SYENSQO
ADVANCING HUMANITY

PRESS RELEASE

Regulated information*
November 5, 2026
7.00 a.m. CET



SYENSQO THIRD QUARTER 2026 RESULTS

YEAR-ON-YEAR SALES GROWTH ACCELERATES TO 9%, LED BY 13% GROWTH IN MATERIALS
UNDERLYING EBITDA INCREASES SEQUENTIALLY TO €320 MILLION WITH OPERATING CASH FLOW OF €284 MILLION
IMPROVED FULL-YEAR OPERATING CASH FLOW & CAPEX OUTLOOK

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

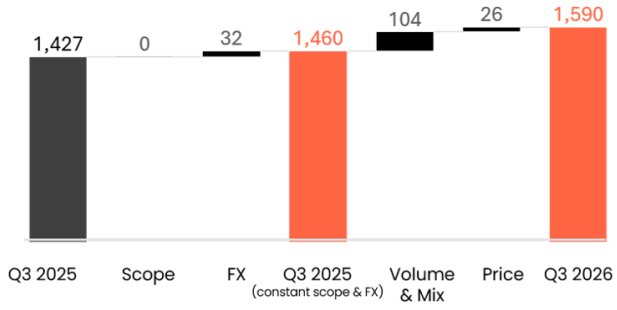
Summary Income Statement

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.

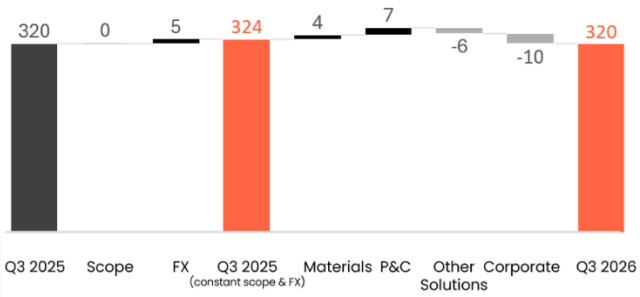
On a year-on-year basis, gross margin of 31.6% in the third quarter of 2026 decreased by 140 basis points, due to lower gross margin in both the Materials and Other Solutions segments.

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

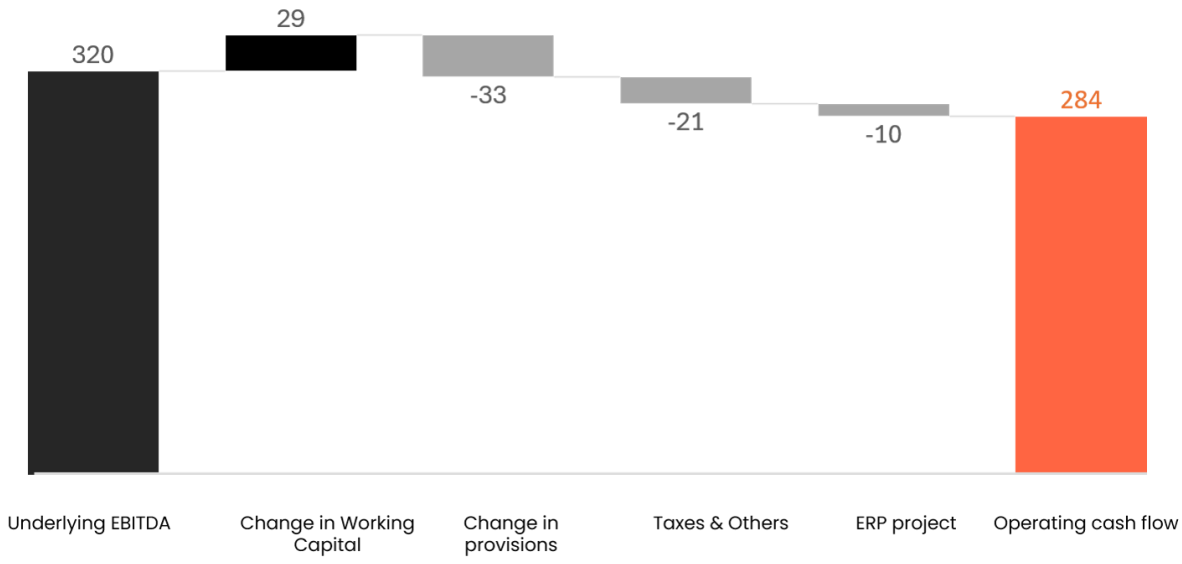
Cash flow from operating activities totaled €284 million in the third quarter of 2026 versus €331 million in the third quarter of 2025. The year-on-year decrease was primarily due to the absence of €92 million Edison compensation received in the third quarter of 2025 following the decision from the ICC 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

Segment Review

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

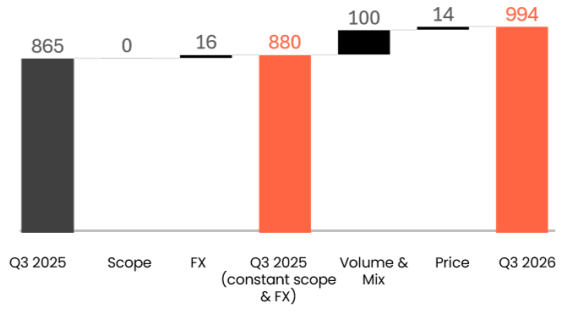
* Excluding the contribution of Corporate & Business Services

Underlying (€ million)	Q3 2026	Q3 2025	Q2 2026	YoY change	YoY organic	QoQ change
Net sales	**994**	865	960	15.0%	12.9%	3.6%
Specialty Polymers	634	587	626	7.9%	6.2%	1.2%
Composite Materials	361	277	334	30.1%	27.1%	7.9%
EBITDA	**275**	267	266	2.8%	1.6%	3.4%
EBITDA margin	**27.6%**	30.9%	27.7%	-330 bps	-310 bps	0 bps

9M 2026	9M 2025	YoY change	YoY organic
2,779	2,670	4.1%	6.1%
1,790	1,788	0.1%	1.8%
989	882	12.1%	15.0%
755	790	-4.4%	-2.9%
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.

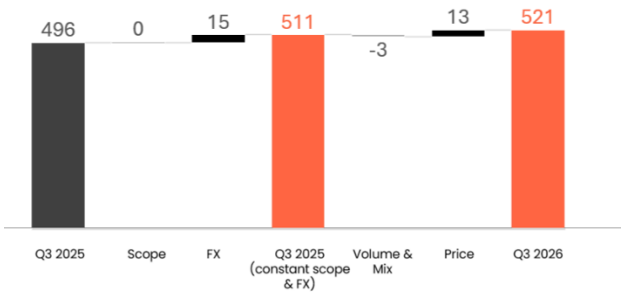
Performance & Care (34% of 9M 2026 Group net sales, 26% of 9M Group underlying EBITDA*)

* 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 9M Group underlying EBITDA*)

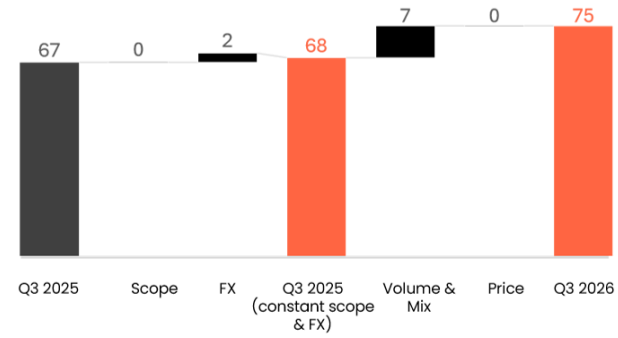
* Excluding the contribution of Corporate & Business Services

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%	-

Glossary

- **Cash flow from operating activities, or Operating cash flow** are those generated from/(used by) the principal revenue-producing activities of the Group and other activities that are not investing or financing activities
- **EPS** is earnings per share
- **ERP Rebuild Project Costs**: 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 expenditure over the next 4-5 years
- **Gearing ratio**: Underlying net debt / (underlying net debt + Equity - Hybrid bonds in equity)
- **Net financial debt**: Non-current financial debt + current financial debt – cash & cash equivalents – other financial instruments. **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
- **Organic growth**: growth excluding scope changes 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
- **Return on Capital Employed (ROCE)**: 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
- **Underlying 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
- **Underlying net financial charges** include the coupons on perpetual hybrid bonds (accounted as dividends under IFRS, and thereby excluded from the income statement)
- **Underlying leverage ratio:** The ratio between underlying net debt and underlying EBITDA of the last 12 months

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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 nearly 13,000 associates. 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
- April 29, 2027: Q1 2027 results
- May 4, 2027: Annual General Meeting
- July 29, 2027: Q2 2027 results
- Nov 4, 2027: Q3 2027 results