



IMCD Lab tour

Sell-side analysts

18 November 2025
Cologne, Germany



Programme

- 9.30 Walk in
- 10.00 Welcome – Hans Kooijmans
- 10.30 Introduction to the labs – Alen Guy
- 11.00 Coffee break
- 11.15 Lab tour:
 - Pharma: Dr Theresa Reimers (45 min)
 - BPC: Dr Nora Schiemann (30 min)
 - Food: Katja Wilmes (45 min)
- 13.15 Lunch + Q&A
- 14.00 European distribution market – Lars Wallstein
- 14.30 Wrap up



Welcome

Hans Kooijmans

- **Chief Financial Officer**
- 1991 – 1996 Several positions at financial management of the Technical Division of Internatio-Müller
- As of 1996 - Chief Financial Officer IMCD



IMCD is a leading partner in specialty chemicals and ingredients distribution



€4,728
Revenue
(in € M)



>60
Countries



8
Business
Groups

68,000
Customers

82
Market-focused
Technical Centres
& laboratories

5,126
Professionals

52,000
Products

1995 - IMCD founded in Rotterdam, Netherlands

2001 – Transition to single IT platform

2011 - IMCD surpasses €1 billion in annual revenue and expands to APAC

2013 - Expansion into Latin America with acquisitions in Brazil

2014 - Successful IPO on the Euronext Amsterdam stock exchange

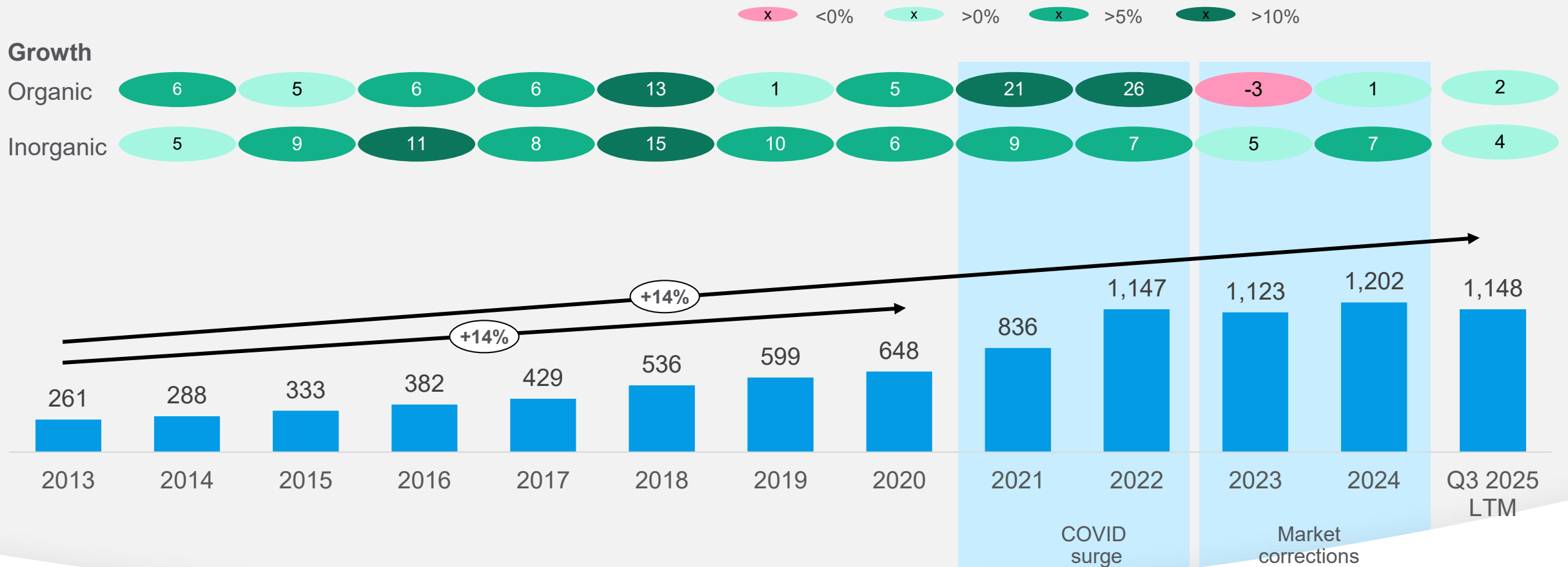
2015 - Entry into the North American market with acquisitions in the USA

2019 - Part of AEX and launched MyIMCD.com

2022 - Included in the newly launched Dutch ESG AEX index

Most growth is fuelled by our strong track record in balancing organic growth & M&A, outpacing the market

Gross profit (€ m) & YoY growth rates (%) 2013-ytd 2025

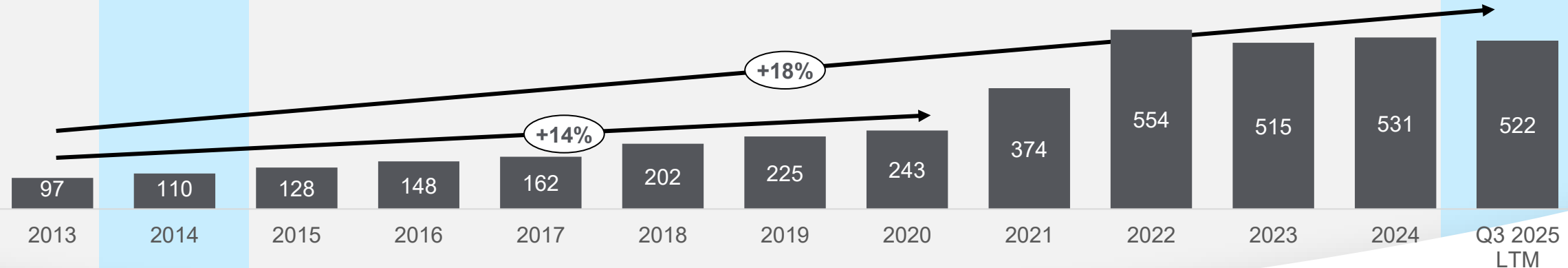
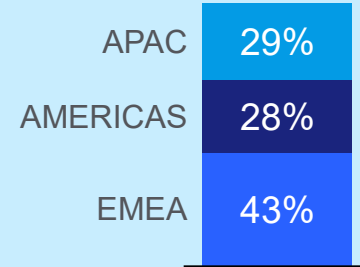
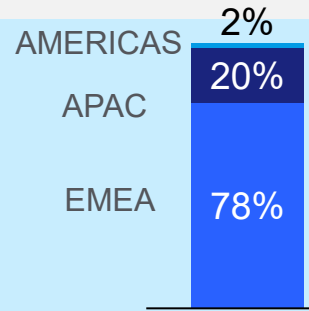


* Average CAGR does not include currency differences

We add value through scale, (commercial) synergies, and efficiency, showcased by our consistent EBITA growth

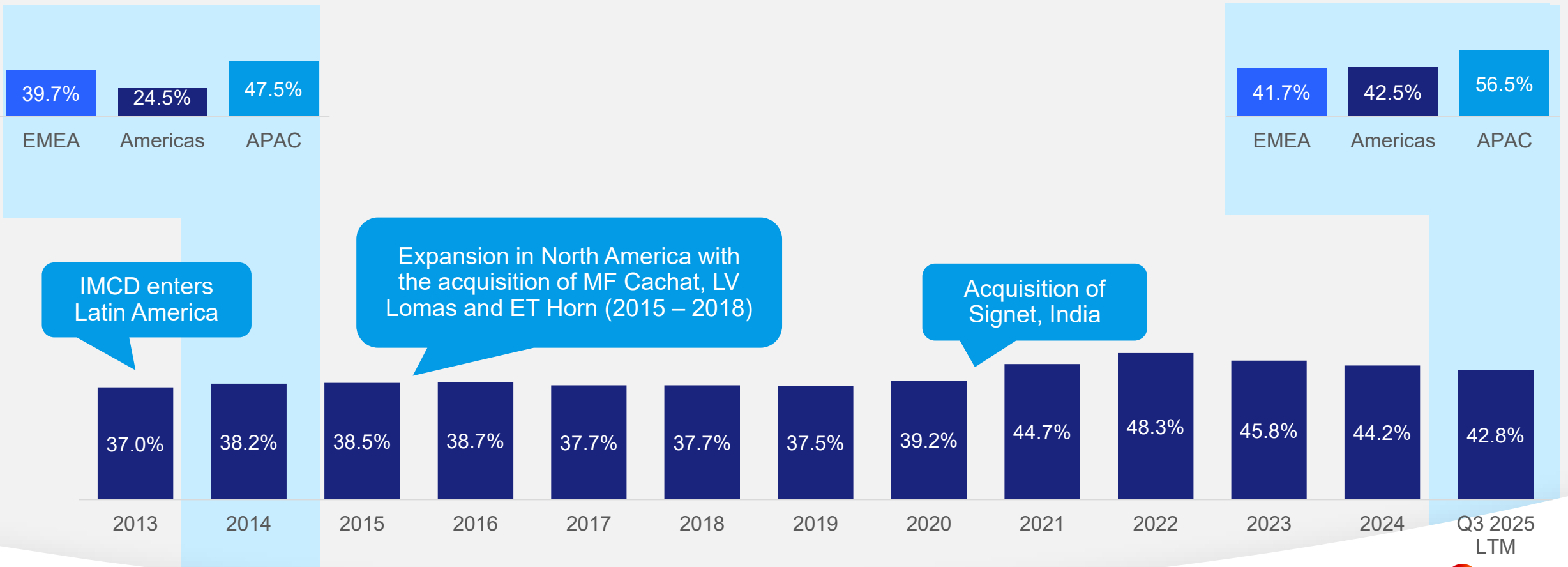
EBITA (EURm) & YoY growth rates (%) 2013-ytd 2025

- Resilience through scaling and balance of portfolio
- Growth through commercial synergies
- Efficiency through expertise, digital and operational synergies



Conversion margin reflecting expansion and growth of our business across the globe

Conversion margin (%) 2013-ytd 2025



Introduction to the labs

Dr Alen Guy

- **Group Technical Excellence Director**
- More than 15 yrs with IMCD, first as Technical Director Pharmaceuticals and since Oct 2024 in the Technical Excellence Role.
- 26 years in technical and commercial development positions for excipient manufacturers, drug delivery technology and business development.
- I received my PhD in Analytical Chemistry in 1999.



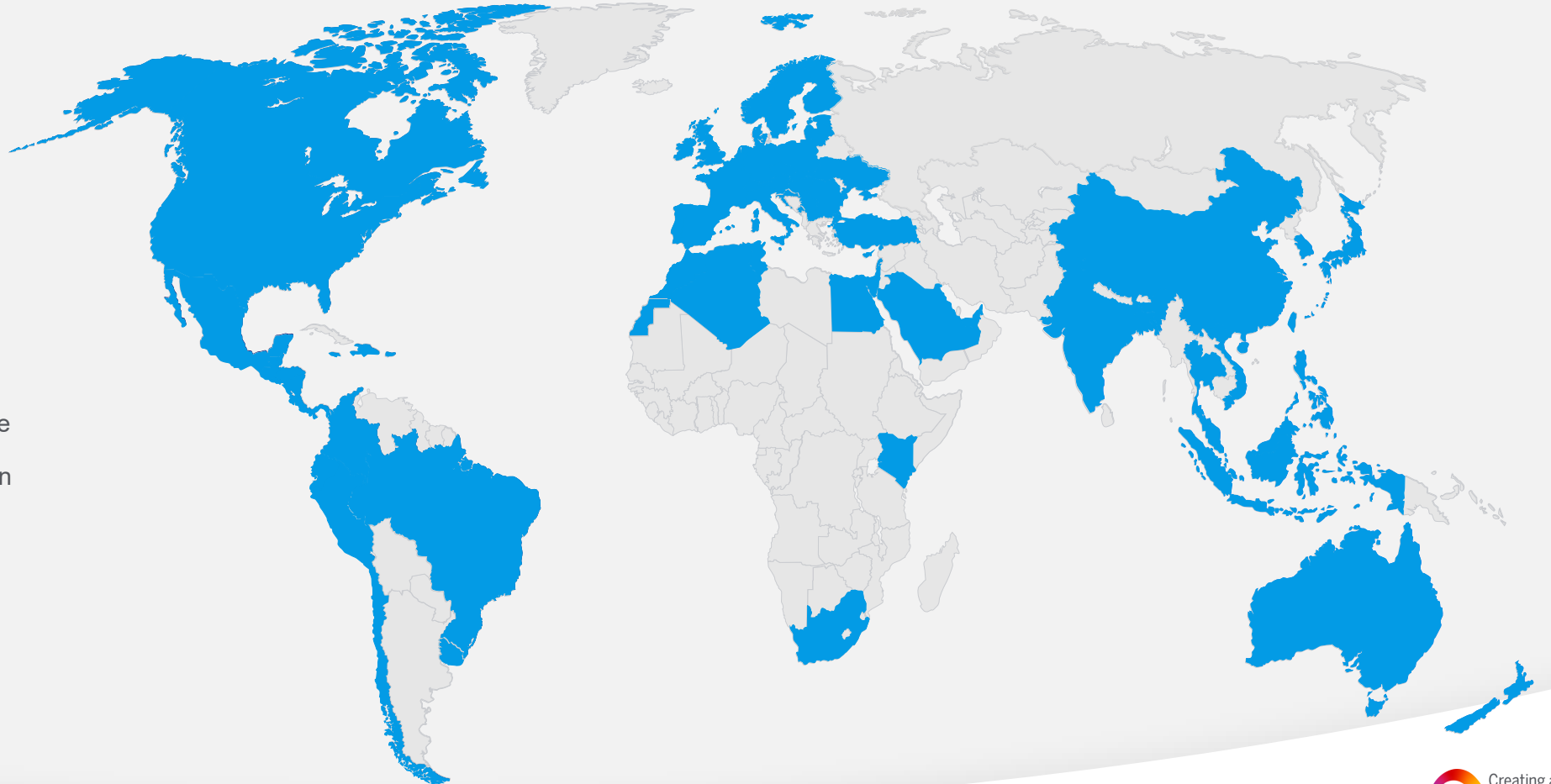
Reside in Cologne since 2018 after opening the Pharma labs, first in Hürth and now in Cologne.

Great city, great people



IMCD has build a global technical network of labs and experts

82 Technical Centres & labs



-  **11** Home Care and I&I
-  **7** Pharmaceuticals
-  **21** Beauty & Personal Care
-  **16** Coatings & Construction
-  **35** Food & Nutrition
-  **3** Lubricants & Energy

Why does IMCD have labs?

Customer Engagement | Professional Development | Principals | Proactive Concepts

Customer Engagement solving technical questions, collaborating, accelerating decisions.



We help thousands of customers transform complex ingredients into everyday products that work better, feel better, and perform reliably.

Professional Development
A cornerstone of our success is the investment in our people

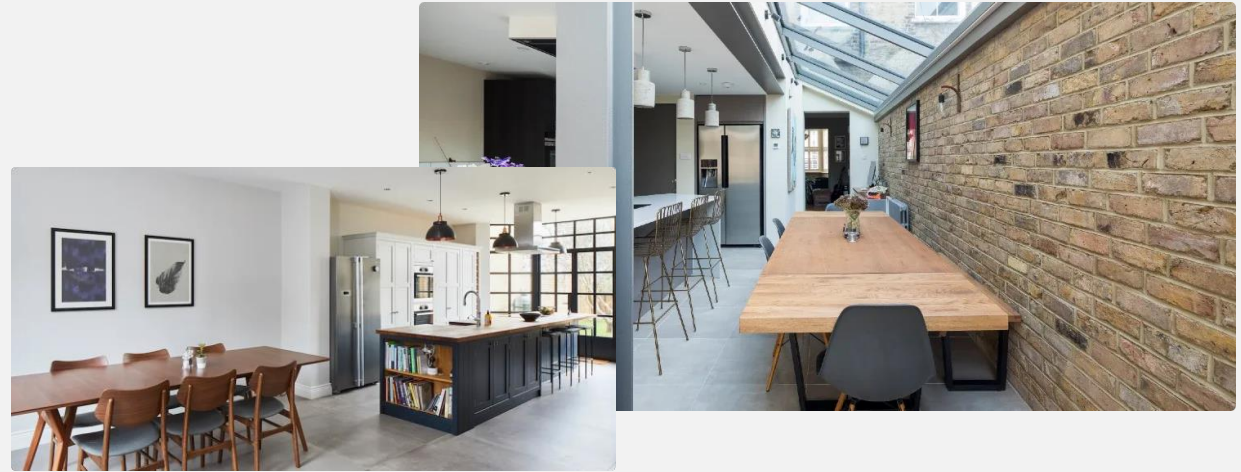


We bridge science and sales – giving our people the understanding to speak the customer's language and the credibility to earn their trust

Coatings & Construction

'Simple' formulation for everyday life

- Transition to Outside-in/Inside-Out or “industrial” look homes
- Modern Cement/beton finishes
- Slippery when wet – easy to scratch, mark or stain
- Solution:
 - “Silane Modified polymers” in formulations
 - Sustainable
 - Easy-apply (even when cold)
 - Non Slippery



Concept: Radiating Vitality

Timeless Beauty inspired by Longevity

- Our latest collection designed to enhance and maintain **vibrant Beauty throughout every stage of life.**
- All echoing the textures and benefits of **vitality-boosting superfoods**
- We believe that the path to vitality is in formulations that can: nurture + energize + renew

Nurture



- Nurture Natto Skin Pearls
- Fine Wine Lip Oil
- Bonded For Life Repair and Styling Tofu Cubes

Energize



- Vitalize Kombucha Scalp and Hair Elixir
- True Renew Yogurt Moisture Mask

Renew



- Kimchi Body Polish
- Forever Radiant Glow Serum
- Strawberry Kefir Foam Cleanser



Lab tour



Dr Theresa Reimers
Pharma



Dr Nora Schiemann
Beauty & Personal
Care



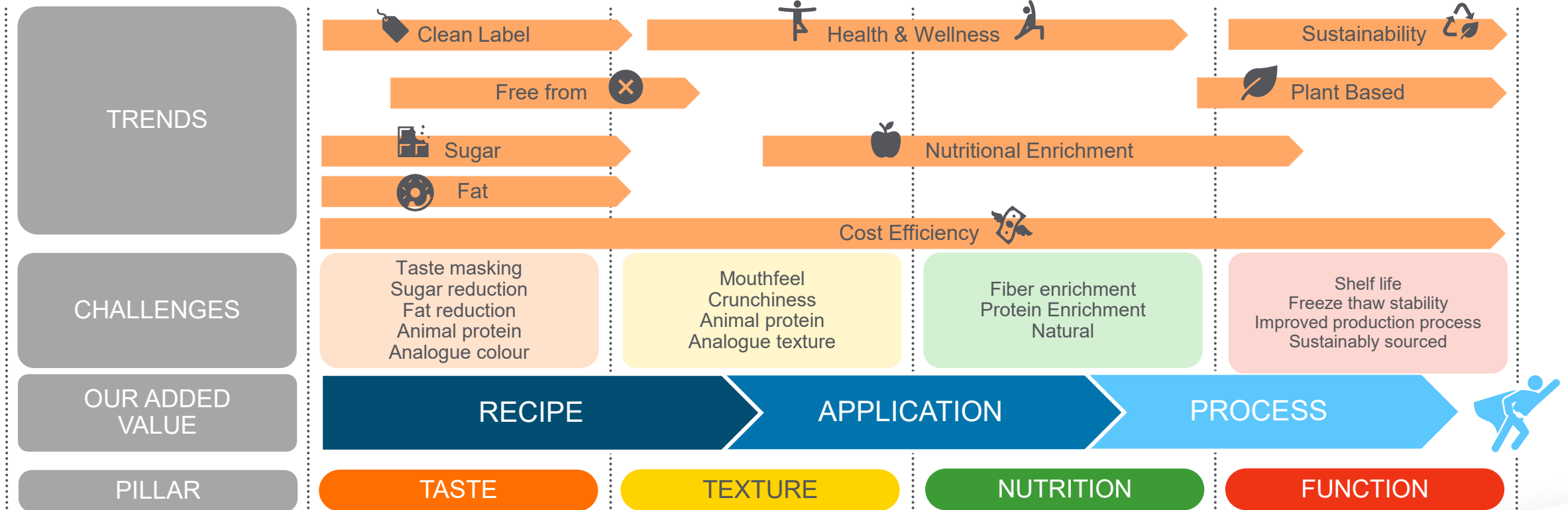
Katja Wilmes
Food



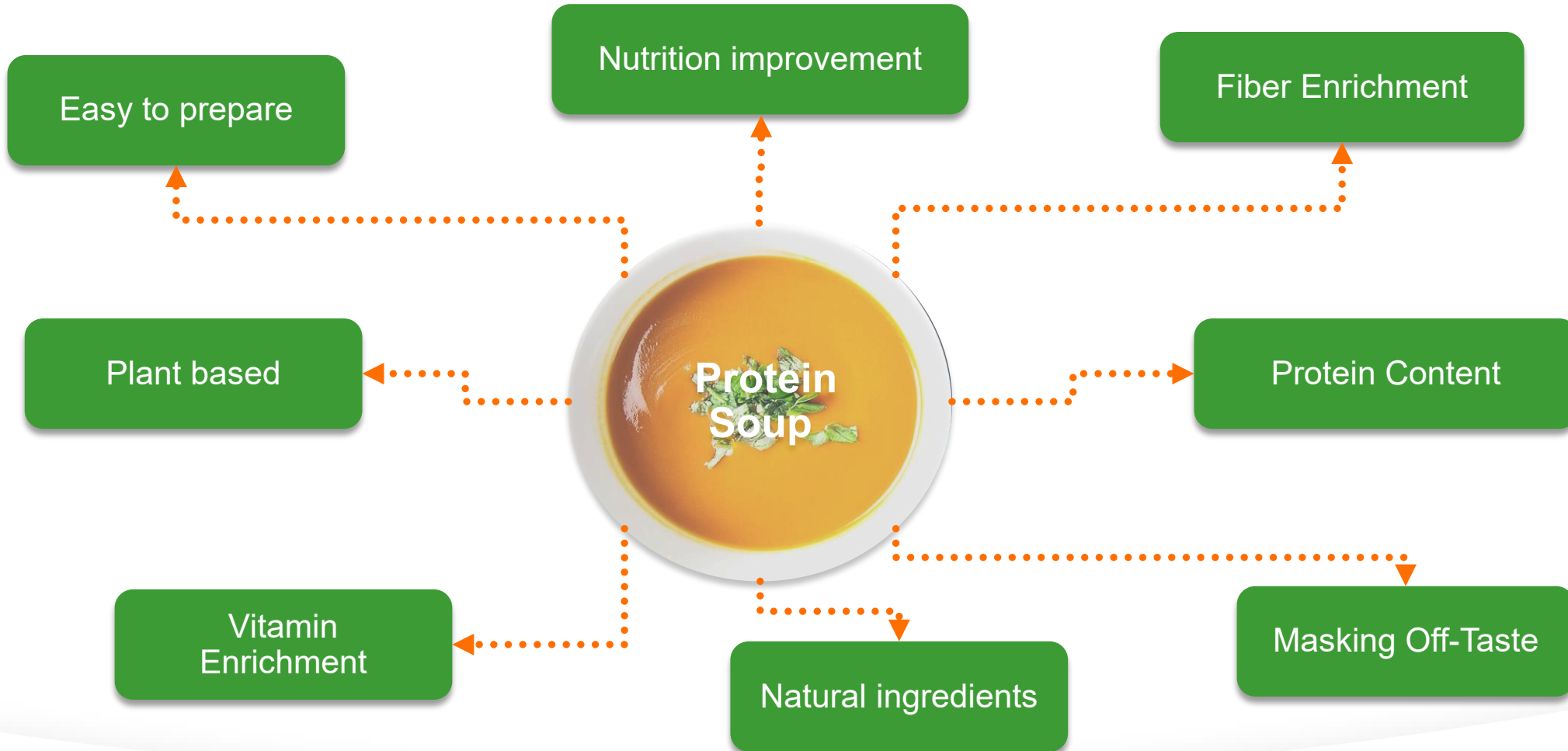
Focus on Major Industry Trends For Accelerated Growth

Translating trends into added value using portfolio design

Deepening customer connection by addressing key challenges like cost reduction, processing ease, development support



Technical Challenges from Customers (Example)



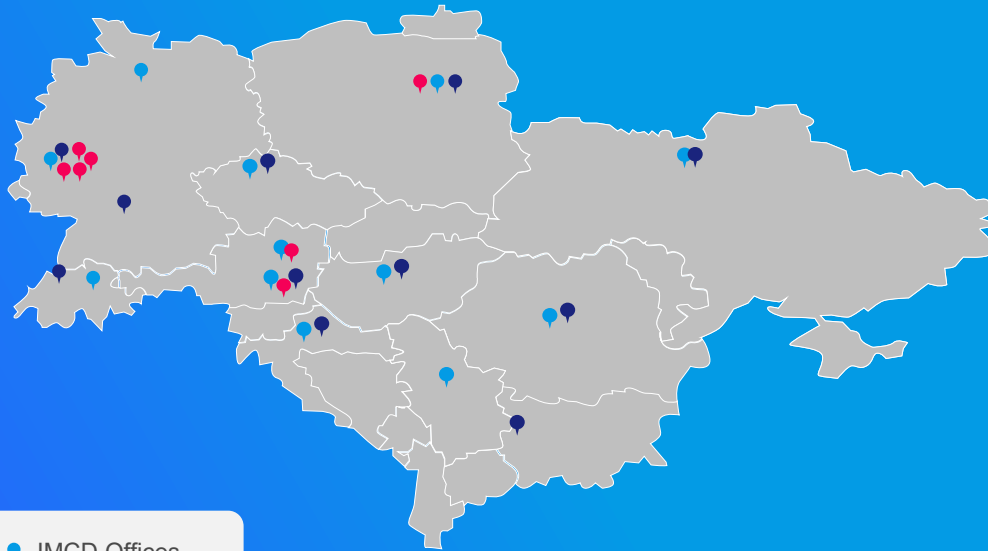
European distribution market

Lars Wallstein

- **Managing Director, IMCD Germany, Switzerland, South East Europe, Middle East**
- 25+ years industry experience
 - 19 years in local, regional and global roles on the supplier side (Bayer, Evonik, PolymerLatex, Synthomer)
 - 6 years as MD in IMCD D/A/CH
- Board Member and President of the FECC, Brussels, Association of the European Association of Chemical Distributors (www.fecc.org)



IMCD DACH: Germany, Switzerland, South East Europe (SEE)



- IMCD Offices
- Warehouses
- Technical Centres

A life science lab spot

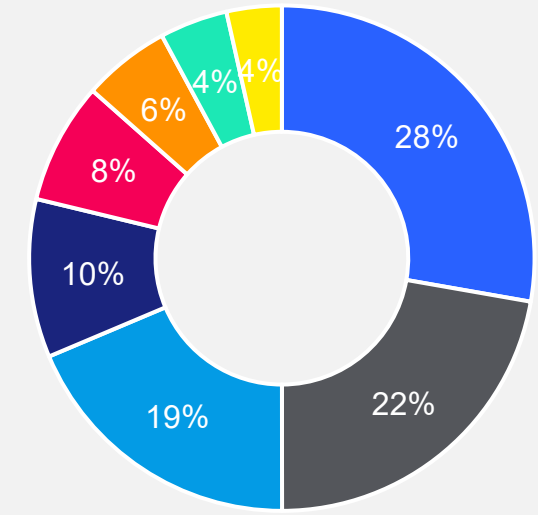
The medical plastics thinktank

A talent sourcing and promoting goldmine

A key spot for trade shows and principal relations

A frontrunner in digital/inside selling

IMCD DACH, 2024 revenue



- Pharmaceuticals
- Coatings & Construction
- Industrial Solutions
- Beauty & Personal Care
- Advanced Materials
- Food & Nutrition
- Lubricants & Energy
- Home Care and I&I

Chemical distribution: Four ways to win amid uncertainty*

Key figures 2024

#1

Growth Is slowing linked to uncertainty in overall demand

#2

Consolidation of Chemical Distribution through M&A

#3

Outsourcing Trend to Distributors continues but in Nuanced Ways

#4

The Bar for Performance Continues to Increase

#5

Importance of Sustainability Varies Greatly by Region

#6

Continuous Capability Building and Tech Upgrading Required to Stay Ahead in Uncertainty

* BCG study, September 2025, survey of more than 300 leading chemical principals and interviews with over 20 distributors across regions and segments

Disclaimer

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More information on IMCD's performance can be found in its results press releases. In addition, an overview of the risk categories and risk factors that could adversely affect IMCD's business and financial performance can be found in its latest Integrated Report, which is available on its corporate website: www.imcdgroup.com/investors.