

## 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**