Third Quarter / Nine Months Figures 2026

Analyst presentation

Investor Relations
03.11.2026



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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.

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Group performance

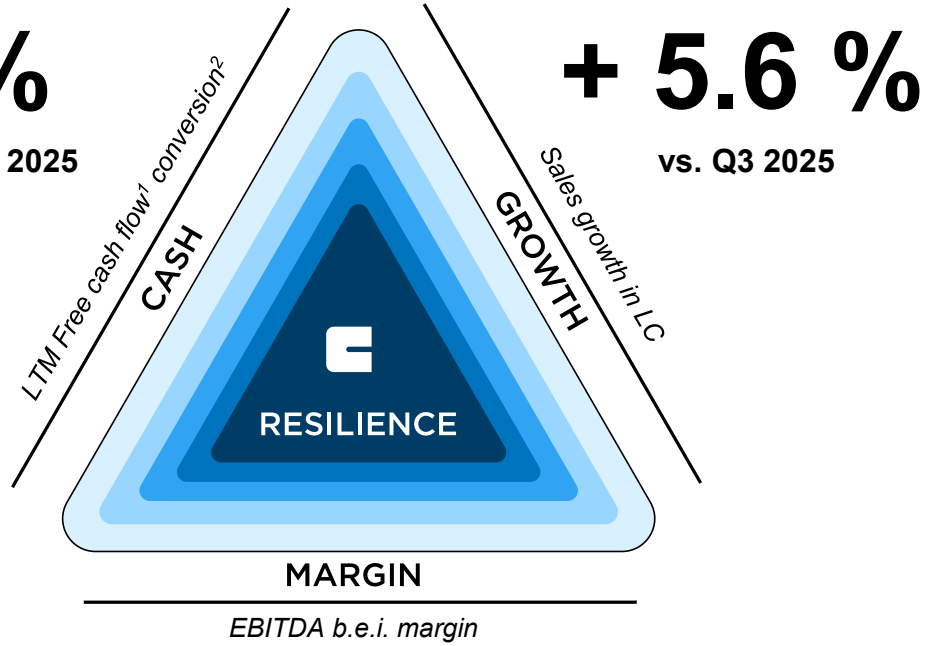
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Third Quarter 2026

48 %

vs. 39 % in Q3 2025 (LTM)



+ 5.6 %

vs. Q3 2025

15.6 %

vs. 17.9 % in Q3 2025

[1] FCF (Last Twelve Months) defined as cash generated from operating activities – Capex (investments in PPE and IA)
[2] Defined as FCF / EBITDA
[3] CC = Care Chemicals; CA = Catalysts; AA = Adsorbents & Additives
[4] EBITDA before exceptionals Q3 2026: CHF 151.5 m (15.6 %); Q3 2025: CHF 162.0 m (17.9 %)

Key messages

Sales of CHF 968.8 m – strong growth in CC[3] and AA (pricing and volumes) – CA continued to be impacted by Middle East (ME) conflict

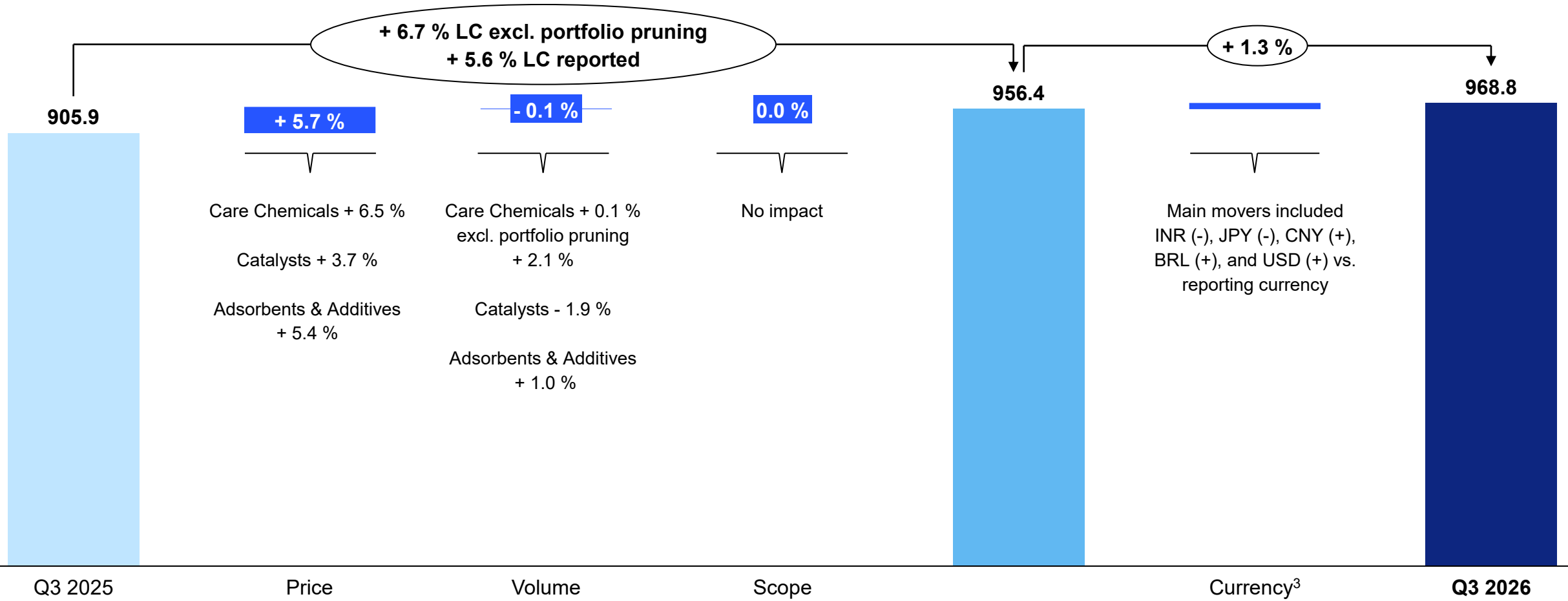
EBITDA b.e.i.[4] margin 230 bps lower as continued improvement in AA offset by two effects of broadly similar magnitude:

(1) positive phasing impact in Corporate costs in Q3 2025
(2) lower volume (CA) as well as business mix and effects of volatile raw materials on costs and valuation of inventory (CC and CA)

9 % pts FCF conversion improvement (Q3 LTM) achieved through improved operating cash flow, disciplined capex, and effective net working capital management

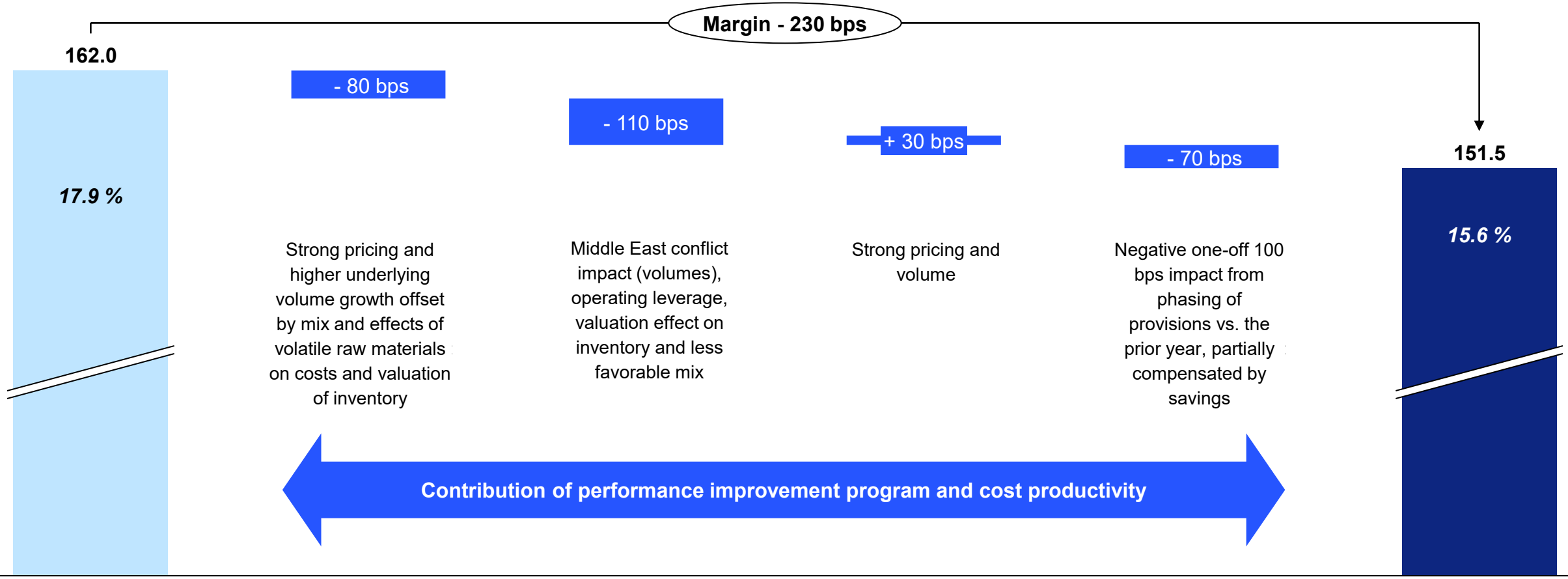
Guidance FY 2026 remains unchanged with strong order book for the final quarter, particularly in Catalysts

Q3 sales:[1] Strong pricing across all BUs with underlying volume growth in CC[2] and AA; CA volumes remain impacted by Middle East conflict



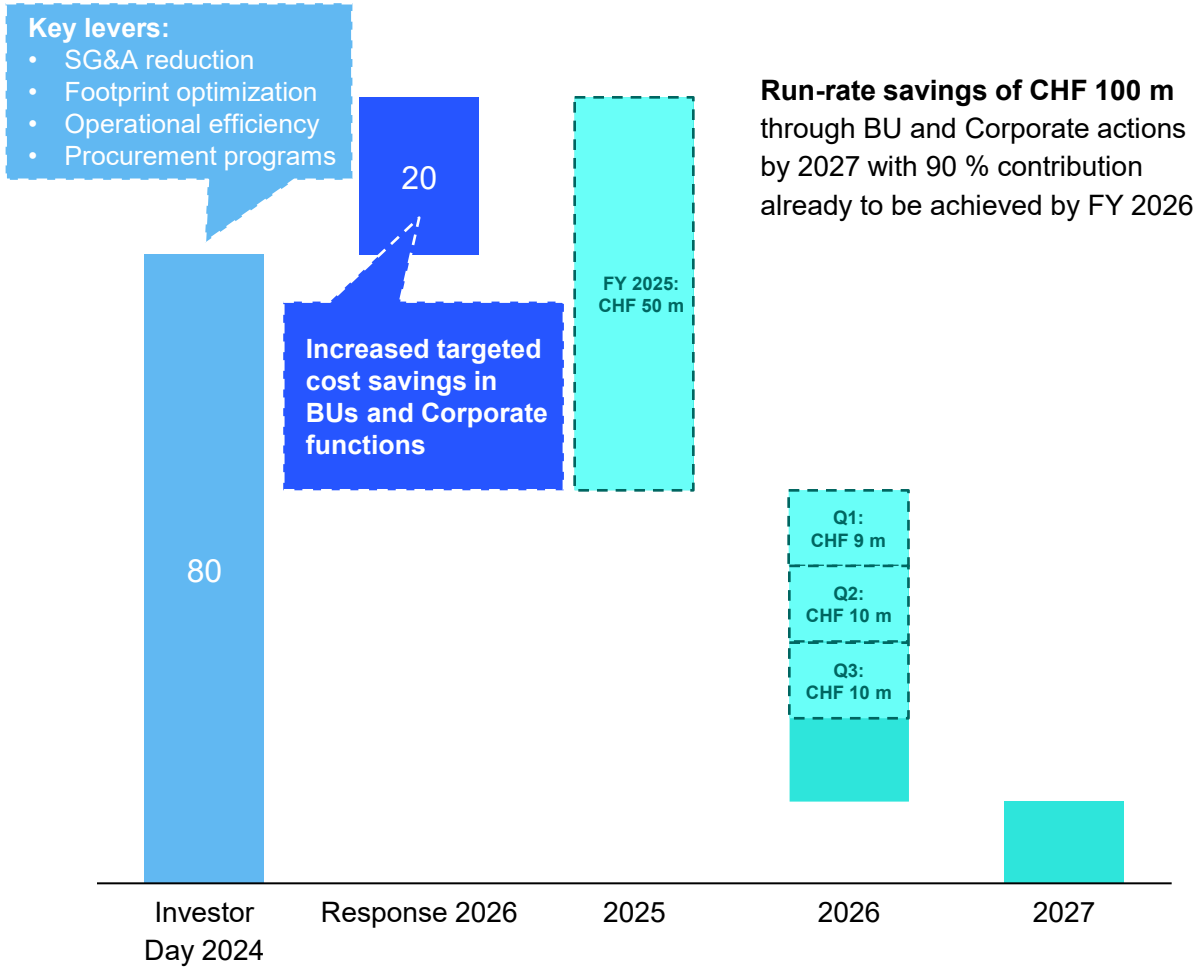
[1] All references to local currency growth, pricing, volumes, and scope exclude the price impact from hyperinflation country Türkiye.
[2] CC = Care Chemicals; CA = Catalysts; AA = Adsorbents & Additives
[3] Currency translation impact includes the price impact from hyperinflation country Türkiye.

Q3 EBITDA b.e.i.:[1] Strong performance in AA offset by two effects of broadly similar magnitude across Corporate costs and businesses



[1] EBITDA before exceptional items

Performance improvement programs (Investor Day 2024) achieve CHF 79 m run-rate savings, on track to deliver full CHF 100 m by 2027



Run-rate savings of CHF 100 m through BU and Corporate actions by 2027 with 90 % contribution already to be achieved by FY 2026

Programs

- **Savings**: CHF 100 m total run-rate savings targeted of which CHF 79 m savings achieved, CHF 10 m savings in Q3
- **Restructuring:** CHF 99 m total restructuring charges (CHF 6 m in Q3)

Key measures Q3 2026

- Headcount reduction of ~ 70 FTEs announced – total of ~ 700 FTEs announced
- Execution of targeted cost management initiatives implemented across the BUs and Corporate functions



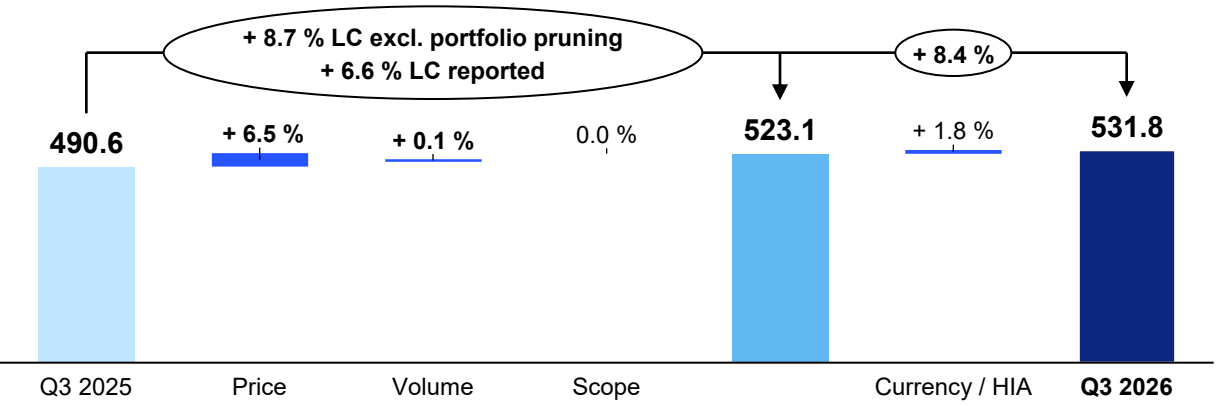
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Q3 2026
Business performance

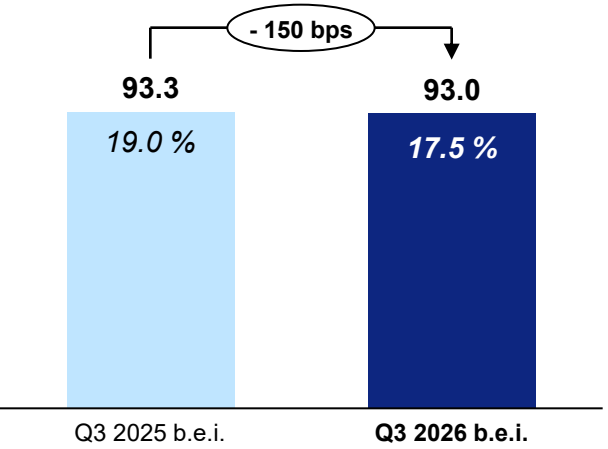
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Third Quarter 2026 Care Chemicals

Sales[1] (in CHF m)



EBITDA b.e.i.[2] (margin)



Segments

In LC	*Sales Q3 2026[3]*
Personal & Home Care	DD +
Crop Solutions	Flat
Industrial Applications	DD +
Base Chemicals	DD +
Oil Services	DD -[4]
Mining Solutions	HSD +

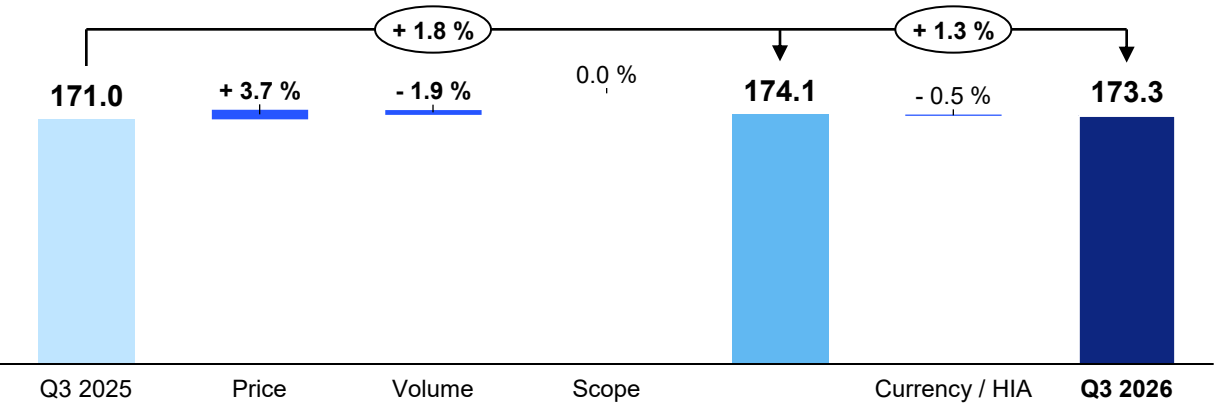
[1] Currency translation impact includes the price impact from hyperinflation country Türkiye. [2] Before exceptional items
[3] LSD = low-single-digit; DD = double-digit; HSD = high-single-digit. [4] LSD down, excluding portfolio pruning

Strong growth driven by pricing in industrial businesses and Personal & Home Care

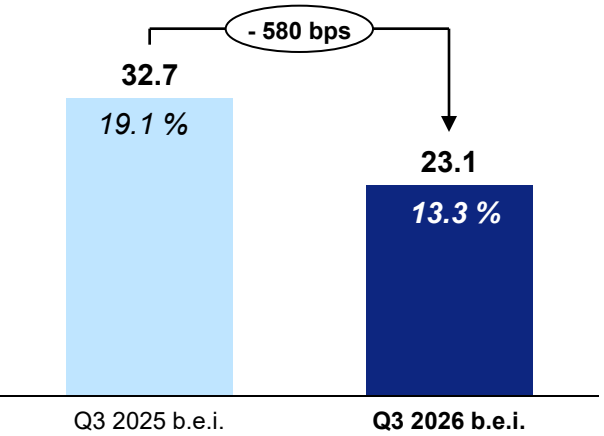
- **Price:** Strong increase related to time-lag of formula-based prices and continued successful implementation of value-based pricing
- **Volume:** Underlying growth (+ 2.1 %) delivered by all segments except Oil Services (ME impact); strongest growth in industrial businesses (Industrial Applications, Base and Mining) and Personal & Home Care; Crop Solutions slightly lower
- **EBITDA b.e.i. margin**:[2] down 150 bps from mix effects and effects of volatile raw material prices on costs and valuation of inventory
- **Middle East impact for 2026**: raw material costs to remain elevated and volatile in Q4; regional Oil Services demand impacted

Third Quarter 2026 Catalysts

Sales[1] (in CHF m)



EBITDA b.e.i.[1] (margin)



Segments

In LC	*Sales Q3 2026[3]*
Propylene	> 2x +
Ethylene	DD -
Syngas & Fuels	LSD -
Specialties	Flat

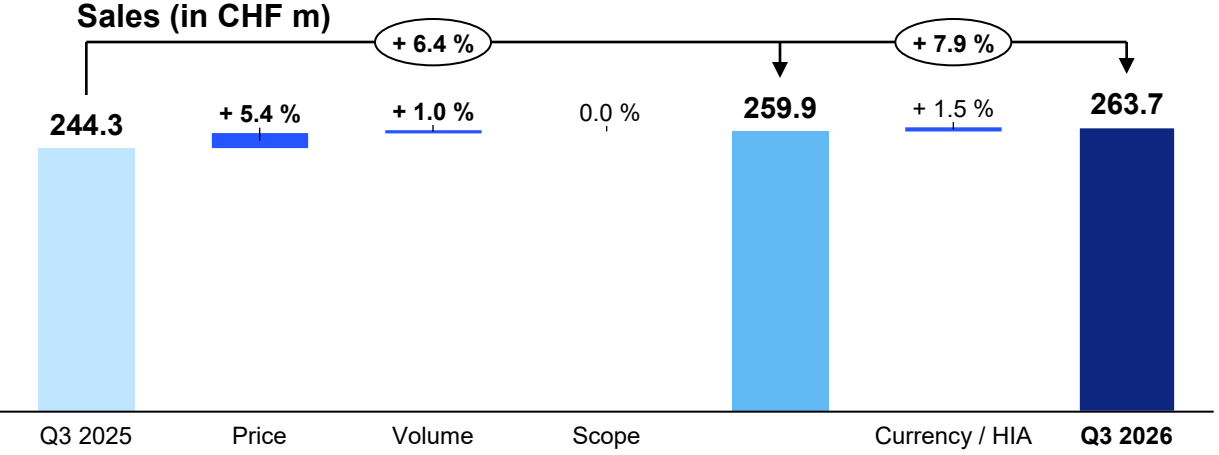
[1] Currency translation impact includes the price impact from hyperinflation country Türkiye. [2] Before exceptional items
[3] LSD = low-single-digit ; DD = double-digit

Positive pricing despite continued ME impact, high margin comparable

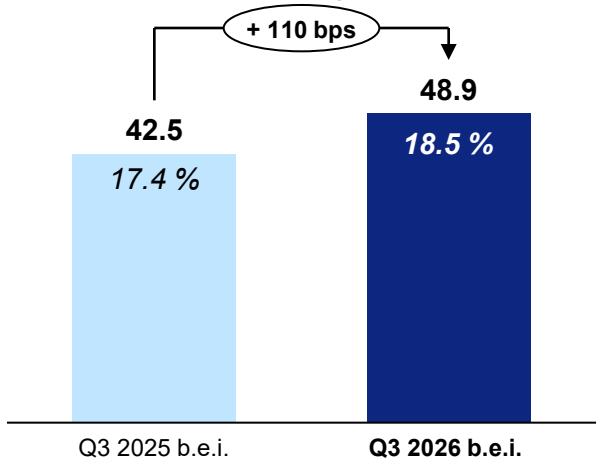
- **Price:** slightly up across the portfolio
- **Volume**: significant **Middle East impact** continued with shift of high-margin orders (*DD m*); Propylene projects (Catofin™) vs. very low comparable base; Ethylene lower against high comparable base
- **EBITDA b.e.i. margin:[2]** down 580 bps due to Middle East impact, less favorable business mix, and valuation effect on inventory
- **Middle East impact for 2026**: continued high levels of force majeures/shutdowns causing delays of refill orders; some normalization in Asia-Pacific
- **Strong order book** and business mix into Q4

Third Quarter 2026 Adsorbents & Additives

Sales (in CHF m)



EBITDA b.e.i.[1] (margin)



Segments (split)

In LC	*Sales Q3 2026[3]*
Adsorbents (51 %)	LSD +
Additives (49 %)	DD +

[1] Currency translation impact includes the price impact from hyperinflation country Türkiye. [2] Before exceptional items
[3] LSD = low-single-digit; DD = double-digit

Margin improvement driven by strong top-line in Additives

- **Price:** up in all segments to offset inflationary raw materials (*DD %*)
- **Volume:** strongly up in Additives driven by Polymer Solutions (Flame Retardants) and Coatings & Adhesives; Adsorbents slightly up with growth in renewable fuel applications in the US offsetting lower demand in industrial segments and edible oil purification in EMEA and APAC
- **EBITDA b.e.i. margin:[2]** 110 bps increase due to positive mix effects, active margin management and performance improvement programs
- **Middle East impact for 2026**: limited direct impact with uncertainty around year-end order pattern and global consumer demand in Q4


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Group Outlook
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Guidance 2026 remains unchanged in challenging and volatile market environment impacted by Middle East conflict

2026 guidance (Q2)

~ flat sales growth in local currency[1]

(CHF 3.915 b in 2025; flat vs. PY)

~ 18.0 % EBITDA margin before exceptional items

(17.8 % in 2025; up 180 bps vs PY)

External factors

- Middle East (ME) conflict with continued geopolitical challenges, uncertainties, and risks → negative impact mainly on CA and on ME Oil Services in CC
- Global GDP growth stable at 2.6 % (vs. 2.5 % in July), global chemical industry growth negative to - 0.6 % (from 1.0 % in July)
- No easing of interest rates; long-term rates remain elevated
- Increase in raw materials, energy, and logistics costs (pass-through)
- General inflation ~ 3 - 4 %, driven by wages

Internal factors

- Portfolio pruning impact of negative ~ 1 % (Group) and ~ 2 % (CC)[2]
- Growth in AA; slight growth in CC (underlying); CA expected lower (ME)
- Value-based pricing to offset increased inflationary effects
- Strong order book into Q4 in all Business Units, particularly Catalysts
- Deliver cost savings of increased performance improvement programs

2026 guidance (Q3)

~ flat sales growth in local currency[1]

~ 18.0 % EBITDA margin before exceptional items

Clariant remains committed to medium-term targets, delivered by 2027 at the latest

[1] All references to local currency exclude the price impact from hyperinflation country Türkiye; [2] CC = Care Chemicals; CA = Catalysts; AA = Adsorbents & Additives



Appendix

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Modeling guidance FY 2026 versus FY 2025

Portfolio pruning	• Divestments and closures create a negative top-line impact of 1 % (Group) and 2 % (Care Chemicals) to 2026 sales
Sales guidance	• Growth in Adsorbents & Additives • Slight underlying growth in Care Chemicals (catching up portfolio pruning effect) • Catalysts expected lower (Middle East postponements of refill activities)
FX assumption	• around 3 % headwind on sales (FY)
Raw materials / energy / logistics	• High single-digit percent up / double-digit percent up / double-digit percent up
Performance improvement programs (Investor Day 2024)	• CHF 79 m of CHF 100 m targeted run-rate cost savings achieved as of 9M2026; Total expectation of CHF 90 m in FY2026, with remainder expected in 2027
Capex	• Lower end of targeted CHF 150 m – 175 m range
Tax rate	• 27 – 29 %

Third Quarter 2026 – Overview

Group

in CHF m	*Q3 2026*	*Q3 2025*	*% CHF*	*% LC*[1]
Sales	**968.8**	905.9	6.9	5.6
EBITDA	**144.0**	158.8	- 9.3	
EBITDA margin	***14.9 %***	17.5 %		
EBITDA b.e.i.[2]	**151.5**	162.0	- 6.5	
EBITDA b.e.i.[2] margin	***15.6 %***	17.9 %		

Sales Bridge	***Price***[1]	***Volume***[1]	***Scope***[1]	***Currency***
	5.7 %	*- 0.1 %*	*0.0 %*	*1.3 %*

Care Chemicals

in CHF m	*Q3 2026*	*Q3 2025*	*% CHF*	*% LC*[1]
Sales	**531.8**	490.6	8.4	6.6
EBITDA	**92.0**	93.0	- 1.1	
EBITDA margin	***17.3 %***	19.0 %		
EBITDA b.e.i.[2]	**93.0**	93.3	- 0.3	
EBITDA b.e.i.[2] margin	***17.5 %***	19.0 %		

Sales Bridge	***Price***[1]	***Volume***[1]	***Scope***[1]	***Currency***
	6.5 %	*0.1 %*	*0.0 %*	*1.8 %*

Sales Split	***Consumer***	***Industrial***
	58 %	*42 %*

Catalysts

in CHF m	*Q3 2026*	*Q3 2025*	*% CHF*	*% LC*[1]
Sales	**173.3**	171.0	1.3	1.8
EBITDA	**23.3**	32.5	- 28.3	
EBITDA margin	***13.4 %***	19.0 %		
EBITDA b.e.i.[2]	**23.1**	32.7	- 29.4	
EBITDA b.e.i.[2] margin	***13.3 %***	19.1 %		

Sales Bridge	***Price***[1]	***Volume***[1]	***Scope***[1]	***Currency***
	3.7 %	*- 1.9 %*	*0.0 %*	*- 0.5 %*

Sales Split	***Petrochemicals***	***Syngas***	***Specialties***
	28 %	*40 %*	*32 %*

Adsorbents & Additives

in CHF m	*Q3 2026*	*Q3 2025*	*% CHF*	*% LC*[1]
Sales	**263.7**	244.3	7.9	6.4
EBITDA	**41.8**	42.7	- 2.1	
EBITDA margin	***15.9 %***	17.5 %		
EBITDA b.e.i.[2]	**48.9**	42.5	15.1	
EBITDA b.e.i.[2] margin	***18.5 %***	17.4 %		

Sales Bridge	***Price***[1]	***Volume***[1]	***Scope***[1]	***Currency***
	5.4 %	*1.0 %*	*0.0 %*	*1.5 %*

Sales Split	***Consumer***	***Industrial***	***Additives***	***Adsorbents***
	49 %	*51 %*	*49 %*	*51 %*

[1] All references to local currency growth, pricing, volumes, and scope exclude the price impact from hyperinflation country Türkiye; [2] Before exceptional items

First Nine Months 2026 – Overview

Group

in CHF m	*9M 2026*	*9M 2025*	*% CHF*	*% LC[1]*
Sales	**2 828.1**	2 886.6	-2.0	1.0
EBITDA	**444.2**	449.9	-1.3	
EBITDA margin	**15.7 %**	15.6 %		
EBITDA b.e.i.[2]	**482.8**	520.9	-7.3	
EBITDA b.e.i.[2] margin	**17.1 %**	18.0 %		

Sales Bridge	***Price[1]***	***Volume[1]***	***Scope[1]***	***Currency***
	2.2 %	*- 1.2 %*	*0.0 %*	*- 3.0 %*

Care Chemicals

in CHF m	*9M 2026*	*9M 2025*	*% CHF*	*% LC[1]*
Sales	**1 582.1**	1 586.4	-0.3	2.1
EBITDA	**302.4**	276.9	9.2	
EBITDA margin	**19.1 %**	17.5 %		
EBITDA b.e.i.[2]	**311.8**	310.2	0.5	
EBITDA b.e.i.[2] margin	**19.7 %**	19.6 %		

Sales Bridge	***Price[1]***	***Volume[1]***	***Scope[1]***	***Currency***
	2.2 %	*- 0.1 %*	*0.0 %*	*- 2.4 %*

Sales Split	***Consumer***	***Industrial***
	59 %	*41 %*

Catalysts

in CHF m	*9M 2026*	*9M 2025*	*% CHF*	*% LC[1]*
Sales	**492.1**	551.2	-10.7	-5.1
EBITDA	**63.2**	104.1	-39.3	
EBITDA margin	**12.8 %**	18.9 %		
EBITDA b.e.i.[2]	**68.7**	107.7	-36.2	
EBITDA b.e.i.[2] margin	**14.0 %**	19.5 %		

Sales Bridge	***Price[1]***	***Volume[1]***	***Scope[1]***	***Currency***
	1.6 %	*- 6.7 %*	*0.0 %*	*- 5.6 %*

Sales Split	***Petrochemicals***	***Syngas***	***Specialties***
	33 %	*36 %*	*31 %*

Adsorbents & Additives

in CHF m	*9M 2026*	*9M 2025*	*% CHF*	*% LC[1]*
Sales	**753.9**	749.0	0.7	3.0
EBITDA	**129.1**	126.4	2.1	
EBITDA margin	**17.1 %**	16.9 %		
EBITDA b.e.i.[2]	**142.7**	139.9	2.0	
EBITDA b.e.i.[2] margin	**18.9 %**	18.7 %		

Sales Bridge	***Price[1]***	***Volume[1]***	***Scope[1]***	***Currency***
	2.8 %	*0.2 %*	*0.0 %*	*- 2.3 %*

Sales Split	***Consumer***	***Industrial***	***Additives***	***Adsorbents***
	50 %	*50 %*	*48 %*	*52 %*

[1] All references to local currency growth, pricing, volumes, and scope exclude the price impact from hyperinflation country Türkiye; [2] Before exceptional items

Geographic split

Q3 sales CHF 968.8 m

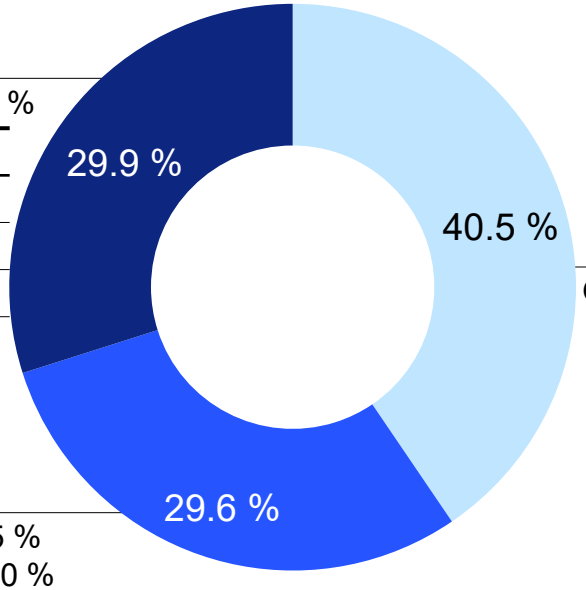
in CHF m, % in local currency[1]

Asia-Pacific
289.5 / + 7.7 %
China 87.7 / - 8.0 %

BU[2]	*Q3 sales*
CC	HSD +
CA	DD +
AA	LSD +

Americas
287.2 / + 2.8 %
USA 162.2 / + 6.5 %
Brazil 67.1 / + 11.0 %

BU[2]	*Q3 sales*
CC	MSD +
CA	LDD -
AA	DD +



EMEA
392.1 / + 6.1 %
Germany 91.6 / + 11.4 %

BU[2]	*Q3 sales*
CC	HSD +
CA	MSD +
AA	MSD +

9M sales CHF 2 828.1 m

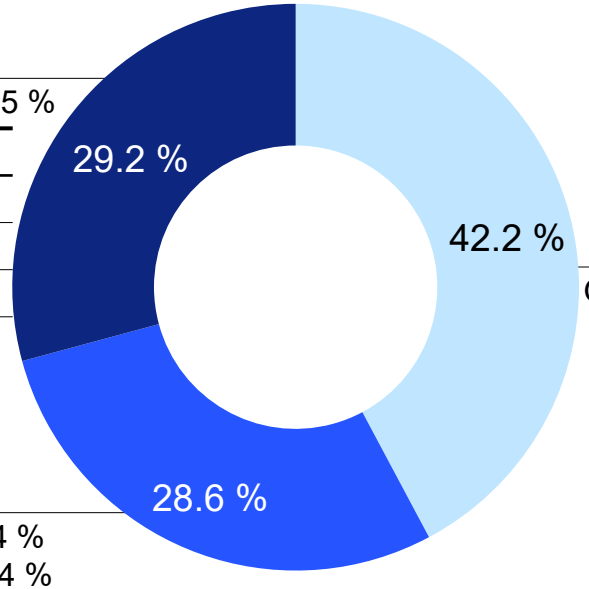
in CHF m, % in local currency[1]

Asia-Pacific
825.9 / + 8.7 %
China 281.7 / - 2.5 %

BU[2]	*9M sales*
CC	HSD +
CA	DD +
AA	HSD +

Americas
809.4 / - 3.7 %
USA 471.9 / + 1.4 %
Brazil 173.8 / - 4.4 %

BU[2]	*9M sales*
CC	Flat
CA	LDD -
AA	LSD +



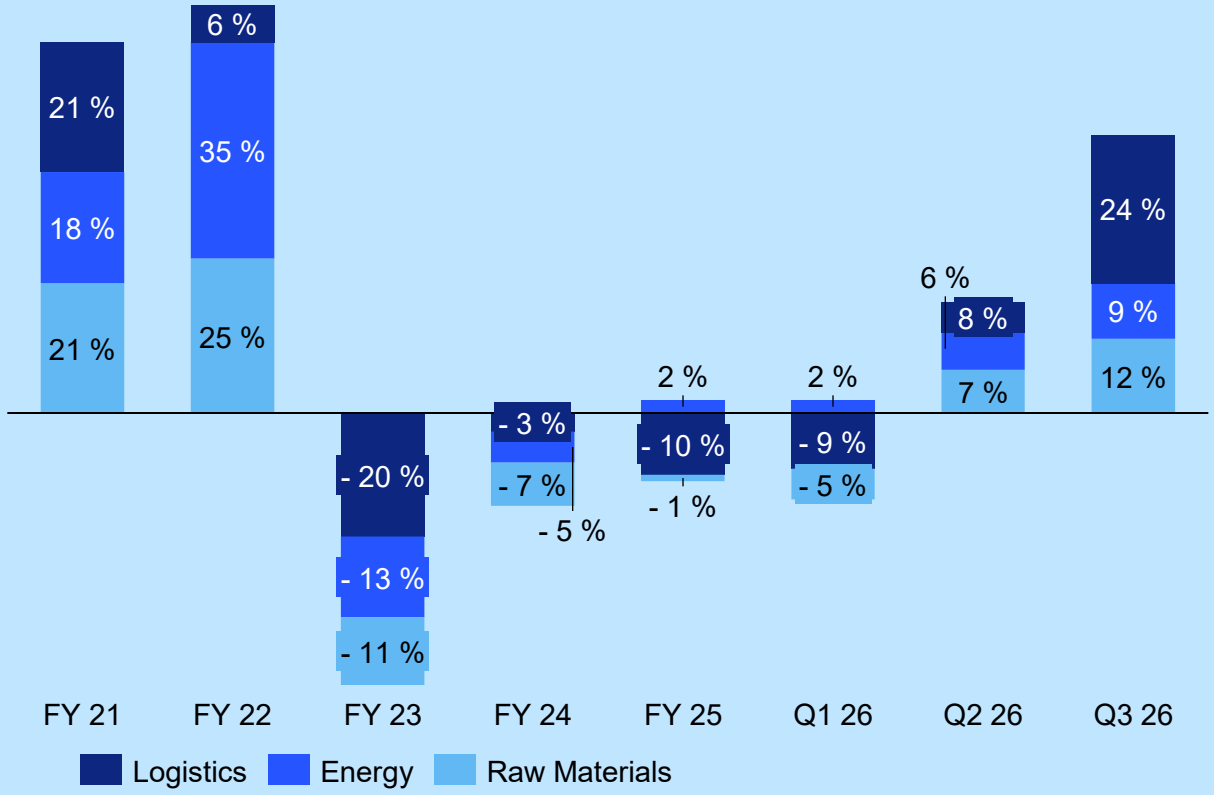
EMEA
1 192.8 / - 0.9 %
Germany 300.1 / + 2.9 %

BU[2]	*9M sales*
CC	LSD +
CA	DD -
AA	Flat

[1] All references to local currency growth, pricing, volumes, and scope exclude the price impact from hyperinflation country Türkiye; [2] BU = Business Unit; CC = Care Chemicals; CA = Catalysts; AA = Adsorbents & Additives; LSD = low single-digit; MSD = mid-single-digit; HSD = high single-digit; DD = double-digit; MDD = mid double-digit, LDD = low double-digit

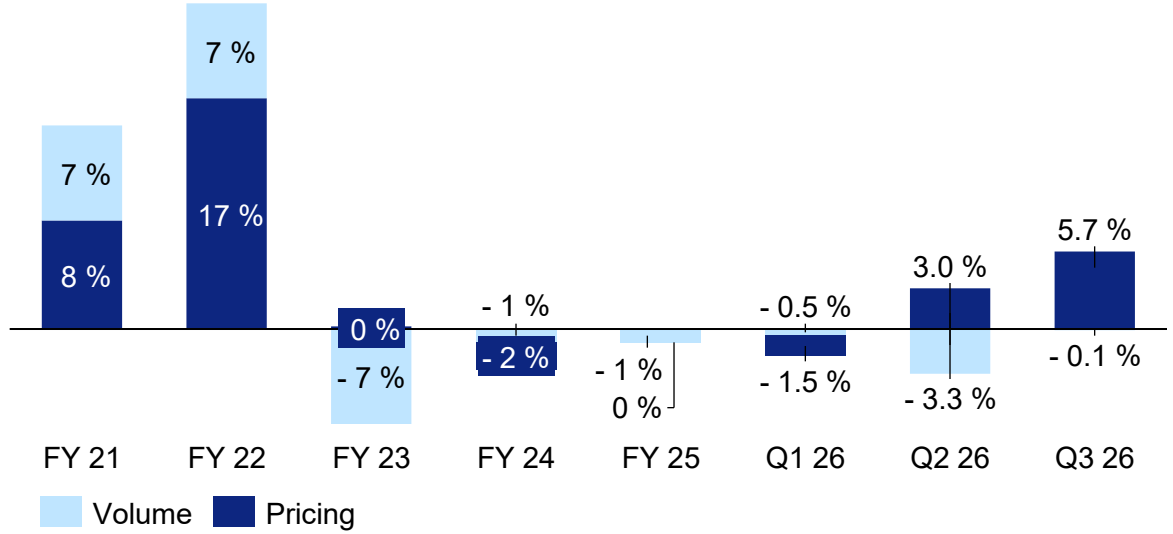
Cost dynamics – year on year and sequentially mixed

- **Raw materials** in Q3 up 12.0 % YoY (sequential up 2.4 %)
- **Energy** in Q3 up 9.0 % YoY (sequential up 2.9 %)
- **Logistics** in Q3 up 23.7 % YoY (sequential up 5.8 %)



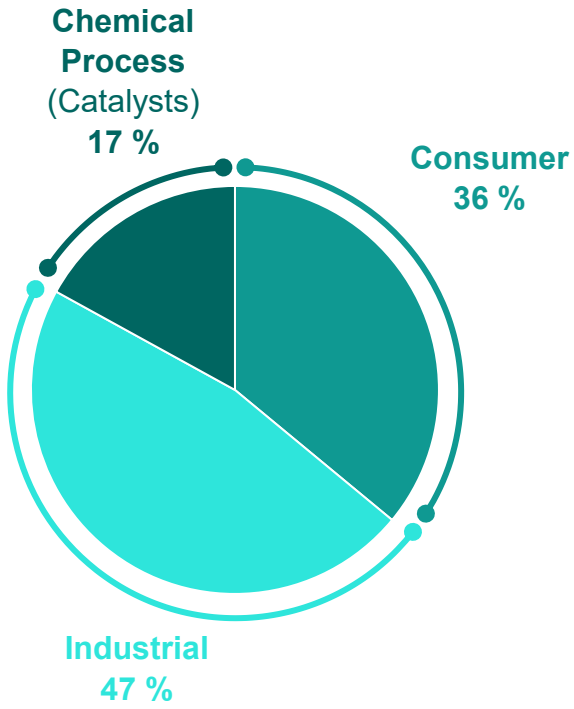
Strong pricing and volumes stable around the flat line

- Low-growth economic environment with inflationary raw materials, energy, and logistics in Q3 2026
- Q3 **Pricing:** 5.7 % (sequential 0.9 %)
- Q3 **Volumes:** - 0.1 % (sequential down 0.3 %)

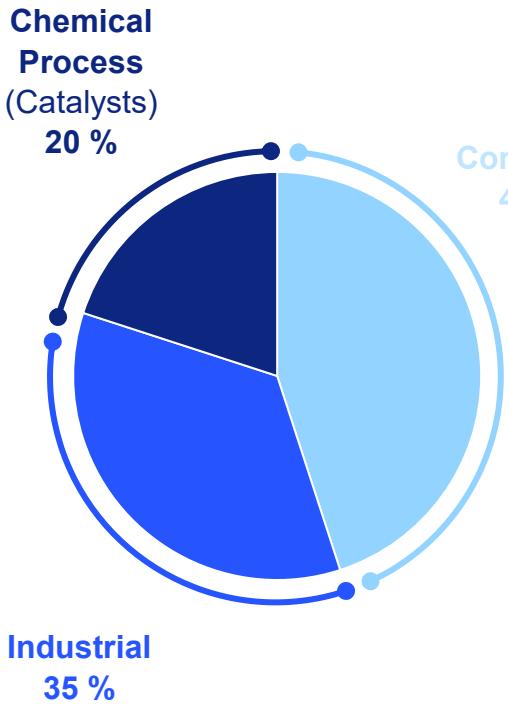


Exposure to attractive consumer markets of close to 50 %...
…with accelerating demand for sustainable products

Sales by end market 2021 (Total Group)



Sales by end market Q3 LTM 2026[1]



Consumer

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

Industrial

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

[1] Last Twelve Months (Q4 2025 – Q3 2026)

ESG – Clariant's sustainability transformation commitment

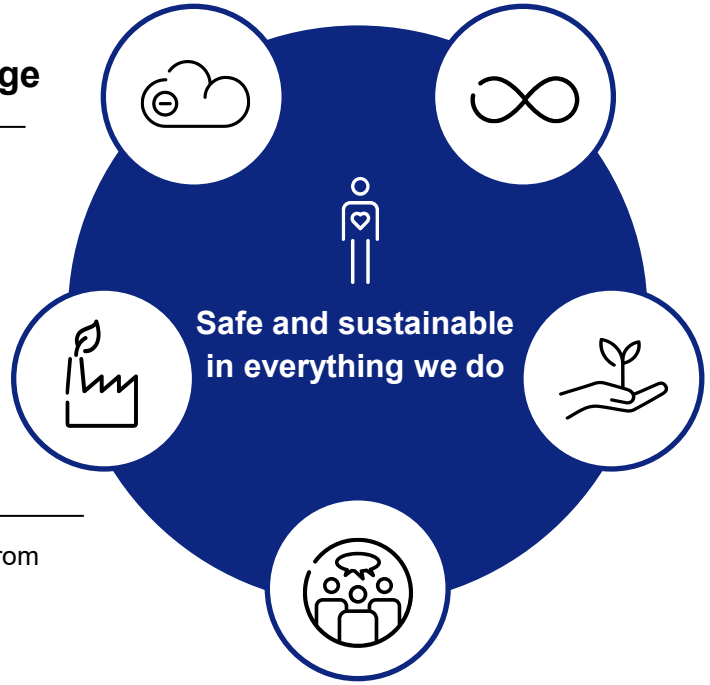
Sustainability priorities

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



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

Social value creation

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

Investment in operations and portfolio

Sustainable operations

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

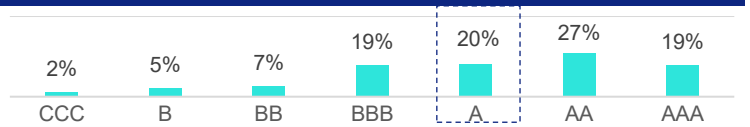
Sustainability-driven portfolio change

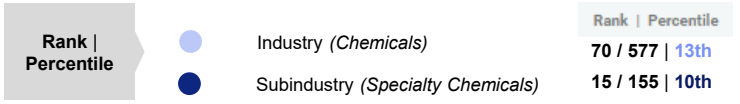
Increase the safety and sustainability of our products and help our customers achieve their sustainability goals

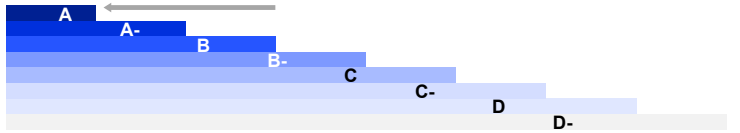
Clariant's leading sustainability ratings and rankings

Status as of September 2026

Index / Ranking / Rating	Clariant Score / Percentile Rank or Range	Status / Comments	First Year of Inclusion
MSCI	**A / Range: AAA to CCC**	AA to A with 2026 Methodology Update (review ongoing)	**2015**
SUSTAINALYTICS	**22.2 (Medium Risk)**	Top 10 % of companies in its Specialty Chemicals subindustry	**2016**
CDP	**Climate (CC): A (Range: A to D-)** **Water (WS): A (Range: A to D-)** **Forests (F): A (Range: A to D-)**	Out of 22 000 companies, only 26 earn Triple A status	**2013**
ISS-oekom	**B- / Top 10 %**	"Prime" Status and Industry Leader	**2013**
FTSE Russell	**3.9 / 73rd Percentile**	Included in FTSE4 Good Index	**2015**
ecovadis	**79 / 92nd Percentile**	–	**2012**
vigeo eiris	**60 / 100 - "Advanced"**	–	**2014**



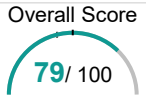








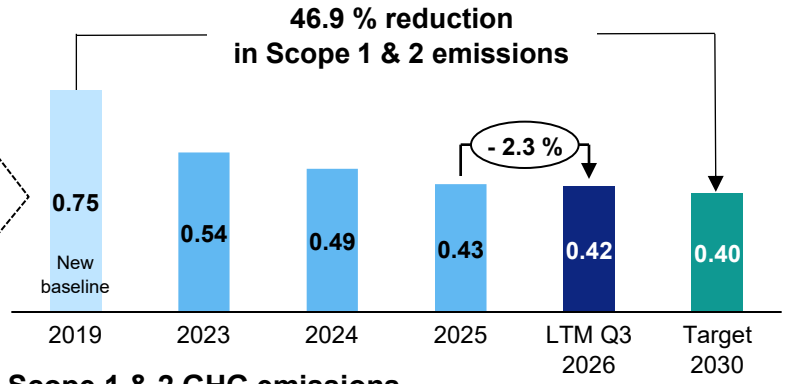




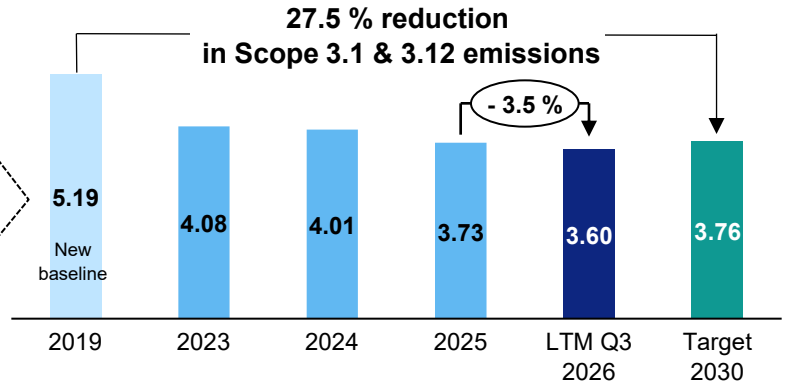
Significant improvement of non-financial KPIs – fully on track to deliver updated 2030 greenhouse gas (GHG) targets

Reducing corporate GHG emissions

In 2024, Clariant performed a rebaselining exercise, reflecting the latest climate science and structural changes to the company since the 2019 baseline was developed. Based on the new baseline, Clariant has updated its near-term company-wide emission reductions to be consistent with the Paris Agreement goals that aim to limit global warming to 1.5°C. The updated near-term targets were reviewed and approved by SBTi in 2025.



Scope 1 & 2 GHG emissions
in m tCO_2e, corresponding to – 43.6 % since 2019



Scope 3.1 & 3.12 GHG emissions
in m tCO_2e, corresponding to – 30.6 % since 2019

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

- **Safety**
  - Commitment to achieve a zero-accidents culture
  - LTM Q3 2026: TRIR rate at 0.37 flat vs. 0.34 at FY 2025; DART rate at 0.18 vs. 0.13 in FY 2025; continued high awareness, safety trainings, and accountability
  - Top-quartile performance in the chemical industry
- **Employee engagement survey**
  - All employees invited to an engagement survey in Jan. 2026
  - Participation rate increased from 86 % to 88 %
  - Employee engagement at 87 % – top quartile vs. industry peers
  - Employee engagement score increased to + 37 in 2026 compared to + 34 in 2025
- **Customer satisfaction**
  - Customer Net Promoter Score (cNPS) increased to 50 in 2025 vs. 45 in 2024
  - Outstanding scores for “product quality,” “technical support,” and “customer service”
  - Positions Clariant in the top quartile among peers

Calendar of Upcoming Corporate Events

23 February 2027

Fourth Quarter / Full Year 2026 Reporting

7 April 2027

Annual General Meeting 2027

29 April 2027

First Quarter 2027 Reporting

30 July 2027

Second Quarter / Half Year 2027 Reporting

29 October 2027

Third Quarter / Nine Months 2027 Reporting

The Executive Leadership Team



Conrad Keijzer
Chief Executive Officer

Executive Leadership Team

Executive Steering Committee



Marcelo Lu
Business President
CC & Americas



Jens Cuntze
Business President
CA & APAC



Angela Cackovich
Business President
AA & EMEA



Oliver Rittgen
Chief Financial
Officer



Priya Thaman
Chief Human
Resources Officer



Judith Bischof
General Counsel



Richard Haldimann
Chief Strategy &
Technology Officer

IR contacts



ANDREAS SCHWARZWÄLDER
Head of Investor Relations

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



THIJS BOUWENS
Investor Relations Officer

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

CLARIANT

Thank you

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

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

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

Greater chemistry