

# saltigo

customized competence

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1<sup>st</sup> LANXESS Investor Conference

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# Saltigo Overview

## Key Figures

- Sales: ~ €400 m
- Products: ~ 500
- Customers: ~ 150
- Employees: ~ 1,400 worldwide
- Countries: Worldwide
- Production sites: Dormagen (GER)  
Leverkusen (GER)

| LANXESS Business Units        |                              |
|-------------------------------|------------------------------|
| <b>Performance Rubber</b>     | <b>Performance Chemicals</b> |
| Butyl Rubber                  | Material Protection Products |
| Polybutadiene Rubber          | Functional Chemicals         |
| Technical Rubber Products     | Leather                      |
| <b>Engineering Plastics</b>   | Textile Processing Chemicals |
| Lustran Polymers              | Rhein Chemie                 |
| Semi-Crystalline Products     | Rubber Chemicals             |
| <b>Chemical Intermediates</b> | Ion Exchange Resins          |
| Basic Chemicals               |                              |
| <b>Saltigo</b>                |                              |
| Inorganic Pigments            |                              |

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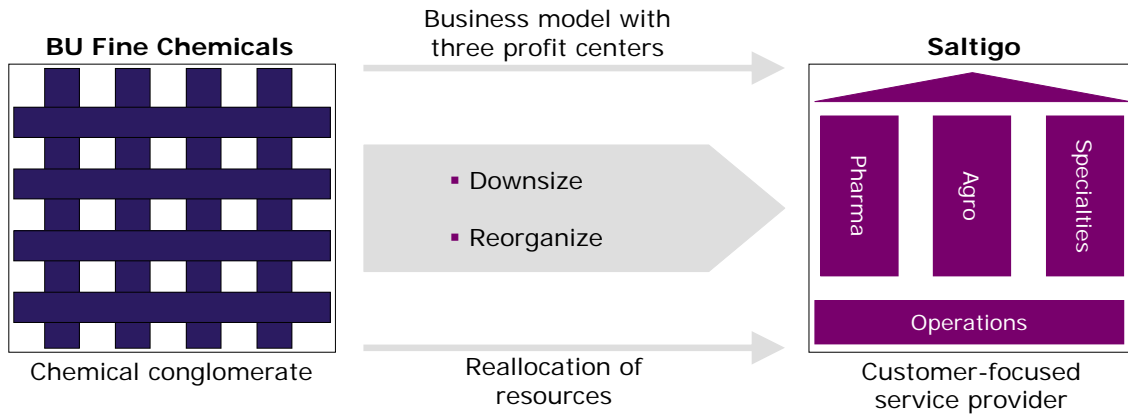
# Where do we come from? Our recent history in the Fine Chemicals business



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## Building Saltigo is more than restructuring



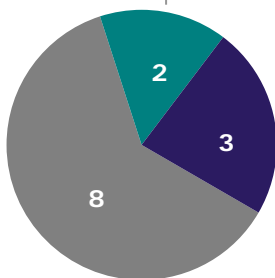
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## Saltigo – Attractive markets for custom manufacturing

Market volume  
custom manufacturing  
in € bn (excl. generics)



Agro



Specialty  
Chemicals



Pharma



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## Saltigo – A well positioned mid-sized player

| Type of suppliers  | Companies  | Annual sales       | Technology  |               |
|--------------------|--|--------------------|---|---------------|
| Low cost suppliers | > 500 player   | \$ 10-50 m         | <ul style="list-style-type: none"> <li>Narrow toolbox</li> <li>Engineering &amp; Chemistry capabilities</li> <li>India/China</li> </ul>                     | Niche players |
| Specialists        | > 200 players e.g. Bachem, Ems Dott.   | < \$ 100 m         | <ul style="list-style-type: none"> <li>(focused) technology players</li> </ul>  |               |
| Mid-size players   | ~ 20 players e.g. Dow, BASF, Rhodia, Eastman, Clariant, Albemarle, Cambrex, <b>Saltigo</b> | \$ 100 - 500 m     | <ul style="list-style-type: none"> <li>Mostly with broad toolbox</li> <li>Variable biomanufacturing capabilities</li> </ul>                                 | Full players  |
| Big players        | Lonza<br>DSM<br>Degussa  | > \$ 500 – 1,500 m | <ul style="list-style-type: none"> <li>Complete tool box</li> <li>State of the art multipurpose</li> <li>Variable bio-manufacturing capabilities</li> </ul> |               |

High number of competitors, but Saltigo's peer competitors are western based companies

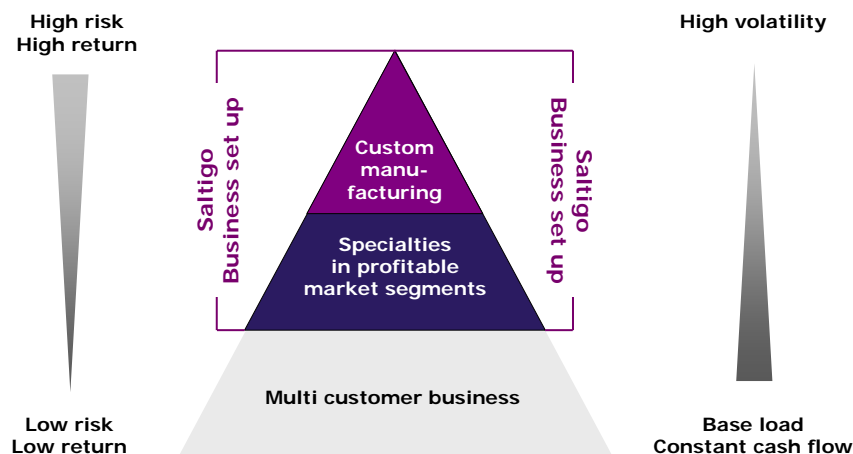
- Lonza (EU)
- DSM (EU)
- Degussa (EU)
- Clariant (EU)
- Albemarle (US)

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## Optimized business setup for a stable Fine Chemicals company needs a balanced business mix



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## From the idea to the market



### Competencies of Saltigo

- Customized synthesis
- Customized process development
- Customized manufacturing
- Customized services

## Saltigo is a service provider with broad know-how

### What we do

- Chemical synthesis
- Process development
- Pilotation
- Scale up
- Production
- Registration support
- Analytical support

### What we have

- Highly educated & experienced employees
- Broad technology base
- High complex multi-purpose asset structure
- Know-how of chemical processes & technology
- Trust
- Track record
- Protection of know-how & IP
- Market access

## Efficiency and innovation – automatic and simultaneous process development

### Advantages

- Speed and throughput
- Safety
- Ecologically sound



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## Efficiency, profile and innovation – fluorochemistry for R&D partnerships

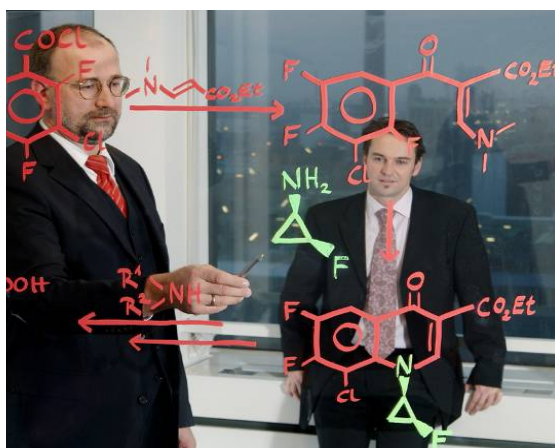
### We can offer

- More than 40 years of experience
- Comprehensive portfolio of procedures and compounds
- Customized services



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## Profile and investment – huge expertise in small volumes

### Success factors

- Broad technology portfolio
- Integrated order processing
- Flexibility and reliability in terms of volumes and deadlines



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## Efficiency and investment – production at low temperatures

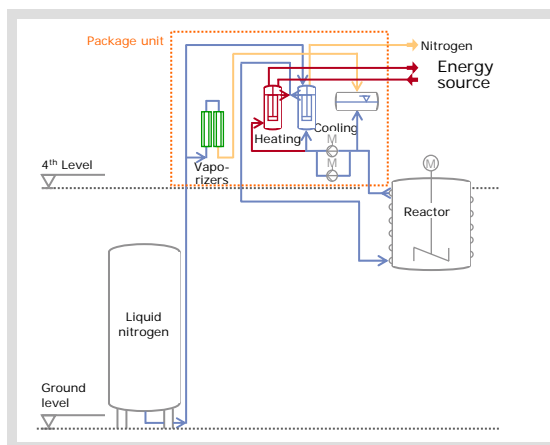
### State-of-the-art reactions allow

- Access to complex molecules
- High-quality products
- High yields



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## Profile and investments – GMP capacities for the pharmaceutical industry

### Our objectives

- High flexibility for our pharmaceutical customers
- Expansion of pharmaceutical custom manufacturing



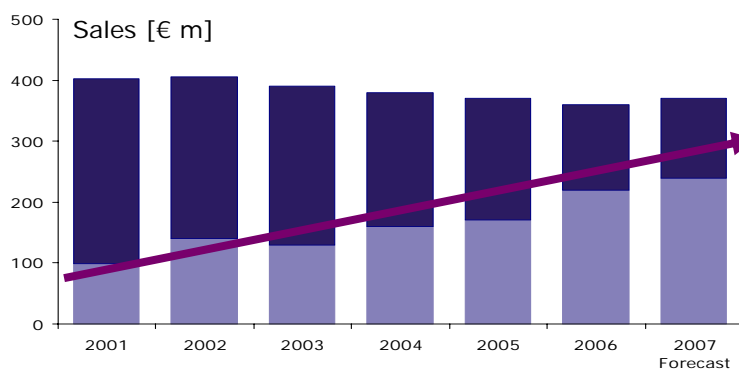
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## Change in customer structure



### CAGR 2001/2006

Total: approx. - 2%

- 12%

+ 20%

■ current and former Bayer business

■ other businesses

### Broadening the customer portfolio

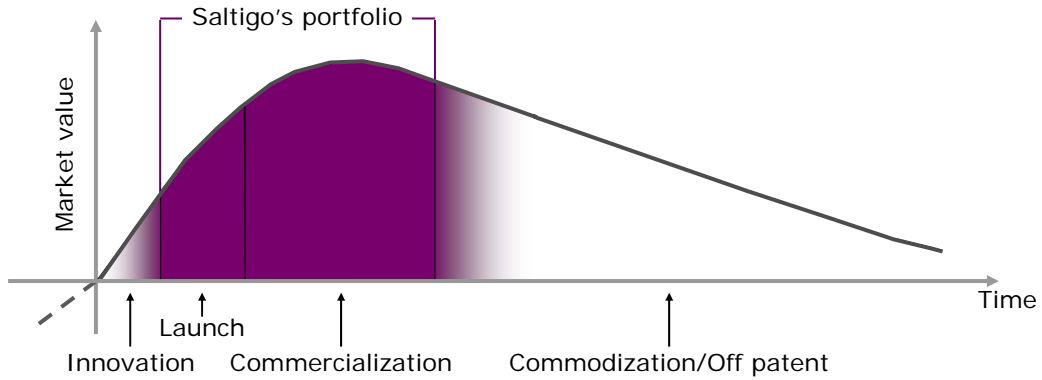
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## Business is focused on custom manufacturing in IP protected stages



### Product life cycle

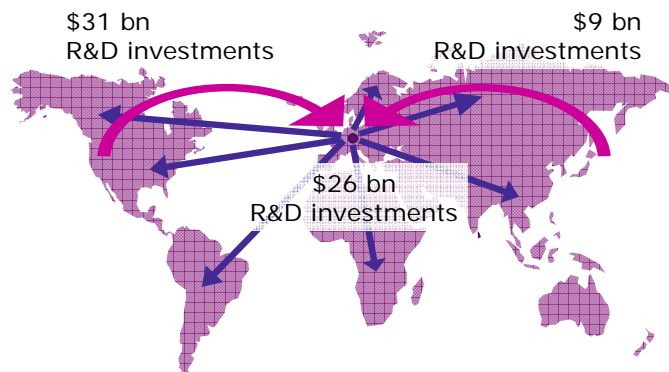
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## Saltigo brings innovation to life

- With great expertise in process development and a high tech manufacturing platform, Saltigo plays an important role in bringing new chemical products to the markets.



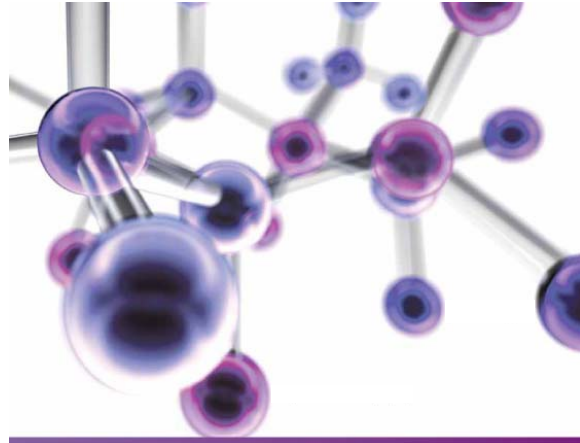
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## Saltigo gets things rolling

- Already one of the top players in custom manufacturing
- Advanced business model in custom manufacturing
- Broad technology base for complex syntheses
- Broad industry know-how
- Focused on innovative customers
- Saltigo is on the way to becoming a strong player in global custom manufacturing



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## End products with involvement of Saltigo

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