



**LANXESS –  
Cheuvreux German Corporate Conference**

**Improved demand and effective self-help measures**

**Matthias Zachert**  
Chief Financial Officer

Frankfurt, January 18, 2010

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Chart 2

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## Agenda

- Strategy review
- Update on market-trends and relevant regulations
- Investment in new butyl rubber facility
- Business and financial review Q3 2009
- Outlook/Guidance

Chart 3

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**Including acquisitions, reduced headcount by ~200 employees versus FY 2008**

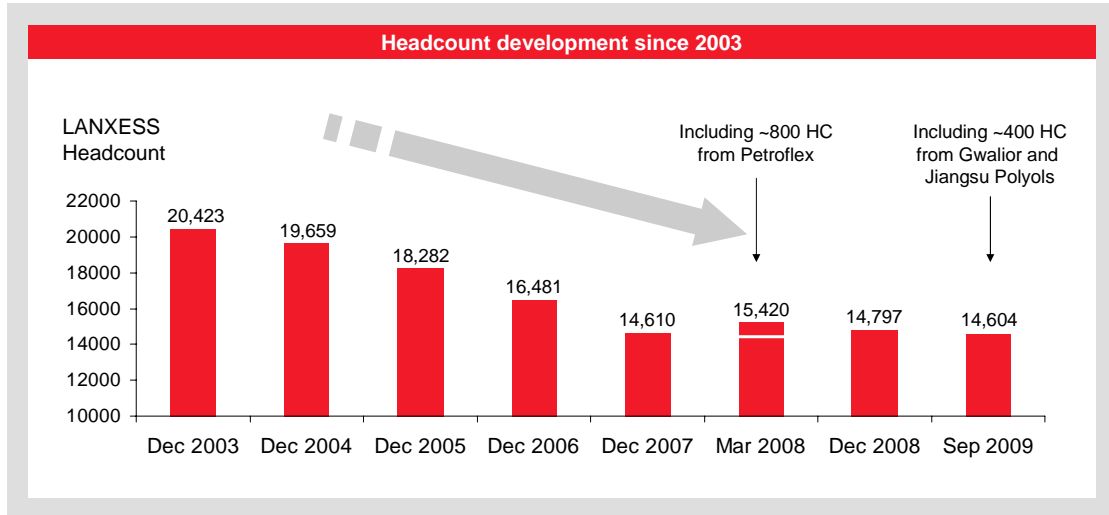


Chart 6



**Portfolio management has continuously strengthened the company - €1.5 bn of sales divested**

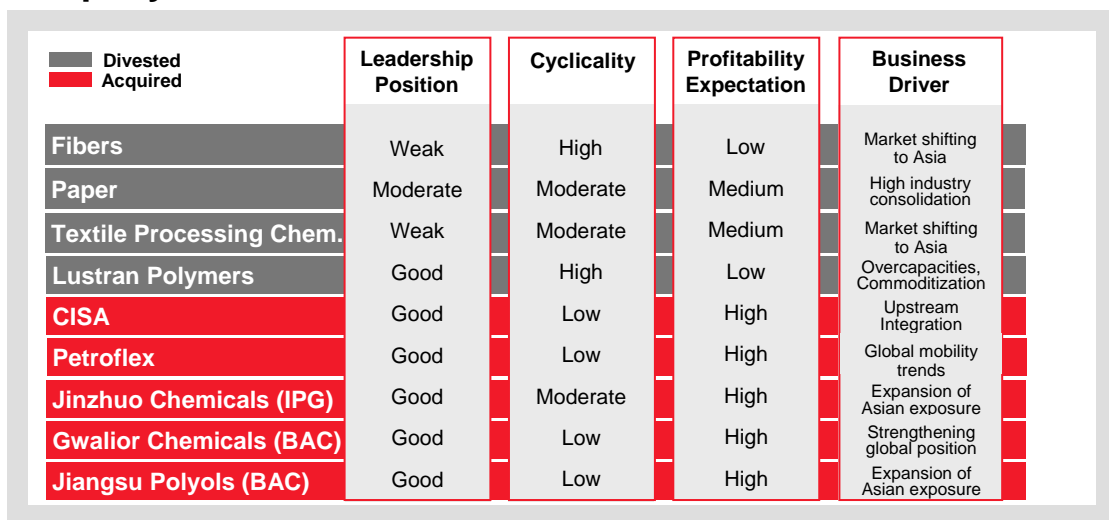


Chart 7



## LANXESS – Improvement trend of financials, based on strategy implementation

In €m	2004	2005	2006	2007	2008
EBITDA <sup>*</sup>	447	581	675	719	721
Net financial debt	1,135	680	511	460	864
Net fin. debt / EBITDA <sup>*</sup>	2.5x	1.2x	0.8x	0.6x	1.2x
Gearing	101%	54%	36%	30%	61%
Underlying EPS <sup>**</sup>	0.65	1.19	2.69	3.36	3.30
ROCE	5.4%	12.9%	15.9%	17.7%	15.0%

**Financial metrics continuously improved**

<sup>\*</sup> pre exceptionals <sup>\*\*</sup> EPS pre exceptionals, based on actual tax rate

Chart 8

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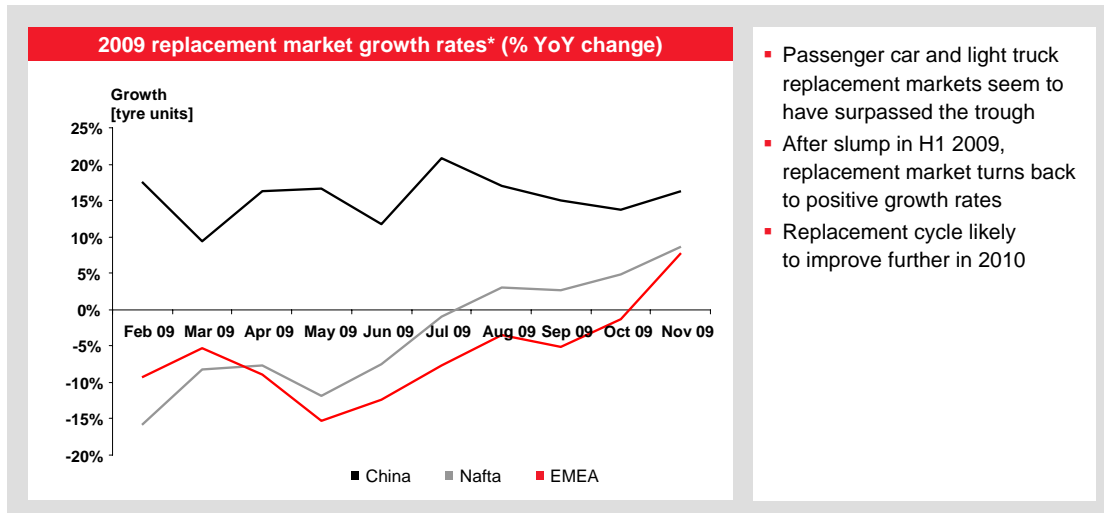
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Chart 9

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## Replacement markets improved steadily in recent months



Source: Michelin company website data, 2010 Q1; \* moving average volume trend

Chart 10

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## New EU tyre legislation will increase transparency of tyre performance and thus reinforce high performance tyre trend

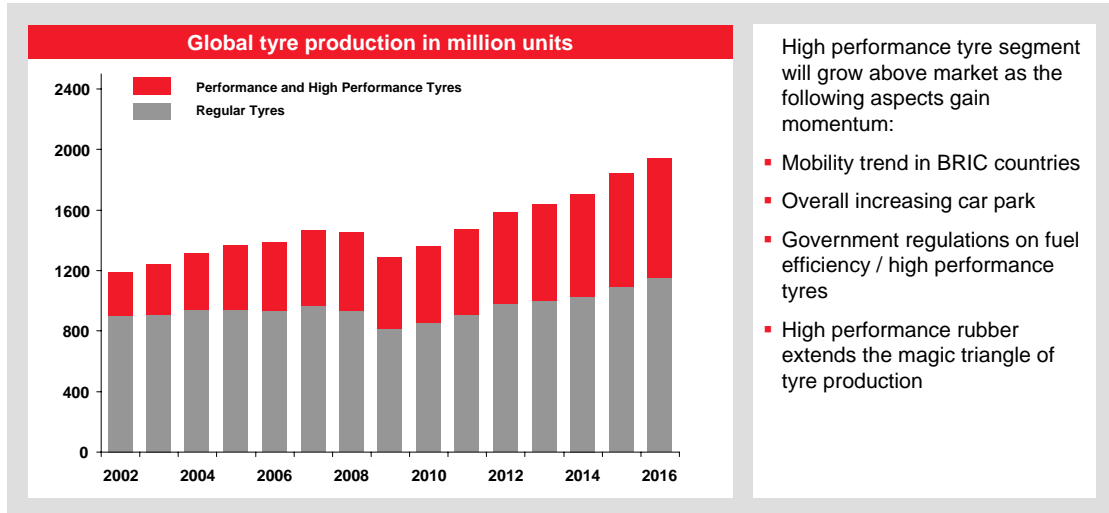


Source: Press release European Parliament

Chart 11

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## Demand for high performance rubber is expected to consistently grow over the next years



Source: LMC 2009 Q3; LANXESS estimates

Chart 12

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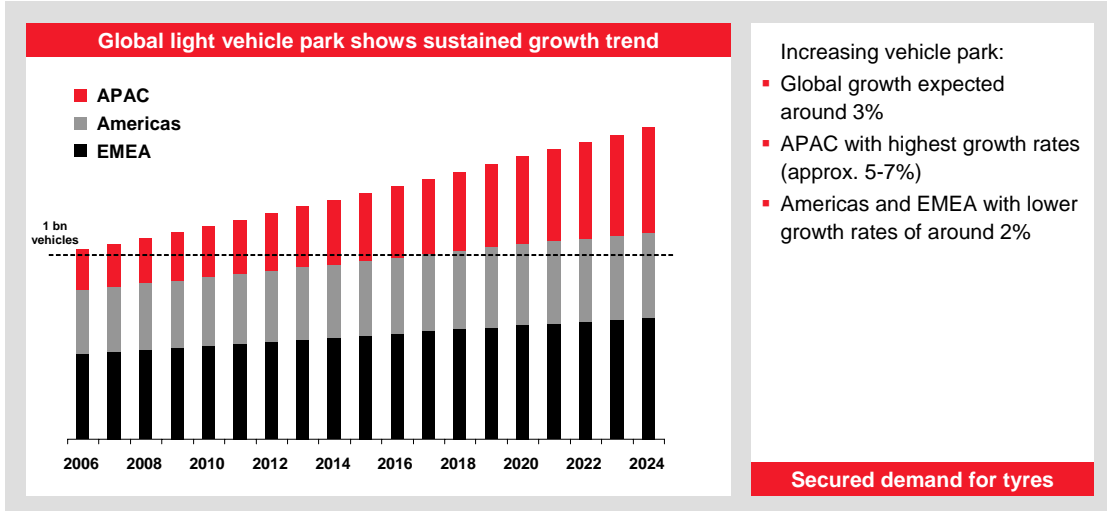
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Chart 13

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## Mobility trend remains in tact - global vehicle park continues to grow

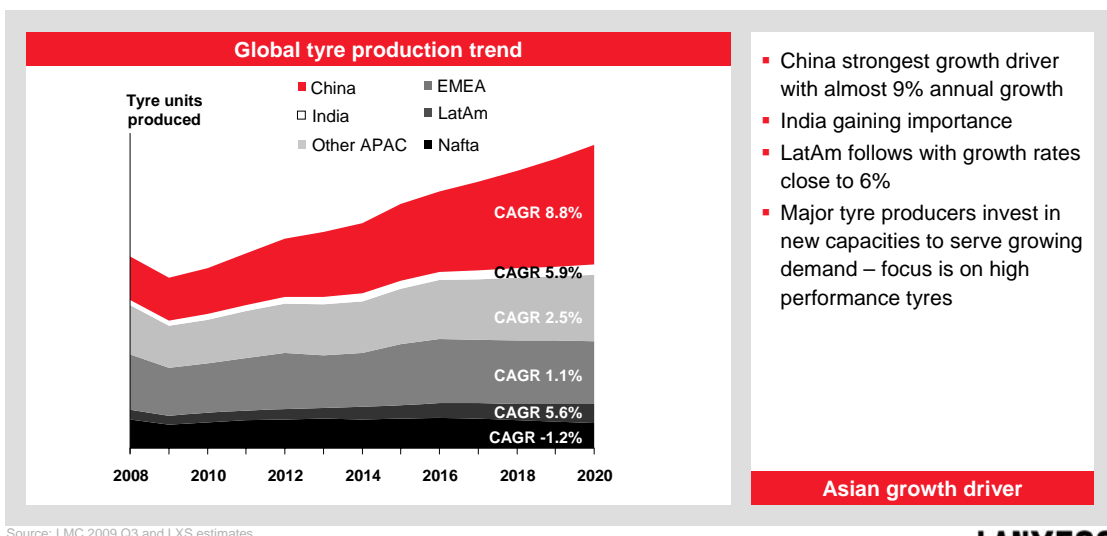


Source: J.D. Power 2009 Q3

Chart 14

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## Sustainable tyre growth dominated by BRIC countries



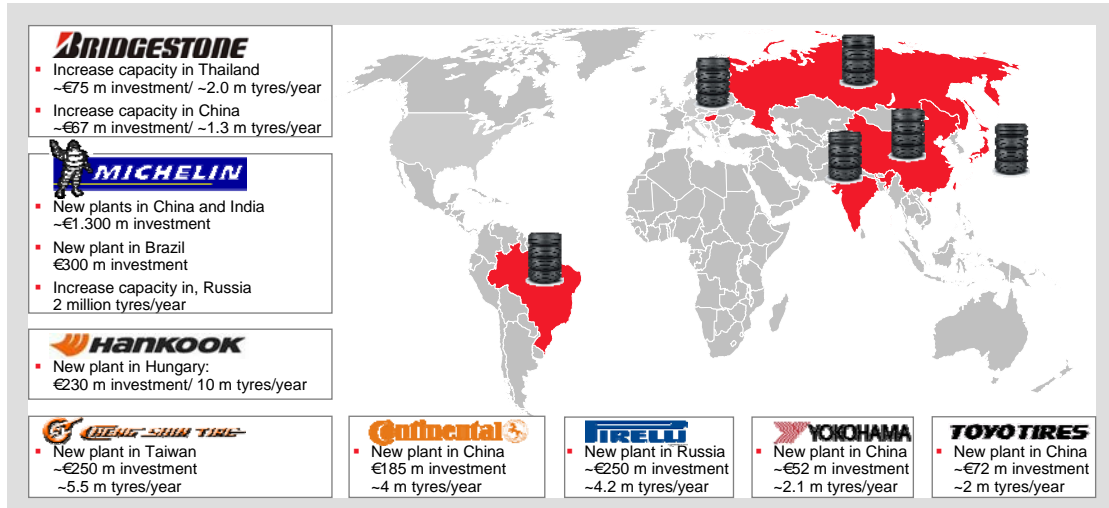
Source: LMC 2009 Q3 and LXS estimates

Chart 15

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## Planned capacity expansions of selected tyre producers-companies focus on BRIC markets

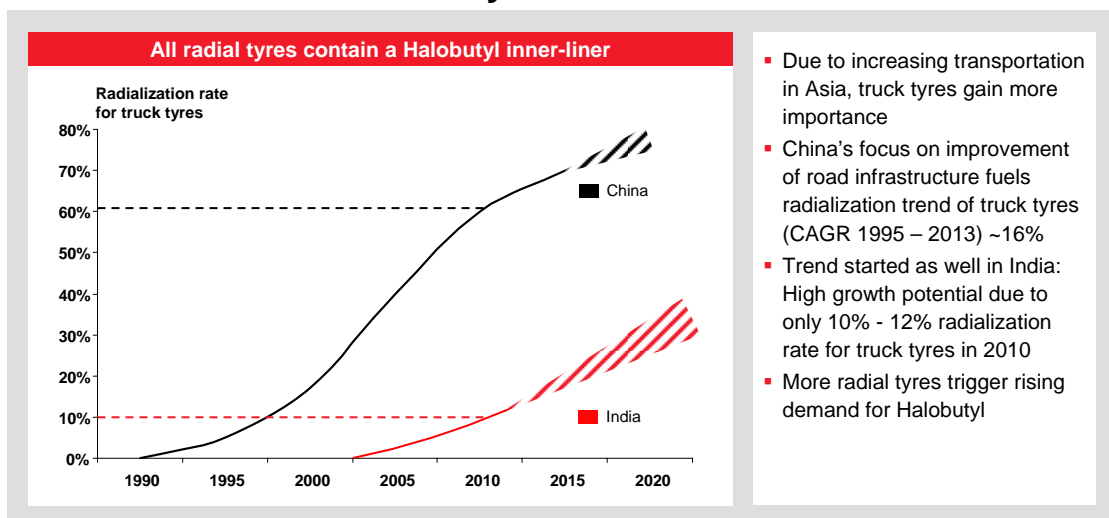


Source: Companies website, licensing to others

Chart 16

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## Transportation and mobility in Asia lead to an increasing radialization rate for truck tyres

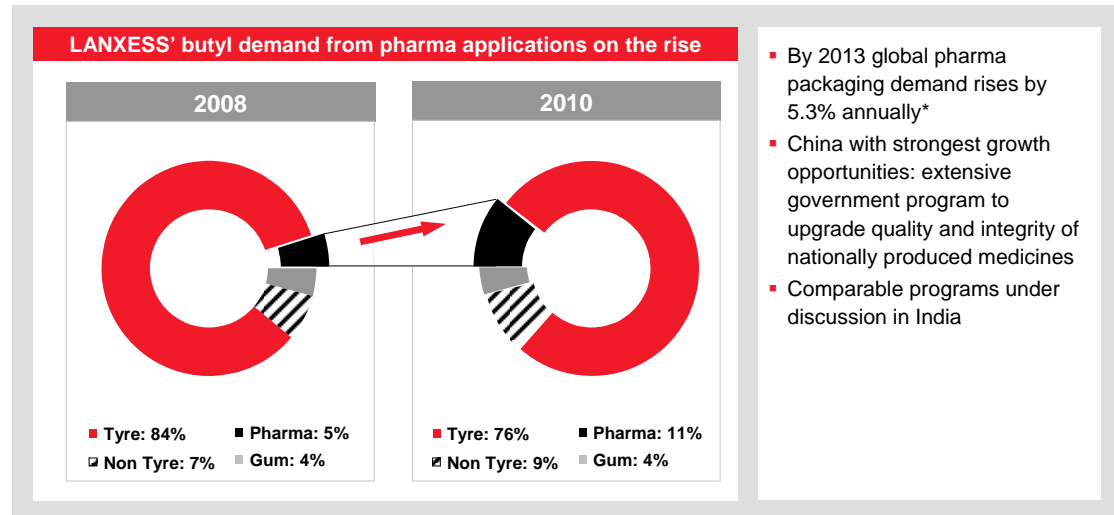


Source: www.bekaert.com, LANXESS market intelligence

Chart 17

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## Non-tyre business gains importance and adds to diversity of our customer base

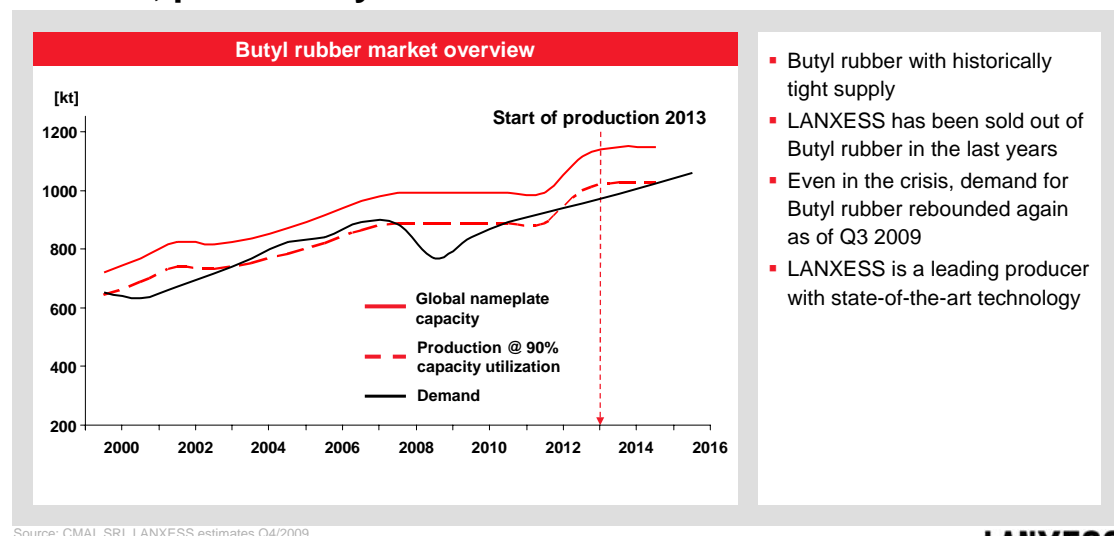


\* Source: www.marketresearch.com

Chart 18

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## New butyl capacities are needed to serve the growing demand, particularly from 2013 onwards



Source: CMAI, SRI, LANXESS estimates Q4/2009

Chart 19

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## Strengthening our global butyl rubber business with a world scale production facility in Singapore

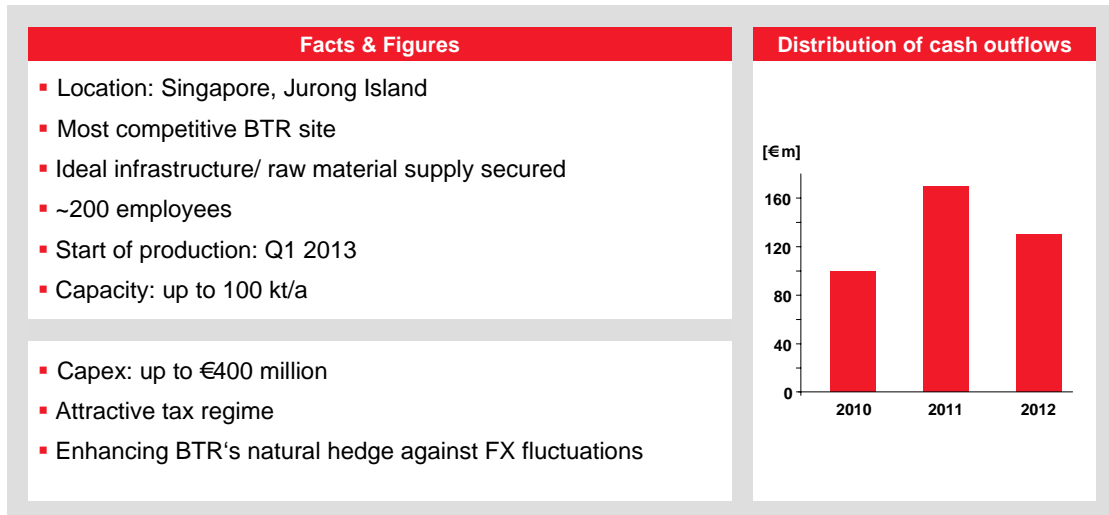


Chart 20

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## Value creating investment in a premium business

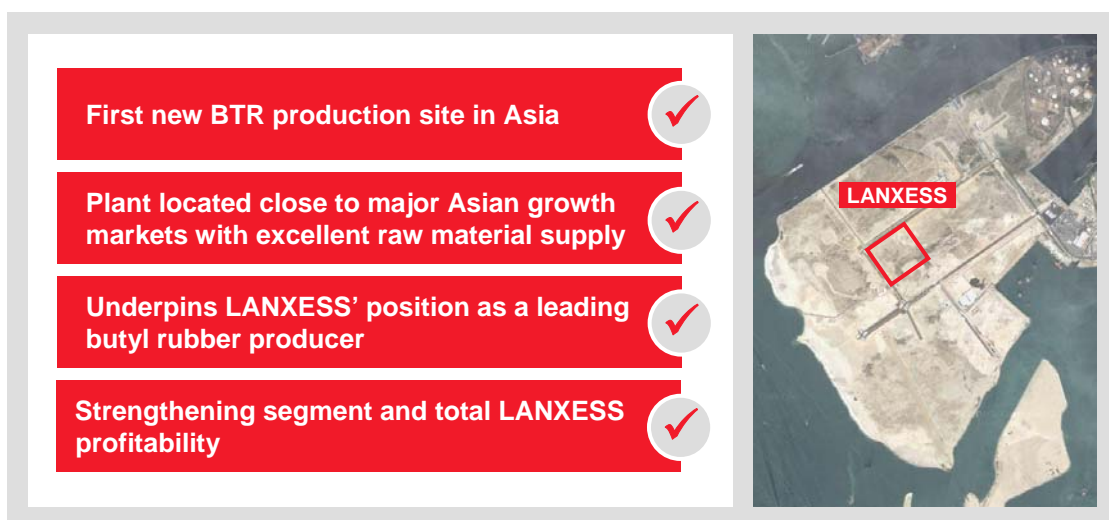


Chart 21

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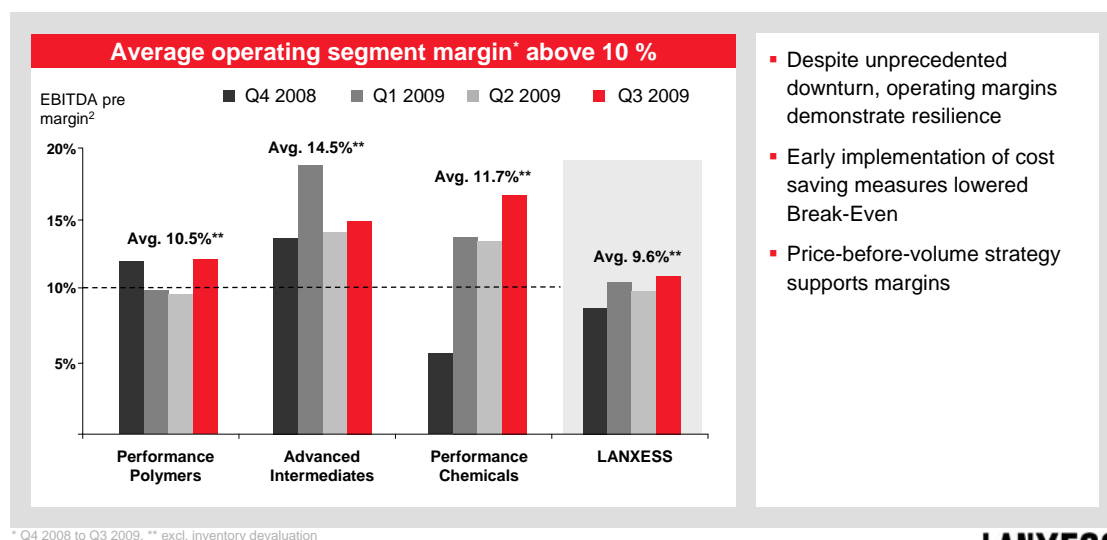
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Chart 22

## Resilience shown in recession scenario



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Chart 23

## Cost structure fully aligned to current demand level

[€ m]	Q3 2008	Q3 2009	yoy in %
<b>Sales</b>	<b>1,814 (100%)</b>	<b>1,373 (100%)</b>	<b>-24%</b>
Cost of sales	-1,409 (78%)	-1,050 (76%)	-25%
Selling	-180 (10%)	-135 (10%)	-25%
G&A	-69 (4%)	-57 (4%)	-17%
R&D	-25 (1%)	-26 (2%)	+4%
<b>EBIT</b>	<b>108 (6%)</b>	<b>64 (5%)</b>	<b>-41%</b>
<b>Net Income</b>	<b>56 (3%)</b>	<b>23 (2%)</b>	<b>-59%</b>
<b>EPS</b>	<b>0.67 (0%)</b>	<b>0.28 (0%)</b>	<b>-58%</b>
EBITDA	183 (10%)	130 (9%)	-29%
thereof exceptionals	-9 (0%)	-13 (1%)	+44%
<b>EBITDA pre exceptionals</b>	<b>192 (11%)</b>	<b>143 (10%)</b>	<b>-26%</b>

**Continued sequential improvement**

2008 data adjusted for change in pension accounting  
\* Pre exceptionals

Chart 24

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- Sales decline yoy on lower prices (-16%) due to easing input costs and volume impact (-11%), slightly offset by currency effects (+3%)
- Cost of sales, selling and G&A expenses clearly show effects of flexible asset and cost management with accelerated implementation of restructuring and Challenge programs
- Sequential EBITDA\* improvement against typical seasonal pattern

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Chart 25

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## Macro view: signs of economic improvement with risk of setbacks

View on LANXESS group level	
Risk of setback remains	<ul style="list-style-type: none"> <li>▪ Global markets have stabilized, growth momentum mainly in Asia (especially China)</li> <li>▪ Other regions are expected to continue slow recovery over a longer period of time</li> <li>▪ Customers will manage inventories tightly in Q4</li> <li>▪ Some pre-buying in Q3 potentially burdening Q4</li> <li>▪ Seasonal earnings pattern affects Q4</li> <li>▪ Flexible asset and cost management effective to mitigate lower utilization</li> </ul>





Chart 26

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## FY guidance reflects better Q3 performance and LANXESS self-help measures

Guidance for FY 2009	
Additional financial expectations for 2009	<p>Based on previously mentioned assumptions, LANXESS expects FY EBITDApre of €400 m - €420 m</p> <ul style="list-style-type: none"> <li>▪ Capex*: ~€300 m</li> <li>▪ D&amp;A: ~€270 – €280 m</li> <li>▪ Tax rate: sustainable at ~25%</li> <li>▪ Working Capital: moderate cash inflow for FY 2009</li> <li>▪ Exceptionals: ~€40 m for FY 2009</li> <li>▪ FX: FY avg. U.S. dollar at 1.35-1.40 USD / EUR</li> <li>▪ Hedging: ~50% at 1.30-1.40 USD / EUR</li> </ul>



\* Without projects financed by customers

Chart 27

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# LANXESS

Energizing Chemistry



**Appendix**

## Portfolio management allows for regrouping of LANXESS businesses along chemical segmentation

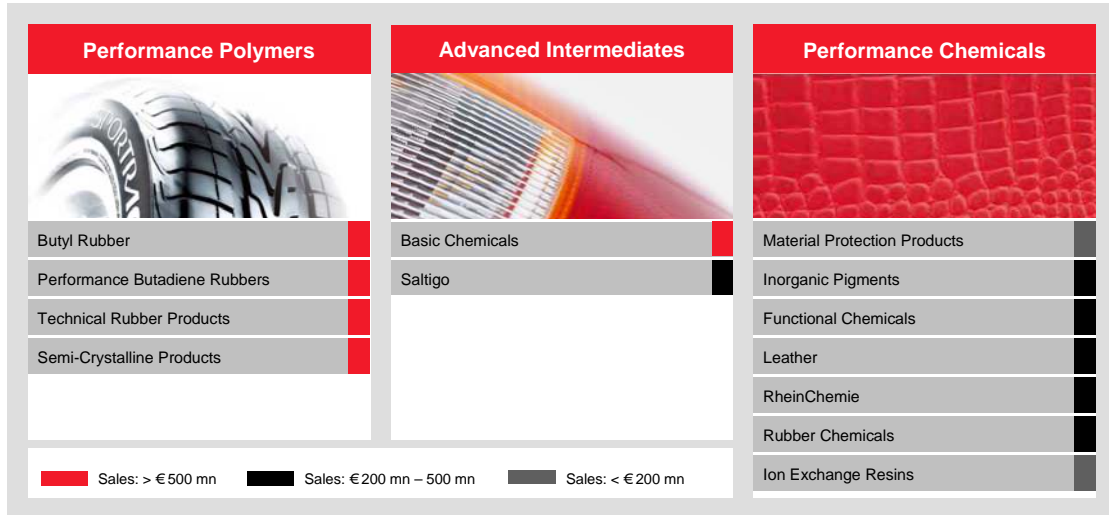


Chart 30

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## LANXESS has a broad customer portfolio with varying demand patterns

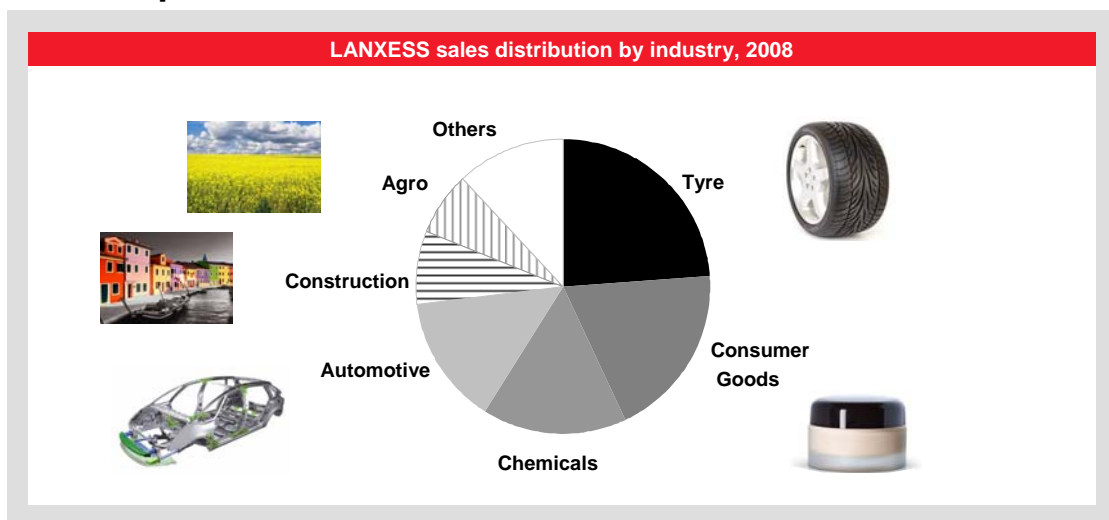


Chart 31

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## Price before volume intact – input cost pass-through with slight time lag

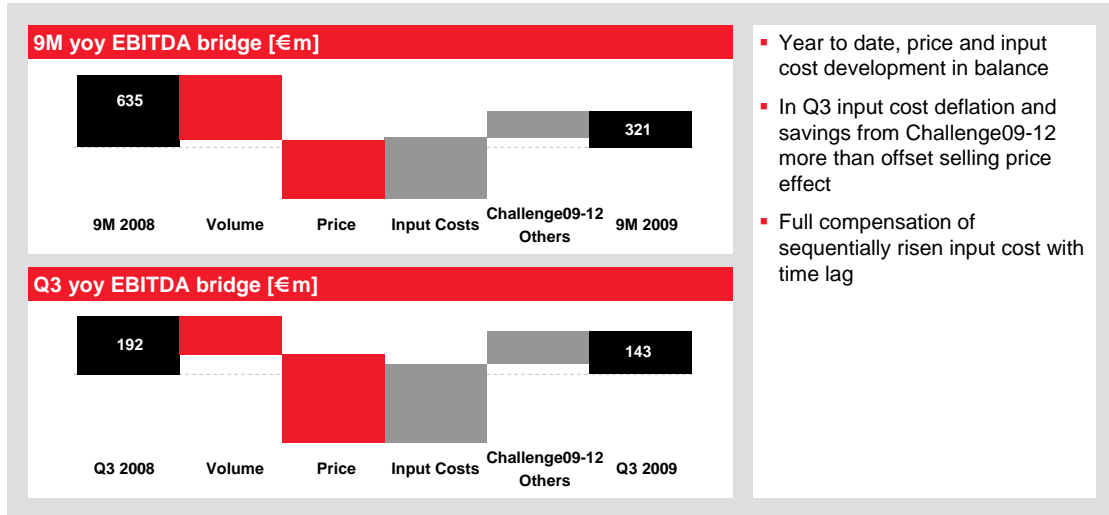


Chart 32

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## Asian business substantially expanding in 2009

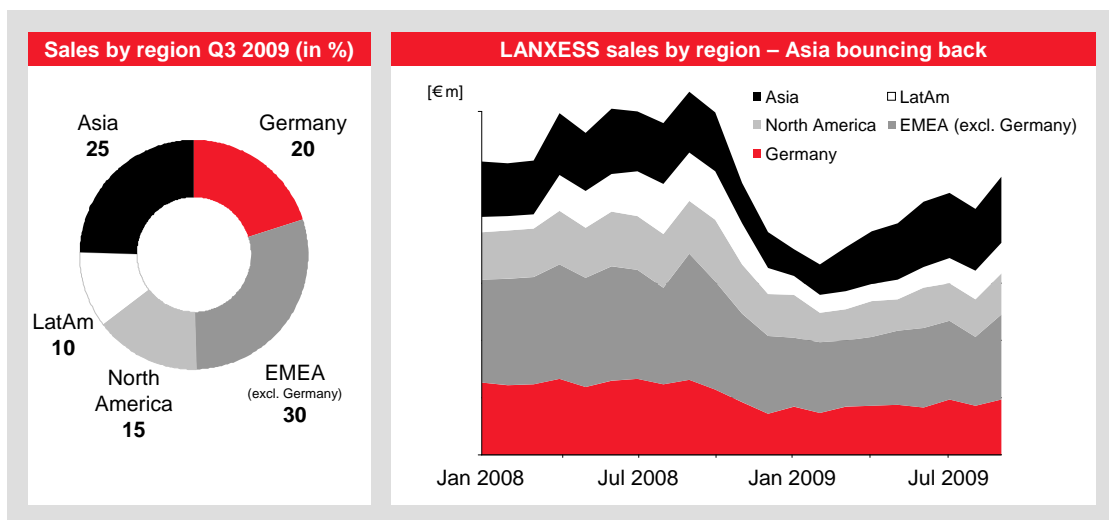


Chart 33

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## Challenge09 proceeding ahead of plan, €30 m savings accelerated from 2010

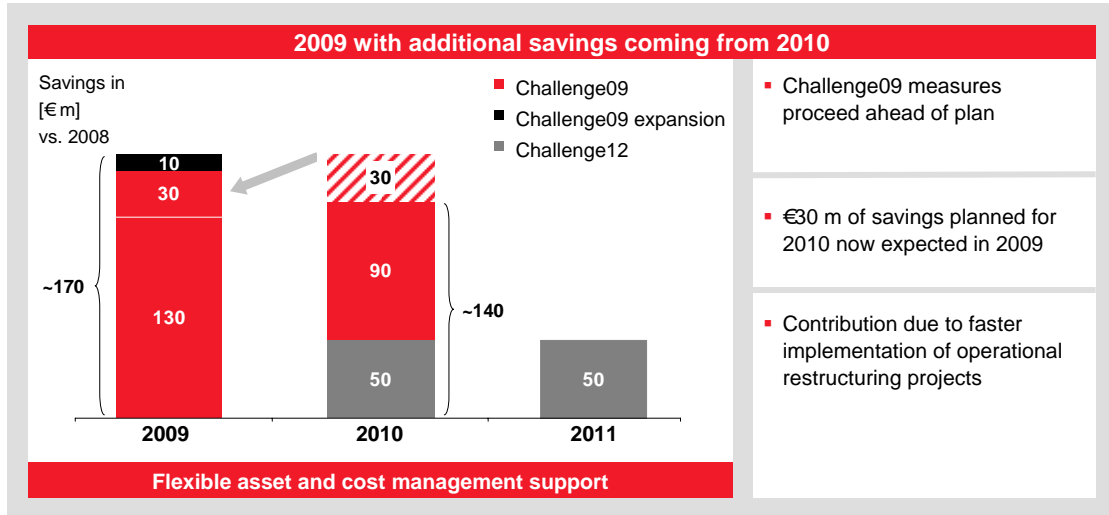
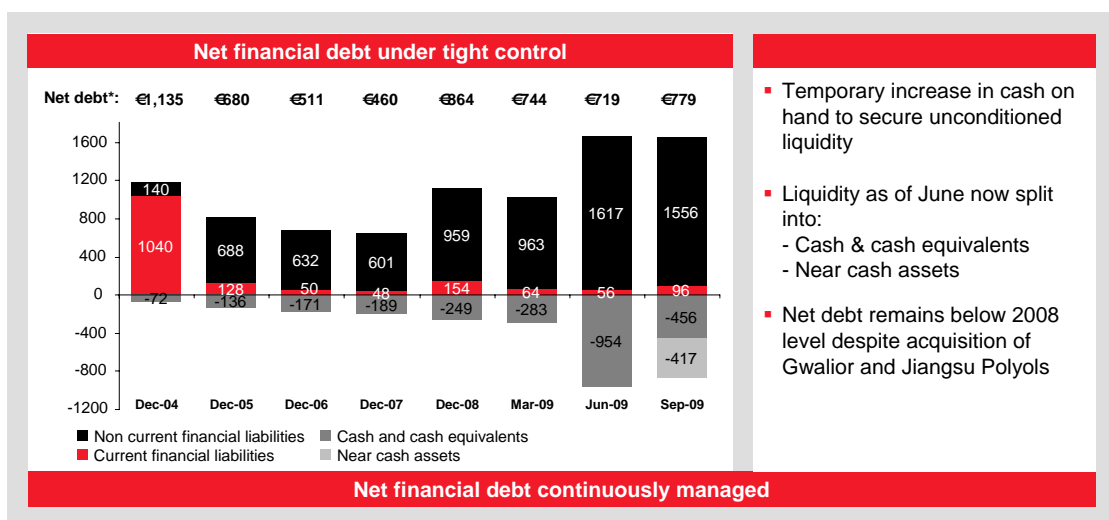


Chart 34

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## Net financial debt increased due to financing of acquisitions

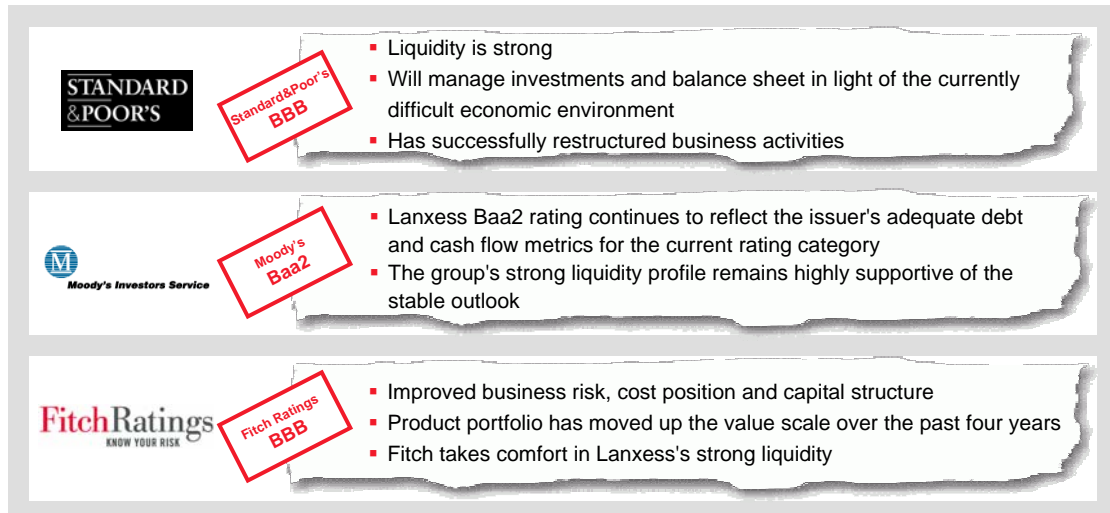


\* Adjusted for liabilities for accrued interest and specific exchange hedging of financial liabilities; in Sep-2009, non current financial liabilities adjusted by €11 m and current financial liabilities adjusted by €32 m

Chart 35

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## Rating-agencies confirm LANXESS' achievements



Source: Rating-Agencies

Chart 36

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## Price before volume intact – input cost pass-through with slight time lag

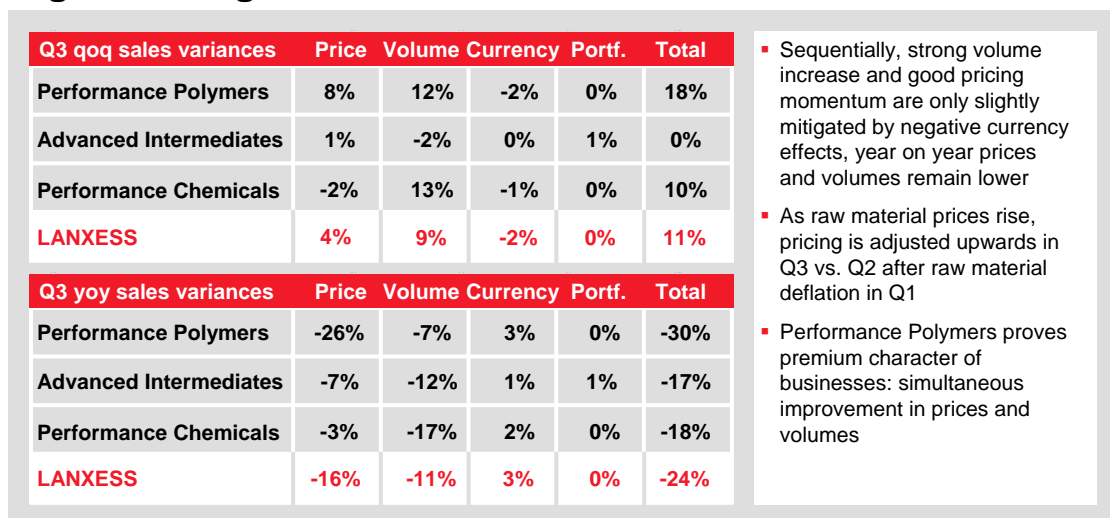
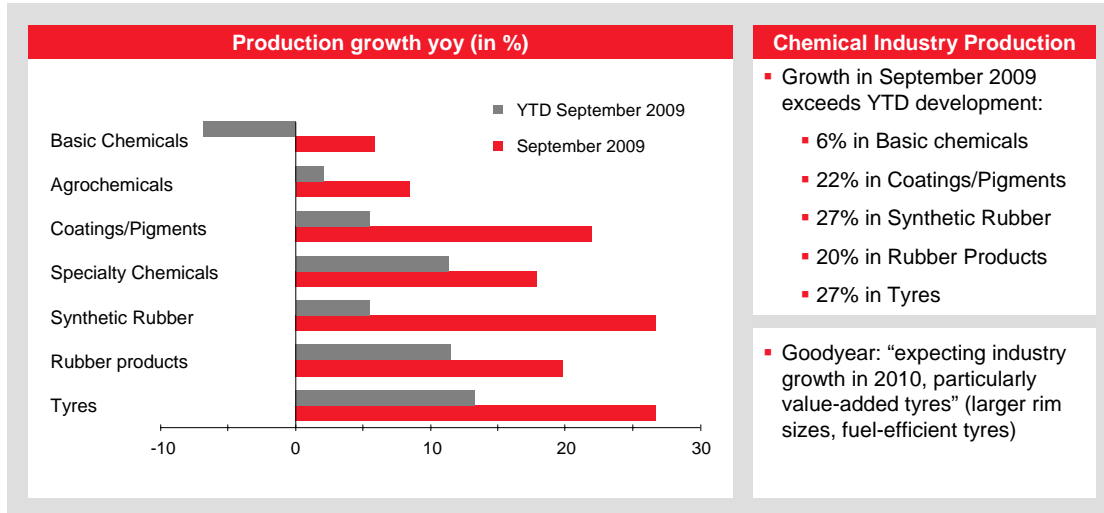


Chart 37

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## Chinese markets are on a recovery path

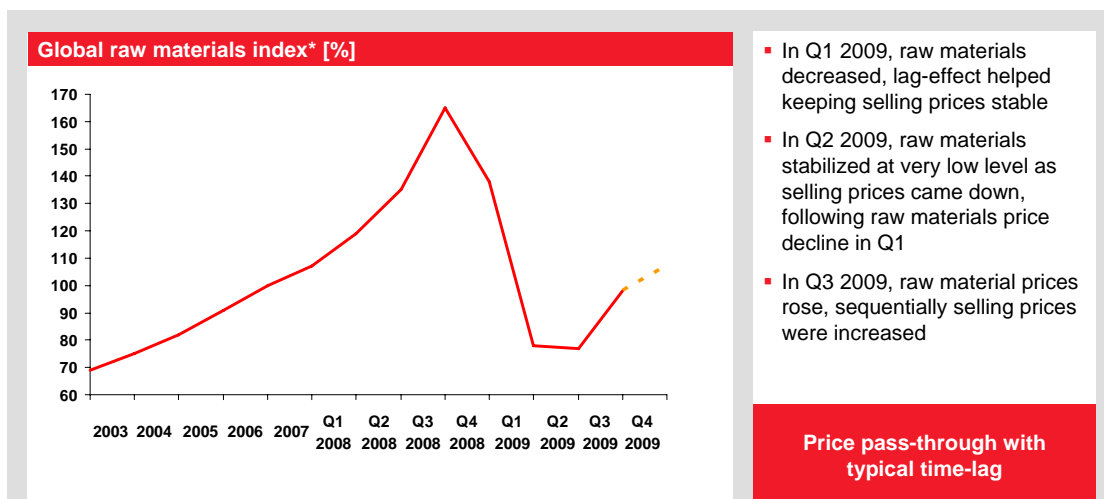


Source: CPCIA

Chart 38

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## Raw materials are expected to rise again as of Q3



\* Source: LANXESS, average 2006 = 100%

Chart 39

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## Q3 2009 financial overview: sequential earnings improvement

[€ m]	Q3 2008	Q2 2009	Q3 2009	yoy in %	
Sales	1,814	1,238	1,373	-24.3%	<ul style="list-style-type: none"> <li>Sales increased 11% vs. Q2 driven by Asian momentum (China), but remain 24% below previous year</li> <li>EBITDA sequentially improved, flexible asset and cost management deliver margin around 2008 level</li> <li>Capex under strict control</li> <li>Net debt slightly up due to acquisitions</li> <li>Working capital stable</li> </ul>
EBITDA pre except. margin	192 10.6%	112 9.0%	143 10.4%	-25.5%	
Net Income	56	17	23	-58.9%	
Capex*	69	57	52	-24.6%	
[€ m]	31.12.2008	30.06.2009	30.09.2009	% vs. FY	
Net Financial Debt	864	719	779	-9.8%	
Net Working Capital	1,289	1,109	1,134	-12.0%	
Employees	14,797	14,335	14,604	-1.3%	
<b>Continuous tight management of businesses delivers improved metrics</b>					

\* Net of projects financed by customers and finance lease

Chart 40

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## 9M 2009 financial overview: Successful through the economic downturn

[€ m]	9M 2008	9M 2009	yoy in %	
Sales	5,114	3,665	-28.3%	<ul style="list-style-type: none"> <li>Currency and portfolio effects mitigate negative impact from lower volumes and raw material driven selling price declines, leading to sales decrease of 28%</li> <li>Solid EBITDA and margin prove resilience of businesses and tight cost management</li> <li>Net income positive despite very low level of underlying demand</li> <li>Net debt still below level of FY 2008 despite acquisitions</li> <li>Incl. acquisitions, headcount reduced by ~200 versus FY 08</li> </ul>
EBITDA pre except. margin	635 12.4%	321 8.8%	-49.4%	
Net Income	215	26	-87.9%	
Capex*	169	161	-4.7%	
[€ m]	31.12.2008	30.09.2009	yoy in %	
Net Financial Debt	864	779	-9.8%	
Net Working Capital	1,289	1,134	-12.0%	
Employees	14,797	14,604	-1.3%	
<b>Financial metrics robust in recessionary environment</b>				

\* Net of projects financed by customers and finance lease

Chart 41

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## Cost base tightly managed

[€ m]	9M 2008	9M 2009	yoy in %	
<b>Sales</b>	<b>5,114</b>	<b>3,665</b>	<b>-28%</b>	<ul style="list-style-type: none"> <li>Positive currency (+3%) and portfolio (+1%) effects only mitigate severe decline in price (-10%) and volume (-22%)</li> <li>Costs of sales contain ~ €45 m inventory devaluation</li> <li>R&amp;D kept at high PY level, deviations in other expense line items reflect cost saving efforts and lower business activity</li> <li>EBITDA lower than in 2008, but resilient in light of world-wide recession, inventory devaluation and destocking effects</li> </ul>
Cost of sales	-3,910	-2,884	-26%	
SG&A	-704	-557	-21%	
R&D	-75	-75	0%	
Other op. income/expense	-56	-43	-23%	
thereof exceptionals	+69	+24	-65%	
<b>EBIT</b>	<b>369</b>	<b>106</b>	<b>-71%</b>	
<b>Net Income</b>	<b>215</b>	<b>26</b>	<b>-88%</b>	
<b>EPS</b>	<b>2.58</b>	<b>0.31</b>	<b>-88%</b>	
EBITDA	572	300	-48%	
thereof exceptionals	-63	-21	-67%	
<b>EBITDA pre exceptionals</b>	<b>635</b>	<b>321</b>	<b>-49%</b>	

**Resilient through the recession**

2008 data adjusted for change in pension accounting

Chart 42

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## Performance Polymers: year on year comparison starts to ease

[€ m]	9M 2008	9M 2009	
<b>Sales</b>	<b>2,539</b>	<b>1,663</b>	<ul style="list-style-type: none"> <li>Positive currency and portfolio effects only mitigate price and volume declines</li> <li>Selling prices declined on the basis of raw material indexed sales contracts (Butadiene) and stronger Asian exposure</li> <li>9M volume decline mitigated by slight restocking in Q3, replacement tyres remain soft</li> <li>Selling price decline mitigated by lower input costs</li> <li>EBITDA pre and margin below previous year, also impacted by inventory devaluation in H1 of ~ €35 m</li> </ul>
EBIT	202	26	
Depr. / Amort.	103	99	
EBITDA	305	125	
<b>EBITDA pre exceptionals</b>	<b>358</b>	<b>136</b>	
Margin	14.1%	8.2%	
<b>Capex*</b>	<b>84</b>	<b>81</b>	

**Sales by BU**

**Sales bridge year on year [€ m]**

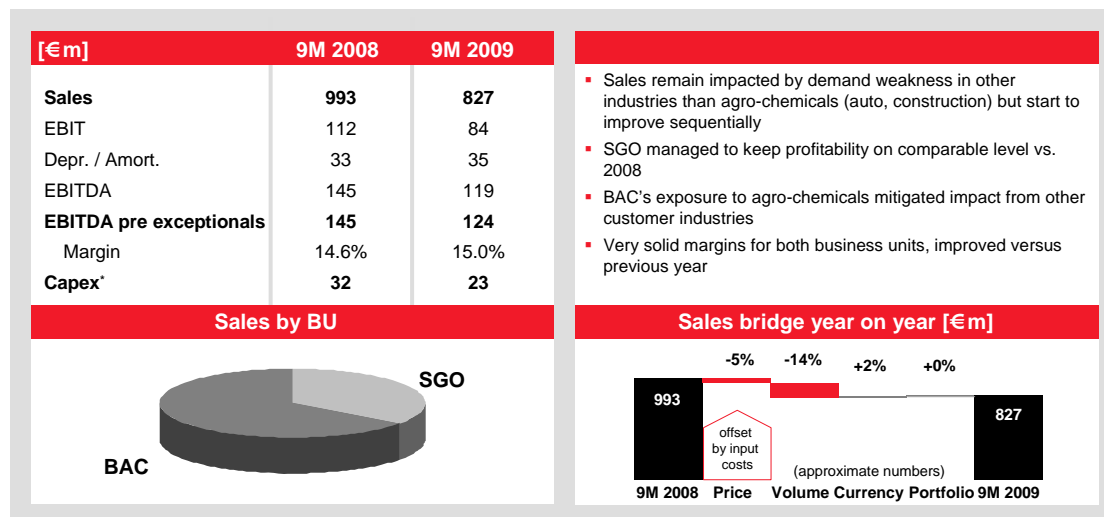
(approximate numbers)

\* Net of finance lease

Chart 43

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## Advanced Intermediates: nine months of evidence of resilience under difficult economic circumstances



\* Net of projects financed by customers

Chart 44

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## Performance Chemicals: Diversified portfolio provides stability across the cycle

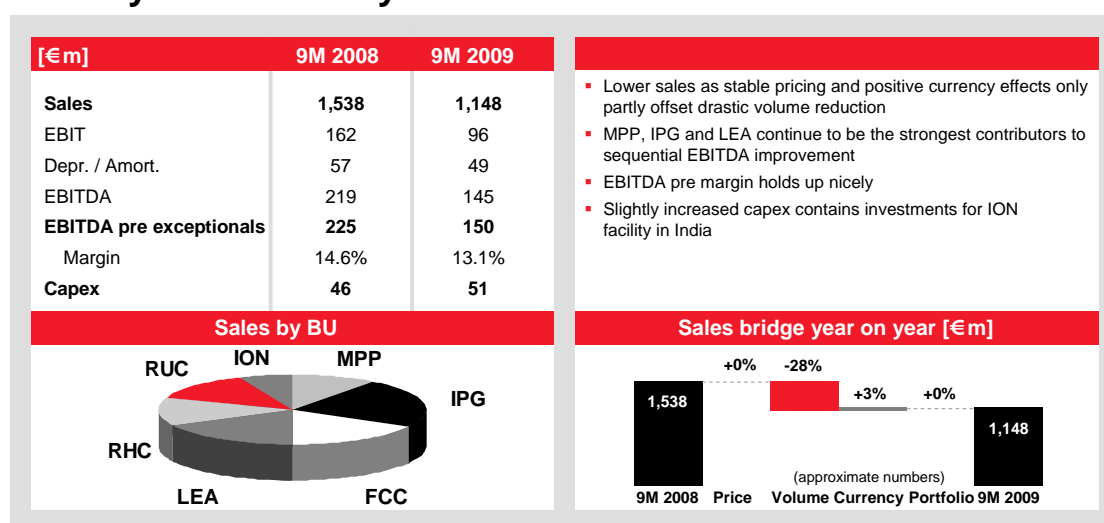


Chart 45

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## Strong operating cash flow above 2008

[€ m]	9M 2008	9M 2009	
<b>Profit before Tax*</b>	<b>303</b>	<b>33</b>	
Depreciation & amortization	203	194	
Gain from sale of assets	-13	-18	
Result from equity investments*	-18	-12	
Financial (gains) losses	56	49	
Cash tax payments / refunds	-78	53	
Changes in other assets and liabilities*	92	-54	
<b>Operating Cash Flow before changes in WC</b>	<b>545</b>	<b>245</b>	
Changes in Working Capital	-236	187	
<b>Operating Cash Flow</b>	<b>309</b>	<b>432</b>	
<b>Investing Cash Flow</b>	<b>-345</b>	<b>-651</b>	
thereof Capex**	-169	-161	
<b>Financing Cash Flow</b>	<b>91</b>	<b>415</b>	

- Healthy cash inflow driven by working capital management
- Cash tax refunds due to collection of pre-paid taxes
- Other assets and liabilities reflect restructuring cash-out in 2009 (expenses in 2008) and higher payments for personnel commitments
- Investing cash flow 2009 incl. investment in near cash assets
- Financing cash flow 2009 reflects €500 m 2014 bond

**Professional working capital management delivers strong operating cash flow**

\* 2008 restated, change in pension accounting

\*\* 2008 restated, net of projects financed by customers and finance lease

Chart 46

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## Performance Polymers: volume and price increase in tandem highlights strength of businesses

[€ m]	Q3 2008	Q2 2009	Q3 2009	
<b>Sales</b>	<b>938</b>	<b>559</b>	<b>656</b>	
EBIT	83	18	32	
Depr. / Amort.	42	33	34	
EBITDA	125	51	66	
<b>EBITDA pre exceptionals</b>	<b>127</b>	<b>52</b>	<b>76</b>	
Margin	13.5%	9.3%	11.6%	
<b>Capex</b>	<b>37</b>	<b>28</b>	<b>25</b>	

**Sales bridge quarter on quarter [€m]**

(approximate numbers)

Q2 2009 Price    Volume    Currency    Portfolio    Q3 2009 Price

**Sales bridge year on year [€m]**

(approximate numbers)

Q3 2008 Price    Volume    Portfolio    Q3 2009 Price

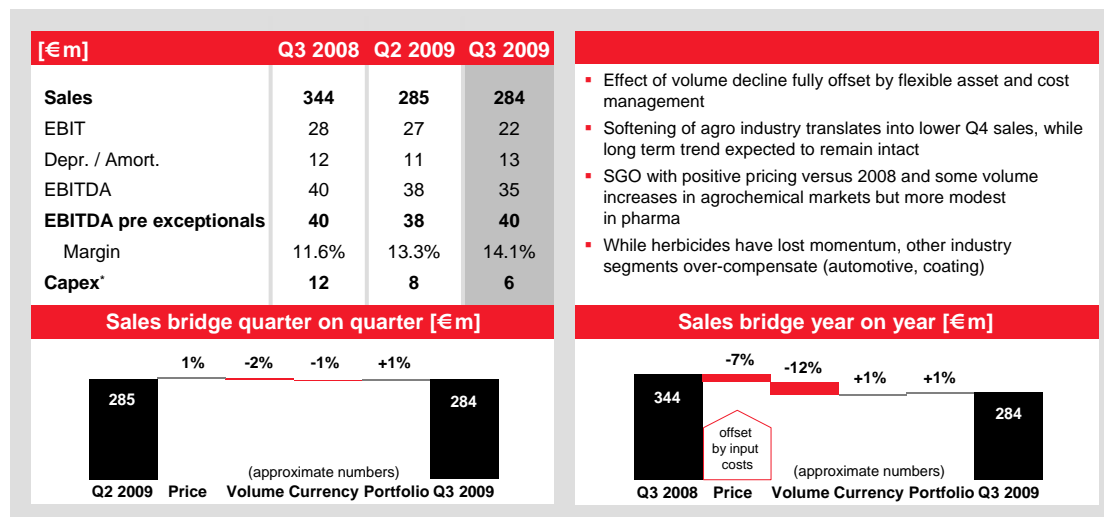
- Sales rebound versus Q2: rise of volumes and prices in tandem
- Stronger than expected September due to pick up of demand for winter tyres (PBR) and some pre-buying (BTR) after announced price increases
- BTR with solid volumes at PY level, due to Asian demand and a strong September
- EBITDA & margin significantly improved - effective cost management

Chart 47

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## Advanced Intermediates: stable performance



\* Net of projects financed by customers

Chart 48

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## Performance Chemicals: earnings above previous year

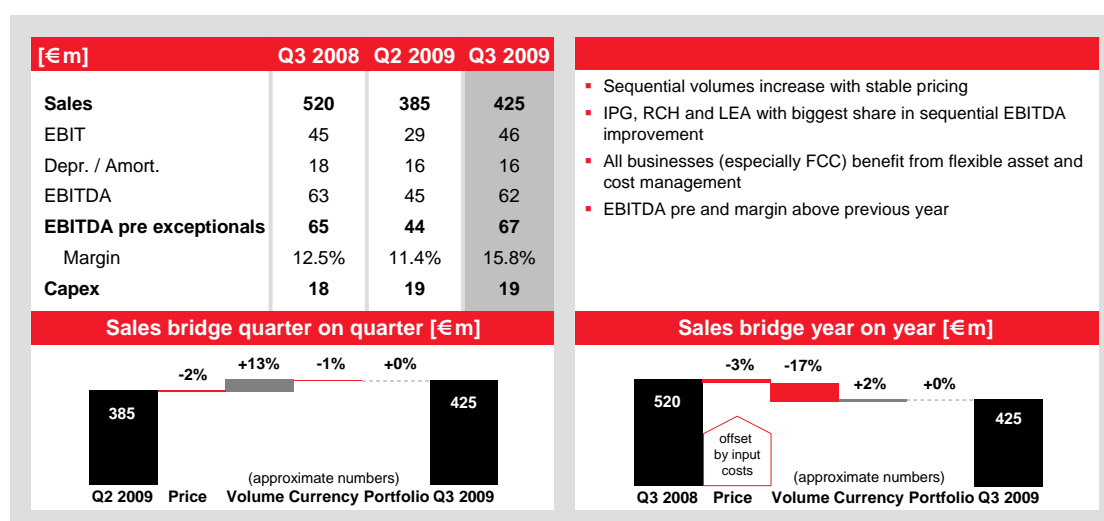


Chart 49

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## Strong operating cash flow

[€ m]	Q3 2008	Q3 2009	
<b>Profit before Tax</b>	<b>79</b>	<b>32</b>	
Depreciation & amortization	75	66	
Gain from sale of assets	-1	0	
Result from equity investments	-3	-7	
Financial (gains) losses	8	22	
Cash tax payments / refunds	-32	7	
Changes in other assets and liabilities	115	45	
<b>Operating Cash Flow before changes in WC</b>	<b>241</b>	<b>165</b>	<ul style="list-style-type: none"> <li>Operating cash flow only slightly below previous year despite lower profit before tax</li> </ul>
Changes in Working Capital	-59	-12	<ul style="list-style-type: none"> <li>Changes in other assets and liabilities due to higher restructuring expenses in 2008</li> </ul>
<b>Operating Cash Flow</b>	<b>182</b>	<b>153</b>	<ul style="list-style-type: none"> <li>Inflationary raw material prices lead to slight cash outflow from working capital</li> </ul>
<b>Investing Cash Flow</b>	<b>-103</b>	<b>-629</b>	<ul style="list-style-type: none"> <li>Increase in financial losses due to financing of new bonds</li> </ul>
thereof Capex	-69	-52	<ul style="list-style-type: none"> <li>'09 investing cash flow contains investment in near cash assets</li> </ul>
<b>Financing Cash Flow</b>	<b>-18</b>	<b>-23</b>	

**Cash flow tightly managed despite inflationary raw material pricing**

Chart 50

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## Solid financing and good working capital management

[€ m]	Dec 31, 2008	Sep 30, 2009		Dec 31, 2008	Sep 30, 2009	
<b>Non-current Assets</b>	<b>2,169</b>	<b>2,357</b>		<b>Stockholders' Equity</b>	<b>1,339</b>	<b>1,424</b>
Intangible assets	145	192		thereof minority interest	16	16
Property, plant & equipment	1,646	1,763		<b>Non-current Liabilities</b>	<b>1,953</b>	<b>2,665</b>
Equity investments	42	29		Pension & post empl. provis.	498	570
Other investments	2	1		Other provisions	261	328
Other financial assets	72	87		Other financial liabilities	<b>986</b>	<b>1,567</b>
Deferred taxes	154	164		Tax liabilities	91	92
Other non-current assets	108	121		Other liabilities	76	65
				Deferred taxes	41	43
<b>Current Assets</b>	<b>2,423</b>	<b>2,765</b>		<b>Current Liabilities</b>	<b>1,300</b>	<b>1,033</b>
Inventories	1,048	819		Other provisions	395	321
Trade accounts receivable	<b>725</b>	<b>750</b>		Other financial liabilities	168	128
Other financial assets	155	143		Trade accounts payable	484	435
Other current assets	246	180		Tax liabilities	12	23
Near cash assets	0	417		Other liabilities	241	126
Cash and cash equivalents	<b>249</b>	<b>456</b>				
<b>Total Assets</b>	<b>4,592</b>	<b>5,122</b>		<b>Total Equity &amp; Liabilities</b>	<b>4,592</b>	<b>5,122</b>

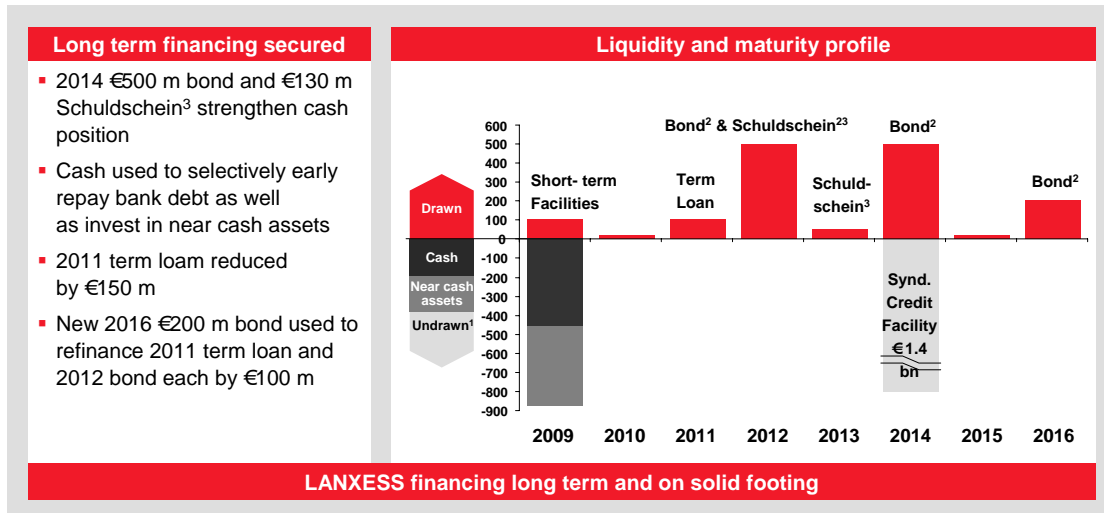
**Cash position invested in highly rated and liquid money market funds**

- Increase in pension provisions due to regionally lower discount rates
- Investment in INEOS ABS deconsolidated

Chart 51

**LANXESS**

## New bond further improved maturity profile



1 Committed credit lines,  
2 Major instrument  
3 English: promissory note

Chart 52

**LANXESS**

## Exceptional items incurred in Q3 2008 and Q3 2009

[€m]	Q3 2008		Q3 2009	
	Exceptional	thereof D&A	Exceptional	thereof D&A
Performance Polymers	5	3	10	0
Advanced Intermediates	0	0	5	0
Performance Chemicals	2	0	5	0
Reconciliation	5	0	-7	0
<b>Total</b>	<b>12</b>	<b>3</b>	<b>13</b>	<b>0</b>

Chart 53

**LANXESS**

## Exceptional items incurred in 9M 2008 and 9M 2009

[€m]	9M 2008		9M 2009	
	Exceptional	thereof D&A	Exceptional	thereof D&A
Performance Polymers	59	6	11	0
Advanced Intermediates	0	0	5	0
Performance Chemicals	7	1	5	0
Reconciliation	3	-1	3	3
<b>Total</b>	<b>69</b>	<b>6</b>	<b>24</b>	<b>3</b>

Chart 54

**LANXESS**

## Serving global markets with world-wide rubber manufacturing network

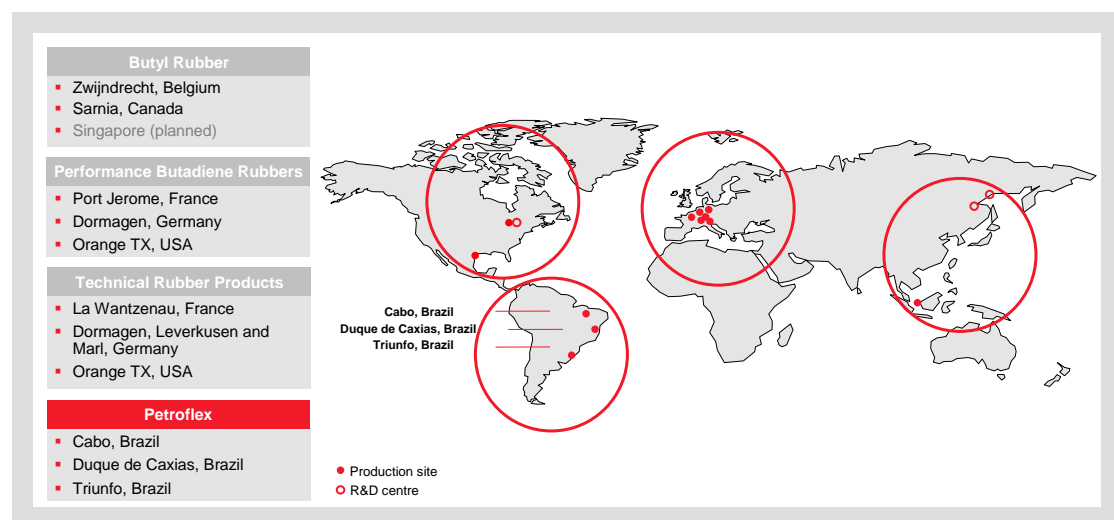
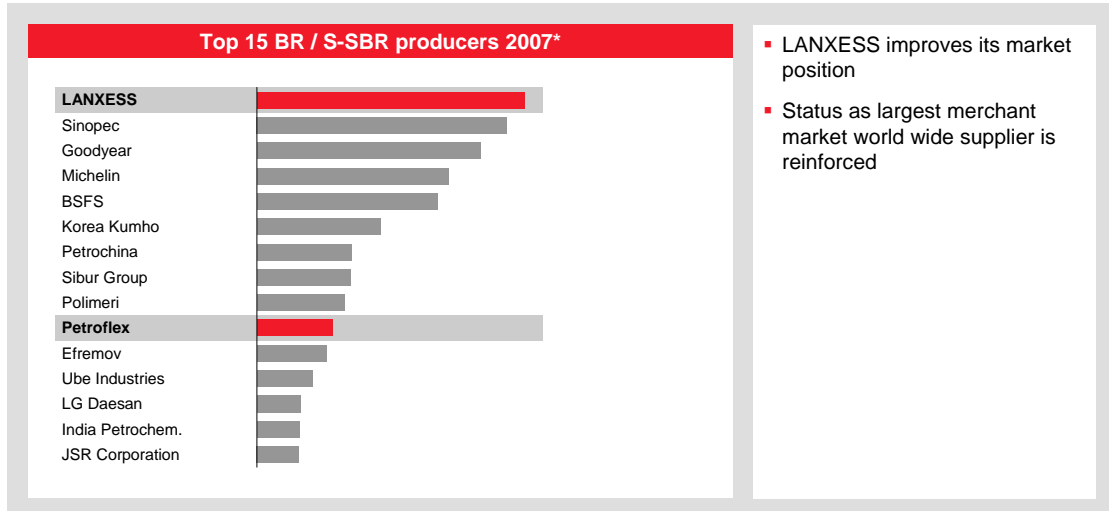


Chart 55

**LANXESS**

## LANXESS and Petroflex team up for a real global BR / S-SBR supplier

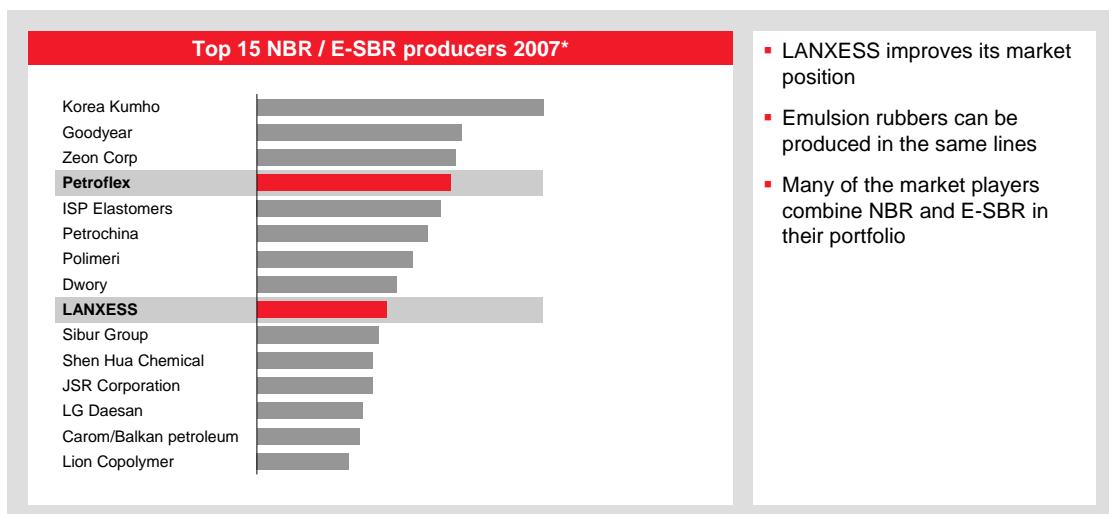


\* capacity in kt; source: IISRP (International institute of synthetic rubber producers, Inc)

Chart 56

**LANXESS**

## LANXESS benefits from Petroflex additional emulsion rubber assets

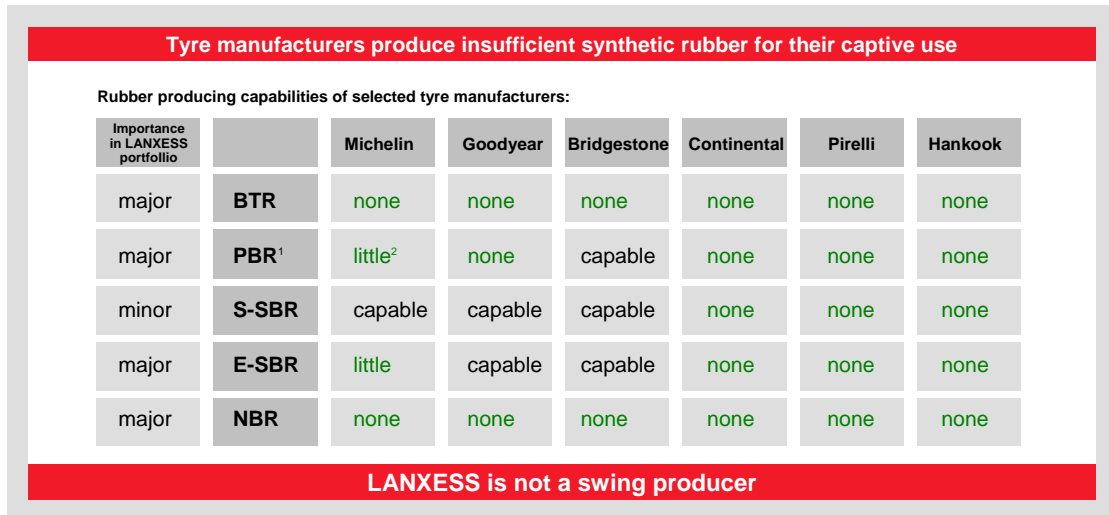


\* capacity in kt; source: IISRP (International institute of synthetic rubber producers, Inc)

Chart 57

**LANXESS**

## Is LANXESS a swing producer?

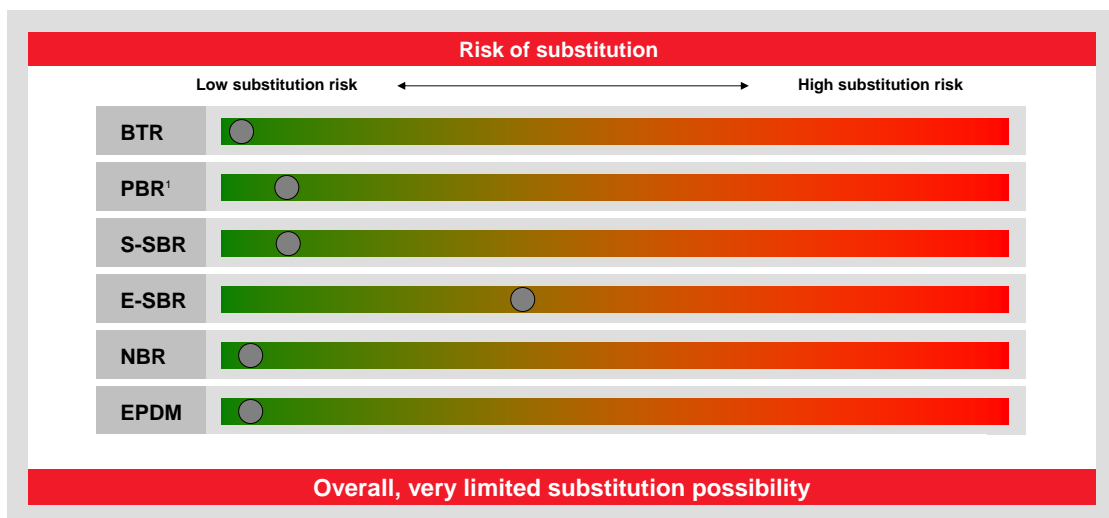


<sup>1</sup> Nd-PBR <sup>2</sup> Know how present, licensing to others

Chart 58

**LANXESS**

## Does natural rubber cannibalize synthetic rubber?



<sup>1</sup> Nd-PBR

Chart 59

**LANXESS**

## Similar tyre labelings are being proposed in several countries

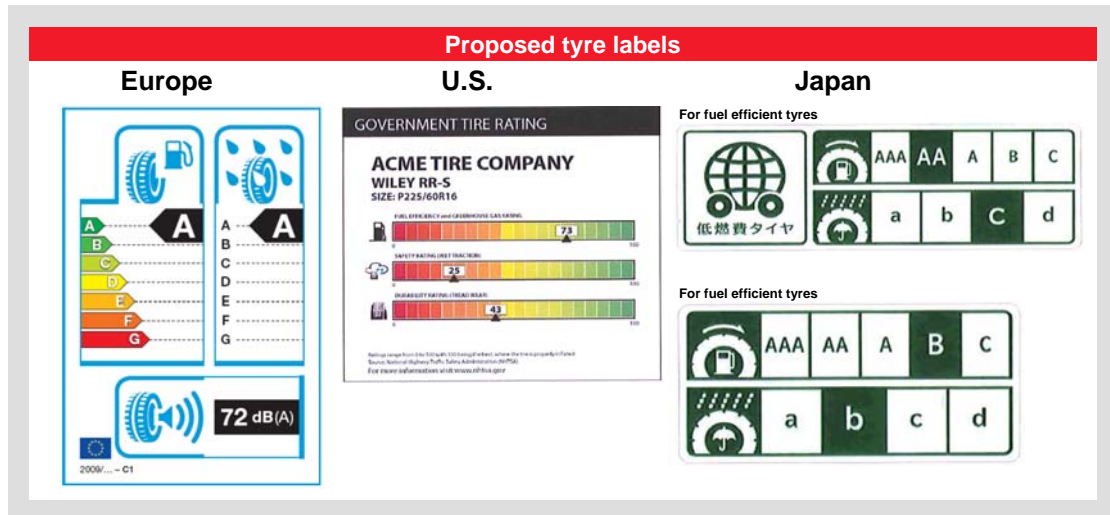


Chart 60

**LANXESS**

## Abbreviations

Performance Polymers	Advanced Intermediates
<ul style="list-style-type: none"> <li>▪ BTR Butyl Rubber</li> <li>▪ PBR Performance Butadiene Rubbers</li> <li>▪ TRP Technical Rubber Products</li> <li>▪ SCP Semi-Crystalline Products</li> </ul>	<ul style="list-style-type: none"> <li>▪ BAC Basic Chemicals</li> <li>▪ SGO Saltigo</li> </ul>
Performance Chemicals	
<ul style="list-style-type: none"> <li>▪ MPP Material Protection Products</li> <li>▪ IPG Inorganic Pigments</li> <li>▪ FCC Functional Chemicals</li> <li>▪ LEA Leather</li> <li>▪ RCH Rhein Chemie</li> <li>▪ RUC Rubber Chemicals</li> <li>▪ ION Ion Exchange Resins</li> </ul>	

Chart 61

**LANXESS**

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