

# Greater chemistry – between people and planet

Clariant Presentation

Clariant Presentation  
01.07.2026

Greater chemistry



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# 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 2025<sup>1</sup>  
(m t CO<sub>2</sub>e)

**2.41**

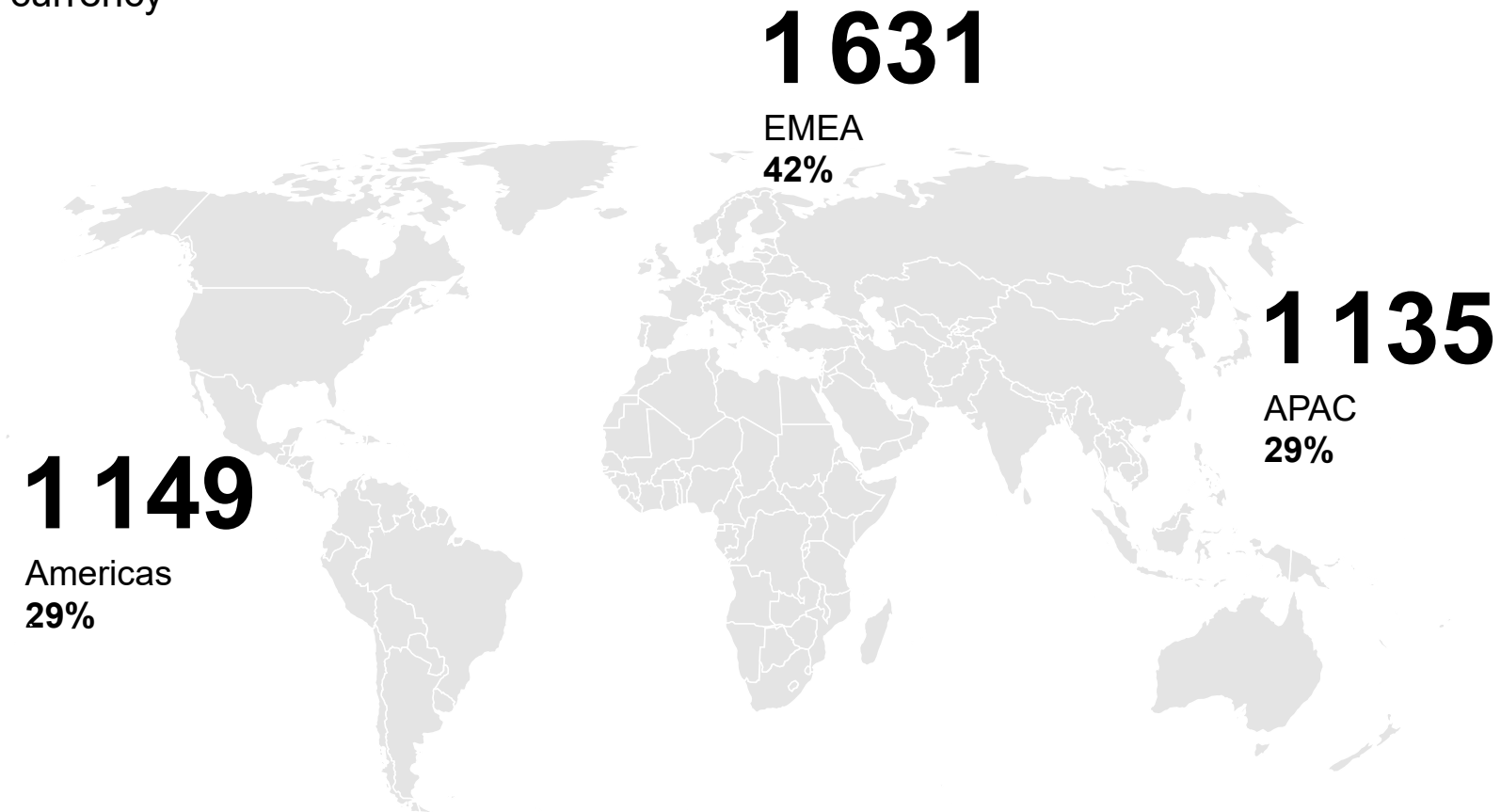
Scope 3 (category 1) GHG emissions 2025<sup>2</sup>  
(m t CO<sub>2</sub>e)

<sup>1</sup> Market-based, excluding biogenic CO<sub>2</sub> emissions

<sup>2</sup> 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 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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**10 281**

Total staff 2025 (FTEs)

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**+37**

Employee Net Promoter  
Score (eNPS) in 2026

**2 317**

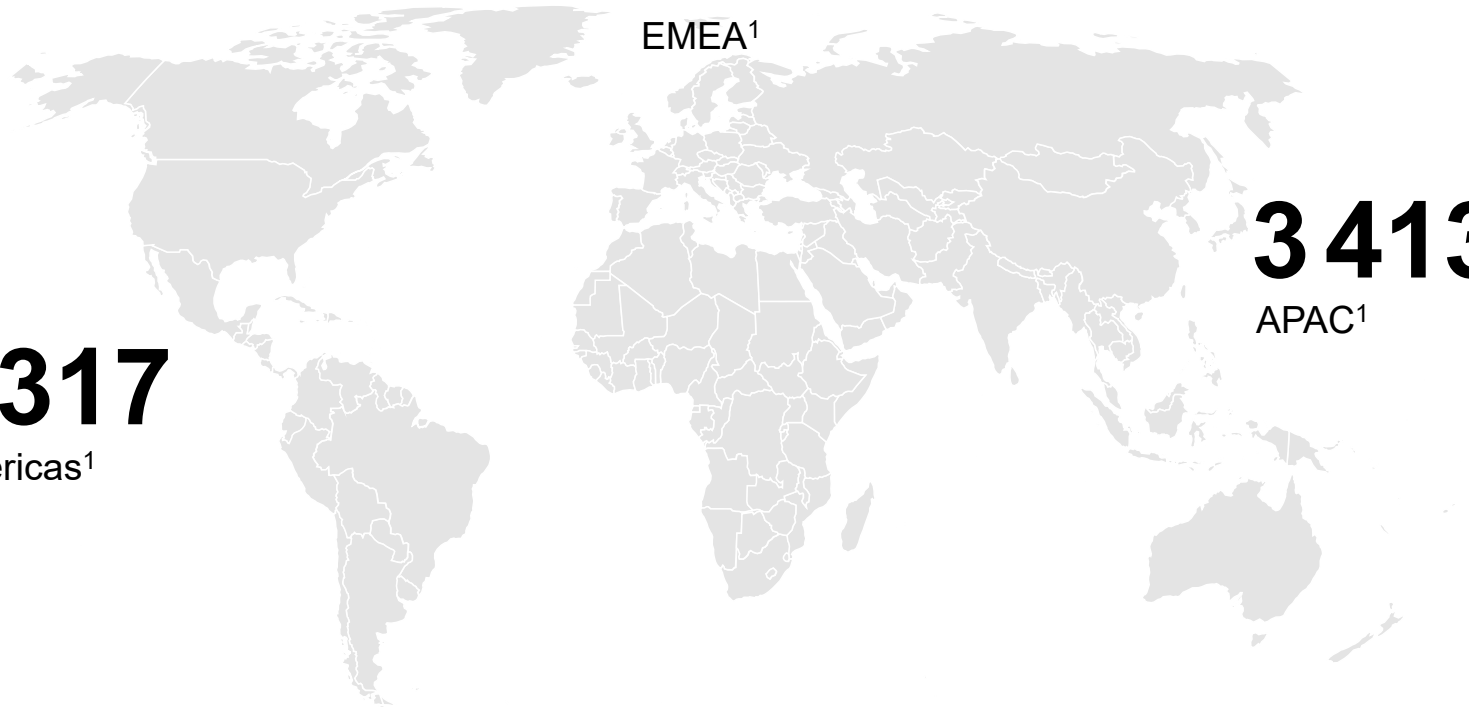
Americas<sup>1</sup>

**4 268**

EMEA<sup>1</sup>

**3 413**

APAC<sup>1</sup>



<sup>1</sup> 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 emissions<sup>1</sup>



Scope 1 & 2 greenhouse gas emissions



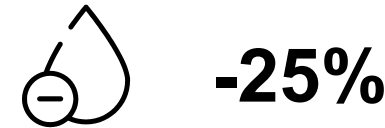
Scope 3 (category 1 and 12) greenhouse gas emissions

## Sustainable operations targets

Set out intensity reductions for key environmental aspects<sup>1</sup>



Water intake<sup>2</sup>



Wastewater generation



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



Landfilled non-hazardous waste



Hazardous waste



Nitrogen oxide (NOx) emissions

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

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

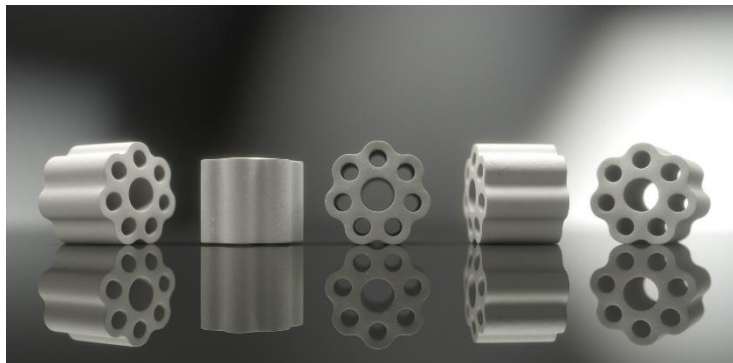
# Value creation in the business units

# 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 2025

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**2 112**

Sales in million CHF

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**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

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**816**

Sales in million CHF

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**20.1%**

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 2025

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**987**

Sales in million CHF

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**16.0%**

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**



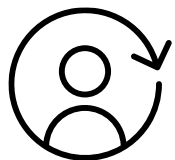
**People  
engagement**



**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

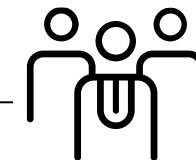


Leading in sustainability

**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 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

### Anglo American Brazil's 2025 Outstanding Suppliers Award



Performance – SRM Supplier category  
Sustainability – Community Actions (Social Projects)  
category



## 2. Innovative chemistry – accelerating innovation

### Innovation figures end of 2025

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**125 m**

of R&D expenditures  
in CHF

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**3.2%**

of group sales  
spent in R&D

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**>4.5%**

Growth through innovation<sup>1</sup>

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**3**

Clariant Innovation Centers<sup>2</sup>

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**>45**

Scientific collaborations

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**>2 400**

Patents  
year-end

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**10**

Contract R&D Centers and  
dedicated Technology  
Centers

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**>35**

Technical Centers

<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.

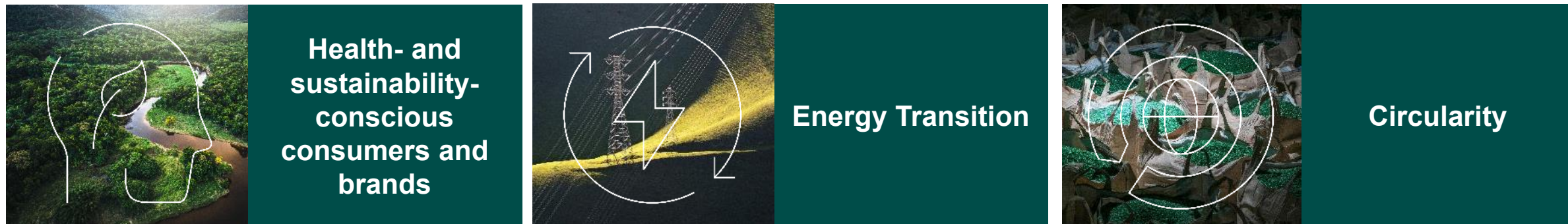
<sup>2</sup> The categories of contract R&D sites were reorganized in 2021 due to changes in Clariant's R&D landscape after, e.g., divestments.

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

Growth Contribution 2024 – 2027: ~ 70 %

2027 Innovation Rate Target:<sup>1</sup> ~ 20 %

### Innovation Arenas



### Innovation Platforms



<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

#### SBTi

reviewed and approved updated GHG targets in 2025<sup>1</sup>

#### 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 LTAR<sup>2</sup>

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 Disclosure Project (CDP): Triple A – Top 1%**  
Climate Change: A  
Forests: A  
Water Security: A

**EcoVadis: Top 1%**  
84/100

<sup>1</sup> Science-based targets initiative    <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  
12 Responsible consumption and production

7 Affordable and clean energy  
13 Climate action

9 Industry, innovation and infrastructure

17 Partnerships for the goals

<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

**+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

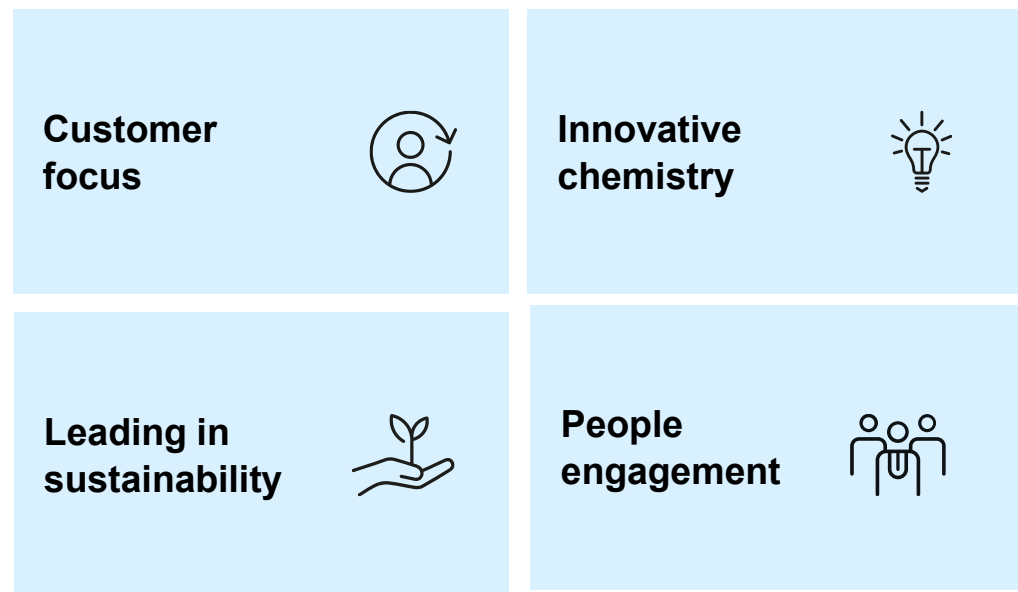
Build awareness of difference across the global business, seeking to build empathy and appreciation for all

# 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)

<p><b>4 – 6%</b></p> <p>Sales growth (CAGR) in a normalized market of 2-4%</p>	<p><b>19 – 21%</b></p> <p>EBITDA margin ambition</p>	<p><b>~40%</b></p> <p>Free cash flow conversion expectation<sup>1</sup></p>
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## NON-FINANCIAL TARGETS<sup>2</sup> AND OBJECTIVES

<p><b>46.9%</b></p> <p>Reduction in Scope 1 &amp; 2 emissions by 2030<sup>2</sup></p>	<p><b>27.5%</b></p> <p>Reduction in Scope 3 (category 1) emissions by 2030<sup>2</sup></p>	<p><b>Top Quartile</b></p> <p>Employee Net Promoter Score (eNPS)<sup>2</sup></p>
<p><b>Top Quartile</b></p> <p>Employee Safety Performance (DART)<sup>2</sup></p>	<p><b>&gt;30%</b></p> <p>Female representation by 2030 (Management)</p>	<p><b>&gt;40%</b></p> <p>Leaders with national origin outside Europe by 2030</p>

<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), 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



**Oliver Rittgen**  
Chief Financial Officer



**Angela Cackovich**  
Business President  
Adsorbents & Additives  
and EMEA



**Jens Cuntze**  
Business President  
Catalysts and APAC



**Marcelo Lu**  
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



**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.

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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