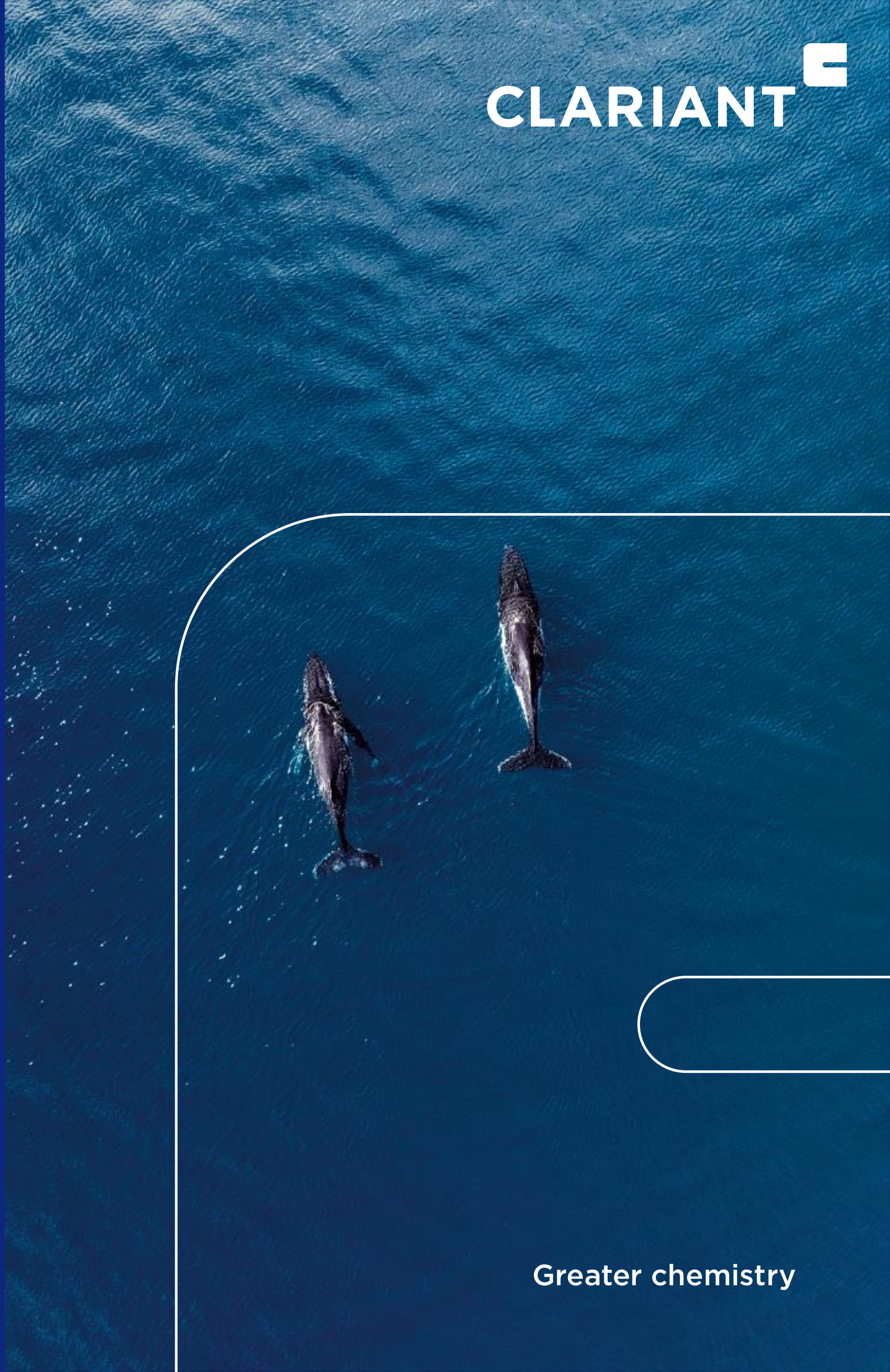
Third Quarter / Nine Months Figures 2025

Analyst presentation

Investor Relations
30.10.2025



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, geopolitical dislocation, currency fluctuations, the behavior of other market participants, the actions of governmental regulators, and other risk factors, such as: the timing and strength of new product offerings; pricing strategies of competitors; the Company’s ability to continue to receive adequate products from its vendors on acceptable terms, or at all, and to continue to obtain sufficient financing to meet its liquidity needs; and changes in the political, social, and regulatory framework in which the Company operates or in economic or technological trends or conditions, including currency fluctuations, inflation, and consumer confidence, on a global, regional, or national basis.

Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this document.

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.

CLARIANT

Group performance

Greater chemistry

Highlights Q3 / 9M 2025

Key Figures in CHF

906 m

Sales Q3 2025

162 m / 17.9 %

EBITDA b.e.i.[1] Q3 2025

2 887 m

Sales 9M 2025

521 m / 18.0 %

EBITDA b.e.i.[1] 9M 2025

[1] EBITDA before exceptional items

Key messages

– **Q3: Profitability up 230 bps in continued challenging environment**
- Sales down 3 % in LC – significant FX translation impact (sales in CHF - 9 %)
- EBITDA b.e.i.[1] up from 15.6 % to 17.9 %, mainly driven by performance improvement programs and price and cost management in all business units (BUs)

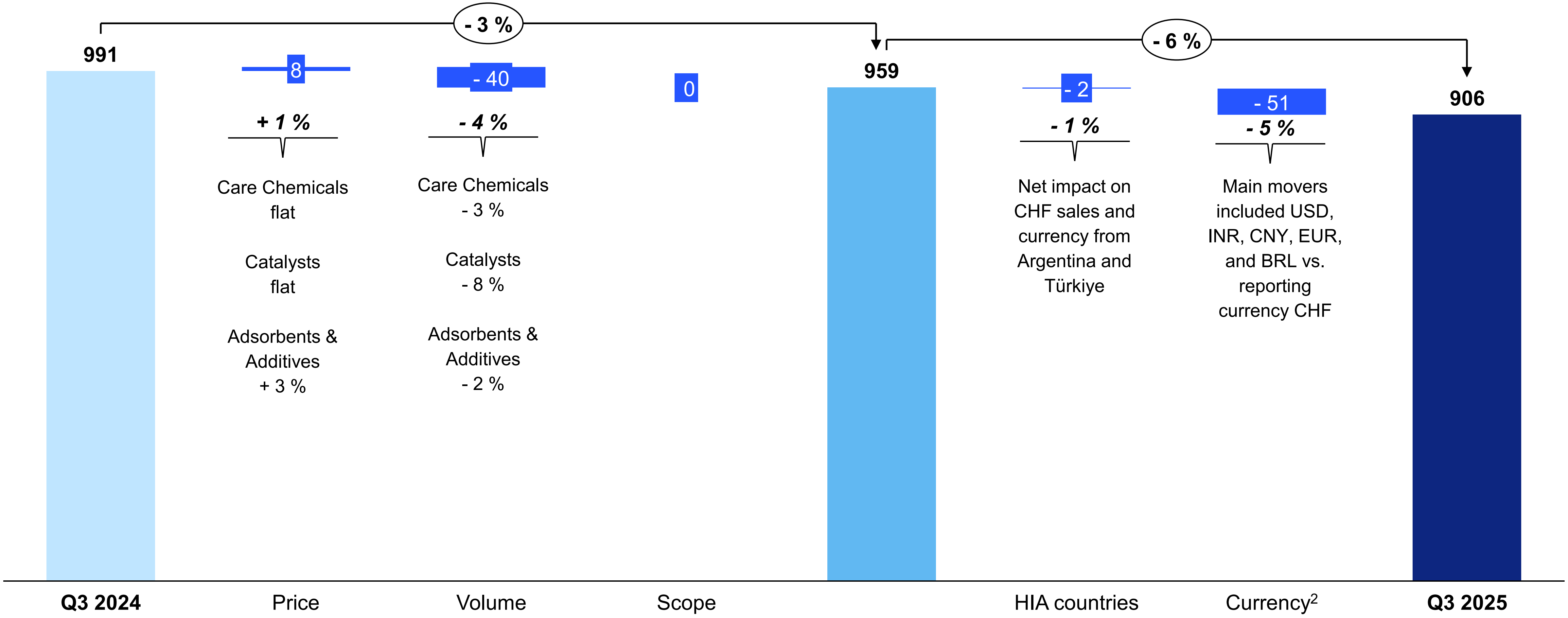
– **9M: Profitability at 18.0 % to drive delivery of FY 2025 commitment**
- Organic sales down 2 % in LC driven by Catalysts – Scope adding 1 %; FX (- 5 %)
- EBITDA b.e.i.[1] up from 16.4 % to 18.0 % with performance improvement programs and price and cost management in all BUs

– **Performance programs**
- CHF 80 m Investor Day program in execution; CHF 31 m savings realized in 9M
- CHF 63 m restructuring charges (CHF 3 m in Q3) of expected FY total CHF 75 m

– **2025 Guidance confirmed**
- Sales growth at lower end of 1 – 3 % range due to a continued weak industrial production and consumer demand outlook
- Profitability at 17 – 18 % EBITDA margin before exceptional items

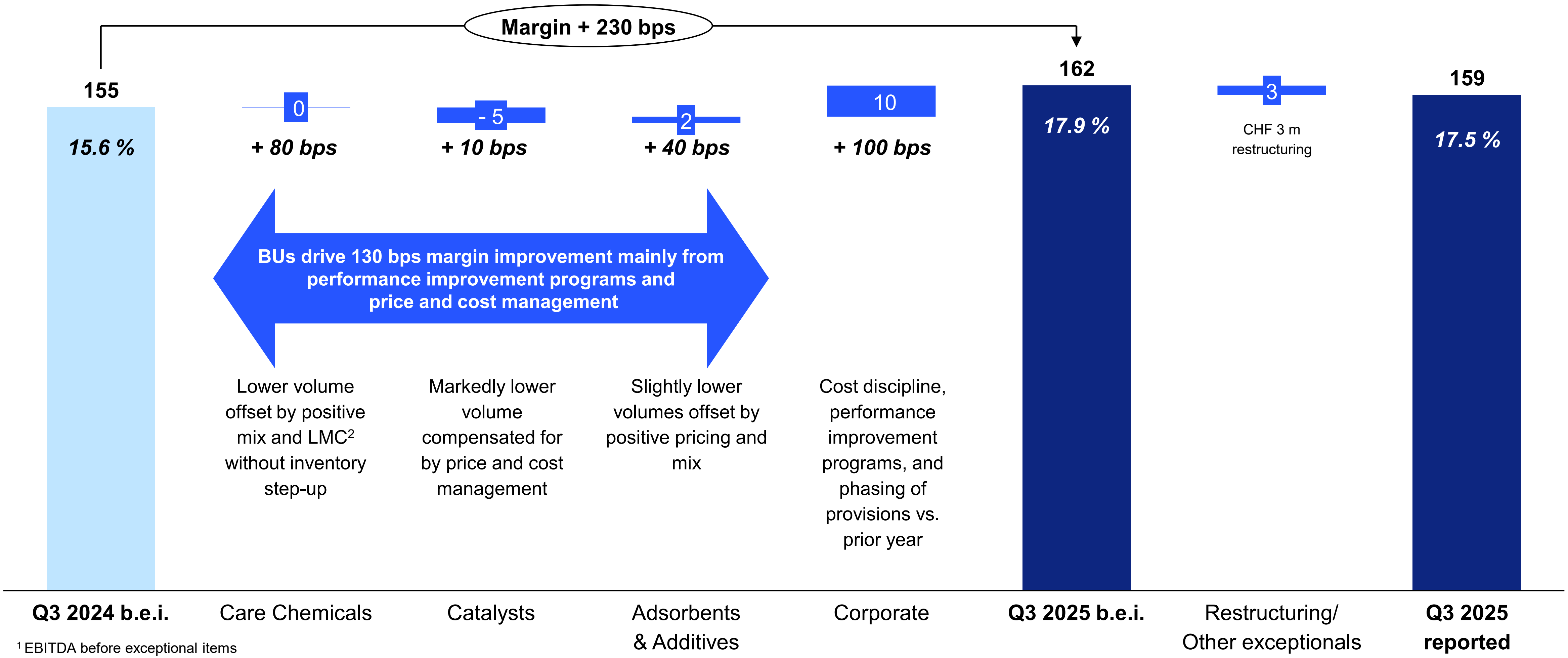
– **Clariant Board – reduction in size / enhance corporate governance**
- Decision to reduce the size from eleven to eight members
- Five directors, Roberto Gualdoni, Geoffery Merszei, Eveline Saupper, Peter Steiner, and Konstantin Winterstein voluntarily will not stand for reelection
- Two new independent members to be proposed ahead of the 2026 AGM, addressing independence, tenure and gender diversity of the Board

Q3 sales: Sales decline of - 3 % in LC[1] driven by lower volumes, partly compensated for by positive pricing



[1] All references to local currency growth, pricing, volumes, and scope exclude the impact from hyperinflation countries Argentina and Türkiye.
[2] Currency translation impact

Q3 EBITDA b.e.i.:[1] 230 bps margin improvement driven by all BUs and Corporate; reported margin slightly impacted by restructuring



[1] EBITDA before exceptional items
[2] LMC = Lucas Meyer Cosmetics

CLARIANT

Business performance

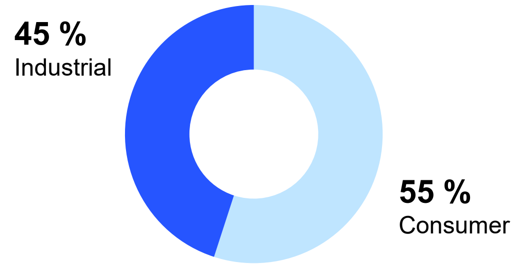
Greater chemistry

Third Quarter 2025
Care Chemicals

in CHF m	*Q3 2025*	*Q3 2024*	*% CHF*	*% LC*[1]
Sales	491	536	- 8	- 3
EBITDA	92	92	0	
EBITDA margin	18.7 %	17.2 %		
EBITDA b.e.i.[2]	93	93	0	
EBITDA b.e.i.[2] margin	18.9 %	17.4 %		

	Q3 2025
Price[1]	*0 %*
Volume[1]	*- 3 %*
Scope[1]	*0 %*
Currency	*- 5 %*

Segments	*Sales Q3 2025*[1,3]
Personal & Home Care	LSD -
Crop Solutions	LSD -
Industrial Applications	HSD -
Base Chemicals	HSD -
Oil Services	MSD +
Mining Solutions	HSD +



[1] In local currency, volume, price, and scope exclude hyperinflation countries Argentina and Türkiye.
[2] Before exceptional items
[3] LSD = low single-digit; MSD = mid-single-digit; HSD = high single-digit

Strong margin uplift in weak industrial markets

Price: flat across the product portfolio

Volume: slightly down, driven by weakness in Industrial Applications and Base Chemicals (coatings and construction); growth in Oil Services and Mining Solutions compensating for softer Crop Solutions (strong comparable) and Personal & Home Care (product life cycle phasing)

Regions: sales higher in Asia-Pacific (LSD) due to additional capacity in China (HSD up) but lower in the Americas (MSD) and Europe (MSD) due to destocking

EBITDA b.e.i.[2]: margin improved by 150 bps; lower volumes compensated for by positive mix effect, no inventory step-up in Lucas Meyer Cosmetics, and performance improvement programs

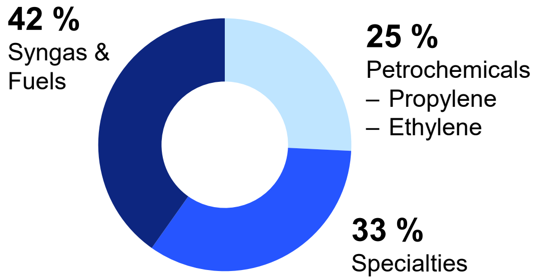
Lucas Meyer Cosmetics continued to grow in a challenging market, profitability on track

Third Quarter 2025 Catalysts

in CHF m	*Q3 2025*	*Q3 2024*	*% CHF*	*% LC*[1]
Sales	171	203	- 16	- 8
EBITDA	32	37	- 14	
EBITDA margin	18.7 %	18.2 %		
EBITDA b.e.i.[2]	33	38	- 13	
EBITDA b.e.i.[2] margin	19.3 %	18.7 %		

	Q3 2025
Price[1]	*0 %*
Volume[1]	*- 8 %*
Scope[1]	*0 %*
Currency	*- 8 %*

Segments	*Sales Q3 2025*[1,3]
Propylene	HDD -
Ethylene	MSD -
Syngas & Fuels	MSD -
Specialties	LDD +



[1] In local currency, volume, price, and scope exclude hyperinflation countries Argentina and Türkiye.
[2] Before exceptional items
[3] HDD = high double-digit; LDD = low double-digit; MSD = mid-single-digit

Improved margin in a weak demand environment

Price: flat across the segments

Volume: down 8 %, mainly driven by Propylene in China (project shifts to Q4), lower in Syngas & Fuels and Ethylene, only partially offset by increased volumes in Specialties

Regions: Refill cycles drove regional dynamics with China and EMEA HDD lower (Propylene and Ethylene), Americas DD up (Specialties and Syngas & Fuels)

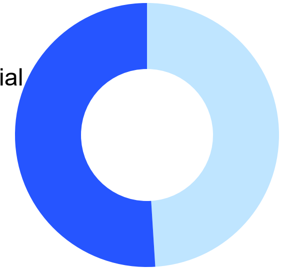
EBITDA b.e.i.[2]: margin up 60 bps, driven by gross margin and performance improvement programs

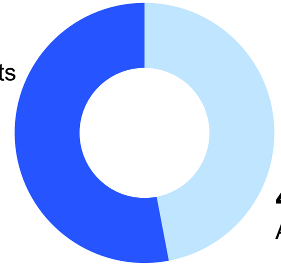
Third Quarter 2025 Adsorbents & Additives

in CHF m	*Q3 2025*	*Q3 2024*	*% CHF*	*% LC*[1]
Sales	244	252	- 3	1
EBITDA	43	40	8	
EBITDA margin	17.6 %	15.9 %		
EBITDA b.e.i.[2]	42	40	5	
EBITDA b.e.i.[2] margin	17.2 %	15.9 %		

	Q3 2025
Price[1]	***+ 3 %***
Volume[1]	***- 2 %***
Scope[1]	***0 %***
Currency	***- 4 %***

Segments	*Sales Q3 2025*[1,3]
Adsorbents	MSD -
Additives	HSD +





[1] In local currency, volume, price, and scope exclude hyperinflation countries Argentina and Türkiye.
[2] Before exceptional items
[3] HSD = high single-digit; MSD = mid single-digit; LSD = low single-digit; DD = double-digit

Margin improvement supported by continued HSD Additives growth

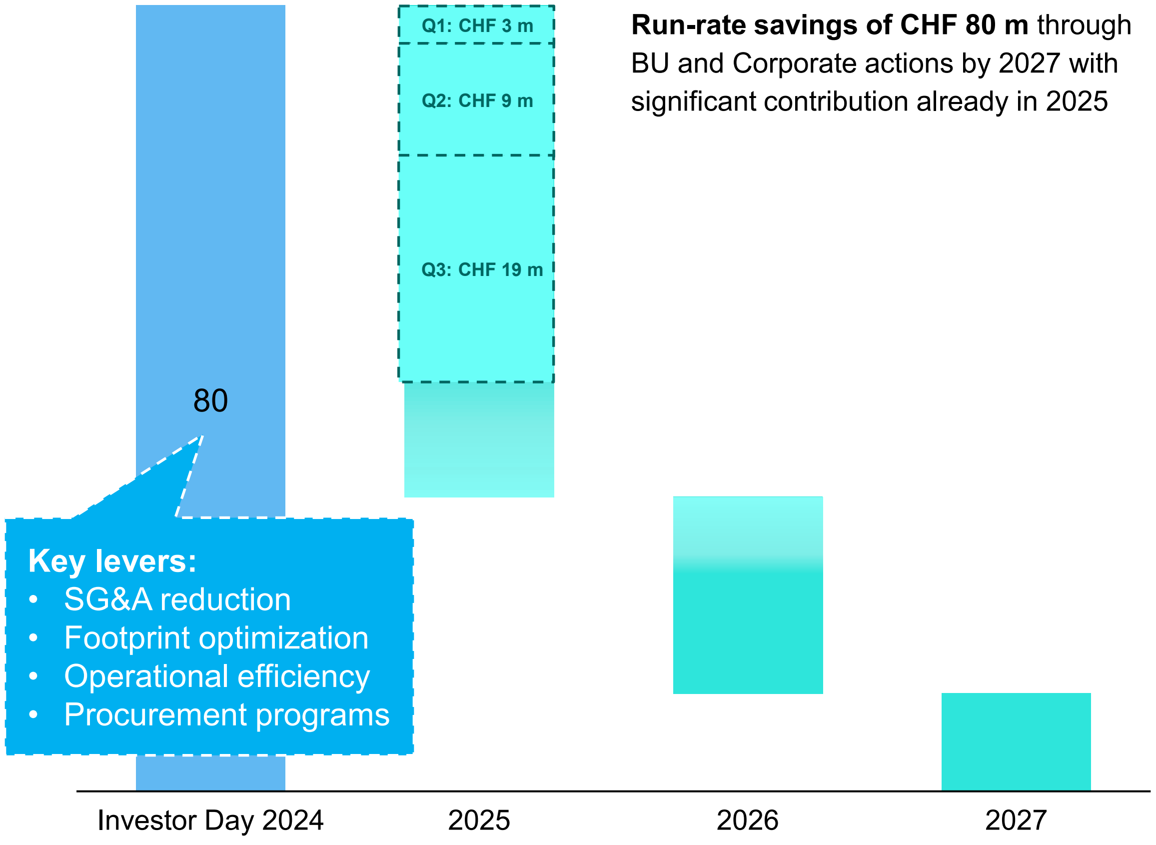
Price: positive in all segments (except Adsorbents APAC)

Volume: slightly down, mainly driven by Adsorbents Americas (US regulation impacting purification renewable fuel) and Europe, offset by growth in Additives (Coatings & Adhesives) and growth in APAC

Regions: slight growth in Europe (LSD, price) in Additives and Adsorbents; Americas HSD down, driven by Adsorbents, partly compensated for by Additives; Asia-Pacific DD up, driven by volumes in Additives and Adsorbents

EBITDA b.e.i.[2]: margin improved by 130 bps due to improvement in Additives (mix), lower raw material costs, and benefits from performance improvement programs

Investor Day 2024 savings program set to deliver CHF 80 m by 2027



Run-rate savings of CHF 80 m through BU and Corporate actions by 2027 with significant contribution already in 2025

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

Savings achievement

– Total CHF 31 m (Q1 CHF 3 m, Q2 CHF 9 m, Q3 CHF 19 m)

Key measures YTD

– Headcount reduction (~ 340 FTEs) announced across the business units and corporate functions

– Footprint optimization with two site and two production line closures in execution in CC and AA[1]

– Procurement savings of CHF 15 m (qualifying alternative suppliers, contract management)

Restructuring charge of CHF 75 m expected for 2025

2025	Q1	Q2	Q3	Q4	YTD
Group	**CHF 38 m**	**CHF 22 m**	**CHF 3 m**		**CHF 63 m**
CC	*CHF 12 m*	*CHF 17 m*	*CHF 0 m*		*CHF 29 m*
CA	*CHF 4 m*	*CHF 1 m*	*CHF 0 m*		*CHF 5 m*
AA	*CHF 10 m*	*CHF 3 m*	*CHF 3 m*		*CHF 16 m*
Corp:	*CHF 12 m*	*CHF 1 m*	*CHF 0 m*		*CHF 13 m*

Outlook

Outlook 2025: Confirmed strong commitment to margin improvement while continued weak industrial production impacts top-line growth

2025

Top line

Lower end of 1 – 3 % sales growth in local currency[1]

(CHF 4.152 b in 2024)

External Factors

- Global GDP driven by AI investments and services
- Tariffs and trade tensions with negative impact on durable goods demand
- Weakened industrial production and consumer sentiment in H2
- Continued high interest-rate levels
- China industrial production growth rate slowing

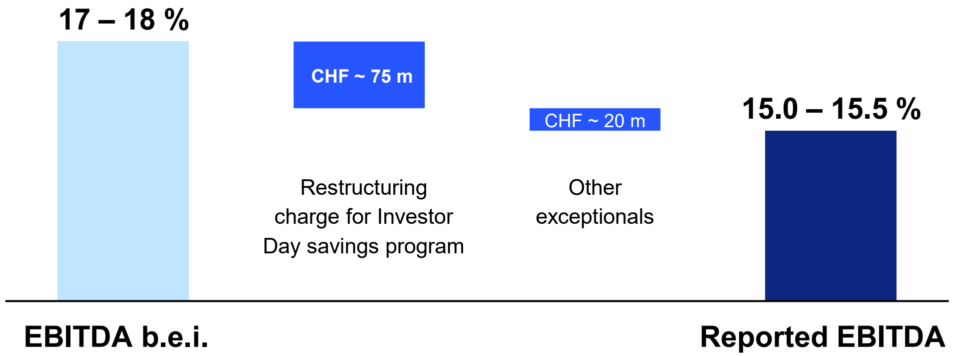
Internal Factors

- Direct cost impact of tariffs manageable; mitigation actions in execution
- Slight LC growth in CC and AA; CA slightly down (project shifts)
- Focus on pricing (tariffs / raw materials)
- Footprint optimization in Care Chemicals impacting topline in 2025 and 2026
- Scope adding CHF 25 m in Q1 2025
- CHF ~ 75 m restructuring charges aligned to CHF 80 m savings program
- Capex: targeted at CHF ~ 180 m

Profitability unchanged

17 – 18 % EBITDA margin before exceptional items

(reported margin 15.8 %; before exceptional items 16.0 % in 2024)

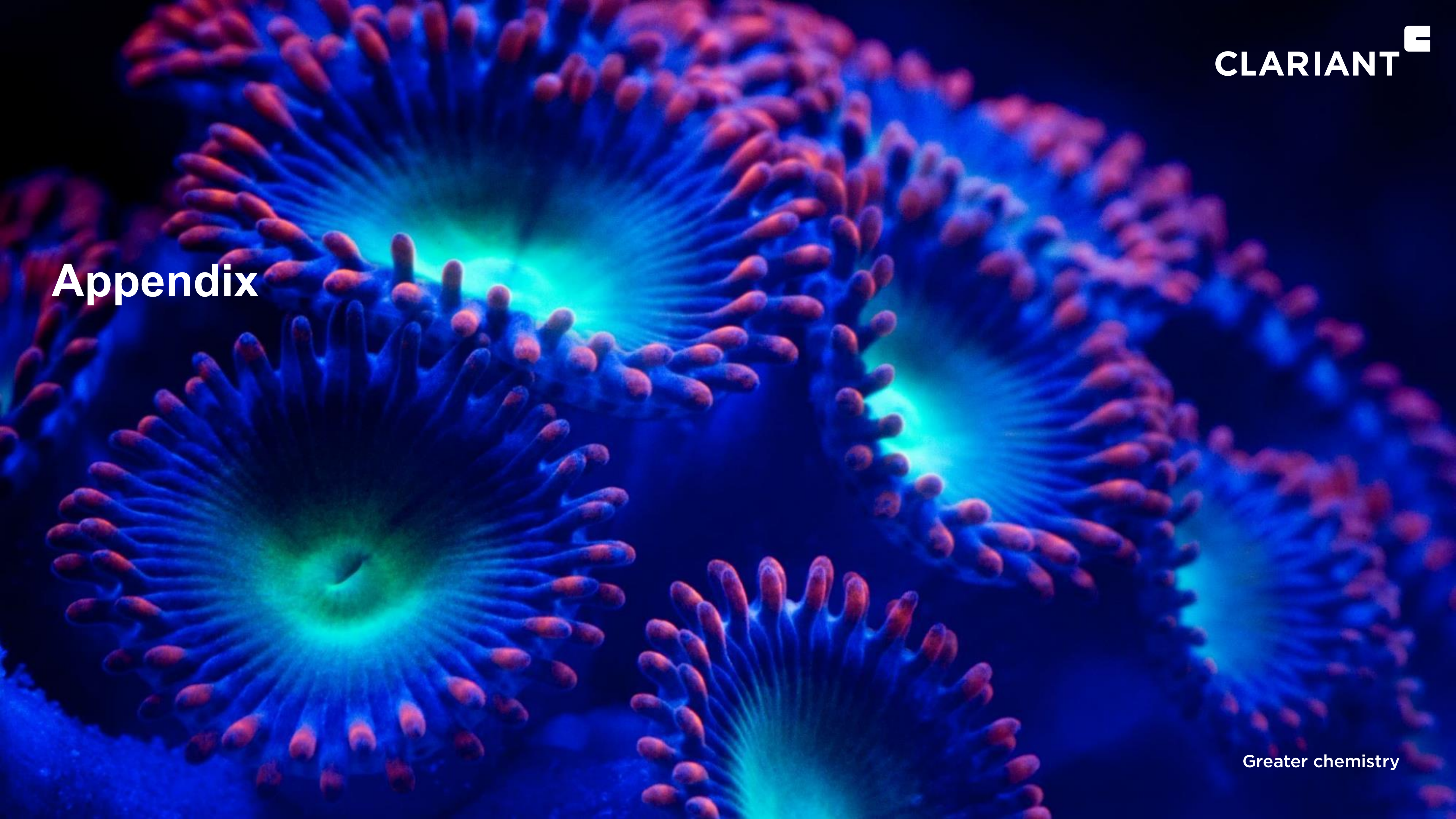


Medium-term targets confirmed, delivered by 2027 at the latest:

- **Profitable sales growth (4 – 6 % CAGR)**
- **Group EBITDA margin between 19 – 21 %**
- **Free cash flow conversion of around 40 %**

[1] Excluding hyperinflation accounting countries Argentina and Türkiye

Appendix



Outlook: Current assessment of tariffs shows manageable direct cost impacts due to global footprint and local-for-local strategy

Region	Local Production	Local Raw Material Sourcing
US	~ 70 %	~ 90 %
Europe	~ 90 %	~ 85 %
China	~ 50 %	~ 80 %

Current tariff situation (as of 28 Oct 2025) with relevance to Clariant

- **US imports**
  - Different reciprocal tariff rates in place for key trade partners since 7 August 2025
  - + 30 % for imports from China until 10 November 2025; China and the US are now reported to be close to a long-term trade deal that would avoid further increases of tariffs on Chinese goods
  - + 50 % for imports from India effective 26 August 2025; India and the US in negotiations to reduce the current tariff rate
  - + 15 % max for imports from the EU27 as agreed on 27 July 2025, with exemptions for specific categories as highlighted in Annex III
  - For imports from Mexico and Canada, the United States-Mexico-Canada Agreement (USCMA) covers the majority of Clariant's goods
  - Multiple materials have lost exemption status with Annex II update; moderate financial impact to Clariant
- **Europe imports**
  - Zero-for-zero tariffs on a number of strategic products, incl. certain chemicals (specific products and impact still unclear)
- **China imports**
  - + 10 % for imports from the US until 10 November 2025

➔ **Tariffs have a considerable effect on the demand environment (industry demand and consumer sentiment)**

➔ **Current assessment of tariffs shows manageable direct cost impacts:**
- **global footprint enabling local production**
- **local-for-local procurement**
- **cost pass-through (value pricing)**

Modeling Guidance FY 2025 versus FY 2024 – under current conditions

Acquisition of Lucas Meyer Cosmetics	▪ CHF 25 m sales impact (actual Q1) ▪ On-track profitability with acquisition business case ▪ Scope effect in Q1 2025 for Care Chemicals due to closing in April 2024
Sales guidance	▪ Slight growth in Care Chemicals and in Adsorbents & Additives in LC ▪ Catalysts expected slightly lower in LC compared to prior year
FX assumption	FY 2025: ~ 5 % headwind on sales
sunliquid™	No P&L impact, no cash-out expected in 2025
Raw materials / energy / logistics	Down low single-digit percent / up low single-digit percent / lower but volatile
Savings programs	Restructuring charges of CHF 75 m in 2025 CHF 80 m targeted cost savings by end of 2027 with significant contribution already in 2025
CAPEX	Targeted at CHF ~ 180 m
Tax rate	~ 29 % due to earnings distribution globally

Third Quarter 2025 – Overview

Group

in CHF m	*Q3 2025*	*Q3 2024*	*% CHF*	*% LC[1]*
Sales	**906**	991	- 9	- 3
EBITDA	**159**	139	14	
EBITDA margin	***17.5 %***	*14.0 %*		
EBITDA b.e.i.[2]	**162**	155	5	
EBITDA b.e.i.[2] margin	***17.9 %***	*15.6 %*		
Sales Bridge	***Price[1]*** *1 %*	***Volume[1]*** *- 4 %*	***Scope[1]*** *0 %*	***Currency*** *- 6 %*

Care Chemicals

in CHF m	*Q3 2025*	*Q3 2024*	*% CHF*	*% LC[1]*
Sales	**491**	536	- 8	- 3
EBITDA	**92**	92	0	
EBITDA margin	***18.7 %***	*17.2 %*		
EBITDA b.e.i.[2]	**93**	93	0	
EBITDA b.e.i.[2] margin	***18.9 %***	*17.4 %*		
Sales Bridge	***Price[1]*** *0 %*	***Volume[1]*** *- 3 %*	***Scope[1]*** *0 %*	***Currency*** *- 5 %*

Catalysts

in CHF m	*Q3 2025*	*Q3 2024*	*% CHF*	*% LC[1]*
Sales	**171**	203	- 16	- 8
EBITDA	**32**	37	- 14	
EBITDA margin	***18.7 %***	*18.2 %*		
EBITDA b.e.i.[2]	**33**	38	- 13	
EBITDA b.e.i.[2] margin	***19.3 %***	*18.7 %*		
Sales Bridge	***Price[1]*** *0 %*	***Volume[1]*** *- 8 %*	***Scope[1]*** *0 %*	***Currency*** *- 8 %*

Adsorbents & Additives

in CHF m	*Q3 2025*	*Q3 2024*	*% CHF*	*% LC[1]*
Sales	**244**	252	- 3	1
EBITDA	**43**	40	8	
EBITDA margin	***17.6 %***	*15.9 %*		
EBITDA b.e.i.[2]	**42**	40	5	
EBITDA b.e.i.[2] margin	***17.2 %***	*15.9 %*		
Sales Bridge	***Price[1]*** *3 %*	***Volume[1]*** *- 2 %*	***Scope[1]*** *0 %*	***Currency*** *- 4 %*

[1] Local currency, excluding hyperinflation countries Argentina and Türkiye; [2] Before exceptional items

Nine Months 2025 – Overview

Group

in CHF m	***9M 2025***	*9M 2024*	*% CHF*	*% LC[1]*
Sales	**2 887**	3 061	- 6	- 1
EBITDA	**450**	478	- 6	
EBITDA margin	***15.6 %***	*15.6 %*		
EBITDA b.e.i.[2]	**521**	503	4	
EBITDA b.e.i.[2] margin	***18.0 %***	*16.4 %*		
Sales Bridge	***Price[1]*** *0 %*	***Volume[1]*** *- 2 %*	***Scope[1]*** *1 %*	***Currency*** *- 5 %*

Care Chemicals

in CHF m	***9M 2025***	*9M 2024*	*% CHF*	*% LC[1]*
Sales	**1 587**	1 682	- 6	0
EBITDA	**277**	313	- 12	
EBITDA margin	***17.5 %***	*18.6 %*		
EBITDA b.e.i.[2]	**311**	318	- 2	
EBITDA b.e.i.[2] margin	***19.6 %***	*18.9 %*		
Sales Bridge	***Price[1]*** *0 %*	***Volume[1]*** *- 2 %*	***Scope[1]*** *2 %*	***Currency*** *- 6 %*

Catalysts

in CHF m	***9M 2025***	*9M 2024*	*% CHF*	*% LC[1]*
Sales	**551**	612	- 10	- 5
EBITDA	**104**	106	-2	
EBITDA margin	***18.9 %***	*17.3 %*		
EBITDA b.e.i.[2]	**108**	103	5	
EBITDA b.e.i.[2] margin	***19.6 %***	*16.8 %*		
Sales Bridge	***Price[1]*** *0 %*	***Volume[1]*** *- 5 %*	***Scope[1]*** *0 %*	***Currency*** *- 5 %*

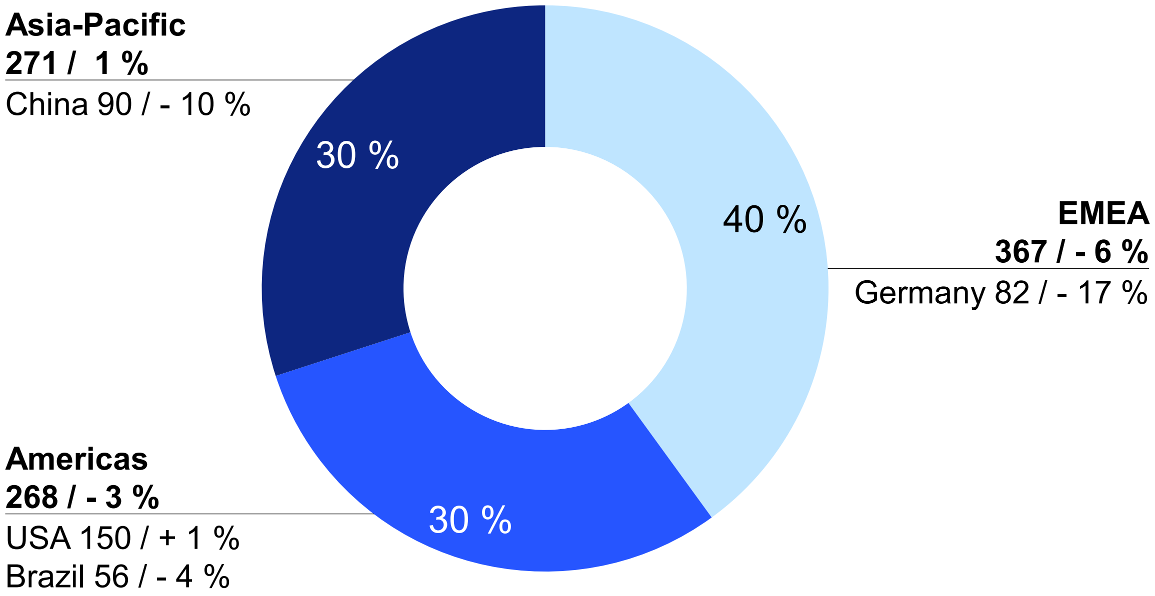
Adsorbents & Additives

in CHF m	***9M 2025***	*9M 2024*	*% CHF*	*% LC[1]*
Sales	**749**	767	- 2	1
EBITDA	**126**	121	4	
EBITDA margin	***16.8 %***	*15.8 %*		
EBITDA b.e.i.[2]	**139**	129	8	
EBITDA b.e.i.[2] margin	***18.6 %***	*16.8 %*		
Sales Bridge	***Price[1]*** *1 %*	***Volume[1]*** *0 %*	***Scope[1]*** *0 %*	***Currency*** *- 3 %*

[1] Local currency, excluding hyperinflation countries Argentina and Türkiye; [2] Before exceptional items

Geographic split

Q3 sales CHF 906 m
in CHF m, % in local currency[1]



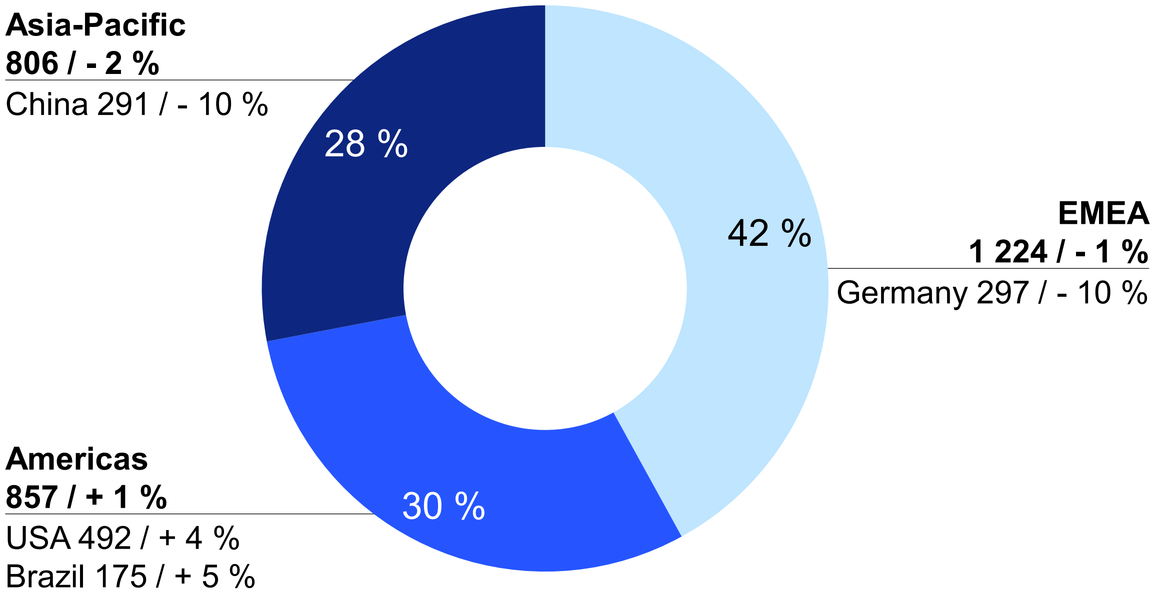
[1] Local currency figures exclude hyperinflation countries Argentina and Türkiye.

Regional headline

- **EMEA** sales down 6 %, driven by volumes in all businesses, most pronounced in Catalysts; positive pricing in Adsorbents & Additives; Germany impacted by Catalysts and Care Chemicals volumes
- Sales in the **Americas** down 3 %; strong volume decline in Adsorbents partly offset by increased volume and price in Catalysts; positive pricing partly offset lower volume in Care Chemicals
- **Asia-Pacific** sales up 1 %, as volume was up in Care Chemicals and Additives (capacity expansion in China) as well as Adsorbents (foundry and purification), while Catalysts saw lower volumes in China (Propylene); pricing flat in the region

Geographic split

9M sales CHF 2 887 m
in CHF m, % in local currency[1]



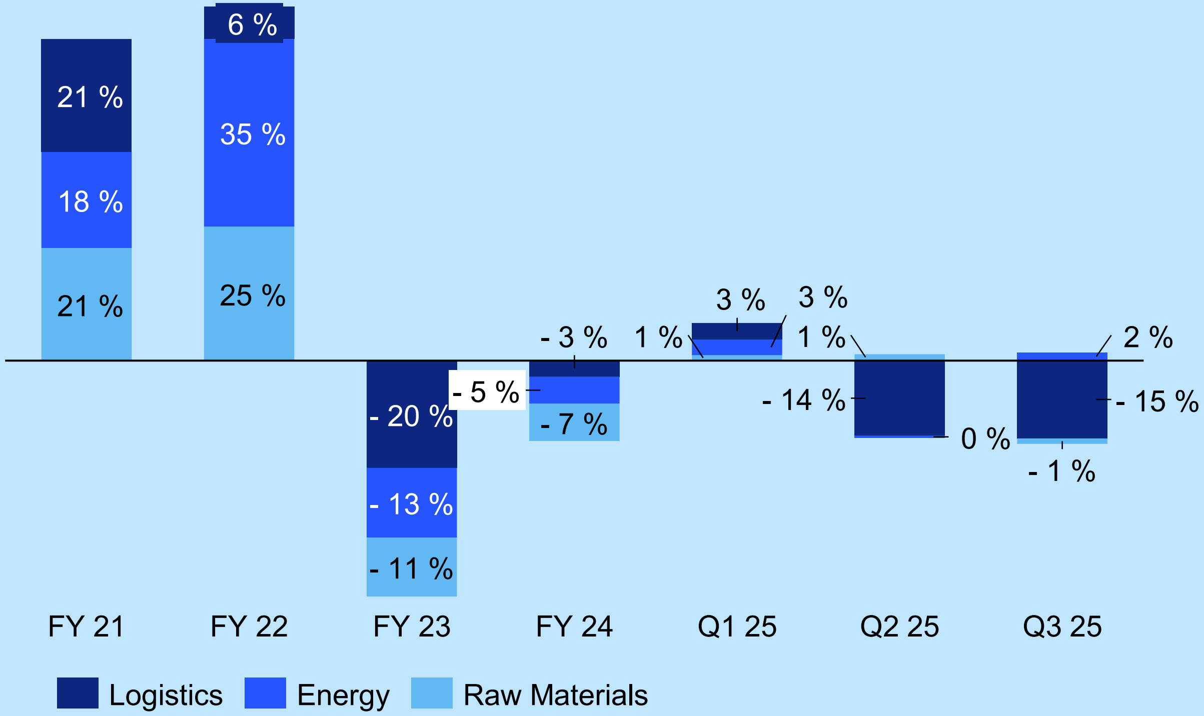
[1] Local currency figures exclude hyperinflation countries Argentina and Türkiye.

Regional headline

- **EMEA** sales down 1 %, driven by slightly lower volume and price in Care Chemicals, offset by scope; Catalysts volume lower while pricing flat; and higher pricing almost offset slightly lower volumes in Adsorbents & Additives
- Sales in the **Americas** increased by 1 %, driven by positive pricing in all business units, while volumes were up in Catalysts, offsetting lower volumes in Care Chemicals and Adsorbents & Additives
- **Asia-Pacific** sales, and China in particular, down 2 % and 10 % respectively, driven by lower Catalyst volumes, partly offset by Adsorbents & Additives and scope in Care Chemicals; pricing flattish in all business units

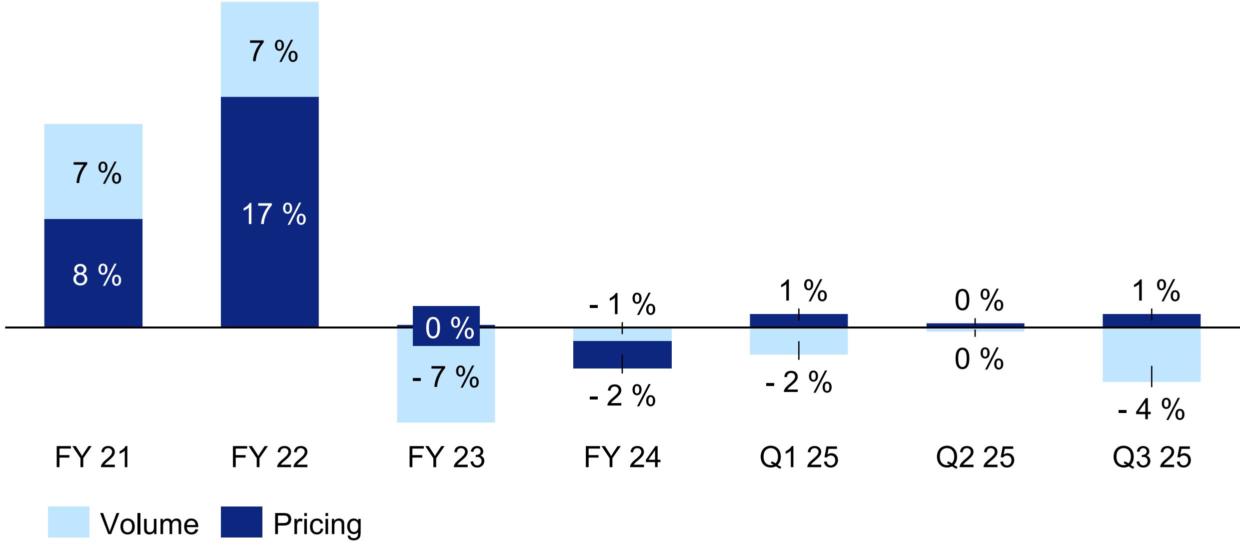
Cost dynamics – year on year and sequentially slightly up

- **Raw materials** in Q3 decreased 1 % yoy (sequential down 2 %)
- **Energy** in Q3 increased 2 % yoy (sequential up 2 %)
- **Logistics** in Q3 lower 15 % yoy (sequential down 8 %)



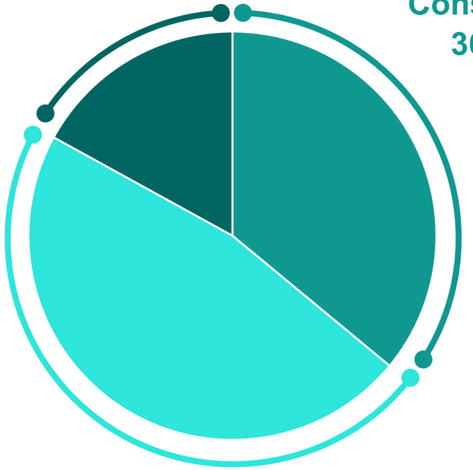
Q3 2025: Pricing slightly up and volumes down (Catalysts)

- Uncertain economic environment maintained in Q3 2025
- Q3 **Pricing** up (sequential flat), positive in AA, flat in CC and CA
- Q3 **Volumes** down (sequential down 6 %), driven by CA, while down in CC and AA

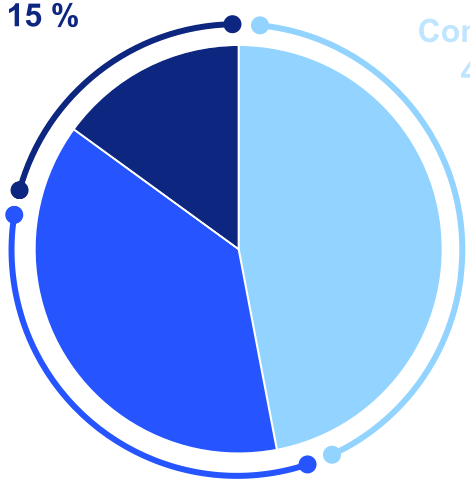


Exposure to attractive consumer markets of close to 50 %... …with accelerating demand for sustainable products

Sales by End Market 2021 (Total Group)



Sales by End Market Q3 LTM 2025[1]



Consumer

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

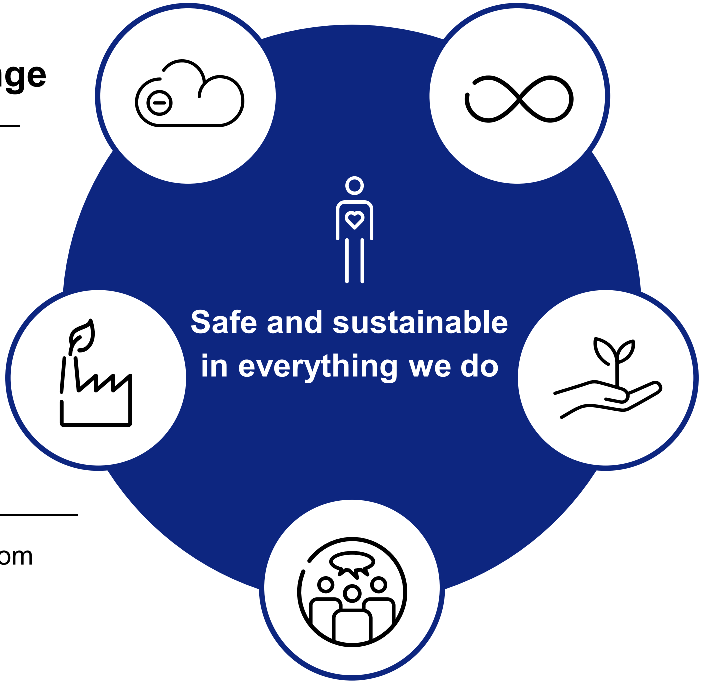
Industrial

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

[1] Last Twelve Months (Q3 2024 – Q2 2025)

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

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 and portfolio

Sustainable operations

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

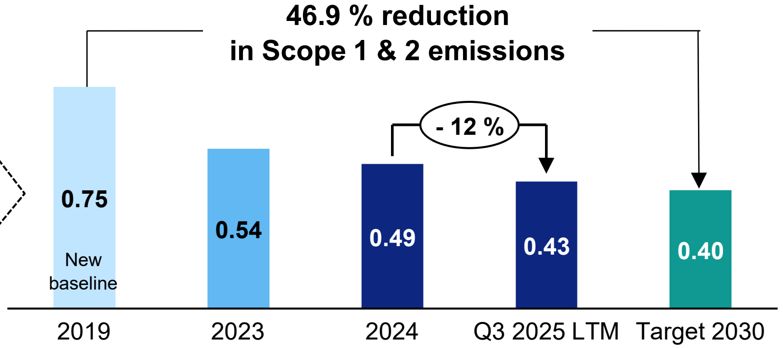
Sustainability-driven portfolio change

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

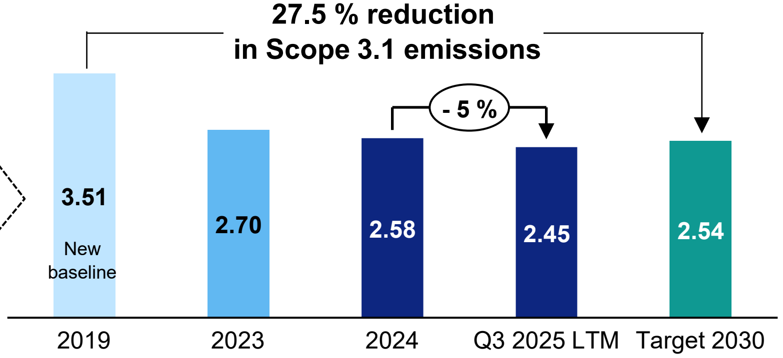
Significant improvement of non-financial KPIs – Fully on track to deliver updated 2030 greenhouse gas (GHG) targets

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 tCO_2e, corresponding to - 43 % since 2019



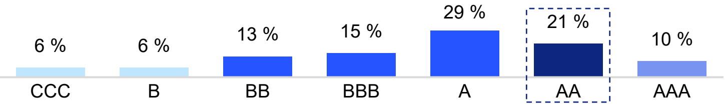
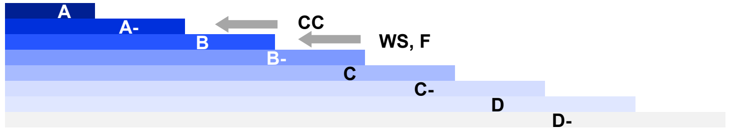
Scope 3.1 GHG emissions from purchased goods and services in m tCO_2e, corresponding to - 30 % since 2019

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

- **Safety**
  - Commitment to achieve a zero-accidents culture
  - DART rate at 0.11 (LTM September) vs. 0.16 (LTM June) and 0.17 in FY 2024; 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. 2025
  - Participation rate increased from 83 % to 86 %
  - Employee Net Promoter Score (eNPS) increased from + 25 in 2024 to + 34 in 2025; maintaining second quartile vs. peers
- **Customer satisfaction**
  - Customer Net Promoter Score (NPS) remained stable at 45
  - “Customer service” and “product quality” as the reason for recommendation
  - 5 points above the industry and 11 points above B2B average

Clariant's Leading Sustainability Ratings and Rankings

Status as of 30 September 2025

Index / Ranking / Rating	Clariant Score / Percentile Rank or Range	Status / Comments		First Year of Inclusion
MSCI	**AA / Range: AAA to CCC**	Second Best Score		**2015**
SUSTAINALYTICS	**24.1 (Medium Risk)**	Industry Top-Rated Badge 2025	**Rank | Percentile** Industry *(Chemicals)* **97 / 581** | **17th** Subindustry *(Specialty Chemicals)* **20 / 145** | **14th**	**2016**
CDP	**Climate (CC): A- (Range: A to D-)** **Water (WS): B (Range: A to D-)** **Forests (F): B (Range: A to D-)**	CC: Above Global Average (C) WS: Above Global Average (C) F: Above Global Average (C)		**2013**
ISS-oekom	**B- / Top 10 %**	"Prime" Status and Industry Leader		**2013**
FTSE Russell	**3.9 / 73rd Percentile**	Included in FTSE4 Good Index	FTSE4Good	**2015**
ecovadis	**84 / 99th Percentile**	–	Overall Score 84/ 100	**2012**
vigeo eiris	**60 / 100 - "Advanced"**	–		**2014**

Calendar of Upcoming Corporate Events

26 February 2026
Fourth Quarter / Full Year 2025 Reporting

1 April 2026
Annual General Meeting

8 May 2026
First Quarter 2026 Reporting

31 July 2026
Second Quarter / Half Year 2026 Reporting

November 2026
Third Quarter / Nine Months 2026 Reporting

The Executive Leadership Team

Conrad Keijzer
Chief Executive Officer

Executive Leadership Team

Executive Steering Committee

Christian Vang
Business President
CC & Americas

Jens Cuntze
Business President
CA & APAC

Angela Cackovich
Business President
AA & EMEA

Oliver Rittgen
Chief Financial
Officer

Priya Thaman
Ad interim Chief Human
Resources Officer

Judith Bischof
General Counsel

Richard Haldimann
Chief Strategy &
Technology Officer

IR Contacts

ANDREAS SCHWARZWÄLDER
Head of Investor Relations

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

THIJS BOUWENS
Investor Relations Officer

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

Thank you

We place great value on **understanding the current views of our investment community**.

Therefore, we would greatly appreciate your **input and feedback via** www.clariant.com/Investors/Feedback.

Your information will be collected via the secure platform of **QuantiFire**, who manage this process on our behalf.