



SYENSQO THIRD QUARTER 2025 RESULTS

UNDERLYING EBITDA OF €326 MILLION, RESILIENT MARGIN PERFORMANCE

STRONG CASH GENERATION WITH FCF OF €250 MILLION IN Q3

AGREEMENT TO DIVEST OIL & GAS, ADVANCING PURE PLAY SPECIALTY STRATEGY

Underlying (€ million)	Q3 2025	Q3 2024	Q2 2025	YoY change	YoY organic	QoQ change	9M 2025	9M 2024	YoY change	YoY organic
Net sales	1,517	1,633	1,586	-7.1%	-2.5%	-4.4%	4,722	4,965	-4.9%	-2.5%
Gross profit	484	572	506	-15.3%	-	-4.3%	1,504	1,737	-13.4%	-
Gross profit margin	31.9%	35.0%	31.9%	-310 bps	-	0 bps	31.9%	35.0%	-310 bps	-
Underlying EBITDA	326	374	335	-12.8%	-9.8%	-2.7%	973	1,114	-12.7%	-11.1%
Underlying EBITDA margin	21.5%	22.9%	21.1%	-140 bps	-170 bps	40 bps	20.6%	22.4%	-180 bps	-200 bps
Operating cash flow	331	210	20	57.9%	-	n.m.	526	496	6.0%	-
Free cash flow	250	27	-67	n.m.	-	n.m.	220	65	n.m.	-
Cash conversion (LTM)	76%	69%	72%	690 bps	-	370 bps	76%	69%	690 bps	-
ROCE (LTM)	6.5%	8.1%	6.9%	-160 bps	-	-40 bps	6.5%	8.1%	-160 bps	-

Q3 2025 Highlights

- **Net sales** of €1.52 billion impacted by unfavourable year-on-year foreign exchange movements (-5%), lower volumes (-1%); Strong year-on-year growth in Technology Solutions;
- **Gross profit** of €484 million decreased by 15% year-on-year, primarily driven by lower volumes and unfavorable foreign exchange movements, resulting in **gross margin** of 31.9%; On a sequential basis, gross margin was unchanged;
- **Underlying EBITDA** of €326 million decreased by 10% year-on-year organically, primarily due to lower underlying EBITDA in Specialty Polymers and Novecare partially offset by structural cost savings; On a sequential basis, underlying EBITDA decreased by 3%;
- **Underlying EBITDA margin** remains resilient, expanded 40 basis points sequentially to 21.5%, primarily driven by Specialty Polymers;
- **Underlying net profit**, Syensqo share of €110 million;
- **Operating cash flow** of €331 million; **Free cash flow** of €250 million;
- Agreement to **divest the Oil & Gas business unit** for an enterprise value of €135 million, or c.7x EV/EBITDA

Dr. Ilham Kadri, CEO

"The third quarter saw us deliver a resilient margin and strong free cash flow generation in a challenging macroeconomic environment. Our strong value proposition, and continued focus on what we can control drove another quarter of sequential EBITDA margin improvement. In addition, we have continued to execute our pure play specialty strategy with the recently announced divestment of the Oil & Gas business at an attractive valuation.

"For the balance of the year we continue to see a slower recovery in volumes and have adjusted our full year outlook accordingly, broadly aligned with consensus expectations.

"Finally, it has been the privilege of my career to serve Syensqo and its exceptional people for the past seven years. Together, we raised our ambitions, navigated crises, accomplished the historic demerger with Solvay, and launched one of the industry's most innovative specialty companies. I want to express my deepest gratitude to every team member, whose dedication and belief made this transformation possible. As Syensqo steps boldly into its next chapter, I thank you for your passion, resilience, and the spirit of exploration that continues to shape our shared future. With deep gratitude for the trust and partnership of the investor and analyst community, the best is yet to come."

[Register to the webcast scheduled at 15:00 CEST](#) - [Financial report](#) - [Financial calendar](#)

2025 Outlook

For the fourth quarter, we expect macroeconomic and demand weakness to continue across most of our end markets given evolving tariff and geopolitical dynamics. Over the course of the year, these external factors have seen customers adapting to broader demand uncertainty. For example, we see a slower recovery in Electronics volumes in the second half of the year, as customers manage their shorter-term inventories. In addition, we now expect the previously flagged destocking at a major civil aerospace customer to continue throughout 2025. Nevertheless, strong underlying demand in both civil aerospace and space & defence applications is expected to support strong growth in Composite Materials in 2026 and beyond.

We continue to benefit from cost saving initiatives and are accelerating initiatives to further strengthen our foundations for longer-term growth, targeting more than €200 million of run rate savings by the end of 2026. As demonstrated in our strong third quarter performance, cash flow generation remains a key area of focus and we will continue to take actions to mitigate volume uncertainty.

Our full year 2025 outlook, which also takes into account a further strengthening of the Euro against our major trading currencies, is now as follows:

- **Underlying EBITDA** of approximately €1.25 billion
- **Capital Expenditures** to be below €600 million
- **Free Cash Flow** of approximately €325 million

From a cashflow perspective, 2025 includes outflows related to the separation from Solvay and the final year of material investments related to the expansion of the Tavaux site in France, which are not expected to repeat in 2026.

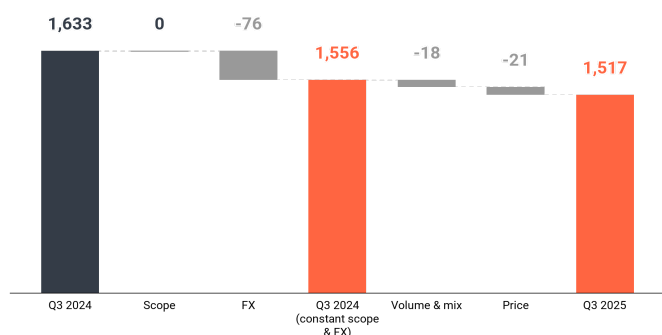
Financial Review

Summary Income Statement

Underlying (€ million)	Q3 2025	Q3 2024	Q2 2025	YoY change	QoQ change	9M 2025	9M 2024	YoY change
Net sales	1,517	1,633	1,586	-7.1%	-4.4%	4,722	4,965	-4.9%
Gross profit	484	572	506	-15.3%	-4.3%	1,504	1,737	-13.4%
Gross profit margin	31.9%	35.0%	31.9%	-310 bps	0 bps	31.9%	35.0%	-310 bps
EBITDA	326	374	335	-12.8%	-2.7%	973	1,114	-12.7%
EBITDA margin	21.5%	22.9%	21.1%	-140 bps	40 bps	20.6%	22.4%	-180 bps
EBIT	194	243	214	-20.1%	-9.3%	592	745	-20.5%
Net financial charges	-39	-32	-37	21.3%	5.5%	-109	-111	-1.7%
Income tax expenses	-44	-49	-42	-9.5%	5.8%	-130	-158	-17.6%
Profit / (loss) attributable to Syensqo shareholders	110	162	140	-31.8%	-21.4%	350	477	-26.5%
Basic earnings per share (in €)	1.08	1.55	1.37	-30.2%	-21.3%	3.41	4.54	-24.8%

Net sales of €1.52 billion in the third quarter of 2025 were 7% lower on a reported basis, or 3% lower on an organic basis, versus the third quarter of 2024, in a challenging market environment. This decrease was primarily due to lower volumes in Specialty Polymers, partially offset by higher volumes in Technology Solutions.

Net sales bridge (€ million)



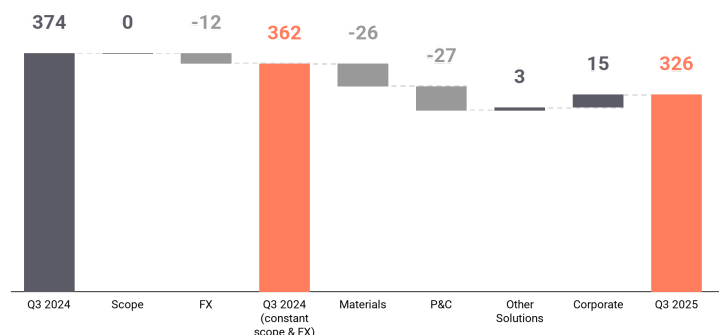
Gross profit of €484 million in the third quarter of 2025 decreased by 15% on a reported basis versus the third quarter of 2024, primarily driven by lower year-on-year gross profit in Specialty Polymers and Novecare.

On a year-on-year basis, gross margin of 31.9% in the third quarter of 2025 contracted by approximately 310 basis points. This was primarily due to lower gross margin in Specialty Polymers and Novecare. Sequentially, gross margin was unchanged.

Underlying EBITDA of €326 million in the third quarter of 2025 declined by 13% on a reported basis, or 10% organically versus the third quarter of 2024 driven by lower year-on-year gross profit as described above, partially offset by lower year-on-year operating expenses, underpinned by ongoing cost saving initiatives.

On a sequential basis, underlying EBITDA decreased by 3% as higher underlying EBITDA in Specialty Polymers and Oil & Gas, as well as cost savings were offset primarily by lower underlying EBITDA in Novecare. Underlying EBITDA in Technology Solutions and Aroma Performance was unchanged.

Underlying EBITDA bridge (€ million)



Underlying EBITDA margin of 21.5% in the third quarter of 2025 contracted by approximately 140 basis points or 170 basis points organically, versus the third quarter of 2024, primarily due to lower volumes in Specialty Polymers and unfavourable input costs in Novecare, partially offset by lower Corporate & Business segment expenses.

On a sequential basis, underlying EBITDA margin expanded by approximately 40 basis points as higher underlying EBITDA margin in the Materials segment was partially offset by lower underlying EBITDA margin in the Performance & Care segment.

Summary of Cash Flow and Net Debt

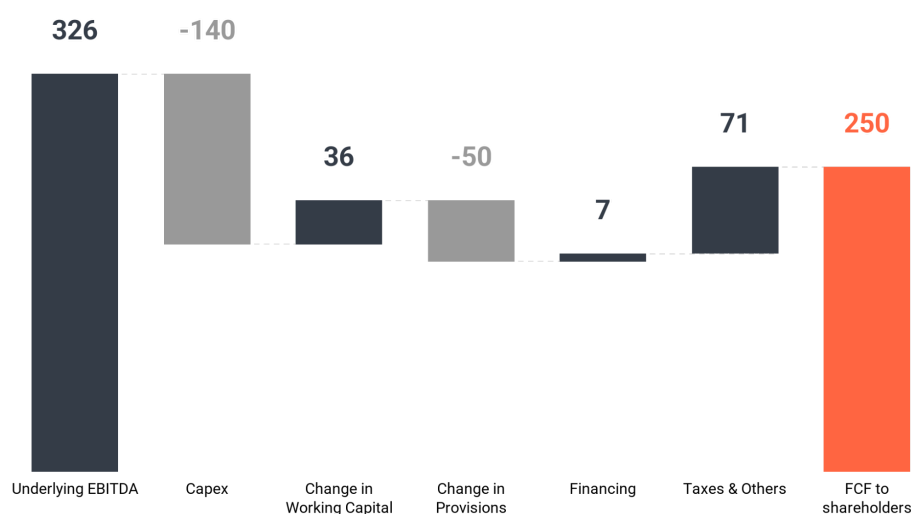
Cash flow from operating activities totaled €331 million in the third quarter of 2025 versus €210 million in the third quarter of 2024. The year-on-year improvement was primarily driven by higher working capital-related cash inflows and the compensation from Edison following a decision of the International Chamber of Commerce Tribunal, partially offset by lower year-on-year profitability.

Cash conversion was 76% on a rolling 12-month basis.

Free cash flow to shareholders totaled €250 million in the third quarter of 2025, compared to €27 million in the third quarter of 2024. This included €140 million of capital expenditure, comprising €58 million of growth capital expenditure and €82 million of sustenance capital expenditure. Capital expenditure in 2025 was 34% lower than the comparable period in 2024.

Cash and cash equivalents totaled €1,329 million at the end of the third quarter of 2025.

Q3 2025 underlying EBITDA to Free cash flow bridge (€ million)



Underlying net financial debt amounted to €2,063 million at the end of September 2025, versus €1,859 million at the end of 2024 and €2,222 million at the end of June 2025, resulting in a leverage ratio of 1.6x and a gearing ratio of 25%. The increase in underlying net financial debt versus the end of 2024 was primarily driven by shareholder returns (dividend payment and share repurchases) and separation costs, partially offset by positive free cash flow.

Underlying (€ million)	Sept 30, 2025	Dec 31, 2024	Change
Underlying gross debt	-3,468	-2,615	32.6%
Cash & cash equivalents	1,329	659	101.8%
Other financial instruments (current + non-current)	75	97	-22.6%
Underlying net debt	-2,063	-1,859	10.9%
Underlying leverage ratio	1.6x	1.3x	0.3x
Gearing ratio	24.7%	21.0%	370 bps

Segment Review

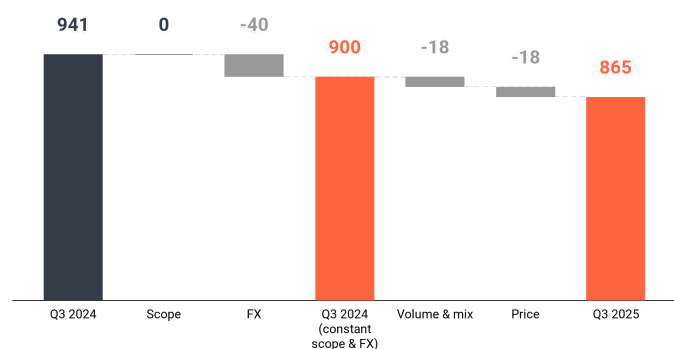
Materials (57% of Q3 2025 Group net sales, 73% of Group underlying EBITDA*)

* Excluding the contribution of Corporate & Business Services

Underlying (€ million)	Q3 2025	Q3 2024	Q2 2025	YoY change	YoY organic	QoQ change	9M 2025	9M 2024	YoY change	YoY organic
Net sales	865	941	908	-8.1%	-4.0%	-4.7%	2,670	2,869	-6.9%	-5.1%
Specialty Polymers	587	649	620	-9.4%	-5.8%	-5.3%	1,788	1,979	-9.7%	-8.0%
Composite Materials	277	292	288	-5.1%	0.2%	-3.6%	882	889	-0.8%	1.4%
EBITDA	267	307	269	-13.0%	-9.0%	-0.7%	790	921	-14.2%	-12.0%
EBITDA margin	30.9%	32.7%	29.6%	-180 bps	-170 bps	130 bps	29.6%	32.1%	-250 bps	-230 bps

Net sales of €865 million in the third quarter of 2025 decreased by 8% on a reported basis, or 4% organically, versus the third quarter of 2024. The year-on-year decrease was primarily due to lower volumes and pricing in Specialty Polymers and, to a lesser extent, lower volumes in Composite Materials. This was partially offset by higher pricing in Composite Materials.

Materials net sales bridge (€ million)



On a sequential basis, Materials net sales decreased by 5%, due to lower net sales in Specialty Polymers and, to a lesser extent, in Composite Materials.

Specialty Polymers net sales of €587 million in the third quarter of 2025 decreased by 9% year-on-year on a reported basis, or 6% organically, driven primarily by lower volumes in Electronics and lower pricing, most notably in the Automotive end market. This was partially offset by higher volumes in the Automotive and Healthcare end markets.

Excluding the Electronics end market, Specialty Polymers year-on-year net sales would have been unchanged on

an organic basis and volumes would have increased by 4% year-on-year.

Composite Materials net sales of €277 million in the third quarter of 2025 decreased by 5% on a reported basis, or unchanged organically, versus the third quarter of 2024. This was primarily driven by higher overall pricing, which was partially offset by lower year-on-year volumes in civil aerospace due to continued destocking at a major customer. Net sales to Space & Defence applications increased by approximately 1% year-on-year.

Underlying segment EBITDA of €267 million in the third quarter of 2025 declined by 13% on a reported basis, or 9% organically versus the third quarter of 2024, primarily due to lower underlying EBITDA in Specialty Polymers. Underlying EBITDA in Composite Materials was approximately unchanged year-on-year.

On a sequential basis, underlying segment EBITDA was approximately unchanged, reflective of the performance of both businesses.

Underlying EBITDA margin of 31% in the third quarter of 2025 decreased by approximately 180 basis points, or 170 basis points organically versus the third quarter of 2024. The decrease was driven by lower year-on-year underlying EBITDA margin in Specialty Polymers and unfavorable net sales mix.

On a sequential basis, underlying EBITDA margin increased by approximately 130 basis points driven by higher underlying EBITDA margin in Specialty Polymers, supported by improved net pricing in Composite Materials and ongoing cost saving measures.

Performance & Care

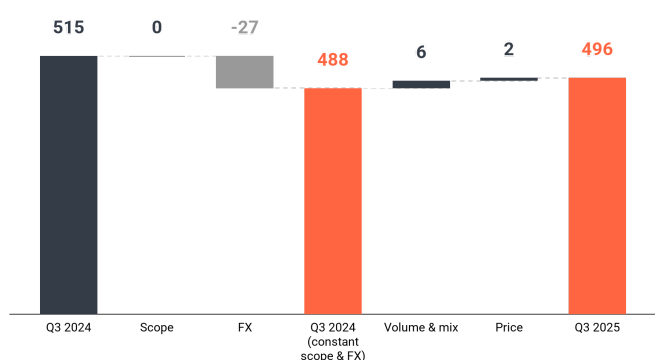
(33% of Q3 2025 Group net sales, 25% of Group underlying EBITDA*)

* Excluding the contribution of Corporate & Business Services

Underlying (€ million)	Q3 2025	Q3 2024	Q2 2025	YoY change	YoY organic	QoQ change	9M 2025	9M 2024	YoY change	YoY organic
Net sales	496	515	511	-3.5%	1.8%	-2.8%	1,547	1,548	0.0%	3.5%
Novecare	327	353	347	-7.2%	-2.2%	-5.6%	1,045	1,050	-0.5%	2.6%
Technology Solutions	169	162	164	4.3%	10.4%	3.0%	502	497	1.0%	5.3%
EBITDA	90	120	98	-24.8%	-23.1%	-8.1%	284	321	-11.6%	-12.2%
EBITDA margin	18.2%	23.3%	19.2%	-510 bps	-590 bps	-100 bps	18.4%	20.8%	-240 bps	-330 bps

Net sales of €496 million in the third quarter of 2025 declined by 4% on a reported basis but increased by 2% organically, compared to the third quarter of 2024, driven by higher volumes in Technology Solutions, partially offset by lower volumes in Novecare.

Performance & Care net sales bridge (€ million)



On a sequential basis, Performance & Care net sales decreased by 3% as higher net sales in Technology Solutions were offset by lower net sales in Novecare.

Novecare net sales of €327 million in the third quarter of 2025 declined by 7% on a reported basis or 2% organically, compared to the third quarter of 2024. The year-on-year performance was driven by higher pricing primarily in Industrial & Chemicals and higher volumes in the Agro and Consumer end markets, which were offset by lower year-on-year sales in the Building and Industrial end markets.

Technology Solutions net sales of €169 million in the third quarter of 2025 increased by 4% on a reported basis or 10% organically, compared to the third quarter of 2024, driven by higher volumes in mining and phosphorus specialties.

Underlying segment EBITDA of €90 million in the third quarter of 2025 decreased by 25% on a reported basis or 23% organically, versus the third quarter of 2024. Third quarter 2025 performance was due to lower underlying EBITDA in both Novecare, due primarily to higher year-on-year input costs, including oleochemicals and Technology Solutions, which benefitted from lower pension costs in 2024, following de-risking activity.

On a sequential basis, underlying segment EBITDA decreased by 8% due to lower underlying EBITDA in Novecare. Underlying EBITDA in Technology Solutions was approximately unchanged compared to the second quarter of 2025.

Underlying EBITDA margin of 18.2% in the third quarter of 2025 decreased by approximately 510 basis points on a reported basis and approximately 590 basis points organically versus the third quarter of 2024, due to lower underlying EBITDA margin in both businesses. Although the underlying EBITDA margin for Technology Solutions contracted, it continues to deliver a robust margin.

On a sequential basis, underlying EBITDA margin contracted by 100 basis points due to lower underlying EBITDA margin in Novecare.

Other Solutions

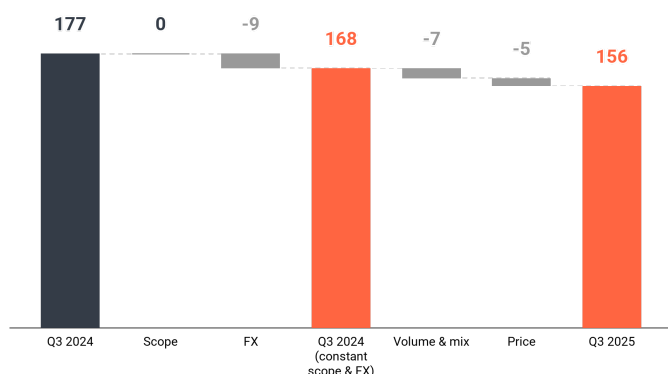
(10% of Q3 2025 Group net sales, 3% of Group underlying EBITDA*)

* Excluding the contribution of Corporate & Business Services

Underlying (€ million)	Q3 2025	Q3 2024	Q2 2025	YoY change	YoY organic	QoQ change	9M 2025	9M 2024	YoY change	YoY organic
Net sales	156	177	168	-12.0%	-7.0%	-7.1%	505	548	-7.8%	-5.3%
Aroma Performance	67	75	76	-11.8%	-8.0%	-12.5%	216	240	-10.0%	-8.3%
Oil & Gas	89	102	92	-12.2%	-6.3%	-2.7%	289	307	-6.2%	-2.9%
EBITDA	9	5	8	72.7%	44.6%	16.0%	35	35	0.2%	-11.9%
EBITDA margin	6.1%	3.1%	4.9%	300 bps	220 bps	120 bps	6.9%	6.4%	60 bps	-50 bps

Net sales of €156 million in the third quarter of 2025 declined by 12% on a reported basis, and 7% organically versus the third quarter of 2024 as both Aroma Performance and Oil & Gas had lower volumes and pricing.

Other Solutions net sales bridge (€ million)



On a sequential basis, net sales decreased by 7% due to lower net sales in Aroma Performance and, to a lesser extent, in Oil & Gas.

Aroma Performance net sales of €67 million in the third quarter of 2025 decreased by 12% on a reported basis, or 8% organically, compared to the third quarter of 2024 driven by lower volumes and pricing.

Oil & Gas net sales of €89 million in the third quarter of 2025 decreased by 12% on a reported basis, or 6% organically, versus the third quarter of 2024 due to lower demand as well as lower pricing as a result of increased competitive pressure.

Underlying segment EBITDA of €9 million in the third quarter of 2025 increased by 73% on a reported basis, or 45% organically, versus the third quarter of 2024, as underlying EBITDA was driven by favorable year-on-year variable and fixed costs in Aroma Performance, and to a lesser extent, Oil & Gas.

On a sequential basis, underlying segment EBITDA in the third quarter of 2025 increased 16% driven by higher underlying EBITDA in Oil & Gas, as underlying EBITDA in Aroma Performance was unchanged.

Underlying EBITDA margin of 6.1% in the third quarter of 2025 expanded by approximately 300 basis points on a reported basis and approximately 220 basis points organically versus the third quarter of 2024, driven by favorable product mix in Oil & Gas.

On a sequential basis, underlying EBITDA margin expanded by 120 basis points, due to higher underlying EBITDA in Oil & Gas.

Corporate & Business Services

Underlying (€ million)	Q3 2025	Q3 2024	Q2 2025	YoY change	YoY organic	QoQ change	9M 2025	9M 2024	YoY change	YoY organic
Net sales	0	0	0	n.m.	n.m.	n.m.	0	0	n.m.	n.m.
EBITDA	-41	-58	-40	-30.7%	-27.0%	1.1%	-136	-163	-16.3%	-18.2%

Corporate and Business services reported a cost of €41 million to Syensqo's EBITDA in the third quarter of 2025, a €17 million improvement compared to the third quarter of 2024, primarily driven by cost savings.

Key IFRS figures

(€ million)	IFRS			Underlying			
	Q3 2025	Q3 2024	% YoY	Q3 2025	Q3 2024	% YoY	YoY organic
Net sales	1,517	1,633	-7.1%	1,517	1,633	-7.1%	-2.5%
EBITDA	297	352	-15.6%	326	374	-12.8%	-9.8%
EBITDA margin	19.6%	21.6%	-200 bps	21.5%	22.9%	-140 bps	-170 bps
EBIT	136	188	-27.8%	194	243	-20.1%	-
Net financial charges	-39	-35	10.8%	-39	-32	21.3%	-
Income tax expenses	-57	-153	-62.6%	-44	-49	-9.5%	-
Profit / (loss) attributable to Syensqo shareholders	39	0	n.m.	110	162	-31.8%	-
Basic earnings per share (in €)	0.38	0.00	n.m.	1.08	1.55	-30.2%	-

(€ million)	IFRS			Underlying			
	9M 2025	9M 2024	% YoY	9M 2025	9M 2024	% YoY	YoY organic
Net sales	4,722	4,965	-4.9%	4,722	4,965	-4.9%	-2.5%
EBITDA	775	1,005	-22.9%	973	1,114	-12.7%	-11.1%
EBITDA margin	16.4%	20.2%	-380 bps	20.6%	22.4%	-180 bps	-200 bps
EBIT	301	535	-43.7%	592	745	-20.5%	-
Net financial charges	-103	-100	3.4%	-109	-111	-1.7%	-
Income tax expenses	-111	-308	-63.9%	-130	-158	-17.6%	-
Profit / (loss) attributable to Syensqo shareholders	86	128	-32.7%	350	477	-26.5%	-
Basic earnings per share (in €)	0.84	1.22	-31.2%	3.41	4.54	-24.8%	-

Glossary

- **Cash flow from operating activities, or Operating cash flow** are those generated from/(used by) the principal revenue-producing activities of the Group and other activities that are not investing or financing activities
- **Cash conversion** Is a ratio used to measure the conversion of EBITDA into cash according to the formula $((\text{Underlying EBITDA} +/- \text{Changes in working capital} - \text{Sustenance Capex}) / (\text{Underlying EBITDA}))$. Sustenance capital expenditure includes capital expenditures for maintenance, for the implementation of the One Planet strategy and for Digital Transformation initiatives (excluding the ERP Rebuild Capex) as well as payment of lease liabilities
- **EPS** is earnings per share
- **ERP Rebuild Project Costs**: This significant multi-year project aims at the harmonization of the ERPs used by the Syensqo Group and at implementing new technologies that will position the Group for sustained growth and efficiency. It will generate costs and capital expenditures over the next 4-5 years
- **Free cash flow to Syensqo shareholders**: Free cash flow after payment of net interests, coupons of perpetual hybrid bonds, dividends to non-controlling interests and capital injections and capital reimbursements from/to non-controlling interests. This represents the cash flow available to Syensqo shareholders, to pay their dividend and/or to reduce the net financial debt.
- **Gearing ratio**: Underlying net debt / (underlying net debt + Equity - Hybrid bonds in equity)
- **Net financial debt**: Non-current financial debt + current financial debt - cash & cash equivalents - other financial instruments. **Underlying net debt** reclassified as debt 100% of the hybrid perpetual bonds, considered as equity under IFRS. It is a key measure of the strength of the Group's financial position and is widely used by credit rating agencies
- **Organic growth**: growth excluding scope changes and forex conversion effects. The calculation is made by rebasing the prior period at the business scope and forex conversion rate of the current period
- **Return on Capital Employed (ROCE)**: the ratio between underlying EBIT (before adjustment for the amortization of Purchase Price Allocation - PPA) and capital employed. Capital employed consists of net working capital, tangible and intangible assets, goodwill, rights-of-use assets, investments in associates & joint ventures and other investments
- **Underlying figures** adjust IFRS figures for the non-cash Purchase Price Allocation (PPA) accounting impacts related to acquisitions, for the coupons of perpetual hybrid bonds classified as equity under IFRS but treated as debt in the underlying statements, and for other elements to generate a measure that avoids distortion and facilitates the appreciation of performance and comparability of results over time
- **Underlying net financial charges** include the coupons on perpetual hybrid bonds (accounted as dividends under IFRS, and thereby excluded from the income statement)

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Safe harbor

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About Syensqo

Syensqo is a science company developing groundbreaking solutions that enhance the way we live, work, travel and play. Inspired by the scientific councils which Ernest Solvay initiated in 1911, we bring great minds together to push the limits of science and innovation for the benefit of our customers, with a diverse, global team of more than 13,000 associates.

Our solutions contribute to safer, cleaner, and more sustainable products found in homes, food and consumer goods, planes, cars, batteries, smart devices and health care applications. Our innovation power enables us to deliver on the ambition of a circular economy and explore breakthrough technologies that advance humanity.

Financial Calendar

- Feb 26, 2026: FY 2025 results

Useful links

- Earnings materials
- Strategy
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- Credit information
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