

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

## KEMIRA in brief

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



## CUSTOMERS

Several thousand customers

TOP 10 customers represent ~25% of revenue

TOP 50 customers represent ~50% of revenue

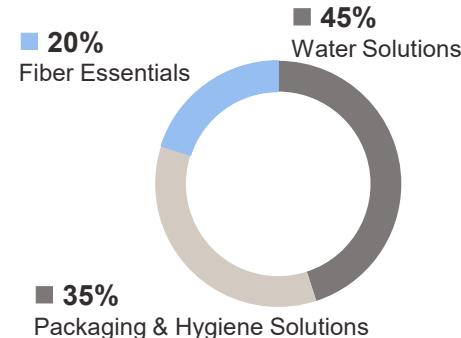
## EXAMPLES OF LARGEST CUSTOMERS



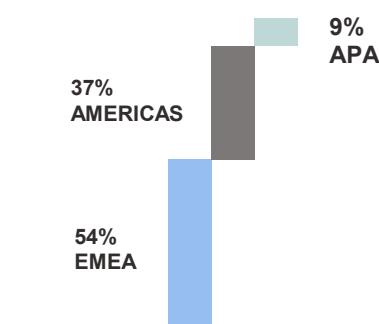
**Municipalities,**  
e.g. Berlin, New York, Paris, Hamburg

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

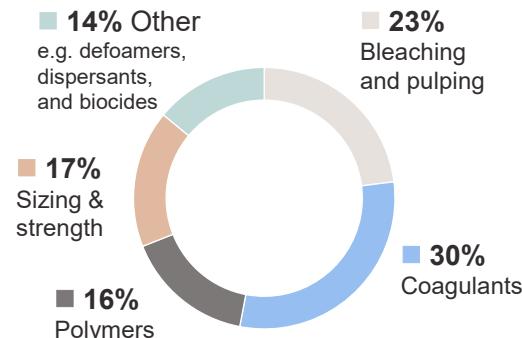
### REVENUE BY BUSINESS UNITS, 2025



### STRONG IN MATURE MARKETS

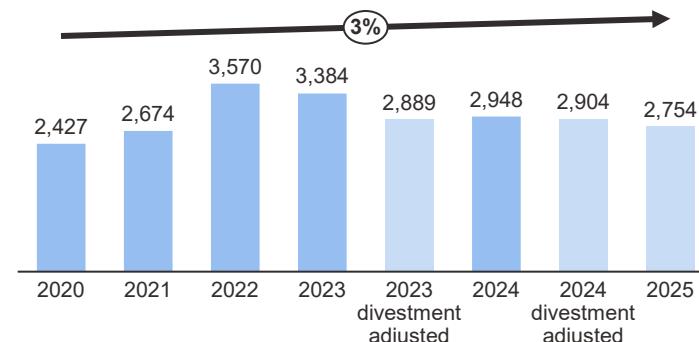


### REVENUE BY PRODUCTS, 2025

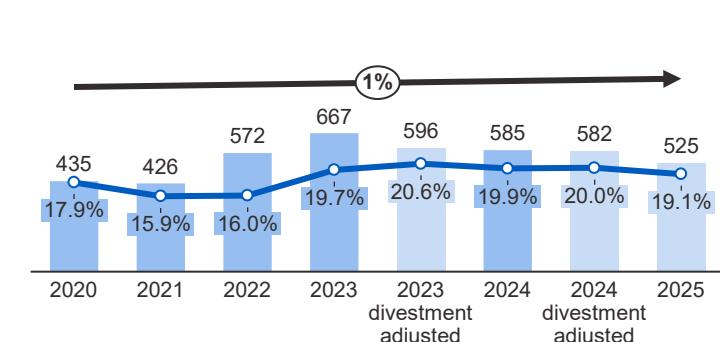


## DELIVERING PROFITABLE GROWTH

Revenue  
EUR million



Operative EBITDA, Operative EBITDA margin  
EUR million



# Kemira as an investment

## Strong market position in all business units

#1-3 in water treatment in EMEA and Americas

#2 in fiber businesses

Resilient business model with water as the backbone

## Good opportunities for profitable growth

Growing the water business by expanding to additional technologies and/or geographies both organically and inorganically

Building leading renewable solutions portfolio

Unlocking new growth platforms in selective fast-growing adjacent markets

## Competitive and over-time increasing dividend

Dividend per share and dividend yield



\*Board of Directors' proposal to the AGM 2026.

## Investments in growth enabled by the strong financial position

### Financial targets:

Average annual growth rate >4%

Operative EBITDA margin 18-21%

Operative ROCE > 16%

## Long-term commitment to sustainability

