Press release

Regulated and inside information

Syensqo launches strategic review of its Performance & Care segment

Review aligned with focus to accelerate growth trajectory, sharpen capital allocation and maximise value creation

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Syensqo today announces that it has initiated a strategic review of its Performance & Care segment. This is aligned with the Company's intention to focus on becoming a pure play specialty materials and advanced technologies company, with a greater exposure to structurally attractive end markets including aerospace and defence, electronics, healthcare, energy and advanced mobility applications.

"Since the start of the year, and along with the Board, we have undertaken a strategic assessment of our long-term direction and value creation priorities. In addition, we are fully focused on accelerating our growth trajectory, driving more consistent execution, sharpening our capital discipline as well as improving cash flow delivery," said Mike Radossich, Chief Executive Officer of Syensqo.

"Today's announcement reflects our intention to further sharpen our portfolio, increase our focus on technologies where we see the strongest long-term growth opportunities and drive sustained, innovation-led differentiation. Accordingly, we will now evaluate a range of strategic options for the Performance & Care segment, with an emphasis on maximizing long-term value for our shareholders."

The Company has not set a defined timetable for the strategic review, and will provide further updates when appropriate. In addition, there can be no assurance or certainty that this process will result in any transaction, nor as to the terms or structure of any transaction.

Syensqo's Performance & Care segment, comprising the Novecare and Technology Solutions global business units, is a global leader in surface chemistry solutions and specialty mining reagents serving the consumer care, agro, coatings and mining end markets. In 2025, the segment generated net sales of €2.0 billion and an underlying EBITDA of €358 million.

About Syensqo

Syensqo is a science company developing groundbreaking solutions that enhance the way we live, work, travel and play. Inspired by the scientific councils which Ernest Solvay initiated in 1911, we bring great minds together to push the limits of science and innovation for the benefit of our customers, with a diverse, global team of more than 13,000 associates in 30 countries.

Our solutions contribute to safer, cleaner, and more sustainable products found in homes, food and consumer goods, planes, cars, batteries, smart devices and healthcare applications. Our innovation power enables us to deliver on the ambition of a circular economy and explore breakthrough technologies that advance humanity.

Learn more at www.syensqo.com.

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