

# LANXESS – Stifel German Corporate Conference Copenhagen

Pandemic year 2020: Successfully managed!

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# Agenda

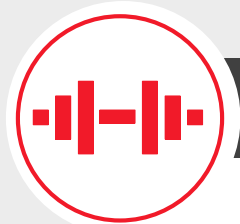
**1 Executive summary FY 2020 and Q4 2020**

**2 Financial and business details Q4 2020**

**3 Back-up**



# LANXESS continues to drive its transformation – Proven resilience & more to come!



## Strong set-up

- Four strong segments
- Growing and rising star Consumer Protection
- Leading positions in many niche markets
- Technology & cost leader
- Broad & balanced industry exposure
- Proven track record in reaching our targets



## How we bring capital to work

- Ongoing portfolio transformation incl. synergies
- Further capital deployment as growth driver
  - Lithium Project as “free option”
  - Attractive debottlenecking projects
  - Battery chemistry as future growth engine
- Digitalization as value catalyst (i.e. Chemondis)
- Strong rebound potential esp. in Engineering Materials and Specialty Additives

**Proven resilience demonstrated in pandemic while pressing ahead with transformation**

# 2020 highlights:

## Resilience proven, transformation pushed ahead

### Strategic highlights

- **Portfolio further improved:**
  - Consumer Protection Division established
  - Organic leather chemicals sold to TFL\*
  - Realignment of water purification; exit of membranes
  - Disposal of CURRENTA – gross proceeds of €890 m
  - Two bolt-on acquisitions in disinfection\*\*
  - Acquisition of Emerald Kalama Chemical signed\*\*
- **ESG acknowledgements:**
  - Improved MSCI rating to A category
  - Recognized by CDP as global climate change leader
  - #1 and # 2 in Dow Jones Sustainability Indices

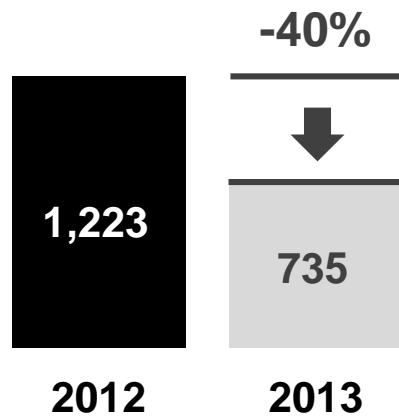
### Financial highlights

- **Transformation is paying off:**
  - **FY EBITDA pre at €862 m** - decreased only 15% in the midst of global pandemic
  - **Margin at 14.1%** - only 0.9%points lower throughout Corona pandemic
  - **Strong FY operating cash flow** despite CURRENTA related tax payment
- FY 2020 closed **with powerful balance sheet**, net financial debt reduced to ~€1 bn

# Margin resilience proven amid severe global recession

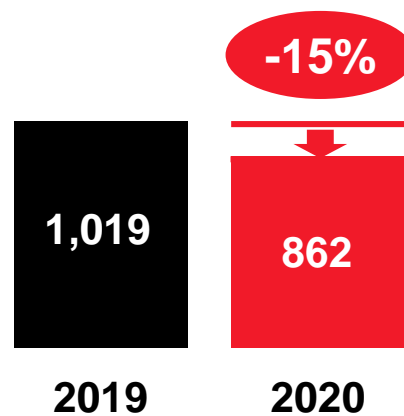
## LANXESS faces global pandemic with visible boost in resilience

EBITDApre  
in €m



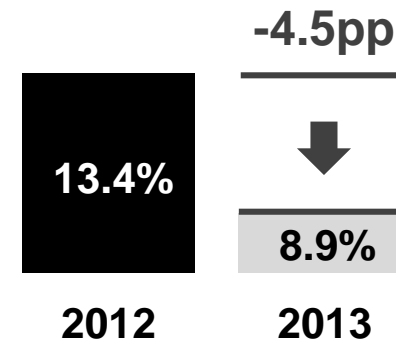
Rubber Crisis

Proof of resilience!



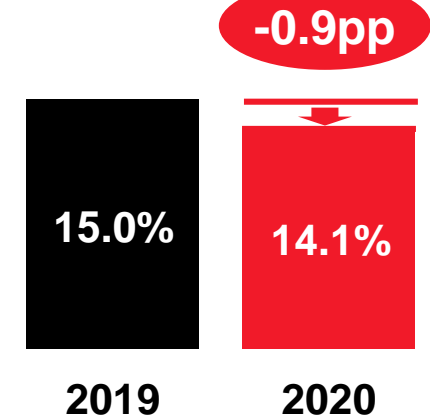
Corona Pandemic

EBITDApre  
margin in %



Rubber Crisis

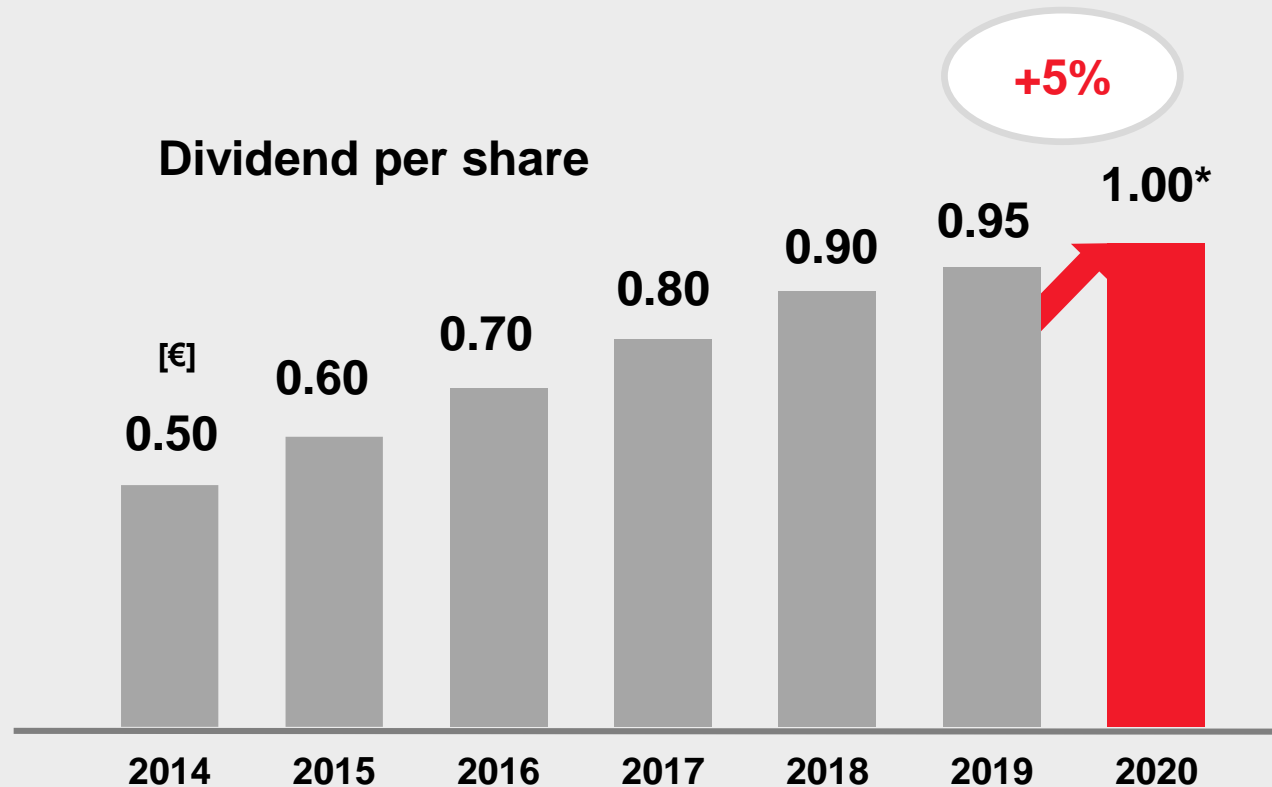
Proof of resilience!



Corona Pandemic

# Increased dividend despite pandemic

A reliable income stream for investors



Dividend policy

LANXESS aims for an increasing or at least stable dividend



\* To be proposed to the Annual General Meeting on May 19, 2021

# Acquisition of Emerald Kalama Chemical: A tailor-made strategic fit!

## Key Facts

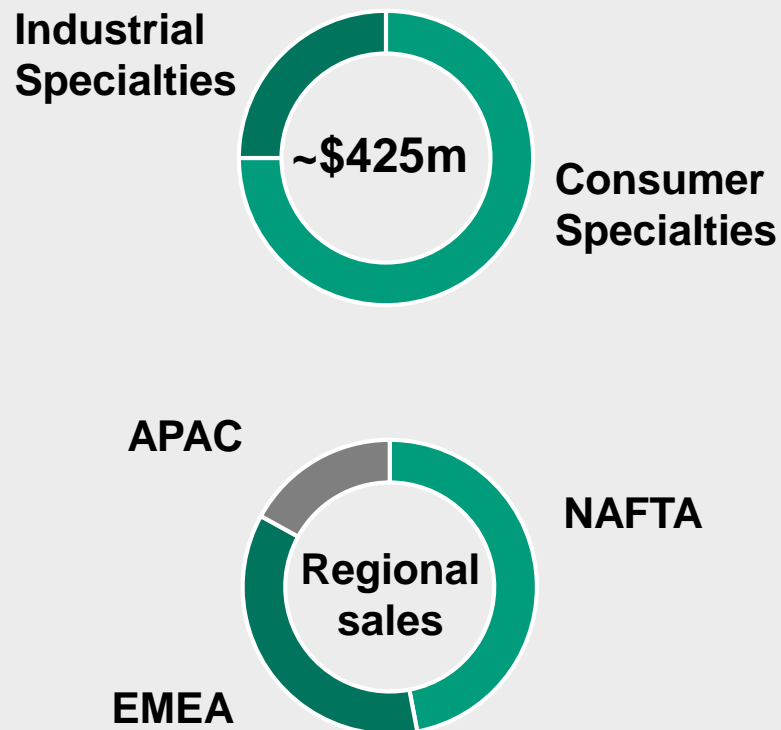


### Key Financials 2020 (USD):

- Sales: ~\$425 m
- EBITDA pre: ~\$90 m
- Cash Conversion\*: ~80%
- **Enterprise Value:** \$1,075 m  
~9.0x EBITDA incl. ~\$30 m synergies
- **EPS accretion:** year one expected
- Financed from existing liquidity
- **Expected closing:** H2 2021

**Peers:** Valtris, Eastman, Celanese

## Business Structure



## Key Rationale

- Specialty business with strong fit to current portfolio
- Vertically integrated into high value derivatives\*\*
- Strategic expansion into growth markets Food and Animal Nutrition
- Attractive secular growth markets above GDP
- Highly synergistic, both cost and top line synergies
- Straight forward integration into LANXESS

\* cash conversion = EBITDApre – CAPEX / EBITDApre (mid-term)

\*\* based on Benzoic acid & Benzaldehyde



# Emerald Kalama Chemical offers a 100% complementary fit to LANXESS

## LANXESS Consumer Protection Energizing Chemistry



### Consumer Specialties (~75%)

#### Animal Health

- Preservatives for feed silage
- Animal feed additives substituting anti-biotics



Growth > GDP

#### Flavours & Fragrances

- ~30 aroma ingredients for food, home & personal care products



Growth > GDP

#### Food & Beverage

- High quality preservatives for food and beverages



Growth ~ GDP

#### Home & Personal Care

- Nature identical high purity preservatives for cleaning applications & cosmetics

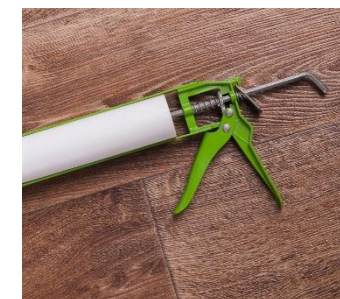


Growth ~ GDP

### Industrial Specialties (~25%)

#### CASE\* & Polymers

- Phthalate-free plasticizers for:
  - Construction materials: e.g. flooring, sealants
  - Adhesives: substitution for mechanical fastening
  - Coatings and paper-based packaging



Growth > GDP

\* CASE = Coatings, Adhesives & Sealants

# Acquisition of Emerald Kalama Chemical strengthens LANXESS as a leading Consumer Protection player

## Balanced specialties portfolio with long-term secular growth drivers

### Consumer Protection: Focus areas



#### Animal Health

- Backward integrated leader in microbial solutions



#### F&B / F&F\*

- Strengthening competitiveness



#### Water Purification

- Leading position in future growth business



#### Agro

- Strong position in custom manufacturing

### Future growth enablers

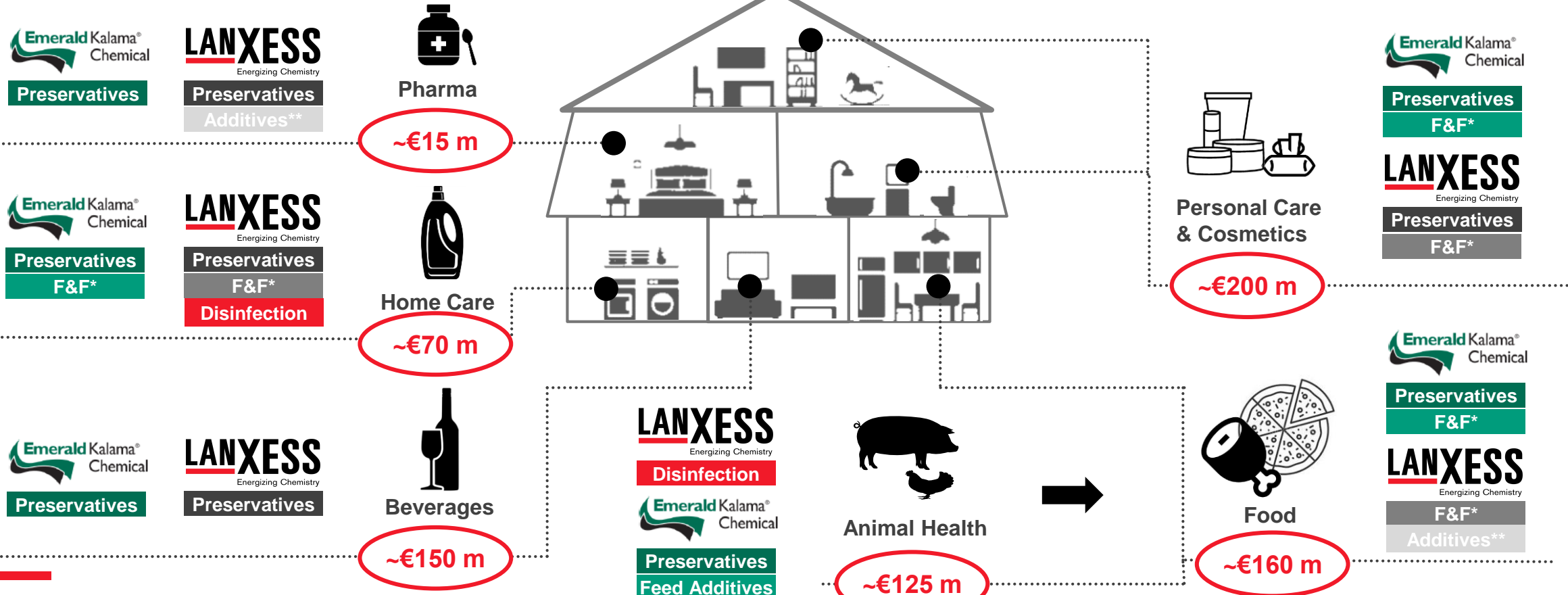
- **Animal Health:** Antibiotic substitution and rising pests globally
- **Regulatory trend:** Global boost in regulation for active ingredients
- **Need for preservation:** Increasing demand for plastic-free packaged & processed food
- **Natural trend:** Rising demand and awareness for natural & hygienic solutions
- **Water scarcity:** High-tech products for top-notch technology players
- **Agro recovery:** additional upside to contract based growth

\* F&B = Food & Beverage / F&F = Flavors & Fragrances

# The combined product portfolio brings consumer protection to everyone's daily life

**Emerald Kalama's products complement LANXESS' Consumer Protection portfolio perfectly**

*Illustrative (combined sales)*



\* F&F = Flavors & Fragrances

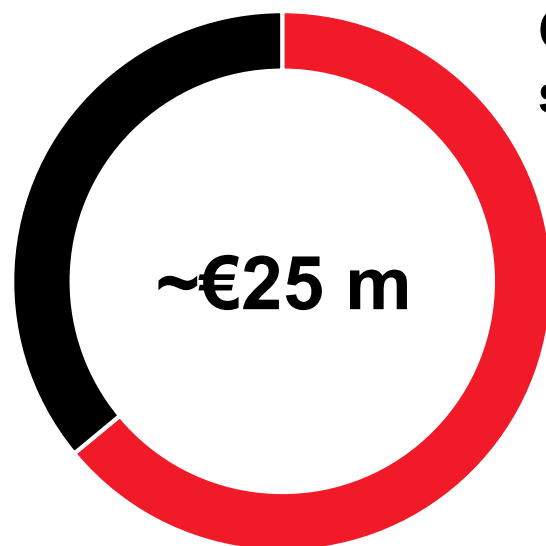
\*\* Additives: e.g. Active Ingredients & Intermediates (Pharma); Processing Agents (Food)

# Acquisition of Emerald Kalama Chemical provides attractive synergy potential for LANXESS

## Overview: Synergies structure

*Illustrative*

Top line synergies



Cost based synergies

## Phasing: Synergies, OTCs and CAPEX

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

# Emerald Kalama Chemical ideally complements LANXESS growth in Consumer Protection

<b>100% strategic fit</b>	<b>Strengthened competitiveness in Consumer Protection end markets</b>
<b>Secular growth</b>	<b>Long-term trend driven growth above GDP</b>
<b>High synergies/ Low complexity</b>	<b>Extended and complementary portfolio offers significant high synergies</b> <b>Low integration risk – low complexity (only three sites)</b>
<b>Attractive financials</b>	<b>Solid 9.0x EBITDA multiple (post synergies)</b> <b>Cash Conversion ~80%* and EPS accretion in year one</b>



\* mid-term



# Strongest Q4 since 2012

## Q4 Highlights

- EBITDA pre at €200 m above previous year and best since 2012 despite unplanned outage and FX headwinds
- Positive business momentum strengthened in Q4
- Strong operating Cash Flow despite CURRENTA related tax payments
- FY 2020 closed with powerful balance sheet, net financial debt reduced to ~€1 bn



# LANXESS' commitment to sustainability now also reflected in Board remuneration

CDP – Climate:  
A ranked

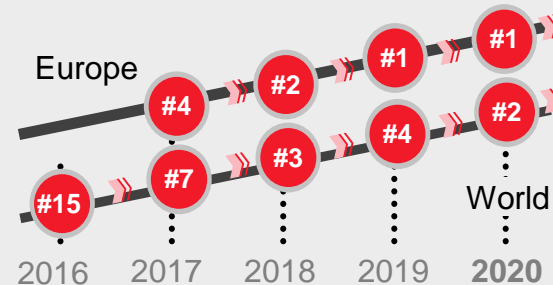


Admittance in Bloomberg  
Gender Equality Index



Top in Dow Jones Sustainability  
Index

MEMBER OF  
**Dow Jones**  
Sustainability Indices  
In Collaboration with RobecoSAM



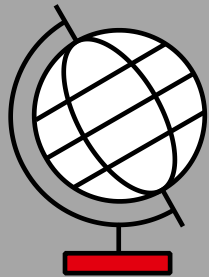
Say-on-pay in this year's AGM on May 19

- New system<sup>1</sup> for **Board remuneration** reflecting LANXESS' commitment to **sustainability** by considering ESG components in:
  - Short term incentive plan (STI): **safety performance** related
  - Long term incentive plan (LTI): focused on **absolute CO<sub>2</sub> reduction**<sup>2</sup>

<sup>1</sup> New system approved by supervisory board, in effect since January 1, 2021, but still subject to AGM approval

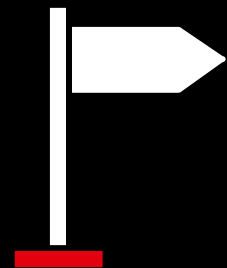
<sup>2</sup> The CO<sub>2</sub> target was set as the first target for the LTI

# Optimistic for FY 2021: Recovery expected



## Current view on economy

- Sequential recovery in most end markets:
  - Strong rebound in Automotive, Agro, Construction, Chemicals to improve slightly
  - Aviation still weak, Oil & Gas gradually improving
  - Soaring raw mat. prices trigger typical time lag for pass-through
- Uncertainty persists

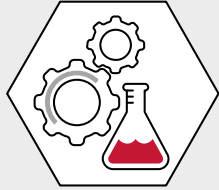


## LANXESS outlook FY 2021

- **FY EBITDA pre expected €900 - €1,000 m**
- **Q1 with nice sequential momentum: €200-250 m EBITDA pre expected, however burden of**
  - YoY full pandemic impact
  - Weather-related US plant shutdowns (~€10 m)
  - Weak US Dollar

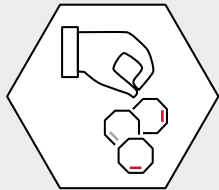


# Optimistic for FY 2021: Strongest rebound in Engineering Materials



## **Advanced Intermediates** – On or slightly above prior year level

- Recovery in BU All's broadly diversified end markets, energy prices are a burden
- Good development in construction (BU IPG)



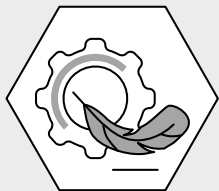
## **Specialty Additives** – Significantly above prior year

- Improvement in Lubricant Additives
- Auto recovery, also helped by reorganization of rubber additives



## **Consumer Protection** – Slightly above prior year level

- Strong demand to continue
- Already high utilization for disinfection and water purification limits volume growth



## **Engineering Materials** – Significantly above prior year

- Strong auto recovery
- No burden from maintenance turnaround and unplanned shutdown (H2 2020)



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# LANXESS Group: Increased earnings despite high comparable base

**Resilience proven,  
margin improved!**

[€ m]*	Q4/2019	Q4/2020	Δ	FY 2019	FY 2020	Δ
Sales	1.636	1.503	-8%	6.802	6.104	-10%
EBITDA pre	197	200	2%	1.019	862	-15%
Margin	12,0%	13,3%		15,0%	14,1%	
CAPEX	213	192	-10%	508	456	-10%

Price **-3%**   Volume **-2%**   FX **-3%**   Portfolio **+0%**

Total **-8%**

Q4 Sales vs. PY

- Sales decline driven by pass-through of lower raw material prices, volume impact (unplanned shutdown) and adverse FX effect
- EBITDA pre accelerates compared to strong previous year base driven by higher utilization and cost containment measures

\* All figures excluding BU LEA, which is reported as discontinued operation



# Advanced Intermediates: Recovery materializes

**Rising volumes,  
strong profitability**

[€ m]*	Q4/2019	Q4/2020	Δ	FY 2019	FY 2020	Δ
Sales	533	502	-6%	2.251	1.999	-11%
EBITDA pre	73	83	14%	383	336	-12%
Margin	13,7%	16,5%		17,0%	16,8%	
CAPEX	62	53	-15%	161	145	-10%

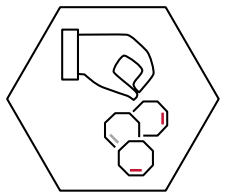
Price **-5%**   Volume **+3%**   FX **-3%**   Portfolio **0%**

Total **-6%**

Q4 Sales vs. PY

- Improved sales volume offset by raw material price effect and FX
- Momentum in end industries further improves, especially in construction
- EBITDA pre and margin above previous year due to higher volumes and better utilization

\* New reporting structure as of Q1 2020 excluding BU SGO and including BU Inorganic Pigments



# Specialty Additives: Pronounced margin resilience

**Volumes compare  
to strong previous  
year**

[€ m]	Q4/2019	Q4/2020	Δ	FY 2019	FY 2020	Δ
Sales	471	416	-12%	1.965	1.728	-12%
EBITDA pre	84	71	-15%	353	284	-20%
Margin	17,8%	17,1%		18,0%	16,4%	
CAPEX	47	38	-19%	120	94	-22%

Price    Volume    FX    Portfolio  
**-1%**    **-6%**    **-5%**    **0%**

**Total -12%**

**Q4 Sales vs. PY**

- Sales decline due to lower volumes and burdening FX
- Ongoing weakness in aviation and oil & gas impacted volumes, auto recovery starting to come through
- Price reductions following lower raw material prices
- EBITDA pre decline reflects weak demand and negative FX effect, only slight margin decrease thanks to cost containment measures



# Consumer Protection: Earnings continue to grow

## Profitability improved again

[€ m]*	Q4/2019	Q4/2020	Δ	FY 2019	FY 2020	Δ
Sales	262	252	-4%	1.050	1.110	6%
EBITDA pre	35	39	11%	198	233	18%
Margin	13,4%	15,5%		18,9%	21,0%	
CAPEX	26	32	23%	61	69	13%

Price    Volume    FX    Portfolio

**0%**    **-4%**    **-2%**    **+2%**

**Total    -4%**

**Q4 Sales vs. PY**

- Moderate sales decline due to lower volumes and FX impact, strong contribution from acquisition in Brazil
- Volumes decrease due to IFRS 15 effects, FX burdens additionally
- Slight price increase across segment
- Strong EBITDA pre increase driven by improved prices and contribution from acquisition in Brazil

\* New reporting structure as of Q1 2020, data excluding BU LEA, which is reported as discontinued operation



# Engineering Materials: Auto recovery mitigates effects from unplanned shutdown

## Solid margin despite outage

[€ m]	Q4/2019	Q4/2020	Δ	FY 2019	FY 2020	Δ
Sales	350	314	-10%	1.450	1.190	-18%
EBITDA pre	49	41	-16%	238	151	-37%
Margin	14,0%	13,1%		16,4%	12,7%	
CAPEX	51	47	-8%	104	86	-17%

Price    Volume    FX    Portfolio

**-7%**    **-1%**    **-3%**    **0%**

Total **-10%**

Q4 Sales vs. PY

- Sales decrease mainly due to pass-through of lower raw material prices and negative FX impact
- Strong recovery in auto demand, however volume decline resulting from unplanned shutdown in BU HPM. Sequential improvement accelerates
- EBITDA pre and margin stabilize visibly even despite force majeure in BU HPM

# P&L: Best Q4 in new company set-up

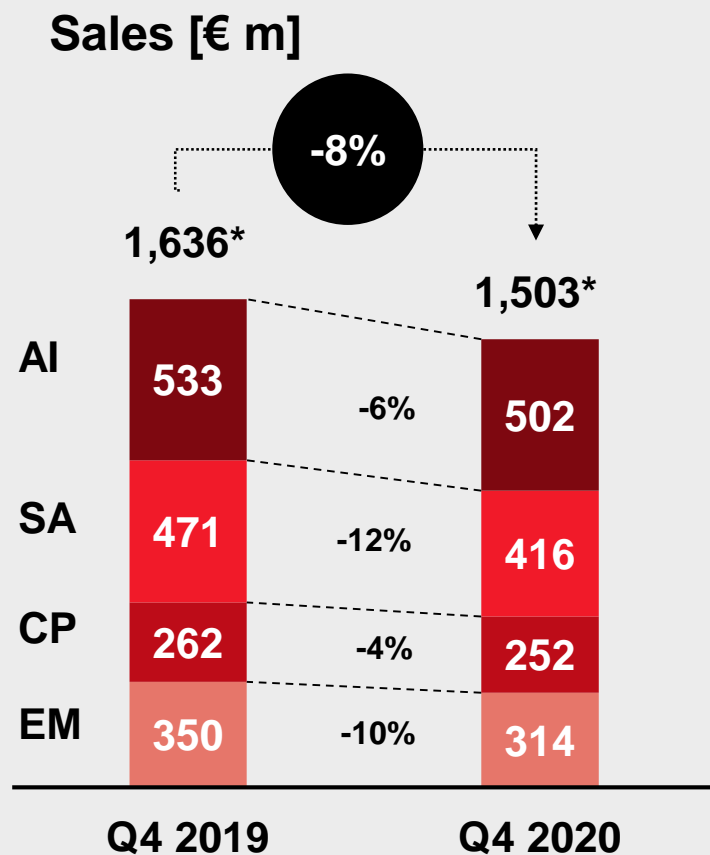
<b>[€ m]*</b>	<b>Q4/2019</b>		<b>Q4/2020</b>		<b>yoy in %</b>
Sales	1.636	(100%)	1.503	(100%)	-8%
Cost of sales	-1.253	(-77%)	-1.126	(-75%)	-10%
Selling	-203	(-12%)	-193	(-13%)	-5%
G&A	-81	(-5%)	-72	(-5%)	-11%
R&D	-30	(-2%)	-28	(-2%)	-7%
<b>EBIT</b>	<b>0</b>	<b>(0%)</b>	<b>35</b>	<b>(2%)</b>	<b>&gt;100%</b>
<b>EPS</b>	<b>-0,25</b>		<b>0,20</b>		<b>&gt;100%</b>
<b>EPS pre</b>	<b>0,64</b>		<b>0,82</b>		<b>28%</b>
EBITDA	160	(10%)	170	(11%)	6%
thereof except.	-37	(-2%)	-30	(-2%)	-19%
<b>EBITDA pre except.</b>	<b>197</b>	<b>(12%)</b>	<b>200</b>	<b>(13,3%)</b>	<b>2%</b>

- Improvement in SG&A and R&D reflect cost containment measures
- Higher earnings, margins and EPS due to recovering demand despite unplanned shutdown

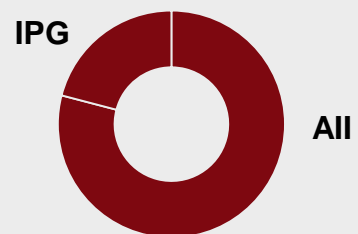
\* From continuing operations



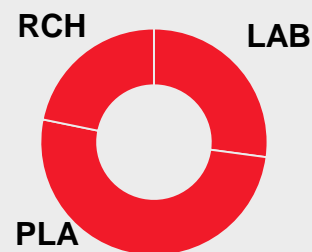
# Q4 2020: Consumer Protection and recovery in Advanced Intermediates drive strong result



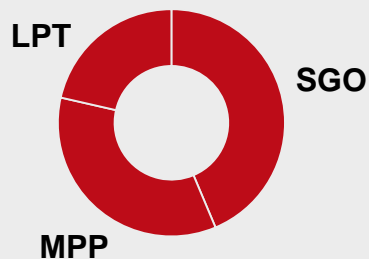
### Advanced Intermediates



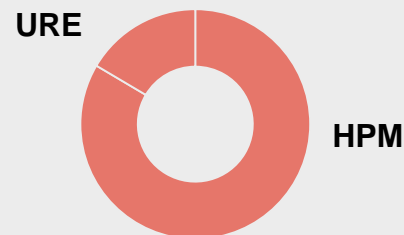
### Specialty Additives



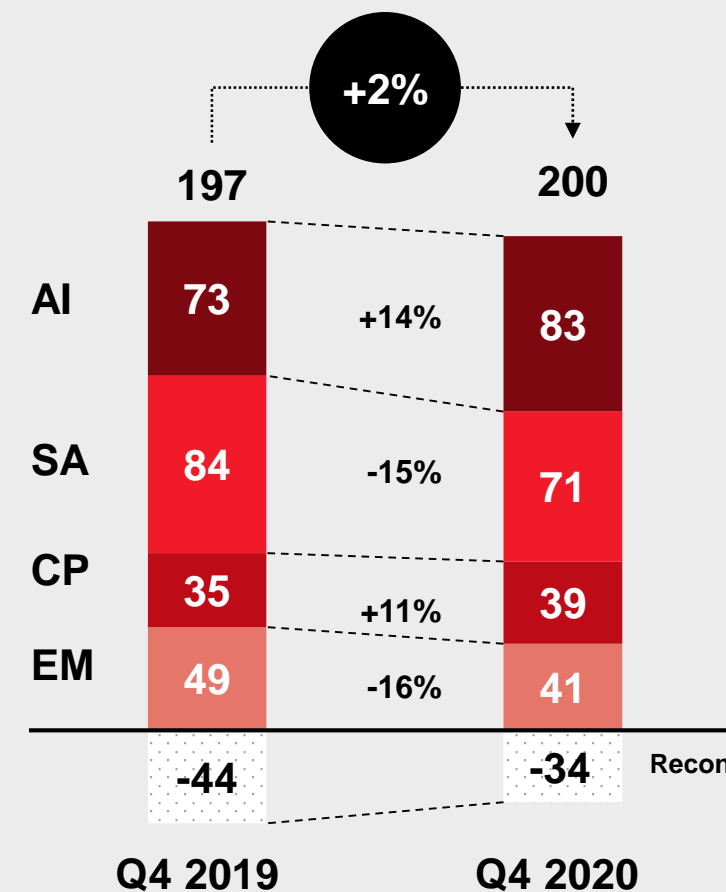
### Consumer Protection



### Engineering Materials



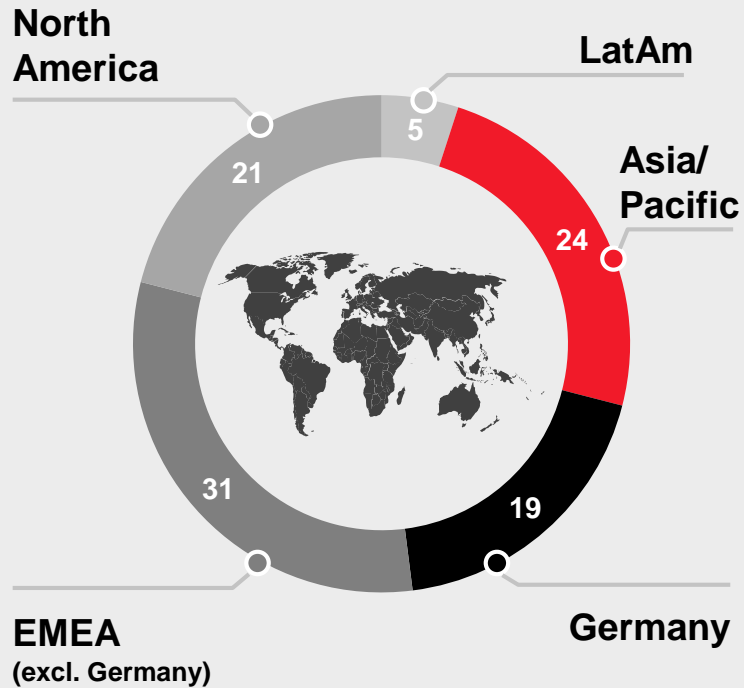
### EBITDA pre [€ m]



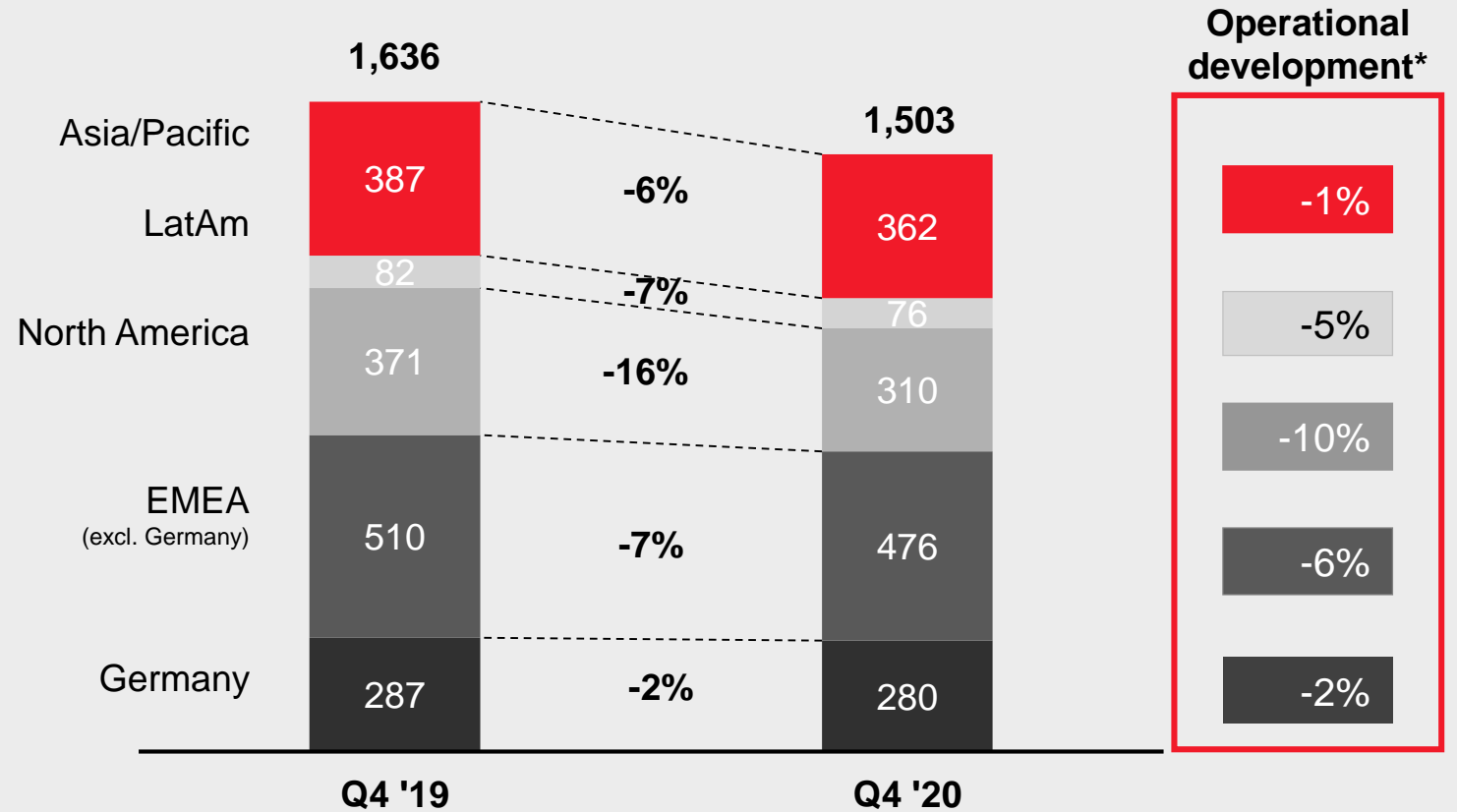
\* Total group sales including reconciliation

# Q4 2020: Impact from pandemic still visible in all regions, sales decline reflects lower raw material prices

Q4 2020 sales by region [%]



Regional development of sales [€ m]



\* Currency and portfolio adjusted

# Operating cash flow improved, but masked by extraordinary tax payment related to Currenta disposal

[€ m]	Q4/2019	Q4/2020	Δ
<b>Operating cash flow*</b>	<b>267</b>	<b>262</b>	<b>-5</b>
thereof income taxes paid	-39	-80	-41
thereof changes in working capital	212	204	-8
<b>Investing cash flow*</b>	<b>-270</b>	<b>-289</b>	<b>-19</b>
thereof capex	-213	-192	21
thereof net invest in money markets	-82	-100	-18

- Strong operating cash flow despite mid to high double digit million tax payment relating to CURRENTA divestment
- Ongoing tight working capital management
- Capex reduced in response to pandemic

\* Applies to continuing operations

# Ongoing strong balance sheet

[€ m]	31.12.2019	30.09.2020	31.12.2020
<b>Total assets</b>	<b>8.695</b>	<b>8.850</b>	<b>8.880</b>
Equity	2.647	3.167	2.999
<b>Equity ratio</b>	<b>30%</b>	<b>36%</b>	<b>34%</b>
<b>Net financial debt<sup>1</sup></b>	<b>1.742</b>	<b>1.150</b>	<b>1.012</b>
Cash, cash equiv., short-term money market inv.	1.076	1.657	1.794
<b>Pension provisions</b>	<b>1.178</b>	<b>1.083</b>	<b>1.205</b>
<b>Net working capital</b>	<b>1.308</b>	<b>1.358</b>	<b>1.134</b>
DSI (in days) <sup>2</sup>	66	70	64
DSO (in days) <sup>3</sup>	42	47	45

- Strong liquidity further improved - supported by CURRENTA disposal; secures financial and operating flexibility
- Increase in pension provisions due to lower interest rates
- Usual year-end decrease in working capital

<sup>1</sup> Including cash, cash equivalents, short-term money market investments

<sup>2</sup> Days sales of inventory calculated from quarterly sales

<sup>3</sup> Days of sales outstanding calculated from quarterly sales

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# Housekeeping items 2021

<b>Capex 2021</b>	<b>~€450-500 m</b>
<b>Operational D&amp;A 2021</b>	<b>~€450 m</b>
<b>Reconciliation 2021</b>	<b>~€150-160 m</b> including remnant costs and re-occurring expenses
<b>Underlying tax rate</b>	<b>~28%</b>
<b>Exceptionals 2021</b>	<b>€70-100 m</b> based on current initiatives
<b>FX sensitivity</b>	One cent change of USD/EUR resulting in <b>~€7 m</b> EBITDA pre impact before hedging
<b>Remnant costs</b>	2021: <b>Additional remnant costs of ~€5 m</b> (50% of organic leather business due to expected closing mid 2021) 2022: <b>Additional remnant costs of ~€5 m</b> (impact of organic leather business fully effective)

# LANXESS CAPEX spendings foster an efficient asset base and attractive growth

Priority to profitable growth (ROCE ~ 20%) instead of Cash Conversion\* target (>60%) fulfillment

## CAPEX outlook & spendings 2021

### Outlook 2021

- Digital. & CO<sub>2</sub> projects: up to €50 m
- Organic growth: ~€100 – 150 m
- Maintenance: ~€300 m

~€450 - 500m



2021

Cash Conversion  
**50-60%**  
despite investing in  
digital and organic  
growth

# Key Figures\*: Holding up well in crisis mode

Q1

Q2

Q3

Q4



**€1,503 m**

Sales

-8%



**€262m**

Operating Cash  
Flow



**€1,794 m**

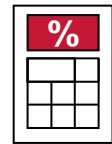
Cash & cash equivalents, short  
term money market investments



**€200 m**

EBITDA pre

+2%



**13.3%**

EBITDA pre  
Margin



**€1,012 m**

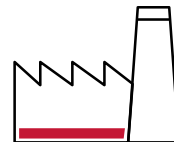
Net financial debt\*\*



**0.82**

EPS pre

+28%



**€192 m**

CAPEX

\* Continuing operations (excluding BU LEA, which is reported as discontinued operation)

\*\* deducting short-term money market investments



# FY 2020: EBITDA pre only declines 15% in Corona crisis

[€ m]*	FY 2019		FY 2020		yoy in %
Sales	6.802	(100%)	6.104	(100%)	-10%
Cost of sales	-5.043	(-74%)	-4.548	(-75%)	-10%
Selling	-812	(-12%)	-773	(-13%)	-5%
G&A	-274	(-4%)	-267	(-4%)	-3%
R&D	-114	(-2%)	-108	(-2%)	-5%
<b>EBIT</b>	<b>407</b>	<b>(6%)</b>	<b>253</b>	<b>(4%)</b>	<b>-38%</b>
<b>EPS</b>	<b>2,72</b>		<b>10,49</b>		<b>&gt; 100</b>
<b>EPS pre</b>	<b>4,73</b>		<b>3,50</b>		<b>-26%</b>
EBITDA	910	(13%)	757	(12%)	-17%
thereof except.	-109	(-2%)	-105	(-2%)	-4%
<b>EBITDA pre except.</b>	<b>1.019</b>	<b>(15%)</b>	<b>862</b>	<b>(14,1%)</b>	<b>-15%</b>

- Corona-based drop in demand is key driver for decline in results
- Lower selling expenses and R&D result from cost containment measures; reduced G&A costs offset by remnant cost from several divestments
- Positive effects from CURRENTA divestment reflected in financial result and EPS
- EBITDA pre decline of only 15% proves LANXESS resilience

\* From continuing operations

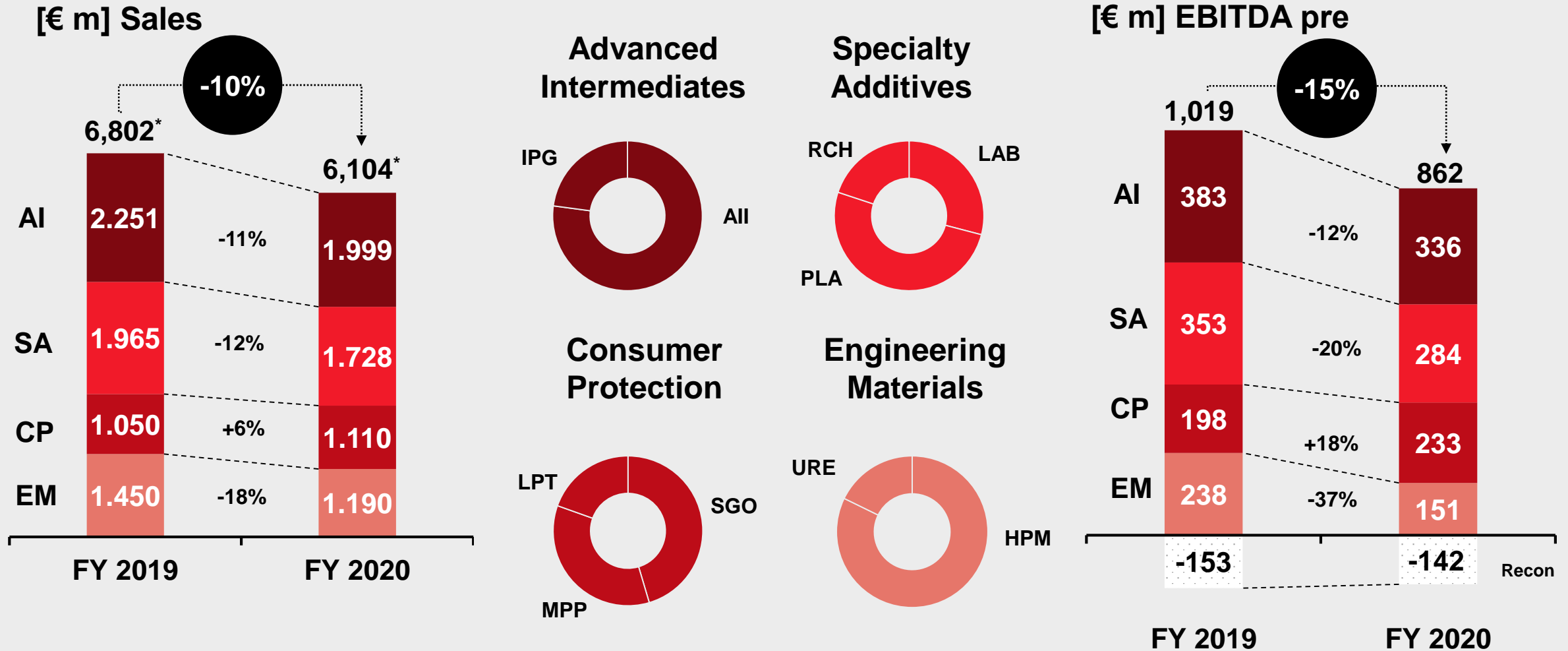
# Cash flow FY 2020: Solid operating cash flow despite Corona crisis

[€ m]	FY 2019	FY 2020	Δ
<b>Operating cash flow*</b>	<b>634</b>	<b>594</b>	<b>-40</b>
thereof income taxes paid	-193	-215	-22
Changes in working capital	68	106	38
<b>Investing cash flow*</b>	<b>-697</b>	<b>-350</b>	<b>347</b>
thereof capex	-508	-456	52
thereof proceeds from divestments & dividends	41	971	930
thereof net invest in money markets	-241	-749	-508
thereof pension funding	0	-100	-100

- Strong operating cash flow improvement after adjustment of CURRENTA related tax payments
- Ongoing tight working capital management
- Lower capex reflect measures triggered by Corona pandemic
- Investing cash flow includes proceeds from divestments of CURRENTA and chrome chemicals business which are mainly invested in money market funds
- Investing cash flow includes €100 m voluntary pension funding

\* Applies to continuing operations

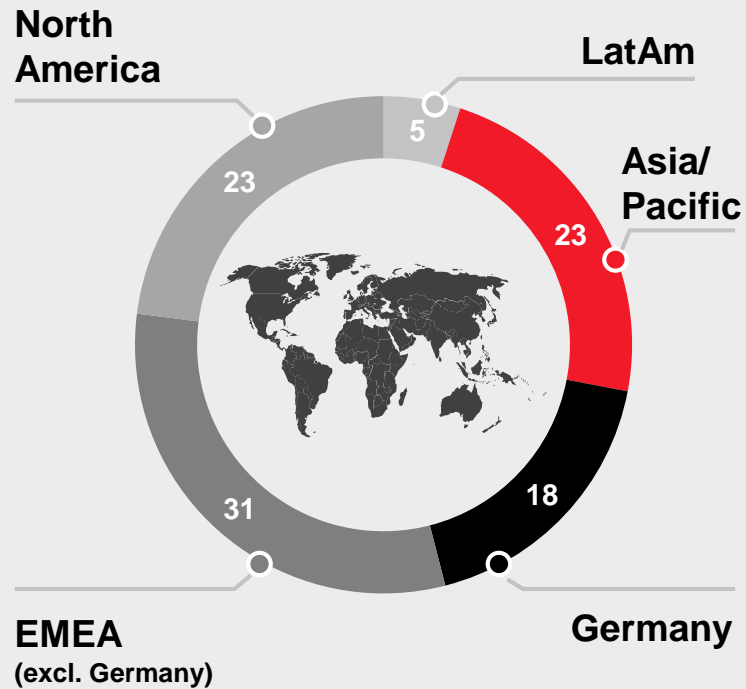
# FY 2020: More resilient business set-up – only 15% EBITDA pre decline despite pandemic



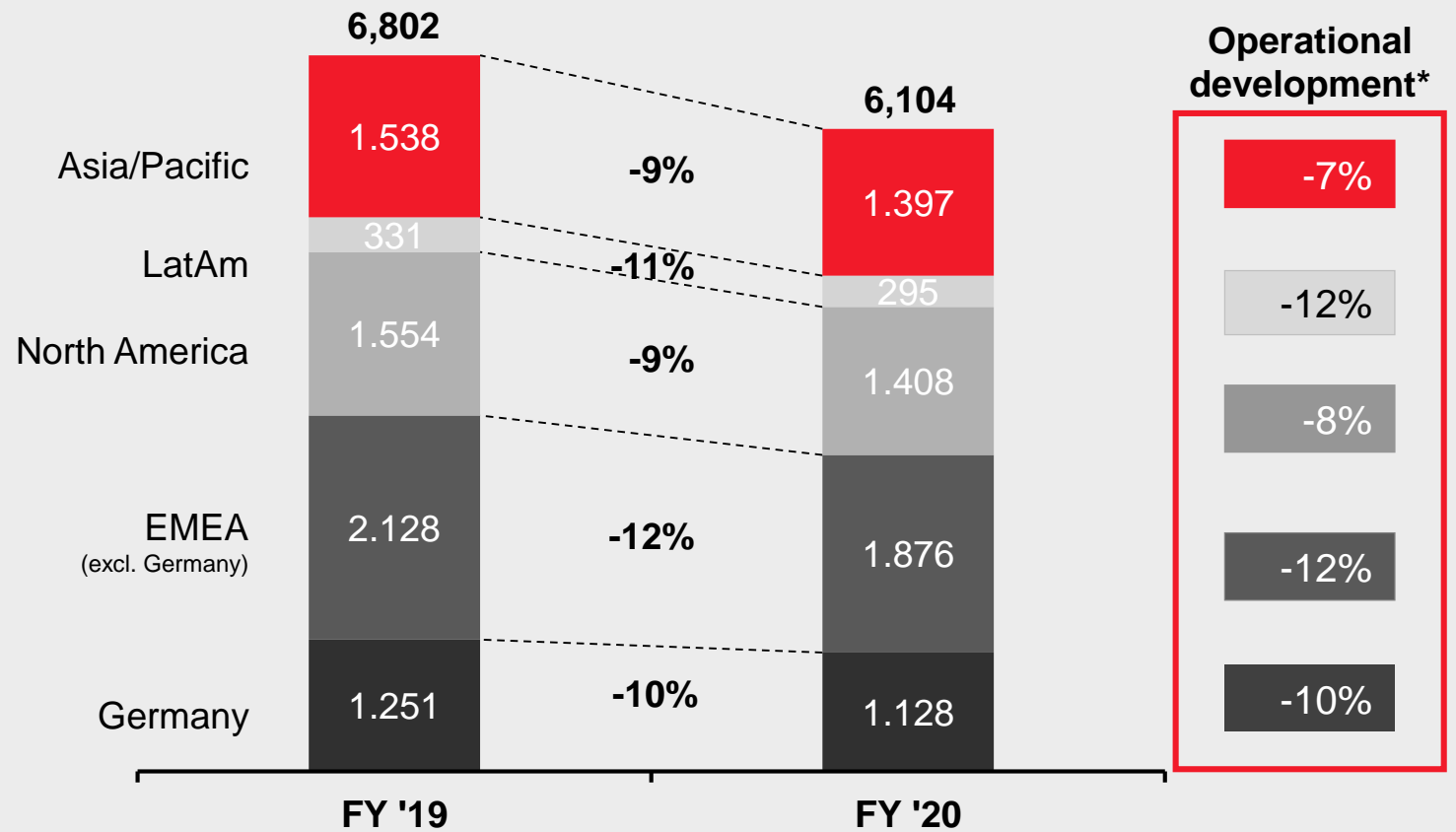
\* Total group sales including reconciliation

# FY 2020: Impact from pandemic still visible in all regions, sales decline reflect lower raw material prices

FY 2020 sales by region [%]



Regional development of sales [€ m]



\* Currency and portfolio adjusted

# Exceptional items (on EBIT) below previous year level, resulting from further restructuring and project costs

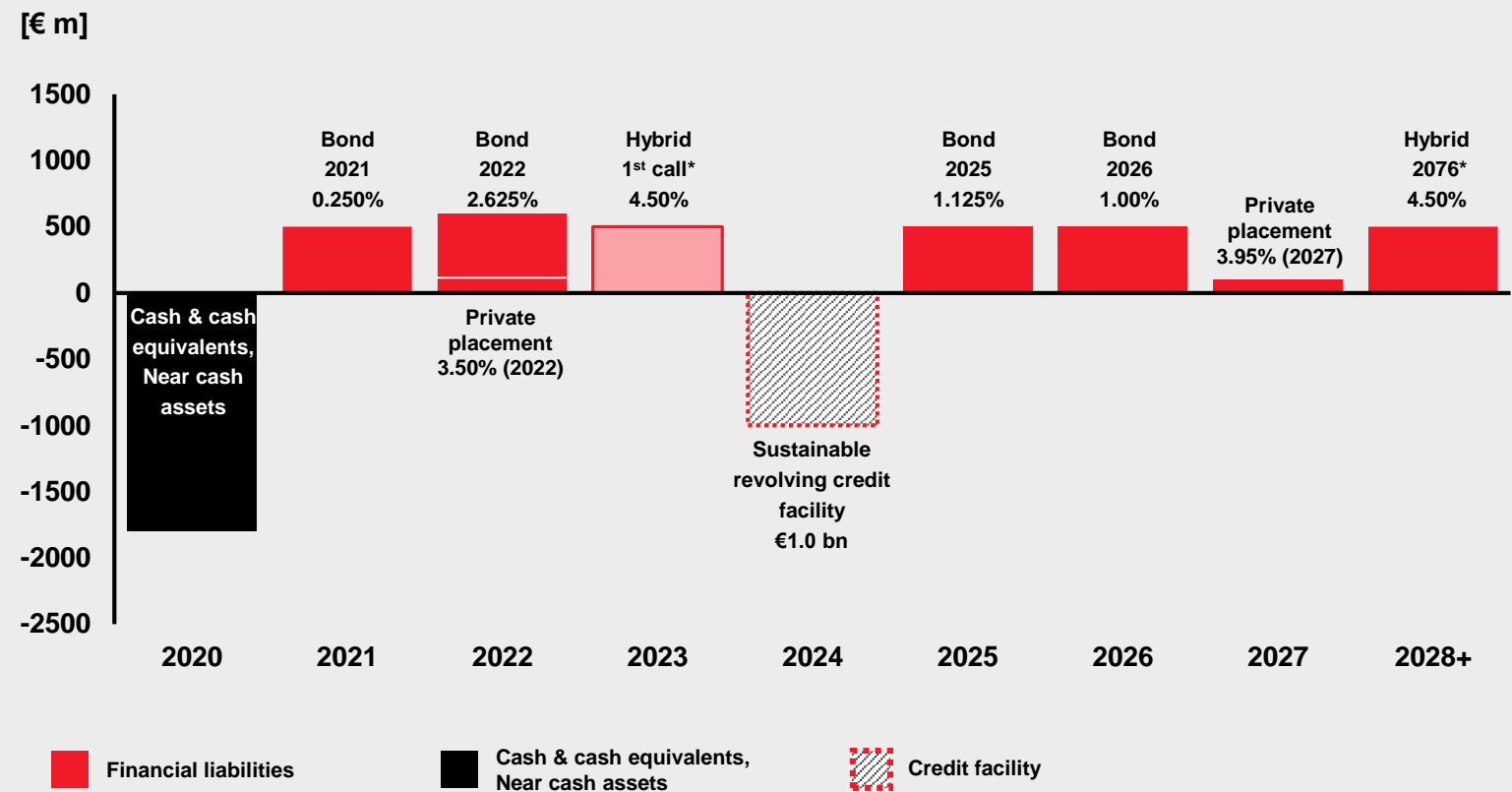
[€ m]	Q4/2019		Q4/2020		FY 2019		FY 2020		Comments
	Excep.	Thereof D&A	Excep.	Thereof D&A	Excep.	Thereof D&A	Excep.	Thereof D&A	
Strategic Realignment & Restructuring	57	37	18	17	76	39	68	35	incl. adjustment of production network, impairment Membranes €17m
M&A, Digitalization (incl. Chemondis) and Others	11	1	19	1	49	1	47	2	incl. CUR, LEA, OMS and membrane divestments, acquisitions in disinfection
Strategic IT projects	7	0	12	1	25	1	28	1	incl. SAP Hana Project
<b>Total</b>	75	38	49	19	150	41	143	38	

# 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 ~2%
- Next bond maturity in October
- All group financing executed without financial covenants

## Liquidity and maturity profile as per December 2020



# On track to climate neutrality in 2040: Nitrous oxide reduction in Antwerp



## Milestone in our climate strategy

- Nitrous oxide is generated during caprolactam production
- Investment of approx. EUR 10 million

**1** Plant significantly reduces emissions:  
150 kt CO<sub>2</sub>e / year less



**2** Second plant planned for 2023  
Impact: 300 kt CO<sub>2</sub>e / year less



# Upcoming virtual events 2021 - Proactive capital market communication





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website



# Abbreviations



## Advanced Intermediates

**AI** Advanced Industrial Intermediates  
**IPG** Inorganic Pigments



## Consumer Protection

**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

**LANXESS**

Energizing Chemistry