

A woman with curly hair is shown in profile, drinking from a white reusable cup. She is wearing a striped shirt and has a brown bag slung over her shoulder. The background is a blurred city skyline across a body of water. The overall tone is professional and modern.

JARI ROSENDAL
PRESIDENT AND CEO

Ready for the next steps in sustainable profitable growth

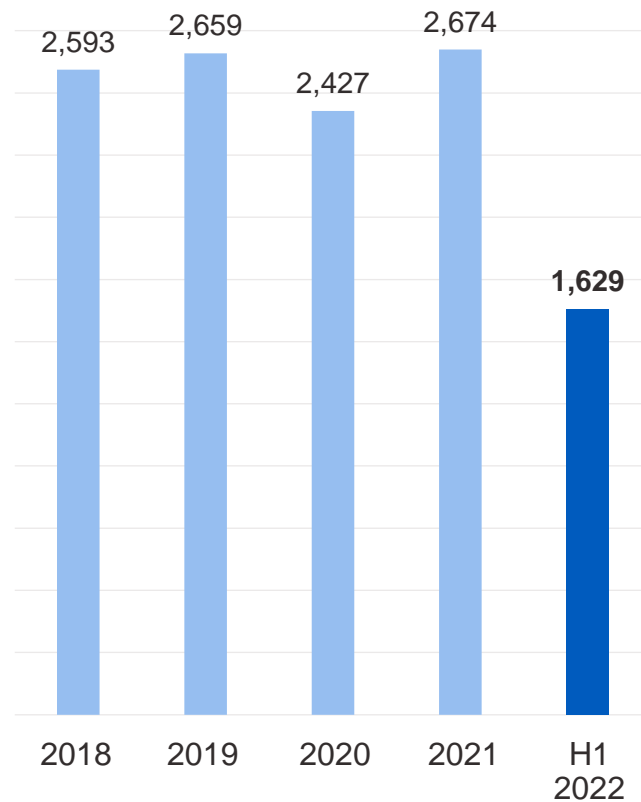
CAPITAL MARKETS DAY
SEPTEMBER 13, 2022

kemira

We have proved our agility in a challenging environment

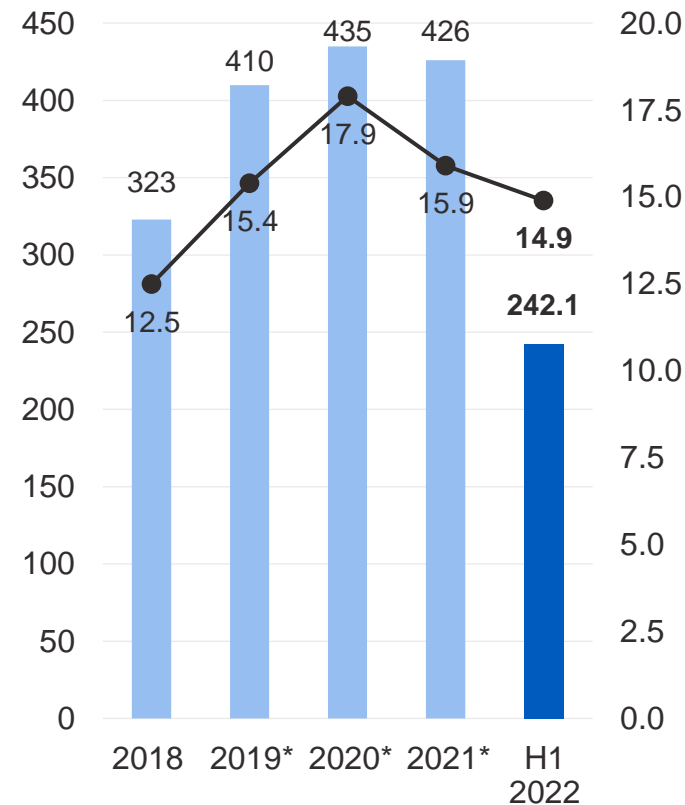
REVENUE

EUR million



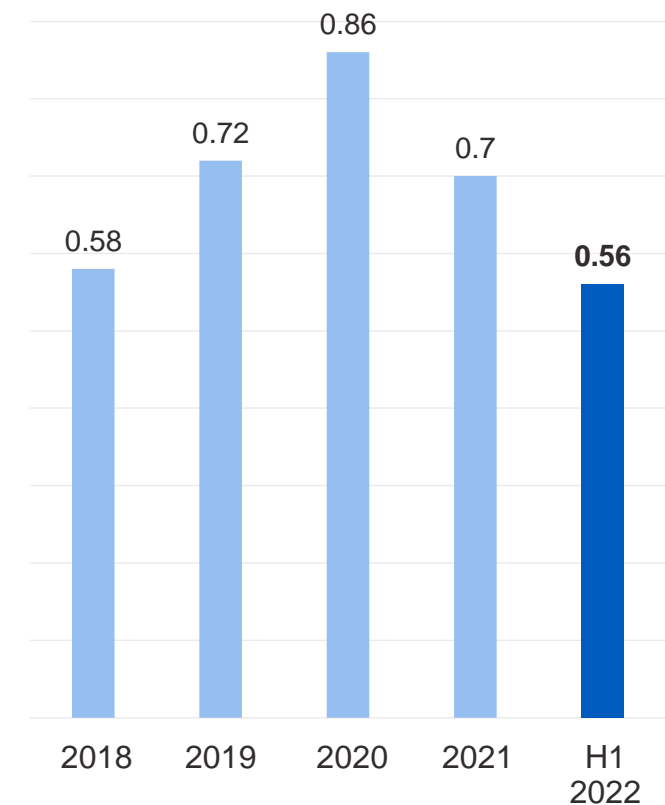
OPERATIVE EBITDA

EUR million



EARNINGS PER SHARE**

EUR million

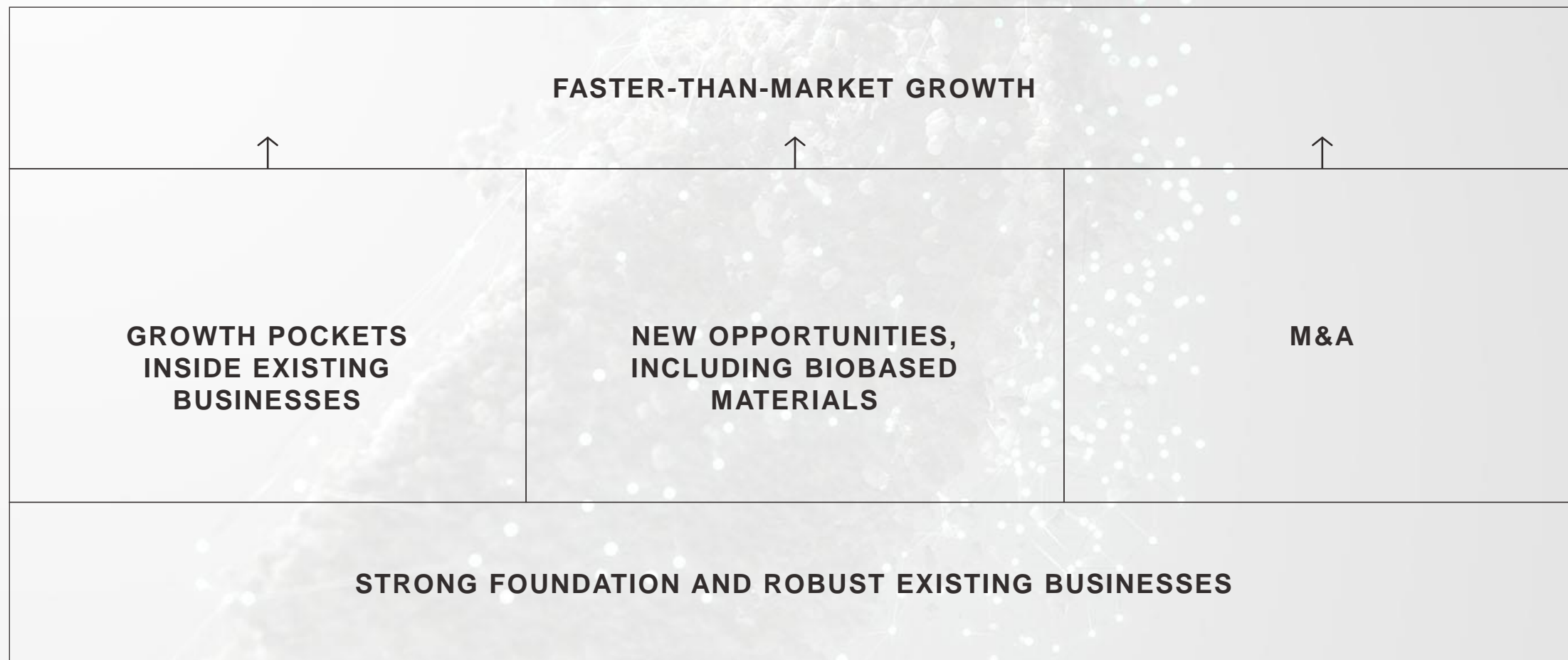


Outlook for 2022 operative EBITDA
upgraded June 8, 2022

Looking ahead



Our next steps for profitable growth













We have made good progress towards our profitable growth targets

- Organic growth / expansion of site
- Acquisition / partnership
- Operational efficiencies
- Closure of site / divestment

2020	→ 2021	→ H1 2022
<ul style="list-style-type: none"> ● Ramp-up of of new AKD wax site (CN) ● Ramp-up of of Botlek polymer facility (NL) ● Eastover Bleaching extension start-up (US) ● Chlorate and peroxide expansion on-going in Fray Bentos (UY) ● Goole coagulant expansion (UK) ● Partnerships with Danimer Scientific and IFF announced 	<ul style="list-style-type: none"> ● Completion of coagulant expansion in Goole, UK ● Completion of dry-polymer capacity in South Korea in Q2 ● Completion of emulsion polymer and BIO-AMD expansion in the U.S. in Q2 ● Closure of Pierre Bénite coagulant site in France 	<ul style="list-style-type: none"> ● Expansion of partnership with Danimer Scientific ● A new Growth Accelerator unit launched ● Exit from Russian market ● Renewal of operating tools, e.g. SAP
Organic growth % -7% Operative EBITDA margin 17.9%	Organic growth % 11% Operative EBITDA margin 15.9%	Organic growth % 24% Operative EBITDA margin 14.9%

Our two businesses provide a healthy balance of growth opportunities

SEGMENT	PULP & PAPER			INDUSTRY & WATER	
Customer segment	Pulp	Board & Tissue	Printing & Writing	Water treatment	Oil & Gas
% of total sales*	 ~25%	 ~25%	 ~10%	 ~30%	 ~10%
Sustainability relevance					
Capex relevance	+++	++	+	++	+
M&A relevance	+	++	+	+++	+
Role in the Kemira portfolio	Growth	Growth	Cash flow	Growth	Cash flow
Growth profile	++	++	Negative	++	++

We have established a Growth Accelerator unit to speed up selected strategic initiatives

Objective of the new unit:

provide focus, dedication and speed for selected strategic initiatives

Primary focus:

Accelerate commercialization of new and unique biomaterials into existing markets. Current strategic initiatives include e.g. PHA, Alfa Glucan and textile fibers.

Create business opportunities in new adjacent markets for both new and existing products



GROWTH ACCELERATOR UNIT

Announced in mid-June and will be led by **Sampo Lahtinen** (PhD, Food Chemistry), former VP, EMEA R&D

Organization build-up during 2022, operational in 2023

Estimated to employ around 20 people when fully up and running

Supporting both segments (and R&D) – not a separate reporting unit

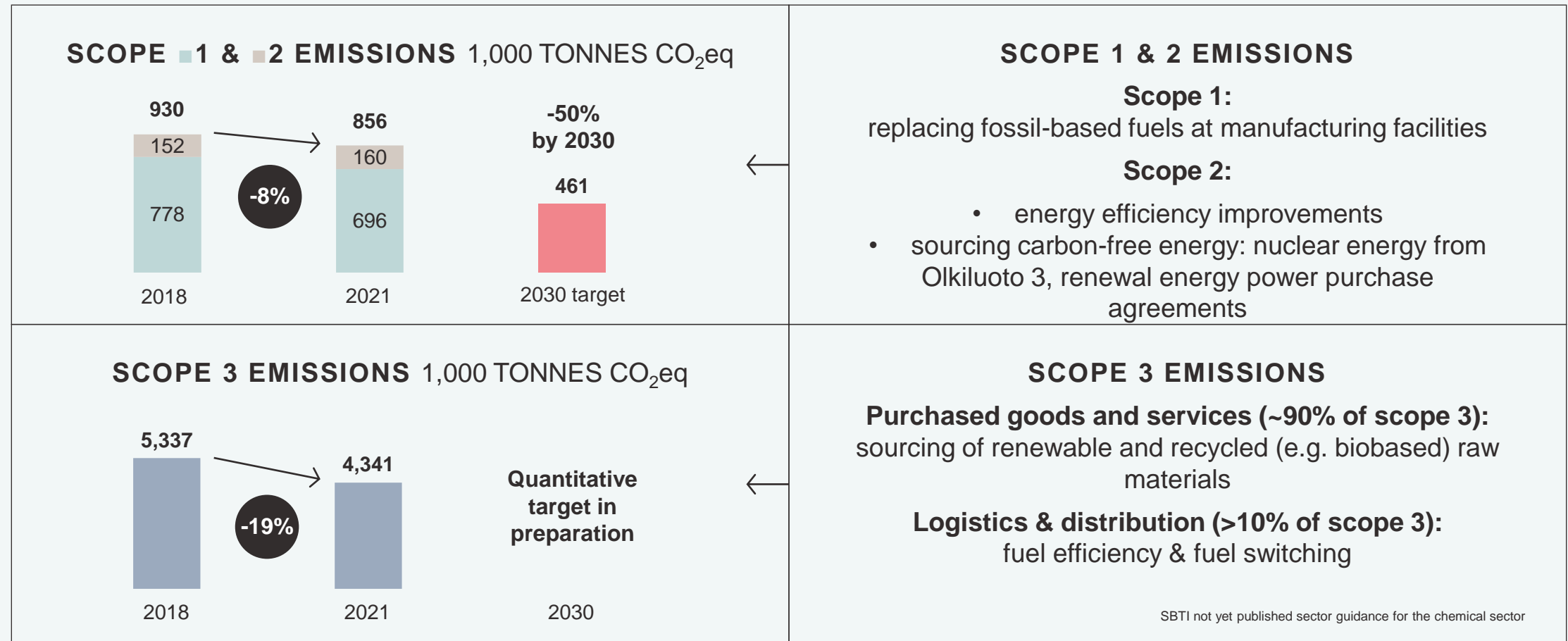
We have committed to the Science Based Targets Initiative (SBTi)

- Kemira committed to the Science Based Target initiative (SBTi)* in June 2022
- Commitment to cut 50% of emissions from our own operations and energy use (scope 1 and 2 emissions**) by 2030, compared to a 2018 baseline. This target is in line with limiting global warming to 1.5°C and will be validated by the SBTi.
- Commitment to develop a quantified near-term scope 3 target within the timeframe set by the Science Based Target initiative framework. Kemira will submit these updated targets to be validated by the SBTi.
- Ambition to be carbon neutral by 2045 remains intact

*) Science Based Targets initiative (SBTi), a partnership between CDP, the United Nations Global Compact (UNGC), the World Resources Institute (WRI) and the World Wide Fund for Nature (WWF), drives ambitious climate action by enabling companies to set science-based emissions reduction targets

**) Scope 1, 2 and 3 emissions as defined by the [Greenhouse Gas Protocol](#). Scope 1 and 2 cover the emissions related to our own production. Scope 3 includes all other relevant emissions throughout the value chain.

How we are reducing our emissions



Next steps on our profitable growth journey

GROWTH POCKETS INSIDE EXISTING BUSINESSES

- Pulp → look at selected pulp opportunities
- Water treatment → step up efforts to accelerate growth
- Packaging → Capitalize on growing packaging market and adjacent biobased opportunities

NEW OPPORTUNITIES

- Build-up of Growth Accelerator
- Look at new entries in adjacent markets, such as textiles and biobased materials

M&A

- Better positioned for M&A opportunities, particularly in water treatment



OPERATIVE PRIORITIES

Mitigating impacts from the war
in Ukraine and inflationary pressures

Complete ongoing investments
in Uruguay and China

Retain organizational and operational agility in
a rapidly changing operating environment

STRATEGIC PRIORITIES

Maintain the good operational performance
and capitalize on growth opportunities
from existing markets

Progress biobased strategy and
explore new growth markets

M&A focus on water treatment

Chemistry with a purpose. Better every day.

Our purpose shows the difference we make.
Every day since 1920

Chemistry has made an enormous impact on the progress and quality of human life. Since our foundation in 1920, we have recognized and honored the fact that with this kind of ability comes great responsibility.

We develop and apply chemistry to optimize water management and the ways natural resources are used and recycled. We advance people's everyday health and safety and constantly improve our customers' processes – enabling their sustainable business.

All this we call **chemistry with a purpose**. We make sure it is always applied in a reliable, responsible and a safe way for our employees, our customers, and the society.

Through chemistry with a purpose, we are creating a **better every day** for us all, while becoming better at what we do, every day.

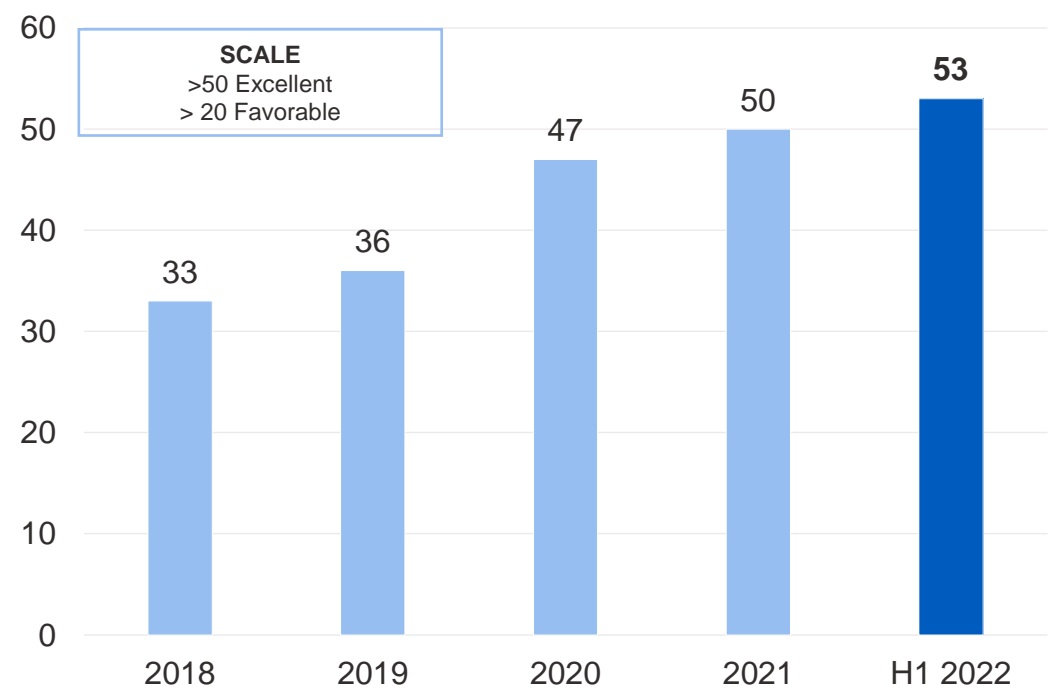
Appendix



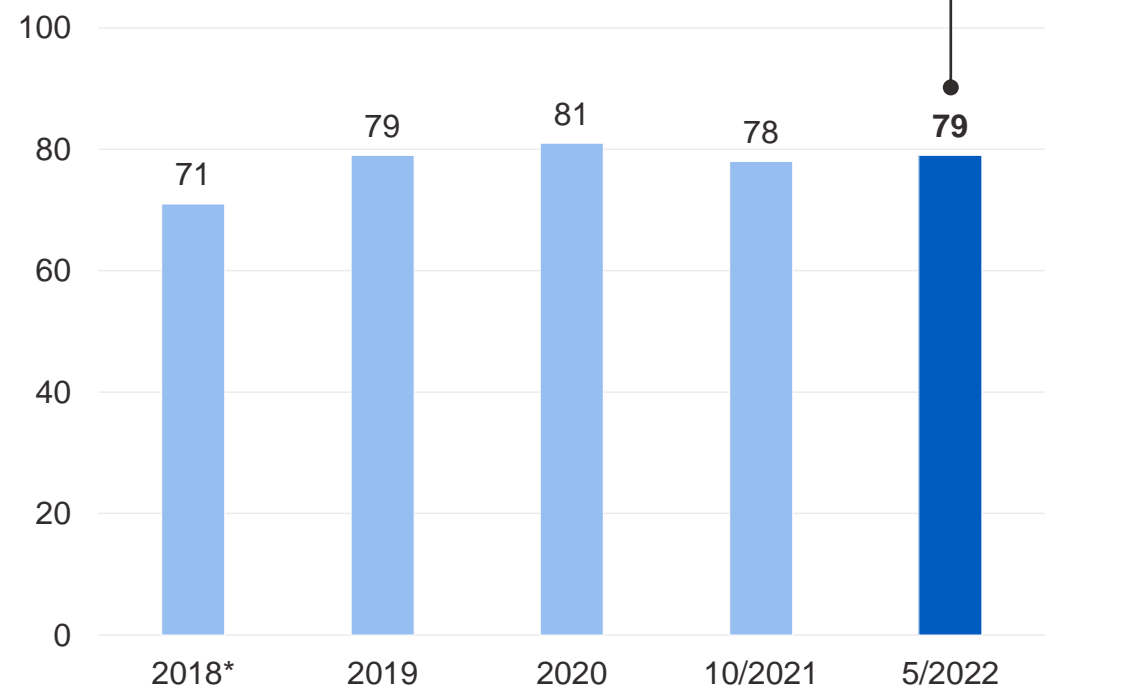
CUSTOMER SATISFACTION HAS IMPROVED

Employee engagement continues to be strong

NET PROMOTER SCORE DEVELOPMENT



EMPLOYEE ENGAGEMENT



We have a strong commitment to sustainability



Five sustainability KPIS

SAFETY TRIF* 1.5 by 2025 and 1.1 by 2030

PEOPLE Reach top 10% cross industry norm for Diversity & Inclusion by 2025

WATER Reach Leadership level in water management by 2025 measured by CDP Water Security scoring methodology.

CIRCULARITY Reduce waste intensity** by 15% by 2030 from a 2019 baseline of 4.6. Biobased products > EUR 500 million revenue by 2030

CLIMATE Reduce scope 1 and scope 2 emissions by 50% by 2030, compared to a 2018 baseline.

* TRIF = total recordable injury frequency per million hours, Kemira + contractors

** metric tonnes of routine disposed production waste per thousand metric tonnes of production

*** Scope 1: Direct greenhouse gas emissions from Kemira's manufacturing sites, e.g. generation of energy and emissions from manufacturing processes Scope 2: Indirect greenhouse gas emissions from external generation and purchase of electricity, heating, cooling and steam.

Kemira

Chemistry with a purpose.
Better every day.