

Our Business Model

Sustainable value creation for our stakeholders

Borouge’s business model is built on a foundation of innovation, operational excellence, and strategic partnerships. We create value by leveraging our proprietary Borstar® technology and world-class production facilities to deliver differentiated polyolefin solutions that address global challenges.

Inputs

- Operational scale
- 5Mtpa** polyolefin capacity

- Young asset base
- 90%** of capacity less than 14 years old

- Borstar® technology
- Powering Innovation**

- Differentiated products
- c. **80%** of total sales

- Long-term feedstock agreement
- In place with **ADNOC** until 2057

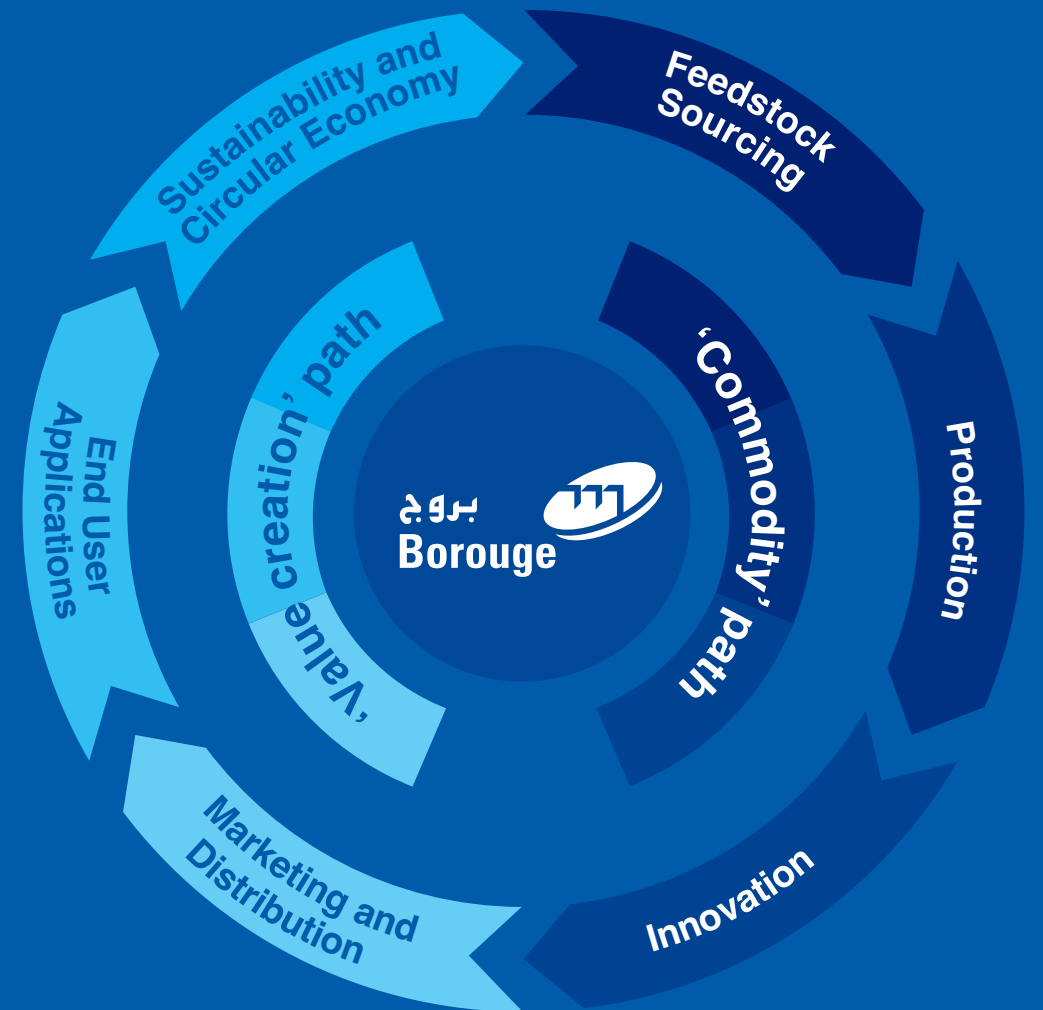
- 25 years of operational experience supporting exceptional shareholder

Returns

- Trusted brand
- To our customers, employees, suppliers and partners

Unlocking sustainable value and growth

Sustainability sits at the heart of our business



Our Business Model

How we make a difference

Expertise

- **100+** scientists, researchers and technicians to drive innovation

Research & development

- **25** polymer research labs for analysis, processing and application testing.

New product innovation

- **+20%** of Borouge's annual sales volume is derived from new product innovations.

Patents

- Borouge has filed more than **1,400+** patent applications.

Addressing Global Challenges

Our solutions are safe, durable, lightweight and are found in applications which address global challenges such as food security, improved healthcare, access to energy, water and sanitation. We are also growing our circular solutions and innovation for differentiated sustainable solutions.

For all our stakeholders

Our shareholders

- **37%** adjusted EBITDA margin
- **\$4.24Bn** dividends paid since IPO

Our people

- **68,143** total training hours in 2025

Our customers

- **\$25M** Total R&D spend in 2025
- **10** new products launched in 2025

Our communities and environment

- **981** volunteering hours in 2025



Value creation process

Inputs

- Proprietary Borstar® technology
- World-class production facilities
- Strategic partnerships with ADNOC and Borealis
- Skilled workforce of 3,000 employees

Activities

- Research and development of innovative polyolefin solutions
- Efficient production of high-quality PE and PP applications
- Strategic expansion of production capacity
- Global marketing and distribution
- Continuous focus on operational excellence and sustainability

Outputs

- Differentiated polyolefin products for infrastructure, energy, mobility, healthcare, agriculture, and advanced packaging industries
- Industry-leading EBITDA margins and ROIC
- Sustainable solutions addressing global megatrends

Impact

- Consistent value creation for shareholders
- Contribution to economic diversification in the UAE
- Advancement of circular economy solutions
- Support for global sustainability goals

Competitive advantages

- Proprietary Borstar® technology enables the production of differentiated products.
- Strategic location in Al Ruwais Industrial City, providing cost advantages
- Strong market presence in high-growth regions
- Robust innovation capabilities with 1,400+ active patents
- Industry-leading operational efficiency and reliability