

Greater chemistry – between people and planet

Clariant Presentation

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01.01.2026

Greater chemistry

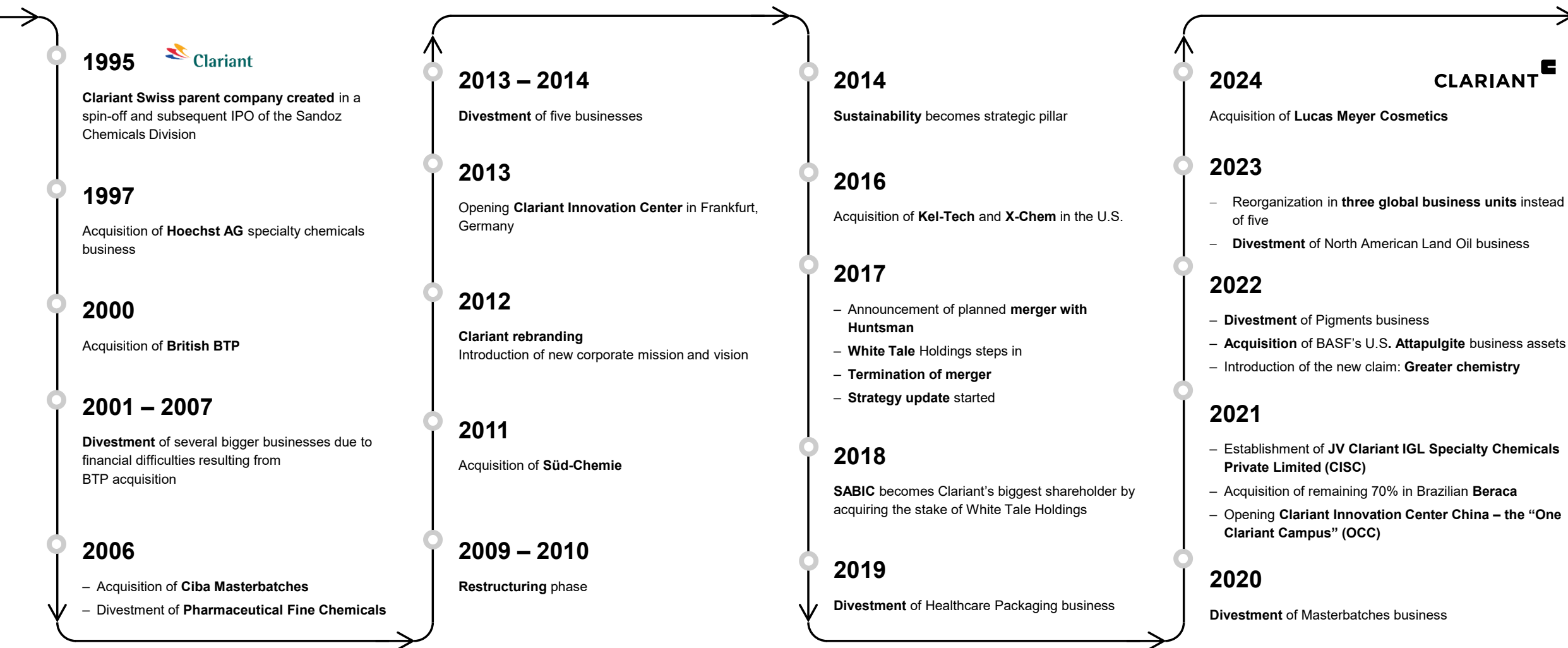


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Clariant at a glance

Clariant at a glance – history



Clariant at a glance – a globally leading company in specialty chemicals

4 152

Sales 2024 (CHF m)

657

EBITDA 2024 (CHF m)

15.8%

EBITDA margin 2024

3

Business Units

10 465

Total staff 2024 (FTEs)

71

Production sites 2024

0.49

Scope 1 & 2 GHG
emissions 2024¹
(m t CO₂e)

2.58

Scope 3 (category 1) GHG
emissions 2024²
(m t CO₂e)

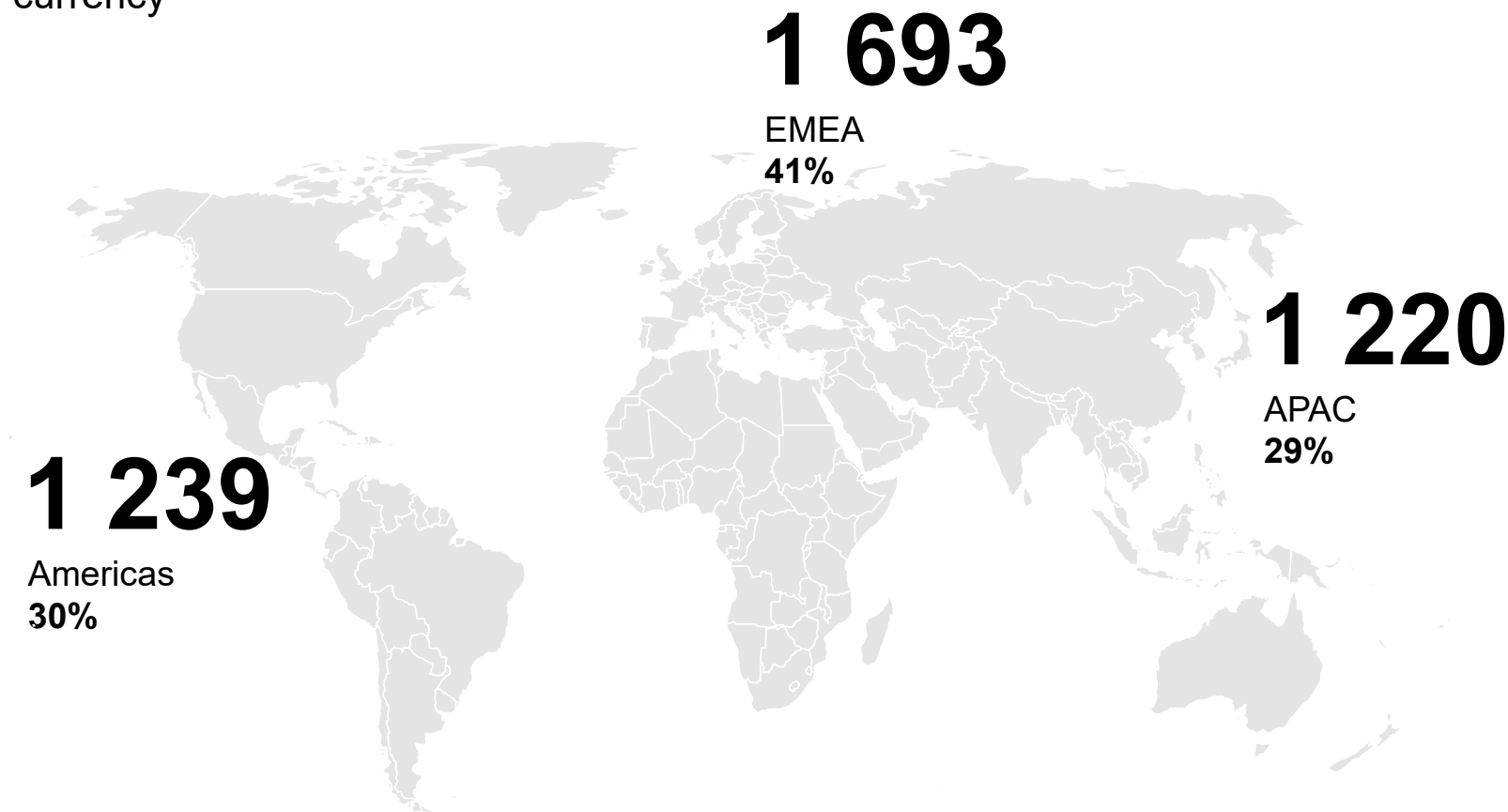
¹ Excluding biogenic CO₂ emissions

² Category 1 = emissions for purchased goods and services

Clariant at a glance – full year 2024 sales per region

Full year 2024 sales: 4 152

in CHF m, % in local currency¹



¹ Local currency excluding hyperinflation countries Argentina and Turkey

Clariant at a glance – attracting and retaining talents

10 465

Total staff 2024 (FTEs)

+34

Employee Net Promoter
Score (eNPS) in 2025

2 590

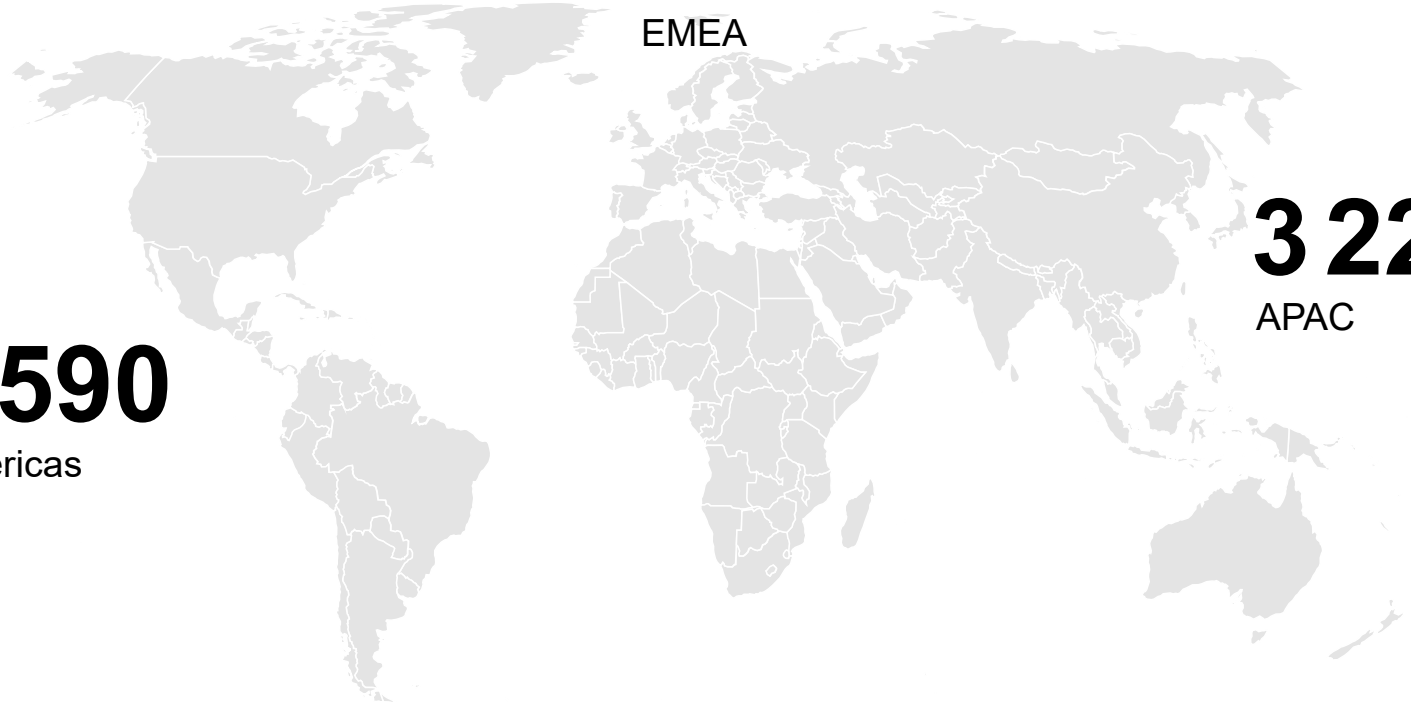
Americas

4 649

EMEA

3 226

APAC



Clariant at a glance – setting out ambitious 2030 sustainability targets

Science-based climate targets

Set out absolute reductions in greenhouse gas emissions¹



-46,9%

Scope 1 & 2 greenhouse gas emissions



-27,5%

Scope 3 (category 1) greenhouse gas emissions

Sustainable operations targets

Set out intensity reductions for key environmental aspects¹



-20%

Water intake²



-25%

Wastewater generation



100%

of sites in areas of high water stress apply advanced water management



-40%

Landfilled non-hazardous waste



-25%

Hazardous waste



-30%

Nitrogen oxide (NOx) emissions

¹ From 2019 to 2030

² Without »pass-through« cooling water

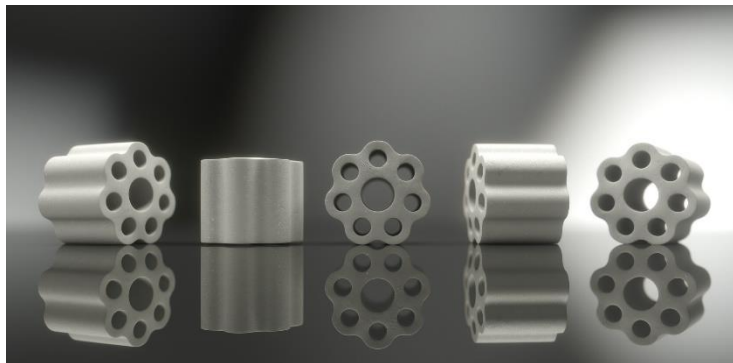
Value creation in the business units

Three business units – our portfolio for long-term sustainable growth



Care Chemicals

The Business Unit Care Chemicals consists of the Business Segments Personal & Home Care, Crop Solutions, Industrial Applications, Base Chemicals, Oil Services, and Mining Solutions. The business unit has a clear focus on highly attractive, high-margin, and low-cyclical segments with a large share of the business being consumer-facing in Consumer Care and Industrial Applications.



Catalysts

The Business Unit Catalysts includes the Business Segments Propylene, Specialties, Syngas & Fuels, Ethylene, and Biofuels & Derivatives. The business unit contributes significantly to value creation in our customers' operations, ensuring that finite raw materials and energy are used efficiently and, in turn, ensuring the quality and yield of processes.



Adsorbents & Additives

The Business Unit Adsorbents¹ & Additives comprises the Business Segments EMEA, APAC, and Americas on the Adsorbents side, as well as Coatings & Adhesives and Polymer Solutions in Additives. The business unit creates value through enhanced sustainability benefits, for example by enabling material circularity and by reducing customers' dependency on fossil resources to reduce CO₂ emissions.

¹ The Adsorbents business is primarily divided into the EMEA, APAC and Americas regions, with local representatives for Purification, Foundry & Specialties, and Cargo & Device Protection.

Business Unit Care Chemicals

Business segments

- Personal & Home Care
- Crop Solutions
- Industrial Applications
- Base Chemicals
- Oil Services
- Mining Solutions

Business driver

- Consumer lifestyle-driven – comfort and well-being
- Green and sustainable products, based on natural ingredients (botanicals) free of harmful substances
- Global nutrition requirements (agriculture)
- Reducing carbon footprint and responsible production and consumption
- Formulations solutions provider with superior performance and a favorable sustainability profile

Key financial figures 2024

2 242

Sales in million CHF

18.0%

EBITDA margin

Business Unit Catalysts

Business segments

- Propylene
- Specialties
- Syngas & Fuels
- Ethylene
- Biofuels & Derivatives

Business driver

- Improving energy efficiency in chemical production
- Decarbonization of the transport sector
- Sustainable, emission-free mobility solutions
- Circular economy solutions through the extensive use of renewable resources
- Increasing legal requirements for renewable energy sources

Key financial figures 2024

883

Sales in million CHF

19.7%

EBITDA margin

Business Unit Adsorbents & Additives

Business segments

- Adsorbents EMEA¹
- Adsorbents APAC¹
- Adsorbents Americas¹
- Additives Coatings & Adhesives
- Additives Polymer Solutions

Business driver

- Stricter global chemical regulations and customer expectations drive sustainability in purification as well as circularity in plastics, coatings, and adhesives.
- Lightweight, sustainable fire safety and thermo-resistance requirements for digitalization and e-mobility
- Strong growth for renewable fuels and Sustainable Aviation Fuel (SAF)
- Consumer demand for enhanced health and safety

Key financial figures 2024

1 027

Sales in million CHF

15.1%

EBITDA margin

¹ The Adsorbents business is primarily divided into the EMEA, APAC and Americas regions, with local representatives for Purification, Foundry & Specialties, and Cargo & Device Protection.

Our corporate purpose

Clariant's purpose: »Greater chemistry – between people and planet«

Purpose-led strategy

**Customer
focus**



**Innovative
chemistry**



**Leading in
sustainability**



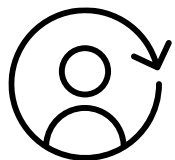
**People
engagement**



Financial and non-financial targets

Four purpose themes underpin Clariant's purpose

Greater chemistry – between people and planet



Customer focus

We are shaping the future with our customers.

Together with our customers, we collaborate for meaningful impact.

1



Innovative chemistry

We are accelerating innovation.

Our innovative chemistry expands what is possible for the benefit of all.

2

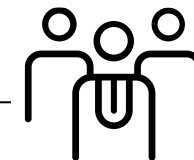


Leading in sustainability

We are leading the transition toward sustainability.

Our capabilities position our customers and us at the forefront of a sustainable world.

3



People engagement

We are building a culture of possibilities.

Our shared passion and our engaging and inclusive environment empower everyone to achieve greater outcomes.

4

1. Customer focus – Establishing Clariant as an innovation and sustainability leader through awards in 2024 (part 1)

INNOVATION

BSB Innovation Awards



[Silver prize](#) for CycloRetin

BSB Innovation Awards



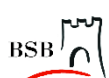
Gold prize for Aristoflex Eco T

BSB Innovation Awards



First place in the Active Ingredients category for Corneopeptyl

BSB Innovation Awards



Second place for Tazman Pepper

CEFIC Responsible Care Awards



[Digitalization & Innovation](#) Award for Innovation Graphical User Interface (GUI)

DETEX Innovation Award



[Bronze prize](#) for TexCare Gemini SG Terra

In-Cosmetics Latin America



Silver prize Innovation Zone Best Ingredient

Ringier Awards



Innovation Award for Aristoflex Eco T

Pure Beauty Global Awards



[Best New Ingredient](#) Award for Rootness Mood+

Sleemon Awards



[Best Quality Supplier](#) Award for Licocene

1. Customer focus – Establishing Clariant as an innovation and sustainability leader through awards in 2024 (part 2)

Syngenta Awards



[Supplier Sustainability](#) Award

Energy Industries Council (EIC) Awards



[Environmental Sustainability](#) Award for BU
Catalysts

Gulf Energy Excellence Awards



Information Excellence Award for CLARITY

Asian Coatings Industry Awards

Environmental Pioneer Award and Technology
Pioneer Award

2. Innovative chemistry – accelerating innovation

Innovation figures end of 2024

126 m

of R&D expenditures
in CHF

3.0%

of group sales
spent in R&D

>3.0%

Growth through innovation¹

3

Clariant Innovation Centers²

>690

People in R&D
in FTEs

>40

Scientific collaborations

>2 600

Patents
year-end

10

R&D Centers and dedicated
Technology Centers

>35

Technical Centers

¹ Contains the contribution to growth of the innovation portfolio from both Top Line Innovation and Life Cycle Innovation. Potential cannibalization of existing sales by Life Cycle Innovation has not been excluded.

² The categories of contract R&D sites were reorganized in 2021 due to changes in Clariant's R&D landscape after, e.g., divestments.

Three Arenas to Deliver Innovation-driven Growth

Growth Contribution 2024 – 27: ~ 70 %

2027 Innovation Rate Target:¹ ~ 20 %

Innovation Arenas



**Health- and
sustainability-
conscious
consumers and
brands**



Energy Transition



Circularity

Innovation Platforms

**Catalysts for the
Energy Transition**

For hydrogen economy,
DRI, SAF, and low-carbon
breakthrough technologies

Sustainable Actives

Biologically active natural
extracts, peptides, and
high-value cosmetic
ingredients

Adsorbents

For oil purification,
coatings, and controlled-
release fertilizers

**Polymer Solutions
Enabling
Sustainability**

Providing flame retardancy,
recyclability, the elimination
of PFASs, and
microplastics

**Surfactants and
Functional Polymers**

Basis for products across
business segments

¹ Refers to % Group sales from sales of new products in the first five years of commercialization date

3. Leading in sustainability

Facts and figures

2030

Ambitious science-based
climate and environmental
targets

Among top performing
companies in ratings
such as

**Dow Jones
Sustainability Index**

77%

of product portfolio
screened for sustainability
performance (sales %)

92%

of raw material spend
covered by sustainability
evaluations

**Together for
Sustainability** member

54

products excelled
with the EcoTain® label¹

Focused on promoting
plastics circularity through

**Circular Plastics
Alliance, EcoCircle and
Alliance to End Plastic
Waste**

Low LTAR²

at 0.14 in 2024 compared to 0.33
in 2012

Committed to
**UN Global Compact, Responsible
Care® and World Business Council
for Sustainable Development**

¹ Registered trademark of Clariant awarded to products with an outstanding sustainability profile

² Lost-Time Accident Rate

3. Leading in sustainability – enabling a sustainable future

With passionate people, leading-edge operations, and innovative solutions



- Contributing to the **UN Sustainable Development Goals (SDGs)** with a special focus on **climate action**
- Committed to **ambitious targets** in order to lead through sustainability and innovation
- **Striving to create products** that are safe and sustainable by design, have a leading performance and tackle some of the most pressing sustainability challenges

Clariant's priority SDGs:

3 Good health and well-being	7 Affordable and clean energy	9 Industry, innovation and infrastructure	17 Partnerships for the goals
12 Responsible consumption and production	13 Climate action		

¹ Source: UN SDGs

3. Leading in sustainability – executing the strategy

Creating value with our customers by striving to be safe and sustainable in everything we do



4. People engagement – building a culture of possibilities

Talent attraction and development in figures (2024)

+34

Employee Net Promoter
Score (eNPS) in 2025

86%

Employee participation rate in
engagement survey 2025

66%

of total employees receive
regular performance and
career development
reviews

1 040

New employees hired
(headcount)

8 428

Employees participating in
training (headcount)

8.0

Average training hours
per participant

Key elements

People development

Drive individual, team and organizational effectiveness through strong leadership.

Culture and engagement

Consciously model behaviors every day to provide a sense of purpose to the individual and to create employee engagement.

Talent attraction and development

Effectively attract, retain, develop and deploy people in key roles and create a high-performing, sustainable organization.

Learning and capability building

Strengthen the capabilities of individuals by offering tailored and impactful learning initiatives.

Recognition and appreciation

Highlight, reward outstanding achievements and encourage employees to recognize and appreciate contributions of their colleagues.

4. People engagement – Clariant's values



4. People engagement – Clariant's diversity, equity and inclusion roadmap 2030



Our Formula

- + We **embrace** different perspectives
- + We show pride in our **singularities**
- + We **act as allies** with our colleagues and communities

= **We live the difference**

At Clariant, we want **our people** to reflect the **world's diversity** and aspire to create an **equitable** and **inclusive workplace** that engages everyone.

When all people are welcomed, considered and appreciated, we build an environment which spurs forceful innovation and creates better lives for all our employees, customers, shareholders and, ultimately, our society.



Core Elements

Lc

Leadership
Commitment

Accountability for achievements leading inclusively with cultural intelligence

lc

Inclusive
Culture

Emphasis on a feedback and speak-up culture, measured by an Inclusion Index in Top Quartile

Ee

Employee
Equality

Equal opportunities and equal pay for equal work for all positions. Focus on improving gender balance (30% female representation), and reflection of business footprint (40% outside of European origins) in leadership.

Ci

Cultural
Intelligence

Build awareness of difference across the global business, seeking to build empathy and appreciation for all

Specific targets for the future

Group targets with the ambition towards top quartile in the specialty chemical industry

PURPOSE-LED STRATEGY

Customer focus



Innovative chemistry



Leading in sustainability



People engagement



CLARIANT'S PURPOSE

»Greater chemistry – between people and planet«

MEDIUM-TERM FINANCIAL TARGETS (2027 AT THE LATEST)

4-6%

Sales growth
(CAGR)

19-21%

EBITDA margin
ambition

~40%

Free cash flow
conversion
expectation¹

NON-FINANCIAL TARGETS² AND OBJECTIVES

46,9 %

Reduction in Scope 1
& 2 emissions
by 2030²

27,5%

Reduction in Scope 3
(category 1) emissions
by 2030²

Top Quartile

Employee Net
Promoter Score
(eNPS)²

Top Quartile

Employee Safety
Performance (DART)²

>30%

Female representation
by 2030 (Management)

>40%

Leaders with national
origin outside Europe
by 2030

¹ Defined as (cash generated from operating activities – capex)/EBITDA

² As of 2022, non-financial targets are embedded in the Clariant Long-Term Incentive Plan (CLIP) or short-term incentive plans.

Executive Leadership Team

Executive Steering Committee

Under the leadership of Chief Executive Officer (CEO) Conrad Keijzer, the Executive Steering Committee (ESC) includes the CEO, the Chief Financial Officer (CFO), the Business Presidents of the Business Units Care Chemicals and Americas, Catalysts and APAC, as well as Adsorbents & Additives and EMEA, and the President Designate for Care Chemicals and Americas.



Conrad Keijzer
Chief Executive Officer



Oliver Rittgen
Chief Financial Officer



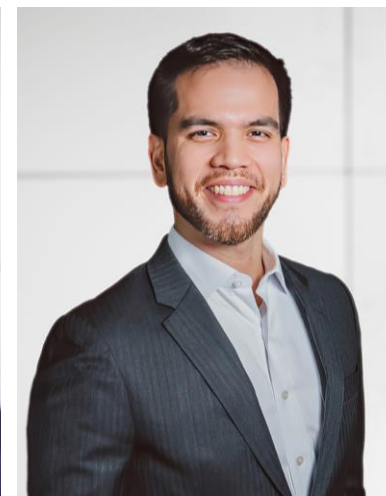
Angela Cackovich
Business President
Adsorbents & Additives
and EMEA



Jens Cuntze
Business President
Catalysts and APAC



Christian Vang
Business President Care
Chemicals and Americas



Marcelo Lu
President Designate Care
Chemicals and Americas

Executive Leadership Team

Together with the Chief Human Resources Officer, Chief Strategy & Technology Officer and the General Counsel, the Executive Steering Committee forms the Executive Leadership Team (ELT).



Priya Thaman
Chief Human Resources Officer



Richard Haldimann
Chief Strategy & Technology Officer



Judith Bischof
General Counsel

Disclaimer

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This presentation also includes forward-looking statements. Because these forward-looking statements are subject to risks and uncertainties, actual future results may differ materially from those expressed in or implied by the statements.

Many of these risks and uncertainties relate to factors that are beyond Clariant's ability to control or estimate precisely, such as future market conditions, geopolitical dislocation, currency fluctuations, the behavior of other market participants, the actions of governmental regulators, and other risk factors, such as: the timing and strength of new product offerings; pricing strategies of competitors; the Company's ability to continue to receive adequate products from its vendors on acceptable terms, or at all, and to continue to obtain sufficient financing to meet its liquidity needs; and changes in the political, social, and regulatory framework in which the Company operates or in economic or technological trends or conditions, including currency fluctuations, inflation, and consumer confidence, on a global, regional, or national basis. Readers are cautioned not to place undue

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