Infineum

Formulating tomorrow together

Welcome to our

Sustainability Report 2025

Contents

A word from our CEO

2025 was a year of both progress and challenge for Infineum. As our industry continued to navigate rapid technological and regulatory change, we launched our new sustainability strategy framework, strengthening how environmental and social performance is embedded across our business.

Moving into 2026, we continue to make strong progress towards our sustainability ambitions, while also making adjustments in some areas to ensure they remain challenging, credible and aligned with evolving market conditions. This report reflects where we have moved forward decisively and where more work will be needed to deliver on our 2030 ambitions.

We made strong progress on our climate and environmental goals. Scope 1 and 2 emissions intensity fell by 11%, and Scope 3 emissions were reduced by 9% compared to our 2018 baseline.

We also doubled the use of re-refined base oils (RRBO) in our production processes, contributing to lower product carbon footprints and supporting the transition to more circular material use. Our Vado Ligure plant achieved ISCC PLUS mass balance certification, strengthening our ability to offer products with reduced virgin fossil content.

At the same time, our sustainability work extended beyond carbon. In 2025, 78% of our suppliers were assessed for sustainability performance, and all new product and business development projects underwent sustainability assessment. We completed a portfolio wide sustainability performance review covering 78% of our product revenue, providing a clearer view of where our offerings already contribute to improved environmental outcomes and where further innovation is needed.

Introduction

Safety remained our highest priority. With a total HSE incident rate of 0.10, Infineum continued to perform well relative to the chemical industry, supported by strong safety systems and an engaged workforce committed to protecting each other and the environment.

Yet we know that “zero harm” requires constant vigilance and continuous improvement, especially as we work alongside a diverse global network of contractors and partners.

Delivering meaningful support for our colleagues continues to shape our business success. In 2025, 72% reported feeling engaged at work, and 68% used our digital learning tools to build new skills. Participation in our first global inclusion survey reached 60%, giving us better insight into colleague experiences and areas where there may be potential barriers to belonging and opportunity. Through our volunteering programme, 28% of colleagues contributed time to support local communities.

While these results demonstrate meaningful steps forward, they also highlight the scale of what remains ahead. Delivering on our 2030 ambitions will require sustained focus, sharper prioritisation and deeper collaboration with partners across our value chain. We will continue to challenge ourselves to act with urgency, transparency and accountability as I believe this is fundamental to strengthening our competitiveness and creating long-term value for our customers and our business. Thank you to our colleagues, customers, suppliers, OEM partners and local communities for their continued trust and engagement.

Aldo Govi, CEO

2. About Infineum

What we do

How we operate

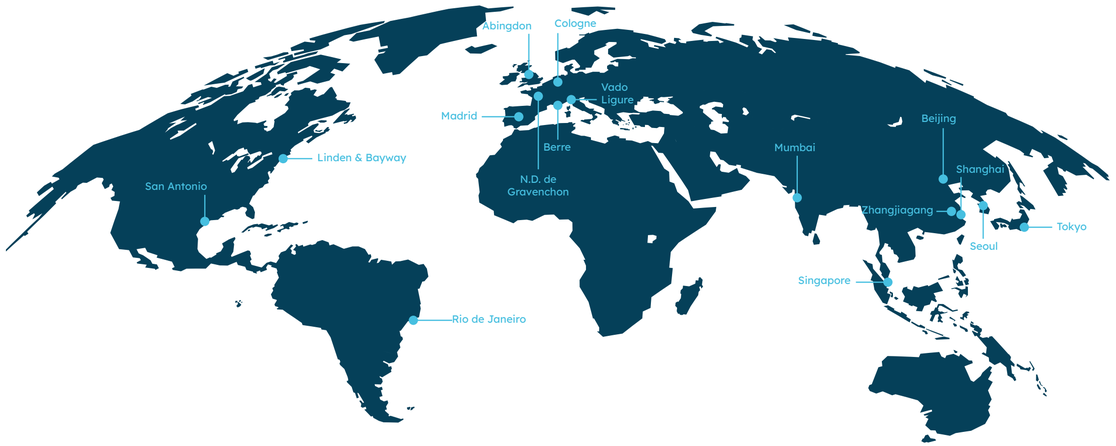
What we do

Infineum, a specialty chemicals company, was established in January 1999 as a joint venture between ExxonMobil and Shell, bringing together their respective additive divisions to become a world leader in the formulation, manufacture and marketing of additives for the fuel and lubricant industry.

Our technology works to enhance hardware performance, efficiency and durability in many of the world's most critical mechanical, industrial and transportation applications. Our fundamental technical competencies enable fuels and lubricants to deliver superior fuel economy, reduced emissions, and minimised waste through extended oil drain intervals and prolonged engine life. Our fuel and lubricant additives are sold in more than 90 countries worldwide. Additionally, our emerging portfolio of specialty chemical additives continues to expand across a variety of segments.

How we operate

With headquarters in the UK, we have worldwide production facilities and sales representation in more than 70 countries and strategically located business and technology centres in China, Singapore, the UK, the USA and Japan.



Our technology excellence is backed by more than 1,500 global patents and a highly skilled and engaged workforce of around 2,000 people across culturally and geographically diverse teams. We adhere to proven and reliable processes throughout our operations, from product development through to end delivery, that are designed to ensure consistent product quality and supply reliability.

With a network of over 4,000 global suppliers, Infineum has robust supply chains established on the foundation of long-term and strategic partnerships. We also work closely with over 20 external manufacturers, or toll blenders, who market and distribute our products directly to our customers. These partners are spread across several global sites, ranging from small plants to larger, more strategic sites producing multiple products.

As a strategic collaborator to many Original Equipment Manufacturers (OEMs) in the transportation sector and through a leading role in industry groups, Infineum has been instrumental in the definition and evolution of many new specifications that have driven, and will continue to drive, improvements in lubricant performance, including lower in-use emissions.

We pride ourselves on our strong and collaborative customer relationships and continually work to develop the appropriate capabilities and resources to help them in achieving their business and technical goals.

By working together with our customers, OEMs and industry partners, we are enabling the advancement of low-emission vehicle technologies and supporting the electrification of mobility. We expect this collaboration to continue, as emissions legislation and performance standards become increasingly ambitious.

3. Sustainable strategy

Our materiality assessment

Our materiality assessment serves as an important step in helping Infineum identify the sustainability topics that matter the most for our business and stakeholders.

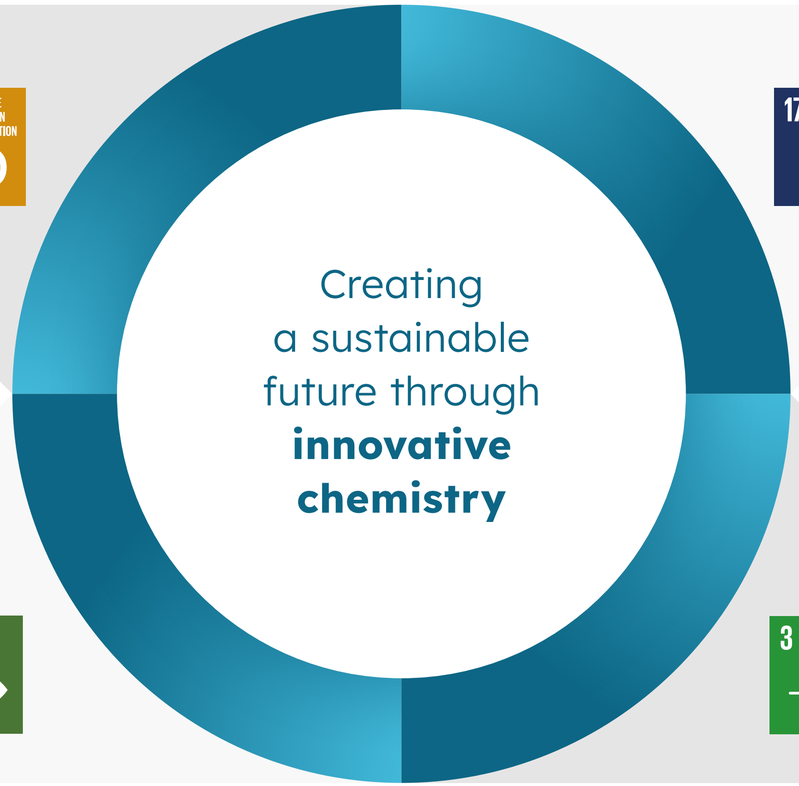
During 2024, we asked colleagues, customers, suppliers and OEMs to give us feedback on our sustainability strategy. This process is essential for aligning our sustainability efforts with both business goals and stakeholder expectations. The assessment involved extensive consultation with over 250 stakeholders, through a combination of surveys and in-depth interviews.

In 2025, we analysed the input we received from stakeholders to help us to identify the topics which matter the most for our stakeholders and better understand the expectations they have for Infineum.

The results were used, together with relevant industry benchmarks, internal functional risk assessments and site environmental impact registers, to refresh Infineum's materiality assessment. Each relevant impact was categorised according to its severity and likelihood to determine impact materiality. Financial materiality was assessed by categorising each relevant risk or opportunity according to the scale of its financial effects and its likelihood of occurrence. The assessment prioritises key sustainability topics that will guide our future priorities.

We found that addressing climate change and reducing greenhouse gas emissions remained the clear sustainability priority, especially for our external stakeholders. Our other most material topics, from both an impact and a financial perspective were safety, workplace experience, pollution prevention and business ethics. These insights are crucial in ensuring that our efforts in sustainability continue to create value for our stakeholders and for our business.

Our material topics



Innovating for a sustainable future

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Decarbonisation and energy transition

Chemical safety and product stewardship

Circular economy

Reduce our impact on climate and nature through our operations and products

Protecting the environment

13 CLIMATE ACTION

Climate change mitigation and adaptation

Pollution

Resource use and waste management

The way we do business

17 PARTNERSHIPS FOR THE GOALS

Supplier management and raw material sourcing

Business conduct

Cybersecurity

Working collaboratively to manage impacts on people and the environment

Supporting people and communities

3 GOOD HEALTH AND WELL-BEING

Employment practices

Health and safety

Inclusion

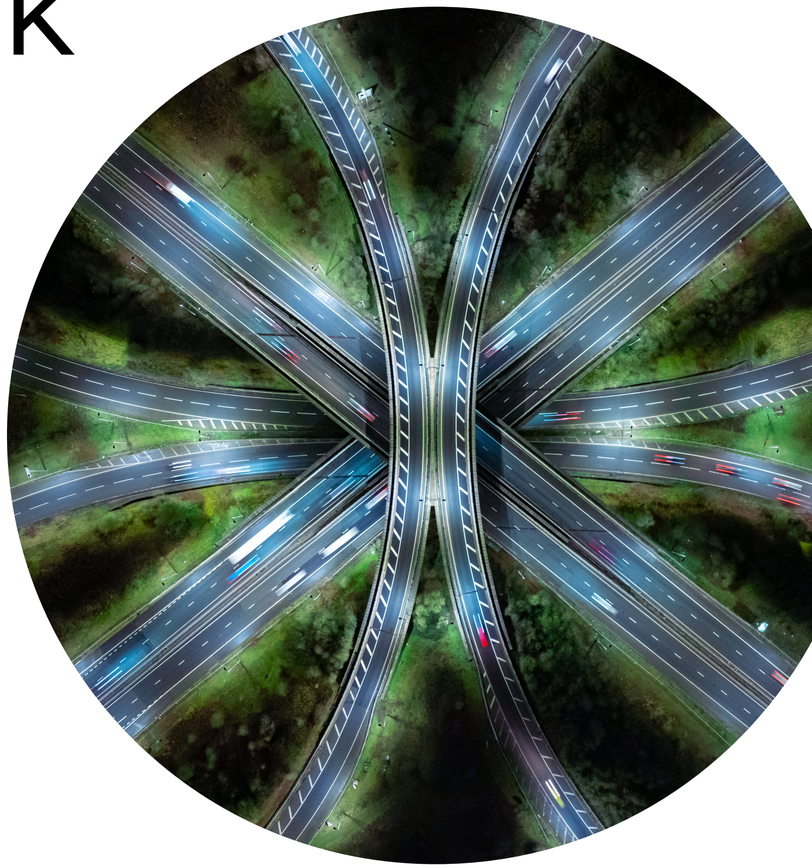
Managing impacts on communities

A new strategy framework

Sustainability remains a core component of our purpose and vision, and in 2025, we launched a new strategy framework to guide the organisation towards our 2030 ambitions on climate, environmental and social performance.

This framework embeds sustainability into our core management structures. Where relevant our corporate ambitions feed into the annual functional goal-setting cycle. Furthermore, to ensure alignment of individual incentives, a sustainability component remains part of the incentive-based pay scheme for colleagues at all levels of the organisation, which is focused on the carbon intensity of our operations.

The implementation of our strategy is stewarded through a strengthened governance and escalation process to oversee sustainability initiatives and investments alongside other strategic priorities. This includes quarterly functional leadership reviews to assess key strategic and operational areas through a sustainability lens, as well as annual executive leadership and board of director level progress reviews. The corporate sustainability team acts as a centre of expertise, guiding the different functions to help them work towards the ambitions in each area.



2030 ambitions

Making our operations and supply chains more sustainable

Progressing towards net zero emissions
Reduce scope 1 and 2 emission intensity by 35% by 2030, and reduce absolute scope 3 emissions by 20% by 2035, against a 2018 baseline

Supporting a circular economy
Reduce waste to landfill by 40% against a 2024 baseline, and continue to improve raw material utilisation in our manufacturing operations

Driving sustainability improvements in our supply chain
Regularly assess our suppliers' sustainability performance and collaborate to find opportunities for improvement

Delivering a growing portfolio of sustainability solutions for our customers

Lower-carbon product development
Embed product carbon footprint criteria into our product development process

Portfolio management
Continuously assessing and improving sustainability performance across our product portfolio

Sustainable growth and resilience
All of our new business development projects and M&A opportunities are assessed against sustainability criteria

Creating positive outcomes for our colleagues and communities

Safety - Nobody gets hurt
Achieve Zero recordable incidents

Colleague engagement and development
Achieve an engagement score of 75% and continue to invest in the personal development of every colleague

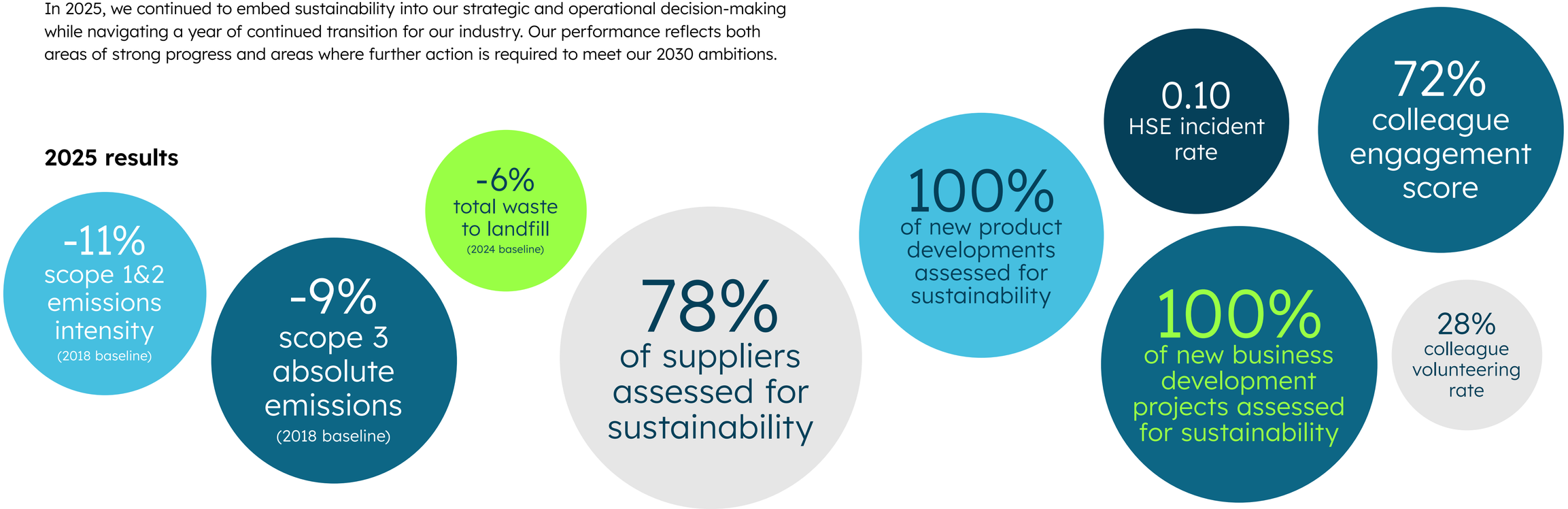
Inclusion
Promote our inclusive culture, where every voice is heard

Community engagement
At least 25% of colleagues support the communities we serve through volunteering

2025 performance and highlights

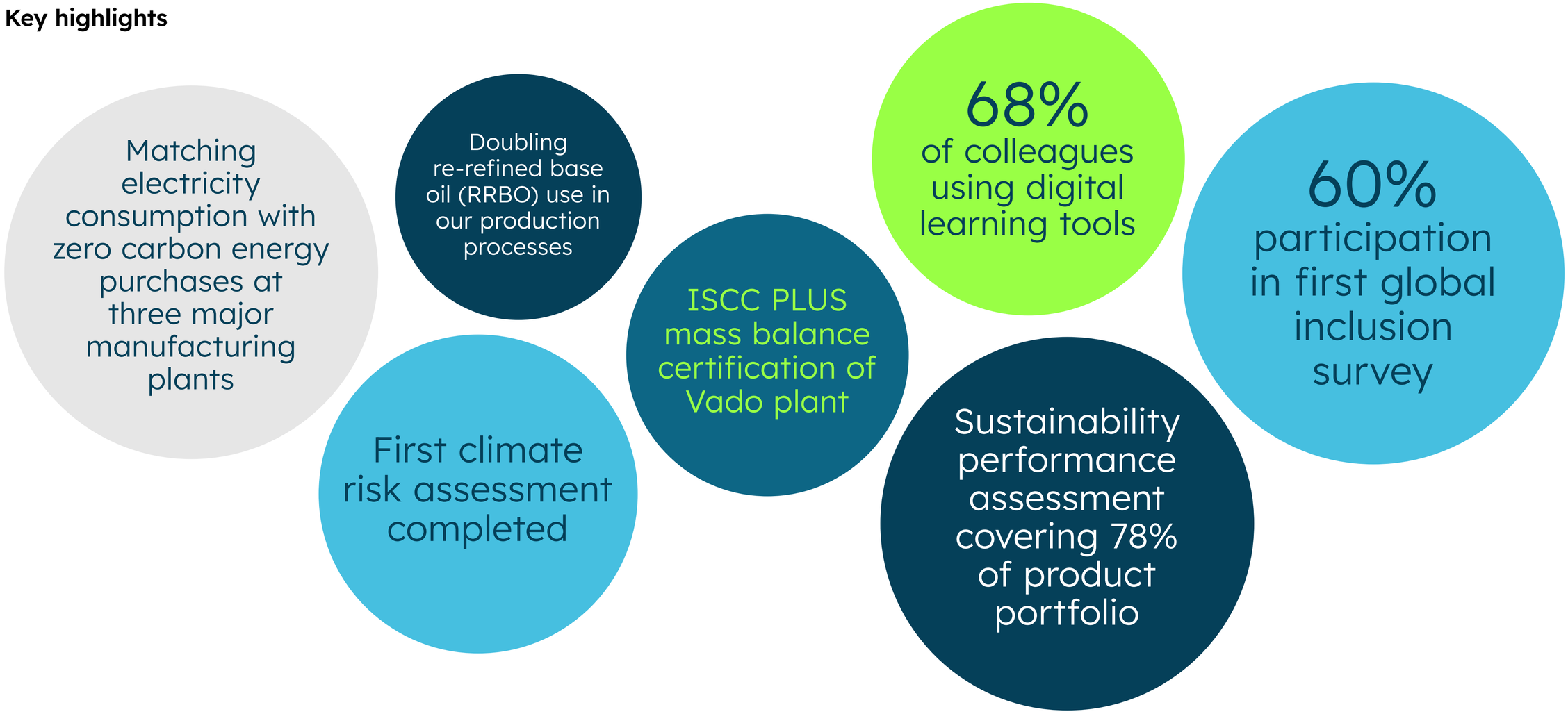
In 2025, we continued to embed sustainability into our strategic and operational decision-making while navigating a year of continued transition for our industry. Our performance reflects both areas of strong progress and areas where further action is required to meet our 2030 ambitions.

2025 results



Sustainable strategy

Key highlights



4.

Sustainable operations and supply chains

Reducing emissions

Preventing pollution & improving resource efficiency

Managing impacts in our supply chain

Reducing emissions

In 2025, we undertook a deep dive financial assessment of our decarbonisation roadmaps. This assessment was carried out in light of the broadening scope of our sustainability approach, the need for disciplined capital allocation across competing priorities, and improved operational understanding of what is achievable in current market conditions.

As a result, we have revised our emission reduction trajectories so that they remain credible and deliverable.

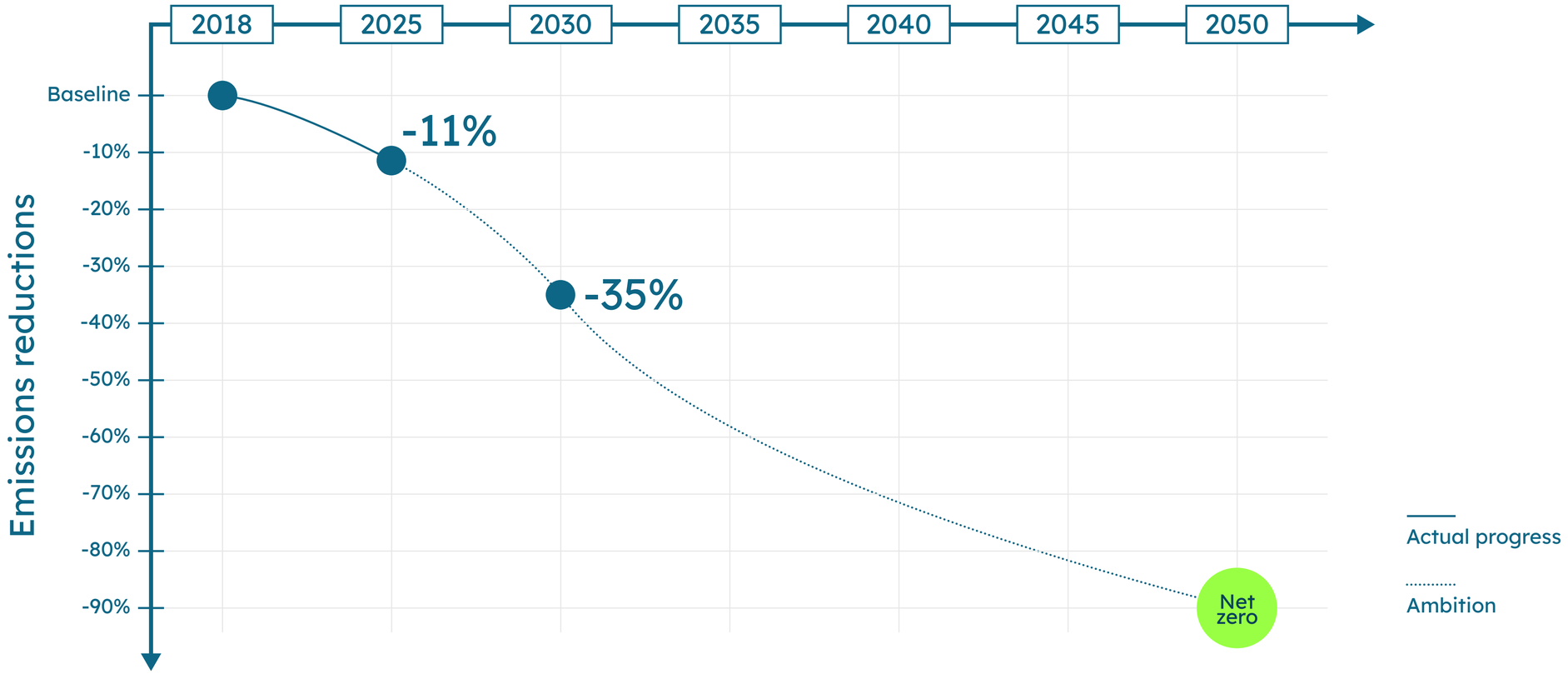
Our new near-term ambition for the intensity of our scope 1 and 2 GHG emissions is to achieve a 35% reduction by 2030, from a 2018 baseline.

Our ambition for scope 3 emissions is to achieve a 20% reduction by 2035, compared to a 2018 baseline. Our long-term ambition to achieve net zero emissions by 2050 remains in place.

This change has not slowed down our progress in increasing energy efficiency and using more renewable energy in our operations. In fact, in 2025, we converted major manufacturing sites in Cologne, Zhangjiagang and Vado to renewable electricity, matching 100% of the sites' grid electricity consumption with zero-carbon energy purchases, on a market-based accounting basis. We also laid the foundation for future reductions by reaching commercial agreements for developing a solar farm at our Cologne site and for sourcing bio-methane in Vado.

At the same time we are continuing to improve our understanding of upstream environmental impacts through supplier engagement. This strengthens our product life cycle assessments and provides greater visibility over our scope 3 carbon footprint. Indeed, product carbon footprint data is requested as part of our tendering process we have collected supplier data for over 50% of the raw materials we purchase. We are working with our suppliers to improve the quality and coverage of data through regular steering team meetings and business performance reviews.

Infineum emissions reduction ambitions



How we are making progress

CASE STUDY

Insulating heated storage tanks at Berre to improve energy efficiency and reduce emissions

At Infineum's Berre site, five heated storage tanks were experiencing avoidable heat losses: two tanks had no insulation and three had only the lower two metres insulated for personnel protection, increasing low-pressure steam demand, operating variable costs and associated CO_2 emissions.

Between June 2024 and April 2025, the tanks were fully insulated, sequenced at roughly one tank every two months and aligned with regulatory inspections to minimise scaffolding and downtime. By reducing overall heat-loss, the upgrades deliver an approximately ten-fold reduction in steam consumption per tonne of product.

Based on current energy and emissions factor assumptions, the project reduces site low-pressure steam demand by 6.3% and avoids 666 tCO_2e emissions per year.

CASE STUDY

Modernising the Cologne ground flare

In 2024–2025, Infineum's Cologne manufacturing site undertook a major multi-stage modernisation of its ground flare system to improve environmental performance and enhance safety. In 2024, the first step of the ground flare upgrade replaced 36 pilot burners, each equipped with thermocouples to enable future flame monitoring. The new pilot burners deliver more stable operation and reduce the natural gas required to maintain reliable ignition. The second phase is focused on installing 36 electrical ignition modules, connecting all thermocouples, and integrating ignition and monitoring systems through a new control room. Once the project is completed, these enhanced monitoring capabilities will allow operators to significantly reduce natural gas usage when full flare capacity is not required.

These upgrades are already translating into measurable improvements. Using 2022 as the pre project baseline, site records show a roughly 40% reduction in natural gas consumption following the Step 1 burner replacements in 2024.

Beyond fuel efficiency, the programme provides substantial safety and compliance benefits.

CASE STUDY

Strengthening climate resilience across Infineum's global operations

Infineum's first global climate risk assessment, spanning eight manufacturing plants and five business technology centres, identified four manufacturing sites and one business technology centre as facing material climate risks, driven by heat stress, humidity, flooding and storm surge hazards. Protective actions such as improved roofing, flood barriers and stormwater pumps are already being scoped.

A key outcome of the assessment is to enable clear site-level accountability and targeted mitigation planning.

Infineum is now advancing a coordinated global programme to scale mitigation efforts across higher-risk sites, ensuring that the organisation can continue delivering reliably and competitively in a changing climate.

Preventing pollution and improving resource efficiency

Infineum consistently strives to operate a safe, secure, reliable, and environmentally sound manner.

Our approach to environmental management is defined by our Operations Integrity Management System (OIMS), which has been a central part of our strategy since Infineum started in 1999. It continues to ensure that environmental protection is incorporated into our business planning processes and project appraisals.

OIMS covers the following elements:

- Identifying, assessing and managing significant environmental aspects, including carbon, energy, water, and waste;
- Proactive measures to prevent environmental incidents and releases;
- Continuous improvements in environmental performance.

Our ambition to zero harm extends to protecting nature and we aim for zero environmental incidents in our operations.

Furthermore, we have set environmental objectives for each of our manufacturing plants and business and technology centres on carbon emissions, energy, water, and waste. These objectives are monitored on a monthly basis throughout the year through an interactive sustainability dashboard that is accessible to all colleagues.

All our global manufacturing sites maintain ISO 14001 certification. Infineum has also signed the Responsible Care® Global Charter, the chemical industry's global framework for the safe management and handling of chemicals throughout their life cycle.

Reducing waste to landfill

We aim for the highest standards in waste reduction, and all sites require waste to be disposed of in a safe and environmentally sound way.

In 2025 we set a new ambition to reduce waste to landfill by 40% by 2030, compared to a 2024 baseline.

A project to redirect a significant waste stream to incineration with energy recovery was implemented in our manufacturing site in Bayway, contributing to a 6% reduction in total waste to landfill in 2025.

Managing impacts in our supply chain

Our long-term partnerships with suppliers are supported by a robust management system to ensure that business relationships are aligned with all applicable laws and the highest standards for business ethics, health, safety and environmental protection, from the supply of raw materials to transportation and distribution services.

Our suppliers are a central part of our sustainability strategy. We aim to collaborate with our off-site processors, custom manufacturers and over 4,000 suppliers to drive sustainability improvements. We evaluate our suppliers using the independent EcoVadis rating on a broad range of topics, including environmental management systems, human rights and sustainable procurement practices. This is helping us to understand risks and opportunities in our supply chain, find opportunities for collaboration, and ensure that our supplier base understands our business and sustainability strategy.

We have integrated sustainability criteria into key procurement processes and continue to engage key suppliers to drive improvements.

The share of 2025 supplier spend that was covered by sustainability assessments has risen to 78%, up from 72% for 2024. In addition, 70% of evaluated suppliers had achieved at least a bronze Ecovadis medal, placing them in the top half of companies assessed globally for environmental, social and ethical performance.

Respecting human rights

Infineum condemns the violation of human rights in any form, and takes a zero-tolerance approach to modern slavery, human trafficking, forced labour and child labour in any part of its business or supply chain. This position is re-enforced by our CEO annually.

Our Human Rights Policy applies to every Infineum colleague, officer, and director, as well as to every contractor, consultant, agent, distributor and other relevant external stakeholder conducting activities on behalf of or in the name of Infineum.

Our expectations for suppliers to adopt and maintain a similar approach to human rights and modern slavery is clearly communicated via our Supplier Code of Conduct and online Supplier Portal, as well as through written annual reminders.

Infineum employees have an obligation to report to the organization any violation or suspected violation of Infineum's Core Policies or Code of Conduct, including suspected human rights abuses by employees, suppliers or business partners. Suppliers and business partners may also report suspected violations through an anonymous reporting hotline. Such reports may be made anonymously. All reports are investigated, and if a violation is substantiated, appropriate corrective action plans will be implemented.

5. Sustainable solutions for our customers

Developing lower-carbon products

Sustainable portfolio management

Sustainable growth and resilience

Developing lower-carbon products

We work closely with suppliers, customers, and OEMs to improve the total impact profile of our products by looking for process improvements and raw material substitutions that achieve the right balance of in-use performance, lower product carbon footprint and cost competitiveness.

For example, we are continuing to incorporate circular material in key products through the use of re-refined base oil (RRBO) as a raw material in components and blends. Re-refining requires significantly less energy than is needed for refining crude oil to produce base oil and it also means less non-renewable virgin oil is consumed. This can result in reduced waste and a lower carbon footprint, contributing to more circular and sustainable products. Based on our long history of developing lubricant formulations in RRBO and extensive field test data, our quality assurance processes help to ensure all RRBO used in additive production and lubricant development meet the same stringent quality and performance requirements.

In 2025, we doubled the amount of RRBO in our production processes compared to 2024.

We have estimated the total amount of annual scope 3 emissions savings from RRBO integration to have reached over 30kt in CO2e by the end of 2025*. Following the ISCC PLUS certification of our manufacturing plant in Vado Ligure, we are now able to allocate circular, bio-circular and bio feedstocks to our customers. This strengthens our ability to offer products with reduced virgin fossil content and lower carbon footprint, based on the mass balance approach, while maintaining our high standards of quality and performance. We expect to complete the first delivery of mass balance-attributed products at commercial scale during 2026.

*Estimate based on supplier data for product carbon intensity of RRBO compared to conventional base oil.

Sustainable portfolio management

The environmental impacts of the products and components we develop are assessed at every part of our value chain, from the extraction of raw materials to the end-of-life treatment of our products.

This informs how we manage our product portfolios and enables our technologists and product formulators to take into consideration sustainability criteria, risks and opportunities.

All new Infineum products are assessed against sustainability criteria such as climate, energy management, resource efficiency, waste generation and circular economy in addition to regulatory analysis. In addition to all new product developments, in early 2025, a sustainability performance assessment was carried out on core business segments, covering 78% of our product portfolio.

Our assessment methodology is adapted from the World Business Council for Sustainable Development (WBCSD) portfolio sustainability assessment framework (PSA 2.0). We have categorised our portfolio into five categories: Leading, Progressing, Standard, Managed and Challenged.

Products in Leading and Progressing categories are assessed as having sustainability-related benefits without any major sustainability-related challenges. For example, products in our driveline sub-segment for e-mobility fluids enable electric vehicles to operate efficiently and our top tier lubricant additives facilitate fuel economy improvements and extended oil drain intervals.

In 2025, 42% of our portfolio based on revenue fell into these two categories. We aim to increase this share to 55% by 2030, while keeping the share of our portfolio in the Challenged category below 5%.

We expect to finalise segment-specific action plans in 2026.

Sustainable growth and resilience

Our ambition is to build a more diverse, resilient business portfolio. To achieve this, we are focusing growth on markets and offerings that are resilient to the energy transition, and we are hardwiring sustainability criteria into both innovation and inorganic growth decisions. This helps direct capital and resources to ventures compatible with a low-carbon, socially fair future.

In 2025, we embedded sustainability assessment criteria into all innovation pipeline projects and inorganic growth opportunities. Our innovation gates first test strategic alignment, whether a venture is compatible with a low-carbon future and a socially fair transition to net zero. We then assess customer desirability, including effects on customer sustainability goals and value chain risks.

Finally, we evaluate operational alignment, including implications on our ability to meet our decarbonisation pathways as well as exposure to regulatory risk. These information points are integrated with due diligence checklists. We sequence deeper assessments as projects mature, closing identified gaps or exiting where requirements are not met.

6. Creating positive outcomes for our colleagues and communities

Nobody gets hurt

Our people: Enabling Infineum's future success

Promoting inclusion and fairness in the workplace

Community engagement

Business ethics

Nobody gets hurt

A comprehensive approach to safety

‘Nobody gets hurt’ remains Infineum’s first priority. We believe that anyone working for Infineum should return home at the end of each day in the same state of health and wellbeing as they began it, and that all incidents, injuries, and occupational illnesses are preventable. Our aim is to ensure zero harm to our people, the community and the environment.

It is the responsibility of all our sites to efficiently and effectively follow our Operations Integrity Management System (OIMS) to successfully manage the health, safety and wellbeing of all colleagues and contractors working on our sites. OIMS is certified equivalent to the international ISO 45001 standard for health and safety. It ensures that hazards are systematically identified, assessed, and controlled, and are managed in compliance with health, safety and environmental laws.

We regularly conduct internal and external assessments of OIMS at all sites, turning observations into actions to continually improve our systems, whether this involves addition of preventative actions, or simplification of processes or procedures.

Embedding our safety culture in everything we do

A robust safety culture is embedded into our everyday processes and is maintained through strong safety leadership, simple messaging and clear metrics that focus on incident prevention.

Whilst our sites have teams of HSSE professionals supporting their activities, everyone at Infineum is required to take responsibility for protecting themselves, colleagues, contractors and the environment. All colleagues choose safety goals every year that become part of their annual performance review.

To ensure that our colleagues go home in the same condition they arrive to work, regardless of whether working onsite, travelling on business, or visiting third party locations, everyone is empowered by our Chief Executive Officer to stop work if they feel unsafe at any time. Indeed, we encourage employees and contractors to challenge unsafe behaviour, and call attention to safe behaviour. If they see something, we expect them to say something and report it as a ‘Behavioural Based Safety Observation’ (BBSO).

Hazard identification is crucial, it enables us to provide robust risk assessments supported by strong preventative actions. Should an incident occur, we conduct thorough investigations to identify the root cause and apply all necessary actions.

All actions, whether arising from a risk assessment, OIMS assessment or incident investigation, are tracked through to a timely completion. Safety incidents and relevant learnings are shared with the entire organisation through monthly HSSE reports and regular functional safety meetings.

In a robust safety culture, communication is never just one way – we listen to our colleagues on safety related matters, analysing feedback from safety standdowns and global meetings, incorporating learnings into our global systems to support our continuous improvement journey.

Creating positive outcomes for our colleagues and communities

Zero harm to our people and the environment

Our strong safety culture and management systems enable us to deliver excellent safety performance.

Infineum is a top performer on personal safety results, for both our colleagues and contractors, appearing in the top 10% of the chemical industry.

However, we always aspire to do better and with our 2030 ambition of ‘zero harm’, we are aiming for zero personal, process and environmental incidents in our operations.

To further safeguard the health of our employees, we provide access to occupational health professionals who conduct regular medical reviews specific to colleague work activities and their legal responsibilities.

Recordable Injuries

	2021	2022	2023	2024	2025
Colleagues					
LTI	1	1	1	0	2
RWC	0	0	0	0	0
MT	0	0	2	0	0
Contractors					
LTI	1	0	1	3	2
RWC	1	0	1	0	0
MT	0	0	0	0	0
Total					
LTI	2	1	2	3	4
RWC	1	0	1	0	0
MT	0	0	2	0	0

LTI: Lost Time Injury; **RWC:** Restricted Work Case; **MT:** Medical Treatment

Creating positive outcomes for our colleagues and communities

Total Recordable Injury Rate (per 200,000 working hours)

	2021	2022	2023	2024	2025
Colleagues	0.05	0.05	0.14	0.00	0.10
Contractors	0.21	0.00	0.19	0.32	0.22
Total	0.10	0.03	0.16	0.10	0.13

Notifiable Environmental Releases (NER)

	2021	2022	2023	2024	2025
Title V	1	1	0	1	0
Total NER	4	1	1	2	1

Process Safety Events (PSE per API RP 754)

	2021	2022	2023	2024	2025
Tier 1	2	1	4	2	0
Tier 2	5	3	8	3	2

Our people

Enabling Infineum's future success

Infineum's long-term success depends on attracting, developing and retaining talented colleagues who can deliver today and help shape tomorrow.

As our industry evolves, the right skills, growth opportunities and wellbeing, supported by strong leadership, are critical to staying competitive, innovative and resilient.

We focus on creating an environment where colleagues have clear expectations, can build future capabilities and feel supported to perform at their best. We do this through development opportunities, stronger performance and feedback, broader career pathways and leadership development. Listening to colleagues is central to this work and helps us focus on what matters most.

Listening to our colleagues

Understanding how colleagues experience Infineum is essential to building a strong and competitive organisation.

Each year, colleagues share their views through our engagement survey, helping leaders understand what's working well and where improvements are needed. Leaders review the results with their teams and agree actions to strengthen the day-to-day experience.

Our ambition is to achieve a colleague engagement score of over 75%. In 2025, our engagement score was 72%, up 6% from the previous year.

We review engagement across locations and different business areas, and where needed build deeper insights through targeted conversations. Leaders have visibility of their teams' insights, and action plans created to address colleague feedback.

We complement this with ongoing dialogue at local and regional levels. We work closely with trade unions and employee representative bodies in most of the countries we operate in. These partnerships help us understand colleagues' needs, respond to local priorities and ensure we continue to create a safe, fair and thriving workplace.

Together, these channels create a continuous feedback loop that ensures colleagues' voices shape improvements at team, site and organisational level. This feedback helps us prioritise action, including how we support wellbeing across our global workforce.

Prioritising wellbeing

A sustainable business depends on people who feel safe, supported and able to perform at their best.

We take a holistic approach to wellbeing, recognising five connected pillars: social, financial, mental, physical and career wellbeing. Our vision is to create an environment where physical health and mental resilience are strengthened by meaningful connections and opportunities for growth, helping colleagues navigate life's challenges with confidence and fulfilment.

Our Global Wellbeing Hub brings together tools, resources and guidance to help colleagues look after their mental and physical wellbeing.

We also provide free access to a global mindfulness and meditation app, available to colleagues and their families. In 2025, 308 users logged a combined 1.9 million minutes.

Many of our countries have Wellbeing Champions. These are colleagues who are passionate about wellbeing and who, alongside their day jobs, help to build local momentum. They act as visible role models, encourage engagement and communication, bring forward insights on emerging needs, and help develop and deliver local wellbeing action plans that reflect what matters most in their sites and communities across all five of our wellbeing pillars.

Creating positive outcomes for our colleagues and communities

Across each region, executive sponsors for wellbeing provide visible leadership and support—helping our champions prioritise this work and create the conditions for local action plans to succeed.

Through these activities, we continue to build a workplace where wellbeing is prioritised, and colleagues have access to the resources they need to stay healthy and resilient. With these foundations in place, we focus on helping colleagues build the skills, confidence and opportunities they need to grow.

In France, sport brought colleagues together through football tournaments with other on-site companies

In India, colleagues joined a three-day "Outbound Bash" to reconnect, strengthen relationships and recharge

In Europe, teams explored practical stress-management strategies through a "Decode your stress" workshop

In the U.S., wellness-themed sessions were introduced into safety meetings, including a visit from a therapy dog

Developing skills for the future

At Infineum, we believe everyone has something to contribute and potential to grow. We aim to make development accessible for all colleagues, while also investing in those who are ready to take on broader leadership responsibility.

We see development as colleague owned and leader supported. Through performance and development conversations, digital learning platforms, challenging roles and stretch assignments, mentoring, coaching and internal career moves, colleagues have multiple ways to build capability and shape their career. We encourage experience across roles, functions and geographies, strengthening careers and the organisation for the long term

Our digital learning ecosystem continues to expand, anchored by LinkedIn Learning with more than 29,000 video courses across technical, leadership and professional skills.

By 2025, 68% of colleagues had activated their licences. Colleagues also completed an average of 28 hours of assigned training through our internal learning system, ensuring 100% receive role, skills or career-focused training each year.

Colleagues can also access GetAbstract, which summarises books, videos and articles into concise insights. A third of GetAbstract users engage with the content regularly.

Creating positive outcomes for our colleagues and communities

Infineum's early career programmes are active across all regions, reflecting strong partnerships with universities and our commitment to developing future talent.

- Singapore runs a longstanding scholarship scheme with NUS and NTU, providing annual awards, and they have a steady pipeline of plant interns from local universities.
- Brazil operates a well-established internship programme, with nearly 40% of colleagues having started as interns, supported by deep engagement with schools and universities.
- France hosts Manufacturing students through a close university partnership, while Italy collaborates with multiple institutions to offer placements, two of which led to engineering hires in 2025, and regularly promotes STEM through outreach and university job forums.
- The UK maintains a broad early careers offering, including long-term collaboration with IFP School, university partnerships, STEM outreach, Migrant Leaders discovery days, school placements, and its Early Careers Program supporting new graduates.
- Germany also hosts students and works with local schools and universities to promote chemistry and contribute to regional initiatives.
- In the US, Infineum employs 9 to 15 co-op students, primarily in Manufacturing, Global Engineering, and Technology. The US also formally sponsors four FOSSI scholars who attend HBCUs (Historically Black Colleges and Universities) while maintaining strong recruiting partnerships with several northeastern US universities. Co-op students are often hired as permanent colleagues after graduation.

Supporting personal development

Personal development remains central to how we support growth.

We strongly encourage every colleague to set personal development goals and regularly discuss them with their leader. We are regularly enhancing our technology to make it easier for colleagues to record their personal development goals alongside their performance goals. We also encourage our colleagues to find and link learning directly to their goals from our digital learning platforms, creating a seamless experience from goal to action.

Our ambition is for 55% of colleagues to have personal development goals by 2030; we are currently at 36%.

Beyond digital resources, colleagues benefit from a wide range of development opportunities including mentoring, coaching, project assignments, cross-functional moves and sponsorship for ongoing education. These opportunities help colleagues build broader experience, strengthen their business understanding and progress along diverse career paths.

Together, these resources form an accessible learning ecosystem that supports colleagues at every level to build skills, explore new capabilities and contribute to Infineum's long-term success. We also help colleagues to turn learning into progression by creating clear pathways and opportunities to move and grow across the organisation.

Shaping careers and opportunities

Learning is most powerful when it translates into opportunity.

At Infineum, we want colleagues to feel confident shaping their future. We encourage everyone to take ownership of their development, supported by leaders who provide clarity, guidance and opportunities to grow.

Internal mobility is an important way colleagues build experience across the organisation. We fill roles through a mix of approaches, including Open Resourcing (internal advertising), appointing directly to support accelerated development or where there is a strong match of skills and experience, and external hiring to bring in new perspectives, specialist skills or early-career talent. Open resourcing supports transparency and access to opportunities across the organisation.

In 2025, internal mobility accounted for 56% of filled vacancies, giving colleagues the chance to broaden their skills and explore new career paths while contributing in fresh and impactful ways.

For those who want to deepen their expertise, we offer a dedicated Technical Expert Career Path, introduced in 2024 to provide rewarding progression for colleagues with specialist scientific and technical capability. Eight colleagues joined this path in 2025 bringing our total to 12.

These foundations help colleagues to take ownership of their development, supported by leaders who help them identify opportunities, build confidence and grow their career. Through meaningful career paths, accessible development tools and a culture that encourages curiosity and ambition, we continue to strengthen Infineum as a place where colleagues can shape a fulfilling future. To support this, we continue to strengthen the quality and consistency of performance conversations and feedback across the organisation.

While the talent market remains highly competitive, Infineum's turnover rate across the countries where we operate, continues to reflect an engaged, welcoming culture and meaningful work. In 2025, our overall turnover rate was 6%, with resignations remaining low at 3%. This represents a stable trend consistent with previous years.

Strengthening performance through feedback

We recognise that meaningful performance conversations help colleagues understand the impact they deliver, build clarity around expectations, and feel supported in their growth.

In 2025, we strengthened our approach to performance and development by simplifying our processes and placing greater emphasis on regular, high-quality dialogue between colleagues and leaders.

In 2025, 90% of colleagues completed annual performance-based reviews, ensuring that the majority of our workforce had structured conversations to reflect on progress, align on expectations and strengthen performance together.

We also introduced a simple way for colleagues to give or request feedback at any time, encouraging in-the-moment recognition and continuous development rather than relying solely on formal review points.

To support this shift, we trained leaders on giving great feedback, holding others to account and setting meaningful, impact-focused goals. This helps ensure conversations are not about completing tasks, but about making a measurable difference to the business, colleagues and customers.

Our ambition is to continue evolving a performance culture centred on clarity, accountability and ongoing constructive feedback, where colleagues understand the impact they create and feel supported to grow year-round, not only during formal review moments. Developing leaders who can role-model and enable these behaviours is a key part of this journey.

Creating positive outcomes for our colleagues and communities

Developing capable and confident leaders

Strong leadership is essential to creating an environment where colleagues can thrive. We invest in developing leaders who build clarity, inspire confidence and create the conditions for people to perform at their best.

Since 2023, we have provided senior leaders with access to virtual coaching, giving them space to reflect, strengthen their leadership approach and grow their impact. In 2024, we expanded this coaching to a wider group of leaders, making it available to more colleagues across the organisation.

To date, leaders have completed over 2,000 hours of coaching, demonstrating strong uptake and the value placed on leadership development.

We also run a leadership development programme, that supports colleagues from their first supervisory role and as they grow as leaders. We continually evolve our programmes to reflect the changing nature of leadership.

This focus on leadership capability, combined with clear expectations, simpler values and stronger alignment between performance and development—supports our ambition to build a leadership culture that is confident, accountable and deeply connected to colleagues' experience.

Promoting inclusion and fairness in the workplace

We believe that safe, respectful and inclusive workplaces foster fresh ideas and perspectives, driving innovation, creativity, and business success.

This not only empowers our colleagues to thrive, it positions us to attract, grow and retain exceptional, diverse talent who will drive our organisation's success far into the future.

During 2025 we ran the first Global Inclusion survey which gave us rich data and a clear picture of the current landscape, with colleagues' experiences confirming that our organisation has positive foundations to build from. The results told us that colleagues feel their perspectives are valued, and there is a high degree of trust in leaders at a team level. Workgroups are also inclusive, with colleagues feeling that they are a valued member of their team. This has been the foundation of the Inclusion strategy for the Group.

Infineum continues to demonstrate a strong, global commitment to inclusion by investing across all the inclusion pillars in every region we operate. We actively recognise and celebrate a wide range of awareness days reflecting the diversity of the workforce and the clients we serve. This consistent cadence of engagement not only builds awareness internally but also reinforces a culture of belonging and respect.

Infineum aims for our workforce to mirror the diversity of the markets and communities we serve, as well as the local talent available in each region. We strive to identify and remove barriers to equity across all our people processes, ensuring that potential bias is addressed in both recruitment and internal development. We offer tailored training programmes to support leaders, including unconscious bias training for all colleagues and guidance documents for leaders.

Our recruitment materials emphasise our support for inclusion, and we target sourcing strategies utilising appropriate channels, such as women and inclusion job boards, minority recruitment agencies and partners, technical groups, networks and affiliations on LinkedIn to broaden our talent pool.

We request our recruiting partners to provide a diverse mix of candidates. Diverse assessment panels provide richer perspective and create an inclusive experience for candidates of all backgrounds, as well as a structured interview process to help ensure an objective and unbiased recruitment experience.

Creating positive outcomes for our colleagues and communities

Inclusive policy for new parents

We strive to be an inclusive organisation that provides the necessary support and adjustment period to new parents. Therefore, all Infineum colleagues are entitled to a minimum of four weeks paid parental leave for birth mothers, fathers and adopting parents, including in locations where it is not required by local law or practices.

Monitoring inclusion

In 2025, we made good progress towards our 2025 leadership demographic ambitions, achieving them for female representation and for ethnic minority representation in the US and the UK. From 2026, instead of setting and reviewing specific ambition numbers, we will review our workforce demographics by analysing the outcomes of our hiring, promotions, internal moves, and departures, with local market context. This more detailed data approach will strengthen our insights and help us identify trends and patterns over time. It will also highlight what is working well, what barriers may still exist, and the steps we may want to take to continue making progress.

Community engagement

Infineum is committed to delivering a positive impact in the communities where we operate. We aim to nurture excellent relationships with people who work and live near our sites, including emergency service providers, schools and community groups.

In line with our objectives, our Global Volunteering Standard provides an additional day's annual leave for colleagues to support our communities by volunteering for a local charity or participate in activities to promote and encourage Science, Technology, Engineering and Maths (STEM) skills in the next generation.

In 2025, 28% of colleagues participated in this initiative, exceeding our 2025 ambition of 25%.

Promoting STEM education

Our future workforce will depend on more young people being encouraged to study STEM subjects and entering STEM careers. Indeed, STEM skills are crucial for our business capabilities and success, as well as for productivity and sustainability.

Our schools outreach programme helps address this challenge and our international network of STEM ambassadors regularly organise engagement sessions at local schools and attend careers fairs to share their experience of careers in STEM and give advice to children of all ages.

We are also increasing collaboration with educational institutions and charity organisations to engage more underrepresented groups. Since 2024, we partnered with a charity organisation, Migrant Leaders, to organise a STEM work placement day at our Milton Hill site. Through the charity, several of our colleagues volunteered as mentors to young people who are first-and second-generation migrants.

Creating positive outcomes for our colleagues and communities

Building trust and shared value with our neighbouring communities

Infineum's Bayway manufacturing plant and nearby Business & Technology Centre in Linden operate adjacent to densely populated neighbourhoods in Union County, New Jersey (NJ), within a few hundred yards of local residents and near the Blue Acres Disaster Risk Reduction Area designated by the State of NJ after Superstorm Sandy in 2012. This proximity heightens the importance of transparent engagement and trust, robust risk prevention, and targeted community investment.

We share critical information and maintain dialogue through the Bayway Community Advisory Panel (CAP) meetings, company reports, and business updates. Community members can raise interests or concerns to our Community Relations Coordinator, via our website contact form, during CAP meetings, or through city officials who sit on the CAP. The Linden Industrial Association's (LIA) monthly meetings provide an additional channel for two-way communication across local industry and the community. No issues were formally raised or reported through our channels in 2025. While this is positive, we recognize that "no complaints" does not always equal "no concerns," and we aim to broaden outreach to underserved groups to avoid silent barriers to feedback.

Given the inherent risks of chemical operations, our priority is prevention and preparedness. To minimise risk and support emergency preparedness, we coordinate emergency drills with the Bayway and Linden Fire and Linden Police Departments, maintain an Enhanced Process Safety (EPS) programme, conduct regular safety meetings and audits, and deploy mandatory colleague learning and training.

Infineum supports neighbouring communities through various local employment, community investment and volunteering initiatives. Indeed, over the course of 2025, the vast majority of permanent colleagues who were hired reside in NJ and significant charitable contributions were made to local organizations across health, education, housing, food security, and environmental causes. Local colleagues attend recurring volunteering events such as Blue Acres clean-ups and tree planting (twice annually), Habitat for Humanity builds (twice annually), county park clean-ups, and team service at regional food banks and social service centres. Furthermore, the Bayway Industrial Complex (the broader multi-company cluster in which Infineum operates) generates an estimated $21 billion in total annual economic output when direct, indirect, and induced effects are combined, according to an independent economic analysis. It highlighted the shared value between industry and community.

Business ethics

Infineum's culture is built on strong ethical values. In everything we do, we pride ourselves on maintaining safe systems and supply chains, building lasting and responsible relationships with our partners, suppliers, and customers, and creating a sound and resilient organisation for the future.

We believe our reputation is a priceless company asset and uphold it by choosing the course of highest integrity, even where the law is permissive. This includes support for the principles of international organisations with respect to bribery and corruption, business probity and ethical standards.

Our internal audit function reviews our Management Systems to ensure Code of Conduct compliance. All relevant colleagues and contractors receive comprehensive training on Infineum's core policiesand associated behaviours.

We are committed to fostering an environment where open and honest communication is the norm and encourage all colleagues to approach their leaders, the management team or relevant functional representatives if they believe violations of laws, regulations or the Infineum Code of Conduct may have occurred.

Additionally, we have a global reporting hotline operated by a third-party, available in multiple languages.

This hotline is available via our intranet home page and can be accessed by both colleagues and contractors to anonymously report incidents or concerns, including discrimination or harassment.

We ensure that all reported cases are thoroughly investigated.

In 2025 we investigated 22 potential violations of our code of conduct, 11 of these were reported through our reporting hotline. This included alleged violations of the following policies, harassment, travel and expenses, intellectual properly and business ethics. All of these were promptly and thoroughly investigated.

To further reinforce our commitment to a safe and respectful workplace, we launched a new compulsory anti-harassment training for all colleagues. This training covers what harassment is, when it can occur and how to respond and report it. These efforts help ensure that Infineum remains a safe place to work, reinforce our commitment to ethical conduct and empower colleagues to report potential violations of the law, regulations or Code of Conduct. This training is issued annually and was completed by 90% of colleagues in 2025.

7. About this report

About this report

This is Infineum's fifth annual sustainability report. It was published on the 2nd June 2026 and covers the global activities of the Infineum group of affiliated companies during the period from January 1 to December 31, 2025.

Data covers all owned and operated locations, including manufacturing plants and business and technology centres.

The content of this report is designed to transparently share our performance on the issues that are relevant to the interests and expectations of our stakeholders and important to our sustainability strategy.

The Global Reporting Initiative (GRI) reporting standards were used as inspiration to guide the disclosures and performance indicators shared in the report. An independent auditor was engaged to provide reasonable assurance on our scope 1 and 2 GHG emissions data and limited assurance on our water and waste data.

We welcome feedback and questions on the contents of this report. Our independent assurance statement can be accessed here.

Please contact us at:
sustainabilityteam@infineum.com

Data methodology

The organisation-specific metric chosen to calculate the ratio was metric tonnes (t) of production. All types of energy are included within the intensity ratio: fuel, electricity, heating, cooling, and steam. The ratio used energy consumption within the organisation. The data has been calculated to three significant figures.

The base year for our calculation is 2018, as it is considered the most recent representative year for production across Infineum sites globally. The calculations account for the six major GHGs (CO_2, CH_4, N_2O, HFCs, PFCs, and SF_6) where possible.

Non-renewable electricity and steam at our site in Vado Ligure, Italy is produced by natural gas being burned in the co-generation unit and the energy use is accounted for as Natural Gas. We use Department for Environment, Food & Rural Affairs (DEFRA) emission factors for most emissions except for refinery fuel gas where we use the molecular content of gas and stoichiometry; and grid electricity for the UK and USA, where we use the International Energy Agency (IEA) and Environmental Protection Agency (EPA) factors instead. When refrigerant data is unavailable, we use estimates based on average leak rates supplied by DEFRA UK.

About this report

Infineum's waste data reporting covers operational waste generated at our sites, consistent with established regulatory reporting processes in each jurisdiction where we operate. In certain jurisdictions, local statutory practice assigns responsibility for reporting specific waste streams, such as waste arising from construction or deconstruction activities, to licensed contractors or transporters rather than to the facility operator. Where this applies, these waste streams are not included within Infineum's site level waste reporting systems because the underlying data is held and reported by the responsible licensed contractors or transporters and is not provided to the facility operator under local statutory practice.

We measure GHG emissions based on the operational control criterion and follow the GHG Protocol Corporate Standard for scope 1, 2 and 3 emissions.

We are measuring the following scope 3 emission categories: purchased goods and services, capital goods, fuel and energy related activities, upstream transport and distribution, waste generated in operations, business travel, employee commuting, upstream leased assets, downstream transport and distribution, processing of sold products, use of sold products, end of life treatment of sold products and investments.

We work with site leads to identify the most suitable individual(s) to identify the direct and indirect emission sources for that site and provide emissions and other environmental data each month. We engage with these representatives on a monthly basis.

Small offices (10 or fewer Infineum colleagues) are excluded from emissions estimates.

Due to the Services Utilities Materials Facilities (SUMF) agreement for our Rio de Janeiro site, estimated consumption of steam and electricity figures are yet to be independently metered. As a result, this site is billed for steam consumption in the amount of natural gas used to generate said steam.

Previously reported figures have been recalculated to correct errors and reflect more accurate and up-to-date emission factor data.

Cautionary statement

Statements of future ambitions, aims, goals, events or conditions in this publication, including projections, plans to reduce emissions and emissions intensity, sensitivity analyses, expectations, estimates, the development of future technologies, and capital investment and business plans, are forward-looking statements.

Actual future results, including the achievement of sustainability ambitions could vary depending on the ability to execute operational objectives on a timely and successful basis; changes in laws and regulations, including international treaties and laws and regulations regarding greenhouse gas emissions and carbon costs; government incentives; trade patterns and the development and enforcement of local, national and regional mandates; unforeseen technical or operational difficulties; the outcome of research efforts and future technology developments, including the ability to scale projects and technologies on a commercially competitive basis; changes in supply and demand and other market factors affecting future prices of oil, gas, and petrochemical products; changes in the relative energy mix across activities and geographies; the actions of competitors; supply chain considerations, changes in regional and global economic growth rates and consumer preferences; changes in population growth, economic development or migration patterns; military build-ups or conflicts.

About this report

We do not undertake to provide any updates or changes to any data or forward-looking statements in this document. The statements and analysis in this document represent a good faith effort by Infineum despite significant unknown variables and, at times, inconsistent market and government policy signals.

Energy demand modelling aims to replicate system dynamics of the global energy system, requiring simplifications. The reference to any scenario, including any potential net zero scenario, does not imply Infineum views any particular scenario as likely to occur. In addition, energy demand scenarios require assumptions on a variety of parameters. As such, the outcome of any given scenario using an energy demand model comes with a high degree of uncertainty. For example, the IEA describes its NZE scenario as extremely challenging, requiring unprecedented innovation, unprecedented international cooperation and sustained support and participation from consumers. Investment decisions are made on the basis of Infineum's separate planning processes but may be secondarily tested for robustness or resiliency against different assumptions, including against various scenarios.

Infineum reported emissions, including reductions and avoidance performance data, are based on a combination of measured and estimated data. Calculations are based on industry standards and best practices. The uncertainty associated with the emissions, reductions and avoidance performance data depends on variation in the processes and operations, the availability of sufficient data, the quality of those data and methodology used for measurement and estimation. Changes to the performance data may be reported as updated data and/or emission methodologies become available.

Infineum works with industry to improve emission factors and methodologies, including measurements and estimates.

8. Key figures

Key figures

GRI 305-1: Direct (Scope 1) GHG Emissions

Gross direct (Scope 1) GHG emissions in metric tons of CO_2 equivalent

Carbon sources	2018 Gross Scope 1 GHG Emissions (Metric Tons CO_2e)	2019 Gross Scope 1 GHG Emissions (Metric Tons CO_2e)	2020 Gross Scope 1 GHG Emissions (Metric Tons CO_2e)	2021 Gross Scope 1 GHG Emissions (Metric Tons CO_2e)	2022 Gross Scope 1 GHG Emissions (Metric Tons CO_2e)	2023 Gross Scope 1 GHG Emissions (Metric Tons CO_2e)	2024 Gross Scope 1 GHG Emissions (Metric Tons CO_2e)	2025 Gross Scope 1 GHG Emissions (Metric Tons CO_2e)
Diesel	6,210	5,830	6,530	6,480	6,220	5,740	4,980	5,460
LPG	5	6	6	6	6	5	6	7
Gasoline	77	126	105	109	111	116	115	116
Natural gas	44,000	42,700	42,800	42,200	42,200	40,500	43,900	43,800
Vehicles: Distance travelled	234	239	80	128	128	112	84	79
Propane	32	28	28	31	25	25	23	23
Refinery fuel gas	1,160	1,130	1,170	1,490	1,320	1,480	1,460	1,480
Refrigerants	22,600	17,700	1,730	10,300	1,970	2,200	1,940	1,910
Process emissions	6,120	7,490	5,040	6,770	6,050	6,150	5,300	6,090
Grand Total	**80,400**	**75,200**	**57,500**	**67,500**	**58,000**	**56,300**	**57,800**	**59,000**

GRI 305-2: Energy indirect (Scope 2) GHG emissions

Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO_2 equivalent

Carbon sources	2018 Gross Location-based Scope 2 GHG Emissions (Metric Tons CO_2e)	2019 Gross Location-based Scope 2 GHG Emissions (Metric Tons CO_2e)	2020 Gross Location-based Scope 2 GHG Emissions (Metric Tons CO_2e)	2021 Gross Location-based Scope 2 GHG Emissions (Metric Tons CO_2e)	2022 Gross Location-based Scope 2 GHG Emissions (Metric Tons CO_2e)	2023 Gross Location-based Scope 2 GHG Emissions (Metric Tons CO_2e)	2024 Gross Location-based Scope 2 GHG Emissions (Metric Tons CO_2e)	2025 Gross Location-based Scope 2 GHG Emissions (Metric Tons CO_2e)
Electricity	42,400	43,300	38,100	40,000	40,400	37,100	45,700	36,000
Steam	112,000	114,000	113,000	110,000	119,000	111,000	114,000	117,000
Grand Total	**154,000**	**157,000**	**151,000**	**150,000**	**159,000**	**148,000**	**160,000**	**154,000**

Key figures

GRI 305-2: Energy indirect (Scope 2) GHG emissions

Gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO_2 equivalent

Carbon sources	2018 Gross Market-based Scope 2 GHG Emissions (Metric Tons CO_2e)	2019 Gross Market-based Scope 2 GHG Emissions (Metric Tons CO_2e)	2020 Gross Market-based Scope 2 GHG Emissions (Metric Tons CO_2e)	2021 Gross Market-based Scope 2 GHG Emissions (Metric Tons CO_2e)	2022 Gross Market-based Scope 2 GHG Emissions (Metric Tons CO_2e)	2023 Gross Market-based Scope 2 GHG Emissions (Metric Tons CO_2e)	2024 Gross Market-based Scope 2 GHG Emissions (Metric Tons CO_2e)	2025 Gross Market-based Scope 2 GHG Emissions (Metric Tons CO_2e)
Electricity	51,600	54,600	49,600	49,600	49,500	49,000	48,800	18,900
Steam	112,000	114,000	113,000	110,000	119,000	111,000	114,000	117,000
Grand Total	**164,000**	**169,000**	**163,000**	**160,000**	**169,000**	**160,000**	**163,000**	**136,000**

Key figures

GRI 305-4: GHG emissions intensity

GHG emissions intensity ratio for the organisation

Carbon sources	2018 GHG Emissions Intensity ($mtCO_2e$/ Production)	2019 GHG Emissions Intensity ($mtCO_2e$/ Production)	2020 GHG Emissions Intensity ($mtCO_2e$/ Production)	2021 GHG Emissions Intensity ($mtCO_2e$/ Production)	2022 GHG Emissions Intensity ($mtCO_2e$/ Production)	2023 GHG Emissions Intensity ($mtCO_2e$/ Production)	2024 GHG Emissions Intensity ($mtCO_2e$/ Production)	2025 GHG Emissions Intensity ($mtCO_2e$/ Production)
mtCO2e/Production	**0.189**	**0.193**	**0.182**	**0.179**	**0.173**	**0.188**	**0.194**	**0.172**

GRI 305-3: Other indirect (Scope 3) GHG emissions

Gross other indirect (Scope 3) GHG emissions in metric tons of CO_2 equivalent

Carbon sources	2018 Scope 3 GHG Emissions ($mtCO_2e$)	2019 Scope 3 GHG Emissions ($mtCO_2e$)	2020 Scope 3 GHG Emissions ($mtCO_2e$)	2021 Scope 3 GHG Emissions ($mtCO_2e$)	2022 Scope 3 GHG Emissions ($mtCO_2e$)	2023 Scope 3 GHG Emissions ($mtCO_2e$)	2024 Scope 3 GHG Emissions ($mtCO_2e$)	2025 Scope 3 GHG Emissions ($mtCO_2e$)
Purchased goods and services	2,344,588	2,212,686	2,151,688	2,389,135	2,411,508	2,037,037	2,113,546	2,093,357
Capital goods	11,288	11,885	11,407	10,521	13,451	16,692	13,836	13,303
Fuel and energy related activities	30,355	28,960	27,867	34,905	34,505	33,331	33,640	23,446
Upstream transport and distribution	223,619	217,438	204,445	228,199	224,694	178,546	213,917	189,977
Waste generated in operations	8,445	7,770	10,311	9,311	8,244	6,442	7,852	8,100
Business travel	6,171	10,220	1,493	237	2,263	5,412	9,125	6,554
Employee commuting	38,935	39,172	28,860	33,630	32,429	32,567	33,658	33,652
Upstream leased assets	54	-1	30	63	22	61	48	26
Downstream transport and distribution	19,734	19,058	16,484	22,233	22,960	18,530	33,204	20,510
Processing of sold products	45,149	44,400	41,109	44,034	45,202	39,552	40,494	52,087
Use of sold products	270,314	261,913	265,160	234,235	221,392	212,702	228,744	185,180
End-of-life treatment of sold products	1,191,093	1,172,099	1,068,862	1,173,630	1,253,383	1,101,204	1,115,975	1,152,325
Downstream leased assets	-	-	-	-	-	-	-	-
Franchises	-	-	-	-	-	-	-	-
Investments	27,501	26,907	41,696	91,262	75,858	53,889	58,292	55,097
Grand Total	**4,217,247**	**4,052,508**	**3,869,413**	**4,271,396**	**4,345,911**	**3,735,965**	**3,902,333**	**3,833,613**

GRI 302-1: Energy consumption within the organisation

Energy sources	2018 Energy consumption (Gigajoules)	2019 Energy consumption (Gigajoules)	2020 Energy consumption (Gigajoules)	2021 Energy consumption (Gigajoules)	2022 Energy consumption (Gigajoules)	2023 Energy consumption (Gigajoules)	2024 Energy consumption (Gigajoules)	2025 Energy consumption (Gigajoules)
Total fuel consumption	1,030,000	1,040,000	1,020,000	1,020,000	1,000,000	963,000	1,010,000	1,050,000
Total acquired electricity (renewable)	0	0	456	442	472	510	5,430	15,000
Total acquired electricity (non-renewable)	434,000	427,000	414,000	425,000	426,000	403,000	392,000	389,000
Total acquired steam	1,520,000	1,650,000	1,560,000	1,530,000	1,620,000	1,510,000	1,550,000	1,600,000
Total self-generated renewable electricity	456	456	11,700	10,600	9,650	9,000	9,240	8,650
Total energy consumption	**2,980,000**	**3,120,000**	**3,010,000**	**2,990,000**	**3,060,000**	**2,890,000**	**2,970,000**	**3,060,000**
Energy intensity ratio (total per ton of production)	**2.40**	**2.61**	**2.65**	**2.49**	**2.46**	**2.63**	**2.61**	**2.69**

GRI 303-3: Water withdrawal

Water sources	2018 Water usage (Megalitres)	2019 Water usage (Megalitres)	2020 Water usage (Megalitres)	2021 Water usage (Megalitres)	2022 Water usage (Megalitres)	2023 Water usage (Megalitres)	2024 Water usage (Megalitres)	2025 Water usage (Megalitres)
Groundwater	333	322	293	318	271	209	236	254
Municipal supply	1,220	1,270	1,260	1,300	1,290	1,220	1,190	1,140
Sea	14,100	11,900	15,500	16,500	16,700	13,700	12,700	13,900
Grand total	**15,700**	**13,500**	**17,100**	**18,100**	**18,300**	**15,100**	**14,100**	**15,300**

GRI 306-3: Waste generated

Total weight of non-hazardous waste generated in metric tons and breakdown by disposal method

Waste type and disposal methods	2018 Waste generated (mt)	2019 Waste generated (mt)	2020 Waste generated (mt)	2021 Waste generated (mt)	2022 Waste generated (mt)	2023 Waste generated (mt)	2024 Waste generated (mt)	2025 Waste generated (mt)
Biological treatment	0	542	232	301	267	316	275	148
Incineration with energy recovery	722	2,160	1,890	1,920	1,910	1,070	1,600	1,730
Incineration without energy recovery	215	247	189	34	2	4	5	7
Landfill	2,460	2,260	4,030	4,610	6,230	4,340	4,610	4,000
Recycling	478	417	279	375	1,140	346	387	480
Reuse	-	-	-	2	-	-	-	-
Water treatment	1,940	1,600	1,630	1,690	1,490	1,530	1,470	1,500
Grand Total	**5,820**	**7,220**	**8,260**	**8,930**	**11,000**	**7,600**	**8,340**	**7,900**

GRI 306-3: Waste generated

Total weight of hazardous waste generated in metric tons and breakdown by disposal method

Waste type and disposal methods	2018 Waste generated (mt)	2019 Waste generated (mt)	2020 Waste generated (mt)	2021 Waste generated (mt)	2022 Waste generated (mt)	2023 Waste generated (mt)	2024 Waste generated (mt)	2025 Waste generated (mt)
Biological treatment	1,030	611	223	781	803	787	692	846
Incineration with energy recovery	9,420	9,290	9,860	11,300	11,300	9,600	9,680	10,090
Incineration without energy recovery	880	1,960	1,920	1,010	549	731	667	357
Landfill	612	144	698	556	501	492	755	1,040
Recycling	826	674	337	557	837	667	733	524
Reuse	-	93	83	2	1	-	-	-
Water treatment	-	-	6	113	-	-	-	-
Grand Total	**12,800**	**12,800**	**13,100**	**14,300**	**14,000**	**12,300**	**12,500**	**12,900**