Global Impact Coalition

2025 Impact Report for a Circular Chemical Industry

Accelerating a more Sustainable Chemical Value Chain

Global Impact Coalition

Global Impact Coalition 2025 Impact Report

2025 marked a milestone year for the Global Impact Coalition (GIC), our second year as an independent organization following our spin-out from the World Economic Forum. In a challenging market environment, GIC advanced high-impact projects, accelerated collaboration across the value chain, and delivered tangible progress through projects launched and spun out into implementation.

These achievements reflect the commitment of our members, partners, and leaders, who continue to invest time, expertise, and resources to turn collective ambition into action. This report highlights our progress, the enablers behind it, and the momentum carrying GIC into its third year.

Message from our CEO

As the Global Impact Coalition enters its third year as an independent organization, we are deliberately narrowing our focus on initiatives with clear and credible pathways to capital, offtake, and regulatory resolution. Building on the foundations laid in our first two years, 2025 marked a decisive shift from collaboration as intent toward collaboration as execution. In a challenging market environment, GIC prioritized projects capable of moving into pilots, pre-feasibility, and spin-out—where collective action translates into tangible, investable outcomes.

It is against this backdrop that the mission of the Global Impact Coalition has never been more urgent. Many of the challenges we face—scaling alternative feedstocks, decarbonising hard-to-abate processes, enabling true circularity—sit across value chains and competitive boundaries. They cannot be solved through bilateral partnerships, isolated pilots, or single-company bets alone. What is required instead is coordinated action: alignment at CEO level, shared risk-taking, and mechanisms that turn collaboration into investable, real-world outcomes. That is the gap GIC was created to fill.

This impact report reflects our belief that progress must be measured by changes in the real economy, not by intent or activity alone. In 2025, we deliberately focused on moving beyond ideation toward tangible outcomes—projects that progressed into pilots, pre-feasibility studies, and spin-outs capable of attracting capital, partners, and scale. The two initiatives that spun out of the coalition this year are early but important proof points that multi-company collaboration, when structured correctly, can shorten time-to-decision and accelerate pathways that no single organisation could realistically advance on its own.

Equally important is the momentum across our broader portfolio. Not every initiative is meant to spin out quickly, nor should it. Some projects require deeper technical validation, others demand market or regulatory clarity. Our role as a coalition is to manage this as a portfolio—selecting the right challenges, convening the right actors, and creating the conditions for informed decisions rather than forcing premature outcomes. This disciplined approach is essential if collaborative action is to remain credible in a capital-constrained environment.

The enablers highlighted in this report—our community model, value-chain engagement, innovation ecosystem, and thought leadership—are not ends in themselves. They exist to build trust between competitors, surface real demand signals, and reduce the friction that so often stalls cross-company initiatives. In a period where organisations are rightly cautious, trust and clarity have become strategic assets. GIC's role is to convert those assets into progress.

Personally, leading the Global Impact Coalition has been a reminder that real impact is built through persistence, trust, and shared ownership over time. The progress reflected in this report did not come from bold declarations, but from sustained collaboration and a willingness to engage across traditional boundaries. While the challenges facing our industry remain significant, I continue to believe that collective action—done thoughtfully and with discipline—offers the most credible path forward. That belief sits at the heart of GIC's mission and the work we will continue to pursue.

Charlie Tan
CEO

Our Purpose: Enabling a Net Zero and Circular Future for Chemicals

GIC exists to accelerate real world solutions to complex, chemical industry challenges. In a rapidly changing industrial landscape, where speed, scale, and certainty increasingly determine competitiveness, GIC reduces the risk and complexity of multi-company investments that are critical to long-term resilience and growth. By aligning CEOs and senior leaders around shared priorities, GIC shortens time-to-decision and enables initiatives to move more quickly from concept to pilot, capital allocation, and implementation—unlocking progress at a pace and scale no single company could achieve alone.

Why

We turn multi-company ideas into investable commercial ventures at speed to solve cross-industry challenges that cannot be tackled alone.

We accelerate chemical industry projects that address 3 critical levers:

01.
Reduce carbon emissions

02.
Increase circularity

03.
Scale alternative feedstocks

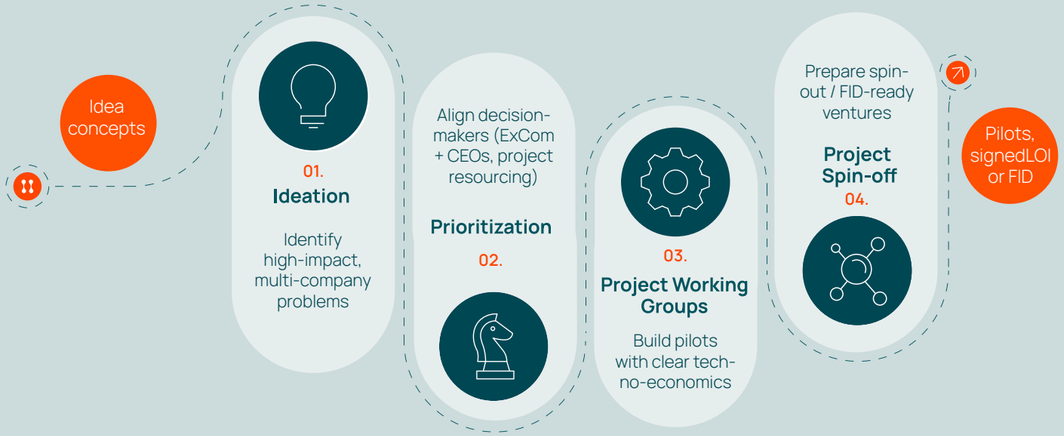
What

We provide an enabling platform to co-create and accelerate tangible solutions

- A neutral legal framework to align competitors
- A structured 12-month path from idea to pilot to spin-out
- Access to CEO-level alignment, technical teams, and market demand
- Projects that are primed for capital, offtake, and scale-up

How

We guide members through a rigorous 4-step co-creation process



Who

Incubated at the World Economic Forum, we are change-makers from leading global companies in the chemical value chain, guided by CEOs & senior executives.

CLARIANT · covestro · Henkel · LG Chem · LyondellBasell · Mitsubishi Chemical Group · moeve · sabic · suez · SVENSQO

2025 at a Glance

Game Changing Projects Launched and Spun-Out:

2025 was a turning point for the GIC, as multiple initiatives progressed from structured collaboration into tangible implementation—signalling the coalition's growing ability to translate alignment into real-world delivery. Spin-outs are our ultimate proof of success—turning collaborative projects into real-world solutions, unlocking scale, capital, and cross-value-chain impact.

1 Cross-industry pilot done: Automotive Plastic Circularity

2 Projects spun-out: Direct Conversion & Sustainable Olefins

Portfolio Momentum

5 New Working Groups Launched:

By focusing on strategically selected initiatives, GIC enables cross-company collaboration that drives circularity, reduces emissions, and delivers real-world solutions at scale.

List 5 new working groups: Waste to Methanol, Biomass to Methanol, Circular Municipal Solid Waste, Waste to Pyrolysis Oil, PFAS Destruction

Cross-Industry Collaborations:

4 **cross-industry collaborations to co-host webinars and talks:** Scope 3 Peer Group, Together for Sustainability, ACC, Plastics Europe

2025 at a Glance

3 New Members Onboarded:

LG Chem moeve Henkel

"Sustainability requires deep collaboration across industries, and joining the Global Impact Coalition enables us to work alongside leading companies in the chemical value chain to accelerate sustainable transformation"

José María Solana, EVP of Chemicals at Moeve

Engaging across the Value Chain and with Innovators:

- Launched the **Value Chain Partners initiative** to connect downstream needs with upstream suppliers, bringing onboard Henkel and engaging with a dozen leading global pharma and consumer goods companies
- Launched the **Innovation Ecosystem**, a platform to connect innovative start-ups, scale-ups, research institutes and universities with our projects and members to facilitate scaling of next generation solutions

Events & Publications:

Thought leadership, events and media are key enablers of GIC's work, supporting our projects by shaping industry dialogue and aligning stakeholders around shared priorities.

20 articles, published in **+100** media outlets

12 conference talks/presentations, adding a voice to the industry

26 videos produced and shared, raising awareness of the key issues we're working to solve and why collaboration is needed to advance a more sustainable chemical industry

Quarterly webinars co-hosted with partners

Key Achievements: Projects Spun-Out

The projects spun out of GIC in 2025 represent clear evidence that structured, multi-company collaboration can move beyond proof-of-concept toward real-world implementation. These spin-outs demonstrate GIC's ability to align technical validation, market demand, and partner commitment into credible investment journeys—establishing pathways toward assets, capital deployment, and scale that would be difficult for any single organization to advance alone.

Direct Conversion
R&D Project with ETH Zurich Researchers

Beyond mapping the technology landscape, this spin-out establishes a credible foundation for advancing toward pilot-scale validation and, ultimately, a first commercial asset—providing industry with a tangible pathway to convert complex waste streams into circular chemical feedstocks.

What: This project is a research collaboration exploring how emerging direct-conversion technology can transform waste into valuable chemical feedstocks.

Goal: Its objective is to assess the environmental and techno-economic feasibility of converting complex waste streams into essential C2+ chemicals as a lower-emission alternative to fossil-based inputs.

Why this matters: If successful, this approach could cut greenhouse-gas emissions, reduce reliance on virgin fossil resources, and accelerate a circular, net-zero chemical industry.

Who is involved: Incubated at GIC, the project is a partnership with researchers from ETH Zurich and experts from BASF, Clariant, Covestro, LyondellBasell, and SUEZ.

"This partnership shows how science and industry together can drive real progress toward a circular future. Through our collaboration with GIC on direct conversion technology, we can turn everyday waste into valuable chemical ingredients, cutting down on fossil resources and closing the loop in chemical production," said **Richard Haldimann**, Chief Strategy & Technology Officer at Clariant and Chairman of the GIC Executive Committee.

Key Achievements: Projects Spun-Out

Our 2025 spin-outs demonstrate how multi company collaboration accelerates decarbonization, drives circularity, and transforms critical sectors faster than any single organization could achieve independently. GIC's enabling platform and global reach allows its members to identify and create a deliverable path to circular and emissions reduction projects to meet net zero goals.

Sustainable Olefins
Pre-feasibility Study to Launch a New Asset

The pre-feasibility work undertaken through GIC directly advances the pathway toward a potential European asset, enabling members to jointly de-risk large-scale investment decisions, align around offtake potential, and engage regulators and value-chain partners earlier than would be possible through bilateral efforts.

What: This project tests a new methanol-to-olefins (MTO) route to produce sustainable olefins and e-SAF in Europe, offering a low-emission alternative to fossil-based chemical production.

Goal: To create a scalable, low-carbon way to make olefins and e-SAF, reducing emissions in the chemical value chain and decarbonizing hard-to-abate industries like aviation.

Why this matters: This sustainable route to produce olefins enables low-carbon materials for packaging, mobility, and consumer goods, meeting rising regulatory and market demand, and helping Europe move toward net-zero emissions.

Who is involved:
Several members of GIC, including Moeve are collaborating on this initiative.

"By advancing sustainable methanol-based pathways, we are enabling the future production of e-SAF while also supporting the transformation of the chemical industry through cleaner feedstocks. The Global Impact Coalition provides the collaborative platform and vision needed to drive these breakthrough innovations at scale." said **Carlos Barrasa**, Executive Vice President of Commercial and Clean Energies at Moeve

Key Achievements: Automotive Plastic Circularity Pilot

This pilot stands as one of GIC's strongest proof points—demonstrating how a neutral, multi-company platform is uniquely positioned to unlock solutions that are structurally difficult to execute elsewhere. By enabling competitors to align on data, process design, and shared risk, GIC made it possible to test a circular plastics model that no single company could realistically deliver on its own. This is exactly the type of project GIC excels at by bringing together interested parties with a shared purpose to seek and deliver on the emissions reduction of their industry.

Automotive Plastic Circularity Pilot

What: The pilot explored how to optimize plastic recycling from 100 end-of-life vehicles during the disassembly, shredding and sorting process, providing access to specific polymer feedstocks for recycling.

The Goal: By optimizing processes and achieving purer polymer fractions, the pilot will provide actionable insights to increase ELV plastic recycling, showcasing the potential for a scalable, sustainable business model.

Why this matters: Cars are not designed for circularity: while metals are valued and therefore collected for recycling, plastics mostly end up landfilled or incinerated. The industry faces increasing regulations (EU ELV Directive) and OEM demand for recycled plastics.

Who is involved: The Global Impact Coalition with 8 members: BASF, Covestro, LG Chem, LyondellBasell, Mitsubishi Chemical Group, SABIC, Syensqo and SUEZ.

"This initiative demonstrates that innovation flourishes when industries collaborate toward a common goal. By combining expertise across the automotive and chemical value chains, we are developing solutions that create value for our stakeholders while contributing to a circular economy and making a positive impact on society and the environment" – **Fiona Van Den Brink**, Senior Director Innovation Platforms and Net Zero Technologies, LyondellBasell

"GIC members collectively represent a significant portion of the global plastics industry," said **Torsten Heinemann**, Head of Group Innovation & Sustainability at Covestro. "Their expertise and commitment are crucial for unlocking the potential of recycled ELV plastics as feedstock for new materials. This pilot project will help us overcome longstanding challenges such as high manual processing costs, inefficient sorting methods, and limited recovery expertise."

Portfolio Momentum

GIC provides a unique enabling platform to its members' where carefully selected projects are controlled, progress focused and outcome driven. The collaborative approach to deliver tangible results, co-creates new business models and scalable solutions that reduce emissions and advance circularity. The identified projects align capital, expertise, and incentives to move from concept to validated pathways for implementation. Each initiative in our portfolio is deliberately selected to address critical challenges for industry and society—challenges that sit across value chains and cannot be solved by any single company acting alone.

Automotive Plastics Circularity

What Pilot end of life vehicle plastic recycling to build a clear business case & secure closed loop feedstock

Why Today over 80% of automotive plastic is trashed, wasting valuable plastic resources. Incoming regulations and circularity targets are driving a greater need to recover this plastic.

Status Phase 1 successfully completed in Jan 2026 leading to phase 2 pilot in Q1 2026

Waste to Methanol

What Jointly invest in a waste gasification-based methanol supply chain

Why Methanol is a critical building block for the chemical industry's low-carbon transition, but without investment in sustainable pathways, supply will remain fossil-based and emissions targets will be at risk.

Status Advancing towards spin-out and entering feasibility study in Q1 2026

Biomass to Methanol

What Evaluate techno-economic viability and feedstocks to develop bio-based olefins

Why Sustainable biomass is a critical enabler of low-carbon, non-fossil chemicals, offering significant emissions reductions, but scaling its use requires overcoming feedstock, quality, and processing challenges.

Status Advancing towards spin-out and entering feasibility study in Q1 2026

Circular Municipal Solid Waste

What Assess optimal circular pathways for MSW to get sustainable raw materials

Why Current recycling and sorting systems are not sufficient to capture and recover the high amount of carbon found in waste. If we can tap into this feedstock, we can unlock true circular solutions, reducing reliance on fossil feedstock.

Status Proceeding towards the completion of technology desk research in Q1 2026

PFAS Destruction

What Pilot effective technologies to destruct PFAS in process water

Why PFAS management is no longer a technical issue—it is a strategic license-to-operate challenge with direct implications for risk, competitiveness, and long-term growth.

Status Execution of pilot study on technologies commencing in Q1 2026

Waste to Pyrolysis Oil

What Jointly invest in pyrolysis oil upgrading facility to meet growing demand

Why Upgrading pyrolysis oil is essential to scale circular plastics, as joint investment in upgrading capacity enables recycled feedstocks to meet quality requirements and unlock growing demand from the value chain.

Status Developing business case for key partnership and offtake agreements in 2026

Enablers: Community Connections

GIC's meetings, sprints, and working groups function as governance mechanisms designed to accelerate alignment, enable faster decision-making, and reduce execution risk across companies. Rather than activity for its own sake, these structures convert collaboration into momentum—ensuring that complex initiatives move forward with clarity, confidence, and shared ownership.

40+ members at our annual community meeting offsite

25 meetings with executive committee

22 In-person working group sprint sessions

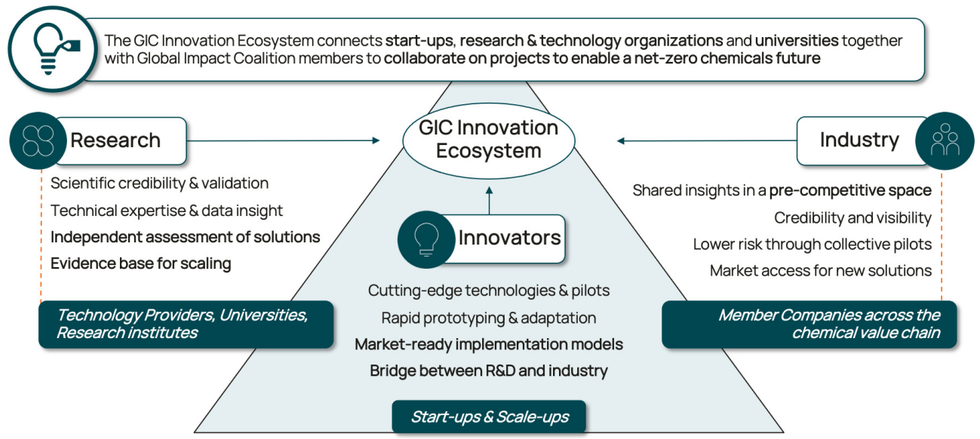
250+ working group meetings

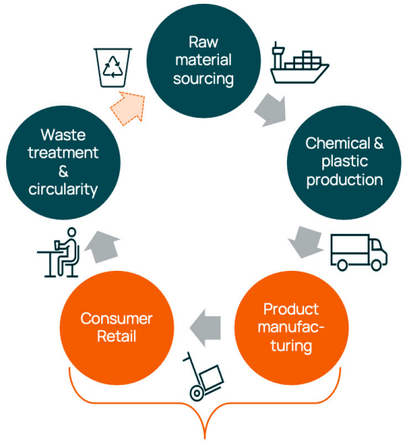
Enablers: Value Chain & Innovator Engagement

To ensure our projects remain commercially relevant and future-ready, GIC actively connects downstream demand with upstream capabilities while tapping into the latest innovations. Through our Value Chain Partners initiative and Innovation Ecosystem, we align industry needs with emerging solutions—bringing downstream players into project design and accelerating the scaling of next-generation technologies.

"Collaboration of chemical companies with downstream partners is essential to scale sustainable products and build viable business cases," said **Lars Kissau**, Ex-President at BASF and member of the GIC Executive Committee. "This is not about talk. It's about co-creating real solutions with the companies that rely on the chemical industry in all their products."

Building a bridge between science, innovation, and market adoption to drive circular transformation





Complex challenges require collaboration

Achieving net zero and circularity demands **coordinated, cross-value-chain action**, from raw material sourcing to end-of-life treatment.

The GIC drives tangible projects in the chemical and plastics value chains where **demand-side collaboration** is essential to **unlock viable business cases** and scale bold, **supplier-led solutions**.

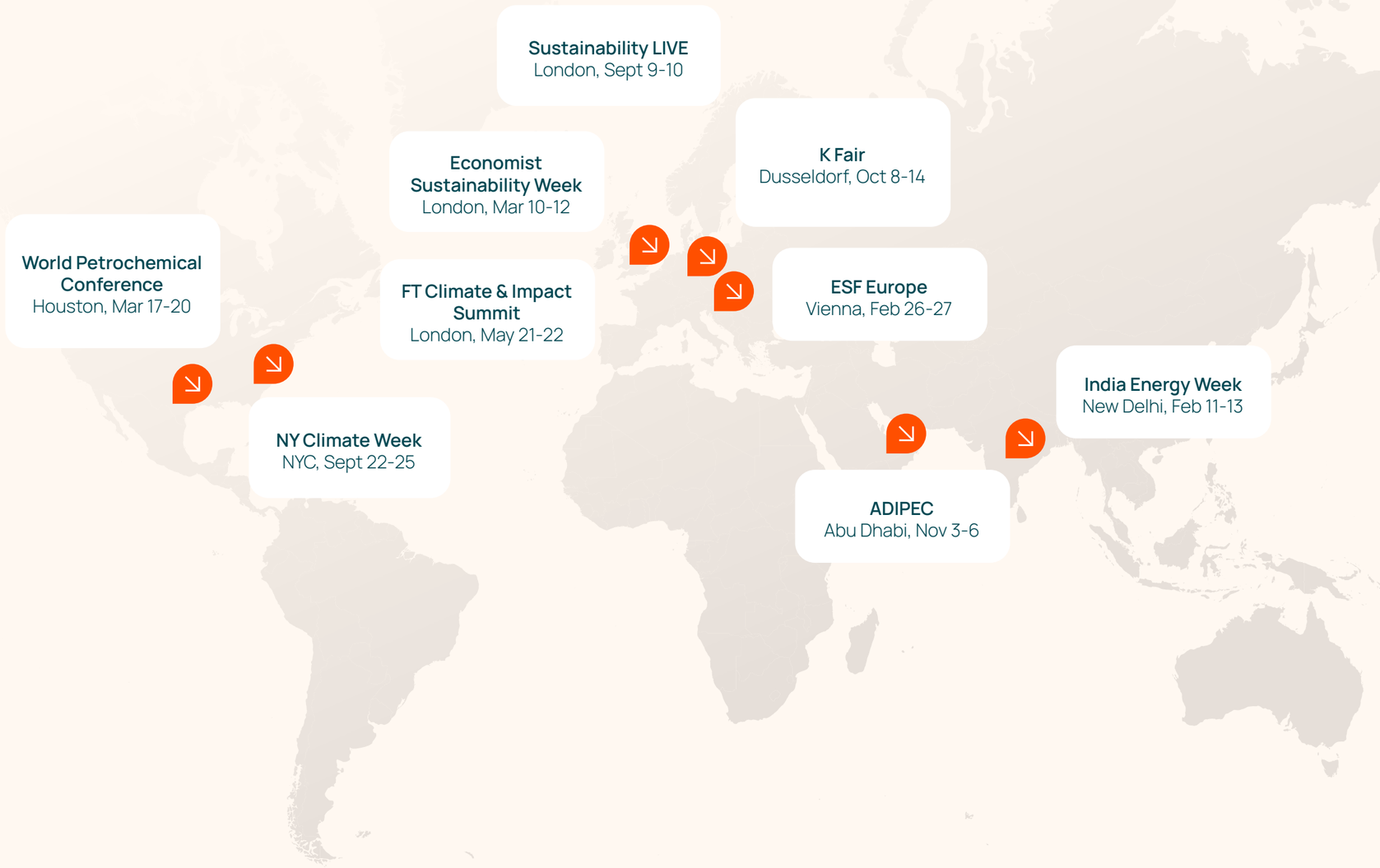
GIC Value Chain Partners can collaborate with senior decision-makers & experts from chemical suppliers to:

Shape solutions aligned with business priorities

Co-develop scalable, high-impact projects

Enablers: External Events and Thought Leadership

GIC's participation in external events and thought leadership are purposefully tied to advancing active initiatives—building regulatory confidence, aligning partners, and reinforcing market credibility around pathways already under development. This ensures visibility translates directly into progress, rather than awareness alone.



"The Global Impact Coalition offers a unique opportunity to jointly shape the bold moves needed to decarbonize the industry—and just as importantly, to share the investment risks where traditional financial models often hold progress back. Given the challenges we face, this kind of collaboration is essential."
- **Rik Sneep**, SVP of Strategy & International Growth, Moeve

Enablers: Targeted Media Coverage

Thought leadership in targeted articles and publications showcase GIC's purpose and value through its CEO, members, and projects to create industry confidence through shaped dialogue. The coalition contributes a forward-thinking perspective around tangible results while aligning stakeholders around shared priorities.

"Joining the GIC is a fantastic chance to transform the principles of a circular and sustainable economy into tangible, viable industrial initiatives. I am privileged and thrilled to collaborate with some of the world's foremost leaders in the chemical industry. This enables us to integrate waste recycling and recovery perspectives, enhancing project feasibility to its fullest potential." **Marc-Xavier Joubert**, Corporate Strategy Officer, SUEZ, & member of GIC Executive Committee

The Evolving Role of SAF in Aviation's Energy Transition
Hydrocarbon Processing
October 21, 2025

The Role of Advanced Recycling in Driving a Circular Economy Chemical Engineering Online
Sept 23, 2025

LYB, BASF, Covestro, Clariant, SUEZ Join ETH Zurich Gasification Project
Sustainable Plastics
Sept 23, 2025

What are the Big Challenges for Recycling in Specialty Plastics?
Chemical Week Podcast
Aug 26, 2025

Understanding PFAS: A Global Challenge with Local Solutions
Innovation News Network
August 15, 2025

Interview with GIC CEO, Charlie Tan
Chemical Today Magazine
July 11, 2025

Chemical industry leaders gather to address circularity
Korean Money Today Articles
July 3, 2025

White Paper: Closing the Loop for a Circular Chemical Industry
GIC & EY co-authored White Paper
July 2, 2025

GIC: Reducing Chemical Emissions
Sustainability Magazine
June 4, 2025

Trasformare la Chimica per il Futuro del Pianeta
Speciale Plast4Green, Plast MagazineMay 15, 2025

A Turning Point in Automotive Plastics Circularity BP&R
(Interplas / BP&R Magazine)May 6, 2025

Autosloperij Uithuizen Begint Aan Recycleproef Met Grote Belangen
(Dutch article)RTV NoordApril 29, 2025

Four ways to fix the ELV plastic problem
World Economic Forum Stories Article
April 10, 2025

Collective Action: Building a Net Zero Chemical Industry Renewable
Watch/ India InfrastructureApril 9, 2025

Closing the Loop on Plastics: True Circularity Needs Full Value-Chain Collaboration
Economist Impact
March 26, 2025

Scaling Pyrolysis for Circular Chemicals
Hydrocarbon ProcessingMarch 24, 2025

A Conversation with the Global Impact Coalition
Canadian Process Equipment & Control news
March 20, 2025

GIC Creates World's First Automotive Plastics Circularity Pilot Supply Chain Digital
March 10, 2025

A state of the Industry Interview with BASF & GIC Leaders
ICIS Podcast
February 19, 2025

LG Chem joins Global Impact Coalition
Chemical Week
January 23, 2025

GIC Leadership & Governance

GIC Executive Committee:

Fiona van den Brink, Senior Director Innovation Platforms, LyondellBasell, GIC ExCom Chair

Richard Haldimann, Chief Strategy & Technology Officer, Clariant

Waleed Al-Shalfan, VP, Corporate Sustainability, SABIC

Rik Sneep, Senior Vice President of Strategy and International Growth, Moeve

Noriyuki Mita, VP, Chief Sustainability Officer, Mitsubishi Chemical Group

Thomas Canova, EVP, Global Research & Innovation Head, Syensqo

Torsten Heinemann, Head of Group Innovation & Sustainability, Covestro

Marc-Xavier Joubert, Corporate Strategy Officer, SUEZ

Sunghee Son, Head of Business Development, Europe, LG Chem

GIC CEO Advisory Board:

Maarten Wetselaar, Chief Executive Officer, Moeve, GIC CEO Advisory Board Chair

Conrad Keijzer, Chief Executive Officer, Clariant

Xavier Girre, Chief Executive Officer, SUEZ

Ernesto Occhiello, EVP, Technology & Innovation and Chief Sustainability Officer, SABIC

Hak Cheol Shin, Chief Executive Officer, LG Chem

Jim Seward, Executive Vice President and Chief Innovation Officer, LyondellBasell

Manabu Chikumoto, Representative Director of the Board, President and CEO, Mitsubishi Chemical Group

Markus Steilemann, Chief Executive Officer, Covestro

Ilham Kadri, Special Advisor, Syensqo

GIC Project Management Office (PMO):

Charlie Tan, CEO

Davide Del Ben, Senior Manager, Partnerships & Operations

Ana Sofia Almagro, Global Project Lead

Nadine Feustel, Project Lead

Lak Siriwardene, Communications Lead

The Global Impact Coalition is the only platform which gathers global companies to work on action-oriented projects and build the business case around circularity & net zero. - **Ilham Kadri**, former CEO of Syensqo