

Third Quarter /  
Nine Month Figures 2021

**ANALYST PRESENTATION**  
**28 OCTOBER 2021**

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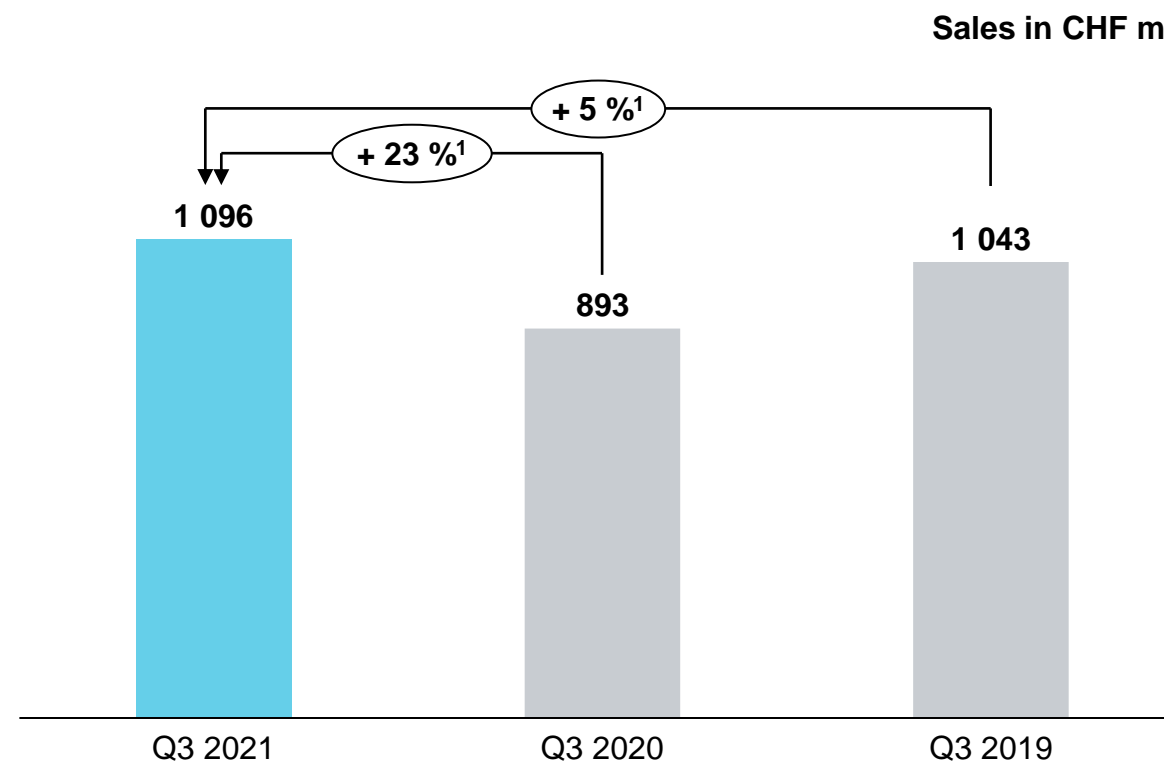
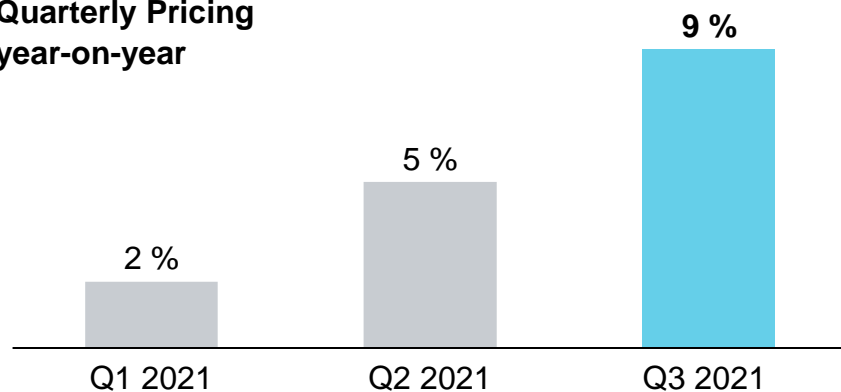
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# Continued Strong Performance in Q3... ...Delivered Double-digit Growth

## 1 Q3 sales up + 23 % in LC<sup>1</sup>

- Sales driven by **strong growth** in Care Chemicals and Natural Resources; positive contribution from almost all regions
- **+14 %<sup>2</sup>** volume increase / **+9 %** price contribution
- Continued **strong industrial recovery** in tandem with **favorable consumer demand** and growth in Oil Services
- Sales contribution from CISC<sup>3</sup>

### Quarterly Pricing year-on-year



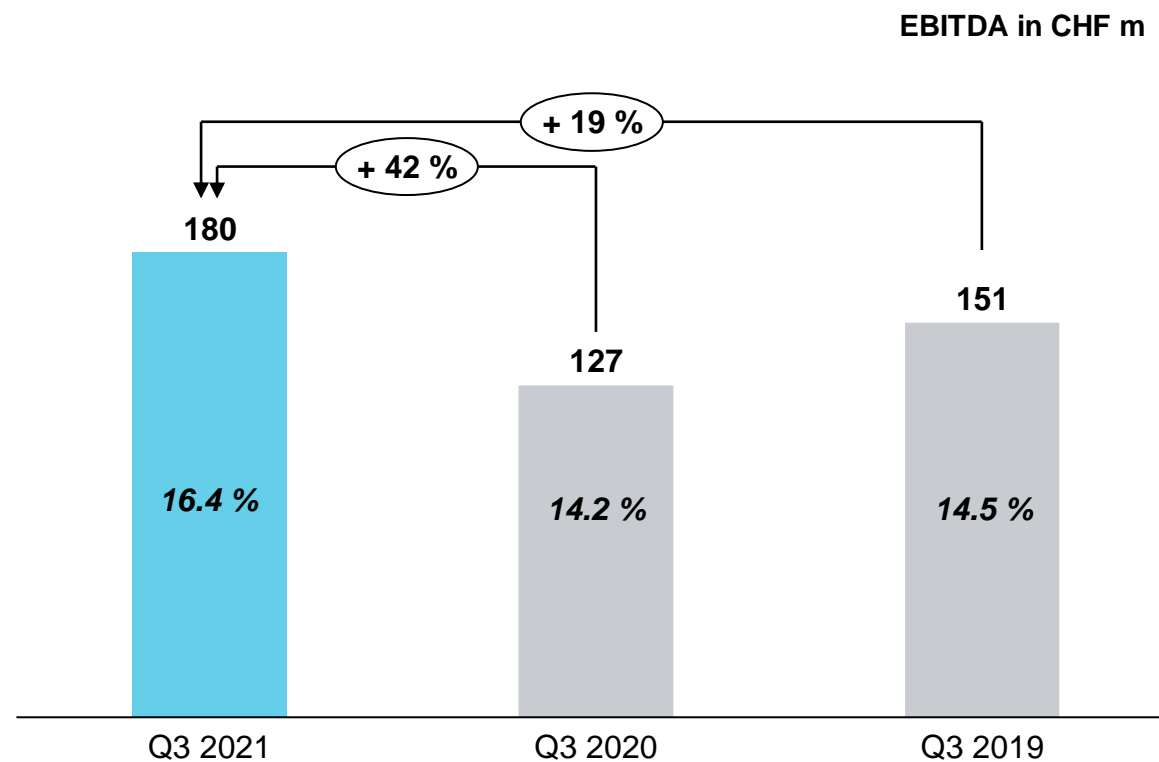
<sup>1</sup>in local currency; <sup>2</sup>core volume growth of 10 % excluding first-time consolidation of Clariant IGL Specialty Chemicals Private Limited in Care Chemicals (CISC); <sup>3</sup>sales of c. CHF 29 million in Q3 2021

# Continued Strong Performance in Q3... ...Delivered Strong Profitability Improvement

2

## Q3 EBITDA margin increased to 16.4 %

- Q3 2021 EBITDA improved by **220 basis points** to **16.4 %**, driven by **higher sales, operating leverage, and pricing**
- Efficiency programs contributed ~CHF 8 m additional cost savings in Q3
- Pricing raised to **+ 9 %** diminished the raw material, energy, and logistics cost inflation
- Profitability above 2019 levels



# Further Strengthened Specialty Portfolio... ...FY 2021 Sales Outlook Increased

## 3

### Executing strategic priorities

- Completion of construction of sunliquid<sup>®</sup> cellulosic ethanol production plant in Romania
  - Ramp-up and commissioning expected beginning of 2022
  - Plant will process approx. 250,000 tons of straw to produce approx. 50,000 tons of cellulosic ethanol per annum
- Acquisition of remaining 70 % stake in Brazilian Personal Care specialty company Beraca<sup>1</sup>
  - Closing on 25 October 2021
  - Strengthened sustainably sourced natural ingredients business
- Progress towards closing of Pigments divestment; closing now expected for beginning of 2022
- Performance programs on track

## 4

### FY 2021 guidance

- Full Year 2021 expectations:
  - Increased LC<sup>2</sup> sales growth to **9 % – 11 %** (prev.: 7 % – 9 %)
  - Confirmed EBITDA margin between **16.0 % – 17.0 %**
- Based on ongoing economic recovery while uncertainty regarding raw material, logistics, and energy cost remains high

<sup>1</sup>Clariant has held 30 % in Beraca since 2015; <sup>2</sup>local currency

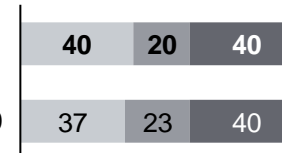
# Third Quarter 2021 – GROUP<sup>1</sup> OVERVIEW 1/2

<i>in CHF m</i>	<b>Q3 2021</b>	Q3 2020	% CHF	% LC <sup>2</sup>	9M 2021	9M 2020	% CHF	% LC <sup>2</sup>
Sales	<b>1 096</b>	893	+ 23	+ 23	3 130	2 838	+ 10	+ 12
EBITDA	<b>180</b>	127	+ 42		517	419	+ 23	
EBITDA margin	<b>16.4 %</b>	14.2 %			16.5 %	14.8 %		
EBITDA b.e.i. <sup>3</sup>	<b>190</b>	137	+ 39		536	446	+ 20	
EBITDA b.e.i. <sup>3</sup> margin	<b>17.3 %</b>	15.3 %			17.1 %	15.7 %		
<b>Sales Bridge</b>								
	<b>Sales</b>	<b>Price</b>	<b>Volume</b>	<b>Currency</b>	<b>Sales</b>	<b>Price</b>	<b>Volume</b>	<b>Currency</b>
	+ 23 %	+ 9 %	+ 14 %	0 %	+ 10 %	+ 5 %	+ 7 %	- 2 %

## Business Area composition<sup>1</sup> (in %)

Sales

Q3 2021



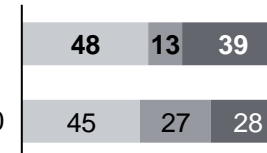
● Care Chemicals

● Catalysis

● Natural Resources

EBITDA

Q3 2021



Q3 2020

## Achieved particularly strong sales growth

- **+ 23 % LC<sup>2</sup> growth** delivered via **higher volumes** and **increased pricing** in all Business Areas
- **Strong Care Chemicals** expansion and a **resounding Natural Resources sales increase** driven by Additives; **Catalysis** with solid growth
- First-time consolidation of CISC in Care Chemicals – representing 4 % LC growth
- Neutral currency impact across the Group

## EBITDA margin up by 220 basis points

- **Absolute EBITDA increased by 42 %** versus prior year and the reported margin rose to **16.4 %**
- **Operating leverage** from **strong volume growth**, **intensification of pricing measures**, the execution of the **efficiency programs<sup>4</sup>**, and continued **cost discipline**
- Continued price increases to diminish ongoing raw material cost inflation and higher freight and energy cost, while supply chain uncertainties remain high

# Third Quarter 2021 – GROUP<sup>1</sup> OVERVIEW 2/2

## Geographic split

Sales CHF 1 096 m

in CHF m, % in local currency

● Emerging markets ● Mature markets

### ASIA-PACIFIC

345 / + 23 %

China 118 / + 9 %

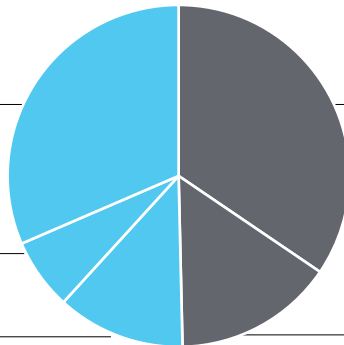
### MEA

74 / + 0 %

### LATIN AMERICA

133 / + 27 %

Brazil 64 / + 43 %



### EUROPE

378 / + 27 %


Germany 133 / + 40 %

### NORTH AMERICA

166 / + 22 %

- **Europe** with strong sales growth supported by a continued recovery in Industrial Applications and consumer-facing markets in Care Chemicals, and by strong expansion in Natural Resources
- Strong growth in **Asia-Pacific** driven by continued economic expansion across all Business Areas. **China** with a strong increase in Care Chemicals and especially in Additives
- Strong growth in **North America** across all Business Areas
- Sales growth in **Latin America** largely attributable to expansion in Care Chemicals, and Natural Resources, driven by particularly strong development in Brazil
- **Middle East & Africa** with flat development

# Third Quarter 2021 – CARE CHEMICALS

<i>in CHF m</i>	<b>Q3 2021</b>	Q3 2020	% CHF	% LC <sup>1</sup>	<b>9M 2021</b>	9M 2020	% CHF	% LC <sup>1</sup>
<b>Sales</b>	436	330	+ 32	+ 31	1 224	1 064	+ 15	+ 16
<b>EBITDA</b>	97	72	+ 35		254	192	+ 32	
<b>EBITDA margin</b>	22.2 %	21.8 %			20.8 %	18.0 %		
EBITDA b.e.i. <sup>2</sup>	99	63	+ 57		256	196	+ 31	
EBITDA b.e.i. <sup>2</sup> margin	22.7 %	19.1 %			20.9 %	18.4 %		
<b>Sales Bridge</b> 	<b>Sales</b> + 32 %	<b>Price</b> + 14 %	<b>Volume</b> + 17 %	<b>Currency</b> + 1 %	<b>Sales</b> + 15 %	<b>Price</b> + 8 %	<b>Volume</b> + 8 %	<b>Currency</b> - 1 %

## Market Dynamics

- Continued recovery in global industrial end markets
- Consumer market dynamics accelerated
- Continued raw material cost inflation paired with ongoing supply chain uncertainties

## Resounding + 31 % LC<sup>1,3</sup> sales growth across all businesses with mid-teen increase in prices and volumes

- **Industrial Applications** organic sales rose at a double-digit rate, resulting from a continued end-market strength, especially in Industrial Lubricants, Coatings, and Construction Chemicals
- **Consumer Care** also reflected a double-digit growth in all three businesses: Personal Care advanced across the regions, in particular in hair care; Home Care grew esp. in Asia and Europe; and Crop Solutions grew in LATAM and Europe
- **All regions** saw double-digit sales increases, especially Asia due to first-time consolidation of CISC contributing + 10 % LC


## EBITDA margin improvement by 40 basis points versus strongest quarterly performance in 2020

- Absolute **EBITDA up by a significant 35 % to a 22.2 %** margin due to strong operating leverage from volume expansion, execution of performance programs and intensified price measures to address continued raw material cost inflation and logistics cost increases

<sup>1</sup>local currency; <sup>2</sup>before exceptional items; <sup>3</sup>21 % sales growth in local currency excluding the first-time consolidation of Clariant IGL Specialty Chemicals Private Limited (CISC)



# Third Quarter 2021 – CATALYSIS

<i>in CHF m</i>	<b>Q3 2021</b>	Q3 2020	% CHF	% LC <sup>1</sup>	<b>9M 2021</b>	9M 2020	% CHF	% LC <sup>1</sup>
<b>Sales</b>	216	207	+ 4	+ 5	630	599	+ 5	+ 7
<b>EBITDA</b>	26	42	- 38		106	110	- 4	
<b>EBITDA margin</b>	12.0 %	20.3 %			16.8 %	18.4 %		
EBITDA b.e.i. <sup>2</sup>	24	43	- 44		105	118	- 11	
EBITDA b.e.i. <sup>2</sup> margin	11.1 %	20.8 %			16.7 %	19.7 %		
<b>Sales Bridge</b> 	<b>Sales</b> + 4 %	<b>Price</b> + 4 %	<b>Volume</b> + 1 %	<b>Currency</b> - 1 %	<b>Sales</b> + 5 %	<b>Price</b> + 5 %	<b>Volume</b> + 2 %	<b>Currency</b> - 2 %

## Market Dynamics

- Continued economic rebound with demand for more sustainable solutions
- Ongoing demand in C3<sup>3</sup> value chain; Syngas and emission control accelerated
- Unstable supply chains and increased freight cost


## Solid + 5 % LC<sup>1</sup> sales growth driven by higher prices and volumes

- Strong sales expansion in **Syngas** and the **emission-control catalyst** businesses; weaker development in **Petrochemicals** with good prospects for CATOFIN™ solutions
- Sales in the **Americas** were particularly strong followed by **Asia** with expansion in the low-teen range. **Europe** and **the Middle East & Africa** reported lower sales

## Lower EBITDA margin due to product mix and project cost

- Absolute **EBITDA down by 38 % to a 12.0 %** reported margin as a result of product mix and logistic constraints as well as project effects related to sunliquid®
- Project nature of the business can lead to normal, significant profitability fluctuations; the fundamentals remain positive

# Third Quarter 2021 – NATURAL RESOURCES

<i>in CHF m</i>	<b>Q3 2021</b>	Q3 2020	% CHF	% LC <sup>1</sup>	<b>9M 2021</b>	9M 2020	% CHF	% LC <sup>1</sup>
<b>Sales</b>	444	356	+ 25	+ 25	1 276	1 175	+ 9	+ 10
<b>EBITDA</b>	78	44	+ 77		218	160	+ 36	
<b>EBITDA margin</b>	17.6 %	12.4 %			17.1 %	13.6 %		
EBITDA b.e.i. <sup>2</sup>	81	45	+ 80		221	183	+ 21	
EBITDA b.e.i. <sup>2</sup> margin	18.2 %	12.6 %			17.3 %	15.6 %		
<b>Sales Bridge</b> 	<b>Sales</b> + 25 %	<b>Price</b> + 7 %	<b>Volume</b> + 18 %	<b>Currency</b> 0 %	<b>Sales</b> + 9 %	<b>Price</b> + 4 %	<b>Volume</b> + 7 %	<b>Currency</b> - 2 %

## Market Dynamics

- Ongoing strong demand in global industrial sector, i.e., electrical and electronics (E&E)
- Continued improving mining business and recovery in oil production volumes
- Raw material, energy, and freight cost inflation with supply chain challenges, i.e., in automotive

## Resounding + 25 % LC<sup>1</sup> sales growth, expansion across all Business Units and regions

- **Oil and Mining Services (OMS)** sales grew in a mid-teen range. Oil Services sales reflected a strong year-on-year improvement despite negative impact of Hurricane Ida. Growth at Mining Solutions and Refinery outpaced Oil Services
- **Functional Minerals (FM)** sales rose in the high teen range, bolstered by growth in all businesses, Foundry and Cargo & Device Protection in particular, due to high trade and transportation volumes
- **Additives (ADD)** sales grew most significantly, propelled by the particularly strong demand in all relevant end markets, esp. in Flame Retardants, and exceeded pre-COVID-19 levels

## Substantial EBITDA margin improvement by 520 basis points

- Absolute **EBITDA with a substantial 77 %** improvement to a **17.6 %** margin. Strong top-line growth with volume increase, performance programs and pricing measures successfully diminished the effect of rising raw material prices, exceptional freight and increased energy cost

<sup>1</sup>local currency; <sup>2</sup>before exceptional items

# Full Year 2021 **OUTLOOK**

# Outlook Q4 2021



## Care Chemicals

### Q4 2021 Outlook:

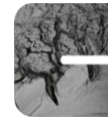
- Strong y-o-y sales growth in LC<sup>1</sup> driven by normalizing growth in Industrial Applications and Consumer Care, and contribution of CISC; sequentially slightly lower
- Aiming to match high EBITDA margin level y-o-y and sequentially despite continued inflation of raw material, logistic and energy cost



## Catalysis

### Q4 2021 Outlook:

- Flat y-o-y sales growth in LC<sup>1</sup>; stronger sales growth sequentially
- EBITDA margin below previous year's level impacted by continued project effects and product mix, but sequentially higher



## Natural Resources

### Q4 2021 Outlook:

- Strong y-o-y sales growth in LC<sup>1</sup> while sequentially slightly lower
- Stable EBITDA margin y-o-y; sequentially lower margin development due to lagging effect from raw material cost inflation and higher logistics and energy cost



## Group

### Q4 2021 Outlook:

- Strong LC<sup>1</sup> sales growth y-o-y
- Aiming to match y-o-y EBITDA margin levels as a result of volume growth, pricing actions, and cost discipline; sequentially slightly lower

# Outlook FY 2021 – Increased Sales Guidance; Confirmed EBITDA Margin Level

## External Factors

- Continued recovery of Industrial Applications and solid demand in consumer-facing applications
- Risk of rising raw material, energy, and logistics cost/constraints
- Supply chain uncertainties and raw material shortages
- Increasing risk of COVID-19 variant strains

## FY 2021 Group

LC<sup>1</sup> Sales growth of 9 % – 11 %<sup>2</sup>

**EBITDA** margin between  
16.0 % – 17.0 %

Based on the assumption of a continued economic recovery while uncertainty remains high

## Internal Factors

- Intensified pricing measures
- Continued execution of efficiency programs and cost discipline
- Innovation-driven specialty portfolio
- Growth investments and contribution from bolt-on acquisitions CISC and Beraca

**Complete portfolio transformation towards a higher specialty value business**

**Clariant Capital Markets Day on 23 November 2021**

# Third Quarter / Nine Month Results 2021

## **BACKUP SLIDES**



# Third Quarter 2021 – DISCONTINUED OPERATIONS

<i>in CHF m</i>	<b>Q3 2021</b>	Q3 2020	% CHF	% LC <sup>1</sup>	<b>9M 2021</b>	9M 2020	% CHF	% LC <sup>1</sup>
<b>Sales</b>	223	189	+ 18	+ 17	672	1 130	- 41	- 40
<b>EBITDA</b>	32	762	- 96		90	829	- 89	
<b>EBITDA margin</b>	14.3 %	<i>n.m.</i>			13.4 %	73.4 %		
EBITDA b.e.i. <sup>2</sup>	35	11	<i>n.m.</i>		103	128	- 20	
<b>EBITDA b.e.i.<sup>2</sup> margin</b>	15.7 %	5.8 %			15.3 %	11.3 %		
<b>Sales Bridge</b> ▶	<b>Sales</b> + 18 %	<b>Price</b> + 3 %	<b>Volume</b> + 14 %	<b>Currency</b> + 1 %	<b>Sales</b> - 41 %	<b>Price</b> 1 %	<b>Volume</b> - 41 %	<b>Currency</b> - 1 %

Healthcare Packaging	✓	Closed on 31 October 2019
Masterbatches	✓	Closed on 1 July 2020
Pigments	✓	Announced on 14 June 2021 Closing expected early 2022

- Q3 2021 **Pigments sales increased by 18 %** in LC<sup>1</sup>, buoyed by the stronger demand across all regions, particularly in Europe and Asia, despite continued high inflation and logistic uncertainties
- Underlying EBITDA margin in discontinued operations improved to 15.7 % due to higher operating leverage from sales growth, effective cost improvements (~CHF 3 m additional cost savings delivered in Q3 2021), as well as positive effects from other discontinued operations

# Nine Months 2021 – GROUP<sup>1</sup> OVERVIEW

## Geographic split

**Sales CHF 3 130 m**

in CHF m, % in local currency

● Emerging markets ● Mature markets

### ASIA-PACIFIC

**943 / + 17 %**

China 349 / + 16 %

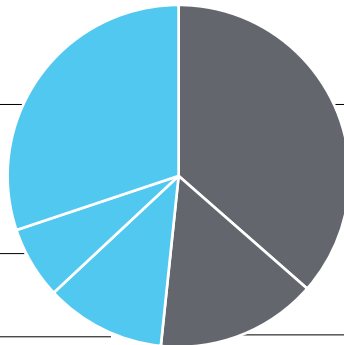
### MEA

**214 / + 2 %**

### LATIN AMERICA

**356 / + 12 %**

Brazil 166 / + 28 %



### EUROPE

**1 141 / + 19 %**

Germany 387 / + 21 %

### NORTH AMERICA

**476 / - 5 %**

- **Europe** with high-teen sales growth supported by improved growth in Care Chemicals as well as expansion in Additives and Functional Minerals
- Strong growth in **Asia-Pacific** driven by continued economic expansion across all Business Areas versus a more COVID-19-affected 9M 2020. **China** with a strong 16 % expansion driven by Natural Resources and Care Chemicals
- Decline in **North America** resulted from a tough comparison base in Oil Services in 9M 2020 and lower Catalysis sales in 9M 2021
- Sales growth in **Latin America** largely attributable to expansion in Care Chemicals (Crop Solutions and Personal Care) and Additives, driven by strong development in Brazil
- **Middle East & Africa** with slight growth reflected by higher sales in almost all Business Areas



# Third Quarter 2021 – Sales and EBITDA by Business Area

	Sales to third parties			EBITDA <sup>3</sup>		
<i>in CHF m</i>	2021	2020	% LC <sup>1</sup>	2021	2020	% CHF
<b>Care Chemicals</b>	<b>436</b>	<b>330</b>	+ 31 %	<b>97</b>	<b>72</b>	+ 35 %
<i>margin</i>				22.2 %	21.8 %	
<b>Catalysis</b>	<b>216</b>	<b>207</b>	+ 5 %	<b>26</b>	<b>42</b>	- 38 %
<i>margin</i>				12.0 %	20.3 %	
<b>Natural Resources</b>	<b>444</b>	<b>356</b>	+ 25 %	<b>78</b>	<b>44</b>	+ 77 %
<i>margin</i>				17.6 %	12.4 %	
<b>Business Areas Total</b>	<b>1 096</b>	<b>893</b>	+ 23 %	<b>201</b>	<b>158</b>	
Corporate	–	–		- 21	- 31	
<b>Total Continuing Operations</b>	<b>1 096</b>	<b>893</b>	+ 23 %	<b>180</b>	<b>127</b>	+ 42 %
<i>margin</i>				<b>16.4 %</b>	<b>14.2 %</b>	
Discontinued	<b>223</b>	<b>189</b>	+ 17 %	<b>32</b>	<b>762<sup>2</sup></b>	- 96 %
<b>Total Group</b>	<b>1 319</b>	<b>1 082</b>	+ 22 %	<b>212</b>	<b>889</b>	<i>n.m.</i>

<sup>1</sup>in local currency; <sup>2</sup>including gain on disposal of divested Masterbatches business; <sup>3</sup>EBITDA before exceptional items Q3 2021 (Q3 2020): Group CHF 190 m / 17.3 % (CHF 137 m / 15.3 %), Care Chemicals CHF 99 m / 22.7 % (CHF 63 m / 19.1 %), Catalysis CHF 24 m / 11.1 % (CHF 43 m / 20.8 %), Natural Resources CHF 81 m / 18.2 % (CHF 45 m / 12.6 %), Discontinued Operations CHF 35 m / 15.7 % (CHF 11 m / 5.8 %)

# Nine Month 2021 – Sales and EBITDA by Business Area

<i>in CHF m</i>	Sales to third parties			EBITDA <sup>3</sup>		
	2021	2020	% LC <sup>1</sup>	2021	2020	% CHF
<b>Care Chemicals</b>	<b>1 224</b>	<b>1 064</b>	<b>+ 16 %</b>	<b>254</b>	<b>192</b>	<b>+ 32 %</b>
<i>margin</i>				20.8 %	18.0 %	
<b>Catalysis</b>	<b>630</b>	<b>599</b>	<b>+ 7 %</b>	<b>106</b>	<b>110</b>	<b>- 4 %</b>
<i>margin</i>				16.8 %	18.4 %	
<b>Natural Resources</b>	<b>1 276</b>	<b>1 175</b>	<b>+ 10 %</b>	<b>218</b>	<b>160</b>	<b>+ 36 %</b>
<i>margin</i>				17.1 %	13.6 %	
<b>Business Areas Total</b>	<b>3 130</b>	<b>2 838</b>	<b>+ 12 %</b>	<b>578</b>	<b>462</b>	
Corporate	–	–		- 61	- 43	
<b>Total Continuing Operations</b>	<b>3 130</b>	<b>2 838</b>	<b>+ 12 %</b>	<b>517</b>	<b>419</b>	<b>+ 23 %</b>
<i>margin</i>				16.5 %	14.8 %	
Discontinued	<b>672</b>	<b>1 130<sup>2</sup></b>	<b>- 40 %</b>	<b>90</b>	<b>829<sup>2</sup></b>	<b>- 89 %</b>
<b>Total Group</b>	<b>3 802</b>	<b>3 968</b>	<b>- 3 %</b>	<b>607</b>	<b>1 248</b>	<i>n.m.</i>

<sup>1</sup>in local currency; <sup>2</sup>including gain on disposal of divested Masterbatches business; <sup>3</sup>EBITDA before exceptional items 9M 2021 (9M 2020): Group CHF 536 m / 17.1 % (CHF 446 m / 15.7 %), Care Chemicals CHF 256 m / 20.9 % (CHF 196 m / 18.4 %), Catalysis CHF 105 m / 16.7 % (CHF 118 m / 19.7 %), Natural Resources CHF 221 m / 17.3 % (CHF 183 m / 15.6 %), Discontinued Operations CHF 103 m / 15.3 % (CHF 128 m / 11.3 %)

# Three Business Areas – the Specialty Portfolio for Future Growth



## CARE CHEMICALS

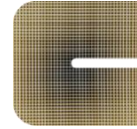
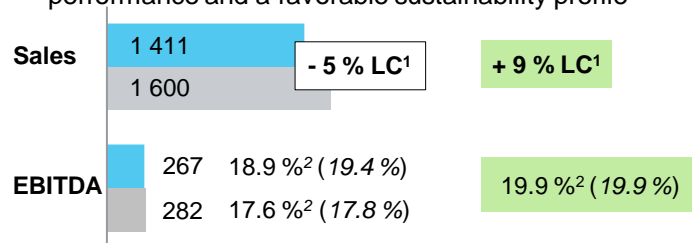
BA Care Chemicals has a clear focus on highly attractive, high-margin, and low-cyclical segments with **c. 2/3 of the business being consumer-facing** in Consumer Care and Industrial Applications.

### Customer Segments:

- Personal Care
- Home Care
- Crop Solutions
- Paints & Coatings
- Aviation
- Construction Chemicals
- Industrial Lubricants

### Business Driver:

- **Consumer lifestyle-driven – comfort & well-being**
- **Green and sustainable products**, based on **natural ingredients** (botanicals) free of harmful substances
- Global **nutrition** requirements (agriculture)
- **Reducing carbon footprint** and **responsible** production and consumption
- **Formulations solutions provider** with superior performance and a favorable sustainability profile



## CATALYSIS

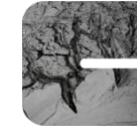
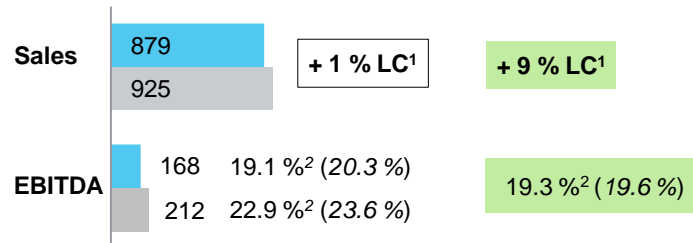
BA Catalysis includes BU Catalysts and BL Biofuels & Derivatives, contributing significantly to value creation in our customers' operations, ensuring that finite raw materials and **energy are used efficiently and effectively**, ensuring **quality and yield** of processes.

### Customer Segments:

- Chemical production (Petro, Olefin and Derivatives, Polyolefin, Industrial gases, Hydrogen, Refinery)
- Fuel processing
- Custom catalysts
- Second-generation biofuels
- Biochemical intermediates

### Business Driver:

- **Improving energy efficiency** in chemical production
- **Decarbonization of the transport sector**
- **Sustainable, emission-free mobility solutions**
- **Circular economy solutions** through the extensive use of renewable resources
- **Increasing legal requirements** for renewable energy sources



## NATURAL RESOURCES

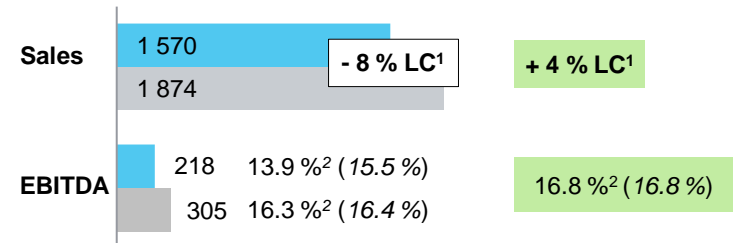
BA Natural Resources comprises the BU Oil and Mining Services, Functional Minerals, and Additives, adding value through enhanced **sustainability benefits** and by enabling circularity, supporting **recycling** solutions, and reducing customers' dependency on fossil resources, thereby achieving a **lower carbon footprint**.

### Customer Segments:

- Oil and Mining Services
- Additives
- Functional Minerals

### Business Driver:

- **Stricter global chemical regulations and customer expectations** driving **sustainability** in oil, mining, and purification as well as **circularity** in plastics, coatings, and adhesives
- **Lightweight, sustainable fire safety and thermo-resistance requirements for digitalization and e-mobility**
- Consumer demand for **enhanced health and safety**



# Add Value with Sustainability – Enabling a Sustainable Future

*With people passionate to change the world, leading edge operations, and innovative solutions*



## ENVIRONMENTAL progress

- **Stop climate change** with SBTi-conforming<sup>1</sup> targets:
  - 40 % CO<sub>2</sub> for scope 1&2 /
  - 14 % for scope 3 by 2030<sup>2</sup> and growing handprint
- **Minimize environmental footprint** with updated targets on water, wastewater, waste, and NOx

## SOCIAL progress

- **Leading in personal safety** – low Lost-Time Accident Rate/DART (Days Away, Restricted, or Transferred)
- Committed to **generating positive impact for society with safe and sustainable chemistry**

## GOVERNANCE progress

- Establishing the combined **Group Innovation & Sustainability (GIS)**
- Implementing **new governance tools** to steer CO<sub>2</sub> reduction
- Ensuring the highest compliance standards with an updated **Code of Ethics**

## UN SDGs with highest impact



<sup>1</sup>Science-Based Target initiative (SBTi); <sup>2</sup>versus baseline 2019

# The Executive Committee



**CONRAD KEIJZER**  
Chief Executive Officer

**Responsibilities:**

Group Auditing (together with Chairman of the Audit Committee), Group Communications, Group Compliance, Group Human Resources, and Group Legal



**HANS BOHNEN**  
Executive Vice President &  
Chief Operating Officer

**Responsibilities:**

Business Line Biofuels & Derivatives, Business Units Catalysts and Industrial & Consumer Specialties, Group Operational Excellence, Group Procurement Services, and the regions Latin America and North America



**BERND HOEGEMANN**  
Executive Vice President &  
Chief Transformation Officer

**Responsibilities:**

Business Units Additives, Functional Minerals, Oil and Mining Services, and Pigments, Corporate Planning & Strategy, Group Innovation & Sustainability, Project Clariant 2021, and the region China and Asia-Pacific



**STEPHAN LYNEN**  
Executive Vice President &  
Chief Financial Officer

**Responsibilities:**

Corporate Accounting, Corporate Controlling, Corporate Mergers & Acquisitions, Corporate Tax, Corporate Treasury, Global Business Services, Group Finance Services, Group Investor Relations, Group Information Technology, and the region Europe, Middle East & Africa

# Calendar of Upcoming Corporate Events

23 November 2021

Clariant Capital Markets Day 2021

16 February 2022

Full Year 2021 Reporting

10 March 2022

Publication of Integrated Report 2021

01 April 2022

Annual General Meeting

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# IR Contacts

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**Alexander Kamb**  
Investor Relations Officer