



As the year 2025 is coming to an end, we would like to summarize the main events of the last quarter. Kemira's silent period will start on Thursday, January 1, and **the Financial Statements Bulletin 2025 will be published on Thursday, February 12, at around 8.30 am EET**. The webcast will be held at 10.30 am EET. If you have any questions before the silent period, please reach out to our IR team kiira.froberg@kemira.com and heidi.lehmuskumpu@kemira.com.

KEMIRA'S FINANCIAL REPORTING DATES IN 2026

- Financial Statements Bulletin for the year 2025, **Thursday, February 12, 2026**
- Interim report January-March 2026, **Friday, April 24, 2026**
- Half-year financial report January-June 2026, **Friday, July 17, 2026**
- Interim report January-September 2026, **Friday, October 23, 2026**

The Annual Report 2025 will be published during the week starting on **February 16, 2026**. The Annual General Meeting is scheduled for Thursday, **March 19, 2026** at 1.00 pm (EET). The Board of Directors of the company will convene the meeting at a later stage.

THE MOST IMPORTANT ANNOUNCEMENTS DURING Q4 2025

December 16, 2025: **Kemira has completed its share buyback program announced in July 2025**

Kemira has completed a share buyback program which was announced on July 18, 2025. The buyback program was based on the authorization granted to the Board of Directors by the Annual General Meeting 2025. Between July 22 and December 16, 2025, Kemira repurchased a total of 5,000,000 own shares, corresponding to approximately 3.2% of the total number of shares. The average purchase price of the shares was EUR 19.23. The repurchased shares reduced Kemira's equity by approximately EUR 96 million.

December 16, 2025: Kemira's Board of Directors resolved on the share allocation of the commencing performance period 2026-2028 for the long-term incentive plan

Kemira has a long-term share incentive plan 2025-2029 for key employees, which includes three three-year performance periods: years 2025-2027, 2026-2028 and 2027-2029. The Board of Directors of Kemira Oyj has decided the maximum share allocation and the participants to the commencing performance period 2026-2028. Participation in the long-term share incentive plan's performance period 2026-2028 ('PSP2026-2028') is directed to approximately 90 employees. Should the performance targets set for the PSP 2026-2028 be fully achieved, the maximum number of shares to be paid is approximately 1,034,902 shares (referring to gross earnings before the withholding of the applicable payroll tax).

December 16, 2025: Kemira's Board of Directors has decided on the maximum number of shares, which may be granted under the Restricted Share Plan during the year 2026

Kemira's Board of Directors has decided on the maximum number of shares, which may be granted under the Restricted Share Plan (RSP) during the year 2026. The maximum number of shares that may be granted under the Restricted Share Plan in year 2026 is 103,490 Kemira shares (referring to gross earnings before the withholding of the applicable payroll tax).

November 26, 2025: Tuomas Mäkipeska to start as Chief Financial Officer on April 1, 2026

As announced earlier, Kemira's current Chief Financial Officer Petri Castrén will leave the company by the end of the first quarter in 2026. To ensure a smooth handover of the CFO duties, Tuomas Mäkipeska will join Kemira on March 1, 2026, and will work together with Petri Castrén until he assumes his new role in the beginning of April.

In addition, as announced earlier, Eeva Salonen, Executive Vice President, People & Culture, will retire from Kemira. She will leave the company on November 30, 2025. Ulrika Dunker, who was appointed Executive Vice President, People & Culture, and a member of the Kemira Group Leadership Team earlier this year, will assume her new role on January 1, 2026, as announced earlier. Until then, Kemira's President and CEO, Antti Salminen, will act as the Interim Executive Vice President, People & Culture.

October 24, 2025: Kemira completes the acquisition of Water Engineering, Inc.

Kemira announced that it had completed the acquisition of Water Engineering, Inc., a company specialized in industrial water treatment services. The acquisition price was approximately USD 150 million.

October 24, 2025: Record and payment dates for Kemira's second dividend installment of EUR 0.37 per share

The second installment of the dividend, EUR 0.37 will be paid to shareholders who are registered in the shareholders' register maintained by Euroclear Finland Ltd on the record date October 28, 2025. The dividend payment date is November 4, 2025. The first installment of EUR 0.37 per share was paid on April 3, 2025.

October 23, 2025: Tuomas Mäkipeska appointed Chief Financial Officer

Tuomas Mäkipeska has been appointed Chief Financial Officer and a member of Kemira's Group Leadership Team. He will start in his new role no later than in May 2026. He succeeds Kemira's current Chief Financial Officer Petri Castrén who will leave the company, as announced earlier. He joins Kemira from YIT Oyj where he has served as Chief Financial Officer and Executive Vice President & Deputy to the CEO since 2021.

October 14, 2025: The new research, Kemira Water Index 2025, exposes critical weaknesses in water resilience and alarming consumer unpreparedness

Kemira published the Kemira Water Index 2025, which asserts that urgent action and more effective strategies are needed to strengthen water security, particularly in regions facing mounting climate and water-related pressures. The study combines international research, expert analysis and consumer insights regarding water resilience and actions needed to strengthen water security.

Other stock exchange releases

All releases, including manager's transaction releases, can be found in [Kemira's newsroom](#).

FREQUENTLY ASKED QUESTIONS DURING THE QUARTER

How would you describe the market situation?

As we said during our Q3 results publication, the demand continues stable in Water Solutions, especially in Urban water. In Industrial water, volatility has increased following the increased general economic uncertainty.

The market situation in the packaging pulp and pulp industries, on the other hand, continues challenging, mainly driven by the Nordics. The demand in packaging and pulp customer industry is not expected to improve this year.

You have taken actions to improve the profitability of Packaging & Hygiene Solutions. How are you proceeding with these?

We aim to improve our profitability significantly in 2026. We are looking at both revenue and cost side. Most of the actions are related to China and APAC, but we are also implementing changes on a global scale. We have just renewed the business unit's operating model, to enhance customer focus, optimize cost-to-serve and to further improve operational efficiency. The customers who only buy chemicals from us, will be served through a global setup, whereas the service customers will be served through a regional, more local organization.

You announced the acquisition of Water Engineering, Inc. How significant is this?

This acquisition is an important one, as it marks an entry to an entirely new area for us: industrial water treatment services. With this acquisition we get expertise and can expand in boiler and cooling tower water treatment, and industrial wastewater treatment solutions. The main customer sectors include food & beverage, manufacturing and healthcare. The purchase price was approximately USD 150 million, with an expected pro forma revenue of over USD 60 million. The acquisition was closed in mid-October. Overall, water is our growth area and we aim to double the revenue from water treatment.

INVESTOR ACTIVITIES AND EVENTS DURING Q4 2025

During the fourth quarter, Kemira arranged roadshows in Toronto, Boston, New York and Frankfurt. Kemira also attended investor conferences in London and Helsinki. In addition, Kemira attended two events for the retail investors in Helsinki, Finland: Pörssi-ilta organized by the Finnish Foundation for Share Promotion and the Sijoittaja / Investor 2025 Fair.

See [Kemira's Investor Calendar](#) for the upcoming events.

Kemira

CONSENSUS

Take a look at the latest [Vara consensus](#).

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KEMIRA'S IR TEAM

Kemira's IR team is at your disposal and happy to help you with any questions. Do reach out to [Kiira](#) or [Heidi](#)!

Wishing you relaxing holidays. See you after our full-year 2025 results publication.



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