

Our Strategy

A strategy built for performance

Borouge’s strategy is designed to reinforce our position as a global leader in innovative, high performance polyolefin solutions. Built on three core pillars, our strategy focuses on leveraging our advantaged production platform, expanding our technology driven and differentiated product portfolio, and delivering sustainable, long term value for customers, shareholders and society.

Our approach ensures that every decision across the organisation supports our ambition to lead in premium polyolefins, accelerate growth in high value markets, and contribute to a more sustainable future for the communities we serve.



Our Strategic Pillars

Excellence

HSE and operational excellence

- Maintain industry-leading safety standards.
- Optimise asset utilisation and reliability.
- Continuously improve operational efficiency.

Innovation and commercial excellence

- Leverage Borealis proprietary Borstar® technology to deliver differentiated, high performance products.
- Collaborate with Borealis innovation hubs to create cutting-edge solutions.
- Optimise commercial operations to drive growth and value creation, leveraging industry best practices and technologies.

AI & Digital Technology (AIDT)

- Leverage AIDT to improve productivity, accelerate innovation and enhance processes.
- Build strategic partnerships to enhance and deploy AI solutions.
- Promote AI awareness and adoption across the organisation and upskill the workforce.

Growth

A growing portfolio of differentiated solutions

- Expand the product range for emerging applications and growth markets.
- Develop sustainable solutions addressing global megatrends.
- Strengthen value selling and differentiation to achieve through the cycle premia and reinforce market leadership.

Growing circular economy solutions

- Increase production of recyclable and recycled content products.
- Collaborate with partners to advance circularity initiatives across the value chain.

Value accretive capacity expansion projects

- Complete the Borouge 4 expansion to increase production capacity by 1.4Mtpa.
- Explore international growth opportunities, including the planned specialty polyolefins plant in Fujian Province, China.
- Complete asset debottlenecking project at Ruwais to further increase production capacity by 0.2Mtpa.

Identity

Strong and cohesive identity and culture

- Foster a culture of innovation, accountability and sustainability.
- Promote diversity and inclusion across the organisation.

Corporate citizenship and ESG commitment

- Advance towards net-zero emissions target by 2045.
- Support local communities and contribute to the UAE’s economic diversification agenda.

Borouge branding

- Strengthen brand recognition as a leader in innovative polyolefin solutions.
- Enhance customer engagement through direct sales channels.

Excellence

Borouge's commitment to excellence spans HSE, operations, innovation, and commercial practices.

We continuously strive to enhance operational efficiency, maintain industry-leading safety standards, and leverage cutting-edge technologies to drive innovation.

Our focus on excellence ensures we deliver superior products and maintain our competitive edge in the global polyolefins market.

Asset utilisation

● 102% PE ● 100% PP

PO production

● 5.1Mt



HSE and operational excellence

HSE excellence underpins Borouge’s commitment to protecting people, the environment, and operational integrity. It covers asset integrity and process safety, learning, contractor management, competence, occupational health, environment, business continuity, and culture, driven by strong governance and continuous improvement.

Operational excellence at Borouge is driven by maximising asset utilisation, elevating production efficiency, and deploying advanced technologies. Our record production, exceptional asset reliability, and outstanding PP and PE utilisation rates reflect the strength of Production Excellence, Asset Management Excellence, and Technical Excellence. Together, these capabilities, reinforced by improved planning, cost-efficiency gains, and adoption of best demonstrated practices, sustain industry-leading safety, reliability, and operational performance.



What we did in 2025

- Strengthened asset integrity and process safety performance by improving the reliability of safety-critical equipment, maintaining preventive maintenance discipline, strengthening alarm management, and closing risk-assessment actions on time.
- Sustained a proactive occupational health programme through targeted screening, early intervention, and well-being initiatives, with strong focus on heat-stress prevention.
- Maintained environmental performance by improving waste management controls and strengthening emissions monitoring and control.
- Executed the Borouge 3 turnaround safely and successfully through early readiness planning, strong contractor onboarding, disciplined work controls, and visible field leadership.
- Accelerated enterprise transformation by improving turnaround efficiency, minimising planned downtime, reducing operational and logistics costs, enhancing digital training and quality systems, and strengthening overall capability through targeted improvement initiatives.
- Advanced autonomous-operations capabilities through a successful proof of concept, progressing toward a fully AI-enabled control-room environment and reinforcing leadership in digital innovation.

Plans for 2026 and beyond

- Strengthen operational readiness through safer and more controlled start-ups, tighter operational oversight, and wider use of digital tools and technology.
- Improve employee and contractor performance by strengthening supervision quality, advancing learning and welfare governance, and closing critical competence gaps.
- Further elevate HSE maturity by strengthening incident insight, embedding requirements into day-to-day work, refining leading indicators, and strengthening business continuity resilience.
- Enhance operational performance and reduce costs by improving production efficiency, minimising losses, optimising product planning, and strengthening value-chain effectiveness, supported by broader digital enablement, advanced control systems, and scalable automation tools.
- Increase reliability and build long-term technical resilience through predictive, digitally supported maintenance, more efficient shutdown execution, stronger investment governance, wider use of smart-factory solutions, and advanced monitoring and detection capabilities.
- Develop a future-ready workforce by deepening employee engagement, expanding skills, and leveraging AI-driven learning, while operational functions focus on maximising output, maintaining uninterrupted services, improving energy efficiency, and scaling real-time digital insights for better performance.

Total Recordable Incident Rate (TRIR)*

● 0.07

● ZERO

Process Safety Events (T1/ T2)

Total PO production

● 5.1Mt

Utilisation rate

● 102% PE

100% PP

Overall Asset reliability

● 98%

* TRIR: The number of injuries per 1,000,000 hours worked.

Innovation and commercial excellence

We maintain a strong focus on innovation, further complemented through collaboration with Borealis. By leveraging Borealis' proprietary Borstar® technology, we develop differentiated and sustainable solutions with superior properties, driving continuous innovation to support value creation and circular economy.

We leverage AI and digitalisation to increase the speed-to-market of new products, pioneer new applications and lock-in value chain and key customers, while implementing dynamic business management to achieve optimal margin realisation. In this way, we provide premium differentiated solutions across the largest and fastest growing markets, leveraging our direct sales network to build intelligence and tailor products to capitalise customer demand.



What we did in 2025

- Launched six polyethylene products, highlighted by the new healthcare grade Bormed™ LH6607 PH, building on the earlier introduction of Bormed™ RG868MO to further expand our healthcare portfolio. In parallel, we introduced Borsafe™ HE3490LSH RC, a next generation PE100 RC+ pipe grade offering superior durability, surface quality, and resistance to slow crack growth.
- Launched four polypropylene grades, including BH555MO, a best in class block PP grade engineered for exceptional impact strength and stiffness, even at low temperatures, and RD201CF, a high performance PP grade designed to deliver cost efficiency and superior film properties for Cast Polypropylene (CPP), Biaxially Oriented Polypropylene (BOPP), and Polyolefin (POF) films.
- Strengthened our circular economy solution offerings with the development of an ultra thin 14 micron (14 μm) fully recyclable Machine Direction Oriented (MDO) PE film – the thinnest and most economical MDO PE blown film on the market – developed in collaboration with Reifenhäuser.
- Launched digital tools and platforms to reduce time to market for new products and enhance customer engagement and experience.
- Launched our new Customer Business Model to better understand and segment our customers, placing customer needs at the centre of our strategy, and introduced a new Service Level Offering concept to better serve customers and improve retention.
- Enhanced our Customer Portal by adding Chinese language support and real time shipment tracking, improving order visibility and transparency for customers.

- Implemented real time customer sentiment tracking through post invoice feedback to strengthen engagement and drive continuous improvement.
- Leveraged GenAI to aggregate and synthesise competitive intelligence, macroeconomic trends and market insights, while deploying Large Language Models to power knowledge based customer support – enabling rapid access to in house technical expertise and tailoring of solutions.

Plans for 2026 and beyond

- Develop product portfolio and prepare market readiness for upcoming Borouge 4 expansion.
- Leverage new technologies to improve the speed of innovation.
- Continue to work closely with our partners, including the Borealis innovation team, to sustain high differentiation in product portfolio.
- Revise and update the Commercial Academy to equip Borouge workforce with up-to-date knowledge and competencies development.
- Optimise our internal processes to improve our agility in addressing customers' needs; leverage digital technologies and AI to drive commercial excellence and deliver superior value to our customers.
- Deploy advanced digitalisation to streamline commercial operations, harnessing data-driven tools to deliver actionable customer insights that maximise profitability, elevate customer experience, and empower strategic decision-making.

● **10**
new products launched

● **+20%**
of sales volume from new product innovations

● **5.4Mt**
record sales volume

● **+1,400**
patent cases

AI & Digital Technology

Borouge is a leading global enterprise in AI-driven transformation, leveraging our strong foundational pillars, including:

- **Robust AIDT Governance:** A centralised and empowered framework that evaluates the value proposition of expanding AIDT’s scope, ensuring alignment with broader strategic objectives and accelerating implementation.
- **Talent Development and Innovation Culture:** A comprehensive upskilling programme designed to enhance workforce capabilities through targeted learning opportunities, supported by strong collaborations with academic institutions to build internal capabilities.
- **Strategic Expertise:** Deep partnerships with ADNOC and Borealis, granting access to world-class AI capabilities and technology leadership.
- **Global Partnerships:** Collaborations with leading service providers to leverage emerging technologies and deliver best-in-class solutions.
- **End-to-End Transformation:** AIDT initiatives driving impact across Borouge’s entire value chain – from the world’s largest integrated PO complex and supply chain operations to sales and marketing, innovation and research, HSE, and business support functions – accelerating AI-driven value creation across all assets.
- **Modern Digital Infrastructure:** Advanced, cutting-edge IT and digital infrastructure designed to enable and unlock the full potential of AI across critical business processes.
- **World-Class Talent Pool:** Building a future-ready, resilient workforce through industry-leading talent development strategies.

What we did in 2025

In 2025, Borouge successfully implemented the AIDT Programme through robust governance and full value-chain integration, delivering USD 717 million in value. Key achievements include:

- **AI-Enabled Autonomous Operations:** Advanced Phase I of autonomous control rooms leveraging agentic AI for real-time decision-making, operational safety, and risk mitigation in collaboration with strategic partners.
- **3D Printing & Digital Warehouse:** Produced 450+ critical spare parts via 3D printing, significantly reducing cost, lead time, and inventory carrying costs.
- **Robotic Sphere Inspection:** Deployed robotics for spherical tank inspections during turnaround, enhancing safety and reducing turnaround time and costs.
- **Supply Chain Agentic Hub:** Transformed logistics and supply chain operations into fully AI-enabled processes through a centralised digital hub for demand planning, price forecasting, and inventory optimisation.
- **RealWear Z1 Navigator:** Full-scale deployment of intrinsically safe, voice-activated wearable devices for frontline teams in hazardous environments.
- **Talent Development:** Rolled out comprehensive upskilling and internally designed bespoke e-learning programmes to foster AI awareness, education, and adoption across the organisation.
- **Key accolades:** Received the GPCA Supply Chain Innovation Award and two Industry Eagle Awards – Gold for S&OP Quintiq and Bronze for our AI-driven demand planning solution.

Plans for 2026 and beyond

- Focus on unlocking internal and external opportunities to accelerate value generation through AI and digital transformation.
- Implement a robust solution pipeline is in place to deliver high-impact, targeted initiatives, while workforce capabilities will be strengthened through the core pillars of Excite, Educate, and Engage, ensuring innovation and digital adoption remain central to our strategy.
- Leveraging structured change management, we will drive successful implementation of these solutions and continue forging strategic partnerships with global market leaders to further enhance our position and technological capabilities.



● **Full-scale**
enablement of our AIDT Programme across the value chain

● **1,700+** employees
(i.e. more than 65% of our employees) actively participated in new comprehensive AI upskilling programme

● **USD 717 million**
in value generated through AIDT

● **25+**
strategic partners

● **150+**
implemented solutions



Excellence

Strategy in action

Case study 1

Largest turnaround in Borouge’s History

Every six years, Borouge conducts major plant turnarounds to ensure the safety, reliability, and long term performance of our assets. These events require a full shutdown of operations to support comprehensive inspection, cleaning, maintenance, and upgrades. In 2025, Borouge 3 underwent the largest and most complex turnaround in our history.

Through rigorous planning, the use of AI enabled scheduling tools, and strong cross functional coordination, the planned 45-day Borouge 3 turnaround was completed eight days ahead of schedule without compromising safety or quality. Optimising turnaround days generated substantial value, enabling an additional 31 kilotonnes of ethylene and 70 kilotonnes of polyolefins production.

Case study 2

AI enabled autonomous operations

In 2025, Borouge, together with Honeywell, completed a proof of concept for AI powered autonomous operations at our Ruwais facility. This milestone represents an important step in enhancing operational performance and long term competitiveness, while also supporting ADNOC’s ambition to become the world’s most AI enabled energy company. The proof of concept, conducted in a live production environment, demonstrated strong potential benefits: efficiency improvements of up to 20%, a 20% reduction in downtime, and operating cost reductions of up to 15%. It also showed clear advantages for process safety, energy efficiency and emissions reduction.

The initiative builds toward creating the petrochemical industry’s first AI driven autonomous control room, transforming operations from reactive monitoring to proactive, data driven decision making. By integrating AI, machine learning and automation, Borouge is laying the foundation for a next generation operational model that enhances reliability, optimises performance and strengthens sustainability across our facilities.

Case study 3

Advanced polymer simulations

Our new product development cycle has relied heavily on physical testing of lab or pilot plant prototypes, making the process resource-intensive and time-consuming. To overcome this, we are implementing AI and Machine Learning (ML) to build an internal predictive model that eliminates trial-and-error synthesis and enables accurate predictions for efficient polymer space exploration for a pilot grade.

This initiative is accelerating the discovery of innovative polymers and streamlining development steps. As part of the rollout, time-to-market for pilot-grade is reduced by 60 days, unlocking approximately USD 1.5 million.

Case study 4

3D warehouse and printing for critical spares

The cracker furnace faced a challenge with the side-wall burner spares when the original supplier quoted an unworkable eight-month lead time. The team turned to advanced 3D printing, replicating the design, enhancing the material, and producing the parts locally. Manufacturing and installation were completed on-site in three weeks.

This success highlights the value of a digital warehouse for rapid prototyping, customised part production, and reduced costs and lead times across multiple instances. The initiative delivered a gain of USD 3.8 million.

Case study 5

RealWear smart glasses

Currently, there is no provision for real-time remote assistance when addressing process safety issues at the plant. The introduction of AI-enabled, voice-operated RealWear smart glasses, integrated with standard safety helmets, offers a comprehensive solution to enhance process safety and strengthen real-time communication with subject-matter experts during critical field interventions.

This technology enables safe and seamless collaboration with experts – or other key stakeholders – while operating in hazardous environments. In addition to improving response effectiveness, it can also deliver measurable operational efficiencies, including the reduction of international travel requirements for multiple specialists. Moreover, minimising the number of personnel physically present at high-risk sites can significantly reduce the likelihood of workplace incidents.

Growth

Our growth strategy focuses on expanding our portfolio of differentiated solutions, advancing circular economy initiatives, and pursuing value-accretive capacity expansion projects.

By leveraging Borealis' proprietary technologies and market insights, we aim to capture opportunities in high-growth regions and emerging applications, ensuring sustainable long-term growth for Borouge.



Growing portfolio of differentiated solutions

We drive product differentiation through our Borstar® PE, Borstar® PP and Borlink™ technology platforms, delivering innovative solutions aligned with sustainability priorities and major socioeconomic megatrends. Our strategy remains focused on enabling circularity, expanding our infrastructure and energy solutions, and enhancing customer value through digitalisation and innovation.

Looking ahead, we will continue to strengthen our differentiated product portfolio, advance our cross linked polyethylene (XLPE) production capabilities, and apply value selling to maintain competitive advantage and achieve through the cycle premia.



What we did in 2025

- Continued to target high value market segments, such as energy and infrastructure solutions, through strong growth in high value XLPE and Jacketing products, reinforcing market leadership and customer value.
- Launched the upgraded BorSafe™ HE3490LSH RC, a next generation PE100 RC+ pipe grade delivering benchmark durability, surface quality, and slow crack growth resistance. Borouge was the first in Asia to meet the enhanced PE100-RC+ standards.
- Advanced our sustainable packaging platform by expanding the use of Anteo™ FK1510 and FK1516 across our renewed flexible packaging portfolio, achieving step change improvements in sealing integrity, consumer safety, and conversion efficiency.
- Introduced a fully recyclable mono material packaging solution in collaboration with Siegwerk and TPN Food Packaging.
- Won the Innovation Excellence Award at Make it in the Emirates (MIITE) 2025 for pioneering product and leading innovation excellence.
- Secured two honours at the Asian Innovation Excellence Awards 2025, recognising leadership in digital transformation and sustainable materials. Our blockchain-powered TradeChain platform was named UAE Technology Innovation of the Year, and our fully recyclable mono-material PE pouch won UAE Business Product Innovation of the Year. In addition, our new BorSafe™ PE pipe grade, launched in September, was recognised as New Product of the Year at the Asian Oil & Gas Awards.

Plans for 2026 and beyond

- Continue to drive product differentiation and value selling of new products to achieve through the cycle pricing premia.
- Expand XLPE capacity through Borouge 4 to meet growing demand for advanced energy and power cable applications, while advancing new Extra High Voltage (EHV) wire and cable product development from our Ruwais assets to reinforce our innovation pipeline and strengthen competitive advantage.



10 product launches in 2025

USD94M of value generated through innovation

20% increase in circular product sales

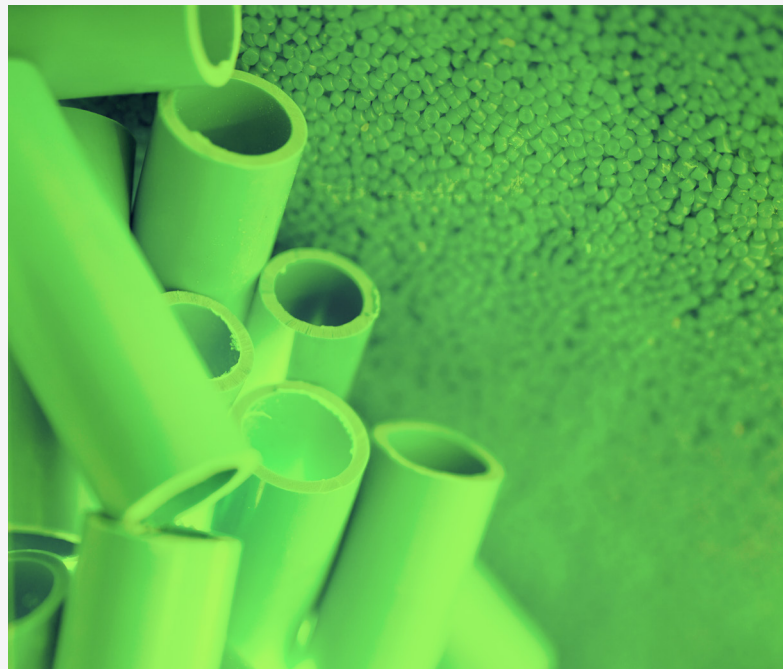
Highest-ever 5.4Mt polyolefins sales volume

Quality price premium of USD224/t for PE and USD134/t for PP over product benchmarks

Growing circular economy solutions

We have developed a comprehensive circular economy strategy and recycling roadmap, and are expanding our network of mechanical recycling partners across all regions to grow our recyclate portfolio under our new Recleo brand.

Working closely with customers and value chain partners, we have also developed smart solution concepts that enable 100% recyclability across a broad range of industries and applications. Excelling in circular offerings will help us increase sales of our Borstar® virgin polyolefins by delivering synergistic solutions that incorporate higher levels of recyclates or improve end product performance through advanced design and material innovation.



What we did in 2025

- Expanded our network of mechanical recycling partners to more than 25 across Borouge territories.
- Delivered strong growth in recyclate sales by accelerating application development that incorporates post consumer recycled (PCR) polyolefins into virgin materials, including:
 - 20% rLDPE inclusion in collation shrink film for soft drink and water bottle packaging in India to support new PCR content legislation.
 - Our first HD PCR/HD virgin compound, addressing rising FMCG demand for sustainable blow moulding solutions such as shampoo, detergent, and lubricant oil bottles.
- Expanded global access to premium sustainable automotive compounds through newly commercialised PCR based grades combining 40% PCR with 20% glass fibres, meeting stringent purity, fogging, and odour requirements while reducing carbon footprint by approximately 36% versus virgin material.
- Strengthened leadership in mono material packaging solutions, developing an award winning 100% recyclable PE pouch with Siegwerk and TPN Food Packaging featuring advanced barrier performance and de inking capability; recognised at the Asian Innovation Excellence Awards 2025.
- Deepened downstream engagement with more than 10 brand owners and retailers, generating over 10 new growth opportunities.
- Introduced Recleo, our new brand for mechanical recycled solutions, developed with Borealis to offer a full range of high quality recyclates from rLD, rHD and rPP to PCR containing compounds with virgin polyolefins.
- Signed a MoU with Ningbo Dabashou and Ningbo Hajing in China to establish a waste to recycling ecosystem using AI based collection systems, supported by World Bank funding.

Plans for 2026 and beyond

- Prepare to commercially launch additional high quality, value added PCR/polyolefin compounds for demanding applications to enhance performance, circularity, and customer value.
- Expand polyolefin based mono material solutions through Design for Recyclability (DfR) initiatives to support virgin polyolefin growth, while deepening collaboration with recycling partners to improve operations, product properties, and recyclate quality – extending circular solutions beyond packaging into infrastructure and mobility markets.
- Intensify cooperation with Ningbo circular partners to establish a waste to recycling ecosystem, creating a model setup for achieving Circular Excellence in China.
- Continue to promote youth education and advocacy through our Polymers on the Move (POTM) programme.

● Recycling partnerships located across

3
Borouge sub-regions, across nine countries, enhancing accessibility

● **25+**
recycling partners

● **25+**
value chain collaborations



Value accretive capacity expansion projects

The Borouge 4 project aligned with our 2030 Strategy to increase total polymer nameplate capacity from 5.0Mtpa to 6.4Mtpa.

Borouge 4 is an integrated, state-of-the-art, capital-efficient petrochemical complex that add additional capacity to one of the world’s largest integrated polyolefin complexes.

Additional capacity expansion of 200 ktpa of the existing site is planned through the EU2 Cracker, PE4 and PE5 asset revamp projects. The feasibility of capacity expansion in China is another expansion project that is currently in progress.



What we did in 2025

Borouge 4 megaproject

- Progressed Borouge 4’s engineering, procurement and construction (EPC) phase to approximately 94% completion, achieving major milestones including completion of the XLPE 2 plant and utilities, installation and trial of the world’s largest single line extruder, and readiness of key utilities such as the flare and steam systems.
- Commenced commissioning of XLPE 2 – the first Borouge 4 unit – at the end of 2025, more than doubling Borouge’s cross linked polyethylene capacity to 180 ktpa.
- Borouge 4 project has achieved over 180 million man-hours with a TRIR* of 0.07 with over 24,000 personnel on site.
- Commercial readiness of Borouge 4 is progressing well which is enabled by a finalised customer segmentation, a completed Service Level Offering catalogue, concrete business plan and finalised logistics contracts. Additionally, an enhanced customer database enables increased volume potential and activation of new customers to drive Borouge 4 product sales.
- A streamlined organisational structure and defined recruitment timelines are in place to ensure the human capabilities required for Borouge 4 sales execution.

Ruwais expansion

- Completed Front-End Engineering Design (FEED) for the expansion of the second ethane cracker (EU2)
- Awarded the EPC contract for the expansion and refurbishment of the PE4 and PE5 production units.
- Completed the feasibility study for the expansion of the third ethane cracker (EU3) and progressed into pre-FEED activities.

China JV

- Completed a feasibility study for a proposed greenfield project with Wanhua Chemical, to produce specialty polyolefins in China.

Plans for 2026 and beyond

Borouge 4 megaproject

- Commissioning of the Borouge 4 units is expected through 2026, delivering additional value to Borouge and our shareholders, driving revenue growth and delivering additional value to Borouge and our shareholders.

Ruwais expansion

- Ruwais expansion: EPC work on the PE4/PE5 revamp is advancing toward a 2027 start-up, with the pre-FEED contract for the EU3 cracker expected to be awarded in 2026.

China JV

- Decision on next steps for a proposed greenfield project with Wanhua Chemical is a focus during this year.

Borouge 4

- reached 94% completion as at 31 December 2025
- 180 million project to date (PTD) man hours
- 0.07 PTD TRIR*

Ruwais expansion

- FEED completed for EU2 expansion; EPC contract for PE4 and PE5 awarded with project progressing well
- Feasibility study completed for EU3 cracker expansion, progressing to pre FEED

* TRIR: The number of injuries per 1,000,000 hours worked.

Growth

Strategy in action

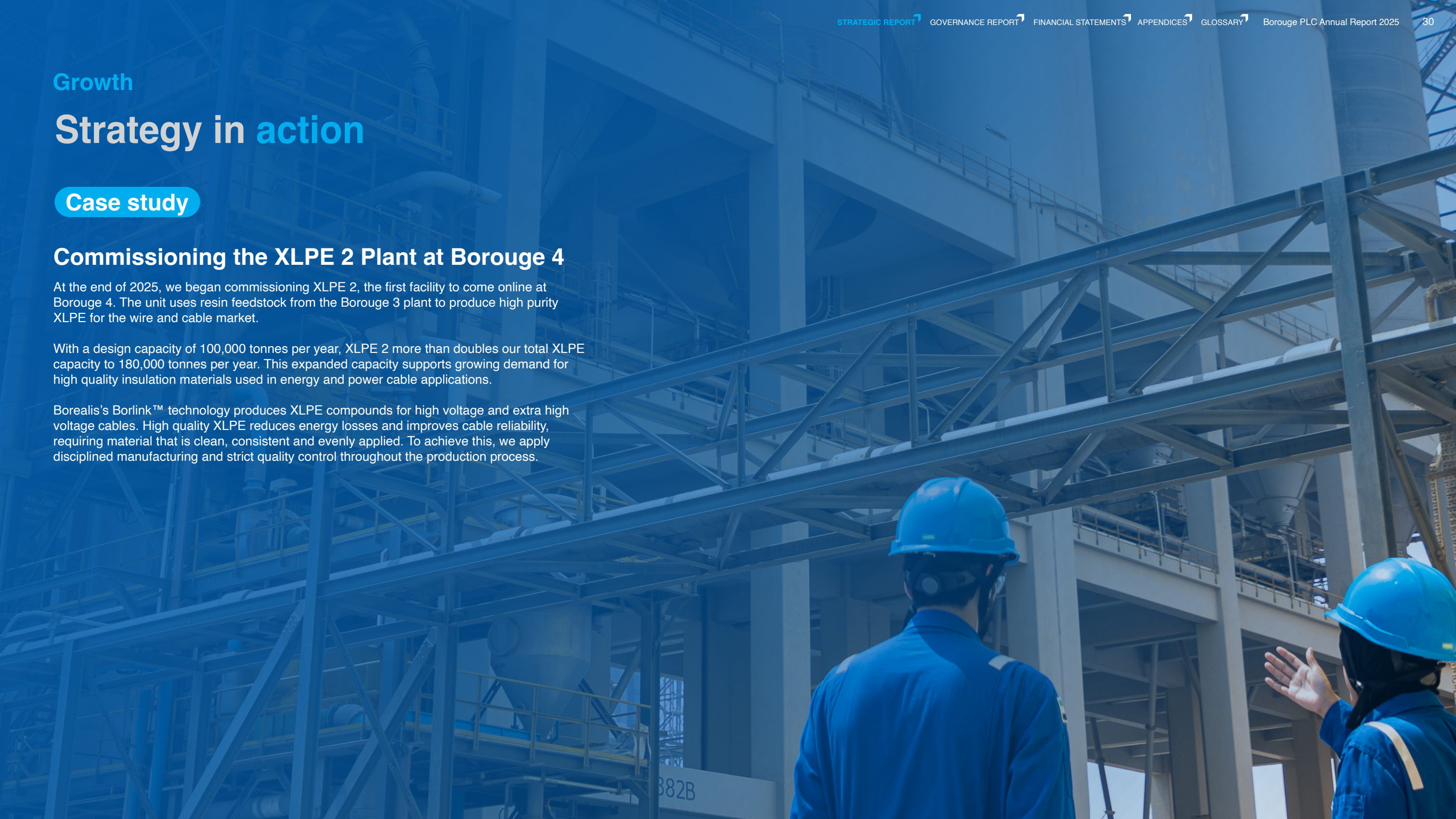
Case study

Commissioning the XLPE 2 Plant at Borouge 4

At the end of 2025, we began commissioning XLPE 2, the first facility to come online at Borouge 4. The unit uses resin feedstock from the Borouge 3 plant to produce high purity XLPE for the wire and cable market.

With a design capacity of 100,000 tonnes per year, XLPE 2 more than doubles our total XLPE capacity to 180,000 tonnes per year. This expanded capacity supports growing demand for high quality insulation materials used in energy and power cable applications.

Borealis's Borlink™ technology produces XLPE compounds for high voltage and extra high voltage cables. High quality XLPE reduces energy losses and improves cable reliability, requiring material that is clean, consistent and evenly applied. To achieve this, we apply disciplined manufacturing and strict quality control throughout the production process.



Identity

Borouge's identity is rooted in a strong corporate culture that values innovation, sustainability, and diversity.

We are committed to fostering a cohesive identity that resonates with our employees, customers, and stakeholders. Our focus on corporate citizenship, ESG commitments, and brand enhancement reinforces our position as a responsible leader in the polyolefins industry.



Strong and cohesive identity and culture

We foster a unified culture by prioritising employee engagement, leadership development, and skill-building initiatives.

Through tailored programmes, mentorship opportunities, and a redesigned onboarding experience, we strive to ensure that our employees feel valued and aligned with our core values, creating a collaborative and inclusive work environment that drives long-term success.



What we did in 2025

- Established Culture Tuesdays, a vibrant, weekly engagement platform that strengthened connection, creativity, and community across the organisation through high-participation events led by our Culture Influencers.
- Advanced our Culture Renovation Programme, rolling out the Culture Toolkit to over 50% of employees, covering key topics including Fail Fast, Recover Safe and Effective, Open Communication, with specialised modules delivered to line managers to enhance leadership capability and embed a high-performance culture.
- Supported work-life balance through dedicated sessions delivered in partnership with ADNOC Medical and Well-being and the Family Development Foundation, offering practical tools for managing professional and family responsibilities. We also hosted #AMRemarkable Google workshops in Abu Dhabi and Ruwais to empower women to recognise and celebrate their achievements.
- Introduced the Himma youth initiative, spotlighting emerging Borouge talent and fostering cross-generational collaboration and capability building.
- Launched the Toastmaster Programme, providing a safe and supportive environment for employees to strengthen presentation and communication skills, build confidence, and expand networks across the organisation.
- Developed future leaders through the Elite Programme, supporting young talent in building strong communication skills and expanding their professional networks, as part of their long-term growth journey.

Plans for 2026 and beyond

- Continue to drive our accelerated growth ambitions and maintain momentum, ensuring impact through ongoing engagement and collaboration.



• **68,305+**
hours of training across all programmes

• **344+**
HSE training sessions for
8,530
participants

• **35**
sessions under the
Leadership Ecosystem
Programme

Corporate citizenship and ESG commitment

We are focused on sustainability through our net-zero by 2045 targets, gender balance goals, and environmental initiatives. By advancing the Al Ruwais Environmental Sustainability Programme and fostering community engagement, we actively address global challenges while promoting responsible growth and social impact.



What we did in 2025

- Achieved significant emissions reductions, with Scope 1 emissions down 27% against a 2025 target of 22%, and Scope 2 emissions reduced by 36% against the 2025 target of 19%, compared to the 2018 baseline.
- Launched the Executive Coaching for Women Programme, pairing high-potential female employees with senior executives (VP level and above) to build resilience, enhance decision-making and accelerate leadership development.
- Delivered community outreach programmes and CSR initiatives, strengthening our contribution to society and supporting key community partners, with a total investment of AED 300,460.
- Continued progress toward our 2045 net-zero target, with projects implemented in 2025 reducing more than 44 KtCO₂e, reinforcing our long-term decarbonisation pathway.

Plans for 2026 and beyond

- Develop and implement long-term sustainability goals, including exploring electrification and carbon capture technologies.
- Focus on creating innovative polyolefin solutions that address global challenges such as circular packaging, water access, and healthcare.
- Expand efforts in promoting circular economy practices and continue to develop fully recyclable mono-material solutions.
- Enhance community engagement and CSR programmes to support local communities.
- Improve ESG performance, aiming for higher rankings and broader recognition in global ESG indices.
- Refine our transition climate risks analysis by incorporating the latest appropriate scientific references and methodologies (e.g. Life Cycle Assessments and thorough Scope 3 estimate).



● **22,932**
people reached through volunteering initiatives, reflecting our commitment to positive community impact.

Steady progress in our long-term decarbonisation journey

● **661 KtCO₂e**
cumulative reduction by 2025 and 44 KtCO₂e coming from new projects

Borouge branding

The Borouge brand reflects our position as a leader in differentiated polyolefin solutions that impacts fast-growing markets and adds incredible value to developing and emerging economies.

Through strategic communication, employee advocacy programmes, and a focus on innovation and sustainability, we reinforce our identity as a trusted brand in delivering world-leading solutions globally.



What we did in 2025

- Enhanced regional market access and building stronger relationships with customers and value chain partners through a robust local presence.
- Supported efficient product delivery with 13 logistics hubs globally, ensuring optimal margin capture and uninterrupted service during crises through alternative supply chain routes.
- Reinforced our identity as a trusted global leader in differentiated polyolefin solutions through strategic communication initiatives and employee advocacy programmes.
- Launched a strategic supply chain transformation, including a landmark partnership with Etihad Rail and the opening of a dedicated, one-million-square-metre freight terminal in Al Ruwais Industrial City. In its first year of operation, the rail network transported more than 700,000 tonnes of polyolefins, marking a major shift toward safer, more efficient, and more sustainable large-scale distribution.
- Strengthened trade efficiency through a strategic partnership with Abu Dhabi Customs, leveraging blockchain-enabled data sharing and real-time system integration to streamline import and export processes, accelerate customs clearance, reduce logistics costs, and enhance transparency, compliance and risk management across Borouge's supply chain.

Plans for 2026 and beyond

- Continue the global brand ambassador programme to empower employees as advocates of Borouge's values and solutions.
- Strengthen digital engagement strategies to improve customer experiences and foster deeper connections with stakeholders.
- Expand the direct sales network to cover additional high-growth regions and emerging markets.
- Develop multimedia campaigns showcasing Borouge's role in addressing global challenges through innovative polyolefin applications.
- Continue investing in sustainability-focused branding initiatives to highlight the recyclability and environmental benefits of Borouge's product portfolio.

● **74%**
sales from direct sales network

● **10**
new products launched in 2025



Identity

Strategy in action

Case study 1

Strengthening employee health, safety and environment ownership

Building a strong safety culture requires active participation from the frontline teams who operate and maintain our assets every day. During the year, our Asset HSE champions led a sustained engagement programme across all shifts to reinforce frontline ownership of safety priorities and strengthen awareness of process safety fundamentals. The initiative was designed around short, interactive shift sessions that allowed teams to engage with practical safety topics in a clear and accessible format. Discussions focused on areas such as process safety fundamentals, learning moments and the importance of speaking up when weak signals are identified. The programme established a consistent routine for reporting, discussing and acting on process safety observations, ensuring that issues were addressed promptly and transparently. Participation was maintained across every shift, with visible leadership support and a strong focus on closing follow up actions quickly and effectively.

Through this structured approach, the programme strengthened frontline engagement and improved the sharing of early warning signals across our operations. It also reinforced a sustained focus on preventing major process safety events, helping to embed a culture of accountability, awareness and continuous improvement across our workforce.

Case study 2

Well-being and healthy heart campaign

Protecting the health and well-being of our workforce is a core priority and an essential component of safe and reliable operations. During the year, we delivered a targeted well-being programme focused on the early detection and prevention of cardiovascular health risks across our workforce, extending the initiative to include contractor personnel working across our facilities.

The programme combined health screening and structured risk identification to support higher risk groups and enable timely medical intervention where required. Early intervention pathways and medical follow up were established to ensure that individuals received appropriate care and guidance. At the same time, contractor health compliance was strengthened through enhanced medical fitness checks and improved tracking systems. Awareness was reinforced through regular well-being sessions and practical guidance designed to help employees and contractors better understand and manage cardiovascular health risks.

Through this proactive approach, we improved early detection and follow up while strengthening workforce well-being support across our operations. The initiative also enhanced our ability to manage health-related risks more effectively, reinforcing our commitment to safeguarding our people and maintaining a safe working environment.

