



# Purpose-Driven. Customer-Focused. Addressing World Challenges.

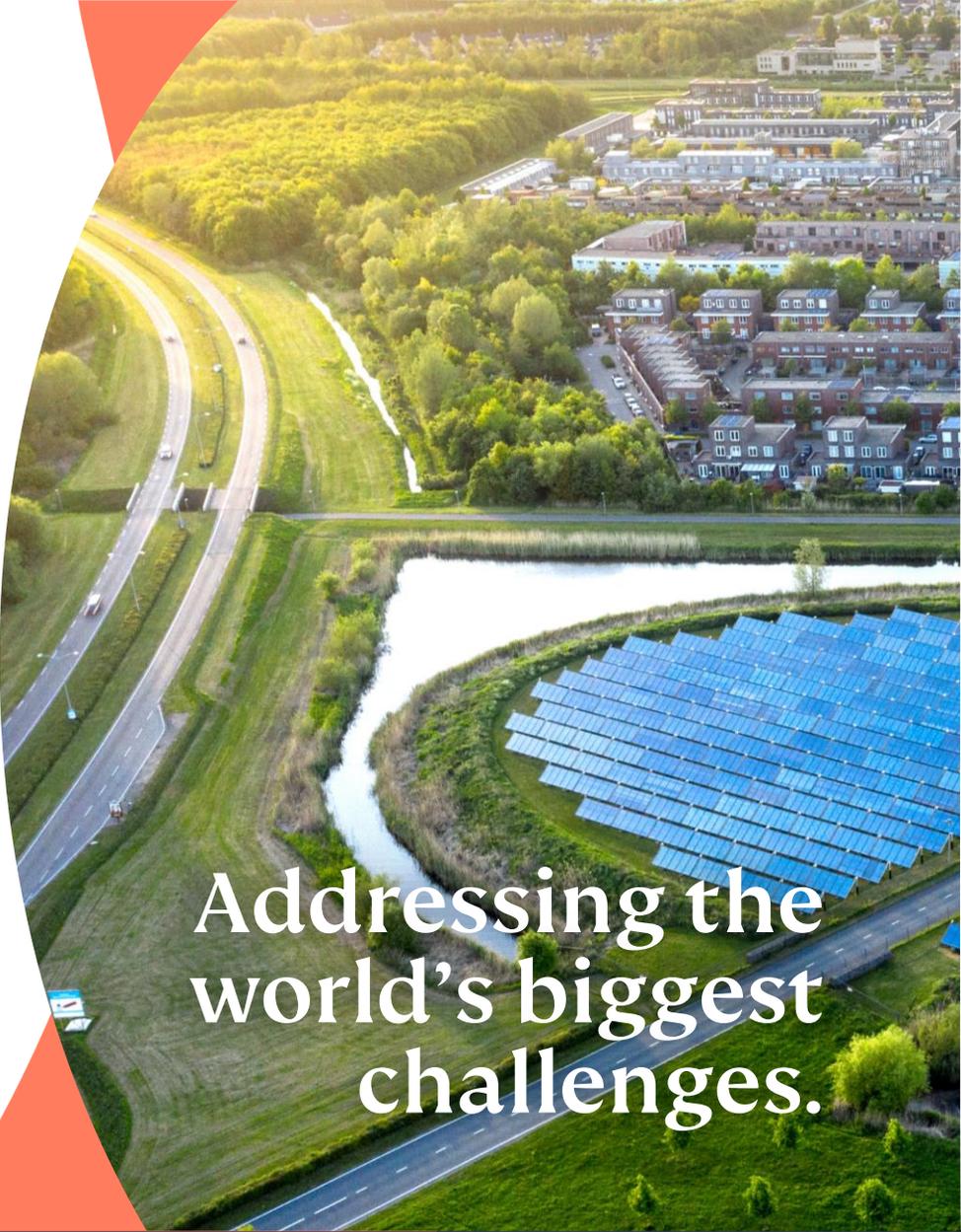
March 2024

# 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 Messages

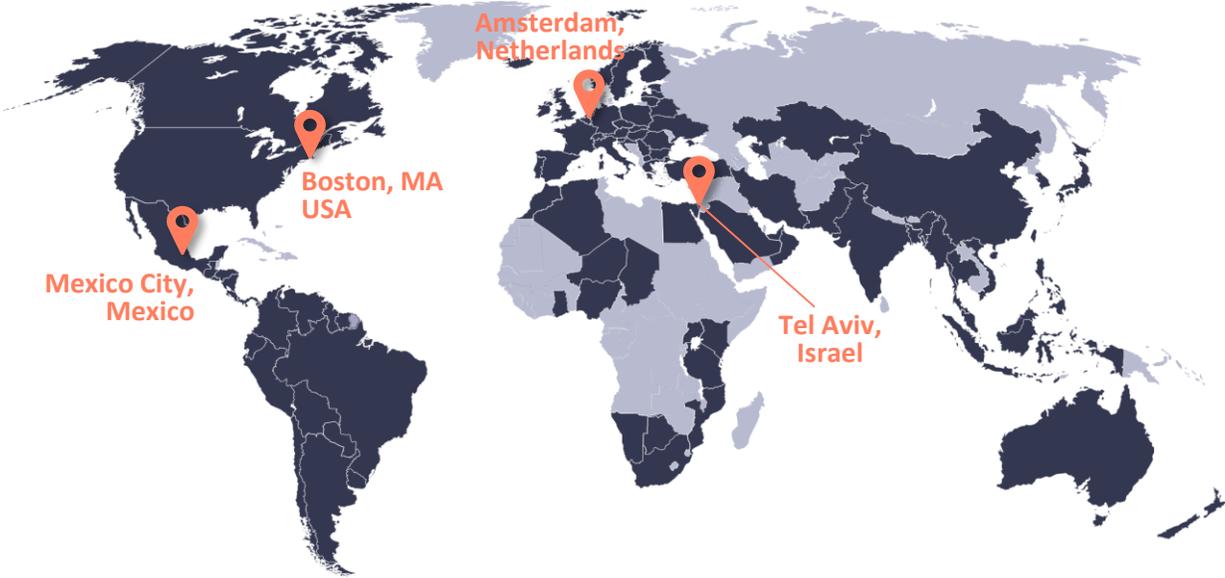
- 01** Harnessing the power of material science and innovation **to serve customer needs**, address world challenges and provide sustainable solutions
- 02** Investing in **profitable growth**, leveraging our **uniquely advantaged position** to bring differentiated solutions to market
- 03** **Maximizing the value of integration** across Orbia and the value chains we participate in
- 04** Creating value as **good stewards of capital** and disciplined operators
- 05** Delivering **double-digit earnings growth** and returns to shareholders through stable, growing dividends

An aerial photograph of a sustainable community. In the foreground, a large array of blue solar panels is installed on a grassy slope. A winding river flows through the center, bordered by green grass. To the left, a multi-lane road curves through the landscape. In the background, a residential neighborhood with brick houses is visible, surrounded by lush green trees. The scene is captured in bright, natural light, suggesting a clear day.

Addressing the world's biggest challenges.

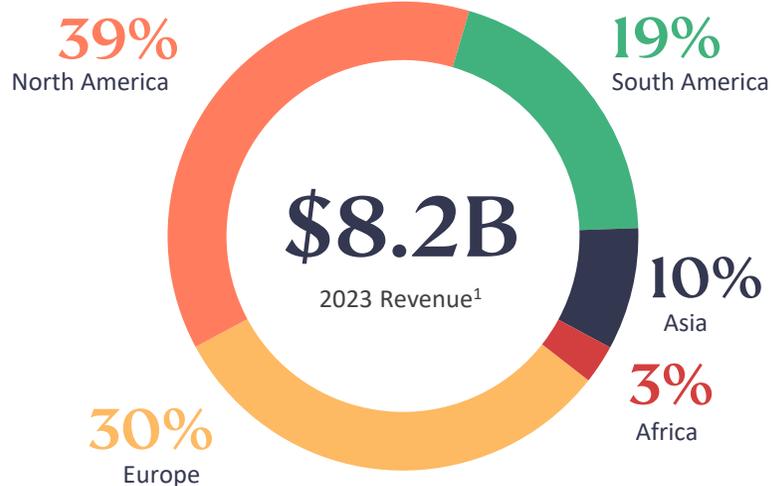
# Global Imprint and Impact

Diversified global footprint



■ Operations and Commercial Activities    📍 4 Global Strategic Hubs

Revenue<sup>1</sup> by region



**ORBIA**  
Mexican Stock Exchange (BMV)

**1953**  
Founded

**+24,000**  
Employees

**US \$4.4B**  
Market cap<sup>2</sup>

**US \$1.5B**  
EBITDA<sup>1</sup>

**17.8%**  
EBITDA margin<sup>1</sup>

**US \$931M**  
Operating Cash Flow<sup>1</sup>

**+100 Countries**  
Commercial footprint

**+50 Countries**  
Operations footprint

1. As of 12/31/23    2. Market Cap as of 12/31/23



# Customer-Focused and Addressing World Challenges

Enabling health and well-being worldwide



**Water & Food Security**



**Decarbonization & Energy Transition**



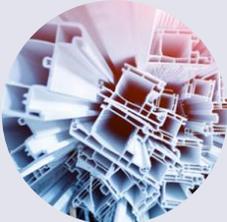
**Information Access & Connectivity**

**Other**

	Water & Food Security	Decarbonization & Energy Transition	Information Access & Connectivity	Other
<b>2023 EBITDA Share</b>	46%	19%	19%	15%
<b>2029<sup>1</sup> Plan EBITDA Share</b>	45%	25%	20%	10%

1. Includes full contribution of PVC expansion project

# Leading Positions Across all Businesses

Water & Food Security			Decarbonization & Energy Transition	Information Access & Connectivity
 <p><b>Polymer Solutions</b></p> <p>Advantaged player in PVC and specialty PVC, serving water, infrastructure, health and well-being, and other industries</p> <p><b>\$2,699</b> Revenues<sup>1</sup></p> <p><b>\$382</b> EBITDA<sup>1</sup></p>	 <p><b>Building &amp; Infrastructure</b></p> <p>Leading global provider of innovative water management solutions for climate-resilient construction</p> <p><b>\$2,678</b> Revenues<sup>1</sup></p> <p><b>\$284</b> EBITDA<sup>1</sup></p>	 <p><b>Precision Agriculture</b></p> <p>Global market leader in precision irrigation and other solutions that enable the world's farmers to grow more with less</p> <p><b>\$1,063</b> Revenues<sup>1</sup></p> <p><b>\$118</b> EBITDA<sup>1</sup></p>	 <p><b>Fluor and Energy Materials</b></p> <p>Largest global fluorspar provider with fluorine-based products for applications from medicine to refrigeration to energy storage</p> <p><b>\$918</b> Revenues<sup>1</sup></p> <p><b>\$354</b> EBITDA<sup>1</sup></p>	 <p><b>Connectivity Solutions</b></p> <p>Market leader in data network solutions, including conduit and accessories designed to bring connectivity to all</p> <p><b>\$1,125</b> Revenues<sup>1</sup></p> <p><b>\$327</b> EBITDA<sup>1</sup></p>

1. Adjusted figures as of year-end 12/31/23

# Value Creation Strategy

Three key focus areas:

## 1 Invest in profitable growth and innovation

- To leverage our uniquely advantaged position and cutting-edge technologies globally and at scale
- To serve our customers with differentiated solutions with an emphasis on decarbonization technologies

## 2 Maximize the value of integration across Orbia and the value chains we participate in

## 3 Create shareholder value by being thoughtful stewards of capital and disciplined operators

# Sustainability Strategy

Our purpose **to advance life around** the world defines our sustainability strategy and our strategy operationalizes our purpose.

As a **sustainable solutions provider**, we **operate, invest** and provide **solutions** that contribute to tackling 3 world challenges



# Our 3-pillar strategy allows us to operate and grow sustainably

## Low-Impact & Resilient Operations



- **Climate:** -28% Scope 1 & 2 emissions (vs. 2019 baseline). \* *Updated and expanded climate risk assessment*
- **Water:** 70% of sites in water-stressed regions with closed loop water systems\*
- **Waste:** 71% of plants send zero waste to landfill\*

**+52%**

Renewable electricity generated in 2023 (vs. 2022)

## Sustainable Solutions



Sustainable solutions portfolio enables decarbonization and positive impact

- **Energy transition:** Industry partner for US DOE grant projects to advance innovations in Li-On battery rejuvenation, recycling, and reuse
- **Water & food security:** Urban climate resilience, water network monitoring and Precision Agriculture solutions enabling positive impact
- **Refrigerants:** new KLEA award-winning next generation refrigerants with significantly lower GWP for a variety of applications
- **Circularity:** all businesses adopting circular models and materials enabling customer Scope 3 reductions and closing the loop in all our materials

## Impactful Ventures



Portfolio companies continue to grow in climate tech



TYPE ONE ENERGY



**\$40M**

Invested by Orbia Ventures to date

## Responsible Business Practices

ESG compliance - Social Impact Programs - H&S – DEI – Human Rights – Supply Chain

\*2023 data



# Progressing on Our Path to Net Zero

Our pathway<sup>1</sup> is backed by science-based commitments

2025

## Safety

Total Recordable Incident Rate (TRIR) below 0.2 for employees and contractors

● Baseline ● Performance in 2022



## Waste

100% of facilities to achieve zero waste to landfill

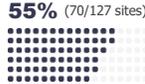
● 2019 ● Performance in 2022



## Environmental Management

100% of sites certified with an environmental management system

● Baseline ● Performance in 2022



## Air Emissions

Reduce sulfur oxides (SOx) emissions by 60% (-43% vs. 2018)

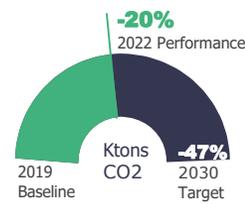
● Baseline ● Performance in 2022



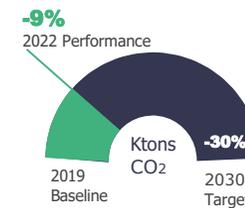
2030

## Climate Change

Reduce scope 1 & 2 GHG emissions by 47%



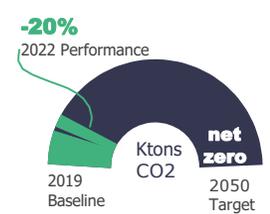
Reduce scope 3 GHG emissions by 30%



2050

## Climate Change

Achieve net zero carbon emissions (scope 1 & 2)



ESG Ratings and Rankings performance:



Member of key ESG Indices:



1. Baseline year is 2019, except for Air Emissions for which a 2018 baseline applies.

Visit [sustainability.orbia.com](https://sustainability.orbia.com) for further details

# Innovation and Material Science are Key Competitive Advantages

>280

Research and development professionals

New products and services account for

13%

of revenues<sup>1</sup>

Orbia Ventures investing in

12

promising startups sharing our vision

Portfolio<sup>2</sup> of

3,000

Patents

4,900

Trademarks

1. Percent of 2022 revenue  
2. Including patents and trademarks in the process of registration.



# Polymer Solutions

An industry leader in the production of PVC resins, polymer compounds and derivative materials.

## Enabling solutions for:

- Food and water security
- Clean water and sanitation
- Affordable housing and infrastructure
- Health and well-being

**#1** Specialty PVC producer globally<sup>2</sup>

**#6** Resins producer globally

**#1** Latin America

**#1** Compounds in global markets served

**#1** Derivatives in Mexico

**\$2.7B<sup>1</sup>**

2023 Revenues

**\$382M**

2023 EBITDA

**14.1%**

2023 EBITDA Margin

**V** vestolit    alphagary

1. All figures as of year-end 12/31/23.

2. IHS Markit (2022 Edition - Fall 2021 update, PVC - Capacity to produce).



# Paused Planned Investment in PVC Value Chain to Support Water and Food Security

- Up to 1 million ton integrated Chlor-Alkali PVC
- Anticipated four-year phased investment from end 2024–2028
- **Advantaged access to materials on US Gulf Coast; integrated footprint secures low-cost position**
- Maximum use of clean and renewable energy, exploring co-produced green hydrogen
- Pursuing government incentives
- Capital efficient investment with anticipated annual EBITDA ~\$650M and targeted investment/EBITDA multiple of ~4x
- Security of supply and downstream integration value
- Weak real estate and construction markets in China expected to continue for 2 -3 yrs.
  - Export markets oversupplied
- As a result of our view on supply/demand dynamics we will pause investment until we see stronger investment economics
- Focused on completing engineering in 2024



# Building and Infrastructure

Leader in providing city-scale water management solutions enabling the world to adapt to changing climate conditions

Offering **sustainable customer solutions** for drinking water, sanitation, climate-resilient cities and better building performance

Leading market share positions include:

**#1** in Europe<sup>2</sup>

**#1** in Latin America

**\$2.7B<sup>1</sup>**

2023 Revenues

**\$284M**

2023 EBITDA

**10.6%**

2023 EBITDA Margin

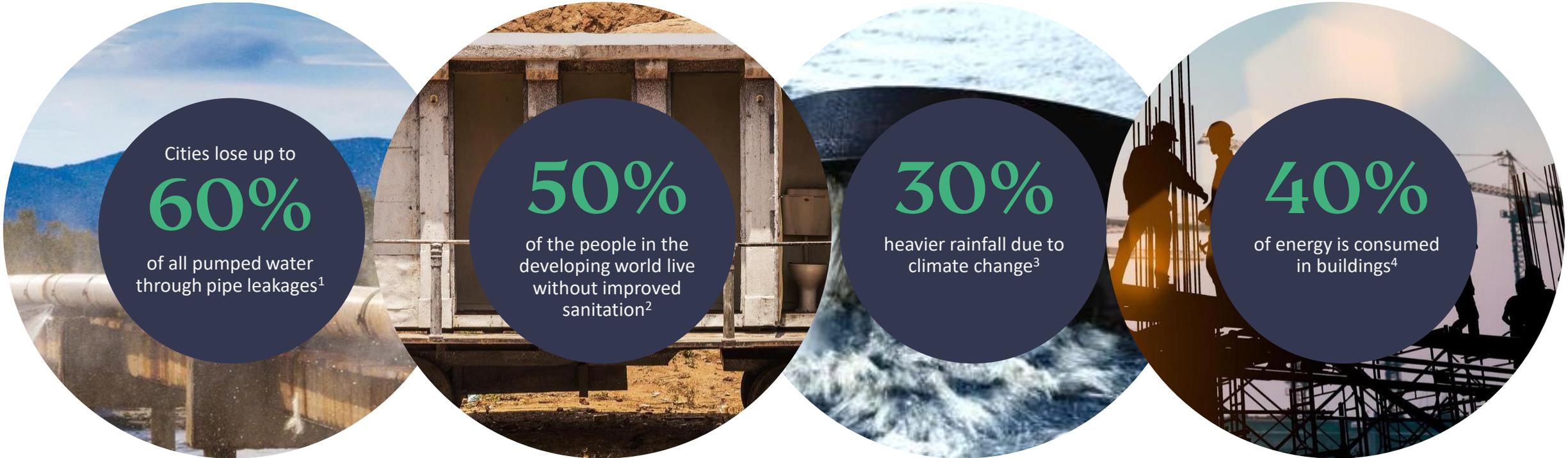


1. All figures as of year-end 12/31/23.

2. Company estimates.



# Addressing Water and Energy Challenges



# Providing Solutions to Optimize Water, Improve Sanitation, Enhance Urban Climate Resilience and Reduce Energy Use in Buildings



## Safe and Efficient Water Supply

Water Infrastructure  
Hot & Cold Water  
Solutions



## Better Sanitation and Hygiene

Soil & Waste Products  
Foul Water Management  
Solutions



## Climate-Resilient Cities

Stormwater Management  
Systems



## Better Building Performance

Indoor Climate Solutions

# Climate Adaptation Solutions

High-value segments aligned with climate adaptation solutions



## Urban Climate Resilience

- Includes stormwater management, blue roofs, green roofs, rainwater collection & re-use, tree bunkers
- Expected to grow significantly over next several years



## Indoor Climate Solutions

- Provide complete solutions for energy efficient heating & cooling through underfloor & ceiling systems – hardware and software
- Aligned with new construction regulations in Europe
- Expected to grow significantly over next several years



# Opened New Frontiers in North America, India and Indonesia

## North America

- Acquired Bow Plastics in 2022 as platform for growth in \$10B+ North American market
- Targeting market with best-in-class Orbia products, leveraging Bow distribution network
- Creating launch-pad for future organic investments
- Attractive margins and growth fundamentals

## India

- Acquired Vectus Plastics in 2022; added 14 sites in addition to existing two Orbia sites
- Realizing substantial synergies through operational synergies, commercial reach & technological leadership
- India a high-growth market driven by urbanization and government priorities for clean water & sanitation

## Indonesia

- Began construction of new greenfield site in 2022
- Built commercial presence to seed market prior to commissioning
- Supported Wavin as a well-recognized brand in Indonesia
- Operational in 2024



# Precision Agriculture

Focusing on precision irrigation systems, greenhouses and digital farming technologies

Solutions enable farmers to get higher and better-quality yields while using less water, fertilizer, energy and labor to play a critical role in driving a food-secure future

**#1** Global market share<sup>2</sup>

**\$1.1B<sup>1</sup>**

2023 Revenues

**\$118M**

2023 EBITDA

**11.1%**

2022 EBITDA Margin



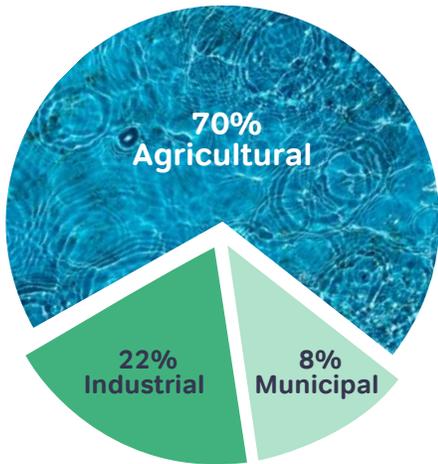
1. All figures as of year-end 12/31/23.  
2. Company estimates.



# Addressing Our Limited Resource Future with Precision Irrigation Solutions

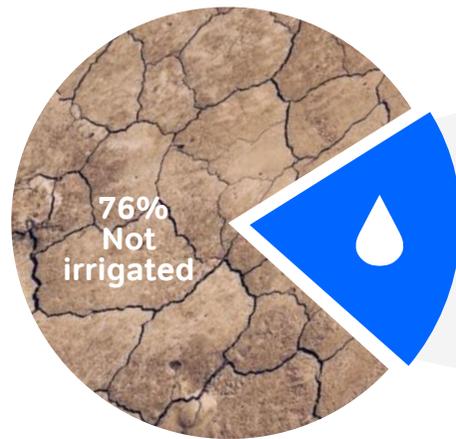
## The world today:

Global water withdrawal by sector



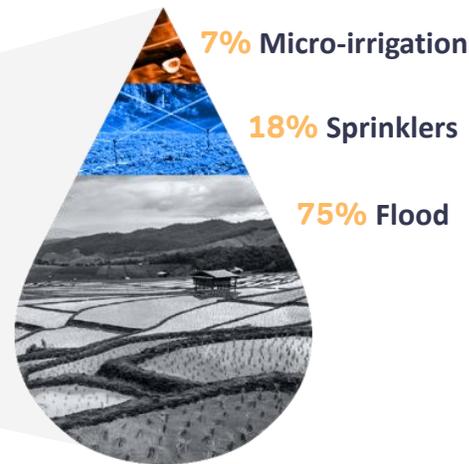
**70%** of world's water use goes to agriculture

Irrigated area as % of arable land



This water is used to irrigate only **24%** of arable land

Global irrigated area by method



**75%** of irrigated land is inefficiently watered by flood irrigation

## The world in 2050!:

**10B** People

**60%** More food needed

**20%** Less arable land per person

**25%** Less water than we need

**4B** Living under severe water stress

**1% conversion to drip irrigation is worth ~\$6B**

1. FAO Reports—The State of the World's Land and Water Resources for Food and Agriculture-How to Feed the World in 2050.

# Leveraging Leadership and Quality to Outpace Market Growth

Aligned with population growth, local food security and climate change megatrends

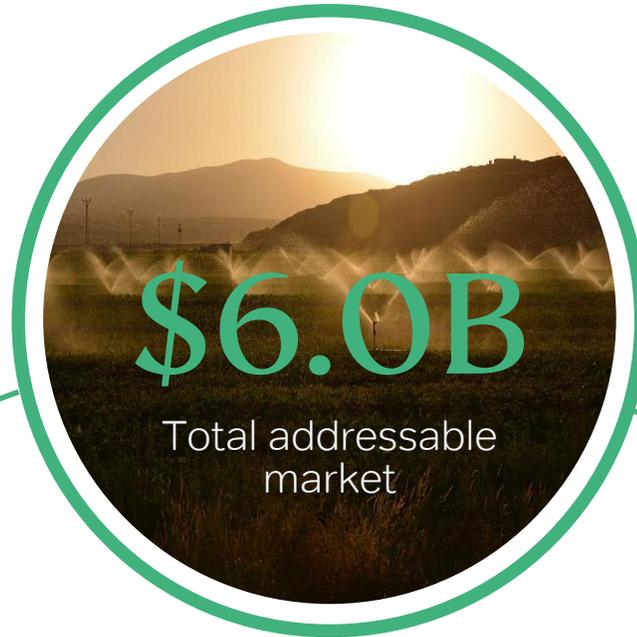
## Precision Irrigation

- Leader in precision irrigation, expecting to expand current 30% global market share<sup>1</sup>
- Post-COVID and over next 10 years, expect 8%–10% growth, above 3%–5% historical average<sup>2</sup>

## Protected Agriculture (Greenhouse)

- Accelerating market penetration following acquisition of Gakon to become a key player
- Global greenhouse market expected to grow 7%–8%<sup>3</sup> annually through 2027

**\$3.5B**  
Precision irrigation market

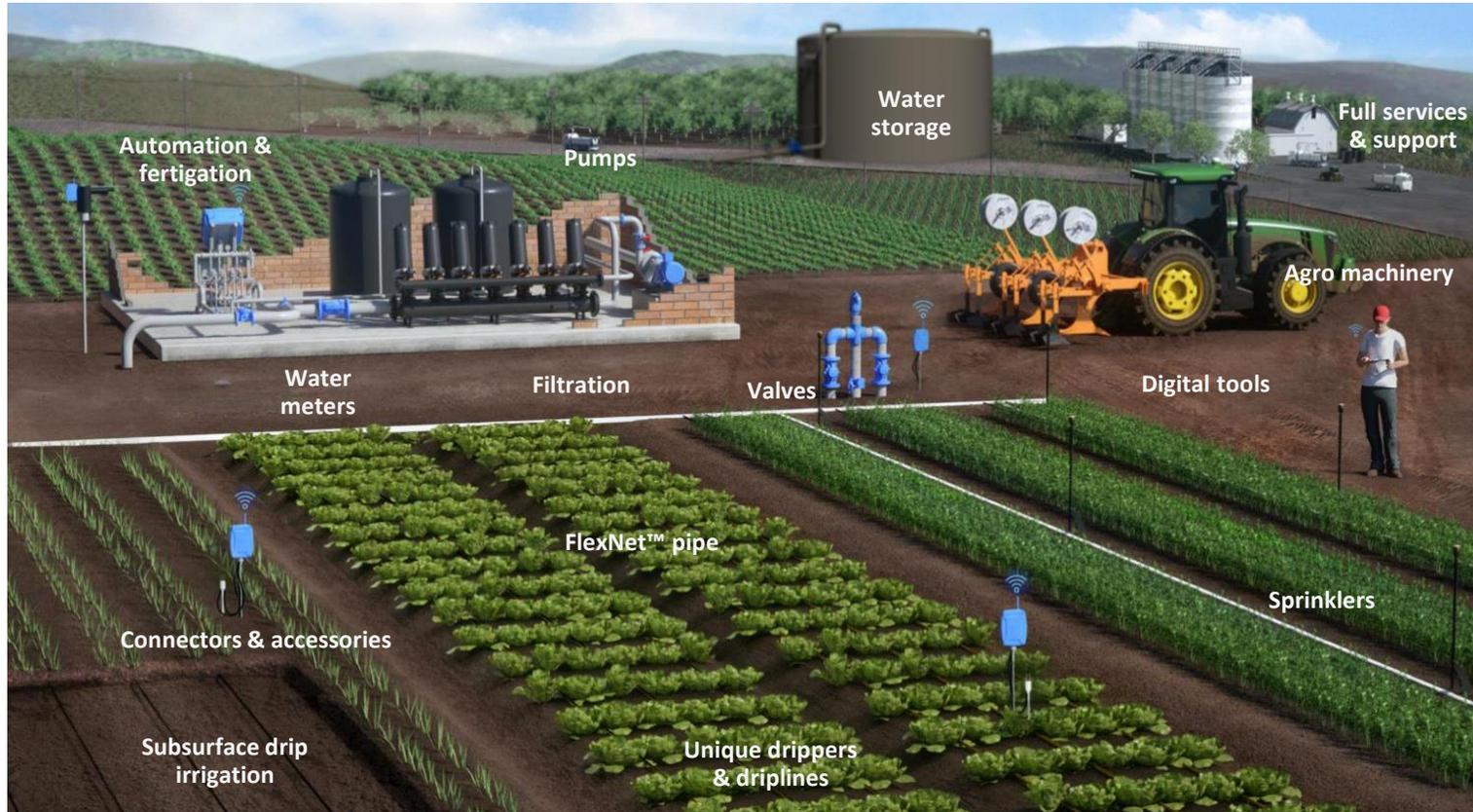


**\$2.5B**  
Protected agriculture market

**\$6B irrigation and protected agriculture total addressable market**

1. Global leader except in India (20% market share) and China (dominated by local players) 2. Per Company estimates 3. Per Company estimates.

# Sustainable Competitive Advantages with Full End-to-End Solutions



- Best-in-class, broad range of **end-to-end integrated offerings**
- **Strong brand** based on reputable teams, largest distribution network, design and engineering
- **Turnkey** project capabilities
- **Unique expertise**, service and support with 130 agronomists
- **Proven track record of innovation**
  - 250 registered patents
  - 150 pending patents
  - Cutting-edge digital farming platforms

# Investing to Grow the Total Addressable Market for Precision Agriculture and in new Business Models

## Extensive Crops

Developed and sold fit-for-use solutions for rice, corn, soybeans, cotton and other cash-crops



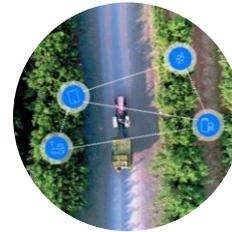
## Irrigation-as-a-Service

Successfully ran over 10 pilots to validate model. Building capability to scale



## Greenhouse

Affected by inflation and high energy cost, now recovering with strong pipeline in US, China and Australia



## Digital Farming

Launched GrowSphere to enable farmers to optimize irrigation and fertigation

# Fluor and Energy Materials

Decarbonizing our environment and enabling the world's transition to sustainable energy

## Enabling solutions by:

- Reducing the carbon footprint of steel, cement & aluminum production
- Transitioning to lower global warming potential refrigerants and medical propellants
- Near-shoring of critical materials for batteries and semiconductors
- Providing security of supply through vertical integration

**#1** Fluorspar<sup>2</sup>

**#1** Medical propellants<sup>2</sup>

**\$918M**

2023 Revenues

**\$354M**

2023 EBITDA

**38.6%**

2023 EBITDA Margin

**Koura**

1. All figures as of year-end 12/31/22.

2. Per third party reports and Company estimates.



# Fluorine Plays a Fundamental Role in Enhancing our Day-to-Day Lives



## Infrastructure

Fluorspar is critical to cement, steel and aluminium industries



## Cooling & Refrigeration

Fluorine is used in refrigerants for air conditioning and food storage



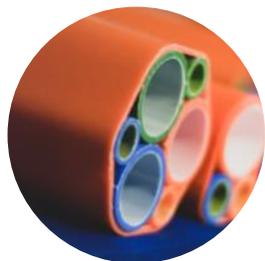
## Medical Propellants

Fluorinated medical gas ensures drug stability and efficacious delivery



## Pharmaceuticals

Fluorine plays a key role in life-changing drugs and anesthetics



## Telecommunications

Fluorine is used in fluoropolymers and coatings for data communications



## Semiconductors

High-purity fluorine is used in chips and displays



## Renewables

Fluorine protects solar panels from moisture



## Energy Storage

Fluorine enables lithium-ion batteries to work

# Fluorine is a Critical Material Enabling Energy Transition

## The energy storage market

**>20%**  
CAGR

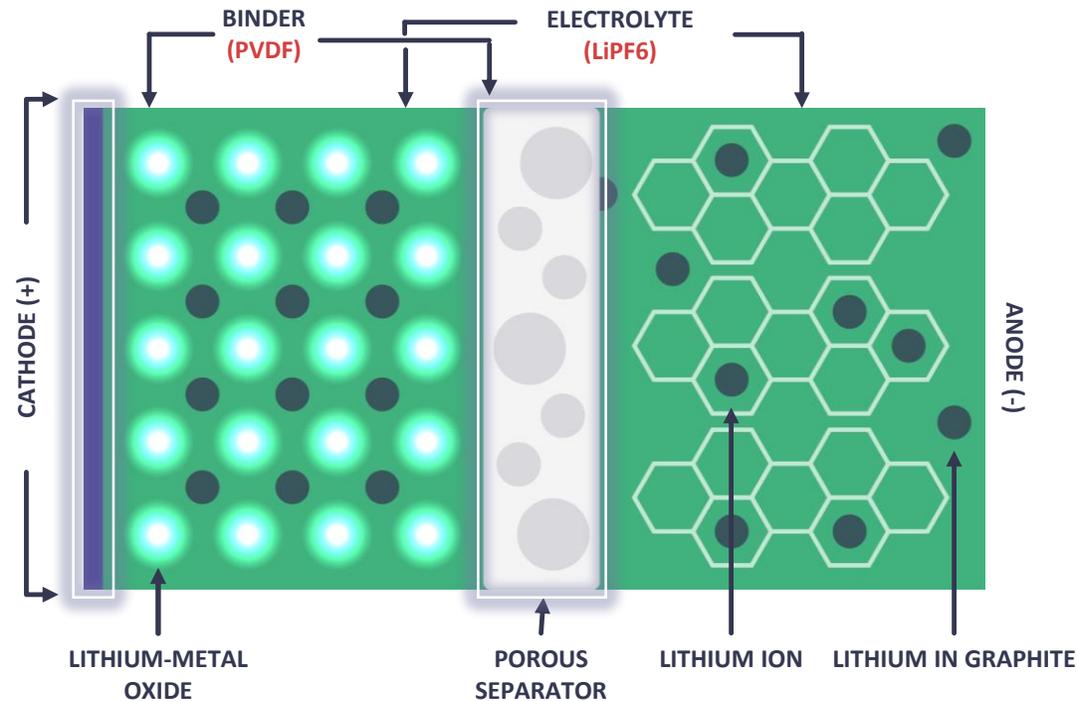
**30kg**<sup>1</sup>  
Acidspar per electric vehicle

Lithium-ion battery market will grow with electric vehicle demand beyond 2030

3.5 Terawatt hours LiB capacity by 2030 equates to 1.4 million MT acidspar, **>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 (LiPF<sub>6</sub>)
- The cathode and the separator as the binder (PVDF)
- Specialty additives for improved battery performance

# Substantial Investment in Energy Materials

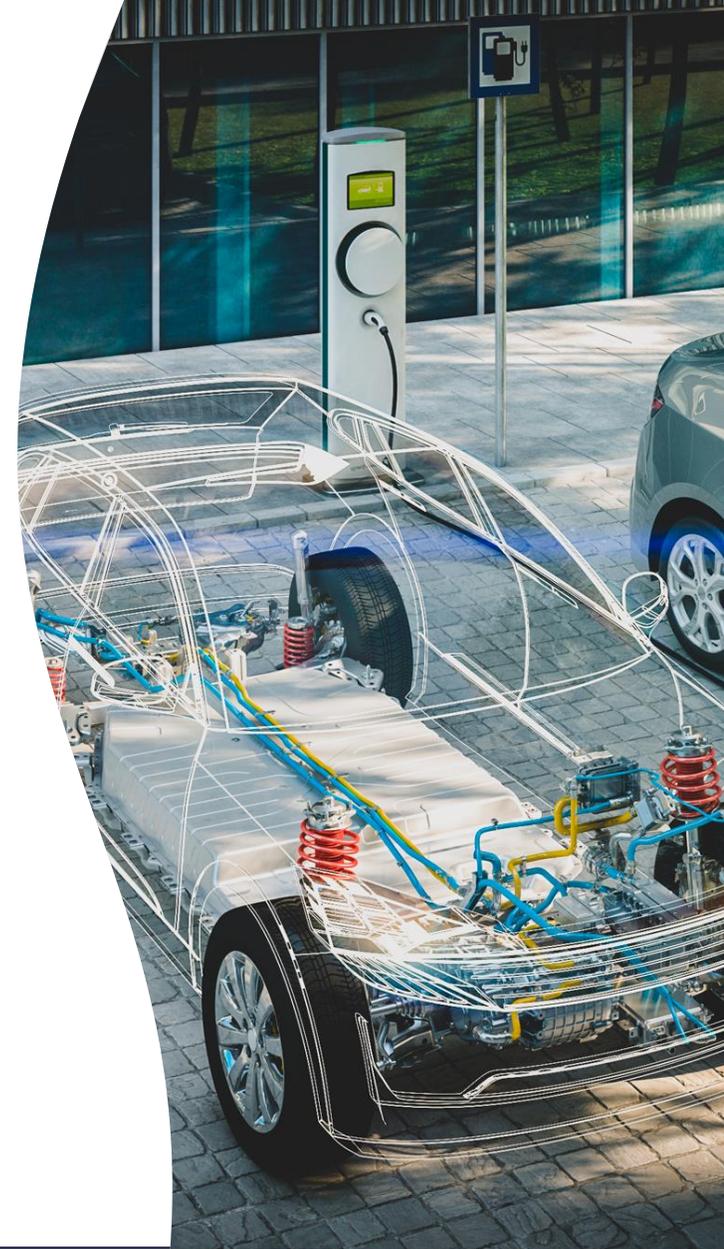
Signed and launched PVDF binder joint venture with Syensqo (formerly Solvay)

**Syensqo and Orbia created a partnership to produce battery-grade polyvinylidene fluoride (PVDF)**

- ~\$850M investment
- 51% Solvay / 49% Orbia
- Investment from late 2023 – 2026
- The only battery-grade suspension PVDF capacity in North America

**Combination of Syensqo and Orbia strengths enables JV to serve North American market needs**

- Orbia brings supply security for critical inputs: hydrofluoric acid, vinyl chloride monomer and chlorine
- Syensqo, global leader in PVDF, brings unparalleled technology and global market knowledge
- High technical barriers to entry
- US IRA Act places restrictions on critical materials of Chinese origin for electric vehicles made in U.S.



# Substantial Investment in Energy Materials

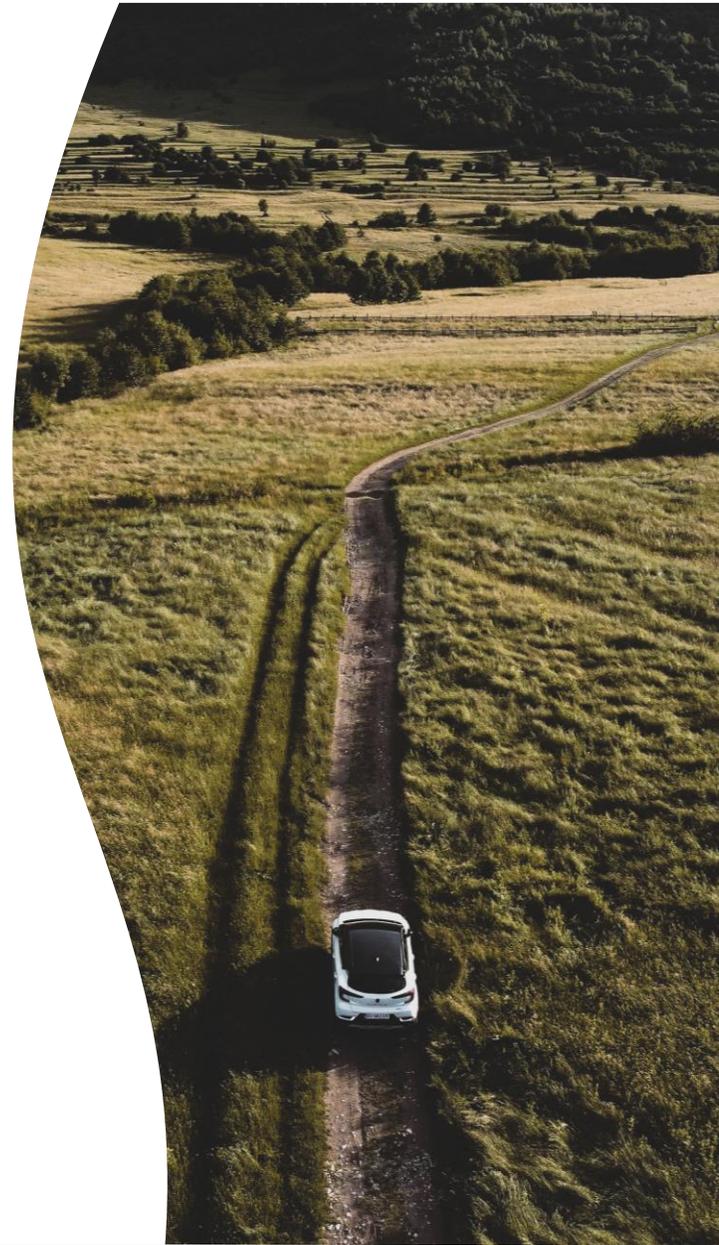
Leveraging industry-leading technology for LiPF<sub>6</sub> manufacturing and U.S. Department of Energy grant

## Building industry first large-scale North American LiPF<sub>6</sub> manufacturing facility

- \$325M planned investment 2023 – 2026
- Secured DoE award of \$100M for first LiPF<sub>6</sub> manufacturing plant in the U.S.
- Optimally positioned to benefit from near-shoring of critical materials for electric vehicles

## Secured world-class technology from recognized industry leader

- Kanto-Denka technology, know-how and support de-risks capital project and commissioning
- Industry-leading LiPF<sub>6</sub> is proven and qualified with major electrolyte and battery producers, speeding adoption
- License terms enable Orbia to build capacity as needed to match supply to local demand growth
- Executing on first U.S. plant



# Connectivity Solutions

Producing standard and advanced conduit and accessories for telecommunications infrastructure

Essential and innovative products and solutions for passive network infrastructure that connect cities, homes and people

**#1** Global market share<sup>2</sup>  
Industry-leading customer service

**\$1.1B<sup>1</sup>**

2023 Revenues

**\$327M**

2023 EBITDA

**29.1%**

2023 EBITDA Margin



1. All figures as of year-end 12/31/23.  
2. Internal analysis based on revenue data from competitors' annual reports / company filings, Dun & Bradstreet (DNB), expert interviews (Mar 2022).



# Addressable Market Expanding Rapidly Driven by Investments in Connectivity

## Conduit Market Driven by Demand for Fiber

**Large, multi-year growth** driven by need for fiber to support billions of devices with private and government-funded infrastructure

- Urban and rural broadband
- 5G cellular mobile networks
- Data centers and edge computing

Total addressable market of passive network infrastructure<sup>1</sup>

- **\$20B in 2022 → \$28B in 2027**
- 7% growth per year globally
- +10% growth in North America

Addressable market of fiber conduit

- **\$3.5B in 2022 → \$5B in 2027**
- 8% growth per year globally
- +10% growth in North America

1. Includes passive products that are part of a Fiber to the Home (FTTH) network build including infrastructure, connectorization, fiber cabling, etc.

2. Source: RVA Market Research, CRU Group, Global Market Insights (GMI), Omdia Racks Systems, Orbia estimates.

# Providing Foundational Infrastructure with Sustainable Competitive Advantages

- 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 world (ex-China)

**200+**

**Salesforce and Project Specialist Employees<sup>1</sup>**  
Largest, most sophisticated among peers

**75%**

**15 of Top 20 Largest Telecom Companies**  
in U.S. and Europe have relationships with Dura-Line

**36**

**Net Promoter Score**  
Top quartile of peer group<sup>2</sup>, enabled by reliability of supply, high quality products and best- in-class customer support

**#1**

**Global Footprint<sup>3</sup>**  
17 manufacturing locations in highest value markets with close proximity to customers

**+15 Years**

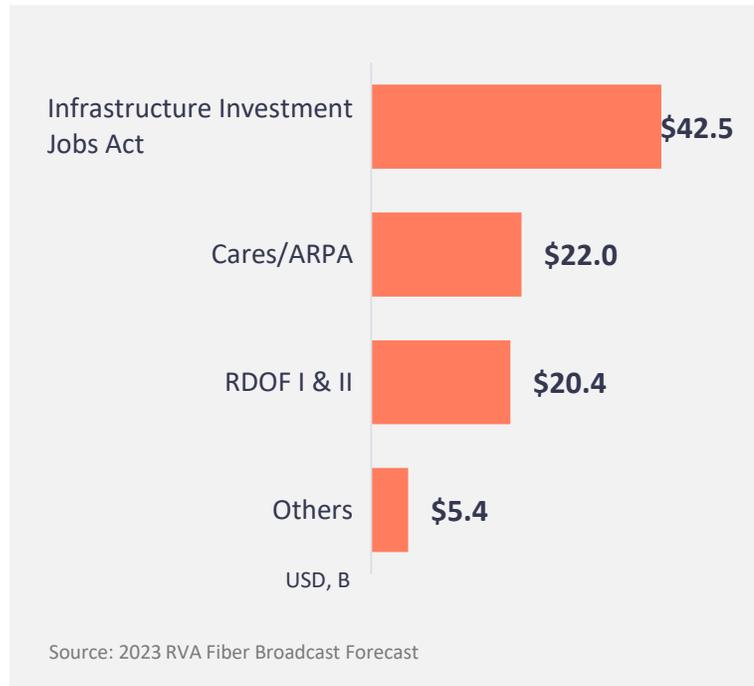
**Average Relationship Tenure**  
with largest telecom providers<sup>4</sup>



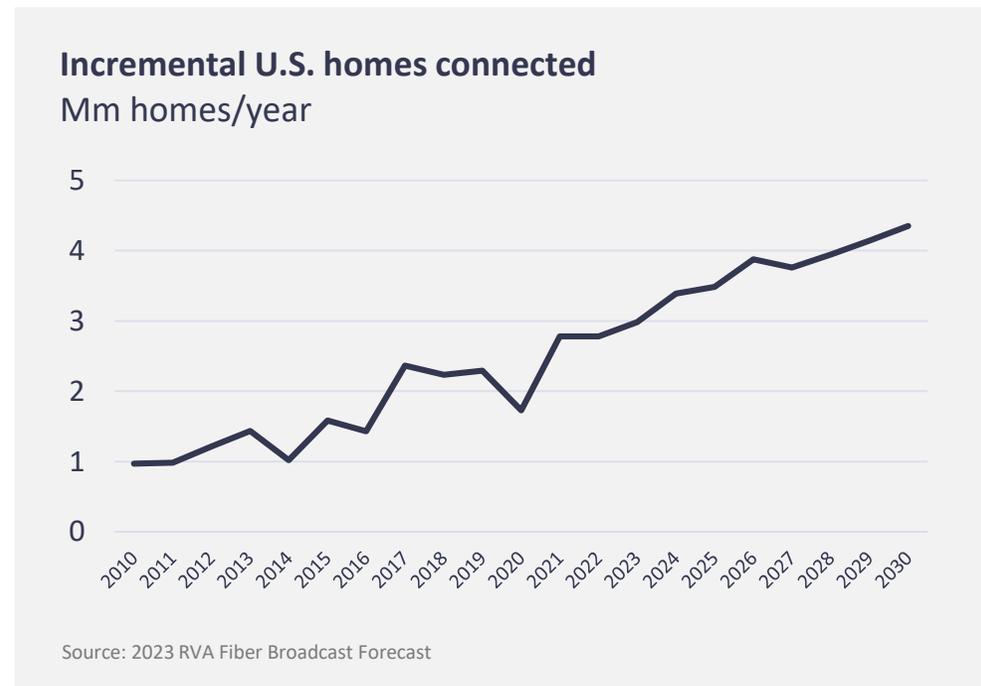
1. All figures as of Dec 31, 2021. 2. Network and other communications equipment net promoter score 2022 benchmarks (Customer Guru). 3. Orbia estimates; 4. Largest telecom providers defined as the top 20 North America and Europe telco and cable providers by number of subscribers.

# Significant Tailwinds in United States, Driven by Increasing Appetite for Data & Public Investment

## \$90B Public Investment in Fiber



## Fiber Demand Growth



## Orbia Demand

- Positioned as market leader in data conduit and solutions
- Equitable broadband access, rural deployment of fiber, 5G telecom and cloud computing drive long-term demand growth
- Expect strong demand growth in U.S. & Canada through the decade

# Planned Growth Aligned with Tailwinds

## Investing to meet surging demand

### Four ongoing footprint expansions

- Two new facilities in Salt Lake City, Utah
- One new facility in St. Albert, Canada
- Expansion of Gainesville, Texas

### Expanding into complementary services

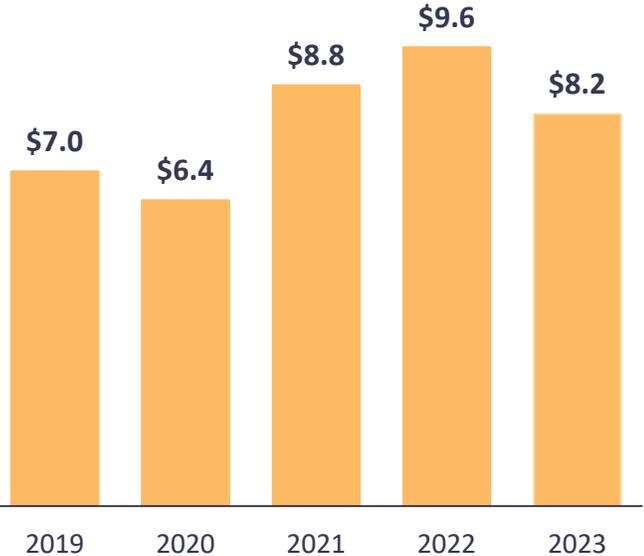
- Acquired Biarri Networks in 2022, a software & service provider that assists carriers in planning and deploying networks



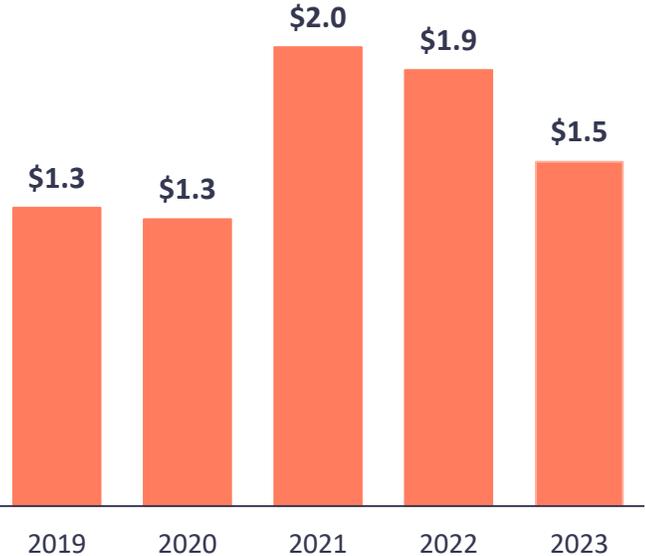
# Financial Outlook

# Solid Performance Despite a Weak Market

Revenue  
US\$B



EBITDA  
US\$B

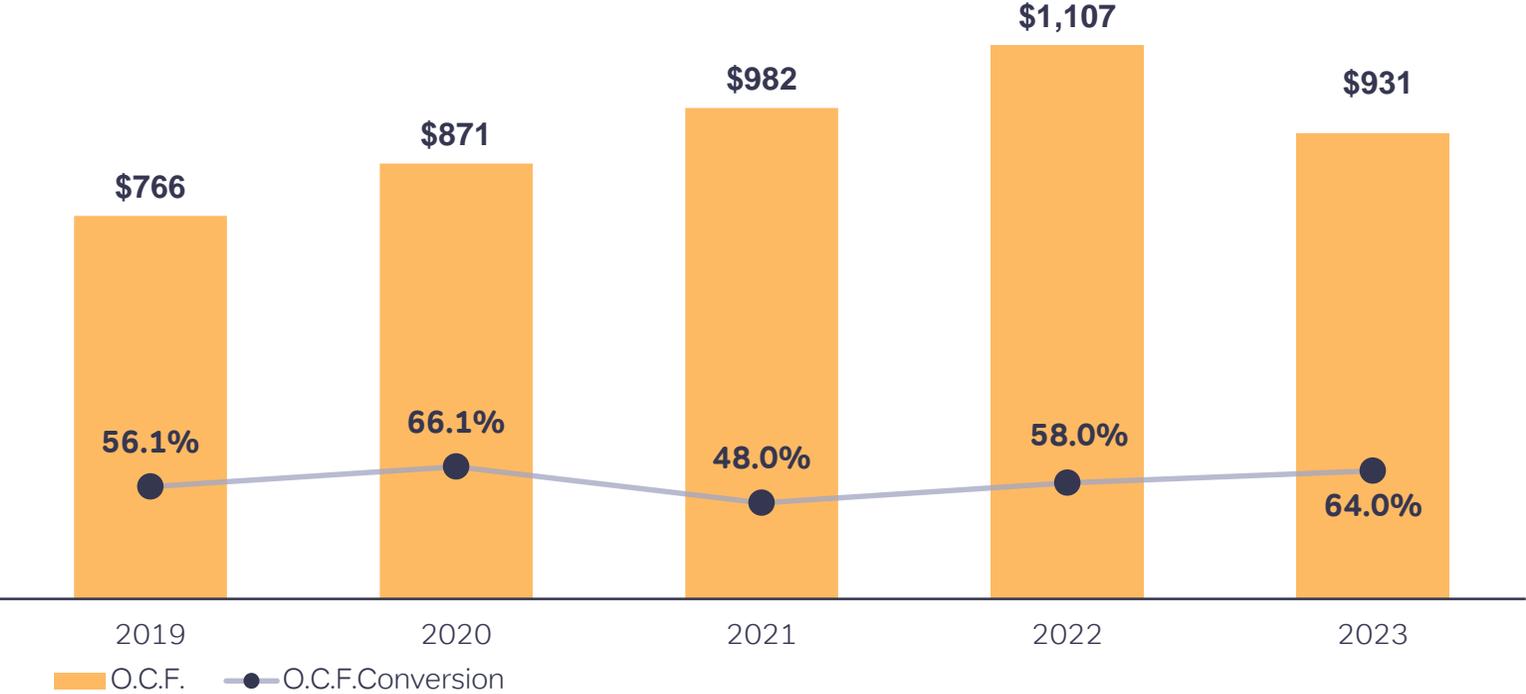


Revenue growth of ~17% between 2019 and 2023 and achieving adjusted EBITDA target for 2023



# Consistent Cash Flow Conversion

Operating Cash Flow<sup>1</sup> (\$) & Operating Cash Flow Conversion<sup>2</sup> (%)



### Core drivers for improvement include<sup>3</sup>:

- Working capital improvements
- Efficiencies from digitalization and process improvements
- Supply chain benefits

1. Operating Cash Flow = EBITDA less interest, taxes & Δ in working capital

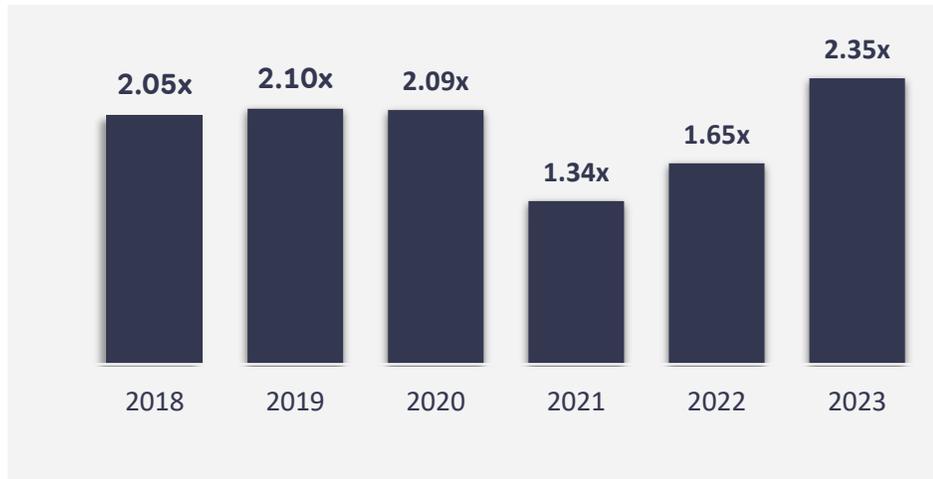
2. Operating Cash Flow Conversion: Operating Cash Flow / EBITDA

3. Drivers for future trends

# Supporting Growth with a Strong, Flexible Balance Sheet

- **Target Net Debt/EBITDA: <2.5X**
- **Long-Term Debt**
  - No near-term fixed debt maturities
  - \$3.38B in long-term debt, net of cash<sup>1</sup>**Bank Facility**
- Ample liquidity with \$850M in available credit under \$1B revolving loan facility
- EUR \$750M commercial paper, available
- **Credit Ratings**
  - Moody's: Baa3 stable outlook
  - S&P: BBB- stable outlook
  - Fitch: BBB stable outlook

## Net Debt-to-EBITDA



## Debt Maturities (\$M)



**4.20%**

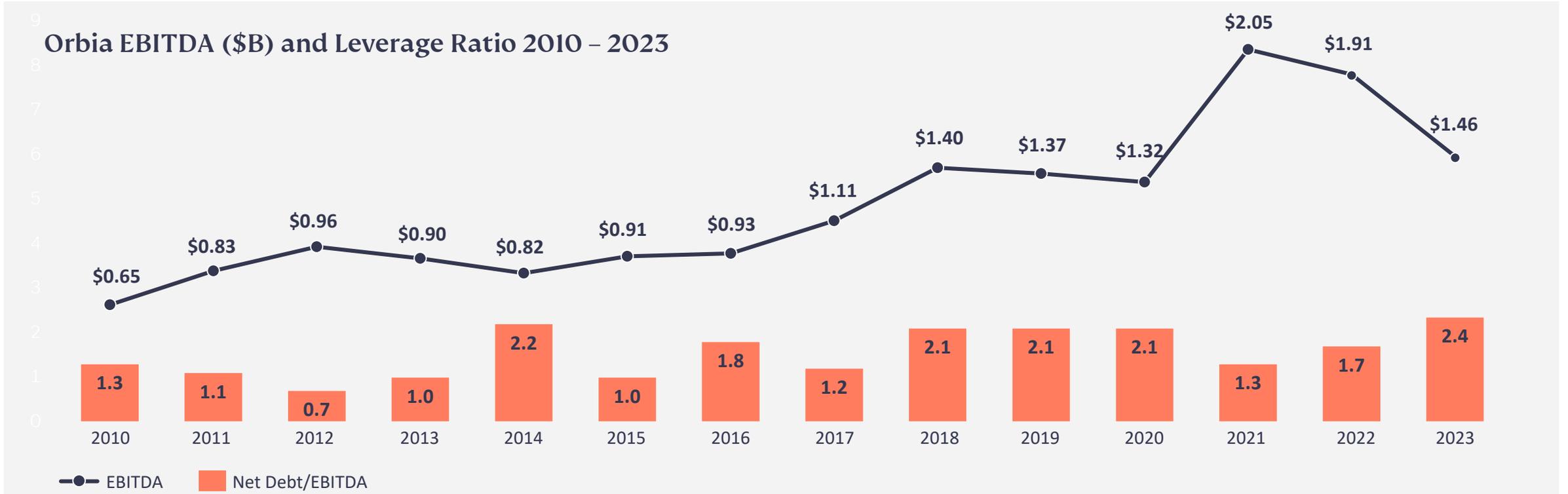
Average cost of LT debt

**11.07 years**

Average LT debt maturity

1. As of 12/31/23. Closing FX 16.97.

# Demonstrated Ability to Grow EBITDA and Maintain Leverage Below Target Over Long Term



Orbia grew EBITDA organically and through acquisitions by >11% annually and maintained net leverage ratio<sup>1</sup> <2.5x over the last decade

1. Net leverage ratio = EBITDA/Net Debt

# Key Takeaways

- 01** Orbia leads in water, food, climate resilience, energy transition and connectivity solutions and is poised to benefit from growth in these sectors
- 02** Vertically-integrated footprint on supply side of sustainability solutions and positioned to enable near-shoring of critical materials
- 03** Growth strategy built on organic expansions at cost of 2-4x EBITDA at maturity
- 04** Disciplined approach to investing and strong balance sheet. Targeting long-term Net Debt/EBITDA of 2.5x or below and managing risks
- 05** Strong dividend yield rewarding long-term investors





**Polymer  
Solutions**

**Building &  
Infrastructure**

**Precision  
Agriculture**

**Connectivity  
Solutions**

**Fluorinated  
Solutions**

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 wellness, reinventing the future of cities and homes, ensuring food and water security, connecting communities to information and accelerating a circular economy with basic and advanced materials, specialty products and innovative solutions.