

MAGAZINE FOR EMPLOYEES

X PRESS

Barking Dogs... Help

An AI-powered robodog minimizes risks in El Dorado.

PAGE 18

A Future That's Within Reach

LANXESS aims to tap into new markets and secure them for the long term.

PAGE 6

PIONEERS AT WORK

From underdog to technology leader: Our team in Mannheim is using a brand-new test bench to set global standards in the development of hydraulic additives. Other teams are also advancing innovation and customer focus. A look at the people who are making a difference. PAGE 10

INTERNAL NEWS

BREAKING NEW GROUND!



DEAR COLLEAGUES,

Moving from inaction to action – many employees at our company are taking this to heart and are even venturing down unconventional paths. Like at our El Dorado location in the United States, for example. Here, Arfie Wiradjaja collaborated with a manufacturer to develop a four-legged robot that has raised the site's safety standards to a new level. The AI-powered robodog alerts users to dangerous situations – and earned Arfie and his team the CEO Safety Award this year. Congratulations! (Page 18)

The LAB team in Mannheim is also taking inspiring steps forward. The Xpress team visited the site to check out a

new test bench that offers customers worldwide something no one else has – reason enough to put it on the cover together with our colleague Bernd Neubauer. (Page 10)

The IT team – along with thousands of LANXESS users worldwide – has also reached a significant milestone: they completed FIT, one of the largest transformation projects in LANXESS's history. Congratulations! (Page 16)

Congratulations on its 40th birthday also go out to Virkon® S. The disinfectant plays an important role in animal health and helps prevent the spread of animal diseases. (Page 4)

BEST REGARDS,

MIRKA STEIN,
HEAD OF INTERNAL RELATIONS



Every edition of Xpress can also be found on the web here.

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FOCUS



6 Striking Out Into Uncharted Territory

The team led by Harry Zumaque, DEV GF, is boldly taking the first step. It aims to capture future markets such as semi-conductors, batteries, and defense for LANXESS.

8 Breaking New Ground

What can we achieve in the markets of the future? Where do we currently stand? How are we proceeding? We provide answers to burning questions.

10 Pioneers in Action

Boldly leading the way: Steffen Sandhöfner, Murat Gürsoy, Ulrich Bohrn, and Doris Pfeiffer. Learn all about them and their work here.

PRODUCTS & QUALITY

16 Finale For FIT!

After eight years, one of the largest transformation projects in the company's history – FIT – has come to an end. A look at what it achieved – and what comes next.

18 To Detect and Serve

At the El Dorado site in the United States, the new AI-powered colleague is making life easier – and, above all, safer – for the team.

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It Doesn't Get Any Greener than This IPG color pigments make artificial turf shine.

PEOPLE & TEAMWORK

22 "I Better Not Say Anything..."

People who remain silent in meetings due to insecurity and therefore don't share their ideas or raise valid concerns are holding back progress. Jonas Höhn explains how trust unlocks high performance.

Happy Birthday!

Sudbury/UK. Virkon® S is celebrating 40 years of success in the fight against bacteria, viruses, and fungi. Manufactured in Sudbury, Suffolk, this disinfectant supports farmers in over 80 countries worldwide – combating everything from bird flu to African swine fever, bovine influenza, and foot-and-mouth disease. It is effective against 100 viral strains from 22 viral families, 400 bacteria, and 60 fungi, and is an essential component of any biosecurity program.



Sharon Hicks has been working in the Sudbury lab for 31 years. Mark Squire is one of the longest-serving employees there. Below: Tony Shaddock performing quality control.



Mark Squire, one of the 90 employees in Sudbury, says: “Virkon® S has been a part of my professional life for over 36 years, and I’m proud that it remains a cornerstone of our global business to this day. The advantages of this easy-to-use, stable powder formulation – with its powerful virucidal effect – became apparent early on. I particularly remember our global efforts during the 2001 foot-and-mouth disease crisis, when even organizations like the U.S. Army sought our advice. After all this time, one thing is absolutely clear to me: the original concept from the 1980s was far ahead of its time, and Virkon® S continues to have a promising future.”



New Country Representative in Italy

Raffaella Tedesco, previously Head of Regional Coordination in the Legal & Compliance Group Function, assumed the additional roles of Country Representative for LANXESS Italy and Managing Director of LANXESS s.r.l. effective March 1, 2026.

Vincenzo Trabace, previous Country Representative, Managing Director, and CFO of LANXESS s.r.l., will retire at the end of May 2026 after nearly 37 years with Bayer and LANXESS.

0.44 MAQ!

LANXESS ended 2025 with this figure for the lost time injury frequency rate – an all-time record!

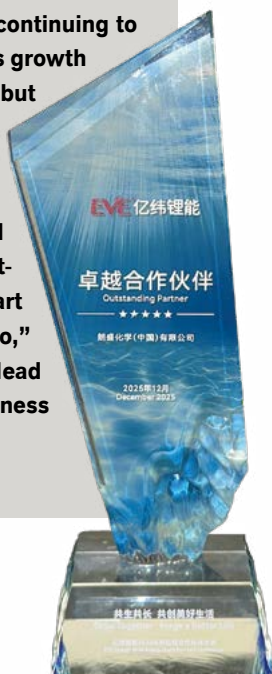
STRONG IN THE MARKET TOGETHER

Shanghai/China. Award for a powerful partnership: At the 2026 EVE Energy Supply Chain Partners Conference in Jingmen, China, lithium battery manufacturer EVE Energy honored LANXESS as an “Outstanding Partner.” The award recognizes the high quality of our products, our reliable delivery performance, and our strong commitment to our customers’ success.

The Advanced Industrial Intermediates (All) business unit plays a key role in this. It provides a key raw material for EVE Energy’s lithium battery production and ensures that the company has a steady supply through strict quality control and stable supply chains.

The All team also recently demonstrated its strong capabilities during EVE Energy’s latest expansion project: when the company was setting up a new plant in Malaysia, LANXESS responded quickly to changing requirements. Leveraging its global network and a robust supply chain, the team ensured that the launch went smoothly and that production processes remained stable.

“We look forward to continuing to support EVE Energy’s growth – not only in China but also its expansion in the ASEAN region. Growing alongside our customers and building win-win partnerships is at the heart of everything we do,” says Kim Ming Lee, Head of Regional Business APAC at the All BU.



“The year 2026 will remain challenging – which makes it all the more important to act decisively. So we are focusing on what we can control: systematically cutting costs, capitalizing on opportunities in a highly competitive market, and standing shoulder to shoulder as a team. Our industry has constantly reinvented itself. That’s what we’re building on – and I firmly believe in our company’s ability to succeed.”

CEO Matthias Zachert at the QIM in March



PREMIERE AS “ONE LANXESS”

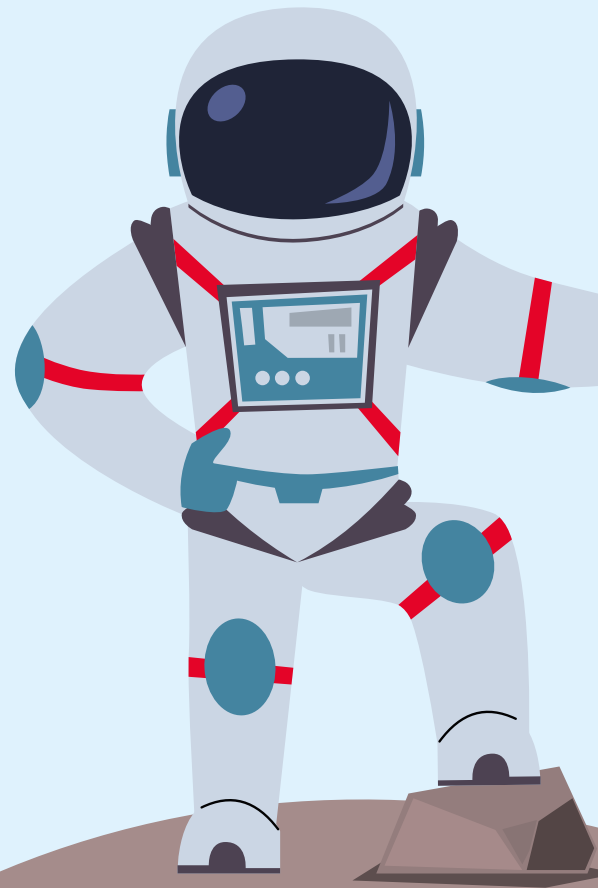
Mumbai/India. A first for LANXESS India: Several business units joined forces to present themselves to Pidilite, a major customer for consumer and specialty chemicals, for the first time.

At this event, seven business units – All, F&F, IPG, LPT, MPP, PLA, and Rhein Chemie – presented their product ranges to more than 30 senior scientists. During breakout sessions, the discussions went deeper, covering topics such as partnerships, supply chain synergies, and shared growth opportunities.

“ONE LANXESS comes to life when we share knowledge, connect perspectives, and develop solutions together,” commented Namitesh Roy Choudhury, Managing Director & Country Representative. “This creates value for customers, opens new doors – and fosters sustainable growth.”

STRIKING OUT INTO UNCHARTED TERRITORY

When old approaches no longer work, you need the courage to take the first step down a new path. LANXESS is doing just that – striking out into the unknown. The New Business Development team led by Harry Zumaque, DEV GF, is making its first forays into high-potential growth markets such as semiconductors, batteries, and defense. We interviewed him to find out more.



Mr. Zumaque, you're leading the charge into new high-potential growth markets. How can you tell that something is going to be big – in particular for LANXESS?

By systematically analyzing trends at a very early stage and distinguishing short-term fads from substantive developments. We ask questions like: Will this market create a new area of business that is large enough to support growth? Are there customers for whom this is relevant and who are willing to pay for it? And

do we have what it takes to succeed in this field? Another important factor for us is striking the right balance between leveraging short-term sales opportunities within our existing product range on the one hand and on the potential to build a sustainable growth platform over the long term on the other.

How long does it actually take to successfully develop a new area of business like this? And where do we stand right now?

The entire process usually takes about two years: finding the right customers, testing samples, and finally obtaining approval from the relevant customers. At the moment, however, the market is particularly dynamic. Issues such as risk mitigation and the desire to reduce dependence on individual suppliers are driving the process forward much more quickly. Many Western companies are currently actively seeking alternatives to suppliers in China. If we succeed in positioning ourselves as a reliable partner in such cases, we can integrate into their value chains within a few months rather than having to wait years. When it comes to the specific high-potential growth markets we've set our sights on, we're long past the initial stages. Our pipeline is filling up nicely, and we are already engaged in some very concrete discussions.

Does the use of artificial intelligence also play a role in this?

Yes, a huge role. Analyses that used to take us weeks to complete can now be done in a matter of hours – whether regional breakdowns, product-fit analyses, or generating lists of potential customers. In my view, however, what matters most is the approach: dare to try new things, quickly toss what doesn't work, and systematically scale what does. AI doesn't just speed up processes – it enables a single person to achieve the results of an entire team.

How are you working with the business units?

We work side by side on every issue. For each growth market, we have designated contacts in the BUs who ensure that infor-



Harry Zumaque,
Head of New Business
Development & Strategy

mation flows in both directions. In addition, we've also launched formats such as the Semicon Circle, the Battery Expert Group, and the Defense Group. As soon as a specific business opportunity presents itself, we work closely with our colleagues in the business units. This close integration is exactly what makes our approach possible in the first place.

The defense sector is viewed by some members of the public with skepticism. What's your take on our activities in this area?

This issue is important to me personally. I'm a reserve soldier – and I view our involvement as a values-based decision. Unfortunately, the geopolitical situation has fundamentally shifted. Russia's war of aggression against Ukraine has shown that peace requires credible deterrence. This isn't something industrial companies can ignore. We operate here according to clear principles: We deliver exclusively to NATO countries, strictly adhere to all international conventions, and maintain a clear focus on democratic societies' defense capabilities. It's not about maximizing profits, but about taking responsibility.

Where do you see LANXESS in five years' time?

We have clear roadmaps for our key growth areas. Our motto is "Win now to win later" – first, we capitalize on opportunities within our existing portfolio, build credibility, and then develop innovative products that deepen our footprint in these markets. In five years, I see LANXESS as a strong, respected partner in these industries. Not as a minor player, but with strong foundations that truly support our business.

A stylized illustration of a flag on a pole. The flag is white with a black border and features the LANXESS logo in black and red. Below the logo, the tagline "Energizing Chemistry" is written in a smaller, grey font. The flag is held by a blue and white sleeve on the left. The background is a light blue gradient with abstract shapes.

BREAKING NEWS



DEFENSE – A Market Stepping Out of the Shadows



“The defense sector is much more than just a market for weapons and ammunition systems. It’s an independent ecosystem that operates in parallel with the civilian industry – and has a significant need for protection solutions, infrastructure, and logistics. This is exactly where LANXESS can grow with robust, customized solutions.”

Wolfgang Ebenbeck,
New Business Development,
DEV GF

For a long time, the defense sector was seen as a no-go area in Europe. But since Russia’s war of aggression, the landscape has fundamentally changed. European defense spending is rising at a rate not seen in decades – and in Europe alone, some 800 billion euros will be spent in the coming years on modernization, equipment procurement, and infrastructure. This amount is derived from national special funds, increased defense budgets, and long-term NATO commitments.

With its Bundeswehr Procurement Acceleration Act (BwBBG), Germany has also sent a clear signal: procurement processes need to become faster, more transparent, and less bureaucratic. For the industry, this means that the government wants things to move quickly – and it needs reliable partners. For LANXESS, this means access to a market that has long remained off-limits, even though our products are already being used in security-critical applications today.

OPPORTUNITIES FOR LANXESS:

- Access to a rapidly growing European market with significant pent-up demand

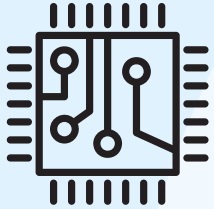
- Accelerated procurement processes thanks to the BwBBG – new partnership opportunities
- A broad product range with direct relevance; the first BUs are already supplying products (lubricants for hydraulic systems, products for disinfecting and treating drinking water)
- Focus on supply reliability rather than price pressure – European suppliers are gaining strategic importance

WHAT’S HAPPENING RIGHT NOW:

- Three workshops have been held with the relevant BUs since the beginning of December.
- Next steps: Create market and supply chain transparency, systematically screen our portfolio, and present ourselves as ONE LANXESS.



GROUND



SEMICONDUCTORS – A Global Boom Reshaping Europe

Semiconductors are the backbone of the modern world – without them, life as we know it would grind to a halt. No smartphones, no electric cars, no medical technology, no cloud data centers, no AI models. Global demand is rising rapidly, driven by electric vehicles, digitalization, and the explosive expansion of AI infrastructure.

Unfortunately, Europe long underestimated their strategic importance and is now heavily dependent on Asian manufacturers. But the EU now aims to change that with the EU Chips Act. The goal is to bring the entire value chain – from production to process chemicals and specialty materials – back to Europe. The ultimate goal is to secure Europe’s technological independence and increase semiconductor supply security for critical industries.

For LANXESS, this is creating a market that is not only growing but is also being actively supported by policymakers. With its broad portfolio spanning the entire process chain

– from ultrapure acids and ion-exchange resins to specialty chemicals – the company is well-positioned to become a key partner to the growing European semiconductor industry.

OPPORTUNITIES FOR LANXESS:

- Chance to help shape a key market for transportation, energy, communications, and AI
- Opportunities arising from the expansion of local chip production in Europe and the trend toward regional supply chains
- Access to a segment experiencing above-average growth (approximately 5% annually for process chemicals)
- Broad LANXESS portfolio covering the entire process chain: Ultrapure acids, ion exchange resins for ultrapure water, Oxone® for PCB treatment or as an etching agent, additives for corrosion protection, specialty chemicals from Saltigo
- Pooling our strengths: seven BUs are joining forces to operate as a single semiconductor supplier

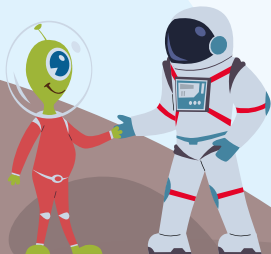
WHAT'S HAPPENING RIGHT NOW:

- The Semiconductor Circle, which includes members from the BUs and DEV, is meeting regularly
- AI-driven identification of growth opportunities, with an initial focus on the APAC region



“The semiconductor market is growing rapidly – and we already have a strong portfolio that we need to promote more effectively. If we pool our resources and pursue a unified corporate strategy, LANXESS can become a key partner to the global chip industry.”

Lutz Haase, New Business Development, DEV GF





PIONEERS IN ACTION

Venturing into uncharted territory and using their own expertise as a guide is something that many of our colleagues do every day. They break down barriers, think outside the box, and test new ideas – driving projects forward that demonstrate what’s possible when you combine expert knowledge with extreme determination. We spoke with some of them.

HYDRAULIC INDUSTRY

“We offer our customers something truly unique!”



Steffen Sandhöfner,
Application Development,
LAB BU, Mannheim

Steffen Sandhöfner, Applications Development, LAB BU, Mannheim, explains how his team is taking the development of Additin® hydraulic additive packages to a new level with a new test bench.



Our additives make up only about 0.6 percent of hydraulic oil – yet they determine whether a machine runs reliably or breaks down prematurely. And it’s precisely this stability that’s being put to the test today. This is because hydraulic systems have to work under tougher conditions than ever before – higher pressures, more compact designs, and rising temperatures cause the oil to degrade much more quickly. Oxidation and residue buildup become a risk. This is something that Bosch Rexroth – the global

market leader in industrial hydraulics – has also recognized, which is why it has defined new requirements for protection against aging that go far beyond existing standards. Those who meet these requirements are technological leaders. One thing was clear to us right away: We don’t want to wait for others to do the testing – we want to set the benchmark ourselves and give our customers access to it. That’s why we’ve set up a new test bench in Mannheim – the only one of its kind outside the Bosch Group.



Bernd Neubauer prepares the first test run for our Additin package.

From Challenger to Setting Industry Standards

This makes me especially proud when I think about how far we've come. Just ten or fifteen years ago, we were a relatively small player in the market. We had good products, but we didn't have the infrastructure to really showcase our strengths. Testing at external facilities was expensive, rarely available, and slowed us down. So we decided to go all in – through systematic investments in our team's expertise and the ongoing expansion of our test facility, we

have gradually established ourselves as a highly sought-after specialist. In the case of the new accelerated aging test bench, we've taken it a step further: We were involved in the design from the very beginning, provided samples, offered advice – and were the first in the world to purchase the system. Following the successful trial run, our premium package – the zinc-based Additin® RC 9200 N – is now being tested on the machine. Now it has to prove what

it's capable of: 350 bar system pressure, oil temperatures up to 90°C, and copper plates that act as oxidation catalysts to deliberately trigger accelerated aging processes. The reference oil alone has already shown us just how tough this test truly is.

From Measurement to Market Advantage

This is why we've already started completely rethinking our product packages. After all,



“For our customers, the new test bench is a real game-changer – it eliminates the need for complex testing and quickly provides reliable data on oil aging that can be directly used for approvals and to meet required specifications. No one else in our industry offers a service like this.”

Inken Albers,
Additive Packages Development
LAB BU, Mannheim

that’s one of the major advantages of in-house testing – we can see every change as it happens and respond immediately. This means we no longer develop after the fact; we develop as we go. Our plan is to leverage this technological edge strategically and bring it to market before our competitors can catch up.

What excites me most is that we haven’t just set up a technical system, we’ve created an entirely new form of collaboration. This test bench demonstrates what’s possible when a customer-centric approach meets cutting-edge technology: We aren’t waiting to see how hydraulics evolve – we’re driving the evolution ourselves.



CUSTOMER FOCUS

“We’re helping farmers achieve their goals”

Doris Pfeiffer, Senior Project Manager, F&F BU, explains how F&F is entering a new market for the BU.



“The challenges are often found in the details.”

Doris Pfeiffer, Senior Project Manager, F&F BU

As a specialist in preservatives, we have identified the agrochemical market as a new high-potential growth area.

Many of these substances were originally tested as pesticides and were only later introduced as preservatives. We now see opportunities to flip this process around and develop new crop protection products and fertilizers based on safe, environmentally friendly, and time-tested preservatives. To this end, we are collaborating with ISA CropCare from the Netherlands – an experienced partner with strong ties to farmers, breeders, and testing facilities. This partnership perfectly complements our expertise in chemical production, regulatory affairs, and formulation development.

This segment of the agrochemical market’s value chain is a completely new market for our BU. While we have been selling individual chemicals in this market for a long time, we’ve always refrained from manufacturing formulated crop protection products. Together with our partner, we have now overcome this obstacle and developed three joint products – two crop protection products (the Styraxo® brand) and one fertilizer (Magsimize®). We’re now planning to launch our first product, Magsimize® – a specialized fertilizer – in April 2026.

Environmentally Friendly Version

Magsimize® supplies the crops with magnesium, improves photosynthesis, and promotes stronger growth. When designing this product, our team took special care to ensure that it only contains ingredients that

are easily biodegradable. This meant, for example, that defoamers or other additives were off limits, which was a challenge when it came to developing the formulation and process. In general, this product can improve fruit quality and yield stability and is expected to be used in fruit and vegetable cultivation.

Global Plans with Magsimize®

We reached the first milestone on the road to launching the product back in December 2025, when we received the CE certification from the European Fertilizer Certification Institute. This means we are now authorized to market Magsimize® in every European Union country. When developing our sales strategy, we made sure to work exclusively with regional distributors who have close ties to farmers and growers. Our



product has many advantages, but it also requires a lot of explanation. This means that farmers need sales partners they can trust – people with whom they can have one-on-one conversations and share their experiences. In today’s digital age, this is, of course, unique. And quite time-consuming.

And it goes without saying that we’re not stopping at the EU – we also want to distribute Magsimize® worldwide. We have our eyes on both Brazil and the United States, for example. Our product offers farmers tremendous benefits, as they currently face significant pressure to practice sustainable agriculture while also achieving the best possible yields and harvests. This is also necessary to feed a steadily growing global population. Magsimize® can play a key role in helping them achieve these goals.

Because of these excellent prospects, we already expect to generate our first sales with Magsimize® this year. Just back in March, we closed our first multi-million-dollar deal with a distribution partner who firmly believes in this product. Magsimize® will be used in Dutch greenhouses starting in April 2026. This is an incredible achievement considering that we only came up with the idea for Magsimize® in the first quarter of 2025.

Overall, this success was only possible thanks to the outstanding collaboration with our external partner, within our BU, and with our colleagues from GPL, LEX, and many others. Ultimately, it proves that we’re extremely powerful when we work together as a team! This motivating spirit was evident within the team every day.

WHEN AI MEETS A CENTURY OF RESEARCH

“We can now find a needle in a haystack”

Ulrich Bohrn, Head of Information Services, LEX GF, explains how an AI-powered chatbot is reinterpreting research findings spanning more than 100 years.



If LANXESS knew what LANXESS knows...” – that’s a thought that inspires me every day in my work. As a corporate group,

we possess a vast wealth of knowledge, yet many of these “crown jewels” remain untapped. For decades, employees have been researching, testing, documenting, and experimenting – and yet this knowledge often lies hidden away in old databases, on local hard drives, or in folders with file names like “Scan1.” Sooner or later, when experienced employees retire and leave behind a bookshelf full of dusty file folders, it becomes clear just how much know-how is at risk of being lost.

“Scan1” Gets a Brain

Together with Samreen Hassan and other AI experts from the IT Group Function, we have therefore developed a chatbot assistant that systematically consolidates our research knowledge and makes it accessible – across BUs in a secure and user-friendly way. The beginning was a real journey back in time, as we migrated the LANXESS research report database, which included reports from our BUs and their predecessor units from the Bayer era. A database full of valuable content that contained a wealth of knowledge, but was hardly suitable for how work gets done today.

The Digital Push

A key catalyst for the project was our collaboration with the Rhein Chemie BU, where approximately 130,000 paper documents were digitized some time ago as part of a laboratory relocation. We



“We want to value, preserve, and share our colleagues’ knowledge internally across the organization.”

Ulrich Bohrn, LEX GF, Head of Information Services

were able to incorporate test results, formulas, and development processes – which might otherwise have been lost forever – into our growing knowledge base. At the same time, our colleagues put the AI assistant through its paces in real-world work situations and helped us continuously improve it.

And this is where the concrete benefits of the chatbot become apparent: in day-to-day work. Employees can either search for specific topics and receive a curated list of relevant documents, or work with the AI Assistant in “sparring mode” through back-and-forth dialogue, similar to how modern AI apps work. The chatbot can also automatically translate content into other languages, so that, for example, colleagues in the US can efficiently search through and use German-language research reports. And most importantly, every answer it



provides is always backed up by original documents. In addition, information security and confidentiality were top priorities from the very beginning. Each BU retains full control over its content, and documents are only made available across BUs if the respective BU has specifically decided to do so and has approved their release. This is how we combine open access with responsibility – and build trust in the system.

Knowledge Connects

I find it particularly inspiring when the assistant reveals unexpected connections – for example, when a BU is looking for a suitable catalyst, the assistant surfaces a project from another business unit in the US, which in turn references content from a third BU. This brings knowledge to light that was previously hidden away in dark silos. Results like these demonstrate just how much potential lies in our collective expertise – and how the AI assistant puts the “ONE LANX-ESS” philosophy into practice.

That’s why, to me, this chatbot is much more than just a digital tool. It embodies a philosophy: that we value, preserve, and share our colleagues’ knowledge internally across the organization. That we learn from one another – across countries, roles, and business units. And that we don’t always have to come up with innovative ideas from scratch – often, the solutions are already there, in our own archives.



THE ULTIMATE KNOW-IT-ALL:

- The R&D assistant can already access around 300,000 documents from across Research & Development.
- Going forward, this is expected to grow to approximately one million documents.
- From handwritten notes to comprehensive research reports – the tool can handle content from an extremely wide range of data sources.



DEVELOPING IRON OXIDES

“We want to be the partner of choice for the entire West.”

Murat Gürsoy, Head of Global Innovation & Application at the IPG BU, reports on his team’s most economically promising areas of research:



We want to start a new chapter in the history of the IPG business unit. This year, we’re celebrating the 100th anniversary of our pigments. Our Innovation Department is proving that, precisely because of our extensive experience in the field of iron oxides, we have an exciting future ahead of us.

The innovation team is exploring a wide range of fields to bring our iron oxides to new markets. Since we also support the Application team, we’re conducting initial tests in this area ourselves. This makes us flexible and fast. At the same time, we



always try to find strategic partners for our projects – and we always succeed. This is the only way we can perfectly tailor our products to potential customers' needs. At the moment, we're active in the following key areas:

Breaking Into Battery Tech

Batteries are one of the most important markets of the future – not only in the field of electric transportation, but in any application where energy is stored. The innovation teams are already working across several project phases to make iron oxides and iron phosphates usable as precursors for lithium-ion and sodium-ion batteries. We see tremendous potential here.

Sights Set on New Catalysts

A second area of focus is catalysis – for example, in styrene production, which is needed to produce polystyrene, better known to many as Styrofoam. Even a minor improvement to the catalyst system can yield considerable financial benefits for manufacturers.

Our iron oxide is ideally suited for this purpose because, unlike many catalysts based on transition metals or precious metals, our product is reliably available, produced in a sustainable manner, and has been thoroughly researched by us for decades.

We've already achieved a significant milestone in this space: The first batches of a new catalyst precursor have been sold to a major customer and are currently undergoing qualification testing. In addition, we're kicking off a joint research project with Clariant in March focused on olefin synthesis using the Fischer-Tropsch process. The goal is to incorporate modified iron oxides into the catalyst system. And initial studies are also underway in the field of ammonia synthesis.

Raising the Bar in Water Treatment

We're making big strides in the field of purification technologies as well. The established iron oxide product Bayoxide® E33, which to date has been used to adsorb arsenic from drinking water, is currently being modified so that it will specifically bind

phosphates in the future – an issue that is becoming even more important due to stricter EU regulations.

The benefits include greater mechanical stability and a longer service life, which offer users significant advantages. In this regard, the team is working closely with the LPT BU.

Smarter Hydrogen Storage

We're also conducting exciting research in the field of green technology. The focus here is on hydrogen storage. Under certain conditions, hydrogen reacts with our iron oxides, producing metallic iron and water vapor – a chemical energy storage process.

This process can also be reversed: Water vapor reacts with iron to form hydrogen and iron oxide. The hydrogen can then be used in a subsequent process, such as for chemical reactions or to generate electricity and heat.

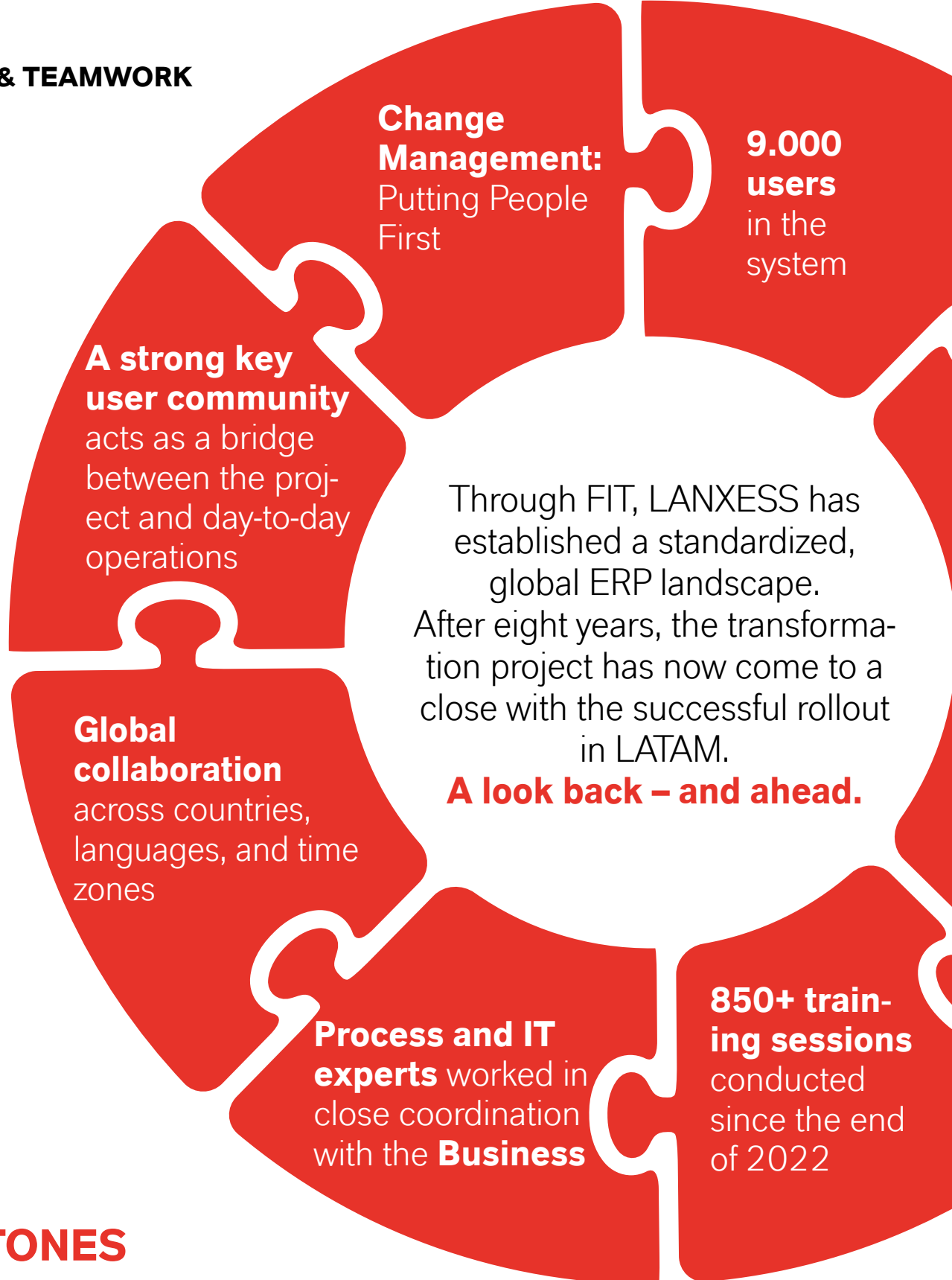
In October 2025, we launched a three-year joint research project with potential users focused on this process. Our goal is to have a demonstration plant using LANXESS iron oxides up and running within this timeframe.

Building on What Works

In addition to exploring new markets, we will, of course, continue to focus on enhancing and advancing our existing products. Either customers approach the team with new requirements – or the innovation team identifies potential for new applications on its own. This leads to continuously improved or modified iron oxide grades.



PEOPLE & TEAMWORK



MILESTONES

2018 – 2019:
Development of the global template and pilot in the NORAM region

2022:
Rollout in Germany:
challenges and lessons learned

2023:
Template improvement:
stabilization and simplification



FINALE FOR FIT!

Deployed Worldwide:
A harmonized ERP Landscape

9 languages for communication & enablement

ADDED VALUE FOR THE BUSINESS

Holger Hüppler, Head of the GPL GF:

"The rollout in Germany in 2022 was particularly challenging, especially for Logistics. As a result, we had to focus on damage control at first, before we were able to achieve long-term stability through process improvements and clear structures. These experiences played a key role in ensuring that subsequent rollouts proceeded much more smoothly and in a more controlled manner."

Jens Fischer, Head of the Rhein Chemie BU:

"As a BU Head, reliability in day-to-day operations is absolutely crucial to me. FIT has shown that, despite initial challenges, we are now able to implement projects in a more stable and business-centric manner thanks to the excellent collaboration between many colleagues. We now need to build on this and continue to optimize operations on an ongoing basis."

Hans Claassen, CFO Brazil:

"In the financial sector in Brazil, the legal requirements are particularly complex. The stable FIT template has allowed us to focus entirely on local specifics instead of having to resolve fundamental system issues – this is truly a tangible benefit."

FOUNDATION FOR THE FUTURE

Birgit Johe, Change Management, IT GF:

"The success of a global ERP rollout isn't determined by technology, but by people. A key factor was the close collaboration between a central change management team and dedicated change managers in the BUs/GFs – across regions, cultures, and hierarchies of the organization."

Bastian van de Loo, Head of Business Process Management, CON GF:

"FIT has established a common process framework. The key now is to further deepen this process expertise, leverage the processes we have implemented, and systematically improve them wherever they deliver measurable benefits for LANXESS – based on clear business cases."

Michael Tabrizian, FIT program lead, IT GF:

"With FIT we have a stable, joint foundation which we are now building on. Using AI and robotic process automation – software that automatically handles simple routine tasks – we will further streamline processes and strategically advance the system in preparation for the future."

Oliver Stratmann, CFO:

"FIT is a major milestone for LANXESS. We now need to systematically leverage the added value it has created in our day-to-day work and continuously improve the system. I would like to express my sincere gratitude to the entire organization worldwide for their hard work and willingness to embark on this journey together."

2024 – 2026:
Smooth rollouts worldwide with local adaptations

Going forward:

- Continuous process optimization on the basis of actual business cases
- Increased automation
- Expanding user expertise

TO DETECT AND

At LANXESS' largest site in the United States, in El Dorado, Arkansas, bromine is produced under demanding conditions. To further enhance safety, the team from the PLA BU is relying on an unusual ally: a robot dog that detects and reports hazards – and goes where things can get dangerous for humans. As a result of this innovative idea, the team has now won the CEO Safety Award.

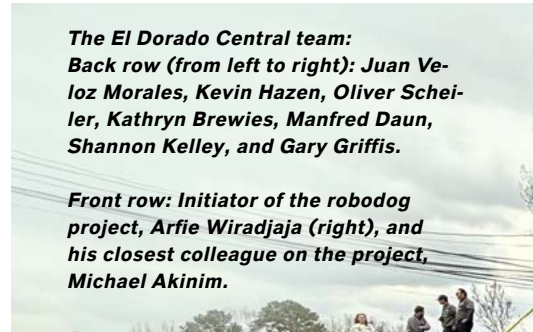
Bromine has many uses – for example, it helps keep fires under control. As a flame retardant, it has become indispensable in the construction industry – for example, in public buildings such as schools and daycare centers – as well as in the electrical industry for electric vehicles. It is also found in various forms as an additive in pharmaceuticals, agrochemicals, and preservatives. Its range of applications is diverse. But as is always the case, there's two sides to every coin. In the case of bromine, the name itself gives it away: it comes from the Ancient Greek word bromos – meaning "stench." Not only does the substance have an unpleasant odor, but its fumes are also potentially harmful to human health. "On top of that, we first have to extract the bromine from the brine using chlorine. We also work with phosgene – another group of hazardous substances," explains Arfie Wiradjaja, Head of Operations, USA, PLA BU. This kept him up at night: "We follow the strictest safety measures here to protect the team," says Wiradjaja. "But I knew there was more we could do."

It was the "near-misses" that were weighing particularly heavy on the chemical engineer's mind. After all, they can quickly turn into a major incident – and this needs to be



Joshua Adkins, process expert, making the rounds with his new coworker.

prevented at all costs. Wiradjaja is tech-savvy and has always been interested in programming. So it didn't take long before he got in touch with a drone manufacturer. "I thought that, given the technology currently available, it should be possible to devel-



The El Dorado Central team:
Back row (from left to right): Juan Veloz Morales, Kevin Hazen, Oliver Scheiler, Kathryn Brewies, Manfred Daun, Shannon Kelley, and Gary Griffis.
Front row: Initiator of the robodog project, Arfie Wiradjaja (right), and his closest colleague on the project, Michael Akinim.

Keeping Risk on a Leash

The robodog not only alerts staff to dangerous situations; it can even guide them to safe locations in an emergency.



SERVE



For Arfie Wiradaja, the robodog is much more than just a bit of tech: “We now see it as just a somewhat special coworker.”

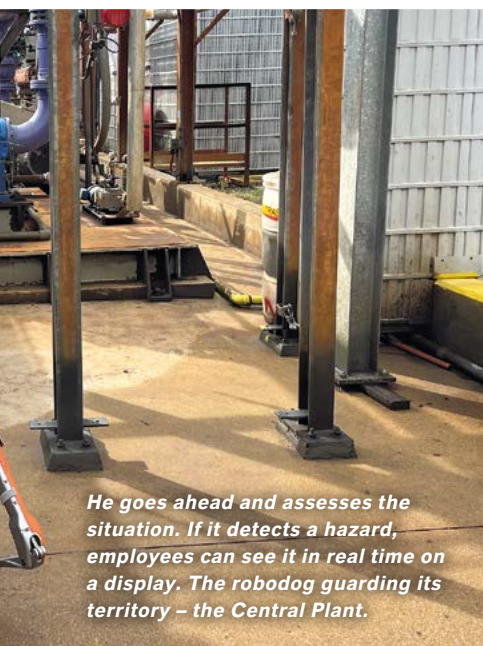


Scan the QR code and watch the new employee at work.

op some kind of robot that can detect and report hazards.” He quickly found the right manufacturer – they also supplied fire departments and sent him a “robodog.”

He worked with the manufacturer to customize and program the robot to fit the plant’s specific conditions. Today, the robodog identifies toxic gas leaks in real time. It alerts employees to chemical leaks, detects spills or pools of liquid, and makes it possible to safely monitor confined spaces. It also uses its thermal imaging camera to detect uninsulated hot pipes.

“In an emergency, it can even guide the teams through the evacuation process.” Wiradaja is thrilled with his new coworker, who can even climb stairs. “Thanks to him, we can prevent our staff from putting themselves in potentially hazardous situations. Instead, we first send our robodog in and wait to see what it finds.” This approach has proven effective, as the robotic safety dog was able to identify even a minor hydrogen sulfide leak and sound the alarm. At the same time, he guided a team member, who was keeping his distance, to a safe



He goes ahead and assesses the situation. If it detects a hazard, employees can see it in real time on a display. The robodog guarding its territory – the Central Plant.



PEOPLE & TEAMWORK



SOUTHERN ARKANSAS

The Smackover Formation was discovered in southern Arkansas in 1921. It lies about 2,500 meters below the surface and is the second-largest brine reservoir in the world – the largest being the Dead Sea. Its brine contains a high concentration of bromide. It is transported to the LANXESS plants via a network of pipelines spanning 257 kilometers. After bromine extraction, the brine is returned to the geologic formation.

area – ensuring that the employee didn't inhale any harmful gases. That was a classic case of a near-miss.

Wiradjaja plans to acquire more robodogs. The current one has also been fully accepted by the team. "The robodog is easy to use. And since it has already proven itself once, everyone recognizes the benefits," Wiradjaja explains. With a purchase price of around 4,500 euros, the increased safety is well worth it.

Currently, it's only in use at the largest of the three facilities, the Central Plant. But, according to Wiradjaja, that's going to

change soon. The chemical engineer is simply bursting with ideas. Most recently, he "accidentally" – as he modestly puts it – found a solution for recycling dichloromethane, DCM. Normally, DCM is released unused into the off-gas system during the production of the flame retardant Emerald Innovation 3000. Now, however, the production process takes place in a cooled environment. This greatly improves DCM vapor condensation and absorption, allowing it to be effectively absorbed. "Cooling was the key," says Wiradjaja. Within three weeks, the team implemented the system for this new project, dubbed "Popsicle" – they now expect to save over three million euros annually. As an added bonus, the change also makes the production process more sustainable – DCM no longer escapes unused into the atmosphere, instead it's now recycled.

Wiradjaja has a few more ideas for process changes that will also be implemented. But he doesn't want to talk about them until they've proven their worth. But to him, the most important innovation remains the robodog: "We can all sleep more soundly now. Our brave little robodog coworker now goes wherever it could be potentially dangerous for us humans."

THREE SITES

A total of 440 employees work at the three plants in El Dorado. This makes the complex LANXESS' largest production site in the United States. The PLA business unit is one of the leading manufacturers of bromine, bromine intermediates, and brominated flame retardants.

1 THE POWERHOUSE

The Central Plant opened in 1965 with 14 employees. Today, it employs 275 people on a 208-hectare site. It is the largest of the three plants and produces bromine, Emerald Innovation 3000, oligomers, HBr, alkyl bromides, and CaBr₂.

2 DON'T LET THE SIZE FOOL YOU

The West Plant is the smallest facility in the complex (25 employees/87 hectares). At the same time, it is the largest bromine-producing plant in all of southern Arkansas.

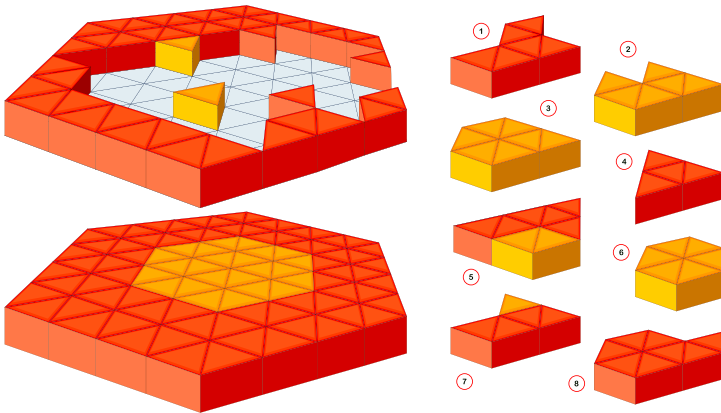
3 WHERE IT ALL BEGAN

The South Plant is the oldest in the complex. Today, 150 employees work there on 138 hectares, producing bromine, flame retardants, and oilfield fluids.

PUZZLES & COMPETITIONS!

1. WHAT GOES WHERE?

How do the pieces need to be arranged so that they form a perfectly filled hexagon?

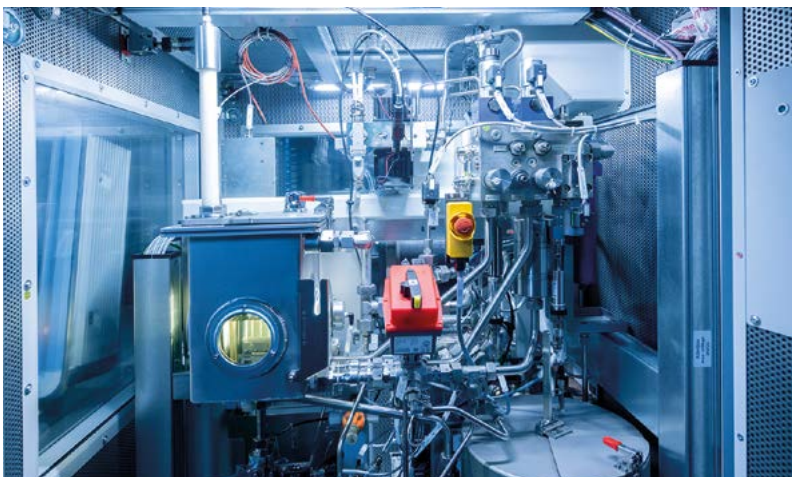
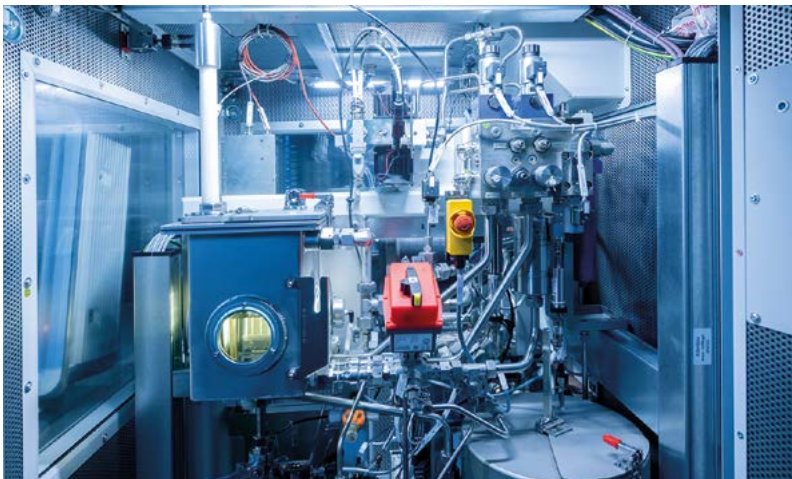


2. WHAT'S BEING USED TO INCREASE SAFETY IN EL DORADO?

- a. An AI-powered cat
- b. An AI-powered bird
- c. An AI-powered dog

3. SPOT THE DIFFERENCE

There are five differences between the two images. Can you find them?



Photos: LANXESS

LANXESS MEANS...

► Lancer Kick off, launch

More modern, more streamlined, more customer-focused: LANXESS is rolling out a new suite of design templates. With more than 100 professionally designed layouts, we cover virtually every use case — from eye-catching visuals and financial charts to quotes, as well as business and process diagrams. Existing documents don't need to be updated right away — the company-wide transition is planned for early 2027. More information and dates for live training sessions can be found on Xnet.

► Success

Increased digitalization, transparency, and customer centricity: With this goal in mind, LANXESS has launched the new e-commerce portal LOOP (LANXESS Order Overview Portal) as part of its Commercial Excellence initiative. The team recently reached an important milestone: Wooshin Pigments, a major customer of the IPG business unit in South Korea, was activated on the platform as the 1,000th user account. "Thanks to its simplicity and clarity, LOOP has been very well received by many of our customers. The platform's value speaks for itself — especially given its wide range of features," says Philipp Schalapski, LOOP project manager at the IPG BU.

JOIN IN

A speaker that only works through wood — place it on a wooden surface and the wood itself becomes the speaker. And whoever wins it will also be doing a good deed: part of the purchase price goes toward planting a tree. Simply send **an email to** xpress@lanxess.com with the answer to the second question.



Participation is only open to employees of LANXESS and its subsidiaries (excluding Corporate Communications employees). Only one entry per participant allowed. All decisions are final. The solution will appear in the next Xpress. The winner of the quiz in the 04/2025 issue of Xpress was **Mike Nickel**, Germany. The right answer to the second question was b.

“I BETTER NOT SAY WHY KEEPING QUIET HOLDS TEAMS BACK



“When a part of teams with a high level of psychological safety, people feel comfortable taking risks, addressing problems early on, and learning from one another. This makes them faster, more innovative, and more resilient – especially in times of uncertainty or change.”

Jonas Höhn,
Founder of detoxRebels

A meeting like any other. New savings targets. Tight budgets. A critical question is on everyone’s mind – but nobody dares to ask it. A colleague notices a mistake but doesn’t say anything because she’s afraid of being seen as difficult. Someone else has an idea that could improve the project, but decides not to share it. Maybe it’s a bit too bold...and when people are swamped with work, they put on a brave face so as not to be seen as “overwhelmed.”

Moments like these may seem minor – but they can lead to long-term problems. “People hold back when they’re afraid of showing weakness,” says organizational consultant Jonas Höhn. “Without a foundation of mutual trust, the entire team’s performance suffers. Problems are addressed later, and people don’t share honest feedback. “The fear of making mistakes stifles bold ideas.” To support its employees, this year LANXESS is focusing on mental and social well-being – and specifically on the topic of psychological safety – as part of its workplace health management program.

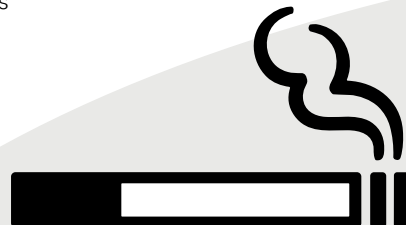
In an interview with Xpress, the expert explains why this is about much more than just “group hugs.”

Mr. Höhn, what does the term “psychological safety” mean – and why is this topic so relevant to LANXESS right now?

Psychological safety refers to an environment where people can speak openly – asking questions, voicing doubts, admitting mistakes, or offering different perspectives – without having to worry about negative consequences. In her research, Harvard professor Amy Edmondson, who coined the term, showed that high-performing teams are not distinguished by the fact that they make fewer mistakes – but instead by the fact that they address them sooner. This makes a crucial difference, especially in times of crisis.

How does trust develop within teams – and what are the consequences when it’s lacking?

Whether someone feels safe, seen, and



PEOPLE WHO FEEL LONELY – including at work – face health risks comparable to smoking 15 cigarettes a day.

Source: Holt-Lunstad et al., 2015

PEOPLE WHO FEEL LIKE THEY BELONG AND ARE EMOTIONALLY CONNECTED TO THE COMPANY OR TEAM EXHIBIT...

- 22% HIGHER LEVELS OF RESILIENCE
- 31% GREATER DEDICATION
- 37% HIGHER JOB SATISFACTION

Source: BETTERUP 2022



ANYTHING...”

– AND HOW TRUST UNLOCKS PERFORMANCE

valued in their work environment depends on small, everyday moments. Can they finish what they're saving without being interrupted? Are critical questions taken seriously? Can they say, "I didn't understand that" without feeling embarrassed? And are mistakes treated as learning opportunities or as personal failures?

When trust is lacking, people become more cautious and are essentially in a constant state of stress. Instead of looking for solutions, the focus suddenly shifts to simply not making any mistakes. The consequences are clear: decisions take longer, silos become more entrenched, and innovation stalls. Psychological safety is therefore not simply a luxury, but a fundamental precondition for teams to remain effective under pressure.

What specific things can people do personally to improve the situation?

Often, all it takes a concrete first step! Every team needs people who are willing to make the first move – and show that open

and honest communication is desirable. When someone says, "I was wrong" or "I need help," it sends a strong message: showing weakness doesn't put me at risk here. Moments like this are contagious. Once one person opens up, others feel comfortable being honest as well. So just give it a try!

Given the current crisis, is it even possible to feel truly safe at all?

A relationship built on trust and openness can't replace economic stability, of course – but it helps us cope with uncertainty. It creates an environment where people support one another and work together to find solutions. That is exactly what makes teams resilient.

Resilience doesn't come from individual perseverance, but from mutual trust. Psychological safety doesn't make crises any easier – but it does ensure that teams remain effective. And particularly in challenging times, that's a clear competitive advantage!

WANT TO LEARN MORE?

On April 28 at 10 a.m., Jonas Höhn will give an online presentation at LANXESS (details on Xnet).

If you have questions about the series, you can send them to the BGM team:

gesundheit@lanxess.com

The COM GF change management team is happy to assist with workshops and presentations on this topic.

managing.change@lanxess.com



TEAMS WITH A
HIGH LEVEL OF
PSYCHOLOGICAL SAFETY
exceed their targets by
19%

TEAMS WITH A **LOW**
LEVEL OF PSYCHOLOGICAL
SAFETY
fall short of their targets by
17%

5 TIPS FOR YOUR DAY-TO-DAY WORK

1. Ask questions – don't just expect answers

Openly asking questions shows that different viewpoints are welcome.

2. Treat mistakes as learning opportunities

Instead of asking "Who's to blame?", ask "What lessons can we learn from this?"

3. Clarity, not perfection

Saying "I didn't understand that" is professional – not embarrassing.

4. Openly express appreciation

A simple "thank you for saying that" has a greater impact than any abstract culture of appreciation.

5. Establish rituals

Check-ins, "Lesson of the Week," regular feedback sessions – structure helps ensure that open communication isn't left to chance.



QUALITYWORKS.

IT DOESN'T GET ANY GREENER THAN THIS

Germany is actively considering a bid to host the Summer Olympics. Okay, we all know this is a lengthy process. But you can't start training young athletes early enough. And when it comes to soccer, this often takes place on lush green artificial turf. To ensure it stays that way for the young aspiring Messis for a long time to come, high-quality artificial turf surfaces contain high-performance Colortherm® pigments from the IPG BU. They are particularly heat-resistant and can easily handle water.

Artificial turf is also very popular on balconies and patios, of course. After all, you'd be hard-pressed to find a more practical, low-maintenance alternative. And you never have to worry about arguing over whose turn it is to mow the lawn.