



Creating a Global Specialty Chemical Leader

May 30, 2017

25th Vontobel Summer Conference
8th of June 2017

General Disclosure

Cautionary Statement Regarding Forward-Looking Statements

This communication contains certain statements that are "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended (the "Securities Act"), and Section 21E of the Securities Exchange Act of 1934, as amended. Clariant Ltd ("Clariant") and Huntsman Corporation ("Huntsman") have identified some of these forward-looking statements with words like "believe," "may," "could," "would," "might," "possible," "will," "should," "expect," "intend," "plan," "anticipate," "estimate," "potential," "outlook" or "continue," the negative of these words, other terms of similar meaning or the use of future dates. Forward-looking statements in this communication include, without limitation, statements about the anticipated benefits of the contemplated transaction, including future financial and operating results and expected synergies and cost savings related to the contemplated transaction, the plans, objectives, expectations and intentions of Clariant, Huntsman or the combined company, the expected timing of the completion of the contemplated transaction and information relating to the proposed initial public offering of ordinary shares of Venator Materials PLC. Such statements are based on the current expectations of the management of Clariant or Huntsman, as applicable, are qualified by the inherent risks and uncertainties surrounding future expectations generally, and actual results could differ materially from those currently anticipated due to a number of risks and uncertainties. Neither Clariant nor Huntsman, nor any of their respective directors, executive officers or advisors, provide any representation, assurance or guarantee that the occurrence of the events expressed or implied in any forward-looking statements will actually occur. Risks and uncertainties that could cause results to differ from expectations include: uncertainties as to the timing of the contemplated transaction; uncertainties as to the approval of Huntsman's stockholders and Clariant's shareholders required in connection with the contemplated transaction; the possibility that a competing proposal will be made; the possibility that the closing conditions to the contemplated transaction may not be satisfied or waived, including that a governmental entity may prohibit, delay or refuse to grant a necessary regulatory approval; the effects of disruption caused by the announcement of the contemplated transaction making it more difficult to maintain relationships with employees, customers, vendors and other business partners; the risk that stockholder litigation in connection with the contemplated transaction may affect the timing or occurrence of the contemplated transaction or result in significant costs of defense, indemnification and liability; ability to refinance existing indebtedness of Clariant or Huntsman in connection with the contemplated transaction; other business effects, including the effects of industry, economic or political conditions outside of the control of the parties to the contemplated transaction; transaction costs; actual or contingent liabilities; disruptions to the financial or capital markets, including with respect to the initial public offering of ordinary shares by Venator Materials PLC or financing activities related to the contemplated transaction; and other risks and uncertainties discussed in Huntsman's filings with the U.S. Securities and Exchange Commission (the "SEC"), including the "Risk Factors" section of Huntsman's annual report on Form 10-K for the fiscal year ended December 31, 2016. You can obtain copies of Huntsman's filings with the SEC for free at the SEC's website (www.sec.gov). Forward-looking statements included herein are made only as of the date hereof and neither Clariant nor Huntsman undertakes any obligation to update any forward-looking statements as a result of new information, future developments or otherwise, except as expressly required by law. All forward-looking statements in this communication are qualified in their entirety by this cautionary statement.

General Disclosure (Cont'd)

Important Additional Information and Where to Find It

NO OFFER OR SOLICITATION

This communication is not intended to and does not constitute an offer to sell or the solicitation of an offer to subscribe for or buy or an invitation to purchase or subscribe for any securities or the solicitation of any vote or approval in any jurisdiction, nor shall there be any sale, issuance or transfer of securities in any jurisdiction in contravention of applicable law. No offer of securities will be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act.

IMPORTANT ADDITIONAL INFORMATION WILL BE FILED WITH THE SEC

In connection with the contemplated transaction, Clariant intends to file a registration statement on Form F-4 with the SEC that will include the Proxy Statement/Prospectus of Huntsman. The Proxy Statement/Prospectus will also be sent or given to Huntsman stockholders and will contain important information about the contemplated transaction. INVESTORS AND SHAREHOLDERS ARE URGED TO READ THE PROXY STATEMENT/PROSPECTUS AND OTHER RELEVANT DOCUMENTS FILED OR TO BE FILED WITH THE SEC CAREFULLY WHEN THEY BECOME AVAILABLE BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION ABOUT CLARIANT, HUNTSMAN, THE CONTEMPLATED TRANSACTION AND RELATED MATTERS. Investors and shareholders will be able to obtain free copies of the Proxy Statement/Prospectus (when available) and other documents filed with the SEC by Clariant and Huntsman through the website maintained by the SEC at www.sec.gov.

PARTICIPANTS IN THE SOLICITATION

Huntsman and its directors and executive officers may be deemed to be participants in the solicitation of proxies from Huntsman investors and shareholders in connection with the contemplated transaction. Information about Huntsman's directors and executive officers is set forth in its proxy statement for its 2017 Annual Meeting of Stockholders and its annual report on Form 10-K for the fiscal year ended December 31, 2016. These documents may be obtained for free at the SEC's website at www.sec.gov. Additional information regarding the interests of participants in the solicitation of proxies in connection with the contemplated transactions will be included in the Proxy Statement/ Prospectus that Huntsman intends to file with the SEC.

Key Transaction Highlights

- Merger of equals creates leading global specialty chemical company with ~\$20 billion enterprise value at announcement
- More than \$3.5 billion of value creation through annual cost synergies in excess of \$400 million
- Enhanced returns from complementary high growth end markets and geographies
- Strong joint innovation platforms and extensive expertise in sustainability
- Attractive financial profile, solid balance sheet and robust free cash flow generation

Transaction Overview

Transaction Summary	<ul style="list-style-type: none"> ▪ All-stock merger of equals transaction ▪ New company to be named HuntsmanClariant ▪ At-market combination⁽¹⁾; Huntsman shareholders: 48%, Clariant shareholders: 52% ▪ Huntsman shareholders receive 1.2196 shares in HuntsmanClariant for each Huntsman share ▪ Strong transaction commitment from both Huntsman and Clariant family shareholders
Financial Considerations	<ul style="list-style-type: none"> ▪ Combined enterprise value of ~\$20 billion at announcement ▪ Combined 2016 Sales of \$13.2bn, Adjusted EBITDA of \$2.3bn (17% margin)⁽²⁾ and OCF of \$1.9bn⁽³⁾ ▪ Annual cost synergies in excess of \$400 million ▪ Adopt current attractive Clariant dividend policy to maintain or increase dividends annually (to be paid quarterly) ▪ Solid balance sheet and deleveraging profile
Governance & Leadership	<ul style="list-style-type: none"> ▪ Chairman of the Board: Hariolf Kottmann ▪ Chief Executive Officer: Peter Huntsman ▪ Chief Financial Officer: Patrick Jany ▪ CEO and CFO to be based in Pratteln, Switzerland ▪ Board to have equal representation from Huntsman and Clariant
Location, Listing & Reporting	<ul style="list-style-type: none"> ▪ Corporate Headquarters in Pratteln, Switzerland; Operational Headquarters in The Woodlands, Texas ▪ Dual stock exchange direct listings on SIX Swiss Exchange and NYSE – will pursue listing on major European and US indices ▪ IFRS reporting in USD with filing on Form 10-Q and Form 10-K
Timing	<ul style="list-style-type: none"> ▪ Targeted close by year end 2017 subject to Clariant and Huntsman shareholder approvals, regulatory approvals, and other customary closing conditions ▪ IPO of Huntsman's Pigments and Additives business (Venator) expected in summer of 2017, as previously announced

Note: CHF converted at an average exchange rate of 0.988 USD/CHF. Huntsman is pro forma for the announced separation of its Pigments and Additives business, Venator.

(1) Based on Clariant share price of CHF20.87 and Huntsman share price of \$26.71 as of 19 May 2017. CHF converted at an exchange rate of 0.973 USD/CHF as of 19 May 2017.

(2) Includes \$400 million in annual run-rate cost synergies.

(3) Reflects Huntsman's 2016 actual Net Cash Provided by Operating Activities plus Clariant's 2016 actual Cash Flow from Operating Activities plus after-tax annual cost synergies.

HuntsmanClariant – A Leading Global Specialty Chemical Company



Source: Company management.

Note: CHF converted at an average exchange rate of 0.988 USD/CHF. Huntsman is pro forma for the announced separation of its Pigments and Additives business, Venator.

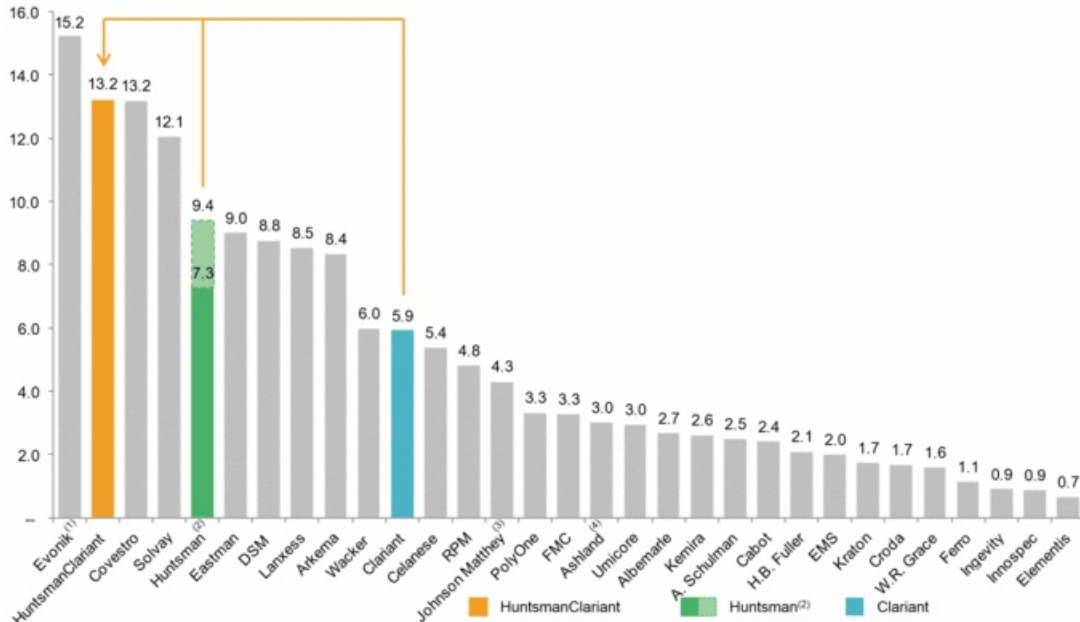
(1) Based on Clariant share price of CHF20.87 and Huntsman share price of \$26.71 as of 19 May 2017. CHF converted at an exchange rate of 0.973 USD/CHF as of 19 May 2017.

(2) Includes \$400 million in annual run-rate cost synergies.

(3) Reflects Huntsman's 2016 actual Net Cash Provided by Operating Activities plus Clariant's 2016 actual Cash Flow from Operating Activities plus after-tax annual cost synergies.

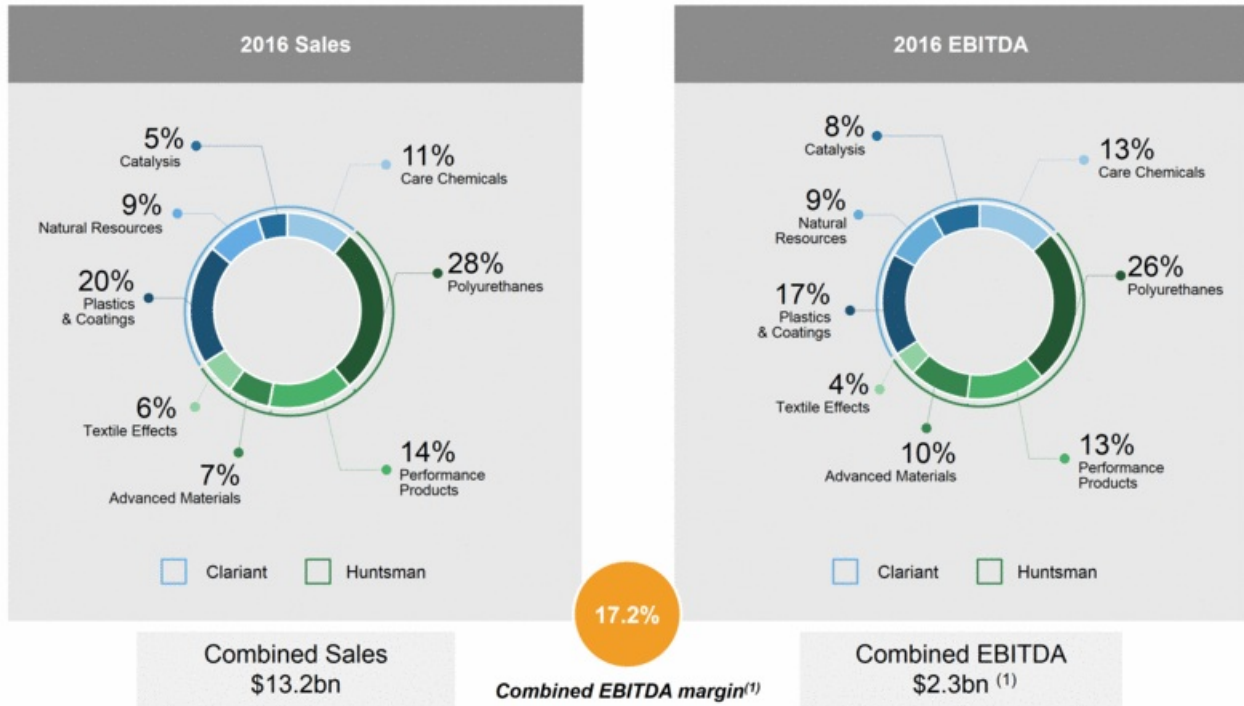
HuntsmanClariant – A Leading Global Specialty Chemical Company

2016 Sales (\$bn)



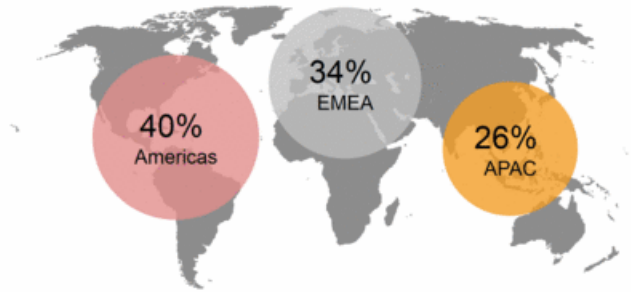
Note: USD in billions. Excludes Flavors and Fragrances, Industrial Gases, and Paints and Coatings peers.
 (1) Evonik is pro forma for the acquisitions of Air Products Performance Materials and J.M. Huber Silica business.
 (2) Depicts Huntsman status quo and pro forma for the announced separation of its Pigments and Additives business, Venator.
 (3) Excludes Precious Metals.
 (4) Excludes Valvoline.

HuntsmanClariant – Attractive and Balanced Portfolio



Note: Based on 2016 business mixes. Segment breakdown excludes corporate costs. CHF converted at an average exchange rate of 0.988 USD/CHF. Huntsman is pro forma for the announced separation of its Pigments and Additives business, Venator.
 (1) Includes \$400 million in annual run-rate cost synergies.

HuntsmanClariant – Balanced Geographic Footprint with Increased Strength in North America and China



North America (27% of sales)









- Significantly increased presence for Clariant in North American markets
- Vertical integration benefiting from low cost raw materials
- Extends Huntsman's formulation expertise and downstream applications

China (11% of sales)


- One of the market leading international chemical companies
- Capitalizing from ongoing growth investments, building on manufacturing footprint with more than 20 locations
- Strong local joint ventures, including two new polyurethane joint ventures coming online in 2018

Note: Based on 2016 sales mixes. Huntsman is pro forma for the announced separation of its Pigments and Additives business, Venator.

Attractive Specialty Chemical Portfolio with Strong Growth and EBITDA Margins

Business	Highlights	Expected Growth	EBITDA Margin Target ⁽¹⁾
 Catalysis	Market and technology leader in petrochemicals, syngas and chemicals catalysts	6 – 7%	24 – 26%
 Advanced Materials	One of the leading materials solution providers in highly qualified aerospace, automotive and electrical insulation markets	4 – 6%	21 – 23%
 Care Chemicals	Critical solutions provider to end-markets supported by secular lifestyle-driven megatrends	4 – 5%	18 – 19%
 Performance Products	Broad portfolio of innovative products serving growing end markets such as personal care, consumer and selected industrial markets	5 – 7% ⁽²⁾	18 – 20%
 Polyurethanes	One of the leading global players in the high growth MDI industry. Strategic intent to drive portfolio further downstream and deliver high value, sustainable growth	6 – 9%	16 – 18%
 Natural Resources	Innovative, performance enhancing and tailored service solutions for the oil and gas industry as well as specialty products based on bentonite	6 – 7%	15 – 17%
 Textile Effects	One of the leading global textile dyes, chemicals and digital inks businesses	5 – 7%	13 – 15%
 Plastics & Coatings	Sector leading businesses of differentiated high performance products to a wide range of end-markets	GDP	Steered for absolute EBITDA

 Contributed by Clariant

 Contributed by Huntsman

Source: Management estimates.

⁽¹⁾ Margin targets exclude synergies.

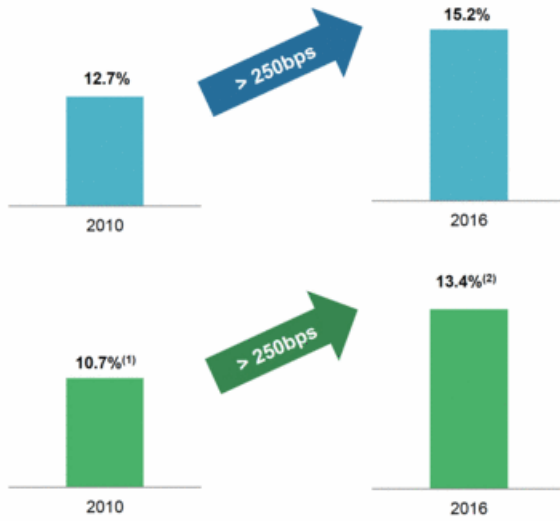
⁽²⁾ Excludes upstream intermediates.

Estimated Annual Cost Synergies in Excess of \$400mn

Description	Cost Synergies												
<ul style="list-style-type: none"> ▪ More than \$3.5bn in projected market value creation from realization of synergies ▪ \$400mn full synergy run-rate to be achieved within 2 years of closing <ul style="list-style-type: none"> ▪ Procurement synergies of \$150mn <ul style="list-style-type: none"> – Increase effectiveness of combined spend ▪ Operational synergies of \$250mn <ul style="list-style-type: none"> – Cost reduction by combining corporate functions and business services – Consolidation of asset footprint through shared infrastructure ▪ Represents approximately 3% of combined 2016 sales ▪ One-time costs to achieve synergies of up to \$500mn ▪ Building on proven track record in post merger integration 	<p>Synergy Split</p> <p>Synergy Year End Run-Rate and Cash Costs (\$ mn)</p> <table border="1"> <caption>Synergy Year End Run-Rate and Cash Costs (\$ mn)</caption> <thead> <tr> <th>Year</th> <th>Run-rate savings</th> <th>Costs</th> </tr> </thead> <tbody> <tr> <td>Year 1</td> <td>200</td> <td>250</td> </tr> <tr> <td>Year 2</td> <td>400</td> <td>200</td> </tr> <tr> <td>Year 3</td> <td>400</td> <td>50</td> </tr> </tbody> </table>	Year	Run-rate savings	Costs	Year 1	200	250	Year 2	400	200	Year 3	400	50
Year	Run-rate savings	Costs											
Year 1	200	250											
Year 2	400	200											
Year 3	400	50											
<ul style="list-style-type: none"> ▪ Incremental cash tax savings of more than \$25mn per annum identified 													

Strong Track Record and Culture of Business Improvement

Demonstrated Standalone EBITDA Margin Enhancement



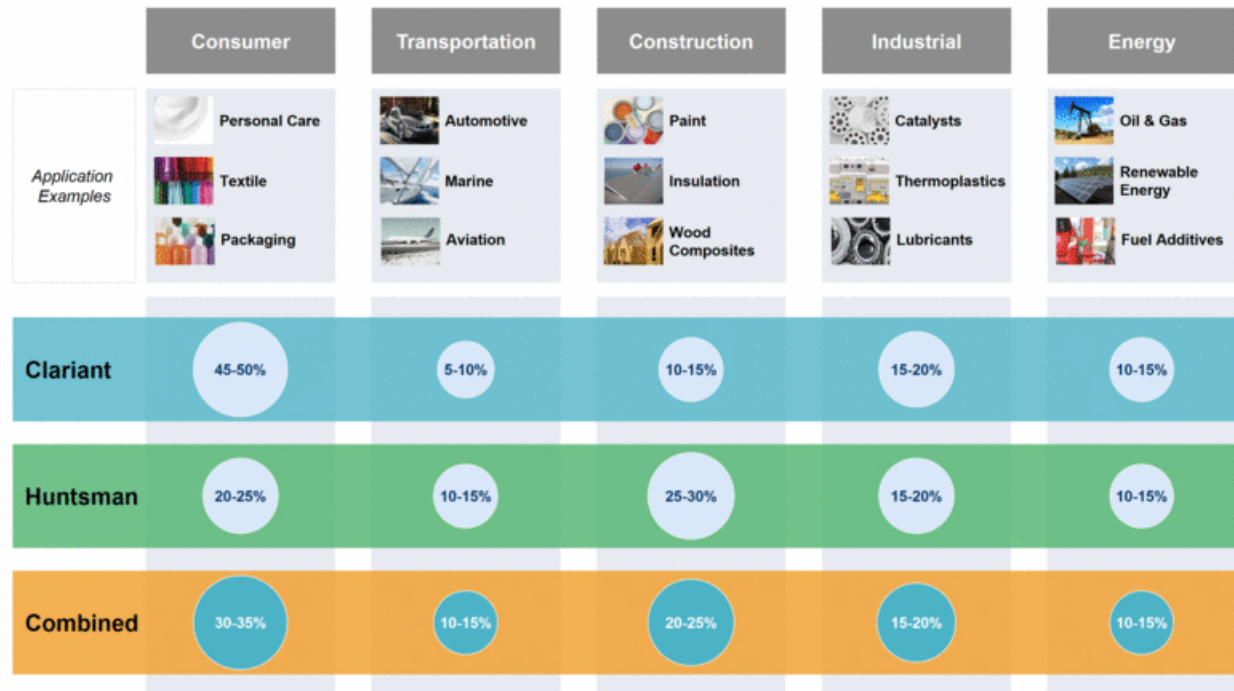
(1) Historical adjusted EBITDA margin for Huntsman includes performance from Pigments and Additives business.
 (2) Huntsman is pro forma for the announced separation of its Pigments and Additives business, Venator.
 (3) Prior to synergy realization.
 (4) Includes \$400 million in annual run-rate cost synergies.

Enhanced Combined Financial Profile

- Performance driven culture with focus on increased profitability and downstream margin improvement
- Successful acquisition track record with strong integration / synergy realization skills
- Today, ~80% of Adj. EBITDA contribution comes from businesses with Adj. EBITDA margins above 15%⁽²⁾⁽³⁾
- Pro forma 2016 Adj. EBITDA margin of 17.2%⁽²⁾⁽⁴⁾ including synergies

■ Clariant ■ Huntsman

Focused on Growing End Markets



Source: Management estimates.

Note: Huntsman is pro forma for the announced separation of its Pigments and Additives business, Venator.

Portion of 2016 Sales

Growth Opportunities from Complementary Products in Automotive End Markets



Recognized Expertise

BMW
SUPPLIER
INNOVATION
AWARD
2016

Opportunities

HuntsmanClariant

- ✓ Leverage complementary products and channel overlap – same customers / end markets for different products
- ✓ More complete solutions for multi-material platforms at OEMs

Innovation, Technology and Sustainability Will Drive Growth

HuntsmanClariant

- \$360mn R&D spend
- ~2,100 people in R&D
- More than 10,000 patents
- Systematically integrates sustainability into product offerings
- 11 large-scale R&D centers in 7 countries with an additional 61 regional / technical centers



*Clariant Biotech Center,
Munich, Germany*



*Huntsman Advanced Technology Center,
The Woodlands, Texas*



*Huntsman R&D facility,
Shanghai, China*



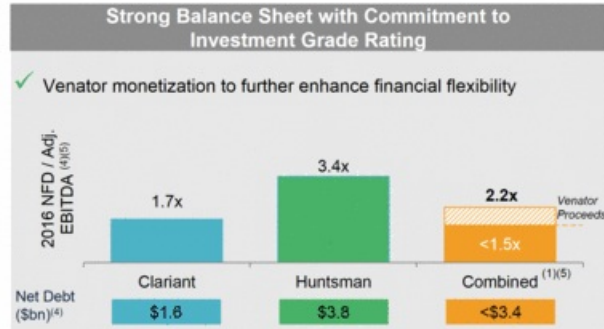
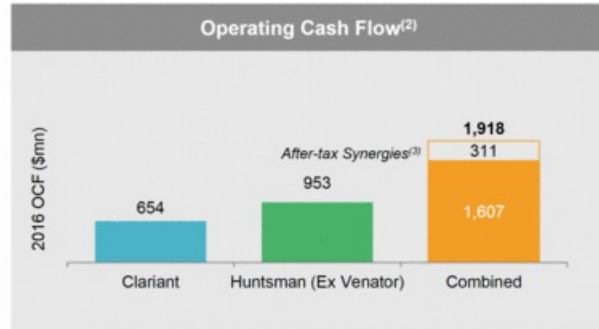
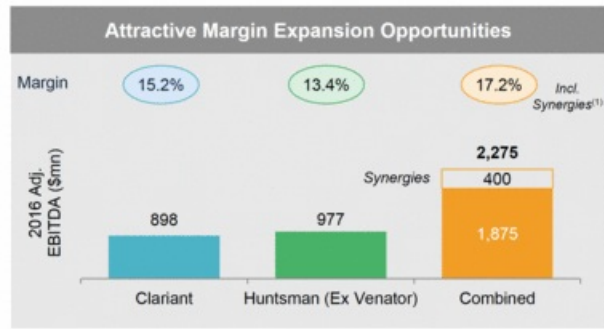
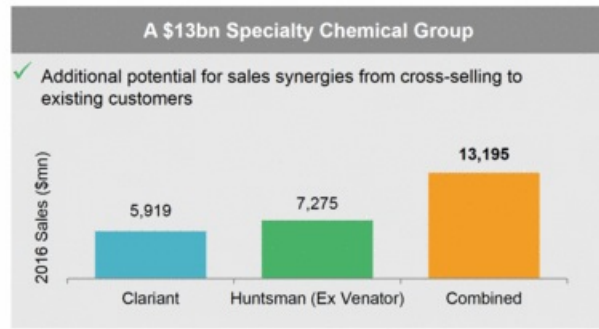
*Clariant Innovation Center,
Frankfurt, Germany*

Common R&D platforms

- Surface chemistry
- Specialty polymers
- Process and catalyst technologies
- Biotechnology

Note: CHF converted at an average exchange rate of 0.988 USD/CHF.

Enhanced Financial Profile

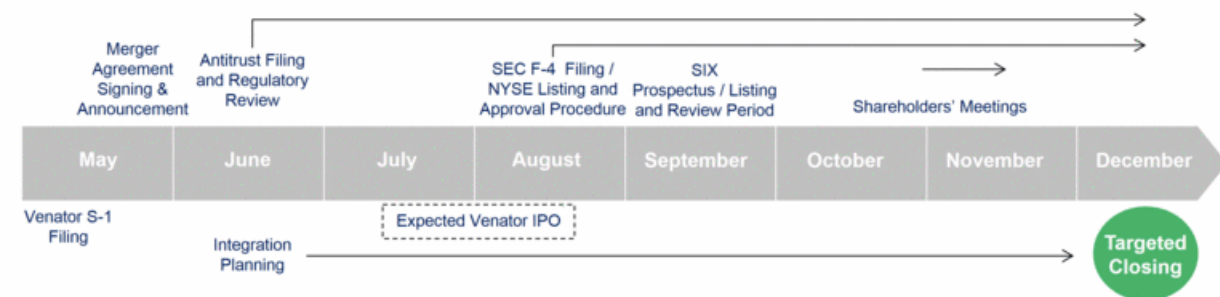


Source: Management estimates.
 Note: FY16 financials, USD in millions, unless otherwise noted. CHF converted at an average exchange rate of 0.988 USD/CHF. Huntsman is pro forma for the announced separation of its Pigments and Additives business, Venator. Separation excludes impact from tax leakage.
 (1) Includes \$400 million in annual run-rate cost synergies.
 (2) Reflects Huntsman's 2016 actual Net Cash Provided by Operating Activities plus Clariant's 2016 actual Cash Flow from Operating Activities plus annual after-tax cost synergies.
 (3) Synergies tax-effected at Clariant's 2016 effective tax rate of 22.2%.
 (4) Reported Net Financial Debt as of 31 December 2016.
 (5) Net financial debt and leverage includes \$2 billion in after-tax net proceeds from Venator, which conservatively reflects full monetization.

Conclusion and Next Steps

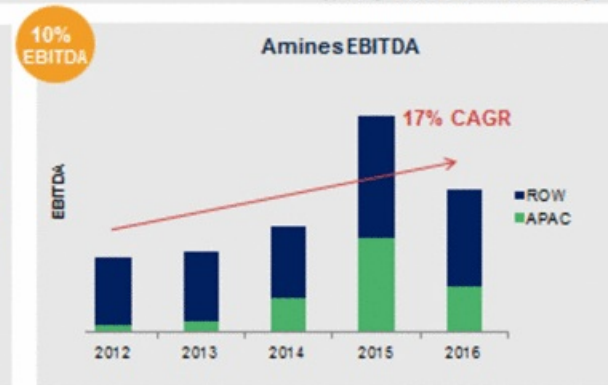
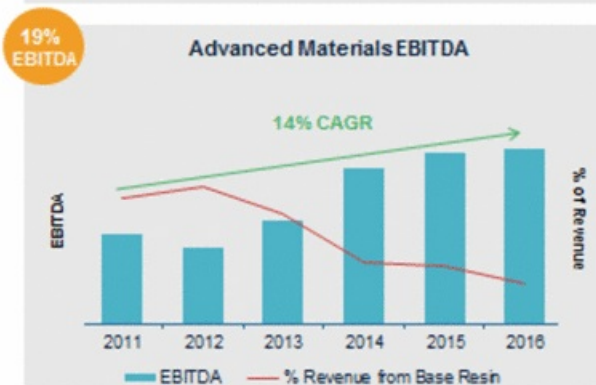
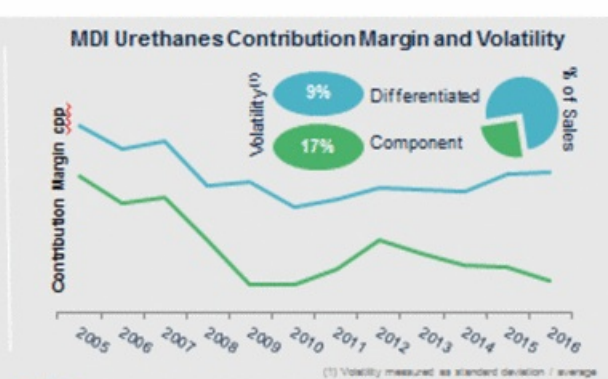
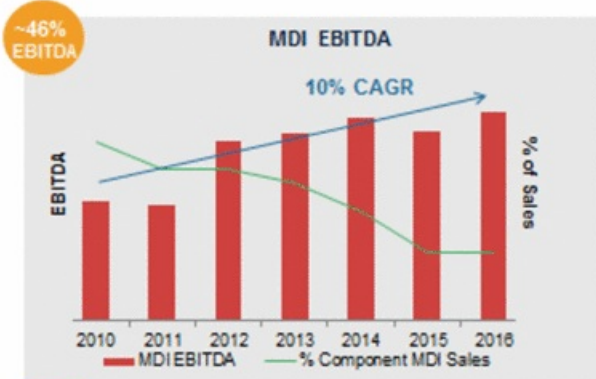
Transaction Benefits:

- Global specialty chemical leader
- In excess of \$400mn in annual cost synergies
- Combined end markets and geographies drive growth
- Innovation and sustainability enhance value creation
- Robust balance sheet and strong cash flow

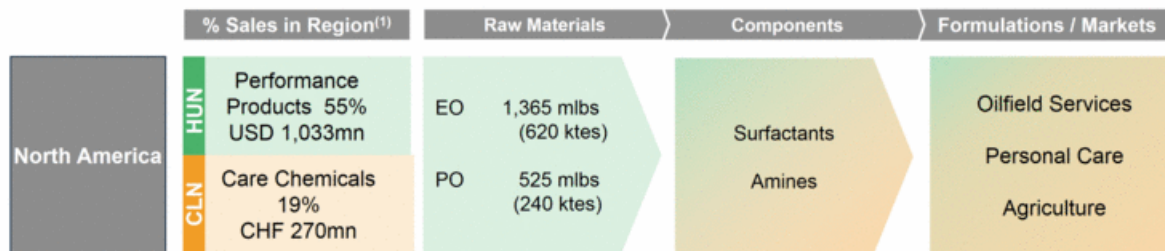


Appendix

HUN EBITDA Growth in Key Specialty Markets



HUN Performance Products / CLN Care Chemicals & Natural Resources – Moving Products Downstream into Formulations



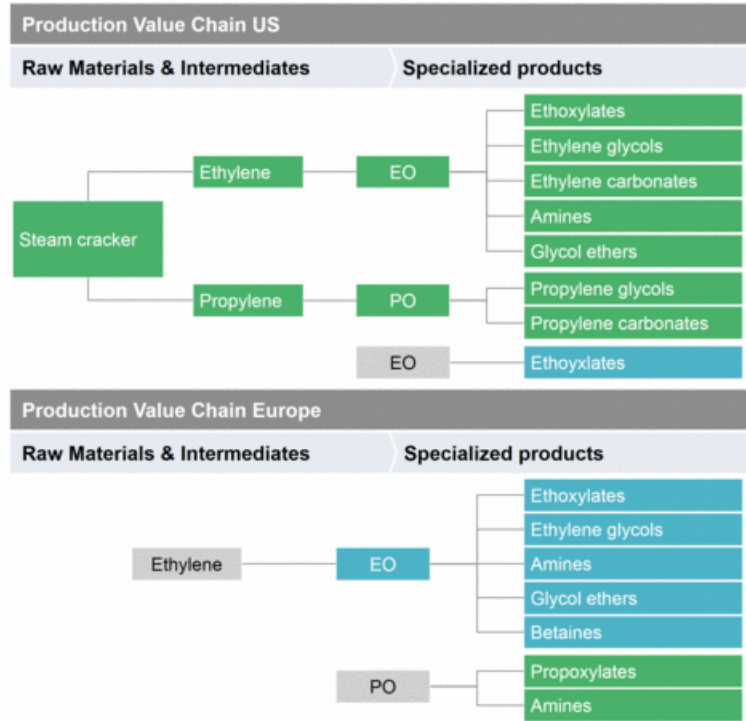
Huntsman's Gulf Coast advantaged EO production and large commercial position in North America provides vertical integration for Clariant to mirror its European market leading position. Clariant's formulation technology allows Huntsman's component / intermediate products to be further differentiated.



The combination of Huntsman's component products technology and Clariant's formulation technology will result in faster product development and a more complete product offering to customers.

⁽¹⁾ Pro forma adjusted for the sale of the European Surfactants business on December 30, 2016.

Huntsman's and Clariant's Complementary Production Value Chain Will Drive Synergies



Highlights

- Strong complementary EO based footprint in the US Gulf Coast and Europe
 - Huntsman is backward integrated into EO in the US, Clariant buys EO as raw material
 - Clariant is backward integrated into EO in Europe, Huntsman buys EO as raw material
- Additional potential for asset utilization in China, India, Australia

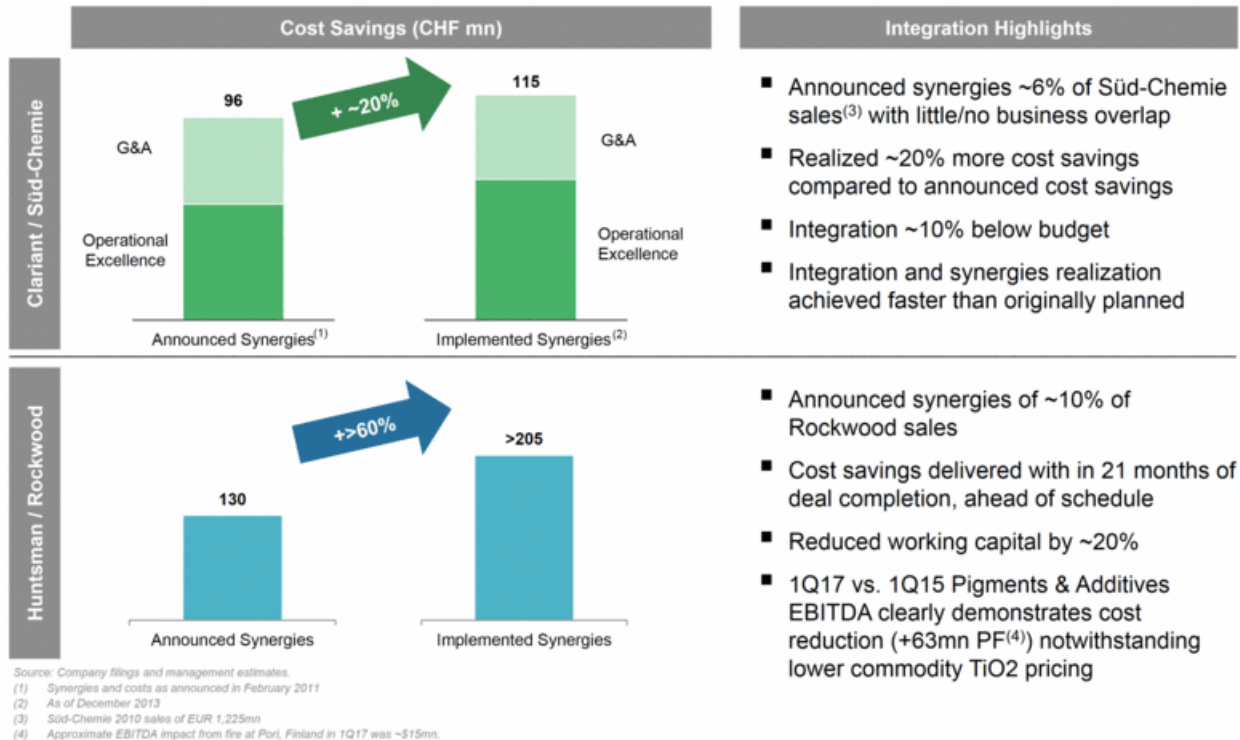
Estimated Annual Cost Synergies in Excess of \$400mn

Procurement ~\$150mn	Direct spend (~\$50mn)	<ul style="list-style-type: none"> Optimize purchasing on ~\$5.5 billion of combined annual material supplies by bundling volume, renegotiating terms and conditions, insourcing of raw materials ~25% spend overlap of top 50 products and ~30% overlap in top 50 suppliers
	Indirect spend (~\$100mn)	<ul style="list-style-type: none"> Optimize annual combined spend of ~\$3.6 billion supplies by bundling volume, standardization and renegotiating terms and conditions
Operational ~\$250mn	Corporate Office, and Asset Consolidation (~\$200mn)	<ul style="list-style-type: none"> Streamlining of corporate and functional organization (HR, IT, Finance, etc.) including elimination of duplicated roles Integration of regional non operating assets (e.g. regional centers in the USA, South America, Europe, APAC) Leverage combined IT platforms
	Other Operational (~\$50mn)	<ul style="list-style-type: none"> Optimization of production Leveraging of best practices and functional excellence

Full \$400 mn run rate to be achieved by end of 2019

Cash tax savings in excess of \$25 million from optimizing the use of combined NOLs

Integration Case Studies: CLN / Süd-Chemie & HUN / Rockwood



Source: Company filings and management estimates.

(1) Synergies and costs as announced in February 2011

(2) As of December 2013

(3) Süd-Chemie 2010 sales of EUR 1,225mn

(4) Approximate EBITDA impact from fire at Pori, Finland in 1Q17 was ~\$15mn.

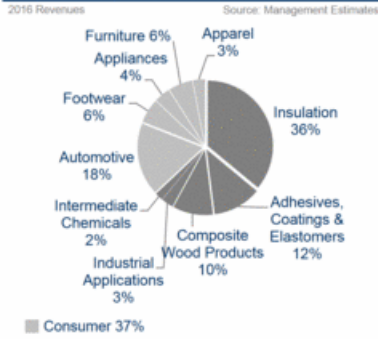
Huntsman Reconciliation of U.S. GAAP to Non-GAAP Measures

	Year Ended December 31,	
	2010	2016
(\$ in millions)		
Net Income	\$ 32	\$ 366
Net Income attributable to noncontrolling interests	(5)	(31)
Net Income attributable to Huntsman Corporation	\$ 27	\$ 335
Interest expense, net	229	202
Income tax expense	29	87
Depreciation and amortization	404	432
Income taxes, depreciation and amortization in discontinued operations	11	(2)
Acquisition and integration expenses, purchase accounting adjustments	3	23
(Gain) loss on initial consolidation of subsidiaries	-	-
EBITDA from discontinued operations	(53)	6
(Gain) loss on disposition of businesses/assets	-	(128)
Loss on early extinguishment of debt	183	3
Extraordinary (gain) loss on the acquisition of a business	1	-
Certain legal settlements and related expenses	8	3
Plant incident remediation costs (credits), net	-	1
Amortization of pension and postretirement actuarial losses	25	65
Business separation costs	-	18
Restructuring, impairment, plant closing and transition costs	29	82
Other non-GAAP adjustments	4	-
Adjusted EBITDA	\$ 900	\$ 1,127
Acquisition - ROC Performance Additives & TiO ₂ ⁽¹⁾	191	-
Sale of European differentiated surfactants business ⁽²⁾	(18)	(28)
Separation of Pigments & Additives business ⁽³⁾	-	(122)
Pro forma adjusted EBITDA	\$ 1,073	\$ 977
(\$ in millions)		
	Pro Forma ⁽¹⁾	Pro Forma ⁽²⁾⁽³⁾
	2010	2016
Revenue	\$ 10,017	\$ 7,275
Pro forma adjusted EBITDA	\$ 1,073	\$ 977
Pro forma adjusted EBITDA margin	10.7%	13.4%

- (1) Pro forma adjusted to include the October 1, 2014 acquisition of the Performance Additives and Titanium Dioxide business of Rockwood Holdings, Inc. as if consummated at the beginning of the period; excludes the related sale of our TR52 product line to Henan Billions Chemicals Co., Ltd. in December 2014; and excludes the allocation of general corporate overhead by Rockwood.
- (2) Pro forma adjusted for the sale of the European Surfactants business on December 30, 2016.
- (3) Pro forma adjusted for the separation of Pigments & Additives (S-1 filed on May 5, 2017).

Polyurethanes

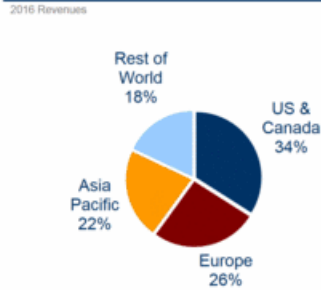
MDI Urethanes End Markets



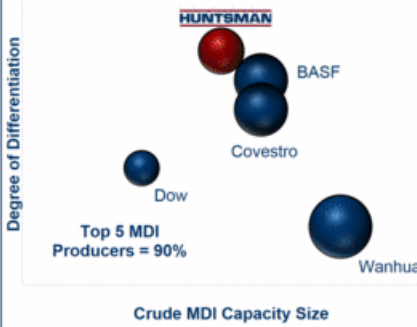
1Q17 LTM



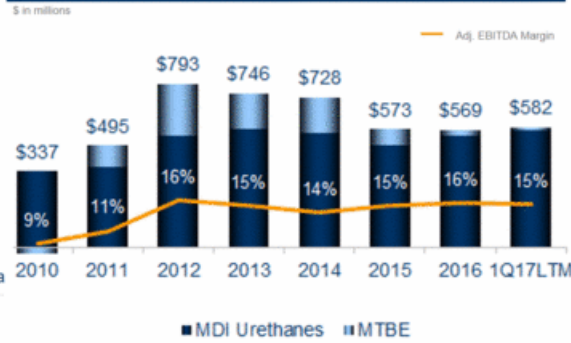
Revenues



MDI Competitive Intensity



Adjusted EBITDA History

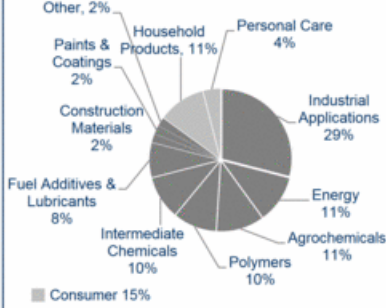


Performance Products

End Markets⁽¹⁾

2016 Revenues

Source: Management Estimates



⁽¹⁾ Excludes European surfactants business, which was sold to Innospec in 2016.

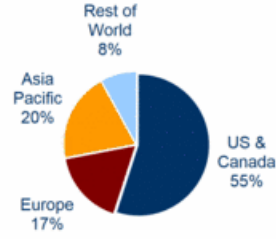
1Q17 LTM

Revenues⁽¹⁾
\$1.9
billion

Adjusted EBITDA⁽¹⁾
\$287
million

Revenues⁽¹⁾

2016 Revenues



Global HUN Market Share

Product	Market Share	Peer
Polyetheramines	>60%	BASF
Carbonates	65%	BASF
Morpholine/DGA	50%	BASF
Specialty Amines/Catalysts	30%	BASF, Dow, Air Products, Eastman, Ineos
Ethyleneamines	18%	BASF, Dow, Tosoh, Delamine
Maleic Anhydride	15%	Lanxess, Flint Hills, Polynt

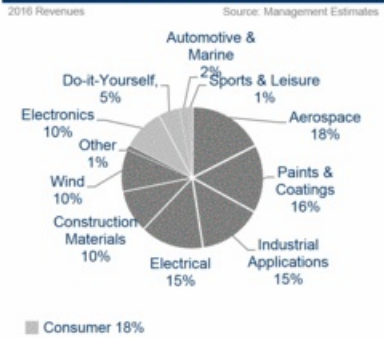
Adjusted EBITDA History⁽¹⁾

\$ in millions



Advanced Materials

End Markets



1Q17 LTM

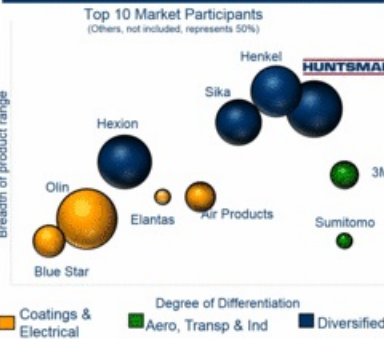
Revenues
\$1.0
billion

Adjusted EBITDA
\$217
million

Revenues



Competitive Landscape

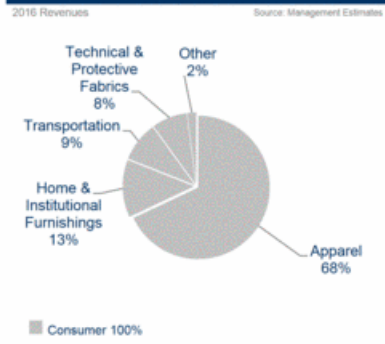


Adjusted EBITDA History



Textile Effects

End Markets



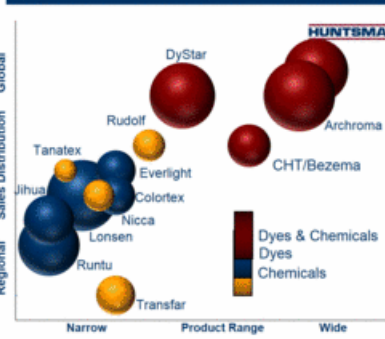
1Q17 LTM



Revenues



Competitive Landscape



Adjusted EBITDA History



Clariant Equity Story 2017

what is precious to you?

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

Table of Contents

- Who we are
- Objectives and Strategy
- Innovation and Sustainability
- Financial Excellence
- Highly Experienced Management
- Summary
- Outlook

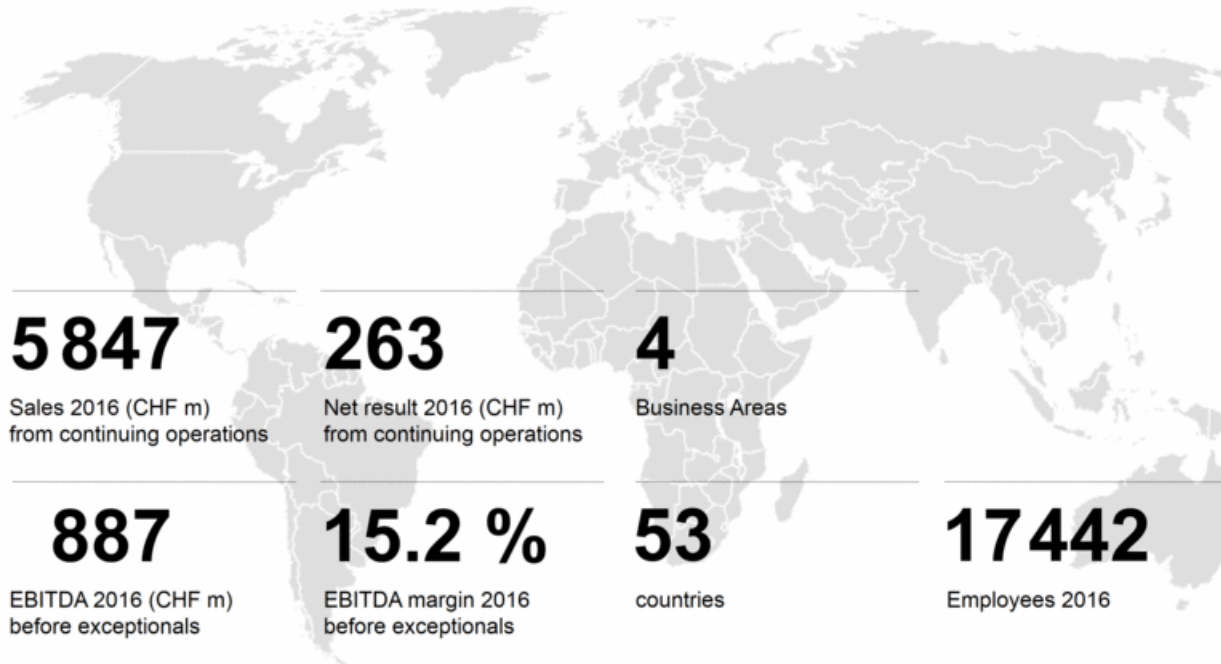
Who we are

CLARIANT 

what is precious to you?

Clariant at a glance

A GLOBALLY LEADING COMPANY IN SPECIALTY CHEMICALS



We are a leading specialty chemical company

SALES BY BUSINESS AREA AND IN % OF GROUP

in CHF m, total 2016: 5 847

CARE
CHEMICALS

1 465
(25 %)



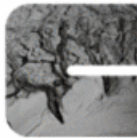
CATALYSIS

673
(12 %)



NATURAL
RESOURCES

1 184
(20 %)



PLASTICS &
COATINGS

2 525
(43 %)



TRULY GLOBAL PRESENCE

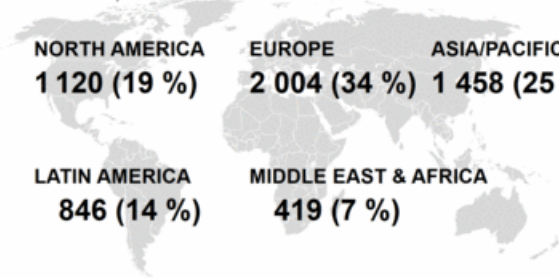
- Headquartered in Switzerland
- Group sales 2016:
Developed markets: 53 % of total sales
Emerging markets: 47 % of total sales
- Global innovation network:
8 R&D centres across North America,
Europe and Asia/Pacific

SALES AND SALES DISTRIBUTION BY REGION

in CHF m, total 2016: 5 847

NORTH AMERICA **1 120 (19 %)** EUROPE **2 004 (34 %)** ASIA/PACIFIC **1 458 (25 %)**

LATIN AMERICA **846 (14 %)** MIDDLE EAST & AFRICA **419 (7 %)**



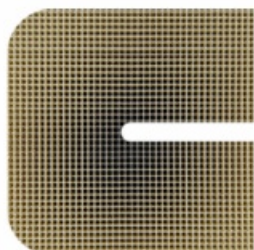
Group Target: EBITDA margin of 16-19 % and ROIC above peer group average



**Care
Chemicals**

SALES (CHF m)	1 465
EBITDA (CHF m)	276
EBITDA margin	18.8 %

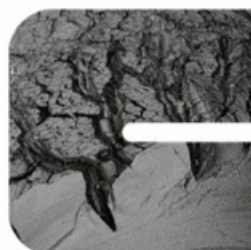
Growth ambition per annum*	4 – 5 %
EBITDA margin potential*	18 – 19 %



Catalysis

SALES (CHF m)	673
EBITDA (CHF m)	160
EBITDA margin	23.8 %

Growth ambition per annum*	6 – 7 %
EBITDA margin potential*	24 – 26 %



**Natural
Resources**

SALES (CHF m)	1 184
EBITDA (CHF m)	200
EBITDA margin	16.9 %

Growth ambition per annum*	6 – 7 %
EBITDA margin potential*	15 - 17 %



**Plastics
& Coatings**

SALES (CHF m)	2 525
EBITDA (CHF m)	368
EBITDA margin	14.6 %

Growth ambition per annum*	GDP
Steered for absolute EBITDA and cash flow generation	

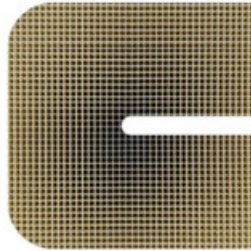
* Over a cycle
All actual figures refer to FY 2016; EBITDA and EBITDA margin are before exceptional items

Clariant's products and services are grouped into four Business Areas



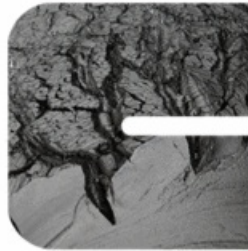
Care Chemicals

Business Area (BA) Care Chemicals comprises the Business Unit Industrial & Consumer Specialties (ICS), Food Additives as well as the future Industrial Biotechnology business. It demonstrates a clear focus on highly attractive, high-margin, and low-cyclicality segments. The BA follows a lifestyle-driven megatrend and strengthens Clariant's image of being a supplier of green and sustainable products.



Catalysis

BA Catalysis develops, manufactures, and sells a wide range of catalyst products for the chemical and fuel industries which contribute significantly to value creation in our customers' operations, ensuring that finite raw materials and energy are used efficiently. In addition, Catalysis are in the forefront of new market and technology trends such as sustainability and digitalisation.



Natural Resources

BA Natural Resources, comprises the BUs Oil & Mining Services and Functional Minerals. It is characterised by high growth and low cyclicality as well as a strong megatrend orientation. Main drivers are the rising demand for high value-added specialty chemicals used in the oil, mining, food and packaging industries and the increased consumption of oil, gas and base metals, driven by the fast-growing economies.



Plastics & Coatings

BA Plastics & Coatings comprises the BUs Additives, Pigments, and Masterbatches. The BA has a large exposure to Europe and, as such, is subject to GDP growth and economic cycles. Main drivers are the increasing use of plastics with tailor-made properties in applications such as mobile phones, cars, and construction, as well as the rising consumption of plastics in line with increased wealth.

Objectives and Strategy

what is precious to you?

Objectives

Financial objectives

Growth	Achieve above market growth in local currency
EBITDA* margin	16-19 %
Operating Cash Flow	Sustainable progression in operating cash flow generation
ROIC	Above peer group average

* before exceptional items

Overall objectives

- Serve markets with future prospects and attractive growth rates by providing solutions to global challenges
- Support our customers in creating more value
- Focus on businesses with pricing power
- Become the industry leader in R&D and innovation
- Increase value via sustainability
- Attain market leading positions in our key businesses
- Realise financial excellence

Our strategy is built on five key pillars



INNOVATION

- Understand our customer needs and offer joint R&D collaboration with the customer
- Promote communication and cooperation among the global innovation sites
- Encourage “thinking outside the box” for innovative solutions
- Facilitate customer proximity and regional specialisation through global R&D and production footprint

GROWTH

- Exploit market potential by comprehending global challenges and customers needs
- Seize opportunities in developed and emerging markets
- Continue developing our activities in Greater China
- Deliver high quality along the entire Clariant offering portfolio

PERFORMANCE

- Provide high quality products, processes and service
- Continue enhancing reliability
- Clariant Excellence – implement new ways of doing business
- Maximise cost awareness and efficiency



Innovation &
Sustainability

CLARIANT 

what is precious to you?

Focus on innovation through R&D

INNOVATION FIGURES

~ 1100

Employees in R&D
(end of 2016)

3.5 %

of 2016 group sales
spent in R&D

8 > 50

Global R&D Technical Centers
Centers

206 m

R&D spend in CHF m

6 500

Patents

> 125

Scientific
collaborations

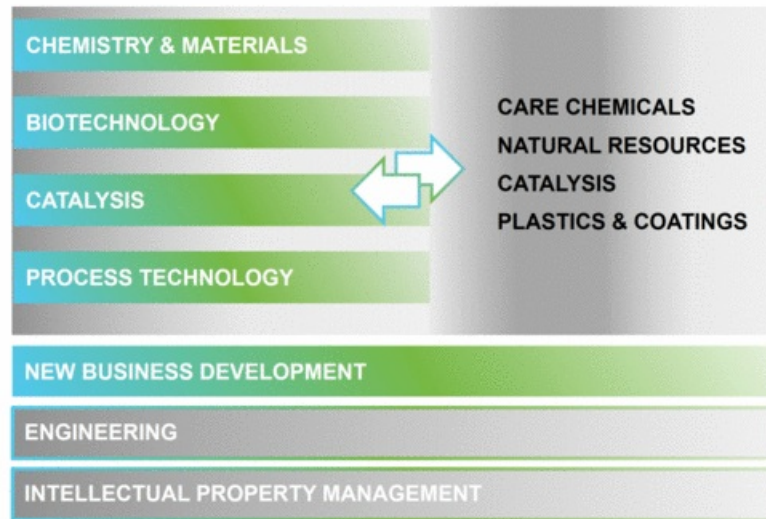
GLOBAL TRENDS AS INNOVATION DRIVERS



Innovation@Clariant – The Innovation Chain

GROUP TECHNOLOGY & INNOVATION

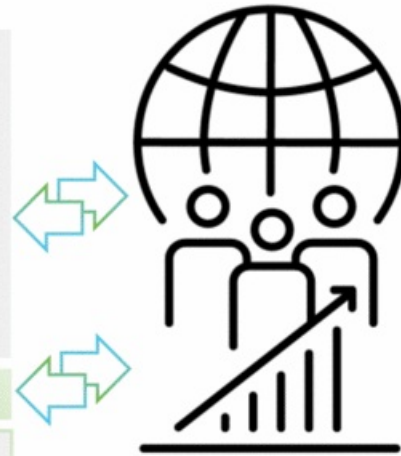
R&D shaped along
Technology Platforms



BUSINESS AREAS

Application Development
Technical Services
Marketing, Production

MARKETS & CUSTOMERS



Targeting sustainable standards and solutions

- Increasing customer and market awareness of and sensitivity to sustainability
- Striving for sustainable standards and supporting customers to
 - create value by applying our expertise and knowledge in chemistry, technology and service
 - enhancing customer's sustainability and thus competitiveness
- Our promise is to
 - offer innovative products and technologies
 - maintain an ethical and responsible business culture
- We enhance value along the value chain
e.g. our Catofin® catalyst for on-purpose propylene and butylene production further reduces energy input requirements, lessens by-products and in turn amplifies the product's yield more than any other competing technology
- Targeting a portfolio of products and solutions that helps protect the environment

Innovation in detergents

Translating customer needs into product solutions

Global challenges

Convenience



Sustainability



Well-Being



Consumer trends and needs

- Aesthetic monodose units
- Out of the wash products
- Less rinsing
- Less energy – wash at low temperature
- Less water – less rinsing
- Less waste – concentrates
- Fabric and colour maintenance
- Fresh scent in wear and storage

Unmet needs targeted by TexCare®

- Easy to formulate polymers in high surfactant loads
- Efficient dispersion and repelling of soil in the wash
- Efficient removal of fats and greases at low washing temperatures
- Subsequent cleaning benefits (soil release)
- Fresh scent retention
- Prevention malodour
- Viscosity adjustment in low surfactant or highly concentrated formulations

TexCare® Polymers for laundry detergents



Challenge

- Sustainability trend towards less water consumption and lower washing temperature decreases the performance of detergents (greying of fabrics and impaired oily/fatty stain removal)
- Maintain detergent performance at lower cost in a competitive environment

Innovation

- Multifunctional TexCare polymers prevent soil redeposition on fabrics for improved whiteness. Can also close performance gap at low washing temperatures in regular use via soil release effect
- Improved polymer pH stability for heavy duty liquid detergents
- Synergistic effects with other detergent ingredients

Opportunities

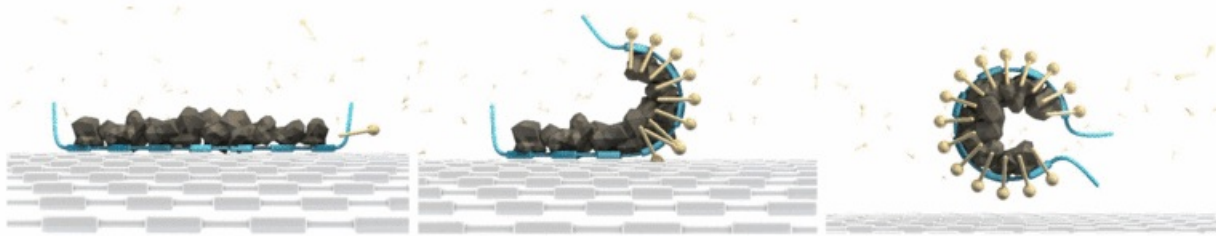
- Addresses needs of fast-growing markets in developing countries (water scarcity) and global sustainability trend (energy saving, water saving)
- Pressure on large soapers to innovate and differentiate versus private labels
- Further exploit and augment Clariant's expertise in soil-release polymers

Value Creation / Customer benefits

- Improved performance or reduced formulation cost with unchanged performance
- Low temperature washing ability
- Tailor-made solutions in joint developments

TexCare® Innovation

Application tests prove “roll-up” mechanism

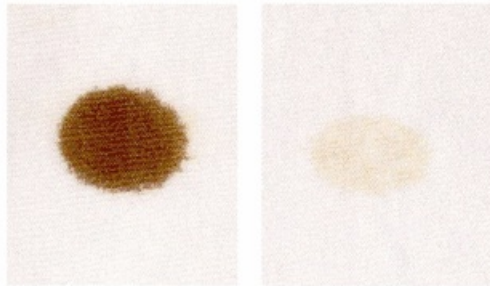


LINI TEST EQUIPMENT



Small beakers containing 200g of washing solution, steel balls, test samples

DIRTY MOTOR OIL TEST



Without SRP*

With SRP*

* SRP: soil-release polymers

Sustainability is an integral part of our strategy, business culture and how we operate

Our acknowledgements

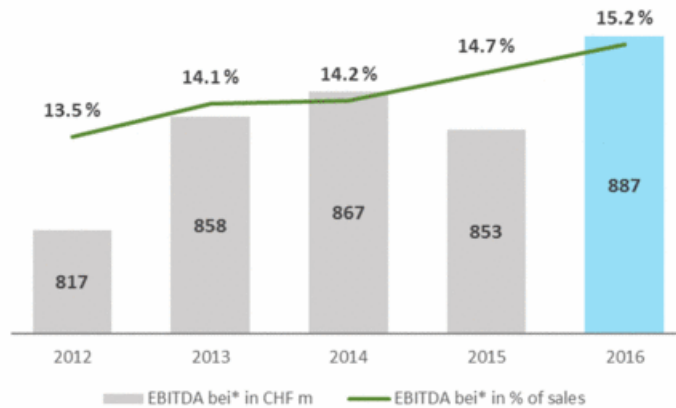


Financial Excellence

CLARIANT 

what is precious to you?

Seven successive years of EBITDA* margin growth



- Enhanced and more resilient product portfolio due to continuous focus on innovation, sustainability, portfolio repositioning and operational efficiency
 - Clariant Excellence achieved cumulated net benefits of CHF 613 m in the last 5 years
 - Further saving potential via implementation of shared service centers
- EBITDA bei* margin rose continually not only the last 5 years, but 7 years in succession
- Absolute EBITDA bei* grew by an average of 5 % p.a. in local currency

* before exceptional items
2012: continuing operations only, restated for divestment of Leather, Paper and Textile businesses

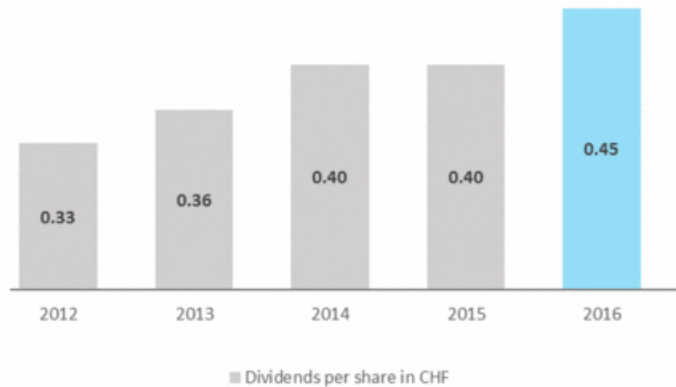
Continuous Operating Cash Flow improvement



- Sustainable progression in operating cash flow generation as a result of a
 - Continued EBITDA improvement
 - Focus on net working capital management
- 3 step operating cash flow improvement process implemented in 2015
- Significant 29 % operating cash flow increase in 2016 to CHF 646 m primarily attributable to higher profits, lower cash out for exceptional items and lower income taxes paid

* before exceptional items
2013: divestment of Leather, Paper and Textile businesses

Dividend policy to increase or at least maintain absolute dividend in Swiss francs



- Dividend increased by an average of 8% p.a. in Swiss francs from 2012-2016
- 12.5% higher dividend in 2016 (to be distributed from capital contribution reserve which is exempt from Swiss withholding tax)
- Continued profitability improvement results from
 - A more resilient product portfolio due to new products
 - Better cost position
 - Progress in absolute EBITDA
 - Lower interest payment
 - Active tax management

Highly Experienced
Management

CLARIANT 

what is precious to you?

The Executive Committee



**HARIOLF KOTTMANN,
CEO**

Chairman of the
Executive Committee

Responsibilities:
Corporate Planning & Strategy,
Corporate Sustainability &
Regulatory Affairs, Group
Communications, Group Human
Resources, Investor Relations,
Group Legal, 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 IT, Group
Procurement, Commercial
Excellence, and the regions Latin
America and North America



**PATRICK JANY,
CFO**

Member of the
Executive Committee

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



**CHRISTIAN
KOHLPAINTNER**

Member of the
Executive Committee

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

Summary

what is precious to you?

What makes Clariant so special?

- We are a leading Specialty Chemical Company
- We serve markets with future prospects and above average growth rates...
 - by providing solutions to global challenges
 - by supporting our customers in creating more value
 - by focusing on the requirements in the different regions
 - by building on our innovation and R&D strategy as well as our sustainability offering
- We strive for financial excellence
- We have highly experienced management

Investor Relations Contacts

Anja Pomrehn Head of Investor Relations	Phone	+41 61 469 67 45
	Mobile	+41 79 618 19 82
	E-mail	anja.pomrehn@clariant.com
Maria Ivek Investor Relations Officer	Phone	+41 61 469 62 92
	Mobile	+41 79 847 23 80
	E-mail	maria.ivek@clariant.com
Sonja Ritschard Junior Investor Relations Manager	Phone	+41 61 469 64 95
	Mobile	+41 79 917 12 22
	E-mail	sonja.ritschard@clariant.com

Our iPad App



Download it here:

iPad App: www.clariant.com/IRapp

