

The Chemours Company

Third Quarter 2021 Earnings Presentation

November 5, 2021



Safe Harbor Statement and Other Matters

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, 2021 and in our Annual Report on Form 10-K for the year ended December 31, 2020.

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.

Additional information for investors is available on the company's website at investors.chemours.com.

Third Quarter 2021 Highlights

Achieved 5th consecutive quarter of sequential sales growth as market demand remains strong

Supported our customers despite difficult operating environment and supply chain challenges

Maintained strong profitability through pricing initiatives to help offset inflation

Returned cash to shareholders, reduced gross debt, funded escrow, and invested in growth

Increased full-year 2021 Adjusted EBITDA, Adjusted EPS, and Free Cash Flow guidance

Responsible Chemistry – Our Corporate Responsible Commitment



Shared Planet

Climate
Water
Waste



Evolved Portfolio

Sustainable Offerings
Sustainable Supply Chain



Inspired People

Safety Excellence
Vibrant Communities
Employee Empowerment

U.S. AIM Act

Passed in 2020 with bipartisan support, the Act initiates the phasedown of hydrofluorocarbons (HFCs) in the United States beginning Jan 1, 2022

In October 2021, EPA issued rules establishing the statutory HFC phasedown schedule, an allowance allocation program, and other provisions to support implementation, compliance, and enforcement

- **Accelerates widespread use of climate friendly and energy efficient alternatives such as our low global warming potential (GWP) Opteon™ solutions**

How it's beneficial¹

- In 2036 alone, CO₂ equivalent reduction benefit is roughly equal to eliminating emissions from 1 out of 7 cars registered in the United States
- Expected to avoid up to 0.5°C of global warming by 2100

Sustainability is embedded in everything that we do

- Chemours is a market leader in low-GWP Opteon™ solutions and is well positioned to help our customers transition to sustainable solutions



Third Quarter 2021 Financial Summary

(\$ in millions unless otherwise noted)

	3Q21	3Q20	Δ Yr/Yr
Net Sales	\$1,680	\$1,233	\$477
Net Income ¹	\$214	\$76	\$138
Adj. Net Income	\$214	\$78	\$136
EPS ²	\$1.27	\$0.46	\$0.81
Adj. EPS ²	\$1.27	\$0.47	\$0.80
Adj. EBITDA	\$372	\$210	\$162
Adj. EBITDA Margin (%) ³	22	17	5
Free Cash Flow ⁴	\$244	\$252	(\$8)

Year-Over-Year

- Net sales of \$1.7B increased 36% vs. the prior-year third quarter, reflecting strength in the recovery and pricing momentum
- GAAP and Adjusted EPS of \$1.27 up \$0.81 and \$0.80, respectively, from the prior year quarter.
- Adjusted EBITDA was \$372M, an increase of \$162M vs. the prior-year quarter resulting in 22% Adjusted EBITDA margins for the quarter
- Free Cash Flow for the third quarter was \$244M, \$8M lower than the prior-year quarter

See reconciliation of Non-GAAP measures in the Appendix

¹ Net Income attributable to The Chemours Company

² Calculation based on diluted share count

³ Defined as Adjusted EBITDA divided by Net Sales

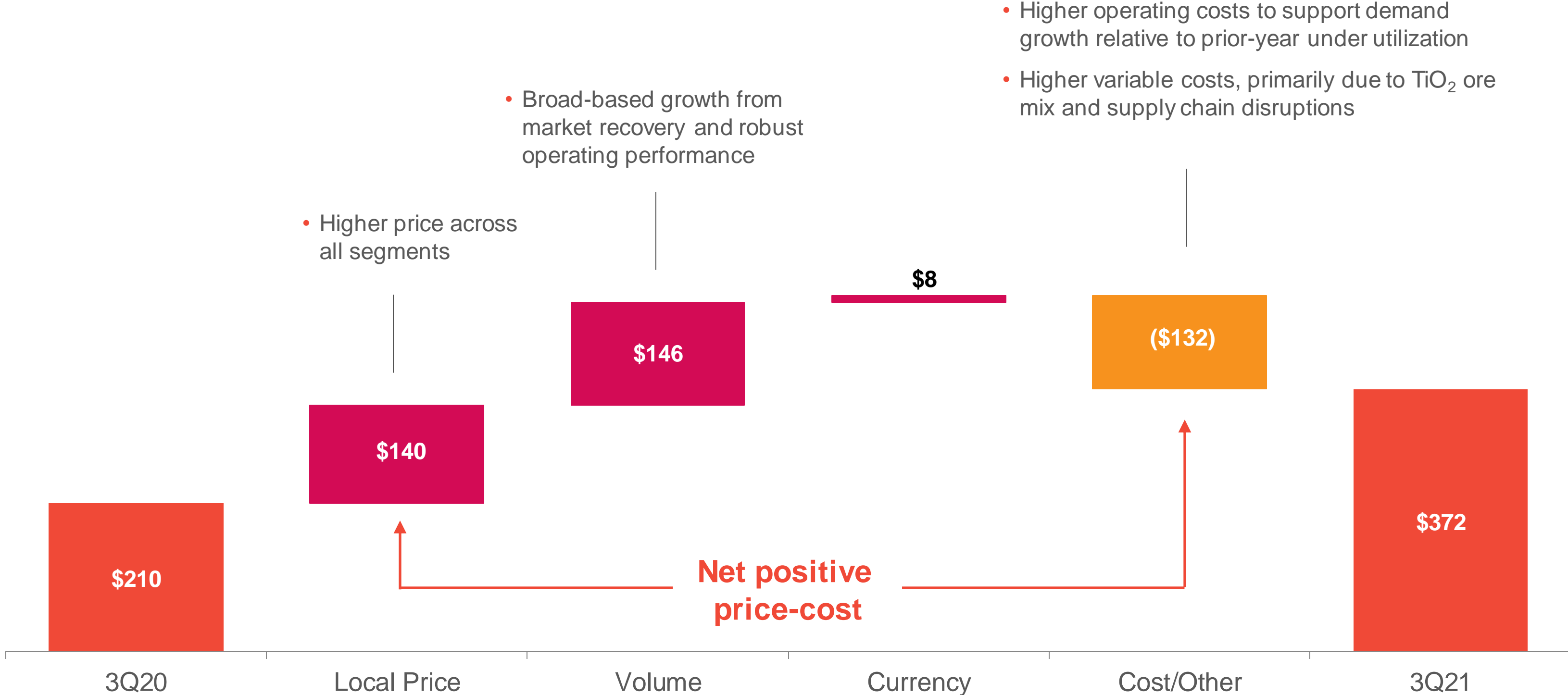
⁴ Defined as Cash from Operations minus cash used for PP&E purchases



Adjusted EBITDA Bridge: 3Q21 versus 3Q20

(\$ in millions unless otherwise noted)

- Positive Impact
- Negative Impact

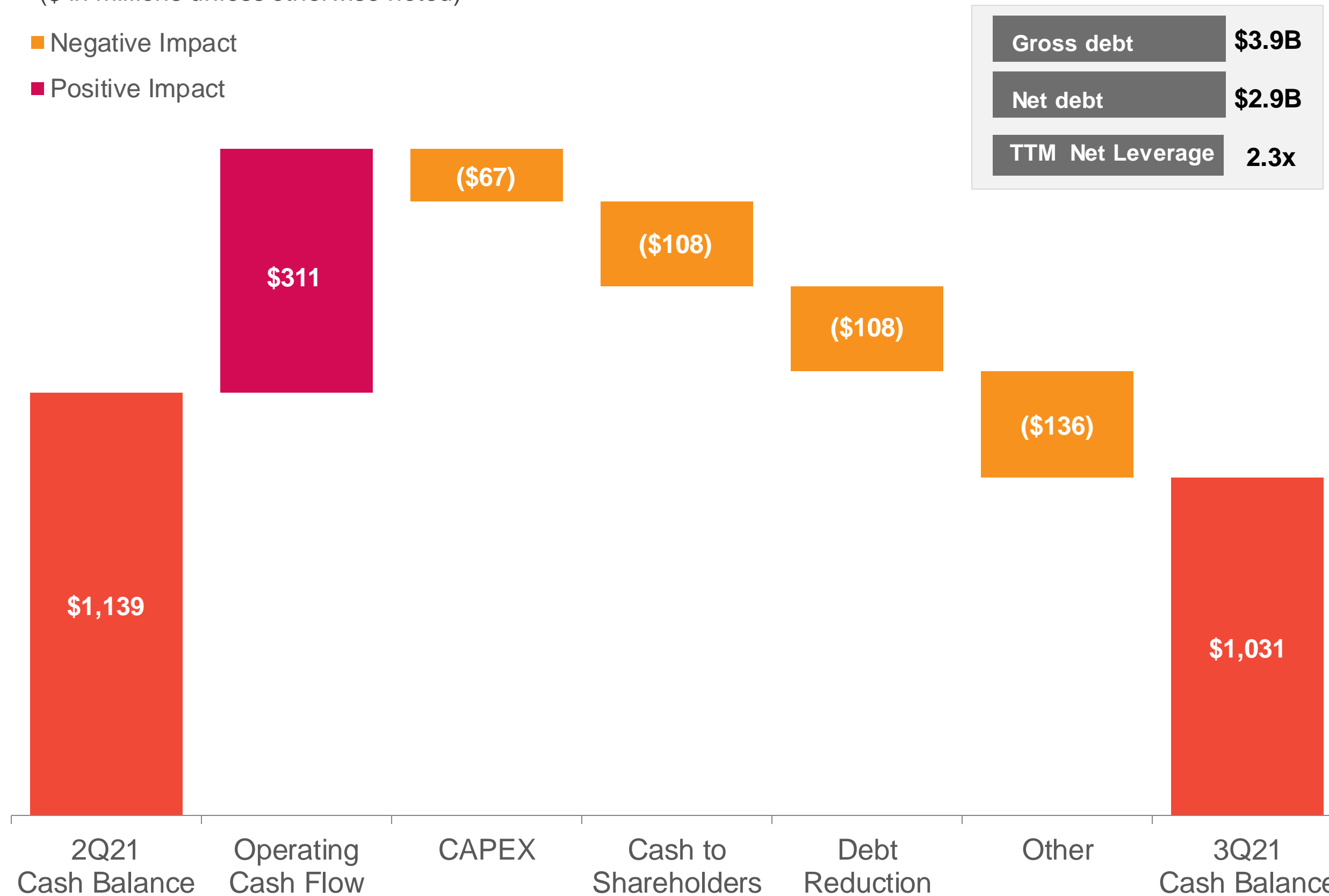


Liquidity Position

(\$ in millions unless otherwise noted)

■ Negative Impact

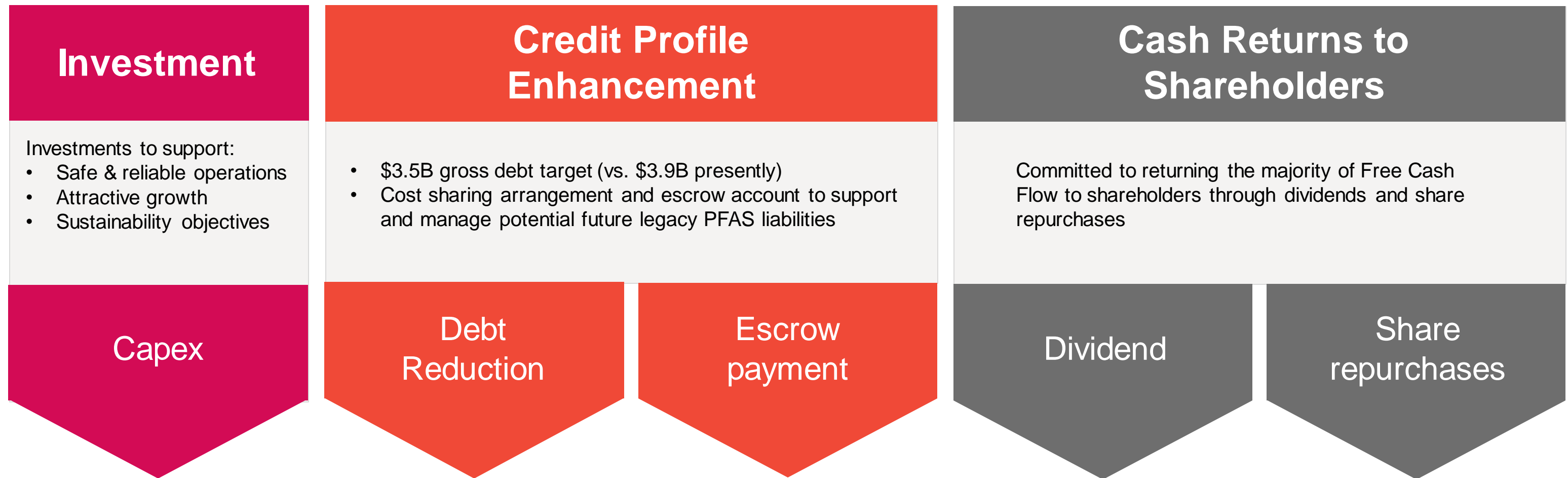
■ Positive Impact



Gross debt	\$3.9B
Net debt	\$2.9B
TTM Net Leverage	2.3x

- Sept 30, 2021 ending cash balance of \$1,031M
- Generated \$311M of operating cash flow
- Distributed \$108M of cash to shareholders including \$41M in dividends and \$67M in share repurchases
- Repaid \$108M of debt principal including \$100M as part of 2025 bond refinancing
- 'Other' primarily driven by funding of \$100M escrow payment as per the MOU agreement
- Total Liquidity of ~\$1.8B including revolver availability of ~\$0.8B¹

Disciplined and Balanced Capital Allocation



2021 spending by period and category (\$M)

	Investment	Debt Reduction	Escrow payment	Dividend	Share repurchases
1Q	\$60	\$3	\$0	\$41	\$0
2Q	\$67	\$23	\$0	\$41	\$15
3Q	\$67	\$108	\$100	\$41	\$67
Total	\$194	\$134	\$100	\$123	\$82

Focused on driving growth, maintaining a strong credit profile across economic cycles and returning cash to shareholders

Titanium Technologies Business Summary

Third Quarter Highlights

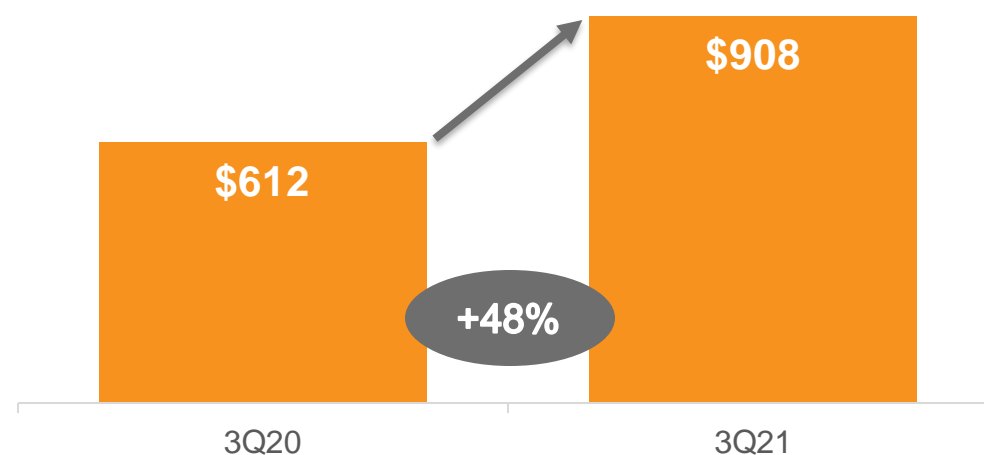
- Delivered strong year-over-year volume growth driven by strength across all regions and end-markets
- Robust operational performance in a very challenging supply chain environment enabled us to fully support the needs of our contracted customers
- 6% sequential price, driven by contribution across all selling channels, successfully offset raw material costs and other costs to support high customer demand

Outlook

- Expect continuation of strong customer demand, but ore availability to constrain 4Q production
- Continue to demonstrate the value of our differentiated TVS strategy through proven commitment to contracted customers
- Offset operating headwinds and raw material inflation to maintain strong profitability and cash flow

Third Quarter 2021 Financial Summary (\$ in millions)

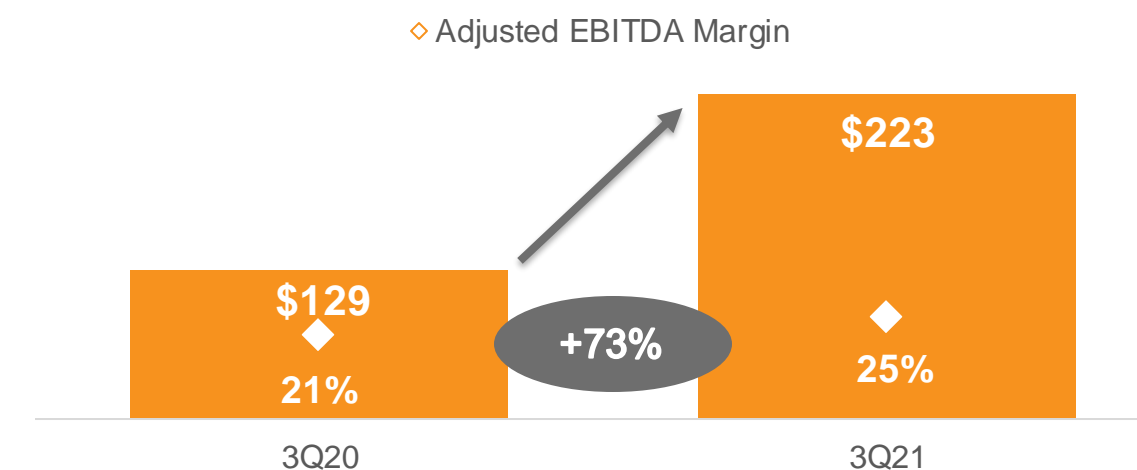
Quarterly Net Sales



Sales Drivers

	Yr/Yr % Δ	Q/Q % Δ
Price	14	6
Volume	33	0
Currency	1	0

Quarterly Adjusted EBITDA



Thermal & Specialized Solutions Business Summary

Third Quarter Highlights

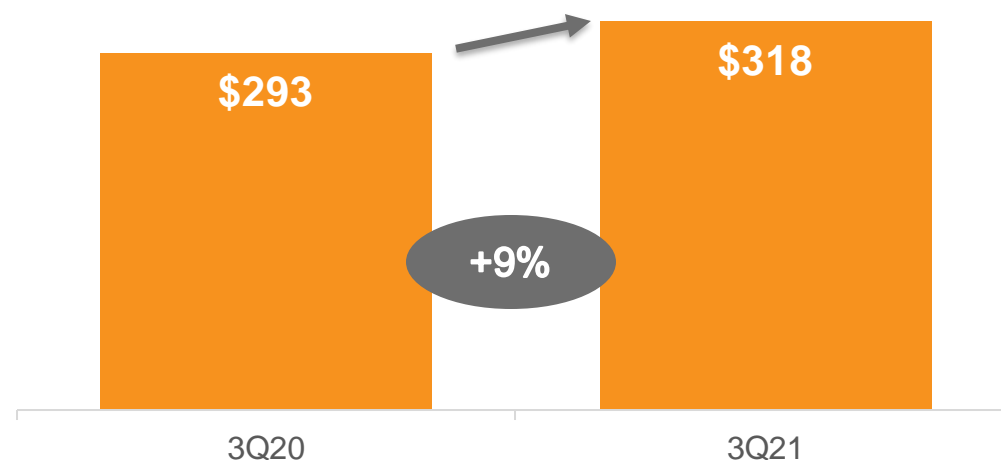
- Year-over-year sales growth across most markets and regions driven by volume growth and strong pricing
- Opteon™ adoption continued across all markets; automotive OEM end-market demand was impacted by continued semiconductor supply chain constraints which drove unfavorable mix
- Robust demand and pricing momentum offset higher raw material costs

Outlook

- Expect typical seasonal demand patterns in 4Q and continuation of global automotive production constraints
- Monitoring inflationary trends and driving pricing actions as-needed to preserve profitability
- Expect FY2021 Adjusted EBITDA margin in-line with prior expectation in the low 30s%
- Well-positioned to help our customers smoothly transition from HFC refrigerants to low GWP Opteon™ solutions

Third Quarter 2021 Financial Summary (\$ in millions)

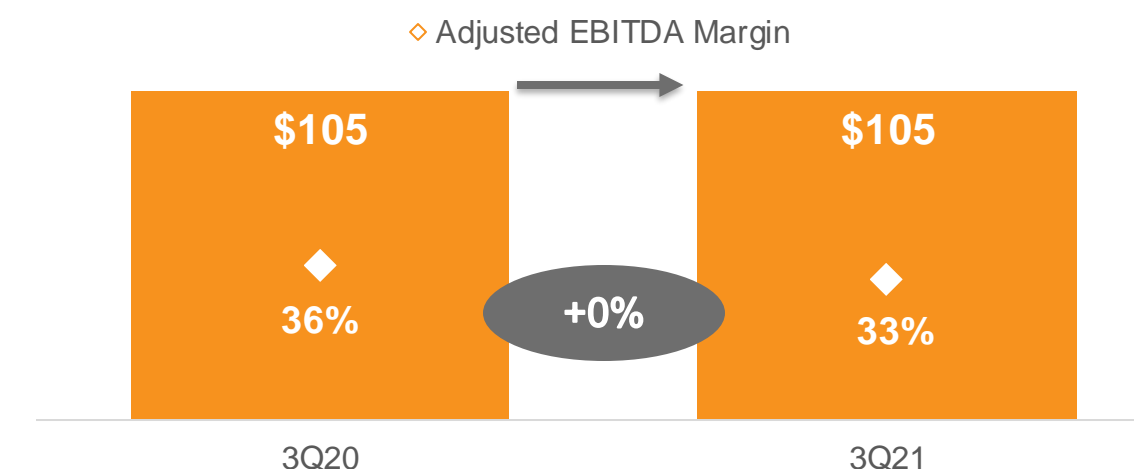
Quarterly Net Sales



Sales Drivers

	Yr/Yr % Δ	Q/Q % Δ
Price	7	6
Volume	1	(12)
Currency	1	0

Quarterly Adjusted EBITDA



Advanced Performance Materials Business Summary

Third Quarter Highlights

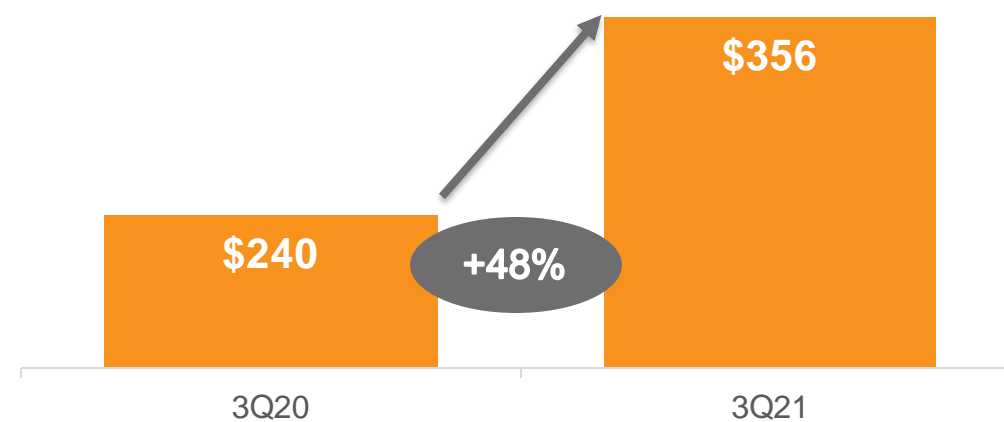
- Strong demand across nearly all markets and regions, continuing momentum from prior quarters
- Solid operating performance, despite raw material availability issues, allowed us to support higher-than-anticipated customer demand
- Customer and product-specific pricing actions helped to offset incremental cost headwinds
- Achieved 20% Adjusted EBITDA margin for the second consecutive quarter

Outlook

- Anticipate strong 4Q customer demand led by Electronics/Communications, Industrial and Transportation
- Raw material availability remains challenging; focused on realizing targeted pricing actions and pursuing opportunities
- Expect Adjusted EBITDA margin to remain at ~20% in 4Q; reiterate our expectation for low 20s% in 2022

Third Quarter 2021 Financial Summary (\$ in millions)

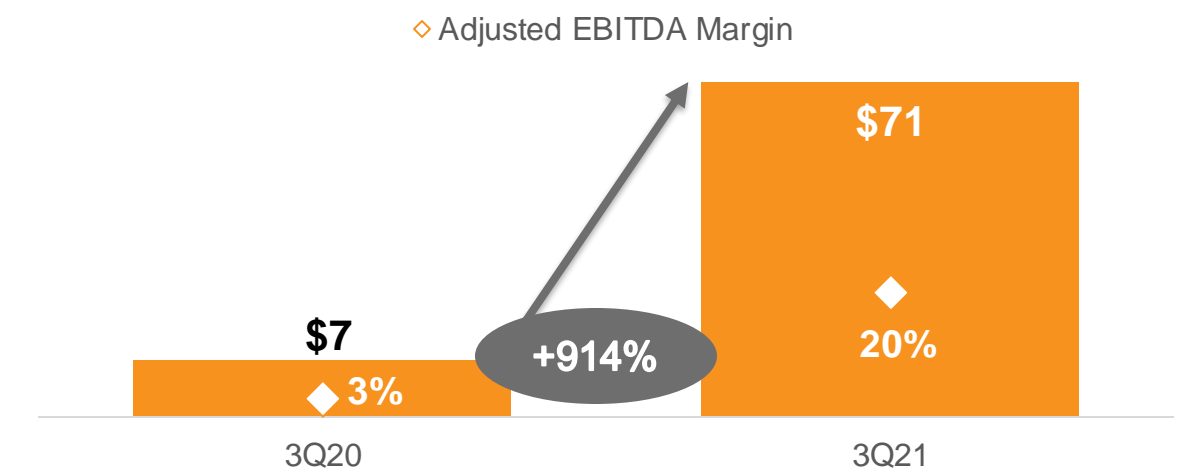
Quarterly Net Sales



Sales Drivers

	Yr/Yr % Δ	Q/Q % Δ
Price	8	0
Volume	38	(2)
Currency	2	0

Quarterly Adjusted EBITDA



Chemical Solutions Business Summary

Third Quarter Highlights

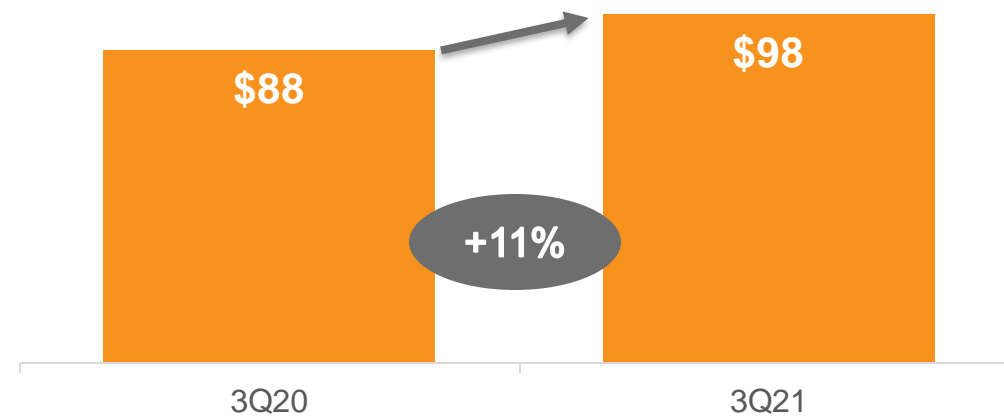
- Delivered solid results driven by rising demand across both Mining Solutions and PC&I
- Market trends continue to be favorable for Glycolic Acid with logistics constraints impacting distribution of products
- Key raw materials cost increases driving higher pricing, as per contract terms

Outlook

- Continued momentum in Mining Solutions with steady improvement in gold mining environment
- Expect strong Glycolic Acid market demand
- Previously announced sale of Mining Solutions for \$520 million remains on track to close in the fourth quarter subject to regulatory approvals and other customary closing conditions

Third Quarter 2021 Financial Summary (\$ in millions)

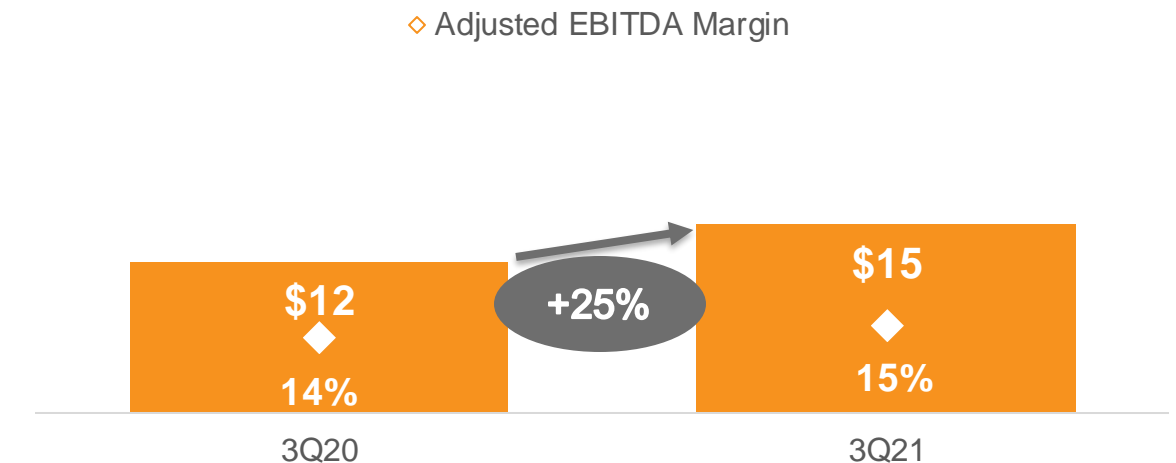
Quarterly Net Sales



Sales Drivers

	Yr/Yr % Δ	Q/Q % Δ
Price	15	1
Volume	14	3
Currency	0	0
Other / Portfolio ¹	(18)	0

Quarterly Adjusted EBITDA



¹ Other / Portfolio represents the exit from the Aniline business, which occurred in the fourth quarter of 2020

2021 Guidance Update – Raising Adj. EBITDA, Adj. EPS and FCF Ranges

Adjusted
EBITDA

\$1,300 - \$1,340 Million

Up 50% at mid-point from 2020

Raised from top of prior range (\$1,100 - \$1,250 Million)

Adjusted
EPS

~\$3.93 - \$4.13

Up ~\$2.05/share at mid-point from 2020

Raised from top of prior range (~\$2.84 - \$3.56)

Free
Cash Flow

>\$500 Million

Raised from >\$450 Million previously

Capex

~\$325 Million

Reduced from ~\$350 Million previously

Cash to
Shareholders

**Majority of our Free
Cash Flow**

Key Factors and Assumptions¹

- Reflects our expectation for strong Q4 demand, inclusive of typical seasonal patterns and ongoing logistics and supply chain challenges
- Excludes impact of the pending Mining Solutions divestiture
- Focus on operating discipline and cost management

The Chemours Company

Appendix



MOU Qualified Spend Recovery – Adjusted EBITDA impact

Adjusted EBITDA Principles Utilized for MOU Qualified Spend Recovery	3 rd quarter impact to Adjusted EBITDA
If cost and expenses were included in Adjusted EBITDA calculation, Qualified Spend ⁽¹⁾⁽²⁾ recovery will also be included in the Adjusted EBITDA calculation	\$6 million included in Adjusted EBITDA
If cost and expense are excluded from Adjusted EBITDA, Qualified Spend ⁽¹⁾⁽²⁾ recovery will also be excluded from the Adjusted EBITDA calculation	\$12 million excluded from Adjusted EBITDA

⁽¹⁾ Qualified Spend as defined under the MOU and further discussed in our Quarterly Report on Form 10-Q for the quarter ended September 30, 2021 and in our Annual Report on Form 10-K for the year ended December 31, 2020.

⁽²⁾ Qualified Spend recoveries recorded could vary in timing from when cost and expenses were recorded. In 2021, recoveries related to the first half of 2021 qualified spend were recognized in the third quarter 2021.



Segment Net Sales and Adjusted EBITDA (Unaudited)

(\$ in millions)

	Three Months Ended		Three Months Ended
	September 30,		June 30,
	2021	2020	2021
SEGMENT NET SALES			
Titanium Technologies	\$ 908	\$ 612	\$ 859
Thermal & Specialized Solutions	318	293	340
Advanced Performance Materials	356	240	362
Chemical Solutions	98	88	94
Total Company	<u>\$ 1,680</u>	<u>\$ 1,233</u>	<u>\$ 1,655</u>
SEGMENT ADJUSTED EBITDA			
Titanium Technologies	\$ 223	\$ 129	\$ 219
Thermal & Specialized Solutions	105	105	117
Advanced Performance Materials	71	7	74
Chemical Solutions	15	12	19
Corporate and Other	(42)	(43)	(63)
Total Company	<u>\$ 372</u>	<u>\$ 210</u>	<u>\$ 366</u>
SEGMENT ADJUSTED EBITDA MARGIN			
Titanium Technologies	25%	21%	25%
Thermal & Specialized Solutions	33%	36%	34%
Advanced Performance Materials	20%	3%	20%
Chemical Solutions	15%	14%	20%
Corporate and Other	—	—	—
Total Company	<u>22%</u>	<u>17%</u>	<u>22%</u>

GAAP Net Income Attributable to Chemours to Adjusted Net Income, Adjusted EBITDA, and Adjusted EPS Reconciliations (Unaudited)

(\$ in millions except per share amounts)

	Three Months Ended				Three Months Ended	
	September 30,				June 30,	
	2021		2020		2021	
	\$ amounts	\$ per share*	\$ amounts	\$ per share*	\$ amounts	\$ per share*
Net income attributable to Chemours	\$ 214	\$ 1.27	\$ 76	\$ 0.46	\$ 66	\$ 0.39
Non-operating pension and other post-retirement employee benefit income	(2)	(0.01)	(1)	(0.01)	(2)	(0.01)
Exchange (gains) losses, net	(3)	(0.02)	9	0.05	(3)	(0.02)
Restructuring, asset-related, and other charges (1)	3	0.02	9	0.05	5	0.03
Loss on extinguishment of debt	20	0.12	—	—	—	—
Gain on sales of assets and businesses	(1)	(0.01)	—	—	(2)	(0.01)
Natural disasters and catastrophic events	—	—	—	—	3	0.02
Transaction costs	2	0.01	—	—	—	—
Qualified spend recovery	(12)	(0.07)	—	—	—	—
Legal and environmental charges	11	0.07	1	0.01	195	1.15
Adjustments made to income taxes	(14)	(0.08)	(10)	(0.06)	(10)	(0.06)
Benefit from income taxes relating to reconciling items	(4)	(0.02)	(6)	(0.04)	(47)	(0.28)
Adjusted Net Income	\$ 214	\$ 1.27	\$ 78	\$ 0.47	\$ 205	\$ 1.20
Interest expense, net	45		53		47	
Depreciation and amortization	78		79		79	
All remaining provision for income taxes	35		-		35	
Adjusted EBITDA	\$ 372		\$ 210		\$ 366	
Weighted-average number of common shares outstanding - basic	165,113,024		164,762,621		166,168,550	
Weighted-average number of common shares outstanding - diluted	168,954,694		166,613,671		170,158,003	
Basic earnings per share of common stock	\$ 1.30		\$ 0.46		\$ 0.40	
Diluted earnings per share of common stock	1.27		0.46		0.39	
Adjusted basic earnings per share of common stock	1.30		0.47		1.23	
Adjusted diluted earnings per share of common stock	1.27		0.47		1.20	

* Note: \$ per share columns may not sum due to rounding.

Return on Invested Capital (ROIC) (Unaudited)

(\$ in millions)

Adjusted EBITDA (1)
Less: Depreciation and amortization (1)
Adjusted EBIT

	Twelve Months Ended September 30,	
	2021	2020
\$	1,252	\$ 860
	(320)	(318)
\$	932	\$ 542

(\$ in millions)

Total debt
Total equity
Less: Cash and cash equivalents
Invested capital, net
Average invested capital (2)

	As of September 30,	
	2021	2020
\$	3,854	\$ 4,095
	999	734
	(1,031)	(956)
\$	3,822	\$ 3,873
\$	3,804	\$ 4,009

Return on Invested Capital

25%

14%

(1) Reconciliations of net income (loss) attributable to Chemours to Adjusted EBITDA are provided on a quarterly basis. See the above table for the reconciliation of net income (loss) attributable to Chemours to Adjusted EBITDA.

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



Free Cash Flows Reconciliations (Unaudited)

(\$ in millions)

	Three Months Ended		
	September 30,		June 30,
	2021	2020	2021
Cash flows provided by operating activities	\$ 311	\$ 299	\$ 256
Less: Purchases of property, plant, and equipment	(67)	(47)	(67)
Free Cash Flows	\$ 244	\$ 252	\$ 189



Net Leverage Ratio (Unaudited)

(\$ in millions)

Total debt principal
 Less: Cash and cash equivalents
Total debt principal, net

As of September 30,			
	2021	2020	
\$	3,890	\$	4,127
	(1,031)		(956)
\$	<u>2,859</u>	\$	<u>3,171</u>

(\$ in millions)

Adjusted EBITDA (1)

Twelve Months Ended September 30,			
	2021	2020	
\$	<u>1,252</u>	\$	<u>860</u>

Net Leverage Ratio

2.3

3.7

(1) Reconciliations of net income (loss) attributable to Chemours to Adjusted EBITDA are provided on a quarterly basis. See the above table for the reconciliation of net income (loss) attributable to Chemours to Adjusted EBITDA.



Estimated GAAP Net Income Attributable to Chemours to Adjusted Net Income, Adjusted EBITDA and Adjusted EPS Reconciliation (Unaudited)

(\$ in millions except per share amounts)

	(Estimated)	
	Year Ended December 31, 2021	
	Low	High
Net income attributable to Chemours	\$ 579	\$ 612
Restructuring, transaction, and other costs, net (1)	85	85
Adjusted Net Income	664	697
Interest expense, net	185	185
Depreciation and amortization	325	325
All remaining provision for income taxes	126	133
Adjusted EBITDA	\$ 1,300	\$ 1,340
Weighted-average number of common shares outstanding - basic (2)	165.1	165.1
Dilutive effect of the Company's employee compensation plans (2,3)	3.8	3.8
Weighted-average number of common shares outstanding - diluted (2,3)	168.9	168.9
Basic earnings per share of common stock	\$ 3.51	\$ 3.71
Diluted earnings per share of common stock (3)	3.43	3.62
Adjusted basic earnings per share of common stock	4.02	4.22
Adjusted diluted earnings per share of common stock (3)	3.93	4.13

(1) Restructuring, transaction, and other costs, net includes the net benefit from income taxes relating to reconciling items and adjustments made to income taxes for the removal of certain discrete income tax impacts.

(2) The Company's estimates for the weighted-average number of common shares outstanding - basic and diluted reflect results for the three months ended September 30, 2021, which are carried forward for the projection period.

(3) Diluted earnings per share is calculated using net income available to common shareholders divided by diluted weighted-average common shares outstanding during each period, which includes unvested restricted shares. Diluted earnings per share considers the impact of potentially dilutive securities except in periods in which there is a loss because the inclusion of the potential common shares would have an anti-dilutive effect.

The Company's estimates reflect its current visibility and expectations of market factors; including, but not limited to: currency movements, titanium dioxide prices, and end-market demand. Actual results could differ materially from the current estimates due to market factors and unknown or uncertain other factors, such as the impact of currency movements on the Company's results, including exchange gains and losses, impacts of new accounting pronouncements, cost savings actions that may be taken in the future, in addition to employee benefit activity with respect to the Company's foreign pension plans, including settlements or curtailments.

Estimated GAAP Cash Flows Provided by Operating Activities to Free Cash Flow Reconciliations (Unaudited)

(\$ in millions unless otherwise noted)

	(Estimated) Year Ended December 31, 2021
Cash provided by operating activities	\$ >825
Less: Purchases of property, plant, and equipment	~(325)
Free Cash Flows	\$ >500

The Company's estimates reflect its current visibility and expectations of market factors; including, but not limited to: currency movements, titanium dioxide prices, and end-market demand. Actual results could differ materially from the current estimates due to market factors and unknown or uncertain other factors, such as the impact of currency movements on the Company's results, including exchange gains and losses, impacts of new accounting pronouncements, cost savings actions that may be taken in the future, in addition to employee benefit activity with respect to the Company's foreign pension plans, including settlements or curtailments.



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