

Strategy continued



First Choice for Customers

We are committed to becoming the first choice for customers by delivering best-in-class service and reliability on a sustainable basis.

We have identified three focus areas to help us achieve this priority.



On-Time, In-Full improvement

- OTIF is a key performance metric that measures how reliably we deliver products to customers. It covers two aspects: i) On-Time means the delivery arrives when the customer expects it and ii) In-Full means the delivery includes everything the customer is expecting from their order
- Customers rely on timely and complete deliveries to keep their operations running smoothly. A higher OTIF is therefore indicative of a more reliable supplier and leads to greater customer satisfaction
- Our OTIF levels have fallen c. 20% below industry best-in-class levels over the last few years due to several issues including bottlenecking at critical plants, first and foremost at St. Louis (US). To help address this, a Group-wide programme is being rolled out to help improve OTIF performance across all our sites. This includes ensuring we have the right people and expertise to run our operations and that we incorporate best practice learnings from our other manufacturing sites such as Livingston (UK)
- Through our proactive measures, we are already seeing encouraging signs of improvement in our OTIF performance, which has risen from 76% last year to 83% by the end of 2025

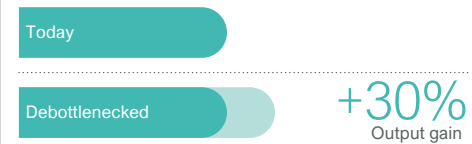
Enhancing service levels OTIF



Leveraging our footprint to increase output

- Starting with our US plant at St. Louis, we have identified opportunities to reduce downtime and increase output, both critical to improving customer satisfaction levels
- We are implementing preventive and predictive maintenance strategies that keep equipment running reliably and reduce backlogs
- We are aiming to improve batch efficiency through process optimisation and formulation refinement that can increase throughput without requiring additional capital investment
- We are looking at ways to use digital tools such as real-time monitoring and analytics to help identify inefficiencies, while AI-driven simulations can help optimise production scenarios. Equally important is aligning commercial and operational teams to ensure that the product mix matches plant capabilities and market demand, prioritising high-margin or high-demand products
- Since H1 25, we have achieved a 20% improvement in the manufacturing reliability at St. Louis; a great result but there is much more to do

Improve capacity utilisation at key site St. Louis opportunity



Customer first

- Putting the customer first is essential to us building a successful and resilient business. This is why we are investing in our colleagues to nurture a culture that embraces a customer-first mindset, where every employee – regardless of their role – understands how they contribute to our long-term success



CASE STUDY

High-Value, Customer-Led Innovation

BENTONE® LUXE XO, our 99% naturally derived emulsifying gel, continues to drive strong demand by its ability to simplify complex formulation needs and enable high performance products. By helping brands achieve better texture, stability, and sensorial quality in a single, sustainable ingredient, it reinforces Elementis' position as a partner of choice for customers seeking value-adding solutions.