

# Kemira – solid equity story with good profitability improvement track record

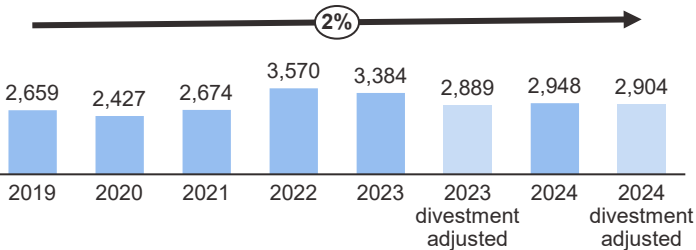
## KEMIRA TODAY

Kemira is a global leader in sustainable chemical solutions for water-intensive industries

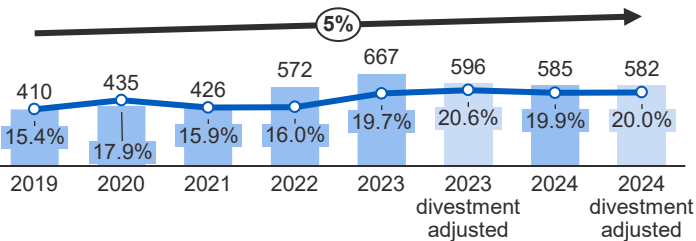


## DELIVERING PROFITABLE GROWTH

Revenue  
EUR million



Operative EBITDA, Operative EBITDA margin  
EUR million



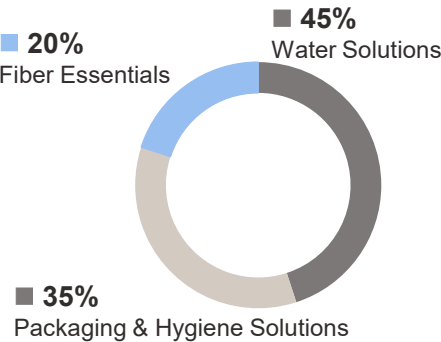
**kemira**



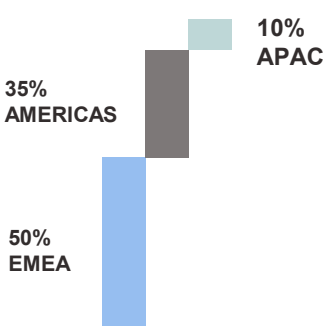
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## RESILIENT BUSINESS MODEL SPREAD OVER GEOGRAPHIES AND END-CUSTOMERS

### RESILIENT PORTFOLIO



### STRONG IN MATURE MARKETS

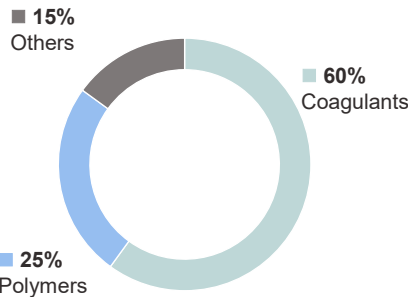


### WIDE CUSTOMER PORTFOLIO

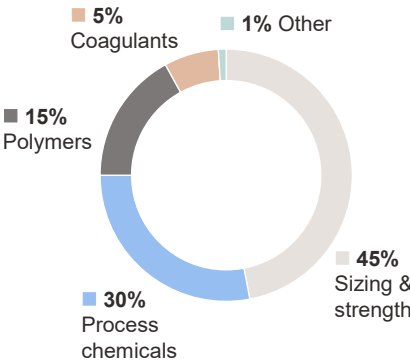
Several thousand customers  
**TOP 10** customers ~25% of revenue  
**TOP 50** customers ~50% of revenue

## THREE BUSINESS UNITS FOCUSING ON WATER, FIBER AND RENEWABLE SOLUTIONS

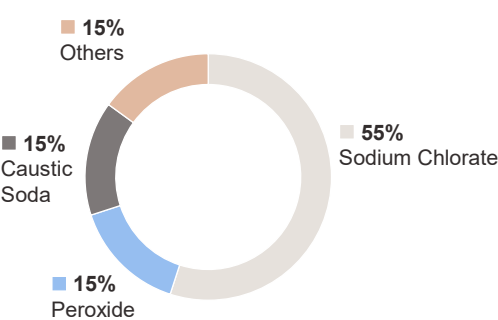
### WATER SOLUTIONS



### PACKAGING & HYGIENE SOLUTIONS



### FIBER ESSENTIALS



# Strategy, financial targets and dividend

WE ARE WELL POSITIONED FOR PROFITABLE GROWTH

## STRUCTURALLY STRONGER FUNDAMENTALS

Strong market positions: #2 in Pulp & Paper and #1-#2 in water treatment in EMEA and Americas

Structurally stronger margins

Record-strong balance sheet enabling growth focus

## WE ARE ACCELERATING GROWTH

Water and sustainability at the heart of Kemira's growth strategy

Pulp & Paper market expected to grow 2-3% p.a., Industry & Water 3-5% p.a.

Kemira focused on both organic and inorganic growth opportunities, particularly in water

## WE WILL EXECUTE FASTER THROUGH THE NEW KEMIRA ORGANIZATION

New operating model operational January 2025

Three new business units: Water Solutions, Packaging & Hygiene Solutions and Fiber Essentials

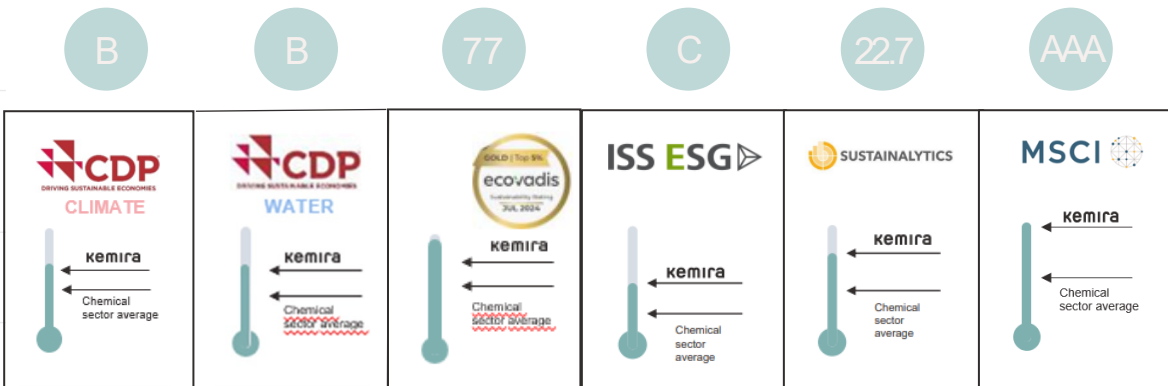
New long-term financial targets

## FINANCIAL TARGETS

Targets	2023 O&G adjusted	2024 O&G adjusted	Financial target
Revenue	MEUR 2,889 Change -2%	MEUR 2,904 Change -1%	Avg. Annual organic growth >4%
Operative EBITDA	20.6%	20.0%	18-21%
Operative ROCE%	22.4%	20.6%	>16%

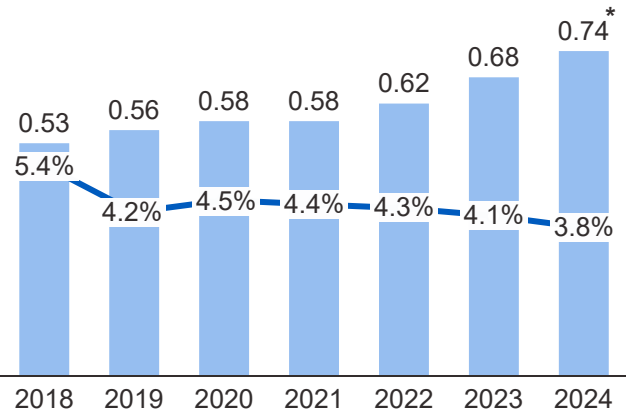
## WE HAVE A STRONG COMMITMENT TO SUSTAINABILITY

Kemira's ratings



## STABLE AND COMPETITIVE DIVIDEND

Dividend per share and dividend yield



\*Dividend to be paid in two installments, first paid in April and the second installment in November.

**kemira**



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