Purpose-Led Strategy / Third Quarter Figures 2022

Conference/Roadshow Investor Presentation

January 2023

what is precious to you?

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, 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.

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Purpose-Led Strategy: “Greater chemistry – between people and planet”

Starting Point: A Comprehensive Portfolio Transformation to Focus on Specialty Businesses and to Realize Their Full Potential

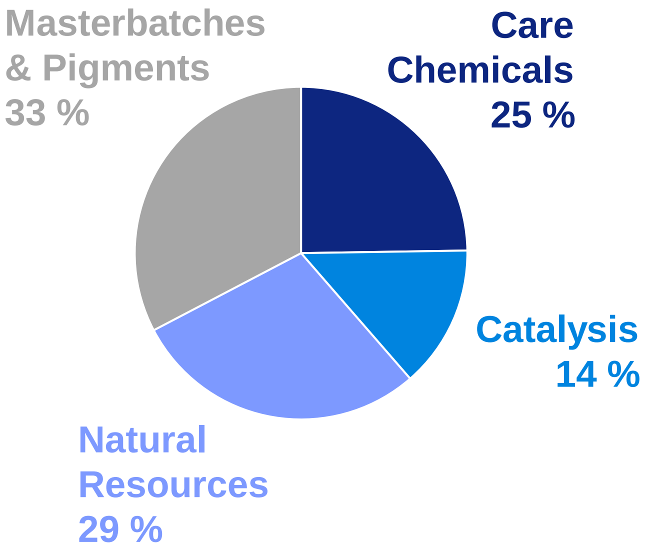
2019[1]

CHF 6.5 b
Sales

CHF 850 m
EBITDA[3]

13.0 %
EBITDA margin

Sales



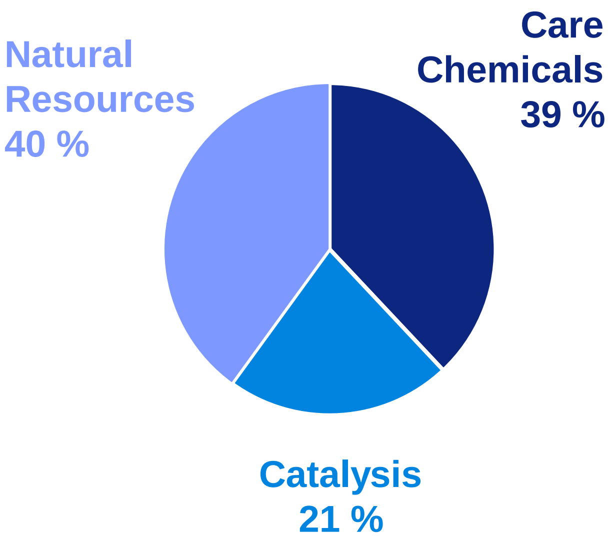
2021[2]

CHF 4.4 b
Sales

CHF 708 m
EBITDA

16.2 %
EBITDA margin

Sales



[1] Total Group; [2] Continuing operations; [3] Adjusted for CHF 231 m provision for competition law investigation by the European Commission

Group Targets with the Ambition towards Top Quartile in the Specialty Chemicals Industry

Purpose-led Growth Strategy

Customer focus

Innovative chemistry

Leading in sustainability

People engagement

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

Financial targets by 2025

4 - 6 %	Sales growth p.a. compound
19 - 21 %	EBITDA margin
~ 40 %	FCF conversion[1]

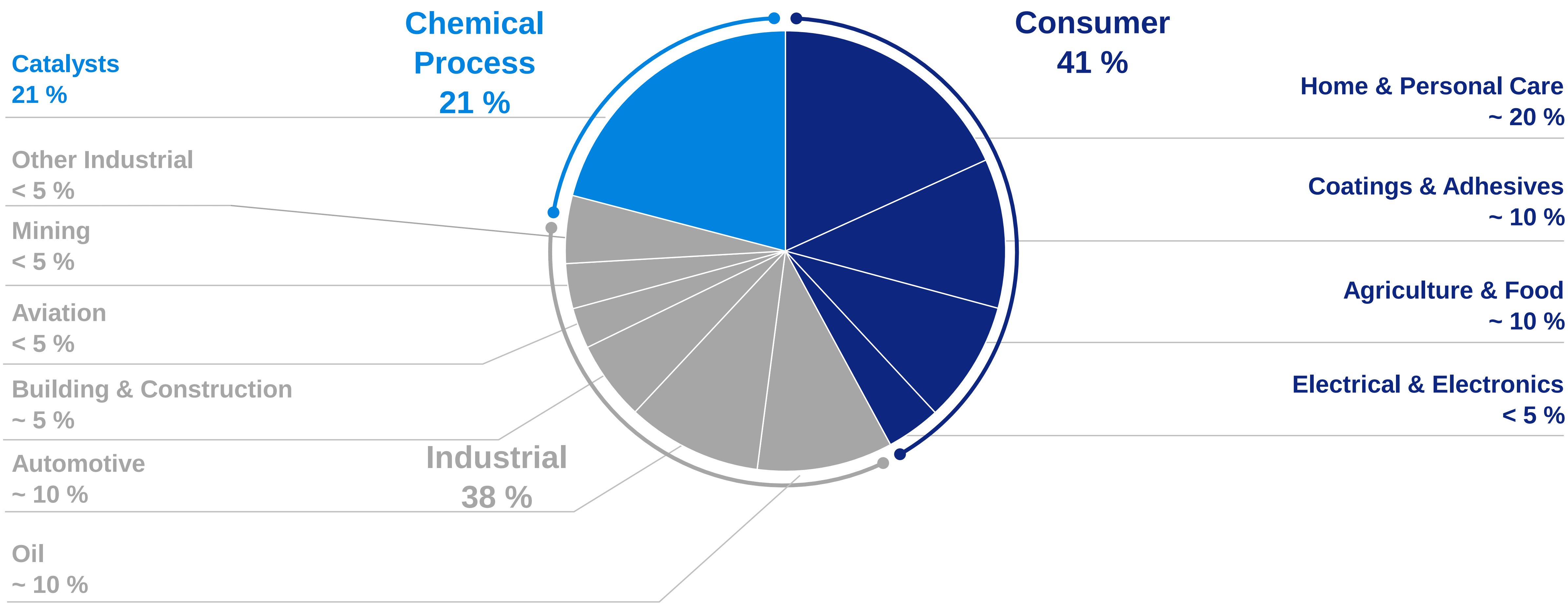
Non-financial targets

40 %	Reduction in Scope 1&2 emissions by 2030
14 %	Reduction in Scope 3, cat. 1 emissions by 2030
> 30 %	female representation by 2030 (Management)
> 40 %	leaders with national origin outside Europe by 2030
Top Quartile	Employee Net Promoter Score (ENPS)

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

Exposure to Attractive Consumer Markets Slightly Increased with Accelerating Demand for Sustainable Products

Sales by End Market (2021)



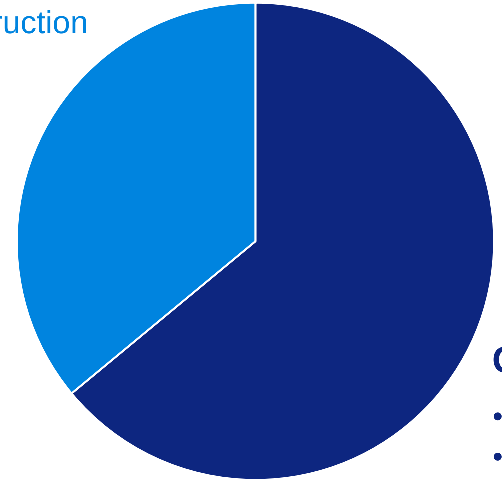
Care Chemicals | Catalysis | Natural Resources

Care Chemicals: Growth in Consumer Segments with Bio-Renewable and Bio-Based Products

FY 2021	Market segments	Profitable growth drivers
CHF 1.7 b Sales		Strong growth in consumer businesses with bio-renewable and bio-based products
CHF 351 m EBITDA		Expand Health Care portfolio leveraging personal care technologies
20.7 % EBITDA margin		Digital capability enabling unique formulation capability for coatings

Industrial ~ 36 %

- Building & Construction
- Automotive
- Aviation



Consumer ~ 64 %

- Personal Care
- Health Care
- Home Care
- Agriculture
- Coatings

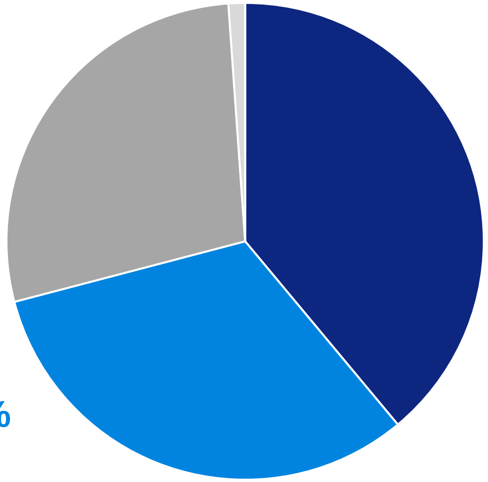
Our customers are leading in sustainability

AkzoNobel, Bayer, Henkel, L'ORÉAL, P&G, PPG, Syngenta Group, Unilever

Catalysis: Enables Carbon Footprint Reduction of Downstream Industry

FY 2021	Market segments	Profitable growth drivers
CHF 0.9 b Sales		Strong growth in on-purpose propylene and solid growth in polypropylene markets
CHF 152 m EBITDA		Syngas technologies well positioned to enable the new hydrogen economy
16.8 % EBITDA margin		Commercialization of our technology for 2nd generation bioethanol

Market segments



Our technology partners are leading in sustainability

Air Liquide creative oxygen · KBR · Linde · Lummus Technology · T.EN Technip Energies

Care Chemicals | Catalysis | **Natural Resources**

Natural Resources: Benefitting from Sustainability Trends: E-Mobility, Renewable Fuels, and Plastic Recycling

FY 2021

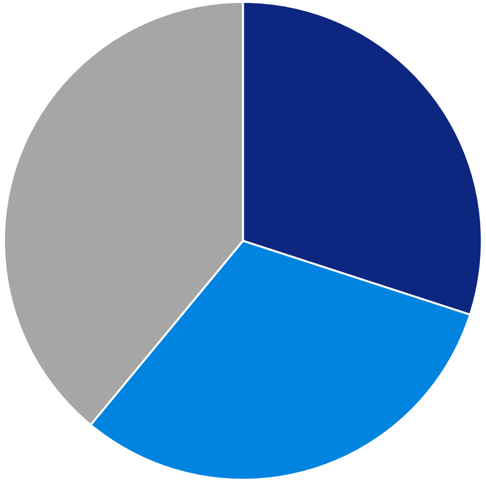
CHF 1.8 b
Sales

CHF 300 m
EBITDA

17.0 %
EBITDA margin

Market segments

Oil and Mining Services ~ 39 %
- Oil
- Mining
- Fuel Additives



Additives ~ 30 %
- Advanced Surface Solutions
- Flame Retardants
- Performance Additives

Functional Minerals ~ 31 %
- Purification
- Foundry
- Packaging

Profitable growth drivers

Strong demand for halogen-free flame retardants for electric vehicles and electronics

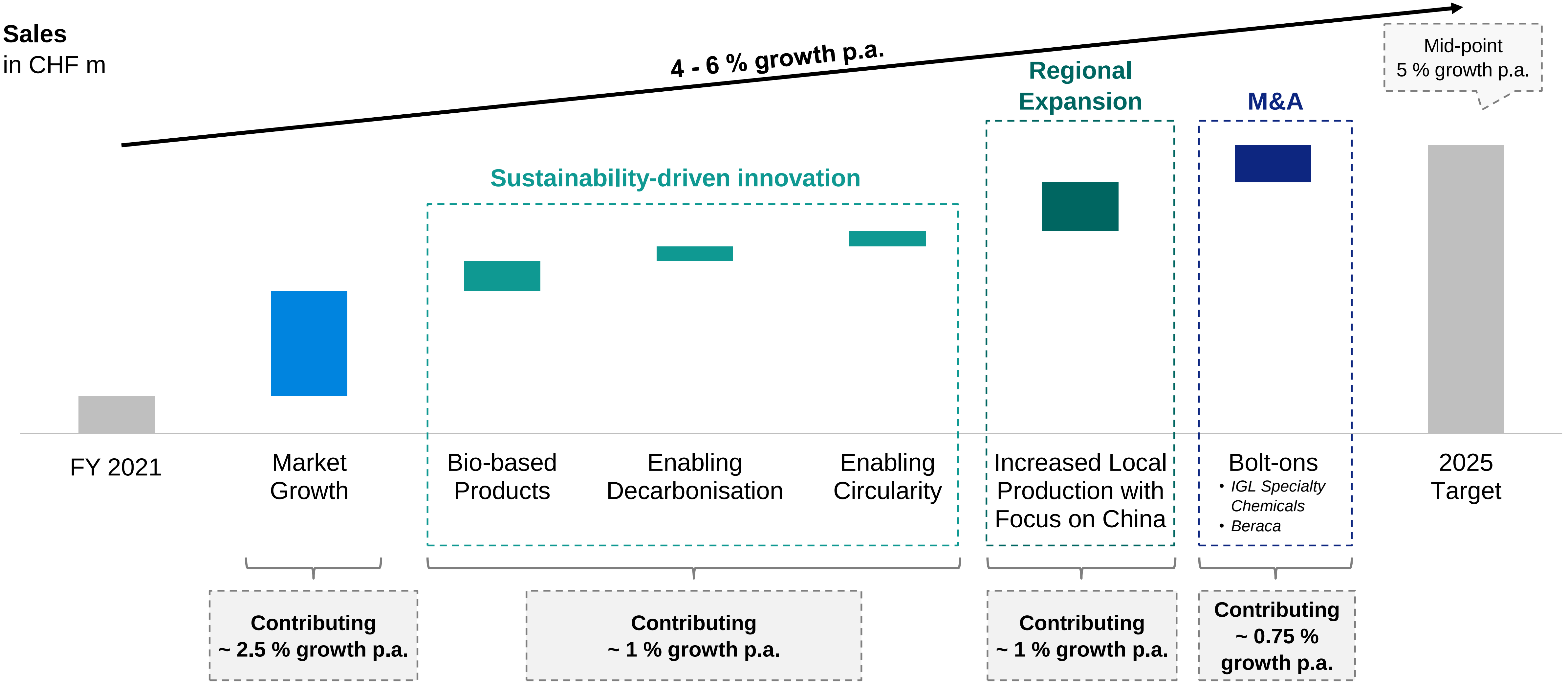
Strong demand for purification products for renewable fuels and pyrolysis oils

Environmentally friendly flotation chemicals for mining

Our customers are leading in sustainability

ADM · AVIENT · Cargill · Celanese · DIAMOND GREEN DIESEL · DSM · DUPONT · Henkel · NESTE

Attractive Growth Trajectory supported by Multiple Levers until 2025



Above-Market Growth in China through Increased Local Capabilities

Growing footprint in China

New CATOFIN® plant under completion

- CHF 80 m investment
- Start-up H1 2022

New Depal III plant in preparation

- CHF 60 m investment
- Start-up H1 2023

- Care Chemicals
- Catalysis
- Natural Resources

9 production sites / 3 R&D centers

Enhancing local innovation capabilities

Clariant Innovation Centre opened in 2021

- Dedicated R&D for China with the objective to double headcount by 2025

CHF 45 m
Investment

50/350
R&D/Total FTEs

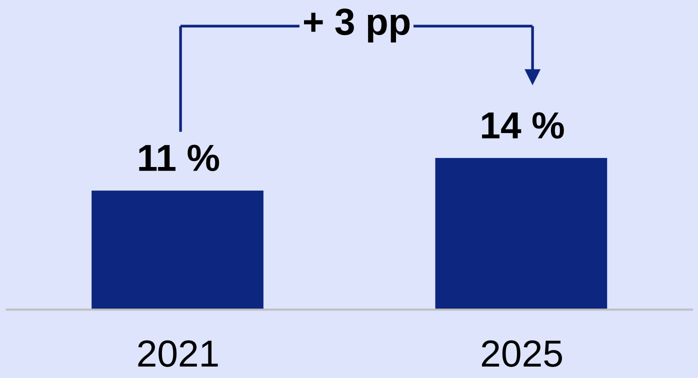
~ 1 000
Total FTEs in China

Delivering growth potential

~ 35 %
Share of local production today

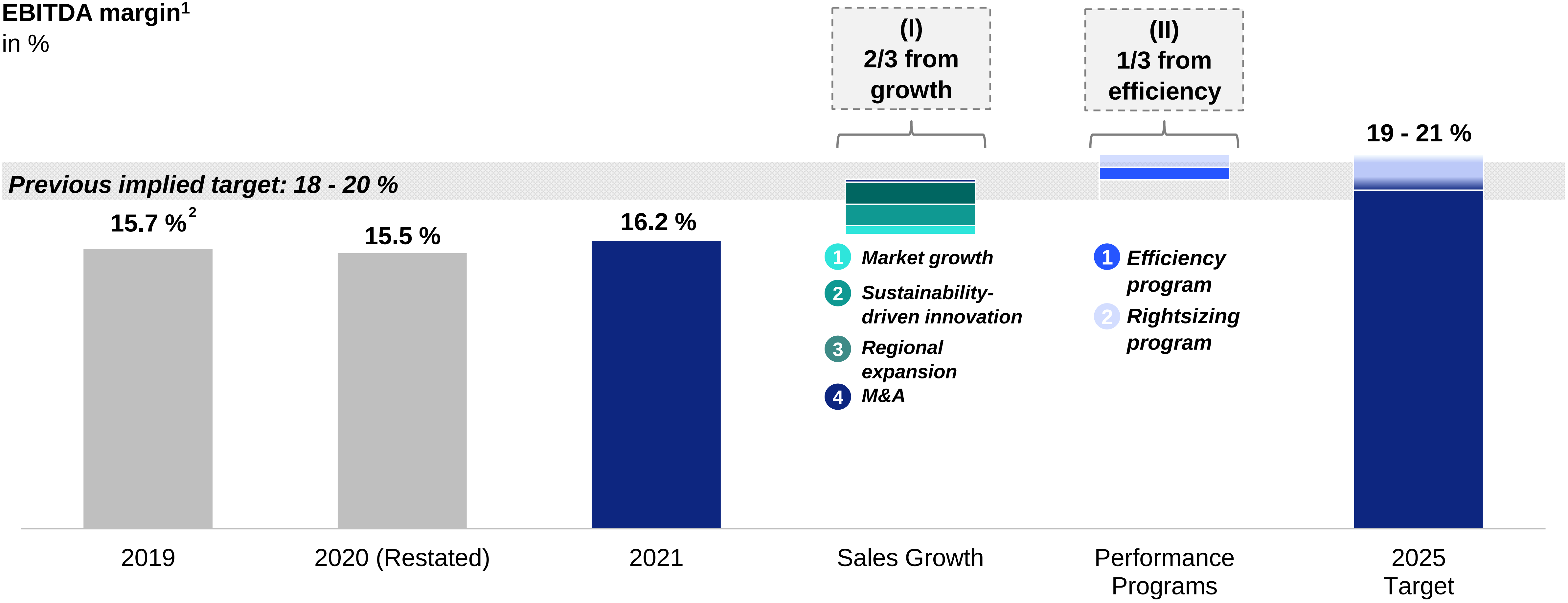
> 50 %
Share of local production by 2025

% of Clariant sales



Driving EBITDA margin to 19 - 21 % by 2025 from Profitable Growth and Contribution of Performance Programs

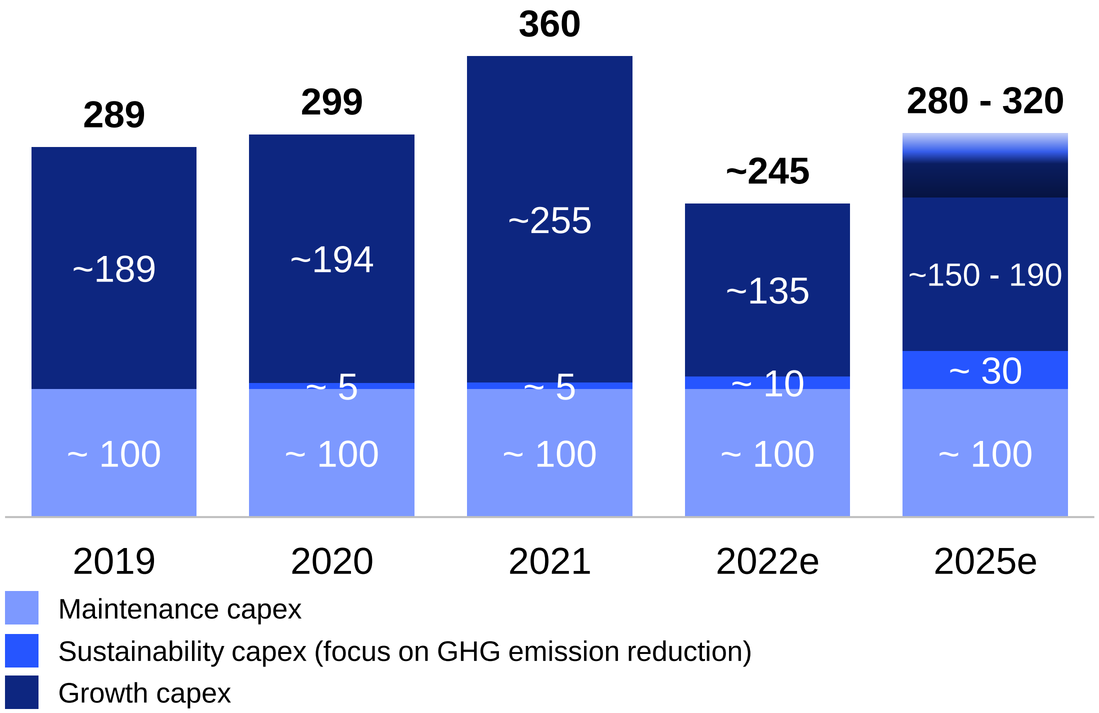
EBITDA margin[1]
in %



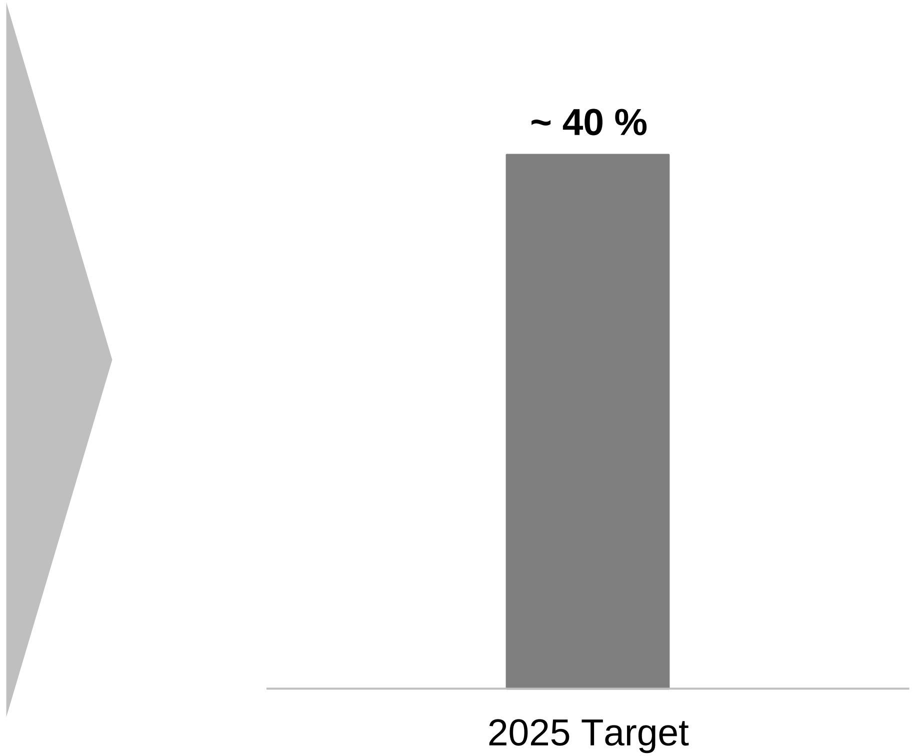
[1]continuing operations; [2]adjusted for CHF 231 m provision for a competition law investigation by the European Commission

Significant Cash Flow Generation Potential

Capital expenditure reverting to mid-term run-rate of CHF 280 - 320 m
in CHF m



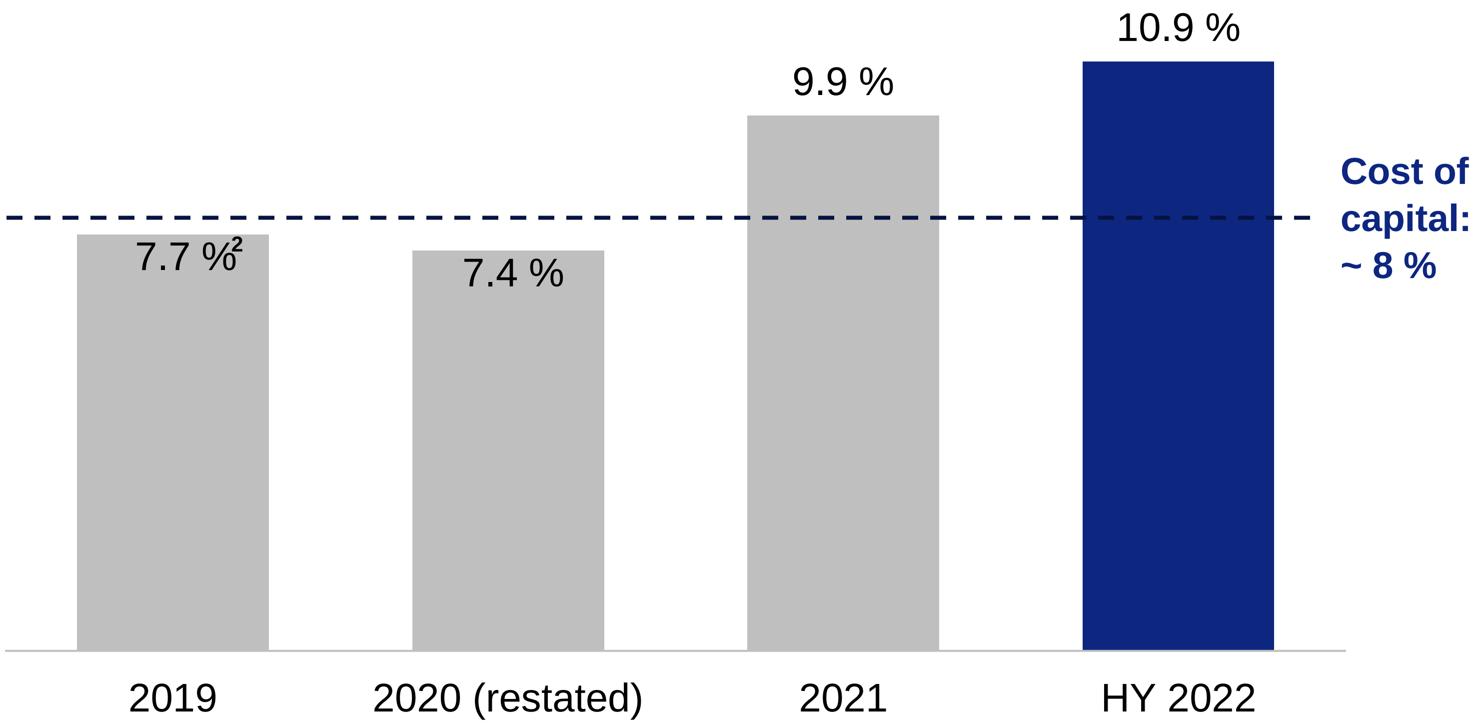
Resulting in a significant improvement in FCF conversion[1]



[1]defined as (cash generated from operating activities – capex) / EBITDA

Continuous ROIC Improvement Exceeding Cost of Capital

ROIC[1]
in %



- **Return to growth**
- **Increasing operating margin**
- **Reducing non-operating cost**
- **Improving capital turns**

[1]from continuing operations; [2]excluding CHF 231 m provision for a competition law investigation by the European Commission

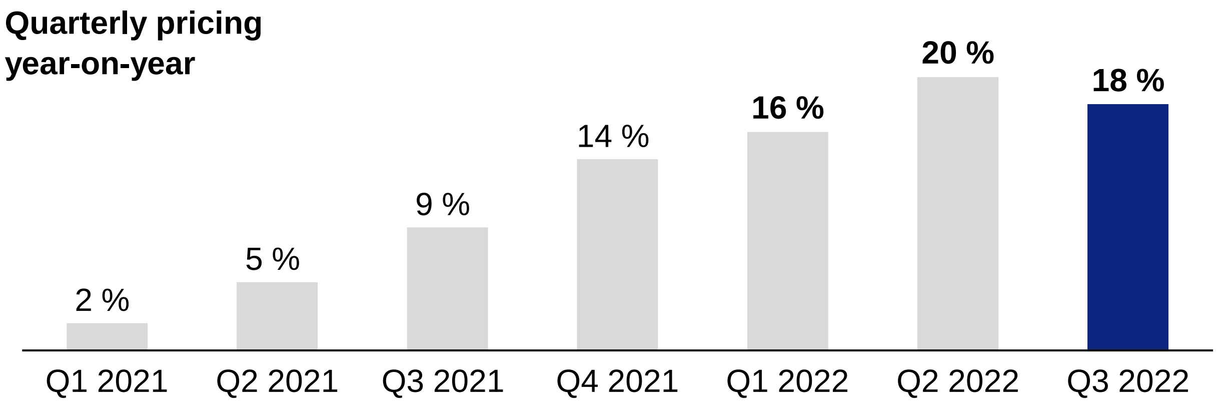
Third Quarter 2022

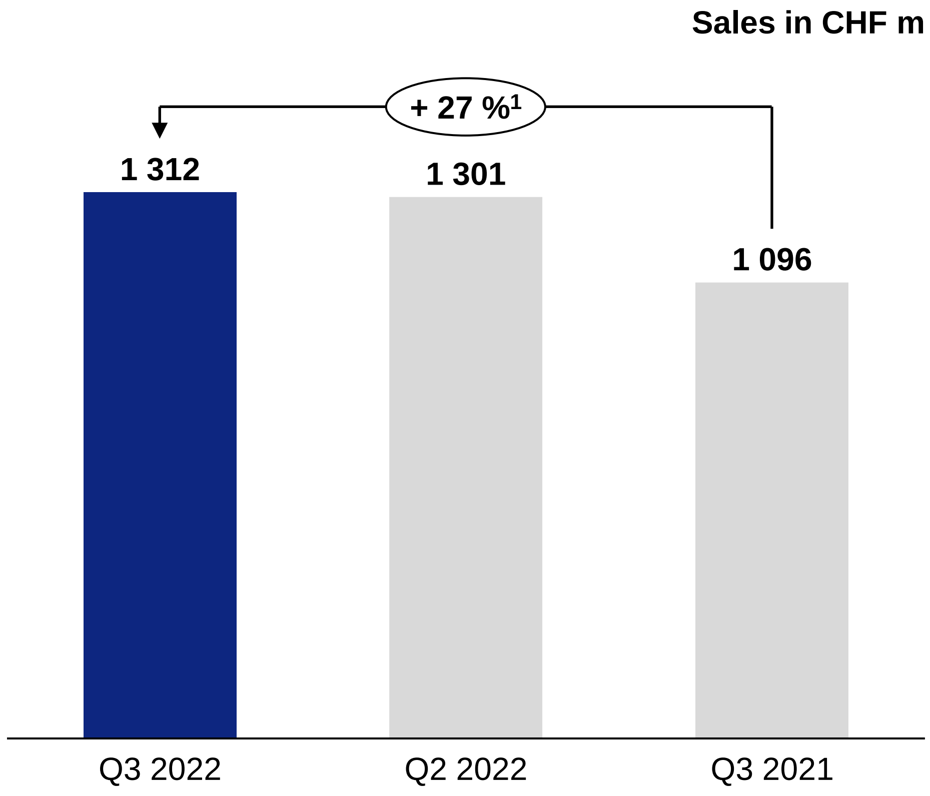
what is precious to you?

Continued Strong Sales Growth in Q3 2022…
…18 % Price Contribution to Specialty Portfolio Growth

1 Q3 sales (continuing operations) up + 27 % in LC[1]

- **+ 18 %** price contribution fully countered continued cost inflation
- **+ 9 %** volume increase[2]
- **Strong pricing growth** in Care Chemicals (Crop Solutions and Personal Care) and Natural Resources (all Business Units, especially Additives)
- **Volume growth** mainly driven by Catalysis and Oil and Mining Services, while Care Chemicals and Additives were impacted by softening demand (industrial and consumer) and customer destocking





[1] in local currency; [2] consolidation of Beraca contributed sales of c. CHF 2 m in Q3 2022

Third Quarter 2022 – Group[1] Overview

Geographic split

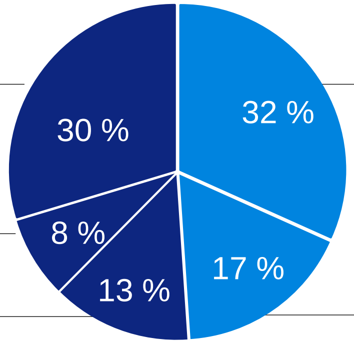
Sales CHF 1 312 m
in CHF m, % in local currency

Emerging markets | Mature markets

Asia-Pacific
389 / + 19 %
China 136 / + 22 %

MEA
104 / + 62 %

Latin America
177 / + 38 %
Brazil 86 / + 31 %



Europe
416 / + 22 %
Germany 156 / + 31 %

North America
226 / + 30 %

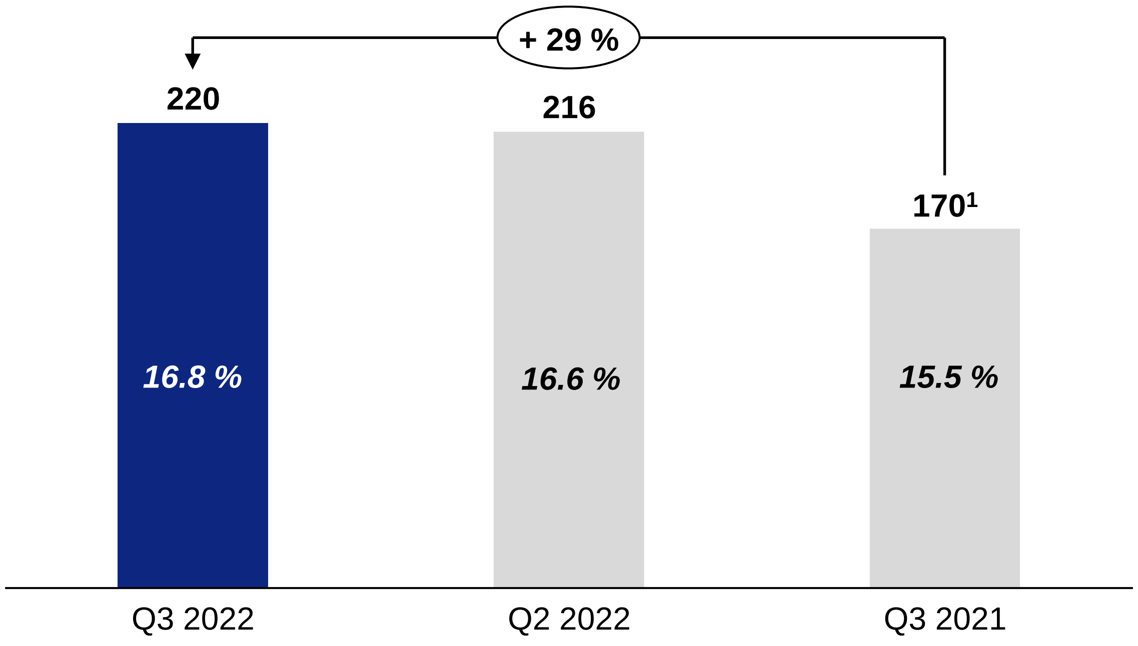
- **Europe** with strong sales growth due to pricing in Care Chemicals and Natural Resources. Notable volume decline in Catalysis and slight decline in Care Chemicals and Natural Resources
- Growth in **Asia-Pacific** driven by volume increase in Catalysis, with significant growth in **China** (CATOFIN®), and by pricing in Natural Resources (Additives and OMS). Care Chemicals reported strong pricing, which compensated for volume decline (destocking)
- Notable growth in **North America** attributable to all Business Areas, especially in Catalysis (volume) as well as Natural Resources and Care Chemicals (both volume and price)
- Sales growth in **Latin America** across all Business Areas driven by pricing (Care Chemicals and Natural Resources) and volume (Natural Resources and Catalysis)
- **Middle East & Africa** with significantly strong growth, underpinned by growth in Natural Resources (Functional Minerals and OMS) and Catalysis, both in volume and price

[1] continuing operations

Continued Strong Growth in Q3 2022…
…Delivered Profitability Improvement

2 Q3 EBITDA margin increased to 16.8 %

- Q3 EBITDA improved by **130 basis points**, driven by **pricing measures**, **higher volumes**, and **cost savings**
- **+ 18 % pricing** fully offset the raw material, energy, and logistics cost inflation
- Inflationary environment in Q3 resulted in:
  - Continued increase in raw material cost by c. 24 %
  - Increase in energy cost by c. 60 %
    - Natural gas and electricity
    - Strongest increase in Europe (c. 85 % of total increase)
    - Mainly in Care Chemicals, Functional Minerals, and Additives
  - Increase in logistics cost by c. 6 %



[1] restated

Executed Strategic Priorities

3 Issuance of first green bond

- In Q3 2022, Clariant placed its first ever green bond (CHF 175 million; coupon of 2.717 %; maturity in September 2027)
- Clariant has established a Green Financing Framework[1] to issue Green Financing Securities
- Proceeds to be used for Eligible Assets driving sustainable innovation as part of Clariant's purpose-led strategy
- The financing/refinancing of Eligible Assets with the green bond proceeds will contribute to achieving our science-based climate targets

4 Investment in China

- CHF 40 million investment in second line for patent-protected halogen-free Exolit® OP flame retardants at Daya Bay plant, China
- Initial Daya Bay flame retardant plant (CHF 60 million investment) on track for commencing production around mid-2023 and second line expected to come onstream in 2024
- Supports rapidly growing demand from China- and Asia-based component manufacturers for innovative and sustainable fire protection in e-mobility, E&E, transportation, 5G communications, infrastructure, and appliances

5 Portfolio Pruning

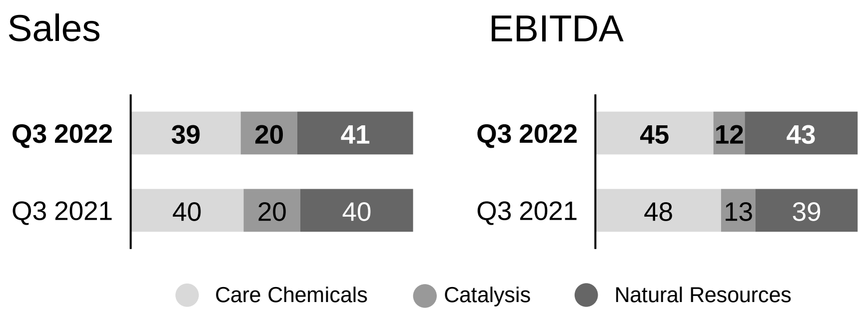
- Divestment of North American Land Oil business to Dorf Ketal for a sales price of USD 14.5 million
- Structural improvement of Clariant portfolio and sustainability profile
- FY 2021 sales of USD 113 million
- Noncash impairment of around CHF 245 m to be booked before year-end 2022
- Closing expected in Q1 2023, subject to customary closing conditions

[1] Green Financing Framework has been developed in accordance with the 2021 ICMA Green Bond Principles (GBP) as well as the 2021 APLMA, LMA, and the LSTA Green Loan Principles (GLP)

Third Quarter 2022 – Group[1,2] Overview

in CHF m	*Q3 2022*	*Q3 2021*	*% CHF*	*% LC[3]*	*9M 2022*	*9M 2021*	*% CHF*	*% LC[3]*
Sales	**1 312**	1 096	+ 20	+ 27	3 875	3 130	+ 24	+ 29
EBITDA	**220**	170	+ 29		656	506	+ 30	
EBITDA margin	***16.8 %***	*15.5 %*			16.9 %	*16.2 %*		
EBITDA b.e.i.[4]	**242**	183	+ 32		690	529	+ 30	
EBITDA b.e.i.[4] margin	***18.4 %***	*16.7 %*			17.8 %	*16.9 %*		
Sales Bridge	***Sales*** *+ 20 %*	***Price*** *+ 18 %*	***Volume*** *+ 9 %*	***Currency*** *- 7 %*	***Sales*** *+ 24 %*	***Price*** *+ 18 %*	***Volume*** *+ 11 %*	***Currency*** *- 5 %*

Business Area composition[1] (in %)



Continued sales growth and profitability progression

- **+ 27 % LC[3] growth** due to both **higher volumes** and **increased pricing in Q3**
- **Strong Care Chemicals** (Crop Solutions, Personal Care, Home Care), **Catalysis** sales growth (volume growth in Petrochemicals and Specialty Catalysts), and **Natural Resources** sales increased (in all three Business Units, especially Additives)
- All regions contributed to positive development
- Negative currency impact across the Group

EBITDA margin up by 130 basis points

- **Absolute EBITDA increased by 29 %** versus prior year, and the margin rose to 16.8 %
- Improvement propelled by **pricing measures, higher sales, operating leverage** from higher sales, and **cost savings,** which fully offset increased raw material cost and higher energy and logistics cost
- Savings from **performance programs**[5]

[1] continuing operations; [2] Q3 and 9M 2021 restated. The figures were rounded, and hence, minor reporting deviations might occur; [3] local currency; [4] before exceptional items; [5] performance programs contributed c. CHF 2 m

Third Quarter 2022 – Care Chemicals[1]

in CHF m	Q3 2022	Q3 2021	% CHF	% LC[2]	9M 2022	9M 2021	% CHF	% LC[2]
Sales	**509**	436	+ 17	+ 24	1 626	1 224	+ 33	+ 37
EBITDA	**115**	96	+ 20		378	252	+ 50	
EBITDA margin	***22.6 %***	*22.0 %*			*23.2 %*	*20.6 %*		
EBITDA b.e.i.[3]	**115**	98	+ 17		380	254	+ 50	
EBITDA b.e.i.[3] margin	***22.6 %***	*22.5 %*			*23.4 %*	*20.8 %*		
Sales Bridge	***Sales*** *+ 17 %*	***Price*** *+ 24 %*	***Volume*** *0 %*	***Currency*** *- 7 %*	***Sales*** *+ 33 %*	***Price*** *+ 25 %*	***Volume*** *+ 12 %*	***Currency*** *- 4 %*

Market Dynamics

– Global industrial markets normalized; consumer markets expected to follow in Q4 2022
– Raw material cost eased at high levels
– Customer destocking
– Supply chain uncertainties remained high

Strong + 24 % LC[2,4] sales growth across all key business lines, driven by higher prices

– Quarter was characterized by softening demand and selective customer destocking, which resulted in a **flat volume** development
– **Consumer Care** sales increased in a double-digit percentage range in all three businesses: Personal Care, Home Care, and Crop Solutions in particular
– **Industrial Applications** grew at a low-teen rate. Despite seasonal nature, Aviation contributed positively in specific regions
– **All regions** boosted sales, mostly driven by Europe, North America, Latin America, and the Middle East & Africa

EBITDA margin improvement of 60 basis points

– Absolute **EBITDA up by 20 %, EBITDA margin rose to 22.6 %** versus a strong prior year comparison base. Increase was underpinned by active price management while raw material cost headwinds eased slightly, and positive one-off items made a high single-digit million contribution. No impact from inventory revaluation; however, logistics challenges persisted

[1] Q3 and 9M 2021 restated. The figures were rounded, and hence, minor reporting deviations might occur; [2] local currency; [3] before exceptional items; [4] 23 % organic sales growth in local currency, excluding c. CHF 2 m contribution from the consolidation of Beraca

Third Quarter 2022 – Catalysis[1]

in CHF m	Q3 2022	*Q3 2021*	*% CHF*	*% LC[2]*	*9M 2022*	*9M 2021*	*% CHF*	*% LC[2]*
Sales	**262**	216	+ 21	+ 28	679	630	+ 8	+ 12
EBITDA	**30**	26	+ 15		57	106	- 46	
EBITDA margin	***11.5 %***	*12.0 %*			*8.4 %*	*16.8 %*		
EBITDA b.e.i.[3]	**31**	24	+ 29		59	104	- 43	
EBITDA b.e.i.[3] margin	***11.8 %***	*11.1 %*			*8.7 %*	*16.5 %*		
Sales Bridge	***Sales*** *+ 21 %*	***Price*** *+ 1 %*	***Volume*** *+ 27 %*	***Currency*** *- 7 %*	***Sales*** *+ 8 %*	***Price*** *+ 3 %*	***Volume*** *+ 9 %*	***Currency*** *- 4 %*

Market Dynamics

– Continued demand for more sustainable solutions and continued investments in capacity
– Ongoing demand in C3[4] value chain; Syngas and emission-control demand accelerated
– Raw material cost remained at high levels
– Continued challenges in supply chains and logistics

Strong LC[2] sales growth driven by volumes

– Sales growth in **Petrochemicals** and **Specialty Catalysts** significantly outpaced the weakness in **Syngas** as anticipated**,** despite continued logistical challenges. Notable sales increase in **Asia**, especially **China.** Sales in **North America, Middle East & Africa**, and **Latin America** well above previous year**.** Weaker result in **Europe** attributable to the normal project nature of the business

Lower EBITDA margin, despite favorable mix, due to sunliquid® cost and pressure from higher logistics and energy cost

– **EBITDA margin decreased to 11.5 %,** despite more favorable product mix, due to: **1**) **project cost** and higher chemicals consumption at elevated raw material/energy cost related to the sunliquid® plant - individual operational difficulties are being addressed; **2**) temporary **margin squeeze** due to continued pressure from higher logistics and energy cost. Although pricing model has been adjusted, long catalyst product lead times result in a cost-to-pricing mismatch and corresponding time lag; **3)** the impact of the **suspension of all business with Russia**
– New CATOFIN® plant in China continued to run at high-capacity levels, producing orders for delivery in both Q3 and Q4 as well as 2023

[1] Q3 and 9M 2021 restated. The figures were rounded, and hence, minor reporting deviations might occur; [2] local currency; [3] before exceptional items; [4] propylene

Third Quarter 2022 – Natural Resources[1]

in CHF m	Q3 2022	*Q3 2021*	*% CHF*	*% LC[2]*	*9M 2022*	*9M 2021*	*% CHF*	*% LC[2]*
Sales	**541**	444	+ 22	+ 30	1 570	1 276	+ 23	+ 28
EBITDA	**108**	78	+ 38		298	216	+ 38	
EBITDA margin	***20.0 %***	*17.6 %*			*19.0 %*	*16.9 %*		
EBITDA b.e.i.[3]	**108**	81	+ 33		297	219	+ 36	
EBITDA b.e.i.[3] margin	***20.0 %***	*18.2 %*			*18.9 %*	*17.2 %*		
Sales Bridge	***Sales*** *+ 22 %*	***Price*** *+ 21 %*	***Volume*** *+ 9 %*	***Currency*** *- 8 %*	***Sales*** *+ 23 %*	***Price*** *+ 18 %*	***Volume*** *+ 10 %*	***Currency*** *- 5 %*

Market Dynamics

- Softening demand in global industrial sector (i.e., construction, electrical and electronics (E&E), and automotive)
- Some easing of raw material prices, but still high cost levels for raw materials and energy
- Strong demand for sustainable solutions (i.e., in Additives)

Noteworthy + 30 % LC[1] sales growth, growth across all Business Units and regions

- **Oil and Mining Services (OMS**) sales grew in a double-digit percentage range. Oil Services sales reflected a notable improvement due to strong market demand. Mining Solutions sales increased significantly (successful pricing). Refinery sales grew meaningfully
- **Functional Minerals (FM)** sales grew in a double-digit percentage range, with positive developments in Purification and Cargo & Device Protection. Foundry sales grew at a low-teen rate, exceeding Q3 2019 levels (pre-COVID-19)
- **Additives (ADD)** sales rose most significantly among all three Business Units. Robust sales growth in all key regions and in automotive (e-mobility) as well as electronic applications, despite softening volumes and customer destocking

EBITDA margin improvement of 240 basis points on the back of operating leverage and pricing

- Absolute **EBITDA up 38 %, EBITDA margin** of **20.0 %.** Strong top-line advance, in tandem with pricing measures, mitigated the negative impact from higher raw material cost and rising energy prices; positive one-off items contributed in a mid-single-digit million range

[1] Q3 and 9M 2021 restated. The figures were rounded, and hence, minor reporting deviations might occur; [2] local currency; [3] before exceptional items

Outlook 2022

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what is precious to you?

Outlook Q4 2022

Care Chemicals

Q4 2022 Outlook:

- Solid y-o-y sales growth in LC,[1] driven by maintained pricing levels, while volumes are expected to further soften; sequentially only slightly lower
- EBITDA margin level lower y-o-y and sequentially; continued inflationary environment together with softening demand

Catalysis

Q4 2022 Outlook:

- Solid y-o-y and sequential sales growth in LC,[1] due to execution of the order book (CATOFIN® in China)
- Further EBITDA margin improvement sequentially, aiming to come close to previous year's level; continued burden from sunliquid® ramp up

Natural Resources

Q4 2022 Outlook:

- Solid y-o-y sales growth in LC,[1] sequentially clearly lower due to softening growth environment and continued impact of Russian business suspension
- EBITDA margin clearly lower y-o-y and sequentially; impacted by softening demand, inflationary environment, and restructuring charges

Group

Q4 2022 Outlook:

- Solid LC[1] sales growth y-o-y underpinned by higher prices; sequentially modest sales decline
- Reported EBITDA margin level clearly lower (y-o-y and sequential) due to restructuring charges in Q4 due to the cost of implementing the new operating model, continued burden from sunliquid® cost

[1] local currency

Full Year Outlook 2022 – Expect Strong Sales Growth and Underlying EBITDA Margin Improvement, Reported EBITDA Impacted by One-offs

External Factors

- Geopolitical conflict impacting global economic growth and consumer demand in Q4 2022 – customer destocking to continue
- High inflationary environment to persist in Q4 2022
- Continued high raw material, logistics, and, in particular, energy cost levels as well as supply chain uncertainties, despite some easing from peak levels
- Resurgence of COVID-19

FY 2022 Group

- **Strong sales growth** in LC[1] to around CHF 5.1 billion based on continued pricing measures and strong 9M 2022 results, despite softening of certain end markets (incl. destocking)
- Expecting to **improve** year-on-year underlying **EBITDA margin** level, while reported EBITDA will be impacted by one-off restructuring charges and negative impact from sunliquid® cost

Internal Factors

- Maintain pricing in a softening environment (raw materials, logistics); mitigate continued energy inflation (Europe)
- Restructuring charges for implementation of new operating model
- Manage and improve investment ramp up of sunliquid®
- Suspension of business with Russia

Continued profitable growth and disciplined execution of strategic growth investments toward confirmed 2025 financial targets: Profitable growth (4 – 6 % CAGR), Group EBITDA margin between 19 – 21 %, and a free cash flow conversion of around 40 %

[1] local currency

CLARIANT

Leading in Sustainability While Supporting our Customers

what is precious to you?

ESG – Clariant’s Sustainability Transformation Commitment

Sustainability priorities

Fighting Climate Change

Reducing our own carbon footprint and creating value for customers with low-carbon, high-performing solutions

Increasing Circularity

Products and solutions that enable reducing, reusing and recycling

Safe and sustainable in everything we do

Zero Waste and Pollution

Eliminating waste and pollution from our operations and value chains

Sustainable Bioeconomy

Creating a sustainable bioeconomy by protecting nature and maintaining high social standards

Social Value Creation

Creating value for our employees, in our business networks and in society as a whole

Investment in operations & portfolio

Sustainable operations
Future-proof our operations for a climate-neutral, sustainable world

Sustainability-driven portfolio change
Increase the safety and sustainability of our products and help our customers achieve their sustainability goals

ESG – Pioneering Technology for Steam Methane Reforming

A breakthrough in sustainable hydrogen production

Clariant's **catalysis** expertise has resulted in »EARTH®« (Enhanced Annular Reforming Tube for Hydrogen), an innovative, award-winning recuperative reforming technology developed by Technip Energies with Clariant's structured catalyst

EARTH® is a pioneering drop-in solution that enables a capacity increase in the production of hydrogen while contributing to energy savings and an improved carbon footprint

Up to[1]

20 %
capacity increase in hydrogen production

10 %
decrease in CO_2 emissions

50 %
lower fossil fuel consumption

Winner:
- »Best Process Innovation« ICIS Innovation Awards 2022
- »Best Refining Technology« Hydrocarbon Processing Awards 2022

[1] per unit of hydrogen produced
Performance varies by plant. At the Akkim Hydrogen/CO (HyCO) plant in Turkey, 20 % less Co_2 emissions and nearly 40 % lower fossil fuel consumption were recorded during the period January 2019 to November 2021

Superior Product Offering to Help Customers Improve their Sustainability Profile

Bio-based products

- **VITA** range of surfactants
- **Sunliquid®** cellulosic ethanol
- **Naturals** and **botanicals**



~ 20 % of Clariant FY 2021 sales

Enabling decarbonization

- **Reduction of carbon-footprint** with award-winning catalysts
- Catalyst enabling the **new hydrogen economy**
- **Halogen-free flame retardants** for e-mobility



~ 25 % of Clariant FY 2021 sales

Enabling circularity

- **Additives** that support **mechanical recycling** of plastics
- **Purification of pyrolysis oil** to support **chemical recycling** of plastics
- **Purification** of **bio-diesel**

~ 15 % of Clariant FY 2021 sales

Ambitious 2030 Sustainability Targets for our Operations and Supply Chain

ENVIRONMENTAL

Science-based climate targets

Set out absolute reductions in greenhouse gas emissions*

- 40%

Scope 1+2 greenhouse gas emissions

- 14%

Scope 3 greenhouse gas emissions from purchased goods and services

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Sustainable operations targets

Set out intensity reductions for key environmental aspects*

- 20%

Water intake

- 25%

Waste water volume

100%

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

- 40%

Landfilled non-hazardous waste

- 25%

Hazardous waste

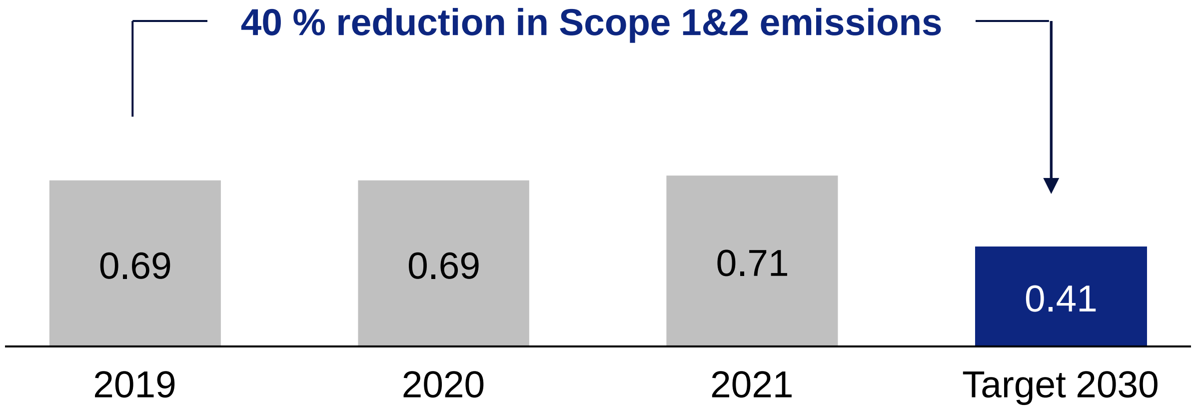
- 30%

Nitrogen oxide (NOx) emissions

Ambitious Emission Reduction Targets in a Growth Environment – Roadmaps towards Targets Defined and in Execution

ENVIRONMENTAL

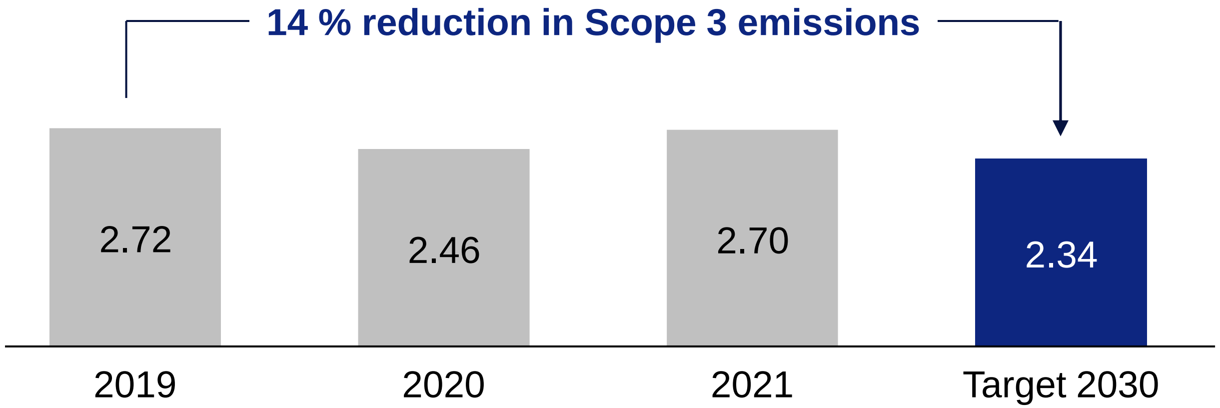
Reducing our carbon footprint…



Scope 1&2 GHG emissions
in m tCO_2e, corresponding to +3 % since 2019

- The production volume increase (+8%) outpaced the scope 1 & 2 GHG emission increase of +3% from 2019 to 2021. This development was driven by an accelerated transition to renewables, specifically the switch from coal to biofuel at some sites and a higher share of green electricity purchased
- Accelerated impact of capex projects for GHG reduction to be expected from 2023 due to the execution time required
- 2030 target achievement will rely on energy transition (renewables and green electricity) and energy efficiency measures

…and the carbon footprint of our raw materials



Scope 3 GHG emissions from purchased goods and services
in m tCO_2e, corresponding to -1 % since 2019

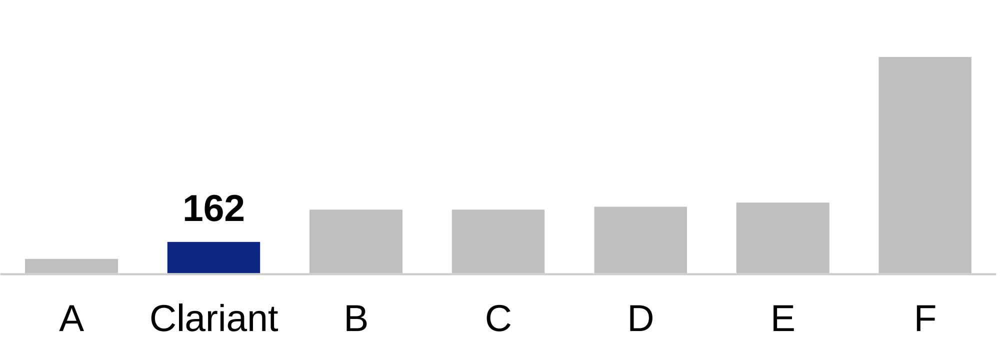
- Scope 3 GHG emissions from purchased goods and services decreased by -1 % compared to 2019, despite a +8% volume increase
- This reflects the successful execution of Scope 3 roadmap projects. Implementing projects in the pipeline and identifying new reduction opportunities are of high strategic focus across the organization
- 2030 target achievement will rely on broader decarbonization of raw material value chains, including use of alternatives to fossil-based routes (i.e. bio-based) and secondary raw materials (i.e. recycled)

A Leader in Low Carbon Intensity Today and Tomorrow

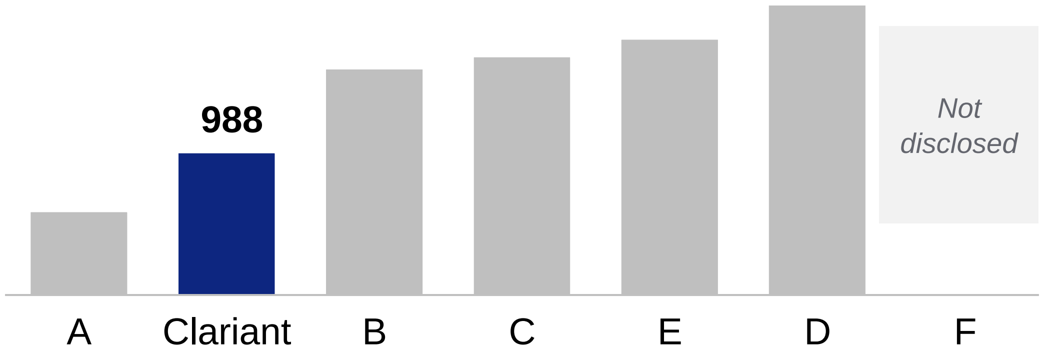
ENVIRONMENTAL

GHG Emissions Intensity

Scope 1&2 Emissions vs. Peers
tCO_2e/CHF m 2021 sales

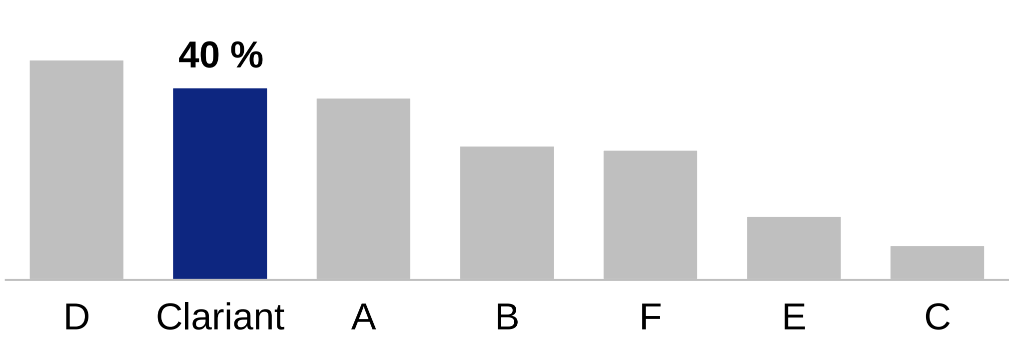


Scope 3 Emissions vs. Peers
tCO_2e/CHF m 2021 sales

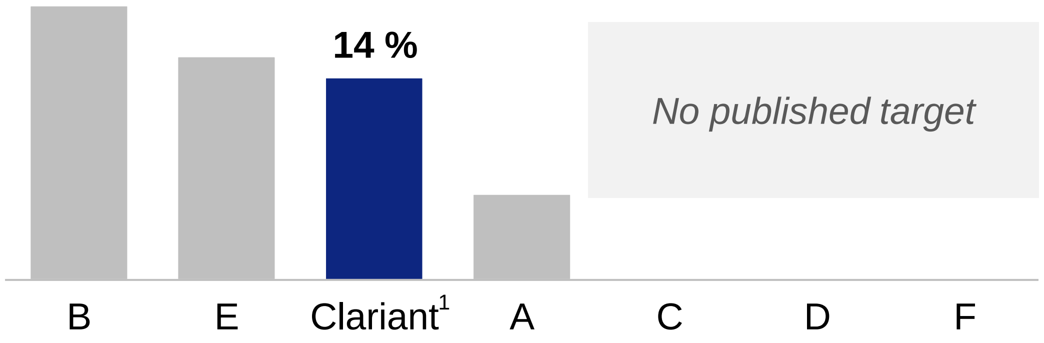


GHG Emissions Reduction Targets

Scope 1&2 Emissions Reduction Target vs. Peers
% reduction 2019 - 30

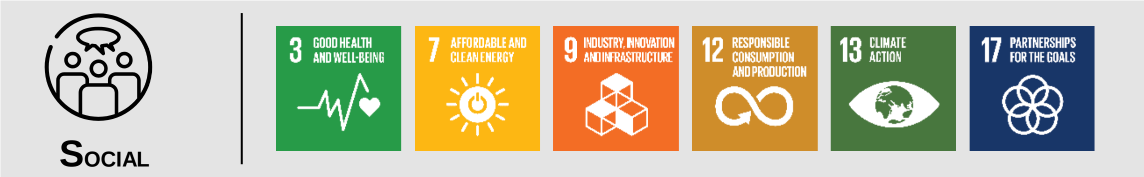


Scope 3 Emissions Reduction Target vs. Peers
% reduction 2019 - 30



[1] Reduction of Scope 3, category 1 emissions

Adapting Important Social and Governance Aspects to Support the Holistic Sustainability Transformation

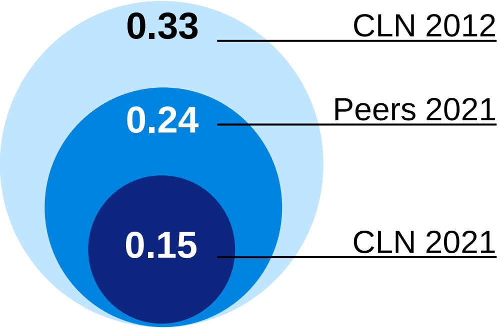


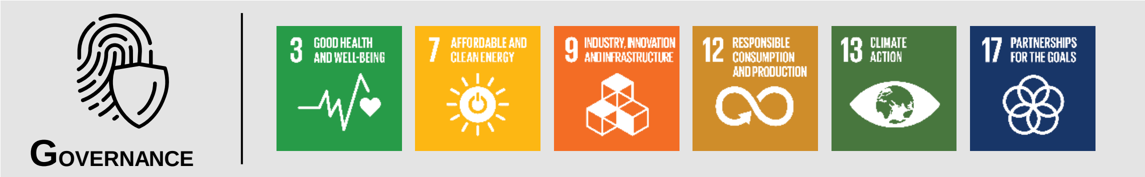
Our Goal: Zero Accidents
Working together with all business units within the framework of the **Avoiding Accidents** program to continually reduce the number of accidents Group-wide

Safe and Sustainable Chemistry
Committed to **generating positive impact for society** with **safe and sustainable chemistry**

Examples include **Safebrake® Life**, a hazard label-free brake fluid, contributing to safety in driving and for everybody using it

Low Lost-time Accident Rate*





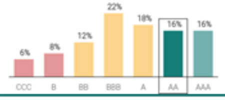
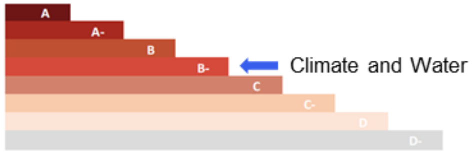
Setting up the Right Structures
Bundling expertise for innovative and sustainable solutions by establishing **a Group Innovation & Sustainability (GIS)**

Implementing Effective CO_2 Governance Tools
Integrating CO_2 pricing into CAPEX decision-making and
CO_2 performance into short-term incentive plan
Stepwise implementation of TCFD recommendations

Ensuring High Standards
Ensuring the highest compliance standards with an updated **Code of Ethics**

*Clariant 2021 Continuing Operations; Peers value based on average of Lonza, DSM, AkzoNobel, Umicore, Albemarle, BASF, Evonik, and Clariant

Clariant is Well Recognized as an Industry Leader by Important ESG Ratings and Rankings status as of October 2022

Index / Ranking / Rating	Clariant score / Percentile rank or range	Status		First year of inclusion
Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA	72 / 95th percentile	DJSI Europe and World Member, Sustainability Yearbook 2021 member	Sustainability Yearbook Member 2021 S&P Global	2012
SUSTAINALYTICS	81 / 98th percentile	Leader (compared to industry peers)	3 out of 131 Relative Position Leader	2016
MSCI	AA / Range: AAA to CCC	Second best score		2015
ISS-oekom	B- / Top 10%	“Prime” status and industry leader	Corporate Responsibility Prime rated by oekom research	2013
FTSE Russell	3.7 / 77th percentile	Included in FTSE4 Good Index	FTSE4Good	2015
ecovadis	75 / 98th percentile	-	Platinum 2021 ecovadis	2012
vigeo eiris	60/100 – “advanced”	Included in Ethibel and Euronext indices	EURONEXT vigeo eiris INDICES EUROPE 120; ETHIBEL	2014
CDP DRIVING SUSTAINABLE ECONOMIES	Climate: B- / Range: A to D-	Average compared to global		2013
	Water: B- / Range: A to D-	Below average compared to global		

Backup Slides

New Executive Leadership Team Established as of 1 July 2022

3 Simplified Organizational & Leadership Structure

- Clariant is reorganizing into three global Business Units (BUs) rather than five, with newly appointed presidents
- Simplified and flatter operating model to support cultural transformation
- Improved implementation of Clariant's purpose-led growth strategy
- Fewer hierarchical layers and reduced complexity
- Higher accountability and improved customer proximity (P&L and regional responsibility)
- Contributing to confirmed Capital Market Day cost savings target of CHF 110 m (efficiency and rightsizing programs)

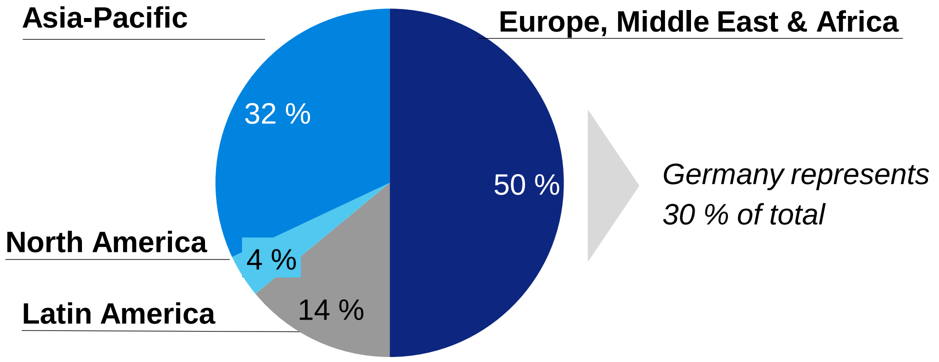
Executive Leadership Team

Natural Gas – Global Footprint of Specialty Chemicals Exposure

Nine Month 2022 Regional Production vs. Regional Consumption

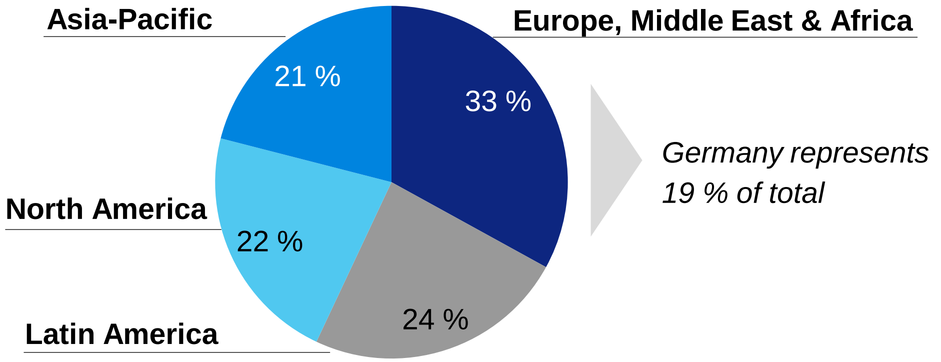
Regional Production[1] Split

in tons

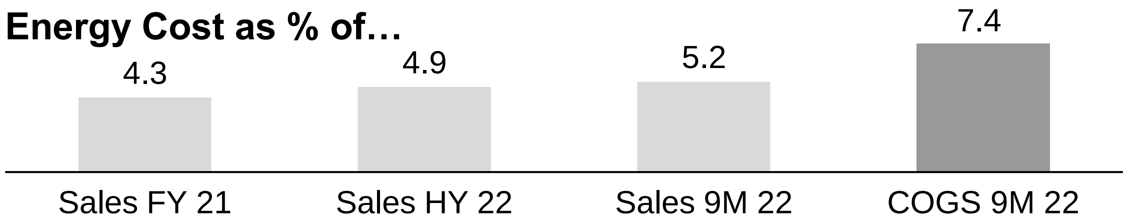


Regional Gas Consumption[1] Split

in 1,232 m kWh



Energy Cost as % of…



- Natural Gas used mainly for steam / heat and to a smaller extent for electricity generation
- No / lower dependency on Russian gas supplies in the Nordics and southwestern Europe
- Clariant's gas consumption in Germany reduced to 19 % of total natural gas consumption
- Clariant assessed business impacts across 3 scenarios in Europe (-30 %, -60 %, -100 %) along with targeted mitigation measures per production site to prepare in case of critical supply shortage
- Mitigation measures (in Germany) include a fuel switch (e.g., gas to oil) or a switch from gas-generated power to external electricity

➔ Clariant can effectively reduce the business impact of a gas supply reduction of up to 60 % in Europe

[1] continuing operations

Third Quarter 2022 – Sales and EBITDA by Business Area

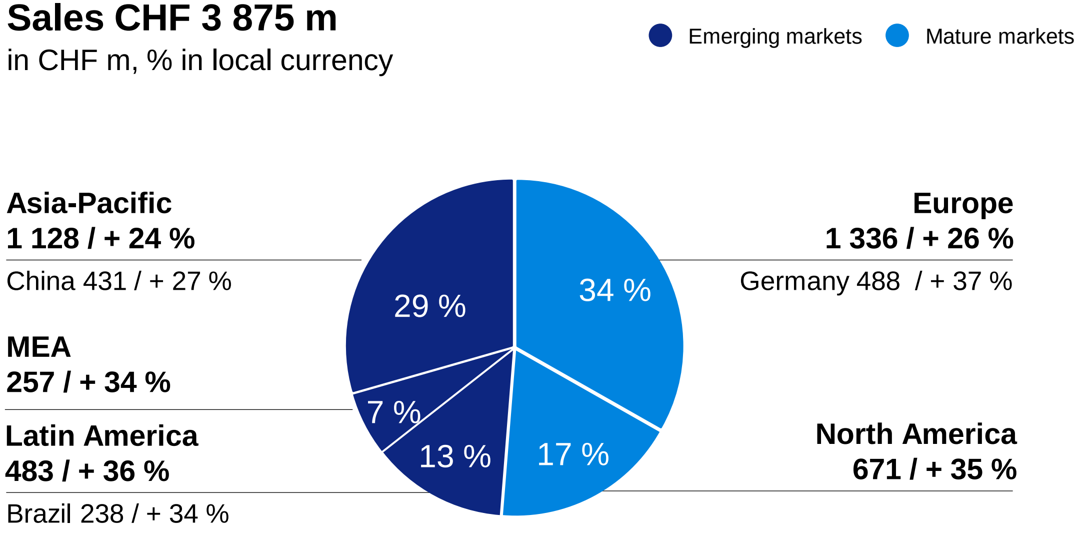
	Sales			EBITDA		
in CHF m	***2022***	*2021*	*% LC[1]*	***2022***	*2021[2] (restated)*	*% CHF*
Care Chemicals	**509**	**436**	*+ 24 %*	**115**	**96**	*+ 20 %*
margin				*22.6 %*	*22.0 %*	
Catalysis	**262**	**216**	*+ 28 %*	**30**	**26**	*+ 15 %*
margin				*11.5 %*	*12.0 %*	
Natural Resources	**541**	**444**	*+ 30 %*	**108**	**78**	*+ 38 %*
margin				*20.0 %*	*17.6 %*	
Business Areas Total	**1 312**	**1 096**	*+ 27 %*	**253**	**200**	*+ 27 %*
Corporate	–	–		- 33	- 30	
Total Continuing Operations	**1 312**	**1 096**	*+ 27 %*	**220**	**170**	*+ 29 %*
margin				***16.8 %***	***15.5 %***	

[1] in local currency; [2] Q3 2021 restated. The figures were rounded, and hence, minor reporting deviations might occur

Nine Month 2022 – Group[1] Overview

Geographic split

Sales CHF 3 875 m
in CHF m, % in local currency



- **European** sales growth supported by strong growth in Care Chemicals (Consumer Care and Industrial Applications) and Natural Resources (all Business Units)
- **Asia-Pacific** driven by continued growth across all Business Areas. Growth in **China** benefitted from strong Catalysis demand, CATOFIN® in particular
- **North American** growth partly attributable to weak comparison base with an especially challenging environment in Oil Services and weather-related disruptions in Q1 2021
- Sales growth in **Latin America** with an increase in Care Chemicals (Consumer Care and Industrial Applications), Natural Resources (all Business Units), as well as Catalysis
- Higher **Middle East & African** sales in Care Chemicals and Natural Resources (Oil & Mining Services and Functional Minerals)

[1] continuing operations

Nine Month 2022 – Sales and EBITDA by Business Area

	Sales to third parties			EBITDA		
in CHF m	***2022***	*2021*	*% LC*[1]	***2022***	*2021*[2] *(restated)*	*% CHF*
Care Chemicals	**1 626**	**1 224**	*+ 37 %*	**378**	**252**	*+ 50 %*
margin				*23.2 %*	*20.6 %*	
Catalysis	**679**	**630**	*+ 12 %*	**57**	**106**	*- 46 %*
margin				*8.4 %*	*16.8 %*	
Natural Resources	**1 570**	**1 276**	*+ 28 %*	**298**	**216**	*+ 38 %*
margin				*19.0 %*	*16.9 %*	
Business Areas Total	**3 875**	**3 130**	*+ 29 %*	**733**	**574**	*+ 28 %*
Corporate	–	–		- 77	- 68	
Total Continuing Operations	**3 875**	**3 130**	*+ 29 %*	**656**	**506**	*+ 30 %*
margin				***16.9 %***	***16.2 %***	

[1] in local currency; [2] 9M 2021 restated. The figures were rounded, and hence, minor reporting deviations might occur

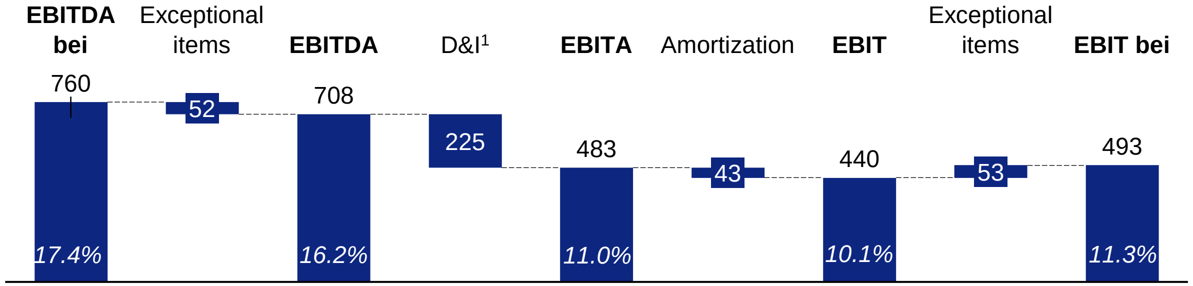
Full Year 2021 – Sales and EBITDA by Business Area

	Sales to third parties			EBITDA[3]		
in CHF m	***2021***	*2020*	*% LC[1]*	***2021***	*2020[4] (restated)*	*% CHF*
Care Chemicals	**1 699**	**1 411**	*+ 22 %*	**351**	**274**	*+ 28 %*
margin				*20.7 %*	*19.4 %*	
Catalysis	**907**	**879**	*+ 5 %*	**152**	**169**	*- 10 %*
margin				*16.8 %*	*19.2 %*	
Natural Resources	**1 766**	**1 570**	*+ 14 %*	**300**	**224**	*+ 34 %*
margin				*17.0 %*	*14.3 %*	
Business Areas Total	**4 372**	**3 860**	*+ 15 %*	**803**	**667**	
Corporate	–	–		- 95	- 70	
Total Continuing Operations	**4 372**	**3 860**	*+ 15 %*	**708**	**597**	*+ 19 %*
margin				***16.2 %***	***15.5 %***	
Discontinued	**912**	**1 330[2]**	*- 31 %*	**114**	**785[2]**	*- 85 %*
Total Group	**5 284**	**5 190**	*+ 3 %*	**822**	**1 382**	*- 41 %*

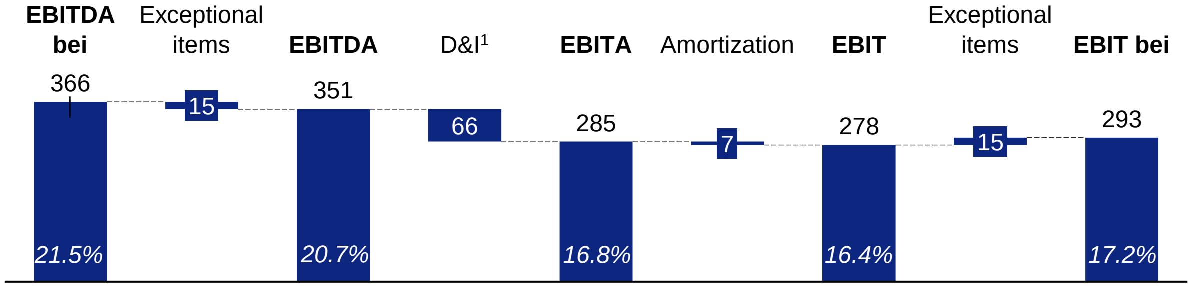
[1]in local currency; [2]including gain on disposal of divested Masterbatches business; [3]EBITDA before exceptional items FY 2021 (FY 2020): Group CHF 760 m / 17.4 % (CHF 623 m / 16.1 %), Care Chemicals CHF 366 m / 21.5 % (CHF 277 m / 19.6 %), Catalysis CHF 150 m / 16.5 % (CHF 178 m / 20.3 %), Natural Resources CHF 302 m / 17.1 % (CHF 247 m / 15.7 %), Discontinued Operations CHF 138 m / 15.1 % (CHF 148 m / 11.1 %); [4]2020 EBITDA figures include a total of CHF 50 million reversal for a competition law investigation by the European Commission (in Corporate) and a CHF 35 million provision for the efficiency program, as well as a CHF 59 million provision for the rightsizing program and a CHF 24 million provision for the efficiency program, both in discontinued operations

EBITDA / EBIT Bridge Full Year 2021

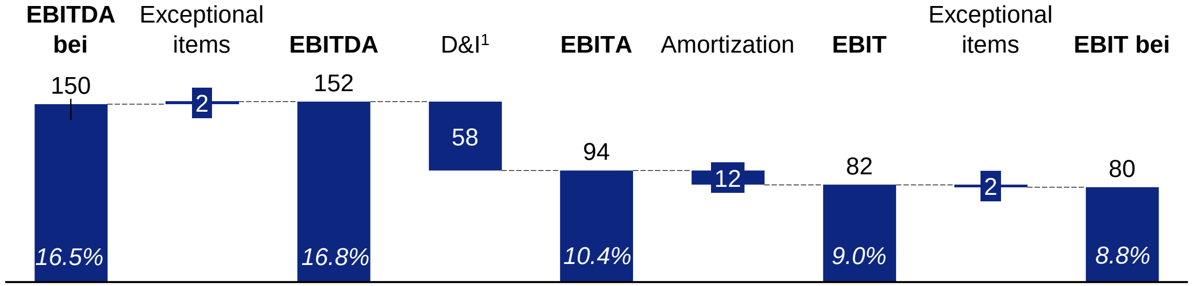
Group continuing operations (CHF m)

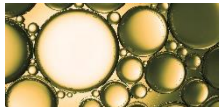


Care Chemicals (CHF m)

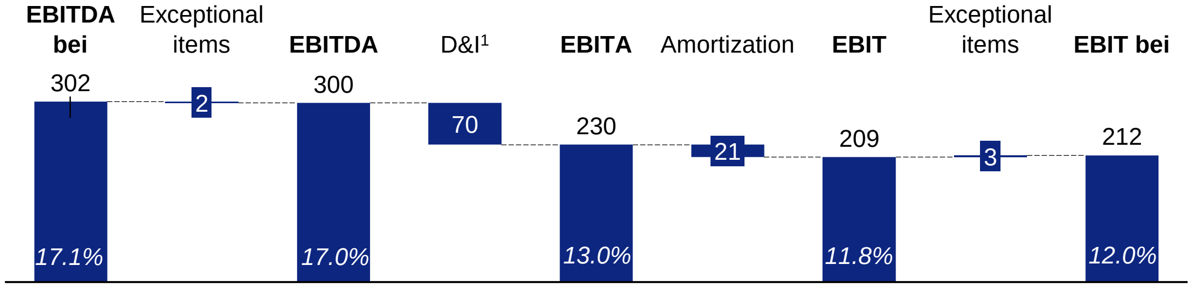


Catalysis (CHF m)





Natural Resources (CHF m)

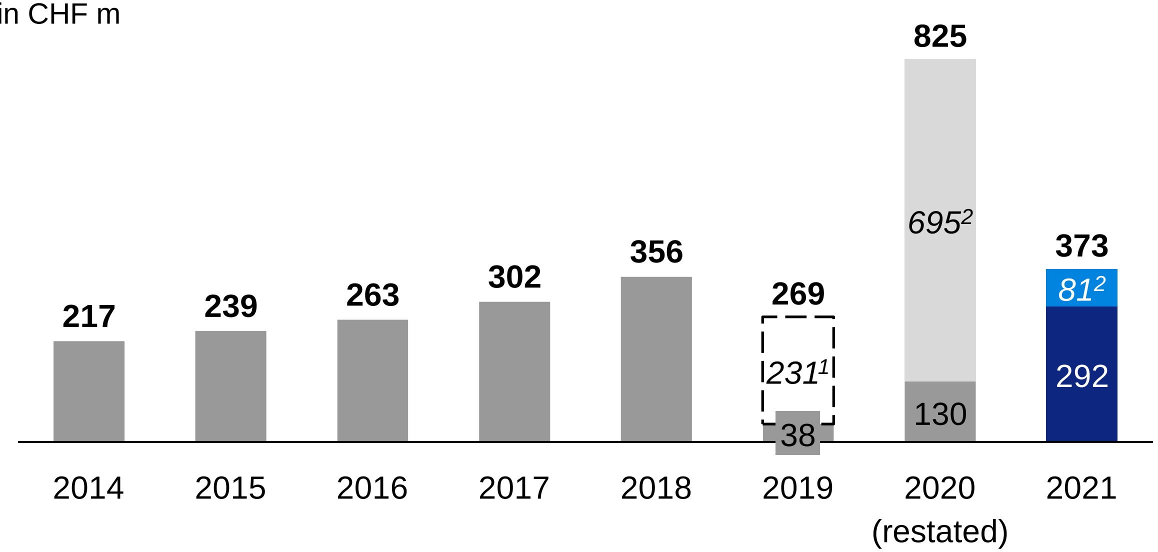


[1]Depreciation & Impairment

Full Year 2021 – Net Result & Net Operating Cash Flow

Net Result

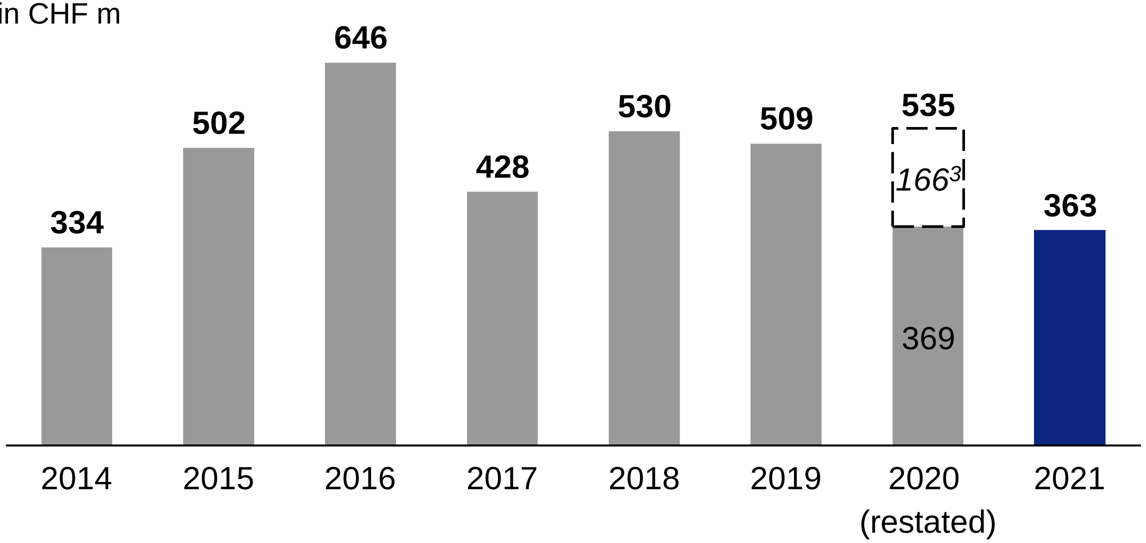
in CHF m



- Total Group **net result of CHF 373 m**
  - 2021 increased net result from continuing operations due to strong business performance and increased margin
  - 2020 was positively impacted by CHF 723 m gain (after taxes) on the Masterbatches disposal and the partial reversal of CHF 50 m of the EU fine provision

Net operating Cash Flow

in CHF m



- **Net operating cash flow** for the total Group was **CHF 363 m** due to recalibration of total Group level post divestments and rebound of net working capital as a result of higher sales and supply chain uncertainties as well as restructuring cash payments (CHF 38 m)
- **Neutral cash conversion** driven by higher net working capital, transformative growth capex and performance programs[4]

[1]CHF 231 m provision for a competition law investigation by the European Commission, CHF 50 m reversed in 2020
[2]net result from discontinued operations: FY 2021 CHF 81 m; FY 2020 CHF 695 m, which was positively impacted by the gain on the disposal of the Masterbatches business

[3]CHF 166 m payment of the European Commission fine
[4]CHF 38 m restructuring cash-out in 2021 and CHF 25 m restructuring cash-out in 2020

Full Year 2021 – Consolidated Statements of Cash Flows

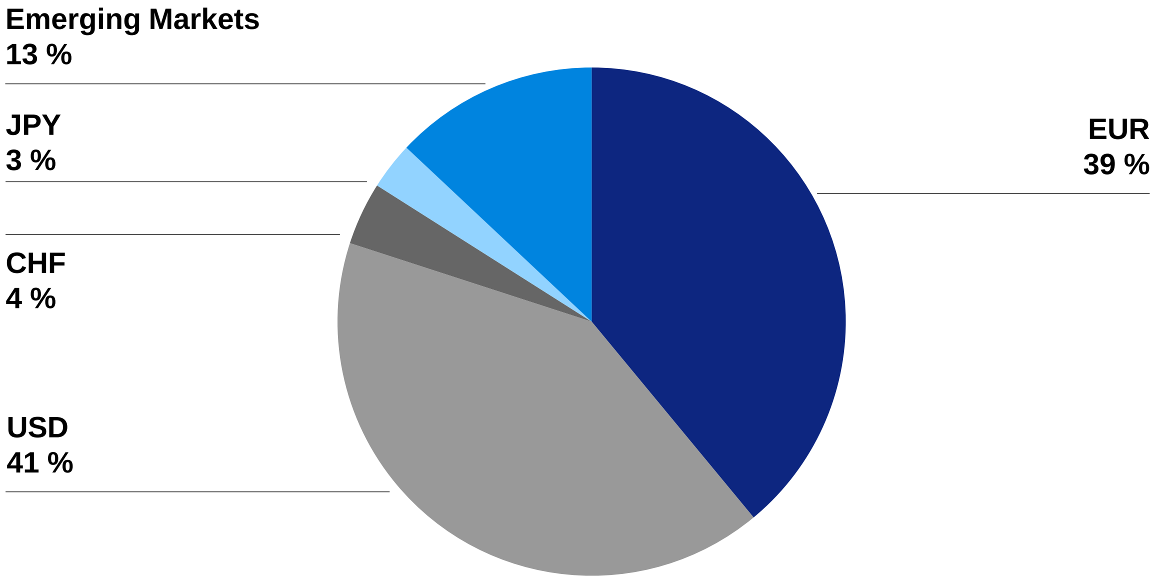
All figures including discontinued operations

in CHF m	**Full Year 2021**	Full Year 2020 (restated)
Net result from continuing operations	292	130
Net result	373	825
Depreciation, amortization, and impairment	268	280
Payments for restructuring	- 38	- 25
Other	167	- 504
Cash flow before changes in working capital	**770**	**576**
Changes in working capital and provisions	- 305	- 92
Income taxes paid	- 102	- 115
Net cash generated from operating cash flow	**363**	**369**
Cash flow from investing activities	**- 143**	**1 083**
thereof: property, plant, and equipment	- 357	- 288
thereof: changes in current financial assets and short-term deposits	254	57
thereof: business acquisitions	- 91	- 9
thereof: disposals and other	51	1 323
Cash flow before financing	**220**	**1 452**

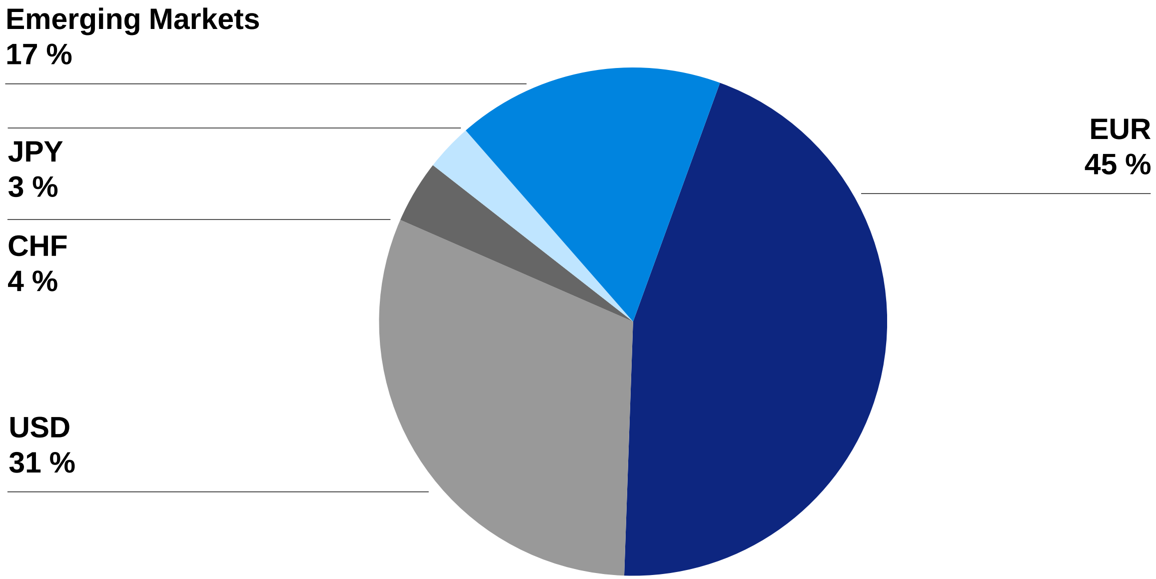
- Full year 2021 **net result from continuing operations** increased to CHF 292 m due to growth and improved profitability
- **Cash flow before changes in working capital and before taxes paid** of CHF 770 m increased by CHF 194 m vs. FY 2020 from the increase in operating profit
- **Operating cash flow at CHF 363 m** on similar level as FY 2020 despite CHF 221 m increase from net working capital growth as well as from CHF 38 m cash-out for the efficiency programs
- Growth investments in new plants (esp. sunliquid® / CATOFIN®) resulted in higher expenditure in **property, plant, and equipment** of CHF 357 m
- Payments for business acquisitions include bolt-on acquisitions (JV with India Glycols CHF 58 m, Beraca CHF 31 m)

Full Year 2021 – Sales and Cost Structure[1]

Global Sales Distribution[2]
in %



Global Cost Distribution[2]
in %



[1]these distributions represent an approximation to total cash inflows and outflows and are closely linked to transaction exposures for FY 2021; [2]including discontinued operations

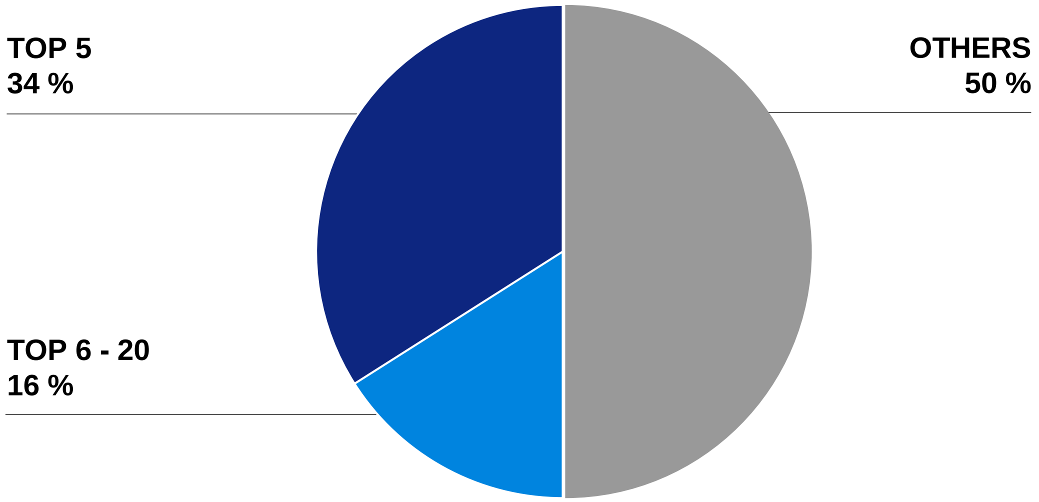
Full Year 2021
Top 20 Chemicals in Percentage of Total Raw Material Cost[1]

TOP 5 CHEMICALS

1 Ethylene
2 Ethylene oxide
3 Alkyl-(C10-C14)-benzene, linear
4 Propylene glycol
5 Sodium hypophosphite

TOP 6 - 20 CHEMICALS

6 Propylene oxide
7 Alkyl-(C8-C16)-benzene, linear
8 Bentonite
9 Fatty acids, unsaturated, C14-C18 and C1
10 Aluminum hydroxide
11 Carbon
12 Propylene
13 Wax, montan
14 Fatty alcohol-(C18-C22)
15 Sodium hydroxide
16 Sodium carbonate
17 Naphtha, solvent, petroleum, heavy aroma
18 Zinc oxide
19 Methanol
20 Copper (all forms)



[1] as of 31 December 2021, only continuing operations

Calendar of Upcoming Corporate Events

02 March 2023	Fourth Quarter / Full Year 2022 Reporting
09 March 2023	Integrated Report 2022
04 April 2023	Annual General Meeting
05 May 2023	First Quarter 2023 Reporting
28 July 2023	Second Quarter / Half Year 2023 Reporting
30 October 2023	Third Quarter / Nine Month 2023 Reporting

IR Contacts

Andreas Schwarzwälder
Head of Investor Relations

Phone: +41 61 469 63 73
Email: investor-relations@clariant.com

Maria Ivek
Senior Investor Relations Officer

Thijs Bouwens
Investor Relations Officer