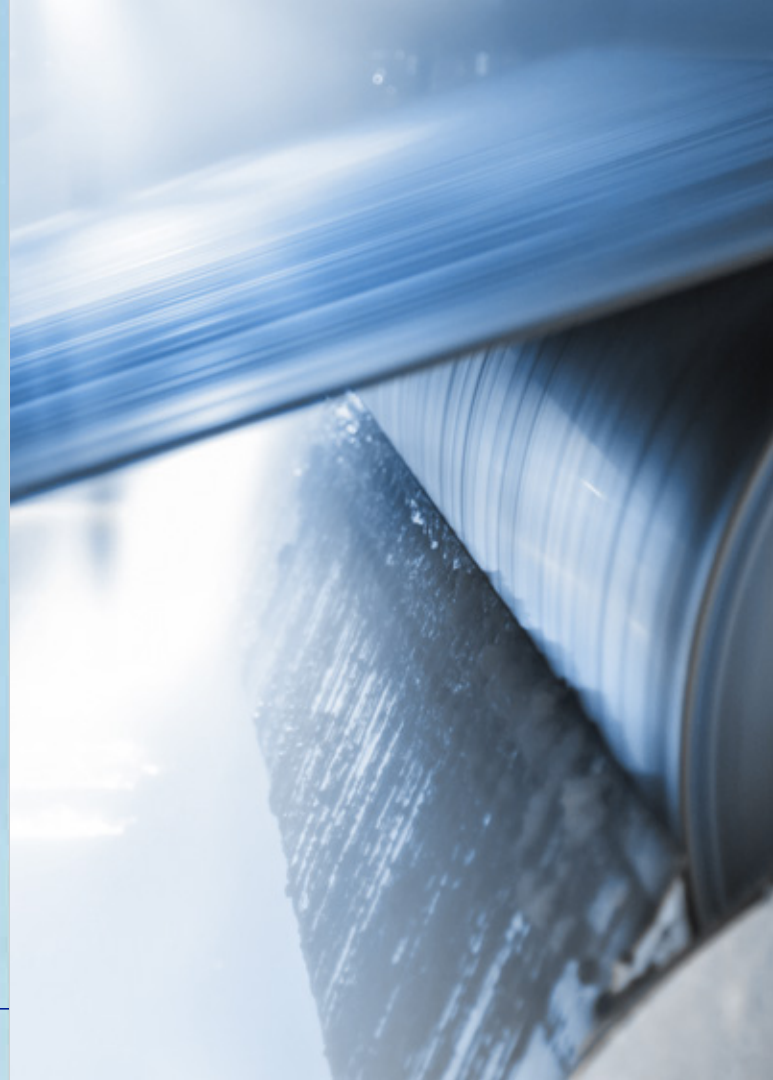


Wolfgang Büchele, President and CEO | March 24, 2014

Kemira's Annual General Meeting 2014

Delivering a profitable water pure-play



3% organic growth with improved profitability

January-December 2013

- Revenue EUR 2,229.1 million (2,240.9)
 - Organic revenue growth 3%, driven by increased sales volumes
 - Currency exchange -2%
 - Divestments -2%
- Operative EBIT increased 6% to EUR 164.2 million (155.5)
 - Operative EBIT margin improved to 7.4% (6.9%)
- Operative ROCE* increased to 11.9% (10.0%)
- Cash flow after investing activities EUR 196 million (72)
- Net debt reduced to EUR 456 million (532)



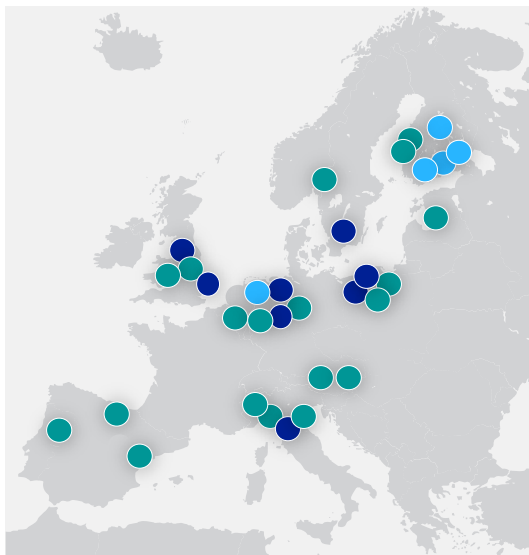
*) 12 month rolling average

Kemira – global EUR 2.2 billion chemicals company (2013)

Manufacturing footprint globally (59 sites):

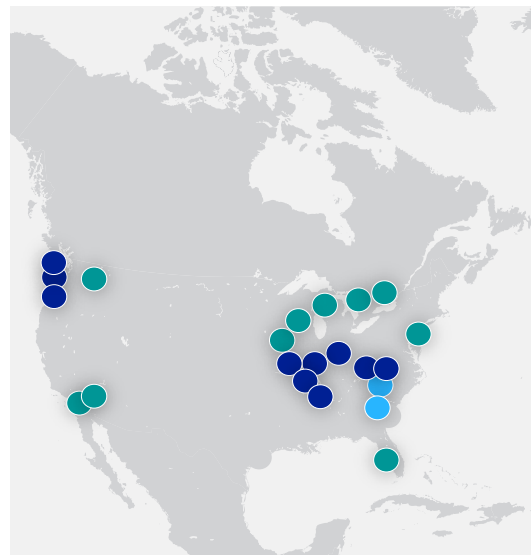
20 multipurpose,
30 coagulants,
9 commodity chemicals

- Multipurpose
- Coagulants
- Commodity chemicals
- Yanzhou



EMEA

Revenue: EUR 1,270 million (57%)
Personnel: 2,595



North America

Revenue: EUR 670 million (30%)
Personnel: 1,281

South America

Revenue:
EUR 160 million (7%)
Personnel: 237

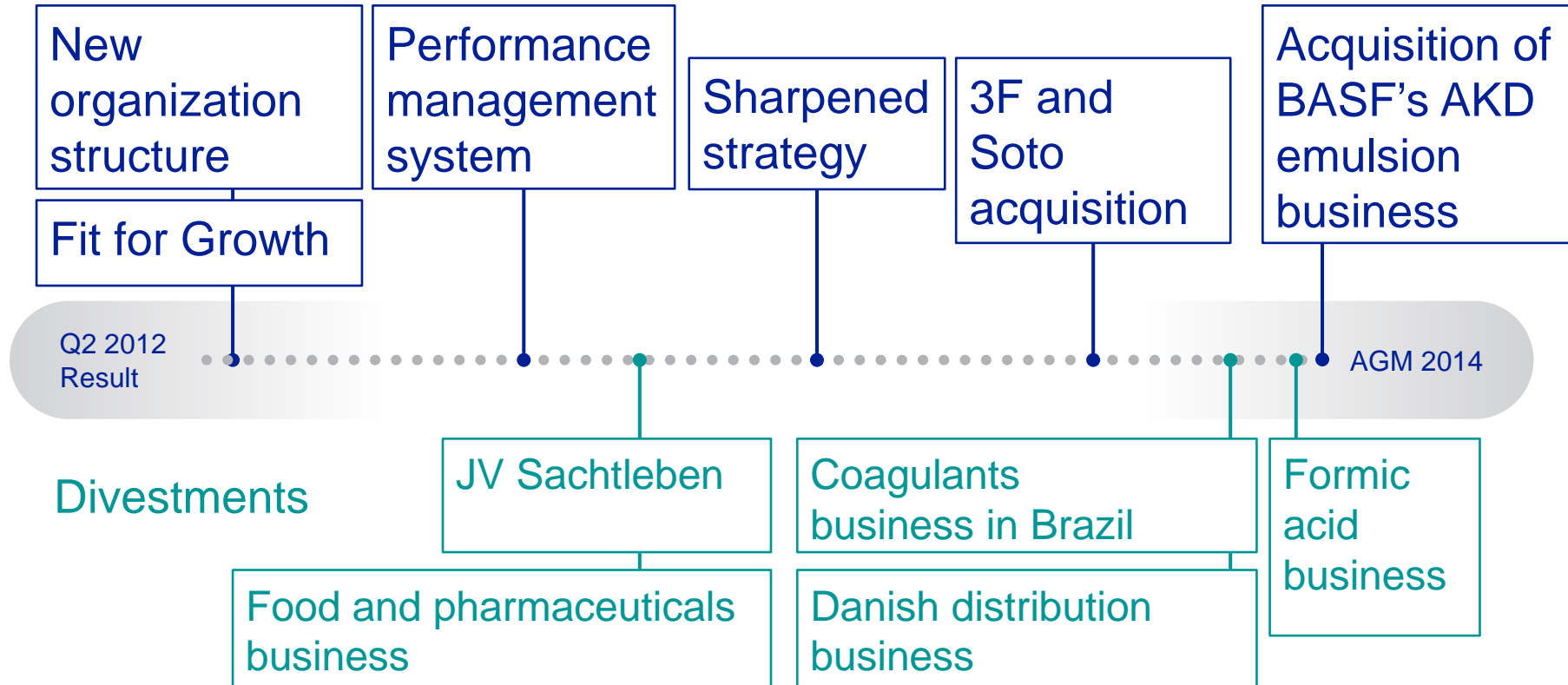


APAC

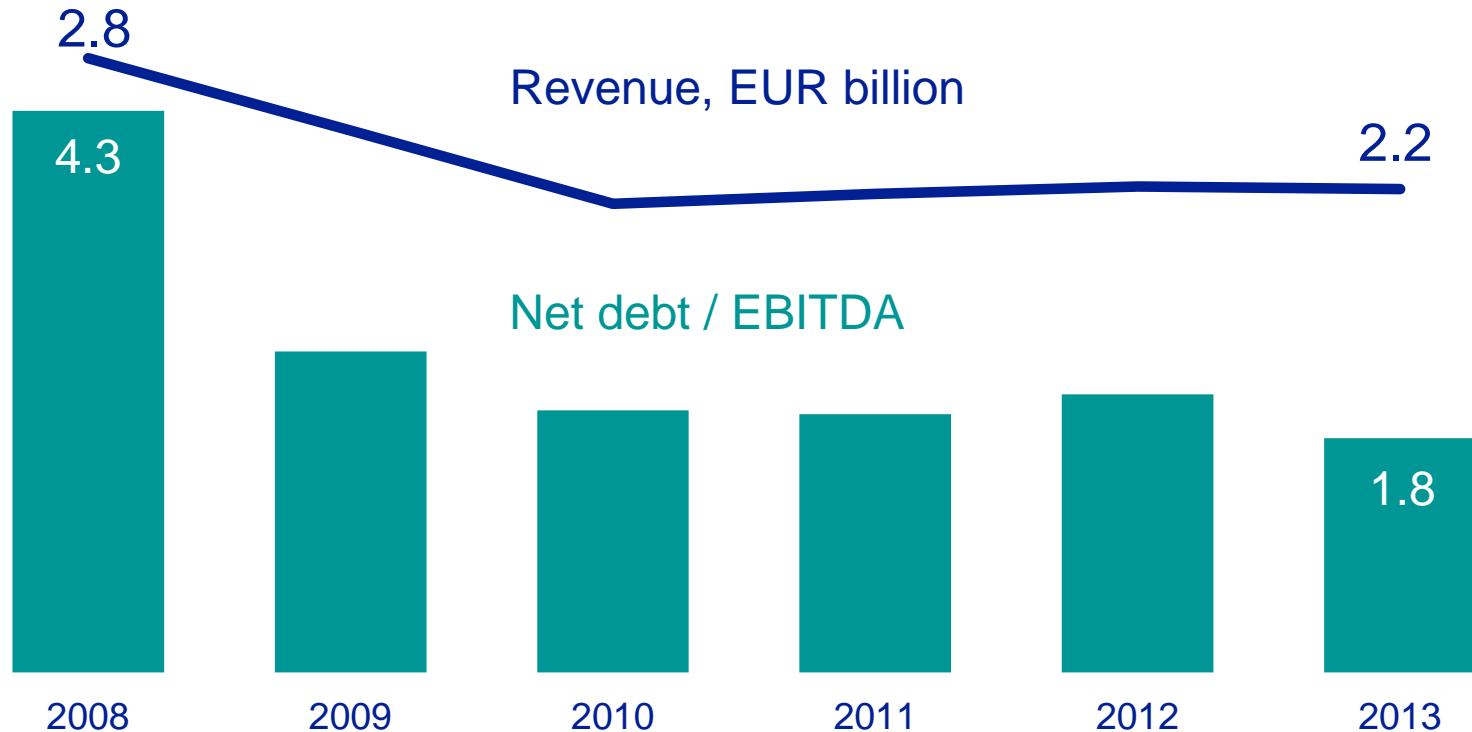
Revenue:
EUR 135 million (6%)
Personnel: 340



Transformation into a water pure-play is now accomplished



Profitability and balance sheet have been the main focus in the strategy implementation until the end of 2013



Strategy sharpened in four key areas in April 2013

• We focus on pulp & paper, oil & gas, mining and water treatment



• We target above-the-market growth

• We leverage mature markets and expand in selected emerging markets

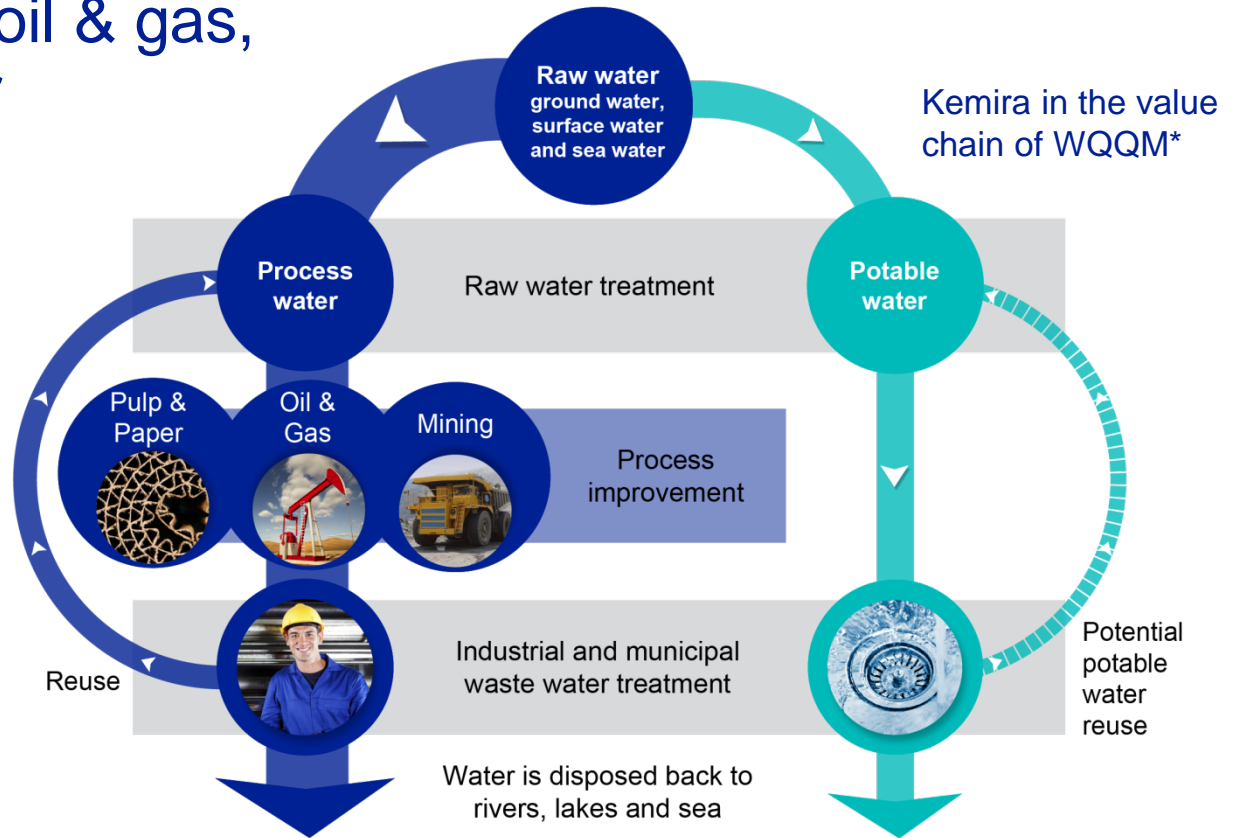


• We invest in innovation, expertise (knowledge) and competencies (behaviour)

Focus on paper, oil & gas, mining and water treatment

Expertise and tailored combinations of chemicals for water-intensive industries

Improving our customers' water, energy and raw material efficiency



*) Water Quality and Quantity Management

Managing businesses from their regions of growth

Oil & Mining
management based
in **Houston, US**

Kemira head office in
Helsinki, Finland

Municipal & Industrial
management based in
Frankfurt, Germany

Paper management
based in
Hong Kong, China

Revenue growth accelerated in Paper

Sales volumes growth in all regions

Margin improved to 8.7% (7.7%) in 2013

Paper revenue growth trend year-on-year and operative EBIT
EUR million

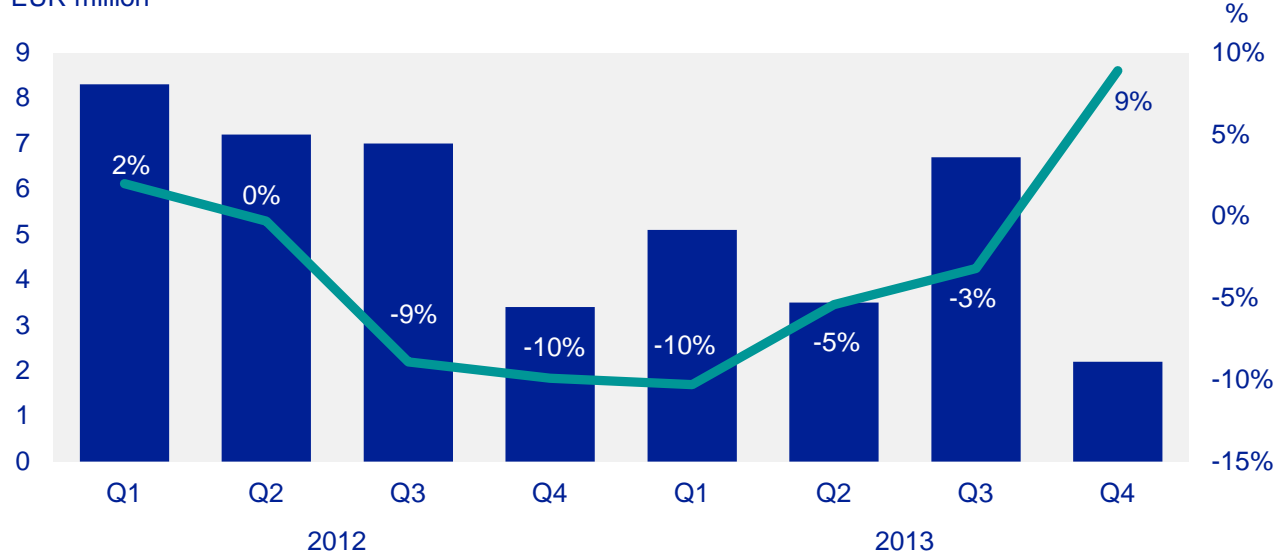


Oil & Mining revenue recovering

3F acquisition and higher polymer sales volumes, especially in the NAFTA region

Oil, gas and mining customer destocking as well as low 3F result were reasons for decreased operative EBIT in Q4 2013

Oil & Mining revenue growth trend year-on-year and operative EBIT
EUR million



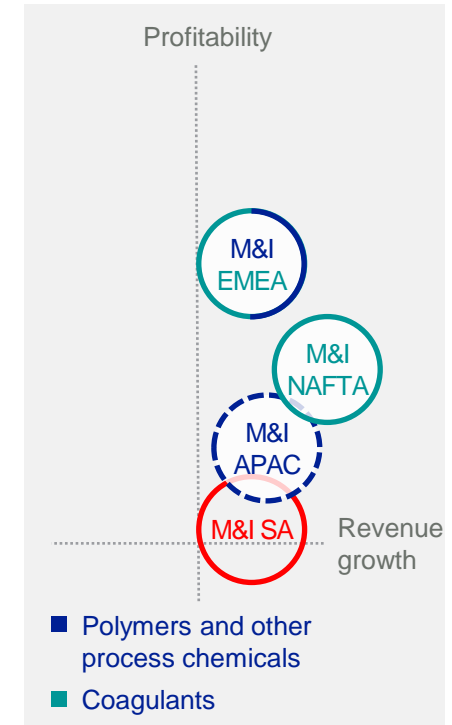
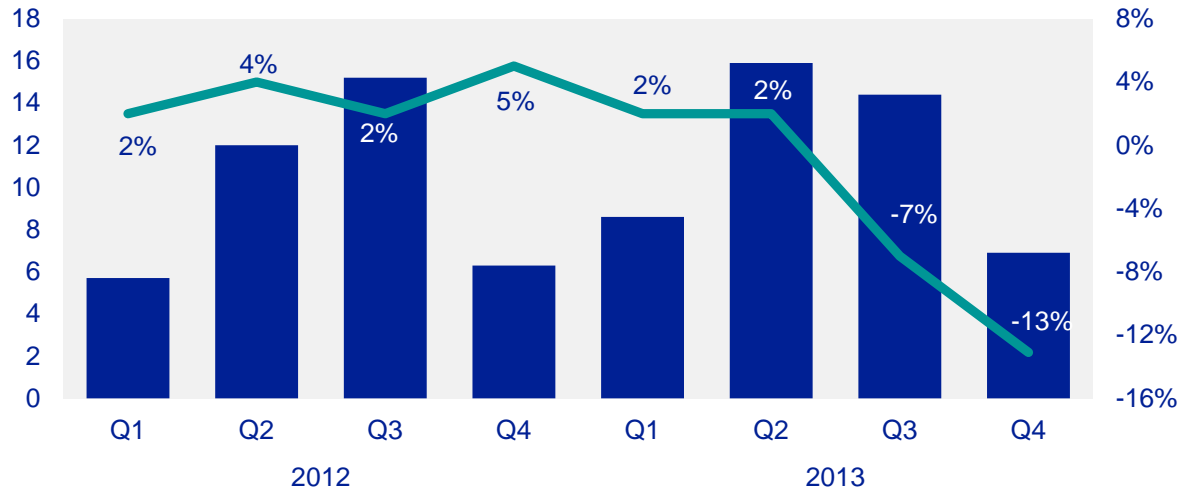
Strategic initiatives impacting revenue in Municipal & Industrial

Operative EBIT margin improved each quarter in 2013 compared to 2012

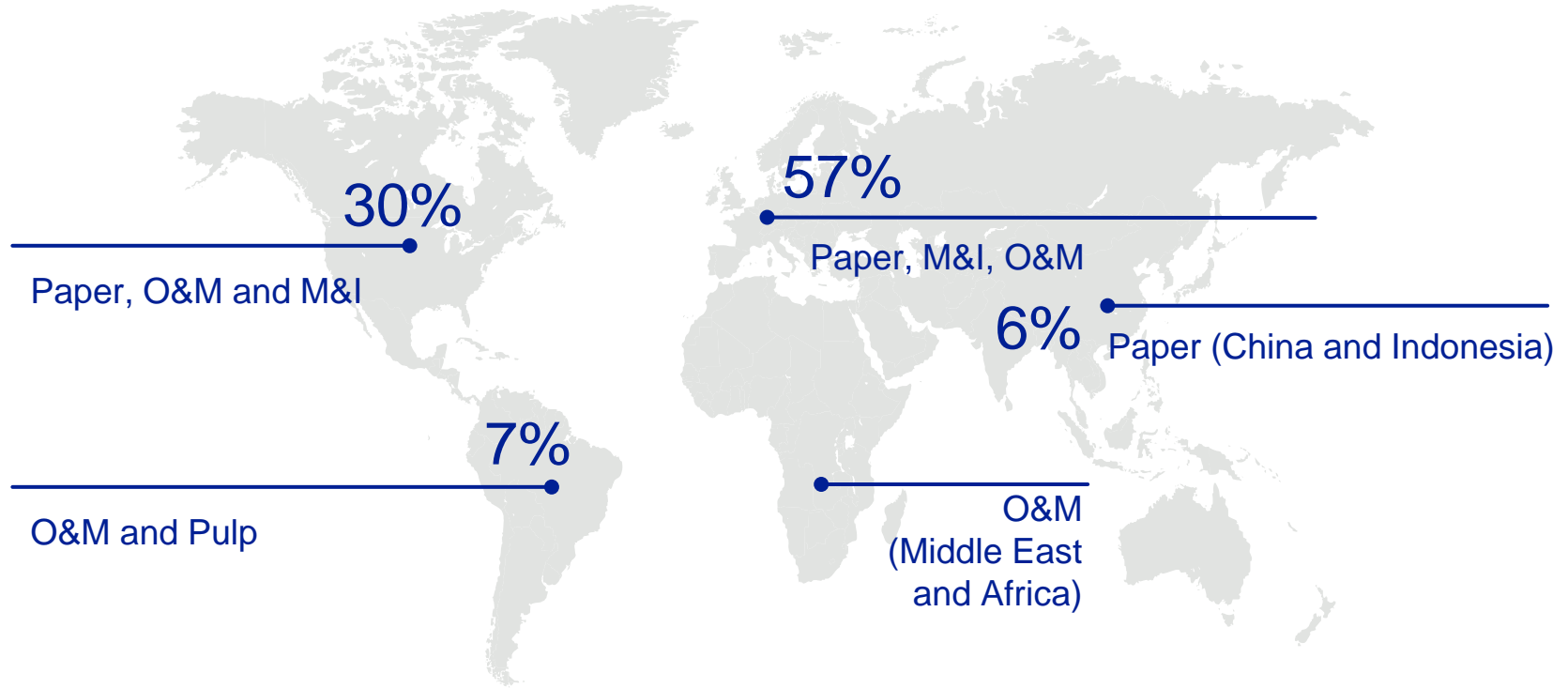
Improved product mix in EMEA and NAFTA

Aluminum and iron coagulant businesses in Brazil divested in Q4 2013

Municipal & Industrial revenue growth trend year-on-year and operative EBIT
EUR million



Leverage mature markets and expand selectively in emerging markets



Capital allocation focusing on high growth product lines

3F and Soto acquisitions

Nanjing process chemicals site for fast growing markets in China

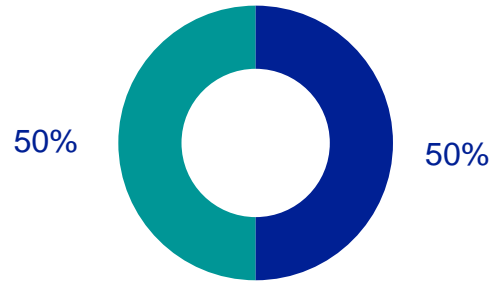
Innovation driven revenue* increased to approximately EUR 160 million (106) in 2013

Capex split average
2010-2012

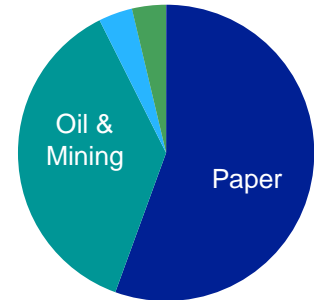


Capex split in 2013

■ Differentiated products
■ Commodity products



R&D projects in scale up phase

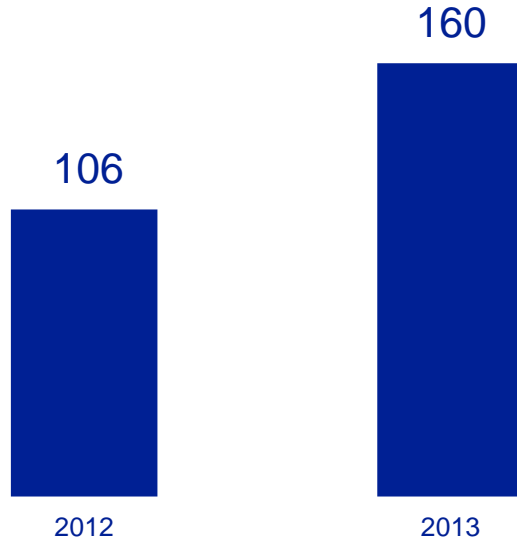


*) Revenue from new products or from products into new applications launched within the past five years

Innovation revenue target EUR 250 million in 2016

Targeting to double innovation revenue from 5% in 2012 to ~10% of total sales in 2016

Kemira innovation revenue*, EUR million



New innovation areas

- Next Fennobind generation
- Tagged antiscalants
- Guar replacement
- Green friction reducer
- Rheology modifiers
- Microbial fuel cell

*) Revenue from new products or from products into new applications launched within the past five years

Building a culture of innovation throughout the organization

Innovation Community to inspire people, to stimulate creativity and to create enablers for an innovation culture

Training to enhance innovation capabilities

Create measurable success criteria for innovation work



Divested businesses impacting revenue by approximately EUR 200 million in 2014

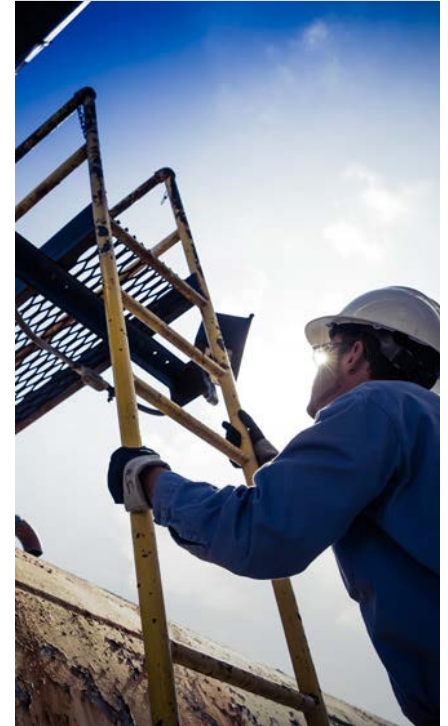
In total, divested businesses had a dilutive impact on Kemira's operative EBIT in 2013

- Organic acids for food and pharmaceuticals industries in Netherlands
- The marginal product lines in Denmark and Romania
- Iron and aluminium coagulants in Brazil
- Commodity chemicals distribution business in Denmark (closed in January, 2014)
- Formic acid and its derivatives in Finland (closed in March, 2014)



Acquisitions expected to contribute to growth target

- 41% gearing in 2013 means over EUR 200 million headroom against the targeted <60% gearing
- Strict M&A criteria for focused growth
 - Must strengthen our market position and/or our technologies/competencies
 - EBIT accretive in second full year after closing
- 3F acquisition demonstrates Kemira's M&A strategy
 - Accessing technologies lacking in the portfolio (e.g. monomers)
 - Accelerating geographical expansion in order to shorten the strategic path (e.g. dry polyacrylamides in the US)



Outlook for 2014

Financial targets for 2016 unchanged

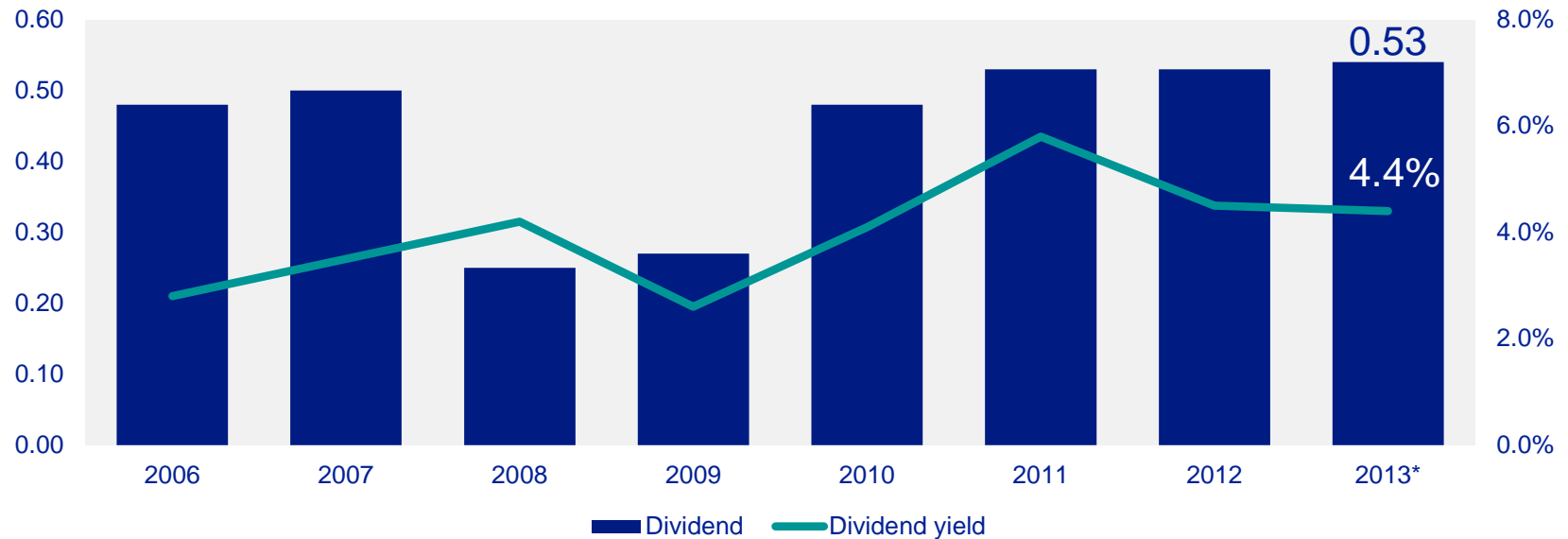
	2013	2014	2016
Revenue	EUR 2,229 million	0%-5% organic growth*	
Operative EBIT	EUR 164.2 million	increase 5%-15%	
Revenue	EUR 2,229 million		EUR 2.6 – 2.7 billion
Operative EBITDA margin	11.3%		15%
Gearing	41%		below 60%

*) Revenue growth in local currencies, excluding the impact of acquisitions and divestments

Board of Directors proposes EUR 0.53 (0.53) dividend to shareholders at the AGM

Dividend amounts to EUR 81 million, 76% of the operative net profit

Kemira's dividend policy is to pay out 40%-60% of the operative net profit



*) Dividend proposal to the Annual General Meeting 2014

Key enablers for performance culture in place

2017-2020 Expand	Best-in-class in its ability to leverage global performance culture, talents and operations	Be recognized as industry and technology leader in selected target markets
2015-2017 Accelerate	Build a strong employer brand to attract and retain leadership and expert talents	Grow through new products & services and accelerate expansion in emerging markets
2013-2015 Focus	Establish a performance and innovation driven culture that fosters collaboration, learning and organizational agility	Achieve a sustainable position in all target markets
2012-2013 Redesign	Building blocks for a high performing organization in place: Clear accountabilities, performance management system, process architecture	Reach target profitability by implementing “Fit for Growth”

Where water
meets chemistry™

kemira

