# Built for Performance


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# Performance by Design

## Performance by Design (PBD) is CPChem's approach to improving how work is planned, executed and supported across the organization.

The program is grounded in human performance principles and focuses on strengthening systems, processes and conditions so people can do their jobs successfully. By shifting the focus from individual behavior to how work gets done, PBD helps identify opportunities to reduce risk, improve reliability and support consistent performance across operations.

PBD encourages every team, at every level, to use their unique perspectives and backgrounds to enhance how we work and implement solutions that unlock value for our employees, customers and owners. In 2025, we initiated efforts to refocus and reinforce the data-driven elements within our PBD structure to help capture success in our pursuit of excellence.

# Business Transformation

Business Transformation is the next phase of CPChem's competitive journey, built on the success of Performance by Design, focused on companywide alignment and designed to help the business continuously perform better, demonstrating resiliencey through a challenging business cycle.

## Information Technology

### Dynamic Deal Guidance

Dynamic deal guidance is a cornerstone of the organization's Commercial Excellence effort and aims to unlock hidden value and boost profitability across product lines. As one of CPChem's first in-house AI tools, it provides data-driven insights to drive better business outcomes. Rollout of the application began at select CPChem sites in 2025 across two global regions, quickly producing high-value metrics that encourage further development of this program.

### Integrated Business Planning

In 2025, CPChem introduced Integrated Business Planning (IBP), marking an important step forward in strengthening sales and operations planning across the company. The new system introduces enhanced planning capabilities within a modern, cloud-based environment.

IBP supports closer alignment between supply and demand planning by improving visibility, reducing manual processes and increasing collaboration across teams. With advanced analytics and optimization models, the platform helps generate supply plans that reflect operational capabilities and meet customer demand.

As a foundational element of CPChem's commercial transformation efforts, IBP provides a scalable planning framework designed to support more informed decision-making and long-term growth.

# Strategic Execution and Enablement

The Strategic Execution and Enablement Office is a comprehensive project management and change management resource with a suite of customized methodologies, tools, training, and coaching to enhance our projects and operations. The SEE Office helps prepare, equip and support individuals and teams through change to minimize disruption and overload, empower people and enable success.

## The SEE Office

- Helps teams rethink how they work to enhance impact and efficiencies.
- Improves project management to reduce initiative overload and balance workload.
- Empowers teams to encourage growth and leverage training to streamline projects.

Through the SEE Office, we are able to more accurately identify proficiencies and potential, which allows us to accelerate the pace of transformation at CPChem.

## Change Makers

CPChem's SEE Office continues to develop change makers who can turn strategy into action. Its training program builds core capabilities in navigating change, from identifying barriers to executing and sustaining results.

In 2025, the curriculum expanded to include advanced change communication, equipping participants with stronger storytelling and presentation strategies to drive understanding, alignment and lasting impact.

# Global Growth, Local Impact

## CPChem completes low viscosity PAO expansion in Belgium

**Beringen, Belgium**

In 2025, CPChem expanded its low-viscosity polyalphaolefins production unit in Beringen, Belgium, delivering a significant increase in manufacturing capacity across Europe. The project doubled the site's LV PAO production capacity to 120,000 metric tons per year, establishing it as the largest decene-based LV PAO facility in Europe by volume.

"Beringen has a proud legacy of operational excellence and innovation in PAO production," Antoine Janssens, Vice President of Business Transformation, said. "This expansion strengthens that legacy, enhances integration with our existing assets, and reinforces CPChem's position as a global leader in the specialty chemicals market."

## From Classrooms to Coastlines

**Doha, Qatar**

In 2025, Q-Chem made a positive difference in communities through sustainability-focused education, volunteer engagement and on-the-ground actions aligned with Qatar's national goals.

Throughout the year, Q-Chem volunteers promoted sustainability initiatives to students at local schools through guest lectures, mentorship of engineering and environmental science students, and participation in school sustainability fairs and awareness campaigns.

Employees also came together to remove trash from beaches, plant trees and volunteer time for a cleanup initiative at the Ras Laffan Olefins Company site in Ras Laffan. Q-Chem operates as a joint venture between Chevron Phillips Chemical and QatarEnergy.

# Progress, Delivered

**Golden Triangle Polymers**
**Orange County, Texas**

Golden Triangle Polymers successfully completed all heavy haul movements for its new manufacturing facility, marking a significant step forward in the project's development.

From late 2023 through June 2025, the project team delivered 224 modules and 116 major equipment packages through approximately 200 barge transfers, followed by overland transport convoys using specialized self-propelled modular transporters.

This phase included critical infrastructure such as reactor systems, fractionation units, extrusion modules, pipe racks and utilities equipment. These components are now installed on site and form a foundational part of the facility.

This milestone advances the project toward operational readiness and reflects disciplined planning and coordinated execution. As the project moves closer to completion, a growing workforce of operators, maintenance professionals, technical experts and support teams remains central to sustaining momentum and positioning the world-class facility for long-term performance.