

ELEMENTIS

A global specialty chemicals company

Capital Markets Day

INNOVATION | GROWTH | EFFICIENCY

Enhanced Performance Through Applied Innovation

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ELEMENTIS

A global specialty chemicals company

INTRODUCTION

PAUL WATERMAN, CEO

INNOVATION | GROWTH | EFFICIENCY

Enhanced Performance Through Applied Innovation

Focus for today

INNOVATION

GROWTH

EFFICIENCY

MEDIUM TERM PERFORMANCE OBJECTIVES

Agenda

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2.40 PM	Innovation	Joe Lupia, SVP Technology
2.55 PM	Personal Care – White Space Opportunities	Marci Brand, SVP Personal Care
3.10 PM	Talc – Global Ambition	Christian Kather, SVP Talc
3.25 PM	Coatings – High Value Participation	Luc van Ravenstein, SVP Coatings
3.40 PM	Break	
3.55 PM	Break out sessions	Personal Care – Sensory Bar Talc – Value Chain & Application Overview Coatings – Innovation In Action
4.40 PM	Efficiency & Simplification	Ajeeth Enjeti, SVP Strategy & Transformation
4.55 PM	Financial Framework	Ralph Hewins, CFO
5.10 PM	Wrap up	Paul Waterman, CEO
5.15 PM	Q&A	

A deeply experienced team

ELEMENTIS



Values drive our culture & behaviour



SAFETY

**OUR WAY
OF LIFE**

We are committed to providing a safe environment for all.



SOLUTIONS

**CREATING VALUE
FOR OUR CUSTOMERS**

We make a difference through our expertise, responsiveness and focus on quality.



AMBITION

**PASSION FOR
EXCELLENCE**

We are innovative, courageous and driven in everything we do.



RESPECT

**WE DO THE
RIGHT THING**

We care for our colleagues, customers, communities and environment.



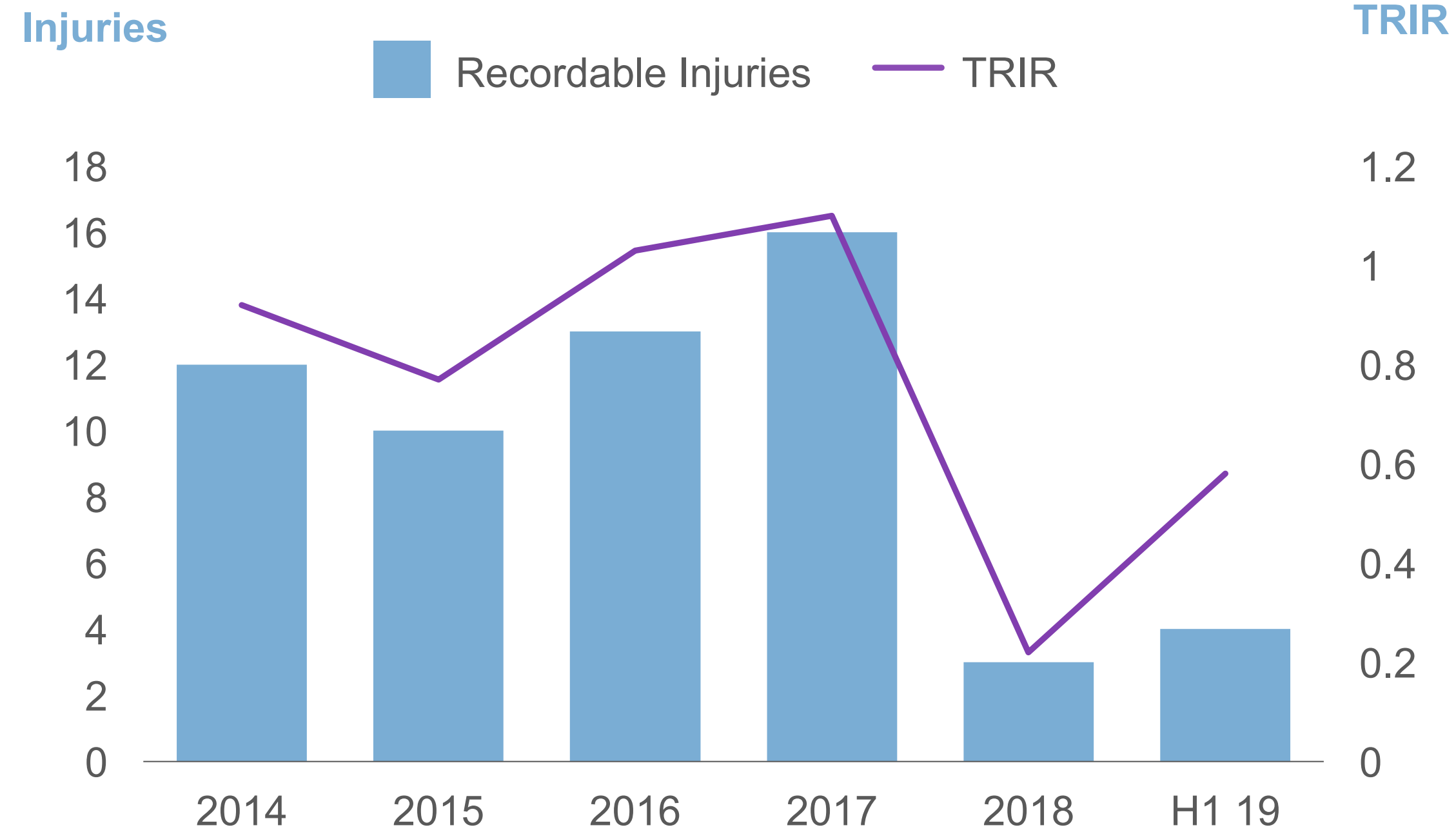
TEAM

**THE POWER OF
COLLABORATION**

We work, grow and succeed together.

Safety first

IMPROVED SAFETY PERFORMANCE



Note: Total Recordable Incident Rate (incidents per 200,000 hours worked)

SAFETY IN ACTION



Sustainability focus

SUSTAINABILITY ACHIEVEMENTS



ELEMENTIS PRODUCTS ENABLING CHANGE

Natural personal care ingredients | Hectorite replacing synthetics

Reduced vehicle emissions | Talc for vehicle light weighting

Lower coatings VOCs | Additives enabling waterborne transition

Renewable energy production | Defoamers for bio-ethanol production

What we set out to do in 2016...

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Pursue
Best Growth
Opportunities



Pursue
Supply Chain
Transformation

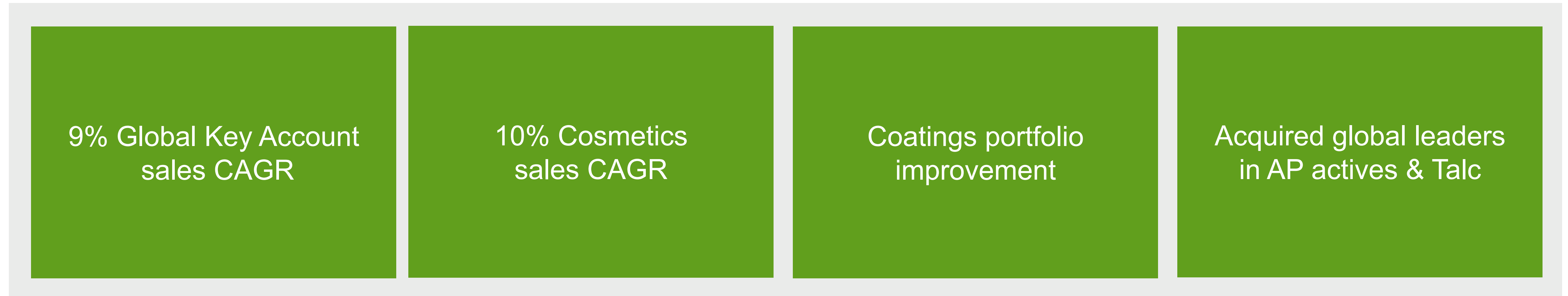


Innovate
for High Margins
& Distinctiveness

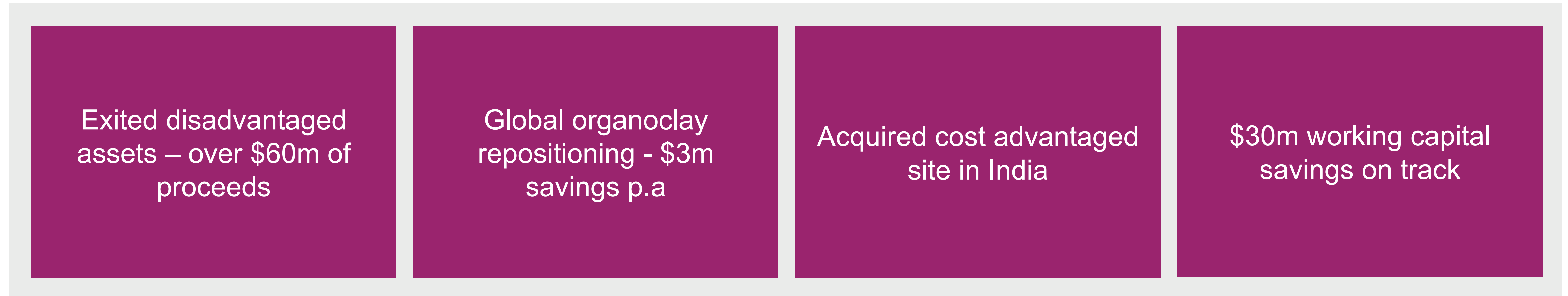


Create
a Culture of
High Performance

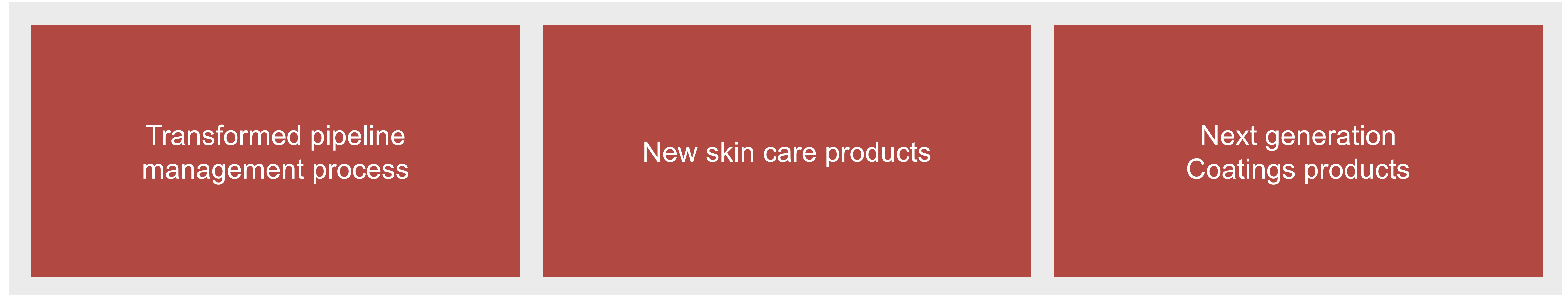
Progress since 2016



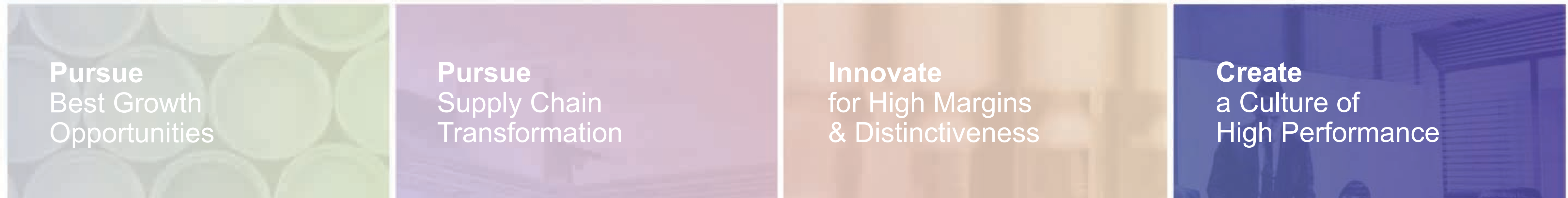
Progress since 2016



Progress since 2016



Progress since 2016



Elementis today

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Personal Care

Rheology modifiers
AP actives

#1

Global Supplier



Coatings

Rheology modifiers
High value additives

#1

Global Supplier

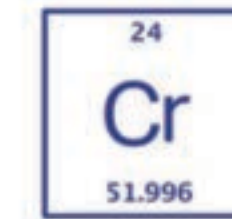


Talc

Talc based additives

#2

Global Supplier



Chromium

Chromium chemicals

#1

North America



Energy

Rheology modifiers for
drilling

#1

Global Supplier

~80% OF GROUP EARNINGS*

* Excluding corporate costs

Chromium & Energy

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CHROMIUM – A STRONG CASH GENERATOR

- Sole producer in North America
- High return on capital
- Strong cash generation



ENERGY – AN INTEGRATED NICHE

- Leader in rheology modifiers - critical to drilling success
- Leverages integrated organoclay network
- Global technical expertise



A focus on premium performance additives...

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...with a strong platform for growth

ELEMENTIS OPPORTUNITIES

 <p>PERSONAL CARE</p>	 <p>PERSONAL CARE Rheology modifiers and AP actives</p>	Asia Cosmetics Skin Care AP Actives Talc
 <p>TALC</p>	 <p>TALC Talc based additives</p>	Globalisation Long Life Plastics Technical Ceramics Barrier Coatings
 <p>COATINGS</p>	 <p>COATINGS Rheology modifiers and additives</p>	Premium Deco Waterborne Industrial Adhesives & Sealants Talc

Our focus going forward

INNOVATION



Distinctiveness



Materiality



Speed

GROWTH



Personal Care



Talc



Coatings

EFFICIENCY



Fit-for-purpose organisation



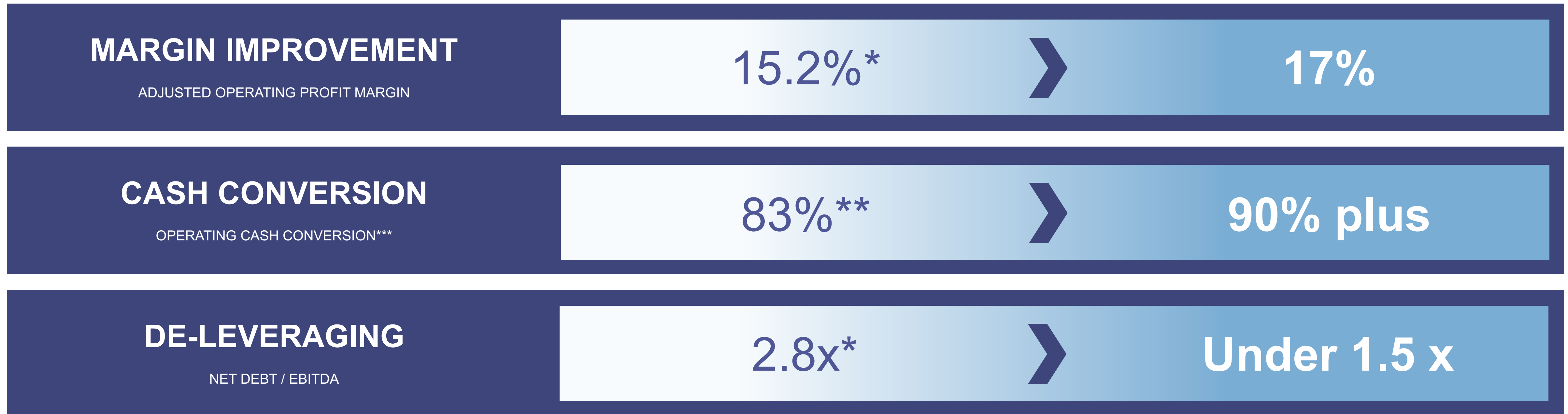
Operational efficiency



Digitisation

Medium term Group performance objectives

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* Last twelve months to 30 June 19 ** Last three year average *** Calculated as (adjusted EBITDA – capex – working capital change) / adjusted operating profit

Elementis investment proposition

Transformed portfolio

Innovation focus

Material growth opportunities

Strong cash generation

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INNOVATION

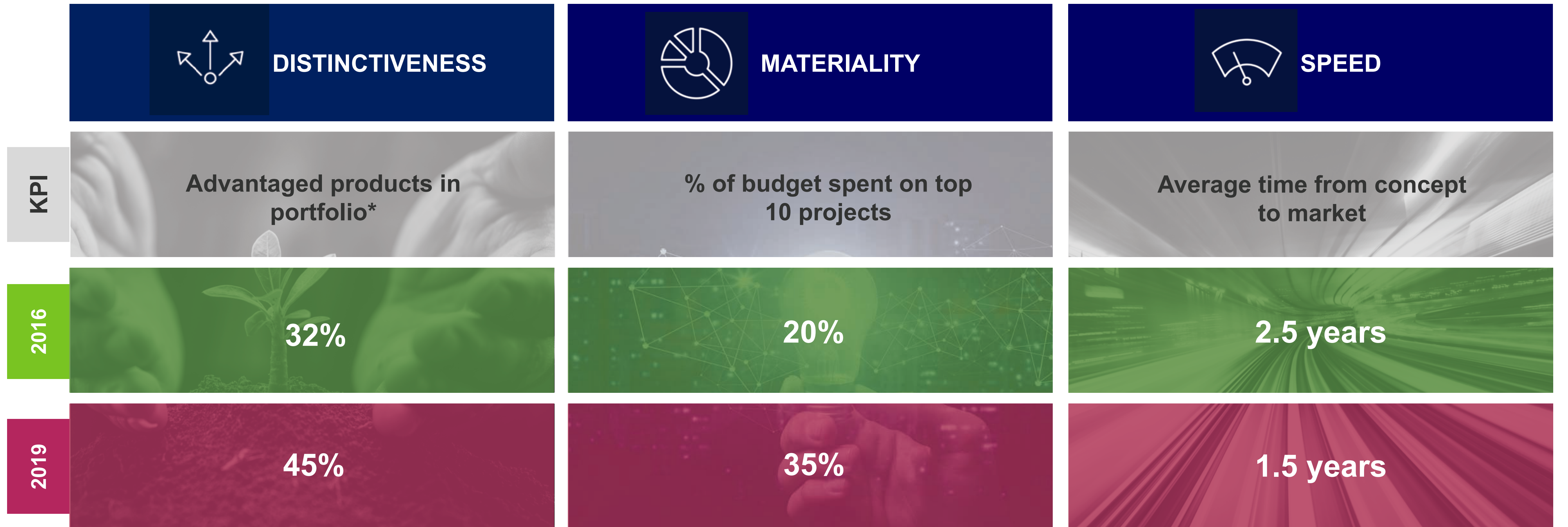
JOE LUPIA, SVP TECHNOLOGY



INNOVATION | GROWTH | EFFICIENCY

Enhanced Performance Through Applied Innovation

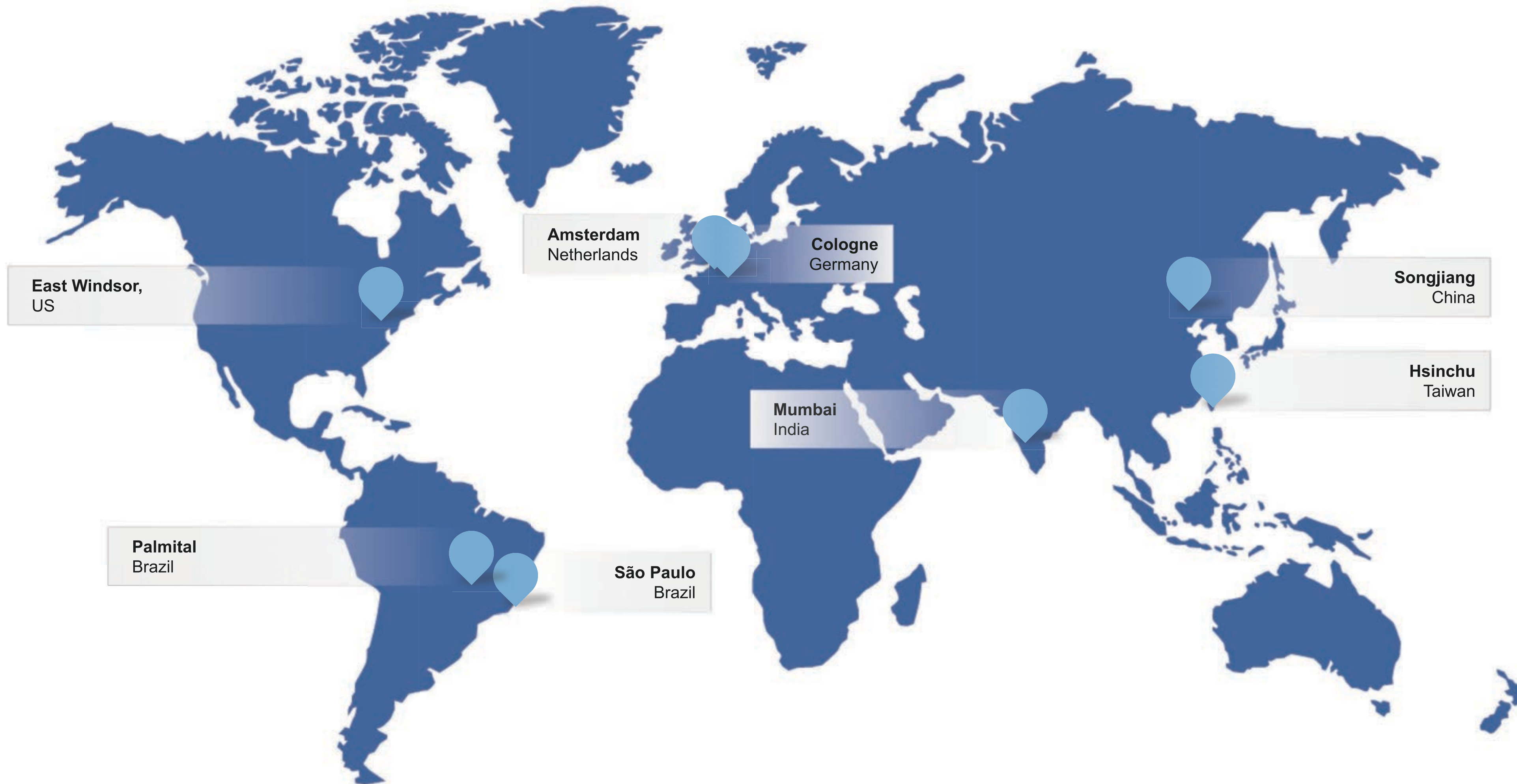
Innovation drives growth






* Classified as products that deliver improved performance, lower operational costs and enhanced sustainability to customers

Technology - Global reach, local presence

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CAPABILITIES

 Rheology	Science of flow
 Surface Chemistry	Science of surfaces and phase boundaries
 Formulation	Creation of desirable mixtures



Accelerating in premium applications

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INNOVATION IN PERSONAL CARE



Natural ingredients – clean solutions

- Innovating with nature
- 85% of portfolio - natural or naturally derived
- Clean solutions



Bentone Luxe® – skincare

- Globally approved naturally derived gel
- Rheology & emulsification
- Rapid global launch



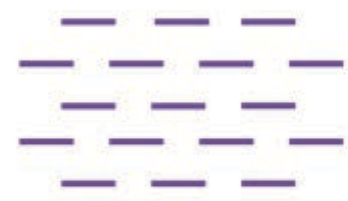
AP Actives – innovation leadership

- Improved efficacy
- Pre blended actives
- New gel formats



Mondana® – a touch of nature

- Pure talc ingredient
- 100% natural exfoliant
- Gentle & effective skin treatment



TALC

Leveraging our capabilities



INNOVATION IN TALC



Innovating Faster

- Industrial & decorative coatings
- Boost stain & scrub resistance
 - Wood coating benefits



Highly Delaminated Talc

- High end long life auto applications
- Lighter composites
- Electric vehicle enabler



Barrier Coatings

- Replacement of single use plastics
- Talc formulations for food packaging
- Sustainable recycling



Synergy in action

- Hectorite & Talc surface chemistry
- Unique surface modified Talc
- Energy applications



Coatings

Performance & sustainability improvement

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INNOVATION IN COATINGS



Waterborne Industrial

- Low VOC technology
- Environmentally friendly
- Delivers on performance



Rheolate® HX - premium decorative

- Novel one coat application
- Enhanced stain resistance
- Preservative free



Bio Cellulose – natural rheology

- Microfibrillated cellulose
- High performance
- Green and profitable

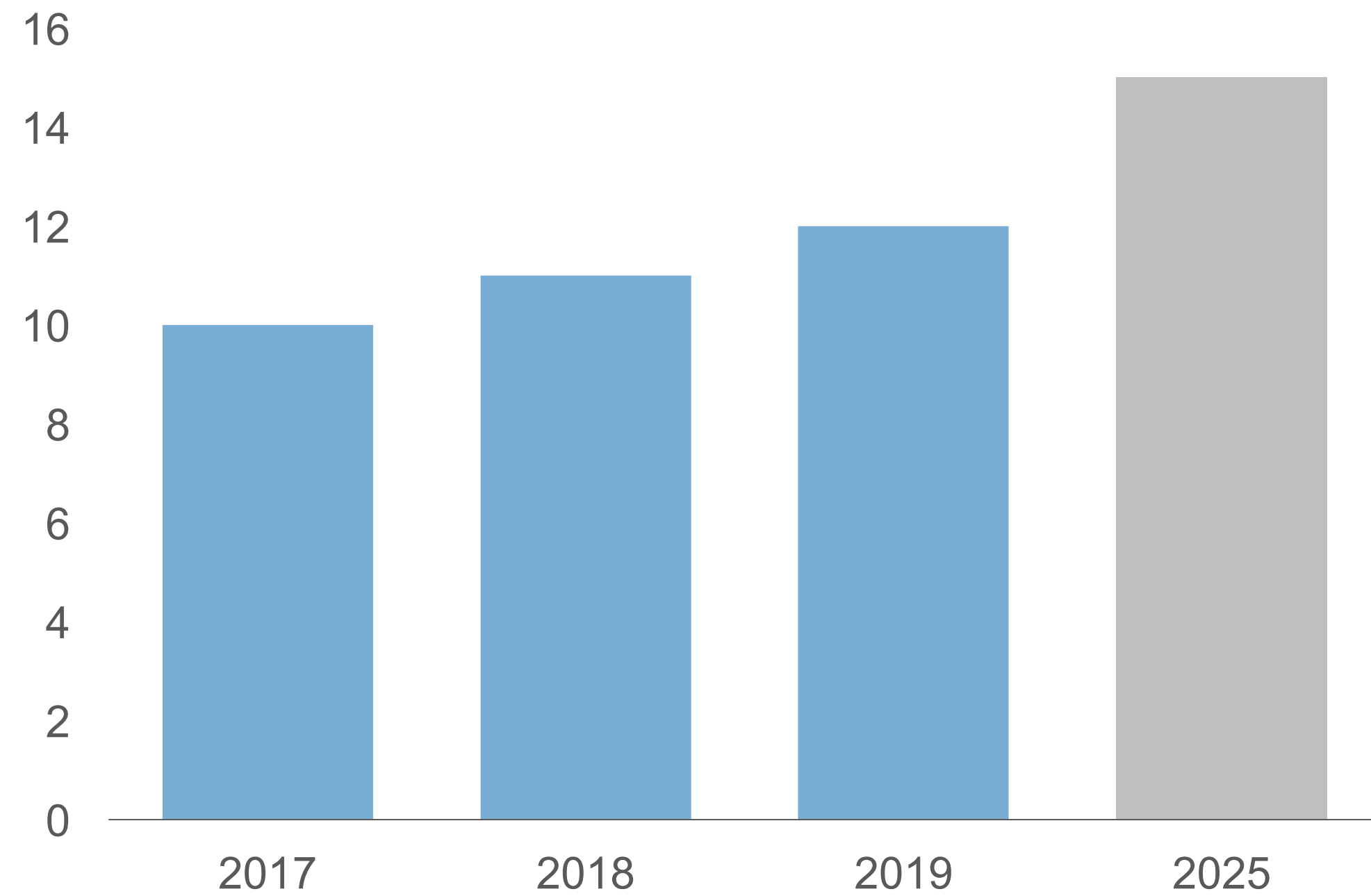


Disruptive creation

- New, safer coatings
- Isocyanate free
- New patented coating

Innovation Impact

NEW PRODUCTS AS % OF SALES

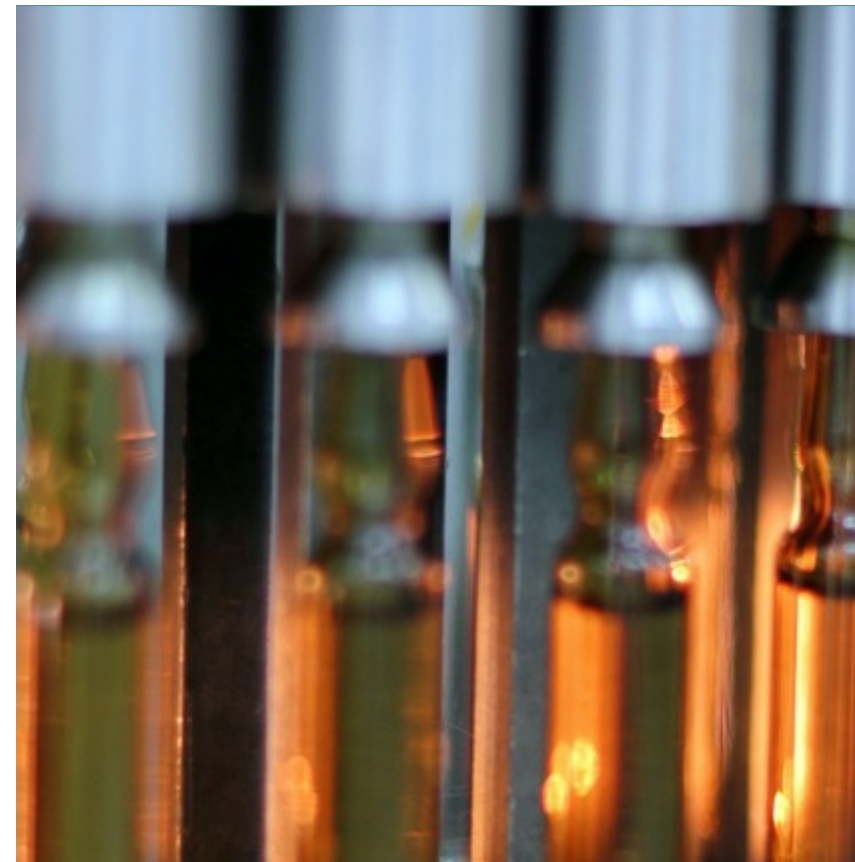


Note: New products defined as products launched within the last 5 years, patented and protected products (excludes Chromium)



Key Messages

Innovation focus on distinctiveness, materiality and speed



Attractive medium term innovation opportunities in Personal Care, Talc & Coatings



KPIs*

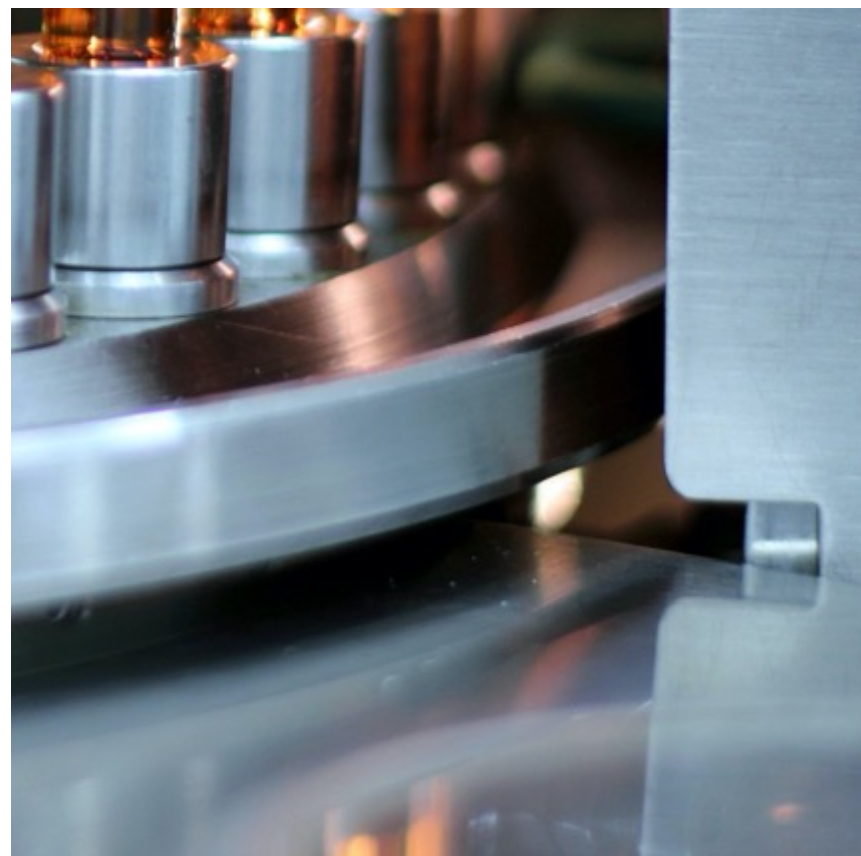
60%

Distinctive products**

15%

New products as % of sales

An established and integrated technology model with global reach & local presence



** Classified as products that deliver improved performance, lower operational costs and enhanced sustainability to customers

* By 2025



Personal Care

WHITE SPACE OPPORTUNITIES

MARCI BRAND, SVP

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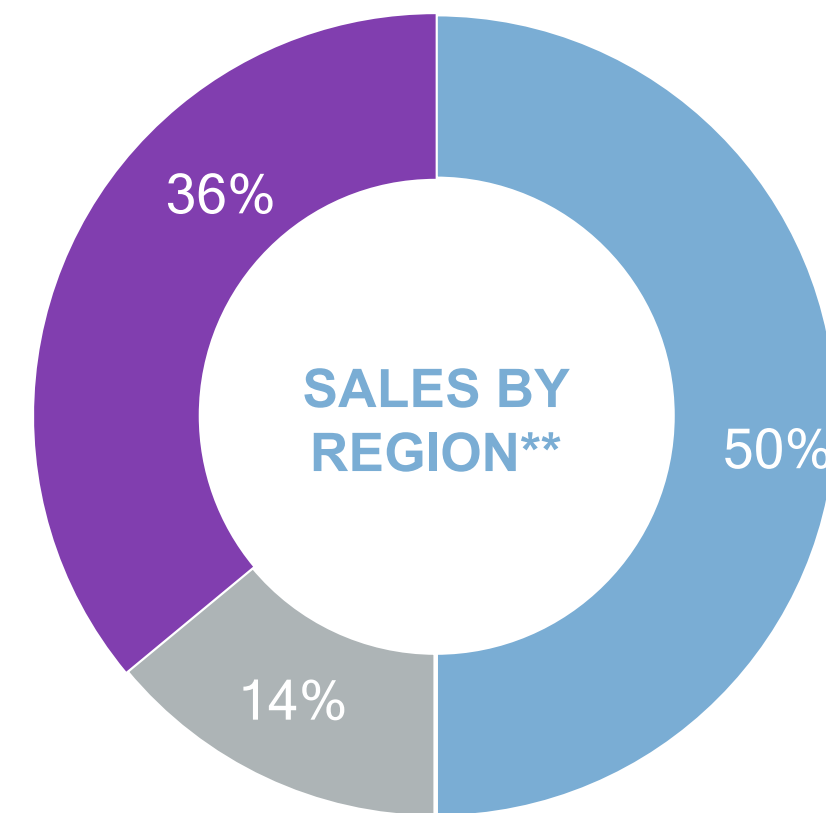
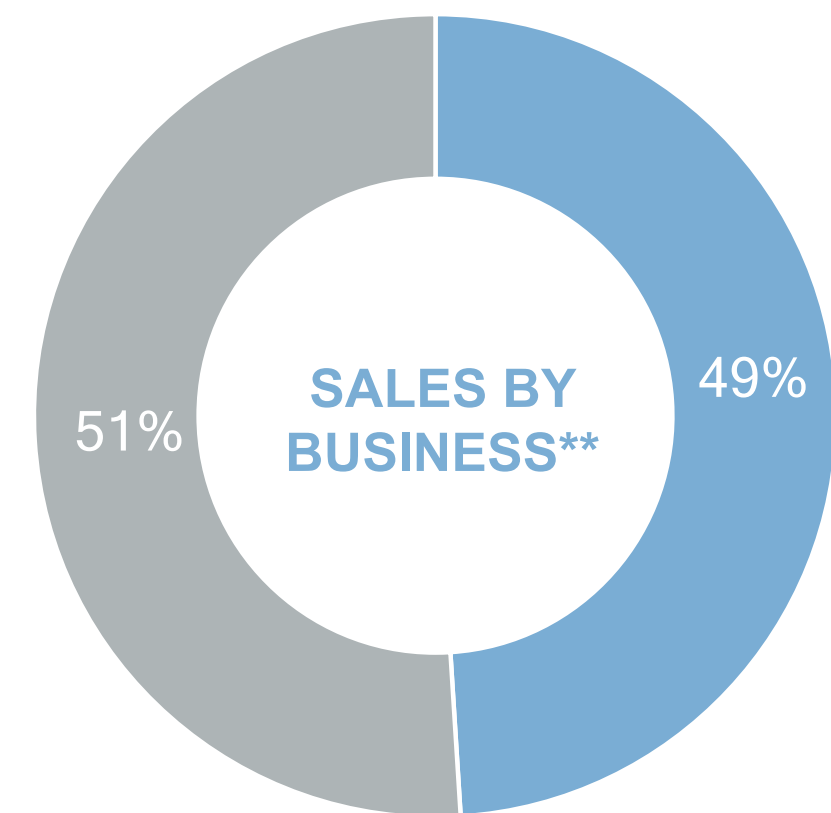
Personal Care Overview

KEY FIGURES (2018)

\$210m
NET SALES

\$52m
OPERATING PROFIT*

24.8%
MARGIN*



SOURCE OF COMPETITIVE ADVANTAGE

COSMETICS

- Unique hectorite clay resource
- Formulation expertise
- Global reach & customer intimacy

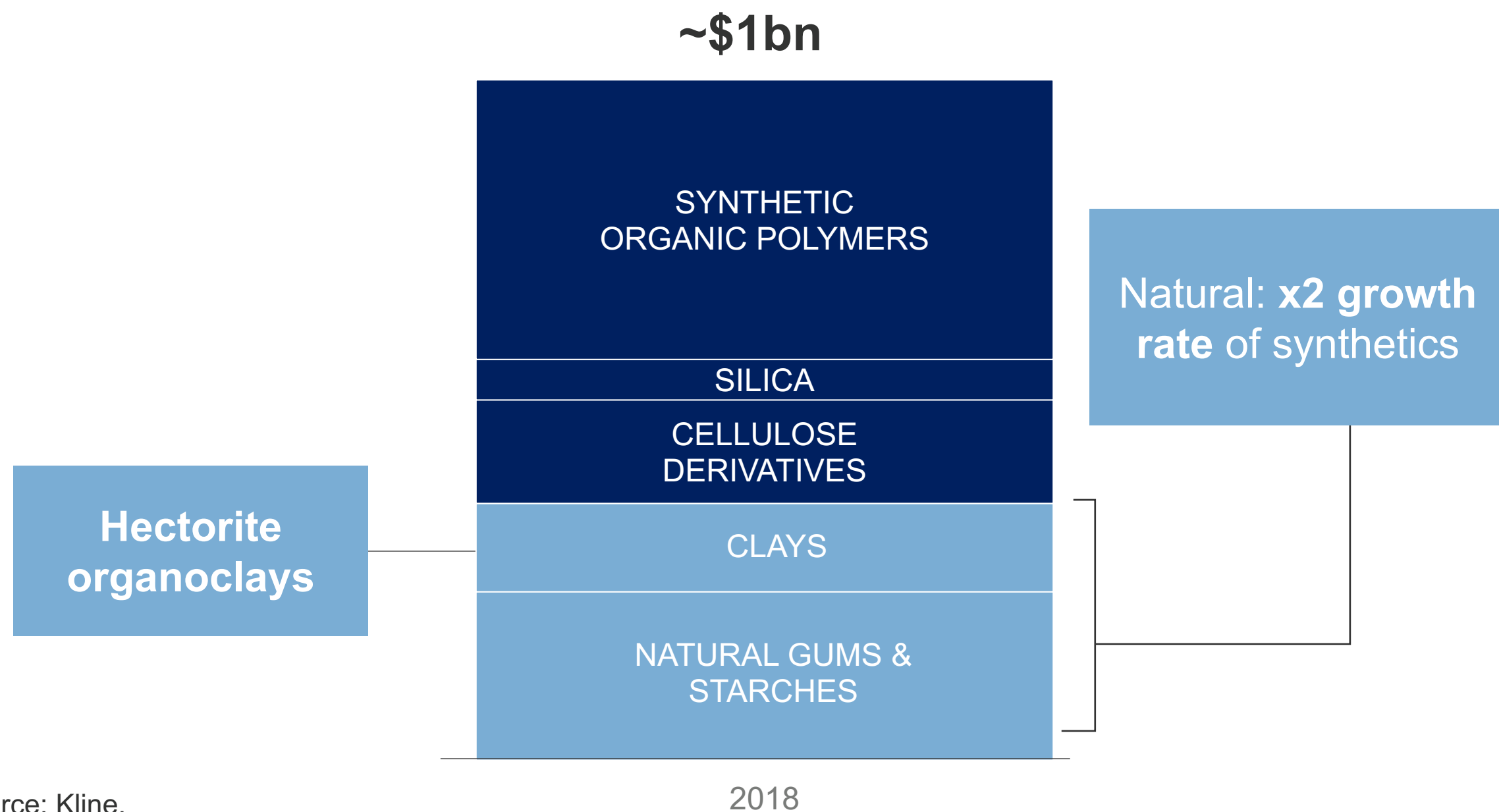
ANTI-PERSPIRANT (AP) ACTIVES

- Formulation expertise
- Global #1 – scope & scale
- Innovation leadership & strong pipeline

*Adjusted operating profit ** Excludes dental and pharma businesses

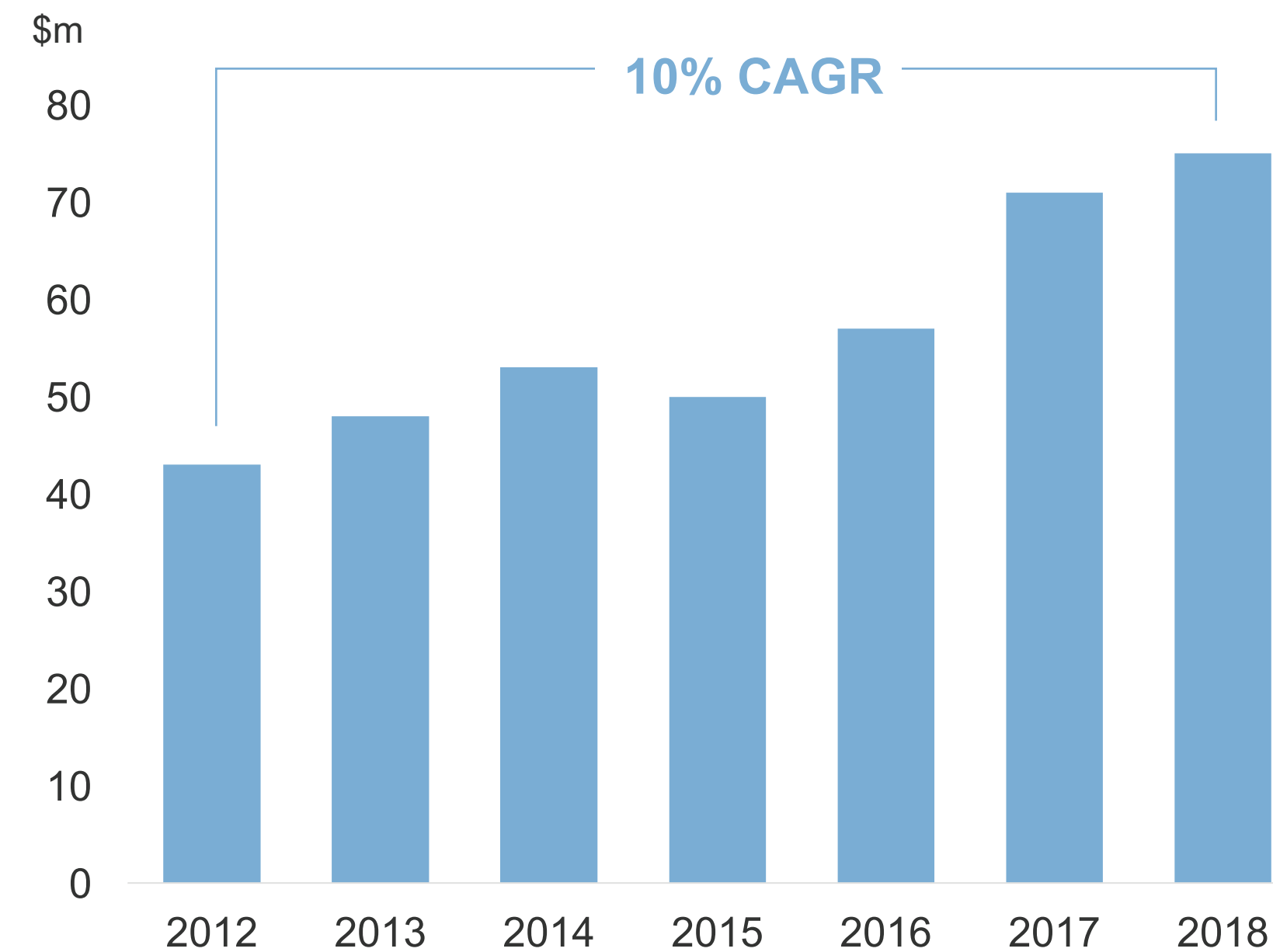
Cosmetics – Natural & Growing

NATURAL RHEOLOGICAL MODIFIERS DRIVING GROWTH



Source: Kline.
Note: Excludes Oral Care Market

ELEMENTIS COSMETICS – A STRONG TRACK RECORD



FUTURE GROWTH

ASIA | SKINCARE | TALC



Cosmetics in Asia

GROWTH OPPORTUNITY



TREND: COSMETICS PREMIUMISATION IN ASIA

- Asia: 40% of global cosmetics market, growing c. 6% p.a.
 - Expanding middle class
 - Premium product focus
 - Skin care



OPPORTUNITY: ELEMENTIS GROWING RAPIDLY

- Elementis in Asia - growing 3x market
 - ✓ Natural ingredients
 - ✓ Premium products
 - ✓ Customer collaboration
- Further growth supported by:
 - ✓ Sales force investment
 - ✓ Dedicated technical service
 - ✓ Product innovation



* Medium term objective



Hectorite clay for skin care

GROWTH OPPORTUNITY



TREND: NATURAL SKIN CARE INGREDIENTS

- Skin care c.50% of the rheology* market, growing at ~6% p.a
- Strong demand for premium products that are
 - Natural
 - Clean
 - Sustainable

OPPORTUNITY: A NEW APPLICATION FOR HECTORITE

- Hectorite traditionally used in colour cosmetics & well suited to skin care
 - ✓ Natural
 - ✓ White
 - ✓ Formulation flexibility
- New products – double skin care sales



* Rheology modifiers for personal care applications




**Medium term objective



ELEMENTIS
Applied Innovation Through Applied Innovation

BENTONE HYDROCLAY™ PV
Extraordinary water-phase rheology
sourced from nature

Enhanced Performance Through Applied Innovation



ELEMENTIS

BENTONE® LUXE
Exceptional emulsification and rheology control

Enhanced Performance Through Applied Innovation



Talc as a natural ingredient

GROWTH OPPORTUNITY

ELEMENTIS

TREND: ALTERNATIVE, NATURAL INGREDIENTS

- Talc in Cosmetics
 - Natural
 - Chemically inert
 - Hydrophobic

OPPORTUNITY: HIGH PURITY TALC FOR COSMETICS

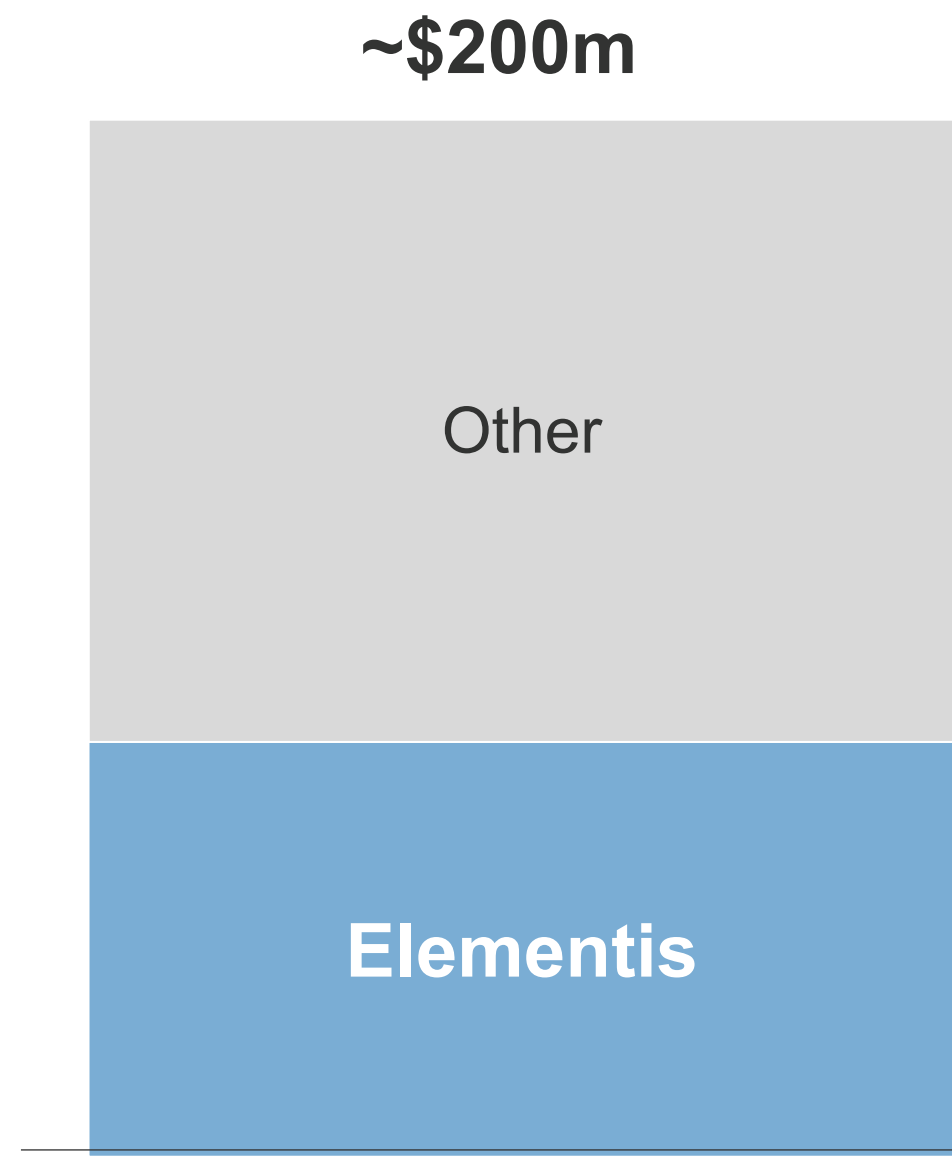
- New business area opened up by Elementis distribution and R&D capability
- Mondana[®] – ideal for colour cosmetics & APDO*
 - ✓ Long lasting
 - ✓ Crisp colours
 - ✓ Soft & smooth



* Anti-perspirant deodorant

AP Actives – A well positioned market leader

ELEMENTIS THE LEADER IN A GROWING NICHE

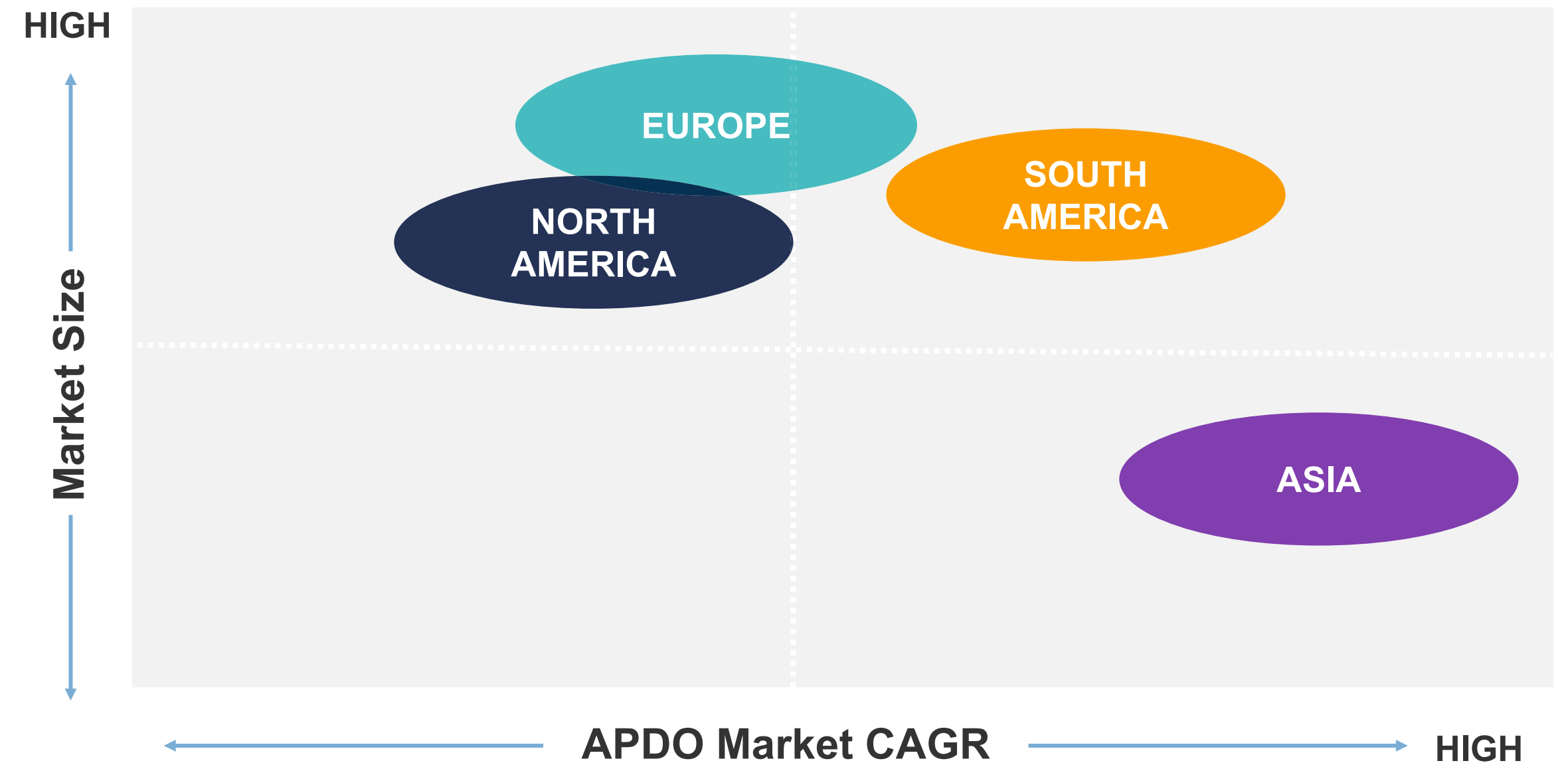


Source: Euromonitor

2018

Medium term outlook:
~ 4-5% p.a growth

APDO* GROWTH DRIVEN BY EMERGING MARKETS



FUTURE GROWTH

EMERGING MARKETS

INNOVATION

* Anti-perspirant deodorant



AP Actives market growth

GROWTH OPPORTUNITY

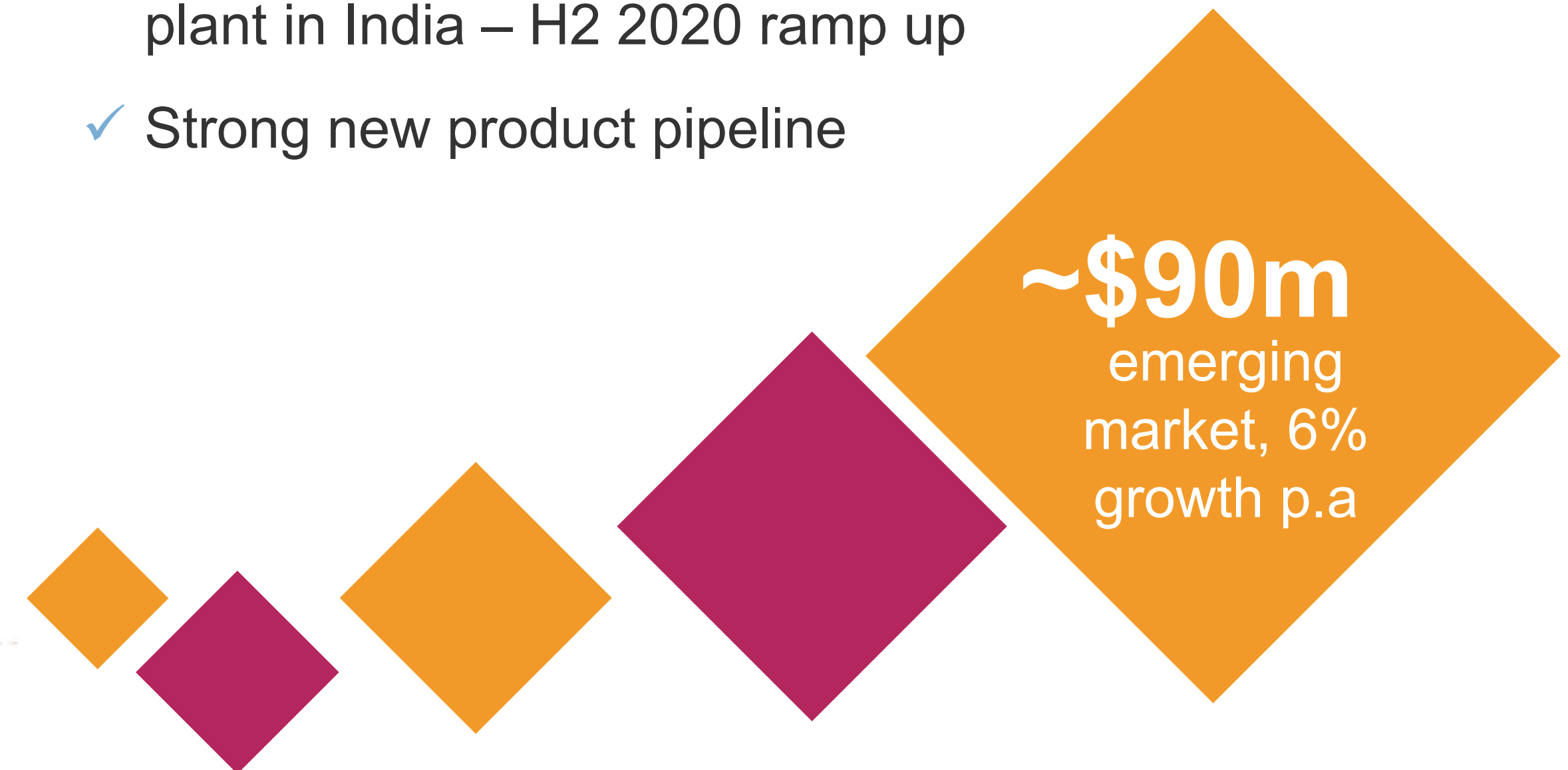
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TREND: STRONG DEMAND IN ASIA & LATAM

- Population growth
- Rising disposable incomes
- Increased product penetration

OPPORTUNITY: COST EFFECTIVELY SERVE GROWTH

- Elementis - global market & technology leader
- Growth strategy
 - ✓ Global key account alignment
 - ✓ Advantaged manufacturing plant in India – H2 2020 ramp up
 - ✓ Strong new product pipeline





AP Actives innovation leadership

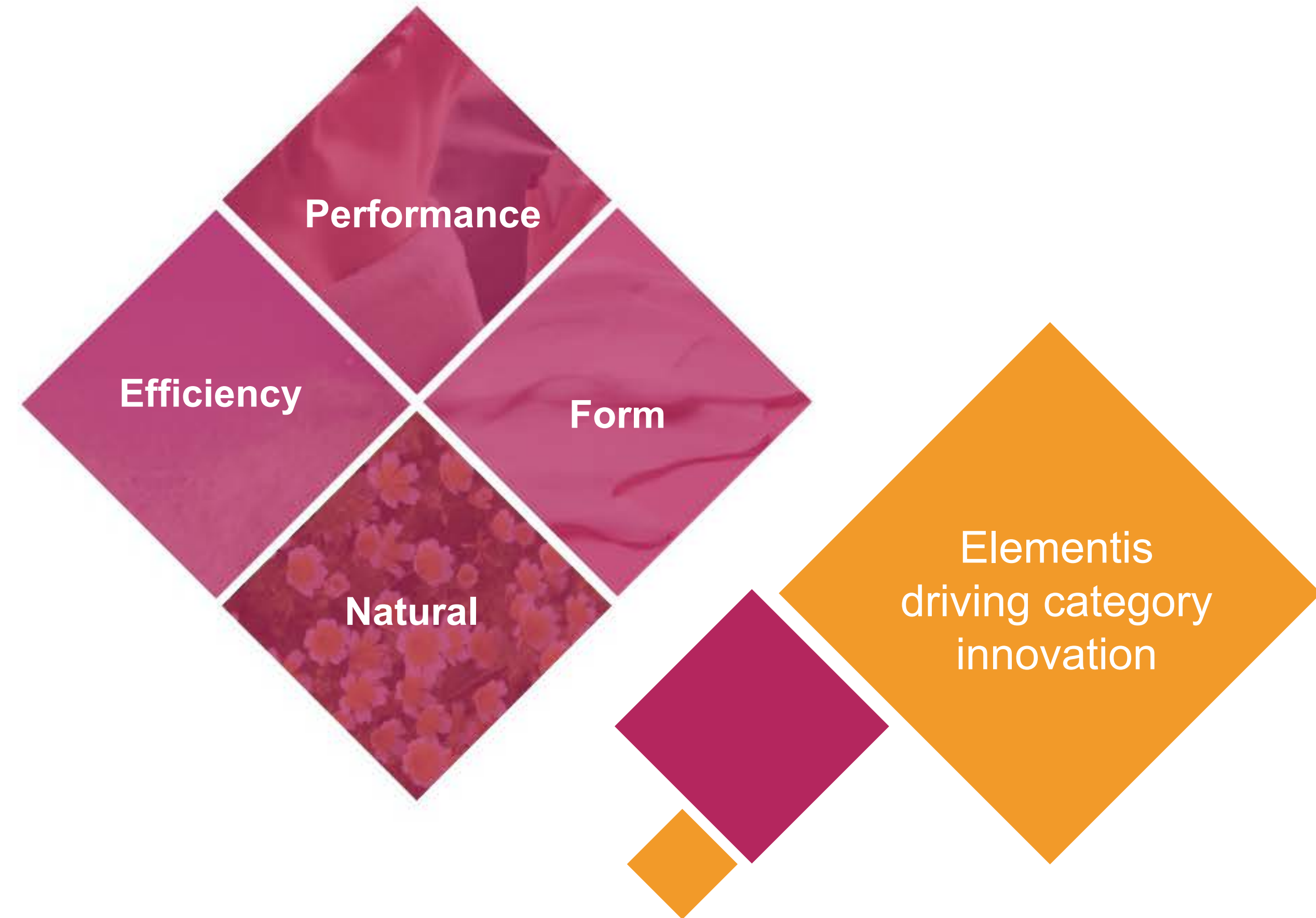
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GROWTH OPPORTUNITY

TREND: PREMIUM PRODUCT PERFORMANCE

OPPORTUNITY: DELIVER INNOVATION VALUE ADD

- Consumers demand premium AP:
 - Long lasting/clinical strength
 - Multi-functionality
 - Skin care benefits
 - Natural/green/clean



Key Messages



A market leader in Cosmetics and AP actives with strong competitive advantages



Material growth opportunities in Asia, Skin Care, AP actives & Talc

Medium term financial outlook:

GDP++
organic revenue growth

Stable
operating profit margin*

*Adjusted operating profit



Innovation focus on natural ingredients



A global specialty chemicals company

GLOBAL AMBITION

CHRISTIAN KATHER, SVP



INNOVATION | GROWTH | EFFICIENCY

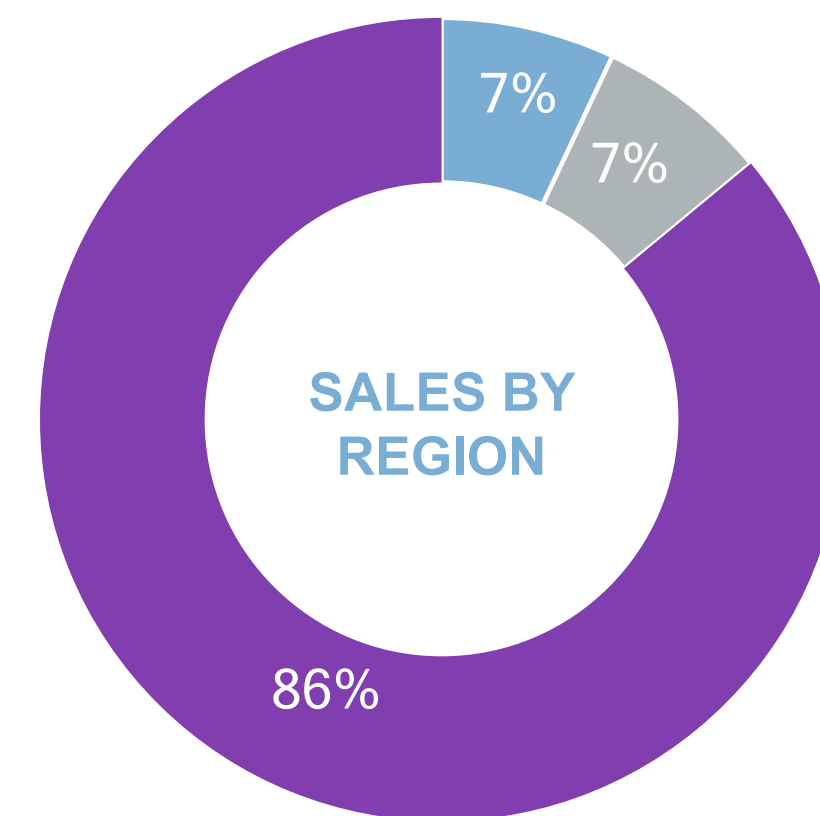
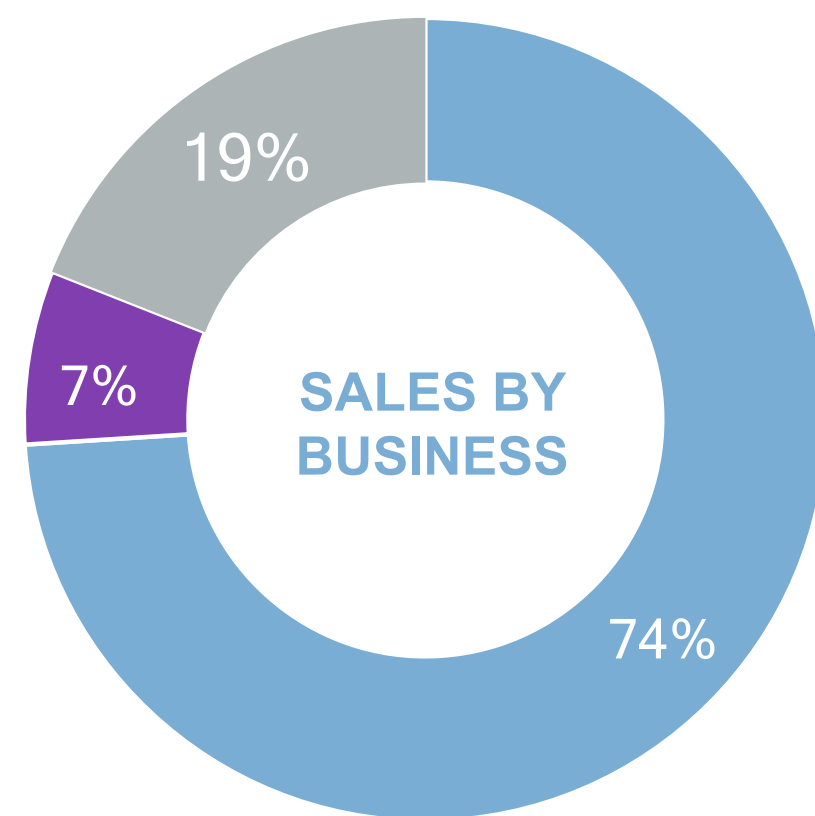
Talc Overview

KEY FIGURES (2018)

\$158m
NET SALES

\$25m
OPERATING PROFIT*

15.5%
MARGIN*

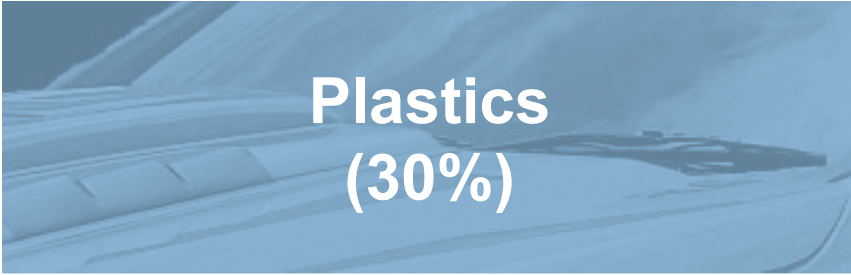




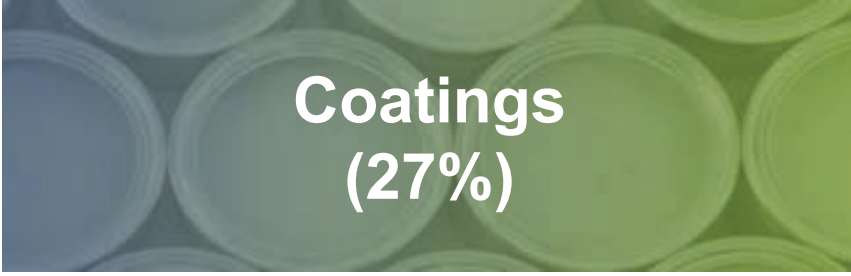



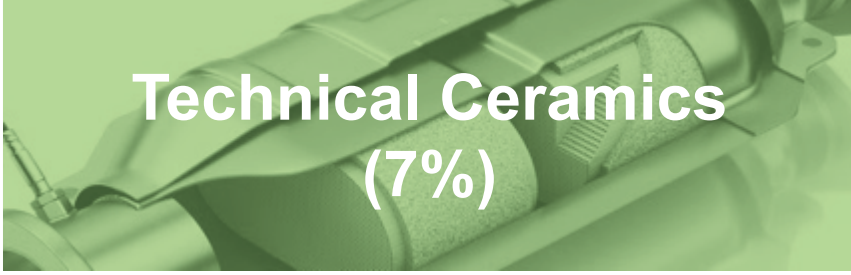









SOURCE OF COMPETITIVE ADVANTAGE

- Proven track record in industrial talc growth
- Unique processing and formulation capabilities
- High quality, backward integrated operating model
- Customer service, quality and consistency

*Adjusted operating profit

Talc – follows a performance additive logic

Verticals (% of 2018 Talc sales*)	Valued Properties	Share of Total Formulation Cost	Customers
 <p>Plastics (30%)</p>	Stiffness Inertness Mechanical resistance Colour consistency	Up to 10%	   
 <p>Coatings (27%)</p>	Mechanical resistance Sheen Opacity Hydrophobicity	1 – 3%	  
 <p>Technical Ceramics (7%)</p>	Lower firing temperature Reduced cracking	c.5%	
 <p>Other Diversified (16%)</p>	Inertness Whiteness Lubricant properties	c.1%	 
 <p>Paper (20%)</p>	Printability Barrier effect	c.10%	 

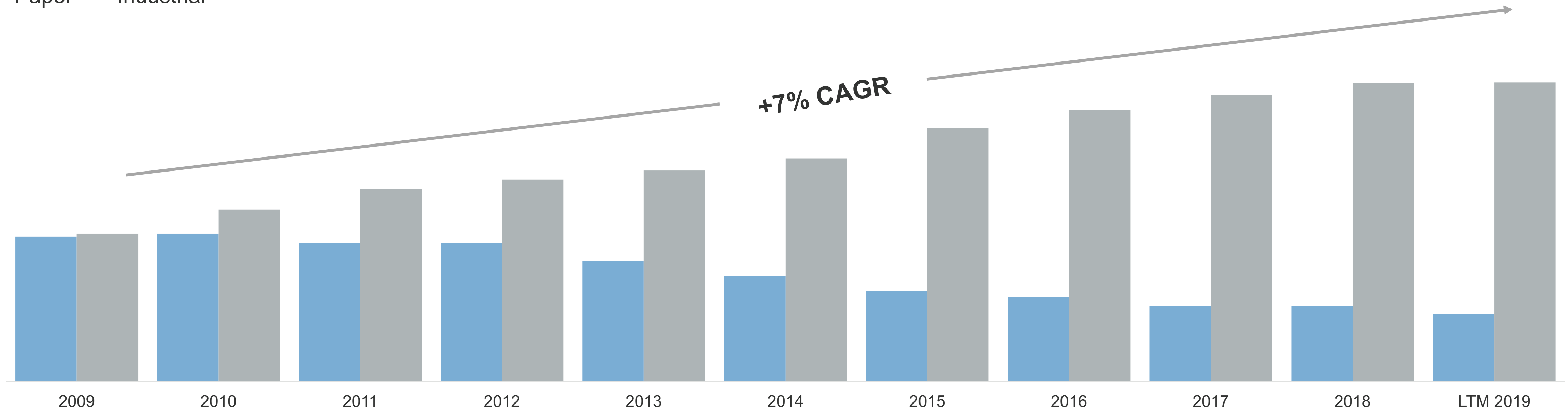
Talc adds critical performance features to a highly diverse set of end-markets...
 ... Yet talc constitutes only a small portion of the overall formulation cost for the customer

* Excluding other minerals

Consistent industrial Talc growth

PAPER VS INDUSTRIAL

■ Paper ■ Industrial



Note: graph shown in constant currency

Successful Talc integration

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People

All key employees retained

Processes

Talc integrated with Elementis global teams

Cost Synergies

\$2m run rate on track

Revenue Synergies

\$20-25m by 2023 on track

\$18m of new business opportunities and strengthened distributors in Asia & America

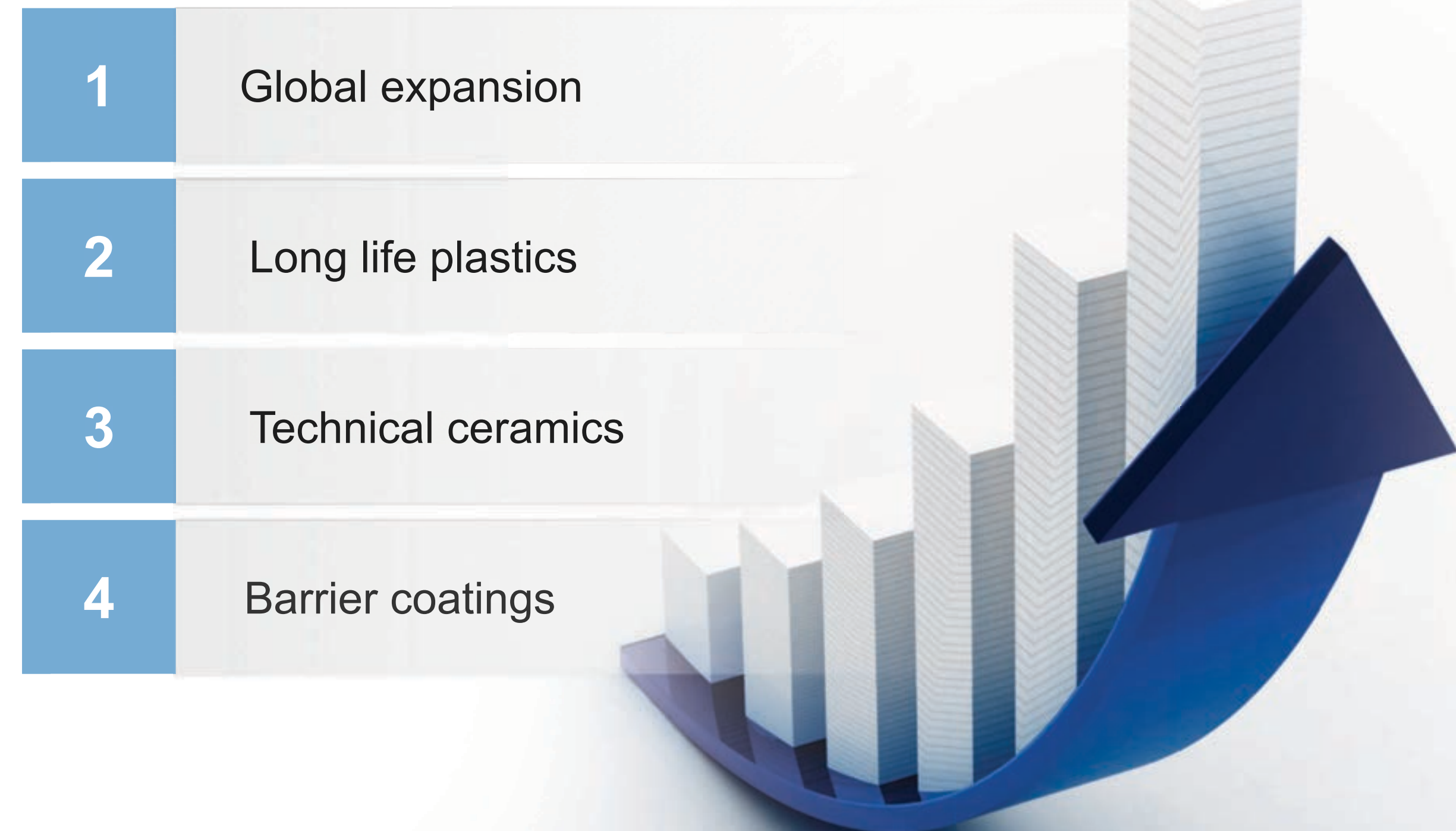
An attractive market & Elementis is well positioned to grow

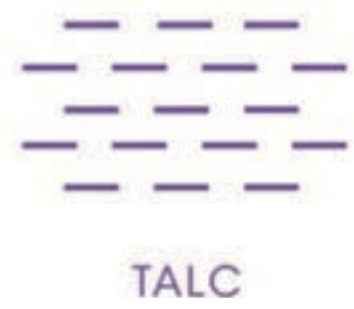
A NICHE MARKET, GROWTH TRACK RECORD

Global industrial talc market	\$1.1bn
Elementis market share	11%
Industry CAGR*	5%

* 2013 – 18 CAGR

ELEMENTIS WELL POSITIONED TO ACCELERATE GROWTH





Global expansion

GROWTH OPPORTUNITY



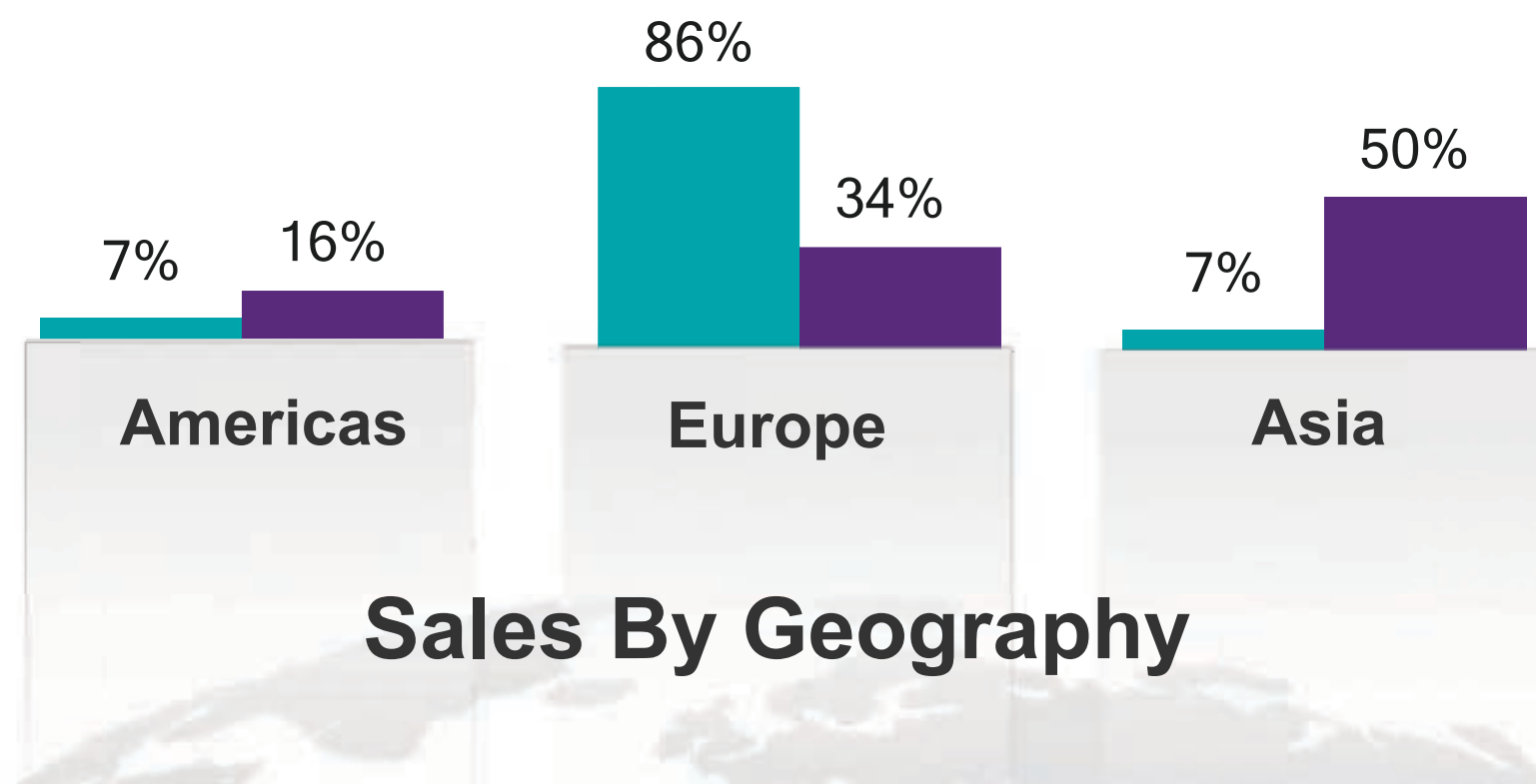
TREND: TALC INCREASINGLY A GLOBAL MARKET

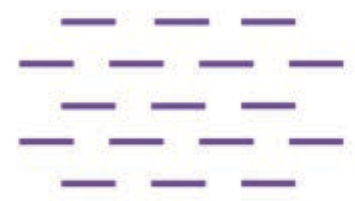
- High quality & technical support demanded on a global basis

OPPORTUNITY: GLOBALISE & ACCELERATE TALC SALES

- Expand in Asia & Americas
- Elementis global capabilities
 - ✓ Asset base
 - ✓ Marketing & distribution
 - ✓ Technical support

Elementis Talc Market





TALC

Long life plastics driving sustainability



GROWTH OPPORTUNITY

TREND: TALC SUPPORTS VEHICLE LIGHT WEIGHTING

- Plastics replacing metal parts - lighten cars & reduce CO2 emissions
- Talc usage in plastics growing
 - Reinforce strength without adding weight
 - Improve feel & quality

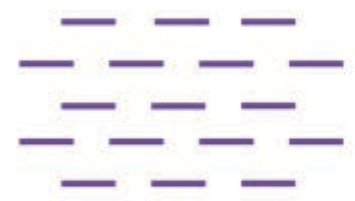
OPPORTUNITY: MARKET SHARE GAIN

- Grow market share from 7%:
 - ✓ Win with global customers on quality & consistency
 - ✓ Grow into customers' global footprint



AVERAGE TALC PER VEHICLE





TALC

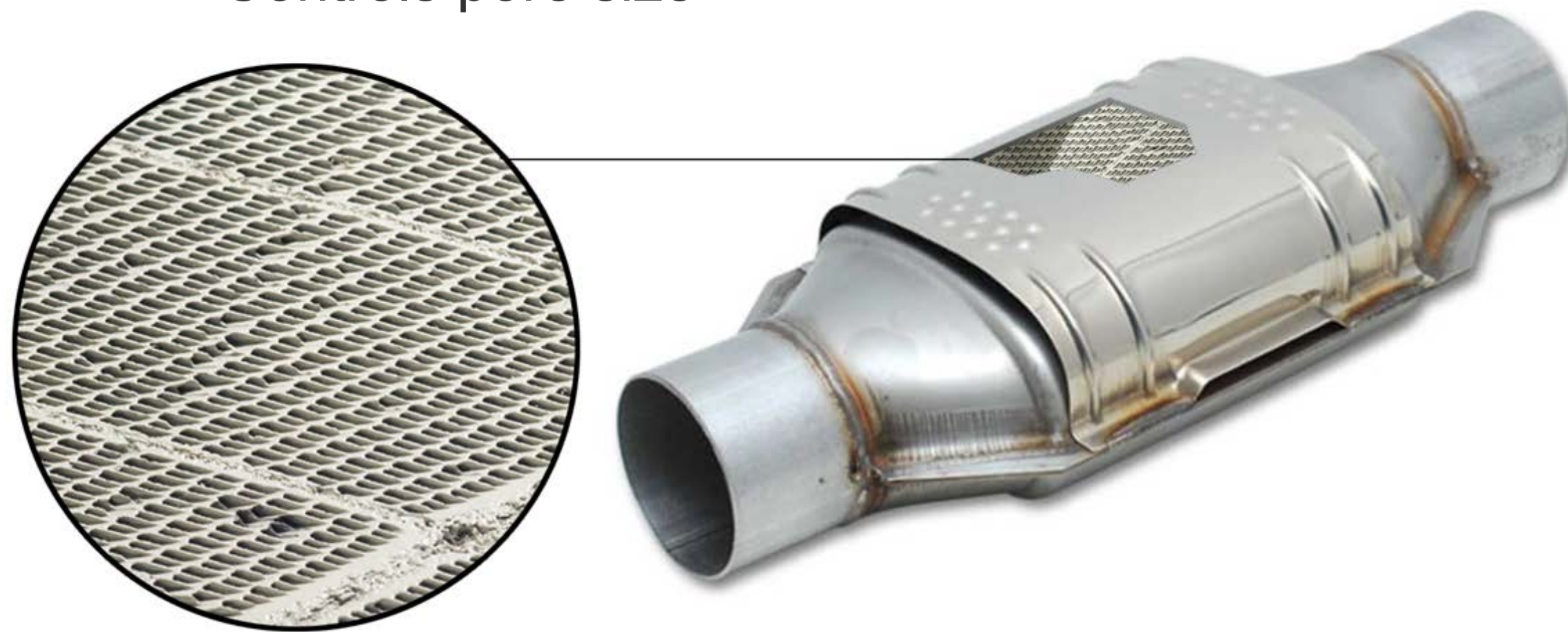
Technical ceramics supported by regulation



GROWTH OPPORTUNITY

TREND: TIGHTENING ENVIRONMENTAL REGULATION

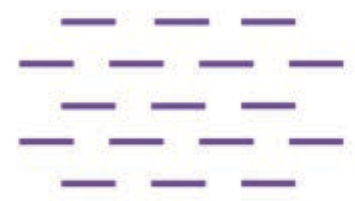
- Emerging market regulation to support catalytic convertor demand
- Talc a key component of ceramic body for catalyst convertors
 - Prevents cracking
 - Controls pore size



OPPORTUNITY: SERVE A GROWING, PREMIUM APPLICATION

- Elementis is the leading global supplier of talc for technical ceramics:
 - ✓ Unique product quality
 - ✓ Global supply and technical support





TALC

Barrier Coatings

GROWTH OPPORTUNITY



TREND: REPLACE SINGLE USE PLASTICS IN EUROPE

- EU legislation & consumer behaviour reducing plastics in food packaging
- Talc can replace oil/plastics in food packaging



OPPORTUNITY: TALC FOR BARRIER COATINGS

- Elementis talc well positioned for use in barrier dispersion coatings
 - ✓ High purity
 - ✓ High lamerlarity
- Product live with Scandinavian food retailers & testing with major packaging companies



Key Messages



Global #2 in Talc serving growing high end industrial applications

Significant synergy potential with Elementis' global reach, customer relationships & innovation expertise

Medium term financial outlook:

GDP++
organic revenue growth

Improving
operating profit margin*

*Adjusted operating profit



Clear growth opportunities: long life plastics, technical ceramics and barrier coatings



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HIGH VALUE PARTICIPATION

LUC VAN RAVENSTEIN, SVP

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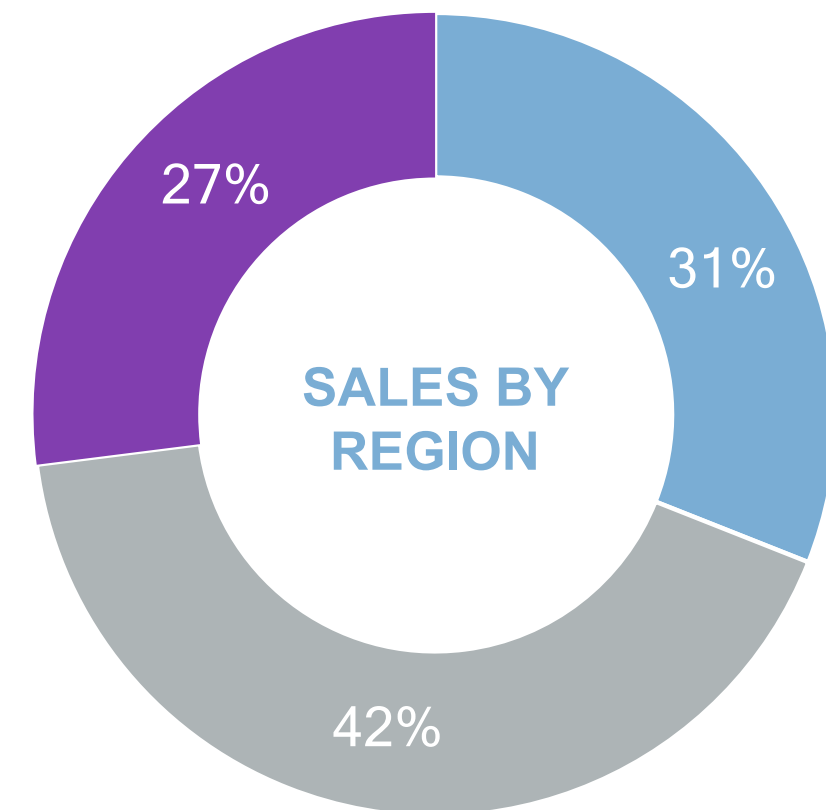
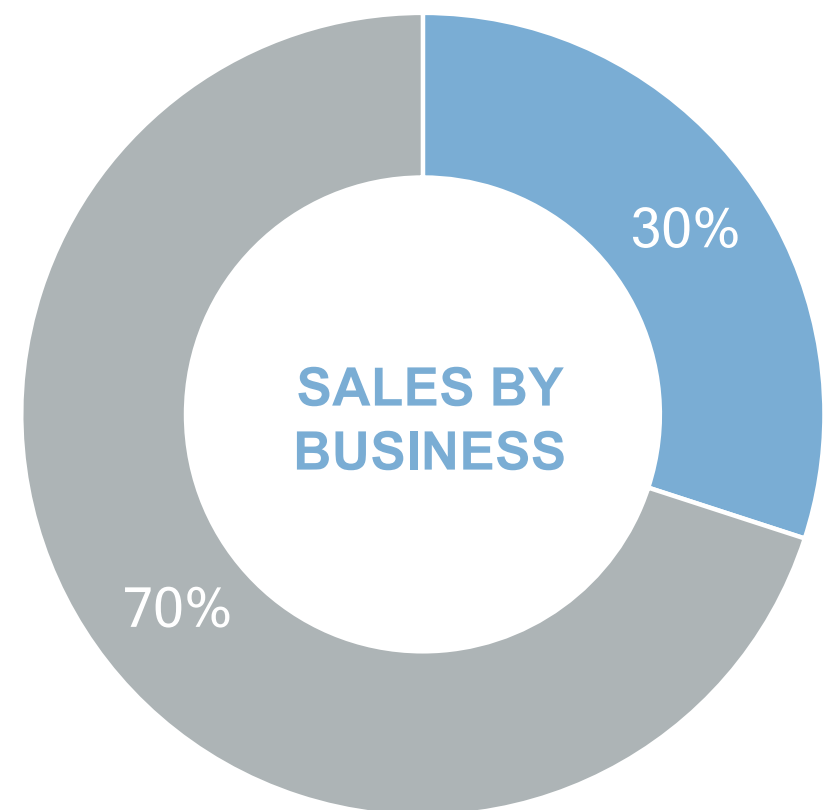
Coatings Overview

KEY FIGURES (2018)

\$362m
NET SALES

\$53m
OPERATING PROFIT*

14.5%
MARGIN*



Decorative Industrial

Asia Americas Europe

SOURCE OF COMPETITIVE ADVANTAGE

- Global leader in rheology
- Unique hectorite resource
- Complementary high value additive technology
- Global reach & customer intimacy

*Adjusted operating profit

Global Coatings transformation complete

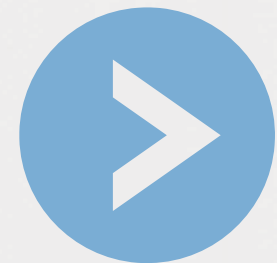
ELEMENTIS

1 | **Increased customer intimacy**



Joint innovation initiatives
Exciting GKAM* pipeline

2 | **Simplified product portfolio**



Working capital savings
Increased specialty focus

3 | **Leaner, global team**



One global team
Nimble, transparent & aligned



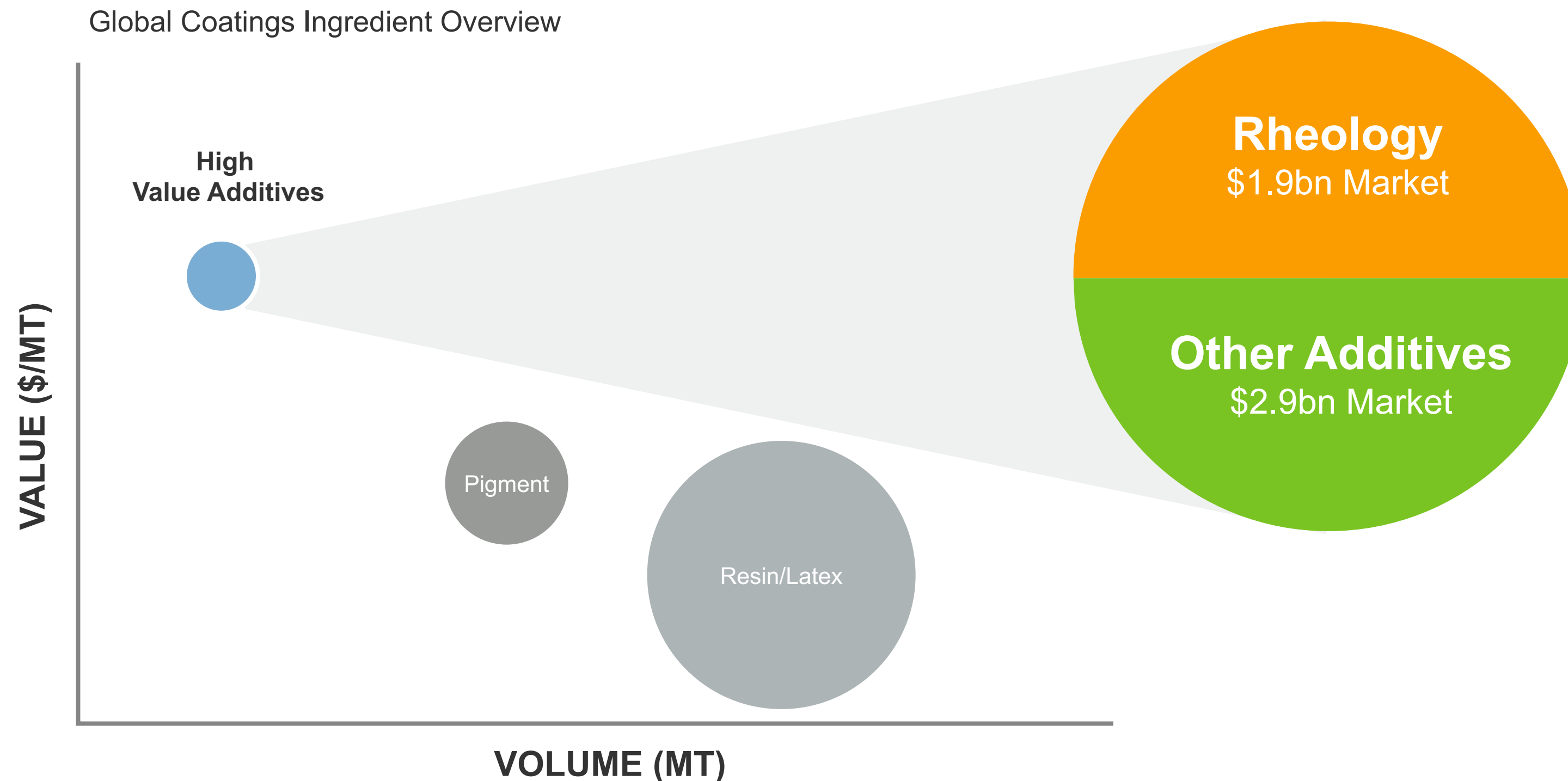
A more nimble, efficient and growth focused organisation

* Global Key Account Management

Well positioned in premium Coatings additives

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ELEMENTIS COMPETES IN A HIGH VALUE NICHE



- Elementis solutions are essential for high performance Coatings
- We provide a systems approach to resolve customer challenges
 - Critical [rheology modifiers](#)
 - Supported by [selected additives](#)

Critical to end product performance, but < 5% of customer formulation costs

Premium additives: deliver critical performance improvement

Selected Sub-Segment		Valued Properties	Market need addressed		
			Premiumisation	Efficiency	Sustainability
Rheology Modifiers	Organoclays	Paint storage and improved application			
	Synthetic Thickeners	Enabling premium, VOC-free paints			
	Organic Thixotropes	Faster, more sustainable processes Hybrid sealants and premium protective coatings			
Additives	Defoamers	Prevent paint film defects, faster processes			
	Wetting Agents	Facilitate substrate adhesion without foaming			
	Dispersing Agents	Improved aesthetics, stable formulations			

FUTURE GROWTH

PREMIUM DECORATIVE

WATERBORNE INDUSTRIAL

ADHESIVES & SEALANTS



Premium decorative coatings

ELEMENTIS

GROWTH OPPORTUNITY

TRENDS: DECORATIVE PREMIUMISATION

SOLUTION: ELEMENTIS RHEOLATE[®] HX RHEOLOGY SERIES

One coat hide

Stain resistance

Sustainability



Breakthrough performance in single coat



Step change in stain resistance



VOC & preservative free coatings

\$400m

addressable market
15-20% share
aim*

* Medium term



Waterborne industrial additives

ELEMENTIS

GROWTH OPPORTUNITY

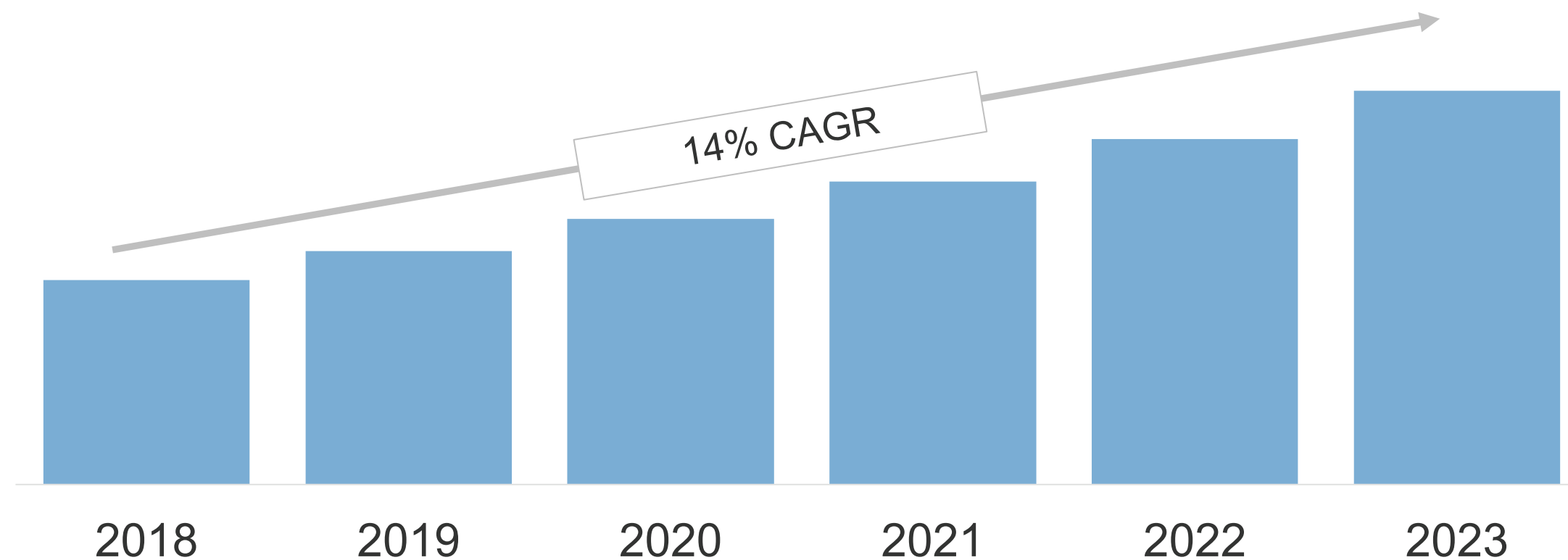
TREND: FROM SOLVENT TO WATER

- Strong momentum for conversion to waterborne
 - Environmental
 - Regulation
- Challenge: requires entirely new formulations with similar/improved performance

OPPORTUNITY: INTEGRATED TECHNOLOGY SOLUTIONS

- Elementis enables effective conversion to waterborne
 - ✓ Rheology leadership
 - ✓ Novel waterborne additives
 - ✓ Un-equalled Asia presence

China waterborne wood coatings





Hybrid Adhesives & Sealants

ELEMENTIS

GROWTH OPPORTUNITY

TREND: A GROWTH MARKET FOR PREMIUM ADHESIVES

- Fast growth market supported by clear megatrends:
 - Replace nuts & bolts
 - Energy efficiency regulations
 - Demographics
 - Light weighting materials

OPPORTUNITY: ADVANTAGED THIXATROL® TECHNOLOGY

- Thixatrol® well positioned vs traditional additives
 - ✓ **Performance** – improved adhesion
 - ✓ **Efficiency** – lower temperature activation
 - ✓ **Sustainability** – naturally derived (castor wax)





Talc in Coatings

GROWTH OPPORTUNITY



TREND: MORE SUSTAINABLE COATINGS

- Talc in Coatings enables
 - Improved durability & mechanical resistance
 - Lower VOC & higher solid coatings

OPPORTUNITY: CUSTOMER, GEOGRAPHY, INNOVATION

- Talc is a natural fit for Elementis coatings
 - ✓ \$12m new business opportunities
 - ✓ 30 new global distributors



Key Messages



Leading supplier of high value additives, critical to performance



Clear growth opportunities: premium decorative, waterborne industrial, adhesives & sealants & talc

Medium term financial outlook:

GDP+
organic revenue growth

Improving
operating profit margin*

*Adjusted operating profit



Transformation programme complete bringing margin improvement and focused growth

ELEMENTIS

A global specialty chemicals company

Capital Markets Day



INNOVATION | GROWTH | EFFICIENCY

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EFFICIENCY & SIMPLIFICATION

AJEETH ENJETI, SVP



INNOVATION | GROWTH | EFFICIENCY

Enhanced Performance Through Applied Innovation

Savings driven by efficiency and simplification

ELEMENTIS

**Fit for purpose
organisation**

Simple and lean

**Operational
efficiency**

Supply chain improvements

**Digital
implementation**

Faster and easier

\$15m of savings by 2022

Fit for purpose organisation

APPROACH

Streamlined structure


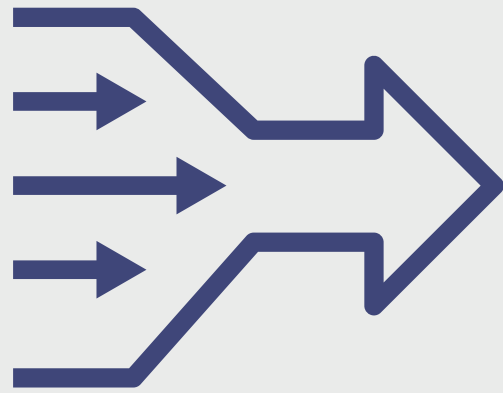

Increased spans of control,
reduced management layers

Aligned job levels

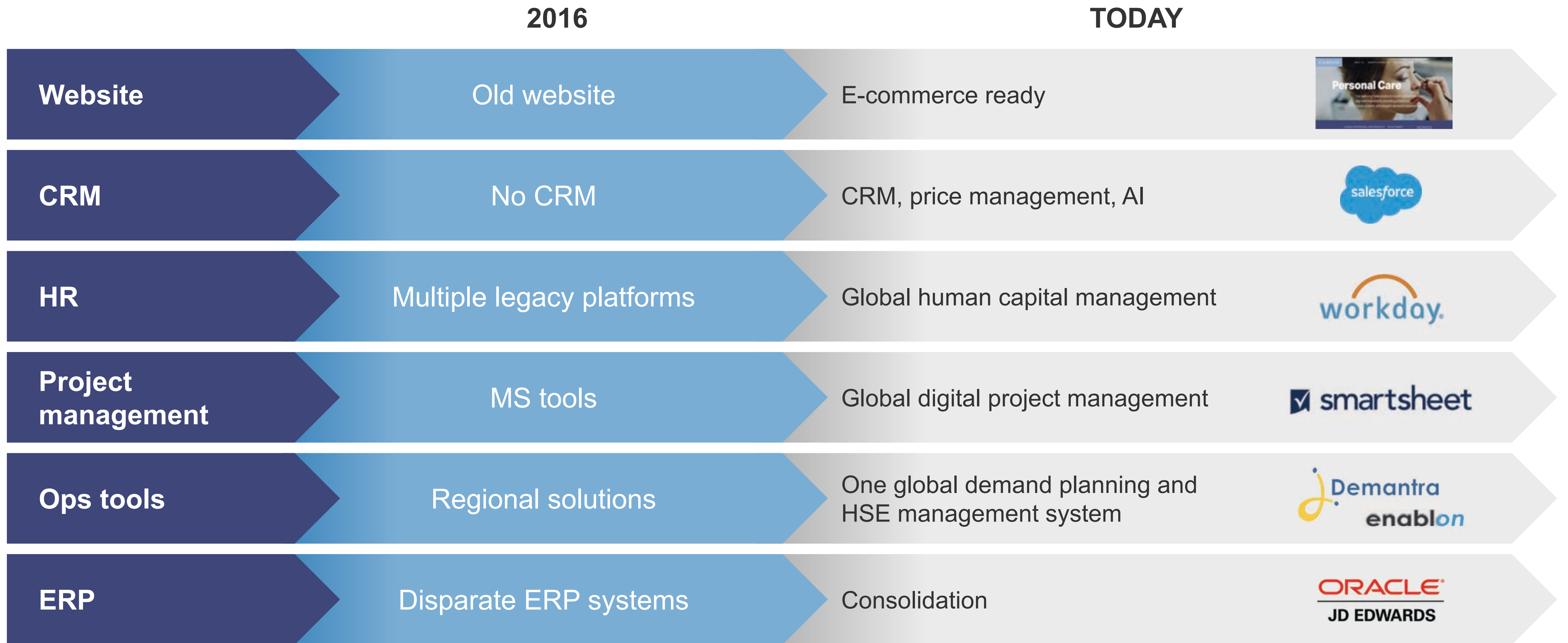
**100 roles
eliminated**
~\$5M
savings



Operational efficiency- \$10m savings

	INDIA PLANT	VOLUME REALLOCATION	PROCUREMENT
OPPORTUNITY	Lower cost to serve Tariff neutral Closer to new growth markets	Internal volumes optimised Third parties reduced	Optimise warehouse & logistics Raw material supply competition
ACTION	Shift volumes to India 	Global volume optimisation 	Supplier and asset review 

Digital implementation



Digital platforms for performance management

ELEMENTIS

Salesforce CRM supports sales and performance management



Pipeline value (\$m) up 22% within six months of launch

2019 - \$20m new business closed YTD

Next steps – Continued focus on closing opportunities & margin profile

Demand and supply chain planning management



Delivered incremental cash savings of \$5m in 2019

Critical tool for overall **working capital improvement program**

Next steps – Forecasting improvements for working capital gains

Savings driven by efficiency and simplification

ELEMENTIS

**Fit for purpose
organisation**

Simple and lean

**Operational
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Supply chain improvements

**Digital
implementation**

Faster and easier

\$15m of savings by 2022

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FINANCIAL FRAMEWORK

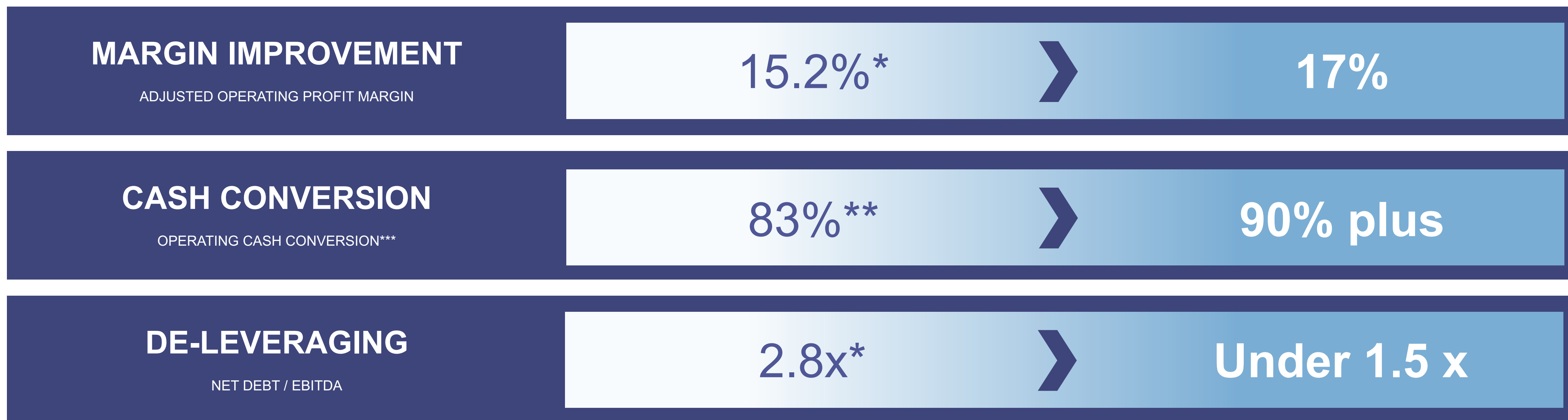
RALPH HEWINS, CFO

INNOVATION | GROWTH | EFFICIENCY

Enhanced Performance Through Applied Innovation

Medium term Group performance objectives

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* Last twelve months to 30 June 19

** Last three year average

*** Calculated as (adjusted EBITDA – capex – working capital change) / adjusted operating profit

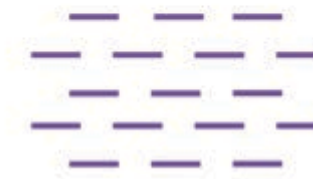
Attractive organic growth potential



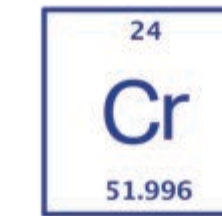
Personal Care



Coatings



Talc



Chromium



Energy

	Personal Care	Coatings	Talc	Chromium	Energy
MARKET GROWTH	GDP +	GDP	GDP +	Industrial production	Oil price dependent
ELEMENTIS OPPORTUNITIES	Asia Cosmetics Skin care AP Actives	Premium deco Industrial waterborne Adhesives & Sealants	Global expansion Plastics share gain Technical ceramics Revenue synergy	Growth in Chrome Oxide	Eastern hemisphere expansion
GROWTH RATE	GDP ++	GDP+	GDP ++	In line with market	In line with market

Margin improvement opportunity

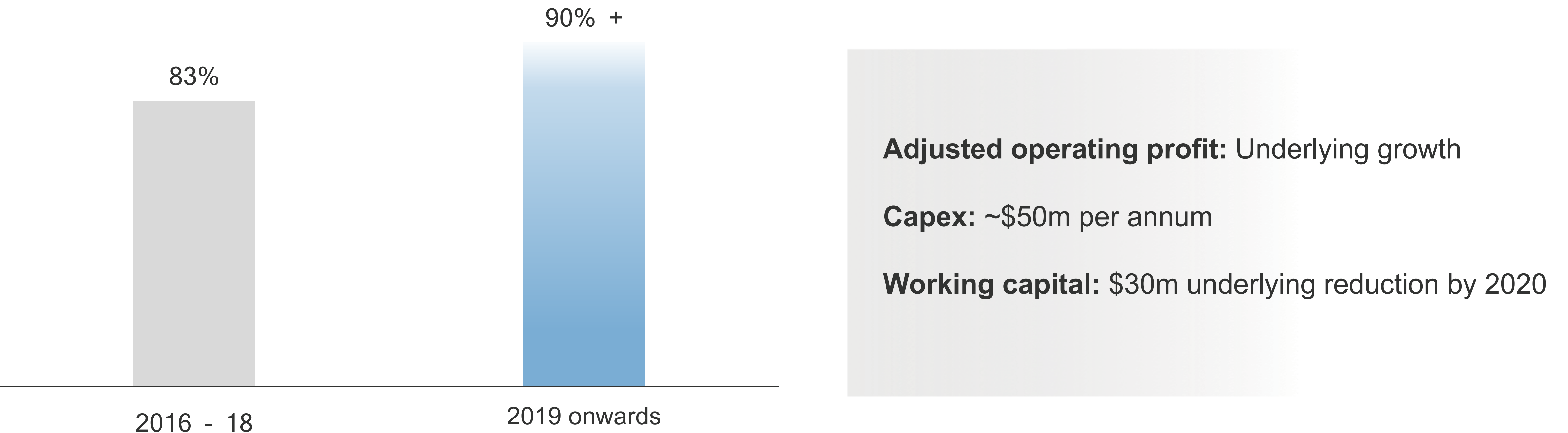
ADJUSTED OPERATING PROFIT MARGIN



* Net of fixed cost inflation

Strong operating cash flow to continue

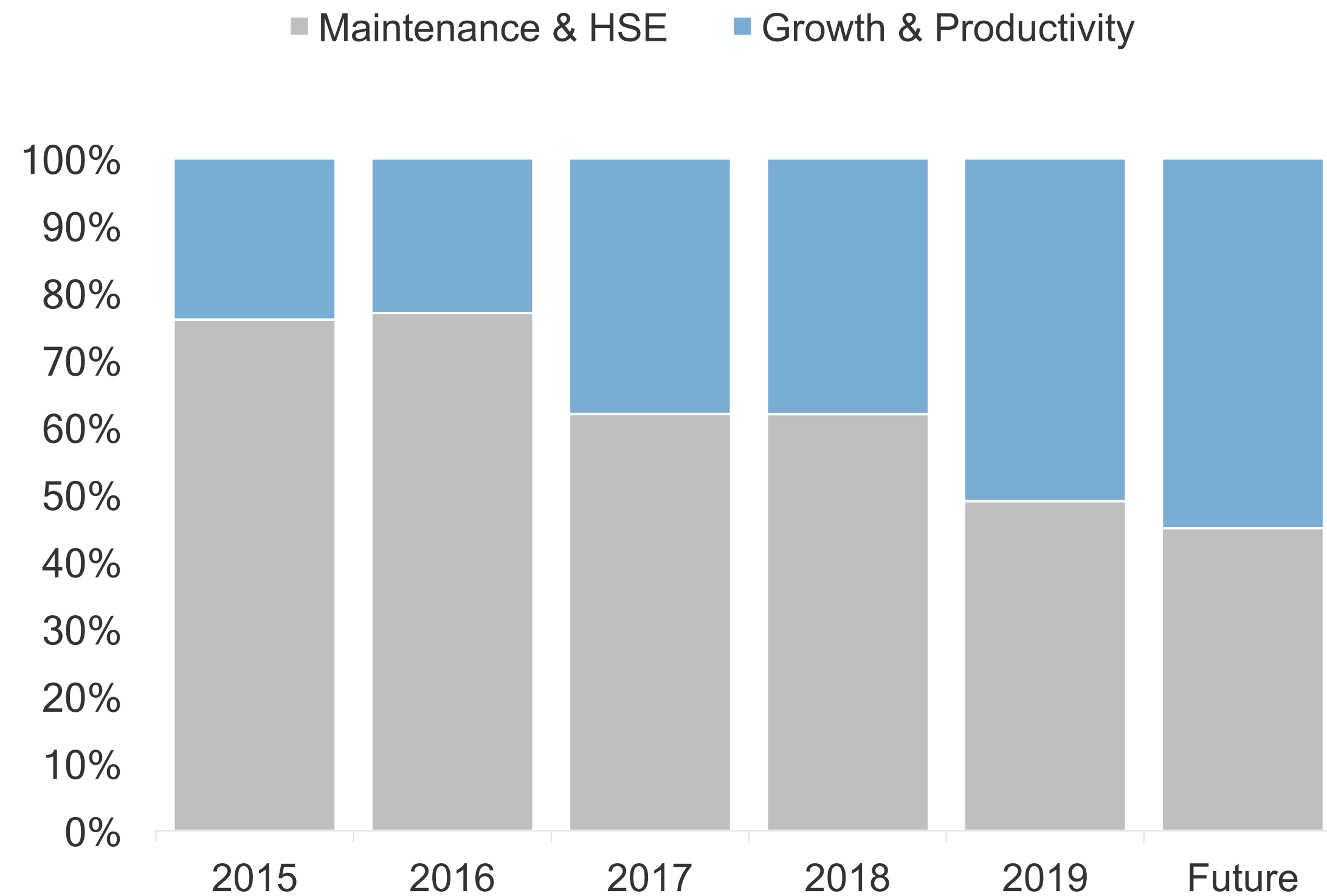
OPERATING CASH CONVERSION



Note: Operating cash conversion calculated as (adjusted EBITDA – capex – working capital change) / adjusted operating profit

Growth & productivity capex focus

CAPEX SPEND ON GROWTH & PRODUCTIVITY



HIGH RETURN CAPEX PROJECT EXAMPLE

US Organoclay Optimisation

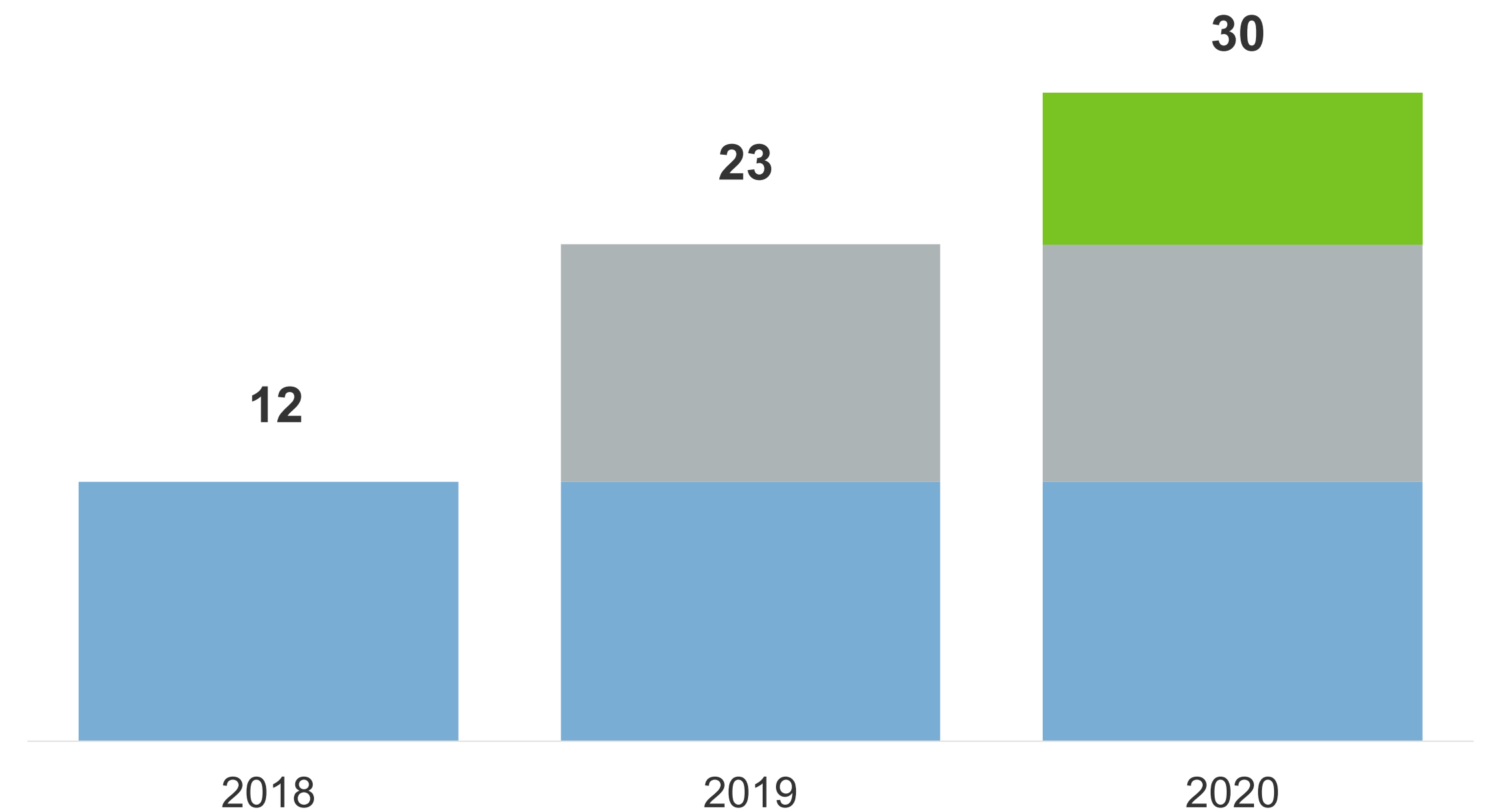
- St Louis & Charleston production consolidation
- Start up H1 2019
- \$8m spend
- IRR 25%+

\$30m working capital improvement by 2020

ACTIONS TO DATE

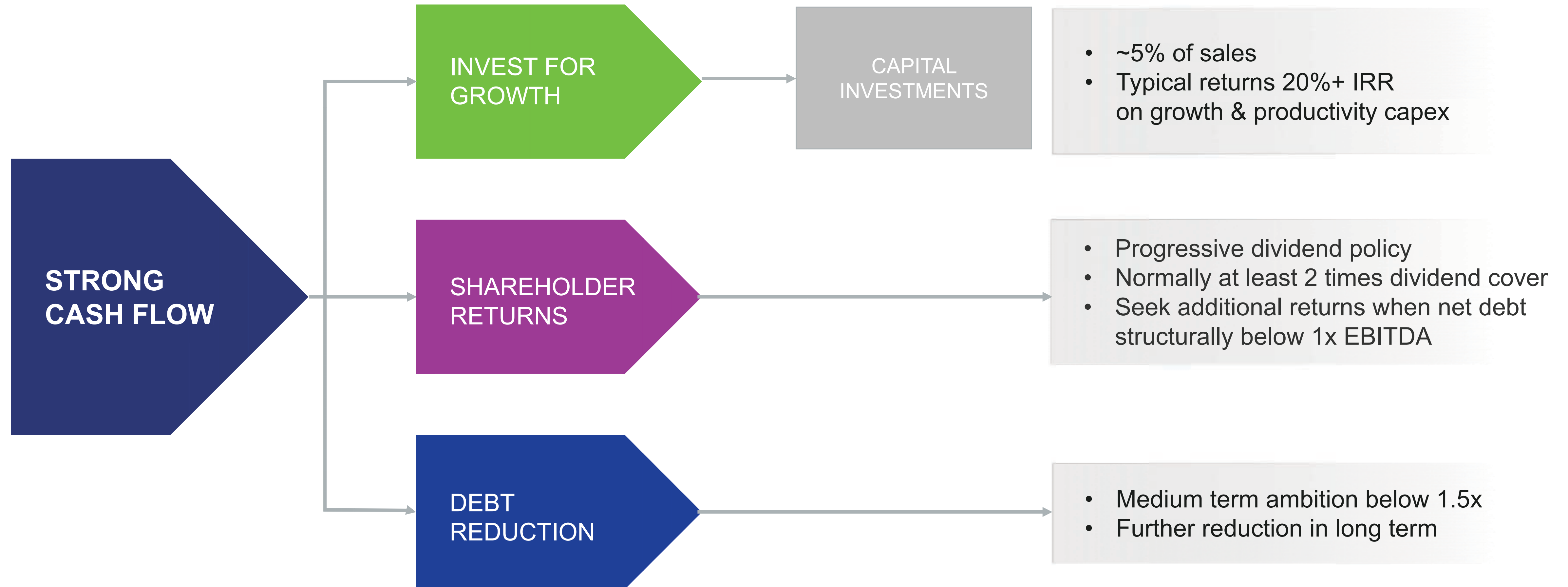
- ✓ **COMPLEXITY**
- Reduced SKUs
- ✓ **SERVICE LEVEL AGREEMENTS**
- 2018 roll out
- ✓ **INVENTORY**
- Make to order, pack to order
- New demand planning tools

WORKING CAPITAL SAVINGS PROGRESS



More working capital progress to come post 2020

Disciplined capital allocation



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WRAP UP

PAUL WATERMAN, CEO



INNOVATION | GROWTH | EFFICIENCY

Enhanced Performance Through Applied Innovation

Elementis value creation framework

ELEMENTIS

INNOVATION

GROWTH

EFFICIENCY

MEDIUM TERM OBJECTIVES

PROFITABILITY

Adjusted operating
profit margin of 17%

CASH

Operating cash
conversion 90%+

LEVERAGE

Net debt/EBITDA
<1.5x

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