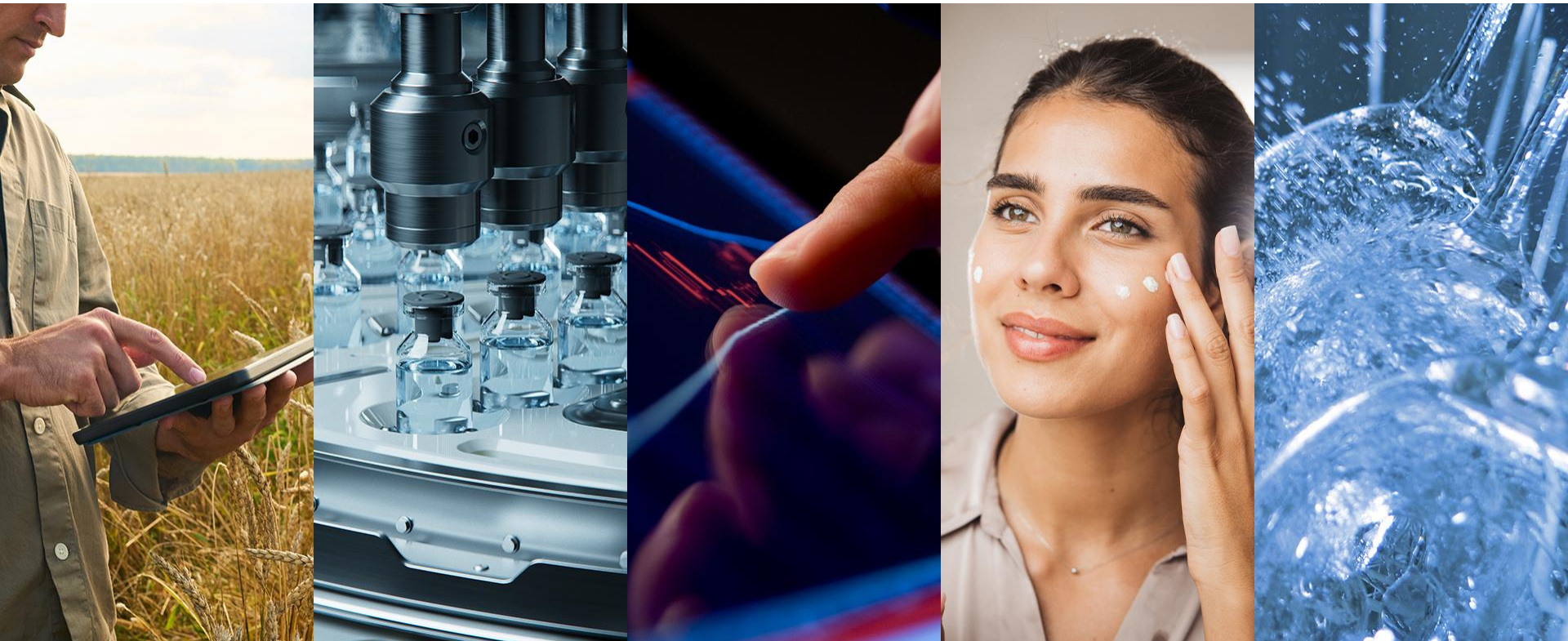
Nouryon in China:
Partnering for Sustainable Growth

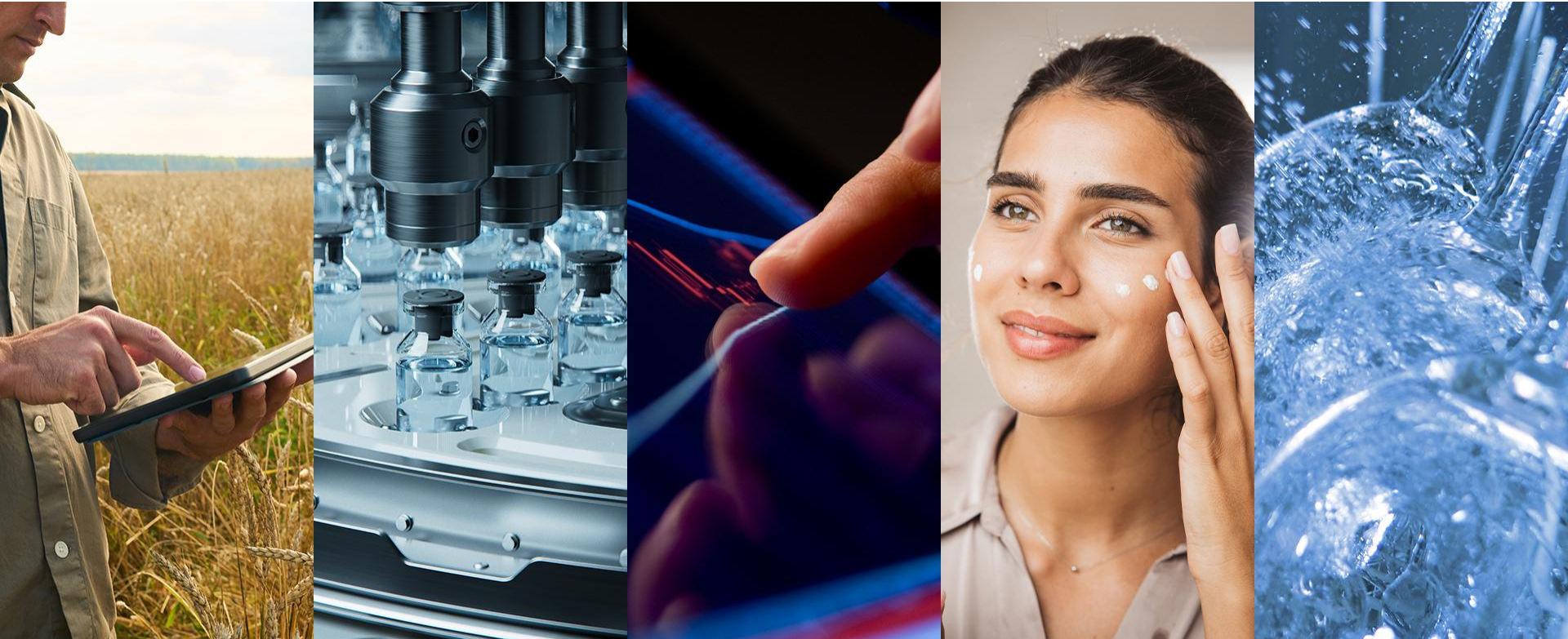
CPCIC, October 2026

Vivi Hollertt, vice president and chief sustainability officer



Nouryon

October 2026



A leader in specialty chemicals serving attractive and growing end-markets

~$5.1B global revenue[1]

~20.3% adjusted EBITDA[1] margin

~120 countries sold to

76% product innovation pipeline focused on sustainability

~70% revenue from products where we are #1 or #2 globally

8,000+ global employees

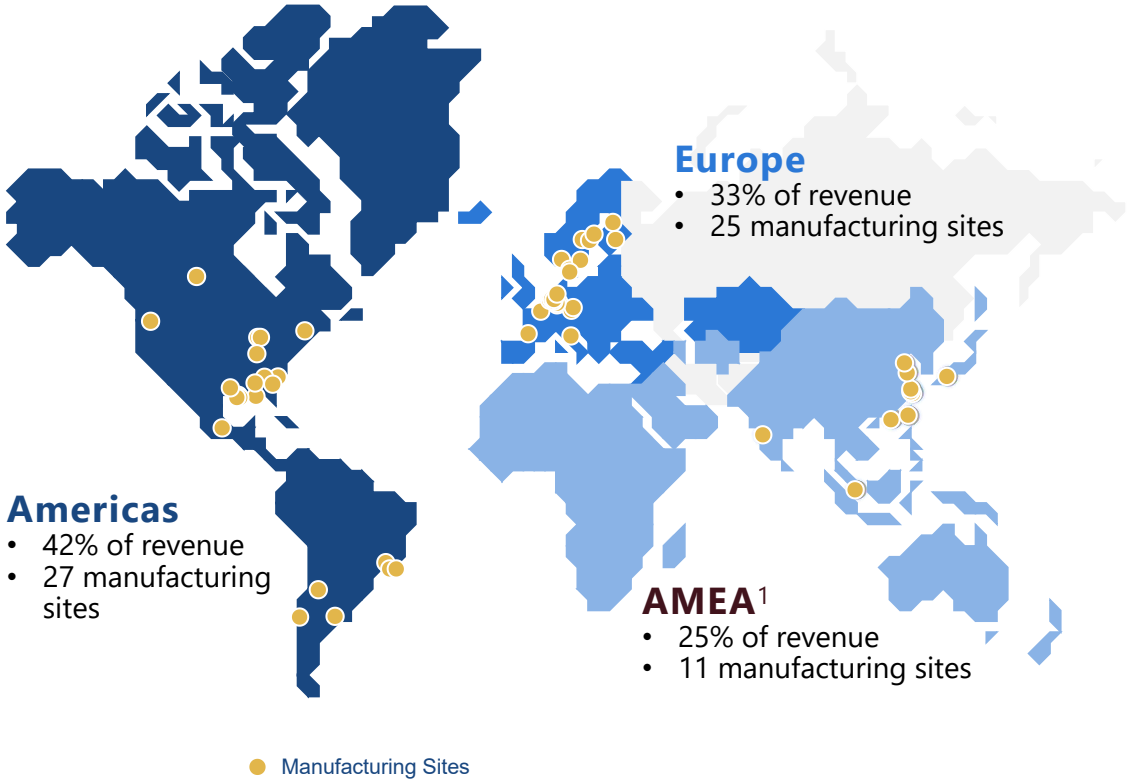
The foundation of our success is based on high standards in **safety**, **sustainability** and **innovation**



Segment share shown as a % FY2025 sales
Wheel shows underlying end markets

Nouryon

Our global manufacturing footprint is a competitive advantage



We have strong innovation and global technology service capabilities

14 innovation centers

Innovation oriented around end markets and customers with localized application labs and a pipeline enabling pharmaceuticals, crop nutrition, the growing need for microchips, and sustainability solutions.



Note: Figures and percentages represent FY2025 results. 1. AMEA region consists of Asia Pacific, Middle East, and Africa 2. Integrated Manufacturing Model (IMM): on-site plants at customer pulp mills.

4

A leader in essential chemistry globally and in China

- **Since the early 1990s** we have been investing in production facilities in China (first one in Tianjin)
- We are driving "**Focused on Growth**" strategy in China and focus on customers, end-market needs
- **2018:** We celebrated a decade of success **at Ningbo site**
- **2019:** We celebrated 25 years of surfactants production **in Boxing, China**
- **2019-2023:** completed multiple **capacity expansions** at various sites in China
- **2022:** started production at advanced organic peroxide greenfield site **in Tianjin**, to support the polymer industry in Asia
- **2019, 2021, 2023 and 2025:** received the **Responsible Care Award** by AICM
- **2025:** Launched Shanghai Innovation Center and doubled the capacity of TEAL in Jiaxing site

~ 1,300
employees

7
manufacturing sites

Regional headquarters in **Shanghai**

Ningbo site is our **largest site** in China and globally

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Nouryon's footprint in Greater China

1. Tianjin
- Production of organic peroxides
- In national-level Nangang Chemical Park
- 130+ FTE

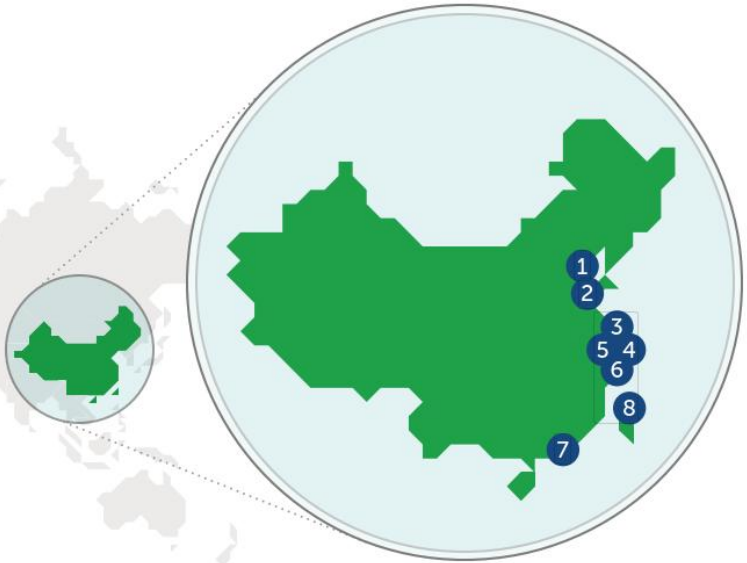
Perkadox® Trigonox®

2. Boxing
- Production of fatty acids, nitriles, amines, and quaternary ammonium compounds
- Recognized as "Chemical Monitoring Point"
- 150+ FTE

ARQUAD® PC

3. Taixing
- Production of monochloroacetic acid
- In national-level Taixing Chemical Park
- 50+ FTE

4. Shanghai
- Regional headquarters
- Innovation and Applications Center
- 200+ FTE



5. Jiaxing
- Production of triethyl aluminum
- In national-level Jiaxing Port Chemical Park
- 50+ FTE

6. Ningbo
- Production of chelates, ethylene amines, cellulose ethers, organic peroxides, surfactants, and expandable microspheres
- In national-level Ningbo Chemical Park
- 390+ FTE

Expancel® Dissolvine® master the elements

7. Guangzhou
- Production of colloidal silica
- In provincial-level Guangzhou Industrial Park
- 20+ FTE

BEROL® LevaSil®

8. Taichung, Taiwan
- Production of colloidal silica
- In Tachia Industrial Park
- 20+ FTE

BEROL® LevaSil®

Nouryon

We see sustainability as foundational to business growth and long-term value – delivering real, customer-focused solutions.

PROTECT

Risk mitigation and compliance

- License to operate
- Stakeholder trust
- Compliance with laws and disclosure requirements
- Supply security and risk management

BUSINESS KPIs (examples)
Compliance, cost of capital, risk mitigation

PERFORM

Operational efficiency

- Improve safety and environmental performance
- Optimize resource use
- Reduce energy, water and waste
- Raise productivity and lower costs

BUSINESS KPIs (examples)
Cost savings, operating margin

GROW

Customer value creation

- Customer-led innovation
- Low-carbon and circular products and value chains
- Safety, people and trust

BUSINESS KPIs (examples)
Revenue and volume growth, talent attraction and retention

We embed sustainability in business decisions with clear accountability for measurable results

Nouryon

Grow through innovation in China, for China

Innovation for China must be developed in China, with Chinese customers and partners, aligned to local needs.

Co-develop with customers
Create high-performance, low carbon solutions for priority markets and applications in China

Test, adapt and accelerate
Pilot with Chinese partners on local formulations, performance testing and digital tools to shorten scale-up

Connect the ecosystem
Work with universities, research institutions, technology partners and start-ups



Global expertise + local insight + close customer collaboration

Critical for success

- Continued government support for innovation environment in which companies, universities and research institutions can collaborate, pilot new technologies and demonstrate solutions at industrial scale.
- Clear and predictable regulatory frameworks

Nouryon

Grow through lower-carbon and circular value chains

Scaling lower-carbon and circular solutions requires the right inputs, energy, data and partnerships

Decarbonize operations and supply chains
Improve energy efficiency, expand renewable electricity and partner to reduce value chain greenhouse gas emissions.

Scale circularity and resource efficiency
Enable recycling, reuse and reduced waste, and develop value chains for renewable and circular feedstocks.

Build trusted value-chain data
Use common methods and product carbon footprint data to support procurement, innovation and customer decisions.



Compete on solutions.
Collaborate on the foundations for progress.

Critical for success

- Affordable lower-carbon, renewable and circular raw materials
- Reliable, competitively priced electricity from renewable sources
- Common methods, trusted data
- Supplier capability and value-chain collaboration

Nouryon

Responsible growth is built on safety, people and trust

Growth must be safe, enabled by capable people and grounded in transparency and reliable partnerships.

Safety is non-negotiable
Protect people and operations through strong process safety, occupational safety and product stewardship.

Build local capability
Develop talent across R&D, manufacturing, commercial and business roles, including digital and sustainability skills.

Earn and maintain trust
Measure progress, communicate transparently and remain a reliable long-term partner.



Global capability + local talent + disciplined execution

Critical for success

- Continued investment in people and skills
- Transparent measurement and communication
- Trusted relationships with customers, employees, communities and regulators

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Together, we can move from individual ambition to shared action, and from shared action to measurable value for our businesses, our customers and society.



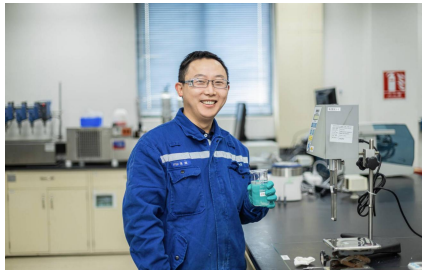














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Chemistry that wins

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