



# **The Chemours Company**

## **Quarterly Financial Information**

**November 4, 2020**



### Safe Harbor Statement

This presentation contains forward-looking statements, within the meaning of the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995, which involve risks and uncertainties. Forward-looking statements provide current expectations of future events based on certain assumptions and include any statement that does not directly relate to a historical or current fact. The words "believe," "expect," "will," "anticipate," "plan," "estimate," "target," "project" and similar expressions, among others, generally identify "forward-looking statements," which speak only as of the date such statements were made. These forward-looking statements may address, among other things, the outcome or resolution of any pending or future environmental liabilities, the commencement, outcome or resolution of any regulatory inquiry, investigation or proceeding, the initiation, outcome or settlement of any litigation, changes in environmental regulations in the U.S. or other jurisdictions that affect demand for or adoption of our products, anticipated future operating and financial performance, business plans, prospects, targets, goals and commitments, capital investments and projects, plans for dividends or share repurchases, sufficiency or longevity of intellectual property protection, cost reductions or savings targets, plans to increase profitability and growth, our ability to make acquisitions, integrate acquired businesses or assets into our operations, and achieve anticipated synergies or cost savings, all of which are subject to substantial risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statements. Forward-looking statements are based on certain assumptions and expectations of future events that may not be accurate or realized. These statements are not guarantees of future performance. Forward-looking statements also involve risks and uncertainties that are beyond Chemours' control. In addition, the current COVID-19 pandemic has significantly impacted the national and global economy and commodity and financial markets. The full extent and impact of the pandemic is unknown and to date has included extreme volatility in financial and commodity markets, a significant slowdown in economic activity, and increased predictions of a global recession. The public and private sector response has led to significant restrictions on travel, temporary business closures, quarantines, stock market volatility, and a general reduction in consumer and commercial activity globally. Matters outside our control have affected our business and operations and may or may continue to limit travel of employees to our business units domestically and internationally, adversely affect the health and welfare of our personnel, significantly reduce the demand for our products, hinder our ability to provide goods and services to customers, cause disruptions in our supply chains, adversely affect our business partners or cause other unpredictable events. Additionally, there may be other risks and uncertainties that Chemours is unable to identify at this time or that Chemours does not currently expect to have a material impact on its business. Factors that could cause or contribute to these differences include the risks, uncertainties and other factors discussed in our filings with the U.S. Securities and Exchange Commission, including in our Quarterly Report on Form 10-Q for the quarter ended September 30, 2020 and in our Annual Report on Form 10-K for the year ended December 31, 2019. Chemours assumes no obligation to revise or update any forward-looking statement for any reason, except as required by law.

### Non-GAAP Financial Measures

We prepare our financial statements in accordance with Generally Accepted Accounting Principles ("GAAP"). Within this presentation we may make reference to Adjusted Net Income, Adjusted EPS, Adjusted EBITDA, Adjusted EBITDA Margin, Free Cash Flow, Adjusted Effective Tax Rate, Return on Invested Capital (ROIC) and Net Leverage Ratio which are non-GAAP financial measures. The company includes these non-GAAP financial measures because management believes they are useful to investors in that they provide for greater transparency with respect to supplemental information used by management in its financial and operational decision making. Further information with respect to and reconciliations of such measures to the nearest GAAP measure can be found in the appendix hereto.

Management uses Adjusted Net Income, Adjusted EPS, Adjusted EBITDA, Adjusted EBITDA Margin, Free Cash Flow, Adjusted Effective Tax Rate, ROIC and Net Leverage Ratio to evaluate the company's performance excluding the impact of certain noncash charges and other special items which we expect to be infrequent in occurrence in order to have comparable financial results to analyze changes in our underlying business from quarter to quarter.



**CONSOLIDATED STATEMENTS OF OPERATIONS (UNAUDITED)**  
(Dollars in millions, except per share amounts)

	Full Year* 2020	3Q20	2Q20	1Q20	Full Year* 2019	4Q19	3Q19	2Q19	1Q19	Full Year* 2018	4Q18	3Q18	2Q18	1Q18
Net sales	\$ 3,631	\$ 1,233	\$ 1,093	\$ 1,305	\$ 5,526	\$ 1,353	\$ 1,390	\$ 1,408	\$ 1,376	\$ 6,638	\$ 1,464	\$ 1,628	\$ 1,816	\$ 1,730
Cost of goods sold	2,877	976	894	1,007	4,463	1,203	1,096	1,085	1,080	4,667	1,064	1,151	1,259	1,193
Gross profit	754	257	199	298	1,063	150	294	323	296	1,971	400	477	557	537
Selling, general, and administrative expense	347	112	110	125	548	126	130	136	156	657	190	163	161	143
Research and development expense	67	22	20	24	80	19	20	19	22	82	22	20	20	20
Restructuring, asset-related, and other charges	37	9	17	11	87	38	34	7	8	49	17	12	10	10
Total other operating expenses	451	143	147	160	715	183	184	162	186	788	229	195	191	173
Equity in earnings of affiliates	19	4	7	8	29	4	9	8	8	43	11	10	10	12
Interest expense, net	(160)	(53)	(53)	(54)	(208)	(52)	(53)	(52)	(51)	(195)	(48)	(47)	(48)	(52)
Loss on extinguishment of debt	—	—	—	—	—	—	—	—	—	(38)	—	—	(38)	—
Other (expense) income, net	(6)	(5)	14	(15)	(293)	(373)	25	16	40	162	48	24	33	57
<b>Income (loss) before income taxes</b>	<b>156</b>	<b>60</b>	<b>20</b>	<b>77</b>	<b>(124)</b>	<b>(454)</b>	<b>91</b>	<b>133</b>	<b>107</b>	<b>1,155</b>	<b>182</b>	<b>269</b>	<b>323</b>	<b>381</b>
(Benefit from) provision for income taxes	(44)	(16)	(4)	(23)	(72)	(137)	15	37	13	159	40	(6)	41	84
<b>Net income (loss)</b>	<b>200</b>	<b>76</b>	<b>24</b>	<b>100</b>	<b>(52)</b>	<b>(317)</b>	<b>76</b>	<b>96</b>	<b>94</b>	<b>996</b>	<b>142</b>	<b>275</b>	<b>282</b>	<b>297</b>
Less: Net income attributable to non-controlling interests	—	—	—	—	—	—	—	—	—	1	—	—	1	—
<b>Net income (loss) attributable to Chemours</b>	<b>\$ 200</b>	<b>\$ 76</b>	<b>\$ 24</b>	<b>\$ 100</b>	<b>\$ (52)</b>	<b>\$ (317)</b>	<b>\$ 76</b>	<b>\$ 96</b>	<b>\$ 94</b>	<b>\$ 995</b>	<b>\$ 142</b>	<b>\$ 275</b>	<b>\$ 281</b>	<b>\$ 297</b>
<b>Per share data</b>														
Basic earnings (loss) per share of common stock	\$ 1.22	\$ 0.46	\$ 0.15	\$ 0.61	\$ (0.32)	\$ (1.94)	\$ 0.46	\$ 0.58	\$ 0.56	\$ 5.62	\$ 0.83	\$ 1.56	\$ 1.58	\$ 1.63
Diluted earnings (loss) per share of common stock	1.21	0.46	0.15	0.61	(0.32)	(1.94)	0.46	0.57	0.55	5.45	0.81	1.51	1.53	1.58
Dividends per share of common stock	0.75	0.25	0.25	0.25	1.00	0.25	0.25	0.25	0.25	0.67	0.25	0.25	0.17	—

\* Note: Individual quarters may not sum to full year amounts due to rounding. Certain prior period amounts have been reclassified to conform to the current period presentation.



**CONSOLIDATED BALANCE SHEETS (UNAUDITED)**  
(Dollars in millions, except per share amounts)

	September 30, 2020	December 31, 2019
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 956	\$ 943
Accounts and notes receivable, net	572	674
Inventories	993	1,079
Prepaid expenses and other	84	81
Total current assets	<u>2,605</u>	<u>2,777</u>
Property, plant, and equipment	9,391	9,413
Less: Accumulated depreciation	(5,973)	(5,854)
Property, plant, and equipment, net	<u>3,418</u>	<u>3,559</u>
Operating lease right-of-use assets	264	294
Goodwill and other intangible assets, net	169	174
Investments in affiliates	182	162
Other assets	310	292
<b>Total assets</b>	<u><u>\$ 6,948</u></u>	<u><u>\$ 7,258</u></u>
<b>Liabilities</b>		
Current liabilities:		
Accounts payable	\$ 701	\$ 923
Short-term and current maturities of long-term debt	32	134
Other accrued liabilities	575	484
Total current liabilities	<u>1,308</u>	<u>1,541</u>
Long-term debt, net	4,063	4,026
Operating lease liabilities	213	245
Deferred income taxes	34	118
Other liabilities	596	633
Total liabilities	<u>6,214</u>	<u>6,563</u>
Commitments and contingent liabilities		
<b>Equity</b>		
Common stock (par value \$0.01 per share; 810,000,000 shares authorized; 189,772,210 shares issued and 164,452,975 shares outstanding at September 30, 2020; 188,893,478 shares issued and 163,574,243 shares outstanding at December 31, 2019)	2	2
Treasury stock, at cost (25,319,235 shares at September 30, 2020 and December 31, 2019)	(1,072)	(1,072)
Additional paid-in capital	879	859
Retained earnings	1,325	1,249
Accumulated other comprehensive loss	(402)	(349)
Total Chemours stockholders' equity	<u>732</u>	<u>689</u>
Non-controlling interests	2	6
Total equity	<u>734</u>	<u>695</u>
<b>Total liabilities and equity</b>	<u><u>\$ 6,948</u></u>	<u><u>\$ 7,258</u></u>



**SEGMENT NET SALES (UNAUDITED)**

(Dollars in millions)

	Full Year* 2020	3Q20	2Q20	1Q20	Full Year* 2019	4Q19	3Q19	2Q19	1Q19	Full Year* 2018	4Q18	3Q18	2Q18	1Q18
Fluoroproducts	\$ 1,657	\$ 533	\$ 523	\$ 600	\$ 2,648	\$ 614	\$ 636	\$ 711	\$ 687	\$ 2,862	\$ 649	\$ 682	\$ 801	\$ 732
Chemical Solutions	263	88	82	92	533	129	140	130	134	602	149	155	153	144
Titanium Technologies	1,711	612	488	613	2,345	610	614	567	555	3,174	666	791	862	854
<b>TOTAL CHEMOURS</b>	<b>\$ 3,631</b>	<b>\$ 1,233</b>	<b>\$ 1,093</b>	<b>\$ 1,305</b>	<b>\$ 5,526</b>	<b>\$ 1,353</b>	<b>\$ 1,390</b>	<b>\$ 1,408</b>	<b>\$ 1,376</b>	<b>\$ 6,638</b>	<b>\$ 1,464</b>	<b>\$ 1,628</b>	<b>\$ 1,816</b>	<b>\$ 1,730</b>

**SEGMENT ADJUSTED EBITDA (UNAUDITED)**

(Dollars in millions)

	Full Year* 2020	3Q20	2Q20	1Q20	Full Year* 2019	4Q19	3Q19	2Q19	1Q19	Full Year* 2018	4Q18	3Q18	2Q18	1Q18
Fluoroproducts	\$ 350	\$ 112	\$ 97	\$ 140	\$ 578	\$ 117	\$ 122	\$ 180	\$ 159	\$ 783	\$ 164	\$ 182	\$ 230	\$ 206
Chemical Solutions	45	12	19	15	80	25	23	16	15	64	14	24	16	11
Titanium Technologies	361	129	94	138	505	115	137	127	126	1,055	199	268	295	294
Corporate and Other	(123)	(43)	(44)	(36)	(143)	(30)	(34)	(40)	(38)	(162)	(36)	(39)	(44)	(43)
<b>TOTAL CHEMOURS</b>	<b>\$ 633</b>	<b>\$ 210</b>	<b>\$ 166</b>	<b>\$ 257</b>	<b>\$ 1,020</b>	<b>\$ 227</b>	<b>\$ 248</b>	<b>\$ 283</b>	<b>\$ 262</b>	<b>\$ 1,740</b>	<b>\$ 341</b>	<b>\$ 435</b>	<b>\$ 497</b>	<b>\$ 468</b>

**SEGMENT ADJUSTED EBITDA MARGIN (UNAUDITED)**

	Full Year* 2020	3Q20	2Q20	1Q20	Full Year* 2019	4Q19	3Q19	2Q19	1Q19	Full Year* 2018	4Q18	3Q18	2Q18	1Q18
Fluoroproducts	21%	21%	19%	21%	22%	19%	19%	25%	23%	27%	25%	27%	29%	28%
Chemical Solutions	17%	14%	23%	14%	15%	19%	16%	12%	11%	11%	9%	16%	10%	8%
Titanium Technologies	21%	21%	19%	21%	22%	19%	22%	22%	23%	33%	30%	34%	34%	34%
Corporate and Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>TOTAL CHEMOURS</b>	<b>17%</b>	<b>17%</b>	<b>15%</b>	<b>20%</b>	<b>18%</b>	<b>17%</b>	<b>18%</b>	<b>20%</b>	<b>19%</b>	<b>26%</b>	<b>23%</b>	<b>27%</b>	<b>27%</b>	<b>27%</b>

\* Note: Individual quarters may not sum to full year amounts due to rounding.



**SEGMENT NET ASSETS**  
**(Dollars in millions)**

	<b>Full Year 2019</b>	<b>Full Year 2018</b>
Fluoroproducts	\$ 2,283	\$ 2,309
Chemical Solutions	495	506
Titanium Technologies	1,296	1,487
Corporate and Other	<u>(3,379)</u>	<u>(3,282)</u>
<b>TOTAL CHEMOURS</b>	<b><u>\$ 695</u></b>	<b><u>\$ 1,020</u></b>



RECONCILIATION OF NON-GAAP MEASURES (UNAUDITED)

(Dollars in millions, except per share amounts)

RECONCILIATION OF NET INCOME (LOSS) ATTRIBUTABLE TO CHEMOURS TO ADJUSTED NET INCOME AND ADJUSTED EBITDA

	Full Year*				Full Year*					Full Year*				
	2020	3Q20	2Q20	1Q20	2019	4Q19	3Q19	2Q19	1Q19	2018	4Q18	3Q18	2Q18	1Q18
<b>Net income (loss) attributable to Chemours</b>	\$ 200	\$ 76	\$ 24	\$ 100	\$ (52)	\$ (317)	\$ 76	\$ 96	\$ 94	\$ 995	\$ 142	\$ 275	\$ 281	\$ 297
Non-operating pension and other post-retirement employee benefit (income) cost	(2)	(1)	(1)	—	368	373	1	(3)	(3)	(27)	(9)	(4)	(7)	(7)
Exchange losses (gains), net	28	9	(6)	24	2	4	(5)	9	(6)	(1)	(5)	6	(2)	—
Restructuring, asset-related, and other charges	37	9	17	11	87	38	34	7	8	49	18	12	10	10
Loss on extinguishment of debt	—	—	—	—	—	—	—	—	—	38	—	—	38	—
(Gain) loss on sales of assets or businesses	—	—	—	—	(10)	1	(9)	(2)	—	(45)	—	—	(3)	(42)
Transaction costs	2	—	—	2	3	2	—	1	—	9	—	—	9	—
Legal and environmental charges	12	1	1	10	175	132	5	8	29	82	36	33	9	4
Other charges	—	—	—	—	—	—	—	—	—	1	1	1	1	—
Adjustments made to income taxes	(32)	(10)	(2)	(19)	—	(5)	3	7	(5)	(41)	13	(41)	(8)	(5)
(Benefit from) provision for income taxes relating to reconciling items	(19)	(6)	(3)	(10)	(154)	(136)	(7)	(3)	(8)	(26)	(11)	(11)	(14)	9
<b>Adjusted Net Income</b>	<b>226</b>	<b>78</b>	<b>30</b>	<b>118</b>	<b>419</b>	<b>92</b>	<b>98</b>	<b>120</b>	<b>109</b>	<b>1,034</b>	<b>185</b>	<b>271</b>	<b>314</b>	<b>266</b>
Net income attributable to non-controlling interests	—	—	—	—	—	—	—	—	—	1	—	—	1	—
Interest expense, net	160	53	53	54	208	52	53	52	51	195	47	47	48	52
Depreciation and amortization	240	79	82	79	311	79	78	78	76	284	71	71	71	70
All remaining provision for income taxes	7	—	1	6	82	4	19	33	26	226	38	46	63	80
<b>Adjusted EBITDA</b>	<b>\$ 633</b>	<b>\$ 210</b>	<b>\$ 166</b>	<b>\$ 257</b>	<b>\$ 1,020</b>	<b>\$ 227</b>	<b>\$ 248</b>	<b>\$ 283</b>	<b>\$ 262</b>	<b>\$ 1,740</b>	<b>\$ 341</b>	<b>\$ 435</b>	<b>\$ 497</b>	<b>\$ 468</b>
Adjusted basic earnings per share of common stock	\$ 1.37	\$ 0.47	\$ 0.18	\$ 0.72	\$ 2.54	\$ 0.56	\$ 0.60	\$ 0.73	\$ 0.65	\$ 5.85	\$ 1.08	\$ 1.54	\$ 1.77	\$ 1.46
Adjusted diluted earnings per share of common stock	1.36	0.47	0.18	0.71	2.51	0.56	0.59	0.72	0.63	5.67	1.05	1.49	1.71	1.41

\* Note: Individual quarters may not sum to full year amounts due to rounding. Certain prior period amounts have been reclassified to conform to the current period presentation.

RECONCILIATION OF FREE CASH FLOWS

	Full Year*				Full Year*					Full Year*				
	2020	3Q20	2Q20	1Q20	2019	4Q19	3Q19	2Q19	1Q19	2018	4Q18	3Q18	2Q18	1Q18
Cash provided by (used for) operating activities	\$ 454	\$ 299	\$ 111	\$ 44	\$ 650	\$ 400	\$ 288	\$ 7	\$ (44)	\$ 1,140	\$ 259	\$ 342	\$ 343	\$ 196
Less: Purchases of property, plant, and equipment	(214)	(47)	(61)	(106)	(481)	(96)	(128)	(124)	(133)	(498)	(154)	(116)	(126)	(102)
<b>Free Cash Flows</b>	<b>\$ 240</b>	<b>\$ 252</b>	<b>\$ 50</b>	<b>\$ (62)</b>	<b>\$ 169</b>	<b>\$ 304</b>	<b>\$ 160</b>	<b>\$ (117)</b>	<b>\$ (177)</b>	<b>\$ 642</b>	<b>\$ 105</b>	<b>\$ 226</b>	<b>\$ 217</b>	<b>\$ 94</b>

\* Note: Individual quarters may not sum to full year amounts due to rounding.



**ADJUSTED NET INCOME AND ADJUSTED EBITDA RECONCILING ITEMS BY FINANCIAL STATEMENT LINE ITEM (UNAUDITED)**  
(Dollars in millions)

Reconciling Items	Statements of Operations Categories (1)	Nine Months Ended September 30, 2020				Nine Months Ended September 30, 2019			
		Total	COGS	SG&A	Other	Total	COGS	SG&A	Other
Non-operating pension and other post-retirement employee benefit income	Other income (expense), net	\$ (2)	\$ —	\$ —	\$ (2)	\$ (5)	\$ —	\$ —	\$ (5)
Exchange losses (gains), net	Other income (expense), net	28	—	—	28	(2)	—	—	(2)
Restructuring, asset-related, and other charges	Restructuring, asset-related, and other charges	37	—	—	37	49	—	—	49
Gain on sales of assets or businesses	Other income (expense), net	—	—	—	—	(11)	—	—	(11)
Transaction costs	SG&A	2	—	2	—	1	—	1	—
Legal and environmental charges	COGS / SG&A	12	3	9	—	43	18	25	—
Adjustments made to income taxes	Provision for (benefit from) income taxes	(32)	—	—	(32)	5	—	—	5
Benefit from income taxes relating to reconciling items	Provision for (benefit from) income taxes	(19)	—	—	(19)	(18)	—	—	(18)
<b>Total Adjusted Net Income reconciling items</b>		<b>26</b>	<b>3</b>	<b>11</b>	<b>12</b>	<b>62</b>	<b>18</b>	<b>26</b>	<b>18</b>
Interest expense, net	Interest expense, net	160	—	—	160	156	—	—	156
Depreciation and amortization	COGS / SG&A	240	214	26	—	232	211	21	—
All remaining provision for income taxes	Provision for (benefit from) income taxes	7	—	—	7	78	—	—	78
<b>Total Adjusted EBITDA reconciling items</b>		<b>\$ 433</b>	<b>\$ 217</b>	<b>\$ 37</b>	<b>\$ 179</b>	<b>\$ 528</b>	<b>\$ 229</b>	<b>\$ 47</b>	<b>\$ 252</b>

(1) Abbreviated Statements of Operations Categories represent the following financial statement line items in the statements of operations:

- COGS - Cost of goods sold
- SG&A - Selling, general, and administrative expense





**RETURN ON INVESTED CAPITAL RECONCILIATION (UNAUDITED)**

**(Dollars in millions)**

	<b>Twelve Months Ended September 30,</b>	
	<b>2020</b>	<b>2019</b>
Adjusted EBITDA (1)	\$ 860	\$ 1,134
Less: Depreciation and amortization (1)	(318)	(303)
<b>Adjusted EBIT</b>	<b>\$ 542</b>	<b>\$ 831</b>
	<b>As of September 30,</b>	
	<b>2020</b>	<b>2019</b>
Total debt	\$ 4,095	\$ 4,156
Total equity	734	843
Less: Cash and cash equivalents	(956)	(694)
<b>Invested capital, net</b>	<b>\$ 3,873</b>	<b>\$ 4,305</b>
Average invested capital (2)	\$ 4,009	\$ 4,094
<b>Return on Invested Capital</b>	<b>14%</b>	<b>20%</b>

(1) See the reconciliation of Adjusted EBITDA to net income (loss) attributable to Chemours on the previous slide.

(2) Average invested capital is based on a five-quarter trailing average of invested capital, net.