



Sustainability Report 2025

Nouryon

Content

The purpose of this report is to explain how we partner with our customers, suppliers, employees and other key stakeholders to deliver solutions and drive sustainable progress. This report documents Nouryon's sustainability performance in alignment with the Sustainability Accounting Standards Board (SASB) disclosure requirements and the Global Reporting Initiative (GRI).



Click on the chapter title for the first page of the corresponding chapter

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Message from our chairman and CEO

Dear colleagues, customers and partners,

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.

Nouryon's Sustainable Growth Framework

- **Innovate and grow:** We drive growth by meeting evolving customer demands for innovative and sustainable solutions. In 2025, 36% of our revenue was derived from our portfolio of eco-premium solutions¹ and 76% of our research and development product innovation pipeline was focused on solutions with sustainability benefits.
- **Operate responsibly:** We remain focused on improving our safety and environmental performance across our global manufacturing network. Our total absolute Scope 1 and 2 greenhouse gas emissions are now 22% below our 2019 base year. Renewable electricity reached 54% of our total consumption and the number of our manufacturing sites using 100% electricity from renewable and/or low-carbon sources grew from 28 to 37, out of 63 sites globally.

- **Empower and engage:** We invest in our employees, suppliers and communities because they are central to our long-term success. Employee turnover fell to 10%, reflecting sustained progress in retention. We expanded our global living wage analysis to 16 countries, covering 97.5% of employees – and confirmed that all employees assessed are paid a living wage. This keeps us on track to ensure every employee receives a living wage by 2030 and continuously thereafter. In India, we earned Great Place To Work® certification for 2025. Also, 75% of our suppliers were evaluated on their performance² by an EcoVadis score (percent of external spend).

Safety performance

As a responsible operator and reliable supplier, safety is our highest priority. Our performance places us among the global leaders in our industry: our OSHA incident rate decreased 4% versus 2024. Our process safety incident rate is 62% lower than in 2019. And we were recognized with 11 awards from the Texas Chemical Council and Texas Chemistry Alliance and 12 safety awards from the American Chemistry Council. We remain committed to the work that still lies ahead.

Sustainability leadership

Independent recognition confirms what our results show. We earned an EcoVadis Gold rating, placing us in the top 3% of companies then assessed by EcoVadis, the world's largest provider of business sustainability ratings and among the top 2% in our industry. We received a B score for CDP Climate, placing us above the global average in the chemical sector.

Where we go from here

The specialty chemicals industry is undergoing real transformation. Global markets are reshaping supply chains, regulations are evolving and customers are making harder choices about who they choose as business partners. Nouryon continues to address these trends head on. We have a portfolio oriented to where demand is going, operations that grow increasingly more efficient and lower impact and a strong track record.

I am sometimes asked whether companies must choose between growth and sustainability. My answer is the same every time: We choose both and that is why we win. This report documents what sustainable growth looks like in practice. I am incredibly proud of our 2025 progress and thankful to our employees, customers and partners who made it possible.

Sincerely,



Charlie Shaver
Chairman and CEO, Nouryon

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. For more information, see [page 13](#).
2 Based on policies, actions, results. For more information: <https://ecovadis.com/>.



About Nouryon

GRI 2-1, GRI 2-6

1.1 Our strategy for growth

1

Nouryon is a global specialty chemicals leader that develops essential solutions for consumer and industrial products, many of which support a more sustainable world. We employ more than 8,000 people across our global footprint, which includes 14 innovation centers where we work with customers to accelerate product development. The company is headquartered in Radnor, Pennsylvania and Amsterdam, the Netherlands and is incorporated in Ireland.

Every day, billions of people use products made possible by Nouryon solutions. Nouryon is a global specialty chemicals leader whose solutions make possible the products people rely on every day, including diabetes and weight management drugs, high-performance apparel and shoes, hair and beauty products, dish soap, crop protection, automotive coatings, building materials and much more.

How we are structured

We report in three operating segments that reflect the core markets we serve and the essential role our chemistries play across consumer and industrial applications.

- **Consumer and Life Sciences** enhances the effectiveness of hair, skin, cleaning and agricultural products and purification media for pharmaceutical production.
- **Performance Materials** delivers the leading enabling technology for global polymer production and enables tailored performance of paints and coatings.
- **Resource Solutions** offers key ingredients for pulp bleaching used in white paper goods and packaging and industrial end-markets like transportation, mining, fuels, lubricants and hydrocarbon processing.

1.1 Our strategy for growth

GRI 2-22

Our growth strategy centers on strengthening our leadership in essential solutions, expanding in attractive end markets and accelerating innovation that supports customer performance and sustainability goals. We take a customer-centric approach, co-developing technologies that address evolving needs across consumer and industrial applications. We continue to invest in research and development, capacity expansions and a more efficient and flexible manufacturing network. Sustainability also guides how we grow, work with customers and partners to improve resource use, reduce environmental impact and support circularity across value chains.



~\$5.1B
2025 revenue



8,000+
employees



63
manufacturing sites



80+
countries



14 innovation and customer
experience centers

“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

Below are examples of what we offer our customers according to their needs:

Consumer & Life Sciences



Home and Personal Care:

- Naturally based, biodegradable ingredients for cleaning, personal care and institutional products, including silicon-free hair and skin care formulas
- Biodegradable polymers, detergent solutions and high-performing chelates for dishwasher pods, liquid laundry and household cleaning – Nouryon is a worldwide leading producer
- Specialty surfactants and ingredients for consumer goods and packaging



Life Sciences:

- Biodegradable adjuvants and green solvents for crop protection that improve efficacy and reduce environmental impact
- Micronutrient and water-use efficiency solutions that support crop yield improvement in agriculture
- Food and beverage preservation solutions that extend shelf life and reduce spoilage
- Pharmaceutical excipients for drug formulations and specialized separation media for production and purification

Performance Materials



Polymer Specialties:

- Critical enablers for polymer modification and production
- Solutions for a wide range of applications, including: specialty chemicals for solar panels, windmill blade composites, high-voltage cable insulation, PVC (polyvinyl chloride) in construction and window profiles
- Solutions which improve plastics recycling capabilities and circularity



Paints and Coatings:

- Rheology modifiers that help make paint go further, optimizing spread and coverage
- Paint resins and additives that improve adhesion and durability
- Specialty additives and expandable microspheres for cool roof coatings that enhance solar reflectance and reduce urban heat
- Eco-friendly antimicrobial agents for robust, tintable anti-viral paint and low-volatile organic compound (VOC) formulation solutions for safer, more sustainable coatings
- Asphalt additives that improve road durability and support sustainable construction

Resource Solutions



Renewable Fibers:

- Bleaching chemicals for pulp, paper and packaging, enhancing fiber strength, brightness and purity
- Energy recovery solutions and Integrated Manufacturing Models (IMM) for pulp mills that reduce energy consumption, transportation needs and emissions



Industrials:

- Binders for electric vehicle battery production that enhance durability and extend product lifetime
- Extraction, drilling and operational solutions for oilfields and mining that improve yield, reduce waste and support safer operations
- Binding, strength and process reliability solutions for high-temperature iron and steel production
- Density, blasting control and lubricant additives that improve precision and support customers' decarbonization goals



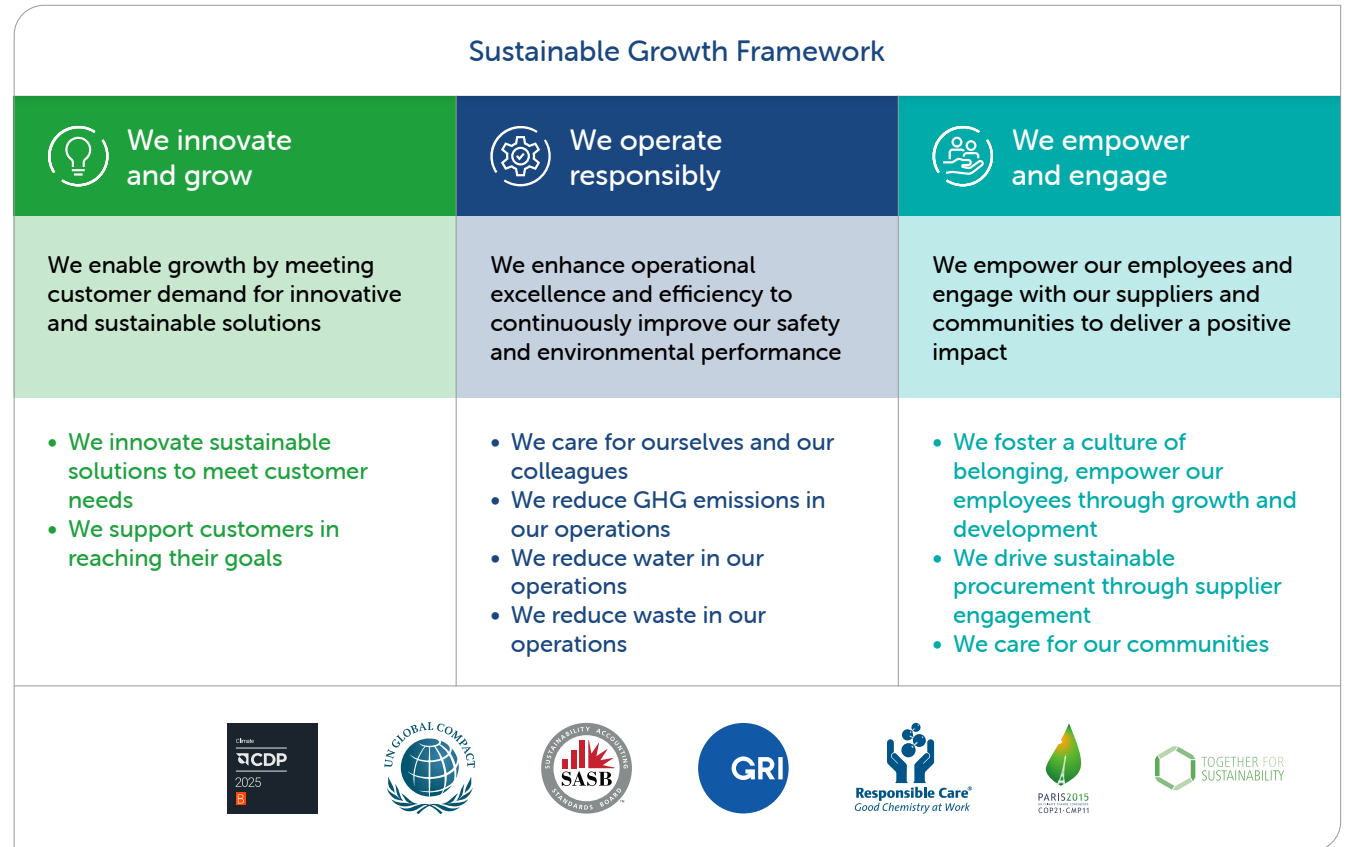
Our Sustainable Growth Framework

GRI 2-25, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305 3-3

- [2.1 Our targets](#)
- [2.2 United Nations Global Compact and Sustainable Development Goals](#)
- [2.3 Memberships and partnerships](#)
- [2.4 Ratings](#)
- [2.5 Materiality](#)
- [2.6 Reporting](#)

2

Launched in 2025, our Sustainable Growth Framework strengthens how we grow, work and create value for all stakeholders. It sets out three pillars and nine commitments that guide our decisions across innovation, operations, employees and suppliers. The framework begins with our customers and their evolving need for innovative and sustainable solutions. It reinforces responsible operations through continuous improvements in safety, environmental performance and efficiency. It also emphasizes empowering employees and engaging suppliers and communities to create lasting positive impact. Together, these elements ensure we track progress through clear metrics and maintain sustainability as a core part of our strategy, purpose and everyday business practices.



2.1 Our targets

Our goal is to continuously improve our performance, with the ambition to mitigate impact on the environment, reach zero injuries, waste and harm by focusing on people safety, process safety and product safety.

We have targets for 2030: A 40% reduction in absolute greenhouse gas (GHG) emissions (Scopes 1 and 2)³, a 10% decrease in total waste intensity and a 10% decrease in freshwater consumption intensity, all versus a 2019 base year.

In addition, we aspire to become a net-zero organization by 2050. Achieving our GHG emissions reduction target and net-zero aspiration depends on several factors, including site evaluations, increased use of renewable⁴ energy, the pace of innovation, developments in our value chain and regulatory requirements. Our targets are codified in our sustainability policy.

GHG emission reductions	40% reduction in absolute GHG emissions (Scopes 1 and 2) by 2030 versus base year 2019
Waste intensity	10% decrease in total waste intensity by 2030 versus base year 2019
Water intensity	10% decrease in freshwater consumption intensity by 2030 versus base year 2019

2.2 United Nations Global Compact and Sustainable Development Goals

GRI 2-6, GRI 305 3-3, GRI 405 3-3

As a United Nations Global Compact signatory, we commit to universal principles on human rights, labor, environmental protection and anti-corruption.

Nouryon's sustainable solutions align with the United Nations Sustainable Development Goals (SDGs). We are well-positioned to respond to global trends including a growing population, a rising and increasingly health-conscious middle class, climate change and the need to preserve natural resources. For more information on Nouryon's contribution to the UN SDGs, please visit [our website](#).

We believe our company and sustainable solutions contribute to the following 10 SDGs:



2.3 Memberships and partnerships

GRI 2-28

We are a member of Together for Sustainability (TfS), the Roundtable on Sustainable Palm Oil (RSPO), Responsible Care®, Hållbar Kemi (Sustainable Chemistry) and the Emission Free Pulping program. See appendix for complete membership details.



2.4 Ratings

In 2025, we received a B score for climate from CDP, demonstrating strong environmental management practices. We achieved a CDP Supplier Engagement Assessment: A-. This is a significant improvement from our 2024 score of B- and places Nouryon on CDP's annual Supplier Engagement Leaderboard - recognizing companies that lead in driving climate action through their supply chains.

We earned an EcoVadis Gold rating, placing us in the top 3% of all companies rated and in the top 2% in our industry across four themes: environment, labor and human rights, ethics and sustainable procurement criteria.

Our 2025 ratings:

EcoVadis
gold
rating



CDP B score
climate
change

³ Based on scope 1 and scope 2 (market-based)

⁴ Energy from sources that are inexhaustible and sustainable, such as wind, solar, hydroelectric, biomass and others.

2.5 Materiality

GRI 3-1, GRI 3-2

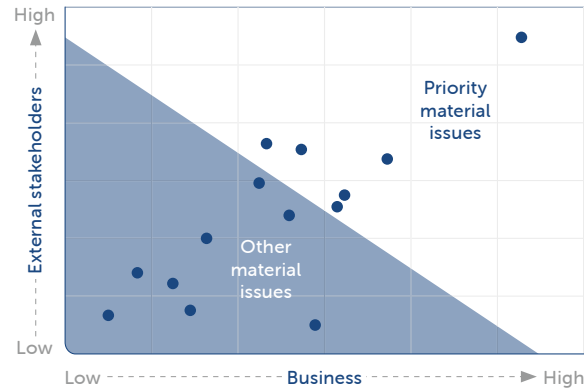
Our materiality assessment identifies health and safety in all aspects of our operations and climate change, including energy use and GHG emissions, among other topics, as issues of key importance to our business.

2.6 Reporting

This Sustainability Report provides comprehensive performance data aligned with GRI and SASB disclosure standards (see [Appendix](#)). GHG emissions are reported in accordance with the GHG Protocol and we report climate disclosures aligned with the Task Force on Climate-related Financial Disclosures (TCFD) Framework.

Unless otherwise stated, this report encompasses Nouryon Limited and all entities within our financial consolidation boundary. Refer to our reporting principles for a complete basis of reporting. ERM CVS provides limited assurance for selected 2025 data.⁵

Nouryon materiality assessment



Priority material issues

- Health and safety
- Ethics and transparency
- Energy use and GHG emissions
- Innovation and product development
- Product stewardship
- Employee rights



⁵ Selected 2025 information and data in this report has been assured by ERM CVS. For more information, refer to the [Independent Assurance Report](#) in the appendix.

Engaging with our stakeholders

Making progress on our sustainability commitment involves continual engagement with our stakeholders. These include our customers, suppliers, employees, owners, candidates and communities, including governments and potential investors. Below are some highlights from 2025:



Customers

- Close collaboration between key account managers and strategic customers including sustainable solutions to meet their needs
- Ratings questionnaires including CDP and EcoVadis
- 14 innovation centers around the world where we partner with customers to innovate solutions
- Customer surveys and meetings



Suppliers

- Nouryon's Supplier of the Year awards program
- EcoVadis assessments
- Access to third-party audits and industry best practices through TfS
- Supplier engagement program requesting product carbon footprints



Employees and candidates

- Regular communication between CEO and Senior leadership team with employees
- Leadership Capabilities Framework and regular dialogue between managers and employees
- Global Living Wage analysis
- Social dialogue with employee representative bodies in relevant countries
- Learning and Development– both in person and online
- Annual Safety Day and Nouryon Cares initiative
- SpeakUp! Hotline and Non-Retaliation policy



Owners

- Quarterly Board and Corporate Responsibility (CR) Committee updates including: CEO reports on environmental, health and safety information and review of key metrics in our CR Dashboard
- As a privately held company, providing data for our owners across a range of sustainability topics as they explore how sustainability can build long-term value
- Sustainability workshops and sessions among portfolio companies to identify and share best practices



Communities

- Community and Corporate Social Responsibility (CSR) events at many of our offices and sites, including Radnor and Houston, US, Gothenburg, Sweden and Mumbai, India
- Tours of our innovation centers including Deventer, Netherlands
- Open-to-Public (OTP) programs at sites in China
- Sites participating in or facilitating community advisory panels (CAP)



Potential investors and lenders

- Equity analyst and lender engagement via meetings, earnings calls and conferences
- Ratings and credit agency responses
- Quarterly results shared with our lenders



Our environmental performance

- [3.1 We innovate sustainable solutions to meet customer needs](#)
- [3.2 We reduce GHG emissions in our operations](#)
- [3.3 We reduce water and waste in our operations](#)

3

Nouryon works to reduce its environmental footprint by improving efficiency, lowering emissions and designing safer, more sustainable solutions. Our approach is guided by our Quality, Health, Safety, Environment and Security policy and supported by a global environmental management system focused on prevention, resource stewardship and continuous improvement.

We continue to expand renewable energy, strengthen eco-efficiency, reduce water use and waste and innovate products that help customers lower their own environmental impact. These efforts reflect our commitment to creating value for customers and communities while protecting the environment we all share.

3.1 We innovate sustainable solutions to meet customer needs

GRI 2-6

Our product innovations include bio-based, biodegradable and circular solutions, such as chelating agents, surfactants and polymers based on natural materials. Many of the products we offer are recognized in our industry for product safety and sustainable benefits, including by EU Ecolabel, Nordic Swan, COSMOS APPROVED and US Environmental Protection Agency Safer Choice.

Eco-premium solutions and eco-solutions

Nouryon's range of eco-premium and eco-solutions are innovations that add more value through improved sustainability attributes compared to other traditional products in our portfolio. We classify our products as eco-premium solutions if an underlying sustainability benefit demonstrates at least a 10% lower impact on a given criterion when assessed along the total product life cycle (cradle to grave). Eco-premium solutions also do not have significant adverse effects in any of the other categories.

Eco-premium solutions offer sustainability benefits over mainstream alternatives in the market, while delivering the same or superior product performance. The sustainability benefits include one or more of the following:

- Improved energy efficiency (consumption)
- More efficient or lower use of natural resource or raw materials
- Lower emissions and waste
- Lower toxicity
- Reduced risks of accidents during production and transportation
- Lower land use
- Improved health or well-being effects

Eco-solutions are products and product line innovations that we plan to introduce in the future. They emphasize key sustainability drivers such as bio-based or biodegradable, as these are vital components of product sustainability in our end markets.

We strive to reduce the environmental footprint of products throughout their life cycle, including in our customers' applications. We focus our innovation pipeline on

sustainability benefits, including lower energy use, reduced emissions and waste, safer chemistry and more efficient use of raw materials.

In addition, eco-solutions either:

- Have a sustainable feedstock index greater than 50%⁶
- Are biodegradable⁷
- Bring a significant environmental footprint advancement⁸

If products meet more strict criteria, they may be considered circular⁹.

The scope of the eco-solutions metric includes all active new product introduction projects in stages 3 (creation), or 4 (scale-up and pre-launch) and excludes: stages 1 (screening); 2 (feasibility); and 5 (launch on the market and monitor).

For examples of Nouryon's eco-premium or eco-solutions, visit [our website](#).

Products from recycled and bio-based feedstock

To meet the growing demands of our customers for enhanced product sustainability, where possible, we develop products using bio-based raw materials that are partially or fully derived from natural sources.

We also utilize eco-product materials as inputs for higher-value products, including tallow and cotton linters, among others. For instance, we manufacture rheology modifiers for the paint industry based on cellulose made from cotton linters. Utilizing eco-products can reduce waste and lower demand for virgin raw materials.

⁶ The sustainable feedstock index is calculated based on the content of the final Nouryon product and is an assessment of what share of the product is derived from either bio-based organic materials, abundant inorganic materials and/or recycled materials.

⁷ The biodegradability criteria apply to all intentionally added components in the product and are applied only for solutions that will be used in applications that have been assessed to be relevant, such as home and personal care applications.

⁸ Sustainability advancement is the improved environmental impact of the solution as compared with the incumbent solutions along with full life cycle. The improvement must be significant, meaning greater than 10% when comparing the Nouryon product's cradle-to-grave impacts vs. the incumbent solution.

⁹ The circularity criteria are that products must have a sustainable feedstock index of 100% and will be either biodegradable or do not contain substances that inhibit the possibilities for recycling in their respective application.

Highlights

- In 2025, 36% of revenue came from our eco-premium solutions.
- In 2025, 76% of our R&D product innovation pipeline included eco-solutions.
- Since 2020, we have introduced approximately 250 new products, contributing to around 10% of our revenue in 2025. Some examples of notable product launches in 2025 include:
 - Expancel® BIO Microspheres – partially bio-based lightweight filler and blowing agent.
 - Finifix® LD CMC – Liquid carboxymethyl cellulose for laundry detergents that remove stains and prevents redeposition in cold washes. Forest Stewardship Council certified, 78% Renewable Carbon Index score, ultimately biodegradable and supports EU Ecolabel and Nordic Swan compliance.
 - Dissolvine® MAX – 100% renewable carbon chelating agents for dishwashing, laundry and hard surface cleaning. Lower-carbon alternative to phosphates; certified by the International Sustainability and Carbon Certification Plus program.
 - AG™ 6206 natural surfactant – Solvent-free, readily biodegradable surfactant for household, industrial and institutional cleaning. Made from Roundtable on Sustainable Palm Oil-certified materials; superior hydro-troping power even alongside corrosive ingredients.
 - Ethylan™ X4 and X6 – Low-foaming, narrow range ethoxylate surfactants for hard surface cleaning that deliver effective wetting and cleaning with reduced water and energy use.
 - Demeon® ReNu100 provides a high-performing propellant that reduces the carbon footprint by up to 100% compared to standard dimethyl ether (DME).
 - Eka® HP Puroxide™, a new low-carbon footprint hydrogen peroxide product.
 - Armocare® Aqua 12 surfactant, a sustainable conditioning agent that enhances hair manageability and offers exceptional on-hair performance.

Read more on [our website](#).

Product stewardship

GRI 416 3-3, 416-1

We are committed to managing our products responsibly throughout the entire supply chain – from raw materials to product disposal. We create business value by offering safer alternatives and more sustainable solutions through our product stewardship programs.

For Nouryon, this entails:

- Supplying our customers with ample safety information about our products through safety data sheets (SDS).
- Implementing processes that ensure product safety and integrating sustainable aspects to our new product development and design.
- Proactively managing and monitoring priority substances ahead of legislation, including a global approach to reviewing and safely managing hazardous substances in our production processes. This could result in phasing out and/or substituting substances in cases where safe use and handling and environmental safety, cannot be guaranteed.

Nouryon utilizes a global monitoring system to stay informed of product-related regulatory developments, allowing us to advocate for and implement activities promptly. We support initiatives such as the Clean Industrial Deal to facilitate the aims of the European Green Deal, the European Deforestation Regulation, the European Union (EU) Chemical Strategy for Sustainability and the US Toxic Substances Control Act legislation, among others. We contribute to the development of chemical management legislation worldwide through our membership in industry associations.



Safety for our customers and their products

A standout feature of our Deventer innovation center is our premier safety testing laboratory. Here, we rigorously test our products and processes for safety, not only in their use but also during transportation and handling. This state-of-the-art facility, combined with our expert-led training, ensures that our employees and customers are well-equipped to handle our products safely.



Hazard assessment and communication

We manage many distinct substances¹⁰, including raw materials used in our production and samples for research and development and more than 2,700 unique products are distributed and utilized globally. In 2025, 74% of Nouryon's revenue came from products containing substances or substances that are classified as Globally Harmonized System (GHS) Categories 1 and 2 Health and Environmental Hazards.¹¹

Our expertise lies in handling intricate and hazardous chemical reactions and managing highly reactive substances. We are committed to the safe use of all substances at our production sites. Our company-wide protocol is designed to ensure that every substance manufactured by or for Nouryon has undergone a hazard assessment. This assessment is based on test data related to physical chemistry, toxicity, environmental toxicity and environmental fate. Based on the outcomes, estimated or measured exposure risk assessments can be performed.

Our commitment to safety extends beyond our products to include our customers and relevant stakeholders. In our QHSE&S policy, we commit to advising and training our customers on the safe use and handling of our products. All information needed to create labels and SDSs is stored in a centralized global database. We continually update this database with new regulatory information. The system is used to generate labels and SDSs in accordance with each shipment's requirements, including the language and format specific to the destination country.

Nouryon is committed to avoiding vertebrate animal testing unless it is a legal requirement. We support the

development of alternative testing methods that do not involve vertebrate animals and have implemented a policy to this commitment. When vertebrate animal testing is mandated, we adhere to the "3Rs" principle: Replace, Reduce and Refine animal testing.

Adherence to EU REACH regulations

GRI 416 3-3

Nouryon is dedicated to the safe use of our products in compliance with EU REACH, which stands for Registration, Evaluation, Authorization and Restriction of Chemicals (Regulation (EC) No. 1907/2006). This regulation aims to enhance the protection of human health and the environment from potential risks associated with chemicals. REACH outlines procedures for gathering and assessing information on the physical properties and hazards of substances.

As part of our compliance with REACH, we conduct chemical hazard, exposure and risk assessments and communicate safe usage through extended SDS. We require suppliers within the European Economic Area to provide e-SDS documentation (along with other necessary data).

Nouryon supports the European Chemical Industry Council (CEFIC) REACH Action Plan for Review/Improvement of Registration Dossiers. We are also actively engaged in new chemical REACH-like regulations and are conducting substance registrations in Taiwan, South Korea (K-REACH), Turkey (KKDIK) and Great Britain (UK-REACH).

¹⁰ This includes raw materials for our manufactured products, intermediates and R&D samples from innovation projects. This does not include products and materials purchased that are not directly employed in our manufacturing processes, e.g. lubricants or laboratory reagents.

¹¹ GHS Health Hazards include the following criteria: Acute toxicity, skin corrosion/irritation, serious eye damage/eye irritation, respiratory or skin sensitization, germ cell mutagenicity, carcinogenicity, reproductive toxicology, target organ systemic toxicity – single exposure, target organ systemic toxicity, or repeated exposure aspiration toxicity. GHS Environmental includes the criteria: Toxic to the aquatic environment (acute and chronic) and hazardous to the ozone layer.

Responsibly managing substances of concern

GRI 416-1

At Nouryon, we have established a priority substance program to proactively identify and manage substances that require special attention because of their hazardous properties. This global program includes a risk assessment like the methodology used in EU-REACH to determine safe usage of these substances at all our production sites. Management measures may involve substitution, restriction to certain uses and/or providing specific and mandatory handling instructions. To further ensure product safety, we provide 24/7 year-round service to offer immediate advice in local languages in the unlikely event of an emergency. We also offer interactive online customer training in 12 languages covering the latest safety practices for handling some of our products, including thermoset, cross-linking, organic peroxides, metal alkyls and Expancel® expandable microsphere products. This training covers hazardous properties, proper storage techniques and safe uses. More information about Nouryon's safety services can be found on [our website](#).

In 2025, substances of very high concern (SVHC) and products containing at least 0.1% of a substance of very high concern (SVHC), accounted for 5.4%* of Nouryon's revenue. We continue to focus on actively managing these substances for safe manufacture and use, with all undergoing a risk assessment in line with the REACH methodology. The majority of the SVHC volume in Nouryon's products originates from substances used as reactive intermediates. Our customers use these as building blocks in chemical reactions to make final products, for example plastic materials.

Innovating sustainable alternatives

Our innovative process strives to lower environmental impact and offers efficiencies for our customers. It offers the potential for optimizing raw material purchases, reducing inventories and simplifying production.

Nouryon has a proven history of developing alternatives to substances of concern to meet the evolving needs of our customers and regulatory requirements. In recent years, we have introduced safer substitutes for previous products, for example Elfan® AT84 and Redicote® E-47 NPF. We have also introduced a safer alternative for di-cyclo hexyl phthalate (DCHP).

In the cleaning market, we introduced innovative products such as the chelating agent, Dissolvine® GL and wetting agent AG 6206. Berol® 260 is part of Nouryon's low dioxane portfolio, which also includes degreasers and cleaners from the Berol® and Ethylan® surfactant product lines. These products are manufactured using a process that minimizes the amount of the impurity in 1,4-dioxane. Products in our low-dioxane portfolio are listed in the CleanGredients database, thereby meeting the US Environmental Protection Agency Safer Choice standard.



* Subject to limited assurance by ERM CVS (Independent Limited Assurance Statement, 2025). See [page 52](#).

3.2 We reduce GHG emissions in our operations

GRI 305 3-3, GRI 305-5

Nouryon is committed to reducing GHG emissions across its value chain. The company's GHG emissions reduction roadmap is guided by the following strategic pillars: carbon operational excellence, energy transition, innovation and value chain collaboration with the following activities in each scopes:

- **Scope 1:** Enhance operational efficiency and optimize fuel mix
- **Scope 2:** Expand renewable energy via on-site projects, power purchase agreements (PPA) and energy attribute certificates
- **Scope 3:** Analyze indirect GHG emissions from activities throughout the value chain, which includes evaluating lower-carbon raw materials with suppliers

Highlights

- Improved our Scopes 1 and 2 reductions¹² from 19% in 2024 to 22% in 2025 versus our 2019 baseline.
- Renewable electricity rose from 48% in 2024 to 54% of total electricity consumption in 2025.
- Renewable energy (including steam) rose from 35% in 2024 to 40% in 2025.
- The number of our manufacturing sites sourced with 100% renewable and/or low-carbon electricity grew from 28 in 2024 to 37 of our 63 sites, comprising 59% of the total electricity we use globally.

South America:

- All nine sites we operate in Brazil use electricity from renewable sources.
- Nouryon's Integrated Manufacturing Model (IMM) sites in Brazil offer on-location sodium chlorate and/or chlorine dioxide production to our customers. By optimizing resource use, enhancing energy efficiency and

minimizing transportation, we reduce carbon emissions throughout our operations at these IMM sites.

- We implemented logistics optimization projects to both save cost and reduce GHG emissions. In Brazil, by changing from delivering a 50% solution of sodium chlorate to a crystal, we reduced the shipments by roughly half, helping further reduce GHG emissions.

Europe:

- All our sites in Belgium, Sweden, Italy and Finland use 100% electricity from renewable and/or low-carbon sources.
- Additional sites operating 100% electricity from renewable and/or low-carbon sources: Cologne, Greiz, Leverkusen and Wurzen in Germany, Deventer, Arnhem, Herkenbosch, Rotterdam MAE and Rotterdam DME in the Netherlands and Poznan, in Poland.
- Nouryon's partner, Luminus, Belgium's leading renewable energy producer, completed the second phase of an initiative to install a wind turbine and solar farm at Nouryon's Mons, Belgium, site located in the Ghlin industrial zone. Nouryon's site will utilize more than 60% of the renewable energy output, with the surplus fed into the local energy grid.
- Nouryon opened a new container depot at the Bohus site through Brødrene Hansen Container Service. The new container depot will reduce carbon dioxide (CO₂) emissions, effectively manage the fleet and achieve cost savings.

North America:

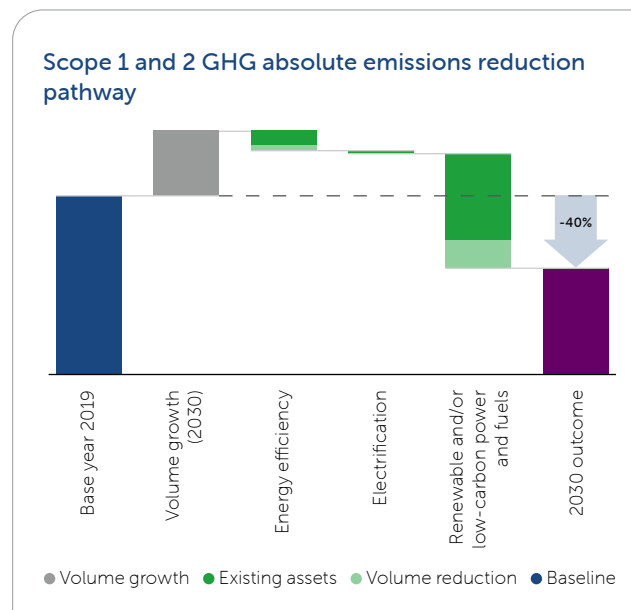
- In 2023, we signed a 30-year PPA with Convergent Energy and Power to supply 2-megawatts of solar power to our manufacturing site in Morris, Ill, US. The on-site solar field is expected to be operational in Q3 of 2026, subject to local permits and approvals.
- In 2025, three of our four sites in Texas, US, transitioned to 100% renewable electricity based on a contract with NRG Energy, Inc., under the brand Direct Energy.

Asia:

- Since 2023, 100% of our electricity consumption in Ningbo and Jiaxing sites in China originates from renewable sources.
- Since 2023, our Guangzhou, China, site runs on 100% electricity from renewable energy and operates an on-site solar field.
- In 2025, we began operating rooftop solar photovoltaic systems at our two production facilities on Jurong Island, Singapore.
- In 2025, our sites in Tianjin, China and Mahad, India, transitioned to 100% electricity from renewable energy.

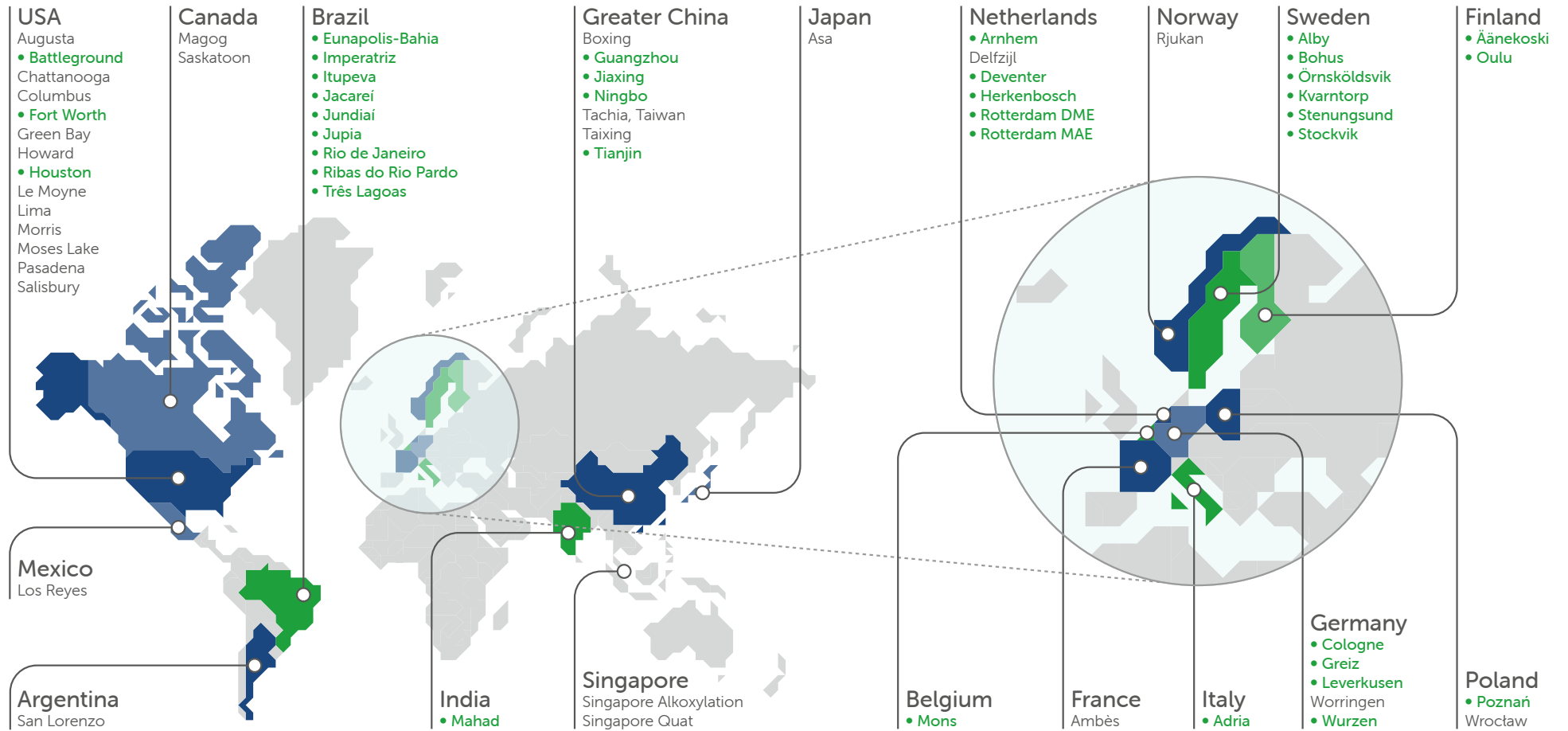
Looking ahead

The diagram below illustrates our pathway to meet our 2030 GHG target.



¹² Based on scope 1 and scope 2 (market-based)

In 2025, 37 out of our 63 manufacturing sites were sourced with 100% renewable and/or low-carbon electricity



• Manufacturing sites with electricity 100% from renewable and/or low-carbon sources

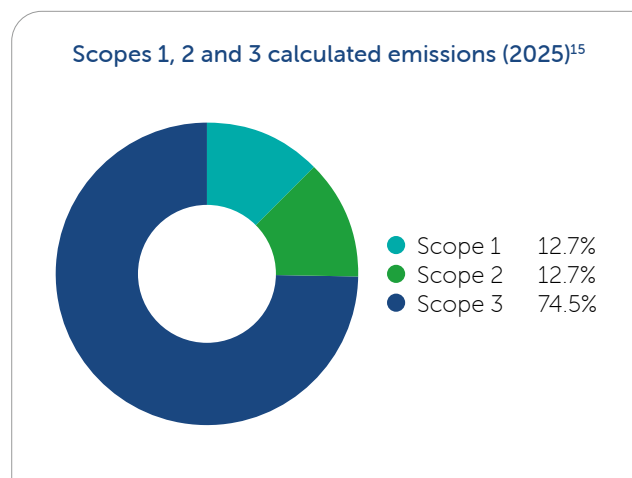
We report GHG emissions in CO₂ equivalents across three scopes: Emissions from our own operations (Scope 1)¹³, emissions from purchased energy (Scope 2)¹⁴ and emissions across our value chain (Scope 3, both upstream and downstream). We calculate our GHG inventory (Scopes 1 and 2) and other energy and environmental metrics on a quarterly basis which allows us to track our progress against our targets. Scope 3 is reported annually.

By measuring emissions across the entire value chain, we can derive insights from the relative footprint of different parts of our value chain as well as potential reduction opportunities. Estimated Scope 3 emissions account for roughly 75% of Nouryon's total emissions, with purchased goods and services (category 1) comprising the largest category of the cradle-to-gate approach. In 2025, we updated the methodology for calculating our Scope 3 emissions with significant improvements in Categories 1 and 3 as well as additional improvements in categories 5, 8 and 12 to increase the accuracy and relevance of our data. This includes reviewing primary and secondary data sources.

- For our raw-materials-related activities included in purchased goods and services (category 1) – the top 100 material groups by mass were mapped to supplier-

- For fuel and energy-related activities not included in Scopes 1 and 2 (category 3) – we shifted from a location-based approach to a more accurate market-based approach to account for renewable electricity purchases per facility (including renewable energy certificates and power purchase agreements).

A Scope 3 analysis inherently involves certain assumptions and methodologies and will evolve over time. We will continue refining our Scope 3 calculations based on available data and use the results to guide our journey towards reducing our GHG emissions across our value chain.

[illegible]

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Lowering customer GHG emissions

GRI 305-5

Many of our solutions are essential for reducing GHG emissions for our customers. For instance, our Expancel® expandable microspheres can lighten packaging and components of vehicles, which improves transportation fuel efficiency and reduces transportation-related emissions. Similarly, we offer solutions that are crucial to renewable energy-related products. These include lightweight composite parts in wind turbines and insulation for high-quality, high-voltage cables, as well as aiding in making solar panels durable and highly efficient. Another example is our solutions for cool roof coatings. By lowering the need for air conditioning, these coatings help reduce energy costs and GHG emissions.

Product carbon footprint

Nouryon is further developing its product carbon footprint (PCF) and life cycle assessment (LCA) capabilities. To assist our customers, Nouryon uses LCAs to evaluate and enhance the environmental performance of our products within the value chain. A PCF is one of the many environmental impact categories derived from the LCA. It calculates total GHG emissions – CO₂ and other GHG emissions (expressed as CO₂ equivalents) – generated by a product throughout its life cycle. PCFs provide our customers with valuable information for assessing GHG emissions and offer transparency regarding the GHG emissions associated with our products.

Nouryon commits to helping customers reduce the environmental impact of their products throughout

their lifecycles. This includes: designing products that reduce resource consumption, energy use and emissions in customer applications and downstream product use phases; providing customers with environmental product data including Product Carbon Footprints (PCF) and Life Cycle Assessment (LCA) results to support their sustainability decisions; and actively collaborating with customers to identify lower-impact product formulations and application methods. Since 2023, we established a new process and significantly increased the amount of PCFs developed. In 2025, our product carbon footprint (PCF) assessment method was certified by TÜV Rheinland. Currently, 69% of revenue is covered by TfS-compliant¹⁹ PCFs. Nouryon targets having 90% of revenue covered by TfS-compliant Product Carbon Footprints (PCFs) by 2030.

Value chain collaboration

Reducing Scope 3 emissions is challenging for the entire value chain. Aligned with our commitments, we aim to collaborate with our suppliers to develop additional low-carbon and sustainable solutions. In 2023, we launched an initiative to request product PCF data from suppliers of our top raw materials. In 2025, we maintained this strategy, accelerating the pace at which we obtained PCF data from our suppliers. This improves the accuracy of our data and can help us identify potential opportunities to reduce emissions and meet the growing needs of our customers for low-carbon solutions.

As a member of Together for Sustainability (TfS), a global network of chemical companies committed to raising sustainability standards across the industry. Through TfS, members advance sustainability within their own

operations and supply chains while helping standardize Scope 3 (upstream) GHG emissions measurement. In 2024, TfS launched the PCF Exchange powered by Siemens' SiGREEN technology—providing a secure platform for sharing product-level emissions data. We have since adopted SiGreen to support PCF requests and data-sharing.

Sustainable-certified products

Nouryon produces ISCC PLUS certified mass-balance products using bio-based, waste and residue feedstocks, ensuring full chain-of-custody transparency and traceability. Certification began in 2023 at our Delfzijl, Netherlands, site for bio-based MCA²⁰. In 2024, we expanded certification across sites in the Netherlands, Germany and Sweden enabling certified DME, surfactants and chelating agents. Rotterdam DME also carries ISCC EU and GHG certifications. Our site in Stenungsund, Sweden, produces certified ethylene oxide²¹, ethanolamines, ethylene amines and surfactants and we supply certified chelating agents²² from Worringer and Herkenbosch, Germany, with lower carbon footprints.

In 2025, we added certified personal care ingredients, chelating agents and cellulose, including Armocare APA 18V in Brazil, Finnfix CMC in Finland, Resyn in Salisbury, Maryland, US and a range of ethylene amines, alkoxylates, chelates and cellulose in China.

We will continue expanding certified, mass-balance products to support reductions in our Scope 3 footprint.

¹⁹ This includes PCFs that have been assessed with Nouryon's standard Product Footprint Assessment method which complies with the requirements of ISO 14067:2018 as well as Together for Sustainability - The Product Carbon Footprint Guideline for the Chemical Industry, version 3.0 - December 2024 as certified by TÜV Rheinland (ID no. 0000089319: Nouryon AB - www.certipedia.com).

²⁰ Based on bio-based acetic acid and chlorine produced with ISCC Plus certified renewable (or low-carbon) electricity.

²¹ Based on bio-based mass balanced ethylene.

²² 100% Renewable Carbon Index when including actual content plus mass balanced attributed content.

3.3 We reduce water and waste in our operations

Eco-efficiency, energy and circularity

The chemical industry plays a pivotal role in facilitating more sustainable and circular production. Enhancing the eco efficiency of our facilities is a vital component of our sustainability approach.

Our global health, safety and environment (HSE) procedures set requirements to help foster environmental protection at all our sites. For instance, site management continuously seeks ways to reduce environmental impacts, waste generation and energy consumption through objective plans and targets outlined in each site's improvement plan. Each site management team is responsible for maintaining an environmental management system that identifies significant environmental impacts and ensures they are appropriately managed.

Nouryon monitors eco efficiency through a centralized dashboard, with additional site-level dashboards tracking performance. We continue to innovate by developing circular, sustainable products using renewable feedstocks like cellulose and co-locating with customers to reduce transport and share resources. Our IMM sites in Brazil also use steam and electricity from bio-based sources.

Water

We recognize that freshwater consumption is not yet aligned with our target. Between 2019 and 2025, our freshwater consumption intensity increased by 4%. We are currently developing a comprehensive plan to ensure that we meet our 2030 freshwater consumption intensity target. In addition, certain manufacturing sites have implemented measures to reduce freshwater consumption.

Highlights

We operate a rainwater harvesting system at our Mahad site in India. This involves the collection of rainwater from a rooftop area of 100 square meters and its diversion into a water storage tank. The system is designed to collect approximately 300 cubic meters of rainwater annually.

At our Ningbo site in China, we significantly reduced our water consumption by implementing the following optimization measures:

- Reduced blowdown water from the cooling towers, lowering overall freshwater intake while maintaining reliable cooling performance.
- Recycled the water used for pump mechanical seals, allowing reuse within the system instead of continuous freshwater supply.
- Reclaimed water from reverse osmosis reject streams and cooling-tower blowdown, by installing an additional purification unit.

These improvements helped the site reduce freshwater intensity by 37% versus 2019. We are evaluating these for potential application at other sites to further reduce water consumption.

In 2025 our Ningbo site received three awards from the Zhenhai District Government, highlighting the site's outstanding performance in safety and sustainability

Nouryon regularly conducts water risk assessments through a comprehensive survey of manufacturing sites. Additionally, in certain years we conduct further analysis using the WRI Aqueduct tool, which identifies water risks. We previously identified two sites Ningbo and Boxing in China as in high water stress areas and other sites to be monitored, as we consider potential improvement opportunities.

Waste

We remain committed to achieving our 2030 total waste intensity target. Our total waste intensity decreased by 6% between 2019 and 2025.

Improving recyclability

Our products can enhance the recyclability of our customers' products. For instance, our products help maintain high quality in finished products made from recycled plastics. Our products enable recyclers to produce many polypropylene grades from available waste streams and expand the range of applications. Our technology does this by precisely tuning the melt properties of recycled plastics to match the requirements of various end uses. This allows more recycled plastic to be used in new products without compromising quality.

Reducing waste through green shipping

In addition to product design, we seek opportunities to reduce waste in our value chain. For instance, at our Asa site in Japan, our customers return empty containers for products. In 2025, the site received over 159,000 containers from our customers for reuse or recycling.

We reduce shipping volumes, emissions and costs by expanding our Expancel® microspheres on-site or using mobile expanders. Each truckload our customers expand at their location avoids 30–40 truckloads of shipped material.



Our commitment to employees, suppliers and communities

- [4.1 We foster a culture of belonging and sustainable growth of our employees](#)
- [4.2 We care for ourselves and our colleagues](#)
- [4.3 We drive sustainable procurement through supplier engagement](#)
- [4.4 We engage our communities](#)

4

We are committed to supporting our employees, strengthening responsible partnerships with suppliers and making a positive impact in the communities where we operate. Across our organization, we focus on safety, ethical business practices and meaningful community engagement, reflecting our values and guiding how we work with one another and with our partners.

4.1 We foster a culture of belonging and sustainable growth of our employees

Our people are at the center of our success. We are committed to building a workplace where employees feel supported, valued and able to do their best work. We focus on strengthening our culture, promoting collaboration and creating an environment where everyone can work safely and contribute meaningfully.

Attracting new talent

We continue to invest in attracting and developing talent by improving how we hire, grow and support our teams. From leadership development to streamlined processes that help employees thrive, our goal is to make Nouryon a great place to build a career.

Highlights

- Onboarded 1,244 new employees, including nearly 78 hires through our "Who do you KNOW, to help us GROW?" referral program.
- Reduced total employee turnover to 10%, reflecting sustained progress in retention.
- Received the China Best AI Recruiting Momentum Award, recognizing Nouryon's AI-driven resume-screening and interview innovations that set a new benchmark for digital recruitment and future-focused talent management.
- Strengthened partnership with universities and learning institutes across all regions to attract diverse talent, including participation in school fairs to strengthen our employer brand among science, technology, engineering and mathematics (STEM) students and early-career talent.
- Expanded internship opportunities across multiple regions.



Nouryon India earned the 2025 Great Place To Work® Certification™ for 2025, reflecting strong employee trust and our investment in talent development. Our expanding presence including the new innovation center and Mumbai office underscores our long-term commitment to valuing and empowering our people.

Our employer value proposition, compensation and benefits

GRI 2-7, GRI 2-8, GRI 2-30

Our total rewards framework is globally aligned and adaptable to the diverse needs of our employees. We regularly review our compensation and benefits programs to ensure they remain competitive with local and industry standards. We are committed to objective, unbiased decisions that reflect fair employment practices, with leadership continuously reviewing compensation programs to ensure employees are rewarded fairly for their contributions.

Highlights

- Launched our Succession Planning and Career Development framework to support internal mobility and strengthen our talent review and succession planning processes.
- Expanded our Global Living Wage analysis²³ to now cover 16 countries, representing 97.5% of employees – and confirmed that all employees assessed are paid a living wage. This keeps us on track to meet our commitment that 100% of our employees receive a living wage by 2030 and continuously thereafter. Nouryon is committed to implementing compensation changes as necessary to achieve the living wage benchmark for all employees in the assessment.
- Continued offering of country-specific programs that support employees' health, wellbeing and financial stability, including employee assistance, parental leave and preventative health check-ups.

²³ Living wage benchmarks based on Fair Wage Network.

Learning, leadership and development

[GRI 2-7, GRI 2-8, GRI 2-29, GRI 2-30]

Our employees have access to learning opportunities that support their career growth within Nouryon. We invest in continuous learning to build the leadership, technical, safety and digital capabilities that support both employee growth and company performance.

All programs are grounded in the Nouryon values and our leadership capability framework (LCF), ensuring a consistent, capability-driven approach across the organization, providing guidance for individual contributors, managers and leaders to facilitate career development. Our global and local partnerships with educational institutions and universities enable us to offer internships,

thesis projects, research collaborations and development opportunities for our employees.

Highlights

- Strengthened global leadership capabilities by developing high-potential and current leaders across all levels through our flagship leadership programs and curricula. This includes:
 - Senior Leadership Program (SLP)
 - Regional Leadership Program (RLP) - to equip managers with leadership tool kits and action learning projects for practical application
 - Leadership Excellence Program (LEX) - for ISC leaders' covering people management, feedback, coaching, communication, change management, work environment, HR processes and labor law.
- Expanded AI awareness with upgraded internal tools and targeted training.
- Strengthened our people and process safety culture by upgrading our training portfolio, expanding life-saving rules, in-person learning and HSE/quality/planning e-learning programs.
- Strengthened core capabilities across sales, finance, information management and HSE through targeted training programs.
- Expanded engineering & development rotational programs in the US, Brazil and China, supported by a new engineering development framework and AI-enabled digital learning.
- Launched a global onboarding program supported by Noury, our virtual colleague, covering company fundamentals and sustainability.

Leadership Capabilities Framework



Performance management

Nouryon commits to conducting annual performance reviews for all eligible employees globally and we encourage employees to have a documented development plan. We apply a continuous performance management approach built on dynamic objectives, regular reviews and ongoing feedback

Highlights

- Enhanced our process by improving communication, providing guidelines, extending timelines to better support shift-based teams and strengthening system functionality and calibration practices—helping employees and leaders stay aligned and engaged.
- In 2025, 89% of Nouryon employees globally completed an annual performance review through our SuccessFactors performance management system. Here, employees are defined as all permanent employees who started before October 1st in the performance year and who have had at least 3 months of service during the performance year.
- 67% of Nouryon employees globally are covered by a collective labor agreement or equivalent works council arrangement.
- Nouryon commits to maintaining formal social dialogue with employee representatives at all sites where this is legally applicable and to conducting joint consultations on working conditions in accordance with local customs and regulatory requirements

Culture of excellence and belonging

Our culture is rooted in our values and Code of Business Conduct & Ethics, creating an environment where employees feel respected, heard and empowered to contribute and challenge the status quo.

Our values are:



We Aim High: Nouryon encourages a culture of ambition and high-performance, setting elevated standards and striving to exceed them.



We Own It: Our employees are encouraged to take responsibility for their work, being accountable for their actions and decisions



We Do It Right: This value underscores the importance of integrity and ethical behavior, ensuring we do the right thing, even when no one is watching

Highlights

- Nouryon Women's Network led activities and hosted International Women's Day events across 10 locations across five countries.
- Nouryon Veterans Network honored 121 members with challenge coins, while sharing cultural insights on military service across regions.
- In 2025, Nouryon's 25 mentors supported 35 American Corporate Partners proteges, seven of whom secured civilian jobs during the program.
- 33% representation of gender and racial/ethnic diversity on our Board of Directors and 27% female representation among mid-level managers²⁴ and above.



²⁴ Mid-level managers are defined as the management paygrade below the first senior-executive level. Source data: December 2025



4.2 We care for ourselves and our colleagues

GRI 2-29, GRI 403-3

As a responsible operator and reliable supplier, safety is our highest priority. Safety is central to how we operate and to the trust our employees, customers and communities place in us. We work to maintain responsible operations by continually strengthening our performance in people safety, process safety and product safety across all sites. Our commitment is reinforced through our Code of Business Conduct and Ethics, which sets clear expectations for every employee and guides the behavior of contractors and partners who support our operations. Together, these standards ensure we protect our people, safeguard our facilities and deliver products that meet the highest safety and compliance requirements.

People safety

GRI 2-25, 403-3, 403 3-3, 403-1, 403-2, 403-4, 403-5, 403-9 and 403-10

We maintain a comprehensive health and safety management program supported by clear procedures, regular training and rigorous auditing. We apply consistent standards to all workers including permanent employees, temporary workers and contractors reflecting our commitment to protecting everyone on site. To reinforce our safety culture, we continually monitor and report on key indicators that help us identify risks, strengthen awareness and drive ongoing improvement, such as:

- **Near misses:** Events that, while not resulting in immediate impact, had the potential to cause injury, ill health or damage to assets or the environment.
- **Hazards:** Any conditions or situations that pose a potential threat to people, products or the environment.

Our global HSE team reviews incidents weekly, while ISC and site leadership conduct monthly deep-dives to analyze root causes, discuss lessons learned and promote best practices. These insights enable each site to implement targeted actions and continuously improve both people and process safety across Nouryon. We conduct comprehensive risk assessments and implement mitigation strategies to prevent injuries.

We implement safety behavioral programs, such as SCAN (Survey, Consider, Act, Notify), or behavior-based safety (BBS) across our operations, targeting hazard recognition and unsafe behaviors and providing targeted safety training and awareness to prevent incidents. These programs drive behavioral change among employees and contractors, minimizing potential hazards. Regular findings, observations and feedback drive ongoing improvement and reinforce safe practices.

Our Corporate HSE compliance audits are a critical component of Nouryon's HSE management system. These corporate audits assess HSE programs at each site every three years, while each site conducts annual internal audits to ensure effectiveness and continuous improvement. Our corporate audits incorporate all relevant Nouryon process safety event (PSE) procedures and regulatory and certification standards (OSHA PSM (US), Seveso III (EU), ISO 9001/14001/45001 and RC 14001), ensuring world-class safety and operational excellence.

We rigorously investigate safety incidents to identify root causes and implement effective corrective actions. Using our internal learning platform, we share insights across sites to strengthen hazard awareness and reduce risk tolerance.

Chemical hazards are systematically identified at each site, with mandatory maintenance of chemical lists and SDSs.

Life Saving Rules and Golden Principle

Nouryon has outlined nine life saving rules (LSRs) that apply to all employees, contractors and those visiting our locations. These rules are applicable to all Nouryon colleagues, contractors and site visitors as relevant to their role. We view these rules as some of our most important as they are focused on activities that have the highest potential to result in serious injury. They are supported by the Golden Principle – stop work if conditions or behaviors are unsafe. The aim of LSRs is to create a secure work environment and promote safe practices and are focused on activities that have the highest potential to result in serious injury. Employees and contractors receive training on these rules during their onboarding process and through regular refresher sessions.

Regular safety training

GRI 403-5

At Nouryon, we provide ongoing health and safety training that equips employees with the skills needed to work safely and responsibly.

- **Training on specific health hazards:** Employees in management and production roles receive specialized training on health hazards such as dust, noise, ergonomics, chemical safety and health risk assessments.
- **Site manager requirements:** All site managers must complete HSE Leadership and Process Safety Fundamentals training and every site must conduct annual safety and emergency drills.

- **Life-critical procedures (LCPs) and key hazards management:** Each site implements mandatory LCPs to manage key hazards and reinforce our life-saving rules, supported by procedures covering maintenance, inspections, machine guarding, electrical safety and lifting. Employees and contractors receive site-specific training, competence testing and refresher courses.
- **Change management training:** Specific training is required for formal management of changes when assets are modified.
- **Mandatory and online safety courses:** Online safety courses are available to all employees via our learning platform.
- **Crisis communications training:** Every three years, crisis communications (media) training is conducted, with 64 employees trained in 2025.

Our Life-Saving Rules

The purpose of our LSRs is to ensure a safe work environment and safe behavior among our employees, contractors and visitors. Each employee and contractor is trained on these rules as part of their Nouryon onboarding and on a regular basis thereafter. These rules are continually communicated throughout our organization.



Golden Principle:

Stop work if conditions or behaviors are unsafe



Work with a valid work permit when required



Make sure moving machinery is guarded



Obey traffic rules and regulations



Use fall protection when working at height



Ensure that all equipment is properly locked out before work begins



Do not work under the influence of alcohol or drugs



Obtain a permit for entry into a confined space



Obtain authorization before disabling safety equipment



Always use prescribed personal protective equipment (PPE)

Process safety

At Nouryon, we continually strengthen our performance through a robust process safety management (PSM) program aligned with regulatory requirements and industry best practices. Our PSM framework ensures hazards at manufacturing sites are systematically assessed and managed.

In 2025, we increased awareness and improved reporting of process safety indicators, shifting focus toward leading indicators and weekly review of incidents and near misses to proactively address risks.

Continuously improving our transportation safety

We closely monitor our logistics operations to minimize environmental impact and ensure the highest safety standards. Transportation, handling and storage remain key priorities and our global logistics team conducts comprehensive gap analyses across warehouses, terminals, depots and related processes. These evaluations have driven increased investment in resources and digital tools, strengthening our transportation strategy and enhancing safety performance.

Highlights

- Our OSHA incident rate decreased 4% versus 2024.
- Our process safety incident rate is 62% lower than in 2019.
- Achieved 11 awards from the Texas Chemical Council (TCC) and Texas Chemistry Alliance (TCA).
- Received 12 safety awards from the American Chemistry Council.
- Hosted our annual safety day supported by local safety events across sites.
- Honored with the Grand Slam Award from the Association of American Railroads (AAR) for excellence in rail transportation safety.

Refer to our [Fact Sheet](#) in the appendix for a comprehensive view of our health and safety performance.



Nouryon Supplier of the Year Award

Through the supplier assessment, we can also reward compliance with our sustainability standards. Our annual awards program evaluates suppliers across business criticality, reliability, cost competitiveness, innovation, collaboration and sustainability performance. The 2025 Supplier of the Year Award event recognized the following partners: Maersk, BASF Chemical Intermediates, Borealis GmbH, PQ LLC, Qingdao New Chemical, Salinor - Salinas do Nordeste S.A., Vattenfall AB.

4.3 We drive sustainable procurement through supplier engagement

We encourage our suppliers to advance in sustainability alongside Nouryon and require all business partners, including suppliers and customers, to follow our Business Partner Code of Conduct, which covers compliance, safety, ethics, human rights and responsible practices. Our membership in TFS strengthens our audit capabilities, gives us access to industry best practices and supports standardized product-level emissions data exchange across the value chain. Refer to our section on 2025 value chain collaboration for more information.

We use EcoVadis assessments, TFS audits and the EcoVadis IQ Plus risk-management tool to evaluate and monitor supplier performance²⁵ across environment, labor and human rights, ethics and sustainable procurement. When a supplier does not meet our standards, we initiate a corrective action process or consider alternative sources.

We also support responsible sourcing through the RSPO. While we use processed palm-oil-based ingredients, we do not directly source from palm mills or plantations.

Highlights:

- Introduction of a mandatory e-learning for all procurement employees at the end of 2025. By February 2026, we achieved a 100% completion rate.
- 95% of our suppliers were assessed for Corporate Social Responsibility (CSR) risk using the EcoVadis IQ Plus tool (% of external spend); up 2% from the previous year
- 75% of our suppliers were evaluated on their CSR performance by an EcoVadis score (% of external spend)²¹; up 1% from the previous year.
- We have earned RSPO Mass Balance certification at seven facilities that manufacture Nouryon products.

²⁵ Based on policies, actions, results. For more information: <https://ecovadis.com/>

4.4 We engage our communities

Nouryon Cares underscores our commitment to ourselves, our colleagues and our communities. Our approach to CSR is rooted in volunteerism, active engagement and philanthropy focused on creating lasting value in the communities where we operate and where our employees live and work.

Our philanthropic efforts are directed toward priority areas aligned with both community needs and business values, including STEM education, sustainability and environmental stewardship, women's empowerment initiatives, health and safety projects and fostering a culture of community care and responsible citizenship.

Highlights:

In 2025, across all regions:

- Our employees demonstrated strong volunteerism and community engagement, reinforcing our commitment to creating positive impact.
- We expanded access to education, advancing local environmental stewardship.
- Empowered women and girls through skills and mentorship.
- Improved community health through medical and nutritional support.
- Strengthened social resilience through inclusive community programs.

This dedication was further recognized in 2025 when our Houston Community Engagement Team earned the Bronze Level Presidential Volunteer Service Award for the second consecutive year, reflecting increased volunteer service from 206 hours in 2023 to 232 hours in 2024.

See more about how Nouryon helps our communities through [our website](#).



CSR Projects across India supporting STEM education, environmental stewardship and healthcare, sanitation and safety

- 4,250 children fed nutritious mid-day meals across five regions of India over a two-year period – reducing malnutrition and empowering the next generation to thrive.
- Donated medical equipment to a rural hospital in Pitalwadi, a remote village in Mahad, benefiting over 15,000 local villagers



Our governance

- [5.1 Compliance](#)
- [5.2 Policy engagement and memberships](#)
- [5.3 Governance](#)
- [5.4 Risk management](#)

5

At Nouryon, we uphold responsible and ethical operations through strict regulatory compliance, proactive risk mitigation and enforcement of ethical standards. This approach helps our employees and stakeholders understand and adhere to Nouryon's high standards of ethical business conduct and embodies our "We Do It Right" value.

5.1 Compliance

Our global operations expose us to a growing array of stringent laws and regulations. These encompass the safe handling of hazardous substances, managing operational impacts, addressing historical soil and groundwater contamination, product liability, human rights issues, economic sanctions, antitrust law and anti-corruption legislation.

Legal and regulatory compliance

GRI 2-23, GRI 2-27

Our internal subject-matter experts oversee compliance with laws and regulations, providing guidance and training. We set clear expectations for ethical conduct through our Code of Business Conduct & Ethics, with mandatory training conducted annually for all office-based and site management employees. Additionally, we have a Business Partner Code of Conduct that applies to all our business partners.

Emphasis on ethics

GRI 2-23, GRI 205 3-3, GRI 205-2, GRI 2-23, GRI 2-24

Nouryon's Code of Business Conduct & Ethics mandates that all employees act ethically and comply with all applicable laws, including anti-bribery, anti-corruption, antitrust and competition laws, anti-discrimination/harassment laws, data protection laws and economic sanctions. We value the diversity of our workforce and provide equal opportunities in all aspects of employment, strictly prohibiting discrimination based on age, race, color, national origin, religion, sex, gender identity, sexual orientation, or any other protected status. We do not tolerate discrimination or harassment of any kind, including derogatory comments based on race or ethnicity or unwelcome sexual advances.

Our compliance program encompasses training, policies and procedures, audits, third-party due diligence and monitoring and the investigation and remediation of unethical illegal or inappropriate conduct.

Highlights:

- We commit to training 100% of our employees annually on the Code of Business Conduct & Ethics including topics on harassment and discrimination, respectful workplace, cybersecurity, workplace safety, forced labor, child labor, SpeakUp! and non-retaliation.
- Completed annual policy certification and mandatory compliance training for office-based and site management employees.
- As part of our anti-corruption measures, employees are also required to adhere to our meal, gift and business entertainment policy.
- Mandatory training on other Code topics will be assigned based on employee exposure to certain risk areas, such as conflict of interest, fraud, anti-competition, bribery and corruption and international trade.
- Since Nouryon was established in 2018, no substantiated Foreign Corrupt Practices Act (FCPA) violations, investigations, or enforcement actions have occurred.
- We have no known cases of child or forced labor.





Compliant partners

GRI 2-23, GRI 2-24

We require our business partners to comply with Nouryon's Business Partner Code of Conduct, which covers adherence to laws and regulations, safety standards, ethical and responsible business practices, treatment of individuals, fundamental human rights within supply chains, exclusion of conflict minerals and fraud prevention.

We engage only with suppliers, customers and other business partners who share and support our standards. Certain third parties must also undergo a due diligence process to provide information about their ownership, compliance programs and any relevant legal or regulatory issues including economic sanctions. We continually monitor these third parties digitally for sanctions, regulatory fines or adverse media. Any breach or violation can prompt Nouryon to reassess business relationships.

Nouryon's Code of Business Conduct & Ethics explicitly states that we will not engage in, or conduct business with any third party involved in, the use of forced or involuntary labor, human trafficking, or child labor. Our manufacturing operations generally require skilled employees with education levels equivalent to high school, thus posing a lower risk of child or forced labor. We comply with all local labor laws, which mandate verifying the age of our employees upon joining the company. We also assess potential forced labor and modern slavery risks in our supply chain through risk assessments of inputs and supplier questionnaires and we follow up appropriately on any concerns raised.

Highlights:

- Periodic monitoring of conflict minerals including renewing our conflict minerals risk assessment in 2026. Nouryon uses only tin from a small number of suppliers. For any materials containing conflict minerals (3TG), we require suppliers to provide information regarding the smelters of those minerals. We evaluate the responses received and conduct additional follow-up with the suppliers where necessary.

Encouraging everyone to SpeakUp!

GRI 2-25, GRI 2-26

At Nouryon, we prioritize transparency and accountability by encouraging all stakeholders – including employees, suppliers, customers and business partners – to report any concerns. Through our SpeakUp! program, stakeholders can report suspected policy violations, inappropriate behavior and illegal or unethical practices.

We promote contact information via our intranet, website, periodic training, posters in offices and manufacturing sites and within our Company Code of Business Conduct & Ethics and Business Partner Code of Conduct. Our SpeakUp! and Non-Retaliation Policy (whistleblower protection) ensures that employees can report concerns in good faith without fear of retaliation. We strictly maintain employee confidentiality in compliance with local regulations, including the GDPR in Europe.

More details on the Speakup! process can be found in [the appendix](#).

Highlights

- Nouryon commits to maintaining and continuously supporting its SpeakUp! program as a confidential grievance mechanism available to 100% of employees globally. SpeakUp! is accessible 24/7 in 30 languages where permitted by law and is underpinned by our Non-Retaliation Policy, ensuring that concerns can be raised in good faith without fear of retaliation.
- In 2025, 100% of SpeakUp! concerns were formally registered, investigated and resolved within an average of 21 days. To further streamline the process, we introduced the updated SpeakUp! process to our employees, clearly outlining the steps involved in reporting and addressing concerns.
- Based on the Navex Global Benchmarking report, we receive SpeakUp! reports in an amount that is in line with our peers.

5.2 Policy engagement and memberships

GRI 2-28

We actively collaborate with legislative and regulatory authorities, industry associations and non-governmental organizations. Through trade associations, we contribute to policy discussions on sustainability within our sector, focusing on climate mitigation and adaptation, energy efficiency, carbon reduction, water management, waste management, product and process safety and circular chemistry.

We manage our direct and indirect interactions with policymakers and associated organizations carefully, evaluating policy issues through our annual business review meetings and our enterprise risk management (ERM) assessment process. This ensures that our public-policy-influencing activities align with our business strategy. Any inconsistencies are promptly flagged by the government affairs team and communicated to the relevant departments within Nouryon. Nouryon does not provide financial contributions or endorsements to political parties or politicians. We do not operate a political action committee (PAC) in the US, nor do we contribute to the PACs of industry and trade associations to which we belong.

Highlights

- Active global advocacy through key industry bodies in the US, Europe and China—including the American Chemistry Council (ACC), CEFIC and the China Petroleum and Chemical Industry Federation (CPCIF) and Association of International Chemical Manufacturers (AICM). For a full list of our industry association memberships, please refer to the [appendix](#).
- Nouryon leaders hold board-level roles at industry associations strengthening our global industry influence.
 - **Larry Ryan**, president – board member, ACC
 - **Suzanne Carroll**, senior vice president Consumer & Life Sciences – chair, board member American Cleaning Institute (ACI)

- **Ann Lindgärde**, senior vice president Renewable Fibers & President Europe – board member, CEFIC and Innovation and Chemical Industries in Sweden (IKEM)
- **Marcus van Tilborg**, vice president Operations APAC – served as vice chair of the AICM Board of Directors. He also serves as a member of the executive board at CPCIF.

5.3 Governance

GRI 2-9, GRI 2-10, GRI 2-11, GRI 2-14, GRI 2-17, GRI 2-18

Nouryon's Board of Directors and Leadership Team jointly oversee our company's sustainability performance, including setting sustainability targets and monitoring progress. Several committees support the Board in fulfilling its duties:

- **The Corporate Responsibility Committee** provides Board-level oversight on sustainability and HSE matters, product quality, social policies and programs and other reputational issues.
- **The Audit Committee** oversees the integrity of our financial statements, internal controls over financial reporting, risk management, cybersecurity, tax and ethical conduct.
- **The Compensation Committee** manages the compensation of key employees and other aspects of the Company's total rewards philosophy and strategy.
- **The Nominating & Corporate Governance Committee** recommends nominations for Board membership and establishes corporate-governance practices, ensuring the Board has the necessary expertise and diversity in terms of experiences, qualifications, knowledge, abilities, gender, age and ethnicity.

Charlie Shaver serves as the chairman of the Board and chief executive officer. His dual role, backed by extensive experience in the chemical industry, fosters a unified leadership structure and enables swift strategic decision-making. Out of the 12 members of the Board of Directors, 11 are independent members.

Together with our Risk Management Committee, the Board is the highest governance body involved in risk management. The Board is regularly updated on strategic priorities and initiatives and receives quarterly updates on our sustainability progress.

In 2025, the Board received briefings from internal experts on areas including our global corporate strategy, business performance, sustainability progress, capital allocation, enterprise risk management, cybersecurity and talent acquisition. The Audit Committee also received additional briefings on tax matters, internal audit, risk management and internal controls. More information about Nouryon's Board and its Committees is available on [our website](#).

The implementation of our sustainability approach is a collaborative effort involving Nouryon's Corporate Sustainability team and experts across our businesses and functions.

Sustainability progress is tracked in our company and Sustainable Growth dashboard and applies to all businesses and functions.

GRI 2-11, GRI 2-13

Our leadership team is comprised of a diverse, highly experienced group with an average of approximately 30 years of industry experience. More about our [company leadership team](#) is available on [Nouryon.com](#). Leaders with areas of focus related to our sustainability approach and performance are highlighted here.²⁶



[Charlie Shaver](#)

Chairman and chief executive officer; leads Nouryon's overall business strategy and holds ultimate accountability for the company's sustainability performance and commitment.



[Larry Ryan](#)

President; oversees sustainable product offerings to customers across Nouryon's three business segments and serves as a board member of the American Chemistry Council.



[Sean Lannon](#)

Executive vice president and chief financial officer; oversees financial reporting, planning, treasury, tax and enterprise risk management.



[Michael Finn](#)

Executive vice president, business affairs, general counsel and corporate secretary; responsible for governance matters including board oversight, delegation of authority, cybersecurity and executive compensation.



[Jennifer Durbin](#)

Executive vice president and chief human resources officer; oversees human resources and co-sponsors the Nouryon Women's Network.



[Paresh Bhakta](#)

Senior vice president and chief integrated supply chain officer; responsible for operational and environmental safety, GHG emissions, energy use, eco-efficiency and water-management strategy.



[Rajeev Rao](#)

Senior vice president, corporate development; leads M&A and growth strategy, including sustainability-related opportunities and risks.



[Sandeep Singh](#)

Senior vice president and chief digital and information officer; responsible for Nouryon's global digital and IT strategy, overseeing cybersecurity programs and data protection practices that safeguard company operations and support business performance.



[Eduardo Nardinelli](#)

Senior vice president, South America and global carbon business strategy; leads global strategic planning to meet GHG emission-reduction goals.



[Magnus Davidsson](#)

Interim chief technology officer; leads technology and innovation with a focus on strengthening operational performance and accelerating progress toward Nouryon's sustainability targets.



[Jason Thorne](#)

Senior vice president, integrated business planning and commercial services; responsible for customer experience, supply reliability, rapid customer response and reducing logistical complexities.



[Vivi Hollertt](#)

Vice president and chief sustainability officer; oversees global sustainability strategy and serves as executive sponsor of the Nouryon Women and BOOST Networks.



[Divya Kottayil](#)

Vice President and chief procurement officer; leads overall procurement strategy, including management of cost, risk and supplier performance across all spend categories; as well as sustainable sourcing and supplier engagement.

²⁶ Leadership information presented in this report reflects individuals in their respective roles as of the reporting date and may differ from positions held at the fiscal year-end covered by this report.

5.4 Risk management

GRI 2-12, GRI 2-13

ERM is grounded in the COSO model and covers strategic, financial, operational, compliance, IT, legal, business-continuity, security and sustainability-related risks and opportunities, including climate. This integrated approach ensures we effectively minimize risks, capture growth opportunities and make transparent, accountable decisions across the organization, reinforcing Nouryon's reputation as a reliable business partner.

Ultimate oversight of risk management and compliance rests with Nouryon's Board. Our ERM and internal control system operates through three lines of defense: business and operations leaders own and manage risks in the first line; internal control, legal and compliance and the Enterprise Risk Committee provide second-line oversight and guidance; and Internal Audit offers independent, objective assurance on governance, risk management and internal controls in the third line.

The ERM process incorporates sustainability risks with a two- to five-year outlook. We review sustainability-related risks and opportunities at three levels:

1. Macro (generic, including political, regulatory, legal, sociocultural, ecological, demographic, technological and economic environments)
2. Meso (industry)
3. Micro (Nouryon). These evaluations encompass strategic, financial compliance and operational aspects

Cybersecurity

Our cybersecurity program protects all Nouryon systems, connected devices, technologies, operating environments, users and data. Managing risks to these elements is achieved through formal processes for risk discovery, quantification, treatment, tracking and reporting. Formal processes identify and manage cybersecurity risks to limit the negative potential impacts. Our program is based on industry guidance and we annually achieve multiple independent validations, including penetration tests, risk assessments and external audits.

We strengthen our cybersecurity as we continually:

- Improve Nouryon's security posture
- Advance our security foundations
- Mature our response preparedness
- Enhance our security operations
- Conduct regular trainings
- Run phishing simulations

Task Force on Climate-related Financial Disclosures (TCFD): Our approach to assessing climate-related risks and opportunities

In 2021, Nouryon conducted its first comprehensive qualitative scenario analysis with the support of an external consultant.

Following TCFD guidance, workshop sessions evaluated both transition risks (market, policy, technology, reputation) and physical risks (acute and chronic).

For physical analysis, we applied IPCC climate-model data under the SSP3-RCP7 scenario—an outlook projecting approximately 4°C warming by 2100 and unfavorable global demographic projections for climate mitigation and adaptation efforts. Geographic system modeling was employed to extract climate indicators for each site, warehouse, or port.

Time horizon: The analysis projected data and trends up to 2050.

Area of organization: The scenario analysis encompassed all facets of Nouryon's business, including products and services, operations and the value chain, including three priority outplant warehouses and six global ports vital for the transport and storage of our products.

Eight priority climate-related risks were identified:

1. Carbon pricing mechanisms
2. Regulation of end markets
3. Raw material prices and availability
4. High investment costs of transition technology
5. Flooding
6. Hurricanes
7. Water stress
8. Extreme temperatures

Three priority climate-related opportunity areas were identified:

1. Products and services that help customers achieve climate goals
2. New market opportunities
3. Resource efficiency with a focus on the circular economy

The results of this analysis and alignment with the TCFD framework are in [the appendix](#).

Insights informing our business strategy

We integrate climate risks and opportunities into our business strategy, particularly when exploring new market opportunities and aligning investments with the transition to a low-carbon economy. This includes expanding sales into renewable energy markets, such as cables, wind turbines and developing crop solutions to enhance yields and combat soil depletion.



Fact sheet^{27,28}

[Environment](#)

[Social](#)

[Governance](#)

²⁷ 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).

²⁸ All metrics are calculated according to our [Reporting Principles 2025](#).

Environment (1/3)

	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) ²⁹	Kg CO ₂ e / Metric Ton of production	415	394	347	329
Direct absolute GHG emissions (Scope 1) ³⁰	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) ^{31,32}	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) ³²	K Metric Tons CO ₂ e	1,276	1,252	1,156	1,156*
Calculated Scope 3 total absolute GHG emissions ³³	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% ³⁴	35 %
Biogenic CO ₂ emissions	K Metric Tons CO ₂ e	1,347	1,643	2,204	2,411
Energy management					
Total energy consumption ³⁵	Mln GJ	30.4	31.5	33.5	33.7*
Total energy consumption intensity ³⁵	GJ/Metric Ton of production	8.24	9.35	9.38	9.28*
Renewable energy consumed ³⁶	%	30%	32%	35%	40%
Renewable electricity consumed	%	36%	42%	48%	54%*
Energy from grid electricity	%	61%	61%	61%	62%
Energy consumption from unbundled RECs ³⁷	MWh		59,554	835,988	757,634*
Carbon offsets purchased ³⁸	Metric Tons CO ₂ e		127	0	0
Total self-generated electricity	Mln GJ	0	0	0	0

* Subject to limited assurance by ERM CVS (Independent Limited Assurance Statement, 2025). See [page 52](#).

29 GRI 305-4

30 Scopes 1 and 2 include process emissions from other GHG (CH₄, N₂O and Hydrofluorocarbons) and their CO₂e equivalents.

31 Including RECs retired on our behalf for utility supplied renewable electricity and other contractual instruments from utilities and other partners.

32 Scope 2 market and location-based CO₂e emissions do not include emissions from CH₄ and N₂O where AIB residual grid factors are applied.

33 Prior year estimates are not comparable due to methodology improvements.

34 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.

35 Energy consumption is expressed in mln GJ which is the sum of the actual consumed by the sites.

36 Renewable-energy data include renewable fuels such as biomass, purchased renewable steam and renewable electricity from solar, wind and hydropower.

37 RECs retired on our behalf for utility supplied renewable electricity and other contractual instruments from utilities and other partners.

38 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.

Environment (2/3)

	Unit	2019	2023	2024	2025
Air quality					
NOx absolute emissions ³⁹	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 ³⁹	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 ³⁹	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
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 ⁴⁰	1,000 m ³	15,427	14,295	15,591	15,830*
Freshwater consumption ⁴⁰ 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%

* Subject to limited assurance by ERM CVS (Independent Limited Assurance Statement, 2025). See [page 52](#).

³⁹ GRI 305-7

⁴⁰ Total freshwater consumption (excluding once through cooling-water intake).

Environment (3/3)

	Unit	2019	2023	2024	2025
Production					
Nouryon	K Metric Tons	3,691	3,375	3,573	3,633
Sustainable sourcing					
Suppliers screened using Risk IQ ⁴¹	% of spend		90%	93%	95%*
Suppliers measured on EcoVadis performance ⁴²	% of spend		66%	74%	75%*
Suppliers acknowledging our Business Partner Code of Conduct ⁴³	% of spend		99.8%	99.2%	99.3%*
Management systems⁴⁴			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). See [page 52](#).

⁴¹ 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.

⁴² Based on policies, actions, results. For more information: <https://ecovadis.com/>.

⁴³ Tracked by acceptance of a Nouryon purchase order or a signed Nouryon contract.

⁴⁴ 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 data⁴⁵					
Global headcount Nouryon employees	#	10,389	8,236	8,175	8,133
Female workforce	%	24%	25%	25%	25%
Female mid-level managers and above ⁴⁶	%	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 ⁴⁷	%		70% ⁴⁸	97.3%*	97.5%*
Employees covered by collective labor agreements	%		58%*	64%*	67%*
Employee trainings⁴⁹					
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 ⁵⁰ 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%*

* Subject to limited assurance by ERM CVS (Independent Limited Assurance Statement, 2025). See [page 52](#).

45 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.

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

47 Based on benchmarks from the Fair Wage Network.

48 Based on direct manufacturing employee population.

49 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.

50 Refers to category managers in the Procurement organization

Social (2/2)

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	0%	1,057
Grand Total	7,893	97%	240	3%	8,133

	Unit	2019	2023	2024	2025
People safety⁵¹					
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 safety⁵¹					
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). See [page 52](#).

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

Governance (1/2)

	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

* Subject to limited assurance by ERM CVS (Independent Limited Assurance Statement, 2025). See [page 52](#).

Governance (2/2)

	Unit	2019	2023	2024	2025
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 ⁵²	%			100%	100%*
Board members that the Code of Conduct/Anti-corruption policies have been communicated to ⁵²	#			12	12 ^{53*}

* Subject to limited assurance by ERM CVS (Independent Limited Assurance Statement, 2025). See [page 52](#).

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

53 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.



Appendix

- [A Policies and programs](#)
- [B Memberships](#)
- [C SpeakUp! process](#)
- [D Nouryon TCFD index and additional information](#)

- [E Sustainable Accounting Standards Board index](#)
- [F GRI standards disclosure summary](#)
- [G Independent assurance statement](#)

Appendix A – policies and programs

GRI 2-15

Policy / Program	Description / Focus Area
Code of Business Conduct & Ethics	Includes anti-discrimination and anti-harassment
Anti-corruption, anti-bribery	Prevents unethical business practices
Business Partner Code of Conduct	Applies to suppliers and partners
Quality, Health, Safety, Environment and Security Policy	Ensures high standards in QHSE and security
Sourcing Sustainable Palm Oil	Promotes responsible sourcing practices
Sensitive Country Policy	Addresses operations in high-risk regions
Sustainable Sourcing Statement	Commitment to sustainable procurement
Life-Saving Rules (LSR)	Applies to all employees and contractors
Safety training for all employees and contractors	Includes Frontline Leader Safety training
Behavior-Based Safety (BBS) program	Focuses on proactive safety behaviors
Process Safety Management (PSM)	Manages process-related risks
Annual Safety Day	Promotes safety awareness
Occupational health and safety management systems at our sites	Ensures ongoing health and safety compliance
Acceptable Use of Nouryon Systems and Devices Policy	Sets guidelines for responsible use of company systems/devices
Anti-Corruption Policy	Prevents bribery and corruption in all business activities
Animal Testing Policy	Outlines ethical standards for animal testing
Business Partner Code of Conduct	Defines expectations for suppliers and partners
Code of Business Conduct & Ethics	Establishes ethical standards for all employees
Conflict Minerals Policy	Ensures responsible sourcing and reporting of minerals
Competition Law Compliance Policy	Promotes fair competition and compliance with antitrust laws
Conflict of Interest Policy	Addresses potential conflicts in business decisions
Employee Privacy Policy	Protects employee personal data and privacy
External Spend Policy	Governs procurement and spending practices

Policy / Program	Description / Focus Area
Global Travel and Expense Policy	Sets standards for business travel and expense reporting
Media Policy	Regulates external communications and media engagement
Meal, Gift and Business Entertainment Policy	Controls gifts, meals and entertainment to prevent conflicts
Quality, Health, Safety, Environment and Security Policy	Ensures high standards in QHSE and security
Record Retention Policy	Establishes requirements for document retention
Sensitive Country Policy	Manages operations in high-risk regions
Social Media Policy	Guides responsible use of social media
Sourcing Sustainable Palm Oil	Promotes responsible sourcing of palm oil
SpeakUp! and Non-Retaliation Policy	Protects whistleblowers and encourages reporting
Sponsorship and Charity Policy	Governs charitable giving and sponsorships
Sustainability Policy	Outlines key Sustainability targets and position statements
Sustainable Procurement Policy	Ensures procurement aligns with sustainability goals
Sustainable Procurement Supplier Engagement Program	Engages suppliers in sustainable procurement practices
Tax Strategy	Outlines responsible tax planning and compliance

Appendix B – memberships

Americas

American Chemistry Council (ACC); Alliance for Chemical Distribution (ACD); American Cleaning Institute (ACI); American Coatings Association (ACA); Texas Chemistry Council (TCC); American Composites Manufacturing Organization (ACMA); Brazilian Association of the Chemical Industry (ABIQUM); Mexican National Chemical Industry Association (ANIQ); Personal Care Products Council (PCPC); US-China Business Council (USCBC);

Asia

China Petroleum and Chemical Industry Federation (CPCIF); Association for International Chemical Manufacturers in China (AICM); EU Chamber of Commerce in China (EUCCC); American Chamber of Commerce in Shanghai (AmCham Shanghai); China Cleaning Industry Association (CCIA); Ningbo Petrochemical and Chemical Industry Association; Taizhou Energy Saving Technology Development Association;), Japan Organic Peroxide Association (JOPA).

Europe

European Federation of the Chemical Industry (CEFIC); European Committee of Organic Surfactants and their Intermediates (CESIO); European Biocidal Products Forum (EBPF); Association for the German Chemical Industry (VCI); Association of the Dutch Chemical Industry (VNCI); Confederation of Netherlands Industry and Employers (VNO-NCW); Dutch Association for Energy, Environment and Water (VEMW); Association for Innovation and Chemical Industries in Sweden (IKEM); ESSENSCIA (Belgium), Federchimica (Italy).



Appendix C – SpeakUp! process

GRI 2-16

When it comes to reporting ethics and compliance concerns, Nouryon employees have a variety of options, including our global SpeakUp! hotline. Incidents can be reported anonymously and confidentially (as allowed under applicable law), via telephone and online, in any of 30 languages. This infographic describes the SpeakUp! Process flow to our employees and potential reporters, highlighting how the reporting and investigation processes work. Questions about this process can be directed to nouryoncompliance@nouryon.com.



Submit a SpeakUp! report – If you see something, say something

Reporting options:

- Manager
- HR
- Legal
- Compliance
- SpeakUp! hotline

If reported via the SpeakUp! hotline, check back regularly in case the investigator has additional questions and remember to save your case number



Determine whether investigation is necessary or possible

- Is there sufficient information?
- Is the report an allegation or inquiry?
- All reports of possible violations of our [Code](#) or applicable laws will be evaluated promptly and investigated as appropriate

If you decide to submit anonymously, remember to provide sufficient details (e.g., who, what, when, where?)



Assign investigator by issue

- Legal & Compliance
- HR
- Internal audit

The majority of reports we receive involve how employees treat each other (e.g., respect in the workplace) – these matters are typically referred to HR



Conduct confidential investigation

- All reports are kept confidential as allowed under applicable law
- You may be asked to cooperate during an investigation. Refusing to do so, is a violation of our [Code](#)
- If you ever feel you have been retaliated against for submitting a SpeakUp! report, you should promptly contact the Compliance team

We aim to address and resolve all reported SpeakUp! concerns within an average of 30 days



Determine outcome

- Substantiated: policy violation found
- Unsubstantiated: no policy violation found
- Cases may be closed due to insufficient information if a reporter does not answer follow-up questions within two weeks



Where appropriate, take remedial action

- Examples of potential remediation include site temperature checks⁵⁴, coaching, training, verbal or written warnings and termination

⁵⁴ General questions to inquire about employee perceptions, professionalism, management actions, etc.

Appendix D – Nouryon TCFD index and additional information

Core Element	Recommended Disclosures	Reference to Nouryon 2025 Sustainability Report	Reference to Nouryon's CDP Climate Change 2025 Questionnaire ⁵⁵
Governance Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the Board's oversight of climate-related risks and opportunities.	5.3 Governance 5.4 Risk Management	Governance C4.1, C4.1.1, C4.1.2
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	5.3 Governance 5.4 Risk Management	Governance C4.3.1
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long-term.	Included in our TCFD project as mentioned in 2.6 Reporting Sustainability	Business strategy C5.2, C5.3, C5.3.1, C5.3.2
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.		Disclosure of risks and opportunities C3.1, C3.1.1, C3.1.2
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	2.1 Our Targets 2.2 UN Sustainability Development Goals 2.5 Materiality Assessment Included in our TCFD project as mentioned in: 2.6 Reporting 5.4 Risk Management	Business Strategy C5.1, C5.1.1, C5.1.2, C5.2, C5.3, C5.3.1, C5.3.2
Risk Management Disclose how the organization identifies, assesses and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	5.3 Governance 5.4 Risk Management	Identification, assessment and management of dependencies, impacts, risks and opportunities C2.2, C2.2.1, C2.2.2, C2.2.7 Disclosure of risks and opportunities C3.1.1
	b) Describe the organization's processes for managing climate-related risks.	5.3 Governance 5.4 Risk Management	Identification, assessment and management of dependencies, impacts, risks and opportunities C2.2.2
	c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	5.3 Governance 5.4 Risk Management	Identification, assessment and management of dependencies, impacts, risks and opportunities C2.2.2
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	2.1 Our Targets 3.3 We reduce water and waste in our operations (eco efficiency, energy and circularity) 5.4 Risk Management	Identification, assessment and management of dependencies, impacts, risks and opportunities C2.2 Environmental performance – Climate Change C7.53, C7.53.1
	b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	2.1 Our Targets 3.3 We reduce water and waste in our operations (eco efficiency, energy and circularity) 3.4 Environmental Datasheet 5.4 Risk Management	Environmental performance – Climate Change C7.1 Provide your base year and base year emissions C7.5 Emission Data C7.6, C7.7, C7.8, C7.45 For additional information on historical emissions and breakdown: - History: C7.6 (S1), C7.7.4 (S2), C7.8.1 (S3) - Breakdown: C7.15, C7.15.1, C7.16, C7.17, C.17.1, C7.19, C7.20, C7.20.1, C7.21, C7.22, C7.23
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2.1 Our Targets 3.3 We reduce water and waste in our operations (eco efficiency, energy and circularity) 5.4 Risk Management	Environmental performance – Climate Change C7.53, C7.53.1

⁵⁵ 2025 CDP climate change questionnaire was based on 2024 operations.

Appendix E – Sustainable Accounting Standards Board index

Sustainable Industry Classification System® (SICS®) RT-CH | Sector: Resource Transformation | Industry: Chemicals

Topic	Metric	Code	Page
Greenhouse gas emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	RT-CH-110a.1	37
	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	RT-CH-110a.2	17, 19
Air quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) volatile organic compounds (VOCs) and (4) hazardous air pollutants (HAPs)	RT-CH-120a.1	38
Energy management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable and (4) total self-generated energy	RT-CH-130a.1	37
Water management	(1) Total water withdrawn and (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	RT-CH-140a.1	38
	Number of incidents of non-compliance associated with water quality permits, standards and regulations	RT-CH-140a.2	zero
	Description of water management risks and discussion of strategies and practices to mitigate those risks	RT-CH-140a.3	21
Hazardous waste management	Amount of hazardous waste generated; percentage recycled	RT-CH-150a.1	38
Community relations	Discussion of engagement processes to manage risks and opportunities associated with community interests	RT-CH-210a.1	29
Workforce health and safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	RT-CH-320a.1	41
	Description of efforts to assess, monitor and reduce exposure of employees and contract workers to long-term (chronic) health risks	RT-CH-320a.2	23, 27
Product design for use-phase efficiency	Revenue from products designed for use-phase resource efficiency	RT-CH-410a.1	14
Safety and environmental stewardship of chemicals	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment	RT-CH-410b.1	15
	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	RT-CH-410b.2	16
Genetically modified organisms ⁵⁶	Percentage of products by revenue that contain genetically modified organisms (GMOs)	RT-CH-410c.1	49
Management of the legal and regulatory environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	RT-CH-530a.1	33
Operational safety, emergency preparedness and response	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR) and Process Safety Incident Severity Rate (PSISR)	RT-CH-540a.1	41
	Number of transport incidents	RT-CH-540a.2	41
Production by reportable segment		RT-CH-000.A	39

⁵⁶ Nouryon does not produce Genetically Modified Organisms (GMOs). Our products do not rely on GMOs for their functionality, nor do we use GMOs in our manufacturing processes to introduce variability. Certain raw materials we utilize, such as soybean oil and cotton linter cellulose, may originate from GMO crops before we incorporate them into our production.

Appendix F – GRI standards disclosure summary

GRI Universal Disclosure Summary

GRI Disclosure	GRI Disclosure Description	Page(s) in this Index
2-1	Organizational details	4–6
2-3	Reporting period, frequency and contact point	49
2-5	External assurance	52
2-6	Activities, value chain and other business relationships	4, 9, 13
2-7	Employees	23, 24
2-8	Workers who are not employees	23, 24
2-9	Governance structure and composition	33
2-10	Nomination and selection of the highest governance body	33
2-11	Chair of the highest governance body	33, 34
2-12	Role of the highest governance body in overseeing the management of impacts	35
2-13	Delegation of responsibility for managing impacts	34, 35
2-14	Role of the highest governance body in sustainability reporting	33
2-15	Conflicts of interest	31, 45
2-16	Communication of critical concerns	37, 47
2-17	Collective knowledge of the highest governance body	33
2-18	Evaluation of the performance of the highest governance body	33
2-22	Statement on sustainable development strategy	5
2-23	Policy commitments	31, 32
2-24	Embedding policy commitments	31, 32
2-25	Processes to remediate negative impacts	7, 26, 32
2-26	Mechanisms for seeking advice and raising concerns	32
2-27	Compliance with laws and regulations	31
2-28	Membership associations	9, 33
2-29	Approach to stakeholder engagement	24, 26
2-30	Collective bargaining agreements	23, 24
3-1	Process to determine material topics	10
3-2	List of material topics	10

With reference to the Global Reporting Initiative (GRI) Standards, management of Nouryon has reviewed and approved the GRI reported information. [GRI Requirement 8: Provide a statement of use]. Except where stated otherwise, this report includes data from January 1 through December 31, 2025, which is aligned with our financial reporting period. For additional information contact sustainability@nouryon.com [GRI 2-3 Reporting period, frequency and contact point a. b.] For additional information on our metrics, see the Basis of our Reporting document.

Topic specific disclosures

GRI disclosure	GRI disclosure description	Page(s) in this index
GRI 305: emissions 2016		
3-3	Management of material topic	31
305-1	Direct (Scope 1) GHG Emissions	7
305-2	Energy indirect (Scope 2) GHG Emissions	7
305-3	Other indirect (Scope 3) GHG Emissions	7
305-4	GHG Emission Intensity	37
305-5	Reduction of GHG Emissions	17, 20
305-7	Nitrogen oxides (NOx), Sulfur oxides (Sox) and other significant air emissions	38
GRI 403: occupational health and safety 2018		
3-3	Management of material topic	31
403-1	Occupational health and safety management system	26
403-2	Hazard identification, risk assessment and incident investigation	26
403-3	Occupational health services	26
403-4	Worker participation, consultation and communication on occupational health and safety	26
403-5	Worker training on occupational health and safety	26, 27
403-9	Work-related injuries	26
403-10	Work-related ill health	26
GRI 416: customer health and safety 2016		
3-3	Management of material topic	14, 15
416-1	Assessment of the health and safety impacts of product and service categories	14, 16
Nouryon specific material topic: innovation and product development		
	Existing metrics - % R&D Eco-solutions projects	3, 14

Appendix G – Independent assurance statement

ERM Certification and Verification Services Limited ("ERM CVS") was engaged by Nouryon Specialty Chemicals B.V. ("Nouryon") to provide limited assurance in relation to the Selected Information in Nouryon's 2025 Sustainability Report (the "Report").

Engagement summary

Scope of our assurance engagement	Whether the following Selected Information, as indicated in the Report is fairly presented, in all material respects, in accordance with the reporting criteria. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
Selected information	Sustainability data as indicated by * throughout the Report
Reporting period	1st January 2025 to 31st December 2025 1st January 2024 to 31st December 2024 1st January 2023 to 31st December 2023
Reporting criteria	• Nouryon's Reporting Principles, as described here • The GHG Protocol Corporate Accounting and Reporting Standard (WBCSD/WRI Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions • GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions • The Corporate Value Chain (Scope 3) Accounting and Reporting Standard (WBCSD/WRI 2011) for Scope 3 GHG emissions
Assurance standard and level of assurance	We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board. The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.
Respective responsibilities	Nouryon is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Selected Information. ERM CVS' responsibility is to provide conclusions to Nouryon on the agreed scope based on our engagement terms with Nouryon, the assurance activities performed and exercising our professional judgement.

Our conclusion

Based on our activities, as described on the next page, nothing has come to our attention to indicate that the Selected Information is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our assurance activities

Considering the level of assurance and our assessment of the risk of material misstatement of the Selected Information a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Selected Information;
- Visiting the Nouryon's Head Office in the Netherlands where we interviewed management representatives and relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Obtaining an understanding of the procedures performed by the internal audit department and corporate HSE function in relation to the Selected Information;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated 2025 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Conducting in-person and virtual site visits to three Nouryon facilities/production sites in Itupeva (Brazil), LeMoyne (USA) and Stenungsund (Sweden) to review source data and local reporting systems and controls;
- Evaluating the conversion and emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

The limitations of our engagement

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

Our independence, integrity and quality control

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Nouryon in any respect.



21 May 2025
London, United Kingdom
ERM Certification and Verification Services Limited

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About Nouryon

Nouryon is a global specialty chemicals leader innovating essential solutions for everyday consumer and industrial products, many of which contribute to a more sustainable world. We report in three operating segments: Consumer and Life Sciences enhances the effectiveness of hair, skin, cleaning and agricultural products and purification media for pharmaceutical production; Performance Materials delivers the leading enabling technology for global polymer production and enables tailored performance of paints and coatings; and Resource Solutions offers key ingredients for pulp bleaching used in white paper goods and packaging and industrial end-markets like transportation, mining, fuels, lubricants and hydrocarbon processing. We employ 8,000+ employees across a global footprint that boasts 14 innovation centers where we jointly accelerate customer product development. We have headquarters in Radnor, Pennsylvania, U.S. and Amsterdam, the Netherlands and are incorporated in Ireland. Discover our chemistry and follow us on LinkedIn.

Nouryon