

Value proposition

How we make money

How our structure adds value

How we allocate capital

Critical relationships and resources

Our sustainable competitive advantages

How we are evolving

How we make money

Our expertise ensures that every formulation we touch is not only technically sound but also **consumer-centric** – delivering the right feel, finish, and functionality. It's chemistry with purpose, designed through collaboration and driven by insight.

We are a high-margin business and we generate strong free cash flow.

At the heart of our operational model is a **partnership-led innovation approach** – we collaborate closely with our customers to develop additive solutions that deliver real, measurable benefits to end consumers across a range of personal and industrial applications.

Whether it's enhancing an existing paint formulation that lacks the desired thickness and flow, or improving the spreadability and skin feel of a generic skin care product, we tailor solutions using our technical expertise to fine-tune texture, stability and performance. Sometimes, the need goes beyond fine-tuning – such as developing entirely new products like CHARGUARD™ 1000 (an additive that improves fire resistance of cable wires) and THIXATROL® 5050W (an additive used in waterborne metallic coatings for the automotive sector) that can deliver superior visual effects such as improved gloss, opacity and the 'flip-flop' effect (how the colour or brightness of a car changes depending on how you view it and how the light hits it).

1.

Starting with Research

Customer intimacy and market insight

- We begin with deep collaboration – immersing ourselves in our customers' needs and understanding market trends. This intimacy allows us to anticipate shifts in consumer expectations, whether it's the evolving feel of skin care products or the performance demands of modern paints and adhesives

R&D spend
% of revenue

c. 2%

New products
launched

19



2.

Innovation

Partnership-led formulation expertise

- This is a unique selling point for us. Using decades of experience in rheology and formulation science, we co-develop solutions with our customers to meet their specific needs. We do this by applying our deep technical know-how to deliver real consumer benefits. Ingredients like hectorite, with its superior rheological properties, play a key role in unlocking premium performance in the formulations we develop

Personal Care
Innovation
Revenue

22.2%

Coatings
Innovation
Revenue

13.4%



3.

Marketing

Creating interest and driving feedback

- Our global sales and marketing teams bring innovations to life – sharing samples, gathering feedback, and refining formulations based on real-world insights. This loop of engagement ensures our solutions stay relevant and continue to evolve

Revenue from
direct customers

67%

Revenue from
distributors

33%



Our business model continued

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4.

Manufacturing

Scalable, cost-effective production

- With a globally optimised manufacturing footprint across four continents, we ensure our innovations can be delivered at scale – efficiently and cost-effectively – without compromising quality or performance

Manufacturing sites

12



5.

Sales

Delivering growth

- Ultimately, our approach drives top-line growth for us and our customers by turning technical excellence into market-ready products that resonate with end consumers
- Our products are largely negotiated on a bespoke contract basis, which gives us pricing flexibility, although some of our contracts are sold under long-term agreements. Our sales and marketing spend (approximately 4% of revenue) drive growth and customer visibility, and R&D (approximately 2% of revenue) helps drive innovation
- By operating a local-for-local model, we reduce operational expenses and improve responsiveness to customer needs. Additionally, being vertically backwards integrated through key resources like hectorite, combined with our rheology and formulation expertise, gives us enhanced pricing optionality
- We work with direct customers (approximately two-thirds of our total revenue) and via distributors (approximately one-third of our total revenue) to sell our generic and custom-made formulations
- Our formulations development lead time can vary from 6 months to 3 years, depending on our customers' requirements
- Approximately 30% of our Group revenue comes from hectorite-based products, and approximately two-thirds of our revenue is derived from rheology

Sales and marketing spend % of revenue

c. 4%

