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Dear Investors and Analysts,

The LANXESS management team, the structure of our group and our product portfolio have all changed profoundly since the last edition of the LANXESS Factbook was published in 2014. Thus we are pleased to have this opportunity to provide you with an in-depth look at the current state of LANXESS in this new report.

After implementing a series of critical measures necessary to stabilize and restore the company, in 2014 we made substantial progress in realigning our portfolio. This realignment was predicated on a strategy of transforming LANXESS into a company which would be less susceptible to cyclicality and produce higher returns and more stable cash flows. Looking back over the past three years, we are proud of the steps we have taken. At the same time, we are well aware that our journey has only just begun.

The three major transactions we executed following our strategic review typify how the LANXESS business model will continue to evolve in the years to come. In 2016, together with Saudi Aramco, we established ARLANXEO, a joint venture company for our synthetic rubber business. By selling a stake in this business, we acquired the resources to rapidly reshape our portfolio through external growth, adding less cyclical and more specialized businesses to our group. The 2016 acquisition of Chemours’ Clean & Disinfect business is a perfect example of how we intend to complement our existing activities and achieve greater economies of scale. The 2017 acquisition of Chemtura – the largest acquisition in the history of LANXESS – substantially enlarged our footprint in the profitable additives business and provided us with critical mass in the United States, which we will build on moving forward. The completion of these three transactions marked the close of the first chapter.

The second chapter of our story has just begun, and we are working to integrate Chemtura swiftly and efficiently into the LANXESS organization and realize the synergies to be derived from the acquisition. Looking ahead, we intend to make significant new improvements to the structure of our company. In the short term, our focus will shift to organic growth as we strengthen our balance sheet to enable further mergers and acquisitions. We have recently detailed several growth projects that will form an important part of our existing €400 million investment program through 2020. Most of these investments take the form of brownfield expansions that will deliver attractive returns on capital employed and improve the group’s earnings. However, we will remain fully engaged in the active management of our portfolio as we seek to sustain the current rapid pace of our transformation, unlock the value inherent in our existing activities and reward our shareholders.

We are committed to continuing our work, and we are grateful for your ongoing support and trust.

Sincerely,

Matthias Zachert
Chairman of the Board of Management
INVESTMENT HIGHLIGHTS

LANXESS is one of the world’s leading chemical companies, marked by its strong focus on cash generation.

STRONG FOUNDATIONS

With its global presence, its leading positions in several businesses, its diversified portfolio of technology-driven products, and its engagement in markets that benefit from sustainable growth trends, LANXESS remains a strong competitor in the chemical sector with significant upside potential.

CLEAR STRATEGY

The company’s management will continue to work on implementing its clear strategy to create a more resilient, more cash generating company that is active in small to mid-sized markets, in which LANXESS will hold a clear leadership position.

FOCUS ON CASH GENERATION AND FINANCIALS

The company will continue to strengthen its ability to generate free cash flow and, as a result, to seek fresh opportunities for enhancing shareholder value.

This approach will remain based on solid investment grade financials.

ENTREPRENEURIAL AND DYNAMIC CULTURE

LANXESS’ mindset and culture are agile and dynamic. Through this culture the company is able to seize opportunities in a fast changing industry.
LANXESS
- Energizing Chemistry
Agenda

1. LANXESS – Energizing Chemistry
   - Overview
   - Strategy
   - Corporate Responsibility
2. Business Segments
3. Financials

LANXESS – Energizing Chemistry

New LANXESS – a well diversified portfolio*  

<table>
<thead>
<tr>
<th>Business Segment</th>
<th>Market position</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Intermediates</td>
<td>Europe No. 1-2</td>
<td>Building a global and resilient intermediates player</td>
</tr>
<tr>
<td>Specialty Additives</td>
<td>Top 3 position</td>
<td>Creating a major global additives business</td>
</tr>
<tr>
<td>Performance Chemicals</td>
<td>No. 1-4 in niches</td>
<td>Building a specialty division</td>
</tr>
<tr>
<td>Engineering Materials</td>
<td>Leading position</td>
<td>Building an integrated engineering plastics player</td>
</tr>
<tr>
<td>ARLANXEO** joint venture</td>
<td>Globally No. 1-3</td>
<td>Leading position in production and marketing of synthetic rubber</td>
</tr>
</tbody>
</table>

* Reporting structure since closing of Chemtura acquisition on 21 April 2017; ** ARLANXEO to be fully consolidated till 30 March 2018; reported as discontinued operation from 1 April 2018 and reported as associate using the equity method from 1 April 2019.
Business structure: A solid base for working towards higher profitability and less volatility

### Advanced Intermediates
- Advanced Industrial Intermediates
- Saltigo

### Specialty Additives
- Additives
- Rhein Chemie

### Performance Chemicals
- Inorganic Pigments
- Leather Chemicals
- Material Protection Products
- Liquid Purification Technologies

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

Reporting and management structure as of 21 April 2017

### Engineering Materials
- High Performance Materials
- Urethane Systems

### ARLANXEO
- Tire & Specialty Rubbers
- High Performance Elastomers

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

Reporting and management structure as of 21 April 2017
Organization with global responsibility – the board of management of LANXESS AG

Matthias Zachert
CEO
- Corporate Communications
- Corporate Development
dLX
- Executive Human Resources
- Legal & Compliance
- Business Units:
  - Additives
  - ARLANXEO

Hubert Fink
Member of the board
- Global Procurement & Logistics
- Production, Technology, Safety & Environment
- Business Units:
  - Advanced Industrial Intermediates
  - Saligo
  - High Performance Materials
  - Urethane Systems

Michael Pontzen
CFO
- Accounting
- Corporate Controlling
- Information Technology
- Mergers & Acquisitions
- Tax & Trade Compliance
- Treasury & Investor Relations
- Business Units:
  - ARLANXEO

Rainier van Roessel
Member of the board
- Human Resources
- Business Units:
  - Material Protection Products
  - Inorganic Pigments
  - Rhein Chemie
  - Leather Chemicals
  - Liquid Purification Technologies

Stephen C. Forsyth
Chief Integration Officer
- Responsible for integrating the Chemtura businesses
- Appointed as of 01 June 2017
- One year fixed term
- Expert for industry and transformation

HR practice close to business is key advantage for performance, cost effectiveness and sustainable growth

People performance
- Integrated global talent management enhances people performance and productivity
- Investment in qualification, special focus on digital transformation and safety

Diverse workforce
- Fostering and leveraging diverse workforce for global markets and customers
- Smart and sustainable integration of critical talents

Employee / labor relation
- High employee retention rates in all regions
- Strengthening local top management
- Reliable and stable labor relations in countries with strong union traditions

Compensation and benefits
- Competitive pay and attractive local benefit schemes
- Rewarding performance and employees participation in the company’s success

Company culture based on trust, respect, ownership, professionalism and integrity
Worldwide presence serving a broad range of customers

LANXESS’ key figures by region 2016

<table>
<thead>
<tr>
<th>Region</th>
<th>Employees</th>
<th>Sales (€ m)</th>
<th>Capex (€ m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>8%</td>
<td>29%</td>
<td>22%</td>
</tr>
<tr>
<td>Latin America</td>
<td>9%</td>
<td>17%</td>
<td>11%</td>
</tr>
<tr>
<td>Germany</td>
<td>45%</td>
<td>45%</td>
<td>27%</td>
</tr>
<tr>
<td>EMEA (w/o Germany)</td>
<td>19%</td>
<td>2%</td>
<td>19%</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>17%</td>
<td>15%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Sales by industry 2016**

- Tires
- Automotive
- Consumer goods
- Chemicals
- Construction
- Others

LANXESS Fact Book – Overview

Evolving financials since 2007

<table>
<thead>
<tr>
<th>Year</th>
<th>EBITDA pre (€ m)</th>
<th>Net financial debt (€ m)</th>
<th>Net financial debt / EBITDA pre</th>
<th>Gearing [%]</th>
<th>Underlying EPS [€]</th>
<th>Dividend [€]</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>719</td>
<td>460</td>
<td>0.6x</td>
<td>30</td>
<td>3.36</td>
<td>1.00</td>
</tr>
<tr>
<td>2008</td>
<td>722</td>
<td>864</td>
<td>1.2x</td>
<td>65</td>
<td>3.44</td>
<td>0.50</td>
</tr>
<tr>
<td>2009</td>
<td>465</td>
<td>794</td>
<td>1.7x</td>
<td>55</td>
<td>1.31</td>
<td>0.50</td>
</tr>
<tr>
<td>2010</td>
<td>918</td>
<td>913</td>
<td>1.0x</td>
<td>52</td>
<td>4.81</td>
<td>0.70</td>
</tr>
<tr>
<td>2011</td>
<td>1,146</td>
<td>1,515</td>
<td>1.3x</td>
<td>73</td>
<td>6.55</td>
<td>0.85</td>
</tr>
<tr>
<td>2012</td>
<td>1,223**</td>
<td>1,483</td>
<td>1.4x</td>
<td>64</td>
<td>6.44</td>
<td>1.00</td>
</tr>
<tr>
<td>2013</td>
<td>735</td>
<td>1,731</td>
<td>2.4x</td>
<td>91</td>
<td>1.37</td>
<td>0.50</td>
</tr>
<tr>
<td>2014</td>
<td>808</td>
<td>1,336</td>
<td>1.7x</td>
<td>62</td>
<td>1.98</td>
<td>0.50</td>
</tr>
<tr>
<td>2015</td>
<td>885</td>
<td>1,211</td>
<td>1.2x</td>
<td>52</td>
<td>1.80</td>
<td>0.60</td>
</tr>
<tr>
<td>2016</td>
<td>995</td>
<td>269</td>
<td>0.3x</td>
<td>7</td>
<td>2.19</td>
<td>0.70</td>
</tr>
</tbody>
</table>

LANXESS’ key financials

* EPS before exceptionals, based on actual tax rate; ** 2012 restated due to IAS 19 (revised); Net financial debt = current and non-current financial liabilities, less cash, cash equivalents and near-cash assets including time deposits; Note: Additional financial information available at: http://lanxess.com/en/corporate/investor-relations/financials/
Agenda

1. LANXESS – Energizing Chemistry
   - Overview
   - Strategy
   - Corporate Responsibility
2. Business Segments
3. Financials

Our journey: Shaping New LANXESS – a story in three chapters

Chapter 1
REPAIR
Realigning our business

Chapter 2
IMPROVE
Strengthening our platform

Chapter 3
ACCELERATE
Leveraging our strengths

2014 2017 –2021
Recap Chapter 1: Rebuilding a competitive platform

Chapter 1 prepared the ground for the New LANXESS platform

Corporate culture: Shift to team performance

Leaner organization, ~€150 m savings
Transfer of best practices, ~€150 m savings
Foundation of ARLANXEO Acquisition of Chemtura

LANXESS Fact Book – Strategy

Some value accretive portfolio modifications already addressed

Strategic portfolio upgrade started
- Businesses already started to improve
- Businesses still up for improvement

Sound financials
- EBITDA adj.: ~€255 m
- Synergies: ~€100 m
- EV / EBITDA incl. synergies: ~7x

EBITDA adj.: ~€20 m
- Synergies: ~€10 m
- EV / EBITDA incl. synergies: ~7x

Chemtura sales and EBITDA adjusted are based on FY 2016; USD / EUR 1.10

LANXESS Fact Book – Strategy
Chemtura integration: €100 m of synergies by 2020

- Organizational streamlining
- Leveraging new regional strengths

Topline synergies provide additional comfort

Attractive organic growth projects

- €100 m Debottlenecking, BU AII
- €60 m Debottlenecking, BU SGO, custom manufacturing
- €60 m Greenfield, BU IPG
- €50-100 m Debottlenecking, BU HPM, global compounding hubs
- €50 m Debottleneckings in remaining BUs in Performance Chemicals
- €50-100 m Investments in Specialty Additives

~€400 m capex until 2020 at ROCE of ~20%

Target on mid-sized and niche markets
Organic investments will improve company ROCE

- Focus on debottleneckings and brownfield investments
- Leverage on scale
- Focus on business with low capital intensity
- Manufacturing excellence to reduce maintenance capex

Target: Increase ROCE to former levels

Portfolio optimizing with clear criteria

- Profitability
- Resilience
- Acquisition / divestment
- Market and technology leadership
- Value creation

LANXESS Fact Book – Strategy
Chapter 3: More balanced and stronger platform along three key dimensions

- Regionally balanced platform with no pronounced dependencies
- Diversified industrial platform mitigates impact from any individual industry’s volatility
- Market positions in every business at least among leading players to keep or improve profitability level

Vulnerability to single trends will be minimized

- Peak to trough EBITDA margin volatility not to exceed 2-3%pts
  - Former dependency on few cyclical businesses
  - Lack of cushioning interference of cyclical swings
  - Improved balance of portfolio, regions and industries
  - Cyclicality scaled back

Use of entire toolbox to improve resilience
Chapter 3: Ambitious financial goals – substantially higher margins with significantly lower volatility

<table>
<thead>
<tr>
<th></th>
<th>How we started again</th>
<th>What we have achieved</th>
<th>What we aim for (~2021)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA pre margin</td>
<td>8-10%</td>
<td>10-14%</td>
<td>14-18%</td>
</tr>
<tr>
<td>(group, Ø through the cycle)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash conversion</td>
<td>15%</td>
<td>56%</td>
<td>&gt;60%</td>
</tr>
<tr>
<td>EBITDA margin volatility</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Underlying growth: Sustainable &gt;GDP growth targeted</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Cash conversion: \((\text{EBITDA pre} – \text{capex}) / \text{EBITDA pre}\)

The destination of our journey: A company with convincing characteristics

- **Business platform**
  - Nicely balanced: Regionally and industrially, thus less cyclical
  - Leading market and technology positions

- **Financial profile**
  - Resilient cash conversion
  - Investment grade rating

- **Cultural profile**
  - Enthusiasm for what we do
  - Performance team culture as basis for the next steps after 2021
Corporate Responsibility as integrated part of LANXESS’ strategy

Corporate Responsibility is a prerequisite to create lasting value. Given this awareness, sustainable thinking is a key success factor that is at the heart of LANXESS’ corporate culture. For us this involves knowing and evaluating the impact of our actions – whether positive or negative – and maintaining a dialogue with our stakeholders that enables us to balance the demands of economy, ecology and society.
Clear structural basis set

Responsibilities anchored at board level

<table>
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<tr>
<th>Supervisory Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matthias Zachert</td>
</tr>
<tr>
<td>Michael Pontzen</td>
</tr>
<tr>
<td>Rainier van Roessel</td>
</tr>
<tr>
<td>Hubert Fink</td>
</tr>
<tr>
<td>Compliance organization</td>
</tr>
<tr>
<td>Group Compliance Officer and local Compliance Officers</td>
</tr>
</tbody>
</table>

- Ensuring the observance of corporate compliance regulations
- Preventing misconduct
- Pursuing compliance
- Review and monitoring of overall risk profile
- Analyses material risks and opportunities incl. sustainability topics
- Interdisciplinary competence center, advising the board of management on matters relating to sustainability
- Defining the global HSEQ** guidelines, strategies and programs
- Setting and monitoring the HSEQ** goals

Continuous development of the sustainability strategy as part of the Corporate Strategy

* Corporate Responsibility, ** Health, Safety, Environment and Quality
Sustainability forms the basis of our entrepreneurial activities

**Economic sustainability**
- Sustainability is license to operate
  - Efficient use of resources form the basis of growth
  - Customer satisfaction as a measure of success
  - Continuous investments to keep our asset base competitive
  - Entire product portfolio analyzed based on sustainability criteria

**Social sustainability**
- Social goals and initiatives
  - Fostering talents and diverse workforce
  - Provide fair working conditions and fair remuneration
  - Xact global work safety program - our vision: "zero incidents"
  - Sound business ethics

**Environmental sustainability**
- Climate / environmental objectives
  - Sustainable sites – continuous safety, climate and water risk assessment - our vision: “zero incidents”
  - Reduce specific energy consumption and specific CO2e emissions by 25%* by 2025**
  - Reduce VOC emissions by 25%* by 2025

Climate protection: Consequent emissions reduction

**Emission targets**
- Group-wide reduction targets:
  - Reduction target for 2015 achieved*
  - Reduction target in specific CO2e emissions (scope 1+2) of 25% by 2025
  - Use of biomass, cogeneration and nitrous oxide reduction as key success factors

* Base year 2015; ** Scope 1+2

LANXESS Fact Book – Corporate Responsibility

* Reduction of specific greenhouse gas emissions (scope 1) by 10% per reporting segment (achieved)
LANXESS products enable sustainable solutions in key areas of application

Quality you can drink

With its Lewabrane® membrane elements and Lewatit® ion exchange resins, the Liquid Purification Technologies Business Unit offers a high-performance solution for ensuring a reliable supply of drinking and purified water.

Lightweight solutions

High-performance plastics from LANXESS, such as Durethan®, Pocan® and TepeX®, can replace many of the metal parts in cars to help reduce weight and fuel consumption, without compromising on vehicle safety.

Protection against diseases

Saltidin® is an active ingredient proprietary to LANXESS subsidiary Saltigo. It is used in insect repellents and lowers the risk of contracting malaria, dengue fever, Zika virus, borreliosis or encephalitis.

LANXESS keeps innovating to meet present and future sustainability demands

ULP membranes

LANXESS’ new ultra-low pressure (ULP) membranes have the ability to remove trace elements originating for instance from drugs, chemicals, cosmetic products and crop protection agents almost entirely even at low operating pressures.

Components for e-scooters

Pocan AF 4110 enables light housing components for bike and scooter batteries and combines low warpage with excellent mechanical properties – only one example of the wide-ranging product portfolio for electric mobility.

Circular leather production

With the X-Biomer INSITU technology, retanning agents can be produced from by-products on site in the tannery. This means less chemical use, less logistics costs, less waste and less CO₂ emissions.
Participation in initiatives and ratings

Joint initiative of international chemical companies for sustainable supply chains in the chemicals industry
- Improving sustainability and transparency throughout the supply chain
- Monitoring compliance with the “Supplier Code of Conduct”
- Sustainability assessment and joint audits
Business Segments
- Advanced Intermediates
The Advanced Intermediates segment comprises our businesses in intermediates and fine chemicals

- **Advanced Industrial Intermediates**
  - One of the world’s leading manufacturers of high-quality industrial intermediates such as benzene- and toluene-derivatives, amines, polyols and inorganics
  - Competitiveness through an integrated production network — the world’s largest aromatics “Verbund”

- **Saltigo**
  - A leading supplier in the custom synthesis market, providing state-of-the-art technologies and services especially to the agrochemicals and specialty chemicals industries
  - Growth driven by strong foothold in the agrochemical industry
Integration of Chemtura’s Organometallics business into BU AII

**Business approach**
- Combine two asset-driven businesses leveraging asset management know-how and capabilities
- Benefit from the merger of BU AII’s lean marketing success story and OMS market know-how to globally market organometallic materials
- Stronger position to expand market share in relevant geographies

**Combined strength**
- Economies of scale in asset management
- Organometallics gains access to a strong global distribution platform
- Improvement potential by applying the lean intermediates business management approach

Changes to Advanced Intermediates segment as of 21 April 2017

Advanced Intermediates: Financials demonstrate business’ resilience

**Contribution to Group performance 2016***
- 23% of Sales
- 26% of EBITDA

**Sales by BU 2016**
- BU SGO
- BU AII**

**History of sales, capex and EBITDA (margin) 2005-2016***

All references to EBITDA are pre exceptionals; * Operating segments; pro forma restatements with new BU structure; ** As of 21 April 2016 the Organometallics of Chemtura was integrated into BU AII.

LANXESS Fact Book – Advanced Intermediates
Advanced Intermediates with a global manufacturing base and a strong European core
Agenda

1. LANXESS – Energizing Chemistry

2. Business Segments
   - Advanced Intermediates
     Advanced Industrial Intermediates
     Saltigo
     - Specialty Additives
     - Performance Chemicals
     - Engineering Materials
     - ARLANXEO

3. Financials

Advanced Industrial Intermediates: Global reach with an efficient asset base

**Overview**

**Key facts**
- Offers a broad range of chemical intermediates with applications in agrochemicals, resins and coatings, high-tech plastics, flavors and fragrances, plasticizers, solvents, rubber and other industries
- Organized in five Business Lines

**Production sites**
- Belgium: Antwerp
- China: Liyang
- Germany: Bergkamen, Brunsbuettel, Dormagen, Krefeld-Uerdingen, Leverkusen
- India: Jhagadia, Nagda
- South Korea: Pyeongtaek
- USA: Baytown, Bushy Park, Mapleton

**Sales by end use 2016**
- Automobile: 21%
- Agro: 18%
- Chemicals: 18%
- Tires: 14%
- Construction and others: 29%

**Sales by region 2016**
- Asia-Pacific: 21%
- EMEA: 58%
- Americas: 21%
Providing chemical intermediates for a wide range of applications

Key applications
- Chlorobenzenes
- Chlorotoluenes
- Cresoles, d / l-Menthol
- Nitrotoluenes
- Toluirdnes
- Monoisocyanates
- Phenylendiamines
- Quinolines
- Thiazoles
- Sulfenamides
- Mercaptobenzimidazoles
- Peptizer
- Aluminoxane activators
- Silane stereomodifiers
- Butyl and octyltin products
- High-purity precursors

Use market and technological leadership …

Advanced Industrial Intermediates: Efficient, resilient, expandable

Manufacturing capacity growth in line with market needs

… on competitive production platform
- Unique integrated manufacturing network (“Verbund”)
- Lean cost structure

Building a global and resilient intermediates player
Advanced Industrial Intermediates: A clear growth roadmap

Demand driven expansion:
End market growth ~3-4%
Growth capex ~€100-150 m at ROCE Ø group
Potential for future growth low

Advanced Industrial Intermediates:
Building a global and resilient intermediates player

BU All: Competitive advantage based on efficient production platform with integrated processes

Raw materials
Input
- Benzene
- Toluene
- Fluorspar
- Cyclohexane
- Aniline
- Metals

Efficient production platform
“Verbund”
Integrated, proprietary processes in right-scaled plants in an asset network structure
Competitive advantage

Diverse end market
Main applications
- Agriculture
- Flavor and fragrances
- Polymers
- Pigments / dyes
- Paints
- Transportation
- Tires
- Technical rubber goods
- Construction
- Glass coating
- Semiconductors
- Photovoltaic
BU All expands production capacities – brownfield expansion of existing manufacturing platform

Debottlenecking secures growth in line with end market

<table>
<thead>
<tr>
<th>Capacity expansion till 2020</th>
<th>Growing end markets</th>
<th>Investment facts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trimethylolpropane</td>
<td>Automotive</td>
<td>Additional capex of €100 m for organic growth</td>
</tr>
<tr>
<td>Hexanediol</td>
<td>Furniture</td>
<td>Debottleneckings with very attractive ROCE</td>
</tr>
<tr>
<td>Menthol</td>
<td>Construction</td>
<td>Investment predominantly in Germany in existing “Verbund” structure</td>
</tr>
<tr>
<td>Special amines</td>
<td>Pharmaceutical products</td>
<td>Completion until 2020</td>
</tr>
<tr>
<td>MEA (2-methyl-6-ethylaniline)</td>
<td>Agrochemicals (crop protection)</td>
<td></td>
</tr>
<tr>
<td>Rubber chemicals</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

New Business Line Organometallics: Axion® – essential components for a variety of applications

Characteristics

- Axion technology is used in a variety of industries:
  - Catalyst systems for olefin oligomerization and polymerization
  - Tin precursors for glass coatings
  - Electronic and photovoltaic applications

Benefits

- Co-catalysts for a activation of olefin polymerization catalyst systems, saving time, costs and determining the polymer quality
- Dedicated precursors for photovoltaic and electronic applications
- Glass coating precursors provide superior mechanical stability and scratch resistance to glass

Main brand

Axion®
Global megatrends drive the growth of LANXESS’ high-quality intermediates

<table>
<thead>
<tr>
<th>Market development</th>
<th>Market environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>New normal</td>
<td>Supporting sustainable growth trends</td>
</tr>
<tr>
<td>• Growth based on robust sustainable trends across diversified markets</td>
<td>• Feeding a growing population with additional needs: Population growth, urbanization globally and increasing standard of living in emerging countries drives demand for chemical intermediates</td>
</tr>
<tr>
<td>• Chinese competition changing – more environmentally sustainable at higher costs</td>
<td>• Mobility and urbanization megatrends: All five Business Lines deliver key inputs for high-tech plastics, rubber manufacturing and coatings and resins</td>
</tr>
<tr>
<td>• Competitive position is strengthening through capacity growth</td>
<td>• Resource efficiency and regulatory environmental programs drive demand for chemical intermediates from sustainable manufacturing sources</td>
</tr>
</tbody>
</table>

Demand growth* (CAGR 2017-2021)

<table>
<thead>
<tr>
<th>Region</th>
<th>CAGR 2017-2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>~3-4%</td>
</tr>
<tr>
<td>– Asia-Pacific</td>
<td>~4%</td>
</tr>
<tr>
<td>– EMEA</td>
<td>~2%</td>
</tr>
<tr>
<td>– North America:</td>
<td>~3%</td>
</tr>
<tr>
<td>– Latin America:</td>
<td>~3%</td>
</tr>
</tbody>
</table>

* Source: Global Insight and LMC automotive; BU All specific end use
Saltigo: A leading supplier for custom manufacturing and fine chemical intermediates

**Overview**

**Key facts**
- A leading supplier for the global chemical market focusing on:
  - Custom manufacturing for agrochemicals, fine chemicals and pharmaceuticals
  - Fine chemical intermediates for all chemical industries

**Production sites**
- Germany: Dormagen, Leverkusen

**Sales by end use 2016**
- Agro 70%
- Pharma 15%
- Fine Chemicals 15%

**Sales by region 2016**
- Asia-Pacific 3%
- EMEA 80%
- Americas 17%
Saltigo with thorough service offerings, supporting customer needs during the whole project lifecycle

Saltigo – innovative leader in custom manufacturing

Saltigo’s broad technology base and its integrated production platform are key assets

Challenging chemicals
- Very broad permits, allowing (almost) all kinds of chemistries / reagents, including
  - Phosgene
  - Hydrazine
  - Ethylene oxide
  - Bromine
  - Hydrofluoric acid and halex fluorinations

Chemical park integration
- All plants in fully integrated chemical parks
- Broad recycling capabilities and capacities
- Chemical park with waste water treatment, incineration plants and landfill on site

Versatile technology base
- 10 plants – multipurpose, cGMP* or dedicated technologies, e.g. hydrogenations
- Versatile technology base with a broad equipment and material mix
- Complex syntheses in various scales

Health, environment and safety
- ISO 9001:2008, ISO 14001, ISO 50001 and OHSAS certified
- cGMP* certified
- Very high quality and safety standards
- MAQ <2 for many years

* cGMP = current Good Manufacturing Practice
Agrochemicals: Saltigo is growing faster than the market and is expanding its capacities

- BU SGO is well connected to all agro majors
- BU SGO’s agro segment is growing faster than the agrochemicals end market for many years
- Sound portfolio of innovative and well developing agro blockbusters are driving growth

* Agrochemicals market, source: Philips Mc Dougall, 2016 numbers are preliminary

Fine chemical intermediates: Saltigo’s segment serves a variety of chemical industries

- BU SGO offers a selected portfolio of fine chemical intermediates, e.g.:
  - Phosgene derivatives
  - Triazole and triazole derivatives
  - Ligands for homogeneous catalysis

- BU SGO’s fine chemical intermediates serve a variety of end use applications, e.g.:
  - Special adhesives, e.g. footwear industry
  - Lubricants for industrial use
  - Oils and waxes for industrial / cosmetic applications
  - Flavors and fragrances
  - Plastic additives, e.g. for PVC and PET
Saltidin®: The ideal active ingredient for insect repellents

- Global market personal insect repellents:
  - ~€210 m global sales in 2014
  - ~€340 m global sales in 2021e
  - 7% CAGR p.a.

- Sales development Saltidin®:

- Market trends:
  - Globalization of travel and trade, unplanned urbanization and climate change contributing to important expansion of tropical insects resulting in an increasing disease transmission
  - Consumers become more aware of disease risks
  - Growing middle classes able and willing to protect themselves with personal repellents
Business Segments
- Specialty Additives
Agenda

1. LANXESS – Energizing Chemistry
2. Business Segments
   - Advanced Intermediates
   - Specialty Additives
   - Performance Chemicals
   - Engineering Materials
   - ARLANXEO
3. Financials

Specialty Additives: World class player in several highly attractive additives niches

- The Additives Business Unit comprises a broad portfolio of:
  - Phosphorus and brominated flame retardants
  - Lubricant products
  - Plastisizers and bromine performance products

- The portfolio of Rhein Chemie consists of:
  - Customized active ingredient compounds
  - Processing aids for the rubber, plastics and colorants industries
  - Specialty chemicals
LANXESS acquired Chemtura – building a major, global additives player

**Combination of two powerful partners**

**LANXESS**
- Business Unit ADD in Performance Chemicals
  - Sales ~€850 m
  - Employees: ~1,600
  - Globally operating in 20 production sites

**Chemtura**
- A global, specialty chemical company
  - Sales ~€1.5 bn
  - EBITDA pre ~€256 m*
  - ~2,500 employees
  - 20 sites in 11 countries

**Well established in lubricant additives and flame retardants**

**Global player with tailor-made solutions and clear customer focus**

* FY 2016

Additives are one of the most attractive market segments in the chemical space

**Additives are high value added high service products**

- Demand for technical service
- Additives
- Process chemicals
- Formulations
- Fine chemicals
- Inorganic specialty materials

**Attractive characteristics of additives business**

- Small part of customers’ total costs
- Desired result is key for customer
- Knowledge and technical service intensive
- Low capital-intensity

Increasing performance requirements drive growth above GDP
Combination of Chemtura and LANXESS Additives business creates a strong global and diversified additives platform

**Business approach**
- Combine two complementary value chains in lubricant additives and lubricant base stocks to strengthen market access and realize product synergies
- Combine phosphoric and bromine based flame retardant portfolio to create one stop shop

**Combined strength**
- Complementary value chains in lubricant additives and flame retardants result in a much stronger product portfolio and bespoke customer solutions
- Combined sales platforms and production set-up strengthens market access in Europe, US and Asia

Creation of new Specialty Additives segment on 21 April 2017

Specialty Additives offers a higher than average profitability

All references to EBITDA are pre exceptionals; * Operating segments; pro forma restatements with new BU structure; ** As of 21 April 2017 Chemtura’s additives business was consolidated
Well-established presence in all regions and in close proximity to end customers

LANXESS Fact Book – Specialty Additives
BU Additives is a major player in the attractive field of additives

**Overview**

**Key facts**
The Business Unit Additives comprises three Business Lines: Lubricant Additives, Plastic Additives and Bromine Solutions. It offers a broad portfolio of lubricant additives, brominated as well as phosphorus based products and produces at 20 production sites.

**Production sites**
- BE: Antwerp
- BR: Rio Claro
- CA: W. Hill, Elmira
- CN: Qingdao, Nantong
- DE: Krefeld-Uerdingen, Leverkusen, Mannheim
- FR: Epierre
- IT: Latina
- MX: Altamira, Reynosa
- NL: Ankerweg
- TW: Kaoshiung
- UK: Trafford Park
- US: East Hanover, El Dorado, Fords, Greensboro

**Sales by end use 2016**
- Ind. manufacturing 34%
- Transport 21%
- E&E 14%
- Construction 13%
- Energy 5%
- Others 13%

**Sales by region 2016**
- Americas 39%
- EMEA 37%
- Asia-Pacific 24%

* 2016 pro forma including acquired Chemtura businesses
BU Additives combines three leading global additives businesses under one roof

- **Employees:** ~2,000
- **Customers:** >2,200 in >100 countries
- **Products:** >1,100

### Business Lines
- **Lubricant Additives Business**
  - Petroleum Additives
- **Plastic Additives Business**
  - Plastic Additives Business
  - Phosphorous Flame Retardants (GLS)
- **Bromine Solutions**
  - Great Lakes Solutions
  - Phosphorous Flame Retardants (GLS)

### Applications
- **Lubricant Additives (40%)**
  - Basestocks and greases
  - Additives (detergents, inhibitors)
  - Additive packages
  - Finished fluids

- **Plastic Additives (30%)**
  - Plasticizers
  - Flame retardants
  - Other plastic additives
  - Specialties and intermediates

- **Bromine Solutions (30%)**
  - Brominated flame retardants
  - Fumigants
  - Clear brine fluids
  - Elemental bromine and fine chemicals

### BU Additives offers a strong platform to profit from growth in various end markets

<table>
<thead>
<tr>
<th>Product portfolio</th>
<th>End markets</th>
<th>Brands</th>
<th>Application examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>An integrated lubricant product portfolio</td>
<td>Aviation</td>
<td>Additin®, Calcinate™, Durat®, Naugalube®, Reolube®, Syntex®, Royco®</td>
<td></td>
</tr>
<tr>
<td>A wide range of plastic additives and phosphorous based products</td>
<td>Refrigeration</td>
<td>Mesamol®, Adimol®, Ultramol®, Mersolat®, Disflamol®, Levagard®, Stabavox®, Reolos®, Bayhilit®, Baypure®, Baysolve®, Kronitex®, Firemaster®, Geobrom®, Meth-O-Gas®, Terr-O-Gas®, Emerald Innovation®</td>
<td></td>
</tr>
<tr>
<td>An integrated bromine player</td>
<td>Industrial</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Automotive</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>General plastics</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Agrochemicals</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Water treatment</td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

* Revenue share based on FY 2016 including Chemtura
Lubricant Additives Business: Unique integrated portfolio for lubricants

**Overview**

- **Employees:** ~820 worldwide
- **Production sites:** 14
- **Products:** ~660 different products:
  - Basestocks
  - Additives
  - Additive packages
  - Greases
  - Finished fluids
- **Customers:** >800 worldwide

**High-quality products for high-performance applications**

High-quality Lubricant Additives products benefit from environmental awareness and regulation

### Wind turbines
- **Synton®** high-viscosity polyalphaolefins (pAO) are used in gear oils for wind turbines, and in industrial and automotive applications
  - Green energy
  - Longer product life

### Automotive emissions
- **Naugalube®** antioxidants prolong lubricant life and help reduce automotive emissions
- **Naugalube®** friction modifiers help reduce friction and fuel consumption in automobiles
  - Benefits from stricter Corporate Average Fuel Economy (CAFE) standards in the US
  - Benefits from stricter EU regulations on low CO₂ emissions

### Detergents
- **Lobase®** and **Hybase®** detergents with low reactivity, corrosion protection and extreme pressure (EP) performance
  - Enables lubricants that protect engines operating on varying quality fuels

### Emissions and fuel economy
- **Additin®** new organic friction modifier delivers significantly enhanced friction reduction, performance retention and anti-wear protection
  - Improved fuel economy
  - Benefits from stricter emission regulations

### Reduced equipment wear
- **Elevance Aria™ WTP 40** ester-functionalized high-viscosity base stock
  - Enhanced performance
  - Reduced equipment wear in transportation and industrial applications

### Sustainable refrigerants
- **Hatcol®** and **Everest®** help to phase out ozone-depleting refrigerants
  - Stricter regulation drives replacement of existing chlorofluorocarbon (CFC) and hydrofluorocarbon (HFC) refrigerants
  - Benefits from stricter Corporate Average Fuel Economy (CAFE) standards in the US
  - Benefits from stricter EU regulations on low CO₂ emissions
Unique integrated value chain in lubricants and lubricant additives

Product steps in lubricant market place

- Unique backward-integration
- Strong complementary product portfolio with cross-selling potential
- Improved regional sales split offering additional potential for growth

* Technical term for formulations / mixtures of different additive components

Plastic Additives: Eco-friendly plasticizers and phosphorus-based flame retardants

Overview

- Employees: ~360 worldwide
- Production sites: 6
- Products: ~300 different products:
  - Flame retardants
  - Plasticizers
  - Other plastic additives
  - Specialties and intermediates
- Customers: >1,200 worldwide

Our high-quality plastic additives improve processability and enhance the product properties for our customers
Plastic additives are an indispensable part of modern life

<table>
<thead>
<tr>
<th>Flame retardants</th>
<th>Safe for toys and food contact</th>
<th>Giving plastics longer life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire safety requirements: 1) Prevent fire 2) Generate as little smoke as possible and delay the fire from spreading</td>
<td>Plasticizer solutions that are safe in human contact or food</td>
<td>Products made from plastics and polyurethane wear extremely fast on contact with water or acids</td>
</tr>
<tr>
<td>LANXESS products offer highly-efficient fire protection paired with other advantages like easy processability or high elasticity</td>
<td>We offer plasticizing solutions for a broad range of specialty applications, e.g.: - Toys - Products in contact with aqueous based foodstuffs - Human contact, e.g. gloves, swimming floats, film for water beds - Sealants and casting compounds for the construction sector</td>
<td>LANXESS’ stabilizers extend the lifespan of products by up to three fold. Only this prolonged service life allows the use of these materials in critical applications</td>
</tr>
<tr>
<td>Disflamoll®, Reofos®, Levagard®, Uniplex</td>
<td>Mesamoll® II is suitable for a large number of demanding applications</td>
<td>Stabaxol® works effectively against hydrolysis in a wide range of polymers</td>
</tr>
</tbody>
</table>

Bromine Solutions Business: A bromine player with strong backward-integration

<table>
<thead>
<tr>
<th>Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees:</td>
</tr>
<tr>
<td>Production sites:</td>
</tr>
<tr>
<td>Products:</td>
</tr>
<tr>
<td>Customers:</td>
</tr>
</tbody>
</table>

Bromine Solutions Business is an integrated player offering a wide range of bromine-based products
Bromine Solutions – extracting value from bromine by pursuing the whole value chain

<table>
<thead>
<tr>
<th>Bromine reserves</th>
<th>Elemental bromine</th>
<th>Bromine derivatives</th>
<th>End use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bromine well, El Dorado, Arkansas, USA</td>
<td>Chlorine and steam</td>
<td>Flame retardants</td>
<td>Construction, E&amp;E</td>
</tr>
<tr>
<td></td>
<td>Elemental bromine production El Dorado, Arkansas, USA</td>
<td>Sodium- / calcium bromides</td>
<td>Biocides, Oil drilling, Mercury control</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Methyl bromide</td>
<td>Fumigation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HBr / alkyl bromides</td>
<td>Agro, Pharma, Industrial</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Merchant sales</td>
<td></td>
</tr>
</tbody>
</table>

Products sold by LANXESS
Agenda

1. LANXESS – Energizing Chemistry
2. Business Segments
   - Advanced Intermediates
   - Specialty Additives
     Additives
     Rhein Chemie
   - Performance Chemicals
   - Engineering Materials
   - ARLANXEO
3. Financials

Rhein Chemie offers customized solutions for the rubber, plastic and paint industries

**Overview**

**Key facts**
- Solution provider for additives in rubber, plastics, construction and colorants applications

**Production sites**
- Argentina: Burzaco, Merlo
- Brazil: Porto Feliz
- China: Qingdao
- Germany: Krefeld-Uerdingen, Leverkusen, Mannheim
- India: Jhagadia
- Japan: Toyohashi
- Russia: Lipetsk
- USA: Chardon, Little Rock

**Sales by end use 2016**
- Automotive: 30%
- Tires: 29%
- Plastics: 6%
- Chemistry: 4%
- Electronics: 3%
- Others: 28%

**Sales by region 2016**
- Asia-Pacific: 33%
- EMEA: 42%
- Americas: 25%
Two Business Lines focusing on technical solutions for attractive end markets

Addressing relevant additive markets with well-known branded products

- Polymer-bound additives (Rhenogran®)
- High-performance bladders (Rhenoshape®)
- Release agents (Rhenodiv®)
- Tread marking paints (Rhenomark®)
- Processing promoters (Aktiplast®, Aflux®)
- Functional additives (Rhenofit®, Cohedur®)
- Zinc oxide (Bayoxide®, Zinkoxid aktiv®)

- Solvent dyes for the coloration of plastics (Macrolex®)
- Organic pigments for LCD color filter (Levascreen®)
- Pigments for automotive coating (Bayfast®) and plastics (Bayplast®)
- Organic (Levanyl®) and inorganic (Levanox®) pigment preparations
- High-quality colorants for inks (Bayscript®)
Colorant Additives Business provides solutions to a broad variety of applications and industries

**Value chain**

- Raw materials
- Organic pigments* (synthesis)
- Organic pigments (finishing)
- Solvent dyes (synthesis)
- Solvent dyes (finishing)
- Specialty colors (synthesis)

**LANXESS products**

- Mill based
- Resist ink
- Color filter

**Customers**

- Panel
- Compounding
- Formulation
- Pigment preparation
- Formulations

**End applications**

- Mill based
- Resist ink
- Color filter

- Panel
- Compounding
- Formulation
- Pigment preparation
- Formulations

- Car finish
- Coating / crop science
- Paper
- Ink system

* Only pigment yellow 150

LANXESS Fact Book – Specialty Additives: Rhein Chemie

**Broad portfolio of rubber additives from pre-dispersed and functional additives to process aids and auxiliaries**

- Compounding
- Forming
- Curing
- Finishing
- Tire / TRG*

**Pre-dispersed and functional additives**

- Processing promoters
- Release agents and marking paints
- Bladders and ZnO

... supporting global trends of our customers like

- **Health and safety and environment**
  - by making the production process cleaner
  - by making the production process more efficient
  - by supporting safer and greener finished goods

- **Mobility** by supplying solutions to enhance rolling resistance, wet-grip and wear resistance of tires

* Technical rubber goods

LANXESS Fact Book – Specialty Additives: Rhein Chemie
Proprietary development of permanent bladder coatings completes bladder product portfolio

- Preventing the tire from sticking to the mold or bladder during the curing process
- Enabling smooth and cost-efficient tire production process

Bladders
- Used in the manufacture of tires
- High-performance curing bladders can significantly increase the productivity of a tire plant
- Sizable bladder market shows healthy growth rates in line with tire demand
- Opens up additional growth potential as major tire companies outsource bladder production

Permanent bladder coatings
- First production in automated line in 2017
- Improve the efficiency and quality of tire vulcanization
- Enable tires to be vulcanized without the need for tire spray solutions containing silicones
- In particular used for tires with run-flat, self-sealing and noise-reducing properties

Rhein Chemie is the only global player for release agents and bladders with permanent bladder coating for tire manufacturing out of one hand

Rhein Chemie has a leading market position in its main business segments

Automotive market

Market development (CAGR 2017-2022)

- Global: ~2.5%
  - Asia-Pacific: ~3%
  - North America: ~1%
  - EMEA: ~2%
  - Latin America: ~5%

BU RCH global total demand: ~ €2.5 bn
Average demand growth of ~3% mainly driven by automotive and tire industry; some specialties with higher growth rates

Supporting growth trends
- Rhein Chemie’s growth in tires and automotive applications is driven by the megatrend mobility
- Key markets (plastics, electronics, printing inks) with continuously strong growth rates
- Tightening regulatory standards allow Rhein Chemie to benefit from its leading compliance organization and performance
- Stricter enforcement of environmental standards in developing countries (e.g. China and India) resulting in market consolidation

Main competitors
- Chemtrend
- Clariant
- MLPC / Arkema Group
- Ningbo Longxin

Source: LANXESS estimates
Business Segments
- Performance Chemicals
Performance Chemicals: Production of application-focused chemicals for a wide range of industries

- **Inorganic Pigments**
  - A leading global supplier of inorganic pigments for the coloring of construction materials, coatings, plastics and for technical applications

- **Leather Chemicals**
  - Supplier with a complete range of products for leather processing (tanning agents, preservatives, finishing auxiliaries, dye products)

- **Material Protection Prod.**
  - Wide range of microbial control products for construction and paints, beverages, industrial use and wood protection

- **Liquid Purification Technol.**
  - One of the leading global producers of ion exchange resins, adsorbents, functional polymers and reverse osmosis membranes for the treatment and purification of water and other liquids
Performance Chemicals: Specialty chemicals for niche markets

### Contribution to Group performance 2016*

- 17% of Sales
- 18% of EBITDA

### Sales by BU 2016*

**BU LPT**
- 17% of Sales
- 18% of EBITDA

**BU IPG**
- 18% of Sales
- 17% of EBITDA

**BU LEA**
- 17% of Sales
- 18% of EBITDA

### History of sales, capex and EBITDA (margin) 2005-2016*

All references to EBITDA are pre exceptionals; * Operating segments; pro forma restatements with new BU structure for 2016. As of 21 April 2017 BU ADD left the Performance Chemicals segment to form part of the Specialty Additives segment.

Performance Chemicals has a global manufacturing base

* To be closed by year end 2017
Inorganic Pigments: The global player in high-quality synthetic iron oxide pigments

**Overview**

**Key facts**
- High-quality iron oxide and chromium oxide pigments for coloring (e.g. in construction, coatings, plastics and paper applications)
- Iron oxides and chromium oxides also produced for specific technical applications

**Synthesis**
- Brazil: Porto Feliz
- China: Ningbo, Shanghai (Jinshan)
- Germany: Krefeld-Uerdingen

**Blending**
- Australia: Sydney
- Spain: Vilassar de Mar
- UK: Branston
- USA: Burgettstown

**Sales by end use 2016**
- Construction 53%
- Coatings 22%
- Plastics 6%
- Paper 4%
- Others 15%

**Sales by region 2016**
- Asia-Pacific 22%
- EMEA 47%
- Americas 31%

* Production of raw pigments; ** Further value added by mixing and / or milling; production of special color shades
Best known brands for coloring and for various technical applications

- Iron oxide pigments (red, yellow, brown and black)
- Chromium oxide pigments (green)
- Main brands:
  - Bayerox®
  - Colortherm®
  - Bayoxide®

Selected technical applications
- Catalysts
- Breakpads
- Refractory material
- Airbags

BU Inorganic Pigments covers the full value chain of iron oxide pigments production

<table>
<thead>
<tr>
<th>Synthesis</th>
<th>Sieving and washing</th>
<th>Drying / calcination</th>
<th>Blending / milling</th>
<th>Packaging</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laux process*</td>
<td>Thickening and washing</td>
<td>Drying and / or calcination</td>
<td>Color adjustment and milling</td>
<td>Packaging</td>
</tr>
<tr>
<td>Precipitation process</td>
<td></td>
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<td></td>
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<tr>
<td>Penniman process</td>
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<tr>
<td>Ningbo process*</td>
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</tbody>
</table>

Integrated synthesis and blending sites
- Blending only sites

* A LANXESS proprietary process that is very efficient
Sustained and targeted investments in the global production network ensures supply security for global customers

LANXESS is extending its global production capacities at different locations from 375,000 to approx. 400,000 tons by 2019

- Capacities for red and black pigments will be increased from ~280 kt by ~25 kt at the Krefeld-Uerdingen, Germany site
- Production volume of yellow pigments will be ramped up from ~30 kt by another 2 kt in Porto Feliz, Brazil
- The new production site in Ningbo, China, is designed for an annual capacity of 25 kt of red pigments. Production started in 2016

LANXESS reacts to meet the rising iron oxide demand

LANXESS is extending its global production capacities at different locations from 375,000 to approx. 400,000 tons by 2019

- Capacities for red and black pigments will be increased from ~280 kt by ~25 kt at the Krefeld-Uerdingen, Germany site
- Production volume of yellow pigments will be ramped up from ~30 kt by another 2 kt in Porto Feliz, Brazil
- The new production site in Ningbo, China, is designed for an annual capacity of 25 kt of red pigments. Production started in 2016

The Ningbo Process® technology ensures for the first time an eco-friendly production of red iron oxide pigments in China

- In Ningbo, China, LANXESS is operating the world’s most modern plant for iron oxide pigments
- 25,000 metric tons of synthesis capacity for yellowish red pigments and 70,000 metric tons mixing and milling
- The unique Ningbo Process® is based on patented technology (utility patent) and sets a new benchmark for sustainable iron oxide production
- LANXESS now covers the entire spectrum of red pigments from a single source
- Furthermore, entirely new color spaces can also be produced using the Ningbo Process®
Sustainability: Setting new sustainability standards in iron and chromium oxide production as competitive advantage

- LANXESS is driver for continuous HSEQ improvements within the iron oxide industry globally
- Global sustainability approach leads to more environmentally friendly processes and products
- LANXESS’ products are highly efficient, sustainable and do not pose harm to our health or to nature (SGS certificate for recycled content)
- Focus on sustainability in all production steps brings a competitive advantage

Innovative application areas for inorganic pigments and unique products are developed

- Different materials used for 3D printing need universally applicable pigments with high performance in terms of heat stability and dispersibility
- Iron oxides from LANXESS bring color to future technologies like 3D printing

- Iron oxide used as raw material for the manufacture of LiFePO4* as cathode material for batteries in e-mobility applications

- Extended product portfolio with unique bright, yellow-shade red pigments opening up new color spaces e.g. for paint and coatings

* Lithium Iron Phosphate recharchable battery (usually just called lithium batteries)
Urbanization and increased sustainability awareness drive demand for LANXESS Inorganic Pigments

**Market development**

**Demand 2016-2021**

<table>
<thead>
<tr>
<th>Year</th>
<th>Americas</th>
<th>EMEA</th>
<th>APAC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2018</td>
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<tr>
<td>2019</td>
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<tr>
<td>2020</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Demand growth (CAGR 2016-2021)**

- Global: ~3%
  - Asia-Pacific: ~4%
  - EMEA: ~2%
  - Americas: ~2%

**Market environment**

**Supporting growth trends**
- Urbanization and increasing demand for pigments in emerging markets (e.g. India)
- Continued recovery of the building industry in North America and parts of Europe
- Plastic products with higher inorganic pigment content substitute metal, wood, glass and other materials
- Consolidation among Chinese iron oxide producers due to stricter enforcement of environmental laws
- General global trend towards higher-quality products in all application fields

**Main competitors**
- Venator (former Huntsman)  •  Ferro
- Selected Chinese players: Cathay, Deqing, Yixing

Source: LANXESS volume estimates
Agenda

1. LANXESS – Energizing Chemistry
2. Business Segments
   - Advanced Intermediates
   - Specialty Additives
   - Performance Chemicals
     Inorganic Pigments
     Leather Chemicals
     Material Protection Products
     Liquid Purification Technologies
   - Engineering Materials
   - ARLANXEO
3. Financials

Leather Chemicals: One of the world’s leading suppliers of leather chemicals and chrome specialties

Overview

Key facts
- Two business areas: Global supplier for the leather industry and chrome specialties
- High-quality products and services for all stages of the leather production process
- Chrome chemicals for various industrial applications including chrome tanning salts
- Unique position in chrome tanning salts through strategic backward-integration in chrome ore

Production sites
- Argentina: Zárate*
- China: Changzhou
- Germany: Leverkusen
- Italy: Filago
- South Africa: Rustenburg, Newcastle, Merebank

Sales by end use 2016

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shoe industry</td>
<td>41%</td>
</tr>
<tr>
<td>Automotive</td>
<td>30%</td>
</tr>
<tr>
<td>Furniture</td>
<td>10%</td>
</tr>
<tr>
<td>Steel and metal finishing</td>
<td>10%</td>
</tr>
<tr>
<td>Chemicals</td>
<td>7%</td>
</tr>
<tr>
<td>Leather garment and goods</td>
<td>2%</td>
</tr>
</tbody>
</table>

Sales by region 2016

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia-Pacific</td>
<td>44%</td>
</tr>
<tr>
<td>EMEA</td>
<td>24%</td>
</tr>
<tr>
<td>Americas</td>
<td>32%</td>
</tr>
</tbody>
</table>

* To be closed by year end 2017
BU Leather Chemicals offers the complete product range for leather processing and selected chrome specialties

### Products and brands

**Leather chemicals**
- Preservatives
- Beamhouse chemicals
- Chrome-free tanning products
- Retanning chemicals
- Binders
- Colorants
- Fatliquors
- Finishing auxiliaries
- Patent leather chemicals

**Chrome specialties**
- Chrome ore
- Sodium dichromate
- Chromic acid
- Chrome oxide

### Applications

For leather and non-leather applications

#### Leather industry
- Tanning

#### Non-leather applications
- Stainless steel
- Foundry sand
- Plating
- Construction
- Others

---

Upstream-integration into chrome ore for use in leather and non-leather applications

---

*Chrome oxide pigments are manufactured and distributed by BU Inorganic Pigments*
Well-balanced portfolio of leather chemicals as one-stop shop

Tanning
... through wet blue or wet white...
1. Soaking
2. Liming
3. Deliming
4. Bating
5. Pickling
6. Tanning
7. Preservation

Retanning
... and crust...
8. Neutralization
9. Retanning
10. Dyeing
11. Softening

Finishing
... to finished leather
12. Finishing

LANXESS’ leather activities

Process steps with applications for leather chemicals

Leadership position in sustainability and innovation competence

X-series: Bundling modern technologies including chrome-free solutions for customer’s sustainable success
- X-Zyme
- X-Grade
- X-Shield
- X-Tan
- X-Biomer

“Sustainable Leather Management” – combining first-rate performance with ecological and economic advantages

“Verbundprojekt” ReeL (resource-efficient manufacturing of leather chemicals)
- BU LEA developed sustainable recycling concept for tanneries
- Turning shavings into retanning polymers (brand: X-Biomer)
- Modular and on site production concept
Key leather markets growing in line with increasing industrialization

**Beef consumption growth (CAGR, 2014-2019)**

<table>
<thead>
<tr>
<th>Region</th>
<th>CAGR 2014-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>&lt;2%</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>&lt;2%</td>
</tr>
<tr>
<td>Europe</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Latin America</td>
<td>&lt;2%</td>
</tr>
<tr>
<td>North America</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Americas</td>
<td>~3%</td>
</tr>
<tr>
<td>Europe</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Others</td>
<td>~2%</td>
</tr>
</tbody>
</table>

Source: OECD-FAO 2014, 1 Including acquired Clariant leather chemicals business; 2 Stahl to acquire BASF’s leather chemicals, closure expected in Q4 2017; 3 Aktyubinsk Chrome Chemicals Plant (Kazakhstan); 4 Chongqing Minfeng Chemical (China)

**Beef consumption**

- 2016: ~69 million t
- 2017: ~70 million t
- 2022: ~75 million t

**Market environment**

**Supporting growth trends**

- Industrialization leading to higher wealth
  - Increasing meat and luxury goods consumption (e.g. leather in automotive, leather shoes)
  - Steel production, construction and metal finishing (especially in growth markets)

**Main competitors**

- Leather chemicals
  - Stahl, BASF, TFL
- Chrome specialties
  - Sisecam, Elementis, ACCP, Minfeng

**Market development**

Beef consumption determines raw hide availability, thus contributing to demand for leather chemicals
Material Protection Products: Customized solutions to preserve a variety of materials

Overview

Key facts
- Material Protection Products offers a wide range of microbial control products for disinfectants, beverage sterilization, industrial preservation, wood protection, construction, paints and coatings
- Global customer service organization provides leading technical and regulatory support

Production sites
- China: Changzhou
- Germany: Dormagen, Krefeld-Uerdingen
- India: Jhagadia
- Singapore
- UK: Sudbury
- USA: Memphis, Neville Island, North Kingstown

Sales by end use 2016
- Construction: 26%
- Beverages: 27%
- Industrial: 14%
- Paints and coatings: 13%
- Disinfection / personal care and others: 18%

Sales by region 2016
- Asia-Pacific: 20%
- EMEA: 45%
- Americas: 35%

* Contains former Chemours’ Clean & Disinfect business as of September 2016
Material Protection Products offers products and solutions for a broad range of applications

**Products and brands**

- Biocidal additives for industrial applications, disinfectants and wood protection products:
  - Preventol®
  - Tektamer®
  - Biox®
  - Sporgard®
  - Biochek®
  - Oxone®
  - Velcorin®

- Technology to sterilize non-alcoholic soft drinks and wine: Virkon™

**Applications**

- Beverages
- Disinfection
- Paints and coatings
- Wood protection and construction
- Electronics
- Industrial preservation

A leading producer of active ingredients and formulations for the protection of materials

**Material protection value chain**

- **Active ingredients**
- **Formulation**
- **Biocidal end product**

**General material protection value chain**
- Purchase of registered a.i.*
- In-house manufacturing
- Sourcing
- Registration
- Solution or dispersion containing a.i.*
- Registration
- Ready-to-use end customer product

**Example: OPP** specific value chain

Preventol® O extra (OPP**)

* a.i. = active ingredient; ** OPP = o-phenylphenol
Increase in chemical regulation as key differentiator for LANXESS’ biocides business

**Increase in number of chemical regulation ...**

**... offers opportunities for biocides**

**Barriers of entry through regulation**
- Requires companies to have both resources and data packages to be able to compete
- Registration of active ingredient takes 2-5 years

**Leverage regulatory data packages**
- Globally (1,500 registrations; >100 countries)
- Along the value chain

A perfect fit: Acquisition of highly attractive biocide and customer solution business

**Chemours’ Clean & Disinfect business**

- **Virkon™**
  - Globally leading in powder veterinary disinfectant
  - Target market ~€500 m

- **Oxone™**
  - Globally #1 in the oxidizing agent monopersulfate
  - Key ingredient for Virkon™ and sales in adjacent industries (e.g. pool and spa)

**Chlorine dioxide** business for industrial water treatment

**Significant expansion of high-margin biocide business with attractive growth rates (3-6%)**

**Market access into attractive niche veterinary disinfection market with potential of top-line synergies**

**Chemours’ business is the only backward-integrated player**

* Financials FY 2015 pro forma pre exceptionals; FX: 1.10 USD / EUR
BU MPP is a leading player in a highly attractive niche market and end customer access

BU MPP – a leading biocide producer

Attractive niche business within Performance Chemicals
- Enables to promote and expand use of existing disinfectant portfolio with acquired extensive distribution network
- Extends integrated value chain: Direct contact with end customer
- Backward-integration into key active ingredient Oxone™ provides leadership position in veterinary disinfection market

Biocides market – a highly attractive niche market
- Data packages and expertise in regulatory affairs are key elements to participate in the biocide market
- Technical expertise for customer solutions critical
- Low capital intensity business with attractive growth rates

BU MPP with expanded scale, global sales and distribution power

Continued focus on growth at Material Protection Products:
A combination of organic and external growth

LANXESS Fact Book – Performance Chemicals: Material Protection Products
Material Protection Products: Benefiting from increasing demand and positive market trends

**Market development**

- Total global demand, 2017e
  - Disinfection and personal care ~€2.2 bn
  - Microbial control ~€2.6 bn

- Demand growth (CAGR 2016-2020)
  - Global: ~3%
    - Asia-Pacific: ~4%
    - Germany: ~3%
    - EMEA (w / o Germany): ~2%
    - North America: ~2%
    - Latin America: ~3%

**Market environment**

- Supporting growth trends
  - Trend towards healthier and functional beverages fosters growth of Velcorin®
  - Increasing meat consumption and minimized antibiotics usage drive demand for veterinary hygiene
  - Urbanization in emerging countries drives growth in construction sector

- Main competitors
  - BASF
  - DOW
  - Lonza
  - Thor
  - Troy

Source: HIS Market Report 2017
Important Points:

- One of the world’s leading producers of ion exchange resins, with almost 80 years of experience
- Leadership in monodisperse and chelating technologies
- State-of-the-art reverse osmosis membrane technology
- Excellent technical marketing expertise and reputation as a service-solution provider

Production sites:

- Germany: Bitterfeld, Leverkusen
- India: Jhagadia
Comprehensive product portfolio provides advanced solutions for treatment of liquids

**Products and brands**
- Ion exchange resins, adsorbers and functional polymers
- Reverse osmosis membrane elements
- Granular iron oxide adsorbers for water treatment
- Engineering design platform for both ion exchange and reverse osmosis equipment dimensioning

**Applications**
- Tailor-made solutions for over 500 applications in key industries
  - Desalination of brackish water and seawater to produce drinking water
  - Cartridges for water softening
  - Drinking and groundwater remediation, removal of contaminants
  - Removal of heavy metals and organic contaminants from water and gas to allow reuse / recycling
  - Recovering base metals, rare earths and precious metals
  - Process stream treatment & recycling
  - Treating ultrapure water to manufacture:
    - Semiconductors
    - LCD screens
    - Solar cells
    - LED components

Tailor-made solutions for over 500 applications in key industries

* Bisphenol AM; ** Methyl-tert-butylether
Ion exchange resins: Production process is conducive to a variety of applications

**Production process**
- High technical and application know-how needed to produce premium products
- Ion exchange resins can be cleaned and regenerated for many applications

<table>
<thead>
<tr>
<th>Functional groups for different applications (example)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bead</td>
</tr>
<tr>
<td><img src="image" alt="Bead" /></td>
</tr>
<tr>
<td><img src="image" alt="CH₂-N" /></td>
</tr>
</tbody>
</table>

Reverse osmosis membrane: Technology for high-quality water treatment perfectly complements ion exchange resins

**Four major membrane technologies for water treatment**
- Membranes act as a barrier for suspended solids or dissolved substances in the water
- Membrane technologies expected to grow at double digit rate
- RO* technology mainly used for desalination and is complementary to ion exchange resin processes:
  - Membranes offer additional separation**
  - Membrane separation is physical while ion exchange resin is chemical based

* Reverse osmosis membrane (RO) ; ** E.g. nitrates, heavy metals, pesticides, herbicides, viruses, bacteria
Diverse growth opportunities for BU LPT

**Key growth drivers**

- **Drinking water**
  - Growing need to purify contaminated sources for drinking water in municipal and POU / POE* systems
- **Food**
  - Rising need for sugar, sweeteners and industrially processed food due to the growing population
- **Industrial water**
  - High operational reliability and efficiency in the water / steam cycle of power plants and industrial facilities by monodisperse resins
- **Specialized processing**
  - Chelating resins and adsorbers for selective impurity removal as well as catalysts for diverse organic reactions

**Growth plans**

- Debottlenecking opportunities in ion exchange resin production at all sites
- Capacity expansion to double membrane production by 2017 (2nd autowinder)
- Addition of particularly energy-saving membrane elements that are especially for use in the field of drinking water
- Assessment of other membrane technologies in relation to portfolio additions

* **POU / Point of Entry**

**Ion exchange resins and membrane technology benefiting from favourable global trends**

**Supporting growth trends**

- Rising demand for drinking water treatment in a rapidly urbanizing world due to population growth and increasing pollution
- Increasing demand for processed food especially in emerging countries
- Higher living standards drive demand for removal of pharmaceuticals and other chemical substances in water
- Changing economy and ecology standards require more efficient (cost and environment) industrial, mining and chemical processes

**Main competitors**

- Dow Water & Process Solutions
- Hydranautics
- Mitsubishi Chemicals
- Purolite
- Toray

**Market environment**

**RO membrane market development**

<table>
<thead>
<tr>
<th>Year</th>
<th>Municipal</th>
<th>Domestic</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>750</td>
<td>250</td>
</tr>
<tr>
<td>2017</td>
<td>950</td>
<td>150</td>
</tr>
<tr>
<td>2018</td>
<td>1,200</td>
<td>100</td>
</tr>
<tr>
<td>2019</td>
<td>1,300</td>
<td>100</td>
</tr>
<tr>
<td>2020</td>
<td>1,400</td>
<td>200</td>
</tr>
</tbody>
</table>

**CAGR:** -10%

**Ion exchange resins market development**

<table>
<thead>
<tr>
<th>Year</th>
<th>Municipal</th>
<th>Domestic</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>2017</td>
<td>750</td>
<td>250</td>
</tr>
<tr>
<td>2018</td>
<td>950</td>
<td>150</td>
</tr>
<tr>
<td>2019</td>
<td>1,200</td>
<td>100</td>
</tr>
<tr>
<td>2020</td>
<td>1,300</td>
<td>100</td>
</tr>
</tbody>
</table>

**CAGR:** -4%

**Source:** GWI Global Water Market 2017, BU LPT estimate, SRI Water Management Chemicals 2014
Business Segments
- Engineering Materials
Agenda

1. LANXESS – Energizing Chemistry
2. Business Segments
   - Advanced Intermediates
   - Specialty Additives
   - Performance Chemicals
   - Engineering Materials
   - ARLANXEO
3. Financials

Engineering Materials: Innovative plastic solutions for challenging industrial and automotive applications

- High Performance Materials
  - One of the leading providers of a wide range of engineering plastic compounds for the automotive, electrical and electronic and other industries, benefiting from the trend of replacing metal in structural automotive parts

- Urethane Systems
  - Leading market and technology position for cast elastomer systems. Products are highly customer specific offering abrasion resistance with various degrees of hardness
High Performance Materials and Urethanes: Similar business models with differentiated products and target markets

**BU HPM key characteristics**
- Focused on providing a wide range of high-tech plastics
- Global network for compounding and product and application development
- Well-proven engineering know-how and high degree of innovation

**Combined strength**
- BU URE complements the BU HPM product portfolio (esp. pre-polymers)
- Stronger global coverage allows to better serve joint customers’ needs
- Similar mentality of customer specific development and need for continuous product innovation

**Creation of Engineering Materials segment on 21 April 2017**

**Engineering Materials: Extended value chain yields significant earnings improvement**

**Contribution to Group performance 2016**
- 14% of Sales
- 13% of EBITDA

**Sales by BU 2016**

**History of sales, capex and EBITDA (margin) 2005-2016**

All references to EBITDA are pre exceptionals; * As of 21 April 2017 BUs HPM and URE formed Engineering Materials. BU HPM was part of Performance Polymers till 1 April 2016 and formed the High Performance Materials segment thereafter.
Serving international markets with a truly global manufacturing base
High Performance Materials: Engineering plastics with backward-integration into strategic intermediates

Overview

Key facts
- BU HPM provides a wide range of engineering plastics (compounds) to core industries across the world
- Upstream-integration in strategic raw materials
- Supported by a global production and R&D network with cost leadership position based on world-scale production assets

Production sites
- Belgium: Antwerp
- Brazil: Porto Feliz
- China: Wuxi
- Germany: Brilon, Dormagen, Hamm-Uentrop, Krefeld-Uerdingen
- India: Jhagadia
- USA: Gastonia

Sales by end use 2016
- Automotive: 52%
- Electro / electronics: 30%
- Others: 18%

Sales by region 2016
- Asia-Pacific: 19%
- EMEA: 63%
- Americas: 18%

Customized solutions to enable light weighting and miniaturization to comply with tighter emission regulations

<table>
<thead>
<tr>
<th>Brands, products and applications</th>
<th>Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Durethan</strong></td>
<td>Polyamide 6 (PA6) and polyamide 6.6 (PA6.6) based plastics</td>
</tr>
<tr>
<td><strong>Pocan</strong></td>
<td>Polybutylene terephthalate (PBT) based plastics</td>
</tr>
<tr>
<td><strong>Tepex</strong></td>
<td>Continuous fiber-reinforced thermoplastic composite sheets</td>
</tr>
<tr>
<td><strong>HiAnt</strong></td>
<td>Product and application development service package</td>
</tr>
</tbody>
</table>

- Automotive
- E&E
- Construction
- Automotive
- E&E
- Automotive
- Sports
- Consumer electronics
- Integral to added value compounds business

Integrated value chain combined with engineering expertise in component development

- **Raw materials**
  - Cyclohexane
  - Sulfur
  - Ammonia

- **Intermediates**
  - Cyclohexanone
  - KA-Oil
  - Oleum
  - Sulfur dioxide
  - Hydroxylamine

- **Product**
  - Caprolactam

- **Process**
  - Polymerization

- **Product**
  - Polyamide 6

- **Process**
  - Compounding

- **Engineering plastics / composites**
  - Polyamide (PA) based
  - Polyethylene terephthalate (PBT)
  - Continuous fiber-reinforced

- **Glass / carbon fibers / additives**

- **Customer**

**Increasing margins**
Globalization of engineering plastics as core element of strategy to enable growth

- Limited caprolactam merchant market exposure; caprolactam capacity of ~220 kt*
- Polymerization sites in Antwerp (BE) and Uerdingen (DE) to balance polyamide value chain
- Further growth potential for global compounding network

* Nameplate capacities

Electric vehicles offer additional potential for BU HPM products

- Inverter (power electronic)
- Charging systems: on board charger, inductive charger, charging socket, power distribution
- DC / DC converter and electronic control units
- E-engine: rotor, stator / housing, sensors
- Battery system: housing, cell module, battery electrics, mounting systems, cooling systems
- Auxiliary equipment: air compressor, cooling pump, PTC heater

New mobility offering significant growth potential for PBT and PA based applications

Existing technologies and materials offer ideal preconditions for the promotion of new applications
Growth largely driven by the increasing demand for lightweight solutions

**Market development**

**Automotive market growth**

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>APAC</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>EMEA</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>LATAM</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>NAFTA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Growth for engineering plastics in automotive applications*: ~5%

**General demand growth** (CAGR 2017-2021)

- Global: ~5%
  - Asia-Pacific: ~6%
  - North America: ~4%
  - EMEA: ~4%
  - Latin America: ~4%

**Market environment**

Supporting growth trends

- Vehicle weight reduction to reduce fuel consumption and CO₂ emissions, “Green Mobility”
- Growing car demand, especially in BRICS and other developing areas
- Growth of electric and electronics industry driven by innovation and increased availability to consumers
- Miniaturization of E&E industry products and response to ecological legislation megatrend requires new products

**Main competitors**

- BASF
- DSM
- DuPont
- Solvay
Urethane Systems – leading systems provider for Polyurethane elastomers

Overview

Key facts
- One of the leading global manufacturers of cast urethane systems
- Technology leader in Low Free (LF) technology*
- >60 years of experience in urethane chemistry
- >500 products to serve customers’ needs in 62 countries
- ~360 employees globally

Production sites
- Brazil: Rio Claro
- China: Nantong
- Italy: Latina
- UK: Baxenden
- USA: Gastonia, Perth Amboy

* LF = low level of free isocyanates. This product segment of prepolymers meets or exceed tightening health and safety regulations
Urethane Systems – a Polyurethane (PU) system provider with leading technology and production capabilities

BU URE is a specialized provider of designed urethane systems tailored to meet customer specific needs

Global coverage for our customers

Strong focus on sustainability including broad portfolio of Low Free (LF) products

Five product groups provide high-quality solutions for a wide range of applications

<table>
<thead>
<tr>
<th>Products</th>
<th>Cast elastomers</th>
<th>Adhesives and sealants</th>
<th>Coatings</th>
<th>Foams</th>
<th>Polyester polyols</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key applications</td>
<td>Oil and gas</td>
<td>Field applied ambient cured adhesives and sealants</td>
<td>Flexoce®</td>
<td>Flexible and integral foam systems</td>
<td>Fomrez®</td>
</tr>
<tr>
<td></td>
<td>Mining</td>
<td>Factory applied heat cured adhesives and sealants</td>
<td>Wilcoflex®</td>
<td>Leather and textile</td>
<td>PU foam, TPU, and elastomer production</td>
</tr>
<tr>
<td></td>
<td>Wheels and tires</td>
<td></td>
<td>Wilcobond®</td>
<td>Glass fiber sizing</td>
<td>Adhesives for metals, paper and wood</td>
</tr>
<tr>
<td></td>
<td>Paper and printing</td>
<td></td>
<td>Quasilan®</td>
<td>Breathable coatings</td>
<td>Protective coatings</td>
</tr>
<tr>
<td></td>
<td>Industrial</td>
<td></td>
<td>Adiprene® LF</td>
<td>Automotive coatings</td>
<td></td>
</tr>
</tbody>
</table>

Urethane Systems is specialized on systems to manufacture high-performance polyurethane elastomers

Prepolymer design and production

- Polyol (60-75%)
- Disocyanate (25-40%)
- Low molecular weight diols (other additives, stabilizers etc.)

Prepolymer (tailor-made for specific properties and final applications)

Curing and application development

- Technical service
- Design assistance
- Model calculations
- Problem solving
- Advanced testing
- Fatigue resistance

Elastomer production

- Mixing and pouring into heated mold
- Injection molding
- Spray, brush doctor knife impregnation curtain, etc.
- Air-dry or dry / heat-cure

LANXESS expertise

Customer expertise

Part of LXS / Urethane Systems value creation
Sourced raw materials / intermediates
End products

Urethane Systems has set clear innovation priorities focused on customers’ needs

Continuous innovation to deliver improved solutions for industry and customer needs by operating a global network of industry leading R&D and application development centers

Our priorities for our innovation activities are
- Improve Low Free (LF) technologies
- Develop new curing systems (e.g. MbOCA* Replacement)
- Develop thermoplastic polyurethanes that take products to new extremes (e.g. Ultralast®)
- Enable processing advantages to cast polyurethane processors (e.g. Ribbon Flow®)
- Develop and tailor cast systems to replace non-cast materials. This would open new market segments for innovative urethane solutions
- Develop high-performing solutions that extend the usable life of urethane components

* MbOCA = curing agent used primarily to produce castable polyurethane parts. It is classified as cancerous and will be banned in the EU
BU URE enables performance through innovative PU systems

Urethane Systems’ sustainable chemistry

- General trend to lower free isocyanate content in urethanes and use of modern curing systems
- LANXESS is the only manufacturer of Low Free (LF) products across all chemistries (TDI, MDI, PPDI, and HDI)
- Adiprene LF is a unique technology that complies with the new regulations and labeling requirements

Adiprene LF MDI is a premium MbOCA-Replacement technology*

MbOCA-Free
Adiprene is a premium option for MbOCA-free systems

Premium performance
End product performance is enhanced by LF technology, especially for high-performance wheels, subsea oil and gas, and rollers for paper and steel manufacture

Improved processing
Adiprene LF has a processing advantage versus other MbOCA-free alternatives because it can be used on existing machinery

* MbOCA = curing agent used primarily to produce castable polyurethane parts. It is classified as cancerous and will be banned in the EU

Urethane Systems grows on the back of new products and by entering new markets

Market development

General demand growth* (CAGR 2016-2021)

<table>
<thead>
<tr>
<th>Year</th>
<th>APAC</th>
<th>NORAM</th>
<th>EMEA</th>
<th>LATAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>&gt;4%</td>
<td></td>
<td>&gt;2%</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>&gt;3%</td>
<td>&gt;4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>&gt;2%</td>
<td></td>
<td>&gt;3%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>&gt;3%</td>
<td>&gt;3%</td>
<td>&gt;2%</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>&gt;3%</td>
<td>&gt;3%</td>
<td>&gt;2%</td>
<td>&gt;3%</td>
</tr>
<tr>
<td>2021</td>
<td>&gt;3%</td>
<td>&gt;3%</td>
<td>&gt;2%</td>
<td>&gt;3%</td>
</tr>
</tbody>
</table>

- New products for new markets drive growth
- Example: Adhesives favored by regulatory trends
  - Increasingly strict labeling requirements in Europe are driving the need for Urethane Systems with <0.1% free isocyanate monomer
  - LANXESS is delivering these new products to the adhesives market

Market environment

Supporting growth trends

- Substitution of competing materials such as rubber, metal and epoxy due to performance advantages of cast urethane elastomers
- Trend towards use of sustainable chemicals supporting low-free technology (reduces fume exposure during handling)

Main competitors

- Covestro
- BASF
- DOW
- Dongda
- COIM
- Era Polymers
- DIC
- Mitsui Chemicals

* IHS PU Elastomers, 2016
Business Segments
- ARLANXEO
Agenda

1. LANXESS – Energizing Chemistry
2. Business Segments
   - Advanced Intermediates
   - Specialty Additives
   - Performance Chemicals
   - Engineering Materials
   - ARLANXEO
3. Financials

ARLANXEO

- A leading manufacturer of high-quality synthetic rubbers which are primarily used in inner liners, treads and sidewalls of modern, fuel-efficient tires as well as non-tire applications
- A leading global supplier of synthetic rubbers for a wide range of technical applications (e.g. seals, hoses, profiles, cable sheathing, special films and adhesives)
ARLANXEO – a strong company with two powerful partners*

**ARLANXEO – Performance Elastomers**

- World’s largest integrated energy enterprise
- Backward-integration into feedstock for synthetic rubber
- Strategic commitment to further develop value chain downstream

![Diagram showing ARLANXEO's market and technology positions.]

- Leading market and technology positions in various synthetic rubber
- Well invested asset base
- Broadest product portfolio in the rubber industry with leading brands and quality

*Jointly owned 50 / 50 by Saudi Aramco and LANXESS with a lock-up till April 2021

**Reporting treatment of ARLANXEO with significant impact on LANXESS’ financial shape**

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus</strong></td>
<td>Focus on growth regions with global asset base</td>
<td>Further strengthen leadership position in quality and technology</td>
<td>Optimize production costs through efficiency measures</td>
<td>Improve raw materials access by building and integrating supply chain</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Year 1</strong></td>
<td>01.04.2016</td>
<td>31.03.2018</td>
<td>31.03.2019</td>
<td>31.03.2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>100% consolidation</strong></td>
<td><strong>Discontinued operations</strong></td>
<td><strong>At equity consolidation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ARLANXEO: Global and leading producer of high-quality synthetic rubbers

### Contribution to Group performance 2016

35% of Sales  
30% of EBITDA

### Sales by BU 2016

BU TSR*  
BU HPE*

### History of sales, capex and EBITDA (margin) 2005-2016*

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales [€ m]</th>
<th>Capex [€ m]</th>
<th>EBITDA [€ m]</th>
<th>EBITDA margin [%]</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>2,425</td>
<td>11.2</td>
<td>3,280</td>
<td>14.0</td>
</tr>
<tr>
<td>2006</td>
<td>2,571</td>
<td>13.2</td>
<td>3,340</td>
<td>14.0</td>
</tr>
<tr>
<td>2007</td>
<td>2,680</td>
<td>14.0</td>
<td>3,413</td>
<td>14.0</td>
</tr>
<tr>
<td>2008</td>
<td>2,800</td>
<td>14.6</td>
<td>3,290</td>
<td>14.6</td>
</tr>
<tr>
<td>2009</td>
<td>2,990</td>
<td>10.5</td>
<td>3,089</td>
<td>10.5</td>
</tr>
<tr>
<td>2010</td>
<td>2,500</td>
<td>14.8</td>
<td>5,059</td>
<td>15.2</td>
</tr>
<tr>
<td>2011</td>
<td>2,388</td>
<td>15.2</td>
<td>5,176</td>
<td>18.0</td>
</tr>
<tr>
<td>2012</td>
<td>817</td>
<td>15.8</td>
<td>4,866</td>
<td>16.4</td>
</tr>
<tr>
<td>2013</td>
<td>389</td>
<td>9.5</td>
<td>4,128</td>
<td>16.0</td>
</tr>
<tr>
<td>2014</td>
<td>392</td>
<td>16.0</td>
<td>3,859</td>
<td>16.4</td>
</tr>
<tr>
<td>2015</td>
<td>391</td>
<td>16.0</td>
<td>3,732</td>
<td>16.0</td>
</tr>
<tr>
<td>2016</td>
<td>392</td>
<td>16.0</td>
<td>4,285</td>
<td>16.0</td>
</tr>
</tbody>
</table>

*All references to EBITDA are pre exceptionals. * As of 1 April 2016 BUs TSR and HPE formed ARLANXEO. Data for previous years are for segment Performance Polymers which additionally contained BU HPM

Serving international markets with a truly global manufacturing base

Serving international markets with a truly global manufacturing base
1. LANXESS – Energizing Chemistry

2. Business Segments
- Advanced Intermediates
- Specialty Additives
- Performance Chemicals
- Engineering Materials
- **ARLANXEO**
  Tire & Specialty Rubbers
  High Performance Elastomers

3. Financials

**BU Tire & Specialty Rubbers** – a leading supplier of high-quality synthetic rubber for tire and non-tire applications

**Overview**

**Key facts**
- A leading manufacturer of high-performance rubbers with broad portfolio of high-quality rubbers for tire and specialty applications:
  - Butyl rubber (halogenated and regular)
  - Polybutadiene rubber (Nd- / Co- / Li-PBR)
  - Styrene butadiene rubber (S-SBR / E-SBR)

**Production sites**
- Belgium: Zwijndrecht
- Brazil: Cabo, Duque de Caxias, Triunfo
- Canada: Samia
- France: Port Jérôme
- Germany: Dormagen
- Singapore
- USA: Orange

**Sales by end use 2016**
- Tire: 76%
- Consumer & pharma: 6%
- Plastics: 5%
- Others*: 13%

**Sales by region 2016**
- Asia-Pacific: 36%
- EMEA: 20%
- Americas: 44%

* Others includes other industrial goods applications
BU Tire & Specialty Rubbers with strong synthetic rubber brands for tire and non-tire applications

<table>
<thead>
<tr>
<th>Products and brands</th>
<th>Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>BTR: X_Butyl</td>
<td><img src="image1.png" alt="Image" /></td>
</tr>
<tr>
<td>− Halogenated butyl rubber (chloro and bromo)</td>
<td><img src="image2.png" alt="Image" /></td>
</tr>
<tr>
<td>− Regular butyl rubber</td>
<td><img src="image3.png" alt="Image" /></td>
</tr>
<tr>
<td>− Specialties (including pharma grades)</td>
<td><img src="image4.png" alt="Image" /></td>
</tr>
<tr>
<td>PBR: Polybutadiene rubber (Buna™ CB / Nd EZ)</td>
<td><img src="image5.png" alt="Image" /></td>
</tr>
<tr>
<td>− Nd-PBR</td>
<td><img src="image6.png" alt="Image" /></td>
</tr>
<tr>
<td>− Li-PBR</td>
<td><img src="image7.png" alt="Image" /></td>
</tr>
<tr>
<td>− Co-PBR</td>
<td><img src="image8.png" alt="Image" /></td>
</tr>
<tr>
<td>S-SBR: Solution styrene butadiene rubber (Buna™ VSL)</td>
<td><img src="image9.png" alt="Image" /></td>
</tr>
<tr>
<td>E-SBR: Emulsion styrene butadiene rubber (Buna™ SE)</td>
<td><img src="image10.png" alt="Image" /></td>
</tr>
</tbody>
</table>

Production of synthetic rubber from crude oil to rubber bale

**Schematic production of synthetic rubber**

1. **Extraction from raw material feedstocks**
   - In a refinery crude oil is split into fractions that are subsequently "cracked" using heat to form a set of monomers in gaseous or liquid form
   - Monomers are then isolated through several distillation steps

2. **Polymerization**
   - Monomers are combined in a chemical reaction to form polymer chains

3. **Finishing and baling**
   - The polymer is isolated from the solution medium and forms crumbs
   - Crumbs are subsequently washed, dried and pressed into bales

* Planned
State-of-the-art production processes for butyl, butadiene and styrene butadiene rubbers

<table>
<thead>
<tr>
<th>Feedstock</th>
<th>Process</th>
<th>Product</th>
<th>Process</th>
<th>Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>Isobutene and isoprene</td>
<td>Polymerization</td>
<td>Butyl rubber</td>
<td>Halogenation</td>
<td>Halogenated butyl rubber</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+ Bromine</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+ Chlorine</td>
<td></td>
</tr>
<tr>
<td>Butadiene</td>
<td>Solution</td>
<td>Butadiene rubber (Nd- / Co- / Li-PBR)</td>
<td>Modification</td>
<td>Buna Nd EZ-grades</td>
</tr>
<tr>
<td></td>
<td>polymerization</td>
<td></td>
<td>+ Oil</td>
<td>Oil extended grades</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+ Coupling</td>
<td>Star branched Li-PBR</td>
</tr>
<tr>
<td>Butadiene and styrene</td>
<td>Solution</td>
<td>Solution styrene butadiene rubber (S-SBR)</td>
<td>Functionaliz</td>
<td>Buna FX-grades</td>
</tr>
<tr>
<td></td>
<td>polymerization</td>
<td></td>
<td>+ Coupling</td>
<td>Branched S-SBR</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+ Oil</td>
<td>Oil extended grades</td>
</tr>
<tr>
<td>Butadiene and styrene</td>
<td>Emulsion</td>
<td>Emulsion styrene butadiene rubber (E-SBR)</td>
<td></td>
<td>Oil extended grades</td>
</tr>
<tr>
<td></td>
<td>polymerization</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Tire & Specialty Rubbers – enabling mobility

- Upper steel belt: influences driving features and shape
- Lower steel belt: influences the driving features and shape
- S-SBR: provides stiffness, affects fuel economy
- Nd-PBR: offers ride comfort and protects carcass crack resistance and elasticity
- Butyl rubber: keeps the air in the tire, ensures safety, fuel efficiency and improved handling
- coup Li-PBR: keeps the tire safely attached to wheel rim, high hardness

Made with BU TSR rubber
Tire & Specialty Rubbers: Broad and innovative portfolio, excellent reputation and a truly global footprint

- Broad and innovative product portfolio for tire producers and non-tire applications
- Truly global set-up with world-scale plants in Asia, Europe and Americas featuring state-of-the-art production capabilities
- Plants in Singapore fully on stream

Mobility trend and growth through tire labeling intact, however supply-demand imbalance burdens

**Market development**

<table>
<thead>
<tr>
<th>Tire demand</th>
<th>Global demand growth (CAGR 2017-2022)</th>
</tr>
</thead>
<tbody>
<tr>
<td>APAC</td>
<td>EMEA</td>
</tr>
<tr>
<td>8%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Market environment**

**Butyl rubber**
- Green-field projects of existing players and new entrants will add to existing overcapacities in the coming years
- Market demand: >1,000 kt / a
- Competitors*: Exxon, NkNk, Cenway

**PBRs**
- Global overcapacities for selected BRs will remain despite very little addition of new capacities
- Trend to increase use of Nd-PBR in perfomance tires intact
- Market demand: >3,000 kt / a
- Competitors*: Synthos, Versalis, Goodyear, NkNk, Kumho

**E-SBR and S-SBR**
- Global overcapacities for E-SBR, but regionally often more balanced situation. S-SBR strongly growing with focus on functionalized grades used in high-performance tires
- Market demand: >5,000 kt / a
- Competitors*: Asahi Kasei, Zeon, Trinseo, LG

Source: IHS, ARLANXEO – nameplate capacities

Source: LMC, IHS Markit, ARLANXEO, LANXESS; * Selected competitors
Agenda

1. LANXESS – Energizing Chemistry
2. Business Segments
   - Advanced Intermediates
   - Specialty Additives
   - Performance Chemicals
   - Engineering Materials
   - ARLANXEO
     Tire & Specialty Rubbers
     High Performance Elastomers
3. Financials

High Performance Elastomers offers a broad range of elastomers for technical applications

Key facts
- Broad range of elastomers for the rubber processing industry
- Used in automotive, engineering, construction, electronics, oil exploration and aviation industries

Production sites
- Brazil: Triunfo
- China: Changzhou, Nantong
- France: La Wantzenau
- Germany: Dormagen, Leverkusen
- Netherlands: Geleen
- USA: Orange

Overview

Sales by end use 2016
- Automotive: 37%
- Seals & adhesives: 23%
- Industrial: 15%
- Construction: 7%
- Consumer: 6%
- Plastics: 4%
- Others: 8%

Sales by region 2016
- Asia-Pacific: 28%
- EMEA: 51%
- Americas: 21%
High Performance Elastomers: Global player with unique asset base in all major regions

- Diversified technical rubber portfolio, covering large volume products (EPDM, NBR, CR) as well as specialties (HNBR, EVM)
- Economies of scale through world-scale assets for CR, NBR and EPDM
- World’s largest EPDM plant in Changzhou, China

Production capacities

- EPDM ~400 kt
- NBR >130 kt
- CR >70 kt

Source: IHS; ARLANXEO estimates – nameplate capacities

Broad portfolio of synthetic rubber for various applications

Products and brands

- EPDM: Ethylene propylene diene rubber
  - Keltan® Keltan® Ecco
- NBR: Nitrile butadiene rubber
  - Baymod® N Krynac® Perbanun®
- HNBR: Hydrogenated nitrile butadiene rubber
  - Therban®
- CR: Chloroprene rubber
  - Baypren® Baypren®ALX
- EVM: Ethylene vinylacetate rubber
  - Baymod® L Levapren® Levamelt®
Business based on state-of-the-art production processes

### Production process

<table>
<thead>
<tr>
<th>Raw materials</th>
<th>Process</th>
<th>Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chloroprene monomer</td>
<td>Chlorination</td>
<td>Chloroprene rubber, latex, adhesives raw materials (CR)</td>
</tr>
<tr>
<td>Butadiene and acrylonitrile</td>
<td>Polymerization</td>
<td>(Poly) chloroprene rubber, latex, adhesives raw materials (CR)</td>
</tr>
<tr>
<td>Butadiene and chlorine</td>
<td>Chlorination</td>
<td>Hydrogenation</td>
</tr>
<tr>
<td>Ethylene and vinyl acetate</td>
<td>Polymerization</td>
<td>Hydrogenated nitrile butadiene rubber (HNBR)</td>
</tr>
<tr>
<td>Ethylene, propylene and diene monomers</td>
<td>Polymerization</td>
<td>Ethylene propylene diene rubber (EPDM)</td>
</tr>
<tr>
<td>Ethylene and vinyl acetate</td>
<td>Polymerization</td>
<td>Ethylene vinyl acetate rubber (EVM)</td>
</tr>
</tbody>
</table>

### Market demand for High Performance Elastomers is driven by mobility and urbanization

#### Market development

<table>
<thead>
<tr>
<th>Automotive demand</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAGR ~3%</strong></td>
</tr>
</tbody>
</table>

#### Market environment

**EPDM**
- Significant capacity additions globally: US producers benefitting from lower cost shale gas based feedstock
- Market capacity: >1,200 kt
- Selected competitors: Dow, Exxon, KKPC, Mitsui

**Other technical rubbers (CR, (H)NBR, EVM)**
- Scale and impact of overcapacities depend on specialty grade of rubber, i.e. NBR with overcapacities and scattered supplier landscape
- Market capacity: >1,000 kt
- Selected competitors: Denki Kagaku Kogyo (Denka), JSR, KKPC, Petrochina, Zeon

#### Demand growth (CAGR 2017-2022)

- Global: ~3%
  - Asia-Pacific: ~3%  
  - North America: ~1%
  - EMEA: ~2%  
  - Latin America: ~5%

**BU HPE products demand growth:** Average of ~3% driven by automotive industry; some specialities with higher growth rates

**Source:** LMC, IHS; ARLANXEO estimates
Financials
Agenda

1. LANXESS – Energizing Chemistry
2. Business Segments
3. Financials
   - Financing
   - Procurement
   - History

Conservative financial policy and centralized risk management

- Centralized management of all relevant risks
  - Liquidity and refinancing
  - Foreign exchange, interest rates and commodity risk
  - Counterparty risk
  - Customer credit risk
- Support operative business by managing non-operative risks (i.e. insurance)
- Pension risk management

Our active risk management aims at the reduction of financial and operational volatilities
Investment grade rated since spin-off

Credit rating history*

<table>
<thead>
<tr>
<th>Year</th>
<th>Rating Agency</th>
<th>Rating</th>
<th>Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>Standard &amp; Poor's</td>
<td>BBB-</td>
<td>stable</td>
</tr>
<tr>
<td>2012</td>
<td>Standard &amp; Poor's</td>
<td>BBB-</td>
<td>negative</td>
</tr>
<tr>
<td>2013</td>
<td>Standard &amp; Poor's</td>
<td>BBB-</td>
<td>stable</td>
</tr>
<tr>
<td>2014</td>
<td>Standard &amp; Poor's</td>
<td>BBB-</td>
<td>positive</td>
</tr>
<tr>
<td>2015</td>
<td>Standard &amp; Poor's</td>
<td>BBB-</td>
<td>negative</td>
</tr>
<tr>
<td>2016</td>
<td>Standard &amp; Poor's</td>
<td>BBB-</td>
<td>stable</td>
</tr>
<tr>
<td>2017</td>
<td>Standard &amp; Poor's</td>
<td>BBB-</td>
<td>stable</td>
</tr>
</tbody>
</table>

Investment grade ratings since 2004

* Fitch (unsolicited) BBB-rating terminated on 11 March 2015, on LANXESS’ request

Strengthening of business risk profile through acquisition of Chemtura is well acknowledged by rating agencies

- S&P Global Ratings revised its outlook on LANXESS to stable from negative
- LANXESS reported stronger-than-anticipated credit metrics for 2016 and a robust first-quarter 2017 performance
- ... it anticipates record EBITDA for full-year 2017, boosted by its recently closed Chemtura acquisition
- ... now expect the company can deleverage faster than we previously forecast

Source: Rating agencies
Funded status of pensions improved by contributions of €200 m in May 2016 – pension risks reduced

- Funding ratio of 62%
- Asset diversifications
- Continued active risk management (e.g. liability matching, outsourcing)
- On-going funding of several non-German pension plans
- On-going monitoring and optimization of pension structure

LANXESS runs a global sourcing strategy in order to ensure availability of raw materials at competitive prices

Total raw material expenses in 2016: ~€2.86 bn

<table>
<thead>
<tr>
<th>Raw Material</th>
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Volatility of raw materials driven by butadiene

Source: LANXESS excluding Chemtura businesses, average 2013 = 100%
### Balance Sheet

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