



FULL YEAR 2024 RESULTS

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AGENDA



2024 REVIEW

1



2024 FINANCIAL REVIEW

2



LOOKING AHEAD

3



DR. ILHAM KADRI
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FOURTH QUARTER & FULL YEAR 2024 REVIEW



FOURTH QUARTER 2024 HIGHLIGHTS

- 2% organic YoY revenue growth, led by Novecare and Technology Solutions
- Robust YoY gross margin performance
- 5% organic YoY EBITDA growth, led by Technology Solutions and Specialty Polymers
- Strong cash flow generation
- Completed >20% of €300 million share buyback program

NET
SALES

€**1.60**_{bn}

+3% volumes
-1% pricing

GROSS
PROFIT

€**482**_{mn}

30.2% margin
-60 bps YoY

EBITDA

€**298**_{mn}

18.6% margin
+70bs YoY [1]

FREE
CASH
FLOW

€**159**_{mn}

[1] on an organic basis



FOURTH QUARTER 2024 SEGMENT HIGHLIGHTS



MATERIALS

- 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

- 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

FULL YEAR 2024 HIGHLIGHTS

- 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

NET
SALES

€6.56_{bn}

+1% volumes
-4% pricing

GROSS
PROFIT

€2.22_{bn}

33.8% margin
-90bps YoY

EBITDA

€1.41_{bn}

21.5% margin

FREE
CASH
FLOW ^[1]

€390_{mn}

[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

EXECUTING OUR STRATEGY



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



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



Syensqo unveils ambitious **water stewardship targets**



First fluoro-ionomer based on **non-fluorosurfactant technology**



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



Syensqo achieves **SBTi validation** for its GHG emission reduction targets

Q1

Q2

Q3

Q4

FINANCIAL MILESTONES & INVESTMENTS

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



Investment in new **Application Development Lab** in Bollate, Italy



Successful placement of inaugural **\$1.2 bn bond offering**



Dividend payment of **€170m**



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



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

BRINGING HOME THE CUSTOMER WINS

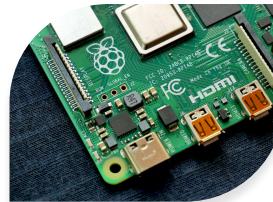


Automotive



New high performance **slot liner** for high voltage e-motor applications

Electronics



Continued to **increase share of wallet**, including significant wins in semiconductor fluids

Agro



New **multi-year contract** for heavy metal removal

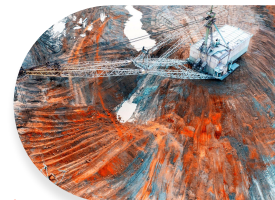
Energy transition



New electrolyzer for **green hydrogen** production

Breakthrough thermoplastic composite application for Specialty Polymers

Mining



Achieved **100% market share** with leading customer in solvent extractant products for Technology Solutions

A FOCUSED COMPANY

Accelerating our pure play speciality strategy, aligned with attractive growth markets

FOUR GLOBAL BUSINESS UNITS

NON CORE ASSETS

SPECIALTY POLYMERS

Broadest portfolio of high performance polymers, aligned with attractive secular growth trends



€ 2.6 bn

2024 NET SALES

COMPOSITE MATERIALS

Leader in composite materials, adhesives and abrasives, notably for aerospace & defense applications



€ 1.2 bn

2024 NET SALES

NOVECARE

Portfolio of surface chemistry solutions and deep formulation expertise, with innovations centered natural & sustainable solutions



€ 1.4 bn

2024 NET SALES

TECHNOLOGY SOLUTIONS

Global leader in specialty mining reagents and technical services to maximize performance in metal extraction & mineral processing



€ 0.7 bn

2024 NET SALES

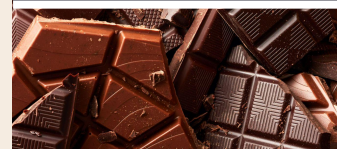
OIL & GAS



€ 0.4 bn

2024 NET SALES

AROMA PERFORMANCE



€ 0.3 bn

2024 NET SALES



CHRISTOPHER DAVIS
CHIEF FINANCIAL OFFICER

FULL YEAR 2024 FINANCIAL REVIEW



FOURTH QUARTER & FULL YEAR 2024 FINANCIAL RESULTS

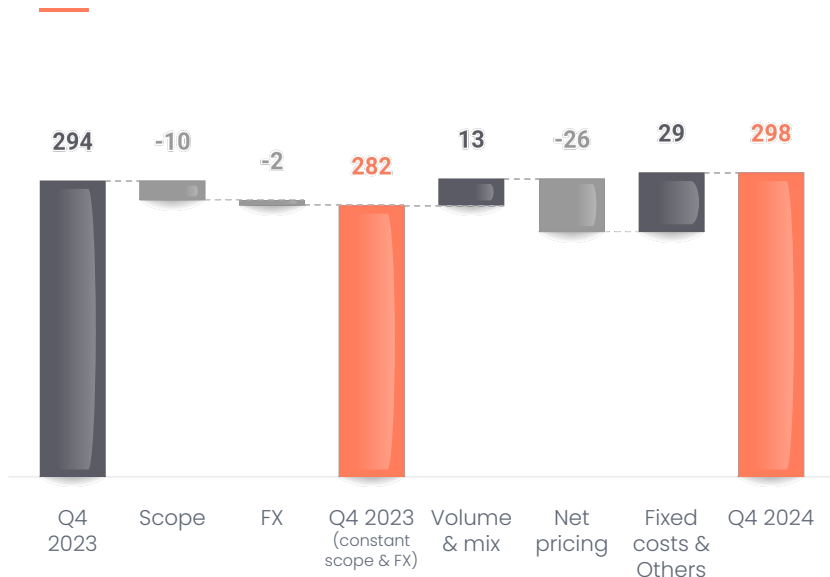
(€ million)	Q4 2024	Q4 2023	Q3 2024	YoY change	YoY organic	QoQ change	FY 2024	FY 2023	YoY change	YoY organic
Net sales	1,598	1,577	1,633	1.3%	1.6%	-2.1%	6,563	6,834	-4.0%	-2.8%
Gross profit	482	485	572	-0.6%	-	-15.7%	2,219	2,375	-6.6%	-
Gross profit margin	30.2%	30.8%	35.0%	-60 bps	-	-490 bps	33.8%	34.8%	-90 bps	-
Underlying EBITDA	298	294	374	1.2%	5.1%	-20.4%	1,412	1,618	-12.7%	-10.0%
Underlying EBITDA margin	18.6%	18.7%	22.9%	0 bps	60 bps	-430 bps	21.5%	23.7%	-220 bps	-170 bps
Operating cash flow ^[1]	345	195	210	77.1%	-	64.5%	1,008	1,275	-20.9%	-
Free cash flow ^[1]	159	-35	27	n.m.	-	n.m.	390	448	-12.9%	-
Cash conversion (LTM) ^[1]	82%	85%	81%	-260 bps	-	140 bps	82%	85%	-260 bps	-
ROCE (LTM)	7.9%	10.6%	8.1%	-280 bps	-	-20 bps	7.9%	10.6%	-280 bps	-

For LTM figures, see Glossary for definition,
^[1] excludes the €167 million payment to NJDEP made in Q2 2024

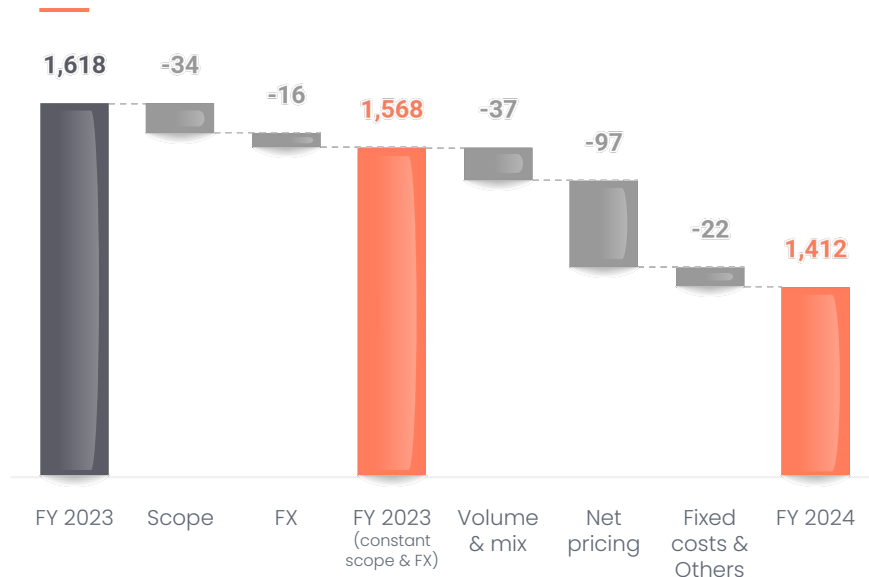


FOURTH QUARTER & FULL YEAR 2024 UNDERLYING EBITDA

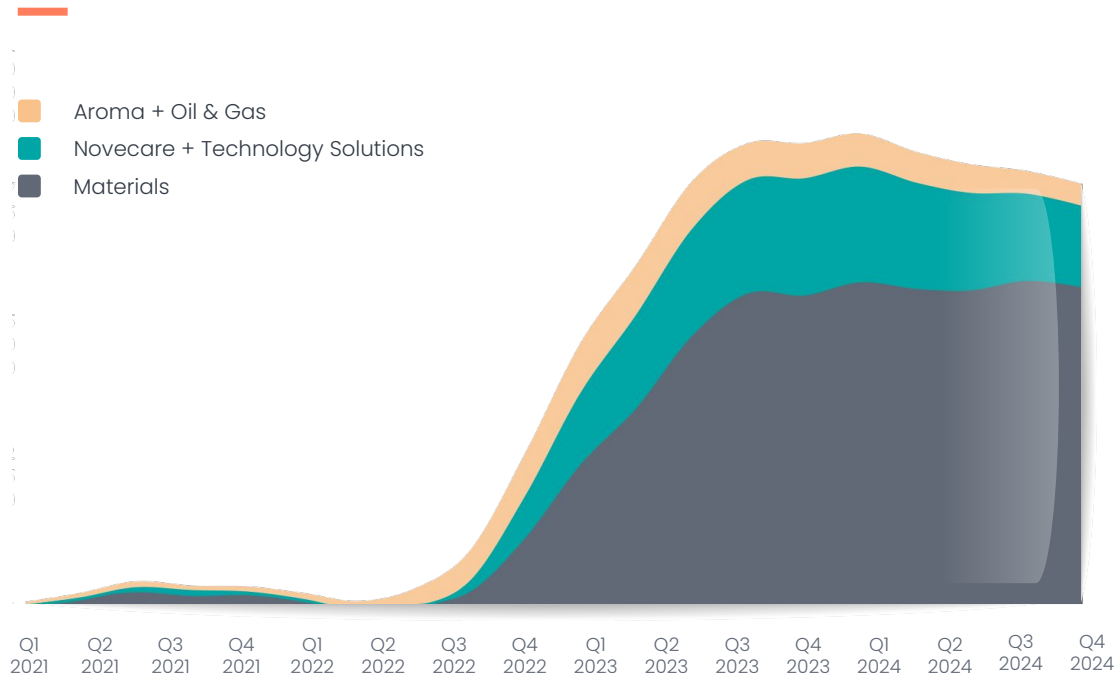
Q4 2024 (€ million)



Full year 2024 (€ million)



NET PRICING IMPACT IN LINE WITH EXPECTATIONS



Resilient gross margin performance in FY 2024, including net pricing impact of -€97 million

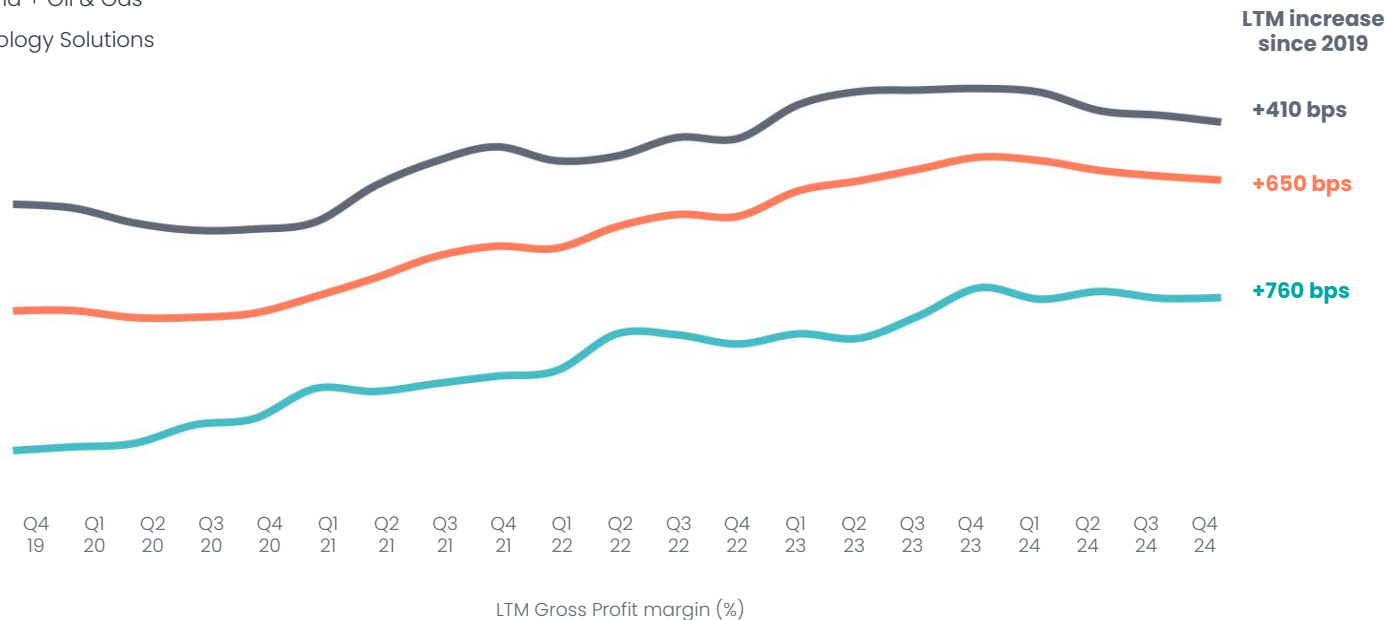
- ~Flat net pricing in Materials
- Novecare net pricing impact offset by increased volumes to maximise value
- >€20 million net pricing reduction from Aroma and Oil & Gas

RESILIENT GROSS MARGIN PERFORMANCE

■ Materials

■ Syensqo excl. Aroma + Oil & Gas

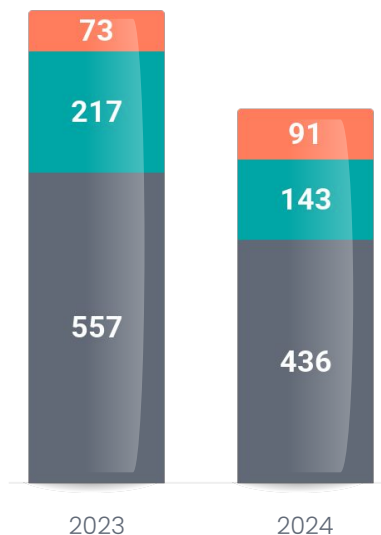
■ Novecare + Technology Solutions



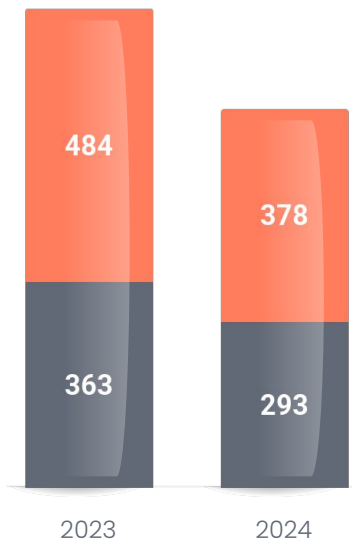
CAPITAL EXPENDITURE FOCUSED ON GROWTH

€ million

- Corporate
- Consumer & Resources
- Materials



- Growth capex^[1]
- Sustenance capex^[2]



Sustenance capital driven by

- Maintenance, safety and compliance across our global footprint
- Investments in new digital architecture

Growth capital driven by

- Tavaux expansion: PVDF (auto, oil & gas, electronics), PVDC (food & pharma packaging)
- Green solvents (agro & metal coatings)
- Targeted research & innovation investments to support long-term growth

^[1] Growth capex includes investments in growth platforms and new capacities

^[2] Sustenance capex includes investments in maintenance, leasing, One Planet and digital transformation

82% CASH CONVERSION IN FY 2024

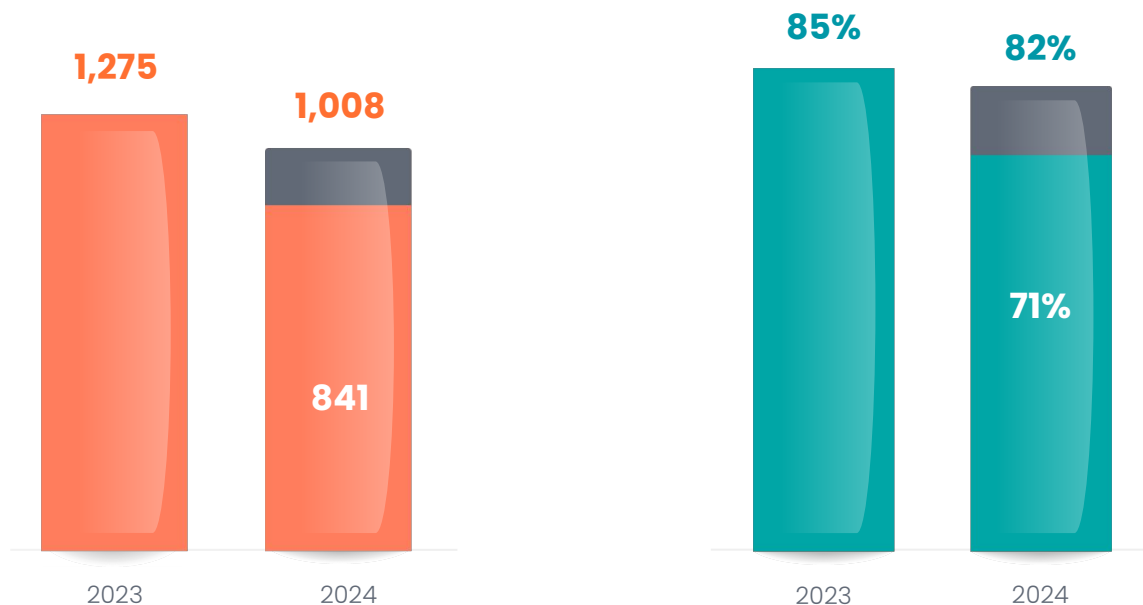
€ million

Cash flow from operating activities

€167 million payment to the NJDEP in Q2 2024

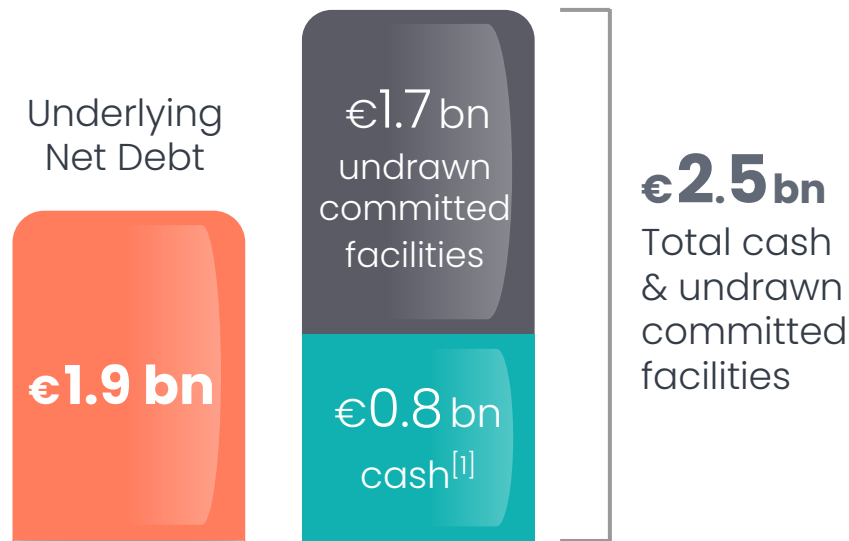
Cash conversion ^[1]

Impact of €167 million payment to the NJDEP in Q2 2024



[1] Cash conversion = (EBITDA +/- change in working capital - Sustenance Capex)/EBITDA

STRONG FINANCIAL POSITION



GEARING^[2]

21%

NET DEBT leverage ratio^[3]

1.3x

Strong investment grade rating

S&P
Stable outlook

BBB+

MOODY'S
Stable outlook

Baa1

[1] Total cash = cash & cash equivalents + other current & non current financial instruments

[2] Gearing ratio: Underlying net debt / (underlying net debt + equity)

[3] Net financial debt: Non-current financial debt + current financial debt – cash & cash equivalents – other financial instruments. Underlying net debt reclassified as debt 100% of the hybrid perpetual bonds, considered as equity under IFRS.

INCREASING SHAREHOLDER RETURNS IN 2024

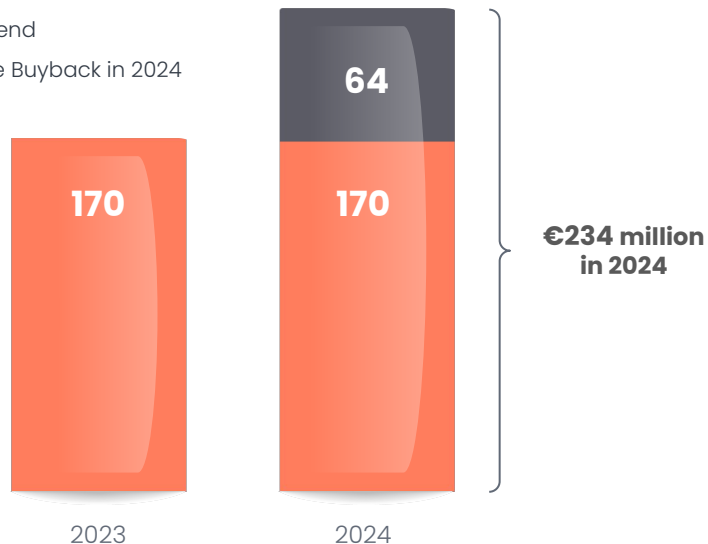
Proposed dividend for 2024

€[1.62] per share

Subject to shareholders' approval at the AGM | May 6, 2025

€ million

- Dividend
- Share Buyback in 2024



€300 million Share Buyback Program

- Aligned with commitment to **create shareholder value** & maintaining **strong investment grade** credit rating
- Designed to **enhance capital structure** through the right amount of **financial leverage**
- **First two tranches completed** by Feb 2025, totalling €100 million
- **Third tranche** of €50 million commences on February 27, expected to be completed by May 14
- Program expected to be completed by the **end of 2025**



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CHIEF EXECUTIVE OFFICER

LOOKING AHEAD

3



2025 PRIORITIES

- Deliver on cost saving initiatives; targeting >€200 million run rate savings by end of 2026
- Fully exit TSAs with Solvay and commence new ERP implementation
- Divest non-core assets and redeploy proceeds to high return growth projects
- Complete exploration of potential US Listing
- Continue €300 million share buyback program



FY 2025 OUTLOOK



END MARKET OUTLOOK

- Macroeconomic & demand uncertainty expected to continue
- Growth in Aerospace & Defense
- Growth in Electronics; bifurcated trends in semiconductors
- Modest growth in Healthcare, Mining, Agro, Home & Personal Care
- Flattish growth in automotive, with challenging YoY comparables in H1
- Flattish growth in Construction & Industrial

SEGMENT OUTLOOK

MATERIALS

Mid single digit YoY growth in Composite Materials net sales

Flattish YoY Specialty Polymers net sales

Electronics impacted by lower YoY smartphone sales & H1 destocking in semiconductors

CONSUMER & RESOURCES

Low single digit growth in Novicare & Technology Solutions net sales

Flattish overall growth in Aroma and Oil & Gas

Flattish year-on-year volumes, including c. €80 million net sales impact in Electronics & Aerospace

SYENSQO OUTLOOK

EBITDA^[1] at least € 1.4 billion

- Cost savings expected to offset inflation, with net benefit weighted towards H2
- Assumes €/US\$ @1.05

Free cash flow^[2] ~€ 400 million

- Capex of ~€600 million

Q1 2025 EBITDA^[1] expected to be lowest quarter of the year, approximately at the same level as Q4 2024

Q&A



SUPPLEMENTARY INFORMATION



2025 FINANCIAL CONSIDERATIONS

P&L

D&A → ~€500 million (excl. PPA amortization for Cytec of €130m and ~€60m relating to leases under IFRS 16)

Cost savings → To exceed €200 million run rate by end of 2026

Net financial expense → €110-130 million, excluding cost of discounting & leases

Underlying tax rate → ~26%

Forex sensitivity → 0.10€/€ = €50-60 million change in EBITDA

Cash flow

Capex → ~€600 million

Change in Working capital → Flattish

Net financial costs → €110-130 million

Provision outflows → ~€90 million

Taxes → €170-180 million

Separation costs → €150-200 million

Restructuring costs → ~€90 million

Others → ~€70 million from Edison compensation (net of taxes)

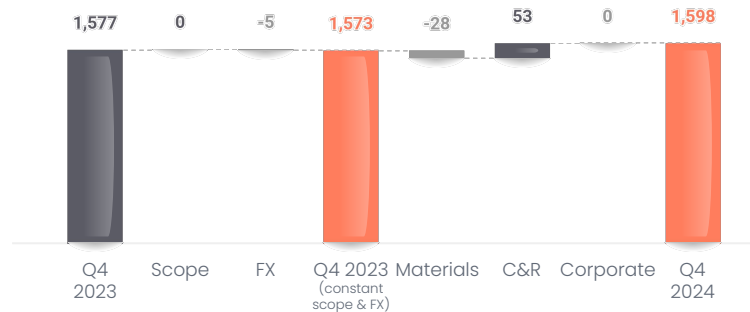
FOURTH QUARTER & FULL YEAR 2024 KEY FIGURES

(€ million)	IFRS			Underlying			
	Q4 2024	Q4 2023	% YoY	Q4 2024	Q4 2023	% YoY	YoY organic
Net sales	1,598	1,577	1.3%	1,598	1,577	1.3%	1.6%
EBITDA	198	180	10.1%	298	294	1.2%	5.1%
EBITDA margin	12.4%	11.4%	100 bps	18.6%	18.7%	0 bps	-
EBIT	-64	-111	-42.8%	135	155	-13.3%	-
Net financial charges	-20	-32	-38.9%	-37	-28	30.4%	-
Income tax expenses	-50	-65	-23.4%	-21	-21	-2.2%	-
Profit / (loss) attributable to Syensqo shareholders	-133	-209	-36.0%	76	105	-27.3%	-
Basic EPS (in €)	-1.28	-1.97	-34.9%	0.73	0.99	-26.0%	-

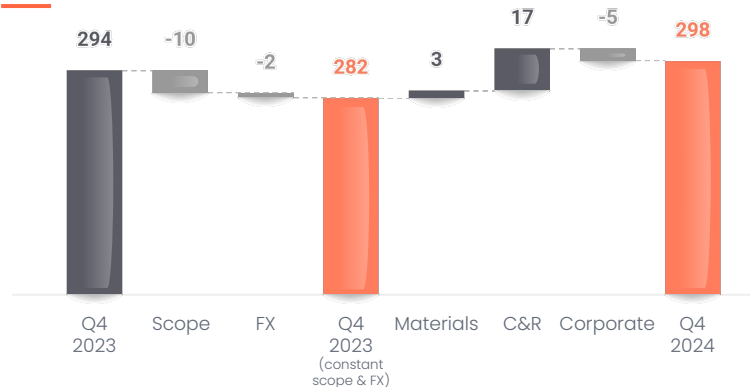
(€ million)	IFRS			Underlying			
	FY 2024	FY 2023	% YoY	FY 2024	FY 2023	% YoY	YoY organic
Net sales	6,563	6,834	-4.0%	6,563	6,834	-4.0%	-2.8%
EBITDA	1,203	1,286	-6.5%	1,412	1,618	-12.7%	-10.0%
EBITDA margin	18.3%	18.8%	-50 bps	21.5%	23.7%	-220 bps	-
EBIT	471	547	-13.8%	879	1,134	-22.4%	-
Net financial charges	-119	-158	-24.4%	-148	-159	-7.2%	-
Income tax expenses	-357	-192	85.7%	-178	-218	-18.3%	-
Profit / (loss) attributable to Syensqo shareholders	-5	193	n.m.	553	752	-26.5%	-
Basic EPS (in €)	-0.05	1.83	n.m.	5.28	7.10	-25.7%	-

FOURTH QUARTER & FULL YEAR 2024 UNDERLYING EBITDA

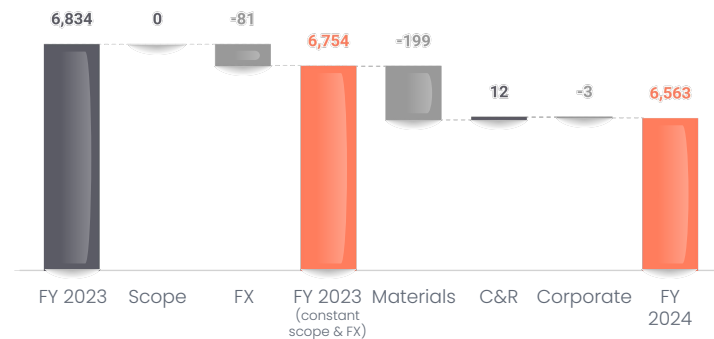
Q4 2024 Net Sales (€ million)



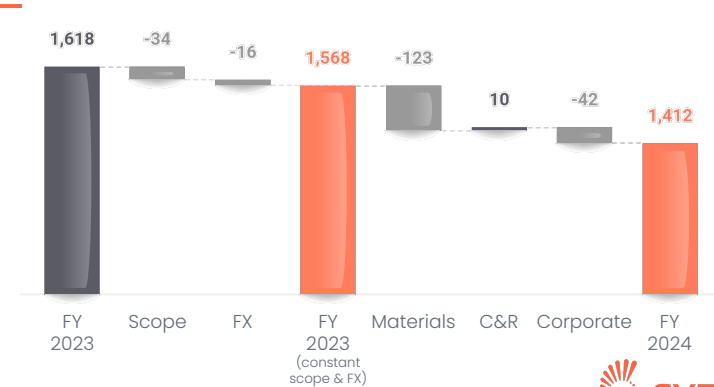
Q4 2024 EBITDA (€ million)



FY 2024 Net Sales (€ million)

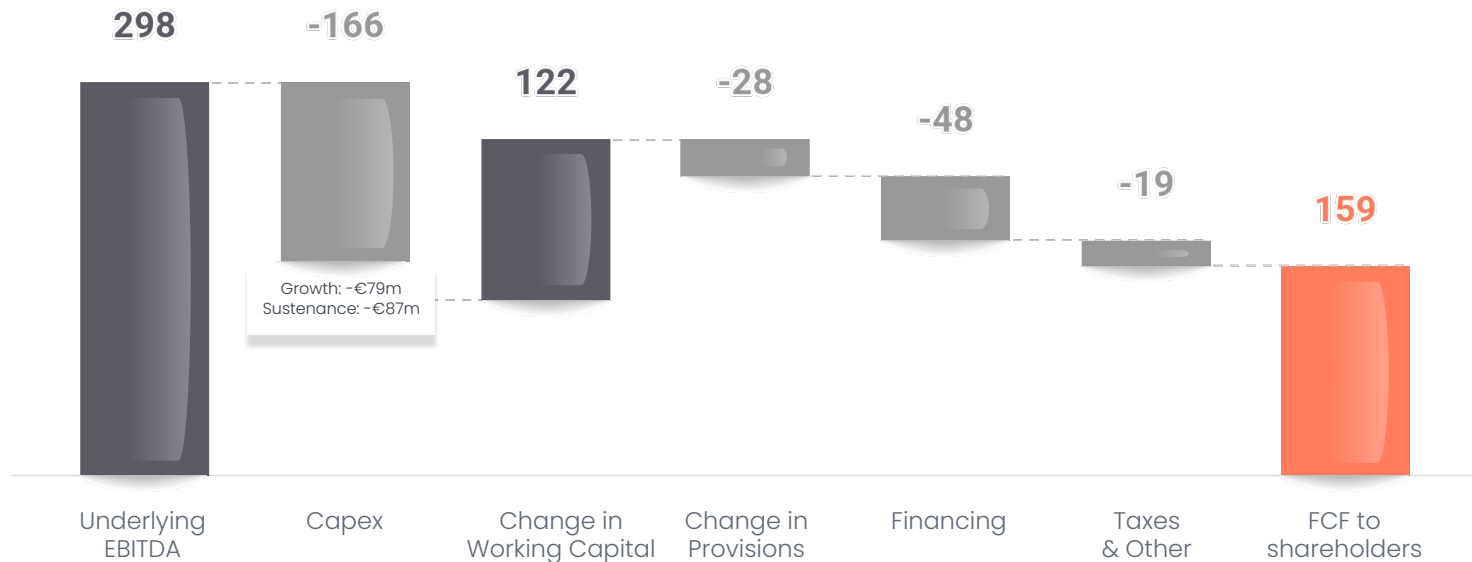


FY 2024 EBITDA (€ million)



FOURTH QUARTER EBITDA TO FREE CASH FLOW BRIDGE

€ million



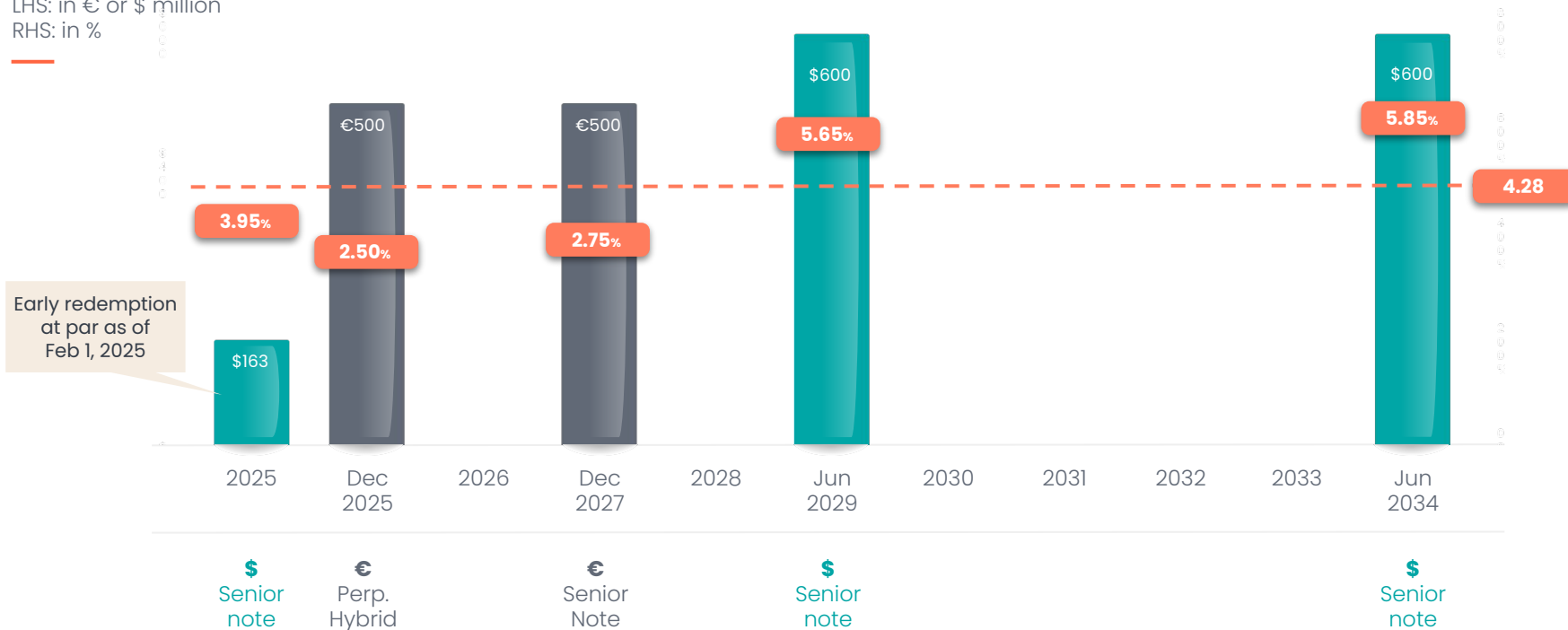
FULL YEAR 2024 EBITDA TO FREE CASH FLOW BRIDGE

€ million



BALANCED DEBT MATURITY PROFILE

LHS: in € or \$ million
RHS: in %



SEGMENT PERFORMANCE: MATERIALS

Lower Q4 net sales in Specialty Polymers and impact from strike action at major aviation customer, partially offset by double digit growth in Space & Defence applications; 110 bps of YoY EBITDA margin expansion

Underlying (€ million)	Q4 2024 (€m)	Q4 2023 (€m)	Q3 2024 (€m)	YoY change (%)	YoY change (org %)	QoQ change (%)	FY 2024 (€m)	FY 2023 (€m)	YoY change (%)	YoY change (org %)
Net Sales	903	927	941	-3%	-3%	-4%	3,772	4,004	-6%	-5%
Specialty Polymers	610	637	649	-4%	-4%	-6%	2,590	2,936	-12%	-11%
Composite Materials	292	290	292	1%	0%	0%	1,182	1,069	11%	10%
EBITDA	264	261	307	1%	1%	-14%	1,185	1,312	-10%	-9%
EBITDA Margin	29.2%	28.1%	32.7%	110 bps	120 bps	-340 bps	31.4%	32.8%	-130 bps	-160 bps

Q4 2024 HIGHLIGHTS

- **Specialty Polymers:** Flat YoY volumes; lower net sales primarily driven by the automotive and electronics end markets, partially offset by growth in healthcare and construction
- **Composite Materials:** Flat YoY growth driven by strong growth in space and defense applications, offset by lower net sales in civil aerospace (impacted by strike action at a major customer) and automotive
- **EBITDA margin of 29.2%**, increased by approximately 110 basis points year-on-year, primarily driven by:
 - higher Specialty Polymers EBITDA margin, partially offset by
 - lower Composite Materials EBITDA margin

2024 HIGHLIGHTS

- **Specialty Polymers:** Net sales decline driven by lower demand across most end markets, most notably in the automotive, healthcare and industrial sectors, as well as the phase out of certain fluorosurfactant products
- **Composite Materials:** YoY growth was driven by higher pricing and volumes, with both civil aerospace and space and defense applications contributing to the strong year-on-year performance
- **EBITDA margin of 31.4%**, decreased by approximately 130 basis points year-on-year, primarily driven by:
 - lower Specialty Polymers EBITDA margin & unfavourable sales mix, partially offset by
 - higher Composite Materials EBITDA margin

SEGMENT PERFORMANCE: CONSUMER & RESOURCES

8% YoY Q4 net sales growth, led by Novecare & Technology Solutions; 120 basis points of YoY EBITDA margin expansion

Underlying (€ million)	Q4 2024 (€m)	Q4 2023 (€m)	Q3 2024 (€m)	YoY change (%)	YoY change (org %)	QoQ change (%)	FY 2024 (€m)	FY 2023 (€m)	YoY change (%)	YoY change (org %)
Net Sales	696	650	692	7%	8%	1%	2,791	2,826	-1%	0%
Novecare	339	318	353	7%	8%	-4%	1,390	1,367	2%	3%
Tech Solutions	183	171	162	7%	9%	13%	680	687	-1%	1%
Aroma Performance	81	78	75	4%	3%	7%	321	347	-8%	-7%
Oil & Gas	93	83	102	12%	14%	-9%	401	424	-6%	-2%
EBITDA	93	79	125	18%	22%	-26%	449	457	-2%	2%
EBITDA Margin	13.4%	12.2%	18.1%	120 bps	150 bps	-470 bps	16.1%	16.2%	-10 bps	30 bps

Q4 2024 HIGHLIGHTS

- **Novecare:** YoY net sales growth driven by volume increases, particularly in the agro and consumer end markets; approximately flat pricing YoY
- **Technology Solutions:** YoY higher volumes in both mining solutions and polymer additives
- **Aroma Performance:** YoY higher vanillian volumes, partially offset by lower pricing
- **Oil & Gas:** YoY higher volumes
- **EBITDA margin of 13.4%,** increased approximately 120 basis points year-on-year, primarily driven by:
 - higher Technology Solutions EBITDA margin

2024 HIGHLIGHTS

- **Novecare:** YoY broad-based volume increases, particularly in the Agro, Consumer, Chemicals, and Construction end market. This was partially offset by lower pricing, most notably in the Agro and Consumer end markets
- **Technology Solutions:** YoY higher volumes in both mining solutions and polymer additives, offset by lower pricing
- **Aroma Performance:** YoY lower pricing, partially offset by higher volumes
- **Oil & Gas:** YoY lower pricing, partially offset by higher volumes
- **EBITDA margin of 16.1%,** approximately flat year-on-year, primarily driven by:
 - higher Technology Solutions and Aroma EBITDA margin, offset by
 - Lower Novecare and Oil & Gas EBITDA margin

2024 REVIEW BY END MARKET

















 **TOP 3**
Market position^[1]

- Materials
- Consumers & Resources

% of 2024 net sales

2024 vs 2023
net sales growth

Comments

AEROSPACE	 18%		Double digit growth with strong demand & pricing in civil & defense. Boeing strike impact to continue in H1'25; broader supply chain challenges remain
AUTOMOTIVE	 15%		Lower global production; slower EV growth, partially offset by increase in hybrids
ELECTRONICS	 10%		Strong demand for AI & related applications; weaker in automotive & consumer; Smart devices growth impacted by new product launches
BUILDING & OTHERS	 6%		Continued weak market demand impacted by high interest rates and global macroeconomic dynamics; signs of stabilisation at low build rates in H2
INDUSTRIAL APPLICATIONS ^[2]	 13%		Lower YoY demand with signs of modest recovery in H2
RESOURCES & ENVIRONMENT	 16%		Mining: strong underlying demand; slower EV growth & delays to new mines Oil & Gas: lower drilling activity in the US, competitive pressure
CONSUMER GOODS ^[3]	 13%		Successful volume versus price strategy; market share gains in consumer markets in a highly competitive environment
AGRO & FOOD	 10%		Strong H2 volume recovery in agro after prolonged destocking Improving volumes in vanillin, but with challenging competitive dynamics

[1] In ~90% of today's portfolio based on net sales

[2] Includes: Chemical Industry

[3] Includes: Home, Personal & Health Care

ONE PLANET ROADMAP PROGRESS IN 2024

✓ 50% of our 2030 climate targets achieved



CLIMATE

Carbon Neutrality in Scope 1 & 2 by 2040^[1]

42% reduction Scope 1 & 2 by 2030^[2]

22% reduction^[2] -2pp vs 2023

25% reduction Scope 3 Focus 5 emissions^[2,3] by 2030^[2]

13% reduction^[2] +3pp vs 2023

NATURE

20% reduction in freshwater withdrawal

by 2030^[2] at sites exposed to water availability challenges

24% reduction^[2]

+2 pp vs 2023



GROWTH

18% of Circular sales by 2030^[4]

16% in 2024

+2 pp vs 2023

Sustainable solutions sales^[5]

63% in 2024

+3 pp vs 2023

BETTER LIFE

Safety

Aim for zero RIIR^[6]

29% reduction^[2]

Paid living wage

All employees by 2026^[7]

>95%



GLOSSARY AND ONE PLANET NOTES

Glossary

- **Cash flow from operating activities, or Operating cash flow** are those generated from/(used by) the principal revenue-producing activities of the Group and other activities that are not investing or financing activities.
- **Cash conversion** Is a ratio used to measure the conversion of EBITDA into cash according to the formula $((\text{Underlying EBITDA} +/- \text{Changes in working capital} - \text{Sustenance Capex}) / (\text{Underlying EBITDA}))$. Sustenance capital expenditure includes capital expenditures for maintenance, for the implementation of the One Planet strategy and for Digital Transformation initiatives, as well as payment of lease liabilities
- **EPS** is earnings per share
- **Free cash flow to Syensqo shareholders:** Free cash flow after payment of net interests, coupons of perpetual hybrid bonds, dividends to non-controlling interests and capital injections and capital reimbursements from/to non-controlling interests. This represents the cash flow available to Syensqo shareholders, to pay their dividend and/or to reduce the net financial debt.
- **Gearing ratio:** $\text{Underlying net debt} / (\text{underlying net debt} + \text{Equity} - \text{Hybrid bonds in equity})$
- **Net financial debt:** $\text{Non-current financial debt} + \text{current financial debt} - \text{cash \& cash equivalents} - \text{other financial instruments}$. **Underlying net debt** reclassified as debt 100% of the hybrid perpetual bonds, considered as equity under IFRS. It is a key measure of the strength of the Group's financial position and is widely used by credit rating agencies
- **Organic growth:** growth excluding scope changes and forex conversion effects. The calculation is made by rebasing the prior period at the business scope and forex conversion rate of the current period
- **Return on Capital Employed (ROCE):** the ratio between underlying EBIT (before adjustment for the amortization of PPA) and capital employed. Capital employed consists of net working capital, tangible and intangible assets, goodwill, rights-of-use assets, investments in associates & joint ventures and other investments
- **Underlying figures:** adjust IFRS figures for the non-cash Purchase Price Allocation (PPA) accounting impacts related to acquisitions, for the coupons of perpetual hybrid bonds classified as equity under IFRS but treated as debt in the underlying statements, and for other elements to generate a measure that avoids distortion and facilitates the appreciation of performance and comparability of results over time
- **Underlying net financial charges:** include the coupons on perpetual hybrid bonds (accounted as dividends under IFRS, and thereby excluded from the income statement)

One Planet

[1] Reduce scope 1 and 2 emissions by at least 80% from 2021 baseline and compensate residual emissions with high-integrity carbon credits in line with UN High Level Expert Group recommendations.

[2] Reference year is 2021. For climate: structural reductions since 2021 baseline; year-on-year evolutions are absolute reductions.

[3] Focus 5 categories of Scope 3 emissions: (a) purchased goods and services (b) fuel-and energy-related activities (c) processing of sold products (d) use of sold products and (e) end-of-life treatment of sold products.

[4] Based on Ellen MacArthur Foundation Circulytics methodology.

[5] As defined in Syensqo's Sustainable Portfolio Management Guide.

[6] Reportable Injuries and Illnesses per 200,000 work hours.

[7] Based on Wage Indicator Foundation methodology, analysing wages in the 13 countries with the highest number of employees (representing >95% of employees).



FULL YEAR 2024 REGIONAL SALES MIX



AMERICAS

1

41% net sales

+40 bps YoY

36

industrial sites

4

major R&I centers



2

ASIA & rest of the world

36% net sales

+100 bps YoY

12

industrial sites

3

major R&I centers



3

EUROPE

23% net sales

-140 bps YoY

14

industrial sites

5

major R&I centers



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IMPORTANT DATES

- May 6, 2025: Annual General Meeting
- May 15, 2025: Q1 2025 results
- May 19, 2025: Proposed dividend payment date
- July 31, 2025: Q2 2025 results
- Nov 6, 2025: Q3 2025 results

INVESTOR CONFERENCES

- March 25, 2025: J.P. Morgan European Chemicals Forum in London
- June 3, 2025: Exane BNP CEO Conference in Paris



THANK
YOU

