LANXESS – Q3 2012 Roadshow

A demanding quarter for a resilient growth business

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LANXESS
Energizing Chemistry

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Agenda

- **Executive overview Q3 2012**
- Business and financial review Q3 2012
- Outlook / Guidance

Q3 2012 highlights

Operational	Lower demand mainly from automotive and tire industry; decreasing raw material prices Planned maintenance, aligned with customers' down times, weighs on Q3 EBITDA	**Softer demand during summer continues**
Strategic	▪ Capital Markets Day 2012; new mid-term goals: - EBITDA of ~€1.4bn brought forward to 2014 - EBITDA of ~€1.8bn in 2018 ▪ Groundbreaking of Nd-PBR plant in Singapore (BU PBR) and EPDM plant in Changzhou, China (BU TRP) ▪ Acquisition of Bond-Laminates in Brilon, Germany, to strengthen high-tech plastics expertise and opening of compounding plant in Gastonia, US (BU HPM)	**New goals – Megatrends intact**

All references to EBITDA are pre exceptionals

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Portfolio diversity mitigates temporarily weaker Performance Polymers' markets

Q3 yoy sales variances	Price	Volume	Currency	Portf.	Total
Perf. Polymers	-12%	-11%	6%	0%	-17%
Adv. Intermediates	4%	2%	4%	0%	9%
Perf. Chemicals	-2%	0%	5%	2%	6%
LANXESS	-7%	-6%	5%	1%	-8%

- Prices and volumes decline as raw material prices decrease and demand softens -particularly in Performance Polymers
- Positive effects from currency and portfolio

Q3 yoy EBITDA pre bridge [€ m]

- Prices decline in line with relief from raw material costs (energy prices rose)
- "Others" contains mainly currency effects mitigated by volume-related idle costs and higher maintenance activities

Q3 2012: “Price-before-volume” in a demanding environment

Raw material effects sustainably balanced

Effective pricing management

- More than seven years track record of managing volatile input costs
- Premium high-tech products
- Price-before-volume strategy
- After substantial raw material price increases at the beginning of 2012, Q3 with reversed price development
- Determined to manage changes in input costs in the future

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Sales decline in all regions on lower raw material prices and softer demand

Q3 2012 sales by region [%]

Regional development of sales [€ million]

* Currency and portfolio adjusted

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Q3 2012 financial overview: Weaker quarter in line with expectations

[€ m]	Q3 2011	Q3 2012	yoy in %
Sales	**2,336**	**2,159**	**-7.6%**
EBITDA pre except.	**311**	**255**	**-18.0%**
margin	13.3%	11.8%	
EPS	**1.85**	**1.13**	**-39.0%**
Capex*	**148**	**152**	**2.7%**
[€ m]	**30.06.2012**	**30.09.2012**	**% vs. H1**
Net financial debt	**1,738**	**1,606**	**-7.6%**
Net working capital	**2,203**	**2,094**	**-4.9%**
Employees	**16,881**	**17,078**	**1.2%**

- Sales decrease on pricing and volumes, partly mitigated by positive currency and portfolio
- EBITDA and margin burdened by idle costs from lower volumes and maintenance
- EPS decrease reflects softer Q3 business environment, higher D&A and weaker financial result
- Net debt sequentially lower mainly due to reduced working capital

Q3 result reflects summer weakness

* Net of capitalized borrowing costs and finance lease

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Substantial summer weakness weighs on results

[€ m]	Q3 2011		Q3 2012		yoy in %
Sales	2,336	(100%)	2,159	(100%)	-8%
Cost of sales	-1,805	(77%)	-1,698	(79%)	-6%
Selling	-183	(8%)	-183	(8%)	0%
G&A	-77	(3%)	-80	(4%)	4%
R&D	-40	(2%)	-49	(2%)	23%
EBIT	**223**	**(10%)**	**156**	**(7%)**	**-30%**
Net Income	**154**	**(7%)**	**94**	**(4%)**	**-39%**
EPS	**1.85**		**1.13**		**-39%**
EBITDA	306	(13%)	251	(12%)	-18%
thereof exceptionals	-5	(0%)	-4	(0%)	-20%
EBITDA pre exceptionals	**311**	**(13.3%)**	**255**	**(11.8%)**	**-18%**

- Sales decrease due to pricing (-7%) and lower volumes (-6%), partly offset by currency (+5%) and portfolio effects (+1%)
- COGS increase in relation to sales due to idle costs and maintenance expenses
- R&D expenses reflect focus on technology and innovation
- Decrease in EBITDA reflects lower demand of customer industries

Weaker performance mirrors softer demand

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Q3 2012: Agro business only partly offsets tire and auto related demand softness

Total group sales and EBITDA pre figures include reconciliation

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Performance Polymers: Solid year-to-date growth despite weaker Q3

[€ m]	Q3 2011	Q3 2012	Δ	9M 2011	9M 2012	Δ
Sales	**1,433**	**1,192**	**-16.8%**	**3,798**	**4,010**	**5.6%**
EBIT	166	98	-41.0%	522	510	-2.3%
Depr. / Amort.	45	53	17.8%	117	151	29.1%
EBITDA pre exceptionals	**213**	**152**	**-28.6%**	**641**	**664**	**3.6%**
Margin	14.9%	12.8%		16.9%	16.6%	
Capex*	**88**	**93**	**5.7%**	**200**	**241**	**20.5%**

Q3 comments

- Selling prices decrease in line with lower input costs
- BU BTR with lower volumes mainly in Asia
- BU PBR resilient HP rubbers, lower volumes in ESBR (LATAM)
- BU TRP weaker due to slow down in automotive industry
- BU HPM with European demand weakness while Asia and US mitigate; one-offs burden additionally
- Maintenance expenses and idle costs in all BUs additionally burden earnings and margin

Q3 sales bridge yoy [€ m]

* Net of capitalized borrowing costs

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Advanced Intermediates: Solid agro-driven growth

[€ m]	Q3 2011	Q3 2012	Δ	9M 2011	9M 2012	Δ
Sales	**371**	**403**	**8.6%**	**1,182**	**1,231**	**4.1%**
EBIT	52	58	11.5%	158	174	10.1%
Depr. / Amort.	16	17	6.3%	50	50	0.0%
EBITDA pre exceptionals	**68**	**75**	**10.3%**	**208**	**224**	**7.7%**
Margin	18.3%	18.6%		17.6%	18.2%	
Capex*	**26**	**22**	**-15.4%**	**59**	**54**	**-8.5%**

Q3 comments

- Pricing offsets raw material price increases (benzene, toluene)
- Positive volumes and FX add to strong performance
- BUs AII and SGO with improved product mix due to good contribution from a strong and resilient agro business
- BU AII with higher volumes in flavour & fragrances helps offset lower volumes in construction
- Consistent performance underlines resilience

Q3 sales bridge yoy [€ m]

* Net of capitalized borrowing costs and finance leases

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Performance Chemicals: Solid performance in a demanding environment

[€ m]	Q3 2011	Q3 2012	Δ	9M 2011	9M 2012	Δ
Sales	**523**	**555**	**6.1%**	**1,640**	**1,698**	**3.5%**
EBIT	55	54	-1.8%	203	156	-23.2%
Depr. / Amort.	20	21	5.0%	57	65	14.0%
EBITDA pre exceptionals	**75**	**75**	**0.0%**	**260**	**236**	**-9.2%**
Margin	14.3%	13.5%		15.9%	13.9%	
Capex*	**31**	**29**	**-6.5%**	**59**	**61**	**3.4%**

Q3 comments

- A stable quarter with support from currency and portfolio
- BU IPG with good pricing and slightly higher volumes; construction in Asia positive, while Europe still weak
- BU LEA burdened by CO_2 supply instability, additionally decreasing chrome prices weigh on EBITDA
- BUs RUC and RCH with negative volumes due to pronounced summer weakness and customers destocking
- BU MPP with good pricing but lower volumes

Q3 sales bridge yoy [€ m]

* Net of capitalized borrowing costs

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Solid balance sheet

[€ m]	Dec '11	Jun '12	Sep '12
Non-current assets	**3,489**	**3,529**	**3,599**
Intangible assets	373	358	393
Property, plant & equipment	2,679	2,752	2,808
Equity investments	12	16	13
Other investments	19	25	19
Other financial assets	82	9	9
Deferred taxes	196	241	233
Other non-current assets	128	128	124
Current assets	**3,389**	**3,487**	**3,366**
Inventories	1,386	1,588	1,601
Trade accounts receivable	1,146	1,330	1,147
Other financial & current assets	329	335	316
Near cash assets	350	0	0
Cash and cash equivalents	178	234	302
Total assets	**6,878**	**7,016**	**6,965**

	Dec '11	Jun '12	Sep '12
Stockholders' equity	**2,074**	**2,259**	**2,313**
Non-current liabilities	**2,715**	**3,071**	**3,107**
Pension & post empl. provis.	679	799	879
Other provisions	331	309	301
Other financial liabilities	1,465	1,729	1,704
Tax liabilities	63	55	50
Other liabilities	102	100	90
Deferred taxes	75	79	83
Current liabilities	**2,089**	**1,686**	**1,545**
Other provisions	446	429	434
Other financial liabilities	633	267	236
Trade accounts payable	766	715	654
Tax liabilities	49	61	47
Other liabilities	195	214	174
Total equity & liabilities	**6,878**	**7,016**	**6,965**

- Net debt/EBITDA unchanged at ~1.4x
- Provisions for pensions again increased due to changes in discount rates (mainly in Germany)

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Q3 2012: Good cash flow on the basis of reduced working capital

[€ m]	Q3 2011	Q3 2012
Profit before tax	**200**	**122**
Depreciation & amortization	83	95
Gain from sale of assets	0	0
Result from equity investments	-7	3
Financial (gains) losses	22	23
Cash tax payments / refunds	-28	-41
Changes in other assets and liabilities	45	47
Operating cash flow before changes in WC & CTA	**315**	**249**
Changes in working capital	-152	95
Operating cash flow	**163**	**344**
Investing cash flow	**-189**	**-185**
thereof capex[1]	-148	-152
Financing cash flow	**-24**	**-91**

- Profit before tax down due to weaker business environment in Q3 2012
- Cash tax payments increase on differing timing patterns in both periods
- Cash inflow from changes in working capital due to lower receivables
- Financing cash flow mirrors repayment of short term financial liabilities

[1] Net of capitalized borrowing cost and finance lease

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LANXESS actively manages demand fluctuations

Current macro view

- Pronounced demand weakness during summer to continue through Q4
- No further worsening of economic environment expected
- Visibility remains low based on volatile and short-term order patterns
- Various customer industries with reduced demand;
  Megatrends remain intact
- Raw material prices expected to remain volatile mid-term

LANXESS takes action

- Countermeasures active to mitigate current weaker demand
- Flexible asset management as self-help
- Strict adherence to “price-before-volume” strategy key for the future
- Based on our macro view, we confirm EBITDA pre for FY 2012
  at the lower end of 5 -10% growth

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Appendix

Housekeeping items for consideration

Additional financial expectations	
▪ Capex 2012:	~€650 - €700 m
▪ D&A 2012:	~€350 - €370m
▪ Annual tax rate:	- mid-term: ~22% - short-term: depending on regional profit contribution and respective tax regimes – tax rate may increase
▪ Hedging 2012: Hedging 2013:	~50% at 1.25 -1.35 USD / EUR ~30% at 1.25 -1.35 USD / EUR
▪ Preparation costs Singapore*	~€10 m in Q4 2012 ~€20 m in Q1 2013
▪ IAS 19 revised 2013	- operational result: negligible amount - financial result: higher single-digit million € amount, depending on further development of interest rates in 2012

* Included in FY EBITDA pre guidance; start-up of BTR Singapore plant unchanged

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Premium products and technologies for global megatrends

Mobility

Urbanization

Agriculture

Water

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Portfolio management allows for regrouping of LANXESS businesses along chemical segmentation

Performance Polymers

- Butyl Rubber
- Performance Butadiene Rubbers
- Technical Rubber Products
- High Performance Materials

Advanced Intermediates

- Advanced Industrial Intermediates
- Saltigo

Performance Chemicals

- Material Protection Products
- Inorganic Pigments
- Functional Chemicals
- Leather
- RheinChemie
- Rubber Chemicals
- Ion Exchange Resins

Sales: > €500 m | Sales: €200 m – 500 m | Sales: < €200 m

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LANXESS has a broad customer portfolio with varying demand patterns

LANXESS sales distribution by industry, 2011

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The five elements of LANXESS' successful strategy

Premium products focused on megatrends

"Price-before-volume"

Flexible asset and cost management

Global reach with focus on emerging markets

Driven by innovation and technology

Entrepreneurial and performance-oriented culture

LANXESS' profitable growth

LANXESS successfully manages raw material volatilities

Raw material volatility vs. gross margin development

- Resilient gross margin on:
  - Premium high-tech products
  - Price-before-volume strategy
  - Flexible asset management
- Substantial additional input price effects absorbed since 2009

High margin stability despite strong raw material price volatility

All references to EBITDA are pre exceptionals; * Source: LANXESS; Dec 31, 2003=100%

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2011: The most successful year ever since

* Pre exceptionals

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Active portfolio transformation

- Assets representing around 25% of global sales were divested
- Acquisitions began only after completion of divestment program
- Series of small- to mid-sized, bolt-on acquisitions
- Portfolio optimization
  - to address global megatrends
  - to focus on premium products
  - to strengthen position in emerging markets

Size of bubbles represents relative sales volume; illustration

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Transformation resulting in a better product mix

- Successful shift from lower- to higher-margin businesses
- Rigorous implementation of "price-before-volume" strategy
- Profitable growth is the key focus of LANXESS' strategy
  - Targeted restructuring
  - Portfolio optimization
  - Strong focus on technology
  - Capex initiatives
  - Ongoing cost management

Strict focus on profitable growth

* Pre exceptionals

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Targeted investments and acquisitions

Organic growth

ONGOING

Butyl, Singapore
In construction with start-up in Q1 2013; 100kt (BTR)

Nd-PBR, Singapore
Construction ongoing, 140kt in H1 2015 (PBR)

High performance rubber, USA & Port Jerome
Product mix optimization in Orange; productivity and energy efficiency measures in Port Jerome (PBR)

Compounds, Brazil and USA
20kt mid 2013 in Brazil; 20kt in 2012 in USA (HPM)

Leather, China
Up to 50kt on stream H1 2013 (LEA)

Leather, South Africa
CO_2 plant; on stream H2 2013 (LEA)

Polymerization, Belgium
90kt plant with start-up in Q1 2014 (HPM)

EPDM, China
Ground-breaking in 09/12, 160kt in 2015 (TRP)

COMPLETED

Nd-PBR, Germany and USA
50kt debottlenecking completed (PBR)

Compounds, China and India
Increased capacity up to 60kt in mid 2011 in China; 20kt beginning 2012 in India (HPM)

Membrane filtration, Germany
New plant on stream since September (ION)

Butyl, Belgium
Expansion work at end 2011 with 14kt capacity increase (BTR)

Formalin, Germany
New plant +150kt on stream since end 2011 (AII)

NBR, China
30kt in JV with TSRC on stream in H1 2012 (TRP)

Menthol, Germany
Groundbreaking in July; finished in H1 2012 (AII)

External growth

PORTFOLIO 2011/2012

Darmex
Vulcanization bladders and release agents for tire industry (RCH)

Syngenta
Material protection business (MPP)

DSM
EPDM rubber business (TRP)

UNITEX
Phthalate-free plasticizers business (FCC)

Verichem
Biocide business in material protection (MPP)

TCB
Vulcanization bladders for tire industry (RCH)

Bond-Laminates
Provider of lightweight plastic composite sheets technology (HPM)

Organic growth: selected projects

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Strict capex management in line with LANXESS performance

- Flexibility and short reaction time in project management allow for adaption according to macro developments
- Projects managed in parallel without stretching limited resources

Delivering on goals for growth with sensible capital expenditures

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EBITDA: Growth trajectory continues with mid-term goal of ~€1.8 bn in 2018

* Pre exceptionals

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Capital allocation priorities ensuring further growth

Investment priorities

1	Organic growth	**Best option for creating value**
2	External growth	**Stringent application of our valuation criteria**
3	Dividend	Successful business performance reflected in dividend
	Debt and pension	Strict control of debt Moderate pension funding ongoing
4	Share buyback	Currently not a strategic priority

LANXESS aims to maintain a solid Investment Grade Rating

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Steadily increasing budget and headcount for innovation

Innovation expenses [€ m] / and % of total sales

Innovation headcount / and % of total headcount

Worldwide innovation centers

Development of innovation projects

Innovation networks: 145 research partnerships

50 Universities

40 Research institutes

55 Suppliers / customers

* As of September 2012

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9M 2012: Region Asia/Pacific as important pillar

* Currency and portfolio adjusted

Solid performance in weaker business environment

9M yoy sales variances	Price	Volume	Currency	Portf.	Total
Perf. Polymers	2%	-6%	6%	5%	6%
Adv. Intermediates	3%	-1%	3%	0%	4%
Perf. Chemicals	1%	-4%	4%	3%	4%
LANXESS	2%	-5%	5%	3%	5%

- Sales increase on pricing and portfolio, while negative volumes are mitigated by positive currency effects

9M yoy EBITDA pre bridge [€ m]

- "Price-before-volume" strategy continued
- Favorable product mix
- "Others" contains portfolio and currency effects mitigated by volume-related idle costs

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9M 2012: Segment performance overview

Total group sales and EBITDA pre figures include reconciliation

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Good performance despite weaker Q3

[€ m]	9M 2011		9M 2012		yoy in %
Sales	6,652	(100%)	6,971	(100%)	5%
Cost of sales	-5,060	(76%)	-5,327	(76%)	5%
Selling	-540	(8%)	-564	(8%)	4%
G&A	-221	(3%)	-236	(3%)	7%
R&D	-105	(2%)	-147	(2%)	40%
EBIT	**724**	**(11%)**	**684**	**(10%)**	**-6%**
Net Income	**501**	**(8%)**	**463**	**(7%)**	**-8%**
EPS	**6.02**		**5.56**		**-8%**
EBITDA	957	(14%)	960	(14%)	0%
thereof exceptionals	-15	(0%)	-26	(0%)	73%
EBITDA pre exceptionals	**972**	**(14.6%)**	**986**	**(14.1%)**	**1%**

- Sales increase due to pricing (+2%), currency (+5%) and portfolio effects (+3%), while lower volumes mitigate (-5%)
- Inventory devaluation of ~€15 m digested (raw material driven)
- Planned increase in R&D reflects innovation efforts
- Net earnings burdened by higher exceptionals and lower financial result

Stable margins in a volatile environment

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Strong operating cash flow

[€ m]	9M 2011	9M 2012
Profit before tax	**651**	**599**
Depreciation & amortization	233	276
Gain from sale of assets	-2	-1
Result from equity investments	-19	-3
Financial (gains) losses	65	71
Cash tax payments / refunds	-34	-90
Changes in other assets and liabilities	35	-89
Operating cash flow before changes in WC & CTA	**929**	**763**
Changes in working capital	-518	-339
Operating cash flow	**411**	**424**
Investing cash flow	**-540**	**17**
thereof capex[1]	-325	-381
Financing cash flow	**210**	**-316**

- Larger asset base drives D&A
- Tax payments in 2011 includes usage of loss carried forward
- Change in other assets and liabilities contains among others cash outs related to hedging
- Lower cash outflow from working capital vs 2011
- Investing cash flow mirrors inflow from financial assets
- Financing cash flow reflects repayment of maturing bond and issuance of new bonds[2]

[1] Net of capitalized borrowing cost and finance lease
[2] Including CNH bond of ~€60 m and private placements of €200m

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New plant for Butyl in Singapore fully on track

Key points

- Construction of 100kt butyl rubber plant on schedule
- Start-up in Q1 2013
- €400 m investment
- Installation of infrastructure completed – major assets on site
- All major vessels installed
- Currently more than 2,000 workers active on site

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Tire labeling – a global trend fueled by need of resource efficiency

Region	EU	Japan	South Korea	US	Brazil	Mexico	China
Tire labeling performance attributes							
Traction (Wet Grip)	Nov 2012	since 2010	Nov 2011	in discussion	Expected 2016	Regulatory initiatives expected	
Fuel economy (Cost of Ownership)	Nov 2012	since 2010	Nov 2011	in discussion			
Treadlife (Cost of Ownership)	-	Not expected	Not expected	in discussion			

Source: EU regulation no. 1222/2009, National Highway Traffic Safety Administration (NHTSA), Japan Automobile Tyre Manufacturers Association (JATMA), Korea Energy Management Corporation (KEMCO), LANXESS

LANXESS serves tire manufacturers as reliable partner, not as a swing producer

Historically, some tire manufacturers are upstream integrated into some synthetic rubbers

Rubber producing capabilities of selected tire manufacturers:

Applications		Michelin	Goodyear	Bridgestone	Continental	Pirelli	Hankook
Innerliner, sealant, gum	**BTR**	none	none	none	none	none	none
Tire-tread, sidewalls	**PBR**[1]	little[2]	none[3]	capable	none	none	none
Tire-tread, sidewalls	**S-SBR**	capable	none	capable	none	none	none
Tire-tread, sidewalls	**E-SBR**	none	capable	capable	none	none	none
Automotive	**NBR**	none	none	none	none	none	none

Tire manufacturers produce insufficient synthetic rubber for their captive use

[1] Nd-PBR
[2] Know how exists, licensing to others
[3] Ni-PBR

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Does natural rubber cannibalize synthetic rubber?

[1] Nd-PBR

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Great untapped potential in Asia

Car ownership and population – Asia compared to Europe and US

Dynamics

- There are ~300m Americans
- In the US, of every 1000 people ~800 own a car

- There are ~3bn Asians
- In Asia of every 1000 people ~40 own a car

Solid long-term growth potential from Asia

Source: Michelin estimates

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Corporate Responsibility well integrated - achieving goals sustainably

Climate goals

- Reduction of specific CO_2 emission by 10%* until 2015
- Reduction of specific energy consumptions by 10%* until 2015
- Implementation of energy management system
- Footprint analysis for relevant products

Environmental goals

- Reduction of volatile organic compounds (VOC) emissions by 30%* until 2015
- Research and development to bio-based raw materials

Saftey goals

- Xact: global program initiated in 2011, improve occupational, process and plant safety
- Optimization of transportation of (dangerous) goods

Society initiatives

- Cooperation with Teach First
- Interaction and cooperation with schools globally
- XCare: responding to employees' demographic challenges

THE GLOBAL COMPACT

CARBON DISCLOSURE PROJECT
Involvement since 2006

Dow Jones Sustainability Indexes
Member 2011/12

oekom research
Rating Category: C+

FTSE4Good
Index Series

* Base year: 2010

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Overview exceptional items Q3 2011 and Q3 2012

[€ m]	Q3 2011		Q3 2012	
	Exceptional	thereof D&A	Exceptional	thereof D&A
Performance Polymers	2	0	1	0
Advanced Intermediates	0	0	0	0
Performance Chemicals	0	0	0	0
Reconciliation	3	0	3	0
Total	**5**	**0**	**4**	**0**

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A well managed and conservative maturity profile

Long term financing secured

- Well balanced maturity profile
- Diversified financing sources
  - Bonds
  - Private placements
  - Syndicated credit facility
  - Development banks
  - Bilateral bank facilities
- €1.4 bn RCF and €200 m credit facility with EIB[1] undrawn

Liquidity and maturity profile as per September 2012

[1] European Investment Bank; final maturity of EIB financing in case of utilization in 2017 or later; EIB facility currently undrawn

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High volatility among raw materials

Global raw materials index*

- Raw material prices have increased since start of 2009
- Feedstock prices (mainly Butadiene and Cyclohexane) rose in 2011 despite a sharp decline in H2 2011
- Since the start of 2012, raw material prices (mainly butadiene) increased again; reversing in Q2 2012
- Q4 2012 raw material prices expected at similar level

LANXESS committed to "price-before-volume" strategy

* Source: LANXESS, average 2008 = 100%

Abbreviations

Performance Polymers	
BTR	Butyl Rubber
PBR	Performance Butadiene Rubbers
TRP	Technical Rubber Products
HPM*	High Performance Materials

Advanced Intermediates	
AII	Advanced Industrial Intermediates
SGO	Saltigo

Performance Chemicals	
MPP	Material Protection Products
IPG	Inorganic Pigments
FCC	Functional Chemicals
LEA	Leather
RCH	Rhein Chemie
RUC	Rubber Chemicals
ION	Ion Exchange Resins

* Formerly SCP (Semi-Crystalline Products)

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Upcoming events

2012 / 2013		
Morgan Stanley Asia Pacific Conference	November 8	Singapore
DZ Bank Equity Conference	November 12	Frankfurt
UBS European Conference	November 13/14	London
Cheuvreux One-stop-shops 2012	November 16	Amsterdam
BZWBK Chemists Day Conference	November 20	Warsaw
BofA Merrill Lynch European Chemicals Conference	November 27/28	London
HSBC Zürich-Konferenz	November 27	Zurich
Oddo Midcap Forum 2013	January 10/11	Lyon
Commerzbank German Investment Seminar	January 15/16	New York
Cheuvreux German Corporate Conference	January 21/22	Frankfurt
FY results 2012	**March 21**	
Nomura Global Chemistry Industry Leaders	March 22	Venice
Q1 results 2013	**May 8**	
AGM 2013	**May 23**	**Cologne**
Goldman Sachs European Chemicals 2020	June 18/19	London
Q2 results 2013	**August 6**	
Q3 results 2013	**November 12**	

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