

Greater chemistry – between people and planet

Clariant Presentation

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23.05.2024

Greater chemistry

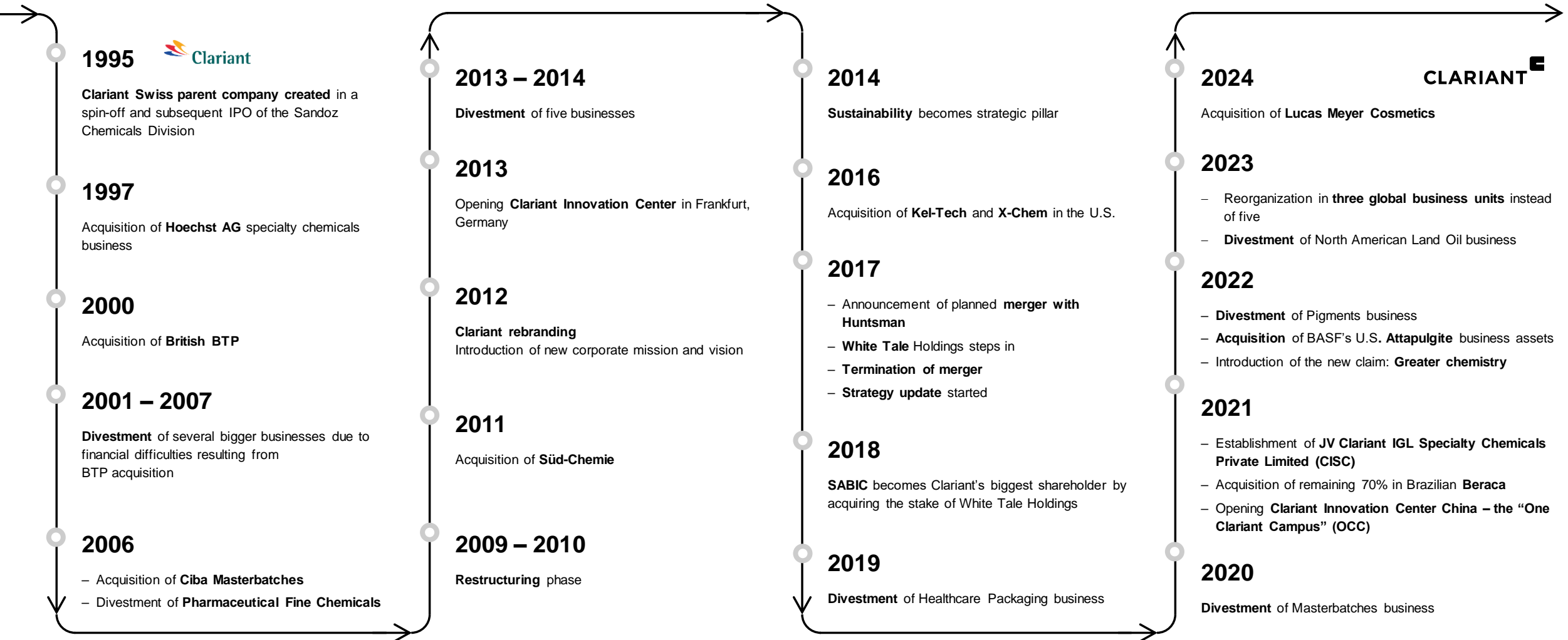


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Clariant at a glance

Clariant at a glance – history



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

4 377

Sales 2023 (CHF m)

607

EBITDA 2023 (CHF m)

13.9%

EBITDA margin 2023

3

Business Units

10 481

Total staff 2023 (FTEs)

68

Production sites 2023

0.54

Scope 1 & 2 GHG
emissions 2023¹
(m t CO₂e)

2.28

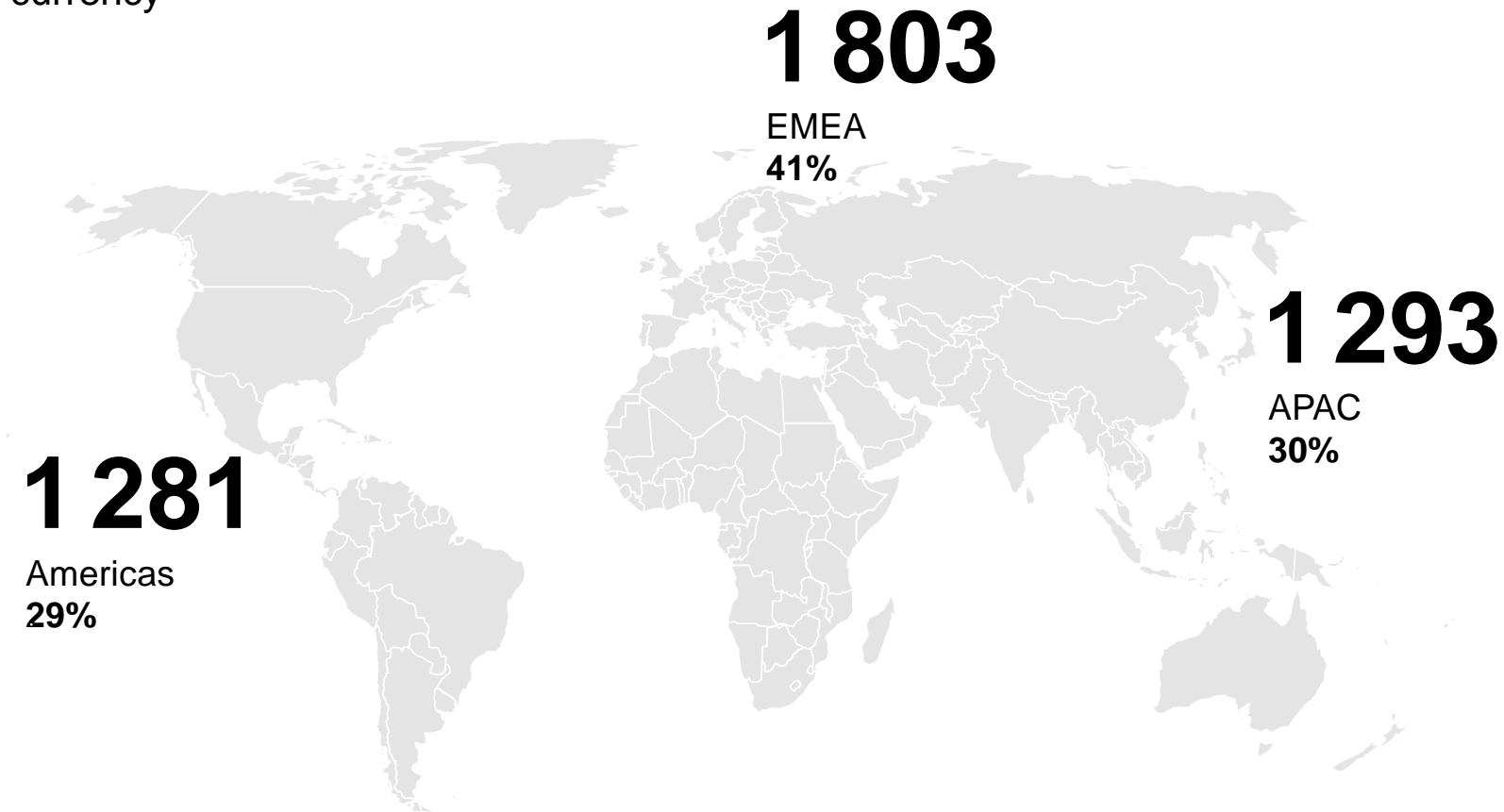
Scope 3 (category 1) GHG
emissions 2023²
(m t CO₂e)

¹ Excluding biogenic CO₂ emissions

² Category 1 = emissions for purchased goods and services

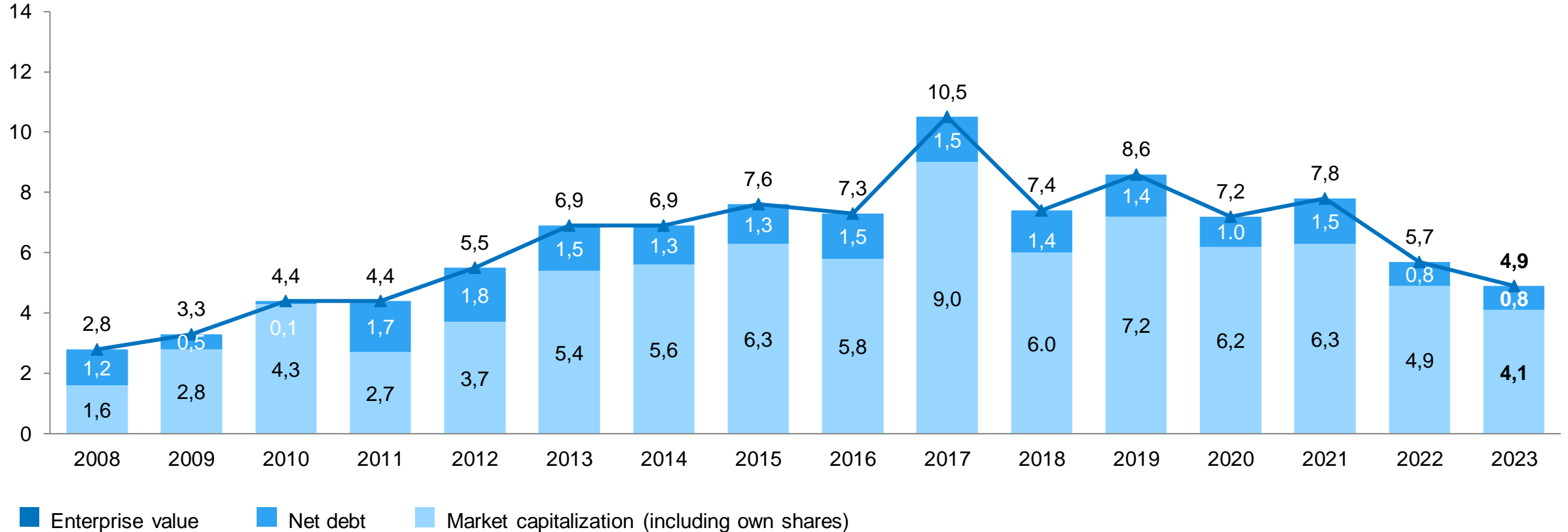
Clariant at a glance – full year 2023 sales per region

Full year 2023 sales: 4 377
in CHF m, % in local currency¹



¹ Local currency excluding hyperinflation countries Argentina and Turkey

Clariant at a glance – enterprise value in billion CHF



Clariant at a glance – attracting and retaining talents

10 481

Total staff 2023 (FTEs)

+25

Employee Net Promoter
Score (eNPS) in 2024

2 558

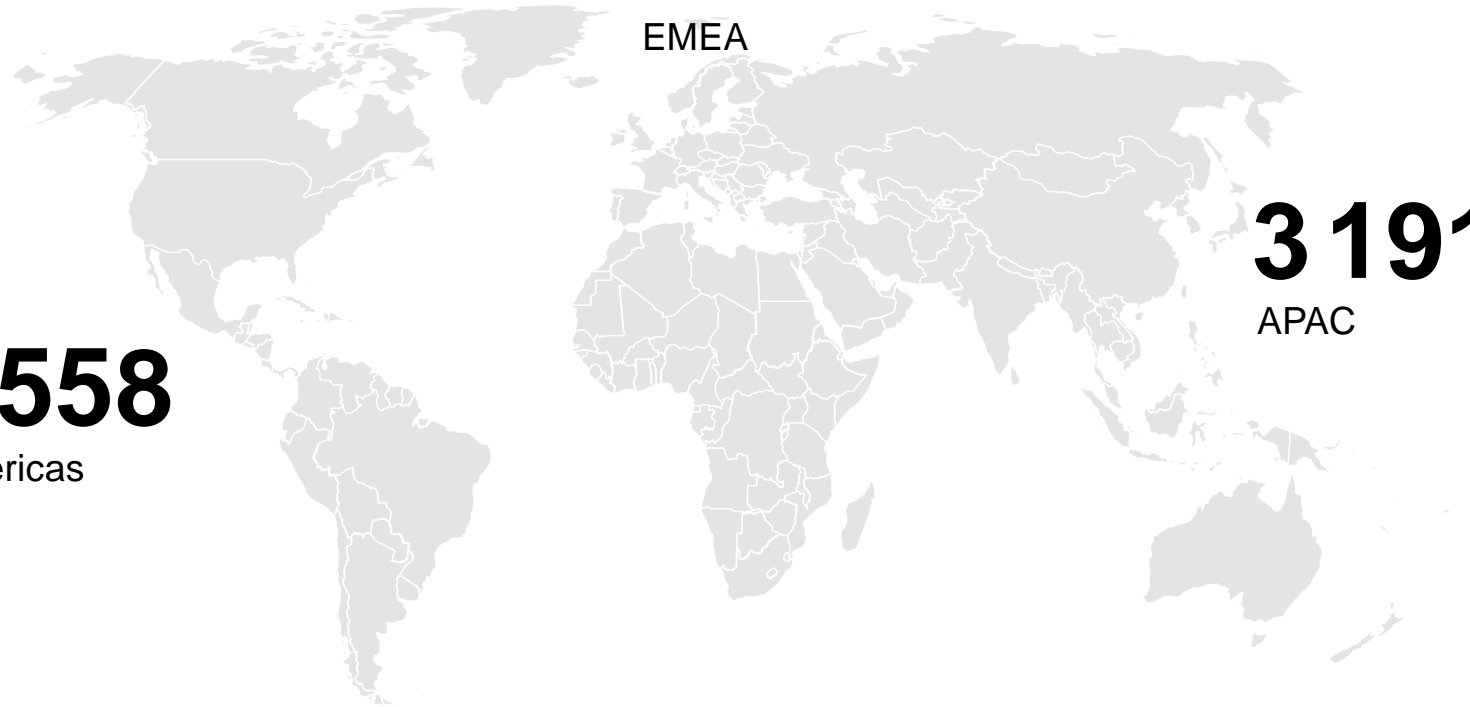
Americas

4 732

EMEA

3 191

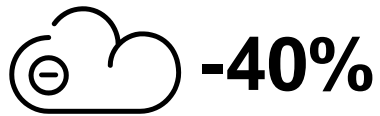
APAC



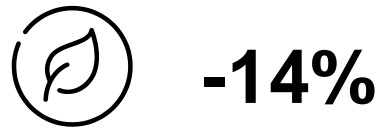
Clariant at a glance – setting out ambitious 2030 sustainability targets

Science-based climate targets

Set out absolute reductions in greenhouse gas emissions¹



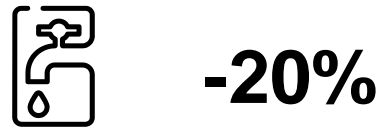
Scope 1 & 2 greenhouse gas emissions



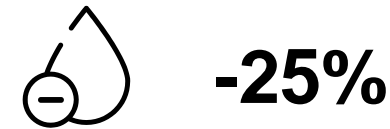
Scope 3 (category 1) greenhouse gas emissions

Sustainable operations targets

Set out intensity reductions for key environmental aspects¹



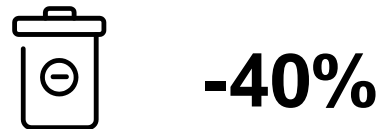
Water intake²



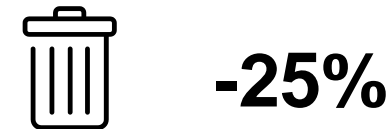
Wastewater generation



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

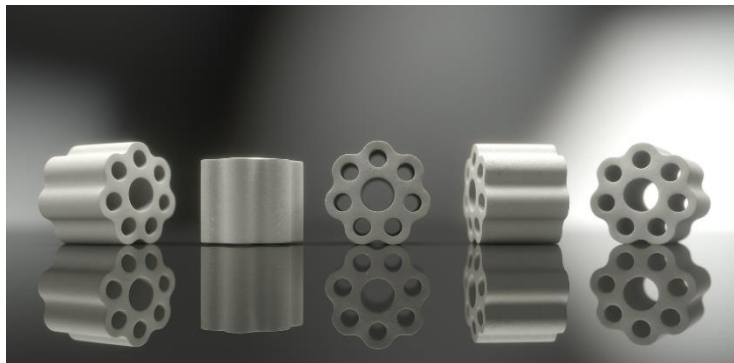
Value creation in the business units

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 2023

2 320

Sales in million CHF

19.9%

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 2023

1 000

Sales in million CHF

10.3%

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 2023

1 057

Sales in million CHF

11.2%

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**



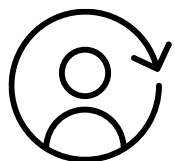
**People
engagement**



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

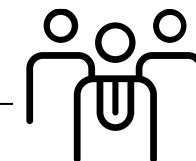


Leading in sustainability

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 – innovations recognized in the industry

Innovation

Cosmetic Ingredients & Technology Exhibition (CITE) Japan	
	Award in the »Technology« category for Rootness® Mood+ and Plant Milking Technology
Sleemon Awards	
	Award in »Best Quality Supply« category for Licocene® PP
PCHi Fountain Awards	
	Award in the »Brightening« category
Ringier Innovation Awards	
	Award for Ceridust® 8091 VITA Award for Rootness® Mood+
Fox Awards	
	Award in the »Chemicals & Pharma Integrated Concept« category paint additive ClariCoat campaign

Sustainability

Ecovadis Sustainable Procurement Leadership Awards	
	»Best value chain engagement« category
In-Cosmetics Green Awards	
	Gold medal in the »Green Ingredient« category for Rootness® Awake
SAP Quality Awards	
	Prize in the »Sustainability« category for the CliMate Tool
Indian Chemical Council (ICC), Responsible Care	
	Certification of Merit for Best Compliant Company in Product Safety & Stewardship
Federchimica Responsible Care Awards	
	Responsible Care Award for the Sardinia sun drying operation by the Italian Federchimica
Faber Castell Brazil	
	Special recognition as a top 3 supplier during the fiscal year 2022-2023

2. Innovative chemistry – accelerating innovation

Innovation figures end of 2023

160 m

of R&D expenditures
in CHF

3.7%

of group sales
spent in R&D

>3.5%

Growth through innovation¹

3

Clariant Innovation Centers²

>660

People in R&D
in FTEs

>45

Scientific collaborations

>3 600

Patents
year-end

11

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.

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

73%

of product portfolio screened for sustainability performance (sales %)

91%

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 0.18 in 2023 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
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 (2023)

+25

Employee Net Promoter
Score (eNPS) in 2024

83%

Employee participation rate in
engagement survey 2024

73%

of total employees receive
regular performance and
career development
reviews

1 004

New employees hired
(headcount)

7 842

Employees participating in
training (headcount)

12.2

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

Ic

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

4-6% Sales growth (CAGR)

19-21% EBITDA margin ambition

~40% Free cash flow conversion expectation¹

Non-financial targets² and objectives

40% Reduction in Scope 1 & 2 emissions by 2030²

14% Reduction in Scope 3 (category 1) emissions by 2030²

Top Quartile Employee Net Promoter Score (eNPS)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), 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, the Chief Technology & Sustainability Officer, the Chief Corporate Development Officer, and the General Counsel, the Executive Steering Committee forms the Executive Leadership Team (ELT).



Tatiana Berardinelli
Chief Human
Resources Officer



Richard Haldimann
Chief Technology &
Sustainability Officer



Chris Hansen
Chief Corporate
Development 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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