

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

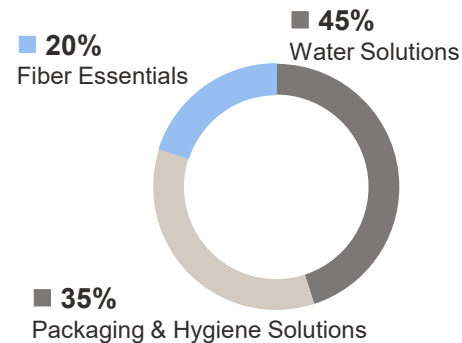
EXAMPLES OF LARGEST CUSTOMERS



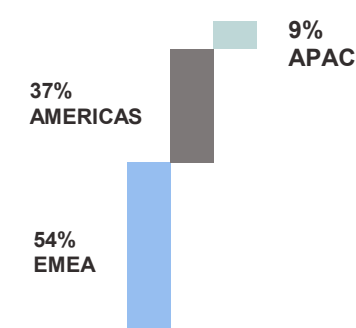
Municipalities,
e.g. Berlin, New York, Paris, Hamburg

RESILIENT BUSINESS MODEL SPREAD OVER GEOGRAPHIES AND END-CUSTOMERS

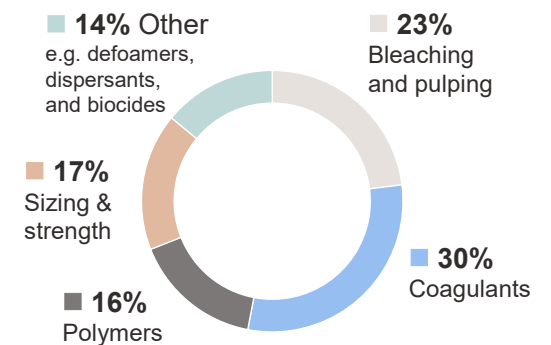
REVENUE BY BUSINESS UNITS, 2025



STRONG IN MATURE MARKETS

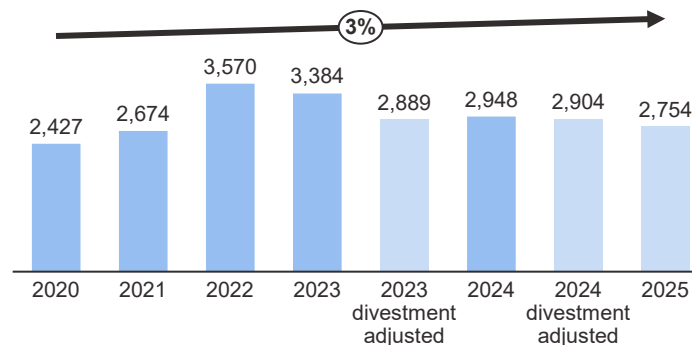


REVENUE BY PRODUCTS, 2025

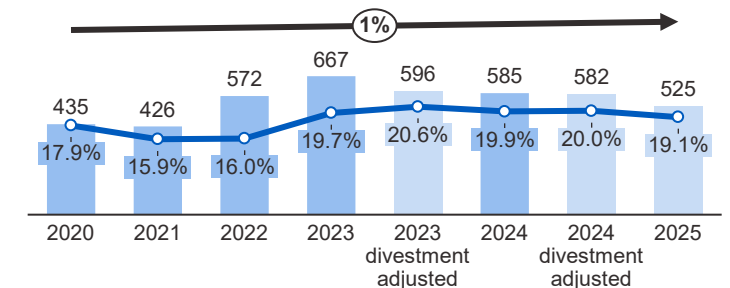


DELIVERING PROFITABLE GROWTH

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

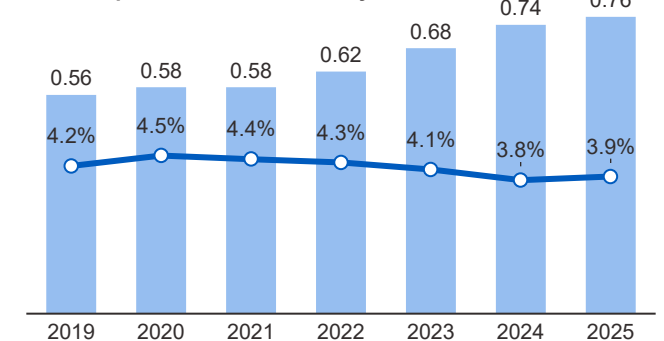
Growing the water business by expanding to additional technologies and/or geographies both organically and inorganically

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

