

Fourth Quarter / Full Year Results 2021

Analyst Presentation
19 May 2022

19 May 2022

what is precious to you?



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Fourth Quarter / Full Year Results 2021

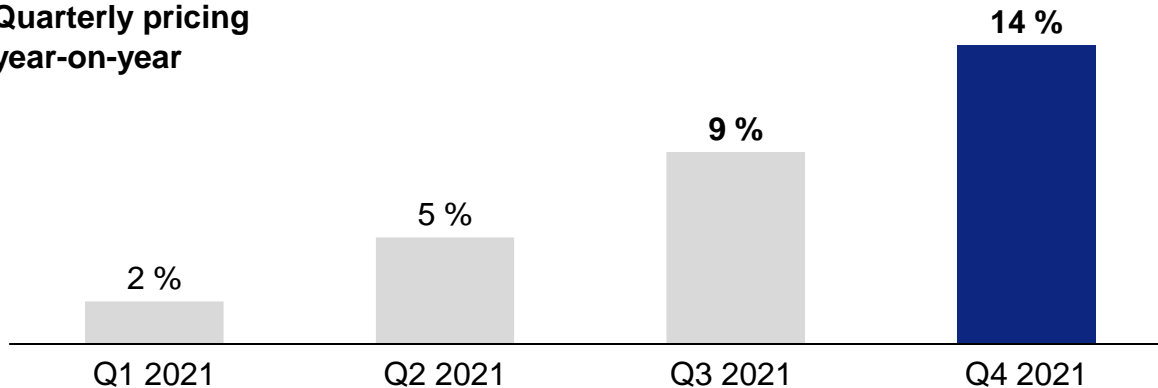


Strong Performance in Q4... ...14 % Price Contribution to Top-line Growth of Specialty Portfolio

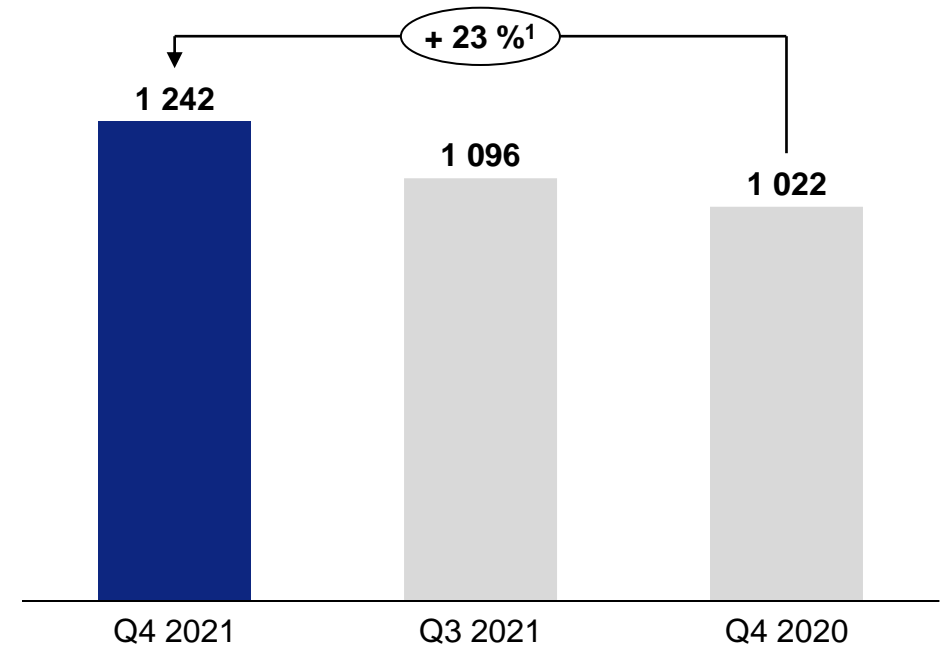
1 Q4 sales (continuing operations) up + 23 % in LC¹

- Sales driven by **strong growth** in Care Chemicals, especially Aviation and Crop Solutions, as well as Natural Resources, especially Additives
- Demand remained strong across all businesses and regions
- **+9 %²** volume increase / **+14 %** price contribution
- Continued cost inflation again largely offset by pricing measures
- Organic growth above pre-COVID-19 level
- Sales contribution from CISC and Beraca³ exceeded expectations

Quarterly pricing year-on-year



Sales in CHF m



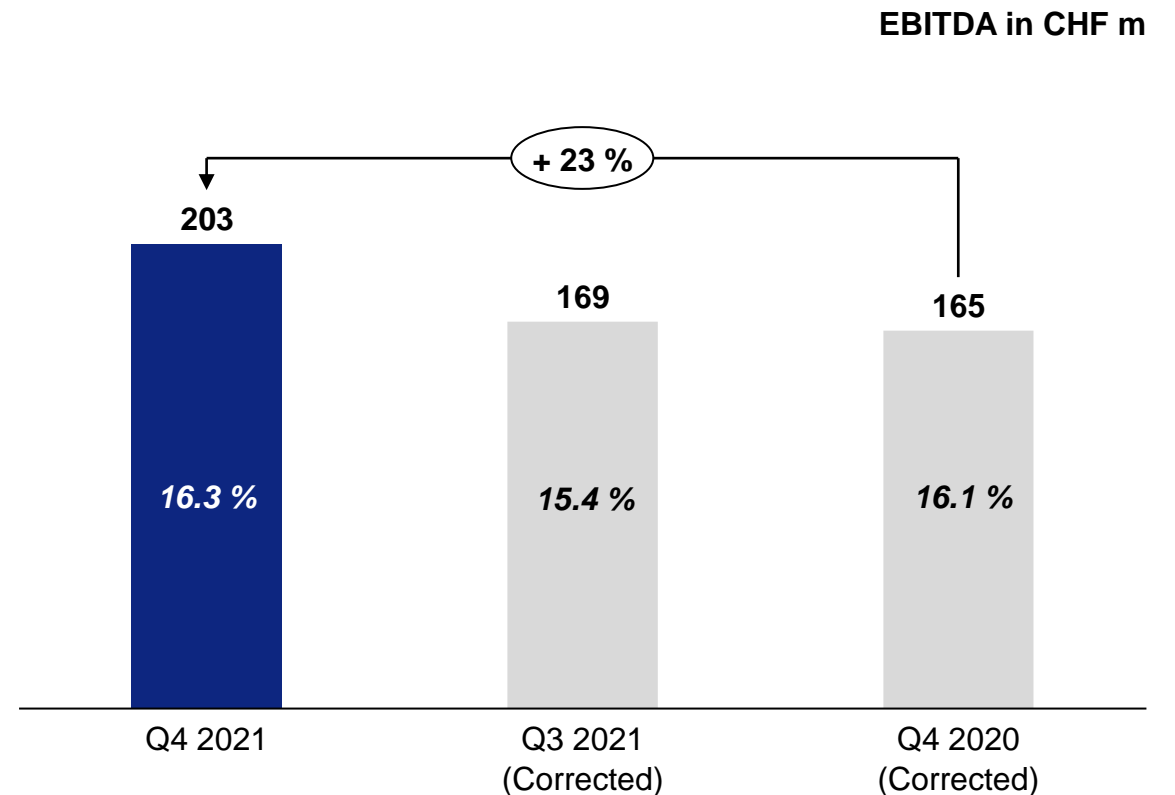
¹in local currency; ²organic volume growth of 5 % excluding consolidation of Clariant IGL Specialty Chemicals Private Limited (CISC) and Beraca in Care Chemicals; ³sales of c. CHF 38 million in Q4 2021



Strong Performance in Q4... ...Slight Profitability Improvement in Challenging Environment

2 Q4 EBITDA margin increased to 16.3 %

- Absolute Q4 EBITDA **expanded by 23 %** from higher sales and margin slightly improved by 20 basis points
- Efficiency and structural TVA¹ programs contributed ~ CHF 13 m cost savings in Q4
- Pricing raised to **+ 14 %** to diminish the raw material, energy, and logistics cost inflation
- Unprecedented raw material cost increased by some 21 %² y-o-y when normalized for the force majeure effects related to phosphor; esp. Additives, Care Chemicals, and Oil and Mining Services



¹Total Value Add; ²excluding force majeure effects related to phosphor in Business Unit Additives

Further Investments in Specialty Portfolio... ...Attractive Distribution and FY 2022 Outlook

3 Executed strategic priorities

- Groundbreaking of flame retardants production facility at existing site in Daya Bay, China
 - ~ CHF 60 m investment to significantly expand production capacity of halogen-free flame retardants
 - Local production to better serve China's fast-growing electrical and electronic equipment industries by H1 2023
- Signed definitive agreements to acquire BASF's U.S. Attapulgate business assets; closing expected in summer 2022
 - Strengthens leading position in the purification of edible oils and renewable fuels
 - Extends production capacity in North America
- Pigments divestment closed on 3 January 2022
- Russian business suspension announced on 4 March 2022
- Performance programs on track

4 Dividend 2021

- The Board of Directors recommends a regular distribution of CHF 0.40 per share to the Annual General Meeting (AGM) on 24 June 2022 based on the strong performance in 2021
- Distribution through capital reduction by way of par value reduction

5 FY 2022 Group guidance

- Full Year 2022 expectations:
 - Strong LC¹ sales growth based on strong H1 2022
 - Improve year-on-year EBITDA margin level
- Based on strong first half 2022, while uncertainty regarding the geopolitical crisis, resurgence of COVID-19 in China, and ongoing high inflation are expected to impact economic growth and customer demand, especially in the second half of the year

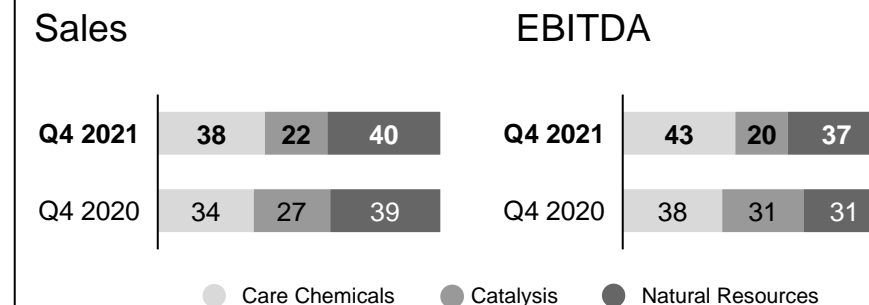
¹in local currency



Fourth Quarter 2021 – Group¹ Overview

| <i>in CHF m</i> | Q4 2021 | Q4 2020 | % CHF | % LC ² | FY 2021 | FY 2020 | % CHF | % LC ² |
|-----------------------------------|------------------------|------------------------|------------------------|--------------------------|------------------------|-----------------------|------------------------|--------------------------|
| Sales | 1 242 | 1 022 | + 22 | + 23 | 4 372 | 3 860 | + 13 | + 15 |
| EBITDA | 203 | 165 | + 23 | | 708 | 597 | + 19 | |
| EBITDA margin | 16.3 % | 16.1 % | | | 16.2 % | 15.5 % | | |
| EBITDA b.e.i. ³ | 230 | 179 | + 28 | | 760 | 623 | + 22 | |
| EBITDA b.e.i. ³ margin | 18.5 % | 17.5 % | | | 17.4 % | 16.2 % | | |
| Sales Bridge > | Sales + 22 % | Price + 14 % | Volume + 9 % | Currency - 1 % | Sales + 13 % | Price + 8 % | Volume + 7 % | Currency - 2 % |

Business Area composition¹ (in %)



Maintaining strong sales growth dynamic

- **+ 23 % LC² growth** due to **higher volumes** and **increased pricing in Q4** leading to +15 % LC growth for FY 2021
- **Strong Care Chemicals** (Aviation and Crop Solutions) and **Natural Resources** (Additives); **Catalysis** flat
- Consolidation of CISC and Beraca in Care Chemicals represented 4 % LC² growth
- All regions contributed to positive development
- Slightly negative currency impact across the Group

EBITDA margin up by 20 basis points

- **Absolute EBITDA increased by 23 %** versus prior year driven by Care Chemicals and especially Natural Resources, and the reported margin rose to 16.3 % in Q4 2021, leading to **highest EBITDA margin since 1999** of 16.2 % for FY 2021
- **Operating leverage** from **strong volume growth**, the execution of the **performance programs⁴** and continued **cost discipline** as well as **accelerated pricing** diminished ongoing raw material cost inflation and higher freight and energy cost, while supply chain uncertainties remain high

¹continuing operations, FY 2020 restated, Q4 2020 corrected; ²local currency; ³before exceptional items; ⁴extended efficiency programs contributed c. CHF 13 m to continuing operations



Fourth Quarter 2021 – Care Chemicals¹

| <i>in CHF m</i> | Q4 2021 | Q4 2020 | % CHF | % LC ² | FY 2021 | FY 2020 | % CHF | % LC ² |
|-----------------------------------|------------------------|------------------------|-------------------------|--------------------------|------------------------|------------------------|-------------------------|--------------------------|
| Sales | 475 | 347 | + 37 | + 39 | 1 699 | 1 411 | + 20 | + 22 |
| EBITDA | 99 | 74 | + 34 | | 351 | 274 | + 28 | |
| EBITDA margin | 20.8 % | 21.3 % | | | 20.7 % | 19.4 % | | |
| EBITDA b.e.i. ³ | 112 | 77 | + 45 | | 366 | 277 | + 32 | |
| EBITDA b.e.i. ³ margin | 23.6 % | 22.2 % | | | 21.5 % | 19.6 % | | |
| Sales Bridge > | Sales + 37 % | Price + 21 % | Volume + 18 % | Currency - 2 % | Sales + 20 % | Price + 11 % | Volume + 11 % | Currency - 2 % |

Market Dynamics

- Normalization of global industrial demand
- Increased consumer market dynamics
- Continued raw material cost inflation paired with ongoing supply chain uncertainties

Resounding + 39 % LC^{2,4} sales growth across all businesses, driven by higher prices and volumes

- **Industrial Applications** organic sales rose at a double-digit rate, resulting from continued end-market strength as well as shortages in supply chains. The de-icing business (Aviation) saw a strong year-on-year recovery
- **Consumer Care** sales increased in a double-digit range in all three businesses: Personal Care and Home Care advanced across all regions, especially in Europe; strong sales expansion in Crop Solutions in LATAM, Asia and Europe
- **All regions** reported double-digit sales growth; positive development in Asia also partly due to consolidation of CISC

EBITDA up by 34 % while margin close to prior year level despite an inflationary environment

- Absolute **EBITDA up by a significant 34 %**. Despite strong pricing, the EBITDA margin decreased by 50 basis points due to raw material cost inflation, supply chain constraints, as well as energy, logistics and other cost increases. A small dilutive impact related to CISC integration was slightly overcompensated for by the revaluation of the Beraca shareholding

¹FY 2020 restated, Q4 2020 corrected; ²local currency; ³before exceptional items; ⁴28 % sales growth in local currency excluding c. CHF 38 million in Q4 2021 related to the consolidation of Clariant IGL Specialty Chemicals Private Limited (CISC) and Beraca



Fourth Quarter 2021 – Catalysis¹

| <i>in CHF m</i> | Q4 2021 | Q4 2020 | % CHF | % LC ² | FY 2021 | FY 2020 | % CHF | % LC ² |
|---|----------------|--------------|---------------|-------------------|----------------|----------------|---------------|-------------------|
| Sales | 277 | 280 | - 1 | 0 | 907 | 879 | + 3 | + 5 |
| EBITDA | 46 | 59 | - 22 | | 152 | 169 | - 10 | |
| EBITDA margin | 16.6 % | 21.0 % | | | 16.8 % | 19.2 % | | |
| EBITDA b.e.i. ³ | 45 | 60 | - 25 | | 150 | 178 | - 16 | |
| <i>EBITDA b.e.i.³ margin</i> | 16.2 % | 21.4 % | | | 16.5 % | 20.3 % | | |
| Sales Bridge > | Sales | Price | Volume | Currency | Sales | Price | Volume | Currency |
| | - 1 % | + 5 % | - 5 % | - 1 % | + 3 % | + 5 % | + 0 % | - 2 % |

Market Dynamics

- Continued demand for more sustainable solutions and continued investments in capacity
- Ongoing demand in C3⁴ value chain; Syngas and emission-control demand accelerated
- Continued challenges in supply chains and unprecedented freight cost levels

Flat LC¹ sales growth as higher prices compensated for lower volumes versus a strong Q4 2020

- Strong sales expansion in **Syngas**, **Specialty Catalysts**, and the **emission-control catalyst** businesses largely counterbalanced weaker **Petrochemicals** sales, though CATOFIN[®] sales were strong
- Sales expansion was strong in the **Middle East & Africa** and **Latin America**. Despite the high demand seen in **China**, sales in **Asia** were slightly below previous year levels. Lower sales in **Europe** and **North America**, reflecting normal project nature of the business

Lower EBITDA margin due to product mix, inflation, and project cost

- Absolute **EBITDA down by 22 % with a 16.6 % margin** as a result of increased inflationary pressures, logistics challenges, product mix as well as project cost related to the CATOFIN[®] production site in China and the sunliquid[®] production plant in Romania
- Project nature of the business can lead to normal, significant profitability fluctuations; the fundamentals and order backlog remain positive

¹FY 2020 restated, Q4 2020 corrected; ²local currency; ³before exceptional items; ⁴propylene



Fourth Quarter 2021 – Natural Resources¹

| <i>in CHF m</i> | Q4 2021 | Q4 2020 | % CHF | % LC ² | FY 2021 | FY 2020 | % CHF | % LC ² |
|-----------------------------------|------------------------|------------------------|-------------------------|--------------------------|------------------------|-----------------------|------------------------|--------------------------|
| Sales | 490 | 395 | + 24 | + 25 | 1 766 | 1 570 | + 12 | + 14 |
| EBITDA | 84 | 60 | + 40 | | 300 | 224 | + 34 | |
| EBITDA margin | 17.1 % | 15.2 % | | | 17.0 % | 14.3 % | | |
| EBITDA b.e.i. ³ | 83 | 63 | + 32 | | 302 | 247 | + 23 | |
| EBITDA b.e.i. ³ margin | 16.9 % | 15.9 % | | | 17.1 % | 15.7 % | | |
| Sales Bridge > | Sales + 24 % | Price + 14 % | Volume + 11 % | Currency - 1 % | Sales + 12 % | Price + 6 % | Volume + 8 % | Currency - 2 % |

Market Dynamics

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

Notable + 25 % LC² sales growth, expansion across all Business Units and regions

- **Oil and Mining Services (OMS)** sales grew in a mid-twenties percentage range, continuing the sequential quarter-on-quarter improvement, albeit against a weak comparison basis in Oil Services in particular. Growth was strong in Oil Services, Refinery, and Mining Solutions
- **Functional Minerals (FM)** sales rose in a mid-teen range, supported by all Business Lines, Purification, and Cargo & Device Protection in particular. Foundry sales increased at a low single-digit rate, exceeding absolute Q4 2019 levels (pre-COVID-19 pandemic)
- **Additives (ADD)** sales grew most significantly due to extraordinarily strong underlying demand in all regions and in all main end markets, such as electrical and electronics as well as the automotive (e-mobility) and construction sectors

Notable EBITDA margin improvement by 190 basis points

- Absolute **EBITDA with a substantial 40 % improvement to a 17.1 % margin**. Strong top-line growth with volume increase and pricing measures successfully diminished the constrained supply chain environment, logistics challenges, and curtailed raw material availability

¹FY 2020 restated, Q4 2020 corrected; ²local currency; ³before exceptional items



Full Year 2021 – Key Financials

in CHF m

Continuing operations

| | Full Year 2021 | | Full Year 2020 (restated) | |
|--|----------------|---------|------------------------------|---------|
| Sales | 4 372 | 100.0 % | 3 860 | 100.0 % |
| EBITDA | 708 | 16.2 % | 597 | 15.5 % |
| EBITDA b.e.i. ¹ | 760 | 17.4 % | 623 | 16.1 % |
| EBIT | 440 | 10.1 % | 317 | 8.2 % |
| EBIT b.e.i. ¹ | 493 | 11.3 % | 354 | 9.2 % |
| Net result from continuing operations | 292 | 6.7 % | 130 | 3.4 % |
| ROIC ² | 9.9 % | | 7.4 % | |
| Total Group | | | | |
| Net result total ³ | 373 | | 825 | |
| Cash flow before changes in working capital and before taxes paid ³ | 770 | | 576 | |
| Net operating cash flow ³ | 363 | | 369 | |
| Capex (property, plant, and equipment) ³ | 357 | | 288 | |
| Cash and cash equivalents at the end of the period ³ | 415 | | 737 | |
| Net debt | 1 535 | | 1 040 | |

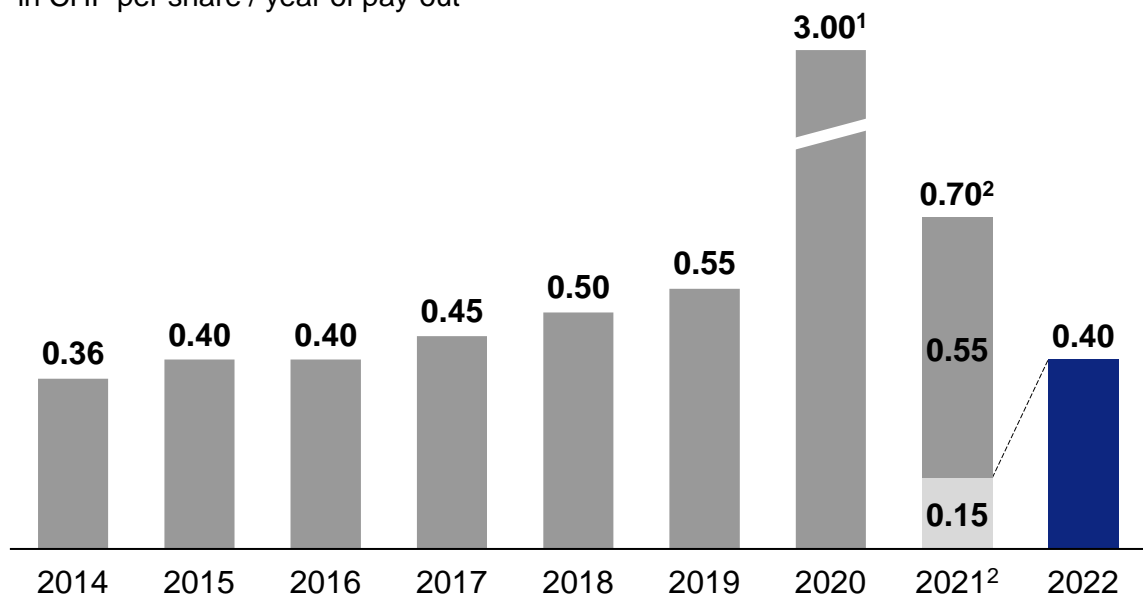
- Full Year 2021 **net result from continuing operations** increased to CHF 292 m due to sales growth and corresponding improved profitability
- Positive net VAT-related credit (CHF 33 m) recognized in 2021, which was offset by exceptional cost
- Increased **ROIC of 9.9 % by 250 bps** due to an over-proportionally increased operating profit (NOPLAT⁴) over a slightly higher average net invested capital
- **Cash flow before changes in working capital and before taxes paid** of CHF 770 m increased by CHF 194 m vs. FY 2020 due to higher operating profit
- **Net operating cash flow at CHF 363 m** on similar level as FY 2020 despite CHF 221 m growth in net working capital and CHF 38 m cash-out for the efficiency programs
- Growth investments in new plants (esp. sunliquid[®] / CATOFIN[®]) resulted in higher expenditure in **property, plant, and equipment** of CHF 357 m
- **Net debt** for the total Group increased to CHF 1.535 b due to a growth-driven increase in working capital, higher capex as well as acquisitions

¹before exceptional items; ²return on invested capital; ³including discontinued operations; ⁴Net Operating Profit Less Adjusted Taxes (NOPLAT)

Recommended Regular Distribution of CHF 0.40 per Share for FY 2021 – Günter von Au (Chairman) and Three New Board Member Proposed

Distribution

in CHF per share / year of pay-out



- **Unchanged distribution policy based on recalibrated level following the sale of Masterbatches and Pigments: Continued success sharing with our shareholders based on improved financial performance and attractive pay-out ratio**

- The Board of Directors (BoD) recommends a regular distribution of CHF 0.40 per share to the Annual General Meeting on 24 June 2022 based on the strong performance in 2021
- Distribution represents an attractive pay-out ratio of 49 % of reported EPS from continuing operations (CHF 0.81)
- Distribution through capital reduction by way of par value reduction
- Günter von Au proposed for re-election as Chairman of the BoD
- The following BoD members will not stand for re-election: Abdullah Mohammed Alissa, Nader Ibrahim Alwehibi and Calum MacLean
- All other members will stand for re-election
- The BoD therefore proposes to newly elect the following individuals: Ahmed Mohamed Alumar, Saudi Arabian Citizen; Roberto César Gualdoni, German and Italian Citizen; Naveena Shastri, US Citizen
- Increasing Board diversity to 36 % female Board members

¹extraordinary dividend of CHF 3.00 as a consequence of the completed sale of the Masterbatches business as well as the sale of the Pigments business; ²CHF 0.55 for 2019 results and CHF 0.15 for 2020 results

Outlook 2022

Outlook 2022 – Full Year: Strong Sales Growth; Improve EBITDA Margin Levels

External Factors

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

Q1 2022 Group

- **Strong sales growth** in LC¹
- **Sustain** year-on-year corrected EBITDA margin level

FY 2022 Group

- **Strong sales growth** in LC¹ based on strong H1
- Aim to **improve** year-on-year EBITDA margin levels

Based on the assumption of strong H1 and high uncertainty/risks to the economic environment in H2

Internal Factors

- Continued pricing measures
- Ongoing execution of performance programs and cost discipline
- Innovation-driven specialty portfolio
- Ramp-up growth investments (CATOFIN[®], sunliquid[®]) and contribution from bolt-on acquisitions CISC, Beraca, and Attapulgitte business (post closing)
- Suspension of business in Russia

**Continued profitable growth and disciplined execution of strategic growth investments towards confirmed 2025 financial targets:
Profitable growth (4 – 6 % CAGR), Group EBITDA margin between 19 – 21 % and a free cash flow conversion of around 40 %**

Restatement / Correction Quarterly Reporting 2020 and 2021 & Full Year 2020



Restated Full Year 2020 – Sales and EBITDA by Business Area

| | Sales to third parties | | | EBITDA ¹ | | |
|------------------------------------|----------------------------|--------------|---------|----------------------------|--------------|---------|
| <i>in CHF m</i> | 2020 (restated) | 2020 | Delta % | 2020 (restated) | 2020 | Delta % |
| Care Chemicals | 1 411 | 1 411 | 0 % | 274 | 267 | 2.6 % |
| <i>margin</i> | | | | 19.4 % | 18.9 % | |
| Catalysis | 879 | 879 | 0 % | 169 | 168 | 0.6 % |
| <i>margin</i> | | | | 19.2 % | 19.1 % | |
| Natural Resources | 1 570 | 1 570 | 0 % | 224 | 218 | 2.8 % |
| <i>margin</i> | | | | 14.3 % | 13.9 % | |
| Business Areas Total | 3 860 | 3 860 | 0 % | 667 | 653 | 2.1 % |
| Corporate | – | – | | – 70 | – 75 | – 6.7 % |
| Total Continuing Operations | 3 860 | 3 860 | 0 % | 597 | 578 | 3.3 % |
| <i>margin</i> | | | | 15.5 % | 15.0 % | |
| Discontinued | 1 330 | 1 330 | 0 % | 785 | 770 | 1.9 % |
| Total Group | 5 190 | 5 190 | 0 % | 1 382 | 1 348 | 2.5 % |

¹ EBITDA before exceptional items FY 2020 restated (FY 2020 reported): Group CHF 623 m / 16.1 % (CHF 619 m / 16.0 %), Care Chemicals CHF 277 m / 19.6 % (CHF 274 m / 19.4 %), Catalysis CHF 178 m / 20.3 % (CHF 178 m / 20.3 %), Natural Resources CHF 247 m / 15.7 % (CHF 244 m / 15.5 %), Discontinued Operations CHF 148 m / 11.1 % (CHF 141m / 10.6 %)



Corrected Quarters 2020¹ – EBITDA by Business Area

EBITDA

| <i>in CHF m</i> | Q1 2020 (corrected) | Q1 2020 | Q2 2020 (corrected) | Q2 2020 | Q3 2020 (corrected) | Q3 2020 | Q4 2020 (corrected) | Q4 2020 |
|------------------------------------|--------------------------------|------------|--------------------------------|------------|--------------------------------|------------------------|--------------------------------|-------------|
| Care Chemicals | 71 | 69 | 54 | 51 | 75 | 72 | 74 | 75 |
| <i>margin</i> | 18.3 % | 17.8 % | 15.6 % | 14.7 % | 22.7 % | 21.8 % | 21.3 % | 21.6 % |
| Catalysis | 25 | 24 | 44 | 44 | 41 | 42 | 59 | 58 |
| <i>margin</i> | 13.7 % | 13.2 % | 21.0 % | 21.0 % | 19.8 % | 20.3 % | 21.1 % | 20.7 % |
| Natural Resources | 85 | 86 | 31 | 30 | 48 | 44 | 60 | 58 |
| <i>margin</i> | 18.9 % | 19.1 % | 8.4 % | 8.1 % | 13.5 % | 12.4 % | 15.2 % | 14.7 % |
| Business Areas Total | 181 | 179 | 129 | 125 | 164 | 158 | 193 | 191 |
| Corporate | - 23 | - 22 | + 13 | + 10 | - 32 | - 31 | - 28 | - 32 |
| Total Continuing Operations | 158 | 157 | 142 | 135 | 132 | 127 | 165 | 159 |
| <i>margin</i> | 15.5 % | 15.4 % | 15.3 % | 14.6 % | 14.8 % | 14.2 % | 16.1 % | 15.6 % |
| Discontinued | 35 | 34 | 34 | 33 | 758¹ | 762² | - 42 | - 59 |
| Total Group | 193 | 191 | 176 | 168 | 890 | 889 | 123 | 100 |

¹Corrected figures were rounded and hence minor deviations might occur in future reporting; ²Including gain on disposal of divested Masterbatches business



Corrected Quarters 2020¹ – EBITDA before exceptional items by Business Area

EBITDA b.e.i²

| <i>in CHF m</i> | Q1 2020 (corrected) | Q1 2020 | Q2 2020 (corrected) | Q2 2020 | Q3 2020 (corrected) | Q3 2020 | Q4 2020 (corrected) | Q4 2020 |
|------------------------------------|--------------------------------|------------|--------------------------------|------------|--------------------------------|------------|--------------------------------|------------|
| Care Chemicals | 72 | 70 | 63 | 63 | 65 | 63 | 77 | 78 |
| <i>margin</i> | 18.6 % | 18.1 % | 18.2 % | 18.2 % | 19.7 % | 19.1 % | 22.2 % | 22.5 % |
| Catalysis | 26 | 25 | 50 | 50 | 42 | 43 | 60 | 60 |
| <i>margin</i> | 14.3 % | 13.7 % | 23.8 % | 23.8 % | 20.3 % | 20.8 % | 21.4 % | 21.4 % |
| Natural Resources | 86 | 86 | 51 | 52 | 47 | 45 | 63 | 61 |
| <i>margin</i> | 19.1 % | 19.1 % | 13.8 % | 14.1 % | 13.2 % | 12.6 % | 15.9 % | 15.4 % |
| Business Areas Total | 184 | 181 | 164 | 165 | 154 | 151 | 200 | 199 |
| Corporate | - 21 | - 18 | - 21 | - 19 | - 16 | - 14 | - 21 | - 26 |
| Total Continuing Operations | 163 | 163 | 143 | 146 | 138 | 137 | 179 | 173 |
| <i>margin</i> | 16.0 % | 16.0 % | 15.4 % | 15.8 % | 15.5 % | 15.3 % | 17.5 % | 16.9 % |
| Discontinued | 70 | 69 | 49 | 48 | 13 | 11 | 16 | 13 |
| Total Group | 233 | 232 | 192 | 194 | 151 | 148 | 195 | 186 |

¹Corrected figures were rounded and hence minor deviations might occur in future reporting; ²EBITDA before exceptional items



Restated Consolidated Income Statement FY 2020

| <i>in CHF m</i> | Full Year 2020 (restated) | | <i>Δ absolute vs FY 2020 prev. reported</i> | Full Year 2020 | |
|---|------------------------------|---------|---|----------------|---------|
| Continuing operations | | | | | |
| Sales | 3 860 | 100.0 % | 0 | 3 860 | 100.0 % |
| Cost of goods sold | - 2 687 | 100.0 % | 0 | - 2 687 | 69.6 % |
| Gross profit | 1 173 | 30.4 % | 0 | 1 173 | 30.4 % |
| Selling, general and administrative costs | - 726 | 18.8 % | 21 | - 747 | 19.4 % |
| Research & development | - 172 | 4.5 % | 2 | - 170 | 4.4 % |
| Income from associates and joint ventures | 42 | 1.1 % | 0 | 42 | 1.1 % |
| EBIT | 317 | 8.2 % | 19 | 298 | 7.7 % |
| EBIT (before exceptional items) | 354 | 9.2 % | 4 | 350 | 9.1 % |
| Exceptional items / disposals | - 37 | 1.0 % | 15 | - 52 | 1.4 % |
| Finance result | -86 | 2.2 % | 0 | - 86 | 2.2 % |
| Taxes | - 101 | 2.6 % | 5 | - 96 | 2.5 % |
| Net results from continuing operations | 130 | 3.4 % | 14 | 116 | 3.0 % |
| EBITDA (before exceptional items) | 623 | 16.1 % | 4 | 619 | 16.0 % |
| EBITDA | 597 | 15.5 % | 19 | 578 | 15.0 % |

- Restated Full Year 2020 “selling, general and administrative costs” were CHF 21 m lower than previously published mainly due to corrections in restructuring provisions and bonus provision reversals
- Restated Full Year 2020 “exceptional items / disposal” were CHF 15 m lower than previously published mainly due to corrections in restructuring provisions
- Restated Full Year 2020 “taxes” were CHF 5 m higher than previously published as a result of the corrections of cost of goods sold and operating expenses in the income statement
- As a result, **restated Full Year 2020 “net results from continuing operations” were CHF 14 m higher than previously published**



Restated Balance Sheet Full Year 2020 - Assets

| <i>in CHF m</i> | Full Year 2020 (restated) | Δ absolute vs FY 2020 prev. reported | Full Year 2020 | Opening Balance Sheet 2020 (restated) |
|--|------------------------------|--|----------------|---|
| ASSETS | | | | |
| Non-current assets | | | | |
| Property, plant and equipment | 1 628 | 0 | 1 628 | 1 649 |
| Right-of-use assets | 204 | 0 | 204 | 219 |
| Intangible assets | 1 238 | 0 | 1 238 | 1 351 |
| Investments in associates and joint ventures | 153 | 0 | 153 | 248 |
| Financial assets | 202 | 0 | 202 | 218 |
| Prepaid pension assets | 57 | 0 | 57 | 41 |
| Deferred income tax assets | 158 | - 2 | 160 | 234 |
| Total non-current assets | 3 640 | - 2 | 3 642 | 3 960 |
| Current assets | | | | |
| Inventories | 534 | 0 | 534 | 651 |
| Trade receivables | 577 | 0 | 577 | 680 |
| Other current assets | 312 | 0 | 312 | 337 |
| Current income tax receivables | 67 | 0 | 67 | 104 |
| Short-term deposits | 267 | 0 | 267 | 304 |
| Cash and cash equivalents | 737 | 0 | 737 | 638 |
| Total current assets | 2 494 | 0 | 2 494 | 2 714 |
| Assets held for sale | 798 | 1 | 797 | 1 305 |
| Total assets | 6 932 | - 1 | 6 933 | 7 979 |

– Restated Full Year 2020 “deferred income tax assets” were CHF 2 m lower than previously published



Restated Balance Sheet Full Year 2020 – Equity and Liabilities

| <i>in CHF m</i> | Full Year 2020 (restated) | Δ absolute vs FY 2020 prev. reported | Full Year 2020 | Opening Balance Sheet 2020 (restated) |
|---|------------------------------|--|----------------|---|
| EQUITY AND LIABILITIES | | | | |
| Equity | | | | |
| Share capital | 1 228 | 0 | 1 228 | 1 228 |
| Treasury shares (par value) | - 9 | 0 | - 9 | - 10 |
| Other reserves | - 1 100 | 0 | - 1 100 | - 431 |
| Retained earnings | 2 158 | 35 | 2 123 | 1 728 |
| Total capital and reserves attributable to Clariant shareholders | 2 277 | 35 | 2 242 | 2 515 |
| Non-controlling interests | 139 | 0 | 139 | 171 |
| Total equity | 2 416 | 35 | 2 381 | 2686 |
| Liabilities | | | | |
| Non-current liabilities | | | | |
| Financial debts | 1 424 | 0 | 1 424 | 1 485 |
| Deferred income tax liabilities | 24 | 6 | 18 | 43 |
| Retirement benefit obligations | 630 | 0 | 630 | 673 |
| Lease non-current liabilities | 159 | 0 | 159 | 172 |
| Provision for non-current liabilities | 197 | - 5 | 202 | 159 |
| Other liabilities | 60 | 0 | 60 | 68 |
| Total non-current liabilities | 2 494 | 1 | 2 493 | 2 600 |
| Current liabilities | | | | |
| Trade payables and other liabilities | 814 | - 3 | 817 | 875 |
| Financial debts | 398 | 0 | 398 | 587 |
| Current income tax liabilities | 262 | 0 | 262 | 238 |
| Lease current liabilities | 41 | 0 | 41 | 45 |
| Provision for current liabilities | 244 | - 34 | 278 | 389 |
| Total current liabilities | 1 759 | - 37 | 1 796 | 2 134 |
| Liabilities directly associated with assets held for sale | 263 | 0 | 263 | 559 |
| Total liabilities | 4 516 | - 36 | 4 552 | 5 293 |
| Total equity and liabilities | 6 932 | - 1 | 6 933 | 7 979 |

- Restated Full Year 2020 “retained earnings” were CHF 35 m higher than previously published
- Restated Full Year 2020 “deferred income tax liabilities” were CHF 6 m higher than previously published
- Restated Full Year 2020 “provision for non-current liabilities” was CHF 5 m lower than previously published
- Restated Full Year 2020 “provision for current liabilities” were CHF 34 m lower than previously published

Restated Consolidated Statements of Cash Flows Full Year 2020

All figures including discontinued operations

| <i>in CHF m</i> | Full Year 2020 (restated) | Δ absolute vs FY 2020 prev. reported | Full Year 2020 |
|--|------------------------------|--|----------------|
| Net result | 825 | 26 | 799 |
| Depreciation, amortization, and impairment | 280 | 0 | 280 |
| Payments for restructuring | - 25 | 0 | - 25 |
| Other | - 504 | 9 | - 513 |
| Cash flow before changes in working capital | 576 | 35 | 541 |
| Changes in working capital and provisions | - 92 | - 35 | - 57 |
| Income taxes paid | - 115 | 0 | - 115 |
| Net cash generated from operating activities | 369 | 0 | 369 |
| Cash flow from investing activities | 1 083 | 0 | 1 083 |
| thereof: property, plant, and equipment | - 288 | 0 | - 288 |
| thereof: changes in current financial assets and short-term deposits | 57 | 0 | 57 |
| thereof: business acquisitions | - 9 | 0 | - 9 |
| thereof: disposals and other | 1 323 | 0 | 1 323 |
| Cash flow before financing activities | 1 452 | 0 | 1 452 |

- Restated Full Year 2020 “net result” was CHF 26 m higher than previously published, thereof CHF 14 m in continuing operations
- Restated Full Year 2020 “changes in working capital and provisions” were CHF 34 m, attributable to restated “changes in provisions”

Corrected Quarters 2021¹ – EBITDA by Business Area

EBITDA

| <i>in CHF m</i> | Q1 2021 (corrected) | Q1 2021 | Q2 2021 (corrected) | Q2 2021 | Q3 2021 (corrected) | Q3 2021 | Q4 2021 | | FY 2021 ² |
|------------------------------------|------------------------|---------------|------------------------|---------------|------------------------|---------------|------------|--|----------------------|
| Care Chemicals | 80 | 80 | 76 | 77 | 96 | 97 | 99 | | 351 |
| <i>margin</i> | 19.8 % | 19.8 % | 19.8 % | 20.1 % | 22.0 % | 22.2 % | 20.8 % | | 20.7 % |
| Catalysis | 38 | 38 | 42 | 42 | 26 | 26 | 46 | | 152 |
| <i>margin</i> | 19.7 % | 19.7 % | 19.0 % | 19.0 % | 12.0 % | 12.0 % | 16.6 % | | 16.8 % |
| Natural Resources | 68 | 68 | 70 | 72 | 78 | 78 | 84 | | 300 |
| <i>margin</i> | 16.8 % | 16.8 % | 16.4 % | 16.9 % | 17.6 % | 17.6 % | 17.1 % | | 17.0 % |
| Business Areas Total | 186 | 186 | 188 | 191 | 200 | 201 | 229 | | 803 |
| Corporate | - 13 | - 22 | - 25 | - 18 | - 31 | - 21 | - 26 | | - 95 |
| Total Continuing Operations | 173 | 164 | 163 | 173 | 169 | 180 | 203 | | 708 |
| <i>margin</i> | 17.3 % | 16.4 % | 15.8 % | 16.8 % | 15.4 % | 16.4 % | 16.3 % | | 16.2 % |
| Discontinued | 24 | 24 | 37 | 34 | 32 | 32 | 21 | | 114 |
| Total Group | 197 | 188 | 200 | 207 | 201 | 212 | 224 | | 822 |

¹Corrected figures were rounded and hence minor deviations might occur in future reporting; ²audited

Corrected Quarters 2021¹ – EBITDA before exceptional items by Business Area

EBITDA b.e.i ²

| <i>in CHF m</i> | Q1 2021 (corrected) | Q1 2021 | Q2 2021 (corrected) | Q2 2021 | Q3 2021 (corrected) | Q3 2021 | Q4 2021 | | FY 2021 |
|------------------------------------|--------------------------------|---------------|--------------------------------|---------------|--------------------------------|---------------|----------------|--|----------------|
| Care Chemicals | 81 | 80 | 76 | 77 | 97 | 99 | 112 | | 366 |
| <i>margin</i> | 20.0 % | 19.8 % | 19.8 % | 20.1 % | 22.2 % | 22.7 % | 23.6 % | | 21.5 % |
| Catalysis | 39 | 38 | 41 | 43 | 25 | 24 | 45 | | 150 |
| <i>margin</i> | 20.2 % | 19.7 % | 18.6 % | 19.5 % | 11.6 % | 11.1 % | 16.2 % | | 16.5 % |
| Natural Resources | 69 | 69 | 70 | 71 | 80 | 81 | 83 | | 302 |
| <i>margin</i> | 17.0 % | 17.0 % | 16.4 % | 16.6 % | 18.0 % | 18.2 % | 16.9 % | | 17.1 % |
| Business Areas Total | 189 | 187 | 187 | 191 | 202 | 204 | 240 | | 818 |
| Corporate | - 9 | - 19 | - 20 | - 13 | - 19 | - 14 | - 10 | | -58 |
| Total Continuing Operations | 180 | 168 | 167 | 178 | 183 | 190 | 230 | | 760 |
| <i>margin</i> | 18.0 % | 16.8 % | 16.2 % | 17.2 % | 16.7 % | 17.3 % | 18.5 % | | 17.4 % |
| Discontinued | 29 | 29 | 41 | 39 | 36 | 35 | 32 | | 138 |
| Total Group | 209 | 197 | 208 | 217 | 219 | 225 | 262 | | 898 |

¹Corrected figures were rounded and hence minor deviations might occur in future reporting; ²EBITDA before exceptional items

Backup Slides

Fourth Quarter / Full Year Results 2021



Fourth Quarter 2021 – Discontinued Operations¹

| <i>in CHF m</i> | Q4 2021 | Q4 2020 | % CHF | % LC ² | FY 2021 | FY 2020 ³ | % CHF | % LC ² |
|---|----------------|--------------|---------------|-------------------|----------------|----------------------|---------------|-------------------|
| Sales | 240 | 200 | + 20 | + 21 | 912 | 1 330 | - 31 | - 31 |
| EBITDA | 21 | -42 | n.m. | | 114 | 785 | - 85 | |
| EBITDA margin | 8.8 % | <i>n.m.</i> | | | 12.5 % | 59 % | | |
| EBITDA b.e.i. ⁴ | 32 | 16 | + 100 | | 138 | 148 | - 7 | |
| <i>EBITDA b.e.i.⁴ margin</i> | 13.3 % | 8.0 % | | | 15.1 % | 11.1 % | | |
| Sales Bridge > | Sales | Price | Volume | Currency | Sales | Price | Volume | Currency |
| | + 20 % | + 9 % | + 12 % | - 1 % | - 31 % | 2 % | - 33 % | - 0 % |

Healthcare Packaging ✓ Closed on 31 October 2019

Masterbatches ✓ Closed on 1 July 2020

Pigments ✓ Closed on 3 January 2022

- Q4 2021 **Pigments sales increased by 21 %** in LC²
- EBITDA margin in discontinued operations improved to 8.8 % due to higher operating leverage from sales growth in Pigments, effective cost improvements, as well as positive effects from other discontinued operations
- Potential earn-out payment of CHF 50 m as part of the Pigments divestment agreements is subject to final post closing assessments in H1 2022

¹FY 2020 restated, Q4 2020 corrected; ²local currency; ³including Masterbatches business until 30 June 2020 as well as the proceed from divestment ; ⁴before exceptional items

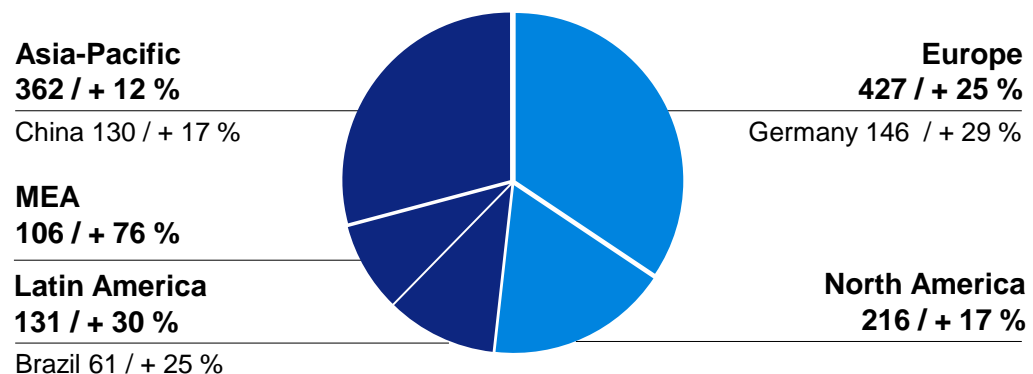
Fourth Quarter 2021 – Group¹ Overview

Geographic split

Sales CHF 1 242 m

in CHF m, % in local currency

● Emerging markets ● Mature markets



- **Europe** with strong sales growth in Care Chemicals, especially in Industrial Applications (Aviation) and Crop Solutions, and by notable expansion in Natural Resources (all Business Units); weaker Catalysis sales
- Growth in **Asia-Pacific** driven by continued high demand with positive contributions from Care Chemicals (including CISC consolidation) and Natural Resources (Additives). **China** with a robust increase in Catalysis (CATOFIN®) and in Additives
- Strong growth in **North America**, particularly in Care Chemicals (Industrial Applications including Aviation) and Natural Resources (all Business Units); weaker Catalysis sales
- Sales growth in **Latin America** across all Business Areas, in particular in Care Chemicals (Crop Solutions), and Natural Resources (Oil and Mining Services and Additives)
- **Middle East & Africa** with strong growth in all Business Areas, especially in Catalysis (Syngas)

¹continuing operations

Fourth Quarter 2021 – Sales and EBITDA by Business Area

| | Sales to third parties | | | EBITDA ² | | |
|------------------------------------|------------------------|--------------|-------------------|---------------------|--------------------|-------------|
| <i>in CHF m</i> | 2021 | 2020 | % LC ¹ | 2021 | 2020 (restated) | % CHF |
| Care Chemicals | 475 | 347 | + 39 % | 99 | 74 | + 34 % |
| <i>margin</i> | | | | 20.8 % | 21.3 % | |
| Catalysis | 277 | 280 | 0 % | 46 | 59 | - 22 % |
| <i>margin</i> | | | | 16.6 % | 21.1 % | |
| Natural Resources | 490 | 395 | + 25 % | 84 | 60 | + 40 % |
| <i>margin</i> | | | | 17.1 % | 15.2 % | |
| Business Areas Total | 1 242 | 1 022 | + 23 % | 229 | 193 | |
| Corporate | – | – | | - 26 | - 28 | |
| Total Continuing Operations | 1 242 | 1 022 | + 23 % | 203 | 165 | + 23 % |
| <i>margin</i> | | | | 16.3 % | 16.1 % | |
| Discontinued | 240 | 200 | + 21 % | 21 | - 42 | <i>n.m.</i> |
| Total Group | 1 482 | 1 222 | + 23 % | 224 | 123 | + 82 % |

¹in local currency; ²EBITDA before exceptional items Q4 2021 (Q4 2020): Group CHF 230 m / 18.5 % (CHF 179 m / 17.5 %), Care Chemicals CHF 112 m / 23.6 % (CHF 77 m / 22.2 %), Catalysis CHF 45 m / 16.2 % (CHF 60 m / 21.4 %), Natural Resources CHF 83 m / 16.9 % (CHF 63 m / 15.9 %), Discontinued Operations CHF 32 m / 13.3 % (CHF 16 m / 8.0 %)

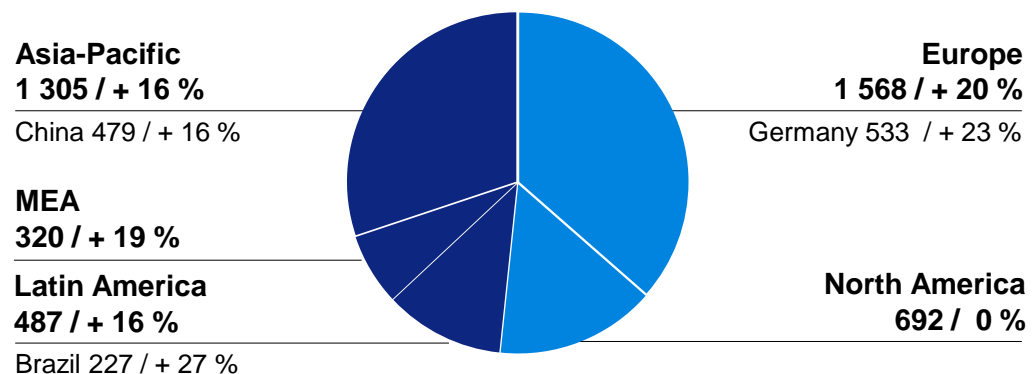
Full Year 2021 – Group¹ Overview

Geographic split

Sales CHF 4 372 m

in CHF m, % in local currency

● Emerging markets ● Mature markets



- **Europe** sales growth supported by notable growth in Care Chemicals and Catalysis and robust growth in Natural Resources
- Strong growth in **Asia-Pacific** driven by continued economic expansion across all Business Areas driven by Care Chemicals and Additives. **China** with a strong 16 % expansion driven by Natural Resources (Additives and Functional Minerals) and Care Chemicals
- Flat overall sales development in **North America** resulted from a tough comparison base in Oil Services and lower Catalysis sales, compensated for by growth in Care Chemicals, Additives, and Functional Minerals
- Sales growth in **Latin America** largely attributable to expansion in Care Chemicals (Crop Solutions and Personal Care) and Additives as well as a recovery in Oil and Mining Services in H2
- **Middle East & Africa** with growth reflected by higher sales in Care Chemicals in particular

¹continuing operations

Full Year 2021 – Sales and EBITDA by Business Area

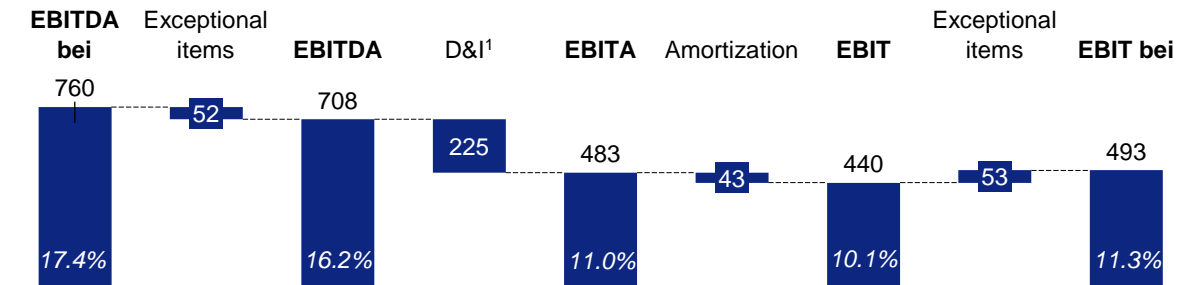
| | Sales to third parties | | | EBITDA ³ | | |
|------------------------------------|------------------------|--------------------------|-------------------|---------------------|---------------------------------|--------|
| <i>in CHF m</i> | 2021 | 2020 | % LC ¹ | 2021 | 2020 ⁴ (restated) | % CHF |
| Care Chemicals | 1 699 | 1 411 | + 22 % | 351 | 274 | + 28 % |
| <i>margin</i> | | | | 20.7 % | 19.4 % | |
| Catalysis | 907 | 879 | + 5 % | 152 | 169 | - 10 % |
| <i>margin</i> | | | | 16.8 % | 19.2 % | |
| Natural Resources | 1 766 | 1 570 | + 14 % | 300 | 224 | + 34 % |
| <i>margin</i> | | | | 17.0 % | 14.3 % | |
| Business Areas Total | 4 372 | 3 860 | + 15 % | 803 | 667 | |
| Corporate | – | – | | - 95 | - 70 | |
| Total Continuing Operations | 4 372 | 3 860 | + 15 % | 708 | 597 | + 19 % |
| <i>margin</i> | | | | 16.2 % | 15.5 % | |
| Discontinued | 912 | 1 330² | - 31 % | 114 | 785² | - 85 % |
| Total Group | 5 284 | 5 190 | + 3 % | 822 | 1 382 | - 41 % |

¹in local currency; ²including gain on disposal of divested Masterbatches business; ³EBITDA before exceptional items FY 2021 (FY 2020): Group CHF 760 m / 17.4 % (CHF 623 m / 16.1 %), Care Chemicals CHF 366 m / 21.5 % (CHF 277 m / 19.6 %), Catalysis CHF 150 m / 16.5 % (CHF 178 m / 20.3 %), Natural Resources CHF 302 m / 17.1 % (CHF 247 m / 15.7 %), Discontinued Operations CHF 138 m / 15.1 % (CHF 148 m / 11.1 %); ⁴2020 EBITDA figures include a total of CHF 50 million reversal for a competition law investigation by the European Commission (in Corporate) and a CHF 35 million provision for the efficiency program, as well as a CHF 59 million provision for the rightsizing program and a CHF 24 million provision for the efficiency program, both in discontinued operations

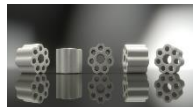
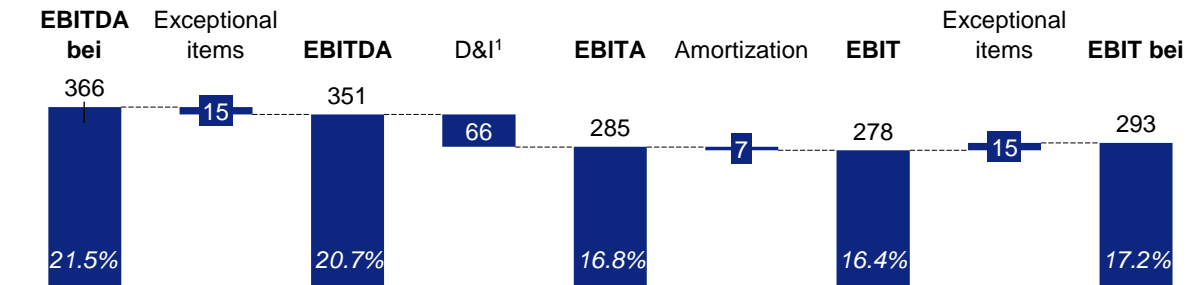


EBITDA / EBIT Bridge Full Year 2021

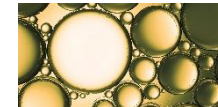
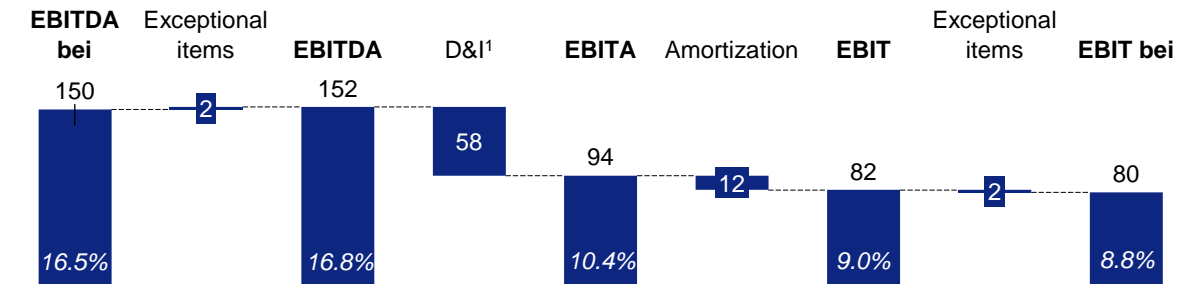
Group continuing operations (CHF m)



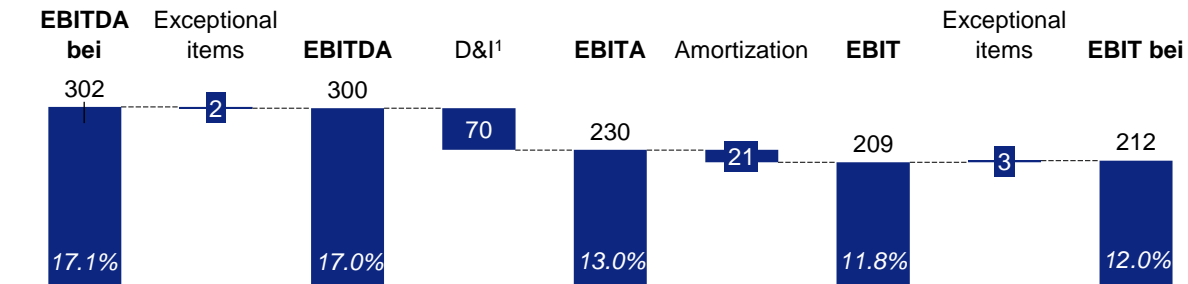
Care Chemicals (CHF m)



Catalysis (CHF m)



Natural Resources (CHF m)

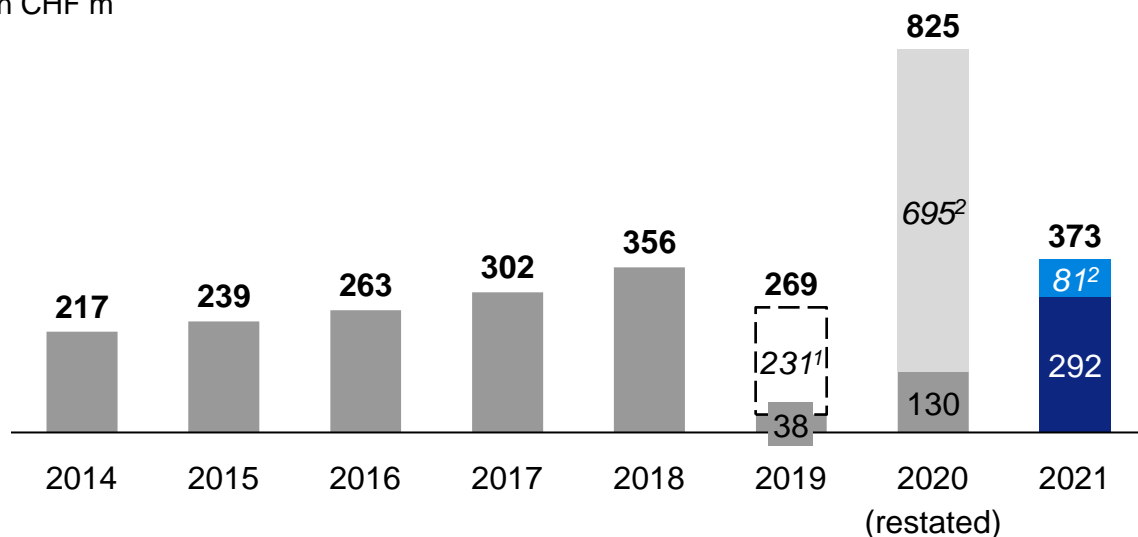


¹Depreciation & Impairment

Full Year 2021 – Net Result & Net Operating Cash Flow

Net Result

in CHF m

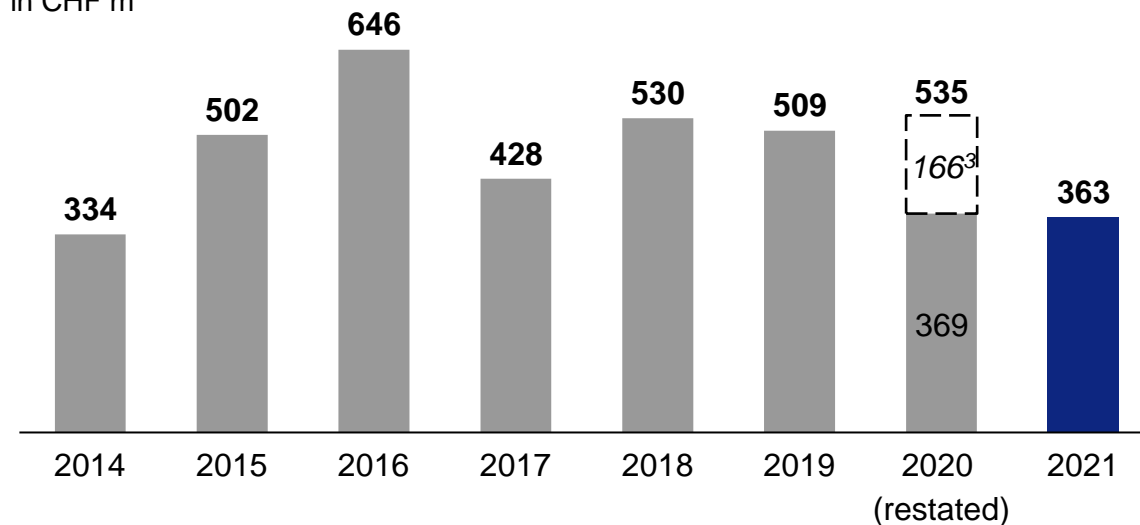


- Total Group **net result of CHF 373 m**
 - 2021 increased net result from continuing operations due to strong business performance and increased margin
 - 2020 was positively impacted by CHF 723 m gain (after taxes) on the Masterbatches disposal and the partial reversal of CHF 50 m of the EU fine provision

¹CHF 231 m provision for a competition law investigation by the European Commission, CHF 50 m reversed in 2020
²net result from discontinued operations: FY 2021 CHF 81 m; FY 2020 CHF 695 m, which was positively impacted by the gain on the disposal of the Masterbatches business

Net operating Cash Flow

in CHF m



- **Net operating cash flow** for the total Group was **CHF 363 m** due to recalibration of total Group level post divestments and rebound of net working capital as a result of higher sales and supply chain uncertainties as well as restructuring cash payments (CHF 38 m)
- **Neutral cash conversion** driven by higher net working capital, transformative growth capex and performance programs⁴

³CHF 166 m payment of the European Commission fine

⁴CHF 38 m restructuring cash-out in 2021 and CHF 25 m restructuring cash-out in 2020

Full Year 2021 – Consolidated Statements of Cash Flows

All figures including discontinued operations

in CHF m

| | Full Year 2021 | Full Year 2020 (restated) |
|--|----------------|------------------------------|
| Net result from continuing operations | 292 | 130 |
| Net result | 373 | 825 |
| Depreciation, amortization, and impairment | 268 | 280 |
| Payments for restructuring | - 38 | - 25 |
| Other | 167 | - 504 |
| Cash flow before changes in working capital | 770 | 576 |
| Changes in working capital and provisions | - 305 | - 92 |
| Income taxes paid | - 102 | - 115 |
| Net cash generated from operating cash flow | 363 | 369 |
| Cash flow from investing activities | - 143 | 1 083 |
| thereof: property, plant, and equipment | - 357 | - 288 |
| thereof: changes in current financial assets and short-term deposits | 254 | 57 |
| thereof: business acquisitions | - 91 | - 9 |
| thereof: disposals and other | 51 | 1 323 |
| Cash flow before financing | 220 | 1 452 |

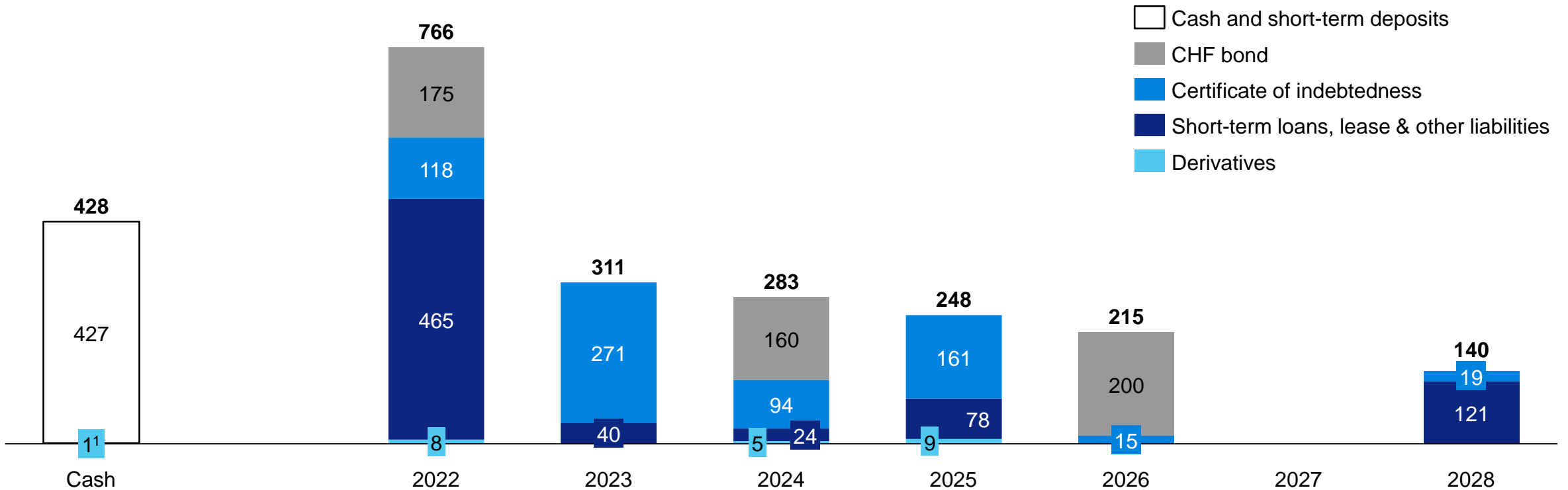
- Full year 2021 **net result from continuing operations** increased to CHF 292 m due to growth and improved profitability
- **Cash flow before changes in working capital and before taxes paid** of CHF 770 m increased by CHF 194 m vs. FY 2020 from the increase in operating profit
- **Operating cash flow at CHF 363 m** on similar level as FY 2020 despite CHF 221 m increase from net working capital growth as well as from CHF 38 m cash-out for the efficiency programs
- Growth investments in new plants (esp. sunliquid® / CATOFIN®) resulted in higher expenditure in **property, plant, and equipment** of CHF 357 m
- Payments for business acquisitions include bolt-on acquisitions (JV with India Glycols CHF 58 m, Beraca CHF 31 m)



Debt Maturity Profile as of 31 December 2021

Liquidity in CHF m

Financial Debt Maturities in CHF m



¹financial derivatives with positive fair values reported under other current assets

Full Year 2021 – Sales and Cost Structure¹

Global Sales Distribution²

in %

Emerging Markets

13 %

JPY

3 %

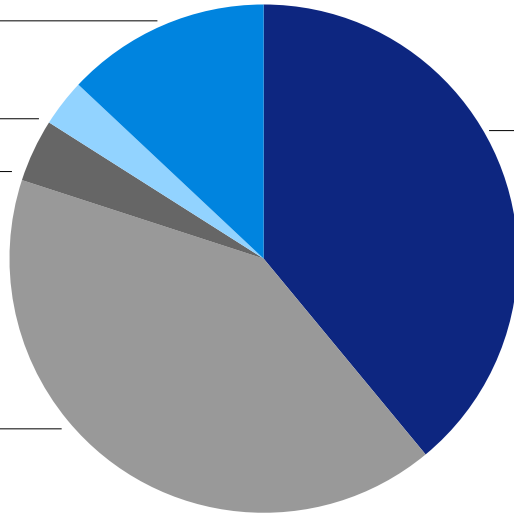
CHF

4 %

USD

41 %

EUR
39 %



Global Cost Distribution²

in %

Emerging Markets

17 %

JPY

3 %

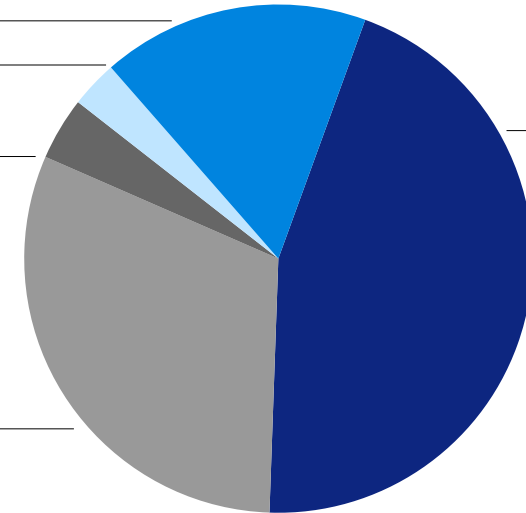
CHF

4 %

USD

31 %

EUR
45 %



¹these distributions represent an approximation to total cash inflows and outflows and are closely linked to transaction exposures for FY 2021; ²including discontinued operations



Full Year 2021

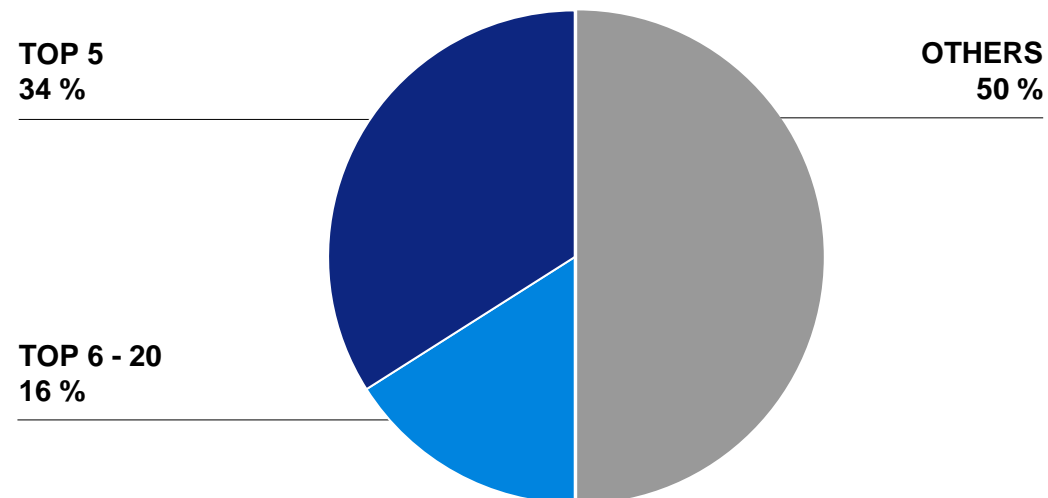
Top 20 Chemicals in Percentage of Total Raw Material Cost¹

TOP 5 CHEMICALS

- 1 Ethylene
- 2 Ethylene oxide
- 3 Alkyl-(C10-C14)-benzene, linear
- 4 Propylene glycol
- 5 Sodium hypophosphite

TOP 6 - 20 CHEMICALS

- 6 Propylene oxide
- 7 Alkyl-(C8-C16)-benzene, linear
- 8 Bentonite
- 9 Fatty acids, unsaturated, C14-C18 and C1
- 10 Aluminum hydroxide
- 11 Carbon
- 12 Propylene
- 13 Wax, montan
- 14 Fatty alcohol-(C18-C22)
- 15 Sodium hydroxide
- 16 Sodium carbonate
- 17 Naphtha, solvent, petroleum, heavy aroma
- 18 Zinc oxide
- 19 Methanol
- 20 Copper (all forms)



¹as of 31 December 2021, only continuing operations

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-conforming¹ targets:
 - 40 % CO₂ for scope 1 & 2
 - 14 % for scope 3 by 2030² 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 CO₂ reduction
- Ensuring the highest compliance standards with an updated **Code of Ethics**



UN SDGs with highest impact



¹Science-Based Target initiative (SBTi); ²versus baseline 2019



Clariant is Well Recognized as an Industry Leader by Important ESG Ratings and Rankings status as of December 2021

| Index / Ranking / Rating | Clariant score / Percentile rank or range | Status | | First year of inclusion |
|---|--|--|--|-------------------------|
| <p>Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA</p> | 78 / 98 th percentile | DJSI Europe and World Member, Sustainability Yearbook 2021 Member | | 2012 |
| | 81 / 98 th percentile | Leader (compared to industry peers) | | 2016 |
| | AA / Range: AAA to CCC | Second best score | | 2015 |
| | B- / Top 10% | “Prime” status and industry leader | | 2013 |
| | 3.7 / 80 th percentile | Included in FTSE4 Good Index | | 2015 |
| | 75 / 99 th percentile | EcoVadis Platinum Award | | 2012 |
| | 60 / 100 – “advanced” | Included in Ethibel and Euronext indices | | 2014 |
| | Climate: B- / Range: A to D- Water: B- / Range: A to D- | Below average compared to global Below average compared to global | | 2013 |

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

02 June 2022

Publication of Integrated Report 2021

15 June 2022

First Quarter 2022 Reporting

24 June 2022

Annual General Meeting

28 July 2022

Second Quarter / First Half Year 2022 Reporting

27 October 2022

Third Quarter / Nine Month 2022 Reporting



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Senior Investor Relations Officer

Alexander Kamb
Investor Relations Officer
