



# LANXESS – FY 2012 Results Conference Call

**Diversified portfolio and cost discipline pay off**

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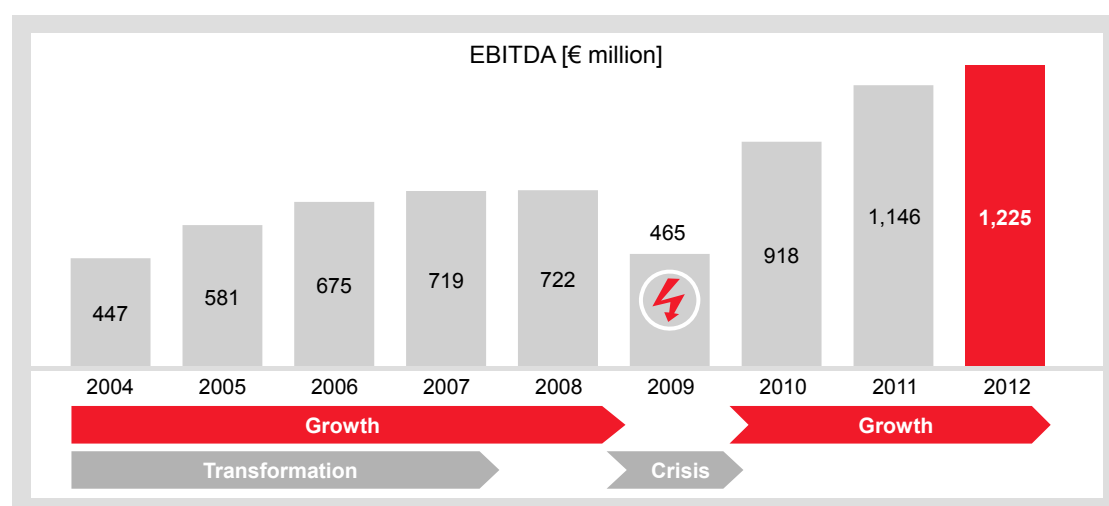
## Agenda

- Executive overview FY 2012
- Business and financial review Q4 2012
- Outlook / Guidance

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## LANXESS continues earnings track record

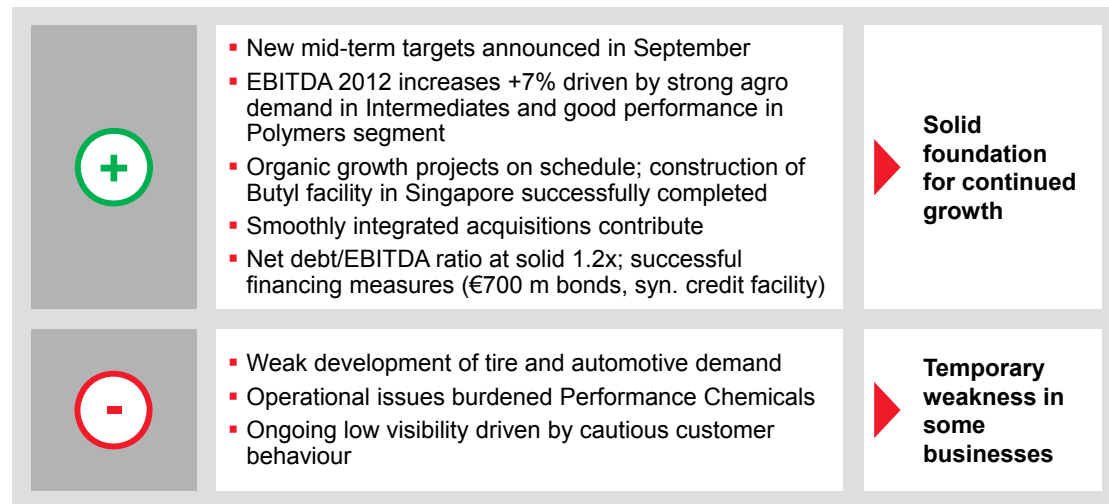


All references to EBITDA are pre exceptional

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## FY 2012: Delivering another growth year despite challenging environment

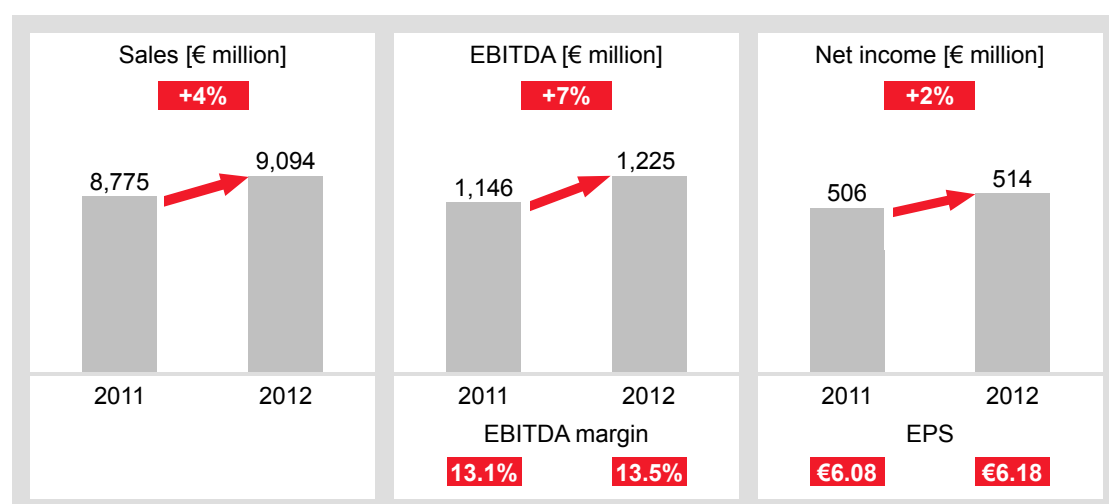


All references to EBITDA are pre exceptionals

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## Earnings growth with good profitability

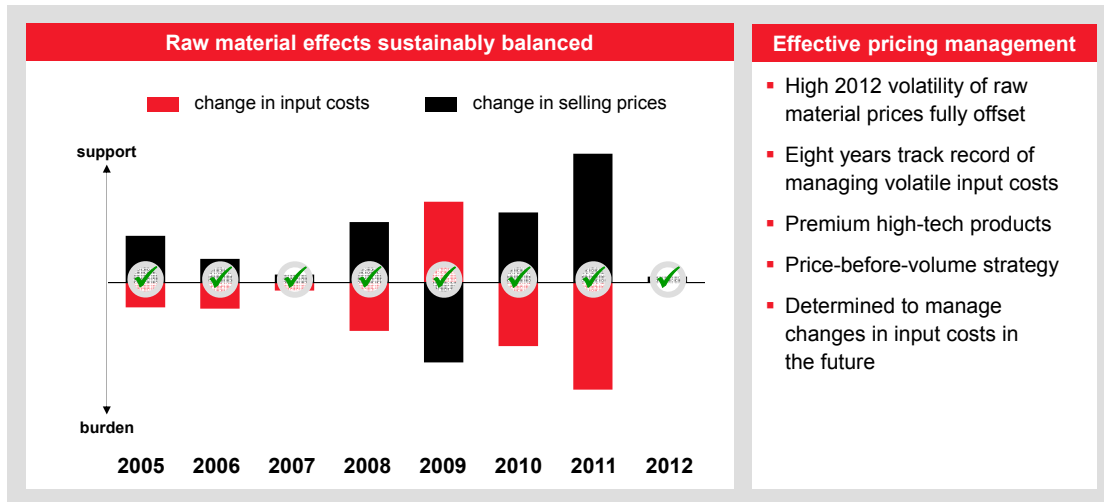


All references to EBITDA are pre exceptionals

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## Raw material costs with high volatility offset



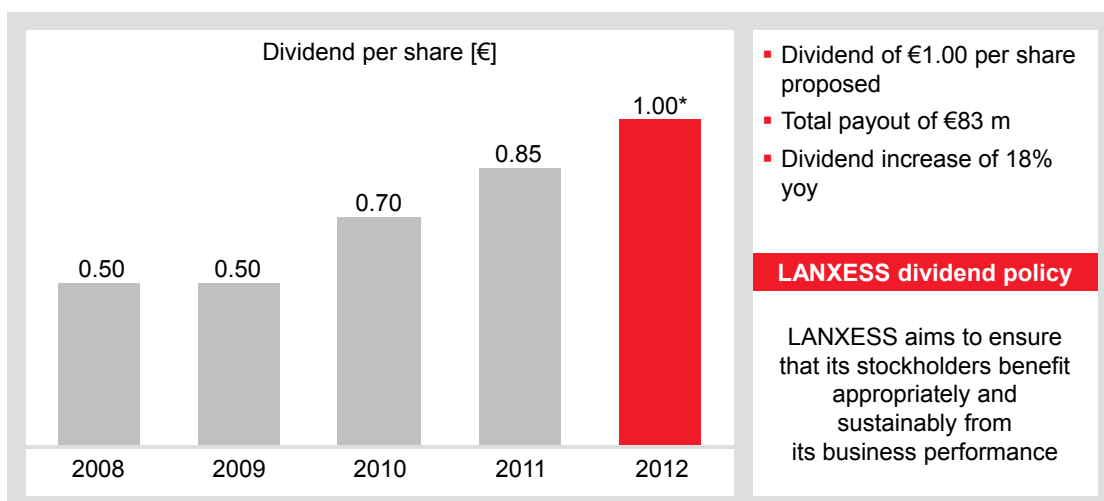
### Effective pricing management

- High 2012 volatility of raw material prices fully offset
- Eight years track record of managing volatile input costs
- Premium high-tech products
- Price-before-volume strategy
- Determined to manage changes in input costs in the future

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## Increasing cash distribution to shareholder

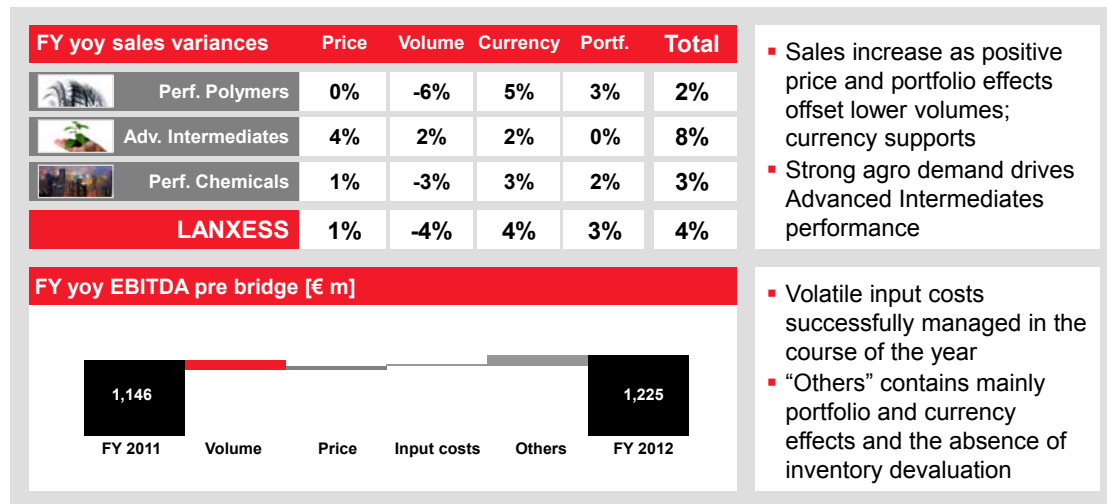


\* Proposal to the Annual General Meeting

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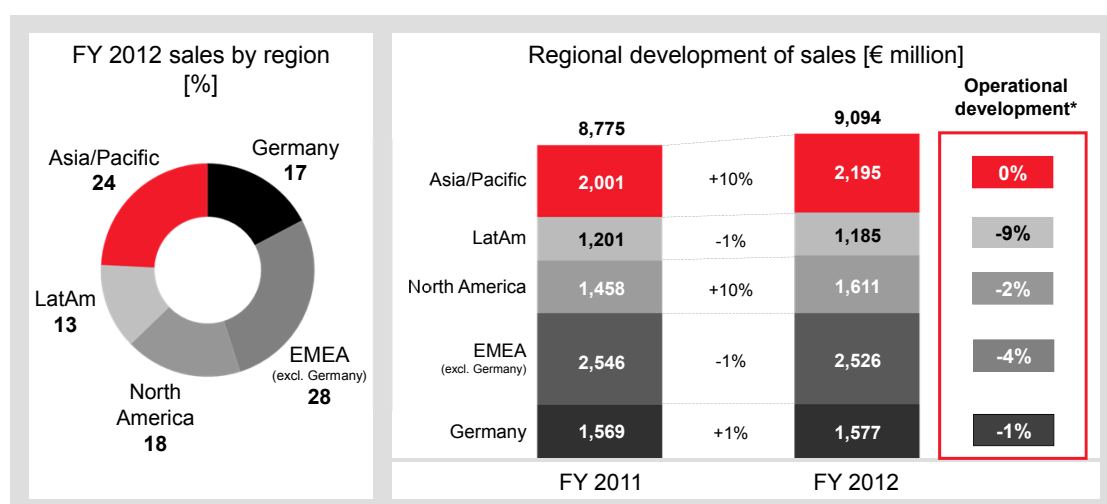
## Growth in a challenging environment



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## FY 2012: Region Asia/Pacific proves stability

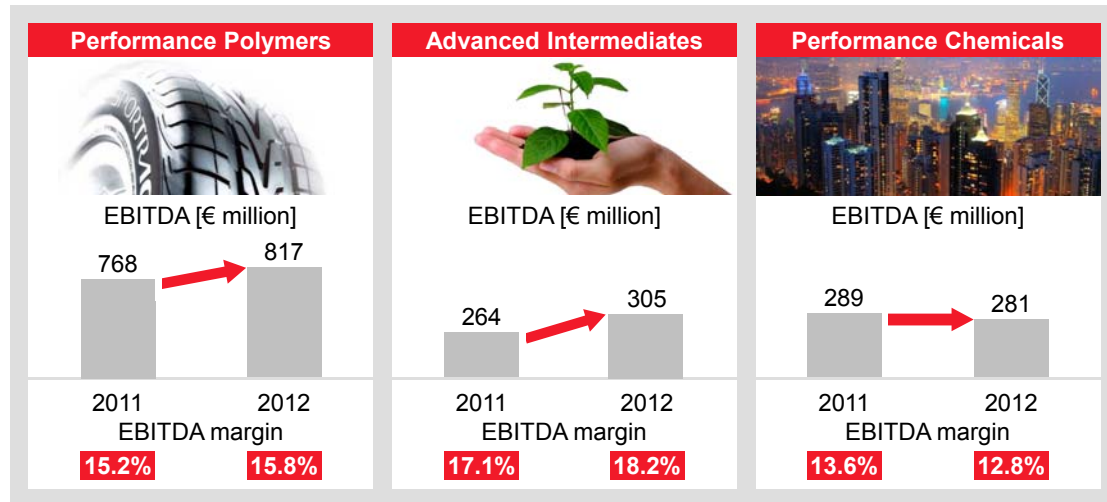


\* Currency and portfolio adjusted

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## Performance Polymers and Advanced Intermediates with strong growth contribution



All references to EBITDA are pre exceptionals

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## Ramp-up of world-scale Butyl plant in Singapore fully on track

### Key facts

- Greenfield Halo Butyl plant, Singapore
- Capex: ~€400 m
- Nameplate capacity: 100kt/a
- Ramp-up costs Q1'13: ~€20 m
- Depreciation period: ~10 years
- Annual depreciation: ~€40 m

### Capacity ramp-up in 2013

- Q1 cold / hot commissioning
- Q2 testing and customer approbation
- Q3 expected start of commercial sales

### Expected sales quantities:

- 2013: ~30-40kt in H2 2013
- 2014: ~70kt
- 2015: full capacity available



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## Investment in SSBR ideally complements product portfolio to serve trend of “Green Mobility”



### Key facts

- Conversion of ESBR into SSBR capacity in Triunfo (Brazil)
- Start-up: end 2014
- Capex: ~€80 m (~€35 m in 2013, ~€45 m in 2014)
- Capacity: 110kt/a
- Raw material supply secured

### Rationale

- Combination of SSBR and Nd-PBR leads to highest performance in “green tires”; improved rolling resistance and wet grip along with higher durability
- Mobility trend and “Green Tires” supported by tire labeling\* (providing transparency of performance) drive demand
- CAGR 2020 ~10% for high-performance rubbers
- LANXES builds on world leadership of synthetic rubber, implementing standards in SSBR quality

Capex

~€80 m

ROCE

>company ROCE

\* Tire labeling will be introduced in Brazil by October 2016

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## Agenda

- Executive overview FY 2012
- **Business and financial review Q4 2012**
- Outlook / Guidance

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## Q4 2012 financial overview: Strong EBITDA contribution with improved margin

[€ m]	Q4 2011	Q4 2012	yoy in %
Sales	2,123	2,123	0.0%
EBITDA pre except.	174	239	37.4%
margin	8.2%	11.3%	
EPS	0.06	0.62	>100%
Capex*	354	315	-11.0%

[€ m]	30.09.2012	31.12.2012	% vs 30.09.
Net financial debt	1,606	1,483	-7.7%
Net working capital	2,094	1,849	-11.7%
Employees	17,078	17,177	0.6%

- Sales unchanged as positive volumes and currency effects are offset by negative prices
- EBITDA rises, as expected, on absence of devaluation effects (~€35 m) and cost measures
- EPS increase on the back of an improved operational result and lower burden from exceptional items
- Net financial debt reduced on solid Q4 operations and lower working capital

**Solid Q4 2012 performance favorably compares to burdened Q4 2011**

\* Net of capitalized borrowing costs, finance lease and projects financed by customers

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## Q4 2012: P&L reflects solid operational performance in a weaker environment

[€ m]	Q4 2011	Q4 2012	yoy in %
Sales	2,123 (100%)	2,123 (100%)	0%
Cost of sales	-1,705 (80%)	-1,659 (78%)	-3%
Selling	-192 (9%)	-199 (9%)	4%
G&A	-104 (5%)	-103 (5%)	-1%
R&D	-39 (2%)	-45 (2%)	15%
EBIT	52 (2%)	126 (6%)	>100%
Net Income	5 (0%)	51 (2%)	>100%
EPS	0.06	0.62	>100%
EBITDA	144 (7%)	228 (11%)	58%
thereof exceptionals	-30 (1%)	-11 (0%)	-63%
EBITDA pre exceptionals	174 (8.2%)	239 (11.3%)	37%

- Sales stable as positive volumes (+1%) and currency effects (+1%) are offset by lower prices (-2%)
- Planned higher R&D activity
- EBIT increases due to cost measures, the absence of devaluation effects and lower exceptional items
- EPS rise accordingly despite weaker financial result (Gevo value adjustment\*) and higher taxes (unfavorable regional mix)

**Q4 stronger yoy, in line with expectations**

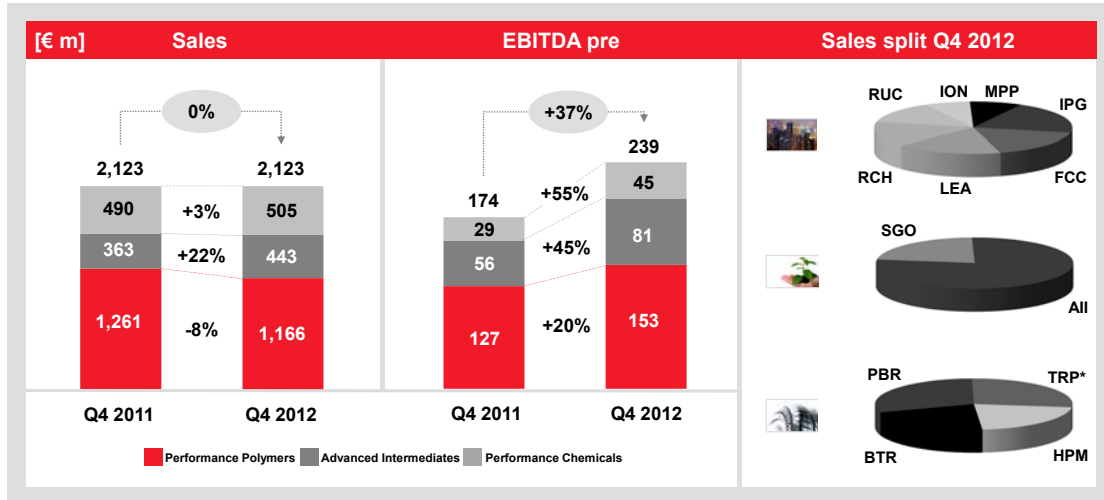
\* Gevo value adjustment of €18 m due to share price development

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## Q4 2012: All segments contribute to EBITDA growth

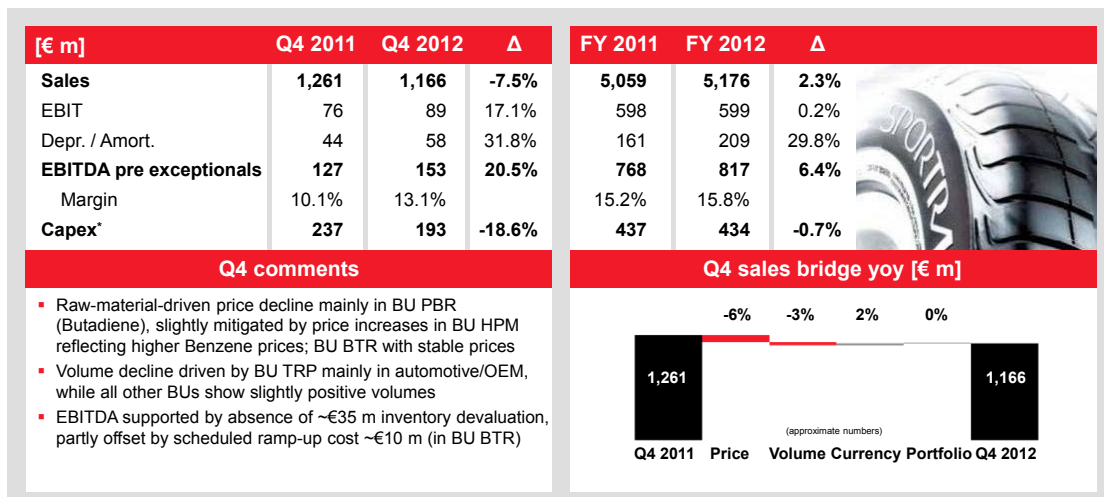


Total group sales and EBITDA pre figures include reconciliation  
 \* As of January 1st 2013 BU TRP will be split into BU KEL (Keltan Elastomers) and BU HPE (High Performance Elastomers)

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## Performance Polymers: Despite weaker demand, EBITDA increases due to absence of ~€35 m inventory devaluation



\* Net of capitalized borrowing costs and projects financed by customers

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## Advanced Intermediates: Exceptionally strong quarter

[€ m]	Q4 2011	Q4 2012	Δ	FY 2011	FY 2012	Δ
Sales	363	443	22.0%	1,545	1,674	8.3%
EBIT	17	70	>100%	175	244	39.4%
Depr. / Amort.	20	17	-15.0%	70	67	-4.3%
EBITDA pre exceptionals	56	81	44.6%	264	305	15.5%
Margin	15.4%	18.3%		17.1%	18.2%	
Capex*	48	38	-20.8%	107	92	-14.0%

Q4 comments		Q4 sales bridge yoy [€ m]	
<ul style="list-style-type: none"> <li>Price increases in BU All reflect higher raw material prices (Benzene and Toluene)</li> <li>BU All volumes driven by higher demand for flavor &amp; fragrances and agro intermediates</li> <li>BU SGO benefits from strong agro demand as well</li> <li>EBIT supported by higher utilisation with comparably lower maintenance expenses (BU All) and absence of ~€23 m exceptional items (Pharma realignment in BU SGO)</li> </ul>		<p>(approximate numbers)</p> <p>Q4 2011 Price Volume Currency Portfolio Q4 2012</p>	

\* Net of capitalized borrowing costs, finance leases and projects financed by customers

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## Performance Chemicals: Slightly higher sales combined with strict cost management lead to a successful quarter

[€ m]	Q4 2011	Q4 2012	Δ	FY 2011	FY 2012	Δ
Sales	490	505	3.1%	2,130	2,203	3.4%
EBIT	8	21	>100%	211	177	-16.1%
Depr. / Amort.	21	22	4.8%	78	87	11.5%
EBITDA pre exceptionals	29	45	55.2%	289	281	-2.8%
Margin	5.9%	8.9%		13.6%	12.8%	
Capex*	53	74	39.6%	112	135	20.5%

Q4 comments		Q4 sales bridge yoy [€ m]	
<ul style="list-style-type: none"> <li>Prices unchanged as positive effects in BUs IPG, LEA, RCH and ION level negative effects in BUs FCC and RUC</li> <li>Volume increases mainly in BU IPG from a low base, offset by declines in BUs LEA, RUC and RCH (weak OEM/tire demand)</li> <li>Effects driving EBITDA: timing of maintenance expenses, cost measures, etc.</li> <li>Capex increases mainly due to growth activities in BU RCH and various smaller projects across all BUs</li> </ul>		<p>(approximate numbers)</p> <p>Q4 2011 Price Volume Currency Portfolio Q4 2012</p>	

\* Net of capitalized borrowing costs, finance leases and projects financed by customers

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## Key balance sheet KPIs in good shape

[€ m]	Dec 2011	Dec 2012	Δ
Total assets/liabilities	6,878	7,519	9%
Equity	2,074	2,331	12%
<b>Equity ratio</b>	<b>30%</b>	<b>31%</b>	
Net financial debt	1,515	1,483	-2%
<b>Net financial debt/EBITDA</b>	<b>1.32</b>	<b>1.21</b>	
Near cash, cash & cash equivalents	528	797	51%
Pension provisions	679	892	31%
<b>ROCE</b>	<b>17.2%</b>	<b>15.6%</b>	
Net Working capital	1,766	1,849	5%
<b>Net Working capital / sales</b>	<b>20%</b>	<b>20%</b>	
DSI (in days) <sup>1</sup>	60	65	8%
DSO (in days) <sup>1</sup>	50	47	-5%

- Equity ratio slightly improved
- Net financial debt/EBITDA pre well in targeted range<sup>2</sup>
- Pension provisions increase mainly due to reduction of discount rates (especially in Germany)
- ROCE 2012 adjusted for new bond (early refinancing measures) at 17.2%
- Working capital increase on higher inventories (mainly volume-driven)

<sup>1</sup> Days of Sales Inventory / Days of Sales outstanding calculated on quarterly sales  
<sup>2</sup> Targeted range for net financial debt / EBITDA pre at 1.0x – 1.5x through a normal business cycle

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## FY 2012 with positive free cash flow

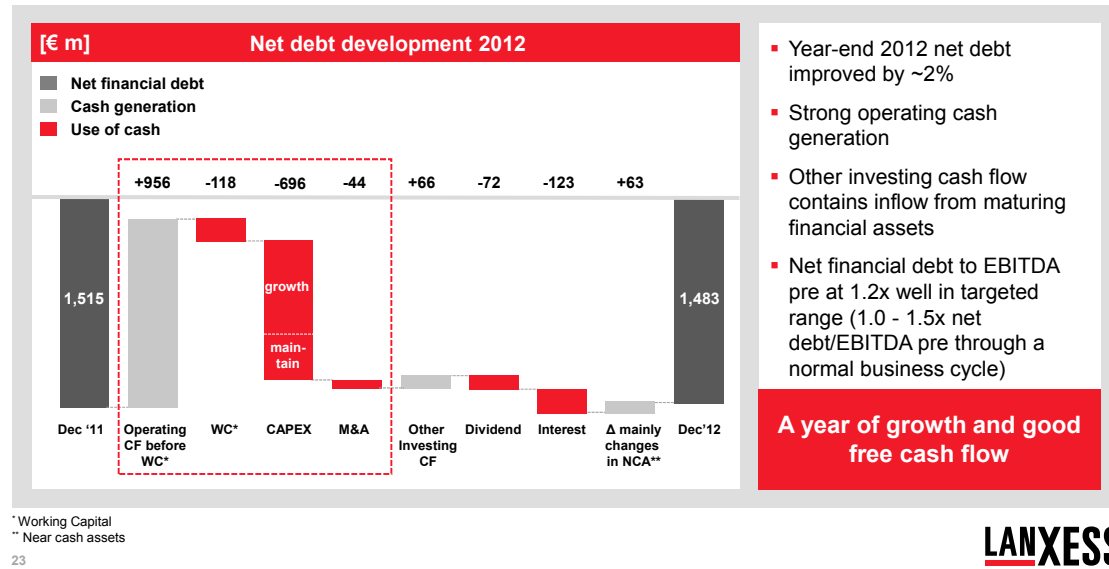
[€ m]	FY 2011	FY 2012
<b>Profit before tax</b>	<b>655</b>	<b>669</b>
Depreciation & amortization	325	378
Gain from sale of assets	-2	0
Result from equity investments	-7	-1
Financial (gains) losses	98	113
Cash tax payments / refunds	-95	-109
Changes in other assets and liabilities	-16	-94
<b>Operating cash flow before changes in WC &amp; CTA</b>	<b>958</b>	<b>956</b>
Changes in working capital	-256	-118
CTA funding <sup>1</sup>	-30	0
<b>Operating cash flow</b>	<b>672</b>	<b>838</b>
<b>Investing cash flow</b>	<b>-923</b>	<b>-674</b>
thereof capex <sup>2</sup>	-679	-696
<b>Financing cash flow<sup>3</sup></b>	<b>276</b>	<b>46</b>

- D&A higher on growing asset base
- Financial losses increased due to Gevo value adjustments
- Changes in other assets and liabilities reflect i.a. hedging-related cash outs, neutral to P&L
- Investing cash flow mirrors cash out for capex and cash inflow from release of financial assets; 2011 with higher cash out for acquisitions

<sup>1</sup> CTA (Contractual Trust Arrangement) funding formerly shown in investing cash flow  
<sup>2</sup> Net of capitalized borrowing cost, finance lease and projects financed by customers  
<sup>3</sup> Among others repayment of bond, issuance of new bonds, additionally private placements (~€200 m)

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## Growth activities and changes in working capital financed from strong operating cash flow



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## A weak start of the year – but cautiously optimistic for H2

### Current macro view: Improved demand levels expected for H2

- Overall customer demand remains at low levels in Q1, possibly continuing into Q2
- No further weakening of economic environment, low visibility persists
- Customers continuing to manage inventories tightly in Q1
- Slight growth in the U.S., Asia expected to pick up in H2

### LANXESS with lower Q1 2013 due to weak demand environment

- Demand fluctuations continue to be managed in-house: flexible asset and cost management implemented where necessary
- Based on continuing poor market conditions in the European tire and auto markets, ~€20 m ramp-up costs for our BTR plant and adverse FX effects, we expect Q1 2013 EBITDA pre between €160 m - €180 m
- Based on the weak Q1 business development, we currently expect FY 2013 EBITDA pre will not reach the record level of the previous year



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## Weak start of 2013, reversed seasonality expected

### Performance Polymers

- No recovery in tire and automotive demand in Q1
- BU BTR with ~€20 m start-up cost (SGP) and idle cost in BU KEL\* due to partial transformation to ACE technology (NL)
- Polymer's Q1 2013 compares to very high base
- Pick-up of demand in the course of the year expected



### Advanced Intermediates

- Weak demand from automotive and construction leads to slower start of the year
- Demand for agro chemicals and flavor & fragrances expected on continued good level throughout the year



### Performance Chemicals

- Construction demand differs regionally; moderate inventory levels, demand pick-up expected in the course of the year
- Weak tire/automotive demand burdens BUs RUC and RCH
- BU LEA with operational issues; H2 expected stronger, as operational issues are solved



\* As of January 1<sup>st</sup> 2013 BU TRP will be split into BU KEL (Keltan Elastomers) and BU HPE (High Performance Elastomers)

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Energizing Chemistry



**Appendix**

## Housekeeping items for consideration

### Additional financial expectations

- Capex 2013: ~€650 - €700 m
- D&A 2013: ~€420 - €440 m
- Annual tax rate:
  - mid-term: ~22%
  - short-term: depending on regional profit contribution and respective tax regimes – tax rate may increase
- Hedging 2013: ~45% at 1.25 -1.35 USD / EUR
- Hedging 2014: ~25% at 1.25 -1.35 USD / EUR
- Ramp-up costs Singapore: ~€20 m in Q1 2013
- IAS 19 revised; impact in 2013:
  - operational result: low single-digit million € amount
  - financial result: low single-digit million € amount

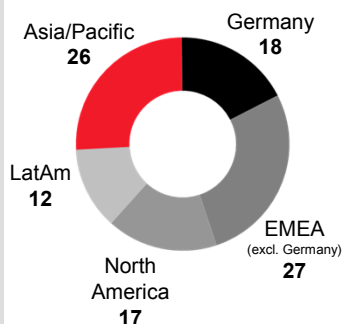


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## Q4 2012: Germany with strong sales increase

Q4 2012 sales by region [%]



Regional development of sales [€ million]

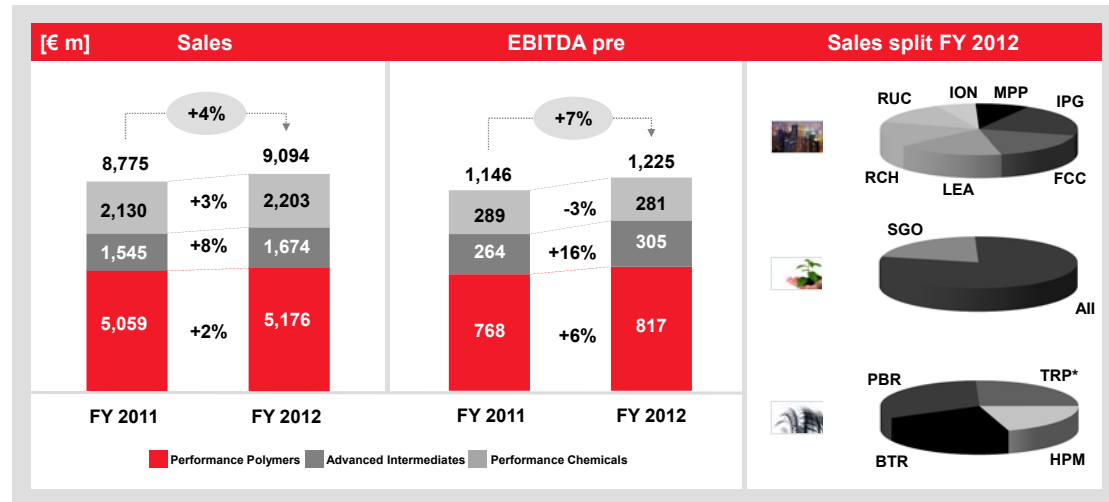
	2,123		2,213		Operational development*
	Q4 2011	% Change	Q4 2012	% Change	
Asia/Pacific	529	+3%	545	-1%	-1%
LatAm	297	-10%	266	-12%	-12%
North America	361	-1%	358	-5%	-5%
EMEA (excl. Germany)	583	0%	581	0%	0%
Germany	353	+6%	373	+6%	+6%
	Q4 2011		Q4 2012		

\* Currency and portfolio adjusted

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## FY 2012: Performance Polymers and Advanced Intermediates drive growth



Total group sales and EBITDA pre figures include reconciliation  
 \* As of January 1<sup>st</sup> 2013 BU TRP will be split into BU KEL (Keltan Elastomers) and BU HPE (High Performance Elastomers)

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## FY 2012: A well-managed year with good profitability

[€ m]	FY 2011	FY 2012	yoy in %
Sales	8,775 (100%)	9,094 (100%)	4%
Cost of sales	-6,765 (77%)	-6,986 (77%)	3%
Selling	-732 (8%)	-763 (8%)	4%
G&A	-325 (4%)	-339 (4%)	4%
R&D	-144 (2%)	-192 (2%)	33%
<b>EBIT</b>	<b>776 (9%)</b>	<b>810 (9%)</b>	<b>4%</b>
<b>Net Income</b>	<b>506 (6%)</b>	<b>514 (6%)</b>	<b>2%</b>
<b>EPS</b>	<b>6.08</b>	<b>6.18</b>	<b>2%</b>
EBITDA	1,101 (13%)	1,188 (13%)	8%
thereof exceptionals	-45 (1%)	-37 (0%)	-18%
<b>EBITDA pre exceptionals</b>	<b>1,146 (13.1%)</b>	<b>1,225 (13.5%)</b>	<b>7%</b>

- Sales increase due to pricing (+1%), currency (+4%) and portfolio effects (+3%), while lower volumes mitigate (-4%)
- R&D up with increased focus on premium products and process optimization
- EBIT increases due to solid performance and lower inventory devaluation ( $\Delta$  ~€40 m)
- EPS increase with operational improvement despite weaker financial result

**On track to achieve mid-term targets**

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## Q4 2012: Delivering a strong operating cash flow

[€ m]	Q4 2011	Q4 2012
<b>Profit before tax</b>	<b>4</b>	<b>70</b>
Depreciation & amortization	92	102
Gain from sale of assets	0	1
Result from equity investments	12	2
Financial (gains) losses	33	42
Cash tax payments / refunds	-61	-19
Changes in other assets and liabilities	-51	-5
<b>Operating cash flow before changes in WC &amp; CTA</b>	<b>29</b>	<b>193</b>
Changes in working capital	262	221
CTA funding <sup>1</sup>	-30	0
<b>Operating cash flow</b>	<b>261</b>	<b>414</b>
<b>Investing cash flow</b>	<b>-383</b>	<b>-691</b>
thereof capex <sup>2</sup>	-354	-315
<b>Financing cash flow</b>	<b>66</b>	<b>363</b>

- Profit before tax increases on good operational performance
- Cash tax payments in Q4 2011 include tax prepayments
- Changes in other assets and liabilities in Q4 2011 driven by financial derivatives and share based compensation provisions
- Investing cash flow also includes cash allocation to near cash assets
- Financing cash flow contains issuance of new €500 m bond

<sup>1</sup> CTA (Contractual Trust Arrangement) funding formerly shown in investing cash flow  
<sup>2</sup> Net of capitalized borrowing cost, finance lease and projects financed by customers

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## Solid balance sheet

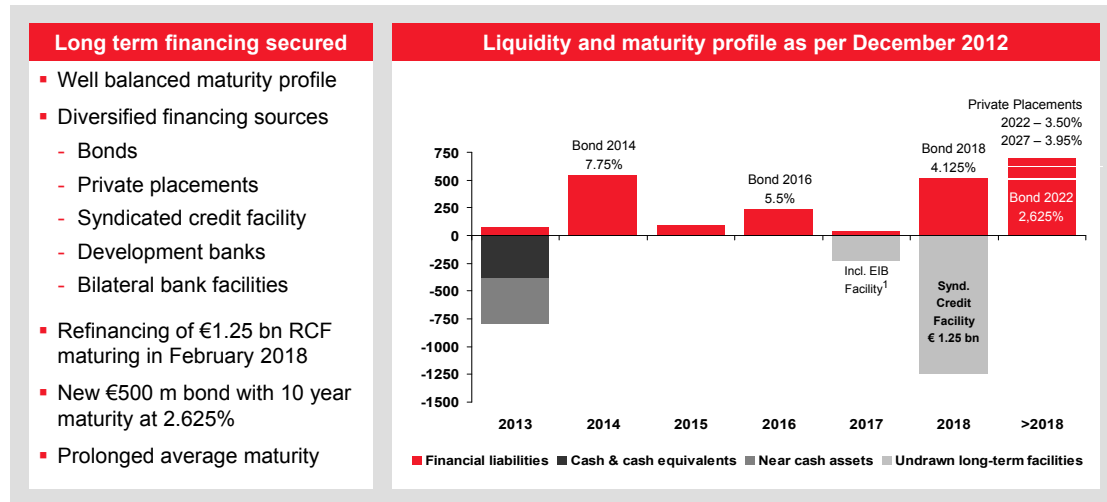
[€ m]	Dec '11	Sep '12	Dec '12	Dec '11	Sep '12	Dec '12	
<b>Non-current assets</b>	<b>3,489</b>	<b>3,599</b>	<b>3,747</b>	<b>Stockholders' equity</b>	<b>2,074</b>	<b>2,313</b>	<b>2,331</b>
Intangible assets	373	393	390	<b>Non-current liabilities</b>	<b>2,715</b>	<b>3,107</b>	<b>3,558</b>
Property, plant & equipment	2,679	2,808	2,994	Pension & post empl. provis.	679	879	892
Equity investments	12	13	8	Other provisions	331	301	304
Other investments	19	19	18	<b>Other financial liabilities</b>	<b>1,465</b>	<b>1,704</b>	<b>2,167</b>
Other financial assets	82	9	8	Tax liabilities	63	50	35
Deferred taxes	196	233	211	Other liabilities	102	90	78
Other non-current assets	128	124	118	Deferred taxes	75	83	82
<b>Current assets</b>	<b>3,389</b>	<b>3,366</b>	<b>3,772</b>	<b>Current liabilities</b>	<b>2,089</b>	<b>1,545</b>	<b>1,630</b>
Inventories	1,386	1,601	1,527	Other provisions	446	434	440
Trade accounts receivable	1,146	1,147	1,117	Other financial liabilities	633	236	167
Other financial & current assets	329	316	331	Trade accounts payable	766	654	795
Near cash assets	350	0	411	Tax liabilities	49	47	45
Cash and cash equivalents	178	302	386	Other liabilities	195	174	183
<b>Total assets</b>	<b>6,878</b>	<b>6,965</b>	<b>7,519</b>	<b>Total equity &amp; liabilities</b>	<b>6,878</b>	<b>6,965</b>	<b>7,519</b>

- Net financial debt/EBITDA improved to ~1.2x
- Provisions for pensions increase mainly on lower discount rates in Germany
- Other financial liabilities increase on issuance of new €500 m bond

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## A well managed and conservative maturity profile

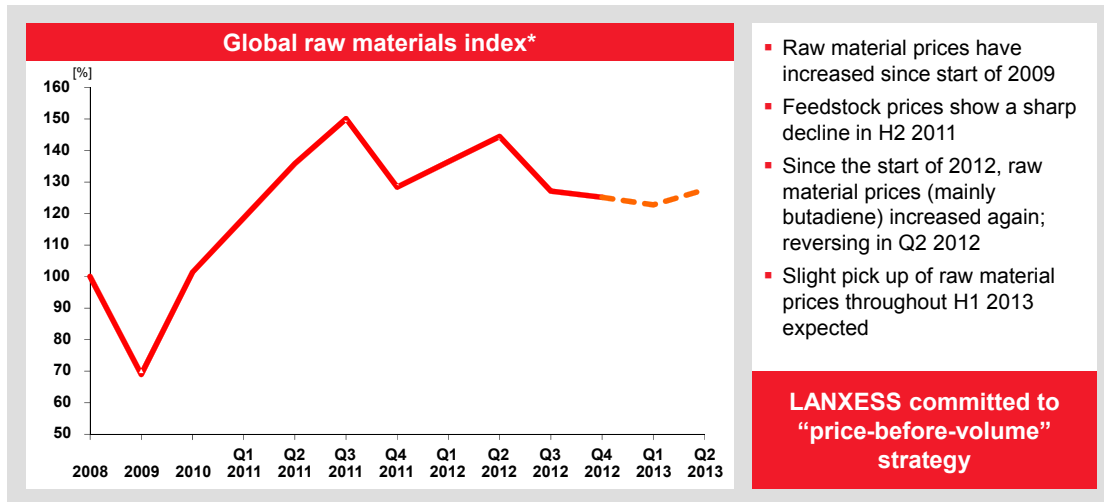


<sup>1</sup> European Investment Bank; final maturity of EIB financing in case of utilization in 2017 or later; EIB facility currently undrawn

## Premium products and technologies for global megatrends



## High volatility among raw materials



\* Source: LANXESS, average 2008 = 100%

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## Overview exceptional items Q4 2011 and Q4 2012

[€ m]	Q4 2011		Q4 2012	
	Exceptional	thereof D&A	Exceptional	thereof D&A
Performance Polymers	7	0	6	0
Advanced Intermediates	23	4	-6	0
Performance Chemicals	0	0	2	0
Reconciliation	5	1	9	0
<b>Total</b>	<b>35</b>	<b>5</b>	<b>11</b>	<b>0</b>

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## Abbreviations

Performance Polymers	Advanced Intermediates
<ul style="list-style-type: none"> <li>▪ BTR Butyl Rubber</li> <li>▪ PBR Performance Butadiene Rubbers</li> <li>▪ TRP* Technical Rubber Products</li> <li>▪ HPM High Performance Materials</li> </ul>	<ul style="list-style-type: none"> <li>▪ All Advanced Industrial Intermediates</li> <li>▪ SGO Saltigo</li> </ul>
Performance Chemicals	
<ul style="list-style-type: none"> <li>▪ MPP Material Protection Products</li> <li>▪ IPG Inorganic Pigments</li> <li>▪ FCC Functional Chemicals</li> <li>▪ LEA Leather</li> <li>▪ RCH Rhein Chemie</li> <li>▪ RUC Rubber Chemicals</li> <li>▪ ION Ion Exchange Resins</li> </ul>	

\* As of January 1<sup>st</sup> 2013 BU TRP will be split into BU KEL (Keltan Elastomers) and BU HPE (High Performance Elastomers)

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## Upcoming events

2013		
<ul style="list-style-type: none"> <li>▪ <b>FY results 2012</b></li> <li>▪ <b>Q1 results 2013</b></li> <li>▪ Deutsche Bank German Swiss &amp; Austrian Conference</li> <li>▪ Deutsche Bank 4<sup>th</sup> Annual Asia Conference 2013</li> <li>▪ <b>AGM 2013</b></li> <li>▪ Oddo Securities Canada Conference</li> <li>▪ Morgan Stanley Sustainable and Responsible Investment Day</li> <li>▪ Goldman Sachs European Chemicals 2020</li> <li>▪ MainFirst Chemical One-on-One Forum</li> <li>▪ <b>Q2 results 2013</b></li> <li>▪ Jefferies 2013 Global Industrial Conference</li> <li>▪ Commerzbank Chemicals &amp; Life Science Conference</li> <li>▪ <b>Analyst Roundtable 2013</b></li> <li>▪ Berenberg / Goldman Sachs German Corporate Conference 2013</li> <li>▪ Baader Investment Conference</li> <li>▪ <b>Q3 results 2013</b></li> <li>▪ Morgan Stanley Global Chemicals Conference</li> </ul>	<ul style="list-style-type: none"> <li><b>March 21</b></li> <li><b>May 8</b></li> <li>May 14/15</li> <li>May 20/21</li> <li><b>May 23</b></li> <li>May 28/29</li> <li>June 6</li> <li>June 18/19</li> <li>June 27</li> <li><b>August 6</b></li> <li>August 14</li> <li>August 27</li> <li><b>September 19/20</b></li> <li>September 23/24</li> <li>September 25</li> <li><b>November 12</b></li> <li>November 14</li> </ul>	<ul style="list-style-type: none"> <li>Frankfurt</li> <li>Singapore</li> <li><b>Cologne</b></li> <li>Montreal/Toronto</li> <li>London</li> <li>London</li> <li>Frankfurt</li> <li>New York</li> <li>Frankfurt</li> <li>Munich</li> <li>Munich</li> <li>Boston</li> </ul>

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