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Borouge

From Innovation to Impact

Our Sustainability Journey



Sustainability Report 2024



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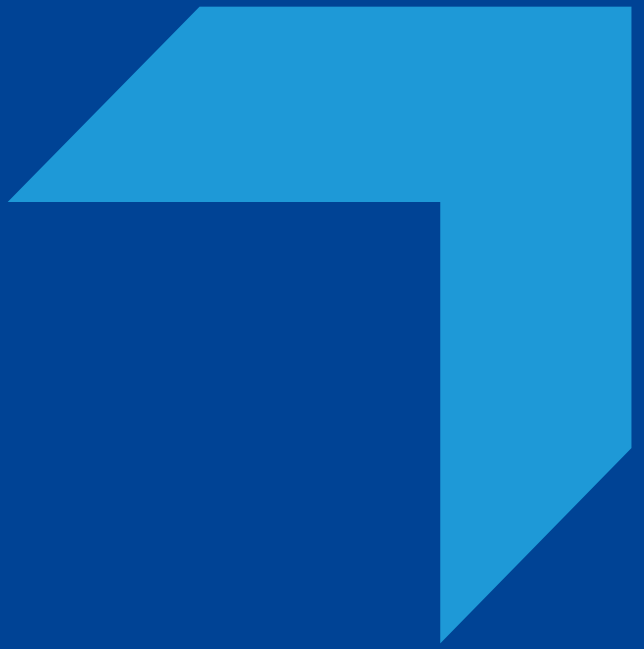
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Chapter 1

Introduction

CEO Statement



Hazeem Sultan Al Suwaidi
Chief Executive Officer

In 2024, the UAE reaffirmed its commitment to a sustainable future, building on the transformative momentum of the 2023 Year of Sustainability. Under the visionary leadership of President His Highness Sheikh Mohamed bin Zayed Al Nahyan, the UAE has expanded its “Year of Sustainability” into a nationwide movement of collaboration and commitment. As a key player in the UAE’s industrial landscape, we are proud to support the UAE Net Zero by 2050 Strategic Initiative with our own ambitious Borouge Ruwais Environmental Sustainability Programme (RESP) 2025 targets, 2030 interim decarbonisation targets, and goal of achieving Net Zero in our operations by 2045.

For over a quarter century, Borouge has embraced a journey defined by excellence, growth, and value creation. We have become a trusted polyolefins provider across the Middle East, Asia Pacific, and Africa; enhancing everyday life through differentiated solutions that meet industry standards. Celebrating this milestone, we reaffirm our commitment to building on our legacy of success by forging new partnerships and advancing various initiatives that shape a sustainable future. Our strategic expansions into Kenya and South Korea highlight our ambition to capture high-growth markets, strengthening our ability to meet the needs of customers across vital sectors, including energy, healthcare, and advanced packaging.

As a global leader in polyolefins, we are dedicated to reducing our environmental footprint through a circular economy model, innovative solutions, and responsible operations. By harnessing our expertise, we strive to lead sustainable growth, balancing environmental stewardship, social responsibility, and economic vitality.

Artificial intelligence (AI), digitalisation, and advanced technology stood out as defining themes in our innovation and sustainability journey in 2024. Inspired by the UAE’s visionary National Strategy for Artificial Intelligence, which aims to transform the UAE into a world leader in AI, we at Borouge have taken bold strides to align with this ambition. As an early adopter and innovator, the UAE has cultivated one of the most advanced AI ecosystems in the world. This strong direction has catalysed significant momentum, and Borouge is proud to contribute to this transformative narrative.

At Borouge, our robust AI, digitalisation, and technology (AIDT) strategy is underpinned by a culture of continued innovation. A standout achievement of this plan has been the deployment of a Real-Time Optimisation (RTO) system.

This advanced system, implemented across three large-scale ethane crackers and 20 furnaces, can process over 150,000 parameters every hour. This capability helps to significantly boost productivity, optimise energy usage, and reduce emissions, underscoring Borouge's commitment to operational excellence and environmental stewardship.

In a world demanding more sustainable and high-performance materials, Borouge is stepping up to provide industries with access to innovative solutions that drive efficiency, reduce waste, and enhance reliability.

To meet this growing need, our 2024 production reached record levels, enabling critical sectors—such as energy, healthcare, and infrastructure—to benefit from advanced materials that enhance durability, improve safety, and lower environmental impact. This record production, coupled with our highest-ever sales volumes, propelled our net profit to $1.24 billion, representing an impressive 24% year-on-year increase and exceeding market expectations.

Our ability to meet surging demand for innovative and sustainable materials in the world's fastest-growing economies highlights the strength of our differentiated product portfolio, superior proprietary technology, and robust customer relationships. Through these efforts, Borouge has reinforced its position as a global leader in providing cutting-edge solutions that help address critical challenges such as climate change, energy transition, food security, and delivering safe and reliable water and wastewater networks.

Our commitment to operational efficiency took a major leap forward with our partnership with Etihad Rail. During the first year of operation, over 700,000 tonnes of Borouge products were transported via the UAE's National Railway Network. This significant milestone not only enhances our logistical capabilities but also aligns with our efforts to reduce CO_2 emissions, directly supporting the UAE's and Borouge's net zero ambitions. The transportation of goods by rail instead of road has resulted in significant environmental benefits, including reducing emissions in 2024.

At Borouge, innovation is embedded within our strategy, with more than 20% of our annual sales volume typically generated from new product innovations. With over 700 patents granted and 1,200+ patent applications filed, we are at the forefront of technological advancement, continually pushing the boundaries of what is possible. Borouge's RA150E solution enhances the durability of critical infrastructure, supporting water and heating systems in homes and cities operate more efficiently and last longer, reducing resource consumption over time.

Borouge is proud to contribute to the global energy transition through our innovative cross-linked polyethylene (XLPE) solutions, particularly our Borlink™ LS4201S grade. Our state-of-the-art facilities in Al Ruwais enable us to operate the largest XLPE production facility in the Middle East and Africa. This high-performance material helps us deliver exceptional cleanliness in cable insulation, reduces potential cable failure and enables reliable energy transmission, playing a crucial role in enabling the global shift towards renewable energy.

We are proud to have been recognised by Forbes as one of the "Top 100 Listed Companies in the Middle East" in 2024. This prestigious accolade reflects our relentless pursuit of excellence and innovation. We were also thrilled to be awarded "Deal of the Year" at the Bonds, Loans & Sukuk Middle East Awards for securing financing for the Borouge 4 expansion—a landmark $3.19 billion project poised to propel future growth and deepen our commitment to generating local economic value.

As we look ahead, Borouge is poised for transformative continued growth. I am pleased to report that the Borouge 4 expansion project is progressing rapidly, with 80% of construction completed in 2024. This project will reshape the UAE's industrial landscape, establishing Borouge as the world's largest single-site polyolefin complex. Upon completion, Borouge 4 will expand production capacity by 28%, contributing an estimated annual revenue of $1.5 to $1.9 billion.

A heartfelt thank you to the Borouge team and our valued partners for their steadfast commitment to reaching these incredible milestones. At Borouge, we believe a sustainable future is a shared mission—one that calls for collective action and dedication. We invite all our stakeholders, partners, and industry peers to join us in making meaningful contributions toward a more resilient world.

We are deeply grateful to everyone who has supported Borouge's journey over the past years: our team, partners, and leaders. Together, let us forge ahead into the next chapter of growth, innovation, and sustainable impact.

VP Statement



Maitha Al Marashi
VP Sustainability

I am pleased to present Borouge's Annual Sustainability Report for 2024. As a pioneer in sustainability reporting since 2009, Borouge remains committed to transparency, accountability, and responsible growth. This year marks another transformative chapter in our sustainability journey.

In 2024, the global momentum for decarbonisation surged forward, with transformative advancements in sustainability policies and regulations that placed decarbonisation at the core of industry agendas. In the UAE, the introduction of the inaugural Federal Climate Law represents a historic commitment to reaching net zero by 2050. This regulatory framework not only sets emissions reduction targets but also catalyses investments in clean technologies. It establishes a foundation that drives all sectors—including petrochemicals—toward sustainable growth and rigorous emissions control.

The Climate Change Strategy within Abu Dhabi further drives our collective commitment to reducing emissions. As a publicly listed company, Borouge is dedicated to meeting these high standards and strives to embed best-in-class sustainability practices that underscore our commitment to responsible operations and climate leadership.

Borouge is committed to achieving net zero scope 1 and scope 2 emissions in our operations by 2045. We continued to make significant progress towards our interim targets for 2030, surpassing our emissions intensity goal ahead of schedule with a 37.1% reduction in 2024, compared to our 2018 baseline. These milestones reflect our dedication to decarbonising operations while enhancing energy efficiency. Borouge is making a measurable impact on lowering industry-wide carbon footprints through implementing and investing in energy efficiency projects. By reducing emissions by more than 82,600 tCO2e in 2024—the equivalent of removing 20,000 sedan vehicles from the road.

Furthermore, by partnering with industry leaders, Borouge is helping industries transition to a circular economy by providing recyclable, innovative packaging solutions that reduce plastic waste. Our recyclable, innovative packaging solutions are helping meet the growing demand for eco-friendly materials and supporting the transition towards a more sustainable packaging ecosystem. In 2024, Borouge took a significant step toward advancing the circular economy by introducing customised plastic pallets made from ~100% post-consumer

recycled (PCR) polypropylene for our logistics operations. Notably, these lightweight pallets have a lifespan up to three times longer than traditional alternatives. Through strategic collaboration, Borouge successfully developed a fully recyclable mono-material packaging solution, replacing complex, non-recyclable packaging to advance our circular economy goals. Using Borouge's premium polypropylene materials, a multi-layered CPP film was designed to enhance recyclability without compromising on quality.

Finally, in 2024, Borouge reached another significant milestone in our sustainability journey by being admitted into the S&P LargeMidCap Scored and Screened Index. This recognition underscores our commitment to integrating Environmental, Social, and Governance (ESG) principles into our operations. Our progress is reflected in our improved ESG rating, advancing from the top 19th percentile in 2023 to the top 16th percentile in 2024 within the Chemicals industry, as assessed by the S&P Global Corporate Sustainability Assessment (CSA). This achievement highlights the tangible improvements made across key ESG metrics, reinforcing our position as a sustainability leader in the sector. This accomplishment motivates us to continue driving meaningful impact through innovation, operational excellence, and a steadfast commitment to our ESG objectives.

We extend our deepest gratitude to our workforce, partners, and stakeholders whose dedication has been instrumental in our sustainability achievements. As Borouge moves forward, the company remains steadfast in our commitment to advance the sustainability agenda with resilience and adaptability, continually improving our performance and embracing new challenges.

We invite you to explore this report for a deeper insight into our sustainability efforts and to join us on Borouge's journey toward a more sustainable future.



About the Report

Borouge is pleased to present our Annual Sustainability Report 2024 that provides an in-depth look at the progress we have made toward our sustainability goals, highlighting key initiatives, operational impacts, and the valuable lessons learned throughout our journey. As we continue integrating ESG principles into Borouge's operations, this report reflects our strategic approach to managing ESG material topics that are crucial to both our business and our valued stakeholders[1].

Reporting Boundary

This report encompasses data collected from:

- 01/01/2024 to 31/12/2024

offering a detailed account of our non-financial disclosures and initiatives.

It focuses on Borouge PLC operations in:

- UAE & Singapore

addressing the material impacts arising from our operations. Unless specified otherwise, data from subsidiaries, customers, external contractors, and suppliers are excluded.

Reporting Frameworks[2]

This report has been developed with reference to Global Reporting Initiative (GRI) Standards 2021, and it applies the following GRI reporting principles:



Clarity

Comparability





Timeliness

Verifiability





Accuracy

Balance





Completeness

Sustainability context

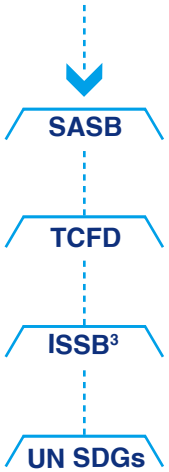


[1]The information included in, and any issues identified as material for purposes of this Report should not be considered material to us, our investors or other stakeholders, or required to be disclosed in our filings, in each case for ADX reporting or any other laws or requirements that may apply to us.

[2]For additional information, please refer to the reporting indices of the adopted reporting standards in the Appendix.

As a public joint stock company listed on the Abu Dhabi Securities Exchange (ADX), Borouge has aligned this Sustainability Report with the ADX ESG Disclosure Guidelines.

Moreover, the report is mapped with elements from key sustainability reporting standards and frameworks such as:



supporting robust and comprehensive disclosure of our ESG and sustainability efforts.

[3]For this year's report, Borouge mapped its disclosures against relevant International Financial Reporting Standards (IFRSS) S1 and S2. As we look ahead, Borouge aims to conduct a comprehensive maturity assessment to identify and address any gaps in alignment with the IFRS S1 and S2.

Data Validation and Internal Controls

All data presented in this report reflect the most up-to-date, internally reviewed information unless stated otherwise. Some of the totals presented may reflect the rounding-down or rounding-up of subtotals. Moreover, reported data has been subject to internal validation, including data reviews by the sustainability team, internal subject matter experts, and senior management.

Assurance: The detailed assurance statement can be found on the page 199 in the Appendix 10.

Feedback and Contact Details

Thank you for your interest in Borouge's Sustainability Report 2024. We consider reporting to be an ongoing and evolving process. Therefore, we extend this report as an open invitation for you to join us on this journey, where transparency and accountability lead the way. Your feedback on the contents of the report, as well as the approach to reporting, are welcomed by us at: sustainability@borouge.com.



About Borouge

Borouge PLC

Is a leading polyolefin solutions provider

listed on ADX

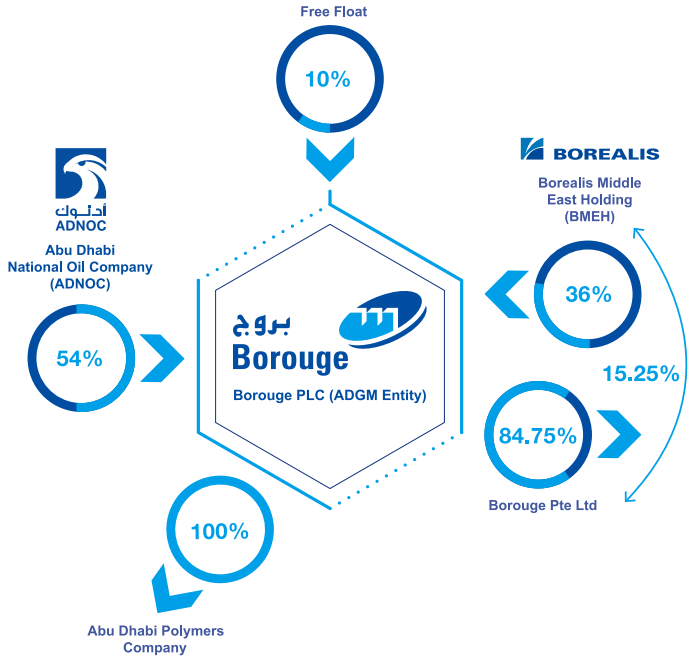
Founded in 1998 as a joint venture between the Abu Dhabi National Oil Company (ADNOC) and Austria's Borealis, Borouge combines international expertise with local insight to address the evolving demands of key industries.

2900+
Employees

50
Nationalities

Borouge's operational framework is built around two key legal entities. Our production company, the Abu Dhabi Polymers Company (ADP), specialises in high-quality polyolefin manufacturing in Abu Dhabi. Borouge Pte (PTE), based in Singapore, handles marketing, sales, and product distribution globally.

ADNOC and Borealis, as our long-term strategic shareholders, have enabled Borouge to become a leader in the polyolefin solutions sector, known for our innovation and commitment to quality.



Borouge's operational framework enables us to leverage advanced technologies and industry expertise to deliver high-quality polyethylene and polypropylene. These materials, valued for their lightweight, strength, and chemical resistance, are suitable for diverse applications and support sustainability through recyclability.

Borouge offers recyclable products and works with customers to develop tailored sustainable solutions that are recyclable, addressing immediate needs and contributing to sustainable development in the UAE and globally.

Borouge was ranked 32 in the 2024 "Forbes Top 100 Listed Companies in the Middle East[4] ," reflecting our commitment to operational excellence and innovative practices in the polymer industry.

Celebrating Over a Quarter-Century of Value Creation

Since our inception, we have worked with stakeholders for over 25 years, achieving shared milestones. We focus on meeting customer needs while aligning with sustainability and circular economy principles.

Our strategic leadership, strong governance, and resilient business model provide a solid foundation to navigate industry complexities. We seek to prioritise technology and innovation to stay competitive and use effective resource management to provide safe, efficient production and uphold product stewardship. These efforts help us to meet and exceed customer expectations.

Over the past 26 years, these elements and our commitment to sustainability have driven operational excellence. Our core values guide our actions as we seek to create sustainable value for all stakeholders.

Vision



The recognised leader in creative polyolefin solutions that have a positive impact on society today and tomorrow.

Mission



Value creation through people and innovation.

Values



At Borouge, we are one family working together to make Borouge a better place for us and generations to come, by living and breathing our five values: progressive, collaborative, responsible, respectful, and efficient.

[4]The Forbes Top 100 Listed Companies in the Middle East is an annual ranking published by Forbes that evaluates and lists the largest publicly traded companies in the Middle East based on various criteria.

[5]For more details into how Borouge tackles global challenges through its diverse range of innovative solutions, please refer to the 'The Sustainability Journey Continues' section.

How is Borouge Creating Impact?

Borouge leverages its strengths as a trusted global leader to deliver innovative solutions that drive industry growth, support sustainability goals, and meet evolving customer needs. Through advanced technologies, deep industry expertise, and a commitment to innovation, we proactively address current and future challenges, creating lasting value for our stakeholders.

Expertise

Our team of over 100 dedicated scientists, researchers, and technicians is at the forefront of driving innovation in the polymer industry.

State-of-the-Art Research Labs

With 25 specialised polymer research laboratories, we excel in analysis, processing, and application testing, supporting our products in meeting the highest standards.

Pioneering New Product Innovation

More than 20% of our annual sales volume comes from product innovations, reflecting our commitment to advancing the industry.

Intellectual Property Leadership

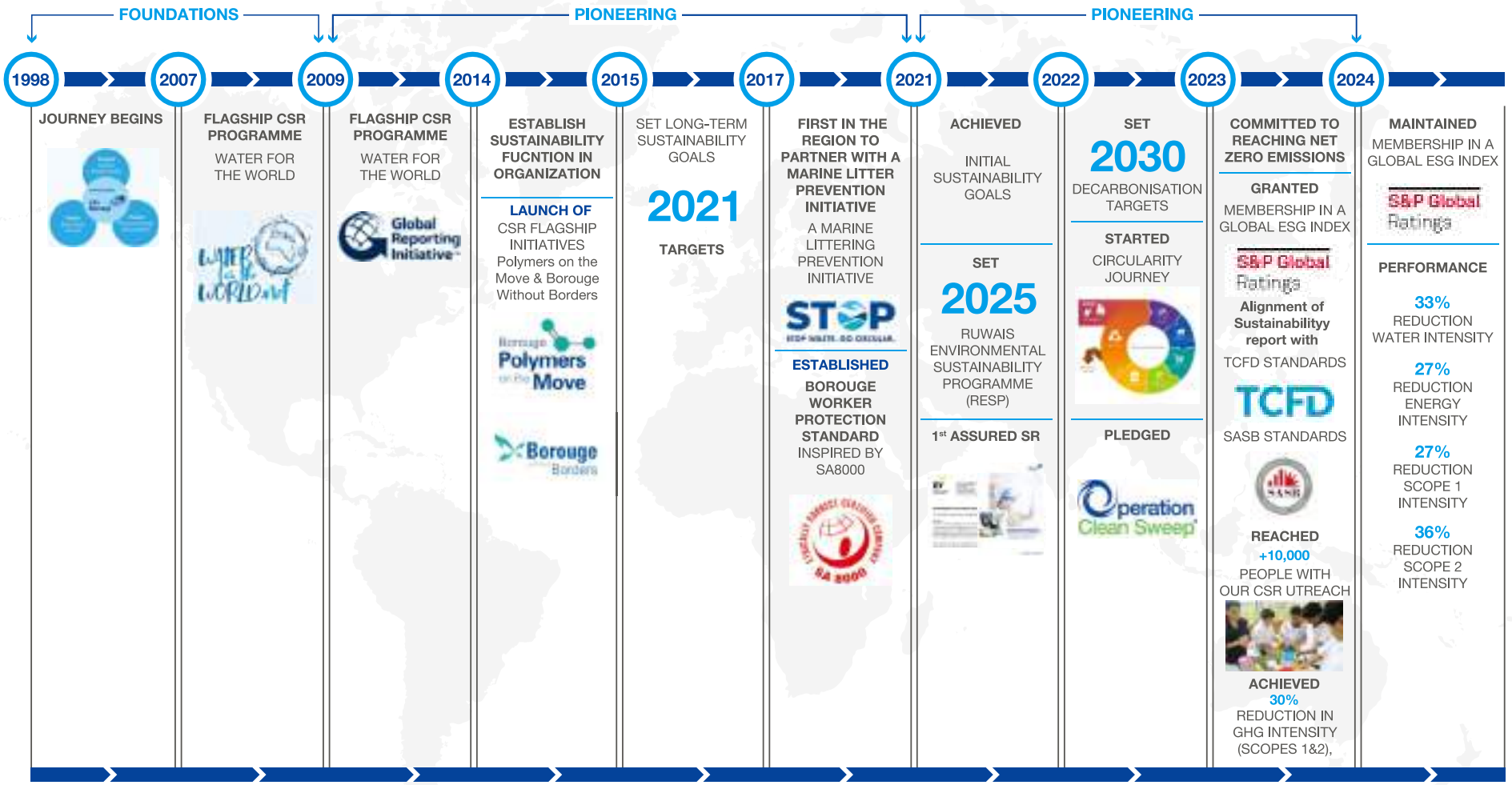
We have achieved over 700 patents granted for newly developed products and filed over 1,200 patent applications, demonstrating our proactive approach to protecting our innovations and fostering continued improvement.

Commitment to Addressing Global Challenges[5]

Our solutions are designed to be safe, durable, and lightweight, effectively addressing pressing global issues such as food security, enhanced healthcare, and access to energy, water, and sanitation. We are also committed to expanding our circular solutions and innovations to promote sustainable development for future generations.

BOROUGE's SUSTAINABILTY JOURNEY

Borouge's journey reflects significant milestones in our growth and commitment to sustainability, while delivering top-tier products to a diverse and expanding global customer base.



Multifaceted Reach

As we continue to pursue our global growth strategy, we are excited to strengthen our presence in key markets around the world. In 2024, we proudly announce the opening of two new offices in Kenya and South Korea, marking an important step in expanding our international footprint. With this growth, we have expanded to 14 offices, enabling us to better serve the diverse needs of our customers in Africa and Asia with our innovative solutions.



Expanding Global Reach through Strategic Collaboration

As part of our strategic commitment to enhancing global presence and catering to high-demand markets, Borouge continually pursues partnerships expected to harness collective expertise, optimise resources, and deliver sustained value.

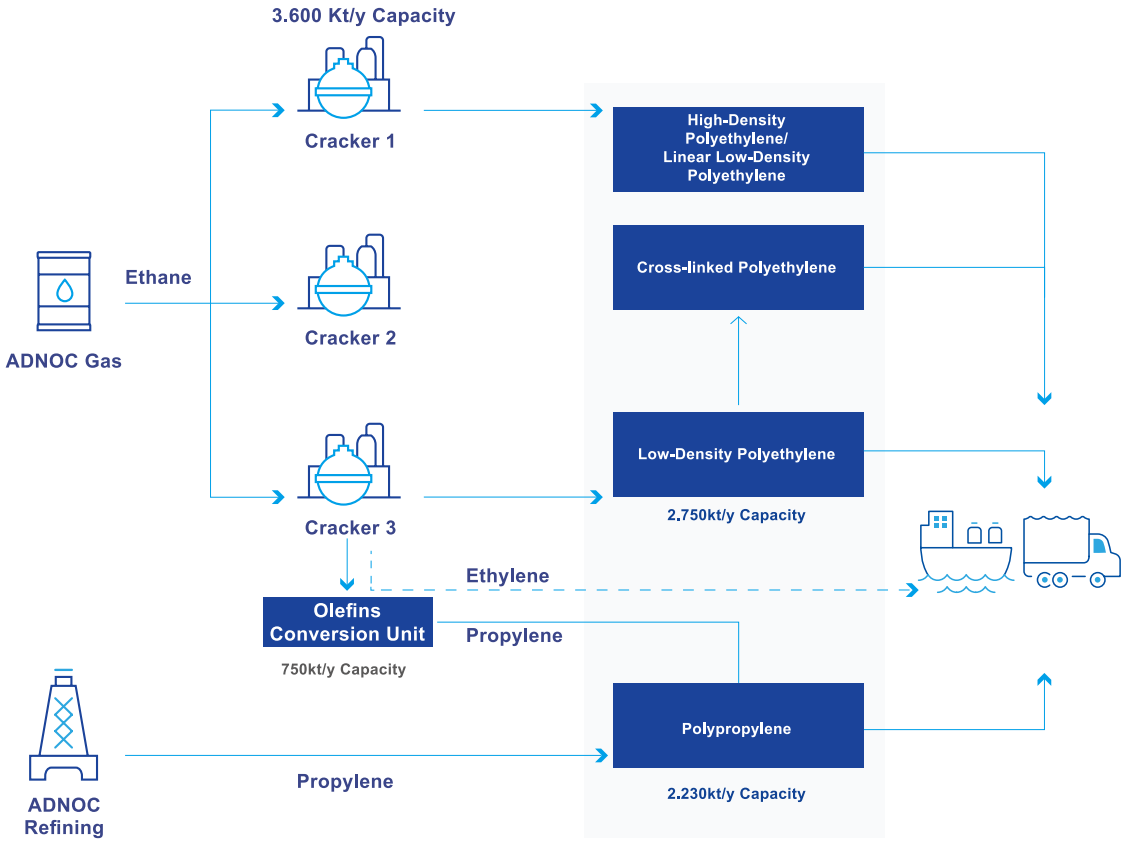
In a significant milestone towards these goals, Borouge signed a Project Collaboration Agreement with ADNOC Group, Borealis, and Wanhua Chemical Group in July 2024 and embarked on a feasibility study as part of our efforts to establish a transformative production complex in Fujian Province, China.

This ambitious project aims to produce 1.6 million tonnes of specialty polyolefins annually, positioning Borouge as a stronger player in the Asian market and aligning with regional demand for high-performance polymer solutions.

Production Excellence[6] at Borouge

Borouge's commitment to delivering high-quality polyolefins is exemplified by our integrated petrochemical production complex, strategically located in Al Ruwais Industrial City in Abu Dhabi. This state-of-the-art facility consists of multiple operating units, as illustrated below, and boasts a total polyolefins capacity of 5 million tonnes per year.

FULLY INTEGRATED PRODUCTION COMPLEX -5.0MT/Y ANNUAL CAPACITY



[6]For further information on Borouge's production performance and achievements, please refer to our Annual Report 2024.

[7]The Bonds, Loans & Sukuk Middle East Awards is an annual event that recognises and honours excellence in the capital markets, specifically focusing on the bond, loan, and sukuk (Islamic bond) sectors in the Middle East.

Since the launch of our original plant, Borouge 1, in 2001, we have regularly enhanced our capabilities through significant expansions—Borouge 1 Expansion, and the construction of Borouge 2, Borouge 3, and PP5. Looking ahead, we are set to further amplify our production capacity with the completion of Borouge 4, propelling our total output potential to 6.4 million tonnes per year—a remarkable 14-fold increase from our original production levels. Notably, the Borouge 4 project is already over 80% complete as of end of the reporting year.

Borouge 4 was honoured as the "Deal of the Year" at the 2024 Bonds, Loans & Sukuk Middle East Awards[7], highlighting its innovative financing and strategic importance in advancing our leadership within the polymer industry.

Borouge's growth goes beyond expansion and is evident in our 2024 operational achievements. We achieved a historic total production level of 5.2 million tonnes, marking a 6.12% increase in volume over the previous year. In addition to this, we have achieved record annual sales amounting to 5.3 million tonnes. This growth reflects our operational efficiency and adoption of industry-leading technologies, underscoring our commitment to meeting the strong demand for Borouge's differentiated products.

Borouge 2030 Strategy

To meet the evolving demands of the markets we serve, Borouge launched a strategic initiative to refine and enhance our operational focus with the Borouge 2030 (B2030) Strategy.

The B2030 strategy is built on three core pillars: Excellence, Growth, and Identity. These pillars are supported by nine key strategic themes designed to optimise our operational capabilities, strengthen our market position, and keep us at the forefront of the petrochemical industry.

Excellence

1

- HSE and Operational Excellence
- Innovation Excellence
- Commercial Excellence

Growth

2

- Growing Portfolio of Differentiating Solutions
- Growing Circular Economy Solutions
- Value Accretive Capacity Expansion Projects

Identity

3

- Strong and Cohesive Identity and Culture
- Corporate Citizenship and ESG Commitment
- Borouge Branding

As we progress towards the ambitions set out in our B2030 Strategy, the following achievements in 2024 highlight our progress:

Pillar	Strategic Theme	2024 Progress
Excellence	Health, Safety and Environment (HSE) and operational excellence	Developed an Asset Integrity and Process Safety (AIPS) Strategy. Implemented operational excellence initiatives focusing on production excellence, asset management excellence and technical excellence.
	Innovation & Commercial excellence	Provided premium differentiated solutions across some of the largest and fastest growing markets. Increased FY24 net profit by 24% to $1.24 billion, exceeding analyst expectations, and adjusted EBITDA increased 14% to $2.48 billion. Revenue rose 4% to $6 billion, while total costs improved by 2.1% to $4.1 billion.
	Artificial Intelligence and Digitisation	Harnessed artificial intelligence (AI), technology and digitalisation to drive efficiency, sustainability, and innovation across its operations, with a strong focus on initiatives that are creating value for shareholders. In 2024, the company delivered $573 million in value generation through these initiatives, exceeding its $550 million target announced last year.

Pillar	Strategic Theme	2024 Progress
Identity	Strong and cohesive identity and culture	Developed a Culture Programme
	Corporate citizenship and ESG commitment	Aligned with the TCFD framework, identifying transitional and physical climate-related risks and opportunities over the short, medium, and long-term. Included in the S&P LargeMidCap Scored and Screened Index for the first time in 2024. Ranked in the top 16th percentile among over 500 global chemical companies in the S&P rating, as of Q4 2024.
	Borouge branding	Hosted our Inaugural Investors Day, bringing together more than 150 esteemed investors and financial institutions from around the world. Showcasing Borouge's investment journey, we emphasised our strategic vision for long-term growth and market leadership.

Pillar	Strategic Theme	2024 Progress
Growth	Growing portfolio of differentiating solutions	Responded to the growing global demand for sustainable and durable products by launching nine innovative products across key sectors, including packaging, infrastructure, healthcare, and post-consumer recycling. Highest historical polyolefins sales volume, with YoY increase of 6.5%
	Growing circular economy solutions	Announced the signing of an AED 20 million agreement a leading UAE-based manufacturer, to supply 100% post-consumer recycled (PCR) polypropylene that will be used to produce customised pallets for Borouge's logistics operations. Extended network of recycling partners to 20+ across Borouge territories Significant growth of recyclates sales enabled through increased application development incorporating PCR polyolefin. Continued increase of mono material packaging and innovation and related business growth driven by the increasing demand of brand owners and value chain partners for easy to recycle packaging systems to reach their pledges on 100% recyclability.

Pillar	Strategic Theme	2024 Progress
		Further enhancement of fully recyclable PE laminate through incorporation of recyclable oxygen and moisture barrier features through launch of metallisable PE grades and delamination coating. Conducted a waste value chain study through collaboration with potential key partners across Borouge territories.
	Value accretive capacity expansion projects	Borouge 4 project aims to increase our production capacity to 6.4 million tonnes per year with overall project completion of above 80%. Expanded production capacity and technological capabilities through key projects, including EU2 and PE4/5. Delivered significant value through a series of high impact domestic and international growth projects (including Mergers and Acquisitions (M&As) and Joint Ventures (JVs)) Diversified our operational footprint and reinforced commercial presence in key markets.




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Chapter 2

The Sustainability Journey Continues

The Sustainability Journey Continues

Through our diverse portfolio, Borouge offers a wide range of solutions[8] that can significantly contribute to sustainability across various sectors. From advanced packaging solutions designed to reduce waste, durable materials that support circularity, to cutting-edge agricultural films that improve productivity and contribute to food security, along with our grade piping solutions that are used in reliable water and wastewater networks, our offerings are designed with a commitment to making a meaningful impact.

By integrating sustainability into our product design, Borouge is helping to addresses the growing demand for eco-friendly alternatives and empowers our customers to adopt practices that align with their own sustainability goals. Most of our products can play a supporting role in addressing global challenges such as climate change, food waste, access to clean water, energy transition, healthcare support, and waste management. In doing so, we actively contribute to and align with leading international sustainability agendas, including the UN SDGs[9].

Our Solutions	Addressing global challenges through our product portfolio	Aligning with the SDGs

Energy

Our energy solutions are used in numerous high-profile projects around the world. Our latest entry into the high-voltage submarine cable segment supports the world's electrification objectives by providing for reliable energy transportation from renewable power generation sources, such as offshore wind farms.

Driving Renewable and Reliable Energy Access

Meeting the world's increasing demands for electrification by enabling access to sustainable energy sources and efficient power transmission.



[8]For further information on our innovative solutions tailored for different industries, we invite you to explore our website at: Borouge Industry Solutions

[9]The UN SDGs are a collection of 17 global objectives established in 2015 by the United Nations General Assembly, aimed at ending poverty, protecting the planet, and ensuring prosperity for all by 2030. For further information, please visit THE 17 GOALS | Sustainable Development

Our Solutions	Addressing global challenges through our product portfolio	Aligning with the SDGs

Infrastructure

Our infrastructure solutions are used in many different industries, including water/gas distribution and transmission, sanitation, plumbing and heating, industrial and energy, supporting the health and safety of communities worldwide.

Reliable and durable pipe solutions are vital in helping to significantly reduce water losses, save energy, and better serve communities and industries, thereby enhancing sustainability.

Furthermore, they are used to transport and distribute clean water and gas through safer, lighter, longer lasting, and more efficient pipe networks with lower CO2 emissions over their lifetime.

Clean Water Distribution and Sanitation

Access to clean drinking water and sanitation with sustainable pipe materials, ensuring safe, durable, and efficient access to our most vital resource.





Mobility

Our mobility innovations support the transition to Electric Vehicles (EVs) and can make vehicle lighter, safer, and more efficient.

Beyond materials, our true focus is moving people and the industry forward, in a sustainable way.

Green Transportation

Strong and lightweight materials improve vehicle fuel efficiency, reduce CO2 emissions, and support the development of EVs.





Our Solutions	Addressing global challenges through our product portfolio	Aligning with the SDGs

Advanced Packaging

Consistency, long shelf life and material advantages are proven benefits of our packaging solution portfolio. We also seek to have our products arrive fresh and flavourful upon arrival, contributing to the reduction of food waste and the enhancement of overall food availability. The recyclable mono-material solutions provided by Borouge help enable circularity and support a waste-free environment.

Food Safety and Protection

Enhanced food protection and safety across the value chain.



Agriculture

When we deliver our agriculture solutions, we consider more than greenhouses. We aim to address challenges faced by farmers and their expanding businesses, and the communities they nourish. We collaborate with many value chain stakeholders including universities, Research and Development (R&D) companies, government agencies and progressive commercial farmers to promote our innovative solutions that contribute to food security. Our agriculture solutions are designed to protect and cultivate crops under optimal conditions throughout the year, resulting in healthier and increased crop yields.

Sustainable Food Supply

Improving crop yield for enhanced food security and greater economic self-sufficiency of farming communities.



Our Solutions	Addressing global challenges through our product portfolio	Aligning with the SDGs

Healthcare

Our healthcare solutions are designed to comply with applicable global regulations, providing peace of mind to the healthcare industry. These solutions are used daily to save, enhance, and protect lives.

Safe Medical Devices

Improved healthcare with a new generation of materials for safer, more convenient, and affordable medical equipment.



Our commitment to sustainability goes beyond Borouge's product portfolio and is ingrained in our internal operations. We embrace shared sustainability principles that help to guide both our product development and daily practices, reinforcing our commitment to lead with integrity and responsibility. We strive to implement effective internal waste and water management practices and embrace circular economy initiatives[10]. Borouge also seeks to fosters a culture that promotes responsible growth and innovation. Equally important is our dedication to the health and safety of our employees and customers and product stewardship. These components, combined with our pursuit of innovation and technology, and applying ethical governance practices, better prepare us to adapt dynamically and responsibly, and meet the ever-growing customer demand both within and beyond the UAE.

Through this holistic approach, we continue our sustainability journey within our own operations, determined to lead by example.

Borouge's Commitment to Sustainability

Borouge recognises its role in the industry and its capacity to influence sustainability practices across the value chain. To exercise this, we strive to adhere to our Sustainability Policy, which guides our internal operations and is founded on three main pillars, as outlined below.

People – Social Responsibility

- Pursuing a goal of no harm to people and society.
- Contributing to solutions that deliver a positive and sustainable impact on people's lives.
- Promoting the health and welfare of our people and the communities where we operate.
- Building diverse and multicultural human capabilities and creating opportunities for individual growth.
- Fostering mutually beneficial partnerships and social initiatives within the industry and society.
- Respecting and conforming to relevant social, cultural, legal, and ethical aspects of society.

[10]For further information on our contribution to circular economy, please refer to the 'Embracing Circular Economy' sub-section.

Planet – Environmental Stewardship

- Addressing global challenges, such as climate change, water, food, energy, healthcare, and waste, with innovative solutions.
- Minimising discharges, waste, and emissions, safeguarding biodiversity, enhancing energy performance, and optimising the use of natural resources.
- Ensuring that energy performance improvements are considered throughout the duration of the intended lifecycle of our assets.
- Optimising the positive health, safety, environmental, energy and societal impacts of our polymers throughout their lifecycle.

Profit – Economic Growth

- Maximising shareholders' return throughout the value chain.
- Enhancing the reputation of Borouge and the image of the polymer industry.
- Ensuring that the design, operational and technical integrity of our assets are sustained throughout their lifecycle.
- Strengthening organisational resilience through the application of effective risk management, security and emergency preparedness, and business continuity practices.
- Advancing the development of local downstream industries, and science and engineering capabilities.
- Optimising responsible global procurement and supply chain opportunities.

Engaging with our Stakeholders

We adopt a holistic approach to stakeholder engagement, guided by our Stakeholder Engagement Manual. This approach encompasses the individuals and groups with a direct or indirect interest in Borouge, as well as those who can influence or be impacted by our activities.

Recognising that our operations are of interest to a diverse array of stakeholders, we have identified and mapped our stakeholders into eight groups: employees, shareholders, customers, suppliers and contractors, communities regulatory bodies, NGOs and industry partners, and influencers. We have developed various pathways and targeted mechanisms for engagement, each tailored to address the distinct needs of each stakeholder group. These include open dialogues, feedback channels, satisfaction surveys, participatory initiatives, collaborative partnerships, and more. The frequency of such engagements ranges from daily interactions and periodic meetings to annual reviews, depending on the stakeholder group and context.

Stakeholder Category

Internal Stakeholders

Means of Engagement with Stakeholder Group

Employees

- Internal communications (intranet, newsletters, emails, Microsoft Teams, and Viva Engage)
- Townhalls
- Employee Engagement Surveys
- Corporate and department events and activities
- Meetings with line managers for performance appraisals
- Borouge Sustainability Meera GPT[11]

[11]Meera GPT's is a sustainability AI-powered tool designed to assist ADNOC employees in accessing information from Borouge's Sustainability Report. For further information on our Sustainability Meera GPT, please refer to the 'Innovation for Excellence' sub-section.

Stakeholder Category

External Stakeholders

Means of Engagement with Stakeholder Group

Shareholders

- Earnings presentations and press releases
- Ad-hoc press releases on key achievements
- Regular meetings and conferences with Investor Relations and senior management
- Annual General Meetings
- Non-deal roadshows
- Corporate website
- Investors Day

Customers

- Regular customer visits and contacts by sales and marketing employees (in-person or virtual)
- Customer data recorded via salesforce (customised Customer Relationship Management (CRM) platform))
- Participation in fairs and industry-related events

Suppliers and Contractors

- Site visits
- Industry events and talks
- Screening and assessments
- Joint projects
- Communications through 'Borouge Ariba' system[12] for technical and commercial clarifications
- Workers Protection Standard
- Third Party Code of Conduct

Communities

- Polymers on the Move (POTM) Education Programme
- Borouge Without Borders Volunteering Programme
- Public events, roadshows, and activities in local communities and schools
- Community outreach programmes
- Corporate website

Regulatory Bodies

- Regular meetings and reports submission
- Compliance assessments and audits
- Licensing and permitting processes

NGOs and Industry Partners

- Partnerships for joint initiatives and collaborations on sustainability programmes such as RECAPP
- Research and development projects
- Knowledge-sharing workshops, seminars, and conferences

Influencers: Media and Rating Agencies

- Press releases and media interviews
- Direct engagement through media briefings and updates
- Social media campaigns and monitoring
- Participation in industry ratings such as the S&P Global Rating

[12]SAP Ariba is an intelligent cloud-based management software for sourcing and procurement.

Empowering our Sustainability Journey through Stakeholder Engagement

We are keen to adapt and refine our sustainability initiatives and targets in alignment with the evolving expectations and needs of our stakeholders. As a testament to this commitment, we have established a dedicated section[13] in this report to invite and encourage stakeholder feedback. This section serves as a deliberate and transparent effort to make our sustainability efforts not just internally driven but also influenced and informed by the valuable perspectives of our diverse stakeholder groups.

Moreover, to further align our commitment to stakeholder engagement with our pursuit of sustainability, we take into account our internal and external stakeholders' views in the ESG materiality assessment and annual refresh exercises we conduct.

We consider effective stakeholder engagement as an ongoing process that requires commitment, transparency, and accountability. Therefore, Borouge is committed to strengthening these connections, fostering shared values, mutual respect, and aligned visions.

ESG Materiality Assessment and Validation

To stay aligned with evolving industry trends and stakeholder expectations, Borouge conducted a materiality refresh in 2024. This structured approach helps us to periodically assess and refine our ESG material topics[14], to reflect the most current priorities and emerging opportunities.

Our recent materiality validation exercise conducted this year mapped our priorities against SASB Chemical sector disclosure topics . The outcome of this exercise confirmed that all SASB disclosure requirements are already integrated within our material topics.

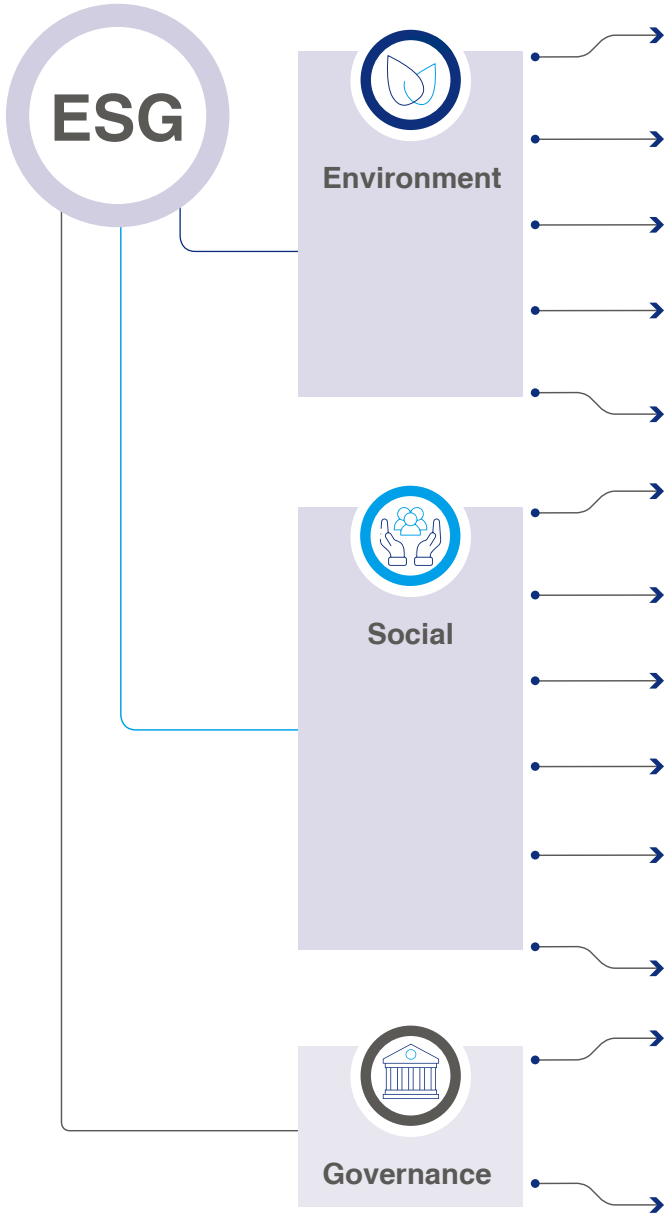
To drive a focused approach, we have also strategically reassessed our 16 material topics identified as priorities last year and grouped similar topics into broader, high-level categories where applicable. As a result of this refinement, the original 16 topics have been streamlined to 13, offering a more focused set of themes that we believe capture our core sustainability impact areas. The final list of the validated material topics was presented and approved by Borouge's Sustainability Committee.

In this report, we disclose our progress and performance on these material topics, providing a clear view of our commitment to addressing these priorities.



[13]For more information, please refer to the About this Report section, under Feedback and Contact Details, where you will find the respective contact email address to reach us.

[14]For further information on SASB chemical disclosure topics, please visit: Chemical Disclosure Topics- SASB.



Climate Change	Further information on how Borouge manages topic can be found under the ‘Combatting Climate Change’ section
Recycling and Circular Economy	Further information on how Borouge manages topic can be found under the ‘Embracing Circular Economy’ section
Waste Management	Further information on how Borouge manages topic can be found under the ‘Waste Handling’ sub-section
Water Consumption	Further information on how Borouge manages topic can be found under the ‘Water Stewardship’ sub-section
Environmental Compliance	Further information on how Borouge manages topic can be found under the ‘Our Environmental Aspirations’ section
Product Quality, Stewardship and Safety	Further information on how Borouge manages topic can be found under the ‘Product Stewardship’ section
Human Rights and Worker Protection	Further information on how Borouge manages topic can be found under the ‘Empowered Workforce’ section
Employee Health, Safety and Hygiene	Further information on how Borouge manages topic can be found under the ‘Health and Safety Culture’ section
Process Safety	Further information on how Borouge manages topic can be found under the ‘Quality Assurance’ section
Diversity and Inclusion	Further information on how Borouge manages topic can be found under the ‘Empowered Workforce’ section
Corporate Social Responsibility	Further information on how Borouge manages topic can be found under the ‘Prosperous Communities’ section
Business Ethics and Governance	Further information on how Borouge manages topic can be found under the ‘Ethical and Transparent Business’ and ‘Governance as a Keystone at Borouge’ sections
Business Continuity and Risk Management	Further information on how Borouge manages topic can be found under the ‘Strategic Risk Management’ section

As we move forward, Borouge aims to refine our materiality assessment to stay aligned with evolving leading reporting frameworks and standards, acknowledging the dynamic nature of sustainability and our commitment to it. This commitment helps our sustainability endeavours consistently resonate with and meet our stakeholders' expectations.

Embedding Wider Sustainability Agendas

We strive to contribute to both national and global sustainability agendas. As such, we are steadfast in our commitment to align our ambitions more closely with national commitments, while also supporting the global commitments outlined in the UN SDGs.



Chapter 3

Leading with Integrity

Leading with Integrity

Borouge leverages its innovation capabilities and diverse product portfolio to support its efforts to drive financial performance, maximise shareholder returns, and maintain a competitive edge in the industry. Through robust governance rooted in transparency, accountability, and ethical practices, we build stakeholder trust while actively managing risks and addressing impacts on stakeholders, the environment, and the communities we serve.

Borouge's Sustainability Pillars	Material Topics	Contribution to National Mandates in the UAE
Planet – Environmental Stewardship	Climate Change Recycling and Circular Economy Waste Management Water Consumption Environmental Compliance	• Environment Vision 2030 • UAE Net Zero 2050 • UAE Energy Strategy 2050 • The UAE's Green Agenda – 2030 • National Climate Change Plan of the UAE 2017–2050 • The National Framework for Sustainable Development

Borouge's Sustainability Pillars	Material Topics	Contribution to National Mandates in the UAE
People – Social Responsibility	Product Quality, Stewardship and Safety Human Rights and Worker Protection Employee Health, Safety and Hygiene Process Safety Diversity and Inclusion Corporate Social Responsibility	• The National Employment Strategy 2031 • National Strategy for Advanced Innovation • The UAE's Fourth Industrial Revolution (4IR) Strategy • 'We the UAE 2031' vision • The Fifty-Year Charter • UAE Centennial 2071

Borouge's Sustainability Pillars	Material Topics	Contribution to National Mandates in the UAE
Profit – Economic Growth	Business Ethics and Governance Business Continuity and Risk Management	• Abu Dhabi Economic Vision (2030) • The UAE's Fourth Industrial Revolution (4IR) Strategy • The Fifty-Year Charter • 'We the UAE 2031' vision • UAE Centennial 2071

We map our governance and economic practices to our sustainability pillars and material topics, aligning with globally recognised frameworks such as GRI, TCFD and SASB, as well as ADX requirements. We also align them with national and international agendas, including the Abu Dhabi Vision 2030 and the UN SDGs.



Our Sustainability Pillar[15]	
Profit: Economic Growth	
Material Topics Covered[16]	
Business Ethics and Governance	Business Continuity and Risk Management
Applicable Sustainability Standards and Agendas[17]	
Priority: Economic Development	
GRI 201: Economic Performance 2016	GRI 202: Market Presence 2016
GRI 203: Indirect Economic Impacts 2016	GRI 205: Anti-corruption 2016
GRI 206: Anti-competitive Behaviour 2016	GRI 207: Tax 2019
E8. Environmental Oversight	E9. Environmental Oversight
E10. Climate Risk Mitigation	S1. CEO Pay Ratio
G1. Board Diversity	G2. Board Independence
G3. Incentivized Pay	G5. Ethics and Prevention of Corruption
G6. Data Privacy	
Management of the Legal & Regulatory Environment	
Governance Pillar	Risk Management Pillar

[15]The sustainability pillar highlighted here represents the key focus area addressed within the content of this chapter. For a comprehensive overview of our three sustainability pillars, please refer to the 'Borouge's Commitment to Sustainability' subsection.

[16]The material topics listed here represent the key sustainability issues tackled in this chapter. For a comprehensive overview of our exhaustive list of our ESG material topics, please refer to the 'Materiality Assessment and Validation' subsection.

[17]The sustainability standards outlined in this table represent those that are mapped to the content of this chapter. For a comprehensive overview of all applicable sustainability standards, please refer to the Appendix section.

Resilient Growth and Economic Value

We are a global leader in the petrochemicals sector, driving innovation and delivering advanced polyolefin solutions across industries such as infrastructure, energy, mobility, healthcare, agriculture, and advanced packaging in over 86 countries. We drive economic growth in the regions where we operate by generating employment opportunities and fostering strategic partnerships with local suppliers.

In 2024, Borouge continued to make significant progress in its economic performance. Key highlights are illustrated below, with further details and insights provided in the subsequent pages of this section.



Revenue:
$6,026 million

Sales Volume[18]:
5,336 kt

Net Profit:
$1,240 million

Adjusted EBITDA[19]:
$2,477 million.
EBITDA climbed 14% year-on-year. Borouge continued to deliver profitability metrics that are significantly superior to global industry peers, with an EBITDA margin of 41% for full-year 2024.

The Net Debt to EBITDA ratio stood at a healthy **1.1x** as of 31 December 2024. Prudent debt management and deleveraging remain a core focus, with over $1 billion in debt repaid since the IPO, including $200 million repaid this year.

Cash Conversion:
93%

Sustained a stable annual dividend distribution of
$1.3 billion



[18]PE, PP and ethylene sales (including Borealis volumes).
[19]defined as EBITDA plus adjustments on foreign exchange gain or loss and impairment loss on Property, Plant and Equipment.

Our Economic Performance

We delivered outstanding 2024 financial results, achieving a 24% year-on-year increase in net profit to $1.24 billion, driven by record production and sales volumes. We are driving growth and outperforming the industry through high productivity, a strong international marketing network and leveraging world-class technology to innovate and provide products that respond to evolving customer demand.

We continued to deliver profitability metrics that are significantly superior to global industry peers, with an EBITDA margin of 41% for full-year 2024. EBITDA climbed 14% year-on-year to $2.48 billion, driven by a 4% year-on-year revenue increase to $6 billion.
Through a focus on operational excellence, we successfully delivered record production of 5.2 million tonnes, driven by exceptional utilisation rates of 110% for polyethylene and 98% for polypropylene. Sales volumes reached their highest ever level of 5.3 million tonnes, supported by strategic positioning in high-growth markets across Asia, Middle East and Africa and strong customer relationships.

Borouge's Financial Strength Underpins Consistent Dividend Payout

Borouge's outstanding performance and growth trajectory, together with strong cash generation and a robust liquidity position, continue to provide solid financial fundamentals. In this context, we have reaffirmed our intention to distribute a final dividend of 7.94 fils per share in April 2025, bringing the total full-year 2024 dividend payout to $1.3 billion. We are pleased to announce our intention to maintain a $1.3 billion dividend for the 2025 financial year, representing a 6.3% current dividend yield. As we enter a period of accelerated growth, the company remains fully committed to generating attractive shareholder returns in the years ahead.

At the Annual General Meeting in 2024, Borouge 4 was highlighted as a flagship mega-growth project, poised to contribute an impressive $1.5 - $1.9 billion in annual revenue following the plant's contribution and full production ramp-up.



Borouge Investors Day[20]

Borouge hosted our Inaugural Investors Day, bringing together more than 150 esteemed investors and financial institutions from around the world. Showcasing Borouge's investment journey and financial performance, we emphasised our strategic vision for long-term growth and market leadership.

The agenda featured presentations from Borouge's executive leadership, highlighting the company's strategic vision, innovation excellence, robust financial performance, and industry-leading operations. Key sessions included sustainability initiatives, product innovation, and advancements in Artificial Intelligence (AI) and digital transformation.

The event also featured insightful management presentations, a panel discussion with key speakers, and a tour of the Borouge Innovation Centre, showcasing the company's latest innovative products and solutions, while demonstrating our strong operational performance.

Tax Accountability

Borouge acknowledges the critical importance of tax accountability and transparency. We are committed to adhering to the highest standards of tax governance to effectively manage our performance and tax obligations across the regions where we operate. The key principles guiding our approach to achieving this mission are outlined below:

Compliance with Tax Laws

- We are committed to complying with all relevant tax laws and regulations in the jurisdictions where we operate.
- We engage in tax planning to optimise tax efficiency, ensuring alignment with the Group's commercial and economic activities.
- The Tax department monitors changes in tax laws and regulations. We also conduct reviews of Borouge's business models and key projects to uphold tax compliance.

Relationship with Tax Authorities

- We maintain an open, cooperative relationship with the tax authorities in the jurisdictions where we operate.
- Regular reviews and self-assessments of our tax filing positions helps us make accurate and timely disclosures to the relevant tax authorities.
- In the event of a potential tax dispute, we engage proactively with tax authorities to resolve the matter amicably and reduce any exposure. If necessary, we seek Management Board approval before proceeding with tax litigation. Borouge also explores available incentives or relief to minimise tax costs.

Governance Structure for Managing Tax Risks

- The Management Board is regularly updated on Borouge's tax governance strategy.
- The CEO, CFO, and/or appointed delegates oversee Borouge's tax affairs, ensuring timely, accurate, and complete tax filings, and ensuring all taxes due are paid.
- We have a robust system of risk management and internal controls in place to identify, assess, and manage tax risks, guaranteeing the accuracy of tax reporting.
- Our in-house tax team is fully equipped to manage compliance matters. Where necessary, we consult with external advisors on complex issues.
- Significant tax matters that exceed reporting thresholds are escalated to the Management Board for review.

[20]For further information on Borouge Investors Day 2024, please visit https: //www.borouge.com/en/investor-relations/Pages/Investors_Day.aspx

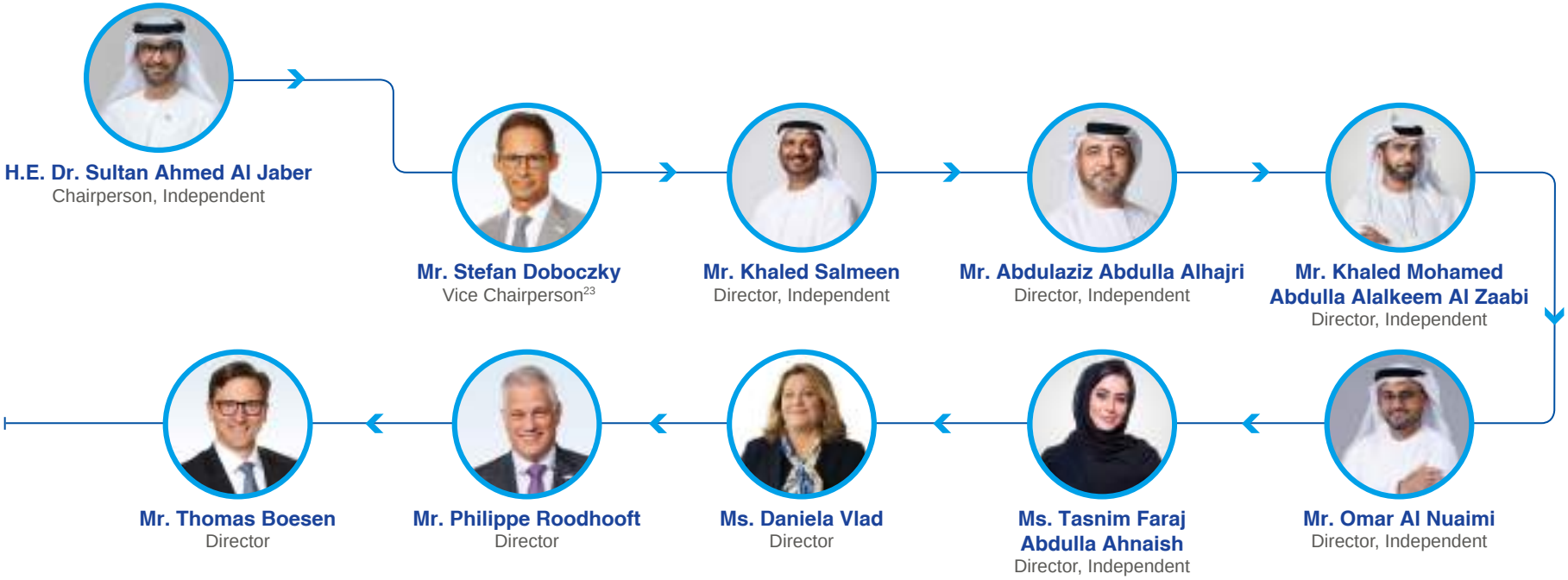
Governance as a Keystone at Borouge

Our operations are guided by the Group Management and Governance Policy[21], which serves as the foundation for informed decision-making across the organisation. To uphold the highest standards of corporate governance, we conduct regular reviews and updates of our policies and procedures, to support alignment with evolving governance best practices and industry standards.

Board of Directors

Borouge's Board consists of ten[22] non-executive members, including six independent directors, who oversee the effective implementation of governance procedures across all levels of the organisation. Notably, the Chair of the Borouge Board cannot also serve as the CEO, ensuring a clear distinction between leadership roles to promote strong governance.

Sustainability is a standing agenda item in Board meetings, with climate-related topics being a key focus. These discussions are aligned with the organisation's performance metrics and include updates on annual and long-term targets, such as the progress of decarbonisation projects and reductions in absolute GHG emissions.



[21]This policy outlines the management framework for the Group, including provisions for board composition, such as ensuring at least one female director, and the procedures for exercising Borouge's rights as a shareholder in PTE. It also defines the processes for appointing, removing, and replacing seven of PTE's directors.

[22]While the Board operated with ten members throughout the year, an additional 11th director was appointed post-year-end, aligning the composition with the required structure.

[23]Mr. Thomas Gangl is former member of the BoD and was a member until 30 June 2024.

Board Composition

Male
8

Female
2

Shareholder-Affiliated Board Members
4

Independent Board Members
6

UAE Nationals
6

Non-UAE Nationals
4

Average Tenure of the BoD: Borouge's Articles of Association mandate that each director serves a fixed three-year term. Upon completion, directors may be re-elected for one or more successive terms, extending their tenure beyond the initial period.

Board Diversity

Borouge's Group Management and Governance Policy mandates at least one female director, and in 2024, our Board exceeded this requirement with two female members, demonstrating compliance with SCA Corporate Governance Rules.

Board Committees

The Board has established three permanent committees, to support effective oversight and provide strategic guidance, as outlined below. The Board retains the flexibility to form additional committees as needed, in line with the Articles of Association. To maintain independence and strong governance, the Chairperson of the Board does not serve as a member of the Audit Committee or the Nomination and Remuneration Committee. All three Board committees are chaired by male Board members. In addition to this, two of Borouge's three Board committees include female representation, reinforcing Borouge's commitment to diversity and inclusive leadership.

The following table outlines Borouge's committees and highlights the key responsibilities assigned to each.



Committee	Key Responsibilities
Audit	• Assists the Board with financial reporting, external and internal audits, and controls • Reviews and monitors the integrity of financial statements • Oversees and evaluates the extent of non-audit work by external auditors • Advises on the appointment of external auditors and oversees the relationship • Reviews the effectiveness of the external audit process, and internal control review function
Nomination and Remuneration	• Assists the Board in setting and overseeing nomination and remuneration policies for the Board, committees, and senior management • Evaluates the balance of skills, knowledge, and experience within the Board and committees • Monitors the independent status of independent Directors
Executive Committee	• Assists the Board with responsibilities related to the Company's commercial performance • Approves related party transactions (excluding specific exceptions) • Manages decisions on finance, budgeting, procurement, investment, and business continuity policies • Reviews reports on business operations and complies with the Group's information-sharing protocol



Executive Management

Borouge's Executive Management team consists of four members. They oversee the company's day-to-day operations ensuring efficiency, profitability, and alignment with the company's vision and mission. The team facilitates communication with the Board, presenting data and making recommendations on key matters.

Additionally, they advise the Board on strategic planning, including revenue growth and profitability strategies, while evaluating the company's alignment with both short- and long-term objectives. A key responsibility of the Executive Management team is to uphold overall accountability for sustainability within Borouge, aligning activities with our long-term goals, values, and commitment to sustainable development. Moreover, performance evaluations consider ESG metrics to reinforce accountability and alignment with our sustainability goals.





Hazeem Sultan Al Suwaidi
Chief Executive Officer



Jan-Martin Nufer
Chief Financial Officer



Rainer Hoefling
Chief Marketing Officer



Dr. Hasan Karam
Chief Operating Officer

Borouge PLC's Corporate Performance Committee: Driving Excellence Through Alignment and Accountability

Borouge PLC's Corporate Performance Committee was established to align corporate KPIs across the organisation, ensuring cohesion from the corporate level down to individual employees. The committee's mandate is to bridge existing performance gaps and adopt best practices by fostering a performance-oriented culture that drives sustainable excellence. The scorecard we use is structured around our three core pillars:

1 Sustainability

2 People

3 Profitability

highlighting our commitment to balanced and responsible growth.

2024 Initiatives

1. Regular monitoring and analysis of the Borouge PLC Corporate Performance Scorecard to drive the company performance expectations.
2. A thorough evaluation of corporate-level performance objectives to confirm they are ambitious, realistic, and aligned with strategic goals.
3. Detailed reviews of Year-to-Date (YTD) performance, enabling the committee to identify trends and areas requiring attention.
4. Swift action to address underperformance, with timely escalation to Borouge Business Partners, KPI owners, and function heads, ensuring corrective and preventive measures are promptly implemented.
5. Regular forecasting and simulations to predict year-end scores, allowing for early intervention if required.
6. Engaging in discussions with shareholders to justify underperforming KPIs, ensuring full alignment and transparency.

Governing Sustainability

Borouge has established a sustainability governance framework, led by our CEO to reinforce sustainability as a top priority. Sustainability is featured as an agenda item in our board meetings. Borouge Sustainability Policy[24] serves as a roadmap, guiding our efforts and ensuring alignment across the organisation. Additionally, Borouge actively engages with internal and external stakeholders[25], fostering trust, gathering valuable feedback, and uncovering new opportunities for impactful sustainability initiatives.

Borouge seeks to advances sustainability in a structured and effective manner by establishing several cross-functional committees, each focused on key areas that align with our sustainability goals. Their collaborative efforts drive initiatives that promote sustainability across Borouge, including innovation, corporate performance, gender balance, and digital transformation.

1 **Sustainability Committee[26]**
31% women composition

2 **Gender Balance Committee[27]**
74% women composition

3 **Youth Committee[28]**
32% women composition

4 **Culture Renovation Committee[29]**
27% women composition

5 **AIDT Committee[30]**
23% women composition

6 **Corporate Performance Committee[31]**
27.3% women composition

7 **HSE Headquarters Committee[32]**
38% women composition

Borouge's Sustainability Committee

Borouge's Sustainability Committee is dedicated to integrating sustainability and circular economy principles into our operations. It plays a key role in setting objectives, targets, and KPIs while overseeing carbon management and circular economy initiatives. The committee consists of nine members, operates under the sponsorship of the CEO and is chaired by the VP of Sustainability, with the Sustainability Manager serving as its secretary.

The table below highlights the diverse roles of the Sustainability Committee, encompassing key areas such as strategic planning, organisational transformation, execution of sustainability agendas, awareness-building and reporting, as well as the monitoring and evaluation of progress.

[24]For further information on Borouge Sustainability Policy, please visit: https://www.borouge.com/en/sustainability/Documents/Policy%20Documents/220112%20Borouge%20Sustainability%20Policy.pdf
[25]For further information on our approach to stakeholder engagement, please refer to the 'Engaging with our Stakeholders' sub-section.
[26]This policy outlines the management framework for the Group, including provisions for board composition, such as ensuring at least one female director, and the procedures for e
[27]For further information on Borouge's Gender Balance Committee, please refer to the 'Gender Balance' subsection.
[28]For further information on Borouge's Youth Committee, please refer to the 'Empowering Youth' subsection.
[29]For further information on Borouge's Culture Renovation Committee, please refer to 'Borouge's Culture Renovation Journey' sub-section.
[30]For further information on Borouge's AIDT Committee, please refer to 'Digitalization & AI: Enablers of Differentiation and Growth at Borouge' sub-section
[31]For further information on Borouge's Corporate Performance Committee, please refer to the 'Governance as a Keystone at Borouge' section.
[32]For further information on Borouge's HSE HQ Committee, please refer to 'Borouge's HSE Excellence Journey' sub-section.

Strategic Planning and Approval

- Recommending the long-term sustainability roadmap and annual ESG targets.
- Ensuring alignment with the Delegation of Authority (DoA) for necessary approvals.



Organisational Transformation

- Discussing key organisational aspects related to transformational changes required for an effective execution of the Sustainability Strategy.

Agenda Execution and Oversight

- Driving and monitoring the implementation of Borouge's sustainability agenda. This includes flagship programmes such as:
  - Major sustainability-related projects (such as Project STOP[33])
  - Energy efficiency and climate initiatives
  - Circularity efforts
  - Value chain and logistics enhancements
  - Diversity and inclusion plans

Progress Monitoring

- Tracking project milestones and following up on actions agreed upon in previous committee meetings to drive consistent progress.

Awareness and Reporting

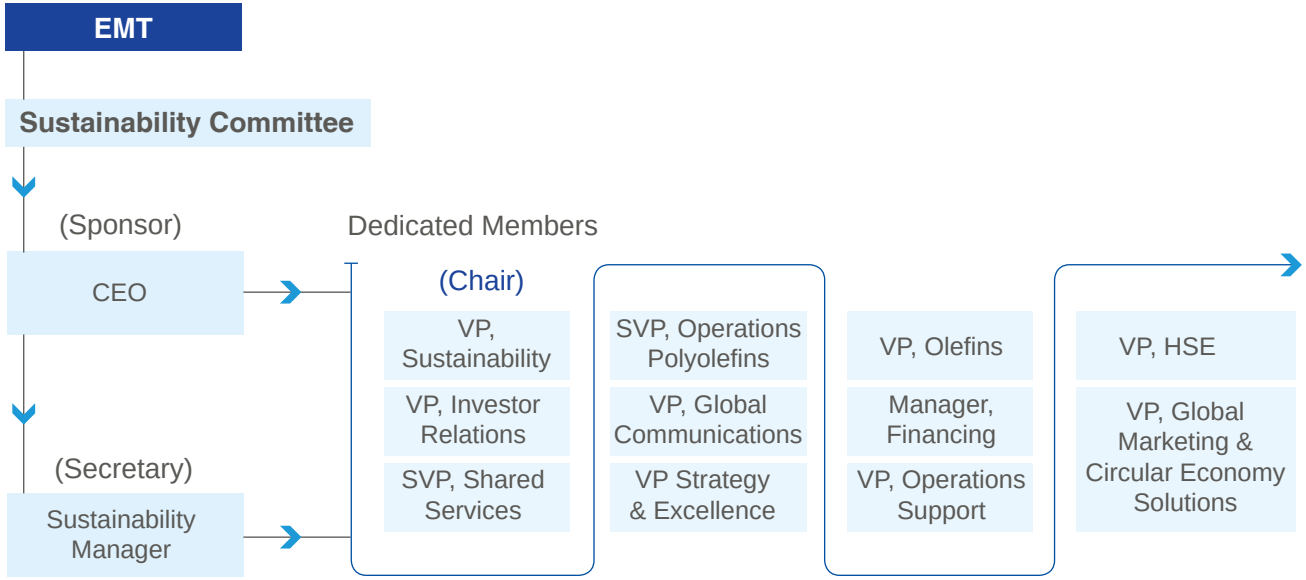
- Promoting sustainability awareness across all organisational levels to embed a culture of environmental and social responsibility.
- Endorsing the Annual Sustainability Report to reflect corporate goals and meet stakeholder expectations.

Structure and Strategic Oversight

The committee's diverse membership includes VPs from various organisational functions, reflecting our holistic approach to sustainability. The VP of Sustainability and HSE both report directly to the CEO, highlighting the strategic importance of sustainability within Borouge.

Dedicated working groups, which report directly to the committee, execute the strategies and initiatives defined by the committee. These groups focus on critical topics such as decarbonisation, circular economy, diversity and inclusion, employee welfare, ESG ratings and reporting, and ensuring a focused and coordinated approach to driving sustainable progress across Borouge.

[33]For further information on Borouge's contributions to Project Stop, please refer to the 'Embracing Circular Economy' sub-section.





Achievements and Progress

Since its establishment in 2023, Borouge's Sustainability Committee has driven significant advancements and made impactful changes in 2024. The following graphic highlights the key sustainability themes addressed by the committee during this year.



Audit and Assurance

The Audit and Assurance Function (A&AF) is an independent function that provides Internal Audit Services to help Borouge achieve its objectives. This is achieved by evaluating and improving risk management, internal controls, and governance processes. The function operates with a value-driven philosophy aimed at enhancing company operations.

A&AF has access to all company records, documents, systems, properties, and personnel, as authorised by the Audit Committee. It is designed to comply with the Abu Dhabi Accountability Authority (ADAA) rules and the International Professional Practices Framework (IPPF) set by The Institute of Internal Auditors (IIA).

Borouge recognises the vital role of audit and assurance in ensuring strong governance, including sustainability governance. By providing independent oversight, A&AF helps enhance decision-making, mitigates risks, and brings continued improvement, ultimately building stakeholder trust and supporting long-term, sustainable value.

Extended Assurance

To address the evolving business environment and deliver robust assurance to the Board, Borouge's A&AF has implemented an Extended Assurance Model. This model is designed to enhance efficiency and provides coverage across the audit spectrum, focusing on the following objectives:

- Ensuring efficient and effective utilisation of resources
- Integrating audit planning and execution for greater synergy
- Aligning methodologies to boost efficiency and value for the organisation
- Avoiding scope overlap to improve clarity and focus
- Addressing emerging risks proactively
- Minimising business disruptions without compromising audit scope
- Achieving cost savings and added value through enhanced efficiency



The model is designed to provide in-depth coverage of the audit scope through the six focused areas including Strategic, Financial, IT, Operational, Standard & Regulatory Compliance and Monitoring & Reporting. On top of that, it also integrates our sustainability pillars—planet, People, Profit - to strengthen Borouge's resilience, efficiency, and future readiness. It emphasises critical aspects such as:

- Human rights and working conditions
- Ethics and governance
- Environmental stewardship and energy management
- Product responsibility and security of assets and people
- Financial success and resilience

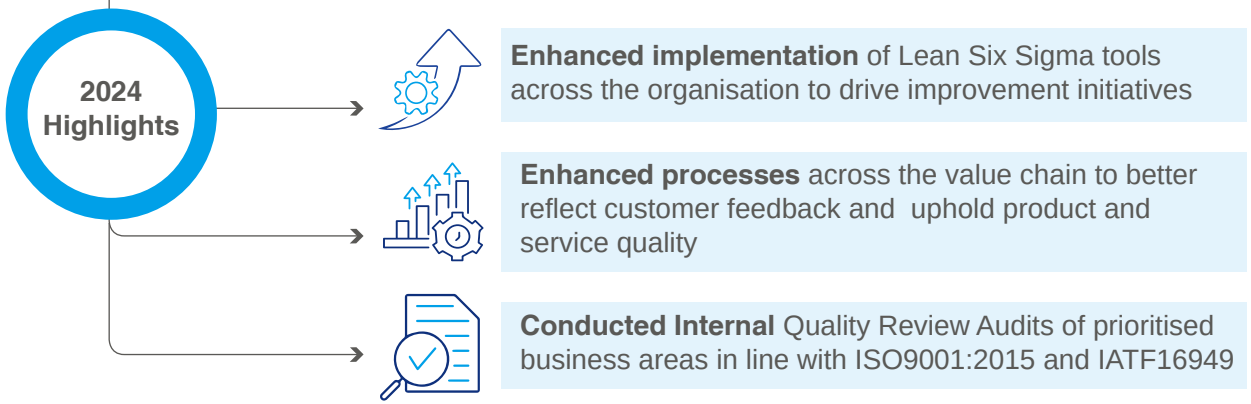
The A&AF extends its services beyond internal audits to facilitate external audits, specialised reviews, and certifications. These include:

- Integrated Management System audits (ISO 9001, ISO 45001, RC® 14001)
- Energy Management System audits (ISO 50001)
- Quality Management System audits for Automotive Industries (IATF 16949)
- Gap assessments against applicable management system standards
- Audits for Borouge Workers Protection Standards
- Customer audits against responsible sourcing requirements
- Reviews addressing unethical acts or behaviours

By applying the Extended Assurance Model throughout audit planning, execution, and reporting, the A&AF helps Borouge stay aligned with its goals of operational excellence, risk management, and sustainable growth.

Quality Assurance and Systems

In 2024, Borouge continued to make strides in driving our quality management and assurance efforts. Key highlights are illustrated below, with further details and insights provided in the subsequent pages of this section.



The Borouge Process House is currently undergoing a revamp to incorporate the latest organisational changes. Additionally, the process documentation is being updated to maintain compliance with ISO 9001:2015 standards

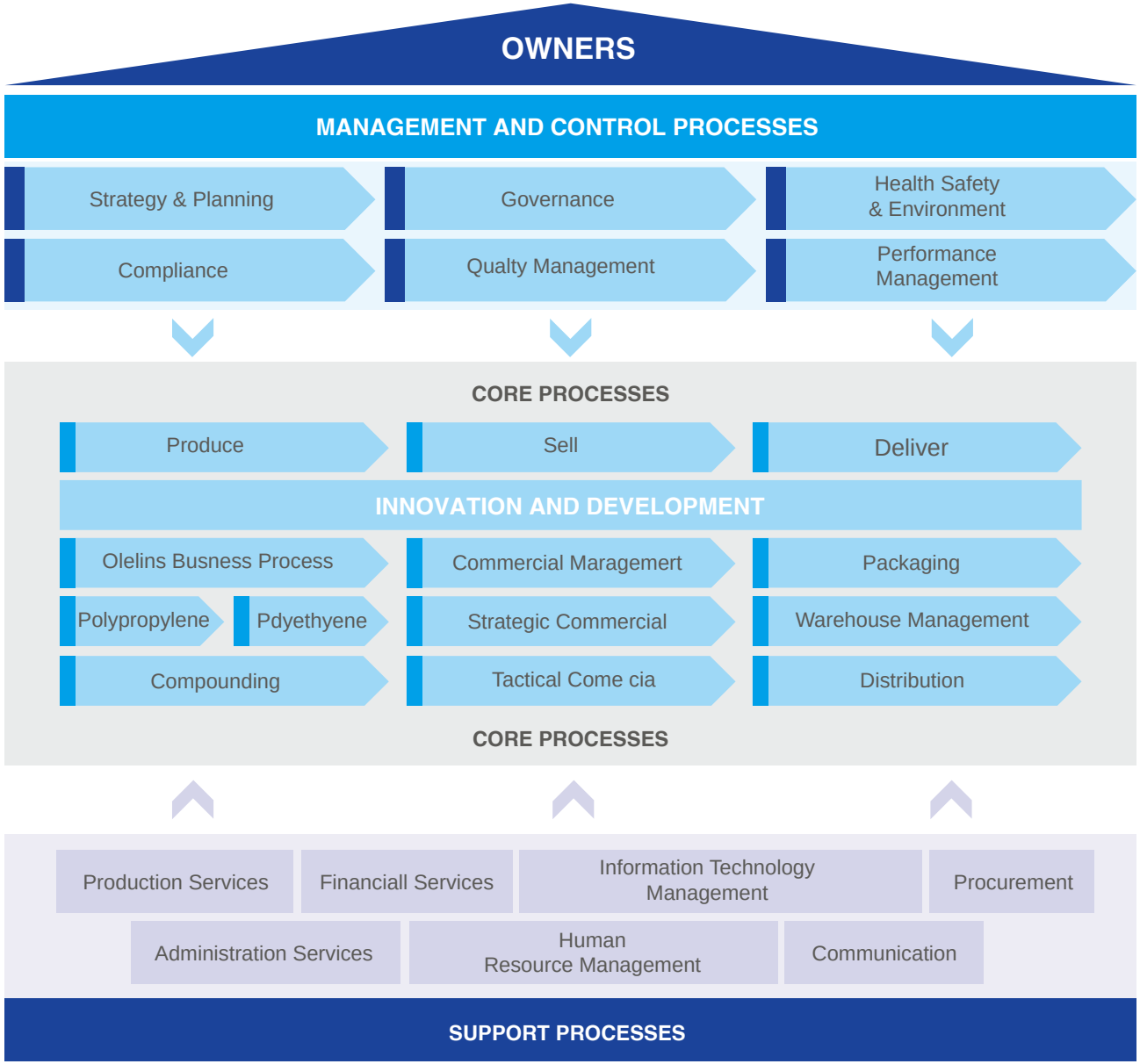
Enhanced implementation of Lean Six Sigma tools across the organisation to drive improvement initiatives

Enhanced processes across the value chain to better reflect customer feedback and uphold product and service quality

Conducted Internal Quality Review Audits of prioritised business areas in line with ISO9001:2015 and IATF16949

Our Quality Policy guides us in building successful businesses that can maximise benefits for all stakeholders. To support this policy, we implemented the Process House framework, an integrated system that defines ownership, responsibilities, and accountabilities across key business areas. This framework, shown below, highlights the interconnected nature of our operations and promotes a unified approach to quality management across the organisation.

Our commitment to quality aligns with our sustainability targets, driving us to deliver value to stakeholders while conserving natural resources.



At Borouge we aim to align our operations with globally recognised standards to maintain efficient, reliable, and compliant processes. For instance, our Integrated Management System is certified to ISO 9001:2015 Quality Management Systems.

Furthermore, the Compound Manufacturing Plant in Shanghai, together with the PP plants in Al Ruwais that produce automotive grades hold certifications for IATF 16949 (Quality Management System standard for the automotive industry).



In 2024, we completed 7 internal quality audits

We regularly review and assess our performance against customer requirements, industry standards, and regulatory guidelines. Our emphasis on process knowledge and management monitoring allows us to more effectively manage risks and implement control measures, ensuring sustained quality and operational excellence across the facets of our business.

Empowering Our Workforce with Process Knowledge

We believe a well-informed workforce is fundamental to maintaining consistency and efficiency in operations. Individuals with deep process knowledge and experience play a key role in executing procedures accurately and efficiently. We provide root cause analyses, lean six sigma and statistical process control training to enables employees to improve and optimise processes. This is also supported by Approved Document Management System (ADMS which systematically documents standards and procedures to facilitate effective execution by employees. When challenges arise, a strong understanding of these processes allows for the swift identification and resolution of root causes, helping to minimise disruptions and enhance productivity.

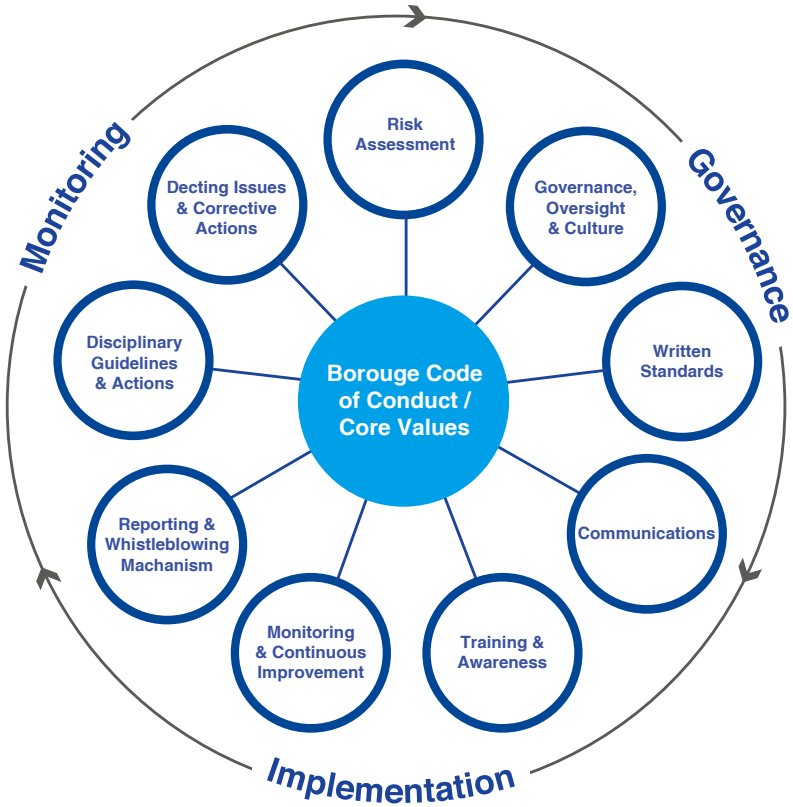
Borouge believes that continued improvement is vital to maintaining our position as a leader in the petrochemical industry and enhancing customer satisfaction. To uphold this commitment, we refer to the i5 Approach, a specialised framework for problem-solving and project management excellence.

The i5 Approach is applied to all projects of different sizes and nature, steering these projects effectively and systematically. This methodology supports the timely and cost-effective delivery of projects while meeting the highest standards of quality expected by our customers, thereby aligning with their needs and expectations.



Ethical and Transparent Business

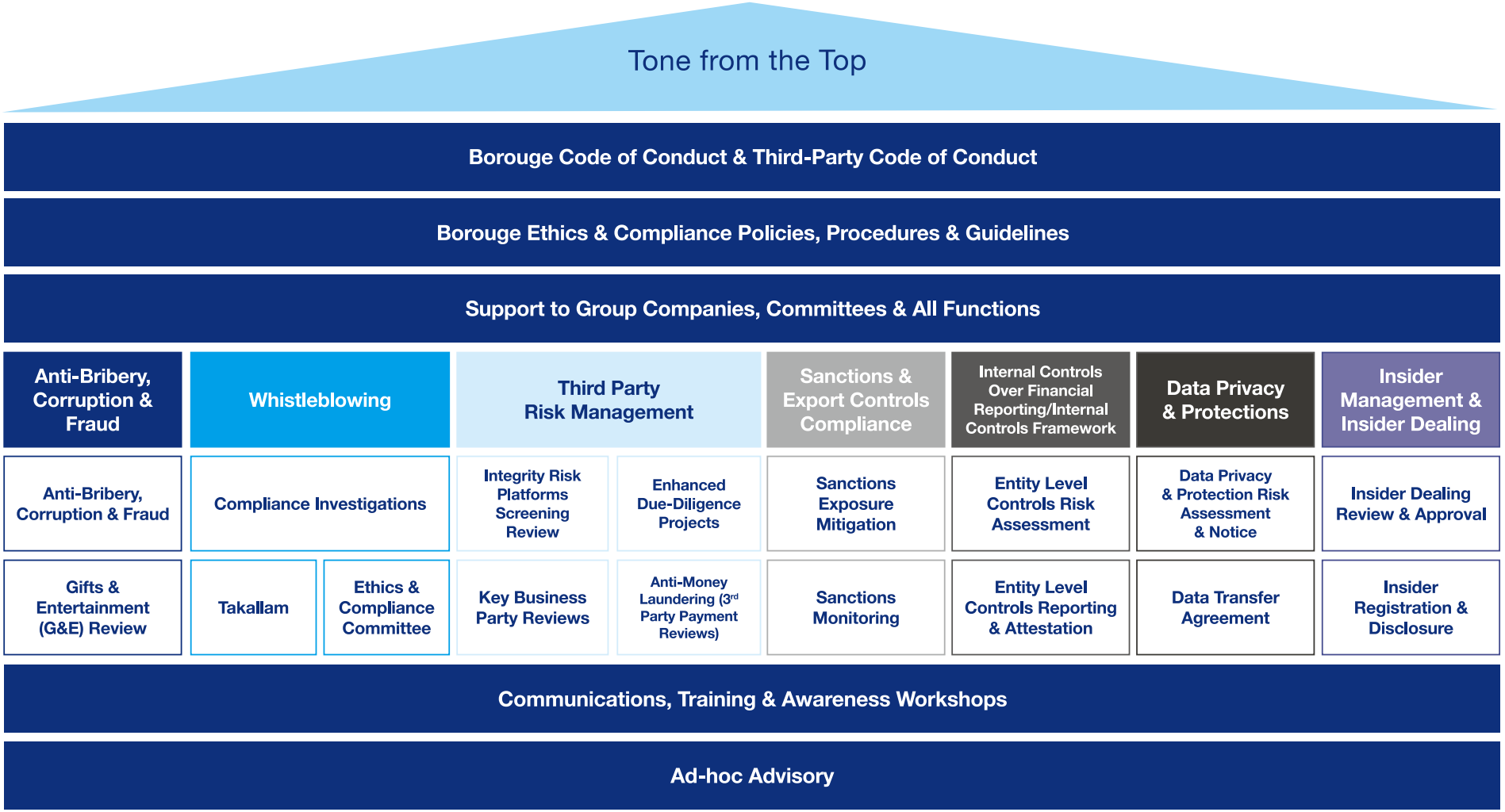
Borouge seeks to cultivate a strong culture of ethics, ensuring that all employees recognise and uphold the principles outlined in our Ethics & Compliance Framework. Centred around the Borouge Code of Conduct[34] and its core values, the Framework integrates interconnected elements based on governance, implementation, and monitoring. Developed in alignment with the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal Control–Integrated Framework, it also adheres to the Seven Elements of an Effective Compliance Programme outlined by the U.S. Federal Sentencing Guidelines for Organizations (FSGO).



This Framework brings Borouge's Ethics & Compliance Programme to life by placing a strong 'Tone from the Top' at its core. Senior leadership plays a vital role in guiding the organisation's ethical direction and leading by example. The programme integrates Borouge's Code of Conduct and Third-Party Code of Conduct[35], supported by a set of Ethics & Compliance Policies, Procedures, and Guidelines. Its operational focus targets key areas such as anti-bribery, corruption and fraud prevention, whistleblowing mechanisms, third-party risk management, data privacy, and insider management, among others as illustrated below. Every individual subject to the Code is expected to read, understand, and uphold its principles.

Borouge's Ethics and Compliance function[36]plays a critical role in monitoring key risks associated with our dynamic business environment and global trends. Trusted with driving the Ethics & Compliance programme, it provides comprehensive oversight, clear written policies and procedures, education and training, and communication and disciplinary actions. Additionally, the Ethics and Compliance function is responsible for the continued monitoring, reporting, and detection of compliance-related risks, ensuring that the programme remains relevant and responsive to evolving and emerging risk areas.

[34]For further information on our Code of Conduct, please visit: Borouge's Code of Conduct.
[35]For further information on our Third-Party Code of Conduct, please visit Borouge's Third Party Code of Conduct.
[36]Detailed insights into how the Ethics and Compliance function contributes to the successful implementation of the Ethics and Compliance Programme at Borouge can be found in the next pages.



Borouge strive to nurture an environment of integrity by delivering targeted training sessions, employing clear and consistent communication strategies, and offering ad-hoc advisory support. These efforts empower employees to uphold the highest ethical standards in their daily operations. For instance, Borouge has an annual, mandatory Ethics training for employees. Each employee is required to sign an undertaking after completing the course.

The Ethics and Compliance Computer-Based Training (CBT) is designed to help that all employees understand and adhere to the company's ethical standards and compliance requirements. This training covers various aspects of ethical behavior, integrity, and compliance with laws and regulations, as outlined in Borouge's Code of Conduct. The training modules are developed by Borouge and are accessible to all employees through the company's internal systems. The aim is to foster a culture of openness, trust, and integrity in all business practices, while keeping employees well-informed about their responsibilities and the company's expectations.

Aligned with our Ethics and Compliance Framework, the Borouge Ethics and Compliance (E&C) team monitors key risks associated with our dynamic business environment and global trends to adapt and stay relevant with evolving and emerging risk areas. This approach helps shape our programme to be adequately designed and adapted to our business and operational needs. Below are the key areas of our 2024 programme managed under Borouge E&C with details in the following respective sections.



Key Focus Area	Our Priority
Anti-Bribery & Corruption (ABAC)	Ensuring we comply with all applicable ABAC laws and regulations in each jurisdiction we operate in.
Conflict of Interest (COI)	Ensuring our conduct and business is guided by set requirements to avoid and manage conflicts of interests or the appearance of a conflict of interest.
Gifts and Entertainment	Ensuring transparent and conflict-free practices related to gifting and entertainment practices is essential to ethical business conduct for Borouge.
Anti-Money Laundering (AML) & Counter	Ensuring we go to the farthest extent to combat money laundering and terrorist financing schemes.
Anti-Money Laundering (AML) & Counter Terrorist Financing (CTF)	Ensuring we take every possible measure to combat money laundering and terrorist financing schemes.
Third-Party Risk Management	Ensuring we have a robust and effective way to understand and manage who we do business with, and which third parties represent us.
Sanctions & Export Controls	Ensuring we comply with all applicable and evolving sanctions and export controls regulations in every jurisdiction where we operate.
Internal Controls over Financial Reporting and Internal Controls Framework	Periodically assessing, mitigating, and reporting on the design and effectiveness of internal controls in the Borouge environment.
Data Privacy and Protection	Maintaining employee and third parties' trust in how we manage and process personal data as well as ensuring compliance with data protection laws in every country where we operate. Comprehensive guidelines on data privacy are embedded in Borouge's Code of Conduct, reinforcing our commitment to responsible data management and regulatory adherence.

Whistleblowing, Investigation and Ethics & Compliance Committee (ECC)	Maintaining confidentiality and protecting whistleblowers in managing compliance concerns matters is paramount to maintaining trust of our employees and third parties.
Insider Information Management and Insider Dealing	Ensuring we comply with capital markets and securities regulations related to Inside Information and Insider Dealing.

In the same reporting year, no material weaknesses were identified with respect to our internal control systems including areas such as anti-corruption, anti-trust, fraud, financial misappropriation, competition law, human rights, or data privacy breaches. Consequently, no related penalties, fines, or other sanctions were imposed on Borouge.

For further details, please visit the Governance Section of our Annual Report.

In alignment with our Code of Conduct, Borouge remains strictly neutral in all political and electoral matters, refraining from any direct or indirect involvement. As part of this commitment, we do not contribute to or fund political campaigns, organisations, lobbying efforts, trade associations, tax-exempt entities, or any other groups whose purpose is to influence political campaigns, public policy, or legislation.

Strategic Risk Management

In 2024, Borouge continued to make progress in risk management, including sustainability-related risks. Key highlights are illustrated below, with further details and insights provided in the subsequent pages of this section.

2024 Highlights →

Identified both transitional and physical climate-related risks and opportunities that may affect Borouge across the short, medium, and long-term horizons, in line with the TCFD framework.

Enterprise Risk Management at Borouge

Borouge embeds Enterprise Risk Management (ERM) throughout the organisation to effectively manage all business risks. ERM takes an integrated and proactive approach to addressing various risks and unforeseen business interruptions, including ESG and climate-related risks. We actively incorporate risk management practices and awareness at all levels of the organisation, enabling us to stay ahead of potential challenges. We identify all principal risks[37] including ESG and climate-related risks[38] and integrate them with our business strategies and objectives. This supports the sustainable management of both internal and external risks through strong ERM governance practices.

Borouge's Risk Management Framework forms the core of our risk management approach, providing a methodology to identify, categorise, and define strategic responses to potential risks. This empowers our management to make informed decisions and develop mitigation plans, ensuring proactive risk identification and management across Borouge.

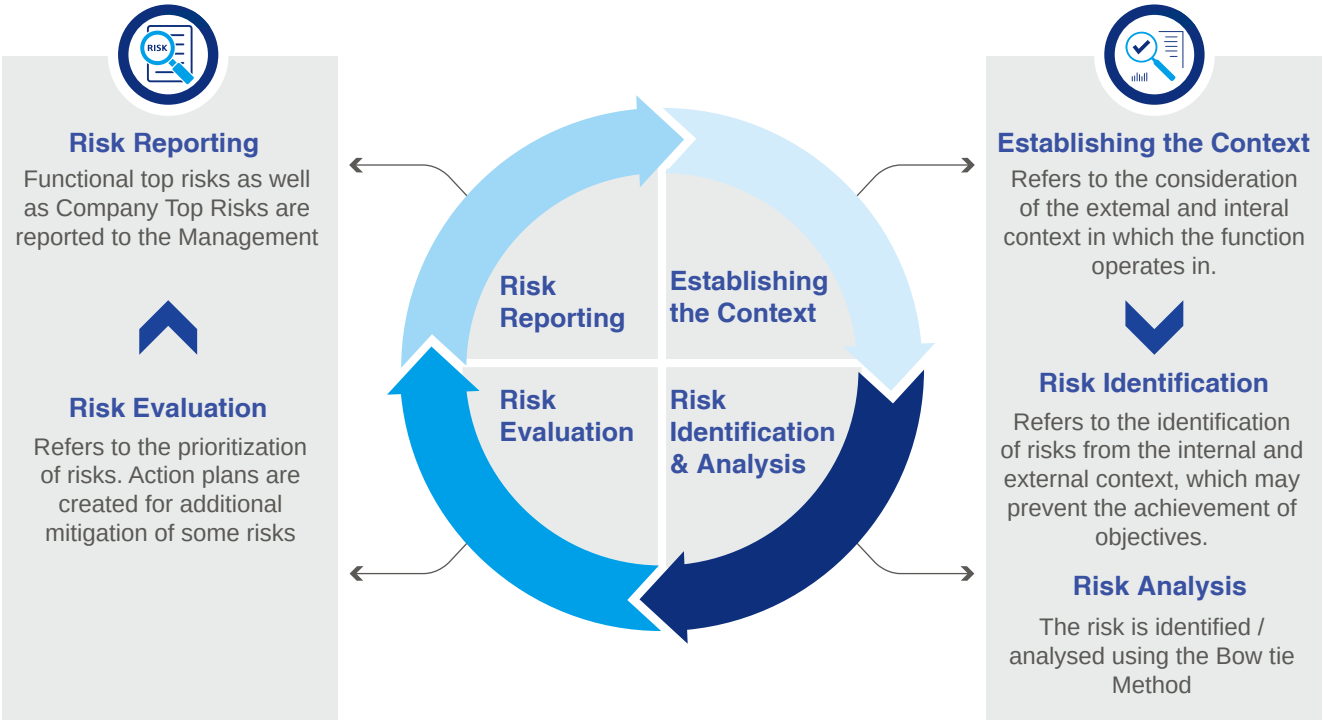
We align risk management with our business strategies and objectives to address all principal risks sustainably, building a culture of resilience and ensuring Borouge remains prepared for any challenges. Through strong ERM governance practices, we continue to safeguard our operations.

Risk Assessment Methodology

We follow a risk assessment and profiling process to identify and analyse risks.

We periodically review all risks, including those related to climate change, guided by industry best practices, Borouge's objectives, and our business plans.

Management and relevant subject matter experts provide input to help us stay ahead of emerging challenges and make well-informed strategic decisions.



[37]For more information on our principal risks, please refer to our Annual Report 2024.

[38]For more detailed insights into how we manage sustainability-related risks, please refer to the 'Sustainability Risk Management at Borouge' sub-section.

Sustainability Risk Management

Sustainability challenges can impact both our operations and the wider community. Therefore, we proactively work to identify, assess, and manage these risks, ensuring sustainability is embedded in all aspects of our operations. Our approach to sustainability-related risk management is integrated within our broader ERM framework. This allows us to address ESG risks alongside other business risks and incorporate them into our strategic decision-making.

Physical Risks Scenario Analysis

In 2022, Borouge undertook a detailed physical climate risk study[39] for our main operation in Al Ruwais Industrial City. This study focused on evaluating the physical risks in the short, medium, and long term, with scenario analysis based on a 2°C temperature increase. While the analysis covered various climate risks, financial impact assessments were specifically conducted for flooding and wind-related risks, which are the most likely to cause physical damage to buildings and equipment in relevant jurisdictions where we operate.

Looking ahead, Borouge is committed to refining this analysis by incorporating the latest appropriate scientific references and methodologies. Future reviews are expected to emphasise quantitative considerations, ensuring a more robust and forward-looking approach to managing climate-related risks and enhancing the resilience of its operations.

Climate Risk Mitigation[40]

Following the Climate Risk Assessment and Resilience Study conducted in 2022, Borouge has advanced its approach to climate-related disclosures through the adoption of the TCFD framework. This process involved a identification of both transitional and physical climate-related risks and opportunities that may affect the company across the short, medium, and long-term horizons.

In the assessment, Borouge evaluated key risks stemming from the transition to a low-carbon economy, such as regulatory changes and technological advancements. For each identified risk, we have estimated its potential impact, increasing the understanding of the risks' scale and scope on business operations, assets, and revenue streams. Additionally, Borouge has developed mitigation strategies and adaptation measures aimed at reducing the financial exposure from these climate-related risks. Details are further presented in the below table.



[39]Further information on the physical climate risk study conducted last year can be found in the 2023 Sustainability Report.
[40]Further details on our approach to tackling climate change can be found under the 'Combatting Climate Change' section.

		Category	Description	Potential financial impact	Anticipated Mitigation	Term
Transition	Risks	Policy & Legal	Establishment of a carbon tax into our region	Higher compliance costs	Reduction of Scope 1 & 2	5-10 years
			Establishment of a CBAM-like fee system in our exporting markets	Higher compliance costs	Reduction of Scope 1, 2 & 3	5-10 years
			Enhanced emissions-reporting obligations	Higher compliance costs	Robust systems and capabilities for carbon management	3-5 years
		Technology	Non-availability of decarbonisation technologies for our sector	Increased R&D expenditures in manufacturing technology	Robust systems and capabilities for carbon management	>10 years
			non-availability of clean energies to run zero-carbon processes (e.g. green electricity, green fuels)	Write-offs and early retirement of existing assets	Robust systems and capabilities for carbon management	>10 years
		Reputation	Stigmatisation of sector	Reduction in capital availability	Reduction of Scope 1, 2 & 3	>10 years
	Opportunities	Products	Expansion in the market of low emissions goods	Increased revenue through demand for lower emissions products and services	Robust systems and capabilities for carbon management	5-10 years
		Products	Shift in consumer preferences	Better competitive position to reflect shifting consumer preferences, resulting in increased revenues	Robust systems and capabilities for carbon management	5-10 years
Physical	Risks	Acute	Disruption of workforce availability due to increased severity of summer heat weaves at the manufacturing site	Reduced revenue from decreased production capacity	Robust systems and capabilities for carbon management	>10 years
		Acute	Disruption of global supply chain due to increased severity extreme weather events (e.g. cyclones, floods)	Reduced revenue from decreased output capacity	Robust systems and capabilities for carbon management	>10 years
		Chronic	Rising mean temperatures, reducing utilisation of operating assets	Damage to property, write-offs and early retirement of existing assets	Robust systems and capabilities for carbon management	>10 years

Central to this assessment are Borouge's ambitious decarbonisation targets: a 25% reduction in Scope 1 and 2 GHG intensity[41] by 2030 and achieving net zero Scope 1 and 2 emissions by 2045. To achieve these targets, we implemented systems to support rigorous oversight of projects, proper allocation of resources, and deployment of advanced carbon management processes.

For CAPEX projects under $50 million, Borouge policies require that we assesses the resulting GHG emissions, providing a clear indication of the absolute emissions' increase or decrease post-approval. For projects exceeding $50 million, comprehensive reports are required, detailing alternative technologies considered, their respective GHG emissions, and justifications if the chosen technology is not the most efficient. Additionally, a cost-to-abate analysis is incorporated into the project documentation, ensuring informed decision-making by the Investment Committee.

Beyond traditional CAPEX projects, Borouge actively explores decarbonisation technologies for both greenfield and brownfield expansions. These are assessed using the Marginal Abatement Cost Curve (MACC) methodology, which is reviewed every two years to keep up with of advancements in technology and breakthrough innovations. This structured approach underlines Borouge's commitment to mitigating climate risks while fostering sustainable growth and operational excellence.



[41]We define intensity as the amount of greenhouse gas (GHG) emissions, measured in tonnes of CO_2 equivalent, per tonne of production.

Business Continuity

The Borouge Business Continuity Committee is responsible for developing and maintaining business continuity plans to enhance preparedness and resilience. At Borouge, we take a proactive approach to identifying, assessing, and mitigating critical business continuity risks. Our focus is on ensuring the continuity of operations while protecting our people, brand, reputation, and assets. In 2023, the Business Continuity Team conducted a self-assessment and internal audit of the entire business continuity management process, identifying weaknesses and providing an improvement action plan to update recovery strategies and protect Borouge from future threats and disruptions.

Beyond mitigation, we also seek to focus on developing comprehensive and aligned business continuity plans that respond to emerging threats and evolving risks. This synergy between risk identification and continuity planning supports the development of holistic, proactive, and adaptable strategies for dynamic business environments.

Leading this effort is our Business Continuity Committee, dedicated to ensuring we are prepared to respond to disruptions and preserve the trust of our stakeholders and the strength of our operations.



Chapter 4

Borouge's Quality Promise: From Source to Delivery

Borouge's Quality Promise: From Source to Delivery

It is our policy to rigorously test product and uphold quality to comply with internal standards and international regulations such as Borouge's Workers Protection Standard and Safety and Quality Assessment System (SQAS).

Our commitment to quality extends to exceeding customer expectations when delivering products. Our 2024 customer satisfaction survey revealed that we achieved top ratings in 6 of the top 10 most important attributes for customer satisfaction. We also cultivate innovation by exploring new technologies and digital solutions to enhance product performance and uphold our leadership in the polyolefins industry.

We map these practices to our sustainability pillars and material topics, aligning with globally recognised frameworks such as GRI, TCFD and SASB, as well as ADX requirements.

We also align them with national and international agendas, including the Abu Dhabi Vision 2030 and the UN SDGs.



[42]The sustainability pillar highlighted here represents the key focus area addressed within the content of this chapter. For a comprehensive overview of our three sustainability pillars, please refer to the 'Borouge's Commitment to Sustainability' subsection.

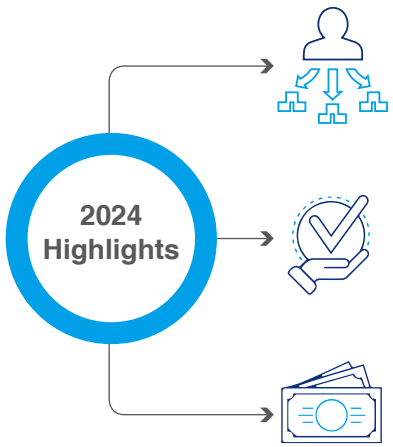
[43]The material topics listed here represent the key sustainability issues tackled in this chapter. For a comprehensive overview of our exhaustive list of our ESG material topics, please refer to the 'Materiality Assessment and Validation' subsection.

[44]The sustainability standards outlined in this table represent those that are mapped to the content of this chapter. For a comprehensive overview of all applicable sustainability standards, please refer to the Appendix section.

Responsible Procurement

Our supply chain plays a pivotal role in our business success, ensuring the seamless delivery of products to all customers. Our procurement practices are managed through ADNOC Group's shared services, and we seek to operate in full alignment with ADNOC Group procurement policies, guidelines, and performance metrics. Borouge also maintains its own dedicated procurement and supply chain teams to manage related workflows and processes efficiently.

In 2024, Borouge continued to make strides in enhancing our procurement practices and supply chain relationships. Key highlights are illustrated below, with further details and insights provided in the subsequent pages of this section.



Conducted thorough screenings for Borouge's new suppliers based on environmental and social criteria

Successfully attained 76.12% of our In-Country Value (ICV) target

Allocated AED 557.69 million of our total procurement budget of AED 875.59 million to local suppliers



Borouge's global market presence has grown as we continue to expand in emerging markets. Our growth is supported by a well-established supply chain network, encompassing strategic Distribution, Inventory, and Transportation (DIT) locations, warehouses, and manufacturing facilities, as illustrated below. Our supply chain network has proven to be resilient, offering alternative routes during challenges and allowing us to maintain consistent product delivery and support global trade.

We collaborate closely with the governments of the countries where we operate to support development and global trade initiatives. We are committed to maximising opportunities across our supply chain to deliver value and innovation to stakeholders.



Robust supply chain network with proven results, anchored by key initiatives for sustainable success

Strong partnership with key operators in the UAE	Flexible storage capacity across key markets	Various logistics partners with alternative routes and modes of transport	Efficient supply chain planning operation enabled by digital tools



Borouge shares strategic insights on navigating growth and disruption at Oil, Petrochemical and Logistics Seminar

Borouge participated in the UAE-Singapore Business Council's (UAESBC) annual Oil, Petrochemical, and Logistics (OPL) Seminar in 2024, where company leaders shared insights on how Borouge is navigating growth and addressing disruptions within the petrochemicals industry.

The seminar attracted over 100 participants from the oil, petrochemical, and logistics sectors, providing Borouge with a valuable platform to connect with UAE-based companies in Singapore.

Aligned with the seminar's theme, "Navigating the Post-Covid Era," Borouge highlighted our role as a sustainable and responsible leader in the sector, emphasising the importance of embedding sustainability throughout business operations. The company also discussed key industry challenges, such as shifts in trade flows and ongoing geopolitical tensions, while reinforcing our commitment to circularity and innovation as central components of our growth strategy.

Supply Chain Due Diligence

Borouge establishes relationships with suppliers based on integrity, honesty, and environmental and social responsibility, as outlined in our Third Party Code of Conduct that is available on our website. These rules and standards guide Borouge in conducting business ethically and legally. All third parties engaged by Borouge are to receive a copy of the Third Party Code of Conduct and confirm their commitment to its principles and comply with relevant labour laws and regulations.

In addition, our Workers Protection Standard[45] upholds worker welfare across the supply chain and requires suppliers to follow international standards on worker welfare. We work closely with our suppliers to promote responsible business practices by incorporating our Workers Protection Standard into all manpower-related contracts to safeguard the rights and wellbeing of our employees and sub-suppliers.

Suppliers are evaluated throughout the tendering process, from the initial stages to contract award and subsequent service provision. We communicate the standard to workers, provide training for Borouge contract administrators to support compliance, and conduct audits with recommendations where necessary.

[45]For further details on our Workers Protection Standard, please visit our website at: Borouge Sustainability Responsibility Sourcing

We also have a dedicated contractors' welfare hotline programme to raise and address any welfare issues. We promote open communication with our partners, urging them to report any potential violations of laws, regulations, policies, or our Code of Conduct.

Borouge requires its suppliers and sub-suppliers to comply with its Health, Safety, and Environment (HSE) Rules and Conditions, which outline specific requirements based on each supplier's risk profile, as defined by Borouge's Corporate HSE team.

To uphold compliance and quality, Borouge uses the Safety and Quality Assessment System (SQAS) to evaluate the safety, quality, security, and environmental performance of logistics service providers through a standardised assessment. This system supports that logistics operations are conducted safely and efficiently, protecting employees, the public, and the environment. All logistics providers transporting goods for Borouge in the GCC region must register with and comply with the SQAS.

Supplier HSE Monitoring and Screening

Ensuring HSE responsibility across our supply chain is a key priority. We implement a thorough system to screen and monitor suppliers, focusing on both safety performance and broader social and environmental criteria. Through this structured approach, we drive a culture of safety, compliance, and sustainability across our supply chain.

Supplier HSE Assessment Criteria:

- HSE Assurance Programme Score
- Lagging Indicators Performance
  - Lost Time Injury Frequency (LTIF)
  - Total Recordable Injury Rate (TRIR)
  - Vehicle Accident Frequency Rate
  - Occupational Illnesses/Diseases & Heat Stress Cases
  - Food Poisoning Incidents
- Deductions for HSE Non-Compliance
  - Work-related fatalities
  - Labor strikes due to welfare issues
  - Major asset damage incidents
  - Intentional non-reporting of incidents
  - Environmental violations (e.g., oil or hazardous material spills)
  - HSE Non-Compliance/Violations

Our contractor HSE assurance programme further strengthens accountability and compliance through structured evaluation, covering leadership engagement, risk management, training, and emergency preparedness. This approach is supported by an Implementation & Verification Guideline, ensuring clear responsibilities, monitoring frequency, and scoring criteria to drive continued improvement.

Contractor HSE Assurance Programme Focus Areas:

- Worksite visits by leadership and HSE teams
- HSE accountability
- Risk management
- Transportation safety
- Contractor and subcontractor HSE & welfare management
- HSE awareness programmes and incident learning
- HSE training and competency
- Environmental and occupational health management
- Emergency preparedness
- Systematic closure of HSE actions

Local Procurement

We work with local suppliers in our operating countries to support economic growth, reduce costs, streamline logistics, and improve transportation efficiency.

As a company based in Abu Dhabi, Borouge focuses on boosting the local economy. In 2024, we increased the use of locally produced and manufactured goods, achieving an In-Country Value (ICV[47]) spend of 76.12%. This marks a 6% improvement compared to 2023, demonstrating our continued commitment to driving economic growth within the region.

	2019	2020	2021	2022	2023	2024
Percentage of the procurement budget spent on local suppliers (AED)[47]	68.96%	74.64%	93.60%	87.73%	75.02%	63.70%

Product Stewardship

At Borouge, product stewardship is fundamental to our success. Our products reflect the rigorous quality standards we uphold, and our commitment to producing premium products that support industrial growth.

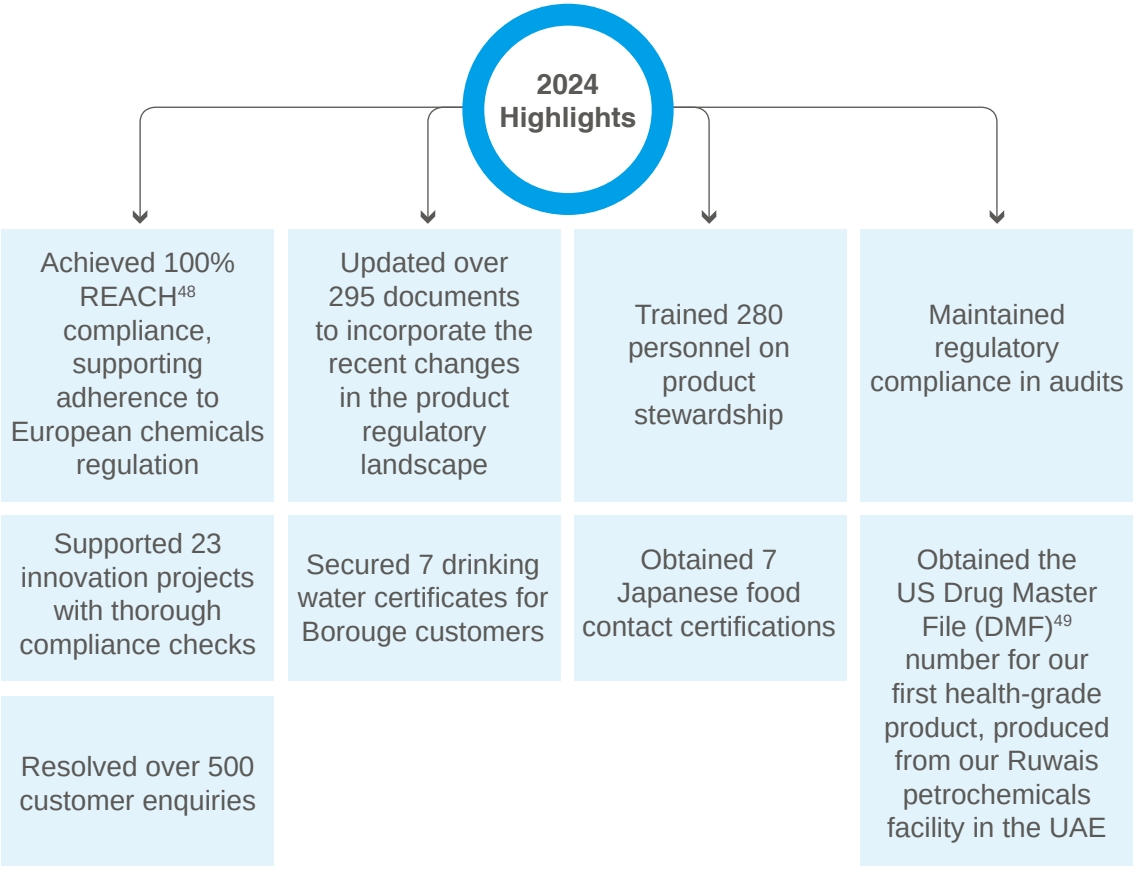
In 2024, Borouge continued to make significant strides in driving our product stewardship efforts. Key highlights are illustrated below, with further details and insights provided in the subsequent pages of this section.





[46]The UAE In-Country Value (ICV) program is a government-driven initiative that promotes economic diversification by encouraging companies to spend within the UAE economy. ICV certification measures contributions across multiple areas, including local procurement, Emiratisation, investments in local manufacturing, and R&D.

[47]The proportion of spending on local suppliers refers to the proportion of an organization's procurement budget spent on local suppliers at significant locations of operation.



- Borouge has established a Product Stewardship Programme to promote safe and responsible management of our products throughout their lifecycle. The programme employs a systematic risk characterisation and management approach, covering several key stages:
- Regular Risk Evaluation: We regularly evaluate the risks associated with substances used in our products to identify critical chemicals that should be replaced with alternatives, ensuring that our offerings evolve in line with safety and sustainability goals.
- Lifecycle Assessment: We conduct thorough assessments at every stage—from raw material sourcing, product development, manufacturing, and distribution to usage, recycling, and disposal. This holistic approach helps us manage the full impact of our products.
- Globally Harmonized System of Classification and Labeling of Chemicals (GHS) & Risk Management: All our products undergo rigorous GHS classification, with regular monitoring of their applications to address any potential risks to health and the environment, reinforcing our commitment to safety.
- Knowledge Sharing & Competency Building: Our Product Stewardship Team fosters knowledge-sharing and builds competency at all levels, supporting the effective execution of the programmme and empowering teams to uphold our high safety standards.

The team follows a systematic procedure to identify HSE hazards and manage risks for PO products, ensuring they comply with chemical and application-related laws across the regions where Borouge operates. This process spans from the Opportunity Assessment phase through to Launch and Implementation for both new and existing products.

As part of our commitment to safety, Borouge's Product Stewardship team publishes Safety Data Sheets (SDS) and Product Safety Information Sheets (SIS) for each PO product grade, available on our website. These documents provide essential guidance on the safe use, handling, and disposal of our products, ensuring compliance with global regulations and communicating hazard information clearly through hazard labels.

[48]REACH (Regulation (EC) No 1907/2006) is the European Union regulation on Registration, Evaluation, Authorization and Restriction of Chemicals. The aim of REACH is the safe use of chemicals to maintain a high level of protection for human health and the environment from the risks that can be posed by chemicals.
[49]A DMF is a document containing confidential information on the manufacturing, processing, packaging, and storing of a drug component or product. A DMF is submitted to the FDA to support a third party's submission of a drug application. This certification indicates that Borouge has met the regulatory requirements for the health guide project and has been officially registered with the FDA.

Our compliance extends to issuing statements on chemicals and food contact materials in alignment with international and country-specific regulations. In line with our Responsible Care® programme, Borouge also collaborates with the Gulf Petrochemical and Chemicals Association (GPCA) to develop and regularly improve the GPCA Product Stewardship Code. This code serves as a guide to measure and enhance product stewardship practices across all stages of a product's lifecycle.

In 2024, to further support our Marketing and Sales team, the Borouge Product Stewardship team developed a Q&A Ready Reckoner document to efficiently address commonly received customer queries. Additionally, responding to evolving regulatory and industry needs, we have introduced a Global 24-Hour Chemical Emergency Telephone Service, initially covering our Borlink™ XLPE product grades used in wire and cable applications. This service represents a significant enhancement in our emergency response capabilities, providing customers with immediate access to expert support during emergency situations.

Collaboration plays a key role in our success. Borouge maintains a close partnership with the Borealis Product Stewardship Team, which contributes to our 100% REACH compliance across our product portfolio and regions. This collaboration exemplifies how shared expertise and commitment drive excellence in product safety and sustainable chemical management.

Looking ahead, we are focused on expanding our certification portfolio, enhancing our training programmes, and strengthening our customer support capabilities. We also plan to extend our emergency response infrastructure to additional product categories. Moreover, Borouge is exploring the implementation of new IT & AI tools to minimise human error in data management and decision-making, further mitigating the risks of product safety incidents and ensuring ongoing compliance.



Customer Satisfaction

At Borouge we value listening to our customers' needs and concerns to add value and build strong, long-term relationships.

In 2024, we focused on prioritising customer satisfaction. Key highlights are outlined below, with more details provided in the following pages.

2024 Highlights

Achieved top ratings in 6 of the top 10 most important attributes for customer satisfaction



We use the Customer Feedback Closure Questionnaires (CFCQ), which we send out after resolving customer complaints, to measure satisfaction and identify areas for improvement. In 2024, the number of complaints received per 1,000 tonnes of product was 0.017, reflecting a nearly consistent performance compared to 2023, which recorded a rate of 0.016. This steady trend is a testament to Borouge's ability to maintain high product quality and address customer concerns promptly and effectively.

	2018	2019	2020	2021	2022	2023	2024
Complaints received per (1,000) tonnes sold	0.030	0.029	0.022	0.019	0.012	0.016	0.017

In addition, Borouge conducts a comprehensive survey every two years to gather customer feedback, helping us understand their expectations regarding product quality and delivery timelines. This allows us to better align with our customers' needs. Notably, this year Borouge outperformed our peers in 6 of the top 10 most critical attributes, including product quality, customer service, value for money, conditions of goods received, business relationship, and complaints and claims management, demonstrating our superior performance and commitment to customer satisfaction.

Voice of the Customer

"Our Company has been in business with Borouge for several years. They have never disappointed us in any way.

Their products are of superior quality and deliver shipments on a timely basis."

"Borouge provides a diverse selection of high-quality products for the plastics industry. Their sales representatives and account managers are highly supportive and committed to ensuring customer satisfaction."

"Always innovative, always maintaining high standards in product quality and packaging, and constantly improving various capabilities."



Borouge Strengthens Customer Engagement and Market Leadership at Gujarat Packaging Seminar

Gujarat is one of the fastest growing states in India, and a leading hub for plastics processing, with over 5,000 plastics companies. It is an important market for Agriculture, caps and closures (C&C), thin-wall packaging (TWP), and flexible packaging applications.

Borouge is strengthening our position in West India by actively engaging with customers and value chain partners. In 2024, we held a customer seminar to discuss market trends, address growing demand, and promote our PP and PE portfolios for rigid and flexible packaging.

The seminar, titled 'Addressing Global Challenges with Borouge Sustainable Solutions,' was held in Rajkot, India, and attracted nearly 80 participants. These included brand owners, agriculture and packaging value chain partners, existing customers, potential customers for Borouge 4, and distributors. This event provided a valuable platform to showcase Borouge's commitment to innovation, featuring solutions enabled by Borealis Borstar® Nucleation Technology (BNT), along with an expanding range of PP, PE, and post-consumer recyclate solutions.

Borouge recognises that continued improvement is vital to maintaining our position as a leader in the petrochemical industry and enhancing customer satisfaction. To uphold this commitment, we refer to the i5 Approach, a specialised framework for problem-solving and project management excellence. The i5 Approach is systematically applied to all projects exceeding an external cost of $50,000 or 40 man-days. This methodology supports the timely and cost-effective delivery of projects while meeting the highest standards of quality expected by our customers, thereby aligning with their needs and expectations.



Innovation for Excellence

Innovation drives our business, developing solutions that keep our portfolio relevant and future ready. Our products offer tailored properties that meet industrial requirements and add value to customer processes.

In 2024, Borouge advanced our innovation and digital transformation initiatives. Key highlights are shown below, with further details provided in the following pages.

2024 Highlights

25 polymer research laboratories	100 scientists, researchers, and engineers	+1200 patent applications filed
+20% of our annual sales volume are new products developed at the Borouge Innovation Centre	9 new products launched.	81.6 kt Circular Economy Solutions (CES)[50] total sales (65.2 kt SPS and 16.4 kt recyclate)
+20 strategic partnerships with recycling partners	+20 successful value chain collaboration projects for CES	

Borouge focuses on innovation and long-term differentiation, with over 20% of our annual sales volume coming from new products and more than 1,200 active patent cases. Our product portfolio provides tailored solutions that meet industrial requirements and add value to customer processes. We collaborate with value chain partners and customers throughout the innovation process to develop solutions that address future market trends and industry needs.



[50]CES offer a sustainable portfolio of virgin and recycled PO to support a circular plastics economy.

Our Innovation Mission

- Develop solutions from the unique Borstar® PE, PP, and XLPE technologies that provide sustainable value for customers and consumers, while focusing on our three sustainability pillars: Profit, Planet, People
- Offer novel polyolefin solutions for infrastructure, energy, healthcare, agriculture, advanced packaging and mobility applications
- Apply our expertise in optimising our products' specifications to suit the market needs
- Provide excellent customer service
- Raise awareness about the importance of polymer products in the community
- Promote sustainability and circular economy
- Connect with industry, universities, and organisations to promote recycling
- Support the future leaders and innovative experts of the world

Our innovation process brings together our technological benefits, innovation capabilities, and value-chain engagement to support the development of differentiated value-added solutions. We have dedicated budgets for Research and Development (R&D) and aim to maintain our investments in our portfolio of products to maintain our competitive edge.



• Virgin PO is derived from conventional feedstocks and designed for easy-to-recycle mono-material applications.
• Renewable & Circular PO is produced from renewable feedstocks or chemically recycled plastic waste.
• Mechanically Recycled PO comes from pre- and post-consumer plastic waste and can be used alone or blended with virgin PO, with 10–100% recycled content.

Ringier Technology Innovation Award for Borlink™ LS4201S

Borouge is honoured to have received the prestigious Ringier Technology Innovation Award for Borlink™ LS4201S, a high-performance solution integral to major energy projects such as submarine cables, enabling renewable energy transformation.

Borlink™ LS4201S embodies Borouge's expertise in consistently producing high-quality materials for the renewable energy sector. The production of materials like Borlink™ LS4201S demands specialised knowledge and experience, enabling the energy transition and contributing to the shift toward cleaner energy sources.

Borlink™ LS4201S represents a significant leap in insulation technology for offshore wind power transmission. Its unique properties enable efficient energy transfer while minimising environmental impact. By facilitating reliable connections between wind farms and grids, it directly contributes to the growth of renewable energy.

Bormed™ RG868MO – First healthcare grade produced in Ruwais

2024 marked the launch of the first healthcare grade, Bormed™ RG868MO produced in our Ruwais plant.

RG868MO is a Polypropylene random copolymer suited for several healthcare applications, such as disposable 3-parts syringes, medical devices (auto injectors, inhalers), Pharma caps & closure, Diagnostic consumables, Labware (Tubes).

RG868MO has been fully approved to meet all the medical requirements worldwide.

BB1530 – a new High-Density Polyethylene supporting circular economy

BB1530 is High density Polyethylene based on Hexene comonomer produced with Borealis Borstar® Technology.

BB1530 is specially designed for durable sustainable solutions. Thanks to its superior properties- stress crack resistance, melt strength, toughness and stiffness- it enables high loading of post-consumer recyclates without affecting the final product properties.

It is designed to cater to medium-sized blow molding applications, such as water tanks, jerry cans, and road barriers.

Borouge Circular Economy Solutions[51]

In 2024, Borouge focused heavily on developing advanced sustainable solutions to support the transition to a circular economy. Multiple new initiatives were launched in collaboration with our value chain partners to advance the development of fully recyclable packaging solutions as well as driving the incorporation of post-consumer recyclates.

Key highlights of 2024 are:

- New PE monomaterial pouch providing full recyclability and excellent processing and aesthetic performance. This solution is based on Borouge ANTEO™ grades, including the next generation ANTEO™ grades FK1510 and 1516, designed for excellent toughness and sealing properties, and our Borstar™ FB5600, enabling the manufacturing of downgauged MDO films, thus realising significant sustainability benefits by reducing material utilisation. This solution has been developed with our value chain partners, Reifenhauser and Corys packaging.
- Plastic pallets made with 100% recycled polypropylene developed in collaboration with UPI and UAE-based recyclers.
- HDPE bottles containing up to 30% recycled material developed in collaboration with brand owners and converters.

Advancing Sustainable Industrial Packaging and Closing the Loop

With the advent of globalisation, the demand for Heavy Duty Shipping Sacks (HDSS) has surged significantly. These sacks are meticulously designed to deliver superior performance, facilitating and protecting goods across various environments during logistics and handling. Notably, used HDSS serve as an excellent base material for recycling after their initial use.

In its commitment to creating sustainable packaging solutions for a circular economy, Borouge has targeted polyethylene-based HDSS as a prime target for incorporating PCR content. The challenge lies in ensuring that the mechanical properties of the HDSS material remain robust and high performing to meet its service life requirements. To achieve true circularity in packaging, the recycled polyolefins integrated into the new material must deliver performance and quality on par with virgin materials, meeting the requirements for HDSS.

In close collaboration with leading value chain partners, including a recycling company, a converter, and a machine supplier, Borouge has successfully developed a closed-loop solution using PCR polyethylene for HDSS. This innovative solution incorporates 30% recycled content from used polyethylene (PE) HDSS, enhanced by Borealis Borstar® and Anteo™ PE grades. The used HDSS material is recovered through dedicated waste streams and undergoes an advanced mechanical recycling process. The recycled PE resins are then subjected to material qualification before being blended with virgin PE for the final application, ensuring that the packaging integrity and performance are maintained. Borouge's extensive experience and technical expertise have led to formulations with booster grades from the Borstar® and Anteo™ PE portfolio, achieving processing efficiency without major modifications during blown film and Form Fill Seal (FFS) packaging operations. The result is a circular packaging solution that offers a balance of high stiffness and impact performance, excellent sealing properties, and efficient processing, all with a significantly lower carbon footprint.

[51]For further information on our Circular Economy solution, please refer to the Embracing Circular Economy section.

At Borouge, we strive to driving sustainability and fostering a circular economy through innovative industrial packaging solutions—Close Loop HDSS. Our collaborative efforts with leading suppliers such as Technology Partner Reifenhauser, Processing Partner Tahzeem Packaging, PCR Supplier Rebound Plastics, and PCR Supplier Radhey Polymers exemplify our dedication to closing the loop and boosting the circular economy.

As one of the world's leading manufacturers of specialty polyolefins (PO), Borouge support sustainability initiatives and developing next-generation solutions. Our partnership aims to boost sustainable closed-loop HDSS packaging solutions, supporting packaging requirements in non-food sectors such as fertilizers, recyclates and compounds packaging, paints, chemicals packaging, and cement packaging. The intensive involvement and active participation of all the stakeholders within the "Make in emirates "ecosystem and establishment of a global application network will create new opportunities to combat the recycling challenges of Form Fill Seal used bags. Together, we are paving the way for a more sustainable future in Industrial Packaging by successfully designing and demonstrating Close Loop HDSS with 30 % PCR.

Life Cycle Assessment

The successful implementation of the closed-loop solution for HDSS has led to a significant reduction in carbon footprint through the use of recycled content. In house results validate the efforts to innovate products using mechanically recycled content, without compromising on the packaging performance and integrity. With Borouge's Global Recycled Standards (GRS) certified recycled polyolefins, such solutions enable the value chain and customers to fulfil their sustainability pledges and targets in their products. This pioneer initiative to develop a closed-loop solution for HDSS by Borouge and our valued partners paves the way for the transformation towards circularity for more sustainable packaging applications.



Borouge's Innovation Centres

Borouge Innovation Centres are in Abu Dhabi and Shanghai, serving as hubs for the development of advanced polymer solutions and application technologies.

At our Innovation Centres' laboratories, we identify and develop new concepts, which are then scaled up to pilot and commercial plants. In these plants, we conduct test runs and evaluate the produced polymers with customers to confirm the new products meet quality and suitability requirements before their commercial launch.

Borouge Innovation Centres have strong ties and collaborate closely with Borealis Innovation Centres in Europe, forming a truly global innovation network.

Innovation Centre, Abu Dhabi

The Borouge Innovation Centre in Abu Dhabi plays a key role in establishing Borouge as a leading provider of polyolefin solutions across the Middle East, Africa, and Asia. This state-of-the-art facility focuses on polymer and application development, offering extensive resources for laboratory work and application testing. It supports Borouge's expertise in polymer analysis, processing, and application testing and collaborates regularly with Borealis' European Innovation Centres to integrate global innovations into regional solutions.

The team of scientists, researchers, engineers, and lab technicians at the Abu Dhabi centre designs novel materials using advanced technologies, equipment, and testing machines. In 2024, the centre hosted workshops with academic institutions, universities, and other organisations to promote polyolefins and polymer science, inspiring the next generation of talent. Our activities also included visits from institutional partners, collaborative projects with universities, participation in industry conferences, value chain engagements, and customer interactions across all regions.

The Borouge Innovation Centre in Abu Dhabi plays an important role in connecting Borouge with our partners and in 2024 hosted more than 20 workshops and visits from value chain partners, academia and institutions.

Application Centre, Shanghai

The Application Centre in Shanghai provides critical testing support and advanced compounds for the automotive industry in the Asia North region. The centre is focused on developing high-performance compounded resins used in various vehicle mobility parts such as bumpers, door panels, and dashboard consoles.





A recent key achievement in HSE[52] at the Innovation Centre was the completion of a full decade of R&D activities without a single TRI.

The Innovation Centre has successfully navigated the challenge of balancing operational efficiency with a safety-focused mindset. Through initiatives like HSE engagement sessions, regular safety trainings, a proactive risk reduction mindset, and encouraging speaking up in cases of unsafe acts or conditions, we have fostered a robust safety culture.

The commitment to the HSE excellence journey showcases the powerful impact of integrating safety into our operations, reinforcing our reputation as a safety-conscious industry leader.

[52]For further details on Borouge's overall HSE performance, please refer to the 'Health and Safety Culture' section

Innovation Centre hosts visit from Emirates Nuclear Energy Corporation

In 2024, Borouge welcomed representatives from Emirates Nuclear Energy Company (ENEC) Nuclear Research and Development (R&D) at our Innovation Centre. The visit began with an engaging discussion on R&D and followed by an insightful tour of our lab facilities.

During the visit, we showcased Borouge's innovative products and the Innovation Centre's capabilities.

Our discussions opened promising avenues for future collaborations regarding our sustainable polyolefin solutions for future usage at the Barakah Nuclear Energy Plant and across the wider nuclear industry.



Digitalisation & AI: Enablers of Differentiation and Growth at Borouge

At Borouge, we recognise the transformative power of Artificial Intelligence (AI) and digitalisation in shaping the future of our operations. The effective implementation of our AIDT programme this year has led to redefinition of key business functions, enhancing efficiency, innovation, and compliance through world-class AI and technology solutions. With a total value generation of $573 million, the programme has positioned Borouge to deliver and exceed 2025 expectations.

The programme consists of five strategic pillars, as illustrated below:

Autonomous operations & production optimization



RTO & Digital Twin

AI Control Room Assistant

Robotics Operator Rounds

Connected Worker

Deployment from 2024 -2028

AI-based prescriptive maintenance



Anomaly Detection

Robotic Inspections

AI/ML Predictive Analytics

AI Planning Optimization Tool

Deployment from 2024 - 2027

Automated supply chain & logistics



End to End Value Chain Optimization

AI enabled Logistics Optimization

AI Enabled Freight Rate Forecasting

Digital warehouse

Deployment from 2024 - 2027

AI-powered product development



AI powered PO Product Testing

Advanced Polymer Simulations

AI solution for accelerated Product Innovation

AI model for property prediction

Deployment from 2024 - 2027

AI-enabled market intelligence & customer experience



AI Enabled Price Forecasting Tool

Customer Relation Management

AI Dynamic pricing tool

AI Enabled Sales Forecasting & competitive Intelligence

Deployment from 2024 - 2026

Moreover, Borouge has established an AIDT Committee which is responsible for ensuring the alignment of AI and digital initiatives within Borouge's broader strategic objectives. A key responsibility of the committee is contributing to the advancement of ADNOC's Energyai, a company-wide strategy designed to enhance efficiency, drive sustainability, and accelerate growth.

As a result of these efforts, 2024 marked a period of significant transformation, as outlined below. These changes were driven by the deployment of cutting-edge AI solutions and the optimisation of existing processes and tools.

Supply Chain Optimisation

Launch of the Quintiq S&OP optimisation tool, integrating four key models

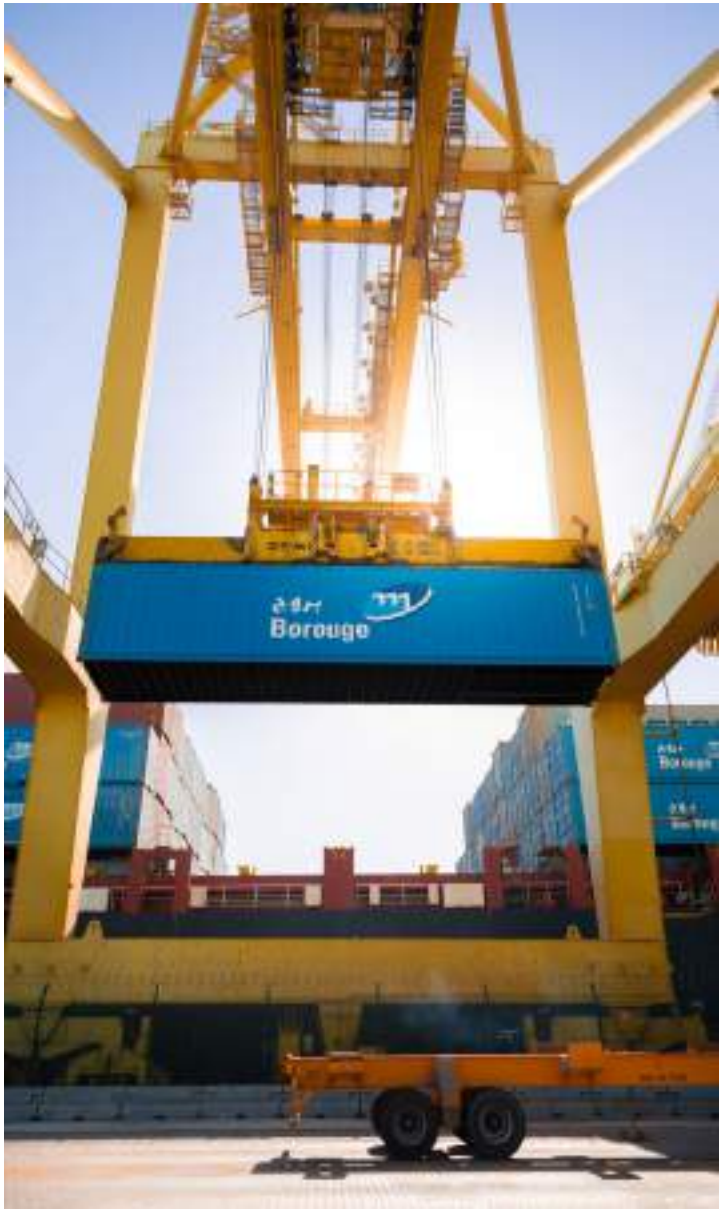
1. Macro Planner: End-to-end feedstock-to-customer optimisation
2. Demand Planner: Advanced sales demand forecasting
3. Company Planner: Allocation management and Available-to-Promise (ATP) checks
4. Scheduler: Detailed packaging scheduling

Production Optimisation

Implementation of Real-Time Optimisation across all three crackers (EU1, EU2, EU3) using a unified Aspen GDOTs application. This enables dynamic, continued optimisation of 20 furnace parameters, driving efficiency at scale.

Customer-centric Enhancements

Since its launch in late 2022, our CRM system has undergone continued improvements. In Q1 2024, we introduced Configure Price Quote (CPQ) tools, empowering strategic pricing agility in a rapidly evolving market.



HSE Innovations

During year 2024 following AIDT initiative were completed and initiated

Completed HSE AIDT Projects

AIDT HSE projects: CBT Training, Crisis Management Software, and e- PTW handheld device completed.

New HSE AIDT Initiatives

1. GPS Solution for Headcount and Compliance
2. Hazard Identification/Detection Solution
3. Methane Detection
4. Real wear navigator with smart glasses
5. Immersive HSE training with VR (Virtual Reality) Technology

Achievements

1. Successful Pilot of Hazard Detection Technology at Ruwais Distribution Centre
2. Successful Pilot of Real wear Navigator
3. AIDT HSE Solution Exhibition held during Borouge Safety Day

Collaboration

1. Successful partnership with Etisalat for GPS solution
2. ADNOC Framework ongoing with Fog sphere, Etisalat and AIQ for Hazard Detection Initiative
3. Discussion under progress with following partners for different AIDT solutions



Discussion under progress with following partners for different AIDT solutions

Hazard Detection	AIQ, Detect Technology
Augmented Reality (AR) and Virtual Reality (VR) HSE training	Pixera Inc, USA
AIPS Dashboard	Worldwide Technology
Methane Detection	TPEurope
Corrosion Monitoring	Detect Technology
Digital Log Out Tag Out (LOTO)	Value Digital LOTO
Confined Space Technology	Total Safety Solution



Expanding Strategic Partnerships

Borouge's AIDT programme is reinforced by a robust ecosystem of 25+ strategic partnerships, aligning with our digital transformation ambitions. Key collaborations include:

1. Mohamed Bin Zayed University of Artificial Intelligence – The world's first AI university, specialising in AI research and graduate education. A MoU was signed in 2024, formalising our strategic partnership.
2. Cognite[53]– Providing an integrated data foundation for Borouge's AI-enabled control room.
3. Artificial Intelligence and Quantum (AIQ)47 – Leveraging advanced AI and quantum computing to drive innovation across our operations.

[53]Cognite and AIQ are technology providers that offer AI-enabled control room technology.

Accelerating Growth with Advanced Digitalisation and AI - Deployment of a Real-Time Optimisation (RTO) System

Borouge is harnessing AI, technology and digitalisation to drive efficiency, sustainability, and innovation across its operations, with a strong focus on initiatives that are creating value for shareholders. In 2024, we delivered $573 million in value generation through these initiatives, exceeding its $550 million target announced last year.

A standout achievement of this plan has been the deployment of a real-time optimisation (RTO) system. This advanced system, implemented across three large-scale ethane crackers and 20 furnaces, processes over 150,000 parameters every hour. This capability significantly boosts productivity, optimises energy usage, and minimises emissions, underscoring our commitment to operational excellence and environmental stewardship.

Borouge to advance AI and digitalisation strategy with MBZUAI

In 2024, Borouge entered a strategic partnership with the Mohamed bin Zayed University of Artificial Intelligence (MBZUAI). The partnership will empower us to explore cutting-edge AI solutions, enhance innovation, and build future capabilities. It will also provide internship opportunities for the next generation of AI leaders, allowing them to gain hands-on experience at Borouge while contributing to our progress.

Launch of Borouge Sustainability, Meera GPT Agent

In collaboration with the Digital & Analytics Solutions team, we are proud to announce the launch of Meera GPT's specialised agent: Borouge Sustainability.

This AI tool will enable ADNOC employees to ask Meera GPT about anything in our Sustainability report. This includes our environmental impacts, social initiatives, sustainability goals, and strategies.

Digitalisation of QC Laboratory Sample Archiving System

In our ongoing commitment to innovation and operational excellence, we successfully implemented a digital sample archiving system using an MS Access database in the QC Laboratory Specialty Polymers area. The system enables data recording, filtering, and search options, ensuring seamless retrieval of archived samples. A barcode reader is used to transfer sample data directly into the software, enhancing the traceability of archived samples.

While the system is already delivering enhanced traceability and operational efficiency, further improvements are planned. The next step involves integrating automatic data transfer from LIMS, ensuring complete alignment between archived sample details.



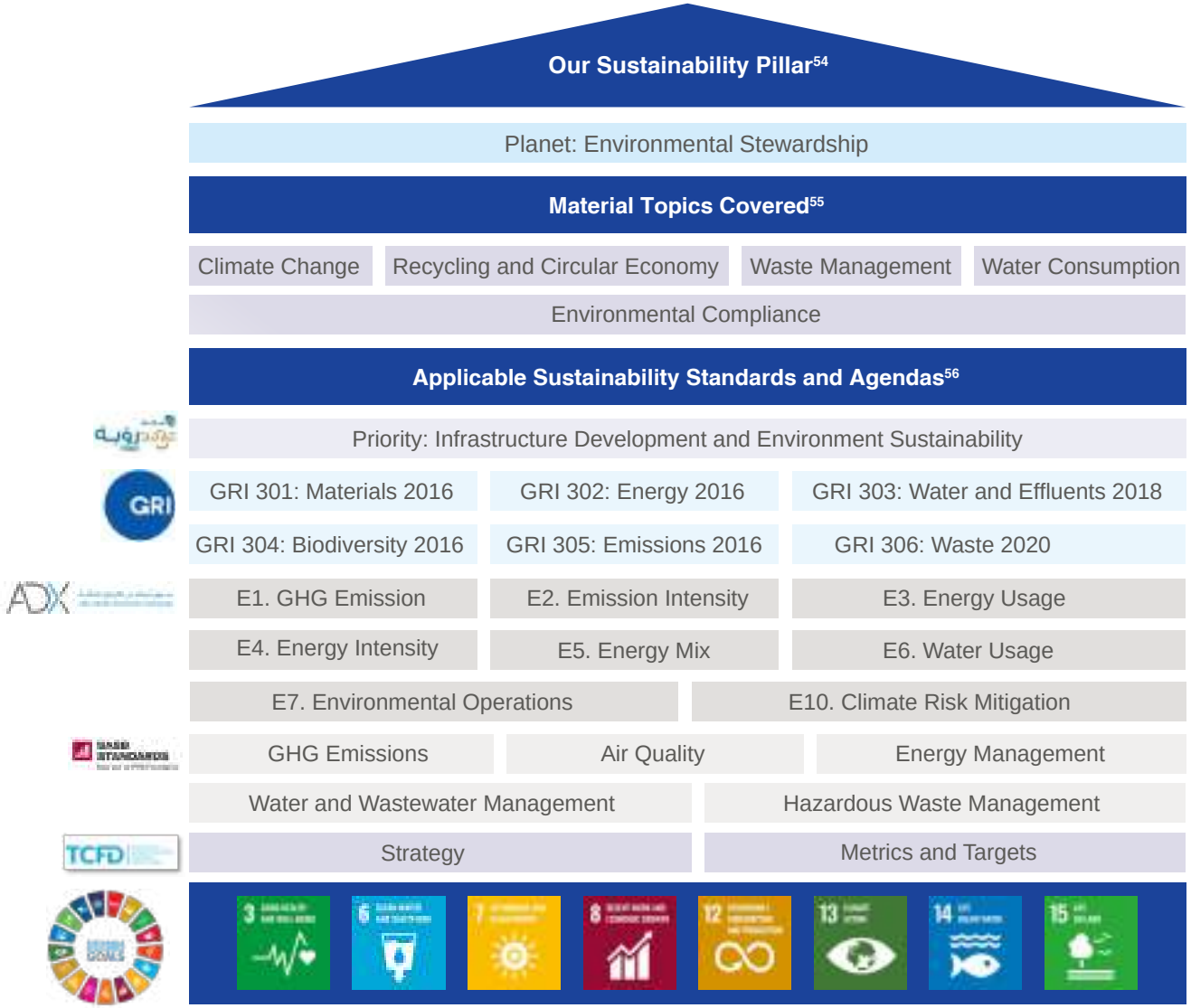
Chapter 5

Towards a Greener Future

Towards a Greener Future

As a leading global producer of polyolefins, Borouge acknowledges the substantial impact of our operations on the environment. Therefore, we strive to uphold environmental stewardship. We focus on measuring the impact of our actions, this includes embedding circular economy principles into our products, addressing climate change, lowering carbon emissions, and conserving natural resources.

We map these practices to our sustainability pillars and material topics, aiming to align them with globally recognised frameworks such as GRI, TCFD and SASB, as well as ADX requirements. We also align them with national and international agendas, including the Abu Dhabi Vision 2030 and the UN SDGs.



[54]The sustainability pillar highlighted here represents the key focus area addressed within the content of this chapter. For a comprehensive overview of our three sustainability pillars, please refer to the 'Borouge's Commitment to Sustainability' subsection.

[55]The material topics listed here represent the key sustainability issues tackled in this chapter. For a comprehensive overview of our exhaustive list of our ESG material topics, please refer to the 'Materiality Assessment and Validation' subsection.

[56]The sustainability standards outlined in this table represent those that are mapped to the content of this chapter. For a comprehensive overview of all applicable sustainability standards, please refer to the Appendix section.

Our Environmental Aspirations

Borouge aims to adheres to environmental compliance standards and implements environmental management systems, supported by relevant certifications, and rigorous internal controls. Our integrated approach allows us to monitor, evaluate, and improve our environmental performance.

In 2024, Borouge continued to make strides in advancing our environmental stewardship efforts. Key highlights are illustrated below, with further details and insights provided in the subsequent pages of this section.

2024 Highlights

- Received zero complaints related to environmental issues
- Established a fugitive emissions monitoring system that is in line with the Oil and Gas Methane Partnership (OGMP)[57] requirements
- Implementing an Air Emissions Monitoring System (AEMS)
- Invested a total of AED 47,852,386 in environmental expenditures, allocated across both internal processes and external services
- Recognised by the Carbon Disclosure Project (CDP) for environmental transparency and action



[57]The OGMP is an initiative led by the United Nations Environment Programme (UNEP) in collaboration with the International Energy Agency (IEA). It is aimed at reducing air pollutant emissions in the oil and gas sector through improved measurement, reporting, and mitigation practices.

We uphold adherence to all relevant environmental laws and regulations. This commitment extends beyond the UAE, encompassing our global operations, as outlined below.



ADNOC Pollution, Prevention and Control Standard, HSE-EN-ST02



Regulations set by the Environment Agency - Abu Dhabi (EAD)



UAE Federal Environment Agency - Federal Law No. (24) of 1999: ‘Protection and Development of the Environment’



EAD Soil Contamination User Guide for the Emirate of Abu Dhabi



US EPA Handbook of Suggested Practices for the Design and Installation of Ground-water Monitoring Wells



US EPA Air Emissions Measurement



Environment Agency, Guidance on the Design and Installation of Groundwater Quality Monitoring Points



Environment Agency, Technical Center Promulgated Test Methods, Guidance Note (Monitoring) M2

Building on our strong foundation of regulatory compliance, Borouge adopts a comprehensive Health, Safety, and Environment (HSE) Policy. This policy outlines clear principles to sustain Borouge’s operations, ensuring that we maintain the highest standards of HSE performance across all levels of our operation.

We also focus on improving internal controls and integrating environmental considerations into our management systems to balance operational needs with environmental responsibility. The table below outlines the environmental management systems Borouge implements across key environmental areas.

Environmental Management



Category	Standard	Borouge's approach
Environmental Management	ISO 14001:2015 – Environmental Management System (EMS)	Borouge implements a comprehensive Environmental Management System (EMS) designed to assess our environmental impacts, set clear targets, and develop actionable plans to manage these impacts in accordance with the ISO 14001 standard requirements. This system helps us regularly monitor, evaluate, and improve our environmental performance, aligning our operations with best practices and industry standards to manage our environmental footprint.
	RC 14001®:2015 – Responsible Care Technical Specifications	Building on the ISO 14001 standard, Borouge's RC 14001®:2015 certification enhances our environmental, health, and safety management by incorporating Responsible Care principles. This certification includes key codes that address environmental protection, community awareness, product stewardship, security, distribution, and health and safety. It underscores our commitment to sustainable and responsible operations, , helping us comply with regulatory requirements and proactively manage risks and deliver positive outcomes for both people and the environment.
	Environmental Impact Assessment (EIA)	Borouge employs a comprehensive Environmental Impact Assessment (EIA) process to evaluate and manage the environmental effects of new projects, modifications, and retrofitting activities. This process aligns our operations with our sustainability goals and compliance objectives, enabling us to identify potential impacts early, implement mitigation measures, and make sure that our activities support responsible environmental stewardship throughout their lifecycle.

Category	Standard	Borouge's approach
Energy Management[58] 	ISO 50001:2018 – Energy Management System (EnMS)	Borouge systematically enhances energy performance by integrating energy-efficient practices across our operations through the implementation of a comprehensive Energy Management System (EnMS). This framework helps us to optimise energy use, reduce emissions, and achieve cost savings while supporting both our environmental and business objectives. By embedding energy efficiency into our core operations, we drive sustainable growth and contribute to the long-term well-being of the environment and our stakeholders.

Category	Standard	Borouge's approach
GHG Emissions Management1 	ISO 14064 – International Standard for GHG Emission[59]	Borouge adheres to ISO 14064 standards for measuring, managing, and reporting greenhouse gas (GHG) emissions. This alignment with global sustainability standards reinforces our commitment to transparency and accountability while driving progress towards our net zero 2045 ambition. By adhering to these standards, we align our practices with industry-leading frameworks, enabling us to effectively track and reduce our emissions as part of our ongoing efforts to build a more sustainable future.

[58]For further information on Borouge's approach to energy and emissions management, please refer to the "Tackling Climate Change" section.
[59]ISO 14064 certification applies exclusively to China CMP operations.

Progressing Toward Environmental Excellence at Al Ruwais Industrial City

Borouge's Al Ruwais Environmental Sustainability Programme (RESP) supports our internal management systems and protocols by setting clear, measurable targets to reduce the environmental footprint of our Al Ruwais operations by 2025. These targets focus on key areas such as GHG emission reduction, energy efficiency, water consumption, and waste generation.

As we near the final phase of implementing RESP, we are proud to report significant progress in 2024, having surpassed the 2025 targets ahead of schedule, as illustrated below.

2025 Targets	Increase water efficiency by 25%	Reduce energy intensity by 28%	Reduce scope 1 - GHG emissions intensity by 22%	Reduce scope 2 - GHG emissions intensity by 19%
2024 Performance	33%	27%	27%	36%

We regularly measure and track our environmental footprint through various environmental performance indicators. By monitoring these indicators, we can identify areas for environmental improvement, set targets for advancement, and implement strategic actions to achieve our environmental commitments. Our environmental KPIs are integrated into the monthly operations report. Deviations in environmental performance are addressed using the same processes used in other operational KPIs, ensuring consistent handling across organisational metrics. Additionally, L0 KPIs are reported to the Sustainability Committee, which oversees and guides our sustainability efforts.

Through the successful implementation of our HSE Policy, EMS, and other robust environmental management efforts, Borouge did not experience any regulatory compliance issues with regards to environmental cases over the past five years. This accomplishment is a direct result of our disciplined adherence to environmental laws where we operate, the effective utilisation of our internal environmental controls, and our rigorous environmental monitoring practices. On top of this, Borouge reports that no environmental complaints were received in 2024, reflecting our commitment to high standards of environmental compliance and stewardship.

In 2024, Borouge made significant investments in environmental management, aligning our operations with our sustainability goals while addressing key environmental issues. Notably, our total environmental expenditure amounted to AED 47,852,386 distributed across both internal processes and external services, as illustrated below.

Environmental expenditure for equipment and internal (company-operated) processes

Environmental programmes/ processes/ monitoring equipment	Expenses (AED)
Wastewater management	20,721,643
Protection against radiation	35,000
Protection of ambient air and climate	2,216,330
Waste management	4,442,277
Noise and vibration abatement	35,000
Total	**27,450,250**

Environmental expenditure for external / contracted services

Environmental programmes/ processes/ monitoring equipment	Expenses (AED)
Environmental assessments and auditing cost	151,162
Annual expenditure for environmental protection through governmental and non-governmental entities (e.g. cost to Bee'at)	20,250,974
Total	**20,402,136**



Brogue's Total Environmental Expenditure (AED)

47,852,386

Borouge's Total Environmental Expenditure (USD)

13,029,921

Innovative Solutions for Micro-Sprinkler Drip Irrigation for Water Efficient Farming

Micro-sprinkler drip irrigation technology has rapidly developed in China, due to its efficient and water-saving benefits.

This technology has become an essential part of China's agricultural modernisation process particularly given the increasing challenges associated with water scarcity.

In Northwest China, there is an increasing appetite to implement micro-sprinkler drip technology as part of improving precision farming techniques and efficient use of water resources. Thus, a leading manufacturer of agriculture technology in China selected Borouge's advanced material that meets their requirements for sustainable farming outcomes.

Aquility™ HE1440 is a high-performance bimodal polyethylene that effectively addresses the challenges typically faced when introducing micro-sprinkler drip irrigation systems.

The material meets the performance standards of drip irrigation pipes locally, such as high puncture resistance and environmental stress crack resistance. Aquility™ HE1440 supports the durability of the micro-sprinkler drip irrigation systems, reduces maintenance costs, and improves the efficient use of water.

The use of Aquility™ HE1440 in micro-sprinkler drip irrigation belts has significantly improved water resource utilisation and land productivity. By precisely controlling the supply of water and fertiliser, it promotes the healthy growth of crops, contributing to the sustainable development of agriculture in Northwest China.

Borouge's innovative solutions for micro-sprinkler drip irrigation have enabled our partners to play a crucial role in promoting sustainable agriculture in China.

By addressing the challenges and providing high-performance materials like Aquility™ HE1440, Borouge continues to contribute to the integration of agricultural modernisation with social, environmental, and economic benefits



Enhancing Crop Yield and Sustainable Farming with Diffused Light Greenhouse Films

Qujing Plastics Group, a leading agricultural company in China, aimed to enhance the efficiency and sustainability of its greenhouse operations in Yunnan.

Qujing traditionally used colour masterbatches to produce the blue greenhouse films to shield crops from intense sunlight. However, this practice presented difficulties for recycling and reuse due to the contamination produced by the colour masterbatch.

Therefore, Qujing Plastics Group worked with Borouge to develop a diffused light greenhouse film for its agriculture needs. Based on their specification and objectives, Borouge recommended Borstar® FB1200, an enhanced polyethylene specially formulated for high-performance agriculture film applications.

Borstar® FB1200 brings superior mechanical properties, excellent melt strength, environmental stress crack resistance (ESCR), as well as enhanced light diffusion, leading to higher crop productivity and better-quality crops.

With Borstar® FB1200, the greenhouse film provides natural diffused light, eliminating the need for the use of colour masterbatch in the recipe design and yet enhances the recyclability of the greenhouse films.

Field trials were conducted in Yunnan. The results were positive, with local farmers reporting several benefits:

Improved recyclability: The natural diffused greenhouse film eliminates pollution that can be caused by ink making the film easier to recycle and reuse.

Enhanced crop protection: The enhanced greenhouse film effectively shields plants from strong sunlight without using inks for the films.

Reduced pest and insect attraction: Farmers observed that the enhanced greenhouses with diffused light film attracted fewer pests and insects compared to the traditional ink-dyed films.

Increased crop yield and quality: With fewer insects and less harsh sunlight, the crop yield and quality have improved drastically.

The implementation of Borouge's FB1200 diffused light greenhouse film by Qujing Plastics Group has demonstrated to be an effective and sustainable solution. This film enhances recyclability while also improving plant protection and crop yields, representing a significant advancement for the agricultural industry

Embracing Circular Economy

We recognise the urgent need to transition to a circular economy, where materials are reused, waste is minimised, and material value is maximised.

Aligning with the UAE's Circular Economy Policy 2021-2031, we focus on reshaping the future of plastics and redefining how our customers use them. By embedding recyclability and resource efficiency into our products, we transform plastics from disposable items into valuable, reusable assets, driving sustainable growth and reducing environmental impact.

In 2024, Borouge continued to make strides in advancing our circular economy practices. Key highlights are illustrated below, with further details and insights provided in the subsequent pages of this section.

2024 Highlights[60]

- The RECAPP partnership resulted in a significant reduction of 2,690 tonnes of CO_2, equivalent to planting 108,000 trees and saving 10.8 million hours of computer consumption.
- Hosted our "Shaping a Sustainable Future: Borouge's Circular Economy Solutions" event which provided valuable insights into our circular economy initiatives and product offerings.
- Participated in RESPack 2024, an international conference on responsible packaging, as a subject matter thought leader.
- Announced our latest partnership with Siegwerk, aiming at producing advanced mono-material packaging and addressing the growing demand for sustainable packaging in the market.
- Participated in the 'Sustainability in Packaging Asia 2024' event in Singapore, gathering key value chain partners and brand owners from the packaging industry to share insights on the industry landscape, market trends, and driving circularity.



[60]For further updates on our 2024 circular economy initiatives, please refer to our LinkedIn page at: Borouge Circular Economy: Posts | LinkedIn

The Borouge House of Circularity reflects our commitment to the Circular Economy by embedding sustainability into every stage of the product lifecycle, from design and manufacturing to disposal.

This framework is built on four main pillars, blending innovations in design, materials, and technologies to pave the way for a more sustainable and circular future. Key solutions include recyclable product designs, the development of mono-material solutions to replace non-recyclable multi-materials, the use of renewable feedstocks, and the incorporation of post-consumer and post-industrial recycled materials. Our approach also prioritises the development of high-performance polyolefins, which facilitate the use of higher recycle content, reduce CO2 emissions, and improve recycling efficiency.

Through Borouge's product innovation and circular solutions, we aim to optimise durability while ensuring that materials can be repurposed, recycled, and reintegrated into the production chain. With some of our products designed to last for over 50 years, Borouge is committed to long-term sustainability, all while maintaining a focus on recyclability and circularity.



In 2024, Borouge has signed a strategic partnership with UNION PIPES INDUSTRY – LLC (UPI), a leading UAE-based manufacturer, to advance sustainability in its logistic operations. As part of this collaboration, Borouge will supply UPI with 100% post-consumer recycled (PCR) polypropylene through its partners Qonexa and Intraco Pallet to produce customised pallets for Borouge's logistics operations.

In addition to advancing sustainable practices in our operations and fostering innovation in product design, Borouge actively champions sustainability through its participation in campaigns that raise awareness about the circular economy and foster meaningful community engagement. A cornerstone of this commitment is Project STOP[61], an innovative programme launched by Borealis and Systemiq that Borouge has been supporting, including funding, during its initial stages. Today, we remain actively engaged as a member of the Steering Committee, contributing to its strategic direction and long-term impact.

Launched in 2017 by Borealis and Systemiq, Project STOP works hand-in-hand with city governments to create effective circular waste management systems in high-need areas of Southeast Asia. The initiative supports cities with technical expertise to achieve zero-leakage of waste, increase recycling, build economically sustainable programs, create new jobs and reduce the harmful impacts of mismanaged waste and uncontrolled waste burning on public health, climate change, tourism, and fisheries.



[61]For further information, visit www.stopoceanplastics.com

Borouge RECAPP Partnership 2024 – Advancing Circular Economy Goals

The RECAPP initiative is a digital solution for advancing recyclable collection in the UAE, revolutionising waste disposal by making it more accessible and user-friendly. Empowering individuals and communities to actively reduce their environmental footprint, RECAPP serves as the UAE's first digital platform dedicated to recycling. Through the RECAPP app, users can seamlessly track, manage, and enhance their recycling efforts, fostering environmental responsibility and driving positive change.
In 2024, Borouge continued its successful partnership with RECAPP by Veolia, further promoting a circular economy and enhancing sustainability efforts in the UAE.

Key Benefits and Achievements of the Partnership:

- **RECAPP Digital Solution:** RECAPP remained a pivotal digital solution for collecting recyclables in the UAE, aiming to raise awareness and foster a sustainable lifestyle among residents.
- **Support for UAE's Sustainability Goals:** The programme continued to support the UAE's sustainability goals for 2030 by diverting waste from landfills and promoting recycling practices.
- **Initiatives:** Various initiatives were undertaken, including the Global Recycling Day celebration, World Clean Up Day workshop, and Recyclable Collections campaign.

Environmental Impact: CO2 Reduction:

In 2024, the partnership resulted in a significant reduction of 2,690 tonnes of CO_2, equivalent to planting 108,000 trees.

Borouge Specific Impact Contribution:



Growth and Trends:



RECAPP participation at Zero Waste Campaign



Innovating Circularity: Mono-material Solutions for Sustainable Snack Packaging

To address the growing demand for sustainable packaging, Borouge has focused on innovating solutions that enhance recyclability. In collaboration with Aerolam, a specialist in insulation and packaging products based in India, Borouge developed recyclable solutions for snack food packaging using advanced materials RD265CF, HD915CF, and RD368CF.

Aerolam, known for producing high-quality cast polypropylene (CPP) films, has invested in state-of-the-art production facilities targeting applications such as retort films, mono-material solutions, and metallised polyethylene. To meet a brand owner's updated requirements for eco-friendly packaging, Aerolam sought to redesign the existing packaging structure to align with their sustainability goals.

Through close collaboration, the Borouge Asia South Packaging team introduced a tailored, sustainable solution that replaced the conventional PET/PE structure while addressing key performance criteria, including stiffness, barrier properties, and sealing performance.

The result was a mono-material CPP solution, suitable for nitrogen-flushed snack food packaging, providing an effective alternative for this market segment.

This collaboration highlights Borouge's commitment to supporting partners in achieving their sustainability objectives through innovative materials and technical expertise. It reflects Borouge's ability to adapt to changing market demands while delivering solutions that align with evolving sustainability requirements.

Bornewables™: Meet Your Sustainability Targets with ISCC PLUS-Certified Polyolefins Produced from Renewable Feedstocks

The Bornewables portfolio features advanced circular polyolefin products designed for a broad spectrum of high-performance applications.

Developed with renewable content using a mass balance approach, the Bornewables empower our customers to achieve their sustainability goals without compromising on quality. These innovative materials deliver the same exceptional performance as virgin polyolefins while reducing dependency on fossil-based feedstocks.

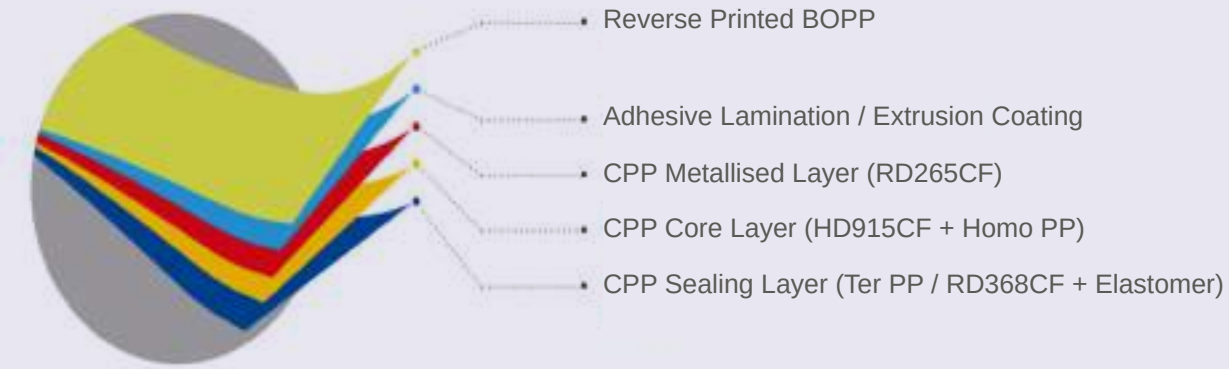
To explore this innovative product offering in detail, visit: **https://www.borouge.com/en/sustainability/Pages/circular-economy.aspx**

Collaborative Innovation for Recyclable Mono-material Packaging Solutions

Britannia Industries Limited, a leader in the food industry with over a century of sustainability efforts, operates 90 plants across India and manufacturing units in seven countries. In its commitment to sustainability, Britannia sought an alternative to its non-recyclable packaging, with the goal of achieving a fully recyclable mono-material solution.

The challenge was to maintain the performance characteristics of Britannia's packaging, such as stiffness and sealing properties while transitioning to a more sustainable solution. Additionally, the company aimed to recycle plastic waste equivalent to its packaging consumption, striving to become plastic-neutral.

Borouge's Asia South Packaging team collaborated with Britannia and other partners to develop a new mono-material solution using RD265CF and HD915CF. This innovative multi-layered CPP film met the required performance standards on one of the world's fastest packaging lines, delivering the necessary stiffness, speed, and processing efficiency while ensuring the packaging was fully recyclable.



Combatting Climate Change

Borouge has set a target to achieve net zero emissions by 2045. This ambitious goal highlights Borouge's leadership in climate action, driving ADNOC Group's net zero ambition for 2045 and contributing to the UAE's national target of reaching net zero by 2050.

In 2024, Borouge continued to make strides in advancing our carbon reduction and energy management practices. Key highlights are illustrated below, with further details and insights provided in the subsequent pages of this section.

2024 Highlights

Reduced our Scope 2 emissions by 3.2% compared to 2023

Recorded 82.6 KT of carbon abatement, marking a significant milestone as we surpassed 500,000 tonnes of CO2eq abated annually

Achieved a 21.1% reduction in flared hydrocarbons compared to last year



Reaching Net Zero by 20453

To sustain momentum and support our progress toward meeting our long-term net zero goal, Borouge has set clear interim targets for 2030. These targets focus on critical areas such as reducing energy and emissions intensity and eliminating continuous flaring. In 2024, we have made significant progress towards meeting these targets, as outlined below.

2030 interim targets	2024 progress
25% GHG emissions intensity reduction	37.1%
30% energy intensity reduction	26.5%
Zero continuous flaring	Achieved zero continuous flaring

Aimed at further accelerating our efforts, Borouge is committed to exploring new technologies and optimisation strategies, such as electrification and carbon capture, which are being pre-studied as potential solutions to reduce both emissions and energy consumption across our operations.

In 2024, Borouge's Sustainability Committee held a key meeting to address climate-related governance, marking a significant step in embedding climate considerations into our strategic direction. The discussion focused on accountability across various dimensions of climate action, defining clear roles and responsibilities within Borouge, setting strategic KPIs to measure progress, and tracking performance toward achieving the 2030 interim targets.

The meeting resulted in strengthened oversight mechanisms on climate-related matters and improved collaboration between the committee's members and Borouge's operational teams.

Reducing Emissions through Partnerships: Borouge and Etihad Rail's Sustainable Impact

In 2024, Borouge reached a significant milestone in its commitment to reducing our carbon footprint beyond our own operations. In collaboration with Etihad Rail, Borouge successfully transported over 700,000 tonnes of products via the UAE's National Railway Network in its first year of operation. The transportation, from the newly established terminal in Al Ruwais Industrial City to Abu Dhabi's Khalifa Port, was completed in just 4 hours—significantly reducing travel time compared to the 12-hour duration of traditional road transport methods.

This initiative contributed to a substantial reduction in our Scope 3 indirect carbon emissions by shifting from road transport to rail, which is far more energy efficient. In 2024 alone, this transition resulted in the avoidance of 14,910.60 tCO_2e in Scope 3 emissions, marking a 68.4% reduction in environmental impact. Through the integration of this system, Borouge is reducing our indirect emissions that would have otherwise been generated through conventional transport methods.

Borouge's commitment to achieving its 2045 net zero target goes beyond internal measures. We are dedicated to collaborating closely with our customers, offering sustainable and innovative solutions to support their own decarbonisation journeys. By working together, we can drive progress across the entire value chain, reinforcing our shared goal of creating a more sustainable future for all.



Sustainable Automotive Industry

At an investors event during 2024, Borouge Innovation Champions demonstrated that Borouge is aiding in transforming the automotive industry through its sustainable solutions that are designed to make cars lighter and more efficient. By integrating high-performance recycled polypropylene (PP) compounds into vehicle components, Borouge helps reduce vehicle weight, which leads to lower fuel consumption and CO_2 emissions, contributing to a more sustainable transportation sector.

The event showcased firsthand examples of how Borouge's innovative materials enhance vehicle performance and support the circular economy by utilising recycled materials. These solutions are playing a critical role in helping automakers drive their decarbonisation efforts through reducing their overall carbon footprint, furthering global efforts to combat climate change.

Borouge's Role in Advancing the Global Energy Transition

During the "Meet the Innovation Champions" event held at Borouge's Innovation Centre, our experts led a compelling discussion on the transformative role of polyethylene solutions in the global energy transition. The event highlighted how Borouge's innovative technologies are contributing to the future of energy, specifically in improving the reliability and efficiency of energy cables used in both industrial and residential applications.

Demonstrating our commitment to innovation, we showcased Borouge's advancements in energy cables, which are designed to support the seamless transportation of energy from renewable sources. By providing robust, durable, and efficient solutions, Borouge is helping to drive the global shift toward sustainable energy systems, reinforcing its dedication to the energy transition.

Crafting Energy Solutions with High-Performance Innovation

As part of our commitment to sustainable innovation, Borouge proudly introduced RA150E, a cutting-edge PP resin engineered for applications demanding exceptional long-term performance, even under challenging elevated conditions. Developed with the advanced Borealis Borstar® technology, RA150E offers superior properties while enabling efficient and environmentally sustainable processing.

Fully recyclable, RA150E embodies Borouge's dedication to supporting the global energy transition. With its low carbon footprint and enhanced energy efficiency, it aligns seamlessly with our mission to advance carbon-neutral solutions locally and globally.
Our ability to deliver this innovation stems from our operational excellence, a team of highly skilled professionals, a steadfast focus on health, safety, and environment (HSE), and the use of state-of-the-art technology. RA150E is proudly produced at our world-class facility in Al Ruwais Industrial City, reflecting our leadership in providing sustainable and high-performance materials.

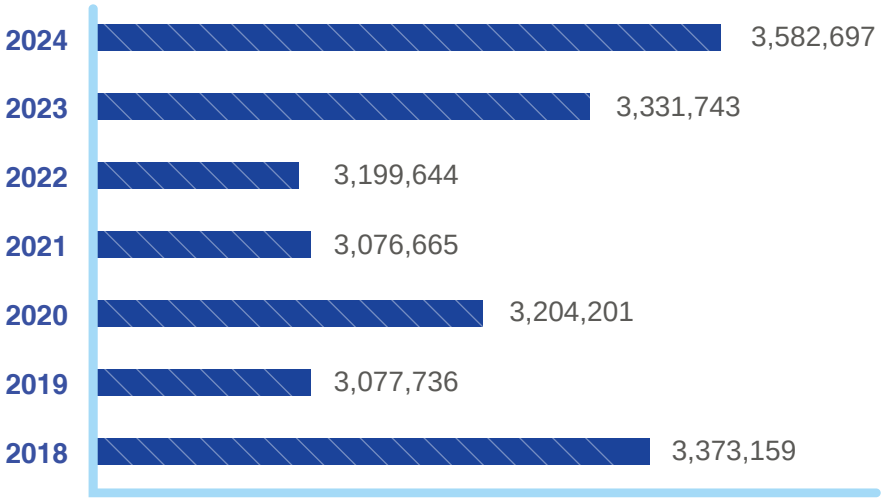
Emissions Reduction in Action

At Borouge, we are dedicated to continued evaluation of the carbon footprint of our operations and developing effective strategies for reducing and mitigating GHG emissions. We utilise standardised calculation tools to accurately track and report our carbon emissions, ensuring alignment with the principles promoted by the GHG Protocol. This framework carefully assesses both Scope 1 and 2 emissions, as illustrated below, covering direct emissions from our activities and indirect emissions from purchased electricity.

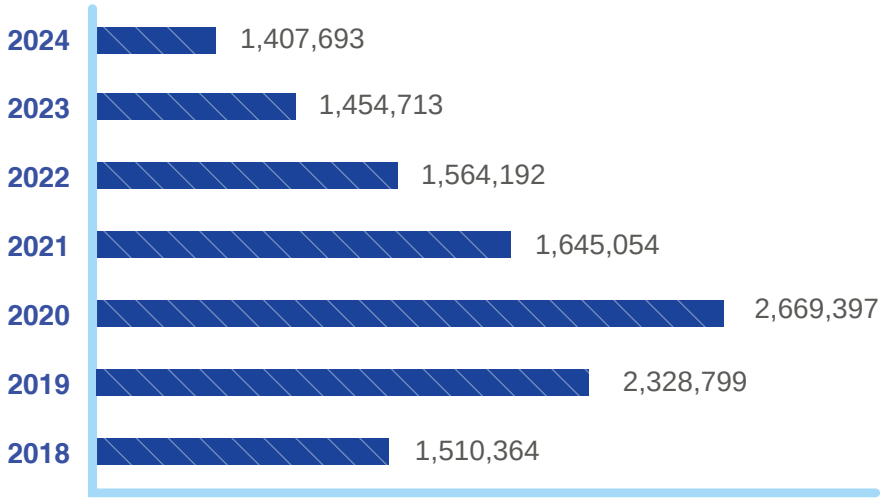
On top of this, we acknowledge the critical importance of addressing and accurately accounting for Scope 3 emissions—those indirect emissions resulting from activities within our value chain. In 2023, we initiated a comprehensive assessment to strengthen our carbon accounting practices, laying the foundation for a thorough evaluation of our Scope 3 emissions.

In 2024, our Scope 1 emissions saw a modest increase of 7% compared to 2023, primarily driven by higher production levels. However, due to our energy efficiency and conservation initiatives, Borouge achieved a 3.2% reduction in Scope 2 emissions over the same period.

Scope 1 GHG Emissions (Tonnes CO_2 Equivalent)



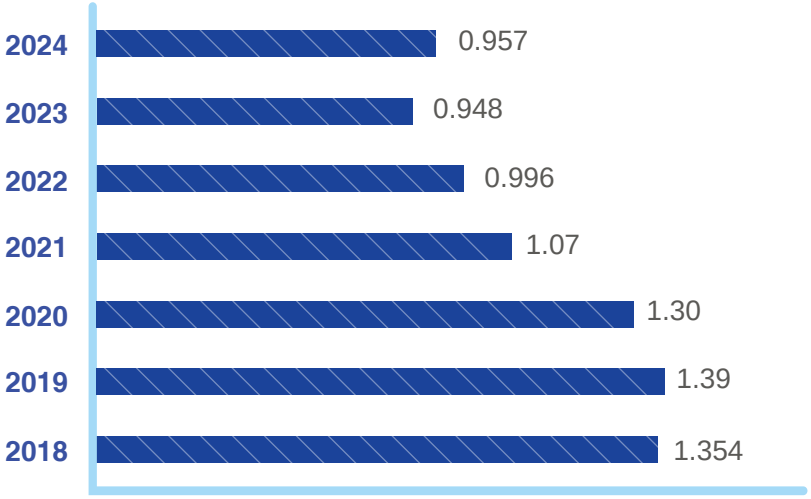
Scope 2 GHG Emissions (Tonnes CO_2 Equivalent)



Importantly, Borouge is committed to closely monitoring our emissions, such as carbon dioxide and methane, as part of our ongoing efforts to assess and manage its environmental impact effectively. The table below provides a detailed breakdown of various emission species expressed in tonnes of CO_2 equivalent.

Emission Species / Tonnes CO_2 Equivalent	2018	2019	2020	2021	2022	2023	2024
Carbon Dioxide (CO_2)	3,308,520	2,965,384	3,117,796	3,002,124	3,122,861	3,296,225	3,573,317
Methane (CH_4)	52,073	69,038	48,821	49,418	50,346	5280*	3,628
Nitrous Oxide (N_2O)	4,061	23,492	25,238	23,340	24,509	3,190	2,133
Hydrofluorocarbons	8,505	7,586	4,521	1,782	1,927	1,035	1,967
Total	3,373,159	3,065,501	3,196,376	3,069,848	3,199,644	3,331,743	3,581,045

GHG Emission Intensity (Tonnes CO_2 Equivalent/Tonne)





The monitoring of Borouge's GHG emissions has been a catalyst for pursuing several impactful initiatives, as outlined below. These include newly introduced energy projects this year, alongside the sustained impact of initiatives launched in previous years.

The collective impact of these comprehensive efforts has driven substantial reductions in CO_2eq emissions which is equivalent to 82.6 KT carbon abatement.

*Flares emission factor for CH4 was revised based on flared gas composition & flares efficiency for better accuracy.

Initiative	Lever Type	tCO_2eq Volume Reduction
EU2- Boiler stack temperature reduction by optimising BFW temperature to Economizer	Energy Efficiency	960
EU3- Boiler stack temperature reduction by optimising BFW temperature to Economizer	Energy Efficiency	1,040
EU3- Boiler HP steam T increase and turbine saving	Energy Efficiency	11,037
Correction/Optimisation of B3 steam to flare	Flare Reduction	10,485
Optimisation of CCCW pumps operation for Borouge-3 Cracker & U&O circuit	Energy Efficiency	8,206
Reduce load of KC 503	Energy Efficiency	1,091
Steam reduction in Jacket water circuit for Loop reactors of PP plants	Energy Efficiency	620
Flaring reduction from PP Membrane Unit inlet stream	Energy Efficiency	183
Optimisation of B1 Flare Purge Gas	Flare Reduction	18,844
Optimisation of Steam to B2 Flare	Flare Reduction	7,189
Optimisation of B2 flare purge gas	Flare Reduction	23,005
Total		**82,660**

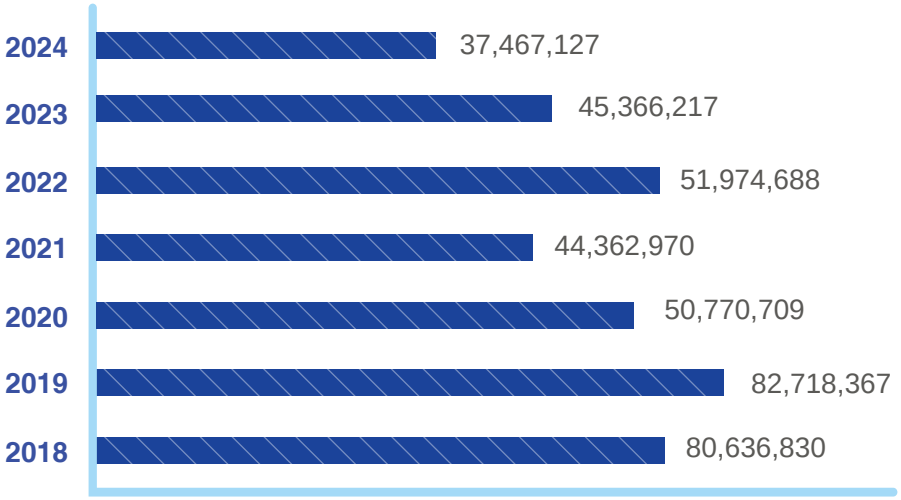
Minimising Continuous Flaring

Building on our commitment to carbon reduction, minimising flaring has become a central focus in our ongoing efforts to mitigate environmental impact. While flaring is sometimes necessary for operational safety, it is a significant contributor to GHG emissions.

To address this challenge, Borouge is committed to implementing innovative solutions aimed at reducing flaring occurrences. In support of this commitment, we are deploying advanced flare reduction technologies, alongside flare gas replacement and process optimisation initiatives. These efforts are designed to minimise flaring events, capture, and repurpose gas that would otherwise be released into the atmosphere, and enhance operational efficiency. Through these initiatives, Borouge is reducing our carbon footprint while also improving our economic performance, contributing to both environmental and business sustainability.

In 2024, the successful implementation of our efforts resulted in Borouge achieving a 21.1% reduction in flared hydrocarbons compared to 2023, as illustrated in the data below.

The Volume of Flared Hydrocarbon (m^3)





Monitoring Emissions - Beyond Carbon

Borouge continues to reduce its emissions beyond carbon footprint, targeting a wider range of air pollutants, such as nitrogen oxides, sulphur oxides and volatile organic compounds (VOCs), among others. Recognising the significant impact these emissions have on air quality and human health, Borouge actively monitors and manages such non-GHG emissions in accordance with the ADNOC Group standard.

Moving forward, we will continue implementing measures to further reduce these emissions, supporting better air quality in the communities where we operate.

Other Air Emissions (Tonnes)	2018	2019	2020	2021	2022	2023	2024
NOx	4,225	3,991	4,360	4,151	4305	4,157	4,323
SOx	389	382	403	379	415	12	13
VOC	505	496	427	418	430	1,264**	1,148
PM	463	412	464	430	448	439	376
ODS (kg of CFC-11 Equivalent)	50	19.5	21.7	11.98	18	16	0

**Emission factor for Fugitive Emission and vents has been updated.

Enhancing Energy Efficiency

We understand that effective energy management is crucial to reducing our carbon footprint and advancing our sustainability objectives. To support this, we have developed a comprehensive 2030 Energy Roadmap. This strategic and actionable framework outlines a clear pathway for Borouge's transition towards more sustainable, energy-efficient, and resilient operations.

Strategic Components Driving Borouge's 2030 Energy Roadmap

1. Establishing Targeted Energy Efficiency Goals: Borouge is committed to reducing our energy intensity by 30% by 2030 and decreasing our annual CO_2 emissions by 600,000 tonnes of CO_2e by 2030. This will be achieved through the successful implementation of several targeted energy efficiency initiatives.

2. Ensuring Resilience Through Low Carbon Energy: We are committed to integrating renewable energy sources into our energy mix. Currently our China CMP operations are powered by solar energy. Looking ahead, we also plan to supply our B4 plant with certified clean grid electricity. By diversifying our energy portfolio, we aim to reduce our dependence on non-sustainable resources, mitigate potential energy supply risks, and strengthen the long-term resilience of our operations.

3. Measuring and Reporting Progress: Borouge implements a robust system of energy-related metrics and reporting which is aligned with the GHG Protocol and guided by our ISO 50001 EnMS. The system encompasses detailed tracking and analysis of various indicators, including energy consumption, energy source optimisation, and the energy intensity of our operations.

4. Engaging and Empowering Borouge's People: Borouge prioritises the development of our employees' capacities with regard to energy management, supporting the proper implementation of our 2030 Energy Roadmap. In 2024, we provided an internal course on Energy Management System, with 309 employees benefiting from this training.

5. Forging Collaborative Partnerships: We actively collaborate with industry peers, academic institutions, and technology providers to foster innovation and share best practices. These partnerships allow us to adopt emerging technologies and develop energy solutions that benefit both Borouge and our stakeholders.

6. Showcasing Innovation at **Conferences and Exhibitions**[62]: Borouge actively participates in key industry conferences and exhibitions to share our progress and innovations in energy efficiency. These events provide an important platform for engaging with industry leaders, experts, and stakeholders, enabling Borouge to stay at the forefront of emerging energy trends and technologies. By presenting our energy solutions and sustainability initiatives at such forums, we foster collaboration, gain valuable insights, and demonstrate our commitment to achieving our medium and long-term energy efficiency and emissions reduction commitments.

[62]For the list of conferences and exhibitions Borouge participated in 2024, please refer to Appendix 4

Leading the Way in Energy Efficiency

Borouge participated in Wire China 2024 in Shanghai, where we showcased our commitment to driving energy efficiency and sustainability within the wire and cable industry. In collaboration with Borealis, we highlighted our latest innovations that deliver superior performance and reliability, reinforcing our leadership in energy solutions.

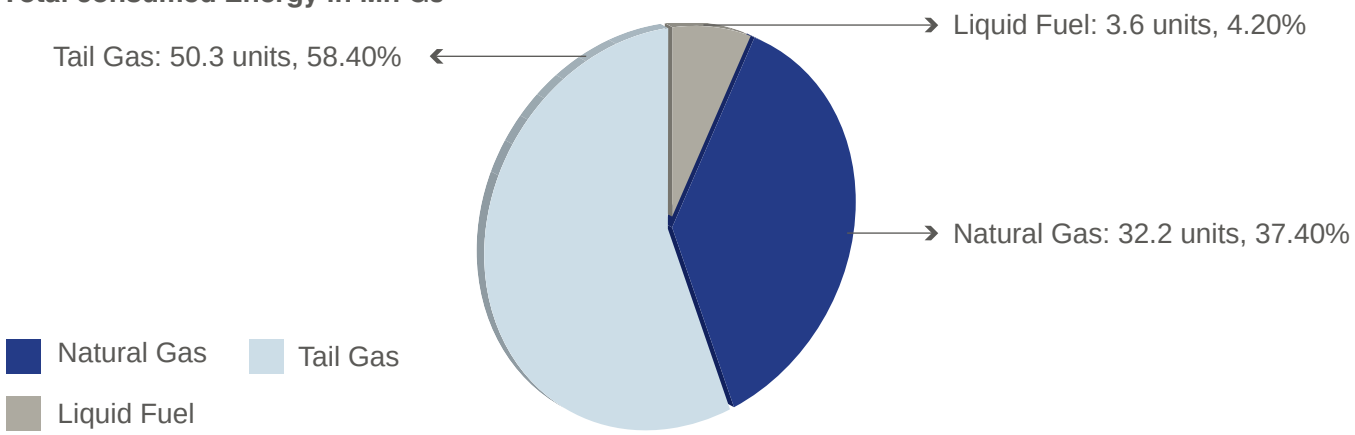
A key focus was the award-winning Borlink™ LS4201S, a high-performance material used in offshore wind export cable applications. This solution underscores our dedication to supporting the transition to a low-carbon economy by offering products that enhance energy efficiency and meet the growing demands for sustainable energy infrastructure.

Energy Management in Action

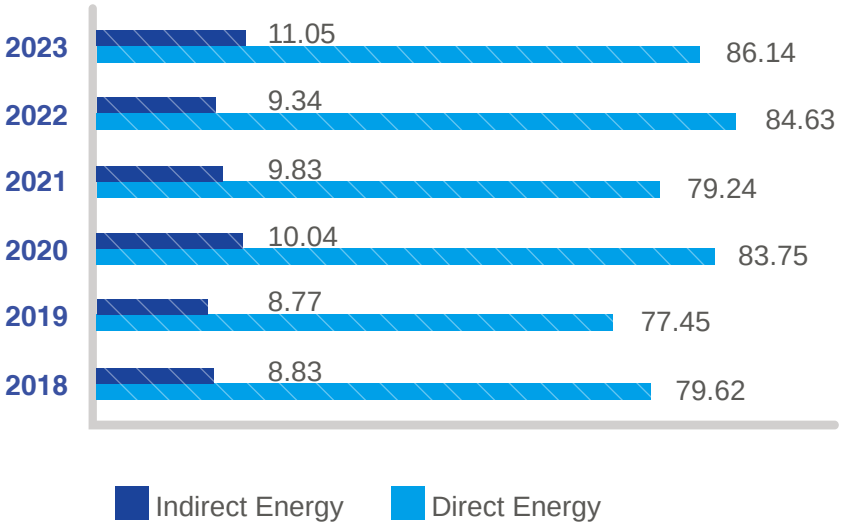
The implementation of Borouge's 2030 Energy Roadmap is guided by a robust and systematic approach, underpinned by a monitoring system that tracks progress across our energy-related initiatives. By periodically overseeing and recording our energy-related indicators, Borouge is aware of our current and historical energy production and energy intensity data. This enables us to identify opportunities for improvement and implement interventions to enhance energy efficiency. Importantly, the data collected not only informs Borouge's strategic decisions but also reinforces our commitment to transparency and accountability in energy management.

In 2024, our energy consumption increased in both direct and indirect sources, as illustrated below, due to the growth we have witnessed in production. However, Borouge will continue to monitor our progress toward enhancing our energy efficiency and adjust our strategies as needed to achieve our sustainability objectives.

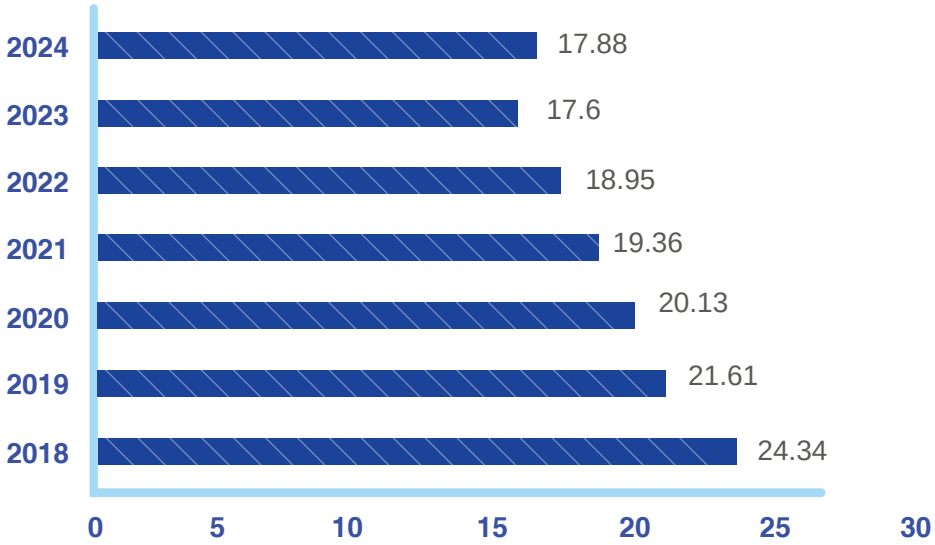
Total consumed Energy in Mn GJ



Energy Consumption (Million GJ)



Energy Intensity of Operations (GJ/Tonne)





Sustaining Resources

At Borouge, we strive to optimise the link between efficient resource utilisation and operational excellence. This drives Borouge to prioritise the conservation of natural resources by managing water, waste, materials, and biodiversity as integral components of our holistic approach to sustainability.

In 2024, Borouge continued to make strides in enhancing our resource management efforts. Key highlights are illustrated below, with further details and insights provided in the subsequent pages of this section.

2024 Highlights

- 30.4% increase in the volume of recycled and reused water compared to 2023
- 19% reduction in non-hazardous waste disposal compared to 2023
- Recorded a COD level of 38.8 mg/l, demonstrating a low and environmentally responsible level of effluent discharge, fully aligned with the Group's Environmental Guidelines, which are in compliance with international regulations
- Recorded 19% reduction in consumption of materials used in production processes, such as ethane and propane, compared to 2023



Water Stewardship

Operating in one of the world's most water-stressed regions, we recognise the critical importance of water security. The scarcity of water resources in our region highlights the need for meticulous water management at Borouge. It also emphasises the urgency to protect both our operational viability and the surrounding ecosystem, ensuring that we contribute to the responsible use and conservation of this vital resource.

Optimising Water Usage in our Operations

Water is a key resource for our operations as it is essential to our cooling and manufacturing processes. We recognise the importance of water conservation; hence, we are committed to implementing measures to use water efficiently and responsibly in all our processes.

Central to this commitment is our comprehensive Water Risk Management Programme, integrated within our broader Enterprise Risk Management (ERM) framework. This programme plays a crucial role in identifying, assessing, and managing water-related risks, including potential scarcity, quality concerns, and regulatory changes. The programme is regularly monitored through the Environmental Impact Assessments, enabling us to address any emerging challenges and maintain sustainable water usage.

Our approach to water management is also embedded within our operational framework. Given our geographic location, seawater serves as the predominant source of water in our operations, accounting for the majority of our total consumption. For the remaining water needs, we rely on municipal water, striving to avoid water withdrawal from groundwater or freshwater sources, thus safeguarding natural freshwater reserves. This approach conserves natural freshwater ecosystems and supports the broader goals of our water risk management strategy.

Notably, our withdrawn seawater is managed through an advanced closed-loop system, which verifies that nearly all of the water withdrawn for cooling purposes is returned to the sea after use. This approach resulted in a recorded COD level of 38.8 mg/l, reflecting a low and environmentally responsible level of effluent discharge that complies with the standards set by UAE regulations.

In 2024, our total water withdrawal reached 1,647.32 million m^3, reflecting an increase from 2023 due to higher production levels. Of this, 0.201 million m^3 was recycled/reused, while 1,641.99 million m^3 was cooling water discharged to sea. In addition to the 1.60 million m^3 of process fluent discharged, our total water consumption for the year 2024 amounted to 3.40 million m^3, only 0.21 of total water withdrawal. These figures demonstrate our efforts to water efficiency and responsible resource management.

Total volume of water withdrawn (million M^3)	2018	2019	2020	2021	2022	2023	2024
Seawater	1,659.02	1,644.85	1,738.88	1,617.13	1,723.55	1,600.00	1,641.99
Municipal water	5.76	5.61	5.42	5.55	5.46	5.47	5.33

Staying true to our commitment from last year, we have successfully implemented a series of key initiatives in 2024 aimed at enhancing water efficiency across our operations. These initiatives include:

1. Improving the efficiency of steam to flare
2. Driving the Borouge initiative for flare reduction
3. Optimising cracker furnace operation modes
4. Enhancing furnace de-coking processes
5. Optimising water usage in ACF backwash and mixed bed regeneration
6. Improving water efficiency in deluge system testing
7. Preventing water leakages
8. Maximising the use of recycled water for irrigation

Reducing Water Discharge Impact

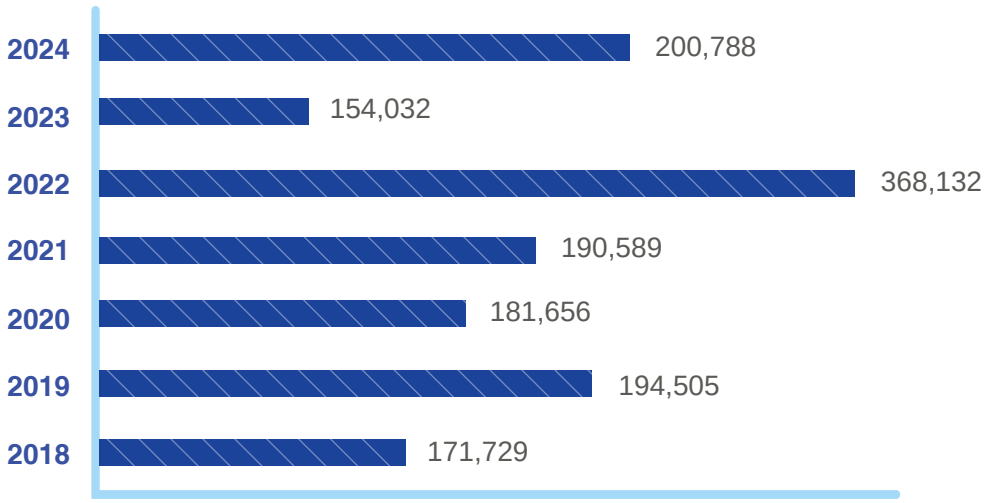
Borouge prioritises minimising the environmental impact of our water discharge by adhering to treatment protocols.

Before being discharged back into the sea, the water undergoes comprehensive treatment processes that comply with all regulatory requirements. This supports the discharge meets the Group's environmental standards which are in compliance with regulations such as those set by UAE Federal Environment Agency (FEA) and also the US Environmental Protection Agency (EPA), effectively minimising our impact and safeguarding the health of the marine ecosystem.

Borouge goes beyond compliance by utilising Reverse Osmosis (RO) systems to recycle and reuse water, enhancing efficiency by treating wastewater for non-potable uses such as irrigation and the B4 project. Notably, the B4 initiative has been actively implemented for the past two years.

In 2024, these efforts resulted in a 30.4% increase in the volume of recycled and reused water compared to 2023, reinforcing our commitment to sustainable water management.

The Volume of Water Recycled/Reused (m^3)



Preserving Our Pristine Oceans: Borouge continues to implement the Operation Clean Sweep® programme

In 2024, Borouge continued its commitment to environmental sustainability by advancing its efforts under the Operation Clean Sweep® (OCS) programme, a global initiative aimed at preventing the loss of plastic pellets, flakes, and powders to the environment. This programme is a key part of Borouge's commitment to protecting our oceans and contributing to a more stable climate.

Building on the progress made in the previous year, we have successfully advanced to the third and fourth stages of the OCS implementation process. Key updates include:

- **Completion of recommendations:** All recommendations from the assessment have been implemented.
- **Evidence verification:** A comprehensive revisit was conducted to validate evidence.
- **Employee awareness:** Ongoing initiatives to further enhance awareness among employees.
- **Supply chain collaboration:** Additional supply chain partners have been identified and visited for site assessments.
- **Regional collaboration:** Strengthened partnership with GPCA, which is leading the OCS initiative for our industry in the region.

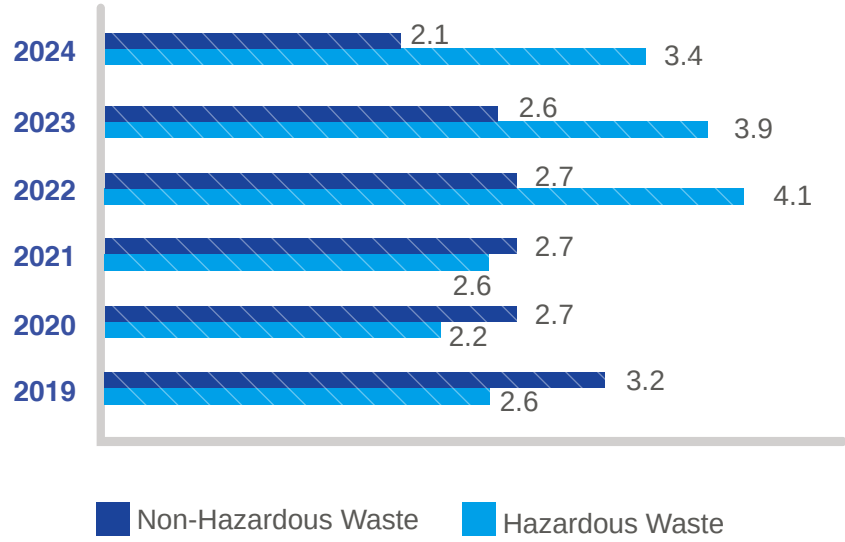
Waste Handling

In line with our commitment to circularity, Borouge recognises the importance of efficiently managing the waste generated to minimise our environmental footprint. Guided by the principles of Reduce, Reuse, and Recycle, we strive to optimise waste management practices at every opportunity, and we are actively exploring innovative solutions to reduce waste and advance our circular economy practices.

Managing these waste categories requires a high level of diligence and responsibility at Borouge. As such, we follow a set of waste-related instructions, manuals, and standardised operating procedures (SOPs) to support proper handling, segregation, and disposal of all waste—whether hazardous or non-hazardous. These guidelines are in line with the Group's policies and in compliance with international regulations.

In 2024, our commitment to environmental sustainability enabled us to reduce hazardous waste disposed by 12.82% and non-hazardous waste volume by 19.23%.

Waste Disposed (Thousand Tonnes)



Borouge's Zero Waste Initiative

As part of Borouge's Zero Waste initiative, we dedicated over two impactful days at Marina Mall – Abu Dhabi, engaging visitors in learning about the critical role polymers play in our daily lives. Through interactive activities and thought-provoking discussions, we demonstrated how even small, conscious actions can lead to a profound and lasting impact on the future of our environment.

Material Optimisation

We focus on optimising raw material use to reduce environmental impact and lower costs. We evaluate the environmental effects of materials used in our products and packaging to make informed decisions that improve resource efficiency, minimise waste, and reduce energy consumption.

A key aspect of our material optimisation strategy is sourcing materials locally. This approach plays a vital role in reducing the embedded energy and carbon footprint associated with our raw materials, packaging, and logistics. By minimising the transportation distances for materials and products, Borouge significantly reduces fuel consumption and lowers its overall environmental impact.

We have also implemented processes to monitor and control material loss across our operations. These measures allow us to closely track material usage, minimise waste, and enhance resource efficiency, further reinforcing our commitment to sustainability.

In 2024, we built upon the resource optimisation efforts initiated in 2023, achieving a significant reduction of approximately 40 tonnes of chemicals consumption through enhanced monitoring and control measures. By implementing oversight of residual quantities in returnable cylinders and ISO tanks, we have prioritised the full utilisation of materials before disposal or return. Key measures include:

- Establishing a residual target of ≤1% of net weight
- Conducting weight verification before and after supply to the plant
- Returning containers with excess residue for further emptying by end-users

As part of our continued improvement initiatives, we have also implemented additional process optimisations to further enhance efficiency and reduce resource consumption. Notable efforts include:

- Optimising extruder additive dosing to promote precise and efficient usage in production
- Improving caustic utilisation to reduce dependency on external caustic imports

Overall, Borouge's material consumption saw a remarkable 19% reduction compared to the previous year, reflecting our commitment to resource efficiency. The table below represents the total amount of materials consumed broken down by type and quantity.

Type and quantity of materials consumed	2018	2019	2020	2021	2022	2023	2024
Ethane	4,263,189	3,993,741	4,407,729	4,117,928	4,475,779	4,505,598	4,801,091
propane	106,836	151,492	221,774	156,655	75,258	96,802	71,574
Chemical, additive and catalysts	79,215	81,239	80,787	103,502	113,311	113,344	122,797
Fuel gas	601,394	589,012	663,576	682,074	735,000	622,672	622,749
Nitrogen	476,586	562,099	559,794	576,219	548,699	562,262	544,919
Total	5,527,220	5,377,583	5,933,660	5,060,159	5,948,047	5,900,678	6,163,130

Biodiversity Conservation

Our operations in Al Ruwais Industrial City are situated on the shores of the Arabian Gulf, close to the ecologically significant Eight Desert Islands of the Al Dhafra Region in Abu Dhabi. This location is home to diverse marine and terrestrial species, including the dugong, hawksbill turtle, and Arabian Oryx.

Given our proximity to these unique ecosystems, we recognise our responsibility to minimise the impact of our activities on the natural environment.

Borouge adheres to the ADNOC Biodiversity Standard, and we conduct rigorous environmental Impact Assessments for all new projects, modifications, and retrofits, to promote alignment of all activities with best practices for biodiversity management. The Environmental Impact Assessment includes detailed biodiversity assessments, to establish a robust ecological baseline within Borouge's operational areas.



Key components of the Environmental Impact Assessment approach include:

1

Baseline Data Collection: Establishing a reference point for biodiversity components to assess future changes.

2

Impact Assessment: Identifying ecological risks and evaluating the potential effects of operations on biodiversity.

3

Mitigation Measures: Implementing actions such as avoidance, minimisation, restoration, and offsetting to reduce residual impacts on flora, fauna, and marine life.

4

Monitoring and Reporting: Regularly tracking biodiversity indicators to assess the effectiveness of mitigation efforts.



In 2024, the ecological surveys conducted as part of the assessment identified key habitats and species within Borouge's operational areas. While no high-conservation-value habitats were detected, measures were recommended to preserve existing vegetation and enhance contractor awareness of wildlife protection to support biodiversity conservation.

In addition to Environmental Impact Assessments, Borouge undertakes an Environmental Impact Identification (ENVID) process to further assess how our activities interact with the environment. This process allows us to pinpoint potential hazards and thoroughly evaluate their implications. In 2024, the ENVID process was implemented for the Borouge 3 project, which is a major expansion project, and the results are currently under approval. Recommended actions identified through this assessment are being tracked and managed via a unified ERP system, ensuring accountability and follow-through.

Borouge's Active Role in Mangrove Restoration

As part of our ongoing commitment to sustainability, Borouge employees have actively participated in the mangrove restoration efforts initiated by ADNOC's CSR team, held in 2024.

This initiative brought together over 3,500 volunteers, including Borouge employees and their families, to support the planting and restoration of mangroves—an essential nature-based solution for climate change mitigation, coastal protection, and marine biodiversity enhancement.

These efforts play a significant role in ADNOC's target of planting 10 million mangroves by 2030. Since 2023, ADNOC has planted 2.8 million mangroves, utilising locally developed drone technology to scale up restoration efficiently. This initiative also supports the UAE's national "Plant the Emirates" programme, which aims to plant 100 million mangroves by 2030.

By taking an active role in these efforts, Borouge contributes to broader environmental objectives while aligning with key UN SDGs including Climate Action (SDG 13), Life Below Water (SDG 14), and Partnerships for the Goals (SDG 17).



Chapter 6

Social Responsibility in Action

Social Responsibility in Action

At Borouge, we are dedicated to fostering a supportive, inclusive, and dynamic work environment that prioritises the well-being of our employees and customers. By maintaining the highest standards of health, safety, and satisfaction, we empower everyone at Borouge to thrive, innovate, and contribute to our shared success. On top of this, our efforts further extend beyond our organisational boundaries, as we aspire to make a meaningful impact on the communities we serve.

Central to this commitment are Borouge's core values - progressive, collaborative, responsible, respectful and efficient. These values guide our actions and decisions, reinforcing our dedication to making a positive difference in the lives of everyone we interact with.



Our Sustainability Pillar[64]

People – Social Responsibility

Material Topics Covered[65]

Diversity and inclusion	Employee health, safety, and hygiene	Process safety
Human rights and worker protection	Corporate Social Responsibility	

Applicable Sustainability Standards and Agendas[66]

Priority: Social and Human Resources Development

GRI 401: Employment 2016	GRI 402: Labor/Management Relations 2016	GRI 403: Occupational Health and Safety 2018
GRI 404: Training and Education 2016	GRI 405: Diversity and Equal Opportunity 2016	GRI 406: Non-discrimination 2016
GRI 408: Child Labor 2016 Education 2016	GRI 409: Forced or Compulsory Labor 2016	GRI 410: Security Practices 2016
GRI 413: Local Communities 2016 Education 2016	GRI 416: Customer Health and Safety 2016	

S2. Gender Pay Ratio	S3. Employee Turnover	S4. Gender Diversity	S5. Temporary Worker Ratio	S6. Non-Discrimination
S7. Injury Rate	S8. Global Health and Safety	S9. Child and Forced Labor	S10. Human Rights	
S11. Nationalisation	S12. Community Investment			

Human Rights and Community Relations	Employee Health and Safety

[64]The sustainability pillar highlighted here represents the key focus area addressed within the content of this chapter. For a comprehensive overview of our three sustainability pillars, please refer to the 'Borouge's Commitment to Sustainability' subsection.

[65]The material topics listed here represent the key sustainability issues tackled in this chapter. For a comprehensive overview of our exhaustive list of our ESG material topics, please refer to the 'Materiality Assessment and Validation' subsection.

[66]The sustainability standards outlined in this table represent those that are mapped to the content of this chapter. For a comprehensive overview of all applicable sustainability standards, please refer to the Appendix section.

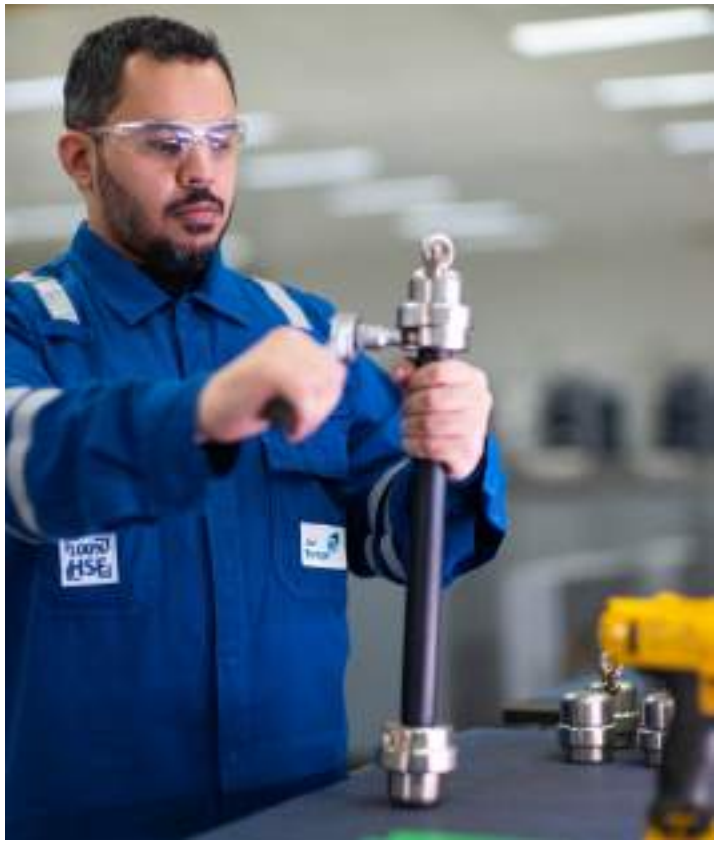
Empowered Workforce

Borouge understands that our success is driven by our most valuable asset—our people. They are the heartbeat of our company, fuelling innovation, shaping our vision, and powering our growth. Their well-being, satisfaction, and development are integral to our achievements, and we are committed to creating an environment where each and every one of them feels valued, empowered, and inspired.

In 2024, Borouge continued to make strides in enhancing our employee management efforts. Key highlights are illustrated below, with further details and insights provided in the subsequent pages of this section.

2024 Highlights

- Onboarded 110 new employees, enriching our workforce with diverse talent and expertise
- Increased female representation in senior positions by 22.2% compared to 2023
- Conducted 62,806 total hours of training
- Launched Coursera with 1,800 licenses purchased
- Recorded zero incidents of discrimination
- Recognised 1400+ employees and contractors
- Awarded performance-based bonuses to 2,318 employees
- Embarked on a transformative Culture Programme
- Recorded zero grievances related to human rights violations



The Borouge Family

Our Borouge family is a vibrant tapestry of talent, diversity, and dedication, uniting more than 2,900 employees from 50 different countries. Our workforce is a dynamic blend of ages and experiences, from 436 young, vibrant individuals incorporating fresh energy and ideas, to 1981 experienced professionals offering depth and insight, and 508 valued senior members guiding our strategic direction.

Notably, in 2024, their collective dedication has driven Borouge's remarkable achievements, surpassing key milestones and exceeding company goals. These success stories would not have been possible without the commitment and hard work of every member of our team. As we move forward, Borouge's commitment to empowering and developing our people remains steadfast.

Total number of employees by age and employment type at Borouge

Total	3013	3106	3110	3125	3122	3034	2925
Total number of employees by age group							
Total number of employees by age group 18-30	754	747	714	664	606	512	436
Total number of employees by age group 31-50	2017	2080	2086	2093	2107	2059	1981
Total number of employees by age group 50+	242	279	310	368	409	463	508
Total number of employees by employment type							
Total number of Full-time Employees	3013	3106	3110	3125	3122	3034	2925
Percentage Full-time Employees	100%	100%	100%	100%	100%	100%	100%
Part-time Employees	0	0	0	0	0	0	0
Percentage Part-time Employees	0%	0%	0%	0%	0%	0%	0%

In 2024, Borouge had the pleasure of welcoming 110 new employees in 2024. Our recruitment approach is guided by business needs and strategic workforce planning. Fluctuations in hiring and turnover rates reflect organisational priorities, market dynamics, and operational requirements. This allows us to adapt to changing business conditions while ensuring efficient resource allocation.

The table below outlines the number of employees joining and leaving Borouge since 2018, broken down by gender, age group, and job level.

Employees Joining

		2018	2019	2020	2021	2022	2023	2024
By Gender	Male	177	178	113	103	74	74	95
	Female	37	54	34	48	29	14	15
By Age Group	<30 Years	129	130	52	51	40	34	36
	30-50 Years	80	94	88	90	80	37	66
	>50 Years	5	8	7	10	13	17	8
By Job Level	Executive & Senior Management	7	2	3	4	4	4	3
	Middle Management	12	39	23	20	24	10	13
	Staff	195	191	121	127	105	74	94
Total		**214**	**232**	**147**	**151**	**133**	**180**	**110**



Employees Leaving

		2018	2019	2020	2021	2022	2023	2024
By Gender	Male	308	118	113	109	113	137	160
	Female	42	21	30	24	23	39	59
By Age Group	<30 Years	62	37	7	8	16	27	21
	30-50 Years	243	83	93	97	82	113	151
	>50 Years	45	19	43	31	38	36	47
By Job Level	Executive & Senior Management	13	3	10	7	12	7	3
	Middle Management	51	29	35	32	31	52	55
	Staff	286	107	98	97	93	117	161
Total		**350**	**139**	**143**	**136**	**136**	**176**	**219**



Borouge Honoured with 2024-2025 Mercer China Healthiest Workplace Award

In 2024, Borouge proudly received the prestigious “Mercer China Healthiest Workplace: Outstanding ESG Practice Award” for the first time in 2024. Standing out among 330 participating companies, we were recognised for our visionary approach, encapsulated in the theme “Borouge Without Borders, Protecting Our Homes.”

This accolade, presented at a ceremony hosted by Mercer, a global leader in employee health and well-being consulting, highlights Borouge’s dedication to fostering an exceptional workplace culture. The recognition underscores Borouge’s long-term commitment to corporate social and employer responsibilities, which are deeply rooted in our core values and strategy.

Key Initiatives Driving Success

1. Protecting Environmental and Social Homes:

- Conducted “Polymers on the Move” public education activities, inspiring the younger generation to embrace a green life cycle.
- Partnered on the “Water for the World” programme, ensuring safe water and sanitation access.
- Encouraged employees to participate in volunteer initiatives focused on environmental and social sustainability.

2. Caring for Employee and Family Well-Being:

- Enhanced medical and health benefits to safeguard physical and mental health.
- Introduced flexible working arrangements and competitive leave policies to support work-life balance.
- Organised wellness programme and cultural activities to strengthen connections and rejuvenate employees.
- Offered diverse learning opportunities through Borouge’s platforms, fostering continued development.

Employee Benefits

Borouge provides a comprehensive benefits package designed to address the diverse needs of our workforce. This package includes extensive medical coverage, housing support, life insurance, disability and invalidity coverage, parental leave, subsidised health club memberships, and pension schemes specifically tailored for UAE Nationals.

As a proud member of the ADNOC Group, Borouge offers highly competitive financial compensation packages complemented by an array of additional benefits.

1

Medical care and health life insurance for employees and eligible dependents.

2

Access to state-of-the-art gym facilities and wellness memberships, including fitness and beach club facilities.

3

Government standard maternity leaves, and double the national standard for nursing hours, until the child reaches 18 months of age.

4

Child educational assistance for eligible employees with children attending accredited schools in the UAE.

5

Interest-free car purchase loan for eligible employees.

6

Housing allowance, which can be requested as an upfront interest-free loan if eligible.

7

UAE National employees are entitled to retirement pension as per the Abu Dhabi law.

8

Non-UAE National employees are entitled to End of Service Benefits and repatriation, after one year, according to length of service.

9

Additional benefits for retiring employees, including retraining opportunities for those intending to continue working.

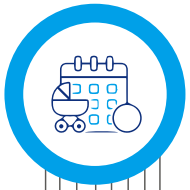
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Severance pay based on years of service along with assistance such as training and counselling when transitioning to not working.

In addition to the above benefits, we introduced the option of remote working for up to 20 days per year, providing employees with flexibility, thus boosting productivity, and enhancing work-life-balance while maintaining operational efficiency.

Borouge offers a family-friendly and flexible work environment that is embedded in our tailored programmes and policies, designed to meet the diverse needs of our workforce. These include flexible work arrangements to support employees in balancing their family commitments with their career aspirations.

In 2024, 100% of both female and male employees who took parental leave successfully returned to their roles after their leave ended. This demonstrates our dedication to creating a workplace where parents feel supported, valued, and inspired to thrive in both their careers and family lives.



Parental Leaves	2024 numbers
Total number of females who took parental leave - maternity	28
Total number of males who took parental leave - paternity	171
Total number of females who returned to work in the reporting period after their parental leave - maternity ended	28
Total number of males who returned to work in the reporting period after their parental leave - paternity ended	171
Return to work rate (females)	100%
Return to work rate (males)	100%
Retention rate (females)	0%
Retention rate (males)	0%

Promoting Inclusive Employment

Aligned with ADNOC's 2030 strategy, we prioritise diversity and inclusion, with a workforce representing 50 nationalities. We work to build an inclusive culture by diversifying our team and providing equal career development opportunities for all, regardless of gender, ethnicity, or cultural background. This dedication to inclusivity has shaped Borouge into an Employer of Choice over the past 26 years, with our diverse and exceptional talent pool serving as a testament to our growth and resilience. The varied backgrounds, experiences, and viewpoints of our employees fuel our innovation, enabling us to deliver outstanding results and maintain our position as a leader in the industry.

As part of our commitment to equity, we uphold a zero-tolerance policy toward discrimination and actively recruit from diverse talent pools. By offering fair opportunities to all qualified individuals, we empower team members to contribute to our collective success. In 2024, this commitment was reflected in our record of zero reported incidents of discrimination, underscoring the strength of our inclusive culture.

With four individuals identified as People of Determination (PoD) within our team, we proudly embrace them as respected and integral members of Borouge's family. We create a supportive and enabling work environment, ensuring everyone's well-being and success. This includes customising our facilities to promote accessibility, integrating advanced technologies to meet unique needs, and fostering a culture that values and celebrates all contributions.

Gender Balance

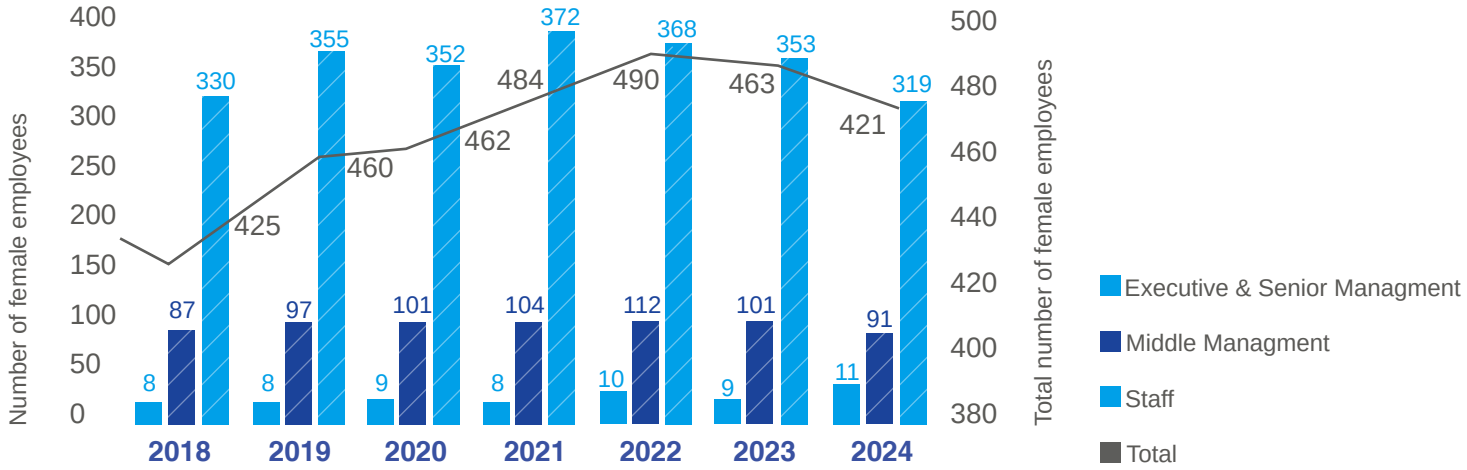
Borouge continues to support the UAE's vision for gender balance and the National Strategy for the Empowerment of Women by focusing on empowering women and developing high-potential female employees.

Our workforce is composed of 85.6% male and 14.4% female employees, as outlined in the table below. We value gender diversity and strive to create an inclusive workplace for all.

Total number of employees by age and employment type at Borouge

	2018	2019	2020	2021	2022	2023	2024
Total number of females	425	460	462	484	490	463	421
Total number of males	2588	2646	2648	2641	2632	2571	2504
Total	3013	3106	3110	3125	3122	3034	2925

A pivotal aspect to achieve Borouge's commitment to gender balance is through focusing on increasing female hires in senior positions. In 2024, Borouge made remarkable progress, appointing 11 women to senior roles, as illustrated below, representing a 22.2% increase compared to 2023. This targeted approach underscores our dedication to fostering leadership diversity and creating an inclusive environment that empowers women to thrive at the highest levels in Borouge. Notably, women now chair four of Borouge's seven cross-functional committees, reinforcing their critical role in shaping Borouge's strategic direction.



The Gender Balance Committee is central to Borouge's efforts in advancing gender equality. Its mandate includes supporting ADNOC's gender balance pledges, advising leadership on gender balance strategies, and addressing gender balance challenges at Borouge. In 2024, the committee implemented several impactful initiatives, some are detailed below:



First Cross-OPCO Gender Balance (GB) Forum

In 2024, Borouge hosted the inaugural Operating Companies (OPCO) Gender Balance Forum, where we presented the highlights of our gender balance initiatives and contributions during the past two years.



Emirati Day at Al Dhannah

Borouge led the organisation of Emirati Day at Al Dhannah in collaboration with Borouge Youth and other OPCO Gender Balance Committees. Two major highlights of the event included:

- Borouge inviting students from Khalifa University, United Arab Emirates University (UAEU), and Higher Colleges of Technology (HCT).
- Promoting UAE identity through the showcase of productive families and a presentation by the Family Development Foundation.



Gender Balance and Youth Circles

Borouge hosted Gender Balance and Youth Circles, aimed at providing inclusive support to our night-shift employees. These circles enabled open dialogue, allowing us to better understand the needs of our people across Borouge's UAE locations. Plans are underway to extend this initiative to Borouge 4 and Jebel Ali with additional Youth Circles.



Work-Life Balance Sessions

Together with ADNOC's Medical and Wellbeing team and the Borouge Culture initiative, Borouge hosted a series of work-life balance sessions at Sheikh Khalifa Energy Complex (SKEC). These sessions, facilitated by the Family Development Foundation, were attended by female employees from Borouge and other OPCOs.

Fostering an Empowering Environment for Women

Borouge's efforts extend beyond hiring and retaining our female workforce. We are committed to creating an environment where women feel valued, respected, and empowered to achieve their full potential. Guided by ADNOC's Gender Balance Pillars; Attract, Bloom, and Shine, we have implemented initiatives that attract, engage, and promote women visibility across all levels of our organisation. These initiatives included thoughtful policies, meaningful events, and impactful collaborations. Our initiatives exemplify how collaboration and innovation can drive sustainable growth, build a stronger organisation and contribute to a more equitable and inclusive future where women are empowered.

Attract

One of our standout achievements under the Attract pillar has been our proactive engagement with universities to inspire and attract future female talent to Borouge. We partnered with three institutions - UAE University in Al Ain, HCT University in Ruwais, and Khalifa University in Abu Dhabi to create a robust pipeline of skilled female engineers ready to thrive in the petrochemical industry.

As part of this initiative, high-performing female engineering students were invited to our Ruwais site for an immersive experience. This included overnight stays, comprehensive tours of the Al Dhannah City facilities, and detailed introductions to our operations and the broader ADNOC ecosystem. To provide a holistic understanding of the work environment, we collaborated with ADNOC Gas, Refining, and Fertil, where each company delivered tailored orientations about their business operations.

Understanding the importance of family in the decision-making process of their daughters working in Ruwais, we extended this invitation to the students' families. By showcasing the extensive facilities available at Al Dhannah City and emphasising the safe, supportive environment, we reassured families about their daughters' career opportunities. The feedback from students, families has been overwhelmingly positive, positioning Borouge as a pioneer in creating impactful community-based pre-recruitment initiatives.

In addition to this engagement, we took a significant step forward by reintroducing an 11-month female internship programme at our plant. This programme was designed to provide female interns with unparallel hands-on experience in a technical environment. By aligning the internship with their university requirements and crafting a comprehensive programme tailored to their professional development, we equipped these young engineers with the skills and confidence to envision long-term careers in the petrochemical industry.

Another notable initiative under the Attract pillar is the Together We Rise programme. This programme, hosted on our learning hub, is a transformative onboarding tool that highlights the importance of fostering a positive, inclusive culture for women. It introduces new employees to Borouge's work environment and reinforces our values, ensuring they feel aligned with and supported by the corporate culture. Those who tried our AI driven platform of Together We Rise have described it as both inspiring, futuristic and empowering.

Furthermore, Borouge recognises the importance of family in attracting and retaining talent. Our Family Reunion initiative is an innovative approach to addressing the unique challenges families face when relocating for work. One inspiring example involved facilitating a seamless transition for a female employee whose husband left his job in Abu Dhabi to support their growing family in Ruwais. By placing him in the

ADNOC Technical Academy, we secured a path for his career within the ADNOC group while ensuring the family could remain together. This initiative has been lauded across the ADNOC Gender Balance internal monthly forum as a testament to Borouge's empathy and proactive problem-solving.

Bloom

Under the Bloom pillar, we focus on initiatives that enhance work-life balance, encourage personal growth, and cultivate an inclusive culture that supports women at every stage of their careers.

Work-Life Balance Initiatives:

Achieving work-life balance is essential for women balancing professional and personal responsibilities. To support this, Borouge partnered with ADNOC Medical and Wellbeing and the Family Development Foundation to host Work-Life Balance Sessions, offering actionable strategies to help women manage work and family challenges effectively. Additionally, through the Inclusivity and Diversity Department at ADNOC, we held #AMRemarkable Google workshops in Abu Dhabi and Ruwais, empowering women to recognise and celebrate their achievements.

Flexible Policies for Women:

Borouge's policies are designed to address the unique challenges faced by female employees. In Ruwais, women are exempt from the first and last hours of the workday, enabling them to manage their children's school schedules more effectively. In Abu Dhabi, we introduced a remote working policy that provides female employees with 20 remote days per year. These policies, shaped by employee feedback, underscore our commitment to creating a supportive and adaptable work environment for women.

In 2024, Borouge introduced transformative programmes to foster inclusivity, innovation, and sustainable talent development. These initiatives aim to prepare women and young leaders for success, equipping them with the skills needed to excel in a rapidly changing industry.

Executive Coaching for Women:

To prepare women for leadership roles, Borouge launched the Executive Coaching for Women programme. This initiative pairs female employees with senior executives at the VP level and above, providing mentorship and guidance from experienced leaders. Through this programme, participants build resilience, enhance decision-making skills, and develop leadership capabilities.

Borouge Elite Programme:

The Borouge Elite Programme is central to developing future leaders who embody ambition, innovation, and excellence. This programme engaged 23 exceptional young leaders in a transformative journey of professional and personal growth. Key highlights included the "Presentation with Impact" workshop, designed to:

- Enhance executive presence and impactful communication skills.
- Deliver consistent messaging aligned with Borouge's values.
- Proactively manage and safeguard Borouge's reputation.

Engineers and Individual Contributors Development Programme:

In Ruwais, Borouge hosted a programme inspired by Edward de Bono's "Six Thinking Hats" methodology to refine critical thinking and problem-solving skills. This initiative engaged 20 engineers from Borouge and Fertil in dynamic case studies and challenges, fostering:

- Effective problem-solving and decision-making skills.
- Collaborative, cross-disciplinary innovation.
- Structured approaches to tackling complex workplace challenges.

National and International Celebrations:

Collaboration with ADNOC Medical and Wellbeing, Borouge Youth Committee, and other ADNOC entities enabled Borouge to extend its initiatives' reach and impact. Key events, such as International Women's Day and Emirati Women's Day, featured forums and panel discussions led by prominent female employees. These celebrations served as platforms for women to share inspiring stories and strengthen engagement across the organisation. For instance, during Emirati Women's Day, a female employee shared her journey as a single mother raising a son who earned the Arab Reading Challenge Award at the UAE level at just 15 years old. Her story highlighted the importance of Borouge's role in creating an environment where women can excel both professionally and personally.

Shine

Highlighting Excellence Through Platforms and Forums:

Through podcasts, forums, and major events like ADIPEC, we provide women with platforms to showcase their expertise and leadership. Our podcasts have featured Borouge women discussing topics such as Mother's Day, Women in Engineering, and Gender Balance, inspiring Borouge females and others within the ADNOC group as these were posted in our ADNOC Social Media Platform Viva Engage.

Promoting Innovation:

Borouge proudly highlights the achievements of women leading groundbreaking projects. For example, one female leader in our Innovation Centre introduced three AI-driven projects advanced polymer simulation, smart product testing, and advanced polymer testing that delivered significant cost savings. She is the only woman among 3,000 employees whose leading modeling and simulation efforts.

Borouge's approach in looking at all aspects of attracting, engaging, and promoting women highlights our commitment to creating meaningful opportunities, building trust, and enabling a culture of empowerment and progress. By partnering with the Borouge Youth Committee, ADNOC Medical and Wellbeing, ADNOC Pioneers (an alumni programme for engaging former employees), and other ADNOC group companies, we have established a strong support system to promote an inclusive workforce. This collective effort was recognised by ADNOC Gender Balance Committee Chair Ms. Fatema AlNuaimi during her visit in August 2024, where Borouge was celebrated as a benchmark for gender balance and inclusion within the group and beyond.

In 2024, Borouge reinforced our commitment to gender balance by systematically tracking and analysing female-to-male earnings ratios across different job levels. Notably, women in middle management achieved near pay parity, while at the staff level, they outearned their male counterparts. The detailed breakdown below provides further insight into these advancements.

Gender balance total earnings (female to male %)

	2018	2019	2020	2021	2022	2023	2024
Executive & Senior Management	93	86	89	92	75	80	85
Middle Management	115	98	99	98	112	100	98
Staff	127	119	117	117	117	126	126

Shine

On International Women's Day 2024, Borouge celebrated the contributions and achievements of women across the organisation, highlighting the company's commitment to fostering an inclusive and collaborative work environment.

Borouge proudly co-hosted this year's International Women's Day celebration in collaboration with ADNOC Wellbeing, the ADNOC Alumni Office, and the Gender Balance Committees of ADNOC Gas and ADNOC Refining. Under the theme "Inspire Inclusion," the event featured engaging discussions, shared experiences, and inspiring insights from leaders and pioneers. The focus was on fostering inclusivity, empowering women, and promoting a supportive and balanced workplace culture.

This International Women's Day served as a powerful celebration of past achievements and as a call to action to continue building an inclusive legacy that benefits everyone in the workplace.

Borouge's Remarkable Women Leading in Sustainability



At Borouge, we are setting new benchmarks in gender balance, not just in the UAE but on a global scale. As an industry leader in the energy and petrochemical sectors, we foster a strong culture of inclusion, where diversity drives innovation and sustainability.

Guided by the UAE Vision 2031, we are committed to a healthy, empowering environment where talent, expertise and leadership not gender define success.

By placing the right people in the right roles based on merit, we are shaping a stronger, more competitive industry and setting new global standards for equality and excellence.

Dr. Khawla AlRomaithi
Manager, Digital & Analytics Solutions



Borouge's Quality Control team advances sustainability through innovation and precision. By leveraging advanced testing, technology, and research, we not only enhance product quality but also minimise environmental impact. The decisions we make in the lab reflect our commitment to responsible resource management, ensuring safety, efficiency, and long-term ecological balance for a sustainable future.

Salama Khamis Qarran Al Mansoori
Manager, Quality Control & Laboratory



Within the Quality Assurance & Systems team, sustainability is integrated into our quality assurance processes. We go beyond compliance to exceed stakeholder expectations, aligning environmentally responsible practices with operational excellence. Through continuous improvement and a focus on long-term resilience, we reinforce the connection between quality and sustainability.

Afrah Alameri
Specialist, Quality Assurance & Systems



Corporate excellence and sustainability go hand in hand at Borouge. Driving strategic initiatives that integrate efficiency, innovation, and accountability, we are committed to upholding the highest sustainability standards. By fostering a culture of continuous improvement and responsible business practices, we contribute to a future where excellence is the foundation for long-term environmental and economic sustainability.

Fatima Al Shebli
Analyst, Corporate Excellence

Empowering Youth

With 15% of our workforce falling under the youth category, it is evident that youth development is essential for Borouge's growth and sustainability. We understand that by creating an environment that values fresh ideas and encourages bold thinking, we can unlock the immense potential of our young talent, fostering a culture of continued learning and improvement.

Our dedicated Talent Management and Youth Development departments equip local graduates with the necessary skills and tools to thrive in Borouge's dynamic environment. For instance, Borouge's internship programme is a testament to our commitment to youth empowerment. In 2024, we completed three batches of interns by the Youth Development Department (YDD) in 2024. The programme was supported by strong commitment and collaboration between YDD and local subject matter experts, with support from our leadership. Over the course of an 8-week programme up to 4 months, 92 interns from diverse universities and academic disciplines within UAE and abroad united under one comprehensive framework.

Additionally, 20 trainees from ADNOC Technical Academy (ATA) joined Borouge on a one-year training contract to develop their expertise in a real-world setting. In some cases, these contracts may lead to direct employment with Borouge, reinforcing our commitment to nurturing technical talent and bridging the gap between education and industry.

Furthermore, we welcomed 25 school students from grades 10 to 12 for a one-week programme, offering them an insightful overview of Borouge's business operations. This initiative aimed to inspire younger students and provide early exposure to the industry.

Moreover, as part of the ADNOC Talent Accelerator Programme – Cohort II, we hosted a full-day site visit for 42 participants from various ADNOC companies. This visit provided an in-depth experience of our Ruwais site and operations.

Complementing these efforts, Borouge has established a Youth Committee dedicated to shaping and driving the Company's youth agenda. The Committee plays a vital role in aligning Borouge's Youth Strategy with ADNOC's overarching goals and advising the CEO on youth-related matters.





Core Objectives of the Youth Committee

1. Developing and implementing the Company's youth agenda.
2. Engaging and empowering youth leaders and high-potential individuals.
3. Promoting an incubating environment for innovation and growth.
4. Encouraging youth to influence disruptive and positive changes.
5. Addressing overarching youth-related challenges and proposing actionable plans.
6. Establishing a framework to define and measure the success of youth initiatives and strategies.



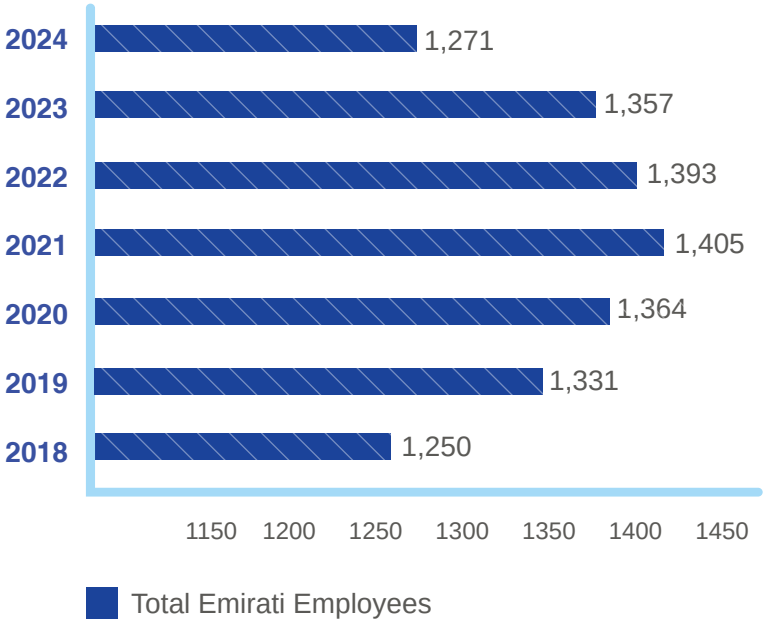
Selected Key Achievements in 2024

1. Conducting an AIDT Workshop to enhance skill development and technological proficiency.
2. Establishing KPIs in collaboration with the Youth Council.
3. Supporting the Youth Booth at the Abu Dhabi International Petroleum Exhibition and Conference (ADIPEC) and preparing for UAE National Day celebrations.
4. Organising an International Youth Day event.
5. Collaborating on culture initiatives.
6. Hosting Youth-to-Youth sessions and a Youth Roadshow to engage and inspire employees.

Emiratisation

Borouge is committed to playing our role in achieving the UAE's Emiratisation goals. Our approach focuses on increasing the number of Emirati employees in our workforce by creating dynamic and specialised departments that drive the performance of local graduates from schools, colleges, and universities through planned development programmes.

As of 2024, we successfully met our Emiratisation targets, with our total Emirati workforce reaching 1,271 employees, as illustrated below, including 172 females.



In 2024, our Emiratisation target in ADP was set at 51.7%, and we surpassed this target by achieving an impressive 53.2% by end of year.

With ongoing expansions and new market ventures, we anticipate creating even more rewarding and challenging roles for Emiratis, fostering international collaborations and exposure to advanced technologies



Growing from Within

At Borouge, we believe that the most sustainable form of growth and success comes from nurturing and enhancing the skills of our existing workforce. To embody this principle, we have established a holistic learning ecosystem that supports various preferences and learning styles, including:
eLearning in line with ADNOC's Learning Management System (LMS)

1 eLearning in line with ADNOC's Learning Management System (LMS)

2 On-the-job training (OJT)

3 Classroom sessions

4 Coaching and mentoring

5 Specialised bespoke development initiatives

We work to provide every employee, from our early-career professionals to our dedicated leaders, with access to relevant training in areas crucial for their growth. These areas include, but are not limited to, technical expertise, coaching for performance transformation, and behavioural development.
Our goal is to empower our employees to excel in their current roles and prepare them for future challenges and leadership positions, enabling them to make significant contributions to our objectives and to the broader community.



Training Category	Programme Details
Accelerated On Job Training (OJT) Programme (Technical)	The Accelerated OJT Programme for newly joined Operators is an intensive, instructor-led initiative designed to establish a solid foundation in safety and technical knowledge. It encompasses comprehensive training on plant equipment operation, process flow diagrams, and role-specific requirements tailored to various plants. The programme immerses participants in an industrial environment, gradually equipping them to operate independently. A significant component, approximately 20-25%, of the Youth Development Programme (YDP) is integrated during this phase, ensuring a seamless transition and robust preparation for future responsibilities. In 2024, 35 Trainee Operators successfully completed the OJT Level 1 Programme, while 28 trainees completed the entire YDP curriculum, achieving 100% programme completion.
Coaching For Transformation (Coaching)	In alignment with our 2024 Human Capital Strategy and commitment to fostering a high-performance culture, Borouge Talent Development launched an internal coaching programme open to all employees. This initiative connects participants with certified internal coaches for transformative one-on-one coaching sessions, designed to unlock potential, enhance performance, and achieve ambitious goals. The programme emphasises a collaborative, thought-provoking coaching process while maintaining the highest ethical standards. In 2024, Borouge conducted 12 awareness sessions on the programme, engaging over 150 employees and encouraging them to embrace this empowering opportunity.
Focus Programme (Behavioural)	In 2024, Borouge Talent Development introduced the Focus Programme, a behavioral initiative tailored specifically for frontline employees. This programme takes participants out of their routine work environment and immerses them in mindfulness activities to cultivate self-awareness, adopt the AIPS Mindset, and gain insights into Borouge's internal coaching platform. The platform provides tools to set meaningful goals and facilitates enrollment in coaching sessions with certified internal coaches.

As a result of these efforts, Borouge dedicated over 62,806 total hours of training in 2024, as outlined below, emphasising our commitment to establishing and maintaining a performance-driven, engaged workforce. This value represents a 30% increase from last year.

Employees Training

		2018	2019	2020	2021	2022	2023	2024
Hours by Gender	Male	508,718	310,069	192,020	282,204	95,388	46,070	60,519
	Female	16,904	16,141	13,229	29,812	2,947	2,083	2,286
By Job Level	Executive & Senior Management	1,231	1,331	831	2,885	121	1,488	1,987
	Middle Management	32,511	24,852	23,751	39,142	2,060	4,073	5,471
	Staff	491,880	300,027	180,667	269,989	96,154	42,648	5553,48
Total number of training hours		525,622	326,210	205,249	312,016	96,335	48,153	62,806
Hours by Gender	Male	1,140,817	2,644,935	1,147,270	1,429,346	732,730	78,208	435,739
	Female	472,547	508,235	373,994	305,948	20,100	3,536	16,464
Cost by Job Level	Executive & Senior Management	49,917	60,875	25,126	56,754	106,630	2,493	14,306
	Middle Management	1,086,661	793,681	552,878	512,446	380,672	6,854	39,391
	Staff	496,738	2,298,634	943,260	1,166,093	265,528	72,397	398,506
Total cost of training		1,613,396	3,153,170	1,521,264	1,735,294	752,830	81,744	452,203

Shaping Leaders

Through the comprehensive training programmes we conduct, Borouge's goal is to equip all our employees with the skills and knowledge necessary to ascend to their next roles, progressively paving their way to leadership positions.

In line with this commitment, we launched various trainings in 2024 specifically aimed at integrating and rolling out targeted leadership development programmes. Below is an overview of these programs, including their objectives and intended participants.

Leadership Training Programme	Target Participants	Programme Objectives
Strategy Master	Managers and Team Leader	This programme equips leaders with essential skills for navigating complex situations, emphasising strategic planning, adaptive decision-making, and team empowerment to drive long-term success.
Coaching Catalyst	Managers, Team Leader, and Supervisors	Designed to empower participants with key coaching skills, this programme focuses on enhancing self and client awareness, empathetic listening, and fostering a coaching mindset, enabling leaders to mentor and guide their teams effectively.
Coaching Co-Catalyst	Managers and Team Leaders	This programme empowers managers and team leaders to become co-catalysts of change by mastering empathic listening, inquiry, and feedback, fostering trust, enhancing presence, and cultivating a transformative coaching mindset for team development and growth.
Navigating Change (Workshop)	Managers and Team Leaders	This workshop guides participants through a renowned eight-step change management process, providing the skills needed to future-proof their roles and successfully navigate periods of change. Key elements include creating urgency, building a guiding coalition, empowering action, and sustaining change.
Rising Star Woman	All Female Leaders	Aimed at aspiring female leaders, this programme strengthens influential communication, emotional intelligence, empathetic listening, and relationship-building skills, helping them unlock new career opportunities and advance to leadership roles.

While Borouge places great emphasis on the training and development of our current leaders, we equally prioritise cultivating a robust leadership pipeline.

Boosting Employee Performance

Borouge recognises that optimising employee performance is essential to maintaining our competitive advantage. To this end, we have implemented comprehensive measures to enhance the capabilities of our workforce. Central to this is our robust Employee Performance Management System (EPMS), a well-structured framework equipped with tools and guidance materials to support employees throughout their career journeys. The EPMS serves as a dynamic engine, translating business strategies into actionable outcomes. By promoting meaningful dialogue, constructive feedback, and continued coaching, it fosters a culture of improved performance and elevated engagement. It seamlessly balances the company's business objectives with employees' desires for job satisfaction, recognition, and opportunities for career progression.

In line with this system, Borouge conducts thorough performance appraisals and reviews for our employees on an annual basis. Our managers remain actively engaged throughout the year, offering personalised coaching and support to promote consistent progress toward defined goals. This hands-on approach underscores our commitment to excellence, ensuring that every employee benefits from structured evaluations and constructive feedback.

Our dedication to personalised growth and achievement delivered significant results in 2024. A total of 2,318 employees earned performance-based bonuses, reflecting our focus on rewarding excellence and fostering a motivated and engaged workforce.

Performance appraisals by gender

	2018	2019	2020	2021	2022	2023	2024
Male	2,527	2,373	2,522	2,483	2,488	2,489	1,979
Female	409	434	441	467	463	440	423
% of employee who received a formal appraisal and review	97%	90%	97%	99%	95%	95%	98%



Transforming Culture at Borouge – A Journey Towards Growth and Empowerment

In the past year, Borouge embarked on a transformative culture journey aimed at strengthening our organisational culture to align with our values and strategic objectives. This initiative focuses on four critical pillars: fostering an agile and growth mindset, building effective teams, creating a safe and caring environment, and empowering employees.

Key Initiatives and Achievements in 2024:

1. Safe and Caring Environment

- Leadership took an active role in fostering a supportive workplace through fireside chats and a comprehensive wellness calendar featuring initiatives such as “Lunch with Me” and well-being talks across regions.
- Core values of “Respectful” and “Progressive” were amplified through town halls and quarterly reviews, reinforcing a sense of community and care.

2. Purpose and Growth Mindset

- Culture and values were integrated into team meetings, with 95% of employees completing values-based E-learning, surpassing the yearly target of 75%. The initiative encouraged employees to adopt a growth-oriented approach while building alignment with Borouge’s mission.

3. Empowering People

- The Commercial Academy rolled out programmes to enhance competencies in value communication, marketing, and innovation.
- Two essential tools—Supportive Feedback and Building Trust—were introduced to empower employees to thrive in collaborative and transparent environments.

4. Building Effective Teams

- Borouge engaged employees in the “Learn, Share, Grow - Building Trust in the Digital Era” programme.
- Nearly 366 of People Managers successfully completed training on Managing Difficult Conversations, equipping them with skills to navigate complex workplace interactions effectively.

Borouge’s Culture Journey

As part of a broader initiative led by the ADNOC Group, Borouge embarked on a transformative Culture Programme in 2024. This comprehensive programme was informed by deep insights drawn from employee engagement surveys, cultural diagnostics, HSE data, and feedback from talent joining and leaving the organisation. These insights highlighted opportunities and challenges in fostering a high-performance, accountable culture.

Through this journey, Borouge's leadership made a deliberate commitment to evolving the organisation's culture in alignment with its core values. The transformation focused on four key areas of improvement:

1. Enabling a growth mindset
2. Building effective teams
3. Creating safe and caring environments
4. Empowering people at every level

To support our leaders, Borouge has designed culture toolkits, masterclasses, and a Culture Renovation Committee to equip them with practical tools and insights to progress our culture against these four key areas to enable the right behaviours in their teams.



Culture Masterclasses- One day interactive workshops for line managers

At Borouge, leadership, including our line managers, play an important role in shaping our culture. We recognise the need to provide the tools, time, and support to this community to create the right culture in their teams.

In 2024, line managers were invited to an experiential and interactive workshop where they could explore their own impact on the culture. The workshops used six guiding principles to explore how helpful behaviours can enable us to the right behaviours in our teams to ultimately achieve our goals.

Culture toolkits- Downloadable practical activities each employee can do within their teams

The comprehensive culture toolkit contains 15 solutions designed to empower employees and leaders alike. These resources provide practical guidance and tools for embedding our core values into everyday practices and behaviours, driving cultural transformation and organisational excellence. These toolkits can be used by anyone in the organisation with simple instructions within to assist.

Other toolkits, which include interactive games, are available through expert facilitators as well.

Culture Renovation Committee

Borouge has established a dedicated Culture Renovation Committee to achieve its programme ambitions, focusing on the following five key deliverables:

1. Develop a robust Culture and Engagement Action Plan incorporating at least five initiatives, alongside other activities aligned with the Culture KPI.
2. Execute the approved Culture and Engagement Action Plan to drive meaningful and measurable progress.
3. Facilitate leadership-led communication of culture and values at least quarterly through accessible channels, such as town halls and cascaded management meetings, ensuring engagement across all employees.
4. Strengthen recognition efforts by highlighting all company values, with a focus on 'Creating Trust' (Respectful) and 'Driving Change' (Progressive). Recognition activities include utilising the company's recognition platform and implementing local programmes.
5. Roll out at least one solution from the Culture Toolkit each quarter, targeted at line manager communities to enhance their leadership capabilities.

In 2024, the Culture Renovation Committee delivered measurable progress, achieving the following milestones:

LEADERSHIP COMMUNICATION
- 4 CEO Open Forums & Townhalls
- 1 Communication update

EMPLOYEE RECOGNITION
- 39 Recognition events
- 601 Employees recognized

CULTURE TOOLKIT APPLICATION
- 2 Toolkits implemented
- 5 Toolkit trainings conducted

ONLINE TRAINING COURSE FOR TL & ABOVE
- 85% Course completion rate

BEHAVIORAL E-LEARNING COURSES
- 77% Courses completion rate

INSPIRE ROOM/CORNER ROLL-OUT
- 1 Facility available in Ruwais

HAPPINESS METER REACTIVATION
- Awareness prior to launching
- Target launch: August

ENGAGEMENT SESSION WITH LEADERS
- 10 Leader Sessions conducted

LET'S TALK & FIRESIDE CHATS
- 44 Let's Talk Sessions
- 37 Fireside Chats

CONTINUOUS ORGANIZATIONAL LEARNING
- 1 Learn, Share, Grow session conducted

Complementing these practical tools, Borouge introduced Culture Tuesdays in 2024, where the Culture Committee organises, weekly activities designed to help employees relax, engage, or learn. These activities foster a sense of community and contribute to a supportive work environment.

Another significant initiative is Recognition Week, an annual event aimed at promoting a positive work culture, boosting employee morale, and enhancing engagement. During Recognition Week, employees are encouraged to actively use the Way Recognition Platform to express gratitude and acknowledge colleagues' contributions, no matter how big or small. This initiative highlights Borouge's belief that employee recognition drives business excellence, enhances happiness, strengthens trust, and aligns people and culture toward a shared purpose. Notably, the top 5 appreciation givers and appreciation receivers in the Way Recognition Platform are publicly recognised and awarded a special prize during the Recognition Week.

In 2024, Borouge marked the International Day of Happiness with a special celebration in Singapore, underscoring the company's commitment to promoting employee well-being and fostering a positive work environment.

Under the theme "Happier Together," we celebrated this meaningful day with activities designed to inspire positivity and strengthen connections within our workplace. The event also featured an inspiring talk on positivity and happiness, reinforcing the transformative power of a positive mindset in our daily lives.

Through events like these, we continue to champion happiness and well-being as integral parts of our workplace culture.

Communication is the backbone of our approach to employee engagement. Through a variety of channels—such as face-to-face interactions, town hall meetings, and regular updates from senior management—we help keep employees informed, connected, and involved in our shared journey.

Our 'Out of The Box' Platform

Borouge's "Out of the Box" platform is a dedicated space for fostering creativity and innovation within the company. The initiative encourages employees to submit innovative ideas that enhance sustainability, optimise costs, and contribute to continued improvement. By cultivating an ideation culture, we invest in our people, nurture a growth mindset, and drive operational excellence.

In 2024, 799 innovative ideas were submitted, of which 32 have been successfully implemented, while 14 are currently in progress. The total monetary impact of these implemented initiatives amounts to $10.9 million.

Below are some of the groundbreaking initiatives that were implemented in 2024, reflecting our commitment to embracing fresh perspectives and enhancing business processes.

Utilisation of Old and Written-off Laptops and Information Technology (IT) Assets

This initiative allows employees to purchase old or written-off IT assets, such as laptops and monitors, at a fixed price. Promoting responsible use of company equipment helps reduce asset damage, supports employee satisfaction, and generates financial returns higher than auction prices. IT will uphold data security by wiping hard drives.

Benefits:

- Increased employee satisfaction
- Higher financial returns than traditional asset liquidation methods
- Reduced procurement overhead

Our 'Out of The Box' Platform

Prepare Before It Happens – Emergency Equipment for Company Cars

This initiative equips Borouge company cars with battery jump-start cables for emergency use. This simple yet effective initiative enhances safety across the company and supports Borouge's commitment to 100% HSE standards. It sets a role model for others by proactively addressing potential car-related emergencies.

Benefits:

- Improved employee safety
- Low-cost, high-impact solution
- Strengthened HSE compliance

Nawart Darek – Welcome Home Initiative

Borouge implemented the Abu Dhabi Municipality's "Nawart Darek" initiative by offering residents of Zayed and Shakboot City recycled bags made from sustainable materials. This initiative raises awareness of the circular economy while positioning Borouge as a responsible, sustainable company actively engaged in the local community.

Benefits:

- Promotes sustainability in the local community
- Supports circular economy principles
- Enhances Borouge's brand as a responsible corporate citizen

Digitalisation of the Quality Control (QC) Lab Sample Archiving System

A digital logging system using an MS Access database has been implemented in the QC Laboratory Specialty Polymers area. This system includes data recording, filtering, and search options. A barcode reader is used to transfer sample data directly into the software, enhancing the traceability of archived samples. While the system is operational, further improvements, such as the automatic transfer of LIMS data to align with archived sample details, are necessary to fully realise the potential of this initiative.

Benefits:

- Improved traceability and sample tracking
- Increased operational efficiency
- Enhanced audit readiness and compliance

Upholding Human Rights

At Borouge, respecting human rights is an important aspect of our operations and supply chain practices, focusing on the dignity and wellbeing of individuals connected to our business. Operating on a global scale, we adhere to applicable laws and regulations while striving to uphold the highest standards of ethics and human rights across our footprint. Our commitment to being a responsible corporate citizen drives us to actively prevent human rights violations and unequivocally condemn any abuse of these rights.

Human rights considerations are integrated into our risk management processes and are comprehensively addressed through our Enterprise Risk Management (ERM) practices. We proactively assess potential human rights risks through evaluations covering 100% of our own operations, contractors, and Tier I suppliers[67]. This is underpinned by Borouge's Workers Protection Standard (BWPS), which supports consistent human rights oversight throughout our operations. The BWPS is primarily based on the International Social Accountability SA8000 Standard and the UNGC, and it addresses 10 key focus areas to support the protection and respect of workers' rights as illustrated below.



To further support this commitment, Borouge maintains Takallam, an anonymous, independently managed reporting system that empowers employees to confidentially report concerns related to potential breaches of our Code of Conduct, including human rights concerns, without fear of retaliation. During the reporting period, no grievances related to human rights violations were recorded, either within our operations or among our suppliers.

We also prioritise education and awareness by ensuring that 100% of our employees participate in human rights training. This equips our workforce with the knowledge and skills to identify and address potential issues, reinforcing a culture of respect and vigilance.

Moreover, we emphasise human rights through a robust due diligence process. This includes regular site visits and assessments, conducted in collaboration with Borealis and ADNOC Group, to evaluate human rights considerations across our operations. We also engage third-party auditors to conduct comprehensive reviews of key issues such as forced labour, child labour, and any forms of exploitation.

[67]Tier I suppliers are the companies or organisations that directly supply goods, services, or components to Borouge, being the primary vendors in the supply chain.

Training on human rights

	2018	2019	2020	2021	2022	2023	2024
Total number of hours	1,553	1,555	1,562.5	1,067	1,561	1,517	1,462.5
Number of employees trained	3,106	3,110	3,125	2,135	3,122	3,034	2,925

Health and Safety Culture

In alignment with SDG 3 Good Health and Wellbeing, Borouge firmly upholds the belief that the right to health and safety is a fundamental human right. As a signatory of the Chemical Industry's Responsible Care® Global Charter, our commitment to establishing a secure and healthy environment spans every aspect of our operations. We enforce protocols and continually invest in training and resources to promote a safe and healthy workplace for our own people. Our comprehensive approach involves adherence to international health and safety guidelines and the implementation of effective internal controls. At Borouge, we are dedicated to providing an environment where everyone can expect the utmost respect for health and safety.



2024 Highlights

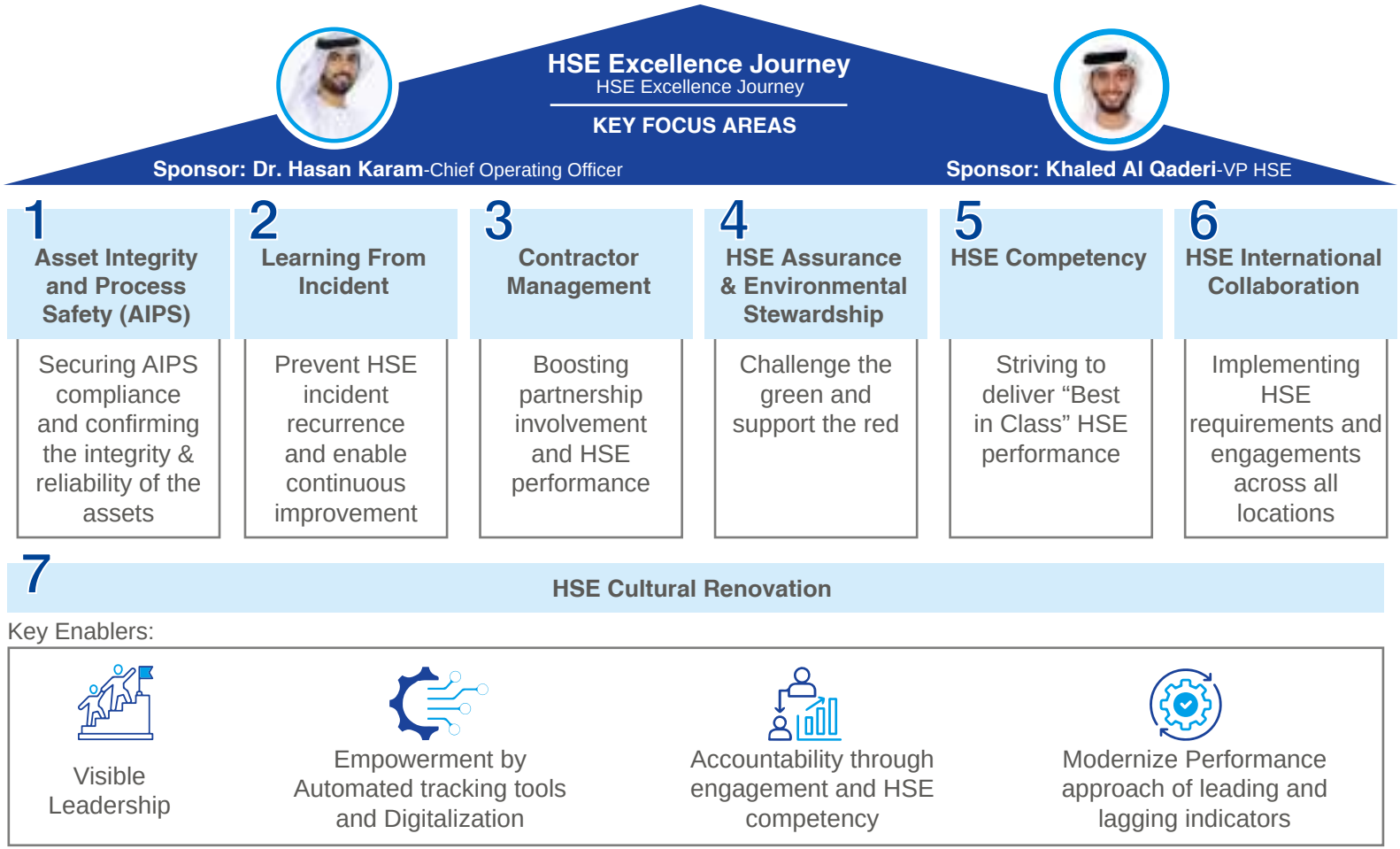
Launched our HSE Excellence Journey	The total number of safety observations, including both employees and contractors, is 30,376. Of these, 16,890 safety observations were recorded by our employees in the OneERP system.	Achieved a Total Recordable Injury (TRI) Rate of 0.07, relative to the total workforce, marking a 30% reduction compared to 2023	Successfully completed the 5-yearly HSEIA revalidation for B1, B2, and B3 projects, ensuring full compliance with ADNOC regulatory standards
Identified 1,254+ AIPS critical roles and achieved a 93% rollout of AIPS training	Achieved zero Process Safety Tier 1 and Tier 2 incidents relative to the total workforce	Delivered First Aid training to 36+ HQ employees through 15+ dedicated sessions	Launched the Beat the Heat programme, providing specialised training to all supervisors and hosting 70+ awareness sessions for over 1,500 employees and contractors
Delivered a range of targeted Occupational Health (OH) awareness sessions, including 4 sessions on Mpox awareness, 3 sessions on NAD awareness, and 4 sessions focused on Ramadan safety	Conducted over 516 Safety Observation Tours (SOTs) led by leadership	Achieved 160+ HSE Golden Hours of active engagement across all assets	Facilitated 130+ Pre-Shift Safety (PSF) engagements



Borouge's HSE Excellence Journey

The HSE Excellence Journey is a structured approach designed to address key focus areas in HSE and Process Safety for 2024 and beyond. Its primary objective is to drive continued improvement while fostering a strong sense of ownership at Borouge. This supports the unity of employees in achieving the shared goal of 100% HSE performance. Notably, it is led by cross-functional subject matter experts and organisational leaders.

The journey focuses on seven key areas, each supported by dedicated dashboards to monitor effectiveness and success, ensuring that progress is both measurable and impactful.



2024 Highlights

AIPS[68]: This involves ensuring the integrity of assets and the safety of processes to prevent incidents and accidents.

1. 130+ PSF sessions
2. 92% compliance on AIPS assurance programme
3. 100% operation HSEIA compliance

2024 Highlights

Learning from Incidents (LFI): This component focuses on analysing past incidents to prevent future occurrences and improve safety practices.

1. 6 animated videos on LFI
2. 8 LFI engagements with targeted group
3. 37 LFI cascaded and 100% closure of mandatory actions

2024 Highlights

Contractor HSE Management: Ensuring that contractors adhere to HSE standards and are integrated into the HSE culture of Borouge.

1. 100% contractor onboarding
2. 67 joint site HSE engagements
3. 16 camps were audited for welfare and no major findings were detected

2024 Highlights

HSE Assurance and Environmental Stewardship: It involves several key activities, such as environmental management, conducting health checks, and implementing corrective actions to maintain compliance and improve performance.

1. 95% IVMS intervention
2. 90% AEMS project completion
3. 100% internal HSE audit completion and zero overdue actions

[68]For further information on our AIPS programme, please refer to the ‘Ensuring Process Safety through Managing Safety Risks’ sub-section

2024 Highlights

HSE Competency Assurance: This involves training and certifying employees to equip them with the necessary skills and knowledge to maintain HSE standards.

1. Identified 1254 AIPS critical roles
2. Developed Contractor Management System (CMS) guideline
3. 93% AIPS training roll-out

2024 Highlights

HSE Culture Initiatives[69]: Transforming the HSE culture within Borouge to foster a 100% HSE mindset among all employees.

1. 160+ golden hours sessions across sites
2. 6 HSE fun and engaging activities with front liners
3. 516+ SOTs & 1400+ recognitions

[69]For further information on this topic, please refer to the next sub-section 'HSE Cultural Transformation'.

2024 Highlights

HSE International Collaboration: Collaborating with international partners to adopt best practices and improve HSE standards.

1. 20+ HSE committee meetings
2. 54+ engagement sessions led by function leaders
3. 8+ HSE campaigns



The HSE Excellence Journey is supported by a robust communication plan to promote awareness, visibility, and impact across Borouge. This plan involves weekly and monthly updates on key focus areas, CEO town halls, VP-led awareness sessions, engagement sessions, mini-workshops, and quizzes to maintain employee involvement.

To strengthen the alignment and implementation of HSE programmes, Borouge has established a dedicated Headquarters HSE Committee responsible for ensuring the effective execution of HSE initiatives across all departments in the HQ. In 2024, the committee successfully conducted several key initiatives, including HQ first aider refresher training, HQ medical emergency drills, heat stress awareness sessions, periodical medical examinations, and observation and intervention awareness programmes, among others.

In 2024, a total of 806 direct-hired employees and 649 contractors successfully completed their periodic medical checkups (PME). The PME was conducted in accordance with established ADNOC procedures, considering factors such as age, health conditions, and other relevant criteria to support employee well-being and fitness for duty.

In line with our commitment to HSE excellence, Borouge measures and tracks health and safety performance through a robust set of indicators, as outlined in the table below. These indicators focus on critical areas such as the Total Recordable Incident (TRI) rate, safety observations, medical examinations, and more. By continued monitoring and acting upon these metrics, Borouge achieved outstanding HSE performance in 2024, surpassing several key targets and milestones.



HSE Performance

		2018	2019	2020	2021	2022	2023	2024
Hours Worked	Company	6,276,290	6,251,497	6,393,703	6,369,364	6,801,383	6,702,556	6,347,483
	Contractor	10,167,075	14,597,755	19,393,685	13,540,500	14,266,629	41,392,603	78,043,680
	Total	16,443,366	20,849,252	25,787,388	19,909,864	21,068,012	48,095,159	84,391,163
LTI	Company	1	1	2	1	1	1	1
	Contractor	0	1	1	1	3	3	3
	Total	1	2	3	2	4	4	4
TRI	Company	2	1	2	3	2	1	1
	Contractor	0	5	3	2	3	4	5
	Total	2	6	5	5	5	5	6
Occupational Diseases	Company	0	0	0	0	1	0	0
	Contractor	0	0	0	0	0	0	0
	Total	0	0	0	0	1	0	0
Fatal Incidents	Company	0	0	0	0	0	0	0
	Contractor	0	0	0	1	0	0	0
	Total	0	0	0	1	0	0	0
LTI Frequency		0.06	0.10	0.12	0.10	0.189	0.08	0.05
LTI Frequency		0.12	0.29	0.19	0.25	0.237	0.10	0.07

Ensuring Process Safety through Managing Safety Risks

Borouge's commitment to process safety is anchored in the principles of risk management, aimed at strengthening organisational resilience and prioritise the well-being of our employees and stakeholders.

These principles are in Borouge's AIPS programme, a systematic approach which is aimed at identifying, evaluating, and controlling significant process hazards and risks. This system is crafted to prevent the loss of primary containment of hazardous substances and mitigate the release of stored energy that could lead to fires, explosions, or other critical incidents. In addition to enhancing safety, this robust management framework integrates with our business processes, aligning HSE requirements with operational efficiencies and long-term sustainability goals. To maintain the effectiveness of the system, we have conducted six internal audits and two external audits, covering all aspects of asset integrity and process safety. Notably, this process has resulted in a 100% timely action closure rate.

Borouge applies both qualitative and quantitative risk assessment methodologies to systematically identify high-risk activities and evaluate their impact. For activities with significant risks, we follow the "As Low As Reasonably Practicable" (ALARP) principle, implementing targeted controls to reduce risks to acceptable levels. In 2024, we successfully completed critical tasks to sustain AIPS barriers under the AIPS Assurance Programme.

To further reinforce our process safety culture, we leverage the Process Safety Network platform in collaboration with Borealis. This partnership facilitates the exchange of best practices, lessons learned across both organisations.

Borouge is dedicated to the effective implementation of our AIPS programme, which is central to managing safety risks and ensuring safe, sustainable, and efficient operations. Our commitment is driven by five key focus areas: HSE Excellence Journey, AIPS Transformation, AIPS Training and Competency, AIPS Risk Management, and Asset Integrity.

The HSE Excellence Journey[70]

This journey is designed to advance excellence in AIPS by focusing on all critical elements, through the formation of specialised groups and the establishment of clear milestones.

Key 2024 initiatives include:

- Establishment of an AIPS task force to drive strategic actions.
- Clear communication of AIPS goals and targets across the organisation.
- Development of a comprehensive training plan for critical and leadership roles to promote alignment with AIPS objectives.

[70]For further details on our HSE Excellence Journey, please refer to the 'Borouge's HSE Excellence Journey' sub-section

AIPS Training and Competency

- AIPS Training for Frontliners: Ongoing training has resulted in 93% of frontline staff completing the AIPS training course by the end of 2024.
- AIPS Training for Leaders: The Borouge AIPS Training for Leaders, presented as part of the HSE Excellence Journey, focuses on fostering AIPS culture transformation.

Process Safety Culture

Our focus on process safety culture integrates life-saving rules and core safety principles to enhance operational discipline and reduce unsafe acts.

Key 2024 activities include:

- Led a Process Safety Campaign covering critical areas such as PSSR, MOC, safety incidents, and downgraded situations.
- Monthly Process Safety Engagement led by site leaders to reinforce safety practices.
- Site leadership shares HSE Golden Hours practices and conducts regular health checks on AIPS to drive continued improvement.

AIPS Risk Management

Risk Register:

- The risk register includes all identified high and medium risks associated with assets. These risks are reviewed and discussed in monthly asset cluster meetings.
- Emphasises the importance of executive management's involvement in reviewing AIPS risks and performance to support timely risk mitigation.

Health, Safety and Environment Impact Assessment (HSEIA):

- Completed a 5-yearly HSEIA revalidation for B1/B2/B3 projects to be in compliance with ADNOC regulatory standards.
- The HSEIA Dossier and Statement of Fitness for B1, B2, and B3 were submitted to ADNOC and received approval.

Technical Integrity (HSECES)

- A Health, Safety, Environment, and Critical Equipment Safety (HSECES) Technical Integrity Verification (TIV) audit was conducted for the B1, B2, and B3 facilities, auditing 3% of HSECES tags.
- HSECES tag identification for B1, B2, and B3 was completed, with performance standards developed for HSECES categories in line with the latest ADNOC standards.

Operating Integrity

- Safe Operating Limit (SOL) Excursion Monitoring Tool: A monitoring tool was developed to track critical HCSECES process parameters, ensuring that operational limits are not exceeded.
- Downgraded Situation Rollout: A centralised Master Alarm Data Base (MADB) system was developed, and the Downgraded Situation process was integrated into a single ERP system for improved tracking and management.

Borouge at the Urban Gas Potential Risk and Safety Management Seminar in China

Borouge showcased innovative polyethylene solutions at the Urban Gas Potential Risk and Safety Management Seminar in China. The seminar focused on enhancing safety and risk management within the urban gas sector, and Borouge presented cutting-edge PE piping systems, which offer superior safety, durability, and efficiency. These solutions help mitigate risks associated with gas distribution, making them an ideal choice for urban infrastructure. By sharing expertise and best practices, we reinforced our commitment to safety and innovation in the gas industry.

Elevating Health and Safety Through Training and Development

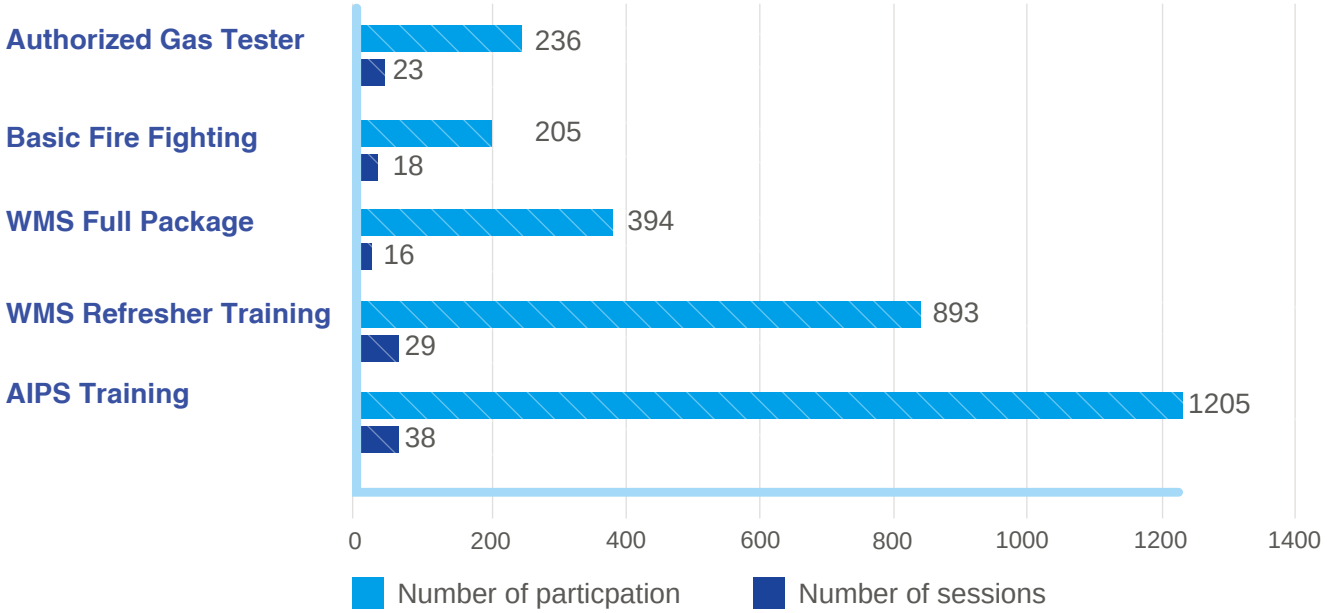
We understand that the cornerstone of a robust health and safety culture is the continued growth and development of our stakeholders in these areas. In line with this commitment, Borouge is dedicated to comprehensive training programmes that provide our employees, contractors, and other stakeholders impacted by our activities with the knowledge, skills, and awareness necessary to navigate potential hazards. These programmes foster awareness, empowering individuals to make informed decisions that safeguard their well-being and promote the safety of their colleagues.
The Borouge Technical Training Centre implements a yearly HSE training calendar, ensuring full compliance with mandatory HSE training requirements for both direct hires and contractor employees. The curriculum covers an extensive range of courses, including HSE Induction, WMS Full Package and Refresher Training, AIPS Awareness, Fire Watch and Entry Guard, Confined Space Training, Authorised Gas Tester Training, and Basic Fire Fighting.

Designed in alignment with ADNOC standards, these courses are delivered in a classroom environment to foster interactive learning and engagement.

To enhance the effectiveness of the training, most courses conclude with a thorough assessment process, validating participants' understanding and readiness to apply their skills in real-world scenarios.

As a result of these efforts, we successfully implemented 29,496 man-hours of HSE trainings for more than 2,000 participants in 2024, engaging both employees and contractors.

The below illustration provides an overview of select health and safety-related training programmes for 2024.



Looking ahead, Borouge is set to execute several projects focused on leveraging AI for HSE, including:

1. GPS Solution
2. Methane Detection
3. Hazard Detection
4. AR/VR HSE training
5. Real wear Navigator
6. EmissionX
7. AIPS Dashboard
8. Corrosion Monitoring
9. Digital LOTO
10. Confined Space Technology
11. Driver Fatigue Monitoring

HSE Cultural Transformation

The HSE cultural transformation is a multi-faceted initiative aimed at enhancing health, safety, and environmental practices across the organisation. This transformation is driven by strategic initiatives and continued efforts to improve HSE performance and compliance.

One of the key aspects of this transformation is the implementation of the Behaviour-Based Safety (BBS) programme. This programme focuses on reporting observations as per ADNOC guidelines and engaging the workforce in critical observations. The HSE Recognition Programme has also been a significant part of this transformation, with a focus on timely recognition of efforts and closing out coaching and JCAC cases.

As a result of our HSE Recognition Platform, Borouge has cultivated a robust culture of health, safety, and environmental excellence. In 2024, Borouge successfully:



1. Motivated employees and contractors to take proactive ownership of safety practices, fostering a sense of accountability and leadership.
2. Increased engagement by recognising exemplary behavior, innovative solutions, and consistent adherence to safety protocols, where we recognised over 1400 employees and contractors.
3. Strengthened organisational resilience by embedding a culture where health and safety are viewed as shared values rather than mere compliance requirements.
4. Enhanced overall performance by driving continued improvement in HSE metrics, including reduced incident rates and improved safety observation reporting.

The HSE cultural transformation is supported by various strategic initiatives, including visible leadership commitment, effective management systems, and functional support. The commitment to continued improvement and the collaborative efforts of various teams have been instrumental in driving this transformation forward.



Prosperous Communities

At Borouge, we are deeply committed to extending our empowerment efforts beyond our workforce, focusing on giving back to the local communities. This dedication to community development is a fundamental aspect of our Sustainability Policy, ensuring a lasting positive impact.

In 2024, Borouge continued to make strides in enhancing our CSR initiatives and efforts. Key highlights are illustrated below, with further details and insights provided in the subsequent pages of this section.

2024 Highlights

- Positively impacted the lives of more than 6,880 individuals through the meaningful implementation of our CSR programme.
- Launched our first POTM session in South Asia at My First Skool (Devan Nair Institute), Singapore, specially designed for children under six, fostering early childhood development.
- Brought joy to families in need by distributing gift cards and chocolates as Eid gifts through our Kiswat Al-Eid initiative.
- Celebrated the International Day of Education with a special event themed “Learning for Lasting Peace,” highlighting the transformative power of education.
- Introduced the ‘Stand for Lebanon’ initiative to provide critical support to Lebanese communities affected by the war.
- Invested AED 537 thousand on community development.





Giving back to society brings out the best in all of us.

The Late Sheikh Zayed bin Sultan Al Nahyan, Founder of the UAE.



Aligned with our goal of making a positive difference in the communities around us, we have developed an CSR programme. This programme strategically invests in local initiatives that address critical community needs, with a strong focus on environmental sustainability, science education, and volunteering. Through these initiatives, we strive to make a significant contribution to the prosperity and well-being of our communities.

Our Sustainability Champions Programme allows us to further promote sustainability throughout the organisation and provides our employees with the opportunity to participate and engage in our various CSR activities. Our champions are strategically located in key areas: Abu Dhabi, Al Ruwais Industrial City, China, and Singapore and with their steadfast support, we are able to successfully advance our sustainability and CSR agenda.

Environment-related Initiatives



Category	Initiative	Details
	Water for the World	Since 2007, Borealis and Borouge have contributed to addressing this global challenge through Water for the World, a joint programme to advance solutions, expertise and know-how to address the global water challenge in local communities as well as internationally. This initiative focuses on three key areas, including: • Improving access to clean water and reliable energy. • Fostering knowledge, building partnerships and delivering sustainable polymer solutions. • Raising awareness in communities and across the value chain for the preservation of water. As part of the Water for the World initiative, Borouge successfully completed an irrigation system project in Muluk in 2024, significantly enhancing agricultural productivity and safety for the community. This initiative directly benefited 250 children at a local village orphanage, ensuring their food supply is produced under safer conditions. Additionally, the project brought 20 acres of previously uncultivated land under irrigation, providing sustainable support for the BSS monks, students, and impoverished local villagers.
	Liwa Dates Festival	As part of ADNOC's annual sponsorship of the Liwa Date Festival in the Al Dhafra Region, organised by the Cultural Programmes and Heritage Festivals Committee – Abu Dhabi and the Abu Dhabi Heritage Club, Borouge's Sustainability team, in collaboration with the Marketing team, participated in the festival from 22nd to 28th July. The event provided an opportunity for employees and their families to engage with the Liwa Dates Festival community and promote our 'Energy for Wellbeing' Strategy. It also offered a chance for children to learn about the importance and benefits of recycling technology through interactive and educational Recycling Games.
	Al Dhannah Sustainability Forum	The Borouge Sustainability joined the second edition of Al Dhannah Sustainability Forum for two days in November, showcasing the benefits of plastic and the solutions in our day life in addition to Borouge efforts to develop and promote new designs that enhance reuse and recycling and encourage the use of recyclates where possible across our value chain. The forum aligns with the ADNOC Sustainability Strategy to demonstrate the sustainable practices adopted by Al Dhannah community.

Category	Initiative	Details
Science Education	Polymers on the Move (POTM)	In 2024, Borouge celebrated the International Day of Education by hosting a special event centred around the theme “Learning for Lasting Peace.” To honour this occasion, 60 students from Merryland International School visited the Borouge Innovation Centre, where they participated in an engaging lab tour and had insightful discussions with Borouge professionals. They enjoyed an exciting lab tour, exploring the process of producing polymer films, pipes, and containers, providing them with a hands-on learning experience. In the year 2024, we targeted the sessions to be delivered in line with national and international days such as celebrating the International Education Day in January by arranging two visits to the Borouge Innovation Centre for students from Merryland International School, which positively impacted 63 people. We conducted an awareness session in February during UAE Innovation Month for 82 students from Al Ghazali Public School in Abu Dhabi and 20 students from GEMS Cambridge School. On April 22, marking Earth Day, we held an online session for 35 students from GEMS Winchester Private School and two sessions at Alreem School for Girls, reaching 104 participants. Furthermore, Borouge launched another POTM session in South Asia at My First Skool (Devan Nair Institute), Singapore. Tailored for children under six, the sessions introduced preschoolers to the importance of recycling and responsible resource usage, engaging nearly 40 kindergartners. The workshops were filled with interactive activities, received enthusiastic responses from the children. In addition to promoting best practices for encouraging a circular economy, the sessions emphasised the responsible use of various resources, including paper, metal, and glass, while instilling environmentally friendly habits in the young learners. To sum up: • 6 sessions in Borouge Innovation Centre Including Employees’ and their children’s session • 1 session in Yas Social Centre at Ruwais for Employees and their children • 7 in-school sessions for public schools • 7 in-school sessions for private schools • 3 sessions in Singapore and 3 sessions in Shanghai



Borouge without Borders



Category	Initiative	Details
	Celebrating the UAE Innovation Month with Autism Students	In collaboration with the Abu Dhabi Autism Centre, part of the Zayed Higher Organisation for PoD, Borouge volunteers had the privilege of giving back to the community by organising workshops for students in celebration of UAE Innovation Month. Borouge's leadership team, alongside employees, actively participated in the "Plastic Innovates" workshop, which was led by Borouge volunteers. The workshop included six engaging art activities, specially designed for children, fostering creativity and innovation. At the conclusion of the session, gifts were presented to the students, further enhancing the experience.
	Kiswat Al-Eid	Following the success of the first Borouge Without Borders initiative at Zayed Higher Organisation for PoD, the Sustainability team organised an event at Al Dhannah City during Ramadan. Partnering with the Emirates Red Crescent, Borouge volunteers from the Al Ruwais Site distributed gift cards and chocolates as Eid gifts to families in need.
	Celebrating World Food Safety Day	To mark World Food Safety Day, we collaborated with the Zayed Higher Organization for PoD to host an agricultural activity, providing a platform for them to showcase their products and skills. Our volunteers highlighted Borouge's role in food safety and agriculture, sharing insights on best practices, innovative solutions, and the importance of sustainability in securing a safe food supply.
	Borouge Outfit Donation	In partnership with the Emirates Red Crescent Authority, Borouge employees supported the company's CSR efforts by donating unused work outfits to assist individuals in need across the UAE.
	Stand for Lebanon donation	In partnership with the Emirates Red Crescent Authority, we invited Borouge employees across the UAE to help pack humanitarian relief packages for those affected in Lebanon. At Ruwais, we facilitated daily collections from 3 pm to 9 pm at designated locations during the campaign.
	Celebrating the International Volunteer Day	On 5 December, a group of Borouge volunteers marked International Volunteer Day by visiting the NMC ProVita International Medical Centre in Abu Dhabi, the UAE's largest provider of post-acute care and rehabilitation services. The centre offers long-term care, post-acute rehabilitation, outpatient rehabilitation, home hemodialysis, and home health services to patients.

Borouge without Borders



Category	Initiative	Details
Borouge without Borders	Blood Donation Drive in Singapore	The Sustainability team successfully reactivated Borouge Without Borders in Asia with the support of volunteers in Singapore. A blood donation drive, in collaboration with the Singapore Red Cross, ran from 14 August to the end of December 2024.
	Foodbank Warehouse Packing in Singapore	In collaboration with Food Bank Singapore Ltd, which supports over 360 member beneficiaries, including soup kitchens, schools for needy children, low-income families, and other non-profit organisations, Borouge volunteers helped pack and inventory food donations for the non-profit organisation.
	Engaging in creative building activities with the elderly in Singapore	A group of Borouge volunteers, in partnership with TOUCH Community Service, a non-profit organisation focused on meeting the community's varied needs, took part in social and recreational activities for seniors at their centre. The volunteers supported the seniors in a building activity aimed at improving communication skills, boosting memory, and enhancing motor functions.

In 2024, the impactful implementation of our CSR programme touched the lives of more than 6,880 individuals, made possible by the dedication of our Sustainability Champions. This achievement reflects Borouge's commitment to fostering meaningful relationships with communities and employees, enhancing trust, accountability, and our reputation as a responsible corporate leader.

Building on this success, our strategic community investments and sponsorships coved around AED 537 thousand, reinforcing our dedication to creating tangible value where it matters most. By measuring the social impact and value delivered through these initiatives, we foster a continued cycle of improvement—strengthening our engagement and driving long-term growth and resilience in the communities we proudly serve.

Social Impact

Environment	Social Value: 85.5 Volunteering Man-Hours Social Impact: 4,307 People Impacted
Science Education	Social Value: 54.0 Volunteering Man-Hours Social Impact: 1,287 People Impacted
Borouge Without Borders	Social Value: 629.0 Volunteering Man-Hours Social Impact: 1,167 People Impacted
Champions Programme	Social Value: 12 Volunteering Man-Hours Social Impact: 128 People Impacted
Total	Social Value: 780.5 Volunteering Man-Hours Social Impact: 6,889 people Impacted




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Appendices

Appendix 1: Membership of the Association

Borouge participates in several high-level trade bodies relating to petrochemical operations plastics advocacy, and local and international trade

- The Gulf Petrochemicals and Chemicals Association (GPCA)
- Singapore Chemical Industry Council (SCIC)
- Responsible Care Global Charter
- International Council of Chemical Associations (ICCA)
- The PE100+ Association
- World Plastics Council
- International Standards Organisation (ISO)

Appendix 2: Certifications

- ISO 14001:2015 – Environmental Management System
- RC 14001® – Responsible Care Technical Specifications
- ISO 50001: 2018 – Energy Management System
- ISO 9001 & IATF 16949 – Quality Management Systems
- ISO 45001 – Occupational Health and Safety Management System
- ISO 14064 International Standard for GHG Emissions*

Appendix 3: Awards and Recognition

- Deal of the Year - The Bonds, Loans & Sukuk Middle East Awards
- Top 100 Listed Companies in the Middle East – Forbes, ranked at 32.
- Top 50 CEOs - Fortune 500 Arabia's list.
- Ringier Technology Innovation Award for Borlink™ LS4201S
- Mercer China Healthiest Workplace: Outstanding ESG Practice Award
- Employee Experience Awards - Four Golds, Three Silver and One Bronze
- Top 3 Internship Programmes - ADNOC Group
- Grand Winner for Overall HR Excellence for Third Time in a Row - HR Excellence Awards Ceremony in Singapore, in addition to bringing home four gold awards and two silver awards (Gold Awards: Excellence in Workplace Mobility, Excellence in Cross-Generational Workplace Engagement, Excellence in Agile Talent Mobility, and Excellence in In-House Talent Pipeline Strategy) (Silver Awards: Employee of the Year and Excellence in Crisis Management Planning)

- Gulf Industrial Excellence Award in Qatar - UAE's Ministry of Industry and Advanced Technology (MolAT)

Appendix 4: Conferences and Exhibitions

- Abu Dhabi Finance Week (ADFW)
- Middle East Investor Relations Association (MEIRA) conference
- The Global Manufacturing and Industrialization Summit (GMIS)
- Abu Dhabi International Petroleum Exhibition & Conference (ADIPEC 2024)
- Global Food Security Summit
- Wire China 2024
- Chinaplas 2024
- 7th China International Import Expo (CIIE)
- Gulf Petrochemicals and Chemicals Association (GPCA) Forum
- Make it in the Emirates Forum
- Global Rail 2024
- PLASTEX 2024
- Asia Pacific Petroleum Conference (APPEC 2024)
- Oil, Petrochemical, and Logistics (OPL) Seminar 2024
- Urban Gas Potential Risk and Safety Management Seminar

Appendix 5 - GRI Index

Statement of use	Borouge has reported with reference with the GRI Standards for the period between January 2024 and December 2024.		
GRI 1 used	GRI 1: Foundation 2021		
GRI STANDARD / OTHER SOURCE	**DISCLOSURE**	**PAGE**	**Comments**
General disclosures			
	2-1 Organizational details	14	
	2-2 Entities included in the organization's sustainability reporting	12	
	2-3 Reporting period, frequency and contact point	12	
	2-4 Restatements of information	105,107	
	2-5 External assurance	199	
	2-6 Activities, value chain and other business relationships	14-18	
	2-7 Employees	123	
	2-8 Workers who are not employees	123	
	2-9 Governance structure and composition	39-42	
	2-10 Nomination and selection of the highest governance body	39-40	
	2-11 Chair of the highest governance body	39	
	2-12 Role of the highest governance body in overseeing the management of impacts	39	
	2-13 Delegation of responsibility for managing impacts	40	
	2-14 Role of the highest governance body in sustainability reporting	39	
	2-15 Conflicts of interest	54	
	2-16 Communication of critical concerns	55	

Statement of use	Borouge has reported with reference with the GRI Standards for the period between January 2024 and December 2024.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD / OTHER SOURCE	DISCLOSURE	PAGE	Comments
General disclosures			
	2-17 Collective knowledge of the highest governance body		Governance Report 2024
	2-18 Evaluation of the performance of the highest governance body	40	
	2-19 Remuneration policies	41	
	2-20 Process to determine remuneration	41	
	2-21 Annual total compensation ratio		Data is not public due to confidentiality constraints.
	2-22 Statement on sustainable development strategy	8-11	
	2-23 Policy commitments	27-28	
	2-24 Embedding policy commitments	27-28	
	2-25 Processes to remediate negative impacts	55-57	
	2-26 Mechanisms for seeking advice and raising concerns	55	
	2-27 Compliance with laws and regulations		Borouge complies with all relevant laws and regulations.
	2-28 Membership associations	172	
	2-29 Approach to stakeholder engagement	28-29	
	2-30 Collective bargaining agreements		Zero employees are covered by collective bargaining agreements.
Material topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	30-32	
	3-2 List of material topics	31	

Statement of use	Borouge has reported with reference with the GRI Standards for the period between January 2024 and December 2024.		
GRI 1 used	GRI 1: Foundation 2021		
GRI STANDARD / OTHER SOURCE	**DISCLOSURE**	**PAGE**	**Comments**
Economic performance			
GRI 3: Material Topics 2021	3-3 Management of material topics	36-37	
	201-1 Direct economic value generated and distributed	36	
	201-2 Financial implications and other risks and opportunities due to climate change	57-58	
	201-3 Defined benefit plan obligations and other retirement plans	127	
	201-4 Financial assistance received from government		Borouge did not receive any assistance from the government.
Market presence			
GRI 3: Material Topics 2021	3-3 Management of material topics	17	
	202-2 Proportion of senior management hired from the local community	124	
Indirect economic impacts			
GRI 3: Material Topics 2021	3-3 Management of material topics	168-169	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	25	
	203-2 Significant indirect economic impacts	168-169	

Statement of use	Borouge has reported with reference with the GRI Standards for the period between January 2024 and December 2024.		
GRI 1 used	GRI 1: Foundation 2021		
GRI STANDARD / OTHER SOURCE	**DISCLOSURE**	**PAGE**	**Comments**
Procurement practices			
GRI 3: Material Topics 2021	3-3 Management of material topic	63-66	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	66	
Anti-corruption			
GRI 3: Material Topics 2021	3-3 Management of material topics	51	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption		All operations are assessed for risks related to corruption.
	205-2 Communication and training about anti-corruption policies and procedures	53	
	205-3 Confirmed incidents of corruption and actions take	zero	
Anti-competitive behaviour			
GRI 3: Material Topics 2021	3-3 Management of material topics		There were no legal actions pending or completed during the reporting period regarding anticompetitive behavior.
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anticompetitive behaviour, anti-trust, and monopoly practices		There were no legal actions pending or completed during the reporting period regarding anticompetitive behavior.

Statement of use	Borouge has reported with reference with the GRI Standards for the period between January 2024 and December 2024.		
GRI 1 used	GRI 1: Foundation 2021		
GRI STANDARD / OTHER SOURCE	**DISCLOSURE**	**PAGE**	**Comments**
Tax			
GRI 3: Material Topics 2021	3-3 Management of material topics	38	
GRI 207: Tax 2019	207-1 Approach to tax	38	
	207-2 Tax governance, control, and risk management	38	
	207-3 Stakeholder engagement and management of concerns related to tax	38	
	207-4 Country-by-country reporting	38	
Materials			
GRI 3: Material Topics 2021	3-3 Management of material topics	115-116	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	115-116	
	301-2 Recycled input materials used	114-115	
	301-3 Reclaimed products and their packaging materials	114-116	

Statement of use	Borouge has reported with reference with the GRI Standards for the period between January 2024 and December 2024.		
GRI 1 used	GRI 1: Foundation 2021		
GRI STANDARD / OTHER SOURCE	**DISCLOSURE**	**PAGE**	**Comments**
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	108-110	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	110	
	302-2 Energy consumption outside of the organization	110	
	302-3 Energy intensity	110	
	302-4 Reduction of energy consumption	110	
	302-5 Reductions in energy requirements of products and services	110	
Water and effluents			
GRI 3: Material Topics 2021	3-3 Management of material topics	112	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	112-113	
	303-2 Management of water discharge-related impacts	112-113	
	303-3 Water withdrawal	112-113	
	303-4 Water discharge	112-113	
	303-5 Water consumption	112-113	

Statement of use	Borouge has reported with reference with the GRI Standards for the period between January 2024 and December 2024.		
GRI 1 used	GRI 1: Foundation 2021		
GRI STANDARD / OTHER SOURCE	**DISCLOSURE**	**PAGE**	**Comments**
Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	100-107	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	104	
	305-2 Energy indirect (Scope 2) GHG emissions	104	
	305-3 Other indirect (Scope 3) GHG emissions	104	
	305-4 GHG emissions intensity	105	
	305-5 Reduction of GHG emissions	104	
	305-6 Emissions of ozone-depleting substances(ODS	105	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	105	
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics	114	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	114	
	306-2 Management of significant waste-related impacts	114	
	306-3 Waste generated 306-4 Waste diverted from disposal		Information unavailable / incomplete.
	306-5 Waste directed to disposal	114	

Statement of use	Borouge has reported with reference with the GRI Standards for the period between January 2024 and December 2024.		
GRI 1 used	GRI 1: Foundation 2021		
GRI STANDARD / OTHER SOURCE	**DISCLOSURE**	**PAGE**	**Comments**
Supplier environmental assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics	63	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	63	
	308-2 Negative environmental impacts in the supply chain and actions taken	63	
Employment			
GRI 3: Material Topics 2021	3-3 Management of material topics	120-150	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	124-125	
	401-2 Benefits provided to full-time employees that are	126-127	
	not provided to temporary or parttime employees 401-3 Parental leave	128	

Statement of use	Borouge has reported with reference with the GRI Standards for the period between January 2024 and December 2024.		
GRI 1 used	GRI 1: Foundation 2021		
GRI STANDARD / OTHER SOURCE	**DISCLOSURE**	**PAGE**	**Comments**
Labor/management relations			
GRI 3: Material Topics 2021	3-3 Management of material topics	120-150	
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes		Borouge provides 30 days minimum notice period.
Occupational health and safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	151-162	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	153	
	403-2 Hazard identification, risk assessment, and incident investigation	158	
	403-3 Occupational health services	155	
	403-4 Worker participation, consultation, and communication on occupational health and safety	160-161	
	403-5 Worker training on occupational health and safety	160-161	
	403-6 Promotion of worker health	160-161	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	151-155	

Statement of use	Borouge has reported with reference with the GRI Standards for the period between January 2024 and December 2024.		
GRI 1 used	GRI 1: Foundation 2021		
GRI STANDARD / OTHER SOURCE	**DISCLOSURE**	**PAGE**	**Comments**
Occupational health and safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	151-162	
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	157	
	403-9 Work-related injuries	157	
	403-10 Work-related ill health	157	
Training and education			
GRI 3: Material Topics 2021	3-3 Management of material topics	140-145	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	142	
	404-2 Programs for upgrading employee skills and transition assistance programs	140-145	
	404-3 Percentage of employees receiving regular performance and career development reviews	144	
Diversity and equal opportunity			
GRI 3: Material Topics 2021	3-3 Management of material topics	129-138	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	39-42	
	405-2 Ratio of basic salary and remuneration of women to men	134	

Statement of use	Borouge has reported with reference with the GRI Standards for the period between January 2024 and December 2024.		
GRI 1 used	GRI 1: Foundation 2021		
GRI STANDARD / OTHER SOURCE	**DISCLOSURE**	**PAGE**	**Comments**
Non-discrimination			
GRI 3: Material Topics 2021	3-3 Management of material topics	128	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	128	
Child labor			
GRI 3: Material Topics 2021	3-3 Management of material topics	150-151	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	150-151	
Forced or compulsory labor			
GRI 3: Material Topics 2021	3-3 Management of material topics	150-151	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	150-151	

Statement of use	Borouge has reported with reference with the GRI Standards for the period between January 2024 and December 2024.		
GRI 1 used	GRI 1: Foundation 2021		
GRI STANDARD / OTHER SOURCE	**DISCLOSURE**	**PAGE**	**Comments**
Security practices			
GRI 3: Material Topics 2021	3-3 Management of material topics	89	
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedure		All our security personnel are trained in human rights policies or procedures.
Local communities			
GRI 3: Material Topics 2021	3-3 Management of material topics	163-169	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	163-169	
	413-2 Operations with significant actual and potential negative impacts on local communities	163-169	
Supplier social assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics	63	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	63	

Statement of use	Borouge has reported with reference with the GRI Standards for the period between January 2024 and December 2024.		
GRI 1 used	GRI 1: Foundation 2021		
GRI STANDARD / OTHER SOURCE	**DISCLOSURE**	**PAGE**	**Comments**
Customer health and safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	66-70	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	66-70	
Customer privacy			
GRI 3: Material Topics 2021	3-3 Management of material topics	54-55	

Appendix 6 - ADX Index

ADX Guidelines	Disclosure	Page Number(s), link, and/or direct answer
Environment	E1. GHG Emissions	104
	E2. Emissions Intensity	105
	E3. Energy Usage	90
	E4. Energy Intensity	91
	E5. Energy Mix	108
	E6. Water Usage	112
	E7. Environmental Operations	91-92
	E8. Environmental Oversight	45
	E9. Environmental Oversight	45
Social	E10. Climate Risk Mitigation	57
	S1. CEO Pay Ratio	Data is not public due to confidentiality constraints
	S2. Gender Pay Ratio	134
	S3. Employee Turnover	125
	S4. Gender Diversity	129
	S5. Temporary Worker Ratio	Not applicable (no part time positions within Borouge)
	S6. Non-Discrimination	128
	S7. Injury Rate	157
	S8. Global Health and Safety	151-162
	S9. Child & Forced Labor	150
	S10. Human Rights	150
	S11. Nationalism	139
	S12. Community Investment	163-168
Governance	G1. Board Diversity	40
	G2. Board Independence	39-40
	G3. Incentivized Pay	38
	G4. Supplier Code of Conduct	64
	G5. Ethics & Prevention of Corruption	51-54
	G6. Data Privacy	51-55
	G7. Sustainability Reporting	12-13
	G8. Disclosure Practices	12-13
	G9. External Assurance	199

Appendix 7 - SASB Index

Topic	Code	Accounting Metric	Page Number(s), link, and/or direct answer
Greenhouse Gas Emissions	RT-CH-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations.	104
	RT-CH-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets.	101-108
Air Quality	RT-CH-120a.1	Air emissions of the following pollutants: (1) NOX (excluding N2O), (2) SOX, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	107
Energy Management	RT-CH-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	109-110
Water Management	RT-CH-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	112-113
	RT-CH-140a.2	Number of incidents of non-compliance associated with water quality permits, standards, and regulations.	Zero
	RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks.	112-113

Topic	Code	Accounting Metric	Page Number(s), link, and/or direct answer
Hazardous Waste Management	RT-CH-150a.1	Amount of hazardous waste generated, percentage recycled.	Hazardous waste generated and recycled is currently not recorded. However, amount of hazardous waste disposed is reflected on page 114
Community Relations	RT-CH-210a.1	Discussion of engagement processes to manage risks and opportunities associated with community interests.	163-169
Workforce Health & Safety	RT-CH-320a.1	1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees.	157
	RT-CH-320a.2	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks.	151-161
Product Design for Use-phase Efficiency	RT-CH-410a.1	Revenue from products designed for use-phase resource efficiency.	Revenue from products designed for use-phase resource efficiency is currently not recorded. However, we offer a range of industry solutions that deliver a positive and sustainable impact as reflected on page 24-27
Safety & Environmental Stewardship of Chemicals	RT-CH-410b.1	(1) Percentage of products that contain GHS Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment.	Borouge has a dedicated product stewardship team responsible to look after the Globally Harmonized System of Classification and Labelling of Chemicals (GHS) standards.
	RT-CH-410b.2	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact.	66-67

Topic	Code	Accounting Metric	Page Number(s), link, and/or direct answer
Genetically Modified Organisms	RT-CH-410c.1	Percentage of products by revenue that contain genetically modified organisms (GMOs).	N/A
Management of the Legal & Regulatory Environment	RT-CH-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry.	39, 44
Operational Safety, Emergency	RT-CH-540a.1	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR).	152
Preparedness & Response	RT-CH-540a.2	Number of transport incidents	Zero

Appendix 8: TCFD Index

#	Recommendations	Page Number(s), link, and/or direct answer
1	Describe the board's oversight of climate-related risks and opportunities.	39
2	Describe management's role in assessing and managing climate-related risks and opportunities.	42
3	Describe the climate-related risks and opportunities the company has identified over the short, medium, and long term.	57
4	Describe the impact of climate-related risks and opportunities on the company's businesses, strategy, and financial planning.	57-58
5	Describe the resilience of the company's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	57-58
6	Describe the company's processes for identifying and assessing climate-related risks.	57-58
7	Describe the company's processes for managing climate-related risks.	57-58
8	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the company's overall risk management.	57-58
9	Disclose the metrics used by the company to assess climate- related risks and opportunities in line with its strategy and risk management process.	104-105
10	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	101
11	Describe the targets used by the company to manage climate-related risks and opportunities and performance against targets.	57-59

Appendix 9: Acronyms and Abbreviations

Short form	Full form
4IR	Fourth Industrial Revolution
A&AF	Audit and Assurance Function
ABAC	Anti-Bribery & Corruption
ADAA	Abu Dhabi Accountability Authority
ADFW	Abu Dhabi Finance Week
ADIPEC	Abu Dhabi International Petroleum Exhibition and Conference
ADNOC	Abu Dhabi National Oil Company
ADP	Abu Dhabi Polymers Company
ADX	Abu Dhabi Securities Exchange
AED	United Arab Emirates Dirham
AEMS	Air Emission Monitoring System
AI	Artificial intelligence
AICM	Association of International Chemical Manufacturers
AIDT	AI, Digitalisation, and Technology
AIPS	Asset Integrity and Process Safety
ALARP	As Low As Reasonably Practicable
AML	Anti-Money Laundering
APP	Asia Pulp & Paper
B2030	Borouge 2030
BBS	Behaviour-Based Safety
BIS	Bureau of Indian Standards
BNT	Borstar® Nucleation Technology
BoD	Board of Directors

Short form	Full form
BWPS	Borouge's Workers Protection Standard
C&C	Caps and Closures
CBT	Computer-Based Training
CCB	Central Control Building
CDP	Carbon Disclosure Project
CES	Circular Economy Solutions
CFCQ	Customer Feedback Closure Questionnaires
CIIE	China International Import Expo
COI	Conflict of Interest
COSO	Committee of Sponsoring Organizations
CPP	Cast Polypropylene
CRM	Customer Relationship Management
CSA	Corporate Sustainability Assessment
CSR	Corporate Social Responsibility
CTF	Counter Terrorist Financing
DIT	Distribution, Inventory, and Transportation
DMF	Drug Master File
EAD	Environmental Agency in Abu Dhabi
ECC	Ethics & Compliance Committee
EIA	Environmental Impact Assessment
EMS	Environmental Management System
ENEC	Emirates Nuclear Energy Cooperation
EnMS	Energy Management System

Short form	Full form
ENTC	Emirates Nuclear Technology Centre
ENVID	Environmental Impact Identification
EPMS	Employee Performance Management System
ERM	Enterprise Risk Management
ESG	Environmental, Social, and Governance
Evs	Electric Vehicles
FEED	Front-End Engineering and Design
FFS	Form Fill Seal
FSGO	Federal Sentencing Guidelines for Organizations
GB	Gender Balance
GHG	Greenhouse gas
GMIS	Global Manufacturing and Industrialization Summit
GPCA	Gulf Petrochemical and Chemicals Association
GRI	Global Reporting Initiative
GRS	Global Recycled Standards
HCT	Higher Colleges of Technology
HDSS	Heavy Duty Shipping Sacks
HSE	Health, Safety, and Environment
HSECES	Health, Safety, Environment, and Critical Equipment Safety
HSEIA	Health, Safety and Environment Impact Assessment
IARI	Indian Agricultural Research Institute
IATF 16949	Quality Management System audits for Automotive Industries
ICAR-IARI	Indian Council of Agricultural Research – Indian Agricultural Research Institute

Short form	Full form
ICCA	International Council of Chemical Associations
iCoE	Infrastructure Centre of Excellence
vIIA	Institute of Internal Auditors
IPO	Initial Public Offering
IPPF	International Professional Practices Framework
ISO	International Standards Organisation
ISSB	International Sustainability Standards Board
IT	Information Technology
IVMS	In-Vehicle Monitoring System
JJM	Jal Jeevan Mission
JVs	Joint Ventures
KU	Khalifa University
LFI	Learning from Incidents
LMS	Learning Management System
LTIF	Lost Time Injury Frequency
M&As	Mergers and Acquisitions
MACC	Marginal Abatement Cost Curve
MADB	Master Alarm Data Base
MBZUAI	Mohamed bin Zayed University of Artificial Intelligence
MEIRA	Middle East Investor Relations Association
MoIAT	Ministry of Industry and Advanced Technology
MOU	Memorandum of Understanding
MRLO	Money Laundering Reporting Officer

Short form	Full form
OCS	Operation Clean Sweep®
OGMP	Oil and Gas Methane Partnership
OH	Occupational Health
OHSAS	Occupational Health and Safety Assessment Series
OJT	On-the-job training
OPCO	Operating Companies
OPL	Oil, Petrochemical, and Logistics
PCR	Post-Consumer Recycled
PE	Polyethylene
PME	Periodic Medical Checkups
PO	Polyolefins
PoD	People of Determination
POTM	Polymers on the Move
PP	Polypropylene
PSF	Pre-Shift Safety
PTE	Private Limited entity in Singapore
QC	Quality Control
R&D	Research and Development
RESP	Ruwais Environmental Sustainability Programme
RTO	Real-time optimisation
S&P	Standard and Poor
SAP	Systems, Applications, and Products
SASB	Sustainability Accounting Standards Board
SCIC	Singapore Chemical Industry Council

Short form	Full form
SDS	Safety Data Sheets
SIS	Safety Information Sheets
SKEA	Sheikh Khalifa Excellence Award
SKEC	Sheikh Khalifa Energy Complex
SOL	Safe Operating Limit
SOPs	Standard Operating Procedures
SOTs	Safety Observation Tours
SPIA	Singapore Plastic Industry Association
SQAS	Safety and Quality Assessment System
TCFD	Task Force on Climate-Related Financial Disclosure
TIV	Technical Integrity Verification
TRI	Total Recordable Incident
TRIR	Total Recordable Incident Rate
TRIR	Total Recordable Injury Rate
TWP	Thin-wall Packaging
UAE	United Arab Emirates
UAESBC	UAE-Singapore Business Council
UAEU	United Arab Emirates University
UN SDGs	United Nations Sustainable Development Goals
USD	United States Dollar
VOCs	Volatile Organic Compounds
XLPE	Cross-Linked Polyethylene
YDD	Youth Development Department
YTD	Year-to-Date

Note:

- Anteo™ is a trademark of the Borealis AG.
- Borstar® is a registered trademark of the Borealis AG.
- Operation Clean Sweep® is a registered trademark owned by The Plastics Industry Association (PLASTICS) and the American Chemistry Council (ACC).
- Responsible Care® is a registered trademark of the American Chemistry Council (ACC).
- Borlink™ is a trademark of the Borealis group.
- Aquility™ is a trademark of the Borealis group.
- Bornewables™ is a trademark of Borealis AG.
- Bormed™ is a trademark owned by Borealis.

Appendix 10: Independent Assurance Letter

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Independent Limited Assurance Statement to Borouge on a selection of sustainability metrics within their Sustainability Report 2024

To the Management of Borouge PLC., United Arab Emirates (UAE)

Introduction

Intertek Global Ltd., Abu Dhabi ("Intertek") was engaged by Borouge PLC ("Borouge") to provide an independent limited assurance on the selection of consolidated environmental and social disclosures listed in the scope ('the selected disclosures') presented in the Sustainability Report for 2024 ('the Report'). In preparing and presenting the selected disclosures, Borouge applied the Global Reporting Initiative Sustainability Reporting Standards ("GRI Standards"). The assurance was performed in accordance with the requirements of International Federation of Accountants' (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

Objective

The objectives of this limited assurance exercise were, by review of objective evidence, to confirm whether any evidence existed that the selected disclosures, as declared in the Report, were not accurate, complete, consistent, transparent, and free of material error or omission in accordance with the criteria outlined below.

Intended Users

This Assurance Statement is intended to be a part of the Borouge's Sustainability Report 2024.

Responsibilities

The management of Borouge is solely responsible for data collection, preparation and presentation of the selected disclosures aligned with selected criteria for reporting. Management is also responsible for the design, implementation, and maintenance of internal controls relevant to the preparation of the Report so that it is free from material misstatement, whether due to fraud or error.

Intertek's responsibility, as agreed with the management of Borouge, is to provide assurance and express an opinion in the Assurance Statement based on our verification following the assurance scope and criteria given below. Intertek does not accept or assume any responsibility for any other purpose or to any other person or organization. This document represents Intertek's independent and balanced opinion on the content and accuracy of the information and data held within the report.

Assurance Scope

The Assurance has been provided for selected sustainability performance disclosures presented by Borouge in the Report. The reporting boundary included data and information for the period 1st January 2024 to 31st December 2024 for the operations in United Arab Emirates and Singapore with respect to selected GRI disclosures as indicated below. Our scope of assurance included verification of data and information on selected disclosures reported as summarized below:

Topic disclosures

Environmental Disclosures

- Energy 2016: 302-1, 302-3
- Water and Effluents 2018: 303-3, 303-4, 303-5
- Emissions 2016: 305-1, 305-2 (includes flaring)
- Waste 2020: 306-5

Social Disclosures

- Occupational Health and Safety 2018: 403-9

Assurance Criteria

Intertek conducted the assurance work in accordance with the requirements of 'Limited Assurance' procedures as per the following standards:

- International Standard on Assurance Engagements (ISAE) 3000 (revised) for 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'.
- International Standard on Assurance Engagements (ISAE) 3410 for 'Assurance Engagements on Greenhouse Gas Statement.

A limited assurance engagement comprises of limited depth of evidence gathering including inquiry and analytical procedures and limited sampling as per professional judgement of assurance provider.

A materiality level of 5% was applied. Assessment of compliance and materiality was undertaken against the stated calculation methodology and criteria.

Methodology

Intertek performed assurance work using a risk-based approach to obtain the information, explanations and evidence that was considered necessary to provide a limited level of assurance. The assurance was conducted by desk review with regard to the reporting and supporting records for the fiscal year 2024. Data and information supporting the Statement were historical in nature and proven by evidence. Our assurance task was planned and carried out during Jan-Mar 2025. The assessment included the following:

- Review of processes and systems used to gather and consolidate data.
- Examined and reviewed documents, data, and other information made available digitally.
- Conducted virtual interviews with key personnel responsible for data management.
- Assessment of appropriateness of various assumptions, estimations, and thresholds used by Borouge for data analysis.
- Review of sustainability disclosures on sample basis for the duration from 1st January 2024 to 31st December 2024 was carried out remotely through virtual interactions.
- Appropriate documentary evidence was obtained to support our conclusions on the information and data reviewed.

Conclusions

Intertek reviewed the selected disclosures provided by Borouge in the Report for the reporting period from 1st January 2024 to 31st December 2024. Based on the procedures performed and the evidence obtained, Intertek concludes with limited assurance that nothing has come to our attention that causes us to believe that the selected disclosures presented in Borouge' s sustainability report 2024, are not fairly stated, in all material aspects, based on the reporting criteria.

Intertek's Competence and Independence

Intertek is a global provider of assurance services with a presence in more than 100 countries employing approximately 43,000 people. The Intertek assurance team included competent sustainability assurance professionals, who were not involved in the collection and collation of any data except for this Assurance Opinion. Intertek maintains complete impartiality towards any people interviewed.

For Intertek

Myvizhi Somasundaram, Verifier
Technical Manager Climate Change & Sustainability

Elizabeth Mielbrecht, Reviewer
Project Director

24th March 2025

No member of the verification team (stated above) has a business relationship with Borouge PLC (Borouge), its Directors or Managers beyond that is required of this assignment. No form of bribe has been accepted before, throughout and after performing the verification. The verification team has not been intimidated to agree to do this work, change and/or alter the results of the verification. The verification team has not participated in any form of nepotism, self-dealing and/or tampering. If any concerns or conflicts were identified, appropriate mitigation measures were put in place, documented and presented with the final report. The process followed during the verification is based on the principles of impartiality, evidence, fair presentation and documentation. The documentation received and reviewed supports the conclusion reached and stated in this opinion.