

First Quarter Figures 2026

Analyst presentation

Investor Relations
08.05.2026

Greater chemistry





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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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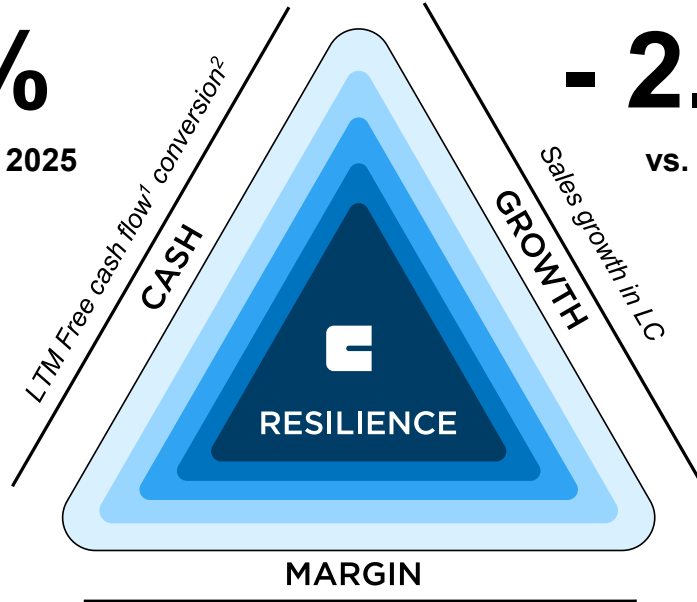
Clariant does not undertake any obligation to publicly release any revisions to these forward-looking statements to reflect events or circumstances after the date of these materials.

Group performance



Highlights Q1 2026

54 %
vs. 42 % in FY 2025



- 2.0 %
vs. Q1 2025

17.5 %
vs. 18.8 % in Q1 2025

EBITDA b.e.i. margin

Key messages

Sales of CHF 918 m – impacted by Middle East conflict and one-offs (CA)³, portfolio pruning effect (CC) → - 0.5 % LC growth excluding portfolio pruning

EBITDA b.e.i.⁴ margin 130 bps lower against strong comparison base mainly due to the Middle East conflict and a one-off impacting Catalysts

12 % pts FCF conversion improvement (Q1 LTM) achieved through effective net working capital management and disciplined capex

Guidance FY26 remains unchanged with increased uncertainty and volatility related to Middle East conflict

¹ FCF (Last Twelve Months) defined as cash generated from operating activities – Capex (investments in PPE and IA)

² Defined as FCF / EBITDA

³ CC = Care Chemicals; CA = Catalysts; AA = Adsorbents & Additives

⁴ EBITDA before exceptionals Q1 2026: CHF 160.2 m (17.5 %); Q1 2025: CHF 190.4 m (18.8 %)

Assessment of Middle East (ME)



Priority #1: All ~ 150 employees are safe

- No damage at ME sites (Bahrain, Qatar, UAE, Israel, and Saudi Arabia JV) – all back in operations
- Middle East & Africa region represents ~ 10 % of sales and directly affected areas of the ME ~ **5 % of Group sales** (FY 2025)
- 37.4 % fossil-based raw materials (FY 2025)
- Feedstock supply risk in Asia (China/India) in CA and CC
- Direct business impacts in CA¹: Globally 88 force majeure / shutdowns in the industry (mainly in ME and Asia) of which 44 customers rely on Clariant catalysts

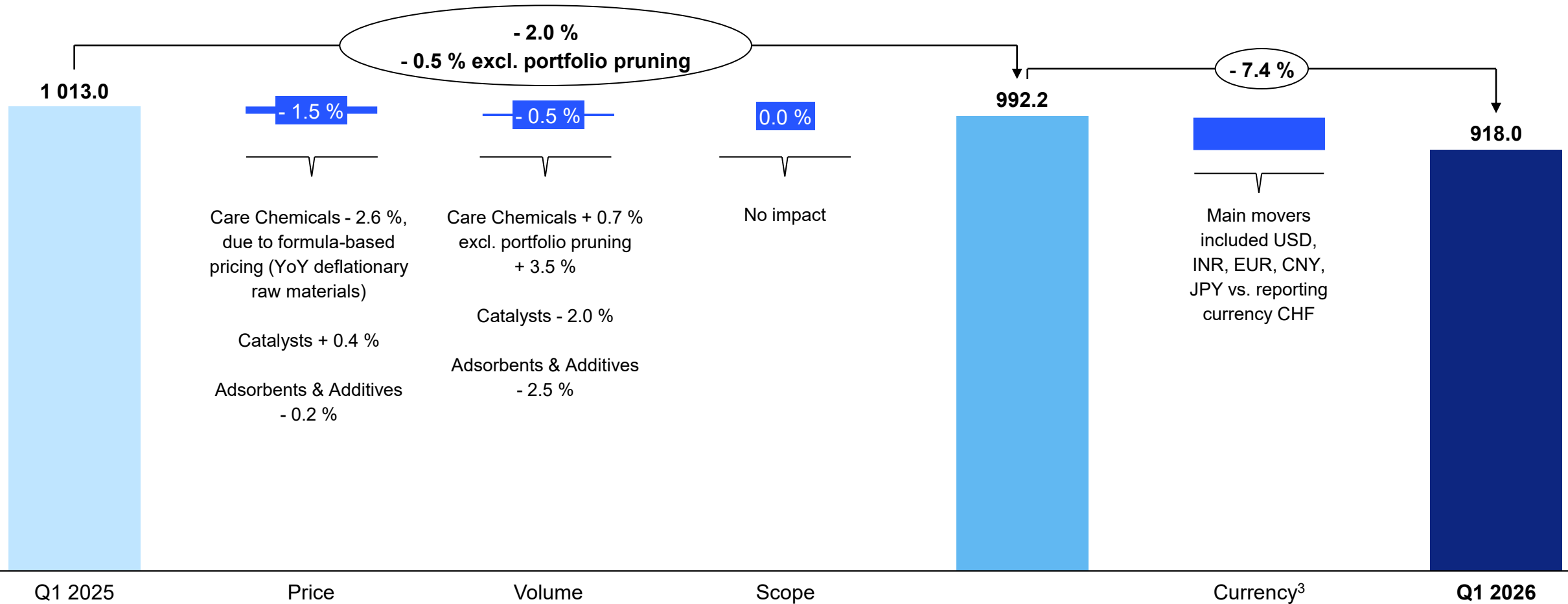
¹ CC = Care Chemicals; CA = Catalysts; AA = Adsorbents & Additives

Effects and key mitigation actions

- Volatile situation with **supply security key for customers**
→ leverage global production footprint and proactive logistics
- **Inflationary cost effects for Clariant for FY 2026**
 - Raw materials up mid- to high single-digit percent
 - Energy up mid- to high single-digit percent
 - Logistics up double-digit percent→ Proven **value-based price management**
- **Volume effects**
 - Refill phasing in CA in the ME and Asia
 - Some pre-buying in CC
 - Industrial and consumer demand in AA and CC→ Further active **cost management**



Q1 sales:¹ CC² delivering underlying volume growth offsetting impact of formula-based pricing – CA impacted by Middle East conflict – AA slow start driven by delayed US renewable fuel regulations



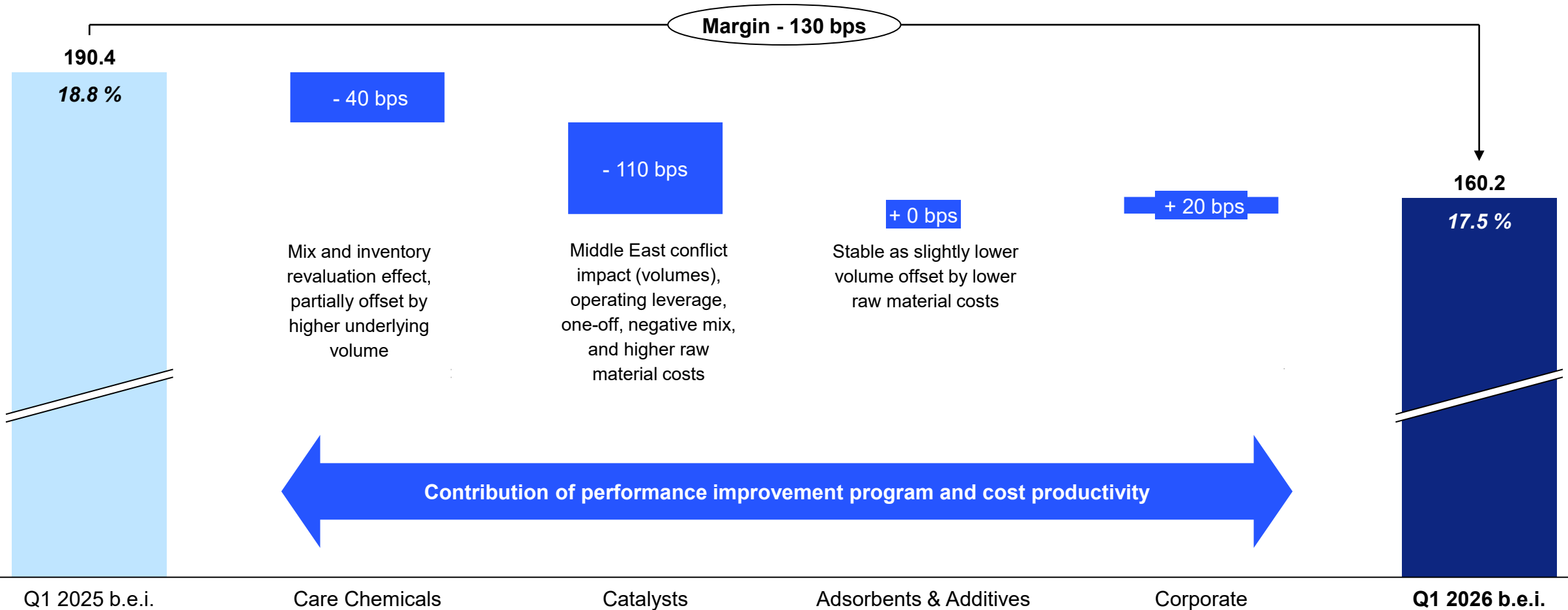
¹ All references to local currency growth, pricing, volumes, and scope exclude the price impact from hyperinflation country Türkiye.

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³ Currency translation impact includes the price impact from hyperinflation country Türkiye.



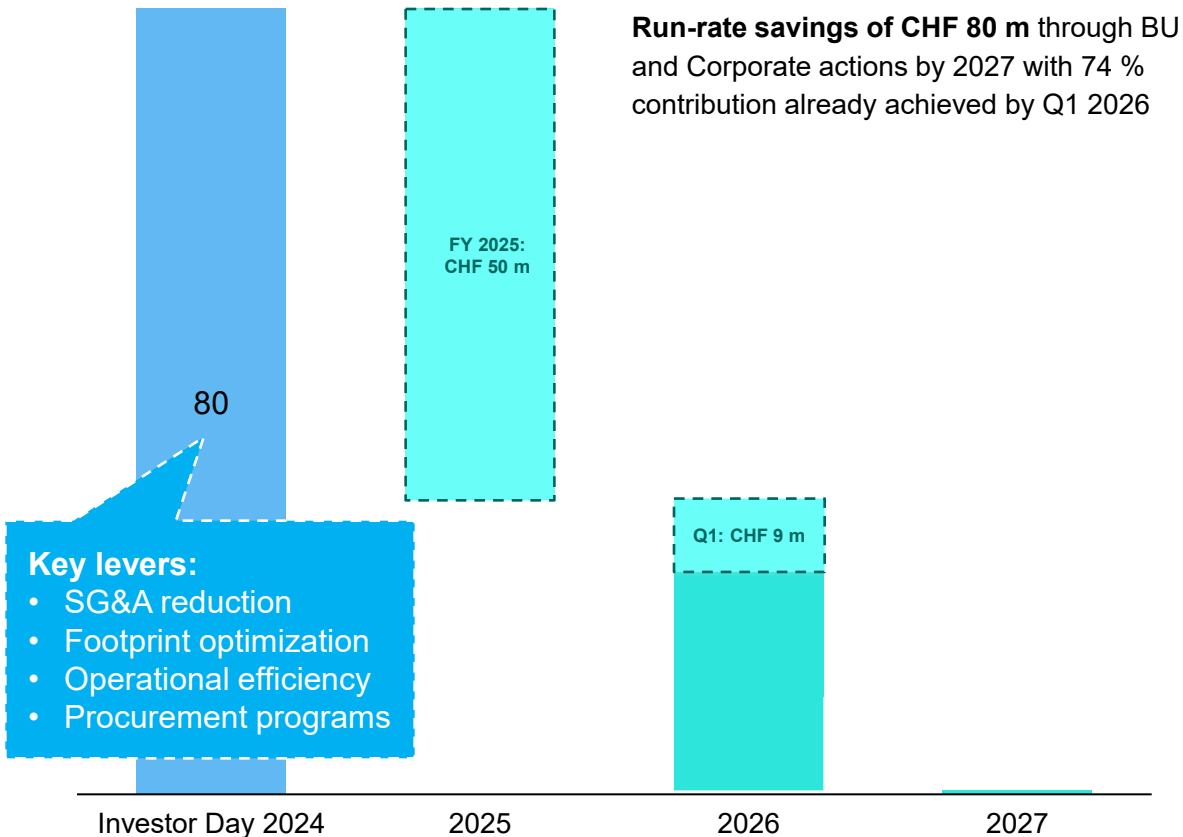
Q1 EBITDA b.e.i.:¹ Middle East impact and mix in Catalysts; mix and inventory revaluation in Care Chemicals



¹ EBITDA before exceptional items



Performance improvement program (Investor Day 2024) set to deliver CHF 80 m by 2027 – continued focus on cost management



Program

- **CHF 59 m (74 % of program) savings achieved**, CHF 9 m in Q1 and remainder expected in 2026
- **Restructuring:** CHF 64 m total restructuring charges (CHF 1 m in Q1)

Key measures Q1 2026

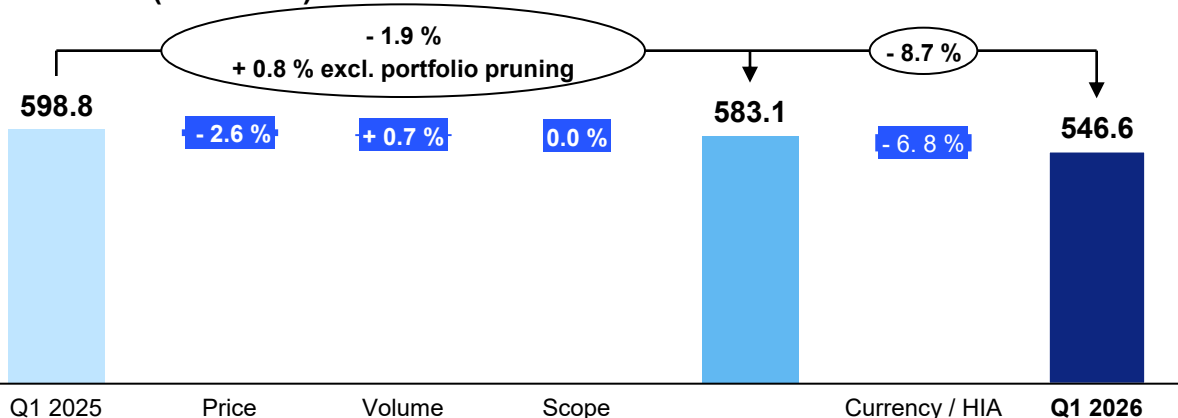
- Headcount reduction of ~ 60 FTEs announced – total of ~ 530 FTEs announced
- Further active cost initiatives to address weakening demand

Q1 2026 Business performance

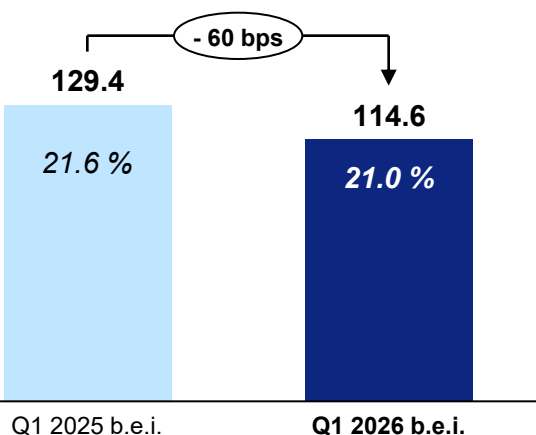


First Quarter 2026 Care Chemicals

Sales¹ (in CHF m)



EBITDA b.e.i.² (margin)



Segments

| In LC | Sales Q1 2026 ³ |
|-------------------------|----------------------------|
| Personal & Home Care | LSD + |
| Crop Solutions | HSD - |
| Industrial Applications | LSD - |
| Base Chemicals | LSD - |
| Oil Services | MSD - ⁴ |
| Mining Solutions | HSD + |

Underlying volume growth – mix and pricing drive slightly lower margin

- **Price:** Down due to formula-based price adjustments following deflationary raw materials until start of ME conflict
- **Volume:** Slight growth was driven by Mining Solutions, Base Chemicals (aviation), and Personal & Home Care, also underlying in Oil Services, offsetting lower Crop Solutions (high comparison base driven by restocking) in particular

Underlying volume growth of 3.5 %, excl. portfolio pruning

- **EBITDA b.e.i. margin:**² down from high comparison base due to less favorable mix and an inventory revaluation effect, partly offset by contribution from performance improvement programs
- **Middle East impact for 2026:** inflationary raw materials, offset via value-based pricing; regional Oil Services demand shifts; leveraging of global footprint for customers

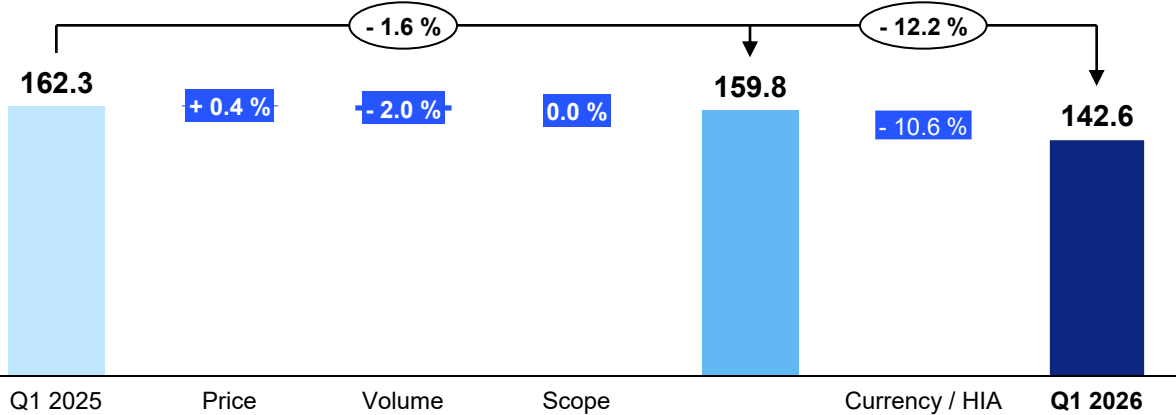
¹ Currency translation impact includes the price impact from hyperinflation country Türkiye. ² Before exceptional items

³ LSD = low single-digit; MSD = mid-single-digit; HSD = high single-digit. ⁴ MSD up, excluding portfolio pruning

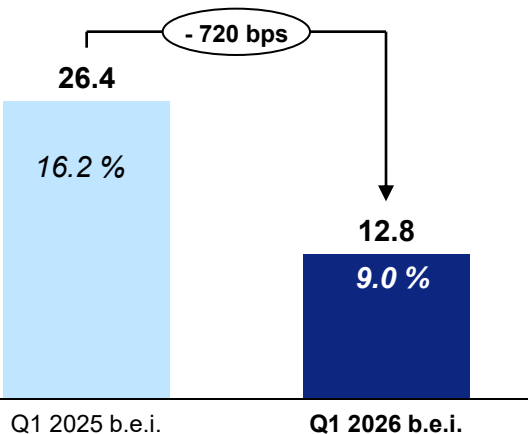


First Quarter 2026 Catalysts

Sales¹ (in CHF m)



EBITDA b.e.i.¹ (margin)



Segments

| In LC | Sales Q1 2026 ³ |
|----------------|----------------------------|
| Propylene | LDD - |
| Ethylene | LDD + |
| Syngas & Fuels | MSD - |
| Specialties | MSD + |

Middle East impact – weaker volumes, one-offs, and mix

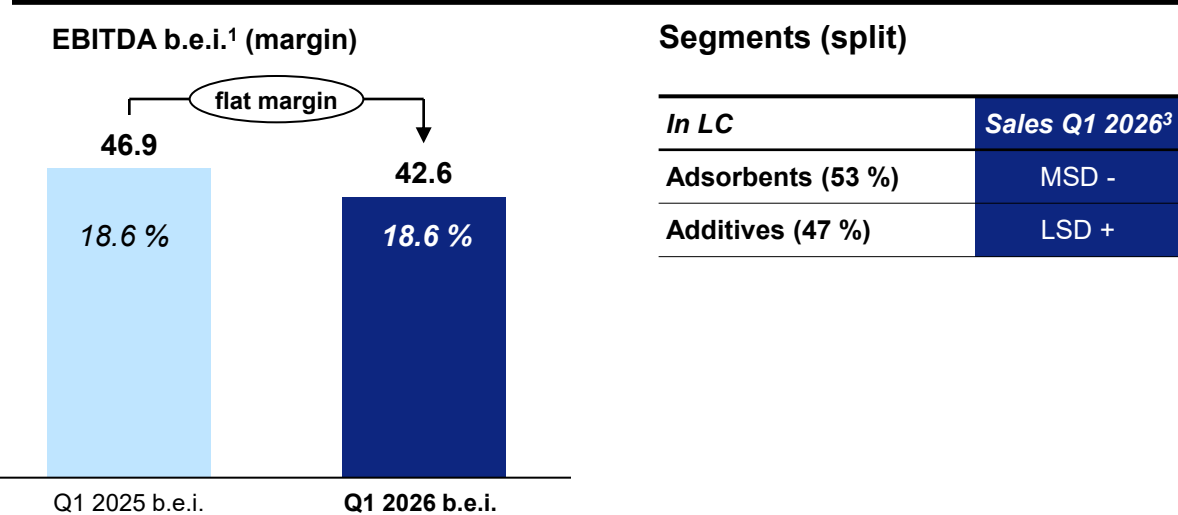
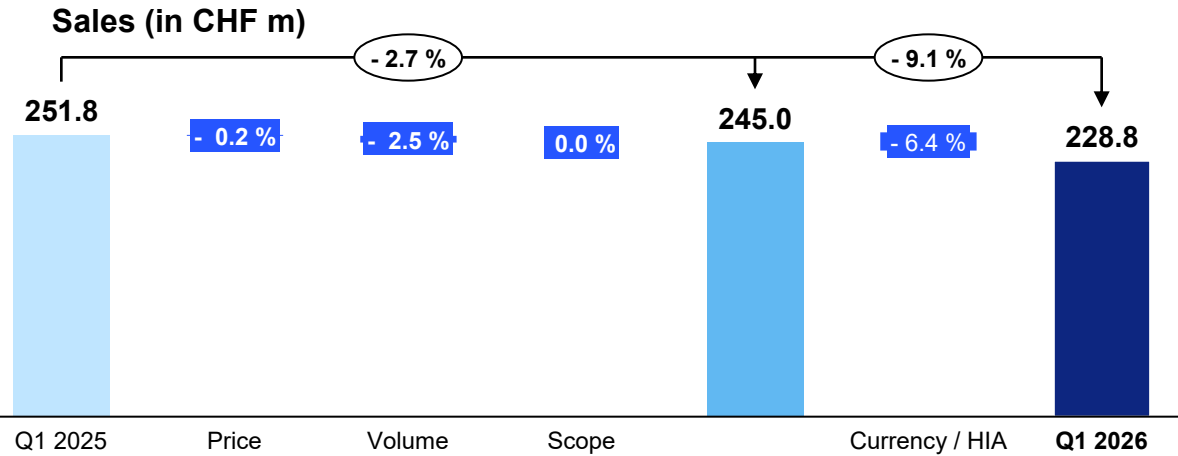
- **Price:** slightly up in almost all segments
- **Volume:** significant Middle East impact with high-margin orders (*HSD m*) being delayed, partly offset by margin dilutive one-off precious metal sale (*HSD m*)
- **EBITDA b.e.i. margin:**² down 720 bps due to Middle East impact, unfavorable mix, lower operating leverage, higher raw materials (*MSD %*), and the margin-dilutive one-off sale
- **Middle East impact for 2026:** continued push-out of refill orders in the Middle East, as well as significant feedstock disruptions resulting currently in 44 customer force majeure declarations or shutdowns globally; inflationary raw materials impact

¹ Currency translation impact includes the price impact from hyperinflation country Türkiye. ² Before exceptional items

³ LDD = low double-digit; MSD = mid-single-digit



First Quarter 2026 Adsorbents & Additives



Softer top-line versus strong comparison base – stable margins

- **Price:** maintained stable versus deflationary raw materials (*MSD* %) until start of Middle East conflict
- **Volume:** up in Additives as growth in Polymer Solutions (Flame Retardants) more than offset soft start versus high comparison base in Coatings & Adhesives; Adsorbents down, as growth in renewable fuel applications in United States that started toward the end of the quarter did not offset declines in other segments
- **EBITDA b.e.i. margin:**² stable as active margin management and performance improvement programs offset lower volumes
- **Middle East impact for 2026:** limited direct impact with uncertainty around global consumer demand; inflationary raw materials to be offset via value-based pricing

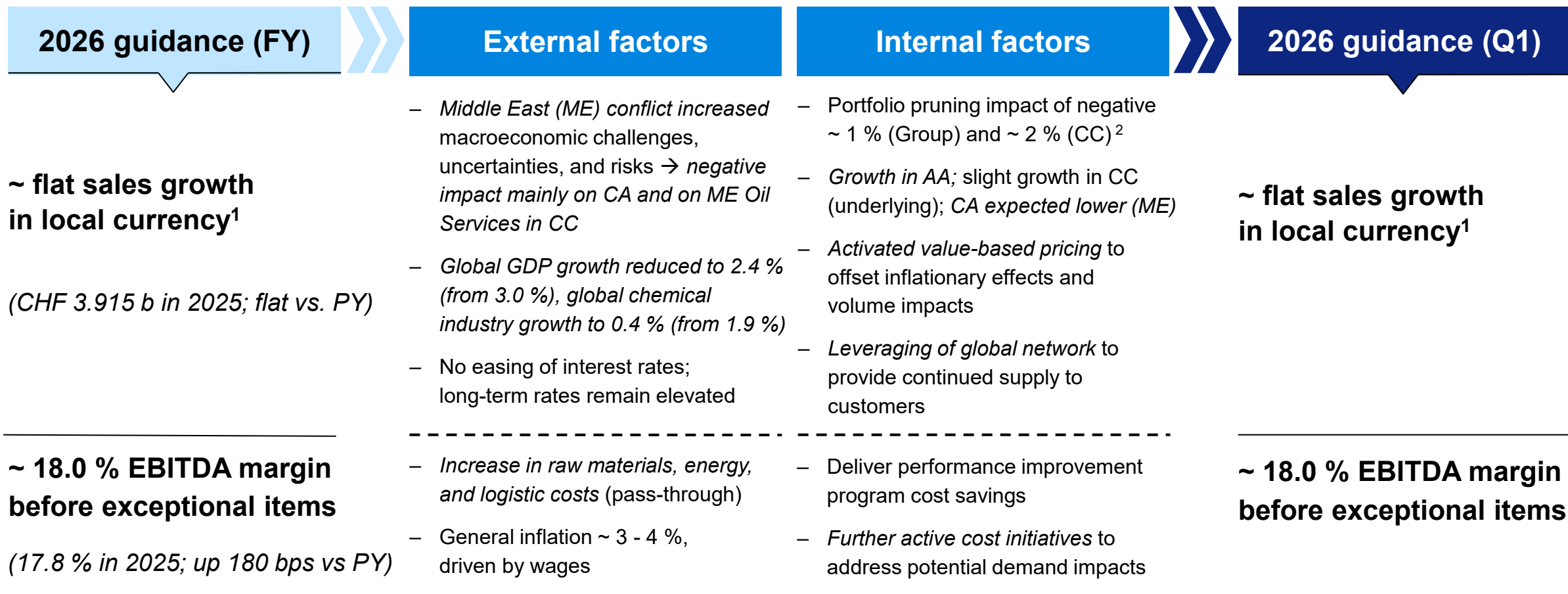
¹ Currency translation impact includes the price impact from hyperinflation country Türkiye. ² Before exceptional items

³ LSD = low single-digit; MSD = mid-single-digit

Group Outlook



Guidance 2026 remains unchanged in challenging and volatile market conditions, driven by the Middle East conflict



Clariant remains committed to medium-term targets, delivered by 2027 at the latest

¹ All references to local currency exclude the price impact from hyperinflation country Türkiye; ² CC = Care Chemicals; CA = Catalysts; AA = Adsorbents & Additives

Appendix



Modeling guidance FY 2026 versus FY 2025

| | |
|--|--|
| Portfolio pruning | <ul style="list-style-type: none">• Divestments and closures create a negative top-line impact of 1 % (Group) and 2 % (Care Chemicals) to 2026 sales |
| Sales guidance | <ul style="list-style-type: none">• Growth in Adsorbents & Additives• Slight underlying growth in Care Chemicals (catching up portfolio pruning effect)• Catalysts expected lower (Middle East postponements of refill activities) |
| FX assumption | <ul style="list-style-type: none">• ~ 3 – 5 % headwind on sales (FY) |
| Raw materials / energy / logistics | <ul style="list-style-type: none">• Mid- to high single-digit percent up / mid- to high single-digit percent up / double- digit percent up |
| Performance improvement program (Investor Day 2024) | <ul style="list-style-type: none">• CHF 59 m of CHF 80 m targeted cost savings achieved as of end of Q1 2026; remainder expected in 2026 |
| Capex | <ul style="list-style-type: none">• Targeted at CHF 150 m – CHF 200 m |
| Tax rate | <ul style="list-style-type: none">• 27 – 29 % |



First Quarter 2026 – Overview

Group

| <i>in CHF m</i> | Q1 2026 | Q1 2025 | % CHF | % LC ¹ |
|---|-------------------------------------|--------------------------------------|-----------------------------------|----------------------------|
| Sales | 918.0 | 1 013.0 | - 9.4 | - 2.0 |
| EBITDA | 157.8 | 152.6 | 3.4 | |
| EBITDA margin | 17.2 % | 15.1 % | | |
| EBITDA b.e.i. ² | 160.2 | 190.4 | - 15.9 | |
| EBITDA b.e.i.² margin | 17.5 % | 18.8 % | | |
| Sales Bridge | Price¹ - 1.5 % | Volume¹ - 0.5 % | Scope¹ 0.0 % | Currency - 7.4 % |

Catalysts

| <i>in CHF m</i> | Q1 2026 | Q1 2025 | % CHF | % LC ¹ |
|---|-----------------------------------|--------------------------------------|-----------------------------------|-----------------------------|
| Sales | 142.6 | 162.3 | - 12.2 | - 1.6 |
| EBITDA | 12.0 | 23.9 | - 49.8 | |
| EBITDA margin | 8.4 % | 14.7 % | | |
| EBITDA b.e.i. ² | 12.8 | 26.4 | - 51.5 | |
| EBITDA b.e.i.² margin | 9.0 % | 16.2 % | | |
| Sales Bridge | Price¹ 0.4 % | Volume¹ - 2.0 % | Scope¹ 0.0 % | Currency - 10.6 % |

| Sales Split | Petrochemicals | Syngas | Specialties |
|--------------------|-----------------------|---------------|--------------------|
| | 35 % | 37 % | 28 % |

Care Chemicals

| <i>in CHF m</i> | Q1 2026 | Q1 2025 | % CHF | % LC ¹ |
|---|-------------------------------------|------------------------------------|-----------------------------------|----------------------------|
| Sales | 546.6 | 598.8 | - 8.7 | - 1.9 |
| EBITDA | 113.7 | 116.8 | - 2.7 | |
| EBITDA margin | 20.8 % | 19.5 % | | |
| EBITDA b.e.i. ² | 114.6 | 129.4 | - 11.4 | |
| EBITDA b.e.i.² margin | 21.0 % | 21.6 % | | |
| Sales Bridge | Price¹ - 2.6 % | Volume¹ 0.7 % | Scope¹ 0.0 % | Currency - 6.8 % |

| Sales Split | Consumer | Industrial |
|--------------------|-----------------|-------------------|
| | 64 % | 36 % |

Adsorbents & Additives

| <i>in CHF m</i> | Q1 2026 | Q1 2025 | % CHF | % LC ¹ |
|---|-------------------------------------|--------------------------------------|-----------------------------------|----------------------------|
| Sales | 228.8 | 251.8 | - 9.1 | - 2.7 |
| EBITDA | 42.6 | 36.7 | 16.1 | |
| EBITDA margin | 18.6 % | 14.6 % | | |
| EBITDA b.e.i. ² | 42.6 | 46.9 | - 9.2 | |
| EBITDA b.e.i.² margin | 18.6 % | 18.6 % | | |
| Sales Bridge | Price¹ - 0.2 % | Volume¹ - 2.5 % | Scope¹ 0.0 % | Currency - 6.4 % |

| Sales Split | Consumer | Industrial | Additives | Adsorbents |
|--------------------|-----------------|-------------------|------------------|-------------------|
| | 51 % | 49 % | 47 % | 53 % |

¹ All references to local currency growth, pricing, volumes, and scope exclude the price impact from hyperinflation country Türkiye; ² Before exceptional items



Geographic split

Q1 sales CHF 918.0 m
in CHF m, % in local currency¹

Asia-Pacific

259.9 / + 10.7 %

China 94.7 / + 9.4 %

| <i>BU²</i> | <i>Q1 sales</i> |
|-----------------------|-----------------|
| CC | MSD + |
| CA | DD + |
| AA | MSD + |

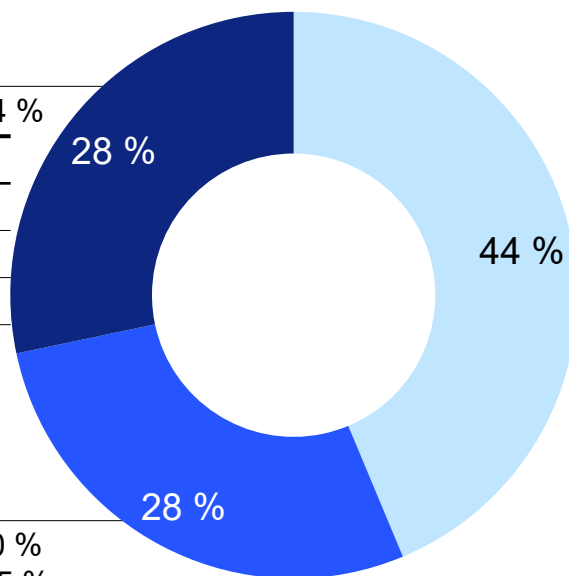
Americas

257.1 / - 5.3 %

USA 157.2 / + 5.0 %

Brazil 50.0 / - 14.5 %

| <i>BU²</i> | <i>Q1 sales</i> |
|-----------------------|-----------------|
| CC | LSD - |
| CA | DD - |
| AA | MSD - |



EMEA

400.9 / - 7.3 %

Germany 98.8 / - 9.1 %

| <i>BU²</i> | <i>Q1 sales</i> |
|-----------------------|-----------------|
| CC | MSD - |
| CA | DD - |
| AA | MSD - |

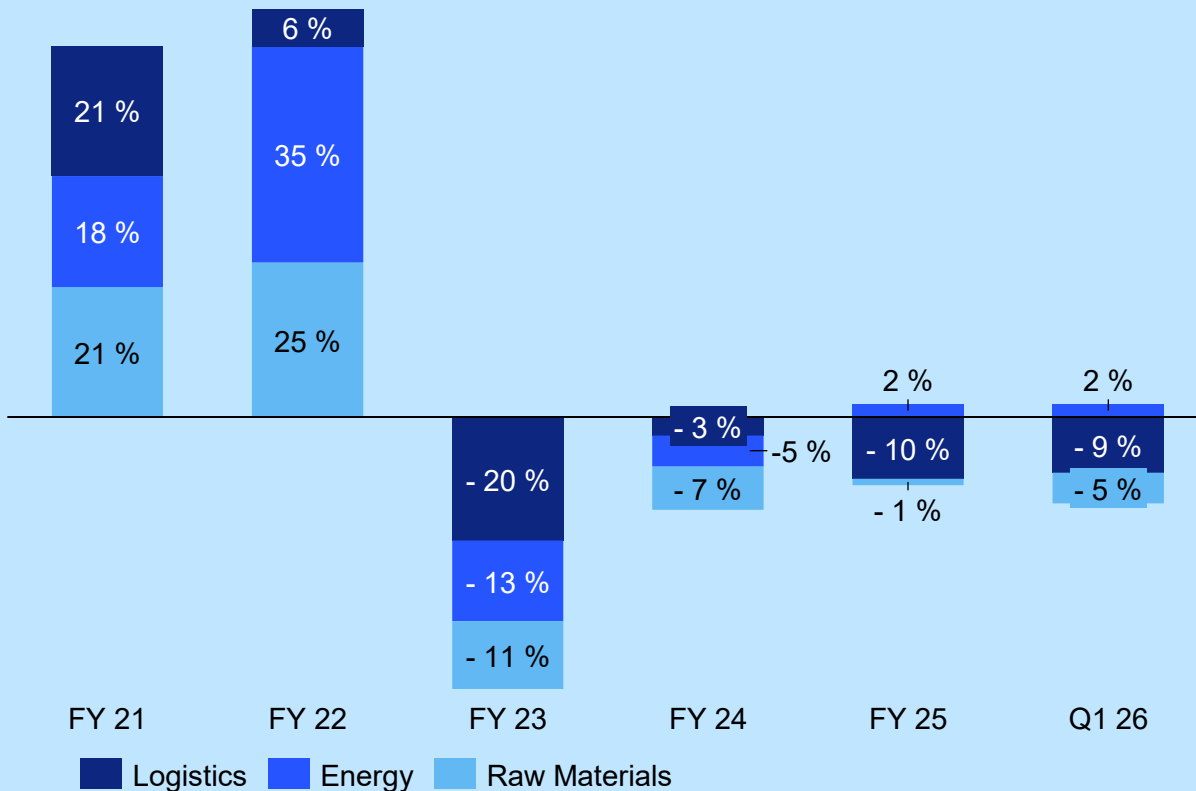
¹ All references to local currency growth, pricing, volumes, and scope exclude the price impact from hyperinflation country Türkiye; ² BU = Business Unit; CC = Care Chemicals; CA = Catalysts; AA = Adsorbents & Additives;

³ LSD = low single-digit; MSD = mid-single-digit; DD = double-digit



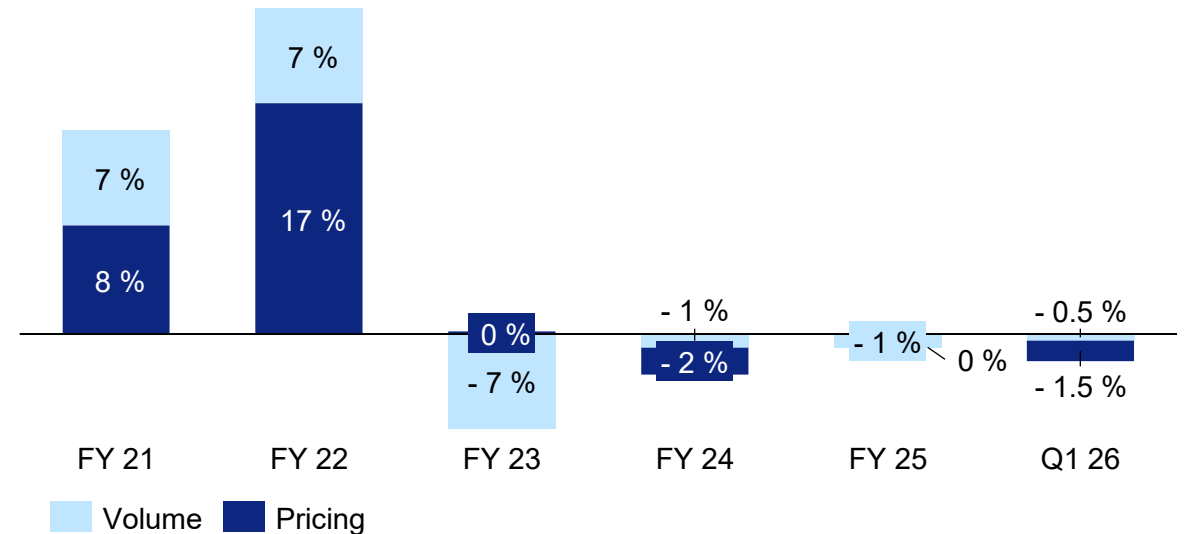
Cost dynamics – year on year and sequentially mixed

- **Raw materials** in Q1 down 4.5 % yoy (sequential down 0.6 %)
- **Energy** in Q1 increased 2.2 % yoy (sequential up 2.2 %)
- **Logistics** in Q1 down 8.8 % yoy (sequential up 17.3 %)



Pricing and volumes stable around the flat line

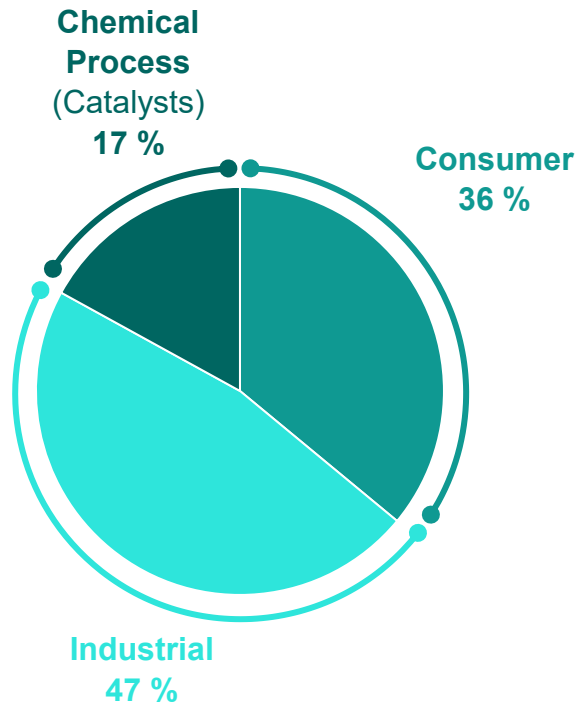
- Low-growth economic environment maintained in Q1 2026
- Q1 **Pricing**: - 1.5 % (sequential - 0.6 %)
- Q1 **Volumes**: - 0.5 % (sequential down 9.1 % due to seasonal strong exit in CA)



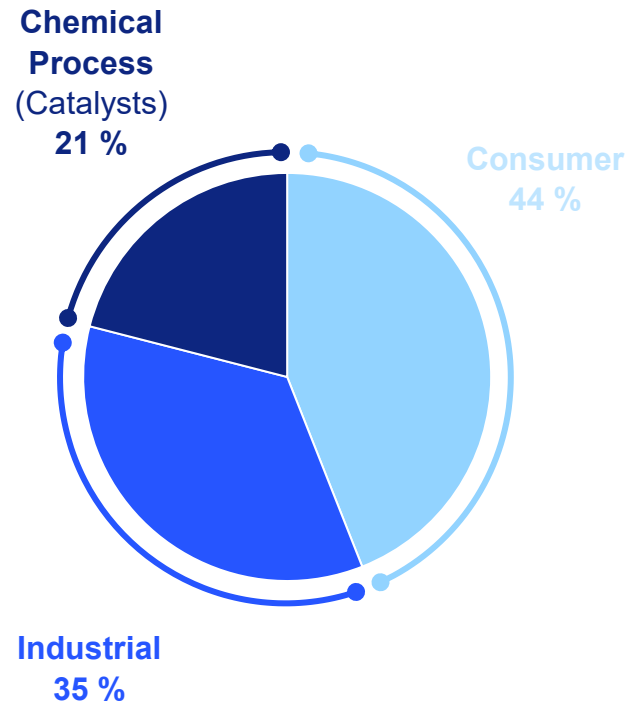


Exposure to attractive consumer markets of close to 50 %... ...with accelerating demand for sustainable products

Sales by end market 2021 (Total Group)



Sales by End Market Q1 LTM 2026¹



Consumer

- Home & Personal Care ~ 20 %
- Coatings & Adhesives ~ 10 %
- Agriculture & Food < 10 %
- Electrical & Electronics < 5 %

Industrial

- Automotive ~ 10 %
- Oil ~ 10 %
- Building & Construction < 5 %
- Aviation < 5 %
- Mining ~ 5 %
- Other Industrial > 5 %

¹ Last Twelve Months (Q2 2025 – Q1 2026)

ESG – Clariant’s sustainability transformation commitment

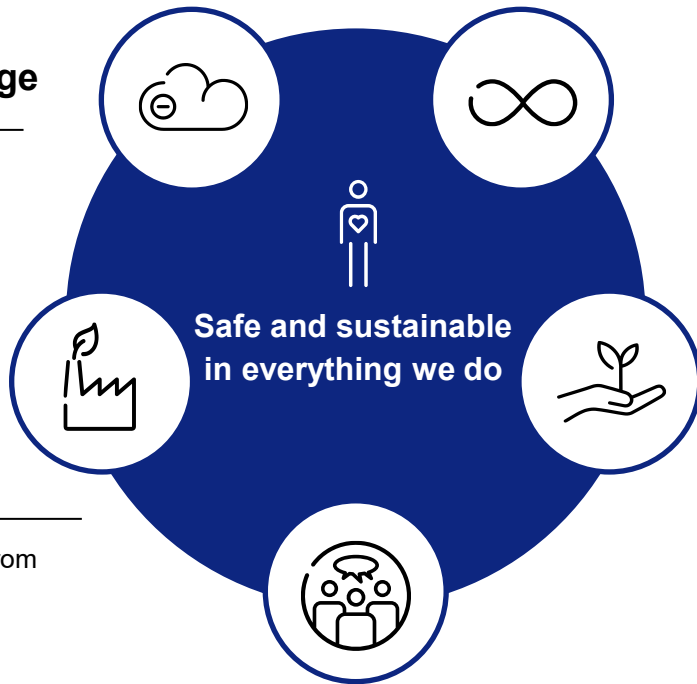
Sustainability priorities

Fighting climate change

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

Zero waste and pollution

Eliminating waste and pollution from our operations and value chains



Social value creation

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

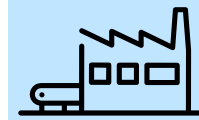
Increasing circularity

Products and solutions that enable reducing, reusing, and recycling

Sustainable bio-economy

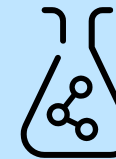
Creating a sustainable bio-economy by protecting nature and maintaining high social standards

Investment in operations and portfolio



Sustainable operations

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



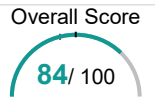
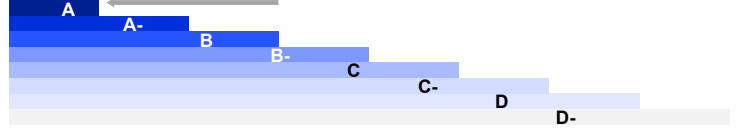
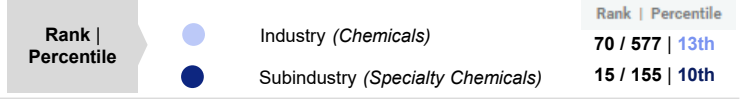
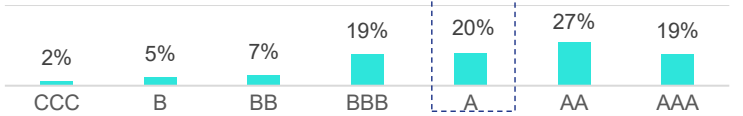
Sustainability-driven portfolio change

Increase the safety and sustainability of our products and help our customers achieve their sustainability goals



Clariant's leading sustainability ratings and rankings

| Status as of March 2025 | | | |
|--------------------------|---|--|-------------------------|
| Index / Ranking / Rating | Clariant Score / Percentile Rank or Range | Status / Comments | First Year of Inclusion |
| | A / Range: AAA to CCC | AA to A with 2026 Methodology Update (review ongoing) | 2015 |
| | 22.2 (Medium Risk) | Top 10 % of companies in its Specialty Chemicals subindustry | 2016 |
| | Climate (CC): A (Range: A to D-) Water (WS): A (Range: A to D-) Forests (F): A (Range: A to D-) | Out of 22 000 companies, only 26 earn Triple A status | 2013 |
| | B- / Top 10 % | "Prime" Status and Industry Leader | 2013 |
| | 3.9 / 73 rd Percentile | Included in FTSE4 Good Index | 2015 |
| | 84 / 99 th Percentile | - | 2012 |
| | 60 / 100 - "Advanced" | - | 2014 |

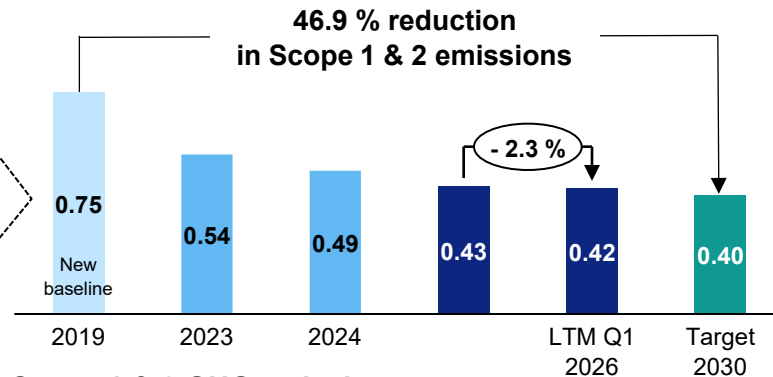




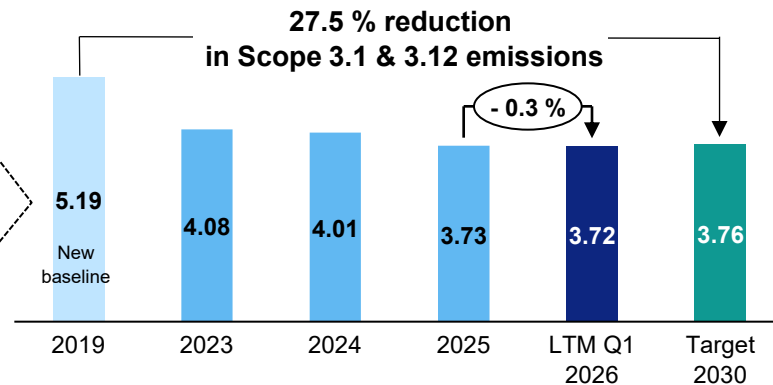
Significant improvement of non-financial KPIs – fully on track to deliver updated 2030 greenhouse gas (GHG) targets

Reducing corporate GHG emissions

In 2024, Clariant performed a rebaselining exercise, reflecting the latest climate science and structural changes to the company since the 2019 baseline was developed. Based on the new baseline, Clariant has updated its near-term company-wide emission reductions to be consistent with the Paris Agreement goals aiming to limit global warming to 1.5°C. The updated near-term targets were reviewed and approved by SBTi in 2025.



Scope 1 & 2 GHG emissions
in m tCO₂e, corresponding to – 43.6 % since 2019



Scope 3.1 & 3.12 GHG emissions
in m tCO₂e, corresponding to – 27.8 % since 2019

New operating model driving customer satisfaction and employee engagement – Safety as #1 priority

– Safety

- Commitment to achieve a zero-accidents culture
- LTM Q1 2026 DART rate at 0.12 vs. 0.13 in FY 2025; lower due to continued high awareness, safety trainings, and accountability
- Top-quartile performance in the chemical industry

– Employee engagement survey

- All employees invited to an engagement survey in Jan. 2026
- Participation rate increased from 86 % to 88 %
- Employee engagement at 87 % – top quartile vs. industry peers
- Employee Net Promoter Score (eNPS) increased to + 37 in 2026 compared to + 34 in 2025

– Customer satisfaction

- Customer Net Promoter Score (cNPS) increased to 50 in 2025 vs. 45 in 2024
- Outstanding scores for “product quality,” “technical support,” and “customer service”
- Positions Clariant in the top-quartile among peers



Calendar of upcoming corporate events

3 November 2026

Third Quarter /
Nine Month 2026
Reporting

7 April 2027

AGM 2027



31 July 2026

Second Quarter /
Half Year 2026
Reporting

23 February 2027

Fourth Quarter /
Full Year 2026
Reporting



The Executive Leadership Team



Conrad Keijzer
Chief Executive Officer

Executive Leadership Team

Executive Steering Committee



Christian Vang
Business President
CC & Americas



Marcelo Lu
Business President
Designate
CC & Americas



Jens Cuntze
Business President
CA & APAC



Angela Cackovich
Business President
AA & EMEA



Oliver Rittgen
Chief Financial
Officer



Priya Thaman
Chief Human
Resources Officer



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