



Simpler, Leaner Elementis

We are focused on building a simpler, leaner Elementis. To us this means driving **greater agility, faster execution, and improved responsiveness**, positioning Elementis to scale efficiently and deliver enhanced value to our customers.



As we become a leaner organisation, our strength doesn't just hold, it grows. With sharper focus, greater agility, and clearer priorities, we accelerate our impact and reinforce what matters most: being the partner our customers choose above all others."

Valerio Cittadini
Director Coatings EMEIA

As part of our simplification programme, having successfully delivered \$30m in aggregate savings in 2024 and 2025 from the completion of our Fit for the Future restructuring programme and supply chain improvements, we announced a further \$10m in additional savings by 2026, net of increased R&D investment. These savings will be achieved through reduced overheads, and improvements in supply chain and procurement processes.

By the end of 2025, we successfully delivered \$6m of this through overhead and central cost savings and are on track to deliver the remainder this year.

12

Manufacturing sites

8

R&D centres



Medium-Term Ambitions

Aligned with these priorities, our medium-term financial ambitions are:

Elevate Elementis

Three strategic priorities:



Accelerate Sustainable Growth



First Choice for Customers



Simpler, Leaner Elementis

Mid-single digit revenue growth

through the cycle

Adjusted operating profit margin

23%+

Three-year operating cash conversion

>90%

ROCE (excluding goodwill)

>30%

Through disciplined execution, we will create lasting value for customers, employees, and shareholders – elevating Elementis to the next level.