

Review of the year

Financial review: Chief Financial Officer's introduction

“The terms of the refinancing reflect the continued constructive engagement between the Group and our lenders and it has been agreed to provide the Group with appropriate near and medium-term liquidity and financial covenant headroom alongside a covenant package consistent with the Group's current business plan.”

Lily Liu
Chief Financial Officer



The Group continues to focus on cost, capital discipline and maintaining a stable financial platform while the near-term demand environment in our end markets remains uncertain.

Controlling the controllables

The fundamental building blocks of long-term value remain our strong and enduring customer relationships in attractive end markets, differentiated products and robust and efficient manufacturing operations across our global footprint, all underpinned by our talented and committed people. We continue to expect that end-market growth will return to our core speciality chemicals markets after what has been a prolonged cyclical downturn, and when it does, we believe Synthomer is in a much stronger position to capitalise on its opportunities than ever before – and the performance of the business since the start of the Iran conflict disruption demonstrates this. In the meantime, we continue to focus on delivering further strategic change while tightly managing costs, capital and our other resources.

Cost savings

During 2025, we continued to focus on further improving cost competitiveness and reliability. This included further strengthening of our supplier network for key raw materials and improving a range of planning, procurement and other processes, including through the increasing adoption of AI-based tools.

As described in the CEO review on pages 7 to 9, our rigorous focus on cost management is expected to deliver c.£20-25m in benefits on an annual run-rate basis in 2026, having achieved c.£30m in 2025.

Capital allocation and portfolio management

Differentiated capital allocation and portfolio management remain important pillars of our strategy. In 2025 we focused our capital expenditure on sustenance and SHE as well as a few carefully selected growth opportunities, such as the investment to increase APO capacity in Texas which came onstream in July. We anticipate a c.£15m reduction in the capital expenditure budget in 2026.

The Company's cash performance also benefitted from rigorous focus on inventory and other working capital management (with further opportunities in 2026), and pension, tax and other cash outflows were lower year-on-year as expected. The successful divestment of William Blythe in May also resulted in a net cash inflow of £24.2m, which was partially offset by cash restructuring costs of £19.2m in the year.

Robust Free Cash Flow and lower net debt

These measures all helped to achieve an improved year-end net debt position of £575.0m (2024: £597.0m) and Free Cash Flow of £56.6m (2024: £(54.7)m). Both were also supported by the £50m trade receivables purchasing arrangement with KLK, Synthomer's largest shareholder, in December 2025, which provided additional short-term financial flexibility and ensured a prudent level of banking covenant headroom at year end. Under the arrangement, KLK purchased £50m of Company trade receivables which were not eligible for inclusion in the Company's existing committed €200m non-recourse receivables financing facility. As anticipated, the total of receivables purchased under the arrangement and in the existing committed receivables financing facility together did not exceed the committed facility. The Group also notes that its largest shareholder KLK remains supportive of our strategy and performance.

As a consequence of all these efforts and despite the slowdown in volume experienced in the year, the Group's net debt: EBITDA for the purposes of the leverage ratio covenant increased modestly from 4.6x at 31 December 2024 to 4.7x at 31 December 2025, well within the required covenant of less than 5.25x.

In 2026, the Group expects to be broadly Free Cash Flow neutral after adjusting for the unwind of the £50m receivables purchasing arrangement with KLK.

Stable financial platform

An important focus for the Group in 2026 is refinancing our key committed borrowing facilities, principally the €300m RCF maturing in July 2027 and the UK Export Finance (UKEF) facilities of €288m and \$230m both maturing in October 2027.

On 30 April 2026, Synthomer refinanced the existing RCF and UKEF facilities, as described in more detail on page 19. The refinancing provides a material extension of maturity dates as compared with the existing facilities, financial covenant relaxation through the life of the new facilities, and continuing RCF access to support the Group's liquidity.

The terms of the refinancing reflect the continued constructive engagement between the Group and our lenders and it has been agreed to provide the Group with appropriate near- and medium-term liquidity and financial covenant headroom alongside a covenant package consistent with the Group's current business plan.

In the period we also extended the maturity of the committed €200m non-recourse receivables financing facility to 31 July 2027.

The Group's undrawn committed liquidity as at 31 December 2025 was £385.5m.

We will continue to keep Synthomer's capital structure under review and give consideration to a range of options to reduce leverage towards our medium-term target of 1-2x, including the divestment processes described elsewhere.

Targeting growth in the medium and long term

Our near-term focus is very much on deleveraging, divestments and preserving cash flow through a period of exceptional turbulence in end markets. In the longer term, we remain committed to our previously outlined medium-term targets. Driven by the growth we expect as end-market demand recovers, we anticipate mid-single-digit revenue 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

30 April 2026

Financial review

Group revenue, EBITDA and operating profit – continuing operations

Revenue for the continuing Group of £1,739.2m (2024: £1,933.1m) decreased by 9.9% in constant currency. This principally reflects a 7.2% decrease in volume due to softer end-market demand since global tariff changes were announced in Q2 and ongoing global competition in base chemicals businesses, as well as pass-through of lower raw material input prices.

EBITDA for the continuing Group of £136.5m (2024: £143.1m) reflects lower volumes partially offset by expanded self-help cost actions and strategic reorientation to higher-margin speciality businesses as described in the divisional performance reviews, with EBITDA margin increasing to 7.8% (2024: 7.4%). Corporate costs decreased to £18.0m in the period (2024: £23.7m), principally reflecting lower bonus accrual. Depreciation and amortisation was £98.9m (2024: £95.0m), resulting in underlying operating profit for the continuing Group of £37.6m (2024: £48.1m).

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 £(50.2)m (2024: £(26.2)m).

Full year ended 31 December 2025, £m	CCS	AS	HPPM	Corp	Continuing operations	Discontinued	Total Group
Revenue	699.2	570.8	469.2	–	1,739.2	28.9	1,768.1
EBITDA	64.3	66.0	24.2	(18.0)	136.5	3.6	140.1
EBITDA % of revenue	9.2%	11.6%	5.2%		7.8%		7.9%
Operating profit/(loss) – underlying	38.4	31.2	(2.1)	(29.9)	37.6	3.1	40.7
Operating profit/(loss) – statutory	6.8	10.8	(33.0)	(34.8)	(50.2)	(6.1)	(56.3)

Full year ended 31 December 2024, £m	CCS	AS	HPPM	Corp	Continuing operations	Discontinued	Total Group
Revenue	790.5	588.4	554.2	–	1,933.1	63.5	1,996.6
EBITDA	85.9	47.9	33.0	(23.7)	143.1	6.1	149.2
EBITDA % of revenue	10.9%	8.1%	6.0%		7.4%		7.5%
Operating profit/(loss) – underlying	60.6	15.0	6.1	(33.6)	48.1	4.7	52.8
Operating profit/(loss) – statutory	32.5	(9.5)	(11.6)	(37.6)	(26.2)	0.3	(25.9)

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	2025 £m	2024 £m
Amortisation of acquired intangibles	(44.4)	(45.1)
Restructuring and site closure costs (including share of JV)	(14.0)	(15.4)
Impairment charge	(22.5)	(5.7)
Pension past service cost	(3.2)	(4.4)
Sale of business	(2.7)	(3.1)
Acquisition costs and related gains	0.1	(0.6)
Software as a Service implementation costs	(1.1)	–
Total impact on operating profit – continuing operations	(87.8)	(74.3)
Loss on extinguishment of financing facilities	–	(1.4)
Total impact on loss before taxation – continuing operations	(87.8)	(75.7)
Taxation Special Items	–	7.5
Taxation on Special Items	1.7	7.1
Total impact on loss for the period – continuing operations	(86.1)	(61.1)

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 2025 mainly comprised £3.5m of costs in relation to the Group-wide procurement optimisation programme, a £1.2m charge in relation to the ongoing integration of the acquired adhesive resins business, and £7.5m in relation to ongoing functional and global site rationalisation, and £1.1m in relation to an onerous contract following the earlier divestment of the European tirecord business.

In 2025, a £28.5m impairment charge was booked for the Acrylate Monomers business partially offset by a £6.0m impairment credit posted in relation to a reversal

on a prior impairment of the nitrile latex plant in Malaysia.

The pension past service cost includes a £3.2m charge in relation to a one-off non-cash past service cost arising from a revision to the calculation of late retirement benefits in the US defined benefit pension scheme.

Sale of businesses costs of £2.7m in 2025 mainly comprise costs incurred in relation to potential future divestments.

Acquisition costs and related gains of £0.1m in 2025 relate to refunds of pension costs associated with the acquisition of the adhesive resins business.

Software as a Service implementation costs of £1.1m primarily represent the cost of setting up a new customer relationship management tool.

The Taxation on Special Items – continuing operations in 2025 was £1.7m, mainly relating to deferred tax arising on the amortisation of acquired intangibles and restructuring and site closure costs.

Discontinued operations

On 30 May 2025, the Group completed the divestment of William Blythe Limited ('William Blythe') to its management team alongside H2 Equity Partners, resulting in a net cash inflow of £24.2m.

In the period, £9.9m of net losses were recognised in relation to Special Items – discontinued operations (2024: £4.4m loss). This mainly comprised £8.9m of loss on disposal of William Blythe.

Finance costs

Full year ended 31 December	2025 £m	2024 £m
Interest payable	63.8	68.0
Interest receivable	(4.7)	(12.1)
Net interest expense on defined benefit obligation	1.4	1.7
Interest element of lease payments	3.4	2.4
Finance costs – underlying	63.9	60.0
Loss on extinguishment of financing facilities	–	1.4
Finance costs – statutory	63.9	61.4

Underlying finance costs increased to £63.9m (2024: £60.0m) 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 reduced bond interest following repayment of the senior unsecured loan notes maturing July 2025, partially offset by additional factoring and reduced interest receivable on lower cash balances.

Taxation

The Group's underlying tax charge for continuing operations was £37.7m (2024: £4.0m credit), representing an effective tax rate on the underlying loss before tax of (143.3)% (2024: 33.6%). This year's effective tax rate is principally driven by the partial derecognition of the UK, German and US deferred tax assets as well as 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 2025 and based on that assessment, transitional safe-harbour relief should apply to all jurisdictions in which the Group operates. Therefore the Group does not expect an exposure to Pillar Two top-up tax.

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 2025 was 163.5m (2024: 163.5m). As at 30 April 2026, the Company had 163.5m shares in issue.

Underlying earnings per share was (37.2) pence for the year, a decrease from (2.5) pence in 2024. The statutory earnings per share was (96.0) pence (2024: (44.4) pence).

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 2025, the continuing Group experienced a translation headwind of £0.2m on EBITDA, with average FX rates against our three principal currencies of €1.17, \$1.32 and MYR 5.64 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 table overleaf summarises the movement in net debt and is in the format used by management.

Underlying operating profit (excluding joint ventures) decreased to £39.3m reflecting the trading performance described above.

The net working capital inflow of £72.8m principally reflects an increase in committed receivables facility utilisation and receivable sales of £77.2m (see below), as well as lower inventory levels 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 amounted to £105.6m net at 31 December 2025 (30 June 2025: £114.1m net, 31 December 2024: £87.3m net). Under the facilities,

the risks and rewards of ownership are transferred to the assignees. The duration of the committed receivables financing facility was recently extended to 31 July 2027.

In December 2025, the Group entered into a temporary trade receivables purchasing arrangement with a subsidiary of its largest shareholder KLK. Under the arrangement, the Group sold to KLK c.£50m of trade receivables due on or before 28 February 2026, which were not eligible for inclusion in the committed €200m non-recourse receivables financing facility. The purchasing arrangement terms were agreed on an arms-length basis and were consistent with terms available from third-party market participants for an arrangement of this nature.

Depreciation was broadly flat, while amortisation of other intangibles increased due to the Pathway business transformation programme. Net capital expenditure was £86.3m (2024: £83.2m), principally for recurring SHE and sustenance expenditure, the Group's investment in APO capacity in Texas and Pathway. The Group anticipates lower levels of capital expenditure in FY 2026 compared with FY 2025.

Net interest paid increased to £60.6m (2024: £54.6m) reflecting reduced interest receivable on lower cash balances and increased interest costs on factored receivables in the year.

Net tax received was £0.5m (2024: £18.1m paid) reflecting repayments of prior year tax and lower tax payments due on account.

In the year, £5.3m in cash contributions were made to the Group's pensions schemes, substantially reduced from the prior year (2024: £19.8m) which included 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 was an outflow of £19.2m.

Review of the year / Financial review continued

Movement in net debt

Full year ended 31 December	2025 £m	2024 £m
Opening net debt	(597.0)	(499.7)
Underlying operating profit (excluding joint ventures)	39.3	51.2
Movement in working capital	72.8	(24.9)
Depreciation of property, plant and equipment	86.0	84.3
Amortisation of other intangible assets	13.4	12.1
Net capital expenditure	(86.3)	(83.2)
Operating Cash Flow¹	125.2	39.5
Net interest paid	(60.6)	(54.6)
Tax received/(paid)	0.5	(18.1)
Pension funding	(5.3)	(19.8)
Adjustment for gain on sale of assets	(1.9)	(4.3)
Adjustment for share-based payments charge	2.6	1.6
Adjustment for movement of provision	(3.9)	–
Dividends received from joint ventures	–	1.0
Free Cash Flow	56.6	(54.7)
Cash impact of settlement of interest rate derivative contracts	0.6	–
Cash impact of restructuring and site closure costs	(17.7)	(20.2)
Cash impact of Software as a Service costs	(1.1)	–
Cash impact of acquisition costs	(0.4)	(1.7)
Payment of EC fine settlement amount	–	(39.1)
Proceeds on sale of business	21.3	20.5
Rights issue costs	–	(4.7)
Repayment of principal portion of lease liabilities	(12.4)	(12.1)
Dividends paid to minority interests	(2.1)	(0.5)
Foreign exchange and other movements	(22.8)	15.2
Movement in net debt	22.0	(97.3)
Closing net debt	(575.0)	(597.0)

Proceeds on sale of business of £21.3m comprises £24.2m from the sale of William Blythe noted above, less £2.9m in sale of business costs related to future divestment projects.

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

Financing and liquidity

At 31 December 2025, net debt was £575.0m (30 June 2025: £638.3m, 31 December 2024: £597.0m). The reduction principally reflects the positive Free Cash Flow movements noted above and the divestment proceeds for the William Blythe business, partially offset by restructuring and site closure costs, capital repayment of lease liabilities, and the movements in foreign currency-denominated net debt balances.

As at 31 December 2025, 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, and €350m of five-year 7.375% senior unsecured loan notes maturing May 2029. At 31 December 2025, the RCF was drawn down by £48.0m and the UKEF facilities were fully drawn. The remaining €150m in 3.875% senior unsecured loan notes maturing July 2025 were repaid during the year.

The Group's undrawn committed liquidity at 31 December 2025 was £385.5m, comprising unrestricted cash and short-term deposits of £189.9m and the undrawn portions of the RCF.

The existing RCF and the UKEF facilities are subject to one leverage ratio covenant. The Group's net debt: EBITDA for the purposes of the leverage ratio covenant increased to 4.7x at 31 December 2025 (31 December 2024: 4.6x), principally due to lower EBITDA in the period, but well within the 5.25x requirement.

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

Note that the definitions used for the covenant test include a number of adjustments to the net debt and EBITDA figures shown elsewhere; typically these definitional adjustments increase the covenant ratio by 0.4-0.5x compared with using reported net debt and EBITDA.

Refinancing

On 30 April 2026, Synthomer refinanced its existing RCF and UKEF facilities (the 'Refinancing'), being implemented through a wholly owned subsidiary of Synthomer plc, through which a €300m new RCF and new UKEF debt facilities of €288m and \$230m (the same size as the Group's previous facilities) have been made available. The refinanced debt matures in February 2029.

The new RCF and new UKEF facilities include a net debt:EBITDA leverage ratio covenant which will be tested against covenant levels on a quarterly basis and a minimum liquidity covenant which will be tested on a monthly basis. The net debt:EBITDA ratios required under the covenant for year end 2026, 2027 and 2028 have been set at not more than 6.25x, 5.25x, and 4.25x respectively, with intra-year levels aligned to the Group's expected cash flow profile, starting from 30 September 2026 (with no test as at 30 June 2026). The Refinancing is also supported by a comprehensive security and guarantee package provided by certain members of the Group, including pursuant to the "permitted liens" permissions under Synthomer's senior unsecured notes (the 'Notes').

The Notes remain in place, and the terms of the Notes indenture and maturity of the Notes have not been amended. In connection with the Refinancing, certain of the Company's subsidiaries (which hold the Group's operations in the USA): have become "unrestricted subsidiaries" under the Notes indenture; have, to the extent applicable, been released as Notes guarantors; and have granted guarantees and security in support of the Refinancing.

Following the Refinancing, the Group expects net financing costs of c.£70m in 2026.

The Company has agreed customary fees with its lenders and UKEF in connection with the Refinancing. Subject to certain conditions, the new UKEF facility lenders have the option to elect to receive certain of these fees in the form of ordinary shares in the capital of the Company (rather than in cash) at a price per share equal to 37.5p per share. Based on current expressions of interest, the Company expects to issue new ordinary shares representing less than 0.7% of the current issued share capital of the Company as a result of the share election option for these fees.

Lenders will also have a right to receive an exit fee ("Exit Fee") on repayment or maturity of the new facilities. The Exit Fee will be equivalent to 1.25% of commitments. The new UKEF facility lenders may, subject to certain conditions, elect to receive certain of these fees in the form of ordinary shares in the capital of the Company (rather than in cash) at a price per share based on the 90-day volume weighted average price as at the day prior to the repayment or maturity.

Balance sheet

Net assets of the Group decreased by 17.4% to £914.5m at 31 December 2025, mainly reflecting the loss in the year.

Provisions

The Group provisions balance decreased to £21.4m (31 December 2024: £35.3m) reflecting cash utilisation of £4.2m and the sale of William Blythe which held a total provision of £2.4m.

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 £10.1m to £39.6m at 31 December 2025 (31 December 2024: £49.7m), reflecting changes in the market value of assets and the valuation of liabilities in accordance with IAS 19, including a surplus of £40.3m for the UK scheme. The net retirement obligation reduction is driven by £5.3m of cash contributions and actuarial gains of £13.6m, partially offset by exchange losses of £2.8m.

Review of the year

Coatings & Construction Solutions



“ We’re strengthening our market-driven innovation pipeline and customer proposition to unlock future opportunities while continuing to optimise costs.”

Ana Perroni Laloe
President, Coatings & Construction Solutions

Total addressable market

£9bn+

People

2,000

Manufacturing sites

17



Our most speciality-focused division experienced a challenging demand environment in 2025 as customers and end users responded to global tariff changes and uneven activity levels in sectors including energy and construction. The division initiated further cost efficiency measures while continuing to invest in its long-term profitable growth opportunities, including its market-driven innovation pipeline.

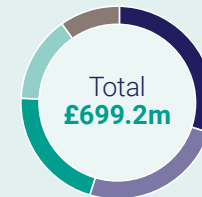
Main product applications

- Architectural and masonry coatings
- Waterproofing and flooring
- Fibre bonding
- Energy solutions

2025 revenue change vs 2024

Volume	Price/mix	FX	Total
(6.8)%	(4.8)%	0.1%	(11.5)%

2025 revenue by end market



- Architectural coatings 30%
- Consumer materials 25%
- Construction 21%
- Industrial coatings 14%
- Energy solutions 10%

CCS performance review

Full year ended 31 December	2025 £m	2024 £m	Change %	Constant currency ¹ %
Revenue	699.2	790.5	(11.5)	(11.6)
Volumes (ktes)	478.4	513.1	(6.8)	
EBITDA	64.3	85.9	(25.1)	(25.1)
EBITDA % of revenue	9.2%	10.9%		
Operating profit – underlying	38.4	60.6	(36.6)	(36.6)
Operating profit – statutory	6.8	32.5	(79.1)	

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

Performance

Divisional revenue decreased by 11.6% in constant currency to £699.2m (2024: £790.5m), driven by a 6.8% decrease in volume compared with 2024, changes in mix, and lower pricing reflecting pass-through of raw material costs. Changes in oil and gas drilling activity led to de-stocking in our high-margin energy solutions business in H1, which began to stabilise in H2, while demand in coatings and consumer end markets was volatile, partly in response to global tariff changes. Volumes in the USA were particularly affected by customer caution and smaller order sizes, as well as customer formulation changes, and CCS responded through measures including localising some production from Europe to the USA. The construction segment began to show modest signs of volume improvement in European markets, albeit from low levels. A number of new business wins and regains towards the end of the period reflected a refreshed focus on addressable growth markets and changes in the division's management team.

Divisional gross margin performance was also mixed. An improvement from low levels in construction, driven by the launch of new products, and relatively stable performances in coatings and consumer segments, were offset by adverse mix effects in energy solutions. CCS enhanced its focus on cost reduction initiatives, including in raw material procurement as part

of Synthomer's Group-wide procurement optimisation plan. The division delivered c.£13m in cost savings in the year. However this was offset by negative operating leverage to lower volumes. As a result, CCS generated EBITDA of £64.3m (2024: £85.9m), equating to an EBITDA margin of 9.2% (2024: 10.9%).

CCS is typically the most seasonally weighted of our divisions to the first half.

Strategy

In response to market conditions, CCS accelerated and reprioritised a number of asset optimisation projects and other cost and capacity management activities during the year, including temporarily idling excess capacity, reducing shift patterns and undertaking a broader review of operating costs including headcount. 2026 performance is expected to benefit from the annualisation of a number of these projects which completed during the course of 2025. The division is also implementing a number of inventory management measures to enhance cash flow.

In addition to these short-term measures, CCS remains focused on strengthening its leading position as a manufacturer of high-performance speciality products and materials, including through market-driven innovation. This included the launch of a number of new products for the construction segment in 2025 and increased overall product vitality. This will continue, as we adapt our product portfolios for market areas where we see growth opportunities, such as battery technology and products that support data centre construction.

We also continue to embed a more end-market aligned approach across the division, with key account management and value selling allowing us to leverage our leading market positions in niche European markets into other, faster-growing geographies including China, the Middle East and USA.

Review of the year

Adhesive Solutions



“ We continue to strengthen our speciality portfolio, with a focus on diversification, sustainable innovation and capacity, while delivering further benefits from our performance improvement programme.”

Stephan Lynen
President, Adhesive Solutions

Total addressable market

£10bn+

People

700

Manufacturing sites

6



Strong earnings and margin momentum continued despite subdued underlying market conditions, driven by further progress on cost and reliability improvement, together with an increased focus on innovation and global growth initiatives.

Main product applications

- Tapes and labels
- Tyres and plastic modification
- Packaging and hygiene

2025 revenue by end market



- Tapes and labels 34%
- Assembly and other 28%
- Tyres 15%
- Packaging 9%
- Plastic modification 8%
- Hygiene 6%

2025 revenue change vs 2024

Volume	Price/mix	FX	Total
(1.2)%	(0.3)%	(1.5)%	(3.0)%

AS performance review

Full year ended 31 December	2025 £m	2024 £m	Change %	Constant currency ¹ %
Revenue	570.8	588.4	(3.0)	(1.5)
Volumes (ktes)	266.0	269.3	(1.2)	
EBITDA	66.0	47.9	+37.8	+39.5
EBITDA % of revenue	11.6%	8.1%		
Operating profit – underlying	31.2	15.0	+108.0	+110.0
Operating profit/(loss) – statutory	10.8	(9.5)	n/m	

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

Performance

Divisional revenue decreased 1.5% in constant currency to £570.8m (2024: £588.4m), broadly in line with sales volumes after a slowing of demand from Q2 as end customers responded to global tariff changes. Volumes were also constrained by a prolonged operational shutdown at our Longview site in Texas, USA, partly to increase APO capacity. Third-party contractor issues meant the turnaround took longer than expected, and led to temporary constraints in deliveries to customers. With the project completed in July, however, the division now has capacity for volume growth in higher-margin speciality products.

Overall, the division demonstrated resilient pricing and improved gross margin, led by its speciality product portfolio, which accounted for c.60% of AS revenue in the year. Many base products remained under pricing pressure from oversupply and global competition, particularly in European markets, although in certain categories the business benefitted modestly from selective competitor capacity reductions or closures.

Geographically, revenue grew in Asia and was resilient in the USA, but lower in Europe. From an end-market perspective, assembly, tyres, and tapes and labels had a robust period while packaging and hygiene revenues were more subdued.

Divisional EBITDA increased significantly, by 39.5% in constant currency, to £66.0m (2024: £47.9m), with EBITDA margin increasing by 350bps to 11.6% (2024: 8.1%). This was principally due to lower operating costs driven by the reliability and performance improvement programme put in place in 2023 delivering c.£11m in 2025, supported by raw material cost savings achieved through the Group-wide procurement optimisation programme.

Strategy

AS is focused on a number of strategic growth initiatives designed to build on our leading positions in a range of speciality adhesive applications in attractive end markets. These are often built around multi-year relationships with high-quality customers, which leverage our global production network and comprehensive technology and service platform. Our focus on supporting customers' ambitions for sustainability, circularity and recyclability is key to many such partnerships.

In April 2025, we announced a strategic partnership and supply agreement with Henkel, focused on enabling carbon emission reductions in its hot melt adhesive product portfolio. The year also saw our launch of CLIMA-branded products, which deliver at least a 20% cradle-to-gate reduction in certified product carbon footprint.

The majority of AS investment aims to strengthen our speciality portfolio in line with the Group's differentiated steering strategy. Following our APO capacity expansion and other actions at Longview, this will be a key growth opportunity in the coming years. In the more volatile and competitive base product areas (c.40% of divisional revenue) we continue to focus on enhancing cost competitiveness and reliability, and leveraging partnerships. Our project, launched in 2024, to strengthen our supply chain for hydrocarbon resin production in Europe is managed under contract by Dow at its site in Böhlen, Germany, which is now scheduled for closure at the end of 2027. During the year we have implemented additional global partnerships to secure our raw material supplies.

AS also continues to build on the dedicated performance improvement programme, launched in 2023, which has transformed the adhesive resin business acquired by Synthomer in 2022. The programme has enabled improvements in reliability for customers and achieved c.£35m in cumulative benefits to date, by reducing costs and improving end-to-end operations, from supplier network improvement to production site efficiency and delivery logistics. The programme was further expanded to target a total of at least £40m in cumulative benefits by the end of 2026.

Review of the year

Health & Protection and Performance Materials



“ We continue to seek ways to enhance our proposition to customers through innovation and service support, while driving cost efficiencies and portfolio rationalisation in line with Synthomer’s strategy.”

Rob Tupker
President, Health & Protection and Performance Materials

Total addressable market

£4bn+

People

1,000

Manufacturing sites

6



HPPM continued to focus on cost efficiency and unit margins as volumes were squeezed by lower customer demand while continuing to develop new products for the Health & Protection market, where underlying global growth drivers remain strong. William Blythe was divested in May 2025 and our portfolio rationalisation plans continue to progress.

Main product applications

- Medical glove manufacture
- Speciality paper and food packaging
- Carpet and artificial turf
- Polymer modifiers

2025 revenue by end market



Health & Protection	34%
Paper	18%
Carpet	14%
Acrylate monomers	13%
Speciality vinyl polymers	10%
Foam	7%
Antioxidants	4%

2025 revenue change vs 2024

Volume	Price/mix	FX	Total
(10.4)%	(6.0)%	1.1%	(15.3)%

HPPM performance review

Full year ended 31 December (continuing) ¹	2025 £m	2024 £m	Change %	Constant currency ² %
Revenue	469.2	554.2	(15.3)	(16.5)
Volumes (ktes)	522.5	583.3	(10.4)	
EBITDA	24.2	33.0	(26.7)	(28.5)
EBITDA % of revenue	5.2%	6.0%		
Operating (loss)/profit – underlying	(2.1)	6.1	n/m	n/m
Operating loss – statutory	(33.0)	(11.6)	+184.5	

1 William Blythe has been classified as a discontinued operation
2 Underlying constant currency revenue and profit retranslate current year results using the prior year's average exchange rates.

Continuing divisional performance

Divisional revenue was £469.2m (2024: £554.2m), driven by a 10.4% decrease in volume and lower prices reflecting reduced raw materials costs. Volumes in Health & Protection decreased by 17.3% compared to 2024, as our latex glove manufacturing customers reacted to market developments in the USA, where the announcement in summer 2024 of tariff increases on their global competitors from 1 January 2025 drove some pre-emptive buying activity. This began to moderate in the second half, and demand from both new and existing customers began to improve in Q4. We secured another income stream in H1 for additional services from our multi-year technology partnership to support growth in the onshore US glove market. Underlying hygiene demand growth remains strong globally, but unit margins remained low by historical standards.

In our Performance Materials portfolio, volumes decreased by 2.5% as market conditions for Acrylate Monomers and SBR for carpet and foam in Europe remained difficult. Speciality Vinyl Polymers, Antioxidants and European Paper activities were more robust.

Divisional EBITDA decreased by 28.5% in constant currency to £24.2m (2024: £33.0m), with an EBITDA margin of 5.2% (2024: 6.0%). The division is making EBITDA margin progress through operating cost reductions, including from further efficiency programmes and the closure of a small

manufacturing plant in China in June; however this was offset by negative operating leverage to lower volumes in the Performance Materials business, with Acrylate Monomers particularly affected.

Strategy

Much of the HPPM division has base chemicals characteristics, so our differentiated steering approach focuses on improving cost efficiency across our value chains while enhancing our overall value proposition to customers through selective investment in process and product innovation and sustainability.

Our Health & Protection business continues to focus on opportunities to leverage our position as a global market leader in NBR manufacturing with significant technology and manufacturing expertise. This is reflected in our support for customers as the latex glove demand environment evolves. Examples in 2025 include our partnership with suppliers Neste and PCS to manufacture bio-based nitrile latexes for the glove industry. We also continue to develop other products that aid reusability, weight reduction and high performance for customers in this market.

We also continue to support our US partner with further technology licensing and manufacturing expertise as they develop onshore US capacity for nitrile latex and glove manufacture, and we are exploring other potential partnership opportunities for this business globally that require little or no capital investment.

In Performance Materials we signed a partnership with Lummus Technology to license Synthomer's proprietary acrylic acid esters technology, part of the Acrylate Monomers business, which will now reach a broader market through Lummus' platform, and secured a major multi-year contract in our European Paper business. Speciality Vinyl Polymers also commenced a partnership to expand its reach in China. A number of projects are underway to deliver ISCC PLUS-certified reductions in the carbon emissions of our production processes, conferring sustainability benefits for customers seeking to reduce their own value-chain carbon footprints.

In May 2025 we completed the divestment of William Blythe Limited, a non-core inorganic chemistry business, to its management team alongside H2 Equity Partners. This transaction further reduced the complexity of our site portfolio and has enabled greater focus of capital, time and other resources. As described in the CEO review, during the year we broadened the scope of our non-core divestment portfolio, and are progressing with several processes to accelerate the Group's deleveraging and simplify the business portfolio further.