

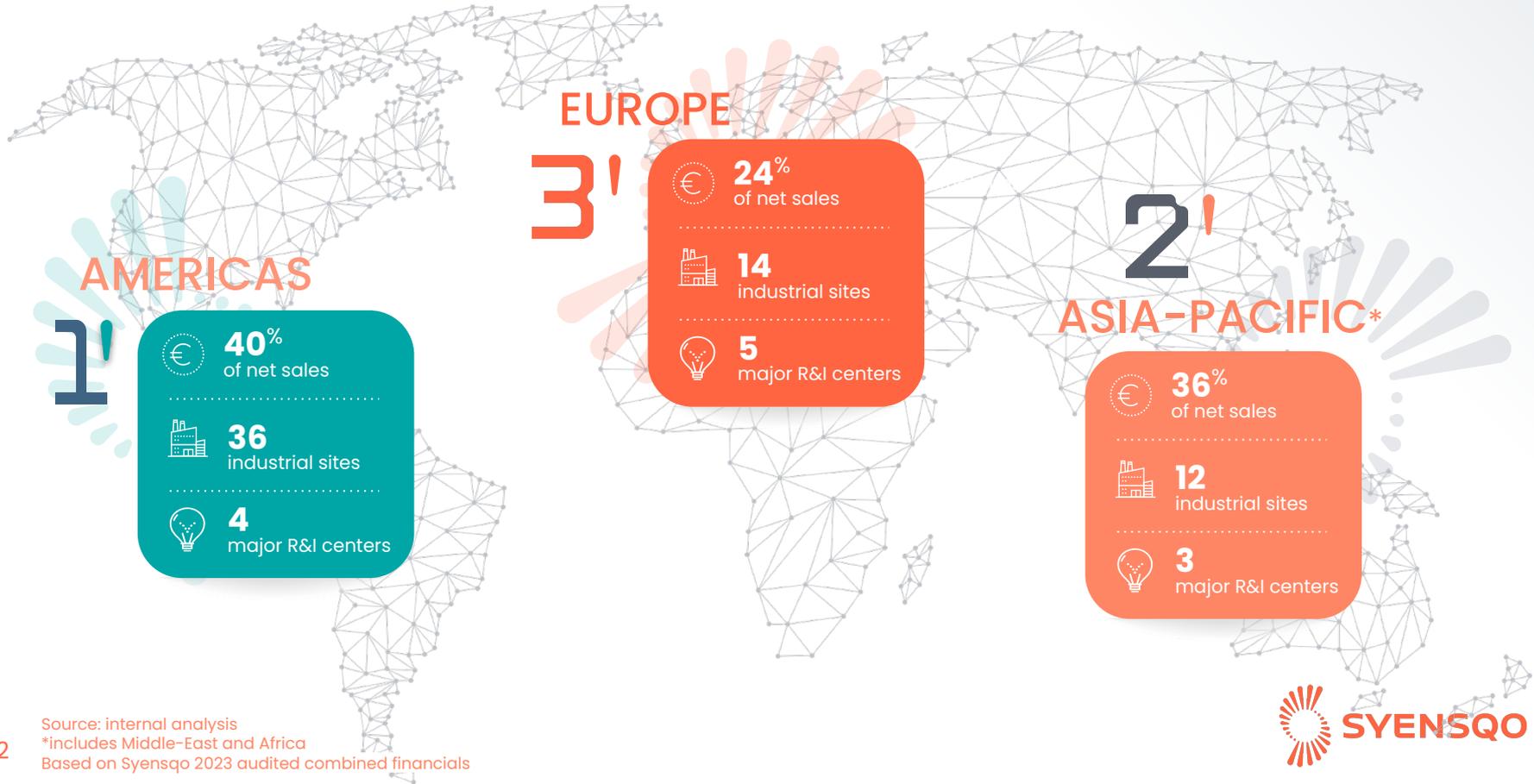


Panel 1 – Industrial strategy

IAPER conference 2025



Global and close to our customers

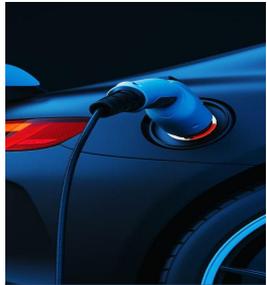


Source: internal analysis

*includes Middle-East and Africa

Based on Syensqo 2023 audited combined financials

Ideally placed to help innovation



Electrification



Leader in specialty materials for Li-Ion batteries and fuel Cells



Lightweighting



Broadest portfolio of advanced materials



Advanced Connectivity



Advanced materials for semiconductor and smart devices



Resource Efficiency



Mining reagents and solvents to recycle end-of-life batteries



Improving Quality of Life



Leader in hemodialysis media, green solvents and crop protection



Sustainable Sourcing



World leader for guar processing and natural vanillin

One Planet roadmap

50% of carbon reduction targets already achieved



CLIMATE AND NATURE

Carbon Neutrality by 2040

40% reduction
Scope 1 & 2
by 2030^[1]

20%

structural reduction
versus 2021 baseline

23% reduction
Scope 3 Focus 5^[1,2]
emissions
by 2030

11%

structural reduction
versus 2021 baseline

20% reduction
in water intake^[6]
by 2030

NEW



GROWTH

18% of Circular sales

by 2030^[3]

13%

+1% point
versus 2021



BETTER LIFE

Safety

Aim for
zero RIIR^[4]



38%

reduction
versus 2021

Gender

parity
by 2033^[5]

28%

+4% points
versus 2021

PROGRESS IN 2023

[1] Reference year is 2021

[2] Focus 5 categories of Scope 3 emissions: (a) purchased goods and services (b) fuel-and energy-related activities (c) processing of sold products (d) use of sold products and (e) end-of-life treatment of sold products

[3] Methodology aligned with the Ellen MacArthur Foundation Circulytics team

[4] Reportable Injuries and Illnesses per 200,000 work hours

[5] % of women in mid and senior management

[6] At sites facing water availability challenges

47 Projects to Accelerate the Energy Transition

- Renewable energy (solar, wind, biomass, biogas)
- Process efficiency (electrification, waste heat recovery, equipment optimization)
- Other (energy mix, industrial emissions)



We have turned an area equivalent to **700 soccer fields** into solar power havens in South Carolina, U.S.



All of our sites in China and the US are using **100% renewable electricity.**



> 1 million cars off the road every year

Note: year(s) indicate the dates of project completion; each location point represents projects ongoing or completed at the location. Multiple projects can be conducted at the same location.

Main challenges

There will not be one magical solution for all our site's

Renewable Energy

Solar, wind, biomass,
biogas, hydrogen

Main challenges :

- Location of our industrial sites
- Contract duration
- Ressources reliability
- Subsidies/incentives
- Natural gas prices (NAM/LATAM)
- Infrastructure
- CAPEX

Process Efficiency

Electrification, waste heat,
recovery,equipment
optimization

Main challenges :

- Temperature limits
- Grid and site's infrastructure
- Technology maturity (High temp HP)
- Electricity vs NG (NAM/ LATAM)
- Prices
- CAPEX

Other

Energy mix, industrial
emissions

Main challenges :

- Global view
- Policy
- Market maturity
- Dependency
- Subsidies/incentives
- Technology maturity
- Process emissions

We are...

CREATIVE EAGER TO LEARN
COMMITTED RISK-TAKERS
ADVENTUROUS INCLUSIVE
BOLD CURIOUS VISIONARY
OUT OF THE BOX PIONEERS
INVENTORS **EXPLORERS**

Thank You