Financial Report

Third Quarter 2026

SYENSQO

Regulated information

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Forenote

In addition to IFRS accounts, Syensqo also presents alternative performance indicators (“underlying”) to provide a more consistent and comparable indication of the Group’s underlying financial performance and financial position, as well as cash flows. These indicators provide a balanced view of the Group’s operations and are considered useful to investors, analysts and credit rating agencies as these measures provide relevant information on the Group’s past or future performance, financial position or cash flows. These indicators are generally used in the sector it operates in and therefore serve as a useful aid for investors to compare the Group’s performance with its peers. The underlying performance indicators 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, for impairments and for other elements that would distort the analysis of the Group’s underlying performance. The comments on the results made on pages 3 to 10 are on an underlying basis, unless otherwise stated.

UNDERLYING BUSINESS REVIEW

Underlying (€ million)	Q3 2026	Q3 2025	Q2 2026	YoY change	YoY organic	QoQ change	9M 2026	9M 2025	YoY change	YoY organic
Net sales	**1,590**	1,427	1,554	11.4%	8.9%	2.3%	**4,544**	4,433	2.5%	4.0%
Gross profit	**502**	471	528	6.6%	-	-4.9%	**1,474**	1,459	1.0%	-
Gross profit margin	31.6%	33.0%	34.0%	-140 bps	-	-240 bps	32.4%	32.9%	-50 bps	-
Underlying EBITDA	**320**	320	311	-0.1%	-1.4%	2.9%	**882**	952	-7.4%	-6.7%
Underlying EBITDA margin	20.1%	22.4%	20.0%	-230 bps	-210 bps	10 bps	19.4%	21.5%	-210 bps	-220 bps
Operating cash flow	**284**	331	131	-14.2%	-	116.8%	**497**	527	-5.7%	-
ROCE (LTM)	5.3%	6.4%	5.5%	-120 bps	-	-20 bps	5.3%	6.4%	-120 bps	-

Q3 2026 Highlights

- **Net sales** of €1.59 billion driven by 7% year-on-year volume growth, led by Materials, and higher overall pricing (+2%). Acceleration in Materials year-on-year growth, with 27% growth in Composite Materials and 6% growth in Specialty Polymers. Sequentially, net sales increased 2%, primarily driven by Composite Materials and Technology Solutions;
- **Gross profit** of €502 million increased 7% year-on-year, primarily driven by Materials. **Gross margin** of 31.6% included increased raw materials costs as well as a higher proportion of Composite Materials net sales within the Materials segment;
- **Underlying EBITDA** was broadly stable year-on-year, including higher variable compensation accruals, and increased 3% sequentially to €320 million, supported by higher underlying EBITDA in Specialty Polymers and Novecare;
- **Underlying EBITDA margin** of 20.1% supported by 100 basis points of margin expansion in Performance & Care. On a sequential basis, underlying EBITDA margin was approximately flat;
- **Underlying profit attributable to Syensqo shareholders** increased 3% sequentially to €109 million;
- **Operating cash flow** of €284 million decreased 14% year-on-year, primarily reflecting the absence of €92 million of litigation-related compensation received in Q3 2025 from the ICC International Court of Arbitration. On a sequential basis, operating cash flow increased significantly;
- **Capital expenditures**[1] of €107 million decreased 25% year-on-year reflecting ongoing capital focus.

Mike Radossich, CEO

"We delivered further volume-led growth in the third quarter, building on the actions we have taken since the beginning of the year in a dynamic external environment. Materials delivered 13% sales growth, reflecting a record performance in Composite Materials and an acceleration of growth in Specialty Polymers, led by strong demand in semiconductors and batteries. We also delivered an improved operating cash flow performance in Q3, and have updated our full-year outlook."

"We are taking selective commercial actions to capture additional growth opportunities in Specialty Polymers while managing higher raw material costs and the timing of pricing adjustments. These factors weighed on gross margin in the quarter and we remain focused on mitigating their impact to support profitable growth."

"Finally, the strategic review of the Performance and Care segment is continuing to progress and we have received interest from a range of prospective parties. Our focus remains on working towards an outcome that maximizes value for shareholders."

Register to the webcast scheduled at 14:00 CET - Financial report - Financial calendar

[1] Including Capex for the new ERP Implementation

* For regulated information as per Article 11 of the Royal Decree of 14 November 2007, we refer to the financial report published on November 5, 2026 which is available on Syensqo's website.

2026 Outlook

Taking into account current visibility, geopolitical uncertainty and related inflationary pressures, we continue to expect low-to-mid single digit volume growth for the full-year. In the fourth quarter, we expect mid-to-high single digit year-on-year volume growth, led by the Materials segment.

We continue to expect first quarter underlying EBITDA of €251 million to be the lowest quarterly level of the year, including expected fourth quarter seasonality.

Based on operating cash flow generated in the first nine months and our expectations for the fourth quarter, we now expect full-year operating cash flow of at least €700 million.

We now expect full-year capital expenditures to be below our previous outlook, primarily reflecting the timing of expenditure on certain projects, which is now expected in 2027.

Our full-year 2026 outlook[2] is now expected to be as follows:

- **Underlying EBITDA** of **at least €1.1 billion** (unchanged)
- **Operating cash flow** of **at least €700 million** (updated from prior outlook of "approximately €700 million")
- **Capital expenditures[3]** of **less than €450 million** (updated from prior outlook of "approximately €450 million")

[2] Assumes EUR/US$ @ 1.20

[3] Including Capex for the new ERP Implementation

FINANCIAL REVIEW

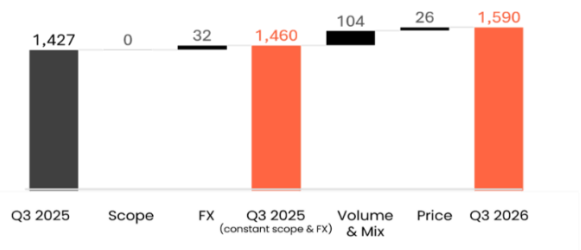
Summary Income Statement

Underlying (€ million)	Q3 2026	Q3 2025	Q2 2026	YoY change	QoQ change	9M 2026	9M 2025	YoY change
Net sales	**1,590**	1,427	1,554	11.4%	2.3%	**4,544**	4,433	2.5%
Gross profit	**502**	471	528	6.6%	-4.9%	**1,474**	1,459	1.0%
Gross profit margin	31.6%	33.0%	34.0%	-140 bps	-240 bps	32.4%	32.9%	-50 bps
EBITDA	**320**	320	311	-0.1%	2.9%	**882**	952	-7.4%
EBITDA margin	20.1%	22.4%	20.0%	-230 bps	10 bps	19.4%	21.5%	-210 bps
EBIT	**184**	190	178	-3.3%	3.2%	**489**	575	-15.1%
EBIT margin	11.6%	13.3%	11.5%	-170 bps	10 bps	10.8%	13.0%	-220 bps
Net financial charges	-37	-39	-35	-4.6%	4.8%	-104	-109	-4.0%
Income tax expenses	-38	-42	-36	-11.1%	3.2%	-101	-126	-19.4%
Profit / (loss) attributable to Syensqo shareholders	**109**	110	106	-1.5%	2.7%	**282**	350	-19.5%
Basic earnings per share (in €)	**1.07**	1.08	1.04	-1.2%	2.7%	**2.77**	3.41	-18.9%

Net sales of €1.59 billion in the third quarter of 2026 increased 11% on a reported basis, or 9% on an organic basis, compared to the third quarter of 2025. This increase was primarily driven by higher volumes in the Materials segment and, to a lesser extent, higher pricing in Materials and Performance & Care.

Sequentially, net sales increased 2%, driven by higher volumes and pricing in the Materials segment, partially offset by lower net sales in the Other Solutions segment. Net sales in the Performance & Care segment were approximately flat, as modestly lower volumes were offset by higher pricing.

Net sales bridge (€ million)



Gross profit of €502 million in the third quarter of 2026 increased 7% on a reported basis versus the third quarter of 2025, primarily driven by higher year-on-year gross profit in the Materials segment and, to a lesser extent, in the Performance & Care segment.

On a year-on-year basis, gross margin of 31.6% in the third quarter of 2026 decreased by 140 basis points, due to lower gross margin in both the Materials and Other Solutions segments.

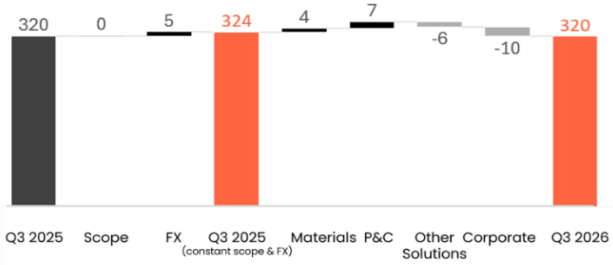
Underlying EBITDA of €320 million in the third quarter of 2026, was approximately in line with the third quarter of 2025 on both a reported and organic basis.

This was driven by higher underlying EBITDA in the Materials and Performance & Care segments, offset by higher Corporate & Business Services expenses and, to a lesser extent, by lower underlying EBITDA in the Other Solutions segment.

The year-on-year increase in Corporate & Business Services expenses was primarily due to higher variable compensation accruals, aligned with the Company's financial performance.

On a sequential basis, underlying EBITDA increased 3%, driven by higher underlying EBITDA in both the Materials and Performance & Care segments, partially offset by lower underlying EBITDA in the Other Solutions segment.

Underlying EBITDA bridge (€ million)



Underlying EBITDA margin of 20.1% in the third quarter of 2026 contracted 230 basis points versus the third quarter of 2025, or 210 basis points organically. The decline was mainly due to higher Corporate & Business Services expenses as well as lower underlying EBITDA margin in the Materials and Other Solutions segments. This was partially offset by higher underlying EBITDA margin in the Performance & Care segment.

On a sequential basis, underlying EBITDA margin remained approximately flat, as higher underlying EBITDA margin in the Performance & Care Segment was offset by lower underlying EBITDA margin in the Other Solutions segment.

Summary of Cash Flow and Net Debt

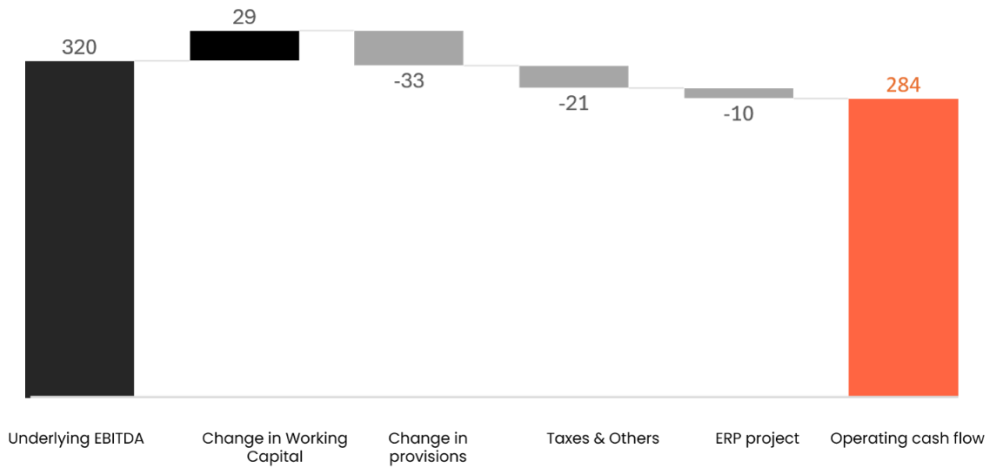
Cash flow from operating activities totaled €284 million in the third quarter of 2026 versus €331 million in the third quarter of 2025. The year-on-year decrease was primarily due to the absence of €92 million Edison compensation received in the third quarter of 2025 following the decision from the ICC International Court of Arbitration, as well as higher tax cash payments in the third quarter 2026, partially offset by the absence of €36 million separation costs in the third quarter of 2026.

In addition, cash flow from operating activities benefited from insurance indemnities of €39 million related to PFAS and other litigation cases in the third quarter of 2026.

Capital expenditures decreased 25% year-on-year, from €142 million in the third quarter of 2025 to €107 million in the third quarter of 2026. This included €37 million of growth capital expenditure, €63 million of sustenance capital expenditure and €7 million for the new ERP implementation.

Cash and cash equivalents totaled €585 million at the end of the third quarter of 2026 compared to €861 million at the end of December 2025. The decrease was primarily due to the redemption of €500 million in bonds, capital expenditures of €299 million and the payment of €166 million dividends to shareholders in May 2026, partially offset by cash flow from operating activities of €497 million, approximately €120 million in net proceeds from the divestment of the Oil & Gas business unit and the net issuance of €70 million of commercial paper.

Q3 2026 underlying EBITDA to Operating cash flow bridge (€ million)



Underlying net financial debt amounted to €1,936 million at the end of September of 2026, versus €2,024 million at the end of 2025, resulting in a stable leverage ratio of 1.7x and a gearing ratio of 24%. Lower capital expenditure and approximately €120 million of net proceeds from the first-quarter Oil & Gas divestment supported the reduction, partly offset by the second-quarter dividend payment.

Underlying (€ million)	Sept 30, 2026	Dec 31, 2025	Change
Underlying gross debt	**-2,555**	-2,961	-13.7%
Cash & cash equivalents	**585**	861	-32.0%
Other financial instruments (current + non-current)	**34**	76	-54.6%
Underlying net debt	**-1,936**	-2,024	-4.4%
Underlying leverage ratio	**1.7x**	1.7x	0x
Gearing ratio	**23.7%**	24.9%	-120 bps

Provisions reduced by € 92 million mainly due to payments in the period.

(in € million)	Dec 31, 2025	Payments	Net new provisions	Unwinding of provisions	Asset return	Remesurements	Change in scope & other	Sept 30, 2026	Change
Employee benefits	-319	34	-20	-60	-11	62	5	-308	3%
Environment	-260	20	-4	-8	0	8	0	-243	7%
Restructuring and other provisions	-241	61	-28	0	0	3	28	-176	37%
Total	**-819**	**116**	**-52**	**-68**	**-11**	**73**	**34**	**-727**	13%

PERFORMANCE BY SEGMENT

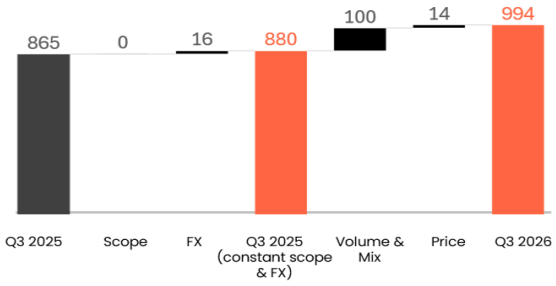
Materials (61% of 9M 2026 Group net sales, 73% of Group underlying EBITDA*)

* Excluding the contribution of Corporate & Business Services

Underlying (€ million)	Q3 2026	Q3 2025	Q2 2026	YoY change	YoY organic	QoQ change	9M 2026	9M 2025	YoY change	YoY organic
Net sales	**994**	865	960	15.0%	12.9%	3.6%	**2,779**	2,670	4.1%	6.1%
Specialty Polymers	634	587	626	7.9%	6.2%	1.2%	1,790	1,788	0.1%	1.8%
Composite Materials	361	277	334	30.1%	27.1%	7.9%	989	882	12.1%	15.0%
EBITDA	**275**	267	266	2.8%	1.6%	3.4%	**755**	790	-4.4%	-2.9%
EBITDA margin	**27.6%**	30.9%	27.7%	-330 bps	-310 bps	0 bps	**27.2%**	29.6%	-240 bps	-250 bps

Net sales of €994 million in the third quarter of 2026 increased by 15% on a reported basis, or 13% organically, compared to the third quarter of 2025. The year-on-year increase was driven by record net sales growth in Composite Materials, as well as strong net sales growth in Specialty Polymers.

Materials net sales bridge (€ million)



On a sequential basis, Materials' net sales increased 4%, driven by higher net sales in Composite Materials and, to a lesser extent, in Specialty Polymers.

Specialty Polymers net sales of €634 million in the third quarter of 2026 increased 8% year-on-year on a reported basis, or 6% organically. Higher Automotive and Electronics volumes led the growth, with semiconductor customers driving the increase in Electronics demand. Building and Food Packaging also contributed higher volumes.

These gains were partially offset by lower Environment & Energy volumes and modestly lower pricing, primarily in Automotive. Healthcare sales remained stable.

Composite Materials net sales totaled €361 million in the third quarter of 2026, increased 30% on a reported basis, or 27% organically, compared to the third quarter of 2025. Year-on-year net sales growth was largely driven by strong demand in Civil Aerospace, reflecting the continued ramp-up of programs across customers supported by the recently renewed multi-year agreements with Airbus and Boeing. Space and Defense applications also delivered strong year-on-year growth.

Underlying segment EBITDA of €275 million in the third quarter of 2026 increased by 3% on a reported basis, or 2% on an organic basis compared to the third quarter of 2025, as higher underlying EBITDA in Composite Materials more than offset lower underlying EBITDA in Specialty Polymers. Composite Materials delivered higher year-on-year underlying EBITDA on strong net sales growth while continuing to invest to support longer-term growth. These investments partly offset the underlying EBITDA increase.

Specialty Polymers underlying EBITDA performance was impacted by higher raw materials costs, as well as an unfavorable product mix, primarily in the Automotive end market.

On a sequential basis, underlying segment EBITDA increased by 3% driven by higher underlying EBITDA in Specialty Polymers. Underlying EBITDA in Composite Materials reflected temporary lower fixed-cost absorption and, to a lesser extent, an unfavorable product mix.

Underlying EBITDA margin of 27.6% in the third quarter of 2026 decreased by approximately 330 basis points on a reported basis, or approximately 310 basis points on an organic basis, compared to the third quarter of 2025. This reflected a lower year-on-year underlying EBITDA margin in Specialty Polymers and an unfavorable segment mix, due to stronger growth in Composite Materials relative to Specialty Polymers.

On a sequential basis, underlying EBITDA margin remained broadly stable with a higher EBITDA margin in Specialty Polymers offsetting a lower margin in Composite Materials.

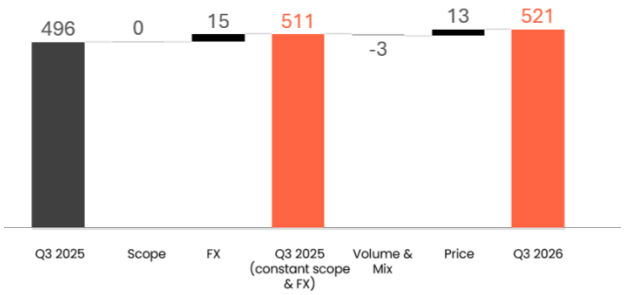
Performance & Care
(34% of 9M 2026 Group net sales, 26% of Group underlying EBITDA*)

* Excluding the contribution of Corporate & Business Services

Underlying (€ million)	Q3 2026	Q3 2025	Q2 2026	YoY change	YoY organic	QoQ change	9M 2026	9M 2025	YoY change	YoY organic
Net sales	**521**	496	515	5.0%	1.9%	1.2%	**1,538**	1,547	-0.6%	0.2%
Novecare	341	327	344	4.2%	0.9%	-0.9%	1,022	1,045	-2.1%	-1.3%
Technology Solutions	180	169	171	6.5%	3.8%	5.3%	515	502	2.6%	3.3%
EBITDA	**100**	90	92	11.3%	7.2%	9.4%	**274**	284	-3.5%	-2.1%
EBITDA margin	**19.3%**	18.2%	17.8%	110 bps	100 bps	140 bps	**17.8%**	18.4%	-50 bps	-40 bps

Net sales of €521 million in the third quarter of 2026 increased by 5% on a reported basis, or 2% organically, compared to the third quarter of 2025, reflecting slightly higher pricing while volumes remained broadly stable.

Performance & Care net sales bridge (€ million)



On a sequential basis, Performance & Care net sales increased by 1%, reflecting higher net sales in Technology Solutions, partially offset by slightly lower sales in Novecare.

Novecare net sales of €341 million in the third quarter of 2026 increased by 4% on a reported basis, or 1% on an organic basis, compared to the third quarter of 2025 as higher pricing more than offset slightly lower volumes. Volume growth in Industrials & Chemicals and Home & Personal Care provided a partial offset to lower Agro demand.

Technology Solutions net sales of €180 million in the third quarter of 2026 increased by 7% on a reported basis, or 4% organically, compared to the third quarter of 2025, reflecting higher volumes driven by strong demand for phosphorus derivatives used in the Industrials & Chemicals end market.

Underlying segment EBITDA of €100 million in the third quarter of 2026 increased by 11% on a reported basis, or by 7% on an organic basis, compared to the third quarter of 2025. Novecare drove the improvement, supported by higher equity earnings recognized during the quarter, while Technology Solutions EBITDA remained stable year-on-year.

On a sequential basis, underlying segment EBITDA increased by 9%, driven by higher underlying EBITDA in Novecare reflecting an increase in equity earnings. Underlying EBITDA in Technology Solutions remained stable compared to the previous quarter.

Underlying EBITDA margin of 19.3% in the third quarter of 2026 increased by approximately 110 basis points on a reported basis, or approximately 100 basis points organically, compared to the third quarter of 2025, driven by higher underlying EBITDA margin in Novecare, which offset a slightly lower margin in Technology Solutions.

On a sequential basis, underlying EBITDA margin increased by 140 basis points, driven by a higher underlying EBITDA margin in Novecare offsetting a slightly lower underlying EBITDA margin in Technology Solutions.

Other Solutions
(5% of 9M 2026 Group net sales, 1% of Group underlying EBITDA*)

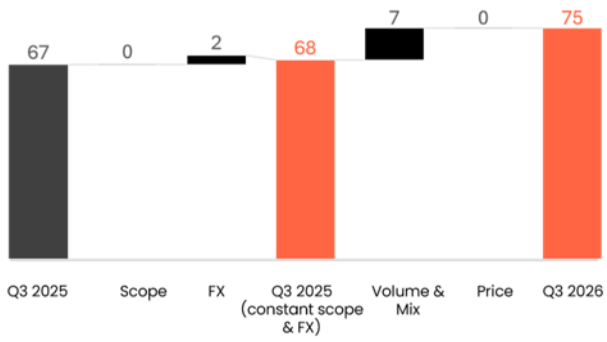
* Excluding the contribution of Corporate & Business Services

Underlying (€ million)	Q3 2026	Q3 2025	Q2 2026	YoY change	YoY organic	QoQ change	9M 2026	9M 2025	YoY change	YoY organic
Net sales	**75**	67	79	12.3%	9.6%	-5.4%	**227**	216	5.0%	6.2%
Aroma Performance	75	67	79	12.3%	9.6%	-5.4%	227	216	5.0%	6.2%
EBITDA	**0**	5	8	-109.5%	-108.9%	-105.5%	**11**	19	-42.7%	-44.3%
EBITDA margin	**-0.6%**	7.2%	10.5%	-790 bps	-820 bps	-1110 bps	**4.7%**	8.6%	-390 bps	-430 bps

Net sales of €75 million in the third quarter of 2026 increased by 12% on a reported basis, or 10% organically, compared to the third quarter of 2025, driven by higher volumes.

On a sequential basis, net sales decreased by 5%, primarily due to lower volumes.

Other Solutions net sales bridge (€ million)



Underlying segment EBITDA declined in the third quarter of 2026 on both a reported and organic basis, compared to the third quarter of 2025, primarily reflecting higher input costs.

On a sequential basis, underlying EBITDA also declined, reflecting higher input costs combined with lower sales.

Underlying EBITDA margin of -0.6% in the third quarter of 2026 decreased on both a reported and organic basis compared to the third quarter of 2025.

On a sequential basis, underlying EBITDA margin was also lower.

Corporate & Business Services

Underlying (€ million)	Q3 2026	Q3 2025	Q2 2026	YoY change	YoY organic	QoQ change	9M 2026	9M 2025	YoY change	YoY organic
Net sales	**0**	0	0	n.m.	n.m.	n.m.	**0**	0	n.m.	n.m.
EBITDA	**-55**	-42	-55	30.3%	22.3%	-0.4%	**-158**	-141	12.2%	19.1%

Corporate and Business services reported a cost of €55 million to Syensqo's EBITDA in the third quarter of 2026, stable compared to the second quarter of 2026. The year-on-year increase was primarily driven by the continued impact of variable compensation accruals, aligned with the Company's financial performance, partially offset by ongoing cost saving actions.

Key IFRS figures

	IFRS			Underlying			
(in € million)	**Q3 2026**	Q3 2025	% YoY	**Q3 2026**	Q3 2025	% YoY	YoY organic
Net sales	**1,590**	1,427	11.4%	**1,590**	1,427	11.4%	8.9%
EBITDA	**307**	293	4.8%	**320**	320	-0.1%	-1.4%
EBITDA margin	19.3%	20.5%	-120 bps	20.1%	22.4%	-230 bps	-210 bps
EBIT	**116**	133	-13.2%	**184**	190	-3.3%	-
Net financial charges	-23	-39	-39.9%	-37	-39	-4.6%	-
Income tax expenses	-22	-56	-60.9%	-38	-42	-11.1%	-
Profit / (loss) attributable to Syensqo shareholders	**70**	39	78.9%	**109**	110	-1.5%	-
Basic earnings per share (in €)	**0.68**	0.38	78.4%	**1.07**	1.08	-1.2%	-

(in € million)	**9M 2026**	9M 2025	% YoY	**9M 2026**	9M 2025	% YoY	YoY organic
Net sales	**4,544**	4,433	**2.5%**	**4,544**	4,433	2.5%	4.0%
EBITDA	**811**	758	7.0%	**882**	952	-7.4%	-6.7%
EBITDA margin	17.9%	17.1%	80 bps	19.4%	21.5%	-210 bps	-220 bps
EBIT	**307**	288	6.3%	**489**	575	-15.1%	-
Net financial charges	-90	-103	-12.7%	-104	-109	-4.0%	-
Income tax expenses	-87	-108	-19.2%	-101	-126	-19.4%	-
Profit / (loss) attributable to Syensqo shareholders	**156**	86	80.3%	**282**	350	-19.5%	-
Basic earnings per share (in €)	**1.53**	0.84	81.5%	**2.77**	3.41	-18.9%	-

SUPPLEMENTARY INFORMATION

Reconciliation of alternative performance metrics

Syensqo measures its financial performance using alternative performance metrics, which can be found below. Syensqo believes that these measurements are useful for analyzing and explaining changes and trends in its historical results of operations, as they allow performance to be compared on a consistent basis. Definitions of the different metrics presented here are included in the glossary at the end of this financial report.

Underlying tax rate

(in € million)		9M 2026	9M 2025
Profit / (loss) for the period before taxes	a	384	467
Earnings from associates & joint ventures	b	18	14
Income taxes	c	-101	-126
Underlying tax rate	d = -c/(a-b)	**27.6%**	**27.8%**

Net working capital

(in € million)		Sept 30, 2026	Dec 31, 2025
Inventories	a	1,247	1081
Trade receivables	b	968	788
Other current receivables	c	275	259
Trade payables	d	-988	-816
Other current liabilities	e	-403	-341
Net working capital	f = a+b+c+d+e	**1,097**	**970**
Quarterly total sales	g	1,624	1,384
Annualized quarterly total sales	h = 4*g	6,495	5,535
Net working capital / quarterly total sales	i = f / h	**16.9%**	**17.5%**

Capital expenditure (capex)

(in € million)		Q3 2026	Q3 2025	9M 2026	9M 2025
Acquisition (-) of tangible assets	a	-66	-106	-172	-327
of which capital expenditures required for the partial demerger and ERP rebuild project	b	-7	-8	-18	-28
Acquisition (-) of intangible assets	c	-25	-25	-81	-80
Payment of lease liabilities	d	-16	-17	-46	-49
Capex	e = a-b+c+d	**-100**	-140	**-280**	-429
of which continuing operations		-100	-137	-280	-419
of which discontinued operations		0	-3	0	-10

Net financial debt

(in € million)		Sept 30, 2026	Dec 31, 2025
Non-current financial debt	a	-2,384	-2,861
Current financial debt	b	-171	-100
IFRS gross debt	c = a+b	**-2,555**	**-2,961**
Underlying gross debt	d = c+h	**-2,555**	**-2,961**
Other financial instruments (current + non-current)	e	34	76
Cash & cash equivalents	f	585	861
Total cash and cash equivalents	g = e+f	620	937
IFRS net debt	i = c+g	**-1,936**	**-2,024**
Perpetual hybrid bonds	h	0	0
Underlying net debt	j = i+h	**-1,936**	**-2,024**
Underlying EBITDA (LTM)	k	1,117	1,187
Underlying leverage ratio	l = -j/k	**1.7**	**1.7**

ROCE		**Q3 2026**	**Q3 2025**
(in € million)		**As calculated**	As calculated
Underlying EBIT (LTM)	a	586	715
Accounting impact from amortization & depreciation of purchase price allocation (PPA) from acquisitions	b	-128	-127
Numerator	c = a+b	**458**	**588**
WC industrial	d	1,123	1,168
WC Other	e	-78	-58
Property, plant and equipment	f	3,365	3,564
Intangible assets	g	1,369	1,515
Right-of-use assets	h	166	174
Investments in associates & joint ventures	i	185	196
Other investments	j	16	14
Goodwill	k	2,502	2,550
Denominator	l = d+e+f+g+h+i+j+k	**8,647**	**9,123**
ROCE (LTM)	m = c/l	**5.3%**	**6.4%**

Reconciliation of underlying income statement indicators

In addition to IFRS accounts, Syensqo also presents underlying Income Statement performance indicators to provide a more consistent and comparable indication of Syensqo's economic performance. These 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.

Consolidated income statement Q3 2026		**Q3 2026**			**Q3 2025**	
(in € million)	**IFRS**	Adjustments	Underlying	**IFRS**	Adjustments	Underlying
Sales	**1,624**	**0**	**1,624**	**1,468**	**0**	**1,468**
of which revenues from non-core activities	34	0	34	41	0	41
of which net sales	1,590	0	1,590	1,427	0	1,427
Cost of goods sold	-1,122	0	-1,122	-997	0	-997
Gross profit	**502**	**0**	**502**	**471**	**0**	**471**
Commercial costs	-78	0	-78	-71	0	-71
Administrative costs	-179	0	-179	-147	0	-147
Research & development costs	-75	0	-75	-71	0	-71
Other operating gains & losses	-41	44	3	-26	31	5
Earnings from associates & joint ventures	11	0	11	4	0	4
Operating expenses related to ERP rebuild project	-12	12	0	-10	10	0
Result from portfolio management & major restructuring	-17	17	0	-89	89	0
Result from legacy remediation & major litigations	5	-5	0	73	-73	0
EBITDA	**307**	**13**	**320**	**293**	**27**	**320**
Depreciation, amortization & impairments	-192	55	-136	-160	30	-130
EBIT	**116**	**68**	**184**	**133**	**57**	**190**
Net cost of borrowings	-29	-2	-31	-29	0	-30
Coupons on perpetual hybrid bonds	0	0	0	0	-3	-3
Cost of discounting provisions	9	-15	-6	-7	0	-7
Result from equity instruments measured at fair value	-3	3	0	-3	3	1
Profit / (loss) for the period before taxes	**92**	**54**	**147**	**94**	**57**	**151**
Income taxes	-22	-16	-38	-56	14	-42
Profit / (loss) for the period from continuing operations	**70**	**39**	**109**	**38**	**70**	**109**
Profit / (loss) for the period from discontinued operations	0	0	0	1	1	2
Profit / (loss) for the period	**70**	**39**	**109**	**40**	**71**	**111**
attributable to Syensqo share	70	39	109	39	71	110
attributable to non-controlling interests	0	0	0	1	0	1
Basic earnings per share (in €)	0.68	0.38	1.07	0.38	0.70	1.08
of which from continuing operations	0.69	0.38	1.07	0.37	0.69	1.05
of which from discontinued operations	0.00	0.00	0.00	0.02	0.01	0.03
Diluted earnings per share (in €)	0.68	0.38	1.06	0.38	0.69	1.07
of which from continuing operations	0.68	0.38	1.06	0.36	0.68	1.05
of which from discontinued operations	0.00	0.00	0.00	0.02	0.01	0.02

EBITDA on an IFRS basis totaled €307 million, versus €320 million on an underlying basis. The difference of €13 million is explained by the following adjustments to IFRS results, which are done to improve the comparability of underlying results:

- €12 million to adjust for the operating expenses related to ERP rebuild project;
- €4 million to adjust for the "*Result from portfolio management and major restructuring*" (excluding depreciation, amortization and impairment elements), mainly including M&A related expenses in the quarter;
- €-5 million to adjust for the "*Result from legacy remediation and major litigations*" mainly due to indemnities from insurance companies, exceeding legal fees related to major litigations.
- €2 million, to exclude net results related to energy hedges, to better reflect the related economic hedging intent, included in Other operating gains & losses.

EBIT on an IFRS basis totaled €116 million, versus €184 million on an underlying basis. The difference of €68 million is explained by the above-mentioned €13 million adjustments at the EBITDA level and €55 million of "*Depreciation, amortization & impairments*". The latter consist of the non-cash impact of amortization charges on intangible assets resulting from purchase price allocation (€42 million), which are adjusted in "Other operating gains & losses" and the impairment of development costs and other tangible assets for abandoned

projects (€13 million), which are adjusted in "Results from portfolio management and major restructurings".

Net financial charges on an IFRS basis were €-23 million, versus €-37 million on an underlying basis. The adjustments made to IFRS net financial charges mainly consist of:

- €-15 million related to the change of discount rates on environmental provisions;
- €-2 million related to the remeasurement of the Long term incentive plans for which the beneficiaries will receive Solvay shares;
- €+3 million related to the exclusion of the results from investment at fair value through P&L.

Income taxes on an IFRS basis were €-22 million, versus €-38 million on an underlying basis. The €-16 million adjustment mainly relates to the tax effects of the adjustments of profit before taxes and adjustments in the recognition of deferred taxes.

Profit / (loss) attributable to Syensqo shareholders was €70 million on an IFRS basis and €109 million on an underlying basis. The delta of €39 million reflects the above-mentioned adjustments to EBIT, net financial charges and income taxes.

Consolidated income statement	9M 2026			9M 2025		
(in € million)	IFRS	Adjustments	Underlying	IFRS	Adjustments	Underlying
Sales	**4,695**	**0**	**4,695**	**4,585**	**0**	**4,585**
of which revenues from non-core activities	152	0	152	152	0	152
of which net sales	4,544	0	4,544	4,433	0	4,433
Cost of goods sold	-3,222	0	-3,222	-3,126	0	-3,126
Gross profit	**1,474**	**0**	**1,474**	**1,459**	**0**	**1,459**
Commercial costs	-232	0	-232	-222	0	-222
Administrative costs	-535	0	-535	-442	0	-442
Research & development costs	-221	0	-221	-220	0	-220
Other operating gains & losses	-118	103	-15	-109	95	-15
Earnings from associates & joint ventures	18	0	18	14	0	14
Operating expenses related to ERP rebuild project	-49	49	0	-20	20	0
Result from portfolio management & major restructuring	-38	38	0	-226	226	0
Result from legacy remediation & major litigations	8	-8	0	54	-54	0
EBITDA	**811**	**70**	**882**	**758**	**194**	**952**
Depreciation, amortization & impairments	-504	112	-393	-469	93	-376
EBIT	**307**	**182**	**489**	**288**	**287**	**575**
Net cost of borrowings	-84	-2	-86	-76	-6	-82
Coupons on perpetual hybrid bonds	0	0	0	0	-9	-9
Cost of discounting provisions	-3	-15	-18	-18	0	-18
Result from equity instruments measured at fair value	-3	3	0	-9	9	0
Profit / (loss) for the period before taxes	**217**	**168**	**384**	**185**	**281**	**467**
Income taxes	-87	-14	-101	-108	-18	-126
Profit / (loss) for the period from continuing operations	**130**	**153**	**283**	**78**	**263**	**341**
Profit / (loss) for the period from discontinued operations	27	-27	0	9	3	12
Profit / (loss) for the period	**157**	**126**	**283**	**87**	**266**	**353**
attributable to Syensqo share	156	126	282	86	264	350
attributable to non-controlling interests	1	0	1	1	2	2
Basic earnings per share (in €)	1.53	1.24	2.77	0.84	2.57	3.41
of which from continuing operations	1.26	1.50	2.77	0.77	2.54	3.32
of which from discontinued operations	0.26	-0.26	0.00	0.07	0.03	0.10
Diluted earnings per share (in €)	1.52	1.23	2.75	0.84	2.56	3.39
of which from continuing operations	1.26	1.50	2.75	0.77	2.53	3.29
of which from discontinued operations	0.26	-0.26	0.00	0.07	0.03	0.10

EBITDA on an IFRS basis totaled €811 million, versus €882 million on an underlying basis. The difference of €70 million is explained by the following adjustments to IFRS results, which are done to improve the comparability of underlying results:

- €49 million to adjust for the operating expenses related to ERP rebuild project;
- €25 million to adjust for the *"Result from portfolio management and major restructuring"* (excluding depreciation, amortization and impairment elements), mainly including costs for the restructuring plans announced this year and last year;
- €-8 million to adjust for the *"Result from legacy remediation and major litigations"*, mainly due to indemnities from insurance companies exceeding legal fees related to major litigations.
- €5 million, to exclude net results related to energy hedges, to better reflect the related economic hedging intent, included in Other operating gains & losses.

EBIT on an IFRS basis totaled €307 million, versus €489 million on an underlying basis. The difference of €182 million is explained by the above-mentioned €70 million adjustments at the EBITDA level and €112 million of *"Depreciation, amortization & impairments"*. The latter consist of the non-cash impact of amortization charges on intangible assets resulting from purchase price allocation which are adjusted in "Other operating gains & losses" and the impairment of development costs for abandoned projects (€13 million), which are adjusted in "Results from portfolio management and major restructurings".

Net financial charges on an IFRS basis were €-90 million, versus €-104 million on an underlying basis. The adjustments made to IFRS net financial charges mainly consists of €-15 million related to the change of discount rates on environmental provisions, €-2 million related to the remeasurement of the Long term incentive plans for which the beneficiaries will receive Solvay shares and €+3 million related to the exclusion of the results from investment at fair value through P&L.

Income taxes on an IFRS basis were €-87 million, versus €-101 million on an underlying basis. The €-14 million adjustment mainly relates to the tax effects of the adjustments of profit before taxes and adjustments in the recognition of deferred taxes.

Results from discontinued operations on an IFRS basis were €27 million and nil on an underlying basis. The €-27 million

adjustment mainly relates to the gain, net of tax, realized on the sale of the Oil & Gas business in January 2026, resulting from the disposal agreement with the SNF Group.

Profit / (loss) attributable to Syensqo shareholders was €156 million on an IFRS basis and €282 million on an Underlying basis. The delta of €126 million reflects the above-mentioned adjustments to EBIT, net financial charges, income taxes and results from discontinued operations.

INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS [*]

Consolidated income statement **IFRS**

The 2025 amounts have been restated due to the discontinued operations for the Oil & Gas business unit.

(in € million)	Q3 2026	Q3 2025	9M 2026	9M 2025
Sales	**1,624**	**1,468**	**4,695**	**4,585**
of which revenues from non-core activities	34	41	152	152
of which net sales [1]	1,590	1,427	4,544	4,433
Cost of goods sold	-1,122	-997	-3,222	-3,126
Gross Profit	**502**	471	**1,474**	1,459
Commercial costs	-78	-71	-232	-222
Administrative costs	-179	-147	-535	-442
Research & development costs	-75	-71	-221	-220
Other operating gains & losses	-41	-26	-118	-109
Earnings from associates & joint ventures	11	4	18	14
Operating expenses related to ERP rebuild project [2]	-12	-10	-49	-20
Result from portfolio management & major restructuring [3]	-17	-89	-38	-226
Result from legacy remediation & major litigations [4]	5	73	8	54
EBIT	**116**	133	**307**	288
Cost of borrowings	-32	-34	-98	-89
Interest on loans & short term deposits	3	6	12	16
Other gains & losses on net indebtedness	0	-1	2	-3
Cost of discounting provisions	9	-7	-3	-18
Result from equity instruments measured at fair value	-3	-3	-3	-9
Profit / (loss) for the period before taxes	**92**	94	**217**	185
Income taxes	-22	-56	-87	-108
Profit / (loss) for the period from continuing operations	**70**	38	**130**	78
Profit / (loss) for the period from discontinued operations [5]	0	1	27	9
Profit / (loss) for the period	**70**	40	**157**	87
attributable to Syensqo share	70	39	156	86
attributable to non-controlling interests	0	1	1	1
Weighted average of number of outstanding shares, basic	101,978,361	102,331,378	101,979,519	102,659,647
Weighted average of number of outstanding shares, diluted	102,508,080	103,051,730	102,513,769	103,303,366
Basic earnings per share (in €)	0.68	0.38	1.53	0.84
of which from continuing operations (in €)	0.69	0.37	1.26	0.77
of which from discontinued operations (in €)	0.00	0.01	0.26	0.07
Diluted earnings per share (in €)	0.68	0.38	1.52	0.84
of which from continuing operations (in €)	0.68	0.37	1.26	0.77
of which from discontinued operations (in €)	0.00	0.01	0.26	0.07

Consolidated statement of comprehensive income **IFRS**

(in € million)	Q3 2026	Q3 2025	9M 2026	9M 2025
Profit / (loss) for the period	**70**	40	**157**	87
Gains and losses on hedging instruments in a cash flow hedge	14	-7	5	5
Currency translation differences from subsidiaries & joint operations [6]	25	-9	150	-553
Share of other comprehensive income of associates and joint ventures	-1	-5	-2	-25
Recyclable components	**39**	-20	**153**	-572
Gains and losses on equity instruments measured at fair value through other comprehensive income	-1	1	-2	-1
Remeasurement of the net defined benefit liability [7]	2	21	-2	62
Non-recyclable components	**1**	22	**-5**	61
Income tax relating to recyclable and non-recyclable components	-4	0	-1	-8
Other comprehensive income/(loss), net of related tax effects	36	2	147	-519
Total comprehensive income/(loss)	**106**	42	**304**	-432
attributable to Syensqo share	106	41	301	-427
attributable to non-controlling interests	0	1	3	-4

[*] Unaudited. The results of the nine months ending 30 September 2025 and 2026 are subject to a limited review by the auditors.

[1] As detailed in the Business Review, Net sales of €1,590 million in Q3 2026 increased versus Q3 2025 driven by 7% year-on-year volume growth, led by Materials.

[2] In 2025, the Group launched a new project to implement a single ERP system using SAP S/4 HANA. Implementation costs of €12 million are recognized as expenses in Q3 2026 (€10 million in Q3 2025) and relate to the administrative tasks, data migration, implementation of SaaS solutions

and training costs.
[3] Result from portfolio management & major restructurings in 9M 2025 is mainly due to the separation costs related to information technology, following the demerger from Solvay as well as a restructuring plan for a proposed reduction of 200 positions. By the end of 2025, the separation was basically complete, resulting in the significant decline in 2026 when compared to the prior year.
[4] The Result from legacy remediation & major litigations in 2025 mainly relates to the second award received from Edison (€92 million) and insurance indemnities related to PFAS and other litigation cases in 2026 (€39 million).
[5] Profit for the period from discontinued operations in 9M 2026 relates to the €27 million gain after taxes from the disposal of the Oil & Gas business unit, net of disposal costs and advisory fees, including €31 million related to the recycling to the income statement of CTA on the disposed business unit.
[6] In 2025, currency translation differences were driven by a weakening of the US dollar against the euro. In contrast, in 9M and Q3 2026, these differences reflect a strengthening of the US dollar against the euro.
[7] The increase in the remeasurement of the net defined benefit liability in Q3 and 9M 2025 is due to the increase in discount rates mainly in the UK.

Consolidated statement of cash flows	**IFRS**			
(in € million)	**Q3 2026**	Q3 2025	**9M 2026**	9M 2025
Profit / (loss) for the period	70	40	157	87
Adjustments to profit / (loss) for the period	261	321	689	819
Depreciation, amortization & impairments	192	161	504	474
Earnings from associates & joint ventures	-11	-4	-18	-14
Additions & reversals of employee benefits and provisions	26	64	52	145
Other non-operating and non-cash items [1]	9	4	-36	-1
Net financial charges & gains and losses on investments measured at fair value through P&L	23	39	90	103
Income tax expenses	22	57	96	110
Changes in working capital	49	48	-90	-145
Uses of provisions and payments for employee benefits	-36	-57	-149	-164
Dividends received from associates & joint ventures	4	0	6	4
Income taxes paid (excluding income taxes paid on sale of investments)	-63	-20	-116	-73
Cash flow from operating activities	**284**	**331**	**497**	**527**
of which cash flow related to the ERP rebuild project	-10	-10	-47	-15
of which cash flows from Demerger, portfolio management and voluntary contributions	-4	-41	-49	-157
Acquisition (-) of investments - Other	0	-5	-2	-16
Loans to associates and non-consolidated companies and related parties	-1	0	-1	-1
Sale (+) of subsidiaries and investments [2]	-5	3	124	8
Acquisition (-) of tangible and intangible assets	-91	-131	-253	-408
of which property, plant and equipment	-66	-106	-172	-327
of which capital expenditures required for the partial demerger and ERP rebuild	-7	-8	-18	-28
of which intangible assets	-25	-25	-81	-80
Dividends from equity instruments measured at fair value through other comprehensive income	0	0	1	1
Sale (+) of property, plant and equipment and intangible assets	3	1	3	1
Changes in non-current financial assets	0	1	5	1
Cash flow from investing activities	**-94**	**-132**	**-123**	**-414**
Acquisition (-) / sale (+) of treasury shares	0	-6	-5	-93
Increase in borrowings [3]	71	0	724	1663
Repayment of borrowings [4]	-328	-118	-1,155	-679
Changes in other financial assets	0	-12	48	16
Payment of lease liabilities	-16	-17	-46	-49
Net interests received/(paid)	5	7	-73	-40
Coupons paid on perpetual hybrid bonds	0	0	0	-13
Dividends to Syensqo shareholders	0	1	-166	-166
Other	-3	-3	-18	-13
Cash flow from financing activities	**-272**	**-148**	**-692**	**627**
Net change in cash and cash equivalents	**-82**	**52**	**-318**	**740**
Currency translation differences	3	-4	30	-70
Cash reclassified to held-for-sale	0	0	13	0
Opening cash balance	665	1,282	861	659
Closing cash balance	**585**	**1,329**	**585**	**1,329**

[1] Other non-operating and non-cash items in 9M 2026 mainly include the gain on disposal of the Oil & Gas business unit for €36 million (before taxes).
[2] Sale of subsidiaries and investments in 9M 2026 relates to the proceeds received (€121 million) from the divestment of the Oil & Gas business unit, which is net of the cash disposed of with the business unit (€13 million).
[3] The increase in borrowings in 2026 is mainly attributable to the issuance of commercial papers for €723 million (€80 million issued in Q1 2026, €572 million issued in Q2 2026 and €70 million issued in Q3 2026). The increase in borrowings in 2025 relates to the issuance of a new EUR bond loan for an amount of €1.2 billion, commercial paper and credit facilities, which were partially repaid during 9M 2025.

[4] The repayment of borrowings in 2026 relates to the redemption of the Euro 500 million 2.75% Fixed Rate Bonds in Q1 2026 and the repayment of commercial papers for €326 million in Q2 2026 and €328 million in Q3 2026. The repayment of borrowings in 2025 relates to the reimbursement of the Cytec bonds, commercial paper, and other credit facilities.

Consolidated statement of financial position

(in € million)	Sept 30, 2026	Dec 31, 2025
Intangible assets	1,339	1,379
Goodwill [1]	2,522	2,469
Property, plant and equipment	3,352	3,397
Right-of-use assets	156	170
Equity instruments measured at Fair Value	56	64
Investments in associates & joint ventures	187	186
Other investments	15	17
Deferred tax assets	379	361
Loans and other assets	164	166
Other financial instruments	0	0
Non-current assets	**8,171**	**8,208**
Inventories	1,247	1,081
Trade receivables	968	788
Income tax receivables	20	42
Other financial instruments	34	76
Other receivables	275	259
Cash & cash equivalents	585	861
Current assets	**3,129**	**3,107**
Assets held for sale	**0**	**189**
Total assets	**11,300**	**11,504**
Share capital	1,352	1,352
Share premiums	1,022	1,022
Other reserves	3,826	3,680
Non-controlling interests	33	38
Total equity	**6,233**	**6,091**
Employee benefits	308	319
Other Provisions [3]	280	311
Deferred tax liabilities	321	326
Financial debt [2]	2,384	2,861
Other liabilities	20	22
Non-current liabilities	**3,313**	**3,838**
Other Provisions [3]	140	190
Financial debt [2]	171	100
Trade payables	988	816
Income tax payables	52	78
Other liabilities [4]	403	341
Current liabilities	**1,754**	**1,525**
Liabilities associated with assets held for sale	**0**	**49**
Total equity & liabilities	**11,300**	**11,504**

[1] The movement in goodwill is mainly due to foreign exchange fluctuations.
[2] The decrease in non-current financial debt is due to the redemption of the Euro 500 million 2.75% Fixed Rate Bonds. The increase in current financial debt is mainly due to the issuance of commercial papers with an outstanding amount of €70 million at the end of Q3 2026. Refer to General information and significant events for further details.
[3] The decrease in other current provisions is mainly due to the payment for the final TSA invoice (€21 million) in the context of the demerger from Solvay and a reduction on current provisions for restructuring (€14 million).
[4] The increase in other current liabilities mainly relates to the accrual of the variable compensation.

Equity attributable to equity holders of the parent

Consolidated statement of changes in equity

(in € million)	Share capital	Share premiums	Treasury shares	Perpetual hybrid bonds	Retained earnings	Currency translation differences	Revaluation reserve (fair value): Equity instruments measured at fair value	Revaluation reserve (fair value): Cash flow hedges	Revaluation reserve (fair value): Defined benefit pension plans	Total other reserves	Non-controlling interests	Total equity
Balance on December 31, 2024	**1,352**	**1,022**	**-129**	**494**	**4,848**	**-85**	**-2**	**-1**	**-67**	**5,059**	**50**	**7,483**
Profit / (loss) for the period	-	-	-	-	87	-	-	-	-	87	-	87
Items of other comprehensive income	-	-	-	-	-	-573	-1	4	55	-514	-5	-519
Comprehensive income	-	-	-	-	**87**	**-573**	**-1**	**4**	**55**	**-427**	**-5**	**-432**
Share based payment plans	-	-	-	-	-1	-	-	-	-	-1	-	-1
Dividends	-	-	-	-	-166	-	-	-	-	-166	-	-166
Coupons of perpetual hybrid bonds	-	-	-	-	-13	-	-	-	-	-13	-	-13
Acquisition (-) / sale (+) of treasury shares	-	-	-93	-	-	-	-	-	-	-93	-	-93
Cancellation of treasury shares	-	-	77	-	-77	-	-	-	-	0	-	0
Other	-	-	14	-	-14	-	-	-	-	0	-3	-3
Balance on September 30, 2025	**1,352**	**1,022**	**-131**	**494**	**4,665**	**-658**	**-3**	**3**	**-11**	**4,359**	**42**	**6,775**
Balance on December 31, 2025	**1,352**	**1,022**	**-155**	**-**	**4,497**	**-647**	**-2**	**1**	**-13**	**3,680**	**38**	**6,091**
Profit / (loss) for the period	-	-	-	-	156	-	-	-	-	156	1	157
Items of other comprehensive income	-	-	-	-	-	147	-2	3	-3	145	2	148
Comprehensive income	**-**	**-**	**-**	**-**	**156**	**147**	**-2**	**3**	**-3**	**301**	**3**	**304**
Dividends	-	-	-	-	-166	-	-	-	-	-166	0	-166
Share based payments	-	-	-	-	7	-	-	-	-	7	-	7
Coupons of perpetual hybrid bonds	-	-	-	-	0	-	-	-	-	0	-	0
Sale (acquisition) of treasury shares	-	-	-6	-	-	-	-	-	-	-6	-	-6
Cancellation of treasury shares [1]	-	-	43	-	-43	-	-	-	-	0	-	0
Other [2]	-	-	14	-	-2	-	-	-	-2	9	-8	2
Balance on September 30, 2026	**1,352**	**1,022**	**-104**	**0**	**4,449**	**-501**	**-4**	**5**	**-19**	**3,826**	**33**	**6,233**

[1] In May 2026, the Group cancelled 634,371 of its treasury shares for an amount of €43 million.
[2] The "Other" in Treasury shares relates to the distribution of Syensqo shares to the beneficiaries of the 2022 stock option plan and the settlement of the RSU 2023 share based payment plan. The "Other" in Retained earnings is due to the above mentioned settlement of RSU 2023 share based payment plan and the recycling of Defined Benefit Pension plan reserves related to the sale of the Oil & Gas business unit.

NOTES TO THE INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

1. General information and significant events

Syensqo is a public limited liability company governed by Belgian law and listed on Euronext Brussels. These condensed consolidated financial statements were authorized for issue by the Board of Directors on November 4, 2026.

Oil & Gas disposal

On October 30, 2025, the Group entered into an agreement to dispose of its Oil & Gas business unit for an enterprise value of €135 million. The transaction was subject to customary closing conditions, local consultation processes with employee representatives and regulatory approval and was completed on January 2, 2026.

During the 9M 2026 period, a gain on disposal before taxes of €36 million was recognized, including the recycling of currency translation adjustments (€31 million) and following the impairment reversal of €20 million recognized in 2025. This gain reflects the final price adjustment following the customary final post-closing agreement with SNF on the closing purchase price.

The cash proceeds from the sale is €121 million, which is net of the €13 million cash that was divested with the Oil & Gas business unit.

Bond redemption

On February 27, 2026, Syensqo SA announced its decision to exercise its make-whole redemption option to redeem its Euro 500 million 2.75% Fixed Rate Bonds due December 2, 2027 with ISIN BE6282460615 (the "bonds"), following notification to the Agent and the Calculation Agent, the National Bank of Belgium, and the Luxembourg Stock Exchange, where the bonds are listed. The redemption occurred on March 30, 2026. Syensqo SA redeemed all outstanding bonds at the make-whole redemption amount (€500 million) plus accrued interest up to the redemption date (€4.5 million).

Commercial papers

During the third quarter of 2026, the Group issued commercial papers with a nominal amount of €70 million (€80 million issued in Q1 2026 and €572 million issued in Q2 2026) and repaid €328 million upon maturity (€326 million repaid in H1 2026). The commercial paper program forms part of the Group's short-term financing and liquidity management activities. At September 30, 2026, the outstanding nominal amount of commercial paper was €70 million and is presented within current borrowings in the interim condensed consolidated statement of financial position.

Revision of useful life of intangible assets

During the third quarter of 2026, the Group reassessed the remaining useful lives of certain customer relationship and technology intangible assets within the Composite Materials GBU, acquired in the 2015 Cytec business combination, following recent contract renewals and changes in expected economic benefits.

As a result, the remaining useful lives of these assets have been revised to five years, effective 1 July 2026. In accordance with IAS 8, this revision is accounted for prospectively as a change in accounting estimate. The change is expected to increase the total amortization expense from Purchase Price Accounting from approximately US$131 million (€113 million) to US$194 million (€167 million), on a full annual basis, with an estimated expense of US$162 million (€140 million) for 2026 (US$48 million - €41 million equivalent - in Q3 2026). This is recognized in Other operating gains & losses in the interim consolidated income statement. The impact is non-cash and is excluded from the Group's reported Underlying EBIT measure.

2. Accounting policies

Syensqo has prepared its condensed consolidated financial statements on a quarterly basis, in accordance with International Financial Reporting Standards using the same accounting policies as those adopted for the preparation of the consolidated financial statements for the year ended December 31, 2025. They do not include all the information required for the preparation of the annual consolidated financial statements and should be read in conjunction with the consolidated financial statements for the year ended December 31, 2025. The consolidated financial statements for 2025 were published in March 2026.

Below are the standards, interpretations, and amendments that became effective as of January 1, 2026, and which are relevant to the Group. An assessment was made, and these amendments had no material impact on the Group's condensed consolidated financial statements. The Group has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

Amendments to IFRS 9 and IFRS 7 Classification and Measurement of Financial Instruments

This amendment clarifies classification and measurement rules, particularly for financial assets with contingent features and introduces a new policy choice for derecognizing financial liabilities. Other key amendments include clarifying the derecognition of financial liabilities, guidance on basic lending arrangements, and enhanced disclosures for equity investments at fair value through other comprehensive income (FVTOCI).

Amendments to IFRS 9 and IFRS 7 regarding power purchase arrangements

The Group applied the amendments to IFRS 9 and IFRS 7 in respect to Contracts Referencing Nature-dependent Electricity.

These amendments:

- Update the 'own-use' requirements for in-scope contracts. Under the amendments, the sale of unused nature-dependent electricity will be in accordance with an entity's expected purchase or usage requirements, if specified criteria are met.
- Modify the designation requirements for a hedged item in a cash flow hedging relationship for in-scope contracts. The amendments will allow an entity to designate a variable nominal volume of forecast electricity transactions as a hedged item, if specified criteria are met.
- Add new disclosure requirements to enable investors to understand the effect of these contracts on the Group's financial performance and cash flows. The Group will provide these disclosures in the annual report of 2026 if such information is material to the consolidated financial statements.

3. Segment information

The Group organizes its structure and groups the businesses around their similarities in financial performance, products and production processes. These groups of businesses (the operating segments) are aggregated into reportable segments when they are similar with respect to their underlying business, competencies and technologies, characteristics and customer portfolio. The Group has identified four reportable segments:

- Materials, consisting of the GBUs Composite Materials and Specialty Polymers. The Materials segment offers a unique portfolio of high-performance polymers and composite technologies used primarily in sustainable mobility applications. Its solutions enable weight reduction and enhance performance while improving CO2 and energy efficiency. Major markets served include next-generation mobility in automotive and aerospace, healthcare and electronics.

- Performance & Care, consisting of the Novecare and Technology Solutions GBUs. This new name denotes the segment's customer value proposition (i.e., enhanced performance, improved efficiency, and optimized resource utilization in applications), while "care" reflects the segment's focus on sustainability, with an emphasis on natural, renewable, and biodegradable solutions. Novecare's portfolio of surface chemistry solutions and deep formulation and application expertise, is dedicated to innovations for natural and sustainable solutions spanning the home and beauty care, coatings and agricultural end markets. Technology Solutions is a global leader in specialty mining reagents and technical services to maximize performance in metal extraction and mineral processing.

- Other Solutions, consisting of the GBU Aroma Performance. Aroma Performance is the world's largest integrated producer of synthetic and natural vanillin and a global leader in the hydroquinone market.

- Corporate & Business Services (CBS) includes corporate and other business services, such as research and innovation, cogeneration units dedicated to the Syensqo activities, new business development (NBD) activities and the Peroxides activities in Zhenjiang.

Reconciliation of segment, underlying and IFRS data (in € million)	**Q3 2026**	Q3 2025	**9M 2026**	9M 2025
Net sales	**1,590**	**1,427**	**4,544**	**4,433**
Materials	994	865	2,779	2,670
Performance & Care	521	496	1,538	1,547
Other Solutions	75	67	227	216
Corporate & Business Services	0	0	0	0
Underlying EBITDA	**320**	**320**	**882**	**952**
Materials	275	267	755	790
Performance & Care	100	90	274	284
Other Solutions	0	5	11	19
Corporate & Business Services	-55	-42	-158	-141
Underlying depreciation, amortization & impairments	-136	-130	-393	-376
Underlying EBIT	**184**	**190**	**489**	**575**
Operating expenses related to ERP rebuild project	-12	-10	-49	-20
Accounting impact from Novation of energy hedges and amortization & depreciation of purchase price allocation (PPA) from acquisitions	-44	-31	-103	-95
Result from portfolio management & major restructuring	-17	-89	-38	-226
Result from legacy remediation & major litigations	5	73	8	54
EBIT	**116**	**133**	**307**	**288**
Net financial charges	-23	-39	-90	-103
Profit / (loss) for the period before taxes	**92**	**94**	**217**	**185**
Income taxes	-22	-56	-87	-108
Profit / (loss) for the period from continuing operations	**70**	**38**	**130**	**78**
Profit / (loss) for the period from discontinued operations	0	1	27	9
Profit / (loss) for the period	**70**	**40**	**157**	**87**
attributable to Syensqo share	70	39	156	86
attributable to non-controlling interest	0	1	1	1
Capex continuing operations	**-100**	**-137**	**-280**	**-419**
Materials	-62	-85	-178	-275
Performance & Care	-21	-24	-57	-71
Other Solutions	-3	-3	-9	-9
Corporate & Business Services	-14	-25	-37	-64

Note:
The 2025 amounts have been restated due to the discontinued operations for the Oil & Gas business unit.

Working Capital by Segment	**Inventory**		**Trade Receivables**		**Trade Payables**	
(in € million)	**Sept 30, 2026**	Dec 31, 2025	**Sept 30, 2026**	Dec 31, 2025	**Sept 30, 2026**	Dec 31, 2025
Materials	820	709	550	459	-496	-358
Performance & Care	340	295	313	249	-287	-266
Other Solutions	80	70	56	42	-58	-42
Corporate and Business Services	7	7	49	39	-148	-151
Total Syensqo	**1,247**	**1,081**	**968**	**788**	**-988**	**-816**

The Group has no material seasonal impacts on its condensed consolidated financial statements. The Group recognized €3 million of intersegment sales in Q3 2026 (€3 million in Q3 2025, excluding the disposed Oil & Gas GBU).

For details on the Underlying to IFRS reconciliations, please refer to the Business Review section. For further details on the performance by segment, please refer to Note 3 of the Business Review section.

4. Financial Instruments

Valuation techniques

Compared to December 31, 2025, there are no changes in valuation techniques.

Fair value of financial instruments measured at amortized cost

For all financial instruments not measured at fair value in Syensqo's consolidated statement of financial position, the fair value of those financial instruments as of September 30, 2026, is not significantly different from their carrying amounts as of September 30, 2026. No material changes in the relationship between fair values and carrying amounts have been identified compared with the information published in Note F29 of the consolidated financial statements for the year ended December 31, 2025.

Financial instruments measured at fair value

	September 30, 2026				December 31, 2025				Variation
(in € million)	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total	
Held for trading	**0**	**9**	**0**	**9**	**0**	**3**	**0**	**3**	**6**
Foreign currency risk	0	6	0	6	0	1	0	1	5
Syensqo share price	0	2	0	2	0	2	0	2	0
Index	0	1	0	1	0	0	0	0	1
Equity instruments measured at fair value through profit or loss	**3**	**0**	**31**	**34**	**8**	**0**	**27**	**35**	**-1**
Solvay Group Share	3	0	0	3	8	0	0	8	-5
New Business Development	0	0	31	31	0	0	27	27	4
Cash flow hedges	**0**	**26**	**0**	**26**	**0**	**13**	**0**	**13**	**13**
Foreign currency risk	0	1	0	1	0	10	0	10	-9
Utility risk	0	23	0	23	0	0	0	0	23
CO2 risk	0	2	0	2	0	3	0	3	-1
Equity instruments measured at fair value through other comprehensive income	**0**	**0**	**22**	**22**	**0**	**0**	**30**	**30**	**-8**
New Business Development	0	0	22	22	0	0	30	30	-8
Total (assets)	**3**	**35**	**54**	**91**	**8**	**16**	**56**	**80**	**11**
Held for trading	**0**	**-5**	**0**	**-5**	**0**	**-4**	**0**	**-4**	**-1**
Foreign currency risk	0	-4	0	-4	0	-4	0	-4	0
Index	0	-1	0	-1	0	0	0	0	-1
Cash flow hedges	**0**	**-15**	**0**	**-15**	**0**	**-6**	**0**	**-6**	**-9**
Foreign currency risk	0	-6	0	-6	0	1	0	1	-7
Interest rate risk	0	0	0	0	0	-5	0	-5	5
Utility risk	0	-9	0	-9	0	0	0	0	-9
CO2 risk	0	0	0	0	0	0	0	0	0
Total (liabilities)	**0**	**-20**	**0**	**-20**	**0**	**-10**	**0**	**-10**	**-10**

The table "Financial instruments measured at fair value" provides an analysis of financial instruments that, subsequent to their initial recognition, are measured at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable. Financial instruments classified as held for trading and as hedging instruments in cash flow hedges are mainly grouped into Levels 1 and 2. They are fair valued based on forward pricing and swap models using present value calculations. The models incorporate various inputs including foreign exchange spot and interest rates of the respective currencies, currency basis spreads between the respective currencies, interest rate curves and forward rate curves of the underlying commodity. The equity instruments measured at fair value through OCI and through profit and loss are presented within Level 1 and 3. The fair value of the instruments presented under Level 3 is measured based on the guidelines recommended by The International Private Equity and Venture Capital Valuation (IPEV).

In accordance with the Group internal rules, the responsibility for measuring the fair value level resides with (a) the Treasury department for the non-utility derivative financial instruments, and the non-derivative financial liabilities, (b) the Sustainable Development and Energy department for the utility derivative financial instruments and (c) the Finance department for non-derivative financial assets.

The Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period. During the quarter, no such transfers have occurred.

The €23 million variation in the cash flow hedges on utility risk is mainly related to the increase in floating prices in Q3 2026.

5. Events after the reporting period

Management has evaluated events occurring after the reporting date and up to the date of authorization of these condensed consolidated interim financial statements no material events have occurred that require adjustment to, or disclosure in, these interim condensed consolidated financial statements in accordance with IAS 10 Events after the Reporting Period.

6. Declaration by responsible persons

Michael Radossich, Chief Executive Officer, and Christopher Davis, Chief Financial Officer, of the Syensqo Group, declare that to the best of their knowledge:

- The condensed consolidated financial information, prepared in accordance with IAS 34 *Interim Financial Reporting* as adopted by the European Union, reflects a faithful image of the assets and liabilities, financial situation and results of the Syensqo Group;
- The management report contains a faithful presentation of significant events occurring during Q3 2026, and their impact on the condensed consolidated financial information;
- The main risks and uncertainties are in accordance with the assessment disclosed in the Risk Management section of the Syensqo 2025 Annual Integrated Report, taking into account the current economic and financial environment

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Shape the future with confidence

Statutory auditor's report on the review of the condensed consolidated interim financial information of Syensqo SA/NV as at 30 September 2026 and for the 9-month period then ended

Introduction

We have reviewed the accompanying consolidated statement of financial position of Syensqo SA/NV as at 30 September 2026, the consolidated income statement, the consolidated statement of comprehensive income, of changes in equity and of cash flows for the 9-month period then ended, and notes ("the condensed consolidated interim financial information"). The board of directors is responsible for the preparation and presentation of this condensed consolidated interim financial information in accordance with IAS 34, "Interim Financial Reporting" as adopted by the European Union. Our responsibility is to express a conclusion on this condensed consolidated interim financial information based on our review.

Scope of Review

We conducted our review in accordance with the International Standard on Review Engagements 2410, "Review of Interim Financial Information Performed by the Independent Auditor of the Entity". A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with International Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the accompanying condensed consolidated interim financial information as at 30 September 2026 and for the 9-month period then ended is not prepared, in all material respects, in accordance with IAS 34, "Interim Financial Reporting" as adopted by the European Union.

Diegem, 4 November 2026

EY Réviseurs d'Entreprises SRL
Statutory auditor
represented by

Marie Kaisin*
Partner
*Acting on behalf of an SRL

26MK0036

Besloten vennootschap
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*handelend in naam van een vennootschap/agissant au nom d'une société

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GLOSSARY

DEFINITIONS

Adjustments: Each of these adjustments made to the IFRS results is considered to be significant in nature and/or value. Excluding these items from the profit metrics provides readers with relevant additional information on the Group's underlying performance over time because it is consistent with how the business' performance is reported to the Board of Directors and the Executive Committee. These adjustments consist of:

- Results from portfolio management and major restructurings,
- Results from legacy remediation and major litigations,
- Amortization of intangible assets resulting from Purchase Price Allocation (PPA) and inventory step-up in gross margin,
- Net financial results related to changes in discount rates, coupons of hybrid bonds deducted from equity under IFRS and debt management impacts (mainly including gains/(losses)) related to the early repayment of debt,
- Adjustments of equity earnings for impairment gains or losses, unrealized foreign exchange gains or losses on debt and contribution to IFRS equity earnings of equity investments disposed of in the period,
- Results from equity instruments measured at fair value,
- Gains and losses, related to the management of the CO_2 hedges not accounted for as Cash Flow Hedge, deferred in adjustments until the maturity of the economic hedge;
- Remeasurement of the long term incentive plans related to Solvay Group shares and of the related hedging instruments;
- Tax effects related to the items listed above and tax expense or income of prior years;
- Costs related to the ERP Rebuild project. This significant multi-year project aims at the harmonization of the ERPs used by the Syensqo Group and at implementing new technologies that will position the Group for sustained growth and efficiency. It will generate costs and capital expenditures over the next 4-5 years.

All adjustments listed above apply to both continuing and discontinuing operations, and include the impacts on non-controlling interests

Basic earnings per share: Net income (Syensqo's share) divided by the weighted average number of shares, after deducting own shares purchased to cover stock option programs.

Bps: Unit of basis percentage points, used to express the evolution of ratios.

Capital expenditure (capex): Cash paid for the acquisition of tangible and intangible assets presented in cash flows from investing activities, and cash paid on the lease liabilities (excluding interests paid), presented in cash flows from financing activities, excluding acquisition of assets associated with the partial demerger project. This indicator is used to manage capital employed in the Group.

Cash flow from operating activities are those generated from/(used by) the principal revenue-producing activities of the Group and other activities that are not investing or financing activities.

CGU: Cash-Generating Unit

CTA: Currency Translation Adjustment

Diluted earnings per share: Net income (Syensqo's share) divided by the weighted average number of shares adjusted for the effects of dilution.

Discontinued operations: Component of the Group which the Group has disposed of or which is classified as held for sale, and:

- Represents a separate major line of business or geographical area of operations;
- Is part of a single coordinated plan to dispose of a separate major line of business or geographical area of operations; or
- Is a subsidiary acquired exclusively with a view to resale.

EBIT: Earnings before interest and taxes. Performance indicator that is a measure of the Group's operating profitability irrespective of the funding's structure.

EBITDA: Earnings before interest and taxes, depreciation and amortization. The Group has included EBITDA as an alternative performance indicator because management believes that the measure provides useful information to assess the Group's operating profitability as well as the Group's ability to generate operating cash flows.

Mandatory contributions to employee benefits plans: For funded plans, contributions to plan assets corresponding to amounts required to be paid during the respective period, in accordance with agreements with trustees or regulation, as well as, for unfunded plans, benefits paid to beneficiaries.

Extra-financial indicators: Indicators used to measure the sustainability performance of the company in complement to financial indicators. Syensqo has selected 5 indicators that are included in the ONE Planet initiative.

Gearing ratio is a measure of capital structure and is defined as Underlying net debt / (underlying net debt + Equity - Hybrid bonds in equity)

GBU: Global business unit

IFRS: International Financial Reporting Standards

LTM: Last twelve months

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

Net cost of borrowings: cost of borrowings netted with interest on loans and short-term deposits, as well as other gains (losses) on net indebtedness.

Net financial debt: Non-current financial debt + current financial debt – cash & cash equivalents – other financial instruments (current and noncurrent). 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.

Net financial charges: Net cost of borrowings, and costs of discounting provisions (namely, related to post-employment benefits and Health Safety and Environmental liabilities).

Net pricing: The difference between the change in sales prices versus the change in variable costs.

Net sales: Sales of goods and value added services corresponding to Syensqo's know-how and core business. Net sales exclude Revenue from non-core activities.

Net working capital: Includes inventories, trade receivables and other current receivables, netted with trade payables and other current liabilities.

OCI: Other Comprehensive Income.

Operational deleveraging: Reduction of liabilities (net debt or provisions) through operational performance only, i.e. excluding impacts from acquisitions and divestitures, as well as remeasurement impacts (changes of foreign exchange, inflation, mortality and discount rates).

Organic growth: Growth of Net sales or underlying EBITDA excluding scope changes (related to small M&A not leading to restatements) 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.

pp: Unit of percentage points, used to express the evolution of ratios.

PPA: Purchase Price Allocation (PPA) accounting impacts related to acquisitions, primarily for Rhodia and Cytec.

Pricing power: The ability to create positive net pricing.

Research & innovation: Research & development costs recognized in the income statement and as capital expenditure before deduction of related subsidies, royalties and depreciation and amortization expense. It measures the total cash effort in research & innovation, regardless of whether the costs were expensed or capitalized.

Research & innovation intensity: Ratio of Research & innovation / net sales

Result from legacy remediation and major litigations: It includes:
- The remediation costs not generated by on-going production facilities (shut-down of sites, discontinued productions, previous years' pollution), and
- The impact of significant litigations

Results from portfolio management and major restructuring: It includes:
- Gains and losses on the sale of subsidiaries, joint operations, joint ventures, and associates that do not qualify as discontinued operations;
- Acquisition costs of new businesses;
- One-off operating costs related to internal management of portfolio (carve-out of major lines of businesses);

- Costs and revenues, gains and losses related to the Partial Demerger project;
- Gains and losses on the sale of real estate not directly linked to an operating activity;
- Restructuring charges driven by portfolio management and by major reorganization of business activities, including impairment losses resulting from the shutdown of an activity or a plant;
- Impairment losses resulting from testing of Cash Generating Units (CGUs);

It excludes non-cash accounting impact from amortization and depreciation resulting from the purchase price allocation (PPA) from acquisitions.

Revenue from non-core activities: Revenues primarily comprising commodity and utility trading transactions and other revenue, considered to not correspond to Syensqo's know-how and core business.

ROCE: Return on Capital Employed, calculated as the ratio between underlying EBIT (before adjustment for the amortization of Purchase Price Allocation - 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, and is taken as the average of the situation at the end of the last 4 quarters.

SOP: Stock Option Plan.

Underlying: Underlying results are deemed to provide a more comparable indication of Syensqo's fundamental performance over the reference periods. They are defined as the IFRS figures adjusted for the "Adjustments" as defined above. They provide readers with additional information on the Group's underlying performance over time as well as the financial position and they are consistent with how the business' performance and financial position are reported to the Board of Directors and the Executive Committee.

Underlying Tax rate: Income taxes / (Result before taxes – Earnings from associates & joint ventures) – all determined on an Underlying basis. The adjustment of the denominator regarding associates and joint ventures is made as these contributions are already net of income taxes. This provides an indication of the tax rate across the Group.

Underlying leverage ratio: The ratio between underlying net debt and underlying EBITDA of the last 12 months

YoY: Year on year comparison.

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Safe harbor

This press release may contain forward-looking information. Forward-looking statements describe expectations, plans, strategies, goals, future events or intentions.

The achievement of forward-looking statements contained in this press release is subject to risks and uncertainties relating to a number of factors, including general economic factors, interest rate and foreign currency exchange rate fluctuations, changing market conditions, product competition, the nature of product development, impact of acquisitions and divestitures, restructurings, products withdrawals, regulatory approval processes, all-in scenario of R&I projects and other unusual items. Consequently, actual results or future events may differ materially from those expressed or implied by such forward-looking statements. Should known or unknown risks or uncertainties materialize, or should our assumptions prove inaccurate, actual results could vary materially from those anticipated. The Company undertakes no obligation to publicly update or revise any forward-looking statements.

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 nearly 13,000 employees.
Our solutions contribute to safer, cleaner, and more sustainable products found in homes, food and consumer goods, planes, cars, batteries, smart devices and health care applications. Our innovation power enables us to deliver on the ambition of a circular economy and explore breakthrough technologies that advance humanity.

Financial Calendar

- Feb 25, 2027: FY 2026 results

Useful links

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