

# Greater chemistry – between people and planet

Clariant Presentation

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01.06.2025

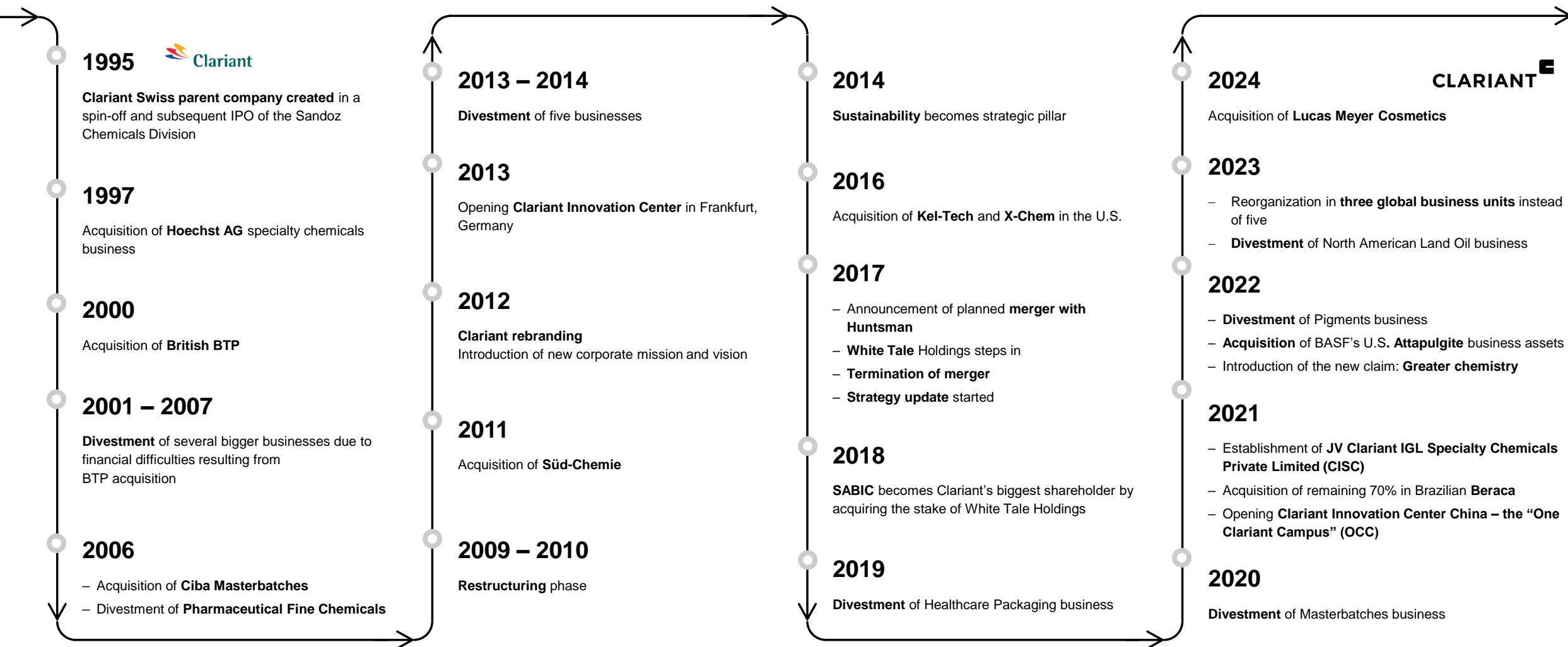
Greater chemistry



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# Clariant at a glance



# 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 2024<sup>1</sup>  
(m t CO<sub>2</sub>e)

**2.58**

Scope 3 (category 1) GHG  
emissions 2024<sup>2</sup>  
(m t CO<sub>2</sub>e)

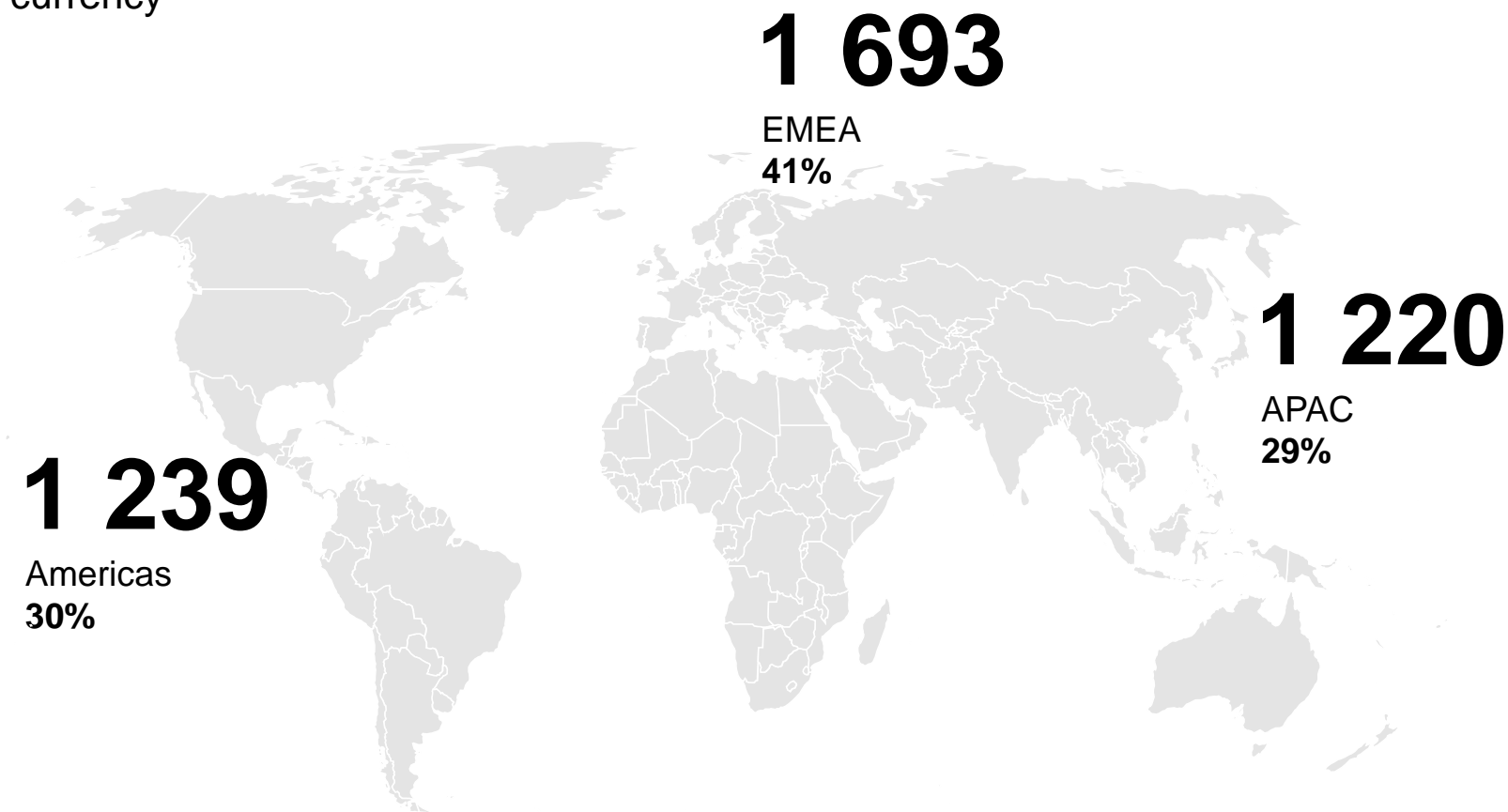
<sup>1</sup> Excluding biogenic CO<sub>2</sub> emissions

<sup>2</sup> 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 currency<sup>1</sup>



<sup>1</sup> Local currency excluding hyperinflation countries Argentina and Turkey

# Clariant at a glance – attracting and retaining talents

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**10 465**

Total staff 2024 (FTEs)

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**+34**

Employee Net Promoter  
Score (eNPS) in 2025

**2 590**

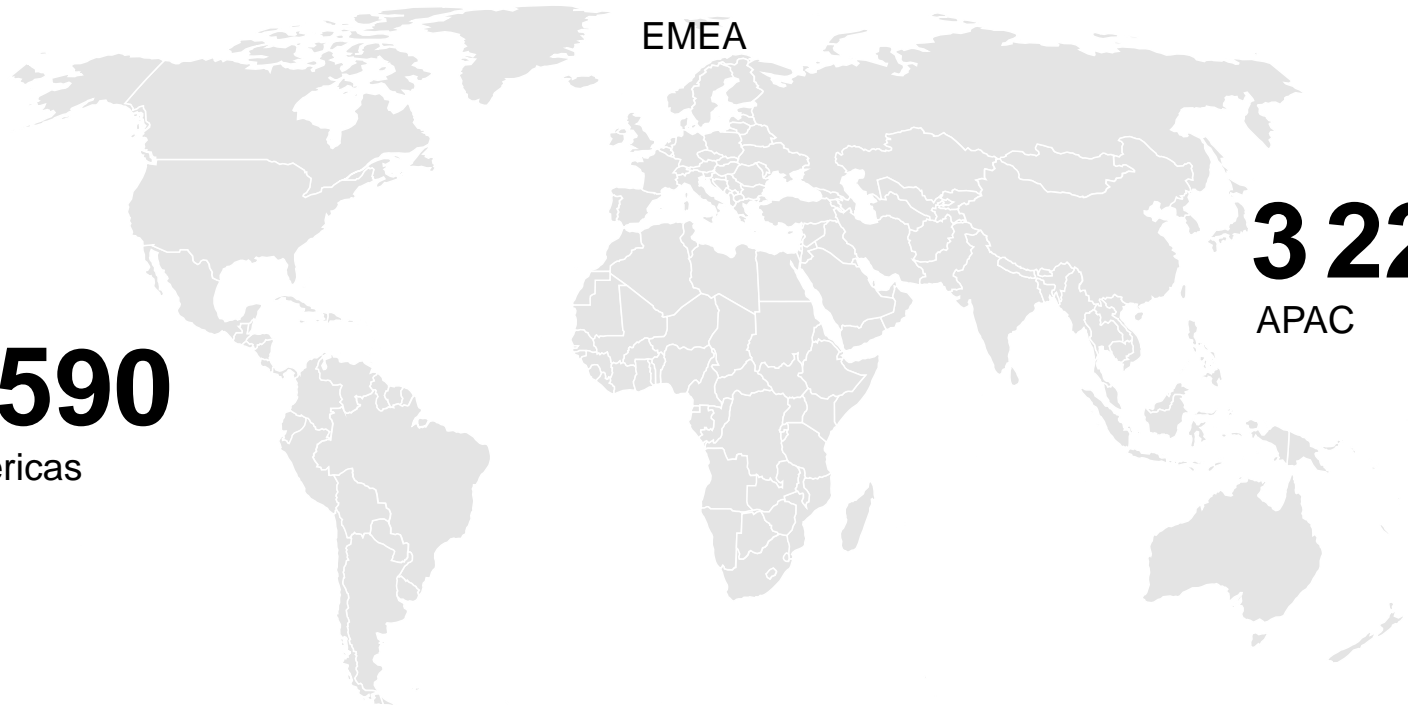
Americas

**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 emissions<sup>1</sup>



**-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 aspects<sup>1</sup>



**-20%**

Water intake<sup>2</sup>



**-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

<sup>1</sup> From 2019 to 2030

<sup>2</sup> Without »pass-through« cooling water



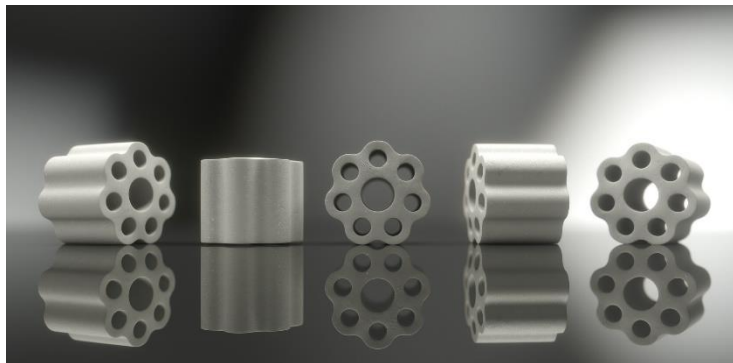
# Value creation in the business units

# 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 Adsorbents<sup>1</sup> & 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 CO<sub>2</sub> emissions.

<sup>1</sup> 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

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**2 242**

Sales in million CHF

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**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

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**883**

Sales in million CHF

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**19.7%**

EBITDA margin

# Business Unit Adsorbents & Additives

## Business segments

- Adsorbents EMEA<sup>1</sup>
- Adsorbents APAC<sup>1</sup>
- Adsorbents Americas<sup>1</sup>
- 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

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**1 027**

Sales in million CHF

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**15.1%**

EBITDA margin

<sup>1</sup> 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**



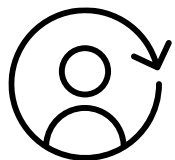
**People  
engagement**



**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

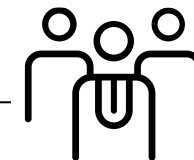


### Leading in sustainability

**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

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**126 m**

of R&D expenditures  
in CHF

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**3.0%**

of group sales  
spent in R&D

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**>3.0%**

Growth through innovation<sup>1</sup>

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**3**

Clariant Innovation Centers<sup>2</sup>

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**>690**

People in R&D  
in FTEs

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**>40**

Scientific collaborations

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**>2 600**

Patents  
year-end

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**10**

R&D Centers and dedicated  
Technology Centers

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**>35**

Technical Centers

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<sup>1</sup> 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.

<sup>2</sup> 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:<sup>1</sup> ~ 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

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

## 3. Leading in sustainability

### Facts and figures

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**2030**

Ambitious science-based  
climate and environmental  
targets

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Among top performing  
companies in ratings  
such as

**Dow Jones  
Sustainability Index**

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**77%**

of product portfolio  
screened for sustainability  
performance (sales %)

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**92%**

of raw material spend  
covered by sustainability  
evaluations

**Together for  
Sustainability** member

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**54**

products excelled  
with the EcoTain® label<sup>1</sup>

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Focused on promoting  
plastics circularity through

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

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**Low LTAR<sup>2</sup>**

at 0.14 in 2024 compared to 0.33  
in 2012

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

<sup>1</sup> Registered trademark of Clariant awarded to products with an outstanding sustainability profile

<sup>2</sup> 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		

<sup>1</sup> 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**

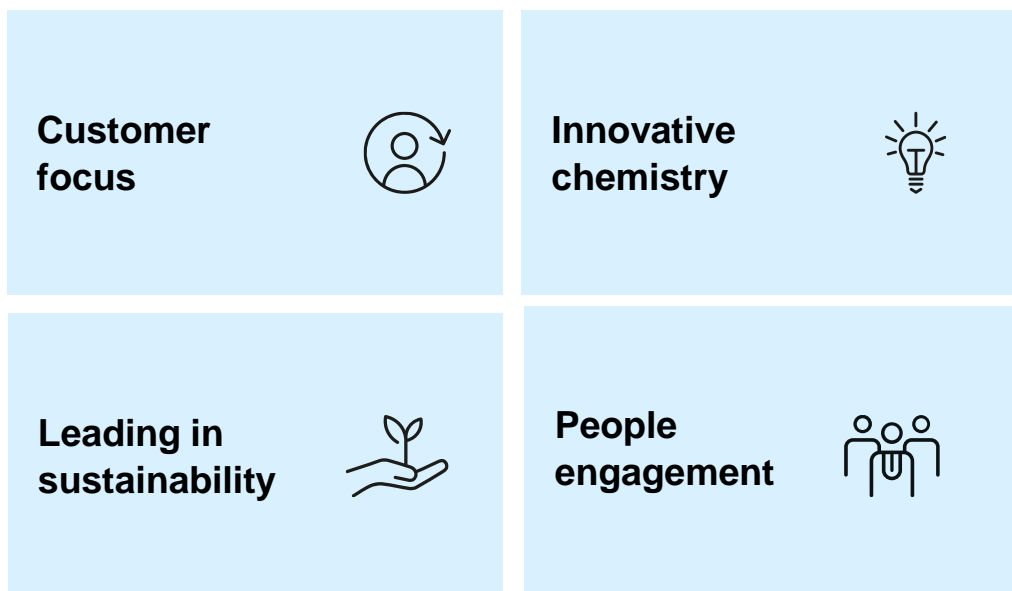
Cultural  
Intelligence

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



## 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  
expectation<sup>1</sup>

## NON-FINANCIAL TARGETS<sup>2</sup> AND OBJECTIVES

**46,9 %**

Reduction in Scope 1  
& 2 emissions  
by 2030<sup>2</sup>

**27,5%**

Reduction in Scope 3  
(category 1) emissions  
by 2030<sup>2</sup>

**Top Quartile**

Employee Net  
Promoter Score  
(eNPS)<sup>2</sup>

**Top Quartile**

Employee Safety  
Performance (DART)<sup>2</sup>

**>30%**

Female representation  
by 2030 (Management)

**>40%**

Leaders with national  
origin outside Europe  
by 2030

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

<sup>2</sup> 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), and the Business Presidents of the Business Units Care Chemicals and Americas, Catalysts and APAC, as well as Adsorbents & Additives and EMEA.



**Conrad Keijzer**  
Chief Executive Officer



**Bill Collins**  
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

# 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  
*ad interim*



**Richard Haldimann**  
Chief Strategy & Technology Officer



**Judith Bischof**  
General Counsel

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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.

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