
Net Income	**80**		**-131**		**>-100%**
EPS (€)	**0.93**		**-1.52**		**>-100%**
EBITDA	206	(9%)	83	(5%)	-60%
thereof except.	34	(2%)	36	(2%)	6%
EBITDA pre except.	**240**	**11.0%**	**119**	**7.4%**	**-50%**

- Sales below prior year; lower prices and volumes, FX with additional negative impact
- COGS reflect declining input costs
- SG&A decrease based on lower freight rates, cost savings & FX
- Financial result reflects Envalior JV; burdened by interest and PPA. Prior year includes gain from settled interest rate hedges
- EBITDA pre and margin impacted by idle costs due to low utilization

Figures from continuing operations only (except net income and EPS)

Effective working capital measures lead to strong free cash flow in Q3 2023

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Cash flow [€ m]*	Q3/2022	Q3/2023	Δ
Profit before tax	**120**	**-142**	**-262**
Income from investments accounted for using the equity method	0	66	66
Depreciation & amortization	140	148	8
Income taxes	-28	-5	23
Changes in other assets & liab.	-8	43	51
Changes in working capital	-124	275	399
Others	-62	5	67
Operating cash flow	**38**	**390**	**352**
Capex	-98	-68	30
Free cash flow	**-60**	**322**	**382**

- Lower profit before tax due to weak operational and at equity result
- However, significantly positive operating cash flow due to active working capital management
- Changes in other assets and liabilities reflect mainly a positive impact from FX hedges and other provisions
- Capex significantly reduced in context of FORWARD! measures

* Applies to continuing operations
Free cash flow = Operating cash flow minus capex

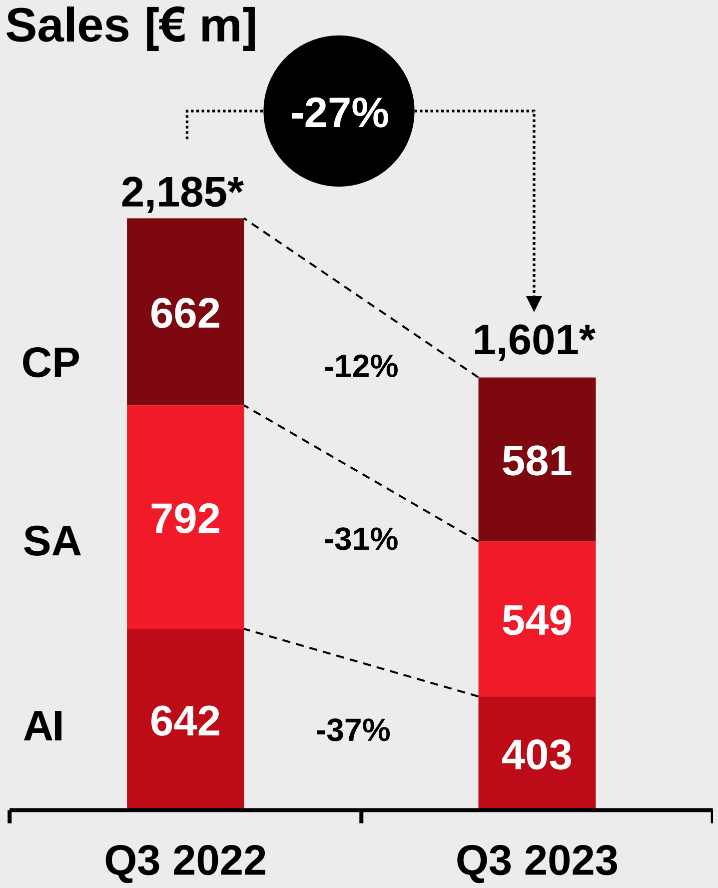
Reduction of net financial debt on track, already reduced by one third

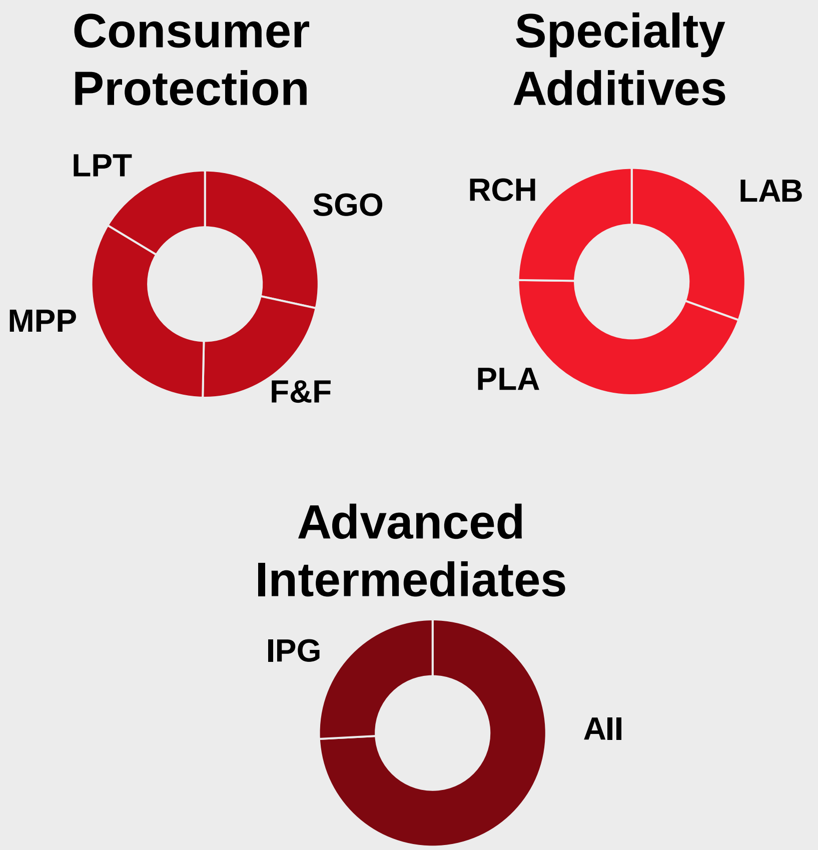
Balance sheet [€ m]	31.12.2022	30.09.2023
Total assets	**11,287**	**10,576**
Equity	4,427	5,630
Equity ratio	**39%**	**53%**
Net financial debt[1]	**3,814**	**2,557**
Pension provisions	**367**	**304**
Net working capital	**2,010**	**1,607**
DSI (in days)[2]	85	85
DSO (in days)[3]	39	39

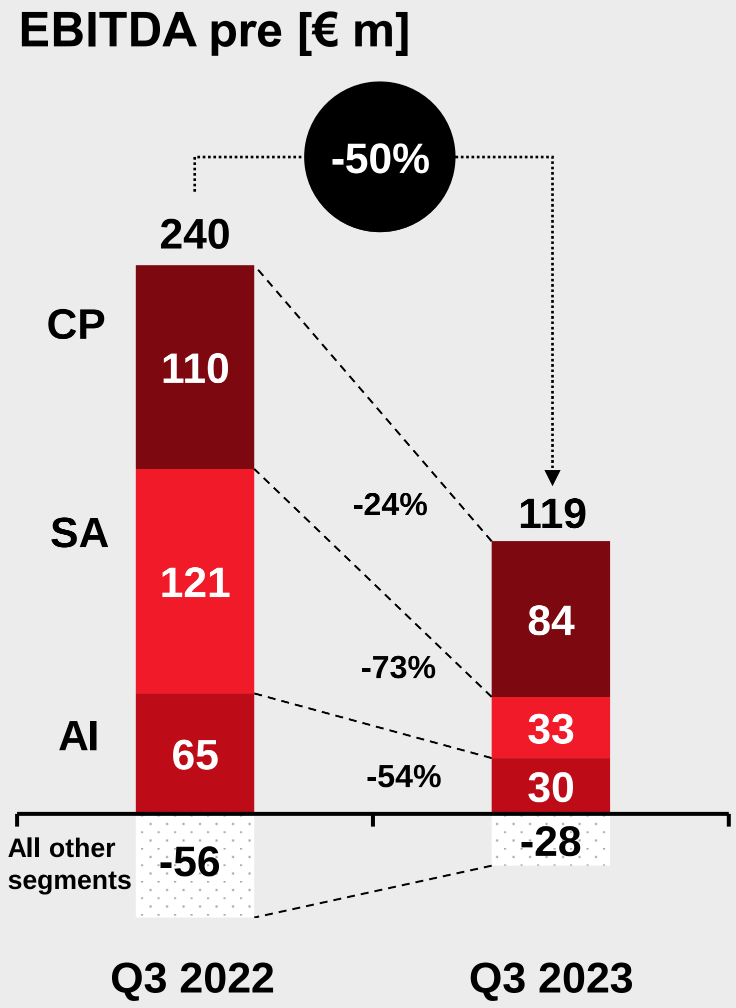
- Lower total assets mainly due to debt reduction following closing of the Envalior transaction
- Higher equity reflects gain from sale of BU HPM
- Net financial debt significantly reduced by proceeds from the Envalior transaction and effective working capital measures
- Pension provisions decreased due to higher interest levels
- Further decrease in net working capital based on strict inventory control measures

[1] Deducting cash, cash equivalents, near cash assets, short-term money market investments
[2] Days sales of inventory calculated from quarterly sales
[3] Days of sales outstanding calculated from quarterly sales

Q3 2023: Sales and EBITDA pre in all segments down



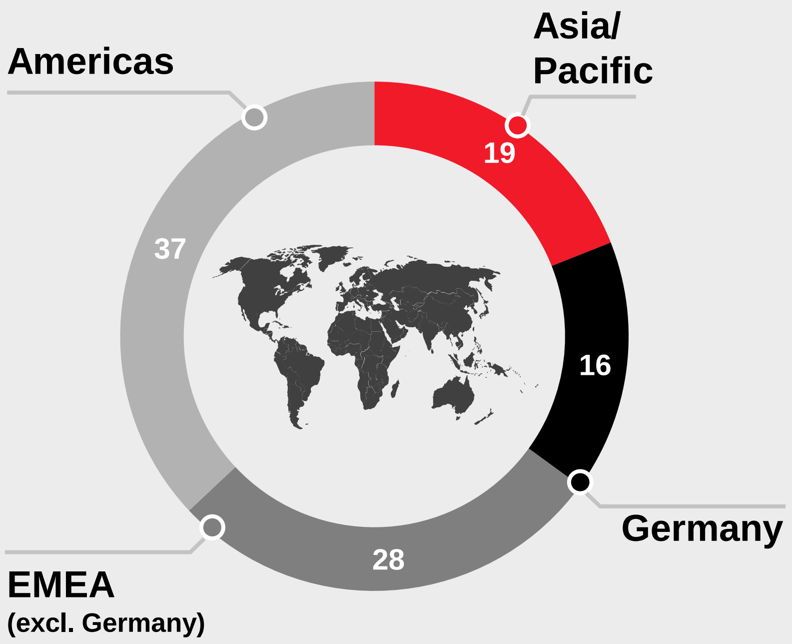




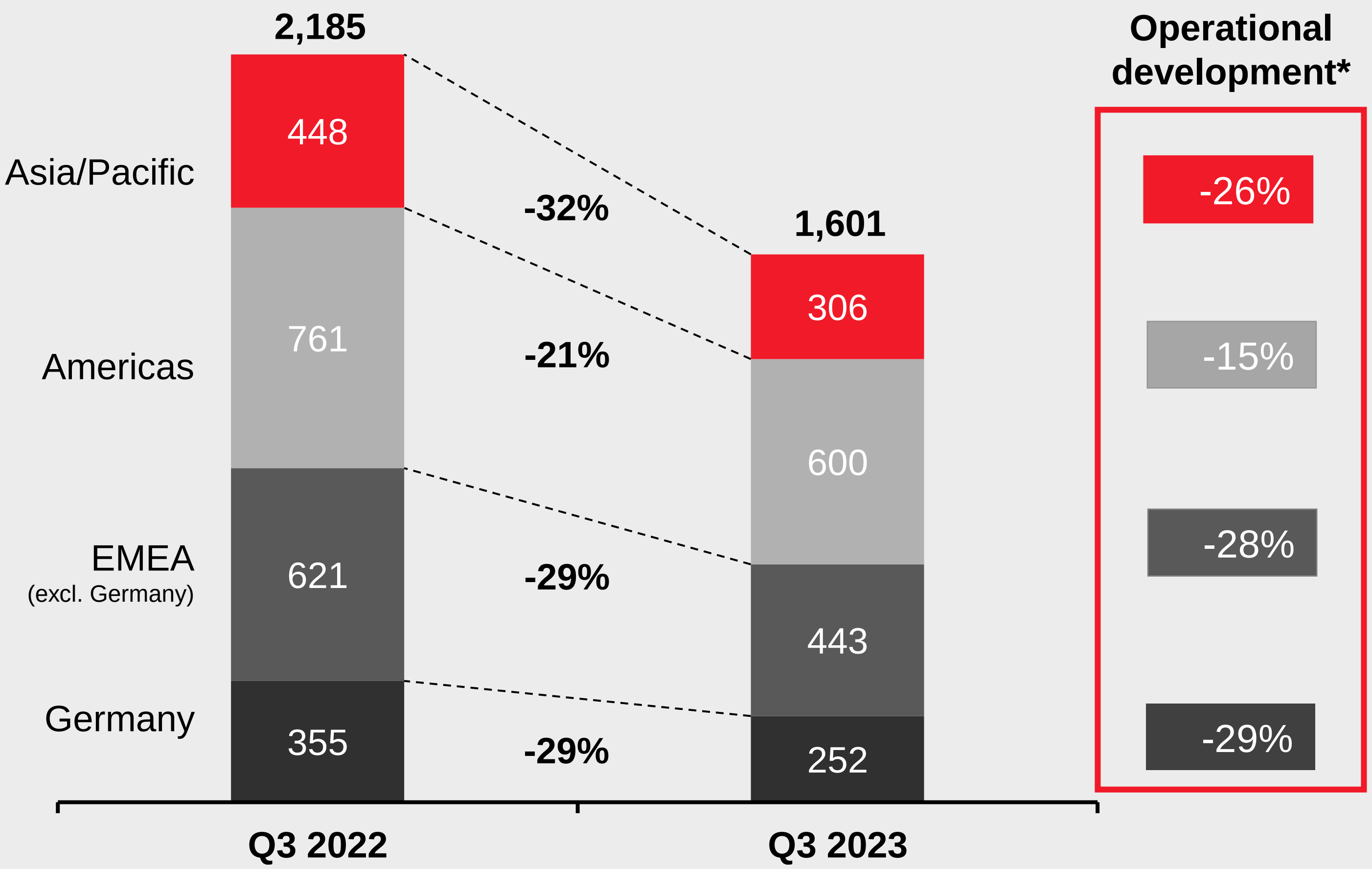
* Total group sales including all other segments

Q3 2023: Weak development in all regions

Q3 2023 sales by region [%]



Regional development of sales [€ m]



* Currency adjusted

9M 2023 exceptional items (on EBIT) above previous year level

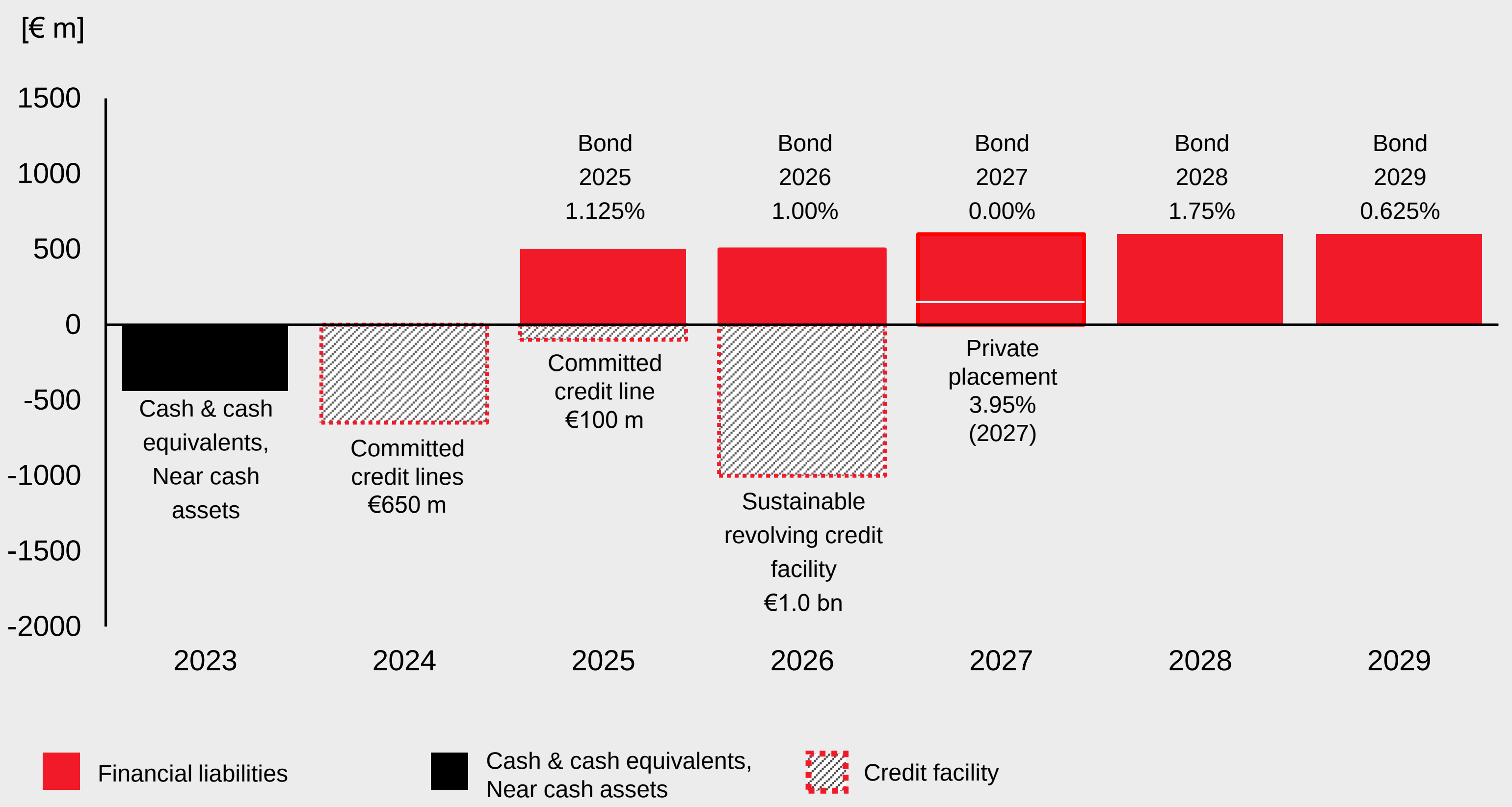
[€ m]	Q3/2022		Q3/2023		9M 2022		9M 2023		
	Excep.	Thereof D&A	**Excep.**	**Thereof D&A**	Excep.	Thereof D&A	**Excep.**	**Thereof D&A**	**Comments**
Strategic Realignment & Restructuring	-13	0	**-15**	**-5**	-14	0	**-19**	**-5**	2022: incl.Emerald Kalama Chem. (EKC) integration 2023: incl. FORWARD!, US site closure and IFF MC synergies
M&A, Digitalization (incl. Chemondis) and Others	-16	-1	**-18**	**-1**	-40	-3	**-44**	**-3**	2022: incl. IFF MC acquisition, HPM carve out 2023: IT integration EKC, IFF MC
Strategic IT projects	-6	0	**-10**	**-1**	-31	0	**-26**	**-1**	incl. SAP Hana Project
Total	-35	-1	**-43**	**-7**	-85	-3	**-89**	**-9**	

LANXESS maturity profile actively managed and well balanced

Long-term financing secured

- Diversified financing sources
- Average interest rate of financial liabilities ~1.0%
- All group financing executed without financial covenants
- Next maturity in 2025
- Refinancing of May 2025 liabilities already secured

Liquidity and maturity profile as per September 2023



Appendix

Housekeeping items 2023

Capex	**~€350 m (prev. ~€400 m)**
Operational D&A	**~€550 m** (thereof ~**€150 m** of intangible amortization effects)
All other segments	**~€150 m (prev. ~€170 m)**
Underlying tax rate	**~27%** distorted due to Envalior result
Exceptionals	**~€80 m** based on current initiatives + **~€100 m** in relation to FORWARD!
FX sensitivity	One cent change of USD/EUR resulting in **~€7 m** EBITDA pre impact before hedging

9M 2023: Sales and earnings still burdened by low demand

LANXESS Energizing Chemistry

P&L [€ m]*	9M/2022		9M/2023		yoy in %
Sales	6,115	(100%)	5,278	(100%)	-14%
Cost of sales	-4,632	(-76%)	-4,242	(-80%)	-8%
Selling	-773	(-13%)	-729	(-14%)	-6%
G&A	-219	(-4%)	-215	(-4%)	-2%
R&D	-76	(-1%)	-76	(-1%)	0%
Financial result	2	(0%)	-199	(-4%)	>-100%
Net income	**271**	**(4%)**	**1,196**	**(23%)**	**>100%**
EPS (€)	**3.14**		**13.85**		**>100%**
EBITDA	673	(11%)	335	(6%)	-50%
thereof except.	-82	(-1%)	-80	(-2%)	-2%
EBITDA pre	**755**	**(12.3%)**	**415**	**(7.9%)**	**-45%**

- Decline in sales due to low demand and customer destocking, mitigated by portfolio
- Lower selling costs due to weak volumes, mitigated by portfolio
- Financial result reflects Envalior JV burdened by interest and PPA
- Net income contains book gain from HPM disposal (Q2 2023)
- Earnings and margin decline due to low utilization and resulting idle costs

* Figures from continuing operations only (except net income and EPS)

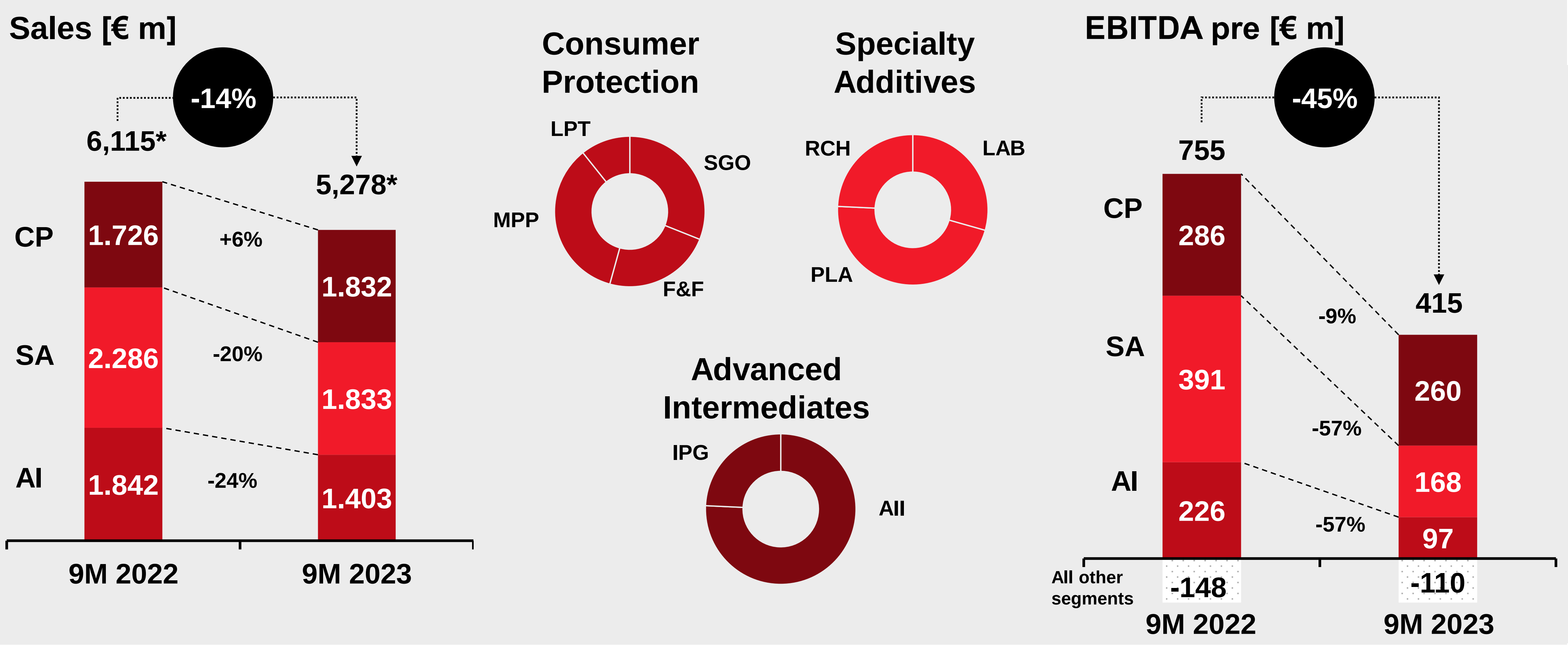
9M 2023: Significantly improved free cash flow due to effective working capital management and lower capex

Cash Flow [€ m]*	9M/2022	9M/2023	Δ
Profit before tax	**278**	**-286**	**-564**
Income from investments accounted for using the equity method	0	143	143
Depreciation & amortization	397	422	25
Income taxes	37	-37	-74
Changes in other assets & liab.	-6	-55	-49
Changes in working capital	-597	398	995
Others	-14	43	57
Operating cash flow	**95**	**628**	**533**
Capex	-249	-194	55
Free Cash Flow	**-154**	**434**	**588**

- Lower profit before tax due to weak operational and at equity result
- Non-cash at equity result mainly from Envalior
- Changes in other assets and liabilities reflect largely the release of provisions for variable compensation and bonus payout for 2022
- Significantly improved working capital through effective inventory management
- Capex reduced in context of cost saving measures

* All figures apply to continuing operations

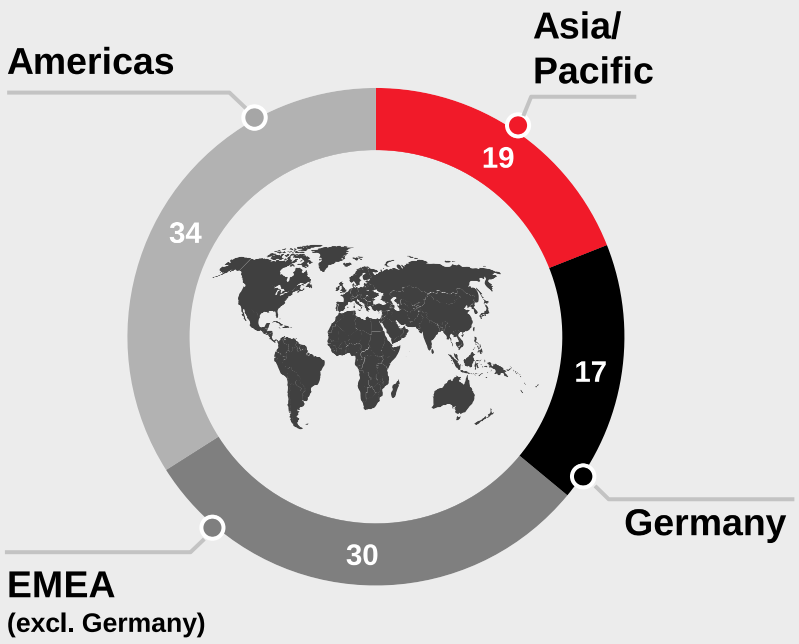
9M 2023: Consumer Protection reports increased sales; EBITDA pre decreased in all segments



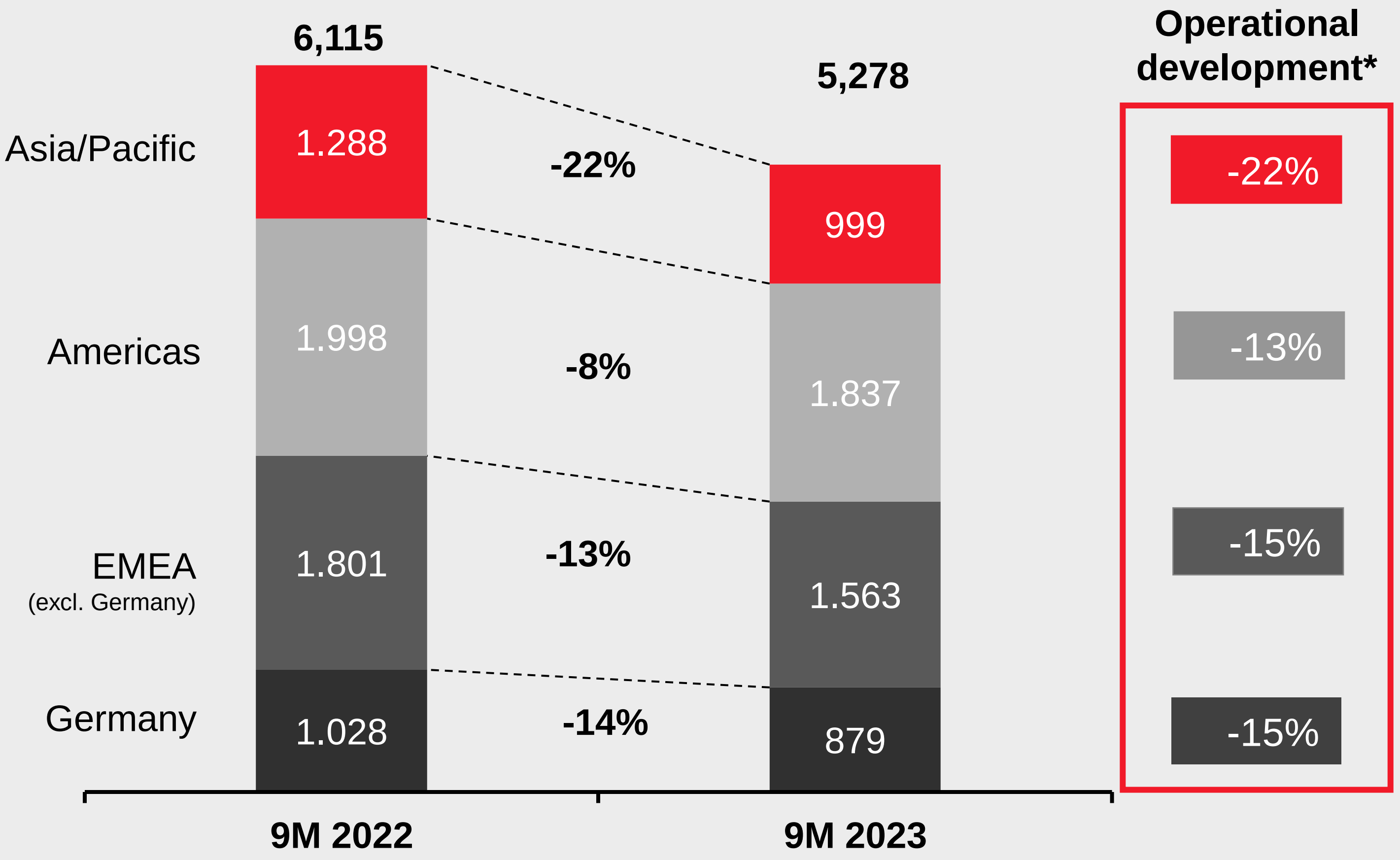
* Total group sales including all other segments

9M 2023: Americas with comparably lowest decrease

9M 2023 sales by region [%]



Regional development of sales [€ m]



* Currency and portfolio adjusted

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Visit the IR website

Abbreviations

Consumer Protection

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

Specialty Additives

PLA	Polymer Additives
LAB	Lubricant Additives Business
RCH	Rhein Chemie

Advanced Intermediates

AII	Advanced Industrial Intermediates
IPG	Inorganic Pigments

Upcoming events 2023/ 2024 - Proactive capital market communication

LANXESS
Energizing Chemistry

Nov

08 Q3 2023 Results

15 MS Global Chemicals Conference, Boston

Dec

04 Analyst Roundtable, London

05 Berenberg European Conference, Pennyhill

Jan

09 Commerzbank & ODDO BHF German Investment Seminar, New York

11 ODDO BHF Forum, Lyon

15/16 Unicredit/Kepler Cheuvreux German Corporate Conference, Frankfurt