

Q1 2016 Roadshow

A good start to the year

Investor Relations



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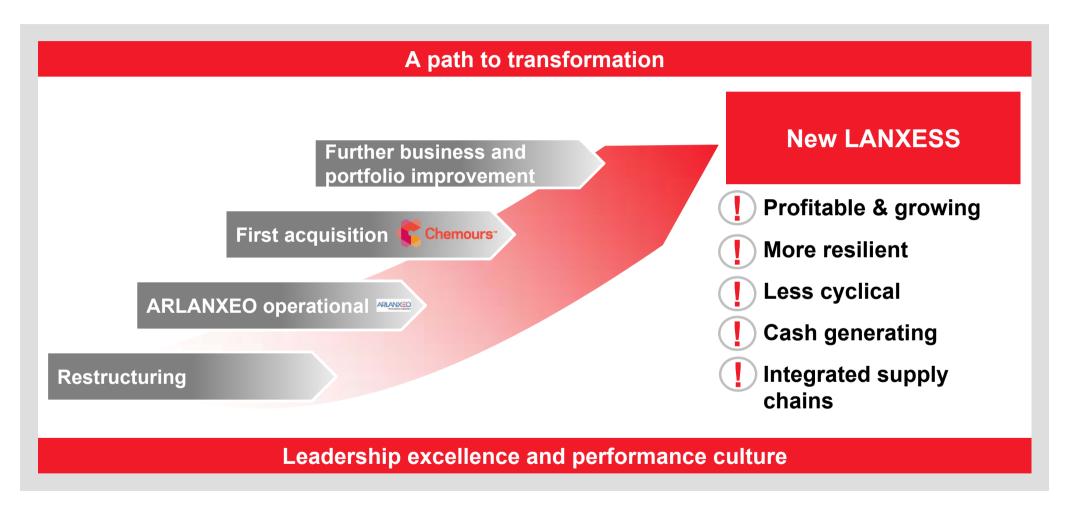


Agenda

- LANXESS Equity Story
- Executive summary Q1 2016 and outlook 2016
- Financial details Q1 2016
- Backup

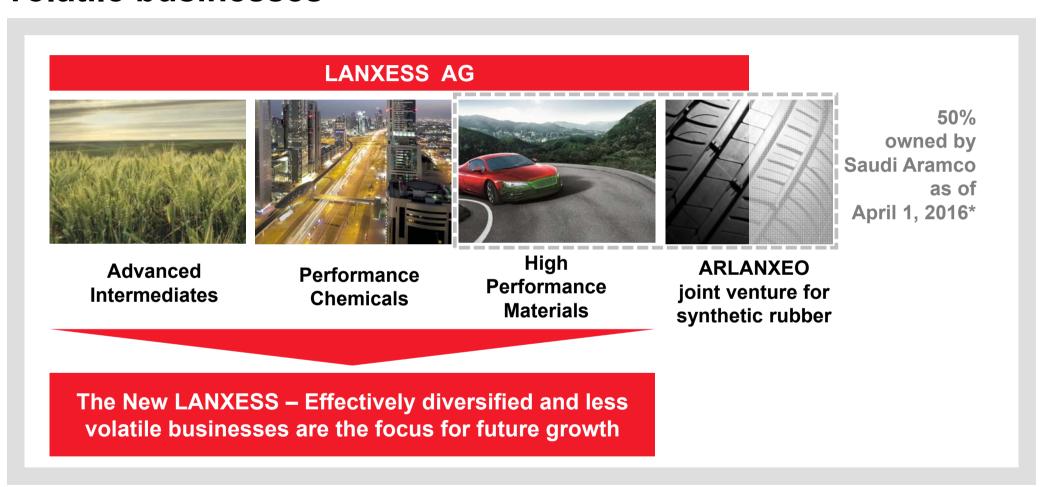


Growing a more resilient New LANXESS





LANXESS: Moving strategically into more resilient, less volatile businesses



* Full consolidation planned until 2019

Formerly Segment Performance Polymers (until 31.3.2016)



LANXESS: A solid foundation to generate shareholder value

Growth & resilience

- Sensible organic and external growth in diversified end markets
- Reducing margin volatility

Sound financials

- Strong, solid balance sheet
- Reduced capex profile

Shareholder return

- Shareholder return back in focus
- Targeting an appropriate stock market valuation





Resilient and profitable businesses

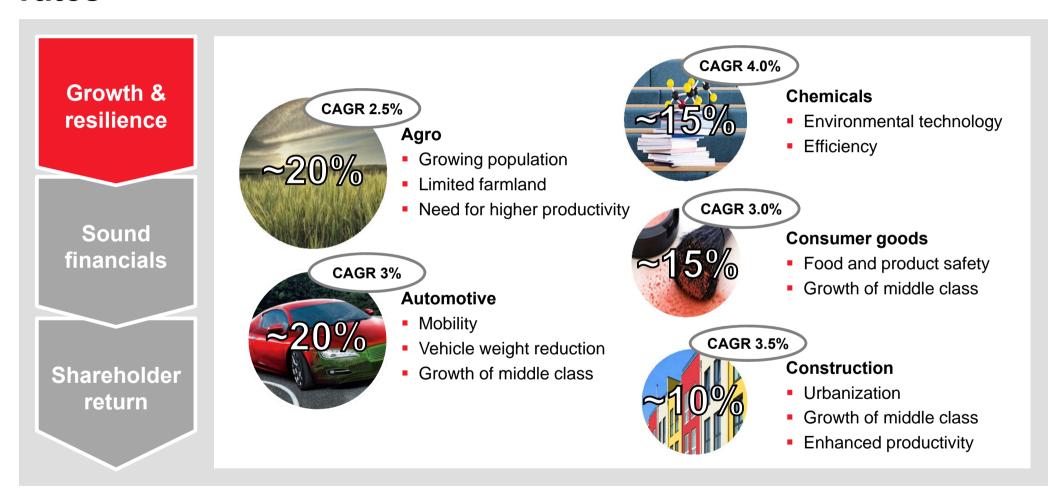


EBITDA pre and margin for HPM and ARLANXEO are unaudited figures



^{*} Operational EBITDA pre without reconciliation or hedging expenses

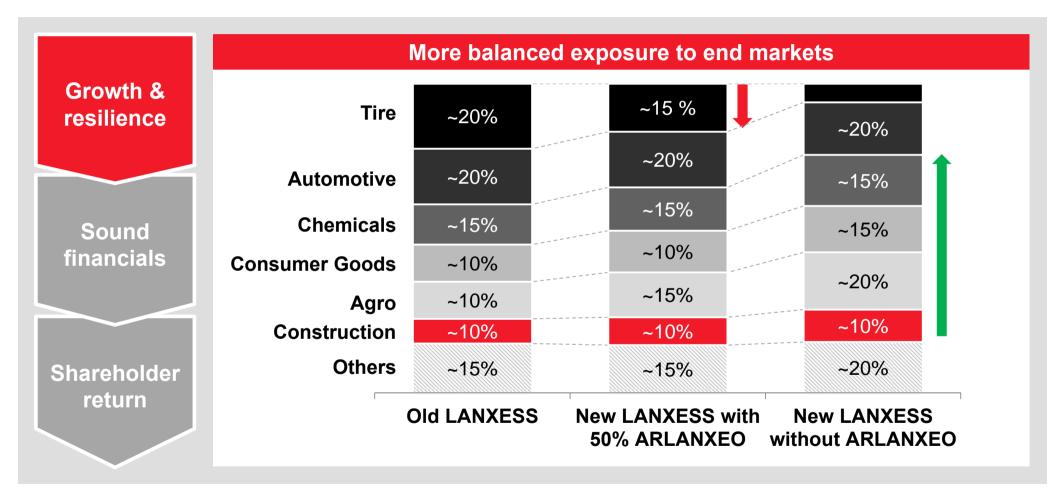
The New LANXESS: Diversified end markets with good growth rates



Markets expressed as percentage share of total sales volume; the other ~20% is accounted for by "other" markets, which are growing at ~3%. Estimates of 5-year CAGR are based on internal research.

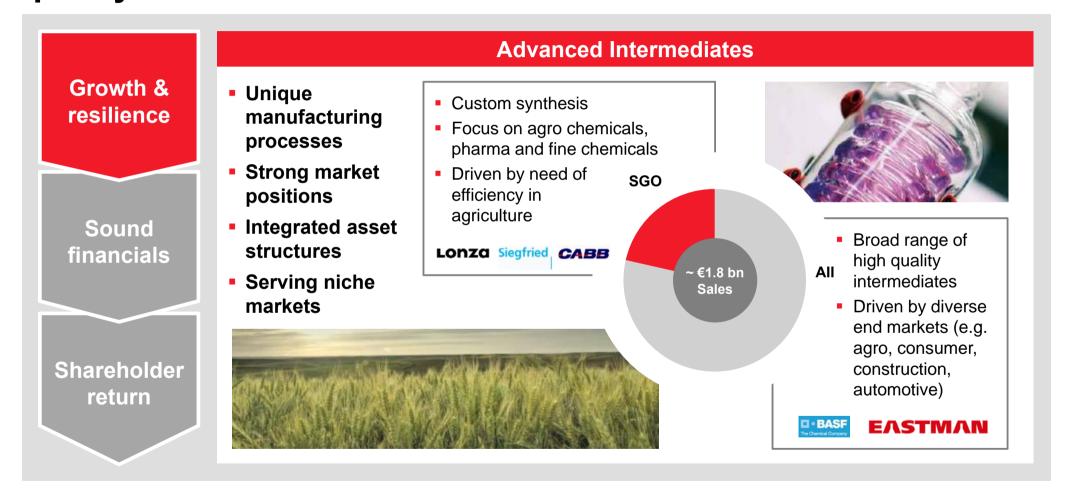


End market exposure changed visibly



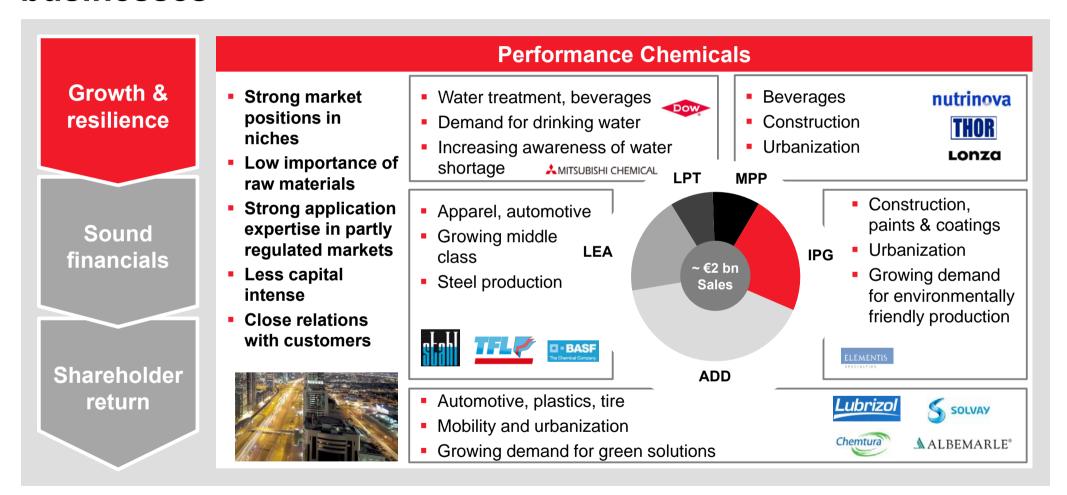


Advanced Intermediates: All and Saltigo as provider of highquality and custom intermediates





Performance Chemicals: Attractive, solutions-oriented businesses





High Performance Materials: High-end engineering know-know for all stages of advanced component development

Growth & resilience

Sound financials

Shareholder return

High Performance Materials

- One of the leading providers of engineering plastics
- Upstream integration in strategic raw materials
- Global production and R&D network

End markets:

- Automotive industry
- Electric & electronics
- Construction





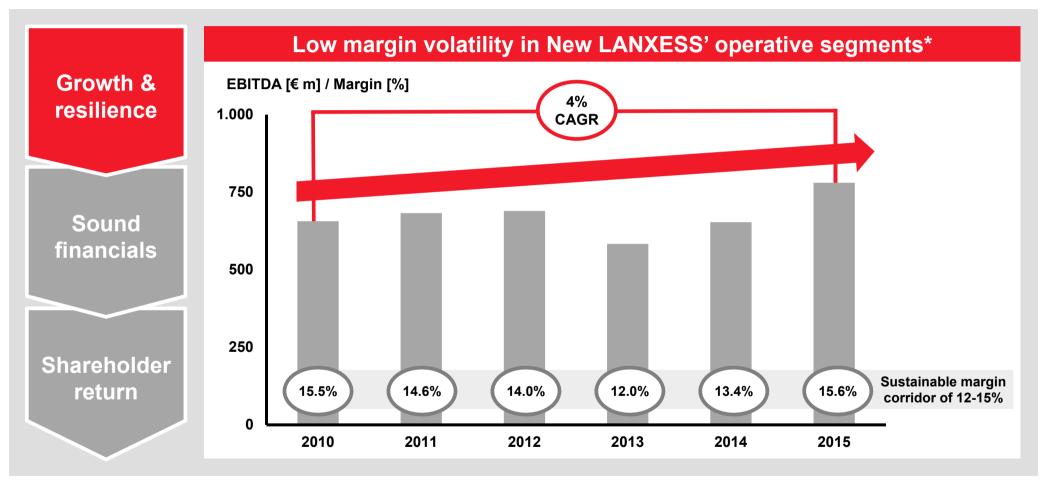


Growth drivers:

- Vehicle weight reduction
- Growing demand for cars
- Growth of electrical & electronics industry



New LANXESS: Sound and resilient business platforms

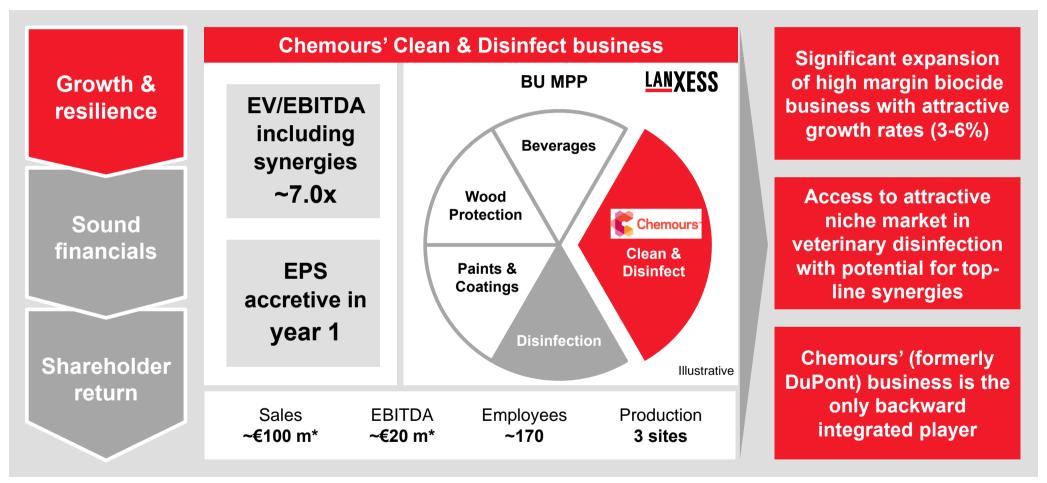


All reference to EBITDA is EBITDA pre exceptionals



^{*} Excluding Reconciliation segment

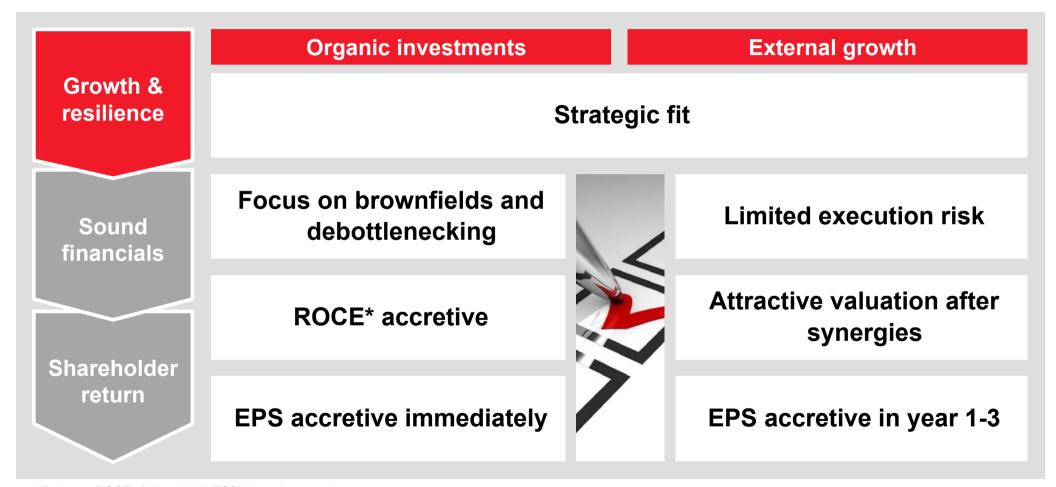
Swift action on growth strategy has already been taken in our Performance Chemicals segment



^{*} Financials FY 2015 pro forma pre exceptionals; FX: 1.10 USD/EUR



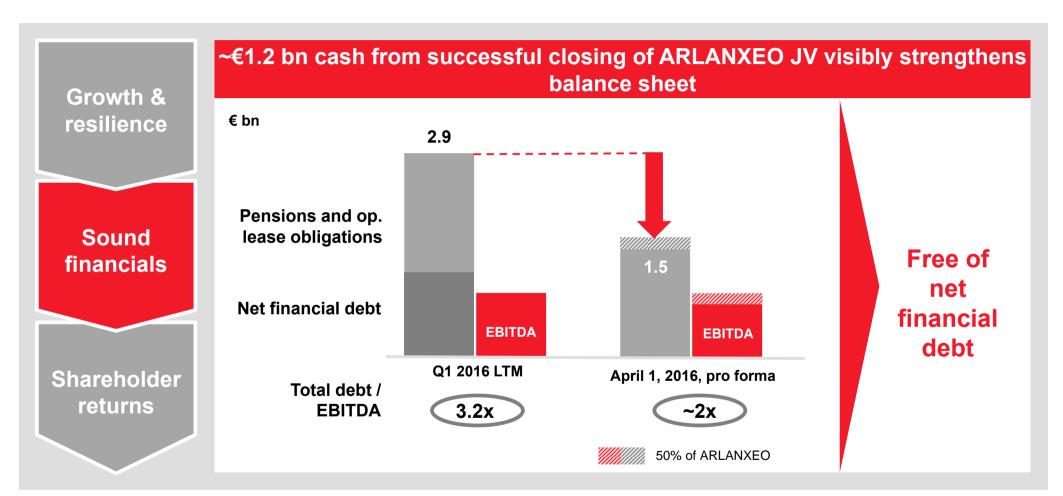
Clear and strategic financial criteria for sensible growth



^{*} Refers to ROCE of "New LANXESS" through the cycle EPS and ROCE accretion for organic investments: Once the new investment has reached its normal operating activity



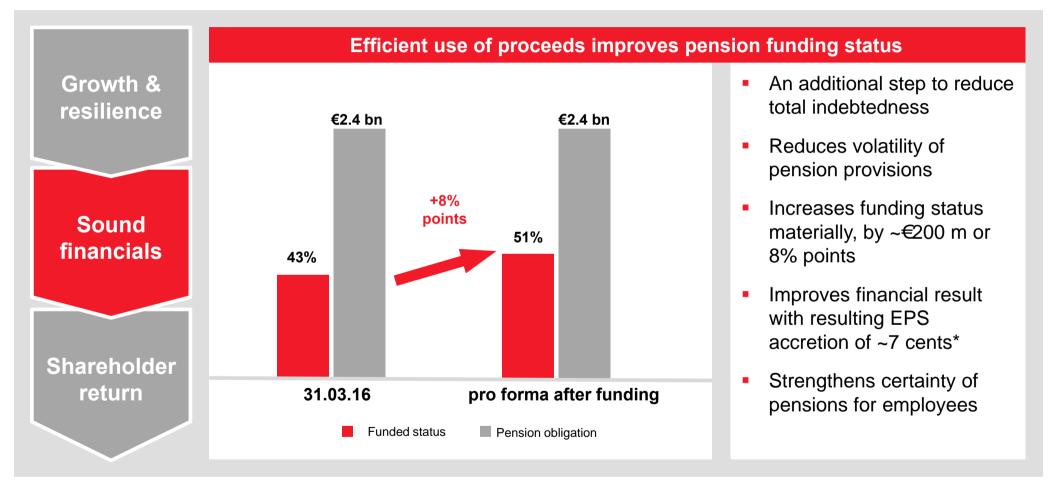
LANXESS now has strong and sound balance sheet



All references to EBITDA are to EBITDA pre-exceptional items.



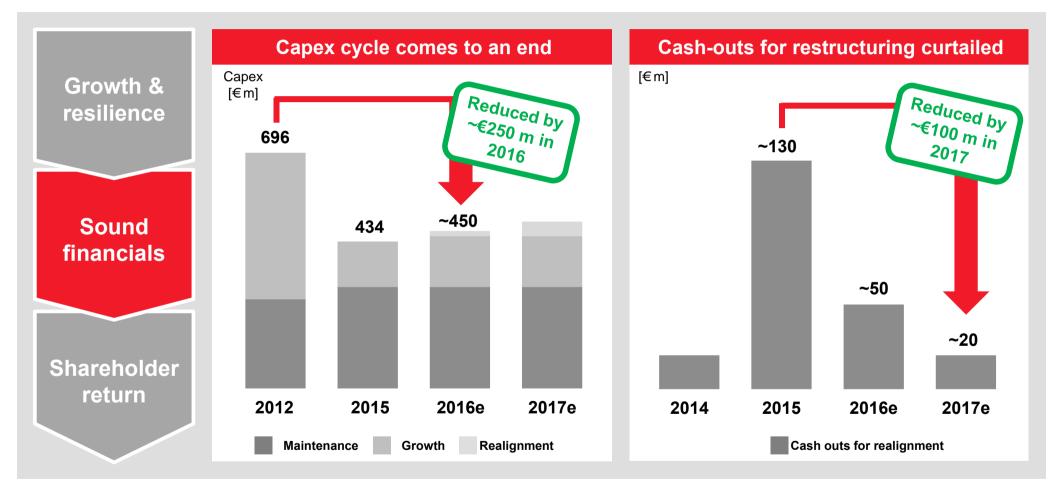
Strengthening the balance sheet and increasing EPS through pension funding



^{*} Annualized impact of IFRS interest rate (31.12.2015) vs. a zero-interest deposit



In parallel, LANXESS maintains a clear focus on cash





Shareholder returns driven by several factors

Growth & resilience

Sound financials

Shareholder return

Clear dividend policy:
Aiming for a rising or at least stable dividend

Planned share buy-back of ~€200 m

Reduced risk profile from both the business and financial perspectives

An experienced and capital market minded management team



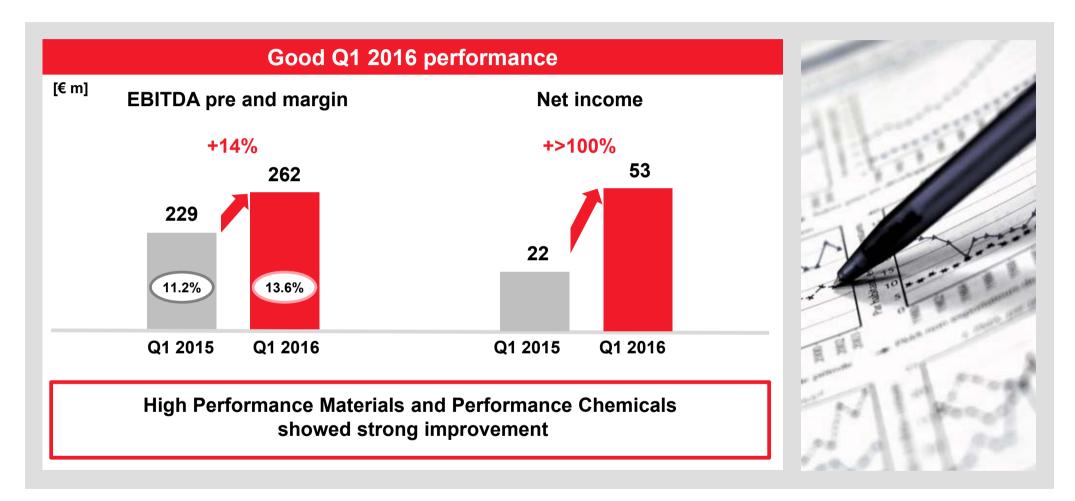


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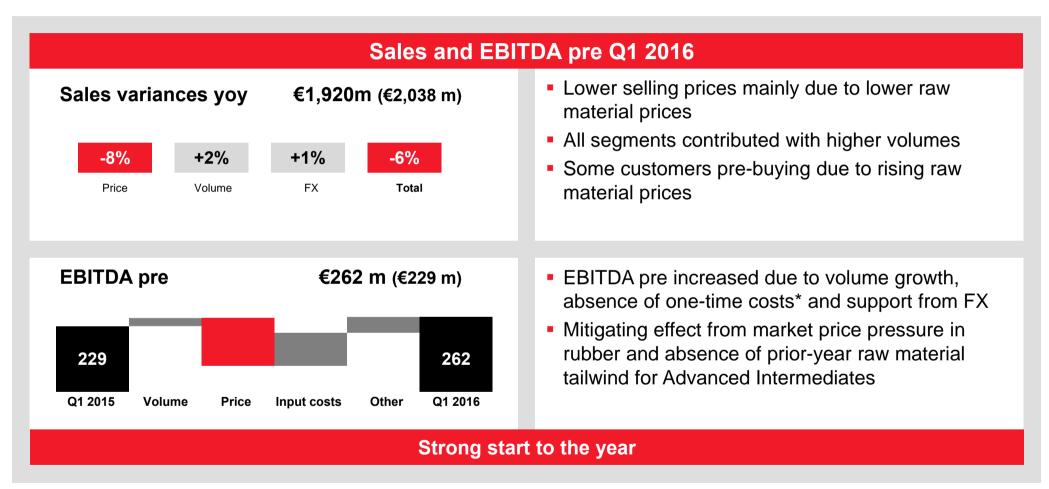


Q1 2016 financial headlines





Q1 2016: A strong quarter resulting from volume growth and cost relief



^{* ~€25} m total ramp-up cost in Q1 2015 for EPDM and Nd-PBR plants



Q1 2016 financial overview: Good set of results

[€ m]	Q1 2015	Q1 2016	yoy in %
Sales	2,038	1,920	-5.8%
EBITDA pre except.	229	262	14.4%
margin	11.2%	13.6%	
EPS	0.24	0.58	>100%
EPS pre ¹	0.66	0.67	1.5%
Capex	56	49	-12.5%
[€ m]	31.12.2015	31.03.2016	Δ %
Net financial debt	1,211	1,216	0.4%
Net working capital	1,526	1,719	12.6%
ROCE	8.4%	8.9%	
Employees	16,225	16,606	2.3%

- Sales decreased due to lower selling prices partly offset by higher volumes
- EBITDA increased by ~14% due to higher volumes and the absence of one-time costs²
- Net financial debt stable, while working capital increased in a normal pattern
- Number of employees increased due to status change of external contractors to internal employees³

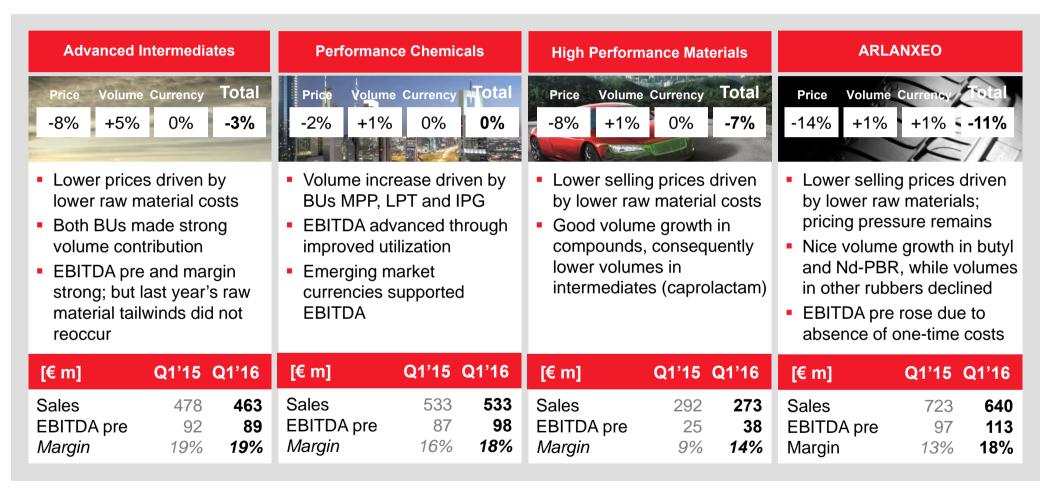


¹ Net of exceptionals, using the local tax rate applicable where the expenses were incurred

²Q1 2015 was burdened by ~€25 m ramp-up costs for new rubber plants in Asia

³ Required by legal changes in China and South Africa

Q1 2016: All businesses began the year with higher volumes





Macroeconomic outlook largely unchanged – FY guidance lifted as a result of the strong start to 2016

New LANXESS

Advanced Intermediates

- Segment to perform above prior year
- Highly diversified mix of customer industries
- Agro customer industry to remain soft



- Segment to perform above prior year
- Two flagship businesses (IPG and ADD) to benefit from new capacities and newly established business platforms



- Engineering plastics with strong projected development
- Growth to be driven by various end applications
- Europe and North America expected to be robust

ARLANXEO



- Macroeconomic weakness in emerging markets
- Margin pressures
 expected to increase in
 the second half of the
 year, largely resulting
 from new rubber
 capacity in the market

FY 2016 EBITDA pre expected between €900 – 950 m due to a good first quarter



Agenda

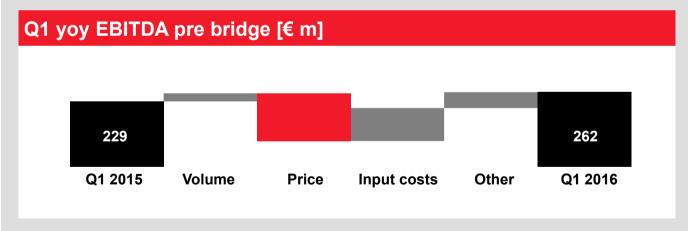
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Q1 2016: Good results in a challenging market environment

Q1 yoy sales variances	Price	Volume	Currency	Total
Adv. Intermediates	-8%	+5%	0%	-3%
Perf. Chemicals	-2%	+1%	0%	0%
High Perf. Materials	-8%	+1%	0%	-7%
ARLANXEO	-14%	+1%	+1%	-11%
LANXESS	-8%	+2%	+1%	-6%

- Lower selling prices mainly due to lower raw material prices
- Higher volumes in all segments
- Overall some customers prebuying due to currently rising raw material prices

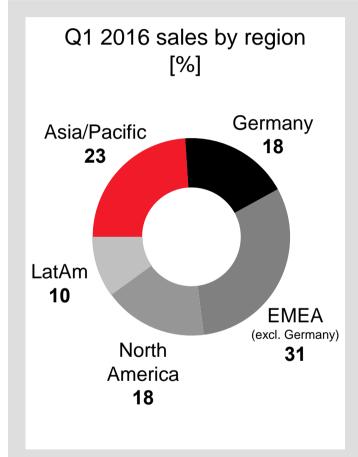


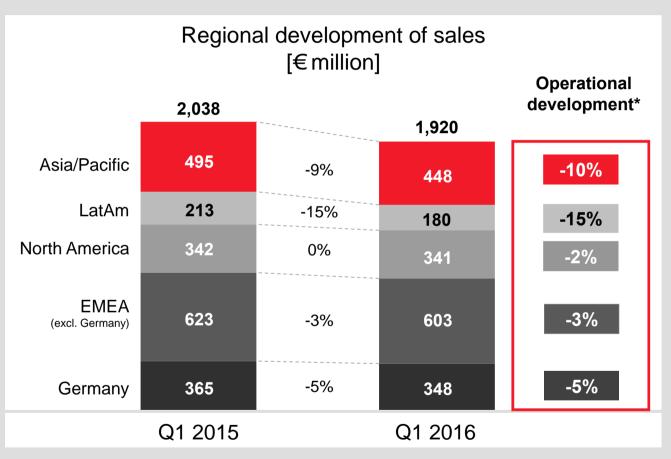
- EBITDA increased due to higher volumes, absence of one-time costs* and FX support
- Mitigating effect from market price pressures in rubber and absence of last year's raw material tailwinds in Advanced Intermediates



^{*~€25} m total ramp-up costs in Q1 2015 for EPDM and Nd-PBR plants in Asia

Q1 2016: All regions affected by lower selling prices – Latin America sole region with visibly lower volumes







^{*} Currency adjusted

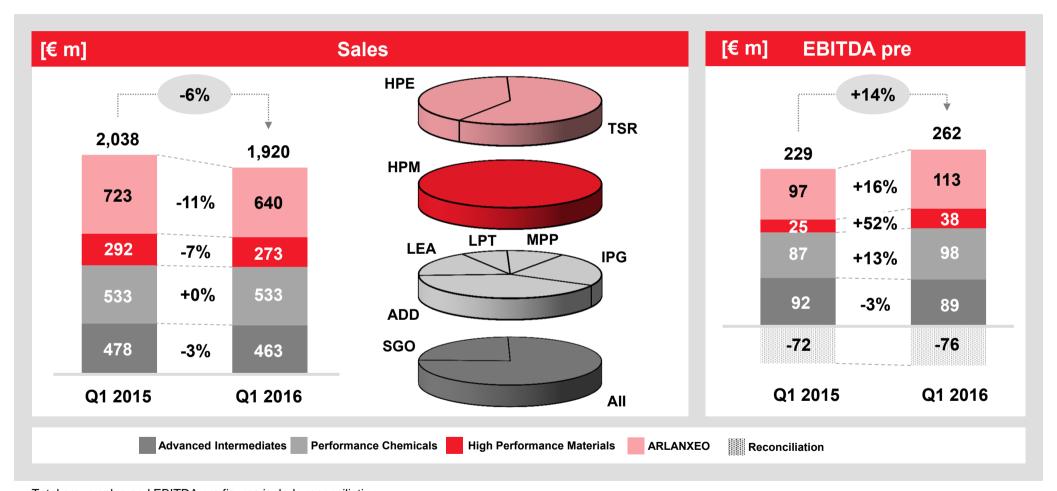
Q1 2016 showing improved margins year-on-year

[€ m]	Q1 2	2015		Q1 2	016	yoy in %		
Sales	2,038	(100%)		1,920	(100%)	-6%	 Cost of sales decreased 	
Cost of sales	-1,595	(78%)		-1,459	(76%)	9%	disproportionately to sales	
Selling	-183	(9%)		-194	(10%)	-6%	mainly due to the absence of one-time costs (~€25 m ramp-	
G&A	-64	(3%)		-72	(4%)	-13%	up costs in Q1'15)	
R&D	-32	(2%)		-30	(2%)	6%	 Selling expenses increased due 	
EBIT	63	(3%)		131	(7%)	>100%	to higher freight and stock	
Net Income	22	(1%)		53	(3%)	>100%	keeping costs	
EPS	0.24			0.58		>100%	 Among others variable compensation weighed on 	
EPS pre ¹	0.66			0.67		2%	overhead costs	
EBITDA	178	(9%)		251	(13%)	41%	 Lower exceptional items lifted 	
thereof exceptionals	-51	(3%)		-11	(1%)	-78%	EBIT and net income	
EBITDA pre exceptionals	229	(11.2%)		262	(13.6%)	14%		
A good first quarter								

¹ Net of exceptional items, using the local tax rate applicable where the expenses were incurred



Q1 2016: EBITDA increase driven by nearly all segments

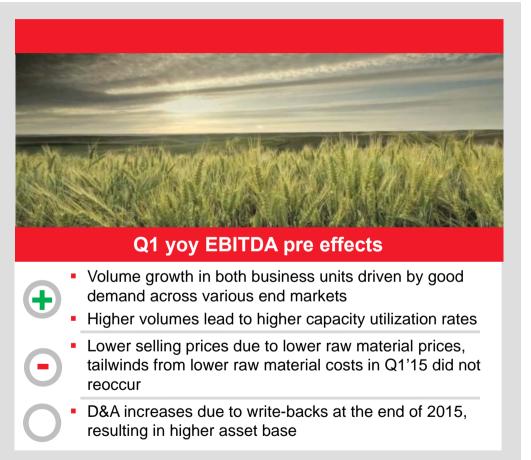


Total group sales and EBITDA pre figures include reconciliation



Advanced Intermediates: Strong volume contributions and proven resilience

[€ m]		Q1 2015	Q1 2016	Δ		
Sales		478	463	-3.1%		
EBIT		70	64	-8.6%		
Depr. / Amor	t.	23	25	8.7%		
EBITDA pre	exceptionals	92	89	-3.3%		
Margin		19.2%	19.2%			
Capex		10	9	-10.0%		
Q1 sales bridge yoy [€ m]						
	-8% +5%	+0%	0%			
478	78 463 (approximate numbers)					
Q1 2015	Price Volum	e Currency	Portfolio Q1	2016		



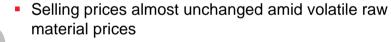


Performance Chemicals: A diversified business benefits from improved utilization

[€ m]	Q1 2015	Q1 2016	Δ			
Sales	533	533	0.0%			
EBIT	64	76	18.8%			
Depr. / Amort.	21	22	4.8%			
EBITDA pre exceptionals	87	98	12.6%			
Margin	16.3%	18.4%				
Capex	17	16	-5.9%			
Q1 sales bridge yoy [€ m]						
-2% +1%	+0%	0%				
533 (approximate numbers)						
Q1 2015 Price Volume Currency Portfolio Q1 2016						

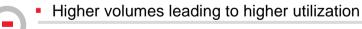


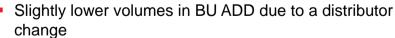
Q1 yoy EBITDA pre effects





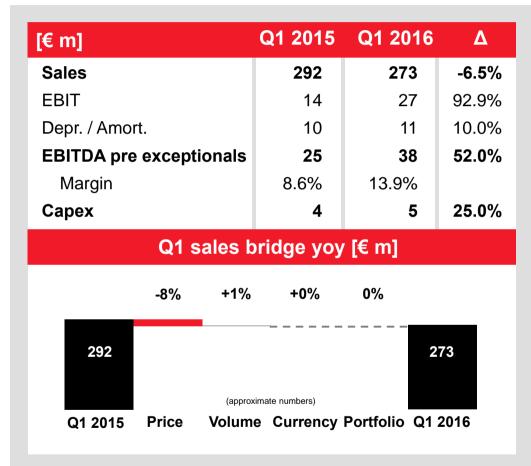
- Improved profitability in BU LEA due to better utilization
- Support from currency effects, especially in emerging markets







High Performance Materials: Major performance improvement resulting from continuing shift to high-value-added business

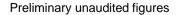




 Good volume development: Product stream shifted towards polyamides and compounds with resulting reduced caprolactam exposure



- Balanced capacity model starts to pay off
- EBITDA improvement driven by downstream development into compounding business with strong backward integration





ARLANXEO: A well-managed quarter in a persistently challenging market environment

[€ m]		Q1 2015	Q1 2016	Δ		
Sales		723	640	-11.5%		
EBIT		4	57	>100%		
Depr. / Amort.		57	56	-1.8%		
EBITDA pre except	ionals	97	113	16.5%		
Margin		13.4%	17.7%			
Capex		20	16	-20.0%		
Q1 sales bridge yoy [€ m]						
-14%	+1%	+1%	0%			
723	,		6	40		
Q1 2015 Price		e Currency	Portfolio Q1	2016		







- Good volume development in butyl and Nd-PBR, while volumes in other rubbers declined
- Absence of one-time costs (Q1 '15 ~€25 m; Asia plants)
- Support from emerging market currencies and US dollar



- Lower selling prices driven by lower raw material prices and margin pressures
- Supplier force majeure unresolved; expected to weigh down ARLANXEO in Q2 and Q3

Preliminary unaudited figures



Q1 2016: Increase in working capital weighs on cash flow

[€ m]	Q1 2015	Q1 2016	
Profit before tax	34	94	 Swing in changes in other assets
Depreciation & amortization	115	120	and liabilities mainly driven by FX
Gain from sale of assets	0	0	effects from intercompany
Result from investments (using equity method)	0	0	financing and recognition of bonus
Financial (gains) losses	15	17	schemes Changes in working conital driven
Cash tax payments/refunds	-5	-42	 Changes in working capital driven by higher receivables (higher
Changes in other assets and liabilities	-6	77	sales in March '16 vs Dec '15)
Operating cash flow before changes in WC	153	266	and lower payables
Changes in working capital	-120	-218	 Investing cash flow includes cash
Operating cash flow	33	48	in from disposal of near cash
Investing cash flow	-61	56	assets Financing cash flow reflects early
thereof capex	-56	-49	 Financing cash flow reflects early repayment of financial liabilities*
Financing cash flow	-52	-137	. sps.ys. asaabiiides



^{*} Early repayment of outstanding EIB tranche in January 2016

Balance sheet remains solid

[€ m]	Dec 2015	Mar 2016
Total assets	7,219	7,140
Equity	2,323	2,294
Equity ratio	32%	32%
Net financial debt	1,211	1,216
Near cash, cash & cash equivalents	466	333
Pension provisions	1,215	1,375
ROCE ¹	8.4%	8.9%
Net working capital	1,526	1,719
Net working capital/sales ¹	19%	22%
DIO (in days) ²	84	83
DSO (in days) ³	48	51

- Equity ratio remains strong
- Net financial debt stable despite increase in working capital; ~€1.2 bn of cash received on April 1, 2016⁴
- Pension provisions increased due to interest rate adjustments in Germany (from 3.0% to 2.5%)
- Net working capital increased, following normal yearly pattern; lower payables burden additionally

¹ Based on last twelve months for EBIT pre or sales

² Days of inventory outstanding calculated from quarterly COGS

^{36 &}lt;sup>3</sup> Days of sales outstanding calculated from quarterly sales

⁴ On April 1, 2016, LANXESS placed 50% of its rubber business in a joint venture with Saudi Aramco, receiving in return ~€1.2 bn in cash

Balance sheet solid

€ m] Dec'15 Mar'16		Dec'15	Mar'16		
Non-current assets	4,180	4,106	Stockholders' equity	2,323	2,294
Intangible assets	300	289	Non-current liabilities	2,936	3,067
Property, plant & equipment	3,447	3,330	Pension & post empl. provis.	1,215	1,375
Equity investments	0	0	Other provisions	271	257
Other investments	12	11	Other financial liabilities	1,258	1,258
Other financial assets	21	20	Tax liabilities	19	19
Deferred taxes	361	411	Other liabilities	127	106
Other non-current assets	39	45	Deferred taxes	46	52
Current assets	3,039	3,034	Current liabilities	1,960	1,779
Inventories	1,349	1,339	Other provisions	411	484
Trade accounts receivable	956	1,082	Other financial liabilities	443	327
Other financial & current assets	268	280	Trade accounts payable	779	702
Near cash assets	100	0	Tax liabilities	85	89
Cash and cash equivalents	366	333	Other liabilities	242	177
Total assets	7,219	7,140	Total equity & liabilities	7,219	7,140

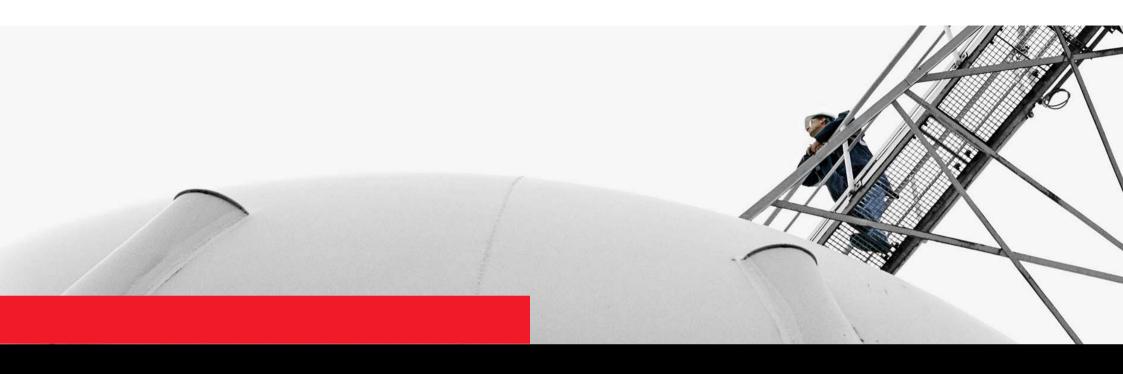
- Increase in pension provisions driven by interest rate changes (mainly in Germany from 3.0% to 2.5%).
- Receivables increased due to higher business activity in March 2016 against December 2015.



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Backup

Housekeeping items

Additional financial expectations

• Capex 2016: ~€450 m

Operational D&A 2016: ~€450-460 m

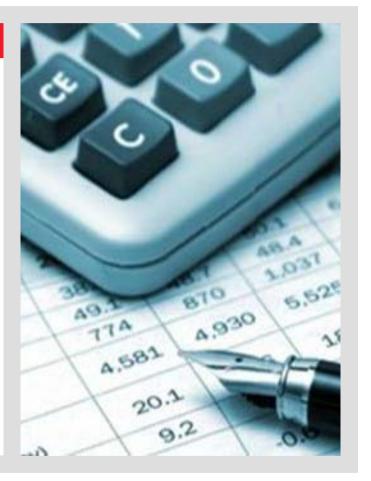
Reconciliation 2016: underlying expenses of ~-€150 m

EBITDA; additionally hedging expenses

of ~€90 m in 2016*

Annual tax rate: - 2016: around 2015 level

- mid-term: 30-35% (for New LANXESS)





^{*} Based on an exchange rate of 1.10 USD/EUR

2015: LANXESS now on solid foundation: Transformation ahead of plan, management teams in place

- Business & administration structure competitiveness
 - Restructuring of R&D and SG&A
 - ~1.000 headcount reduction
 - Savings realized earlier than originally anticipated

Operations competitiveness

- Site-by-site analysis of production and supply chain to identify and leverage synergies
- Capacity adjustments announced for EPDM, NBR, ESBR and PBR rubbers

Portfolio competitiveness and alliances

3

- Strategic alliances to address lack of backward integration
- Saudi Aramco and LANXESS enter a strategic joint venture for synthetic rubber
- Start of JV April 1st

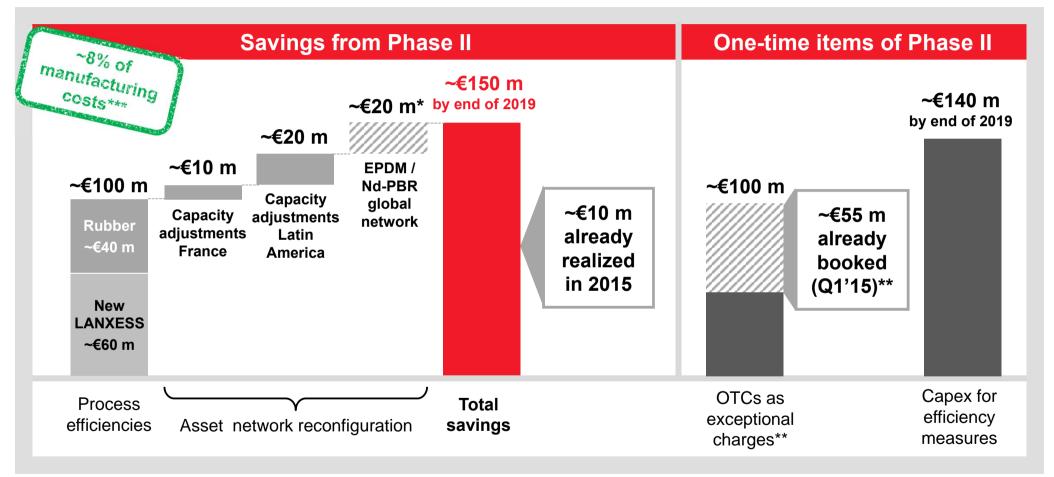
~€150 m savings by end of 2015

~€150 m additional efficiency gains by end 2019

JV for synthetic rubber business resulting in cash in of ~€1.2 bn



~€150 m savings from Phase II – through process efficiencies and asset network reconfiguration

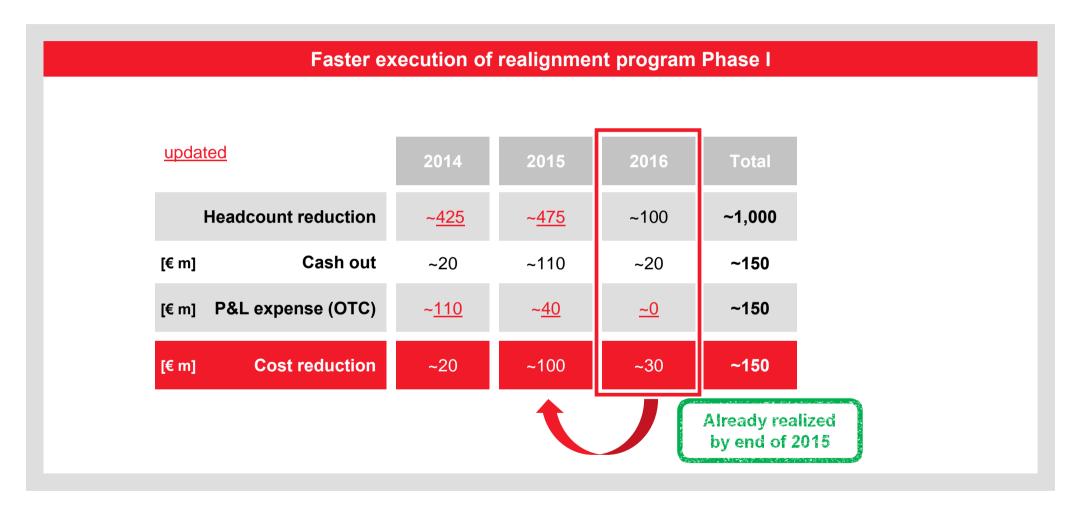


^{* €20} m savings from the EPDM and Nd-PBR reconfiguration already communicated in March 2015



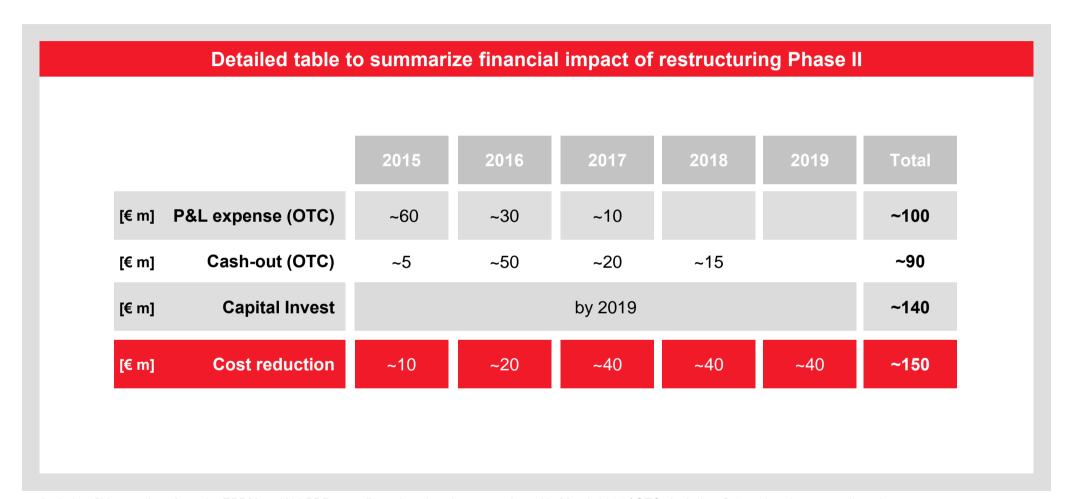
^{**} OTCs include ~€55 m already communicated and booked (Marl / Nd-PBR reconfiguration) / *** Cost base 2014 without depreciation and amortization

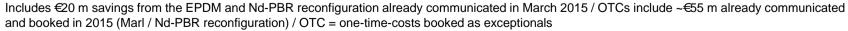
Phase I savings realized faster than anticipated





Financial details on Phase II







The JV with Saudi Aramco generally offers several ways of value creation

Near-term strategic initiatives

Horizontal consolidation

R&D and technology-related investments

Investments in Saudi Arabia

After closing: 1 to 5 years

Mid-term initiatives



Integration of value chains:

- Building C4 extraction units
- Terminals for physical butadiene
- Tolling agreements
 - Supply of naphtha to existing suppliers
- Swap agreements
 - Logistics and supply chains already in place
 - No transportation costs due to direct procurement

Time horizon 5 to 10 years



New strategic focus: Building a more balanced and resilient company

Advanced Intermediates

- Leading market positions and process technologies
- Efficient and strong production platform
- Highly diversified end markets

Delivering chemical intermediates

Performance Chemicals



- Strong positioning in a broad range of niche markets
- Low importance of raw materials
- Acting as solution provider

High Performance Materials

- A leading producer of engineering plastics
- Balanced value chain with limited exposure to volatile markets



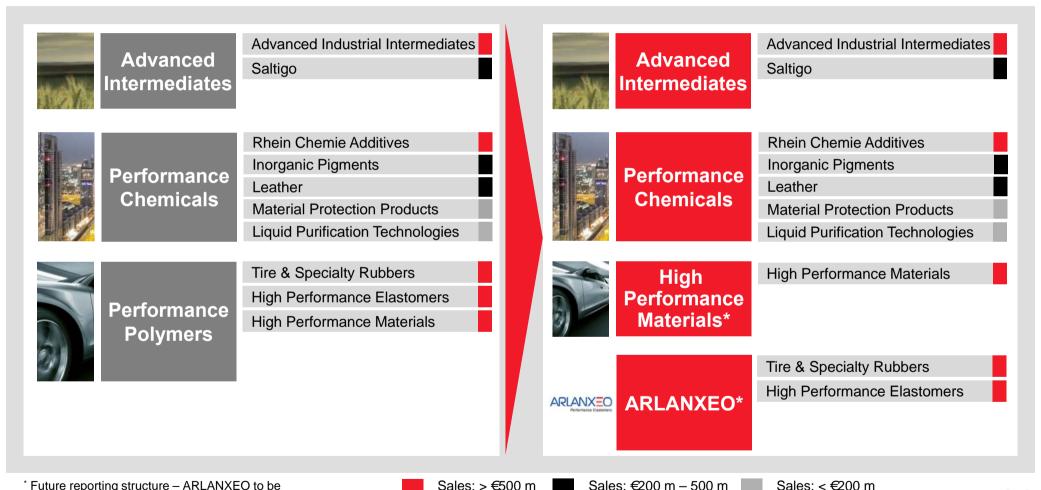
- Leading market positions with strong and diversified portfolio
- Broadest synthetic rubber platform with competitive advantage for future development

High-tech plastics for a wide range of end markets Highly competitive JV and global #1 for synthetic rubber

Adding functionality, color or processability to products



A lean business organization



^{*} Future reporting structure – ARLANXEO to be fully consolidated for the first three years



New LANXESS: resilient, cash generating and well positioned in growing markets

Advanced Performance **High Performance Strong Intermediates** businesses Materials Chemicals Target margin >10%, Resilience Proven level of 15-18% Sustainable at 13-16% resilience moving forward with transformation of (EBITDA margin) Margin volatility of ~2-3% pts Margin volatility of ~2-3% pts business Attractive cash generation Cash generation will improve Considerable cash generation through technology with a more balanced value Cash generation based on good mix of solution leadership and efficient chain and shift to higherfocused businesses business set-up margin businesses Growth Growth slightly above GDP Growth with GDP Growth above GDP Valuable businesses with resilience, cash generation and growth opportunities



Corporate Responsibility well integrated - achieving goals sustainably

Climate / Environmental goals

- Reduction of specific CO2 emission by 25%* until 2025
- Reduction of specific energy consumptions by 25%* until 2025
- Reduction of volatile organic compounds (NMVOC) emissions by 25%* until 2025

Safety goals

- Xact: Global safety program to improve occupational, process and plant safety (since 2011)
- Global management system for optimization of transportation of (dangerous) goods

Procurement initiatives

- 'Supplier Code of Conduct' for supplier selection and rating
- 'Together for Sustainability' initiative for higher transparency in the supply chain (implementation of a global auditing program)

Social initiatives and goals

- Global board initiative 'Diversity & Inclusion': raising the proportion of women in management to 20% by 2020
- Leverage water know-how: support of AMREF
- Education initiatives with local and global commitment



Dow Jones
Sustainability Indices
In Collaboration with RobecoSAM

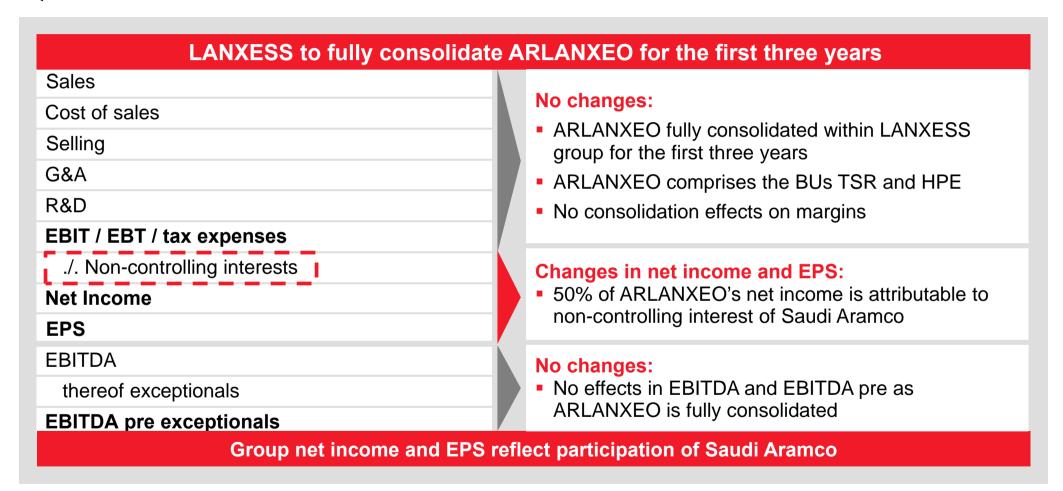






^{*} Base year: 2015; for CO2: Scope 1 and Scope 2 emissions

ARLANXEO effects on LANXESS' income statement from Q2 2016 onwards



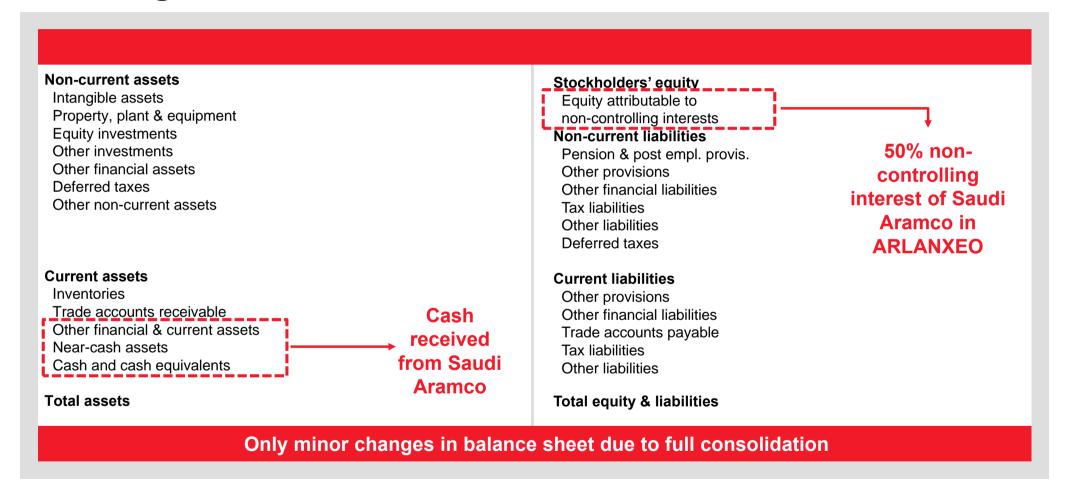


ARLANXEO effects on LANXESS' statement of cash flows from Q2 2016 onwards

LANXESS to fully consolidate ARLANXEO for the first three years Profit before tax Depreciation & amortization Gain from sale of assets No changes: Result from investments (using equity method) Financial (gains) losses Cash flow statement includes the full consolidated Cash tax payments/refunds results of ARLANXEO; comprising the 50% owed by Changes in other assets and liabilities Saudi Aramco Operating cash flow before changes in WC Capex figure includes 100% of ARLANXEO Changes in working capital Operating cash flow Investing cash flow thereof capex **Potential changes:** Financing cash flow Dividends and similar payouts to Saudi Aramco will thereof payouts/dividend to non-controlling interest be shown in financing cash flow Financing cash flow potentially affected by alliance with Saudi Aramco



ARLANXEO effects on LANXESS' group balance sheet including full consolidation

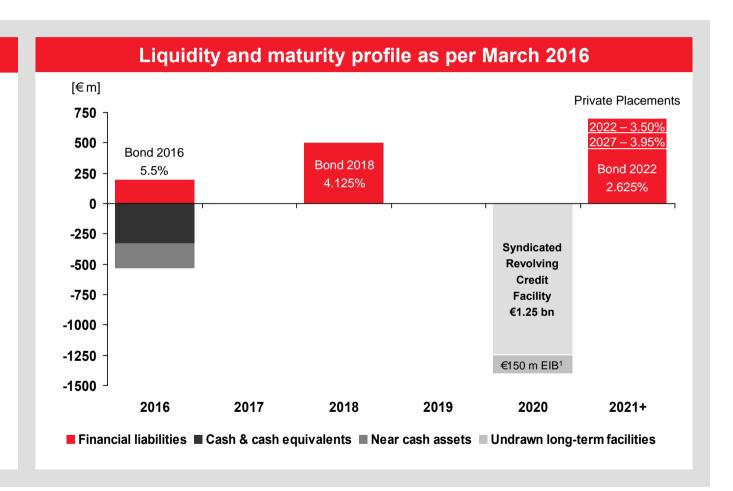




A well managed and conservative maturity profile

Long term financing secured

- Diversified financing sources
 - Bonds & Private placements
 - Syndicated credit facility
 - Bank facility
- All group financing executed without financial covenants
- No refinancing need in 2016 due to cash position and expected JV proceeds

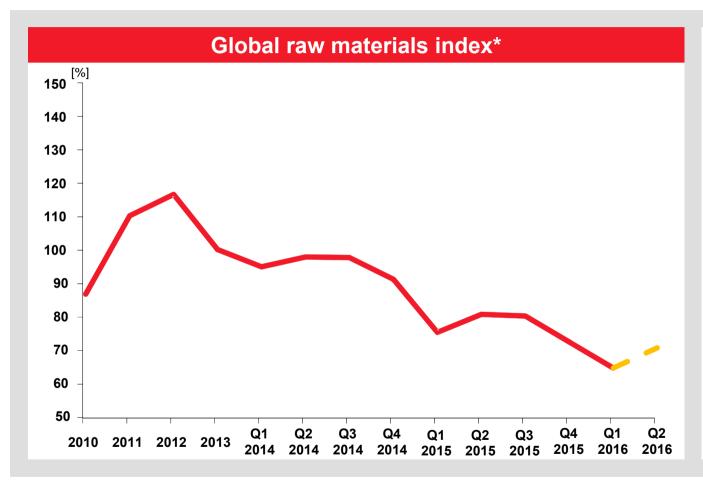


EIB = European Investment Bank



¹ Final maturity of EIB facility in case of utilization earliest in 2020; EIB facility currently undrawn

High volatility in raw material prices



- Sharp decline in raw material prices in Q4 2014/ Q1 2015 driven by a steep drop in the price of oil
- Raw material prices remained volatile, trending downwards through year end 2015
- Q2 2016 expected to be marked by progressively higher raw material costs on average



^{*} Source: LANXESS, average 2013 = 100%

Overview of exceptional items in Q1

[€ m]	Q1 2015		Q1 2016		
	Excep.	thereof D&A	Excep.	thereof D&A	
Performance Polymers	46	9	0	0	
Advanced Intermediates	-1	0	0	0	
Performance Chemicals	2	0	0	0	
Reconciliation	13	0	11	0	
Total	60	9	11	0	



Abbreviations

ARLANXEO		Performance Chemicals	
• TSR • HPE	Tire & Specialty Rubbers High Performance Elastomers	ADDIPGLEAMPPLPT	Rhein Chemie Additives Inorganic Pigments Leather Material Protection Products Liquid Purification Technologies
	Advanced Intermediates		High Performance Materials
• AII • SGO	Advanced Industrial Intermediates Saltigo	• HPM	High Performance Materials



Upcoming events 2016

Proactive capital market communication						
 Annual General Meeting 	May 20	Cologne				
 Deutsche Bank 7th Annual dbAccess Asia Conference 	May 24/25	Singapore				
 dbAccess German, Swiss & Austrian Conference 	June 8/9	Berlin				
 Exane BNPP 18th Europe CEO Conference 	June 15	Paris				
 Q2 results 2016 	August 10					
Capital Markets Event "Meeting the Management"	September 8	Cologne				
 Goldman Sachs 5th German Corporate Conference 	September 19-21	Munich				
 Q3 results 2016 	November 10					
 Morgan Stanley Global Chemical Conference 	November 14	Boston				
 Deutsche Börse Eigenkapital Forum 	November 21	Frankfurt				



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