

Clariant agrees to acquire Lucas Meyer Cosmetics

Clariant Third Quarter / Nine Months Figures 2023

Analyst and investor presentation

30.10.2023



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**Clariant agrees to acquire
Lucas Meyer Cosmetics**



Lucas Meyer Cosmetics (“LMC”) – proven success story in high value consumer applications

Sizeable, pure-play cosmetic ingredients asset	High quality 2 900 + customers	81 + Countries served	~ USD 100 m Sales
Highly experienced leadership team with excellent track record	~ 14 years Average tenure ¹	~ 195 Employees globally	Direct sales In 9 countries
Portfolio backed by science and based on natural ingredients	150 + Products	40 + Patent families	5 R&D labs
Differentiated, highly innovative business model	50 + Innovation awards	CMO Based production	High-end brands Solution provider
Superior growth, profitability and cash generation	~ 10 % Sales growth ²	Highly attractive profitability	Highly cash generative

¹ Average tenure of executive leadership team

² Sales growth CAGR 2015-2023E

Compelling rationale enhancing Clariant's specialty focus

- 1 Fully aligned with Clariant's purpose-led growth strategy** – will strengthen our position as a true specialty chemical company
- 2 Highly attractive business with clear competitive edge** – asset light business model with proven track record
- 3 Accelerating sustainability and innovation agenda** – highly innovative business with impeccable sustainability credentials
- 4 Increasing exposure to most attractive consumer end-markets** – fast-growing luxury cosmetic ingredients segment
- 5 Highly complementary businesses, underpins growth and de-risks execution** – strong fit across customers, products and regions
- 6 Tangible value creation for Clariant shareholders** – underpinned by ambition to grow LMC sales to ~ USD 180 m by 2028

Attractive terms proposed, secured financing and rapid path to closing

Attractive terms

- **Total consideration:** USD 810 m (~ CHF 720 m¹) on a cash-free, debt-free basis, payable in cash at closing
- **EV/EBITDA multiple:** 16.3x²
- **EPS accretion:** mid-single digit percentage accretive from year 1 onwards³

Secured financing

- **Funding structure:** fully committed acquisition bridge facility, to be refinanced swiftly after closing
- **Financial leverage:** expected to increase modestly to ~ 2.8x net debt/EBITDA⁴
- **Credit rating:** no change expected in credit rating (investment grade)

Rapid path to closing

- **Timing of closing:** closing expected in first quarter of 2024
- **Conditions precedent:** customary closing conditions, inc. antitrust clearance
- **Segment reporting:** Lucas Meyer Cosmetics will be reported as part of the Business Unit Care Chemicals

¹ USDCHF FX of 0.89

² LTM August 2023; reported

³ On an adjusted basis including full run-rate synergies and excluding non-recurring, transaction-related costs

⁴ On completion

1 Fully aligned with Clariant's purpose-led growth strategy

Purpose-led strategy

<p>Customer focus</p>	<p>Innovative chemistry</p>
<p>Leading in sustainability</p>	<p>People engagement</p>

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

Value enhancing M&A

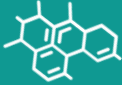



	Communicated criteria	Lucas Meyer Cosmetics
Attractive end markets	<ul style="list-style-type: none"> • Attractive market position • Focus on Consumer Care, Catalysts, Additives and Purification 	✓
Sustainable technologies	<ul style="list-style-type: none"> • Complementing Clariant's technologies • Positive sustainability impact 	✓
Augmenting footprint	<ul style="list-style-type: none"> • Revenue synergies • Product line extensions • New regions 	✓
Accelerating growth	<ul style="list-style-type: none"> • M&A contributing ~ 0.75 % p.a. to 2025 target of 4 - 6 % growth p.a. 	✓
Accretive financial profile	<ul style="list-style-type: none"> • EPS accretive • Growth, profitability and cash flow enhancing 	✓



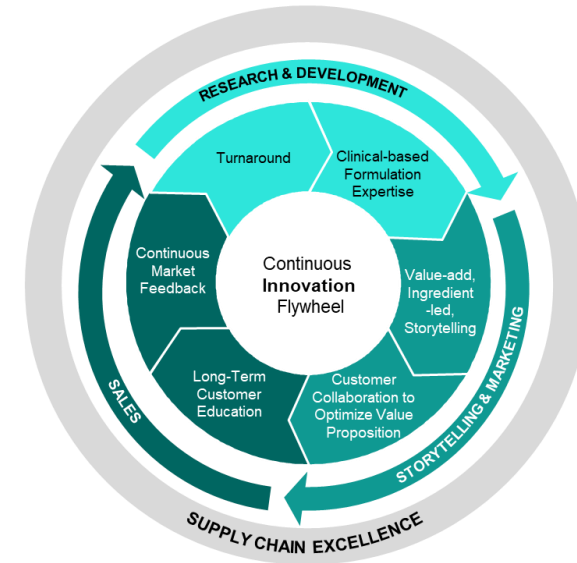
2 Highly attractive business with clear competitive edge,

3 accelerating sustainability and innovation agenda

Industry leading product portfolio

 <p>Active ingredients</p>	<ul style="list-style-type: none"> • Broad portfolio of peptides, created through synthesis of amino acids and have anti-ageing, moisturizing, firming tightening • Largely custom-made/ specialized solutions
 <p>Functional ingredients</p>	<ul style="list-style-type: none"> • Phospholipid based emulsifiers and gelling agents serving as surfactants and texturizers • Largely custom-made/ specialized solutions
 <p>Botanicals</p>	<ul style="list-style-type: none"> • Botanicals are plant-based extracts • Includes natural actives and Australian Botanicals • Inhouse raw material production & manufacturing
 <p>Delivery systems</p>	<ul style="list-style-type: none"> • Phospholipid based encapsulations enhancing active ingredients stability & release • Offering combined with other own products & ingredients

Innovation flywheel

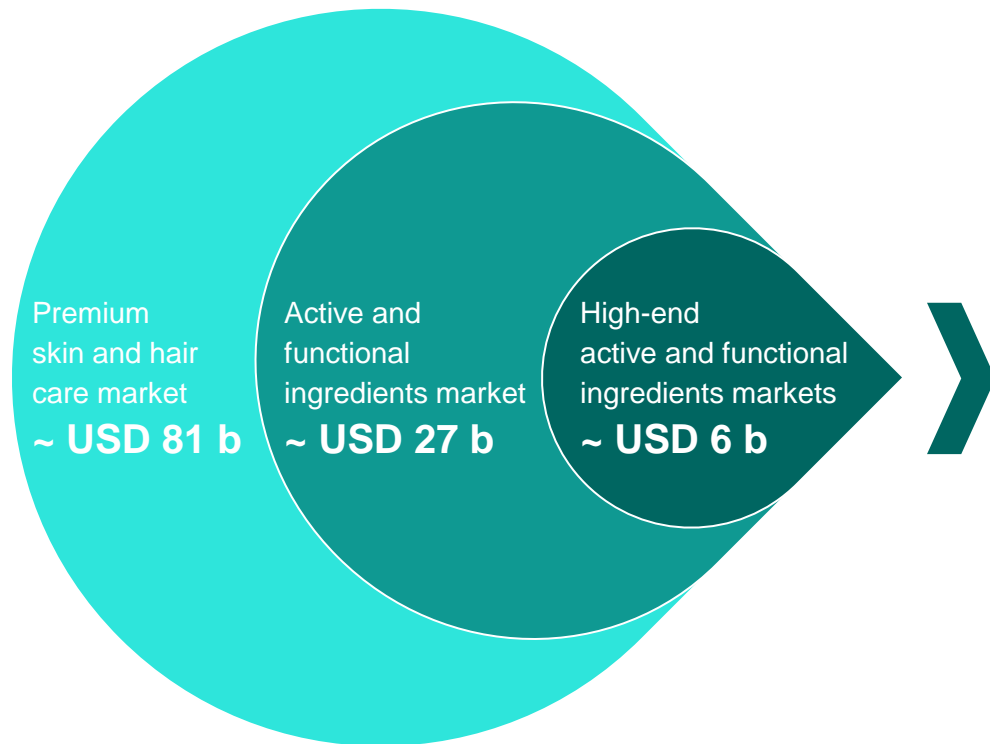


Sustainability

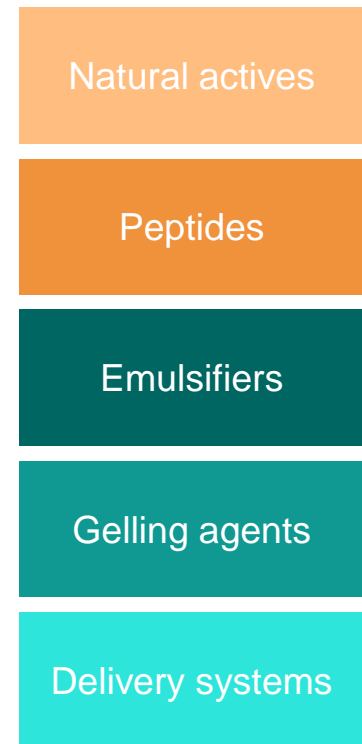
<p>Source responsibly</p>	<p>Design safe, naturally derived & biodegradable ingredients</p>	<p>Foster circular solutions</p>
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4 Increasing exposure to most attractive consumer end-markets

Global cosmetic ingredients market size (in USD b)



Market served by LMC

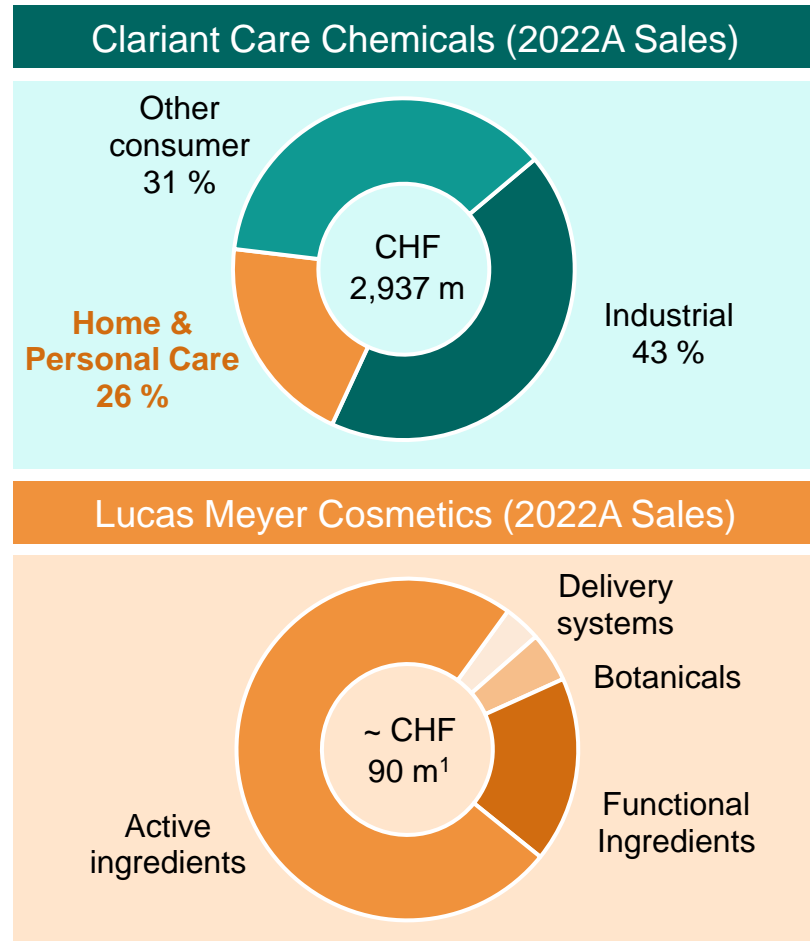


Growth drivers and outlook

Consumers are increasingly seeking natural and eco friendly products across segments
Mega trends like personalization of cosmetics and increasing share of claim-based cosmetics
Essential for enhancing stability and texture in high end and mass cosmetics
Need for texture and viscosity modifiers in cosmetics and the versatility of gelling agents drive growth
Advancements in controlled release technologies increase the performance of cosmetic products and hence boost the market

~ 7 % CAGR expected between 2023-2027E

5 Highly complementary and synergistic businesses



Ambition to grow LMC sales from ~ USD 100 m to ~ USD 180 m by 2028

¹ Converted at USDCHF spot rate of 0.89



6 Tangible value creation for Clariant shareholders proposed

	Clariant financial targets	Lucas Meyer Cosmetics
Sales growth	4 - 6 %	✓ ~ 10 % ¹
EBITDA margin	19 - 21 %	✓ Highly attractive profitability
Cash conversion	~ 40 % FCF	✓ Highly cash generative
Capital structure	Investment grade credit rating	✓ Unchanged

Mid-single digit percentage EPS accretive from year 1 onwards²

¹ CAGR 2015-2023E

² On an adjusted basis including full run-rate synergies and excluding non-recurring, transaction-related costs

Closing remarks

1

Fully aligned with Clariant's purpose-led growth strategy

2

Highly attractive business with clear competitive edge

3

Accelerating sustainability and innovation agenda

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Increasing exposure to most attractive consumer end-markets

5

Highly complementary businesses, underpins growth and de-risks execution

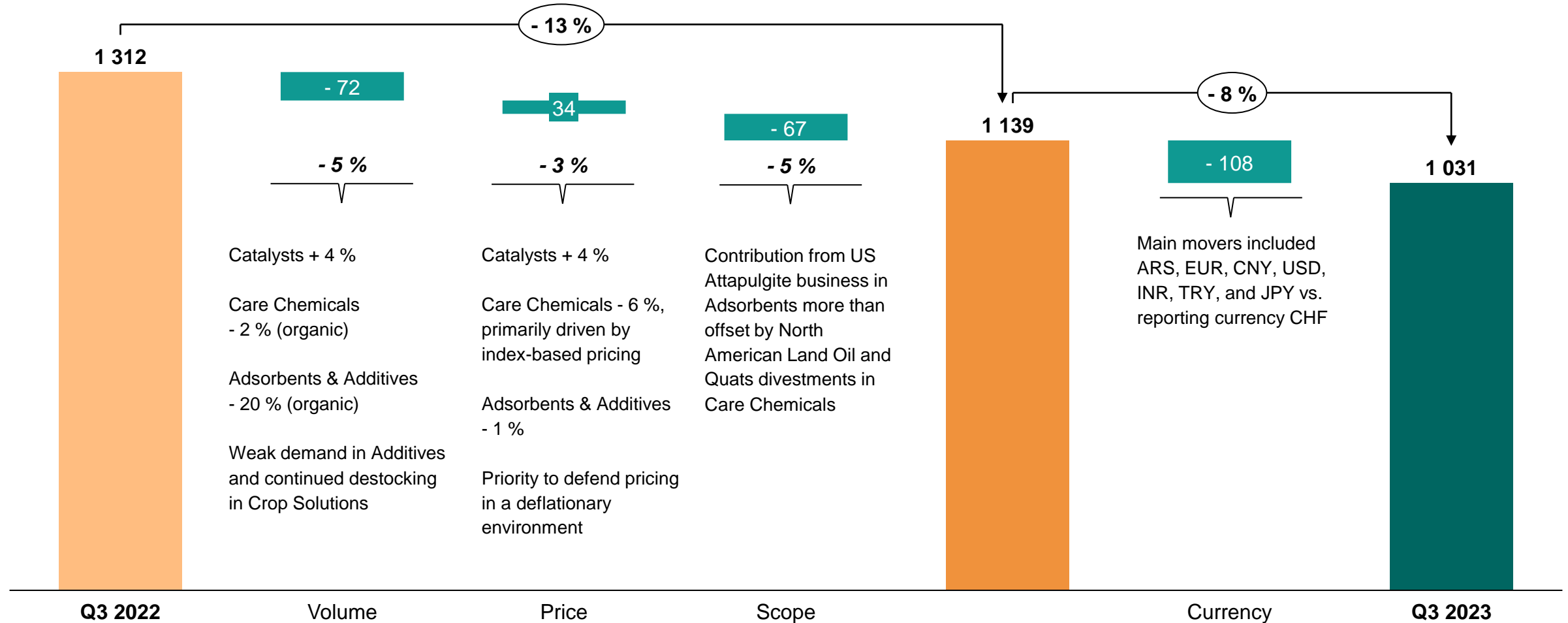
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Tangible value creation for Clariant shareholders

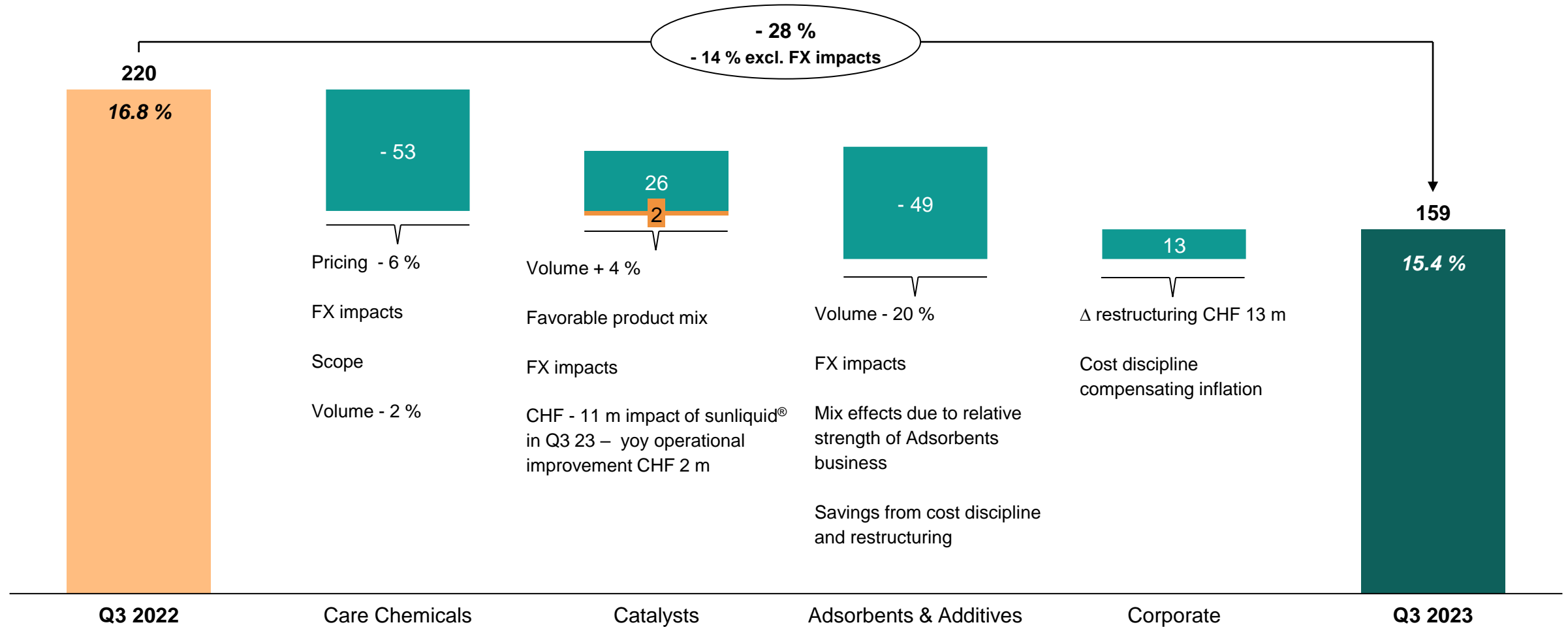
Q3 / 9M 2023
Group performance



Q3 sales: Catalyst growth, stabilization in Care Chemicals, and continued challenges in Additives – FX and Scope impacting top-line

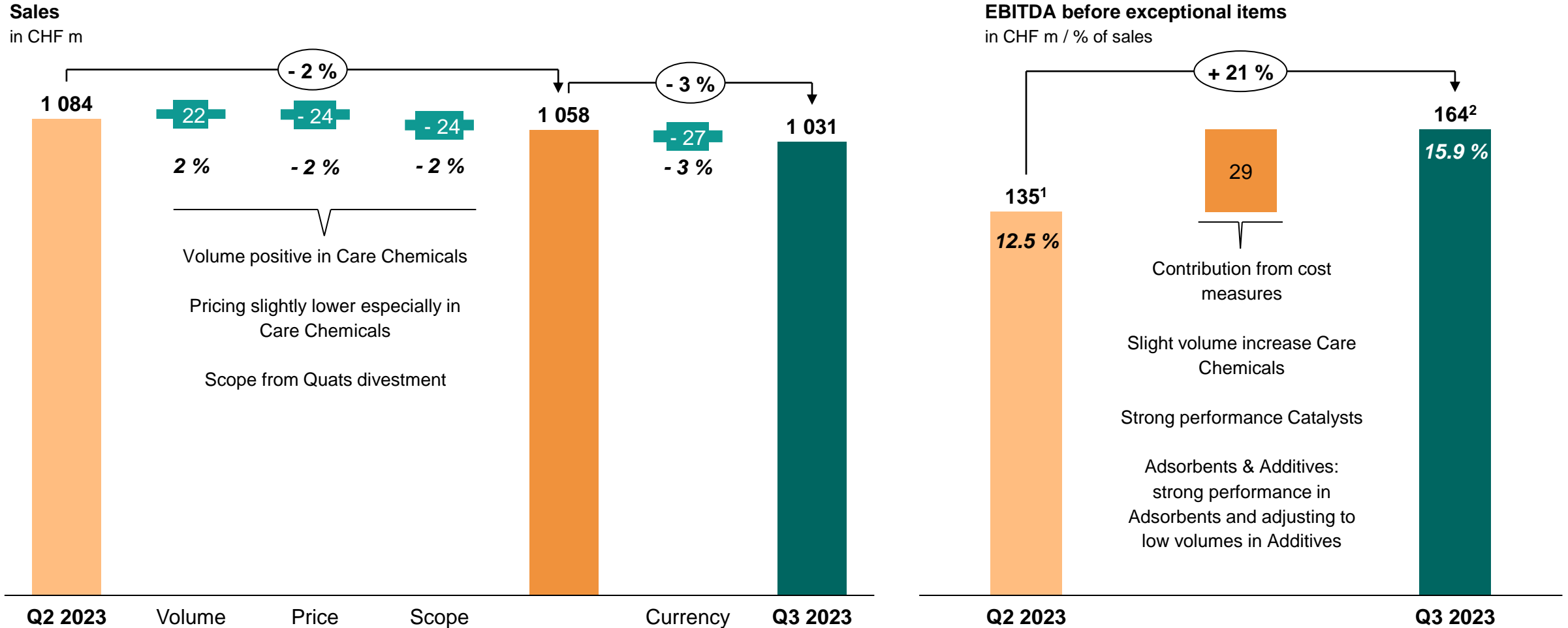


Q3 EBITDA: Strong margin performance in Catalysts – Care Chemicals and Additives impacted by FX and volume





Sequential development: slightly positive volumes compensated pricing; cost measures and operational improvement supported profitability



¹ Excluding CHF 62 m preliminary Quats gain, CHF - 18 m restructuring, and CHF - 5 m others from reported CHF 175 m in Q2 2023;

² Excluding CHF - 1 m gain/loss on disposals, CHF - 1 m restructuring, and CHF - 3 m others from reported CHF 159 m in Q3 2023

A high-speed photograph of a water splash, showing numerous clear, spherical bubbles of various sizes rising from the surface of the water. The water is a vibrant light blue, and the background is a soft, out-of-focus white and light blue.

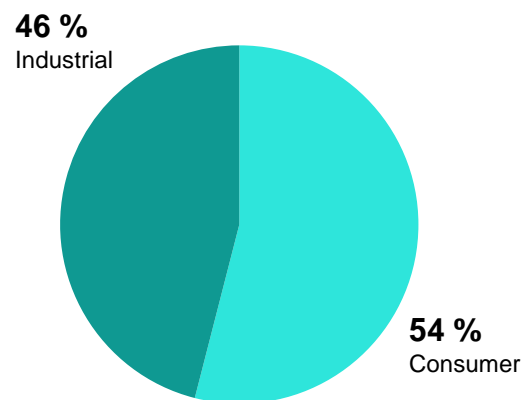
Business performance



Third Quarter 2023 Care Chemicals

<i>in CHF m</i>	Q3 2023	Q3 2022	% CHF	% LC ¹
Sales	525	725	- 28	- 18
EBITDA	91	144	- 37	
EBITDA margin	17.3 %	19.9 %		
EBITDA b.e.i. ²	92	144	- 36	
<i>EBITDA b.e.i.² margin</i>	17.5 %	19.9 %		

	Q3 2023
Volumes	- 2 %
Price	- 6 %
Currency	- 10 %
Scope	- 10 %



¹ local currency; ² before exceptional items

Highlights

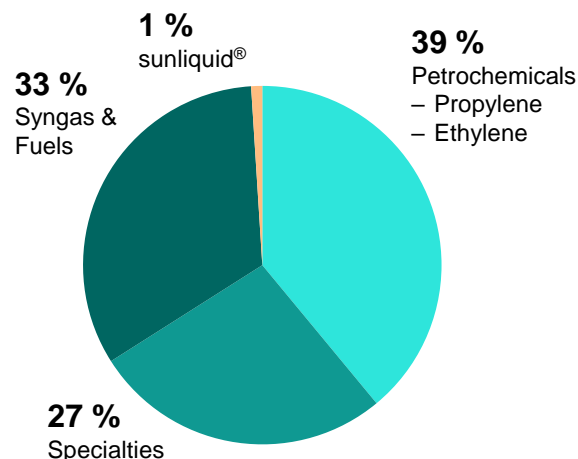
- **Volume** declined slightly year-on-year versus high comparison base due to weak demand; up 7 % sequentially with continued monthly improvement during the quarter
- **Pricing** lower due to index-based price adjustments linked to raw material prices; pricing down 3 % sequentially
- **Segments:** Strongest decline in Crop Solutions, followed by Industrial Applications, Mining and Base Chemicals (teen percentage range organic). Personal & Home Care down by mid single-digits and Oil Services up in high teens organically
- Organic growth APAC, including China, at a high single digit percentage rate, Americas flat, and EMEA lower
- **EBITDA** year-on-year impacted by operating leverage (volume) and currency translation – strong sequential underlying improvement



Third Quarter 2023 Catalysts

<i>in CHF m</i>	Q3 2023	Q3 2022	% CHF	% LC ¹
Sales	260	262	- 1	8
EBITDA	58	30	93	
EBITDA margin	22.3 %	11.5 %		
EBITDA b.e.i. ²	58	31	87	
EBITDA b.e.i.² margin	22.3 %	11.8 %		

	Q3 2023
Volumes	+ 4 %
Price	+ 4 %
Currency	- 9 %
Scope	0 %



Highlights

- **Volume** growth in Propylene and Syngas & Fuels; continued positive **pricing**; sequentially lower due to project nature
- **Segments**: Strong growth in Propylene and Syngas & Fuels (both > 40 %), while Specialties and Ethylene declined
- Regional dynamics driven by project nature, strong growth in Americas and EMEA, and growth in China
- **EBITDA** impacted by continued positive pricing, better business mix, and higher operating leverage (volumes)
- sunliquid® effect
 - CHF – 11 m operational impact in Q3 2023
 - CHF 2 m yoy improvement
- ➔ 26.5 % EBITDA margin, excluding sunliquid®

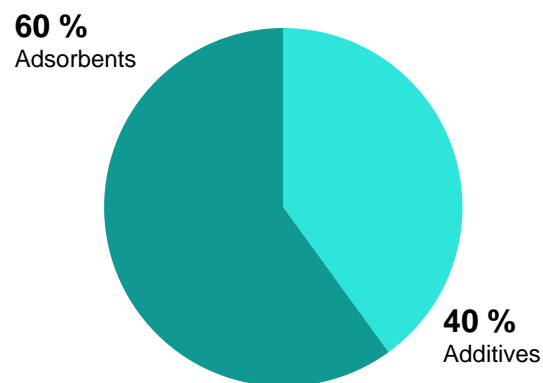
¹ local currency; ² before exceptional items



Third Quarter 2023 Adsorbents & Additives

<i>in CHF m</i>	Q3 2023	Q3 2022	% CHF	% LC ¹
Sales	246	325	- 24	- 19
EBITDA	30	79	- 62	
EBITDA margin	12.2 %	24.3 %		
EBITDA b.e.i. ²	30	79	- 62	
<i>EBITDA b.e.i.² margin</i>	12.2 %	24.3 %		

	Q3 2023
Volumes	- 20 %
Price	- 1 %
Currency	- 5 %
Scope	+ 2 %



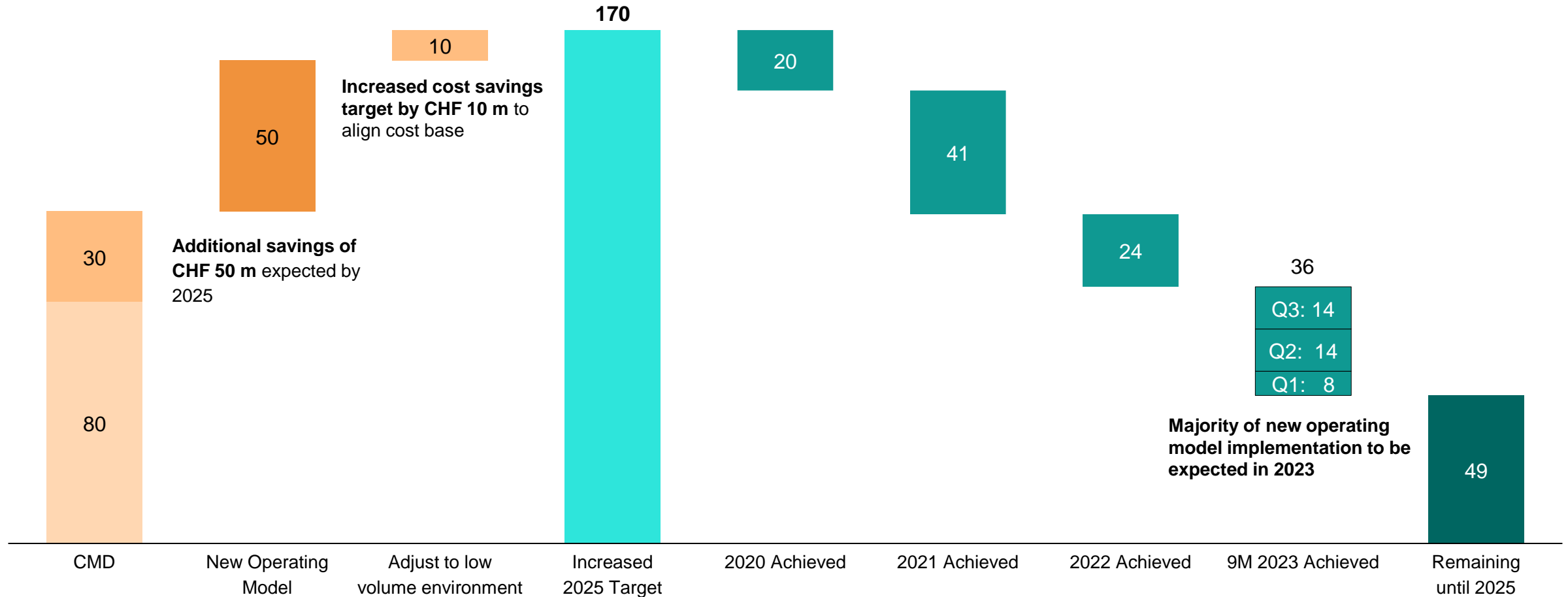
Highlights

- **Volume** declined significantly and **pricing** was slightly negative, both primarily driven by Additives. Sequentially, price and volume declined by low single-digit percentage
- **Segments:**
 - Additives down by low-forties percentage rate against high comparison base, as demand in key end markets remained very weak
 - Adsorbents up by mid single-digit percentage rate, driven by foundry business, supported by scope
- All regions declined, led by Asia-Pacific (Additives)
- **EBITDA** impacted by lower operating leverage, fixed cost absorption (Additives), and business mix

¹ local currency; ² before exceptional items



On track to achieve total cost savings of CHF 170 m by 2025 – Q3 2023 delivered additional CHF 14 m savings




Outlook 2023

Outlook 2023: Confirming outlook despite challenging macroeconomic environment and currency headwinds

2023

Sales Range (CHF)

 **4.55 – 4.65 bn**

(5.2 bn in 2022)

EBITDA Range (CHF)

CHF 650 – 700 m
(margin 14.3 % – 15.1 %)

(margin 15.6 % in 2022)

Confirmed commitment towards 2025 financial targets



Profitable sales growth
(4 – 6 % CAGR)



Group EBITDA margin
between 19 – 21 %



Free cash flow conversion
of around 40 %

Internal Factors

- Softening pricing in recessionary/deflationary economic environment
- Execute new operating model – delivery of restructuring savings
- Total top-line net impact of CHF – 150 m (divestments/acquisition)
- Further improvement of sunliquid® performance
- **Capex:** targeted below CHF 220 m in 2023

External Factors

- Soft recessionary environment expected in Q4 2023
- Moderation in general inflation
- No indication of an economic recovery in Q4 2023, uncertainties and risks remain
- China recovery at a slow pace
- Upper end of negative 5 – 10 % FX translation impact
- Q4: Lower raw material costs expected yoy; lower energy costs expected yoy but higher sequentially

Appendix





Third Quarter 2023 – Overview

Group

<i>in CHF m</i>	Q3 2023	Q3 2022	% CHF	% LC ¹
Sales	1 031	1 312	- 21	- 13
EBITDA	159	220	- 28	
EBITDA margin	15.4 %	16.8 %		
EBITDA b.e.i. ²	164	242	- 32	
EBITDA b.e.i.² margin	15.9 %	18.4 %		
Sales Bridge	Price - 3 %	Volume - 5 %	Currency - 8 %	Scope - 5 %

Catalysts

<i>in CHF m</i>	Q3 2023	Q3 2022	% CHF	% LC ¹
Sales	260	262	- 1	8
EBITDA	58	30	93	
EBITDA margin	22.3 %	11.5 %		
EBITDA b.e.i. ²	58	31	87	
EBITDA b.e.i.² margin	22.3 %	11.8 %		
Sales Bridge	Price 4 %	Volume 4 %	Currency - 9 %	Scope 0 %

Care Chemicals

<i>in CHF m</i>	Q3 2023	Q3 2022	% CHF	% LC ¹
Sales	525	725	- 28	- 18
EBITDA	91	144	- 37	
EBITDA margin	17.3 %	19.9 %		
EBITDA b.e.i. ²	92	144	- 36	
EBITDA b.e.i.² margin	17.5 %	19.9 %		
Sales Bridge	Price - 6 %	Volume - 2 %	Currency - 10 %	Scope - 10 %

Adsorbents & Additives

<i>in CHF m</i>	Q3 2023	Q3 2022	% CHF	% LC ¹
Sales	246	325	- 24	- 19
EBITDA	30	79	- 62	
EBITDA margin	12.2 %	24.3 %		
EBITDA b.e.i. ²	30	79	- 62	
EBITDA b.e.i.² margin	12.2 %	24.3 %		
Sales Bridge	Price - 1 %	Volume - 20 %	Currency - 5 %	Scope 2 %

¹ local currency; ² before exceptional items



Nine Months 2023 – Overview

Group

<i>in CHF m</i>	9M 2023	9M 2022	% CHF	% LC ¹
Sales	3 315	3 875	- 14	- 7
EBITDA	501	656	- 24	
EBITDA margin	15.1 %	16.9 %		
EBITDA b.e.i. ²	483	690	- 30	
EBITDA b.e.i.² margin	14.6 %	17.8 %		
Sales Bridge	Price 1 %	Volume - 6 %	Currency - 7 %	Scope - 2 %

Catalysts

<i>in CHF m</i>	9M 2023	9M 2022	% CHF	% LC ¹
Sales	742	679	9	18
EBITDA	113	57	98	
EBITDA margin	15.2 %	8.4 %		
EBITDA b.e.i. ²	122	59	107	
EBITDA b.e.i.² margin	16.4 %	8.7 %		
Sales Bridge	Price 4 %	Volume 14 %	Currency - 9 %	Scope 0 %

Care Chemicals

<i>in CHF m</i>	9M 2023	9M 2022	% CHF	% LC ¹
Sales	1 771	2 223	- 20	- 12
EBITDA	352	435	- 19	
EBITDA margin	19.9 %	19.6 %		
EBITDA b.e.i. ²	299	435	- 31	
EBITDA b.e.i.² margin	16.9 %	19.6 %		
Sales Bridge	Price 0 %	Volume - 7 %	Currency - 8 %	Scope - 5 %

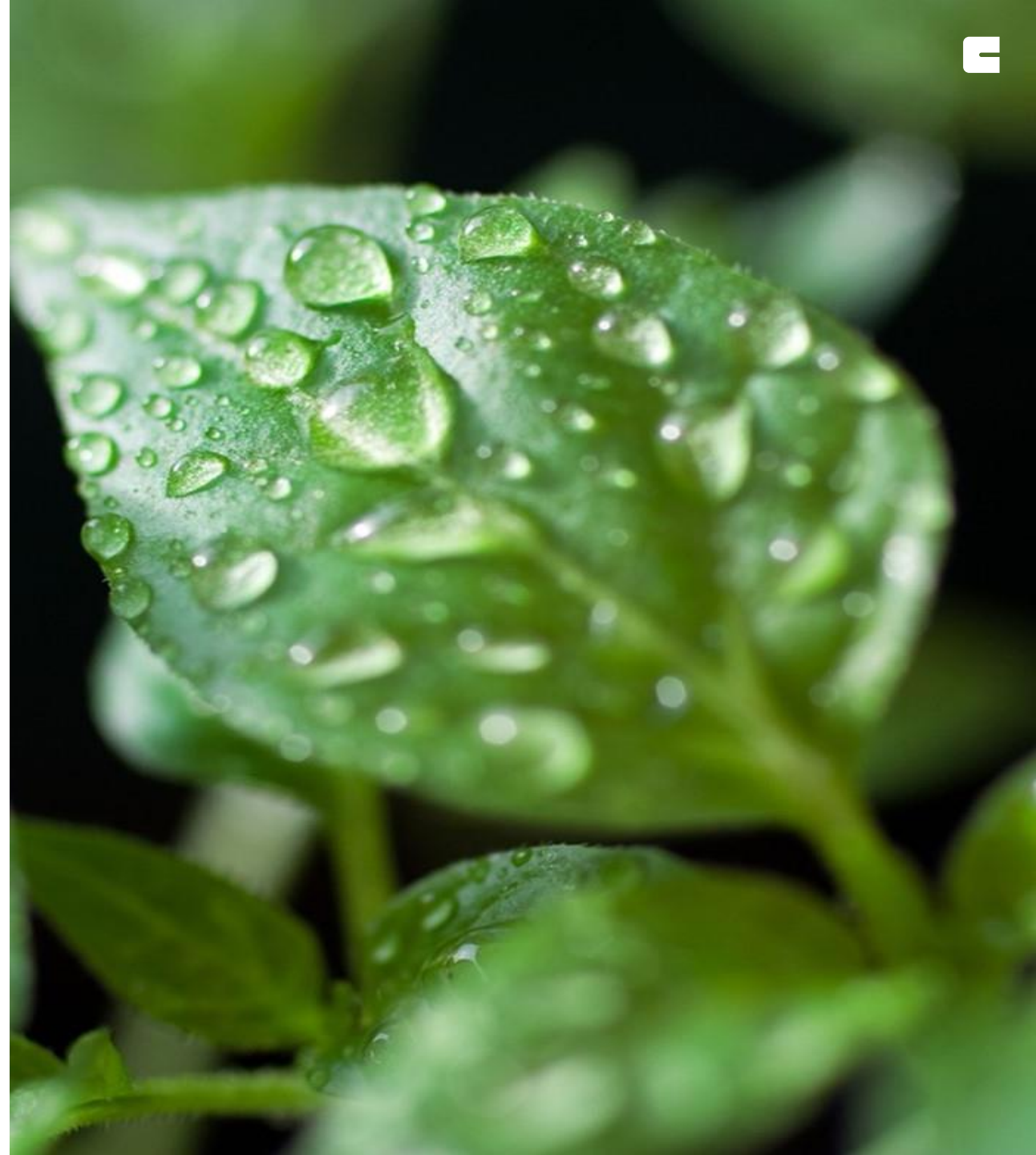
Adsorbents & Additives

<i>in CHF m</i>	9M 2023	9M 2022	% CHF	% LC ¹
Sales	802	973	- 18	- 12
EBITDA	102	241	- 58	
EBITDA margin	12.7 %	24.8 %		
EBITDA b.e.i. ²	110	242	- 55	
EBITDA b.e.i.² margin	13.7 %	24.9 %		
Sales Bridge	Price 3 %	Volume - 17 %	Currency - 6 %	Scope 2 %

¹ local currency; ² before exceptional items

Third Quarter 2023 Strategic Priorities

- **sunliquid®**
 - Operational EBITDA impact of CHF – 11 m in Q3 2023
 - Sequentially similar level in Q4 2023 expected
 - Continued efforts to address ramp-up challenges in Podari
 - Actively evaluating strategic options for sunliquid® – update by end of 2023
- **Performance programs**
 - On track for revised 2025 targeted savings of CHF 170 m, achieved CHF 121 m savings as of Q3 2023
 - CHF 14 m additional savings delivered in Q3 2023 across the performance programs in the business units and corporate
- **Successful refinancing of Swiss Bonds**
 - CHF 150 m senior unsecured bond at 2.75 % fixed rate
 - Five-year tenor (2023 – 2028)
 - Investment grade rating: "BBB-" by Standard & Poor's

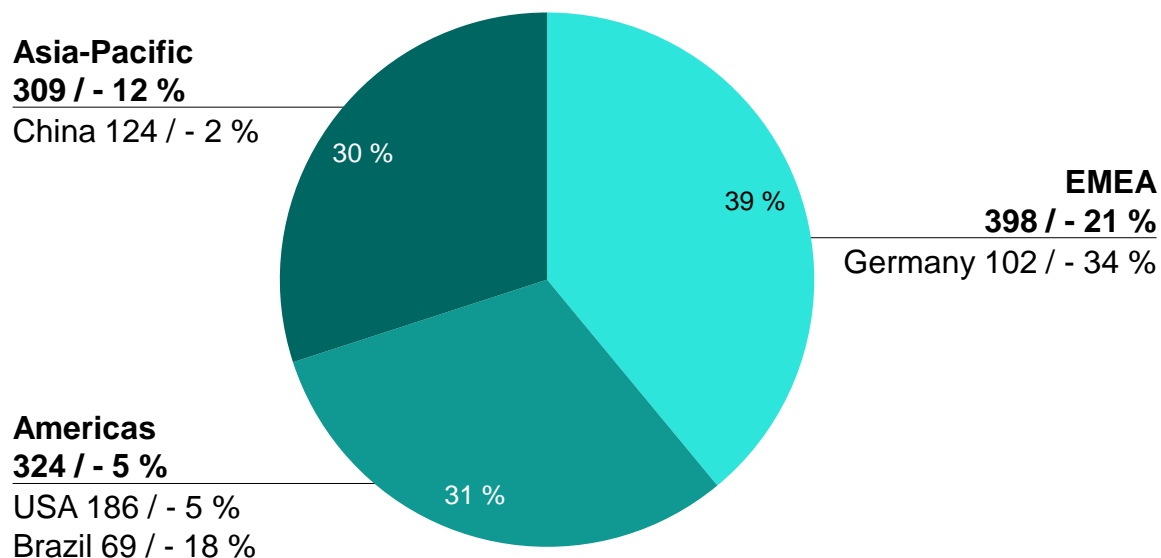




Geographic split

Q3 sales CHF 1031 m

in CHF m, % year-on-year in local currency



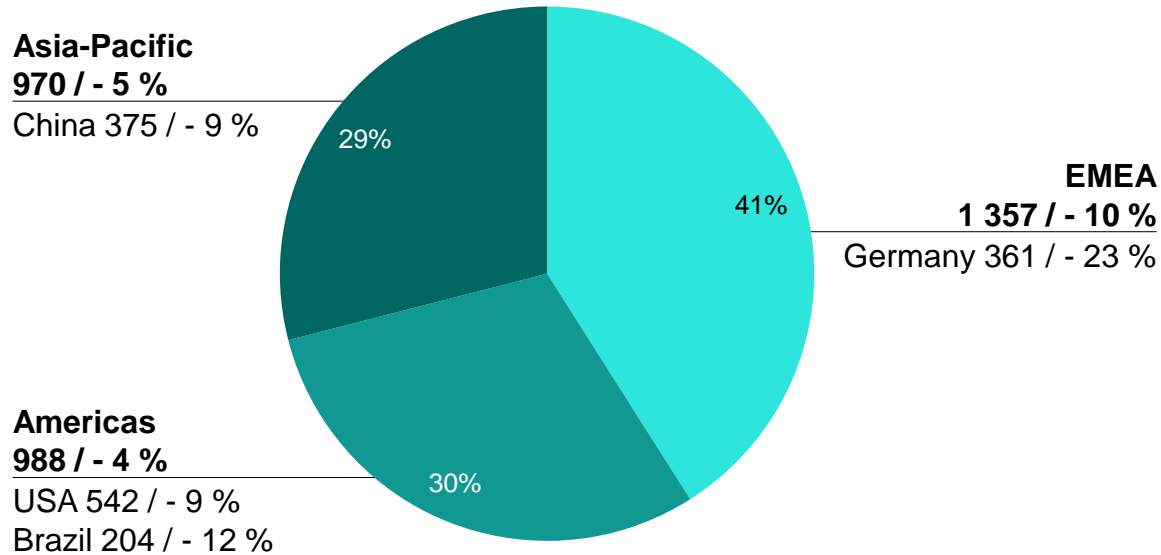
Regional headline

- While absolute sales in the **Americas** declined, organic growth was 4 %, driven by Catalysts in the US. Decline in Brazil mainly attributable to scope
- **EMEA** sales declined as mid-teens percentage (volume) growth in Catalysts coming from the Middle East did not offset declines in Care Chemicals and Adsorbents & Additives
- **Asia-Pacific** sales declined, with a less pronounced decrease in China, due to lower sales in Adsorbents & Additives and Catalysts in particular

Geographic split

9M sales CHF 3 315 m

in CHF m, % year-on-year in local currency



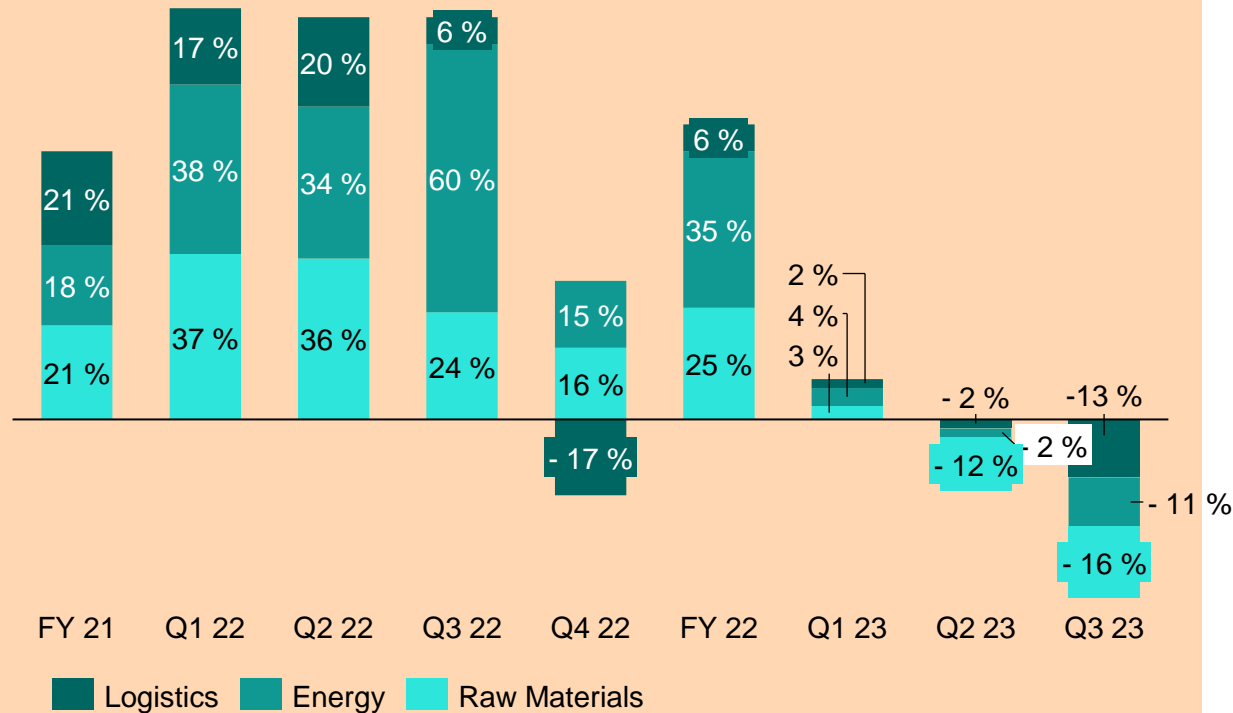
Regional headline

- Sales in the **Americas** were lower due to divestments as well as force majeure declarations in the first quarter, despite the positive contribution from the Attapulгите integration
- **EMEA** sales were lower, as strong growth from Catalysts in the Middle East could not offset the impact of weak demand in Germany on Care Chemicals and Adsorbents & Additives
- **Asia-Pacific** sales declined; the slow pace of recovery in China was most notable in Additives; Catalysts grew



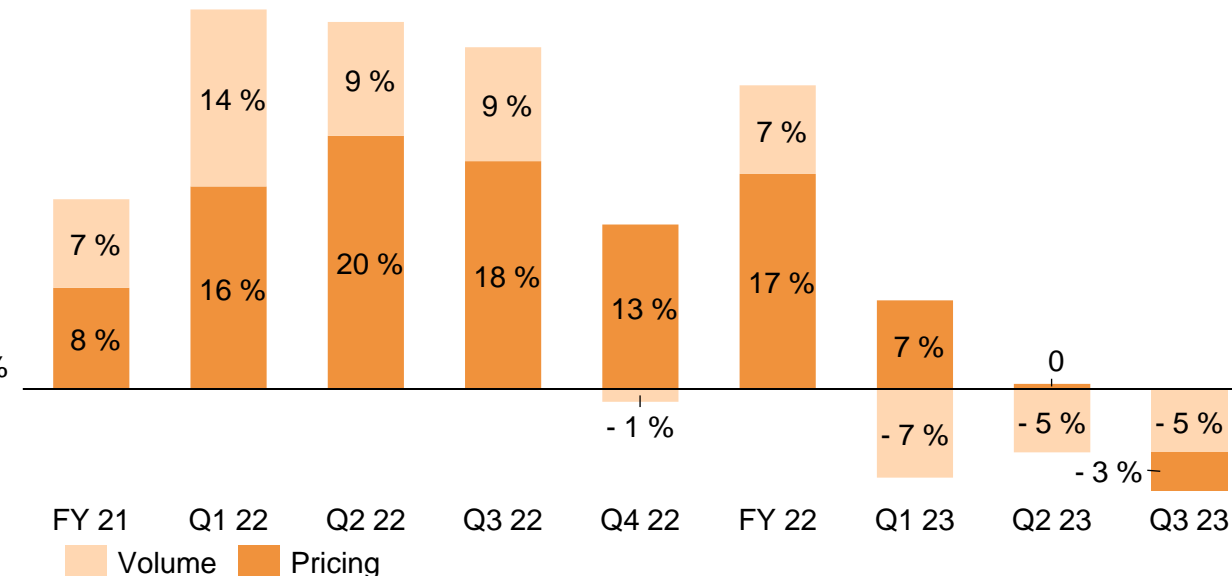
Cost dynamics – lower year-on-year and sequentially

- **Raw materials** decreased year-on-year (sequential - 7 %)
- **Energy** down year-on-year (sequential - 1 %)
- **Logistics** lower year-on-year (sequential flat)



Flat pricing – Volumes impacted by macro environment

- Recessionary economic environment in Q3
- **Pricing** slightly down, positive in CA while declining in CC (index-based price adjustments) and AA
- **Volumes** down primarily due to AA (- 20 %); CC only had slight decrease (- 2 %); growth in CA (+ 4 %)
- Sequentially, pricing – 2 % with volumes slightly up
- Weak consumer and industrial demand



Reporting aligned with new operating structure as of Q1 2023



Business Unit Care Chemicals (CC)

Segments include Personal & Home Care, Crop Solutions, Industrial Applications, Base Chemicals, Oil Services, and Mining Solutions



Business Unit Catalysts (CA)

Segments include Propylene, Specialties, Syngas & Fuels, Ethylene, and Biofuels & Derivatives



Business Unit Adsorbents & Additives (AA)

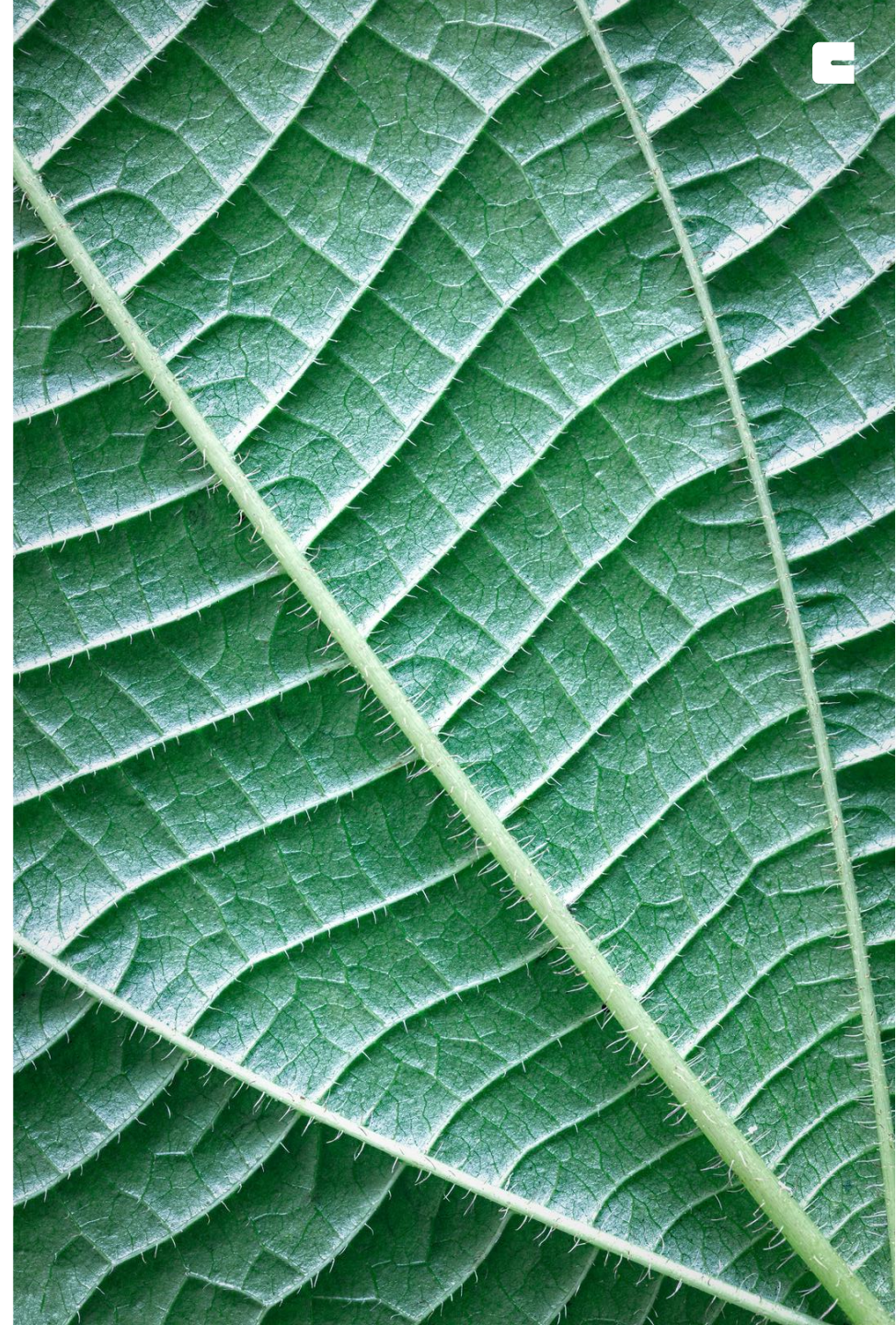
Segments include Adsorbents, Coatings & Adhesives, Plastics, and E-mobility & Electronics

Key financial figures 2022

Sales **CHF 2937 m**
19.5 % EBITDA margin

Sales **CHF 989 m**
9.4 % EBITDA margin

Sales **CHF 1272 m**
21.7 % EBITDA margin



2022 – Reflecting Business Unit Structure as of 1 Jan 2023

SALES and EBITDA reported & before exceptional items (b.e.i.)

<i>in CHF m</i>	Q1 2022			Q2 2022			Q3 2022			Q4 2022			FY 2022		
	Sales	EBITDA reported	EBITDA b.e.i.	Sales	EBITDA reported	EBITDA b.e.i.	Sales	EBITDA reported	EBITDA b.e.i.	Sales	EBITDA reported	EBITDA b.e.i.	Sales	EBITDA reported	EBITDA b.e.i.
Care Chemicals¹	758	149	151	740	142	140	725	144	144	714	138	143	2 937	573	578
<i>margin</i>		19.7 %	19.9 %		19.2 %	18.9 %		19.9 %	19.9 %		19.3 %	20.0 %		19.5 %	19.7 %
Catalysts²	185	14	14	232	13	14	262	30	31	310	36	39	989	93	98
<i>margin</i>		7.6 %	7.6 %		5.6 %	6.0 %		11.5 %	11.8 %		11.6 %	12.6 %		9.4 %	9.9 %
Adsorbents & Additives³	319	83	83	329	79	80	325	79	79	299	35	39	1 272	276	281
<i>margin</i>		26.0 %	26.0 %		24.0 %	24.3 %		24.3 %	24.3 %		11.7 %	13.0 %		21.7 %	22.1 %
Business Units Total	1 262	246	248	1 301	234	234	1 312	253	254	1 323	209	221	5 198	942	957
Corporate		- 26	- 10		- 18	- 24		- 33	- 12		- 55	- 18		- 132	- 64
Total Contin. Operations	1 262	220	238	1 301	216	210	1 312	220	242	1 323	154	203	5 198	810	893
<i>margin</i>		17.4 %	18.9 %		16.6 %	16.1 %		16.8 %	18.4 %		11.6 %	15.3 %		15.6 %	17.2 %

¹ BU Care Chemicals includes former BA Care Chemicals and BU Oil & Mining Services; ² BU Catalysts unchanged from former BA Catalysis; ³ BU Adsorbents & Additives includes former BU Functional Minerals and BU Additives

Exposure to attractive consumer markets... ...with accelerating demand for sustainable products

Sales by end market (Q3 2023 LTM¹)

Catalysts 22 %

Other Industrial < 5 %

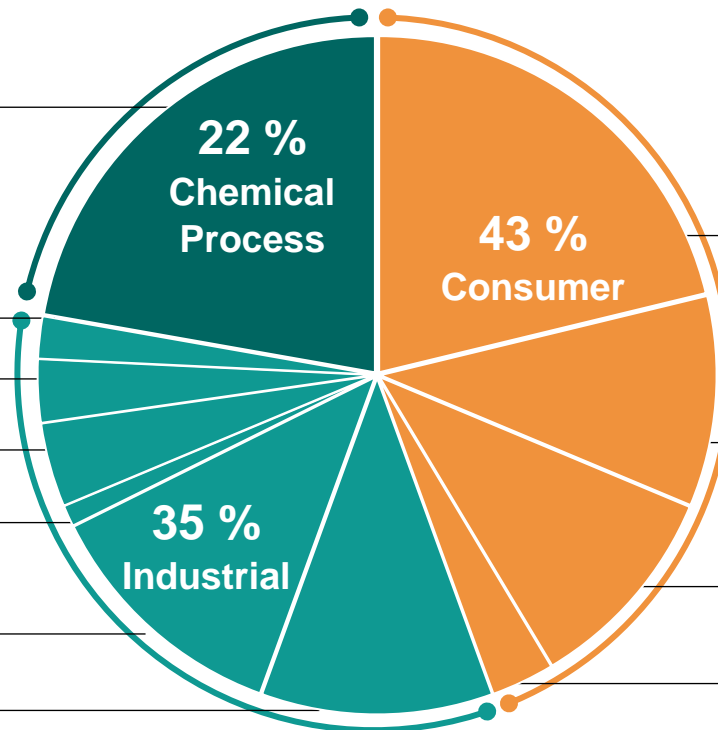
Mining < 5 %

Aviation < 5 %

Building & Construction < 5 %

Automotive ~ 10 %

Oil ~ 10 %



¹ Last Twelve Months (Q4 2022 – Q3 2023)

ESG – Clariant’s Sustainability Transformation Commitment

Sustainability priorities

Fighting Climate Change

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

Zero Waste and Pollution

Eliminating waste and pollution from our operations and value chains



Social Value Creation

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

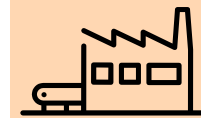
Increasing Circularity

Products and solutions that enable reducing, reusing, and recycling

Sustainable Bio-economy

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

Investment in operations & 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

ESG update – Q3 2023 milestones / examples

Fighting Climate Change

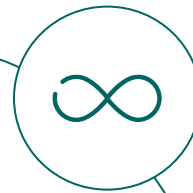
MegaMax[®] catalyst chosen for the world's largest e-methanol plant, contributing to the ramp-up of green methanol as a sustainable energy source



Launch of PFAS/PTFE-free texturing agent for powder coatings, responding to rising concerns about the impact of PFAS on human health and the environment. It can also help to lower energy consumption during the extrusion process.



Zero Waste and Pollution



Increasing Circularity



Safe and sustainable in everything we do



Sustainable Bio-economy



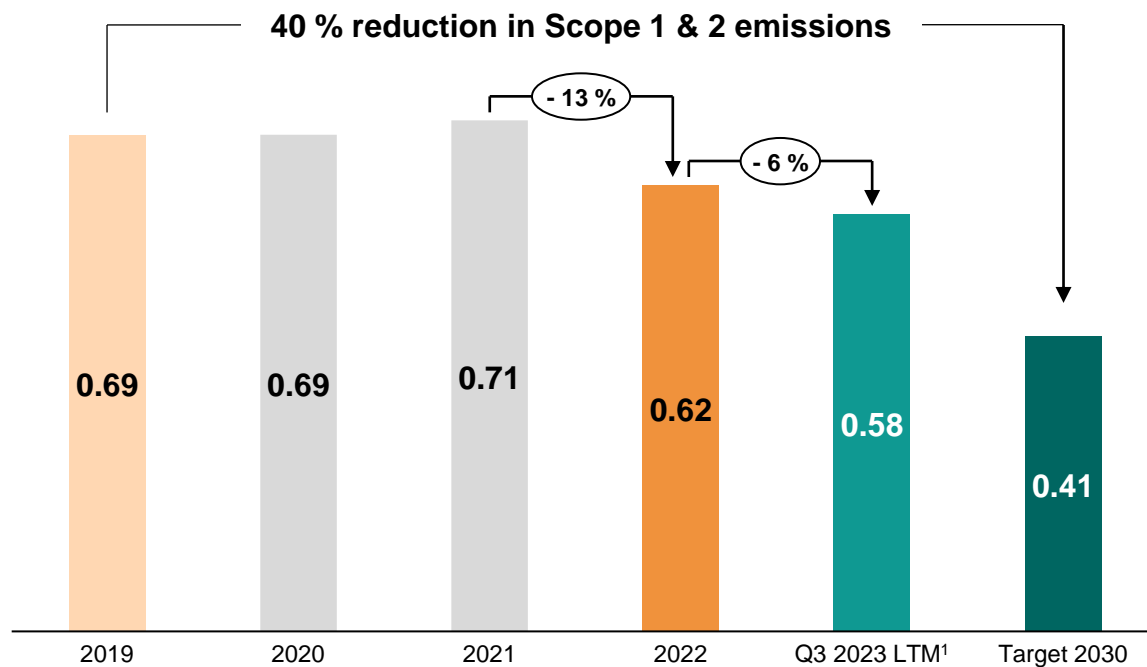
Social Value Creation



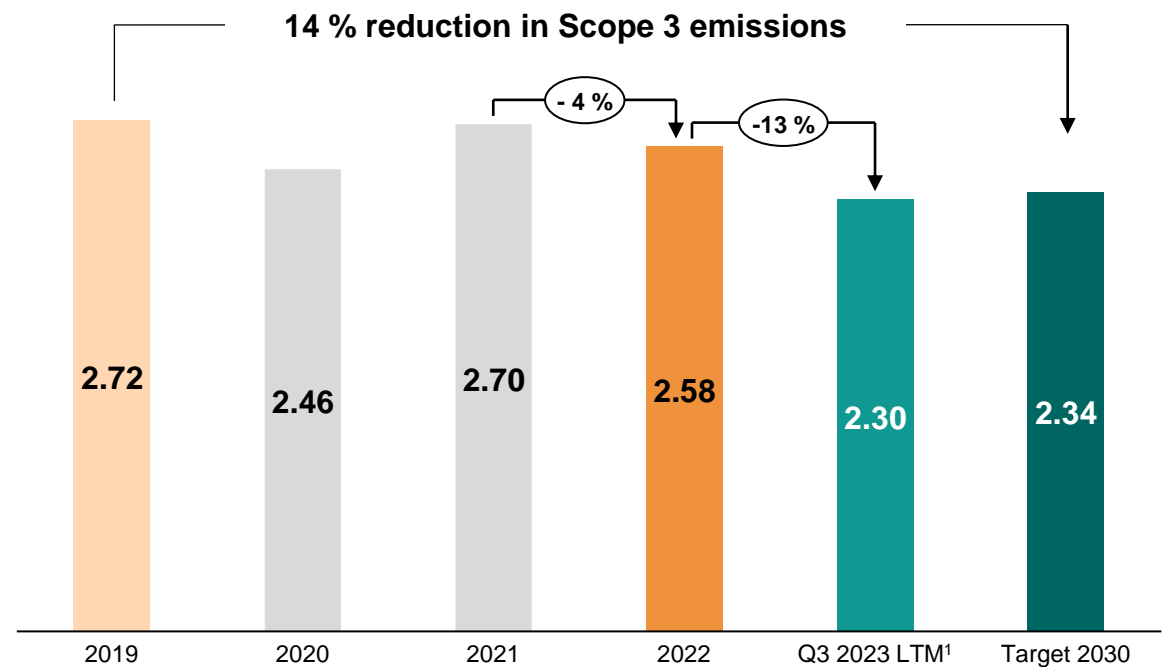
Continued progress on the path to 2030 greenhouse gas (GHG) target

Reducing our carbon footprint...

...and the carbon footprint of our raw materials



Scope 1 & 2 GHG emissions
in m tCO₂e, corresponding to - 16 % since 2019



Scope 3 GHG emissions from purchased goods and services
in m tCO₂e, corresponding to - 17 % since 2019

¹ Last Twelve Months (Q4 2022 – Q3 2023)



Clariant is well recognized as an industry leader by important ESG ratings and rankings

Status as of October 2023

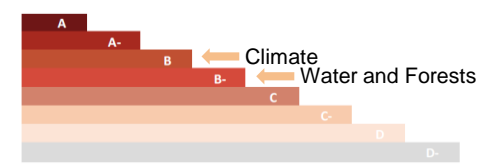
Index / Ranking / Rating	Clariant score / Percentile rank or range	Status / Comments	First year of inclusion
<p>Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA</p>	↓ 72 / 97 th percentile	DJSI Europe Member, Sustainability Yearbook 2023 member	2012
	↑ 20.8 (Medium risk) / 94 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
	↑ 3.9 / 79 th percentile	Included in FTSE4 Good Index	2015
	⊞ 75 / 98 th percentile	-	2012
	⊞ 60 / 100 – “advanced”	Included in Ethibel and Euronext indices	2014
	↑ Climate: B / Range: A to D- ⊞ - Water → B- / Range: A to D- ↑ - Forests → B- / Range: A to D-	Above global average Forests: above global average Water: below global average	2013

Sustainability Yearbook Member
S&P Global ESG Score 2022

Legend: Industry (Chemicals)
Rank | Percentile (1st = Top Score)
32 / 562 | 6th



Corporate Responsibility Prime
rated by ekom re|se|a|r|c|h





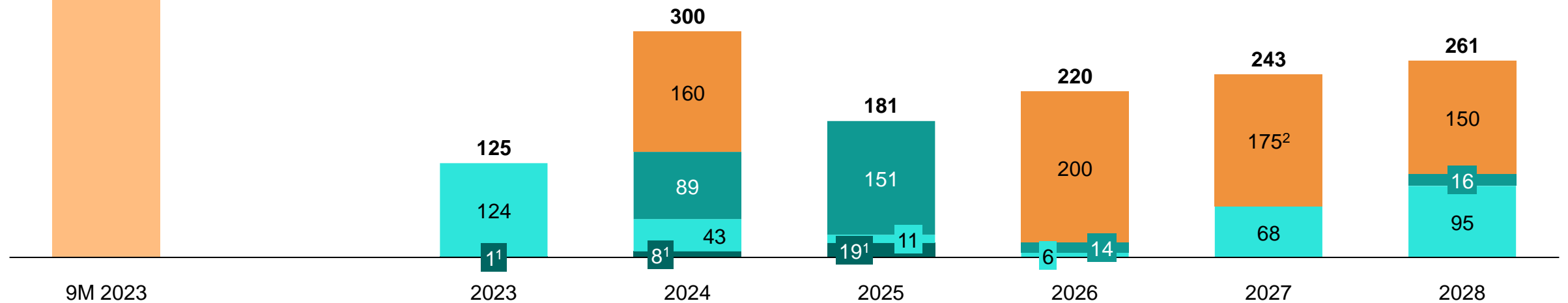
Debt Maturity Profile as of 30 September 2023

Liquidity in CHF m



Financial debt maturities in CHF m

- Cash and short-term deposits
- CHF bond
- Certificates of indebtedness
- Short-term loans, lease and other liabilities
- Derivatives



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

² Green Bond as issued under Clariant Green Financing Framework

Calendar of Upcoming Corporate Events

2024

14 March 2024

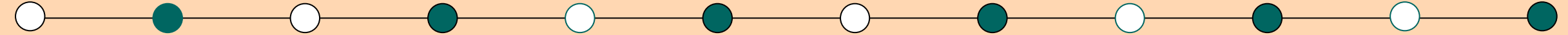
Integrated Report

9 April 2024

AGM 2024

30 July 2024

Second Quarter /
Half Year 2024
Reporting



29 February 2024

Fourth Quarter /
Full Year 2023
Reporting

30 April 2024

First Quarter
2024 Reporting

29 October 2024

Third Quarter /
Nine Month 2024
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



Bill Collins
Chief Financial
Officer



Tatiana Berardinelli
Chief Human
Resources Officer



Judith Bischof
General Counsel



Richard Haldimann
Chief Technology &
Sustainability Officer



Chris Hansen
Chief Corp.
Development Officer

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Thank you