

Full Year Results 2020

ANALYST PRESENTATION
11 FEBRUARY 2021

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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Clariant does not undertake any obligation to publicly release any revisions to these forward-looking statements to reflect events or circumstances after the date of these materials.

Robust performance in challenging markets, successful execution of COVID-19 pandemic mitigation and transformation program

1

Resilience of core portfolio

- FY 2020: -5 % LC* amid COVID-19 pandemic
- Q4 best quarter 2020: only -2 % in LC* y-o-y

2

Preserved profitability

- FY 2020: Delivering strong 15.0 % EBITDA margin
- Q4 best quarter 2020: 15.6 % EBITDA margin
- Stringent efficiency program ~ CHF 20 m delivered of targeted CHF 50 m annual cost savings and spend avoidance

3

Financial discipline

- Strong operating cash flow of CHF 369 m
- Capex of CHF 288 m reflecting continuing growth investments
- Commitment to shareholders proposing regular distribution of CHF 0.70 for the combined years of 2019 and 2020

4

Continued strategy execution

- Reshaping portfolio towards higher specialty value
- Strengthening sustainability ambitions
- Investing in innovation and returning to growth
- Remain committed to mid-term targets

Full Year and Fourth Quarter 2020 – Highlights

FY 2020 vs. FY 2019, figures from continuing operations

SALES	3 860	- 5 %	
	in CHF m	in LC* y-o-y	
EBITDA	578	+ 25 %	15.0 %
	in CHF m	in CHF y-o-y	margin
EBITDA before exceptional items	619	- 16 %	16.0 %
	in CHF m	in CHF y-o-y	margin
NET RESULT **	799	n. m.	
	in CHF m	in CHF y-o-y	
OPERATING CASH FLOW **	369	- 28 %	
	in CHF m	in CHF y-o-y	

Q4 2020 vs. Q4 2019, figures from continuing operations

SALES	1 022	- 2 %	
	in CHF m	in LC* y-o-y	
EBITDA	159	- 24 %	15.6 %
	in CHF m	in CHF y-o-y	margin
EBITDA before exceptional items	173	- 20 %	16.9 %
	in CHF m	in CHF y-o-y	margin

Robust results despite sales slowdown in 2020 prove the effectiveness of Clariant's portfolio transformation as well as the stringent cost reduction execution. Q4 was the strongest quarter in 2020 in both sales development and margin.

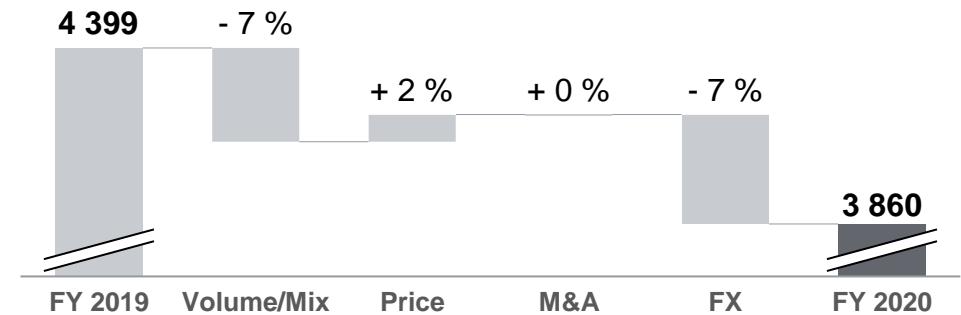
Sales Development & Mix

All figures continuing operations

- **FY 2020 sales declined by 5 % in LC*** in a challenging environment and by 12 % in Swiss francs due to depreciating currencies versus the Swiss franc of - 7 %
- Resilient sales in Catalysis and accretive pricing could not offset lower volumes in Care Chemicals due to Aviation and in Natural Resources due to Oil decline
- **Strongest quarter of 2020 in Q4, declining only a slight 2 % in LC***, resulting from **lower volumes** despite good price management
- A **strong fourth quarter in Catalysis** partially mitigated **softer sales** in Care Chemicals and **Natural Resources**

FY 2020 SALES

in CHF m



Q4 2020 SALES



in CHF m



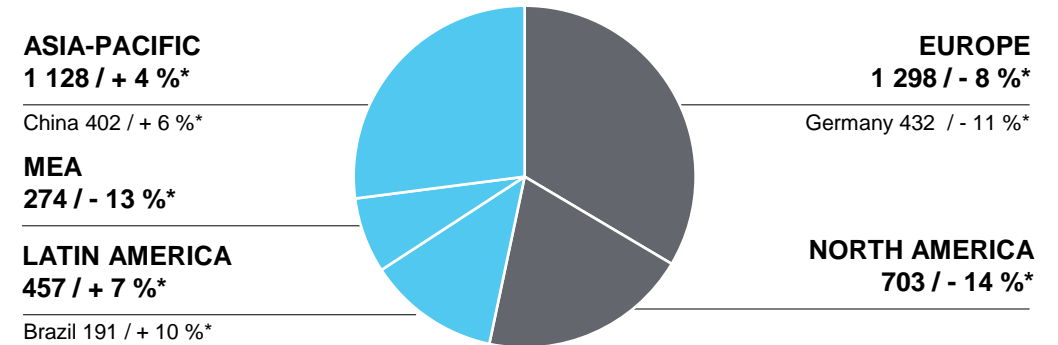
Sales Distribution by Region

All figures continuing operations

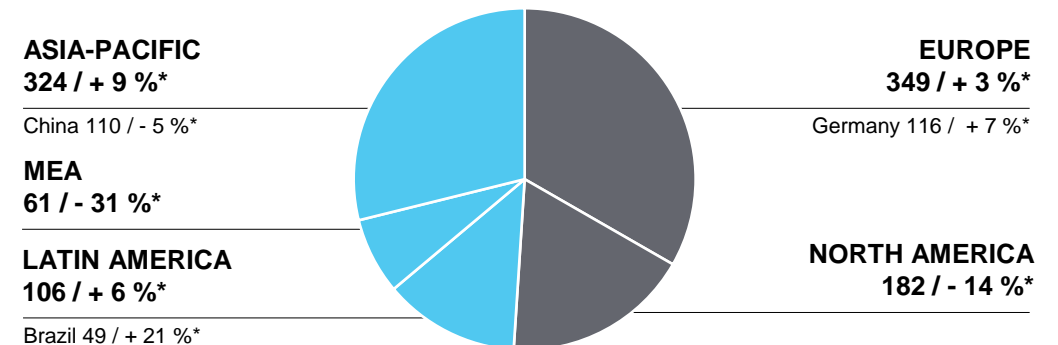
- In **FY 2020**, sales in **Asia improved** in LC*, with **China (6 %)** and India reporting notable growth; sales in **Latin America** also **increased in LC***
- Sales in **Europe and the Middle East & Africa declined**, accompanied by a **slowdown in North America** due to a stronger Aviation and Oil decline
- In **Q4 2020**, sales in **Asia rose** in LC*, underpinned by high double-digit growth in India and South Korea in Catalysis
- Sales growth **picked up in Europe** and continued in Latin America, while the smallest region, Middle East & Africa, decreased
- **Decline in North America** was largely attributable to a difficult environment in Oil Services as well as feeble Aviation demand

 Emerging markets
 Mature markets

FY 2020 SALES CHF 3 860 m
in CHF m



Q4 2020 SALES CHF 1 022 m
in CHF m



*in local currency

Care Chemicals

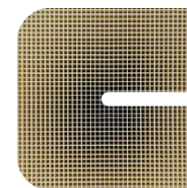


- **FY 2020 sales reflected a positive development, excluding the weak Aviation business** amid COVID-19 (-5 % reported). Strong **expansion in Consumer Care** was underpinned by growth in Crop Solutions, Coatings, Personal Care and Home Care. With the exception of Coatings, Industrial Applications declined.
- **FY 2020 EBITDA margin increased to 18.9 %**, driven by rigorous margin and cost measures and a more attractive product mix driven by growth in consumer applications
- **Q4 2020 Care Chemicals sales declined 4 % in LC*** because the growth in most segments was unable to offset the **significantly restricted Aviation business**
- **Q4 2020 EBITDA margin rose to 21.6 %**, driven by a more favorable product mix and stringent margin and cost management

	FY 2020	<i>FY 2019</i>	<i>% CHF</i>	<i>% LC*</i>
Sales <i>in CHF m</i>	1 411	1 600	- 12 %	- 5 %
EBITDA <i>in CHF m</i>	267	282	- 5 %	
EBITDA margin	18.9 %	17.6 %		
EBITDA b.e.i.** <i>in CHF m</i>	274	285	- 4 %	
EBITDA b.e.i.** margin	19.4 %	17.8 %		

	Q4 2020	<i>Q4 2019</i>	<i>% CHF</i>	<i>% LC*</i>
Sales <i>in CHF m</i>	347	388	- 11 %	- 4 %
EBITDA <i>in CHF m</i>	75	70	7 %	
EBITDA margin	21.6 %	18.0 %		
EBITDA b.e.i.** <i>in CHF m</i>	78	70	11 %	
EBITDA b.e.i.** margin	22.5 %	18.0 %		

Catalysis

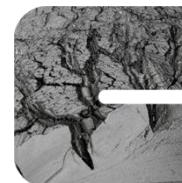


- **FY 2020 sales progressed by 1 % in LC*** although all areas were negatively influenced by the generally weak demand environment in the chemical industry except for Petrochemicals and the Indian business which grew
- **FY 2020 EBITDA margin weakened to 19.1 % despite an improving run-rate** as a result of **product mix effects** in Q1 and Q4, **accretive order shifts** from Q1 2020 into Q4 2019 as well as **the efficiency program provision**.
- **Q4 2020 sales exceeded high previous year levels by 12 % in LC***, driven by **strong sales for emission-control in India** as well as growth in Specialty Catalysts and Petrochemicals
- **Q4 2020 EBITDA margin decreased to 20.7 %** from a high comparison base due to proportionally **more sales in lower margin businesses**, particularly emission-control catalysts

	FY 2020	<i>FY 2019</i>	<i>% CHF</i>	<i>% LC*</i>
Sales <i>in CHF m</i>	879	925	- 5 %	1 %
EBITDA <i>in CHF m</i>	168	212	- 21 %	
EBITDA margin	19.1 %	22.9 %		
EBITDA b.e.i.** <i>in CHF m</i>	178	218	- 18 %	
EBITDA b.e.i.** margin	20.3 %	23.6 %		

	Q4 2020	<i>Q4 2019</i>	<i>% CHF</i>	<i>% LC*</i>
Sales <i>in CHF m</i>	280	266	5 %	12 %
EBITDA <i>in CHF m</i>	58	84	- 31 %	
EBITDA margin	20.7 %	31.6 %		
EBITDA b.e.i.** <i>in CHF m</i>	60	85	- 29 %	
EBITDA b.e.i.** margin	21.4 %	32.0 %		

Natural Resources



- **FY 2020 sales decreased by 8 % in LC*** due to declines in all three Business Units but with the biggest impact from Oil
- **Lower sales in Oil and Refinery affected Oil and Mining Services**, while **Functional Minerals** was hampered by **lower Foundry, Additives** by **weak automotive and fiber sectors**
- **FY 2020 EBITDA margin decreased to 13.9 %** due to **lower volumes** and the **efficiency program provision**, while performance programs secured an **underlying margin in the range of the previous year level**
- **Q4 2020 sales declined by 8 % in LC***, mainly due to **weak Oil Services**, which could not be offset by a **strong recovery in Additives**, supported by **growth in Functional Minerals**
- **Q4 2020 EBITDA margin decreased to 14.7 %** compared to a strong previous year base, largely attributable to the continued **difficult environment in Oil Services and Refinery**

	FY 2020	FY 2019	% CHF	% LC*
Sales <i>in CHF m</i>	1 570	1 874	- 16 %	- 8 %
EBITDA <i>in CHF m</i>	218	305	- 29 %	
EBITDA margin	13.9 %	16.3 %		
EBITDA b.e.i.** <i>in CHF m</i>	244	308	- 21 %	
EBITDA b.e.i.** margin	15.5 %	16.4 %		

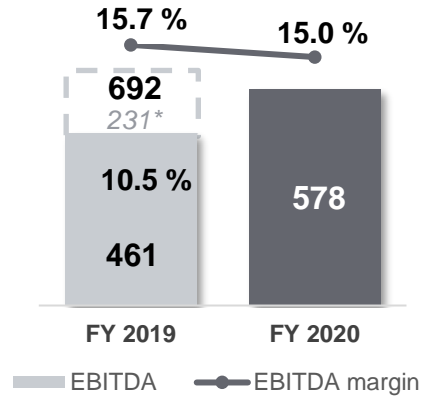
	Q4 2020	Q4 2019	% CHF	% LC*
Sales <i>in CHF m</i>	395	473	- 16 %	- 8 %
EBITDA <i>in CHF m</i>	58	86	- 33 %	
EBITDA margin	14.7 %	18.2 %		
EBITDA b.e.i.** <i>in CHF m</i>	61	87	- 30 %	
EBITDA b.e.i.** margin	15.4 %	18.4 %		

Full Year 2020 – EBITDA Development

All figures continuing operations

FY EBITDA / margin

in CHF m / in % of sales

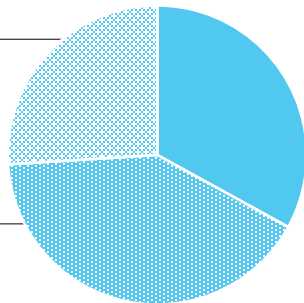


FY EBITDA by Business Area

in % of total Business Areas

CATALYSIS
26 %

CARE CHEMICALS
41 %



NATURAL RESOURCES
33 %

- **FY 2020 EBITDA declined to CHF 578 m** compared to an EBITDA of CHF 692 m in FY 2019 (excluding the one-off CHF 231 m provision booked in Q2 2019), strongly affected by adverse currencies
- The corresponding **EBITDA margin recorded at 15.0 %** as a consequence of **lower volumes in COVID-19-exposed segments** such as industrials but particularly the **difficult environment for Aviation and Oil** in 2020. **The positive impact on the run-rate from internal performance measures could not fully counteract these impacts**

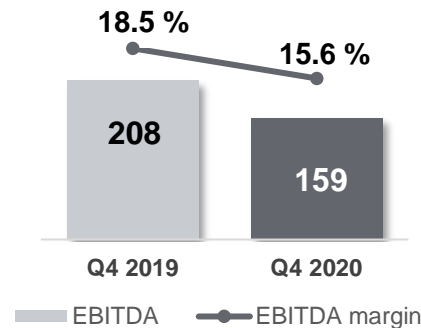
*CHF 231 million provision for a competition law investigation by the European Commission

Fourth Quarter 2020 – EBITDA Development

All figures continuing operations

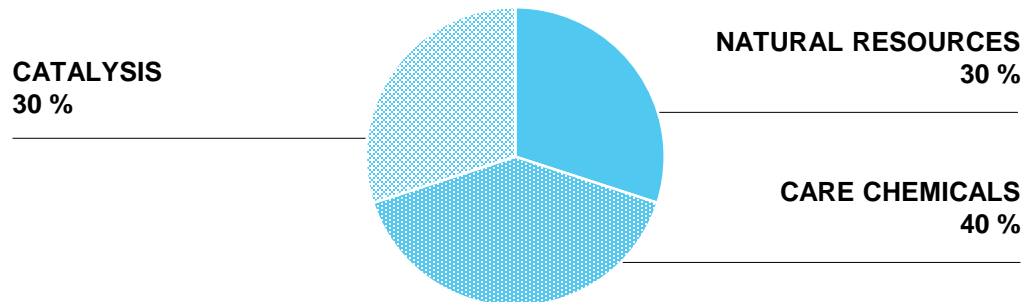
Q4 EBITDA / margin

in CHF m / in % of sales



Q4 EBITDA by Business Area

in % of total Business Areas

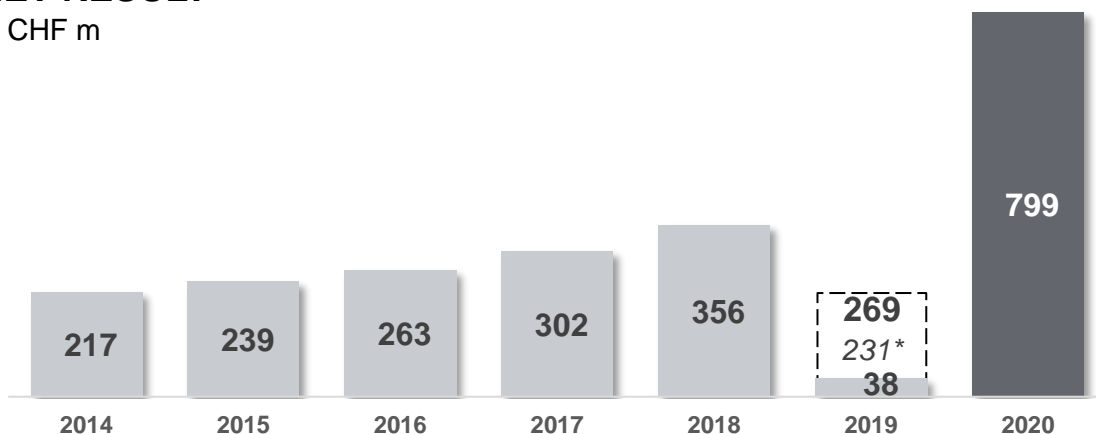


- **Q4 2020 EBITDA declined to CHF 159 m** from CHF 208 m in Q4 2019
- The corresponding **EBITDA margin decreased from a high comparison base of 18.5 % to 15.6 %**, but was highest in 2020
- The profitability improvement in Care Chemicals could not compensate for the decline in Catalysis, resulting from the less favorable product mix, and in Natural Resources, particularly attributable to the weaker oil demand

Full Year 2020 – Net Result & Operating Cash Flow

NET RESULT

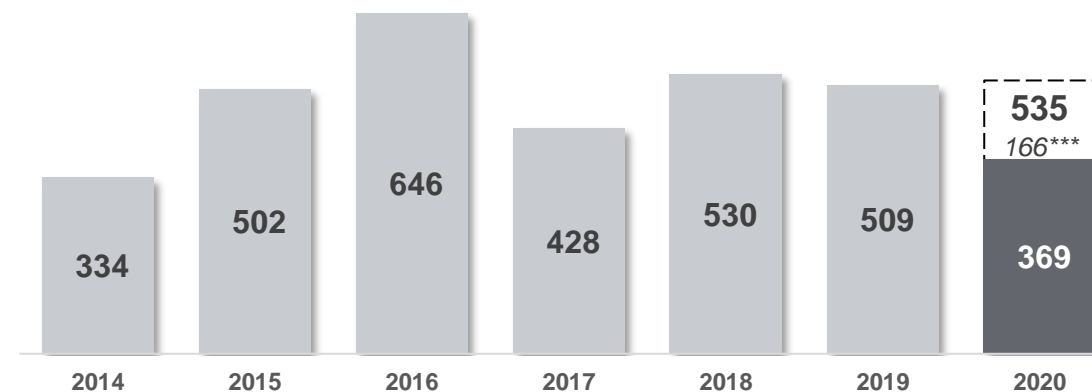
in CHF m



- Total Group **net result increased to CHF 799 m**
 - Positively impacted by CHF 723 m gain (after taxes) on the Masterbatches disposal
 - Negative influence from sales decline and currency effects
 - Negative impact of expenses** for the efficiency and rightsizing programs, totaling ~ CHF 141 m
 - Positive influence from partial reversal of EU fine*

OPERATING CASH FLOW

in CHF m



- **Operating cash flow for the total Group decreased to CHF 369 m** due to:
 - Sales decline and currency effects
 - CHF 166 m payment of the EU fine
- **High cash conversion of 74 % (PY 57 %) driven by cash and efficiency programs** when excluding the EU fine and the restructuring impact****

*CHF 231 m provision for a competition law investigation by the European Commission, CHF 55 m reversed in 2020

**CHF 49 m provision for efficiency program (cont.), CHF 24 m provision for Pigments, CHF 68 m for rightsizing program (discont.)

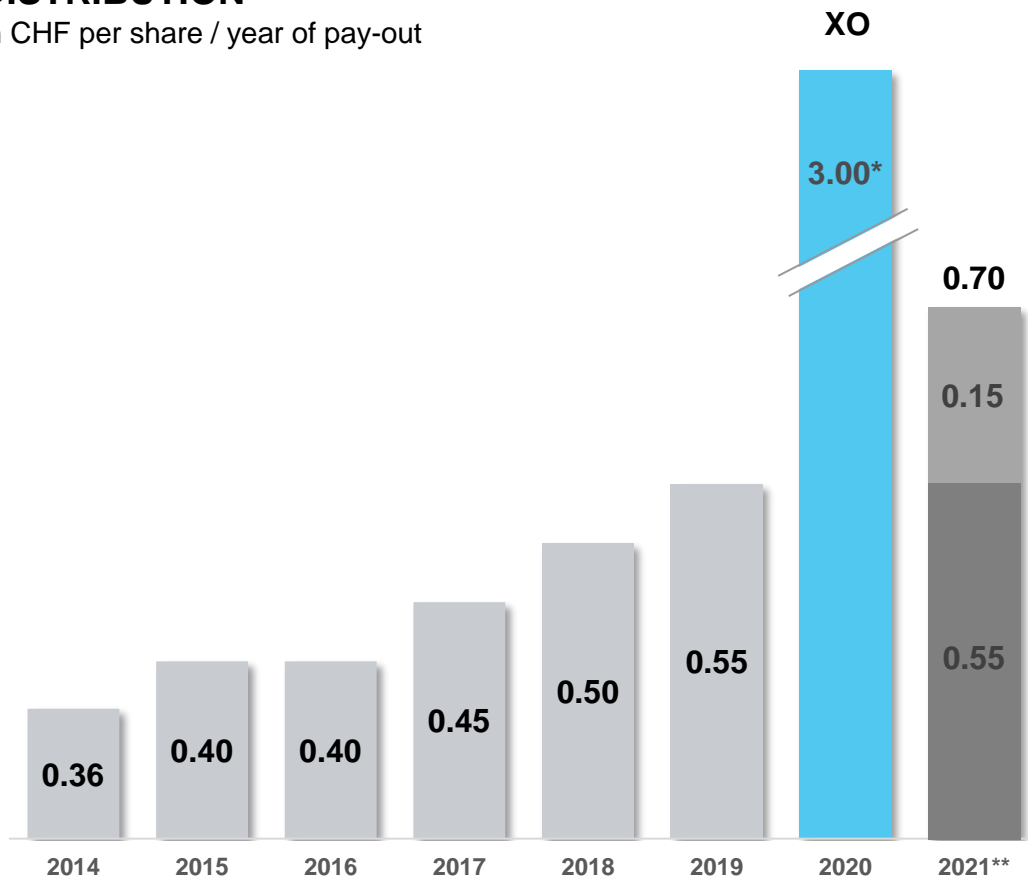
***CHF 166 m payment of the European Commission fine

****CHF 25 m restructuring cash out in 2020 and CHF 29 m restructuring cash out in 2019

Recommended regular distribution at CHF 0.70* per share for FY 2019-2020

DISTRIBUTION

in CHF per share / year of pay-out



- Recommended nonrecurring CHF 0.70* per share distribution for the results of FY 2019 and FY 2020
- Of the CHF 0.70 per share, CHF 0.55 refers to the FY 2019 results (dividend pay-out withheld due to COVID-19 uncertainties) and CHF 0.15 refers to the FY 2020 results
- Distribution proposal takes commitment to all shareholders into consideration
- Distribution through share capital decrease by way of a par value reduction
- **Dividend policy remains unchanged: Continued success sharing with our shareholders based on improved financial performance**

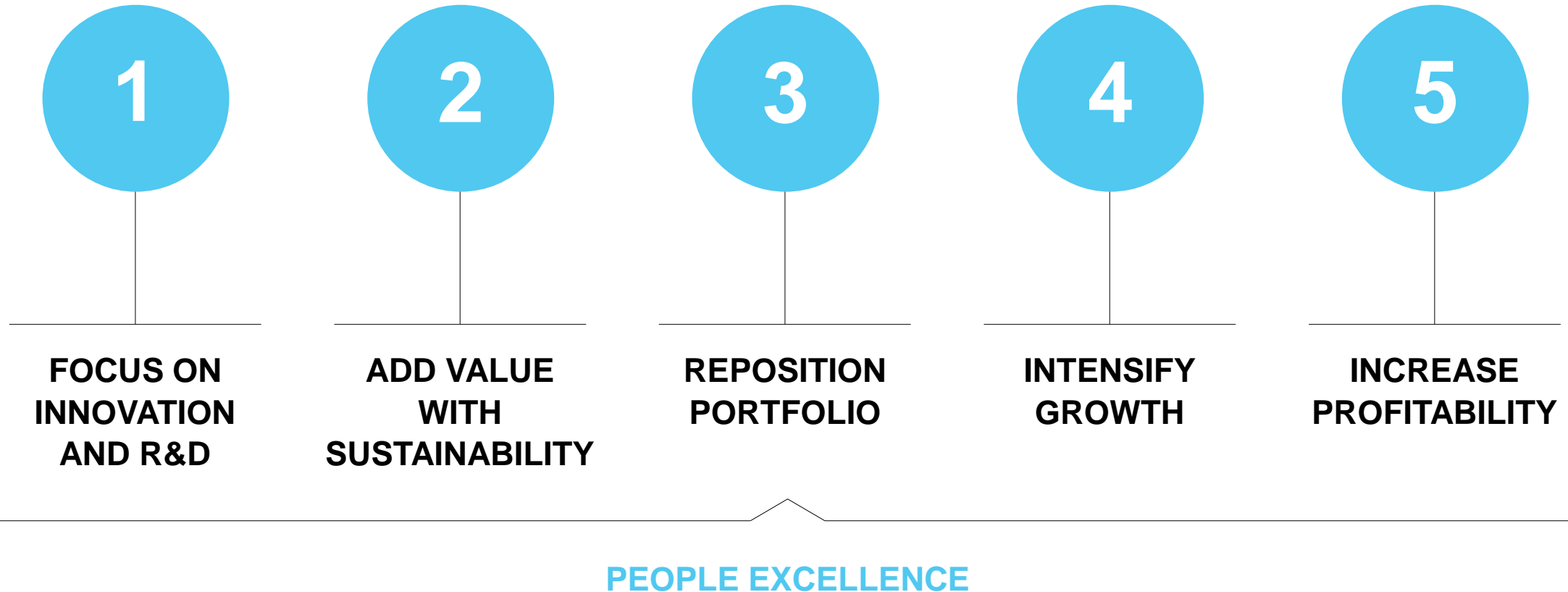
*extraordinary (xo) dividend of CHF 3.00 as a consequence of the completed sale of the Masterbatches business as well as the anticipated sale of the Pigments business

**distribution proposed to the Annual General Meeting, CHF 0.55 for 2019 results and CHF 0.15 for 2020 results

Full Year Results 2020

STRATEGY & SUSTAINABILITY UPGRADE

Executing our unchanged 5-pillar-strategy



Add Value with Sustainability – Increasing ambitions and commitment to support UN Sustainable Development Goals

- Responding to global programs such as the **European Green Deal**, the **Chinese Green Dream** and the return of the US to the Paris Climate Treaty
- Increasing **our ambitions** in order to lead through sustainability and innovation and advance in **Environmental, Social and Governance** dimensions, including e.g. setting scientific-based targets to stop climate change
- Contributing to the **UN Sustainable Development Goals (SDGs)** with a special focus on **climate action**



Add Value with Sustainability – Enabling a Sustainable Future

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



ENVIRONMENTAL progress

- **Stop climate change** with SBTi* conforming targets:
 - 40 % CO₂ for scope 1&2 /
 - 14 % for scope 3 by 2030**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



Full Year Results 2020

OUTLOOK

Outlook

2021 & Mid-Term

- **Global economic environment remains challenging**
- COVID-19 effects on customer demand and industries like aviation, oil & gas expected to **impact sales in Q1 2021**
- **Actively defend profitability** in Q1 2021 vs. Q1 2020
- Continuing **portfolio transformation** including the **Pigments divestment program** in 2021
- **Executing strategy** – focus on sustainability, innovation, return to growth and performance improvement
- **Clariant remains committed to its mid-term targets**

Full Year Results 2020

**THANK YOU FOR YOUR
ATTENTION**

Full Year Results 2020

BACK-UP SLIDES

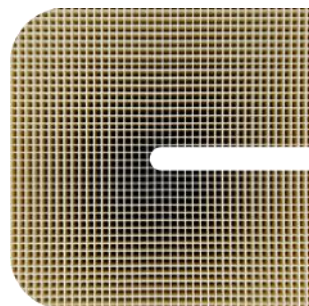
A More Focused, High Value Specialty Portfolio Continuing Operations:



Sales growth expectation p.a.	5 - 7 %
EBITDA* margin ambition	19 - 21 %

CARE CHEMICALS

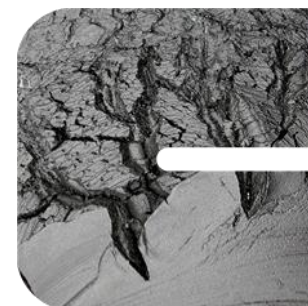
BA Care Chemicals comprises the BU Industrial & Consumer Specialties (ICS), which includes Consumer Care, Industrial Applications, Base Products, Food Ingredients and Encapsulation Technologies. These businesses demonstrate a clear focus on highly attractive, high-margin, and low-cyclicality segments. The BA follows a lifestyle-driven megatrend and strengthens Clariant's position as a supplier of green and sustainable products.



Sales growth expectation p.a.	6 - 9 %
EBITDA* margin ambition	26 - 30 %

CATALYSIS

BA Catalysis comprises the BU Catalysts and the Business Line Biofuels & Derivatives. It develops, manufactures, and sells a wide range of catalyst products for the chemical and fuel industries, which contribute significantly to value creation in our customers' operations, ensuring that finite raw materials and energy are used efficiently. In addition, Catalysis is in the forefront of new market developments such as the commercialization and licensing of cellulosic ethanol technology.



Sales growth expectation p.a.**	5 - 7 %
EBITDA* margin ambition**	18 - 20 %

NATURAL RESOURCES

BA Natural Resources comprises the BUs Oil and Mining Services, Functional Minerals and since July 2019, also Additives. It is characterized by high growth and low cyclicality as well as a strong megatrend orientation. Main drivers are the rising demand for high value-added specialty chemicals used in the oil, mining, food and packaging industries and the increased consumption of oil, gas and base metals, driven by the fast-growing economies. Additives provides highly customized products, technologies and applications mainly for the plastic and polymer as well as the electronics industries.

*after exceptional items **restated to include Additives

Discontinued Operations (Masterbatches and Pigments)



- In **FY 2020**, sales decreased by **32 % in LC*** and 37 % in Swiss francs
- **On a like-for-like basis** (excl. Healthcare Packaging from FY 2019 and Masterbatches from the second half of 2019), Pigments sales in local currency slightly decreased by 3 %
- In **FY 2020**, the **EBITDA** was positively impacted by the gain on the disposal of the Masterbatches business of **CHF 765 m before taxes in Q3 2020**

	FY 2020	<i>FY 2019</i>	<i>% CHF</i>	<i>% LC*</i>
Sales <i>in CHF m</i>	1 330	2 127	- 37 %	- 32 %
EBITDA <i>in CHF m</i>	770	158	<i>n.m.</i>	
EBITDA margin	57.9 %	7.4 %		
EBITDA b.e.i.** <i>in CHF m</i>	141	203	- 31 %	
EBITDA b.e.i.** margin	10.6 %	9.5 %		

	Q4 2020	<i>Q4 2019</i>	<i>% CHF</i>	<i>% LC*</i>
Sales <i>in CHF m</i>	200	490	- 59 %	- 55 %
EBITDA <i>in CHF m</i>	- 59	43	<i>n.m.</i>	
EBITDA margin	<i>n.m.</i>	8.8 %		
EBITDA b.e.i.** <i>in CHF m</i>	13	27	- 52 %	
EBITDA b.e.i.** margin	6.5 %	5.5 %		

On 1 July 2020, Clariant completed the sale of its Masterbatches business

Full Year 2020 – Sales and EBITDA by Business Area

Full Year	Sales to 3rd parties			EBITDA			
	<i>in CHF m</i>	2020	2019	% LC*	2020***	2019	% CHF
Care Chemicals		1 411	1 600	- 5 %	267	282	- 5 %
	<i>margin</i>				18.9 %	17.6 %	
Catalysis		879	925	1 %	168	212	- 21 %
	<i>margin</i>				19.1 %	22.9 %	
Natural Resources		1 570	1 874	- 8 %	218	305	- 29 %
	<i>margin</i>				13.9 %	16.3 %	
Business Areas Total		3 860	4 399	- 5 %	653	799	
Corporate		–	–		- 75	- 107	
Total Continuing Operations		3 860	4 399	- 5 %	578	692	- 16 %
	<i>margin</i>				15.0 %	15.7 %	
Provision**						- 231	
Total Continuing		3 860	4 399	- 5 %	578	461	25 %
	<i>margin</i>				15.0 %	10.5 %	
Discontinued		1 330	2 127	- 32 %	770	158	<i>n.m.</i>
Total Group		5 190	6 526	- 14 %	1 348	619	<i>n.m.</i>

*in local currency **CHF 231 million provision for a competition law investigation by the European Commission (EC) ***2020 EBITDA figures include a total of CHF 55 million reversal for a competition law investigation by the EC (in Corporate) and a CHF 49 million provision for the efficiency program (CHF 12 million to Care Chemicals, CHF 6 million to Catalysis, CHF 19 million to Natural Resources and CHF 12 million to Corporate) as well as a CHF 68 million provision for the rightsizing program and a CHF 24 million provision for the efficiency program both in discontinued operations

Full Year 2020 – Key Financials

	2020		2019	
<i>Continuing operations</i>	CHF m	% of sales	CHF m	% of sales
Sales	3 860	100.0 %	4 399	100.0 %
Local currency growth	- 5 %			
<i>Organic growth*</i>	- 5 %			
<i>Acquisitions / divestures</i>	0 %			
Currencies	- 7 %			
Gross profit	1 173	30.4 %	1 375	31.3 %
EBITDA	578	15.0 %	461	10.5 %
EBITDA before exceptional items	619	16.0 %	740	16.8 %
EBIT	298	7.7 %	165	3.9 %
EBIT before exceptional items	350	9.1 %	444	10.1 %
Net result**	799	15.4 %	38	0.6 %
Operating cash flow**	369		509	
<i>Sales from discontinued operations</i>	1 330	100 %	2 127	100 %
<i>Net result from discontinued operations</i>	683	51.4 %	72	3.4 %

*organic growth: volume/mix and price effects excluding the impact of changes in foreign currency exchange rates and acquisitions / divestments ** including discontinued operations

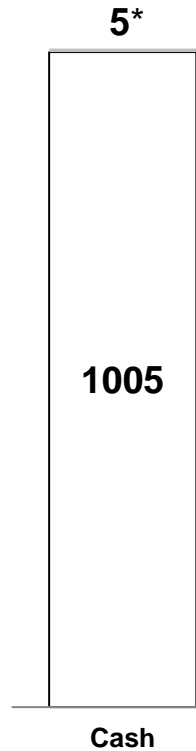
Full Year 2020 – Consolidated Statements of Cash Flows

All figures including discontinued operations

<i>CHF m</i>	2020	2019
Net result	799	38
Depreciation, amortization and impairment	280	330
Payments for restructuring	- 25	- 29
Other	- 513	195
Cash flow before changes in working capital	541	534
Changes in working capital and provisions	- 57	96
Income taxes paid	- 115	- 121
Operating cash flow	369	509
Cash flow from investing activities	1 083	- 254
<i>thereof: property, plant and equipment</i>	- 288	- 273
<i>thereof: changes in current financial assets and short-term deposits</i>	48	- 285
<i>thereof: acquisitions, disposals and other</i>	1 323	304
Cash flow before financing	1 452	255
Return on Invested Capital (ROIC)	7 %	3 %

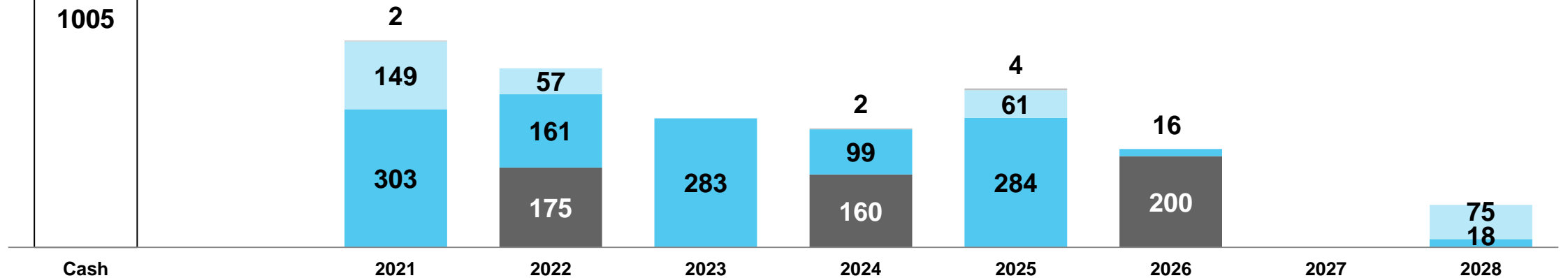
Debt Maturity Profile as of 31 December 2020

LIQUIDITY in CHF m



FINANCIAL DEBT MATURITIES in CHF m

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



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

Full Year 2020 – Sales and Cost Structure*

GLOBAL SALES DISTRIBUTION **

in %

EMERGING MARKETS

14 %

JPY

4 %

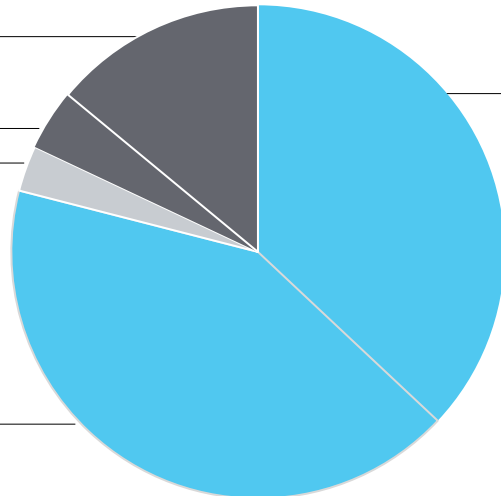
CHF

3 %

USD

42 %

EUR
37 %



GLOBAL COST DISTRIBUTION **

in %

EMERGING MARKETS

16 %

JPY

3 %

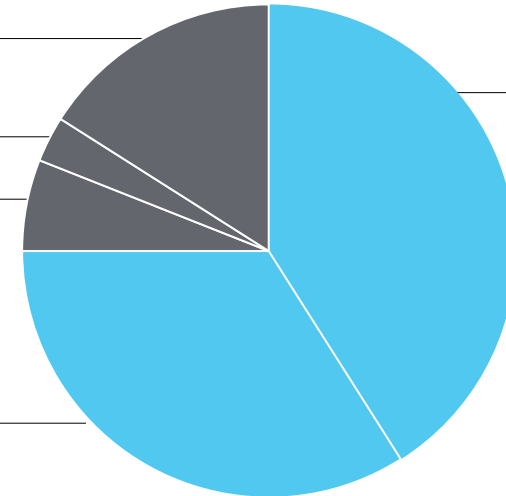
CHF

6 %

USD

34 %

EUR
41 %



* These distributions represent an approximation to total cash inflows and outflows and are closely linked to transaction exposures for FY 2020

** including discontinued operations

Full Year 2020

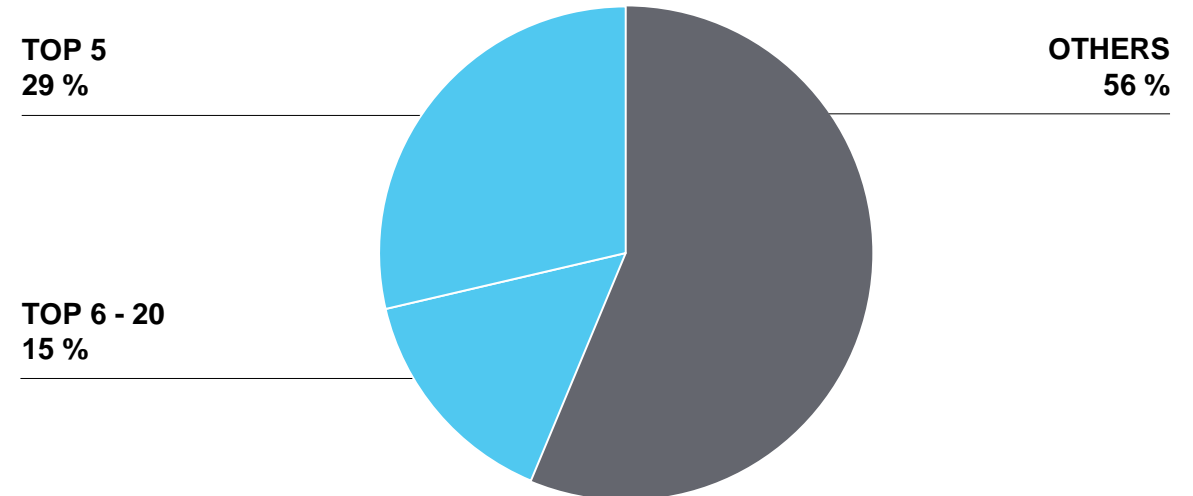
Top 20 Chemicals in Percentage of Total Raw Material Cost*

TOP 5 CHEMICALS

- 1 Ethylene
- 2 Ethylene oxide
- 3 Propylene oxide
- 4 Propylene glycol
- 5 Aluminum hydroxide

TOP 6 - 20 CHEMICALS

- 6 Wax, montan
- 7 Fatty acids
- 8 Alumina
- 9 Sodium hypophosphite
- 10 Bentonite
- 11 Sodium hydroxide
- 12 Triethanolamine
- 13 Carbon
- 14 Fatty alcohol
- 15 Copper (all forms)
- 16 Naphtha
- 17 Alcohols, C12-14
- 18 Cetyl / dodecyl alcohol
- 19 Methanol
- 20 Ferric oxide



* as of 31 December 2020, only continuing operations

New SBTi climate targets to future-proof operations and product portfolio



ENVIRONMENTAL



CLIMATE TARGETS TO FUTURE-PROOF OUR OPERATIONS

Science-Based Climate Targets

Absolute reduction targets from 2019 to 2030:

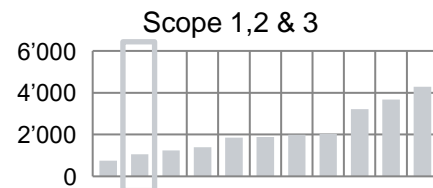
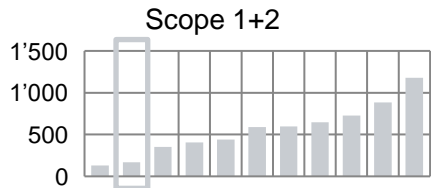
-40 %

Scope 1+2

-14 %

Scope 3

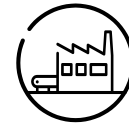
Peer* comparison CO₂e intensity tCO₂e/m€



Aggressive reduction targets starting from a position of strength to solidify leading CO₂ footprint position

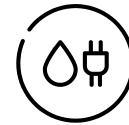
*2019 numbers. Peers Arkema, BASF, Clariant, DSM, Eastman, Evonik, ICL, Lanxess, Solvay, UPM, Wacker

MAIN LEVERS FOR CARBON FOOTPRINT REDUCTION:



SCOPE 1: ENERGY EFFICIENCY

- Operations digitalization and process optimization
- Equipment upgrades



SCOPE 2: ENERGY TRANSITION

- Green electricity
- Green steam



SCOPE 3: LOW-CARBON RAW MATERIALS

- Recycled
- Sustainable bio-based

MAIN LEVERS FOR HANDPRINT INCREASE:



CUSTOMER SCOPE 1, 2 & 3 REDUCTION

- Sustainable bio-based low-carbon products
- Products enabling circularity
- Products reducing energy consumption and emissions

Adapting important **social** and **governance** aspects to support the holistic sustainability transformation



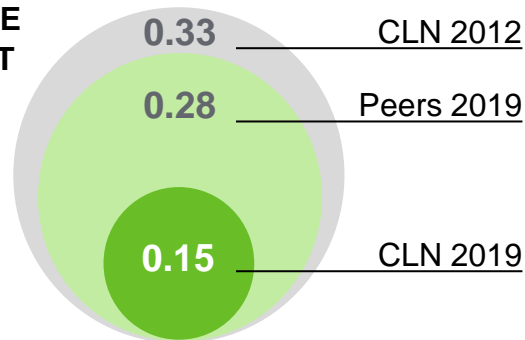
SOCIAL



OUR GOAL: ZERO ACCIDENTS

Working together with all business units within the framework of the **Avoiding Accidents** program to continually reduce the number of accidents Group-wide

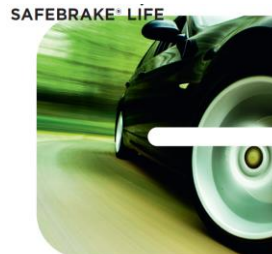
LOW LOST-TIME ACCIDENT RATE*



SAFE AND SUSTAINABLE CHEMISTRY

Committed to **generating positive impact for society** with **safe and sustainable chemistry**

Examples include **Safebrake® Life**, a hazard label-free brake fluid, contributing to safety in driving and for everybody using it



GOVERNANCE



SETTING UP THE RIGHT STRUCTURES

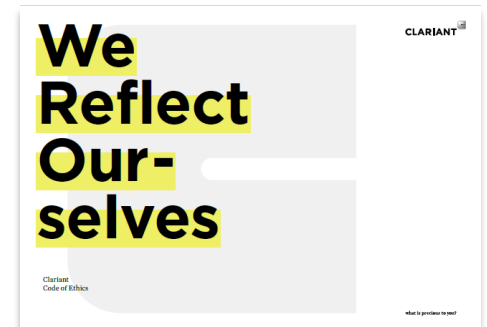
Bundling expertise for innovative and sustainable solutions by establishing a **new Group Innovation & Sustainability (GIS)**

IMPLEMENTING EFFECTIVE CO₂ GOVERNANCE TOOLS

Integrating CO₂ pricing into CAPEX decision-making and CO₂ performance into short-term incentive plan
Stepwise implementation of TCFD recommendations

ENSURING THE HIGHEST STANDARDS

Ensuring the highest compliance standards with an updated **Code of Ethics**



*Peers value based on average of Lonza, DSM, AkzoNobel, Umicore, Albemarle, BASF, Evonik, Solvay and Clariant

The Executive Committee



CONRAD KEIJZER
Chief Executive Officer

Responsibilities:

Group Auditing (together with Chairman of 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

17 March 2021

Integrated Report 2020

07 April 2021

Annual General Meeting

29 April 2021

First Quarter 2021 Reporting

29 July 2021

First Half 2021 Reporting

28 October 2021

Nine Months 2021 Reporting

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