

Additional Information on Performance Measures within the Remuneration Policy

2023 Annual Integrated Report

Introduction

Syensqo was listed on December 11, 2023, after an overwhelmingly positive vote at the Extraordinary General Meeting on December 8, 2023. Aiming at providing more transparent information, the Board of Directors (the “Board”) has decided to provide additional clarity about the Short Term Incentive (STI) and the Long Term Incentive (LTI) plans to demonstrate that variable remuneration at Syensqo is based on the achievement of strategic and financial objectives, aligned with shareholders’ interests.

Short Term Incentives (STI)

Performance Measures

Performance measures selected for the Short Term Incentive (STI) plan can change from year to year considering the strategic priorities of the Group. Per the Remuneration Policy, the weighting of each performance measure falls within the parameters below:

- Financial: 60%-70%;
- One Planet: 10%-20%; and
- Individual: 10%-20%

The One Planet roadmap and targets form an important part of Syensqo’s strategy towards a sustainable future. Hence, One Planet key performance indicators (KPIs) have been included in the STI plan, composed of four major pillars: climate, business solutions, nature and better life.

Since the Remuneration Policy covers a four-year period, specific KPIs linked to these performance measures and weightings are not included in the Policy, but shared retrospectively in the Remuneration Report. The Remuneration Policy is being reviewed in 2024.

Syensqo considers the disclosure of annual performance targets on a prospective basis to be commercially sensitive. As such, the Board has decided to report on them in a transparent manner, but on a retrospective basis in the Remuneration Report. In setting performance targets, the Board continues to carefully monitor and refine financial targets that are well aligned with short-term priorities, business forecasts and the long-term sustainable value creation plan for each financial year. The performance measures and the associated targets are continuously reviewed by the Board.

In line with our disclosure practice, Syensqo is sharing the selected performance measures as well as their associated weightings for the 2024 financial year:

CEO’s Performance Measures and Weightings for the 2024 Financial Year

| Objectives | Performance Measures | Weighting |
|-------------------------|---|------------|
| Group Financials | EBITDA (70%) | 65% |
| | Free Cash Flow Conversion (30%) | |
| Group One Planet | One Planet | 15% |
| Individual | Strategy & Operations <ul style="list-style-type: none"> - Growth and Innovation - Portfolio Assessment - Responsible Manufacturing | 20% |
| | People, brand and investors <ul style="list-style-type: none"> - Syensqo culture - Fit-for-purpose organization - Syensqo Brand Equity | |
| | Other <ul style="list-style-type: none"> - Financing / Balance Sheet growth - Thought leadership for the Industry | |

The CEO’s performance against Group KPIs (i.e. Financial and One Planet) and the CEO’s performance against individual objectives will be disclosed in the Remuneration Report related to 2024.

Long-Term Incentive (LTI)

With regards to the Performance Share Unit (PSU) Plan, the targets and their associated weighting are aligned with the mid- and long-term strategy of the

Group, before grants are offered to the LTI beneficiaries. Targets are set and approved, before grants are offered to the Executive Leadership Team (ELT) Members, by the Board. As per the Remuneration Policy, the weighting of each performance measure falls within the parameters below:

- Financial criteria account for 60% to 80% of the award;
- One Planet objectives account for 20% to 40% of the award

The outcomes relative to the targets are subject to a further linear adjustment upwards or downwards based on the Group's performance against the median of Total Shareholder Return (TSR) of the Stoxx 600 Index ensuring a clear alignment and focus within the ELT to create shareholder value.

Syensqo granted its first LTI award in 2024.

For the PSU plan, the performance targets are as follows:

- Organic Underlying EBITDA Growth (40%)
- ROCE improvement - base point variation (40%)
- Greenhouse Gas Emissions (Mt) reductions (20%)

Syensqo will disclose achievement against the targets set for each performance measure at the time of vesting.