



Polymer
Solutions
Connectivity
Solutions

Building &
Infrastructure
Fluor & Energy
Materials

Precision
Agriculture

Investor Presentation

January, 2026

Safe harbor

In addition to historical information, this presentation contains "forward-looking" statements that reflect management's expectations for the future. The words "anticipate," "believe," "expect," "hope," "have the intention of," "might," "plan," "should" and similar expressions generally indicate comments on expectations. The final results may be materially different from current expectations due to several factors, which include, but are not limited to, global and local changes in politics, the economy, business, competition, market and regulatory factors, cyclical trends in relevant sectors; as well as other factors that are highlighted under the title "Risk Factors" in the annual report and other information and filings submitted by Orbia to the Mexican National Banking and Securities Commission (CNBV). The forward-looking statements included herein represent Orbia's views as of the date of this presentation. Orbia undertakes no obligation to revise or update publicly any forward-looking statement for any reason unless required by law.

Key investment highlights

01

Leader across all markets served, committed to harnessing the power of material science and innovation to serve customer needs

02

Investing in differentiated, value-added solutions by leveraging uniquely advantaged positions and maximizing integration across Orbis's organization and value chains

03

Orbis has outlined a plan to generate incremental EBITDA year over year through activities that are under its control and to generate cash, with a priority to reduce debt and strengthen the Company's balance sheet

04

Leveraging vertical integration for supply security, cost efficiencies, and asset utilization across all business groups

05

Assessing opportunities for footprint optimization and portfolio adjustments to sharpen its strategic focus, reduce leverage, and create significant shareholder value



Global imprint and impact

1953

Founded

23,000+

Employees

\$1.7B

Market Cap²

\$7.5B

Revenue

\$1.19B

Adjusted EBITDA¹

15.8%

Adjusted EBITDA Margin¹

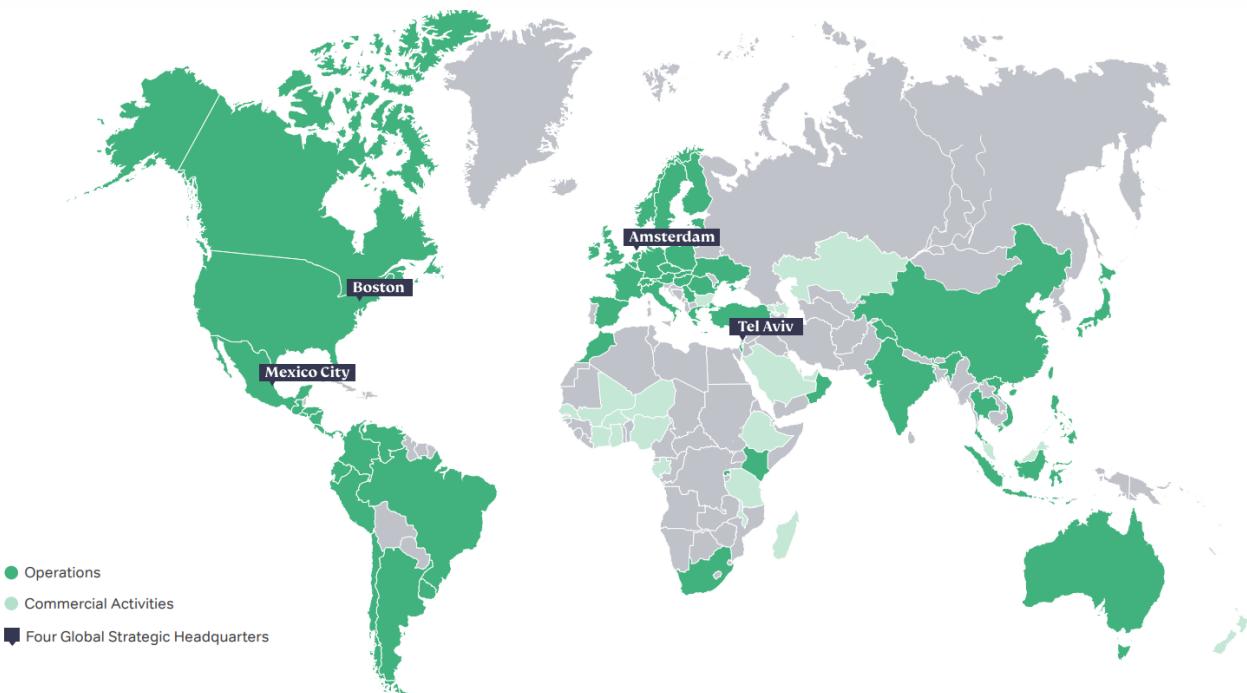
100+ countries

Commercial Footprint

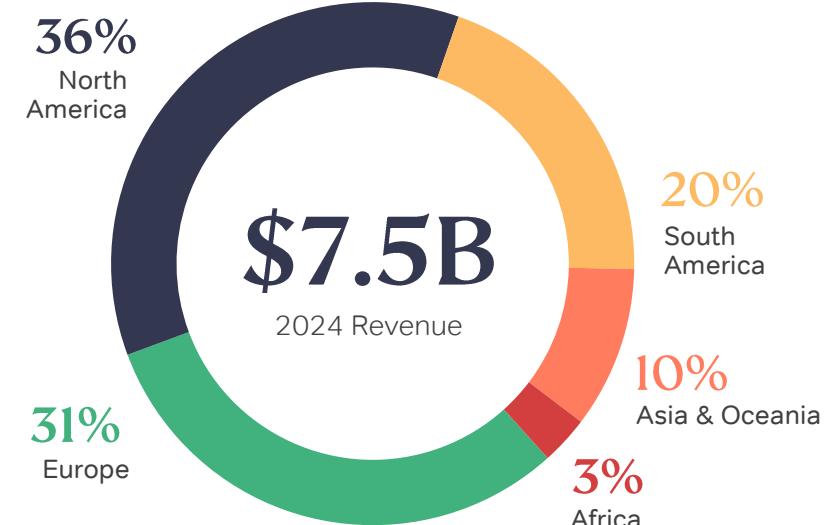
50+ countries

Operations Footprint

Diversified global footprint



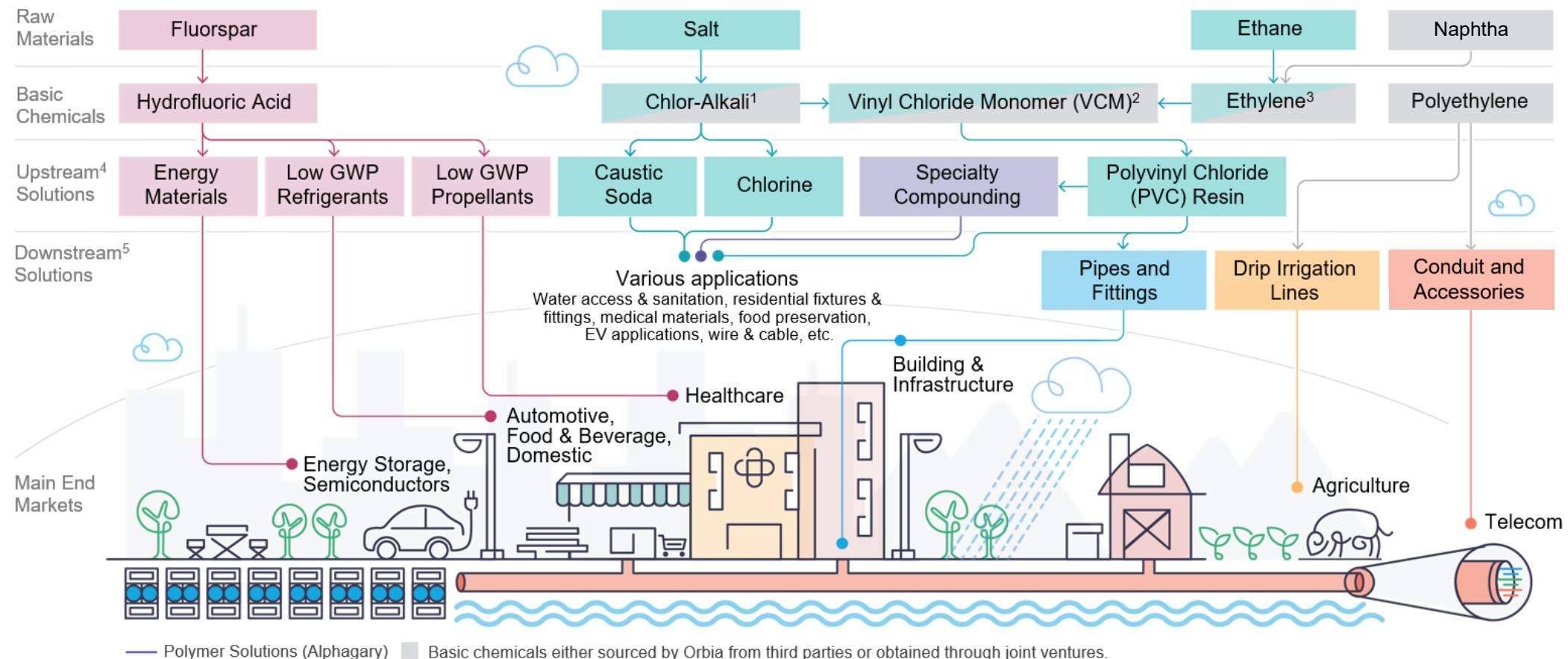
Revenue¹ by region



1. As of 12/31/24; Adjusted EBITDA is EBITDA adjusted for items that have a limited number of occurrences, are clearly identifiable and not reflective of ongoing business performance.

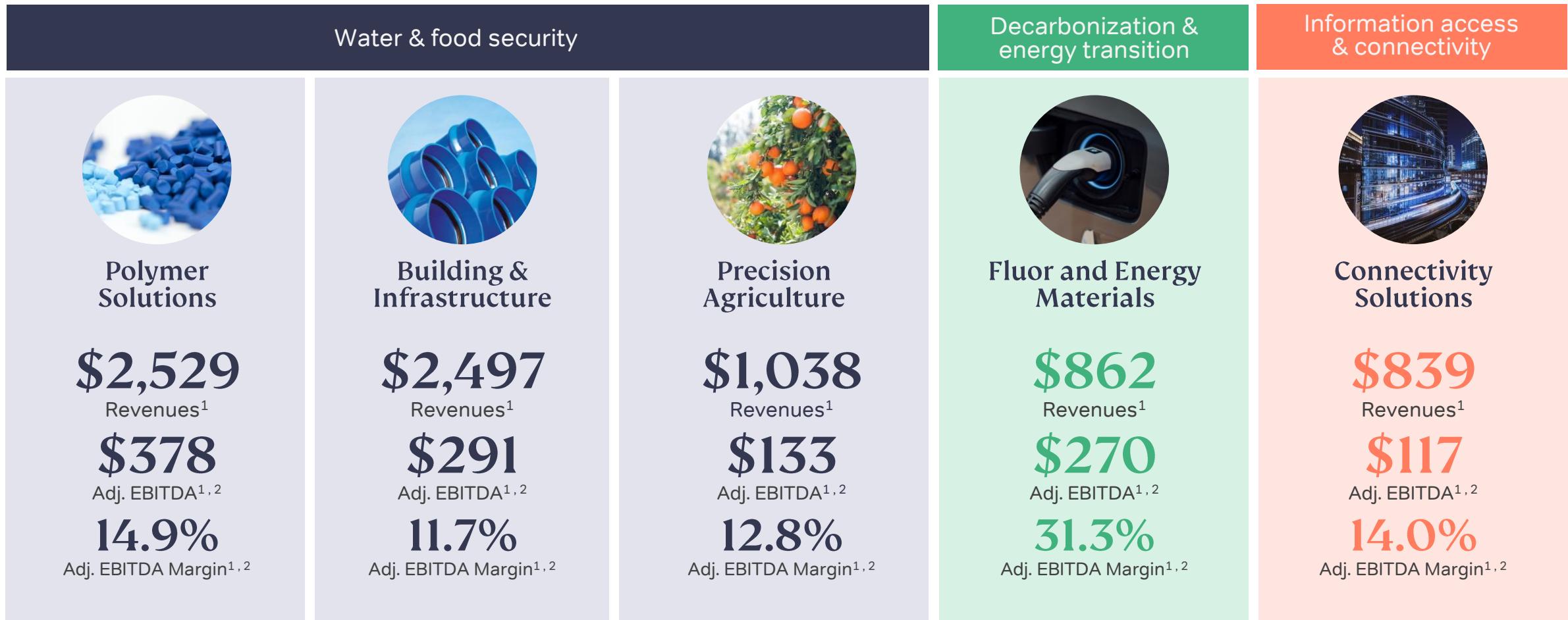
2. Market Cap as of 12/31/25. Source Bloomberg

This is Orbia



1. Chlor-alkali is produced by Orbia and sold to third parties in the Americas, in Europe it is integrated directly into the production process (in the Americas, it is also sourced from a third party to enable the process). 2. Vinyl chloride monomer is manufactured by Orbia in Europe, while in the Americas it is sourced from an external supplier. 3. In Europe, ethylene is derived from naphtha sourced from a third party, while in the Americas ethylene is produced through a JV. 4. Upstream solutions include specialty chemicals and differentiated materials. 5. Downstream solutions displayed include main manufactured products.

Diversified portfolio (FY 2024)



Figures are presented in US\$ millions, unless specified otherwise.

Leading positions across all business groups



Polymer Solutions

#1 Global specialty PVC producer¹

#6 Global general PVC producer²

vestolit
alphagary

Advantaged player in PVC and specialty PVC, serving infrastructure, health and well-being and other industries

Building & Infrastructure

#1 in Europe³

#1 in Latin America³

wavin

Leading global provider of innovative water management solutions for resilient construction

Precision Agriculture

#1

Globally³

NETAFIM™

Global market leader in precision irrigation and sustainable solutions that enable the world's farmers to grow more with less

Fluor & Energy Materials

#1

Global fluorspar producer⁵

orbia Fluor & Energy Materials

1. IHS Markit (PVC – Capacity to produce by Process). 2. IHS Markit (PVC – Capacity to produce by Shareholder) 3. Company estimates

4. Dun & Bradstreet interview with Data Communications sales teams & experts (Mar 2022). 5. S&P Global Fluorspar and Inorganic Fluorine Products report 2024, single source.

Connectivity Solutions

#1

in the U.S.⁴

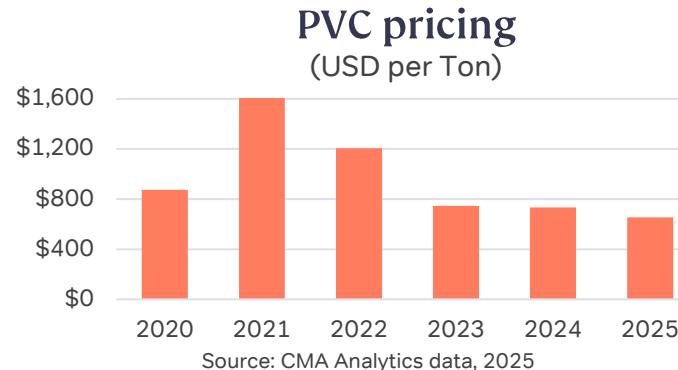
dura-line

Market leader in data network solutions, including conduit and accessories designed to bring connectivity to all

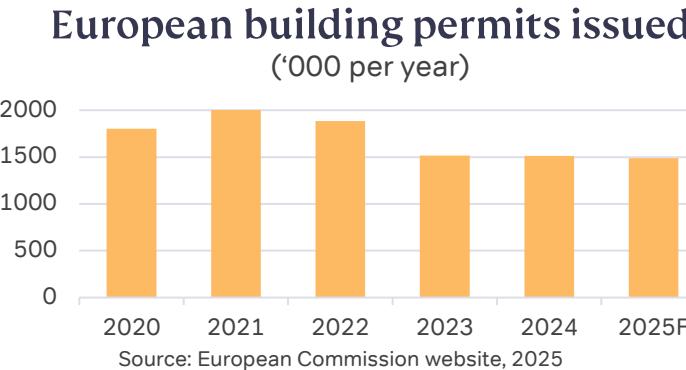
Financial performance

EBITDA impacted by weak market conditions

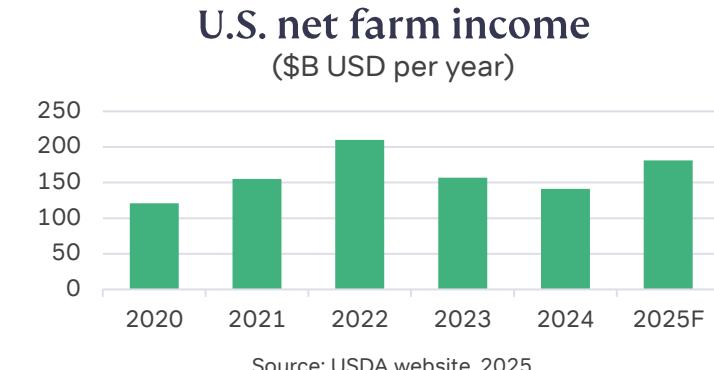
Market headwinds across multiple businesses have contributed to lower performance



- Excess PVC capacity in China and the U.S. leading to increased exports and lower prices globally (**Polymer Solutions**)



- Sustained high interest rates leading to delays in housing and infrastructure investments
- Conflict in Europe driving recession and high energy costs (**Building & Infrastructure**)

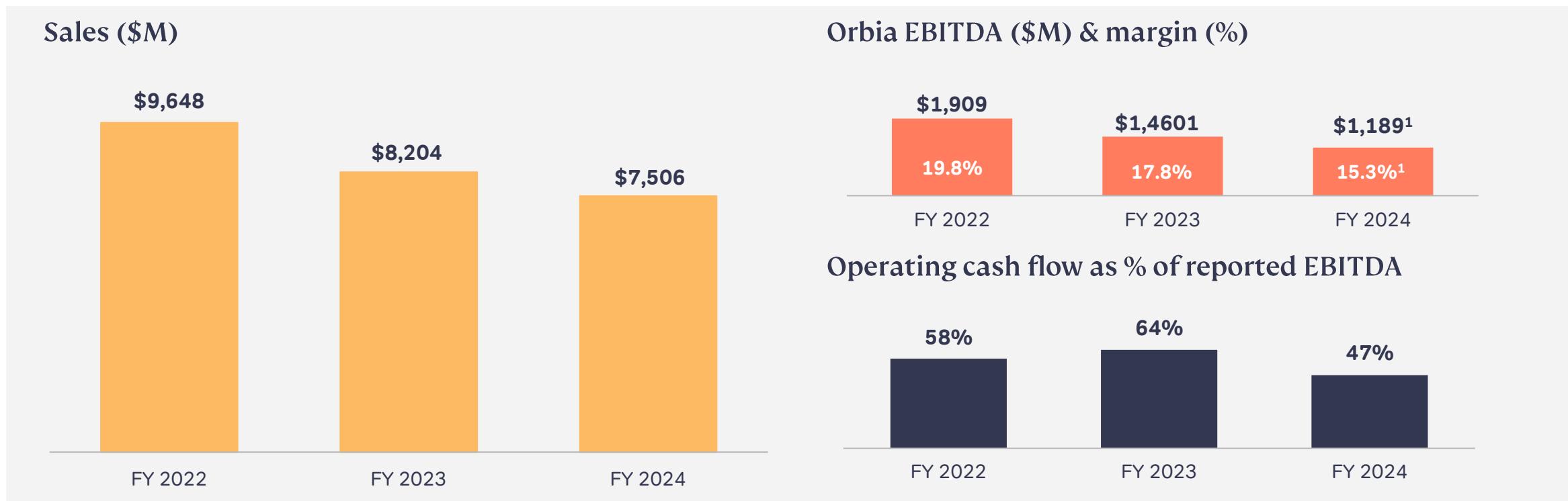


- Net farm income has fallen by ~13% versus 2022 driven by
 - Lower crop prices
 - Higher input costs
 - Rising interest rates**(Precision Agriculture)**

Others:

- F-gas quota reductions in NA negatively affecting volumes, but not yet fully compensated by price increases as experienced in EU (**Fluor & Energy Materials**)
- The U.S. HDPE conduit sector is experiencing surplus capacity, which is causing price pressures for all participants in the market (**Connectivity Solutions**)

Prudent capital structure management focused on improving EBITDA and cash flow generation



Note: EBITDA = net profit, + Income tax (benefit) expense, other income/expense (includes royalties), share of gain of subsidiaries and associates, impairments, finance cost (foreign exchange (gain)/loss, interest expense and interest income, fair value of non-controlling interest, and monetary position (gain) loss), depreciation and amortization.

1. Adjusted EBITDA. Adjusted EBITDA is EBITDA adjusted for items that have a limited number of occurrences, are clearly identifiable and not reflective of ongoing business performance. For FY 2024, reported EBITDA was \$1,097M, with EBITDA margin of 14.6%.

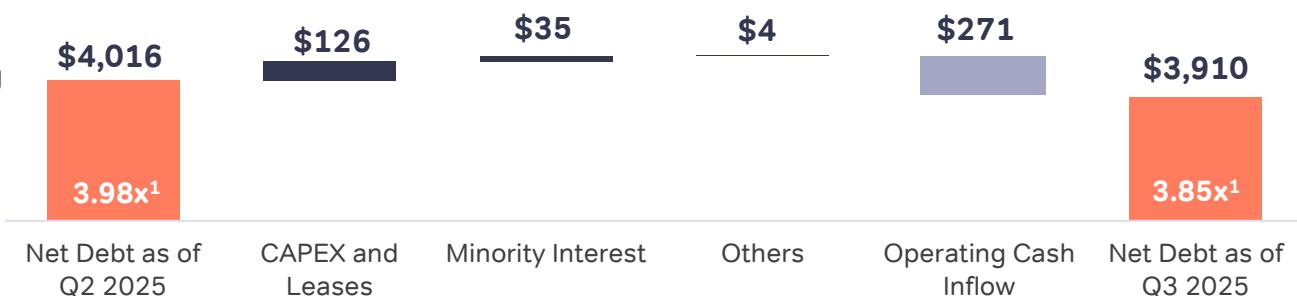
Resilient performance amid challenging markets, with sequential improvement in operating cash flow and leverage



Q3 2025 Highlights

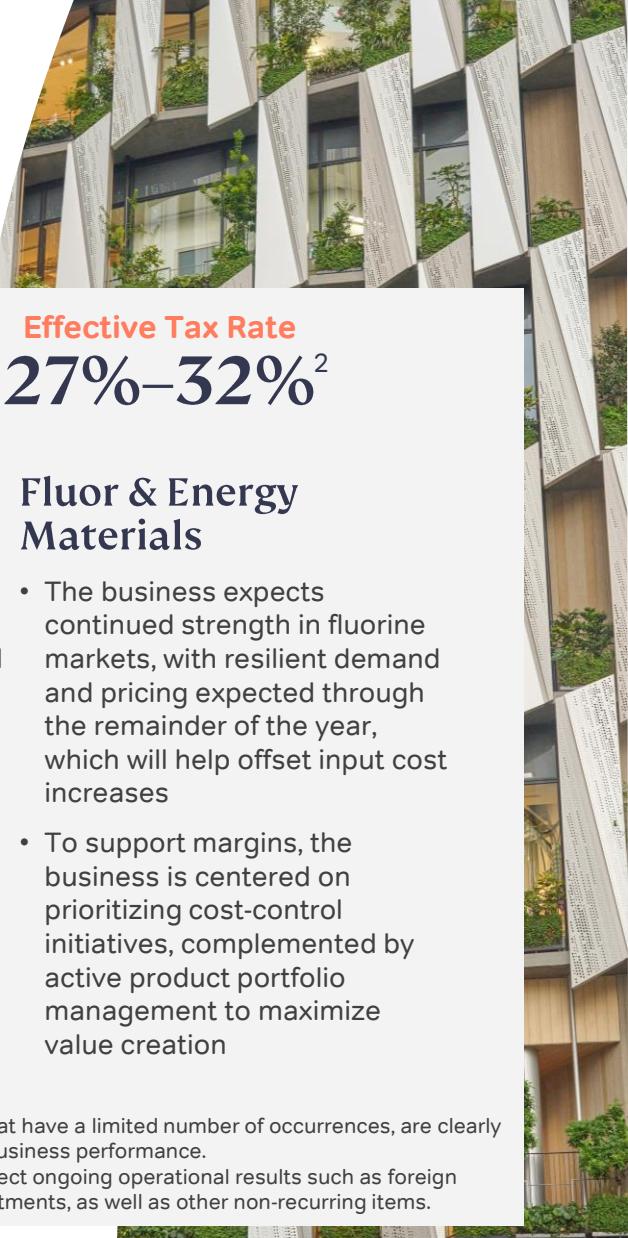
- Operating cash inflow of \$271M decreased by \$12M YoY, and free cash flow of \$144M increased \$2M YoY
- Net debt-to-EBITDA ratio decreased from 3.98x to 3.85x sequentially during the quarter, primarily driven by an increase in cash and in last 12 months EBITDA, offset by a slight increase in total debt. The increase in debt was entirely driven by the appreciation of the Mexican Peso and included a paydown of debt of \$7M
- Net debt-to- adjusted EBITDA for the quarter increased from 3.36x to 3.42x YoY and was lower than the 3.51x ratio at the end of the prior quarter

Improved cash generation and disciplined capital deployment



1. Net-debt-to EBITDA adjusted for items that have a limited number of occurrences, are clearly identifiable and not reflective of ongoing business performance.

Reaffirming 2025 guidance and market outlook



EBITDA
~\$1.10–1.20B¹

Likely falling in the lower half of the range

Polymer Solutions

- Persistent weak market dynamics, driven by excess supply and lower export prices from China and the U.S. are expected to continue for the remainder of the year, alongside rising ethane and ethylene input costs
- While the first half was marked by raw material disruptions and operational issues in derivatives, the business has now stabilized operations and is focused on running at high utilization and to improve profitability and cash management control

Building & Infrastructure

- The business anticipates modest growth driven by new product launches and margin expansion
- This growth is expected despite persistently challenging market conditions in Western Europe and Mexico
- To navigate this environment, the business remains intensely focused on realizing operational cost efficiencies to further improve profitability

CAPEX
~\$400M

Precision Agriculture

- Market conditions are expected to remain stable to slightly improving, supported by continued positive momentum in Brazil and the U.S.
- The Company anticipates continued strong performance in parts of Latin America and from projects in Africa
- The business will remain focused on driving growth through deeper penetration in extensive crops, while maintaining a consistent emphasis on cost management and working capital improvements

Connectivity Solutions

- The business expects continued volume growth throughout the year, supported by sustained momentum in network deployment, datacenter demand, and investment in the power sector
- Profitability is set to grow, driven by the benefits of cost-saving initiatives and higher facility utilization

Effective Tax Rate
27%–32%²

Fluor & Energy Materials

- The business expects continued strength in fluorine markets, with resilient demand and pricing expected through the remainder of the year, which will help offset input cost increases
- To support margins, the business is centered on prioritizing cost-control initiatives, complemented by active product portfolio management to maximize value creation

1. Expected EBITDA adjusted for items that have a limited number of occurrences, are clearly identifiable and not reflective of ongoing business performance.

2. Excluding discrete items that do not reflect ongoing operational results such as foreign exchange rate changes and inflation adjustments, as well as other non-recurring items.

Actions to improve earnings power and strengthen balance sheet

Cost savings initiatives implemented to deliver a total of ~\$250M¹/year by 2027

\$169M/year contributed as of Q3 2025, with incremental savings of ~\$81M/year by 2027

Manufacturing cost reductions

- ✓ Optimizing assets in the Americas and Europe, across several businesses
- ✓ Pursuing supply chain and logistics efficiencies
- ✓ Introducing innovations that enable lower raw material costs
- ✓ Simplifying portfolio through SKU rationalization
- ✓ Improving plant efficiency

SG&A cost reductions

- ✓ Decreasing SG&A costs across businesses and functions
- ✓ Collapsing regional substructures to reduce costs and improve efficiencies
- ✓ Exploring development of global capability centers in low-cost regions for IT and other functions
- ✓ Simplifying corporate and administrative structures

1. Roughly 50/50 split between SG&A and Manufacturing with SG&A benefits achieved earlier.

Figures are presented in US\$ millions, unless specified otherwise.

Completed growth investments to deliver returns in near term

Orbia expects ~\$150M+/year in incremental EBITDA from largely completed growth projects ramping up from 2025 to 2027

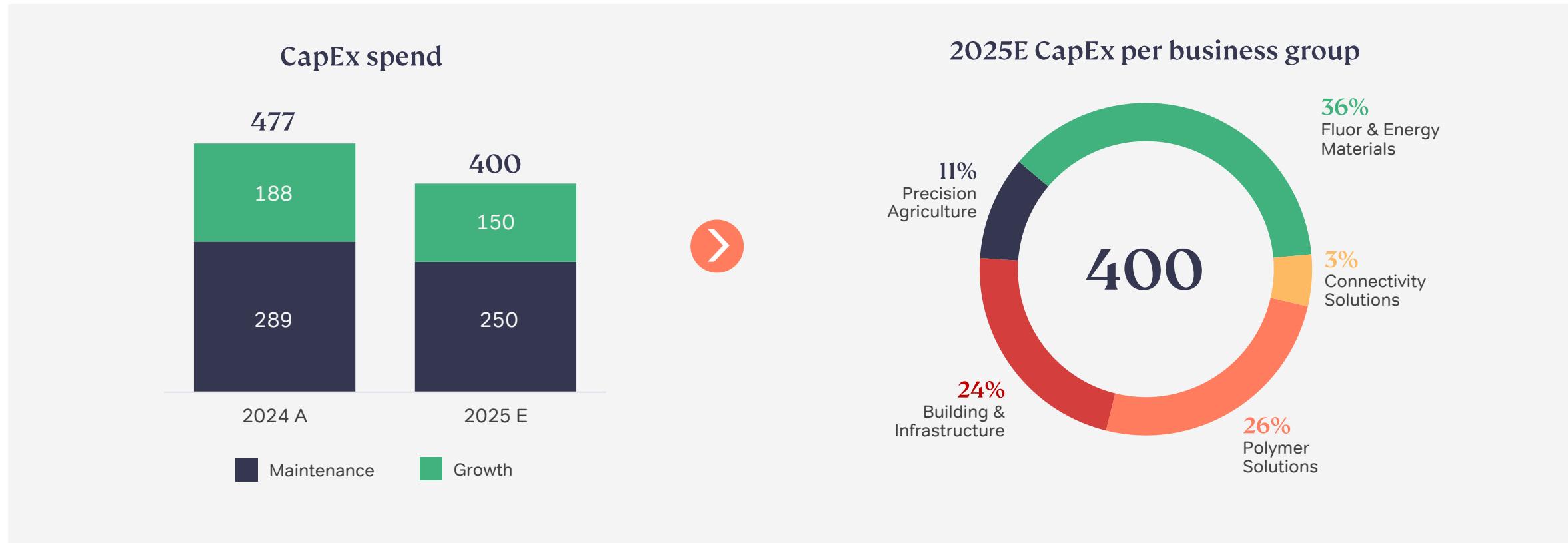
Business Group	Key growth projects	2027 expected EBITDA
Polymer Solutions	<ul style="list-style-type: none">Specialty PVC capacity developmentSemiconductive and halogen-free wire & cable compounding solutions	\$30M+
Building & Infrastructure	<ul style="list-style-type: none">Sewer system components, biaxially-oriented PVC pipes, push-fit fittings, among othersFootprint expansion into new markets	\$40M+
Precision Agriculture	<ul style="list-style-type: none">Footprint expansion into new markets like North AfricaDigital farming solutionsWorld's first pressure compensated thin-wall drippers	\$25M+
Fluor & Energy Materials	<ul style="list-style-type: none">Low-GWP medical propellants & refrigerantsSynthetic metallurgical fluorsparCustom electrolyte production for batteries	\$25M+
Connectivity Solutions	<ul style="list-style-type: none">Capacity expansion in North AmericaNew power, data center and aerial network solutionsNetwork services and software solutions	\$30M+



Figures are presented in US\$ millions, unless specified otherwise.

Reduce capital expenditures to ~\$400M for 2025 and \$400M for 2026

Focused on safety, asset integrity and highly selective growth projects with CapEx/EBITDA < 3x



Figures are presented in US\$ millions, unless specified otherwise.

Market recovery could deliver \$250-500M+ per year incremental earnings through improved utilization and pricing

Interest rate reductions positively benefit all businesses

Business Group	Drivers for market recovery	Specific factors improving earnings power	Incremental EBITDA impact
Polymer Solutions	<ul style="list-style-type: none">Demand recovery and PVC capacity consolidation will drive higher pricesCompounds growth in data center wire & cable, medical applications and EVs	<ul style="list-style-type: none">\$100–300/T increase in PVC priceCaustic price recovery (\$50–100/T)	\$100–300M
Building & Infrastructure	<ul style="list-style-type: none">Recovery and growth due to low housing stock globallyRamping demand for urban climate resilience solutions	<ul style="list-style-type: none">15–25% demand recovery	\$50M–80M
Precision Agriculture	<ul style="list-style-type: none">Recovery of farmer/grower incomesResource scarcity (water, labor, energy) to drive drip irrigation adoption	<ul style="list-style-type: none">Recovery in high value crop prices improving demand and mix	\$30M–50M
Fluor & Energy Materials	<ul style="list-style-type: none">Tightening in fluorine value chain with growth in new applicationsDemand for Inflation Reduction Act-compliant materials	<ul style="list-style-type: none">Increase in U.S. refrigerant pricing after quota reductionIncrease in Fluorspar/HF prices	\$30M–50M
Connectivity Solutions	<ul style="list-style-type: none">AI/cloud data center and energy grid infrastructure investments	<ul style="list-style-type: none">10–20% margin improvement with market recovery	\$50M–100M

Figures are presented in US\$ millions, unless specified otherwise.

As of Q3 2025

Update on actions to improve earnings power and strengthen the balance sheet

Initiative	Update	Expected contribution
Cost savings	<ul style="list-style-type: none">Cost reduction program reached \$169 million in cumulative annual savings compared to 2023This represents 68% of the Company's target to reach a savings level of \$250 million per year by 2027	~\$250M/year by 2027
Completed growth investments	<ul style="list-style-type: none">The contribution from recently completed organic growth investments, which are primarily focused on new product launches and capacity expansions, reached approximately \$35 million of EBITDA year to dateThe goal is to achieve \$150 million in incremental EBITDA per year from these investments by 2027	~\$150M/year by 2027
Non-core asset sales	<ul style="list-style-type: none">Signed agreements that have generated net proceeds of approximately \$83 million from non-core asset divestments as of the end of Q3 2025, exceeding full-year target of \$75 millionContinue to aim for total proceeds of approximately \$150 million by the end of 2026	~\$150M in total by 2026



Leverage profile

Net Debt/Adjusted EBITDA

- The sequential quarter decrease is consistent with the normal seasonal pattern
- \$3.9B in debt balance, net of cash

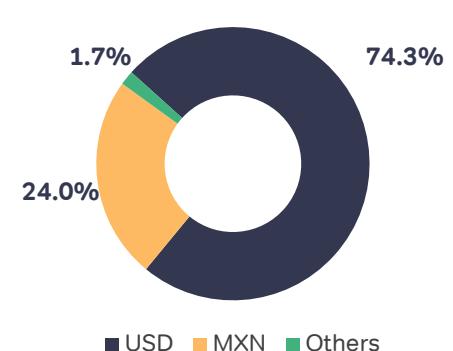
Committed bank facility

- Ample liquidity with \$1.4B available under a committed revolving credit facility, fully undrawn

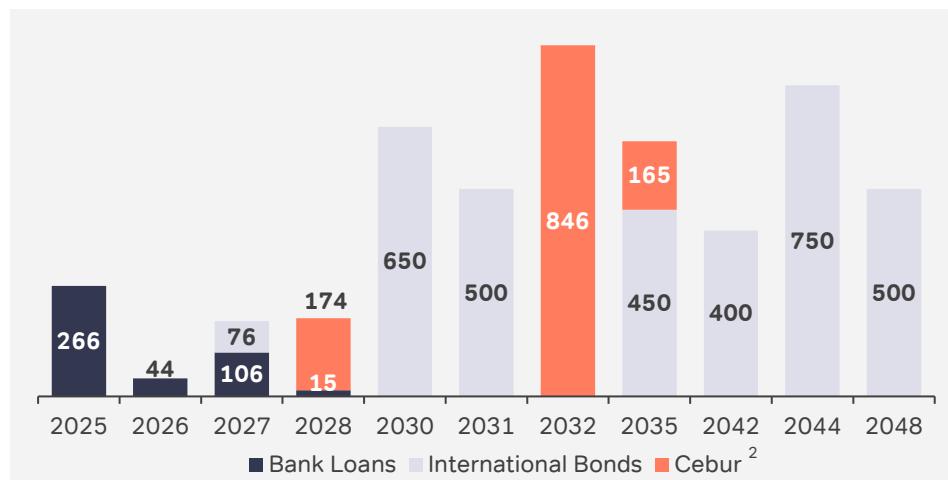
Credit ratings (outlook)

- Moody's: Ba1 (negative)
- S&P: BBB- (negative)
- Fitch: BBB- (stable)

Debt by currency



Debt maturities (\$M)¹



Net Debt-to-EBITDA



5.78%

Average cost of debt⁴

10.43
years

Average LT debt maturity

1. As of end of Q3 25. Closing FX \$18.3825.

2. Mexican local bonds.

3. EBITDA excludes items that have a limited number of occurrences, are clearly identifiable and not reflective of ongoing business performance.

4. Weighted average cost of debt, in USD swapped from local currencies.

Our Business Groups



Polymer
Solutions

V vestolit

alphagary

Addressing customer needs and global challenges

Creating exceptional value:

- PVC is a cost-efficient and durable polymer, ideal for long-life applications
- PVC offers many difficult-to-replace properties for critical uses, especially in medical applications
- Heritage in PVC compounding has widened to include many other polymers (PO, TPE, TPU, CPE, EVA), offering customers a diverse and distinctive portfolio
- Additives (plasticizers and stabilizers) enhance performance characteristics, enabling PVC to meet a wide range of requirements
- Derivatives are essential for various industries such as water treatment, cleaning agents and food preservation

A culture of continual innovation:

- Materials address critical end uses from clean water to transport to healthcare
- Vertical integration secures supply and provides a platform for innovative development
- Sustainability targets are realized through collaboration and supply chain innovation

Population Growth

10B

people are expected to live on Earth by 2050—25% more than today¹

Urbanization

67%

of the world population will be living in urban areas by 2050, compared to 58% today²

Life Expectancy

77

by 2050, compared to 72.5 years today¹

1. United Nations, World Population Prospects, 2024.

2. United Nations, Department of Economic and Social Affairs, Population Division, World Urbanization Prospects: The 2025 Revision

Our Business Groups



Building & Infrastructure

Addressing customer needs and global challenges

Future-proofing communities through holistic water management:

- Creating a safe and efficient water supply that reduces disease and health risks
- Designing more efficient, sustainable and comfortable buildings
- Protecting cities from floods, drought, biodiversity loss and heat stress
- Creating sanitation and sewer solutions to support growing populations

Water loss

25%

of Europe's water is lost due to leakages¹

Urbanization

33%

of energy is consumed by buildings³

Sanitation

46%

of the people in the developing world lack access to basic sanitation²



1. European Commission Environmental Department analysis, 2025.

2. UN World Water Development Report, 2025.

3. International Energy Agency, The Breakthrough Agenda Report 2025.

Our Business Groups



Building & Infrastructure

We advance life around the world by building healthy, sustainable environments

Safe and efficient water supply



Water distribution solutions:
Delivering high-quality utility distribution networks



Hot and cold water solutions:
Ensuring reliable day-to-day water supply in buildings

Better sanitation and hygiene



Soil and waste solutions:
Providing cost-efficient, reliable and easy to install systems for the discharge of in-house wastewater



Foul water solutions: Offering pipe systems, manholes and inspection chambers to secure leakage-free transport of wastewater

Urban climate resilience



Solutions for stormwater management and climate events, with a complete portfolio to catch, transport, filter, infiltrate, attenuate and reuse rainwater

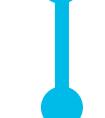
Improved building performance



Indoor climate solutions that enhance comfort while minimizing environmental impact



Solution provider for energy efficient heating, cooling and ventilation



Fully-integrated solution via one central control platform across applications





Addressing customer needs and global challenges

Providing end-to-end solutions for farmers to answer different agricultural challenges:

- Advanced irrigation and fertigation products and solutions
- Digital farming
- Agriculture projects
- Controlled environment agriculture—greenhouse turnkey projects

Precision agriculture helps farmers grow more with less:

- Increases crop yields
- Improves crop quality
- Decreases water usage
- Reduces carbon footprint
- Minimizes fertilizer usage
- Lowers energy usage

Water use

70%

of the world's freshwater use is from agriculture¹

Water waste

75%

of arable land has inefficient water use¹

Urbanization

50%

more food will need to be grown by 2050 to meet the needs of the planet's population²

1. 2024 UN World Water Development Report: Water for Prosperity and Peace.

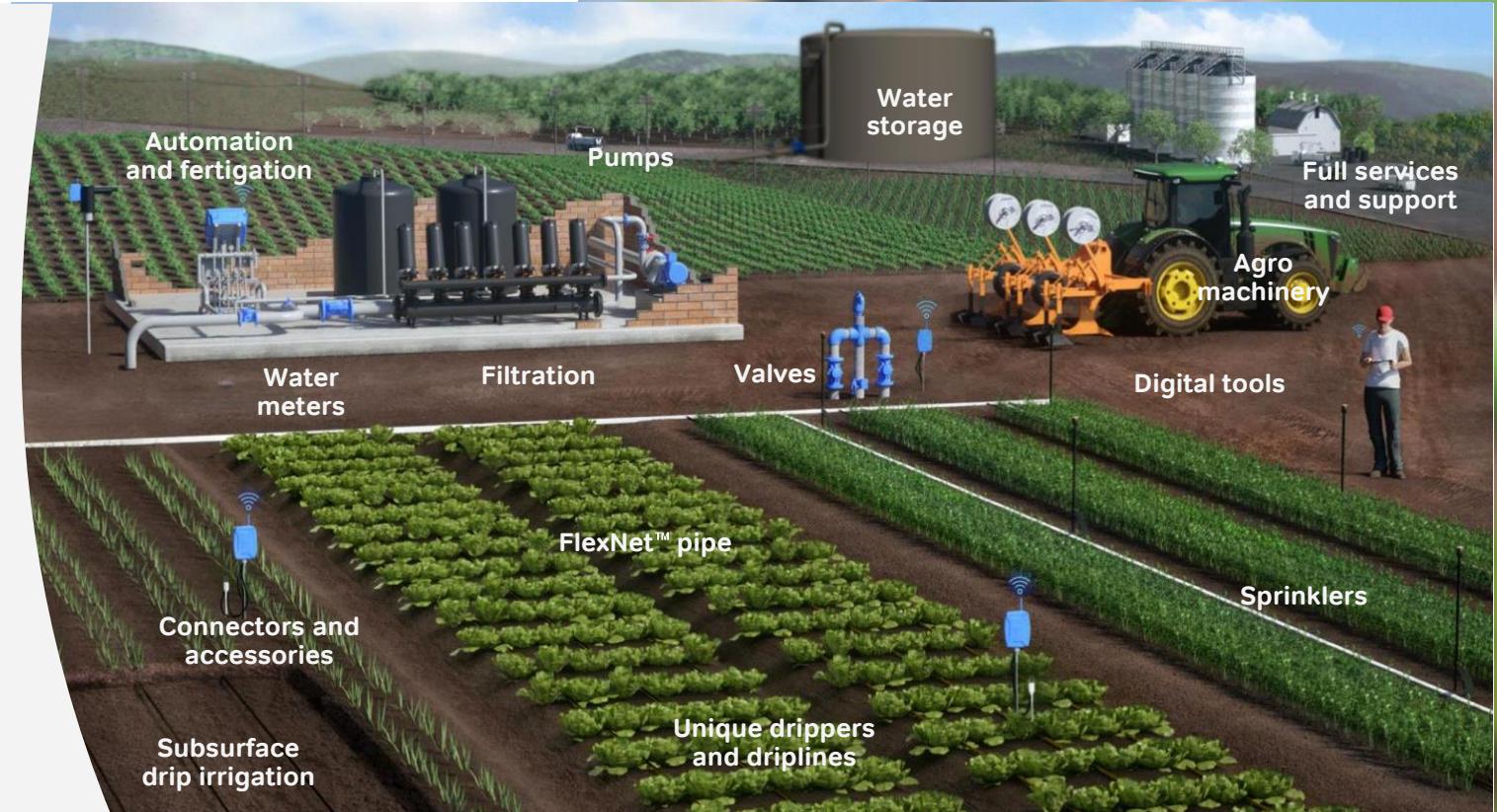
2. Food and Agriculture Organization of the United Nations (FAO) Reports—The State of the World's Land and Water Resources for Food and Agriculture, 2025.

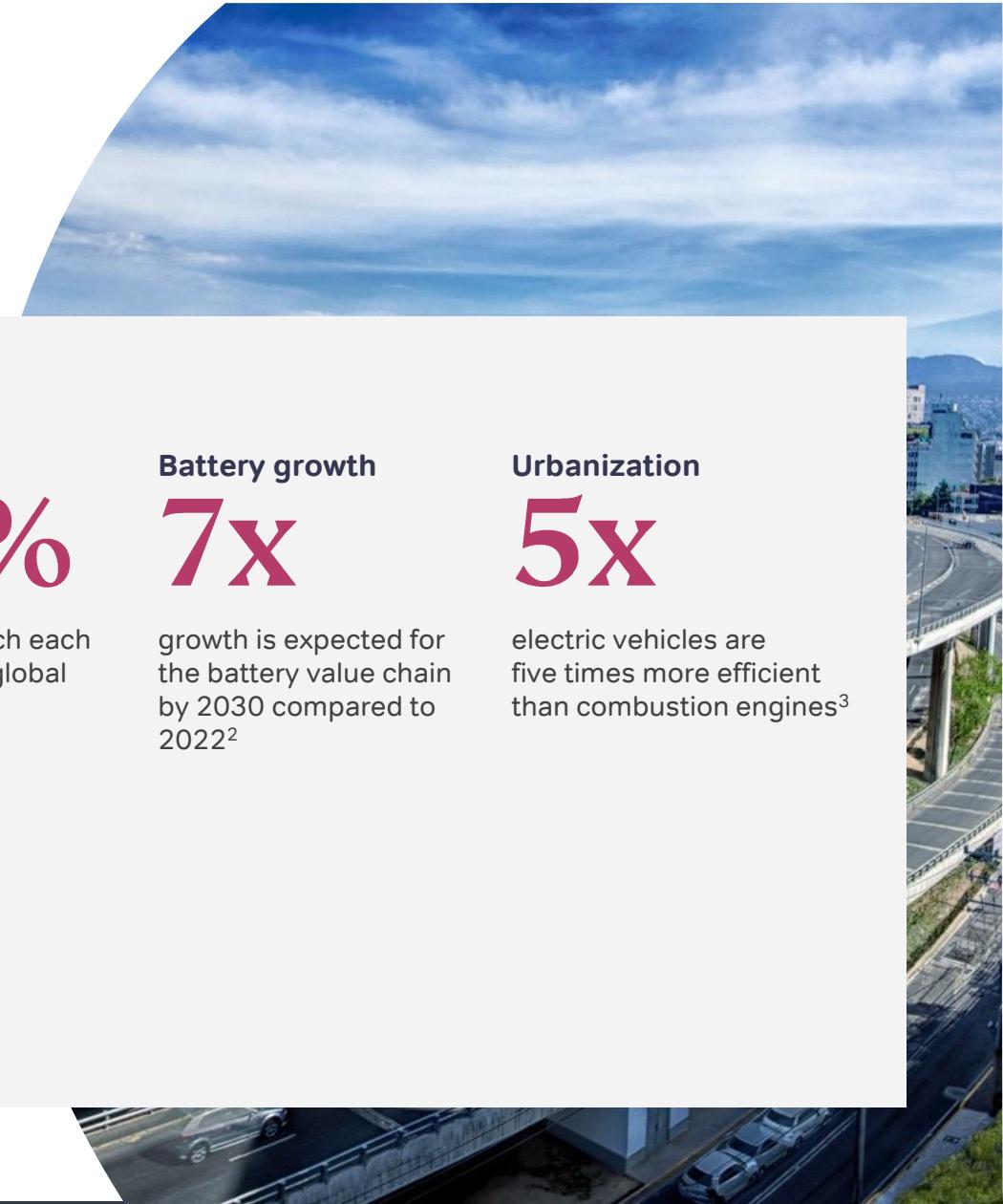


Sustainable competitive advantages with full end-to-end solutions

Providing a broad portfolio of end-to-end integrated precision agriculture solutions that span from water source to root zone

Enables farmers to have precise, automated control over every detail of a farm, and deeper insights into crop health, soil conditions and yield performance





Addressing customer needs and world challenges

Fluorine enhances everyday lives:

- Energy-efficient cement and steel production
- Cooling and refrigeration
- Pharmaceuticals
- Energy materials
- Coating for telecom cables
- Displays and chips for consumer electronics such as phones
- Solar panel protection

Leading decarbonization innovation:

- Transition minerals into engineered raw materials for a circular economy
- Low GWP refrigerant gases and medical propellants
- Localized, vertically integrated and secure supply chain for lithium-ion batteries with strong U.S. manufacturing presence
- Technology development for battery recycling and custom electrolytes to improve battery performance

Decarbonization

20.4%

rate the world must reach each year until 2050 to limit global warming to 1.5° C¹

Battery growth

7x

growth is expected for the battery value chain by 2030 compared to 2022²

Urbanization

5x

electric vehicles are five times more efficient than combustion engines³

1. PwC Net Zero Economy Index 2024.

2. McKinsey Battery Insights Demand Model 2023.

3. National Renewable Energy Laboratory 2023 report.

Fluorine is a Critical Material Enabling Energy Transition

The energy storage market

>20%

CAGR

Lithium-ion battery market will grow with electric vehicle and stationary storage demand

~30kg¹

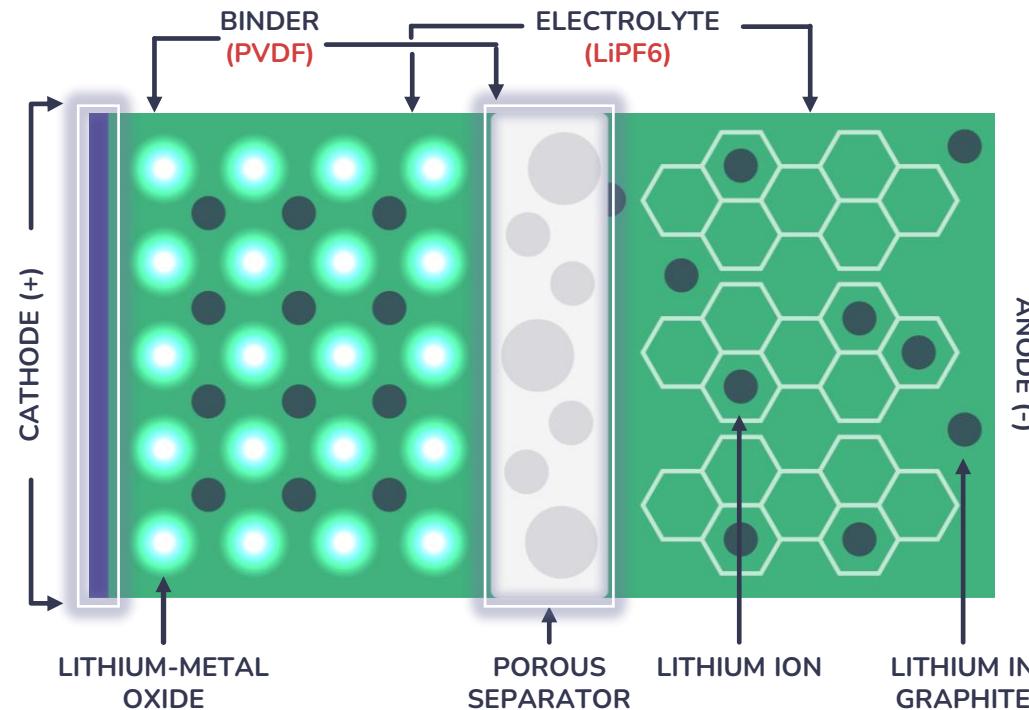
per electric vehicle

Each electric vehicle creates demand for 30kg of acidspars

3.5 Terawatt hours LiB capacity by 2030 equates to 1.4 million MT acidspars, **>25% of current acidspar supply**

1. Based on 100kWH battery

Lithium-ion battery



The element fluorine is used in:

- The electrolyte that enables lithium ions to move (LiPF6)
- The cathode and the separator as the binder (PVDF)
- Specialty additives for improved battery performance

Addressing customer needs and global challenges

HDPE conduit provides scalable, efficient solutions:

- Advanced protection for cables resistant to natural and mechanical damage
- Excellent performance in cold weather
- Scalable solutions support network upgrades
- Supports climate-friendly and power efficient fiber

Foundational infrastructure to provide worldwide connectivity:

- Smart cities
- Multiple-dwelling units and fiber to the home
- Rails, tunnels and long-distance connection
- Fiber optic sensing and transportation monitoring
- Data centers and airports
- 5G and distributed antenna systems

Funding

\$42.5B

in government funding for fiber is available in the U.S.¹

Connectivity

2.2B

people in the world remain offline in 2024²

Urbanization

85%

of urban dwellers use the internet²

1. Broadband Equity, Access, and Deployment (BEAD) Program, 2025.

2. International Telecommunication Union 2025 Facts and Figures Report.

Addressing customer needs and global challenges

- 50 years of market leadership and innovation
- Global presence, strategically aligned with high-growth markets
- Relationship-driven support and solutions serving largest telecom and data providers in the world⁶

Salesforce and project specialist employees¹

200+

largest, most sophisticated among peers

Average relationship tenure

15+ years with largest telecom providers⁴

Global footprint²

#1

21 manufacturing locations in highest value markets with close proximity to customers³

Net promoter score

56 top quartile of peer group⁵, enabled by reliability of supply, high quality products and best-in-class customer support

15 of top 20 largest telecom companies

75%

in the U.S. and Europe have relationships with Orbia Connectivity Solutions

1. All figures as of 12/31/24.

2. Orbia estimates

3. The number of sites per business group may differ from other sources due to accounting factors, such as shared facilities between or within business groups, various operational units within the same complex and sites that are no longer active.

4. Largest telecom providers defined as the top 20 North America and Europe telco and cable providers by number of subscribers.

5. Network and other communications equipment net promoter score 2025 benchmarks (Customer Guru).

6. Excluding China.





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Orbia is a company driven by a shared purpose: to advance life around the world. The five Orbia business groups have a collective focus on expanding access to health and well-being, reinventing the future of cities and homes, ensuring food, water and sanitation security, connecting communities to information and enabling the energy transition with basic and advanced materials, specialty products and innovative solutions.