



orbia 

Investor Presentation

March 2022

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.

Invest with Us

- 01** **Leading global** business platforms
- 02** **Multiple catalysts for value creation**
with organic and inorganic growth opportunities
- 03** **Experienced global leadership team** executing transformation
to double-digit ROIC and strong cash flow generation
- 04** Focused on ESG while delivering world-class performance
with emphasis on **planet, people and profit**
- 05** **Solid financial foundation** with disciplined capital
allocation framework to drive shareholder value

Addressing the world's
biggest challenges.

Company Overview and Strategy



Making a mark in the world, for the world.

“Orb”
The Latin word for a spherical globe.

“Bia”
A word from Greek mythology for the personification of force.

orb • bia

OUR PURPOSE

**Advance
life around
the world.**

OUR VALUES



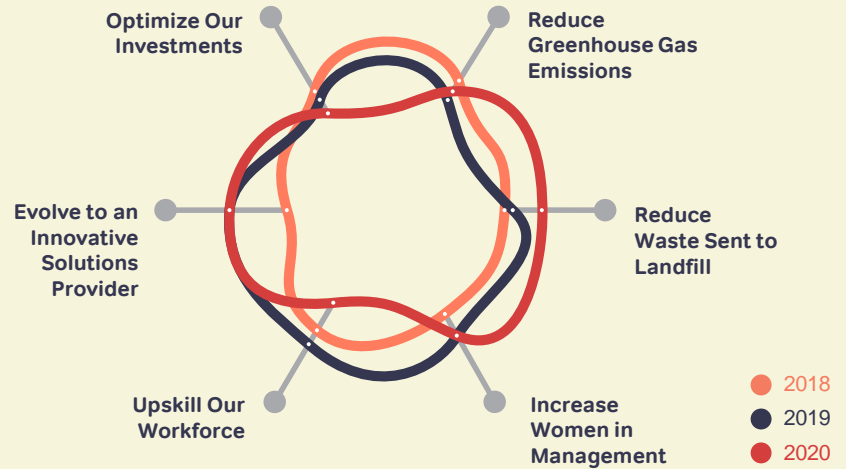
Be Brave



**Take
Responsibility**



**Embrace
Diversity**



Our ImpactMark

Our ImpactMark is more than just an innovative “living” logomark—it is a visual representation of our **purpose-driven performance year-on-year**.

The ImpactMark reflects Orbia’s commitment to advancing life around the world by marking our progress on **six key performance indicators** related to the themes of people, planet, and profit.

Addressing the world's biggest challenges.



How do we feed the world sustainably?



How can we better manage our water systems?



How do we make cities more livable, lovable and resilient?



How do we connect and empower communities with data?



Can health and well-being be made accessible?



How do we push beyond sustainability to regeneration?

Orbia Snapshot—A global company with global impact.

1953
Founded

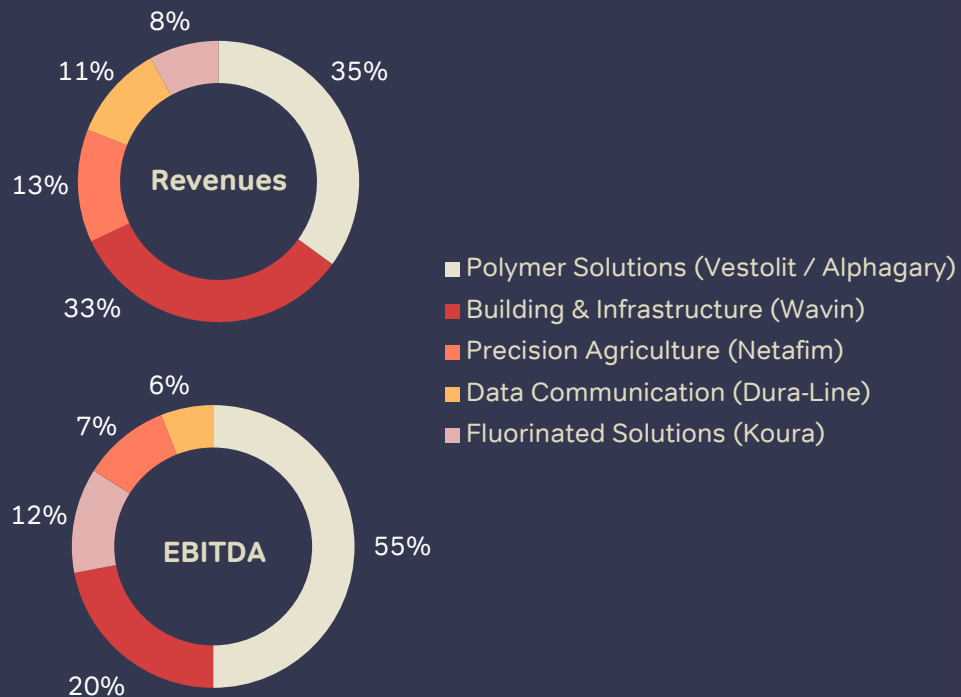
~22,000
Employees

100+ Countries
Commercial Activities

US \$8.8B
2021 Revenues

23.3%
2021 EBITDA Margin

2021 Financial Highlights by Segment



Diversified Global Footprint

2021 Revenues by Region¹



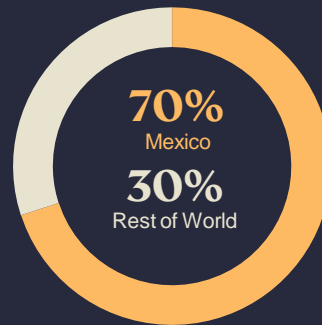
Diverse, global platforms with strong market positions.

Growth Since 2005¹

- ✓ 11x Revenue
- ✓ 11x EBITDA

Mexichem (2005)

Revenue by Geography

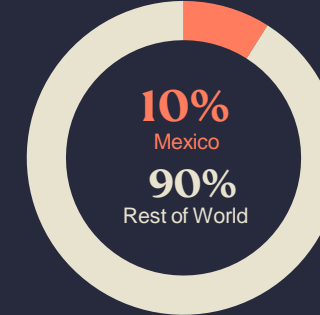


EBITDA by Sector

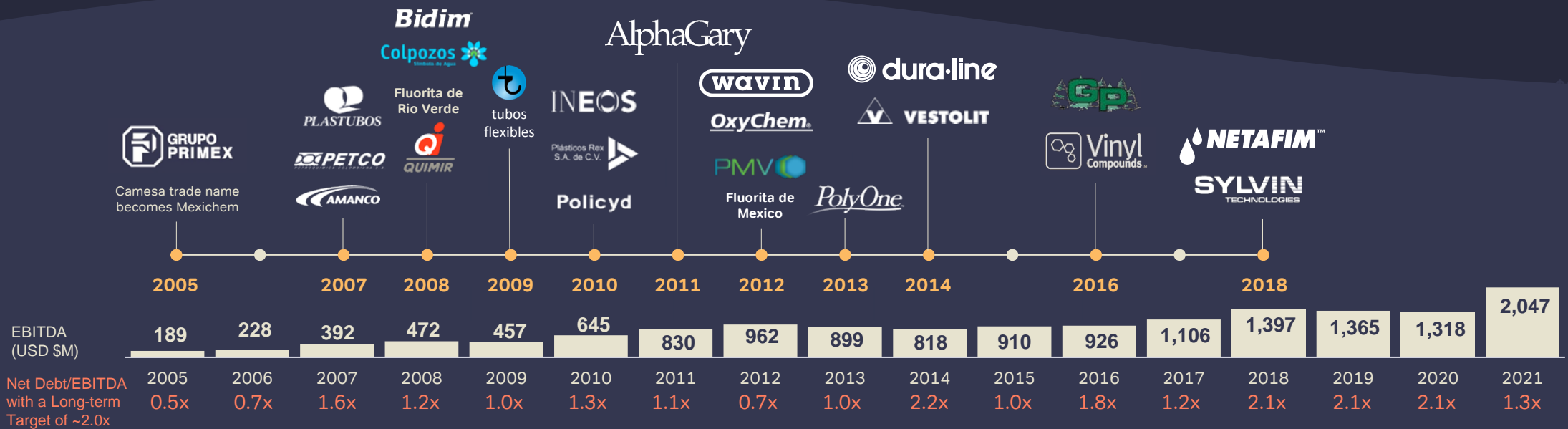


Orbia (2020)

Revenue by Geography








EBITDA by Sector



1. Reported figures under Mexican GAAP and converted into dollars, using annual figures as of the end of 2021.



Our durable portfolio of businesses is focused on higher growth markets and regions and benefits from long-term megatrends.

POLYMER SOLUTIONS	BUILDING & INFRASTRUCTURE	PRECISION AGRICULTURE	DATA COMMUNICATION	FLUORINATED SOLUTIONS
 <p>35%¹</p>	 <p>33%¹</p>	 <p>13%¹</p>	 <p>11%¹</p>	 <p>8%¹</p>
<ul style="list-style-type: none"> • Amongst the most cost-efficient players in the PVC industry with leading market share in specialty resins. • Recognized for strong technical, commercial and product support. • Vertically integrated into downstream businesses, particularly with Wavin. 	<ul style="list-style-type: none"> • Legendary brand with strong positions in Europe and LatAm; significant growth opportunities in North America and Asia. • Focused on delivering solutions around efficient water supply, sanitation, climate change, sustainable construction. 	<ul style="list-style-type: none"> • Global market leader offering leading high-tech solutions, services and products to grow more with less. • Significant growth opportunities around extensive crops, “irrigation-as-a-service”, digital farming, greenhouse technologies, etc. 	<ul style="list-style-type: none"> • Strong leader in US, significant market share in Europe, growing presence in Asia. • Significant opportunities around Micro-Technology. 	<ul style="list-style-type: none"> • World’s largest Fluorspar mineral body and leadership positions in downstream markets. • Chemicals and propellants servicing wide array of industries. • Compelling market opportunities around energy storage and eco-friendly gases.

All our businesses are aligned to favorable, long-term mega-trends.



Growing middle class with urbanization



Increased water and food scarcity



Connectivity, IoT and digitalization



Climate change/focus on sustainability

1. Represents percentage of revenues of 2021.

Experienced and passionate leadership team focused on execution.



Sameer Bharadwaj
Chief Executive Officer

Business Group Leaders



Gaby Miodownik
EVP & President,
Precision Agriculture
(Netafim)



Gautam Nivarthi
EVP & President,
Polymer Solutions
(Alphagary)



Peter Hajdu
EVP & President,
Data Communication
(Dura-Line)



Gregg Smith
EVP & President,
Fluorinated Solutions (Koura)



Nick Ballas
EVP & President,
Polymer Solutions
(Vestolit)



Maarten Roef
EVP & President,
Building & Infrastructure
(Wavin)

Corporate & Functional Leaders



John Branan
Corporate VP, Health,
Safety & Environment
and Engineering



Jorge Luis Guzmán Mejía
Corporate Senior VP,
Internal Audit



Jim Kelly
Chief Financial
Officer



Mike Bruggeman
Chief Information
Officer



Tania Rabasa Kovacs
VP, Sustainability



Deb Butters
Senior VP,
Chief People Officer



Shai Albaranes
Corporate VP,
Innovation & Ventures



Josh Preneta
Corporate VP,
Strategy



Sheldon Hirt
Senior VP,
General Counsel

Engaged Board of Directors



Antonio del Valle Ruiz
Honorary Chairman
for Life



Juan Pablo del Valle Perochena
Chairman



Antonio del Valle Perochena
Patrimonial



María de Guadalupe del Valle Perochena
Patrimonial



Francisco del Valle
Patrimonial



Guillermo Ortiz Martínez
Independent



Eduardo Tricio Haro
Independent



Mihir Desai
Independent



Divo Milan Haddad
Independent



Alma Rosa Moreno Razo
Independent



María Teresa Arnal
Independent



Jack Goldstein Ring
Independent



Mark Rajkowski
Independent

67% of Directors
are Independent

25% of Directors
are Women

Fostering a culture of accountability,
diversity and outperformance.

The next phase of our strategy

Capture profitable growth and have an impact as a global leader.

Where we were

Strong foundation from Mexichem to Orbia

Visionary Leadership

- Built a world-class management team to drive transformation strategy.

Organizational Transformation

- Realigned organization to be more customer-centric.
- Focused on capabilities, culture, talent, processes, tools, strategy and alignment.

Portfolio Optimization

- Created business groups and shifted focus from product supplier to solution provider.

Where we are

Building capabilities and competitive advantage

Customer-Centricity

- Strengthening and expanding our market leadership, getting closer to customers and moving up the value chain.

Innovation

- Delivering better products and services with human-centric approach.

Operational Excellence

- Optimizing supply chain and procurement.

Sustainability

- Measuring progress through our ImpactMark.

Financial Outperformance

- Focusing on profitability, working capital, ROIC, cash flow generation, asset turnover.

Where we are going

Cultivating for tomorrow

Robust organic growth

- Grow through geographic expansion, new product offerings and innovative solutions.

Evolve business with strong market leadership

- Increase recurring revenue by monetizing digital services
- Increase % of total revenue from innovative solutions (e.g., services).

Disciplined approach to capital allocation to foster ROIC and strong free cash flow

- Leverage robust cash flow for strategic organic and inorganic growth opportunities.

Getting closer to customers by strengthening and expanding our market leadership through value-adding initiatives.

Polymer Solutions	Building & Infrastructure	Precision Agriculture	Data Communications	Fluorinated Solutions
<ul style="list-style-type: none">• Assessing expansion opportunities for specialty resins in new markets such as Asia.• Offering innovative solutions to the construction sector, such as our new One Pack Solution for stone plastic composites that improves moisture resistance in areas like bathrooms and utility rooms.	<ul style="list-style-type: none">• Expanding our footprint to stay close to customers in new markets (India and elsewhere, etc.).• Continuous investments in indoor climate solutions and stormwater management.	<ul style="list-style-type: none">• Leveraging our capabilities by expanding in extensive crops (corn, soybean, cotton).• Expanding “Irrigation-as-a-Service” to help customers.	<ul style="list-style-type: none">• Making significant strategic investments in Europe and Asia by building local coverage.• Partner with key customers in delivering fiber to the home as a logical next step on the path from ADSL and VDSL to vectoring and super-vectoring.	<ul style="list-style-type: none">• Launch of a next generation medical propellant ZEPHEX® 152a and the development of multiple next gen low-GWP refrigerants.• Looking into opportunities to benefit from exponential growth in energy storage specifically tied to HEVs.

Multiple catalysts for value creation as we execute our transformation.

Abbreviations: **FTTH** – Fiber to the Home; **ADSL** – Asymmetric Digital Subscriber Line; **VDSL** – Very High Bit-Rate Digital Subscriber Line; **GWP** – Global Warming Potential; **HEVs** – Hybrid Electric Vehicles.

Innovating differently to capture large market opportunity.

Generating new products and services through the introduction of “circular economy” principles.

Incorporating artificial intelligence (AI), machine learning (ML) and other advanced technologies into customer problem solving.

Building and launching new ventures that aim to solve global systems challenges.

Establishing partnerships; leveraging innovation and technologies developed outside of Orbia.

orbia
ventures



Offers a **multi-layered data collection strategy** – military grade drones, ground sensors, AI & ML tools, and boots-on-the-ground – **that results in maximized productivity at a lower cost.**

To be incorporated into Netafim’s digital farming offering.



Engaged in battery recycling and sustainable production of battery materials.



Innovation in water electrolysis technology for the very large-scale production of green hydrogen.

Organic

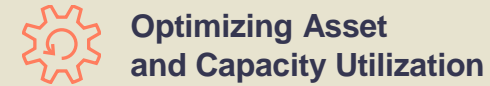
Fluorinated Solutions

- **Significant opportunities around Lithium batteries** for Hybrid and Electric Vehicles (HEVs).
- **HEVs batteries require substantial amounts of fluorine** for binders (PVDF), electrolyte (LiPF6), and additives.
- HEVs consume approximately 30 kilos of acidspar for a total of 140k metric tons today and is **expected to grow to over 1,000k metric tons by 2030.**



Our Operational Excellence journey is underway, identifying cost efficiencies in order to drive stronger profitability.

Delivering positive results by maintaining focus on:



Procurement

- Developing a roadmap to improve our procurement capabilities aiming at achieving **best-in-class procurement practices and organization**.
- **Revising and optimizing key processes** to leverage our collective purchasing power of \$4.5B worldwide to deliver cost savings.
- **Testing digital tools** to enhance our procurement processes and capabilities.

Footprint

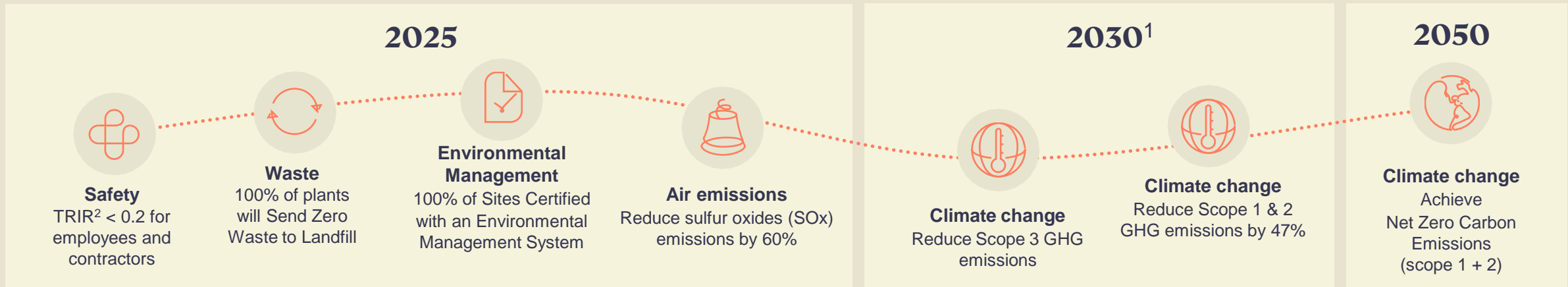
- **Improving asset utilization** across the businesses by relentless focus on operational and manufacturing efficiencies, resulting in meaningful savings.
- **Maintaining strategic flexibility** for manufacturing and warehouse footprint across business groups.
 - Repurposing two former Dura-Line sites in India for Wavin.

Working Capital

- **Assess and optimize cash conversion cycle** while looking for areas of opportunity.
- **Lead time optimization.**
- Established cross business group operations team to monitor and identify **best practices for efficient inventory management processes without compromising service quality.**
- **Defining KPIs to measure and set target performance metrics** both internally and in relation to best practices in the sector.

Significant progress on ESG initiatives in 2021 and against our longer-term goals.

Our path to net zero



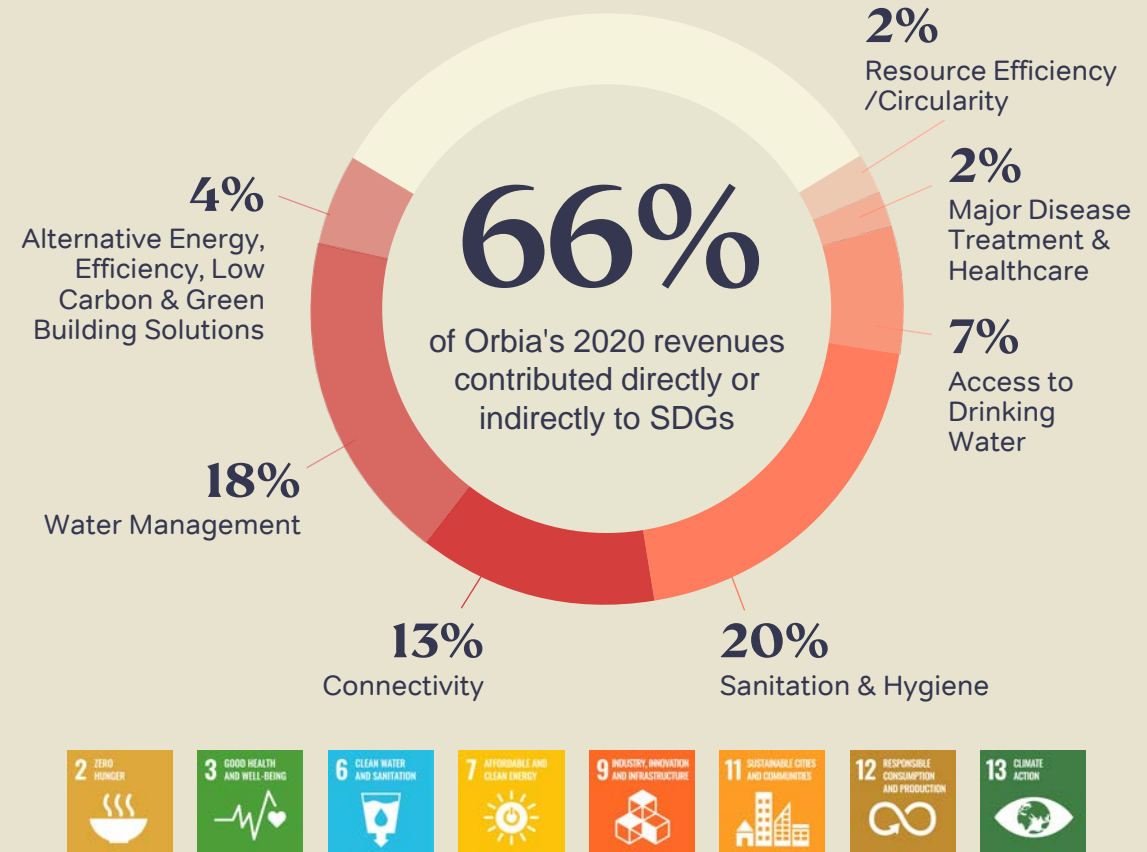
Milestones

- First investment in the green hydrogen space.** Verdagy is innovating water electrolysis technology for the very large-scale production of green hydrogen.
- 7 out of 8 transactions** by Orbia Ventures were focused on **Climate Tech**.
- Reduced GHG emissions (Scope 1 +2) by 10% vs. 2019 baseline.**
- Increased renewable energy usage by 28% vs. 2020** (renewables now represent 6% of total electricity consumption)
- Decreased total process waste directed to disposal by 20% vs. 2020**

1. Pending submission to the Science Based Target initiative, and subsequent approval. 2. Total Recordable Incident Rate For more details and our yearly reports visit: <https://www.orbia.com/sustainability/>

Significant progress on ESG initiatives in 2021 and against our longer-term goals.

Social	Governance
<ul style="list-style-type: none"> Continuing to support our people and families around the world in getting through and beyond the coronavirus, from mental health programs to mental support our communities. Total Recordable Incident Rate (TRIR) improved by 19%. Women in leadership roles increased to 22%, representing 33% of leadership hires. Our WASH programs provided 30,000 people with access to water in Brazil, Colombia, Ecuador, Mexico and Peru. 66% of 2020 revenues contributed to the UN Sustainable Development Goals. The revenues from these products increased 24% in 2021. See results, reviewed in collaboration with KPMG. 	<ul style="list-style-type: none"> Issued inaugural Sustainability-Linked Bond. Completed the first full year of applying our ESG modifier for senior management compensation. Released an expanded and improved Code of Ethics. Increasing share of independent members to 67%. New board members bring diversity of backgrounds and expertise. 25% of the board members are women.



For more details and our yearly reports visit:

<https://www.orbia.com/sustainability/>

Sustainable Solutions Highlights



7 of 8 transactions by Orbia Ventures in climate tech.

66% of 2020 revenues contribute to the UN SDGs.

Building & Infrastructure

Rotterdam selected Wavin as a partner to implement innovative water management technology with **Tegra Street gully**, a 360° water trap and self-cleaning filter ensures optimal surface water drainage, which is made of 100% post-consumer recycled plastic and fully recyclable.

Wavin has developed **Calefa**, an energy-efficient alternative to traditional heating units. Wavin's **Calefa district heating units** are designed to operate at lower temperatures, taking into account elements like outside weather compensation and standby heat loss. They also use district energy, which is known to operate on renewable energy sources. With 79% of household energy used for heating and hot tap water, this is a key solution to reduce building CO2 emissions and meet global sustainability goals.

V vestolit

First two orders of Bio-based PVC. Created through the incorporation of two non-fossil fuel-based feedstock in ethylene production - rapeseed oil and used cooking oil. Both feedstocks are bio-based, integrate circularity and do not compete with the food chain.

Caustic Soda Blue In Germany, Vestolit is sourcing renewable electricity to support the production of low carbon caustic soda.

Precision Agriculture

Launched Streamline X ReGen™
Offering the first dripline to be introduced in Europe using the highest quality recycled material.

Developed Subsurface drip irrigation (SDI) system an award-winning technology to reduce the environmental impact of dairy farms.

Netafim's Drip irrigation system is demonstrating an effective solution to inefficient flood irrigation. This technology reduces negative environmental impacts while increasing rice yields and saving farmers 35% in energy costs.

Data Communications

Installation of FuturePath via MicroTrenching Reduces environmental disruption by more than 6X. compared to traditional trenching and brings reliable high-speed internet connectivity to communities.

Fluorinated Solutions

Advancing battery performance and recycling. With launch of new brand **Koflyte®**, acquisition of Silatronix and investment in Ascend Elements, a closed-loop lithium-ion battery recycler. These position Koura to develop and deploy the technologies needed to recycle battery materials

Koura brought **Zephex® 152a** inhaler innovation to market to help people with respiratory conditions. This metered dose inhaler delivers a greater than 90% reduction in GWP.

Koura is revolutionizing the refrigerant gas space with the launch of another of its next-generation refrigerants, **Klea® 456A**, as a lower GWP alternative to R-134a for automotive air conditioning systems.

alphagary

Developing a DOTP plasticizer and compound series made **from recycled PET.**

ESG Transparency and Accountability

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA



Dow Jones Sustainability Index

Since 2019, Orbia is a member of the DJSI MILA Pacific Alliance Index. In 2021, our total score increased by 5%, reflecting a commitment to continuously improve our ESG performance in all aspects of our business. We were honored to be included in the 2021 [S&P Sustainability Yearbook](#).

Carbon Disclosure Project

In 2021, Orbia obtained a B score (Management Level) for our performance on both Climate Change and Water Security in the [CDP](#) assessment.



FTSE4Good

FTSE4Good Index

Orbia is a member of the [FTSE4Good Index](#) since 2015. In 2020, our total score improved 4% year-on-year demonstrating Orbia has implemented leading Environmental, Social, and Governance (ESG) practices.



Ecovadis

Orbia joined the [Ecovadis](#) platform in 2019. In the 2020 assessment, we maintained our silver rating, positioning us among the top 18% of companies assessed. Through this Ecovadis evaluation we can understand, compare and share our company's sustainability performance with interested parties.



ESG Ratings

Proactive engagement with rating agencies combined with strong performance have resulted in significant upgrades in our scores, including with [MSCI](#) and [Sustainalytics](#).



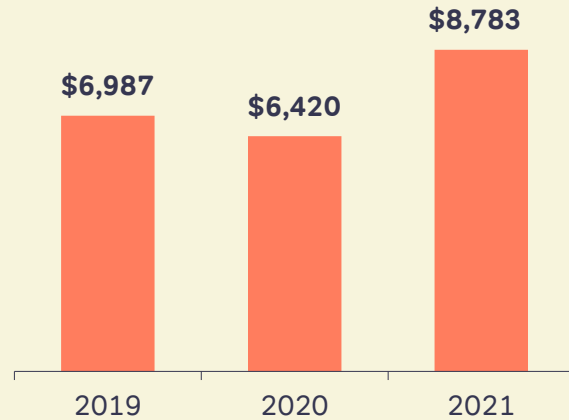
S&P/BMV Total Mexico ESG Index

Since 2012, Orbia is a member of the BMV (Mexico Stock Exchange) ESG Index. In 2020, Orbia was one of the 29 Mexican companies selected based on our Corporate Sustainability Assessment (CSA) performance to be part of its sustainability index.

For more details: [Orbia Sustainability ESG Indices](#)

Strong financial performance despite an unprecedented pandemic.

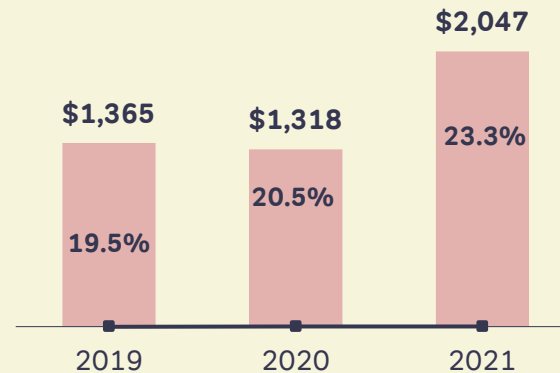
Sales (\$M)



Agility and Customer Focused

- ✓ Agile execution throughout last-twelve months, kept essential supply chains intact.
- ✓ Focus on higher-margin, value-added solutions.

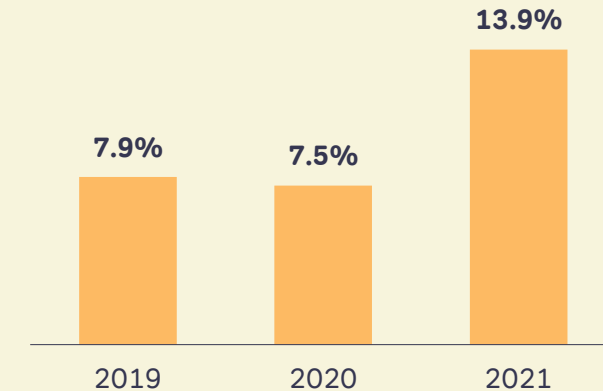
EBITDA (\$M) & Margin (%)



Operational Excellence

- ✓ Footprint optimization.
- ✓ Efficient working capital management.
- ✓ Strict cost discipline and savings.

ROIC (%)

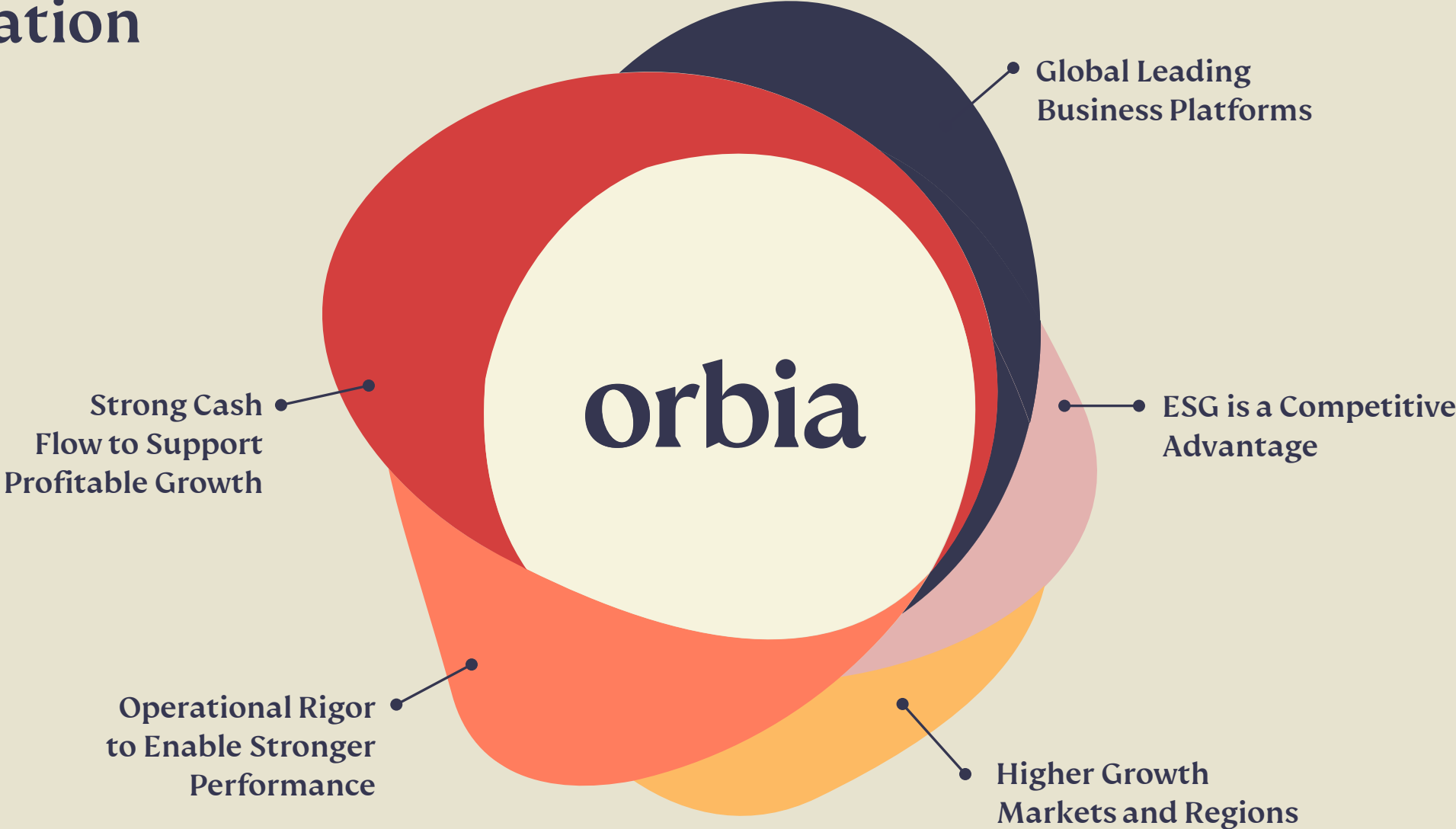


Capital Management

- ✓ Strong liquidity.
- ✓ Maintaining our target leverage range.
- ✓ Stronger balance sheet.
- ✓ Robust Free Cash Flow and improving returns.

Significant progress towards becoming a more efficient organization while delivering strong last-twelve months results.

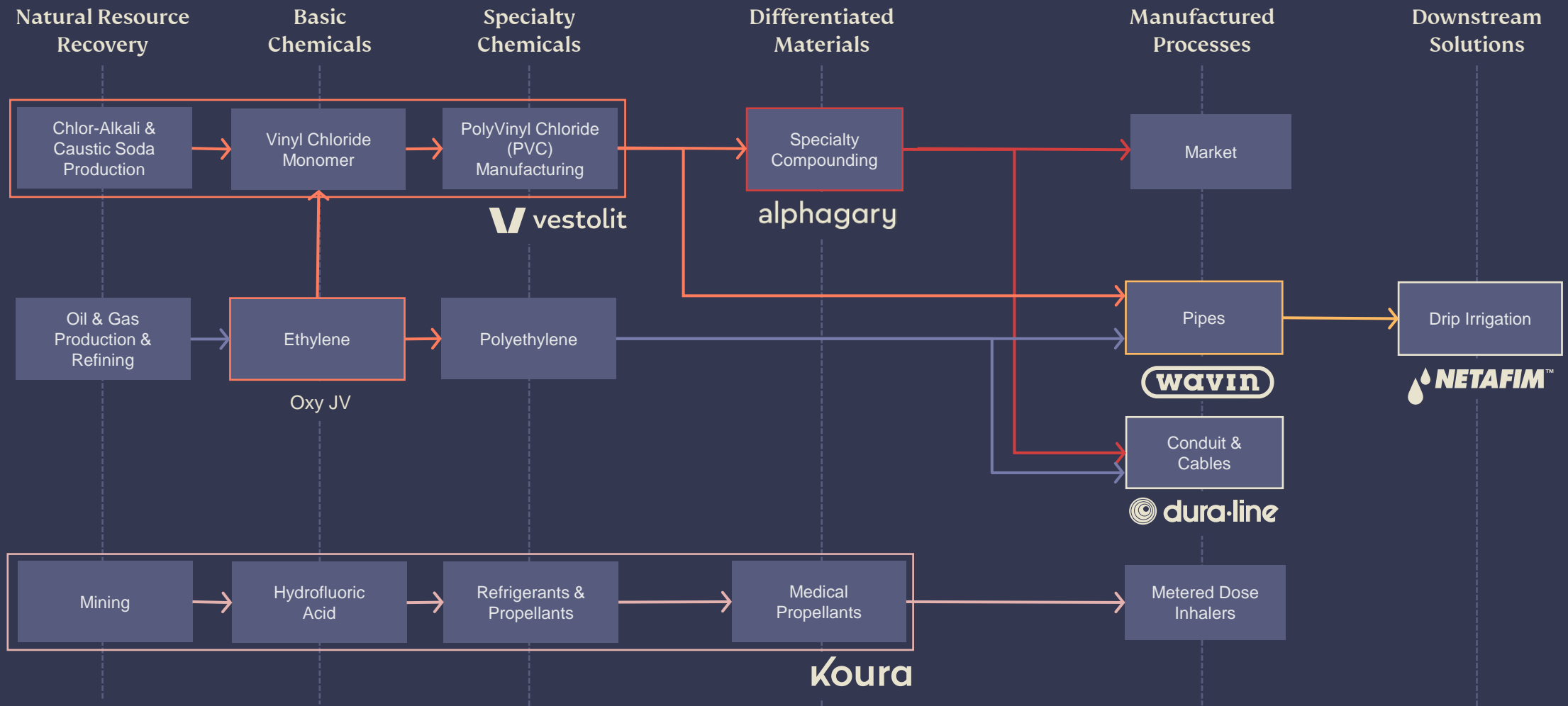
Multiple Catalysts for Future Value Creation



Business Groups



Orbia's business unit value chain positions



Polymer Solutions Snapshot

Business Concentration

Polymer Solutions

Corporate Headquarters

Boston, MA, United States

The Polymer Solutions group is as adaptable and dynamic as the materials it produces. It focuses largely on PVC and other vinyl polymers with a wide variety of applications including pipes, cables, flooring, auto parts, household appliances, clothing, packaging, and multiple medical devices.



Nick Ballas

President, Polymer Solutions, Vestolit



Gautam Nivarthi

President, Polymer Solutions, Alphagary

V vestolit alphagary

\$3.4B

2021 Revenues

\$1.1B

2021 EBITDA

33.0%

2021 EBITDA Margin

#1

Largest global producer of Specialty PVC

~3.5K

Employees

80+

Countries served

#6

Global producer of PVC

~27

Production Plants and 9 R&D Facilities

Transforming challenges into opportunities as a best-in-class vinyls company.

Polymer Solutions Strengths & Future

Core Strengths

- **Low-cost** PVC producer.
- **Global supplier** with a regional presence.
- Flexibility from **extended geographic footprint** and efficient logistic processes.
- Diversified, best-in-class product portfolio.
- Known for **technical, commercial and product support**.
- **Formulation expertise** with strong material science capability.

Leveraging Strengths to Win

- Backwards integration into basic raw materials (Ethylene and VCM) that provides significant cost advantage.
- Advantageous geographic position with access to low-priced materials and attractive end markets.
- Broad product portfolio and strong brand recognition.
- State of the art operational platform and best-in-class technology.
- Strong and long-term customer relationships.
- Focus our innovation platform to win in higher margin segments.

The Future of Vestolit/Alphagary

Expand our Core Business

Continue to grow as a key player in the PVC, Compounds and Chlor-Alkali markets strengthening our leadership position in global and regional markets.

Diversify product portfolio

Continue to diversify best-in-class product offering, with increased exposure to specialty, more stable and higher-margin products.

Strengthen low-cost position

Strategic expansion and upstream integration to strengthen position at the lower end of the cost curve.

Enter New Markets

Expand offerings into new markets and segments which offer better returns and greater growth potential establishing long term relationships with customers.

Develop More Sustainable Products

Increased sustainable products to 5-10% of portfolio.

Polymer Solutions Growth Initiatives



Organic Growth

Streamline Production

- De-bottleneck existing production capacity.
- Add new state-of-the-art production lines.

Innovation

- Differentiate through specialized high-margin, sustainable and circular solutions.



Market Expansion

Leverage geographic footprint and strong distribution network

- Enter Asian market with a wide product portfolio to gain market share in:
 - Specialty Resins
 - General Resins
 - Phosphates
- Grow in specialty polymer additives through state-of-the-art heat stabilizer asset and in specialty plasticizers.



New Products

Develop out next generation of best-in-class products for:

- Automotive industry
- Medical applications
- Wire & Cable (datacom, energy)
- Vinyl flooring
- Wallpaper



Building & Infrastructure Snapshot

Business Concentration

Building & Infrastructure

Corporate Headquarters

Amsterdam, Netherlands

The Building and Infrastructure group is redefining today's pipe industry by creating solutions that last longer and require less construction to install. Serving customers in five continents, this group is also innovating sustainable technologies around water collection and management, heating and cooling, and a revolutionary road surface.



Maarten Roef

President, Building & Infrastructure



\$2.9B

2021 Revenues

\$424M

2021 EBITDA

14.5%

2021 EBITDA Margin

75K+

SKUs

80+

Countries served

~50

Production plants in
~40 countries

~11K

Employees

5

Business
areas

**Contributing to a better future
by building healthy, sustainable
environments.**

Building & Infrastructure Strengths & Future

Core Strengths

- Key player with customer solutions in drinking water, sanitation, climate resilient cities and better building performance.
- Leading brand awareness and image in large EMEA and LATAM markets.
- Strong track record of breakthrough innovative products, systems and solutions.
- Market leader in most countries where we operate.

Leveraging Strengths to Win

- Broad product portfolio and strong brand recognition.
- Known for product quality and technical support.
- Building Information Modeling (BIM) tools experts across regions.
- Leader in sustainability, most advanced of its peers.
- Strong customer relationships and operational excellence.
- Innovation leader with e-commerce and multi-channel approach.

The Future of Wavin

Global Market Leader

Safe and efficient water supply, better sanitation and hygiene, climate resilient cities and better building performance.

Global Innovation Leader

Fast launcher of new products in key business areas.

Focus on End User for Value Creation

Involved before, during and after installation.

Target Customer Base

Work with installers, contractors, engineers, investors, construction workers and municipalities.

Multi-Channel Strategy

Wholesalers, direct and E-commerce.

Move to a Service Model

Shifting from a product/system orientation to an integrated solutions model including services.

Enter New Markets

Geographical expansion into North America and APAC.



Building & Infrastructure Growth Initiatives



Water

Building

- Expand our Hot & Cold position (currently #2 provider).
 - EMEA: Double-digit growth
 - LATAM: Optimize CPVC¹ portfolio and introduce EMEA product ranges.
 - USA/CA and APAC: Start position.
- Services under development: inhouse water quality and leakage.

Infrastructure

- Focus on new services like leak detection and water quality.

Wavin



Sanitation

Soil and Waste

- Continue to rationalize current PVC and PP Soil and Waste ranges.
- Focus on low noise systems.
- Explore water re-use and heat regeneration services.

Sewer

- Focus on services (e.g., clogging and leak detection).
- Expand leading position in Tegra Inspection Chambers/Manholes.



Climate Resilient Cities

Storm Water Management

- Complete range of infiltration crates, Geotextiles and accessories.
- From rainwater to ground water.

Sustainable Products

- Aquacel infiltration crate
- Tegra Street Gullies and Manholes
- Filter systems
- PlasticRoad
- Electronics and software

Data and Services

- Rapidly expanding offerings:
 - Preventive/predictive maintenance.
 - City roof as a service.



Building Performance

Indoor Climate Systems

- Integrate heating, cooling and ventilation.
- Air humidity, composition, pollution.
- Focused on EMEA expansion then rollout to other regions.

Data and Services

- Subscription-based indoor climate monitoring.
- Filter systems and accessories.
- Calculation and design services.

1. Chlorinated Polyvinyl Chloride

Precision Agriculture Snapshot

Business Concentration

Precision Agriculture

Corporate Headquarters

Tel Aviv, Israel

The Precision Agriculture group helps the world grow more with less. With a focus on irrigation systems, services and digital farming technologies, the group's solutions enable farmers and producers get higher and better-quality yields while using less water, fertilizer and other inputs.



Gaby Miodownik

President, Precision Agriculture



\$1.1B

2021 Revenues

\$146M

2021 EBITDA

12.9%

2021 EBITDA Margin

30%

Global market share in precision irrigation

100+

Countries served

17

Manufacturing plants

~5K

Employees

Growing more with less.

Precision Agriculture Strengths & Future

Core Strengths

- Market leader in most regions in the world, with the **most established and extensive distribution network**.
- **Technology leader** with the most innovative irrigation products in the market.
- Unique **agronomical and technical knowledge** and capabilities.
- End-to-End **project capabilities and supporting services**.

Leveraging Strengths to Win

- Leverage Netafim's unique leadership position in the market.
- Build on knowledge and capabilities to provide agronomic and technical support.
- Lead with technology and innovation; be at the forefront of irrigation and digital farming.
- Increase adoption of sustainable and regenerative agricultural practices.
- Develop and shift to service models, including managed irrigation services.

The Future of Netafim

Expand our Core Business

Continue geographical expansion, grow 'Projects' business and develop new products and solutions.

Increase Penetration of Drip Irrigation

Focus on extensive crops (e.g., rice, corn, grains).

Lead Digital Farming Market for irrigation and fertigation

Capture Leadership Position in Greenhouse and Protected Ag markets.

Develop New Service Models

Create areas of recurring revenue.



Precision Agriculture Growth Initiatives



Digital Farming

Leading the digital farming market for Irrigation and fertigation.

- Continue developing NetBeat: The cutting-edge solution for monitoring, analysis and control.
- Introduce new SW based solutions and business models.



Protected Agriculture

Capture a leadership position.

- Become a global leading greenhouse turnkey provider, by leveraging newly acquired Dutch greenhouse leader Gakon.
- Establish strong presence in new and existing markets.



Community Irrigation

Penetrate the 500 million small farmer market with scalable, sustainable solutions.

- PPP model targeted to LATAM, SE Asia and Africa.
- Inclusive irrigation model with significant social and long-term impact for small farmers.



Services

Grow market opportunity with new services-based models.

- Leverage services to increase penetration into extensive crops.
- Create recurring revenue streams.



Data Communications Snapshot

Business Concentration

Data Communications

Corporate Headquarters

Boston, MA, United States

The Data Communications group is working to ensure that everyone around the world has a chance to make the most of the world's information. The group produces more than 400 million meters of cable conduit annually that serve as the physical pathways for fiber and other technologies that connect cities, homes and people.



Peter Hajdu

President, Data Communication



\$994M

2021 Revenues

\$134M

2021 EBITDA

13.5%

2021 EBITDA Margin

3

R&D Centers

5

Test Facilities

2

Training Academies

~1.7K

Employees

20

Production plants

Creating what connects us: new infrastructure is being built for the expanding digital economy and smart cities.

Data Communications Strengths & Future

Core Strengths

- Deep, technical knowledge in conduit products.
- Strong relationships with largest telcos and carriers. Strong position in the U.S., Canada and Europe.
- High and fast customization of solutions and closeness to customer in product development.
- Global production footprint.

Leveraging Strengths to Win

- Global footprint, relevant for hyper-scalers and global network/data center operators.
- Average length of relationship with customers is 15+ years.
- Only cable conduit company with U.S. nationwide coverage.
- Highly embedded with customers through customized solutions.
- Market leader in North America.
- 2,200+ customers worldwide across a broad range of end-markets and regions.

The Future of Dura-Line

More Advanced Products

Shift to more advanced products: from 20/80 mix of higher value advanced/standard to 50/50 by 2025.

New Products

Develop products beyond conduits: small cell, FTTx and data center connectivity.

Services

Offer services and advanced digital solutions.

Communication Service Providers

Build relationships with leading communication service providers, network operators, and asset owners.

Enter New Markets

Focus on countries with largest network buildout expenditure and Top 20 FTTx small-cell markets with highest margin potential.

Invest in Emerging Markets

Shift in go-to-market strategy focused on higher value advanced products.



Data Communications Growth Initiatives



Market Expansion

Emerging Markets

- Develop strategic accounts team.
- Invest in go-to-market capabilities.
- Focus on countries with largest network build-out expenditures and top 20 FTTx small-cell markets with highest margin potential.



New Products & Services

Advanced, Application-Centric Product Portfolio

- Shift to higher margin micro-ducts and accessories.
- Introduce more network edge products.
 - FTTx
 - Small cells
 - Data centers

Create and Deliver Technical Services

- Invest in Dura-Line Academy to train technicians of tomorrow.
- Support key customers in designing their networks.
- Expand field support to deliver full benefits for network owners.



Digitization

Digital Transformation

- Become an Infrastructure Technology (InfraTech) player by 2025.
- Build recurring revenue through advanced digital solutions.
 - Passive network design
 - Passive network inspection and maintenance
 - Wide area sensing



Abbreviations: FTTx – Fiber to the x or fiber in the loop.



Fluorinated Solutions Snapshot

Business Concentration
Fluorinated Solutions

Corporate Headquarters
Boston, MA, United States

The Fluorinated Solutions group creates fluorine-based products and technologies that support modern living. With the world's largest fluorine mine and robust material science knowledge, the group's chemicals and propellants are used in a wide array of industries, from medicine to construction to transportation.



Gregg Smith
President, Fluorinated Solutions

Koura

\$744M **\$244M** **32.9%**
2021 Revenues 2021 EBITDA 2021 EBITDA Margin

100%
Vertical integration

20%
Production of the world's fluorspar

**From *Mine to Market*—
A structure that ensures
a secure supply chain.**



Fluorinated Solutions Strengths & Future

Core Strengths

- Koura supplies ~20% of the world's fluorine from our mine in Las Cuevas.
- We have an industry-leading position in acidspar, metspar, HF and AIF3, given upstream integration and scale.
- Koura is a leader in medical propellants, with ~70% share worldwide and >90% in western countries.
- Leading supplier of refrigerants to automotive air conditioning market sector.

Leveraging Strengths to Win

- World's largest Fluorspar mineral body with decades of proven reserves.
- Global scale, fully integrated HF and AIF3 plant in Matamoros, Mexico.
- Leading HF producer in North America.
- Produce ~70% of world's propellants for metered dose inhalers.
- Leading technology for medical, refrigeration and energy storage.
- Supplier of AIF3 to major aluminum producers.

The Future of Koura

Strengthen Existing Portfolio

Optimize and invest in our existing product lines to generate cash for growth and reduce our environmental footprint.

Reduce Carbon Footprint

Provide safe & efficient low carbon footprint solutions for our customers in refrigerants and medical propellants.

Expand Business Models

Expand our business model and invest in healthcare IP to generate licensing revenue from next generation products.

Sustainable Energy

Introduce solutions and services that enable the world's transition to sustainable energy.

Koura

Abbreviations: **HF**: Hydrofluoric acid; **AIF3**: Aluminum fluoride

Fluorinated Solutions Growth Initiatives



Low Global Warming Refrigerants

New Downstream Opportunities

- **HVAC**
Low GWP HFO-blend refrigerant for air conditioning applications.
- **Low-Temperature Transport**
Low-GWP refrigerant for marine, air and road transport.
- **CO₂-Based Blend**
Multi-purpose refrigerants for use in commercial, HVAC, auto and other applications.



Healthcare

Expand into New Business Models

- Next-generation low-GWP propellants with a carbon footprint comparable to dry-powder inhalers.
- Licensing of formulations and formulation services with our next-generation propellants.
- Fluorinated anesthetics and other value-added medical products.



Sustainable Energy

Formulated Materials

- Become leading supplier of electrolyte components, binders, formulations and other battery materials.
- Enable sustainable battery materials value chain by making use of recycled materials.
- Low-GWP refrigerants for EVs that provide heating and cooling while maximizing driving range.

Koura

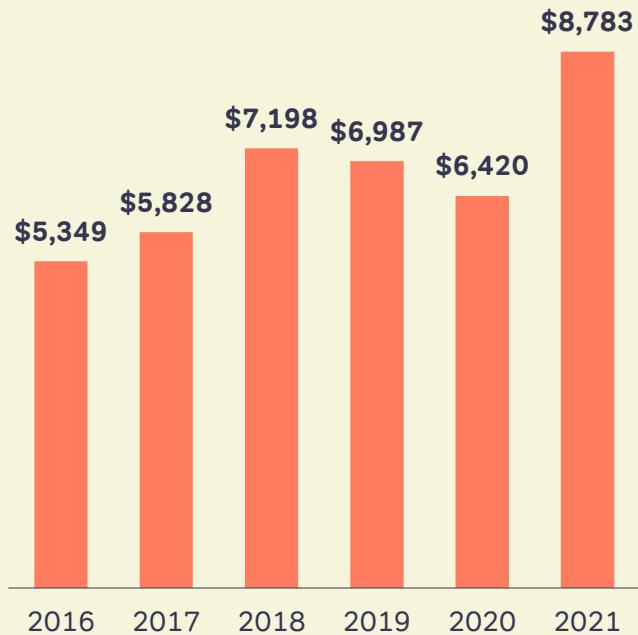
Abbreviations: **HVAC**: Heating Ventilation and Air Conditioning; **GWP**: Global Warming Potential; **HFO**: Hydrofluoroolefins

Financial Highlights

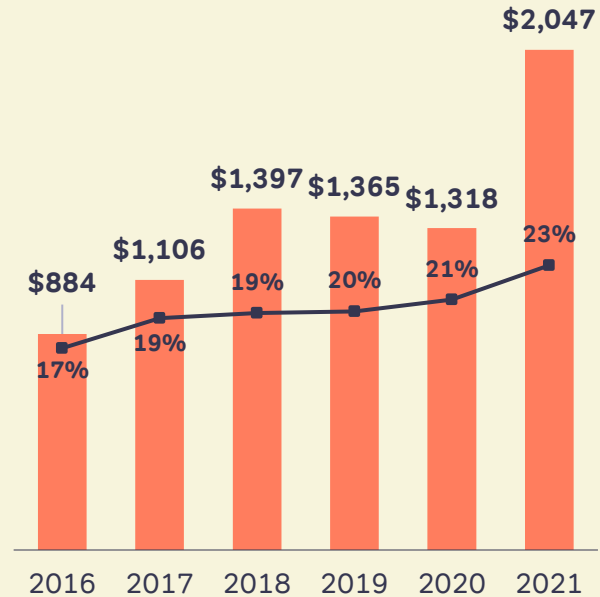


Historical Financial Performance

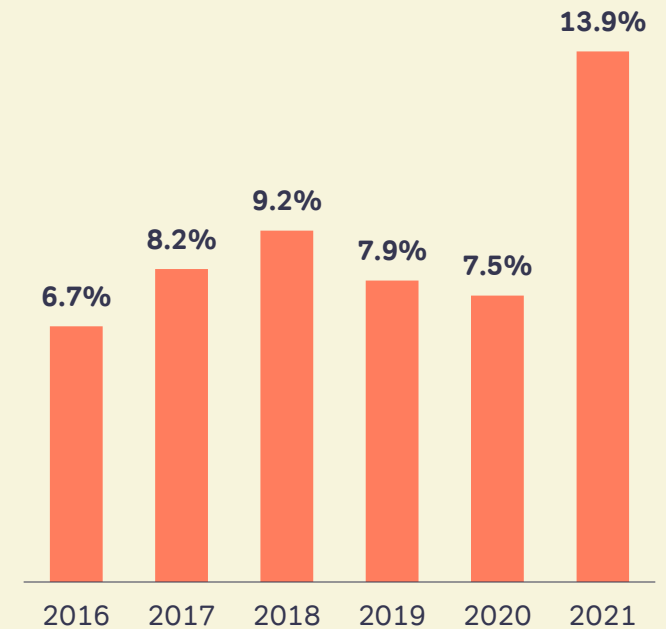
Sales (\$M)



EBITDA (\$M) & Margin (%)



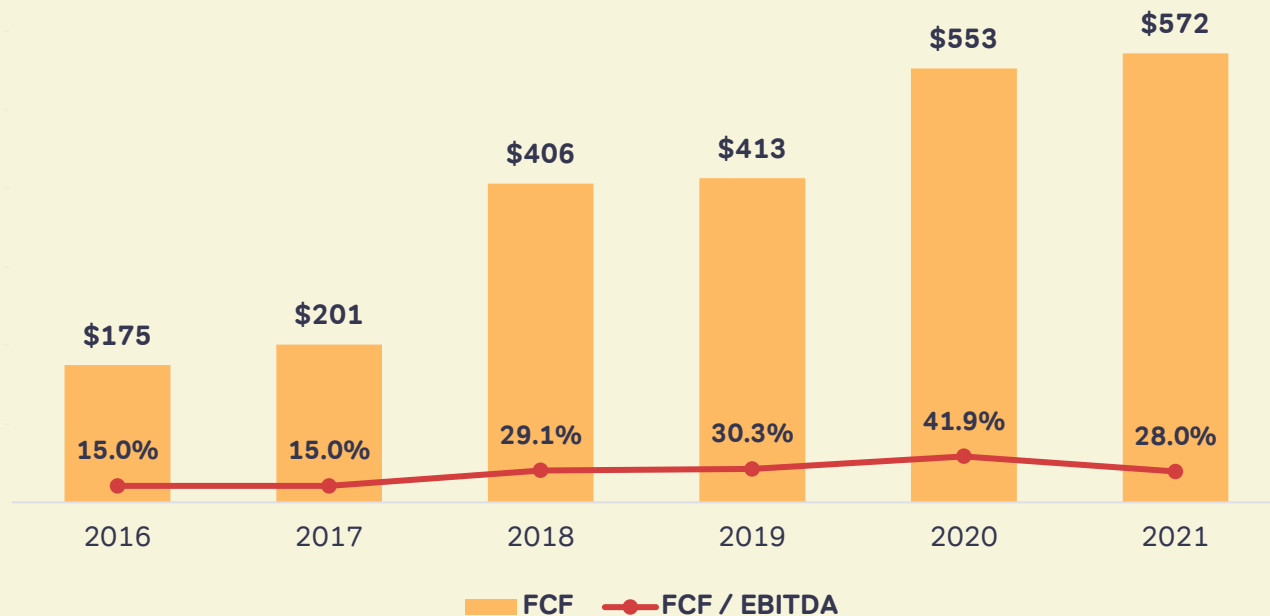
ROIC (%)



Resilient profitability and margin expansion with increased focus on ROIC.

Improving Free Cash Flow and Conversion

Free Cash Flow (\$M) & FCF Conversion (%)



Drivers of strong FCF

- Prioritization of strategic growth projects in optimal end markets
- Resilient and diversified, global portfolio

Continued focus on agile execution, strict cost discipline and working capital management.

1. Represent last twelve months ending 9/30/21

Strong Balance Sheet with ample liquidity

Balance Sheet (\$M, 12/31/2021)

Cash / Cash Equivalents	782
Accounts Receivable	1,370
Inventory	1,292
Total Assets	10,587
Accounts Payable	1,505
Total Debt	3,520
Total Liabilities	7,182

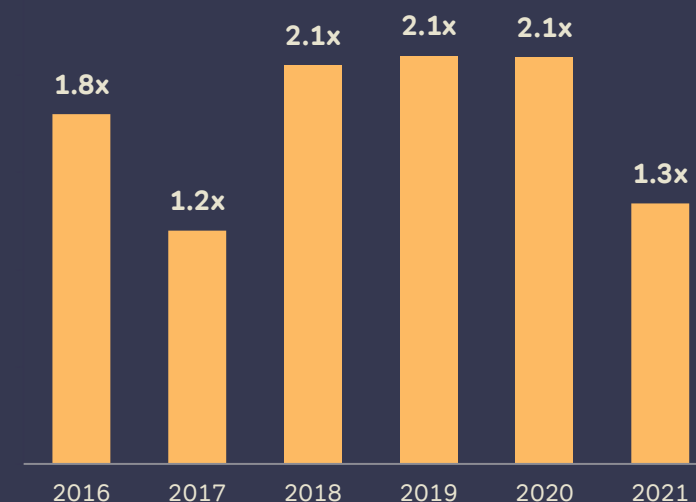
Debt Profile (\$M, 12/31/2021)

Gross Debt	3,520
Less Cash	782
Net Debt	2,738
Gross Debt to EBITDA	1.71x
Net Debt to EBITDA	1.34x

Commentary

- **Strong balance sheet** and **cash generation**
- **Recent liability management** initiative resulted in a substantial reduction in our cost of capital.
- **Maintaining appropriate debt profile** with lowered weighted average cost of debt to 4.1% with an average maturity to 14.8 years; next significant maturity extended to 2026; target leverage ratio of ~2.0x.

Net Debt-to-EBITDA



Disciplined capital allocation strategy: Focused on investing for growth

3 Focus Areas

1 Reinvestment

To support day-to-day operations and incorporate more sustainable practices throughout our organization

Focus

- ✓ Asset integrity
- ✓ Safety
- ✓ Sustainability
- ✓ Compliance
- ✓ Digital & Technology
- ✓ Talent

2 Growth

With an emphasis on organic opportunities, complemented by bolt-on acquisitions

Investment Areas

- ✓ Expanding downstream within our value chain
- ✓ Services, after market
- ✓ New geographies
- ✓ New technologies
- ✓ Capacity expansion

3 Cash Returns

In the form of healthy dividends and opportunistic buybacks.

Commitments

- ✓ 2021 ordinary dividend of \$0.10 per share; paid first of four installments of \$0.025 per share on April 14; equated to over 4% yield

Our Philosophy

- ✓ Compelling project funding with no Business Group bias
- ✓ Continuous risk assessment and mitigation through proactive actions
- ✓ Target IRR > WACC
- ✓ Strong balance sheet focus with Net Debt-to-EBITDA target of approximately 2.0x

A strategic and disciplined approach to inorganic growth.

M&A Approach

- Seek bolt-on M&A to achieve new technologies and build upon existing capabilities.
- An efficient avenue to achieve growth strategies, especially when assets, brand, distribution channels and/or technologies can be attained at a lower cost relative to building from scratch.

Strategic criteria

- ✓ Aligns with Orbia's strengths and long-term strategy
- ✓ Possesses high barriers to entry, it is a recognized brand
- ✓ Offers compelling growth drivers and market dynamics, including niche market or leadership position in a fragmented market

Financial filters

- ✓ ROIC, EPS accretive, Payback
- ✓ Meaningful recurring revenue
- ✓ High gross margins
- ✓ Opportunity to capture significant cost synergies
- ✓ EBITDA margin expansion and high growth
- ✓ Focus on cash generation: FCF conversion

Integration

- ✓ Ability to integrate with Orbia's culture and values with a customer-centric mindset
- ✓ Robust pre- and post-close integration process to ensure success of strategic and financial benefits
- ✓ Management teams capable of delivering business plan and executing highly attainable cost synergies

Invest with Us

01

Leading, global business platforms.

02

Multiple catalysts for value creation with organic and inorganic growth opportunities.

03

Experienced global leadership team executing transformation to double-digit ROIC and strong cash flow generation.

04

Focused on ESG while delivering world-class performance with emphasis on **planet, people and profit.**

05

Solid financial foundation with disciplined capital allocation framework to drive shareholder value.

Appendix

P&L

USD in millions	Last 5 years (Annual)				
Income Statement	2021	2020	2019	2018	2017
Net sales	8,783	6,240	6,987	7,189	5,828
Cost of sales	6,156	4,574	5,029	5,199	4,375
Gross profit	2,627	1,846	1,958	1,999	1,453
Operating expenses	1,178	1,126	1,135	1,064	745
Operating income (loss)	1,449	720	823	935	708
Financial costs	297	242	295	284	176
Equity in income of associated entity	(1)	(1)	(4)	(4)	(2)
Income (loss) from continuing operations before income tax	1,154	479	533	655	535
Income tax	381	151	206	195	178
Income (loss) from continuing operations	773	328	327	460	357
Discontinued operations	(0)	(10)	(0)	23	(143)
Consolidated net income (loss)	772	319	327	483	214
Minority stockholders	115	124	120	128	20
Majority net income (loss)	657	195	207	355	194
EBITDA	2,047	1,318	1,365	1,397	1,106

Balance Sheet

USD in millions	Last 5 years (Annual)				
Balance sheet	2021	2020	2019	2018	2017
Total assets	10,587	10,211	10,057	10,075	9,776
Current assets	3,724	3,156	2,852	2,977	3,952
Cash and temporary investments	782	875	586	700	1,900
Receivables	1,370	1,093	1,158	1,150	975
Inventories	1,292	861	834	866	675
Other current assets	282	326	274	262	402
Non current assets	6,862	7,055	7,205	7,097	5,824
Property, plant and equipment, Net	3,051	3,186	3,349	3,507	3,626
Right of use Fixed Assets, Net	346	323	337	-	-
Intangible assets and Goodwill	3,130	3,225	3,257	3,345	1,910
Long-term assets	335	320	262	245	288
Total liabilities	7,182	7,032	6,963	6,905	6,095
Current liabilities	2,643	2,588	2,577	2,709	2,131
Current portion of long-term debt	240	495	322	396	45
Suppliers	1,505	1,326	1,264	1,414	1,362
Short-term leasings	86	82	78	18	37
Other current liabilities	812	684	913	881	687
Non current liabilities	4,539	4,444	4,386	4,196	3,964
Long-term debt	3,280	3,131	3,129	3,175	3,210
Long-term employee benefits	221	274	229	195	203
Long-term deferred tax liabilities	318	314	335	349	231
Long-term leasings	281	263	267	15	39
Other long-term liabilities	440	463	267	15	39
Consolidated shareholders' equity	3,404	3,180	3,094	3,170	3,681
Minority shareholders' equity	668	687	719	761	878
Majority shareholders' equity	2,737	2,493	2,375	2,409	2,803
Total liabilities & shareholders' equity	10,587	10,211	10,057	10,075	9,776

Cash Flow Statement

USD in millions	Last 5 years (Annual)				
Cash flow	2021	2020	2019	2018	2017
EBITDA	2,074	1,318	1,365	1,397	1,106
Taxes paid, net	(278)	(264)	(233)	(242)	(122)
Net interest/Bank commissions	(252)	(196)	(261)	(237)	(164)
Change in trade working capital	(479)	32	(112)	(92)	(103)
Others (Other assets – provisions, Net)	10	4	36	4	4
CTA and FX	(67)	(24)	(29)	(94)	(33)
Operating cash flow	982	871	766	734	688
Capital expenditures	(311)	(228)	(261)	(283)	(289)
Leasing payments	(98)	(90)	(92)	(45)	-
Free cash flow	572	552	413	406	399
<i>FCF conversion (%)</i>	28.0%	41.9%	30.3%	29.1%	36.1%
Dividends to Shareholders	(199)	(230)	(218)	(197)	(193)
Buy-back shares program	(116)	(42)	(41)	(67)	(5)
New debt (paid)	(122)	178	(125)	119	985
Minority interest payments	(138)	(141)	(151)	(145)	-
Mergers & Acquisitions	(48)			(1,427)	-
Others	8	(27)	8	270	-
Net change in cash	(94)	289	(114)	(1,041)	1,186
Initial cash balance	875	586	700	1,900	714
Cash balance	782	875	586	859	1,900

Financial Results 2021: Business Performance

Polymer Solutions

mm US\$

Annual

Polymer Solutions	2021	2020	2019	% Var. 21-20	% Var. 20-19
Total Revenue	3,438	2,171	2,334	58%	-7%
Operating Income	876	224	210	291%	7%
EBITDA	1,134	462	443	145%	4%

Building & Infrastructure

mm US\$

Annual

Building & Infrastructure	2021	2020	2019	% Var. 21-20	% Var. 20-19
Total Revenue	2,922	2,071	2,239	41%	-7%
Operating Income	283	127	142	123%	-11%
EBITDA	424	261	269	-63%	-3%

Precision Agriculture

mm US\$

Annual

Precision Agriculture	2021	2020	2019	% Var. 21-20	% Var. 20-19
Total Revenue	1,126	972	1,063	16%	-9%
Operating Income	46	89	92	-48%	-3%
EBITDA	146	181	179	-20%	1%

Data Communications

mm US\$

Annual

Data Communications	2021	2020	2019	% Var. 21-20	% Var. 20-19
Total Revenue	994	732	749	36%	-2%
Operating Income	102	140	116	-27%	21%
EBITDA	134	173	149	-23%	16%

Fluorinated Solutions

mm US\$

Annual

Fluorinated Solutions	2021	2020	2019	% Var. 21-20	% Var. 20-19
Total Revenue	744	698	805	7%	-13%
Operating Income	183	193	267	-6%	-28%
EBITDA	244	254	325	-4%	-22%

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