



QUARTERLY REPORT

For the Quarterly Period Ended
March 31, 2026

Pursuant to Sections 4.03 of the Indentures dated September 24, 2020, dated September 20, 2021, and dated March 20, 2025, and dated March 31, 2026 by and between SNF Group (formerly SPCM SA) and BNY Mellon Corporate Trustee Services Limited, as Trustee, The Bank of New York Mellon, London Branch, as Paying Agent, and The Bank of New York Mellon SA/NV, Luxembourg or Dublin Branches, as Transfer Agent and Registrar

\$350,000,000	3.125%	Senior Notes due 2027
€350,000,000	2.625%	Senior Notes due 2029
\$350,000,000	3.375%	Senior Notes due 2030
\$750,000,000	5.626%	Senior Notes due 2031
€550,000,000	4.500%	Senior Notes due 2032

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FORWARD-LOOKING STATEMENTS

Various statements contained in this document constitute “forward-looking statements” as that term is defined under the U.S. Private Securities Litigation Reform Act of 1995. All statements other than statements of historical fact included in this document, including, without limitation, statements regarding our future financial position, strategy, anticipated investments, costs and results (including growth prospects in particular regions), plans, projects to enhance efficiency, impact of governmental regulations or actions, litigation outcomes and timetables, future capital expenditures, liquidity requirements, the successful integration of acquisitions and joint ventures into our group, and objectives of management for future operations, may be deemed to be forward-looking statements. When used in this document, the words “believe,” “anticipate,” “should,” “intend,” “plan,” “will,” “expect,” “estimates,” “positioned,” “strategy,” “aims,” “projects,” “forecasts,” “foresees,” “seeks,” “likely,” “may,” “might,” “could,” “intends,” and similar expressions identify these forward-looking statements. These forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause our actual results, performance or achievements or industry results to be materially different from those contemplated, projected, forecasted, estimated or budgeted, whether expressed or implied, by these forward-looking statements. These factors include those set forth in our Offering Memorandum dated September 15, 2020, in our Offering Memorandum dated September 9, 2021, in our Offering Memorandum dated March 11, 2025, and in our Offering Memorandum dated March 24, 2026.

We operate in a very competitive and rapidly changing environment. New risk factors emerge from time to time and it is not possible for us to predict all such risk factors on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements. Given these risks and uncertainties, investors should not place any undue reliance on forward-looking statements as a prediction of actual results.

We assume no obligation to update the forward-looking statements contained in this document to reflect actual results, changes in assumptions or changes in factors affecting these statements.

PRESENTATION OF FINANCIAL INFORMATION

We have prepared the financial statements contained in this document in accordance with International Financial Reporting Standards, IFRS, as issued by the International Accounting Standards Board (“IASB”) and with IFRS as adopted by the European Union.

FINANCIAL STATEMENTS

QUARTERLY INCOME STATEMENT

CONSOLIDATED INCOME STATEMENT (MEUR)

THREE MONTHS ENDED MARCH 31

	2025	2026	%
Revenue	1,226	1,198	-2.3%
Raw materials and transportation costs	(712)	(685)	
Gross profit	514	513	-0.1%
% Revenue	41.9%	42.8%	
Manufacturing costs	(263)	(267)	1.7%
% Revenue	21.5%	22.3%	
<i>Marketing and distribution expenses</i>	(55)	(60)	8.6%
<i>Research and development expenses</i>	(20)	(17)	-13.2%
<i>General and administrative expenses</i>	(44)	(48)	9.7%
Selling, general and administrative expenses	(118)	(125)	5.4%
% Revenue	9.7%	10.4%	
EBIT	132	121	-8.4%
% Revenue	10.8%	10.1%	
Depreciation and amortization	89	85	
EBITDA	221	206	-6.7%
% Revenue	18.1%	17.2%	
Non-recurring income	(5)	(12)	
Financial result	(6)	(17)	
Share in profit or loss of associates	0	0	
Income tax	(23)	(20)	
Income after tax	98	73	
Net income - attributable to non-controlling interests	(2)	(3)	
Net income	96	69	-28.0%
% Revenue	7.9%	5.8%	

MANAGEMENT'S DISCUSSION AND ANALYSIS

OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

Investors should read the following discussion in conjunction with the consolidated financial statements, including the notes thereto, included elsewhere in this document.

We believe that we are the world's largest producer of polyacrylamide, or PAM, a water-soluble specialty chemical used in water treatment, oil and petroleum applications (including enhanced oil recovery, or EOR), mineral extraction, pulp and paper manufacturing and other industries. PAM has a broad variety of industrial and commercial uses as a flocculant, which facilitates the separation of suspended solids from water, as a viscosity modifier, which alters the thickness of liquids, and as a drag reducer, which decreases the pressure drop along a segment of pipe. In addition to PAM, of which we estimate we produced 58% of global output in 2025 and from which we generated approximately 82% of our 2025 revenue, we also produce and sell related specialty chemicals such as coagulants and monomers. We also sell dispersants, which are used in the paper, household products and mining industries; and equipment that facilitate the utilization of PAM.

We operate our business through four geographic zones: EMEA (Europe, the Middle East and Africa), North America, Latin America, and Asia Pacific. Our revenue by geographic zone as a percentage of total revenue for the three months ended March 31, 2025 and the three months ended March 31, 2026 are set forth in the table below:

REVENUE

	Three months ended March 31, 2025	Three months ended March 31, 2026
EMEA	24.4%	24.1%
North America	41.5%	40.2%
Latin America	9.8%	9.8%
Asia Pacific	24.3%	25.9%

The differences in revenue breakdown by geographic zones between 1Q25 and 1Q26 are primarily due to higher sales growth in Asia Pacific than in other geographic zones of the world.

CONSOLIDATED INCOME STATEMENT

REVENUE

We had total revenue of €1,198 million for the three months ended March 31, 2026, representing a decrease of (2.3)% over total revenue of €1,226 million for the three months ended March 31, 2025. Foreign exchange rate translation had a negative impact of about (5.9)% for the quarter, reflecting primarily the depreciation of the US dollar, the Chinese Renminbi and the Indian Rupee versus the Euro. Our total growth in constant currency was therefore an increase of 3.6%, broken down in a price decrease of (5.5)% and a volume increase of 9.1%.

THE FOLLOWING GRAPH BREAKS DOWN THE REVENUE VARIATION BETWEEN 1Q25 AND 1Q26 (IN MEUR):



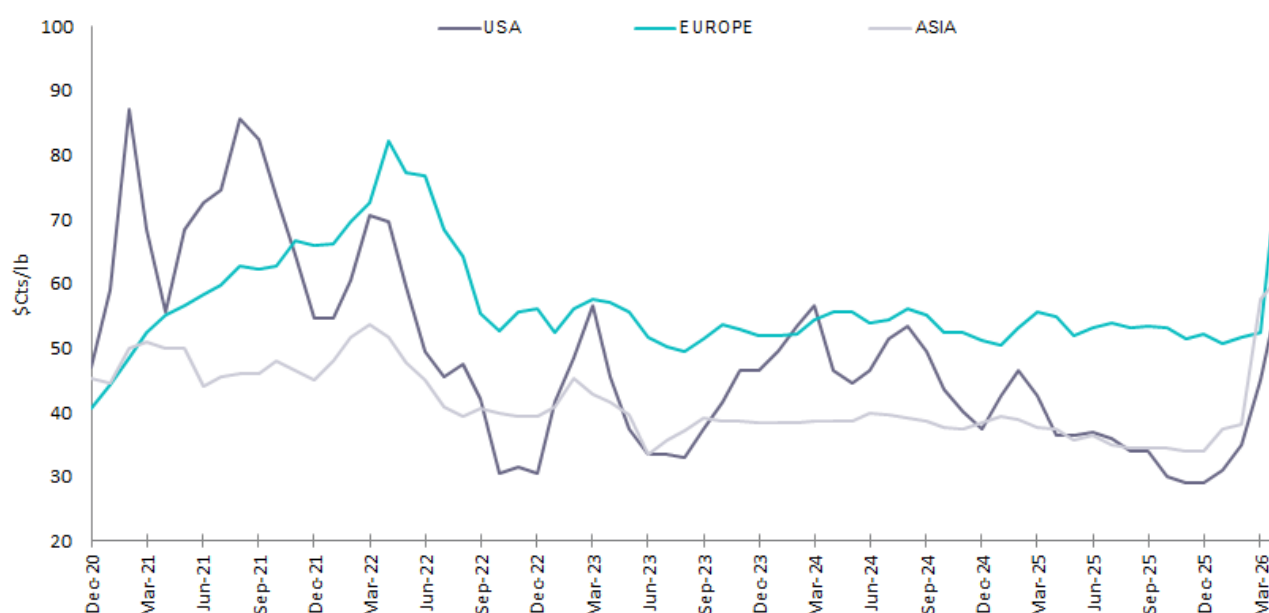
GROSS PROFIT

Gross profit decreased by (0.1)% to €513 million for the three months ended March 31, 2026, compared with €514 million for the three months ended March 31, 2025. As a percentage of revenue, gross profit was 42.8% for the three months ended March 31, 2026, as compared to 41.9% for the three months ended March 31, 2025.

THE FOLLOWING TABLE ILLUSTRATES THE EVOLUTION OF OUR GROSS PROFIT MARGIN IN THE PAST FIVE QUARTERS:

(MEUR)	1Q25	2Q25	3Q25	4Q25	1Q26
Sales	1,226	1,177	1,105	1,096	1,198
Gross profit	514	492	463	480	513
% sales	41.9%	41.8%	41.9%	43.8%	42.8%

THE FOLLOWING GRAPH ILLUSTRATES THE EVOLUTION OF PROPYLENE PRICES, OUR MAIN FEEDSTOCK, SINCE THE END OF 2020:



Following the end of the Covid crisis and the energy shock in late 2022, propylene prices progressively stabilized across all regions. Nevertheless, structural regional disparities have remained, with Europe consistently maintaining significantly higher price levels than Asia and the United States due to higher energy costs, tighter regulatory constraints and weaker competitiveness within the European chemical industry. Over 2023–2025, Asia generally benefited from ample supply and lower production costs, while the U.S. market remained more volatile but comparatively competitive.

In 2026, global propylene markets experienced a sharp reversal following the escalation of geopolitical tensions involving Iran and the closure of the Strait of Hormuz. This maritime corridor is one of the world's most strategic trade routes, through which approximately 20% of global oil and gas supplies transit. The disruption of traffic through the Strait triggered a significant increase in energy and feedstock prices, creating substantial volatility across petrochemical markets worldwide. As a result, since the beginning of 2026, propylene prices have increased by approximately 54% in Europe, 62% in Asia and 85% in the United States.

MANUFACTURING COSTS

Manufacturing costs increased by 1.7% to €267 million for the three months ended March 31, 2026, compared with €263 million for the three months ended March 31, 2025. As a percent of revenue, manufacturing costs increased from 21.5% in the first quarter of 2025 to 22.3% in the first quarter of 2026.

SELLING, GENERAL AND ADMINISTRATIVE EXPENSES (SG&A)

SG&A increased by 5.4% to €125 million for the three months ended March 31, 2026, compared with €118 million for the three months ended March 31, 2025. As a percent of revenue, SG&A increased to 10.4% for the first quarter of 2026, compared with 9.7% for the first quarter of 2025.

EBITDA

EBITDA decreased by (6.7)% to €206 million for the three months ended March 31, 2026, compared with €221 million for the three months ended March 31, 2025. EBITDA as a percentage of revenue was 17.2% in the first quarter of 2026 and 18.1% in the first quarter of 2025.

THE FOLLOWING TABLE ILLUSTRATES THE EVOLUTION OF OUR EBITDA MARGIN IN THE PAST FIVE QUARTERS:

(MEUR)	1Q25	2Q25	3Q25	4Q25	1Q26
Sales	1,226	1,177	1,105	1,096	1,198
EBITDA	221	213	192	190	206
% sales	18.1%	18.1%	17.4%	17.3%	17.2%

NON-RECURRING INCOME

Non-recurring loss was €(12) million for the three months ended March 31, 2026. Out of this total, €7 million pertain to integration costs.

FINANCIAL RESULT

Financial loss was €(17) million for the three months ended March 31, 2026. Financial result included interest payments on our debt, amounting to €19 million for the first quarter of 2026. Foreign exchange gains and others had a positive impact of about €3 million for the first quarter of 2026.

THE FOLLOWING TABLE SUMMARIZES THE BREAKDOWN OF OUR FINANCIAL RESULTS FOR BOTH FIRST QUARTERS OF 2025 AND 2026 BY NATURE:

FINANCIAL RESULT (MEUR)	1Q25	1Q26
Interest expenses	(15)	(19)
IFRS 16 impact	(1)	(1)
Exchange gain and others	10	3
Total	(6)	(17)

NET INCOME

Net income totaled €69 million for the three months ended March 31, 2026, compared with €96 million for the three months ended March 31, 2025. Net income as a percentage of revenue was 5.8% in the first quarter of 2026 and 7.9% in the first quarter of 2025.

CONSOLIDATED CASH FLOW STATEMENT

THE FOLLOWING TABLE SUMMARIZES OUR CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR 2025 AND FOR THE FIRST QUARTER OF 2026:

CASH FLOW (MEUR)	Year 2025	1Q26
Cash flow from operations (before changes in working capital and income taxes and interest paid)	789	195
Net cash from operating activities	491	189
Net cash used in investing activities	(644)	(282)
Net cash from / (used in) financing activities	194	717
Net closing cash and cash equivalents	499	1,130

For the three months ended March 31, 2026, our cash flow from operations totaled €195 million and our net cash from operating activities totaled €189 million. The operating cash flow has been positively impacted by our working capital that has decreased by €31 million during the first three months of 2026. Working capital as a percentage of the first quarter 2026's annualized sales was 27.1%, compared with 29.2% for the fourth quarter of 2025.

For the three months ended March 31, 2026, net cash used in investing activities totaled €282 million. This primarily reflects €144 million of capital expenditures, in line with our investment program, and €129 million deployed for acquisitions, mainly related to the acquisition of Syensqo's Oil & Gas business on January 2, 2026.

As of March 31, 2026, we had cash and cash equivalents of €1,130 million on a consolidated basis. Our total unused lines of credit were €579 million on March 31, 2026, leading to a total liquidity of €1,709 million, compared with €1,164 million at the end of 2025.

THE FOLLOWING TABLE SUMMARIZES OUR CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR 2025 AND FOR THE FIRST THREE MONTHS OF 2026:

CASH FLOW STATEMENT (MEUR)	2025 12M	2026 3M
NET INCOME	267	69
Allowances for depreciation and amortization, provisions	339	86
Reversals of depreciation, amortization and provisions	(2)	1
Grants transferred to net income	(1)	(0)
Undistributed earnings accounted for under the equity method	(1)	(0)
Gains/ (losses) from asset disposals	12	0
Fair value variation of non-consolidated entities	15	(5)
Income attributable to non-controlling interests	5	3
Income tax charge (current and deferred)	74	20
Other financial expense and income	82	22
CASH FLOW GENERATED FROM OPERATIONS	789	195
Change in inventories and work in progress	(94)	(28)
Change in receivables	30	(43)
Change in payables	(77)	113
Change in other payables and receivables	1	(12)
Tax payments	(79)	(19)
Interest expense payments	(79)	(19)
NET CASH FROM OPERATING ACTIVITIES	491	189
Investments in property, plant and equipment	(486)	(144)
Investments in intangible assets	(29)	(11)
Investments in financials	(27)	2
Acquisitions	(102)	(129)
NET CASH FROM INVESTING ACTIVITIES	(644)	(282)
Net variation loans and borrowings	198	717
Share capital increases (reductions)	(0)	(0)
Dividends paid (including non-controlling interests)	(4)	(0)
NET CASH FROM FINANCING ACTIVITIES	194	717
Effect of changes in exchange rates	(38)	8
NET CHANGE IN CASH AND CASH EQUIVALENTS	4	632
Net opening cash and cash equivalents	495	499
Net closing cash and cash equivalents	499	1,130

BALANCE SHEET AND OTHER FINANCIAL DATA

CONSOLIDATED BALANCE SHEET (MEUR)	December 31, 2025	March 31, 2026
Goodwill	140	144
Tangible assets, net	2,930	3,079
Cash and cash equivalents	499	1,130
Total assets	5,931	6,991
Shareholder's equity	2,911	3,055
Borrowings	2,057	2,811

OTHER FINANCIAL DATA (MEUR)	December 31, 2025	March 31, 2026
LTM EBITDA	817	802
LTM Interest expenses	68	72
Adjusted net debt	1,580	1,671
Adjusted net debt to LTM EBITDA	1.94x	2.08x
Interest expense ratio	11.9x	11.2x
Adjusted net debt to shareholder's equity	0.5x	0.5x

Following the recent upgrades by Moody's and S&P to investment grade ratings in December 2025 and March 2026, respectively, we issued new \$750 million Senior Notes due 2031 on March 24, 2026. Gross proceeds from the issuance were received on March 31, 2026, and were used in early April to fully redeem the outstanding \$350 million Senior Notes due 2027 and to repay amounts drawn under the Revolving Credit Facility.

As of March 31, 2026, our total debt was €2,811 million, compared with €2,057 million on December 31, 2025. On March 31, 2026, our adjusted net debt was €1,671 million, compared with €1,580 million on December 31, 2025. The debt variation between the fourth quarter of 2025 and the first quarter of 2026 is broken down in the following table:

DEBT (MEUR)	4Q25	1Q26	Var
Senior Notes	1,496	2,161	665
Revolving Credit Facility	143	215	72
Other SNF Group debt	318	308	(10)
Subsidiary indebtedness	34	51	17
IFRS 16 lease liabilities	64	73	9
Other	2	3	1
Total Debt	2,057	2,811	754
Adjustments as per bank facility	22	(10)	(32)
Cash and cash equivalents	(499)	(1,130)	(632)
Adjusted Net Debt	1,580	1,671	90

As of March 31, 2026, our adjusted net debt to LTM EBITDA ratio was 2.08x.