







Input (resources utilized)

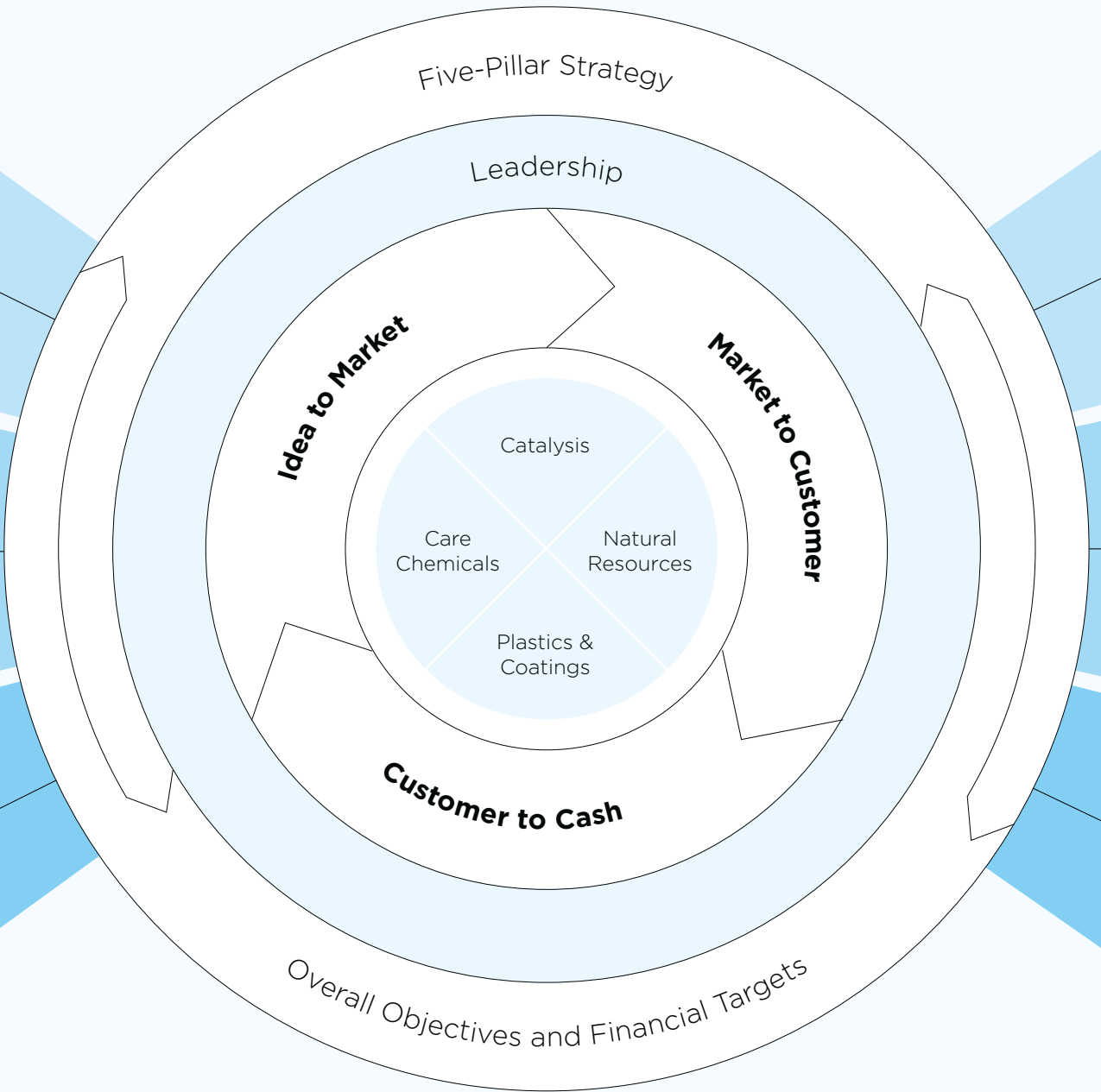
| Performance |  Financial capital | 206 R&D spend in CHF m (3.5% of Group sales) | 297 Investments in property, plant and equipment in CHF m | 1435 Personnel expenditures in CHF m (incl. external staff) | 2221 Raw material procurement in CHF m |
|--------------------|--|---|---|---|---|
| |  Intellectual capital | 125 Scientific collaborations | 320 Active innovation projects | | |
| People |  Human capital | 1675 New employees hired | 201884 Training hours | ~1100 Employees in R&D | |
| |  Relationship capital | 975 Management members received 360° degree feedback | > 60% Raw material supply base by spend covered by sustainability evaluation | > 500 Client interviews | 2693 Customer survey participants |
| Planet |  Manufactured capital | 8 R&D Centers | > 50 Technical Centers | 76 Production facilities | 2.82 Raw materials procured in m t |
| |  Natural capital | 2950 Energy consumption in m kWh | 48 Water consumption in m m ³ | | |

External Environment

Stakeholder Needs
Societal Trends and Market Drivers



Clariant - Vision, Mission, Corporate Values



STAKEHOLDER FEEDBACK



Resulting outputs

5 847

Sales in CHF m

15.2 %

EBITDA margin
before exceptional items

646

Operating cash flow
in CHF m

6 500

Patents at year-end

17 442

Staff in FTE at year-end

114

Women in Global Management

3 599

Women in general staff

0.19

Lost time accident rate
(LTAR)

91 %

Customers want to
continue doing business

81 %

Customers plan to intensify the
business relationship

4.09

Production volume
in m t

13

Waste water
in m m³

0.89

Greenhouse gas emission
(scope 1 & 2) in m t

147

Waste in thousand t

Outcome achieved for:

Environment

Employees

Shareholders

Customers