Second Quarter / First Half Year Results 2022

Analyst Presentation

28.07.2022

CLARIANT

what is precious to you?

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Second Quarter 2022

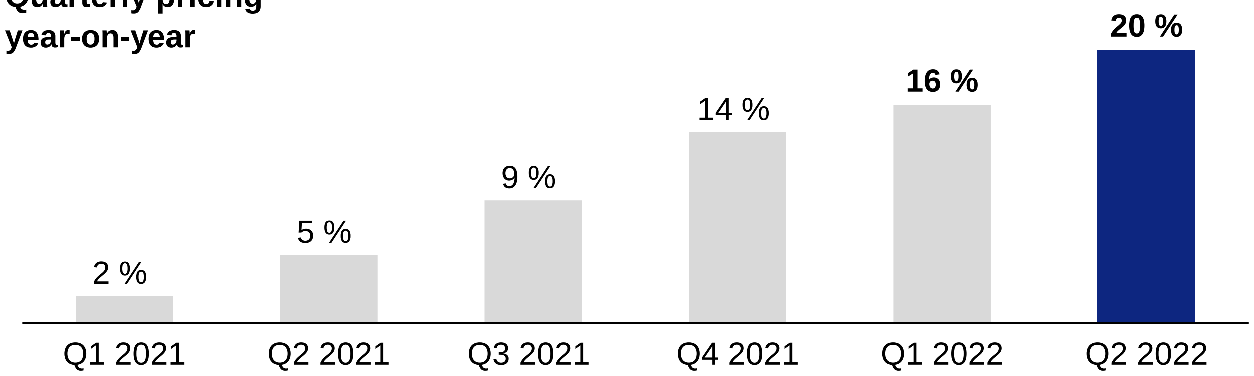
what is precious to you?

Significant Sales Growth in Q2 2022…
…20 % Price Contribution to Specialty Portfolio Growth

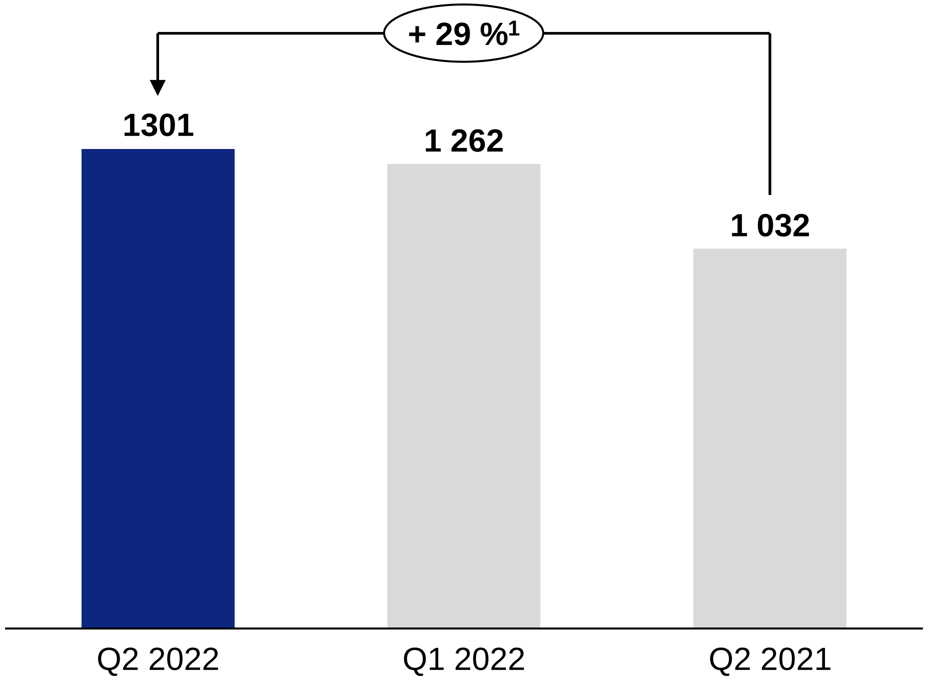
1 Q2 sales (continuing operations) up + 29 % (+ 25 % organic) in LC[1]

- **+ 9 %** volume increase (+ 5 % organic, + 4 % M&A[2])
- **+ 20 %** price contribution fully countered continued cost inflation
- Demand remained strong across all businesses and regions
- Particularly **strong growth** at Care Chemicals (Crop Solutions, Personal Care, Home Care, and Coatings in particular) and Natural Resources (especially Additives) outpaced Catalysis expansion
- Organic growth well above pre-COVID-19 level

Quarterly pricing year-on-year



Sales in CHF m



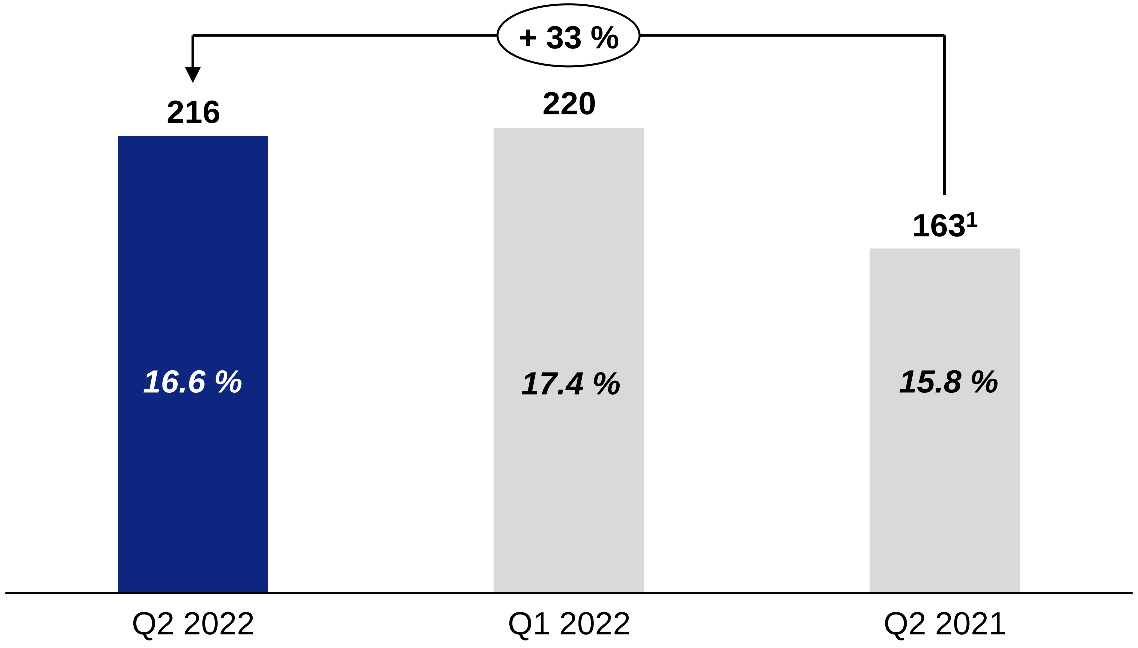
[1] in local currency; [2] consolidation of Clariant IGL Specialty Chemicals Private Limited (CISC) and Beraca contributed sales of c. CHF 43 million in Q2 2022

Strong Growth in Q2 2022…
…Delivered Profitability Improvement

2 Q2 EBITDA margin increased to 16.6 %

- Q2 EBITDA improved by **80 basis points**, driven by **pricing measures**, **higher volumes**, and **cost savings**
- **+ 20 % pricing** fully offset the raw material, energy, and logistics cost inflation
- Inflationary environment resulted in:
  - Raw material cost continuing to increase by c. 36 %
  - Energy cost increasing by c. 34 % (mainly in Europe)
  - Logistic cost increasing by c. 20 %

EBITDA in CHF m



[1] restated

Executed Strategic Priorities in Q2 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)

New Executive Leadership Team[1]

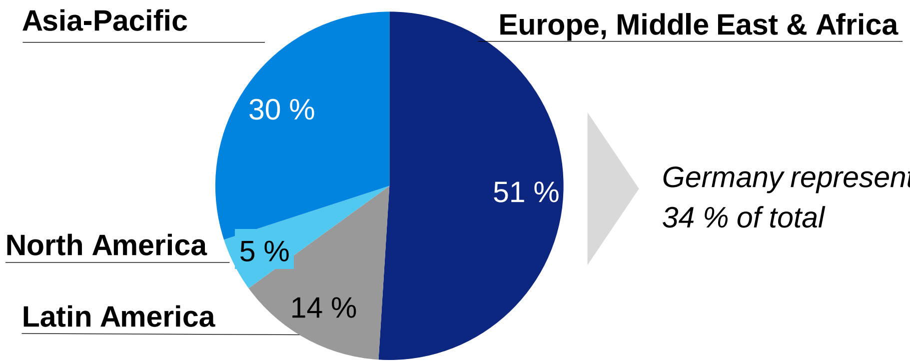
[1] as of 1 July 2022; [2] Alfred Münch until 31 August 2022

Natural Gas – Global Footprint of Specialty Chemicals Exposure

4 First Half Year 2022 Regional Production vs. Regional Consumption

Regional Production[1] Split

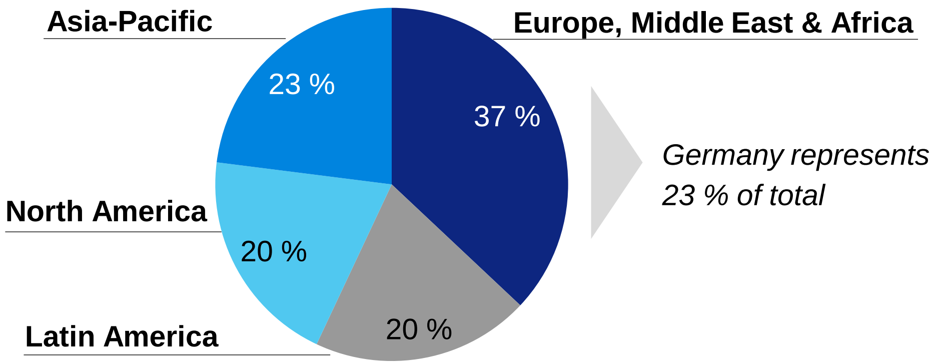
in tons



Germany represents 34 % of total

Regional Gas Consumption[1] Split

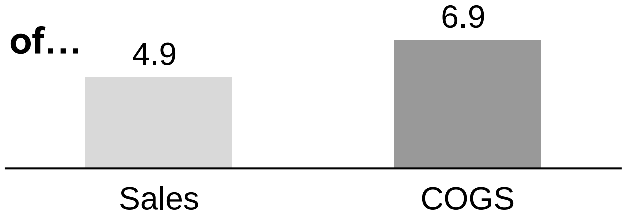
in 642 m kWh



Germany represents 23 % of total

[1] continuing operations

Energy Cost as % of…



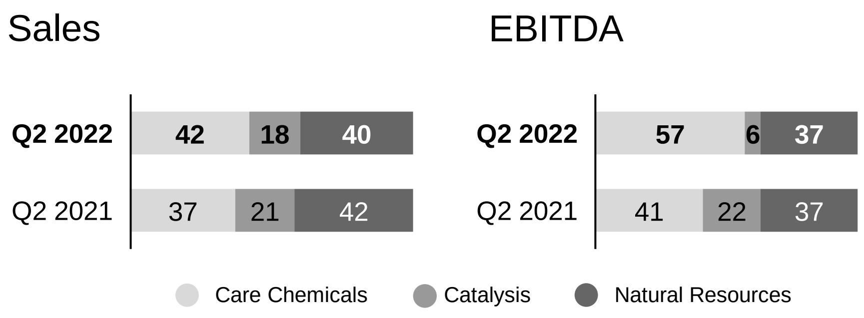
- Natural Gas used mainly for steam / heat and to a smaller extent for electricity generation
- No / lower dependency on Russian gas supplies in the Nordics and southwestern Europe
- Germany dependent on Russian gas with a 35 % supply share; Clariant's gas consumption in Germany only represents 23 % 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

Second Quarter 2022 – Group[1,2] Overview

in CHF m	**Q2 2022**	*Q2 2021*	*% CHF*	*% LC[3]*	***H1 2022***	***H1 2021***	*% CHF*	*% LC[3]*
Sales	**1 301**	1 032	+ 26	+ 29	2 563	2 034	+ 26	+ 29
EBITDA	**216**	163	+ 33		436	336	+ 30	
EBITDA margin	***16.6 %***	*15.8 %*			17.0 %	*16.5 %*		
EBITDA b.e.i.[4]	**210**	168	+ 25		448	346	+ 29	
EBITDA b.e.i.[4] margin	***16.1 %***	*16.3 %*			17.5 %	*17.0 %*		
Sales Bridge	***Sales*** *+ 26 %*	***Price*** *+ 20 %*	***Volume*** *+ 9 %*	***Currency*** *- 3 %*	***Sales*** *+ 26 %*	***Price*** *+ 18 %*	***Volume*** *+ 11 %*	***Currency*** *- 3 %*

Business Area composition[1] (in %)



Strong sales growth and profitability improvement

– **+ 29 % LC[3] growth** due to both **higher volumes** and **increased pricing in Q2**
– **Strong Care Chemicals** (Crop Solutions, Personal Care, Home Care, and Coatings) **and Natural Resources** (Additives especially); **Catalysis** sales growth (Specialty Catalysts)
– Consolidation of CISC and Beraca in Care Chemicals contributed 4 % to Group growth
– All regions participated in positive development
– Slightly negative currency impact across the Group

EBITDA margin up by 80 basis points

– **Absolute EBITDA increased by 33 %** versus prior year, and the margin rose to 16.6 %
– Improvement propelled by **pricing measures, higher sales,** and **cost savings,** which largely offset increased raw material cost, supply chain constraints, and higher energy and logistics cost
– Savings from **performance programs**[5]

[1] continuing operations; [2] Q2 and Half Year 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 4 m

Second Quarter 2022 – Care Chemicals[1]

in CHF m	**Q2 2022**	Q2 2021	% CHF	% LC[2]	***H1 2022***	***H1 2021***	% CHF	% LC[2]
Sales	**551**	384	+ 43	+ 46	1 117	788	+ 42	+ 45
EBITDA	**133**	76	+ 75		263	156	+ 69	
EBITDA margin	***24.1 %***	*19.8 %*			*23.5 %*	*19.8 %*		
EBITDA b.e.i.[3]	**133**	76	+ 75		265	156	+ 70	
EBITDA b.e.i.[3] margin	***24.1 %***	*19.8 %*			*23.7 %*	*19.8 %*		
Sales Bridge	***Sales*** *+ 43 %*	***Price*** *+ 28 %*	***Volume*** *+ 18 %*	***Currency*** *- 3 %*	***Sales*** *+ 42 %*	***Price*** *+ 25 %*	***Volume*** *+ 20 %*	***Currency*** *- 3 %*

Market Dynamics

- Global industrial demand and consumer markets remained strong with normalization expected H2 2022
- Raw material cost peaked and is expected to remain at high level
- Supply chain uncertainties remained high

Prominent + 46 % LC[2, 4] sales growth across all key business lines, underpinned by higher prices and volumes

- **Consumer Care** sales increased in a double-digit percentage range in all businesses: Personal Care, Home Care, and Crop Solutions, where sales were more than doubled
- **Industrial Applications** expanded at a double-digit percentage rate organically with strong demand in key end markets. All Business Lines participated in the growth. Despite seasonal nature, Aviation contributed positively due to supportive weather in specific regions
- **All regions** boosted sales; driven primarily by North America, Latin America, and Europe

EBITDA margin improvement of 430 basis points

- Absolute **EBITDA up by 75 %, EBITDA margin 24.1 %**
  Active price management underpinned increase as raw material cost headwinds, supply chain constraints, as well as energy and logistics cost increases were counterbalanced. Positive one-off effect from inventory revaluation more than offset negative one-off effects

[1] Q2 and Half Year 2021 restated. The figures were rounded, and hence, minor reporting deviations might occur; [2] local currency; [3] before exceptional items; [4] 35 % organic sales growth in local currency, excluding c. CHF 43 million contribution from the consolidation of Clariant IGL Specialty Chemicals Private Limited (CISC) and Beraca

Second Quarter 2022 – Catalysis[1]

in CHF m	**Q2 2022**	*Q2 2021*	*% CHF*	*% LC[2]*	***H1 2022***	***H1 2021***	*% CHF*	*% LC[2]*
Sales	**232**	221	+ 5	+ 8	417	414	+ 1	+ 4
EBITDA	**13**	42	- 69		27	80	- 66	
EBITDA margin	***5.6 %***	*19.0 %*			*6.5 %*	*19.3 %*		
EBITDA b.e.i.[3]	**14**	42	- 67		28	80	- 65	
EBITDA b.e.i.[3] margin	***6.0 %***	*19.0 %*			*6.7 %*	*19.3 %*		
Sales Bridge	***Sales*** *+ 5 %*	***Price*** *+ 6 %*	***Volume*** *+ 2 %*	***Currency*** *- 3 %*	***Sales*** *+ 1 %*	***Price*** *+ 5 %*	***Volume*** *- 1 %*	***Currency*** *- 3 %*

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

LC[2] sales growth driven by both higher prices and volumes

- Strong sales expansion in **Specialty Catalysts** exceeded **Syngas** decline and overall weakness in **Petrochemicals,** despite higher CATOFIN® sales. Significant sales increase in **Asia**, especially **China.** Sales in **North America** and **Latin America** well above previous year**.** Weaker result in **Europe** attributable to the normal project nature of the business

Lower EBITDA margin due to product mix, pressure from high input cost, and sunliquid® project cost

- **EBITDA margin decline to 5.6 %** due to: **1**) **less favorable product mix**, including the impact from the suspension of business with Russia; high order book signifies a recovery in H2 2022; **2**) temporary **margin squeeze from input cost pressure** (raw materials and logistics) amplified by long project lead times; this was addressed via diligent pricing and by adjusting the pricing model, which should generate positive impact in H2 2022; **3) project cost** related to the sunliquid® production plant in Romania
- Solid order book for H2 2022 with accretive CATOFIN® orders

[1] Q2 and Half Year 2021 restated. The figures were rounded, and hence, minor reporting deviations might occur; [2] local currency; [3] before exceptional items; [4] propylene

Second Quarter 2022 – Natural Resources[1]

in CHF m	Q2 2022	*Q2 2021*	*% CHF*	*% LC[2]*	*H1 2022*	*H1 2021*	*% CHF*	*% LC[2]*
Sales	**518**	427	+ 21	+ 24	1 029	832	+ 24	+ 27
EBITDA	**88**	69	+ 28		190	138	+ 38	
EBITDA margin	***17.0 %***	*16.2 %*			*18.5 %*	*16.6 %*		
EBITDA b.e.i.[3]	**87**	68	+ 28		189	138	+ 37	
EBITDA b.e.i.[3] margin	***16.8 %***	*15.9 %*			*18.4 %*	*16.6 %*		
Sales Bridge	***Sales*** *+ 21 %*	***Price*** *+ 19 %*	***Volume*** *+ 5 %*	***Currency*** *- 3 %*	***Sales*** *+ 24 %*	***Price*** *+ 17 %*	***Volume*** *+ 10 %*	***Currency*** *- 3 %*

Market Dynamics

- Ongoing strong demand in global industrial sector (i.e., electrical and electronics (E&E), construction, and automotive)
- Continued raw material, energy, and freight cost inflation with supply chain challenges
- Strong demand for sustainable solutions, (i.e., in Additives)

Significant + 24 % LC[1] sales growth, expansion across all Business Units and regions

- **Oil and Mining Services (OMS**) sales expanded in a high-teen percentage range. Oil Services sales reflected a year-on-year improvement due to strong market demand. Mining Solutions sales increased in the twenty-percentage range, underpinned by pricing
- **Functional Minerals (FM)** sales grew in a mid-teen percentage range, with positive developments in all Business Lines (especially Purification and Cargo & Device Protection). Foundry increased sales at a low single-digit rate, exceeding Q2 2019 levels (pre-COVID-19)
- **Additives (ADD)** maintained strong expansion trend. Sales rose most significantly among the three Natural Resources Business Units. Very robust end market demand in all key regions, including electrical and electronics, automotive (e-mobility), and construction sectors

EBITDA margin improvement of 80 basis points, driven by Additives

- Absolute **EBITDA up 28 %, EBITDA margin** of **17.0 %**. Strong top-line advance, in tandem with pricing measures, mitigated the negative impact from higher raw material costs and rising natural gas prices

[1] Q2 and Half Year 2021 restated. The figures were rounded, and hence, minor reporting deviations might occur; [2] local currency; [3] before exceptional items

First Half Year 2022 – Key Financials

in CHF m	H1 2022		H1 2021[1] (restated)	
Continuing operations				
Sales	**2 563**	**100.0 %**	2 034	100.0 %
EBITDA	**436**	**17.0 %**	336	16.5 %
EBITDA b.e.i.[2]	**448**	**17.5 %**	346	17.0 %
EBIT	**290**	**11.3 %**	205	10.1 %
EBIT b.e.i.[2]	**311**	**12.1 %**	215	10.6 %
Net result from continuing operations	**189**	**7.4 %**	105	5.2 %
ROIC[3]	**10.9 %**		8.0 %	
Total Group				
Net result total[4]	**386**		157	
Cash flow before changes in working capital and before taxes paid[4]	**440**		398	
Net operating cash flow[4]	**-17**		15	
Capex (property, plant, and equipment)[4]	**88**		130	
Cash and cash equivalents at the end of the period[4]	**352**		415	
Net debt	**931**		1 535	

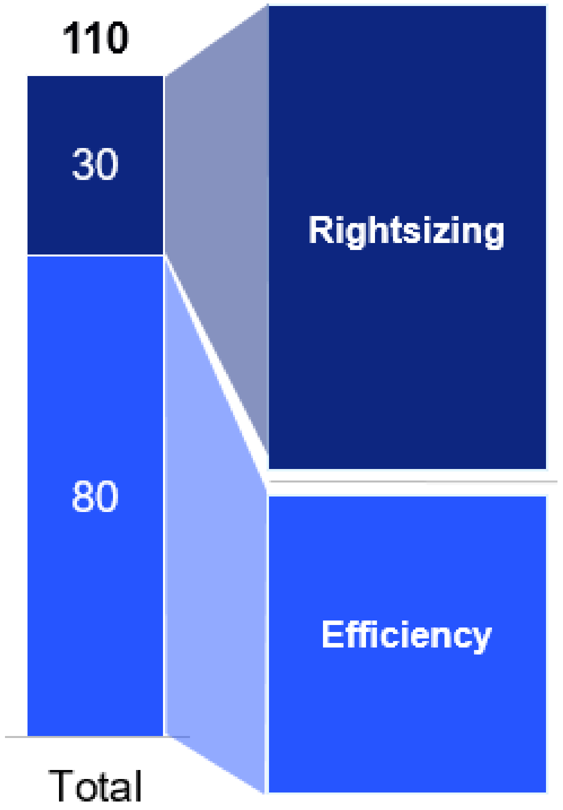
- First Half Year 2022 **net result from continuing operations** increased to CHF 189 m due to the strong business performance and corresponding margin improvement
- **ROIC** increased to **10.9 %, up 270 bps,** due to a disproportionately high increase in the operating profit (NOPLAT[5]) divided by a less significant increase in the average net invested capital
- **Cash flow before changes in working capital and before taxes paid** of CHF 440 m increased primarily due to the higher net result
- **Net operating cash flow declined to CHF -17 m** as a result of the inventory buildup needed to meet higher demand levels, supply chain uncertainty, and raw material inflation
- Lower **property, plant, and equipment** expenditures of CHF 88 m, since the bulk of the growth investments (i.e., sunliquid® / CATOFIN®) occurred in 2021
- **Net debt** for the total Group decreased to CHF 931 m due to the proceeds received from the Pigments divestment

[1] Half Year 2021 restated. The figures were rounded, and hence, minor reporting deviations might occur; [2] before exceptional items; [3] return on invested capital; [4] including discontinued operations; [5] Net Operating Profit Less Adjusted Taxes (NOPLAT)

Performance Programs on Track to Meet…
…2025 Cost Savings Target of CHF 110 m

6 Focus on savings and disproportionate cash-out

- Performance programs (mainly the efficiency programs) generated savings of ~ CHF 60 m in 2020 and 2021 ➔ 55 % of the total 2025 target and 75 % of the efficiency program target
- An additional ~ CHF 8 m was saved by the efficiency programs in H1 2022 ➔ 85 % of the efficiency program target
- Bulk of rightsizing contribution (post expiration of the divestment-related transitory service agreements) anticipated in 2023 and 2024 ➔ ~ CHF 3 m realized in H1 2022
- Benefits from new operating model (simplified organizational and leadership structure) to be realized in 2023 and 2024
- Cash-out for continuing operations performance programs: CHF 63 m at end of Q2 2022



Outlook Q3 2022

Care Chemicals

Q3 2022 Outlook:

- Strong y-o-y sales growth in LC,[1] driven by continued pricing measures while volumes are expected to soften; sequentially clearly lower
- EBITDA margin level lower y-o-y and sequentially; continued inflationary environment together with softening demand

Catalysis

Q3 2022 Outlook:

- Strong y-o-y and sequential sales growth in LC,[1] due to execution of the order book (CATOFIN® in China)
- Strong EBITDA margin increase vs. previous year's level and sequentially; higher Petrochemicals sales and easing impacts from inflationary and project effects

Natural Resources

Q3 2022 Outlook:

- Strong y-o-y sales growth in LC,[1] sequentially moderately lower due to normalizing growth environment and continued impact of Russian business suspension
- EBITDA margin lower y-o-y and sequentially slightly lower; impacted by inflationary environment and mix effects

Group

Q3 2022 Outlook:

- Strong LC[1] sales growth y-o-y; sequentially modest decline
- Expect to improve restated y-o-y EBITDA margin levels, sequentially lower

[1] local currency

Outlook FY 2022

what is precious to you?

Full Year Outlook 2022 Confirmed and Substantiated – Expect Strong Sales Growth and EBITDA Margin Improvement

External Factors

- Geopolitical conflict impacting global economic growth and consumer demand in H2 2022
- High inflationary environment to persist in H2 2022
- Continued high raw material, logistics, and in particular energy cost levels as well as supply chain uncertainties
- Resurgence of COVID-19

FY 2022 Group

- **Strong sales growth** in LC[1] to around CHF 5.0 billion based on strong H1 2022 and solid end-market fundamentals
- Expecting to **improve** year-on-year EBITDA margin levels

Based on a strong H1 and continued high uncertainty/risks in the economic environment in H2

Internal Factors

- Continued pricing measures to counter inflation (raw material, logistics, energy)
- Ongoing execution of performance programs and implementation of new operating model
- Initial contribution from growth investments (CATOFIN®, sunliquid®) and contribution from bolt-ons CISC, Beraca, Attapulgite (post closing)
- Suspension of business with Russia

Continued profitable growth and disciplined execution of strategic growth investments towards 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

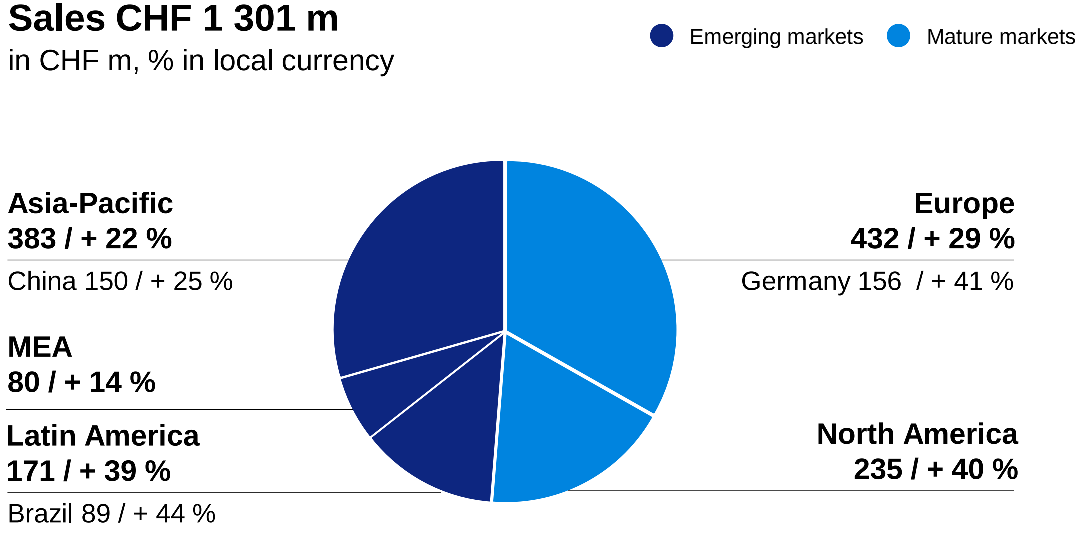
Backup Slides
Second Quarter Figures 2022

what is precious to you?

Second Quarter 2022 – Group[1] Overview

Geographic split

Sales CHF 1 301 m
in CHF m, % in local currency



– **Europe** with strong sales growth driven by Care Chemicals (both Consumer Care and Industrial Applications) and notable expansion in Natural Resources (all Business Units), weaker Catalysis sales

– Growth in **Asia-Pacific** driven by all Business Areas: Care Chemicals (including CISC consolidation), Natural Resources (Additives and OMS), and Catalysis, with particularly robust expansion in **China** (CATOFIN®)

– Strong growth in **North America** attributable to all Business Areas, especially Care Chemicals and Natural Resources (Additives)

– Sales growth in **Latin America** across all Business Areas

– **Middle East & Africa** with strong growth in Care Chemicals and Natural Resources (OMS and Functional Minerals)

[1] continuing operations

Second Quarter 2022 – Sales and EBITDA by Business Area

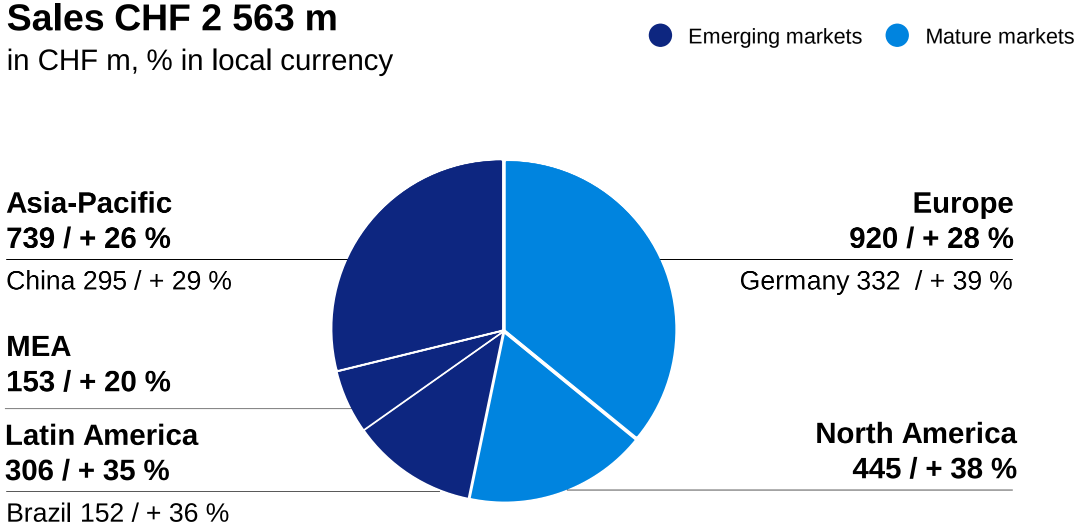
	Sales			EBITDA		
in CHF m	***2022***	*2021*	*% LC*[1]	***2022***	*2021*[2] *(restated)*	*% CHF*
Care Chemicals	**551**	**384**	*+ 46 %*	**133**	**76**	*+ 75 %*
margin				*24.1 %*	*19.8 %*	
Catalysis	**232**	**221**	*+ 8 %*	**13**	**42**	*- 69 %*
margin				*5.6 %*	*19.0 %*	
Natural Resources	**518**	**427**	*+ 24 %*	**88**	**69**	*+ 28 %*
margin				*17.0 %*	*16.2 %*	
Business Areas Total	**1 301**	**1 032**	*+ 29 %*	**234**	**187**	
Corporate	–	–		- 18	- 24	
Total Continuing Operations	**1 301**	**1 032**	*+ 29 %*	**216**	**163**	*+ 33 %*
margin				***16.6 %***	***15.8 %***	

[1] in local currency; [2] Q2 2021 restated. The figures were rounded, and hence, minor reporting deviations might occur

First Half Year 2022 – Group[1] Overview

Geographic split

Sales CHF 2 563 m
in CHF m, % in local currency



- **European** sales growth supported by resounding expansion at Care Chemicals (Consumer Care and Industrial Applications) and Natural Resources (all Business Units)
- **Asia-Pacific** driven by continued expansion across all Business Areas. Growth in **China** benefitted from strong Catalysis demand, CATOFIN® in particular
- **North American** expansion 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 expansion 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

[1] continuing operations

First Half Year 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	**1 117**	**788**	*+ 45 %*	**263**	**156**	*+ 69 %*
margin				*23.5 %*	*19.8 %*	
Catalysis	**417**	**414**	*+ 4 %*	**27**	**80**	*- 66 %*
margin				*6.5 %*	*19.3 %*	
Natural Resources	**1 029**	**832**	*+ 27 %*	**190**	**138**	*+ 38 %*
margin				*18.5 %*	*16.6 %*	
Business Areas Total	**2 563**	**2 034**	*+ 29 %*	**480**	**374**	
Corporate	–	–		- 44	- 38	
Total Continuing Operations	**2 563**	**2 034**	*+ 29 %*	**436**	**336**	*+ 30 %*
margin				***17.0 %***	***16.5 %***	

[1] in local currency; [2] H1 2021 restated. The figures were rounded, and hence, minor reporting deviations might occur

First Half Year 2022 – Consolidated Statements of Cash Flows

All figures including discontinued operations

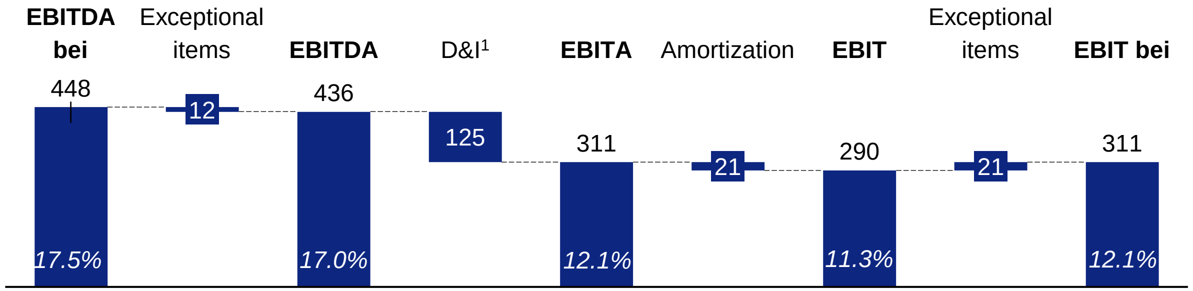
in CHF m	**H1 2022**	H1 2021[1] (restated)
Net result from continuing operations	189	105
Net result	386	157
Depreciation, amortization, and impairment	146	131
Payments for restructuring	- 17	- 25
Other	-75	135
Cash flow before changes in working capital	**440**	**398**
Changes in working capital and provisions	- 398	- 321
Income taxes paid	- 59	- 62
Net cash generated from operating cash flow	**-17**	**15**
Cash flow from investing activities	**372**	**60**
thereof: property, plant, and equipment	- 88	- 130
thereof: changes in current financial assets and short-term deposits	- 253	217
thereof: business acquisitions	0	- 56
thereof: disposals and other	711	3
Cash flow before financing	**355**	**75**

[1] H1 2021 restated. The figures were rounded, and hence, minor reporting deviations might occur

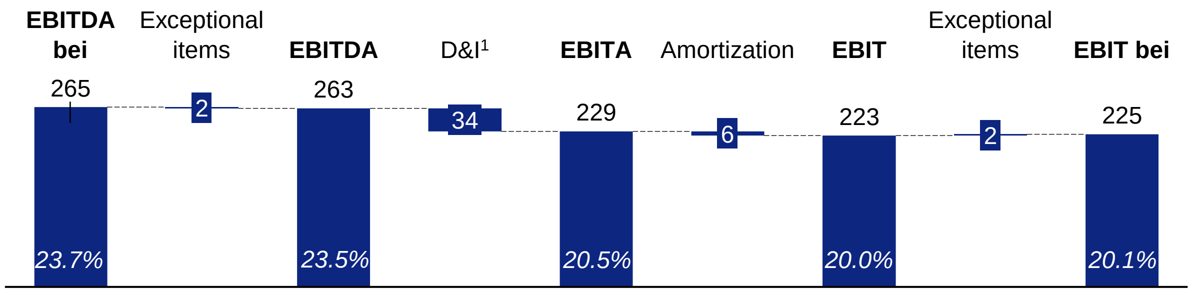
- First Half Year 2022 **net result from continuing operations** increased to CHF 189 m due to the strong business performance and corresponding margin improvement
- **Cash flow before changes in working capital and before taxes paid** of CHF 440 m increased primarily due to the higher net result
- **Net operating cash flow declined to CHF -17 m** as a result of inventory buildup, supply chain uncertainty, and raw material inflation
- Lower **property, plant, and equipment** expenditures of CHF 88 m, since the bulk of the growth investments (i.e. sunliquid® / CATOFIN®) occurred in 2021
- **Cash flow from disposals** increased to CHF 711 m due to proceeds from the Pigments divestment and the disposal of the participation in the joint venture Scientific Design Company

EBITDA / EBIT Bridge H1 2022

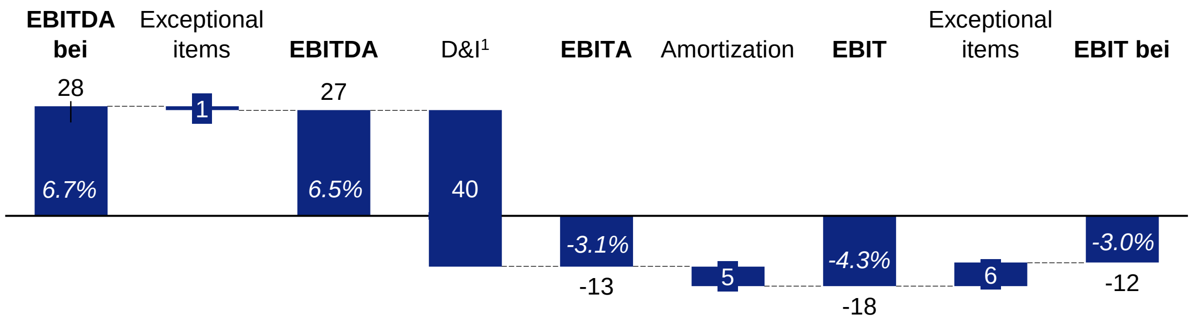
Group continuing operations (CHF m)

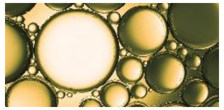


Care Chemicals (CHF m)

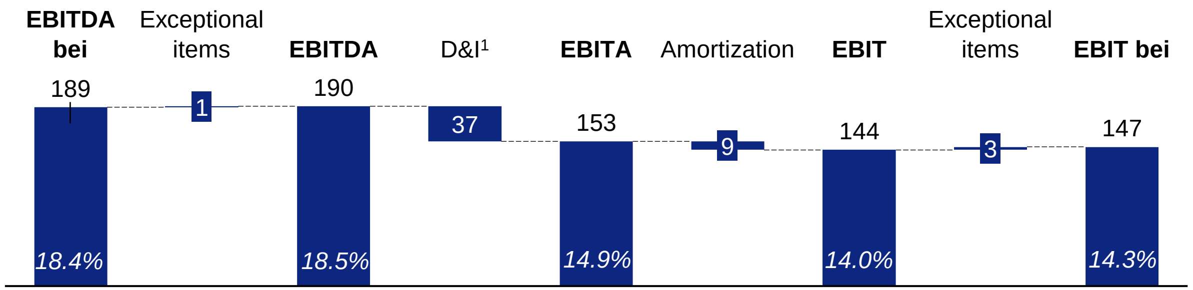


Catalysis (CHF m)





Natural Resources (CHF m)

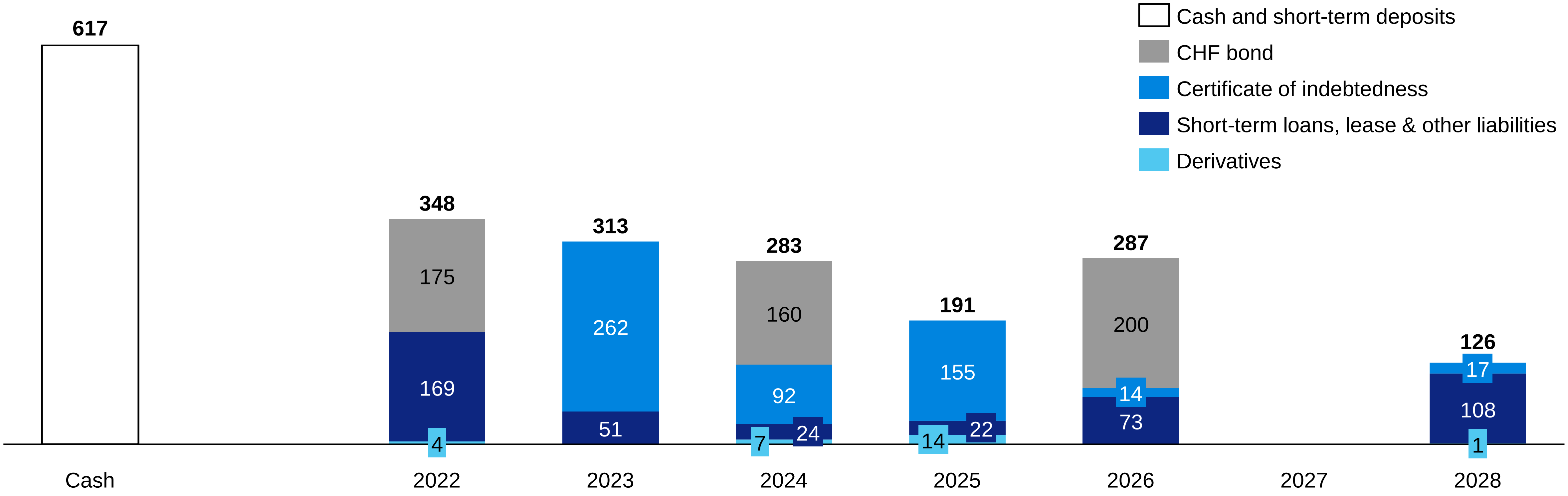


[1] Depreciation & Impairment

Debt Maturity Profile as of 30 June 2022

Liquidity
in CHF m

Financial Debt Maturities
in CHF m



Calendar of Upcoming Corporate Events

27 October 2022	Third Quarter / Nine Month 2022 Reporting
01 March 2023	Fourth Quarter / Full Year 2022 Reporting
04 April 2023	Annual General Meeting

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

Alexander Kamb
Investor Relations Officer