SYENSQO
ADVANCING HUMANITY

FULL YEAR 2024 RESULTS

PERFORMANCE HIGHLIGHTS

5% Year-on-year EBITDA growth in Q4 & strong cash flow generation in a challenging market environment

- Positive volume momentum with YoY growth in H2 2024
- Robust YoY gross margin performance, despite -€97 million of net pricing
- Vitality index increased to 21%
- EBITDA in line with expectations, led by strong YoY growth in Composite Materials
- 82% cash conversion[1]
- Proposed dividend of €1.62, resulting in €234 million[2] of shareholder returns in 2024

[1] Cash conversion = (EBITDA +/- change in working capital - Sustenance Capex)/EBITDA); excludes the €167 million payment to NJDEP paid in Q2 2024
[2] Includes €64 million of shares repurchased in 2024 as part of €300 million buyback program

NET SALES	€6.56bn	+1% volumes -4% pricing
GROSS PROFIT	€2.22bn	33.8% margin -90bps YoY
EBITDA	€1.41bn	21.5% margin
FREE CASH FLOW [1]	€390mn	

EXECUTING OUR STRATEGY

Q1

Climate impulse
A non-stop 9 day flight around the world, emission-free, powered by green hydrogen

Acquisition of ceramides specialist JinYoung Bio to broaden our portfolio in beauty biotech

Q2

Introduction of new epoxy-based adhesive for Commercial & Defense aerospace customers

Syensqo unveils ambitious water stewardship targets

Q3

First fluoro-ionomer based on non-fluorosurfactant technology

Announcement of strategic partnership with Emulseo for advanced applications in the healthcare sector

Q4

Syensqo achieves SBTi validation for its GHG emission reduction targets

FINANCIAL MILESTONES & INVESTMENTS

- Partnerships
- Growth investments
- Product innovation
- Financial milestones
- Shareholder returns
- One Planet

Q1

Investment in new Application Development Lab in Bollate, Italy

Q2

Successful placement of inaugural $1.2 bn bond offering

Dividend payment of €170m

Q3

Acquisition of controlling stake in Azerys, a natural Rosemary extraction business

Euronext Paris delisting completed

New €300 million share buyback program

North American strategic pension risk management initiative

Q4

Expansion of production capacity in Marietta, Ohio for advanced polymers used in critical health, water and energy applications

Employee share purchase plan launched

Announcement of the early redemption of USD Senior Notes due May 2025

FOURTH QUARTER 2024 SEGMENT HIGHLIGHTS

MATERIALS

NET SALES y/y organic	**-3%**
EBITDA y/y organic	**+1%**
EBITDA margin	**29.2%**

- Flat YoY[1] growth in Composite Materials (including impact of Boeing strike);
- Space & Defense up double digits
- Flat YoY[1] volumes in Specialty Polymers; growth in Healthcare & Construction
- Return to YoY[1] EBITDA growth with 120 bps of margin expansion to 29.2%, led by Specialty Polymers

CONSUMER & RESOURCES

NET SALES y/y organic	**+7%**
EBITDA y/y organic	**+18%**
EBITDA margin	**13.4%**

- 8% YoY[1] net sales growth, led by Novecare & Technology Solutions
- Market share gains in HPC and Coatings; double digit growth in Agro
- 9% YoY[1] net sales growth in Technology Solutions, with strong gross margin performance
- 22% YoY[1] EBITDA growth with 150 bps margin expansion to 13.4%, led by Technology Solutions

[1] organic growth

2025 OUTLOOK

For 2025, we expect macroeconomic and demand uncertainty to continue across most of our end markets. Supported by our strong balance sheet, we will focus on accelerating initiatives that are within our control, increasing cost savings and further focusing our investments to outperform our markets.

Growth is expected to be led by Composite Materials, supported by strong underlying demand as well as our diverse range of customer programs and applications. For Specialty Polymers, we expect net sales to be approximately flat versus 2024, with growth primarily driven by Healthcare and Food Packaging, offset by the lower net sales in Electronics.

Overall, we expect flattish volumes in 2025. This includes the combined impact of approximately €80 million from customer impact in Electronics, driven by a design change in a customer program, and in Aerospace, as a result of strike action at a major customer and its related impact on demand in the first half of the year.

In order to enhance our profitability in 2025 and beyond, we also plan to accelerate cost savings initiatives. This is expected to both offset the inflationary impact on costs during the year, and also deliver more than €200 million of run rate savings by the end of 2026.

EBITDA
(underlying)

At least €1.4 billion

FREE CASH FLOW
to shareholders

~€400 million

~€600m CAPEX

DR. ILHAM KADRI
CHIEF EXECUTIVE OFFICER

"2024 was a milestone year for Syensqo. With our sharper focus and a deeper understanding of our customers' needs, we now have more clarity around how we will accelerate our innovation to outgrow our markets and increase returns. We also used our balance sheet strength to increase direct shareholder returns, through the board's proposed dividend payment as well as the ongoing share buyback program."

"Our Q4 performance saw us return to year-on-year EBITDA growth, coupled with strong cash flow generation. This was achieved against the backdrop of macroeconomic softness and ongoing market uncertainties experienced across our sector. In this context, we will remain focused on executing initiatives in 2025 that we can control, accelerating cost actions to support our profitability, further refining our disciplined approach to capital allocation, and taking steps to unlock value. Underpinned by our strong balance sheet, we will also continue to balance cash flow generation and attractive growth investments with shareholder returns."

"2025 will also see us continue to assess options to accelerate value creation, including through divestments, to become an even more focused specialty company. Having already determined that we will divest the Oil & Gas business, we now plan to do the same with Aroma."

"The Americas is Syensqo's largest region, representing more than 40% of our revenues and people, as well as more than half of our industrial footprint. In addition, we expect a major part of our future growth and investments to be in this strategically important region. I am therefore pleased to share that our Board of Directors has approved the exploration of a potential dual listing in the US, in addition to Brussels, which has the potential added benefits of expanding and enhancing our investor base."