

5 years

listing anniversary

5 Years of LANXESS

Leverkusen, January 31, 2010

LANXESS

2005

2006

2007

2008

2009

2010

5 years

5 years

listing anniversary

5 years of LANXESS – a success story

- 13 strong business units
- Sales in 2008: EUR 6.6 billion
- 46 sites in 23 countries
- 14,600 employees

LANXESS



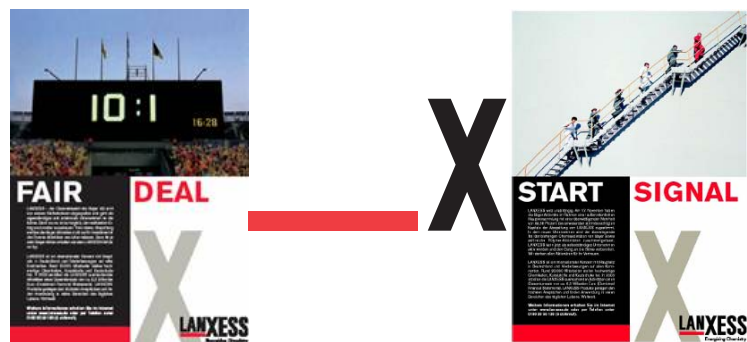
November 7, 2003: Strategic realignment of Bayer

- July 16, 2004: Decision to spin-off LANXESS
- November 17, 2004: Spin-off and Take-Over Contract with Bayer AG

5 years

LANXESS

Energizing Chemistry



March 18 / 27, 2004:
Announcement of the LANXESS
name and logo

- Name: Combination of the French word "lancer" (meaning to launch) and "success"
- Claim: "Energizing Chemistry"
- Brand successfully established

LANXESS



July 1, 2004: Internal start of LANXESS' operations

- Start with new structure
- Employee events worldwide
- LANXESS is now largely independent

FINANCIAL TIMES
DEUTSCHLAND

*"No-one wants shares in a
scrap company."*
(May 3, 2004)

boerse.ARD.de

*"Historically weak profitability [...] makes the shares a **high-risk investment.**"*
(March 15, 2005)

LANXESS starts under difficult conditions

- Mainly mature, low-yield business
- High debt burden
- Employment pact for German sites



November 25 / 26, 2004: First Press and Analysts' Conference

- 4-phase strategy presented
- Business unit structure explained
- Focus on organic growth in Asia

Step-by-step Approach to Creating Value



LANXESS

Strong Foothold in Asia



LANXESS

2005

2006

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January 31, 2005: LANXESS goes public

- January 28, 2005: Commercial registration
- January 31, 2005: First official trading of LANXESS shares at EUR 15.75

2005

2006

2007

2008

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2010



April 26 / June 16, 2005: First Annual Press Conference / First Stockholders' Meeting

- 2004 annual results presented
- Restructuring phases announced and initiated
- June 20, 2005: LANXESS enters the MDAX index

2005

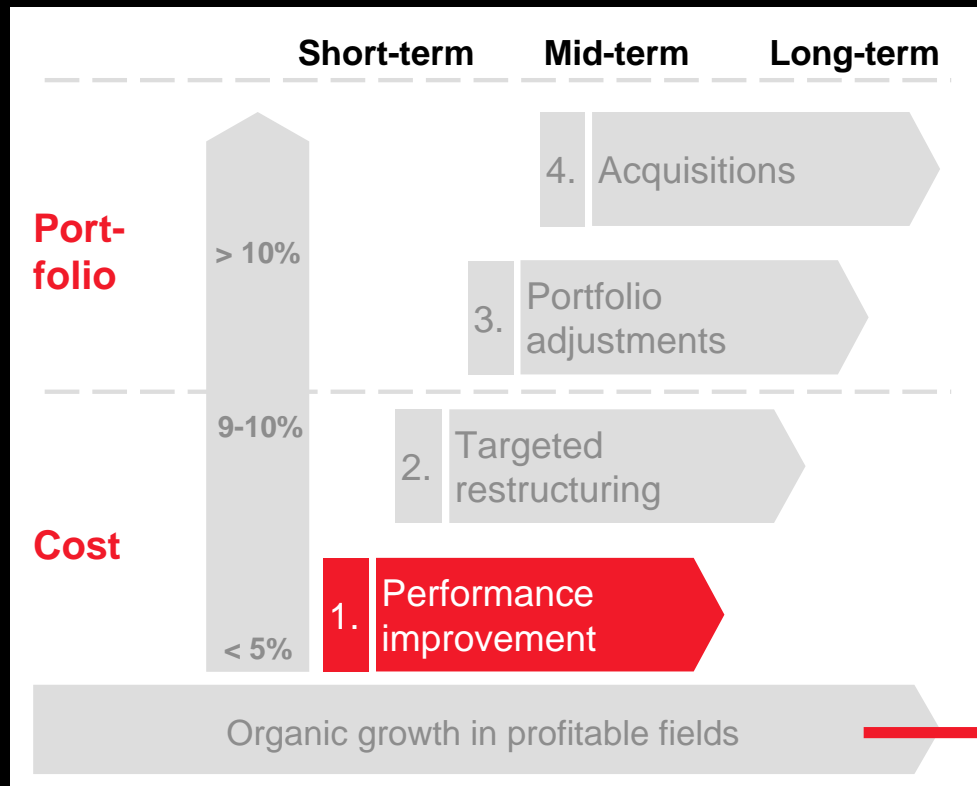
2006

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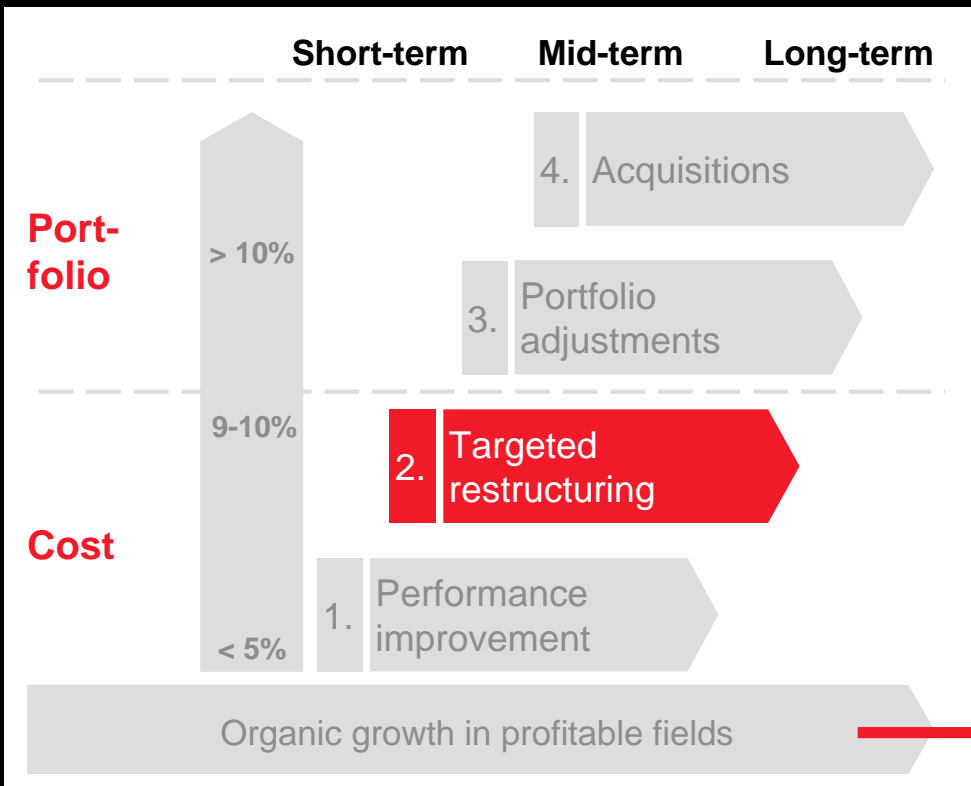


First Measures

- Price-before-volume strategy
- Global savings program to reduce personnel costs
- Improvement of process flow

RENEWAL

2005 2006 2007 2008 2009 2010



June 3, 2005: First restructuring package initiated

- Restructuring package for STY and FCH announced
- Restructuring packages II-IV for BTR, FCH, IPG, LEA, PBR, RCH, TPC and TRP BUs plus Aliseca and the Antwerp site

➔ **RENEWAL**

5 years

2005

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RENEWAL



- November 18, 2005: FormulaX presented

■ *Seek solutions – not problems*

■ *Take ownership*

■ *Keep it simple*

■ *Think new – act fast*

LANXESS

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5 years

RENEWAL

- **November 2, 2005:**
Fine Chemicals BU becomes the independent company **Saltigo**
- **August 30, 2006:**
Styrenic Resins BU renamed **Lustran Polymers**
- **July 1, 2007:**
Aliseca set up as an independent company

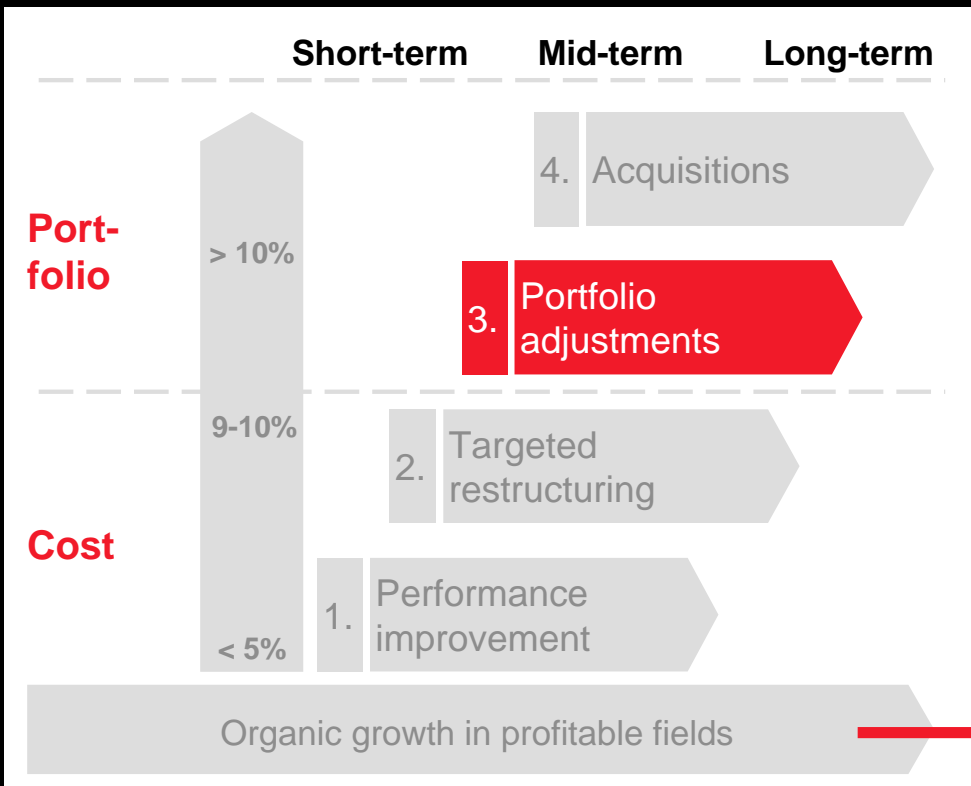
saltigo
customized competence

 **LUSTRAN
POLYMERS**
The Colorful Difference

ALISECA

LANXESS

2005 2006 2007 2008 2009 2010



Optimizing the LANXESS portfolio

- Largest divestment: Lustran Polymers with sales of EUR 900 million (2006)
- Other divestments: BUs FIB, PAP and TPC, iSL-Chemie and Borchers GmbH
- Total divestment of EUR 1.5 billion in terms of sales

➔ **RENEWAL**

2005

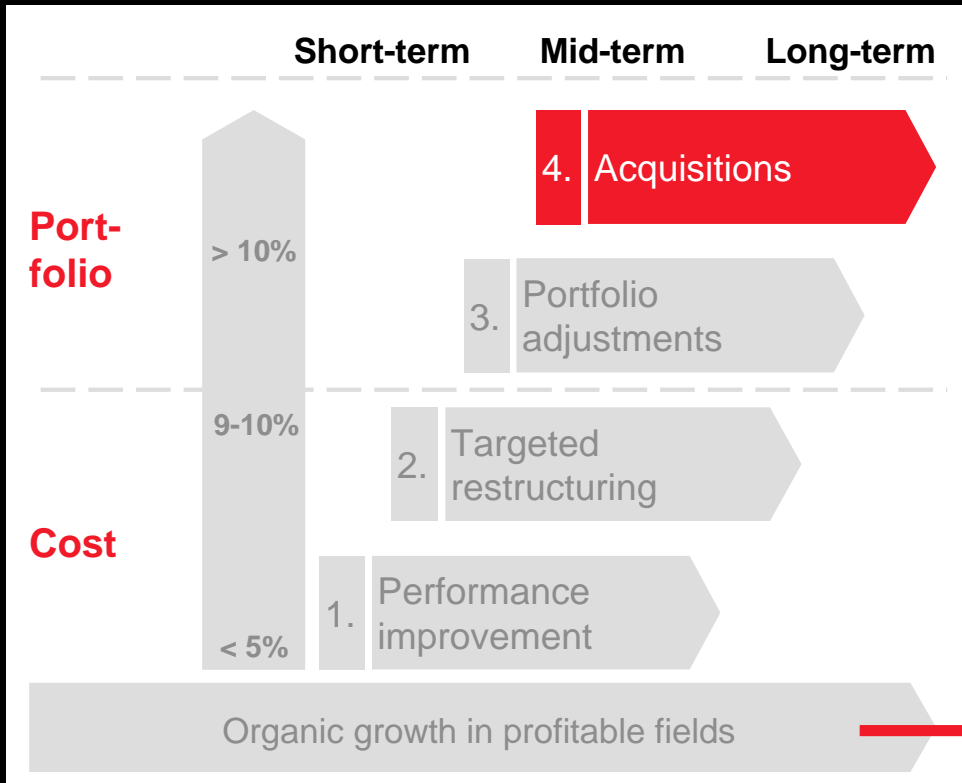
2006

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September 14, 2006:

LANXESS targets external growth

- Growth through targeted acquisitions
- Ambitious targets formulated

GROWTH

5 years

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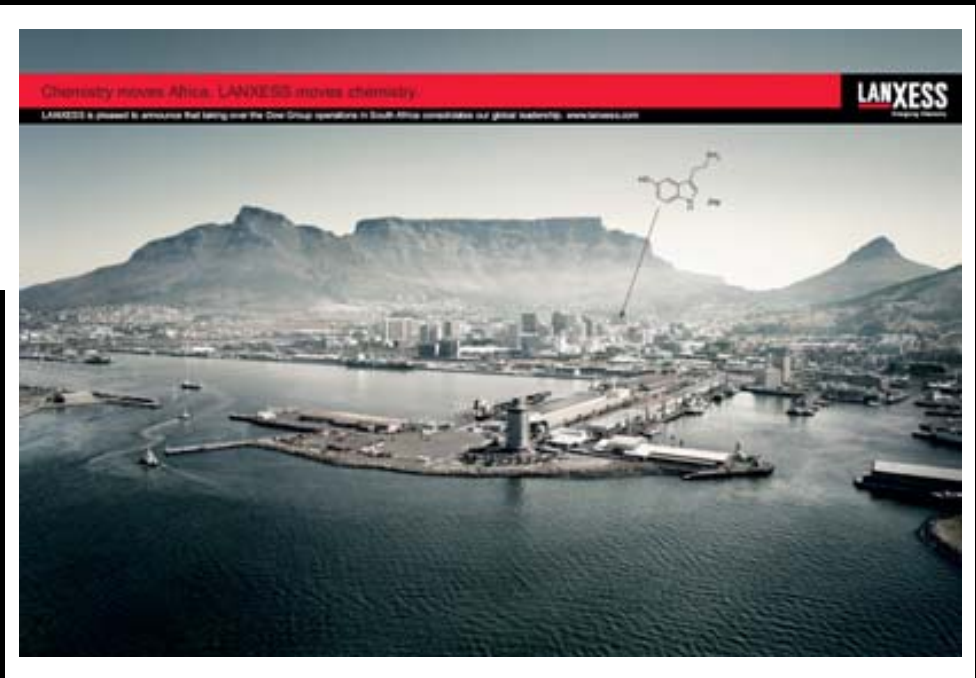
2009

2010

GROWTH



- **December 14, 2006:**
Announcement: Complete acquisition of CISA (South Africa)
- **April 30, 2007:** LANXESS on the way to becoming the world's biggest supplier of chrome ore to the chemical industry



LANXESS

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GROWTH



- **December 13, 2007:**
Announcement: Acquisition of Petroflex (Brazil)
- **February 16, 2009:**
Renaming Petroflex:
LANXESS Elastômeros do Brasil



LANXESS

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GROWTH



- **June 26, 2008:**
Announcement: Acquisition of Jinzhuo Chemicals Company Ltd. (China)
- **June 8, 2009:**
Announcement: Acquisition of Jiangsu Polyols Chemical Co. Ltd.



LANXESS

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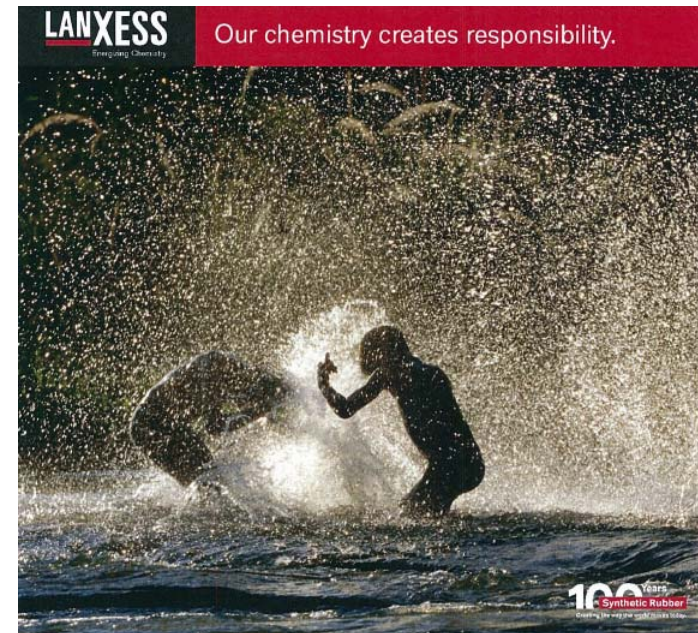
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GROWTH



- **June 8, 2009:**
Announcement: Acquisition of Gwalior Chemical Industries Ltd. (India)



LANXESS

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Kick-off for corporate initiative "LANXESS goes Asia"

- Production facility for polymer-bound chemicals in Qingdao, China
- Production facility for high-tech plastics in Wuxi, China
- LANXESS presents itself at Chinaplas

PROGRESS

LANXESS

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PROGRESS



Continuation of "LANXESS goes Asia"

- Development center in Wuxi, China
- Ion exchange resin plant in India
- Synthetic rubber plant in Singapore



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Start of growth initiative for Central and Eastern Europe: "LANXESS goes East"

- New Headquarters for Central and Eastern Europe in Bratislava, Slovakia

PROGRESS

5 years

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PROGRESS



Continuation of "LANXESS goes East"

- New representation
OOO LANXESS in Moscow
- Cooperation with the Russian
Academy of Sciences
- Numerous market activities



LANXESS

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5 years

LANXESS
Energizing Chemistry



**5 years of LANXESS = 5 years of
LANXESS in Germany**

- Investments totaling EUR 650 million in German sites (2005-2009)

**COMMITMENT TO
GERMANY**

LANXESS

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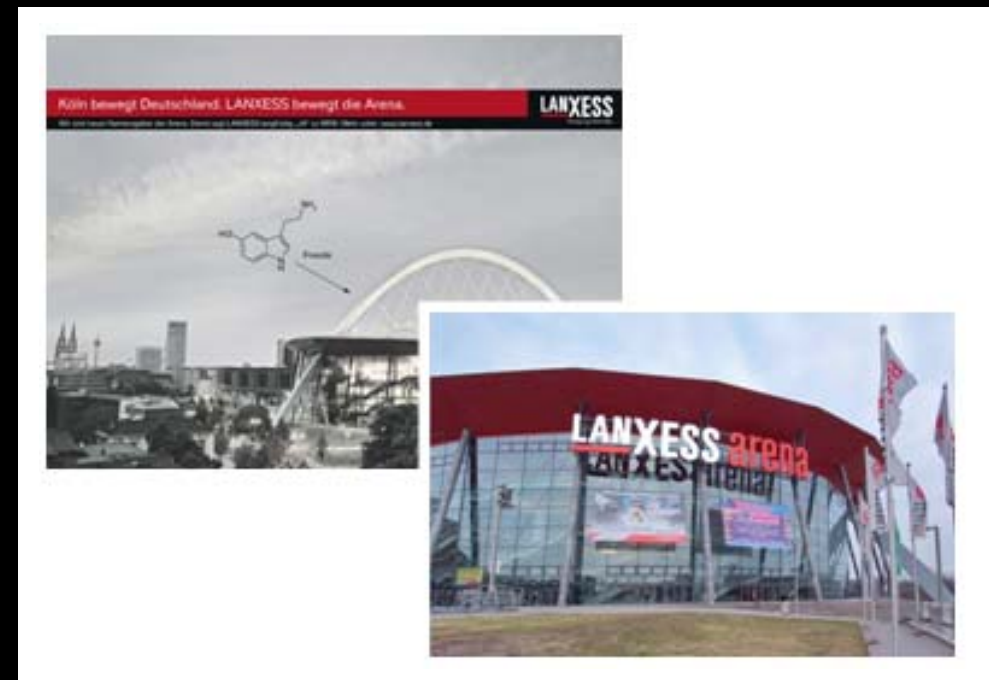
2009

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5 years

COMMITMENT TO GERMANY

- **June 2, 2008:**
LANXESS gives its name to the LANXESS arena in Cologne
- **August 13, 2008:**
Planned relocation of group Headquarters to Cologne announced



LANXESS

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**May 19, 2008:
LARA a lead project for
climate protection**

- Emissions of harmful greenhouse gases in Germany to be cut by some 80% between 2007 and 2012

RESPONSIBILITY

2005

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5 years

➔ RESPONSIBILITY

LANXESS is focusing on projects in 3 areas

- **Water**
- **Climate protection**
- **Education**



LANXESS

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LANXESS will meet its ambitious targets faster than planned

EBITDA* margin: Peer group profitability	2008 2009	✓
No business < 5% EBITDA* margin	2008 2009	✓
Investment grade rating	Ongoing	✓



* EBITDA figures pre exceptional

News Release

LANXESS
Enabling Chemistry

Measures for a difficult 2009

LANXESS: 2008 targets met despite crisis

LANXESS AG
Contact: Daniel Smith
Financial and Business Media
51359 Leverkusen
Germany

Targets met one year ahead of schedule

- EBITDA margin at peer group level
- No unprofitable business
- Investment grade rating: Moody's and S&P ratings Baa2 / BBB

PERFORMANCE

LANXESS

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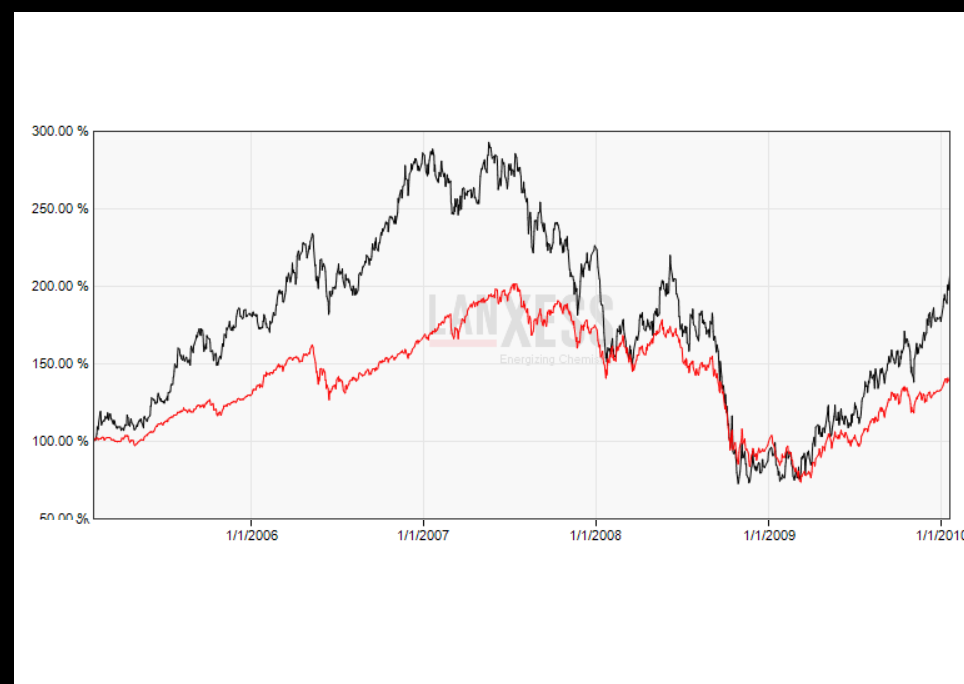
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PERFORMANCE

- Capital market rewards success story
- 2005: Opening price EUR 15.75
- 2006: First dividend paid out
- May 21, 2007: Shares reach all-time high of EUR 43.75



LANXESS

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Challenge09



**January 30, 2009 / August 12, 2009:
"Challenge09 / Challenge09-12"
announced**

- **Systematic crisis management**
- **Savings of EUR 360 million worldwide for 2009-2012**
- **Joint efforts for success**

FLEXIBILITY

LANXESS

5 years

2005

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September 12, 2009: Anniversary: “100 Years of Synthetic Rubber”

- Global activities to mark the anniversary
- LANXESS combines tradition and the future and is a driving force behind the innovations of the industry

FUTURE-DRIVEN

LANXESS

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FUTURE-DRIVEN



- LANXESS Innovation Days
- LANXESS Innovation Award
- Group Function Innovation
- Growing investment in innovations



LANXESS

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**September 28, 2009:
LANXESS named
"Company of the Year"**

- ICIS award for "the outstanding economic development in a challenging financial year"

AWARDED

LANXESS

5 years

2005 2006 2007 2008 2009 2010

AWARDED



- Awards for management, business units and group functions
- LANXESS postage stamp in China
- LANXESS Brazil: "Great Place to Work"

LANXESS

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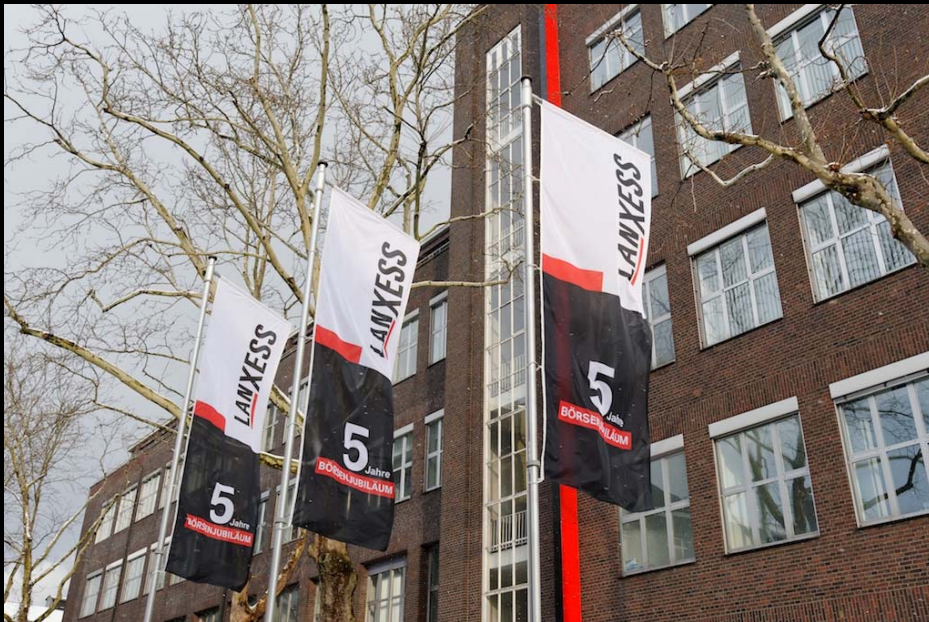
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→ 5 years LANXESS



LANXESS
Energizing Chemistry

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years

... bedankt ... thank you ... merci ... gracias ...
obrigado ... grazie ... pasalamatan ... شكرا ... danke ...
Σε ευχαριστώ ... mulțumesc ... dziękuję ... tak ... kiitos
... takk ... hvala ... tack ... děkuji ... d'akujem ...
köszönöm ... ありがとうございました ... 谢谢 ...
감사합니다 ... धन्यवाद ...

LANXESS

LANXESS

Energizing Chemistry