



Polymer
Solutions

Connectivity
Solutions

Building &
Infrastructure

Fluor & Energy
Materials

Precision
Agriculture

Business Update

Thursday, October 24, 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 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.

Executive summary

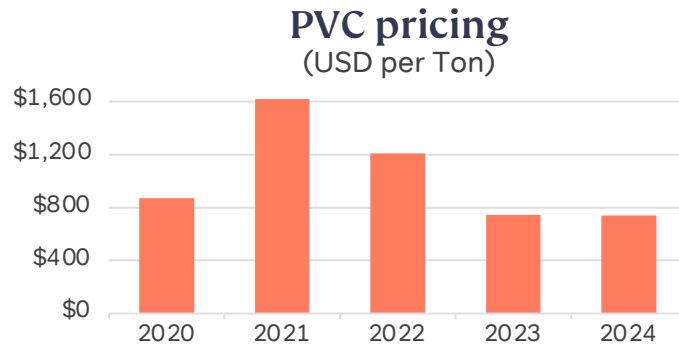
In consideration of weaker market conditions, Orbia is focused on actions to improve earnings power, strengthen its balance sheet and deliver on long-term growth opportunities

- Orbia expects to end 2024 with adjusted¹ EBITDA of \$1.15B–\$1.20B due to weak market conditions
- Priority is to reduce leverage by focusing on the following actions:
 - Execute cost savings initiatives to deliver a total of ~\$250M/year by 2027
 - ~\$85M/year delivered in 2024, with incremental savings of ~\$165M/year by 2027
 - Realize results from recent organic growth investments, with ramp up to \$150M+/year of EBITDA from 2025 to 2027
 - Reduce capital expenditures to \$450M or less for 2025 and 2026
 - Tightly manage working capital across all businesses
 - Divest selected non-core assets to generate incremental cash of \$150M–\$200M by 2026
- Maintain focus on long-term growth opportunities, particularly those in energy materials

1. Adjusting for ~\$50M one time legal and restructuring costs

2024 EBITDA impacted by weak market conditions

Market headwinds across multiple businesses have contributed to lower performance



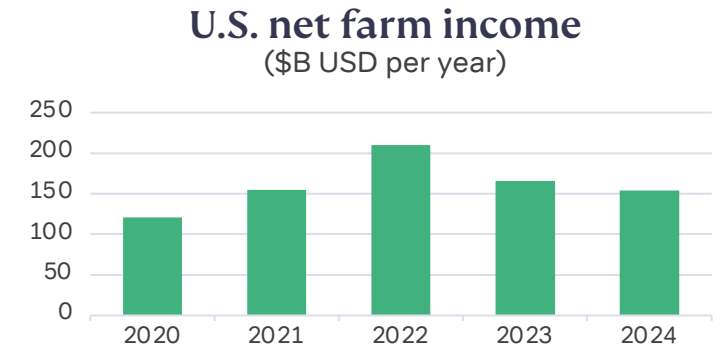
Source: CMA Analytics data 2024

- Excess PVC capacity in China leading to increased exports and lowered prices globally
(Polymer Solutions)



Source: European Commission website, 2024

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



Source: USDA website, 2024

- Net farm income has fallen 23% over the last two years driven by
 - Lower crop prices
 - Higher input costs
 - Rising interest rates
- Farmer/grower appetite for large capital investments is at lowest level since 2016
(Precision Agriculture)

Others:

- F-gas quota reductions in NA negatively affecting volumes, but not yet compensated by price increases as experienced in EU **(Fluor & Energy Materials)**
- U.S. government telecom (BEAD) infrastructure funding delays, stalling project deployment **(Connectivity Solutions)**

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

\$85M/year to be contributed in 2024, with incremental savings of ~\$165M/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

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 development Semiconductive 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 others Footprint expansion into new markets 	\$40M+
Precision Agriculture	<ul style="list-style-type: none"> Footprint expansion into new markets like North Africa Digital farming solutions World's first pressure compensated thin-wall drippers 	\$25M+
Fluor & Energy Materials	<ul style="list-style-type: none"> Low-GWP medical propellants & refrigerants Synthetic metallurgical fluorspar Custom electrolyte production for batteries 	\$25M+
Connectivity Solutions	<ul style="list-style-type: none"> Capacity expansion in North America New power, data center and aerial network solutions Network services and software solutions 	\$30M+



Savings and growth initiatives set to increase earnings power to ~\$1.5B by 2027 (excluding market recovery)

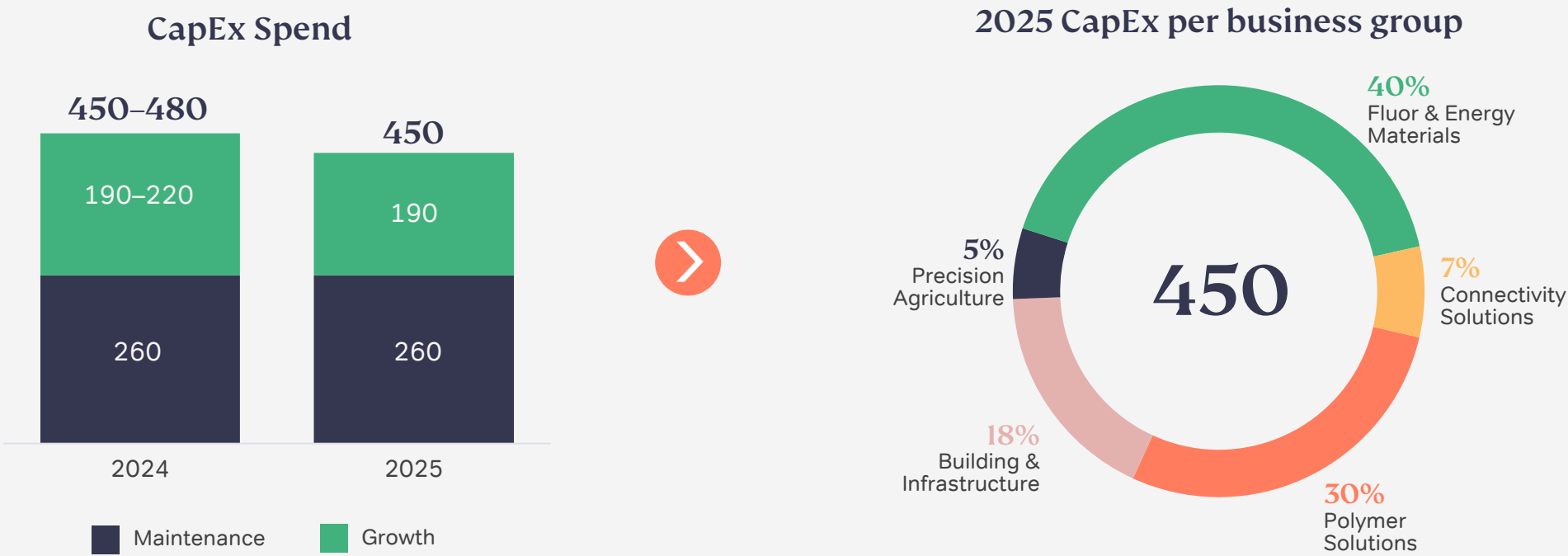


- Savings on track with ~1/3 delivered in 2024
- Growth to be achieved through largely completed projects

All numbers stated as MUSD

Reduce capital expenditures to \$450M or less for 2025 and 2026

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

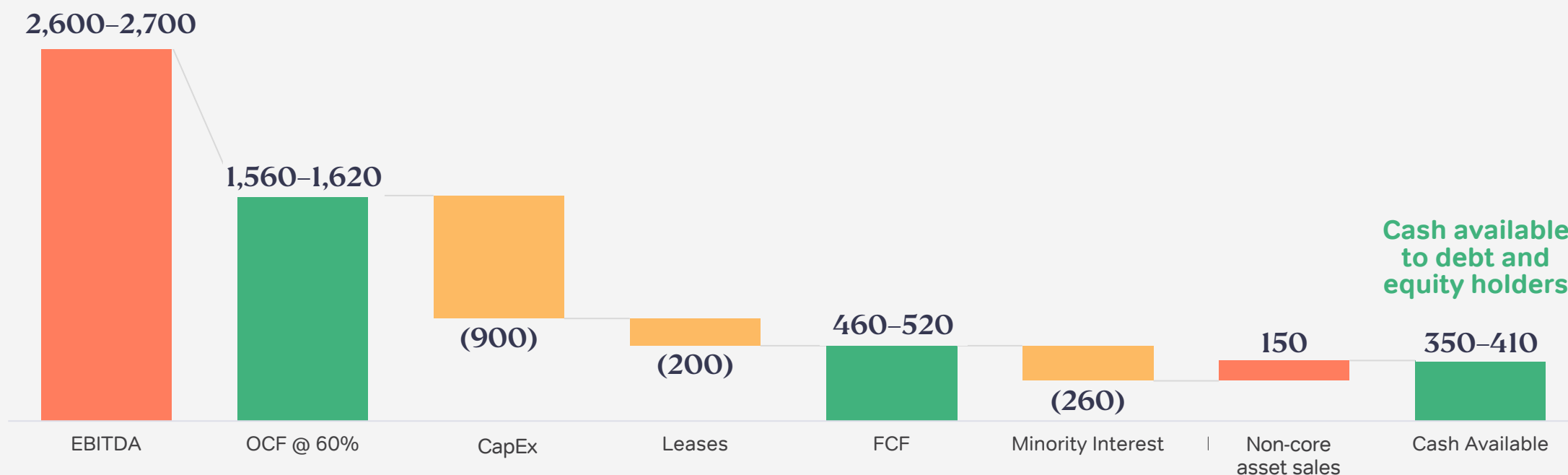


All numbers stated as MUSD

Actions will allow Orbia to generate ~\$350-400M of cash through 2026 (excludes potential market recovery)

Debt reduction is first priority

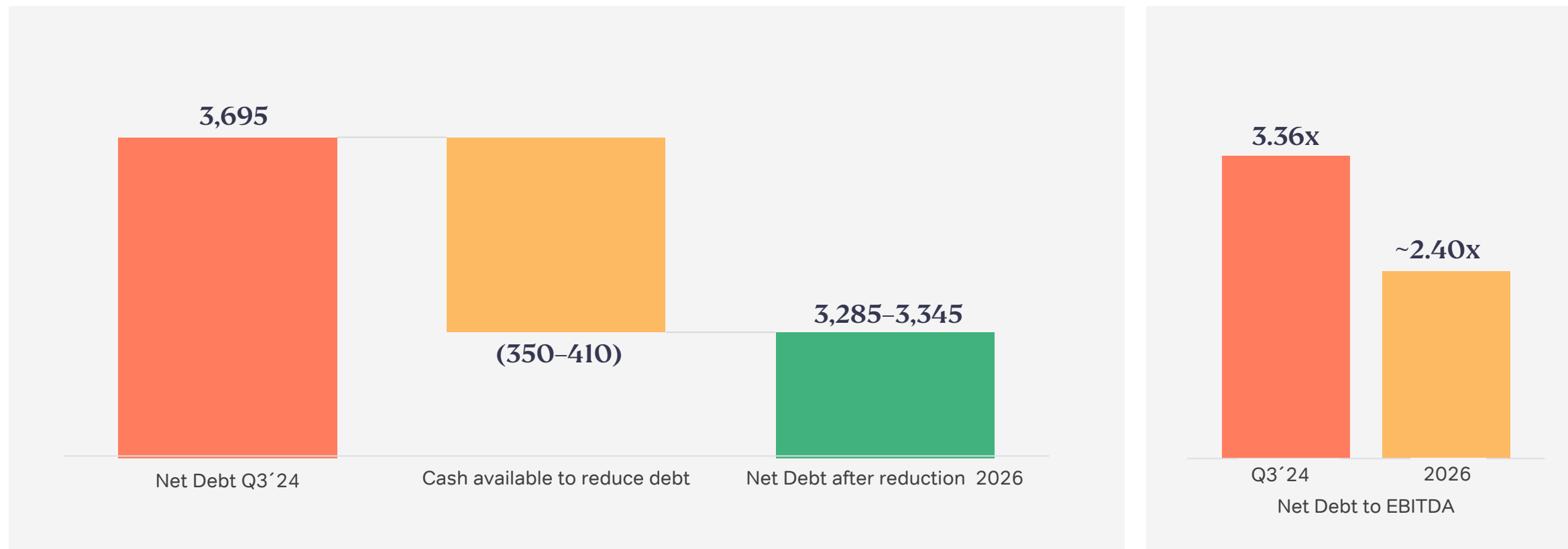
Cumulative figures for 2025 and 2026



All numbers stated as MUSD

Orbia aims to reduce debt by more than \$350M through 2026 (excludes potential market recovery)

Any market recovery through 2026 would help reduce leverage ratio further



All numbers stated as MUSD

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 prices • Compounds growth in data center wire & cable, medical applications and EVs 	<ul style="list-style-type: none"> • \$100–300/T increase in PVC price • Caustic price recovery (\$50–100/T) 	\$100–300M
Building & Infrastructure	<ul style="list-style-type: none"> • Recovery and growth due to low housing stock globally • Ramping 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 incomes • Resource 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 applications • Demand for Inflation Reduction Act-compliant materials 	<ul style="list-style-type: none"> • Increase in U.S. refrigerant pricing after quota reduction • Increase in Fluorspar/HF prices 	\$30M–50M
Connectivity Solutions	<ul style="list-style-type: none"> • ~\$90 billion to support broadband deployments across U.S. • AI/cloud data center and energy grid infrastructure investments 	<ul style="list-style-type: none"> • 10–20% margin improvement with market recovery 	\$50M–100M

Investments in PVDF and LiPF6¹ are expected to contribute to earnings by 2028/early 2029

Orbia is uniquely positioned to secure the North American supply chain for fluorinated battery materials

>20%
CAGR

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

~10%
by mass

Fluorinated materials comprise up to 10% of each electric vehicle lithium-ion battery by mass

~30kg
per electric vehicle

Each electric vehicle creates demand for 30kg of acidspar



Electrolyte additives	Specialty electrolyte business operational, with increase in capacity
LiPF6 and other electrolyte salts	First LiPF6 production asset in the U.S.
PVDF and electrodes	Joint venture with Syensqo formed and executing on project
Recycled lithium and graphite	Technology development and commercialization internally and through external investments
New battery technologies	New battery technologies and materials

Currently active

Major projects in progress

Planned R&D with significant progress

1. Total Orbia investment for both projects ~\$900M @ ~3x CapEx to EBITDA ratio



**Polymer
Solutions**

**Connectivity
Solutions**

**Building &
Infrastructure**

**Fluor & Energy
Materials**

**Precision
Agriculture**

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.