



Clariant

Corporate Presentation 2011



Exactly your chemistry.

Key Facts

Business and Products

People & Culture

Sustainability

Innovation

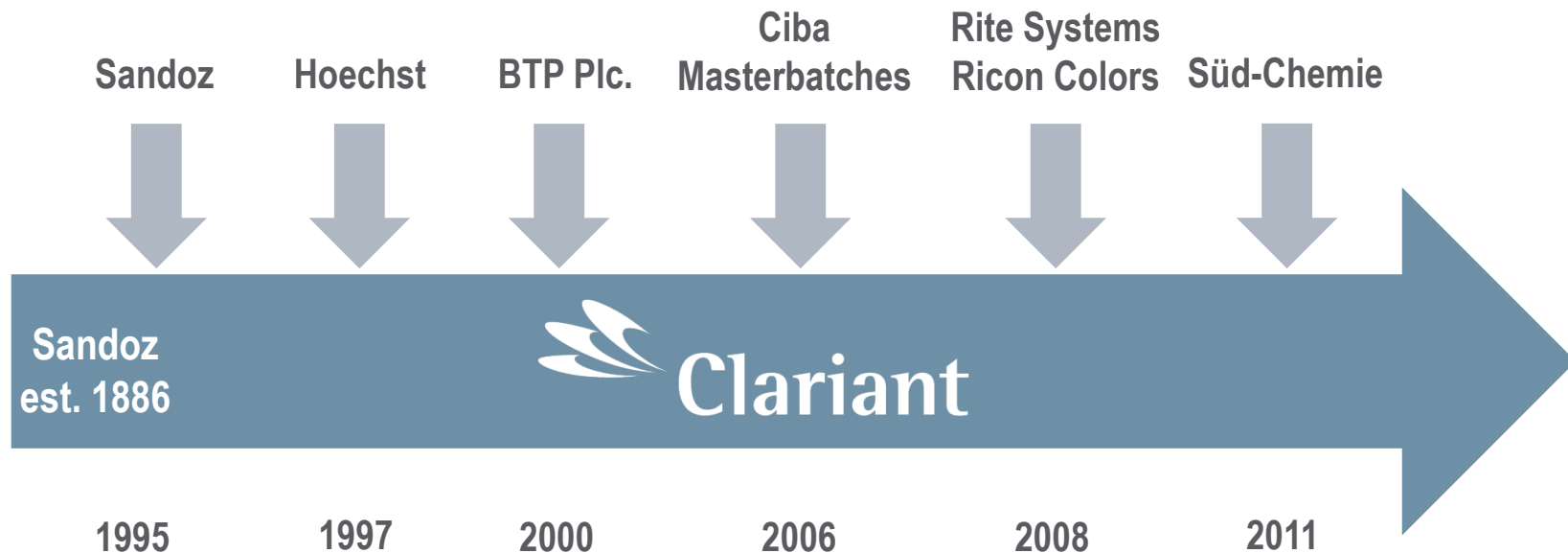
Key Facts

Clariant – key facts



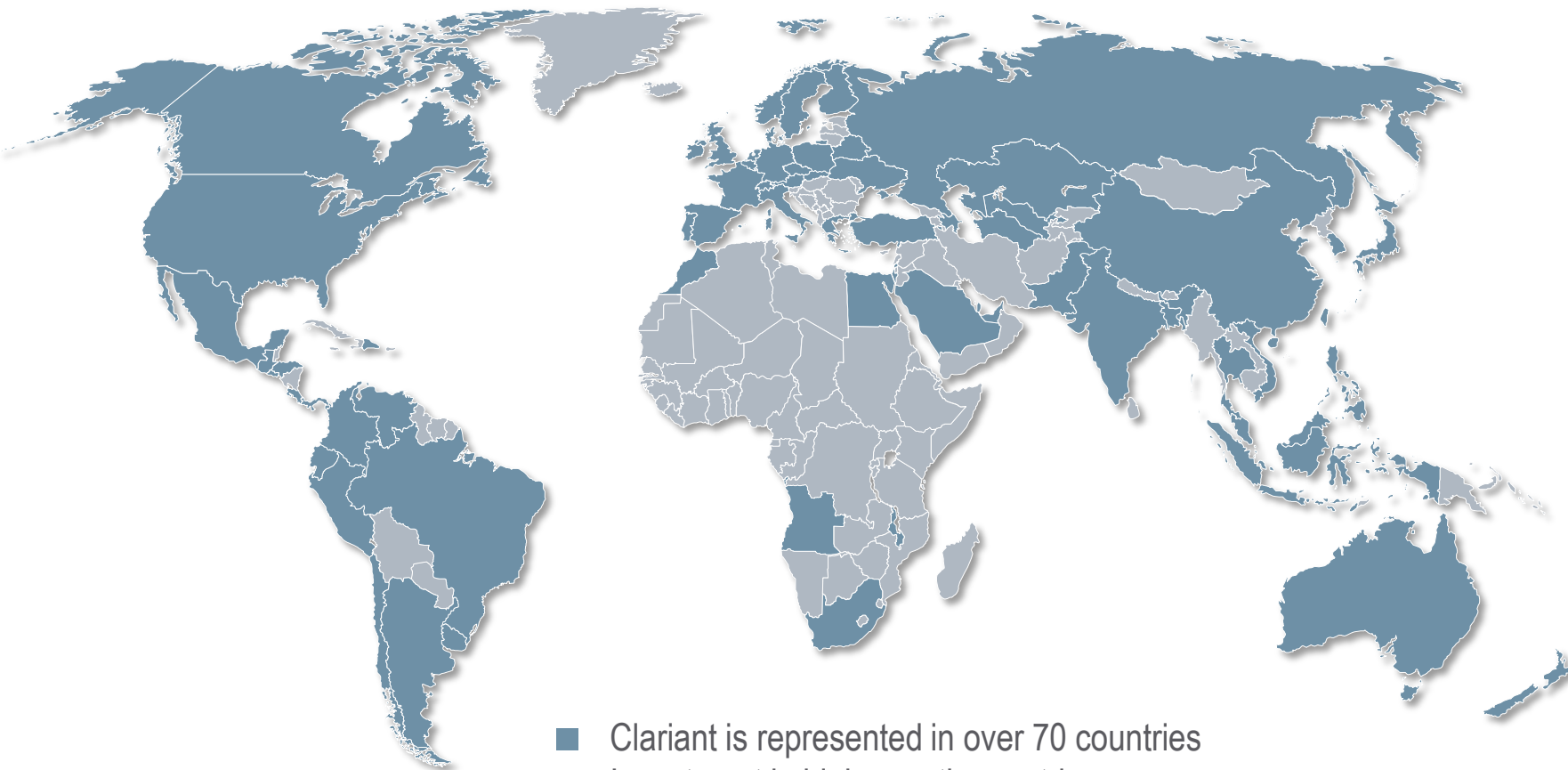
- Clariant is a world leader in colors, surface effects and performance chemicals
- Annual sales of CHF 7.1 billion in 2010
- Headquartered in Muttenz near Basel, Switzerland
- World-wide operations, with more than 100 group companies
- Approximately 16,200 employees
- Products and services of 12 Business Units are based on innovative specialty chemicals

Company History



- 1995 Clariant / IPO* from Sandoz
- 1997 Acquired Hoechst Specialty Chemicals Business
- 2000 Acquired BTP Plc.
- 2006 Acquired Ciba Masterbatches
- 2008 Acquired Rite Systems and Ricon Colors
- 2011 Acquired Süd-Chemie

*IPO: Initial Public Offering



- Clariant is represented in over 70 countries
- Investment in high growth countries
- Global production and safety standards

■ Countries where Clariant is represented

Clariant Executive Committee (EC) – Tasks and responsibilities



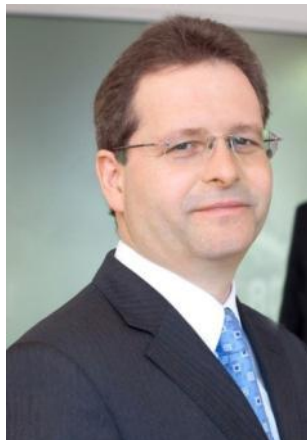
Hariolf Kottmann
Chief Executive Officer
(CEO)

Clariant Excellence,
Group Legal &
Compliance, Group HR,
Talent Management
Review, Group
Communications and
Corporate Development,
People Excellence



Patrick Jany
Chief Financial Officer
(CFO)

Finance, Accounting,
Treasury, Tax, Insurances,
Information Technologies,
Investor Relations,
Integration Süd-Chemie



Christian Kohlpaintner
Member of Executive
Committee

Masterbatches, Additives,
Pigments, Functional
Materials, Group
Technology Services,
Commercial Excellence



Mathias Lütgendorf
Member of Executive
Committee

Industrial & Consumer
Specialties, Textile
Chemicals, Leather
Services, Paper
Specialties, Purchasing,
Supply Chain/Logistics,
Operational Excellence,
Supply Chain Excellence



Hans-Joachim Müller
Member of Executive
Committee

Catalysis & Energy,
Emulsions, Detergents &
Intermediates, Oil & Mining
Services, Environment
Safety & Health Affairs,
Innovation Excellence

Business & Products

Clariant's products and services are delivered through 12 Business Units



Additives

A leading provider of flame retardants, waxes and polymer additives for effects in plastics, coatings and other applications.



Catalysis & Energy

A leading provider of catalysts for chemical, petrochemical, polymer, refinery and automotive industries as well as materials for environmental markets and solutions for energy efficiency and energy storage.



Detergents & Intermediates

A leading supplier of key raw materials and intermediates to the detergents, agro and pharmaceutical industries.



Emulsions

A supplier of water-based emulsions/polymer dispersions for paints, coatings, adhesives, construction, sealants and for the textile, leather and paper industries.

Clariant's products and services are delivered through 12 Business Units



Functional Materials

A leading provider of specialty products and solutions to enhance products and processes in various industries.



Industrial & Consumer Specialties

A leading provider of specialty chemicals and application solutions for consumer care and industrial markets.



Leather Services

A leading supplier of chemicals and services to the leather industry.



Masterbatches

A leader in coloration and functionality of plastics, supplying the packaging, consumer goods, medical, textile and automotive sectors.

Clariant's products and services are delivered through 12 Business Units



Oil & Mining Services

A leading provider of products and services to the oil, refinery and mining industries.



Paper Specialties

A leading provider of optical brighteners, colorants and functional chemicals for paper and packaging applications.



Pigments

A leading global provider of organic pigments and dyes for coatings, paints, printing, plastics and special applications.



Textile Chemicals

A leading producer of dyes and chemicals for the textile industry including apparel, upholstery, fabrics and carpets.

Product profile

NanoSphere[®] – Nanotechnology in Action



NanoSphere[®] profile

- Unparalleled self cleaning finish
 - Hard for water and dirt particles to adhere
 - Reduced washing times and temperatures
- Development partnership with Schoeller Technologies
 - Based on modern nanotechnology C6 chemistry
 - Improved environmental profile
 - Highest performance and functionality (high level of water and oil repellency, highly abrasion resistant, lastingly active protective function)

Copyright picture: Schoeller Technologies

Product profile

Easily Dispersible Pigments




ED Pigments Profile

- ED pigments enable disperse organic pigments to be used with a dissolver, without an additional milling process. This results in:
 - simplification of the paint manufacturing process
 - improved productivity
 - lower cost
- ED pigments can be dispersed in bead mills with reduced dispersion time
- ED pigments show good compatibility with all major solvent borne paint systems
- A range of nine products available from Clariant covering all colors from yellow to blue

Product profile

Hostacerin[®] – Eco solution for Personal Care



Hostacerin[®] SFO is a sunflower oil based coemulsifier for creams, lotions and sun care products

ECOlogically

- Low tox, low eco-tox
- Low-VOC
- EO free

ECOnomically

- Very cost efficient because less UV absorber needed in the formulation

susTAINable

- Low emission potential
- Biodegradable
- Replaces silicones in skin feel

People & Culture

Empowering People - Culture of Excellence

Clariant Excellence

- Culture of continuous improvement
- Based on LeanSigma processes

Talent Management Program

- Clariant Academy
- Expatriate Management

Performance Management

- Clear targets
- KPIs* and accountabilities
- Support and coaching

- Outstanding scientific and technical skills base
- Motivated and diverse workforce
- Continuous skill improvement



*KPIs: Key Performance Indicators

Sustainability

Securing the Future with Responsible Management

Corporate Sustainability Initiatives

Policies and Processes

Commitment to environmental protection and safety

- Energy 2010 – “eWATCH”
- Code of conduct
- Product safety
- Accident reduction

Products

Products that contribute to a more sustainable future

- Advanced denim – 92% lower water and 30% lower energy consumption thanks to a new dyeing process for jeans
- Exolit® – halogen-free flame retardant, safer and less impact on the environment
- Granofin® – sustainable tanning agents

Local Communities

Clariant – a responsible member of the local community

- Support for employee giving
- Philanthropy program
- Indian schools program
- Pakistan floods – employee help

Environmental recognition



To inform stakeholders about our responsible corporate management efforts in a transparent way, we meet the guidelines of the Global Reporting Initiative (GRI).



EPA Honors Clariant's Exolit® OP 560 flameretardant's pollution prevention potential (2009)



Clariant was awarded the its 2007 P2 Recognition Project Award for Cartaspers PSM, a product used in paper manufacturing



Clariant Pakistan receives Environment & Health Excellence Award (AEEA) 2009

Clariant is Globally Certified



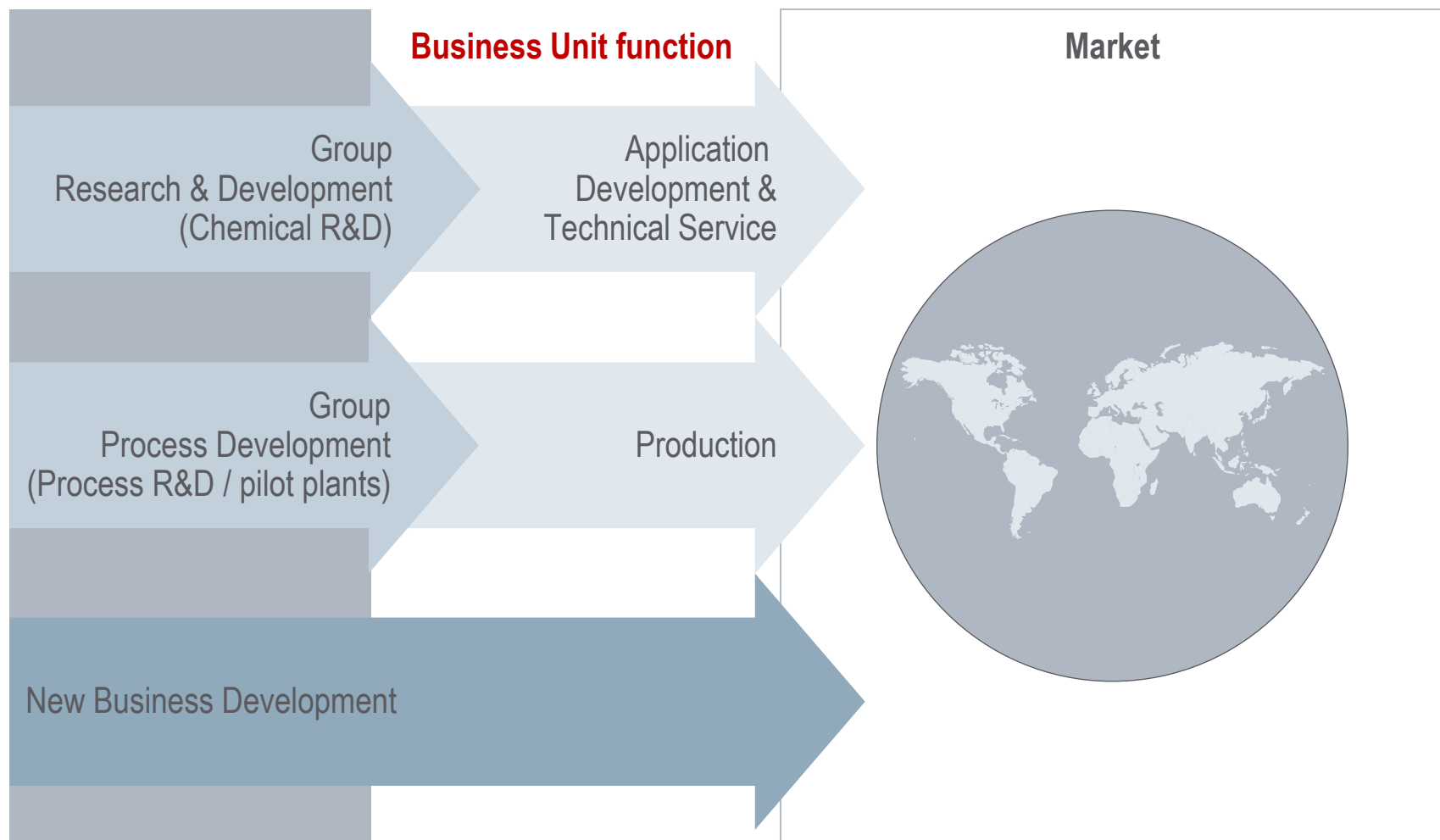
Clariant International Ltd



- Prerequisite: Standardized business processes worldwide
- Audited management system for quality, environment, safety and health
- ISO 9001
ISO 14001
OHSAS 18001
- Comprises all of Clariant
- Replaces 120 single certificates with limited scope

Innovation

The Clariant innovation chain – linking “technology push” with “market pull”



Group Research & Development – translating market needs into chemistry

Group function

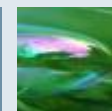
Group
Research & Development
(Chemical R&D)

Five global R&D Centers

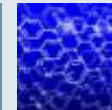
Colorants



Surfactants & Alkoxylates



Specialty Polymers



Effect Chemicals & Intermediates

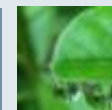


Formulation Technology

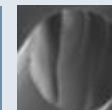


New cross-functional Project Centers

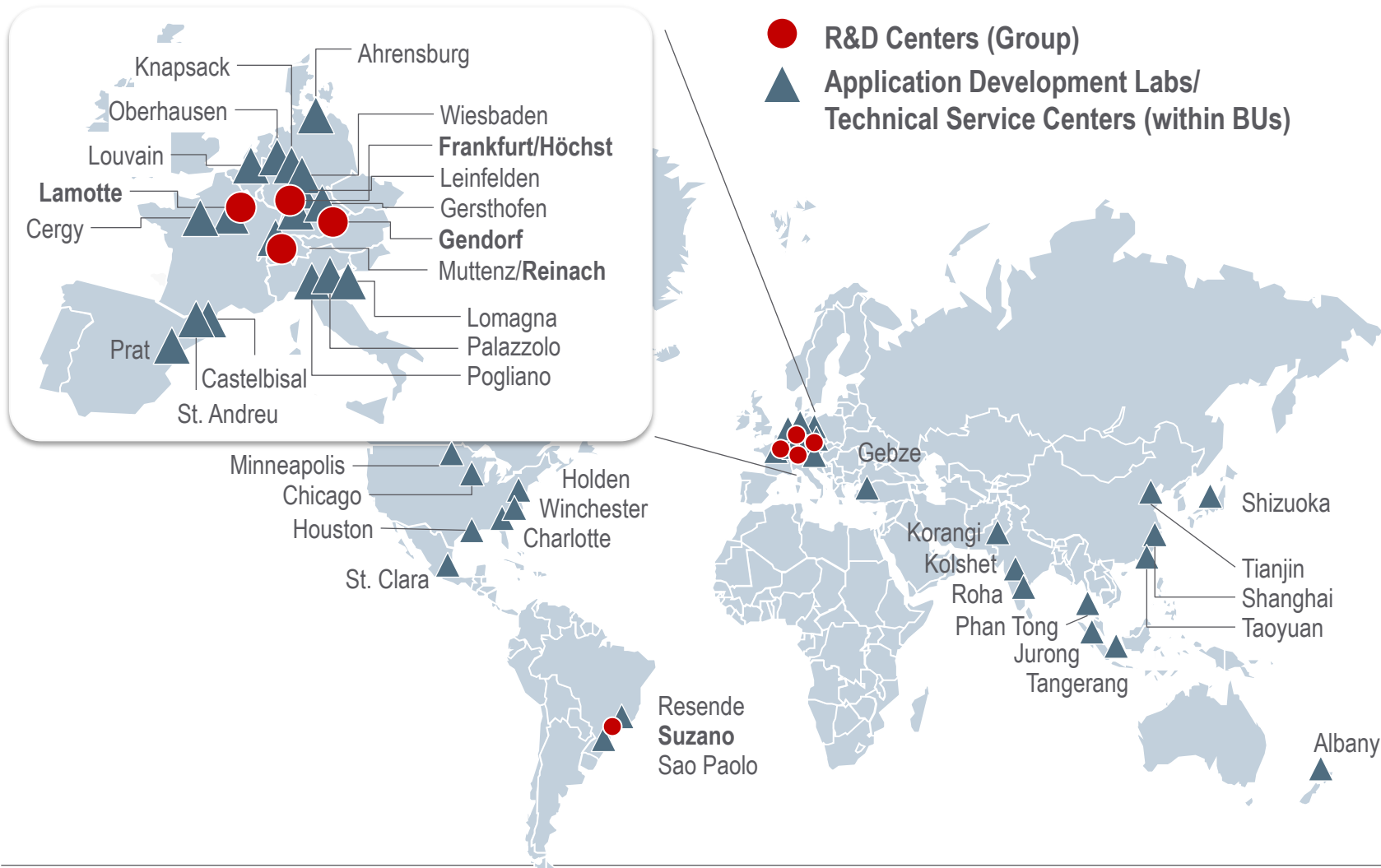
Renewables



Advanced Materials



Clariant's global Innovation network



R&D at Clariant – Frankfurt will be our global R&D hub



**Clariant Innovation Center
Frankfurt/Höchst, Germany
(commissioning 2013)**



Back-up Slides



Business Review



Exactly your chemistry.

Key figures third quarter

	Q3/11*	Q3/10	in CHF	in LC
Sales in CHF mn	1 865	1 709	+9%	+25%
Gross margin	26.1%	27.9%		
EBITDA before exceptionals in CHF mn	216	232	-7%	+16%
- margin in % of sales	11.6%	13.6%		
EBIT before exceptionals in CHF mn	144	182	-21%	+2%
- margin in % of sales	7.7%	10.6%		
Net income in CHF mn	81	109**		
Operating cash flow in CHF mn	105	173		

* including Süd-Chemie figures ** includes a one-time benefit from the capitalization of tax assets of CHF 45 mn

Business unit sales, EBITDA and EBIT margins

Third quarter 2011

Business Unit / Reporting Segment:	Sales CHF mn	Change		EBITDA* margin		EBIT* margin	
		% CHF	% LC	Q3/11	Q3/10	Q3/11	Q3/10
BU Industrial & Consumer Specialties	337	-1	+16	17.2	15.8	14.5	13.5
BU Masterbatches	266	-16	0	10.5	12.4	7.9	10.2
BU Pigments	230	-24	-10	17.0	21.9	14.3	19.3
BU Textile Chemicals	152	-24	-8	-0.7	9.5	-3.9	6.0
BU Oil & Mining Services	154	+8	+29	12.3	11.3	11.7	11.3
BU Leather Services	63	-17	-1	9.5	13.2	7.9	11.8
Performance Chemicals**	307	-8	+8	11.4	13.1	8.8	10.1
BU Functional Materials	166	-	-	10.8	-	5.4	-
BU Catalysis & Energy	190	-	-	21.6	-	13.7	-
Group total	1865	+9	+25	11.6	13.6	7.7	10.6

* before exceptional items ** includes the four Business Units Additives, Detergents & Intermediates, Emulsions, Paper Specialties

Key financials – third quarter

Third quarter				
	2011		2010	
	CHF mn	% of sales	CHF mn	% of sales
Sales	1 865	100%	1 709	100%
Local currency growth (LC)	25%			
- Organic growth rate*	4%			
- Acquisitions/Divestments	21%			
Currencies	-16%			
Gross profit	486	26.1%	477	27.9%
EBITDA before exceptionals	216	11.6%	232	13.6%
EBITDA	187	10.0%	206	12.1%
Operating income before exceptionals	144	7.7%	182	10.6%
Operating income	110	5.9%	137	8.0%
Net income	81	4.3%	109	6.4%
Operating cash flow	105		173	

* organic growth: volume and price effects excluding the impact of changes in foreign currency exchange rates and acquisitions/divestments

Double-digit sales growth in local currencies in all regions

Sales growth in local currencies

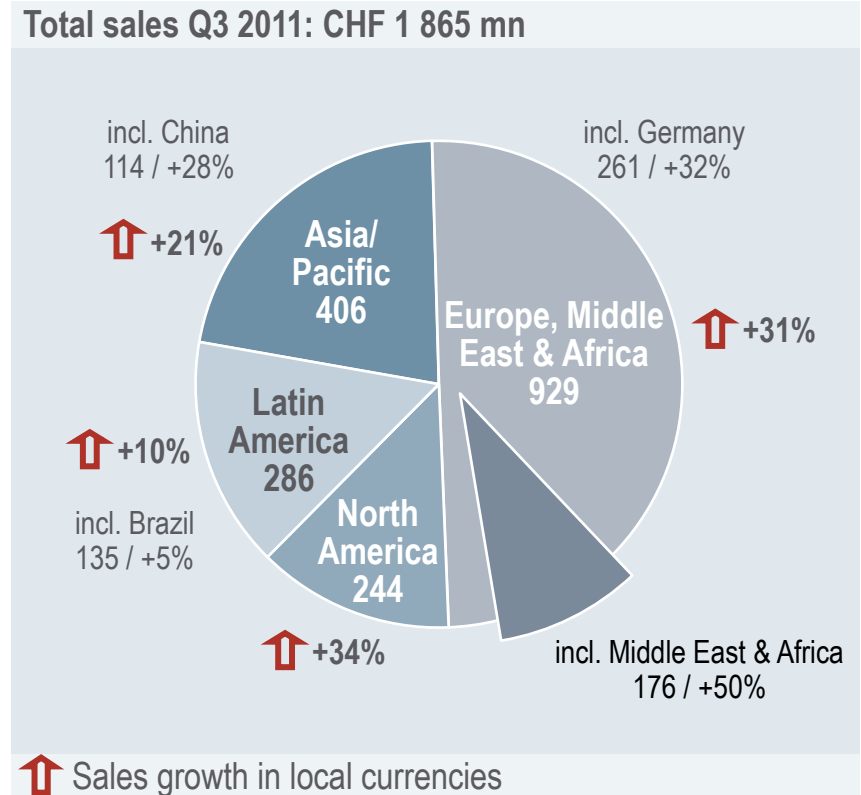
Q3/11
+25%

Q3/10
+8%

■ Sales mix:

- Volume -5%
- Price +9%
- Acq./div. +21%
- Currency -16%

- Double-digit sales growth in all regions, driven by Süd-Chemie acquisition and higher sales prices
- Organic growth: Europe and North America outpaced emerging markets; slower growth in emerging markets Asia and MEA, Latam stable at low levels



Cash flow – third quarter

Third quarter		
	2011	2010
	CHF mn	CHF mn
Net income	81	109
Depreciation, amortization and impairment	77	69
Other	10	-25
Payments for restructuring	-34	-37
Operating cash flow before working capital changes	134	116
Changes in working capital and provisions	-29	57
Operating cash flow	105	173
Cash flow from investing activities	-77	-339
<i>thereof: property, plant & equipment</i>	-88	-55
<i>thereof: changes in current financial assets</i>	-2	-282
<i>thereof: acquisitions, disposals and other</i>	13	-2
Cash flow before financing	28	-166

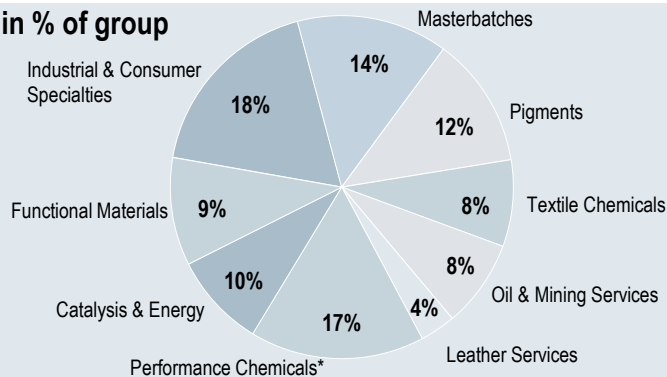
Financial result – third quarter

Third quarter		
	2011	2010
	CHF mn	CHF mn
Interest income	2	2
Other financial income	2	0
Total financial income	4	2
Interest expenses	-21	-19
Other financial expenses	-10	-1
Total financial expenses	-31	-20
Currency result, net	30	-9
Total financial result	3	-27

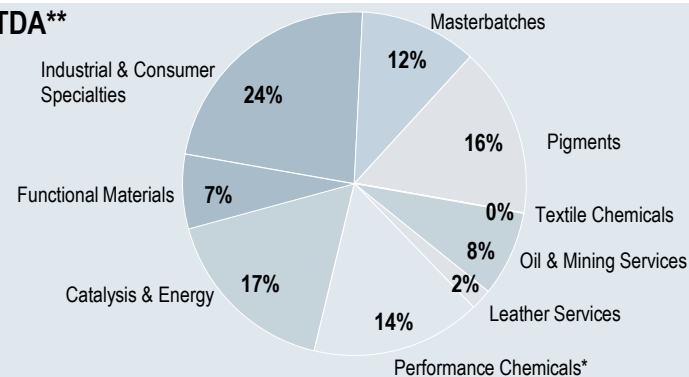
Sales and EBITDA margins by business unit – third quarter

Third quarter					
Business Unit / Segment:	Sales		EBITDA**	EBITDA margin**	
	CHF mn	% LC	% of Group	% 2011	% 2010
BU Industrial & Consumer Specialties	337	+16	24	17.2	15.8
BU Masterbatches	266	0	12	10.5	12.4
BU Pigments	230	-10	16	17.0	21.9
BU Textile Chemicals	152	-8	0	-0.7	9.5
BU Oil & Mining Services	154	+29	8	12.3	11.3
BU Leather Services	63	-1	2	9.5	13.2
Performance Chemicals*	307	+8	14	11.4	13.1
Functional Materials	166	-	7	10.8	-
Catalysis & Energy	190	-	17	21.6	-
Group total	1 865	+25	100	11.6	13.6

Sales in % of group



EBITDA**



* includes the four Business Units Additives, Detergents & Intermediates, Emulsions, Paper Specialties **before exceptional items

Business Unit sales and EBIT before exceptional items – third quarter (1)

Industrial & Consumer Specialties

Sales in CHF mn		
Q3 2011	Change (LC)	Q3 2010
337	+16%	341

EBITDA bef. exc. in CHF mn		
Q3 2011	Change (LC)	Q3 2010
58 17.2%	+22%	54 15.8%

Masterbatches

Sales in CHF mn		
Q3 2011	Change (LC)	Q3 2010
266	0%	315

EBITDA bef. exc. in CHF mn		
Q3 2011	Change (LC)	Q3 2010
28 10.5%	-12%	39 12.4%

Pigments

Sales in CHF mn		
Q3 2011	Change (LC)	Q3 2010
230	-10%	301

EBITDA bef. exc. in CHF mn		
Q3 2011	Change (LC)	Q3 2010
39 17.0%	-30%	66 21.9%

Textile Chemicals

Sales in CHF mn		
Q3 2011	Change (LC)	Q3 2010
152	-8%	199

EBITDA bef. exc. in CHF mn		
Q3 2011	Change (LC)	Q3 2010
-1 -0.7%	-	19 9.5%

Business Unit sales and EBIT before exceptional items – third quarter 2010 (2)

Oil & Mining Services

Sales in CHF mn			EBITDA bef. exc. in CHF mn		
Q3 2011	Change (LC)	Q3 2010	Q3 2011	Change (LC)	Q3 2010
154	+29%	142	19 12.3%	+34%	16 11.3%

Leather Services

Sales in CHF mn			EBITDA bef. exc. in CHF mn		
Q3 2011	Change (LC)	Q3 2010	Q3 2011	Change (LC)	Q3 2010
63	-1%	76	6 9.5%	-28%	10 13.2%

Performance Chemicals*

Sales in CHF mn			EBITDA bef. exc. in CHF mn		
Q3 2011	Change (LC)	Q3 2010	Q3 2011	Change (LC)	Q3 2010
307	+8%	335	35 11.4%	+3%	44 13.1%

* the Performance Chemicals segment includes the business units:

- Additives
- Detergents & Intermediates
- Emulsions
- Paper Specialties

Business Unit sales and EBIT before exceptional items – third quarter 2010 (3)

Functional Materials

Sales in CHF mn			EBITDA bef. exc. in CHF mn		
Q3 2011	Change (LC)	Q3 2010	Q3 2011	Change (LC)	Q3 2010
166		–	18 10.8%		–

Catalysis & Energy

Sales in CHF mn			EBITDA bef. exc. in CHF mn		
Q3 2011	Change (LC)	Q3 2010	Q3 2011	Change (LC)	Q3 2010
190		–	41 21.6%		–

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