

MAGAZINE FOR EMPLOYEES

X PRESS

02/2026 | English Edition

Keep At It

Raising prices and ensuring customers accept them over the long term. Sales employees share their experiences.

PAGE 14

Detecting the Undetectable

The new ultra-trace analysis for sulfuric acid opens up great opportunities in the semiconductor industry.

PAGE 4

100 YEARS SETTING THE TONE

It all began a century ago with Julius Laux's ingenuity—and to this day, iron oxides from Krefeld-Uerdingen continue to color pavements, concrete, and buildings around the world in a wide variety of hues. An anniversary that tells the story of the early days of the circular economy and great innovative spirit. **PAGE 6**

LANXESS
Energizing Chemistry

INTERNAL NEWS

OUR FUTURE HAS A HISTORY



DEAR COLLEAGUES,

Yesterday's ideas give rise to tomorrow's solutions. Nothing illustrates this more impressively than our iron oxide production facility in Krefeld-Uerdingen. For 100 years, high-quality pigments have been produced there from waste streams—long before terms like “sustainability” or “circular economy” became part of our everyday vocabulary. We visited the highly sophisticated production complex and looked back on a century of innovation. Learn more starting on page 6.

Innovation and adaptability are essential even in an increasingly uncertain global environment. The wars in Ukraine and the Middle East are affecting markets and supply chains worldwide. This ma-

kes it all the more important to remain proactive. Our sales teams recently faced the challenging task of successfully raising prices—sometimes by more than 50 percent. To find out how they pulled off this feat, see page 14.

Proactive measures are also needed at the PCH facility in Leverkusen. Flame retardants play an important role in safety, but at the same time, new EU regulations are changing the regulatory landscape. The teams therefore develop alternatives early on and push ahead with innovations even before new regulations take effect. You can find out how they are driving this change starting on page 18.

ENJOY THE READ!

MIRKA STEIN,
HEAD OF INTERNAL RELATIONS



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

The next issue of Xpress will be published in September. Please send your ideas for topics or your feedback to:
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FOCUS



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Our iron oxide pigments are celebrating their 100th birthday—a time to take a closer look at this story of chemistry and the circular economy, as well as at a highly interconnected production network in which world-class pigments are created from iron scrap.

9 Tradition with a Future

Michael Ertl, Head of the IPG business unit, is committed to innovation—after all, IPG has 100 years of experience in this area.

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Raising prices while keeping customers happy is a challenging task for our sales teams. This has been particularly true since the spring, when numerous products saw price increases of over 50 percent. In this article, they share their experiences.

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The PCH plant in Leverkusen is holding its own—despite stricter EU regulations and intense pressure to innovate. During a site visit, colleagues explained how they manage it.

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Oxone® from the MPP BU on a lunar mission.

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Contracts are the backbone of our business processes—managing them was often a time-consuming task in the past. With ContX, LANXESS is now rolling out a central platform for digital contract management. Team “Octopus” offers insights.

22 Danger in Your Luggage

How to protect yourself from cyber risks while traveling.



DETECTING THE UNDETECTABLE

Leverkusen. Finding ten gold coins in a mountain of one trillion silver coins—what sounds impossible is part of the daily routine for the All business unit's new ultra-trace analytics team. The state-of-the-art system has recently been put into operation at the sulfuric acid plant in Leverkusen. This enables the team to detect impurities at levels as low as 10 parts per trillion (ppt)—and to offer customers in the semiconductor industry sulfuric acid with a purity that meets even the most stringent quality requirements.

This opens up new opportunities for LANXESS in an industry where demands for material purity continue to rise with each new generation of chips. "Our level of purity—which we can now precisely verify—sets a new benchmark. Such quality is currently unmatched anywhere in Europe. It marks our entry into the premium segment of a highly sensitive market and demonstrates that we here in Leverkusen are actively pushing the boundaries of what is measurable," says Ansgar Eltner, Head of Operations.



"It was impressive to see how strongly the ONE LANXESS philosophy was embodied at this year's ACC Meeting—with promising opportunities for closer business collaboration."

Board Member Frederique van Baarle at this year's Annual Meeting of the American Chemistry Council in Colorado Springs, Colorado, USA.

Saved Money with Hot Air!

Botlek. Steam costs money—sometimes a bit more, sometimes a bit less. Prices fluctuate hourly between 5 and 50 euros per metric ton. The price of steam depends on the market price of electricity. The production team now intends to make strategic use of this relationship. As part of the Operational Excellence project in Botlek, the Operational Excellence Site Diagnostics team worked with the site to develop a plan with a clear goal: The facility wants to save approximately 400,000 euros per year in energy costs. The idea behind it: When the market price of steam is high, the F&F business unit increasingly relies on in-house production. If the price drops, the company once again increases its purchases of steam. The necessary conditions for this are already in place on site. The oxidation of the main product, toluene, produces residues that are incinerated. The waste heat generated in this process is used to produce steam. "In the future, we will systematically collect these residues," explains project manager Andreas Harwardt. "During periods of high steam prices, we'll produce as much as possible ourselves. If the market price is low, we will mainly use the steam we purchase." Implementation is already underway. The concept cannot, however, be applied to other locations: "Only in Botlek do we have the unique situation where we both generate steam ourselves and purchase it externally at variable prices," says Harwardt.

READ, MEET, **SAVE**

Netherlands. While reading Xpress one day, Matthias Risse, deputy site manager in Botlek, F&F BU, came across an article about the use of AI in Kallo.

“That’s when I thought: that could be something for us too. Specifically for our benzoic acid crystallization process.” Without further ado, he launched a brainstorming session with the IT department’s data scientists and his process experts.

And it’s been a success—the AI-powered machine learning system “Crystall-Alzers” now analyzes real-time process data, predicts expected product quality, and provides specific recommendations for the optimal crystallization process. The result has been higher yields, less waste that needs to be disposed of and incinerated, and expected savings of up to 600,000 euros per year—without any additional investment.

So one thing is clear:
Reading Xpress is definitely worth it!

SUCCESS FACTOR CUSTOMER PERSPECTIVE



PHILIPP SCHALAPSKI,
Marketing Manager

LANXESS has developed LOOP (LANXESS Order Overview Portal), a new e-commerce portal that simplifies the ordering process for customers and makes it more transparent. The platform has been online since July 2024, and the IPG business unit has already made significant strides in its online business. Philipp Schalapski and Karolin Siebert explain how processes, collaboration—and customer service itself—have changed.

LOOP is running smoothly at IPG. How did you achieve this?

Philipp Schalapski: The key factor was that we were able to help shape LOOP as a pilot business unit from the very beginning—with a systematic focus on our customers. Together with Customer Service and Sales, we asked ourselves: What offers them real added value? The result was a platform that makes orders, documents, and information easily accessible in one place. At the same time, we got customers involved early on, trained them on how to use the platform, and incorporated their feedback through agile cycles. The focus was particularly on distributors and agencies.

What advantages does LOOP offer in day-to-day business—for LANXESS and its customers?

Karolin Siebert: It takes a lot of work off our plate. Using LOOP, customers enter their orders directly themselves, and these are then automatically transferred to the SAP system—we simply give them final approval. This gives us more time to provide personalized support and handle more complex issues, which strengthens our role as a sales partner that also advises.

At the same time, our customers benefit from a comprehensive self-service offering—they can view orders, invoices, and delivery slips; track shipments via track & trace; and quickly reorder products using



KAROLIN SIEBERT,
Head of Customer
Services EMEA

the dedicated reorder function. The fact that all the information they need is available around the clock and that the solution was deliberately designed to be intuitive has been very well received. This not only increases efficiency but also improves customer loyalty.

How is LOOP helping LANXESS achieve its e-commerce goals?

Philipp Schalapski: A look at our numbers shows just how important LOOP has become. Since the platform was launched about two years ago, our e-commerce business share has increased by just under ten percent. More than half of our online business is now handled through LOOP. As a result, the platform is making an important contribution to the Group-wide goal of achieving a 40 percent e-commerce share. And we still see a lot of potential for LOOP. That is why we are working to make the platform available in additional regions—particularly in China and Brazil, where legal issues still need to be resolved. In addition, we plan to offer additional language versions to make it even easier for our customers worldwide to use the platform.

What's next for LOOP?

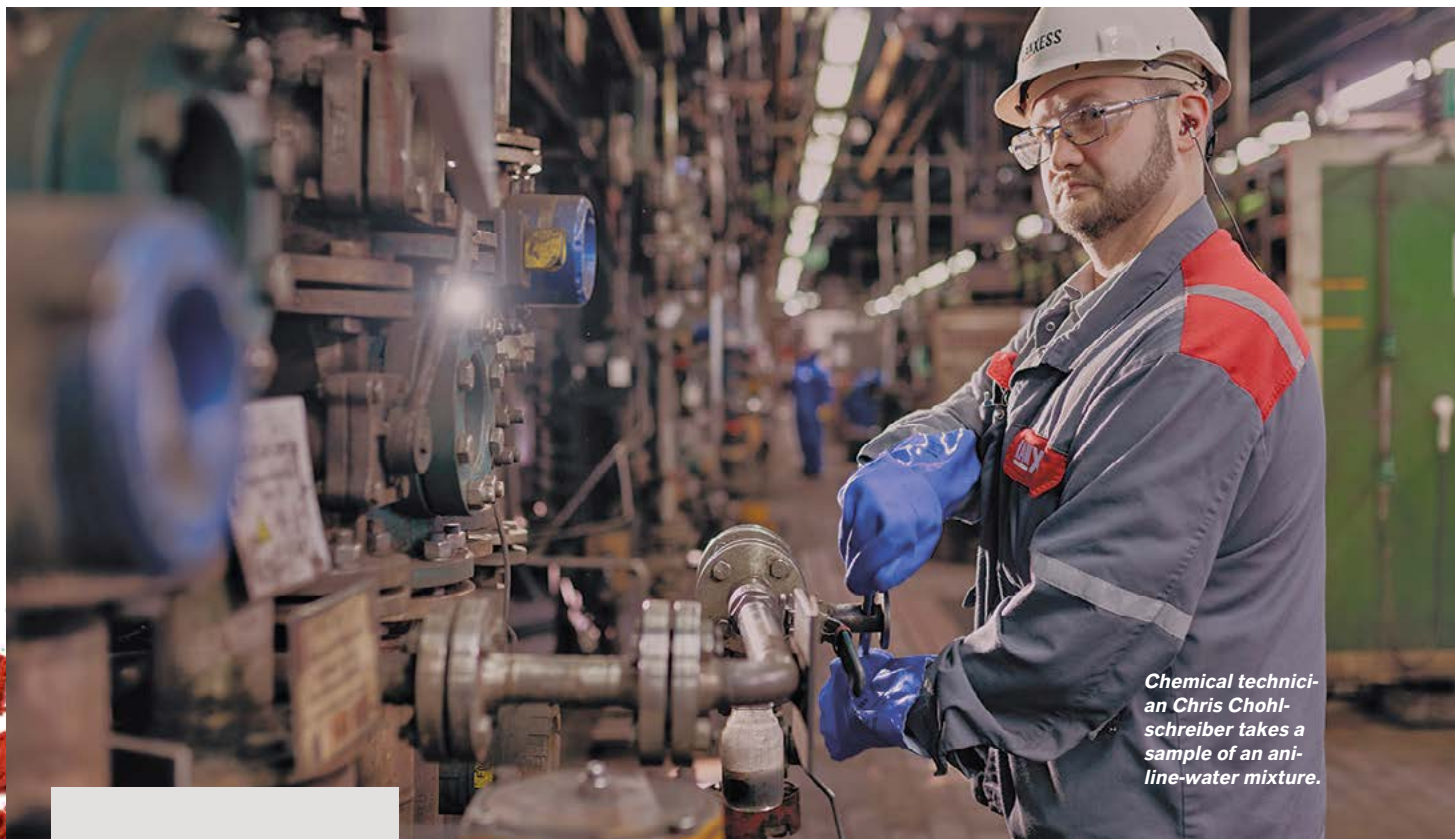
Karolin Siebert: We definitely still have a lot of ideas that we want to tackle together with the other business units, IT, and the Commercial Excellence team. The planned “LOOP Service Agent,” an AI-powered chatbot, is particularly exciting. At launch, it will, for example, be able to provide customers with information about the status of their orders, answer frequently asked questions, or help them navigate the platform. In the future, it will also be able to suggest relevant products from the LANXESS portfolio—thereby further enhancing the user experience. In addition, we are working on adding more languages and making the platform available in additional regions. So we still see a great deal of potential!

100 YEARS...



...SETTING THE TONE

What was once considered a worthless byproduct is now used to color paving stones, concrete, and buildings all over the world. For 100 years, iron oxide pigments have been produced at the LAUX plant in Krefeld-Uerdingen—using a process that is unique worldwide. This is a story about chemistry, the circular economy, and a highly interconnected production network where scrap iron, experience, and teamwork come together to create world-class pigments.



Chemical technician Chris Chohlschreiber takes a sample of an aniline-water mixture.

AT A GLANCE

- **Industrial iron oxide production in Uerdingen since 1926**
- **The world's largest production facility for synthetic iron oxide pigments**
- **Colors: Red, black, yellow, brown, orange**
- **Supplied as: Powders, granules, suspensions, and in compacted form**

During our visit, plant manager Holger Friedrich drinks his coffee from a mug featuring the periodic table of elements. This is a small detail that says a lot. Because when the manager of the reduction plant talks about the LAUX process, it certainly doesn't sound like business as usual. "It's almost like alchemy," he says. Solid iron is machined; liquids flow; gases are produced; heat is released. Substances change their form—and a muddy, dark mass transforms into vibrant pigments of red, black, or yellow. "Such a wide variety of processes—especially the combination of inorganic and organic chemistry—is rarely found today, particularly within a single facility," he explains.

That is precisely what makes the LAUX process unique—it directly intertwines organic and inorganic chemistry. In a joint reaction,



metallic iron is converted into iron oxide—in conjunction with the reaction of an organic starting material.

The fact that the facility is still referred to as a reduction plant has historical reasons. "Actually, we produce iron oxide pigments—in other words, we oxidize iron," explains Friedrich. "The name comes from the fact that, through this oxidation, we simultaneously reduce nitrobenzene to aniline." Because in the beginning, the focus



Waste from the automotive industry serves as the starting point for production. It is stored in a huge hall, mixed, and then prepared for the reduction units (image below).



wasn't on the pigment at all. When the process was developed in the early 20th century, aniline—which was needed to produce synthetic dyes—was considered a valuable substance. The iron oxide accumulated as sludge, and for a long time no one knew what to do with it. It wasn't until the mid-1920s that chemist Julius Laux recognized the potential of this byproduct—thereby laying the foundation for industrial iron oxide production.

REDUCTION PLANT—WHERE IRON IS TURNED INTO PIGMENT

The most important raw material for a re-

TRADITION WITH A FUTURE

100 years of experience—the IPG BU wants to use this to tap into new market potential.



Michael Ertl,
Head of the IPG BU

Mr. Ertl, LANXESS has been producing iron oxide pigments in Krefeld-Uerdingen using the LAUX process for 100 years. Why is it so successful?

The inventor of the process, Julius Laux, asked a surprisingly modern question some 100 years ago: What if waste wasn't waste? It all began with the production of aniline from nitrobenzene and scrap iron—a process that generated large quantities of iron oxide as a byproduct. Laux realized that, under certain conditions, this iron oxide is particularly colorful and pure and is suitable as a high-quality pigment. To this day, the process is considered one of the most sustainable methods for producing iron oxide pigments. The combination of recycling metal waste and energy-efficient process steps has made the LAUX process a key factor in our success.

But you don't just produce pigments in Germany, do you? How important is the global production network to IPG?

Extremely important. We have locations on all five continents. Here in Europe, we still process pigments in Spain and England, as well as in the

United States, Brazil, China, and Australia. This geographic diversification is a key advantage, as it enables us to improve our delivery capabilities and makes us more resilient to trade conflicts, sanctions, export restrictions, political instability, or regional crises. At the same time, it is important that Germany remains a competitive location for businesses—especially when it comes to energy costs, which play a key role in our energy-intensive production. That's why we're further advancing energy optimization through targeted investments in our plants and processes.

100 years of tradition—where are innovations emerging right now?

We need a wide range of applications to keep our plants running at full capacity. That's why we're constantly tapping into new markets—even beyond traditional coloring applications. Battery technology is a perfect example. In addition to iron oxides, iron phosphates can also be used in the manufacture of lithium iron phosphate batteries. Following the successful production of iron phosphate at the pilot plant, IPG is now developing the large-scale process that will be implemented in the production facility. This market is growing rapidly worldwide, so we are actively advancing research in this area. Currently, LFP cathode materials and the corresponding batteries are primarily produced in China. So far, there hasn't been enough capacity in Europe—and we want to change that.

duction plant comes from the automotive industry—which, at first glance, has little to do with pigments. Iron shavings and metal scrap generated during the machining of castings are used. “So we were already committed to the circular economy even before the term officially existed,” says Christian Schütte, who has worked at the company for more than three decades and is in charge of raw materials procurement. “Sustainability has always been an integral part of our process.”

However, not all waste is the same: “The quality of the iron we receive clearly plays a key role in determining the quality of the pigment,” explains the expert. In a huge warehouse, varieties with different grain sizes and qualities are therefore mixed together to produce the best possible raw material. The material is then mechanically processed in the grinding mills, graded, and prepared for the production process. In the reduction plant, the actual reaction then proceeds almost entirely automatically. This reaction is highly exothermic—meaning it releases large amounts of heat. This energy is put to good use: to generate steam and hot water for the plant’s own processes, as well as for other plants on the site. “In a sense, we’re IPG’s boiler room,” says Schütte.

FROM A LIQUID SUBSTANCE TO A SOLID PIGMENT

At the end of the process, the iron oxide leaves the reduction plant as an aniline-free paste—thick and completely free of any



“A true iron oxide worker likes to get colorful on the job every now and then,” says Bartholomäus Luczak, pastes and calcination plant manager.

harmful substances. It is then transported via pipe bridges to the next facility: pastes and calcination. “This is where the product takes shape,” says plant manager Bartholomäus Luczak. “We turn the sludgy mass into a solid material.”

In terms of area, pastes and calcination is the largest facility in the Chempark: six large main buildings, five control rooms, and an extensive network of pipelines covering an area of about 5 hectares. Here, the thick paste is cleaned of iron residues, thickened, washed, and then dried. Then the next step depends on the color: Black or yellow pigments are produced directly from the process. To produce the red pigments, the black paste is then calcined—in other words, heat-treated.

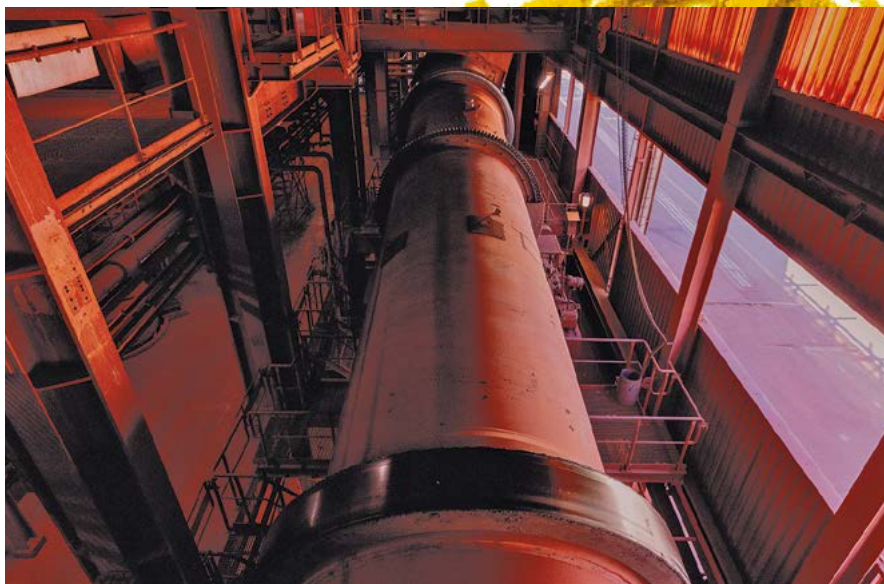
This process takes place in the massive rotary kilns located in a separate section of the building, where temperatures reach up to 900 degrees Celsius. Regina Müller, assistant shift supervisor, is currently making her rounds there. It’s not just the scale





SURREAL ATMOSPHERE

Over the years, the furnaces, pipes, and equipment have taken on the red color of the pigment.



Regina Müller conducting routine checks at the plant. In the huge rotary kilns, black pigments are calcined to turn them red.

that's impressive—the entire atmosphere is striking as well. Over the years, the massive furnaces, pipes, and equipment have taken on the red color of the pigment calcined here. "It's usually much warmer here," she explains. "But our kilns are currently being serviced."

NOT CLEAN, BUT COLORFUL

Maintenance is generally an important issue for the Uerdingen team. The pigment is highly abrasive—screw conveyors, pipes, and equipment are subjected to enormous levels of stress during continuous operati-

on. Equipment must therefore be inspected, serviced, and maintained on a regular basis. "Despite automation, you spend a lot of time moving around the plant, switching lines, and sometimes intervening manually," says Müller. "That's what makes the job so interesting to me."

It goes without saying that the pigments don't just color the hall and its surroundings—by the end of their shift, workers' clothes bear visible traces of the product. "You don't leave our plant clean," says Müller, "but you do leave colorful."

HIGHLIGHTS

- Over the past 100 years, the business unit has produced approximately 15 million metric tons of pigments—enough to cover the entire area of Germany five times over in black, red, and yellow.
- A total of about 100 different shades can be created from the primary colors red, black, yellow, brown, and orange.
- With Bayferrox®, LANXESS is one of the world's leading suppliers of iron oxide pigments.
- In the construction industry, the Bayferrox® brand is synonymous with iron oxide pigments, much like Kleenex is for tissues.



Is the color right? When the pigments come out of the rotary kilns, they undergo an initial quality control check.

A STRONG WHOLE—FOR 100 YEARS

After passing through the paste and calcination stages, the pigment's journey still isn't over. "We hand it off to our colleagues in the grinding department," explains Müller. Here, the pigment undergoes further processing—it is mixed and either finely ground for its intended application or compacted into a low-dust form, depending on how and for what purpose it will later be used by the customer.

The closely integrated production network is one of the reasons why the process remains successful even after 100 years—and why it isn't used anywhere else in the world. "Many process steps, long distances, large quantities. Material flows must be coordinated, and turnaround times must be met—around the clock. "It would be hard to imagine a single plant being able to handle this," says Luczak. For Friedrich, too, close, collaborative partnership is crucial: "No matter which plant—we always say we make iron oxide together." This team spirit, combined with 100 years of experience, isn't something you can just copy."



At the ceremony in Krefeld (from left to right): Board Member Hubert Fink, Frank Meyer, mayor of Krefeld, and Michael Ertl, head of the IPG business unit.

"We are very pleased to be able to celebrate the 100th anniversary of pigment production at our location today. For 100 years, pigments from Krefeld have been making the world a little more colorful. This is location is the heart of our global inorganic color pigment business."

Board Member Hubert Fink



If you'd rather watch than read—click here to watch the anniversary video.

PUZZLES & COMPETITIONS!

1. FIND THE TWINS



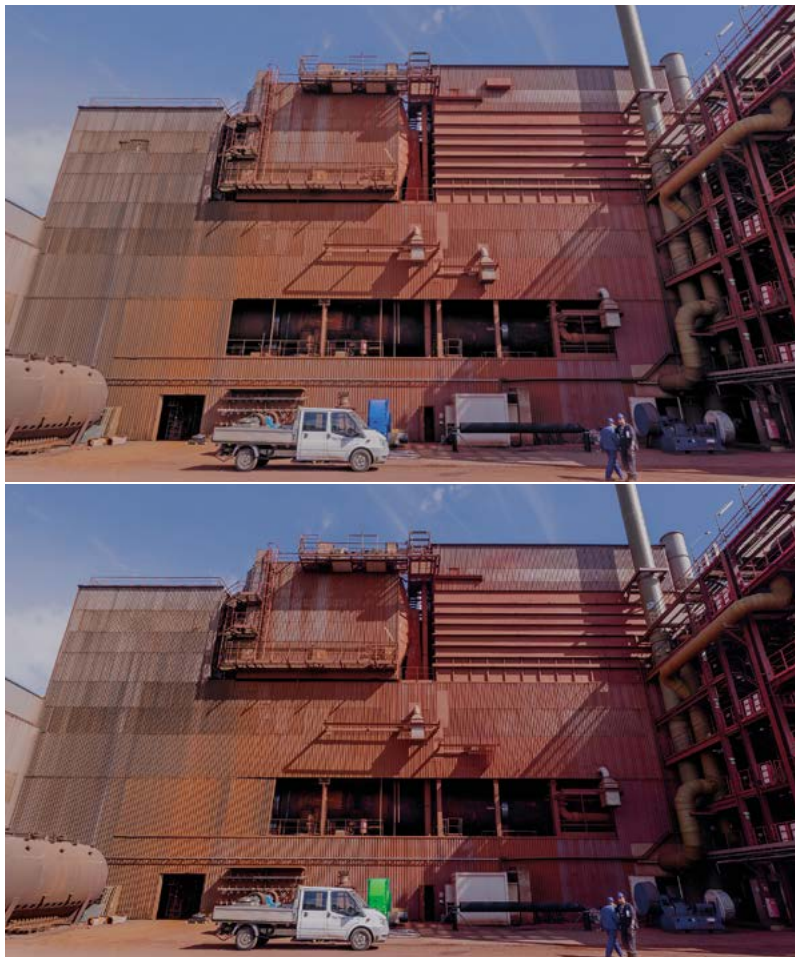
Every ice cream cone has a twin. Can you find each pair?

2. WHAT SUBSTANCE WAS IRON OXIDE A BYPRODUCT OF?

- a. Aniline
- b. Lithium
- c. Carbon

3. SPOT THE DIFFERENCE

There are five differences between the two images.



Photos: LANXESS

LANXESS MEANS...

► Lancer: Learning Better

Starting in 2027, a new provider will replace the existing Xlearn system—myLearning will create a central platform for learning and safety training at LANXESS worldwide. Employees will benefit from a modern, intuitive user interface and numerous new features. Training courses will be easier to find and complete, content from LinkedIn Learning will be directly accessible, and more than 45,000 standard e-learning courses will be available through the integrated OpenSesame library. Sharing and feedback features will also promote collaborative learning across locations and teams.

► Success: Getting Faster

The traditional lion dance was a must at the opening of the new LANXESS office in Shanghai. In his speech, CEO Matthias Zachert emphasized: "This is another milestone in the expansion of our activities in China." In addition to the office opening, the itinerary included visits to Alibaba and Unitree Robotics. There, Zachert gained insights into the use of artificial intelligence and robotics in industrial applications. Many technologies that are still just being discussed elsewhere are already part of day-to-day work in China. He also used the trip to meet with employees, customers, and partners. The visit underscored China's importance to LANXESS's global presence.

JOIN IN

The fun doesn't have to end when it gets dark! With Tosy's award-winning "Flying Discs," you play Frisbee golf late into the evening Join in and send an email with the correct answer to **question 2** to xpress@lanxess.com

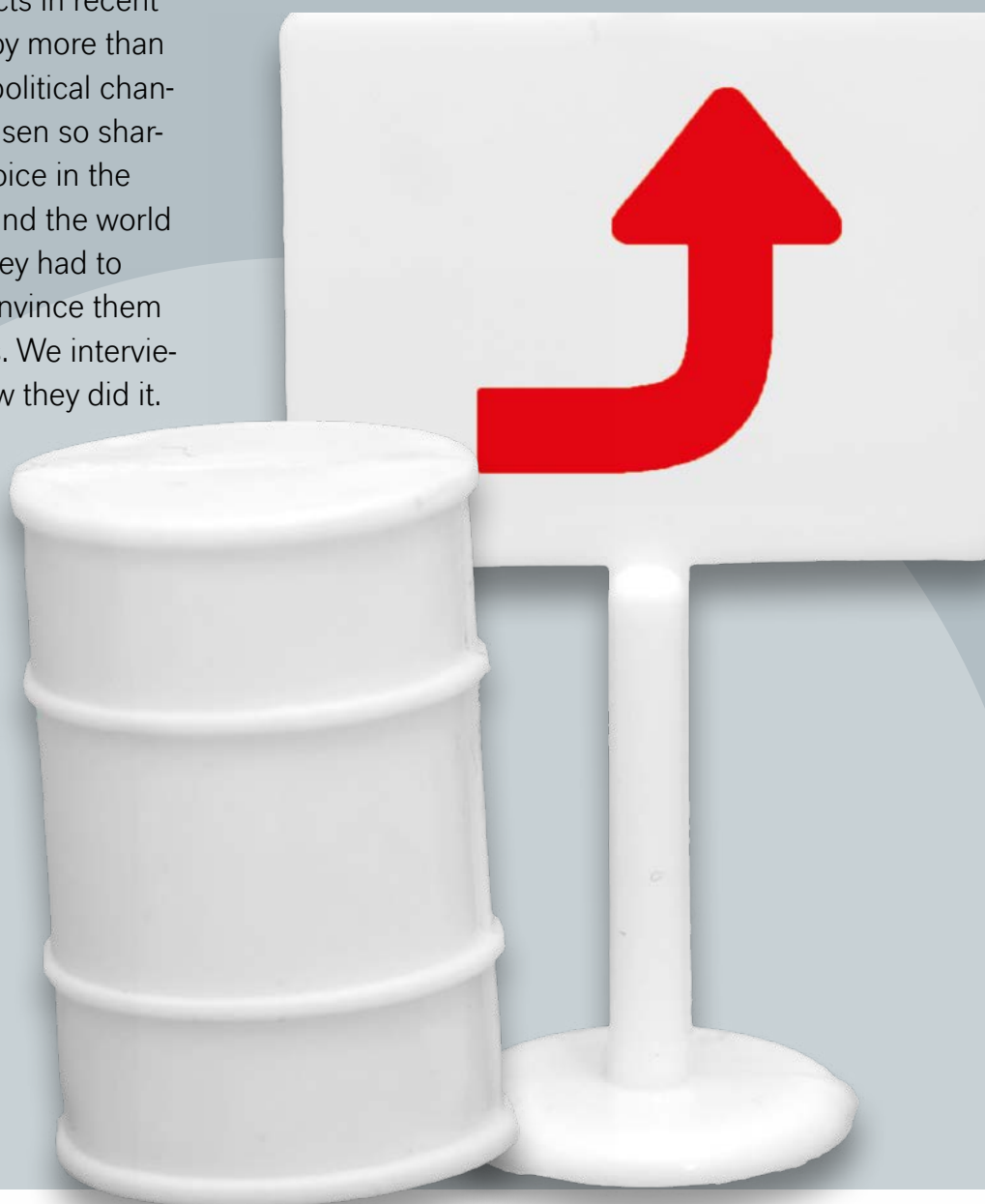


Only employees of LANXESS and its subsidiaries are eligible to participate (with the exception of employees from Corporate Communications). Only one entry per participant allowed. All decisions are final. The solution will appear in the next Xpress. The winner from issue 1/2026 is **Ulrich Lufen**, Germany. The correct answer was letter B.

KEEP AT IT!

RAISING PRICES WHILE KEEPING CUSTOMERS

All of our business units have raised the prices of their products in recent months, in some cases by more than 50 percent. Due to geopolitical changes, energy prices had risen so sharply that there was no choice in the matter. Sales teams around the world were under pressure: They had to retain customers and convince them to accept the new prices. We interviewed them to find out how they did it.





TARGETED INCREASES

“In this challenging market environment, we didn’t just increase prices across the board. Instead, we examined each product line individually in two steps and tailored the adjustments specifically to the actual cost increases we incurred for raw materials, energy, transportation, and availability. At the same time, we adjusted margins that hadn’t been satisfactory up to that point.

COMMUNICATE EARLY

It was important to us to communicate early and transparently. After providing initial preliminary information, our sales teams reached out to customers directly and clearly explained the cost drivers and their implications. In doing so, we made it clear that we aren’t overreacting, but rather making balanced adjustments—while maintaining our commitment to quality, supply reliability, and innovation.

ALL CONTRACTS RETAINED

Our customers weren’t happy with the price increases. In the end, they accepted them, however. Many were facing similar challenges themselves. The individual analysis of the product lines and the transparent explanation of the measures were particularly well received. While the first round of adjustments went largely smoothly, the second round required more discussion. We were able to address this issue by providing additional data and detailed explanations. So far, we have retained all contracts.”

VINCE PATRAM,
Head of Global Marketing, LAB BU



NEW CUSTOMERS DUE TO A CHALLENGING SITUATION

“The difficult situation gave us momentum. Certain materials were in high demand and, as a result, quite expensive. For many customers, this raised the question: Is it more expensive to purchase the product at a higher price or not to purchase it at all? The answer was usually in our favor. Mutual understanding is crucial for long-term relationships, which is why we maintain close communication with our customers.

EXPANDED PORTFOLIO PRESENTED

Due to the tense market conditions, we also saw new customers reach out to us—as well as former ones. We are now shifting our focus more toward them. Our goal is to build long-term supplier relationships. To that end, we analyze their specific needs and present our entire portfolio, including products from other business units. We want to build long-term customer loyalty—ideally through long-term contracts. At the same time, it is clear that if certain materials become difficult for us to obtain as well, we will first supply our loyal customers with whom we have established partnerships. We want them to know that they can count on us. As soon as the market situation eases, this reliability will work to our advantage.

WE ARE THE PREFERRED PARTNER

In addition, we also use our technical expertise to highlight the value of their supply relationship with LANXESS. Innovative materials, joint development projects with customers, and close collaboration help us become or remain the preferred partner.

Overall, we can say that we chose the right time to adjust our prices and that our approach has proven successful so far.”

CLEMENS COUPETTE,
Head of Global Sales, Consumer Solutions, MPP BU



SCORING POINTS WITH SUPPLY RELIABILITY

„Given the current geopolitical situation, we had to raise prices significantly within a short period of time. To be as transparent as possible, we sent out formal letters announcing the price increases and followed up with direct talks with our customers. These were important because the effects varied depending on the product and the customer’s situation.

EXTENT OF INCREASES QUESTIONED

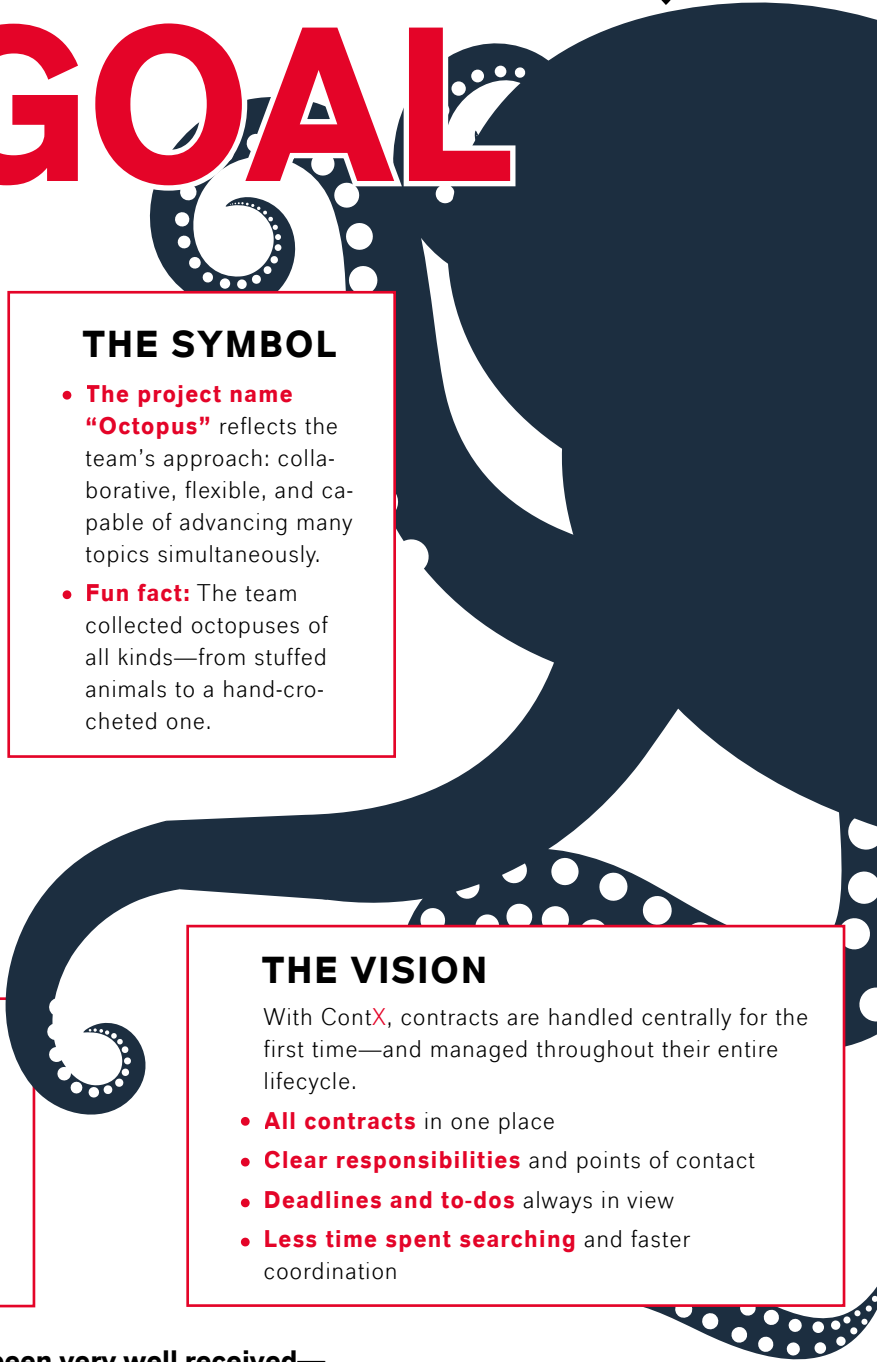
The majority of our customers—over 90 percent—expressed understanding for the measures. Many faced similar challenges themselves, particularly given the situation in the Middle East. Nevertheless, customers reacted in different ways—while for some, supply reliability was the most important factor, others questioned the extent of the price increases for individual products.

A CHALLENGING PHASE

This phase was very challenging for our sales teams around the world. It became clear that customers didn’t only care about the message itself, but above all, the way it was communicated. Through open and transparent dialogue, we were able to gain our customers’ acceptance in most cases—even when price increases reached as high as 50 percent. In cases where customers didn’t accept the increases, our goal was to maintain a constructive relationship nonetheless and continue the dialogue.”

SERGIO COLEONI,
Head of Global Sales, PLA Business Unit

EIGHT ARMS, ONE GOAL



Whether it's a supply contract, a confidentiality agreement, or a service agreement—contracts are part of our daily business. Until now, handling them has been complex and not very transparent. **With ContX, LANXESS is now creating a new central platform** for digital contract management. The result: easier access, a clearer overview—and a cross-divisional project that demonstrates how ONE LANXESS works successfully.

THE SYMBOL

- **The project name**
“Octopus” reflects the team’s approach: collaborative, flexible, and capable of advancing many topics simultaneously.
- **Fun fact:** The team collected octopuses of all kinds—from stuffed animals to a hand-crocheted one.

THE PROBLEM

- **A 20-year-old** system with limited functions and access rights, designed solely for file storage
- **Contracts** were scattered across various systems and local storage locations
- **Limited access** led to a lack of transparency regarding content and deadlines

THE VISION

With ContX, contracts are handled centrally for the first time—and managed throughout their entire lifecycle.

- **All contracts** in one place
- **Clear responsibilities** and points of contact
- **Deadlines and to-dos** always in view
- **Less time spent searching** and faster coordination

“From the very beginning, the octopus was the perfect symbol for us: Many hands, many minds—and yet a coordinated approach.”

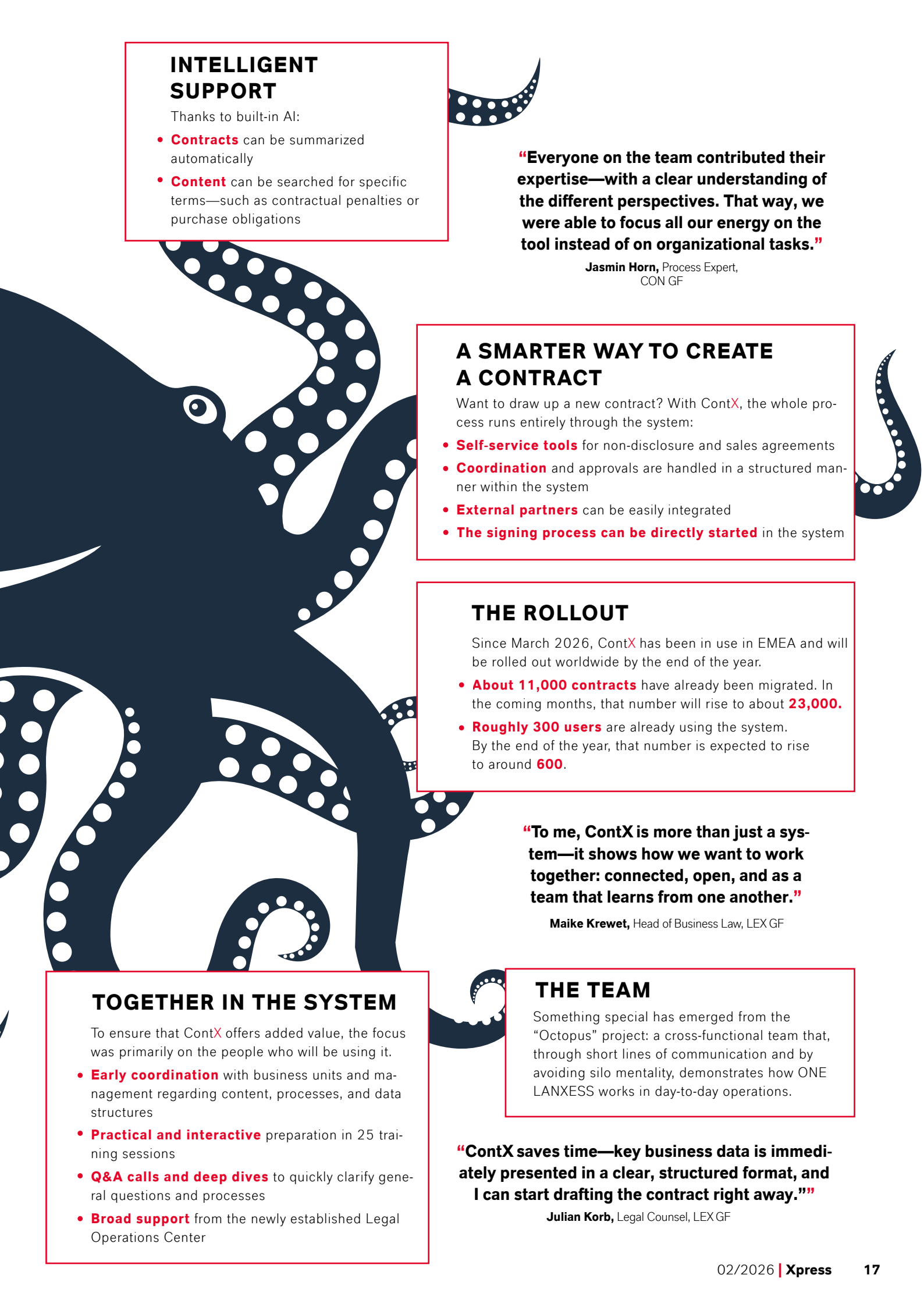
Stephan Deblon,
Senior Patent Counsel, LEX GF

“It has been very well received—the system is actively used and makes a noticeable difference in day-to-day work. AI, in particular, makes all the difference—it helps users find content quickly and efficiently.”

Sandra Thiel,
Process Manager, IT GF

“It is important to us to continue supporting our users over the long term, even after their training is complete.”

Jennifer Giela,
Legal Operations Center, LEX GF



INTELLIGENT SUPPORT

Thanks to built-in AI:

- **Contracts** can be summarized automatically
- **Content** can be searched for specific terms—such as contractual penalties or purchase obligations

“Everyone on the team contributed their expertise—with a clear understanding of the different perspectives. That way, we were able to focus all our energy on the tool instead of on organizational tasks.”

Jasmin Horn, Process Expert,
CON GF

A SMARTER WAY TO CREATE A CONTRACT

Want to draw up a new contract? With ContX, the whole process runs entirely through the system:

- **Self-service tools** for non-disclosure and sales agreements
- **Coordination** and approvals are handled in a structured manner within the system
- **External partners** can be easily integrated
- **The signing process can be directly started** in the system

THE ROLLOUT

Since March 2026, ContX has been in use in EMEA and will be rolled out worldwide by the end of the year.

- **About 11,000 contracts** have already been migrated. In the coming months, that number will rise to about **23,000**.
- **Roughly 300 users** are already using the system. By the end of the year, that number is expected to rise to around **600**.

“To me, ContX is more than just a system—it shows how we want to work together: connected, open, and as a team that learns from one another.”

Maïke Krewet, Head of Business Law, LEX GF

TOGETHER IN THE SYSTEM

To ensure that ContX offers added value, the focus was primarily on the people who will be using it.

- **Early coordination** with business units and management regarding content, processes, and data structures
- **Practical and interactive** preparation in 25 training sessions
- **Q&A calls and deep dives** to quickly clarify general questions and processes
- **Broad support** from the newly established Legal Operations Center

THE TEAM

Something special has emerged from the “Octopus” project: a cross-functional team that, through short lines of communication and by avoiding silo mentality, demonstrates how ONE LANXESS works in day-to-day operations.

“ContX saves time—key business data is immediately presented in a clear, structured format, and I can start drafting the contract right away.”

Julian Korb, Legal Counsel, LEX GF



Shift worker Christian Reiners takes a sample. Are the composition, color, and consistency right?



WHERE RESTRICTIONS SPARK CREATIVITY

Amid stricter EU regulations and growing pressure to innovate, the PCH plant in Leverkusen is holding its own with phosphorus-based flame retardants. For Ralph Armbrust, plant manager of the Polymer Additives business unit, this is a source of motivation:

“We always have to come up with new ideas—that’s exactly what drives us.”

A quick glance at the display, a quick adjustment, and another check. Then on to the next step. The employees at the PCH plant in Leverkusen keep a close eye on their systems. A lot of processes are automated, but human intervention is still necessary. Temperature, pressure, formulation—any deviation can be critical. Routine and, above all, experience are key factors in the evaluation process. But some things are changing, too.

“The general business environment has become significantly more challenging,” says plant manager Ralph Armbrust. “At their peak during the war in Ukraine, energy prices had quadrupled in the short term; before the war in Iran, they were about twice as high as before.” And on top of that, rising raw material costs and an order book falling short of expectations—all consequences of a tense global situation and geopolitical upheavals. But the plant is operating at a decent capacity utilization rate. “That’s also thanks to our excellent purchasing,” says Armbrust.

EXPERIENCE MAKES THE DIFFERENCE

If you walk through the plant, you can sense that decades of expertise have gone into every process here. From raw materials to the finished product—everything happens on-site. “We’re very good at backward integration,” says Armbrust. What sounds technical becomes tangible in production. A long, orange-colored reactor cascade stretches across the factory floor. As it winds its way downward, materials are combined, processed, and further developed under precisely controlled conditions. Following several process stages, the product eventually exits the main distillation column. This plant manufactures aromatic flame retardants—such as Disflamoll® TKP.



In Leverkusen, the PLA BU operates one of the largest integrated production facilities for phosphorus chemicals. Pictured: Shift worker Farid Lucan on his inspection rounds.

After many process steps, the aromatic flame retardants Disflamoll® TP, Disflamoll® DPK, and Disflamoll® TKP are produced at the end of the reaction cascade.

COST IS THE DECIDING FACTOR

But requirements are changing—especially due to stricter legal regulations. As a result, the long-standing bestseller Levagard® PP came under regulatory pressure as part of REACH. The product is suspected of being carcinogenic. As a result, an alternative had to be developed.

"Developing new products is part of our daily routine in research and application engineering," says Armbrust. Together with his deputy, Lukas Omann, and division engineer Christoph Kolanoski, he reviews and explores ideas for operational implementation. After all, it's not just the idea itself that matters. "It often comes down to whether it can be implemented cost-effectively," says Armbrust. "Actually, that's what it always comes down to," adds Omann.

Levagard® 3000 is now available as an alternative to Levagard® PP. It is considered nonhazardous, but is more difficult to produce. Levagard® 3000 is currently being tested in a new plant setup. The goal is to significantly reduce the investment costs for regular production.

At the same time, the existing product will continue to be offered. "But it's only a matter of time before customers start asking for alternatives," says Armbrust. "We're ready when they do."

FIERCE COMPETITION

In addition to such regulatory requirements, international competition is also

NEW PRODUCTS

There's no shortage of ideas—implementing them cost-effectively is often the greatest challenge. The team at the PCH plant systematically tackles this together.

creating pressure. "But we're fighting back," says Armbrust. Levagard® PP was one of the first products for which LANXESS initiated—and won—an anti-dumping proceeding in Brussels. The reason for this was that foreign competitors' prices were lower than the company's own pro-

duction costs. "We're now running at full capacity on this production line," says Armbrust.

Such procedures are complex, time-consuming, and tie up a lot of resources. "But for Levagard® PP, it was worth the effort," says the plant manager.

LOOKING AHEAD

For Armbrust, one thing is certain—there will always be demand for flame retardants. They help slow the spread of fires, thereby giving people in danger precious additional minutes.

He is convinced that as long as there is a need to make materials safer in construction, industry, or electric transportation, products from Leverkusen will be in demand. In addition: "Crises do put us under pressure. "But they also push us to become better."



Ralph Armbrust, plant manager; Lukas Omann, assistant plant manager; and Christoph Kolanoski, head of engineering. They have been managing the plant as a team for about a year.

INTERVIEW

TERESA BERNHEIM,
Expert on chemical policy, COM GF.

“REACH is becoming increasingly stringent”

Twenty years ago, the EU's REACH chemicals regulation was introduced with the goals of enhancing safety for people and the environment, establishing uniform rules in the single market, and fostering a strong European chemical industry. Today, the question is: Which expectations has it met—and in what areas does it fall short of its own standards?

What are the origins of REACH?

Teresa Bernheim: The introduction of this EU chemicals regulation was marked by considerable uncertainty. For the first time, companies were required to register their chemical substances, collect extensive data, and coordinate with competitors—in accordance with the “one substance, one registration” principle. While this has reduced duplicate animal testing, it has also led to conflicts, such as over the allocation of costs for expensive studies. At the same time, the regulation was also uncharted territory for the authorities. This led to a pragmatic “learning by doing” phase characterized by close collaboration between industry and government.

And how do things stand today?

Today, REACH is significantly more stringent and more complex. The requirements relating to data and evaluations have increased, and many provisions have been more precisely defined or tightened over time. At the same time, the focus of regulation has shifted—instead of considering individual substances in isolation, the focus is increasingly on entire groups of substances. A current example is PFAS, a large group of extremely persistent chemicals that accumulate in the environment and in living organisms. This shows how dynamically REACH has evolved—from a new set of regulations to a central, constantly evolving instrument used to steer chemicals policy.

Which LANXESS products were affected, and how did we respond?

REACH generally applies to all substances that LANXESS places on the market in the EU in relevant quantities—in accordance with the “no data, no market” principle. Without sufficient data and registration, we aren't permitted to distribute the products. Regulation has a correspondingly significant impact on our



product portfolio. This is particularly evident in the case of substances classified as hazardous. For example, LANXESS has completely removed the flame retardant HBCD from its product portfolio because it is considered harmful to the environment and human health. At the same time, we developed Emerald Innovation® 3000, an alternative that performs the same function but has an improved sustainability profile.

Another example is phthalate plasticizers such as DBP and DIBP. After these were classified as substances of very high concern, LANXESS systematically discontinued their production. This wasn't a matter of finding substitutes within its own product portfolio, but rather a clear phase-out.

Does LANXESS develop alternatives?

Absolutely. We place a strong emphasis on targeted substitution. The tire additive GPPD is currently under scrutiny, in part because of its potential environmental impact. Vulkanox® 4060 was developed early on as an alternative that offers a safer profile.

These examples illustrate our basic approach: LANXESS systematically evaluates hazardous substances and then decides whether to replace them, make them safer, or phase them

out of its portfolio—taking future regulatory developments into account as well.

What does the future hold?

The EU currently has no plans for a fundamental overhaul of REACH. Instead, the Union is continuing to refine the existing regulatory framework in a targeted manner, primarily through amendments to the so-called technical annexes. These annexes specify in detail what data companies must provide and how substances must be tested and evaluated. If these requirements are changed, it will have a direct impact on real-world business activities—companies will, for example, have to conduct additional studies or provide new data on environmental and health impacts, even if the actual text of the law remains unchanged.

Have the requirements changed?

In terms of regulatory content, it is foreseeable that the pressure will tend to increase. Regulatory agencies are constantly working on new restrictions, and the trend toward regulating entire groups of substances further reinforces this development. For companies, this means continuously reviewing their substances, keeping registrations up to date, and working on alternatives early on. One particularly critical issue here is competition—European companies invest a great deal of time and money to comply with the strict REACH requirements. At the same time, imported products that do not meet these requirements—and in some cases even contain banned chemicals—continue to enter the EU market. Since these products are often cheaper, this creates a clear competitive disadvantage for manufacturers who comply with the rules, while also posing a risk to consumers and the environment. Consequently, pressure is mounting to significantly tighten import controls.

40%

of travelers report that their data has been compromised via public Wi-Fi networks.

Source: German Federal Criminal Police Office

More than
5 million

insecure hotspots were identified worldwide in 2025 alone—yet one in three users connects to such networks.

Source: Zimperium

Nearly one in

5

people lose a device while abroad—usually due to theft.

Source: globalsecure



DANGER ON BOARD

CYBER RISKS WHILE TRAVELING: HERE'S HOW TO STAY PROTECTED!

Whether you're traveling for business or going on vacation, smartphones, laptops, and tablets are indispensable companions these days. They help us navigate, make reservations, and communicate—but at the same time, they open the door to cybercriminals. After all, it is precisely when we are on the go that we leave our familiar, secure IT environment and find ourselves in a significantly riskier digital landscape. **The good news is** that with a little preparation and care, we can effectively reduced most risks. Our experts from the cybersecurity community explain what matters most.

Responding quickly can significantly limit the damage! Feel free to share your experiences in the Cybersecurity Community



“Travel changes our behavior—and that is exactly what attackers take advantage of. Time pressure, unfamiliar situations, and ‘vacation mode’ often cause us to let our guard down. At the same time, we end up using insecure networks or spontaneously installing new apps.”

Timo Kukuk, Chief Information Security Officer at LANXESS



THE MOST COMMON CYBER ATTACKS

FAKE WI-FI (“EVIL TWIN”)

Fake hotspots with names like “Free Airport WiFi” appear trustworthy. Anyone who connects to them may be sending their data directly to attackers. That’s why it’s best to avoid public Wi-Fi networks. This includes hotel Wi-Fi as well.

PHISHING & SMISHING

Flight, hotel booking, and billing notifications that look deceptively real are among the most common attack methods—and AI is making them increasingly difficult to detect. In addition, travel bookings are a particularly popular target—platforms are reporting a 500 to 900 percent increase in fraud cases over a short period of time.

SHOULDER SURFING

On a plane or in a café, a quick glance over your shoulder is all it takes for someone to see your passwords or sensitive information.

LOSS OF DEVICES

If an unsecured device is lost, unauthorized individuals can gain access to emails, accounts, or company data—with potentially serious consequences.



IF WORSE COMES TO WORST: HOW TO RESPOND PROPERLY

1. TAKE ACTION IMMEDIATELY Lock or locate your device; change your passwords immediately

2. REPORT THE INCIDENT If LANXESS data or devices are affected: Notify Support and share your experience with the cybersecurity community

3. SECURE ACCESS Check and secure your accounts

START YOUR TRIP WELL PREPARED

The cybersecurity experts at LANXESS recommend the following measures before you start your trip:

- ✓ **Install updates:** Keep operating systems and apps up to date.
- ✓ **Enable multi-factor authentication (MFA):** It significantly reduces the risk of successful attacks.
- ✓ **Travel light:** Take only the data and devices that are truly necessary.
- ✓ **Create a backup:** Back up data locally or in the cloud.
- ✓ **Use a VPN:** Especially when using public networks.
- ✓ **Lock your devices:** Use a PIN, biometric authentication, or a password.
- ✓ **Disable sharing:** For example, automatic Wi-Fi connections or AirDrop.
- ✓ **Here’s another tip:** Whenever possible, use mobile data instead of public Wi-Fi networks for sensitive activities such as online banking or accessing company data.

QUALITYWORKS.

ALSO ON A LUNAR MISSION – OUR OXONE®

The last manned spacecraft to fly to the Moon was Apollo 17 in 1972. In April of this year, Artemis II finally marked the return of a crewed lunar mission. Three male astronauts and one female astronaut orbited the Moon, collected data, and used it to prepare for the next mission, which is intended to return humans to the surface. After ten days, the crew returned safely to Earth.

But what else were the four of them actually doing during that time? Well, even highly specialized astronauts – who were selected from among thousands of applicants – cannot completely escape the demands of their physical needs; at some point, even they have to go to the bathroom.

And this is where LANXESS comes in. This is because in a sense, a small piece of the company flew to the moon as well. LANXESS's Oxone® chemistry was used too pretreat the urine aboard the Orion capsule. Not quite as spectacular as a rocket launch – but without functioning sanitary facilities, even the most advanced lunar mission would quickly have to come back down to Earth.

LANXESS
Energizing Chemistry