

OCTOBER 2026

Kemira Investor Presentation

Clean Water. Circular Future.

A conceptual image showing a circular flow of water, forming a ring. In the center of the ring is a small island with green trees. The water is dark blue and has a glossy, reflective surface. The background is a solid light blue. Two white diagonal lines cross the bottom right corner of the image.

INVESTOR PRESENTATION

kemira

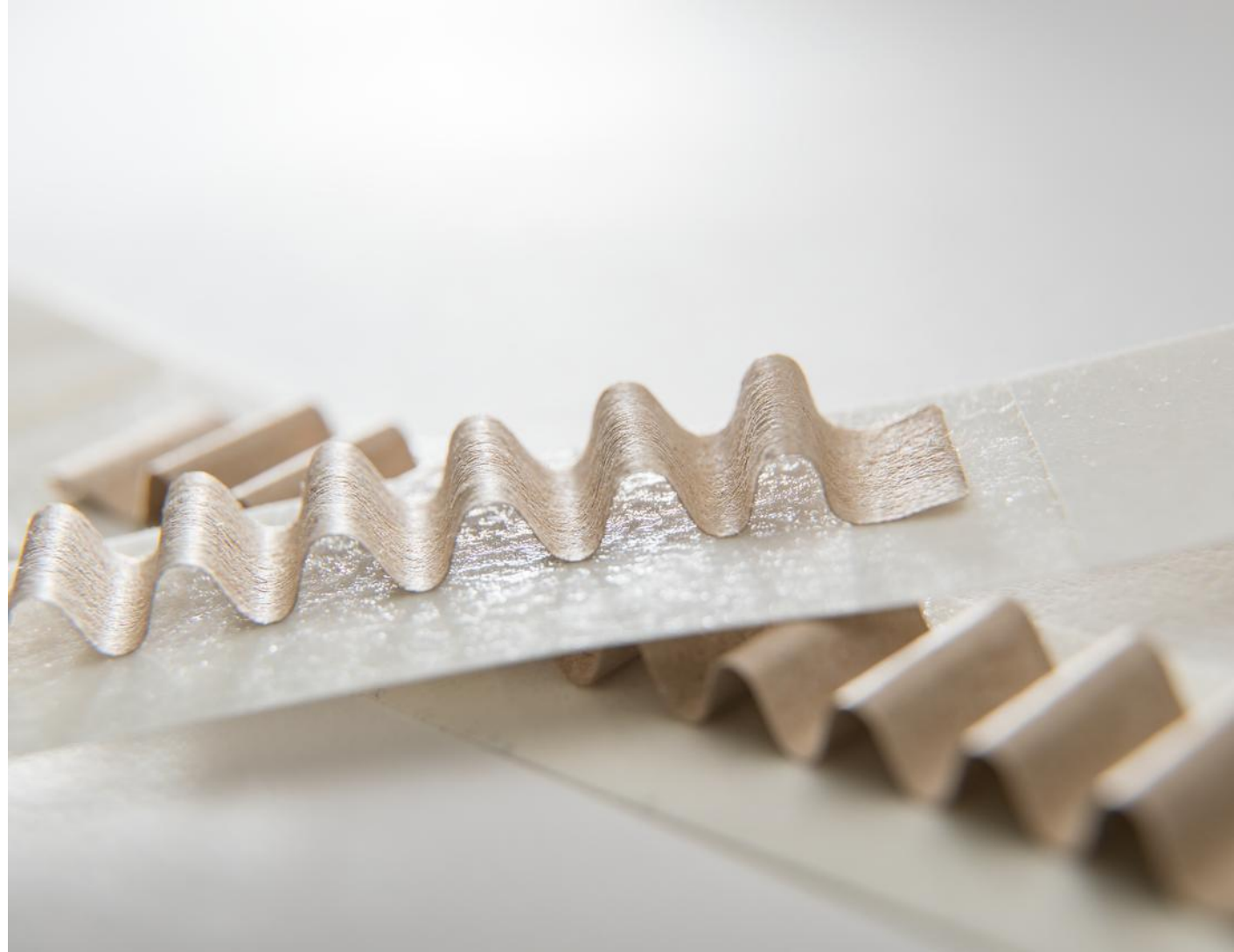
Content

1. Kemira in brief
2. Strategy and financial targets
3. Investment highlights
4. Sustainability at Kemira
5. Businesses
 - Water Solutions
 - Fiber businesses
6. Recent progress
7. Appendix



INVESTOR PRESENTATION

Kemira in brief



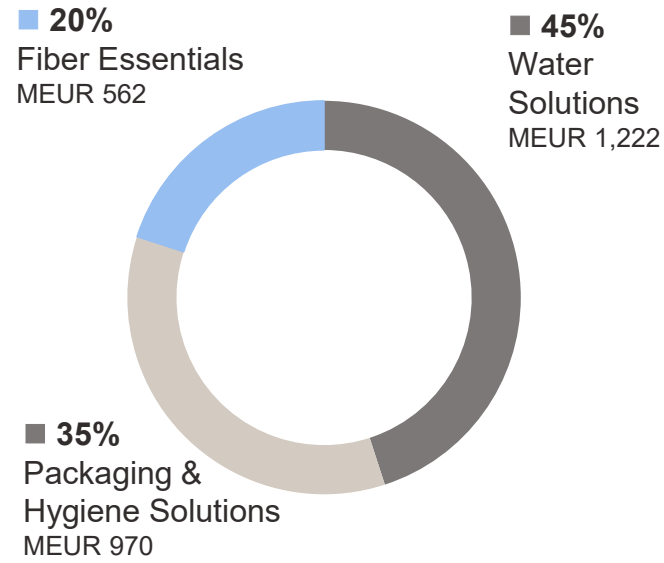
Kemira in brief

Revenue 2,753.5 MEUR, 2025	Operative EBITDA 19.1% margin, 2025	Operative ROCE 16.5% 2025
Nasdaq Helsinki KEMIRA since 1994	Headquartered in Helsinki, Finland Sales in 100+ countries	Approximately 4,800 employees, Q3/26

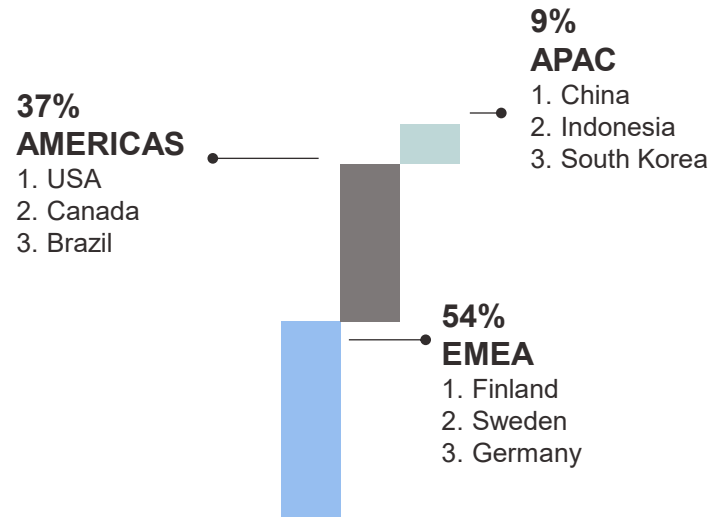


Business overview

REVENUE BY BUSINESS UNITS, 2025



REVENUE BY GEOGRAPHIES, 2025

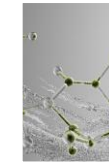


Revenue by geographies and product category represent FY 2025.

STRATEGIC CORNERSTONES



Expand in water



Build a leading
renewable solutions
portfolio



Unlock new
growth opportunities

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

Kemira in your everyday

COAGULANTS



30%

Main water treatment chemical, used to coagulate impurities in wastewater and drinking water

POLYMERS



15%

Important water treatment chemical, used to separate solid from liquid

SIZING AND STRENGTH



15%

Important specialty chemical in pulp & paper, used to improve strength and water resistance of packaging materials

BLEACHING



25%

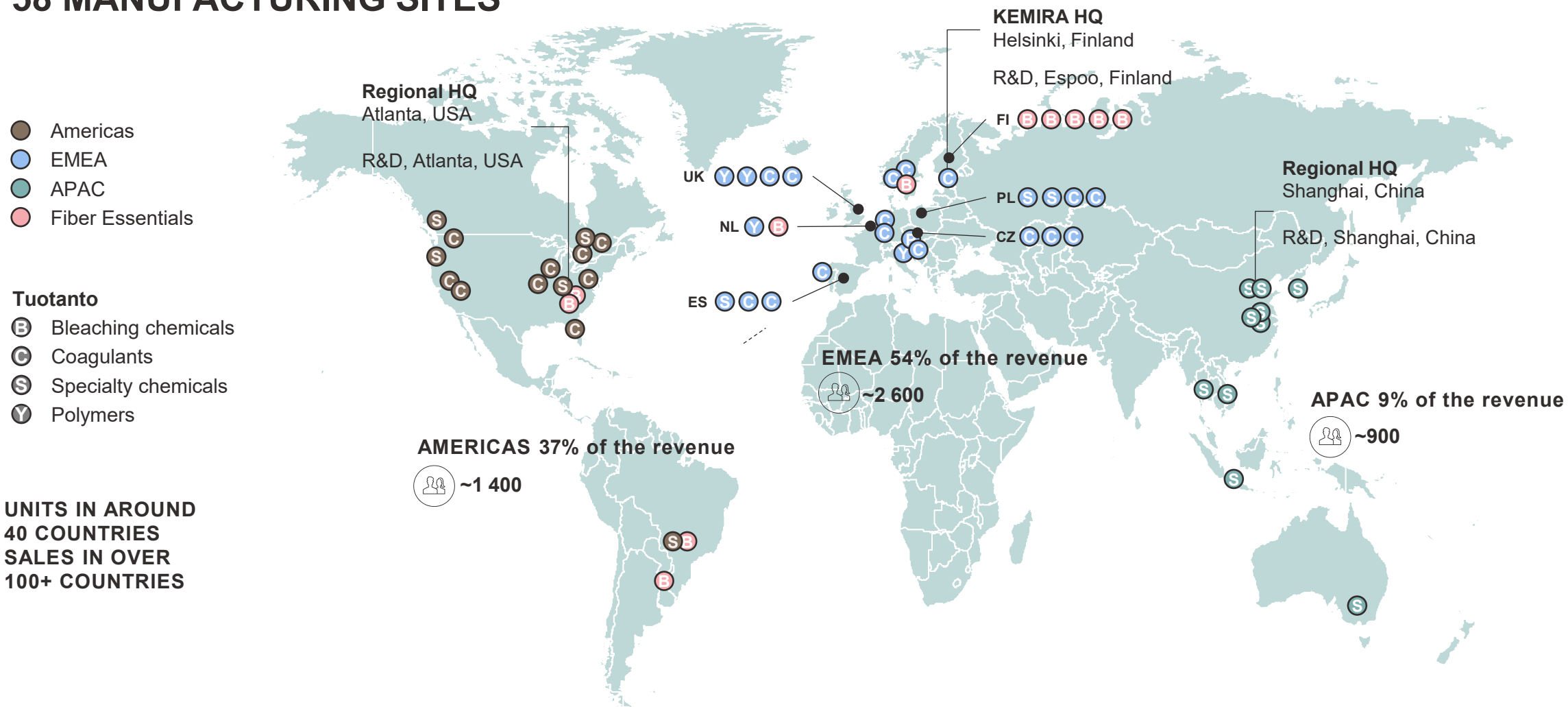
Critical product in pulp & paper, used to clean and bleach pulp

%

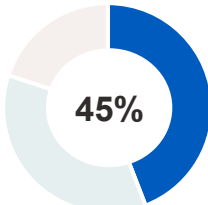
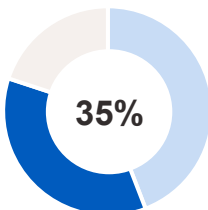
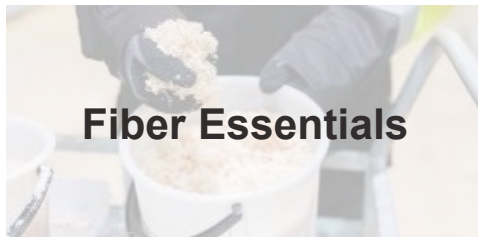
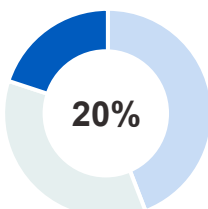
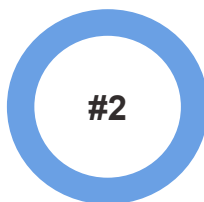
Share of the revenue

Global reach – local excellence

58 MANUFACTURING SITES

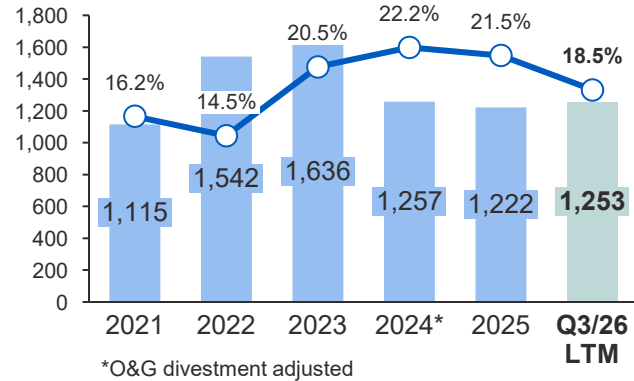


Kemira has a solid foundation to build on, with Water Solutions as the resilient backbone

Business Unit	Share of revenue (2025)		Market size and market position		Offering
 Water Solutions	Revenue 1,222 MEUR, 2025	 45%	~14 bn EUR Market size	 #1-3*	- Chemicals (coagulants, polymers) used in water treatment of both waste and drinking water - Industrial water treatment services
 Packaging & Hygiene Solutions	Revenue 970 MEUR, 2025	 35%	~7 bn EUR Market size	 #2	Specialty chemicals for the packaging, tissue and paper industries to improve eg. strength and water resistance of packaging materials
 Fiber Essentials	Revenue 562 MEUR, 2025	 20%	~1.5 bn EUR Market size	 #2	- Bleaching chemicals (sodium chlorate, hydrogen peroxide) for the pulp producers - Other base chemicals, e.g. caustic soda

Water Solutions

REVENUE AND AND OP. EBITDA-% EUR million



MARKET ENVIRONMENT WATER TREATMENT

#1 in Coagulants globally
#3 in polymers EMEA

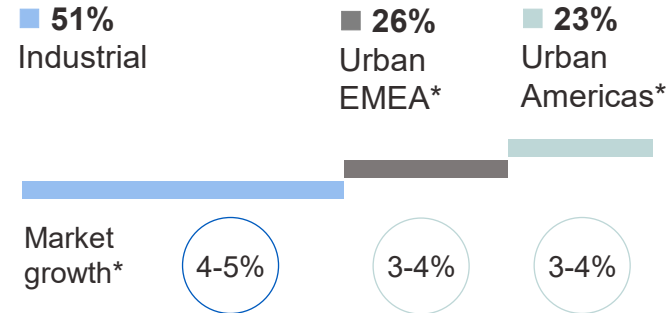
Main competitors in coagulants:

- Feralco (Europe)
- Kronos (Europe)
- Chemtrade (NA)
- USAlco (NA)

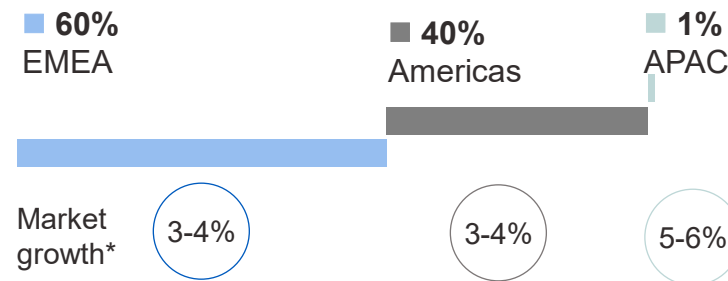
Main competitors in polymers:

- SNF
- Solenis

REVENUE BY APPLICATION TYPE (2025) AND MARKET GROWTH

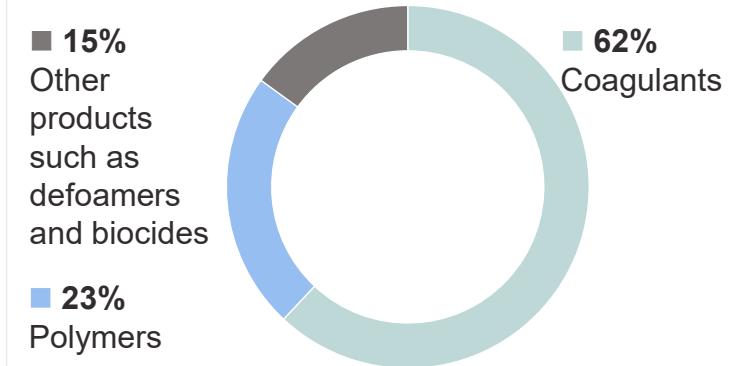


REVENUE BY GEOGRAPHIES (2025) AND MARKET GROWTH BY REGION



*Market growth estimate for 2024-2030, incl. cost inflation. The market growth estimates include areas outside of Kemira's current core business, such as activated carbon. The estimated growth rates are more modest for coagulants and polymers.

REVENUE BY PRODUCT CATEGORY, 2025



CUSTOMER EXAMPLES

URBAN

customer examples

Amsterdam
Barcelona
Berlin
Oslo
Paris
Stockholm

Los Angeles
Montreal
New York City
Toronto
Hamburg

INDUSTRIAL

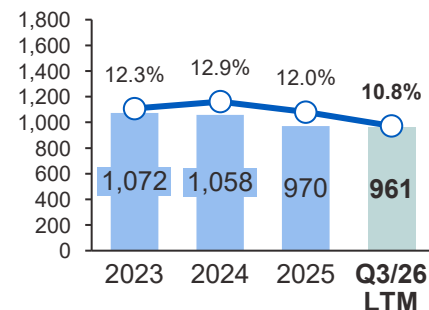
customer examples



* Urban refers to municipal water treatment.

Packaging & Hygiene Solutions

REVENUE AND AND OP. EBITDA-% EUR million

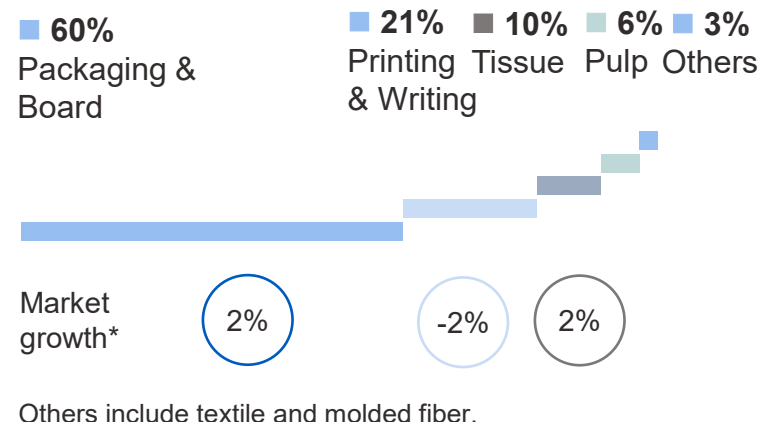


The figures for 2023 and 2024 are historical figures, which were published as a stock exchange release on March 12, 2025.

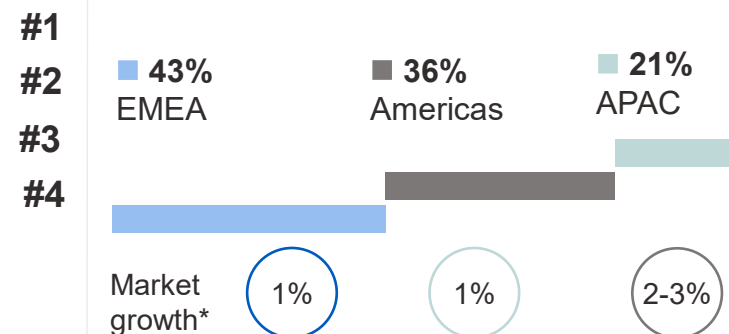
MARKET ENVIRONMENT

Solenis (paper)
Kemira m.s. ~15%
 Ecolab (Nalco)
 Buckman

REVENUE BY CUSTOMER TYPE (2025) AND MARKET GROWTH

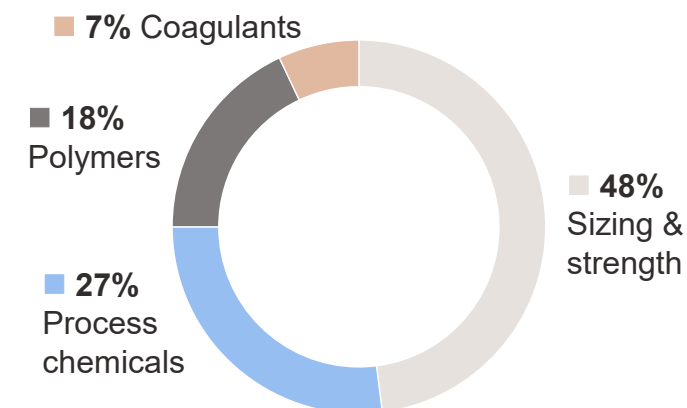


REVENUE BY GEOGRAPHIES (2025) AND MARKET GROWTH BY REGION



*Market growth estimate for 2024-2030, excl. cost inflation.

REVENUE BY PRODUCT CATEGORY, 2025

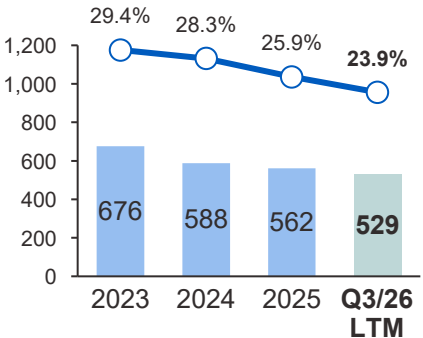


CUSTOMER EXAMPLES



Fiber Essentials

REVENUE AND AND OP. EBITDA-% EUR million



The figures for 2023 and 2024 are historical figures, which were published as a stock exchange release on March 12, 2025.

MARKET ENVIRONMENT

Nouryon

Kemira m.s. ~15 %

Erco

Arkema

Chemtrade

Solvay

REVENUE BY CUSTOMER TYPE (2025) AND MARKET GROWTH

■ 100%
Pulp

Market
growth*

1%

REVENUE BY GEOGRAPHIES (2025) AND MARKET GROWTH BY REGION

■ 65%
EMEA

■ 30%
Americas

■ 5%
APAC

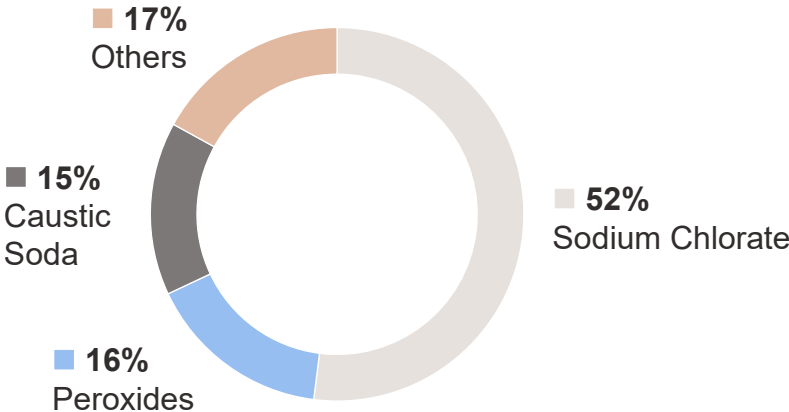
Market
growth*

0%

2%

1%

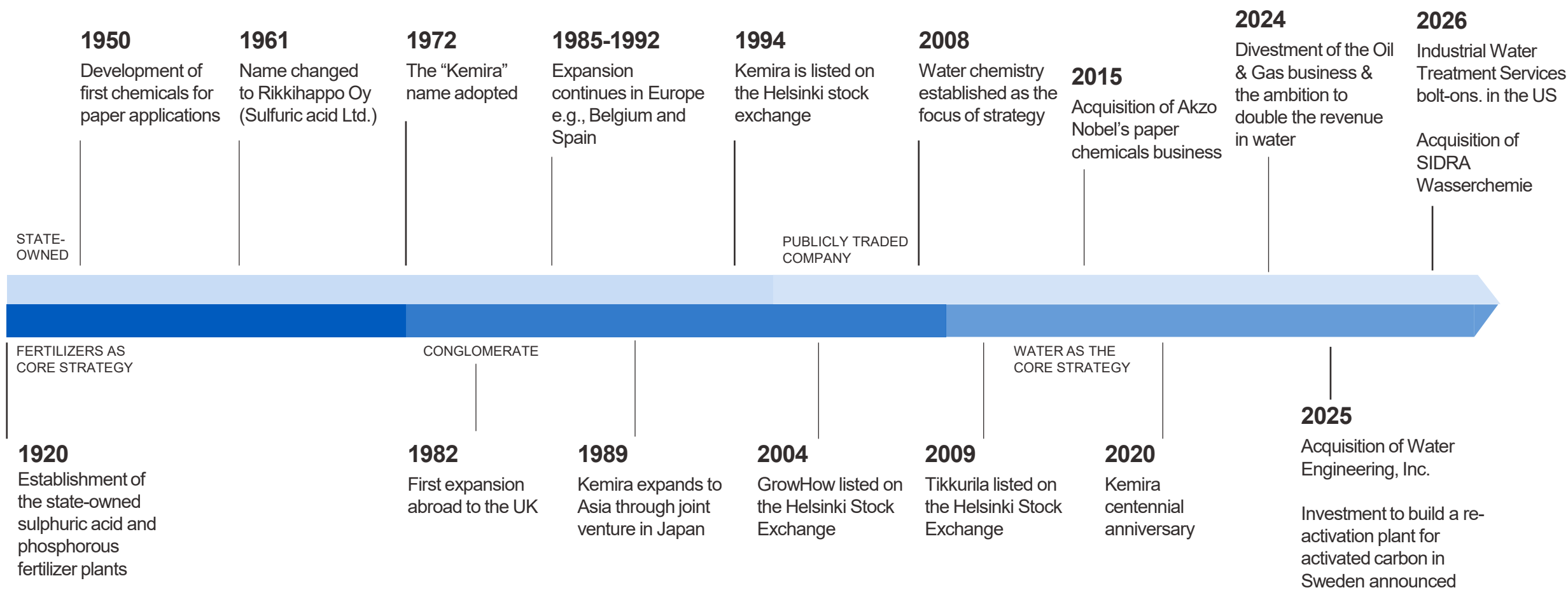
REVENUE BY PRODUCT CATEGORY, 2025



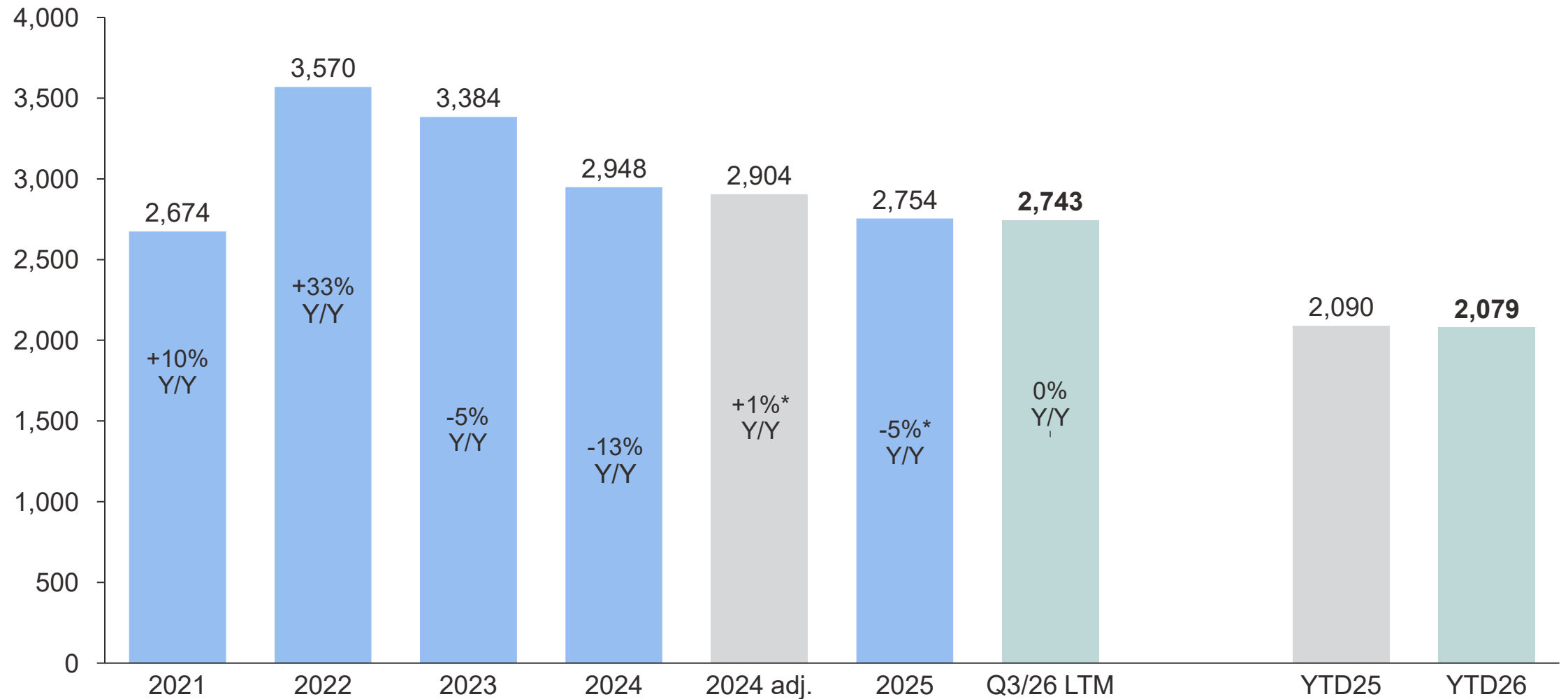
CUSTOMER EXAMPLES



Transformation into a water-focused company

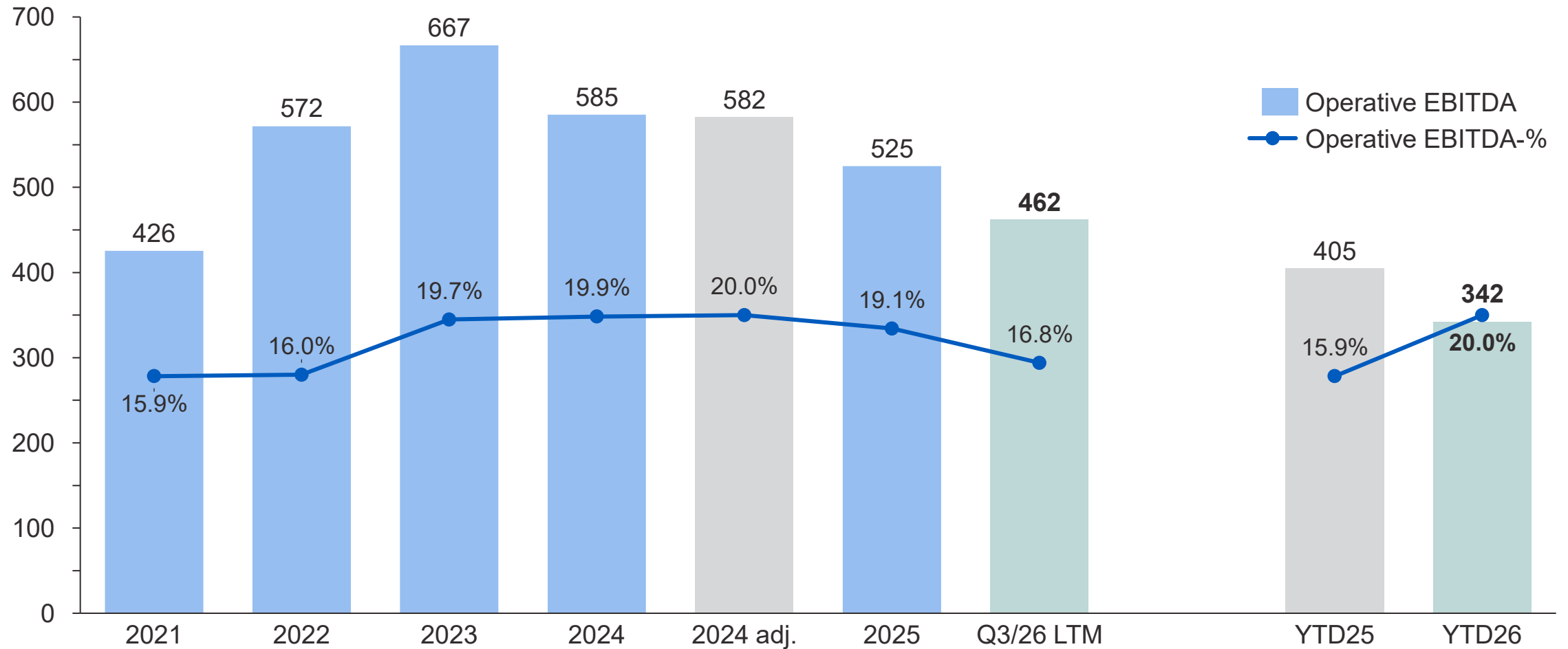


Revenue development



*Y/Y comparison versus Oil and Gas adjusted revenue, LTM 2026 comparison versus FY 2025.

Profitability development



Strategy and financial targets



We continue to focus on profitable growth



EXPAND IN WATER

Significantly grow our water business by expanding to additional technologies and/or geographies both organically and inorganically

TARGET
Double the water revenue



BUILD LEADING RENEWABLE SOLUTIONS PORTFOLIO

Enable sustainability transformation in our existing markets and leverage our capabilities in the new circularity driven markets

TARGET
Over EUR 500 million revenue from renewable chemistries by 2030



UNLOCK NEW GROWTH PLATFORMS

Increase penetration into selected new high-growth adjacent markets

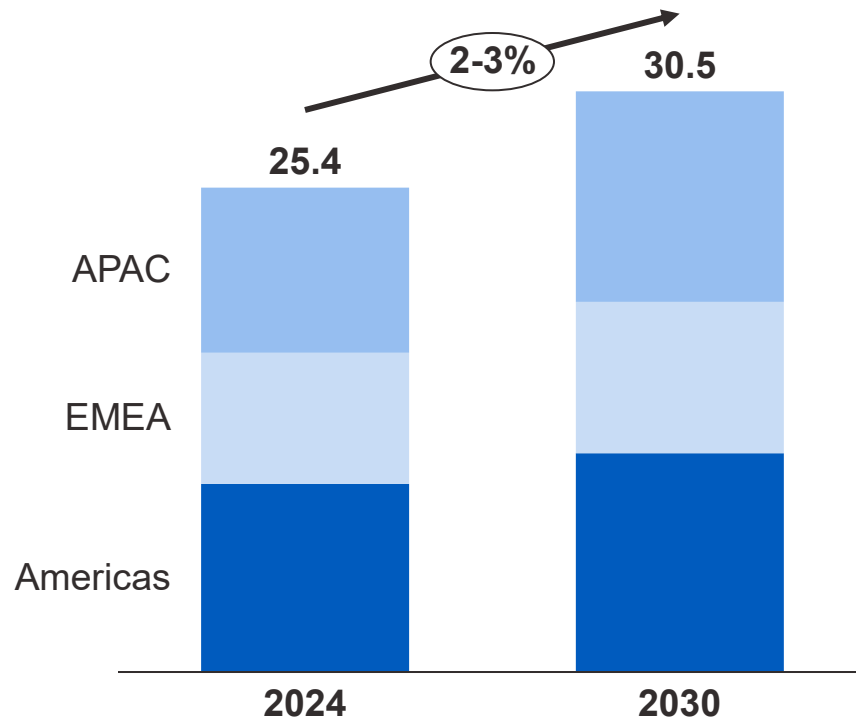
TARGET
Build longer term revenue growth

Global megatrends largely favor Kemira, sustainability a key driver for the long term

CHANGING DEMOGRAPHICS		GROWING ENVIRONMENTAL AWARENESS			
↓ Growing middle-class and urbanization Higher use of water and tissue	↓ Changing lifestyles with growth in e-commerce Higher use of packaging and board	↓ More efficient use of scarce natural resources Chemicals to support circular economy needs	↓ Focus on renewable and recyclable materials for our customers Alternatives to fossil fuel-based solutions	↓ Tightening environmental regulation Increased need for water treatment	↓ Climate change mitigation Increased need for water treatment
					

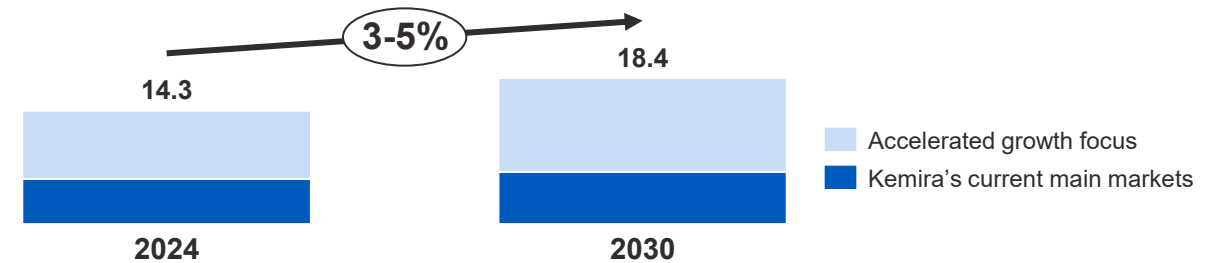
Healthy market growth for Kemira's relevant markets

KEMIRA RELEVANT MARKET
EUR billion

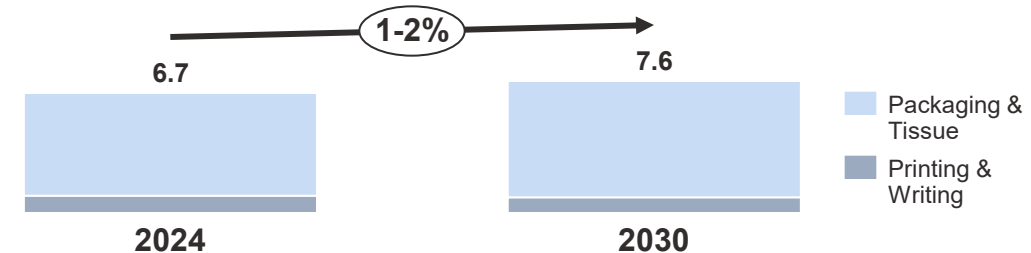


Source: Management estimation based on various sources

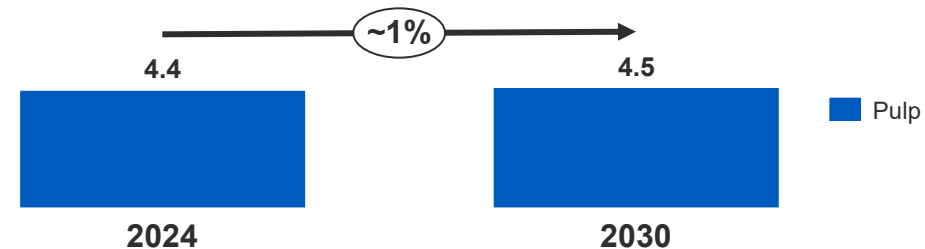
WATER SOLUTIONS RELEVANT MARKET
EUR billion



PACKAGING AND HYGIENE SOLUTIONS RELEVANT MARKET
EUR billion



FIBER ESSENTIALS RELEVANT MARKET
EUR billion



Driving shareholder value through accelerated profitable growth

**WE ARE ACCELERATING GROWTH
– DRIVEN BY WATER AND
SUSTAINABILITY**

**WE HAVE STRUCTURALLY
STRONGER MARGINS**

**WE WILL EXECUTE FASTER THROUGH
THE NEW KEMIRA ORGANIZATION**

LONG-TERM FINANCIAL TARGETS

**AVERAGE
ANNUAL
ORGANIC
GROWTH**

>4%

**OPERATIVE
EBITDA**

18-21%

**OPERATIVE
ROCE**

>16%

Kemira's business units have different financial profiles...

BUSINESS UNIT	WATER SOLUTIONS	PACKAGING & HYGIENE SOLUTIONS	FIBER ESSENTIALS
% of total revenue	~45%	~35%	~20%
Cyclicality	Low (Urban) / Medium (Industrial)	Medium	Medium
Pricing structure	Majority fixed pricing	Majority fixed pricing	~50% fixed / ~50% formula
Capital intensity	Low	Low to medium	High
Contract length	Typically 1 year, tendered business in Urban.	Typically 1 year	Typically multi-year, high customer retention

PERFORMANCE VS LONG-TERM GROUP FINANCIAL TARGETS

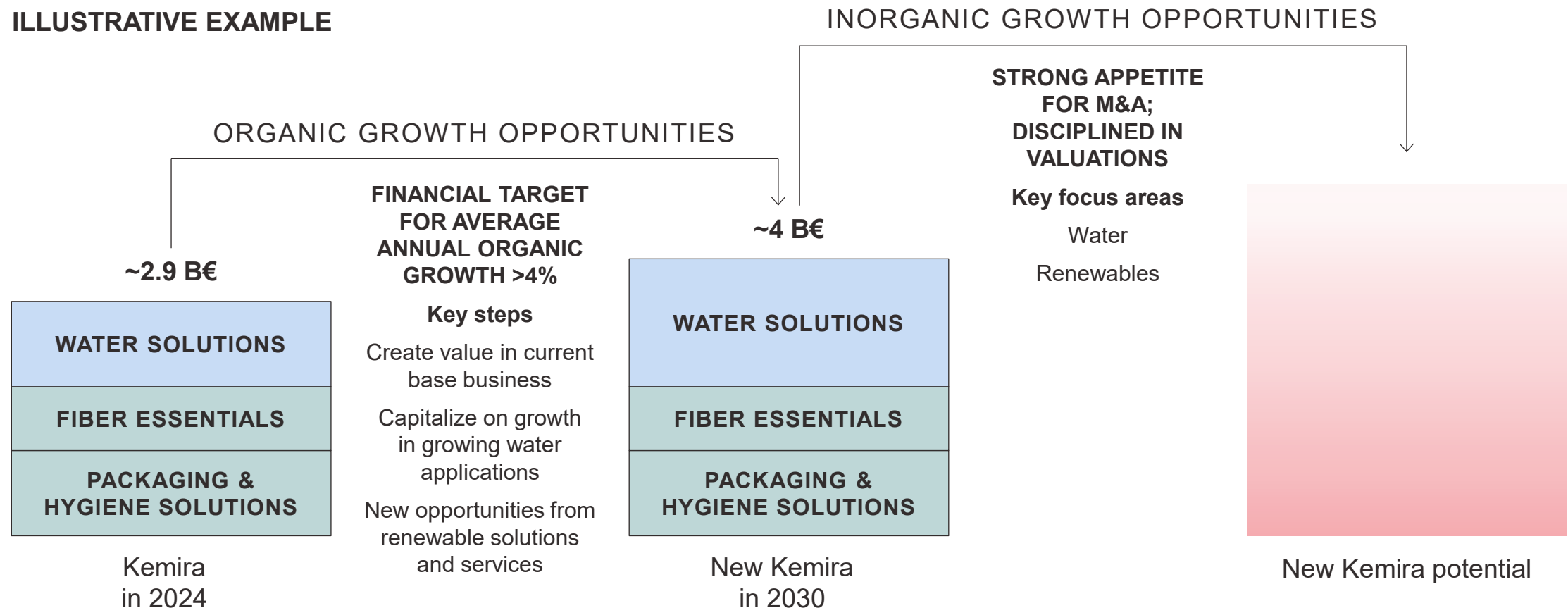
Average annual organic growth >4%	Higher	Slightly lower	Lower
Operative EBITDA 18-21%	Higher	Lower	Higher
Operative ROCE >16%	Higher	Lower	Lower

... and different mandates according to their financial profiles

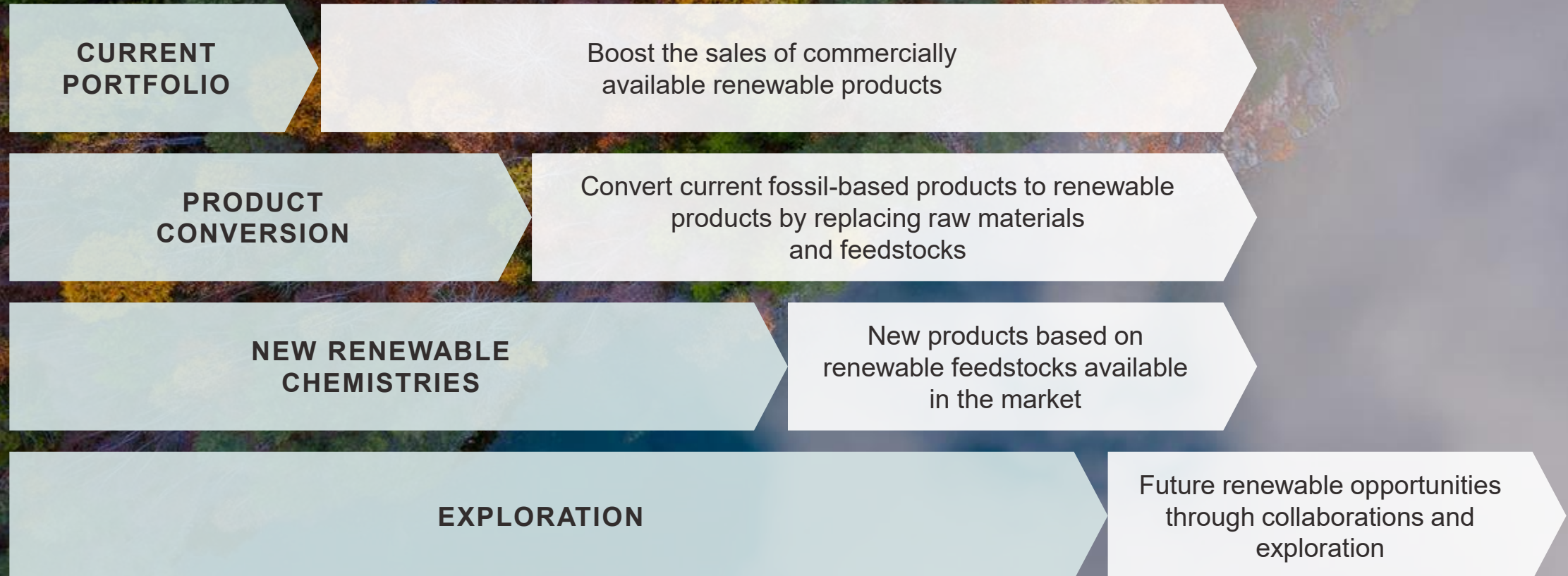
BUSINESS UNIT	WATER SOLUTIONS	PACKAGING & HYGIENE SOLUTIONS	FIBER ESSENTIALS
% of total sales*	~45%	~35%	~20%
Strategic role in the Kemira portfolio	Growth + cash flow	Transformation + profitability improvement	Cash flow + selective growth
Growth profile	+++	+	+
M&A relevance	+++	+	Not relevant
Investment appetite	+++	++	Selective investments

We will grow through organic and inorganic opportunities – particularly in water

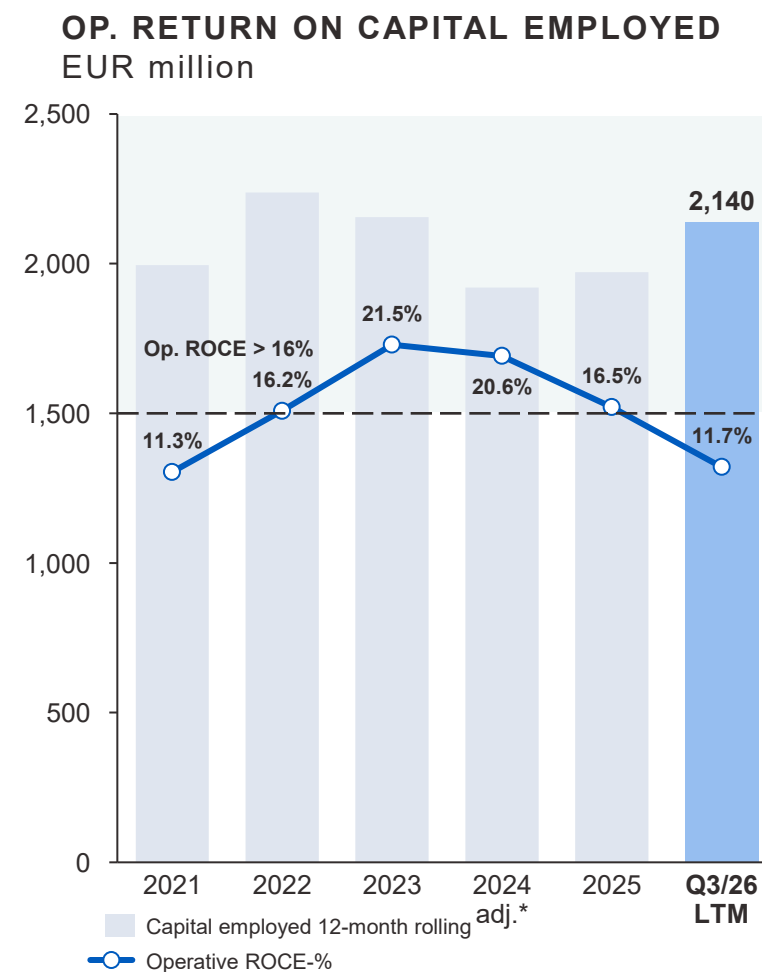
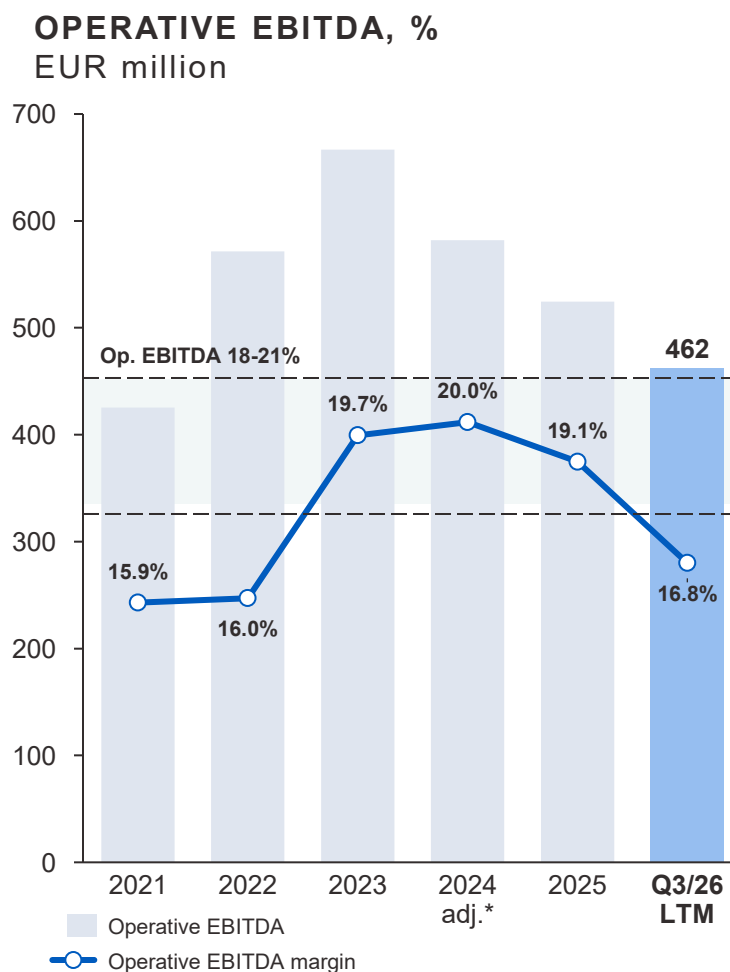
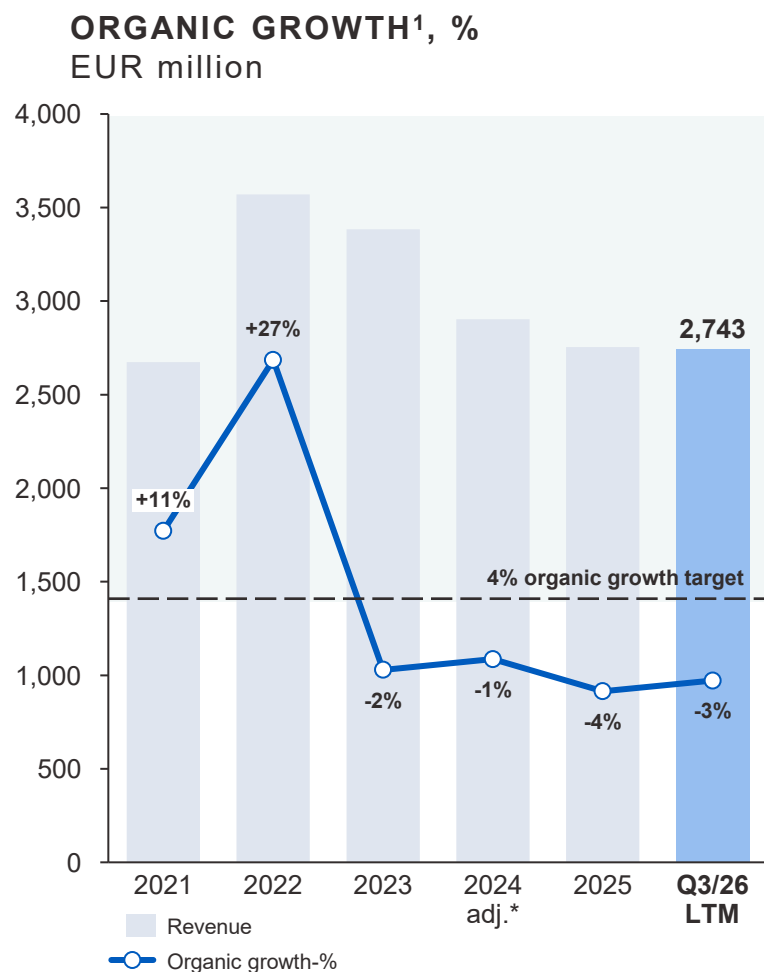
ILLUSTRATIVE EXAMPLE



We have four paths to reach the EUR 500 million renewable revenue target



Kemira's financial targets: performance improvement measures continue



Several actions taken to accelerate growth in recent years

- Acquisition of SimAnalytics, a digital start-up
- Coagulant capacity expansion in the UK
- Expanded renewables partnership with IFF

- New organization, Leadership Team and operating model as of January 1, 2025

- Bolt-on acquisitions in Industrial Water Treatment services
- The acquisition of SIDRA Wasserchemie¹

2022

2023

2024

2025

2026

- New Growth Accelerator unit established
- New phosphorus recovery technology announced
- Biomass-balanced market entry

- Coagulant capacity expansion in Spain and Norway
- Bleaching capacity expansion in Brazil
- Entry into activated carbon for micropollutant removal via an acquisition in the UK

- The acquisition of Water Engineering, Inc., a water treatment services company in the US
- Investment to build a re-activation plant for activated carbon in Sweden announced
- Partnership with CuspAI announced

Investment highlights



Why invest in Kemira

**Strong market position
in all business units**

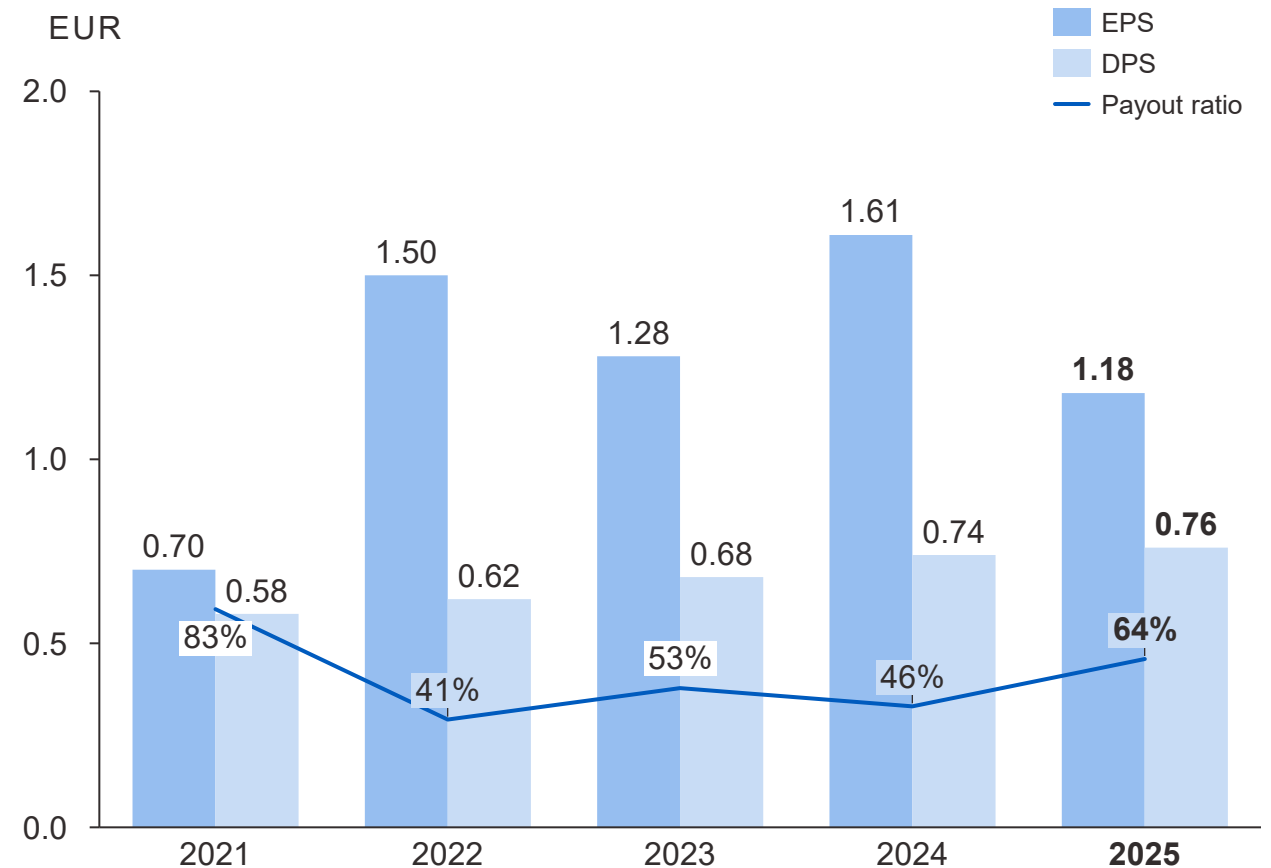
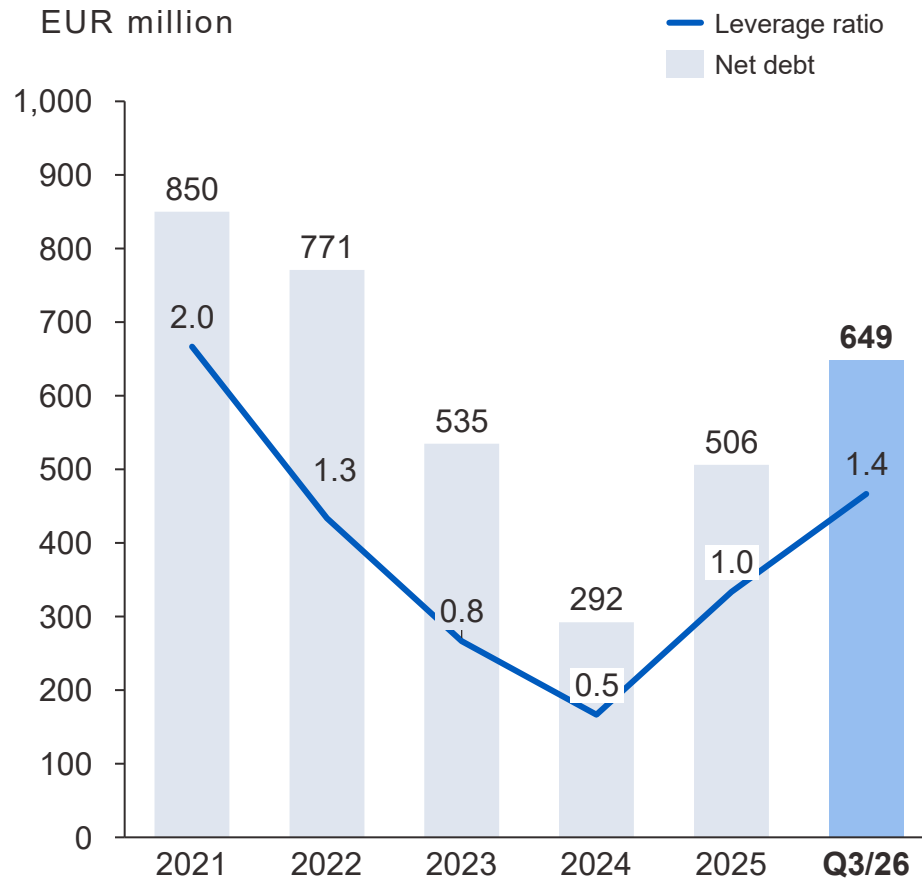
**Resilient business model
with water as the backbone**

**Good opportunities
for profitable growth**

**Strong financial profile with
attractive and over-time
increasing dividend**

**Long-term commitment to
sustainability**

Strong balance sheet enabling long-term growth, and competitive and over-time increasing dividend



Sustainability at Kemira



Embedding sustainability every day

Increasing handprint: Positive impacts on our customers' business

- Treatment, reuse and recycling of water, increasing water resilience
- Innovating renewable and recycled materials & solutions
- Improving resource efficiency and enabling circular solutions



Reducing footprint: Climate actions and nature stewardship

- Low-emission energy, raw materials and logistics
- Water resilience throughout our own production and downstream value chain
- Responsible use of chemistry



Highlighting safety and responsible business practices

- Responsible business practices
- High safety standards
- Diversity and inclusion
- Securing human rights also in our value chain



SUSTAINABILITY – KEY FIGURES

**Value chain transformation
is driven through a lower
footprint, reducing
negative impacts.**

In brackets the change from 2024 to 2025

78%

(+6 pp)

OF GLOBAL ENERGY
PURCHASES ARE
LOW-CARBON

55%

(+3 pp)

OF USED RAW MATERIALS
ARE RENEWABLE OR
RECYCLED

-43%

(-8.5 pp)

OF SCOPE 1&2 EMISSIONS
REDUCED SINCE BASE
YEAR 2018

-26%

(-6.5 pp)

OF SCOPE 3 EMISSIONS
REDUCED SINCE BASE
YEAR 2021

SUSTAINABILITY – KEY FIGURES

**Business transformation
is driven through growing
the handprint and helping
customers solve their
sustainability challenges.**

In brackets the change from 2024 to 2025

240M€

(±0M€)

**IN SALES FROM
RENEWABLE SOLUTIONS**

64%

(+6 pp)

**OF PRODUCTS IMPROVE
CUSTOMER RESOURCE
EFFICIENCY**

21Bm³

(+0.2 Bm³)

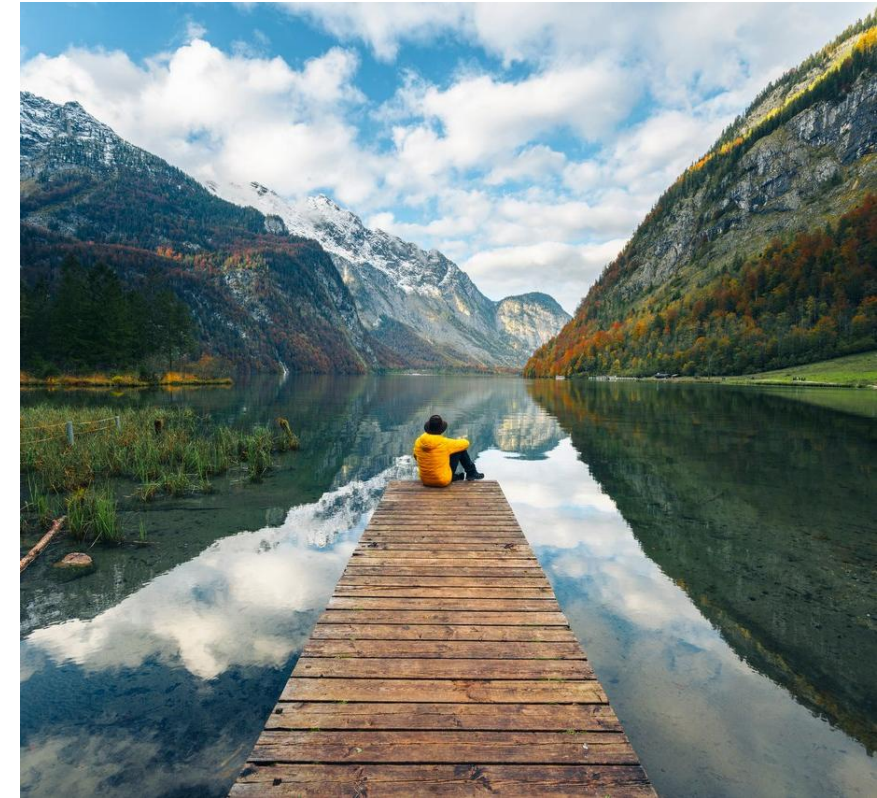
**WATER TREATED WITH THE HELP OF KEMIRA
CHEMISTRY, COMPARABLE TO THE ANNUAL WATER
CONSUMPTION OF 370 MILLION PEOPLE**

Sustainability targets and performance

Targets	SDG	2025	2024
 Improving safety TRIF ¹⁾ 2.2 by the end of 2026 and 1.5 by the end of 2030	SDG 8	2.7	3.2
 Fostering inclusion Reach top 10% cross industry norm for Diversity & Inclusion by the end of 2026	SDG 8	> 25%	> 25%
 Growing positive water impact increase quantity of water treated, reused and recycled by 3.5 bm3 end of 2030 from baseline 2024, bm3	SDG 6	21.1	20.9
 Expanding renewable offering Renewable solutions > EUR 500 million revenue by the end of 2030, EUR million	SDG 12	240	240
 Reducing emissions Scope 1 and 2 emissions -51.23% by the end of 2030, compared to 2018 baseline of 894 ktCO ₂ e. ²⁾	SDG 13	-43.1%	-34.4%
Scope 3 emissions by -32.5% by the end of 2033 from a 2021 base year of 2,337.5 ktCO ₂ e. ²⁾	SDG 13	-26.0%	-19.5%

1) TRIF = total recordable injury frequency per million hours, Kemira + contractors.

2) Scope 1: Direct greenhouse gas emissions from Kemira's manufacturing sites, e.g. the generation of energy and emissions from manufacturing processes. Scope 2: Indirect greenhouse gas emissions from external generation and purchases of electricity, heating, cooling and steam. Scope 3: Indirect greenhouse gas emissions from purchased raw materials, traded goods and transportation of materials.



The SBTi has validated Kemira's ambitious science- based greenhouse gas emission reduction targets

Kemira is a true frontrunner in the chemical industry. In 2024 Kemira joined a group of only ~160 chemical companies who have validated science-based climate targets.



SCOPE 1&2 TARGET

**~52% reduction
by the end of 2030,
base year 2018**

SCOPE 3 TARGET

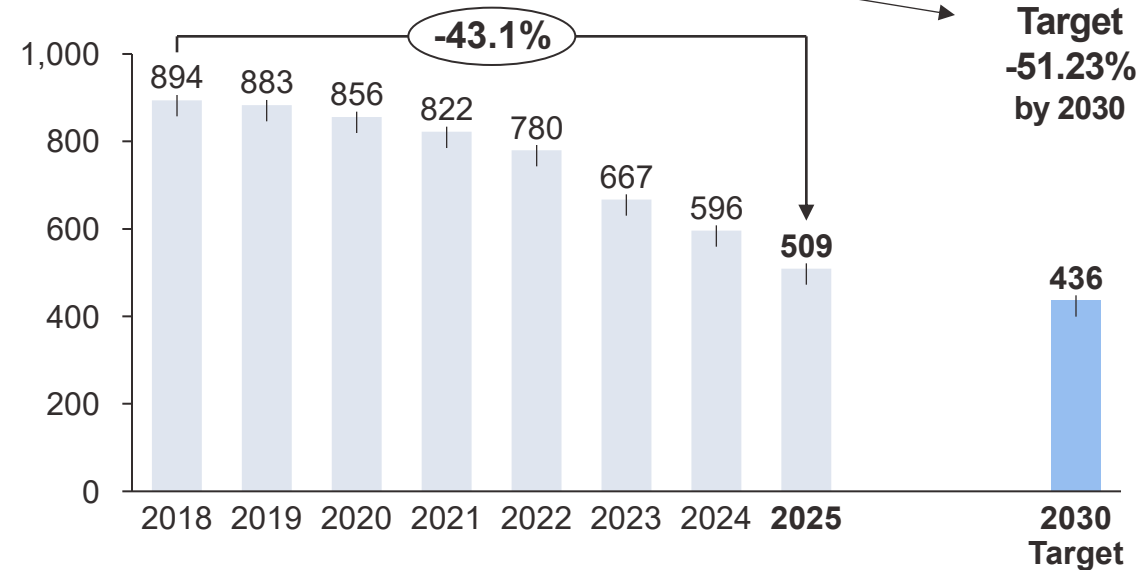
**~33% reduction
by the end of 2033,
base year 2021**

LONG-TERM AMBITION:

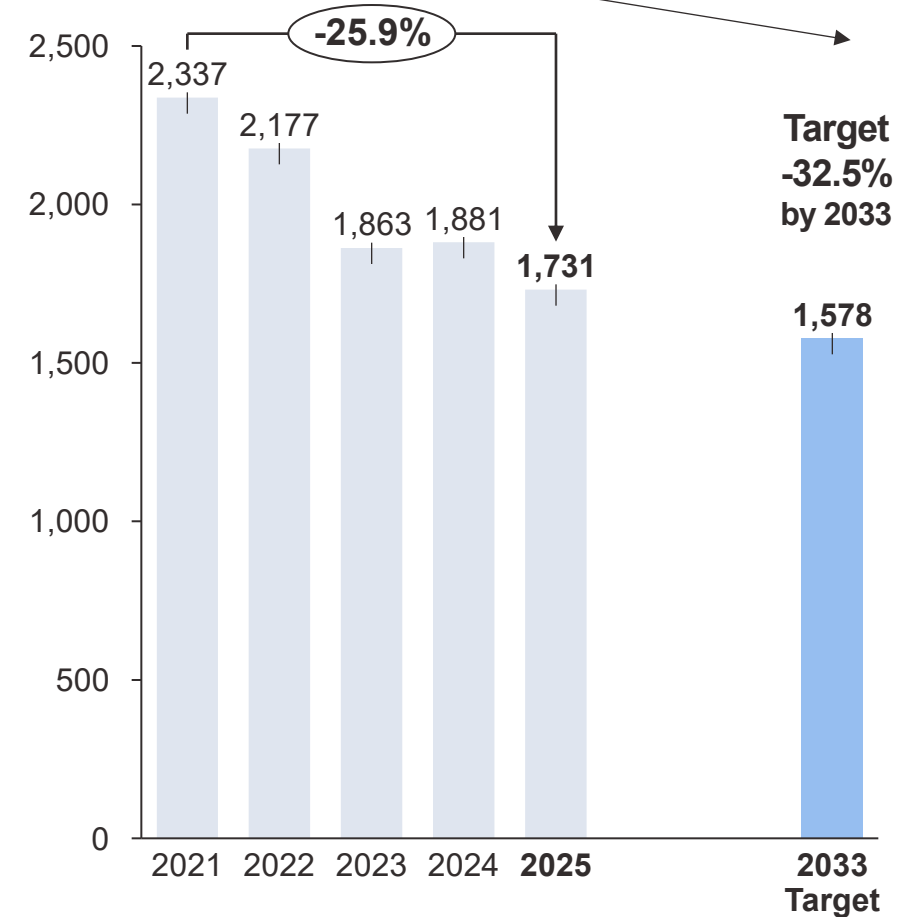
**Carbon
neutrality
by 2045**

Progress towards Kemira's climate targets

Scope 1 & 2 emissions
ktCO₂e



Scope 3 emissions
ktCO₂e



New, ambitious water impact target launched

By 2030, enabling the treatment, reuse and recycling of an additional cumulative 3.5 billion m³ of water through our customers' operations, compared to the 2024 baseline.

FACTS & FIGURES

	Base year 2024	Target year 2030
Total water treated, reused and recycled	21 billion m3	24.5 billion m3
...cumulative impact during target period	+3.5 billion m3	
Total water treated reused and recycled compared to water consumption of x people	370 million people	430 million people
...cumulative impact during target period compared to water consumption of x people	+60 million people	

The target is verified by a third-party to ensure the reliability of calculations and methodologies.

Sustainability work recognized via ratings

83/100
top 3%

A-
top 2%

A-
top 2%

C

22.7
top 16%

AAA
top 5%



kemira

Chemical
sector average



kemira

Chemical
sector average



kemira

Chemical
sector average



kemira

Chemical
sector average



kemira

Chemical
sector average



kemira

Chemical
sector average

Leadership-level A score also in CDP's 2025 Supply
Engagement Assessment.

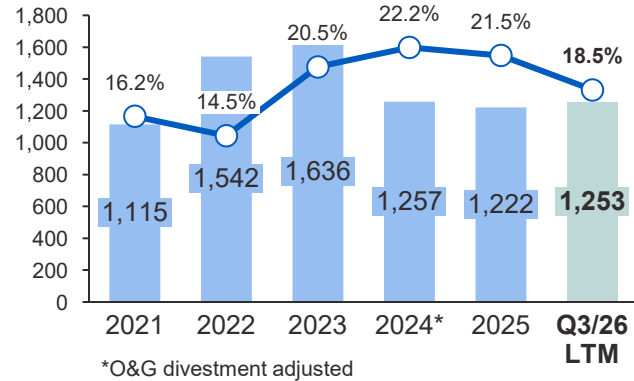
Water Solutions

Ambition to double
the revenue in water



Water Solutions

REVENUE AND AND OP. EBITDA-% EUR million



MARKET ENVIRONMENT WATER TREATMENT

#1 in Coagulants globally
#3 in polymers EMEA

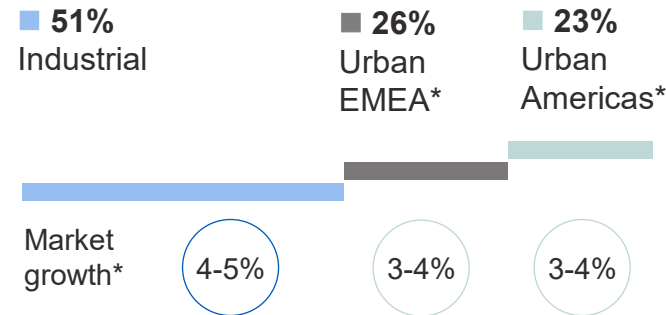
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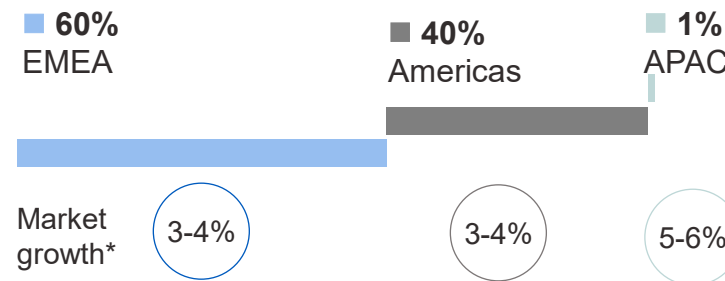
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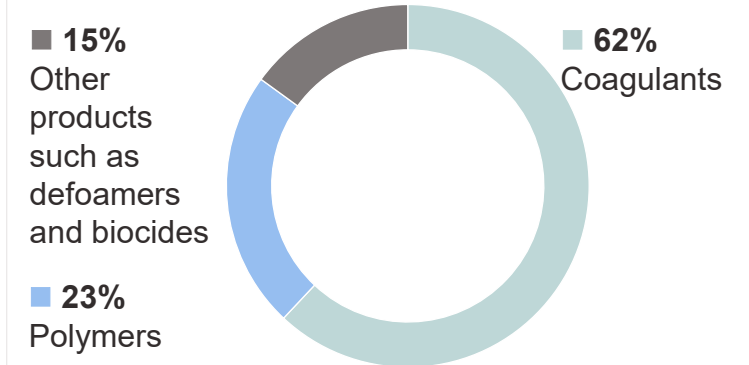


REVENUE BY GEOGRAPHIES (2025) AND MARKET GROWTH BY REGION



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REVENUE BY PRODUCT CATEGORY, 2025



CUSTOMER EXAMPLES

URBAN customer examples

Amsterdam
Barcelona
Berlin
Oslo
Paris
Stockholm
Los Angeles
Montreal
New York City
Toronto
Hamburg

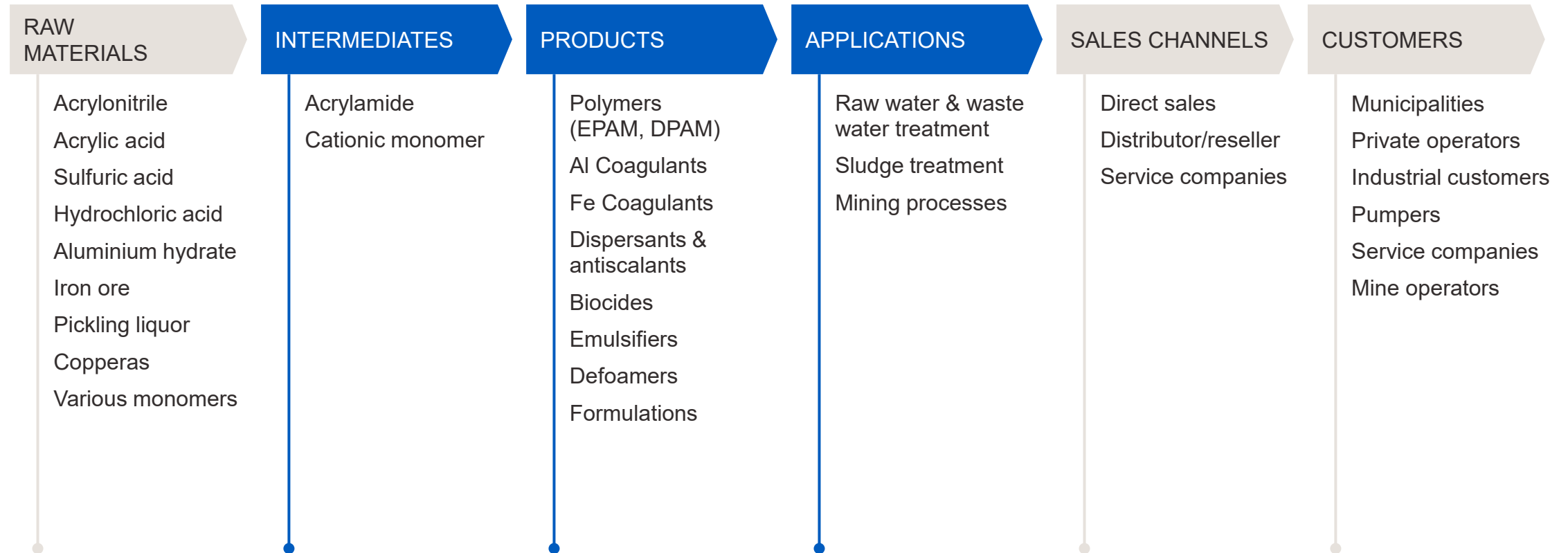
INDUSTRIAL customer examples



* Urban refers to municipal water treatment.

Water Solutions

Technology and market leader in water treatment as well as in niche applications in oil & gas



■ Value chain part covered by Kemira

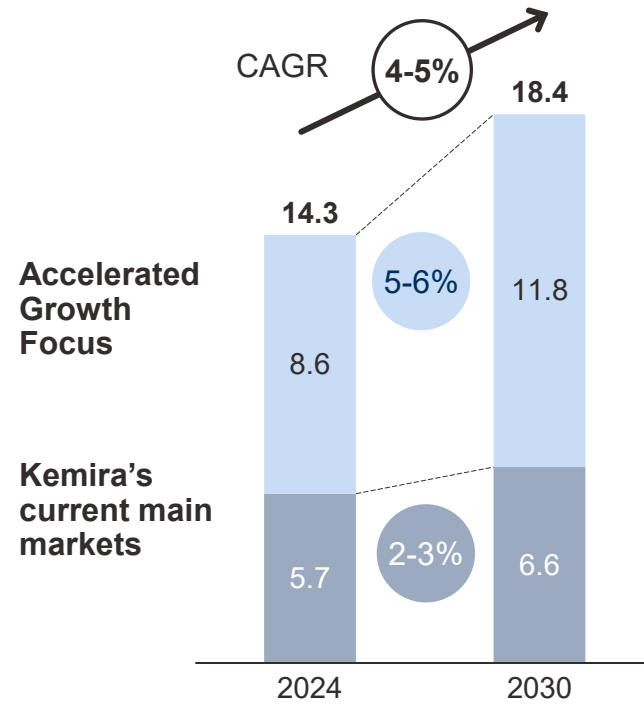
MAIN COMPETITORS

Coagulants: mainly local small companies, Feralco, USALCO, Kronos, PVS,
Polymers: SNF, Solvay, Ecolab, Solenis

Trends in water treatment provide solid opportunities for sustainable growth

RELEVANT WATER TREATMENT PRODUCTS & SOLUTIONS MARKET

EUR billion



RELEVANT MARKET TREND AND EXPECTED GROWTH CAGR

8-9%	Energy efficiency in water treatment processes
5-6%	Micropollutants removal
5-6%	APAC water treatment standards
2-3%	Continuously tightening water treatment regulations and standards



Micropollutant removal is an increasingly attractive and synergistic growth opportunity

MARKET DESCRIPTION

Activated Carbon (AC) the most commonly used technology in micropollutant removal; market moving increasingly towards reactivation vs virgin activated carbon

Market demand expected to grow considerably following tightening regulations on PFAS and pharmaceutical residuals; first regulatory steps being taken

New alternative technologies being developed for PFAS

Close proximity to customers key in AC

KEMIRA AND MICROPOLLUTANT REMOVAL

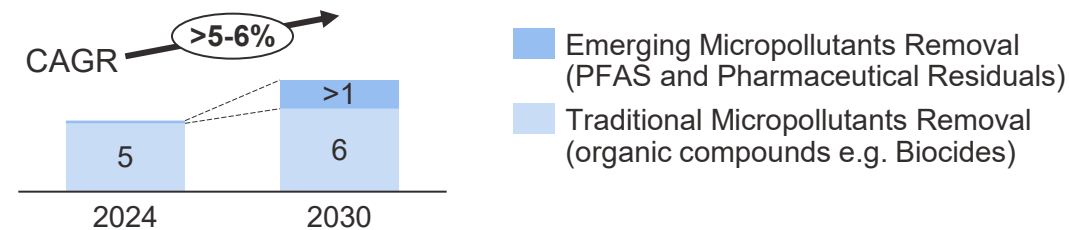
- Acquisition of Norit's reactivation operations in the UK; first step in better understanding the reactivation process and customer needs
- High synergies with Kemira's current water treatment offering; cross-selling a significant opportunity when demand starts to pick up
- Early partnerships with most promising new PFAS removal technologies

Next steps

- Looking at inorganic opportunities across several technologies
- Partnerships with new technology providers, particularly focusing on PFAS
- Organic investment opportunities being explored in regions with low activated carbon coverage
- Building an activated carbon reactivation plant in Helsingborg, Sweden, with the aim to be operational in 2027.

ACTIVATED CARBON MARKET EXPECTED TO GROW

EUR billion



Biogas applications are of increasing interest

MARKET DESCRIPTION

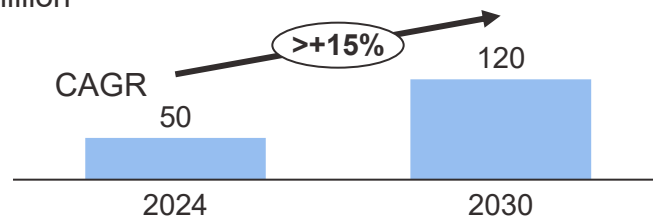
Biogas market expected to grow significantly in coming years due to increased focus on energy independence and green transition

Demand for yield-enhancing products expected to increase benefiting Kemira

Biomethane fastest growing application within biogas

RELEVANT CHEMICAL MARKET EXPECTED TO DOUBLE BY 2030

EUR million



KEMIRA AND BIOGAS APPLICATIONS

- Our products, particularly coagulants, can significantly enhance biogas yield and reduce energy consumption
- Our products are unique and patented and give us an advantage in many biogas applications
- Kemira particularly focused on the faster growing biomethane market in Europe

Coagulant expansion in Spain

- An investment to expand coagulant capacity in Tarragona, Spain to cater for growing demand of coagulants for biogas generation and phosphorus removal
- Investment close to 20 million euros; estimated completion 2028
- Looking at further expansion possibilities at other sites

Industrial water services also present interesting growth potential

MARKET DESCRIPTION

Industrial water services include several applications, such as boiler & cooling, raw water intake and wastewater discharge

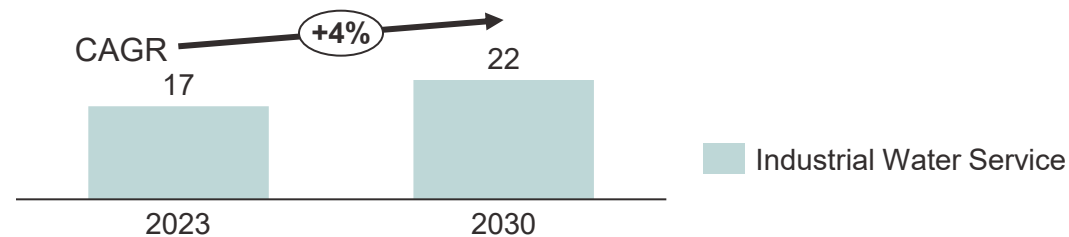
A large market with strong growth; resilient customer base

Highest value creation achieved in the application service step of the water treatment chemicals value chain

The market landscape currently fairly fragmented offering opportunities for consolidation

LARGE AND GROWING MARKET

EUR billion



KEMIRA AND INDUSTRIAL WATER SERVICES

- Kemira's current industrial water treatment revenue around EUR 600 million, incl. distributors and various industries, such as chemical, food and beverage as well as mining
- Kemira looking at opportunities to move higher in the value chain closer to the end-customer
- A more meaningful entry into industrial water services would unlock industrial synergies from Kemira's industrial customer base and global manufacturing footprint
- Cross-selling opportunities expected for Kemira's other business units

Next steps

- Actively reviewing potential inorganic growth opportunities across regions

Regulation continues to support the growth in water treatment

REGION	WATER RELATED REGULATION	COMMENTS & IMPLICATIONS
EUROPE	Urban Wastewater Treatment Directive (UWWTD)	The revised UWWTD entered into force on 1st of January 2025. Revised water treatment standards, including the requirement to remove micropollutants through quarternary treatment, will increase use of coagulants and polymers in non-compliant countries.
	Drinking Water Directive (DWD)	Under the DWD, new EU-wide requirement to monitor PFAS levels in drinking water came into effect on 12th of January 2026.
	Water Framework Directive (WFD)	- WFD is the main law for water protection in Europe. Targeted revision was announced for Q2/2026 but has been postponed. - Directive's current focus on water quality supports Kemira's water solution business
	Public Procurement Act (PPA)	- Public Procurement determines the framework how public water utilities purchase water treatment chemicals and services. Commission's PPA proposal was published in September 2026 and is now discussed within the Parliament and Council. - The proposal aims to make procurement rules simpler, while shifting from price-only criteria to best price-quality ratio. Quality considerations would include security and resilience as well as environmental aspects, which would support the Kemira's water solution business.
NORTH AMERICA	Clean Water Act (CWA), enforced by state regulatory authorities	- Increasingly stringent state-level phosphorus and nitrogen discharge requirements support demand for Kemira's coagulants and polymers. - Nutrient removal requirements continue to drive municipal and industrial wastewater treatment investments.
	PFAS National Primary Drinking Water Regulation and selected State-level PFAS regulations	- Federal PFOA/PFOS drinking water standards remain in place, while EPA is proposing changes to compliance timelines and certain other PFAS requirements. - Federal and state regulations support demand for advanced PFAS removal technologies.
	U.S. Water Infrastructure Funding	- Federal infrastructure funding and State Revolving Funds (SRFs) continue to support drinking water and wastewater investments. - Aging infrastructure, nutrient removal and emerging contaminant treatment create sustained opportunities for Kemira's core water treatment chemistries.
	Water Reuse and Circularity	- EPA's 2026 Water Reuse Action Plan 2.0 emphasizes industrial and municipal water reuse. - Growing demand from data centers, manufacturing and water-stressed regions creates opportunities for Kemira's water treatment solutions.

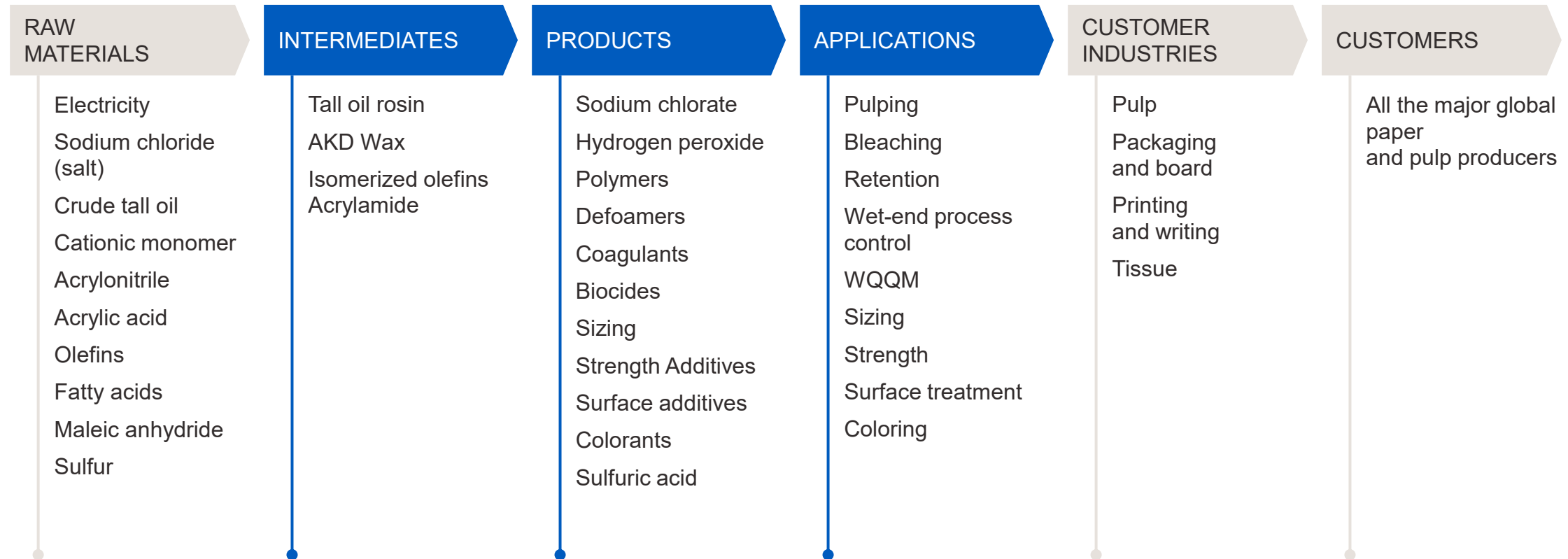
Fiber businesses

Packaging & Hygiene Solutions and Fiber Essentials



Fiber businesses

TECHNOLOGY AND MARKET LEADER

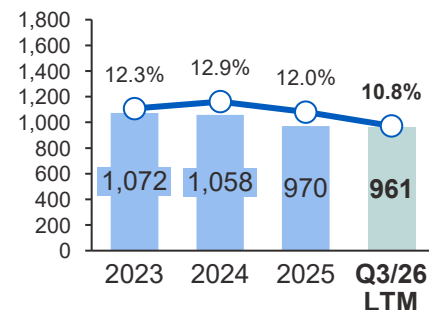


■ Value chain part covered by Kemira

MAIN COMPETITORS: Solenis, Nouryon, Ecolab, Kurita, SNF

Packaging & Hygiene Solutions

REVENUE AND AND OP. EBITDA-% EUR million

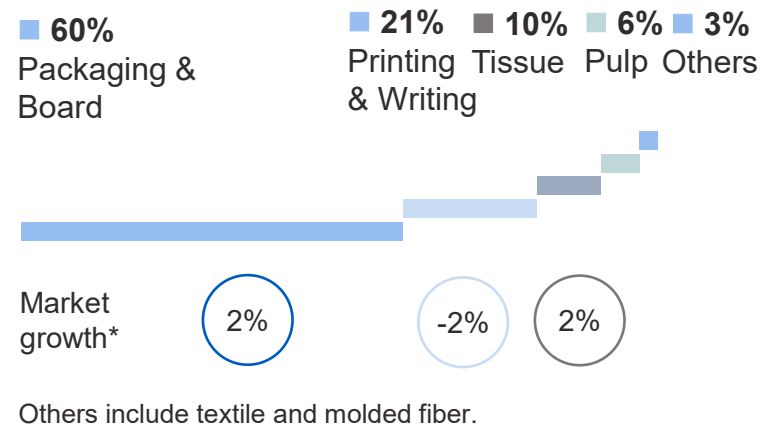


The figures for 2023 and 2024 are historical figures, which were published as a stock exchange release on March 12, 2025.

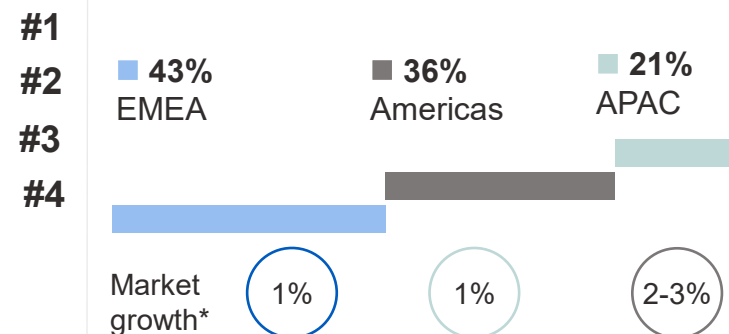
MARKET ENVIRONMENT

Solenis (paper)
Kemira m.s. ~15%
 Ecolab (Nalco)
 Buckman

REVENUE BY CUSTOMER TYPE (2025) AND MARKET GROWTH

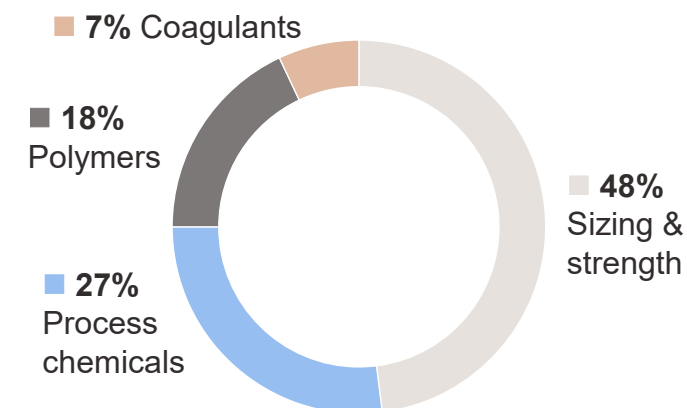


REVENUE BY GEOGRAPHIES (2025) AND MARKET GROWTH BY REGION



*Market growth estimate for 2024-2030, excl. cost inflation.

REVENUE BY PRODUCT CATEGORY, 2025

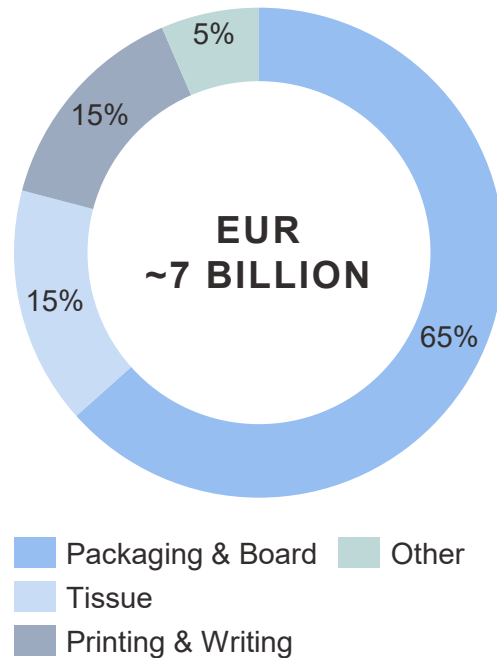


CUSTOMER EXAMPLES



Packaging & Hygiene Solutions is #2 in an expanding global market

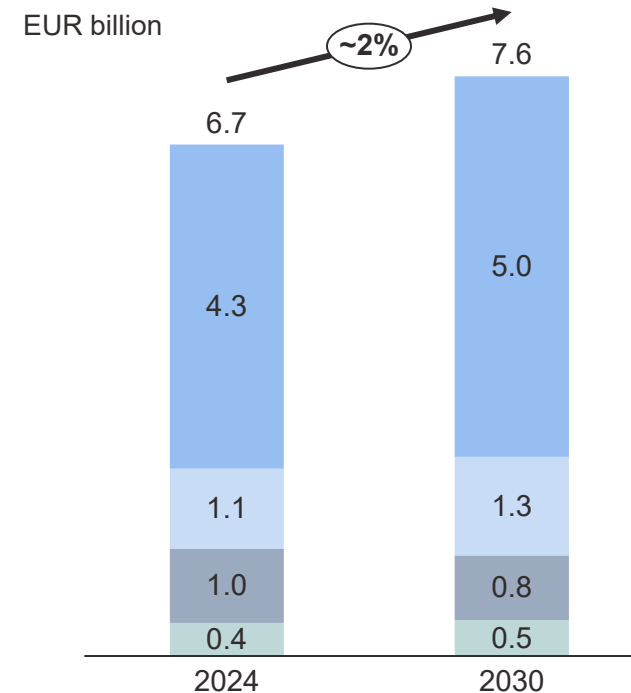
LARGE ADDRESSABLE MARKET



*) excluding bulk chemicals (Chlorate, Hydrogen peroxide, Caustic soda)

Source: management estimate

SOME MARKET GROWTH EXPECTED



KEMIRA HAS A GOOD MARKET POSITION



Our products significantly improve our customers' footprint

RENEWABLE PRODUCTS

Positive climate impact* while maintaining product functionality

Fossil-based raw materials cut by >50% vs. standard products

STRENGTH

Making packaging lighter and stronger, improving resource efficiency

Up to 10% reduction in packaging weight

DIGITAL SOLUTIONS

Optimizing overall process and resource efficiency

Reducing chemistry-related downtime by 50% (4 hours per month)

*full life-cycle evaluation including end-of-life emissions

Attractive growth in new end-markets

MOLDED FIBERS



Molded fiber continues momentum as the sustainable alternative for replacing plastics in packaging

Molded products are recyclable, biodegradable, and compostable.

Addressable market size:
EUR ~300 million

Market growth¹:
>7% p.a.

TEXTILE FIBERS



Demand for novel sustainable solutions in the textile value chain is high

Our primary target markets are Man-Made Cellulosic Fiber (MMCF) & textile recycling.

Addressable market size:
EUR ~700 million

Market growth¹:
>8% p.a.

RENEWABLE CHEMISTRY SOLUTIONS



Transition away from fossil-based materials provides attractive growth opportunities

Market demand for renewable performance additives creates substantial opportunity in our existing applications.

Primary target: dispersion barriers

Addressable market size:
EUR ~700 million

Market growth¹:
>7% p.a.

DIGITAL SERVICES



The chemical market is trending towards digitalization

Growth drivers: better efficiency, improved customer experiences, enhanced decision-making, and increased competitiveness.

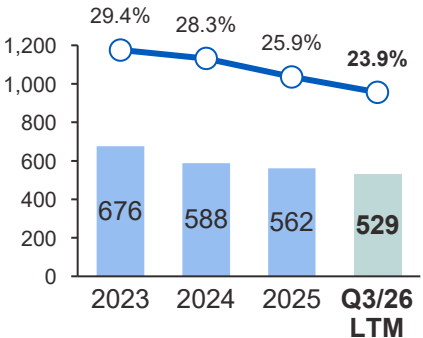
Addressable market size:
EUR ~400 million

Market growth¹:
>14% p.a.

¹CAGR 2024-2030

Fiber Essentials

REVENUE AND AND OP. EBITDA-% EUR million



The figures for 2023 and 2024 are historical figures, which were published as a stock exchange release on March 12, 2025.

MARKET ENVIRONMENT

Nouryon

Kemira m.s. ~15 %

Erco

Arkema

Chemtrade

Solvay

REVENUE BY CUSTOMER TYPE (2025) AND MARKET GROWTH

■ 100%
Pulp

Market
growth*

1%

REVENUE BY GEOGRAPHIES (2025) AND MARKET GROWTH BY REGION

■ 65%
EMEA

■ 30%
Americas

■ 5%
APAC

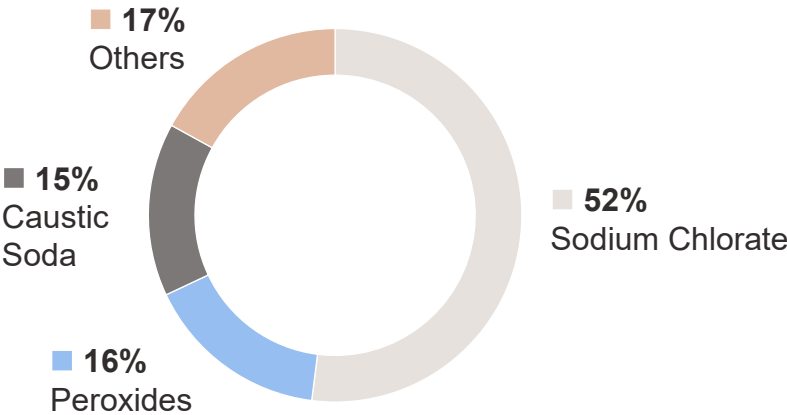
Market
growth*

0%

2%

1%

REVENUE BY PRODUCT CATEGORY, 2025



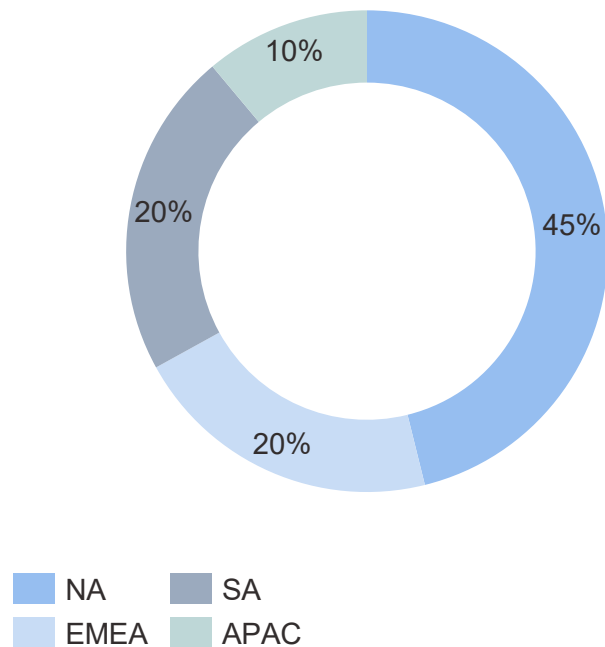
CUSTOMER EXAMPLES



Note: Revenue by geography rounded to the nearest 5%

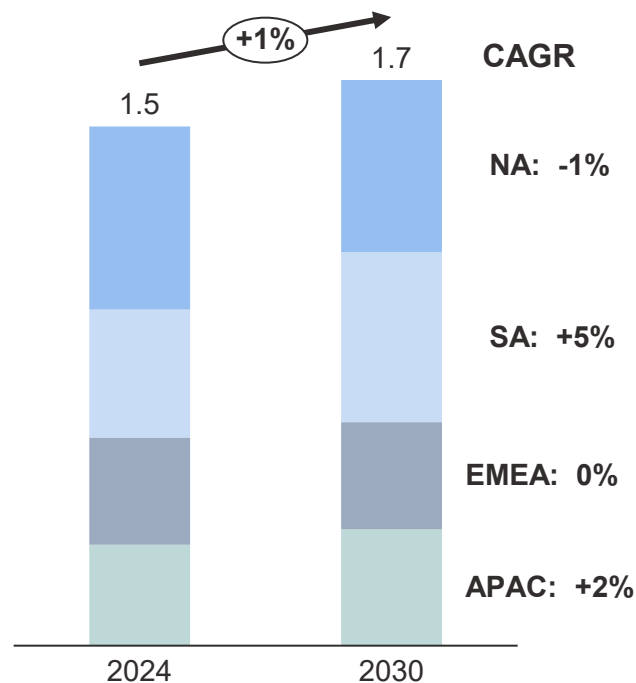
Sodium Chlorate is the largest business; market growing particularly in South America

REGIONAL MARKET CAPACITIES*



Rounded to the nearest 5%

MARKET GROWING SLIGHTLY EUR billion



KEMIRA HAS A GOOD POSITION

20% of the global capacity*

- #1 Market leader in EMEA
- #2 In the growing South American market and globally
- #1 Supplier in Southern US, strategically well positioned to support expanding fluff pulp market

*Market Chlorate – excluding the Chlorate plants owned and operated by the pulp mill

Regulation continues to support the growth of our fiber businesses

REGION	FIBER-RELATED REGULATION	COMMENTS & IMPLICATIONS
EUROPE	Packaging in EU legislation	• Packaging and Packaging Waste Regulation (PPWR): PPWR came applicable in 08/2026, and secondary legislation is introduced in the upcoming years 2026-2034. Harmonized requirements on recyclability and recycled and bio-based content will be set, with new openings for Kemira's fiber-based packaging solutions.
	Renewable Chemicals in EU legislation	• Industrial Accelerator Act (IAA): Commission's proposal published 4th of March 2026, aim to increase demand for low-carbon, European-made technologies and products. Framework could be later extended to chemicals sector, strengthening position of EU-based producers of renewable chemicals. • Public Procurement Act: Potential to reward renewable chemistry in public tenders. • Biotech Act II: Expected to accelerate market access and demand for bio-based materials, creating a strong tailwind for Kemira's renewable chemistry portfolio. Commission's publication schedule for the proposal has been delayed to Q2/2027.
NORTH AMERICA	Packaging in the US legislation	• Packaging EPR laws enacted in seven states, with California SB 54 regulations effective May 2026. • Increasing recyclability, waste reduction and producer responsibility requirements support demand for fiber-based packaging solutions. • State implementation timelines and material classifications will influence market opportunities for renewable packaging materials.
	Sustainable Chemicals in the US legislation	• Expanding state-level PFAS restrictions in food packaging support demand for PFAS-free barrier technologies and alternative chemistries. • EPR and packaging sustainability requirements create opportunities for Kemira's renewable chemistry portfolio. • Bio-based materials, including PHA/PHB, remain subject to state-specific plastic definitions and recyclability requirements.

Latest news and financials



ANTTI SALMINEN, PRESIDENT AND CEO
TUOMAS MÄKIPESKA, CFO
OCTOBER 23, 2026

Revenue increased mainly driven by acquisitions, profitability burdened by high raw material costs

JANUARY – SEPTEMBER INTERIM REPORT 2026
RESULT PRESENTATION

kemira

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Agenda

Q3/26 Key highlights

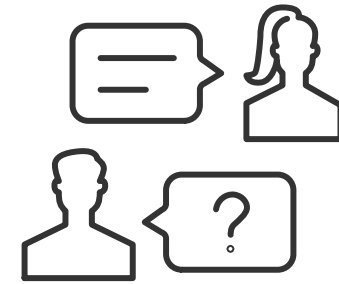


Antti Salminen
President and CEO

Financial performance

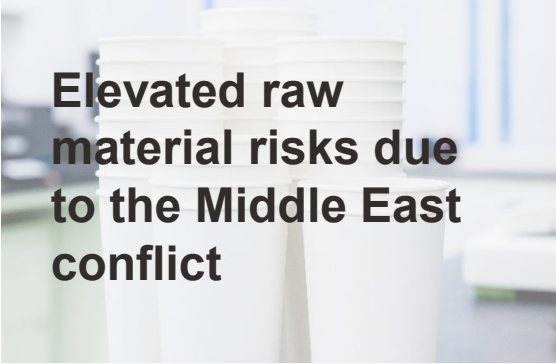


Tuomas Mäkipeska
CFO

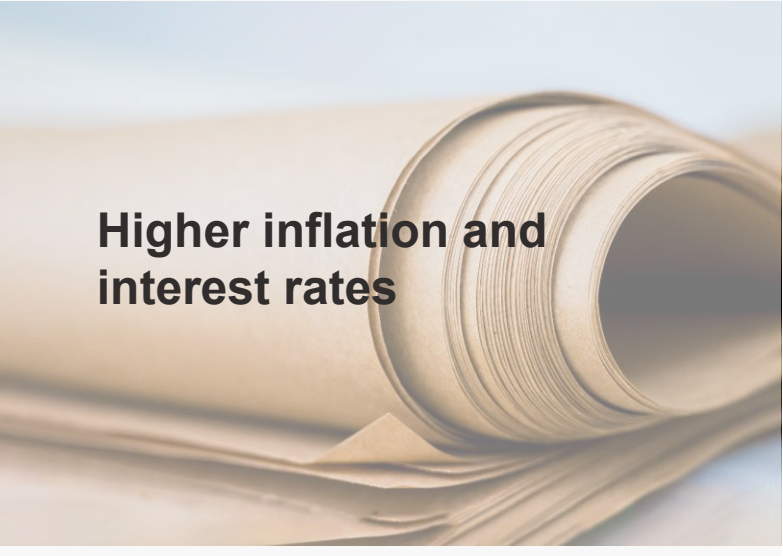


Q&A

Market environment remains challenging



Elevated raw material risks due to the Middle East conflict



Higher inflation and interest rates



US – Canada tariffs



Consumer confidence low, many traditional European industries facing demand challenges

Weak end-market in the pulp and paper industry

Capacity optimization and production curtailments continue among Nordic customers

Q3 in brief

Revenue grew Y/Y, mainly driven by acquisitions

- Organic growth¹ 0%

Operative EBITDA-% declined to 15.9%

- Profitability declined in all BUs
- The impact of cost inflation only partially offset by customer price increases
- Fixed costs effectively managed

Strategy execution continued

- Two acquisitions completed during in Q3: ANMAC Water Treatment Service, Inc. and REPUR S.r.l.
- The acquisition of SIDRA Wasserchemie completed at the beginning of October

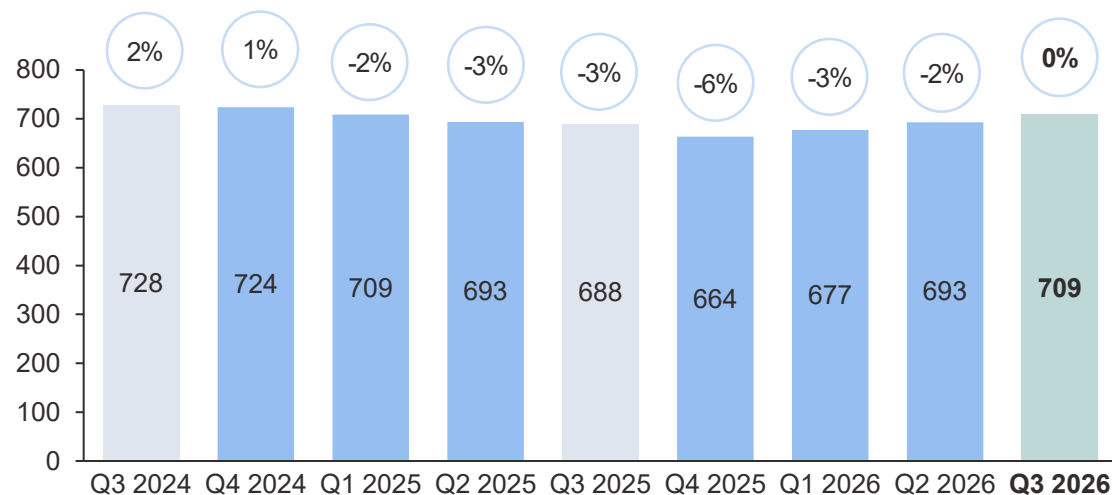
Balance sheet continues solid, enabling investments in long-term growth



¹Revenue growth in local currencies, excluding acquisitions and divestments.

Group revenue

REVENUE AND ORGANIC REVENUE GROWTH¹ (Y/Y) EUR million



The graph presents the Oil & Gas divestment adjusted figures.

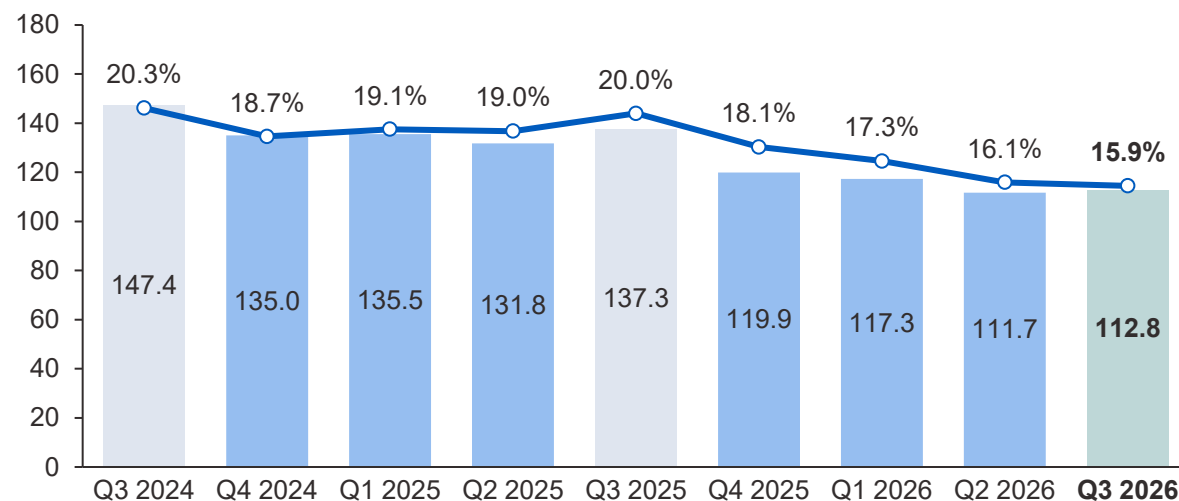
¹Revenue growth in local currencies, excluding acquisitions and divestments.

Revenue grew Y/Y in Q3 2026

- Revenue growth mainly driven by M&A
- Y/Y organic growth¹ 0%
- Sales prices increased Y/Y, volumes declined
- Revenue increased Y/Y in Water Solutions and in Packaging & Hygiene Solutions, but decreased in Fiber Essentials.

Group profitability

OPERATIVE EBITDA AND OPERATIVE EBITDA-%
EUR million

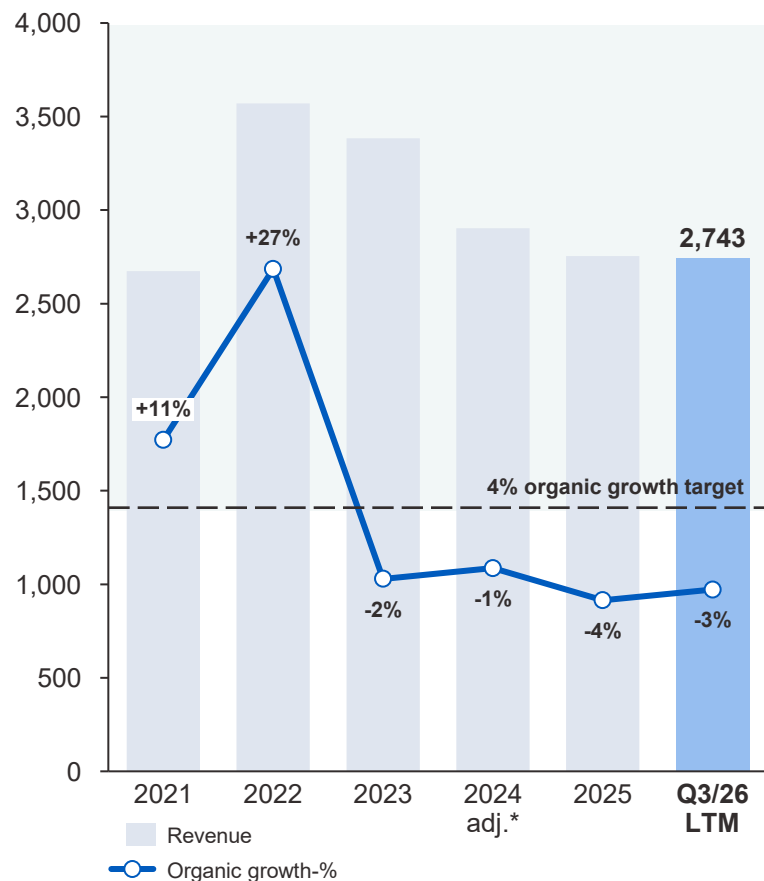


Q3 Operative EBITDA-% declined Y/Y to 15.9%

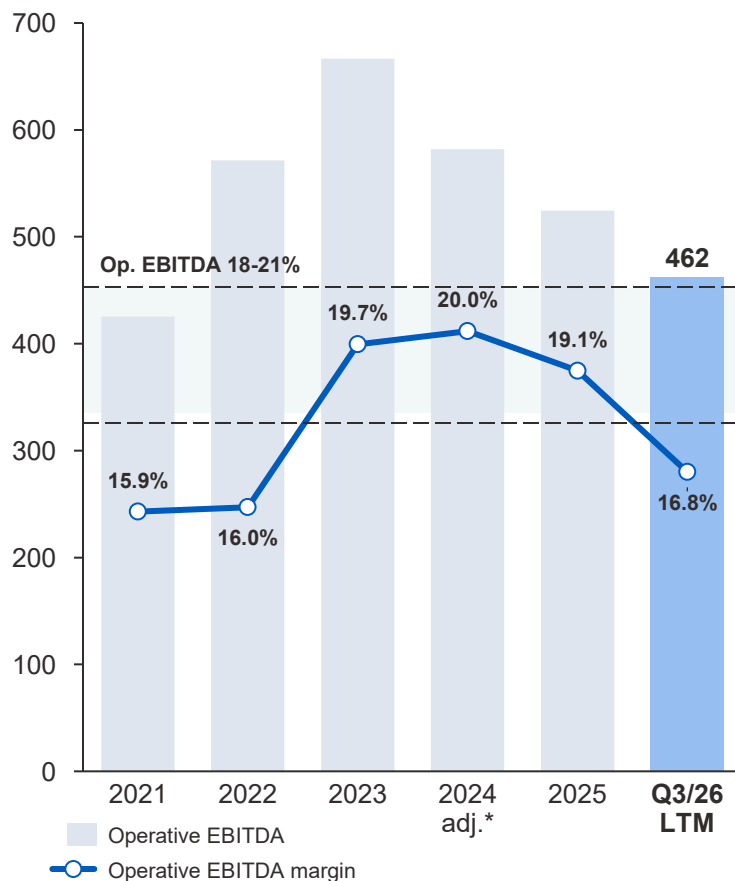
- Profitability weakened mainly due to cost inflation caused by the effects of the Middle East conflict, and lower volumes.
- Operative EBITDA-% declined Y/Y to 19.7% in Water Solutions, 9.3% in Packaging & Hygiene Solutions and to 19.3% in Fiber Essentials.
- Effective management of fixed costs
- Q3 earnings per share EUR 0.21 (0.38)

Kemira's financial targets: performance improvement measures continue

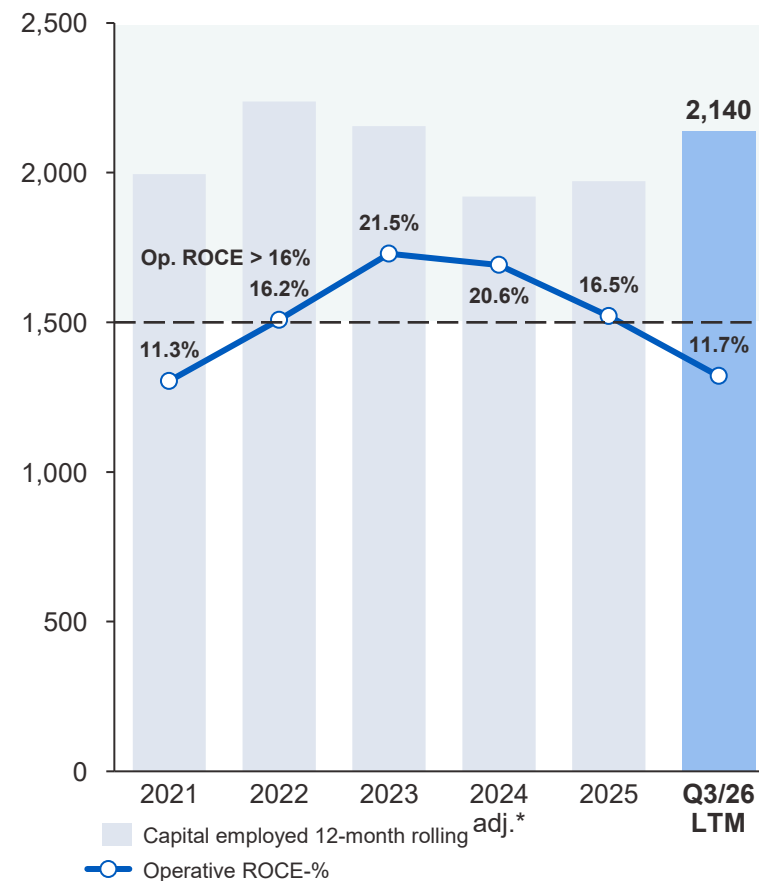
ORGANIC GROWTH¹, %
EUR million



OPERATIVE EBITDA, %
EUR million



OP. RETURN ON CAPITAL EMPLOYED
EUR million



Significantly higher input costs partially mitigated by pricing actions

- Price increases have been implemented throughout Kemira's product portfolio.
- The effectiveness of pricing actions varies between regions and products.
- The expected negative FY2026 impact from higher input costs remains unchanged at EUR 100 million, of which roughly 50% is expected to be offset through pricing.
- Pricing actions have been more effective in Water Solutions than in Packaging & Hygiene Solutions.
- In Fiber Essentials, higher costs are mitigated by formula-based contracts, with some delay though.



Outlook for 2026 reiterated

REVENUE

Kemira's revenue is expected to be between EUR 2,600 and EUR 3,000 million in 2026 (2025 revenue: EUR 2,753.5 million).

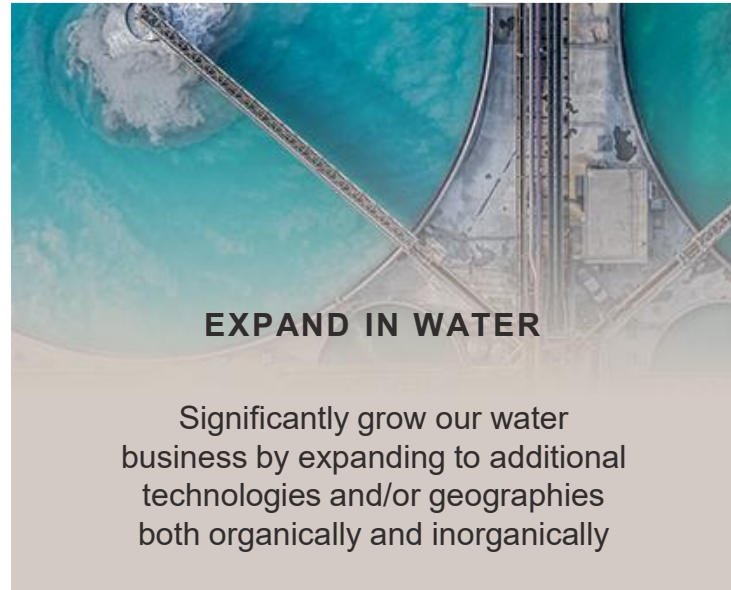
OPERATIVE EBITDA

Kemira's operative EBITDA is expected to be between EUR 400 and EUR 500 million in 2026 (2025 operative EBITDA: EUR 524.6 million).

ASSUMPTIONS BEHIND THE OUTLOOK

- The demand in Kemira's end-markets remains weak due to continued global economic uncertainty and geopolitical tensions, and raw material and logistics cost environment continues to be volatile.
- The outlook assumes that the negative impact of raw material and logistics cost inflation on Kemira's full-year 2026 cost base is around EUR 100 million, of which roughly 50% will be covered by price increases.
- The outlook assumes no major disruptions to Kemira's manufacturing operations or the supply chain and the US dollar to remain steady.

Kemira's strategic priorities remain unchanged despite the current headwinds



TARGET
Double the water revenue



TARGET
Over EUR 500 million revenue from renewable chemistries by 2030



TARGET
Build longer term revenue growth

Agenda

Q3/26 Key highlights

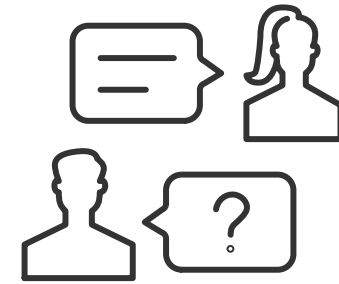


Antti Salminen
President and CEO

Financial performance



Tuomas Mäkipeska
CFO



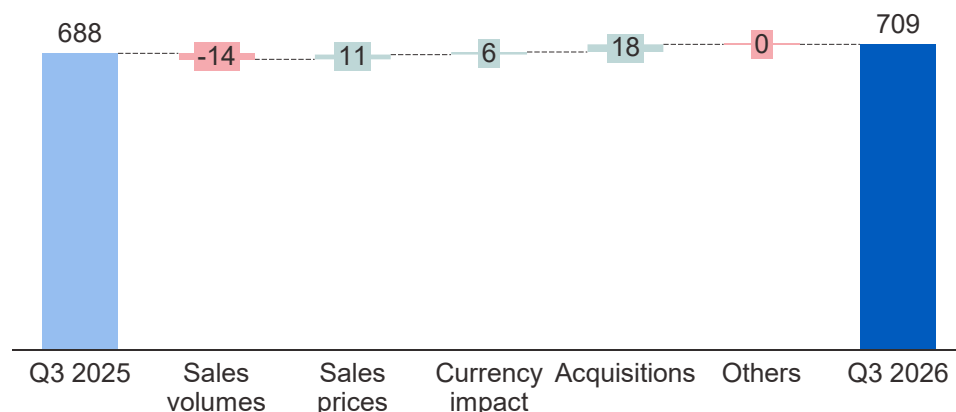
Q&A

Q3 revenue and operative EBITDA bridge

Q3/2026

REVENUE DEVELOPMENT (Y/Y)

EUR million

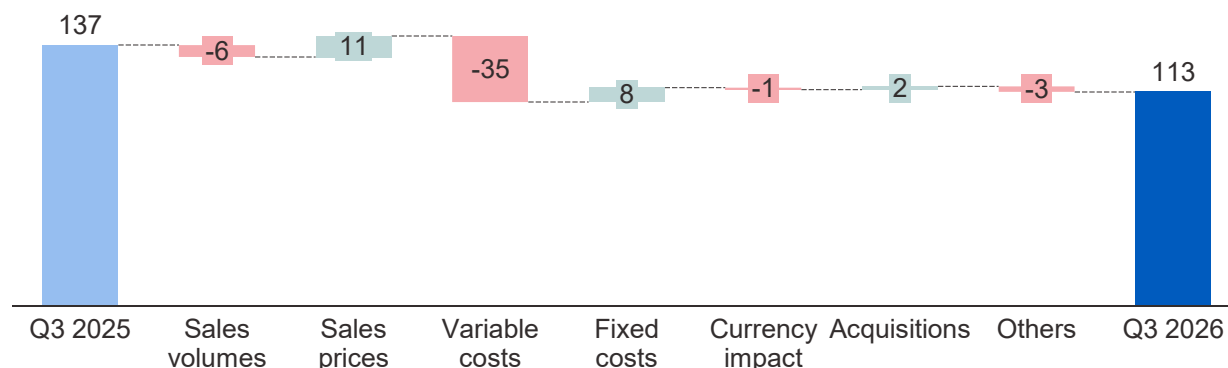


Revenue increased Y/Y

- Revenue growth driven by acquisitions and pricing
- Organic revenue growth¹ 0%
- Y/Y sales volumes decreased, prices increased
- Q/Q sales volumes and prices increased

OPERATIVE EBITDA BRIDGE

EUR million

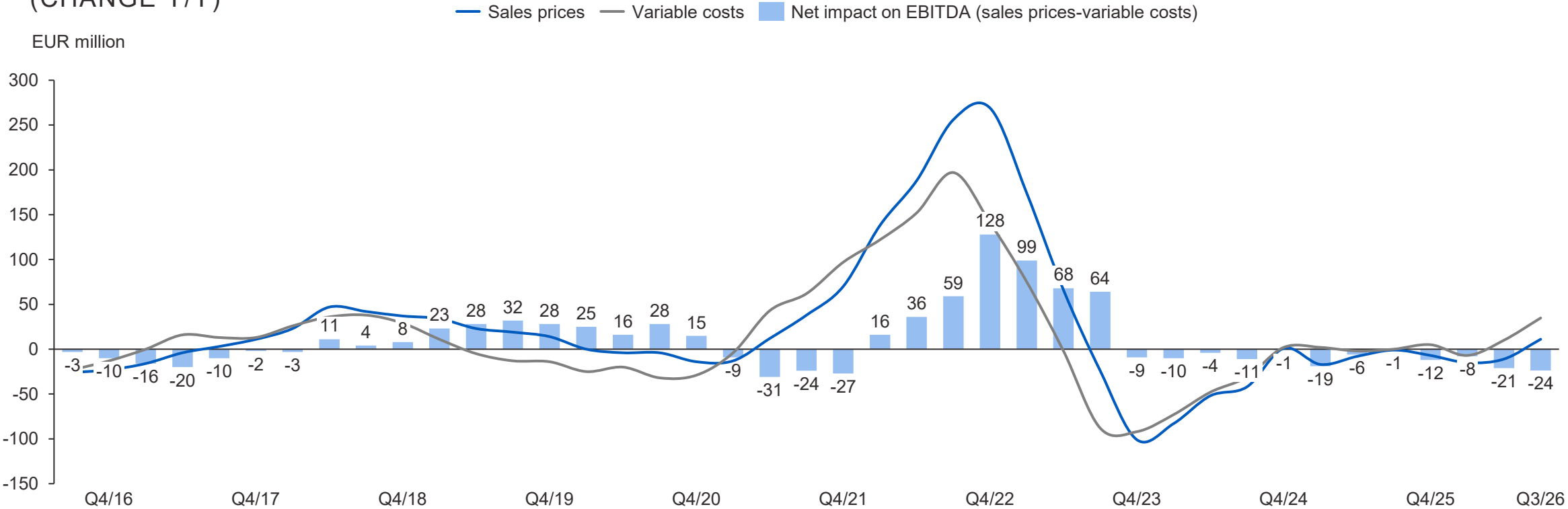


Operative EBITDA declined to EUR 112.8 million

- Weaker profitability mainly driven by cost inflation and lower volumes
- Fixed costs effectively managed
- Operative EBITDA margin was 15.9%.

Increased raw material costs and challenging demand environment are reflected in the sales price and variable cost development

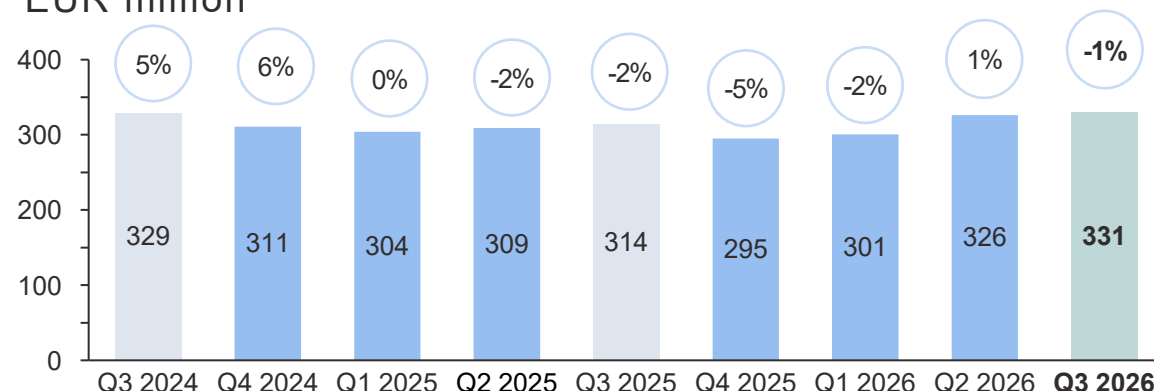
SALES PRICES AND VARIABLE COSTS (CHANGE Y/Y)



Water Solutions

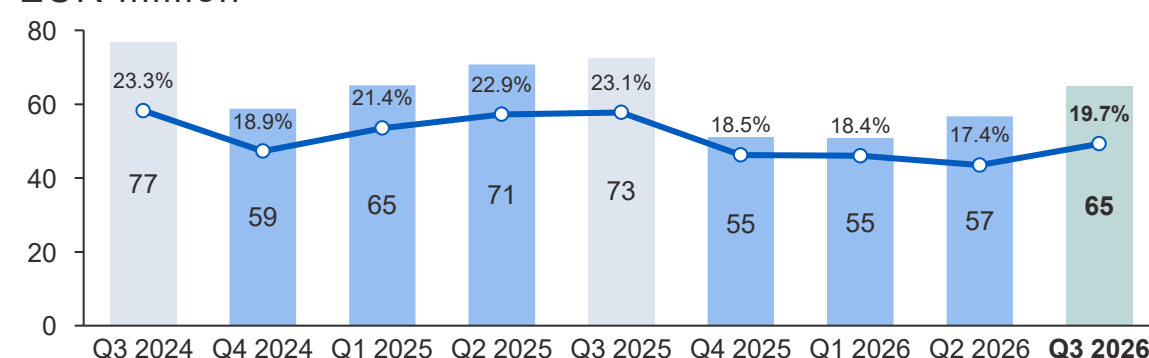
REVENUE AND ORGANIC REVENUE GROWTH¹ (Y/Y)

EUR million



OPERATIVE EBITDA AND OPERATIVE EBITDA-%

EUR million



Market environment remained unchanged

- Demand stable within municipal customers, volatility continues among industrial customers
- Q3 seasonally strongest quarter of the year, due to the weather impact

Q3 revenue increased Y/Y, mainly driven by the positive acquisitions impact

- Y/Y organic revenue growth¹ -1%
- Y/Y prices increased, volumes declined

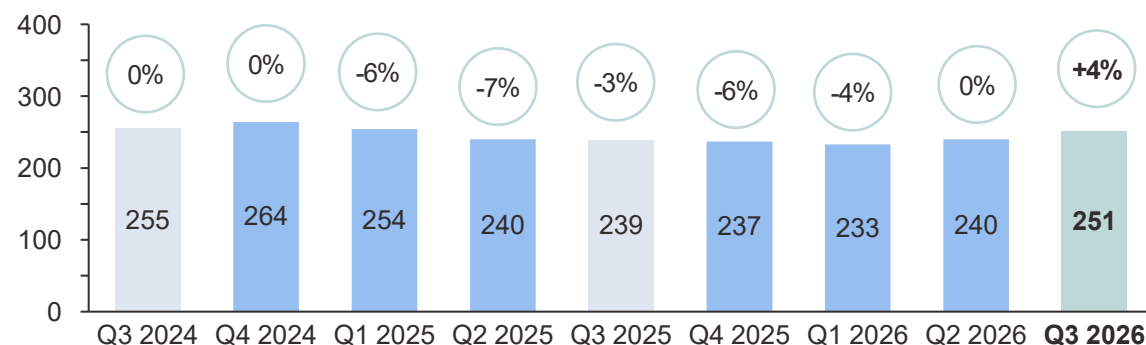
Op. EBITDA-% decreased Y/Y to 19.7%

- The decrease mainly driven by cost inflation
- Positive impact of the customer price increases started to become visible towards the end of Q3

Packaging & Hygiene Solutions

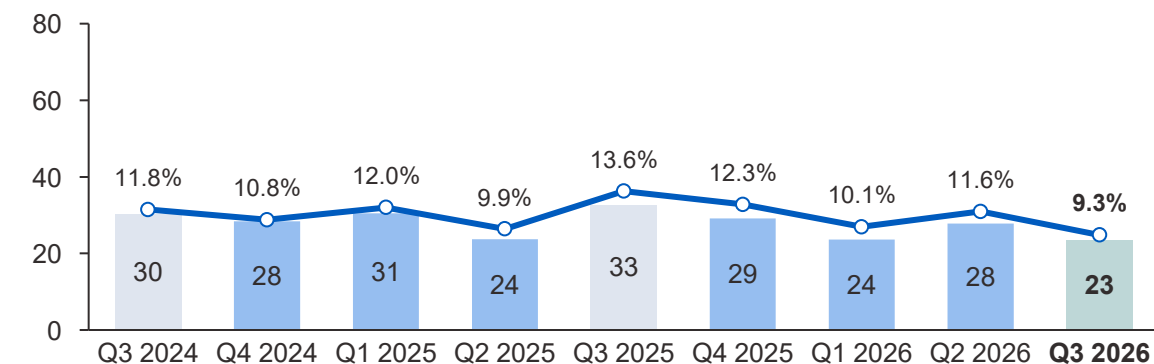
REVENUE AND ORGANIC REVENUE GROWTH¹ (Y/Y)

EUR million



OPERATIVE EBITDA AND OPERATIVE EBITDA-%

EUR million



Market environment continued challenging

- Packaging and paper industry impacted by the economic uncertainty and low consumer confidence
- Demand weakness particularly in Europe and APAC

Q3 revenue increased Y/Y

- Y/Y organic revenue growth¹ +4%
- Y/Y Sales prices and volumes increased

Op. EBITDA-% weakened Y/Y to 9.3%

- Profitability decline mainly driven by higher raw material costs: passing on inflation to customer prices is difficult in a weak market environment

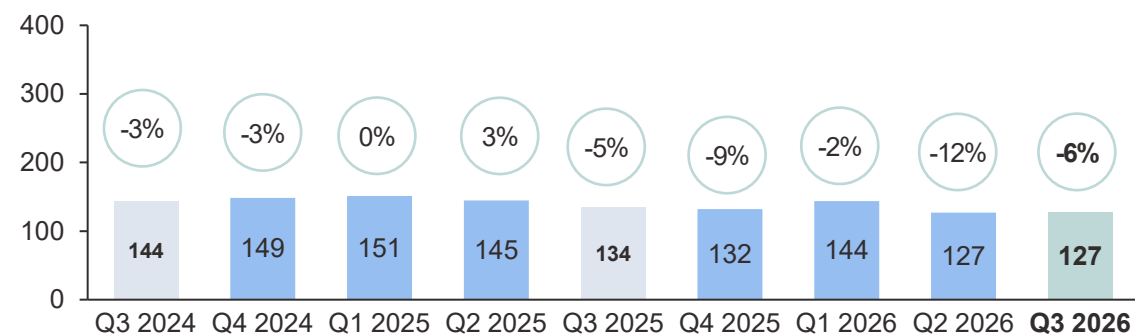
The figures for 2024 were published as a stock exchange release on March 12, 2025.

¹Revenue growth in local currencies, excluding acquisitions and divestments. Organic growth figures were not restated.

Fiber Essentials

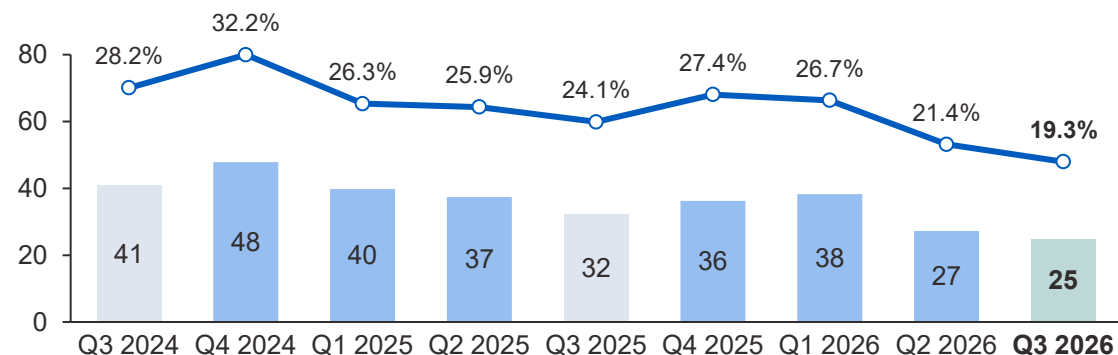
REVENUE AND REVENUE GROWTH¹ (Y/Y)

EUR million



OPERATIVE EBITDA AND OPERATIVE EBITDA-%

EUR million



Market environment continued weak

- Q3 usually seasonally softer vs. the winter quarters
- Demand in the Nordics impacted by downtimes at customer sites

Q3 revenue decreased Y/Y

- Organic revenue growth¹ -6%
- Y/Y sales volumes and prices decreased

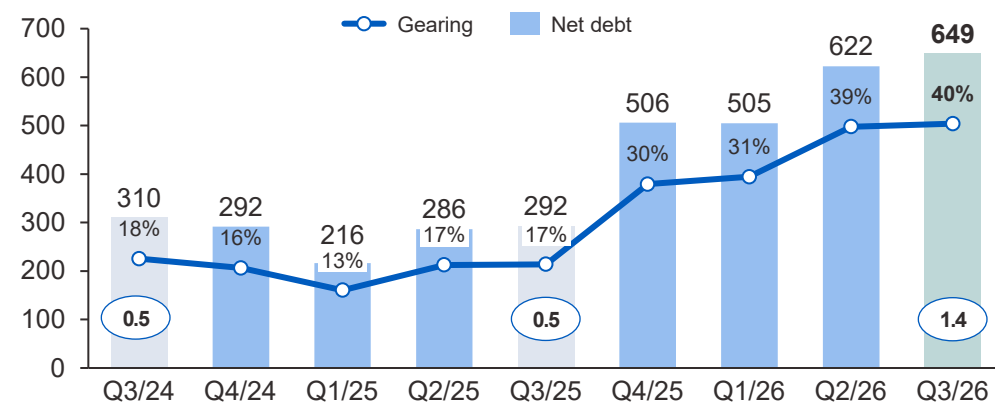
Op. EBITDA margin decreased Y/Y to 19.3%

- Profitability decrease driven by cost inflation and lower volumes and prices
- An additional negative impact of EUR 2m caused by the downtime at Olkiluoto nuclear power plant

Balance sheet remains solid, enabling investments in long-term growth

NET DEBT, GEARING AND LEVERAGE RATIO*

EUR in million

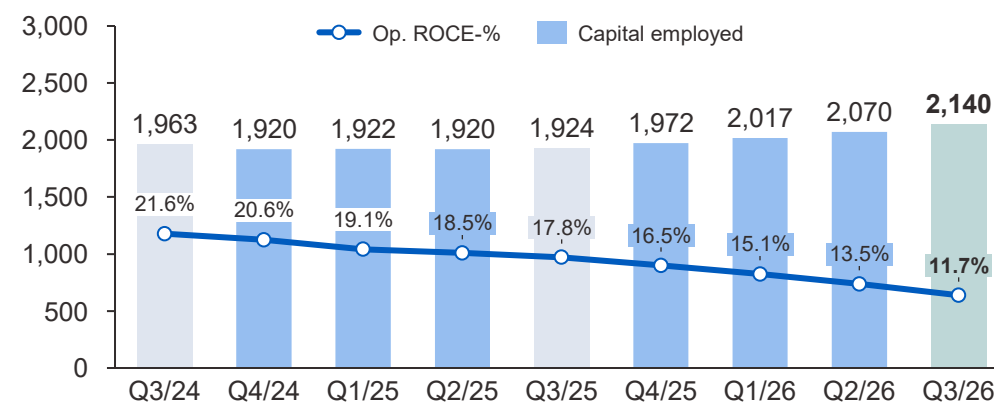


* Leverage ratio = Net debt / last 12 months operative EBITDA

- Net debt and gearing increased Y/Y, driven by acquisitions and share buybacks
- Average interest rate of net debt excl. leases 2.7% (2.5%) and duration 6 (12) months

OPERATIVE RETURN ON CAPITAL EMPLOYED

EUR in million

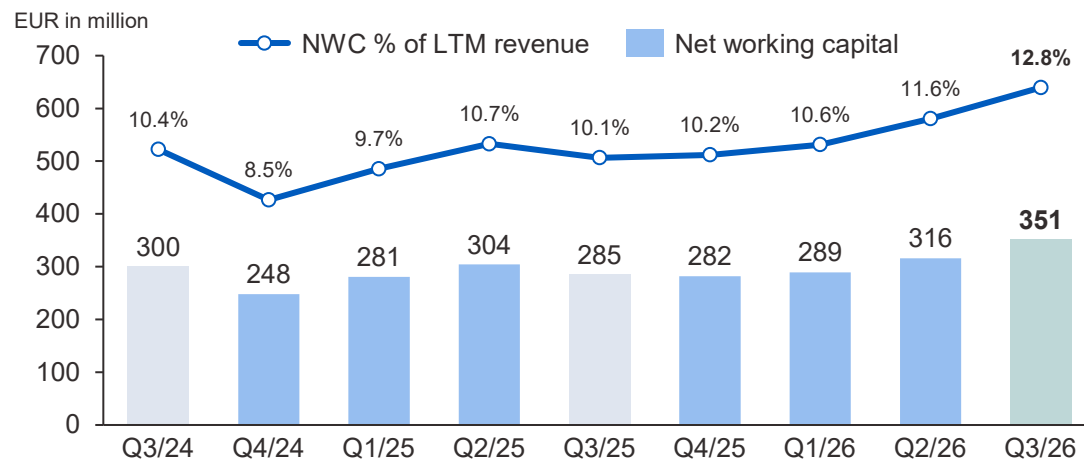


*Oil&Gas adjusted

- Operative ROCE decreased Y/Y due to EBIT decline and acquisitions
- Increase in capital employed driven by acquisitions and net working capital

The decrease in operating cash flow driven by lower EBITDA and the change in net working capital

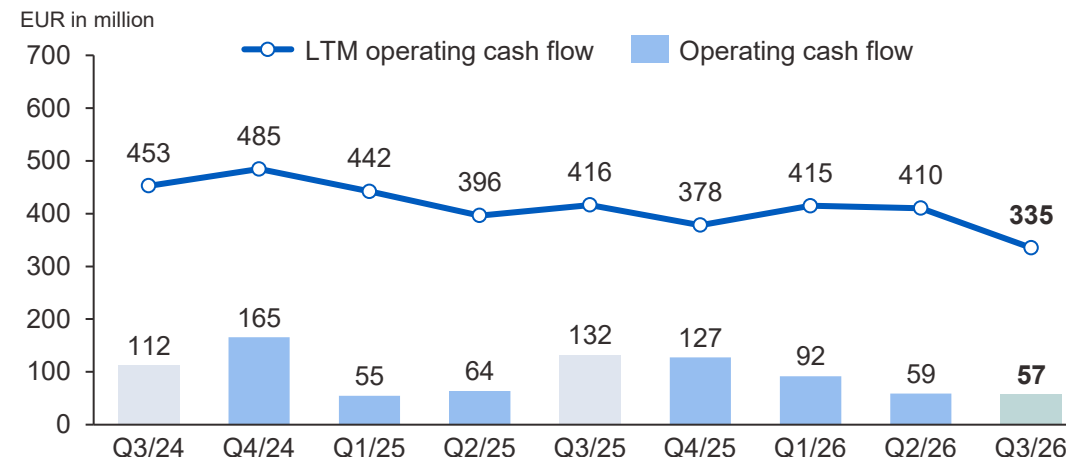
NET WORKING CAPITAL



The graph present the Oil & Gas divestment adjusted revenue.

- Net working capital increased Y/Y to 350.9 million.
- The increase mainly driven by the acquisitions and inventory valuation
- Inventories increased both Y/Y and Q/Q, following raw material inflation

CASH FLOW FROM OPERATIONS



- Cash flow from operations decreased Y/Y to EUR 57.0 million in Q3/26
- Capex excl. acquisitions was EUR 43.6 million in Q3 2026 (47.8), EUR 120.6 million in YTD26 (119.1)
- Capex excl. acquisitions in 2026 is expected to be slightly higher than in 2025 (EUR 196.7 million).

Focus on safeguarding Kemira's competitiveness in a volatile and soft market

Demand remained weak but stable; focus on generating organic growth

Higher input costs weighed on profitability; pricing and performance improvement actions continue

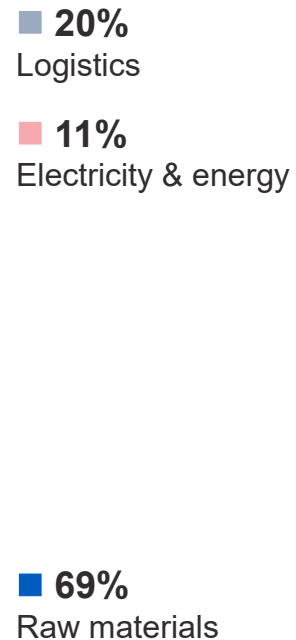
Solid balance sheet supports continued strategy execution

Additional slides

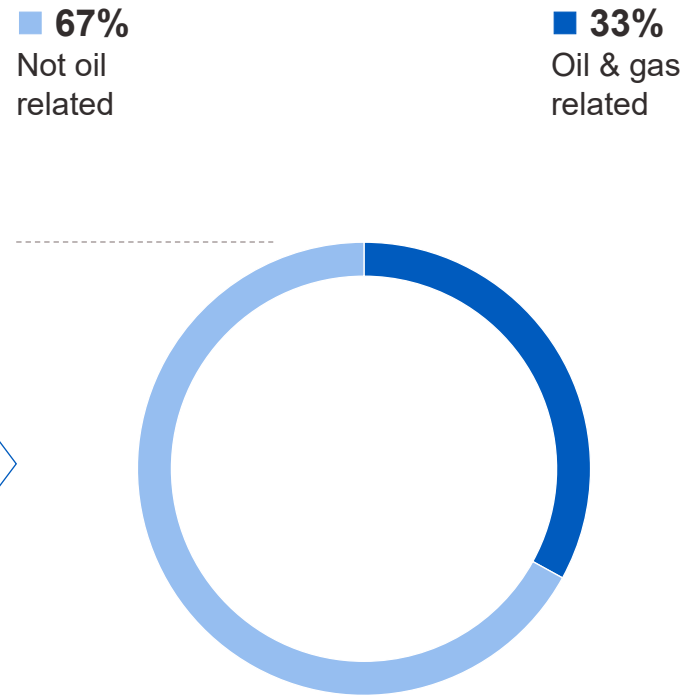


Kemira's cost structure and top raw materials

DIRECT PURCHASES AND LOGISTICS COSTS 2025 EUR 1.5 billion



EXPOSURE TO OIL-RELATED RAW MATERIALS



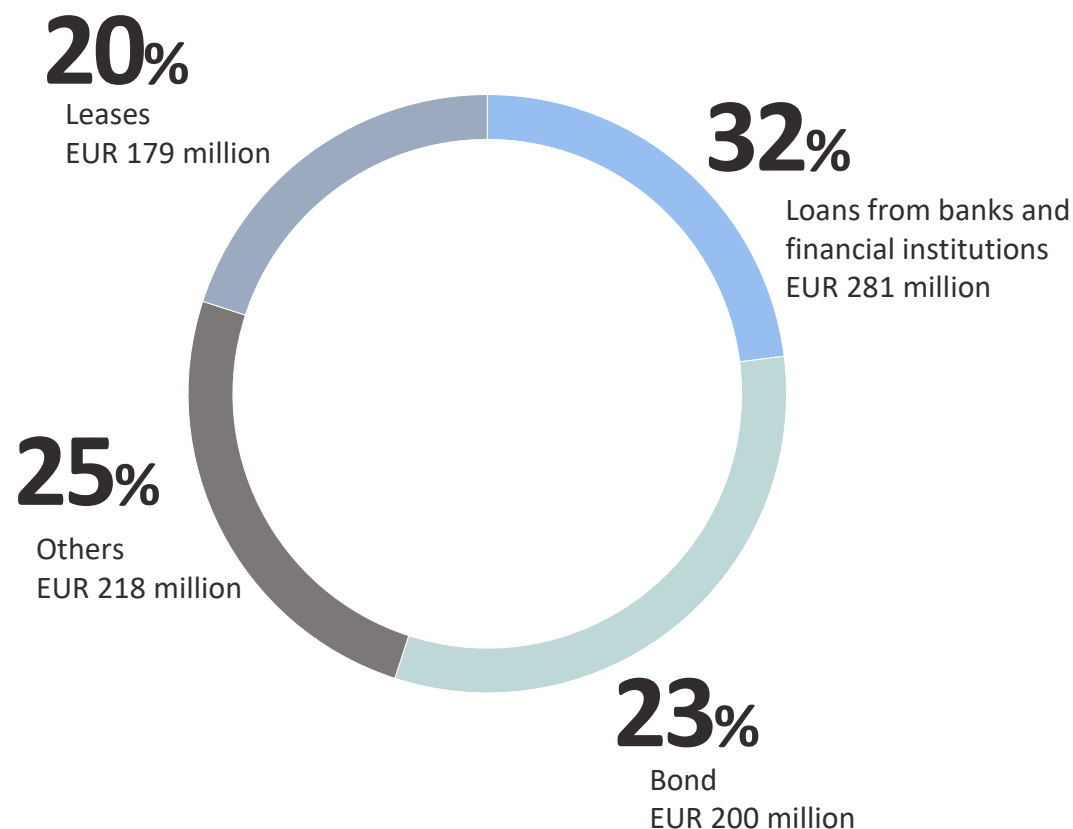
TOP 12 RAW MATERIALS BY SPEND (around 49% of total raw material spend)

1. Sodium hydroxide (caustic soda)*
2. Acrylonitrile (OD)
3. Aluminium Hydrate
4. Liquid Chlorine
5. Fatty acid
6. Hydrochloric acid
7. Cationic polyacrylamide (OD)*
8. Colloidal silica dispersion*
9. Amines (OD)
10. Sodium chloride
11. Sulphur
12. Alpha olefin (OD)

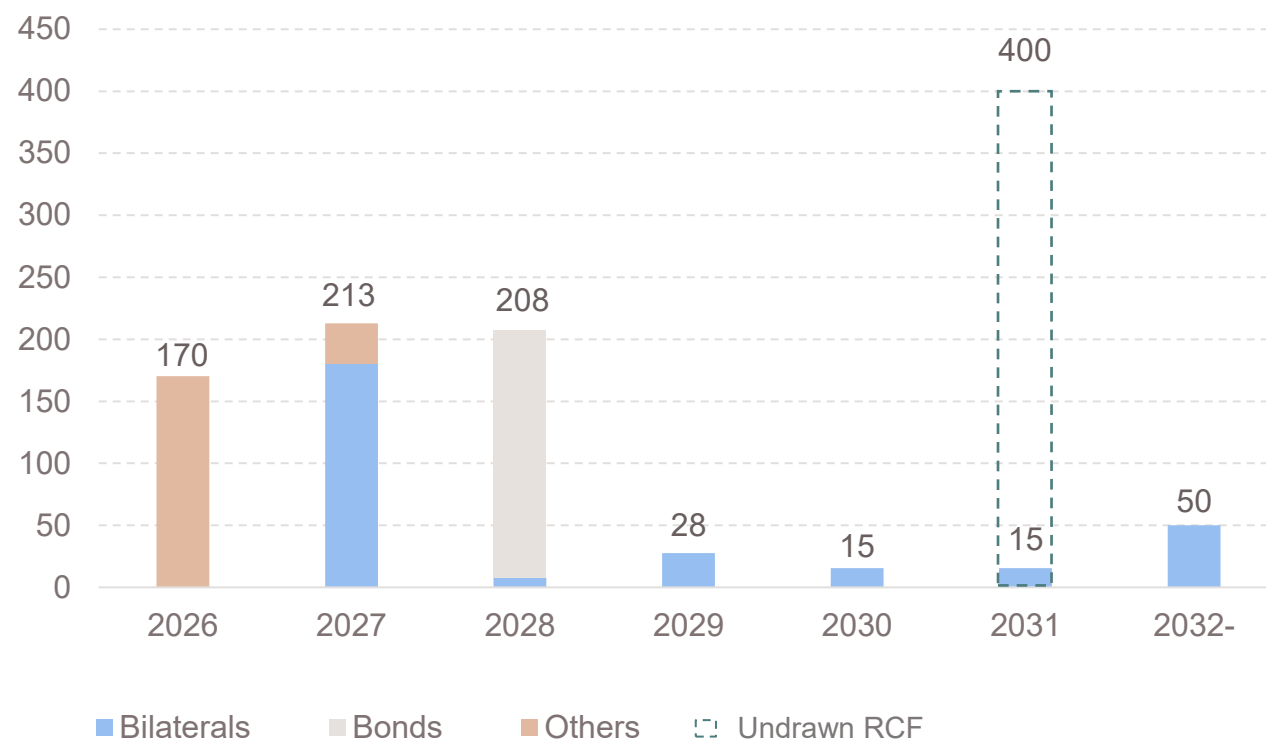
OD = Oil & gas derivative

* Mainly trading materials

Kemira has a diversified financing base



**GROSS DEBT AT THE END OF SEPTEMBER 2026:
EUR 876 MILLION, MATURITY PROFILE EXCLUDING
LEASES**

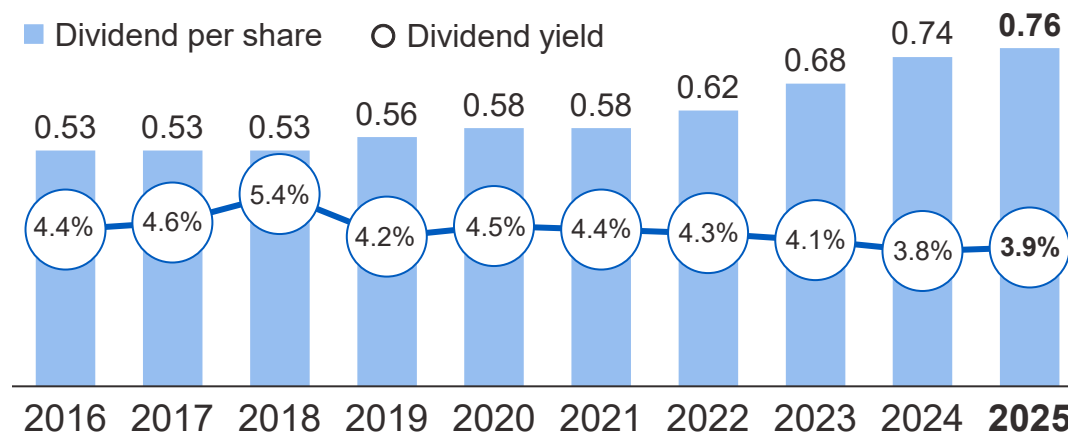


Kemira aims to pay a competitive dividend



KEMIRA'S DIVIDEND POLICY
Competitive and over-time increasing dividend
No fixed payout ratio

We have a solid dividend track record



Kemira – largest shareholders and Board of Directors

SHAREHOLDERS ON SEPTEMBER 30, 2026

% OF SHARES

1. Oras Invest	24.2%
2. Varma Mutual Pension Insurance Company	3.9%
3. Ilmarinen Mutual Pension Insurance Company	3.5%
4. Nordea Funds	3.1%
5. Elo Mutual Pension Insurance Company	1.2%
6. Etola Group Oy	0.7%
Total number of shares	145,342,557
Nominee registered shareholders	33.8%
Total number of shareholders	49,957

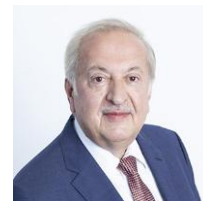
KEMIRA'S BOARD OF DIRECTORS



**ANNIKA
PAASIKIVI**
Chair
Member since
2022



**SUSAN
DUINHOVEN**
Vice Chair
Member since
2025



**WERNER
FUHRMANN**
Member since
2020



MATTI LEHMUS
Member since
2025



**KRISTIAN
PULLOLA**
Member since
2021



**TINA
SEJERSGÅRD
FANØ**
Member since
2022



**MIKAEL
STAFFAS**
Member since
2023

KEMIRA'S LEADERSHIP TEAM



Antti Salminen
President & CEO



Tuomas Mäkipeska
CFO



**Tuija Pohjolainen-
Hiltunen**
EVP, Water Solutions



Harri Eronen
EVP, Packaging &
Hygiene Solutions



Antti Matula
EVP, Fiber Essentials



Simon Bloem
Chief Operations



Ulrika Dunker
EVP, People & Culture



Peter Ersman
EVP, New Ventures
& Services



Linus Hildebrandt
EVP, Strategy
& Sustainability



Sampo Lahtinen
EVP, Research
& Innovation

Appendix



Financial highlights of Q3 2026

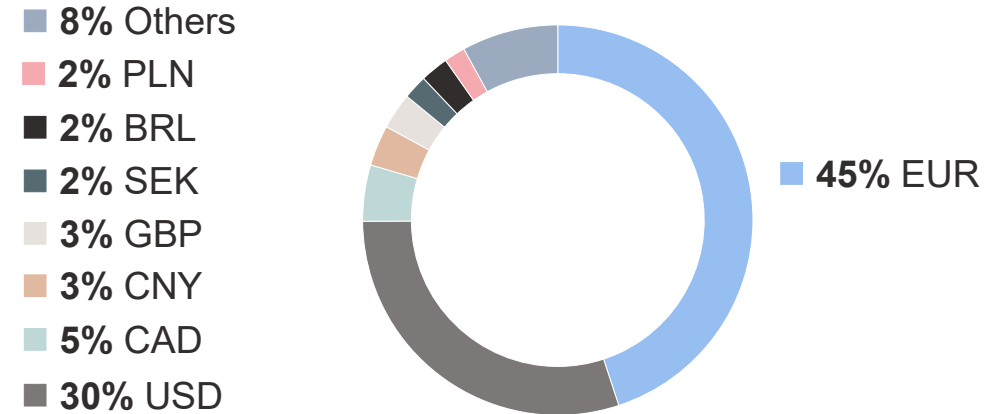
EUR million (except ratios)	Q3 2026	Q3 2025	Δ%	1-9 2026	1-9 2025	Δ%	2025
Revenue	708.9	687.7	3 %	2,079.3	2089.9	-1 %	2,753.5
Operative EBITDA	112.8	137.3	-18 %	341.8	404.6	-16 %	524.6
of which margin	15.9 %	20.0 %		16.4 %	19.4 %		19.1 %
Operative EBIT	59.3	87.8	-32 %	182.6	256.9	-29 %	324.4
of which margin	8.4 %	12.8 %		8.8 %	12.3 %		11.8 %
Net profit	34.5	61.6	-44 %	117.0	180.8	-35 %	194.1
EPS diluted. EUR	0.21	0.38	-43 %	0.73	1.10	-34 %	1.18
Cash flow from operating activities	57.0	132.2	-57 %	207.9	251.1	-17 %	378.1

Currency impact in Q3 2026

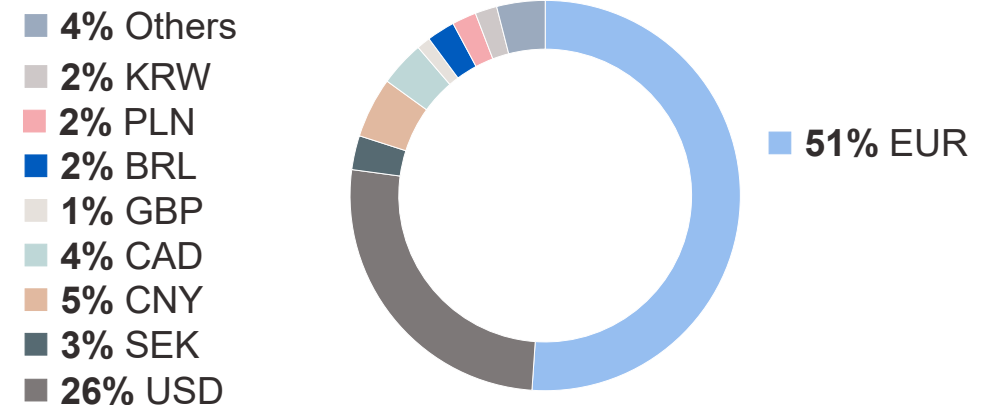
- Main currency exposure comes via translation impact
- Transaction risk is limited as revenues and costs are typically in same currency due to local manufacturing. Transaction risk mostly hedged.
- 10% change in Kemira's main foreign currencies would have approximately EUR 15 million impact on operative EBITDA on an annualized basis.

Currency exchange rates had **EUR +6 million impact on revenue** and **EUR -1 million impact on the operative EBITDA** in Q3 2026 compared to Q3 2025.

KEMIRA REVENUE DISTRIBUTION IN 2025



KEMIRA COST DISTRIBUTION IN 2025



Key figures (reported)

EUR million	Q3 2026	Q2 2026	Q1 2026	Q4 2025	Q3 2025	2025	2024
Revenue	708.9	693.0	677.3	663.7	687.7	2,753.5	2,948.1
Operative EBITDA	112.8	111.7	117.3	119.9	137.3	524.6	585.4
margin	15.9 %	16.1%	17.3%	18.1%	20.0%	19.1%	19.9%
Operative EBIT	59.3	57.9	65.4	67.5	87.8	324.4	398.7
margin	8.4 %	8.4%	9.7%	10.2%	12.8%	11.8%	13.5%
Net profit	34.5	37.0	45.5	13.4	61.6	194.1	262.7
Earnings per share, diluted, EUR	0.21	0.23	0.29	0.07	0.38	1.18	1.61
Cash flow from operations	57.0	59.2	91.7	127.2	132.2	378.2	484.5
Capex excl. acquisitions	43.6	41.4	35.6	77.6	47.8	196.7	167.3
Net debt	649	622	505	506	292	506	291
NWC ratio (rolling 12 m)	12.5 %	12.0%	11.9%	11.6%	11.2%	11.6%	11.4%*
Operative ROCE (rolling 12 m)	11.7 %	13.5%	15.1%	16.5%	17.8%	16.5%	20.8%
Personnel at period-end	4,828	4,871	4,867	4,911	4,766	4,911	4,698

*excl. Oil & Gas

Cash flow

EUR million	Q3 2026	Q3 2025	1-9 2026	1-9 2025	2025
Net profit for the period	34,5	61,6	117,0	180,8	194.1
Total adjustments	73,5	73,8	218,8	213,8	305.4
Change in net working capital	-31,7	18,9	-54,6	-60,3	-45.2
Finance expenses	-7,0	-7,2	-33,7	-16,4	-14.8
Income taxes paid	-12,3	-14,9	-39,7	-66,8	-61.3
Net cash generated from operating activities	57,0	132,2	207,9	251,1	378.2
Purchases of subsidiaries and business acquisitions, net of cash acquired	-37,1	0,0	-50,3	-18,9	-144.6
Capital expenditure	-43,6	-47,8	-120,6	-119,1	-196.7
Proceeds from sale of subsidiaries, businesses and assets	9,2	0,0	12,0	0,5	0.9
Change in long-term loan receivables	-0,2	0,0	-0,2	48,1	48.1
Net cash used in investing activities	-71,7	-47,8	-159,1	-92,9	-295.8

Water Solutions

KEY FINANCIALS

EUR million	Q3 2026	Q2 2026	Q1 2026	Q4 2025	Q3 2025	2025	2024
Revenue	330.7	326.3	300.8	295.0	313.9	1,221.5	1,256.9
Operative EBITDA	65.0	56.7	55.4	54.6	72.5	262.9	279.1
margin	19.7 %	17.4%	18.4%	18.5%	23.1%	21.5%	22.2%
Operative EBIT	40.7	32.3	32.3	32.6	52.8	183.9	211.7
margin	12.3 %	9.9%	10.7%	11.0%	16.8%	15.1%	16.8%
Operative ROCE*, %	15.7 %	18.2%	21.5%	25.0%	28.3%	25.0%	33.4%
Capital expenditure (excl. M&A)	21.0	20.5	16.7	37.6	23.0	97.1	68.2
Cash flow after investing activities	-3.3	10.8	41.5	-123.4	86.9	30.9	328.8

*12-month rolling average

The graph presents the Oil & Gas divestment adjusted figures

Packaging & Hygiene Solutions

KEY FINANCIALS

EUR million	Q2 2026	Q2 2026	Q1 2026	Q4 2025	Q3 2025	2025	2024
Revenue	251.2	240.1	232.9	236.8	239.4	970.2	1.058.5
Operative EBITDA	23.3	27.8	23.6	29.1	32.6	115.9	136.3
margin	9.3 %	11.6%	10.1%	12.3%	13.6%	12.0%	12.9%
Operative EBIT	9.8	14.1	10.1	14.6	18.0	56.0	76.1
margin	3.9 %	5.9%	4.3%	6.2%	7.5%	5.8%	7.2%
Operative ROCE*. %	9.4 %	11.0%	10.2%	10.8%	10.3%	10.8%	13.7%
Capital expenditure (excl. M&A)	9.0	7.8	7.1	13.0	9.0	37.2	40.1
Cash flow after investing activities	7.5	15.4	15.9	25.4	4.7	19.7	99.0

*12-month rolling average

The figures for 2024 were published as a stock exchange release on March 12, 2025.

Fiber Essentials

KEY FINANCIALS

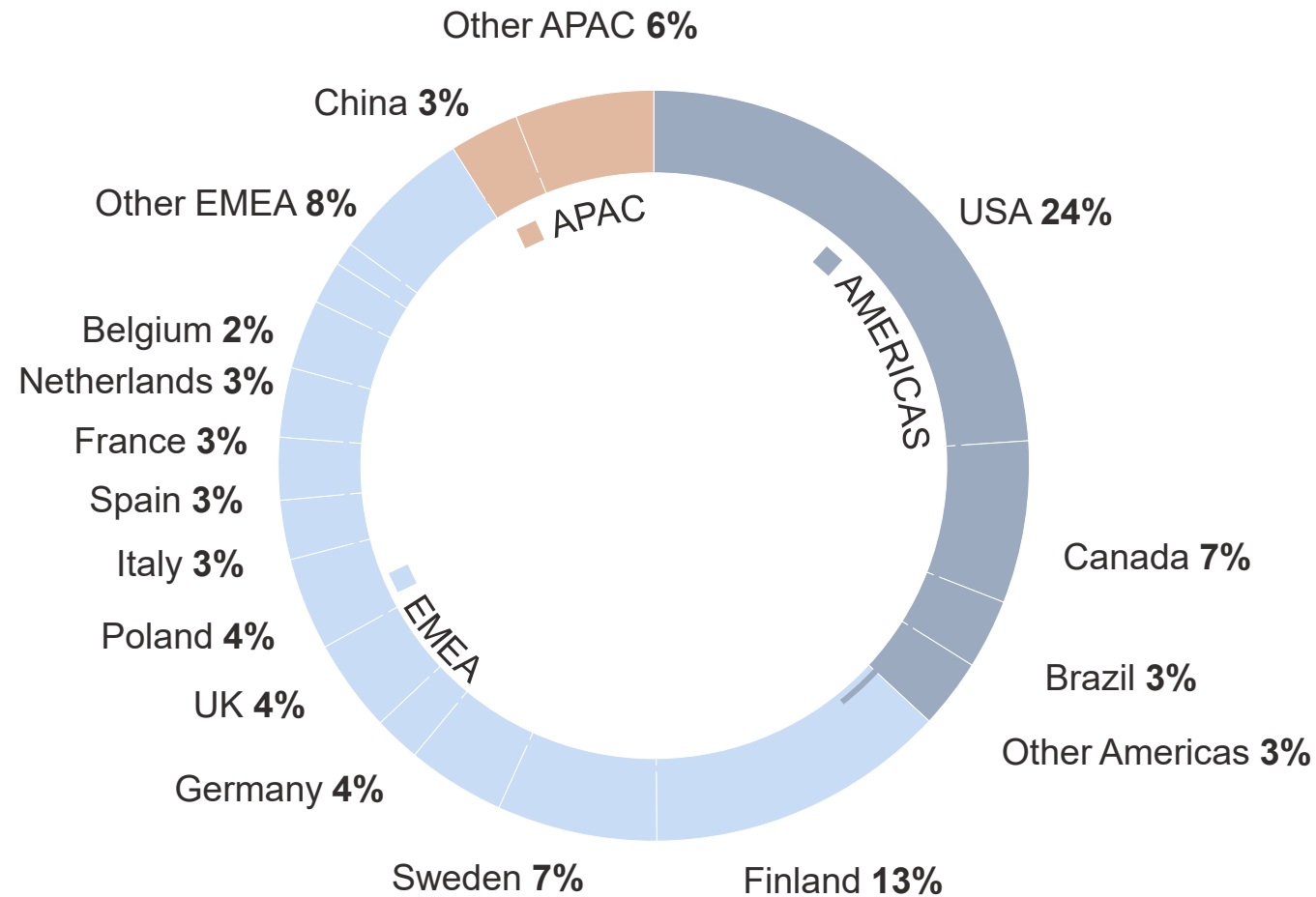
EUR million	Q3 2026	Q2 2026	Q1 2026	Q4 2025	Q3 2025	2025	2024
Revenue	127.0	126.7	143.7	131.8	134.3	561.9	588.2
Operative EBITDA	24.6	27.2	38.3	36.2	32.3	145.7	166.7
margin	19.3 %	21.4%	26.7%	27.4%	24.1%	25.9%	28.3%
Operative EBIT	8.8	11.6	23.0	20.3	17.1	84.5	107.7
margin	7.0 %	9.1%	16.0%	15.4%	12.7%	15.0%	18.3%
Operative ROCE*, %	8.6 %	9.9%	11.5%	11.8%	13.4%	11.8%	14.8%
Capital expenditure (excl. M&A)	13.5	13.1	11.8	26.9	15.8	62.4	59.1
Cash flow after investing activities	0.1	14.8	19.5	15.2	14.8	107.8	103.3

*12-month rolling average

The figures for 2024 were published as a stock exchange release on March 12, 2025.

Revenue split by country

FY 2025



Important information about financial figures

Kemira provides certain financial performance measures (alternative performance measures) that are not defined by IFRS. Kemira believes that alternative performance measures followed by capital markets and Kemira management, such as revenue growth in local currencies, excluding acquisitions and divestments (=organic growth), EBITDA, operative EBITDA, operative EBIT, cash flow after investing activities, and gearing, provide useful information about Kemira's comparable business performance and financial position. Selected alternative performance measures are also used as performance criteria in remuneration.

Kemira's alternative performance measures should not be viewed in isolation from the equivalent IFRS measures, and alternative performance measures should be read in conjunction with the most directly comparable IFRS measures. Definitions of the alternative performance measures can be found in the definitions of the key figures in this report, as well as at www.kemira.com > Investors > Financial information.

All the figures in this presentation have been individually rounded, and consequently the sum of the individual figures may deviate slightly from the total figure presented.

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kemira

Clean Water.
Circular Future.