ORDINARY SHAREHOLDERS' MEETING

Dr. Ilham Kadri

Syensqo CEO

BORN TO THRIVE

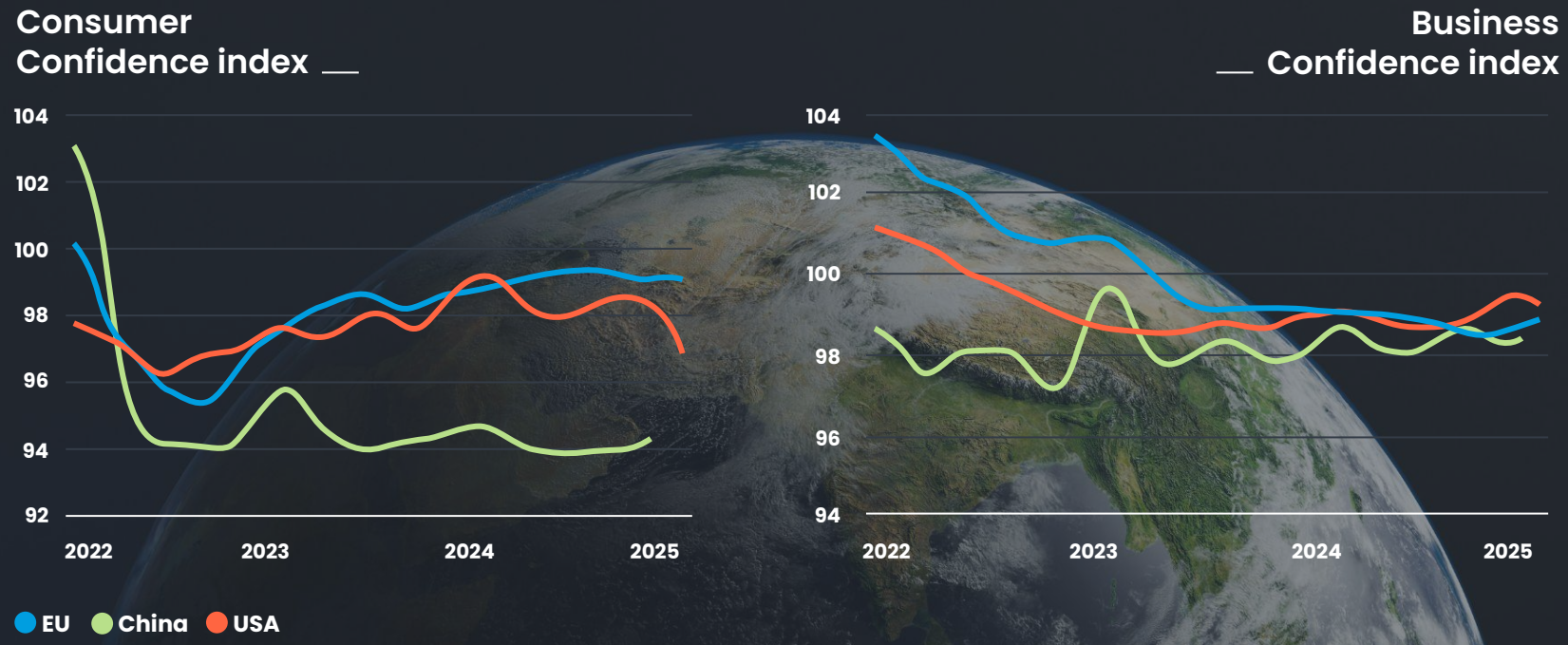
SYENSQO
ADVANCING HUMANITY

May 6th, 2025

BORN TO
ENDURE HUNT
INNOVATE SHAPE
TOMORROW
SERVE THRIVE

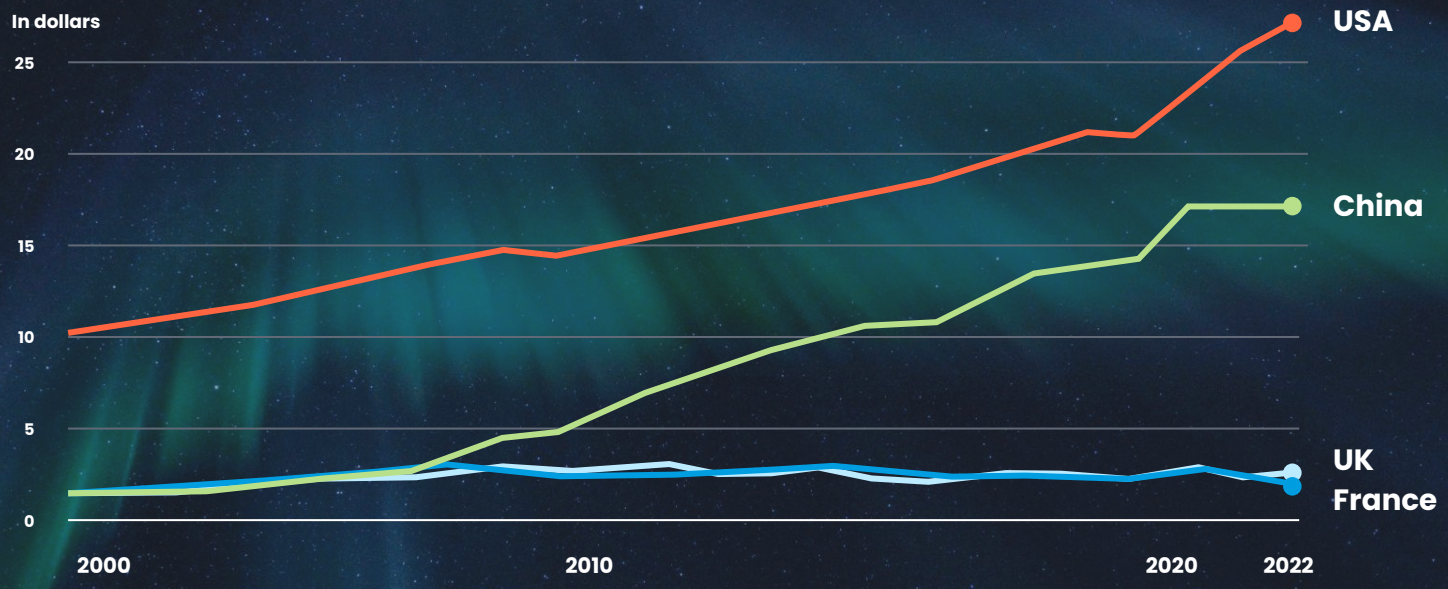

NAVIGATING
a new world of
volatility

Confidence wavers amid global uncertainty



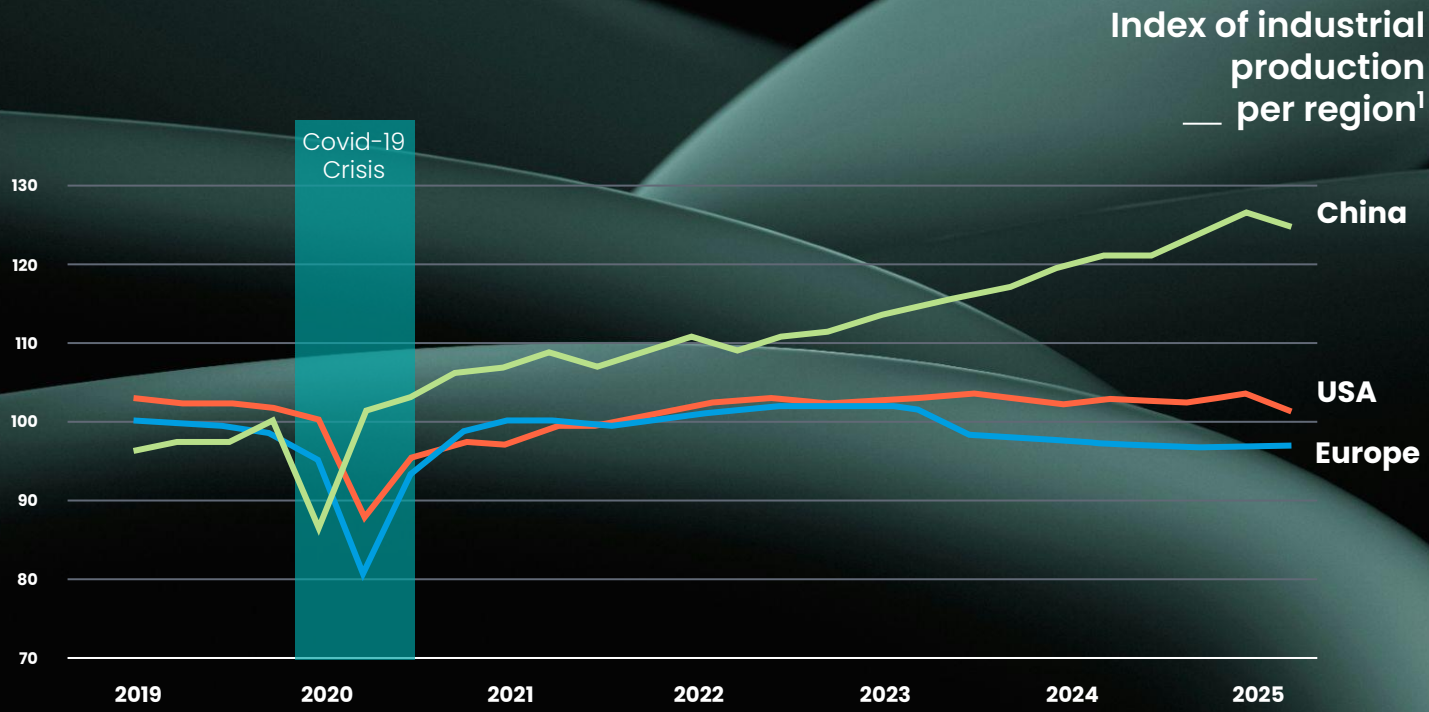
Source: Oxford Economics, OECD

GDP evolution highlights key growth regions



Source: World Bank

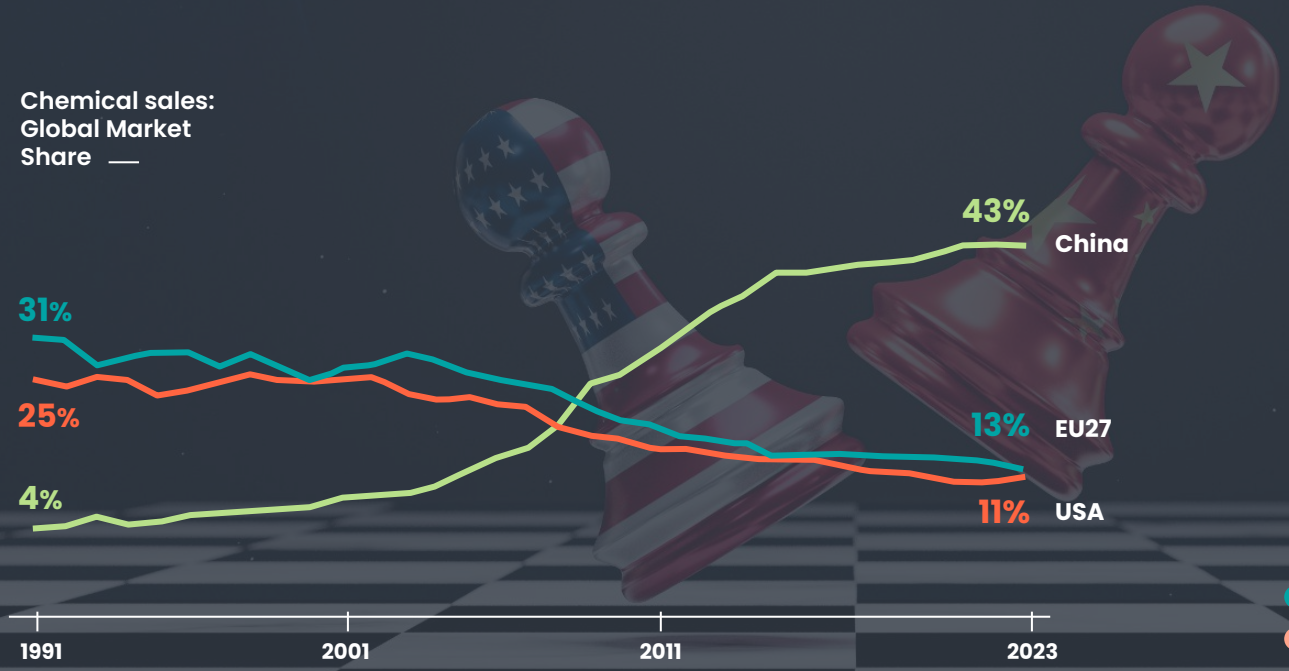
Muted output recovery except in China



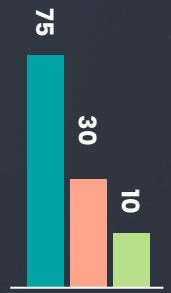
Q1 2019=100; Last available data Q22025
Eurozone data excludes Construction; 1. Collected by national statistical agencies, this data is typically available with a 6 week lag; Annualized data converts quarterly figures to yearly rates by quadrupling;
Source: Oxford Economics; Barclays, Insee, JP Morgan

China is racing ahead
...and issuing a wake-up call

Chemical sales: Global Market Share



Carbon Prices (2024)

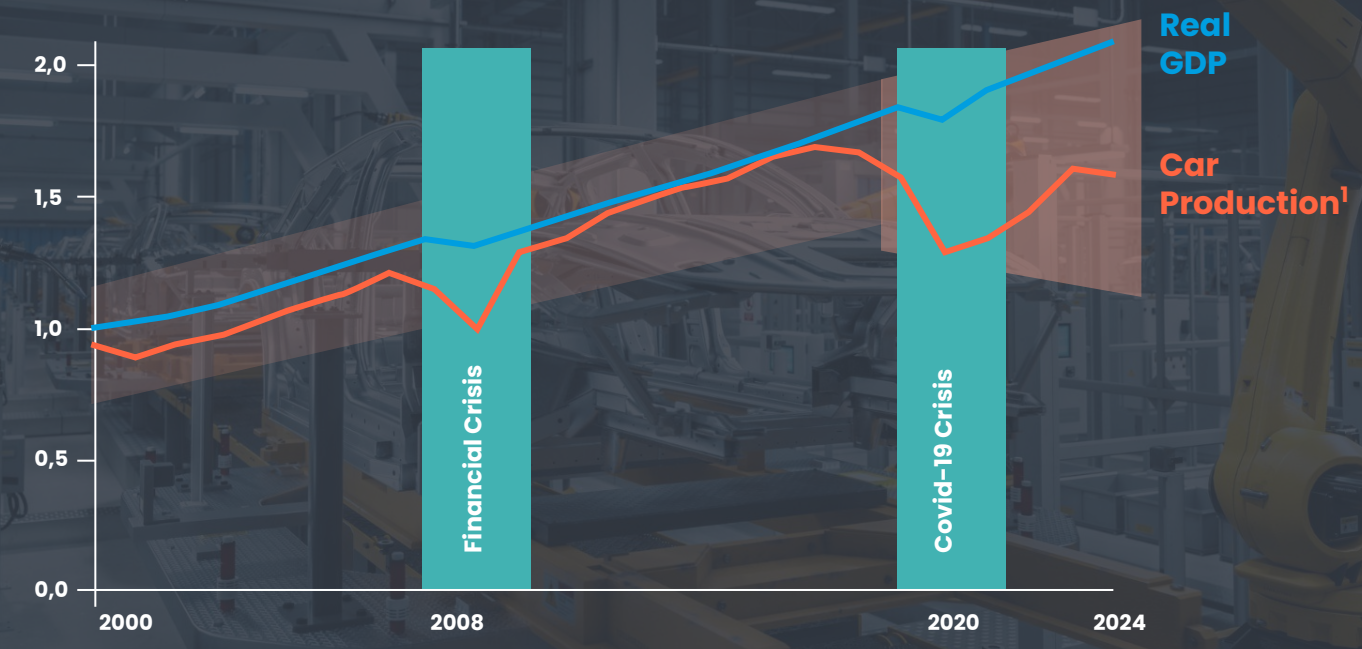


- EU
- California & Washington States
- China

Source: Cefic data, 2024 and IEA, EEX, ICE, Platts, EIA, Eurostat, Bruegel, Statista, €/$ 1.13 (May 1, 2025)

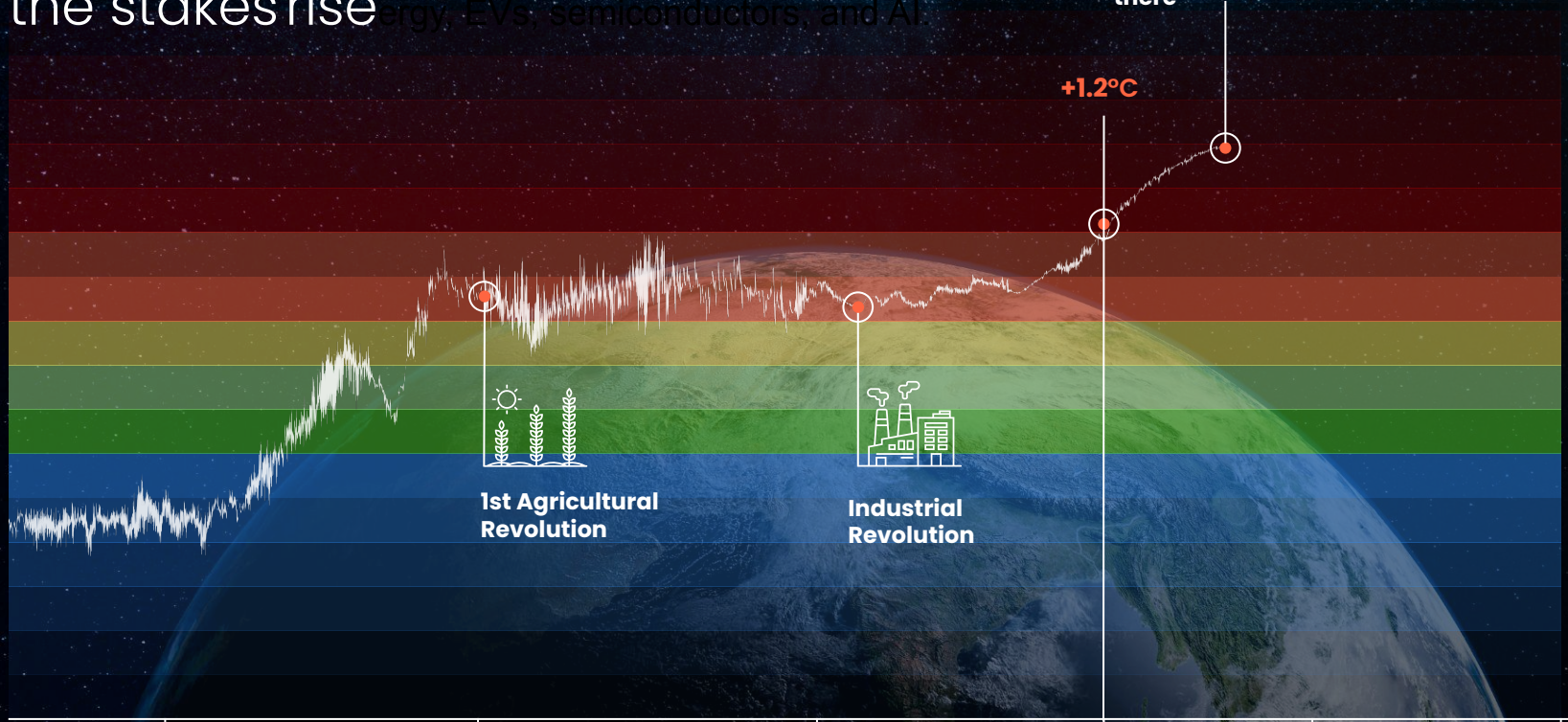
The European Clean Industrial Deal

Growth & output: The link might be breaking



1 Global production volumes Passenger cars (PC) and Light commercial vehicles (LCV, up to 6 tons)
Source: Light Vehicle Production (LVP); Source: LMC (Global Data) at the end of 2024

As climate change accelerates, the stakes rise



Potsdam Institute for Climate Research, 2024
BCE : Before christ era

INNOVATION > AI

Disruption Machine: How AI Is Reshaping Economies And Empires

By Amir Husain, Contributor. Amir is Founder of AI unicorn Avathon & B...

Follow Author

Jan 10, 2025, 09:14am EST

Share Save Comment 0

Forbes

Airbus chief warns there will be 'only losers' from prolonged trade war

Guillaume Faury calls for return of sector's tariff-free trading

FT

ECONOMY

Global trade outlook has 'deteriorated sharply' amid Trump tariff uncertainty, WTO warns

PUBLISHED WED, APR 16 2025-9:00 AM EDT | UPDATED WED, APR 16 2025-12:40 PM EDT

Holly Ellyatt @HOLLYELLYATT

SHARE

KEY POINTS

- The World Trade Organization warned Wednesday that the outlook for global trade has "deteriorated sharply" in the wake of President Donald Trump's tariffs regime.
- "The outlook for global trade has deteriorated sharply due to a surge in tariffs and trade policy uncertainty," the WTO said in its latest "Global Trade Outlook and Statistics" report.
- Based on the tariffs currently in place, and including a 90-day suspension of "reciprocal tariffs," the volume of world merchandise trade is now expected to decline by 0.2% in 2025.

CNBC

Finance & economics | Escalation Day

China hits back hard against Trump's tariffs

Stockmarkets plunge further in response

E

Europe saw faster economic growth early this year but Trump's tariffs have dimmed its prospects

By AP

3 minute read · Published 7:49 AM EDT, Wed April 30, 2025

CNN

ENVIRONMENT · CLIMATE CHANGE

2024, the hottest year on record and the first to exceed the 1.5°C global warming threshold

The main cause of overheating is the accumulation of greenhouse gases in the atmosphere, mainly due to the burning of coal, oil and gas. This has led to an increase in heatwaves, floods, droughts and fires.

By Audrey Garric

Published on January 10, 2025, at 11:38 am (Paris) · 5 min read · Lire en français

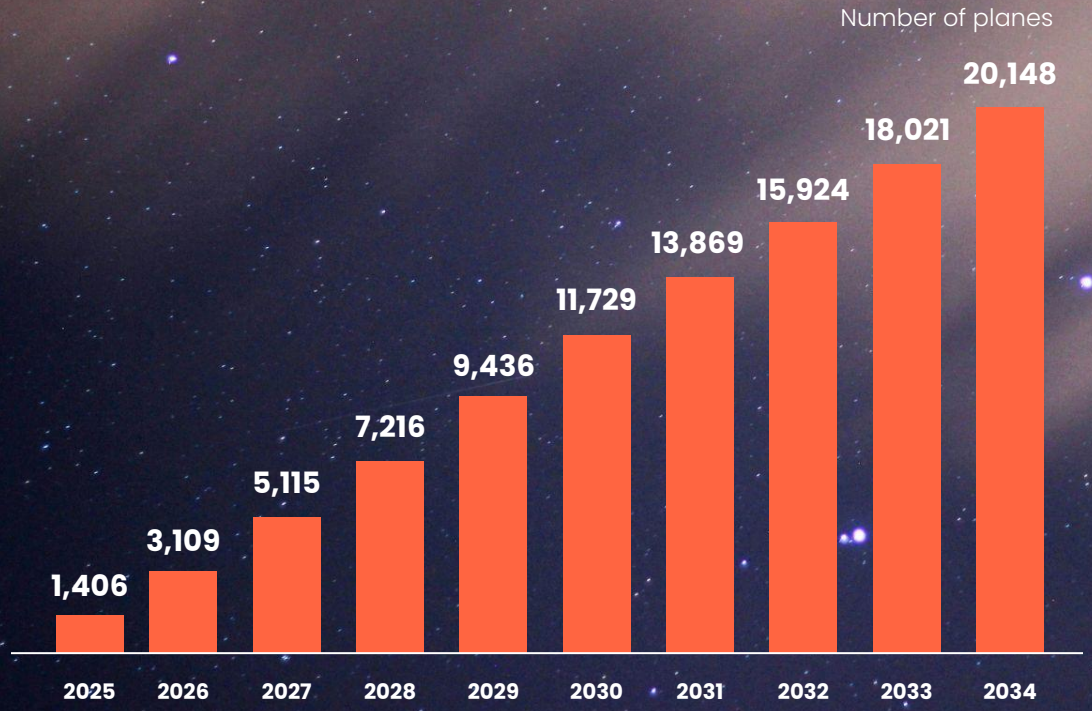
Subscribers only

Le Monde


OPPORTUNITIES

Deliveries rise amid a strong aviation outlook

Commercial Jetlines delivery forecast



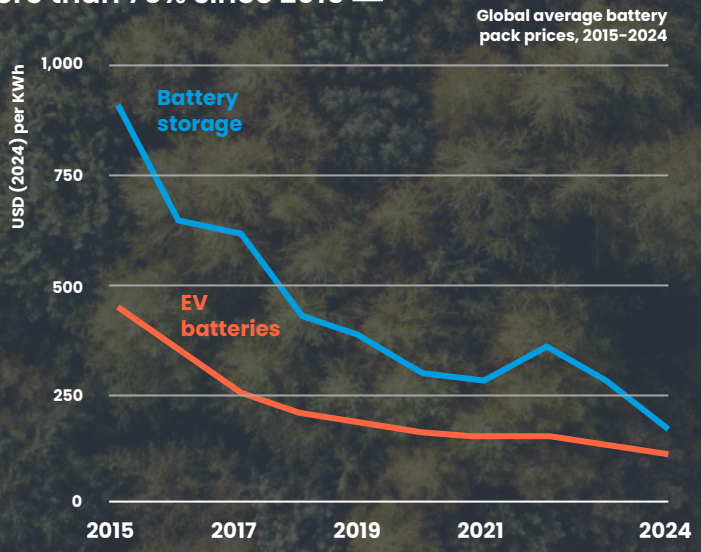
Source: Teal Forecast for LCT May 2025

Cheaper batteries will drive faster EV adoption

12%

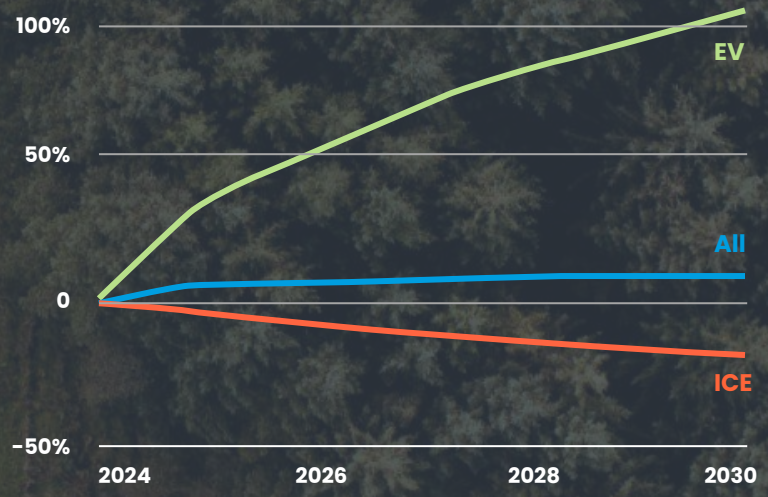
Expected EV production CAGR 2023-2030

Battery costs have dropped more than 75% since 2015



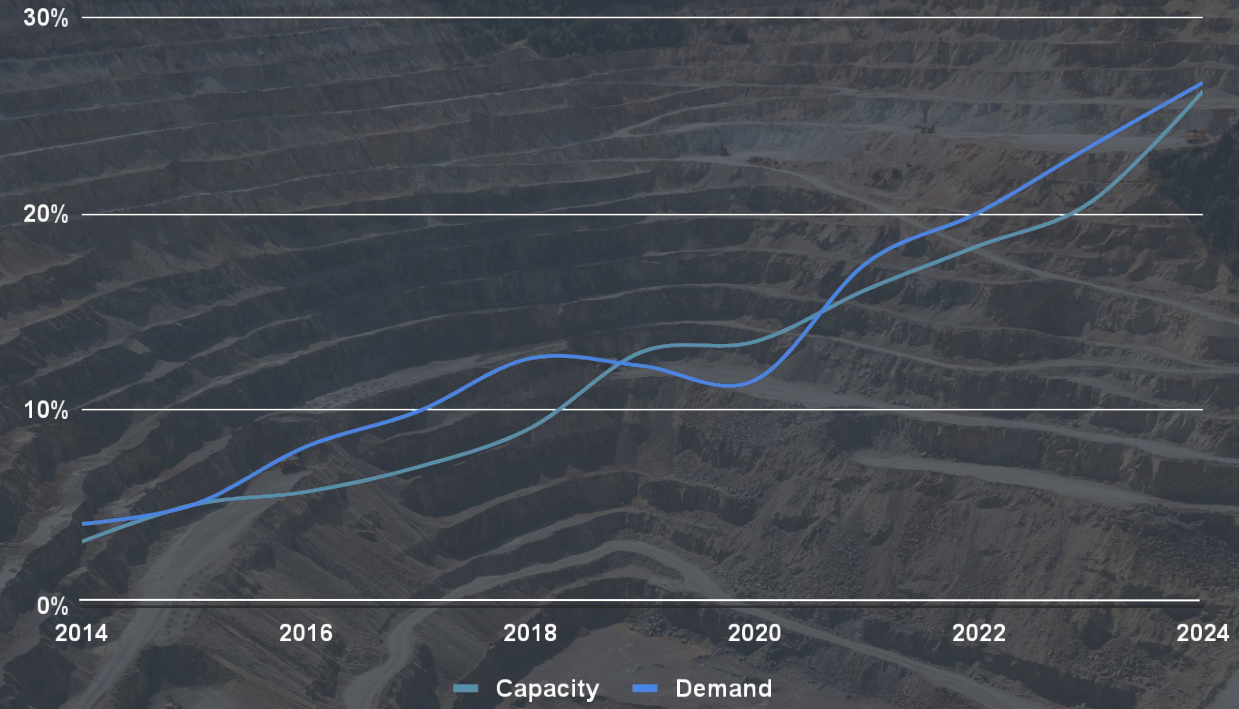
Source: IEA

All light vehicles, IC, EV — cumulative growth



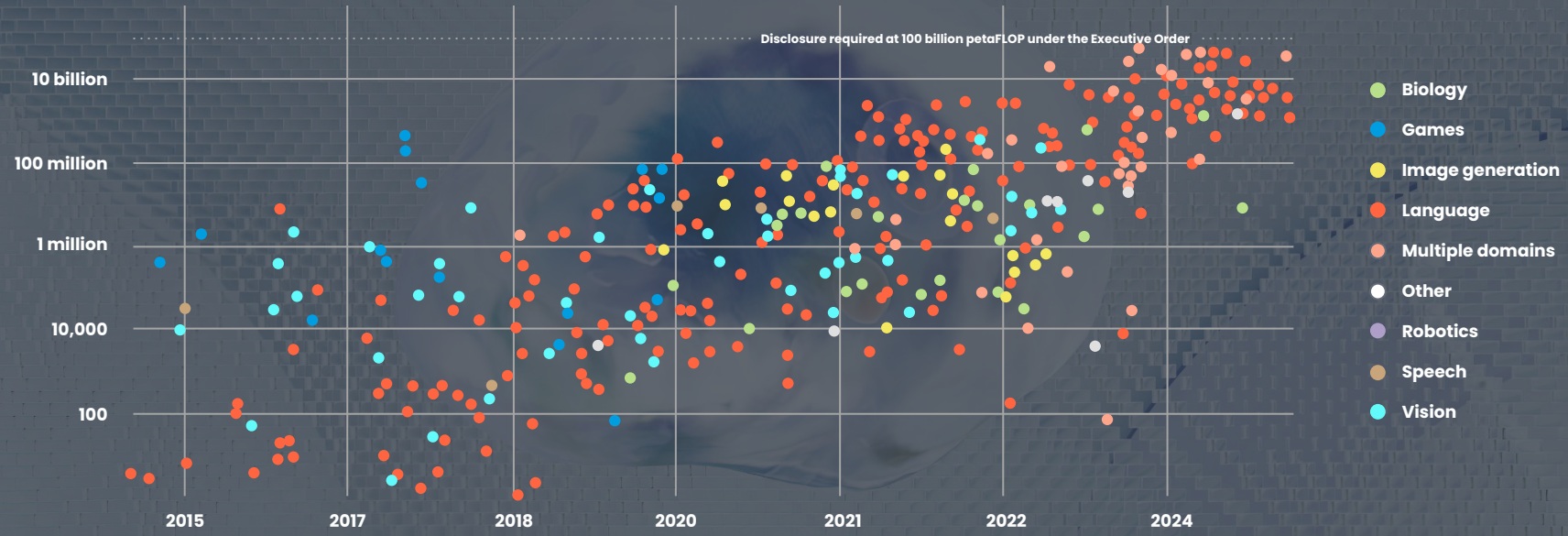
Source: Light Vehicle Production (LVP); Source: LMC (Global Data) at the end of 2024

Copper production is gaining momentum



Source: S&P Global Commodity Insights - Global copper market balance, cumulative growth

AI models grow hungrier for computing power and cooling



Computation is measured in total petaFLOP, which is 1015 ² floating-point operations. Estimated from AI literature, albeit with some uncertainty. Estimates are expected to be accurate within a factor of 2, or a factor of 5 for recent undisclosed models like GPT-4.
Data source: Epoch (2025)


So what do
companies need ?


Sharp Focus
Diverse Sectors


Regional
Footprints

Physical Risks Mitigation

We are one year old, 114 years wise

Solvay Conferences

1911

2023

Birth of Syensqo

2025

1 Year old

BORN TO ENDURE

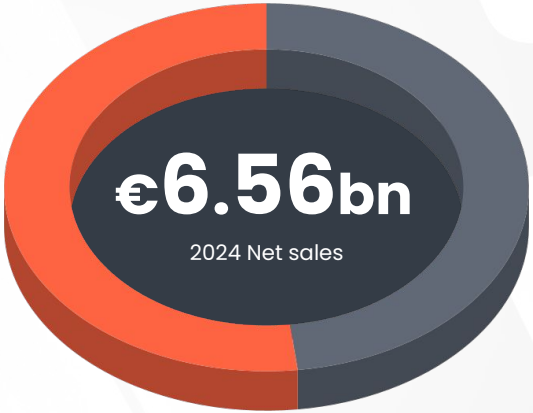
SYENSQO

We are a leader with two specialty segments

57% MATERIALS

MARKET POSITION

#1	High performance polymers; leading position in thermoplastic composites
#1	Materials for space & defense
#2	Materials for civil aerospace

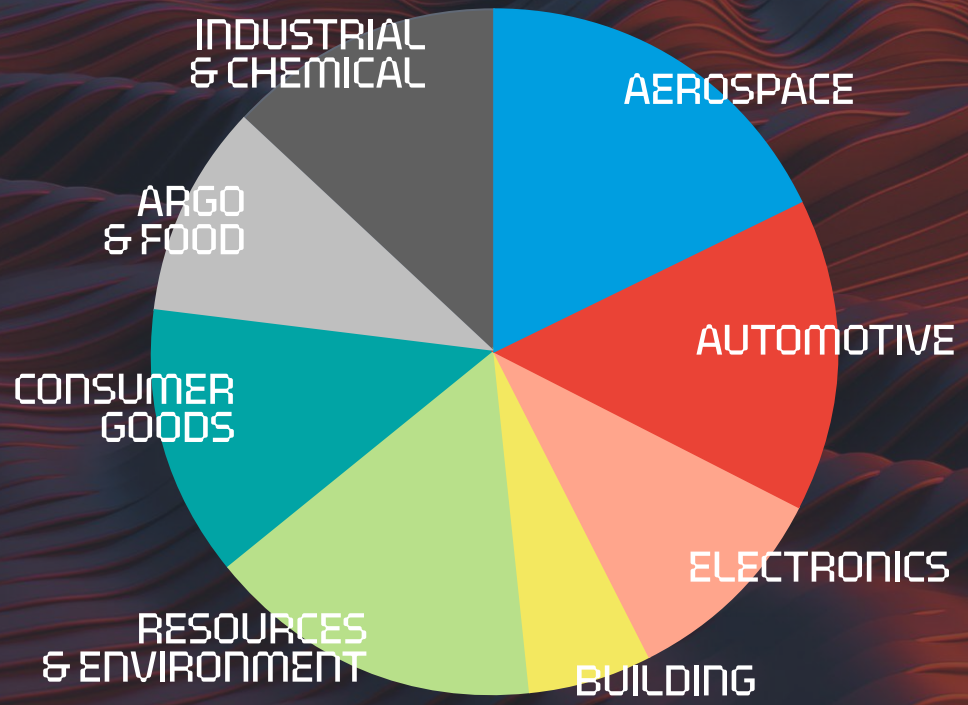


43% CONSUMER & RESOURCES

MARKET POSITION

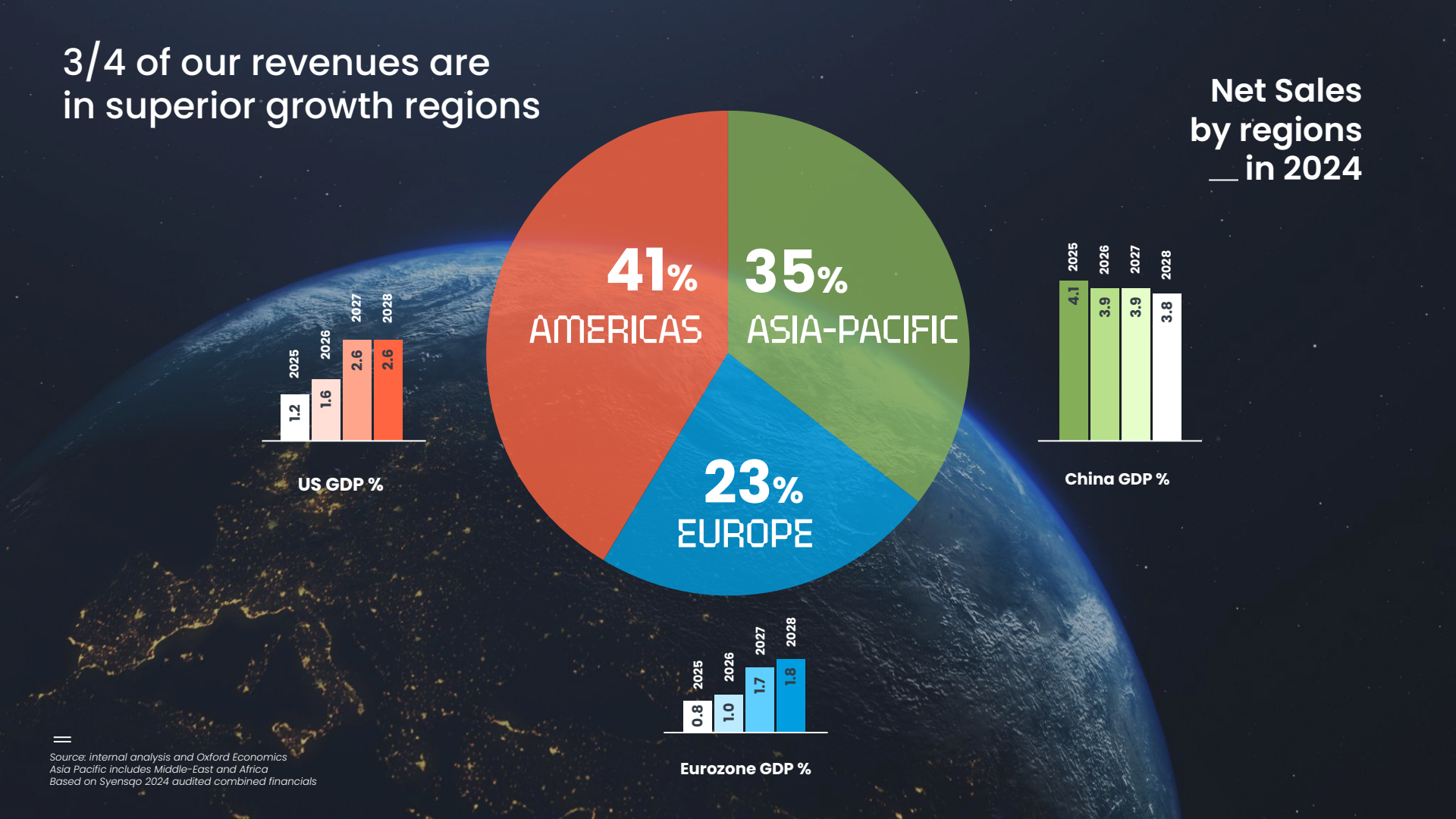
Mining reagents	#1
Flavors & Fragrances	#1
Biocides for recycled water	#1
Specialty surfactants and polymers	#2

Our sectors bring growth and resilience



3/4 of our revenues are in superior growth regions

Net Sales by regions _ in 2024



US GDP %

China GDP %

Eurozone GDP %

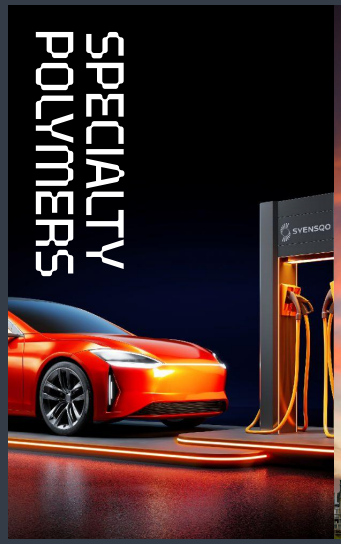
Source: internal analysis and Oxford Economics
Asia Pacific includes Middle-East and Africa
Based on Syensqo 2024 audited combined financials

We innovate and produce close to our customers

Asia-Pacific includes Middle-East and Africa
Based on Syensqo 2024 audited combined financials

We are sharpening our focus

Four Global Business Units



2024 NET SALES

€ 2.6 bn

2024 NET SALES

€ 1.2 bn

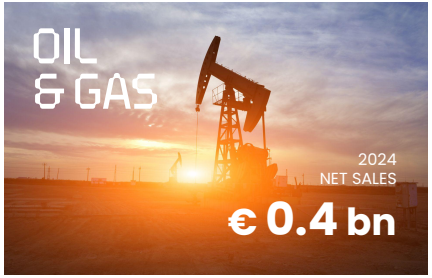
2024 NET SALES

€ 1.4 bn

2024 NET SALES

€ 0.7 bn

Non-Core Assets



We are almost fully independent

76%
of TSAs

+660
People hired

92%
Contracts separated

>60%
IT applications released to date

TSAs, includes r-TSA = services rendered from Syensqo to Solvay


>450
People
300
System migrated
4
Days

FY2024

We delivered on our promise

€6.6BN

NET SALES


€1.4BN
UNDERLYING EBITDA

21.5%

EBITDA MARGIN

€390MN

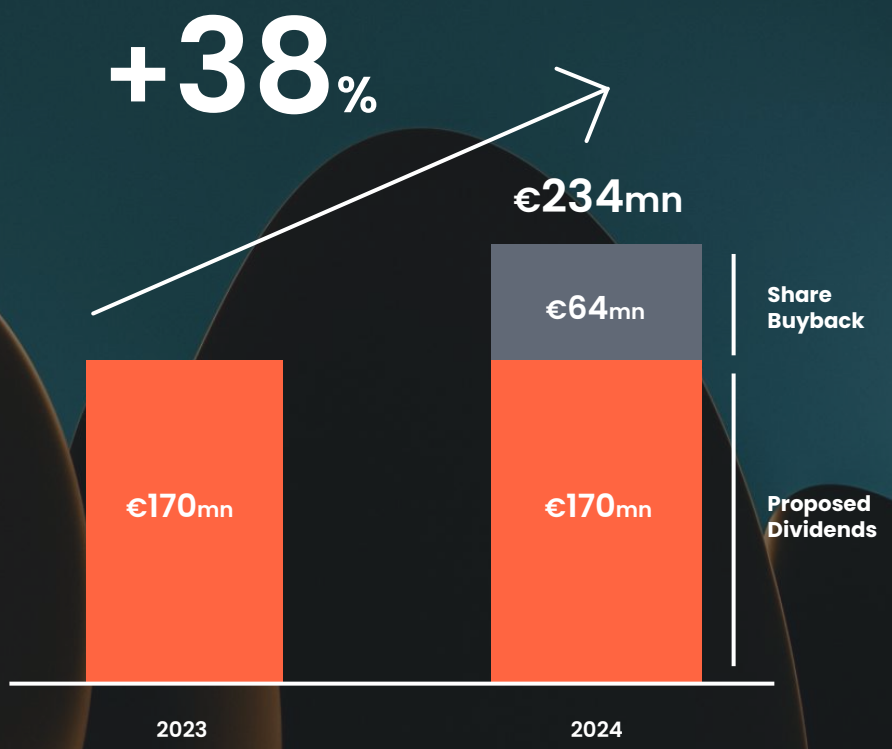
FREE CASHFLOW

1.3x

LEVERAGE

Net debt / underlying EBITDA of last 12 months. Underlying leverage ratio = underlying net debt / underlying EBITDA of last 12 months.

We are rewarding shareholders



€75MN

SHARE BUYBACK

To Friday 2nd of May 2025


€1.62
PROPOSED DIVIDEND

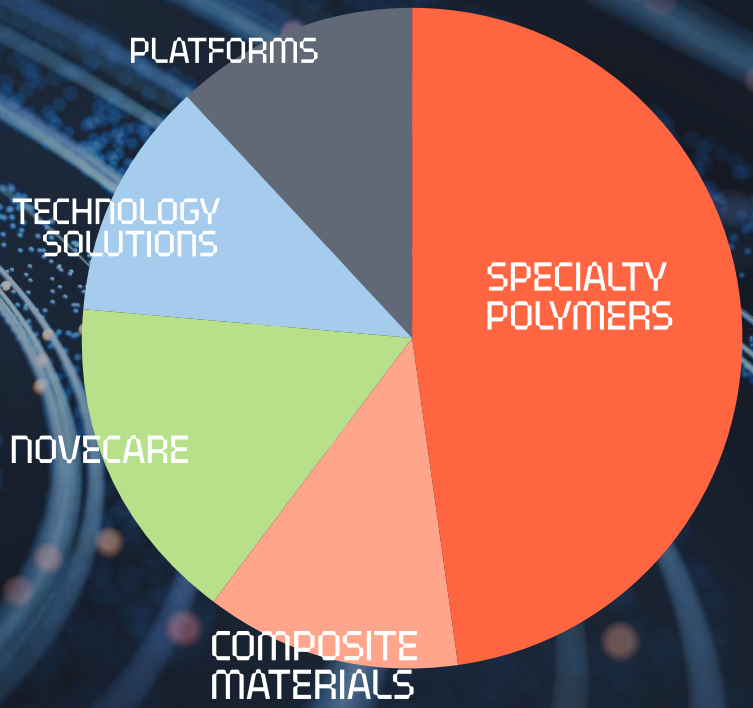

BORN
TO
INNOVATE

=

Sales from products less than 5 years old

Our innovations align with global mega trends

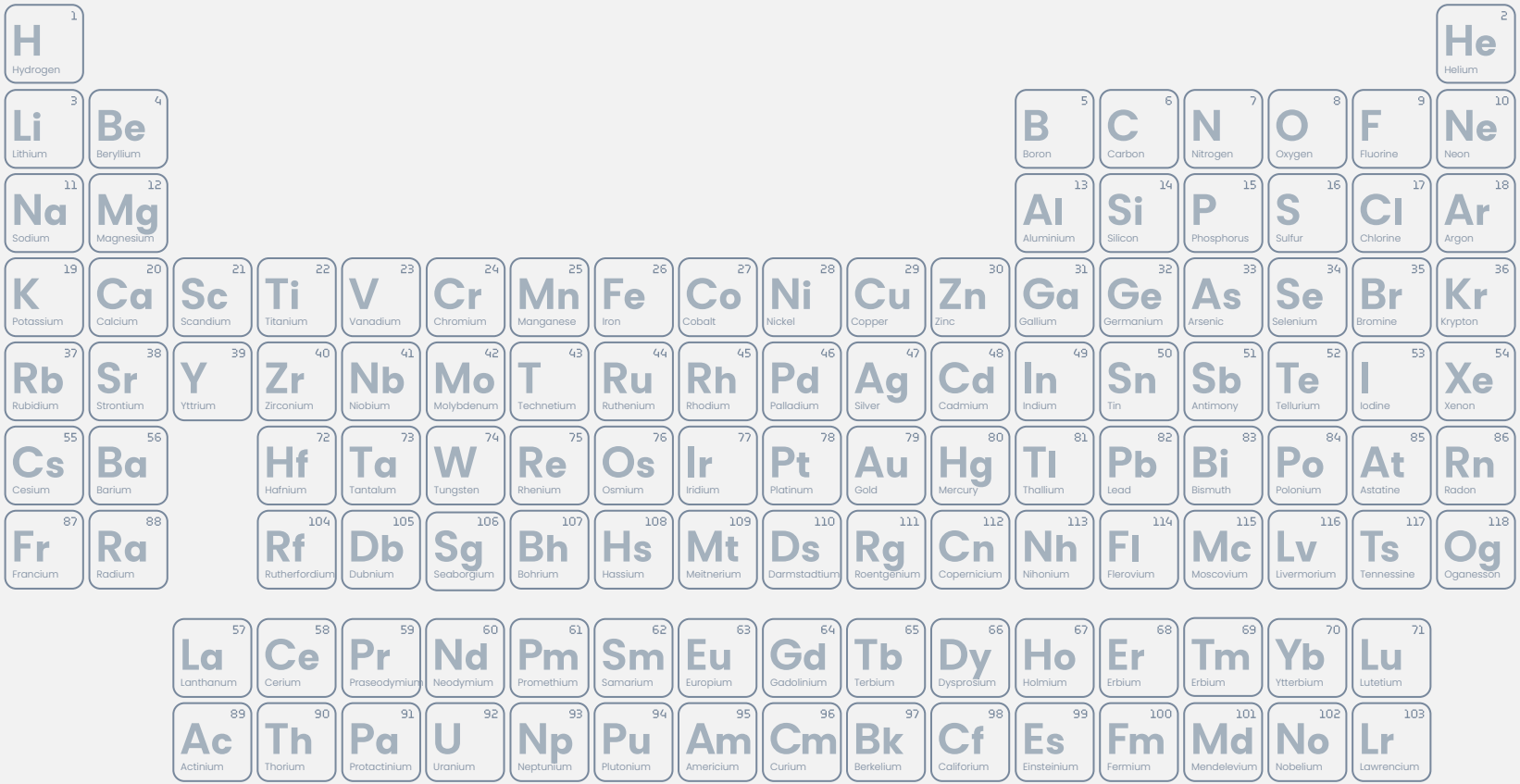
Our pipeline is balanced, more focused, with faster payback



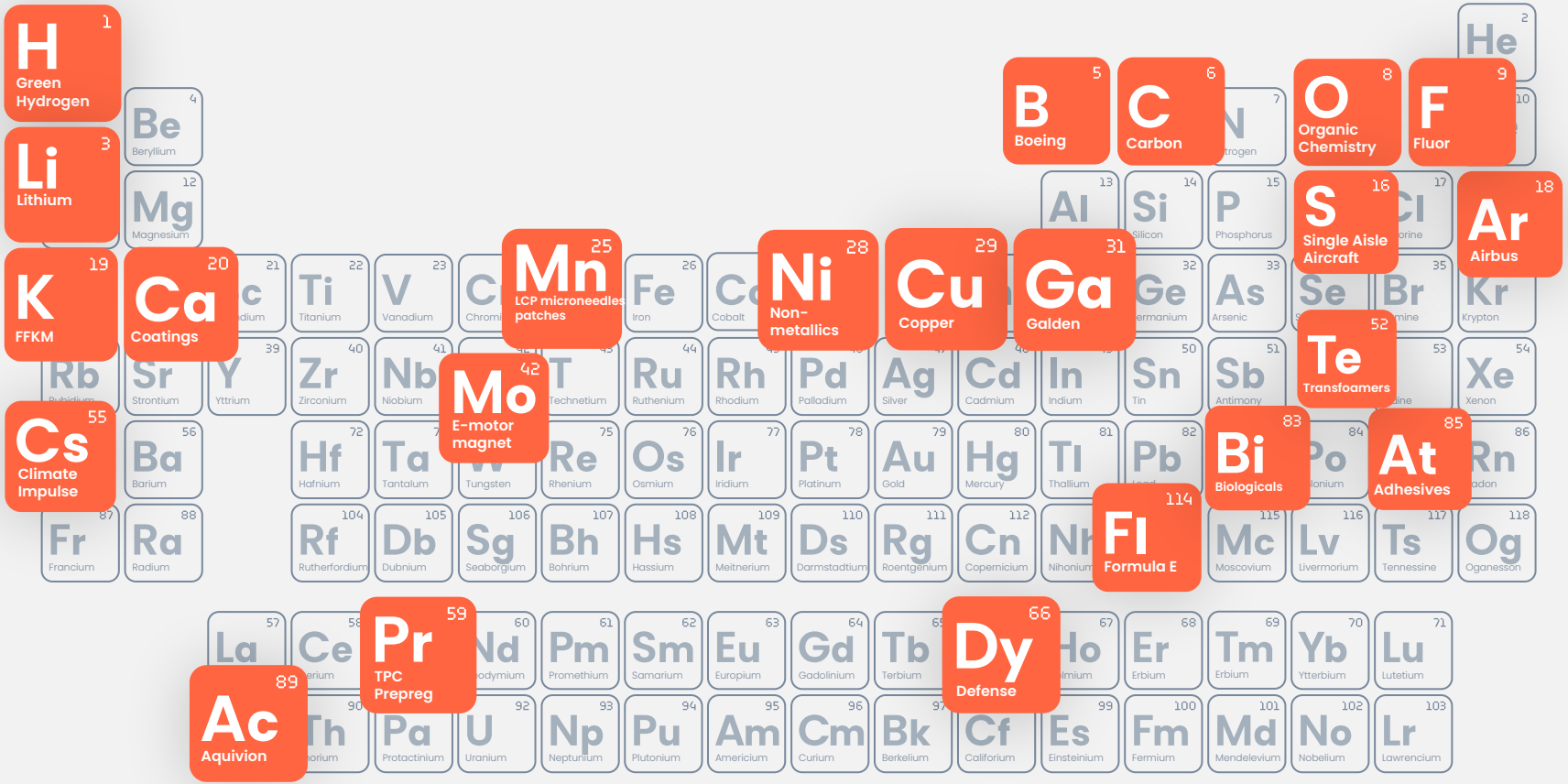
Platforms: Green Hydrogen, Batteries and Biomattech. In 2025, a portion of the platforms activities were transferred to the GBUs (those who had a shorter time to market, as opposed to those more long term that were kept at Corporate level)


BORN
TO SERVE
THE WORLD

The Mendeleev Periodic Table

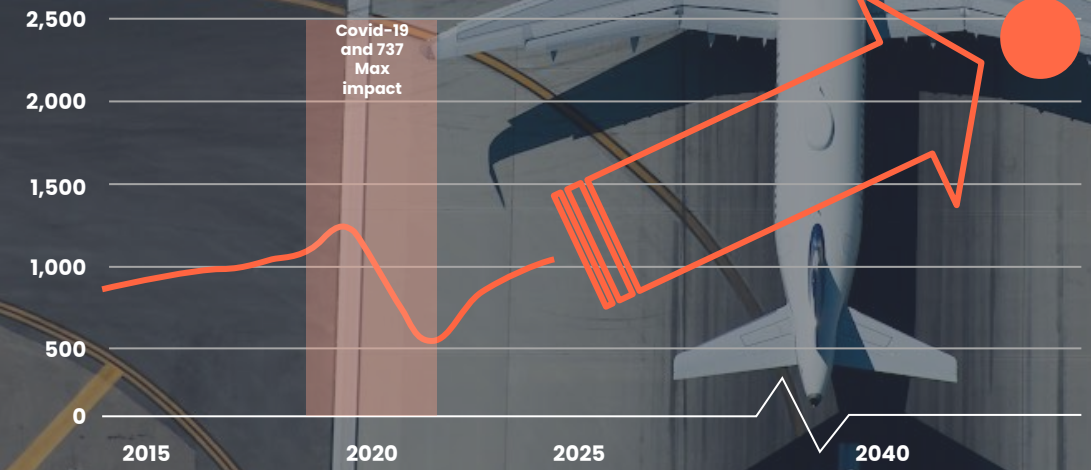


The Syensqo Periodic Table



S
NGSA

Single Aisle



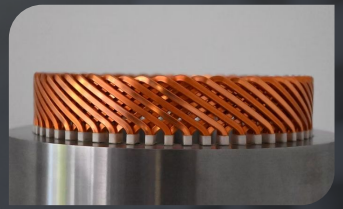
Source Airbus GMF, Boeing GMF, Cirium Jan 24

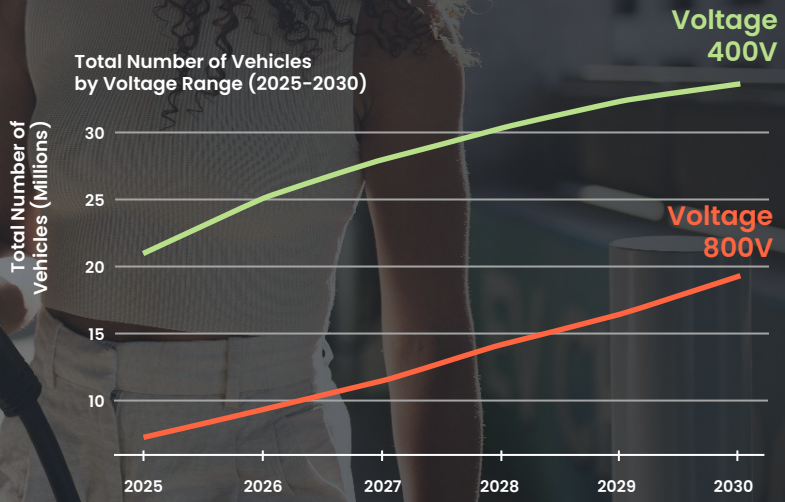
Up to **50%** Composites content vs. 10-15% today

Mo 5
E-motor magnet

e-**Mo**tor PEEK magnet

Electrification Copper Mining



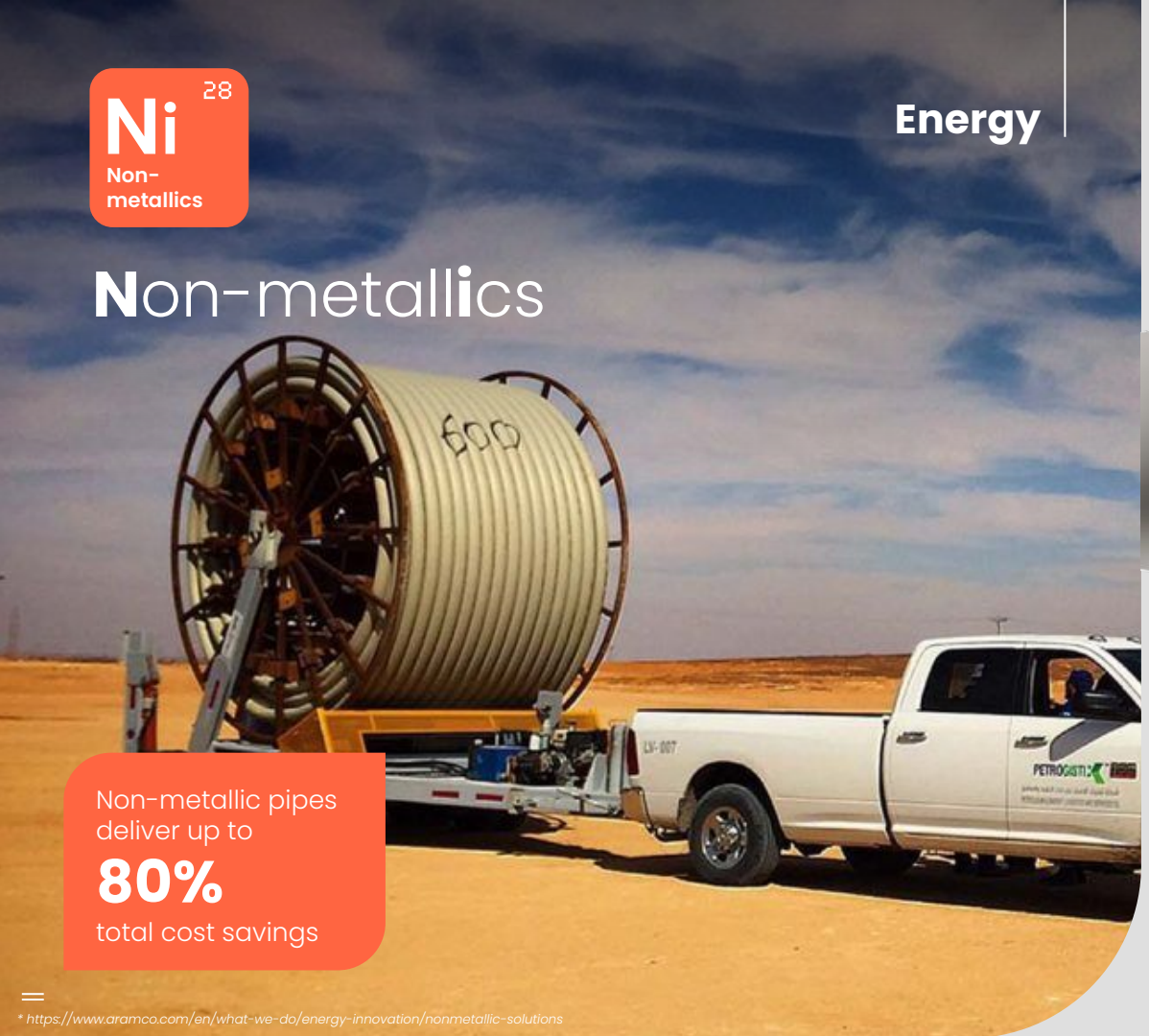


Source: S&P Global eMotor report, April 2025

Ni 28
Non-metallics

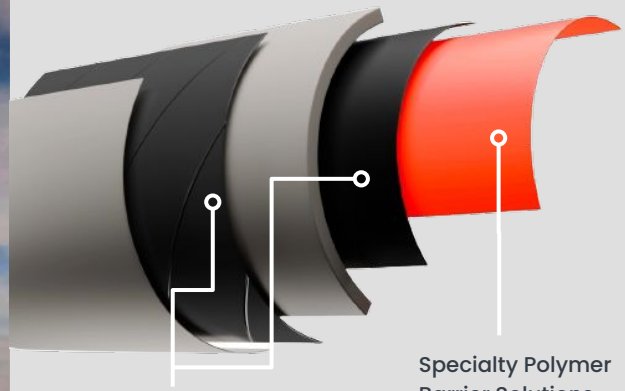
Energy

Non-metallics



Non-metallic pipes deliver up to **80%** total cost savings

Thermoplastic Composites combining **Composite & Speciality Polymers** enable pipeline structures in ultra deep waters and onshore fields.



Estimated global cost of corrosion ≈ **$2.5T***

* https://www.aramco.com/en/what-we-do/energy-innovation/nonmetallic-solutions

9
F
Fluorine

Non-**F**luorosurfactant Technology

1st

FFKM using non-fluorosurfactant (NFS) technology on the market

Mn 25
LCP micro needling patches

Microneedling patches

Global **vaccines** market valued at

$94B*

Global **microneedle** market valued at

$1.3B*

* 2028

31
G
Guar

Guar

90%
of our portfolio of beauty ingredients is bio-based

Bi 5 Biologicals

Biologicals

2x market growth

for biologicals
vs.
traditional
crop protection

H 1
Green Hydrogen

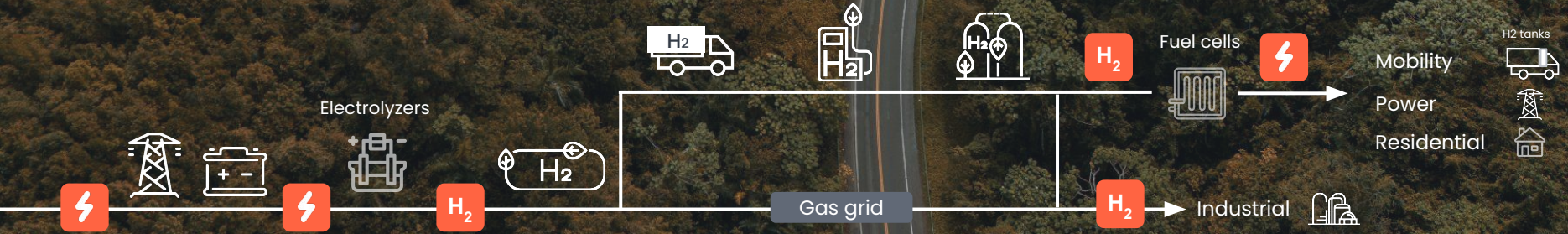
Green **H**ydrogen

$680B
in direct investments in hydrogen projects have been announced through 2030*

H_2 Production →
(PEM[1] & Alkaline Electrolyzers)

H_2 Transportation & Storage →
(pipes and tanks)

H_2 Consumption
(Fuel cells)

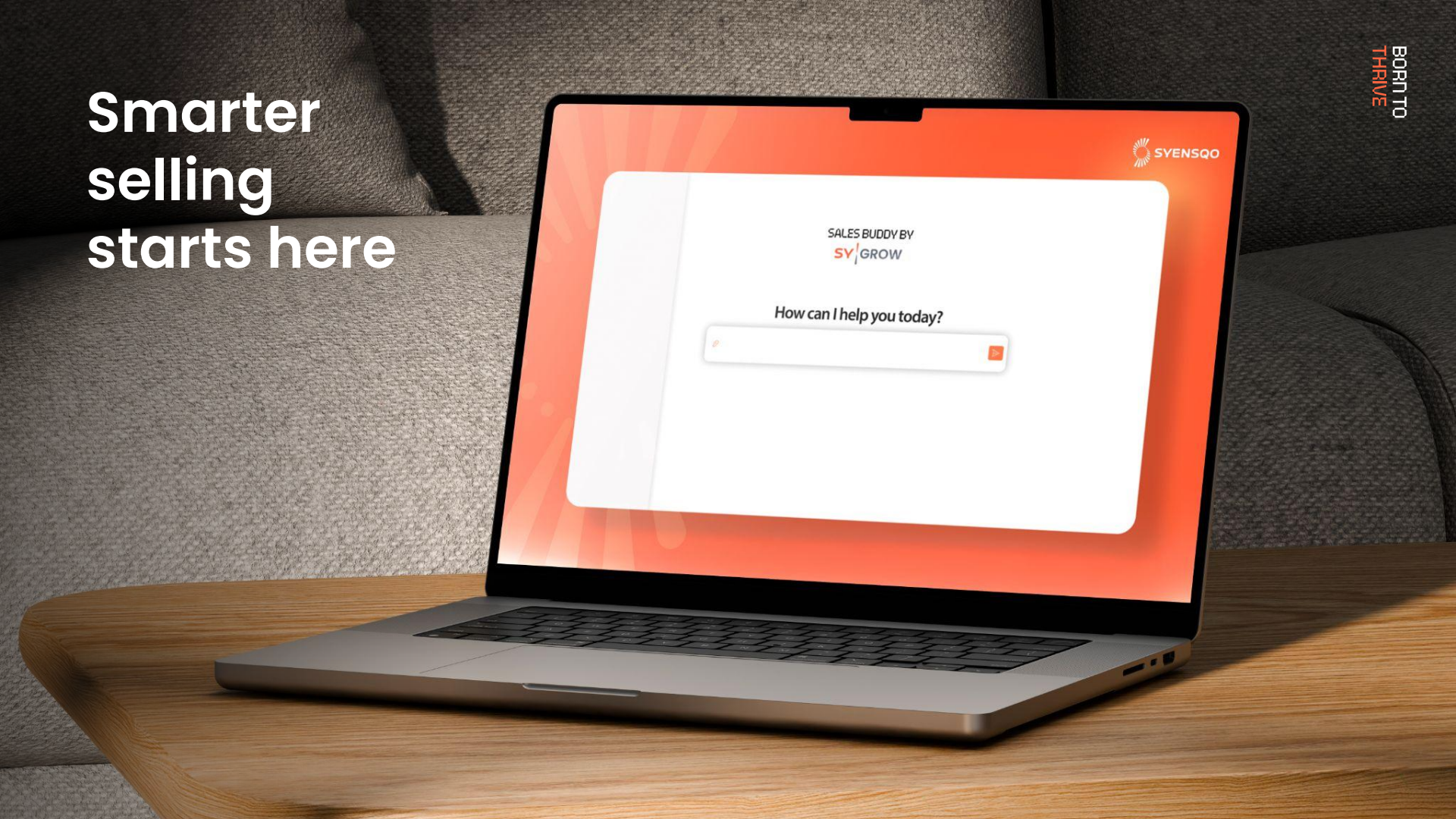


Source: Hydrogen Council


BORN
TO
HUNT


Quality
Industrial support
Durability
High performance materials
Hope
Global manufacturing footprint
Regional connectivity
Global presence
Vision
Inspiration
Team collaboration
Advanced materials
Quality
Customer focus
Flexibility in
Innovation heritage
Expertise
Technology
Customer
centricity
Engineering expertise
demand fulfillment
Reliability
in material
science
Transparency
Strategic alignment
Expert knowledge
Strong relationships
Performance
Acceleration
of energy
transition
Market perception
Advanced
People values
values
Innovation in science
and technology
Innovation
power
Market knowledge
Pricing transparency
Synergy
Loyalty
Complementary components
Proactivity
Goals
Trust
Process improvement
Efficiency
our
Values
Material solution
advancement
Skilled personnel
Insight
Pricing stability
Quality
Open innovation
People
Innovation
Collaboration
Competitive
Sustainability
Culture
Rapid scaling
Focus on quality
Scientific expertise
Broad product
portfolio
Obsolescence
management
Alignment with
our company
values
impact
Use of thermoplastics composite tapes
Team belief
Inventory
coordination
Scalability
enhancement

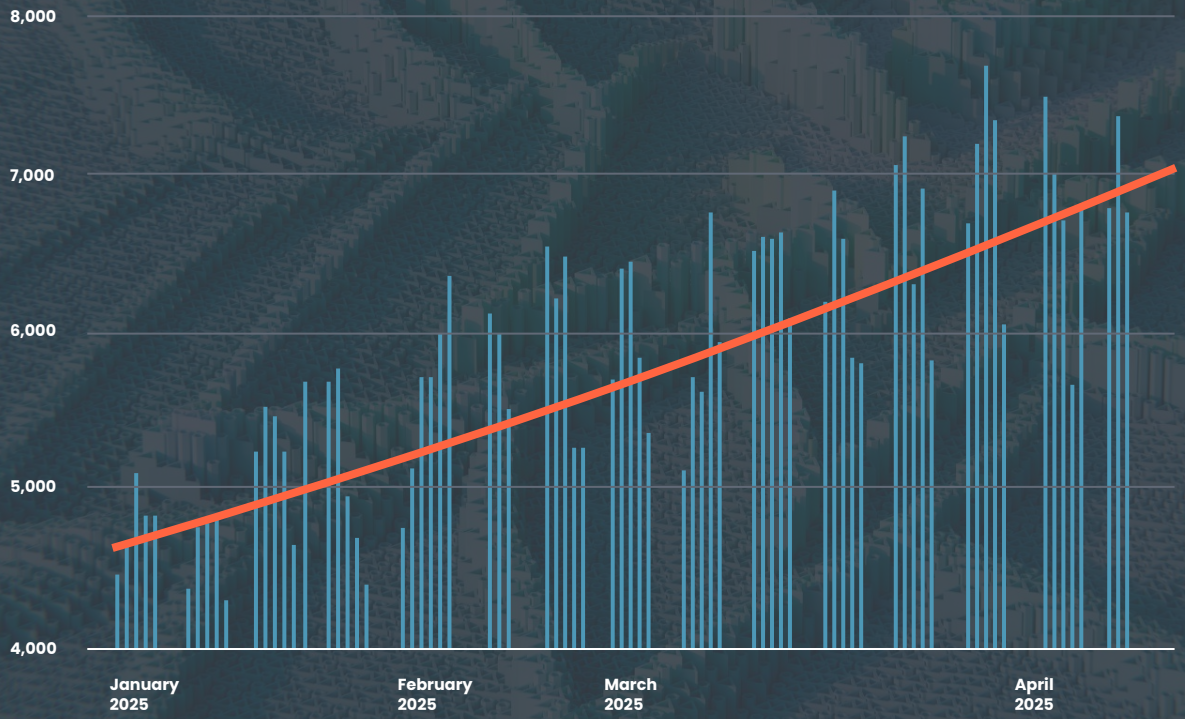
Smarter selling starts here



BORN TO THRIVE

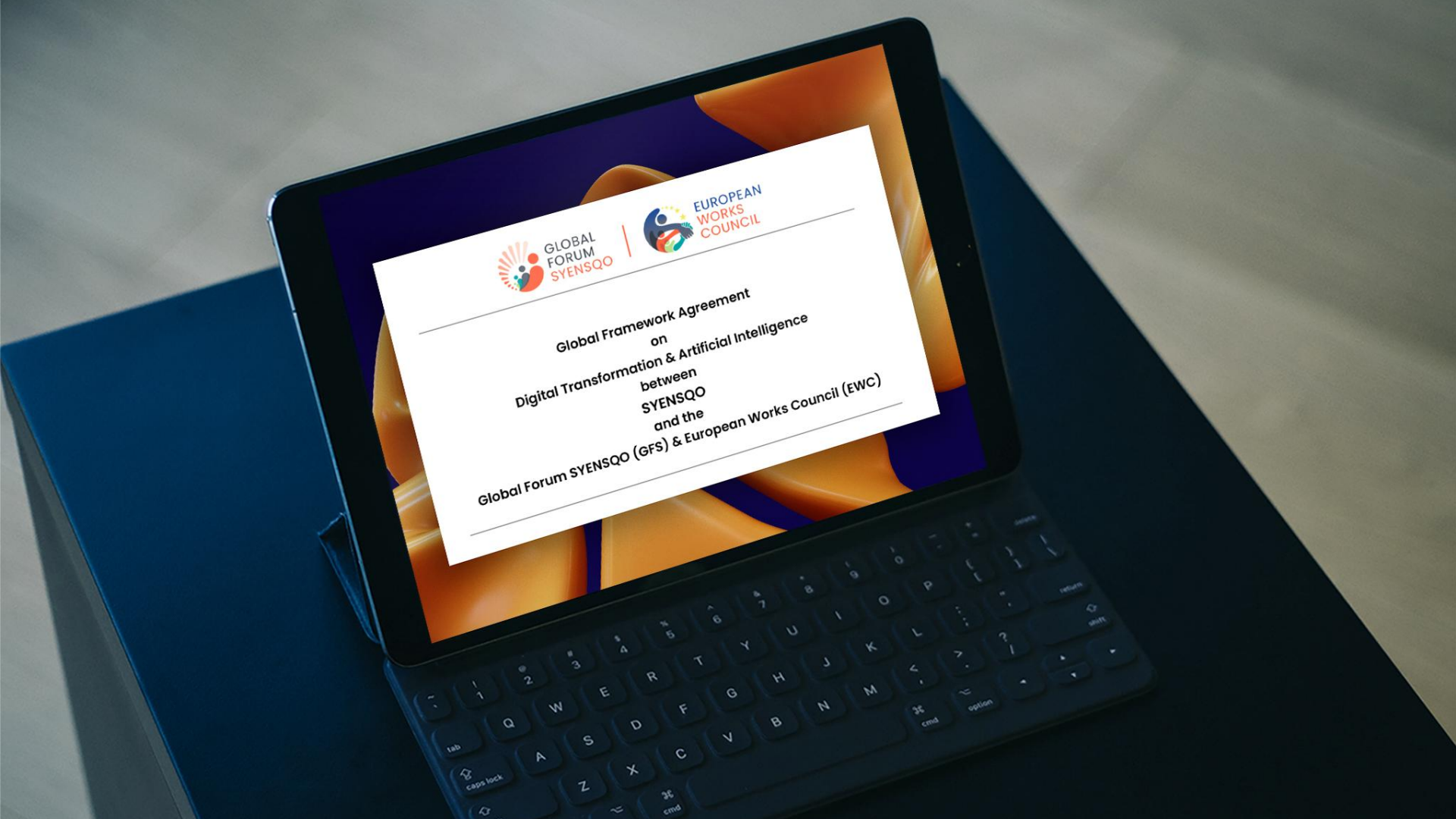
We are transforming how we work, with SyGPT

Evolution of SyGPT messages per day



74% adoption rate

Source: Internal


GLOBAL FORUM SYENSQO
EUROPEAN WORKS COUNCIL
Global Framework Agreement
on
Digital Transformation & Artificial Intelligence
between
SYENSQO
and the
Global Forum SYENSQO (GFS) & European Works Council (EWC)


BORN
TO SHAPE
TOMORROW

We are sustainable AND profitable

SYENSQO
ONE PLANET

CLIMATE

Carbon Neutrality by 2040[1]

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

25% reduction Scope 3
by 2030[2,3]

ENVIRONMENTAL STEWARDSHIP

20% reduction in freshwater withdrawal
by 2030[2] at sites exposed to water availability challenges

SUSTAINABLE PORTFOLIO

18% of Circular sales
by 2030[4]

Sustainable solutions sales[5]

PEOPLE & COMMUNITIES

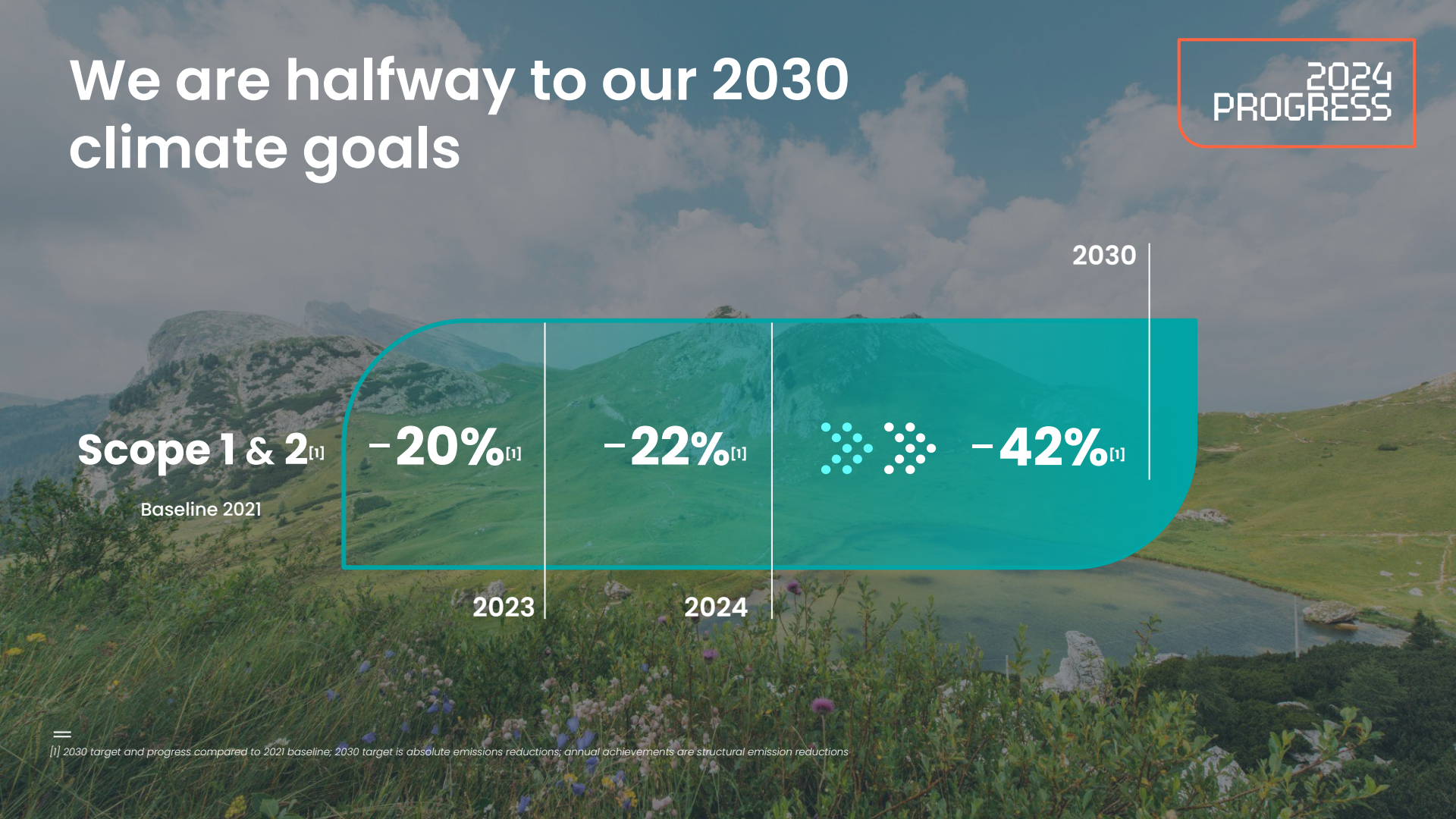
Safety
Aim for zero RIIR[6]

Paid living wage
All employees by 2026[7]

[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 [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)

We are halfway to our 2030 climate goals

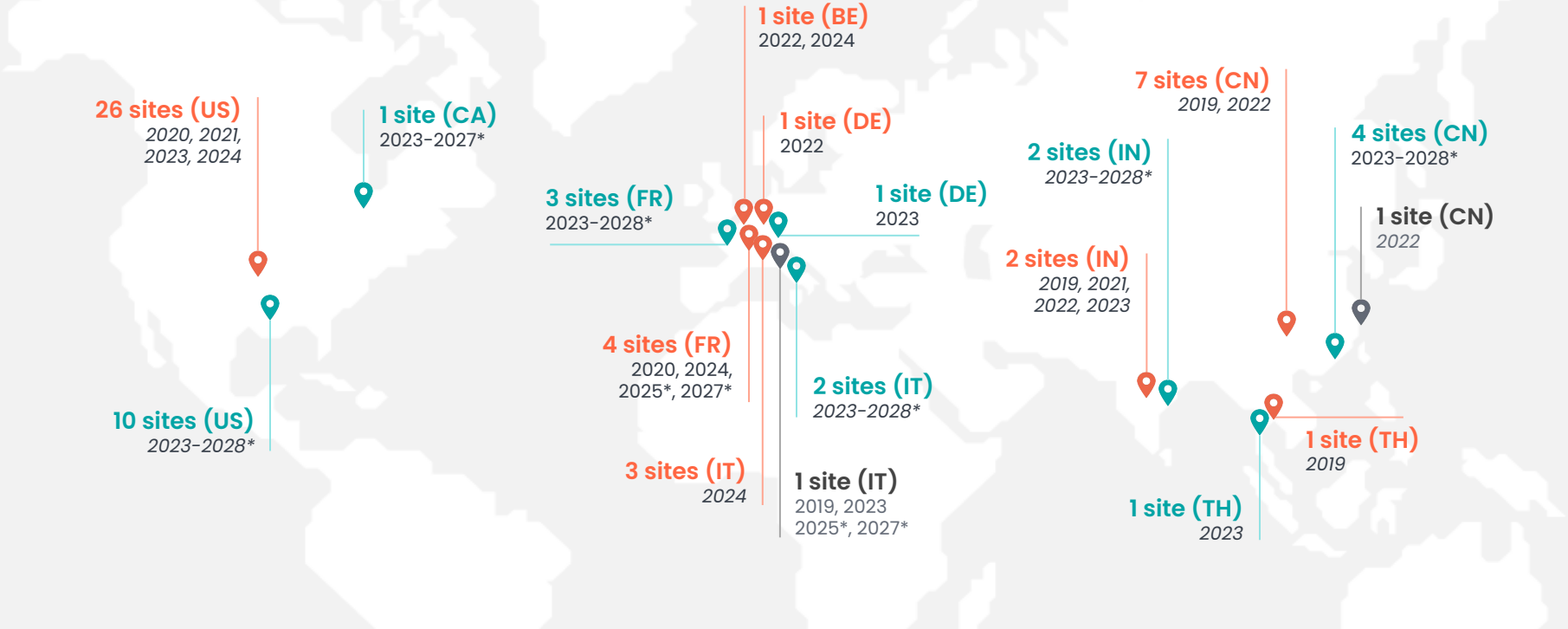
2024 PROGRESS



[1] 2030 target and progress compared to 2021 baseline; 2030 target is absolute emissions reductions; annual achievements are structural emission reductions

3 in 4 of our sites powered by renewable energy

SCOPE 1&2

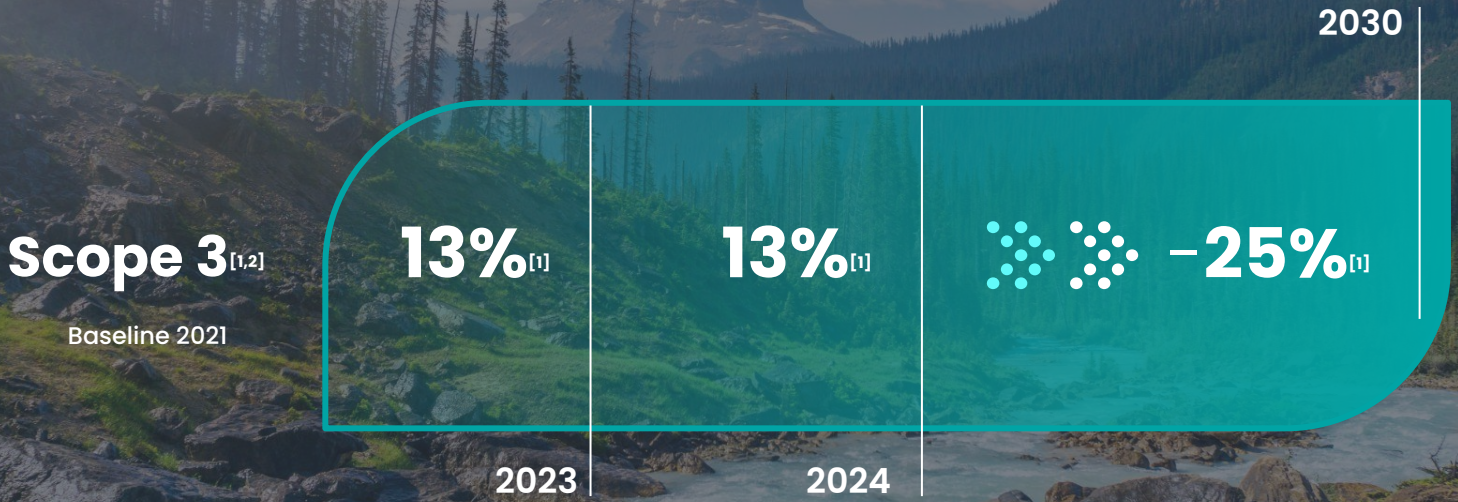


* Planned projects
Year(s) indicate the dates of project completion.
Multiple projects can be conducted at the same location.

- Renewable energy: solar, wind, biomass, biogas
- Energy efficiency and electrification
- Reduction of process emissions and energy mix

We are more than half way to reaching Scope 3 ambitions

2024 PROGRESS



[1] 2030 target and progress compared to 2021 baseline; 2030 target is absolute emissions reductions; annual achievements are structural emission reductions. [2] In Focus 5 category 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

Our suppliers are increasingly onboard

SCOPE 3

2025	2030*
24 suppliers	**Top 70** suppliers
35% of GHG in raw materials purchased	**≈80%** of GHG in raw materials purchased

NEW

GHG: Greenhouse Gas Emissions
* Scope 3 Focus Five 60% reduction

We've committed to addressing water scarcity

2024 PROGRESS

NEW

20%

reduction in freshwater withdrawal

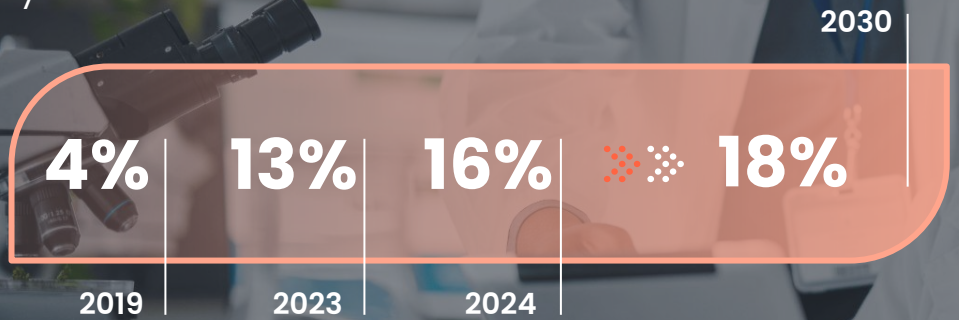
by 2030[1] at sites exposed to water availability challenges

[1] Reference year is 2021

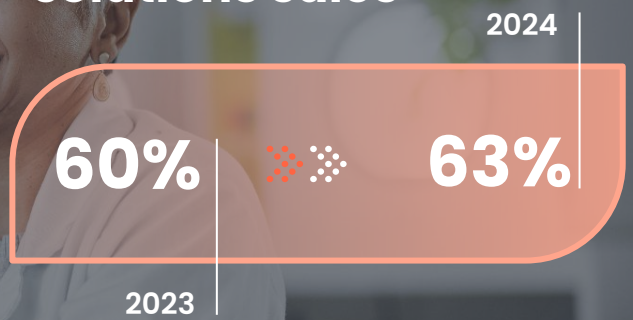
We are more circular
Our solutions are more sustainable

2024 PROGRESS

Circular sales by 2030[1]



Sustainable solutions sales[2]



[1] Based on Ellen MacArthur Foundation Circulytics methodology. [2] As defined in Syensqo's Sustainable Portfolio Management Guide.

Climate Objectives validated

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Product Carbon Footprint tool certification obtained

TÜVRheinland® CERTIFIED

US and UK sites recognized

WHC

WILDLIFE HABITAT COUNCIL

NATIONAL SUSTAINABILITY AWARDS

ECHO Portfolio certified(1)

SUPPORTING THE CIRCULAR ECONOMY

ISCC CERTIFIED

EU CSRD

50

Explorers involved with E&Y

From Horsepower to ePower

SYENSQO | DS AUTOMOBILES FORMULA E TEAM PENSKE

OFFICIAL TEAM PARTNER

From Chemistry to Clean Skies

CLIMATEimpulse
One Flight | One World | Zero Emissions

SYENSQO
ADVANCING HUMANITY

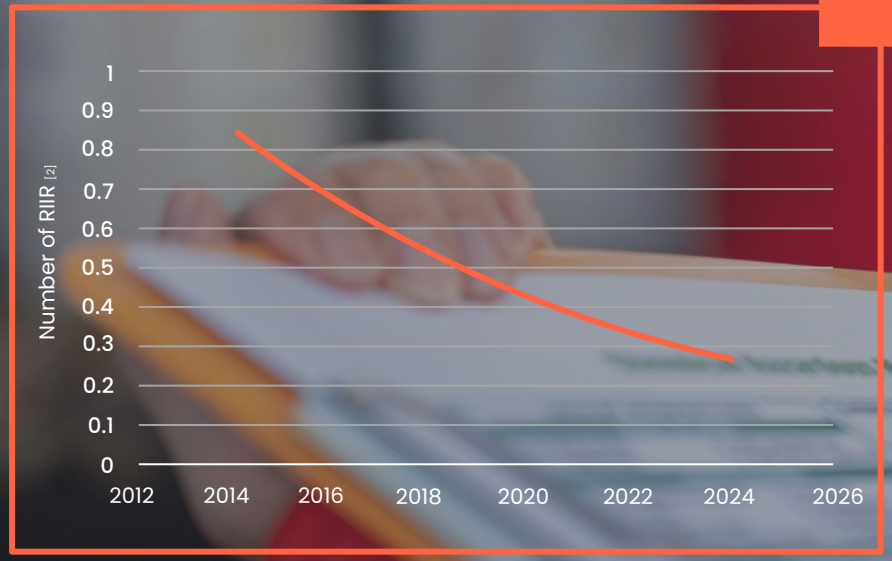
9 days,
non-stop,
around the
world with
zero emissions

From Legacy to Latitude


BORN
FOR
BELONGING

Safety First:
We are driving to Zero

29%
reduction [1]



[1] Reference year is 2021 [2] Reportable Injury & Illness rate (RIIR): number of reportable injury or illness per 200,000 work hours amongst employees and contractors.


We give
16 weeks
PARENTAL LEAVE

We're providing

Paid living wage for all employees by 2026[1]

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

We've delivered our **First Human Rights Progress Report**

Over **99%** of our employees have completed the Code of Business Integrity training since 2021

Over **5000** suppliers Screened on Human Rights in 2024

OUR BEHAVIORS


We are
curious
EXPLORE
We learn,
unlearn
and relearn


We
bring different
perspectives
ADVANCE
We
rise as
one
SE180EV-A
C560


We think
customer
IMPACT
We
deliver results

1 out of 3

employees is a
shareholder

As part of the ESP 1 and 2 and LTI plans


In China
nearly 1 in 2
employees is
a shareholder

Source: 2024 Fair & Inclusive Culture

Source: 2024 Fair & Inclusive Culture

160

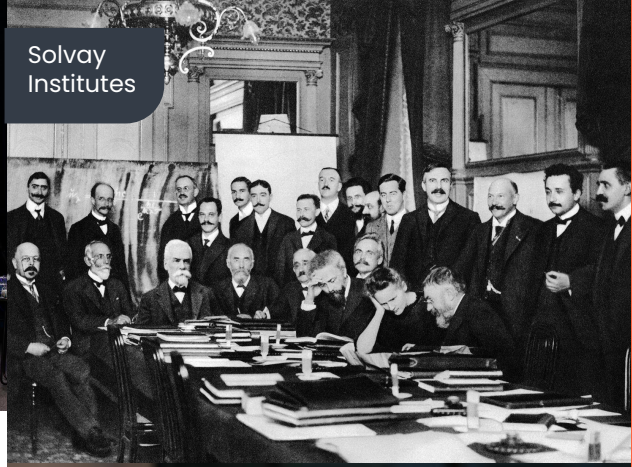
local Inclusion Activators

across > 80 sites

Source: 2024 Fair & Inclusive Culture

Ernest Solvay Prize

AI education award



Solvay Institutes

THE SYENSQO FUND

King Baudouin Foundation
Working together for a better society

TADA

True Blue 1881 Scholarships


BORN TO
THRIVE
Sipomer PAM 单体试生产
开工仪式
innovation DAY
Discover the future with Syensqo
JEC COMPOSITES
LEADERSHIP CIRCLE