

Kemira – strong financial position enabling investments in long-term growth particularly in the water treatment industry

KEMIRA in brief

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

2.8 B€ Revenue (FY 2025)	19.1 % Oper. EBITDA margin (FY 2025)	16.5 % Operative ROCE (FY 2025)
58 Manufacturing sites	100+ Number of countries with sales	~4,900 Employees (FY 2025)

CUSTOMERS

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

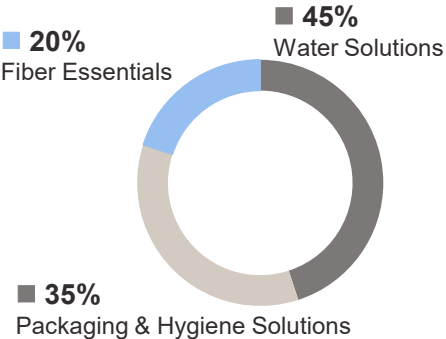
EXAMPLES OF LARGEST CUSTOMERS



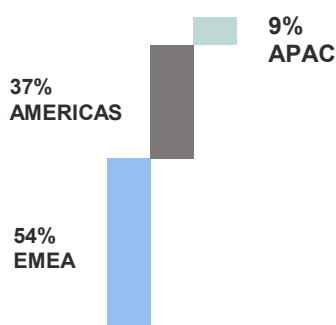
Municipalities,
 e.g. Berlin, New York, Paris, Hamburg

RESILIENT BUSINESS MODEL SPREAD OVER GEOGRAPHIES AND END-CUSTOMERS

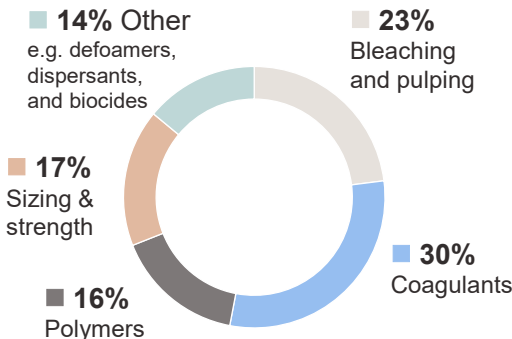
REVENUE BY BUSINESS UNITS, 2025



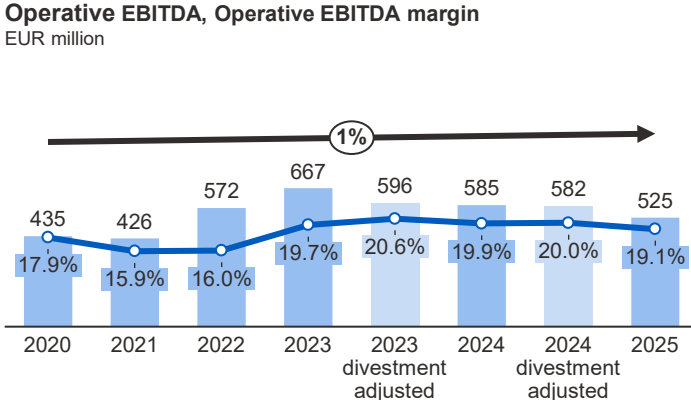
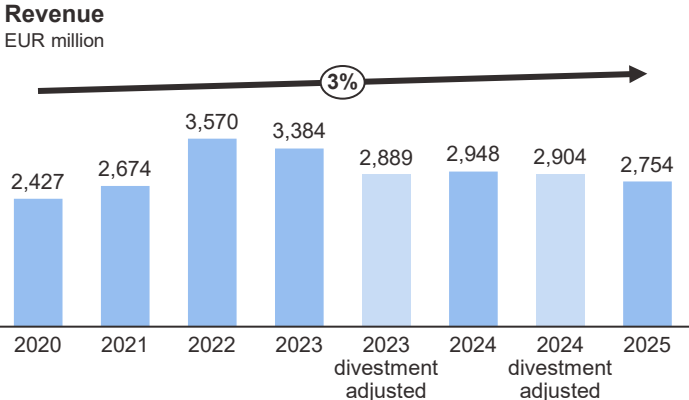
STRONG IN MATURE MARKETS



REVENUE BY PRODUCTS, 2025



DELIVERING PROFITABLE GROWTH



Kemira as an investment

Strong market position in all three 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

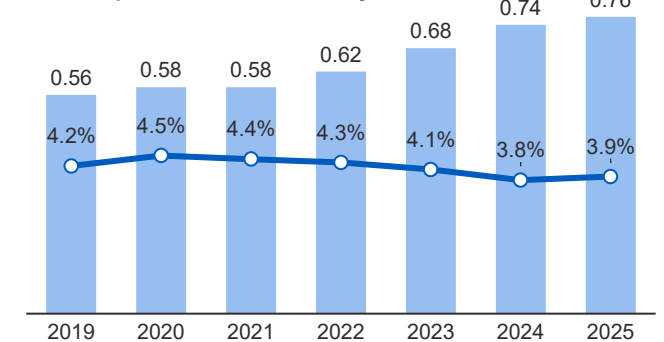
Growing the water business by expanding to additional technologies and/or geographies both organically and inorganically

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



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

