

Greater chemistry – between people and planet

Capital Markets Day 2021

23 November 2021

what is precious to you?





Today's Presenters



Conrad Keijzer
Chief Executive Officer



Hans Bohnen
Chief Operating Officer



Bernd Hoegemann
Chief Transformation Officer



Stephan Lynen
Chief Financial Officer



Agenda

1	Clariant's purpose: "Greater chemistry – between people and planet"	Conrad Keijzer
2	Growth case studies	Hans Bohnen / Bernd Hoegemann
3	Financial perspectives – profitable growth and capital discipline	Stephan Lynen
4	Wrap-up	Conrad Keijzer
5	Q & A	

“Greater chemistry – between people and planet”

Conrad Keijzer



Our Key Messages Today

1

Clariant's new purpose provides inspiration to all stakeholders: "Greater chemistry – between people and planet"

2

Clariant is a leader in sustainability and commits to ambitious carbon reduction targets

3

Growth will be enabled by sustainability-driven innovation, an enhanced footprint in China and focused bolt-on M&A

4

Improved profitability through repositioning toward more attractive segments and upgraded performance programs

5

Clariant's top quartile ambition is reflected in new 2025 financial targets and people and planet commitments



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

Purpose-led strategy

Customer focus



Innovative chemistry



Leading in sustainability



People engagement



New financial targets
New non-financial targets



Clariant today is a Global Leader in Specialty Chemicals

~ 11 500

Total staff (FTE)

95

Nationalities

0.16

LTR¹

3

Core Business Areas

80

Production sites and R&D centers worldwide

4 152

Sales (CHF m)²

676

EBITDA (CHF m)²

16.3 %

EBITDA margin²

42 %

EMEA

31 %

APAC

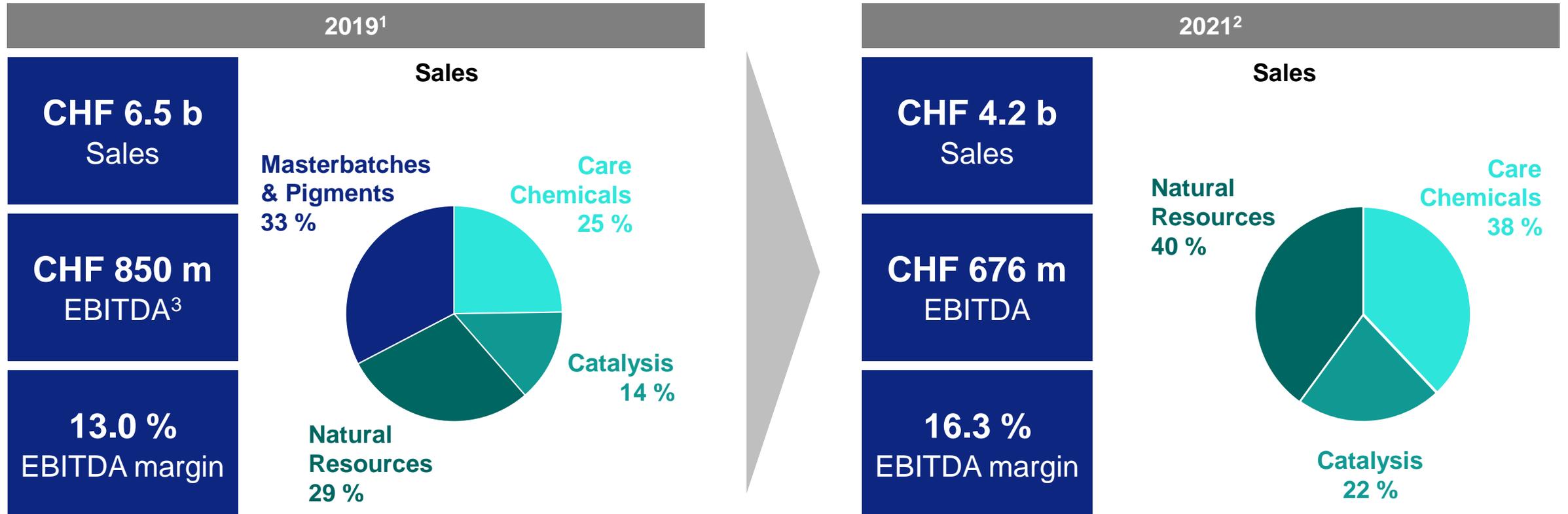
27 %

Americas

¹ Lost Time Accident Rate in FY 2020; ² Last Twelve Months (LTM) Sep 2021, continuing operations



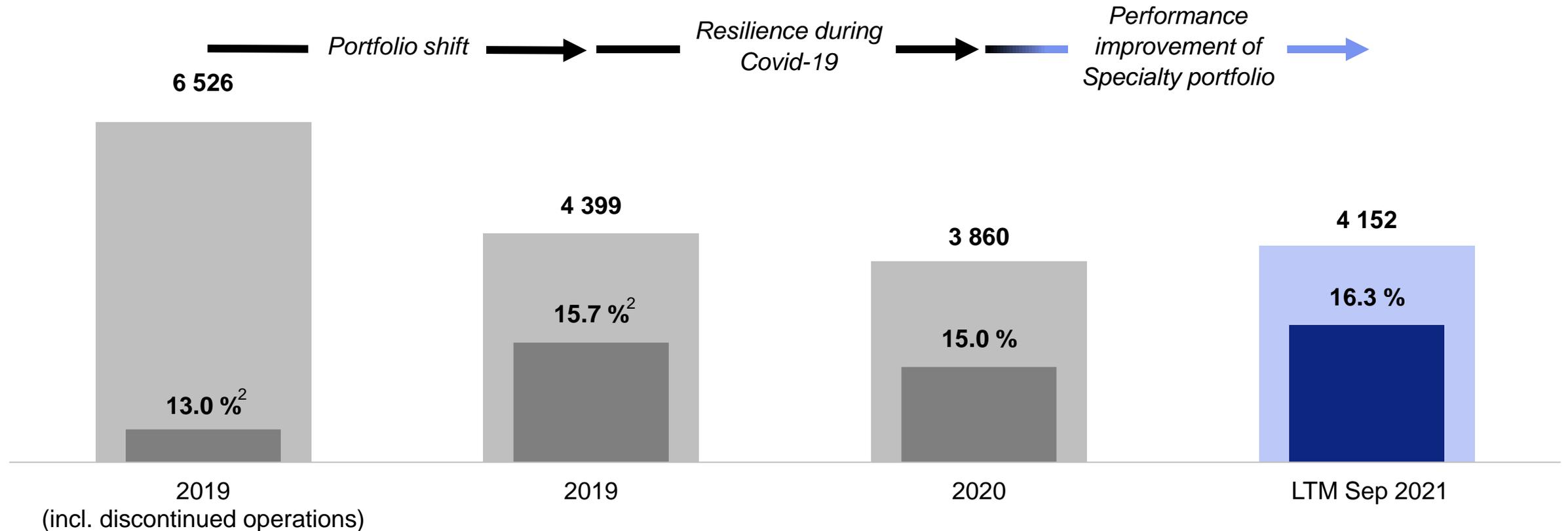
Focus on Core Specialty Businesses to Realize Their Full Potential



¹ Total Group; ² LTM Sep 2021 continuing operations; ³ Adjusted for CHF 231 m provision for competition law investigation by the European Commission

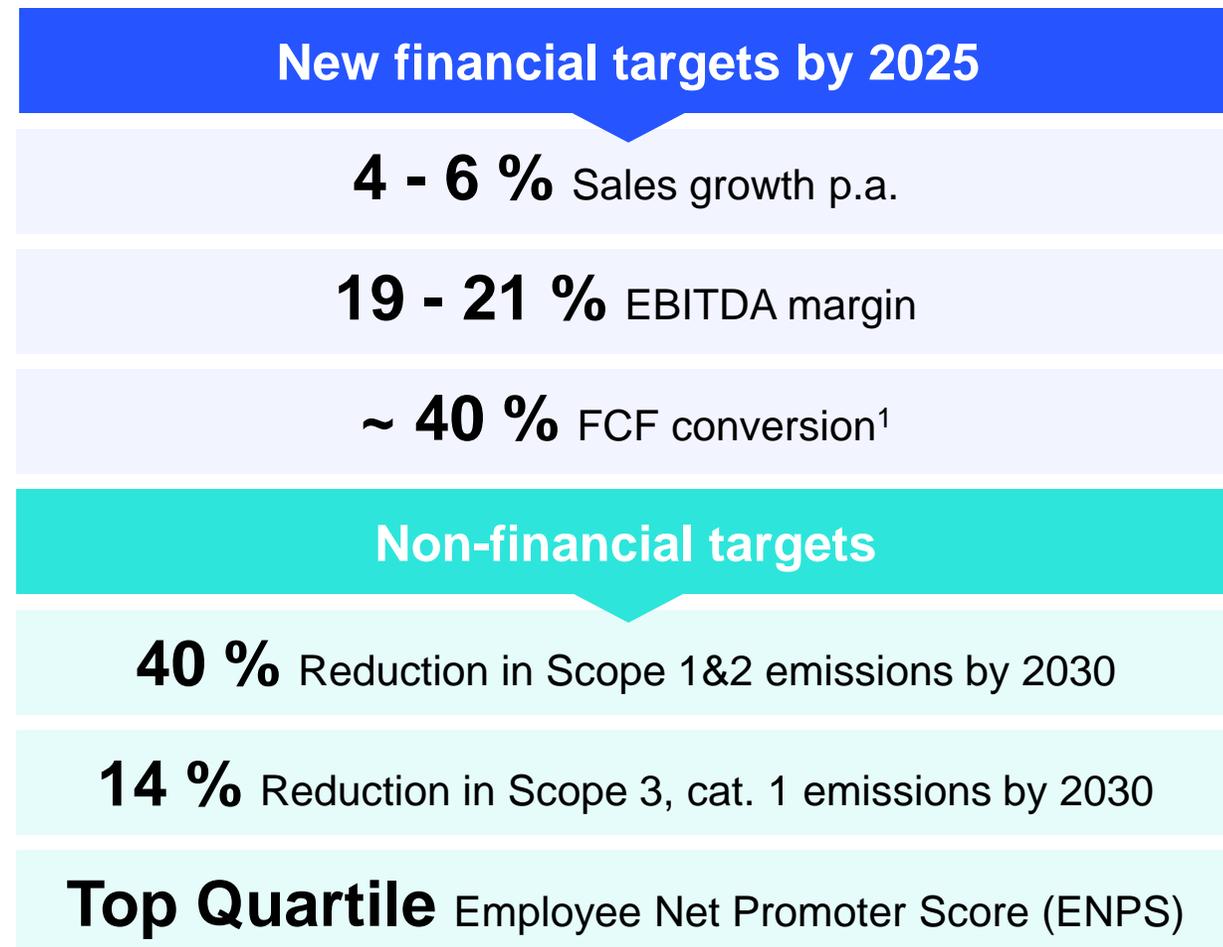
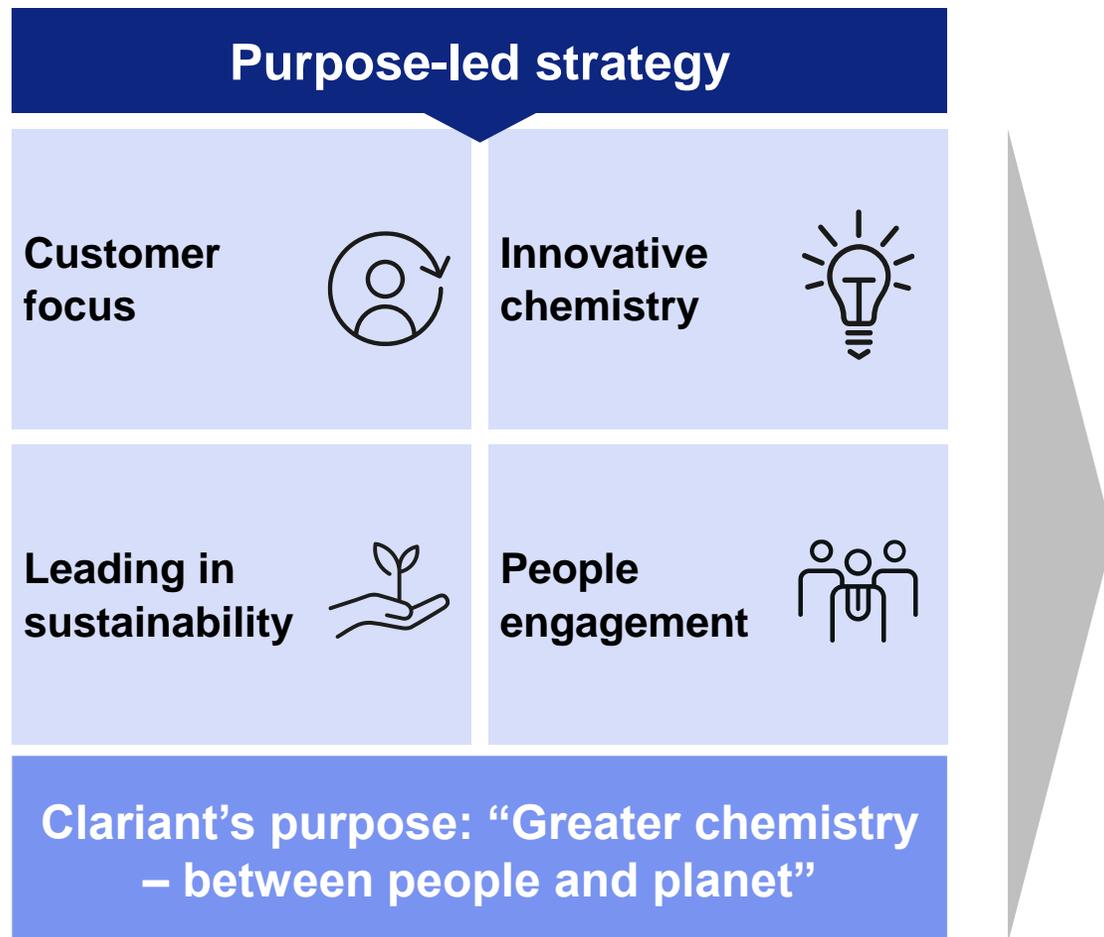
Resilience during Covid-19, Followed by Improvement in Profitability

2019 - LTM Sep 2021 sales and EBITDA margin¹
CHF m



¹ Continuing operations unless otherwise stated; ² Adjusted for CHF 231 m provision for competition law investigation by the European Commission

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



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

Our Specialty Portfolio is Positioned in Attractive End-Markets with Increased Demand for Sustainability Solutions and an Increased Exposure to Consumer Markets

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

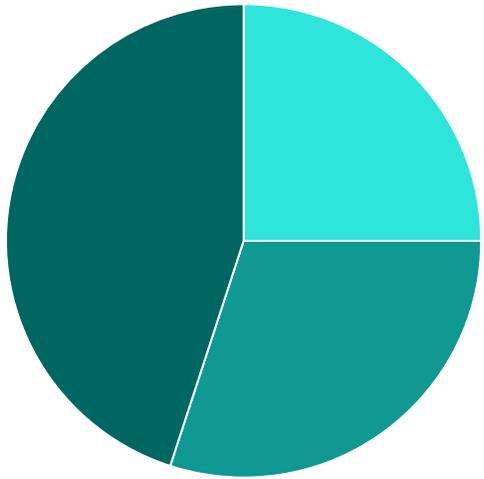
LTM Sep 2021	Market segments	Profitable growth drivers
CHF 1.6 b Sales	<p>Industrial ~ 33 %</p> <ul style="list-style-type: none"> • Building & Construction • Automotive • Aviation <p>Consumer ~ 67 %</p> <ul style="list-style-type: none"> • Personal Care • Health Care • Home Care • Agriculture • Coatings 	Strong growth in consumer businesses with bio-renewable and bio-based products
CHF 329 m EBITDA		Expand Health Care portfolio leveraging personal care technologies
20.9 % EBITDA margin		Digital capability enabling unique formulation capability for coatings
Our customers are leading in sustainability		

Catalysis: Enables Carbon Footprint Reduction of Downstream Industry

LTM Sep 2021	Market segments	Profitable growth drivers
<p>CHF 0.9 b Sales</p>	<p>Bioethanol</p> <p>Syngas ~ 20 %</p> <ul style="list-style-type: none"> • Ammonia • Methanol • Hydrogen <p>Specialty Catalysts ~ 35 %</p> <ul style="list-style-type: none"> • Chemical Intermediates • Fuel Technologies • Emission Control <p>Petrochemicals ~ 45 %</p> <ul style="list-style-type: none"> • Ethylene • Propylene • Polypropylene 	<p>Strong growth in on-purpose propylene and solid growth in polypropylene markets</p> <p>Syngas technologies well positioned to enable the new hydrogen economy</p> <p>Commercialization of our technology for 2nd generation bioethanol</p>
<p>CHF 164 m EBITDA</p>		
<p>18.0 % EBITDA margin</p>		
<p>Our technology partners are leading in sustainability</p>		



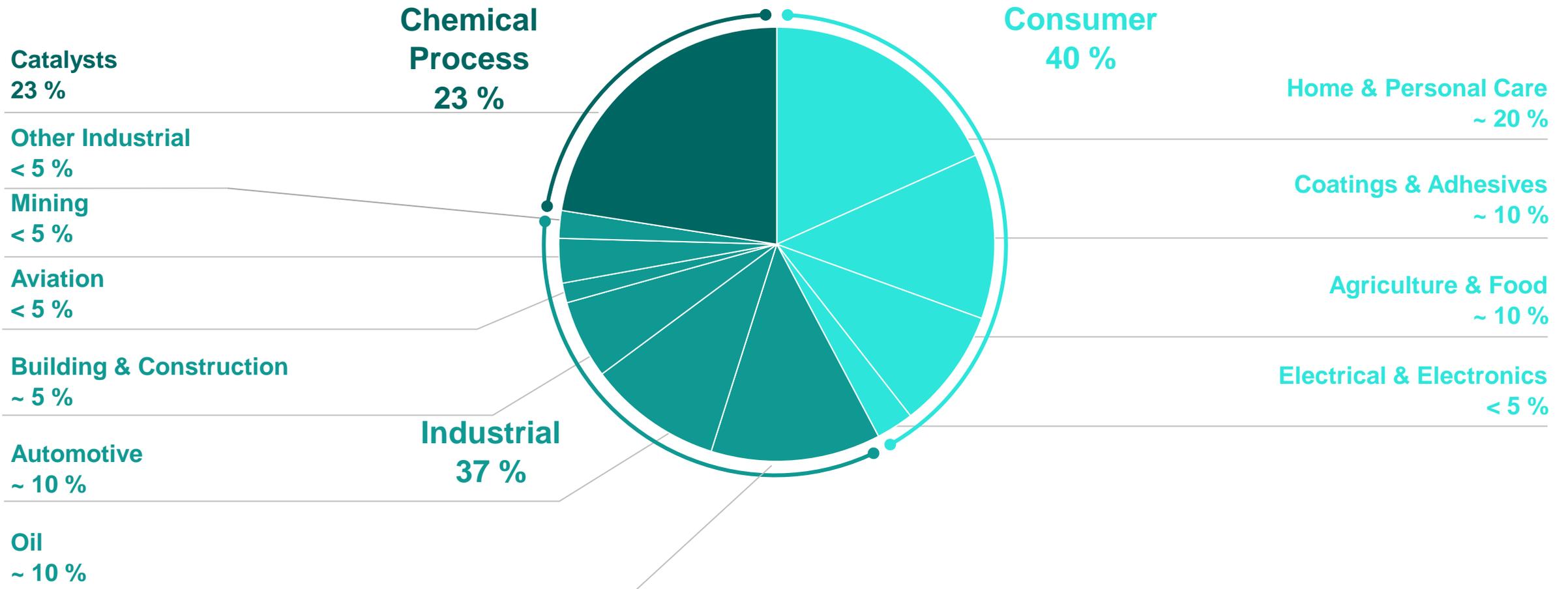
Natural Resources: Benefitting from Sustainability Trends: E-Mobility, Renewable Fuels and Plastic Recycling

LTM Sep 2021	Market segments	Profitable growth drivers
<p>CHF 1.7 b Sales</p>	<p>Oil and Mining Services ~ 45 %</p> <ul style="list-style-type: none"> • Oil • Mining • Fuel Additives  <p>Additives ~ 25 %</p> <ul style="list-style-type: none"> • Advanced Surface Solutions • Flame Retardants • Performance Additives <p>Functional Minerals ~ 30 %</p> <ul style="list-style-type: none"> • Purification • Foundry • Packaging 	<p>Strong demand for halogen free flame retardants for electric vehicles and electronics</p> <p>Strong demand for purification products for renewable fuels and pyrolysis oils</p> <p>Environmentally friendly flotation chemicals for mining</p>
<p>CHF 276 m EBITDA</p>		
<p>16.5 % EBITDA margin</p>		
<p>Our customers are leading in sustainability</p>		



We are Positioned in Attractive End-Markets with an Increased Demand for Sustainable Products, and Exposure to Consumer Markets

Sales by End-Market (2020)



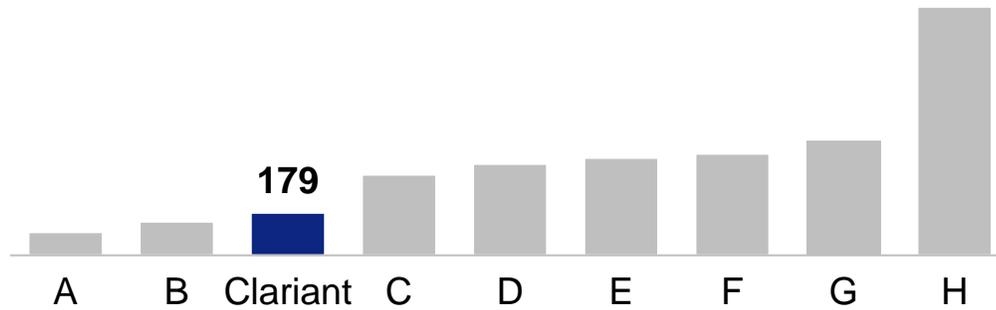
Expand Leadership Position in Sustainability and Sustainability-Driven Innovation



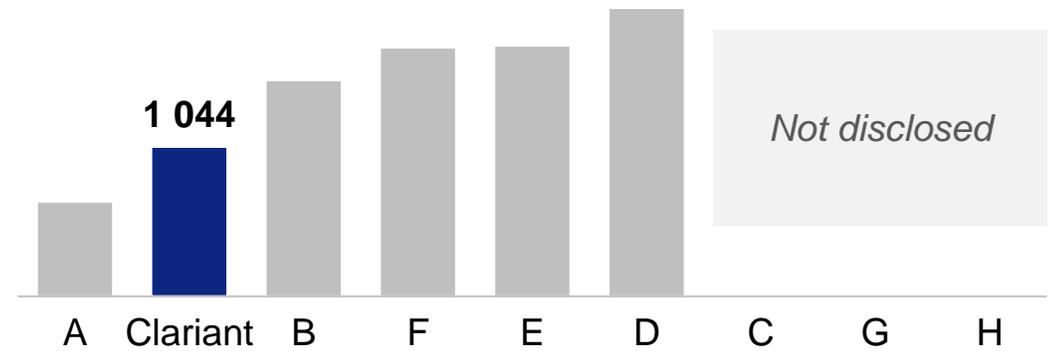
A Leader in Low Carbon Intensity Today and Tomorrow

GHG Emissions Intensity

Scope 1&2 Emissions vs. Peers
tCO₂e/CHF m 2020 sales

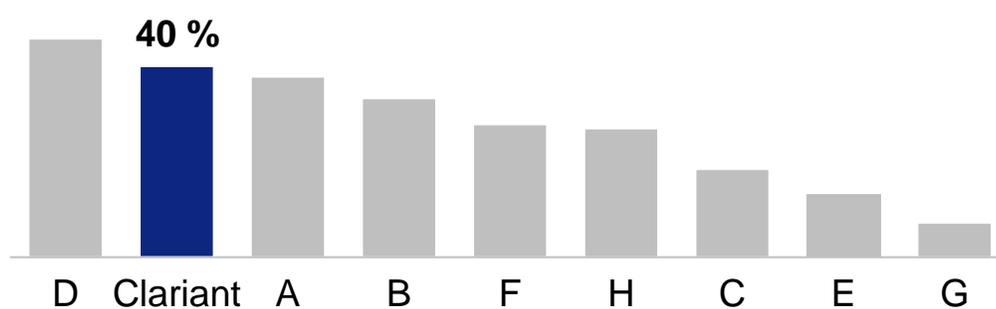


Scope 3 Emissions vs. Peers
tCO₂e/CHF m 2020 sales

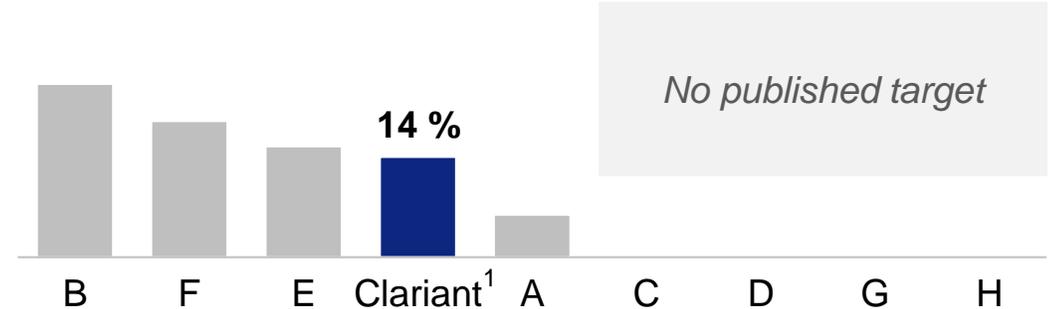


GHG Emissions Reduction Targets

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

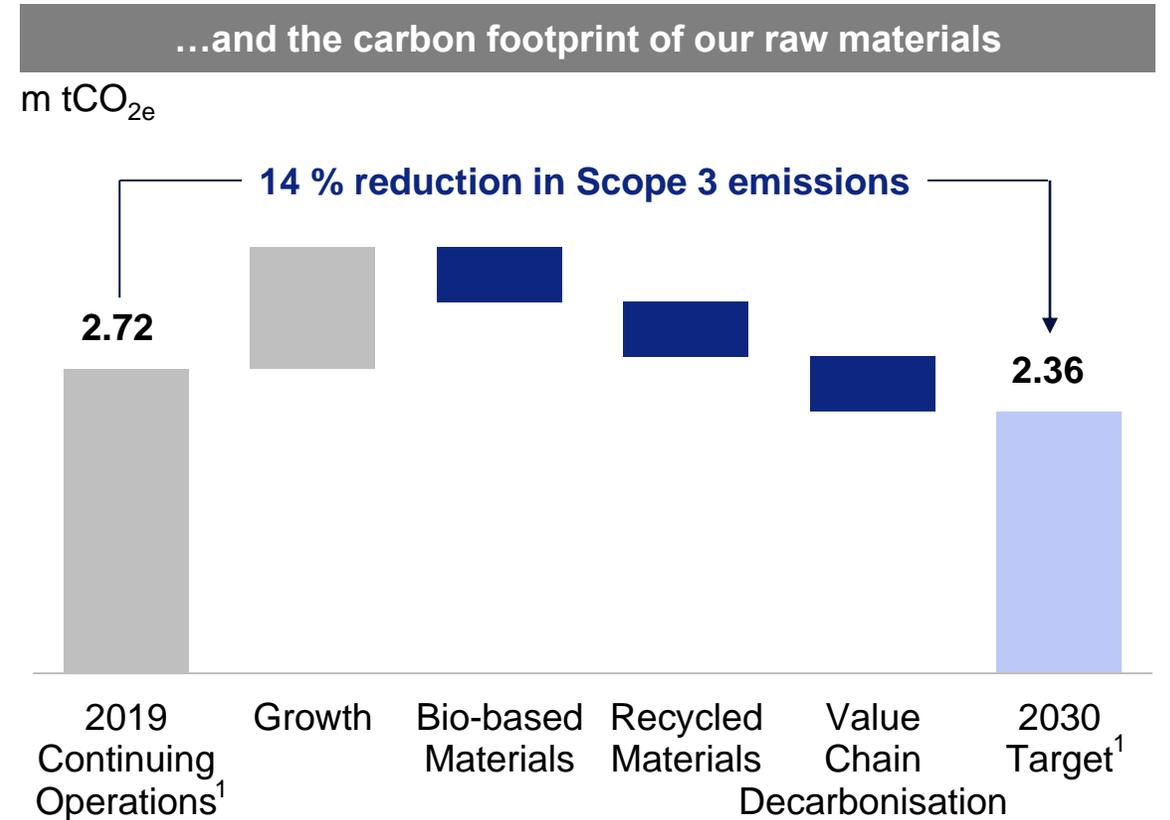
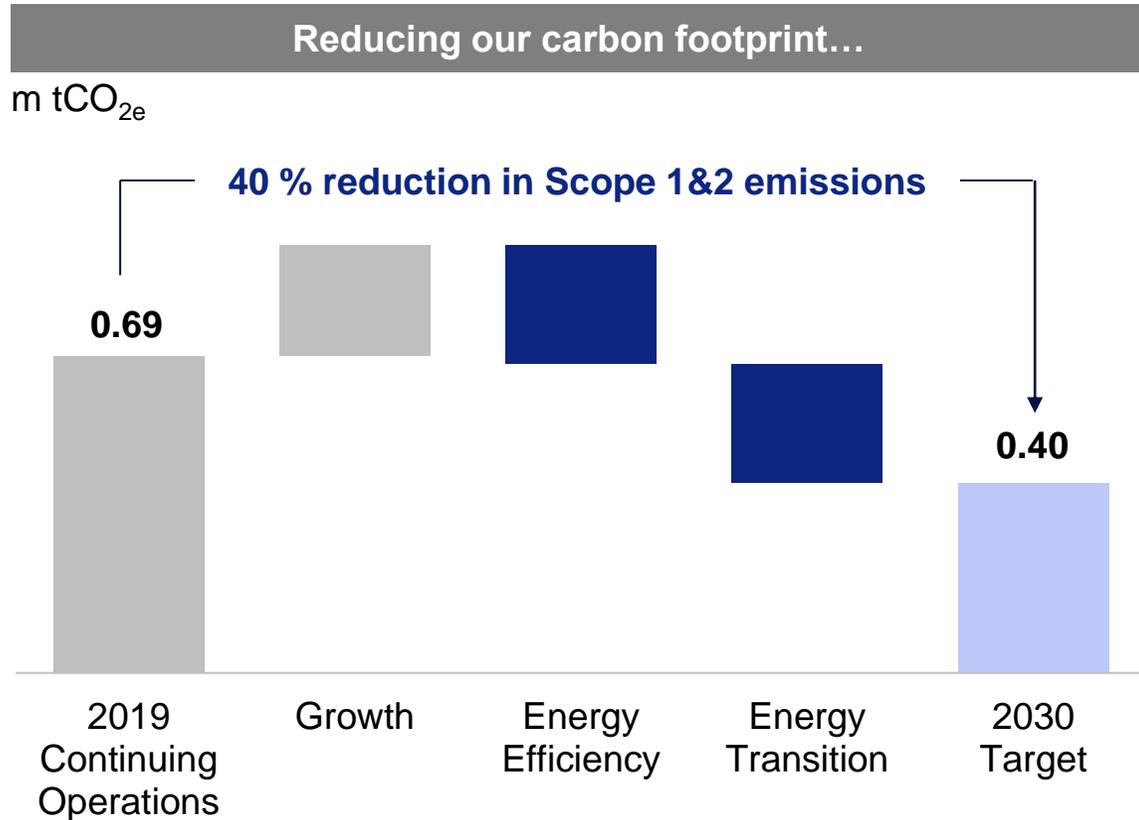


Scope 3 Emissions Reduction Target vs. Peers
% reduction 2019 - 30



¹ Reduction of Scope 3, category 1 emissions

Ambitious Emission Reduction Targets Underpinned with Roadmaps



¹ Scope 3, category 1 emissions (raw materials)

Superior Product Offering to Help Customers Improve their Sustainability Profile

Bio-based products

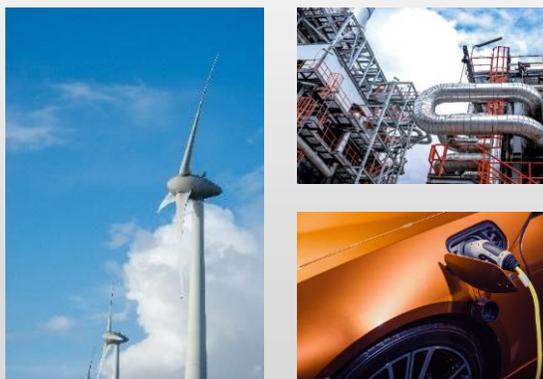
- **VITA** range of surfactants
- **Sunliquid**® cellulosic ethanol
- **Naturals** and **botanicals**



~ 20 % of Clariant FY 2020 sales

Enabling decarbonization

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



~ 25 % of Clariant FY 2020 sales

Enabling circularity

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



~ 15 % of Clariant FY 2020 sales

Growth in China and Focused Bolt-on M&A

Above Market Growth in China through Increased Local Capabilities

Growing footprint in China

New Catofin plant under completion

- CHF 80 m investment
- Start up H1 2022

New Depal III plant in preparation

- CHF 60 m investment
- Start up H1 2023



9 production sites / 3 R&D centers

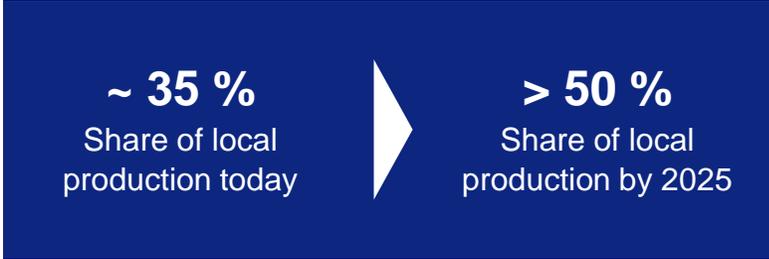
Enhancing local innovation capabilities

Clariant Innovation Centre opened in 2021

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



Delivering growth potential



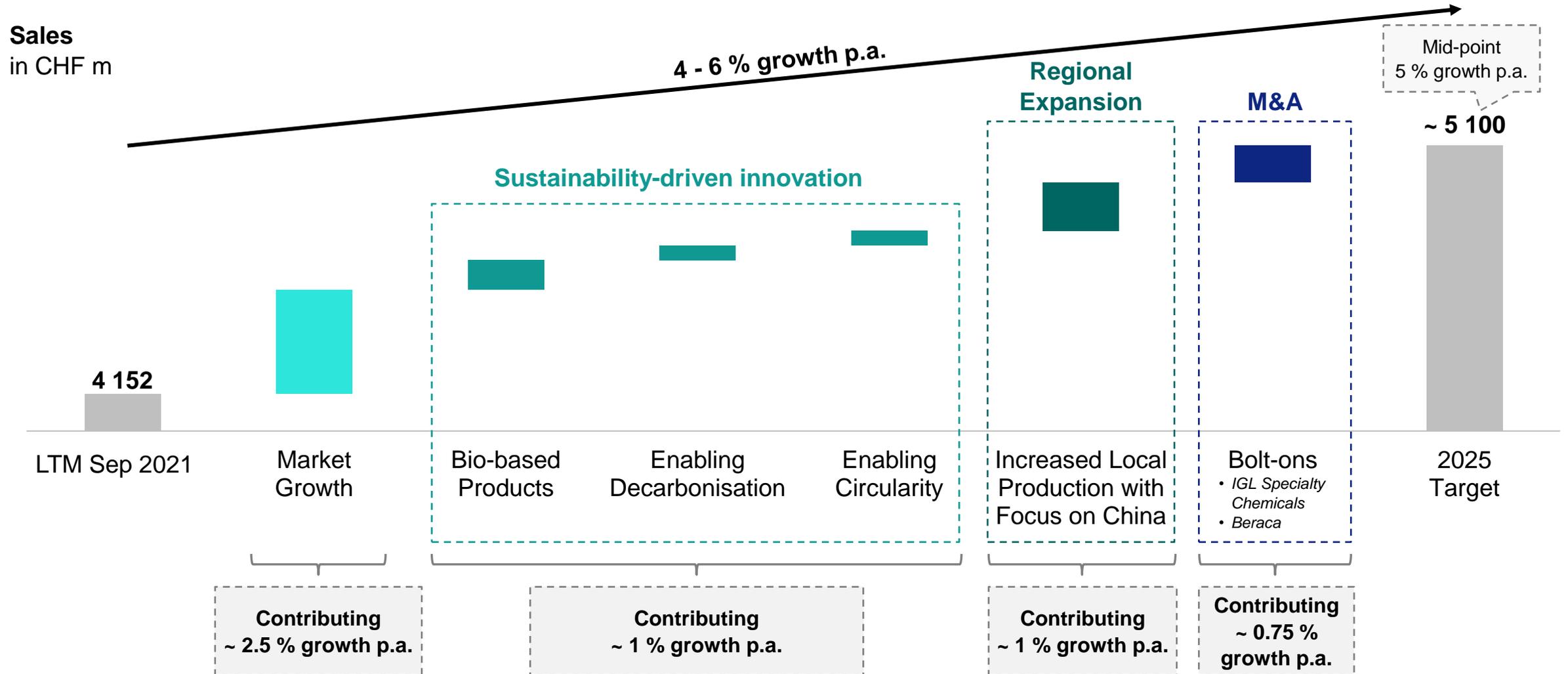
M&A to Strengthen our Core Business Segments

M&A criteria		Recent transactions
Segment <ul style="list-style-type: none"> • Attractive market position • Focus on Consumer Care, Catalysts, Additives and Purification 	Commercial <ul style="list-style-type: none"> • Revenue synergies • Product line extensions • New regions 	JV with India Glycols – Closed on 30 Jun 2021 <div style="border: 1px dashed gray; padding: 10px; text-align: center;">  <p>Care Chemicals</p>  <p>CLARIANT IGL Specialty Chemicals</p> </div>
Financial <ul style="list-style-type: none"> • Ensure accretion to ROIC • Growth and margin enhancing 	Technologies <ul style="list-style-type: none"> • Complementing Clariant's technologies • Positive sustainability impact 	Beraca acquisition – Closed on 25 Oct 2021 <div style="border: 1px dashed gray; padding: 10px; text-align: center;">  <p>Care Chemicals</p>  <p>BERACA</p> </div>

Above Market Growth and Additional Performance Programs Leading to Step-Up in EBITDA Margins



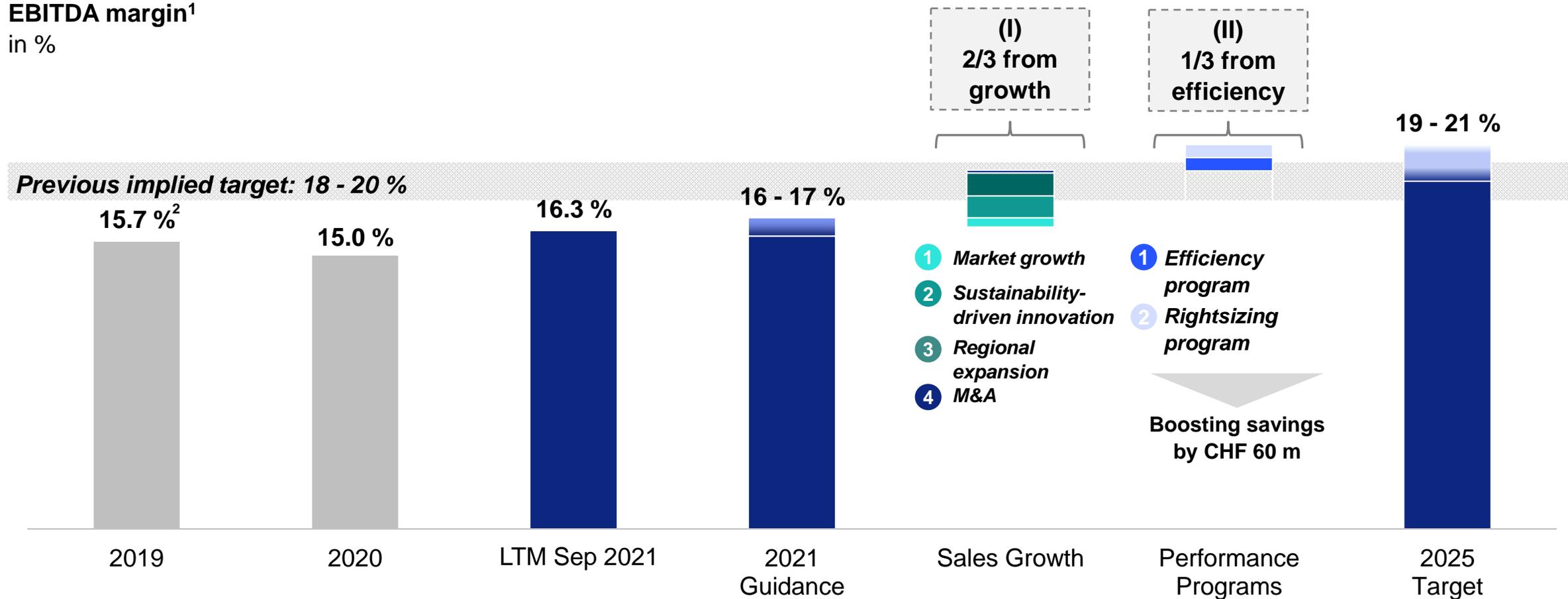
Attractive Growth Trajectory supported by Multiple Levers





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

EBITDA margin¹
in %



¹ Continuing operations; ² Adjusted for CHF 231 m provision for competition law investigation by the European Commission

Key Growth Projects well underway

New CATOFIN® plant

- China Jiaxing plant for CATOFIN® catalyst production
- Construction commenced Q3 2020
- Ramp up in H1 2022
- ~ CHF 80 m investment



Jiaxing, Zhejiang Province, China



New DEPAL III flame retardant plant

- China Daya Bay plant for halogen-free flame retardants
- Construction commencing in Q4 2021
- Expected on-stream H1 2023
- ~ CHF 60 m investment



Daya Bay, Guangdong Province, China



Sunliquid® plant completed

- Production of 50 ktpa of second generation bioethanol
- Construction completed in Q4 2021, ramp up in H1 2022
- ~ CHF 240 m investment



Podari, Romania



VITA

- Offering a fully segregated green surfactants and ethylene oxide derivatives
- JV with India Glycols (CHF 56 m equalization payment)



Care Chemicals' biggest site in Gendorf, Germany



Growth Case Studies

Hans Bohnen / Bernd Hoegemann

Catalyst Success Story

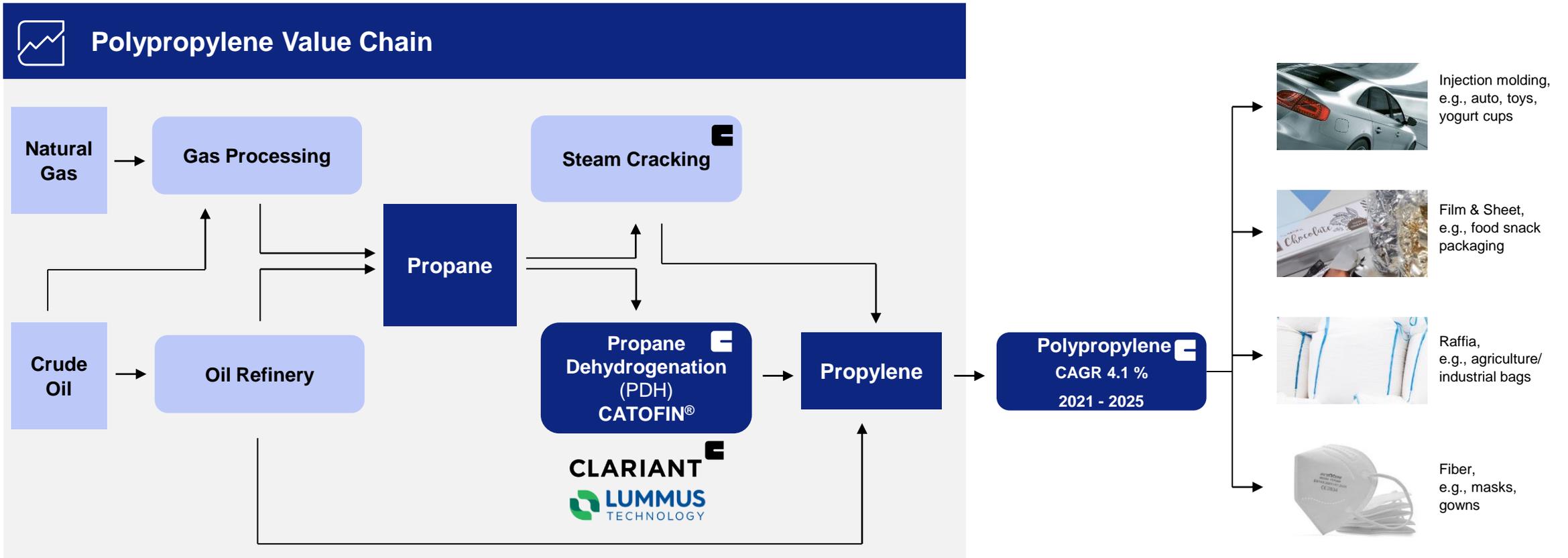
Accelerating Growth with CATOFIN[®]



what is precious to you?



Clariant supports the Growth of Polypropylene via our High-Performance CATOFIN[®] catalysts for propane dehydrogenation (PDH)



Propane Dehydrogenation (PDH) Capacity will Double until 2025, with 50 % of the total Demand Driven by China



PDH fills the propylene supply gap

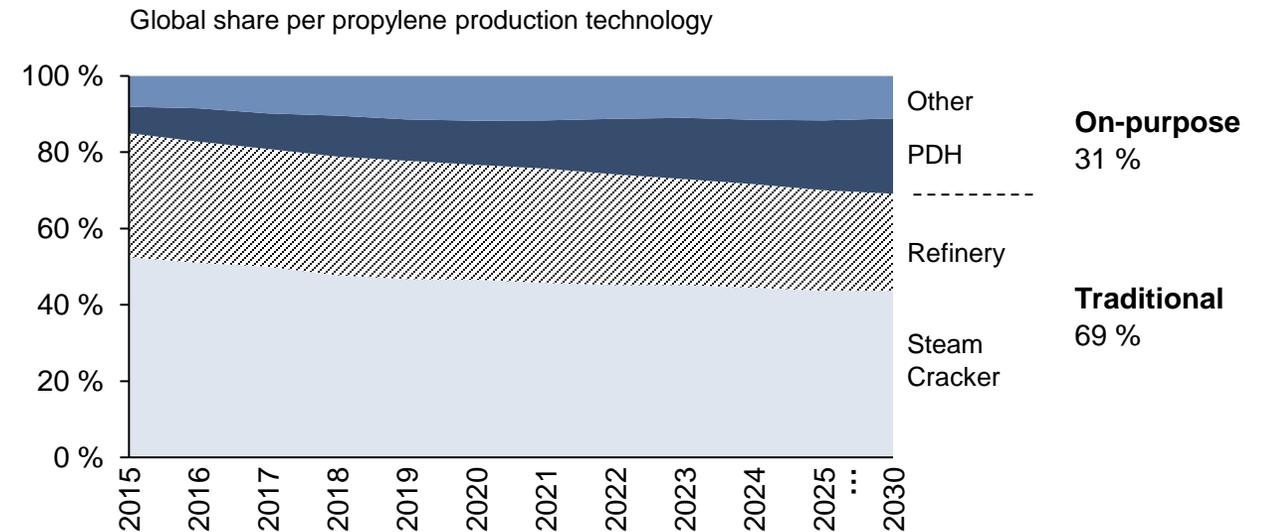
Propylene demand is growing due to the increasing applications for derivatives such as polypropylene

Reduced propylene supply growth from traditional technologies (refinery and cracker) leaves a major supply gap. Traditional technologies produce propylene as by-product and therefore have certain limitations

Alternative “on-purpose” propylene production technologies fill the gap; **propane dehydrogenation (CATOFIN®)** is among the fastest growing technologies due to lower costs, higher yields, and greater availability of feedstock



Global share of propylene production technology



Propylene production (2021 - 2025): **4.1 % CAGR**
PDH production: (2021 - 2025): **21.8 % CAGR**

Since 2017, CATOFIN[®] PDH Technology and Catalysts have Won 32 New Project Awards, and over 75 % are Located in China

32

New project awards

> 22

m tons propylene capacity

> 70 %

Share of new capacity won since 2017



To Meet High Demand, Clariant is Investing in a New CATOFIN® Manufacturing Facility in Jiaxing



New CATOFIN® Plant in China

- Location: Dushan, Jiaxing, China
- Groundbreaking in September 2020
- Ramp-up in H1 2022
- 1.8 m working hours without lost-time accident
- Phase I focuses on CATOFIN® propane dehydrogenation catalyst
- Can be expanded with additional catalysts production lines
- The new facility also includes a research and pilot plant
- ~ CHF 80 m investment



Quickly reacting to customer needs



September 2020



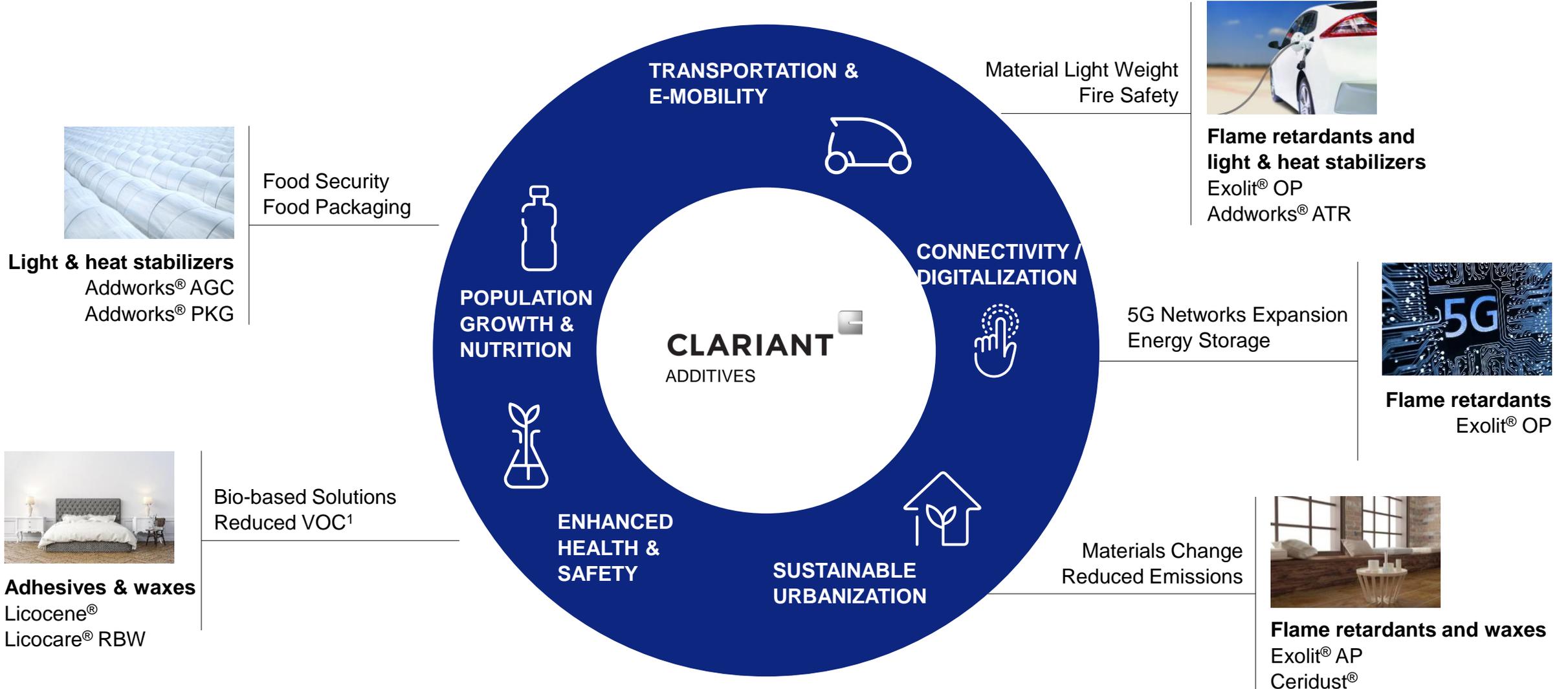
November 2021

Tailor-Made Fire Protection for Thermoplastics

Exolit Flame Retardants



Clariant Additives Portfolio Delivers Leading, Sustainable Solutions Along Key Industry Megatrends



¹ Volatile Organic Compound

Flame Retardants are Added to Materials to Prevent Ignition and Slow Down Fire Growth



- Flame retardants reduce the risk of ignition and fire spread of many plastic and textile materials which results in more available escape time for occupants
- Clariant also offers products for fire protection coatings on steel, because steel structures lose their strength at temperatures $> 500^{\circ}\text{C}$ so that buildings can collapse

Sustainable Flame Retardants – Sustainably Protected

Sustainability profile

- Exolit® OP phosphinates are halogen-free, non-toxic solutions produced with 100% green electricity
- Renewable carbon-based versions without concessions to quality and performance that can be “dropped in” without further tests or approvals
- Enabling Circularity: Glass fiber-reinforced composites containing Exolit® OP enable multiple rounds of recycling

Accreditations and certifications

- Exolit® OP flame retardants carry Clariant’s ECOTAIN Label
- Third party assessments have confirmed Exolit® OP’s advantageous environmental and health profile



ECOTAIN®



Patents & IP

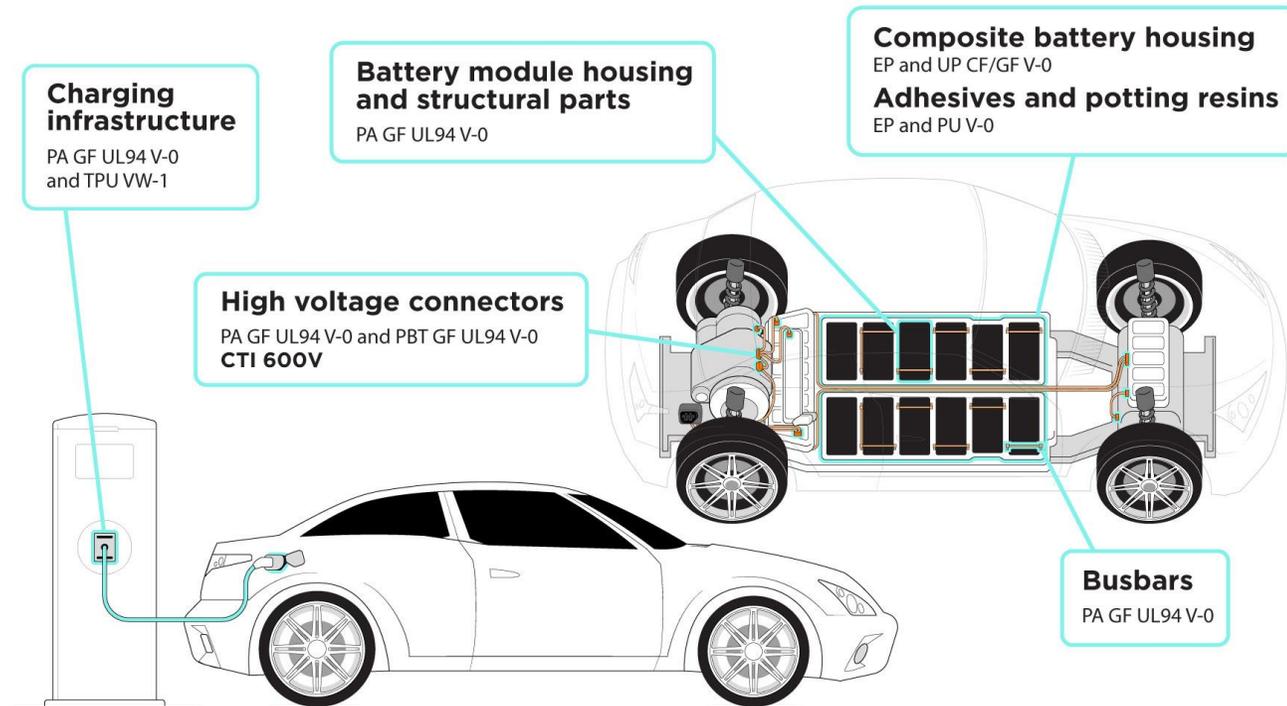
- Clariant’s extensive patent strategy led to a long lasting global network of IP rights
- The current portfolio of 50 active patent families covers products, processes and applications, partially expanding beyond 2030





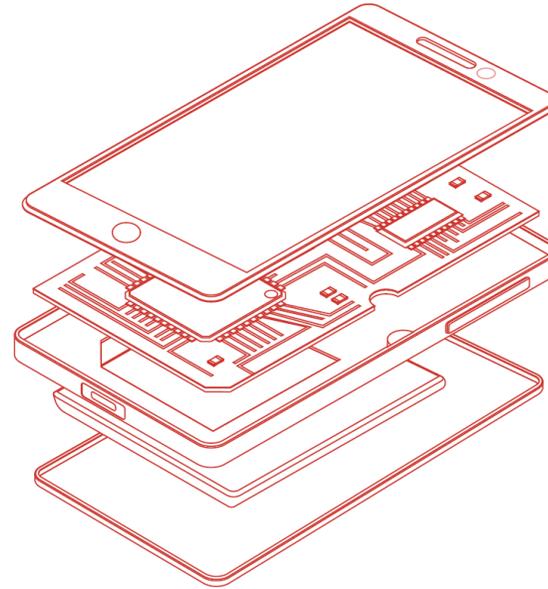
**Our Solutions for Transportation:
Fire-protecting the Mobility of the Future**

Clariant Flame Retardants Applications are Spread over the Car, mainly in Battery Housing and Connectors and Charging Infrastructure



- The total number of E-Vehicles has reached ca. 10 m units in 2020 (incl. mild hybrids), forecasted to reach ca. 100 m units by 2030
- Exolit® OP's value propositions perfectly fit to materials used in EV, e.g. polyamide, polyesters, epoxy resins
- Due to high voltages and currents, a high comparative tracking index (CTI) is a crucial requirement – a key benefit of Exolit® OP
- Clariant's flame retardants applications spread over the car, mainly in battery housing and connectors, also charging infrastructure shows strong opportunities

Clariant Flame Retardants are in the Sweet Spot of Strongly Growing Consumer Electronic Applications



- Our halogen-free Exolit® flame retardants can be found in many of the 1.4 b smart phones, 160 m tablets and 275 m PCs sold in 2020, with an even more pronounced presence in the internet of things and 5G equipment
- Exolit® is prevalent in charging cables, connectors, switches and adhesives for flexible circuit boards (FCCL)
- Consumer electronic brands were amongst the first to phase out and replace brominated flame retardants
- Because of their high efficiency, Exolit® flame retardants can also be used in thin and small parts, supporting the ongoing miniaturization trend

Increasing Local Capabilities in China with a Sustainable, Leading Technology Plant for Fast Growing Applications

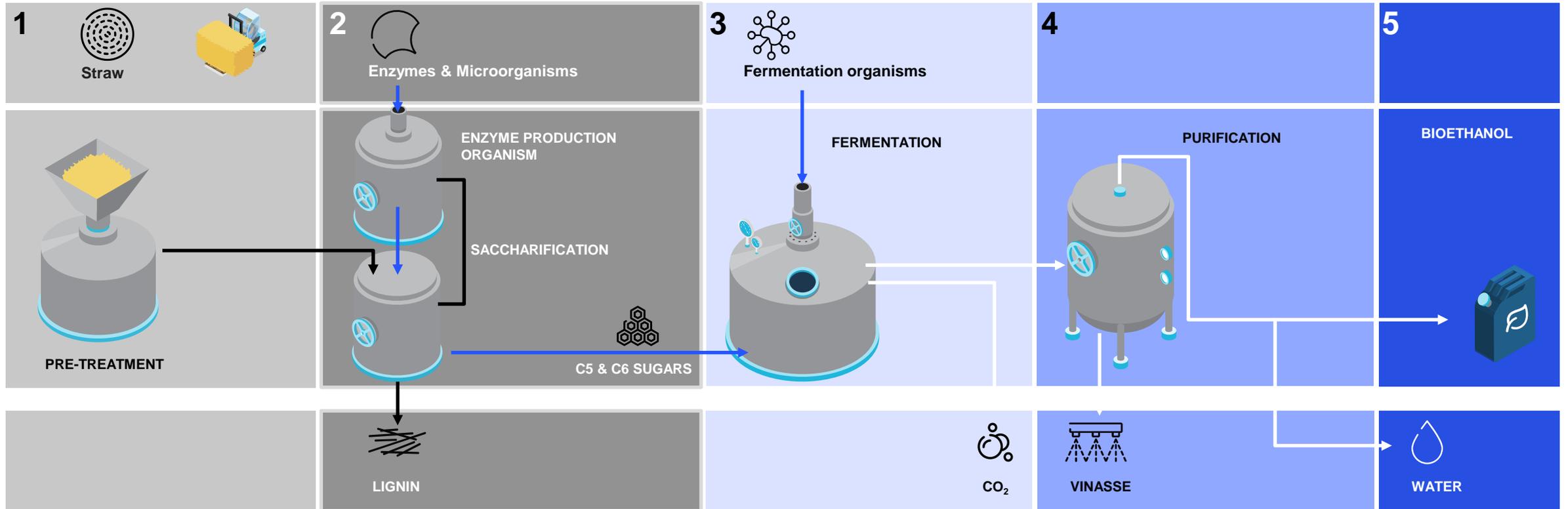
- Investment into a new state of the art production plant for DEPAL flame retardant material in South China
- Significantly expanding production footprint in China for Business Unit Additives
- Able to support fast growing applications including e-mobility, transportation, 5G equipment, consumer electronic applications with an anticipated CAGR of 13 % until 2025
- Construction to commence in Q4 2021 and expected to be on-stream in H1 2023
- ~ CHF 60 m investment



Sunliquid[®] Cellulosic Ethanol From Agricultural Residues



Sunliquid® – Fully Integrated Process



- Newly developed biotechnological energy-self sufficient process to convert difficult-to-access sugar in straw and other agriculture residues efficiently and economically into biofuel
- The sunliquid® process utilizes only agricultural residues available in various regions (e.g. wheat straw, rice straw, sugar cane residues, corn stover) and optimized enzymes tailored to the raw material being processed, delivering high sugar yields

Sunliquid® – Construction Completed in October 2021, Production Ramping up in H1 2022

- Production of 50 ktpa of second-generation bioethanol using agricultural residues as feedstock (250 kta of straw)
- Feedstock for start-up secured
- Groundbreaking September 2018
- 2.2 m working hours without lost-time accident
- Start of enzyme production in November 2021 with production ramping up in H1 2022
- Entire output secured through a long-term agreement with a multinational Energy company
- ~ CHF 240 m investment



Globally, Targeted Share of Advanced Biofuels Increasing – Supporting Sunliquid® Growth Ambition

EU



2.2 %



targeted share for advanced biofuels of the EU's transport fuel demand¹ by 2030 according Fit-for-55 package



10 - 11 m tons

of advanced biofuels¹ of which

2 - 3 m tons

are cellulosic ethanol

Bioethanol production

- Sales from the production of cellulosic ethanol from agricultural residues
- Long-term agreement for Podari plant capacity in place

Licensing revenues

- Staggered income stream partially linked to project progress
- Lighthouse production facility in Podari to drive license business growth once fully operational

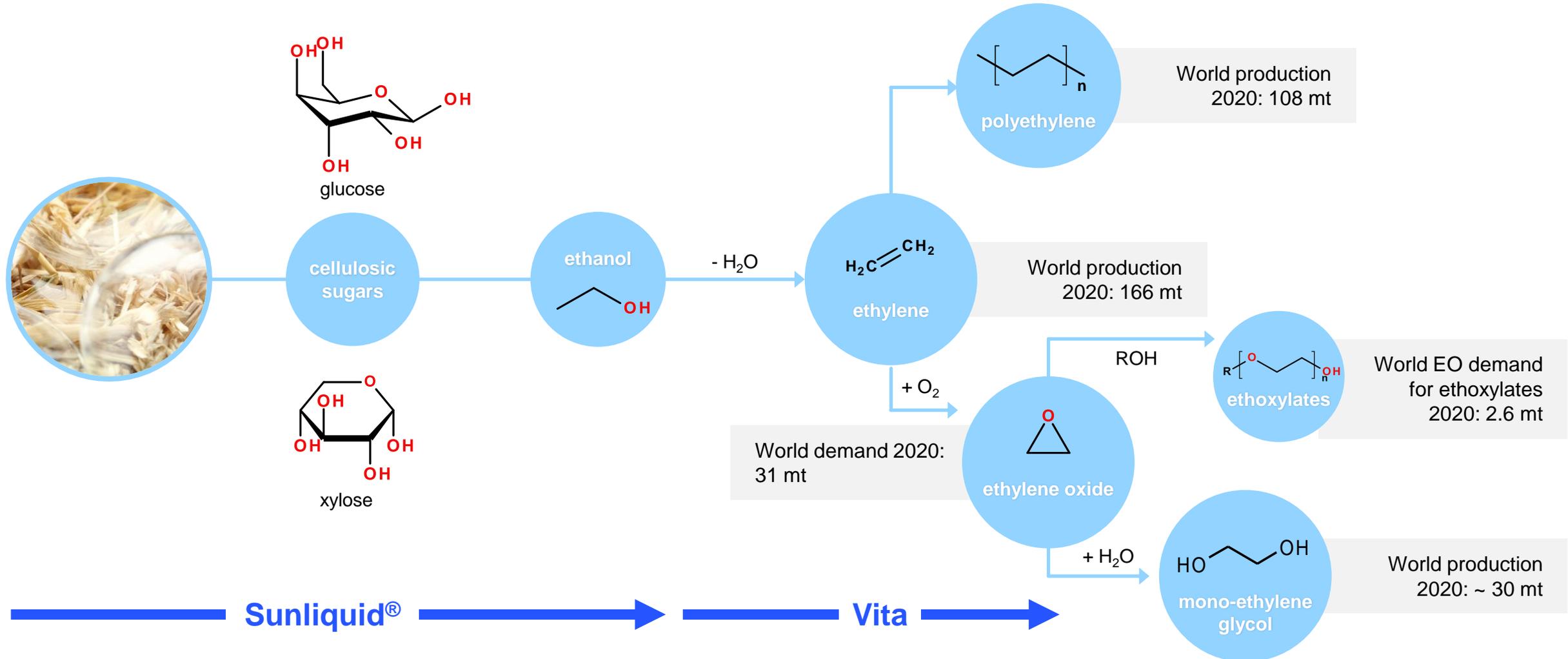
Enzyme sales

- The starter cultures (enzymes) required for the production of bioethanol are consumed during the process
- Recurring revenue from starter culture sales with highly attractive margin profile

¹ Assumed energy consumption in transport in 2030 of 310 to 330 mtoe obtained from EU Impact Assessment document already accounting for increasing electromobility according to Fit-for-55 package, REDIII volumes according to Fit-for-55 proposal



Biomass to Bioethanol to Bio-Ethylene and Derivatives – Clariant to Drive the Sustainable C2 Value Chain



Source: For demand and production figures: IHS

Bio-Based, Carbon Saving and Fully Segregated Surfactants and EODs

VITA



VITA

Clariant IGL Specialty Chemicals: A Fully Segregated Green Carbon Source for Your Surfactants and EODs



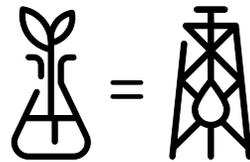
VITA Means Life, and Our New VITA Range is Full of Life-enhancing Benefits



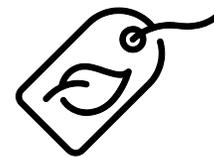
**100 %
BIO-BASED
GREEN
CARBON** from plants
(bioethanol)



**FULLY
SEGREGATED
MANUFACTURING
SITE**
giving you the certainty
that 100 % of the
ethoxylates are from
a natural source



**IDENTICAL
CHEMISTRY
TO SYNTHETIC
RANGE**
bio- and fossil-based
molecules have
exactly the same
chemical structure



**DESIGNED FOR
NATURAL
FORMULATIONS**
targeting a high
Renewable Carbon
Index (RCI)



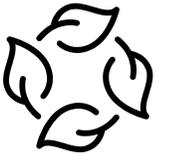
**LOWER CO₂e
FOOTPRINT**
vs. fossil non-ionic
alternatives



**REMOVAL OF
EMISSIONS**
equivalent to around
**3 117 barrels of crude
oil**
from the value chain¹

¹ per kton of surfactant purchased; biogenic carbon uptake included

VITally Natural: 100 % Bio-Based on Green Carbon From Plants



Fully Based on Bioethanol Made from Sugar Cane or Straw, VITA sets a New Standard in Green Production



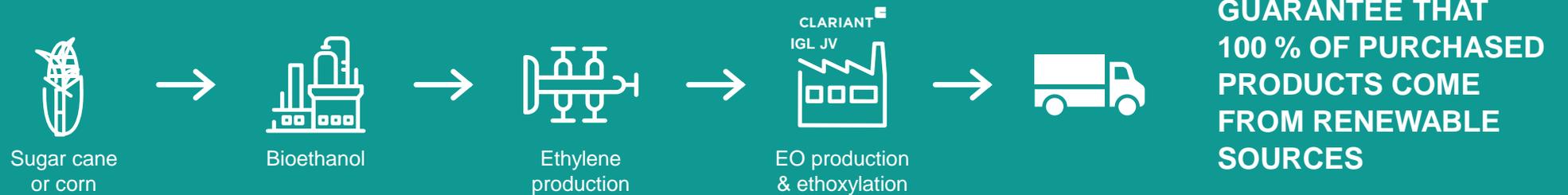
VITALLY Reliable: Produced via a Fully Segregated Green Value Chain

From Source to Final Ingredient, the Flow of Our Materials is Kept Completely Separate from Fossil Flows

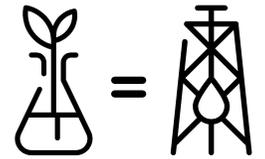
**FOSSIL
VALUE CHAIN:**
from oil well
to pipeline



**SEGREGATED
VALUE CHAIN:**
from sugar cane or
corn to the VITA
range of bio-based
non-ionic surfactants



VITally Identical: Chemistry Remains the Same



With VITA, the Only Thing that Changes is the Green Carbon Content of your Surfactants

SOURCES

100 % natural fatty alcohol



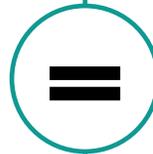
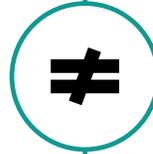
100 % fossil-based ethylene oxide



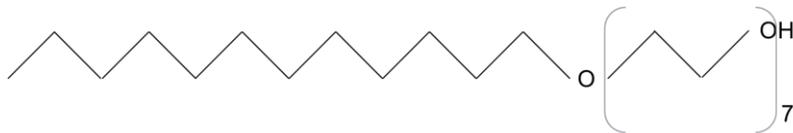
100 % natural fatty alcohol



100 % bio-based and fully segregated ethylene oxide

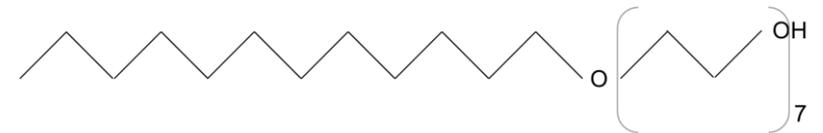


FINAL PRODUCT



Example:
Genapol LA 070
C12/14 fatty alcohol
polyglycol ether

47 %
Renewable Carbon
Index (RCI)



Example:
Genapol LA 070 SG VITA
C12/14 fatty alcohol
polyglycol ether

100 %
Renewable Carbon
Index (RCI)

Designed for Natural Formulations with a High RCI

VITA Helps You to Maximize the Green Carbon Content of Your Products – Laundry Detergent Formulation

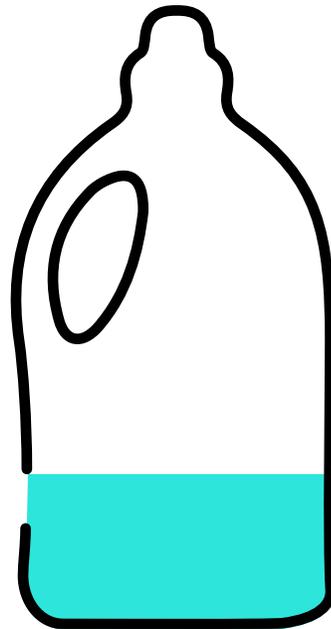
32 %

Renewable Carbon Index (RCI)

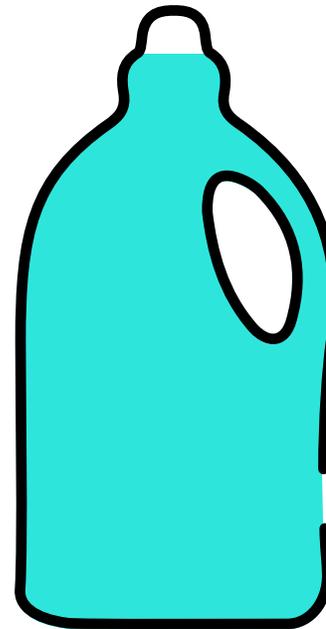
Ingredients	%
Water	72
SLES	7
LAS	8
Genapol LA 070	8
Polyacrylate	2
TexCare SRN 260	1
Other components	2

Polyacrylate used as builder; other components (e.g., PEI, dyes, stabilizers, other polymers, synthetic solvents)

Traditional
Formulation



Green
Formulation



98 %

Renewable Carbon Index (RCI)

Ingredients	%
Water	72
SLES natural origin	15
Genapol LA 070 SG VITA	8
Green builder	2
TexCare SRN 260 Life	1
Other components	2

Green builder (e.g., citrates, inulin compounds); other components (e.g., PEI, dyes, stabilizers, other polymers, bio-based solvents)



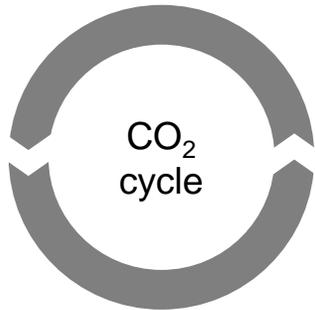
VITA Surfactants Are Low Carbon due to the Carbon Negative Biogenic Building Blocks



Fossil-Based Ethylene Oxide

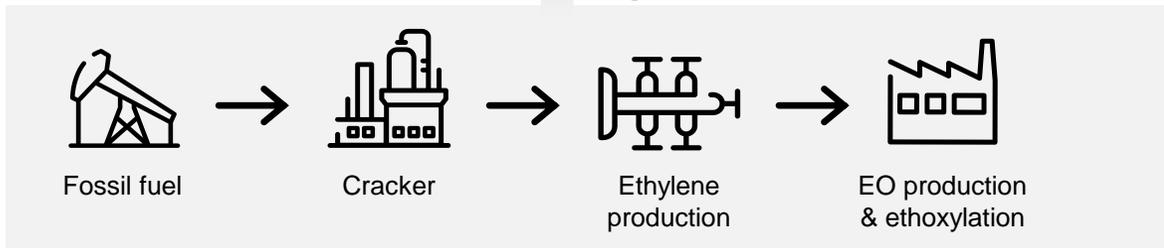
+ 1.5 CO₂e¹

Cradle-to-gate emissions including Biogenic Carbon uptake



+ 1.5 CO₂e¹

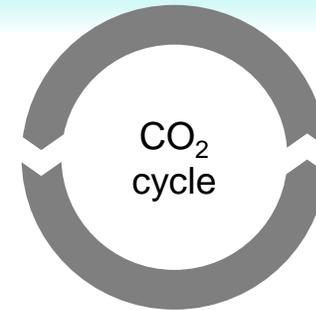
Ethylene Oxide cradle-to-gate emissions



Bio-Based Ethylene Oxide

- 0.6 CO₂e²

Cradle-to-gate emissions including Biogenic Carbon uptake



- 2.0 CO₂e²

Biogenic carbon (BC) uptake

+ 1.4 CO₂e²

Ethylene Oxide cradle-to-gate emissions

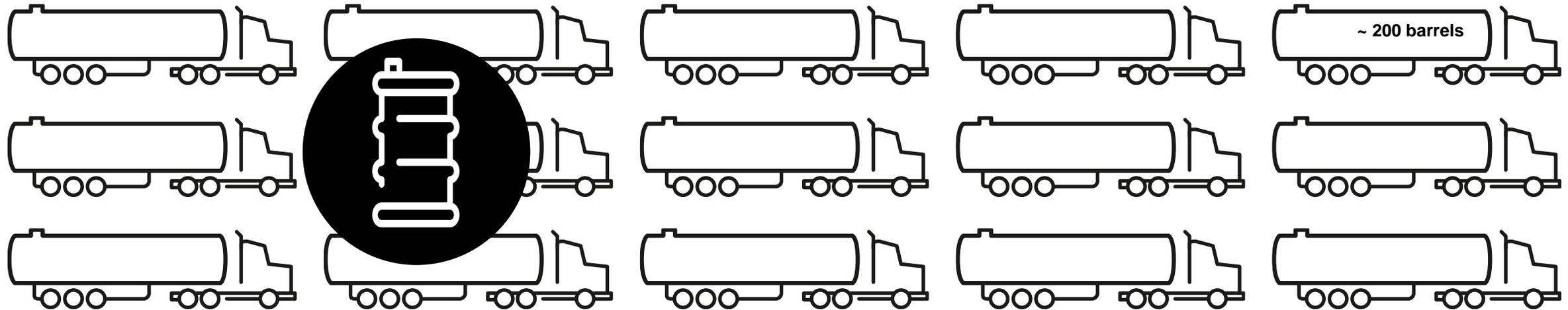


¹ kgCO₂ equivalent per kg of ethylene oxide; ² The new portfolio is **Carbon Negative** thanks to the biogenic carbon uptake while growing sugar cane and corn

VITA Helps to Remove ~ 3 117 Barrels of Crude Oil From the Value Chain

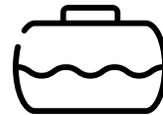


With Each Ton Made and Used, Our Surfactants Replace a Considerable Amount of Fossil Resources



~ 3 117 barrels

of crude oil



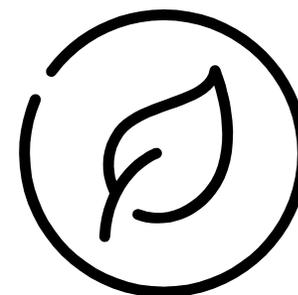
1 kton

of fossil non-ionic surfactant

¹ Calculation assumes conversion yields from ethylene / ethylene oxide / surfactants. 1 barrel of crude oil is assumed to give 0.9 ethylene (10 % losses)

The VITA Range of Surfactants & Ethylene Oxide Derivatives

- Double-digit kilo tons from CISC (Clariant IGL Specialty Chemicals) available for worldwide marketing by Clariant in Q1 2022
- Focus on high growth Care chemicals markets and early adopters
- Supplying VITA range surfactants from other sites via mass-balance or fully segregated approaches under investigation
- R&D review of entire Surfactants portfolio with respect to feasibility/viability to convert from petrochemical to green under way

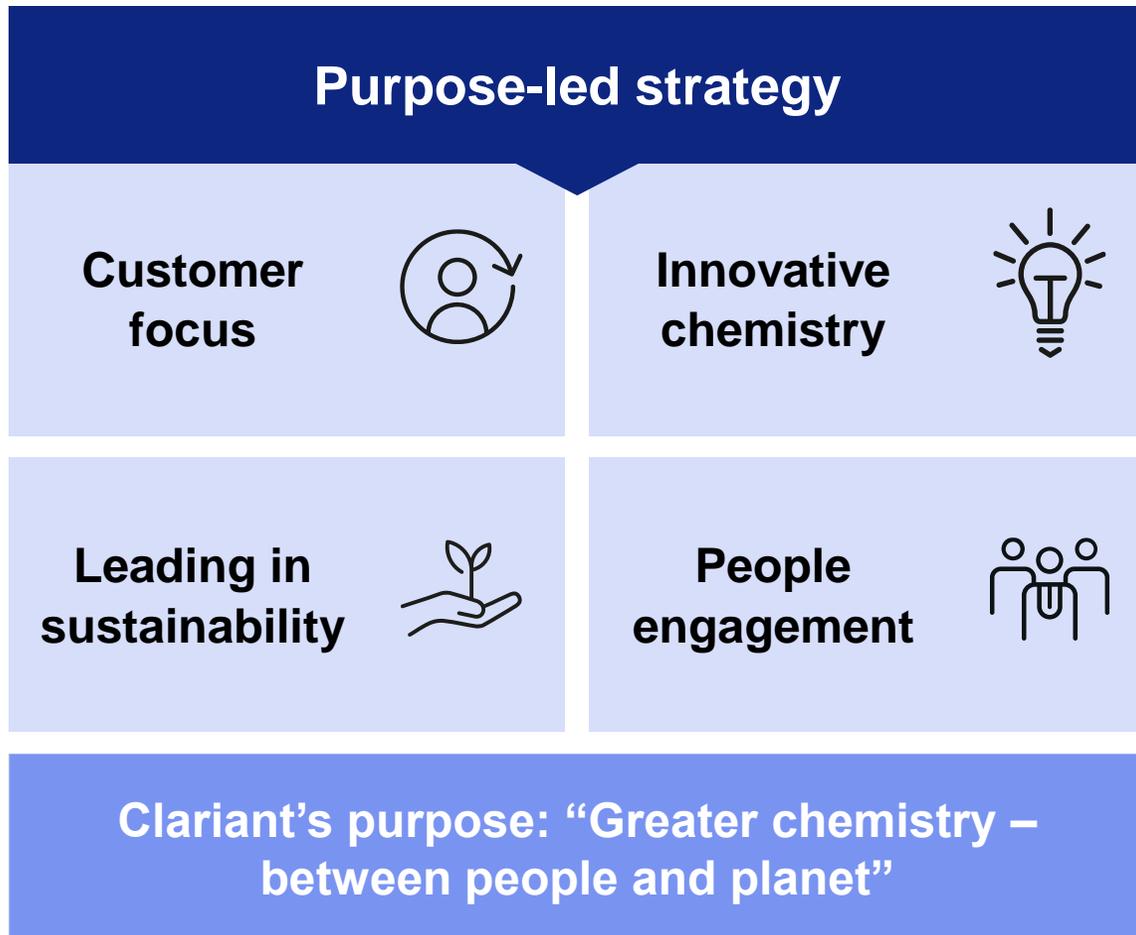


VITA

Financial Perspectives – Profitable Growth and Capital Discipline

Stephan Lynen

Committed to Increase Shareholder Value

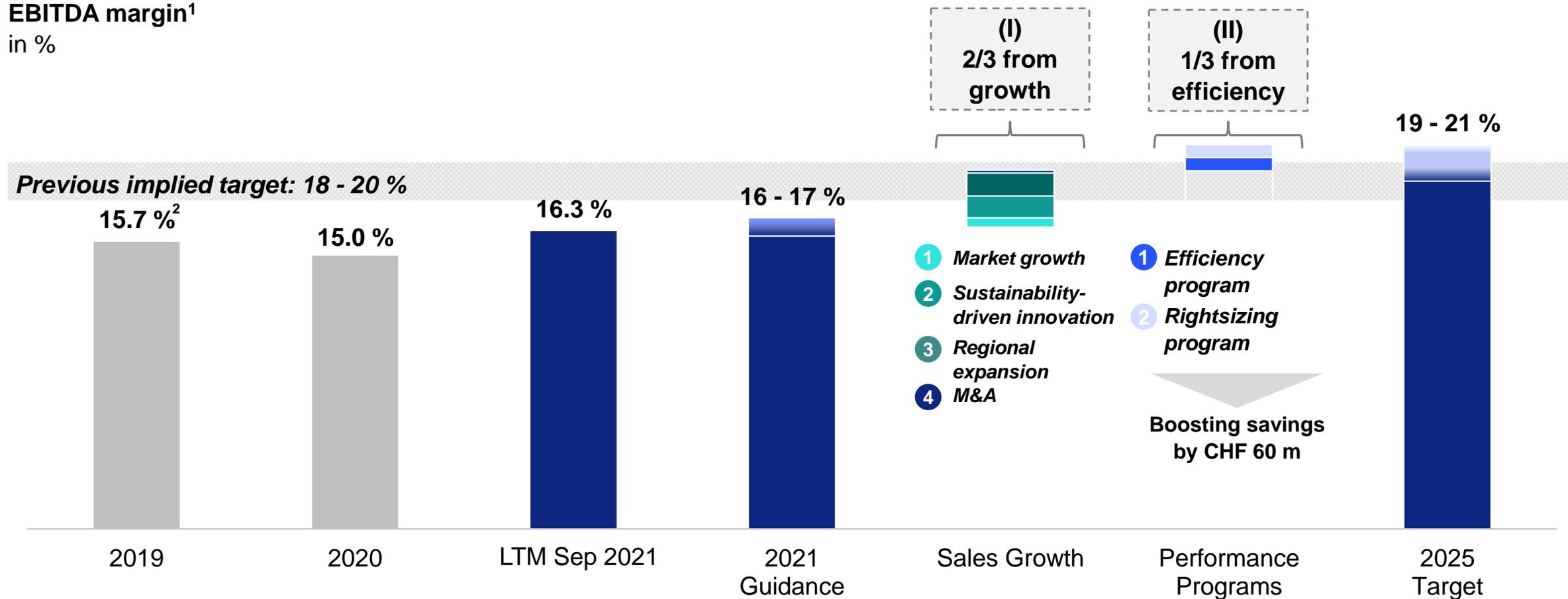


¹ Defined as (cash generated from operating activities – capex)/EBITDA



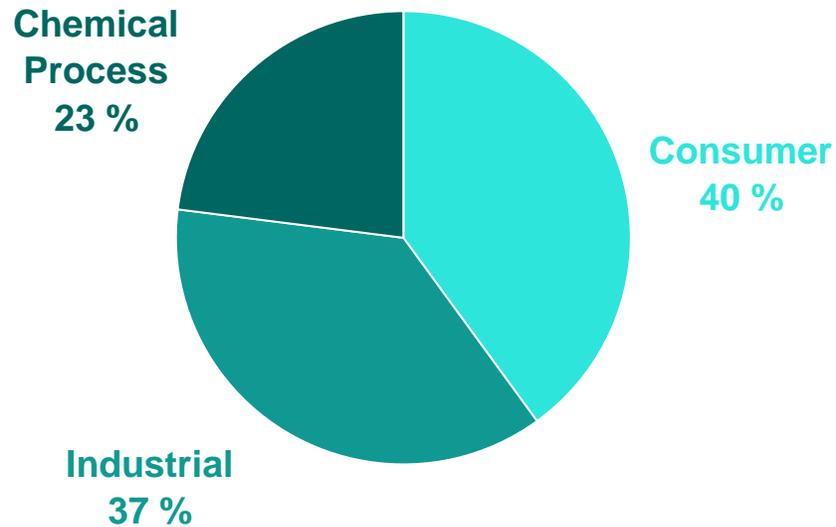
Driving EBITDA margin to 19 - 21 % by 2025 from Profitable Growth and Contribution of Performance Programs

EBITDA margin¹
in %



¹ Continuing operations; ² Adjusted for CHF 231 m provision for competition law investigation by the European Commission

I Growing 4 - 6 % CAGR from Sustainability-driven Innovation, Regional Expansion and Bolt-on M&A



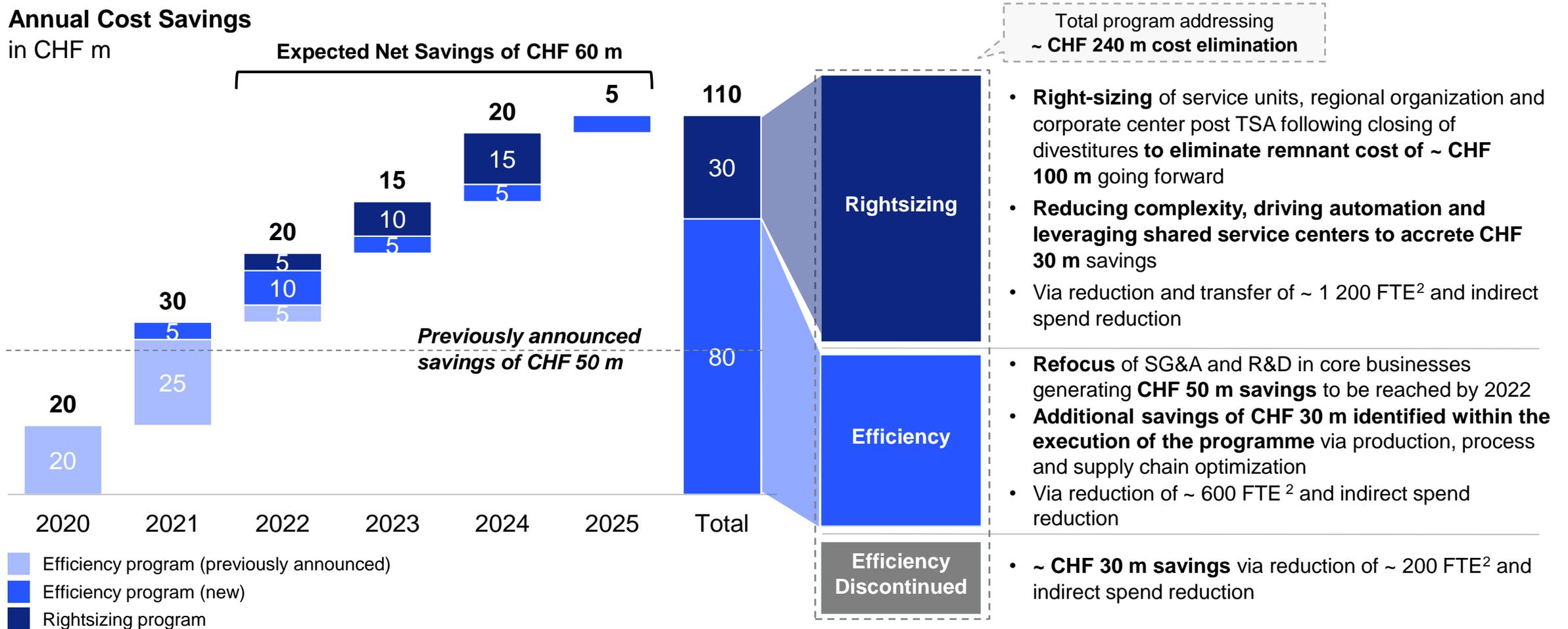
Sustainability-driven innovation	
<p>~ 1 %</p> <p>Average annual growth contribution from sustainability-driven innovation till 2025</p>	 <p>ECOTAIN®</p> <p>CHF 300 m Sales today → > 10 % CAGR</p>
Regional expansion	M&A
<p>~ 1 %</p> <p>Average annual growth contribution, especially from China by investing ~ 35 % of growth capex there</p>	<p>Two announced transactions contributing ~ 0.75 % average annual growth</p>

¹ LTM Sep 2021; ² FY 2020



II Increasing Efficiency from Performance Programs by CHF 60 m in 2022 - 25¹

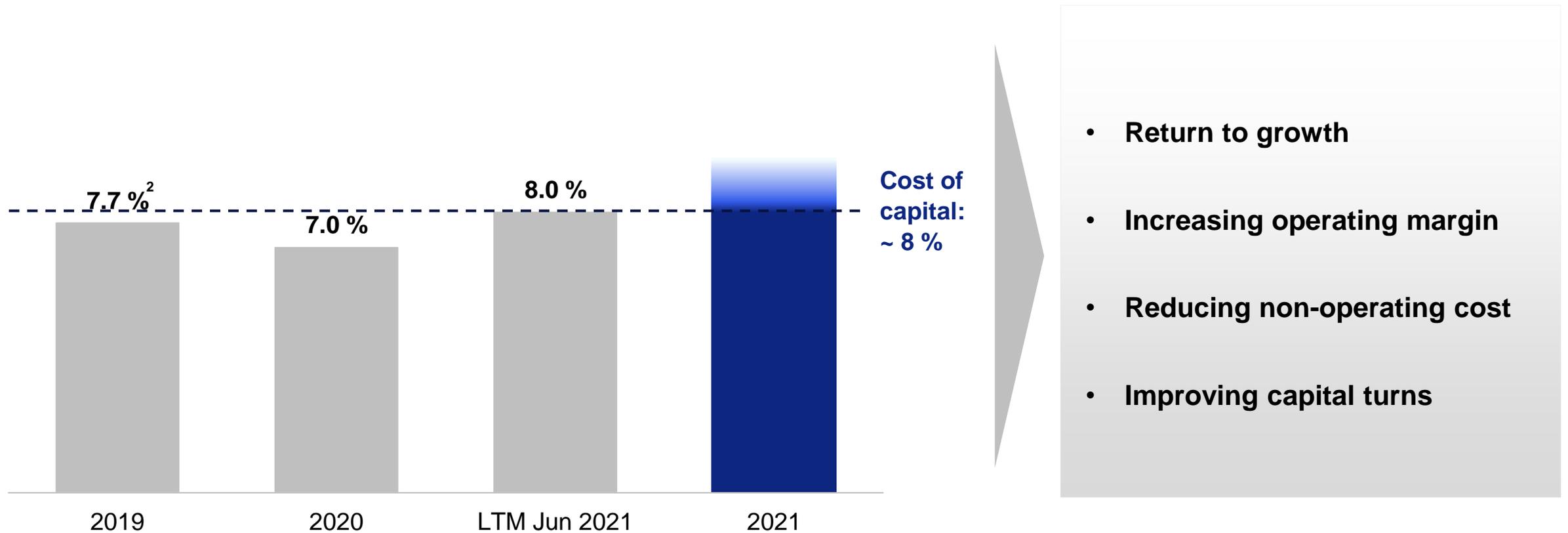
Annual Cost Savings in CHF m



¹ Above net savings program of CHF 110 m in 2020 - 25, excludes transfer of cost with divestments and remnant cost elimination of ~ CHF 100 m; ² FTE reduction vs. 2019

Continuous ROIC Improvement Exceeding Cost of Capital

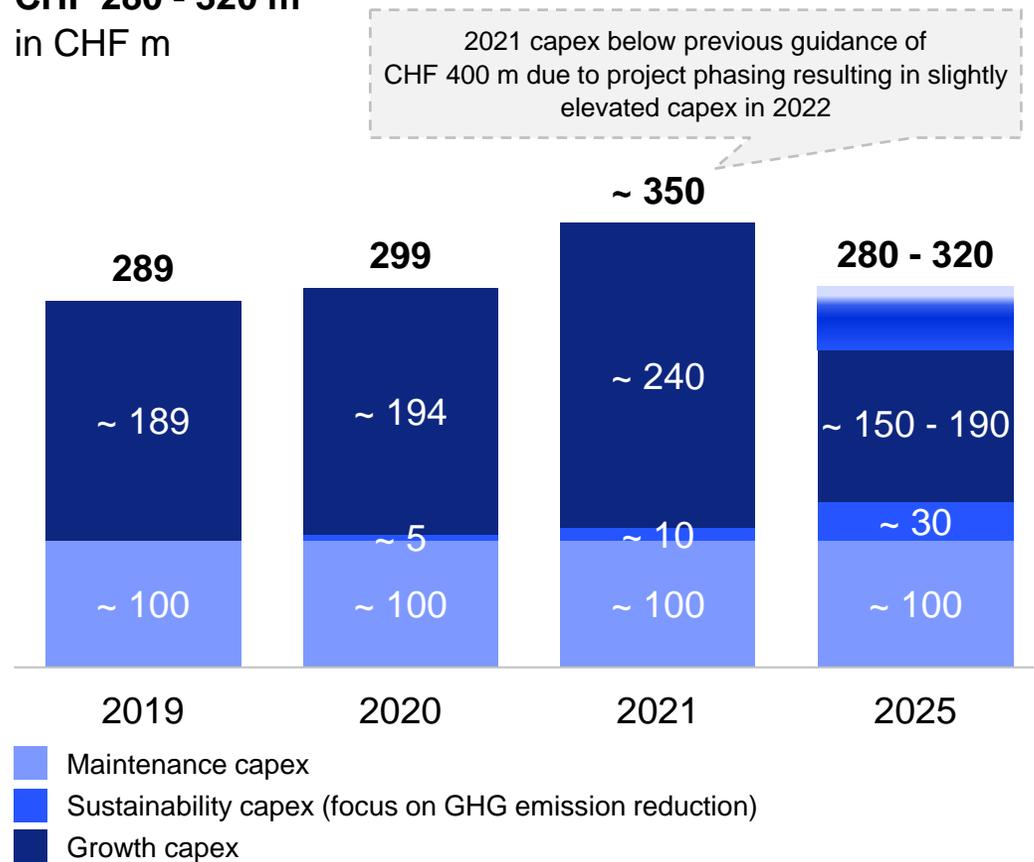
ROIC¹
in %



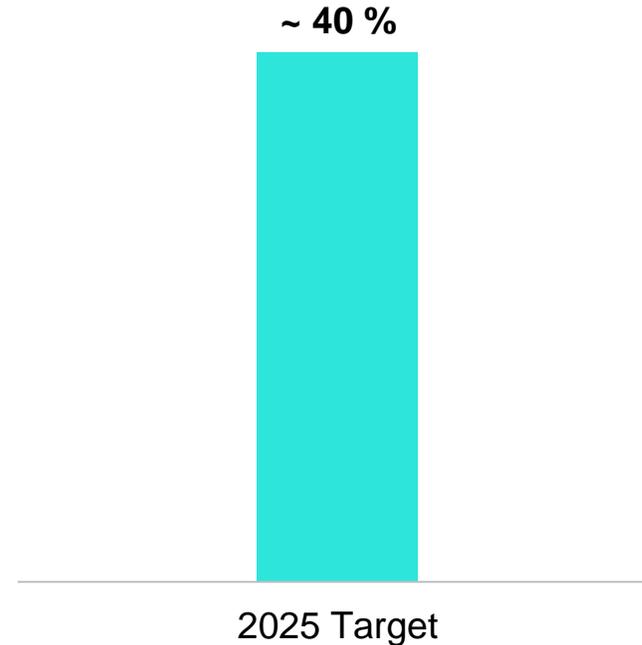
¹ From continuing operations; ² Excluding CHF 231 m provision for a competition law investigation by the European Commission

Significant Cash Flow Generation Potential

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



Resulting in a significant improvement in FCF conversion¹



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

Disciplined Capital Deployment



Differentiated steering

Organic

- Focus on most attractive market segments
- Prioritize ROIC-accreting projects
- Sustained capex level of CHF 280 - 320 m p.a.

Inorganic

- Complementing existing segments and technologies
- M&A based on value creation, ensuring accretion to ROIC



Shareholder returns

- Superior capital returns for reliable, sustainably growing and funded dividend

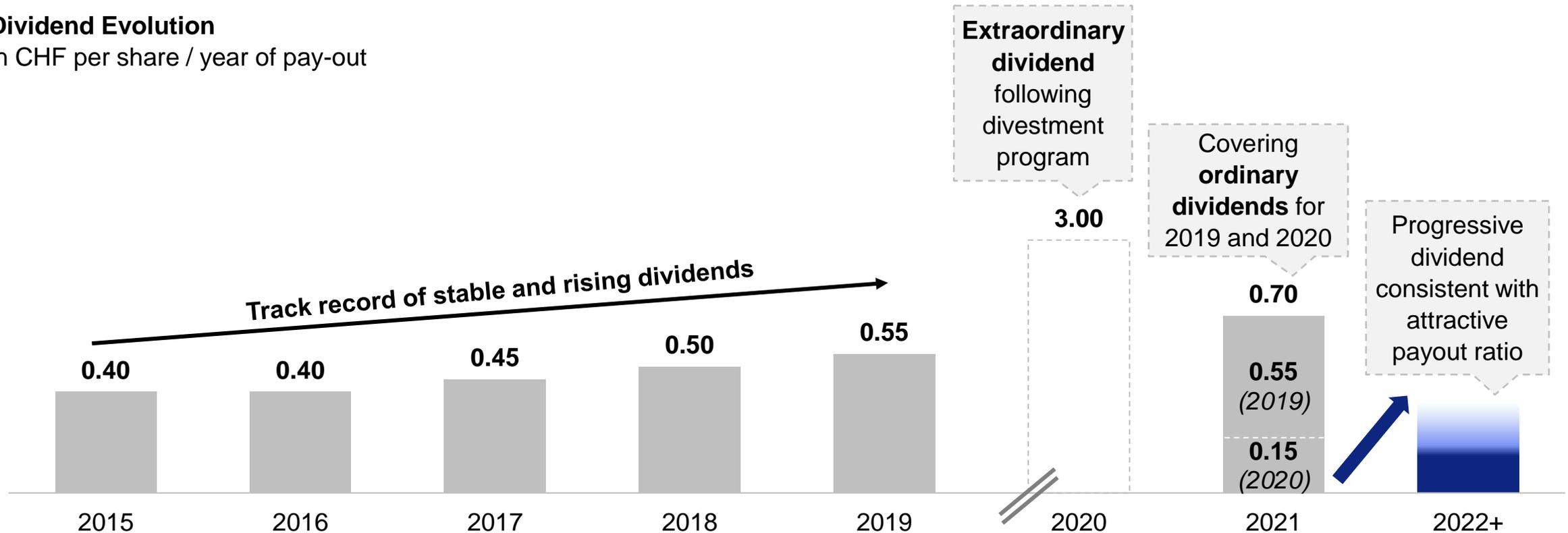


Leverage

- Solid investment grade rating

Stable and Rising Dividends from a New Base

Dividend Evolution
in CHF per share / year of pay-out



Unchanged policy based on reset level following the sale of Masterbatches and Pigments¹

¹ Closing expected early 2022

Wrap-up

CONRAD KEIJZER

Our Key Messages Today

1 Clariant's new purpose provides inspiration to all stakeholders: "Greater chemistry – between people and planet"

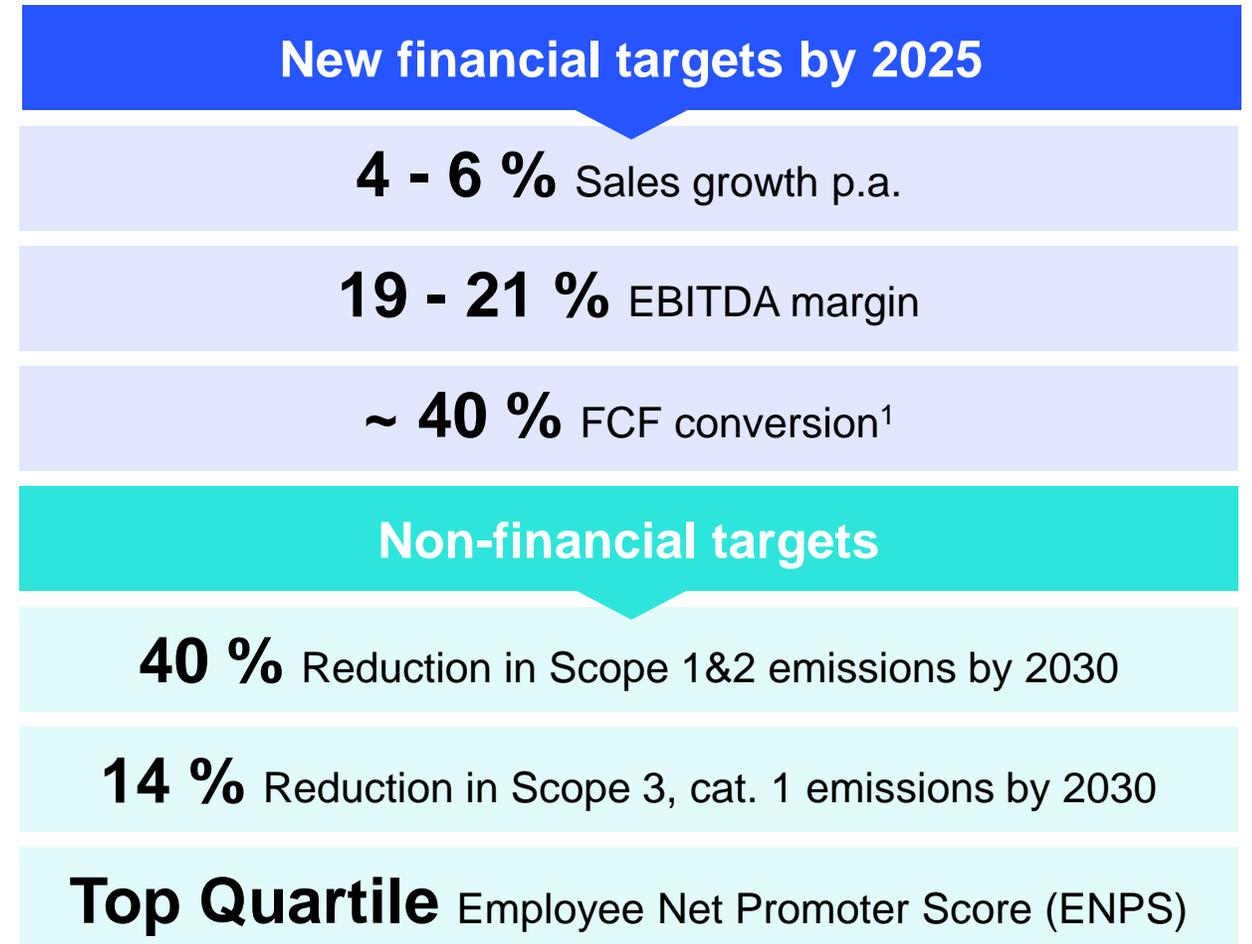
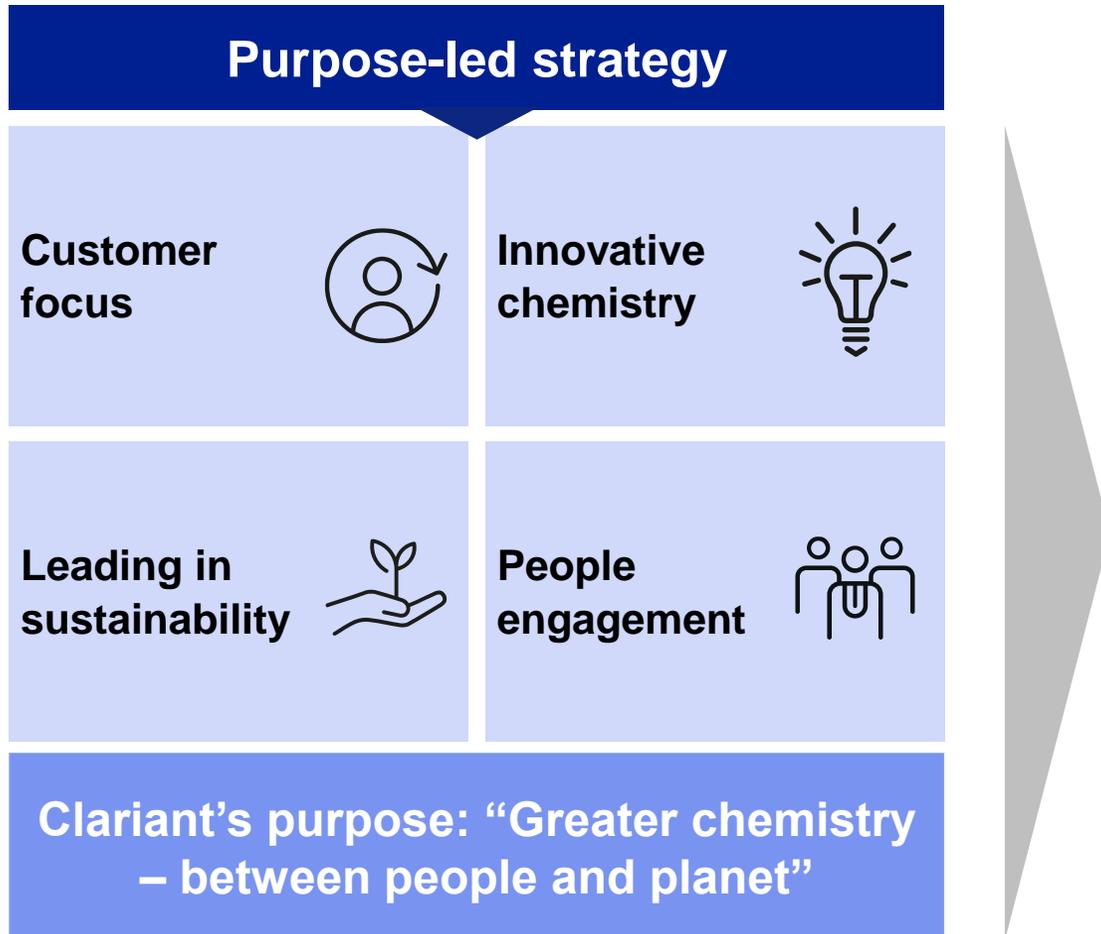
2 Clariant is a leader in sustainability and commits to ambitious carbon reduction targets

3 Growth will be enabled by sustainability-driven innovation, an enhanced footprint in China and focused bolt-on M&A

4 Improved profitability through repositioning toward more attractive segments and upgraded performance programs

5 Clariant's top quartile ambition is reflected in new 2025 financial targets and people and planet commitments

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



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



Building a culture of possibilities

Human-centricity



High performance



Diversity, equity & inclusion



Greater chemistry – between people and planet

Capital Markets Day 2021

Appendix

Reconciliation of LTM Financials

	Sales to third parties						
<i>in CHF m</i>	Q4 2020	FY 2020	Q1 2021	Q2 2021	Q3 2021	9 M 2021	<i>LTM Sep 2021</i>
Care Chemicals	347	1 411	404	384	436	1 224	1 571
Catalysis	280	879	193	221	216	630	910
Natural Resources	395	1 570	405	427	444	1 276	1 671
Total Continuing Operations	1 022	3 860	1 002	1 032	1 096	3 130	4 152

	EBITDA aei						
<i>in CHF m</i>	Q4 2020	FY 2020	Q1 2021	Q2 2021	Q3 2021	9 M 2021	<i>LTM Sep 2021</i>
Care Chemicals	75	267	80	77	97	254	329
<i>margin</i>	21.6 %	18.9 %	19.8 %	20.1 %	22.2 %	20.8 %	20.9 %
Catalysis	58	168	38	42	26	106	164
<i>margin</i>	20.7 %	19.1 %	19.7 %	19.0 %	12.0 %	16.8 %	18.0 %
Natural Resources	58	218	68	72	78	218	276
<i>margin</i>	14.7 %	13.9 %	16.8 %	16.9 %	17.6 %	17.1 %	16.5 %
Corporate	- 32	- 75	- 22	- 18	- 21	- 61	- 93
Total Continuing Operations	159	578	164	173	180	517	676
<i>margin</i>	15.6 %	15.0 %	16.4 %	16.8 %	16.4 %	16.5 %	16.3 %



Reconciliation of LTM Sales Split

				Sales to third parties
<i>in CHF m</i>	<i>Q4 2020</i>	<i>9 M 2021</i>	<i>LTM Sep 2021</i>	<i>% of Total Sales</i>
EMEA	410	1 355	1 765	42.5 %
APAC	324	943	1 267	30.5 %
The Americas	288	832	1 120	27.0 %
Total	1 022	3 130	4 152	100.0 %



Disclaimer

This presentation contains certain statements that are neither reported financial results nor other historical information.

This presentation also includes forward-looking statements. Because these forward-looking statements are subject to risks and uncertainties, actual future results may differ materially from those expressed in or implied by the statements.

Many of these risks and uncertainties relate to factors that are beyond Clariant's ability to control or estimate precisely, such as future market conditions, currency fluctuations, the behavior of other market participants, the actions of governmental regulators, and other risk factors, such as: the timing and strength of new product offerings; pricing strategies of competitors; the Company's ability to continue to receive adequate products from its vendors on acceptable terms, or at all, and to continue to obtain sufficient financing to meet its liquidity needs;

and changes in the political, social, and regulatory framework in which the Company operates or in economic or technological trends or conditions, including currency fluctuations, inflation, and consumer confidence, on a global, regional, or national basis.

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