

Sustainability Report 2025 – Executive Summary

Strengthening performance through innovation, responsible operations and stakeholder engagement

At Nouryon, sustainability is foundational to growth and long-term value.

Our Sustainable Growth Framework

 We innovate and grow	 We operate responsibly	 We empower and engage
We enable growth by meeting customer demand for innovative and sustainable solutions	We enhance operational excellence and efficiency to continuously improve our safety and environmental performance	We empower our employees and engage with our suppliers and communities to deliver a positive impact
• We innovate sustainable solutions to meet customer needs • We support customers in reaching their goals	• We care for ourselves and our colleagues • We reduce GHG emissions in our operations • We reduce water in our operations • We reduce waste in our operations	• We foster a culture of belonging, empower our employees through growth and development • We drive sustainable procurement through supplier engagement • We care for our communities

About Nouryon

	~\$5.1B 2025 revenue
	8,000+ employees
	63 manufacturing sites
	80+ countries
	14 innovation and customer experience centers

Message from our chairman and CEO

“In 2025, Nouryon continued to differentiate itself through our commitment to sustainability as a core driver of business growth. To us, this means finding ways to deliver value for customers through innovation, running our operations efficiently and responsibly, fostering a safe and high performance work culture, engaging with our suppliers and giving back to our communities to help them thrive. When we innovate for customers who need safer, more efficient and more sustainable chemistry, we grow. When we run our operations with discipline and continuously improve our processes, we reduce energy, waste and water consumption, lower costs, manage risk and strengthen the trust of our customers and communities.



Charlie Shaver
Chairman and CEO, Nouryon

”

Nouryon's 2025 sustainability progress highlights



Innovation:

- **36%** of 2025 revenue came from eco-premium solutions¹
- **76%** of the R&D product pipeline targeted solutions with benefits²



Renewable electricity:

- **54%** of total electricity consumption from renewable sources (versus **48%** in 2024)
- **37** sites running fully on renewable and/or low-carbon electricity (versus **28** in 2024)



Greenhouse gas emissions:

- Absolute scope 1 and 2 greenhouse gas emissions improved to **22%** against the 2019 baseline (versus **19%** in 2024)



Health and safety:

- Our process safety incident rate is **62%** lower than in 2019
- Our OSHA incident rate decreased **4%** versus 2024



People:

- **97.5%** of staff across 16 countries assessed and are paid a living wage
- Employee turnover continued its multi-year decline
- Nouryon earned Great Place To Work® certification in India



Recognition:

- EcoVadis Gold rating (top 3% overall, top 2% in its industry)
- CDP Climate Change score of B, and a CDP Supplier Engagement score of A-, earning a place on CDP's supplier engagement leaderboard

Our ratings

EcoVadis
Gold Rating



CDP B score
Climate Change

Our memberships and partnerships



“Sustainability is embedded in how we operate, compete and grow. It helps us attract and retain the talent we need to grow, while ensuring we stay ahead of evolving regulatory requirements. This report demonstrates our progress and how we create lasting value for Nouryon and our customers. The momentum we are building together makes me proud and energized about what comes next.”



Vivi Hollertt
Vice President, Chief Sustainability Officer

The full 2025 sustainability report, including comprehensive data, case studies and methodology, is available at nouryon.com/sustainability.

¹ Our Eco-Premium Solutions are products that offer significant sustainability benefits over mainstream alternatives in the market while providing the same or better functionality. Eco-premium solutions demonstrate at least a 10% lower environmental impact on a given criterion across the full product life cycle (cradle to grave) versus the relevant baseline, without significant adverse effects in other categories. For more information, see the 2025 Sustainability Report, page 13.

² Including bio-based feedstocks, biodegradability or an improved environmental footprint.

Fact sheet^{2,3}

Environment (1/2)

	Unit	2019	2023	2024	2025
Company carbon footprint					
Total absolute direct and indirect emissions market-based (Scopes 1 and 2)	K Metric Tons CO ₂ e	1,530	1,327	1,238	1,194
Progress towards Target	%				-22%
Carbon intensity (Scopes 1 and 2 combined) ⁴	Kg CO ₂ e /Metric Ton of production	415	394	347	329
Direct absolute GHG emissions (Scope 1) ⁵	K Metric Tons CO ₂ e	603	585	598	597*
Direct GHG emissions (Scope 1) intensity	Kg CO ₂ e /Metric Ton of production	164	174	168	165
Indirect GHG emissions market-based (Scope 2) ^{6,7}	K Metric Tons CO ₂ e	927	742	640	596*
Indirect GHG emissions market-based (Scope 2) intensity	Kg CO ₂ e /Metric Ton of production	251	220	179	164
Indirect GHG emissions location-based (Scope 2) ⁷	K Metric Tons CO ₂ e	1,276	1,252	1,156	1,156*
Calculated Scope 3 total absolute GHG emissions ⁸	K Metric Tons CO ₂ e				3,493*
Total absolute GHG emissions (Scope 1, Scope 2 market-based and Scope 3)	K Metric Tons CO ₂ e				4,686
Direct emissions, covered by emissions-limiting regulations	% of direct emissions	22%	24%	36% ⁹	35 %
Biogenic CO ₂ emissions	K Metric Tons CO ₂ e	1,347	1,643	2,204	2,411
Energy management					
Total energy consumption ¹⁰	Mln GJ	30.4	31.5	33.5	33.7*
Total energy consumption intensity ¹⁰	GJ/Metric Ton of production	8.24	9.35	9.38	9.28*
Renewable energy consumed ¹¹	%	30%	32%	35%	40%
Renewable electricity consumed	%	36%	42%	48%	54%*
Energy from grid electricity	%	61%	61%	61%	62%
Energy consumption from unbundled RECs ¹²	MWh		59,554	835,988	757,634*
Carbon offsets purchased ¹³	Metric Tons CO ₂ e		127	0	0
Total self-generated electricity	Mln GJ	0	0	0	0
Air quality					
NOx absolute emissions ¹⁴	Metric Tons	1,080	983	1,079	1,061*
NOx emission intensity	Kg/Metric Ton of production	0.29	0.29	0.30	0.29*
SOx absolute emissions ¹⁴	Metric Tons	3,533	3,446	3,342	2,696*
SOx emission intensity	Kg/Metric Ton of production	0.96	1.02	0.94	0.74*
VOC absolute emissions ¹⁴	Metric Tons	669	1,853	1,717	1,533
VOC absolute emission intensity	Kg/Metric Ton of production	0.18	0.55	0.48	0.42
Hazardous air pollutants	Metric Tons		408	593	464
Hazardous air pollutants intensity	Kg/Metric Ton of production		0.12	0.17	0.13

* Subject to limited assurance by ERM CVS (Independent Limited Assurance Statement, 2025).

- 2 For all figures, minor corrections to historical data may be made to improve accuracy or based on methodology updates. Safety data from acquired Polish sites was included starting in 2024. In our internal reporting procedures, we recalculate base year data in cases where the change is material (5% or more).
- 3 All metrics are calculated according to our [Reporting Principles 2025](#).
- 4 GRI 305-4
- 5 Scopes 1 and 2 include process emissions from other GHG (CH₄, N₂O and Hydrofluorocarbons) and their CO₂ equivalents.
- 6 Including RECs retired on our behalf for utility supplied renewable electricity and other contractual instruments from utilities and other partners.
- 7 Scope 2 market and location-based CO₂e emissions do not include emissions from CH₄ and N₂O where AIB residual grid factors are applied.
- 8 Prior year estimates are not comparable due to methodology improvements.
- 9 This figure has been updated from the 2024 Sustainability Report due to further information obtained on the number of sites in-scope for emissions-limiting regulations.
- 10 Energy consumption is expressed in mln GJ which is the sum of the actual consumed by the sites.
- 11 Renewable-energy data include renewable fuels such as biomass, purchased renewable steam and renewable electricity from solar, wind and hydropower.
- 12 RECs retired on our behalf for utility supplied renewable electricity and other contractual instruments from utilities and other partners.
- 13 Carbon offsets purchased to compensate for Scope 1 emissions in our carbon neutral sites. Offsets are not included in our emissions inventory (Scopes 1, 2, or 3). These offsets have been certified by the Verified Carbon Standard (VCS), administered by Verra and retired. For more information, see www.terra.org. Offsets are applied to prior year emissions.
- 14 GRI 305-7

Environment (2/2)

	Unit	2019	2023	2024	2025
Emission to water – chemical oxygen demand (COD)					
COD absolute emissions to surface water	Metric Tons	845	836	1,442	1,750*
COD emission intensity to surface water	Kg/Metric Ton of production	0.23	0.25	0.40	0.48
COD absolute emissions to external wastewater treatment	Metric Tons	15,257	15,380	14,172	9,733
COD emission intensity to external wastewater treatment	Kg/Metric Ton of production	4.13	4.56	3.97	2.68
Water management					
Absolute freshwater intake	1,000 m ³	134,868	151,543	157,192	155,300
Freshwater intake intensity	m ³ /Metric Ton of production	36.5	44.9	44.0	42.8
Intake in regions with high water stress	%	2.3%	2.0%	1.8%	1.6%
Absolute freshwater consumption ¹⁵	1,000 m ³	15,427	14,295	15,591	15,830*
Freshwater consumption ¹⁵ intensity	m ³ /Metric Ton of production	4.18	4.24	4.36	4.36*
Progress towards target	%				+4%
Consumption in regions with high water stress	%	19%	21%	18%	16%
Waste management					
Total absolute waste	Metric Tons	62,587	56,393	56,986	58,192*
Total waste intensity	Kg/Metric Ton of production	17.0	16.7	16.0	16.0*
Progress towards target	%				-6%
Absolute non-hazardous waste	Metric Tons	45,143	35,368	37,065	38,450*
Non-hazardous waste intensity	Kg/Metric Ton of production	12.2	10.5	10.4	10.6
Absolute hazardous waste	Metric Tons	17,444	21,025	19,921	19,742*
Absolute hazardous waste to landfill	Metric Tons	417	193	350	514
Hazardous waste reused	%	24%	26%	24%	27%
Production					
Nouryon	K Metric Tons	3,691	3,375	3,573	3,633
Sustainable sourcing					
Suppliers screened using Risk IQ ¹⁶	% of spend		90%	93%	95%*
Suppliers measured on EcoVadis performance ¹⁷	% of spend		66%	74%	75%*
Suppliers acknowledging our Business Partner Code of Conduct ¹⁸	% of spend		99.8%	99.2%	99.3%*
Management systems¹⁹			Per December 31, 2023	Per December 31, 2024	Per December 31, 2025
Manufacturing sites with ISO-14001/RC-14001 certifications	%		95%	94%	94%*
Manufacturing sites with ISO-9001 certifications	%		82%	83%	83%

* Subject to limited assurance by ERM CVS (Independent Limited Assurance Statement, 2025).

¹⁵ Total freshwater consumption (excluding once through cooling-water intake).

¹⁶ In terms of all external spend (product, non-product, energy, logistics, etc.) The Risk IQ tool considers industry segment risk, country risk and EcoVadis scores from the complete EcoVadis database.

¹⁷ Based on policies, actions, results. For more information: <https://ecovadis.com/>.

¹⁸ Tracked by acceptance of a Nouryon purchase order or a signed Nouryon contract.

¹⁹ Our ISO certification percentage metric includes sites that have been in our portfolio for one year. This is to allow sufficient time required for activities reviewed by the certification process (e.g., pre-start up safety reviews, management reviews, production and/or internal audits if relevant). Any exceptions will be identified.

Social (1/2)

	Unit	2019	2023	2024	2025
Workforce data²⁰					
Global headcount Nouryon employees	#	10,389	8,236	8,175	8,133
Female workforce	%	24%	25%	25%	25%
Female mid-level managers and above ²¹	%	25%	23%	26%	27%
Employee turnover rate (voluntary and involuntary)	%	17%	13%	12%	10%
Employees who completed an annual performance review	%		96%	93%	89%*
Employees covered by living wage assessment ²²	%		70% ²³	97.3%*	97.5%*
Employees covered by collective labor agreements	%		58%*	64%*	67%*
Employee trainings²⁴					
Employees who have completed Code of Conduct (incl Anticorruption) training	%		100%	98%	100%*
Employees who have completed Code of Conduct (incl Anticorruption) training	#		3,893	4,793	3,771*
Employees undertaking Respectful Workplace training	%			98%	100%
Employees undertaking Respectful Workplace training	#			4,905	4,592*
Employees acknowledging our compliance policies, including child labor and modern slavery as part of Code of Conduct	%				98%*
Employees acknowledging our compliance policies, including child labor and modern slavery as part of Code of Conduct	#				4,607*
Buyers ²⁵ who have received training on Sustainable Procurement	%				100%*
Management systems			Per December 31, 2023	Per December 31, 2024	Per December 31, 2025
Manufacturing sites with OHSAS-18001/RC-18001 and ISO45001 certifications	%		37%	40%	40%*

Headcount					
Region	Female	%	Male	%	Grand Total
Asia-Pacific	500	26%	1,445	74%	1,945
Europe	930	26%	2,648	74%	3,578
North America	384	25%	1,169	75%	1,553
South America	196	19%	861	81%	1,057
Grand Total	2,010	25%	6,123	75%	8,133
Region	Full-time	%	Part-time	%	Grand Total
Asia-Pacific	1,944	100%	1	0.1%	1,945
Europe total	3,341	93%	237	7%	3,578
North America	1,551	100%	2	0.1%	1,553
South America	1,057	100%		0%	1,057
Grand Total	7,893	97%	240	3%	8,133

* Subject to limited assurance by ERM CVS (Independent Limited Assurance Statement, 2025).

20 Workforce data prior to 2021 includes Nobian employees (Nobian's separation from Nouryon occurred in 2021). 2021 and subsequent year workforce data excludes Nobian employees.

21 Mid-level managers are defined as the management paygrade below the first senior executive level. Source data, December 2025.

22 Based on benchmarks from the Fair Wage Network.

23 Based on direct manufacturing employee population.

24 Annual policy certification and mandatory compliance training cover assigned office-based and site management employees. Training assignment totals may vary across reporting periods due to several factors: trainings are deployed on a rolling basis throughout the year rather than all at once; employee departures and leaves of absence affect the active population between reporting dates; and each report reflects only active employees at the time the data is extracted. As a result, point-in-time snapshots will naturally differ from one reporting period to the next.

25 Refers to category managers in the Procurement organization

Social (2/2)

	Unit	2019	2023	2024	2025
People safety²⁶					
Total OSHA incident rate (OIR) for employees, temporary workers and contractors	Per 200,000 hours worked	0.26	0.25	0.29	0.28
Lost time injury rate (LTIR) for employees, temporary workers and contractors	Per 200,000 hours worked	0.07	0.07	0.10	0.15
Total OSHA incident rate (OIR) for employees, temporary workers	Per 200,000 hours worked	0.23	0.28	0.28	0.29*
Total OSHA incident rate (OIR) for contractors	Per 200,000 hours worked	0.33	0.19	0.35	0.24*
Lost time injury rate (LTIR) for employees, temporary workers	Per 200,000 hours worked	0.04	0.1	0.1	0.17*
Lost time injury rate (LTIR) for contractors	Per 200,000 hours worked	0.16	0	0.13	0.06*
Number of transport incidents	# incidents		35	44	22
Lost time injury severity rate for direct workforce	Per 200,000 hours worked		1.76	1.81	7.76
Process safety²⁶					
Process Safety Incident Count (PSIC):	# of incidents PSE1	20	7	4	9
	# of incidents PSE2	40	6	9	12
	# of incidents combined (PSE1+PSE2)	60	13	13	21*
Process Safety Total Incident Rate (PSTIR) PSE1 + PSE2	Per 200,000 hours worked	0.59	0.13	0.13	0.23
Process Safety Total Incident Rate (PSTIR) PSE1	Per 200,000 hours worked	0.20	0.07	0.04	0.10
Process Safety Incident Severity Rate (PSISR)	Per 200,000 hours worked	0.20	0.16	0.06	0.16

* Subject to limited assurance by ERM CVS (Independent Limited Assurance Statement, 2025).

26 Safety data from acquired Polish sites was included starting in 2024. See our [Reporting Principles 2025](#) for additional explanation.

Governance

	Unit	2019	2023	2024	2025
Board		Per December 31, 2019	Per December 31, 2023	Per December 31, 2024	Per December 31, 2025
Directors	#	9	12	12	12
Average director tenure (years)	#	1	4	4	5
Independent directors	#	8	11	11	11
Independent directors	%	89%	92%	92%	92%
Board diversity					
Women on the Board	#	0	3	3	3
Women on the Board	%	-	25%	25%	25%
Board members of racial/ethnic minority	#	0	1	1	1
Board members of racial/ethnic minority	%	-	8%	8%	8%
Board diversity	%	-	33%	33%	33%
Board coverage of sustainability-related issues					
Frequency of Board updates on sustainability-related issues		Quarterly	Quarterly	Quarterly	Quarterly
Board oversight of climate strategy	Y/N	Y	Y	Y	Y
Ethics					
Foreign Corrupt Practices Act (FCPA) violations, investigations, or enforcement actions	#		0	0	0
Volume of SpeakUp! reports in line with Navex Global Benchmarking Report industry average	Y/N		Y	Y	Y
Average resolution time for SpeakUp! concerns	Days		24	30	21
Policies and statements					
Anti-corruption, anti-bribery	Y/N	Y	Y	Y	Y
Animal Testing Policy	Y/N	N	Y	Y	Y
Business Partner Code of Conduct, including suppliers	Y/N	Y	Y	Y	Y
Code of Conduct, anti-discrimination, anti-harassment	Y/N	Y	Y	Y	Y
Conflict Minerals Policy	Y/N	Y	Y	Y	Y
Health, Safety, Environment and Security, including product stewardship	Y/N	N	Y	Y	Y
Palm Oil Statement	Y/N	N	Y	Y	Y
Sensitive Country Policy	Y/N	Y	Y	Y	Y
SpeakUp! and Non-Retaliation Policy	Y/N	Y	Y	Y	Y
Sponsorship and Charity Policy	Y/N	Y	Y	Y	Y
Sustainability Policy	Y/N	N	N	Y	Y
Sustainable Procurement Policy	Y/N	N	Y	Y	Y
Sustainable Procurement Supplier Engagement Program	Y/N	N	N	Y	Y
Board members that the Code of Conduct/Anti-corruption policies have been communicated to ²⁷	%			100%	100%*
Board members that the Code of Conduct/Anti-corruption policies have been communicated to ²⁷	#			12	12 ^{28*}

* Subject to limited assurance by ERM CVS (Independent Limited Assurance Statement, 2025).

²⁷ GRI 205-2 aligned: 3 Board members in Europe, 9 board Members in the United States.

²⁸ Note that there have been no substantive changes to the code of conduct during 2025 and the members of the board have remained consistent since the last update and communication at the end of 2024.