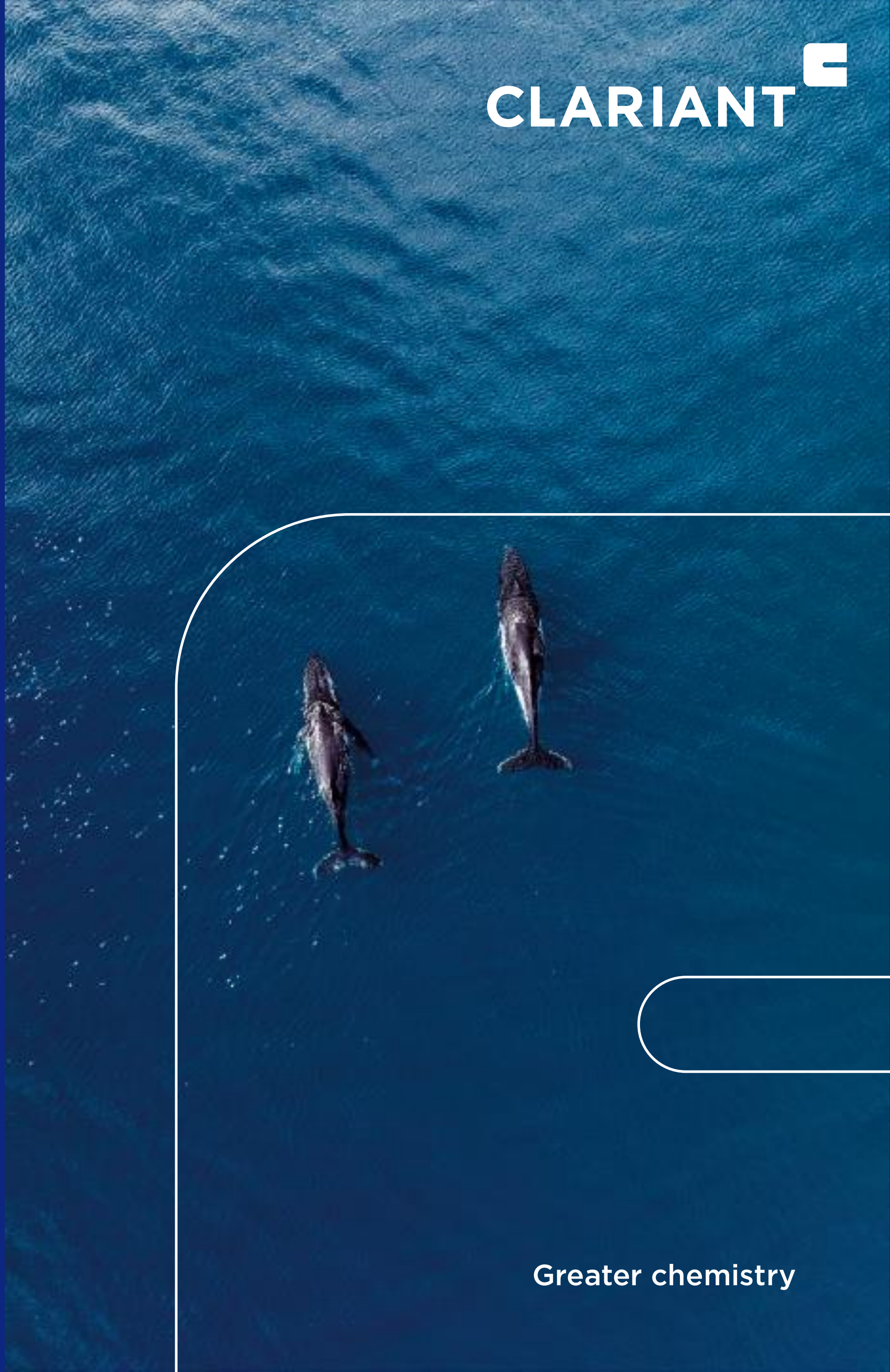
Purpose-Led Strategy / First Nine Months Figures 2025

Conference / Roadshow Investor Presentation

Investor Relations
November 2025



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Purpose-Led Strategy / First Nine Months Figures 2025

"Greater Chemistry – between People and Planet"

Investor Relations
November 2025

Greater chemistry

Clariant's Purpose: "Greater Chemistry – Between People and Planet"

Purpose-Led Growth Strategy

1 Customer Focus

Shaping the future with our customers

Together with our customers, we collaborate for meaningful impact

2 Innovative Chemistry

Accelerating innovation

Our innovative chemistry expands what is possible for the benefit of all

3 Leading in Sustainability

Leading the transition toward sustainability

Our capabilities position us well as our customers are at the forefront of a sustainable world

4 People Engagement

Building a culture of possibilities

Our shared passion and our engaging and inclusive environment empower everyone to achieve greater outcomes

Group Targets: Reinforced Financial, Upgraded Non-Financial Targets

Target reinforced | Upgraded / new target vs. 2021 CMD

Medium-Term Targets (2027 at the latest)

4 – 6 % Sales growth p.a.[1]

19 – 21 % EBITDA margin

~ 40 % FCF conversion[4]

Non-financial Targets

Top Quartile
Employee Safety Performance (DART[2])

Top Quartile
Employee Net Promoter Score (ENPS) by 2030

46 %
Reduction in Scope 1 & 2 emissions by 2030

28 %
Reduction in Scope 3[3] emissions by 2030

> 30 %
Female representation by 2030 (Management)

> 40 %
Leaders with national origin outside Europe by 2030

Ambition to reach top quartile in specialty chemical industry

[1] Local currency growth assuming normalized inflation [2] Days Away, Restricted, or Transferred [3] Categories to be included to be published in 2025 [4] Defined as (Cash Generated from Operating Activities – PP&E Capex) / EBITDA

Our Portfolio Comprises Three Specialty Chemicals Business Units

Care Chemicals

- Personal & Home Care[1]
- Crop Solutions
- Industrial Applications[2]
- Base Chemicals[3]
- Oil Services[4]
- Mining Solutions

FY 2024

CHF 2.242 b
Sales

CHF 403 m
EBITDA a.e.i.

18.0 %
EBITDA a.e.i. margin

Catalysts

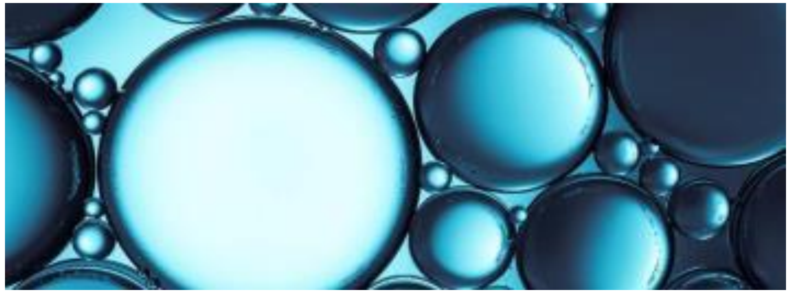
- Syngas & Fuels
- Ethylene
- Propylene
- Specialties

FY 2024

CHF 883 m
Sales

CHF 174 m
EBITDA a.e.i.

19.7 %
EBITDA a.e.i. margin



Adsorbents & Additives

- **Adsorbents**
  - Purification
  - Foundry & Specialties
  - Cargo & Device Protection
- **Additives**
  - Coatings & Adhesives
  - Polymer Solutions

FY 2024

CHF 1.027 b
Sales

CHF 155 m
EBITDA a.e.i.

15.1 %
EBITDA a.e.i. margin

Global segmentation enables differentiated steering within our business units

[1] Including Cosmetics, Pharma, and Home Care [2] Including Coatings, Industrial Lubricants, and Special Applications [3] Including Aviation, Construction & Other, and Refinery [4] Including Oil Wholesale and Oil Services

Balanced Global Footprint with Significant Presence in All Key Regions

	Americas	Europe	MEA	APAC
Sales 2021	27 %	36 %	7 %	30 %
Sales 2024	30 %	32 %	9 %	29 %
Key production sites	14[2]	19[1]	5[1]	26[1]
R&D / technical centers	6 / 14	8 / 12	4 Technical centers	9 / 8

> CHF 60 m Capex p.a.[2] (Americas)

~ CHF 80 m Capex p.a.[2] (Europe / MEA)

> CHF 80 m Capex p.a.[2] (APAC)

Successful execution of growth projects in Americas and APAC

Americas

~ USD 60 m

BASF's U.S. Attapulgite business assets acquisition

Americas

~ CHF 40 m

Upgrade and capacity expansions in North America Care Chemical sites

APAC

~ CHF 180 m

Daya Bay Care Chemicals expansion and new flame-retardant lines

APAC

~ CHF 80 m

Jiaxing construction of new Catalyst facility

[1] Includes JV sites [2] 2022 – 24 average

Implementing Strategic Mandates for Differentiated Segment Steering

Global Megatrends Impacting our Business

Regional Shifts	Health, Wellness, and Sustainability	Changing Demographics	Digitalization and Automation	Decarbonization

Market attractiveness | **Financial performance markers** | **Clariant competitive strength**

Boost
Mobilize resources to accelerate and **multiply market share**

Outgrow
Leverage strong position in an attractive market

Grow at Market
Secure long-term market position and value contribution

Turnaround
Improve profitability across growth trajectory and / or cost structure

Harvest
Continue capitalizing existing asset base and cash flow generation

Differentiated Segment Steering Across Clariant’s Business Units

	Boost	Outgrow	Grow with Market	Turnaround	Harvest
Care Chemicals	Pharma	Cosmetics; Mining	Home Care; Crop Solutions; Coatings; Special Industrial Applications; Oil Services; Base Chemicals (Aviation & Refinery)		Base Chemicals (Construction & Other)
Adsorbents & Additives		Renewable Fuels Purification	Edible Oil Purification; Foundry & Specialties; Cargo & Device Protection	Coatings & Adhesives; Polymer Solutions	
Catalysts		Syngas & Fuels	Specialties; Ethylene; Propylene		
Financial Outlook[1]	*+ 9 %* *Sales CAGR 2024 – 2027*	*+ 7 %* *Sales CAGR 2024 – 2027*	*+ 2 – 4 %* *Sales CAGR 2024 – 2027*	*Margin improvement focus*	*Cash generation focus*

[1] Local currency growth rates assuming normalized inflation

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Overview of Care Chemicals

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Snapshot of Clariant’s Global Care Chemicals Business

Sales FY 2024

CHF **2.242 b**

Margin a.e.i FY 2024

18.0 %

Total Staff 2024

~ 4 000
(FTEs)

EBITDA a.e.i. FY 2024

CHF **403 m**

Sales Split FY 2024

59 %
Consumer

41 %
Industrial

Global Footprint

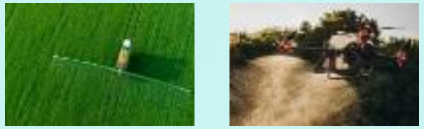
16
Key production sites

End Markets with Accelerating Demand for Sustainable Products

		Consumer End-Markets				Industrial End-Markets				
		 Home & Personal Care	 Coatings & Adhesives	 Agriculture & Food	 Electrical & Electronics	 Automotive	 Oil	 Building & Construction	 Aviation	 Mining
Consumer	**Cosmetics**	✓								
	Pharma	✓								
	Home Care	✓								
	Crop Solutions			✓						
	Coatings		✓							
Industrial	**Special Industrial Applications**					✓				
	Mining Solutions									✓
	Oil Services						✓			
	Base Chemicals & Other							✓	✓	

Overview of Consumer Businesses in Care Chemicals

Consumer Applications

Key Applications[1]	Leading Position	Selected Customers	Example End-Products	Selected Competitors
Cosmetics > 6.6 b TAM + 4 % CAGR	• Active ingredients • Rheology Modifiers • Preservation Solutions	Beiersdorf, Colgate, L'ORÉAL, Henkel, Unilever, SHISEIDO		Ashland always solving BASF We create chemistry BYK Additives & Instruments CRODA Dow Pharma Laxatives Evonik Power to create Givaudan Merck Nouryon Crop Syensqo symrise
Home Care > 2.3 b TAM + 3 % CAGR	• Soil Release Polymers • Rinse Aids	ECOLAB, P&G, reckitt, Henkel, sc johnson, Unilever		
Pharma > 3.4 b TAM + 5 % CAGR	• Laxatives • Expanding in Excipients	Abbott, AstraZeneca, NOVARTIS, SANOFI, Takeda		
Crop Solutions ~ 2.5 b TAM + 3 % CAGR	• Adjuvants • Emulsifiers • Solvents	BAYER, CORTEVA agriscience, syngenta, UPL		
Coatings > 2.6 b TAM + 4 % CAGR	• Emulsion Polymerization Surfactants • Coating Additive Intermediates	ALTANA, BASF We create chemistry, AKZO NOBEL, PPG, DAW Deutsche Amphibolin-Werke von Robert Murjahn		

[1] Indicative CHF TAMs (Total Addressable Market) as of 2023 and medium-term growth rates

Overview of Industrial Businesses in Care Chemicals

Industrial Applications

Key Applications[1]	Leading Position	Selected Customers	Example End-Products	Selected Competitors
Special Industrial Applications > 2.2 b TAM + 3 % CAGR	• Heat Transfer Fluids • Brake Fluids • Synthetic Metalworking Fluid Ingredients	Continental, Ford, Fuchs, Petronas, Quaker Houghton, Total, Stellantis	 	BASF (We create chemistry), ChampionX[2], Dow, Evonik (Power to create), Innospec, Nouryon, Syensqo
Mining Solutions > 700 m TAM + 3 % CAGR	• Sulfide Collector • Amine Collectors • Emulsifiers for Explosives	AngloAmerican, Codelco, Dyno Nobel, Vale	 	
Oil Services > 4.7 b TAM + 3 % CAGR	• Hydrate Inhibitors • Demulsifiers • Corrosion Inhibitors	Ecopetrol, ExxonMobil, Petrobras, Total		
Base Chemicals & Other > 2.2 b TAM + 2 % CAGR	• Aircraft and Runway Deicer • Cold Flow Improvers (Refinery)	Delta, Lufthansa, Repsol, Sika, Swissport	 	

[1] Indicative CHF TAMs (Total Addressable Market) as of 2023 and medium-term growth rates [2] SLB agreed to acquire Championx in April 2024

Care Chemicals Production Network Spanning the Globe

	Americas	EMEA	APAC
Localized production (%)[1] (L3Y), m CHF	~ 94 %	~ 82 %	~ 90 %

Production sites

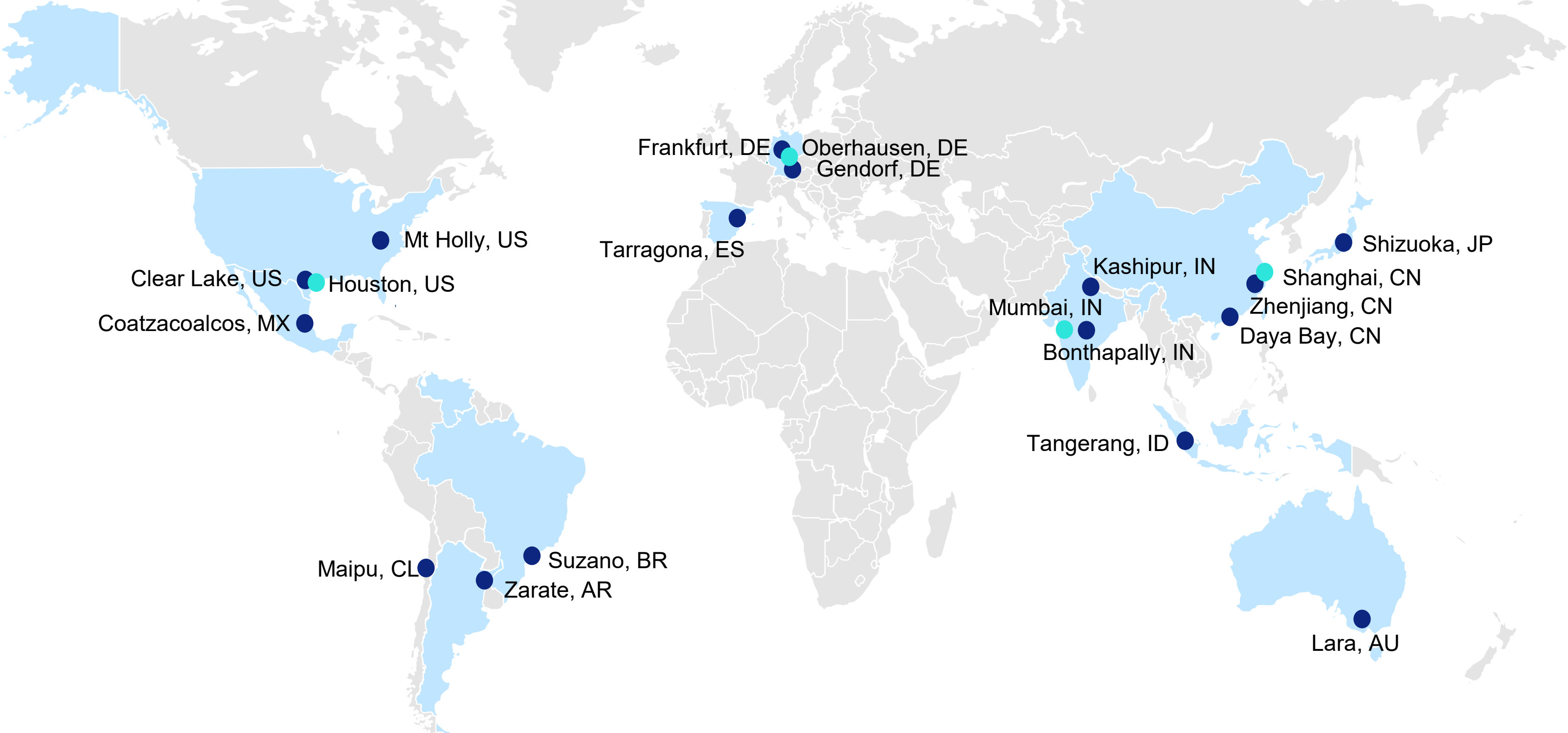
16 key production sites on **5** continents and **12** countries

R&D centers

4 R&D centers worldwide
+ application labs across regions

People

~ 4 000 staff in FTEs



Key Production Sites   R&D Centers

[1] Produced and sold in the same region (2021 – 2023)

Care Chemicals Has a Shared Technology Backbone

Care Chemicals Innovation Platform

🍃 Green Option Commercialized

		Chemistry Platforms						
		Actives	Biocides & Preservation Systems	EOD[1]	Functional Polymers[2]	Mild Surfactants	Esters	Amines
Consumer	Cosmetics	🍃	🍃	🍃	🍃	🍃		
Consumer	Home Care			🍃	🍃	🍃		🍃
Consumer	Pharma		🍃	🍃				
Consumer	Crop Solutions			🍃		🍃	🍃	🍃
Consumer	Coatings			🍃	🍃			🍃
Industrial	Special Industrial Applications			🍃			🍃	🍃
Industrial	Mining Solutions			🍃			🍃	🍃
Industrial	Oil Services			🍃				🍃
Industrial	Base Chemicals & Other							

Biggest share of green segregated EOD[1] in industry

[1] Ethylene oxide derivatives [2] E.g., soil release polymers for Home Care, rheology modifiers for Cosmetics

Overview of Catalysts

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Snapshot of Clariant's Global Catalysts Business

Sales FY 2024

CHF **883 m**

Margin a.e.i. FY 2024

19.7 %

~ 2 000

(FTEs)

EBITDA a.e.i. FY 2024

CHF **174 m**

Sales Split FY 2024

40 %
Petrochemicals

32 %
Syngas & Fuels

28 %
Specialties

Global Footprint

14

Key production sites

Overview of Petrochemicals Business Segment

Petrochemicals

Key Applications	Market Position	Selected Products	Key Trends	Selected Competitors
Ethylene 	1	• OleMax® • StyroMax®	• Petrochemicals capacity growth primarily in North America, Middle East, and China • Improving operating rates positively impact refill business in the medium term • Petrochemicals consolidation in EU ongoing	Shell BASF We create chemistry Honeywell UOP
Propylene 	1	• Catofin®		

Overview of Syngas & Fuels Business Segment

Syngas & Fuels

Key Applications	Market Position	Selected Products
Ammonia 	Top 2	• AmoMax®
Methanol 	Top 2	• MegaMax® • MTProp
Hydrogen 	Top 2	• EARTH®, ReforMax® (ATR), ShiftMax® • HyProGen DCARB • Reformex®
Fischer Tropsch[1] 	Top 2	• FTMax®

Key Trends

- Continued ammonia, hydrogen, and methanol capacity growth, primarily in Middle East and North America
- Significant future growth opportunities from clean ammonia, hydrogen, methanol, and sustainable aviation fuels

Selected Competitors

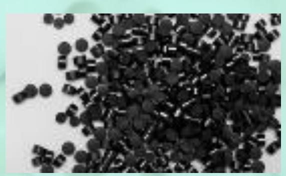
TOPSOE

JM

sasol reaching new frontiers

[1] Cobalt based

Overview of Specialties Business Segment

Specialties				
Key Applications	**Market Position**	**Selected Products**	**Key Trends**	**Selected Competitors**
Maleic Anhydride 	Top 2	• SynDane® LA	• Significant growth in new specialized application fields – purification catalyst for hydrogen economy – hydrogenation catalyst – custom catalyst business	BASF We create chemistry
Butanediol 	Top 2	• HySat™		EVONIK POWER TO CREATE
Fatty Alcohol 	Top 2	• HyMax™		Polynt

Catalyst Global Footprint

	North America	EMEA	APAC
Global production split (L3Y ship-from), CHF m	~ 30 %	~ 30 %	~ 40 %

Production sites

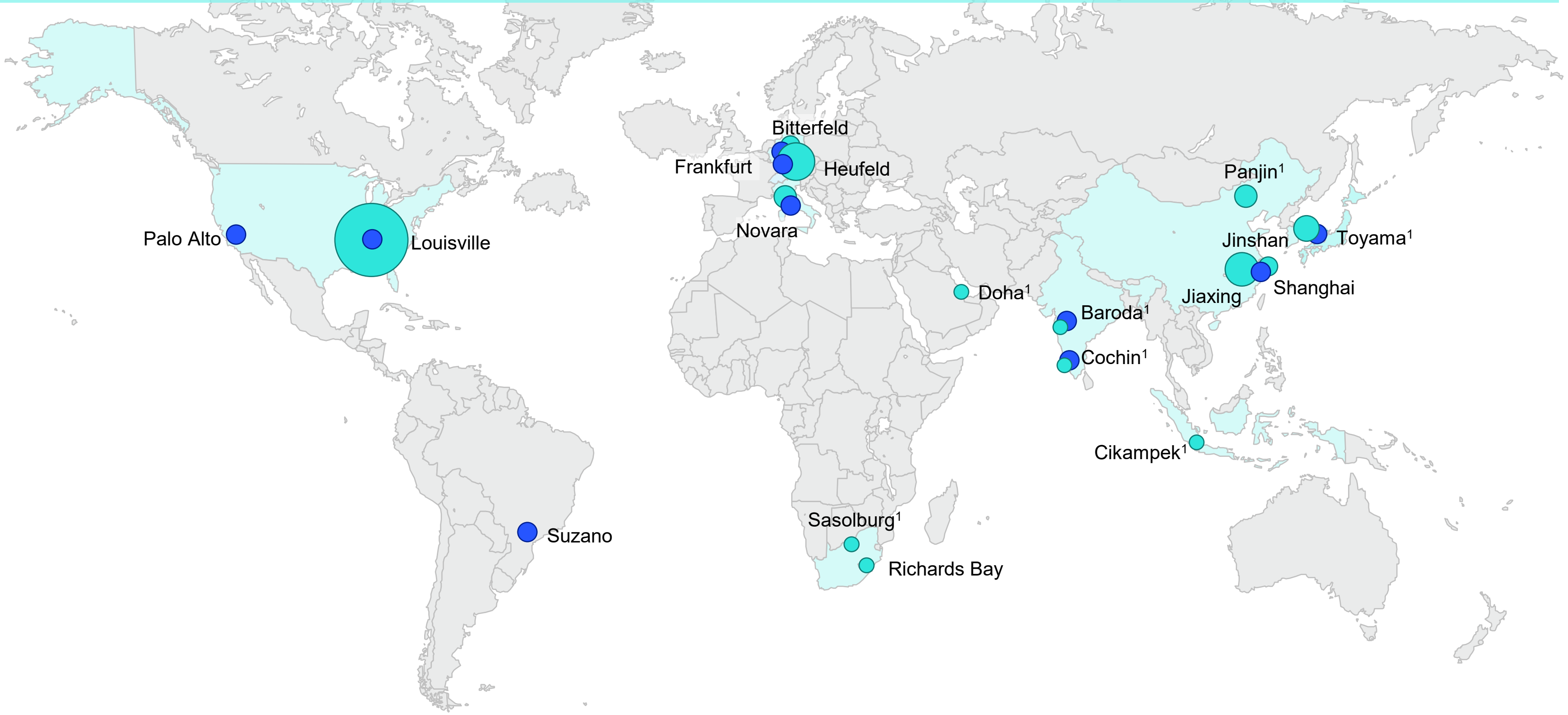
14 key production sites on **4** continents and **9** countries

R&D centers

10 R&D centers worldwide

People

~ 2 000 staff in FTEs



Production Site   R&D Centers

[1] Clariant has a JV partner at this production site

Process Technology and Academic Partnerships Enable Strong R&D Development and Leading Market Positions

Process Technology Partners

- LUMMUS TECHNOLOGY
- TECHNIP ENERGIES
- KBR
- Linde
- Air Liquide
- CASALE
- MIDREX

Research and University Partners

MuniCat	FAU	Fritz-Haber-Institut
ETH zürich Switzerland	RUB Germany	Universität Leipzig Germany
TU Clausthal Germany	ohm Germany	WKU United States
Energy Research United States	University of Louisville United States	Tianjin University China
Peking University China	Shanghai Jiao Tong University China	Hokkaido University Catalysis Research Center Japan
Chiba University Japan	University of Toyama Japan	University of Amsterdam Netherlands
Politecnico Milano 1863 Italy	TU Wien Austria	Łukasiewicz Industrial Chemistry Institute Poland

Market Position

- 1 — Petrochemicals
- Top 2 — Syngas & Fuels
- Top 3 — Specialties Applications

Our Technology Leadership Is Built on Innovation and Partnerships with Strong Process Technology and Academic Partners

Clariant Serves Both First Fill and Refill Catalyst Applications

Chemicals capacity growth slowing[1]

	2019 – 25 CAGR	2025 – 30 CAGR
Ethylene	~ 4 %	~ 3 %
On-Purpose Propylene	> 10 %	~ 4 %
Methanol	~ 3 %	~ 2 %
Ammonia	~ 2 %	~ 3 %

Catalysts business moving towards refill segment

First Fill / Refill Ratio

~ 30 % | ~ 70 %

Last 4 Years Ratio

10 – 15 % | 85 – 90 %

Current and Medium-Term Ratio

Capacity expansion related to energy transition beyond 2027

Clariant competitive strengths

- Collaboration with technology partners to secure refill and / or revamp projects
- Strong R&D focus to ensure continuous improvement for our customers
- Proximity to customers in all regions through local sales and technical service force
- Superior technical service to optimize catalyst and plant performance – CLARITY™

[1] Accessible Catalyst Market CAGRs
Source: Woodmac, Orbichem

Overview of Adsorbents & Additives

Greater chemistry

Snapshot of Clariant's Global Adsorbents & Additives Business

Sales FY 2024

CHF **1.027 b**

Margin a.e.i. FY 2024

15.1 %

Total Staff 2024

~ 2 700

(FTEs)

EBITDA a.e.i. FY 2024

CHF **137 m**

Sales Split FY 2024

50 %
Consumer

50 %
Industrial

Global Footprint

34

Key production sites

Sustainability and Decarbonization Driving Our End Markets

		Consumer End-Markets				Industrial End-Markets				
		 Home & Personal Care	 Coatings & Adhesives	 Agriculture & Food	 Electrical & Electronics	 Automotive	 Oil	 Building & Construction	 Aviation	 Mining
Adsorbents	Purification	✓	✓	✓		✓	✓		✓	
	Foundry & Specialties			✓		✓		✓		✓
	Cargo & Device Protection	✓		✓	✓	✓			✓	
Additives	Coatings & Adhesives	✓	✓	✓		✓		✓		
	Polymer Solutions	✓		✓	✓	✓		✓	✓	

Overview of Adsorbents Businesses

Adsorbents

	Key Applications[1]	Market Position	Selected Customers	Example Products	Selected Competitors
Purification	Edible Oils ~ 600 m TAM + 3 % CAGR	1	Cargill, ADM, LDC, BUNGE, olenex, wilmar, sinarmas	 	Ashapura Perfoclay, Minerals Technologies, OIL-DRI
Purification	Renewable Fuels ~ 200 m TAM > 5 % CAGR	1	NESTE, TotalEnergies, eni, Chevron, Diamond Green Diesel	 	
	Foundry & Specialties[2] ~ 1.4 b TAM + 2 % CAGR	Top 3	+GF+, brembo, AISIN	 	calderys, Minerals Technologies
	Cargo & Device Protection ~ 200 m TAM +4 % CAGR	1	Conagra, Boeing, tsmc, Siemens, 3M, thyssenkrupp, ABB, NVIDIA, Tesla, BMW, Maersk, Texas Instruments, Raytheon, P&G		LEVOSIL, SUPER DRY

[1] Indicative CHF TAMs (Total Addressable Market) as of 2023 and medium-term growth rates (based on Kline Bentonite Report 2021 and Clariant extrapolations) [2] Includes foundry, civil engineering, and other specialty

Overview of Additives Businesses

Additives

	Key Applications[1]	Market Position	Selected Customers	Example Products	Selected Competitors
Polymer Solutions	Halogen-Free Flame Retardants ~ 2.0 b TAM + 6 % CAGR	1	BASF, Ebusbar, BYD, Apple, Celanese	 	ALBEMARLE, BASF We create chemistry, ICL, LANXESS, SONGWON, SYENSQO
	Other Polymer Solutions[2] ~ 2.3 b TAM + 5 % CAGR	Top 5	AVIENT, BASF, lyondellbasell, INEOS	 	
Coatings & Adhesives	Adhesives ~ 600 m TAM + 4 % CAGR	Top 5	BOSTIK, Henkel, 3M, P&G, IKEA, Bekaert	 	Honeywell, Lubrizol, SYENSQO
	Coatings & Inks ~ 1.0 b TAM + 3 % CAGR	Top 3	AkzoNobel, PPG, AXALTA, Sherwin-Williams, EASTMAN, TOYOINK	 	

[1] Indicative CHF TAMs (Total Addressable Market) as of 2023 and medium-term growth rates [2] Includes performance additives and specialty waxes

Adsorbents Network Well Established, Further Localizing Additives

	Americas	EMEA	APAC
Localized production (%) YTD,[1] CHF m	~ 67 %	~ 100 %	~ 56 %

Production sites

34 key production sites
on **4** continents and **14** countries

Mines

59 Clariant mines operated to highest sustainability standards

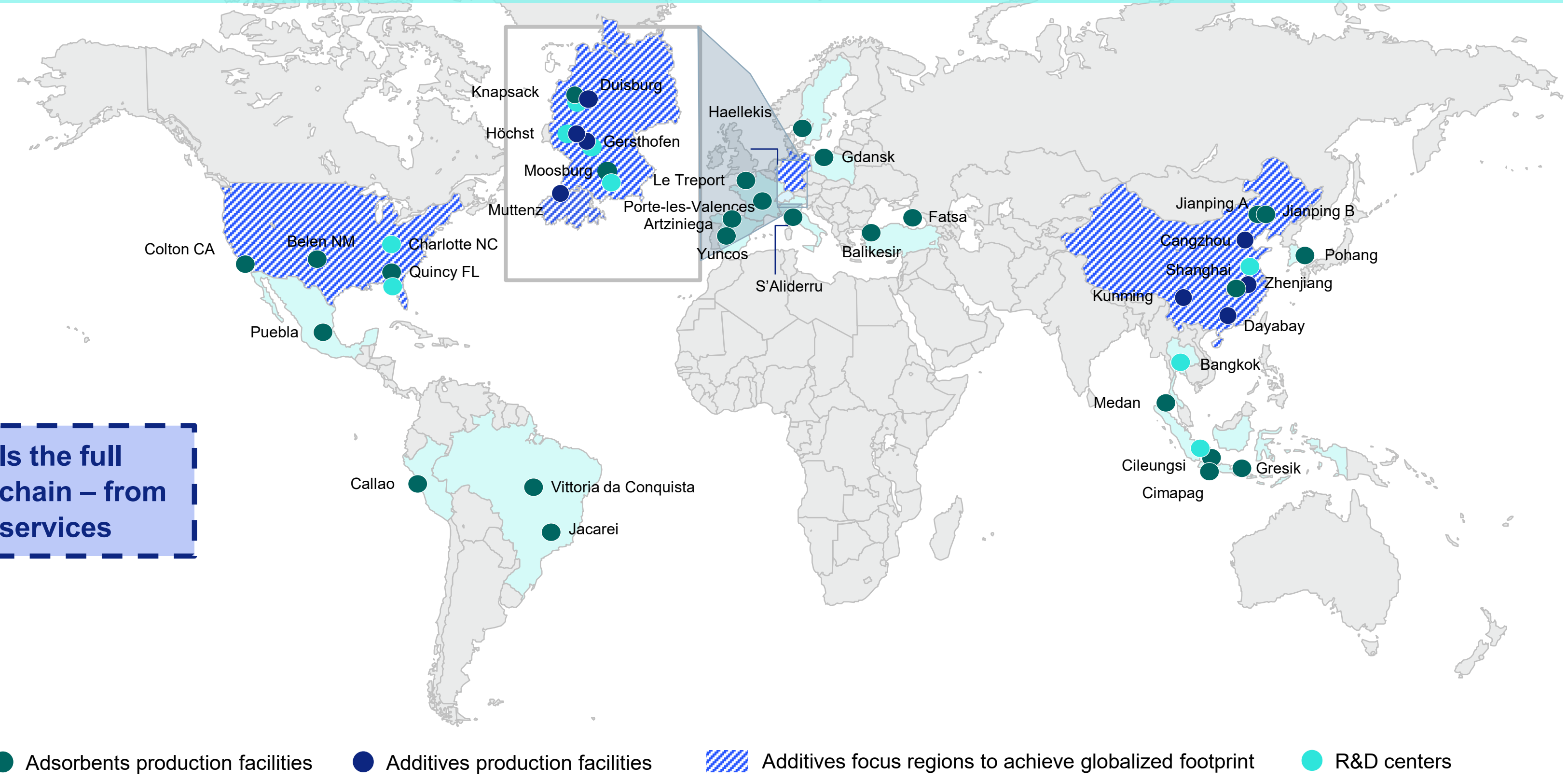
Clariant controls the full Adsorbents value chain – from mines to user services

R&D centers

9 dedicated Adsorbents & Additives R&D centers

People

~ 2 700 staff in FTEs



[1] Q3 2024 year to date

Purpose-Led Strategy / First Nine Months Figures 2025

November 2025

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Highlights Q3 / 9M 2025

Key Figures in CHF

906 m

Sales Q3 2025

162 m / 17.9 %

EBITDA b.e.i.[1] Q3 2025

2 887 m

Sales 9M 2025

521 m / 18.0 %

EBITDA b.e.i.[1] 9M 2025

[1] EBITDA before exceptional items

Key messages

– **Q3: Profitability up 230 bps in continued challenging environment**
- Sales down 3 % in LC – significant FX translation impact (sales in CHF - 9 %)
- EBITDA b.e.i.[1] up from 15.6 % to 17.9 %, mainly driven by performance improvement programs and price and cost management in all business units (BUs)

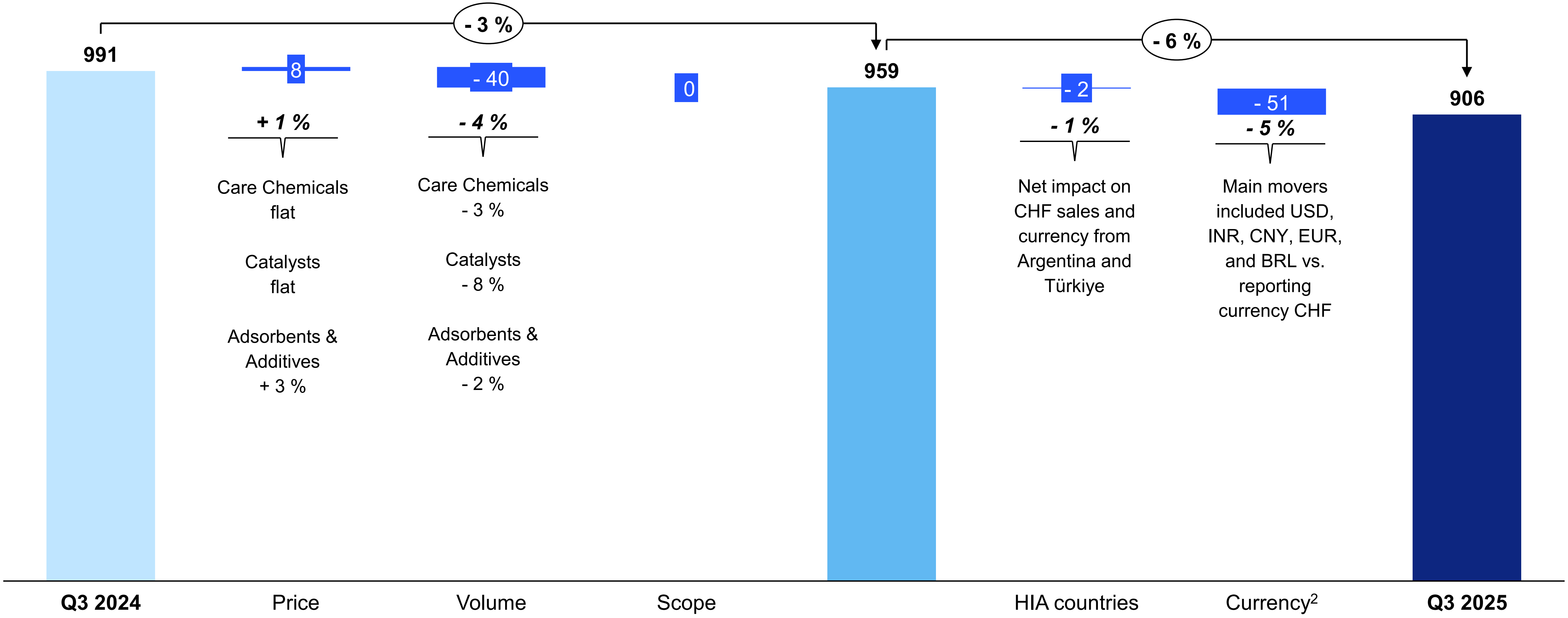
– **9M: Profitability at 18.0 % to drive delivery of FY 2025 commitment**
- Organic sales down 2 % in LC driven by Catalysts – Scope adding 1 %; FX (- 5 %)
- EBITDA b.e.i.[1] up from 16.4 % to 18.0 % with performance improvement programs and price and cost management in all BUs

– **Performance programs**
- CHF 80 m Investor Day program in execution; CHF 31 m savings realized in 9M
- CHF 63 m restructuring charges (CHF 3 m in Q3) of expected FY total CHF 75 m

– **2025 Guidance confirmed**
- Sales growth at lower end of 1 – 3 % range due to a continued weak industrial production and consumer demand outlook
- Profitability at 17 – 18 % EBITDA margin before exceptional items

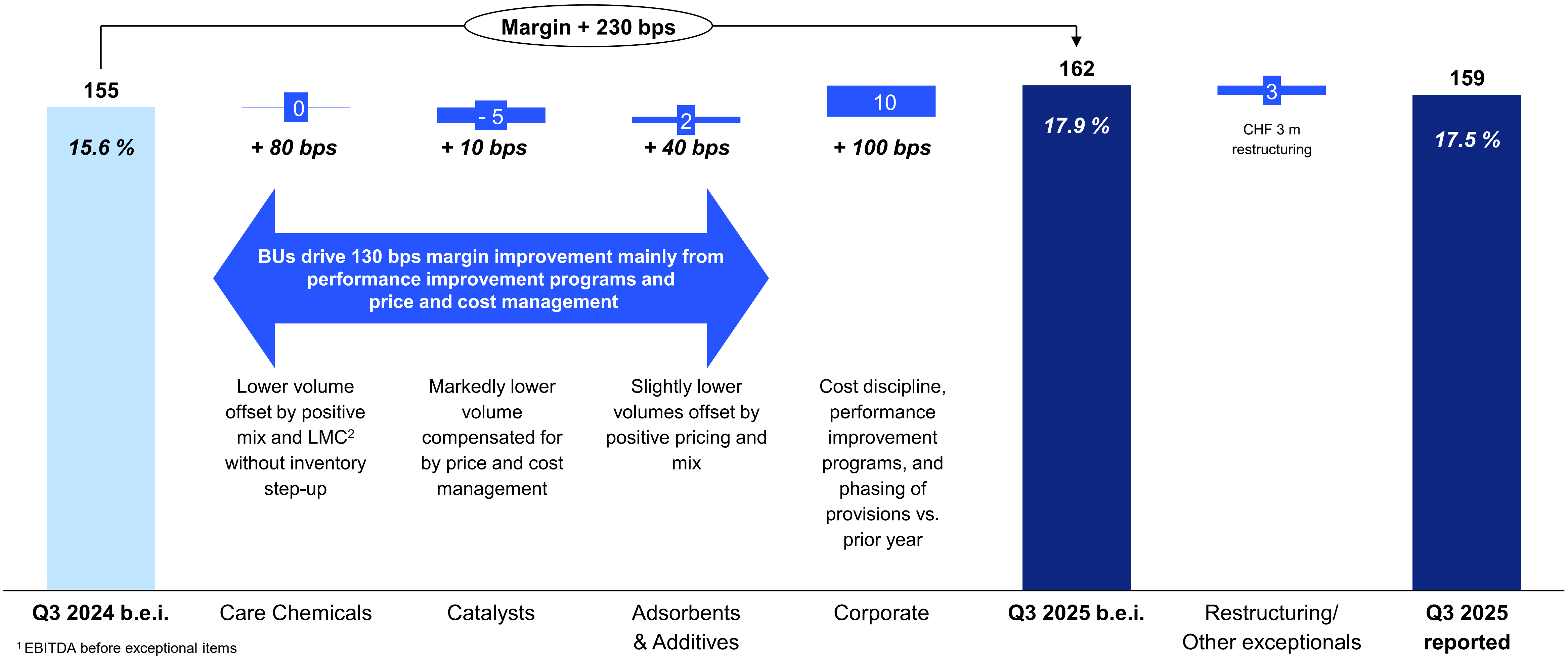
– **Clariant Board – reduction in size / enhance corporate governance**
- Decision to reduce the size from eleven to eight members
- Five directors, Roberto Gualdoni, Geoffery Merszei, Eveline Saupper, Peter Steiner, and Konstantin Winterstein voluntarily will not stand for reelection
- Two new independent members to be proposed ahead of the 2026 AGM, addressing independence, tenure and gender diversity of the Board

Q3 sales: Sales decline of - 3 % in LC[1] driven by lower volumes, partly compensated for by positive pricing



[1] All references to local currency growth, pricing, volumes, and scope exclude the impact from hyperinflation countries Argentina and Türkiye.
[2] Currency translation impact

Q3 EBITDA b.e.i.:[1] 230 bps margin improvement driven by all BUs and Corporate; reported margin slightly impacted by restructuring



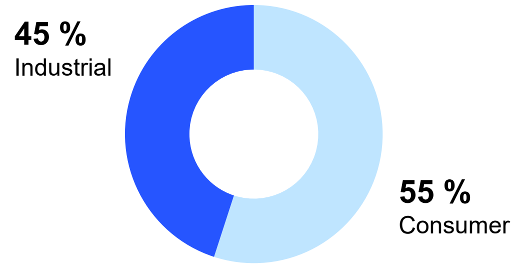
[1] EBITDA before exceptional items
[2] LMC = Lucas Meyer Cosmetics

Third Quarter 2025 Care Chemicals

in CHF m	*Q3 2025*	*Q3 2024*	*% CHF*	*% LC*[1]
Sales	491	536	- 8	- 3
EBITDA	92	92	0	
EBITDA margin	18.7 %	17.2 %		
EBITDA b.e.i.[2]	93	93	0	
EBITDA b.e.i.[2] *margin*	18.9 %	17.4 %		

	Q3 2025
Price[1]	*0 %*
Volume[1]	*- 3 %*
Scope[1]	*0 %*
Currency	*- 5 %*

Segments	*Sales Q3 2025*[1,3]
Personal & Home Care	LSD -
Crop Solutions	LSD -
Industrial Applications	HSD -
Base Chemicals	HSD -
Oil Services	MSD +
Mining Solutions	HSD +



[1] In local currency, volume, price, and scope exclude hyperinflation countries Argentina and Türkiye.
[2] Before exceptional items
[3] LSD = low single-digit; MSD = mid-single-digit; HSD = high single-digit

Strong margin uplift in weak industrial markets

Price: flat across the product portfolio

Volume: slightly down, driven by weakness in Industrial Applications and Base Chemicals (coatings and construction); growth in Oil Services and Mining Solutions compensating for softer Crop Solutions (strong comparable) and Personal & Home Care (product life cycle phasing)

Regions: sales higher in Asia-Pacific (LSD) due to additional capacity in China (HSD up) but lower in the Americas (MSD) and Europe (MSD) due to destocking

EBITDA b.e.i.[2]: margin improved by 150 bps; lower volumes compensated for by positive mix effect, no inventory step-up in Lucas Meyer Cosmetics, and performance improvement programs

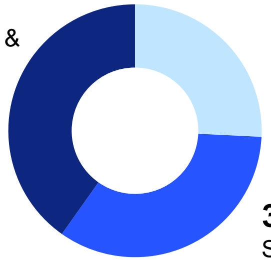
Lucas Meyer Cosmetics continued to grow in a challenging market, profitability on track

Third Quarter 2025 Catalysts

in CHF m	*Q3 2025*	*Q3 2024*	*% CHF*	*% LC[1]*
Sales	171	203	- 16	- 8
EBITDA	32	37	- 14	
EBITDA margin	18.7 %	18.2 %		
EBITDA b.e.i.[2]	33	38	- 13	
EBITDA b.e.i.[2] margin	19.3 %	18.7 %		

	Q3 2025
Price[1]	*0 %*
Volume[1]	*- 8 %*
Scope[1]	*0 %*
Currency	*- 8 %*

Segments	*Sales Q3 2025[1,3]*
Propylene	HDD -
Ethylene	MSD -
Syngas & Fuels	MSD -
Specialties	LDD +



[1] In local currency, volume, price, and scope exclude hyperinflation countries Argentina and Türkiye.
[2] Before exceptional items
[3] HDD = high double-digit; LDD = low double-digit; MSD = mid-single-digit

Improved margin in a weak demand environment

Price: flat across the segments

Volume: down 8 %, mainly driven by Propylene in China (project shifts to Q4), lower in Syngas & Fuels and Ethylene, only partially offset by increased volumes in Specialties

Regions: Refill cycles drove regional dynamics with China and EMEA HDD lower (Propylene and Ethylene), Americas DD up (Specialties and Syngas & Fuels)

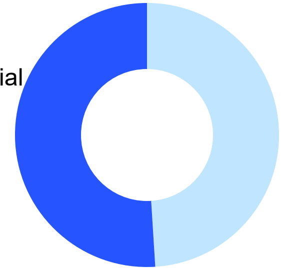
EBITDA b.e.i.[2]: margin up 60 bps, driven by gross margin and performance improvement programs

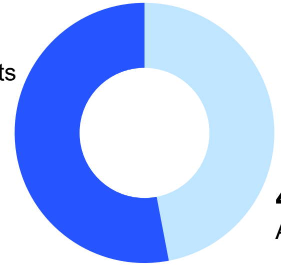
Third Quarter 2025 Adsorbents & Additives

in CHF m	Q3 2025	Q3 2024	% CHF	% LC[1]
Sales	244	252	- 3	1
EBITDA	43	40	8	
EBITDA margin	17.6 %	15.9 %		
EBITDA b.e.i.[2]	42	40	5	
EBITDA b.e.i.[2] margin	17.2 %	15.9 %		

	Q3 2025
Price[1]	*+ 3 %*
Volume[1]	*- 2 %*
Scope[1]	*0 %*
Currency	*- 4 %*

Segments	*Sales Q3 2025[1,3]*
Adsorbents	MSD -
Additives	HSD +





[1] In local currency, volume, price, and scope exclude hyperinflation countries Argentina and Türkiye.
[2] Before exceptional items
[3] HSD = high single-digit; MSD = mid single-digit; LSD = low single-digit; DD = double-digit

Margin improvement supported by continued HSD Additives growth

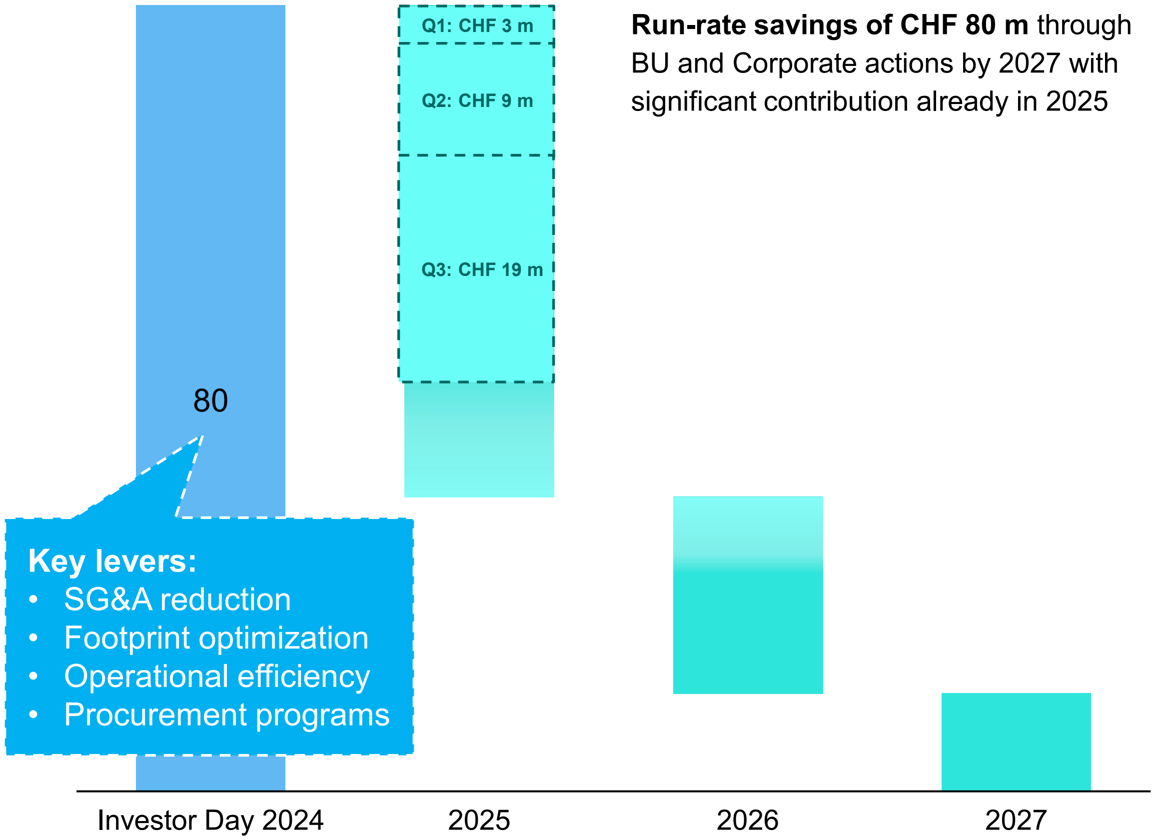
Price: positive in all segments (except Adsorbents APAC)

Volume: slightly down, mainly driven by Adsorbents Americas (US regulation impacting purification renewable fuel) and Europe, offset by growth in Additives (Coatings & Adhesives) and growth in APAC

Regions: slight growth in Europe (LSD, price) in Additives and Adsorbents; Americas HSD down, driven by Adsorbents, partly compensated for by Additives; Asia-Pacific DD up, driven by volumes in Additives and Adsorbents

EBITDA b.e.i.[2]: margin improved by 130 bps due to improvement in Additives (mix), lower raw material costs, and benefits from performance improvement programs

Investor Day 2024 savings program set to deliver CHF 80 m by 2027



Run-rate savings of CHF 80 m through BU and Corporate actions by 2027 with significant contribution already in 2025

Savings achievement

– Total CHF 31 m (Q1 CHF 3 m, Q2 CHF 9 m, Q3 CHF 19 m)

Key measures YTD

– Headcount reduction (~ 340 FTEs) announced across the business units and corporate functions

– Footprint optimization with two site and two production line closures in execution in CC and AA[1]

– Procurement savings of CHF 15 m (qualifying alternative suppliers, contract management)

Restructuring charge of CHF 75 m expected for 2025

2025	Q1	Q2	Q3	Q4	YTD
Group	**CHF 38 m**	**CHF 22 m**	**CHF 3 m**		**CHF 63 m**
CC	*CHF 12 m*	*CHF 17 m*	*CHF 0 m*		*CHF 29 m*
CA	*CHF 4 m*	*CHF 1 m*	*CHF 0 m*		*CHF 5 m*
AA	*CHF 10 m*	*CHF 3 m*	*CHF 3 m*		*CHF 16 m*
Corp:	*CHF 12 m*	*CHF 1 m*	*CHF 0 m*		*CHF 13 m*

[1] CC = Care Chemicals; AA = Adsorbents & Additives; CA = Catalysts

Third Quarter 2025 – Overview

Group

in CHF m	*Q3 2025*	*Q3 2024*	*% CHF*	*% LC*[1]
Sales	**906**	991	- 9	- 3
EBITDA	**159**	139	14	
EBITDA margin	***17.5 %***	*14.0 %*		
EBITDA b.e.i.[2]	**162**	155	5	
EBITDA b.e.i.[2] margin	***17.9 %***	*15.6 %*		
Sales Bridge	***Price*[1] *1 %***	***Volume*[1] *- 4 %***	***Scope*[1] *0 %***	***Currency* *- 6 %***

Care Chemicals

in CHF m	*Q3 2025*	*Q3 2024*	*% CHF*	*% LC*[1]
Sales	**491**	536	- 8	- 3
EBITDA	**92**	92	0	
EBITDA margin	***18.7 %***	*17.2 %*		
EBITDA b.e.i.[2]	**93**	93	0	
EBITDA b.e.i.[2] margin	***18.9 %***	*17.4 %*		
Sales Bridge	***Price*[1] *0 %***	***Volume*[1] *- 3 %***	***Scope*[1] *0 %***	***Currency* *- 5 %***

Catalysts

in CHF m	*Q3 2025*	*Q3 2024*	*% CHF*	*% LC*[1]
Sales	**171**	203	- 16	- 8
EBITDA	**32**	37	- 14	
EBITDA margin	***18.7 %***	*18.2 %*		
EBITDA b.e.i.[2]	**33**	38	- 13	
EBITDA b.e.i.[2] margin	***19.3 %***	*18.7 %*		
Sales Bridge	***Price*[1] *0 %***	***Volume*[1] *- 8 %***	***Scope*[1] *0 %***	***Currency* *- 8 %***

Adsorbents & Additives

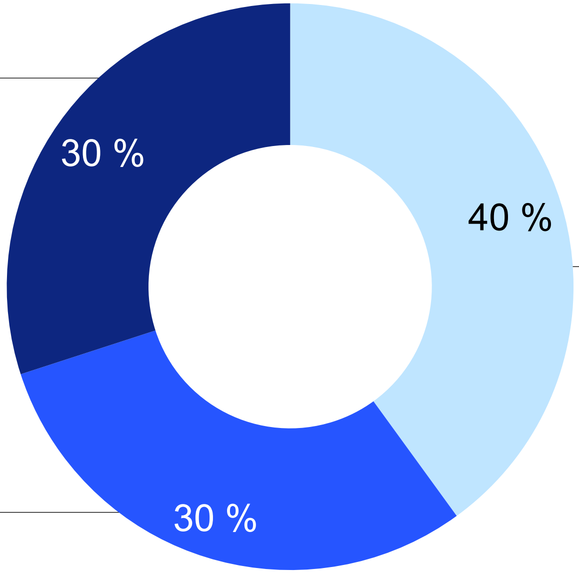
in CHF m	*Q3 2025*	*Q3 2024*	*% CHF*	*% LC*[1]
Sales	**244**	252	- 3	1
EBITDA	**43**	40	8	
EBITDA margin	***17.6 %***	*15.9 %*		
EBITDA b.e.i.[2]	**42**	40	5	
EBITDA b.e.i.[2] margin	***17.2 %***	*15.9 %*		
Sales Bridge	***Price*[1] *3 %***	***Volume*[1] *- 2 %***	***Scope*[1] *0 %***	***Currency* *- 4 %***

[1] Local currency, excluding hyperinflation countries Argentina and Türkiye; [2] Before exceptional items

Geographic split

Q3 sales CHF 906 m
in CHF m, % in local currency[1]

Asia-Pacific
271 / 1 %
China 90 / - 10 %



EMEA
367 / - 6 %
Germany 82 / - 17 %

Americas
268 / - 3 %
USA 150 / + 1 %
Brazil 56 / - 4 %

[1] Local currency figures exclude hyperinflation countries Argentina and Türkiye.

Regional headline

- **EMEA** sales down 6 %, driven by volumes in all businesses, most pronounced in Catalysts; positive pricing in Adsorbents & Additives; Germany impacted by Catalysts and Care Chemicals volumes
- Sales in the **Americas** down 3 %; strong volume decline in Adsorbents partly offset by increased volume and price in Catalysts; positive pricing partly offset lower volume in Care Chemicals
- **Asia-Pacific** sales up 1 %, as volume was up in Care Chemicals and Additives (capacity expansion in China) as well as Adsorbents (foundry and purification), while Catalysts saw lower volumes in China (Propylene); pricing flat in the region

Nine Months 2025 – Overview

Group

in CHF m	*9M 2025*	*9M 2024*	*% CHF*	*% LC[1]*
Sales	**2 887**	3 061	- 6	- 1
EBITDA	**450**	478	- 6	
EBITDA margin	***15.6 %***	*15.6 %*		
EBITDA b.e.i.[2]	**521**	503	4	
EBITDA b.e.i.[2] margin	***18.0 %***	*16.4 %*		
Sales Bridge	***Price[1]*** *0 %*	***Volume[1]*** *- 2 %*	***Scope[1]*** *1 %*	***Currency*** *- 5 %*

Care Chemicals

in CHF m	*9M 2025*	*9M 2024*	*% CHF*	*% LC[1]*
Sales	**1 587**	1 682	- 6	0
EBITDA	**277**	313	- 12	
EBITDA margin	***17.5 %***	*18.6 %*		
EBITDA b.e.i.[2]	**311**	318	- 2	
EBITDA b.e.i.[2] margin	***19.6 %***	*18.9 %*		
Sales Bridge	***Price[1]*** *0 %*	***Volume[1]*** *- 2 %*	***Scope[1]*** *2 %*	***Currency*** *- 6 %*

Catalysts

in CHF m	*9M 2025*	*9M 2024*	*% CHF*	*% LC[1]*
Sales	**551**	612	- 10	- 5
EBITDA	**104**	106	-2	
EBITDA margin	***18.9 %***	*17.3 %*		
EBITDA b.e.i.[2]	**108**	103	5	
EBITDA b.e.i.[2] margin	***19.6 %***	*16.8 %*		
Sales Bridge	***Price[1]*** *0 %*	***Volume[1]*** *- 5 %*	***Scope[1]*** *0 %*	***Currency*** *- 5 %*

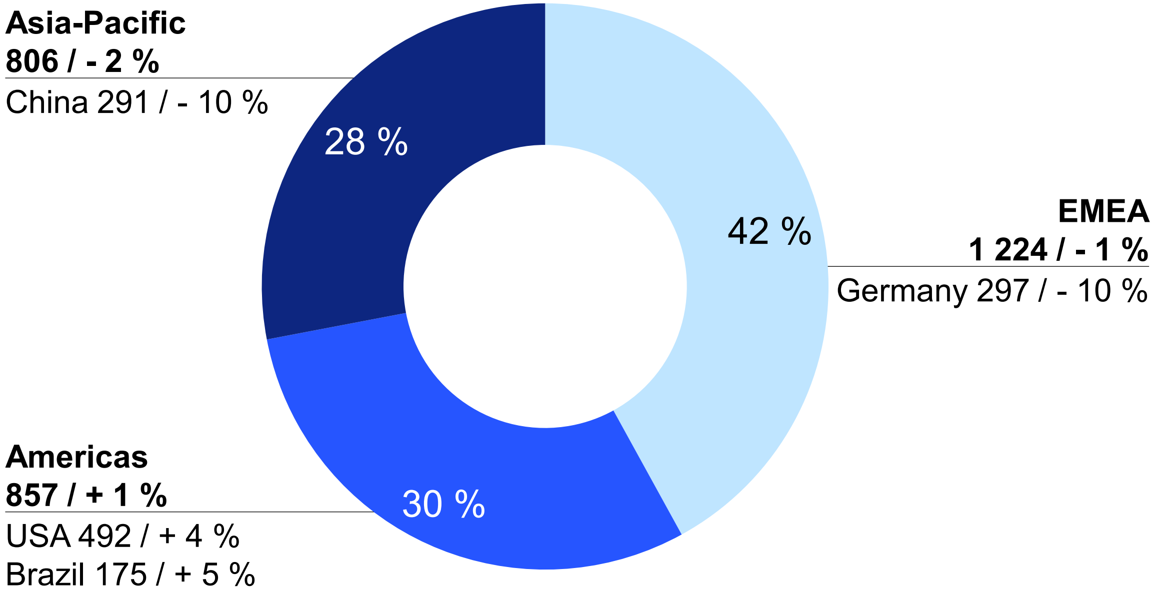
Adsorbents & Additives

in CHF m	*9M 2025*	*9M 2024*	*% CHF*	*% LC[1]*
Sales	**749**	767	- 2	1
EBITDA	**126**	121	4	
EBITDA margin	***16.8 %***	*15.8 %*		
EBITDA b.e.i.[2]	**139**	129	8	
EBITDA b.e.i.[2] margin	***18.6 %***	*16.8 %*		
Sales Bridge	***Price[1]*** *1 %*	***Volume[1]*** *0 %*	***Scope[1]*** *0 %*	***Currency*** *- 3 %*

[1] Local currency, excluding hyperinflation countries Argentina and Türkiye; [2] Before exceptional items

Geographic split

9M sales CHF 2 887 m
in CHF m, % in local currency[1]



[1] Local currency figures exclude hyperinflation countries Argentina and Türkiye.

Regional headline

- **EMEA** sales down 1 %, driven by slightly lower volume and price in Care Chemicals, offset by scope; Catalysts volume lower while pricing flat; and higher pricing almost offset slightly lower volumes in Adsorbents & Additives
- Sales in the **Americas** increased by 1 %, driven by positive pricing in all business units, while volumes were up in Catalysts, offsetting lower volumes in Care Chemicals and Adsorbents & Additives
- **Asia-Pacific** sales, and China in particular, down 2 % and 10 % respectively, driven by lower Catalyst volumes, partly offset by Adsorbents & Additives and scope in Care Chemicals; pricing flattish in all business units

Outlook

Outlook 2025: Confirmed strong commitment to margin improvement while continued weak industrial production impacts top-line growth

2025

Top line

Lower end of 1 – 3 % sales growth in local currency[1]

(CHF 4.152 b in 2024)

External Factors

- Global GDP driven by AI investments and services
- Tariffs and trade tensions with negative impact on durable goods demand
- Weakened industrial production and consumer sentiment in H2
- Continued high interest-rate levels
- China industrial production growth rate slowing

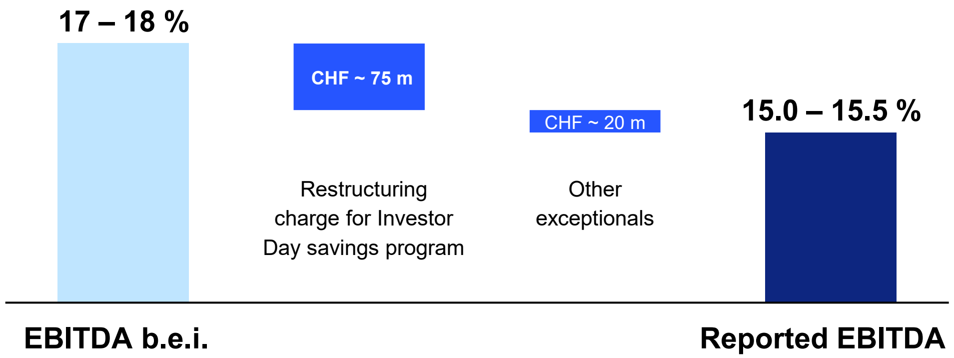
Internal Factors

- Direct cost impact of tariffs manageable; mitigation actions in execution
- Slight LC growth in CC and AA; CA slightly down (project shifts)
- Focus on pricing (tariffs / raw materials)
- Footprint optimization in Care Chemicals impacting topline in 2025 and 2026
- Scope adding CHF 25 m in Q1 2025
- CHF ~ 75 m restructuring charges aligned to CHF 80 m savings program
- Capex: targeted at CHF ~ 180 m

Profitability unchanged

17 – 18 % EBITDA margin before exceptional items

(reported margin 15.8 %; before exceptional items 16.0 % in 2024)



Medium-term targets confirmed, delivered by 2027 at the latest:

- **Profitable sales growth (4 – 6 % CAGR)**
- **Group EBITDA margin between 19 – 21 %**
- **Free cash flow conversion of around 40 %**

[1] Excluding hyperinflation accounting countries Argentina and Türkiye

Outlook: Current assessment of tariffs shows manageable direct cost impacts due to global footprint and local-for-local strategy

Region	Local Production	Local Raw Material Sourcing
US	~ 70 %	~ 90 %
Europe	~ 90 %	~ 85 %
China	~ 50 %	~ 80 %

Current tariff situation (as of 28 Oct 2025) with relevance to Clariant

- **US imports**
  - Different reciprocal tariff rates in place for key trade partners since 7 August 2025
  - + 30 % for imports from China until 10 November 2025; China and the US are now reported to be close to a long-term trade deal that would avoid further increases of tariffs on Chinese goods
  - + 50 % for imports from India effective 26 August 2025; India and the US in negotiations to reduce the current tariff rate
  - + 15 % max for imports from the EU27 as agreed on 27 July 2025, with exemptions for specific categories as highlighted in Annex III
  - For imports from Mexico and Canada, the United States-Mexico-Canada Agreement (USCMA) covers the majority of Clariant's goods
  - Multiple materials have lost exemption status with Annex II update; moderate financial impact to Clariant
- **Europe imports**
  - Zero-for-zero tariffs on a number of strategic products, incl. certain chemicals (specific products and impact still unclear)
- **China imports**
  - + 10 % for imports from the US until 10 November 2025

➔ Tariffs have a considerable effect on the demand environment (industry demand and consumer sentiment)

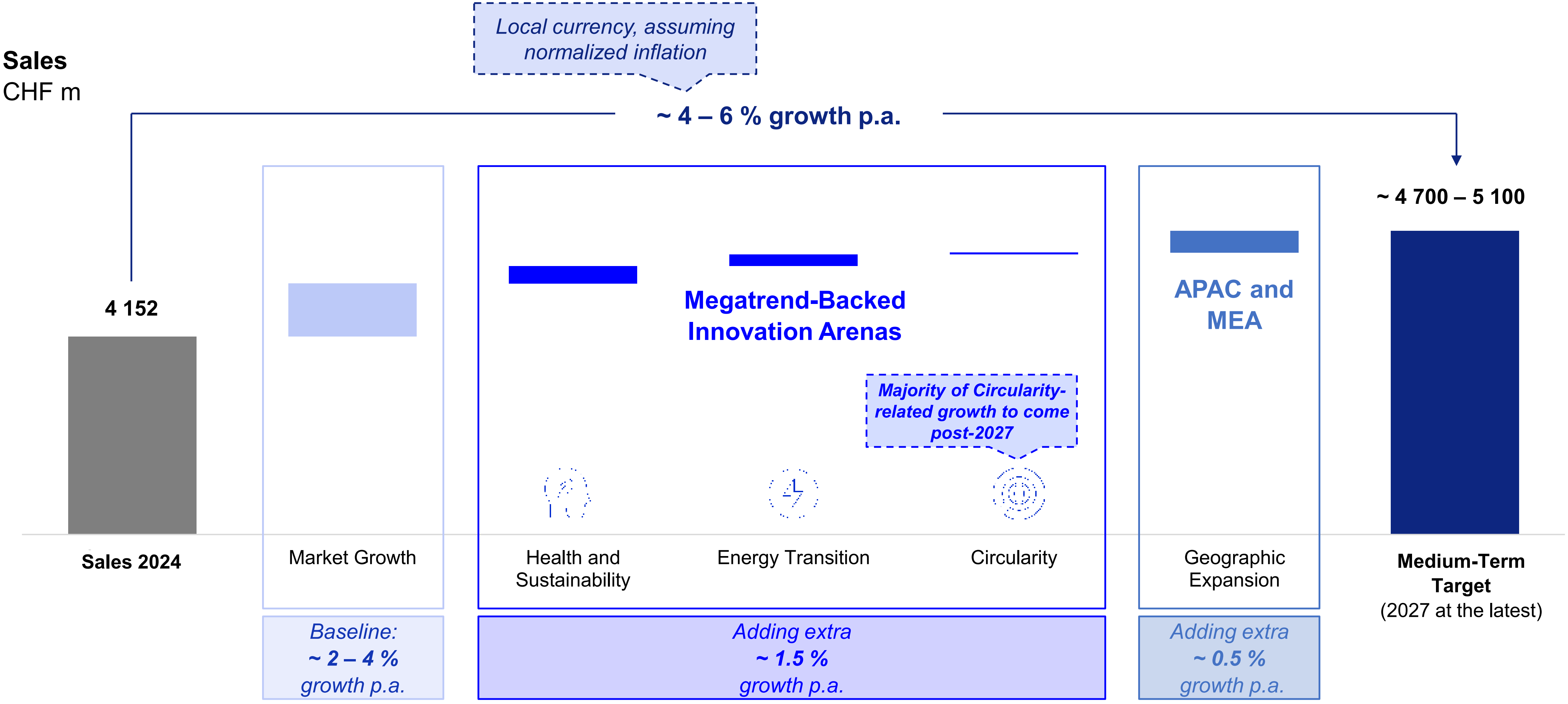
➔ Current assessment of tariffs shows manageable direct cost impacts:

- **global footprint enabling local production**
- **local-for-local procurement**
- **cost pass-through (value pricing)**

Modeling Guidance FY 2025 versus FY 2024 – under current conditions

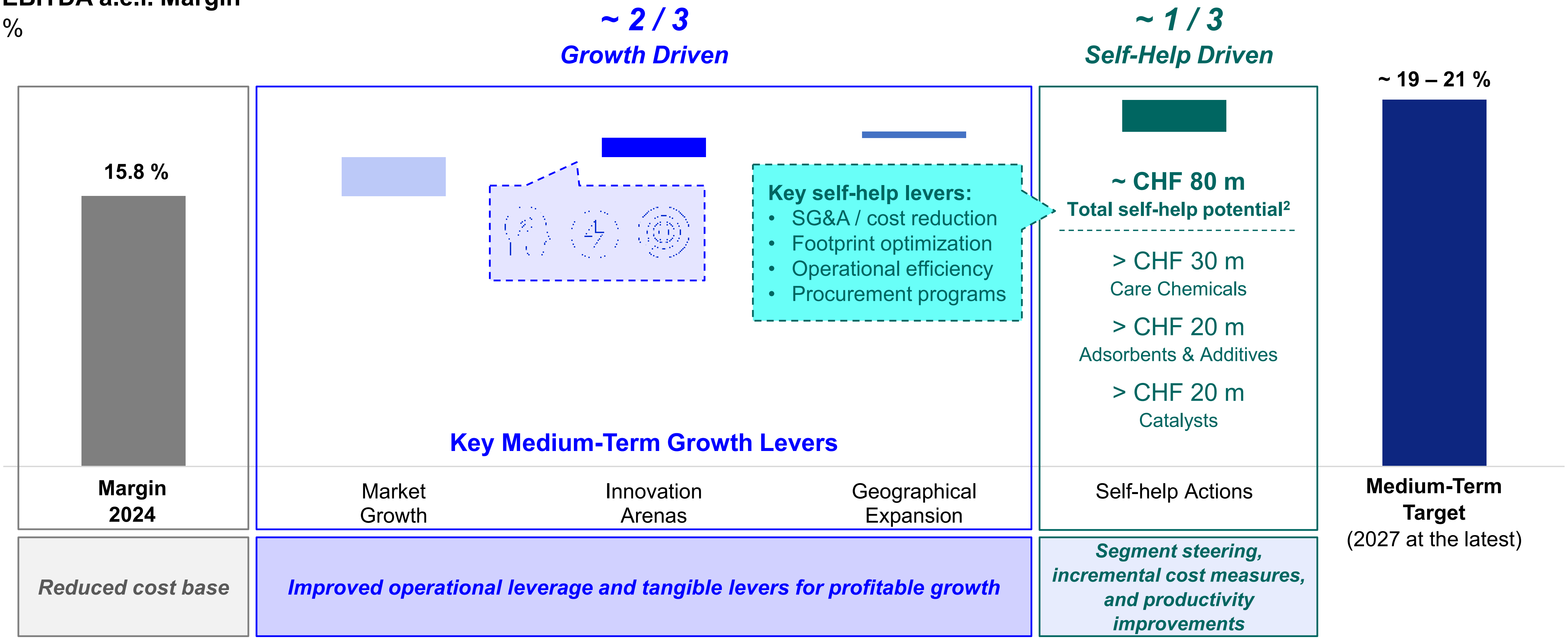
Acquisition of Lucas Meyer Cosmetics	▪ CHF 25 m sales impact (actual Q1) ▪ On-track profitability with acquisition business case ▪ Scope effect in Q1 2025 for Care Chemicals due to closing in April 2024
Sales guidance	▪ Slight growth in Care Chemicals and in Adsorbents & Additives in LC ▪ Catalysts expected slightly lower in LC compared to prior year
FX assumption	FY 2025: ~ 5 % headwind on sales
sunliquid™	No P&L impact, no cash-out expected in 2025
Raw materials / energy / logistics	Down low single-digit percent / up low single-digit percent / lower but volatile
Savings programs	Restructuring charges of CHF 75 m in 2025 CHF 80 m targeted cost savings by end of 2027 with significant contribution already in 2025
CAPEX	Targeted at CHF ~ 180 m
Tax rate	~ 29 % due to earnings distribution globally

Medium-Term Targets: Growth Underpinned by Tangible Levers



Medium-Term Targets: Profitable Growth, Operational Leverage, and Self-Help to Drive Margin

EBITDA a.e.i. Margin[1]
%



[1] Assumes pricing actions will offset materials / input cost inflation [2] Including ~ CHF 10 m corporate cost reduction potential; including the finalization of the performance improvement programs

CLARIANT

Innovation and Sustainability

Greater chemistry

Innovation and Sustainability Are Anchored in Purpose-Led Strategy

Purpose-Led Strategy

1	2	3	4
Customer Focus	Leading in Sustainability	Innovative Chemistry	People Engagement

ESG Highlights

- **80 %** Sustainable Products[1]
- **Leading GHG Intensity** Among Peers[2]
- **40 mt CO_2e** p.a. avoided through use of our Catalysts[4]
- On track to **Top Quartile Employee NPS[3]**

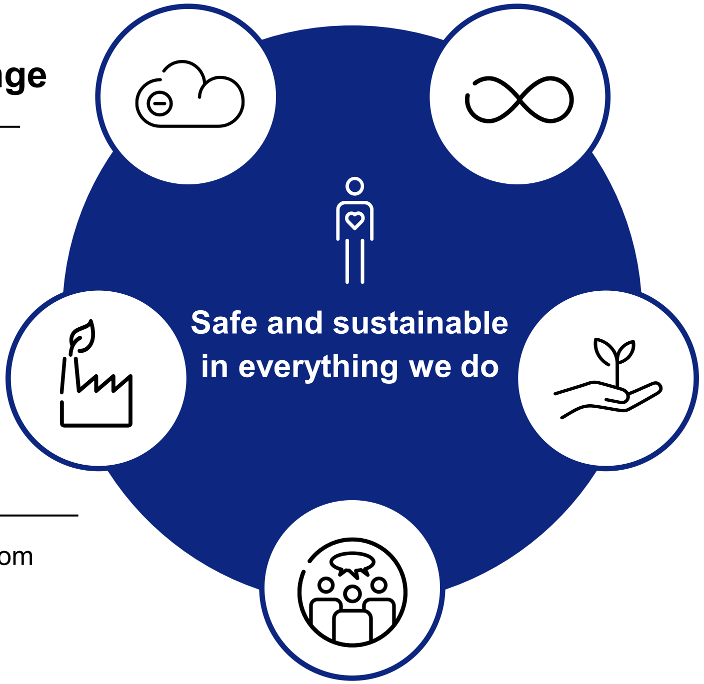
Key Innovation Arenas

- Health- and sustainability-conscious consumers and brands
- Energy Transition
- Circularity

[1] Considering screened portfolio (~ 60 % of sales), disregards “not screened” products and those excluded; excluded from screening are sales not involving third parties, non-strategic items, and internal transactions like joint ventures, licenses, discontinued products, samples, traded goods, and waste [2] Full Scope 3 emissions intensity benchmarked against selected peers with relevant disclosure available [3] Net Promoter Score [4] As measured in 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

Increasing Circularity

Products and solutions that enable reducing, reusing, and recycling

Zero Waste and Pollution

Eliminating waste and pollution from our operations and value chains

Sustainable Bioeconomy

Creating a sustainable bioeconomy 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

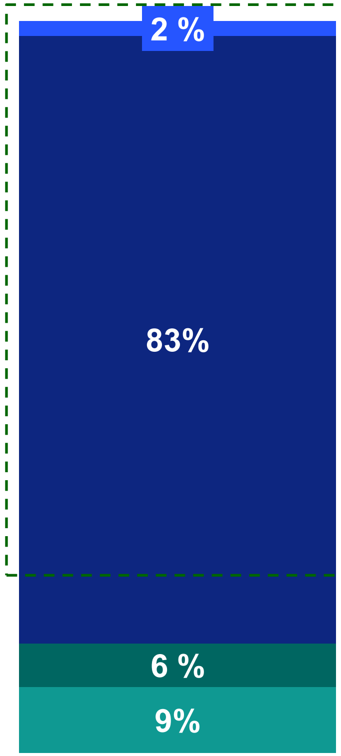
Increase the safety and sustainability of our products and help our customers achieve their sustainability goals

Systematic Portfolio Sustainability Risk Analysis Followed by Action

Capturing Growth Opportunities While Minimizing Regulatory Risk

Sales Sustainability Mix

2024 FY sales according to PVP classification[1,2]



Sustainability frontrunners ECOTAIN®
Leading sustainability performance

Sustainable
Overall positive sustainability contribution

~ 85 % Aligned with Ambition of Supporting Sustainability Transformation

Transitional
Without more sustainable alternatives that are viable

Phasing out
Falling below sustainability standard, will be phased out within 5 years

Key Insights

1. **Holistic sustainability assessment continuously upgraded since 2012 to stay ahead of legislative action**
2. **To qualify as sustainable product must be inherently sustainable or provide sustainability benefit compared to industry standard**
3. **Non-sustainable products substituted or eliminated from portfolio within 5 years**

   Final products containing PFASs eliminated from portfolio end 2023[2]

[1] Considering screened portfolio (~ 60 % of sales), disregards "not screened" products and those excluded [2] Excluded from screening are sales not involving third parties, non-strategic items, and internal transactions like joint ventures, licenses, discontinued products, samples, traded goods, and waste
[2] Traces of PFAS as process impurities may be present in some products

Upgraded GHG Emission Targets Guided by Paris Agreement 1.5 °C Cap

Science-Based Climate Targets

Set out absolute reductions in greenhouse gas emissions[1,2]

SCIENCE BASED TARGETS

Scope 1 & 2

- 46.9 % Upgraded

Greenhouse gas emissions from own operations and purchased energy

- 40 % Initial Target

Greenhouse gas emissions from own operations and purchased energy

Scope 3

- 27.5 % Upgraded

Greenhouse gas emissions across Scope 3 categories

- 14 % Initial Target

Greenhouse gas emissions from purchased goods and services

Sustainable Operations Targets

Set out intensity reductions for key environmental dimensions[2]

- 20 % Water intake (without “pass through” water) intensity

- 25 % Wastewater volume intensity

100 % Sites in areas of high water stress with advanced water management intensity

- 40 % Landfilled nonhazardous waste intensity

- 25 % Hazardous waste intensity

- 30 % Nitrogen oxide (NOx) emissions intensity

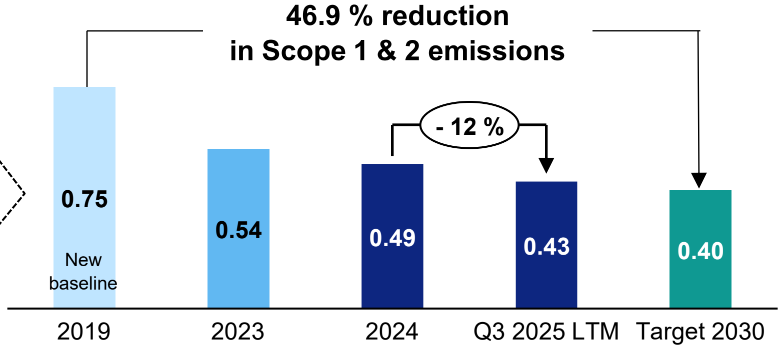
Non-financial targets embedded in Clariant Long-Term Incentive Plan

[1] Reduction of Scope 3, category 1 emissions [2] From 2019 to 2030

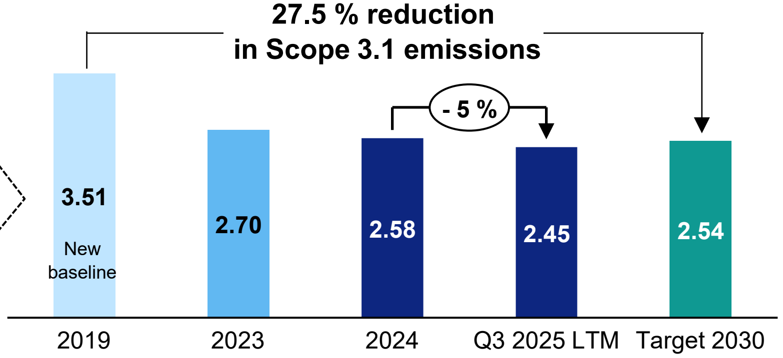
Significant improvement of non-financial KPIs – Fully on track to deliver updated 2030 greenhouse gas (GHG) targets

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 aiming 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 % since 2019



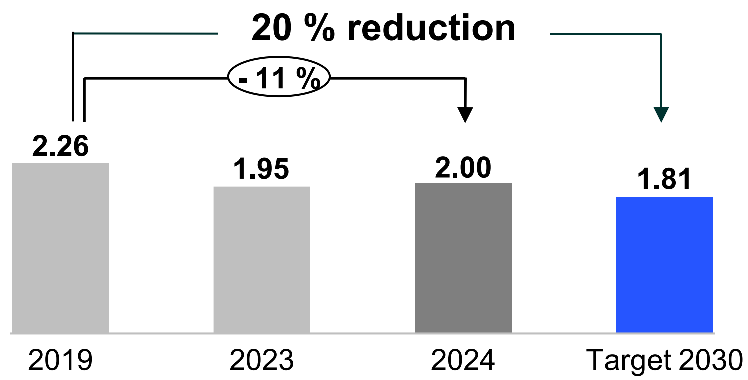
Scope 3.1 GHG emissions from purchased goods and services in m tCO_2e, corresponding to - 30 % since 2019

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

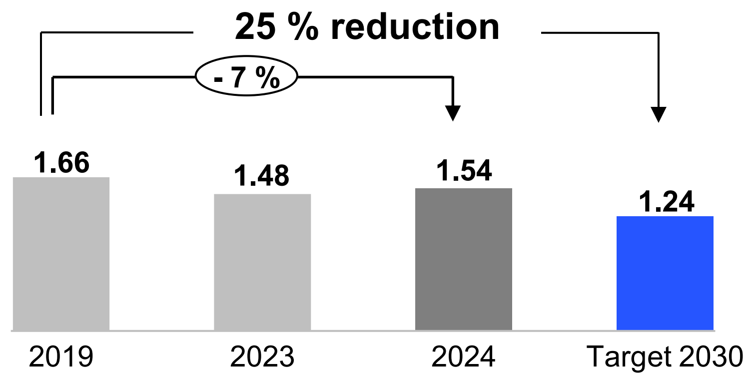
- **Safety**
  - Commitment to achieve a zero-accidents culture
  - DART rate at 0.11 (LTM September) vs. 0.16 (LTM June) and 0.17 in FY 2024; lower due to continued high awareness, safety trainings, and accountability
  - Top-quartile performance in the chemical industry
- **Employee engagement survey**
  - All employees invited to an engagement survey in Jan. 2025
  - Participation rate increased from 83 % to 86 %
  - Employee Net Promoter Score (eNPS) increased from + 25 in 2024 to + 34 in 2025; maintaining second quartile vs. peers
- **Customer satisfaction**
  - Customer Net Promoter Score (NPS) remained stable at 45
  - “Customer service” and “product quality” as the reason for recommendation
  - 5 points above the industry and 11 points above B2B average

On Track to Deliver on Broader ESG Agenda

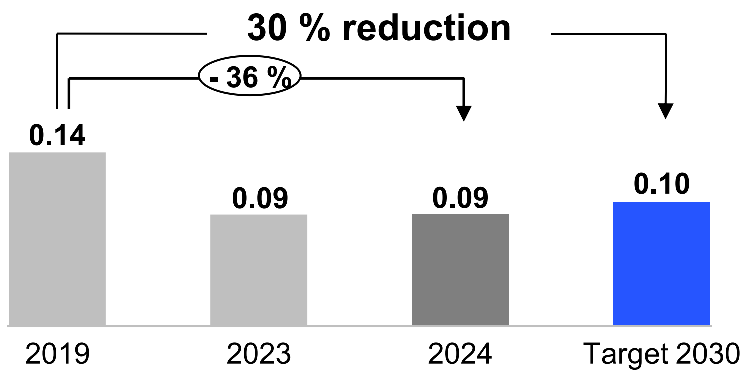
Water intake
In m3 per t produced goods



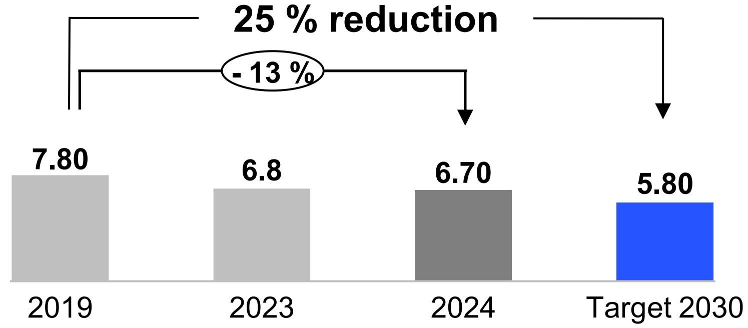
Wastewater generation
In m³ per t produced goods



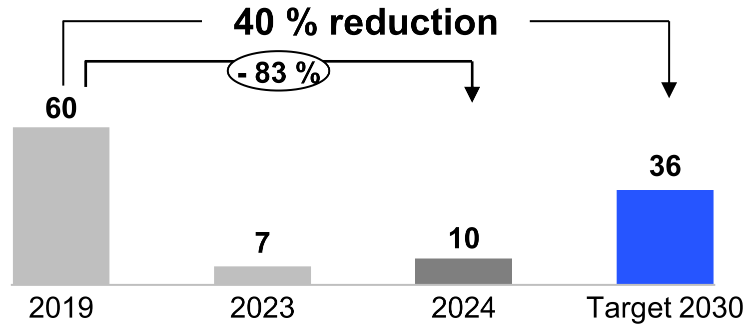
NOx emissions
In kg per t produced goods



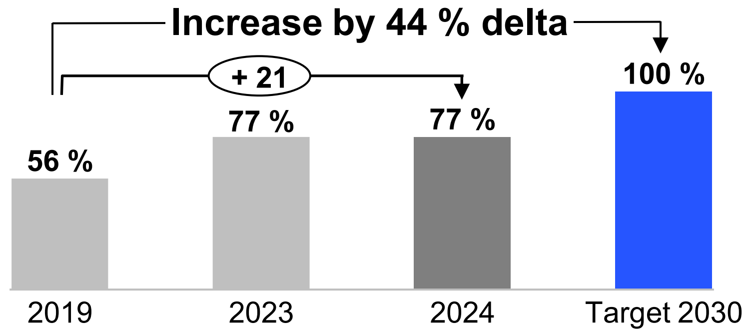
Hazardous waste generation
In kg per t produced goods



Nonhazardous waste generation
In kg per t produced goods



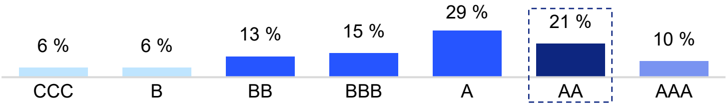
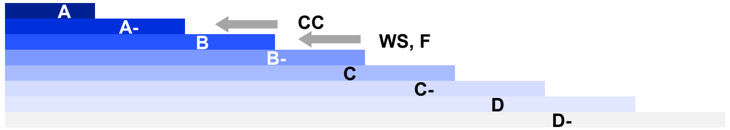
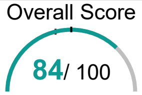
Advanced water management
% sites in areas of high water-stress



Under Development: New Biodiversity Target

Clariant's Leading Sustainability Ratings and Rankings

Status as of 30 September 2025

Index / Ranking / Rating	Clariant Score / Percentile Rank or Range	Status / Comments	First Year of Inclusion
MSCI	AA / Range: AAA to CCC	Second Best Score 	2015
SUSTAINALYTICS	24.1 (Medium Risk)	Industry Top-Rated Badge 2025 Rank | Percentile Industry *(Chemicals)* 97 / 581 | 17th Subindustry *(Specialty Chemicals)* 20 / 145 | 14th	2016
CDP	Climate (CC): A- (Range: A to D-) Water (WS): B (Range: A to D-) Forests (F): B (Range: A to D-)	CC: Above Global Average (C) WS: Above Global Average (C) F: Above Global Average (C) 	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	84 / 99th Percentile	– 	2012
vigeo eiris	60 / 100 - "Advanced"	–	2014

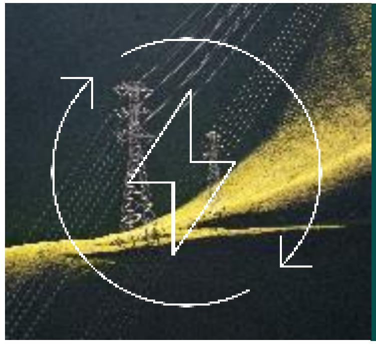
Three Arenas to Deliver Innovation-Fueled Growth

Growth Contribution 2024 – 27: ~ 70 %

2027 Innovation Rate Target:[1] ~ 20 %

Innovation Arenas

Health- and sustainability-conscious consumers and brands



Energy Transition

Circularity

Innovation Platforms

Catalysts for the Energy Transition
For hydrogen economy, DRI, SAF, and low-carbon breakthrough technologies

Sustainable Actives
Biologically active natural extracts, peptides, and high-value cosmetic ingredients

Adsorbents
For oil purification, coatings, and controlled-release fertilizers

Polymer Solutions Enabling Sustainability
Providing flame retardancy, recyclability, the elimination of PFASs, and microplastics

Surfactants and Functional Polymers
Basis for products across business segments

[1] Refers to % Group sales from sales of new products in the first five years of commercialization date

Company-Wide Innovation Process
Integrating Sustainability and Leveraging AI

Outside-in Approach

Unmet needs and market analysis	Value proposition development	Lead customer piloting	Market communication fine-tuning	Five years in market
SCOUT	SCOPE	EXECUTE	COMMERCIALIZE	

Sustainability	In Silico Toxicology Screening; Systematic Sustainability Screening with the Portfolio Value Program (PVP)
CLARITA AI Research Assistant	Large Language Model and External Scientific Information Accelerating R&D
Company-Wide ELN	Company-Wide Cloud-Based Electric Lab Notebook System
Digital Customer Interface	i.e. CLARITY™ Portal
Innovation Project Leaders	330 + Project Leaders Trained to Lead Innovation Projects

Innovation Rates[1]

FY 2024
16.9 %
(~ CHF 700 m Innovation Sales)

2027 Target
~ 20 %

[1] Refers to % Group sales from sales of new products in the first five years of commercialization date

Efficiencies and Impact through AI

Customer Focus

Better sales quality
Real-time catalyst tech support
Product information, incl. performance optimization

Customer insights with CLARITA, real-time catalyst performance optimization with CLARITY™

Leading in Sustainability

Eliminates hazardous products during R&D

Uses computational toxicology and machine learning model enable coating customers to find the best solvents for performance at lowest environmental impact

Innovative Chemistry

CLARITA as virtual R&D expert with 30 years of research reports, patents, literature, etc.

Helps users perform research, construct a workable hypothesis, and design experiments to bring the right products to market faster

People Engagement

Supports every employee in their daily tasks

~ 36 % of employees use CLARITA, higher than industry benchmark

White collar adoption rate ~ 50 %

*“**CLARITA** is more than an interface to the digital world: welcome our new, highly knowledgeable (digital) colleague, here to support us in our everyday (work) lives.”*

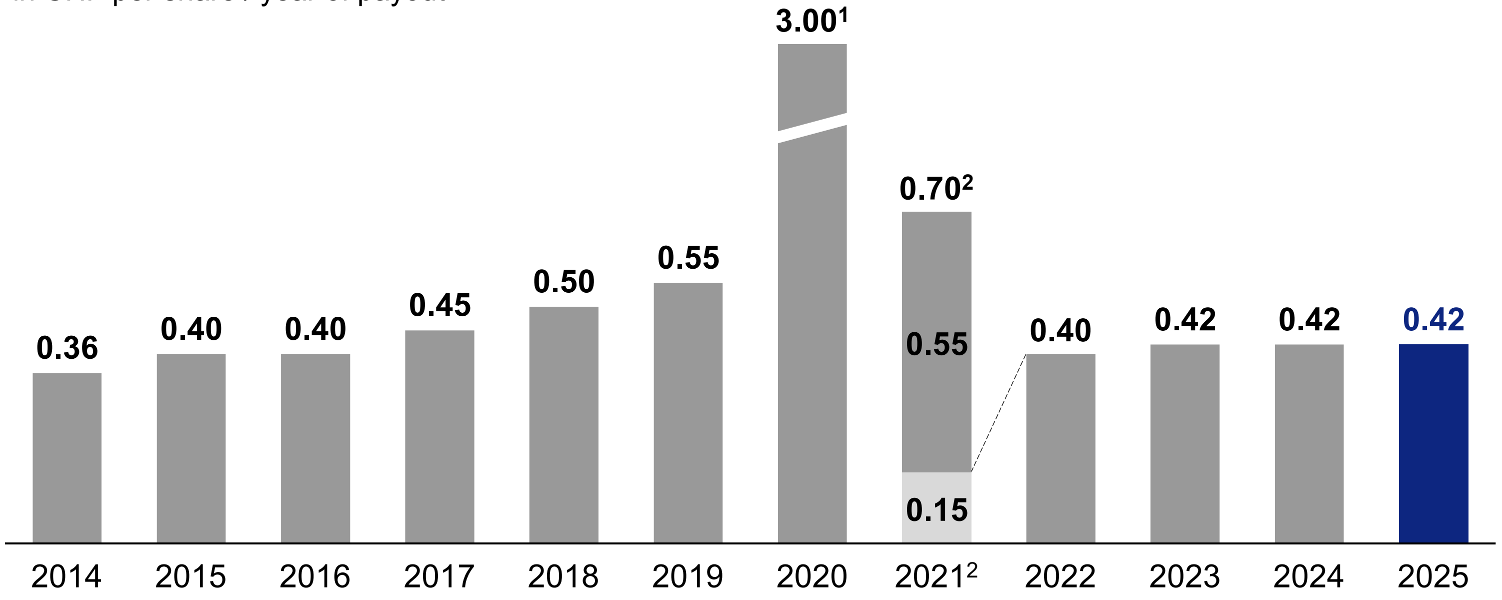
Appendix

Greater chemistry

Regular distribution of CHF 0.42 per share in 2025

Distribution

in CHF per share / year of payout



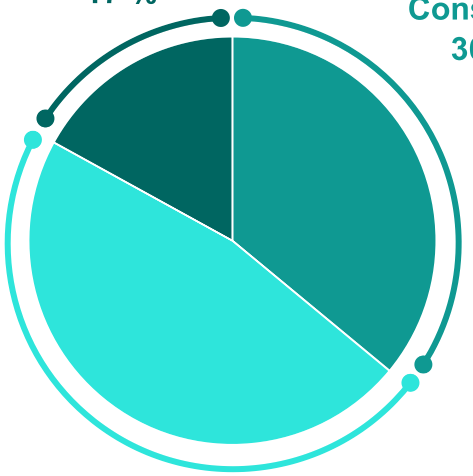
- The Board of Directors (BoD) recommended a regular distribution of CHF 0.42 per share to the Annual General Meeting on 1 April 2025, where it was approved.
- Distribution represents a payout ratio of 63 % of underlying EPS (CHF 0.63), excluding exceptional items and noncontrolling interest
- Distribution through capital reduction by way of par value reduction

- **Clariant's dividend policy is to deliver a reliable, sustainably growing and funded dividend in Swiss francs on the back of profitable growth, while maintaining an attractive payout ratio.**

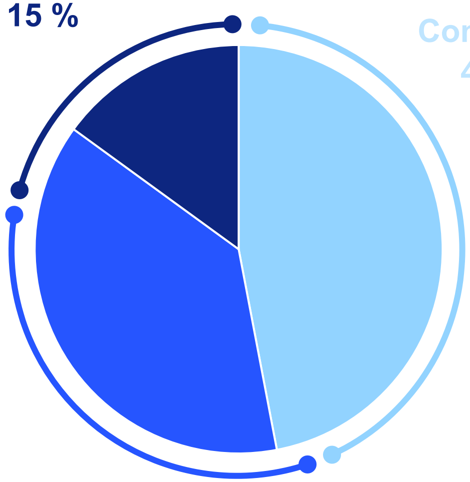
[1] Extraordinary dividend of CHF 3.00 as a consequence of the completed sale of the Masterbatches business as well as the sale of the Pigments business; [2] CHF 0.55 for 2019 results and CHF 0.15 for 2020 results

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 2025[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 (Q3 2024 – Q2 2025)

Above-Market Growth in China through Increased Local Capabilities

Footprint in China

- **~ 1 000 Total FTEs**
- **9 Production Sites / 3 R&D Centers**

Enhancing local capabilities

Care Chemicals Ethoxylation plant being enhanced
- CHF 80 m investment, commercialization in H1 2025 with first volumes sold in Q2 2025

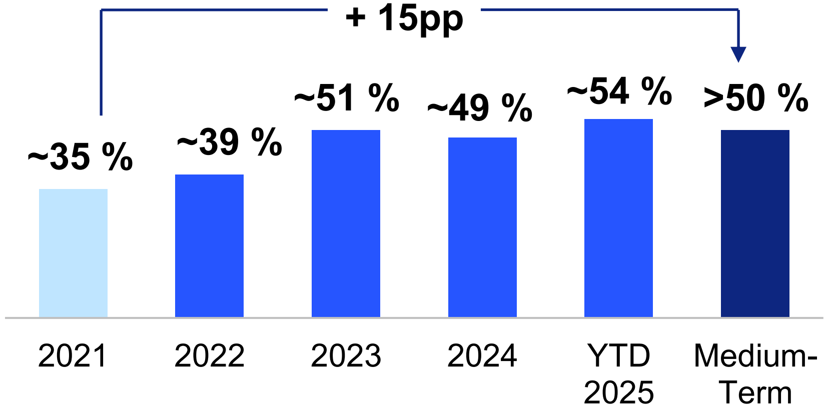
New Additives Depal III plant in preparation
- CHF 60 m initial investment, first line operational since H1 2023
- CHF 40 m additional investment for second line, operational end of 2025 (postponed due to market demand)

CATOFIN® Catalyst plant completed in 2022
- CHF 80 m investment, fully operational since H1 2022

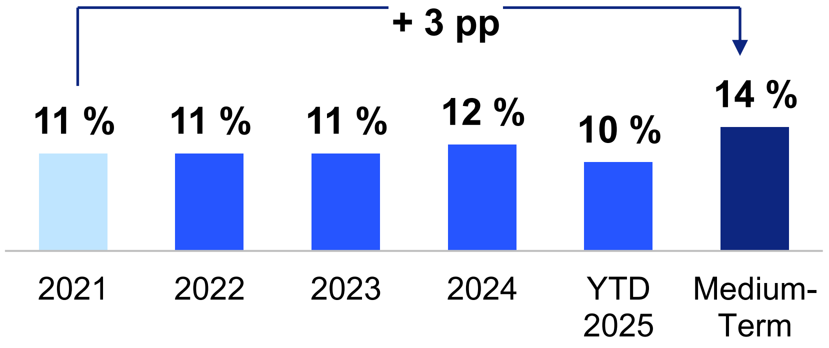
Clariant Innovation Center opened in 2021
- CHF 45 m investment, dedicated R&D for China
- 350 total FTE, of which 65 in R&D

Delivering growth potential

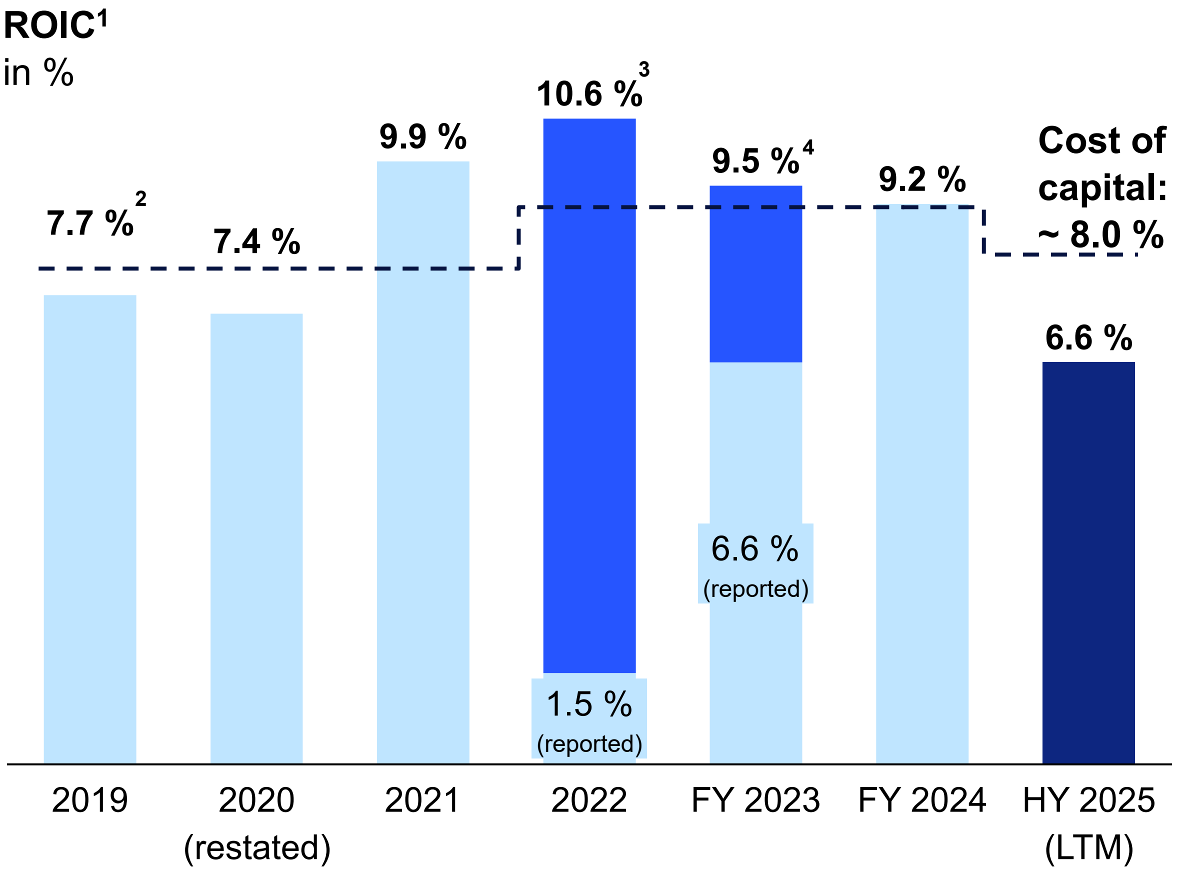
% Share of Local Production



% of Clariant sales



ROIC vs. cost of capital



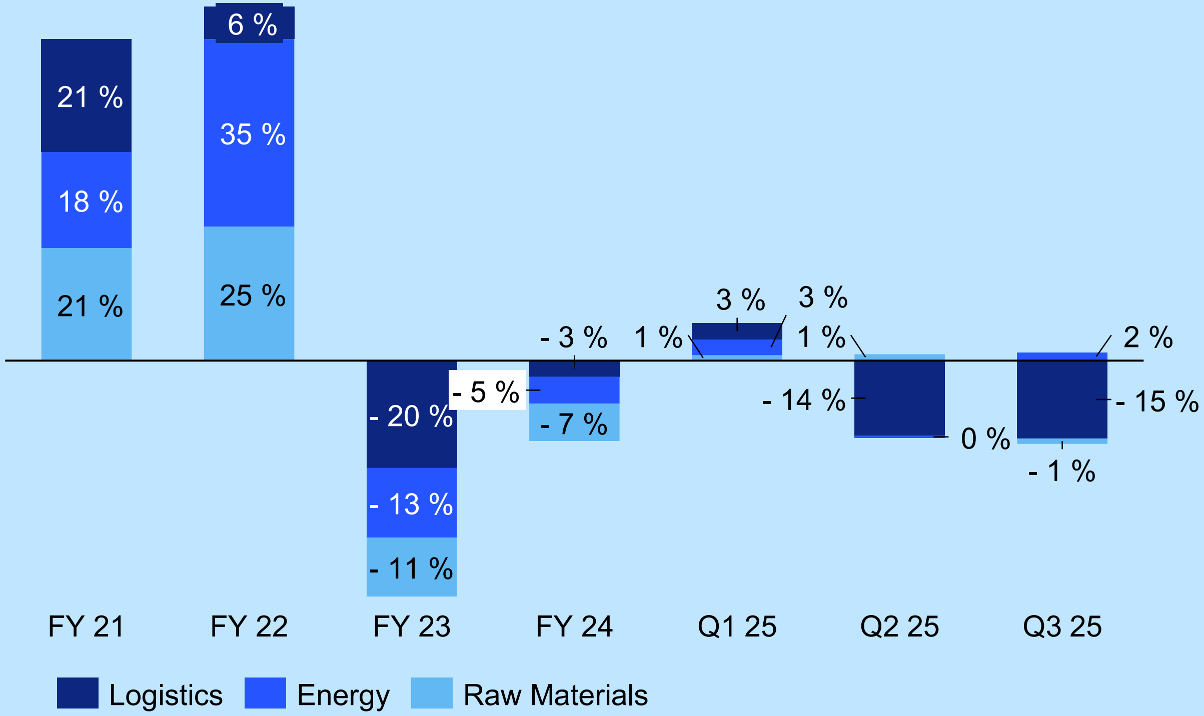
[1] From continuing operations; [2] Excluding CHF 231 m provision for competition law investigation by the European Commission
[3] Excluding impairment charges of CHF 453 million for North American Land Oil divestment and the sunliquid™ plant
[4] Excluding impairment charges and restructuring/exceptional items related to sunliquid™ decision of CHF 133 million

Future improvement drivers

- **Organic growth**
- **Increasing operating margin**
- **Reducing nonoperating cost**
- **Improving capital turns**

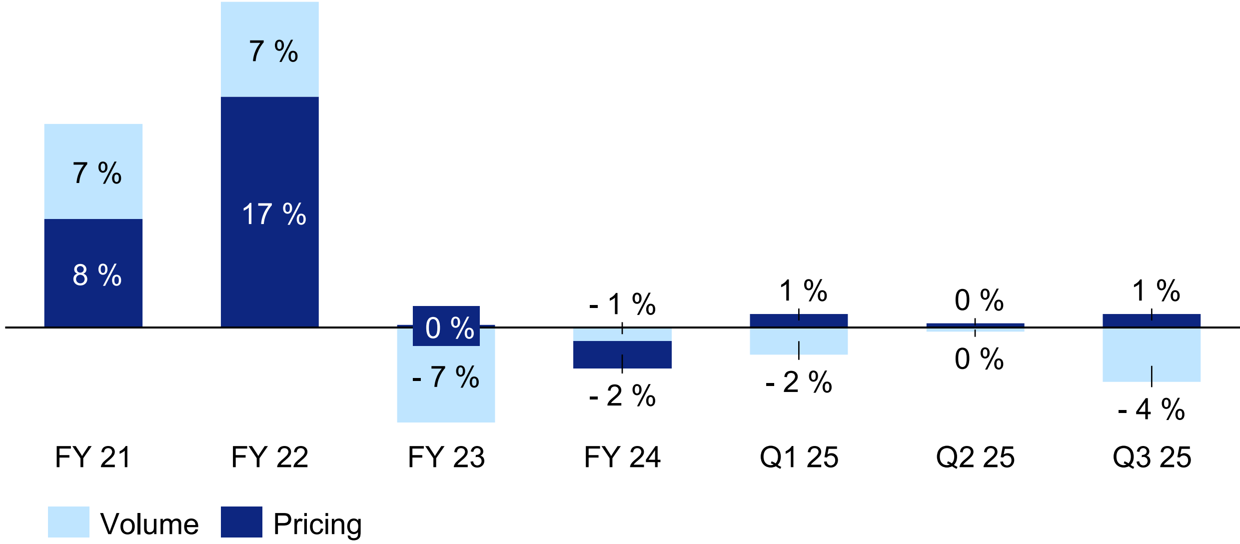
Cost dynamics – year on year and sequentially slightly up

- **Raw materials** in Q3 decreased 1 % yoy (sequential down 2 %)
- **Energy** in Q3 increased 2 % yoy (sequential up 2 %)
- **Logistics** in Q3 lower 15 % yoy (sequential down 8 %)

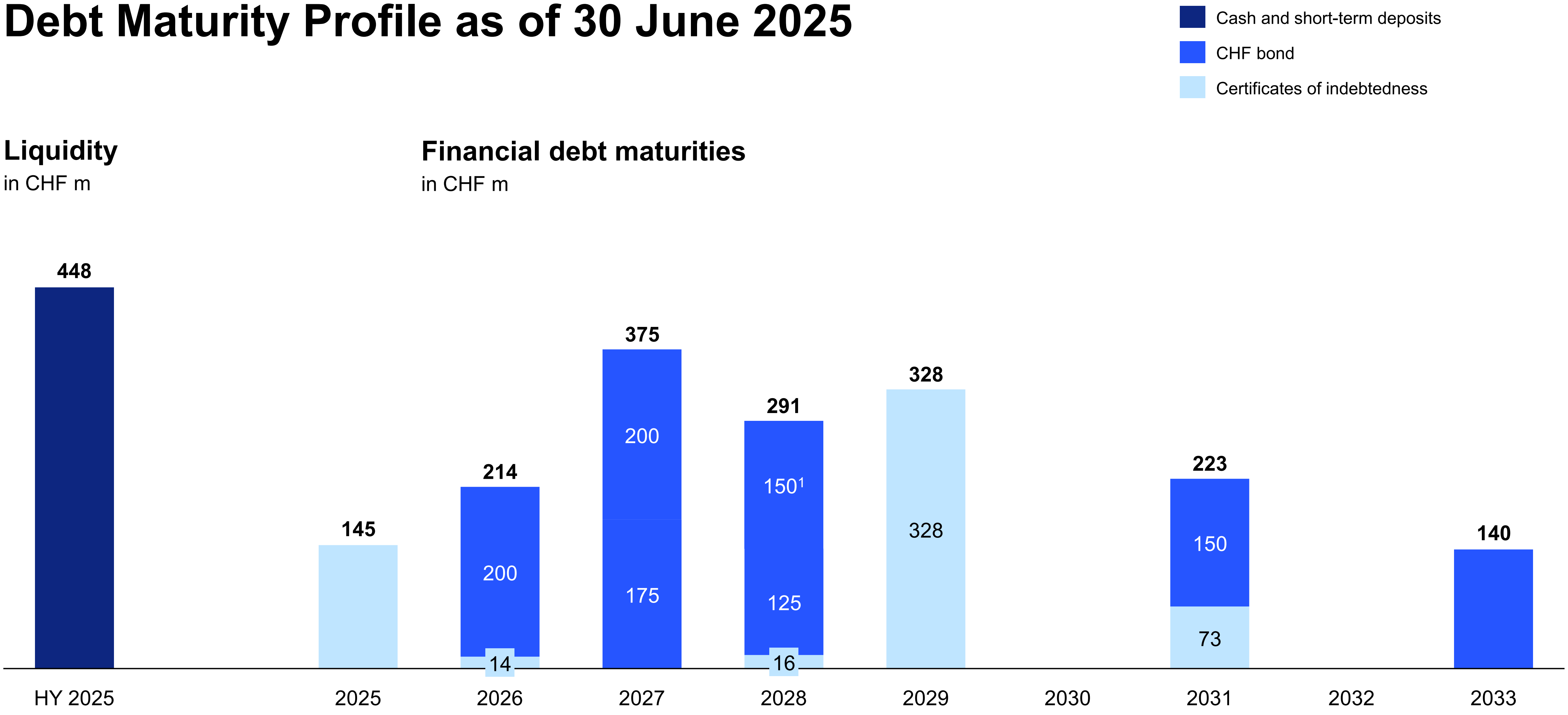


Q3 2025: Pricing slightly up and volumes down (Catalysts)

- Uncertain economic environment maintained in Q3 2025
- Q3 **Pricing** up (sequential flat), positive in AA, flat in CC and CA
- Q3 **Volumes** down (sequential down 6 %), driven by CA, while down in CC and AA



Debt Maturity Profile as of 30 June 2025



[1] Green Bond as issued under Clariant Green Financing Framework

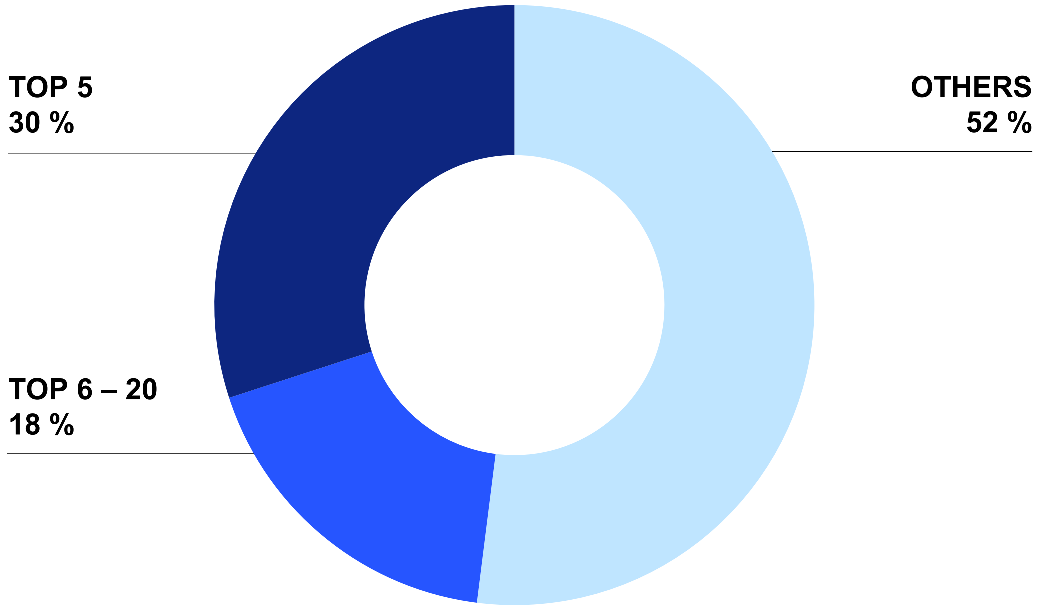
Full Year 2024
Top 20 Chemicals in Percentage of Total Raw Material Cost

TOP 5 CHEMICALS

1 Ethylene
2 Propane-1,2-diol
3 Ethylene Oxide
4 Carbon
5 Bentonite

TOP 6 - 20 CHEMICALS

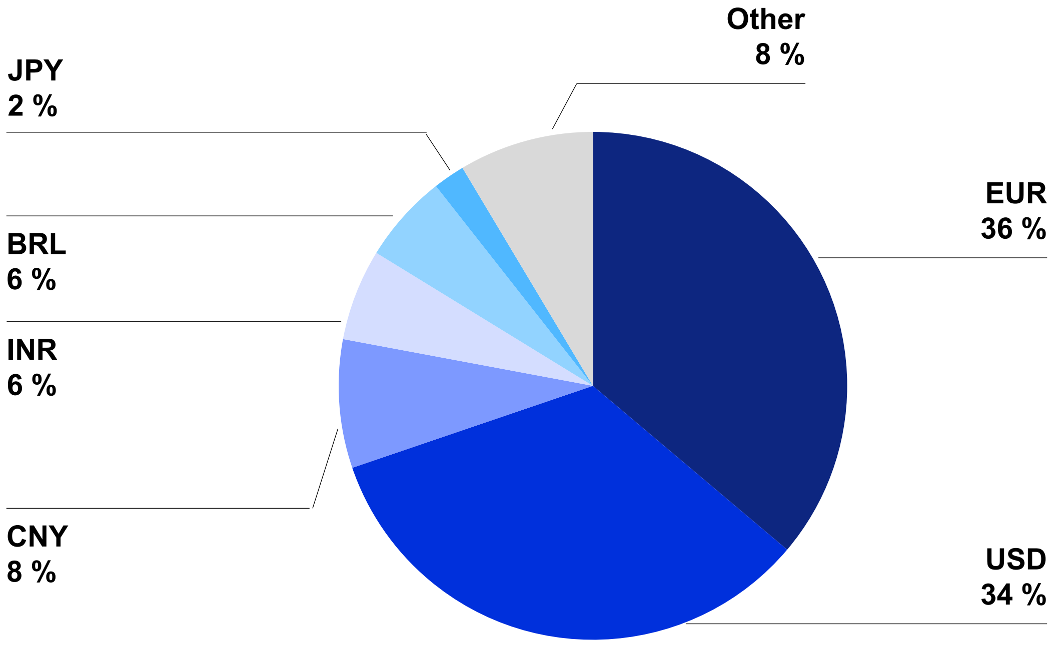
6 Methyloxirane
7 Aluminium Oxide
8 Phosphinic Acid, sodium salt, hydrate (1:1:1)
9 Platinum
10 Sodium Hydroxide
11 Montan Wax
12 Propene
13 Sodium Carbonate
14 Molybdenum Trioxide
15 Solvent Naphtha (petroleum), heavy arom.
16 Alcohols, C8-10-iso-, C9-rich
17 Distillates (petroleum), hydrotreated light
18 Acrylonitrile
19 Zinc Oxide
20 Alcohols, C12-16



Full Year 2024
Sales and Cost Structure (indicative)

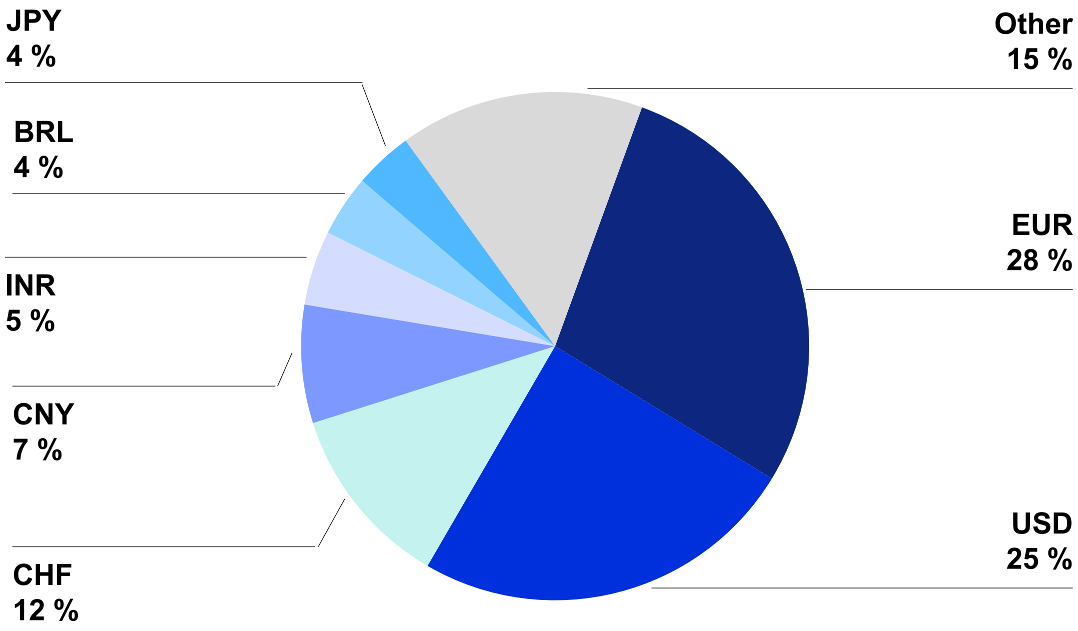
Global Sales Distribution[1]

in %



Global Cost Distribution [2]

in %



[1] Based on document currencies
[2] Based on document currency for direct spend and reporting currency for other EBITDA-relevant costs

Calendar of Upcoming Corporate Events

26 February 2026

Fourth Quarter / Full Year 2025 Reporting

1 April 2026

Annual General Meeting

8 May 2026

First Quarter 2026 Reporting

31 July 2026

Second Quarter / Half Year 2026 Reporting

November 2026

Third Quarter / Nine Months 2026 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

Oliver Rittgen
Chief Financial
Officer

Priya Thaman
Ad interim Chief Human
Resources Officer

Judith Bischof
General Counsel

Richard Haldimann
Chief Strategy &
Technology Officer

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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 manage this process on our behalf.

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