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ADVANCING HUMANITY

THIRD QUARTER 2026 RESULTS

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FURTHER VOLUME-LED GROWTH

ORG. NET SALES+9% YoY (+13% in Materials)

GROSS PROFIT +7%

YoY SALES GROWTH ACCELERATED WITH STRONG DEMAND IN SEMI + BATTERIES

IMPROVED OPERATING CASH FLOW (€284 million)

UNDERLYING EBITDA INCREASES (€320 million)

UPDATED FULL YEAR OUTLOOK

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ACCELERATING EXECUTION

TRANSPARENCY

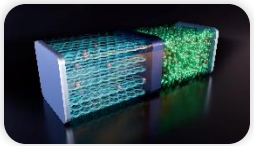
Strategic Review of Performance & Care

Novecare

Technology Solutions

EXECUTION EXCELLENCE

New **battery** binder **qualifications** in Europe & US



Market share gains in **Automotive**

POWERHOUSE INNOVATION

Next gen Tecnoflon® FFKM for **Semiconductors**

Award-winning Ryton PPS for **DC fast-charging busbars**

DISCIPLINED CAPITAL DEPLOYMENT

Addressing bottlenecks in **high demand product lines** (e.g. semiconductors, aerospace)

Selective investments in **Composite Materials** (US expansion)

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RECENT ANNOUNCEMENTS

Advanced materials for pioneering electric amphibious aircraft

Syensqo to supply NOEMI Aerospace advanced composites and adhesives to build lightweight, high-performance structures for its all-electric amphibious aircraft

Advanced materials supporting innovation in cardiothoracic care

Syensqo selected by Thoracic Innovations for its BlueBridge sternal spacer, supporting patients following complex heart and chest surgery, already used in over 100 patients in the US

Recognized by Avio for contribution to space and defense programs

Syensqo awarded Raw Material Supplier of the Year, highlighting the longstanding partnership and contribution of high-performance materials to space and defense programs

THIRD QUARTER 2026 HIGHLIGHTS

- **Net sales** increased 9% YoY[1], led by 13% growth in Materials
- **Record YoY net sales growth** of 27% in Composite Materials; Specialty Polymers YoY[1] growth accelerated to 6%, led by volume growth in Electronics & Batteries
- 2% YoY[1] net sales growth in **Performance & Care,** led by 4% growth in Technology Solutions; return to YoY[1] growth in Novecare
- **Gross profit** increased 7% YoY, primarily driven by Materials
- **Underlying EBITDA** increased 3% QoQ driven by Specialty Polymers and Novecare
- Full year Operating Cash Flow **outlook updated to at least €700mn**; Capital Expenditures to **less than €450mn**[2]

NET SALES	**€1.59bn**	+7% YoY volumes +2% YoY pricing
GROSS PROFIT	**€502mn**	31.6% margin
EBITDA	**€320mn**	20.1% margin
OPERATING CASH FLOW	**€284mn**	

[1] On an organic basis
[2] Includes approximately €25 million of capital expenditures related to the new ERP implementation

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FY 2026 OUTLOOK[1]

UNDERLYING EBITDA (UNCHANGED)

AT LEAST €1.1 bn

- Low to mid-single digit FY volume growth
- Continue to expect Q1 2026 EBITDA[2] to be lowest quarter of the year
- Strong YoY volume growth expected in Q4, driven by Specialty Polymers

OPERATING CASH FLOW (UPDATED)

AT LEAST €700 mn

- Working capital inflow expected in Q4
- Includes €39m of insurance proceeds received in Q3

CAPITAL EXPENDITURE (UPDATED)

LESS THAN €450 mn[3]

- Continued focus on capital discipline
- Driven by timing of spend from 2026 to 2027

[1] Assumes €/US$ @1.20
[2] Underlying
[3] Includes approximately €25 million of capital expenditures related to the new ERP implementation

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Q&A

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THANK YOU

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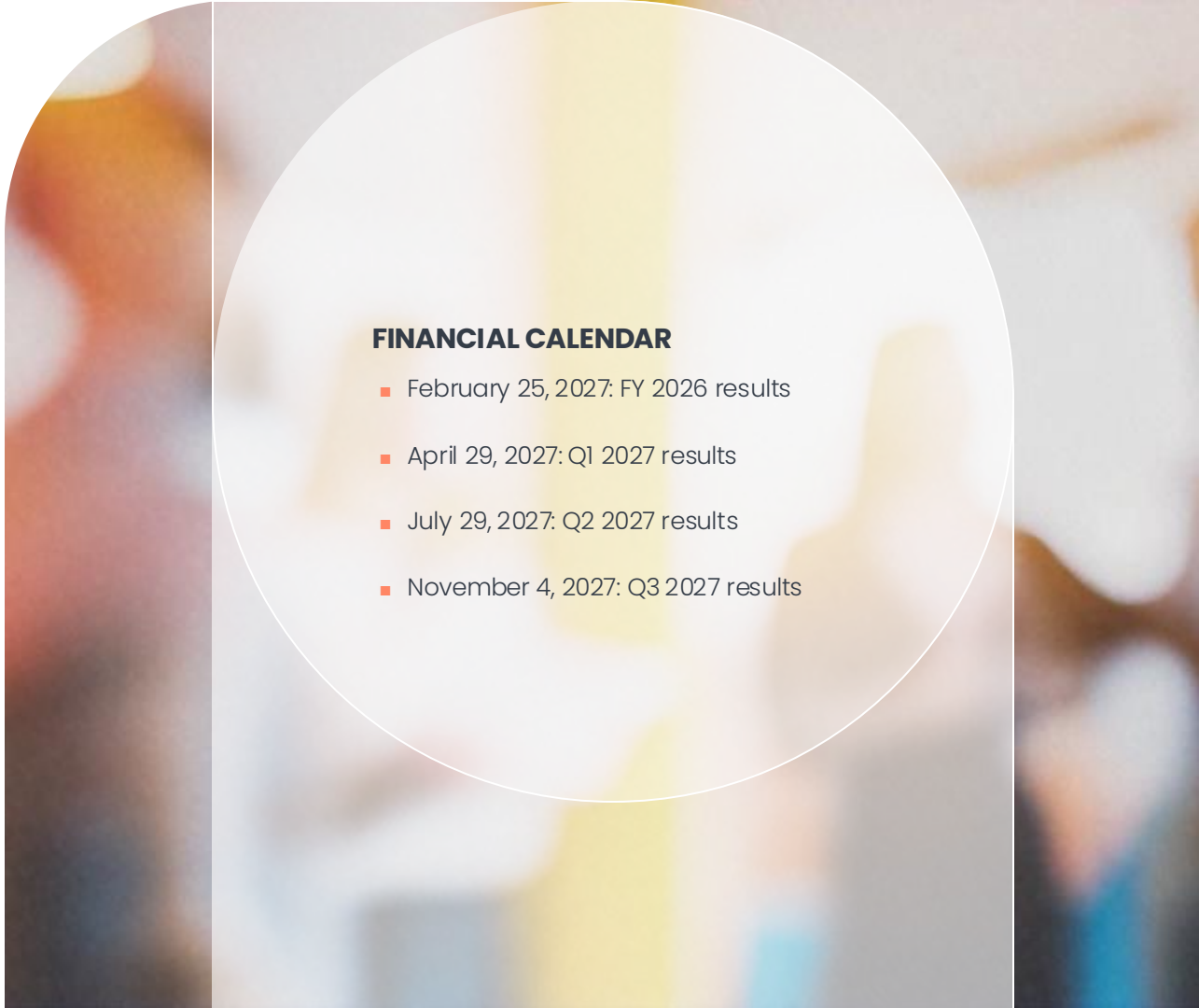

FINANCIAL CALENDAR

- February 25, 2027: FY 2026 results
- April 29, 2027: Q1 2027 results
- July 29, 2027: Q2 2027 results
- November 4, 2027: Q3 2027 results