

Performance.  
Growth.  
Innovation.

Public

2016

what is precious to you?

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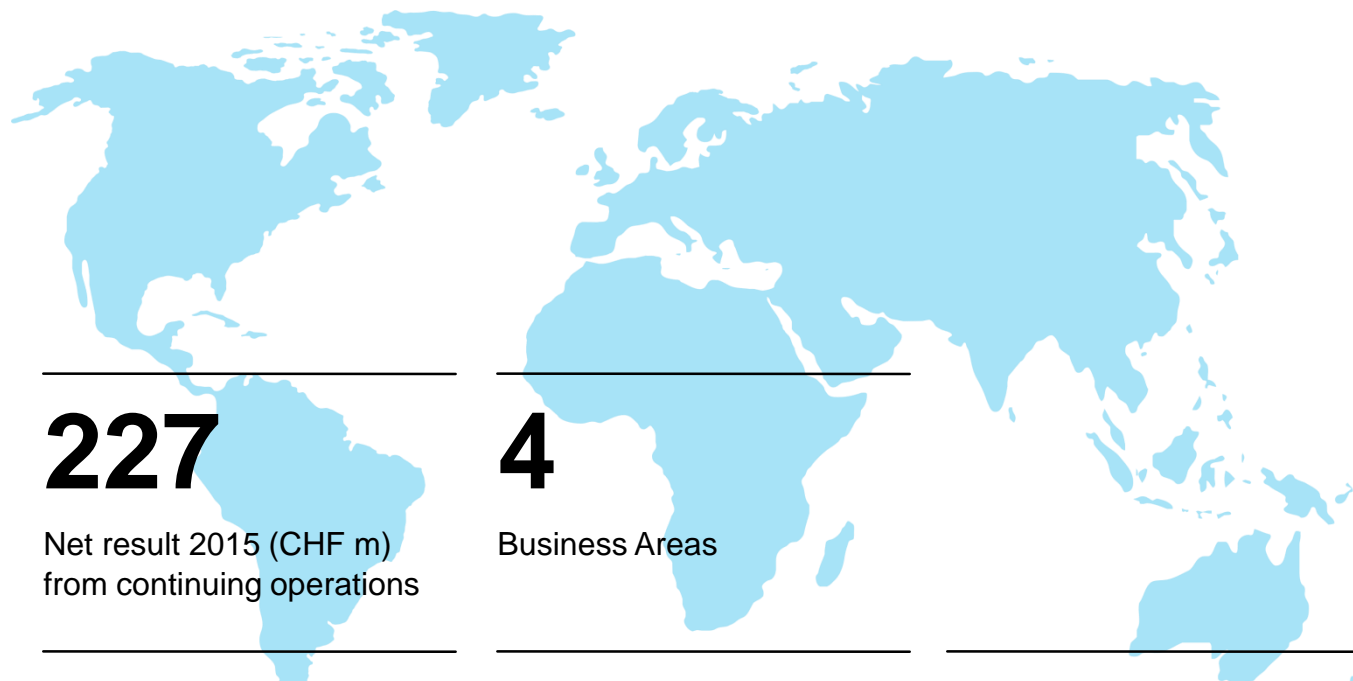
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1.

**CLARIANT  
AT A GLANCE**

# Clariant at a Glance

## A GLOBALLY LEADING COMPANY IN SPECIALTY CHEMICALS



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**5 807**

Sales 2015 (CHF m)  
from continuing operations

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**227**

Net result 2015 (CHF m)  
from continuing operations

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**4**

Business Areas

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**853**

EBITDA 2015 (CHF m)  
before exceptionals

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**14.7%**

EBITDA margin 2015  
before exceptionals

---

**110** in **53**

companies      countries

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**17 213**

Employees 2015

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# Four Business Areas

## THE RIGHT PORTFOLIO FOR FUTURE GROWTH

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### SALES BY BUSINESS AREA

in CHF m, total 2015: 5 807

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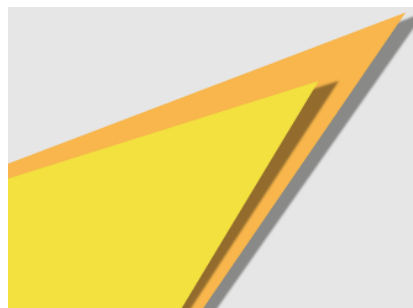
#### CARE CHEMICALS



**1 445**

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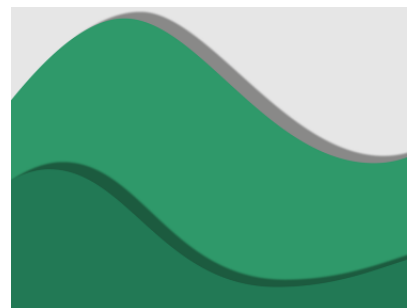
#### CATALYSIS



**704**

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#### NATURAL RESOURCES




**1 217**

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#### PLASTICS & COATINGS



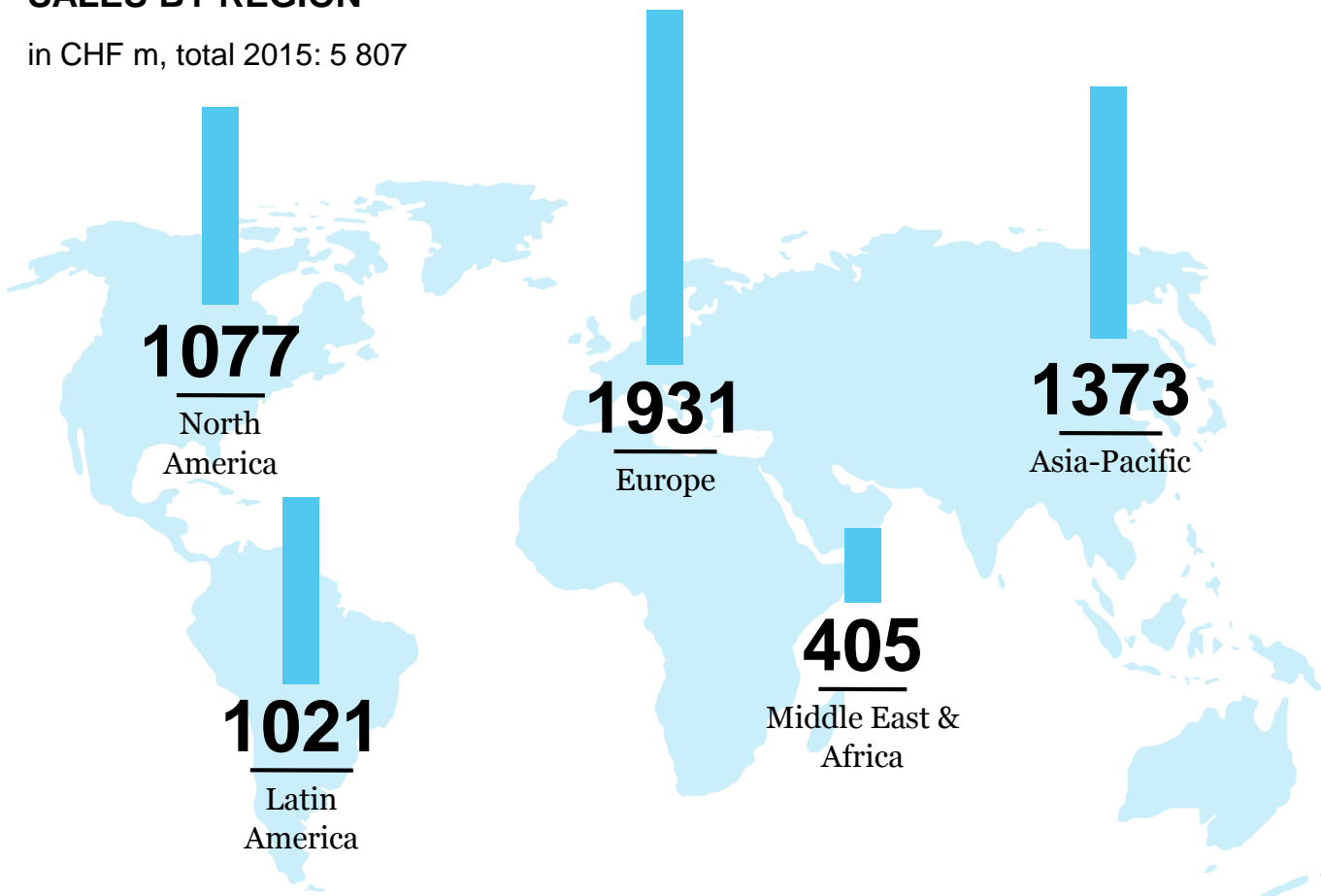
**2 441**

# Four Business Areas

## THE RIGHT PORTFOLIO FOR FUTURE GROWTH

### SALES BY REGION

in CHF m, total 2015: 5 807



### FOCUSED PORTFOLIO

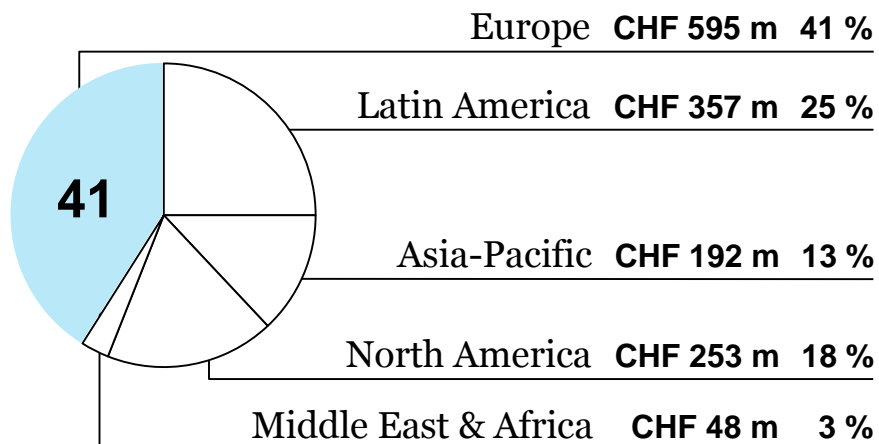
Well balanced portfolio with a high profitability and substantial growth potential.



# Business Area – Care Chemicals

## SALES BY REGION

Total 2015: CHF 1445 million



## TRENDS & DRIVERS

- Expansion of market share in consumer care/crop solutions
- Increasing demand for personal and home care products
- Increasing need for sustainable and efficient crop protectants
- Chemicals from renewable raw materials
- Future market of biotechnology
- Increasing demand for sustainable building materials
- Expansion of the innovation pipeline
- Reduction of the importance of activities with lower margins
- Use of multifunctional additives for colors and coatings
- Use of synthetic base fluids for long-life lubricants
- Demand for performance-enhancing process aids in the manufacturing industry products

## KEY FINANCIAL FIGURES 2015

**1 445**

Sales in million CHF

**18.8%**

EBITDA margin  
before exceptional items

**18–19%**

EBITDA margin potential  
before exceptional items

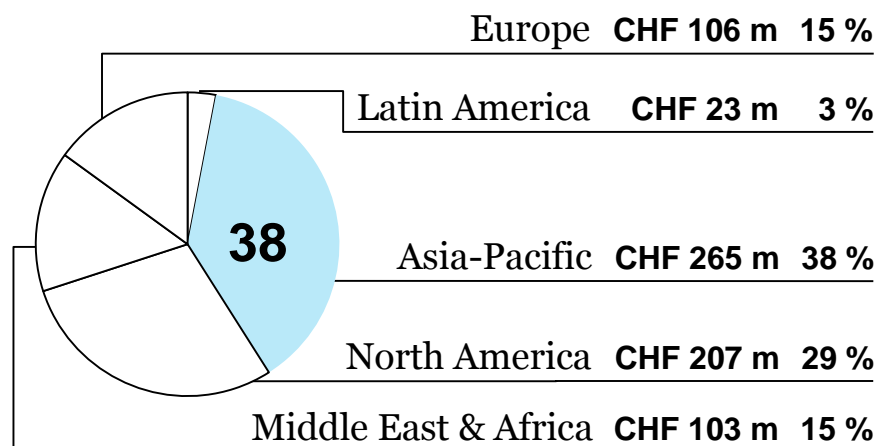
**4–5%**

Growth ambition per annum

# Business Area – Catalysis

## SALES BY REGION

Total 2015: CHF 704 million



## TRENDS & DRIVERS

- Maintain innovation leadership, licensing partnerships and customer focus culture
- Execute specific growth strategies for key regions (China, NorAm and Middle East)
- Continuous operational improvement and upgrade capabilities along the value chain
- Creating value through sustainable products and services

## KEY FINANCIAL FIGURES 2015

**704**

Sales in million CHF

**25.1%**

EBITDA margin  
before exceptional items

**24 – 26%**

EBITDA margin potential  
before exceptional items

**6 – 7%**

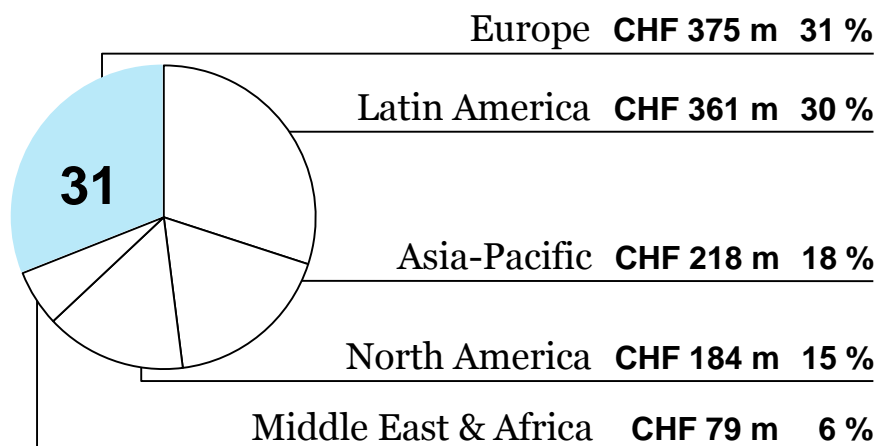
Growth ambition per annum



# Business Area – Natural Resources

## SALES BY REGION

Total 2015: CHF 1 217 million



## TRENDS & DRIVERS

- Focus on exploration and production of new sources of oil and gas
- New technology to prolong the productivity at existing wells, enable enhanced recovery as well as deeper hotter wells and those in deep water
- Data management to reduce oil and gas companies operating costs and increase uptime, expand capabilities and improve safety
- Expand market leadership in ore flotation and develop new markets through innovation
- Increase profitability for BU Functional Minerals through optimized cost and technology platforms
- Growth in sediment management, feed additives, and in the emerging markets for metal casting and refining of edible oils

## KEY FINANCIAL FIGURES 2015

**1 217**

Sales in million CHF

**16.9%**

EBITDA margin  
before exceptional items

**15 – 17% 6 – 7%**

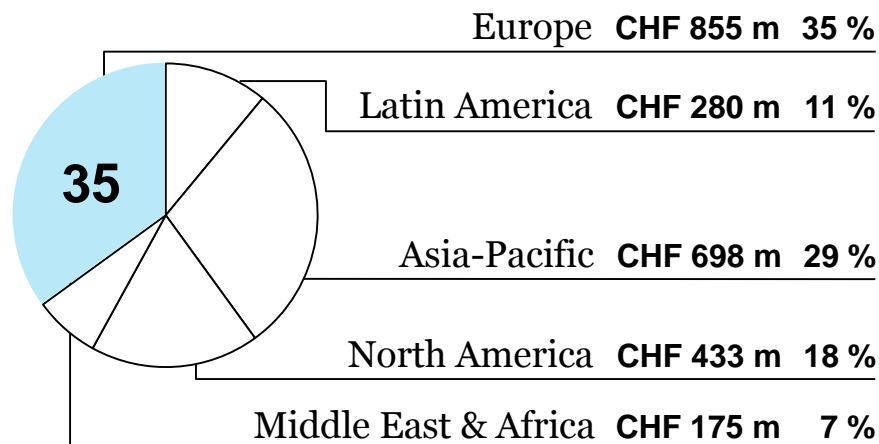
EBITDA margin potential  
before exceptional items

Growth ambition per annum

# Business Area – Plastics & Coatings

## SALES BY REGION

Total 2015: CHF 2 441 million



## TRENDS & DRIVERS

- Expansion of presence in emerging markets
- Development of sustainable, innovative dyes and additives for improving the properties of plastics, paints and coatings
- Continuous improvement of cost efficiency
- Special initiatives for product groups with dynamic growth such as flame retardants

## KEY FINANCIAL FIGURES 2015

**2 441**

Sales in million CHF

**12.8%**

EBITDA margin  
before exceptional items

Steered to absolute  
EBITDA before  
**exceptional items and  
cash flow generation**

**Global GDP**

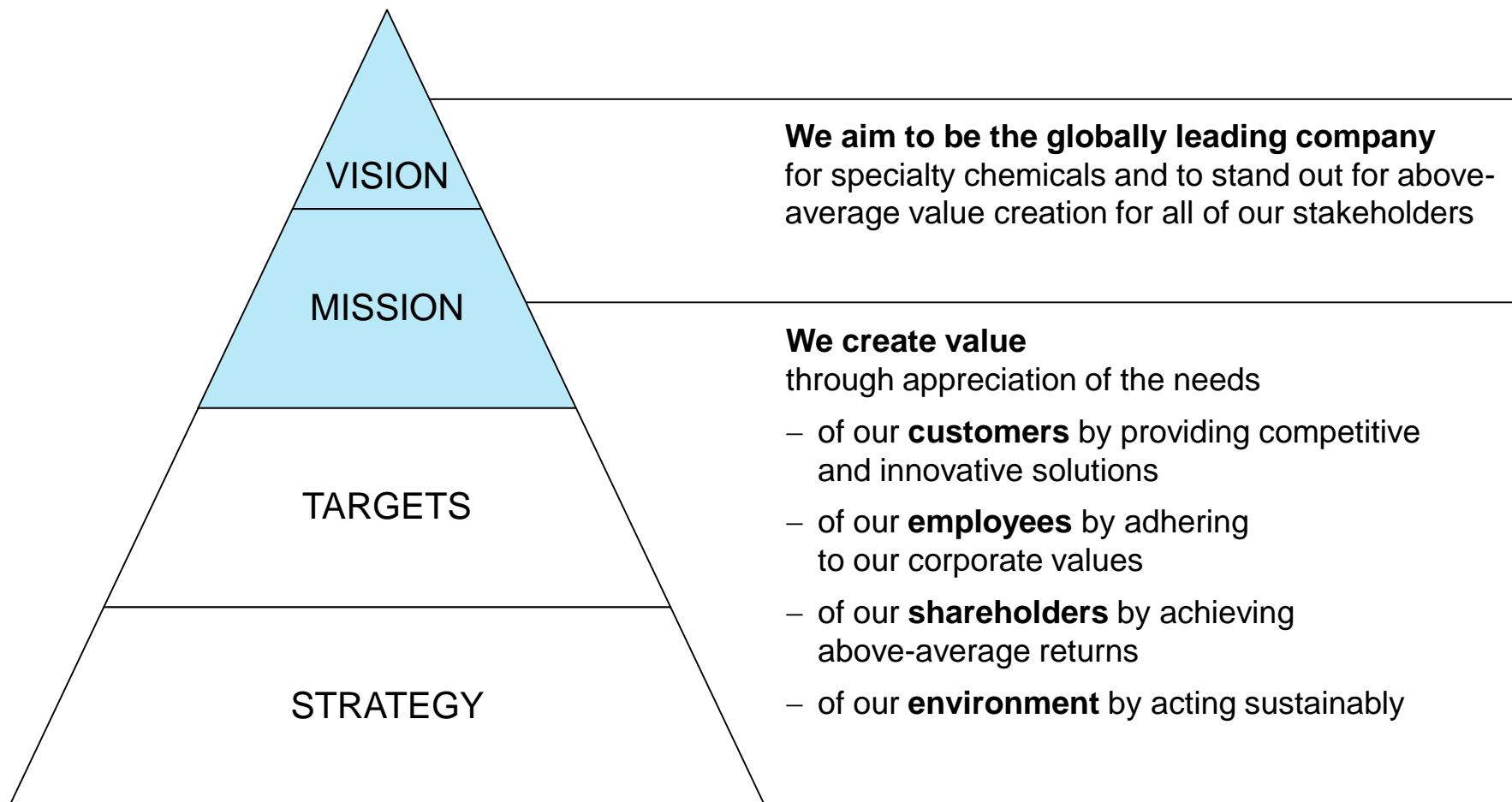
Growth ambition per annum

2.

**A CULTURE  
BASED ON VALUES**

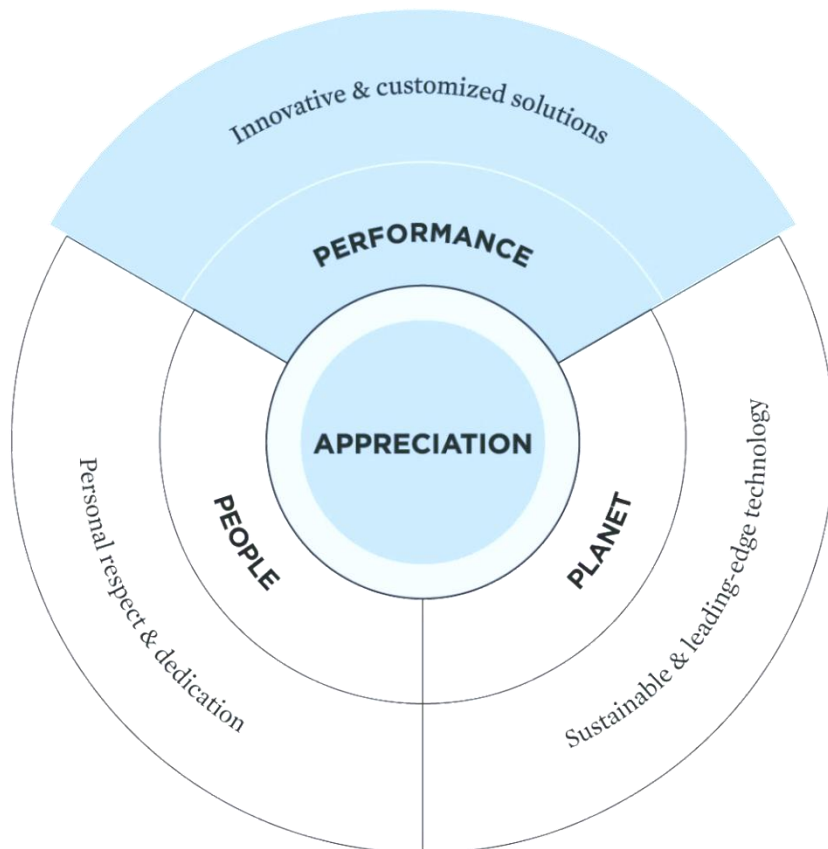
what is precious to you?

# The Goal of a Long Journey: CLARIANT AS THE GLOBAL LEADING COMPANY FOR SPECIALTY CHEMICALS



# How Clariant Creates Value?

## WE APPLY A VALUE SYSTEM WITH A FOCUS ON PERFORMANCE, PEOPLE, AND PLANET



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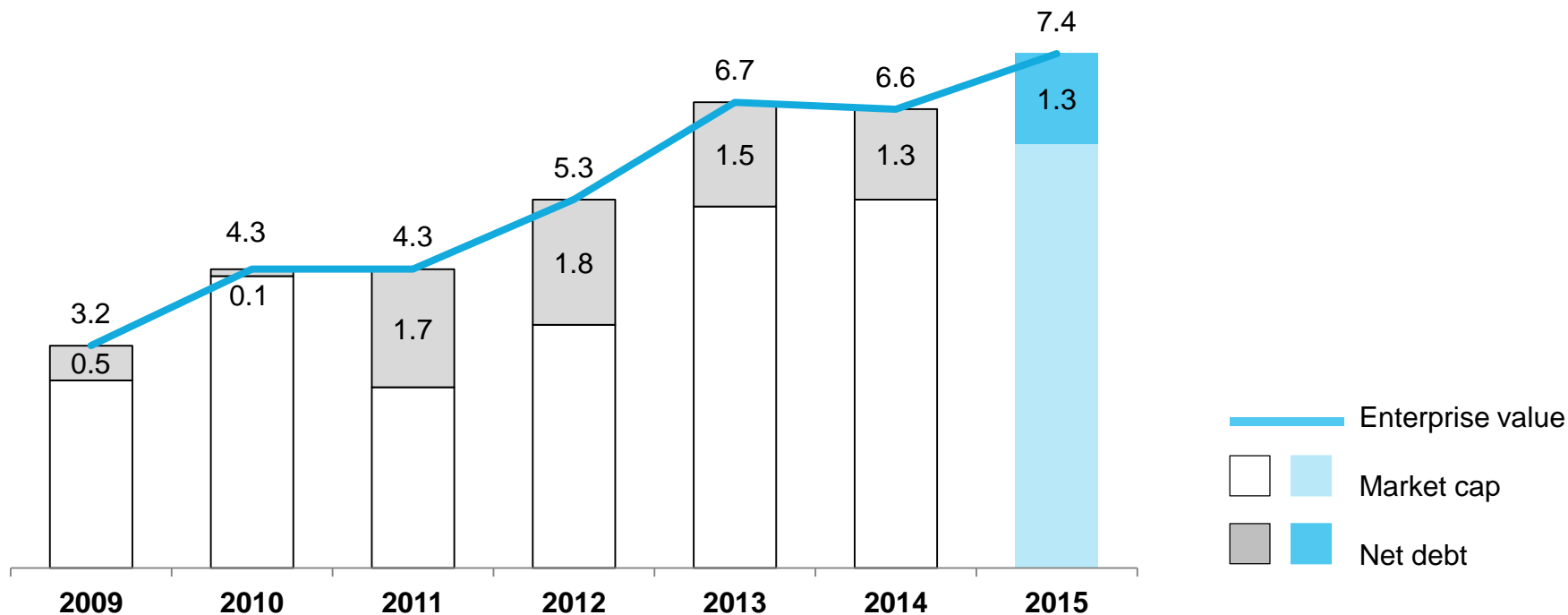
### Appreciation as the Motor of Daily Business

Sustainable company successes and value generation can only be realized in a corporate culture that is embraced by everyone involved, and which achieves a balance between business performance, social interests, and environmental targets.

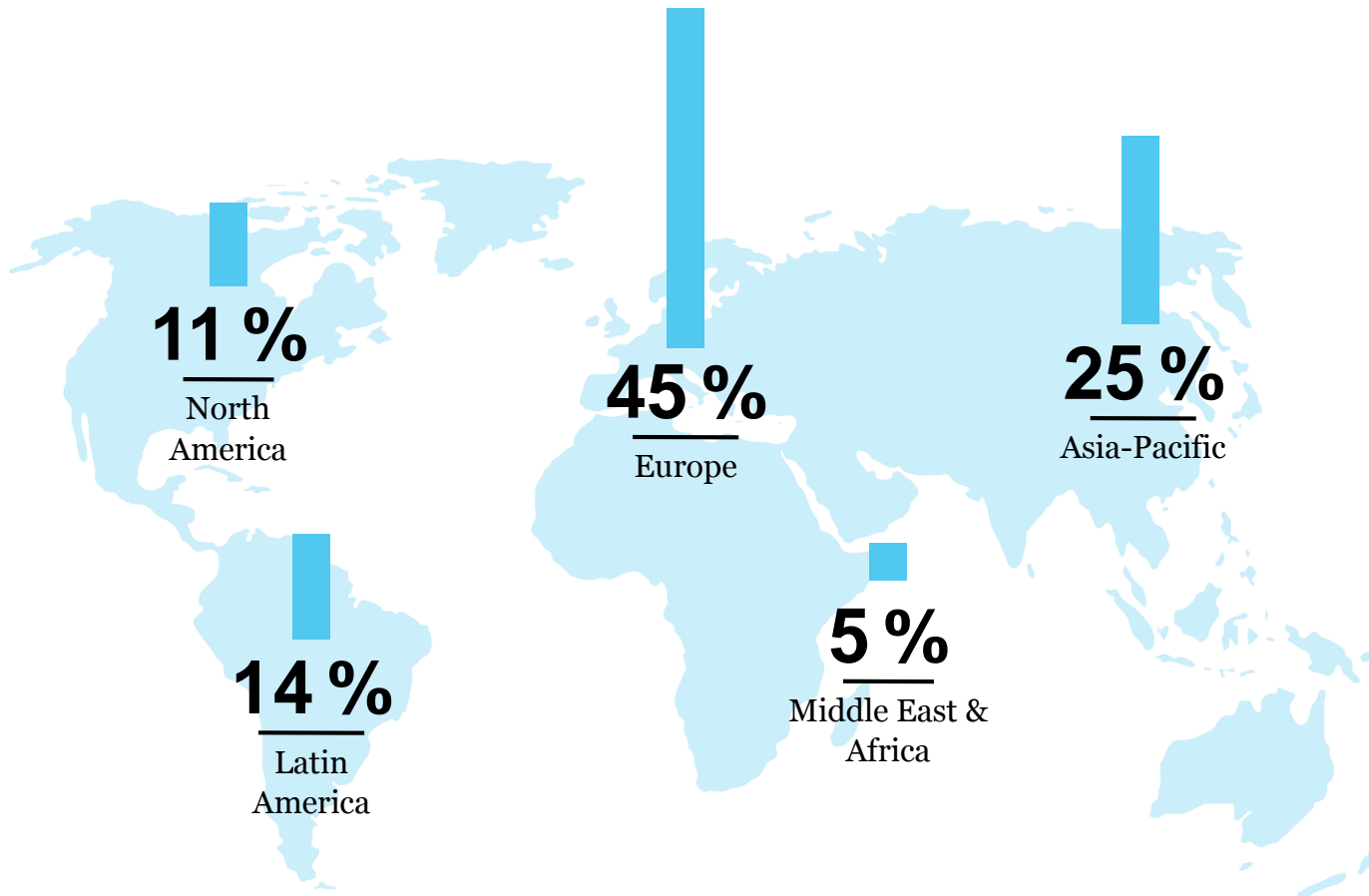
# Performance

## ON THE SPRINGBOARD TO THE NEXT LEVEL OF PROFITABILITY

IN BILLION CHF



# People PREFERRED EMPLOYER – ATTRACTING AND RETAINING TALENT



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**17 213**

employees (FTE)

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**44%**

of the employees are based  
in the emerging markets

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# Planet

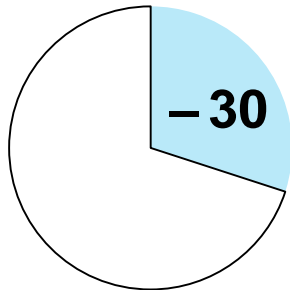
## ENVIRONMENTAL PROTECTION AS A DRIVER FOR GROWTH

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### ENVIRONMENTAL TARGETS BY 2025 IN % (per ton of products produced)

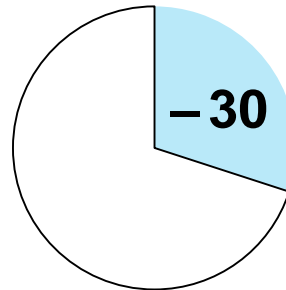
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Reduce Energy Consumption



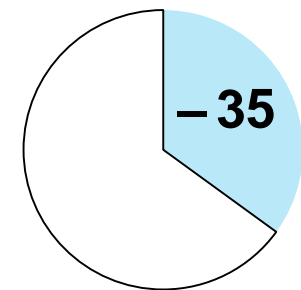
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Reduce Direct CO2 Emissions



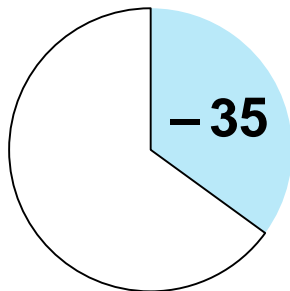
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Reduce Emissions of Greenhouse Gases



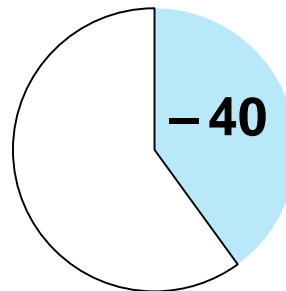
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Reduce Water Consumption



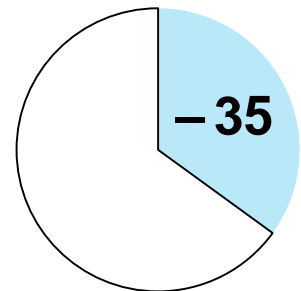
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Reduce Volume of Waste Water



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Reduce Volume of Waste



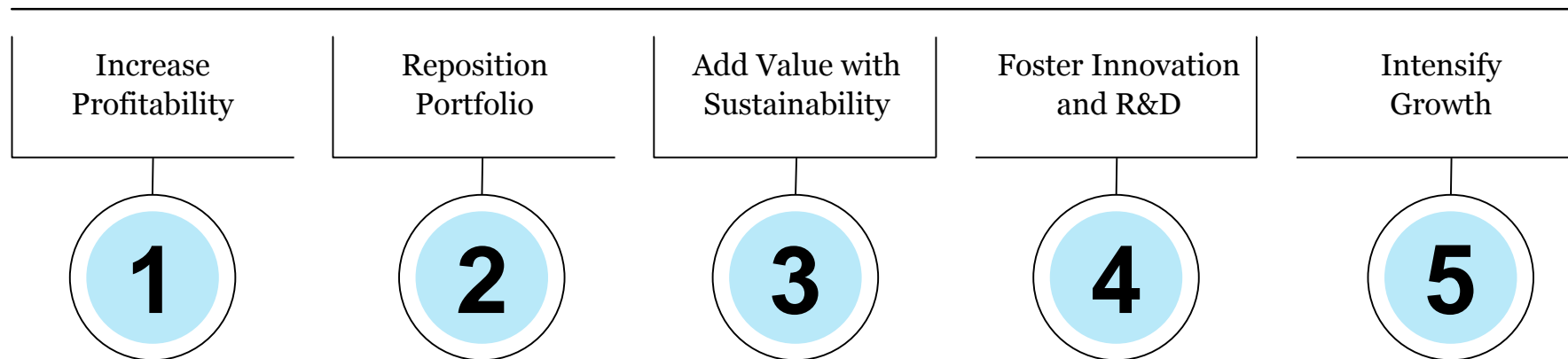


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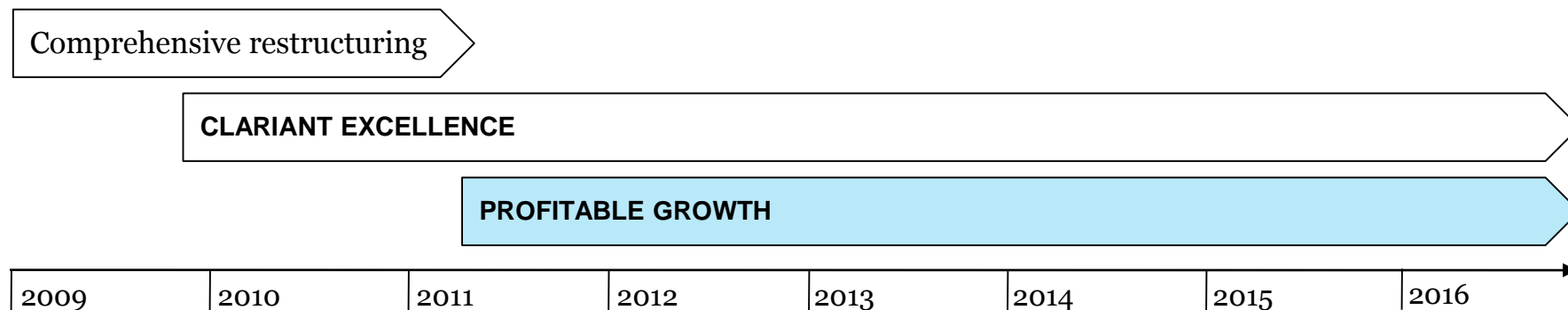
**A CLEARLY DEFINED  
CORPORATE STRATEGY**

# Five Pillar Strategy – to increase performance

## ACHIEVING FINANCIAL TARGETS AND SUSTAINABLE SUCCESS



### THREE PHASES OF STRATEGY IMPLEMENTATION (since 2009)

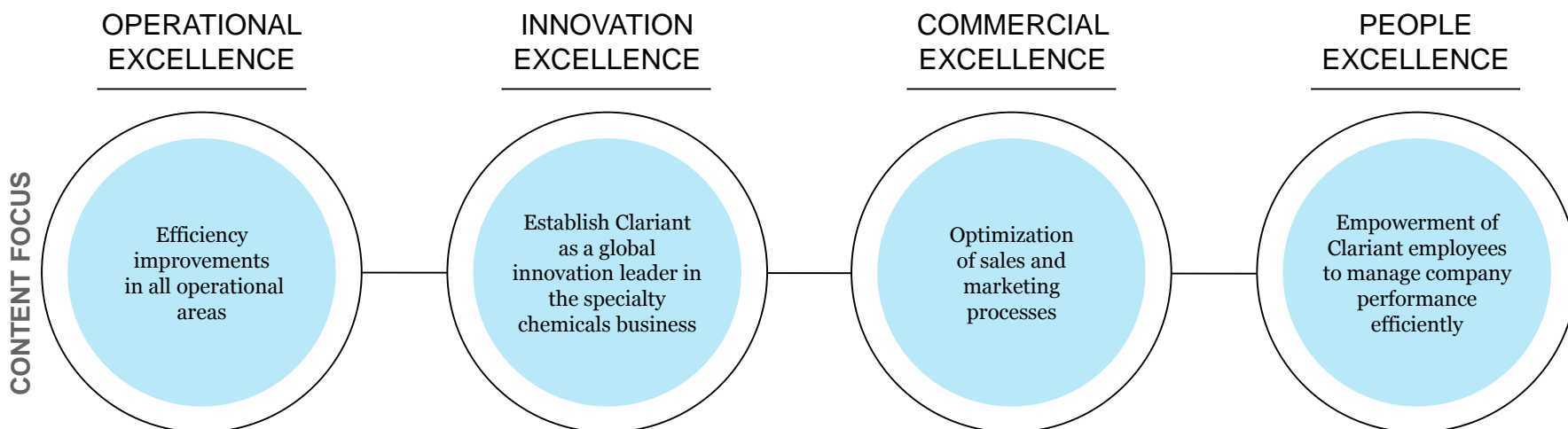


# 1 Increase Profitability

## CLARIANT EXCELLENCE

as the foundation for sustainable growth with positive effects from continuing improvement

- Cross-linking of Operational Excellence, Innovation Excellence, Commercial Excellence, and People Excellence is a key to success
- Cost discipline across the company
- Efficient delivery of business services
- Avoiding remnant costs from divestments
- Investments into innovation and capex projects



# 2 Repositioning the Portfolio

## OPTIMIZED PORTFOLIO

for Sustainable Profitability

- Based on a clear strategic focus
- markets with future perspectives and strong growth rates
- businesses with competitive positions and strong pricing power

ACQUISITIONS

Süd-Chemie (Germany)  
Octagon Process  
Prairie PetroChem  
Italtinto  
Oberhausen Technology  
Center (OTC)

Colex Spolka  
Oxiteno Catalysts

CRM (France)  
Champion, Gulf of Mexico Oil  
Business (USA)  
Baylnk (Germany)  
Organic pigments business,  
Jiangsu Multicolor (China)

Plastichemix Industries (India)  
VitaPac (Hong Kong)  
Aerochem (Sweden)

Beraca – Division Health &  
Personal Care (Brazil)  
Companhia Brasileira  
de Bentonita (Brazil)  
Kilfrost's Aircraft  
De-icing  
Business (USA, Asia)  
Vivimed Labs' Personal Care  
Portfolio (India)

2011

2012

2013

2014

2015

DIVESTMENTS

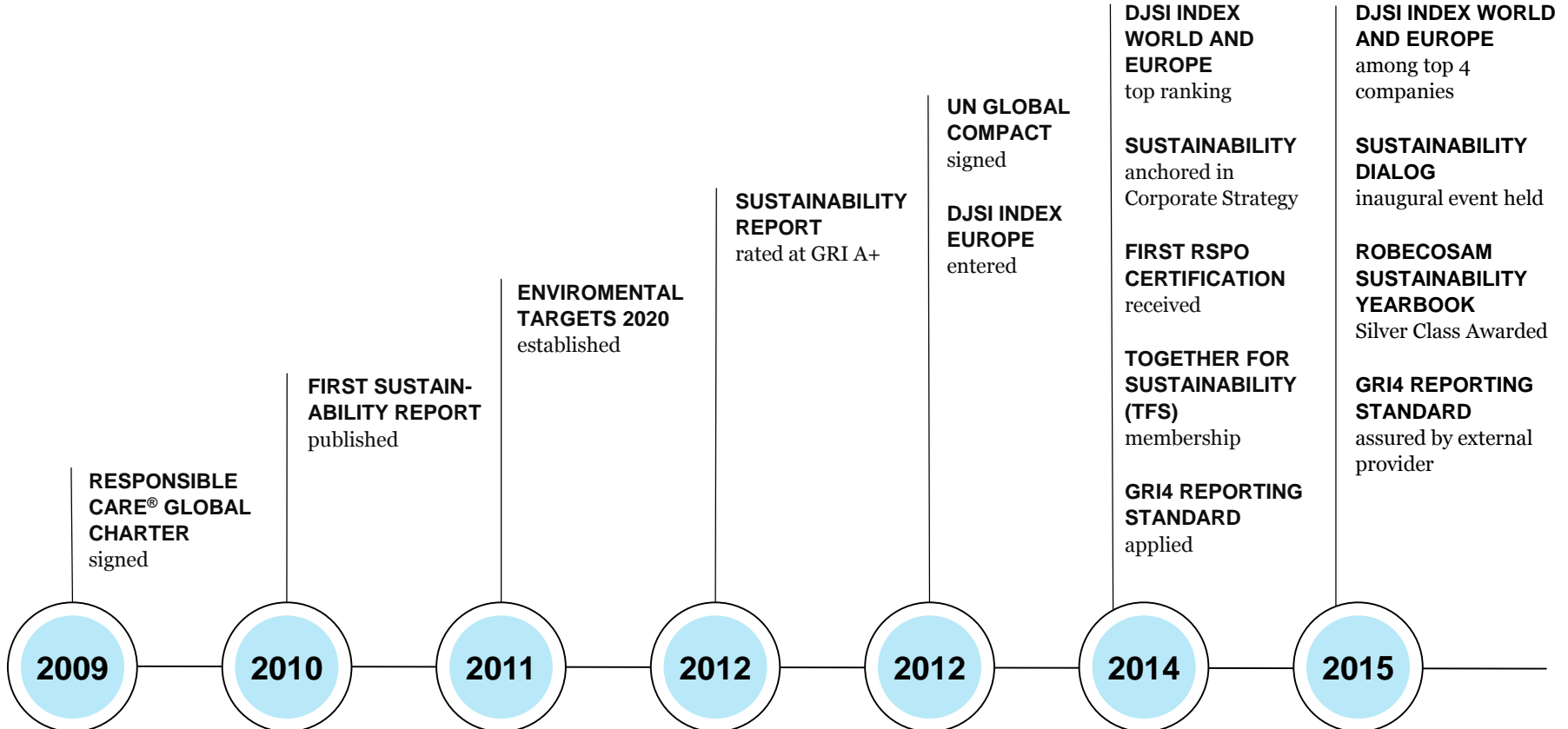
Textile Chemicals,  
Paper Specialties,  
Emulsions

Detergents & Intermediates,  
Leather Services,  
Water Treatment (South Africa)  
ASK Chemicals/Joint Venture

Energy Storage Business  
Water Treatment Business  
(Brazil)

# 3 Add Value with Sustainability

## MILESTONES OF CLARIANT'S COMMITMENT to Sustainability



**4**

# Foster Innovation and Research & Development

## INNOVATION FIGURES

**1 100**

People in R&D  
(end of 2015)

**3.5 %**

of Group sales 2015  
spent in R&D

**8 > 50**

Global R&D Centers  
Technical Application Centers

**204 m**

of R&D expenditures  
in CHF

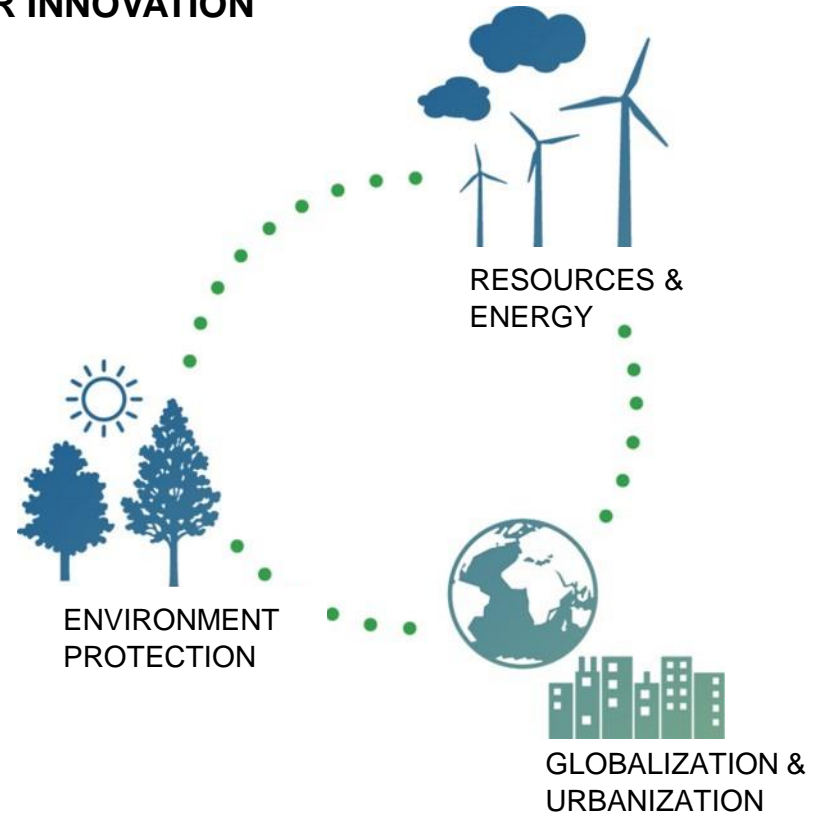
**> 7 000**

Patents

**> 130**

Scientific  
collaborations

## GLOBAL TRENDS AS DRIVERS FOR INNOVATION



# 4

## Foster Innovation and Research & Development

### NEW PRODUCT HIGHLIGHTS FROM CLARIANT

#### GlucoTain®

Surfactants used in GlucoTain® are sugar-based. They are environmentally friendly and specifically improve the product characteristics

#### LE Technology

Ecosil® LE (Low Emission) provides the option to reduce the possibility of harmful emissions in the foundry industry by up to 80%



HIGH PERFORMANCE



CERTIFIED PRODUCT



BIO-DEGRADABLE



HIGH PERFORMANCE



COST EFFICIENT



ENERGY EFFICIENT

#### AmoMax®-10 Catalyst

A highly active catalyst with substantially higher efficiency. As a result, significantly less energy is needed to produce ammonia as a fertilizer in food production

#### Easy dispersible pigments

Through the use of ED pigments, energy consumption can be reduced by 50 % in the production of paint, and the production time can be reduced by 85%

**5**

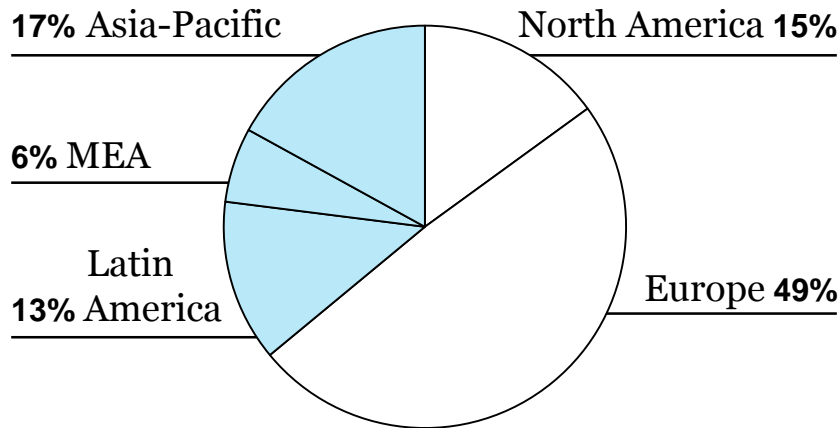
# Intensify Growth in Emerging Markets

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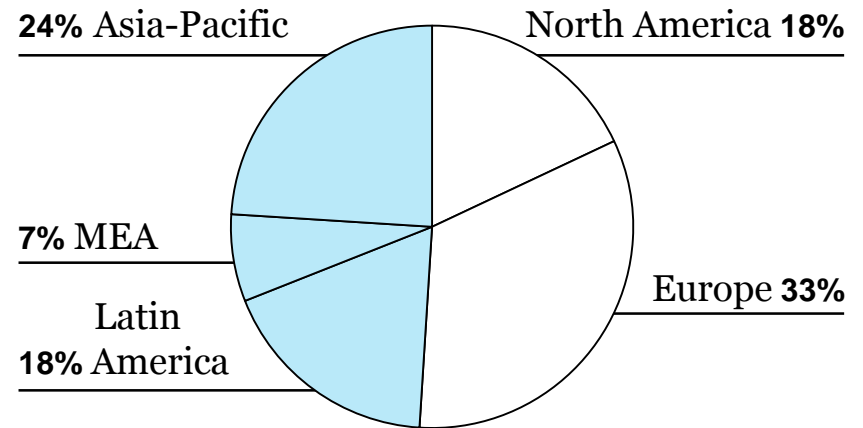
## CLARIANT'S SALES SHIFT TO EMERGING MARKETS CONTINUES

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**2005**



**2015**





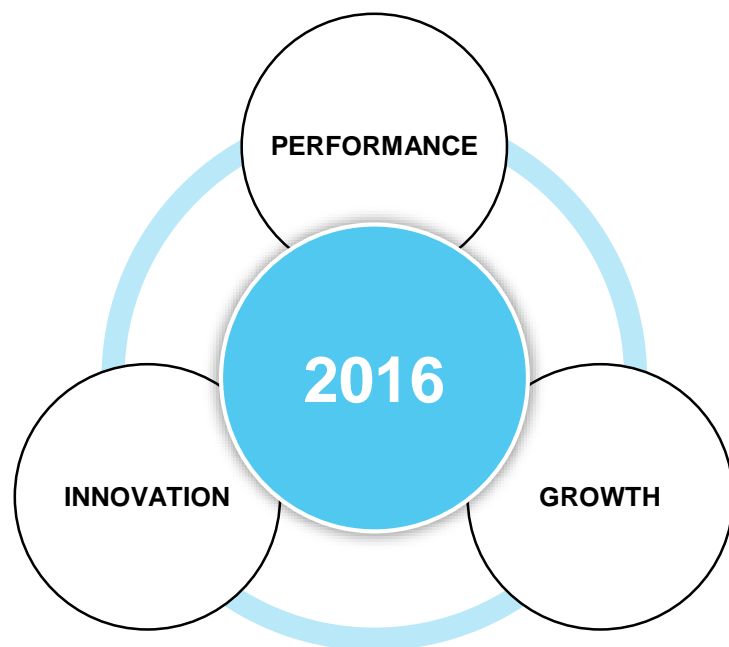
4.

**SPECIFIC TARGETS  
FOR THE FUTURE**

# Priorities 2016

## MOVING ALONG THE PROFITABLE GROWTH PATH WITH FOCUS ON PERFORMANCE, GROWTH, INNOVATION

### 2016 KEY ELEMENTS



### PERFORMANCE

- Continued cost reduction and efficiency
- Clariant Excellence – Implementing new ways of doing business

### GROWTH

- Exploit growth markets in Asia
- Seize opportunities in developed and other emerging markets

### INNOVATION

- Strengthen organization and processes
- Develop innovation pipeline
- Promote communication and cooperation

**TARGET:** Growth, higher EBITDA margin and operating cash flow progressing

# Financial Targets

## ON THE SPRINGBOARD TO THE NEXT LEVEL OF PROFITABILITY

### CLARIANT'S KEY PERFORMANCE INDICATORS (KPIs):

#### MID-TERM TARGETS

Organic sales\*\* growth > global GDP growth

EBITDA\* margin **16–19%**

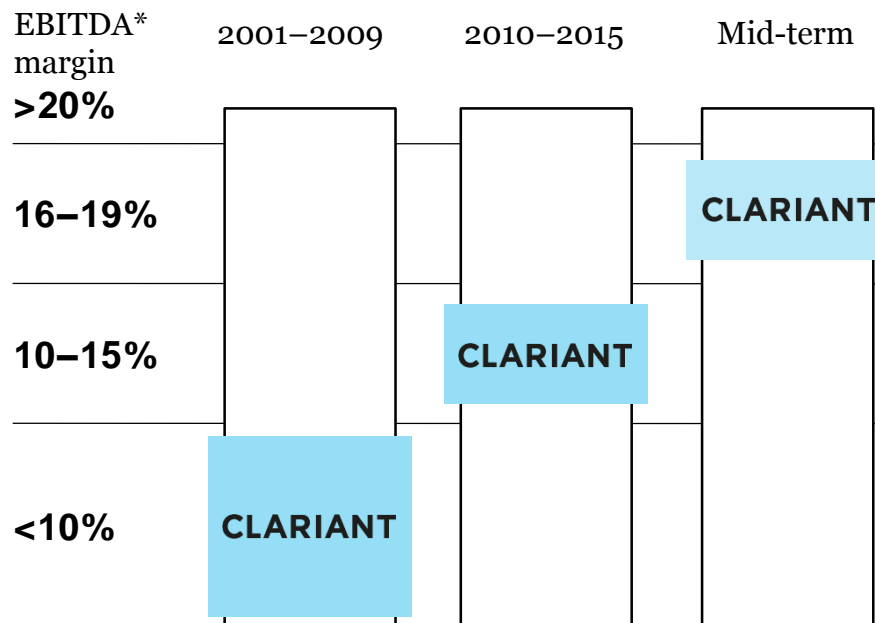
ROIC > peer group average

Our aim is to make Clariant one of the most profitable specialty chemicals companies by continuously improving the EBITDA\* margin.

\* before exceptional items

\*\* in local currencies

### CHART FROM AVERAGE TO THE TOP – ADVANCING INTO THE TOP TIER IN SPECIALTY CHEMICALS



# 5.

## THE EXECUTIVE COMMITTEE

# The Executive Committee



**HARIOLF KOTTMANN, CEO**

Chairman of the  
Executive Committee

**Responsibilities:**

Corporate Planning & Strategy, Corporate Sustainability & Regulatory Affairs, Group Communications, Group Human Resources, Group Investor Relations, Group Legal, Group Senior Management Development, and Clariant Excellence with a focus on People Excellence



**BRITTA FUENFSTUECK**

Member of the  
Executive Committee

**Responsibilities:**

Business Units Industrial & Consumer Specialties and Oil & Mining Services, Group Procurement, Group IT, and the Regions Latin America and North America



**PATRICK JANY, CFO**

Member of the  
Executive Committee

**Responsibilities:**

Business Units Masterbatches and Functional Minerals, Corporate Auditing, Group Accounting, Group Compliance, Group Controlling, Group Finance Services, Group Mergers & Acquisitions, Group Tax, Group Treasury, Global Business Services, Regions Europe and Middle East & Africa, Operational Excellence and Supply Chain Excellence



**CHRISTIAN KOHLPAINTNER**

Member of the  
Executive Committee

**Responsibilities:**

Business Units Additives, Catalysts, and Pigments, Group Technology & Innovation, Commercial Excellence, Innovation Excellence, and the Regions Greater China, India, Japan, and South East Asia & Pacific

# Disclaimer

This presentation contains certain statements that are neither reported financial results nor other historical information.

This presentation also includes forward-looking statements. Because these forward-looking statements are subject to risks and uncertainties, actual future results may differ materially from those expressed in or implied by the statements.

Many of these risks and uncertainties relate to factors that are beyond Clariant's ability to control or estimate precisely, such as future market conditions, currency fluctuations, the behavior of other market participants, the actions of governmental regulators and other risk factors such as: the timing and strength of new product offerings; pricing strategies of competitors; the Company's ability to continue to receive adequate products from its vendors on acceptable terms, or at all, and to continue to obtain sufficient financing to meet its liquidity needs; and changes in the political, social and regulatory

framework in which the Company operates or in economic or technological trends or conditions, including currency fluctuations, inflation and consumer confidence, on a global, regional or national basis.

Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this document.

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