

Winning together as a team

Investor presentation  
March 2026

# IMCD is a leading partner in specialty chemicals and ingredients distribution



**€4,779**  
Revenue  
(in € M)



**>60**  
Countries



**8**  
Business  
Groups

**71k+**  
Customers

**86**  
Market-focused  
Technical Centres  
& laboratories

**5,246**  
Professionals

**52k+**  
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

## IMCD at a glance

Global leading partner for the distribution and formulation of speciality chemicals and ingredients

### Operates as the extended and outsourced sales organisation for suppliers

With an in-depth understanding of market trends, highly skilled professionals and innovative products, IMCD provides solutions that meet the needs of customers. Technical expertise and formulation support differentiates IMCD from its competitors

- Benefit to suppliers: simplify and grow business through IMCD's extensive local networks, market intelligence, technical expertise and globally aligned digital infrastructure.
- Benefit to customers: long lasting supplier relationships with quality assurance, specialised product knowledge, technical advice, formulation support and omnichannel connectivity

### Listed on the Euronext Stock Exchange Amsterdam since 2014

- operates in more than 60 countries across 6 continents;
- employs 5,246 professionals across 8 business groups supported by 86 market focused technical laboratories;
- serves more than 71,000 customers with 52,000 products;
- generated €4,779m of revenue and €498m of operating EBITA in 2025.

# IMCD at a glance

## Key investment highlights

- Robust and resilient financial performance with high cash conversion driven by an asset light business model
- Attractively positioned in an industry with strong underlying fundamentals and resilient markets
- Solid track record of delivering strong organic growth and successfully executing acquisition growth
- Highly diversified business model
- Long-standing and mutually exclusive relationships with suppliers
- High barriers to entry supporting best in class profitability
- Unique, fully integrated global IT system
- Well-established, proven and experienced management team

# Global presence

Key figures 2025



**1** International HQ



**2** Regional HQs



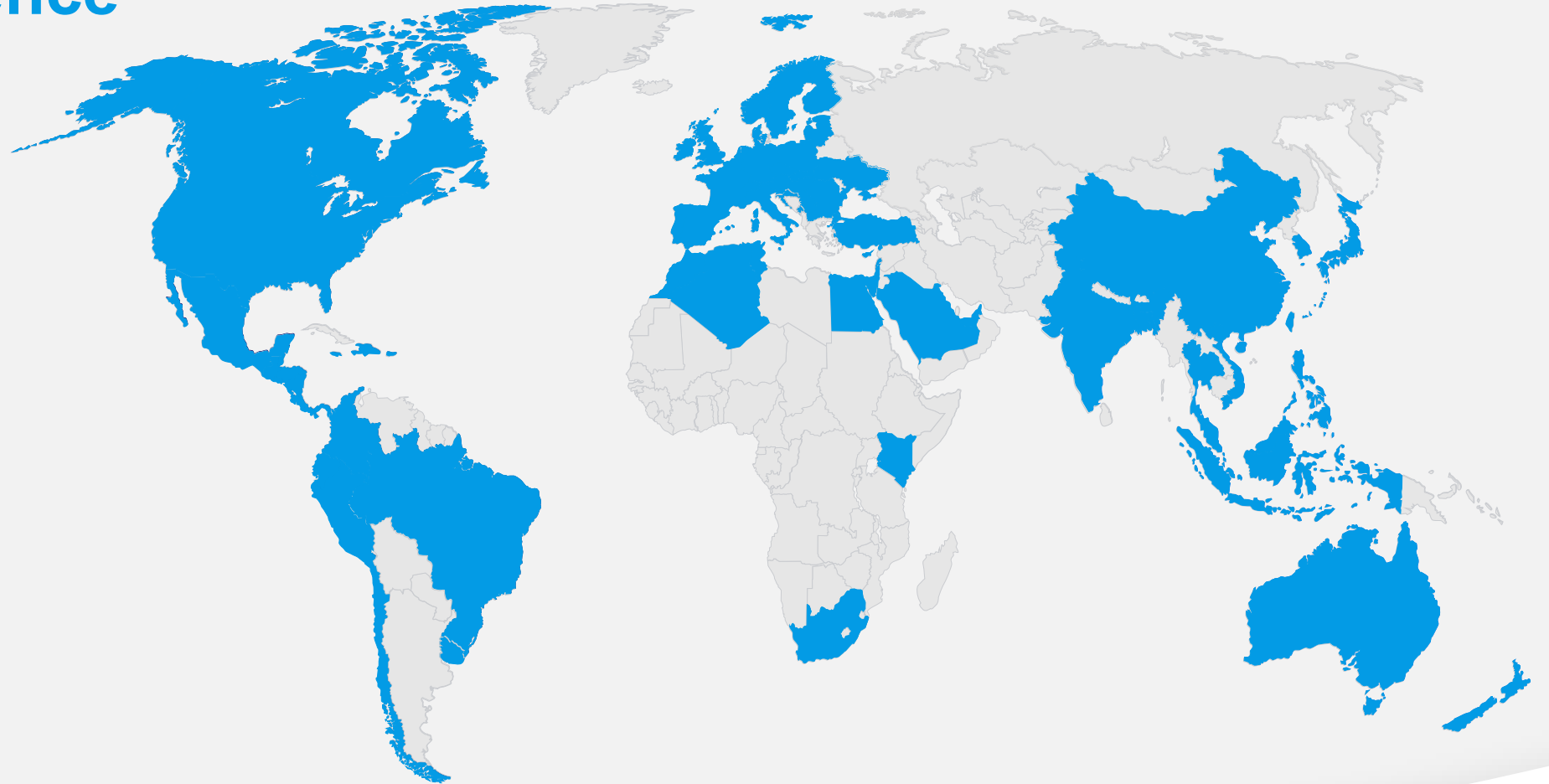
**123** Offices



**86** Technical labs

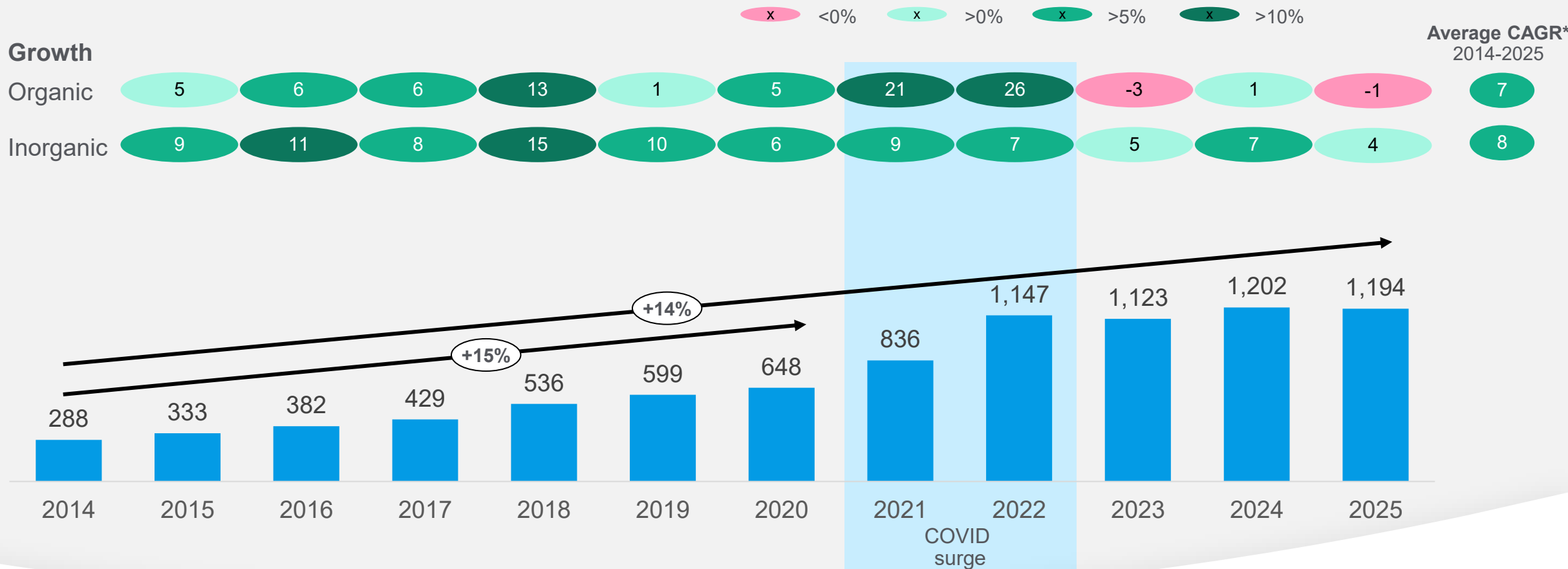


**5,246** Employees



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

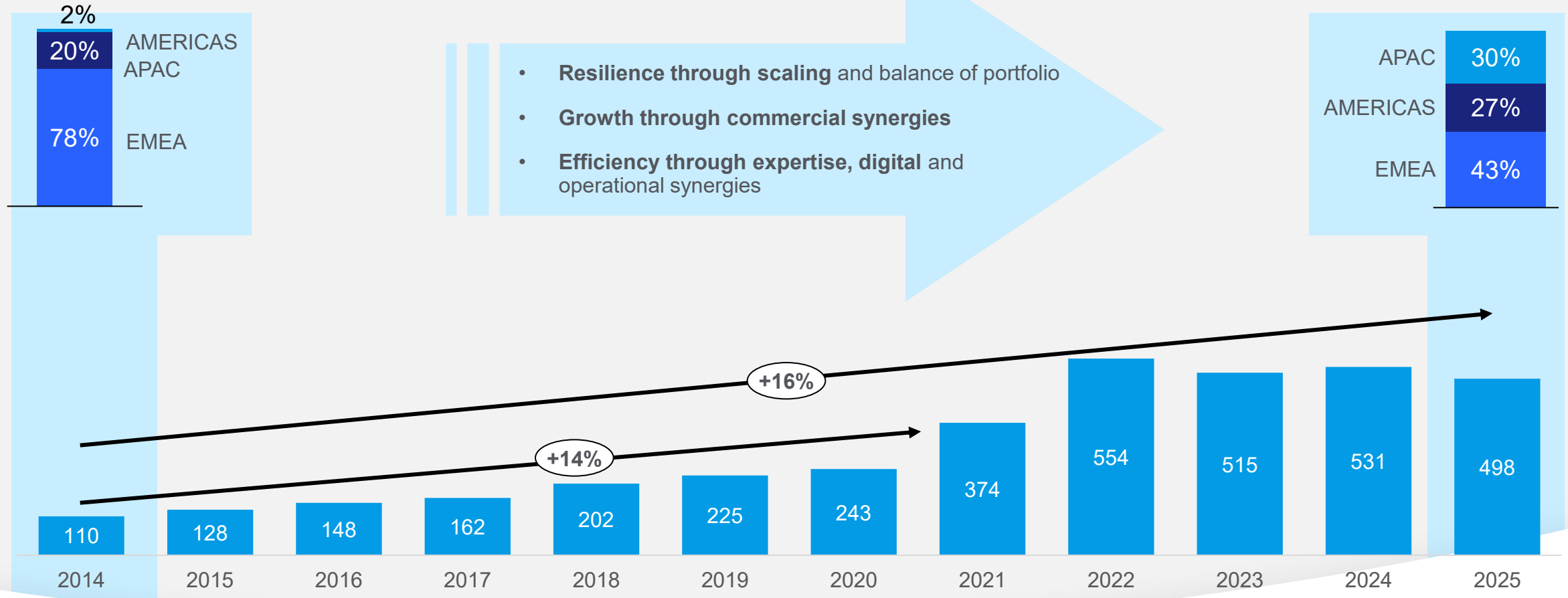
Gross profit (EURm) & YoY growth rates (%) 2014-2025



\* Average CAGR does not include currency differences

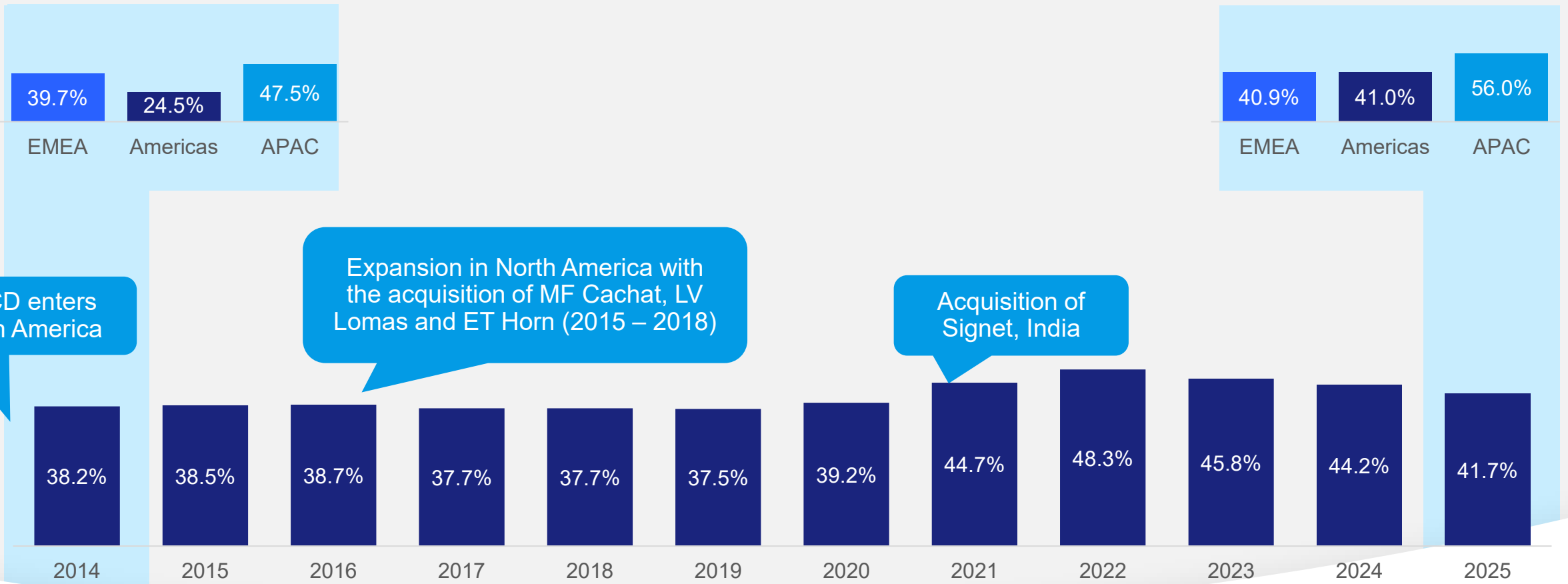
# We add value through scale, (commercial) synergies, and efficiency, showcased by our consistent EBITA growth

EBITA (EURm) & YoY growth rates (%) 2014-2025



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

Conversion margin (%) 2014-2025



# Through our six strategic pillars we drive continuous value creation in IMCD



# Continued focus on the six strategic pillars that drive our growth

- 33 training hrs (2024: 21)
- 49% women in sub-top management (2024: 49%)

**People**



- 7 acquisitions completed across segments and regions
- Further strengthening of supplier partnerships

**Portfolio**



- SalesAssistant launched globally
- Opening 4 new laboratories

**Commercial excellence**



- Continuous roll-out of best practices with a focus on delivering premium customer service

**Operational excellence**



- MyIMCD: Introduction of cross-sell recommendations
- Benefiting from our one ERP and one CRM system set-up

**Digital excellence**



EcoVadis platinum rating



**Sustainability**




# Speciality chemicals distributors, like IMCD, differ fundamentally from those selling commodity chemicals

## Know-how and technical skills drive value add and profitability

- Speciality chemicals distribution is about leveraging distributor's formulation expertise and technical skills to provide solution for customers
- Speciality chemicals distribution deals with lower-tonnage and higher value add orders, which often results in higher prices and more stable margins compared to commodities
- Speciality chemicals distributors buy their products from strategic partners and charge customer-specific pricing to maximise added value
- Speciality products are less price sensitive, as they are a relatively small part of total cost price. They also generally, impart functionality and need lab approval for change.
- Speciality chemicals suppliers often manage their sales channels by issuing exclusive mandates to a distributor for a specific territory or product category, thereby strengthening sales price setting power of distributor
- Focusing on speciality chemicals provides IMCD with flexibility to outsource logistics and ancillary services, resulting in an asset light business model with a largely variable cost base
- Speciality chemicals companies like IMCD are generally more resilient through economic cycles due to the higher added value offered to both suppliers and customers and the resultant pricing resilience of the portfolio

## IMCD focuses on speciality chemicals distribution

	Speciality chemicals	Commodity chemicals
Product	Technical knowledge and complex formulations	Bulk materials
Product examples	Additives, excipients, pigments, flavours, actives	Petrochemicals, bulk polymers, acids, rubber
Order size	Small	Large
Value proposition	Customer specific pricing based on value add	Transparent commoditized pricing
Suppliers	Few	Many
Relationships	Exclusive supplier relationships	Broad, nonexclusive relationships
Key capabilities	Skilled and technical staff	Logistics / Infrastructure
Operations	Human capital intensive	Infrastructure intensive
Resilience	More resilient through economic cycles	Commodity price & cyclical exposure



# 8 Business Groups

focusing on strategic market segments



## Pharmaceuticals

Excipients; APIs; nutraceuticals; synthesis; agrochemicals; biopharma; topicals



## Coatings & Construction

Coatings; decorative paints; adhesives & sealants; textile & leather; paper



## Food & Nutrition

Dairy; savoury; bakery; beverage; animal nutrition; nutrition; ingredient



## Advanced Materials

Compounders; converters; composites



## Beauty & Personal Care

Skin & sun care; toiletries; haircare; fragrance; colour & cosmetics; oral care



## Industrial Solutions

Chemical intermediates; environmental technologies; processing technology



## Lubricants & Energy

Drive line fluids; engine oils; fuels; industrial oils; electrical equipment; energy production



## Home Care I&I

Laundry; dish; air; surface; vehicle

# Longstanding and mutually exclusive relationships with suppliers

## Strong co-dependency between IMCD and its suppliers

- Contracts have exclusivity clauses binding both supplier and distributor
  - IMCD has the exclusive right to distribute certain product lines in a particular geography and agrees to refrain from distributing competing products in that specific geography
  - Exclusivity clauses apply to >90% of IMCD's supplier contracts
- IMCD is seen as an extension of its suppliers' sales network (with autonomy to set own prices) and as close partner in providing sales, marketing, technical and regulatory support
- Both parties have a strong alignment of interest in increasing sales
- Supplier retention rates are usually high due to the co-dependency between supplier and distributor and the importance of reliability and trust between both parties
- While supplier contract length can range from a rolling basis to evergreen contracts, most are ~3-5 years

## IMCD's examples of suppliers showcase industry recognition of its capabilities

- The high co-dependency between IMCD and its suppliers is enhanced by exclusive distribution contracts and suppliers' preference towards working with a reliable and trusted distribution partner
  - IMCD is often able to leverage its initial success by expanding its agreements with suppliers to new markets or geographies
  - This co-dependency leads to high supplier retention rates and long-term relationships
  - As the exclusive provider of a particular speciality chemical in the long term, IMCD benefits from stable and recurring demand
- IMCD's relationship with its top 10 suppliers are longstanding as all are >10 years



# Supply Chain Management

## Key aspects



Multi-resource, **scalable third-party logistics infrastructure** aligned with the requirements of our product portfolio



A **resilient** and **agile supply chain model** to manage rapidly changing market circumstances



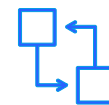
Guaranteed **regulatory compliance** to logistic requirements and local legislation



**Stringent performance management** to endeavor operational excellence and avoid supply chain disruptions



Engineering of **fit-to-purpose supply chain** solutions to both our principal suppliers and customers



Digital connectivity with all third-party logistics service providers to ensure **flawless data exchange** and visibility throughout the chain



Supply chain **decarbonisation**

# A unique, fully integrated global IT system

Quickly bolt on new technologies globally – a competitive advantage



## Commercial accelerator

*Tool: SalesAssistant, MyIMCD & CC360*

Global customer insights, product suggestions and omnichannel offering



## Innovation accelerator

*Tool: Digital labs & Alchemy*

Instant lab connectivity & and knowledge sharing



## Operational accelerator

*Tool: AI, RPA, MyIMCD*

Automation of processes



One  
Central Data  
& process  
infrastructure



## Marketing accelerator

*Tool: MyIMCD, country websites*

Search engine optimization, intelligent search and conversion optimization



## Performance accelerator

*Tool: Salesforce tableau & onestream*

24/7 access to and transparency on global financial, commercial and operational performance



## Partnering accelerator

*Tool: Mulesoft & API*

Seamless data interfaces with suppliers, customers and 3<sup>rd</sup> parties

# Digital is at the core of IMCD's value creation, enabling customer stickiness, supplier satisfaction, growth and efficiency



## Customer stickiness

- Maximising omnichannel
- Personalise customer experience
- Simplify with intelligent product finder



## Supplier satisfaction

- Leverage market intelligence (cross-selling)
- Drive business simplification
- Full IT connectivity (API)



## IMCD growth & efficiency

- Drive commercial visibility & excellence
- Drive operational excellence through performance tracking
- Control finances with fingertip access
- Increase efficiency with AI/bots



# Sustainability – what we do?



## Addressing the full picture Emissions reduction

- **SBTi** commitment in March 205
- **Reduction target for Scope 1 and 2** emissions (-60% by 2034 vs 2024 baseline)
- **TfS member**, with ambitious industry alignment for **scope 3**



## Aiming to be a force of influence Our Sustainable Solutions programme

Our Sustainable Solutions programme focuses on creating **cleaner, safer, and cost-effective** inspirational formulations, addressing critical challenges like climate change, circularity, and resource efficiency.

How?

- We continuously monitor and identify **emerging sustainability needs** and **adapt our portfolio** accordingly
- We provide **hands-on knowledge and technical support** to **customers** so that they can tackle sustainability challenges, develop future-ready products, and succeed commercially.
- We simplify our customers **product development journey** from choosing the right materials to refining formulations and launching effective, sustainable offerings

# Financials

## FY 2025

## Financials 2025 – income statement

EUR million	2025	2024	Change	Change %	FX adj. change
Revenue	4,779	4,728	51	1%	5%
<b>Gross profit</b>	<b>1,194</b>	<b>1,202</b>	<b>(8)</b>	<b>(1%)</b>	<b>3%</b>
<b>Gross profit as a % of revenue</b>	<b>25.0%</b>	<b>25.4%</b>	<b>(0.4%)</b>		
Operating EBITDA	539	572	(33)	(6%)	(2%)
<i>Operating EBITDA as a % of revenue</i>	<i>11.3%</i>	<i>12.1%</i>	<i>(0.8%)</i>		
<b>Operating EBITA<sup>1</sup></b>	<b>498</b>	<b>531</b>	<b>(33)</b>	<b>(6%)</b>	<b>(3%)</b>
<b>Operating EBITA as a % of revenue</b>	<b>10.4%</b>	<b>11.2%</b>	<b>(0.8%)</b>		
<b>Conversion margin<sup>2</sup></b>	<b>41.7%</b>	<b>44.2%</b>	<b>(2.5%)</b>		

<sup>1</sup> Result from operating activities before amortisation of intangible assets, and acquisition costs and results related to one-off adjustments to the organisation

<sup>2</sup> Operating EBITA as a percentage of gross profit

## Financials 2025 – income statement

EUR million		EMEA	Americas	Asia-Pacific	Holding companies	Total
<b>Gross profit</b>	<b>2025</b>	<b>561</b>	<b>350</b>	<b>282</b>		<b>1,194</b>
	2024	<b>553</b>	<b>361</b>	<b>289</b>		<b>1,202</b>
	organic growth	1%	(3%)	(2%)		(1%)
	acquisition growth	2%	5%	5%		4%
	currency impact	(1%)	(5%)	(6%)		(3%)
<b>Operating EBITA</b>	<b>2025</b>	<b>230</b>	<b>143</b>	<b>158</b>	<b>(33)</b>	<b>498</b>
	2024	<b>241</b>	<b>158</b>	<b>170</b>	<b>(39)</b>	<b>531</b>
	organic growth	(6%)	(9%)	(7%)	(14%)	(7%)
	acquisition growth	2%	4%	6%		4%
	currency impact	(1%)	(5%)	(6%)	(1%)	(4%)
<b>Operating EBITA as a % of revenue</b>	<b>2025</b>	<b>11.1%</b>	<b>9.9%</b>	<b>12.6%</b>	<b>(0.7%)</b>	<b>10.4%</b>
	2024	12.1%	10.9%	13.3%	(0.8%)	11.2%
	Δ margin %	(1.0%)	(1.0%)	(0.7%)	0.1%	(0.8%)
<b>Conversion margin</b>	<b>2025</b>	<b>40.9%</b>	<b>41.0%</b>	<b>56.0%</b>		<b>41.7%</b>
<i>Operating EBITA as a % of gross profit</i>	2024	43.6%	43.9%	59.0%		44.2%
	Δ margin %	(2.7%)	(2.9%)	(3.0%)		(2.5%)

## Financials 2025 – income statement (continued)

EUR million	2025	2024	Change	Change %	FX adj. change
<b>Operating EBITA</b>	<b>498</b>	<b>531</b>	<b>(33)</b>	<b>(6%)</b>	<b>(3%)</b>
Net finance costs	(80)	(45)	(35)		
Amortisation of intangible assets	(102)	(95)	(6)		
Acquisition costs and results related to one-off adjustments to the organisation	(25)	(11)	(14)		
Income tax expenses	(74)	(102)	28		
<b>Result for the period</b>	<b>217</b>	<b>278</b>	<b>(61)</b>	<b>(22%)</b>	<b>(19%)</b>

## Financials 2025 – net finance costs

EUR million	2025	2024	Change
Net interest costs financing structure	(58)	(62)	4
Interest costs lease liabilities	(4)	(5)	1
Changes in deferred considerations	15	36	(21)
Interest costs re employee benefits	(2)	(0)	(2)
Hyperinflation loss on net monetary position	(6)	(6)	(0)
Currency exchange results	(24)	(8)	(16)
<b>Net finance costs</b>	<b>(80)</b>	<b>(45)</b>	<b>(35)</b>

## Financials 2025 – income tax expenses and income tax %

EUR million	2025	2024	Change
Regular income tax expenses	(95)	(115)	20
Tax credits related to amortisation	13	11	2
Other	9	3	6
<b>Income tax expenses</b>	<b>(74)</b>	<b>(102)</b>	<b>28</b>

EUR million	2025	2024	Change
Result before income tax, amortisation of intangibles, acquisition costs and results related to one-off adjustments to the organisation	418	486	(68)
Regular income tax expenses	95	115	(20)
<b>Income tax expenses</b>	<b>22.9%</b>	<b>23.7%</b>	<b>(0.8%)</b>

## Financials 2025 – cash EPS and proposed dividend

EUR million	2025	2024	Change
<b>Result for the year</b>	<b>217</b>	<b>278</b>	<b>(22%)</b>
Amortisation of intangible assets	102	95	7%
Tax credits re amortisation of intangible assets	(13)	(11)	22%
<b>Cash earnings</b>	<b>306</b>	<b>363</b>	<b>(16%)</b>
Weighted average number of shares (x million)	59	57	3%
<b>Cash earnings per share in EUR</b>	<b>5.19</b>	<b>6.34</b>	<b>(18%)</b>
Proposed cash dividend per share in EUR	1.81	2.15	(16%)
Pay-out ratio	35%	35%	

- Dividend policy: the intention is to pay an annual dividend in the range of 25% to 35% of the adjusted net income in cash or shares
- Pay-out ratio of 35% (2024: 35%) – at the top of the range

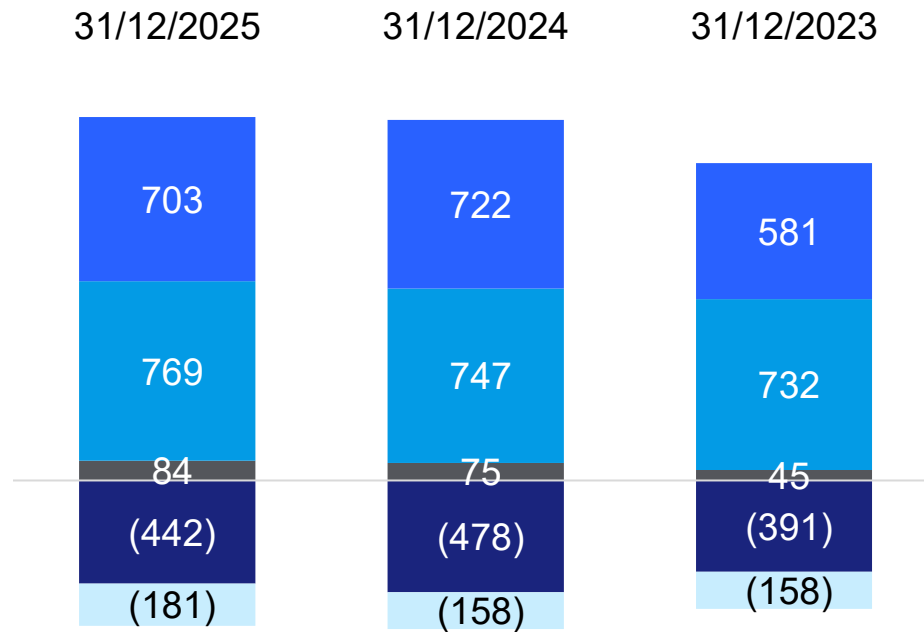
## Financials 2025 – balance sheet

EUR million	31/12/2025	31/12/2024	Change
Property, plant and equipment	60	42	18
Right-of-use assets	98	103	(5)
Intangible assets	2,658	2,609	49
Other financial assets/ deferred tax assets	25	55	(30)
Total working capital	934	907	27
Provisions/ employee benefits	(39)	(47)	8
Deferred tax liabilities	(142)	(173)	31
<b>Capital employed</b>	<b>3,594</b>	<b>3,497</b>	<b>97</b>
Equity	2,042	2,215	(173)
<i>Equity as a % of capital employed</i>	<i>56.8%</i>	<i>63.3%</i>	
Loans and borrowings minus cash	1,552	1,282	270
<b>Total financing</b>	<b>3,594</b>	<b>3,497</b>	<b>97</b>

# Financials 2025 – year-end working capital

EUR m

- Inventories
- Trade receivables
- Other receivables
- Trade payables
- Other payables



EUR million	31/12/2025	31/12/2024	31/12/2023
Inventories in days of revenue <sup>1</sup>	51	55	46
Trade receivables in days of revenue <sup>1</sup>	56	57	55
Trade payables in days of revenue <sup>1</sup>	32	36	31

<sup>1</sup> Revenue normalised for full-year impact acquisitions

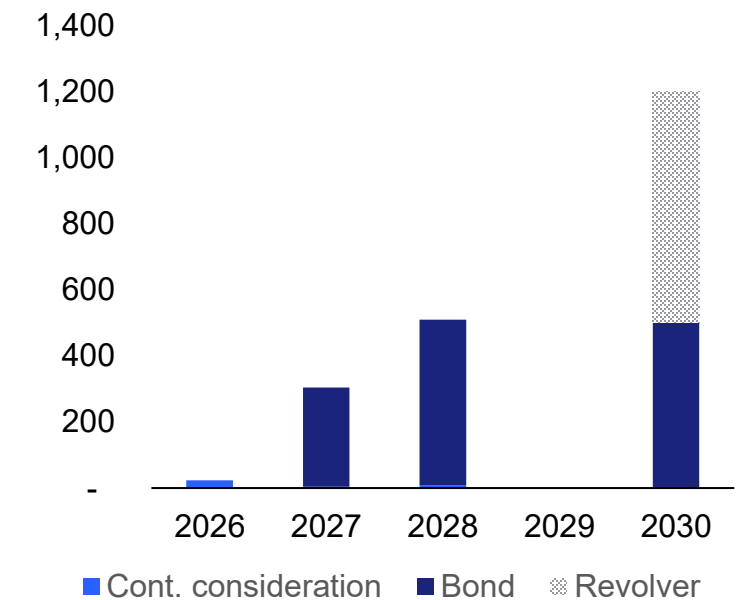
## Financials 2025 – net debt

EUR million	31/12/2025	31/12/2024	Change
Loans and borrowings long term	1,378	1,397	(19)
Loans and borrowings short term	325	300	25
Short term financial liabilities	87	110	(23)
Cash and cash equivalents	(239)	(525)	286
<b>Net debt</b>	<b>1,552</b>	<b>1,282</b>	<b>270</b>
<b>Net debt / operating EBITDA ratio<sup>1</sup></b>	<b>2.8</b>	<b>2.2</b>	<b>0.6</b>

<sup>1</sup> Including full-year impact of acquisitions

<b>Bank covenants</b>	31/12/2025	Bank condition 31/12/2024
Leverage	2.7	2.1
Revolving credit facility		< 4.25

**Maturity profile as of 31/12/2025**  
EUR m



## Financials 2025 – free cash flow

EUR million	2025	2024	Change	Change %
<b>Operating EBITA</b>	<b>498</b>	<b>531</b>	<b>(33)</b>	<b>(6%)</b>
Depreciation	41	41	0	0%
<b>Operating EBITDA</b>	<b>539</b>	<b>572</b>	<b>(33)</b>	<b>(6%)</b>
Lease payments	(33)	(32)	(1)	4%
Share based payments	3	4	(1)	(14%)
<b>Adjusted operating EBITDA</b>	<b>509</b>	<b>544</b>	<b>(35)</b>	<b>(6%)</b>
Capex	(12)	(11)	(1)	9%
Δ Working capital <sup>1</sup>	(32)	(83)	51	(62%)
<b>Free cash flow</b>	<b>465</b>	<b>450</b>	<b>15</b>	<b>3%</b>
<i>Cash conversion margin</i> <sup>2</sup>	<b>91.4%</b>	<b>82.7%</b>	<b>8.7%</b>	

<sup>1</sup> Inventories, Trade and other receivables, and Trade and other payables

<sup>2</sup> Free cash flow as a percentage of Adjusted operating EBITDA

# Outlook

IMCD operates in different, often fragmented market segments in multiple geographic regions, connecting many customers and suppliers across a very diverse product range. In general, results are impacted by macroeconomic conditions and developments in specific industries.

Results can be influenced from period to period by, among other things, the ability to maintain and expand commercial relationships, the ability to introduce new products and start new customer and supplier relationships and the timing, scope and impact of acquisitions.

IMCD's consistent strategy and resilient business model has led to successful expansion over the years and IMCD remains focused on achieving earnings growth by optimising its services and further strengthening its market positions. IMCD sees interesting opportunities to further increase its global footprint and expand its product portfolio both organically and by acquisitions.

Macro-economic and political uncertainty make future developments and demand difficult to predict. However we remain confident that our strong commercial teams, digital and logistic infrastructure and the resilience of our business model, will continue to contribute value to our stakeholders and sustain our growth trajectory.

# Annex

# High scores on external ESG ratings


Demonstrating our continuous focus on best practices




**Platinum (2025)**  
Gold (2024)




**ESG Risk Rating 11.6, low risk (2025)**  
12.6 (2024)



**Score C (2025)**  
Score B (2024)  
On a scale of A to D-



**Rating A (2026)**  
on a scale of AAA-CCC



**B- (Prime) rating**  
C+ rating (2024)  
On a scale of A+ to D-

# Our commitment

Since 2014

Participation to ICCA Responsible Care and Responsible Distribution Programmes



Since 2015

Member of Roundtable of Sustainable Palm Oil



Since 2022

Commitment to UNGC' Ss Sustainable Development Goals



Since 2022

Participation to TfS programme for sustainable chemical supply chains



Since 2025

SBTi Near-term targets commitment



Since 2025

EcoVadis Platinum Rating (since 2018 Gold Rating)



# Case Study: Advancing sustainable drinkware



## SITUATION

- European Union to ban BPA in food-contact materials starting in 2026
- Roltex faced urgent need to replace legacy polycarbonate-based drinkware



## SOLUTION

- Partnered with Roltex & Mälarpplast to reformulate drinkware using BPA-free polymers
- Achieved product launch in Q1 2025, well ahead of regulatory deadline
- Chose materials to enhance **durability, recyclability, and shelf appeal**

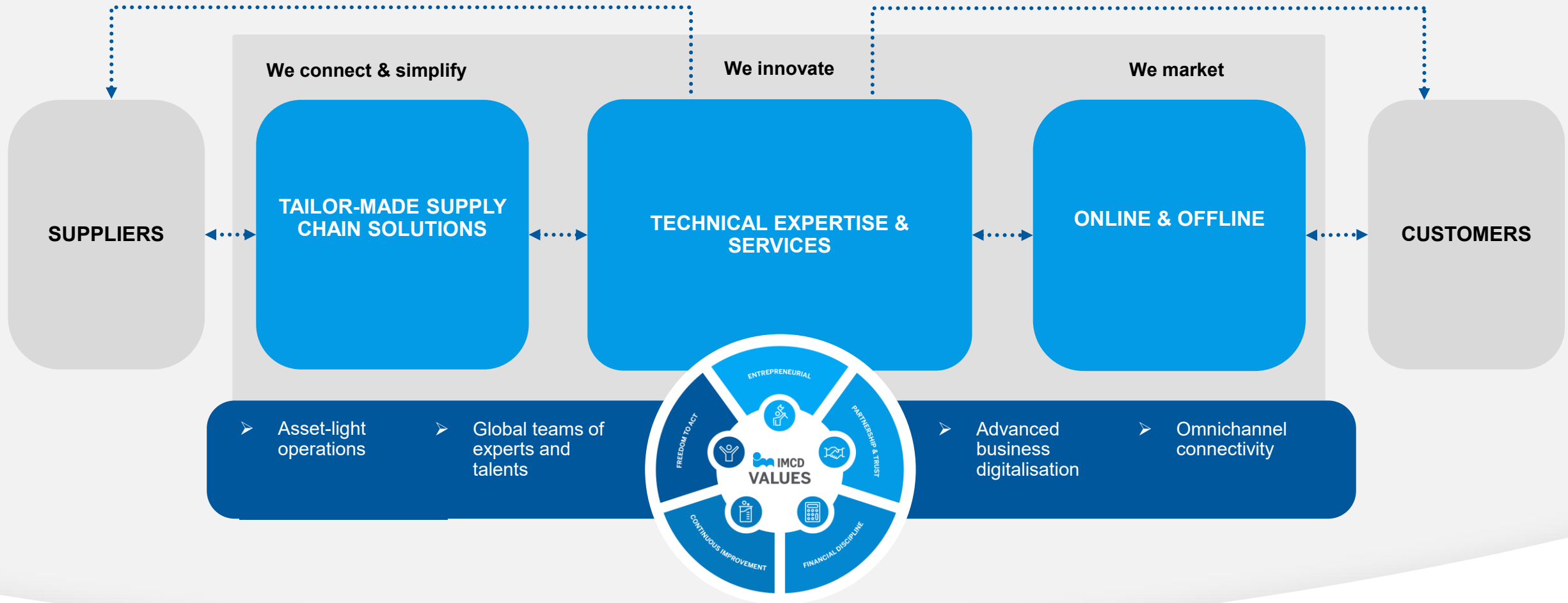
For more information, visit our [website](#)



**We help clients turn regulatory challenges into sustainable, brand-building innovation**

# Our business model

A leading partner for the distribution and formulation of specialty chemicals and ingredients



# MyIMCD providing a seamless online customer experience

## Global web-to-portal driving omnichannel connectivity

- **Seamless customer experience** with intuitive navigation to the products and knowledge needed
- **High service level** through direct access to information and self-service functions
- **Findability of our products and accumulated knowledge** through intelligent search engine



**Inspirational content with new formulatory advice**



**Intelligent search to explore and filter**



**SEO (search engine optimization)**



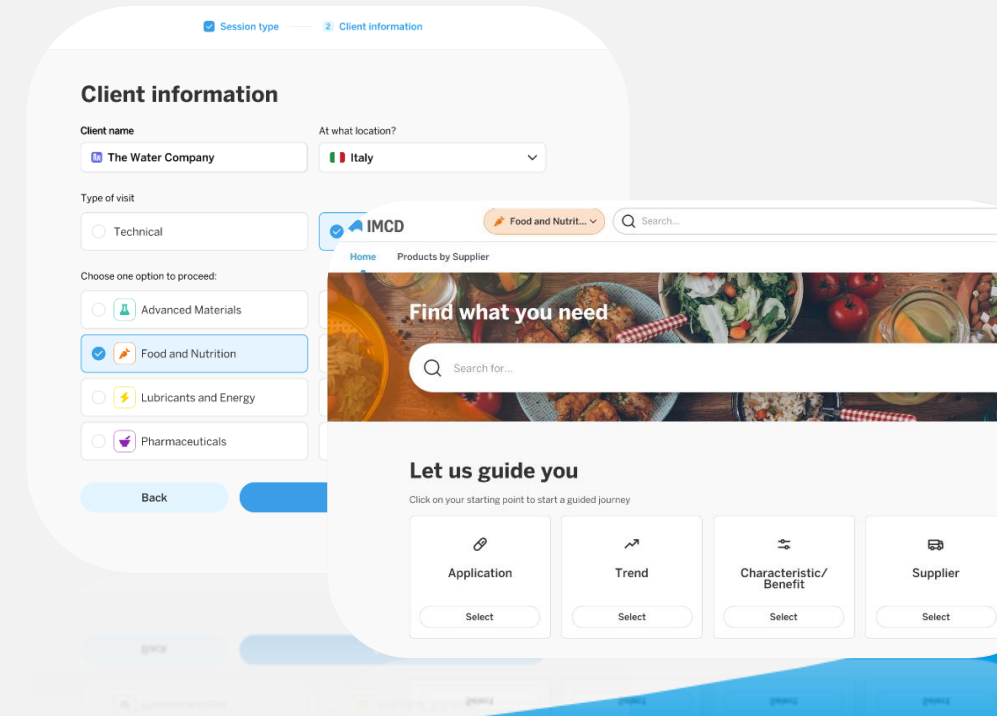
**Online customer support**



**Digital order overview & tracking**

# IMCD SalesAssistant supporting our commercial team to accelerate growth

- **“Right hand” support for IMCD’s commercial team** maximizing sales opportunities (cross-selling) through intelligent product guidance
- **Globally 24/7 access to IMCD product library**, content and services
- **Time saving** enabling our sales teams to support more customers in a day



**Product suggestions** that match the needs of the customer e.g., application or characteristics



**Alternative products** with similar characteristic to tailor to exact requirements

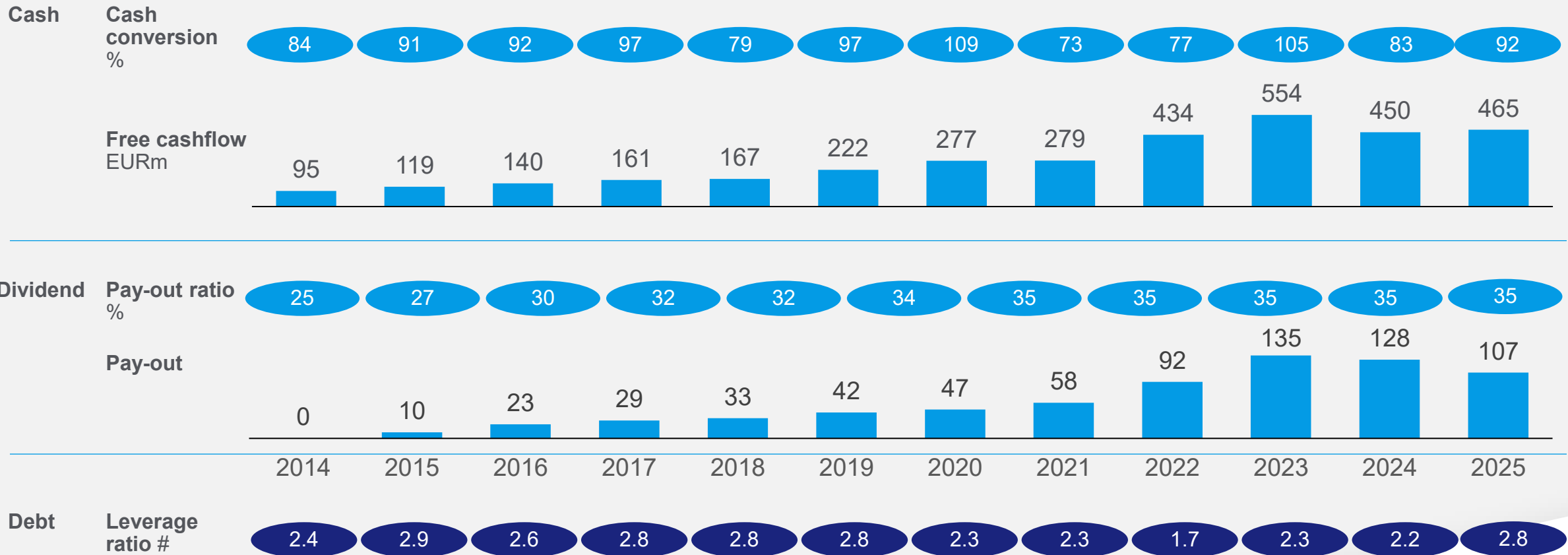


**Trends and content** relevant to each customer



**Order history** with complementary product suggestions

# Capital is allocated to dividends and M&A, and we demonstrate healthy financial discipline with our leverage



# Investment grade ratings from Moody's and Fitch

**MOODY'S**<sup>1</sup>  
INVESTORS SERVICE

**Outlook: Stable  
Issuer Rating: Baa3**

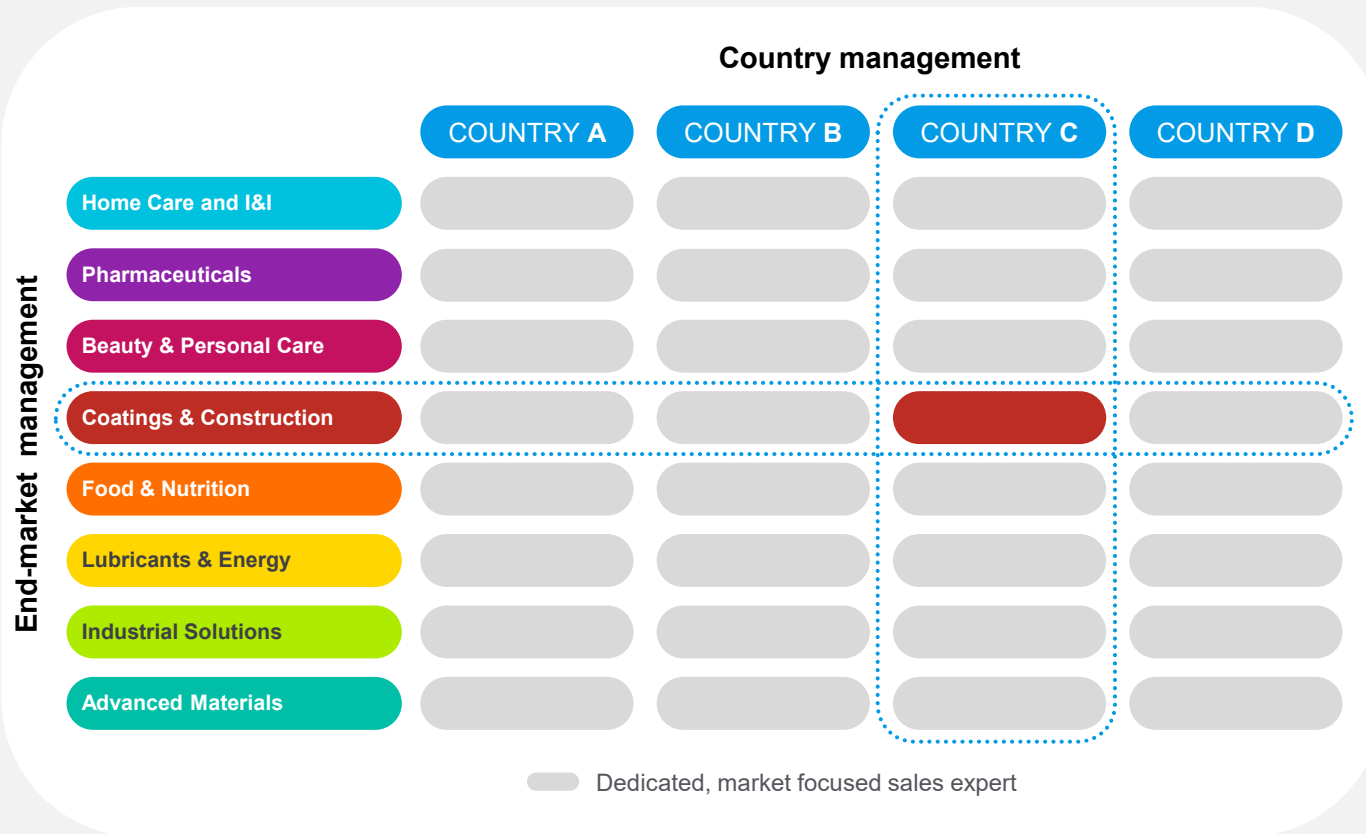
- Leading position in the global specialty chemicals and food ingredients distribution markets, global reach
- Focus on value-added services, which creates barriers to entry and results in good profitability compared to overall distributor sector
- Track record of maintaining moderate leverage while managing acquisitions

**FitchRatings**<sup>2</sup>

**Outlook: Stable  
Issuer Rating: BBB-**

- The rating reflects IMCD's leadership in the resilient specialty chemical distribution market, its strong diversification, robust industry-leading profit margins and structurally positive free cash flow (FCF) generation
- It also captures its conservative leverage, with forecast EBITDA net leverage below 2.5x despite Fitch's assumption of regular bolt-on acquisitions
- The rating also reflects our expectation that IMCD will continue to benefit from the structural long-term growth of the specialty chemical market, maintain strong margins, and balance its M&A spending and dividend payments in accordance with its prudent financial policy

# Proven matrix organisation to drive organic growth



Sales, technical & marketing **expertise** managed **locally** by the countries

Local P&L responsibility, to ensure entrepreneurship



Best practices & **knowledge sharing** managed **globally** by the Business Groups

# Internal control and governance

## Governance

- IMCD N.V. is a public company with limited liability under Dutch law with a two-tier board structure
- IMCD is managed by the Management Board, consisting of Marcus Jordan (CEO) and Hans Kooijmans (CFO) and under supervision of the Supervisory Board and shareholders
- The Management Board is responsible for IMCD's day-to-day operations and setting out the strategy and policies, and its results and objectives
- The Management Board is supported by the Executive Committee, responsible for, among other things, group performance and identification and management of risks connected to the business activities

## IMCD compliance programme

### PURPOSE



Meet all global, regional and local regulatory requirements

### CODE OF CONDUCT



To ensure highest standards of integrity

### GUIDELINES



Detailed guidance for employees on specific topics (for example bribery, corruption, competition law and export control)

## Corporate organisational structure

Supervisory Board consisting of 5 members

### Management Board

Marcus Jordan  
CEO

Hans Kooijmans  
CFO

### Executive Committee

John Robinson  
Director  
pharmaceuticals

Fenna van Zanten  
Director M&A

Andreas Igerl  
President EMEA &  
Industrial BGs

Head office support functions  
(Finance, IT, HR, Tax, Treasury, Legal, Regulatory and Audit)

Operating and commercial teams

# Management Board members



**Marcus Jordan**  
1974, British

**Chief Executive Officer**

- As of 2025 – CEO IMCD
- 2022 - 2025 Chief Operating Officer
- 2016 - 2022 President Americas IMCD
- 2014 - 2022 Executive Committee IMCD

Mr. Jordan started his career as a formulation and application chemist in 1995 at Carrington Performance Fabrics and joined IMCD in 1998.

He holds a Chemistry degree from the University of East Anglia, UK.



**Hans Kooijmans**  
1961, Dutch

**Chief Financial Officer**

- As of 1996 – CFO IMCD
- 1991 – 1996 Several positions at financial management of the Technical Division of Internatio-Müller

Mr. Kooijmans has had an extensive career at KPMG in the Netherlands before joining Internatio-Müller.

He holds a CPA degree from NIVRA Nijenrode, the Netherlands, with registration until June 2016.

# Supervisory Board members



**Janus Smalbraak**  
1967, Dutch

- Chair of the Supervisory Board
- Chair of the Nomination and Appointment Committee

First appointed on 2 May 2016, current term expires in 2026.

**Most important positions**

- CEO of Pon Holdings B.V.
- Member of the board of RAI vereniging
- Member of the advisory board of Gilde Buy Out Fund and CVC Capital



**Stephan Nanninga**  
1957, Dutch

- Vice-chair of the Supervisory Board
- Chair of the Remuneration Committee
- Member of the Nomination and Appointment Committee

First appointed on 9 May 2018, current term expires in 2026.

**Most important positions**

- Member of the supervisory board of Cabka N.V. and CM.com N.V.
- Non-executive director of Bunzl Plc
- Former CEO of SHV Holdings N.V. and director of Dutch Star Companies One N.V. and Dutch Star Companies Two N.V.



**Amy Hebert**  
1972, American

- Supervisory Board member
- Member of the Audit Committee
- Member of the Nomination and Appointment Committee

First appointed on 30 June 2020, current term expires in 2028.

**Most important positions**

- CEO of Arcadia eFuels
- Former CCO of Haldor Topsoe A.S.
- Former board member of CEFIC (the European Chemical Industry Council)
- Held management positions at Celanese Corporation and Albemarle Corporation



**Willem Eelman**  
1964, Dutch

- Supervisory Board member
- Chair of the Audit Committee

First appointed on 2 May 2022, current term expires in 2026.

**Most important positions**

- Member of the supervisory board of Metro AG and chair of the AC
- Non-executive director of Hunkemöller B.V.
- Held management positions at Grand Vision N.V., C&A Europe and Unilever N.V.



**Dorthe Mikkelsen**  
1967, Danish

- Supervisory Board member
- Member of the Remuneration Committee

First appointed on 27 November 2023, current term expires in 2028.

**Most important positions**

- Non- executive director of Elsass Foundation
- Non-executive director of Falck, member of the AC and RC
- Non-executive director Theramex, chair of the RC
- Held management positions at MSD (Merck, Sharp & Dohme)

# Disclaimer

This presentation may contain forward looking statements. These statements are based on current expectations, estimates and projections of IMCD's management and information currently available to the company. IMCD cautions that such statements contain elements of risk and uncertainties that are difficult to predict and that could cause actual performance and position to differ materially from these statements. IMCD disclaims any obligation to update or revise any statements made in this presentation to reflect subsequent events or circumstances, except as required by law.

This presentation does not provide any form of (commercial, investment or financial service) advice, nor does it contain recommendations regarding any decision, and should not be treated as such.

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 Annual Report, which is available on its corporate website: [www.imcdgroup.com/investors](http://www.imcdgroup.com/investors).