

2025

Nylon Stewardship Report



INVISTA™

NYLON





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A Message from Nylon Leadership

As a global leader in nylon, INVISTA plays an essential role in delivering the materials that make modern life possible, with a commitment to doing so while using fewer resources. Across our global footprint, our teams are focused on responsibly producing the chemical intermediates that form the foundation of our nylon value chain while continuously improving how we use our resources.

Stewardship is integral to how we do business, helping us improve our reliability, safety and efficiency, reduce our waste and create long-term value for our customers and communities. In all aspects of our business, I've seen INVISTA employees demonstrate our values through their actions, remaining committed to the principles that guide how we operate and manage the resources entrusted to us.

In 2025, we improved performance across many of our assets and sites, reducing emissions and product variability in the process. These efforts have made our operations more resilient today and better positioned for tomorrow. We also continue to enhance our safety and environmental performance as we focus on running stable and reliable operations, improving our market competitiveness and building our partnerships.

Our role as nylon suppliers also carries big responsibilities beyond our facilities. By continuously improving how we run our business and care for the world around us, we create responsible growth and mutual benefit. As you'll see in this report, focused execution, bottom-up problem-solving and collaboration are creating measurable outcomes.

I'm really proud of our teams and how they continue to raise the standard for responsible operations, and I encourage you to spend some time with this report and see how their efforts are making a real difference. It's through this shared commitment to stewardship that we continue to turn progress into purpose and build a better future for everyone.



ARIEL FELICE
Executive Vice President, Global Nylon

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A Leader in Nylon Production

INVISTA is a wholly owned subsidiary of Koch, a privately held entity. Koch companies have a presence in about 60 countries and employ more than 120,000 people worldwide.

Our nylon polymers, chemical intermediates and fibers are **foundational to many of the plastics, fabrics and materials you rely on** every day. As a subsidiary of Koch since 2004, we apply **Principle Based Management™** to our business to create value for not only our customers, but society as a whole.

INVISTA employs over **3,300 people worldwide**. Headquartered in Wichita, Kansas, United States, our employees are located in more than 20 locations.

Nylon was first produced at our Seaford, Delaware, facility more than 80 years ago, and since then, our business has been **driven and transformed through innovation**. It's at the heart of what we do, and it's the focus of our employees every day as they work to find new and better ways to improve our products and processes while adding value to all of INVISTA.

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As a **leading producer of chemical intermediates for the nylon value chain**, many major companies and manufacturers trust INVISTA for the polymers and fibers that help them deliver products that stand out.

02

03

Stewardship is foundational to how INVISTA competes, operates and creates value. While this report focuses on stewardship, our commitments are **driven by our INVISTA Vision** and our business priorities. Together, they guide how we deliver strong performance while building resilience for the long term.

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Where We Are

North America

Canada

Kingston, ON
*Maitland, ON

United States

Seaford, DE
Kennesaw, GA
Wichita, KS
**Houston, TX
Katy, TX
**Longview, TX
Orange, TX
Victoria, TX
Camden, SC
*Martinsville, VA

Europe

France

**Chalampé
(Butachimie)

United Kingdom

*Gloucester

Netherlands

Rozenburg

Asia-Pacific

China

Shanghai
Shanghai – Yinglon
Qingpu, Shanghai – Anlon

Japan

Tokyo

South Korea

Seoul

A Wide World of Polymer Capabilities

With production capabilities spanning three continents, chances are we have the materials you're looking for in your region. Find the INVISTA facility best positioned to meet your needs.

- Manufacturing
- Sales Office
- Innovation Center
- Administrative
- Research Lab
- Joint Venture/Co-investment

*Please note, Gloucester, Maitland and Martinsville manufacturing sites will cease operations by 2027.

**This report covers INVISTA's nylon operations; these sites are not within the scope of this report.

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Why Stewardship Matters

Stewardship is fundamental to INVISTA's business practices. It extends beyond regulatory compliance and industry standards to represent a proactive approach to protecting environmental resources, supporting communities and ensuring long-term value for customers and stakeholders. Through active stewardship, INVISTA demonstrates its dedication to transparency, continuous improvement and leadership in innovation.

The aim of this stewardship report is to clarify not only the actions we've taken, but the purpose and principles driving these decisions. By showcasing stewardship in action, we seek to inspire confidence and trust, demonstrating our efforts are intentional, effective and aligned with our broader vision for the future.

Focused on Regulatory Compliance

Today's stewardship landscape is increasingly shaped by evolving regulations that require companies to improve their environmental performance and document it transparently.

Product-specific frameworks like the Ecodesign for Sustainable Products Regulation (ESPR) drive improvements in recycled content, durability and energy performance, transforming environmental stewardship from a voluntary initiative into a requirement.

With emerging requirements — from greenhouse gas monitoring mandates to supply chain due diligence laws — organizations must adopt practices that reduce environmental impact while ensuring alignment with increasingly stringent global standards. This regulatory momentum underscores the need for proactive stewardship, robust data systems and credible reporting to meet stakeholder expectations and maintain long-term competitiveness.

Helping Customers Meet Their Goals

Stewardship has become a core driver of market desirability.

Customers increasingly prefer materials and suppliers that demonstrate credible progress on recycled content, carbon reduction and responsible sourcing. As your nylon 6,6 supplier, we are committed to helping our customers meet their goals with recycled content, lower-carbon products and verified stewardship attributes, with the potential to switch materials when such options are available.

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Our Stewardship Vision

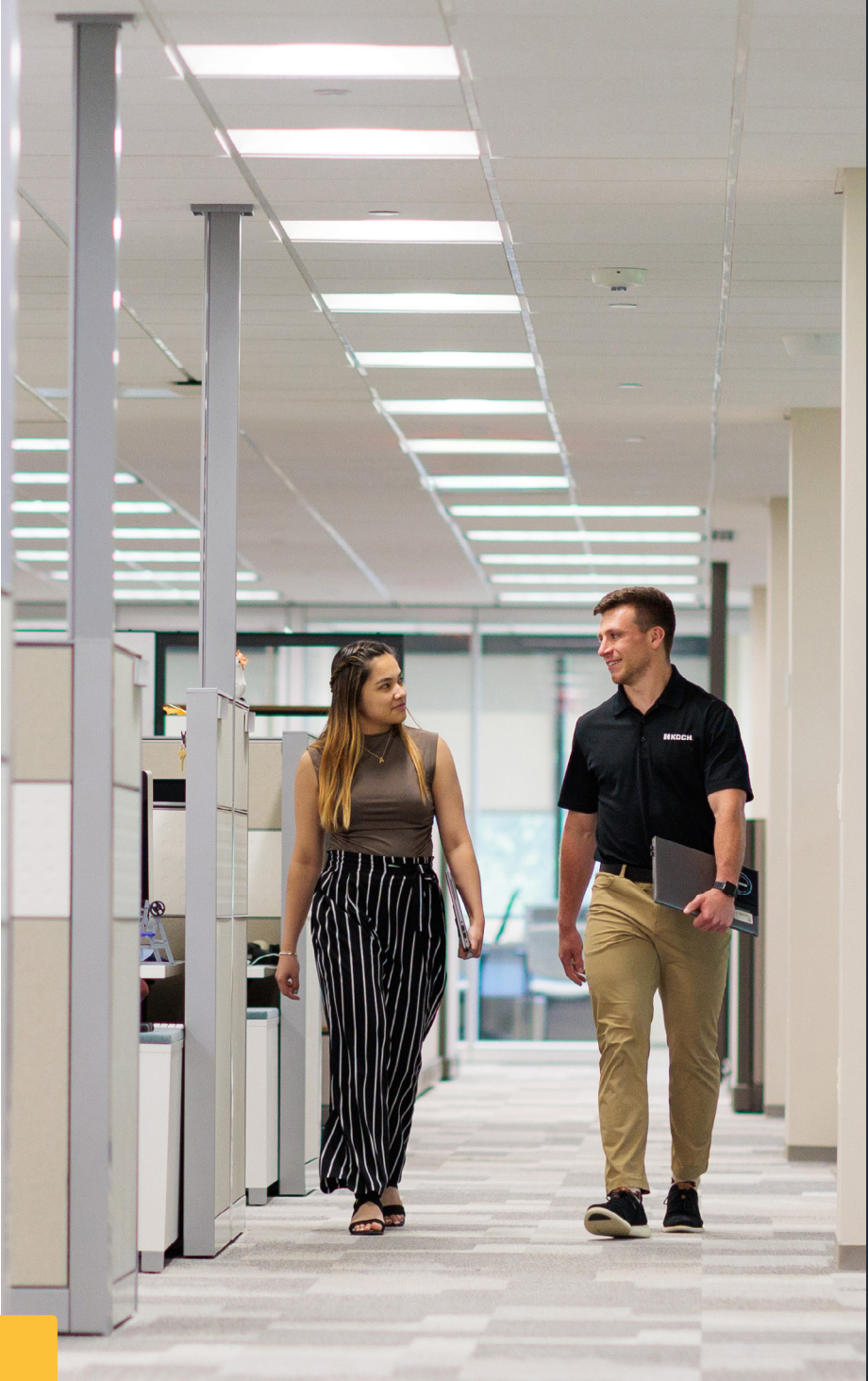
We help people improve their lives by providing products and services they value more highly than their alternatives. We experiment and innovate to responsibly create more value while consuming fewer resources. We seek mutually beneficial outcomes with customers, employees, suppliers, communities and other key constituencies.

OUR COMMITMENTS

- **PRINCIPLED CULTURE**
We take a principle-based approach that empowers individuals to create long-term value.
- **NYLON 6,6 INVESTMENT**
We invest in our nylon 6,6 capabilities to create the products of tomorrow and help our customers succeed and grow.
- **RESPONSIBLE OPERATIONS**
We foster an environment where employees' work matters, ensuring stability and reliability across all operations.

OUR PRIORITIES

- **PEOPLE**
We promote safe and inclusive workplaces that strengthen employee empowerment, well-being and performance.
- **PRODUCTS**
We create the chemicals, polymers and fibers essential to countless products that people depend on to live, work and move the world forward.
- **PROCESSES**
We increase operational efficiencies by using resources efficiently and maintaining safe and responsible practices.
- **PRACTICES**
We do what's right, creating value for our stakeholders in a responsible manner.



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Our Stewardship Priorities

PEOPLE

Promote safe and inclusive workplaces that strengthen employee empowerment, well-being and performance.

- **HEALTH AND SAFETY**
Ensure workplace safety and maintain a safe and healthy workplace where innovation and continuous improvements are fully integrated.
- **SELF-ACTUALIZING EMPLOYEES**
Empower employees to realize their potential.
- **EMPLOYEE COMPENSATION AND BENEFITS**
Reward long-term value creation contributions and offer personalized benefit compensation.
- **INCLUSIVE ENVIRONMENT**
Treat every individual with dignity and respect, foster inclusivity and value diverse perspectives.
- **UNLEASH THE POWER OF DIVERSITY**
Hire diverse contributors and encourage challenge.
- **COMMUNITY OUTREACH AND INVOLVEMENT**
Strengthen communities and empower employee growth.

PRODUCTS

Create the chemicals, polymers and fibers essential to countless products that people depend on to live, work and move the world forward.

- **QUALITY**
Understand what critical-to-quality (CTQ) parameters drive our customers' businesses forward and focus on the most important.
- **RELIABLE PRODUCTION**
Develop systems and procedures that strengthen our operations to allow for production continuity.
- **INNOVATION**
Sustainably innovate to deliver customers value using fewer resources, minimizing waste and improving environmental performance.

PROCESS

Increase operational efficiency using resources efficiently and maintaining safe practices.

- **ENERGY EFFICIENCY**
Continually improve energy efficiency and develop innovative technologies, which will further reduce greenhouse gas emissions.
- **AIR QUALITY**
Seek new ways to reduce and improve air emissions.
- **WATER**
Explore new opportunities to reduce water consumption and improve the quantity and quality of water discharge.
- **RESPONSIBLE RESOURCE MANAGEMENT**
Ensure our resources are managed to create value for INVISTA and our constituencies.

PRACTICES

Doing what's right, creating value for our stakeholders in a responsible manner.

- **COMPLIANCE AND ETHICS STANDARDS**
Robust compliance including our Code of Conduct and safe reporting channels.
- **OVERSIGHT AND CONTINUOUS IMPROVEMENT**
Audit-driven learning with board oversight.
- **STRENGTH AND RESPONSIBILITY**
INVISTA benefits from the long-standing Koch practice of reinvesting 90% of earnings back into its businesses — fueling experiments, innovations and opportunities for employees.
- **OPEN COMMUNICATION**
Openly communicate with employees, contractors, customers, regulators and the public regarding our environmental, health and safety performance and community engagement.

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PEOPLE

We promote safe and inclusive workplaces that strengthen employee empowerment, well-being and performance.

Social stewardship is the responsibility of individuals, organizations and institutions to ensure their actions support their own well-being, that of the company and society as a whole. It involves making ethical decisions, treating people with respect, and considering how actions affect communities and the environment.

Social stewardship matters because it helps build trust between people and organizations, creates opportunities for individuals to contribute and promotes positive social change. When individuals and groups act responsibly, they can reduce harm, support those in need and create stronger communities for the future.

"Stewardship starts with our people. When they feel safe and supported, they bring their best to work, and that benefits everyone — our employees, our business and our communities."

Janelle Reese, *Director, Global EH&S*



Health & Safety

The safety and well-being of our employees and communities is our first priority, always. We build capability in our people and resilience in our systems to adapt, prevent, contain and recover, so when the unexpected happens, our employees remain safe.

ENDORSEMENTS FOR SAFE MANUFACTURING (received in 2025, for 2024 performance)

Union Pacific’s Pinnacle Award: Union Pacific recognized INVISTA Nylon for its dedication to safely shipping hazardous materials. The Pinnacle Award recognizes companies that achieve zero non-accident releases while safely transporting hazardous chemicals by rail.

AFPM Elite Silver Safety Award (INVISTA Orange, TX): The AFPM Safety Awards recognize AFPM member company sites and their contractors that have attained above-average safety performance in the domestic refining and petrochemical industries. The Elite Silver awards honor those that demonstrate safety excellence, and that have demonstrated superior and consistent safety performance, program innovation and leadership. Elite Silver recognizes facilities with safety performances in the top 10 percent.

OSHA’s Voluntary Protection Program (VPP Star; INVISTA Victoria, TX): Voluntary Protection Programs (VPP) recognize employers and workers who have strong safety and health programs and low injury rates. In VPP, employers, workers and OSHA work together to prevent injuries and illnesses through training, hazard prevention, and active involvement from both management and employees. To join, employers apply to OSHA and complete an onsite review by safety and health experts. Participants are reviewed every three to five years and are not subject to OSHA programmed inspections while they keep their VPP status.



SCIP SAFETY & EMERGENCY MANAGEMENT AWARDS

Safety and operational excellence were recognized in 2025, with INVISTA earning multiple honors from Shanghai Chemical Industry Park (SCIP) for outstanding safety performance.

- Advanced Enterprise in Safety Production and Emergency Work
- Advanced Enterprise in Occupational Health
- SCIP Administrative Committee Director Award — awarded to Chen Mingbin, Director, INVISTA Nylon Chemical (China) Co., Ltd.
- Outstanding HSE Manager — Tang Liyu
- Advanced Corporate Firefighting Management — Chu Kaiyu
- Advanced Individual in Internal Traffic Management — Wu Ke

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Conservation Efforts

Kingston Site Converts Lawns to Wildflower Meadows

INVISTA's Kingston site in Ontario, Canada, has transformed 9 acres of mowed lawn into wildflower meadows. By planting more than 100 kilograms of seed, the site is creating critical habitat for bees, butterflies and other pollinators while reducing the need for mowing- and cutting-associated emissions.

This initiative not only enhances biodiversity and supports local ecosystems but also demonstrates INVISTA's ongoing commitment to stewardship and community partnership:

- 9 acres of lawns converted to wildflower meadows
- Creates new habitat for bees, butterflies and other pollinators
- Reduced mowing means reduced emissions
- Strengthens local community ties through positive stewardship

Wetlands Restoration and Conservation

INVISTA completed a multi-million-dollar renovation of its Victoria, Texas, wetland. This project involved restoring native plant species, improving water flow management and enhancing natural filtration systems as well as the site's biotreatment process. The wetland does double-duty, functioning as a working wastewater treatment unit and serving as an environmental classroom where local students and members of the community can learn about conservation firsthand.

In China, INVISTA and the Shanghai Chemical Industry Park (SCIP) celebrated their partnership in wetland stewardship with a ceremony and symbolic sunflower planting — honoring INVISTA's Kansas roots. This partnership:

- Builds on INVISTA's decades of conservation experience (WHC-certified habitats at Victoria and Camden)
- Connects with SCIP's advanced wetland practices since 2008, including water treatment and reuse from chemical operations
- Reinforces shared values of ecological protection, education and community benefit

ENDORSEMENTS:

Established in 1989, WHC Certification®, powered by Tandem Global, is the world's leading voluntary sustainability standard designed for broad-based biodiversity enhancement and conservation education activities on corporate landholdings. WHC-certified programs can be found in 47 U.S. states and 19 countries.

- In 2026, INVISTA's Victoria site earned Gold Certification from Tandem Global (formerly Wildlife Habitat Council) in recognition of outstanding efforts to conserve and enhance local water habitats. This certification recognizes the site's successful integration of wetland preservation and water quality improvement projects, modeling how industrial operations and critical wetlands can coexist.
- Camden - Tandem Global (formerly WHC) Silver Certification (2026)



Community Outreach & Involvement

At INVISTA, our approach to community outreach is rooted in mutual benefit, strengthening the communities where we operate while empowering employees to contribute their time, skills and experience in meaningful ways. Our teams partner locally to support safety, education and essential needs, with a shared commitment to being responsible neighbors and good stewards.

Supporting First Responders

INVISTA participates in **Helping Heroes**, a corporate stewardship initiative that awards grants directly to fire, police and EMS departments serving the communities where INVISTA employees live and work. The program supports critical safety training and helps these agencies purchase lifesaving equipment without the added strain on their operating budgets, keeping our communities safer and giving first responders the necessary tools to better serve society.

STEM Education and Youth Engagement

Recognizing students close to home is one of the ways INVISTA stays connected to the communities where its employees live and work. INVISTA's nylon manufacturing sites in Victoria and Orange, Texas, as well as Camden, South Carolina, are helping shape the next generation of innovators through the **INVISTA Outstanding Student Scholarship Program**. This program recognizes high-achieving high school seniors interested in science, technology, engineering and math (STEM) or career and technology education (CATE).

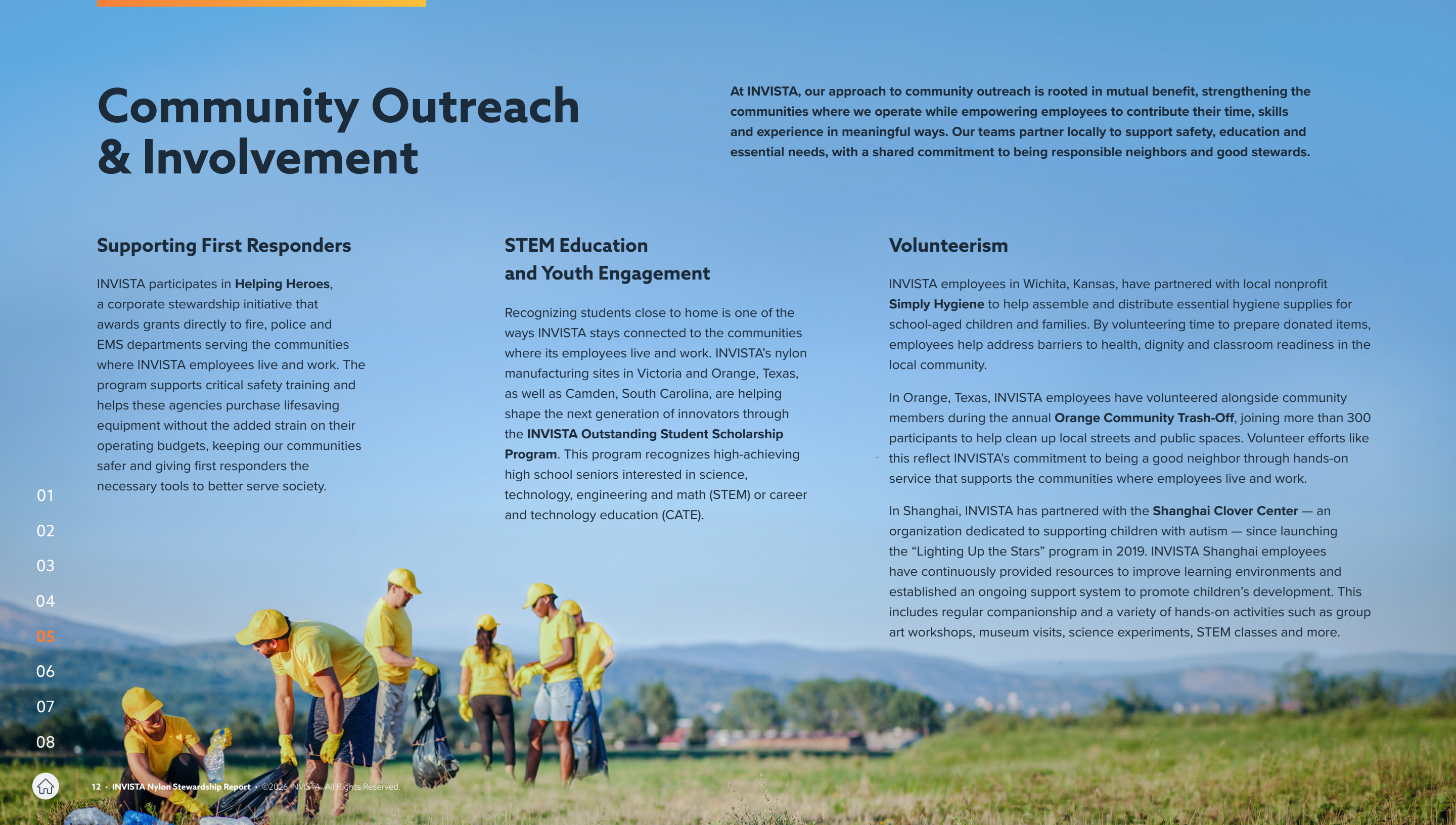
Volunteerism

INVISTA employees in Wichita, Kansas, have partnered with local nonprofit **Simply Hygiene** to help assemble and distribute essential hygiene supplies for school-aged children and families. By volunteering time to prepare donated items, employees help address barriers to health, dignity and classroom readiness in the local community.

In Orange, Texas, INVISTA employees have volunteered alongside community members during the annual **Orange Community Trash-Off**, joining more than 300 participants to help clean up local streets and public spaces. Volunteer efforts like this reflect INVISTA's commitment to being a good neighbor through hands-on service that supports the communities where employees live and work.

In Shanghai, INVISTA has partnered with the **Shanghai Clover Center** — an organization dedicated to supporting children with autism — since launching the “Lighting Up the Stars” program in 2019. INVISTA Shanghai employees have continuously provided resources to improve learning environments and established an ongoing support system to promote children’s development. This includes regular companionship and a variety of hands-on activities such as group art workshops, museum visits, science experiments, STEM classes and more.

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We create the chemicals, polymers and fibers essential to countless products that people depend on to live, work and move the world forward.

Engineering the Products of Tomorrow

At INVISTA, we make the chemical ingredients essential for nylon 6,6 production, including:

- Adiponitrile (ADN)
- Hexamethylene diamine (HMD)
- Adipic acid (AA)

Our polymers and fibers are used in everyday products like coffee makers and leggings, as well as military uniforms, backpacks, automotive parts, tires and more. We continue to build our production capabilities around the world to meet future market demand for these critical intermediates while reinforcing the global supply.



"The world depends on products made possible by our polymers, so we're continuously focused on strengthening the supply chain."

Ethel Garnier, Global Sustainability Director, Nylon



Operational Excellence Across the Value Chain

INVISTA is advancing quality, efficiency and output through automation, operational excellence and targeted site investments — creating safer operations and stronger performance across the value chain.

Automation Advancing Competitiveness, Increasing Efficiencies

To stay competitive in nylon production, INVISTA is driving operational excellence through state-based control (SBC). Led by the Process Automation group, SBC automates routine procedures, reducing variability, cutting costs and ensuring consistent performance during startups and shutdowns.

First piloted at Orange, Texas, and vital to the Yinglon, China, ADN startup in Shanghai, SBC is now standard across key assets, delivering consistency, efficiency and workforce enablement. Early investments in Victoria laid the foundation, driving compounding savings and automating complex tasks to create new efficiencies.

Recent results show the impact: In Victoria, Texas, the facility cut turnaround time by 4.5 days, saving \$2.5 million per event by using in-house automation, with costs 85% lower than contractors.

Supply Chain Enhancements

At INVISTA's Camden site in South Carolina, recent supply chain improvements are strengthening product quality, efficiency and customer supply reliability. The polymer team has implemented a railcar transloading system, expanding the site's ability to load polymer directly to rail while adding enhanced dedusting capability that reduces dust in finished product and supports data-driven improvements in the polymer handling warehouse.

At the same time, Camden has expanded access to an automated black spec camera inspection system that uses high-resolution imaging and quality tracking to identify contamination, prevent off-spec material from shipping, reduce customer complaints and accelerate root-cause resolution. Together, these investments are improving supply chain reliability, enhancing quality assurance and reinforcing INVISTA's commitment to delivering consistent, high-quality products to customers.

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Investing in Innovation

Innovation is at the heart of INVISTA's stewardship commitment. By continuously improving polymer quality, expanding our portfolio of solutions, and applying scientific expertise and advanced technology, we create differentiated value while improving resource efficiency across the nylon 6,6 value chain.

Applying Technology to Advance Our Processes and Polymers

INVISTA advances nylon 6,6 innovation through global R&D centers that leverage scientific expertise and advanced technology to strengthen nylon consistency, performance and flexibility. Our innovation-focused framework creates measurable value across the lifecycle of nylon, enhancing product performance and resource efficiency while enabling customers to integrate newer material solutions.



The Texas Technology Center

The Texas Technology Center (TTC) in Houston is a \$13 million technology hub and research and development center ideally situated in the heart of Texas' chemical intermediates industry. This modern, 40,000-square-foot campus meets INVISTA's global technology needs, with a focus on analytical and experimental support for process and product innovation.

With world-class scientists on staff and leading-edge ADN technology, the TTC's extensive expertise with chemical intermediates opens new opportunities to solve polymer, compounding and fiber spinning challenges. As a hub for early-stage innovation and prototype evaluation, the TTC provides fresh thinking paired with advanced process solutions, including chemical recycling of nylon 6,6.

The Asia Innovation Center

Located in China's Shanghai Chemical Industry Park, our Asia Innovation Center (AIC) is an end-to-end R&D facility that accelerates product innovation, providing customers access to state-of-the-art analytical tools, flexible testing capabilities and real-time process optimization.

The AIC team's expertise on polymer development, testing and end-use performance evaluation is a perfect complement to the TTC's focus on upstream intermediates and their translation to polymer properties. With a collaborative approach from a dedicated team, the AIC helps turn ideas into commercially viable solutions fast and efficiently.



Localized Testing and Rapid Feedback

Bringing together science, manufacturing and customer needs to deliver durable, high-performing nylon innovations consistent with our stewardship framework takes a specialized and dedicated team.

In addition to our global innovation centers, INVISTA's in-house laboratories at polymer production sites provide hands-on testing and quality support across nylon intermediates, polymer and fiber. This regional network enables faster turnaround, flexible solutions and continuous improvement, helping optimize polymer processing and partner success.

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Innovative Solutions

Advancing Biobased Alternatives

Across the value chain, interest in biobased alternatives (products made wholly or partly from renewable biological sources) is accelerating as brands seek to meet their stewardship goals and reduce reliance on fossil-derived feedstocks. We see this momentum especially in apparel, fibers and engineering plastics, where partners are increasingly willing to pilot biobased solutions that deliver authentic environmental benefits without sacrificing performance.

INVISTA has secured bio-based feedstocks and now offers ISCC PLUS mass-balanced alternative offerings across intermediates such as adipic acid (AA) and hexamethylene diamine (HMD), PA66 polymer and fiber, enabling customers to meet demand for lower-carbon, bio-attributed materials.

Closing the Loop on Nylon

Simultaneously, the demand for recycled content, carbon reduction and responsible resource management is reshaping the market. With consumers increasingly seeking products made with recyclable materials, manufacturers are acting quickly to incorporate post-industrial (PIR) and post-consumer (PCR) recycled content. To meet this need — particularly in high-performance sectors like automotive and engineered fibers — INVISTA is exploring a number of different recycling technologies, including chemical, mechanical and enzymatic depolymerization, to support customers' growing needs for credible, high-quality recycled solutions.

- **POST-INDUSTRIAL RECYCLE:** INVISTA recycles some of its off-grade nylon 6,6 polymer and downgrade nylon fiber products through remelt and pelletization. Until early 2026, INVISTA had GRS certification on some of its PIR polymer and fibers. INVISTA is seeking customers' input on the value of continuing this certification moving forward.
- **POST-CONSUMER RECYCLE:** In 2025, INVISTA began developing new technologies for recycling post-consumer materials:
 - **Solutioning:** INVISTA is developing a chemical recycling process using an alcohol-based solution to recover nylon 6,6 from end-of-life products, such as airbags and circuit boards. This technology is still in early development, and the team is working to improve the efficiency rate, which will reduce the economics and processing method.
 - **Enzymatic:** INVISTA is supporting Epoch Biodesign's enzymatic recycling technology to recover adipic acid (AA) and hexamethylene diamine (HMD) from end-of-life materials. INVISTA's role is to provide feedback on the purity of the monomers and help with initial polymerization trials.

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We increase operational efficiencies by using resources efficiently and maintaining safe and responsible practices.

At INVISTA, process optimization is central to advancing environmental stewardship, demonstrated by our ongoing efforts to improve energy efficiency across our North American operations and reduce nitrous oxide (N₂O) emissions worldwide. By continuously improving how we design, operate and refine our manufacturing processes, we work to reduce waste, improve resource efficiency and lower our environmental emissions and consumption.

Our teams focus on improving energy efficiency, reducing air emissions, optimizing water use and ensuring responsible resource management. This includes identifying opportunities to use energy more efficiently, exploring innovative technologies that support emissions reduction, and improving the quality and quantity of water discharged from our facilities.

Optimized processes also help minimize raw material use, reduce emissions to air and water, and support compliance with evolving environmental standards. These efforts often deliver operational and cost efficiencies — for our customers and for INVISTA — that reinforce long-term business performance.



"Every improvement we make to our processes is a step toward stronger stewardship and better performance."

Chris Brittain, Senior VP, Operations



Energy Efficiency

We continually improve energy efficiency across our global operations. At INVISTA, our commitment to energy efficiency delivers measurable improvements in operational performance while supporting our broader stewardship goals.

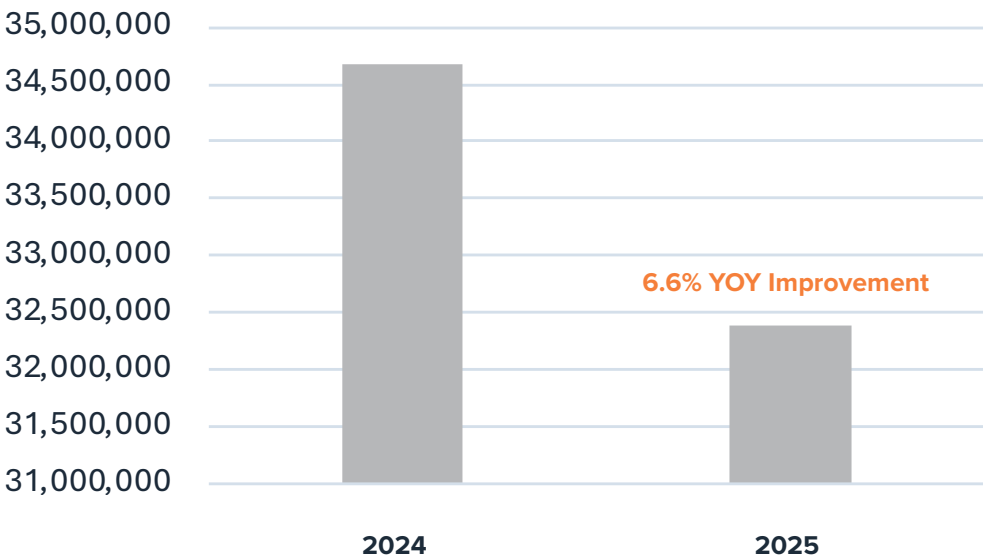
Energy efficiency is closely tied to our broader stewardship philosophy of creating more value while consuming fewer resources. By investing in more efficient equipment, upgrading systems and identifying process improvements, we seek to reduce emissions, lower operating costs and minimize our environmental impact.

- INVISTA achieved a 6.6% improvement in energy intensity from 2024 to 2025 through disciplined energy management and operational excellence.



Through 2024, INVISTA has contributed to five ENERGY STAR Partner of the Year recognitions for Koch - including four consecutive awards and three for Sustained Excellence — and, despite a pause in the 2025 awards program due to ENERGY STAR reorganization, continued tracking performance using the ENERGY STAR Fisher Index, achieving a 2.6% efficiency gain through optimized energy balance and waste reduction efforts.

Improved Energy Efficiency Year Over Year (MMBTU)
2024 versus 2025



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ENERGY EFFICIENCY

Across our global sites, our teams are focused and committed to initiatives that improve our efficiency and reduce energy consumption.

A Flagship Site for Energy Efficiency

The largest contribution came from INVISTA's Victoria, Texas, site, which reduced wasted energy by approximately 2.5 million MMBtu (YOY), a 7.8% improvement from 2024.

- These gains were achieved through a combination of operational improvements and targeted projects that reduced energy loss across the site.

Rozenburg Energy Efficiency Improvements

As part of its commitment to responsible nylon production, INVISTA's Rozenburg facility in the Netherlands completed a key energy-efficiency project that increased the salt concentration in its nylon 6,6 production process from 56% to 62%.

This improvement has reduced steam consumption by approximately 30%, leading to an estimated annual reduction of 3,300 tons of CO₂ emissions.

Yinglon (China) Steam Reduction Efforts

Additional contributions included INVISTA Yinglon's sale of previously vented steam to a neighboring company, which further reduced waste and improved system efficiency.

Advantaged C4-based ADN Technology

Using the latest technology for ADN production, INVISTA managed to improve product yields and reduce energy consumption and greenhouse gas (GHG) emissions with enhanced process stability. In fact, INVISTA's latest ADN technology results in half the GHG emissions and uses 40% less energy per unit of production (compared to the competing technology).

ENDORSEMENTS:

Green Development Award: INVISTA's Anlon site in Shanghai, China, received the 2025 Green Development Award from the Administrative Committee of Qingpu Industrial Zone (QPIZ) in recognition of its 2024 performance.

Responsible Resource Management

INVISTA is committed to ensuring our resources are managed to create value for all stakeholders. This includes expanding sourcing practices, advancing certification programs, and promoting biodiversity and habitat conservation at our facilities.

ISCC PLUS Certification

INVISTA is expanding its use of ISCC PLUS certification to support credible, traceable and climate-friendly supply chains. ISCC PLUS is a globally recognized certification system that uses independent third-party audits to verify sourcing and use of resources and assure responsible production practices. This certification:

- Confirms traceable, responsibly sourced inputs through third-party audits.
- Supports market acceptance of certified, circular material solutions without changes to product performance.
- Enables downstream partners to meet regulatory commitments with confidence.



Product Carbon Footprint

INVISTA is calculating the PCF for its product portfolio based on yearly actual production data. INVISTA is working with The Carbon Trust on the certification for the carbon footprint calculation methodology, confirming compliance with greenhouse gas (GHG) protocol standards. The certification enables customers to use validated data for reporting, investment decisions, and engagement with insurers and green rating programs.

INVISTA has made notable progress scaling this certification program to its polymer production sites globally. INVISTA is the first fully integrated ISCC PLUS-certified nylon 6,6 supplier in North America, Europe and Asia.

In the U.S.: Certified since 2024, our Victoria, Texas, site offers bio, circular, bio-circular and renewable ISCC PLUS-certified adipic acid and HMD.*

In Canada: Our Kingston, Ontario, site has also been ISCC PLUS-certified since 2024, offering certified nylon 6,6 polymers and fibers.

In the Netherlands: Our Rozenburg site is now certified to produce ISCC PLUS nylon 6,6 polymer.

In China: Our Yinglon plant in Shanghai is also now certified to produce ISCC PLUS nylon 6,6 polymer.

*Feedstock definitions from ISCC System (iscc-system.org):

Bio: Bio materials are derived from virgin biomass: the biodegradable fraction of products from agriculture, forestry and related industries including fisheries and aquaculture.

Bio-circular: Bio-circular materials are derived from waste and residues of biological origin from agriculture, forestry and related industries including fisheries and aquaculture, as well as the biodegradable fraction of industrial and municipal waste.

Circular: Circular materials are derived from the mechanical and/or chemical processing of recyclable materials of non-biological origin (fossil-based).

Renewable: Renewable materials are derived from processes using renewable energy sources.

Corporate Greenhouse Gas Reduction

INVISTA is committed to protecting the environment and seeking new ways to improve air quality through innovative emission-reduction technologies and strategic partnerships. Our stewardship extends beyond our facilities to the broader nylon supply chain, enabling significant reductions in greenhouse gases such as nitrous oxide (N₂O) and volatile organic compounds (VOCs).

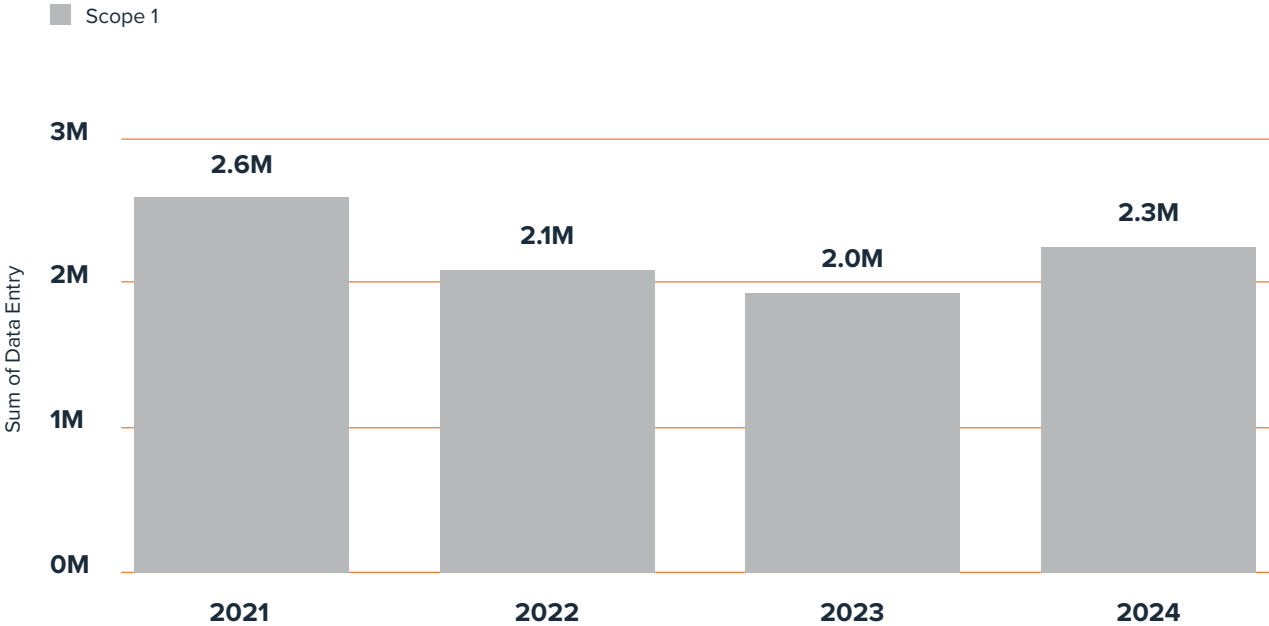
For more than 25 years, we’ve deployed and improved nitrous oxide (N₂O) abatement technology at adipic acid (AA) facilities to effectively reduce N₂O emissions. Now, we’re licensing that technology to AA producers in China to contribute to the reduction of approximately 30 million tons of CO₂e emissions annually.

Through ongoing projects and technology licensing, we continue to improve emission-control performance and clean air initiatives that benefit local communities and global ecosystems.

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- Our progress toward reducing greenhouse gas (GHG) emissions is focused and ongoing. Air quality improvements deliver substantial mutual benefit, reducing health and safety risks for employees and neighbors, supporting regulatory compliance and strengthening community trust.

 - Our commitment to reducing emissions has led to reductions in Scope 1 GHG emissions, with a substantial year-over-year decrease of 500,000 metric tons in 2022 alone. This is a direct reflection of our ongoing efforts to optimize operations and reduce our carbon footprint, a commitment that is firmly embedded in our day-to-day operations.

Total GHG Scope 1 Data (MM Metric TPY CO₂e)*



*Information and data applies exclusively to INVISTA nylon facilities.



GREENHOUSE GAS EMISSIONS

A Breakthrough in N₂O Reduction at Victoria

At INVISTA's Victoria, Texas, facility, targeted efforts to cut nitrous oxide (N₂O) — a greenhouse gas significantly more potent than CO₂ — have resulted in a major drop in the site's Scope 1 and 2 emissions. Using a catalyst solution in the AOP unit, the team achieved a 95% reduction in N₂O emissions.

Further optimization of the adipic acid unit boosted abatement from 97% to 99.7%, a significant achievement for a large-volume stream. With more improvements underway, Victoria's success demonstrates how innovation and collaboration can create long-term solutions.

Victoria Site Optimizes Steam to Reduce Emissions

INVISTA Victoria is reducing waste and boosting efficiency by optimizing steam vent management and using waste fuel from its boilers. The initiative has cut venting and flaring nearly in half, reducing CO₂e emissions by more than 100,000 metric tons per year. It's a clear example of our stewardship framework in action and a major step toward more efficient operations:

- Steam venting and flaring cut by nearly 50%
- 100,000+ metric tons of CO₂e reduced each year

Water

Water is an important resource in the production of nylon and its feedstocks. INVISTA is committed to responsible water management, conservation and habitat restoration as part of our broader environmental stewardship efforts. Our sites are expected to identify opportunities for water optimization and focus on efforts that reduce usage where feasible, improve discharge quality and maintain compliance with regulatory standards.

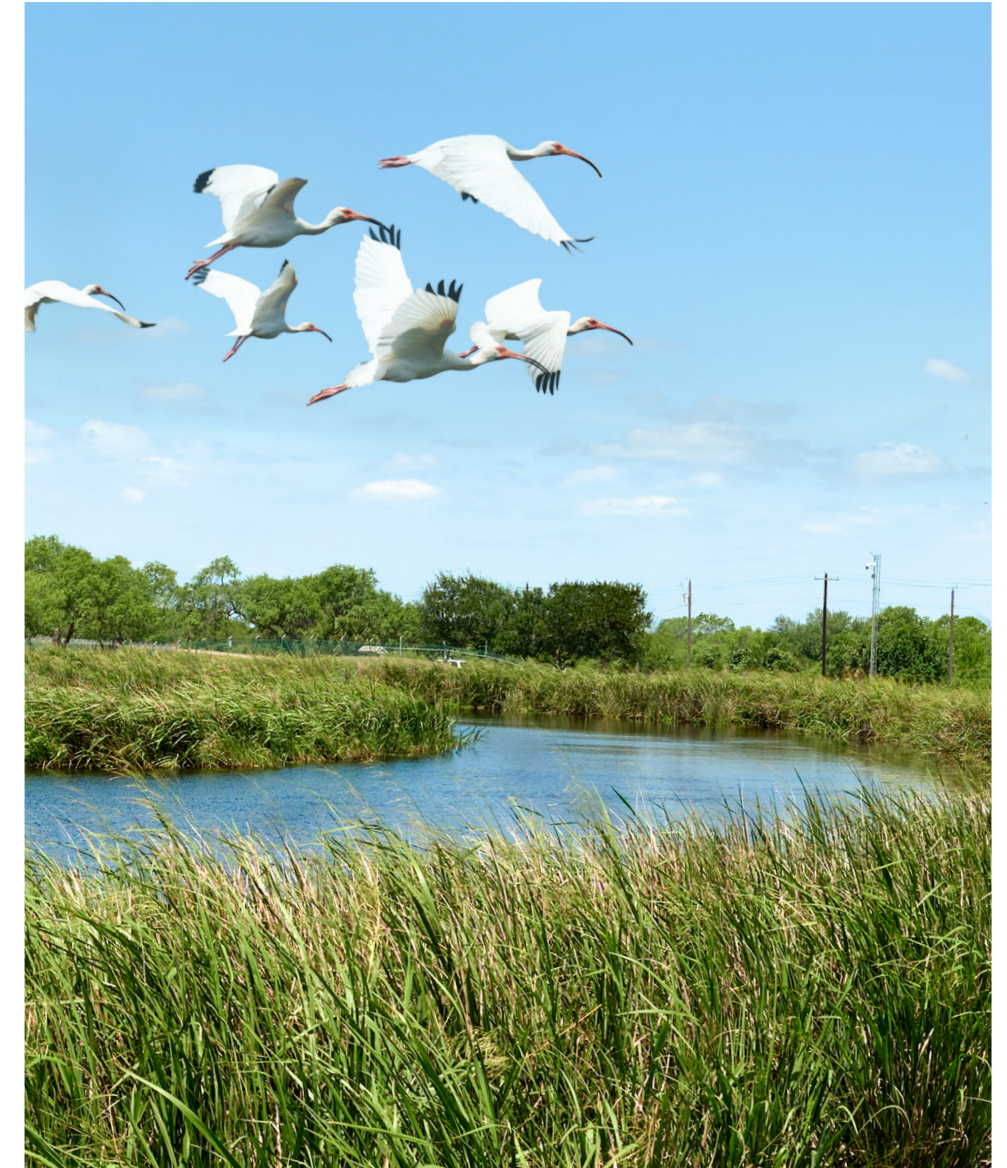
We take pride in initiatives that protect and enhance water resources at our facilities and in surrounding communities, ensuring operations that benefit ecosystems and future generations.

Our operational water performance data tracks two critical metrics: water used (the process water we draw for production) and water discharged (the water we return to the environment after rigorous treatment). Our water footprint is the net difference between these values. By monitoring multi-year trends, we can ensure our facilities operate at maximum efficiency, creating the products our customers depend on while minimizing our footprint and protecting wildlife.

North America Assets

VICTORIA, Texas, US: As one of our largest facilities, Victoria plays a significant role in supporting production needs and achieved a 26% reduction in water intake in 2023.

CAMDEN, South Carolina, US: INVISTA's Camden facility in South Carolina has been recognized for exemplary environmental performance, including innovative water conservation measures and advanced wastewater treatment systems. These initiatives reduce water consumption and improve discharge quality, supporting both regulatory compliance and nylon manufacturing processes.



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- PEOPLE
- PRODUCTS
- PROCESSES
- PRACTICES

PRACTICES

We do what's right, creating value for our stakeholders in a responsible manner.

Grounded in Principle Based Management™, our principles define what doing the right thing looks like in practice, from how we treat people and allocate capital to how we manage risk, compliance and stewardship for the long term.

By applying these principles consistently across our operations and partnerships, we reinforce a culture of integrity, accountability and continuous improvement. This principled approach enables bottom-up problem-solving, transparent decision-making and outcomes that benefit customers, employees, communities and society.

"Our principled approach empowers people closest to the work to solve problems, make decisions and deliver real results."

Nancy Kowalski, *President and CEO, INVISTA*



Governance

As a Koch company, our principle-based approach, shared vision, values and ethics guide how we operate responsibly. We understand our success is driven by employees who are empowered to innovate, collaborate and improve people's lives. We hold ourselves and each other to high standards of conduct, ensuring our operations reflect both legal compliance and principled stewardship.

A Network of Accountability

At INVISTA, integrity, compliance and responsibility at all levels of the organization are highlighted in our Principle Based Management™ philosophy and Code of Conduct. We have robust processes aimed at compliance with all applicable laws wherever we operate, including laws pertaining to anti-corruption, anti-bribery, freedom of association, wages and work hours, privacy, the prohibition of forced and child labor, and unlawful employment discrimination.

Supplier Expectations and Responsible Sourcing

We strive to build preferred partnerships with suppliers aligned with Our Values. Suppliers and subcontractors of goods and services must complete an onboarding process to assess compliance with applicable laws and regulations. Our commitment to responsible sourcing extends to raw materials, conflict minerals, reuse and recycling, energy, biodiversity, land use and other critical topics.

Continuous Improvement and Compliance

INVISTA's proactive approach to customer partnerships and compliance transforms these practices into strategic advantages. By engaging compliance, product stewardship and regulatory teams early in the process, projects move faster, avoid costly delays and create long-term confidence. This approach enables transparency, sound decisions and reinforces our reputation as a trusted partner in the market.



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Third-Party Verification

Multiple INVISTA facilities have also been recognized by third-party organizations for their commitment to responsible sourcing, workplace safety and environmental conservation.

ISO-Certified Operations

ISO certifications are globally recognized standards, awarded based on independent third-party audits that verify an organization’s management systems for quality, environmental performance and energy management. INVISTA sites around the world hold and actively maintain these certifications, reflecting a commitment to consistent quality, responsible environmental practices and efficient use of resources.



Camden

- ISO 9001 (exp. June 2027)

Gloucester

- ISO 9001 (exp. November 2027)
- ISO 14001 (exp. November 2027)

Kingston

- ISO 9001 (exp. April 2027)

Maitland

- ISO 9001 (exp. June 2027)

Orange

- ISO 9001 (exp. June 2027)

Rozenburg

- ISO 9001 (exp. April 2028)
- ISO 14001 (exp. April 2028)
- ISO 50001 (exp. May 2028)

Victoria

- ISO 9001 (exp. June 2027)

Yinglon

- ISO 9001 (exp. March 2029)

Additional Certifications and Recognition

ISCC PLUS

ISCC PLUS (International Sustainability & Carbon Certification) is a voluntary, independent certification that verifies and traces the recycled and bio-based content of materials as they move through the supply chain. INVISTA facilities certified include:

- Victoria, Texas
- Orange, Texas
- Kingston, Ontario, Canada
- Rozenburg, Netherlands
- (Yinglon) Shanghai, China



Voluntary Protection Programs (VPP)

OSHA's Voluntary Protection Programs recognize worksites with exemplary safety and health management systems and industry rates below their industry's national average. INVISTA facilities certified include:

- Victoria, Texas



Wildlife Habitat Council (WHC)

The Wildlife Habitat Council (WHC), now part of Tandem Global, is a nonprofit that promotes and certifies wildlife habitat conservation efforts and environmental education on corporate lands. INVISTA facilities certified include:

- Victoria, Texas
- Camden, South Carolina



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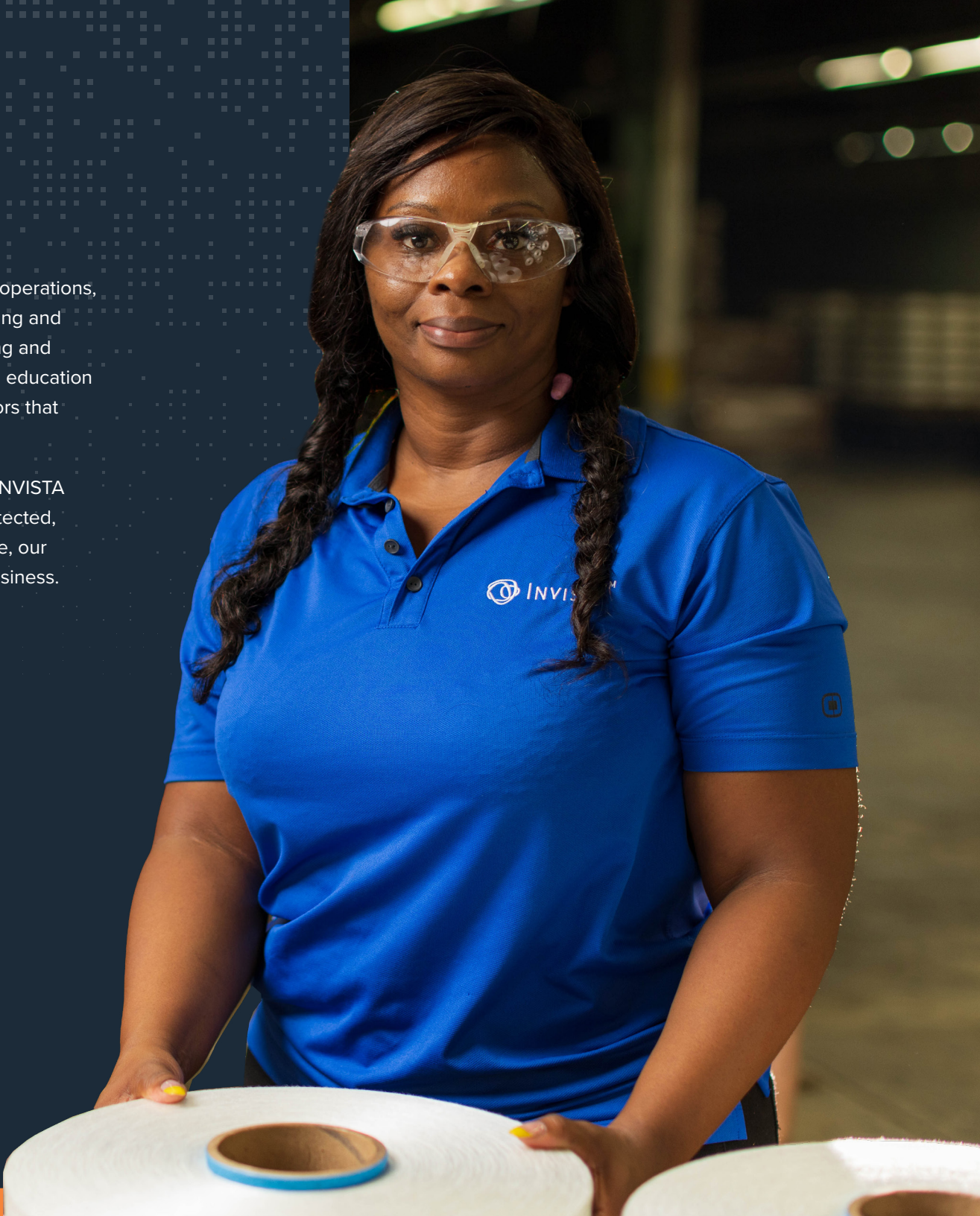
Labor & Human Rights

Respect for people is foundational to how INVISTA operates. Across our global footprint, we are committed to protecting fundamental labor and human rights, ensuring every individual is treated with dignity and respect.

Our approach focuses on creating safe, inclusive and empowering workplaces where employees can contribute, grow and succeed. We prohibit forced labor, child labor and unlawful employment discrimination, and we respect freedom of association and collective bargaining, consistent with applicable laws and our values.

Human rights are embedded into how we manage operations, engage employees and make decisions — from hiring and compensation practices to workplace safety, training and development. Through clear expectations, ongoing education and leadership accountability, we reinforce behaviors that support ethical conduct and mutual benefit.

By fostering a culture built on dignity and respect, INVISTA works to ensure that human rights are not only protected, but actively supported, strengthening our workforce, our communities and the long-term resilience of our business.



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DIGNITY



TRANSPARENCY



RESPECT



**Thank you to all of our team members and
partners for your continued commitments
and contributions to stewardship.**

