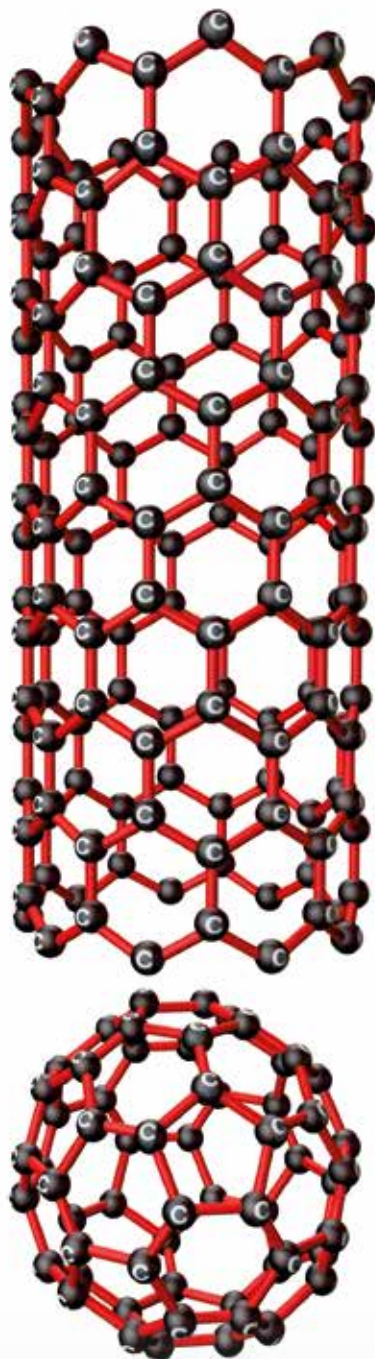


QUALITY WORKS.



QUALITY WORKS.

LANXESS
Energizing Chemistry

WELCOME TO LANXESS!

Dear Sir or Madam,

LANXESS quality sets standards! That is why the title page of this brochure features an exclamation mark made of nanotubes: because it is on the chemical level where the qualitative difference between the ordinary and the extraordinary happens. Carbon nanotubes are an excellent example of this: they are made of unique carbon structures that are only a few nanometers thin. Among other things, this allows for extraordinarily high electric and thermal conductivity. Which is why carbon nanotubes are used as electrode material in lithium ion batteries, for instance, where they are used to increase capacities and charging cycles.

We want to play an active role in the transformation of the economy and global value chains and thus promote the shift toward a more sustainable world. To this end, we are constantly developing our organizational structures and management tools – always with the aim of making the best possible use of human, natural and financial resources in the interests of sustainable development. In this way, we create measurable benefits for companies and society.

Over the past several years, we have successfully realigned LANXESS together and established our value-oriented company culture, which is also supported by our **Quality Works** campaign. It is becoming an increasingly self-evident feature of our work and our mindset. Quality is paramount for us in everything we do – for high-quality, sustainable products, for greater quality of everyday life and for the success of our customers. It is increasingly shaping our way of working and thinking as a matter of course, which is also expressed in our claim Energizing Chemistry. In the pages that follow, we would like to give you an understanding of our concept of LANXESS quality.

I wish you interesting and enjoyable reading!



Matthias Zachert

CEO
LANXESS AG



WHAT IS QUALITY?

QUALITY ENTHUSES.



QUALITY IS THE INDIVIDUALLY PERCEPTIBLE SUM OF PREMIUM CHARACTER, WORKMANSHIP AND EMOTIONAL DESIRE.

We perceive quality with all our senses. We hear, see, taste, feel and smell it. We desire it and it delights us. It's clear that quality should actually be somewhat of a matter of course nowadays.

This means that we not only provide our customers with premium components and raw materials, thereby giving them the ability to produce perfect products, we also give great importance to the fact that our collaboration with them is always characterized by quality: open, friendly, 100 percent reliable and always focused on solutions.

Quality from LANXESS

Our understanding of quality: We are well aware of the fundamental importance that quality has for the success of our customers, which is why quality is far more than a matter of course for us. Quality is our company's highest maxim. As such, we live LANXESS quality in all dimensions, thereby moving our customers, and in return their customers, to action. That's what we call energizing chemistry.



QUALITY **ATTRACTS.**



QUALITY MEANS THAT THE CUSTOMER, NOT THE **MERCHANDISE,** RETURNS.

Hermann Tietz (1837–1907), German merchant

Product and process quality

For LANXESS, product and process quality means manufacturing raw materials, specialty chemicals and additives that our customers can utilize to make products and merchandise of unsurpassable quality. As such, our entire process and production chain is tailored towards delivering to our customers exactly what they have ordered: the right quantity, at the right time, at the right place.

Therefore, we regard ourselves as an important and responsible part of our customers' value-added chain with our products and services.

QUALITY RELAXES.



**COMING TOGETHER IS A BEGINNING,
KEEPING TOGETHER
IS PROGRESS, **WORKING TOGETHER**
IS SUCCESS.**

Henry Ford (1863–1947), businessman and inventor

Service quality

Quality means much more at LANXESS. Because it is important to us that customers not only have outstanding products and materials. Rather, we want our customers to be able to absolutely rely on us at any time during the collaboration. That's why we live quality in every step of our work: we are fast, straightforward, efficient and we pride ourselves in our human and friendly interaction with each other.

You may not notice it in the finished product, but we always procure only the best raw materials for our customers without inconveniencing them to ensure the highest possible quality. That is why we give our best everyday – not only with our products' high quality but also with our work.

QUALITY SEEDS.



2003–2007 FOUNDING PHASE

■ Resolution on realigning the Bayer corporation

2003

2005

■ Initial public offering

■ Admitted to the MDAX

2008

■ Acquisition of Petroflex

■ The "Kölnarena" becomes the "LANXESS arena"

2008–2012 GROWTH PHASE

2011

■ Acquisition of Argentina-based Darmex S.A.

■ Acquisition of Syngenta's material protection business

■ Acquisition of the DSM Elastomer business

2013

■ LANXESS corporate headquarters are relocated to Deutz in Cologne

2013–2015 RESTRUCTURING

2014

■ Matthias Zachert becomes CEO

■ The "Let's LANXESS again" realignment program begins

2016

■ K 2016 and launch of "Quality Works."

■ Acquisition of the "Clean and Disinfect" business from Chemours

■ Formation of a joint venture, ARLANXEO, with Saudi Aramco

2016–2019 REALIGNMENT

2017

■ Acquisition of Chemtura

■ Acquisition of IMD Natural Solutions GmbH

2018

■ Acquisition of the phosphorus additive business from Solvay

■ LANXESS completes sale of ARLANXEO to Saudi Aramco

2020

■ Acquisition of IPEL

■ Sale of chrome chemicals business

■ Sale of parts of the organometallics business

■ Sale of Currenta stake

2021

■ Sale of the reverse osmosis membrane business

■ Acquisition of Emerald Kalama Chemical

■ Acquisition of Theseo

2020–2021 GROWTH PHASE

■ Acquisition of INTACE

■ Sale of the organic leather chemicals business

QUALITY SUSTAINS.

33 COUNTRIES

ABOUT 15,000 EMPLOYEES

EUR 6.1 BILLION SALES

An overview of LANXESS

LANXESS is a leading specialty chemicals company with sales of EUR 6.1 billion in 2020. We currently employ roughly 15,000 employees in 33 countries. The core business of LANXESS is the development, manufacturing and marketing of chemical intermediates, additives, specialty chemicals and plastics.

LANXESS is listed in the leading sustainability indices, the Dow Jones Sustainability Index (DJSI World & Europe) and FTSE4Good.



OUR RESPONSIBILITY FOR SUSTAINABILITY: OUR ACTIONS ARE GUIDED BY VALUES.

CLIMATE NEUTRAL 2040

Sustainable, integrative thinking and acting supports our entrepreneurial goals in a variety of ways, be it through greater resource efficiency, good relationships with our stakeholders, raised risk awareness, or long-term advantageous cost structures. However, we also consider sustainability in a larger context. The quality of our company is not only manifested in our economic success. It is also reflected in the social impact of our actions. Our corporate responsibility is to analyze our activities and draw conclusions for the greater good of the general public. Our facilities and branches must deliver sustainable benefits to the community. This principle is the starting point for our thoughts and actions.

Sustainability is a strategic objective for LANXESS. Our ambition is to be a leading, stable, sustainable, and profitable company. We center our activities around seven key topics that are derived from this ambition. These seven topics are accompanied by concrete objectives that we have formulated, and they all follow the same basic principle: we want our actions to enhance the value of our company while improving quality of life for present-day and future generations.

Since our company was established in 2004, we have already met our own tough climate targets. We are following a clear strategy and have initiated the first major projects to achieve the new target "Climate Neutral 2040".

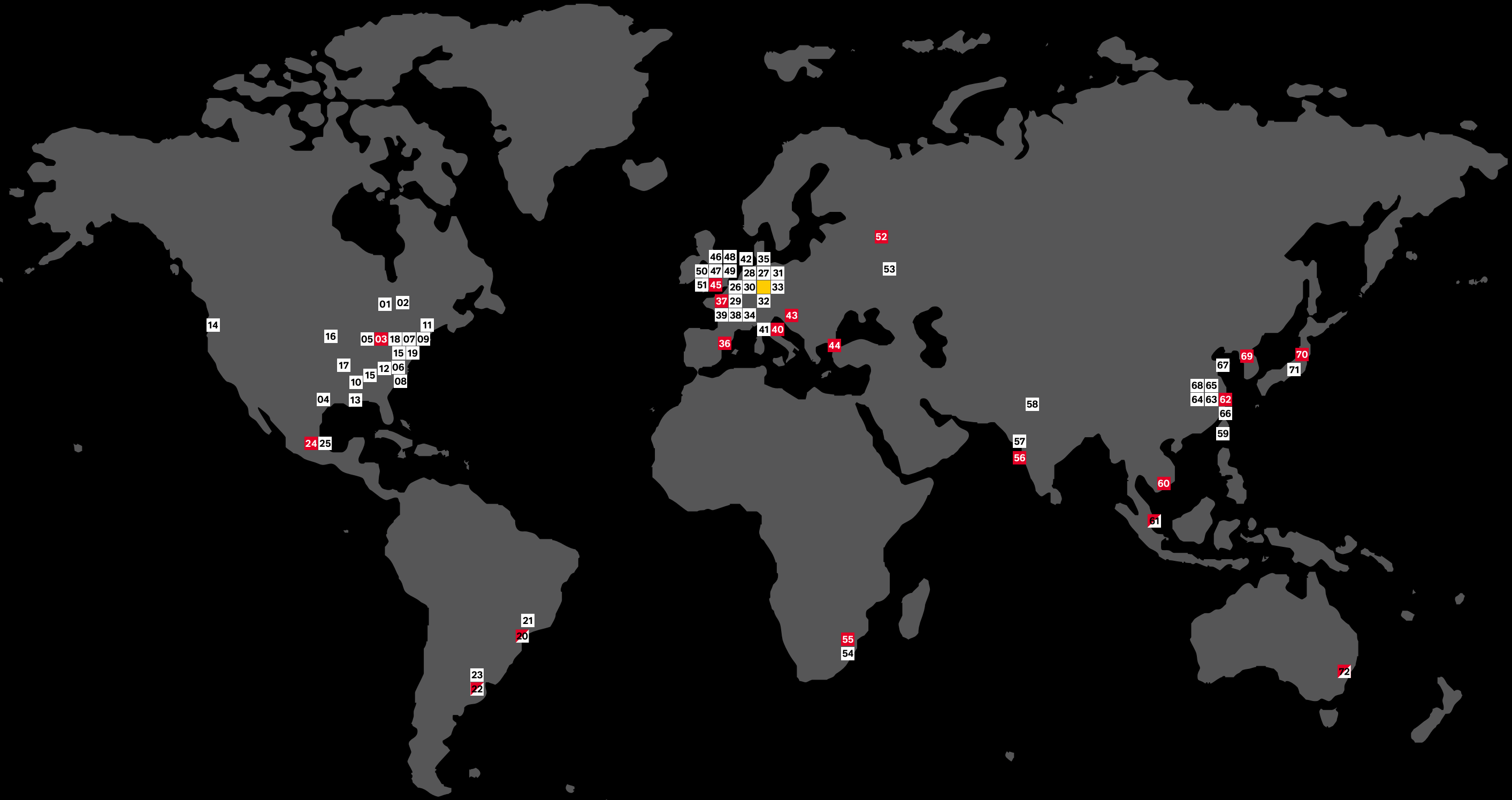
LANXESS is recognized by a number of sustainability indices and rankings.



LANXESS: LEADING, STABLE, SUSTAINABLE AND PROFITABLE



QUALITY REACHES.



Cologne, DE
LANXESS Corporate Headquarters

Canada
 01 Elmira
 02 West Hill

USA
 03 Pittsburgh
 04 Baytown
 05 Burgettstown

- 06 Bushy Park
- 07 Chardon
- 08 Charleston
- 09 East Hanover
- 10 El Dorado
- 11 Fords
- 12 Gastonia
- 13 Greensboro
- 14 Kalama/Washington
- 15 Little Rock
- 16 Mapleton
- 17 Memphis

- 18 Neville Island
- 19 Perth Amboy
- Brazil**
- 20 São Paulo (Jarinu)
- 21 Porto Feliz
- Argentina**
- 22 Burzaco
- 23 Merlo

- Mexico**
- 24 Mexico City
- 25 Altamira
- Europe**
- 26 Antwerp, BE
- 27 Bergkamen, DE
- 28 Bitterfeld, DE
- 29 Brilon, DE
- 30 Brunsbüttel, DE
- 31 Dormagen, DE
- 32 Krefeld-Uerdingen, DE

- 33 Leverkusen, DE
- 34 Mannheim, DE
- 35 Wietmarschen, DE
- 36 Barcelona, ES
- 37 Paris, FR
- 38 Laval, FR
- 39 Epierre, FR
- 40 Milan, IT
- 41 Latina, IT
- 42 Rotterdam, NL
- 43 Bratislava, SK
- 44 Istanbul, TR

- 45 Newbury, UK
- 46 Baxenden, UK
- 47 Branston, UK
- 48 Hull, UK
- 49 Sudbury, UK
- 50 Trafford Park, UK
- 51 Widnes, UK

- Russia**
- 52 Moscow
- 53 Lipetsk

- South Africa**
- 54 Merebank
- 55 Greenstone

- India**
- 56 Thane
- 57 Jhagadia
- 58 Nagda

- Taiwan**
- 59 Kaohsiung

- Vietnam**
- 60 Ho Chi Minh City

- Singapore**
- 61 Singapore

- China**
- 62 Shanghai
- 63 Changzhou
- 64 Liyang
- 65 Nantong
- 66 Ningbo

- 67 Qingdao
- 68 Wuxi

- South Korea**
- 69 Seoul

- Japan**
- 70 Tokyo
- 71 Toyohashi

- Australia**
- 72 Sydney

- LANXESS Corporate Headquarters
- LANXESS National Headquarters
- LANXESS Production Sites

QUALITY ELECTRIFIES.



TECHNOLOGIES FOR NEW MOBILITY ARE AN IMPORTANT GROWTH AREA FOR LANXESS.

On August 1, 2020, LANXESS has launched the new Group Initiative for Electromobility and Circular Economy in order to manage all activities related to new mobility. The initiative has the specific task of realizing additional business opportunities in the lithium-ion battery value chain by leveraging existing capabilities and adding new technologies.

LANXESS's high-performance plastics are used in electric vehicles, for example for lightweight bodies or battery housings. The materials also have great potential in the infrastructure of electromobility, e.g. charging columns, or in autonomous driving in sensors, displays and control units.

LANXESS is also a leading manufacturer of numerous specialty chemicals that are essential for modern battery cells, such as phosphorus chemicals, hydrofluoric acid and flame retardants. The company's ion exchange technology is indispensable in the extraction of metals (e.g. lithium) as well as in the recovery of the same in recycling processes. A further focus are cathode materials, because LANXESS's iron oxide pigments are an important precursor for the production of lithium iron phosphate (LFP).

LANXESS is currently working on the commercial extraction of lithium, the central building block of lithium-ion batteries. At its U.S. site in El Dorado, it has started up a pilot plant together with its partner Standard Lithium. At the plant, the companies plan to extract battery-grade lithium from brine produced during LANXESS's bromine extraction operations. The partners are thus developing an environmentally compatible co-production of lithium.

A new business from 2022 will be the production of electrolyte formulations in Germany on behalf of the Chinese company Guangzhou Tinci Materials Technology Co, the world market leader for electrolytes in lithium-ion batteries.

Other research projects are aimed at efficient thermal management of batteries (e.g. immersion cooling fluids) as well as optimization of cycle life and safety (e.g. additives such as flame retardants).

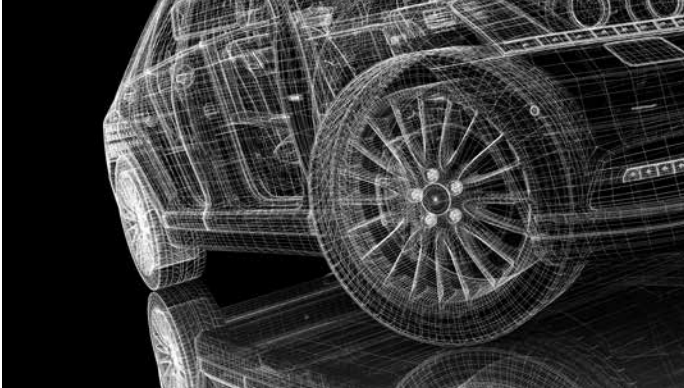

With this new Group initiative, LANXESS is actively expanding its position in the electromobility value chain. In particular, the establishment of sustainable local production of battery materials in Europe plays a central role.

QUALITY COMPLEMENTS.

LANXESS – A GLOBAL SPECIALTY CHEMICALS GROUP

The LANXESS Group is a globally operating chemical enterprise that is characterized particularly by flexible asset structures, a diversified customer base, a worldwide presence and an entrepreneurial management structure.

The operational business of LANXESS is grouped into four segments, which include Engineering Materials, Advanced Intermediates, Consumer Protection and Specialty Additives.

ENGINEERING MATERIALS	ADVANCED INTERMEDIATES
	
<p>Engineering plastics and polyurethanes for the highest demands</p>	<p>High-quality industrial intermediates for the world market</p>
<p>The Engineering Materials segment enables LANXESS to offer a wide range of engineering plastics and polyurethane systems to customers around the world.</p>	<p>In this segment, LANXESS concentrates its expertise in high-quality industrial intermediates and is one of the world's leading manufacturers.</p>
<ul style="list-style-type: none"> ■ High Performance Materials ■ Urethane Systems 	<ul style="list-style-type: none"> ■ Advanced Industrial Intermediates ■ Inorganic Pigments

CONSUMER PROTECTION	SPECIALTY ADDITIVES
	
<p>Special chemicals with effective protective functions</p>	<p>Additives and services</p>
<p>LANXESS specialty chemicals protect people and their environment in many areas of life – that's what our Consumer Protection segment stands for. This segment is characterized by strong brands with high product quality, innovative technologies and a global sales and service network.</p>	<p>LANXESS bundles all areas that manufacture additives in the specialty additives segment. The three business units develop, produce and market additives and services for processors of polymers and specialty chemical products.</p>
<ul style="list-style-type: none"> ■ Flavors & Fragrances ■ Liquid Purification Technologies ■ Material Protection Products ■ Saltigo 	<ul style="list-style-type: none"> ■ Lubricant Additives Business ■ Polymer Additives ■ Rhein Chemie

QUALITY LIGHTENS.



Less weight for greater reach and safety

The High Performance Materials (HPM) business unit stands for efficiency and reliability. It manufactures high-quality plastic granules for the automotive, electric and electronics industry.

Compared to metals, these plastics reduce the weight in automobiles while simultaneously adding functions. This is because they can be processed very economically into parts that resist high mechanical, chemical and thermal or electrical stress. Furthermore, the plastics can be merged with metal structures to form combined systems, making modern motor vehicles safer and more energy-efficient.

QUALITY ACCELERATES.



Withstanding the harshest conditions

Great forces are exerted on wheels. Therefore, the core of the wheel is coated with a polyurethane bandage. Polyurethanes are extremely versatile elastomers that provide strength and durability to high-performance recreational devices such as roller coaster wheels, inline skate wheels or golf balls. Urethane coatings require resistance to wear and abrasion along with chemical and UV resistance. Polyurethane systems from the Urethane Systems (URE) business unit are designed to resist the toughest conditions and provide excellent dynamic characteristics for these applications.

These special elastomers are sold under the brand names Adiprene® and Vibrathane® (urethane prepolymers) and Ultralast® (Thermoplastic urethane).

Hot-cast polyurethanes can be formulated in such a manner that they consume little energy during deformation and therefore only heat up slightly (flat hysteresis). This prevents tires from significantly overheating. Tire material that produces less heat can better withstand greater loads and higher speeds.

Another advantage of hot-cast polyurethanes is that they can also be used to make harder elastomers. This means that they deform less than other elastomers under the same load.

QUALITY REFRESHES.



High-quality intermediates

The intermediates of the Advanced Industrial Intermediates (All) business unit are used by numerous industries for the manufacture of a wide range of different products such as agrochemicals, pharmaceuticals, dyes, coatings, high-grade plastics and everyday products.

These include menthol – found in sports ointments to cool painful injuries, in toothpaste and in cough drops or chewing gum.

QUALITY COLORS.



Unique colors

Inorganic pigments from the Inorganic Pigments (IPG) business unit have been setting standards across the world for decades. They stand out due to their premium quality and very high chemical and physical resistance. Nowadays, our iron oxide and chromium oxide pigments under the Bayferrox® and Colortherm® brands are used for a multitude of applications: they are used all over the world for colors in walls and house facades. Here is an example of how LANXESS gives France's pride its famous color: the Eiffel Tower is repainted every seven years – with a special paint that contains quality Bayferrox®-brand pigments. Pigments are also used to color construction materials such as concrete cobblestones and roof tiles and in modern exposed concrete architecture. They give artificial turf in sports facilities their lush green or make

WPC panels for terraces shine in various colors. Inorganic pigments by LANXESS are available in red, yellow, green, brown and black with over 100 different color nuances. IPG also develops Bayoxide® pigments for customized special applications. The range of pigment assortments for airbags and catalysts even includes the desulphurization of biogas.

QUALITY FRESHENS.



Fragrance, freshness, shelf life

Our Flavors & Fragrances (F&F) business unit develops and produces flavors and fragrances, preservatives, and animal nutrition products. Our F&F substances are found in various everyday consumables, such as cosmetics and personal care products, detergents and cleaning agents, beverages, baked goods, candles, oils, and animal feed.

Flavors and fragrances refine and enhance products, making them smell nice and feel fresh. Preservatives protect foods from mold and bacteria. They also extend their shelf life.

Our F&F substances are easy to process and boast excellent odor and flavor profiles. Our portfolio also includes specialty chemicals for industrial applications. Industries like pharmaceutical, agrochemical, and construction materials require these for their products.

QUALITY GROWS.



Customized solutions

Whether pesticides, medicines or cosmetics – many products from our everyday life owe their effectiveness to the fine chemical substances that the Saltigo business unit manufactures. Saltigo is a partner for custom manufacturing – that is the exclusive synthesis of chemical active ingredients and intermediate products. As a “full service provider”, it covers the entire value-added chain in this field. In the spirit of “Customized Competence”, Saltigo contributes its competencies for the individual needs of the respective customer – from synthesis planning to process development and piloting to campaign planning, standard production and supply chain optimization. Additionally, Saltigo can also assist its customers with the registration of new substances.

The active ingredients and intermediate products manufactured by Saltigo are used in the crop protection sector mainly in herbicides, insecticides and fungicides. In the pharmaceutical sector, they are the basis for important drugs such as antibiotics and cancer drugs. Furthermore, Saltigo also sells an effective substance under the brand name Saltidin® that is used in numerous insect repellants. In addition, Saltigo produces several line products such as additives for polymers and electronic chemicals, fuel additives and substances for cosmetics, as well as a number of other fine chemical intermediates applications.

saltigo
customized competence

QUALITY PROTECTS.



Powerful solutions against microorganisms

The Material Protection Products (MPP) business unit offers a wide range of active ingredients, preservatives and formulated disinfectants. MPP is divided into three business lines to optimally serve the market needs: Actives & Disinfections, Beverage Technology and Biocides.

Quality products are supplemented by objective and expert technical consulting, registration support and project-related research and development. The main applications for MPP products are in wood protection, paint and coatings, disinfectants (especially in animal health), water treatment, construction as well as in the beverage industry. High-quality products combined with outstanding technical service and high regulatory expertise – that's MPP.

QUALITY PURIFIES.



Versatile specialists

The Liquid Purification Technologies business unit is one of the world's leading suppliers of ion exchange resins and adsorbers. These are used in many industries, for example in the treatment of process and wastewater. When treating wastewater, our products can be used to remove undesirable substances very selectively. Special Lewatit® resins also help to reliably and efficiently produce high-purity water, which is particularly needed in microelectronics.

Lewatit® ion exchange resins and Bayoxide® iron oxide adsorbers also remove undesirable substances from groundwater to produce drinking water. Lewatit® is also an established and indispensable component in the food and beverage industry. There, for example, the large-scale production of crystal and liquid sugar would hardly be economically feasible without special resin grades from

LANXESS. Our products are also widely used in the pharmaceutical and bioprocess industries.

The sustainable extraction of battery materials such as high-purity lithium, copper, nickel and cobalt is crucial to driving the transition to electromobility. In this regard, the use of ion exchange resins leads to highly efficient refining processes that can be used to produce batteries with a good carbon and water balance.

With the help of the LewaPlus® design software, we enable our customers to optimally plan complex water treatment plants or to check their performance. This allows the use of chemicals and water to be minimized, thus reducing the CO₂ footprint of water treatment.

QUALITY TRUSTS.



Smooth, fireproof and colorful

Flame retardants, plasticizers, high-performance colorants, hydrolysis stabilizers and solutions for water treatment – the Polymer Additives (PLA) business unit is diversified. And highly specialized at the same time.

It is also one of the world's leading manufacturers of bromine, bromine derivatives, and phosphorus chemicals.

The comprehensive range of brominated and phosphorus-based flame retardants helps to fulfill highest demands on both fire safety and material characteristics. While brominated flame retardants are widely used in the

construction and electronics industries due to their high efficiency, the phosphorus-based additives are suitable for insulation, cables, printed circuit boards, films, tarpaulins, flooring, seat covers and fire protection applications.

In addition, PLA offers numerous phthalate-free specialty plasticizers and modifiers. The careful selection allows its use in a wide variety of applications, as binder and coalescent in paints and coatings, for modifying adhesives and sealants, and as plasticizer in vinyl applications.

Dyes, pigments and pigment preparations complete the portfolio. They are used, for example, in the plastics, paints and coatings industries, as well as in inks and LCD screens.

QUALITY BOOSTS.



Well lubricated and high performing

The Lubricant Additives (LAB) business unit's product portfolio of lubricants includes synthetic base oils, lubricant additives, additive packages, and formulated lubricants. These are used in a wide variety of areas – in the automotive industry, in mechanical engineering, in metal processing, in shipbuilding, and even in the aviation industry. The lubricants are also used for engines, gearboxes, and other industrial applications in the power-generation, refrigeration, mining, construction, primary metal, and food-processing industries.

The business unit's products help customers meet increasingly demanding regulatory standards for emissions and fuel efficiency. Whether to protect engines and power trains from wear or to extend the life of machines operating at

high temperatures, these products are specifically designed to meet the most demanding specifications and performance standards. They bring ecological advantages to customers and downstream users.

The business unit is globally positioned and has production facilities as well as sales and customer service organizations in all regions of the world. Proximity to the customer enables intensive cooperation. New products and solutions are constantly being developed – tailored to the individual needs of our customers.

QUALITY PERFORMS.



Largest supplier of additives for the rubber industry

The Rhein Chemie (RCH) business unit offers individual and innovative product solutions for the rubber industry. These include rubber chemicals, specialty chemicals, and processing aids. Our solutions are used to create high-performance rubber products such as profiles, seals, drive belts, and tires.

A durable car tire is the result of a complex manufacturing process in which the tire is built up from various rubber compounds and reinforcing materials. Rubber is soft and not very durable until vulcanization. By using rubber chemicals and various fillers, the raw material rubber is turned into a high-performance product. Thanks to the careful selection of rubber type, crosslinking chemicals, and additives, the final product obtains the desired technical properties.

As a strong partner to the tire industry, we offer the right additive for all steps of rubber production from a single source and have the widest range of products for the manufacture of high-performance tires.

With worldwide production sites and technical competence centers, we find quick and flexible solutions for growing regulatory requirements and an ever-increasing pressure to innovate within our industry.

Rhein Chemie is the world's largest supplier of rubber additives.



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Forward-looking statements:

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