

MAGAZINE FOR EMPLOYEES

X
PRESS

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GLOBES FOR OUR GLOBE

A new Lewatit® product captures CO₂ from the air, helping to combat climate change. With this product, LANXESS is entering the future field of direct air capture systems. PAGE 6

How Color Connects

Evonik and LANXESS are collaborating on the development of more sustainable products, with some initial successes.

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When Machines Whisper

Your data tells the AI more than 1,000 words. Predictive maintenance is saving millions!

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Where Cooperation Counts

The ComEx-Academy tears down the silo mentality and thus strengthens our sales teams.

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LANXESS
Energizing Chemistry

KEEP AT IT!



DEAR COLLEAGUES!

Perseverance means more than just sticking it out. According to sales professional Paul G. Stoltz, it can not only help overcome adversity, but even turn it into opportunity. At a training session for sales colleagues from EMEA, he gave valuable tips on how to use difficult situations to grow – a skill that is very important for all of us in these times. Our American colleagues who have already successfully completed the ComEx Academy have shown how inspiring this can be. You can read about the creative ideas for cross-BU sales that have emerged from this on pages 14 to 17.

But perseverance is not only evident in sales. A team of researchers from the LPT business unit has been working for around a year on new ion exchangers that can remove CO₂ directly from the outside air.

Thanks to the support of the AI professionals from GF IT, the product is now almost ready for the market and could pave the way for LANXESS into the future field of direct air capture systems. We visited our colleagues in Leverkusen – and were impressed by their commitment (see focus story from page 6).

Let yourself be carried away by the dedication and perseverance of the people you meet in this issue. With this in mind, we wish you an exciting and inspiring read.

MIRKA STEIN,

HEAD OF INTERNAL RELATIONS



SCAN ME

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issues
also online.**

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FOCUS



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A new Lewatit® could be decisive in the fight against climate change. After less than a year of development, the team is about to enter the market. This was made possible by the intensive collaboration between laboratory and data science experts.

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The new M365 tools offer many possibilities. How do I use them cleverly? Here comes the booster for your performance!

Fight Against Dumping

Brussels/Belgium. China is flooding Europe with its products at dumping prices. The high tariffs on China's imports into the USA have further exacerbated the problem for Europe - especially in the chemicals sector. LANXESS is also affected: Several business units see their very existence threatened by dumping imports, especially from China. LANXESS has now set up an anti-dumping task force. Together with the business units, they are submitting complaints for the affected products to the European Commission's Directorate-General for Trade. Only when the complaint has been examined and the Commission agrees to initiate proceedings does the actual process begin, which will take another 15 months. The costs of the proceedings are high, but they were worth it in the end. LANXESS won the case for adipic acid and a phosphorus flame retardant, and duties were imposed on the Chinese products. LANXESS has now received approval for the formal opening of proceedings for two further products in December 2025. The Group has lodged a complaint for another product, but has not yet received the green light from Brussels that the complaint will be upheld. In addition, further anti-dumping complaints are in the preparation phase.



"As part of our geographical expansion strategy for LAB, we are strengthening our focus on markets such as Japan. The collaboration with Idemitsu is an important cornerstone of this. This is because the company has excellent relationships with Japanese automotive and mechanical engineering OEMs, which it supplies worldwide."

Neelanjan Banerjee, Head of BU LAB, on the visit of top managers from the Japanese company Idemitsu to the Cologne headquarters.

AWARDED SUSTAINABLE EXCELLENCE

West Hill/Canada. They live sustainability - Site Manager Katherine Down and her team at the Lubricant Additives Business Unit's West Hill site in Canada. This is also seen: They recently won the prestigious "Accountability Award" at the annual Responsible Care Awards of the Chemical Industry Association of Canada (CIAC). As part of a public-private partnership, more than 300 trees and shrubs were planted on the site. This is BU LAB's contribution to the region's goal of achieving 40 percent tree cover across Toronto. In addition to the trees, there is also a 1,500 square meter pollinator garden and beehives on the site. The site received the Pollinator Award from the North American Pollinator Protection Cam-



paign in 2024. It is one of the largest organizations in the country dedicated to this topic. Site Manager Katherine Down accepted the award on behalf of the site in Toronto. "Responsible Care means taking responsibility not only for our business activities, but also for the land on which we are located," said Down in her acceptance speech.

Members of CIAC's National Advisory Panel even visited the site. Katherine Down later said: "Our team has transformed our unused green spaces into bee-friendly habitats, demonstrating how chemical companies can demonstrate sustainability and community engagement in new and meaningful ways."

3.000

DAYS

without an accident resulting in lost working days for employees.

The LPT BU at the Jhagadia site has reached this milestone. Congratulations to all colleagues!

GETTING FITTER

APAC. The next milestone for FIT: after an intensive project phase, colleagues in China, Japan, Singapore and Hong Kong are now also working with the LAN-XESS SAP system L4P. The company in Switzerland is now also using the system for its financial transactions. "This success can be attributed to the good and close cooperation between the local and global teams and the experts from the IT and CON Group Functions" explains FIT program manager Michael Tabrizian. Next up is the go-live in Argentina, Brazil, Mexico, Belgium, South Africa and Anderol in the Netherlands. From January 2, everyone there will also be working in L4P.

FOUR QUESTIONS TO STEFANIE GSCHWANDNER,

Head of Marketing Biosecurity Solutions in the MPP BU



Between Farm And Figures

Bird flu is currently making headlines around the world: In Germany, over one million animals have had to be culled since October, and in the USA the virus is even spreading to dairy cows. What does this mean for the sale of our disinfectants in animal husbandry? Stefanie Gschwandner explains.

Ms. Gschwandner, farmers in many regions are going through tough times at the moment. Is this a sustainable driver for our business?

Stefanie Gschwandner: Contrary to what you might think: not really.

Massive outbreaks like the one currently occurring in Germany tend to be detrimental to our business in the medium term. Farmers have to slaughter animals, stables are empty - disinfection cycles are no longer possible, and price pressure increases as income falls. We see higher demand as long as there is a latent threat situation caused exclusively by wild animals: Livestock farming continues, farmers are vigilant and consistently invest in biosecurity - and we have good sales arguments.

How do you keep track of viruses, waves and variants?

A global team of veterinarians works within our Technical Marketing department to monitor and evaluate waves of disease in livestock worldwide. They analyze where outbreaks occur and how viruses spread. On this basis, we adjust our stocks regionally - for example, we built up stocks in the USA in the summer so that we can deliver immediately in the event of a peak. Speed is crucial: if you are not available, you lose customers. That's why we also have a wide range of

products available - from premium solutions such as Virkon S® or TH4® through to private labels. This allows us to remain competitive in all market phases without weakening the price of our premium brands.

Many disinfectants promise protection - why do farmers rely on LANXESS?

Because they work reliably against all relevant virus variants. Another major advantage is the extremely short action time: just a few seconds are enough, for example when disinfecting shoes. In addition to product quality, we focus on communication: we use our app to inform farmers about current developments at an early stage and provide practical tips - for example on the correct application at low temperatures. In this way, we remain visible even when there is no crisis - and build lasting trust.

What can we do to prevent animal diseases?

Even small things can help: Dispose of garbage properly at rest stops, do not feed or touch wild or farm animals - this helps to avoid transmission routes. Bird boxes should also be cleaned regularly to prevent pathogens from accumulating. Biosecurity starts on a small scale - and ultimately affects us all.

AI MEETS TAKING THE AIR OUT OF GREEN

The world is searching for solutions to climate change, and one such solution is now emerging in a rather unassuming laboratory at LANXESS in Leverkusen. A small team at the site has developed a new product with promising potential: a new Lewatit® resin that captures CO₂ directly from the air. How did this come about? The research team, led by chemist Julian Kirschel (BU LPT), teamed up with their data science colleague Hanna Kahlfeld from the IT department.



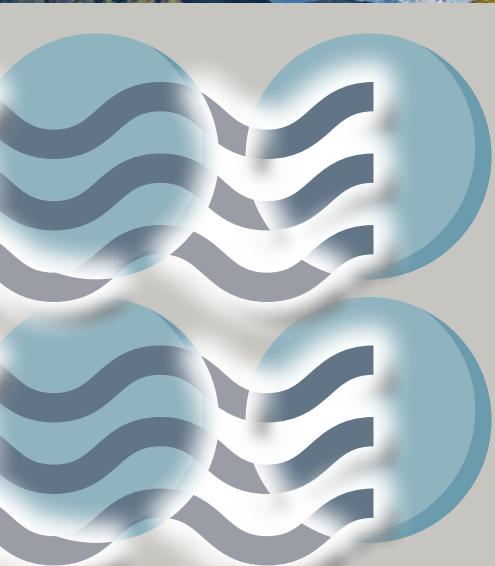
CO₂ is filtered directly from the ambient air

The new Lewatit® has a special pore structure to capture as much CO₂ to bind. It is contained in the containers of the filter system and can be regenerated and reused.



In 2024, there were 30 Direct-Air-Capture-(DAC) systems, 50 by 2025.

CHEMISTRY— HOUSE GASES



There are several direct air capture systems in Iceland. Fans draw in the air like a large vacuum cleaner and feed it through a filter system.

In the future, our Lewatit®-ion exchangers, which remove the CO₂, bind. This is then discharged into the ground. The remaining clean air then flows back into the atmosphere.

The captured CO₂ is mixed with water and injected into basalt rock, where it is mineralized and permanently bound within a few years.





THE GREAT AIR CLEAN-UP

The greenhouse gas CO₂ is distributed relatively evenly in our atmosphere. To operate direct air capture systems as efficiently as possible, they are therefore installed in locations where energy can be generated particularly cost-effectively. For this reason, the world's largest facility is located in Iceland, near an active volcano. This allows the energy from the local geothermal power plant to be used to optimum effect. The plant draws in air and removes the CO₂ from it using chemical filters. Regenerable chemical filters such as those based on Lewatit® VP OC 1065 are ideally suited for this purpose. The use of this class of chemical adsorbers enables a continuous and sustainable process, while keeping environmental impact and the costs of regular material replacement to a minimum. The collected greenhouse gas is then stored underground, where it is naturally converted and thus permanently sequestered.



Laboratory technician Maximilian Schlosse checks the product quality under the microscope.

Visually, when viewed individually, the small red, orange, black or white beads of the Lewatit® brand may not look particularly spectacular. But together, they are true powerhouses and impress with their versatility. The beads from the LPT business unit remove pollutants from water, help recycle batteries, and can even extract CO₂ from the air.

Until now, however, there has been one drawback: air filtration was limited to enclosed spaces such as greenhouses, submarines and the ISS space station. Impressive as that already is, the developers at LPT saw far greater potential in their already well-established Lewatit® VP OC 1065. "We wanted to filter CO₂ from outdoor air as well," says Julian Krischel, Head of Product Innovation and project lead for Direct Air Capture at BU LPT. Only if that succeeded, he explains, could LANXESS's beads make a significant contribution to combating climate change. The ambition was – and remains – high, and so is the pressure to succeed.

LEWATIT® WITH EVEN GREATER POTENTIAL

There are currently around 50 direct air capture systems in operation worldwide that permanently remove the greenhouse gas from the air. Last year, there were 20 fewer. One of the largest facilities is located in Iceland, where it extracts 4,000 tons of CO₂ from the air each year. A significantly larger plant is now being built there, designed to neutralize 36,000 tons of CO₂ annually. By 2030, the company plans to remove several million tons of CO₂ from the air each year — and by 2050, even several billion.

"The search for different technical solutions for CO₂ adsorption is intense," says Krischel. It is a growing market. But for our task, Lewatit® had to become even more powerful. To make that happen, the LPT innovation team brought AI expert Hanna Kahlfeld on board.

AI ACCELERATES THE PROCESS

Hanna Kahlfeld explains the role of AI in tackling challenges like this: "AI can help

A new model study shows:

Every year, 7 billion tons of CO₂ by the year 2050



Gisela Roggendorf overseeing the product purification process.

After just two iterations, the AI was already producing highly promising formulation proposals. Krischel merged the two into one – giving rise to a new Lewatit® with exactly the properties the team was aiming for.

make product development faster and even more innovative.” The AI is trained with data in such a way that it can specifically generate formulation suggestions with the highest expected performance improvement. These formulations are then tested in the laboratory. Based on the test results, the AI can be “fed” with even better data – and continue to learn.

In the formulation currently used for the ion exchangers, there were around 30 variables and seven target parameters. Testing all of these variables in their many possible combinations in the laboratory to develop a new formulation would have taken decades and incurred immense costs. In this specific case, another challenge was added: only a small amount of experimental data was available. “This is exactly where our approach shows its strengths,” says Kahlfeld. The AI model is not only able to make predictions, but also to assess their uncertainty. Especially with small data sets, this is crucial in order to still arrive at better formulations. In this way, we find a clear path through the com-

plex parameter space and significantly reduce the number of experiments required,” Kahlfeld summarizes.

THE INTERPLAY OF MANY PARAMETERS IS CRUCIAL

Chemist Julian Krischel knew exactly what the new formulation needed to achieve. The beads were required to absorb large amounts of CO₂, but at the same time must not become too porous. Adsorption capacity, stability and swelling behavior therefore had to be carefully balanced in the right proportion.

The AI delivered formulation proposals, which Krischel and his team tested in the laboratory. Kahlfeld then fed the lab results back into the AI so that it could subsequently generate even better formulation suggestions. As early as the second iteration, the AI proposed two novel formulations which, according to the model’s predictions, were expected to perform very well in various areas. Krischel recognized even greater potential here and combined the two formulations by hand. His new for-

from the atmosphere must be removed so that the 1.5 degree target can be met.

Source: PIK: Potsdam Institute for Climate Impact Research



The final product has a size of approx. 0.3 to 0.8 millimeters and a high ability to absorb CO₂ to bind them to the company. The team has been preparing a new batch every week for around a year - and has now implemented all requirements perfectly.

mulation proved to be a complete success.

"After just two experimental iterations, we had found a formulation that met all of our expectations," says Krischel. This is a prime example of how the key to success lies in the combination of AI-driven thinking and domain expertise.

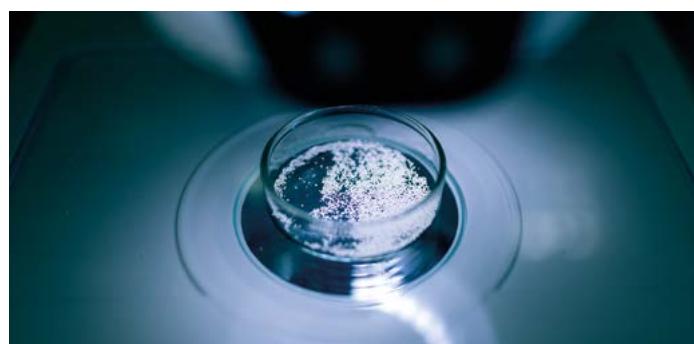
AN IMPRESSIVE RESULT

The results speak for themselves: the new ion exchangers can absorb twice as much CO₂ as the materials used previously. Their kinetic properties — the "speed of uptake" — have also improved. This has a direct impact on their overall performance, placing them among the best in their class.

The team needed only ten months for this entire process. The first major step has thus been completed. Now the project moves on to production. "It is always an

exciting moment when a development makes the transition from the laboratory to the plant. We are glad that we can rely on the expertise and experience of our colleagues in operations during this phase," says Krischel.

The new ion exchanger is scheduled to be available from 2026. By then, the small beads may well live up to the high expectations and, in direct air capture systems, play their part in tackling the major challenge of global warming (see also the interview on the right).



If you are interested in AI support for your R&D project, please contact Hanna Kahlfeld or the "IT Analytics & AI - Procurement & R&D Analytics" team!

On average, each European is responsible for around 7,000 units of CO₂ per year.



"WE WANT TO MAKE A DIFFERENCE"

In an Xpress interview, **Julian Krischel**, the research manager for Direct Air Capture, talks about the final step: getting the new formula out of the laboratory and into production. This is important because, if the new Lewatit® formula for CO₂ filtration is also scalable, it will open up a major new market for LANXESS.

Darting off to the lab between two appointments with the foremen, discussing the latest customer feedback or checking current measurements – for Julian Krischel, Head of Innovative Product Development in the LPT business unit, this has been part of everyday life for around a year. He and a small team are working flat out to bring the newly developed Lewatit® to achieve a breakthrough: The aim is that it CO₂ from the outside air - permanently, efficiently and scalably. His office in the traditional Q18 building at Chempark Leverkusen and the laboratory space available to his team are just a few meters apart. "That way, I can stay very close – even when the calendar is full," he says.

He considers it a great privilege that the three researchers can concentrate fully on a single topic – and a great responsibility to use the resources provided wisely. "Of course we feel an obligation to deliver results as quickly as possible," he says. "Fortunately, we've managed to do this very well so far – thanks to the great support we've received from Marketing, Operations,

our AI experts and the BU management." New samples from Lewatit® Aeropure arrived from the factory – a moment full of excitement and anticipation for the team every time.

Mr. Krischel, how is the scaling of the new Lewatit® in the company?

Julian Krischel: The first operational tests are currently taking place. Of course, we have always had the conditions in operation in mind during development, but the so-called "upscaling" brings its own unique challenges. Instead of the three-liter boilers we used to produce in the laboratory, the process now has to be transferred to production plants with a capacity of more than ten cubic meters. The initial results are promising - which is why we are confident that everything will go according to plan.

The new technology is still in its infancy. How big is its market potential?

Enormous. The political framework conditions, such as the CO₂-certificate trading are driving demand for new air conditioning technologies. We see a future market - especially in direct air capture systems - that is only just emerging. And we want to help shape it right from the start. Our more than 80 years of experience with ion exchangers is of course a real advantage here - we already have a great deal of expertise from more than 170 products that we can draw on. In many markets, our products are regarded as the benchmark - that opens doors.

How important is the collaboration with our customer?

It is central - and the starting point for every new development. This is because every system works a little differently in technical terms or has its own requirements due to its location and the associated external conditions such as temperature or humidity. Capacity, durability, speed - together with our customer, we define all parameters down to

the smallest detail and then have our product extensively tested by the customer. Our aim is to develop a flexible base material that can be adapted to different application scenarios with minimal effort.

Anyone who delves so deeply into a topic for so long: What drives you personally?

The chance to make a real difference with research. Our technology makes it possible, CO₂ from the air permanently - a major lever for a better climate. The product itself is also sustainable: although it has to be regenerated in appropriate cycles, our ion exchangers are efficient over a very long period of time. Clean air and clean water cannot be taken for granted - they are essential for our quality of life. Making a contribution to this is simply a great feeling.

TRUE COLORS: SUSTAINABLE TOGETHER

Two chemical companies, one goal: to make the coatings and paints industry more sustainable. LANXESS and Evonik demonstrate how lower-emission paint formulations can be achieved. At the heart of this approach are Scopeblue® iron oxide pigments from the IPG business unit and Evonik's bio-based additives – a combination that perfectly unites environmental responsibility and technical performance.

INDUSTRY UNDER PRESSURE

The paint and coatings industry is facing a key challenge: to significantly reduce emissions in production and application. More and more manufacturers are setting themselves the goal of developing formulations that produce lower CO₂-footprint. The key lies above all with the raw material suppliers. This is because raw materials are responsible for over 80 percent of the emissions generated throughout the entire life cycle of decorative paints and coatings.

Two European chemical companies with a pioneering role in the field of "sustainable product solutions" show that progress is possible: LANXESS and Evonik. At a joint webinar with around 200 industry representatives, they demonstrated the contribution that new product solutions can make when used together. For example, the combination of Bayferrox® Scopeblue® iron oxide pigments and bio-based surfactants from the Tego pigment pastes brand, which contain over 40 percent CO₂ and all this with the same high color quality and functionality.





EYES ON THE FUTURE

The two companies provided the proof at the same time: A standard formulation was compared with a pigment paste produced using the two new "green" products. The product carbon footprint (PCF) was determined on the basis of a certified calculation method. "Our yellow pigment product line Bayferrox® Scopeblue® thanks to more eco-efficient raw materials, has up to 35 percent lower CO₂-footprint than regular product types," explains Stephan Spiegelhauer, Head of Global Competence Center Paints & Coatings in the IPG Business Unit. Evonik supplements the pigments with fully bio-based surfactants that are based on fermentation and are made from 100 percent renewable raw materials. "In this way, we are helping our customers to achieve

their climate targets and position themselves in the market with sustainable solutions. At the same time, we are showing the contribution that the product lines make together and how European companies are driving the development of more sustainable solutions," emphasizes Christoph Schmidt, Head of Market & Customer Communications at IPG.

IPG is currently planning similar collaborations with other manufacturers of fillers and binders. Schmidt: "Such partnerships along the value chain can give us additional attention from customers when marketing our products."

CONNECTING SILOS – CAPTURING MARKETS



Our marketing and sales colleagues around the world are experiencing a real knowledge boost at the ComEx-Academy. Even after the very first session in the Americas region, one thing is clear: the cross-business-unit teams are brimming with energy and drive, developing new solutions for customers. Some of these projects are already being put into action.

In LANXESS's home country, the third year of recession is drawing to a close – and the outlook remains challenging. "We live in a volatile world. We have to accept that and adapt," says CEO Matthias Zachert. "What we need now is courageous action," he adds. In his view, the right tools are already in our hands: we know what needs to be done. Zachert highlights three key priorities—full focus on the customer, the continued advancement of economically promising innovations, and the consistent implementation of the initial findings and measures from the Excellence program. All of this can only succeed if the company tackles these tasks together: "Break down BU and GF boundaries! The focus should not be on the microcosm of individual divisions, but on the progress of the entire Group. The future belongs to ONE LANXESS."

With this guiding principle in mind, the Commercial Excellence initiative placed customers at the center and launched the Academy. In the United States, around 90 marketing and sales managers from the Americas region have already taken part. The feedback was enthusiastic. "It wasn't just a training course—it was more of a transformation," one participant remarked. Another described it as the start of an entirely new mindset.

OUTSTANDING PROJECT

This is how Regional Sales Manager Jefferson Goncalves, BU PLA, describes his growth project, which he presented to his cross-BU team at the Academy. To date, the PLA business unit has sold the plasticizer Adimoll® exclusively to industrial customers. "But for some time now, it has been clear to me that it would also be an excel-



lent fit for the consumer market," Goncalves explains. "It can be used in sunscreens, skincare products, decorative cosmetics, nail varnishes, as well as hair and body care products." While the market is already crowded with plasticizers, Goncalves stres-

ses the sustainability advantages of this emollient: "It offers very good biocompatibility and solubility, our molecule can replace silicones, is readily biodegradable and fully REACH-compliant." With a purification process that is easy to implement, all stan-

dards of the cosmetics and pharmaceutical industries can be met.

GREAT PRODUCT - NEW CHEMISTRY

The entire PLA team had been aware of this potential for around two years. The challenge, however, was that the PLA sales organization and its distributors were focused on industrial customers, not on the consumer market. At the Academy, Kent McDaniel, Head of Sales Intermediates at BU F&F, immediately recognized the opportunity as a member of Goncalves' ComEx team. "This is an excellent product with chemistry that fits perfectly into our portfolio. We have strong contacts in the consumer market and were immediately impressed," says McDaniel. The team is now planning the next steps together.

PRECISE MARKET ANALYSIS

So far, the team has carried out detailed market analyses and held discussions with distributors and customers. "In all of these discussions, we compare our previous assessments," says McDaniel. The business units intend to bring Adimoll® to market in Brazil first. "This plasticizer, di-butyl adipate, is already widely used there. That would make market entry easier. Mexico also meets these criteria." The United States, by contrast, is considered a very mature market. There may be interest, but only a few product launches are expected. "We need to conduct further research to determine whether there is sufficient willingness among customers to switch and whether consumers increasingly prefer silicone-free plasticizers and place greater value on sustainability." At the same time, the U.S. remains a key target market due to its overall potential. There is already good news: only internal conformity validation is required for approval by the FDA. A suitable distributor with strong customer connections has also

TURNING ADVERSITY TO ADVANTAGE

Based on many studies, Paul G. Stoltz has developed a concept of how we can successfully overcome resistance and grow from it.



For 40 years, he has been passionately dedicated to the question of why some people grow in the face of life's challenges, others give up at some point and still others immediately capitulate at the slightest challenge. He has conducted hundreds of studies on the subject of "adversity" at renowned universities and ultimately developed a concept on how each of us can increase our ability to grow in the face of life's adversities. "Increasing this ability by just 15 percent has a decisive influence on the success of an entire company," said Stoltz in his coaching session in front of around 30 marketing and sales colleagues in Cologne.

Those who consistently pursue his concept develop the decisive characteristics that Stoltz summarizes in the artificial word "GRIT". The individual letters stand for "Growth", "Resilience", "Instinct" and "Tenacity". Not only can you overcome adversity, you can even capitalize on it.

Stoltz takes his audience by the hand and shows them how to proceed in difficult situations. With the **CORE**-By asking questions, a situation can be analyzed and thus made manageable:

Control: What facts about the situation can we potentially influence?

Ownership: Where and how can we proceed to achieve the fastest possible effect?

Reach: What can we do to minimize the potential disadvantages and maximize the advantages?

Endurance: How can we put the whole thing behind us as quickly as possible?

Stoltz has also developed special tools for managers. Especially in economically very challenging situations, these help **LEAD**-Ask the team leader to move his team from inaction to action. First, he works out the facts together with the team. This alone creates clarity. The clear view with the help of the questions leads to the discovery of new growth areas - precisely those that arise from this specific situation. This creates unexpected opportunities that can lead to greater economic success than was conceivable before the situation arose.



In the live seminars the knowledge is deepened. The cross-BU Team with Kent McDaniel, Isis Filippi, Jose Daniel Gomez and Jefferson Goncalves (last photo, from left to right) has developed a promising new growth project.

been identified. "US Chemicals is a mid-sized distributor, which makes the company agile and flexible," says McDaniel.

The team is approaching the project with great enthusiasm. Europe and Asia are also firmly on the radar. "In Europe and Germany, we are working closely with Beiersdorf. If they submit the approval and we receive it, that would of course be ideal," says Goncalves.

OTHER BUS FOLLOW SUIT

The cross-functional team sees substantial long-term opportunities in this collaborative approach. Following Goncalves' initiative, it emerged that LAB has around 20 products that could be suitable for the consumer market. "Nine of them are ready to be launched directly," says Goncalves. Some of these products are currently designed for the aviation industry. "The requirements in that sector are extremely high. That's why the transition to the consumer market is relatively straightforward," he explains.

Goncalves admits he had to laugh when he pitched just one product – only to see LAB suddenly with a large pipeline. But he was the pioneer who got the ball rolling. "We would not have done this without him," says McDaniel. "We sensed in our teams and through the coaching that this was a real breakthrough for us. Cross-BU collaboration is opening up so many new business ideas. The knowledge we are now sharing is also helping us in other areas. It was truly a very motivating experience."

KNOWLEDGE BOOSTER COMEX-ACADEMY

The Academy starts with e-learning sessions for the marketing and sales teams. This is followed by a two-day live seminar. Here, the knowledge acquired is not only deepened, but is also flanked by coaching sessions from Paul Stoltz (see info box). He gives colleagues the mental tools they need to discover opportunities and possibilities for LANXESS, especially in the difficult economic situation. During these two days, the participants develop intrinsically motivated growth projects from four core areas in cross-BU teams. The following 90 days are really exciting: the teams continue to pursue their projects, apply their newly acquired knowledge and receive regular support from businesscoaches. At the end, they present their projects to the Operational Committee, which decides on the next steps.

Some of these growth projects that have been pursued in the USA have already proved to be groundbreaking for LANXESS. Rob Castaneda, Marketing Manager BU MPP from Pittsburgh, for example, says: "The Academy has opened up new opportunities for us. We now know how we can advise our joint customers more efficiently and profitably for all sides with our colleagues from PLA. We also had a meeting with one of our joint customers. This cross-BU collaboration will take LANXESS as a whole to a new level."

A FLOOD OF IDEAS

So many new projects have emerged from these cross-BU teams in the Americas region that there is space for them on 150 closely written pages. For example, it became clear that there are industry segments that are served by several BUs. However, what was missing until now was a customer-oriented approach under the motto "One LANXESS". One project that emerged from the Academy,

for example, is aimed at the energy segment (oil and gas industry) in the North American market. Drilling and completion applications as well as lubricants from the various BUs are used in this area. In the project, the participants focus on knowledge transfer between the MPP, PLA, LAB and All business units in order to tap into growth opportunities.

For this knowledge transfer, the BUs exchange information about who their most important customers are and define common target customers. What are the customer needs? And what cross-business or cross-divisional product portfolio can LANXESS offer customers in the energy segment? In the end, every sales colleague should know what the other BUs offer and do.

"Practical use cases like these make what you learn second nature," says Rolf Haselhorst, who is in charge of the ComEx Academy project. This includes using the tools and collaborating with colleagues from other BUs, but also training a new mindset.

INTRIGUED?

Do you work in marketing or sales and would you like to boost your knowledge in the ComEx Academy ?

Then apply for a place by e-mail. Applicants are nominated jointly by ComEx and the BUs: ComEx-Academy@lanxess.com

WHEN MACHINES WHISPER ...

... our experts listen! How LANXESS is preventing plant downtime with AI-based maintenance, saving millions – and making its operations even more digital.

Sometimes it is just a small drop in pressure in the lubricating oil system, a gentle increase in fan speed or an inconspicuous rise in temperature on a pump bearing. Deviations from the normal behavior of the signals that are barely noticeable - but which can mean a lot. Bastian Höfer, Head of Predictive Maintenance, and his team in the Group Function PTSE have learned to hear precisely these "whispering sounds". With AI-supported software, modern sensor technology and deep insights into the machine and process data, they detect problems before they even arise. After around a year of roll-out, it is clear that this early listening pays off.

Mr. Höfer, LANXESS is currently rolling out a tool for predictive maintenance.

Where do we currently stand?

Bastian Höfer: Around a third of all particularly critical plant components are now connected to our monitoring system - around 100 objects in all business units and almost all regions. We are currently focusing on large rotating machines such as centrifuges, compressors and agitators, as damage here can quickly become very expensive. We are currently uncovering an average of one emerging problem per week - and the trend is rising.

What have you been able to achieve so far?

Bastian Höfer: A lot: we have already detected around 40 potential losses in good time. Without our analyses, many of these would not have been noticed until they had already had serious consequences. From bearing damage and leaks to blocked cables or defective sen-



BASTIAN HÖFER

sors, everything was included. And it is precisely this diversity that shows the strength of the system: it not only detects individual fault patterns, but also acts like a fine-meshed monitoring network. Overall, we are now talking about savings in the seven-figure range - not to mention avoided delivery failures and annoyed customers.

How exactly does the monitoring work?

Bastian Höfer: First of all, nothing works without a robust software environment and a reliable data infrastructure. Both are provided by our colleagues from GF IT, with whom we work closely. Our tool then analyzes the interaction of the values for e.g. current, pressure, temperature and vibrations from our central data archive (AVEVA PI) and gets to know the "normal behavior" of a machine, so to speak. If values deviate from this, the system sounds an alarm and shows us precisely which signals have triggered the anomaly. Then the actual teamwork begins: we check the data, discuss it with our experts in the plants and decide together whether and what measures are necessary. It is important to note that the AI does not make any decisions. It provides indications. The expertise of our employees remains the measure of all things.

Once the roll-out is complete, do you see any further potential?

Bastian Höfer: Definitely! We are currently investigating several applications. One focus is on monitoring control valves. They occur in large numbers in our systems, and the software designed for this purpose can not only detect types of faults, but can even calculate the expected remaining service life. This enables us to avoid unnecessary valve inspections and unplanned downtimes in the future. The monitoring of steam traps is also a very scalable application. If a steam trap is defective, steam may escape unnoticed for weeks - leading to considerable energy losses. Continuous monitoring enables us to detect such defects at an early stage. The investment usually pays for itself within a few months. At the same time, we make a tangible contribution to energy efficiency and therefore to greater sustainability.

Are our systems already digital enough for this?

Bastian Höfer: In many cases, yes. We now have access to data from around 600,000 sensors in the central archive - an excellent basis. For some special applications, however, we need to install additional sensor technology in order to become even more transparent. To do this, we use modern, wireless technology that can be easily integrated - without major interventions and high costs. Each additional sensor expands and strengthens the network at the same time: not only do we gain access to the data relevant for monitoring, but we also give a powerful boost to digitalization in production and maintenance.



What is predictive maintenance?

- **Predictive maintenance** - or predictive maintenance - means that maintenance is no longer carried out at fixed intervals, but exactly when the machine signals a need.
- In addition **analyzes an AI-supported tool** continuously monitors process and machine data. If these values deviate from normal operating behavior, the system detects potential problems at an early stage and issues a warning.
- **The advantages:** Breakdowns are prevented, repairs can be carried out as planned and the costs for downtime and unnecessary maintenance are significantly reduced.



OF CLOUDS & WORKFLOWS

THE BEST HACKS

SCHEDULING MESSAGES

You can schedule chats and channel posts for a later date. This makes it easier to plan your own communication, e.g. for project launches, reminders or follow-ups.

THIS IS HOW IT WORKS: In the message in a channel, click on the **Plus sign** and then on **"Plan message"**. The date and time can then be selected. In the chat, this can be done by right-clicking on the "Send"-button.



SET PRIORITIES!

IF YOUR STATUS IS SET TO "DO NOT DISTURB", ONLY PRIORITY CONTACTS CAN REACH YOU. MESSAGES AND CALLS DON'T POP UP - YOU CAN FOCUS ON YOUR WORK.

SETTINGS → DATA PROTECTION → DO NOT DISTURB → MANAGE PRIORITY CONTACTS

DESKTOP-APP OR BROWSER?

Via the settings in Teams (Settings → Files and links → Always open Word, PowerPoint and Excel files in ...)
you can specify whether files are opened in the browser or in the respective Office application by default.
For all those who prefer to work with Word, Excel or PowerPoint locally.

Microsoft 365 is now a fixed part of our everyday work routine. Yet many useful features often go untapped – even though they can dramatically simplify the way we work. That's why our MyWorkplace community has gathered the smartest tips. From quick coordination in Teams chats and collaborative work in SharePoint to personal file storage in OneDrive: hidden efficiencies are everywhere, saving time and making collaboration easier.

FOR TEAMS ... →



WHERE WAS THE DOCUMENT AGAIN ...?

Open the search with CTRL + F and enter a term.

Select the "Has attachment" filter:
Only messages with file attachments are displayed. Works in channels and chats.

CLEVER SEARCH

The central search field in the gray header bar has a few extras up its sleeve:

By entering a "/"

a quick menu opens. This allows you to switch directly to a chat or channel, for example, or adjust your own status.

With "/Chat"

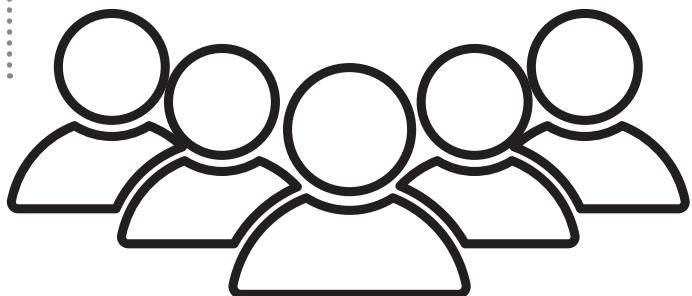
you can send a quick message without leaving the current application. Frequent contacts are suggested directly.

PRESENT LIKE A PRO

With PowerPoint Live! The function is particularly useful for meetings with an international audience or if you want to keep an eye on slides and chat at the same time.

- You can see your slides, notes and chat at the same time.
- Participants can have the slides translated into different languages and navigate through the presentation independently.

This is how it works: Click on "Share" in the meeting and then select "PowerPoint Live".



... AND ONEDRIVE/SHAREPOINT

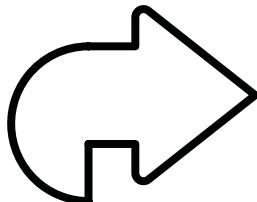
CLEVER FILE MANAGEMENT

→ ONEDRIVE:

your personal storage; you decide on the shares.

→ SHAREPOINT:

the shared cloud storage for teams and projects.



SHARING WITH CONTROL



Instead of sending attachments by email, share documents via OneDrive or SharePoint.

You decide: Who can see, edit or download what? Permissions can be revoked at any time and an expiration date can be selected. (This is how's: Click on the document, share arrow, enter name or group, set authorization, copy link if necessary and then send)



Share folder = everything below!

Attention: If you share an entire folder, the authorized persons will also have access to all subfolders and files in it. Select the level deliberately.



Shared files at a glance:

In OneDrive on the web, there is the "Shared" view: There you can see what has been shared with you and what you have shared yourself.

This way,

you always have an overview.

GOOD OLD DAYS?

Then simply revert to a previous version of your file. These are automatically saved in the cloud in Word.

This is how you call them up:

Click on File at the top left of the document → Information on → Manage versions → Version history. A list with all saved versions opens

EVERYTHING IS CONNECTED

With "Add link to OneDrive", you can integrate document libraries or folders from SharePoint into your file explorer. This allows you to work as usual - changes are automatically synchronized.

ALWAYS READY

Next to the clock in the bottom bar you will find the small OneDrive cloud.

One click → "Show online"

immediately opens your OneDrive in the browser. The fastest way to your files!

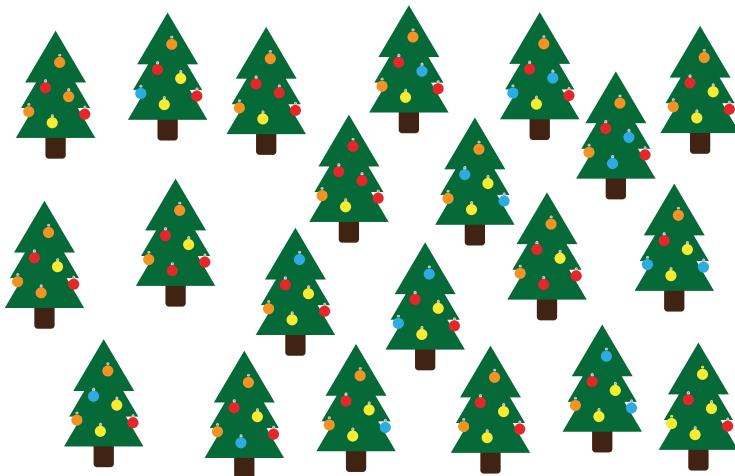
MORE TIPS ABOUT M365 will be available every day until Christmas in the **"Holiday Calendar"**.

You will automatically find this in the app overview in the left-hand column of the start page in MS Teams. You will then see the bundled knowledge in the MyWorkplace community.

PUZZLE & WIN!

1. WHERE ARE THE TWIN TREES?

Two of the conifers are completely identical: but which one?



2. THE LATEST LEWATIT® BINDS ...

- a. ... Salt?
- b. ... CO₂?
- c. ... Sugar?

3. ERROR FINDER

Five differences are hidden in the picture below. But where?



LANXESS
MEANS ...

► Lancer: A worthwhile effort

Honored: Henry Ophardt, Associate Scientist, BU MPP, Wilmington (USA), received the prestigious Early Career Microbiologist Award. The award recognizes scientists who are new to the personal care industry and are advancing microbiology with innovative ideas. "This award is a great honor for me. But I was always confident that I could make a difference with hard work," says Ophardt. His most important contributions were the establishment of a microbiology laboratory for personal care, the further development of challenge studies and the improvement of safety and training protocols.

► Success: Learned in the game

Out of the room - into the puzzle fun: The new escape game is all about cyber security. Two scenarios - in the Cologne Tower or in the company - combine puzzle fun with practical tips on how to protect against cyber attacks. The aim: to uncover security gaps, recognize threats and crack the code. The training was developed by the "Production Supporting Solutions" and "Training and Learning Solutions" teams. "Cyber security is teamwork - every measure counts," says Kirk Habel, Head of the POLARIS cyber-security program at GF IT.

JOIN IN

Clean the keyboard? Clearing snow or leaves from the windshield? That's what the Electric Air Duster does. If you want to win it, send the **Answer from question 2** on xpress@lanxess.com.



Employees of LANXESS and its subsidiaries (except Corporate Communications) are eligible to participate. Per Participants may only take part once. Legal recourse is excluded/closed. The solution will follow in the next Xpress. Winners of the quiz in the Xpress 03.2025 is **Heike Merkel**Germany. The correct solution to the 2nd question was answer b.

QUALITY WORKS.

WHEN FLAMES RAGE

Cozy, snug, a winter's dream – a fireplace fire during the cold season is a staple in many living rooms. However, anyone who fails to light a fire properly and then suddenly sees the flames attack flooring or walls is putting themselves in danger. Because it is almost never the heat itself that so quickly leads to disaster for people, but rather the toxins released from the materials used in construction and furnishings. That is why anyone who has used the flame retardant Disflamol® from the PLA business unit in their polymer-based flooring is well advised: it reduces the release of hazardous additives from the polymers. This is not only beneficial to health, but also helps protect the environment.



LANXESS
Energizing Chemistry