

Our business model

We are a business-to-business speciality chemicals producer. We create value for all our stakeholders by applying our expertise and innovation capabilities to provide high-performance water-based polymers and ingredients to a wide range of blue-chip customers in multiple attractive end markets.



¹ EBITDA is calculated as operating profit before depreciation, amortisation and Special Items.

Our strategy

In 2022 we set out our refreshed strategy which aims to focus Synthomer on becoming a speciality solutions platform for the coatings and construction, adhesives, and health and protection market segments. As a more focused, stronger speciality chemicals business, we will be better able to fulfill **our purpose: creating innovative and sustainable solutions for the benefit of customers and society.**

The five pillars of our strategy...

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Organic growth in attractive end markets
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Rigorous and consistent portfolio management to build focused, leading positions
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Operational and commercial excellence in how we run our business
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Differentiated steering in how we allocate capital and talent
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Diversity, equity and inclusion and holistic people development

... are each underpinned by three critical principles...

- End-market orientation
in everything we do

[See page 22-27](#)
- Sustainability
as a value driver and a principle for how we run our business

[See page 28](#)
- Innovation
as a critical enabler

[See page 36](#)

... in pursuit of our long-term ambition.

Speciality chemicals company focused on selected attractive end markets

Increasing our specialisation, global reach and simplicity

Greater speciality weighting

Speciality %	Base %	Year
50	50	2022
55	45	2023
70	30	Future

More balanced geographic distribution

USA/Asia %	EMEA %	Year
45	55	2022
50	50	2023
60	40	Future

Less complexity

Manufacturing sites	Year
43	2022
36	2023
<30	Future