

## Business Review - Operations



### Exceptional operational performance

2025 was a defining year for Borouge. In a period dominated by the largest turnaround programme in our history, the Company delivered record polyolefin production above nameplate capacity, reaffirming the exceptional strength of our operating model. Asset utilisation reached 101%, reliability remained at 98%, and several units delivered their highest-ever annual output.

In Q4 2025, Borouge achieved a new quarterly production record of 1,464 kilotonnes, supported by outstanding utilisation rates of 119% for PE and 114% for PP. These results underscore the resilience of our operations and the material impact of the ABAX 2025 transformation programme, which drove measurable improvements across all five excellence pillars.

**Our unwavering commitment to operational excellence is demonstrated by our ability to deliver more than five million tonnes of polyolefin production in a complex turnaround year, while maintaining an exceptional asset reliability of 98%.**

**Dr Hasan Karam**  
Chief Operating Officer

These achievements highlight our relentless drive to enhance asset capabilities and the world-class efficiency and resilience of our operations, enabling us to deliver consistently high output without ever compromising on HSE or quality.

### Operational footprint - integrated world-class production network

#### Al Ruwais (UAE)

Our flagship Ruwais complex remains one of the world's largest fully integrated polyolefin platforms, with a nameplate capacity of 5 million tonnes per year. Benefitting from 90% of our assets being under 14 years old, the site consistently delivers industry-leading utilisation, energy efficiency, and HSE performance.

#### Shanghai (China)

Our Shanghai Compounding and Application Centres play a strategic role in serving APAC customers with tailored, high-value solutions. In 2025, the sites contributed meaningfully to production and supported deeper commercial penetration in automotive, consumer products, and mobility applications.

#### Abu Dhabi Innovation Centre (UAE)

A catalyst for differentiation, the Innovation Centre launched 10 new products in 2025 – including advanced healthcare solutions – and accelerated Borouge's transition to data-driven operations through digitalisation initiatives and process optimisation programmes.

#### Marketing HQ (Singapore)

Our presence in Singapore continued to strengthen Borouge's commercial reach across fast-growing global markets. In 2025, the Marketing HQ expanded direct customer coverage and enhanced supply chain efficiency, enabling superior margin capture and improved customer service levels.

## Prioritising Health, Safety and the Environment (HSE)

**Borouge maintains an uncompromising focus on health, safety, and environmental performance. The HSE Excellence Journey provides a structured, multi year approach across Asset Integrity and Process Safety (AIPS), Learning from Incidents, Contractor HSE Management, HSE Competency Assurance, Environmental Stewardship, and HSE Culture Transformation.**

In 2025, Borouge sustained zero Tier 1 and Tier 2 LOPC incidents, demonstrating the strength of its AIPS framework and 100% compliance with all critical HSECES preventive maintenance requirements, alarm management targets, Safety Instrumented System (SIS) learnings, and emergency response drills. Leadership visibility remained a central driver of performance, with 624 site engagement tours, over 30,000 safety observations, and full closure of all mandatory incident actions.

The Total Recordable Injury Rate (TRIR)\* remained exceptionally low at 0.07, flat year on year, despite the scale and complexity of operations including the Borouge 4 project, which accounted for a significant portion of the total 96.4 million man hours worked. Borouge also achieved 100% compliance with occupational health surveillance and medical examinations for employees and contractors, reinforcing a proactive approach to health management.

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

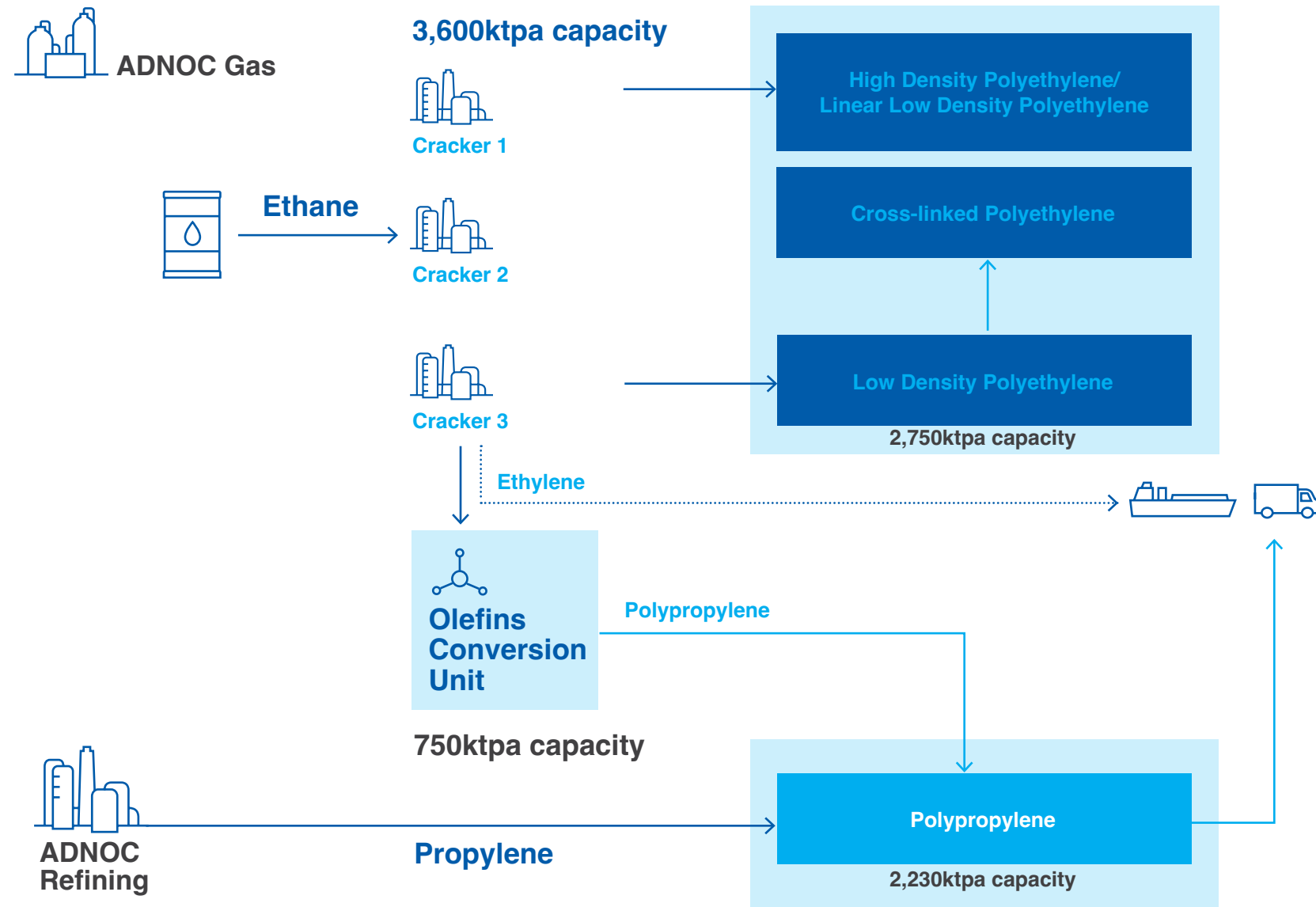
Environmental stewardship remained a key priority. Borouge achieved meaningful reductions in greenhouse gas emissions, waste generation, and flaring. The Company recycled 35% of non hazardous waste, continued the implementation of the Air Emission Monitoring System (AEMS) and fugitive emissions detection technologies, and achieved the OGMP Gold Standard for methane emissions reduction.

HSE culture transformation was further reinforced through behavioural based safety initiatives, visible leadership commitments, and employee recognition programmes. More than 75 employees were acknowledged for their contributions to safety excellence. Our strengthened HSE assurance programme ensured timely completion of all audit actions and incident learnings, while a full scale business continuity exercise demonstrated robust operational preparedness and organisational resilience.



Production Volumes  
**5.1Mt**

**Fully integrated production complex**



**Feedstock for Al Ruwais Complex**

Borouge benefits from long-term, competitively priced feedstock supplied exclusively by ADNOC, ensuring secure volumes and strategic alignment. Current feedstock contracts extend to 2057.

	Ethane	Propylene
<b>Supplier</b>	ADNOC Gas Processing	~60% from ADNOC Refining and ~40% from internal Borouge sources
<b>Volume</b>	No minimum off-take, no contractual cap	
<b>Contract start date</b>	Contracts entered in October 1998, with amendments to reflect the additional volume requirements	
<b>Contract end date</b>	Current Feedstock Supply Agreement until 2057, includes a re-pricing mechanism due to take effect in late November 2027 (pricing mechanism due to be reviewed again in June 2045)	



Source: Company information

## Production facilities

Launched in 2001, our integrated petrochemical complex in Al Ruwais Industrial City comprises Borouge 1 and five subsequent expansions — Borouge 1 Expansion, Borouge 2, Borouge 3, PP5, and Borouge 4. The site hosts a broad array of modern production units that together form one of the world’s largest polyolefin complexes. The Ruwais complex delivers 5.0 million tonnes of polyolefins annually, comprising 2.8 million tonnes of polyethylene and 2.2 million tonnes of polypropylene. In addition, we operate a Compounding Manufacturing Plant in Shanghai with a 90 kt/y capacity for advanced polypropylene compounds, enabling us to tailor automotive solutions to evolving global requirements.

### Borouge 1

Borouge 1, the foundation of our operations, continues to deliver a robust performance. In 2025, the site maintained high production volumes and efficiency, contributing significantly to our overall capacity. The facility’s focus on safety and process optimisation ensured consistent output and reliability.

### Borouge 2

Borouge 2, with its expanded capacity, played a crucial role in meeting the increasing demand for polyolefins. The site’s advanced technologies and operational excellence drove significant production efficiency and product quality improvements, supporting our strategic growth objectives.

### Borouge 3

Borouge 3 continued to operate at full capacity in 2025. The site’s state-of-the-art facilities and innovative processes enabled us to deliver high value, differentiated products to our global customers. The facility’s focus on sustainability and energy efficiency further enhanced its performance. In Q2 2025, Borouge completed the largest turnaround in its history: the turnaround of the Borouge 3 plant. The Borouge 3 turnaround was delivered eight days ahead of schedule, reducing downtime by 15%. The reduced downtime contributed a USD 39 million positive sales margin impact, while improved execution efficiency lowered turnaround CAPEX by a further USD 4 million. All major maintenance activities were completed successfully, ensuring strong and reliable performance of the Borouge 3 assets for the next six years.

### Borouge 4

In 2025, the Borouge 4 megaproject progressed past 94% completion. Commissioning activities for the first Borouge 4 unit, XLPE 2, commenced at the end of the year. The remaining units are expected to be commissioned and ramped up progressively through 2026.

In March 2026, Borouge entered into an agreement via its wholly owned subsidiary, Abu Dhabi Polymers Ltd, with the owners of Borouge 4 LLC, which will enable Borouge to operate and market the volumes of Borouge 4 in return for an at-cost utilisation fee. The Asset Usage Agreement is expected to deliver USD 400 million cumulative net profit over three years, after full ramp up of the Borouge 4 project.

### Ruwais debottlenecking projects

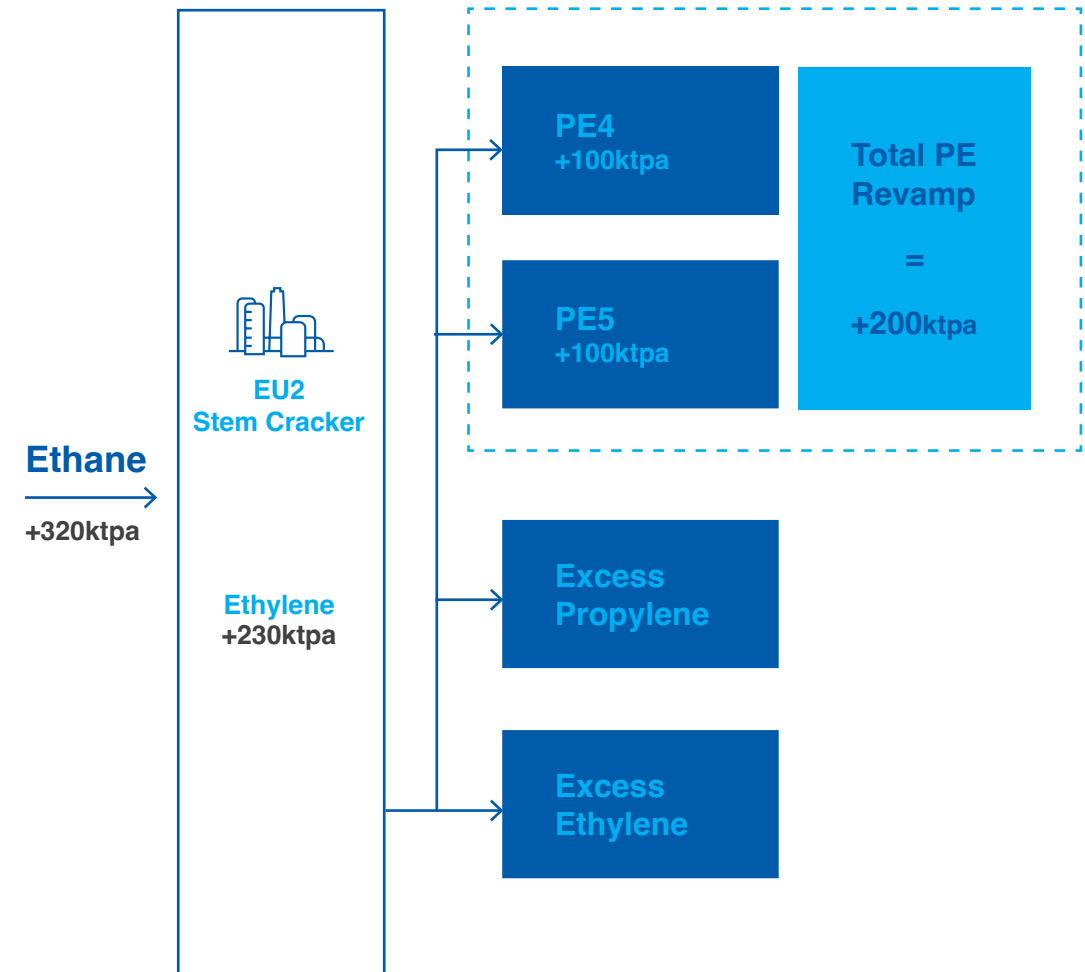
In 2025, Borouge initiated a series of asset expansion projects at the Ruwais site aimed at increasing the nameplate capacity of its second ethane cracker (EU2) and the fourth and fifth polyethylene units (PE4 and PE5). Once completed, these enhancements are expected to increase overall polyolefin production capacity by approximately 200 ktpa.

By the end of 2025, Front-End Engineering Design (FEED) services for the EU2 expansion were completed by Linde Engineering. The Company is now preparing to award an Engineering, Procurement and Construction (EPC) contract for the project in 2026. Upon completion, the EU2 revamp will add an additional 230 ktpa of ethylene production capacity.

Progress also continued on the revamp of the PE4 and PE5 production units. An EPC contract for these upgrades was awarded to Target Engineering Construction Company in 2025. This project will increase the nameplate capacity of each unit from 540,000 tpa to 700,000 tpa. Leveraging Borealis Borstar® Polyethylene technology, the enhanced units are scheduled for start-up in 2027.

In parallel, Borouge completed a feasibility study for the expansion of its third ethane cracker (EU3) and has advanced into the pre-FEED phase of development.

## Ruwais debottlenecking projects



# Case study

## Borouge 4 commences commissioning

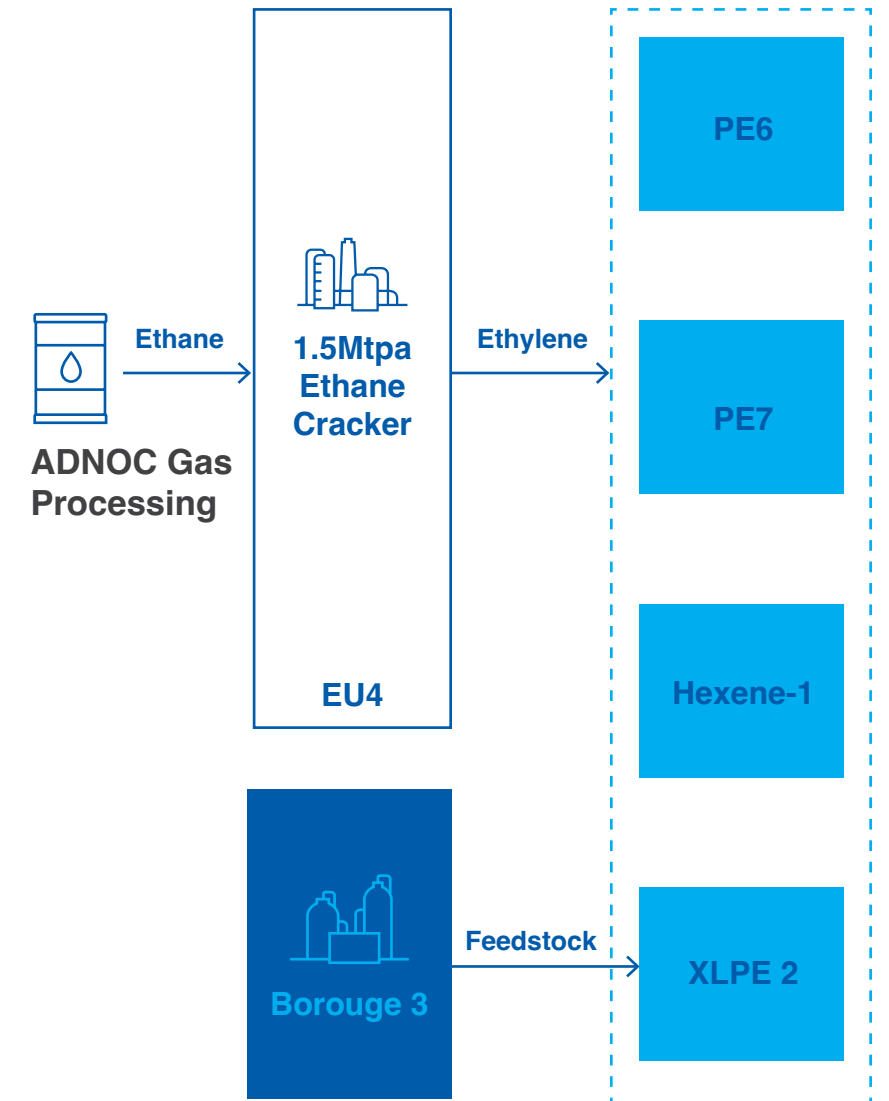


In 2025, the Borouge 4 project reached 94% completion, with commissioning of the first facility, XLPE 2, commencing at year-end. XLPE 2, which uses resin feedstock from the B3 plant, produces high-purity XLPE for the high-value wire and cable market. Production across the complex will ramp up through 2026 as the remaining units are commissioned.

The Borouge 4 Asset Usage Agreement is expected to deliver USD 400 million cumulative net profit over three years and approximately 10% earnings accretion, after full ramp up of the Borouge 4 project.

Powered by Borstar® 3G technology and rising global demand for durable, low-carbon infrastructure materials, Borouge is well positioned to deliver specialised, value-added solutions and strengthen its leadership in advanced polyolefin applications.

### Borouge 4 plant



## Exceptional operational performance

2025 was a standout year for Borouge, delivering polyolefin production above nameplate design capacity in a turnaround year. Operational excellence and disciplined performance management drove 101% asset utilisation, 98% asset reliability, and the highest-ever annual output across several key units. The Company also achieved its highest quarterly production on record in Q4 2025, reaching 1,464 kilotonnes, supported by exceptional utilisation rates of 119% for PE and 114% for PP. These achievements highlight Borouge’s strong operational foundation and the impact of the ABAX 2025 Programme, which delivered meaningful enhancements across all five excellence pillars.

● **101%**

Asset Utilisation

● **98%**

Asset Reliability

● Highest quarterly production on record in Q4 2025

**1,464 kt**

● Record utilisation rates achieved in Q4 2025

**119%**

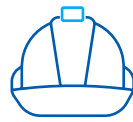
for PE

● **114%**

for PP

## Sustained operational excellence

Borouge’s operational excellence framework is built around five pillars – HSE, Production, Asset Management, Technical, and People & Culture Excellence – each designed to strengthen performance, drive reliability, and support long-term value creation.



### HSE excellence

We maintain an uncompromising focus on safety, asset integrity, and process safety compliance. In 2025, Borouge recorded zero Tier 1 and Tier 2 LOPC incidents, reflecting disciplined execution of our Asset Integrity and Process Safety (AIPS) frameworks. HSE leadership engagement remained strong, with 624 site tours, strengthened contractor management, and expanded assurance programmes. The deployment of AI-enabled safety technologies further reinforced behavioural-based safety practices and supported a proactive, prevention-driven safety culture across all operations.



### Production excellence

Borouge continues to advance production excellence by maximising throughput, minimising losses, and improving product consistency. In 2025, production performance was strengthened through advanced optimisation technologies – Real-Time Optimisation (RTOs), Advanced Process Control (APC), Process Data Technology (PDT) and Yield Accounting Systems (YAS). AI-enabled process enhancements, including a Polymer Optimisation AI proof of concept, improved stability, increased yield, and unlocked additional performance uplift across both polyethylene and polypropylene lines.



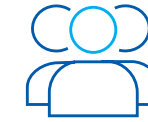
### Asset management excellence

Asset management initiatives in 2025 delivered substantial reliability and cost improvements. The Borouge 3 turnaround was completed ahead of schedule with an approximately 15% reduction in downtime, generating USD 45 million in value. Further efficiencies were realised through optimised preventive maintenance, improved spare parts strategies, and the adoption of digital maintenance tools such as 3D printing and smart-part digitisation. These initiatives support Borouge’s ambition to reduce downtime by 30–40% and establish world-class shutdown and turnaround practices.



### Technical excellence

Technical Excellence focuses on maximising margins through high-value differentiated products while maintaining superior product quality and top-tier First-Time-Right (FTR) performance. In 2025, process stability and reliability improved through reduced unplanned downtime, enhanced data integration, and the deployment of AI-enabled quality tools. Progress continued on the 1001 (one-out-of-one) elimination programme, strengthening equipment availability and supporting long-term asset resilience. Targeted CAPEX optimisation further ensured that investment prioritisation aligned with critical technical needs and operational risk reduction.



### People and culture excellence

Borouge continues to build a future-ready, high-performing workforce by strengthening leadership engagement, enhancing technical and behavioural capabilities, and accelerating digital fluency. In 2025, strong progress was achieved through the Progressive Emiratization Programme, expanded competency frameworks, and the deployment of AI-enabled simulators and immersive digital learning tools. These initiatives have significantly improved workforce readiness and reinforced a culture of continuous learning, innovation, and operational excellence.

## Product differentiation and quality

Borouge operates one of the world’s largest single-site, fully integrated polyolefin complexes, delivering significant economies of scale. The use of Borealis Borstar® technology enables differentiation at scale – enhancing asset flexibility, improving reliability, and supporting superior first-time-right production. This technological advantage allows Borouge to consistently meet the highest customer expectations while delivering high-quality, value-added solutions across its global markets.

## Key focus areas for 2026

In 2026, Borouge will launch ABAX 2.0, an expanded transformation framework that introduces a sixth pillar: Base Chemicals & Utilities Excellence. This next phase will deepen integration, strengthen cost competitiveness, and elevate long-term asset resilience.

Key 2026 priorities include:

- Sustaining zero Tier 1 and Tier 2 process safety incidents
- Achieving new Best Demonstrated Rates, optimising grade mix, and scaling digital optimisation tools
- Improving asset availability through predictive maintenance and targeted bad-actor elimination
- Advancing technical resilience via the 1001 programme and enhanced CAPEX governance
- Strengthening workforce readiness through advanced capability development and AI-enabled training
- Reinforcing monomer and utility system reliability while reducing specific energy and utility consumption

## Business Review – Sales and Marketing



Guided by our commitment to innovation and collaboration across the value chain, we successfully launched 10 new products that advance sustainable packaging and circular economy solutions, while addressing critical global challenges such as food security and resource efficiency. These achievements reflect disciplined commercial execution, strong cross functional collaboration, and an unwavering focus on value creation.

At the same time, initiatives such as the People Pulse Survey reinforced our culture of engagement and performance excellence, ensuring that growth is underpinned by a resilient and empowered organisation. With a clear roadmap for capacity expansion and a strong foundation of trust, partnership, and customer focus, we are well positioned to accelerate momentum and deliver sustainable, long term value for shareholders in the years ahead.

# 2025 was a year of strong execution and progress for Borouge

**Roland Janssen**  
Chief Marketing Officer

In 2025, Borouge achieved significant progress across our global sales and marketing footprint, delivered through commercial excellence and execution agility, aided by the integration of artificial intelligence and digitalisation across our operations. Despite the production volume impact from a major planned asset turnaround at Borouge 3, we registered a 1% year-on-year increase in sales volume, reaching a new record volume of 5.4 million tonnes. This result was achieved through our exceptional organisational competencies, consistently strong market positioning, and solid relationships with our customers.

## Markets and products

Against volatile market pricing conditions throughout 2025, we continued to optimise our geographic sales mix, increasing allocations to the Middle East & Africa and Borealis regions by approximately 4%, supporting improved netbacks. This calibrated approach has allowed us to optimise volume flows in a commercially beneficial way, as we reallocated supply to meet market demand while leveraging our wide-ranging logistics and delivery capabilities. Consequently, we were able to achieve a balanced distribution of our products to high-growth markets, meeting differing regional needs and providing Borouge with a leading role in the development of highly differentiated products.

The new solutions that were developed in 2025 were designed to address emerging customer needs in terms of sustainability and performance. Examples include the first made-in-UAE healthcare Low-Density Polyethylene (LDPE) grade, Bormed™ LE6607-PH, for healthcare applications that enable localised production of critical sterile pharmaceutical packaging. We also partnered with China-based ROX Motor to supply advanced lightweight polyolefin solutions for its ADAMAS SUV, in addition to inaugurating a joint innovation laboratory in Shanghai to drive sustainable design for next-generation vehicles.

These initiatives underscore our unwavering commitment and steadfast contribution to a better, sustainable future. This progress has been underpinned by the continued expansion of our manufacturing and R&D capabilities, together with the further strengthening of our global marketing footprint. Extending from East Africa across the Middle East and into India, China, Korea, Thailand, Singapore, and Vietnam, our broad geographic reach continues to be a key enabler of scale, allowing us to serve markets efficiently while optimising margin capture. Our extensive commercial platform – comprising 14 sales offices and 13 logistics hubs worldwide – supports the efficient delivery of products across multiple regions, including our largest market, Asia Pacific, alongside the Middle East, Africa, and Europe, reinforcing our ability to respond dynamically to customer needs and market opportunities. Asia Pacific accounted for 59% of total sales volumes in 2025, while the Middle East and Africa contributed 32%, with the remaining volumes distributed globally through our strategic partnership with Borealis. Our rapidly expanding global reach supported by strong pricing premia and record sales volumes, was a major driver of our outstanding financial performance in 2025. Despite a challenging market environment, Borouge delivered a net profit of USD 1.1 billion, reflecting the strength of our commercial strategy, disciplined execution, and enduring customer partnerships.

## Segmental volumes split (2025 5.4mt)

### Product group



● Polyethylene (PE)

**57%**

● Polypropylene (PP)

**43%**

### End markets



● Consumer solutions

**59%**

● Infrastructure solutions

**38%**

● Others

**3%**

## Quality price premium

Across the portfolio of differentiated PE and PP products, the average premia for PE stood at USD 224 per tonne, while PP achieved average premia of USD 134 per tonne in 2025. These figures underscore our ability to command premium prices through our differentiated

product offerings and advanced Borstar® technology. We also enhanced our pricing strategies and market intelligence in 2025, with investments in artificial intelligence tools that enabled dynamic pricing models and improved customer relationship management systems.

As a major provider of polyolefins, base chemicals, and fertilisers, Borealis has been instrumental in

supporting our sales and market expansion in 2025. Established through a joint venture with ADNOC, its expertise in advanced technology and innovation has demonstrated its ability to consistently enhance our product offerings and competitive edge.

Borealis's established market presence and customer relationships have been fundamental to our ability

to access new high-value markets in 2025 – particularly in the Asia-Pacific and Middle East regions.

Looking at our direct sales, 74% were delivered through our direct sales channels in 2025, contributing to additional margin capture and enabling strong relationships with our customers and value chain partners.

**Through leadership in high-growth markets, maintaining price premia, and expanding our global footprint, we delivered record sales volumes amidst a challenging market landscape.**

### Differentiated product prices

	2023	2024	2025
<b>Polyethylene</b>			
Borouge PE average realised price	1,129	1,095	1,046
PE product benchmark	914	898	822
Borouge PE premium to benchmark	215	197	224
<b>Polypropylene</b>			
Borouge PP average realised price	1,016	1,047	985
PP product benchmark	891	897	851
Borouge PP premium to benchmark	125	150	134



### Through-the-cycle premia guidance

**USD 200/tonne PE**

**USD 140/tonne PP**

## Business Review – Technology and Innovation

### Technology and quality control

Borealis' proprietary Borstar® technology continues to provide a clear competitive advantage, enabling the delivery of differentiated products with superior performance characteristics that meet stringent customer requirements while supporting our sustainability and circular economy objectives.

This focus is critical to maintaining organisational readiness in an increasingly dynamic operating environment and to positioning Borouge to capture sustainable, long term growth opportunities. The launch of Bormed™ LE6607 PH in 2025 exemplifies this approach, enabling the development of a resilient regional medical supply chain and supporting local healthcare manufacturers in reducing risk, shortening lead times, and enhancing patient safety. More broadly, we continue to advance an extensive R&D programme spanning high value applications across healthcare and hygiene, clean energy and electrification, and sustainability driven circular economy solutions. In particular, next generation circular products are being developed to address critical challenges related to food waste reduction and recyclability, reinforcing our role as a provider of differentiated, future ready solutions.

### Innovation Centre

Our Innovation Centre in Abu Dhabi, with over 1,400 active patents, continues to drive significant advancements in polyolefin solutions. In 2025, key achievements included:

- Launch of high-value LDPE healthcare grade, Bormed™ LE6607-PH, in the UAE.
- Launch of a fully-recyclable, mono-material barrier stand-up pouch solution, incorporating our Borstar® FB560.

- Received Asian Oil and Gas Award 2025 for BorSafe™ HE3492-LS-H, PE100-RC material.
- Inauguration of a joint innovation laboratory on advanced lightweight polyolefin solutions with ROX Motor in Shanghai.

### Capturing future growth

Borouge is structurally well positioned to outperform industry peers across the cycle, supported by a differentiated product portfolio and a clear focus on value accretive growth. In addition to developing solutions that address the world's most pressing challenges, we continue to deliver product premia above benchmark prices. This capability is underpinned by our strategic focus on differentiated products and disciplined capacity expansion, embedding scalability into both our long term strategy and day to day operations.

The Borouge 4 strategic expansion project represents a significant step change in scale, increasing production capacity by almost one third while further strengthening our innovation platform. Together, these enhancements are expected to support sales growth in major markets and reinforce our ability to generate resilient, long term shareholder value.

**Innovation remains a core pillar of Borouge's business strategy, underpinning our ability to achieve and sustain operational and commercial excellence across the organisation.**

Throughout the year, we remained focused on ensuring that our product portfolio remains relevant, competitive, and well aligned with key global megatrends.

# Case study

## BH555MO

### high-performance high-flow polypropylene for rigid packaging needs

BH555MO enables up to

**50%**

PCR content incorporation without compromising performance

BH555MO is a best-in-class block polypropylene (PP) grade engineered for exceptional impact strength and stiffness, even at low temperatures, making it ideal for demanding applications such as industrial pails, crates, pallets, and heavy-duty toolboxes. BH555MO offers superior processability, allowing faster cycles, smoother mold filling, and reduced energy use. Our optimised rheology enables complex designs without compromising strength, making it ideal for durable, everyday products.

This new product which enables up to 50% post-consumer recycled (PCR) content incorporation without compromising performance enhances our differentiated PP portfolio. Its approval by Keter for Milwaukee Tool Boxes underscores its commercial viability and societal impact by supporting durable, sustainable consumer goods. Aligned with global trends in circular economy and carbon reduction, BH555MO exemplifies our commitment to future-proofing our portfolio and driving profitability through sustainable innovations.

# Digitalisation and excellence driving the future of polyolefins through AI-powered innovation

## AI and digital driven transformation

### Value generation

**USD 717m**

Through its AIDT programme

Borouge continues to implement AI and digital-powered autonomous solutions across our value chain, covering Operations, Asset Management, Supply Chain, Sales & Marketing, Innovation & Research, HSE and our Corporate functions. Our comprehensive transformation is anchored on strategic partnerships with world-leading service providers such as Honeywell, Yokogawa, Siemens, SAS, Emerson, Maersk, MBZUAE, and Gecko Robotics in addition to strong in-house capabilities.

This foundation enables the deployment of advanced AI and digital solutions, including autonomous operations, storage probability prediction, demand planning, hazard identification through computer vision, robotic inspections, and real-time optimisation to name few.

A critical pillar of this transformation is workforce upskilling, delivered through the 'Excite, Educate and Position' framework, ensuring our teams are equipped to thrive in a digitally driven future.

As we advance and implement a range of cutting-edge AI and digital solutions as part of our transformation journey, some of the key initiatives include:

### AI enabled autonomous operations

In 2025, we successfully advanced Phase I of this initiative focused on Safe Operations in close collaboration with our strategic partners. The programme aims to equip our operating facilities with AI driven autonomous control rooms, powered by agentic AI to enable real-time decision making, unlock value creation, and proactively mitigate operational risk.

This initiative is designed to accelerate growth, enhance safety and asset integrity, and reduce production losses by leveraging advanced data analytics, anomaly detection, and predictive pattern modelling. These insights activate interconnected agentic AI solutions across operations, enabling seamless field coordination, effective shift handovers, management of transient operational activities, plant optimisation, and flawless communication. The project is underway with our strategic partners across the EU2 cracker covering the Gasoline Redistillation Unit furnace and the OCU unit (dimmer section) as well as the EU3 cracker for the C3 splitter column furnace. Robust execution has commenced to ensure successful deployment over the coming years.

### 3D printing and digital warehouse

Borouge as successfully completed a POC by producing more than 450 critical spare parts through 3D printing, which significantly reduced cost, lead time and inventory carrying cost. We are aiming to deploy this digital technology at full scale, having identified over 15,000 potential spares to digitise while more than 1,500 spares are planned during 2026.

### Borouge has successfully completed POC

**450**

critical spare parts through I3D printing

### Borouge has identified

**15,000+**

potential spares to digitise

### More than

**1,500**

spares are planned during 2026

### Robotic sphere inspection

Inspection of spherical tanks using robotics was successfully performed during the Borouge 3 plant turnaround in 2025. A wall-climbing robot was deployed to conduct ultrasonic thickness measurements on the tank to assess its structural integrity and overall health. This AI-enabled solution demonstrated enhanced safety and enabled faster inspection, thus reducing turnaround time and costs.

### Crackers front-end online optimisation

By integrating AI, process modelling, and real-time analytics, our crackers will consistently operate at their most efficient, profitable, and sustainable levels by dynamically adjusting over 2,500 process parameters and 70 performance targets while maintaining over 500 operational constraints.

**2,500**

process parameter

**70**

performance targets

maintaining over

**500**

operational constraints

### Supply chain agent hub

We are transforming traditional logistics and supply chain operations to fully AI and digitally enabled processes through centralised digital hub, by data integration and storage, cleansing and knowledge mapping. The hub links external data sources and global supply chain factors to enhanced customer regularity, price forecast, demand planning and inventory management. We are now working with our leading shipping line partners to integrate their systems with the maximised yield of the Agentic Hub.

### Knowledge based sales system

Our sales team benefits from an AI powered knowledge management system built on 25 years of structured and unstructured data. Leveraging large language models (LLMs), the platform enables faster and more accurate access to information, strengthening decision making, improving marketing efficiency, and enhancing customer service.

### Realwear Z1 navigator

We successfully deployed Realwear Z1 Navigator at full scale, beginning with a Proof of Concept in early 2025. The intrinsically safe rugged wearable headset is designed for frontline field teams working in hazardous environments, who benefit from a voice-activated, hands-free device that displays digital information while they work on site. It has drastically enhanced productivity, safety and efficiency in tough real-world environments where traditional electronics cannot be used. Our field team have yielded benefits of remote expert assistance, improved inspection and data capture, reduced downtime and errors.

### Borouge's robotics process automation

AI is deployed alongside Robotic Process Automation (RPA) to automate repetitive tasks across our operations, ensuring consistent, accurate, and error free execution while reducing manual workload and human error. This initiative enhances process reliability and speed, supports scalable operations, and advances our broader digital transformation agenda.

### Launch of MEERA GPT agent

In January, our Digital and Analytics solutions and Sustainability teams partnered to launch the Borouge Sustainability Agent, Meera GPT. The tool enables ADNOC employees to easily access and learn about sustainability across Borouge, including our goals, strategies, governance framework, and key initiatives. This initiative was recognised as first runner up in the Borouge Excellence Awards under the AI & Digitalisation stream.

### Recognition, reward and upskilling programme

Our AI and Digital transformation journey earned strong external recognition, reinforcing our position as an industry leader in innovation. Key accolades include the GPCA Supply Chain Innovation Award and two Industry Eagle Gold Awards for S&OP Quintiq and Bronze for our AI driven demand planning solution. In addition, Borouge was named a finalist at both the IChemE Global Awards and the Gulf Energy Excellence Awards for our real time optimiser, further validating our commitment to embedding intelligence and automation across operations to drive long term value creation. A notable highlight was our impactful showcase at ADIPEC 2025, which attracted industry leaders and positioned Borouge at the forefront of transformative advancements across the value chain.

Building on this momentum, we continue our strong focus on innovation and digital adoption, structured around three core pillars: Excite, Educate, and Position. As part of this approach, we launched a comprehensive Upskilling Programme to strengthen workforce capabilities through a broad range of internal and external learning opportunities. The initiative has delivered strong results, with 64.4% of employees (1,700 individuals) actively participating, exceeding the annual target of 60%.

