



SECOND QUARTER 2025 RESULTS

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HIGHLIGHTS

- Second quarter **delivers on outlook** with **resilient margins** and 8% ebitda growth
- **Full-year outlook unchanged** (excl Foreign Exchange fluctuations and tariffs impact)
- **Divestitures on track** with exit from non-core businesses to **focus** on specialty materials (pure player)
- **Cost-saving** initiatives accelerate after successful it and shared services separation

SECOND QUARTER 2025 HIGHLIGHTS

- Delivered on Q2 outlook in challenging macroeconomic environment
- 20 bps QoQ gross margin expansion driven by Materials
- 8% QoQ EBITDA growth, supported by Specialty Polymers & cost discipline; 190 bps of margin expansion
- Exited 85% of TSAs, including ERP & Shared Services
- Successfully completed €1.2 billion bond offering
- 50% of €300 million share buyback program completed

NET
SALES

€**1.59**_{bn}

-3% YoY volumes
-1% YoY pricing

GROSS
PROFIT

€**506**_{mn}

31.9% margin

EBITDA

€**335**_{mn}

21.1% margin

CASH
CONVERSION

72%LTM^[1]

SECOND QUARTER 2025 SEGMENT HIGHLIGHTS



MATERIALS

- 2% YoY net sales^[1] growth in civil aerospace; 2% YoY growth in space & defence
- 3% YoY volume growth in Specialty Polymers (ex Electronics); growth in Healthcare, Food & Pharma packaging
- 1% QoQ net sales growth; 7% growth in Specialty Polymers
- Stable YoY net pricing
- EBITDA margin of 29.6%, resilient YoY, up 140 bps QoQ

PERFORMANCE & CARE

- 4% YoY net sales growth in Novecare led by growth & share gains in Agro and HPC
- 3% YoY net sales growth in mining, supported by market share gains
- Stable YoY gross margin in Technology Solutions
- EBITDA margin of 19.2%, resilient YoY, up 150 bps QoQ

2025 OUTLOOK

EXCLUDING

foreign exchange
& tariffs impact



EBITDA^[1] >€1.4bn

→ €/US\$ @1.05

FREE
CASH
FLOW^[2] ~€400mn

→ Capex of ~€600 mn

EXTERNAL FACTORS



- Ongoing macro & end demand **uncertainty**
- **Strengthening of Euro** versus basket of trading currencies
- **Impact of tariffs**
 - higher costs
 - customer order volatility

MITIGATING ACTIONS



- **Leverage global footprint** - redirect sourcing
- **Implement tariffs surcharges**
- Focus on “**controllables**”
 - accelerating restructuring & cost savings
 - fully exiting TSAs^[4] by the end of 2025

INCLUDING

foreign exchange
& tariffs impact

EBITDA^[1] ~€1.3bn

→ € vs major currencies
at current levels

FREE
CASH
FLOW^[2] ~€350mn

→ Capex **below €600 mn**

[1] Underlying EBITDA

[2] Free cash flow to shareholders

[3] Assuming US tariffs on Chinese goods of 30% and China tariffs on US goods of 10%; US tariffs on EU goods of 15%

[4] Transition Service Agreements in the framework of the spin-off from Solvay

STATE-OF-THE-ART MICROBIOLOGY LAB IN LYON, FRANCE

Boosting
biodegradability and
(eco-)toxicology
testing capabilities,
accelerating the
development of
eco-friendly solutions



MICROSOFT MEMORANDUM OF UNDERSTANDING

Partnership to
accelerate innovation
through AI and
sustainable materials
collaboration



SECOND QUARTER HIGHLIGHTS

Boeing



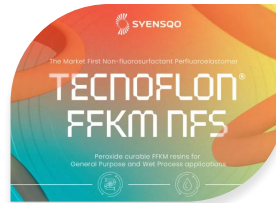
Syensqo **lightweight composites** replace titanium in Boeing MQ-25™ Stingray

Partnership with Terma



Focusing on scientific advancements in **composites** for **next-generation aerospace** and **defense** applications

Non-fluorosurfactant perfluoroelastomer portfolio expansion



Market's first **peroxide-curable FFKM polymers** made without PFAS fluorosurfactants

Miracare® Biopacify



Launch of a **biodegradable** natural opacifier for liquid laundry detergents

Partnership with Fairmat



Syensqo signs carbon fiber **composites recycling** contract with Fairmat

Solar farm



Syensqo and ENERTRAG opened a 25 hectares solar farm on a **former industrial site**



Q&A





MEDIA RELATIONS

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IMPORTANT DATES

- Nov 6, 2025: Q3 2025 results



THANK
YOU

