INEOS

Sustainability Report 2025

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Forward-looking statements

This report contains forward-looking statements based on INEOS' expectations and projections about future events, as at the date of this report. They are not guarantees of future developments and are subject to a number of risks and uncertainties. INEOS can give no assurance that the statements will prove to be correct, nor does it undertake any obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

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FRONT COVER IMAGE:
Project ONE – the first major investment in Europe's chemical industry in a generation.

Foreword

Competitive, energy-secure sustainability.

Sustainability only matters if it delivers real, measurable results and it cannot come at the expense of keeping the lights on.

The pressures we face as industry are real, and they're growing. Energy has become a question of security, and security is part of sustainability. Without reliable, affordable energy, industry stops, supply chains break down, and the consequences are felt everywhere, from factories to hospitals to households. Net zero remains an important ambition, but it has to be pursued in a way that is practical, that maintains competitiveness and is grounded in reality.

At INEOS, we focus on what works. We apply science, engineering and data to guide where we invest, how we operate, and how we build our business for the long-term. That means making decisions based on evidence, not ideology.

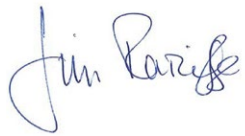
We recognise that a strong industrial base depends first on secure energy and competitive conditions to generate the income to invest in a more sustainable approach in the future.

We are also working on a more circular approach to many of our products. This is more than a nice idea, if the demand for these products exists from consumers. It is increasingly possible to reuse products again and again, to take bio-based or recycled material as the raw material for new products. We have to keep materials in use for longer and cut waste and emissions at the same time. That's why we're putting serious effort into advanced recycling, designing products properly in the first place, and working with partners who can help close the loop.

But let's be clear, industry can't do this in a vacuum. If we are to remain competitive, governments need to provide a framework that supports both energy security and decarbonisation. That includes backing domestic energy production, creating stable regulatory conditions, and avoiding policies that simply export emissions and industry elsewhere. Without that balance, we risk deindustrialisation rather than decarbonisation, and deindustrialisation is not sustainable.

And this isn't just about industry, it's about people. Manufacturing supports millions of skilled jobs, and those jobs depend on companies being able to invest and compete. Our job is to protect that base while building the next generation of opportunities in cleaner technologies, new energy systems and more circular products.

This report sets out clear examples of the work and investment across INEOS. Our aim is straightforward: run a strong, competitive, industrial business, ensure the energy that underpins it is secure, and reduce environmental impact in a way that is both credible and sustainable for the future.



Sir Jim Ratcliffe
Chairman and Founder of INEOS

Introduction

INEOS is built on the fundamentals of our industry: safety, reliability, engineering excellence, and commercial discipline.

We operate some of the most complex industrial assets in the world, supplying the essential materials that modern life depends upon – chemicals, polymers, fuels and energy that underpin healthcare, clean water, food production, housing, transport, renewable power and advanced manufacturing.

Sustainability at INEOS starts with a simple premise: there is no sustainable future without a strong, competitive industrial base. Industry must be safe, it must be efficient, and it must be economically viable. Climate ambition that ignores affordability, security of supply or industrial reality is not a solution, it is a slogan. At INEOS, we do not pursue sustainability as an exercise in virtue. We pursue it as an engineering challenge, a safety obligation and a long-term business imperative.

Safety first

Safety is a condition of operating at INEOS. Our work carries real risks, and managing them demands rigour, discipline and vigilance. Across our operations worldwide, safety is embedded through clear rules, strong leadership and personal accountability. Our Life Saving Rules, behavioural and process safety principles, site-level audits and mandatory training exist to ensure that everyone who works at INEOS goes home safely.

This approach applies equally to employees and contractors. Safety performance is reviewed routinely by site management, business boards and group leadership, and it directly influences remuneration. Where incidents occur, they are investigated thoroughly, lessons are shared openly, and systems are strengthened. There is no tradeoff between safety and performance. In reality, operational excellence and safety are inseparable.

Our culture: grit, rigour and humour

INEOS is an industrial company with a strong and distinctive culture. Three central values define how we operate.

Rigour means doing things properly. We rely on science, data and engineering judgement, not shortcuts. Whether managing safety, energy efficiency, emissions or water use, we apply clear standards and expect them to be met. We measure performance, audit it, and hold people accountable. This same discipline underpins how we report – our sustainability data is collected from sites worldwide, subject to internal controls and independently assured.

Grit reflects resilience and determination. Industrial transformation is difficult. Reducing emissions from complex, long-lived assets takes time, capital and persistence – especially in volatile markets. INEOS continues to invest through downturns, upgrading existing plants, developing new technologies and backing projects such as Project One, that materially reduce emissions while keeping our businesses competitive. Progress is rarely linear, but we stay focused on delivery rather than declarations.

Humour matters too. Industry is demanding, and we believe people perform best in organisations that value humanity as well as high standards. INEOS is direct, unbureaucratic and empowered. We expect challenge, debate and ownership, and we value teams that can work hard, respect one another and enjoy the job. Culture is not an accessory to sustainability; it is what makes consistent performance possible over decades.

https://www.un.org/sustainabledevelopment The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.

Sustainable industry must be commercially viable

INEOS operates in global, competitive markets. Our customers rely on us for products that perform consistently, at scale and at a price that keeps entire value chains viable. That reality shapes our approach to sustainability.

Decarbonisation that destroys competitiveness simply shifts production, and emissions elsewhere. Real progress comes from investing in better assets, improving efficiency, switching energy sources, developing circular feedstocks and capturing carbon where emissions cannot be eliminated at source. These actions reduce emissions while strengthening industrial supply chains.

This philosophy is reflected in our major investments. Project ONE in Antwerp represents a once-in-a-generation renewal of European chemical infrastructure, designed to be the most energy-efficient ethylene cracker in the region, with significantly lower carbon intensity than existing assets. Project Greensand demonstrates how carbon capture and storage can become a safe, scalable and commercial solution for hard-to-abate emissions, supporting not just INEOS but wider European industry.

Across our businesses, we are switching to cleaner power through long-term supply agreements, improving energy efficiency through optimisation, incorporating recycled and biogenic feedstocks, and developing new circular products. Each project is assessed against technical feasibility, safety, cost and long-term value, not headlines.

INEOS makes products that are essential to modern life, many of which play a critical role in the energy transition itself: lightweight materials that reduce fuel use, polymers for renewable infrastructure, insulation that lowers heating demand, electrolysis systems for hydrogen production, and materials that enable carbon capture.

To highlight this, our sustainability report is structured around the United Nations Sustainable Development Goals, using them as a practical framework to describe where INEOS has the greatest impact.

We focus on the goals most relevant to our operations and value chains, linking global ambition to measurable actions delivered through safe, commercially viable industry.

Sustainability strategy

INEOS' sustainability strategy is to continue manufacturing vital chemicals that raise living standards and advance United Nations (UN) Sustainable Development Goals (SDGs), while reducing associated GHG emissions and substituting virgin fossil resources for recycled and biogenic materials in its processes.

INEOS is pursuing this strategy with respect to its general product portfolio across all regions to offer customers the same high-quality products with lower environmental footprints and support the transition to a climate-neutral and circular economy to the wider benefit of all stakeholders. In the case of fossil fuels and combustion vehicles, however, INEOS' strategy is to meet demand for these products in a way that is consistent with long-term energy transition in society. Conversely, INEOS is seeking to enter new emerging markets for CO_2 storage, clean hydrogen, and low emission vehicles. INEOS' strategy depends on various economic and technological enabling conditions, such as the availability of affordable clean energy and feedstock, the establishment of CO_2 and hydrogen networks, the development of abatement and recycling technologies, and a supportive policy environment.

While pursuing this general sustainability strategy, INEOS seeks to prevent, minimise, and remediate (where appropriate) the adverse impacts of it operations and value chains related to pollution, water consumption, biodiversity, and human rights through adhering to best practices, undertaking supply due diligence, and applying effective product stewardship through its Registration, Evaluation, Authorisation, and Restriction of Chemicals (REACH) network. Further information on the sustainability impacts associated with INEOS' business model, and how these are managed in the interests of different stakeholder groups, can be found throughout this report. In addition, by pursuing growth through acquisition and investing in development projects, INEOS seeks to provide high-quality jobs and build strong industrial value chains to the benefit of local economies, including in developing and emerging nations.

INEOS' products and activities contribute to 15 of the 17 United Nations SDGs and are vital to addressing global sustainability challenges:

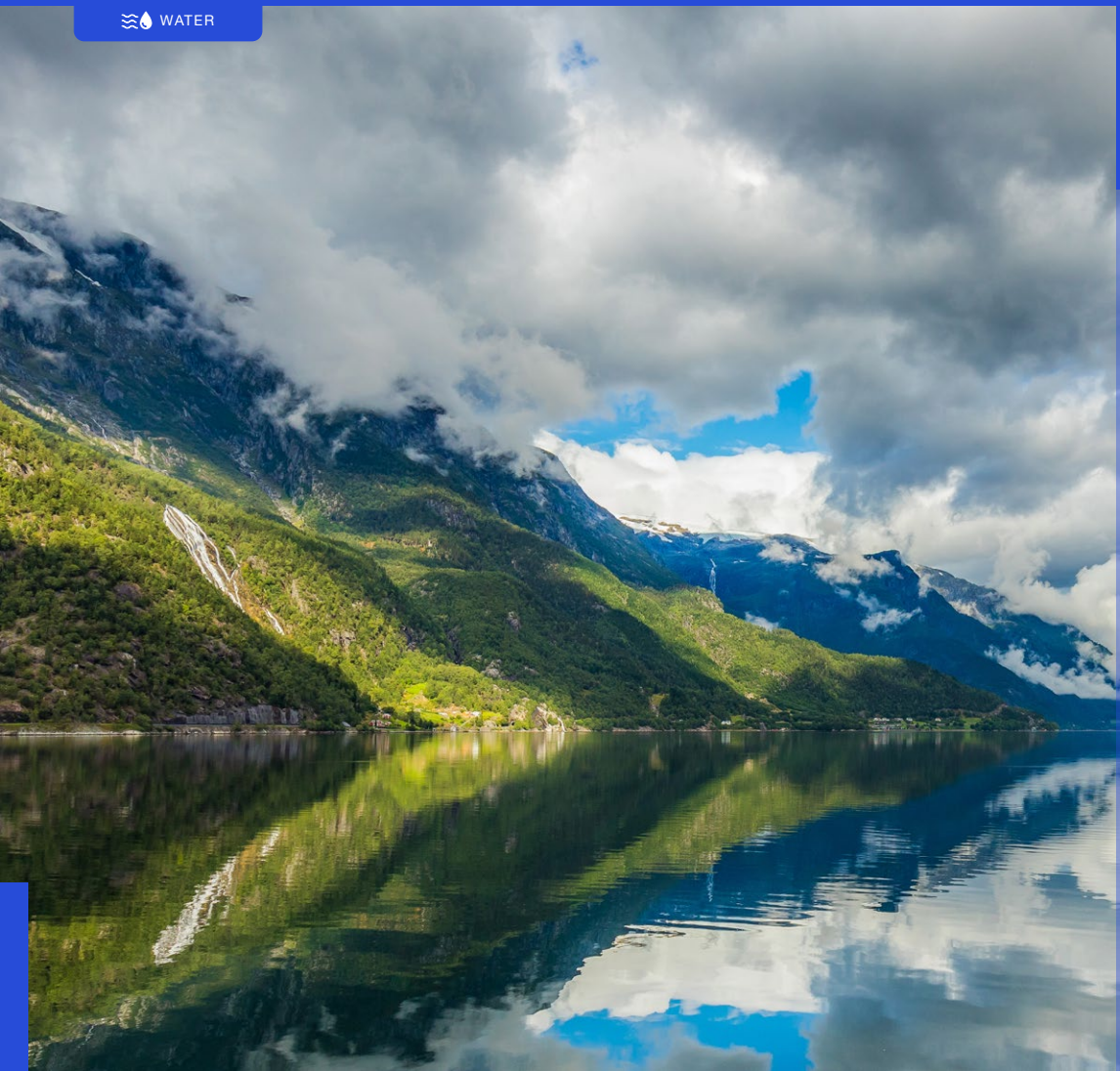
- **SDG 1 No poverty**
  INEOS's Forgotten 40 initiative helps to fund 100 primary schools in some of the UK's most deprived communities. By 2025, the programme has supported over 25,000 children and committed more than £10 million, helping reduce barriers linked to poverty, deprivation and social exclusion.
- **SDG 2 Zero hunger**
  INEOS produces ammonia and other chemicals that are used to manufacture fertiliser and agrochemicals, which are essential to feed the world's growing population.
- **SDG 3 Good health and wellbeing**
  INEOS' chemicals are used to make many pharmaceuticals, such as antivirals, antibiotics, steroids, anti-inflammatories, painkillers, and reagent chemicals used in virus testing kits.
- **SDG 4 Quality education**
  INEOS's Forgotten 40 programme improves educational opportunities, which gives schools direct funding to address local barriers to learning. Headteachers determine how resources are used to improve attendance, wellbeing and attainment. The programme now supports more than 25,000 pupils across the UK.
- **SDG 6 Clean water and sanitation**
  INEOS' plastics are used to make sanitation pipelines and wastewater infrastructure, and its chemicals are used to purify wastewater so it is safe for drinking.
- **SDG 7 Affordable and clean energy**
  INEOS' chemicals and plastics improve the efficiency of solar panels and make large wind turbines possible. INEOS also brings renewable generation capacity online by investing in clean hydrogen. This supports SDG target 7.2 to increase substantially the share of renewable energy in the global energy mix by 2030
- **SDG 8 Decent work and economic growth**
  INEOS pursues growth in Europe, the Americas, and Asia, providing high-quality jobs and supporting local economies, including in developing and emerging countries.
- **SDG 9 Industry, innovation, and infrastructure**
  INEOS invests in major industrial projects, including in developing and emerging countries, that help build integrated and efficient industrial value chains. It is implementing climate roadmaps at its sites and is helping to build a Carbon Capture and Storage (CCS) value chain in Europe with

Project Greensand. This supports SDG target 9.4 to upgrade infrastructure and retrofit industries by 2030 to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

- **SDG 10 Reduced inequalities**
  Reduce inequality within and among countries.
- **SDG 11 Sustainable cities and communities**
  INEOS' plastics, insulation materials, and sealants are vital in the provision of efficient housing, infrastructure, utilities, and transport systems in the urban environment.
- **SDG 12 Responsible consumption and production**
  As a signatory to the Responsible Care Global Charter, INEOS seeks to use resources efficiently and minimise waste at its sites, as well as ensure its products are safely managed downstream through effective product stewardship. INEOS is incorporating recycled and renewable raw materials into its products and investing in recycling technologies to support the transition to a circular economy. This supports SDG target 12.5 to substantially reduce waste generation through prevention, reduction, recycling, and reuse by 2030.
- **SDG 13 Climate action**
  In addition to products that facilitate renewable generation, INEOS makes lightweight plastics and insulation materials that reduce energy consumption in vehicles and buildings, solvents that are used to capture emissions, alkaline electrolytes that are used to produce green hydrogen, and surfactants that improve the efficiency of fuel cells. It is also advancing with plans to offer CO_2 storage services to others.

- **SDG 14 Life below water**
  INEOS participates in the Operation Clean Sweep (OCS) initiative, and requires its suppliers to do the same, to prevent plastic pellet loss in the value chain that can lead to marine litter.
- **SDG 15 Life on land**
  INEOS supports conservation projects that seek to reverse the decline of North Atlantic salmon, restore forestry in Zambia, and protect reserves that are home to 10% of the world's lion population.
- **SDG 17 Partnerships for the goals**
  INEOS participates in industry charters, R&I consortia, and multi-partner initiatives to share knowledge and take joint action to address global sustainability challenges. This includes signing up to the UNGC in July 2022. This supports SDG target 17.16 to enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology, and financial resources, to support the achievement of the SDGs in all countries, in particular developing countries.

WATER



Water

Water lies at the heart of sustainable development. It is a basic human necessity, a critical enabler of economic growth, and a foundation for ecosystem stability. Yet despite its fundamental importance, the world faces significant water risks, shaped by population growth, climate change, industrial activity, and resource mismanagement.

6 CLEAN WATER AND SANITATION

This challenge is reflected in the United Nations Sustainable Development Goal 6 (SDG 6), which calls for universal access to clean water and sanitation, and for the protection and sustainable management of freshwater resources globally. SDG 6 highlights that demand for water is rising rapidly due to population growth, urbanisation, and expanding needs from agriculture, industry, and energy production, resulting in water stress that has remained persistently high since 2015, with one in ten people now living under high or critical water stress. The UN also forecasts that without accelerated action, the world will not achieve sustainable water management until at least 2049, underscoring the significant gap between current efforts and required progress.

Against this backdrop, corporate actors, particularly those in water-intensive industrial sectors, have a vital role to play. Companies across global supply chains can help bridge the implementation gap through improved water efficiency, pollution prevention, ecosystem protection, and community engagement. Chemical manufacturers such as INEOS operate in sectors where water is integral to production processes and therefore possess both a responsibility and an opportunity to demonstrate leadership through water stewardship.

Water is indispensable to chemical manufacturing, and INEOS has adopted initiatives aligned with SDG 6 to improve water governance and strengthen resilience across our operations. The attainment of these goals in wider society, however, depends upon the materials produced by chemical manufacturing.

Water scarcity is worsening in many regions, with drought risk becoming amplified, reducing water availability, and increasing unpredictability of rainfall patterns. Decreasing water predictability worldwide can undermine health, productivity, biodiversity, and economic stability.

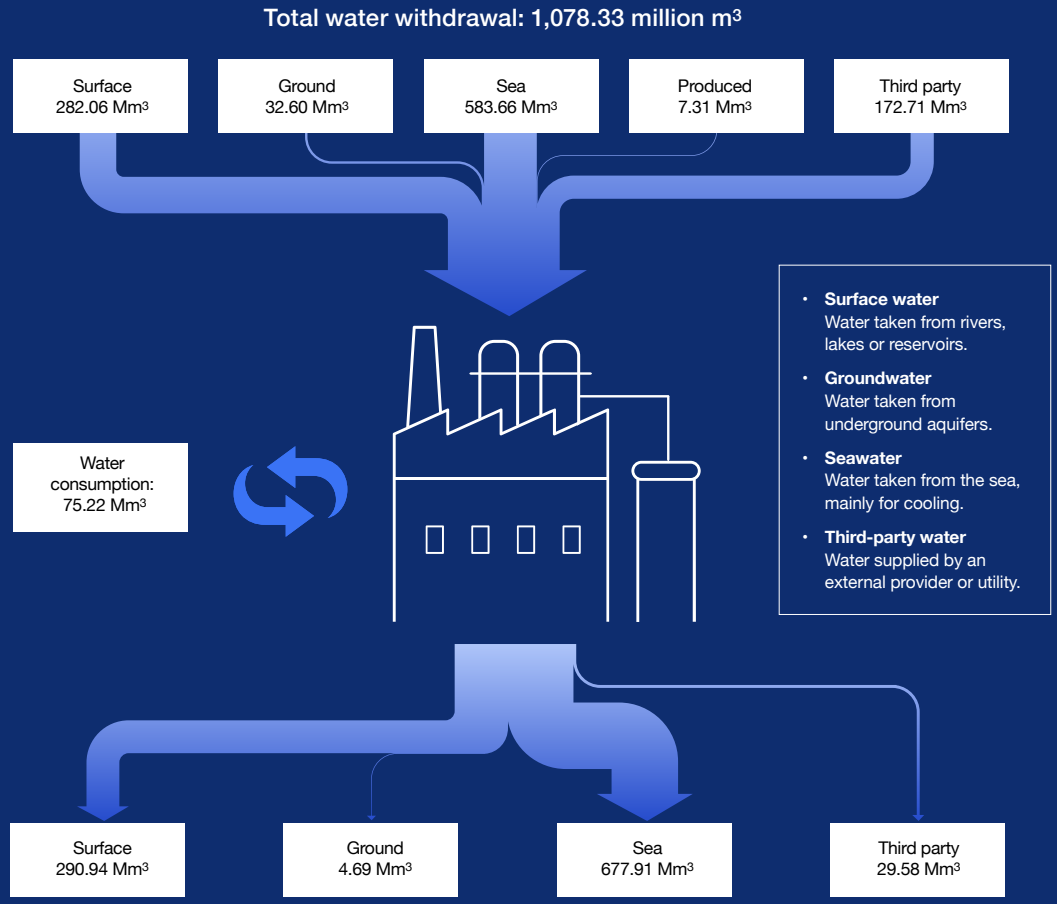
Moreover, 2.2 billion people still lack safely managed drinking water and 3.4 billion lack safely managed sanitation, these are conditions that elevate risks of disease transmission and impede social and economic progress. The UN estimates that achieving universal access to safe WASH (water, sanitation, and hygiene) services in schools by 2030 will require doubling the current rate of progress. That progress is dependent upon the materials produced by INEOS, these materials are needed for pipework, drinking water treatment, waste water treatment and thousands of other elements of the process to contribute to SDG 6.

WATER

For water-intensive industries, responsible water management is both a business necessity and a commercial opportunity. Across our operations, we use water for cooling, processing, sanitation, steam generation, cleaning, and product formulation. INEOS, for example, uses water predominantly for cooling 79.9%, process purposes 16.5%, and steam 3.6%.

Corporate water stewardship today extends well beyond regulatory compliance. It requires holistic management approaches that integrate:

- Risk assessment and mitigation at site and basin levels
- Water use efficiency and technological innovation
- Wastewater treatment and pollution prevention
- Stakeholder and community engagement
- Supply chain due diligence
- Collaboration at the river basin scale



This water data is aggregated from across INEOS AG.

INEOS water risk assessment

We have large scale freshwater abstraction and discharge across our global operations and have completed a comprehensive water stress assessment of our manufacturing sites that considers water stress, climate change scenarios, future water availability, operational risk, regulatory risk, and specific water withdrawal per tonne of product.

The INEOS water risk assessment applies a structured, three-part methodology designed to identify, quantify, and prioritise water-related risks across our global manufacturing facilities. The process begins with Qualitative Water Risk Screening, which integrates three categories of indicators:

- Global water risk perils
- Country vulnerability, and
- Asset vulnerability.

These indicators collectively form the Facility Water Risk Score, which is used to compare and prioritise sites.

The Global Water Risk dataset that we use assesses external climate and hydrological conditions affecting each site. Key parameters include water quality, arsenic contamination, aridity index, drought duration, water stress, precipitation pattern anomalies, total water storage anomaly, and drought likelihood.

These metrics draw on IPCC-aligned climate scenarios (SSP1 2.6, SSP2 4.5, SSP5 8.5) to evaluate both current and future hazard conditions. We have gone beyond using the Water Research Institute online map.

Country Vulnerability metrics are sourced from the ND GAIN index and measure national level infrastructure vulnerability and climate adaptation readiness. These factors reflect how well public systems can support water resilience.

Asset Vulnerability parameters capture site specific characteristics that influence exposure and sensitivity to water scarcity. These include water withdrawals, water intensity, water dependency, groundwater share, seawater share, supply redundancy, and water reuse and recycling rates. Sites with heavy reliance on freshwater, limited redundancy, or minimal recycling receive higher vulnerability scores.

All indicators are normalised on a numerical scale and weighted. The resulting score provides a forward-looking, scenario-based measure of water risk that supports INEOS' prioritisation for deeper analysis and targeted mitigation planning.

While INEOS does not present its water initiatives under a single branded programme, we embed water stewardship into our work through compliance with our licences to operate or development of specific management strategies where required. INEOS views water as a material sustainability topic across its value chain, identifying significant impacts from water abstraction, consumption, and wastewater discharge.

1
Data collection and preparation
Geocoding, cleansing, enrichment
Facility operational data

2
Global water hazard screening
Water quality, aridity, drought, stress
Climate scenarios SSP1/2/5

3
Country vulnerability assessment
ND-GAIN infrastructure vulnerability
Adaption readiness

4
Asset vulnerability assessment
Withdrawals. Intensity. Dependency
Groundwater, seawater, redundancy, recycling

5
Weighted composite water risk score
Standard deviation weighting
Category (hazard/country/asset) weighting

6
Prioritisation of high-risk facilities
Ranking for deep-dive analysis
Supports mitigation planning

WASTE

Waste

WASTE

INEOS operates at the centre of modern industrial value chains: from polymers and intermediates to fuels, packaging materials and essential chemical precursors. Its products enable global access to healthcare, food preservation, sanitation, renewable energy infrastructure, and efficient urban development.

Yet this central role comes with a responsibility to manage waste, pollution, and resources during the manufacture of our products.

The global policy landscape on waste is evolving rapidly. The UN's 2030 Agenda mandates a profound shift towards the environmentally sound management of chemicals and all wastes throughout their life cycle (SDG 12.4), widespread reduction and recycling of solid waste (SDG 12.5), and the minimisation of marine litter and microplastics affecting life below water (SDG 14).

Simultaneously, international frameworks such as Agenda 21, the Basel Convention, and the Global Declaration for Solutions to Marine Litter emphasise waste prevention, hazardous waste control, circular material flows, and multi-stakeholder collaboration in tackling plastic pollution at scale.

Within this global context, INEOS has established a robust sustainability strategy in relation to the transition to a circular economy involving the reduction of waste, embedded resource efficiency, and expansion of the use of recycled and renewable materials across its operations.

INEOS recognises that generating unmanaged waste can have material negative impacts on the environment, ecosystems, and communities. Badly managed waste generation contributes to climate change, releases pollutants, destroys resources that could otherwise stay in circulation, and raises significant regulatory and reputational risks for the business and society. However, external parties are involved in the process and INEOS' approach to waste, circularity, and plastics stewardship cannot be implemented by us alone.

We depend upon government policy and other industry sectors to facilitate the supply of recycled materials that we can use as feedstock in our processes. We depend upon materials that are often discarded by people who use those materials to instead be viewed as having value so that they can find their way back to us and go round again.

INEOS' SHEQ policy and Supplier Code of Conduct mandate resource efficiency, waste minimisation, and responsible waste treatment (including hazardous waste) across all operations and supply chains. Potential actions in our supply chain include:

- Optimisation of process technologies to reduce by-products
- Water and energy efficiency investments (e.g. closed-loop cooling, steam recovery)
- Valorisation of residues into secondary raw materials
- Industrial symbiosis schemes within chemical clusters (e.g. Antwerp CHERISH 2O project) to reuse heat, water, and recyclable by-products
- Substituting virgin fossil materials where possible
- INEOS is actively replacing fossil carbon feedstocks where possible with:
  - Mechanically recycled polymers
  - Advanced recycling feedstocks such as pyrolysis oil and depolymerised monomers
  - Bio-attributed materials

These substitutions significantly reduce product carbon footprints and directly support SDG 12, SDG 13, and SDG 14 targets by avoiding waste, decreasing emissions, and reducing resource extraction.

INEOS has a portfolio of bio-attributed polymers and chemicals, including PVC (BIOVYN), styrenics, epichlorohydrin (REODRIN), phenol, acetone, alphamethylstyrene, and cumene (all under INVIRIDIS), polyolefins, and ethylene oxide. INEOS has strengthened its position in this emerging market with sales of its bio attributed acrylonitrile (INVIREO), which is certified by ISCC PLUS and offers customers 'drop-in' performance.

INEOS' bio-attributed ABS has been selected for well-known toy brands, and INEOS' bio-attributed high-density polyethylene was used to construct the world's first bio-based plastic pipeline for transporting gas in Clermont Ferrand.

In addition to these near-term actions, INEOS is investing in R&I to find new pathways to make products from renewable materials in the future.

To date, INEOS has launched more than 30 product grades that contain mechanically recycled content and match the performance of new materials.

This includes the Recycl-IN range of polyolefins that compound mechanically recycled plastic waste with highly engineered virgin resins, as well as the Terluran ECO range of mechanically recycled ABS – both of which offer drop-in performance with up to 70% recycled content. INEOS has also launched a mechanically recycled polystyrene with and is using recycled monomers and feedstock at scale to divert waste from landfill and incineration.

INEOS contributes to the transition to greater circularity in the economy with bio-attributed and recycled products that limit the use of fossil resources, reduce GHG emissions, and create opportunities for customers to meet consumer demand. This is a particular priority for INEOS businesses that make products that reach end-consumers, such as polyethylene, polypropylene, polystyrene, and PVC. By moving towards Six Rivers and bio-based materials in this way, INEOS seeks to support increased recycling of plastics. However, to allow us to advance this process we are reliant upon a large-scale reliable supply of recycled feedstock for our manufacturing processes, and straightforward ways for customers to differentiate between products made with recycled feedstock and products that are still made with 100% fossil derived feedstock.

We are dependent upon these factors and without them we will not be successful.

Designing products for circularity

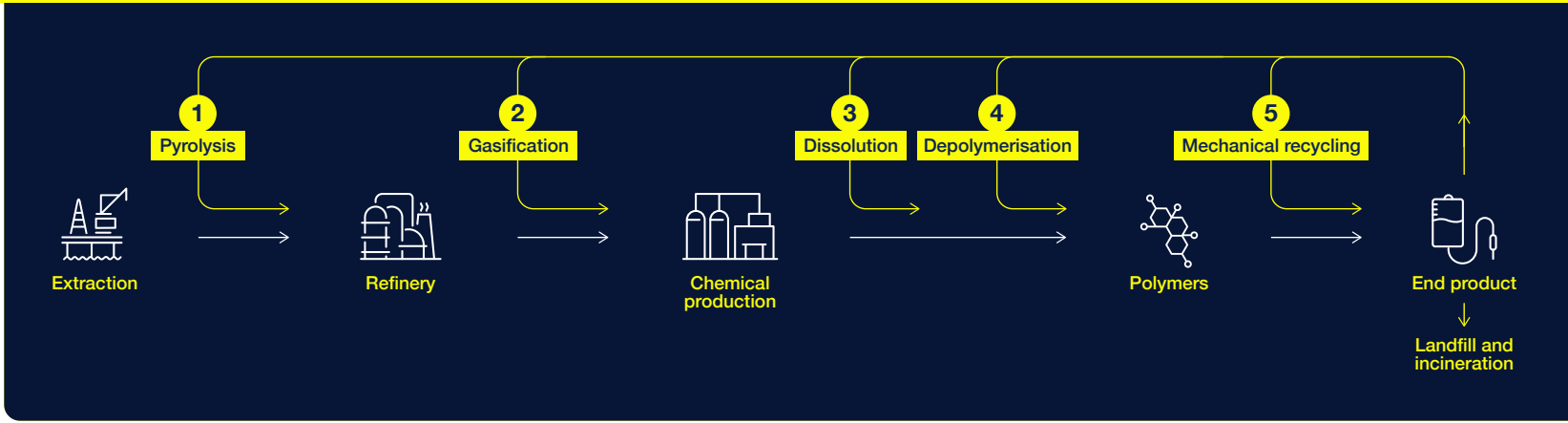
INEOS' Design for Recycling programme focuses on:

- Mono-material packaging films
- Recyclable polyolefin grades
- High-performance materials compatible with existing recycling infrastructure
- Collaboration with converters and brand owners to bring circular applications to market.

INEOS participates in the NEXTLOOPP project in the UK to develop tailored, food-grade recycled polypropylene solutions by mixing mechanically recycled polypropylene from the NEXTLOOPP process with virgin polypropylene. INEOS has continued to work with value chain partners to launch new products containing mechanically recycled plastic, such as printers containing recycled polystyrene, headphones containing recycled ABS, and even artificial turf and stadium seating made from Recycl-IN polymers.

During 2025, Indaver supplied INEOS Styrolution with recycled styrene monomer in Antwerp enabling the site to produce fully circular virgin quality polystyrene. Working with partners that specialise in the thermal conversion of plastic waste, INEOS has also trialled recycled feedstock in its Cologne steam cracker, successfully producing virgin-quality circular polymers. Similarly, INEOS has used recycled feedstock in its Lavera steam cracker to produce virgin quality polypropylene resin, which has been used in flexible food packaging that meets stringent food-contact standards.

WASTE



Circularity technologies

1 Pyrolysis

Pyrolysis is the thermochemical decomposition which involves heating plastic waste to high temperatures (typically between 350°C to 900°C) in the absence of oxygen. This breaks down the plastic polymers into smaller molecules without combustion taking place, to produce many products such as pyrolysis oil, solid char, and gaseous by-products.

The benefit of pyrolysis technology is the ability to use various types of recycled plastics as feedstock without the requirement for sorting, as is required for mechanical recycling. Pyrolysis oil is formed from the condensation of vapours produced during plastic pyrolysis, which can be further refined and processed before being used as a feedstock to produce chemical building blocks such as ethylene and propylene.

In 2025, INEOS O&P Europe continued building the capability to process feedstock derived from difficult to recycle mixed plastic waste using advanced recycling techniques to produce recycled polymers that help customers meet stringent EU regulatory requirements for demanding applications.

Part of its cracker in Lavera, France, was adapted to produce ethylene and propylene containing pyrolysis oil, a recycled naphtha. These are then converted into virgin-quality polyethylene and polypropylene that meets requirements for food contact, medical and other sensitive packaging applications to contain at least 10% recycled content by 2030.

The new product grades also meet strict regulatory standards for other high-performance users, including caps and closures, milk bottles, and water pipes.

The changes to the cracker mean that INEOS can produce these innovative materials from renewable and recycled naphtha sourced from biomass, organic waste, or recycled materials, alongside conventional feedstocks.

INEOS has built this type of capability at its cracker in Cologne, Germany, and is exploring similar solutions at its cracker in Rafnes, Norway.

The renewable attributes of these products are independently certified under the International Sustainability and Carbon Certification (ISCC PLUS) scheme. This ensures that renewable and recycled feedstocks are fully traced through the production process using mass-balance principles, providing assurance that all sustainability claims are robust and accurate.

2 Gasification

Gasification involves the thermal breakdown of waste at high temperatures (> 700°C) in the presence of a gasifying agent (steam, oxygen and air) to produce syngas, a gaseous mixture of carbon monoxide (CO) and hydrogen (H2). This is especially useful given the many applications of syngas as a building block for chemical synthesis, in addition to being further converted into pure H2 through separation and purification processes.

INEOS continues to evaluate the potential of gasification as part of its broader approach to increase circularity. Gasification may provide a flexible and scalable route for converting mixed plastic waste into syngas, which can subsequently be used to produce chemical products and fuels. INEOS plans to continue the assessment of the technical and economic viability of this approach, including engagement with industry

stakeholders and any emerging technology developments to determine the potential of gasification in supporting long-term circularity objectives.

3 Dissolution

Dissolution recycling is a recovery method for polymers from plastic waste using solvent-based physical separation processes which keep the polymer chain intact, meaning no chemical reactions take place. The dissolved polymer is then selectively precipitated out of the solution.

INEOS Inovyn continued to advance its dissolution technology, demonstrating that PVC can be recycled regardless of material complexity. Two years after the launch of two pilot plants in Jemeppe, otherwise known as Project Circle, Inovyn has confirmed the real-world application of its Vinyloop™-D technology with recent advancements. In 2025, the technology successfully demonstrated the removal of PET, fibreglass and polyolefins, alongside legacy additive extraction to produce REACH-compliant recycled PVC (rPVC). In parallel, Inovyn established collaborations with key market stakeholders, whose rPVC sample tests confirmed the Vinyloop™-D technology delivers the performance and quality required for high-end flooring and construction applications. Given the milestones achieved in 2025 at pilot level, Inovyn is now focussing on the intermediate step toward full industrial deployment Vinyloop™-D technology, with the ambition to process 40,000 tonnes of PVC waste annually by 2030.

4 Depolymerisation

Depolymerisation is the chemical process of breaking down large polymer molecules into their original monomer units. The result of this breakdown is the recovery of pure, uniform monomers that can be reused in high-value manufacturing applications. As this technology avoids multiple processing steps in comparison to production from fossil fuels, it uses fewer resources resulting in a lower GHG footprint. The end-products produced from depolymerised monomers match the quality and properties of fossil-based polymers.

In 2025, INEOS Styrolution began commercial production using recycled styrene monomer (SM) supplied from Indaver's depolymerisation facility in Antwerp, Europe's first plant dedicated to polystyrene chemical recycling. This marks a strategic shift from pilot projects to large-scale integration of chemically recycled feedstock into mainstream styrenics manufacturing.

This is the first commercial-scale use of recycled SM in Europe and enables the production of high-quality polystyrene and other styrenics for food-grade, transparent and medical applications.

This milestone reflects a growing industry capability to integrate advanced recycling into regular production. It demonstrates that chemical recycling is operationally viable at scale and that circular feedstocks can meet commercial demands across high-value applications.

5 Mechanical recycling

Mechanical recycling is the collection of post-consumer waste to produce secondary raw materials for new products. The waste material is physically processed back into pellets without changing the chemical structure of the material.

In 2025, INEOS Styrolution, working with Unternehmensgruppe Theo Müller and ALDI SÜD, demonstrated the use of mechanical recycling to produce food-grade recycled polystyrene. The end-product

was manufactured to deliver the same functionality and quality which consumers expect, in line with strict safety and performance requirements. By incorporating 30% recycled content, this material exceeds the mandated 10% PPWR target.

In July 2025, the project received the German Packaging Award in the category of Sustainability: Recycled Content, recognising this contribution toward advancing circular food packaging.

WASTE

Waste hierarchy

- Avoid
- Reduce
- Reuse
- Recycle
- Recover
- Dispose

INEOS' waste policy follows the internationally recognised Waste Hierarchy, which aligns with Agenda 21's call for prevention, minimisation, reuse and recycling of solid waste in preference to disposal and incineration.

Waste footprint and material flows

In 2025, INEOS AG generated 793 kt of total waste, including 371 kt hazardous and 422 kt non-hazardous waste.

Key indicators included:

Hazardous waste recovery: 175 kt

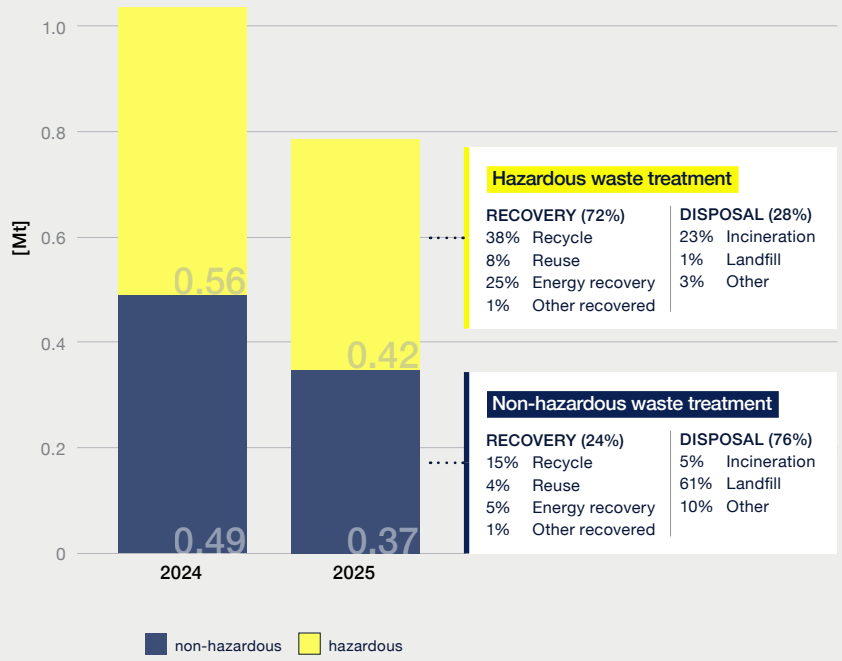
Non-hazardous waste recovery: 83 kt

Non-recycled waste share: 74%

Radioactive waste: 5 kt (minimal).

These figures highlight progress in waste recovery but also underscore the need for continued investment in recycling infrastructure, especially for difficult-to-process materials.

Waste generation



Hazardous waste management

INEOS manages hazardous waste within strict regulatory frameworks, including ESRS, industrial emissions directives, and national hazardous waste laws. Actions include:

- Rigorous classification and segregation
- On-site and off-site treatment and recovery
- Minimisation of high risk substances and substitution wherever feasible

Compliance with REACH, including proactive reformulation to remove PFAS and SVHCs from relevant applications (e.g. bumetrizole removal trials).

This approach echoes Agenda 21 Chapter 20, which highlights prevention, minimisation, safe handling, and controlled transport of hazardous waste as global priorities.

Non-hazardous waste and plastics waste

Non hazardous waste flows primarily include packaging, sludge, process residues, maintenance materials, and plastics.

INEOS seeks to reduce landfill reliance, with actions such as:

- On-site reuse of materials
- Enhanced recycling partnerships
- Increasing energy recovery from residuals
- Process changes to reduce waste at source

WASTE

INEOS | CASE STUDY #1
NORTH SEA DECOMM

Our approach to waste management is exemplified by our work to prepare for decommissioning of redundant assets in the North Sea.

The UK's regulation of oil and gas decommissioning is often considered more robust than regimes in many other parts of the world because it is built on a clear statutory framework, transparent oversight, and strict environmental and financial safeguards. Decommissioning on the UK Continental Shelf is governed primarily by the Petroleum Act 1998, which mandates that operators submit detailed decommissioning programmes outlining all infrastructure, proposed removal methods, and environmental considerations. Oversight is carried out by the Offshore Petroleum Regulator for Environment and Decommissioning (OPRED), which ensures compliance and invites public and stakeholder scrutiny – an unusual level of transparency compared with many jurisdictions.

> **"The decommissioning of the Windermere offshore gas installation in the Southern North Sea offers an important example of how a modern operator can align environmental protection, regulatory compliance and responsible resource management in the final stage of an asset's life."**

David Bucknall, CEO,
INEOS Energy

INEOS | CASE STUDY #1
NORTH SEA DECOMM

In addition, the UK's regulatory framework includes the North Sea Transition Authority (NSTA), which provides strategic guidance, enforces obligations, and supports data transparency, technology development and continuous improvement. Its strategy emphasises cost-efficiency, emissions reduction, and alignment with the energy transition – features not consistently embedded in global regulatory frameworks.

The Windermere facility, was operated by INEOS UK SNS Limited when the project was carried out, lies 140 kilometres northeast of Cromer and only a few kilometres from the UK–Netherlands median line. Installed in 1997 and in production until 2016, the installation consisted of a Normally Unmanned Installation (NUI) platform. The wells were plugged and abandoned in 2019, and the pipeline and umbilical were cleaned and flushed two years earlier, leaving them in a flooded state with very low residual hydrocarbon content.

In planning for decommissioning, INEOS recognised its obligation to comply not only with the Petroleum Act 1998 and the Energy Act 2008, but also with the full suite of marine and environmental regulations that govern offshore activities. Central among these is OSPAR Decision 98/3, which requires the full removal of offshore installations weighing under 10,000 tonnes, with no allowance for abandonment of jackets, topsides or supporting structures on the seabed.

As the Windermere platform's topsides weighed 452 tonnes and its jacket 382 tonnes, full removal was mandatory. The project therefore had to incorporate the complete extraction of these structures to 3 metres below the seabed, their transportation to shore, and their subsequent recycling or disposal under controlled conditions. This regulatory requirement set the overarching boundary conditions for the project, while UK domestic legislation – including the Marine Works (Environmental Impact Assessment) Regulations 2011, the Offshore Petroleum Activities (Conservation of Habitats) Regulations 2001 and the Oil Pollution Prevention and Control Regulations 2005 – shaped the Environmental Impact Assessment (EIA) and the operational commitments that would follow.

To support the Decommissioning Programme required by the UK Government, INEOS undertook a detailed EIA process. A pre-decommissioning survey conducted in 2014 established the environmental baseline against which potential impacts from decommissioning would be assessed.

This survey identified that the seabed around Windermere consists predominantly of sand, characterised by megaripples in the northern portion and more featureless seabed to the south, with no evidence of drill cuttings accumulation in the vicinity of the platform. Chemical analysis showed that total organic carbon and hydrocarbon levels were low, with metal concentrations slightly above some guideline values but not inconsistent with typical UK Southern North Sea sediments. Biologically, the region was shown to support three EUNIS habitat types (Deep Circalittoral Sand, Circalittoral Muddy Sand and Deep Circalittoral Coarse Sediment), each hosting diverse benthic communities dominated by annelids, molluscs and echinoderms.

The area also forms part of broader fish spawning and nursery grounds for key species such as cod, herring, lemon sole, mackerel, Nephrops, sandeels and whiting, although the sediments were judged to have low suitability for herring spawning specifically.

INEOS | CASE STUDY #1
NORTH SEA DECOMM

The wider ecological context includes the presence, albeit in low densities, of marine mammals such as harbour porpoise, minke whale and white beaked dolphin, as well as grey and harbour seals, and occasional sightings of leatherback turtles during autumn months. Four protected areas lie within 40 kilometres of Windermere: the Klaverbank SAC, the Markham's Triangle MCZ, the North Norfolk Sandbanks and Saturn Reef SAC, and the Southern North Sea SAC designated specifically for harbour porpoise. These findings collectively shaped the project's environmental sensitivity considerations.

Given the complexity of potential decommissioning strategies, INEOS undertook a Comparative Assessment (CA) in line with Department for Energy Security and Net Zero guidance, focusing particularly on the export pipeline and the umbilical – neither of which fall under OSPAR's mandatory removal requirement. The CA considered safety, technical feasibility, environmental impacts, societal interactions and economic implications across seven pipeline options and seven umbilical options. For both, the preferred solution was Partial Removal, which involved removing all exposed or insufficiently buried sections, as well as the tie-in spools at each end, and leaving the remaining buried lengths in situ.

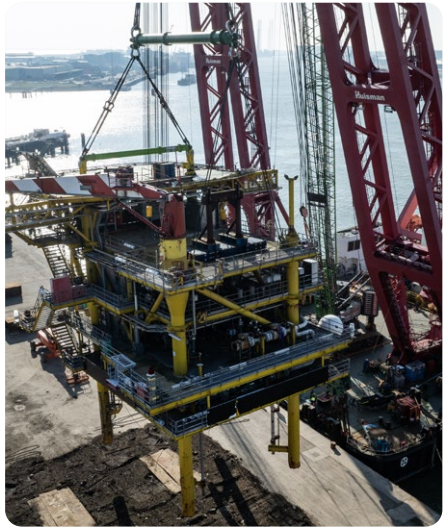
Regulation/instrument	Enforcement body	Key obligations and required actions
Petroleum Act 1998 (incl. Section 29 & 38)	OPRED (Secretary of State)	Operators must prepare and execute a Decommissioning Programme when issued a Section 29 Notice; they must demonstrate financial capability and execute the approved programme under joint and several liability.
Energy Acts (2008, 2016)	North Sea Transition Authority & Secretary of State	Operators must follow the OGA/NSTA Strategy, especially around cost efficiency, collaboration, and late-life stewardship.
OGA/NSTA Strategy & Model Clauses (licences)	North Sea Transition Authority	Licensees must obtain NSTA consent prior to drilling, suspending, or decommissioning wells; must demonstrate effective late-life stewardship and cost control.
OSPAR Convention & Decision 98/3	OPRED (international compliance)	Default requirement for complete removal of offshore installations unless qualifying for derogation; protection of the marine environment.
Marine Licensing Legislation	MMO / Marine Scotland	Obtain marine licences for activities such as removal, deposit of materials, and seabed interference.
Offshore EIA Regulations	Offshore Petroleum Regulator for Environment and Decommissioning	Conduct an EIA for decommissioning activities where required, assessing environmental impacts.
OPPC Regulations	Offshore Petroleum Regulator for Environment and Decommissioning	Prevent, control, and monitor oil pollution during decommissioning operations.
Offshore Chemicals Regulations 2002	Offshore Petroleum Regulator for Environment and Decommissioning	Control chemical use and discharge during decommissioning.
Habitats & Species Regulations (Offshore)	Offshore Petroleum Regulator for Environment and Decommissioning	Protect marine protected areas and species during decommissioning.
OPRED Decommissioning Guidance Notes (2018 & updates)	Offshore Petroleum Regulator for Environment and Decommissioning	Follow detailed guidance on programme content, environmental requirements, debris clearance, and financial assurance.
CDA Retention Requirements	Offshore Petroleum Regulator for Environment and Decommissioning	Retain subsurface, engineering, environmental and operational data for prescribed periods after decommissioning.

INEOS | CASE STUDY #1
NORTH SEA DECOMM

This approach offers lower seabed disturbance, reduced safety risks to personnel, and lower overall energy use and emissions than full removal. Crucially, monitoring obligations remain with INEOS, and we must periodically survey the remaining pipeline and umbilical to ensure they do not become exposed and thereby pose hazards to fishing activity or benthic habitats. The CA also established that rock dumping should be used only as a contingency for burial failures, further aligning the strategy with the goal of minimising physical alteration of the seabed.

The EIA then evaluated how the chosen decommissioning approach, combined with statutory obligations for the full removal of the platform, would influence environmental receptors across a series of impact categories including physical presence, seabed disturbance, underwater noise, atmospheric emissions, marine discharges, accidental releases and solid waste generation.

In the case of physical presence, the removal of the platform was anticipated to have a positive effect by reopening approximately 0.8 square kilometres of seabed to fishing and eliminating obstructions that could otherwise pose snagging risks.



The remaining buried sections of pipeline and umbilical were judged acceptable, as they are sufficiently covered and expected to remain stable; residual risks are managed through scheduled monitoring and a commitment to remediate any future exposures.

Seabed disturbance represented a temporary impact arising from the extraction of piles, removal of exposed pipeline and umbilical segments, lifting of concrete mattresses and grout bags, possible use of heavy lift vessel anchors, and deployment of jack-up vessel ‘spud cans’. These activities were estimated to disturb areas confined to relatively small footprints distributed across different parts of the project area. As the area is characterised by mobile sandy sediments, recolonisation was expected to occur rapidly. INEOS committed to minimising disturbance by selecting low impact removal methods where possible, limiting the number of vessel relocations, carefully assessing the feasibility of mattress and grout bag recovery rather than attempting removal that could cause unnecessary scour, and completing a post decommissioning debris survey to ensure no items remain that could interfere with fishing gear or benthic recovery.

The project also addressed underwater noise and vibration, a key concern for marine mammals and fish. Noise sources include vessel thrusters, dynamic positioning, cutting operations, and the potential use of explosives for pile severance if mechanical cutting proves unworkable. Although the area supports marine mammals, densities were expected to be low. Nevertheless, INEOS committed to full compliance with the Joint Nature Conservation Committee (JNCC) guidance for minimising injury and disturbance to marine mammals. With these measures in place, predicted noise impacts were reduced to minor residual levels.

Atmospheric emissions from vessel operations form another important dimension of the project’s environmental footprint. Jack-up vessels, heavy-lift vessels, dive support vessels, supply vessels, tugs and barges all contribute to carbon dioxide, nitrogen oxides, sulphur oxides and volatile organic compound emissions during decommissioning. The EIA estimated approximately 24,097 tonnes of CO_2 equivalent emissions from offshore activity over the decommissioning period. INEOS’ mitigation measures included compliance with MARPOL Annex VI through the use of low sulphur fuels, efficient planning to minimise vessel days, optimised speed and power usage, and proper maintenance to ensure engines operate at peak efficiency. Emissions from onshore waste processing were also considered; here, recycling provides substantial environmental benefits compared to manufacturing new materials from primary resources. For example, recycling steel uses roughly one-third of the energy required to produce new steel, and similar ratios apply to other materials. By maximising recycling of recovered materials, the project significantly reduces life cycle emissions relative to a disposal-based approach.

Marine discharges include any releases associated with cutting into the pipeline, although the pipeline and umbilical were previously flushed, achieving oil in water concentrations below 30 parts per million. Other discharges

INEOS | CASE STUDY #1
NORTH SEA DECOMM

from vessels, such as food waste, sewage, grey water and deck drainage, are controlled through onboard waste management plans, the use of containment systems and hydrocarbon filtration, and strict housekeeping. Sewage and grey water discharges follow MARPOL guidelines. These discharges were assessed as creating only transient and localised impacts.

The timing of the Windermere removal was chosen by the project team to be late in season (i.e. Autumn) to ensure all nesting kittiwakes had fledged the installation prior to removal. Whilst other options were available to the project team to manage this aspect of the decommissioning, the choice was made by the project team to defer removal until safely after all breeding season activities had completed.

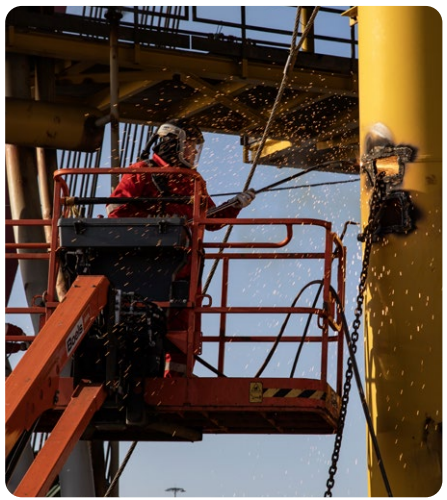
One of the most tangible sustainability contributions of the Windermere project lies in its approach to solid waste management. The total material inventory to be managed during decommissioning is approximately 2,330 tonnes, comprising steel, plastics, rubber, concrete, grout, non-ferrous metals and a modest quantity of marine growth attached to the jacket. Roughly 1,236 tonnes will be returned to shore, with the remainder – mainly buried pipeline and cut piles – remaining in place.

INEOS' waste strategy fully applies the waste hierarchy: reuse where possible, recycle wherever feasible, and disposal only when no alternative exists. Recycling rates exceeded 90 percent for steel, 85 percent for plastics and rubber, 95 percent for non-ferrous metals, and 100 percent for concrete and cement-based materials.

These recovery rates significantly reduced material going to landfill and avoid the environmental impacts associated with primary resource extraction.

Beyond the removal phase itself, INEOS' long-term stewardship responsibilities include conducting post decommissioning surveys, both for debris clearance and for assessing the condition of the environment. A debris survey with a 500-metre radius around the former platform location and a 50-metre corridor along the pipeline route was completed using an Uncrewed Surface Vessel (USV), which provided a safer, carbon neutral option for completing this activity. An environmental seabed survey was also undertaken to collect samples for evaluation of biological and/or chemical changes relative to the 2014 baseline.

From a sustainability perspective, the Windermere project illustrates how offshore decommissioning can contribute positively to environmental objectives rather than simply marking the end of an asset's operational life. By successfully removing the platform and associated infrastructure, the project eliminates long-term navigational hazards and removes artificial obstructions from the marine environment. By minimising seabed disturbance, adhering to stringent noise mitigation protocols, and actively protecting marine mammals and fish, it demonstrates the integration of ecological considerations into operational planning. The careful management of atmospheric emissions, though unavoidable in offshore work, is optimised through efficient vessel use and high recycling rates, helping to reduce the project's carbon footprint. And by responsibly managing waste streams, the project aligns with circular economy principles that are increasingly central to environmental policy in the UK and beyond. ⊡



Plastics stewardship and preventing leakage to the environment

Plastics remain among the most valuable, versatile materials in society, enabling applications in health, energy, food, and infrastructure. However, mismanaged plastic waste is a major global concern, particularly in the marine environment.

INEOS and global marine litter commitments

The UN SDG framework demands action on plastic pollution, including SDG 14.1 on reducing marine pollution from land-based activities. The Plastics Europe Declaration for Solutions on Marine Litter outlines six priority areas: awareness, research, best practices, knowledge sharing, recovery, and pellet loss prevention.

INEOS is aligned with these principles, particularly through its commitment to Operation Clean Sweep (OCS) in Europe, the industry's leading programme to eliminate pellet loss.

Operation Clean Sweep: zero pellet loss commitment

INEOS has implemented OCS measures at all of its European polymer sites, including containment technologies, site redesign, driver training, supply chain controls, and regular audits.

This work directly supports UN SDG 14 (Life Below Water) and Plastics Europe's anti-litter commitments.

INEOS contributes directly to multiple waste and circularity related UN SDGs.

SDG 6: Clean water and sanitation

Reduction of chemical pollution and untreated wastewater (6.3).

Safe water management across sites with state-of-the-art treatment plants.

SDG 12: Responsible consumption and production

Waste prevention, recycling, and reduction (12.5).

Environmentally sound chemicals and waste management (12.4).

Sustainable resource use (12.2).

INEOS' adoption of recycled/renewable feedstocks, advanced recycling technologies, and design for recycling enhances circularity across multiple sectors.

Our efforts position INEOS as a leading actor in the global transition towards a lower waste, lower emissions, more circular material economy – fully aligned with the ambitions and responsibilities set out in the UN SDGs and Agenda 2.

SDG 13: Climate action

Waste reduction and circular materials lower emissions.

Advanced recycling avoids the carbon intensity of virgin polymer production.

Sustainable supply chain practices reduce lifecycle emissions.

SDG 14: Life below water

Preventing marine litter and pellet loss (14.1).

Participation in OCS and Plastics Europe's global marine litter initiatives.

While significant progress has been made, INEOS recognises that achieving a truly circular plastics system requires collective, system-wide transformation.

3 Energy

Energy is fundamental to the chemical industry. It is not optional, and it is not easily substituted. At INEOS, we approach energy in the same way we approach safety and operations: through engineering, realism, and long-term competitiveness. A sustainable energy strategy must keep plants running, protect jobs, and enable continued investment while delivering lower emissions over time.

INEOS operates large, continuous, energy-intensive assets. These assets require reliable, high-quality power and heat, delivered at scale, 24 hours a day. For most sites, this means a dependency on national power grids and associated infrastructure. The pace and effectiveness of grid decarbonisation is therefore a critical external dependency for INEOS, for the wider chemical sector, and society. Electrification, renewable power sourcing, and power purchase agreements can only deliver meaningful emissions reduction if clean electricity is available in sufficient volumes and at competitive prices, and if the transition is properly managed by sourcing the fossil fuels needed during the transition from secure locations and locations with the lowest impact.

INEOS is actively reducing its own emissions through energy efficiency, fuel switching, on-site generation, and long-term power purchase agreements. However, company action alone is not enough. Industrial decarbonisation cannot run ahead of system decarbonisation.

Commercial competitiveness is equally essential. Energy costs are a decisive factor for investment decisions in chemicals. Europe already operates at a structural energy cost disadvantage compared to regions such as North America and the Middle East. If decarbonisation policies increase energy prices or reduce reliability without adequate safeguards, production will move, emissions will not fall globally, and Europe will lose strategic industrial capability. A sustainable energy strategy must therefore maintain a level playing field and avoid carbon leakage.

INEOS invests where energy is reliable, affordable, and supported by long-term policy certainty. Large-scale projects – whether new assets, electrification, hydrogen conversion, or carbon capture – require confidence that energy systems and markets will remain viable over decades. Short-term measures, unstable pricing mechanisms, or poorly designed market interventions undermine that confidence and delay investment.

Regulatory pragmatism is critical. The chemical sector cannot decarbonise on paper. It requires proven technologies, enabling infrastructure, and commercially viable pathways. Regulation must recognise site-specific constraints, technology readiness, and the long lifetimes of industrial assets. Mandates that move faster than engineering reality risk shutting down assets rather than transforming them.

INEOS supports policies that accelerate grid investment, expand clean power generation, and enable industrial electrification, hydrogen networks, and carbon capture at scale.
We also support market mechanisms and regulatory frameworks that protect industrial competitiveness while delivering real emissions reductions.

Sustainable energy provision for the chemical sector depends on three fundamentals:

- decarbonised and reliable national power systems
- competitive energy pricing to sustain European industry, and
- pragmatic regulation that enables investment rather than discourages it.

That is how emissions are reduced in practice, not by slogans or virtue-signalling publicity stunts, but by keeping industry operating, modernising assets, and delivering results over time. This section to our sustainability report will show how INEOS is doing exactly that.

ENERGY

INEOS | CASE STUDY #2

PROJECT GREENSAND

9 YEARS OF TECHNICAL AND REGULATORY INNOVATION

Project Greensand is expected to commence operations during the summer of 2026, marking a major milestone as the first CO_2 storage facility to become operational within the European Union. The transition from demonstration to full-scale operation represents a leap forward in the deployment of carbon capture and storage (CCS) as practical and scalable in Europe.

Project Greensand has also established the first fully integrated CCS value chain in the EU, linking capture, transport and permanent storage of CO_2 at industrial scale. The creation of this value chain has involved years of complex work and innovation to achieve things that have not been done before.

During 2026, the captured CO_2 will be transported from biogas facilities to the Port of Esbjerg, Denmark, where it is received and temporarily stored at the CO_2 terminal developed and operated by INEOS. From Esbjerg, the CO_2 is shipped offshore using *Carbon Destroyer 1*, the world's first dedicated offshore CO_2 carrier, enabling safe and efficient transport to the Greensand storage site in the Danish sector of the North Sea for permanent geological storage.

> "We approach sustainability the same way we approach every other challenge – by combining technical expertise, investments and a determination to turn ambition into reality. Project Greensand is sustainability in its essence. By giving depleted oil and gas fields a new purpose as permanent CO_2 storage sites, we are turning existing assets and expertise into part of the climate solution while maintaining key jobs."

Mads Weng Gade
INEOS Energy

INEOS | CASE STUDY #2
PROJECT GREENSAND

The Project Greensand storage site is located in the Danish sector of the North Sea within the Siri Canyon area, one of the best-studied and most mature subsurface provinces in Denmark. Specifically, the project targets the Nini West Storage Complex, which lies within a long-producing oil and gas region that has been characterised in exceptional detail through decades of exploration, appraisal, production, and most recently the CCS-focused investigations. This extensive geological knowledge provides a robust basis for assessing the suitability of the subsurface for the permanent storage of carbon dioxide and for demonstrating that injected CO_2 will remain securely contained over geological time.

The regional geological framework of Project Greensand is dominated by the Paleogene Siri Canyon system, a large submarine canyon that developed during the Paleocene and Early Eocene. This canyon was cut into the underlying Chalk Group and subsequently infilled with deep-marine clastic sediments. Sand arrived from the Stavanger Platform to the northeast during periods of lowered sea level and was transported downslope by high-density turbidity currents. These processes deposited laterally confined, elongate sandstone bodies within the canyon, interbedded with thick intervals of marl and mudstone. This alternation of high-quality reservoir sandstones and regionally extensive fine-grained sealing lithologies forms the fundamental geological architecture that underpins CO_2 containment at Nini West.

The reservoir targeted for CO_2 storage at Project Greensand is the Frigg Member, a Lower Eocene sandstone unit that previously hosted hydrocarbons in the Nini West field. The Frigg Member consists of fine-grained, well-sorted glauconitic sandstones with thicknesses typically ranging between around 12 and 30 metres, between 1,700 and 1,800 metres below the seabed. The sandstones are remarkably homogeneous, reflecting their deposition from sediment flows that were both compositionally mature and non-erosive. Most of the original clay material was removed during prolonged sediment reworking on the shelf prior to canyon entry, leaving a clean framework dominated by quartz grains and glauconitic pellets. As a consequence, the Frigg Member exhibits very high porosities, commonly in the range of 30 to almost 40 percent. These properties ensure excellent injectivity and the ability to accommodate significant volumes of CO_2 without excessive pressure build-up.

Crucially, the Frigg reservoir is embedded within a thick succession of fine-grained rocks that form multiple, laterally continuous sealing units that will stop CO_2 migration.

Immediately above the Frigg sandstone lies the Horda Formation, a regionally extensive interval of Eocene marine mudstones characterised by high clay content, low permeability, and strong capillary sealing capacity. Below the Frigg Member, the Balder Formation and underlying Sele and Lista formations provide additional lateral and basal confinement where relevant. Above the primary seal, the Lark Formation of Eocene to Oligocene age comprises several hundred metres of largely mudstone-dominated strata, which function as a secondary seal and overburden.

INEOS | CASE STUDY #2
PROJECT GREENSAND

Together, these formations create a vertically stacked, multi-barrier containment system that is far thicker and more extensive than is strictly required for safe CO_2 storage.

The effectiveness of this sealing system is not inferred solely from lithological descriptions but is proven by geological history. Hydrocarbons generated in the Central Graben migrated laterally for tens of kilometres along the Siri Canyon system to accumulate in traps such as Nini West, Nini Main, and Nini East. This long-distance migration occurred beneath the same Horda and Lark formations that now overlie the Project Greensand storage site. The presence of oil accumulations over a migration path exceeding 90 kilometres demonstrates conclusively that these seals have remained continuous and effective over millions of years. Moreover, unlike other areas of the Danish North Sea, the Siri Canyon shows an absence of shallow gas accumulations above the Nini structure, indicating that the seal has not been breached by vertical leakage pathways.

From a tectonic and seismicity perspective, the Siri Canyon area is located within a geologically stable part of the North Sea. No natural seismic events have been recorded in the vicinity of Nini West, and regional stress regimes are well understood. This stability significantly reduces the likelihood of fault reactivation due to either natural or injection-induced stresses. Coupled geomechanical modelling confirms that reservoir pressures during planned CO_2 injection remain well below thresholds for shear or tensile failure in both the reservoir and caprock.

At the pore scale, extensive laboratory investigations have been carried out to evaluate the geochemical integrity of both the reservoir and seal rocks when exposed to CO_2. Particular attention has been paid to the glauconitic nature of the Frigg sandstone, as glauconite can be sensitive to changes in chemical environment. A comprehensive programme of core flooding, batch experiments, digital rock analysis, and mineralogical studies has shown that the reservoir framework grains, including glauconite, remain stable under conditions representative of planned operations. Significant alteration only occurs under extremely acidic conditions well outside the expected operational envelope. Similar experiments on caprock mudstones demonstrate minimal reaction to CO_2-saturated brines, confirming that the primary and secondary seals are chemically robust over long timescales.

Capillary sealing capacity has been quantified using injection capillary pressure measurements.

These analyses show that the primary seal can support a buoyant CO_2 column measuring several hundred metres in height, even under conservative assumptions. This is orders of magnitude greater than the actual CO_2 column heights expected to develop in the reservoir. Furthermore, diffusive transport of dissolved CO_2 through the caprock is shown to be negligible over timescales of tens of thousands of years, meaning that even dissolved CO_2 will remain effectively trapped.

A defining strength of Project Greensand is the breadth and depth of subsurface modelling that has been undertaken to integrate geological, geophysical, petrophysical, geochemical, and geomechanical data into a coherent understanding of storage performance.

INEOS | CASE STUDY #2
PROJECT GREENSAND

Seismic modelling forms the foundation of this work. The Nini area is covered by high-quality three-dimensional seismic data, notably the NODAB97 survey.

Depth conversion of the seismic interpretation was undertaken using a velocity model that integrates seismic velocities and well data, resulting in depth surfaces with low residual uncertainty. Multiple alternative structural interpretations were carried forward into the modelling workflow to ensure that structural uncertainty was explicitly represented. These alternatives were weighted probabilistically and propagated through static and dynamic models, ensuring that containment conclusions are robust to geological uncertainty.

Dynamic flow modelling represents a cornerstone of the Project Greensand assessment. The models were history-matched against decades of oil production and water injection data, as well as data from the dedicated CO_2 pilot injection conducted in 2023. This pilot injection, which involved transporting CO_2 by ship and injecting it cyclically into the reservoir, provided a unique opportunity to calibrate injectivity, pressure response, and relative permeability behaviour under realistic conditions. The dynamic models successfully reproduce observed pressure behaviour and injection performance, providing confidence in their predictive capability.

Using these calibrated models, a range of injection scenarios have been simulated, including the planned Project Greensand injection rates and durations. The simulations demonstrate that CO_2 initially occupies the depleted oil trap, where it is structurally and stratigraphically confined. With continued injection, some CO_2 migrates into the surrounding aquifer, but always remains below the spill points that define the storage complex boundaries. Long-term simulations extending hundreds to thousands of years show that buoyant migration slows rapidly as injection ceases, with increasing proportions of CO_2 becoming trapped as residual gas or dissolving into formation water and residual oil. The models consistently indicate that free-phase CO_2 remains confined within the defined storage complex and does not approach overlying seals or legacy wells.

Taken together, the geology of the Project Greensand location provides an exceptionally strong case for permanent CO_2 containment. A high-quality, well-understood reservoir is enclosed within thick, regionally continuous seals that have already proven their effectiveness over millions of years. The structural features do not provide leakage pathways, the geochemical environment is stable, and the region is tectonically quiet. This intrinsic geological security is reinforced by an extensive programme of seismic interpretation, static and dynamic modelling, laboratory testing, and field-scale pilot injection. Collectively, these lines of evidence demonstrate that injected CO_2 at Project Greensand will remain safely and permanently stored in the subsurface, supporting its role as a cornerstone project for Denmark's long-term carbon capture and storage strategy.

In addition to the significant volume of work to demonstrate the suitability of the location for CO_2 injection, INEOS has worked with regulatory authorities to investigate extensive regulatory innovation to allow the project to progress to pilot stage and beyond. First among these is the bilateral agreement between Belgium and Denmark to allow the transportation and disposal of a liquid waste (the CO_2). This is not ordinarily allowed within the European Union and a regulatory model that will allow full scale CO_2 permanent storage now exists. Further to the bilateral agreement, significant regulatory innovation was needed to address the asset-specific licensing. The existing assets were licensed under the exiting oil and gas regulatory regime and continue to be regulated under that regime, particularly for final decommissioning of the type explained elsewhere in this report. Gaps relating specifically to the transport and injection of CO_2 are being handled by a new permit and we have worked closely with regulators, using information from the 50,000-tonne pilot study in 2023, to design and implement a ground-breaking permitting system.

The innovation we have undertaken is not the 'light bulb moment' type innovation associated with a single idea, it is about multi-year work with many and varied stakeholders to build a strategy into reality, and we have set those standards in Europe allowing large-scale carbon capture and storage to proceed. ⊡

INEOS | CASE STUDY #3

ELECTROCHEMISTRY AT INDUSTRIAL SCALE

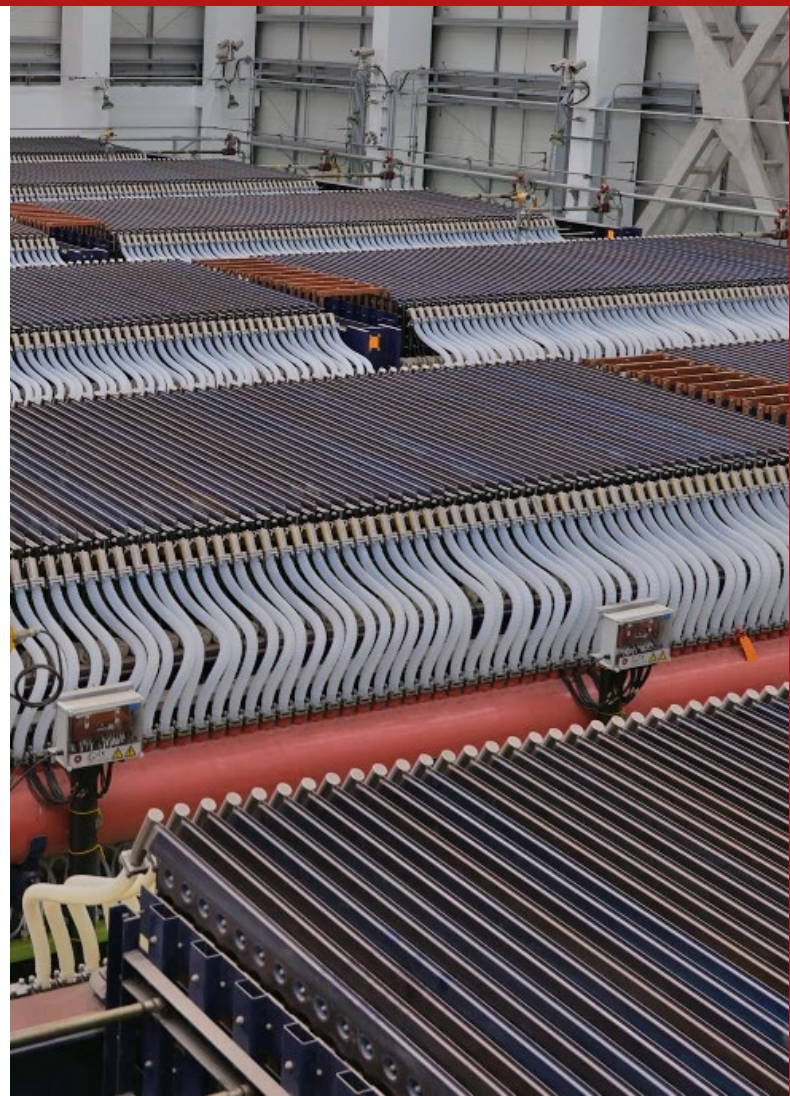
INEOS ELECTROCHEMICAL SOLUTIONS ENABLES ESSENTIAL CHEMISTRY

Electrochemistry is one of the foundational technologies of modern industrial society. From water purification and healthcare to construction materials and energy systems, electrochemical processes enable the large-scale production of chemicals that underpin everyday life. Among these processes, industrial electrolysis stands out for its ability to convert electrical energy directly into chemical products with high efficiency and reliability.

INEOS Electrochemical Solutions (IES) sits at the centre of this industry. IES designs, manufactures, and supports electrolysis technologies that operate continuously at industrial scale. Historically, its expertise has been rooted in chlor-alkali electrolysis, producing chlorine, caustic soda, and hydrogen, all of these products are critical to global supply chains. Today, the same electrochemical foundations are being applied to **one of the most significant challenges of our time: the production of hydrogen for a low-carbon economy.**

Electrochemistry is therefore no longer just an industrial workhorse. It is increasingly recognised as a bridge between established chemical manufacturing and the future of clean energy.

Electrolysis uses direct current electricity to drive chemical reactions that would not otherwise occur spontaneously. In an industrial electrolyser, electrical energy is supplied to electrodes immersed in an electrolyte, where oxidation and reduction reactions are spatially separated between anode and cathode compartments.



> “Our advanced electrolyser solutions for both chlor-alkali or green hydrogen applications are a testament to INEOS’s expertise in electrochemical technology, and our ability to reduce energy demand and support long-term sustainability goals for our customers. Our client projects demonstrate the meaningful impact that modern electrolysis can have on plant performance and cost optimisation while supporting more efficient and resilient chemical manufacturing.”

Dan Cundill,
Head of Sales & Marketing
INEOS Electrochemical Solutions

INEOS | CASE STUDY #3

ELECTROCHEMISTRY AT INDUSTRIAL SCALE

The performance of an industrial electrochemical system depends on the integration of several critical elements:

- Electrode materials and catalytic coatings
- Ion-selective membranes or separators
- Cell geometry and fluid distribution
- Electrical efficiency and heat management
- Long-term material stability in aggressive environments

INEOS Electrochemical Solutions specialises in combining these elements into systems optimised for high current density, continuous operation, and long service life. Because electricity consumption represents the largest operating cost and environmental impact, even incremental improvements in cell voltage and durability can translate directly into lower emissions and reduced lifecycle costs. These operational considerations are crucial for implementing genuinely sustainable technologies.

Chlor-alkali electrolysis: the core of INEOS expertise

The chlor-alkali process is one of the most important electrochemical processes in the world. It converts purified sodium chloride solution (purified everyday salt) into four products:

- Chlorine (Cl_2)
- Sodium Hydroxide (NaOH, caustic soda)
- Hydrogen (H_2)

In membrane cell brine electrolysis, chloride ions are oxidised at the anode to generate chlorine gas, while water is reduced at the cathode to produce hydrogen and hydroxide ions. Sodium ions selectively migrate through a cation-exchange membrane, where they combine with hydroxide ions to form caustic soda in solution. This design prevents chlorine and hydrogen mixing, enhancing both safety and product purity.

By translating decades of chlor-alkali experience into modern hydrogen technologies, INEOS demonstrates how established know-how can accelerate decarbonisation – safely, reliably, and at meaningful scale – supporting SDG target 7.2.

Membrane electrolysis and the BICHLOR™ system

Membrane cell technology has become the industry standard for new chlor-alkali production capacity because of its superior energy efficiency, ease of maintenance and environmental performance. INEOS's BICHLOR™ membrane electrolyser represents decades of operating and engineering experience translated into a modular, industrially proven system.

Key features of BICHLOR include:

- Ultra-low power consumption of approximately 1,941 kWh per tonne of NaOH, among the best in the industry
- Zero-gap cell design, minimising electrical resistance
- Proprietary long-life electrode coatings, reducing over potential and degradation
- Modular single-cell architecture designed to facilitate individual cell removal and maintenance while maintaining continuous plant operation.

These design choices enable high availability and predictable performance over plant lifetimes that often exceed 30 years, supporting genuine sustainability that needs to combine commercial, social and environmental sustainability.

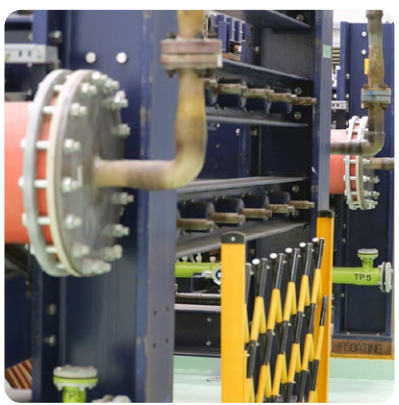
In electrochemical manufacturing, energy efficiency is the dominant factor in both cost and emissions. By maintaining low cell voltages throughout operating life, INEOS systems reduce electricity demand per tonne of product, delivering measurable lifecycle emissions savings for operators.

INEOS | CASE STUDY #3

ELECTROCHEMISTRY AT INDUSTRIAL SCALE

Industrial electrolysers are long-life assets. Frequent replacement would significantly increase embodied carbon and resource consumption. INEOS designs its systems for refurbishment rather than replacement, with in-pan recoating of electrodes and predictable maintenance intervals.

This approach reduces lifecycle material intensity while supporting decades-long operation, an often overlooked but critical sustainability benefit.



BICHLOR™ system products

Chlorine is an essential chemical with applications across multiple sectors with clear sustainability related benefits:

UN SDG 3 – Good health and well-being

Chlorine is fundamental to controlling water-borne diseases through drinking water disinfection and sanitation, directly supporting public health outcomes worldwide.

UN SDG 6 – Clean water and sanitation

Chlorine-based disinfection is essential for safe drinking water and wastewater treatment, particularly in urban and industrialised environments.

UN SDG 9 – Industry, innovation and infrastructure

Chlorine derivatives, including PVC, support resilient water, sanitation, and construction infrastructure critical for economic development.

UN SDG 11 – Sustainable cities and communities

Reliable access to disinfected water and durable materials underpins safe, functional, and resilient urban environments.

The reliability of chlorine supply is directly linked to public health and infrastructure resilience. INEOS electrolysis systems are designed to deliver consistent chlorine quality under demanding industrial conditions, helping stabilise downstream value chains globally.

Caustic soda is widely used in pulp and paper production, alumina refining, detergents, and chemical processing. High-purity output and operational stability are critical, particularly where downstream processes operate continuously.

IES technologies focus on long-term caustic soda quality and electrical efficiency, reducing operating costs while maintaining predictable performance for customers worldwide. The technology and the products support the following UN Sustainability Goals:

UN SDG 9 – Industry, innovation and infrastructure

Caustic soda enables core industrial processes essential to manufacturing, materials processing, and infrastructure development.

UN SDG 12 – Responsible consumption and production

Durable electrolysis assets, refurbishment-based maintenance, and reduced electricity consumption per tonne of product support more resource-efficient production systems.

UN SDG 8 – Decent work and economic growth

Stable supply of essential industrial chemicals underpins safe, continuous industrial employment and economic activity across multiple value chains.

INEOS | CASE STUDY #3

ELECTROCHEMISTRY AT INDUSTRIAL SCALE

Hydrogen

In chlor-alkali operations, hydrogen has historically been treated as a secondary product. It is often used on-site for energy recovery or chemical synthesis. However, decades of experience producing hydrogen as a co-product have demonstrated that large-scale electrolysis is a viable and reliable hydrogen production pathway.

As electricity generation increasingly decarbonises, this operational heritage has become strategically important. The same engineering principles that support safe, continuous hydrogen handling in chlor-alkali plants are directly transferable to dedicated green hydrogen systems.

Chlor-alkali electrolysis and water electrolysis for hydrogen production share core design principles:

- Electrocatalytic reactions
- Modular cell architectures
- High-power DC electrical systems

INEOS's experience operating electrolysers at scale for decades provides a strong foundation for green hydrogen applications, where availability, safety, and asset life are critical commercial factors.

Building on this heritage, INEOS has developed Hydraeon, a multi-award winning and advanced alkaline water electrolyser designed specifically for large-scale green hydrogen production.

Key features of Hydraeon include:

Modular 25 MW stack, scalable through multiple-unit configurations for larger plant capacities.

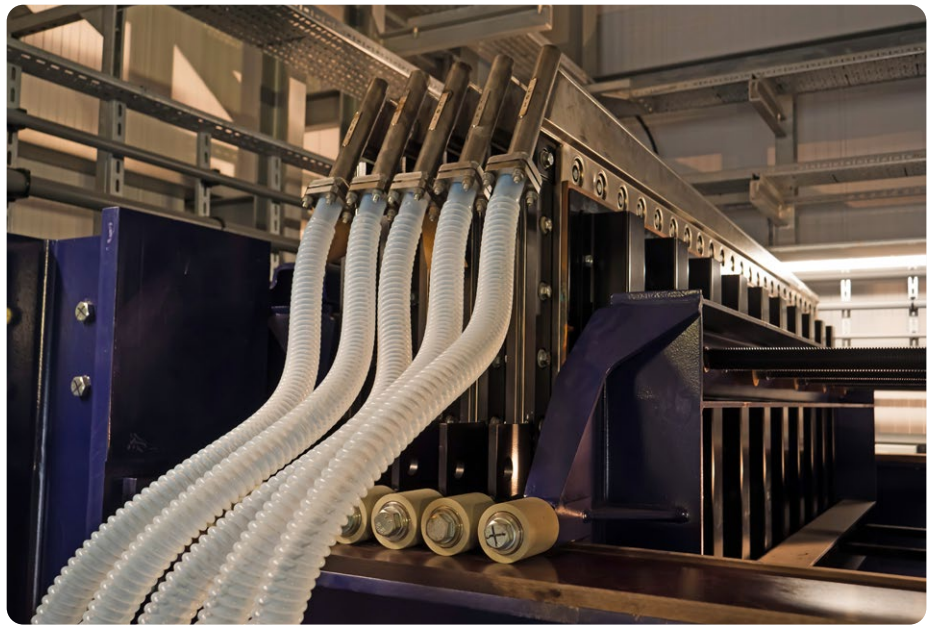
Ultra-low energy consumption, with class-leading efficiency

Low-pressure operation, enhancing safety

Ability to operate down to 10% load, enabling integration with intermittent renewables

Hydraeon is an evolution of proven chlor-alkali design principles rather than a laboratory-scale concept, positioning it for industrial deployment rather than pilot-only use.

Electrochemistry has supported industrial progress for over a century. Today, it is also integral to the global energy transition. Through long-life, energy-efficient electrolysis systems, INEOS Electrochemical Solutions supports the continued production of essential chemicals while enabling scalable pathways to green hydrogen.



By translating decades of chlor-alkali experience into modern hydrogen technologies, INEOS demonstrates how established industrial know-how can accelerate decarbonisation – safely, reliably, and at meaningful scale.

Electrolysis is no longer just about chemistry. It is about enabling a sustainable industrial future.

Industry awards won by Hydraeon:

Innovation prize at the Chemical Industry Awards, 2026

Outstanding Achievement in Chemical & Process Engineering Award - IChemE, 2025

Oil, Gas & Energy Transition Award, IChemE, 2025

ENERGY

INEOS | CASE STUDY #4

HYDROGEN FUEL SWITCH – HULL

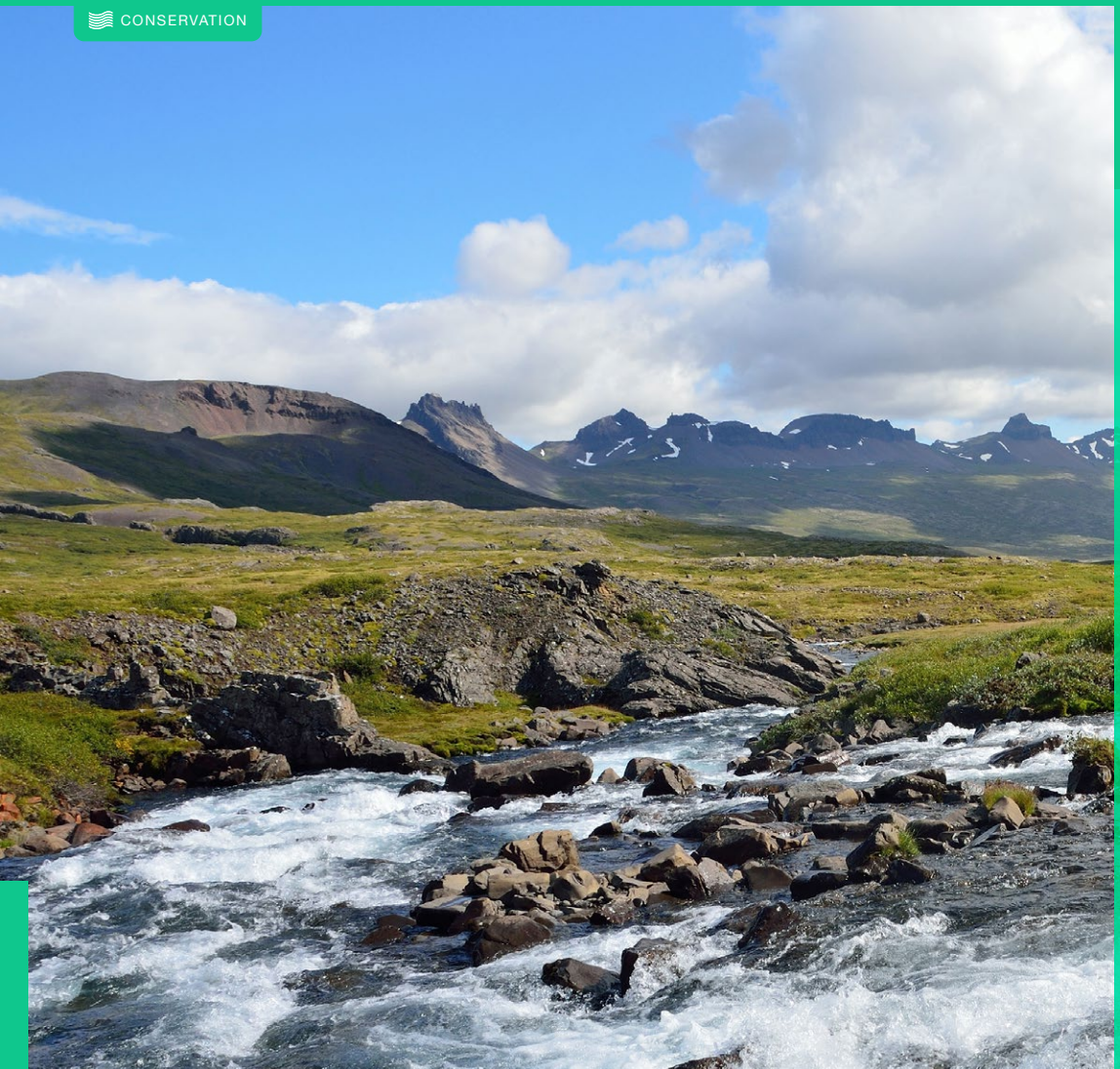
During 2025, INEOS implemented a major £30m investment at its Hull manufacturing site at Saltend, to convert key plant assets to operate on hydrogen instead of natural gas. The site has been able to use decades of experience of safely handling and combusting hydrogen, which represents a transformational step in achieving its decarbonisation goals. This existing experience has avoided several years of engineering studies and site-specific innovation that would otherwise be needed.

Many contemporary decarbonisation projects focus upon Scope 2 (power supply) and Scope 3 (value chain) emissions; however, this project is a Scope 1 emissions reduction scheme of the type that industry needs to make to ensure genuine reductions in CO_2 emissions. At maximum operating capacity, the fuel switch delivers a 75% reduction in site CO_2 emissions. This reduction has been achieved by eliminating natural gas previously used for energy production and replacing it with hydrogen. As a result, site natural gas demand has reduced by approximately 33%, with the remaining natural gas consumption associated with raw material requirements and not fuel.

To put the emissions reduction into context, the CO_2 savings associated with this fuel switch are the equivalent of taking approximately 160,000 petrol cars off the road; given the hydrogen is a by-product of the site's manufacturing processes and the carbon within the feedstock gas is captured in chemical products, the hydrogen itself has a very low product carbon footprint.

INEOS views this project as an intelligent and efficient use of existing resources and believes this is a model that can be replicated across the wider industry. In addition, this fuel switch represents a significant milestone in INEOS' decarbonisation pathway and demonstrates progress towards its net-zero ambitions by 2050. ⊡

> "This investment is another step in our plans to supply the UK and European markets with highly reliable and low carbon products."
>
> David Brooks
> CEO, INEOS Acetyls



4 Conservation

Six Rivers Iceland and Six Rivers Africa

Six Rivers is an international conservation organisation working in two geographically distinct but philosophically aligned regions: northeast Iceland (the Iceland Project) and southern Tanzania (the Africa Project). In both places,

the Foundation seeks to protect fragile freshwater river ecosystems and savannah/wetland ecosystems through protection of protected areas and long-term science, practical intervention, and close collaboration with local government and communities.

While the species and landscapes differ dramatically, the underlying challenge is the same: reversing ecological decline while creating models of conservation that are socially and economically sustainable.

The Iceland project is centred on one of the world's most iconic and threatened fish species: the Atlantic salmon (Salmo salar). Across the North Atlantic, wild salmon populations have collapsed over the last five decades. Scientific data show that returning adult salmon numbers have fallen from approximately five million in the early 1970s to fewer than two million today, with many rivers now functionally extinct. In parts of continental Europe and North America, Atlantic salmon have already disappeared entirely from their historic ranges.

The drivers of this decline are complex and cumulative. Habitat fragmentation from dams and culverts blocks access to spawning grounds. Poor river health reduces food availability for juvenile salmon. At sea, salmon face predation, changing prey systems, and continued pressure from commercial by-catch and illegal or poorly regulated fisheries. Aquaculture has added further risk through parasite transmission, disease, and genetic dilution when farmed salmon escape and interbreed with wild populations.

Against this global backdrop, Iceland occupies a uniquely important position. Thanks to cold, nutrient-rich rivers, strong fisheries governance, and a long tradition of rod-only fishing, Iceland still supports some of the healthiest remaining wild Atlantic salmon populations. However, even here the trend is downward, and Icelandic scientists warn that the country has only "so far largely escaped" the worst of the global collapse, not avoided it altogether.

This is the context in which the Six Rivers Iceland Project was established in 2019. The project focuses on a network of remote rivers in northeast Iceland – including the Hofsá, Selá, Miðfjarðará, and Hafralónsá – where intact catchments offer an opportunity for meaningful recovery if managed holistically.

Six Rivers Iceland operates as a not-for-profit conservation programme, reinvesting all proceeds from carefully managed catch-and-release angling into habitat restoration and research. Its work spans the entire salmon life cycle, from egg to returning adult.

Reforestation and riverbank restoration to improve insect productivity and juvenile feeding conditions. Egg planting and fry support to boost early survival rates. Installation of fish ladders to reopen historic spawning habitats blocked by natural and artificial barriers. Predation and stress reduction through managed angling pressure and strict release protocols.

Alongside these measures, Six Rivers is investing heavily in long-term scientific research. In partnership with Iceland's Marine and Freshwater

Research Institute and Imperial College London, the project is tagging parr and smolts, mapping food availability, estimating river carrying capacity, and tracking survival rates from freshwater to sea and back again. This level of integrated river-to-ocean understanding is rare in salmon conservation and aims to generate lessons that can be applied well beyond Iceland.

The importance of the Six Rivers Iceland project lies not only in protecting local rivers, but in safeguarding one of the last natural laboratories for wild Atlantic salmon. As salmon vanish elsewhere, Iceland offers a crucial reference point for what healthy systems still look like – and for how recovery might be achieved elsewhere if political and ecological conditions allow. In this sense, Six Rivers Iceland is not just resisting decline; it is actively shaping the future knowledge base of Atlantic salmon conservation.

CONSERVATION

INEOS | CASE STUDY #5

THE AFRICA PROJECT AND THE PROTECTION OF SOUTHERN TANZANIA'S WETLANDS

The Six Rivers Africa project operates in the wetlands and savannah ecosystems of southern Tanzania, including Ruahaand Nyerere-Selous ecosystems. These landscapes are among East Africa's most biodiverse regions, supporting key wildlife populations such as elephants, lions, wild dogs, buffalo, migratory birds, as well as extensive seasonal floodplains that play a critical role in regulating water flows and ecosystem health.

Despite their importance, many of these wetlands remained poorly mapped and under-protected until recently. Population growth, historical hunting concessions, agricultural expansion, poaching, and climate-driven drought have placed increasing strain on ecosystems that are essential both to wildlife and to downstream human communities.

Six Rivers Africa was founded to address this gap through a science-first, presence-based conservation model. One of its core strategies has been to improve physical access and monitoring capacity in remote wetland areas. This includes building ranger bases and airstrips, allowing researchers and scouts to patrol, map wildlife movements, and respond rapidly to threats such as poaching or disease outbreaks.

The organisation works closely with Tanzanian government agencies, national parks authorities, and conservation partners to provide support to wildlife protection systems, ecological monitoring, habitat restoration, and community engagement initiatives designed to strengthen coexistence between people and protected ecosystems. By strengthening local capacity rather than replacing it, Six Rivers Africa aims to embed conservation resilience over the long-term.

> "Since it opened, instances of illegal poaching have fallen dramatically. There are now herds of hundreds of buffalo and sable, as well as scores of elephant with calves, returning to these iconic wetlands."

Glenn Turner
Chairman of Six Rivers Africa

COMMUNITY

5 Community

INEOS | Energy Station

INEOS Energy Station is the internal fitness and wellbeing programme, encouraging colleagues to keep fit and healthy while in the workplace and at home. Our vision is to create a high-performance global workforce that fuels individual and organisational success.

INEOS Energy Station provides:

WEEKLY HEALTH & FITNESS TIPS
Simple advice for you and your family.

FITNESS & MINDFULNESS ON-DEMAND
From fitness workouts to breathing techniques at the gym, home or on-site.

FITNESS CHALLENGES
Enjoyable team challenges for all abilities.

EXCLUSIVE DISCOUNTS
Save on top fitness and wellbeing brands.

INEOS WELLNESS PODCAST
Practical tips from wellness experts.

INEOS CLUBHOUSE
Exclusive portal for following INEOS Sports Teams.

LOCAL SITE AMBASSADORS
Your go-to colleagues for wellness support.

BOOKABLE GYM TIMETABLE
A range of fitness classes across sites with a gym.

Classes

We offer a range of guided fitness classes across our sites with a gym. Colleagues can view the online class timetable and book their participation.

Fitness On Demand

Fitness On Demand gives our colleagues access to over 1,500 workout videos, so colleagues can exercise wherever works best for them, whether that's in the gym, at home, or in a safe space on-site.

Training

We offer training plans which are suitable for all ages and abilities, from beginners to advanced. These plans have been created by the INEOS Energy Station team.

- Gym
- Running
- Cycling
- @Home workouts

Challenges

We offer fun challenges throughout the year, which are open to all abilities and levels. Our main challenges include:

Step Up Business Challenge (January)

Aiming to get fit and active with some easy daily movement? Take part in this walking/running challenge, which will improve your energy levels, mood, and sleep patterns. Register with your INEOS business and collectively reach the daily step target.

F1 Circuit Challenge (March)

The Mercedes-AMG PETRONAS F1 Circuit Challenge returns, inviting colleagues to walk or run as a team and collectively conquer the circuits of the 2026 F1 World Championship. No speed is required – just teamwork, movement, and momentum.

Tour de France Cycle challenge (July)

The Challenge is for everyone – for cyclists of all fitness levels and abilities. You can cycle indoors, outdoors, or on an electric bike – every KM counts.

Swim Challenge (August)

The Swim Challenge is open to all abilities and levels. There are two swim levels to choose from:

- **Beginner/Intermediate**
  Swim 9km across 25-days
- **Advanced**
  Swim 20km across 25-days

Fitness tips

Each month we focus on a wellness topic and post weekly tips related to the topic.

JANUARY Create healthy habits	**FEBRUARY** Daily movement	**MARCH** Workplace stress
APRIL Try a new activity	**MAY** Sleep tips	**JUNE** Cycle tips
JULY Cycle confidence	**AUGUST** Workplace movement to benefit health	**SEPTEMBER** Kickstart your health
OCTOBER Mental health awareness	**NOVEMBER** Rest and rejuvenate	**DECEMBER** Give back to the community

News

We email monthly newsletter called Energizer Monthly and use the News page to publish the article online for colleagues to read.

Energy Store

We partner with high-end wellness brands to offer our colleagues discounts on selected products provided by our partners. Our partners include, Polar, HUUB, Deda Elementi, Kask, Built for Athletes, Mission Tea, to name a few.

Ambassadors

Our Ambassadors are INEOS employees, who are passionate about health and wellbeing, and encompass and encourage the INEOS ethos and spirit amongst their peers.

Energy Boost – INEOS wellness podcast

'Energy Boost' – INEOS wellness podcast, is hosted by Dr Adam Carey, Founder and CEO, CorPerformance. This podcast has been created for all INEOS colleagues to help unpack the myths, offer practical guidance and provide top tips on a number of wellness topics that will help you in your working and everyday life. Topics include optimising sleep when working shift patterns, managing stress, boosting nutrition and preventing joint issues. In each episode, Dr Adam Carey is joined by an expert guest speaker who will share their knowledge and insights, giving colleagues the inside track on health and wellbeing.

INEOS Clubhouse

An exclusive portal for following the INEOS Sports Teams: Manchester United Football Club, Mercedes-AMG PETRONAS Formula 1 Team, Netcompany INEOS Cycling Team, OGC Nice and FC Lausanne Sport.

IN NAM Clubhouse

INEOS takes its third-year graduates on an African adventure of a lifetime – to test and expand their limits, build their fitness, and show them what they're truly capable of when they say yes. Over 100 graduates have now completed the programme since 2017. The graduates are supported every step of the way over the eight-month period prior to their 7-day adventure in Namibia (6-days tackling the desert with 1-day safari).

Project One

Project One represents a landmark in European industry, standing as the largest petrochemical construction project on the continent in over 25 years.

The Project spans from the Antwerp construction site, which hosted approximately 2,500 workers on site at the peak of the project's construction, as well as 450 new permanent jobs, and thousands of indirect jobs (including off-site) including in the Philippines, Thailand, and the Middle East at which key modules for the project were constructed. INEOS has developed a risk management system to meet the social challenges of this large and complex project.

Social risks – including human rights impacts and regulatory enforcement actions – are heightened in a project with a large temporary workforce and have the potential to give rise to operational disruption, and financial and reputational consequences if not effectively managed. The majority of workers on the Project One Antwerp site are not employed by INEOS directly but instead work for INEOS' contractors and sub-contractors. A large proportion of these workers are from outside the local/European labour market and many are unfamiliar with their rights under local legislation and typical working conditions in Europe. The diversity of language and culture is not only a challenge for ensuring safety within the project, including through effective communication on-site, but also in relation to social risks such as labour standards, human rights, modern slavery, living conditions, and interpersonal behavior.

To help mitigate these risks, INEOS has sought to raise social awareness amongst its contractors and INEOS employees, and has a system in place to identify warning signs of social risks. Awareness of social risks among contracting companies is actively reinforced through pre-approval assessments of their social risk management systems and ongoing monthly social compliance meetings with all contractors at which site performance and relevant regulatory developments are reviewed and discussed.

Workers at the Project One Antwerp site are also systematically informed of their rights under applicable law through a mandatory social induction film, the 'Do You Know Your Rights" leaflet, and the INEOS Code of Conduct, which is available in 18 languages. Workers also have the opportunity to raise any concerns regarding unsafe, unlawful or unethical behaviour, including in areas of social risk, anonymously through the project specific grievance mechanism, or through the INEOS Group Speak Up system.

INEOS is also carrying out initiatives to inform workers at the Project One Antwerp site in certain social risk areas. For example, in 2025 a specific sexual harassment awareness campaign was implemented. This campaign saw a formal communication be issued from the Project One Board to all key contractors working on the project requiring sexual harassment to be addressed during toolbox talks. This was supported by educational materials being displayed across the site (including in staff canteens and transport) and reinforced through active engagement by senior management during site inspections.

INEOS has also established a social compliance team at the Project One Antwerp site. The social compliance team have carried out the following actions to help identify and mitigate social risks across the project:

Conducting regular on-site visits at the Antwerp site and engaging directly with workers – including both INEOS employees and contractor personnel – to discuss social risks.

Supporting site security to carry out detailed checks of work permits, residence permits and visas for a substantial number of workers from outside the European Economic area.

Undertaking inspections at third-party construction yards located in the Philippines, Thailand, and the Middle East, with the aim of identifying potential human rights risks and supporting improvements in working conditions across the value chain.

Applying limits on sub-contracting tiers to ensure that contractors and their workforce can be clearly identified, with defined lines of responsibility and accountability.

Reviewing documentation and controls in collaboration with site security, carrying out site inspections, and holding monthly meetings with contractors to monitor social performance and address any identified risks.

INEOS | CASE STUDY #6

THE FORGOTTEN 40 INITIATIVE

The INEOS Forgotten 40 initiative, supported by INEOS, is a long-term social investment programme designed to address the structural and persistent impacts of childhood poverty in the United Kingdom.

Launched in 2020, the initiative responds to evidence that a significant and growing proportion of children – approaching 40% nationally – experience deprivation that negatively affects educational attainment, health, and long-term life outcomes. The programme sits within INEOS' broader sustainability strategy, supporting social inclusion, equality of opportunity, and resilient communities, in line with the UN Sustainable Development Goals, particularly:

SDG 1
No poverty

SDG 4
Quality education

SDG 10
Reduced inequalities

> "It is the best and most effective anti-poverty project I have ever witnessed in 50 years working with schools serving disadvantaged areas."

Brian Padgett, a former HMI inspector, retired headteacher, and member of INEOS' Forgotten 40 team

INEOS | CASE STUDY #6

THE FORGOTTEN 40 INITIATIVE

INEOS' approach reflects the Group's wider ESG philosophy: focusing on practical action, local expertise, and measurable outcomes rather than prescriptive, top-down interventions. The Forgotten 40 complements INEOS' environmental and workforce commitments by addressing social risks that can undermine long-term societal stability and economic participation.

The Forgotten 40 programme provides direct funding to primary schools located in postcodes ranked within the lowest decile of the UK Index of Multiple Deprivation (IMD).

Funding is distributed directly to schools without intermediaries, with headteachers given full discretion to deploy resources where they believe they will have the greatest impact.

This design is intentionally rooted in trust and professional judgement. Consultation undertaken during the pilot phase demonstrated that deprivation manifests differently across communities, and that effective interventions must be locally tailored rather than centrally prescribed.

As a result, there is no standardised spending template; instead, schools identify and address the specific social, emotional, and material barriers affecting their pupils' ability to engage and thrive in education.

By the end of 2025, the Forgotten 40 programme had supported more than 25,000 children across England, Scotland and Wales. Following a successful pilot with 20 schools in 2020–21, the programme expanded to support 100 schools over its first four years. Having completed funding for this initial cohort, the programme has entered its fifth year with a cohort of 20 new schools receiving support.

Each participating school will receive £20,000 per year

Total cumulative investment will exceed £10 million

This long-term commitment provides certainty for schools, enabling them to plan sustainable interventions rather than short-term crisis responses.

INEOS | CASE STUDY #7
THE DAILY MILE

INEOS continued to support The Daily Mile during 2025. It is simple, inclusive and delivers measurable benefits for children's health, wellbeing and ability to learn.

The concept is straightforward: children move outdoors for around 15 minutes during the school day, at least three times a week. No equipment. No cost. No barriers. Just daily physical activity built into normal school life.

The impact is significant. More than 5.6 million children worldwide now participate in The Daily Mile, helping to address declining physical activity, rising childhood obesity and increasing mental health pressures. Regular movement improves fitness, supports emotional wellbeing and helps children return to the classroom more focused and ready to learn. This is early intervention at scale, delivered where it matters most: in schools.

> "The growth has been absolutely incredible, not just in terms of numbers, but the quality of the way that The Daily Mile is being adopted... It belongs to the children – they go at their own pace and all the barriers to participation in physical activity have been removed. What INEOS has done is going to have a huge [long-term] impact on the future health of children. My hope is that it stays simple and continues to belong to the children."

Elaine Wyllie
MBE Founder and Trustee of
The Daily Mile Foundation

INEOS | CASE STUDY #7
THE DAILY MILE

The Daily Mile strongly supports:

UN SDG 3 Good health and wellbeing

Childhood inactivity is a growing public health issue with long-term consequences. The Daily Mile tackles this directly by establishing a habit of daily movement at a formative age, when behaviours are most likely to last. The initiative is preventative, not reactive. It reduces future health risks by acting early, consistently and at minimal cost.

It also contributes to:

UN SDG 4 Quality education

Schools consistently report that children are calmer, better able to concentrate and more engaged after taking part. Because The Daily Mile is built into the school day, it does not displace learning time. It supports it. Physical activity and education are not in competition; they are complementary. The outcome is a better learning environment for pupils and teachers alike.

Inclusivity is central to The Daily Mile and underpins its contribution to:

UN SDG 10 Reduced inequalities

Every child takes part, regardless of background, ability or fitness level. Children move at their own pace and in their own way – running, walking or wheeling.

There is no competition and no requirement for sports kit or facilities. This ensures that children from disadvantaged communities, where access to organised sport may be limited, benefit equally.

By encouraging daily use of outdoor spaces within school grounds, The Daily Mile also supports:

UN SDG 11 Sustainable cities and communities

embedding healthy behaviours locally and early. It strengthens the connection between children, their environment and their community, reinforcing long-term resilience through simple daily action.

INEOS has supported The Daily Mile since 2016 because it delivers results without complexity. It aligns with our broader sustainability approach: practical solutions, delivered at scale, with lasting impact. The Daily Mile is simple: no bureaucracy, no distortion of purpose. It improves children's lives today and helps build healthier communities tomorrow.

www.INEOS.com

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