



**LANXESS AG**  
**Annual Stockholders' Meeting 2015**

**Matthias Zachert, Chairman of the Board of Management**

Cologne, May 13, 2015

**LANXESS**  
Energizing Chemistry

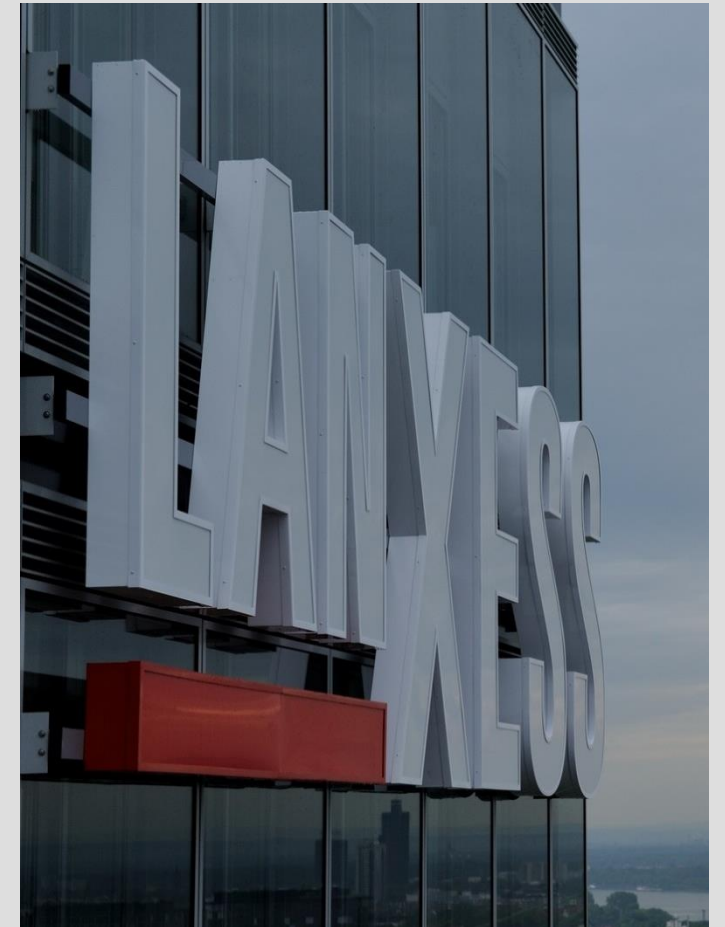
# 2014: An intensive year for LANXESS

## Big challenges ...

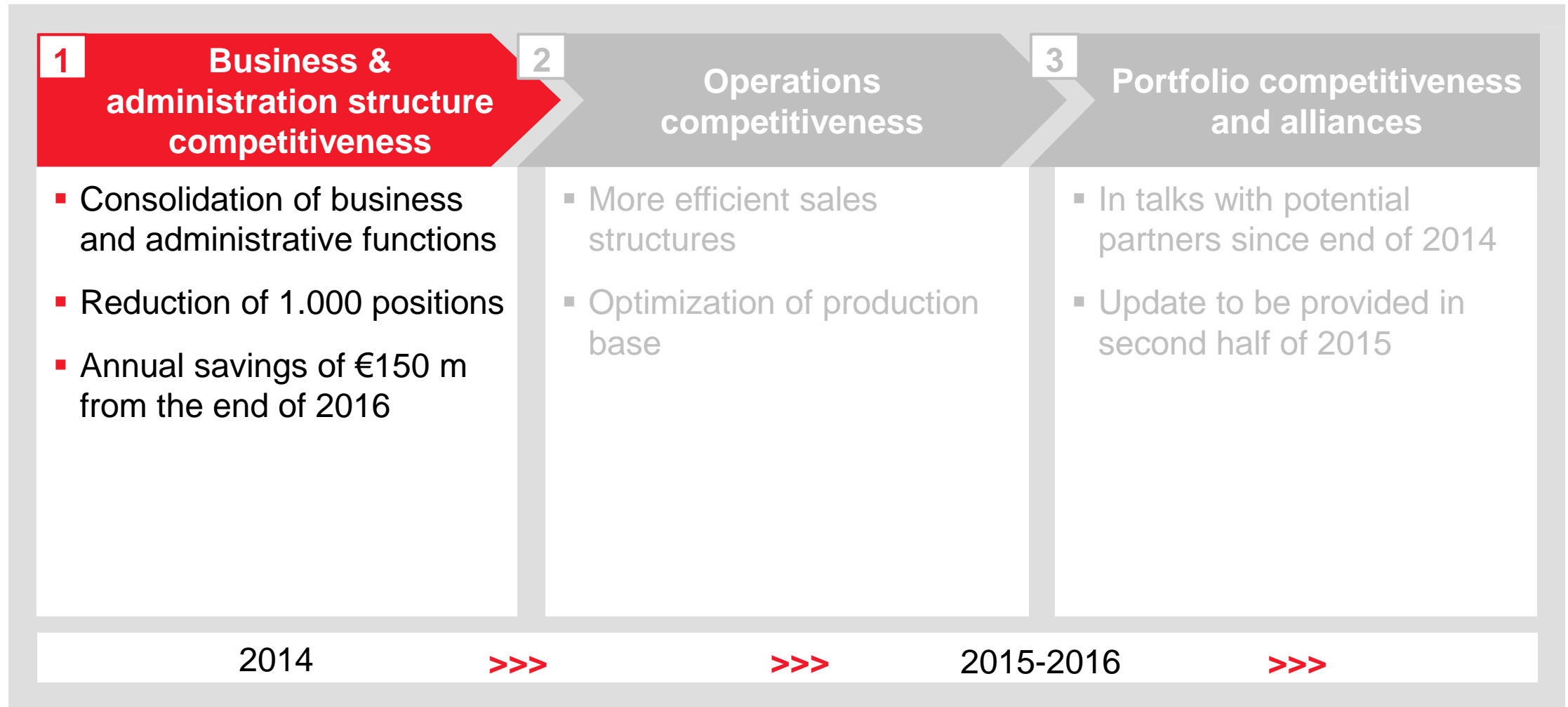
- Rubber business
- Cost structure
- Level of investment
- Level of debt

## ... but LANXESS is taking actions

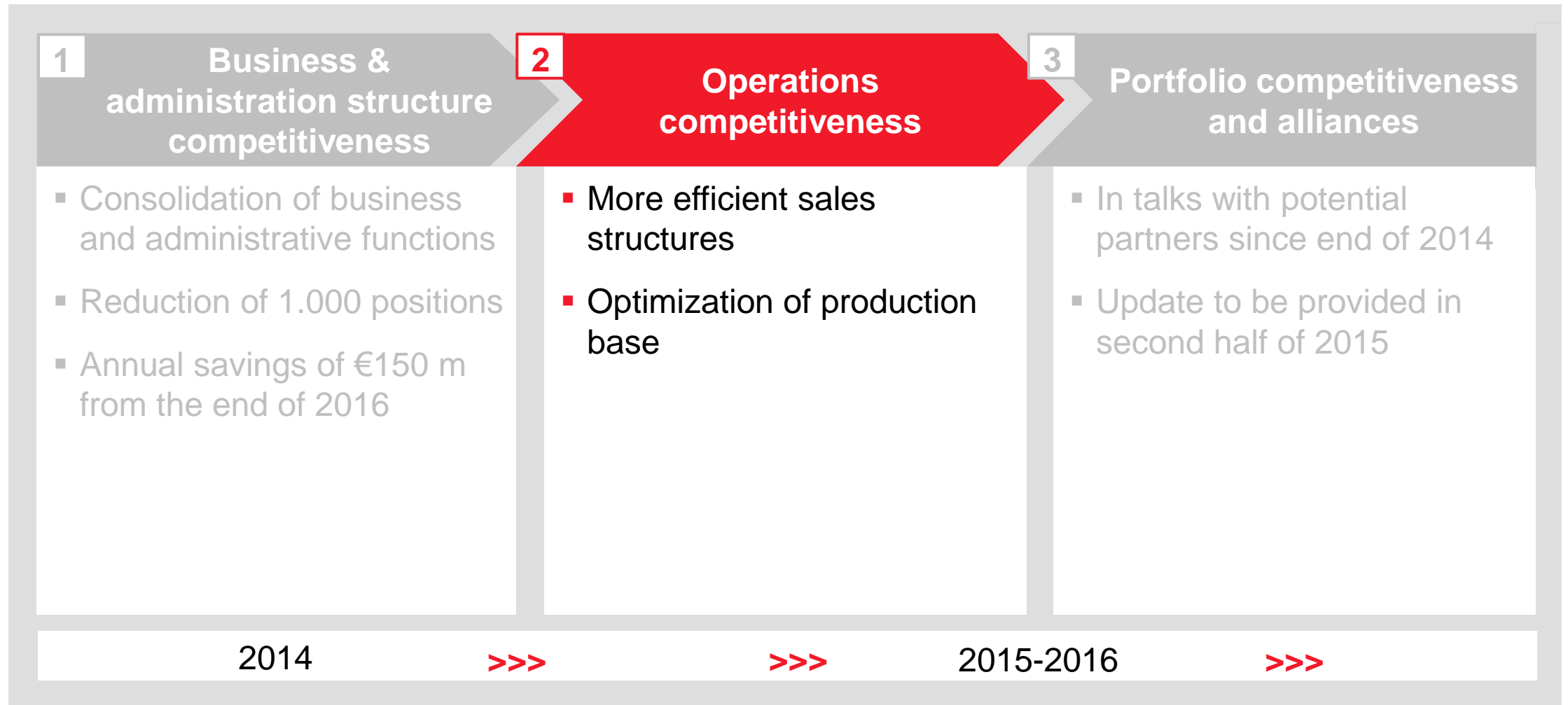
- Capital increase
- Realignment program in three phases



# Phase I of realignment: Implementation nearly completed

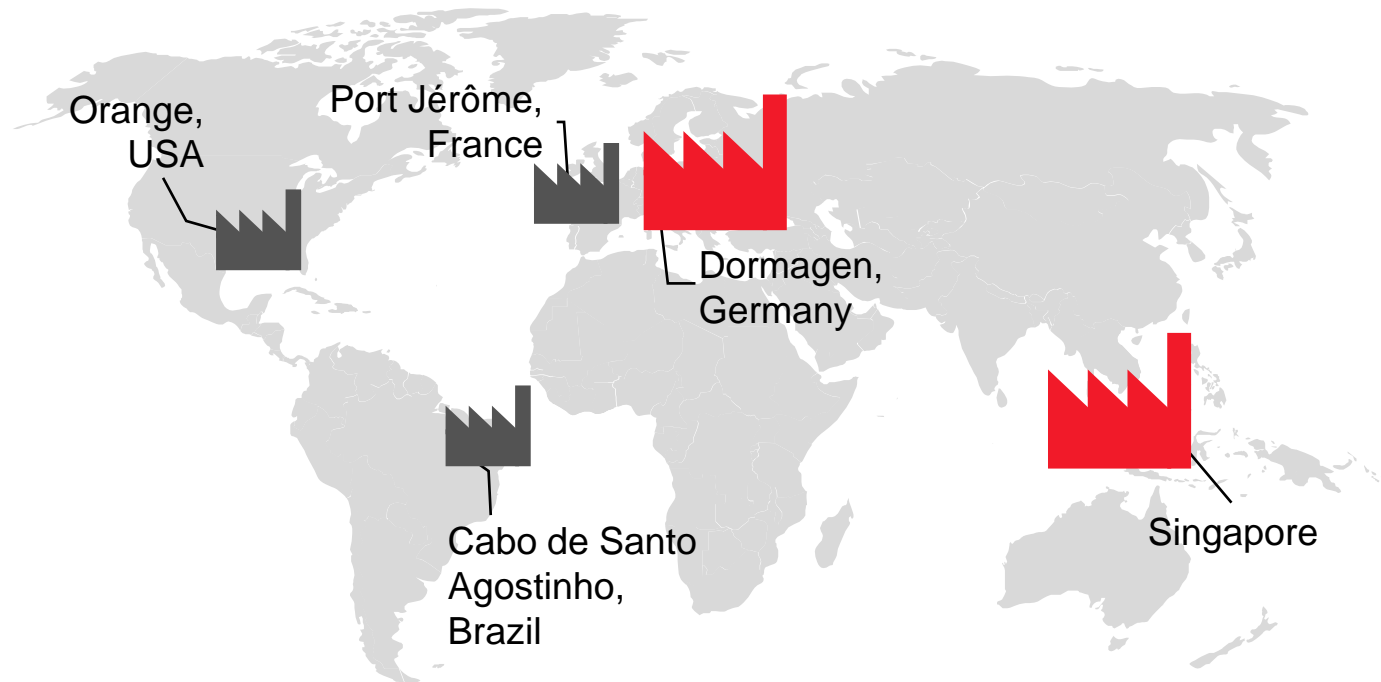


# Phase II of realignment: First results



# Phase II of realignment: Optimizing the asset base

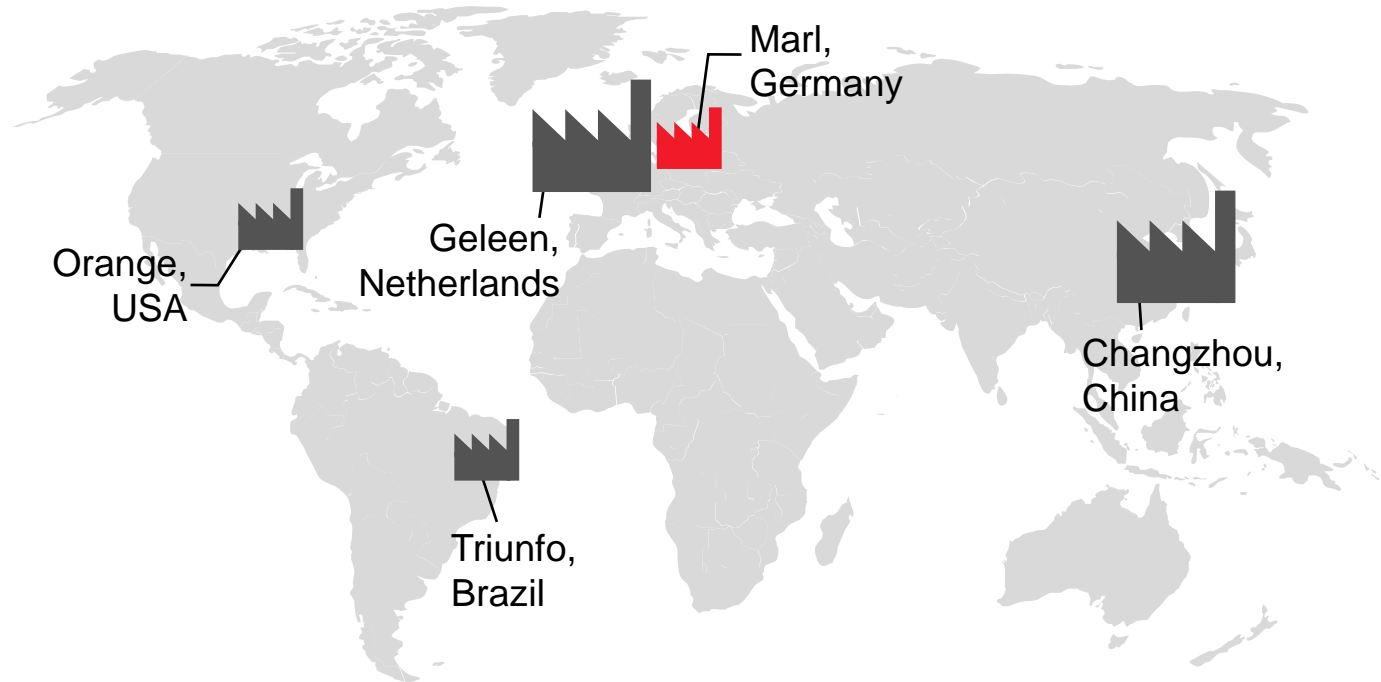
## Nd-PBR production landscape



- Production network adjustments in 2016
- Key sites in Singapore und Dormagen
- More efficient logistics chain and reduced transport costs

# Phase II of realignment: Optimizing the asset base

## EPDM rubber production landscape



- Just one production plant per region
- Stop of production at Marl site intended by end of 2015
- Better supply/demand balance in an oversupplied market

# German sites must remain internationally competitive



Secure and affordable energy supplies

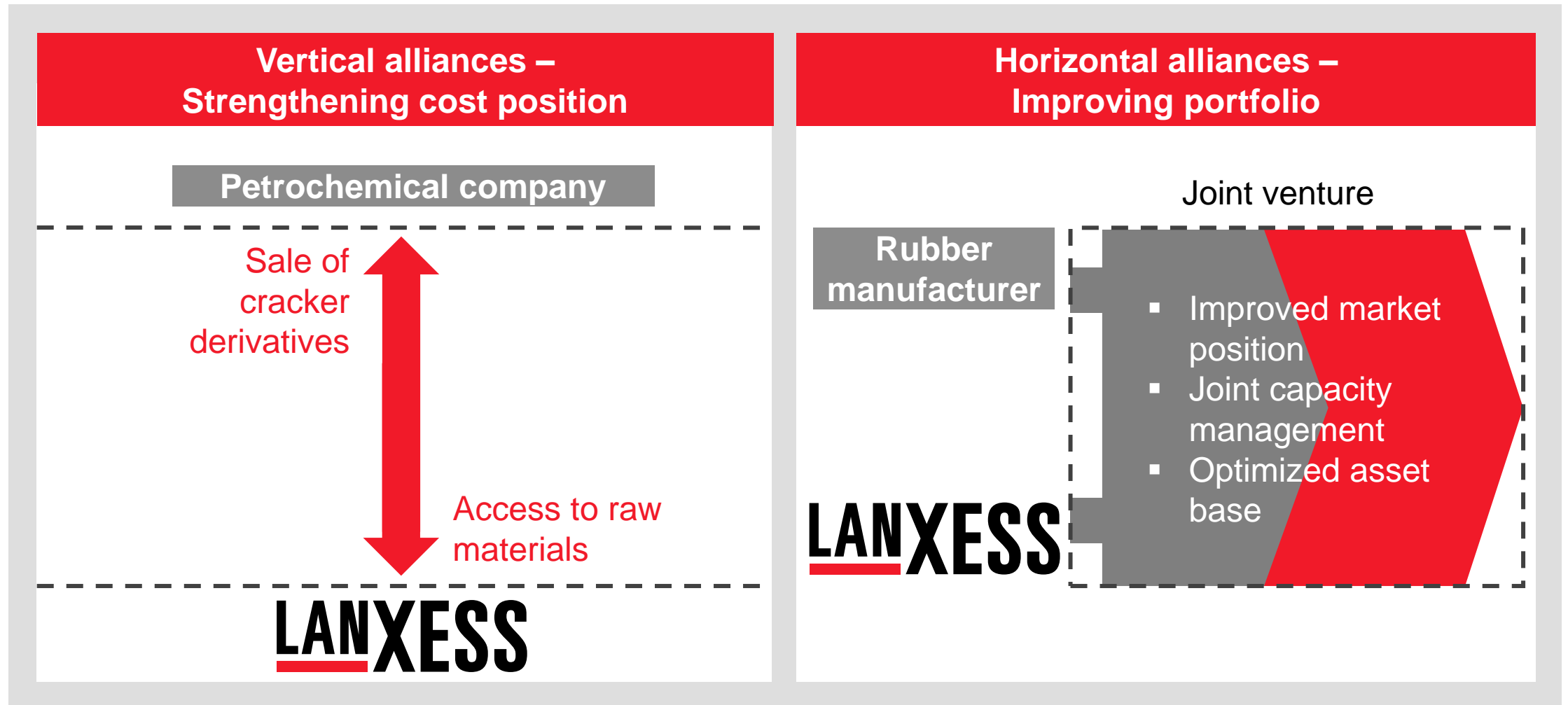


Efficient infrastructure



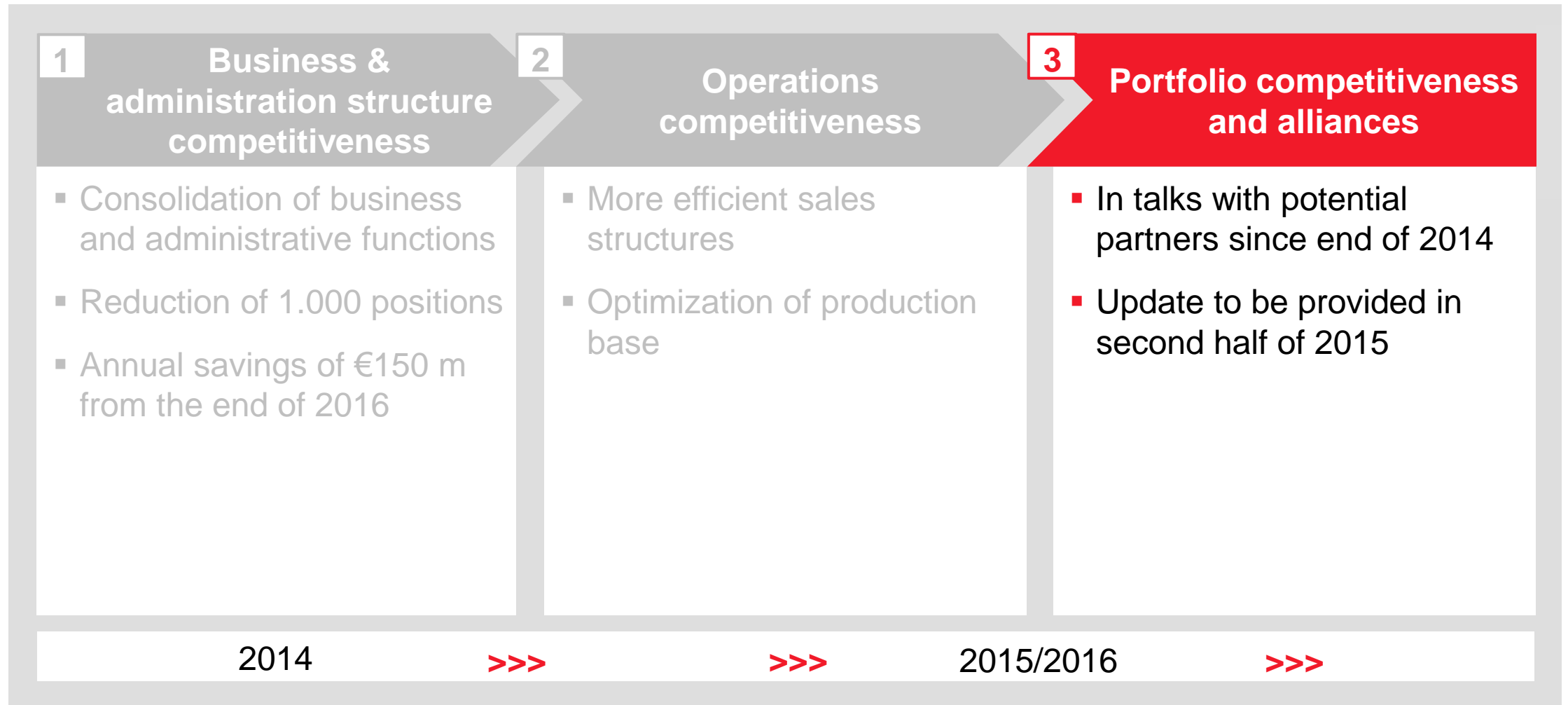
TTIP: Take advantage of new opportunities

# Phase III of realignment: Possible forms of cooperation

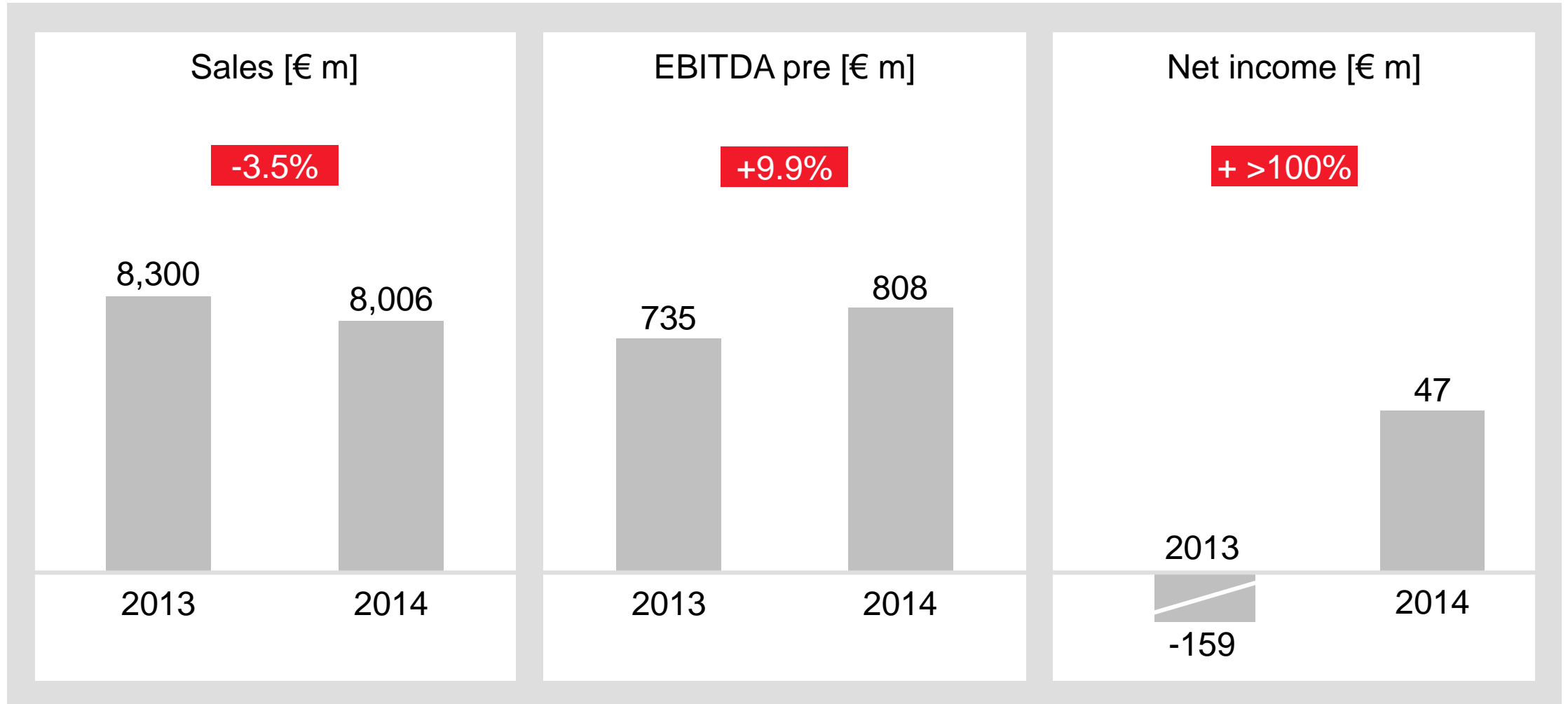




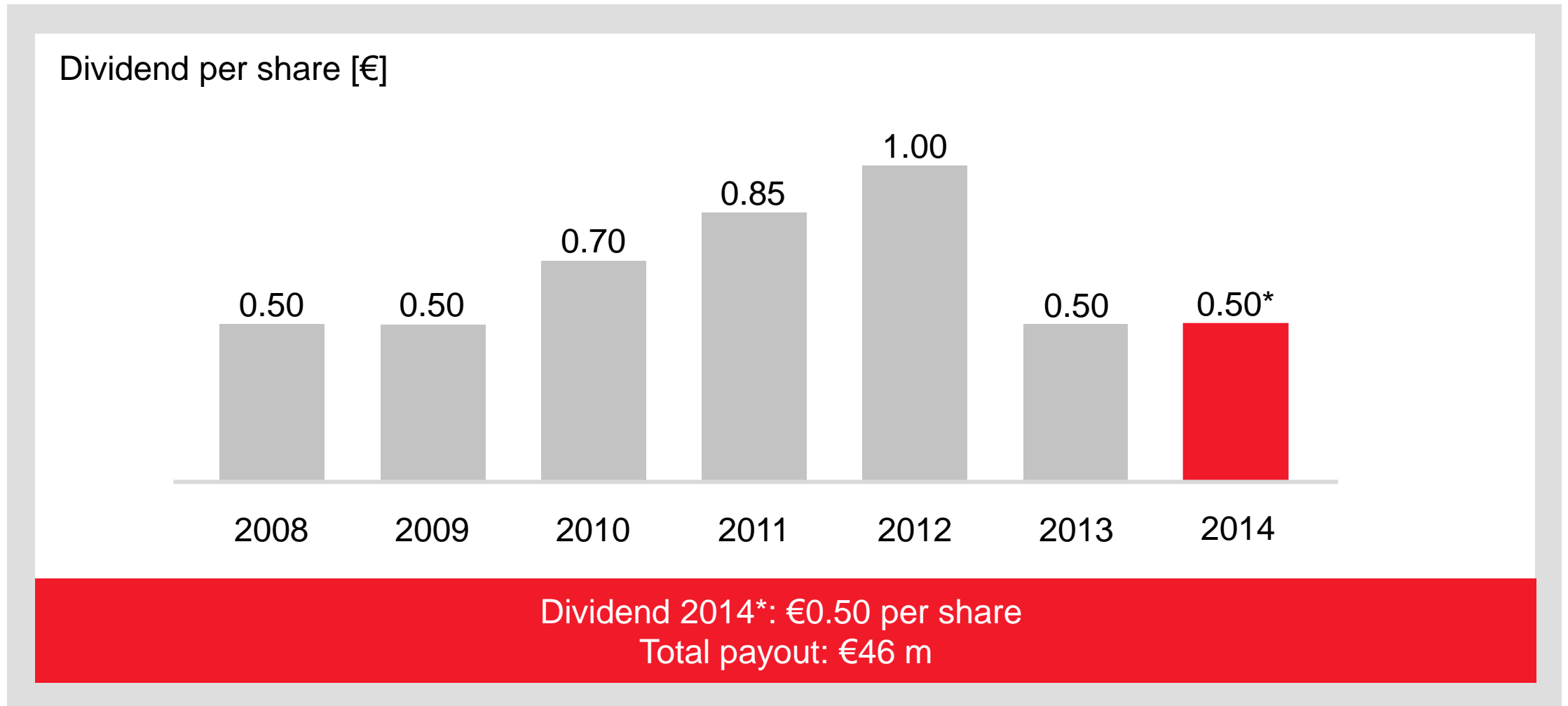
# Phase III of realignment: Talks in progress



# 2014: EBITDA improved in a difficult fiscal year

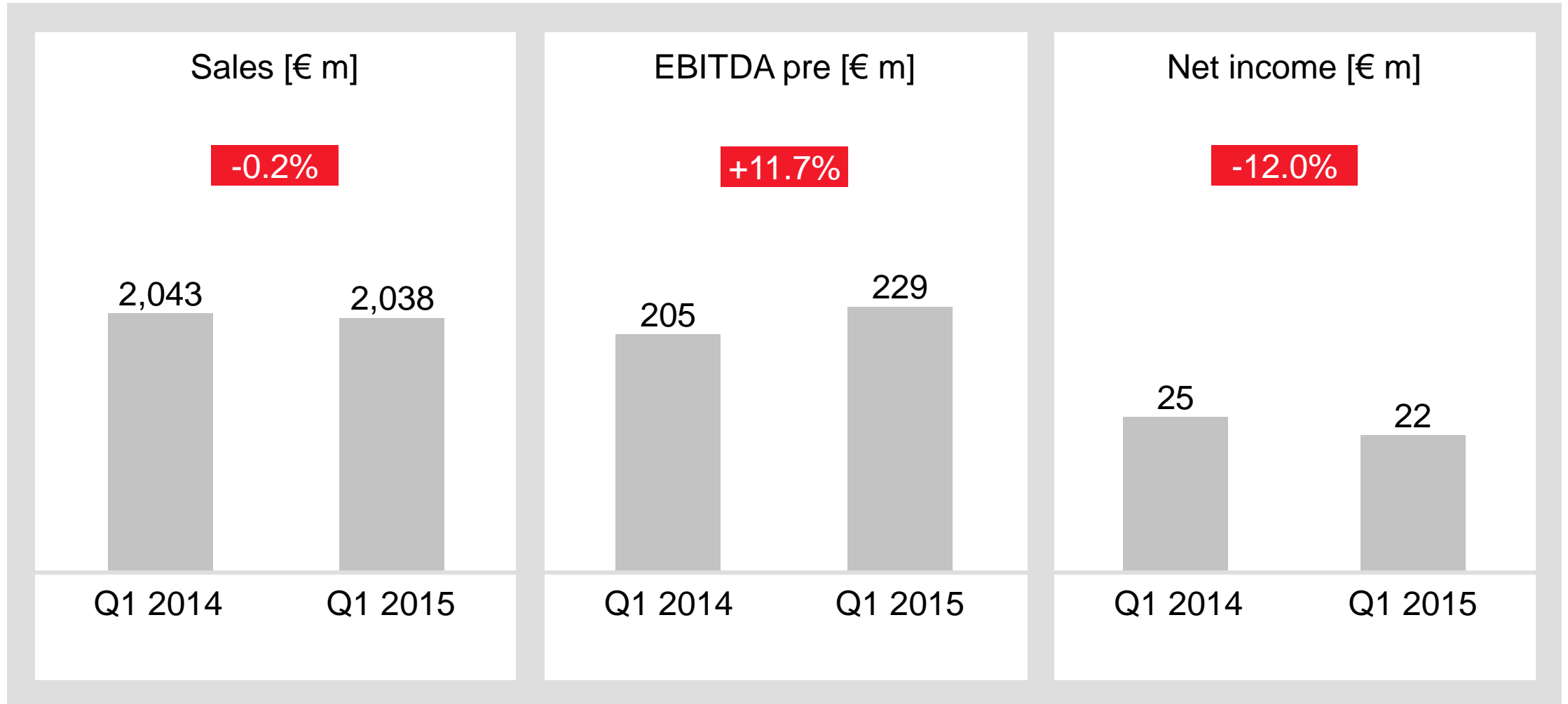


# 2014: Stable dividend also in challenging times



\* Proposal to the Annual Shareholders' Meeting

# 2015: Good start to the year



# Outlook 2015: A transition year

## Macroeconomic expectations

- Volatile raw material prices
- Strong U.S. dollar
- Persistently challenging competitive environment

## LANXESS

- Phase II and III of realignment ongoing
- Reduction of capex to €450 m
- EBITDA pre exceptionals between €820 m and €860 m\*

\* Based on an exchange rate USD/EUR of 1.10

# Beyond 2016: Growth focused on less cyclical businesses



**Advanced Intermediates**

- Investments in debottlenecking and efficiency improvements at existing plants



**Performance Chemicals**

- Expansion of asset base
- Consolidation of businesses that target similar customer segments

**Organic growth  
and  
acquisitions  
worldwide**

**LANXESS**

Energizing Chemistry