



LANXESS – FY 2016 results

Transformation gains traction

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Agenda

- **Executive summary Q4 and FY 2016**
- Business and financial details Q4 2016
- Back-up

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FY 2016: A successful year

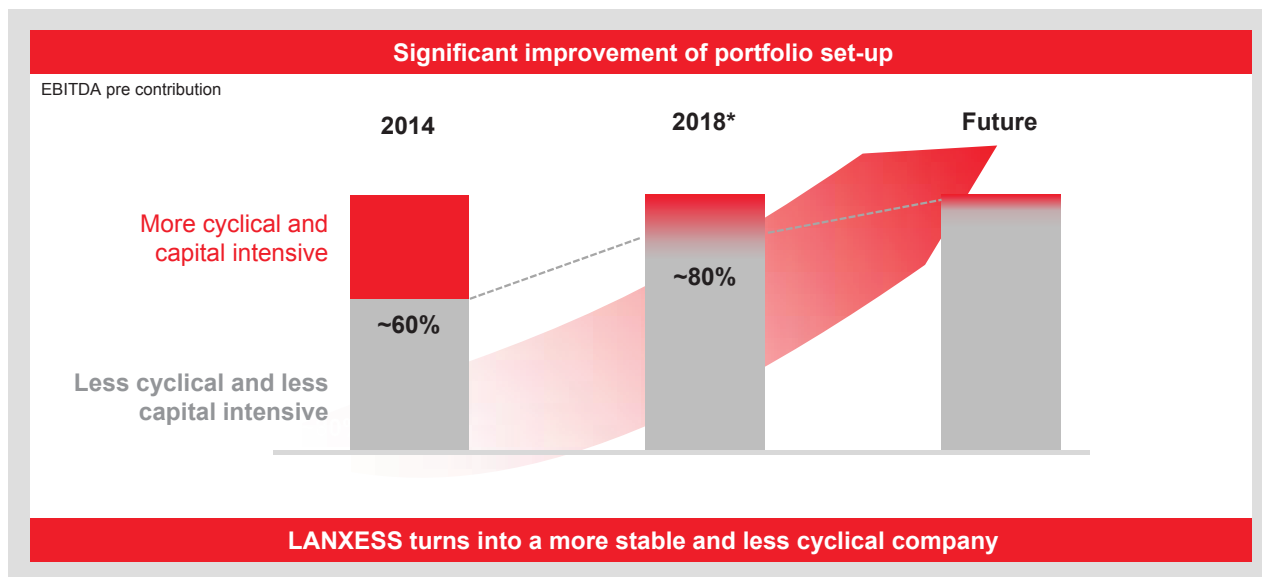
Strategic progress	Financial highlights
<ul style="list-style-type: none">▪ Creation of ARLANXEO JV▪ Acquisition of Chemours' Clean & Disinfect business▪ Acceleration of manufacturing excellence initiative (phase 2)▪ Creation of a global additives champion through planned Chemtura acquisition	<ul style="list-style-type: none">▪ EBITDA pre: 12.4% increase to €995 m▪ EBITDA pre margin: increase to 12.9% (+1.7 percentage points)▪ EPS pre*: increase of 32.5%▪ Net financial debt: significant reduction to ~€0.3 bn from ~€1.2 bn
Substantial strategic transformation	Substantial financial improvement

* net of exceptionals and amortization of intangible assets as well as attributable tax effects

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Progressing strategic shift to lower cyclicity paired with higher cash generation

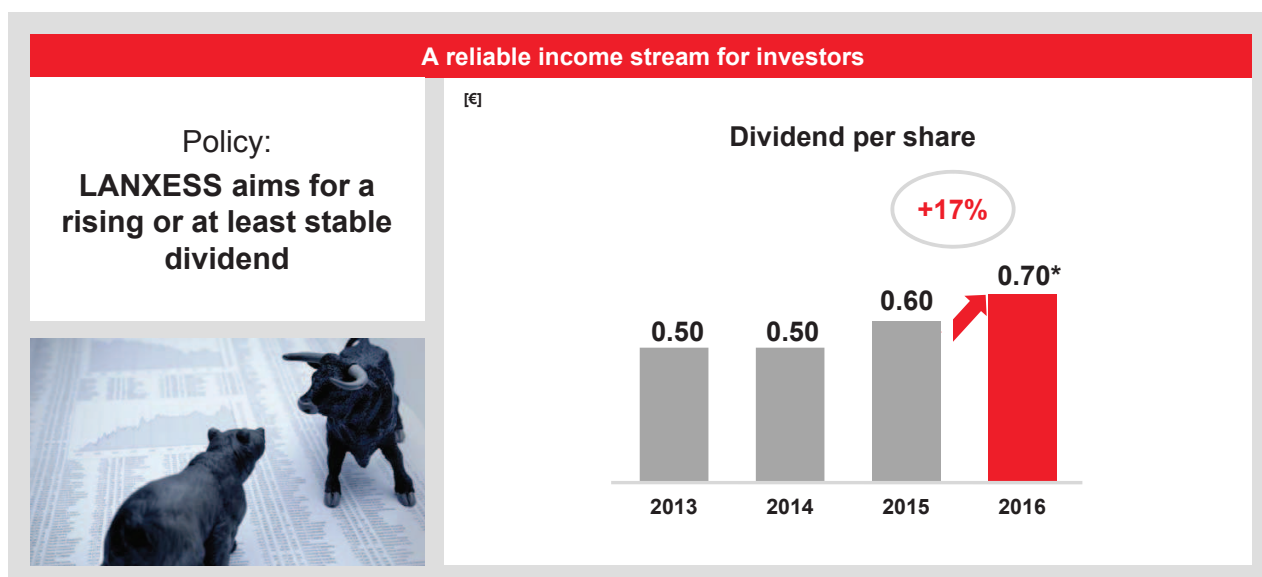


* Indicative, including Chemtura - Closing of Chemtura transaction anticipated mid-2017

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Delivering on dividend policy



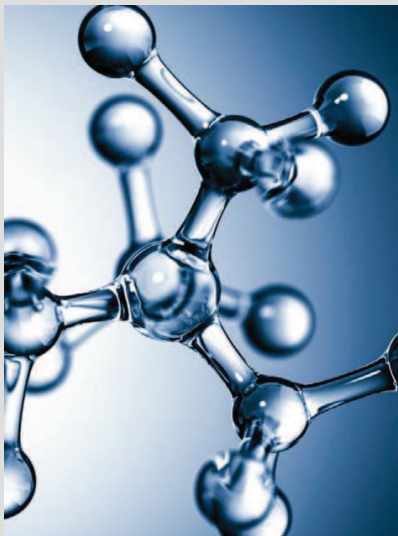
* To be proposed at the Annual General Meeting on May 26, 2017

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Q4 2016 highlights – a successful finish to the year 2016

Strong business performance	
+	Strong volume growth across the group by 8%
+	Substantial EBITDA pre improvement by 21%
+	Successful integration of Chemours Clean & Disinfect business
+	Attractive financing for Chemtura acquisition secured
Some challenges – as expected	
-	Weak agro markets affect BU Saltingo
-	Persisting competitive price pressure in EPDM rubber



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Q4 2016 financial overview: Improvement in operating performance continues

[€ m]	Q4 2015	Q4 2016	yoy in %
Sales	1,806	1,915	6.0%
EBITDA pre	151	183	21.2%
margin	8.4%	9.6%	
EPS pre*	-0.11	0.24	>100%
Capex	205	211	2.9%
[€ m]	31.12.2015	31.12.2016	Δ %
Net financial debt**	1,211	269	-77.8%
Net working capital	1,526	1,628	6.7%

- Higher sales mainly due to strong volume growth
- EBITDA pre improved on higher volumes with good capacity utilization
- Rock solid balance sheet with low net financial debt
- Financial platform for Chemtura acquisition created
- Net working capital increased due to higher business activity in Q4 2016

* net of exceptionals and amortization of intangible assets as well as attributable tax effects
 ** after deduction of current financial assets

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Q4 2016: Substantial demand increase in High Performance Materials and ARLANXEO

Advanced Intermediates				Performance Chemicals				High Performance Materials				ARLANXEO			
Price	Volume	FX	Portfolio	Price	Volume	FX	Portfolio	Price	Volume	FX	Portfolio	Price	Volume	FX	Portfolio
-3%	-6%	0%	0%	-1%	+7%	+1%	+4%	-8%	+13%	0%	0%	-3%	+15%	+1%	0%
			Total				Total				Total				Total
			-9%				+11%				+5%				+13%
<ul style="list-style-type: none"> Pricing reflects raw material costs pass-through Volumes significantly lower mainly vs high prior-year base; BU SGO with weak demand from agro customers EBITDA pre impacted by weak agro and comparing to unusually high Q4'15 base 				<ul style="list-style-type: none"> Strong volume growth in nearly all BUs supported by less pronounced seasonality EBITDA pre and margin benefitted from volume growth, lower idle cost and better product mix 				<ul style="list-style-type: none"> Lower selling prices reflect raw material cost changes Strong volume growth in engineering plastics due to high automotive demand mainly in Asia EBITDA pre: improved mix and higher volumes 				<ul style="list-style-type: none"> Lower selling prices due to persistent competitive price pressure in EPDM and butyl Substantial volume growth in both BUs on the back of strong demand in Asia EBITDA pre declines as price/cost squeeze over-compensates positive volumes 			
[€ m]		Q4'15	Q4'16	[€ m]		Q4'15	Q4'16	[€ m]		Q4'15	Q4'16	[€ m]		Q4'15	Q4'16
Sales		440	401	Sales		475	525	Sales		238	251	Sales		643	725
EBITDA pre		91	66	EBITDA pre		43	71	EBITDA pre		21	34	EBITDA pre		84	74
Margin		21%	16%	Margin		9%	14%	Margin		9%	14%	Margin		13%	10%

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Strong start to the year: Q1 2017 EBITDA pre expected ~20% above prior year

Macro economics 2017	<p>Similar trading pattern expected as in 2016</p> <ul style="list-style-type: none"> U.S. and Europe with moderate growth Asia (especially China) expected to grow as strong as in 2016 Latin America sees improvement against prior year 	
LANXESS FY 2017	<ul style="list-style-type: none"> EBITDA pre expected slightly above previous year – Chemtura comes on top 	
LANXESS Q1 2017	<ul style="list-style-type: none"> Q1 '17 EBITDA pre seen in a bandwidth of ~€300-320 m 	

All data excludes the contribution from the Chemtura acquisition; acquisition is subject to approval of relevant authorities
At USD/EUR 1.10

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Agenda

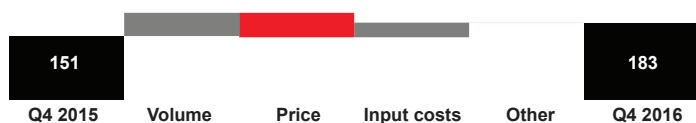
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Q4 2016: Volume driven earnings growth

Q4 yoy sales variances	Price	Volume	Currency	Portfolio	Total
Adv. Intermediates	-3%	-6%	0%	-	-9%
Perf. Chemicals	-1%	+7%	1%	+4%	+11%
High Perf. Materials	-8%	+13%	0%	-	+5%
ARLANXEO	-3%	+15%	1%	-	+13%
LANXESS	-3%	+8%	+1%	+1%	+6%

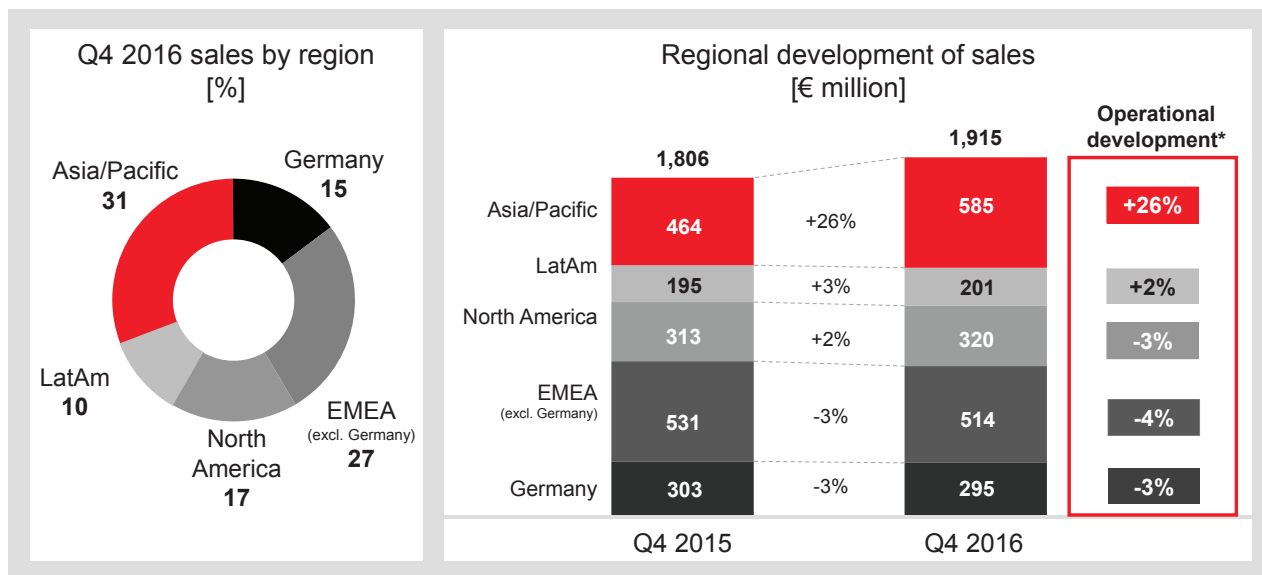
- Lower prices reflect mainly raw material cost pass-through
- Higher volumes due to unforeseen strong demand in Asia; weak agro markets impact Adv. Intermediates
- Positive portfolio effect from Chemours C&D acquisition

Q4 yoy EBITDA pre bridge [€ m]



- Significant volume contribution
- Price/cost squeeze predominantly in some rubber grades in ARLANXEO
- "Other": positive FX effects partly offset by ARLANXEO dissynergies and long-term variable compensation

Q4 2016: Region Asia/Pacific with very strong sales increase



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Q4 2016: Solid operating performance

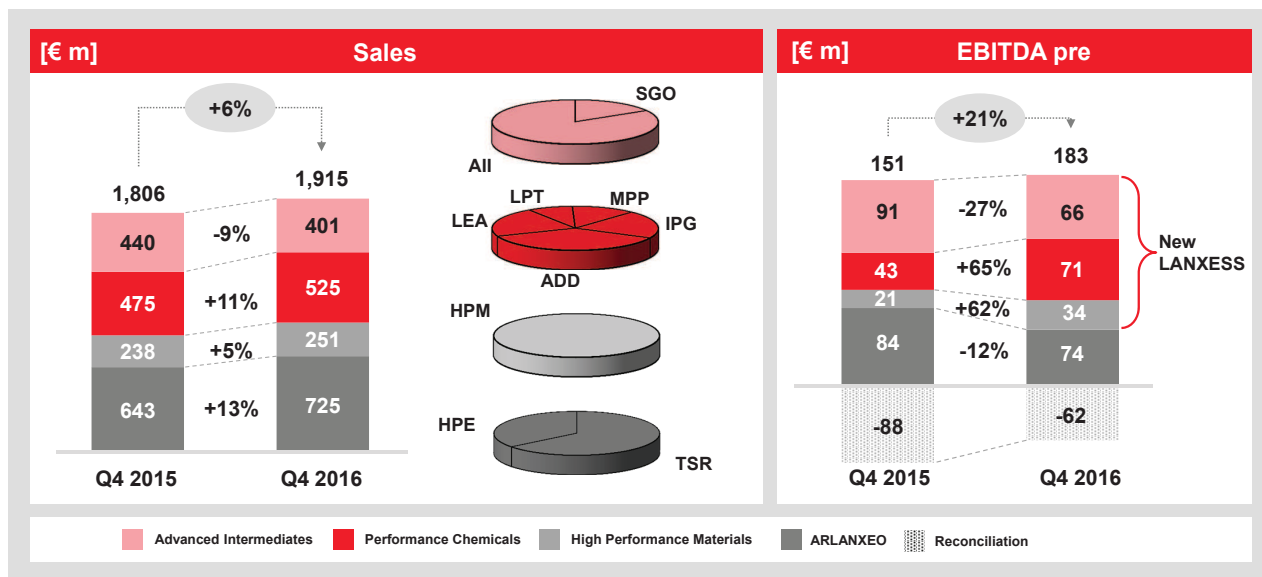
[€ m]	Q4 2015	Q4 2016	yoy in %	
Sales	1,806 (100%)	1,915 (100%)	6%	<ul style="list-style-type: none"> Sales increase mainly on strong volumes Cost of sales increase; however stable gross margin with higher capacity utilization and savings compensating for price pressure in some rubber types Selling expenses rise with volume increase; overhead line items impacted among others** by portfolio effects EBIT declined due to absence of positive one-offs (€56 m write-backs in Q4'15)
Cost of sales	-1,441 (80%)	-1,545 (81%)	-7%	
Selling	-186 (10%)	-204 (11%)	-10%	
G&A	-82 (5%)	-91 (5%)	-11%	
R&D	-32 (2%)	-35 (2%)	-9%	
EBIT	71 (4%)	35 (2%)	-51%	
Non-controlling interests	3	-3 (0%)	<-100%	
Net Income	15 (1%)	2 (0%)	-87%	
EPS pre*	-0.11	0.24	>100 %	
EBITDA	141 (8%)	162 (8%)	15%	
thereof exceptionals	-10 (1%)	-21 (1%)	>100%	
EBITDA pre exceptionals	151 (8.4%)	183 (9.6%)	21%	
Volume increase drives EBITDA				

* net of exceptionals and amortization of intangible assets as well as attributable tax effects
 ** ARLANXEO dissynergies and long-term compensation

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Q4 2016: A mixed picture

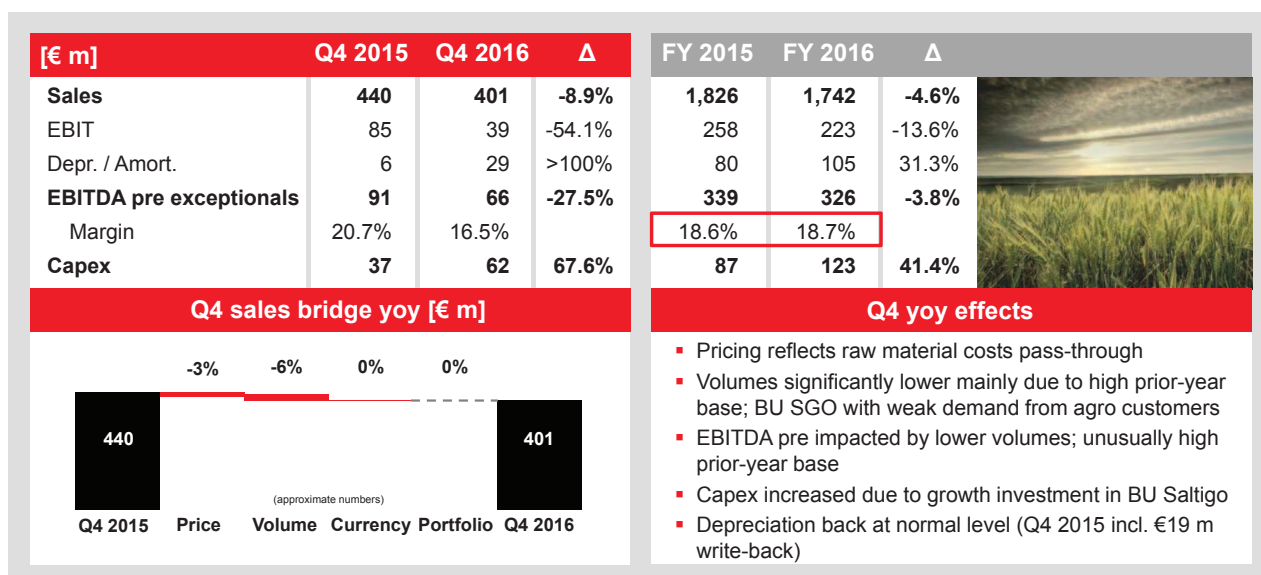


Total group sales including reconciliation

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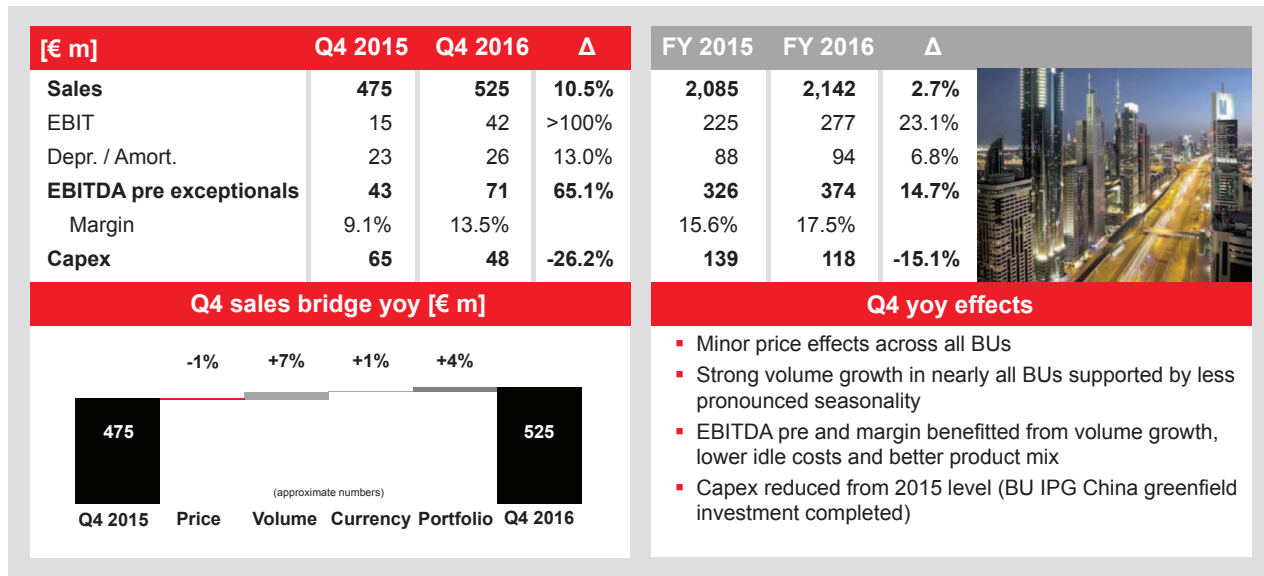
Advanced Intermediates: Agro weakness impacted Q4 as expected



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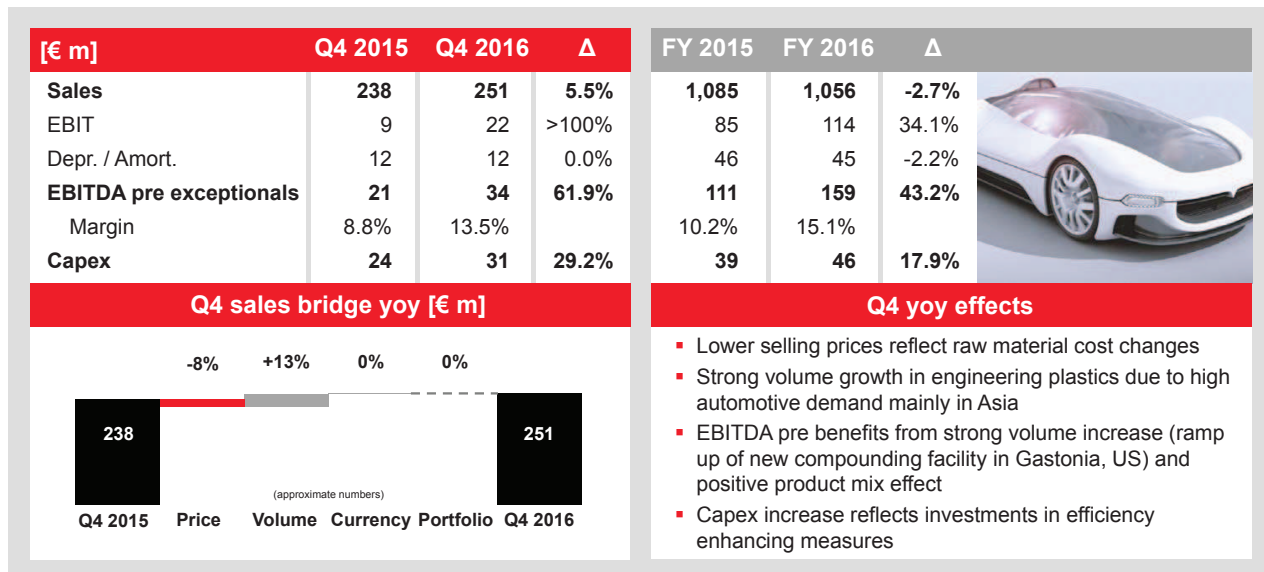
Performance Chemicals: Strong volume growth in Q4



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High Performance Materials: Higher volumes and improved product mix drive earnings




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ARLANXEO: Substantial volume growth but continuing margin pressure

Q4 2015	Q4 2016	Δ	FY 2015	FY 2016	Δ	
Sales	643	725	12.8%	2,859	2,710	-5.2%
EBIT	65	21	-67.7%	195	155	-20.5%
Depr. / Amort.	18	55	>100%	181	220	21.5%
EBITDA pre exceptionals	84	74	-11.9%	391	373	-4.6%
Margin	13.1%	10.2%		13.7%	13.8%	
Capex	64	66	+3.1%	145	138	-4.8%

Q4 sales bridge yoy [€ m]				
Q4 2015	Price	Volume	Currency	Portfolio
643	-3%	+15%	+1%	0%
725	(approximate numbers)			

Q4 yoy effects	
<ul style="list-style-type: none"> Lower selling prices due to persistent competitive price pressure in EPDM and butyl Substantial volume growth in both BUs on the back of strong demand in Asia EBITDA pre declines as price/cost squeeze over compensates positive volume effect Depreciation back at normal level (Q4 2015 incl. €37 m write-back) 	

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Q4 2016: Strong business activity offset by one-time effects

Q4 2015	Q4 2016	
Profit before tax	42	-2
Depreciation & amortization	70	127
Financial (gains) losses	17	14
Cash tax payments/refunds	-28	-86
Changes in other assets and liabilities	-5	-52
Operating cash flow before changes in WC	96	1
Changes in working capital	254	156
Operating cash flow	350	157
Investing cash flow	-234	-1,784
Thereof capex	-205	-211
Financing cash flow	-101	1,459

<ul style="list-style-type: none"> Depreciation back at normal level (Q4 '15 contained €56 m write-backs) Higher cash taxes due to timing pattern Changes in other assets and liabilities mainly due to hedging of intercompany financing Working capital release driven by higher payables following risen raw material prices Investing and financing cash flow mainly reflect issuance of new bonds (€1.5 bn in preparation of Chemtura acquisition)
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Balance sheet – Substantially improved and prepared for Chemtura acquisition

[€ m]	Dec 2015	Dec 2016
Total assets	7,219	9,877
Equity (incl. non-controlling interest)	2,323	3,728
Equity ratio	32%	38%
Net financial debt (after deduction of current financial assets)	1,211	269
Near cash, cash & cash equivalents	466	395
Pension provisions	1,215	1,249
ROCE¹	8.4%	9.6%⁴
Net working capital	1,526	1,628
DSI (in days) ²	67	67
DSO (in days) ³	48	51

- Total assets higher with ARLANXEO-related increase in equity for non-controlling interest⁵ and financing in preparation of Chemtura acquisition
- Stable pension provisions despite lower discount rate (2.0% from 3.0% year end '15) due to €200 m funding in Q2 '16
- Rock solid balance sheet with very low net financial debt
- ROCE increased to ~9.6%⁴
- DSO increase reflects strong Q4 volume growth

¹ Based on last twelve months for EBIT pre

² Days sales of inventory calculated from quarterly sales

³ Days of sales outstanding calculated from quarterly sales

⁴ Adjusted for current financial assets

⁵ On April 1, 2016, LANXESS placed 50% of its rubber business in a joint venture with Saudi Aramco, receiving in return ~€1.2 bn in cash

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Balance sheet extended due to ARLANXEO and preparation of Chemtura financing

[€ m]	Dec'15	Dec'16	Dec'15	Dec'16	
Non-current assets	4,180	4,519	Stockholders' equity	2,323	3,728
Intangible assets	300	494	attrib. to non-contr. interests	13	1,176
Property, plant & equipment	3,447	3,519	Non-current liabilities	2,936	4,516
Equity investments	0	0	Pension & post empl. provis.	1,215	1,249
Other investments	12	12	Other provisions	271	319
Other financial assets	21	19	Other financial liabilities	1,258	2,734
Deferred taxes	361	442	Tax liabilities	19	31
Other non-current assets	39	33	Other liabilities	127	100
			Deferred taxes	46	83
Current assets	3,039	5,358	Current liabilities	1,960	1,633
Inventories	1,349	1,429	Other provisions	411	406
Trade accounts receivable	956	1,088	Other financial liabilities	443	78
Other current financial assets	4	2,130	Trade accounts payable	779	889
Other current assets	264	316	Tax liabilities	85	44
Near cash assets	100	40	Other liabilities	242	216
Cash and cash equivalents	366	355			
Total assets	7,219	9,877	Total equity & liabilities	7,219	9,877

- Other current financial assets include the proceeds of new bonds and part of the €1.2 bn cash received from Saudi Aramco for 50% in ARLANXEO JV; 50% share of Saudi Aramco in ARLANXEO reflected in non-controlling interests
- Increase in financial liabilities due to €1.5bn of new bonds (financing of the planned Chemtura acquisition)

FY 2016 financial overview: Financials reflect organic growth and efficiency gains

[€ m]	FY 2015	FY 2016	yoy in %
Sales	7,902	7,699	-2.6%
EBITDA pre	885	995	12.4%
margin	11.2%	12.9%	
EPS	1.80	2.10	16.4%
EPS pre ¹	2.03	2.69	32.5%
Capex	434	439	1.2%
[€ m]	31.12.2015	31.12.2016	yoy in %
Net financial debt ²	1,211	269	-77.8%
Net working capital	1,526	1,628	6.7%

- Lower sales due to raw material cost pass-through in prices, partly compensated by higher volumes
- EBITDA increased on higher volumes, cost savings and positive FX³
- EPS pre increases with operational improvement
- Slight increase in net working capital due to high business activity towards year-end 2016 and currency effects





¹ net of exceptionals and amortization of intangible assets as well as attributable tax effects

² After deduction of current financial assets

³ Lower hedging expenses and favorable emerging markets' currencies

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FY 2016: Strong volume contribution in top and bottom line

FY yoy sales variances	Price	Volume	Currency	Portfolio	Total
 Adv. Intermediates	-6%	+2%	0%	-	-5%
 Perf. Chemicals	-2%	+4%	0%	+1%	+3%
 High Perf. Materials	-8%	+6%	0%	-	-3%
 ARLANXEO	-9%	+4%	0%	-	-5%
LANXESS	-6%	+4%	0%	0%	-3%

- Lower selling prices in all segments reflect a lower raw material price level
- All segments record good volume growth
- Minor portfolio effect from Chemours C&D acquisition (August 2016)

FY yoy EBITDA pre bridge [€ m]

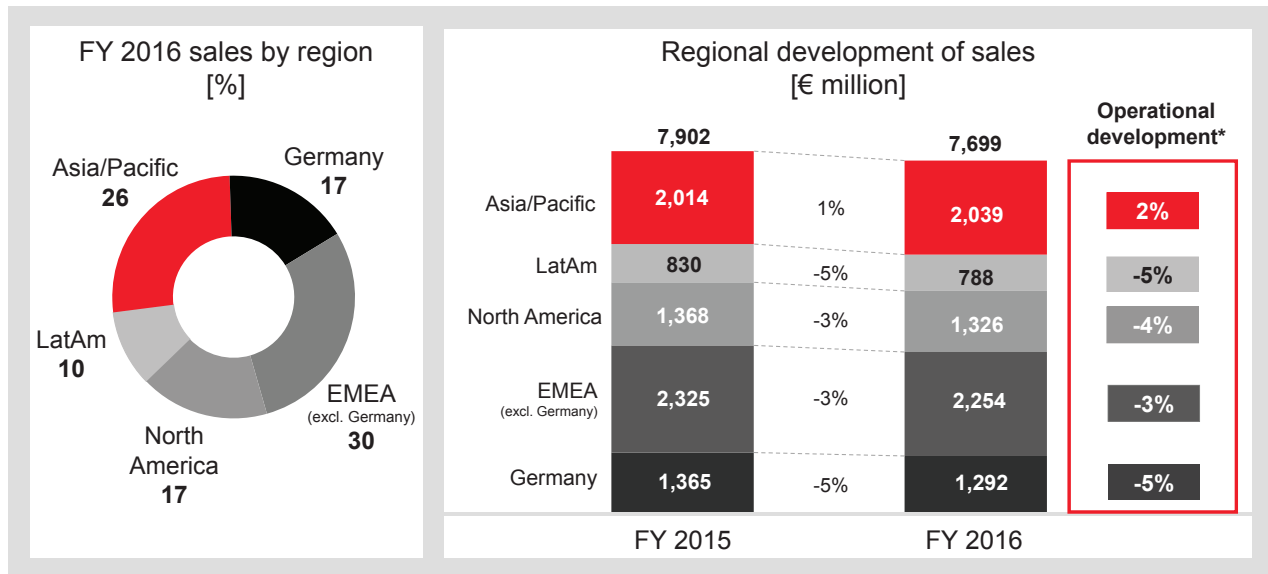


- Volume increase contributed substantially to EBITDA growth
- Price/cost squeeze largely due to market price pressure at ARLANXEO
- FX* benefits, lower idle costs and savings reflected in "Other"

* Mainly lower hedging expenses

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FY 2016: Volume growth in all regions but Latin America – lower prices in all regions (raw material price pass-through)

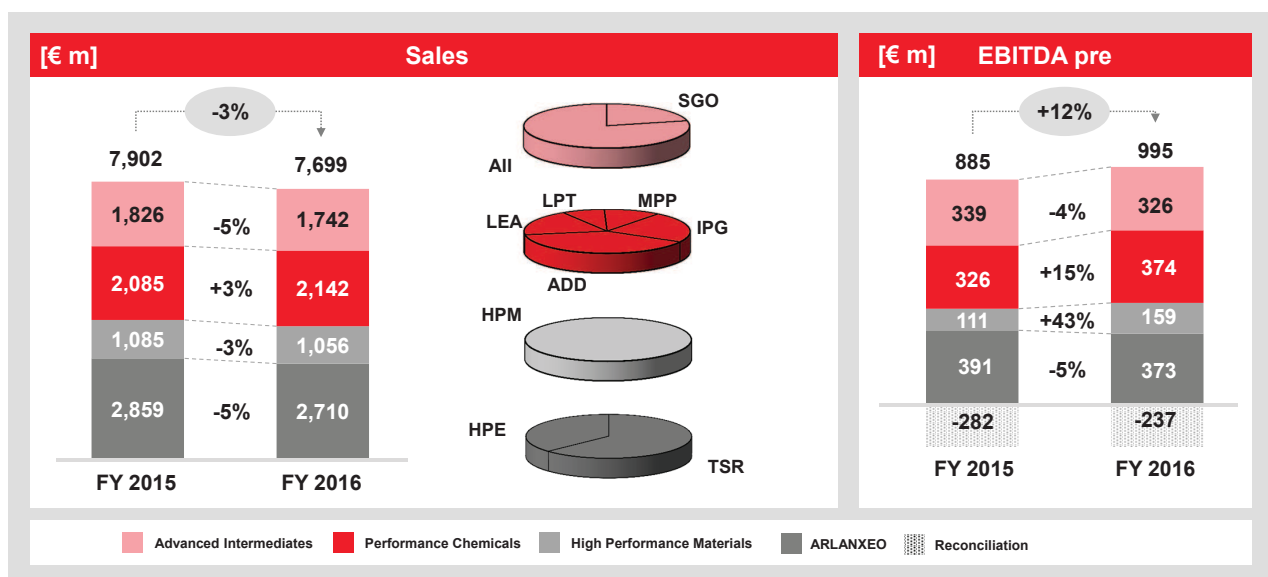


* Currency and portfolio adjusted

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FY 2016: New LANXESS businesses drive earnings growth



Total group sales include reconciliation

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FY 2016: Strong earnings improvement

[€ m]	FY 2015	FY 2016	yoy in %	
Sales	7,902 (100%)	7,699 (100%)	-3%	<ul style="list-style-type: none"> Lower sales as lower selling prices more than offset higher volumes Cost of sales reflect lower raw material price level, lower idle costs and cost savings G&A influenced by dissynergies from ARLANXEO Net income increases in line with improved operations, despite the absence of positive one-off items enjoyed in 2015
Cost of sales	-6,154 (78%)	-5,945 (77%)	3%	
Selling	-759 (10%)	-781 (10%)	-3%	
G&A	-284 (4%)	-303 (4%)	-7%	
R&D	-130 (2%)	-131 (2%)	-1%	
EBIT	415 (5%)	464 (6%)	12%	
Non-controlling interests	2 (0)	3 (0%)	50%	
Net Income	165 (2%)	192 (2%)	16%	
EPS pre*	2.03	2.69	33%	
EBITDA	833 (11%)	945 (12%)	13%	
thereof exceptionals	-52 (1%)	-50 (1%)	-4%	
EBITDA pre exceptionals	885 (11.2%)	995 (12.9%)	12%	

* net of exceptionals and amortization of intangible assets as well as attributable tax effects

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FY 2016: Stable operating and free cash flow

[€ m]	FY 2015	FY 2016	
Profit before tax	288	339	<ul style="list-style-type: none"> Depreciation back at normal level versus low 2015 level (contained €56 m write-backs) Higher working capital as strong volumes at year end pushed up receivables and inventories Investing cash flow marked by re-investment of ARLANXEO cash-in** and bond proceeds (€1.5 bn for Chemtura acquisition) into financial assets Financing cash flow also reflects ARLANXEO cash-in and bond issuance
Depreciation & amortization	418	481	
Gain from sale of assets	-42	0	
Financial (gains) losses	66	56	
Cash tax payments/refunds	-98	-184	
Changes in other assets and liabilities	-33	44	
Operating cash flow before changes in WC	599	736	
Changes in working capital	93	-47	
Operating cash flow	692	689	
Investing cash flow	-400	-2,879	
Thereof capex	-434	-439	
Thereof cash inflows from/cash outflows for financial assets	-11	-2,125	
Thereof CTA* funding & Chemours C&D acquisition	0	-398	
Financing cash flow	-333	2,173	

* CTA: Contractual Trust Arrangement

** Closing of ARLANXEO on April 1, 2016, leading to cash-in of ~€1.2 bn

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Appendix

Housekeeping items

Additional financial expectations

- Capex 2017: ~€450-500 m (thereof ~€150 m ARLANXEO)
- Operational D&A 2017: ~€480 m (thereof ~€220 m ARLANXEO)
- Reconciliation 2017: underlying exp. of ~€160 m EBITDA pre additionally hedging exp. expected ~€10 m
- Tax rate: mid-term: 30-35% (for New LANXESS)
- Dividend policy: Aiming for a rising or at least stable dividend



All data excludes the contribution from the Chemtura acquisition
At USD/EUR 1.10

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Phase II: progressing faster – ~€20 m savings pulled forward from 2017 to 2016

Detailed table to summarize financial impact of restructuring Phase II

	2015	2016	2017	2018	2019	Total
[€ m] P&L expense (OTC)	~60	~30	~10			~100
[€ m] Cash-out (OTC)	~5	~50	~20	~15		~90
[€ m] Capital Invest	by 2019					~140
[€ m] Cost reduction	~10	~20	~40	~40	~40	~150



Includes €20 m savings from the EPDM and Nd-PBR reconfiguration already communicated in March 2015 / OTCs include ~€55 m already communicated and booked in 2015 (Marl / Nd-PBR reconfiguration) / OTC = one-time-costs booked as exceptionals

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Details on synergies and one-time costs of Chemtura acquisition






Preliminary implementation schedule of Chemtura acquisition						
	2016	2017	2018	2019	2020	Total
[€ m] Expense (one-time costs)*		~70	~30	~20	~20	~140
[€ m] Capex		~30	~10	~10		~50
[€ m] Synergies		~25	~25	~35	~15	~100

* excluding ~€80 m transaction related costs (including cost of planned refinancing of target debt), which are considered in purchase price

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A more diversified and balanced portfolio

Well balanced business set-up					
Sales [€]	~2.0 bn	~2.0 bn	~1.5 bn	~1.5 bn	~3 bn
	Advanced Intermediates	Specialty Additives**	Engineering Materials	Performance Chemicals	ARLANXEO* joint venture for synthetic rubber
					
Key strategic rationale	Building a global and resilient intermediates player	Creating a major, global additives business	Building an integrated engineering plastics player	Building a specialty division	Market leading in production and marketing of synthetic rubber

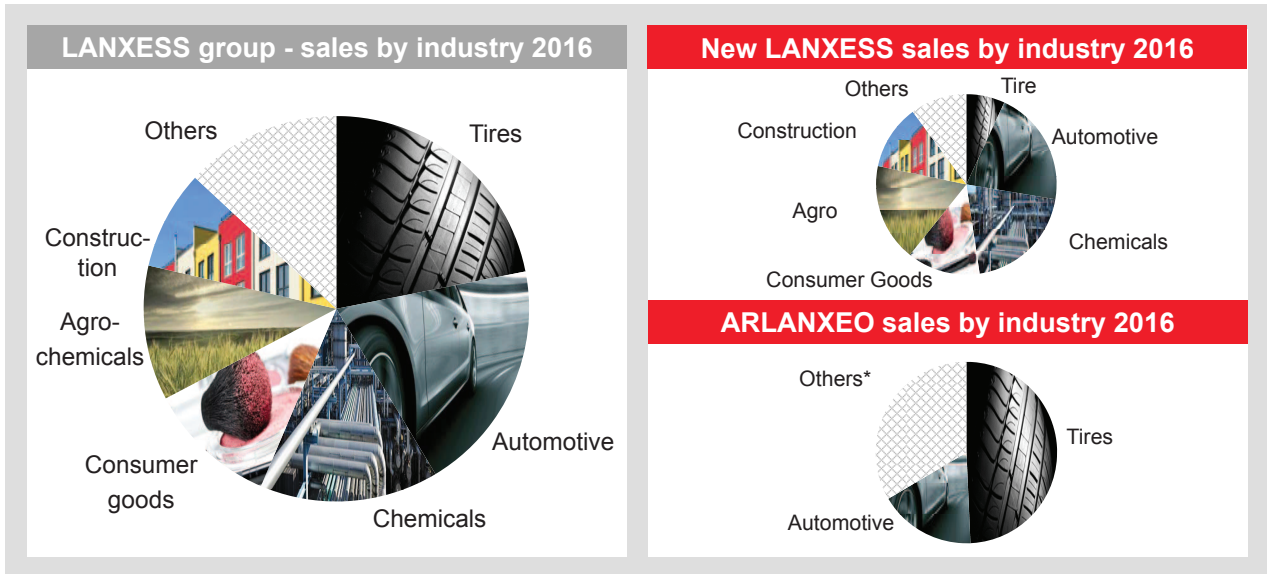
* ARLANXEO to be fully consolidated for the first three years (as of April 1, 2016)

** Future reporting structure after closing of Chemtura acquisition

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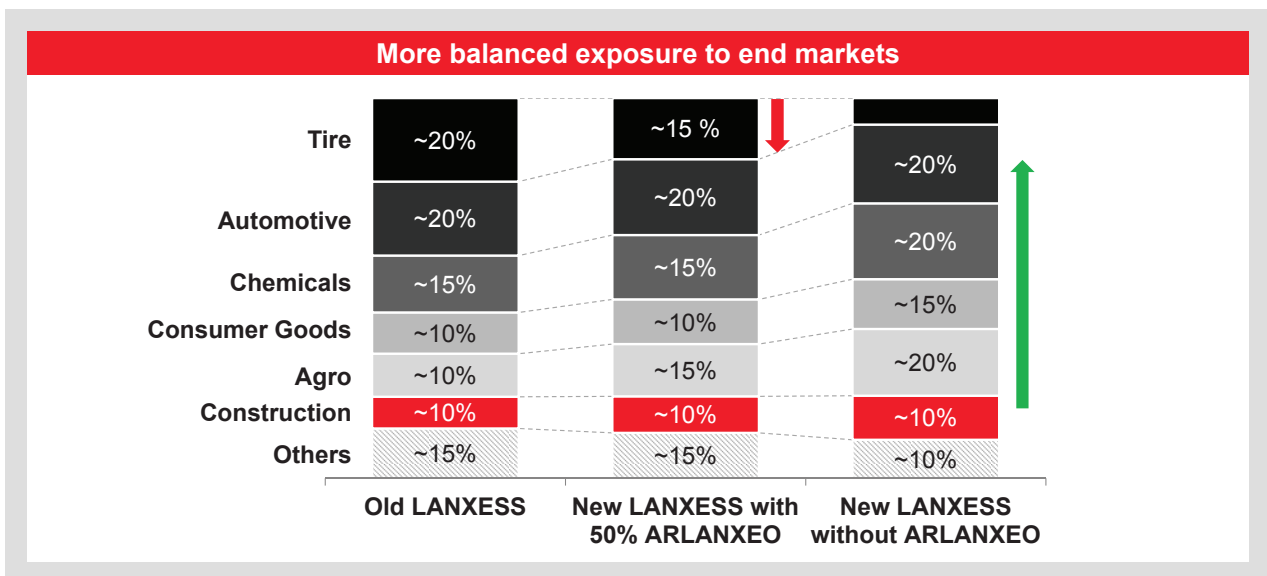
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New LANXESS well diversified



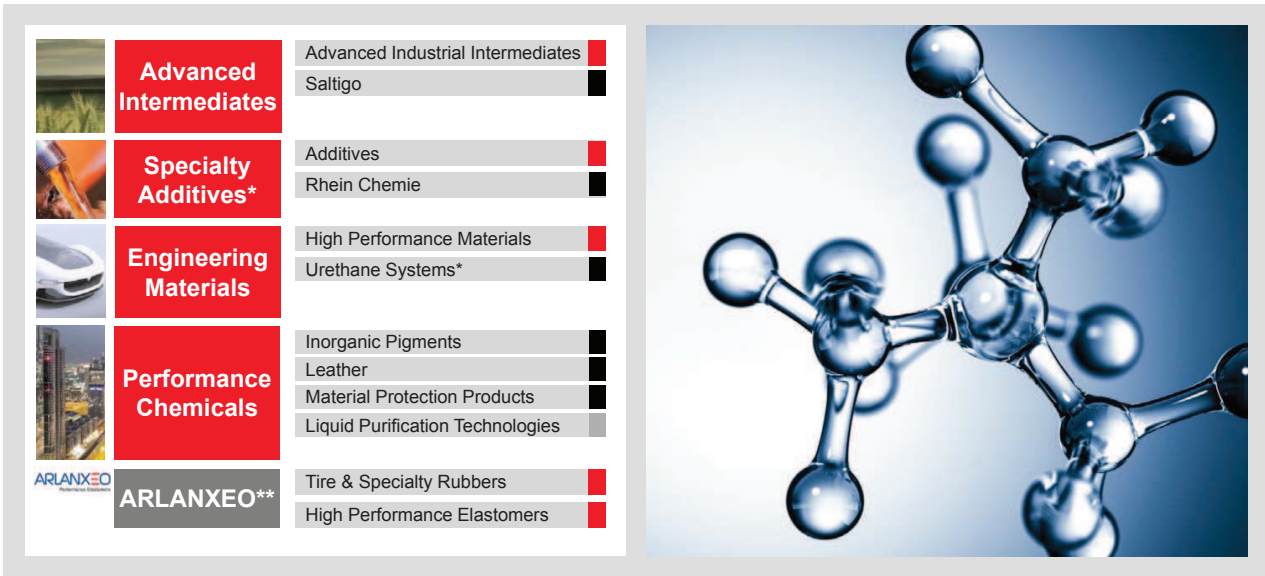
* Amongst other consumer, chemicals, construction

The New LANXESS: Diversified end markets and less exposure to cyclical businesses



Based on FY 2016 sales

Well diversified future business structure

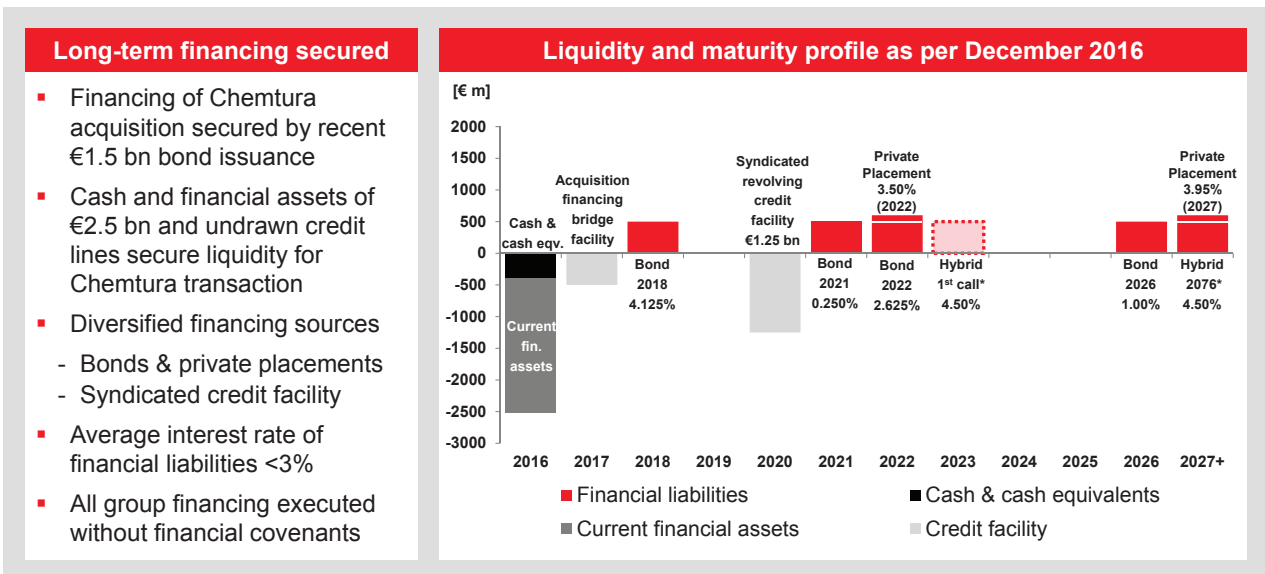


* Future reporting after planned acquisition of Chemtura
 ** ARLANXEO fully consolidated by LANXESS for the first three years (as of April 1, 2016)

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



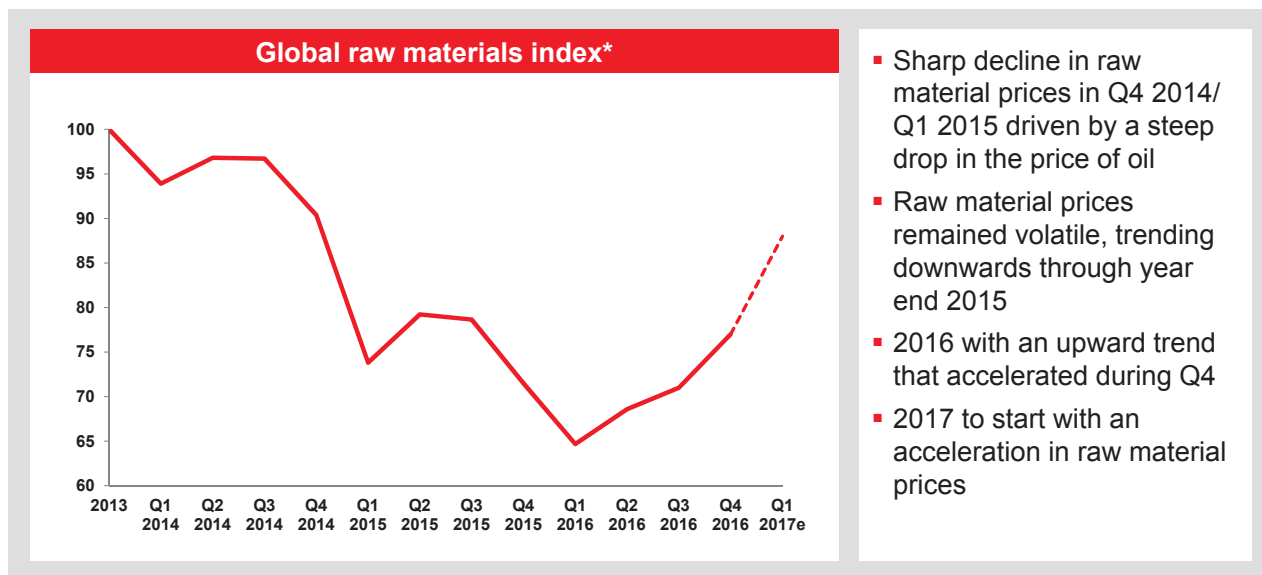
Maturity profile actively managed and well balanced through recent capital market transactions



* Hybrid bond with contractual maturity date in 2076 has a first optional call date in 2023



High volatility in raw material prices



* Source: LANXESS, average 2013 = 100%

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Overview exceptional items Q4 and FY

[€ m]	Q4 2015		Q4 2016		FY 2015		FY 2016	
	Excep.	Thereof D&A	Excep.	Thereof D&A	Excep.	Thereof D&A	Excep.	Thereof D&A
Advanced Intermediates	-19	-19	-2	0	-18	-19	-2	0
Performance Chemicals	5	0	3	0	13	0	3	0
High Performance Materials	0	0	0	0	-19	1	0	0
ARLANXEO	-36	-37	-2	0	-12	-27	-2	0
Reconciliation	4	0	22	0	43	0	51	0
Total	-46	-56	21	0	7	-45	50	0

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Upcoming events 2017

Proactive capital market communication		
▪ UBS Chemicals Field Trip	March 22	Cologne
▪ MainFirst Corporate Conference Copenhagen	March 30	Copenhagen
▪ Raymond James Chemical Leaders Conference 2017	March 30	London
▪ Q1 results 2017	May 11	
▪ Citi's Inaugural Chemicals Conference	May 16	London
▪ Annual General Meeting	May 26	Cologne
▪ Société Générale Nice Conference 2017	June 1/2	Nice
▪ Deutsche Bank dbAccess Berlin Conference	June 22/23	Berlin
▪ Morgan Stanley Cannon Ball Run	June 27	Cologne
▪ Exane BNP 19 th European CEO Conference	June 13/14	Paris
▪ mBank Chemicals Day 2017	June 20	Warsaw
▪ Meeting the Management 2017	September 6	Cologne
▪ Q2 results 2017	August 10	
▪ Q3 results 2017	November 9	

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Abbreviations

<p style="text-align: center;">ARLANXEO</p> <ul style="list-style-type: none"> ▪ TSR Tire & Specialty Rubbers ▪ HPE High Performance Elastomers 	<p style="text-align: center;">Performance Chemicals</p> <ul style="list-style-type: none"> ▪ ADD Rhein Chemie Additives ▪ IPG Inorganic Pigments ▪ LEA Leather ▪ MPP Material Protection Products ▪ LPT Liquid Purification Technologies
<p style="text-align: center;">Advanced Intermediates</p> <ul style="list-style-type: none"> ▪ All Advanced Industrial Intermediates ▪ SGO Saltigo 	<p style="text-align: center;">High Performance Materials</p> <ul style="list-style-type: none"> ▪ HPM High Performance Materials

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