

Synthomer plc
Results for the year ended 31 December 2024
Robust progress driven by self-help, with momentum building

Year ended 31 December	2024	2023	Change	Constant currency ¹
	£m	£m	%	%
Continuing operations²				
Revenue	1,986.8	1,940.6	+2.4%	+5.1%
Coatings & Construction Solutions (CCS)	85.9	100.1	(14.2)%	(12.2)%
Adhesive Solutions (AS)	47.9	31.2	+53.5%	+57.1%
Health & Protection and Performance Materials (HPPM)	36.5	26.3	+38.8%	+40.3%
Corporate	(23.7)	(20.2)		
EBITDA ³	146.6	137.4	+6.7%	+9.2%
EBITDA margin (%)	7.4%	7.1%		
Underlying ⁴ operating profit (EBIT)	50.4	33.4	+50.9%	+54.5%
Statutory operating loss (EBIT)	(24.1)	(39.5)		
Results from continuing and discontinued operations²				
Underlying ⁴ loss before tax	(7.2)	(31.1)		
Statutory loss before tax	(87.3)	(53.7)		
Underlying ⁴ EPS ⁵ (p)	(2.5)	(35.1)		
Basic EPS ⁵ (p)	(44.4)	(78.5)		
Free Cash Flow ⁶	(54.7)	85.7		
Net debt ⁷	597.0	499.7		

- **FY 2024 trading in line with expectations, with robust revenue, EBITDA and underlying EPS improvement**
- **Overall volumes +8.4%, despite mixed end-market demand trends**
 - Activity levels and capacity utilisation improving, but still significantly below pre-pandemic levels
 - Revenue +5.1% in constant currency after pass-through of lower raw material prices vs 2023
- **+9.2% constant currency EBITDA growth and margin progress, driven by self-help actions and strategic delivery**
 - Gross profit margin improved by 150bps, reflecting speciality strategy benefits and higher capacity utilisation
 - Self-help benefits of c.£26m, partially offset by previously disclosed wage inflation and bonus normalisation
 - +54.5% underlying EBIT in constant currency, with lower depreciation reflecting site footprint reductions
 - Adhesive Solutions regained share in flat markets via reliability and performance improvement programme
 - Health & Protection and Performance Materials progress led by improving demand for nitrile latex for gloves
 - Mixed performance in Coatings & Construction Solutions, with coatings share gains and stable consumer offset by poor construction activity, delayed energy orders and a significant share of higher operating costs
- **Stable financial position to support delivery of strategy and earnings recovery**
 - Net debt increased as expected, reflecting non-recurring EC fine settlement and deferred pension contributions, and reduction in use of committed receivables financing facility at year end
 - Free Cash Flow⁵ broadly neutral excluding receivables financing movement and pension contributions
 - 4.6x covenant net debt: EBITDA well within requirements; more than £470m of undrawn committed liquidity
 - €350m bond refinancing completed in 2024, next major debt maturity in 2027
- **Strategic momentum building; continuing to reallocate capital, people and time towards areas of greatest returns**
 - Compounds divestment completed in April; other non-core divestment projects progressing
 - Manufacturing sites reduced to 31 (from 43 at start of new strategy)
 - Zero-capital US partnership for nitrile latex signed
 - China innovation centre opened, ISCC+ site certification supports customers' growing sustainability agendas
- **Current trading and outlook – further financial progress from self-help and strategic delivery expected in 2025**
 - Current trading in line with our expectations, which assumed a muted start to the year compared with 2024
 - £25-30m in self-help and strategy benefits expected in 2025, with less offsetting cost headwinds than 2024, give confidence of further earnings progress, positive Free Cash Flow⁶ and deleveraging in 2025
 - Remain ambitious to more than double Synthomer's recent earnings levels in medium term, through ongoing self-help actions, end-market volume recovery and strategic delivery

Commenting, Synthomer CEO Michael Willome said:

"We are pleased to report robust financial and strategic progress in 2024, with growth in profitability driven by our self-help cost and reliability programmes and our strategic repositioning continuing to build momentum. Although overall demand in our end markets is recovering only slowly at this stage and the global economy faces a high degree of macroeconomic and political uncertainty, our strategic transformation continues to enhance our ability to convert increasing volumes into substantially greater profitability and returns. In the meantime, we have a stable balance sheet and expect deleveraging from further self-help in the current year. Our direction remains clear: further specialisation is at the heart of our strategy, because speciality products with differentiated benefits for end-users will be the greatest drivers of improved returns for our business in the medium to long term."

The Company will host a meeting for analysts and investors at 9:00am GMT today at the Royal Society of Chemistry, Burlington House, Piccadilly, London W1J 0BA. The meeting will also be webcast via our website at www.synthomer.com or on https://brrmedia.news/SYNT_FY_2024. This will also be available for playback after the event.

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Notes

1. Constant currency revenue and profit measures retranslate current year results using the prior year's average exchange rates.
2. Laminates, Films and Coated Fabrics, North America Paper and Carpet and the Compounds business, which combined contributed revenue of £9.8m and EBITDA of £2.6m in 2024 (2023: £80.6m and £1.7m respectively), are classed as discontinued operations throughout this announcement.
3. Operating profit before depreciation, amortisation and Special Items.
4. Underlying performance excludes Special Items unless otherwise stated.
5. 2024 EPS based on weighted average number of consolidated shares in issue during the year of 163.5m (2023: 85.4m, reflecting the rights issue and share consolidation undertaken in October 2023).
6. Free Cash Flow is defined as the movement in net debt before financing activities, foreign exchange and the cash impact of Special Items, asset disposals and business combinations.
7. Cash and cash equivalents together with short and long-term borrowings.

Legal Entity Identifier (LEI): 213800EHT3T11KPQQJ56. Classification as per DTR 6 Annex 1R: 1.2.

Synthomer plc is a leading supplier of high-performance, highly specialised polymers and ingredients that play vital roles in key sectors such as coatings, construction, adhesives, and health and protection – growing markets for customers who serve billions of end users worldwide. Headquartered in London, UK and listed there since 1971, we employ c.4,000 employees across our five innovation centres of excellence and 31 manufacturing sites across Europe, North America, Middle East and Asia. With more than 6,000 blue-chip customers and £2.0bn in continuing revenue in 2024, our business is built around three divisions, serving customers in attractive end markets where demand is driven by global megatrends including urbanisation, demographic change, climate change and sustainability, and shifting economic power.

In Coatings & Construction Solutions, our specialist polymers enhance the sustainability and performance of a wide range of coatings and construction products. We serve customers in applications including architectural and masonry coatings, mortar modification, waterproofing and flooring, fibre bonding, and energy solutions. In Adhesive Solutions our products help our customers bond, modify and compatibilise surfaces and components for applications including tapes and labels, packaging, hygiene, tyres and plastic modification, improving permeability, strength, elasticity, damping, dispersion and grip. In Health & Protection and Performance Materials we are a world-leading supplier of water-based polymers for medical gloves, and a major European manufacturer of high-performance binders, foams and other products serving customers in a range of end markets.

Our purpose is creating innovative and sustainable solutions for the benefit of customers and society. Around 20% of our sales volumes are from new and patent protected products. At our innovation centres of excellence in the UK, China, Germany, Malaysia and Ohio, USA we collaborate closely with our customers to develop new products and enhance existing ones tailored to their needs, with an increasing range of sustainability benefits. Our 2030 decarbonisation targets have been approved by the Science Based Targets initiative as being in line with what the latest climate science says is necessary to meet the goals of the Paris Agreement, and since 2021 we have held the London Stock Exchange Green Economy Mark, which recognises green technology businesses making a significant contribution to a more sustainable, low-carbon economy. Find us at www.synthomer.com or search for Synthomer on LinkedIn.

CHIEF EXECUTIVE OFFICER'S REVIEW

We made robust financial progress in the year and took important steps in our strategy of focusing on our most differentiated, speciality products, despite the lack of any meaningful recovery in some of our end markets.

Robust results that show the benefits of specialisation

We continued to focus in 2024 on delivering our multi-year self-help programmes, while further strategically repositioning Synthomer to achieve our medium-term growth, margin and returns ambitions. Our direction remains clear: further specialisation is at the heart of our strategy, because speciality products with differentiated benefits for end users will be the greatest drivers of improved returns for our business in the medium to long term.

The chemicals sector remains in a prolonged period of suppressed demand, while geopolitical volatility is having economic and structural effects on global markets and in many parts of our industry. We need to be alert to the risks and opportunities that this environment presents, and continue to make our business even more agile and adaptable so that we can anticipate and respond to the needs of our high-quality customers in their attractive end markets. This year we made further progress in focusing, simplifying and strengthening Synthomer while delivering improved volumes, revenues, margins and underlying earnings.

Profit growth and higher margins

Our 2024 revenue of £1,986.8m (2023: £1,940.6m) and EBITDA of £146.6m for the continuing Group (2023: £137.4m) were in line with expectations. They reflect volume growth and a strong gross margin performance, underpinned by significant progress on our multi-year cost-saving and reliability improvement programmes, as well as the ongoing strategic re-allocation of our capital and other resources towards the higher margin, more resilient speciality solutions within our portfolio. As we have flagged since the start of 2024, these actions were partially offset by some increases in operating costs, mainly due to wage inflation and normalisation of bonus accrual. Nonetheless, underlying operating profit increased by 54.5% in constant currency to £50.4m (2023: £33.4m).

The strongest divisional progress in 2024 was achieved by the **Adhesive Solutions (AS) division**, which delivered a step change in financial results this year through our successful performance improvement programme, with improved reliability allowing some previously lost market share to be regained and greater cost efficiency. The programme added a further £21m in benefits in the year, and the scope and scale of further savings to be achieved in 2025 and 2026 continue to increase. Just as importantly, given this strong progress, the AS team are now increasingly able to shift their focus towards the division's considerable global growth opportunities in 2025 and beyond.

The **Health & Protection and Performance Materials (HPPM) division** also made significant EBITDA progress, principally due to a substantial increase in

activity levels in the nitrile latex for gloves market, albeit at unit margins that remain well below pre-pandemic levels. We were also very pleased to begin a significant zero-capital partnership for the US domestic medical gloves market. This market is evolving rapidly, in part due to US government procurement policies under both the current and previous US federal administrations, which are designed to support the growth in onshore manufacturing of personal protective equipment. In Q3 2024 we received the initial technology licensing fee payment as the first stage of a multi-year partnership leveraging our Health & Protection intellectual property, technology and manufacturing expertise.

Mixed market conditions, with notably poor levels of construction activity, and a substantial share of higher operating costs limited the scope for our **Coatings & Construction Solutions (CCS) division** to outperform in 2024. However, our most speciality-focused division continued to enhance its alignment of people, capital and strategy to support long-term profitable growth in its markets, including by investing in the innovation pipeline and to support further geographic growth.

Year-end net debt was £597.0m (2023: £499.7m), principally reflecting a reduction in our utilisation of receivables financing facilities, the EC fine settlement, and the remainder of the previously agreed deferred contributions to the UK pension scheme in the period.

Further progress on our specialisation strategy

Getting closer to our customers and serving their needs for specialised, high value-added products is central to our future success.

In 2024, speciality products represented 55% of revenues, and 60% of AS revenues, with the share expected to increase in 2025. We have also continued to build our positions in the USA and Asia, which now contribute more than half of revenues. And while we continue to operate with the vast majority of our production activity in-region to be close to our customers, we have carried on our work of simplifying our business and focusing on specialisation through divestments or closures. We have streamlined our footprint from 43 sites in Q4 2022 to 31 at the start of 2025. This includes the divestment in April 2024 of our non-core latex compounding business, which comprised two manufacturing sites in the Netherlands and one in Egypt. We continue to progress three further non-core divestment processes. We also continue to monitor potential opportunities in strategically attractive end markets for the future, when our financial circumstances allow.

We remain focused on ruthlessly disciplined capital allocation. Putting time and resources behind the parts

of the business that have the greatest returns potential is especially important when demand is suppressed.

Innovation and sustainability – adding value for customers

We see innovation and sustainability as integral enablers for our strategy, important differentiators for our customers, and key to value creation in the long term. Our customers' sustainability ambitions demand innovative products with demonstrable sustainability benefits – an area of growing strength for us.

Driving the pace of innovation

Customer-centric innovation gives us clear competitive advantage, and this year we sustained our consistent record of ensuring that new and protected products (NPP) make up at least 20% of our sales volume over the long term.

We know that speed matters if we are to stay ahead in innovation, and this year the Board established our Innovation Taskforce to help drive the pace of change. This is an area where digitalisation and the use of AI will be increasingly important – and already this year we have used advanced data analytics to help identify the precise compositions we need to create new polymers for emulsions in CCS. We have also used digital analytics tools to optimise manufacturing efficiency, for example in a throughput optimisation project at our Le Havre site. At the same time, we have strengthened our ability to meet the accelerating need for innovative and sustainable products now that our state-of-the-art laboratories are operational at our new China Innovation Centre in Shanghai.

The responsiveness of our technical teams played an important role in an overall nine-point improvement to 46 in our annual Net Promoter Score (NPS) survey of our customers completed in March 2024. Detailed survey data by business line is being used by our teams to further improve our product offering and enhance the experience of our customers globally.

Making progress on our sustainability objectives

Innovation and sustainability often go hand in hand for us, given customers' demand for products that help them meet their targets and ambitions, and the expectations of consumers and regulators. We continue to build our innovation pipeline to support sustainable product development, with 38 new products launched this year with defined sustainability benefits. At the same time, we have made progress across the targets set out in our sustainability roadmap, including the near-term greenhouse gas (GHG) emissions reduction targets that were approved by the Science Based Targets initiative (SBTi) last year. We achieved ISCC PLUS certification at eight of our key sites in 2024, enabling us to offer a mass balance approach for bio-based and circular raw materials as part of our role at the centre of our value chains.

Celebrating our people as part of our entrepreneurial culture

Our people's commitment to delivering for customers has played a key role in our strategic progress in 2024. Across the business, we are strengthening our culture so that we remain true to our values while focusing even more sharply on profitable growth – and on the agile, entrepreneurial spirit that will drive it.

I am very encouraged by the increased engagement score and higher participation rate of 80% for our recent Your Voice employee survey, compared with the last one conducted in 2021. Given the difficult environment of the past few years, our engagement score of 7.0 is a good platform for us to build on. We have further invested in our people and our talent pipeline this year, with expanded graduate and global leadership programmes. This ties into our Group-wide focus on excellence – our SynEx programme focuses on both manufacturing and commercial excellence, with a strong emphasis on improving our people's skills and ensuring they can understand and deliver on customer needs as well as on improving our processes.

Our work on diversity, equity and inclusion is also moving forward. We continue to focus on gender diversity in particular. While in 2024 women held 29% of senior management roles, up from 9% in 2019, there is clearly still more to do throughout the organisation, and our work in this area will continue.

Staying focused on process safety

Health and safety is one of our core values and an indispensable part of our culture. For the second year in a row, we achieved an historic low in our recordable injury case rate of 0.14. We are in the top quartile for our industry, a great achievement from all our teams and a reflection of the fact that the Synthomer safety mindset is being embraced by sites that have joined the portfolio through the acquisitions of recent years. Work to improve our safety culture never stops, however. This year we continued our focus on process safety, which shows considerable variation between divisions and reflects the mix of chemistries and facilities we now have in our portfolio. We continue to have work to do at our most recently acquired sites to accelerate their improvement and we will continue these efforts in 2025.

Outlook

Trading since the start of 2025 has been in line with our expectations, which assumed a muted start to the year compared with the relatively strong first quarter in the prior year.

We expect to deliver further earnings progress in 2025, driven by £25-30m in expected benefits from delivering our self-help and strategic plans, with less offsetting cost headwinds expected than in 2024. We are assuming limited end-market demand improvement at this stage. Our confidence is underpinned by the strong 2024 exit margins in our speciality businesses, reflecting progress made on our cost programmes and from reallocating our resources towards our speciality

products, coupled with the ongoing volume improvement in Health & Protection.

We also expect to deliver positive Free Cash Flow in 2025 and some deleveraging, even without a significant improvement in market conditions.

In the medium term, we remain committed to our ambition to more than double Synthomer's earnings,

through a combination of continued reliability and cost actions, end-market volume recovery and strategic delivery.

Michael Willome

Chief Executive Officer

11 March 2025

FINANCIAL REVIEW – CHIEF FINANCIAL OFFICER'S INTRODUCTION

A year of steady delivery on our strategy has strengthened the business for the future and returned robust underlying earnings improvement in 2024, even as we continue to remain highly focused on cost, capital discipline and debt management while demand remains subdued.

Controlling the controllables and delivering on strategy

While we are confident that global megatrends will return our sector to growth, 2024 has continued the recent trend of subdued demand in many end markets. We have used this time to focus on two main priorities: ensuring that the business is run as effectively and efficiently as possible in the present, while continuing to reshape Synthomer as a speciality solutions platform for attractive end markets in the medium term. We have made good progress in both areas, and we end the year a stronger business than we began it.

Improving cost competitiveness and reliability

Work across the business continued to focus on further improving cost competitiveness and reliability. This included strengthening our supplier network for key raw materials, and improving our end-to-end planning, procurement and logistics processes. Overall, our performance improvement programme delivered c.£26m in benefits in 2024. As our procurement optimisation programme ramps up in 2025 and other cost and strategic initiatives are implemented, alongside lower offsetting bonus accrual and wage inflation, we are confident in making further earnings progress in 2025.

Strategic progress and rigorous capital allocation

Portfolio management and differentiated capital allocation are important pillars of our strategy.

In April 2024, we completed the divestment of our non-core Compounds business for a profit on disposal of £1.1m before the recycling of translation reserves and cash proceeds of £19.6m after costs. The divestment included three manufacturing sites, further reducing our site footprint to 31, a reduction of nearly 30% since 2022.

Our divestments and rationalisations all serve the central aim of our strategy – to make Synthomer a more focused speciality business. They also support our disciplined approach to capital allocation, prioritising resources to the highest-returning projects in growth markets and giving preference to speciality rather than base businesses. A more streamlined portfolio with fewer sites means our capital, people and time can be directed more effectively to our highest-returning opportunities. In 2024 we spent £83.2m in net capital expenditure, comparable to 2023, but with fewer sites a greater proportion of that has been allocated to enhancing speciality product capacity in attractive geographies, rather than to important but low-returning SHE and maintenance activities. Examples include our de-bottlenecking investment in coatings capacity in the Middle East, and the full opening of our China Innovation Centre in Shanghai.

Staying focused on net debt

We ended the year with net debt of £597.0m compared to £499.7m at the end of 2023, reflecting a £23.2m reduction in our utilisation of receivables financing facilities (to £87.3m at 31 December 2024), pension payments of £19.8m including the remainder of the previously agreed deferred contributions to the UK pension scheme, as well as payment in H1 of the £39.1m EC fine imposed in 2022 by the European Commission in relation to Styrene Monomer purchasing. Free Cash Flow was £(54.7)m, although much closer to neutral when adjusted for the movement in receivables financing and deferred pension contributions, but clearly lower than the very high level of EBITDA to Free Cash Flow conversion in 2023.

At year-end, net debt: EBITDA under the covenant leverage definition was 4.6x, well within our 5.75x covenant requirement, although some way from our medium-term target of the 1-2x range. We continue to focus on all available opportunities to reduce leverage. The non-recurrence of the exceptional outflows in 2024, and expected reductions in net working capital, are expected to support positive Free Cash Flow and deleveraging in 2025, even if end-market conditions do not significantly improve.

In April 2024, we successfully tendered for €370m of our bonds due in 2025, reducing gross debt and extending maturities by issuing €350m of bonds due in 2029. We expect to pay the remaining €150m outstanding of 3.875% senior unsecured loan notes maturing July 2025 from cash and short-term deposits. The Group's undrawn committed liquidity at 31 December 2024 was in excess of £470m, comprising unrestricted cash and short-term deposits of £225.8m, the undrawn RCF and other committed facilities. Our next significant debt maturity is in 2027.

Targeting growth in the medium and long term

We remain fully focused on our medium-term targets. Driven by the growth we expect as end-market demand recovers, we anticipate mid-single-digit growth over the cycle on a constant currency basis. We aim to bring our EBITDA margin above 15%, driven by specialisation, sustainable innovation and greater differentiation, and supported by business excellence and further simplified manufacturing operations and supply chains, in line with our strategy. Over time, our goal is to drive return on invested capital into the mid-teens.

Lily Liu

Chief Financial Officer

11 March 2025

FINANCIAL REVIEW

Group revenue, EBITDA and operating profit – continuing operations

Revenue for the continuing Group of £1,986.8m (2023: £1,940.6m) increased by 5.1% in constant currency. This principally reflects an 8.4% increase in volume driven by a recovery of some of the substantial volume declines experienced in 2023, partially offset by pass-through of lower raw material input prices relative to the prior year.

EBITDA for the continuing Group increased by 9.2% in constant currency to £146.6m (2023: £137.4m), principally benefiting from our self-help actions and strategic reorientation to higher margin speciality businesses, partially offset by the previously disclosed

operating cost increases, mainly due to wage inflation and normalisation of bonus accrual. Corporate costs increased to £23.7m in the period (2023: £20.2m), reflecting wage inflation, bonus accrual, timing of operating expenditures and higher expenditure in relation to implementing our sustainability objectives. Depreciation and amortisation was £96.2m (2023: £104.0m), resulting in underlying operating profit for the continuing Group of £50.4m (2023: £33.4m).

On a statutory basis, including the Special Items excluded from underlying measures (see below), this resulted in an operating loss for the continuing Group of £(24.1)m (2023: £(39.5)m).

Full year ended 31 December 2024, £m	CCS	AS	HPPM	Corp.	Continuing operations	Dis-continued	Total Group
Revenue	790.5	588.4	607.9	-	1,986.8	9.8	1,996.6
EBITDA	85.9	47.9	36.5	(23.7)	146.6	2.6	149.2
EBITDA % of revenue	10.9%	8.1%	6.0%		7.4%		7.5%
Operating profit – underlying	60.6	15.0	8.4	(33.6)	50.4	2.4	52.8
Operating profit/(loss) – statutory	32.5	(9.5)	(9.5)	(37.6)	(24.1)	(1.8)	(25.9)

Full year ended 31 December 2023, £m	CCS	AS	HPPM	Corp.	Continuing operations	Dis-continued	Total Group
Revenue	820.2	581.7	538.7	-	1,940.6	80.6	2,021.2
EBITDA	100.1	31.2	26.3	(20.2)	137.4	1.7	139.1
EBITDA % of revenue	12.2%	5.4%	4.9%		7.1%		6.8%
Operating profit/(loss) – underlying	74.3	(7.5)	(6.0)	(27.4)	33.4	0.4	33.8
Operating profit – statutory	42.1	(32.7)	(15.3)	(33.6)	(39.5)	57.2	17.7

Special Items – continuing operations

The following items of income and expense have been reported as ‘Special Items – continuing operations’ and have been excluded from EBITDA and other underlying metrics:

Full year ended 31 December	2024	2023
	£m	£m
Amortisation of acquired intangibles	(45.1)	(49.3)
Restructuring and site closure costs (including share of JV)	(15.4)	(14.7)
Impairment charge	(5.7)	(5.6)
Pension past service cost	(4.4)	-
Sale of business	(3.3)	(0.1)
Acquisition costs and related gains	(0.6)	(2.0)
Regulatory fine	-	(0.7)
Abortive bond costs	-	(0.5)
Total impact on operating profit – continuing operations	(74.5)	(72.9)
Loss on extinguishment of financing facilities	(1.4)	(4.7)
Fair value movement on unhedged interest rate derivatives	-	(1.8)
Total impact on loss before taxation – continuing operations	(75.9)	(79.4)
Taxation Special Items	7.5	(1.7)
Taxation on Special Items	7.1	4.5
Total impact on loss for the period – continuing operations	(61.3)	(76.6)

Amortisation of acquired intangibles reflects the amortisation on the customer lists, patents, trademarks and trade secrets that arose on historic acquisitions. The intangible assets arising on the acquisition are amortised over a period of 8-20 years.

Restructuring and site closure costs in 2024 mainly comprised a £2.4m gain in relation to site rationalisation activity and a release of a tax penalty provision in Malaysia, a £5.5m charge in relation to the ongoing integration of the acquired adhesive resins business, £7.3m in relation to the ongoing functional and site rationalisation in the USA and Europe, as a result of

previous divestments and closures, and £3.7m of restructuring costs associated with our operational site reviews to align with our strategic initiatives.

In 2024, a £3.6m impairment charge was provided for in relation to the mothballing of the nitrile latex plant in Malaysia and a £2.1m impairment was recognised in relation to site rationalisations in the USA.

The pension past service cost of £4.4m relates to a one-off non-cash 'Barber window' equalisation and other adjustments which arose following a legal review of scheme documentation.

Sale of businesses costs of £3.3m in 2024 mainly comprise costs incurred in relation to previous and potential future divestments.

Acquisition costs and related gains of £0.6m in 2024 relate to the pension costs associated with the acquisition of the adhesive resins business.

Taxation Special Items of £7.5m reflects the release of a Malaysian uncertain tax provision which was successfully concluded in the year. The Taxation on Special Items for continuing operations in 2024 was

£7.1m, mainly relating to deferred tax arising on the amortisation of acquired intangibles and restructuring and site closure costs.

Discontinued operations

On 30 April 2024, the Group completed the divestment of its latex compounding operations ('the Compounds business') to Matco Latex Services BV, resulting in a net cash inflow of £19.6m. The profit on disposal before the recycling of translation reserves was £1.1m. The Compounds business is reported as a discontinued operation in these results. In accordance with IFRS 5, discontinued revenues have been reduced by £5.7m, representing the revenue earned to the date of sale by the continuing operations from inter-company sales to the Compounds business. Continuing revenues have been increased by the same amount.

In the period, £4.2m of net losses were recognised in relation to Special Items – discontinued operations (2023: £39.4m gain), comprising the profit on disposal of £1.1m noted above and £(4.4)m of translation losses recycled from reserves on the disposal, as well as £0.2m of gains related to other previous disposals offset by £(1.1)m of costs in relation to the closure of the North America Paper & Carpet business.

Finance costs

Full year ended 31 December	2024	2023
	£m	£m
Interest payable	(68.0)	(70.6)
Interest receivable	12.1	10.2
Net interest expense on defined benefit obligation	(1.7)	(2.7)
Interest element of lease payments	(2.4)	(1.8)
Finance costs – underlying	(60.0)	(64.9)
Fair value movement on unhedged interest rate derivatives	-	(1.8)
Loss on extinguishment of financing facilities	(1.4)	(4.7)
Finance costs – statutory	(61.4)	(71.4)

Underlying finance costs decreased to £60.0m (2023: £64.9m) and comprise interest on the Group's financing facilities, interest rate swaps, amortisation of associated debt costs and IAS 19 pension interest costs in respect of our defined benefit pension schemes. The reduction in net interest payable mainly reflects increased interest receivable following receipt of the proceeds of the rights issue in October 2023 and resulting lower gross debt, partially offset by increased bond interest as a result of the bond refinancing (see below).

The Group recognised as Special Items a total of £1.4m in finance costs relating to the write-off of previous issue costs on extinguishment of financing facilities, as a result of the bond refinancing.

Taxation

The Group's underlying tax credit for continuing operations was £4.2m (2023: £3.5m credit), representing an effective tax rate on the underlying loss before tax of 43.8% (2023: 11.1%). The effective tax rate is driven by the geographical mix of profits. The

Group is within the scope of the OECD Pillar Two model rules which came into effect from 1 January 2024. Management has performed an assessment of the Group's potential exposure to Pillar Two top-up tax for 2024 and based on that assessment, transitional safe-harbour relief should apply to all jurisdictions in which the Group operates and therefore the Group does not expect an exposure to Pillar Two top-up tax. The Group expects the effective tax rate to trend towards 25% over time.

Non-controlling interest

The Group continues to hold 70% of Revertex (Malaysia) Sdn Bhd and its subsidiaries. These entities form a relatively minor part of the Group, so the impact on underlying performance from non-controlling interests is not significant.

Earnings per share

Earnings per share is calculated based on the weighted average number of shares in issue during the year. The weighted average number of shares for 2024 was 163.5m (2023: 85.4m on a comparable basis),

reflecting the 20 to 1 share consolidation and the issuance of new shares at a discount under the rights issue in October 2023. As at 11 March 2025, the Company had 163.5m shares in issue.

Underlying earnings per share is (2.5) pence for the year, a significant improvement from (35.1) pence in 2023 on a comparable basis. The statutory earnings per share is (44.4) pence (2023: (78.5) pence on a comparable basis).

Currency

The Group presents its consolidated financial statements in sterling and conducts business in many currencies. As a result, it is subject to foreign currency risk due to exchange rate movements, which affect the Group's translation of the results and underlying net assets of its operations. To manage this risk, the Group uses foreign currency borrowings, forward contracts and currency swaps to hedge non-sterling net assets,

which are predominantly denominated in euros, US dollars and Malaysian ringgits.

In 2024, the Group experienced a translation headwind of £3.3m on EBITDA, with average FX rates against our three principal currencies of €1.18, \$1.28 and MYR 5.84 to the pound.

Given the global nature of our customer and supplier base, the impact of transactional foreign exchange can be very different from translational foreign exchange. We are able to partially mitigate the transaction impact by matching supply and administrative cost currencies with sales currencies. To reduce volatility which might affect the Group's cash or income statement, the Group hedges net currency transaction exposures at the point of confirmed order, using forward foreign exchange contracts. The Group's policy is, where practicable, to hedge all exposures on monetary assets and liabilities.

Cash performance

The following table summarises the movement in net debt and is in the format used by management:

Full year ended 31 December	2024	2023
	£m	£m
Opening net debt	(499.7)	(1,024.9)
Underlying operating profit (excluding joint ventures)	51.2	32.4
Movement in working capital	(24.9)	80.6
Depreciation of property, plant and equipment	84.3	96.5
Amortisation of other intangible assets	12.1	8.8
Net capital expenditure	(83.2)	(84.0)
Operating Cash Flow¹	39.5	134.3
Net interest paid	(54.6)	(54.3)
Tax (paid)/received	(18.1)	9.3
Pension funding	(19.8)	(7.3)
Adjustment for gain on sale of assets	(4.3)	-
Adjustment for share-based payments charge	1.6	1.8
Dividends received from joint ventures	1.0	1.9
Free Cash Flow	(54.7)	85.7
Cash impact of settlement of interest rate derivative contracts	-	12.1
Cash impact of restructuring and site closure costs	(20.2)	(28.0)
Cash impact of acquisition costs	(1.7)	(1.9)
Payment of EC fine settlement amount	(39.1)	-
Proceeds on sale of business	20.5	208.2
Purchase of adhesive resins business	-	(18.4)
Rights issue (costs)/proceeds	(4.7)	265.5
Repayment of principal portion of lease liabilities	(12.1)	(12.4)
Dividends paid	(0.5)	-
Foreign exchange and other movements	15.2	14.4
Movement in net debt	(97.3)	525.2
Closing net debt	(597.0)	(499.7)

¹ Operating Cash Flow is defined as Total Group EBITDA plus/minus net working capital movement less capital expenditure.

Underlying operating profit increased to £52.8m reflecting the trading performance described above.

The net working capital outflow of £24.9m principally reflects a reduction in receivables financing utilisation of £23.2m (see below) and tactical increases in inventory at year end.

In December 2022, the Group put in place non-recourse receivables financing facilities for a maximum committed amount of €200m. Factored receivables assigned under the facilities were substantially lower than at the start and midpoint of the financial year, amounting to £87.3m net at 31 December 2024 (30

June 2024: £128.0m net, 31 December 2023: £110.6m net). Under the facilities, the risks and rewards of ownership are transferred to the assignees. The duration of the committed facilities runs to 31 January 2027.

Depreciation reduced reflecting the capital expenditure profile, while amortisation of other intangibles increased due to the Pathway business transformation programme. Net capital expenditure was £83.2m (2023: £84.0m), principally for Pathway and recurring SHE and sustenance expenditure. The Group continues to anticipate broadly similar levels of capital expenditure to FY 2024 in FY 2025.

Net interest paid increased to £54.6m (2023: £54.3m) reflecting increased and rephased bond interest costs, offset by increased interest receipts from cash raised in the October 2023 rights issue.

Net tax paid was £18.1m (2023: £9.3m received) reflecting tax payments on account made in the year.

In the year, £19.8m in cash contributions were made to the Group's pensions schemes, including c.£17.4m in previously agreed deferred contributions to the UK pension scheme which are not expected to recur.

The cash impact of Special Items including restructuring and site closure costs and acquisition costs was an outflow of £21.9m.

Proceeds on sale of business of £20.5m comprises £19.6m from the sale of the Compounds business noted above, less £3.3m Sale of business costs also previously described above, plus £4.2m final receipt of deferred consideration from the disposal of the Laminates, Films and Coated Fabrics business in February 2023.

Group debt is denominated in euros and dollars. The euro weakened relative to sterling during the year, leading to a foreign exchange gain in net debt.

Financing and liquidity

At 31 December 2024, net debt was £597.0m (31 December 2023: £499.7m). The increase principally reflects settlement of the EC fine in January, the c.£23m reduction in utilisation of receivables financing facilities, the remainder of the previously agreed deferred contributions to the UK pension scheme and the Free Cash Flow movements noted above, partially offset by the divestment proceeds for the Compounds business. In April 2024, we tendered for €370m of our bonds due 2025, reducing gross debt and extending maturities by issuing €350m of bonds due 2029.

As at 31 December 2024, committed borrowing facilities principally comprised a €300m RCF maturing in July 2027, the UK Export Finance (UKEF) facilities of €288m and \$230m both maturing October 2027, €350m of five-year 7.375% senior unsecured loan notes maturing May 2029 and the remaining €150m

outstanding of 3.875% senior unsecured loan notes maturing July 2025. At 31 December 2024, the RCF was undrawn and the UKEF facilities were fully drawn.

The Group's undrawn committed liquidity at 31 December 2024 was in excess of £470m, comprising unrestricted cash and short-term deposits of £225.8m, the RCF and other committed facilities.

The RCF and the UKEF facilities are subject to one leverage ratio covenant. For prudence, the Group agreed in March 2024 to extend the period of temporary covenant relaxation to ensure that appropriate headroom was maintained. Accordingly, the net debt: EBITDA ratios required under the covenant have been set at not more than 5.75x in December 2024, 5.0x in June 2025 and 4.75x in December 2025. Reducing leverage further towards our 1-2x medium-term target range remains a key priority for the Group.

The Group's net debt: EBITDA for the purposes of the leverage ratio covenant increased from 4.2x at 31 December 2023 to 4.6x at 31 December 2024, principally due to the higher net debt at the period end as described elsewhere.

The Group expects net financing costs of c.£60-65m in 2025 as a result of interest rate movements, the recent bond refinancing and other changes to the Group's financing arrangements.

Balance sheet

Net assets of the Group decreased by 4.7% to £1,107.7m at 31 December 2024, mainly reflecting the loss in the period.

Provisions

The Group provisions balance decreased to £35.3m compared with a balance of £41.5m as at 31 December 2023, mainly reflecting cash utilisation of £7.3m in the period, most notably in relation to restructuring and site rationalisation activities.

Retirement benefit plans

The Group's principal funded defined benefit pension schemes are in the UK and the USA and are both closed to new entrants and future accrual. The Group also operates an unfunded defined benefit scheme in Germany and various other defined contribution overseas retirement benefit arrangements.

The Group's net retirement obligation decreased by £15.0m to £49.7m at 31 December 2024 (31 December 2023: £64.7m), and reflects the market value of assets and the valuation of liabilities in accordance with IAS 19, including an asset of £26.0m for the UK scheme, which was affected by a £4.4m charge in relation to one-off past service costs. The net retirement obligation reduction comprised £19.8m of cash contributions, partially offset by actuarial losses of £2.1m. During 2025 the Group anticipates making c.£1.6m in contributions to the UK scheme.

DIVISIONAL REVIEW – CONTINUING OPERATIONS

Coatings & Construction Solutions (CCS)

While mixed market conditions and a substantial share of higher operating costs limited the scope for CCS to outperform in 2024, our most speciality-focused division continued to enhance its alignment of people, capital and strategy to support long-term profitable growth.

Full year ended 31 December	2024	2023	Change	Constant currency ¹
	£m	£m	%	%
Revenue	790.5	820.2	(3.6)%	(1.0)%
Volumes (ktes)	513.1	501.2	+2.4%	
EBITDA	85.9	100.1	(14.2)%	(12.2)%
EBITDA % of revenue	10.9%	12.2%		
Operating profit – underlying	60.6	74.3	(18.4)%	(16.6)%
Operating profit – statutory	32.5	42.1	(22.8)%	

¹ Underlying constant currency revenue and profit retranslate current year results using the prior year's average exchange rates.

Performance

Divisional revenue decreased by 1.0% in constant currency to £790.5m (2023: £820.2m), with a 2.4% increase in volume offset by lower pricing, reflecting pass-through of lower raw material costs. The year-on-year volume growth was driven by market share gains in coatings as we focus on organic growth geographically, and an improvement in construction volumes, albeit from very low levels. Consumer activity levels were flat while our activities in energy end markets experienced a slower rate of growth following a reprofiling of orders from certain key customers in the second half.

The division was successful in improving gross margins in all key end-market areas apart from construction, reflecting our ongoing focus on enhancing the speciality nature of our offering for customers. CCS generated £85.9m of EBITDA (2023: £100.1m) in the year, equating to an EBITDA margin of 10.9% (2023: 12.2%). This reflected the limited volume growth, a significant share of the higher operating costs described previously, investment in our innovation pipeline and geographic range of offerings, and the non-recurrence of some tactical initiatives from 2023.

CCS is typically the most seasonally weighted of our divisions to the first half. In 2024 this was exacerbated by the relatively slower growth in higher margin product areas during the second half.

Strategy

Our priorities throughout 2024 have been enhancing organic growth capability, disciplined investment in innovation and enhancing our customer proposition, and continued optimisation of our manufacturing base to align with our strategic ambitions.

During the year we continued to leverage our leading market positions in niche European markets into other

markets globally. Through a more end-market aligned approach, with key account management and value selling, we are targeting opportunities to grow our market share particularly in the USA and Middle East.

During the year we reviewed and begun to overhaul our approach to innovation with a view to becoming more end-customer focused and faster to market with new products. We have also begun to increase the proportion of our innovation work that focuses on offering more sustainable products utilising bio-based or circular raw materials, which is a point of increasing differentiation in many of our markets.

All our growth plans are integrated with our asset optimisation projects and other cost and capacity management activities. For example, we have recently invested to improve the manufacturing flexibility of a number of our major facilities in the USA and Asia, giving us the ability to manufacture a number of products in those regions that were previously only made in Europe. We also successfully commissioned a small investment which enhances our coatings capacity in the Middle East, and we are increasing our focus on growing our customer base in China, capitalising on the Group's new innovation centre in Shanghai.

We continue to identify and take action on opportunities to optimise our production activities to improve asset utilisation rates while reducing complexity and cost. Our Fitchburg, Massachusetts facility successfully transferred products to other sites and ceased production ahead of schedule during the period, with the site subsequently sold after year end. In the year we delivered a successful AI-enabled pilot project to enhance throughput at one of our capacity-constrained sites, a significant new capability for our excellence teams which we plan to utilise more widely across the Group as a whole in the coming years.

Adhesive Solutions (AS)

AS has achieved a step change in financial results this year through our successful performance and reliability improvement programme. We will continue to build on this progress while increasing our focus on our considerable global growth opportunities.

Full year ended 31 December	2024	2023	Change	Constant currency ¹
	£m	£m	%	%
Revenue	588.4	581.7	+1.2%	+4.0%
Volumes (ktes)	269.3	247.2	+9.0%	
EBITDA	47.9	31.2	+53.5%	+57.1%
EBITDA % of revenue	8.1%	5.4%		
Operating profit/(loss) – underlying	15.0	(7.5)	n/m	n/m
Operating loss – statutory	(9.5)	(32.7)	(70.9)%	

¹ Underlying constant currency revenue and profit retranslate current year results using the prior year's average exchange rates.

Performance

Divisional revenue increased by 4.0% in constant currency, to £588.4m (2023: £581.7m), outpacing a sluggish underlying environment for adhesives end markets in 2024. Divisional volumes increased by 9.0%, with speciality product areas (c.60% of AS revenue) benefiting from a strong innovation and opportunity pipeline while retaining robust pricing. Meanwhile, many base product areas regained significant market share from global competitors as a result of our improved cost competitiveness. Across the division, some pass-through of lower raw material costs partially offset the volume growth in revenue terms.

Within the division, speciality products (such as rosins, amorphous polyolefins (APOs), water-based emulsion and polybutadiene polymers) performed well throughout the year, particularly in gross margin terms, reflecting their greater differentiation for customers. In our more base chemical products (particularly hydrocarbon resins), cost savings offset ongoing competitive pressure while margins benefited from operating leverage to improved volumes. Across the division, market conditions softened modestly in the second half, including for automotive end markets. Geographically, volume improved in all regions.

Divisional EBITDA increased by 57.1% in constant currency to £47.9m (2023: £31.2m), with EBITDA margin increasing by 270bps to 8.1% (2023: 5.4%). This very encouraging performance was achieved despite the absorption of the higher operating costs described elsewhere, and reflects the return to growth and the performance improvement programme that was put in place in mid-2023 by the new divisional management team. The programme delivered £21m in benefits in 2024, slightly ahead of our expectations, with more to follow in 2025 and beyond (see below).

Strategy

The AS division has made significant headway this year through the dedicated performance improvement programme, which has focused on systematically transforming the adhesive resin business acquired in

2022. The programme has reduced costs and improved end-to-end operations, from supplier network improvement to production site efficiency and delivery logistics, enabling substantially better service for customers. Having delivered £26m in cumulative benefits in 2023 and 2024, the programme is now expanding its objective from £25m originally to £35m+ in cumulative benefits by the end of 2026.

While continued delivery on the performance side remains a key objective in 2025, we are also increasingly focused on the longer-term growth of the division. We see clear opportunities to build on our leading positions in a range of speciality adhesive applications in attractive end markets and our multi-year relationships with many high-quality customers, supported by a global production network and comprehensive technology and service platform. During the year the depth and nature of our technical dialogue and joint projects with many customers has evolved considerably, particularly in relation to innovation and sustainability. This includes replacing solvent-based pressure-sensitive adhesives in speciality tapes and developing new APO types for improved performance in packaging and hygiene applications. Our efforts are supported by achieving ISCC PLUS certification of our major manufacturing sites and supporting decarbonisation projects. This means we are increasingly well-placed to partner both up and down our value chains to make them more sustainable.

Most of our investment for growth also aims to build on the strengths of our speciality portfolio, such as our investment to increase APO capacity at our Texas facility, which is expected to come onstream in Q2 2025. Meanwhile, in accordance with our differentiated steering strategy, in the base product areas we continue to focus any investment on enhancing cost competitiveness or reliability, such as our project to strengthen our supply chain for hydrocarbon resin production in Europe which began to ship during H2 2024 as planned.

Health & Protection and Performance Materials (HPPM)

Health & Protection activity levels increased substantially through the year, albeit at unit margins that remain below pre-pandemic levels, and we began a significant zero-capital technology partnership for the US domestic glove market. Compounds was divested in 2024 and our plans for other non-core businesses continue to make headway.

Full year ended 31 December (continuing) ¹	2024	2023	Change	Constant currency ²
	£m	£m	%	%
Revenue	607.9	538.7	+12.8%	+15.6%
Volumes (ktes)	580.6	508.7	+14.1%	
EBITDA	36.5	26.3	+38.8%	+40.3%
EBITDA % of revenue	6.0%	4.9%		
Operating profit/(loss) – underlying	8.4	(6.0)	n/m	n/m
Operating loss – statutory	(9.5)	(15.3)	(37.9)%	

¹ Laminates, Films and Coated Fabrics, North America Paper and Carpet and Compounds have been reclassified as discontinued operations.

² Underlying constant currency revenue and profit retranslate current year results using the prior year's average exchange rates.

Continuing divisional performance

Divisional revenue increased by 15.6% in constant currency to £607.9m (2023: £538.7m), underpinned by a 14.1% increase in volume.

Health & Protection volumes improved by 24.4% year-on-year as the post-pandemic imbalance between supply and demand in the nitrile latex for gloves market reduced further, driven mainly by continued underlying hygiene demand growth globally. However, for context, volumes have only now recovered to 80% of 2019 levels. Unit margins remain low by historical standards but have improved over the course of the year. In the period, we received an initial technology licensing fee payment that is the first stage of the multi-year capital-free technology partnership which leverages our Health & Protection intellectual property, technology and manufacturing expertise for the onshore US glove market.

In our Performance Materials portfolio, volumes increased by 6.9%, led by Speciality Vinyl Polymers and SBR for Paper in Europe, while trading in Acrylate Monomers and SBR for carpet and foam in Europe has been more challenging.

As predominantly base chemicals businesses, the division is highly operationally leveraged to volumes and capacity utilisation, and in aggregate achieved a significant improvement in profitability at the gross profit level over the year, supplemented by self-help cost reduction activities (including the mothballing of our facility in Kluang, Malaysia which completed in H1 2024 as planned). This was partially offset by the higher operating costs described elsewhere – but despite this, divisional EBITDA increased by 40.3% in constant currency to £36.5m (2023: £26.3m), with EBITDA margin improving by 110bps to 6.0% (2023: 4.9%).

Strategy

Our differentiated steering approach to our core Health & Protection business focuses primarily on enhancing cost efficiency across our value chain while improving

our overall value proposition for customers through selective investment in process and product innovation and sustainability. For example, in early 2025 we established a pioneering value chain in partnership with suppliers Neste and PCS to manufacture bio-based nitrile latex for the glove industry, using responsibly sourced bio-based feedstock.

We continue to enhance our market intelligence and understanding of the end users of our products (often multiple steps down the value chain) to identify high-growth potential markets. This supported our decision during 2024 to redesignate our Speciality Vinyl Polymers business as core following a review of adjacent market opportunities.

We have also been carefully monitoring and seeking to position ourselves for developments in latex glove end markets, particularly in the USA. The implementation of new tariffs from 1 January 2025, which has affected the competitors of many of our customers, may create growth opportunities in the coming years. We will continue to support our US partner with further technology licensing and manufacturing expertise as they work to begin construction of onshore US capacity for nitrile latex and glove manufacture. We continue to actively explore other potential partnership opportunities for this business with little or no capital investment. The division's growth potential is also expected to benefit from Synthomer's new China Innovation Centre in Shanghai.

At the end of April 2024, we completed the divestment of our Compounds business to Matco Latex Services BV, reducing our manufacturing site footprint by three sites (two in the Netherlands and one in Egypt), as described elsewhere.

Three other non-core portfolio rationalisation processes continue to progress, including the planned divestment of SBR for paper, carpet and foam in Europe.

Safety

For the second consecutive year, we achieved an historic low in our recordable injury case rate of 0.14. This is a great achievement, one that requires continual focus and diligence from all our teams. Our process safety event rate, at 0.21, includes considerable variation between divisions and reflects the mix of chemistries and facilities we now have in our portfolio. We still have work to do at our most recently acquired sites to accelerate their improvement.

Keeping our people and contractors safe is our highest priority, and is enshrined in our core SHE value, which states that 'we always have time to work safely'.

Improving our process safety performance remains challenging, particularly at our newer sites. So we continue to strengthen our site systems and focus on 'leading' indicators, such as permit to work, while encouraging near-miss and weak-signal reporting. In addition, we make full use of traditional measures, such as incident reporting and learning from both internal and external incidents.

Our new 'bowtie' barrier initiative has now completed checks on 10% of our identified barriers as part of our major accident hazard prevention programme. Our ongoing analysis shows that while the appropriate barriers are in place, some could be strengthened and we have shared important lessons with our other sites.

We used this year's annual regional SHE conferences to invite leaders to share their personal experiences of

responding to an incident at their site, including what it meant for them and how they dealt with the necessary follow-up improvements. And we introduced new process safety webinars as a direct result of feedback from our 2023 conferences.

We have continued to roll out our competency assurance process to ensure we have consistent health and safety knowledge and skills across the business, and provided process safety training at our newer sites and for new employees.

While we still have work to do, our longer-term SHE trends continue to demonstrate that the longer sites are part of Synthomer and our SHE management system, the better their performance, though this year's PSER does show a small increase year-on-year. Our functional SHE experts will continue to support our newer sites to help them accelerate their SHE improvement by fully adopting strong systems and by learning from others across the Company.

Full year ended 31 December	2024	2023	Change
RCR per 100,000 hours for employees and contractors			Absolute
CCS	0.25	0.23	+0.02
AS	–	0.38	(0.38)
HPPM	0.09	0.03	+0.06
Continuing Group	0.14	0.16	(0.02)
PSER per 100,000 hours for employees and contractors			Absolute
CCS	0.15	0.13	+0.02
AS	0.69	0.63	+0.06
HPPM	0.09	0.08	+0.01
Continuing Group	0.21	0.18	+0.03

Forward-looking statements

Certain statements included or incorporated by reference within this document may constitute 'forward-looking statements' with respect to the operations, performance and financial condition of the Group. By their nature, forward-looking statements involve uncertainty, since future events and circumstances can

cause results or developments to differ materially from those anticipated. The forward-looking statements reflect knowledge and information available at the date of preparation of this report and the Company is under no obligation to update these forward-looking statements. No statement in this document should be construed as a profit forecast.

Consolidated income statement

for the year ended 31 December 2024

	2024			2023		
	Underlying performance £m	Special items £m	IFRS £m	Underlying performance £m	Special items £m	IFRS £m
Continuing operations						
Revenue	1,986.8	–	1,986.8	1,940.6	–	1,940.6
Company and subsidiaries operating profit before Special Items	48.8	–	48.8	32.0	–	36.3
Amortisation of acquired intangibles	–	(45.1)	(45.1)	–	(49.3)	(49.3)
Restructuring and site closure costs	–	(15.1)	(15.1)	–	(14.7)	(14.7)
Acquisition costs and related losses	–	(0.6)	(0.6)	–	(2.0)	(2.0)
Sale of business	–	(3.3)	(3.3)	–	(0.3)	(0.3)
Regulatory fine	–	–	–	–	(0.7)	(0.7)
Abortive bond costs	–	–	–	–	(0.5)	(0.5)
Impairment charge	–	(5.7)	(5.7)	–	(5.6)	(5.6)
Pension past service cost	–	(4.4)	(4.4)	–	–	–
Company and subsidiaries operating profit/(loss)	48.8	(74.2)	(25.4)	32.0	(72.9)	(40.9)
Share of joint ventures	1.6	(0.3)	1.3	1.4	–	1.4
Operating profit/(loss)	50.4	(74.5)	(24.1)	33.4	(72.9)	(39.5)
Interest payable	(68.0)	–	(68.0)	(70.6)	–	(70.6)
Interest receivable	12.1	–	12.1	10.2	–	10.2
Fair value (loss)/gain on unhedged interest derivatives	–	–	–	–	(1.8)	(1.8)
Loss on extinguishment of financing facilities	–	(1.4)	(1.4)	–	(4.7)	(4.7)
Net interest expense on defined benefit obligations	(1.7)	–	(1.7)	(2.7)	–	(2.7)
Interest element of lease payments	(2.4)	–	(2.4)	(1.8)	–	(1.8)
Finance costs	(60.0)	(1.4)	(61.4)	(64.9)	(6.5)	(71.4)
Loss before taxation	(9.6)	(75.9)	(85.5)	(31.5)	(79.4)	(110.9)
Taxation	4.2	14.6	18.8	3.5	2.8	6.3
(Loss)/profit for the year from continuing operations	(5.4)	(61.3)	(66.7)	(28.0)	(76.6)	(104.6)
(Loss)/profit for the year from discontinuing operations attributable to equity holders of the parent	1.6	(4.2)	(2.6)	(4.1)	39.6	35.5
(Loss)/profit for the year	(3.8)	(65.5)	(69.3)	(29.6)	(37.2)	(66.8)
Profit/(loss) attributable to non-controlling interests	0.3	3.0	3.3	0.4	(0.2)	0.2
(Loss)/profit attributable to equity holders of the parent	(4.1)	(68.5)	(72.6)	(30.0)	(37.0)	(67.0)
	(3.8)	(65.5)	(69.3)	(29.6)	(37.2)	(66.8)
Earnings per share						
– Basic from continuing operations	(3.5)p	(39.3)p	(42.8)p	(33.4)p	(89.4)p	(122.8)p
– Diluted from continuing operations	(3.5)p	(39.3)p	(42.8)p	(33.4)p	(89.4)p	(122.8)p
– Basic	(2.5)p	(41.9)p	(44.4)p	(35.1)p	(43.4)p	(78.5)p
– Diluted	(2.5)p	(41.9)p	(44.4)p	(35.1)p	(43.4)p	(78.5)p

Consolidated statement of comprehensive income

for the year ended 31 December 2024

	2024			2023		
	Equity holders of the parent £m	Non-controlling interests £m	Total £m	Equity holders of the parent £m	Non-controlling interests £m	Total £m
(Loss)/profit for the year	(72.6)	3.3	(69.3)	(67.0)	0.2	(66.8)
Actuarial (Losses)/gains	(2.1)	–	(2.1)	2.9	–	2.9
Tax relating to components of other comprehensive income	0.1	–	0.1	(1.0)	–	(1.0)
Total items that will not be reclassified to profit or loss	(2.0)	–	(2.0)	1.9	–	1.9
Exchange differences on translation of foreign operations	3.8	(0.8)	(3.0)	(58.3)	(0.8)	(59.1)
Exchange differences recycled on sale of business	4.4	–	4.4	(0.5)	–	(0.5)
Fair value (loss)/gain on hedged interest derivatives	(3.3)	–	(3.3)	(7.7)	–	(7.7)
Gains on net investment hedges taken to equity	11.9	–	11.9	1.0	–	1.0
Total items that may be reclassified subsequently to profit or loss	16.8	(0.8)	16.0	(65.5)	(0.8)	(66.3)
Total other comprehensive (expense)/income for the year	14.8	(0.8)	14.0	(63.6)	(0.8)	(64.4)
Total comprehensive (expense)/income for the year	(57.8)	2.5	(55.3)	(130.6)	(0.6)	(131.2)

Consolidated statement of changes in equity

for the year ended 31 December 2024

	Share capital £m	Share premium £m	Capital redemption reserve £m	Hedging & translation reserve £m	Retained earnings £m	Total equity holdings of the parent £m	Non- controlling interests £m	Total equity £m
At 1 January 2024	1.6	925.9	0.9	10.4	209.8	1,148.6	13.4	1,162.0
Loss for the year	—	—	—	—	(72.6)	(72.6)	3.3	(69.3)
Other comprehensive income for the year	—	—	—	16.8	(2.0)	14.8	(0.8)	14.0
Total comprehensive income for the year	—	—	—	16.8	(74.6)	(57.8)	2.5	(55.3)
Dividends	—	—	—	—	—	—	(0.5)	(0.5)
Share-based payments	—	—	—	—	1.5	1.5	—	1.5
At 31 December 2024	1.6	925.9	0.9	27.2	136.7	1,092.3	15.4	1,107.7

	Share capital £m	Share premium £m	Capital redemption reserve £m	Hedging & translation reserve £m	Retained earnings £m	Total equity holdings of the parent £m	Non- controlling interests £m	Total equity £m
At 1 January 2023	46.7	620.0	0.9	75.9	273.5	1,017.0	14.0	1,031.0
(Loss)/profit for the year	—	—	—	—	(67.0)	(67.0)	0.2	(66.8)
Other comprehensive (expense)/income for the year	—	—	—	(65.5)	1.9	(63.6)	(0.8)	(64.4)
Total comprehensive (expense) for the year	—	—	—	(65.5)	(65.1)	(130.6)	(0.6)	(131.2)
Dividends	—	—	—	—	—	—	—	—
Share consolidation	(46.5)	46.5	—	—	—	—	—	—
Issue of shares	1.4	259.4	—	—	—	260.8	—	260.8
Share-based payments	—	—	—	—	1.4	1.4	—	1.4
At 31 December 2023	1.6	925.9	0.9	10.4	209.8	1,148.6	13.4	1,162.0

Consolidated balance sheet

as at 31 December 2024

	2024 £m	2023 £m
Non-current assets		
Goodwill	455.1	465.7
Acquired intangible assets	407.1	452.5
Other intangible assets	70.6	71.1
Property, plant and equipment	688.5	705.7
Deferred tax assets	55.7	36.8
Defined benefit asset	26.0	16.5
Investment in joint ventures	8.1	7.5
Total non-current assets	1,711.1	1,755.8
Current assets		
Inventories	348.2	344.1
Trade and other receivables	227.2	213.0
Current tax assets	15.6	8.8
Cash and cash equivalents	225.8	371.3
Derivative financial instruments	2.8	12.2
Assets classified as held for sale	6.5	1.5
Total current assets	826.1	950.9
Total assets	2,537.2	2,706.7
Current liabilities		
Borrowings	(124.2)	(0.7)
Trade and other payables	(391.6)	(431.3)
Lease liabilities	(12.3)	(13.8)
Current tax liabilities	(17.6)	(28.0)
Provisions for other liabilities and charges	(7.8)	(11.9)
Derivative financial instruments	(1.6)	(2.4)
Liabilities classified as held for sale	–	–
Total current liabilities	(555.1)	(488.1)
Non-current liabilities		
Borrowings	(698.6)	(870.3)
Trade and other payables	(0.1)	(0.2)
Lease liabilities	(43.6)	(41.5)
Deferred tax liabilities	(28.9)	(33.8)
Retirement benefit obligations	(75.7)	(81.2)
Provisions for other liabilities and charges	(27.5)	(29.6)
Total non-current liabilities	(874.4)	(1,056.6)
Total liabilities	(1,429.5)	(1,544.7)
Net assets	1,107.7	1,162.0
Equity		
Share capital	1.6	1.6
Share premium	925.9	925.9
Capital redemption reserve	0.9	0.9
Hedging and translation reserve	27.2	10.4
Retained earnings	136.7	209.8
Equity attributable to equity owners of the parent	1,092.3	1,148.6
Non-controlling interests	15.4	13.4
Total equity	1,107.7	1,162.0

Consolidated cash flow statement

for the year ended 31 December 2024

	2024		2023	
	£m	£m	£m	£m
Operating				
Cash generated from operations		39.2		195.0
– Interest received	12.1		10.2	
– Interest paid	(64.3)		(62.7)	
– Interest element of lease payments	(2.4)		(1.8)	
Net interest paid		(54.6)		(54.3)
– UK corporation tax received/(paid)	0.7		(2.9)	
– Overseas corporate tax (paid)/received	(18.8)		12.2	
Total tax (paid)/ received		(18.1)		9.3
Net cash (outflow)/inflow from operating activities		(33.5)		150.0
Investing				
Dividends received from joint ventures		1.0		1.9
Purchase of property, plant and equipment and intangible assets		(90.6)		(84.0)
Proceeds from sale of property, plant and equipment		7.4		–
Purchase of business		–		(18.4)
Proceeds from sale of business		20.5		208.2
Net cash (outflow)/ inflow from investing activities		(61.7)		107.7
Financing				
Dividends paid		–		–
Dividends paid to non-controlling interests		(0.5)		–
Proceeds on issue of shares		(4.7)		265.5
Settlement of equity-settled share-based payments		(0.2)		(0.4)
Repayment of principal portion of lease liabilities		(12.1)		(12.4)
Repayment of borrowings		(327.9)		(892.0)
Proceeds of borrowings		299.5		548.4
Net cash (outflow)/inflow from financing activities		(45.9)		(90.9)
(Decrease)/ increase in cash, cash equivalents and bank overdrafts during the period		(141.1)		166.8
Cash and cash equivalents and bank overdrafts at 1 January		370.6		209.2
Foreign exchange (loss)/gain		(4.0)		(5.4)
Cash, cash equivalents and bank overdrafts at 31 December		225.5		370.6

See note 8 for further details of cash flows from discontinued operations.

1. Special items

IFRS and Underlying performance

The IFRS profit measures show the performance of the Group as a whole and as such include all sources of income and expense, including both one-off items and those that do not relate to the Group's ongoing businesses. To provide additional clarity on the ongoing trading performance of the Group's businesses, management uses 'Underlying' performance as an Alternative Performance Measure to plan for, control and assess the performance of the segments. Underlying performance differs from the IFRS measures as it excludes Special Items.

Special Items

Special Items are disclosed separately in order to provide a clearer indication of the Group's Underlying performance.

Special Items are either irregular – and therefore including them in the assessment of a segment's performance would lead to a distortion of trends – or are technical adjustments which ensure the Group's financial statements are in compliance with IFRS but do not reflect the operating performance of a segment in the year, or both. An example of the latter is the amortisation of acquired intangibles, which principally relates to acquired customer relationships. The Group incurs costs, which are recognised as an expense in the income statement, in maintaining these customer relationships. The Group considers that the exclusion of the amortisation charge on acquired intangibles from Underlying performance avoids the potential double counting of such costs and therefore excludes it as a Special Item from Underlying performance.

The following are consistently disclosed separately as Special Items in order to provide a clearer indication of the Group's Underlying performance:

- Restructuring and site closure costs
- Sale of business or significant asset
- Acquisition costs
- Amortisation of acquired intangible assets
- Impairment of non-current assets
- Fair value adjustments in respect of derivative financial instruments where hedge accounting is not applied
- Items of income and expense that are considered material, either by their size and/or nature
- Tax impact of above items
- Settlement of prior period tax issues
- Customisation, configuration and set up costs of significant Software as a Service ("SaaS") arrangements.

Special Items comprise:

	2024 £m	2023 £m
Amortisation of acquired intangibles	(45.1)	(49.3)
Restructuring and site closure costs (including share of JV)	(15.4)	(14.7)
Impairment charge	(5.7)	(5.6)
Acquisition costs and related gains	(0.6)	(2.0)
Sale of business	(3.3)	(0.1)
Regulatory fine	–	(0.7)
Abortive bond costs	–	(0.5)
Pension past service cost	(4.4)	–
Total impact on operating loss	(74.5)	(72.9)
Finance costs		
Fair value loss on unhedged interest derivatives	–	(1.8)
Loss on extinguishment of financing facilities	(1.4)	(4.7)
Total impact on loss before taxation	(75.9)	(79.4)
Taxation Special items	7.5	(1.7)
Taxation on Special items	7.1	4.5
Total impact on loss for the year – continuing operations	(61.3)	(76.6)
Discontinued Operations		
Restructuring and site closure costs	(1.1)	(3.7)
Sale of business	(3.1)	61.3
Impairment charge	–	(0.8)
Taxation on Special Items	–	(17.4)
Total impact on profit/(loss) for the year – discontinued operations	(4.2)	39.4
Total impact on loss for the year	(65.5)	(37.2)

Amortisation of acquired intangibles is the amortisation on the customer lists, patents, trademarks and trade secrets arising on past acquisitions. The fair value of the intangible assets arising on past acquisitions are being amortised over periods of 5-20 years mainly dependent on the characteristics of the customer relationships.

1. Special items (continued)

Within continuing operations, Restructuring and site closure costs in 2023 comprised:

- A £5.5m charge in relation to the ongoing integration of the acquired Adhesive Resins business into the Adhesive Solutions division
- £3.7m of costs in relation to restructuring costs associated with our operational site reviews to align with our strategic initiatives
- £7.3m of costs for ongoing functional and site rationalisation in the USA and Europe, as a result of previous divestments and closures
- A £2.4m gain in relation to site rationalisation activity and a release of an uncertain tax provision in Malaysia.

Within discontinued operations, Restructuring and site closure costs of £1.1m were incurred in relation to the closure of the US paper and carpets business.

Restructuring and site closure costs in 2023 included charges to integrate the adhesive resins business, site rationalisation costs in the USA, Malaysia and Europe, and costs in relation to the strategy change and alignment of the business into its new divisions.

Within continuing operations, a further £3.6m impairment charge was provided in relation to plant capacity plan changes in Malaysia and a £2.1m impairment recognised in relation to site rationalisations in the USA. The impairment charge in 2023 related to the mothballing of the NBR plant in Malaysia. The discontinued operations impairment charge in 2023 related to lease impairments in the discontinued US paper and carpets business.

Acquisition costs and related gains are for the acquisition of the adhesive resins business and comprise £0.6m of costs, related to obligations to the US pension schemes. Acquisition costs in 2023 also related to this acquisition.

Sale of business mainly related to the proceeds net of any costs, primarily professional fees, incurred in conjunction with the sale of the compounding business to Matco Latex Services BV along with costs incurred in relation to prior and future divestments.

Other costs include a £4.4m charge in relation to a one-off past service cost due to a "Barber window" equalisation and other adjustments which arose following a legal review of scheme documentation.

In July 2018, the Group entered into swap arrangements to fix euro interest rates on the full value of the then €440m committed unsecured revolving credit facility. The fair value movement of the unhedged interest rate derivatives in 2023 relates to the movement in the mark-to-market of the swap in excess of the Group's borrowings.

Taxation Special Items in 2024 reflected the release of a Malaysian uncertain tax provision which was successfully concluded in the year. Tax Special Items in 2023 related to the disposal of the Laminates, Films and Coated Fabrics business.

Taxation on Special Items is mainly deferred tax credits arising on the amortisation of acquired intangibles and restructuring and site closure costs.

2. Segmental analysis

The Group's Executive Committee, chaired by the Chief Executive Officer, examines the Group's performance. At the start of 2024, certain foam products were transferred from the CCS division into Performance Materials, and tyre cord, elastomeric modifiers and reinforcing resins products transferred in the other direction. Other than the reclassification of goodwill detailed in note 14, the net financial effect was not significant.

The Group's reportable segments are as follows:

Coatings & Construction Solutions

Our specialist polymers enhance the sustainable performance of a wide range of coatings and construction products. We work across architectural and masonry coatings, mortar modification, waterproofing and flooring, fibre bonding, and energy solutions.

Adhesive Solutions

Our adhesive solutions bond, modify and compatibilise surfaces and components for products including tapes and labels, packaging, hygiene, tyres and plastic modification, helping improve permeability, strength, elasticity, damping, dispersion and grip.

Health & Protection and Performance Materials

We help enhance protection and performance in a wide range of industries including medical glove manufacture, speciality paper, food packaging, carpet and artificial turf, gel foam elastomers, and vinyl-coated seating fabrics.

The Group's Executive Committee is the chief operating decision maker and primarily uses a measure of earnings before interest, tax, depreciation and amortisation (EBITDA) to assess the performance of the operating segments. No information is provided to the Group's Executive Committee at the segment level concerning interest income, interest expense, income tax or other material non-cash items.

No single customer accounts for more than 10% of the Group's revenue.

A segmental analysis of Underlying performance and Special Items is shown below.

	Continuing Operations				Discontinued Operations		
	Coatings & Construction Solutions £m	Adhesive Solutions £m	Health & Protection and Performance Materials £m	Corporate £m	Total £m	Health & Protection and Performance Materials £m	Total £m
2024							
Revenue							
Total revenue	790.5	588.4	611.4	—	1,990.3	9.8	2,000.1
Inter-segmental revenue	—	—	(3.5)	—	(3.5)	—	(3.5)
	790.5	588.4	607.9	—	1,986.8	9.8	1,996.6
EBITDA	85.9	47.9	36.5	(23.7)	146.6	2.6	149.2
Depreciation and amortisation	(25.3)	(32.9)	(28.1)	(9.9)	(96.2)	(0.2)	(96.4)
Operating profit/(loss) before Special Items	60.6	15.0	8.4	(33.6)	50.4	2.4	52.8
Special Items	(28.1)	(24.5)	(17.9)	(4.0)	(74.5)	(4.2)	(78.7)
Operating profit/(loss)	32.5	(9.5)	(9.5)	(37.6)	(24.1)	(1.8)	(25.9)
Finance costs							(61.4)
Loss before taxation							(87.3)

	Continuing Operations				Discontinued Operations		
	Coatings & Construction Solutions £m	Adhesive Solutions £m	Health & Protection and Performance Materials £m	Corporate £m	Total £m	Health & Protection and Performance Materials £m	Total £m
2023							
Revenue							
Total revenue	820.2	581.7	549.3	—	1,951.2	80.6	2,031.8
Inter-segmental revenue	—	—	(10.6)	—	(10.6)	—	(10.6)
	820.2	581.7	538.7	—	1,940.6	80.6	2,021.2
EBITDA	100.1	31.2	26.3	(20.2)	137.4	1.7	139.1
Depreciation and amortisation	(25.8)	(38.7)	(32.3)	(7.2)	(104.0)	(1.3)	(105.3)
Operating profit/(loss) before Special Items	74.3	(7.5)	(6.0)	(27.4)	33.4	0.4	33.8
Special Items	(32.2)	(25.2)	(9.3)	(6.2)	(72.9)	56.8	(16.1)
Operating profit/(loss)	42.1	(32.7)	(15.3)	(33.6)	(39.5)	57.2	17.7
Finance costs							(71.4)
Loss before taxation							(53.7)

3. Reconciliation of operating profit/(loss) to cash generated from operations

	2024 £m	2023 £m
Operating profit/(loss)	(25.9)	17.7
Less: share of profits of joint ventures	(1.6)	(1.4)
Adjustments for:	(27.5)	16.3
– Depreciation of property, plant and equipment	73.2	85.0
– Depreciation of right of use assets	11.1	11.5
– Amortisation of other intangibles	12.1	8.8
– Share-based payments	1.6	1.8
– Gain on sale of underlying assets	(4.3)	–
– Special Items	78.7	16.1
Cash impact of settlement of interest rate derivative contracts	–	12.1
Cash impact of restructuring and site closure costs	(20.2)	(28.0)
Cash impact of acquisition costs and related gains	(1.7)	(1.9)
Pension funding in excess of service cost	(19.8)	(7.3)
Movement in working capital	(24.9)	80.6
Payment of EC settlement amount	(39.1)	–
Cash generated from operations	39.2	195.0
Reconciliation of movement in working capital		
Decrease/(increase) in inventories	(15.5)	45.7
Decrease in trade and other receivables	(23.4)	52.7
Decrease in trade and other payables	14.0	(17.8)
Movement in working capital	(24.9)	80.6

4. Dividends

In 2022, the Board announced the suspension of dividends. The Board has confirmed that dividends will remain suspended until the Group's net debt is less than 3.0x its EBITDA.

5. Earnings per share

		2024			2023		
		Underlying performance	Special Items	IFRS	Underlying performance	Special Items	IFRS
Earnings							
(Loss)/profit attributable to equity holders of the parent – continuing operations	£m	(5.7)	(64.3)	(70.0)	(28.4)	(76.4)	(104.8)
(Loss)/profit attributable to equity holders of the parent	£m	(4.1)	(68.5)	(72.6)	(30.0)	(37.0)	(67.0)
Number of shares							
Weighted average number of ordinary shares – basic	'000			163,473			85,382
Effect of dilutive potential ordinary shares	'000			1,078			251
Weighted average number of ordinary shares – diluted	'000			164,551			63,633
Earnings per share for (loss)/profit from continuing operations							
Basic earnings per share	pence	(3.5)	(39.3)	(42.8)	(33.4)	(89.4)	(122.8)
Diluted earnings per share	pence	(3.5)	(39.3)	(42.8)	(33.4)	(89.4)	(122.8)
Earnings per share for (loss)/profit from discontinued operations							
Basic earnings per share	pence	1.0	(2.6)	(1.6)	(1.9)	46.2	44.3
Diluted earnings per share	pence	1.0	(2.6)	(1.6)	(1.9)	46.2	44.3
Earnings per share for (loss)/profit attributable to equity holders of the parent							
Basic earnings per share	pence	(2.5)	(41.9)	(44.4)	(35.1)	(43.2)	(78.5)
Diluted earnings per share	pence	(2.5)	(41.9)	(44.4)	(35.1)	(43.2)	(78.5)

6. Finance costs

	2024 £m	2023 £m
Interest payable on bank loans and overdrafts	68.0	70.6
Less: interest receivable	(12.1)	(10.2)
Net interest expense on defined benefit obligations	1.7	2.7
Interest element of lease payments	2.4	1.8
Underlying finance costs	60.0	64.9
Fair value loss on unhedged interest derivatives	–	1.8
Loss on extinguishment of financing facilities	1.4	4.7
Total finance costs from continuing operations	61.4	71.4
Finance costs from discontinued operations	–	–
Total finance costs	61.4	71.4

7. Analysis of net debt

	1 January 2024 £m	Cash flows £m	Exchange and other movements £m	31 December 2024 £m
Bank overdrafts	(0.7)	0.4	–	(0.3)
€520m 3.875% senior unsecured loan notes due 2025	–	–	(123.9)	(123.9)
Current bank borrowings	–	–	–	–
Current Liabilities	(0.7)	0.4	(123.9)	(124.2)
Bank loans	(421.9)	3.1	4.6	(414.2)
€520m 3.875% senior unsecured loan notes due 2025	(448.4)	318.8	129.6	–
€350m 7.375% senior unsecured loan notes due 2029	–	(293.5)	9.1	(284.4)
Non-current liabilities	(870.3)	28.4	143.3	(698.6)
Total borrowings	(871.0)	28.8	19.4	(822.8)
Cash and cash equivalents	371.3	(141.5)	(4.0)	225.8
Net debt	(499.7)	(112.7)	15.4	(597.0)

Capitalised debt costs which have been recognised as a reduction in borrowings in the financial statements, amounted to £12.8m at 31 December 2024 (31 December 2023: £10.5m).

8. Discontinued operations

On 30 April 2024, the Group sold its Compounds business to Matco Latex Services BV with net cash proceeds of £19.6m.

The Group also incurred a small amount of costs in relation to other divestments and business closures from the prior year.

All discontinued operations form part of the Health & Protection and Performance Materials division.

Financial information in respect of the discontinued operation is set out below:

Financial performance and cash flow information

	2024				2023			
	Compounds £m	Laminates Films and Coated Fabrics £m	NA Paper and Carpet £m	Total £m	Compounds £m	Laminates Films and Coated Fabrics £m	NA Paper and Carpet £m	Total £m
Revenue	9.8	–	–	9.8	30.3	28.0	22.3	80.6
Expenses	(7.2)	–	–	(7.2)	(25.6)	(25.5)	(27.8)	(78.9)
EBITDA	2.6	–	–	2.6	4.7	2.5	(5.5)	1.7
Depreciation and amortisation – Underlying performance	(0.2)	–	–	(0.2)	(0.4)	–	(0.9)	(1.3)
Operating profit – Underlying performance	2.4	–	–	2.4	4.3	2.5	(6.4)	0.4
Special Items	(3.3)	0.2	(1.1)	(4.2)	(0.2)	61.5	(4.5)	56.8
Operating profit/(loss) – IFRS	(0.9)	0.2	(1.1)	(1.8)	4.1	64.0	(10.9)	57.2
Finance costs	–	–	–	–	–	–	–	–
Profit/(loss) before taxation	(0.9)	0.2	(1.1)	(1.8)	4.1	64.0	(10.9)	57.2
Taxation	(0.8)	–	–	(0.8)	(1.8)	(17.6)	–	(19.4)
Profit/(loss) for the year	(1.7)	0.2	(1.1)	(2.6)	2.3	46.4	(10.9)	37.8
Cash flows from discontinued operations								
Net cash inflow from operating activities	(3.6)	–	(1.1)	(4.7)	7.5	(0.1)	(7.8)	(0.4)
Net cash outflow from investing activities	17.5	(0.1)	–	17.4	(0.6)	208.2	–	207.6

The prior-year figures of the consolidated income statement and the consolidated statement of cashflows have been restated in accordance with IFRS 5 to report the discontinued operations separately from continuing operations.

8. Discontinued operations (continued)

Assets and liabilities classified as held-for-sale

At 31 December 2023, the assets held for sale related to land and buildings at the Calhoun site, and within the Desa Badhuri legal entity. These were sold in the year.

At 31 December 2024, the Fitchburg site is classified as held for sale as well as a number of reactors and strippers. These assets are detailed below:

	2024 £m	2023 £m
Non-current assets		
Goodwill	–	–
Acquired intangible assets	–	–
Other intangible assets	–	–
Property, plant and equipment	6.5	1.4
Deferred tax assets	–	0.1
Total non-current assets	6.5	1.5
Current assets		
Inventories	–	–
Trade and other receivables	–	–
Total current assets	–	–
Total assets	6.5	1.5
Current liabilities		
Trade and other payables	–	–
Lease liabilities	–	–
Current tax liabilities	–	–
Total current liabilities	–	–
Non-current liabilities		
Lease liabilities	–	–
Deferred tax liabilities	–	–
Retirement benefit obligations	–	–
Total non-current liabilities	–	–
Total liabilities	–	–
Net assets held for sale	6.5	1.5

9. Post balance sheet events

As part of the Group's previously announced non-core portfolio rationalisation programme, there are three formal divestment processes underway for non-core businesses in Europe, currently incorporated within the Health & Protection and Performance Materials division. Given progress made since the year end, the Directors now consider it is more likely than not that at least one of these processes will lead to a divestment within the next 12 months.