Helvea Conference

January 10 - 11, 2008

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Where we are today – Key financials Nine Months 2007

	2007	2006
Growth in local currencies	+4%	+3%
Gross margin	29.6%	31.2%
SG&A	20.9%	21.5%
EBIT margin before exceptionals	6.5%	7.5%
Cash flow	320	173

All figures continuing operations; in CHF mn

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Achieve above peer average ROIC by 2010

ROIC composition			End 2010 targets**
ROIC 10%*	Operating margin	Sales	3-4% p.a.
		EBIT	~9%
	Asset turns	Fixed assets	invest 4-5% of sales p.a.
		Net working capital	reduction by 3-4% of sales
		Operating cash flow	CHF 600-800 mn p.a.

* Average peer ROIC bef. exceptionals under present market conditions, excludes Clariant; peers defined from capital market perspective; ROIC calculated on after-tax basis, including net goodwill

** Based on current environment

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How we will get there

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- Target underperforming businesses
- Reduction in employees, SG&A, NWC, products, sites; price increases
- Implement PRIMA system
- Generate annual cash flow of CHF 600-800 mn

Business Structure

- Product-driven businesses: focus on increased efficiency and cost structure
- Service-driven businesses: apply active sales and marketing strategies and product leadership

Portfolio Reshaping

- Divestment of unattractively positioned businesses
- Active consolidation strategy in core business areas

Deliver above average ROIC by 2010

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Our commitments on operational excellence in November 2006

Profit drivers	■ Increase prices based on our added value ■ Simplify production network and product range ■ Reduce costs aggressively
Growth drivers	■ Invest in service-driven segments ■ Increase presence in fast-growing regions ■ Build on our innovation capabilities
People	■ Create a culture of high performance and accountability ■ Foster leadership and entrepreneurial behavior

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Where are we today?

Profit drivers

- Increased prices by 1% in the first nine months and further rises announced in November 2007
- More than 20 percent of product portfolio pruned
- 9 smaller sites closed, 3 bigger sites announced for closure
- 1000 job cuts out of 2200 achieved (or under implementation)
- Cash flow close to doubled in 9M 2007

Growth drivers

- Average 3-4% sales growth per year on track
- China and India reporting double digit growth
- Committed to an R&D spend of 3% of total sales

People

- Creating culture of performance management
- New management at various key functions

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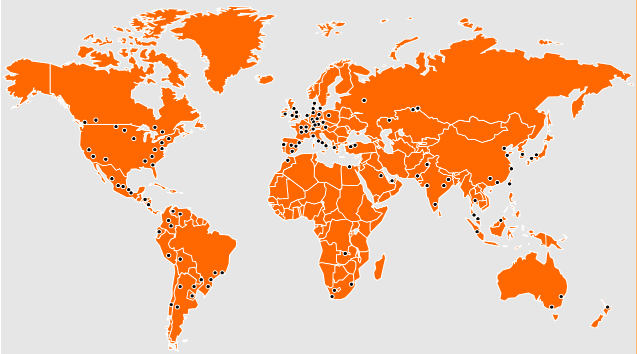
Example: Sizable site closures announced after nine months

Product site optimization



- 4 site closures done in MB
- 3 sites sold in MB
- 1 site closed in FUN
- 1 site closed in TLP
- 1 TLP site closure in UK announced
- 1 P&A site closure in US announced
- 1 MB site closure in Mexico announced
- CHF 120 mn costs booked
- Further costs to be booked till year-end

Approx. CHF 250 mn restructucting costs for 2007 in line with strategic goals

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Where are we today?

- **Reshaping** our **business structure** (PA, TLP and FUN) as either product-driven or service-driven businesses
  - **Product-driven businesses:** focus on increased efficiency and cost reduction
  - **Service-driven businesses:** focus on increased efficiency, sales and marketing strategies and product leadership, as well as exploiting value propositions
- Transformation of corporate strategy now completed, leading to divisional strategies and structures as of Jan 1, 2008

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Leverage difference between Product and Service driven business

Division	Percentage of business by type*: Product driven	Application driven	Solution driven
Textile, Leather & Paper Chemicals	40	45	15
Pigments & Additives	35	60	5
Masterbatches	25	75	
Functional Chemicals	45	45	10
Clariant Group	~40	~50	~10

* Based on Clariant's estimates 2006

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Strategy PA

- Significant shift towards cost leadership strategy to address ongoing commoditization
- New low cost business unit “base products” founded for managing the most commoditized products
- 300 overhead job cuts announced
- Addressing overcapacity by downsizing of site network
  - Shut down Coventry plant in US announced
  - More closures will be announced in 2008
- Improving productivity of site network with Lean Six Sigma
- 3 new business unit managers from outside Clariant appointed
- Outsourcing close to 3,000 small customers to distributors

Strategy TLP

- Cost leadership strategy - Textiles and Leather
  - *Textiles:* Streamline organization in Europe and transfer SG&A from Switzerland to low cost countries
  - *Leather:* Focusing on profitable finishing by downsizing the commodity wet end part
- Product leadership - Paper
  - Portfolio optimization by addressing non profitable activities
- Further focus on significant site consolidation
- Further potential on product pruning and SG&A reduction

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Strategy FUN

- Separate asset base in order to optimize cost structure for product business and provide service/solution business with lever for growth
- Gain market leadership position with service driven parts of portfolio (~40%) and manage for growth
- Manage product driven business (~35%) for cost and address business, where market position and profitability are mediocre
  - Approximately CHF 1 bn of business will be managed purely regional in order to reduce complexity and decrease costs
- Reviewing ~25% of the businesses for proactive repositioning

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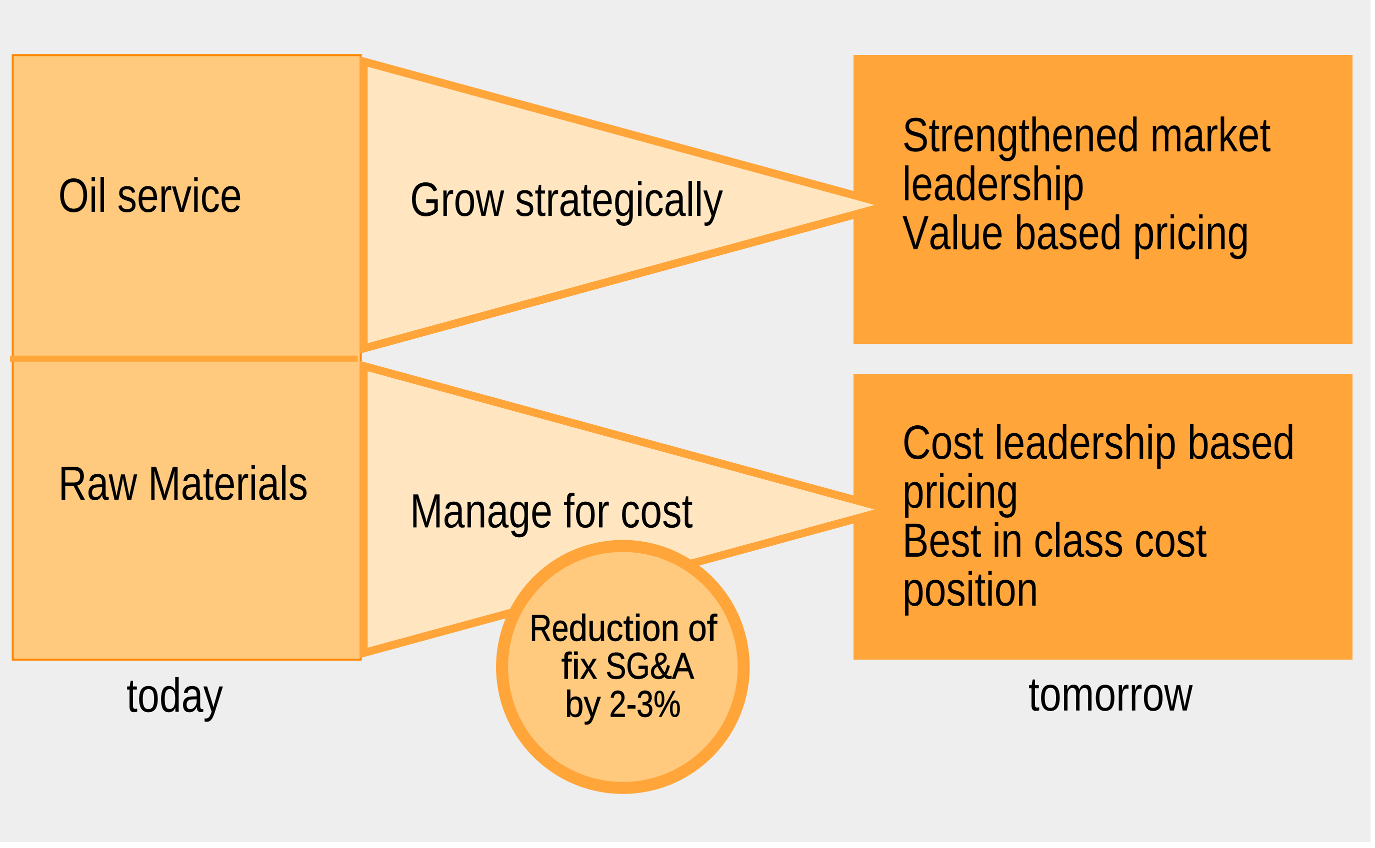
Drive Businesses in the respective cost structure – Example FUN

Establish tailored business models according to the key success factors of the different businesses



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Where are we today?

- Portfolio review started in July 2007
- Likely to result in **divestments** of unattractively positioned businesses
- Active **consolidation strategy** in core business areas
- Criteria for portfolio optimization:
  - Commoditized business: stay in and manage for cash if have critical mass / good market position. Exit if not
  - True specialties: Drive consolidation, where market position is strong. If not, divest
- Finalization of divisional strategies enables proactive portfolio analysis:
  - Separation of service driven from product driven business and appropriate allocation of resources
  - Separation of assets where applicable

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Conclusion

- Management fully committed to achieving 2010 targets
- Good progress being made with operational excellence
  - 1000 jobs cut, 9 sites closed, 20% portfolio pruned
- Optimal business structure being put in place
  - Realigned into product driven and service driven businesses
- Thorough review of portfolio underway
  - Conclusions to be announced in Q1 2008

Fully committed to strategic goal of
an above industry average ROIC in 2010

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Calendar of upcoming corporate events

February 14, 2008	Full Year Results 2007
April 10, 2008	13^{th} Annual General Meeting, Basel
April 30, 2008	First Quarter Results 2008
July 29, 2008	First Half Results 2008
November 4, 2008	Nine Month Results 2008

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Backup

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Clariant group overview

- Clariant is one of the world's pre-eminent specialty chemicals companies
  - Leading market positions
  - Well diversified portfolio by product, geography and customer
  - Solid financial position
  - Strong technology and innovation pipeline
  - Strong global footprint, 130 production sites worldwide
- Clariant operates through 4 main divisions

	Textile, Leather & Paper Chemicals	Pigments & Additives	Masterbatches	Functional Chemicals
Sales	2,303	1,981	1,254	2,281
EBITDA	232	293	152	266

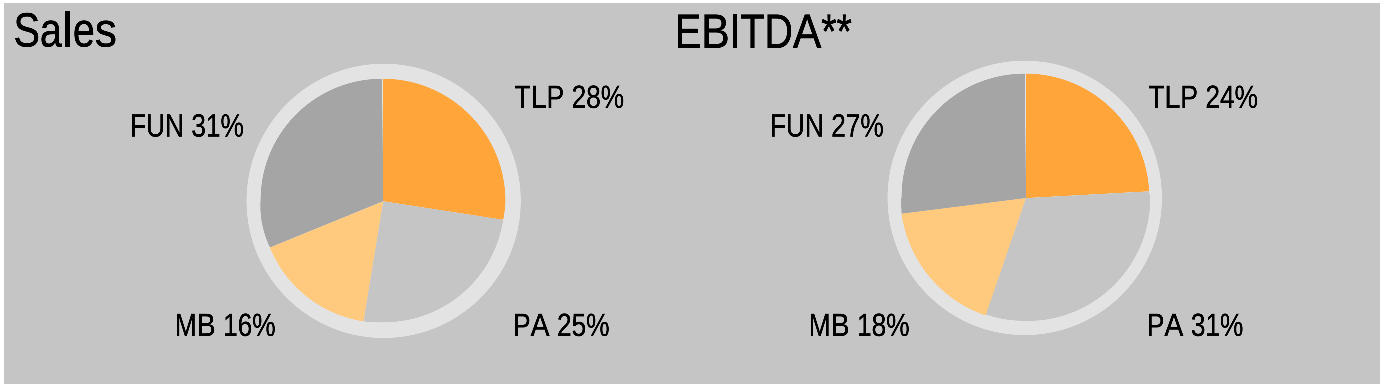
In CHF mn, all figures continuing operations excluding exceptional items as reported end of 2006

Nine Months 2007 – Financial group figures

	Nine Months			
	2007		2006	
Continuing operations:	*CHF mn*	*% of sales*	*CHF mn*	*% of sales*
Sales	6,447	100%	6,090	100%
Local currency growth (LC)	+4%			
- Organic growth	+3%			
- Acquisitions/Divestitures	+1%			
Currencies	+2%			
Gross profit	1,908	29.6%	1,901	31.2%
EBITDA before exceptionals	618	9.6%	653	10.7%
EBITDA	538	8.3%	616	10.1%
Operating income before exceptionals	417	6.5%	458	7.5%
Operating income	271	4.2%	273	4.5%
Net income from continuing operations	129	2.0%	108	1.8%
Operating cash flow (total operations)	320		173	
Discontinued operations				
Sales	81		270	
Net loss from discontinued operations	-107		-185	

Nine Months 2007 – Divisional sales and margins

	Nine Months				
	Sales			EBITDA Margin in %**	
	CHF mn	*% Organic Growth**	*% LC*	*2007*	*2006*
Textile, Leather & Paper Chemicals	1,779	+1	+1	9.3	10.1
Pigments & Additives	1,586	+3	+3	13.3	16.6
Masterbatches	1,065	+3	+9	11.4	12.5
Functional Chemicals	2,017	+4	+4	9.1	11.0
Total Group	6,447	+3	+4	9.6	10.7



* Volume and price effect excluding the impacts of changes in FX and acquisitions /divestitures
** before exceptional items

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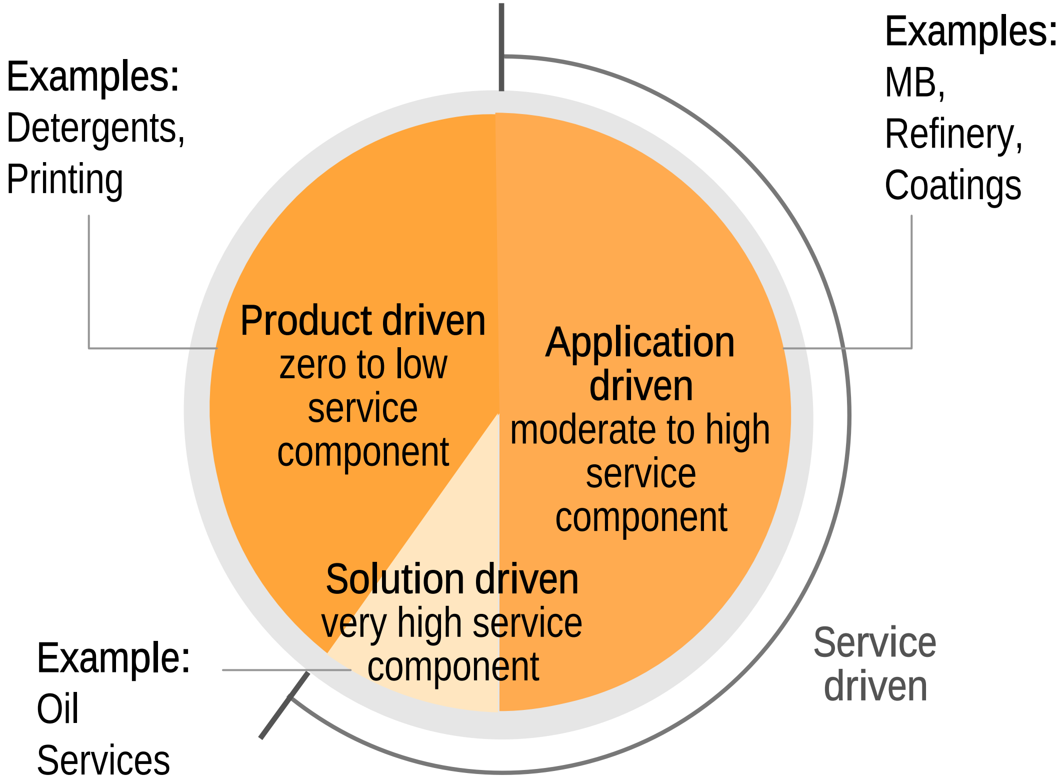
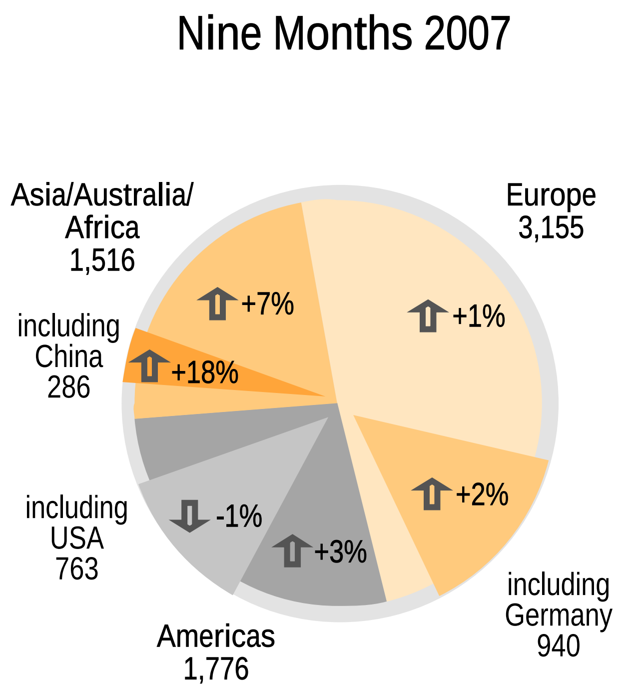
Pricing initiatives showing positive trend in Third Quarter

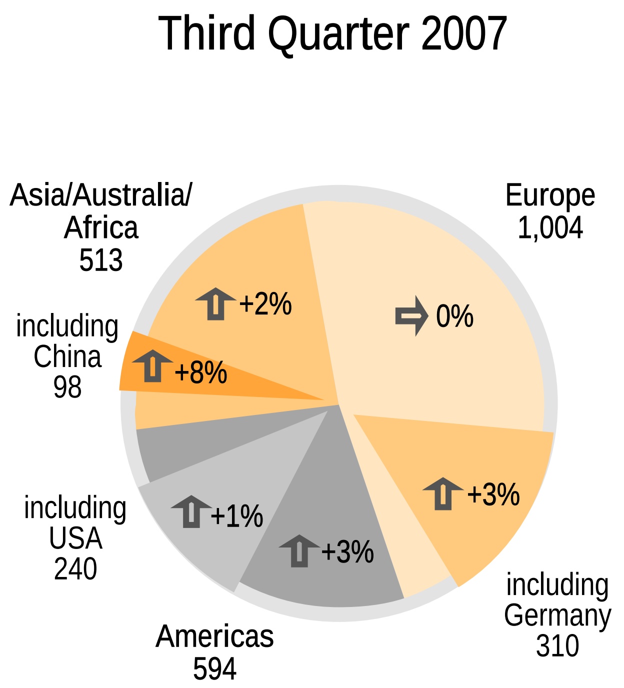
	Raw Material Costs	Pricing trend in Q3	Margin Squeeze
Textile, Leather and Paper	↑	↗	Margin squeeze
Pigments & Additives	↑	→	Margin squeeze
Masterbatches	↗	↗	No margin squeeze
Functional Chemicals	↑	↗	Margin squeeze
Clariant Group	+5%	+1%	1% Margin squeeze

Our commitment on business structure in November 2006



Nine Months 2007 – Regional sales





Total Sales: 6,447 ⇧ +3% Total Sales: 2,111 ⇧ +1%

Continuing sales in CHF mn, ⇧ Organic growth rate in % LC

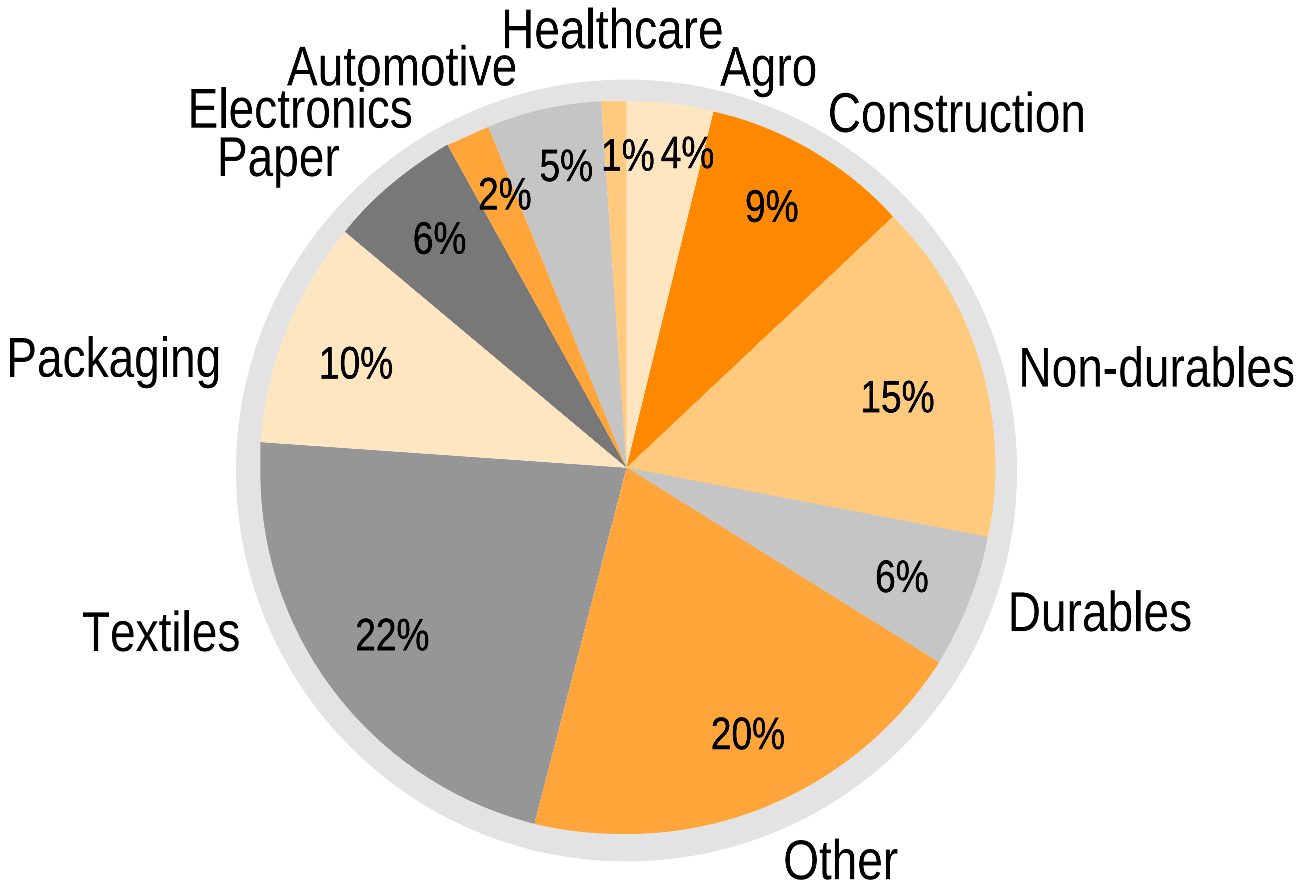
Nine Months 2007 – Cash flow

	Nine Months	
	2007 *CHF mn*	2006* *CHF mn*
Net income	22	-77
Depreciation & amortization	274	434
Other	143	249
Operating cash flow before working capital	**439**	**606**
Change in working capital	-119	-433
Operating cash flow	**320**	**173**
Capital expenditure	-220	-260
Acquisitions, disposals and other	34	70
Cash flow before financing	**134**	**-17**

- Focus on cash flow generation starts to pay off
- Lower inventories and trade receivables
- Further measures to reach industry average net working capital on track

* The presentation of the cash flow statement was changed to provide additional relevant information. Comparative information was reclassified accordingly.

Divisional sales Full Year 2006 in end-user markets



Continued operations

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