

First Quarter Results 2021

ANALYST PRESENTATION
29 APRIL 2021

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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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Strong performance in Q1 returning to growth in sales and profit – Positive outlook for Q2 and FY 2021

1

Return to growth

- + 2 % in LC¹ driven by recovery in industrial markets and growth in Catalysis
- Solid demand recovery across most businesses, particularly in China & Europe
- Sales growth of + 9 % in LC¹ – excluding the continued weak oil business

2

Improved profitability

- Delivering strong 16.4 % EBITDA margin driven by growth and execution of performance programs (~CHF 6 m cost savings delivered in Q1 2021)
- Prices raised to counteract increases in raw materials and logistics cost

3

Deliver on strategic priorities

- JV with India Glycols to become a leading renewable specialty EOD² supplier
- Inauguration of “One Clariant Campus” strengthens market position in China
- AGM 2021: New Chairman elected and distribution of CHF 0.70 per share for the combined years of 2019 and 2020 approved


4

Profitable growth in 2021

- Full-Year 2021 expectation taking economic uncertainties into consideration:
 - Group Sales with moderate LC¹ growth
 - Group EBITDA margin of slightly above pre-COVID-19 pandemic levels
- Remain committed to mid-term targets

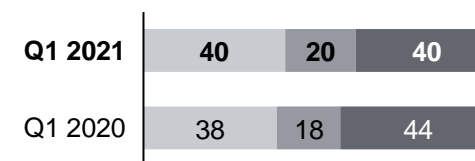
First Quarter 2021 – GROUP OVERVIEW 1/2

<i>in CHF m / %</i>	Q1 2021	Q1 2020	% CHF	% LC ²
Sales¹	1 002	1 019	- 2	+ 2
EBITDA	164	157	+ 4	
EBITDA margin	16.4 %	15.4 %		
EBITDA b.e.i. ³	168	163	+ 3	
EBITDA b.e.i.³ margin	16.8 %	16.0 %		

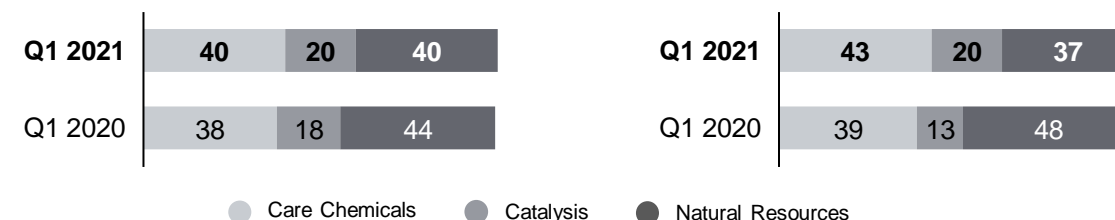
Sales bridge	Sales - 2 %	Price + 2 %	Volume 0 %	Currency - 4 %
				

Business Area composition (in %)

Sales



EBITDA



Sales return to growth

- Sales expansion of 2 % LC supported by **positive pricing**
- **Growth** in **Care Chemicals** and **Catalysis** as well as **Functional Minerals** and **Additives** within Natural Resources
- Oil and Mining Services business impacted by oil and refinery production curtailments
- Currency impact of - 4 % due to depreciation of Latin American currencies and the US Dollar

EBITDA margin up by 100 basis points

- **EBITDA improvement by 4 % absolute and by 100 basis points in margin to 16.4 %** versus prior year
- Operating leverage from **sales growth**, continued **cost discipline** amid COVID-19, and the execution of the **efficiency programs⁴**
- Global production network and execution of business continuity programs helped to mitigate the impact from disruptions in supply chains; price increases are in progress to compensate for cost increases in raw material and logistics cost

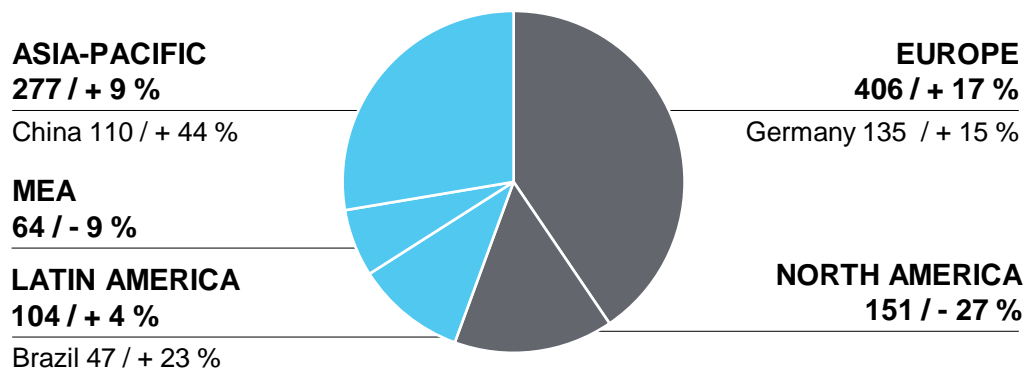
First Quarter 2021 – GROUP OVERVIEW 2/2

Geographic split¹

Q1 2021 Sales CHF 1 002 m

in CHF m, % in local currency

● Emerging markets ● Mature markets



- Strong growth in **Asia-Pacific, esp. in China**, driven by economic recovery across all Business Areas, versus a more COVID-19-affected Q1 in 2020
- **Europe** benefitted from general economic recovery; improvement in Care Chemicals (partly weather-related in Aviation), Catalysis, and Additives, while **Middle East and Africa** declined due to project mix
- Decline in **North America** was largely attributable to the challenging environment in Oil Services and effects from the business disruptions in Texas
- Solid growth in **Latin America** resulting from expansion in Care Chemicals (Crop Solutions) and in Additives, supported by strong development in Brazil

¹continuing operations

First Quarter 2021 – CARE CHEMICALS

<i>in CHF m / %</i>	Q1 2021	Q1 2020	<i>% CHF</i>	<i>% LC¹</i>
Sales	404	387	+ 4	+ 7
EBITDA	80	69	+ 16	
EBITDA margin	19.8 %	17.8 %		
EBITDA b.e.i. ²	80	70	+ 14	
EBITDA b.e.i. ² margin	19.8 %	18.1 %		
Sales bridge	Sales + 4 %	Price + 2 %	Volume + 5 %	Currency - 3 %

Market Dynamics

- Solid recovery in industrial end markets globally
- Continued positive momentum in Agriculture and Consumer Care
- Favorable weather conditions for Agriculture and Aviation
- Pre-buying in anticipation of price increases

Sales growth of +7 % LC in almost all businesses

- **Consumer Care** sales increased in high single digits, underpinned by strong expansion in Crop Solutions and Home Care; Personal Care impacted by lockdown regime
- **Industrial Applications** delivered mid-single-digit sales growth driven by strong demand for Coatings, the recovery in Industrial Lubricants, and weather-related demand improvement in Aviation
- **Asia** and **Latin America** grew in double digits, while **Europe** expanded slightly; **North America** affected by disruptions in Texas

EBITDA margin improvement by 200 bps

- Higher sales, active margin management, and stringent execution of efficiency programs raised EBITDA by 16 % to a margin of **19.8 %**

¹local currency; ²before exceptional items

First Quarter 2021 – CATALYSIS

<i>in CHF m / %</i>	Q1 2021	Q1 2020	<i>% CHF</i>	<i>% LC¹</i>
Sales	193	182	+ 6	+ 10
EBITDA	38	24	+ 58	
EBITDA margin	19.7 %	13.2 %		
EBITDA b.e.i. ²	38	25	+ 52	
EBITDA b.e.i. ² margin	19.7 %	13.7 %		
Sales bridge	Sales + 6 %	Price + 6 %	Volume + 4 %	Currency - 4 %

Market Dynamics

- Economic rebound with demand for more sustainable solutions
- Increased demand in Asia in all catalyst categories
- Petrochemical's cycle impacted by low-capacity investments, while polypropylene demand strong
- Positive momentum in gas-to-liquid solutions (Syngas)

Sales growth of +10 % LC – growth in all businesses except Refinery

- Continued strong demand in **Petrochemicals** with double-digit growth – accelerated demand for CATOFIN™ catalysts in China and Europe
- **Syngas** delivered double-digit growth driven by gas-to-liquid solutions along with continued sales contribution from opportunistic **emission-control catalyst business in India**
- Sales in **Europe** grew strongly, while **Asia** was largely unchanged; lower project sales in the Americas and Middle East & Africa

Strong EBITDA improvement versus low comparison base

- Strong margin improvement of 650 bps to **19.7 %** due to favorable product mix, pricing, and efficiency program-driven cost savings
- Project nature of the business can lead to significant profitability fluctuations; the fundamentals remain positive

First Quarter 2021 – NATURAL RESOURCES

<i>in CHF m / %</i>	Q1 2021	Q1 2020	<i>% CHF</i>	<i>% LC¹</i>
Sales	405	450	- 10	- 6
EBITDA	68	86	- 21	
EBITDA margin	16.8 %	19.1 %		
EBITDA b.e.i. ²	69	86	- 20	
EBITDA b.e.i. ² margin	17.0 %	19.1 %		
Sales bridge	Sales - 10 %	Price + 1 %	Volume - 7 %	Currency - 4 %

Market Dynamics

- Continued oil production curtailments as well as low fuel demand
- Recovery in electrical & electronics markets (E&E) and automotive sector
- Structural growth in construction and textile in China

Good sales growth in all businesses except Oil

- **Oil and Mining Services (OMS)** double-digit sales decline driven by continued weakness in Oil Services and Refinery against a tough comparable in Q1 2020 (stabilizing vs. Q4 2020), while Mining Services reported low-single digit growth
- **Functional Minerals (FM)** rose at high single-digit rate. Strong growth in Foundry, benefitting from automotive recovery in Europe and China; economic recovery supported Cargo & Device Protection solutions, both offsetting staid development in Purification
- **Additives (ADD)** sales increased in a lofty high teen range due to a notable market recovery in E&E, automotive, and fiber applications

Lower EBITDA versus a high comparison base in Q1 2020, but above FY 2020 run rate

- **EBITDA margin of 16.8 %** affected by year-on-year margin decline in OMS, while ADD strongly advanced and FM ended close to last year's high margin level – backed by a lower cost base from the execution of the performance programs and the initiated price increases

First Quarter Results 2021

OUTLOOK

Outlook Q2 2021



Care Chemicals

Q2 2021 Outlook:

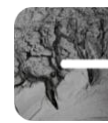
- Moderate sales growth in LC¹ year-on-year from recovery in industrial applications
- EBITDA margin improvement year-on-year, sequentially aiming to defend strong margin level despite raw material and logistics challenges



Catalysis

Q2 2021 Outlook:

- Moderate sales growth in LC¹ year-on-year driven by Petrochemicals
- EBITDA margin below previous year's and Q1 2021 level due to product and project mix



Natural Resources

Q2 2021 Outlook:

- Return to growth in LC¹ year-on-year based on continuing growth in Additives and Functional Minerals and stabilizing Oil Services business
- Margin improvement year-on-year, aiming to defend Q1 2021 EBITDA margin level despite rising feedstock cost



Group

Q2 2021 Outlook:

- Moderate sales growth LC¹ year-on-year
- Margin improvement year-on-year while aiming to defend Q1 2021 margin level despite rise in raw material and logistics cost through strong cost discipline and pricing actions

Outlook FY 2021

External Factors

- Broad COVID-19 vaccination rollout supporting economic recovery
- Rebound of industrial- and consumer-facing applications
- Supply disruptions and rising raw material and logistics cost

FY 2021 Group

Moderate LC¹ **Sales** growth

EBITDA margin to slightly above pre-COVID-19 pandemic levels²

Based on an assumption of a continued economic recovery, while uncertainty remains high.

Internal Factors

- Execution of efficiency programs
- Continued effective margin management (pricing)
- Innovation-driven specialty portfolio
- Growth investments

Advance Clariant's portfolio transformation towards a higher specialty value business

Execute strategy – remain committed to mid-term targets

First Quarter Results 2021

BACKUP SLIDES

First Quarter 2021 – DISCONTINUED OPERATIONS

<i>in CHF m / %</i>	Q1 2021	Q1 2020	<i>% CHF</i>	<i>% LC¹</i>
Sales	216	485	- 55	- 54
EBITDA	24	34	- 29	
EBITDA margin	11.1 %	7.0 %		
EBITDA b.e.i. ²	29	69	- 58 %	
EBITDA b.e.i. ² margin	13.4 %	14.2 %		

- **Q1 2020 reported** sales and EBITDA include the divested Masterbatches business
- Like-for-like (excl. Masterbatches in Q1 2020) organic Q1 2021 **sales of Pigments increased by 4 %** in LC* and remained flat in Swiss francs, reflecting improved economic environment, particularly in China
- Within Pigments, Plastics and Special Applications businesses reflected double-digit sales expansion
- Like-for-like **Q1 2021 profitability of Pigments improved**, impacted by higher sales as well as the execution of the efficiency program (~CHF 2 m cost savings delivered in Q1 2021)

Healthcare Packaging	✓	Closed on 31 October 2019
Masterbatches	✓	Closed on 1 July 2020
Pigments	In progress	

First Quarter 2021– Sales and EBITDA by Business Area

Q1 2021	Sales to 3rd parties			EBITDA ³			
	<i>in CHF m</i>	2021	2020	% LC ¹	2021	2020	% CHF
Care Chemicals		404	387	+ 7 %	80	69	+ 16 %
<i>Margin</i>					19.8 %	17.8 %	
Catalysis		193	182	+ 10 %	38	24	+ 58 %
<i>margin</i>					19.7 %	13.2 %	
Natural Resources		405	450	- 6 %	68	86	- 21 %
<i>margin</i>					16.8 %	19.1 %	
Business Areas Total		1 002	1 019	+ 2 %	186	179	
Corporate		–	–		- 22	- 22	
Total Continuing Operations		1 002	1 019	+ 2 %	164	157	+ 4 %
<i>margin</i>					16.4 %	15.4 %	
Discontinued		216	485²	<i>n.m.</i>	24	34²	<i>n.m.</i>
Total Group		1 218	1 504	<i>n.m.</i>	188	191	<i>n.m.</i>

¹in local currency; ²including divested Masterbatches business; ³EBITDA before exceptional items Q1 2021 (Q1 2020): Group CHF 168 m / 16.8% (CHF 163 m / 16.0%), Care Chemicals CHF 80 m / 19.8% (CHF 70 m / 18.1%), Catalysis CHF 38 m / 19.7% (CHF 25 m / 13.7%), Natural Resources CHF 69 m / 17.0% (CHF 86 m / 19.1%), Discontinued Operations CHF 29 m / 13.4% (CHF 69 m / 14.2%)

Full Year 2020 – Sales and EBITDA by Business Area

Full Year	Sales to 3rd parties			EBITDA		
	2020	2019	% LC ¹	2020 ³	2019	% CHF
<i>in CHF m</i>						
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 ²					- 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>

¹in local currency; ²CHF 231 million provision for a competition law investigation by the European Commission (EC); ³2020 EBITDA figures include a total of CHF 55 m reversal for a competition law investigation by the EC (in Corporate) and a CHF 49 m provision for the efficiency program (CHF 12 m to Care Chemicals, CHF 6 m to Catalysis, CHF 19 m to Natural Resources and CHF 12 m to Corporate) as well as a CHF 68 m provision for the rightsizing program and a CHF 24 m provision for the efficiency program both in discontinued operations

Three Business Areas – the Specialty Portfolio for Future Growth



CARE CHEMICALS

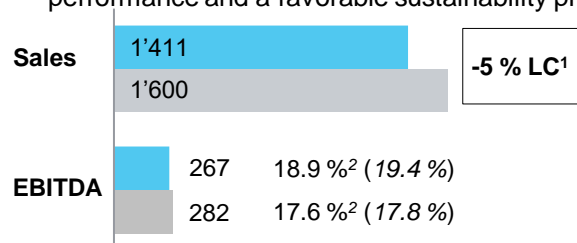
BA Care Chemicals has a clear focus on highly attractive, high-margin, and low-cyclical segments with **c. 2/3 of the business being consumer-facing** in Consumer Care and Industrial Applications.

Customer Segments:

- Personal Care
- Home Care
- Crop Solutions
- Paints & Coatings
- Aviation
- Construction Chemicals
- Industrial Lubricants

Business Driver:

- **Consumer lifestyle-driven – comfort & well-being**
- **Green and sustainable products**, based on **natural ingredients** (botanicals) free of harmful substances
- Global **nutrition** requirements (agriculture)
- **Reducing carbon footprint** and **responsible** production and consumption
- **Formulations solutions provider** with superior performance and a favorable sustainability profile



CATALYSIS

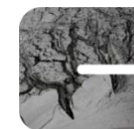
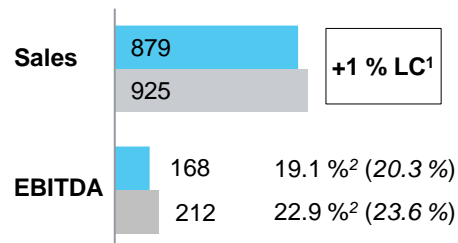
BA Catalysis includes BU Catalysts and BL Biofuels, contributing significantly to value creation in our customers' operations, ensuring that finite raw materials and **energy** are **used efficiently and effectively**, ensuring **quality and yield** of processes.

Customer Segments:

- Chemical production (Petro, Olefin and Derivatives, Polyolefin, Industrial gases, Hydrogen, Refinery)
- Fuel processing
- Custom catalysts
- Second-generation biofuels
- Biochemical intermediates

Business Driver:

- **Improving energy efficiency** in chemical production
- **Decarbonization of the transport sector**
- **Sustainable, emission-free mobility solutions**
- **Circular economy solutions** through the extensive use of renewable resources
- **Increasing legal requirements** for renewable energy sources



NATURAL RESOURCES

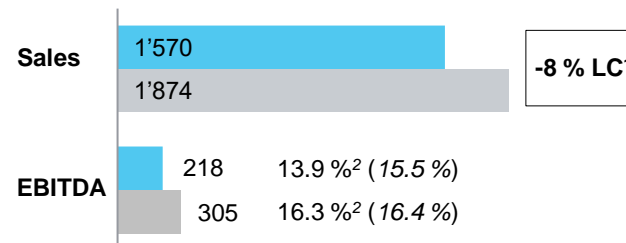
BA Natural Resources comprises the BU Oil and Mining Services, Functional Minerals, and Additives, adding value through enhanced **sustainability benefits** and by enabling circularity, supporting **recycling** solutions, and reducing customers' dependency on fossil resources, thereby achieving a **lower carbon footprint**.

Customer Segments:

- Oil and Mining Services
- Additives
- Functional Minerals

Business Driver:

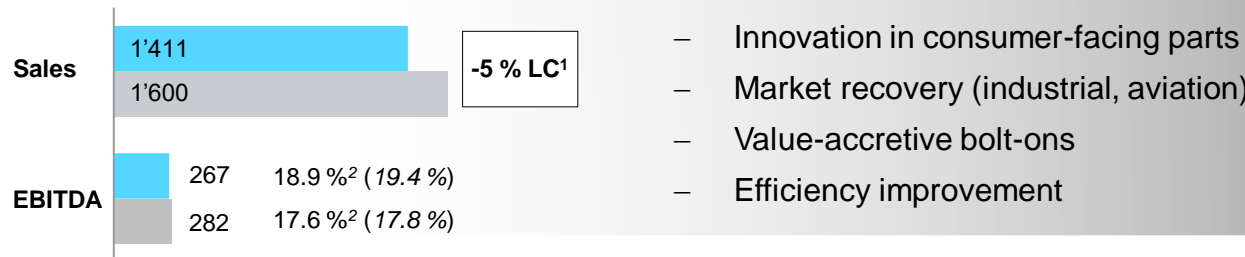
- **Stricter global chemical regulations and customer expectations** driving **sustainability** in oil, mining, and purification as well as **circularity** in plastics, coatings, and adhesives
- **Lightweight, sustainable fire safety and thermo-resistance requirements for digitalization and e-mobility**
- Consumer demand for **enhanced health and safety**



A more focused, high-value specialty portfolio on its way toward its mid-term targets



CARE CHEMICALS



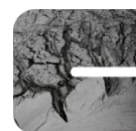
Mid-term targets	
Sales growth expectation p.a.	5 - 7 %
EBITDA margin ambition	19 - 21 %



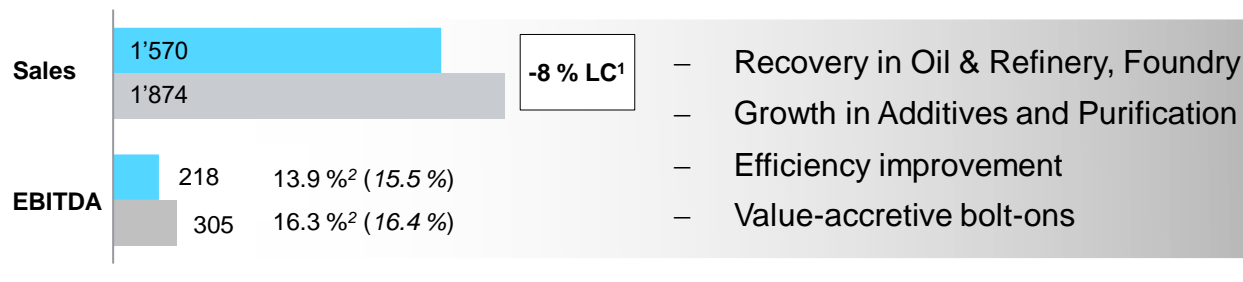
CATALYSIS



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

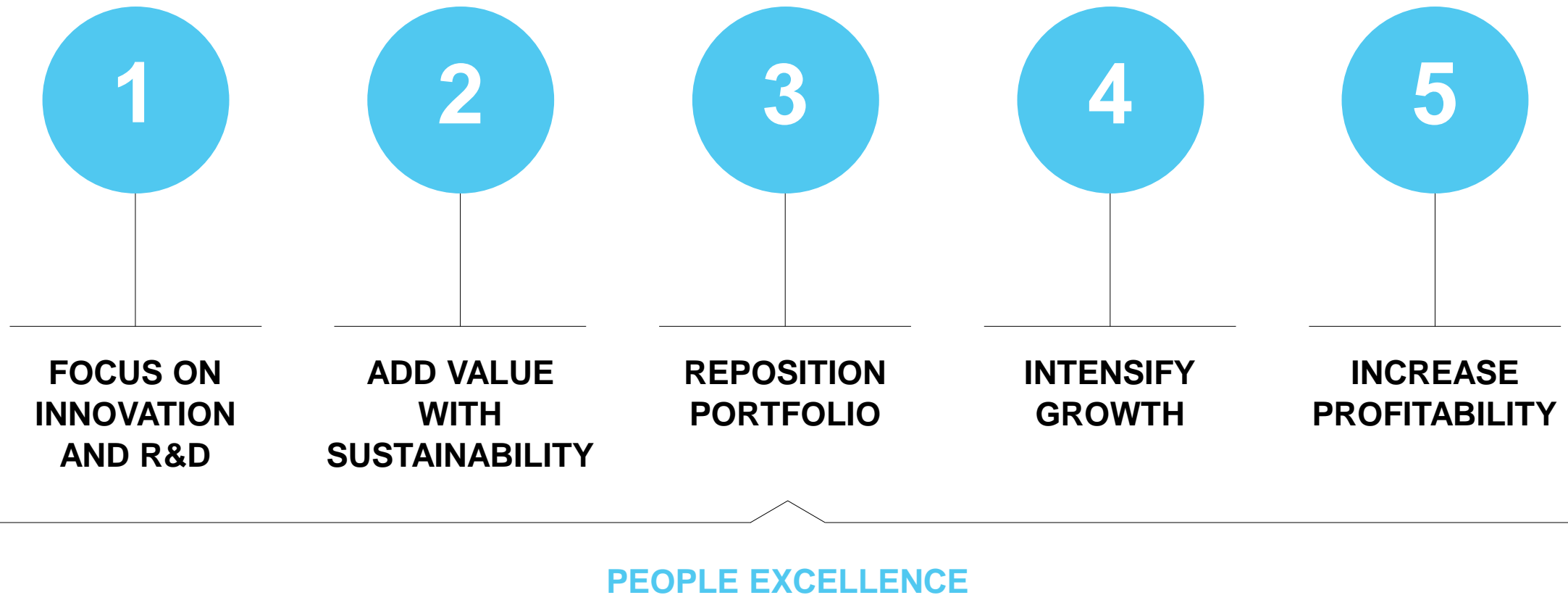


NATURAL RESOURCES



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

Executing our unchanged 5-pillar strategy



Fringe to Core: a dedicated China strategy – in China, for China

- Our vision is to become a “**China Insider**” to actively support the **high-quality development** of China with our **innovative and sustainable** solutions.
- To achieve this, we strongly focus on:



Customer Experience



Footprint Enlargement



Innovation Drive

402m

(+6 % YoY)

2020 Clariant sales
in China (CHF)

~10 %

Clariant’s global
sales attributed to
China¹

>40 %

China’s market share
in the global chemicals
market

Enhanced local innovation capabilities –
One Clariant Campus

Clariant Greater China Operational Headquarters and **Clariant Innovation Centre China** connect R&D with the **commercialization of new sustainable solutions developed within the innovation pipeline.**

2020

Completion

50/350

R&D / Total FTEs

~ 24,000 sqm

~ 13,000 sqm lab area

~ 11,000 sqm office & conference centre



Key CAPEX projects in 2021 to support mid-term targets

Catalysis

sunliquid® 2G biofuel plant

Podari / Romania

- Ramp-up of enzyme sales activity and licensing income
- Production of c. 50,000 tons p.a. of sunliquid cellulosic ethanol
- Plant to be completed by the end of 2021



Catalysis

New CATOFIN™ plant

Jiaxing, Zhejiang Province / China

- In 2020, ground-breaking for new CATOFIN™ catalyst production facility in Jiaxing to support China's petrochemical industry's propane dehydrogenation (PDH) market
- Construction commenced in Q3 2020; full production capacity by 2022



Additives

New high-end stabilizer additives plant

Gangzhou / China

- Joint venture with Beijing Tiangang Auxiliary Co. Ltd. targeting growing Chinese demand for high-end process and light stabilizer additives
- Commencement of production in April 2021



Clariant continues to invest in 2021 with CAPEX budget totaling ~CHF 400m, with a mid-term run-rate in the amount of CHF 250-280m

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-conforming¹ targets:
 - 40 % CO₂ for scope 1&2 /
 - 14 % for scope 3 by 2030² and growing handprint
- **Minimize environmental footprint** with updated targets on water, wastewater, waste, and NOx

SOCIAL progress

- **Leading in personal safety** – low Lost-Time Accident Rate/DART (Days Away, Restricted, or Transferred)
- Committed to **generating positive impact for society with safe and sustainable chemistry**

GOVERNANCE progress

- Establishing the combined **Group Innovation & Sustainability (GIS)**
- Implementing **new governance tools** to steer CO₂ reduction
- Ensuring the highest compliance standards with an updated **Code of Ethics**



UN SDGs with highest impact



¹Science-based target initiative. Targets currently under review by the Science-Based Targets initiative (SBTi); ²versus baseline 2019

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:

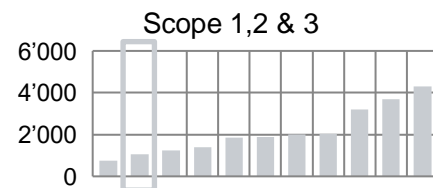
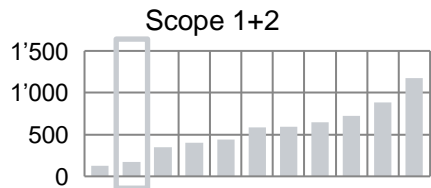
-40 %

Scope 1+2

-14 %

Scope 3

Peer¹ comparison CO₂e intensity tCO₂e/m€



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

¹2019 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

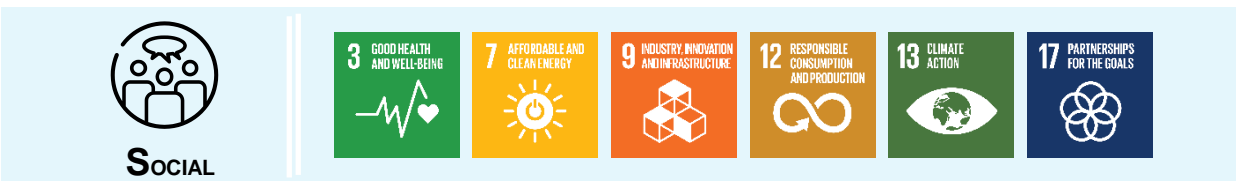
MAIN LEVERS FOR HANDPRINT INCREASE:

CUSTOMER SCOPE 1, 2, & 3 REDUCTION



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

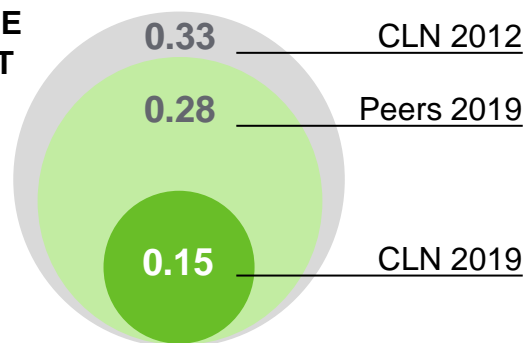
Adapting important **social** and **governance** aspects to support the holistic sustainability transformation



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

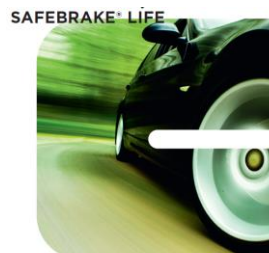
LOW LOST-TIME ACCIDENT RATE¹



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



SETTING UP THE RIGHT STRUCTURES

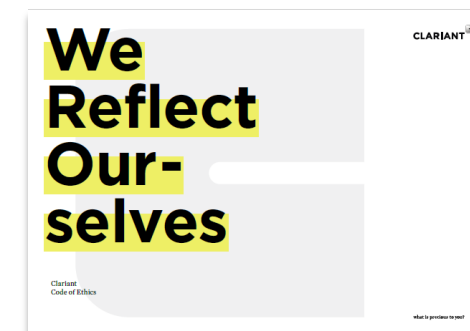
Bundling expertise for innovative and sustainable solutions by establishing a **new Group Innovation & Sustainability (GIS)**

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**



¹Peer 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 the Audit Committee), Group Communications, Group Compliance, Group Human Resources, and Group Legal



HANS BOHNEN
Executive Vice President &
Chief Operating Officer

Responsibilities:

Business Line Biofuels & Derivatives, Business Units Catalysts and Industrial & Consumer Specialties, Group Operational Excellence, Group Procurement Services, and the regions Latin America and North America



BERND HOEGEMANN
Executive Vice President &
Chief Transformation Officer

Responsibilities:

Business Units Additives, Functional Minerals, Oil and Mining Services, and Pigments, Corporate Planning & Strategy, Group Innovation & Sustainability, Project Clariant 2021, and the region China and Asia-Pacific



STEPHAN LYNEN
Executive Vice President &
Chief Financial Officer

Responsibilities:

Corporate Accounting, Corporate Controlling, Corporate Mergers & Acquisitions, Corporate Tax, Corporate Treasury, Global Business Services, Group Finance Services, Group Investor Relations, Group Information Technology, and the region Europe, Middle East & Africa

EC Variable Compensation linked to shareholder return and sustainability

STI (Short-Term Incentives)

GMBP (Group Management Bonus Plan)

50 % Group Achievement

- ROIC (25 %)
- Operating Cash Flow (25 %)

30 % Financial Business Unit (BU) Achievement

- Cont. BU's average achievements (EBITDA, BU CF, LC Growth)

20 % Top Priorities

- New **Sustainability KPI** for GMBP 2021
- Inventory Targets
- CLNX Benefits
- Innovation Sales & COMA%
- LTAR/DART

LTI (Long-Term Incentives)

CLIP (Clariant Long-term Incentive Plan)

Performance Share Units (PSUs)

3-year Vesting Period

Key Performance Indicators:

- 50 % Relative Total Shareholder Return (rTSR)
- 50 % Economic Profit (EP)

Calendar of Upcoming Corporate Events

29 July 2021

First Half 2021 Reporting

28 October 2021

Nine Months 2021 Reporting

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