#allin

Seeq®

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CHAMPIONS TRACK

Seeq

Juliana Fidalgo

Automation Scientist

INDORAMA VENTURES

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Part 2 | Empowering Transformation: From Site & Regional Level (The SAR Region)

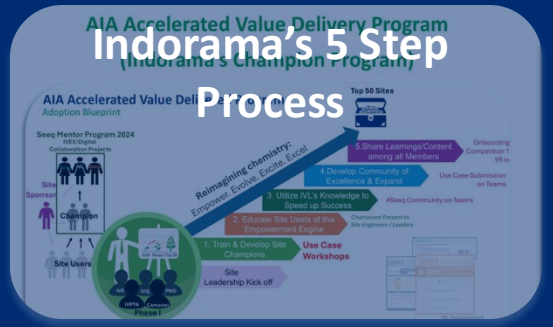
Juliana Lima Guerhard Fidalgo

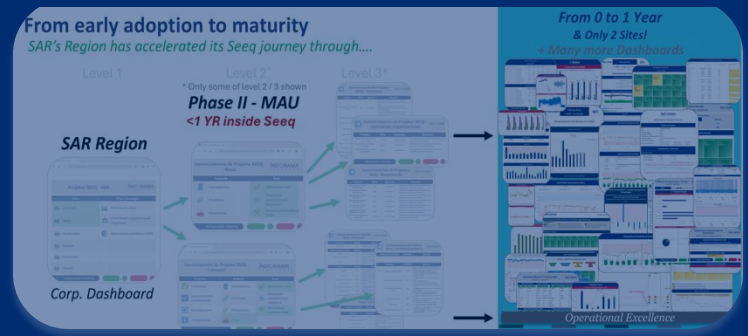
Indorama Ventures PLC

Driving Global Success | Advanced Analytics & Change Management Strategies

Part 2 |Empowering Transformation: From Site & Regional Level (The SAR Region)

Juliana Lima Guerhard Fidalgo





From Champion to Regional Lead: Transforming a Region by Prioritizing People Over Projects

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Indorama Ventures: Who we are

OUR PURPOSE
Reimagining chemistry together to create a better world.

OUR VISION
To be a world-class sustainable chemical company producing indispensable chemistry that touches billions of lives every day.

Presence in
32 countries

Consolidated revenues of
$15.4 billion
(FY2024)

Manufacturing facilities
114

Employees
~25,000

Business segments

Combined PET (CPET)

Indovinya

Fibers

#1 rPET producer globally

#1 ethoxylation company globally

#1 in PET staple fiber production in ASEAN

#2 in airbag yarn

3 Main Segments of the Indorama Business

Indovinya

Palm / Biomass → Natural alcohol

Ethane (from shale gas) → Cracker → Ethylene → EO → LAB / Surfactants / Ethanolamines + Solvents + Propylene Oxide

Example end markets

HPC

Agrochemical

Coatings

Oil & Gas

CPET

MEG

Feedstock PX, PTA, IPA → PET → Packaging → Recycling

Example end markets

Food & Beverage

Consumer Goods

Automotive

Pharmaceuticals

Electrical & Electronics

Fibers

Feedstock

Polyester

PA66 (Nylon), Rayon, Polypropylene (PP), Polyethylene (PE)

Example end markets

Lifestyle

Apparel

Interior

Industrial

Hygiene

Hygiene

Filtration

Industrial

Mobility

Tires

Airbags

Industrial

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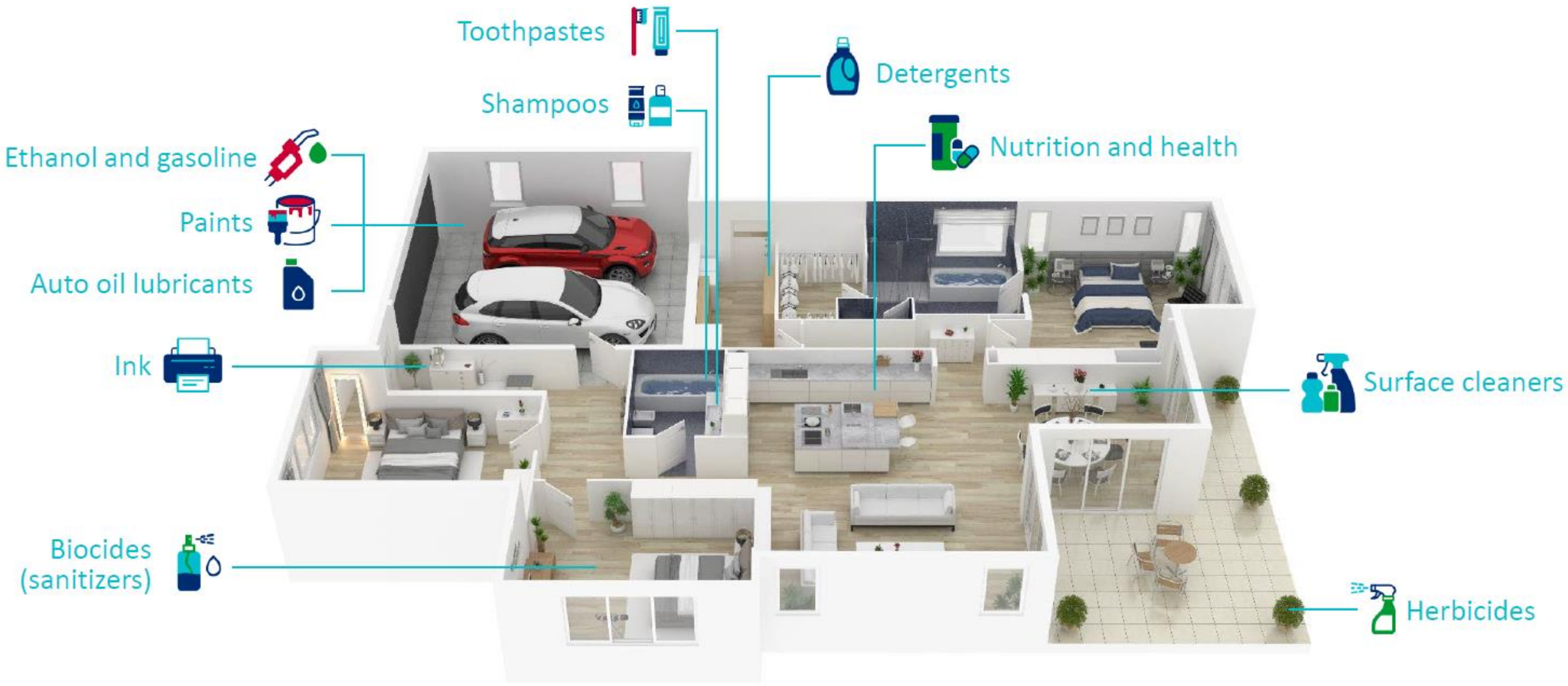
Indovinya chemistry touches our lives every day



1. INDOVINYA

15 manufacturing sites | **7** R&D & Tech centers | Presence in **10** countries | ≈ **3,000** employees

PNO Lead

NAR AIA Leader for AIA

EMEA

- Belgium

APAC

- India
- Australia
- China

Americas

- United States
- Brazil
- Mexico
- Uruguay

Industrial Units

R&D & Tech Centers

Denotes Sales Presence

SAR AIA Leader for AIA

MAIN MARKETS

Home & Personal Care

Crop Solutions

Coatings & Construction

Energy & Resources

Key factors of relevance

#1 Nonionic surfactants producer in the Americas

#1 Supplier of Homecare Ingredients Americas

#1 Leading supplier in crop solutions in the Americas

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Highlights

Chemical Engineering

Ph.D. candidate on Modeling and Process Control

Digital & Automation Engineer

Experience – 9 Years

Chemical Engineering, M.Sc.
SAR AIA Leader (1 yr)
Digital and Automation Engineer - Engineering and Maintenance (2 yrs)
Data Scientist (4 yrs)
Chemical Engineer Researcher (3 yrs)

Juliana Lima Guerhard Fidalgo

I'm passionate about data analytics and disruptive technologies, and I truly believe that engaging, sharing, and empowering people through knowledge is the path to transformation.

Advanced Industrial Analytics (Or AIA) For Everyone

Industrial analytics early adopter

Year 1 – Indorama Champion Program

15 Months Seeq - User

Visionary leader

Accelerating value through strategic execution, innovation, and early success sharing of the AIA Movement

Tech. Anchor to scale capabilities

Currently supporting addition of AIA across IVL sites across the Globe

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How it Started

The Program

Cross Sharing

& Connecting PPL

The Results

V2V@Scale

Our Path

INDORAMA VENTURES

SAR Region

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Indorama AIA Program Goal: *Empowering our Process/Equip SME's & DS Communities*

Enabling **OUR** people

- Creating cross functional collaboration groups to improve operational excellence across different sites (9)
- Providing Best in class Advanced Industrial Analytics (AIA) training & ML tools to all in the #Seeq Community

Specialized Assistance

- Technical assistance on demand for sites that are using AIA Tools
- Additional support integration to facilitate speed up problem solving in specific core processes with help of Machine learning tools

Accelerate value Creation

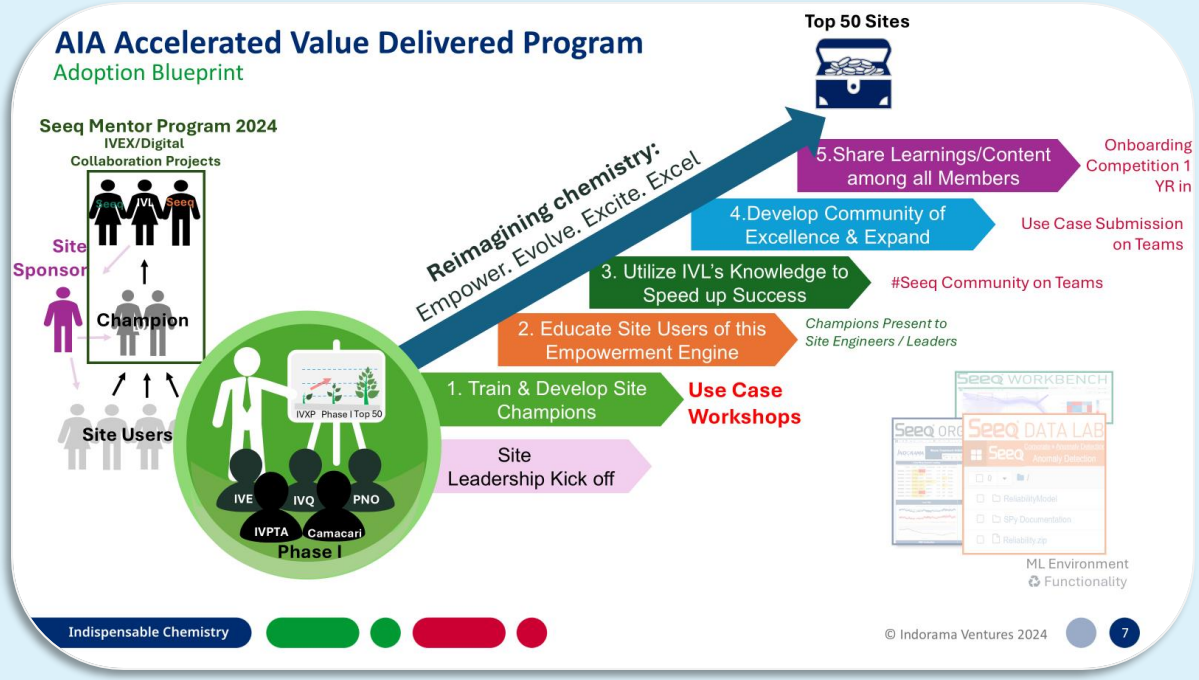
- Machine learning app development to facilitate "No-code" gaining the insights quickly from ML Models
- Sharing globally add-ons & solved use cases (How to's – step by step)
- Training on No-code ML add-on tools

Leadership **Support**

- Transformation initiative was enabled by the transformation vision.
- Providing the Resources to continue to support at a broader scale

How it started | SAR's first 9 Month Journey

- AIA Accelerated Value Delivery Program
  - (Indorama's Champion Program)



5 Step Program

- Champion in Program | Phase I CAM

The Results of Year 1

Phase I and Phase II | CAM & MAU

Digital x IVEX

ADVANCED INDUSTRIAL ANALYTICS COMPETITION 2024

Strategic Outlook for AIA in Indorama Ventures:

2024	2025	2026
8 Sites Onboarded	20 Sites Onboarded Data Infrastructure Ready	50 Sites Connected & Completed Onboarding Program

Scaling Across Indorama Ventures:
Aims to onboard 15-20 sites by 2025 and the top 50 by 2026, leveraging the successes of phase one sites.
Data Scientist Community:
Formation of a community to develop AI models and custom solutions tailored to Indorama Ventures specific needs.
Future of Data Analytics:
Emphasis on AI and machine learning integration for predictive analytics and operational optimization.

The Camaçari Team

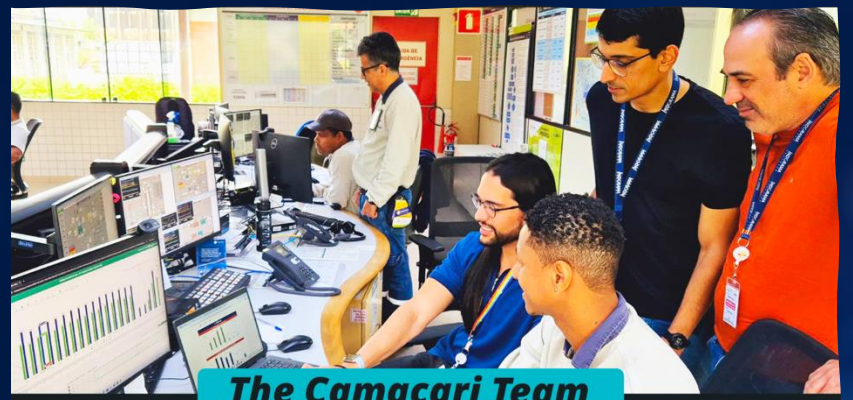
Was declared the Winner
for their outstanding achievements in operational improvements and cost savings, setting a benchmark for continuous improvement within Indorama Ventures.

Your support makes a difference

Digital x IVEX

Engage, share, and empower through knowledge!

*Camacari Team **WINS** the Indorama's AIA (Seeq) Competition!*



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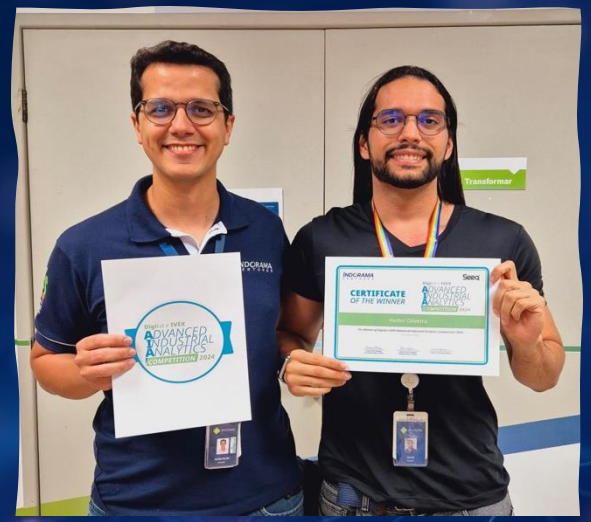

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How it Started

The Program

Cross Sharing

& Connecting PPL

The Results

V2V@Scale

Our Path

INDORAMA VENTURES

SAR Region

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Culture Change + Scaling Success + Our people = Better Decisions Faster

Driving Culture Change — Through Digital Deployment and IVEX Methodology, we have empowered our site teams to achieve outstanding results and spread AIA across their sites.

Empowering Teams — The real value lies in the cultural shift at our sites. Teams are adopting and supporting Seeq, making better decisions faster, and expedite value creation.

Cultivating Excellence — Seeq to drive cultural change, empower their teams, and achieve significant results.

Scaling Success (replicating value)

- **Go Live -** Project Operation Launch + Site Actions + Post-Audit
- **Checkpoints -** Meetings between developers, rollout users and OT Digital member for issue resolution.
- **Copy & Paste -** Replicate Seeq configuration and make adjustments to improve the solution with support from an OT Digital member.
- **Team & Value Strategy -** Form a team with IVEX and the Key Champion to standardize value capture across sites.
- **Collaboration -** Connect developers with new users to explain the project and share how-to documentation.
- **Cross-Sharing -** Exchange **"Top VC contributors"** Use Cases in **"Seeq Day"**.

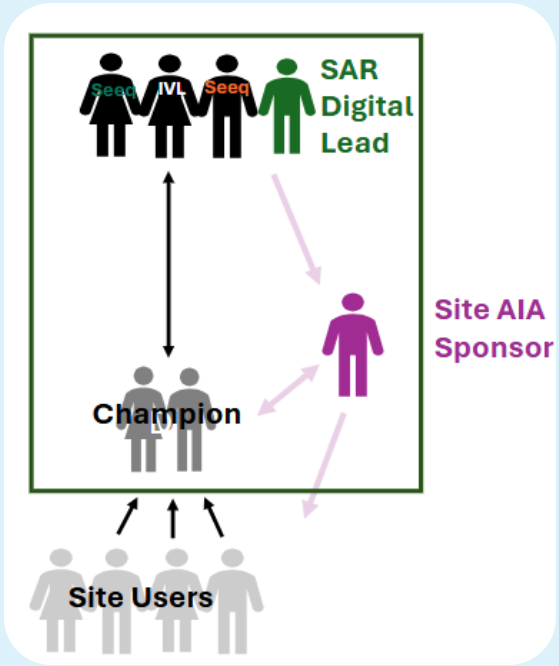
Y2 Global Modified Deployment

Anneke McCabe, Seeq **CS Manager**

Amanda Thomas,
Global Seeq Lead
Title: Global Digital Applications & Advanced Analytics Leader

Teddy Turfitt, Seeq **AE**

Juliana Fidalgo,
SAR AIA Leader for AIA
Title: Digital Automation Eng.



A Day in the Life: Regional Lead for SAR's Region

CULTURAL importance of Regional Leads

From Champion

Hands-on experience with AIA/ML
By adopting circular economy principles, maximizing resource.

Deep Commitment
Demonstrated strong commitment to mastering the system through ongoing learning.

Invested significant time in Seeq
in developing and refining practical solutions. Collaborated with colleagues to troubleshoot, support and scale results.

Project Delivery Focus in 2024
addressing real operational challenges.

For team engagement and inspiration at Pearson

to Regional Lead

Communication & Engagement
Promote the AIA Program by articulating its value, sparking engagement, celebrating wins, and positioning it as a catalyst for cultural transformation.

Site Presence & Customization
Foster trust through in-person collaboration, providing tailored support to enable long-term adoption and cultural change.

Training & Support
Support new users with technical guidance, sharing knowledge and promoting effective use of Seeq through strong governance.

Governance & Strategic Focus 2025
Bridge the gap between strategic goals and operational reality at industrial sites.

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Step 3 Connecting People: *Face to Face workshops across Brazil*

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The SAR Program Results

3 Global Track & Communicate

"Deliver"

Tech adoption & Communication

V2V@Scale & Utilize other's Success

A: **Charter Updates Monthly**
B: **CTOs Updates Monthly**
C: AIA Progress Live **Automated Dashboard**

Partnering with IVEX, Digital, CPET Charters

15 Months deployed, & Over 5000 hrs. in Seeq!

>26% Seeq **Users**

80% Trained - **Analytics Foundations**

85 Initiatives Identified

35 Champions

Type of Project Focus

Cost Optimization
Daily Data statistics visualizations
Reliability improvements
Quality & lab analysis surveys

Now, 6 Sites

Engage, share, and empower through knowledge!

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How it Started

The Program

Cross Sharing

& Connecting PPL

The Results

V2V@Scale

Our Path

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SAR Region

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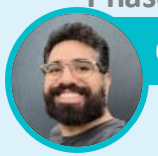
Building Complexity and Value delivery | *Batch Units Applications*

SHARED KNOWLEDGE drives faster value – each batch build future readiness

Velocity of Value @ Scale

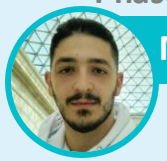
Phase I



CAM

- Monitoring Reactor Cycle Time
- Asset Tree building

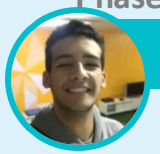
Phase II



MAU

- DMAIC Methodology
- Find a minimum reproducible cycle time
- Remove inefficient operations
- Speed up all possible steps

Phase III



SUZ

- More production hours available

TBE

- Increase the unit OEE

-4% in Time

-8% in Time

Foundation

Phase III

< 4 Months Champions

Increased Complexity

= Deeper Technical Growth

Gains

- Cycle time tracking
- Process variable trending
- Failure detection
- Batch vs. gold profile comparison

G.B. Ref. Profile was implemented

Expanding to the Ops Board for enhanced oversight.

Indispensable Chemistry

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Operational Excellence at Scale | *Steam Consumption*

LEAN Monitor, Optimize, Save!

+4500 tCO_2/year
GHG reduction

Scaling Value at Speed
to driving efficiency in #1 VC

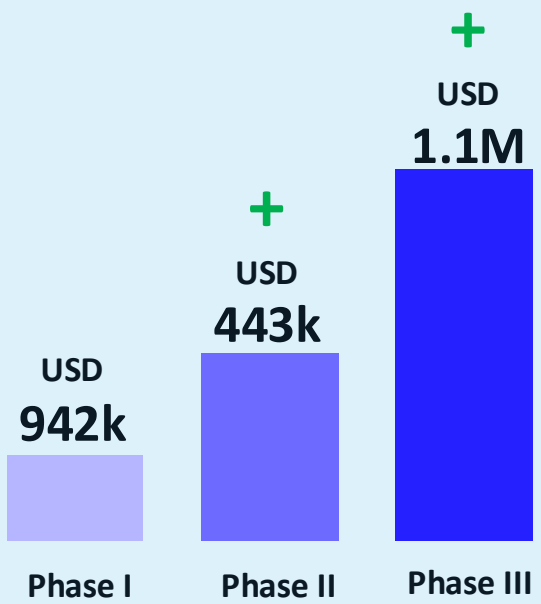
0.4 Decrease in Technical Metric
driving strategic optimization

Operational control
of CEV monitoring in petrochemical units

Asset monitoring
to optimize condensate splitting pattern

Monitoring 180+ process variables
to enabling data-driven decision-making

Annual Cost Savings from Steam Efficiency Projects *(USD)*



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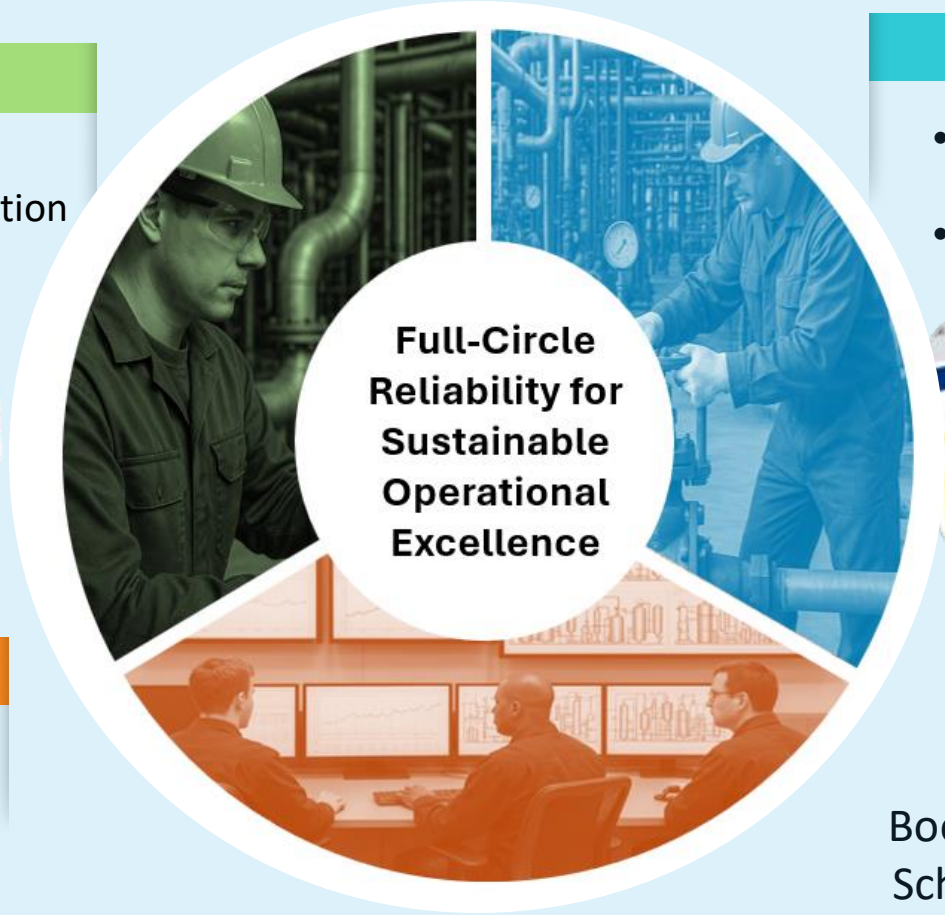
Connected Expertise, Amplified Results| *Predictive Maintenance*

IE & Control Systems

- ON-OFF Control Valve
- Monitoring Faulty Instrumentation

Rotating Equipment

- Track motor runtime to optimize lubrication & bearing replacement
- Vibration Analysis



Static Equipment

- Control Charts for IOW Analysis (API 584 Standards)
- HX Monitoring & Prediction

Gains:

Boosts equipment availability & reliability
Scheduled maintenance & fault diagnosis
Minimizes unexpected downtime
Extends asset lifespan
Cuts corrective/preventive maintenance costs
Improves planning for resources & spare parts

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From Early Adoption to Maturity

SAR's Region has accelerated its Seeq journey through….

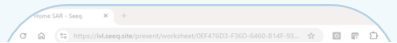
Level 1 | Level 2* | Level 3*

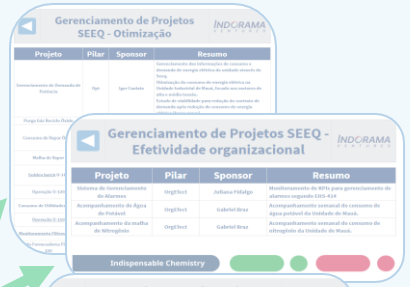
* Only some of level 2 / 3 shown

Phase II - MAU

<1 YR inside Seeq

SAR Region

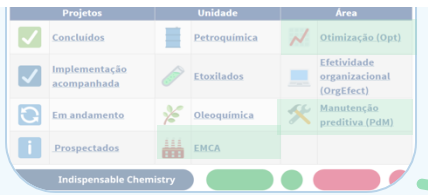


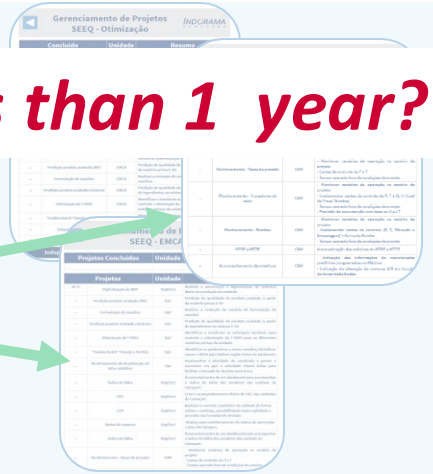


& What Makes SAR Team so Different in its Results?

How is this possible in Less than 1 year?

Corp. Dashboard





Phase I - CAM

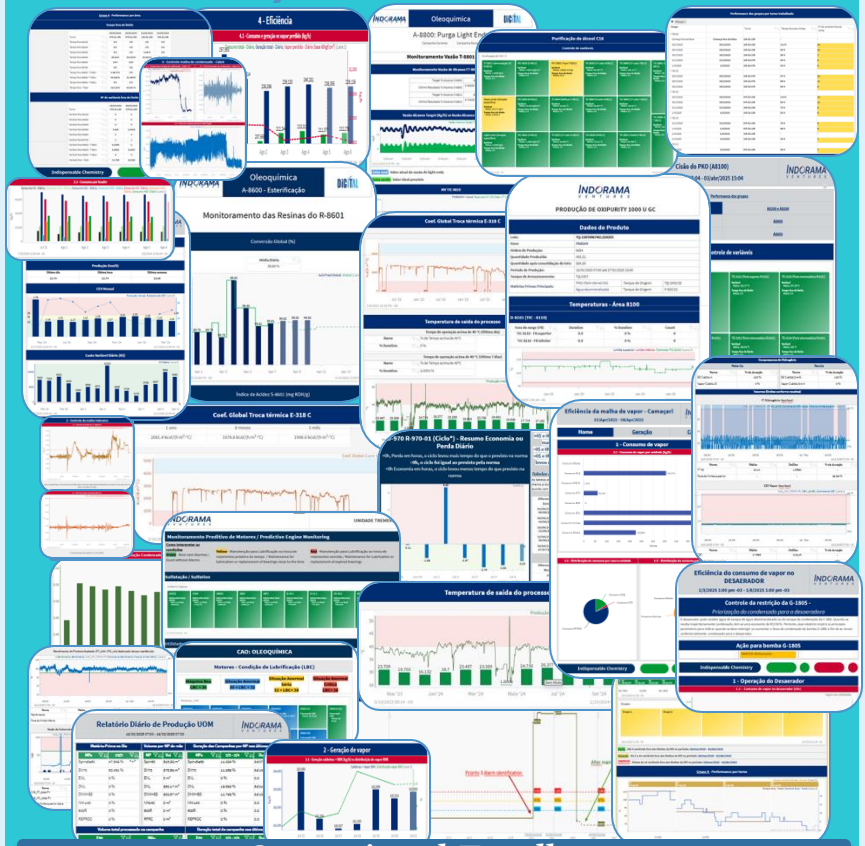
15 Months inside Seeq

Strong governance, collaborative teams, and impactful project delivery.

From 0 to 1 Year

& Only 2 Sites!

+ Many more Dashboards



Operational Excellence

Optimization | Pred. Maint | Organ. Effect. | Process Safety | Quality

Mindset Readiness & Sustainable Future

How it Started

The Program

Cross Sharing

& Connecting PPL

The Results

V2V@Scale

Our Path

INDORAMA VENTURES

SAR Region

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How can this be done in a short period?

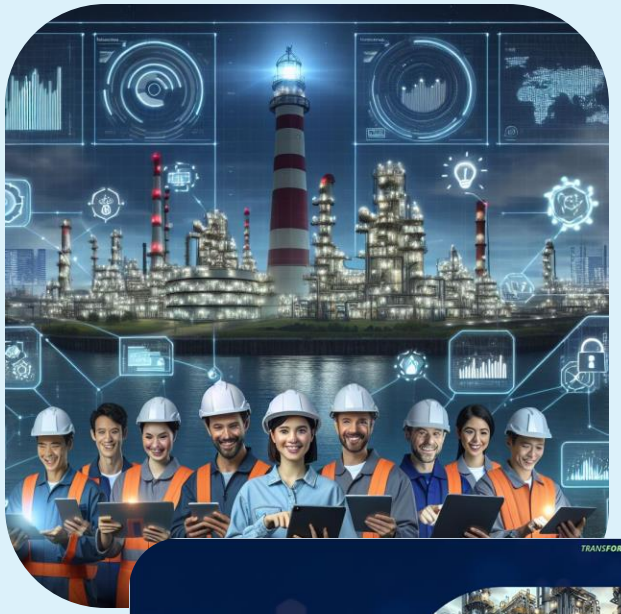
Ready…. SET …. SCALE! Celebrate!!!

Velocity of Value @ Scale

Culture Transformation:
The V.A.L.U.E. Program

Language & Onboarding Challenges

Vision – Inspiring a Clear path towards Transformation
Action – Taking Deliberate Steps to create change
Learning – Continuously growing through experiences
Unity - Collaborating to achieve shared goals
Empowerment – Elevating people to unlock their potential



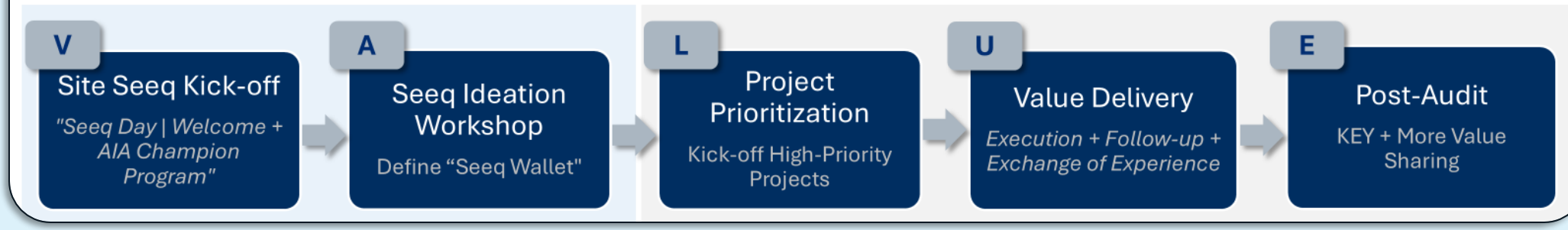
Culture Focus | EMPOWERING & Connecting our Great Assets >> Our People

Seeq Deployment | How do we do this?

OUR PATH 2025

SAR's Sites V.A.L.U.E. Program

(Incorporating the Value Delivery of 1 2 3 Process + Empowering/Engaging our Great Assets, Our People)



Vision – Inspiring a Clear path towards Transformation

Action – Taking Deliberate Steps to create change

Learning – Continuously growing through experiences

Unity - Collaborating to achieve shared goals

Empowerment – Elevating people to unlock their potential

Maximize engagement and drive impactful results with clear communication, inspired teamwork, commitment and a clear path to success

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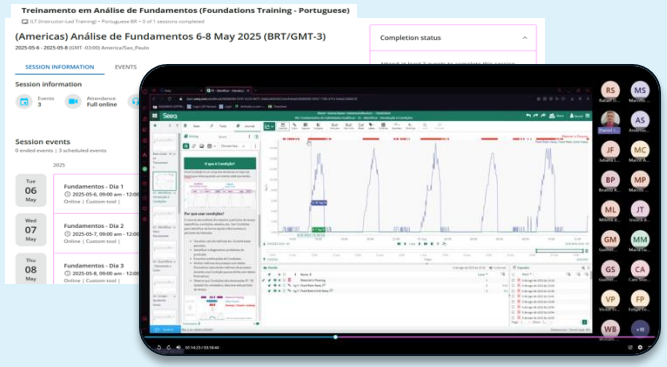
Language Focus | Scaling success is made possible by supporting Language Support

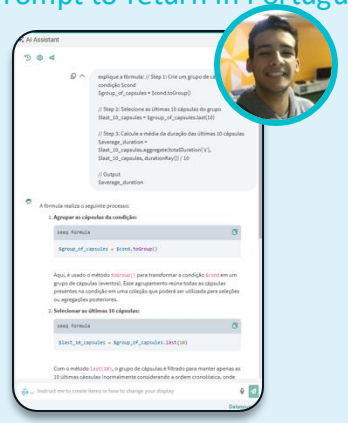
Seeq Language

Portuguese training & platform



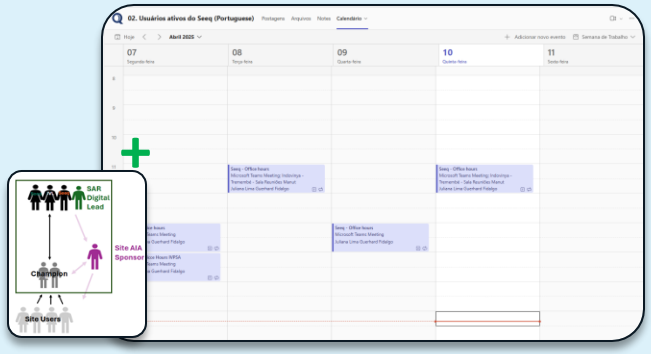
AI Support

Prompt to return in Portuguese



IVL Champions

Supporting Daily office hours in Portuguese



Voices of Our Champions

Ai Response:

Ai supported formula creation based on user insights in Portuguese; adjustments were needed depending on complexity. **By William Bariviera**

Ai was crucial to clear doubts about formulas and suggest alternative solutions during project difficulties; used in Portuguese. **By Felipe Previtale**

Ai helped select correct formulas, with some modifications needed; used in Portuguese and understood questions well. **By Leandro Mendes**

Ai automated complex calculations like mass balances and molar flow rates, reducing time and improving accuracy; all interactions in Portuguese. **By Fabricio Gusmão**

Ai was important but required very specific input; sometim

Champion Program Response:

Weekly workshops with experts made project development more productive and helped achieve objectives. **By Leandro Mendes**

The program united skilled professionals from different units, trained them in Seeq, and offered mentorship to accelerate results. **By Felipe Previtale**

The Champion Program supported users from troubleshooting to deep Seeq understanding; workshops made steps clear and fast. **By William Bariviera**

The program fostered collaboration, leadership, and problem-solving, improving process stability and generating cost savings. **By Fabricio Gusmão**

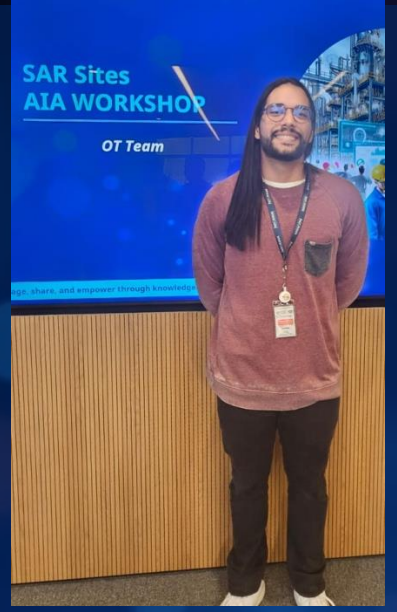
The program built an expert network,

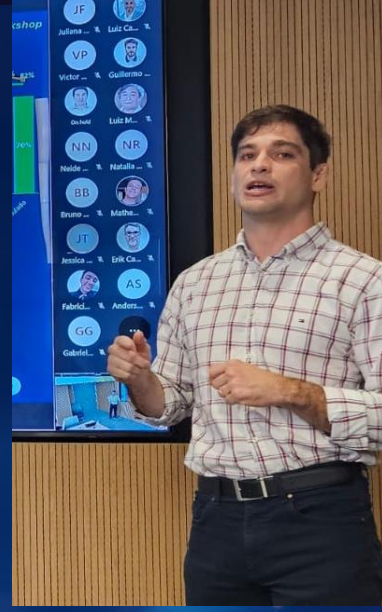
1 YEAR AIA Program

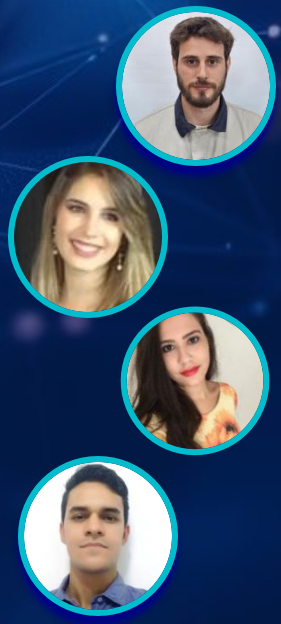
A CELEBRATION!

IVL SAR'S Region
AIA Workshop

April 2025







Engage, share, and empower through knowledge!

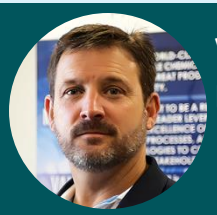
Summary of Success | Made Possible by Our Leaders by Prioritizing PPL Development for a lasting Impact

SA Chief Technology Officer

Director of Project Management & Implementation, Operational Technology & Asset Care

Operational Technology (OT) Manager at Indorama Indovinya

Some of the Leadership support from Indovinya Team



VP Digital Operations Excellence

Global Digital Applications & Advanced Analytics Leader

Some of the Leadership support from Global Digital

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In Conclusion

Global Indorama Movement

How it Started

The Program

Champion Program

Documented Use Case

Celebrate

SAR Edition

Cross Sharing

& Connecting PPL

Solve Once & Replicate

Cross Share

Connecting People

The Results

V2V@Scale

Faster Deployment

Faster onboarding

Deeper Technical Gains

Our Path

INDORAMA VENTURES

SAR Region

Culture Transformation: The V.A.L.U.E. Program

Language & Onboarding Challenges

Celebrate!!!

conneqt

INDORAMA VENTURES

Thank You
&
Let's Conneqt

Presenter: Juliana Lima Guerhard Fidalgo
www.linkedin.com/in/jlgfidalgo

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#allin
Seeq
conneqt
QUESTIONS?

#allin

Seeq®

conneqt

THANK YOU!