

Greater chemistry – between people and planet

Clariant Presentation

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Greater chemistry



Table of contents

- Clariant at a glance
- Value creation in the business units
- Our corporate purpose
- Specific targets for the future
- Executive Leadership Team

Clariant at a glance



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

3 915

Sales 2025 (CHF m)

643

EBITDA 2025 (CHF m)

16.4%

EBITDA margin 2025

3

Business Units

10 281

Total staff 2025 (FTEs)

73

Production sites 2025

0.43

Scope 1 & 2 GHG emissions 2025¹
(m t CO₂e)

2.41

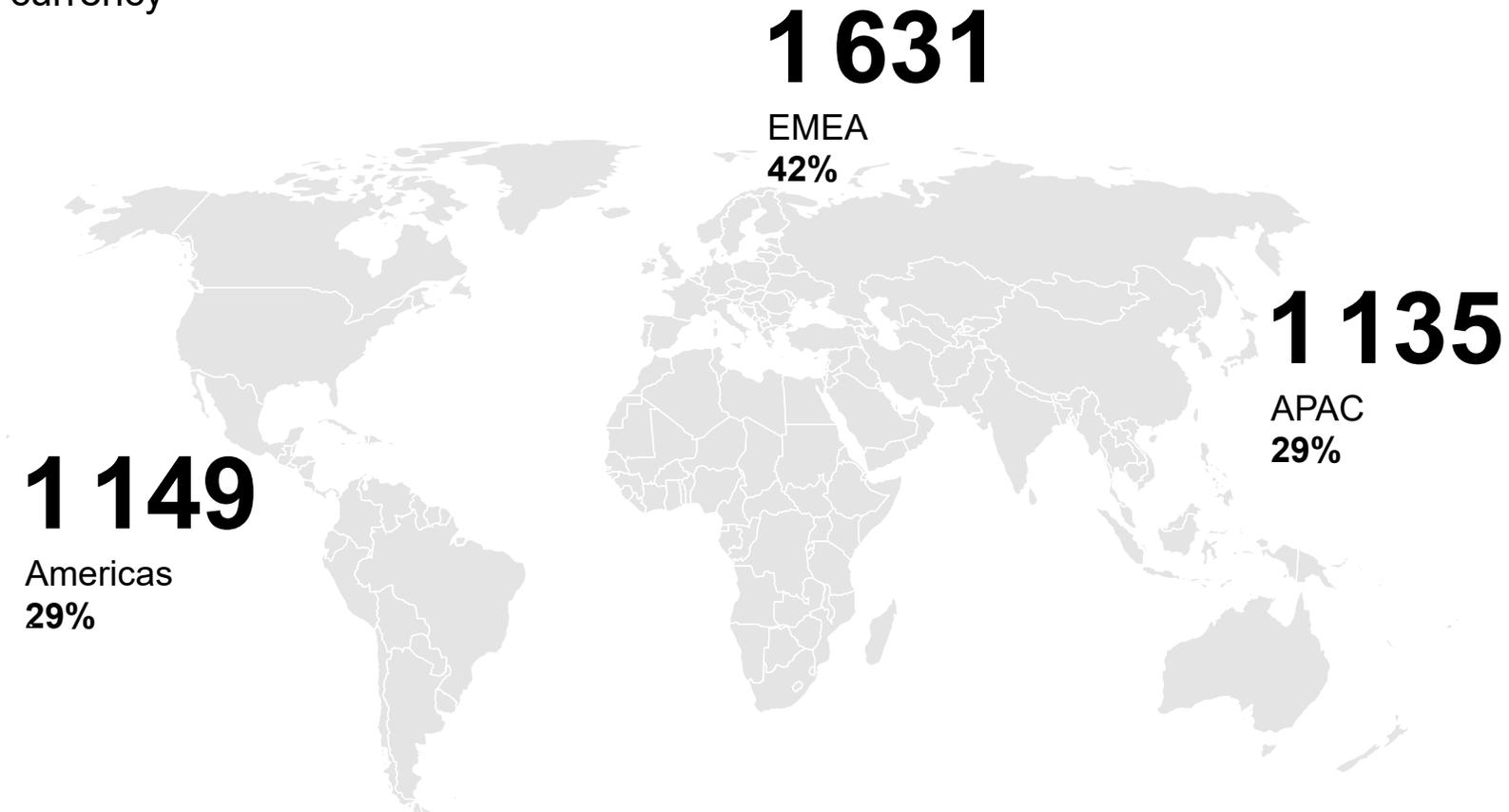
Scope 3 (category 1) GHG emissions 2025²
(m t CO₂e)

¹ Market-based, excluding biogenic CO₂ emissions

² Category 1 = emissions for purchased goods and services

Clariant at a glance – full year 2025 sales per region

Full year 2025 sales: 3 915
in CHF m, % in local currency¹



¹ Local currency excluding hyperinflation countries Argentina and Turkey



Clariant at a glance – attracting and retaining talents

10 281

Total staff 2025 (FTEs)

+37

Employee Net Promoter
Score (eNPS) in 2026

2 317

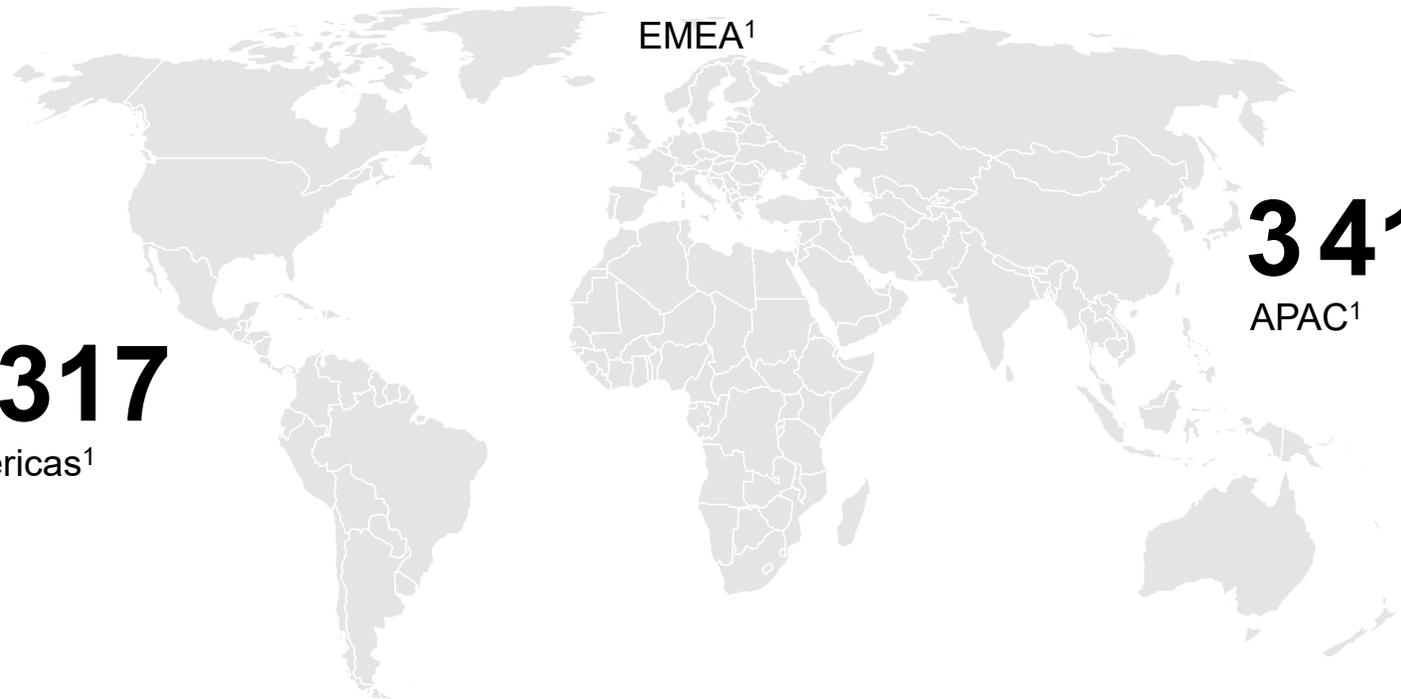
Americas¹

4 268

EMEA¹

3 413

APAC¹



¹ Number of permanent employees (head count)

Clariant at a glance – setting out ambitious 2030 sustainability targets

Science-based climate targets

Set out absolute reductions in greenhouse gas emissions¹



Scope 1 & 2 greenhouse gas emissions



Scope 3 (category 1 and 12) greenhouse gas emissions

Sustainable operations targets

Set out intensity reductions for key environmental aspects¹



Water intake²



Wastewater generation



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



Landfilled non-hazardous waste



Hazardous waste



Nitrogen oxide (NOx) emissions

¹ From 2019 to 2030

² Without »pass-through« cooling water

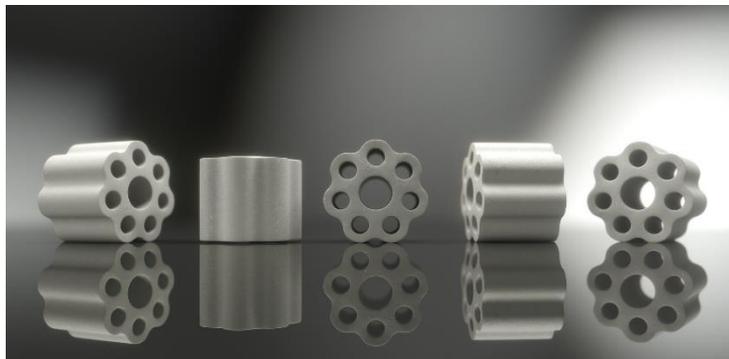
Value creation in the business units

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 2025

2 112

Sales in million CHF

18.3%

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 2025

816

Sales in million CHF

20.1%

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 2025

987

Sales in million CHF

16.0%

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

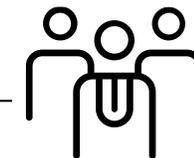


Leading in sustainability

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 2025 (part 1)

INNOVATION

Schneider Electric Outstanding Supplier Awards



Innovator of the Year for Energy Management category
Recognized for advancing safer halogen-free flame retardant solutions as a strategic partner using the GreenScreen® methodology

Gulf Energy Information Excellence Awards



Best Catalyst Technology (Cr-free HySat)
Best Petrochemical Technology (EDHOX with Linde)

In-Cosmetics Global Innovation Zone Awards



Best Functional Ingredient (Pickmulse); Green Ingredients (Pickmulse and Melicica)

In-Cosmetics Asia Innovation Awards



Bronze Award for GlowCytocin

Unilever Awards



Homecare Innovation Award for TexCare soil release polymer technology

SAP Quality Awards



Rapid Time to Value Award: Recognized for delivering a B2B webshop using SAP Commerce Cloud

Kingfa Awards



Technical Innovation Award for halogen-free flame retardant solutions

BSB Innovation Awards



Functional Award (Pickmulse)
Cosmetic – Natural Actives Award (Melicica)
Cosmetic – Active Raw Materials (GlowCytocin)

Ringier Awards



Technology Innovation Award for Licocare RBW 560 TP Vita

1. Customer focus – establishing Clariant as an innovation and sustainability leader through awards in 2025 (part 2)

SUSTAINABILITY

American Chemistry Council (ACC) Awards



Sustainable Chemistry, Innovation & Transparency
Award for Dynamic PVP

Cefic Responsible Care Awards



Rethink Operational Excellence – Corporate Leadership
Culture category
Recognized for our company-wide sustainability
transformation guided by our purpose, embedding
responsible chemistry through our four purpose pillars

L'Oréal Green Vibes Award



Jury's Special Prize for Clariant's living wage initiative

Petrobras Best Suppliers Awards



Chemical Products category for Oil Services

ADM Supplier Awards for Sustainability



Sustainability Excellence category for Adsorbents
portfolio



2. Innovative chemistry – accelerating innovation

Innovation figures end of 2025

125 m

of R&D expenditures
in CHF

3.2%

of group sales
spent in R&D

>4.5%

Growth through innovation¹

3

Clariant Innovation Centers²

>45

Scientific collaborations

>2 400

Patents
year-end

10

Contract 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.

2. Innovative chemistry – three arenas to deliver innovation-driven growth

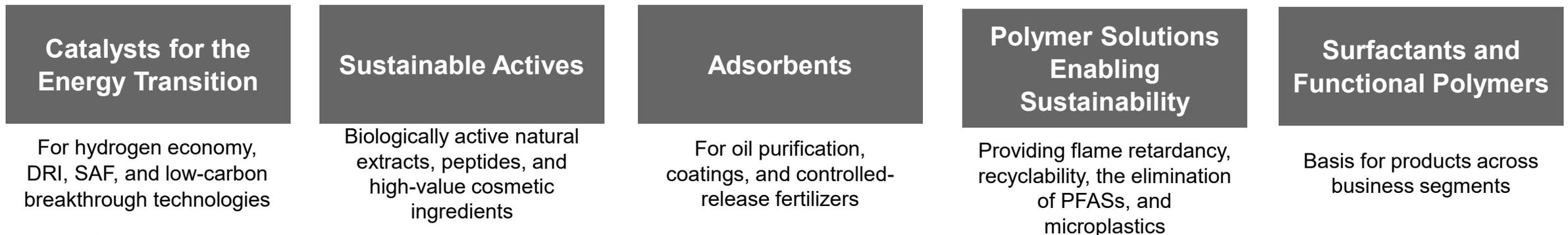
Growth Contribution 2024–2027: ~ 70 %

2027 Innovation Rate Target:¹ ~ 20 %

Innovation Arenas



Innovation Platforms



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

SBTi

reviewed and approved updated GHG targets in 2025¹

92%

of raw material spend covered by sustainability evaluations

Together for Sustainability member

88%

of the product portfolio classified as sustainable or best-in-class

Partnerships driving low-carbon and circular value chains, including

Renewable Carbon Index
Low Carbon Fuels Alliance
Circular Plastics Alliance

Low LTAR²

at **0.12** in 2025 compared to 0.33 in 2012

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

Among top performing companies in ESG ratings such as

Carbon Discloser Project (CDP): Top 1%

Climate Change: A
Forests: A
Water Security: A-

EcoVadis: Top 1%
84/100

¹ Science-based targets initiative 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
12 Responsible consumption and production

7 Affordable and clean energy
13 Climate action

9 Industry, innovation and infrastructure

17 Partnerships for the goals

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

+37

Employee Net Promoter
Score (eNPS) in 2026

87%

Engagement score in 2026

10 356

Employees participating in
training (headcount) in
2025

8.7

Average number of training
hours per person for
employees in 2025

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

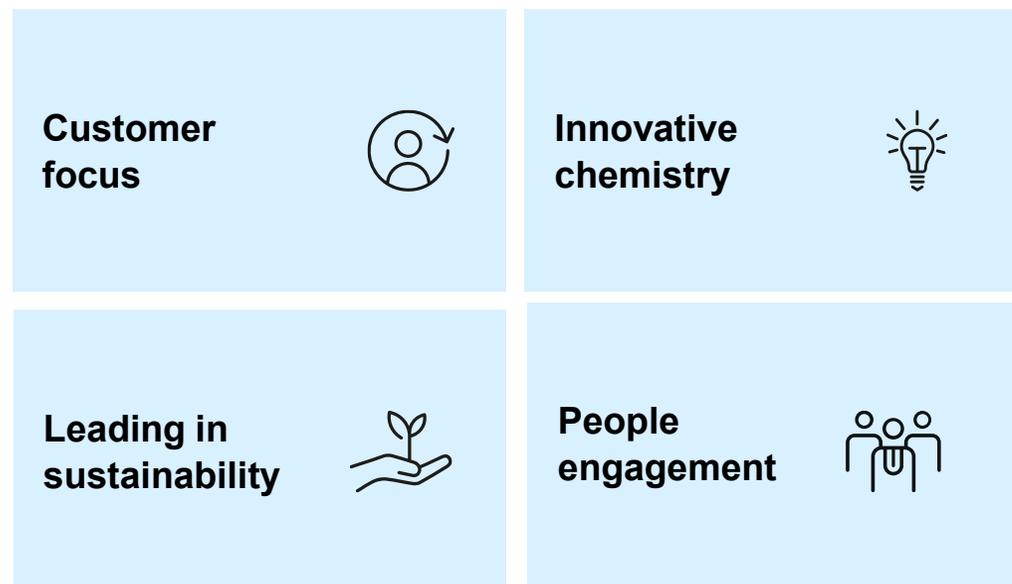
Build awareness of difference across the global business, seeking to build empathy and appreciation for all

Specific targets for the future



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

PURPOSE-LED STRATEGY



CLARIANT'S PURPOSE

»Greater chemistry – between people and planet«

MEDIUM-TERM FINANCIAL TARGETS (2027 AT THE LATEST)

4 – 6%	19 – 21%	~40%
Sales growth (CAGR) in a normalized market of 2-4%	EBITDA margin ambition	Free cash flow conversion expectation ¹

NON-FINANCIAL TARGETS² AND OBJECTIVES

46.9%	27.5%	Top Quartile
Reduction in Scope 1 & 2 emissions by 2030 ²	Reduction in Scope 3 (category 1) emissions by 2030 ²	Employee Net Promoter Score (eNPS) ²
Top Quartile	>30%	>40%
Employee Safety Performance (DART) ²	Female representation by 2030 (Management)	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

This presentation contains certain statements that are neither reported financial results nor other historical information.

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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