



# Q1 2021 Results Presentation

05 May 2021



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## Free cash flow accelerating in 2021, targets met early



Record adjusted EBITDA of \$452 million (+134%) achieved in Q1 2021, resulting in strong Free Cash Flow and deleveraging of \$306 million



Trailing net debt / adjusted EBITDA of 3.0x as of 31 March 2021, achieving our year-end net leverage target early



**Outlook:** expect a stronger second quarter with higher adjusted EBITDA than in Q1, and expect further deleveraging during Q2



Following a period of capital-intensive capacity growth, the focus is now fully on extracting more value out of existing asset base and capitalizing on the growth opportunities presented by the global transition to a hydrogen economy



OCI has established a new Clean Fuels business unit and continues to grow its low carbon portfolio with the ability to produce up to 365 ktpa low carbon ammonia at OCI's Beaumont facility in Texas starting in H2 2021, adding to its existing fast-growing biofuels offering



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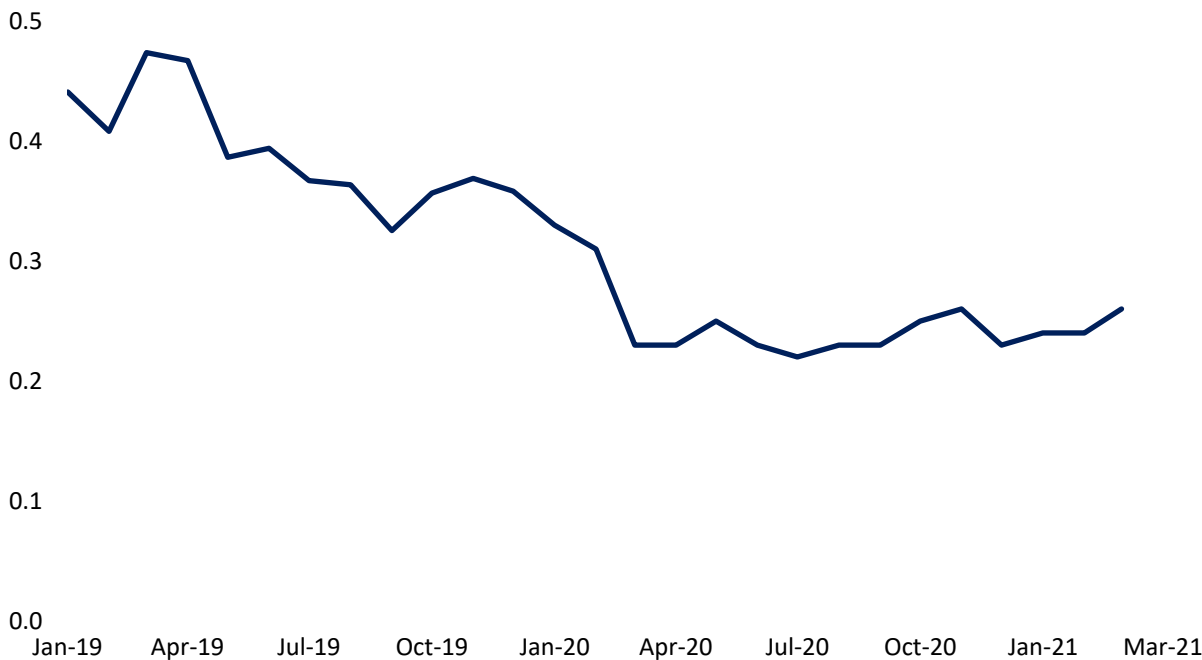
Appendix



# Safety first: commitment to zero injuries

OCI is committed to providing a safe and healthy workplace for all employees and stakeholders by implementing the highest international safety standards to avoid any potential risks to people, communities, assets or the environment

Total TRIR (Total Recordable Injury Rate)<sup>1,2</sup>



## Target zero injuries at all facilities

- Goal to achieve leadership in safety and health standards by fostering culture of zero injuries at all production facilities
- OCI has achieved some of the lowest numbers in our global industry in the past 12 months
- 12-month rolling recordable incident rate at the end of March was 0.26 incidents per 200,000 manhours

# Q1 2021 results: accelerating earnings, strong FCF and volume growth

## Highlights

### Summary

#### Own-produced volumes sold +9% in Q1 2021 vs. Q1 2020

- Nitrogen volumes +6% YoY in Q1 2021
  - Driven by strong growth in Fertiglobe, CAN and DEF despite winter shutdowns in US and Europe
- Methanol volumes +27% YoY in Q1 2021
  - Significant step-up in production volumes

#### Summary of Q1 2021 performance

- Revenues +38% and Adjusted EBITDA +134%
- Adjusted net profit of \$94 million
- Net debt \$3.4 billion as of 31 March 2021, down \$306 million from 31 December 2020 due to strong FCF generation during the quarter
- Trailing net debt / adjusted EBITDA of 3.0x as of 31 March 2021, achieving our year-end net leverage target early
- Free cash flow of \$326 million before growth capex during Q1

### Key Financials<sup>1</sup> and KPIs

\$ million unless otherwise stated	Q1 2021	Q1 2020	% Δ
<b>Revenue</b>	<b>1,119.6</b>	<b>811.1</b>	<b>38%</b>
Gross Profit	340.4	77.3	340%
Gross profit margin	30.4%	9.5%	
<b>Adjusted EBITDA<sup>2</sup></b>	<b>451.8</b>	<b>193.0</b>	<b>134%</b>
EBITDA	430.8	176.1	145%
EBITDA margin	38.5%	21.7%	
<b>Adjusted net income (loss) attributable to shareholders<sup>2</sup></b>	<b>94.4</b>	<b>(82.0)</b>	<b>nm</b>
Reported net income (loss) attributable to shareholders	98.6	(81.4)	nm
<b>Earnings / (loss) per share (\$)</b>			
Basic earnings per share	0.470	(0.388)	nm
Diluted earnings per share	0.468	(0.388)	nm
	31-Mar-21	31-Dec-20	% Δ
Total Assets	9,138.7	9,097.0	0%
Gross Interest-Bearing Debt	4,194.0	4,416.6	(5%)
Net Debt	3,423.9	3,730.3	(8%)
	Q1 2021	Q1 2020	% Δ
Free cash flow <sup>2, 3</sup>	325.6	(94.3)	nm
Capital expenditure	56.9	95.7	(41%)
Of which: Maintenance Capital Expenditure	55.9	90.7	(99%)
<b>Sales volumes ('000 metric tons)</b>			
OCI Product Sold <sup>4</sup>	2,990.6	2,737.8	9%
Third Party Traded	532.2	552.2	(4%)
<b>Total Product Volumes</b>	<b>3,522.8</b>	<b>3,290.0</b>	<b>7%</b>

1) Unaudited

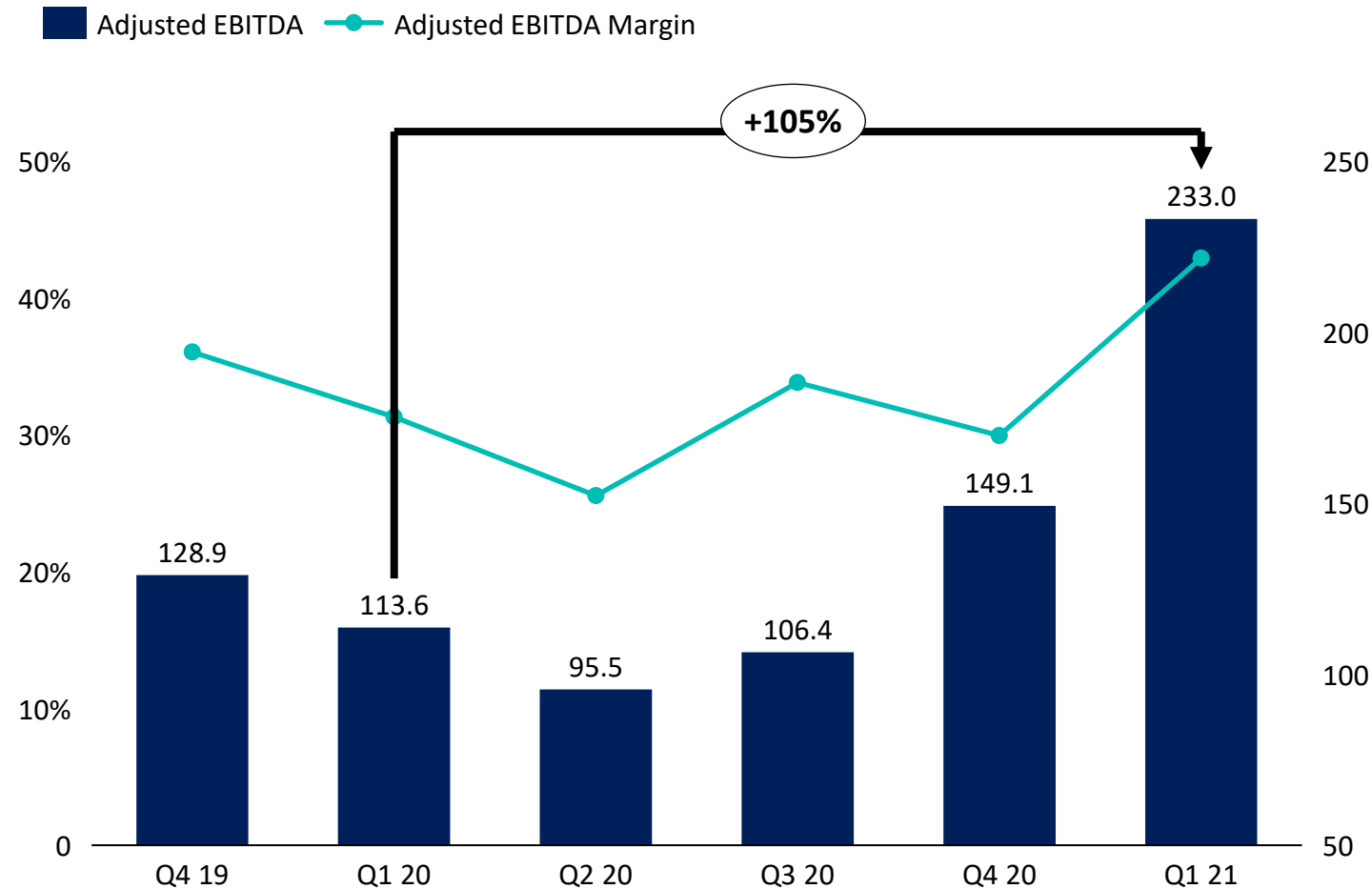
2) OCI N.V. uses Alternative Performance Measures ('APM') to provide a better understanding of the underlying developments of the performance of the business. The APMs are not defined in IFRS and should be used as supplementary information in conjunction with the most directly comparable IFRS measures. A detailed reconciliation between APM and the most directly comparable IFRS measure can be found in this report

3) Free cash flow is an APM that is calculated as cash from operations less maintenance capital expenditures less distributions to non-controlling interests plus dividends from non-controlling interests, and before growth capital expenditures and lease payments

4) Fully consolidated, not adjusted for OCI ownership stake in plants, except OCI's 50% share of Natgasoline volumes

# Fertiglobe performing as the leading global nitrogen exporter

## Adjusted EBITDA (\$ million) and Adjusted EBITDA margin (%)



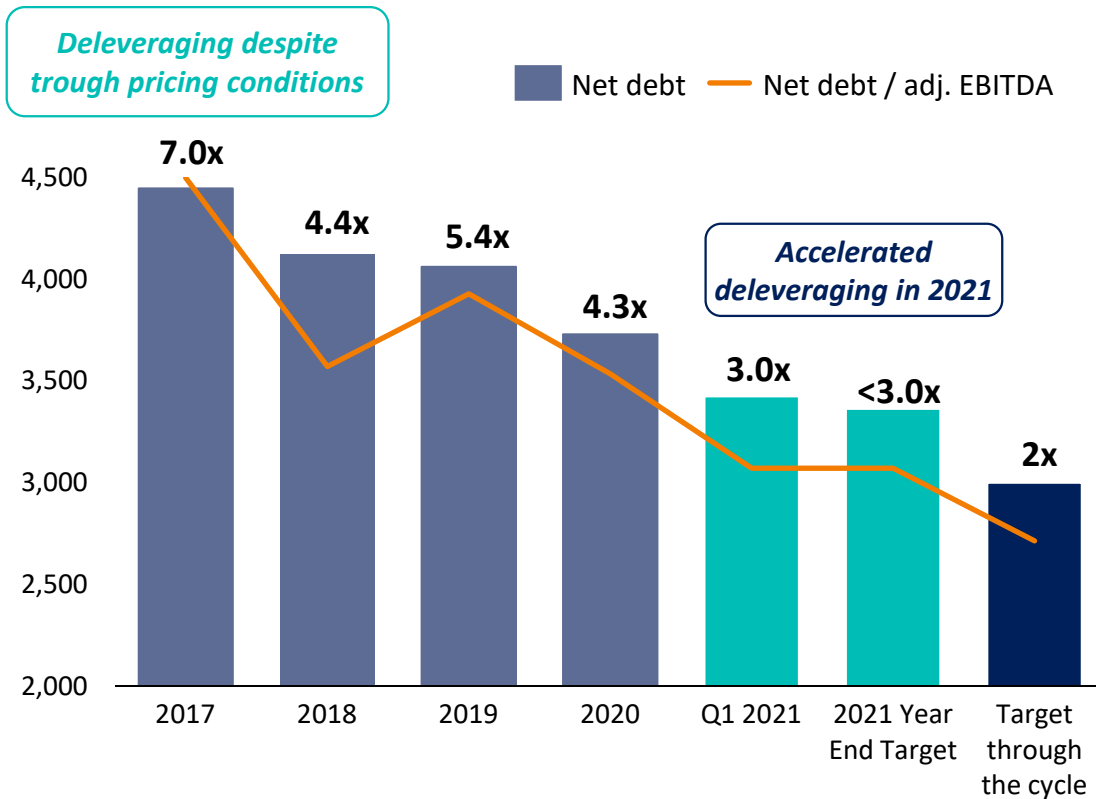
## Fertiglobe unique competitive strengths

- 1 Largest nitrogen fertilizer export platform globally
- 2 Strategically located, high quality assets with **attractive cost curve position**
- 3 Global storage and distribution capabilities with **extensive reach to all global markets** from advantageous freight locations
- 4 Uniquely positioned to produce **blue and green ammonia** from ample renewable energy sources in MENA
- 5 Attractive financial profile **with multi-pronged earnings growth options**
- 6 Supported by **strong shareholders** and public and private partnerships
- 7 Fertiglobe, has started preparations for a **potential IPO in Abu Dhabi**, subject to market conditions

# Accelerated deleveraging in 2021

Focus on deleveraging towards 2x net leverage through the cycle

Net Debt<sup>1</sup> (US\$ m)



<sup>1</sup> Net Debt calculated based on reported loans and borrowings less cash and cash equivalents

<sup>2</sup> Adjusted EBITDA is defined as EBITDA excluding foreign exchange and fair value gains and losses and income from equity accounted investees, adjusted for additional items and costs that management considers not reflective of the performance of our core operations

<sup>3</sup> Does not account for any IFRS16 related adjustments

## Accelerated deleveraging

- Year-end targets met early in Q1 2021, expect further deleveraging in Q2 2021
- Platform fully up and running with continued improved reliability

## Supported by healthy fertilizer and industrial markets

- OCI's nitrogen product prices recover to mid-cycle driven by robust agricultural fundamentals
- Beyond 2021, continued focus on food security will also contribute to sustained price growth
- Industrial markets: methanol, melamine, DEF and ammonia are benefitting from tight S&D and considerably stronger outlook



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# Healthy step-up in sales volumes in Q1 2021 despite winter freeze in the US

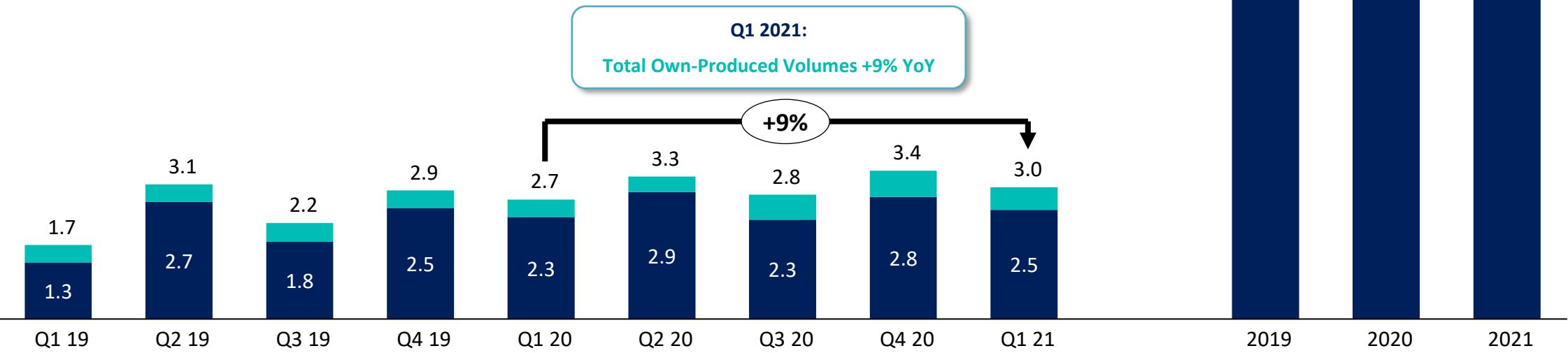
## Own-Produced Volume Sold, Mt

### Operational Excellence Program

Focused on increasing on-stream time, higher capacity efficiency and extracting more value out of our young asset base to drive volume growth

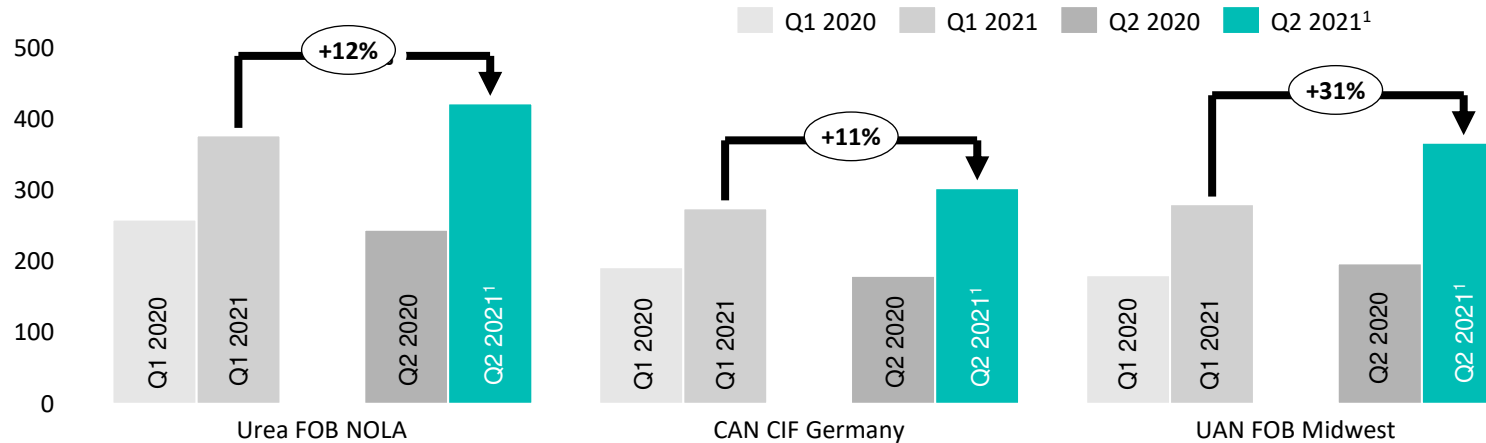
Methanol Nitrogen

- Total own-produced nitrogen product volumes increased 6% YoY, driven by strong growth in Fertiglobe, DEF and CAN volumes, more than offsetting production losses from winter gas shutdowns in the US
- Total own-produced methanol sales volumes increased 27% YoY due to a significant step-up in production

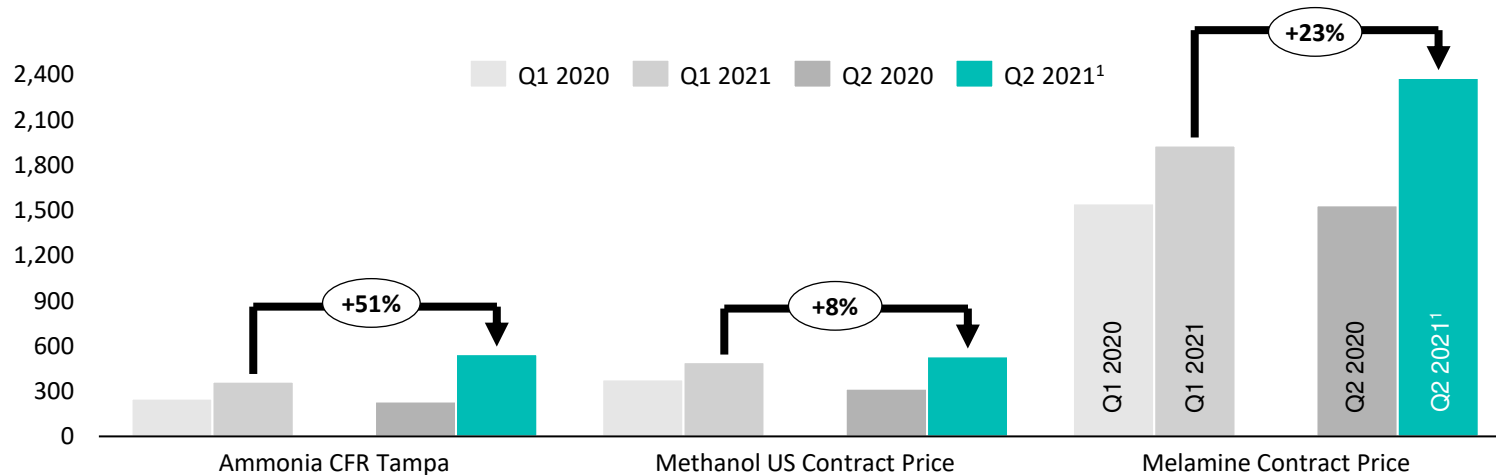


# Stronger Q2 driven by higher prices and volumes

## Fertilizer pricing - Urea, CAN and UAN, \$/t



## Industrial pricing – Ammonia, Methanol and Melamine, \$/t



### Significant increase in 2021 prices

- Robust fertilizer demand and higher crop prices driving sustained increase in fertilizer prices in Q2 2021 for all our end markets

### Industrial demand recovery

- Strong global methanol demand combined with low industry operating rates and inventories continue to drive tight market conditions into Q2
- Melamine markets also remain tight driven by a sharp rebound in construction in the US and EU
- Ammonia markets have structurally tightened with no new major capacity additions until 2023

**Based on current visibility on volumes and pricing, we expect a stronger Q2 with higher adjusted EBITDA than in Q1, and continued deleveraging**

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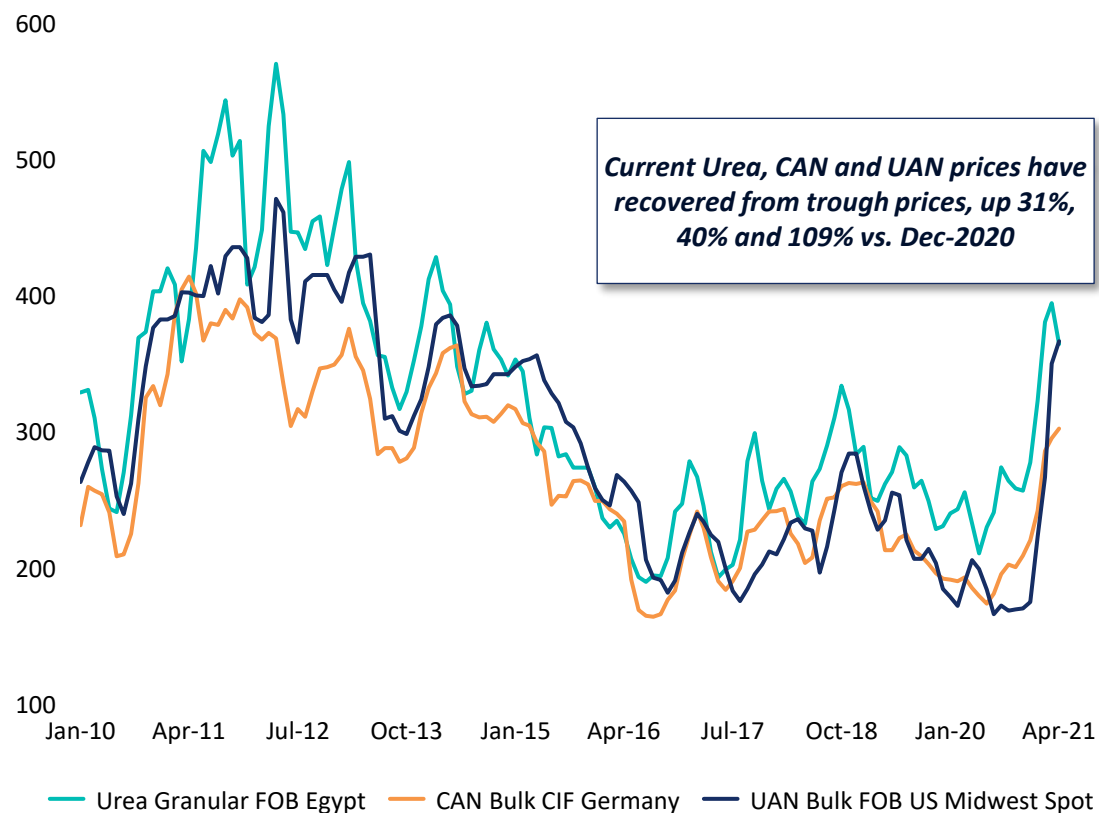


Appendix

# Favourable outlook for nitrogen fertilizers





## Nitrogen prices recover to mid-cycle levels

### Urea, CAN and UAN Pricing (\$/t)



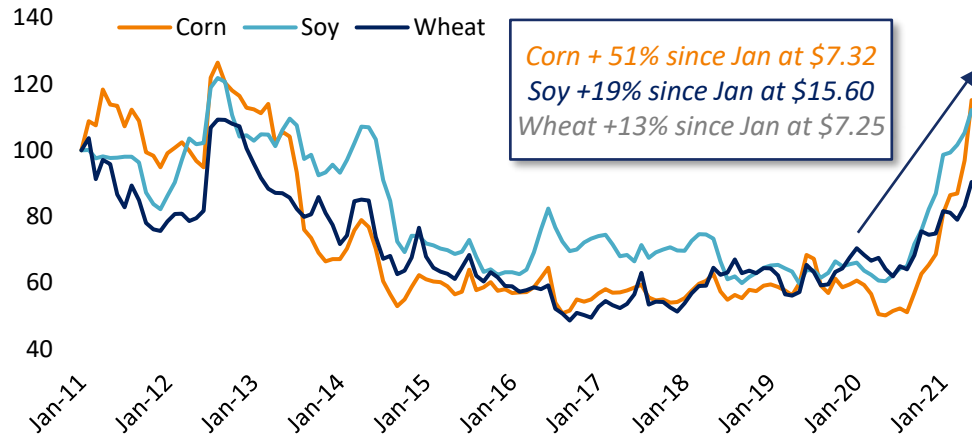
## Attractive supply-demand fundamentals and steepening cost curve

### Bull Market Drivers Expected to Support Higher Nitrogen Prices

	<b>CROP PRICES TO REMAIN STRONG</b>	Rising crop prices and <b>corn &gt;\$6/bushel</b> on strong Chinese demand is supportive of global nitrogen demand and prices. India and Brazil set for another record year in demand given weather and affordability fundamentals
	<b>GAS PRICES RESET AT HIGH LEVELS</b>	Low storage levels in Europe and higher demand for gas in Asia to maintain high gas prices with current TTF futures pointing to ~\$7.5/MMBtu - raising cost floor, lowering utilisation rates and providing support for prices
	<b>NEW CAPACITY DELAYED</b>	<b>New low-cost capacity</b> expected to commission faces uncertain timing given the impact of COVID-19 on construction, tightening the urea market significantly. No additions expected for nitrates and merchant ammonia availability expected to decline
	<b>INDUSTRIAL DEMAND RECOVERY</b>	<b>Demand rebounding.</b> Strong rebound in industrial demand forecast in most key markets will be supportive of prices when fertilizer demand is seasonally lower

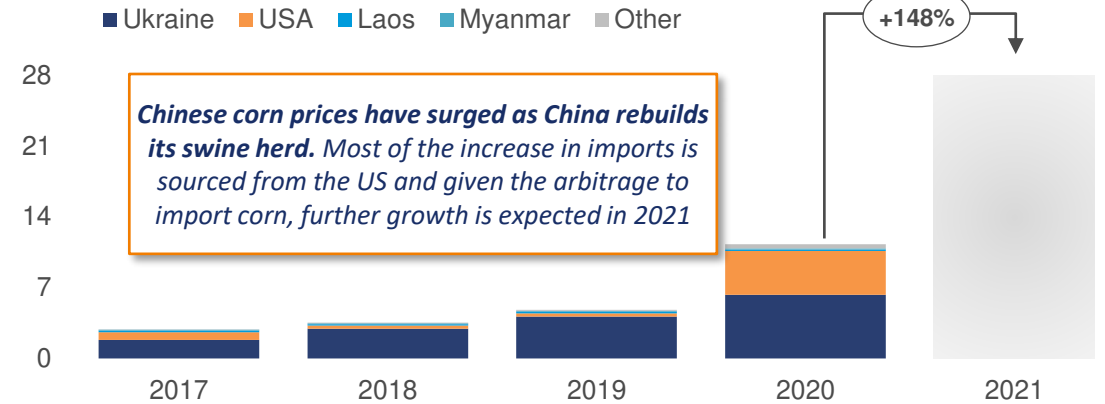
# Global agricultural fundamentals set to remain positive

## Global crop prices<sup>1</sup> rally setting the tone for a bullish 2021



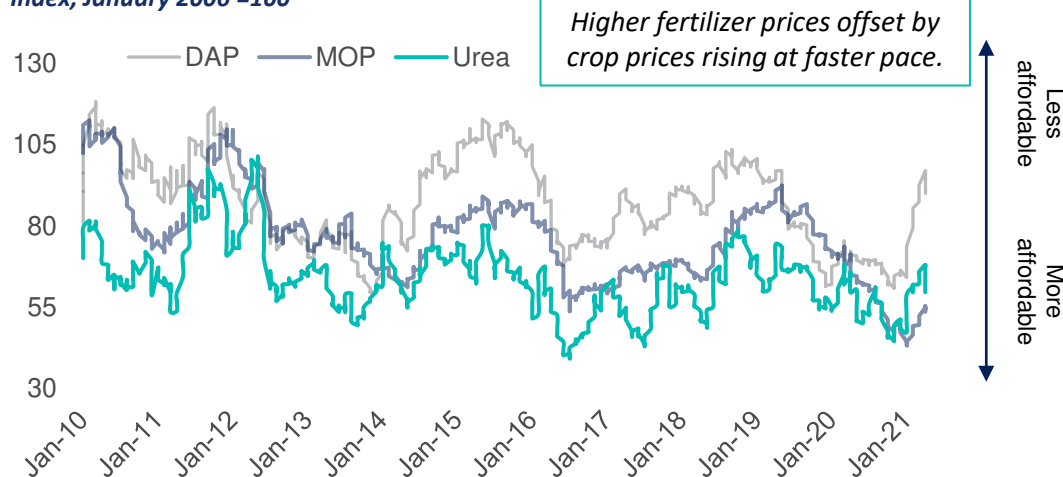
## China doubles corn imports with large purchases from the US

China corn imports by origin, Mt



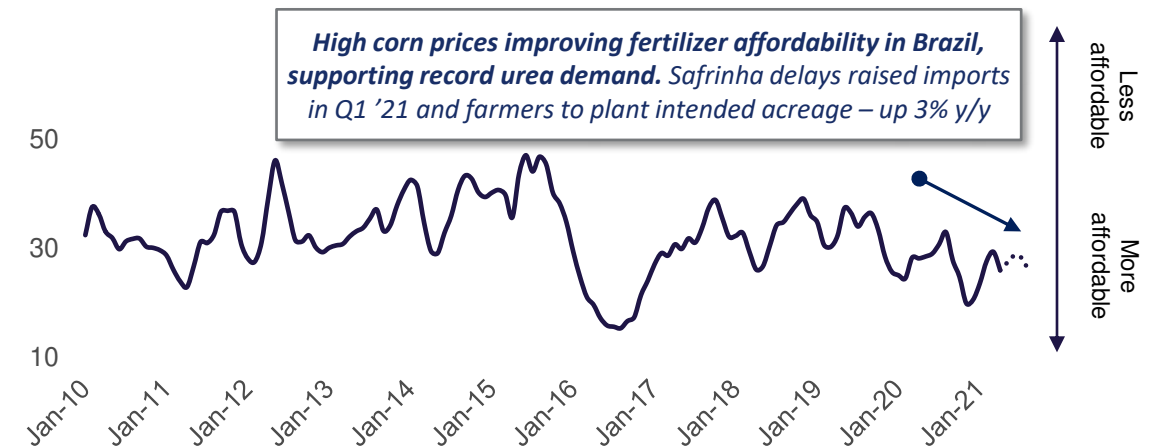
## Nitrogen affordability<sup>2</sup> remains positive despite price rally

Index, January 2006 =100



## High crop prices in Brazil supports urea affordability and demand

Urea barter ratio<sup>3</sup> - Corn price: Urea price in Brazil



Notes (1) Crop prices as of 03-May-2021

(2) Fertilizer Affordability is calculated as a ratio of fertilizer prices to a basket of crop prices. More favorable affordability levels driven by crop prices rising faster than nitrogen values

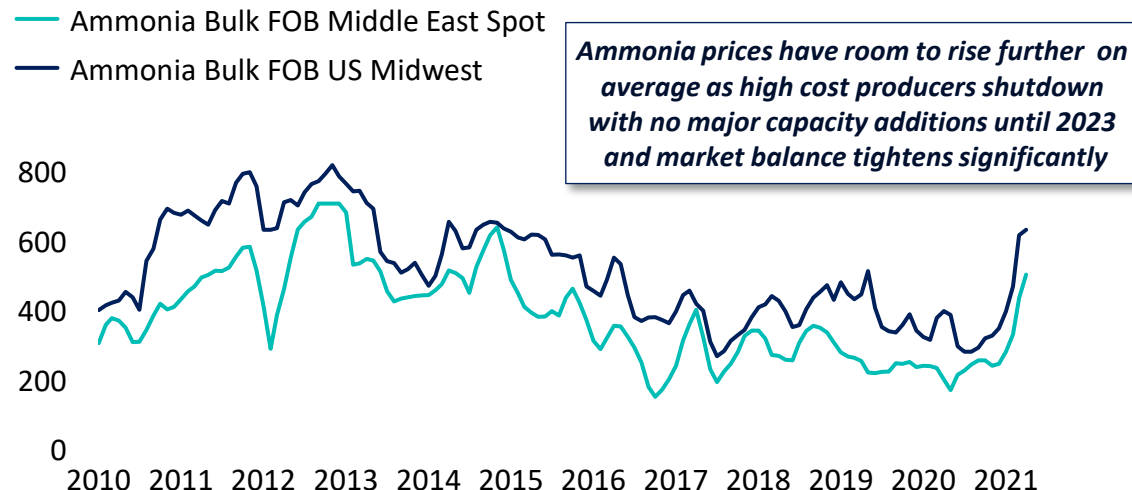
(3) Urea Barter ratio is a measure of affordability in Brazil. It is calculated as a ratio of the price of a 60 kg bag of corn vs the price of a tonne of urea

Source: OCI Analysis, CRU, USDA, Bloomberg

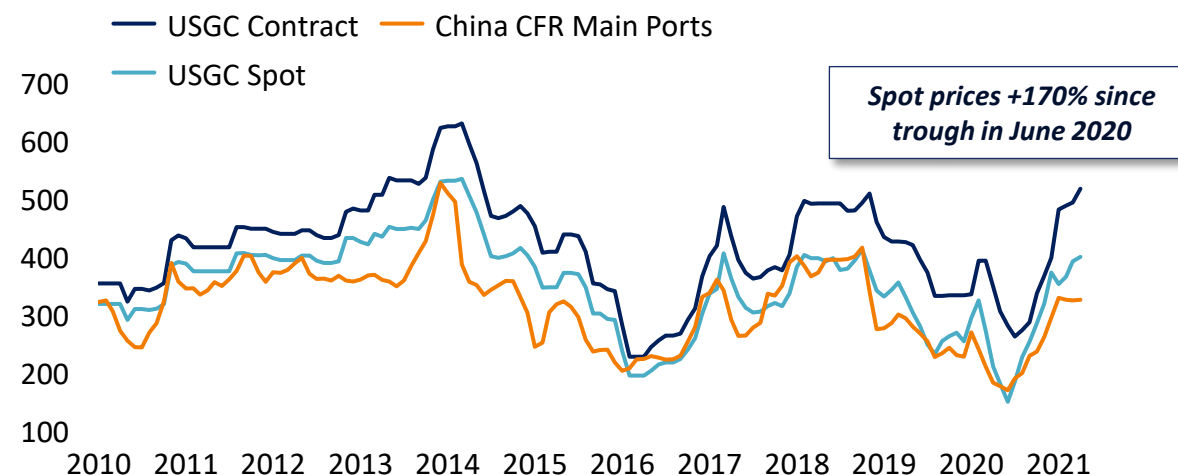


# Methanol and ammonia prices have rebounded

## Industrial nitrogen markets structurally tighten



## Methanol prices benefit from demand recovering



### Significant upside for ammonia prices

- Benefiting from industrial market recovery, support from higher Chinese imports
- Positive spring season in the US with low inventories going into Q2 2021
- No major new supply until 2023, closures and gas curtailments in Trinidad
- Room to catch up with increases in urea prices

### Strong recovery in DEF markets with truck sales up sharply as freight activity in the US has broadly recovered to pre-pandemic levels

### Melamine tight market conditions as a result of strong demand

- Melamine quarterly contract prices have increased by 15% in Q1 2021 and another 23% in Q2 2021 to decade highs

### Methanol spot prices have rebounded since reaching trough in June 2020

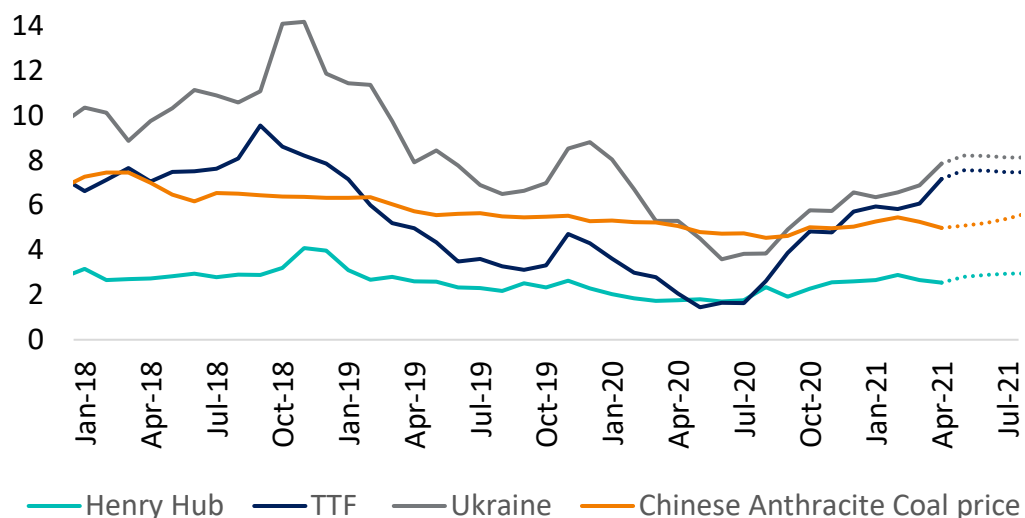
- Strength in recent spot pricing has supported higher contract prices in Q1 and Q2 2021 in Europe and the US
- The European contract price in Q1 2021 settled at \$472/t and \$495/t in Q2 2021.
- In the US the contract price for May'21 increased to \$537/t

### Demand has been improving gradually:

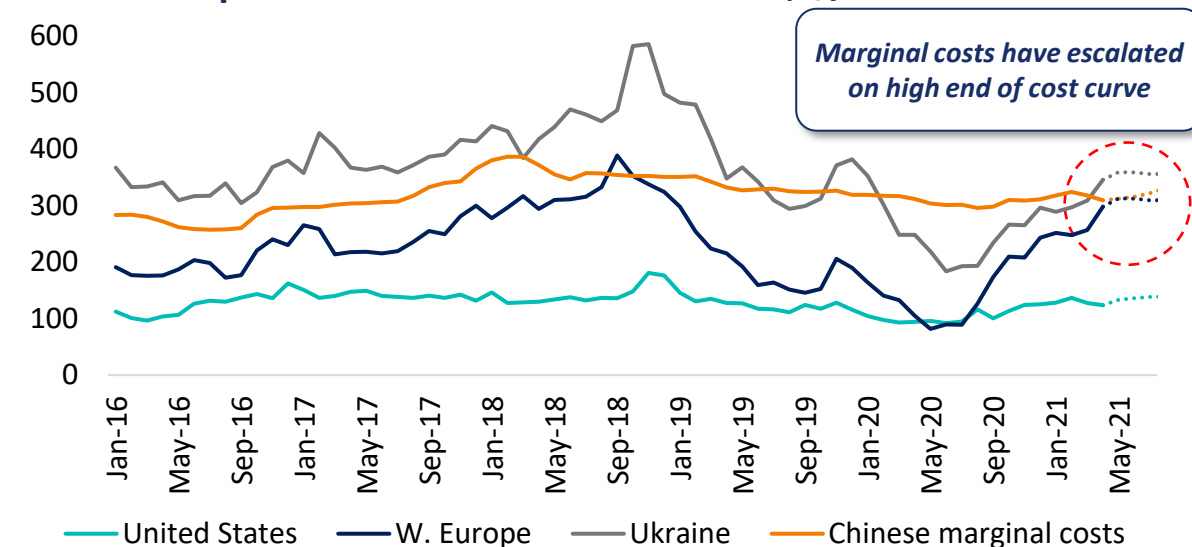
- Healthy MTO economics driving higher utilization rates in China
- Downstream demand recuperating: fuel consumption picking up; and gradual return of global industrial and construction activity

# Higher costs for marginal producers supportive of prices

Global Feedstock Prices 2016-2021F, \$/MMBtu



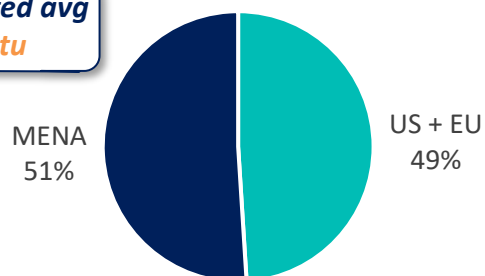
Cash Costs per ton of Ammonia 2016-2021F, \$/t



## OCI gas consumption per region at run-rate production

Significant advantage from fixed gas price contracts

Fixed price weighted avg  
c.\$2.8 / mmBtu



- **Fertiglobe** has significant competitive advantage as result of long-term fixed gas supply agreements
  - Strategic locations with access to key ports on the Mediterranean, Red Sea and Arabian Gulf
- As a new greenfield facility, **IFCo** has lower energy costs than average for US plants and is positioned in the lowest quartile of global cost curves
  - High netbacks supported by IFCo's strategic location in the US Midwest
- **OCI Nitrogen** is in top quartile plant on a gas to ammonia conversion efficiency perspective compared to European peers as a result of significant investment by OCI and both **OCI Nitrogen** and **BioMCN** purchase off of liquid TTF market

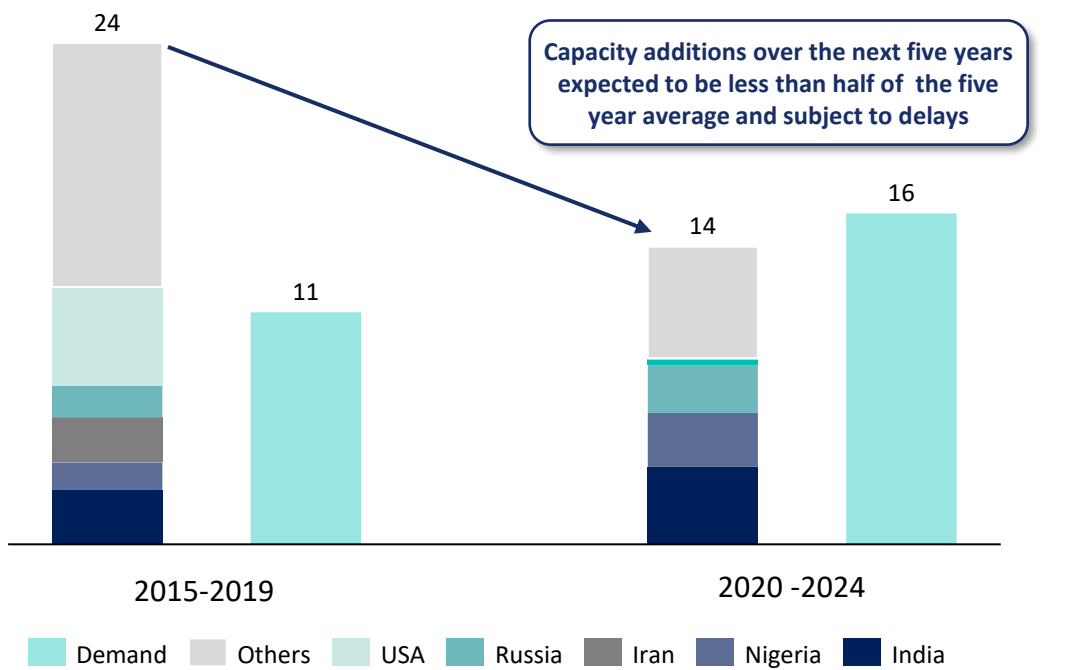
Note: Average North American production assumed to be 37.2 MMBtu per ton of ammonia for feedstock; Average European production assumed at 37.8 MMBtu per ton of ammonia for feedstock; Average Ukrainian production assumed at 38 MMBtu per ton of ammonia for feedstock; Chinese production assumed to be 1.12 tons of coal for feedstock

Source: Bloomberg, CCTD, CRU, OCI

# Limited new supply additions to support improving prices

## Urea capacity additions slow relative to 2015-19

Global urea capacity additions ex-China, Mt

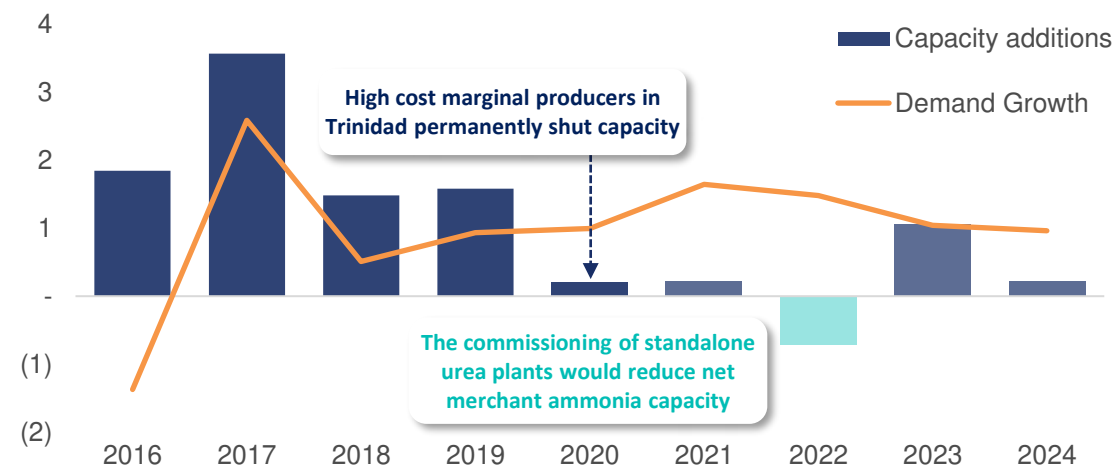


Trend demand growth of >2% per annum expected to more than offset capacity additions '21-'25

5 – 6 years to build new plant from concept to commissioning

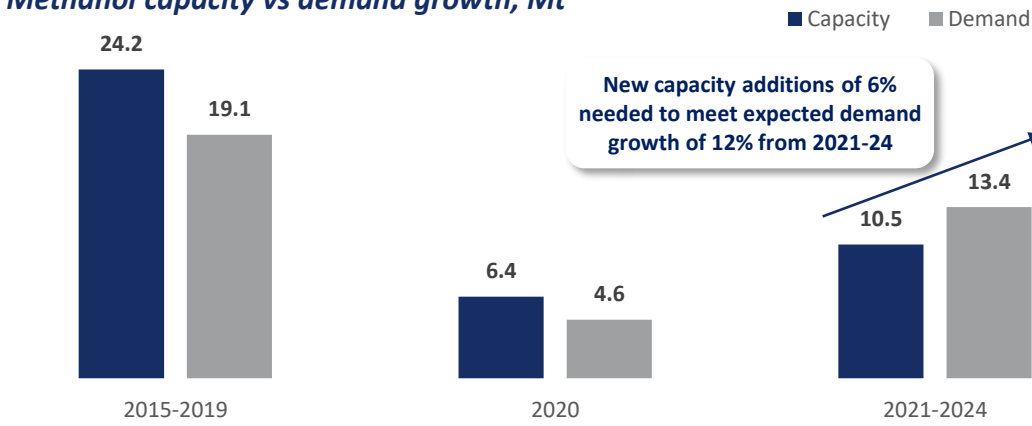
## Merchant ammonia market expected to significantly tighten

Global ammonia capacity additions ex-China ex-urea, Mt



## Methanol Global Supply and Demand Balance, 2015-2024F

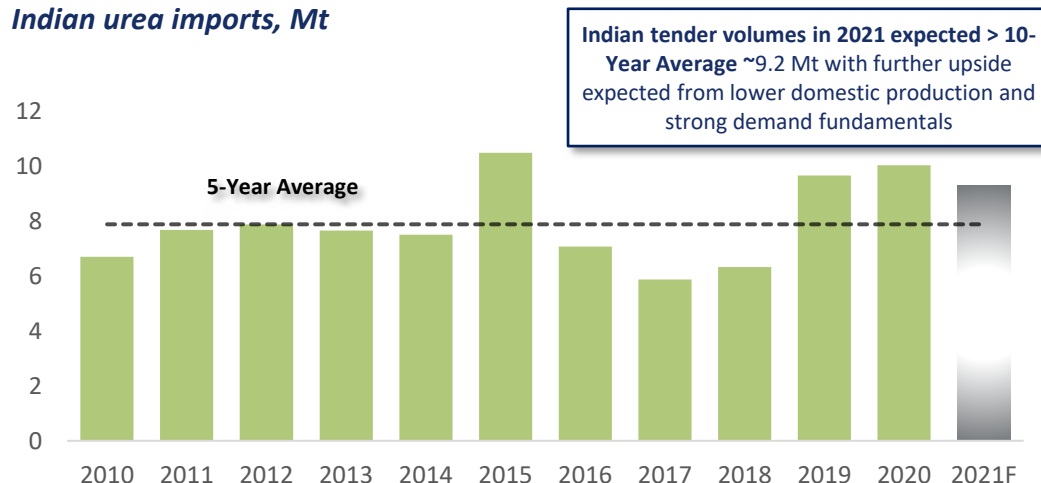
Methanol capacity vs demand growth, Mt



# Robust domestic demand in India and China

## Indian Urea Sales to Have Another Record year supporting imports

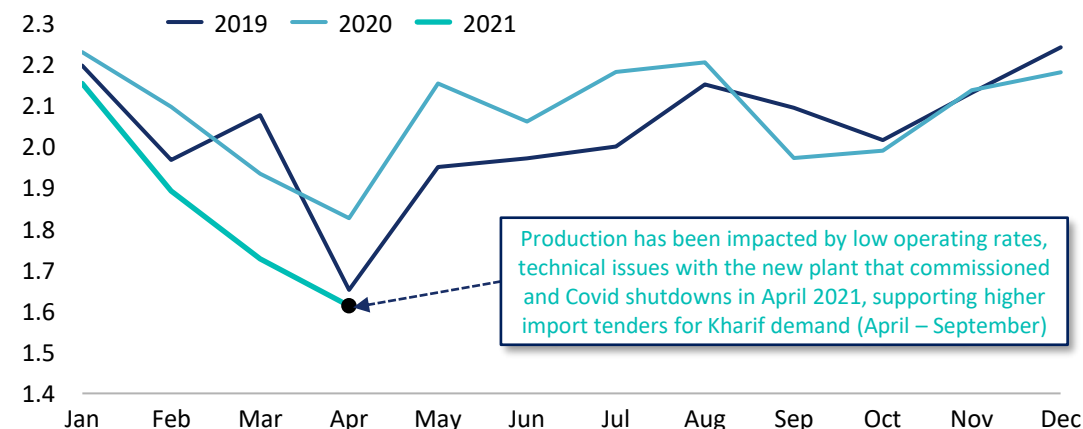
### Indian urea imports, Mt



- Indian imports in 2021 are expected to be robust and forecast in the range of 9 Mt > 5 and 10-Year Average with further upside as domestic production has fallen below 2020 levels due to unplanned outages and Covid disruptions
- Above average monsoon forecast for the year and reservoirs are 20% fuller than the 10-year average, which combined with high phosphates prices, could result in substitution into urea, supporting a third consecutive annual increase in Indian urea demand
- Chinese demand remains supported by government measures emphasizing food security, which combined with a recovery in technical demand is expected to lower 2021 exports
- Chinese exports in the May – July tenders to be capped by strong agricultural demand for stocking ahead of the corn side dress application in mid-July on the back of rising crop prices and expected to be in line with international pricing. Domestic prices in China have been increasing at the end of April

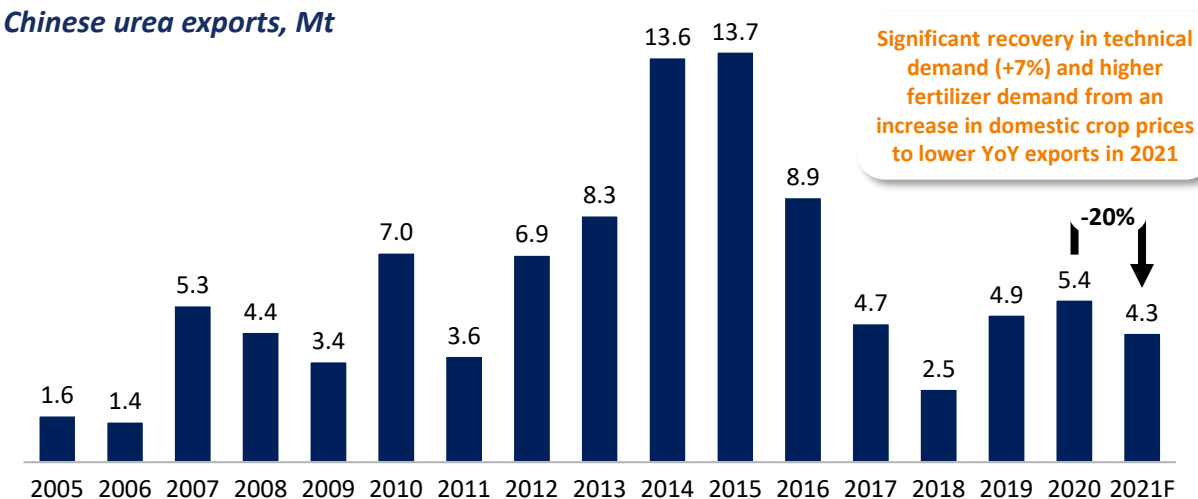
## Indian supply in Q1 2021 down 9% YoY despite new plant commissioning

### Indian monthly domestic urea production, Mt



## Chinese exports to be curtailed in 2021 on higher domestic demand

### Chinese urea exports, Mt



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Appendix

# Capitalizing on the Hydrogen Opportunity



OCI's unique strategic geographic and product footprint will drive the **hydrogen transformation** through value enhancing opportunities to decarbonize **food, fuel, and feedstock**



Focus on **value creation** and **maintaining strong capital discipline** when pursuing decarbonization through new strategic initiatives with >12-14% threshold unlevered IRR, with a large proportion of our targets achievable with limited incremental capital spend



Leveraging product portfolio and global geographic presence to benefit from **demand pull and customer willingness to pay** for low carbon food, fuel, and feedstock



Accelerated focus on **operational excellence** to maximize production efficiencies, minimize emissions and waste, and maintain industry leading HSE performance, with >\$75 million p.a. of additional EBITDA expected to materialize in the next 3-5 years



Commitment to decarbonize with **a -20% greenhouse gas intensity reduction target by 2030** using 2019 as a baseline and **carbon neutrality by 2050; groupwide target of 25% female senior leadership by 2025**



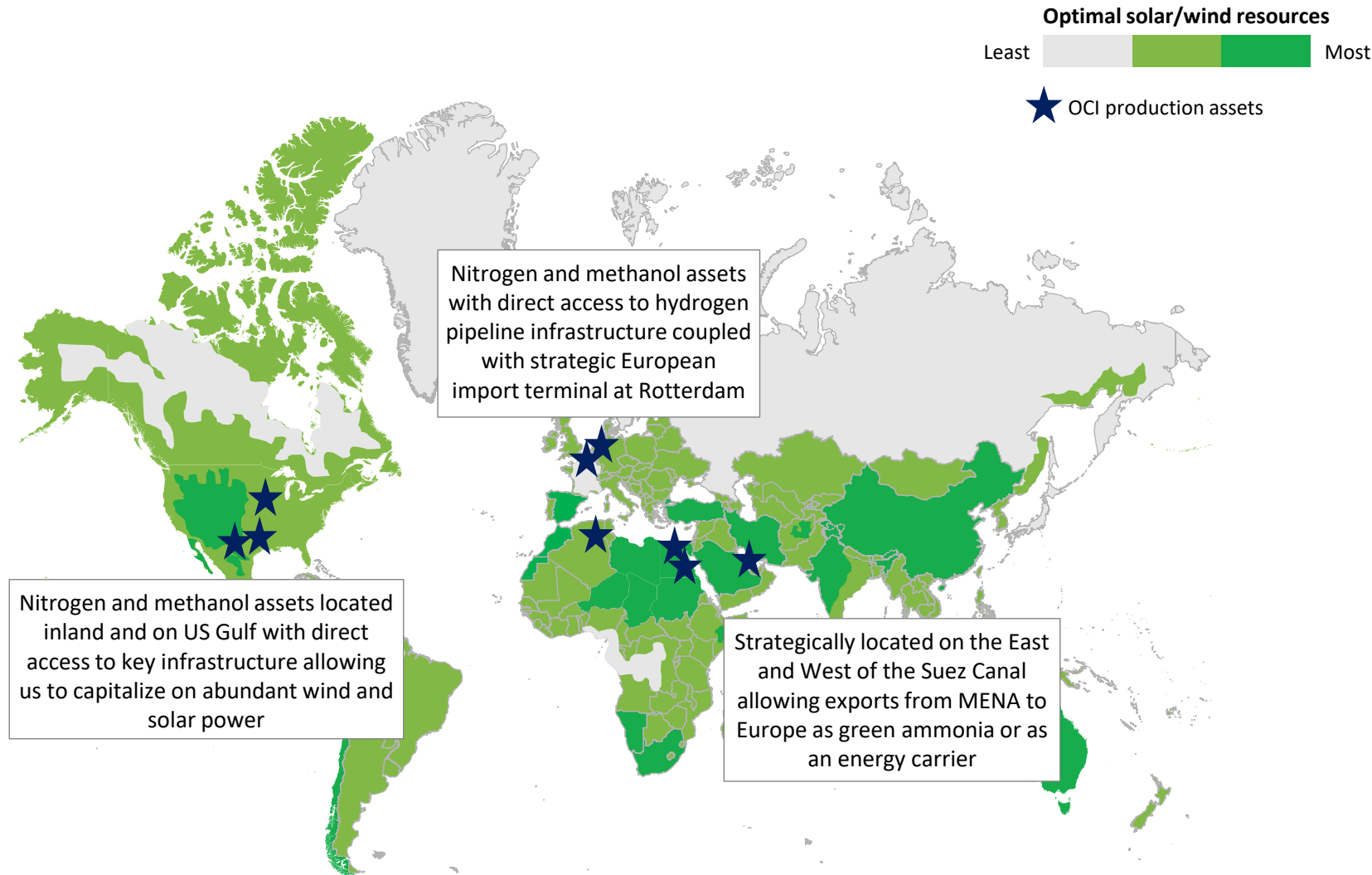
Underpinned by **strong governance** with incentives tied to ESG and dedicated focus from our Board of Directors through the HSE and Sustainability Committee





# OCI's strategic footprint will capture the hydrogen potential

We are uniquely positioned to drive the hydrogen economy through our geographic presence & product mix



## OCI's unique advantages

- One of the largest ammonia and methanol producers in the world
- Only methanol producer with plants in the US and Europe and only nitrogen producer with plants in the US, Europe and MENA
- Strategic locations on the busiest shipping lanes in the world
- Largest exporter globally of seaborne merchant ammonia and urea
- Plants have ample access to low cost solar and wind sources with access to large areas of barren, flat land
- MENA assets best-placed to fulfill Europe's hydrogen import needs
- Existing European infrastructure & assets are excellent for importing hydrogen as ammonia

# OCI's commitment to a sustainable world

Driving decarbonization with a focus on sustainable value creation and contributing to the UN Sustainable Development Goals (SDGs)

	<b>Environmental</b> Driving sustainable performance	<ul style="list-style-type: none"> <li>Committed to <b>20% GHG intensity reduction by 2030</b> and <b>carbon neutrality by 2050</b></li> <li><b>Leading player</b> in sustainable agricultural and fuel solutions</li> <li><b>Uniquely positioned to enable the energy transition</b> for transport, feedstock, and industrial applications</li> <li><b>Delivering rapidly through operational excellence while leveraging strategic partnerships</b> for long-term projects</li> </ul>
	<b>Social</b> Diversity & Inclusion (D&I)	<ul style="list-style-type: none"> <li>Committed to <b>25% female senior leadership by 2025</b>, with groupwide D&amp;I program launched in 2020</li> <li><b>Fostering an inclusive culture</b>, where diversity is recognized and valued, and local talent is developed</li> </ul>
	<b>Governance</b> Robust governance and reporting framework encourages best practices across our value chain	<ul style="list-style-type: none"> <li><b>Board level oversight</b> with focus via the HSE and Sustainability Committee</li> <li><b>Executive Directors' compensation tied to a basket of ESG metrics and operational excellence</b></li> <li><b>Robust governance policies and procedures</b> in place for employees and business partners to uphold our commitment to ethical conduct</li> <li><b>Continuous drive to improve transparency</b>, adding TCFD and SASB disclosures to 2020 annual report and plan to report to CDP in 2021</li> </ul>

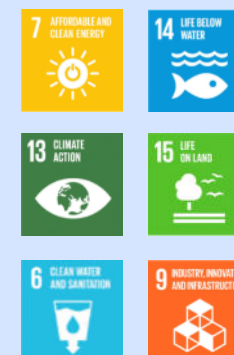
## OCI's contribution to the SDGs

**90%**

Lower N<sub>2</sub>O emissions than the industry average<sup>1</sup>

**76%**

Seawater intake in high water stress regions



**16%**

Increase female-to-male hires

**72%**

Improved TRIR in 2020 vs 2014



**100%**

Employees enrolled in compliance framework training program

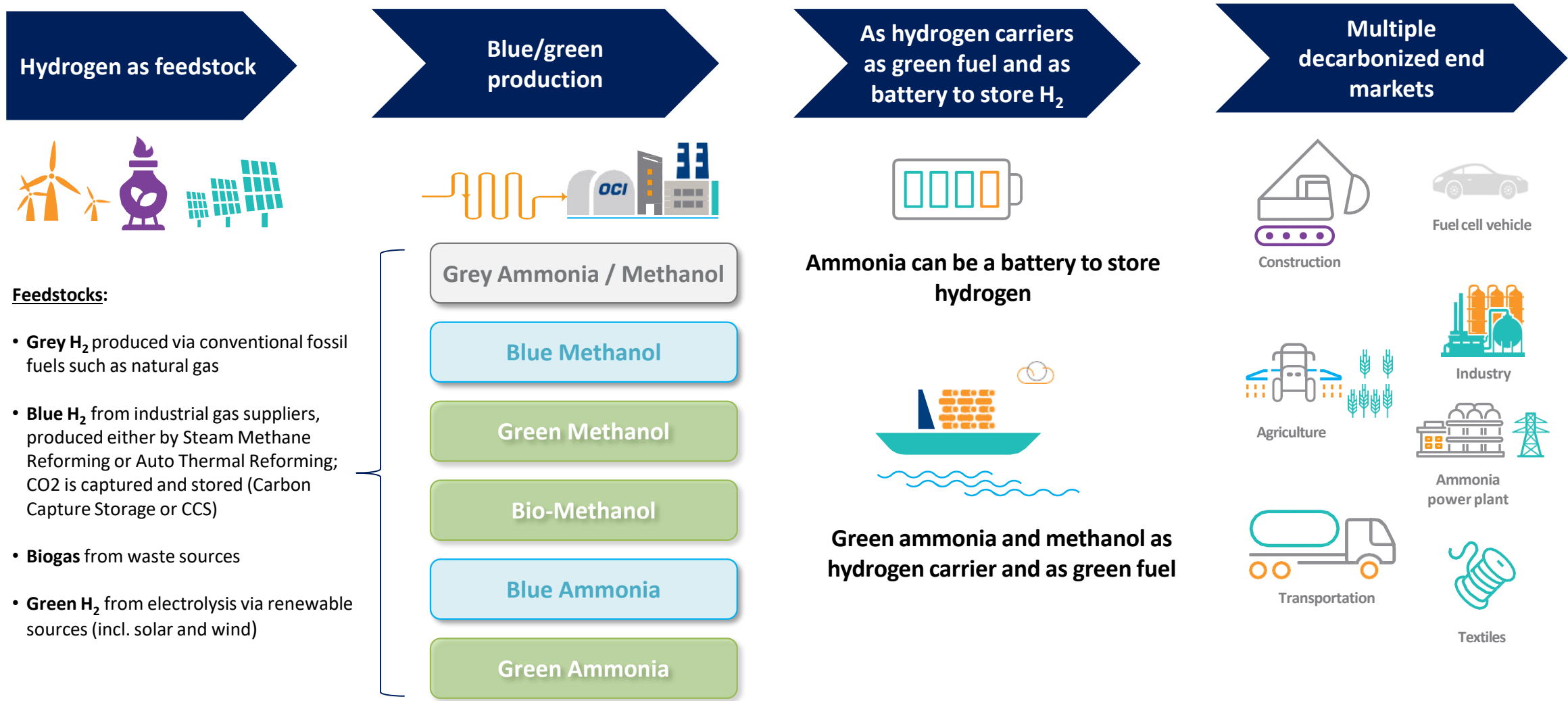
**100%**

Suppliers required to adhere to Supplier Code of Conduct






# Transition to hydrogen economy is key to global decarbonization

## Ammonia and Methanol have a pivotal role in the Global Road-to-Zero Challenge

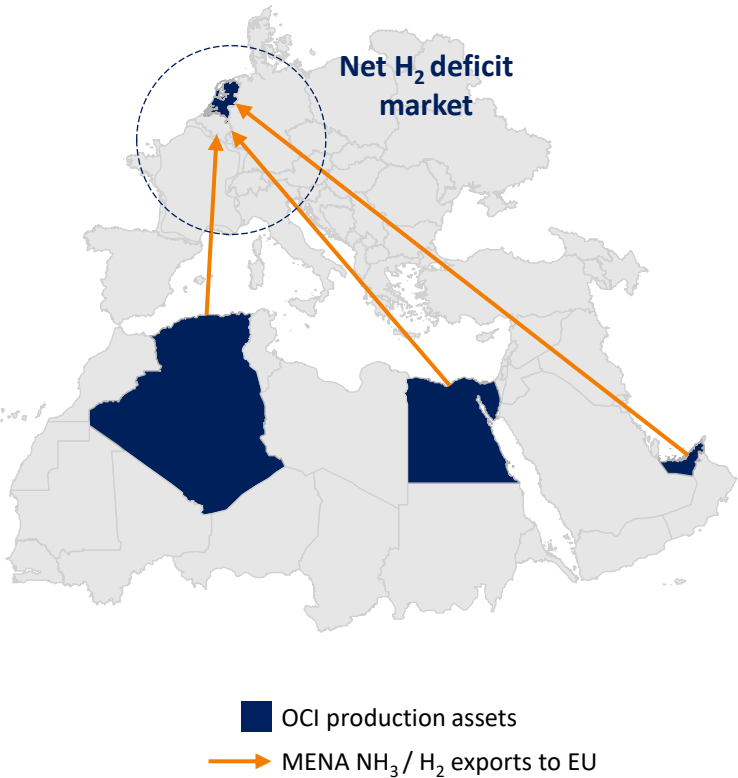


# OCI's MENA assets ideally positioned to capitalize on abundant renewable energy and supply Europe's hydrogen shortfall

Capitalizing on execution track record with strong public and private partnerships in place

OCI's MENA assets are the ideal exporters of H <sub>2</sub> / Green NH <sub>3</sub> to EU	<ul style="list-style-type: none"><li>Existing ammonia facilities and infrastructure represent ideal platform to plug-and-play green / blue H<sub>2</sub></li><li>OCI is exploring a pilot green ammonia project in Egypt using attractively priced wind/solar energy or waste gasification</li></ul>
Ammonia fuel supply potential	<ul style="list-style-type: none"><li>OCI, in conjunction with ADNOC through the Fertiglobe partnership, is well-positioned to capture the huge potential demand for ammonia as an energy carrier and marine fuel</li></ul> <div></div>
Strong public and private partnerships	<ul style="list-style-type: none"><li>Strategic partnerships with governments and relevant renewable players to accelerate implementation in the UAE and Egypt, subject to supportive regulatory environment and national environmental targets</li><li>Orascom Construction (OC) (spun off in 2015) has repeat power project partnerships in MENA<ul style="list-style-type: none"><li>Developed 28GW of generation capacity, including 12.5GW in Egypt</li></ul></li></ul>
OC has developed a 250MW wind farm in Ras Ghareb, Egypt in consortium with Engie and Toyota	<ul style="list-style-type: none"><li>Commissioned in 2020 and located in high intensity onshore wind region near EBIC and EFC in Sokhna</li><li>Attractively priced with avenue for further growth along wind corridor</li><li>Finalizing agreement to triple wind generation capacity to 750MW by 2024</li></ul> <div></div> 

EU has committed ~EUR 7 bn in direct funding and ~EUR 30 bn in public and private sector financing to promote Green H<sub>2</sub> in Southern Mediterranean (including Egypt and Algeria) between 2021- 2027



# OCI will capture the transition potential with numerous key initiatives underway

Strategic partnerships with industry leaders on announced projects in Europe, and lower carbon projects being developed across our global asset base



## Blue ammonia

Various CCS projects in development in the Netherlands, US and MENA

In the Netherlands, CO<sub>2</sub> emissions from the ammonia production process to be captured and stored under the North Sea

**~485 KTPA CO<sub>2</sub> abatement potential at OCI Nitrogen**

OCI will be able to produce blue ammonia using low carbon hydrogen at OCI Beaumont, Texas up to its full ammonia production capacity of 365 ktpa, starting H2 2021



## Blue and green ammonia

**Green ammonia pilot project in Egypt** using attractively priced wind/solar energy or waste gasification

Existing ammonia facilities and infrastructure represent ideal platform to plug-and-play green / blue H<sub>2</sub>



## Bio-fuels and bio-feedstocks

OCI produces bio-methanol and low carbon ammonia from **biogas**. Supply agreements of biofuel blends with Essar Oil and ExxonMobil UK entities

**#1**  
**Bio-methanol Producer**

Bio-methanol has 60% GHG savings potential vs petrol / gasoline and is a 2<sup>nd</sup> generation biofuel



## FUREC Waste-to-Hydrogen<sup>1</sup>

Partnership with RWE to purchase green and circular hydrogen from mixed waste gasification at **minimal investment for OCI**

Target to be **operational by 2024**

**~380 KTPA CO<sub>2</sub> total abatement identified in the broader value chain, of which 160 KTPA at OCI Nitrogen**



## Renewable methanol from green hydrogen<sup>1</sup>

**1. Partnership with Nouryon** to produce green hydrogen through offtake produced with 20MW electrolyser and can be scaled up to 60MW in the future

**2. Partnership with RWE** to produce green hydrogen through offtake produced with a 50MW electrolyser with direct connection to RWE's Westereems wind farm

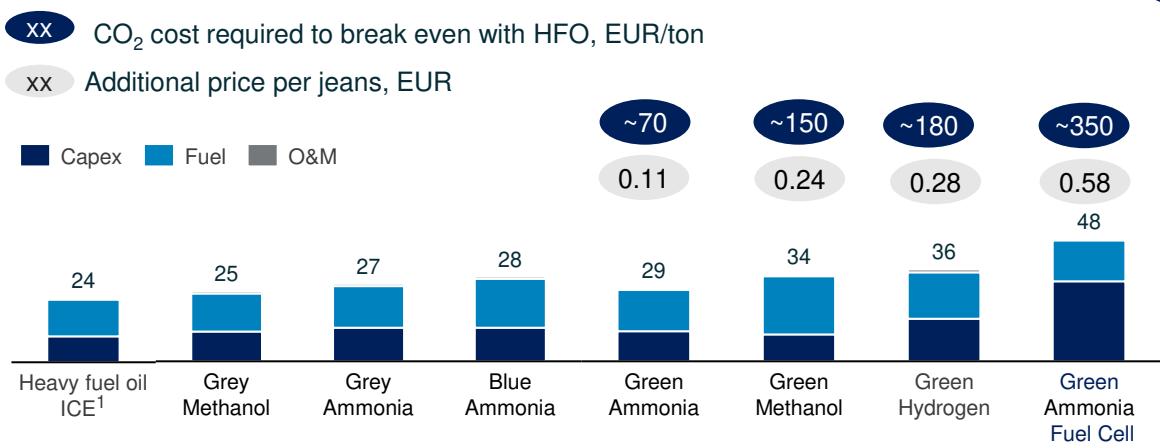
Target to be **operational by 2024**

**~45 KTPA CO<sub>2</sub> phase 1 abatement at BioMCN**

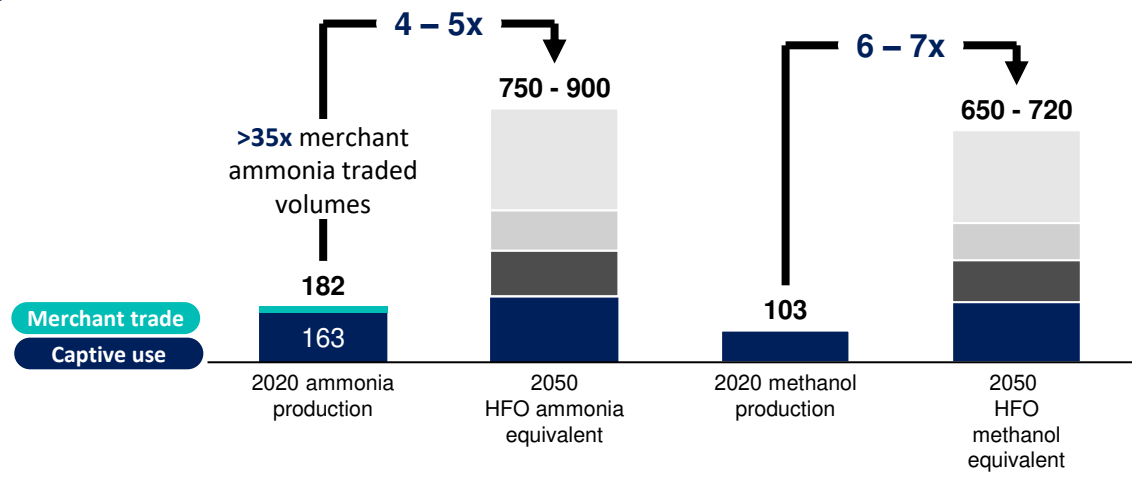
Up-scalable in multiple phases

# Zero carbon shipping needs ammonia and methanol: exponential potential demand

Grey and blue ammonia and methanol pathways close to cost parity<sup>1</sup>  
€ mn per annum



Ammonia and methanol shipping demand by 2050<sup>2</sup>  
Metric ton



- Ammonia and methanol are the only practical alternatives for long-distance shipping, even without the implementation of decarbonization technologies, they have a lower environmental footprint than HFO
  - Using blue ammonia in a ship would start the decarbonization pathway with an improvement potential of >50% GHG reduction
- With global infrastructure in place, these products can bridge the transition from “grey” to “green” until the industry has fully scaled up to products based solely on renewable energy sources.
- Maritime HFO fuel demand is expected to grow to ~430 Mt by 2050, translating in ammonia and methanol equivalents of 650 - 900 Mt while the current combined global production is ~290 Mt
  - A typical Panamax ship consumes 100 kt ammonia or 93 kt methanol p.a. → 13% of EBIC’s ammonia capacity or 9% of OCI Beaumont’s methanol capacity as fuel, saving ~140 kt of CO<sub>2</sub> emissions p.a.
- Several new announcements in the shipping sector, including major ship owners, engine manufacturers and ports, all endorsing the use of ammonia and methanol as the shipping fuel of the future
  - Wärtsilä, alongside MAN one of the leading global shipping engine manufacturers, underscored that ammonia and methanol are a more credible fuel than hydrogen
  - Maersk, one of the largest container shipping companies in the world announced launch of the world’s first liner vessel to operate on carbon-neutral methanol in 2023 – 7 years ahead of initial 2030 ambition

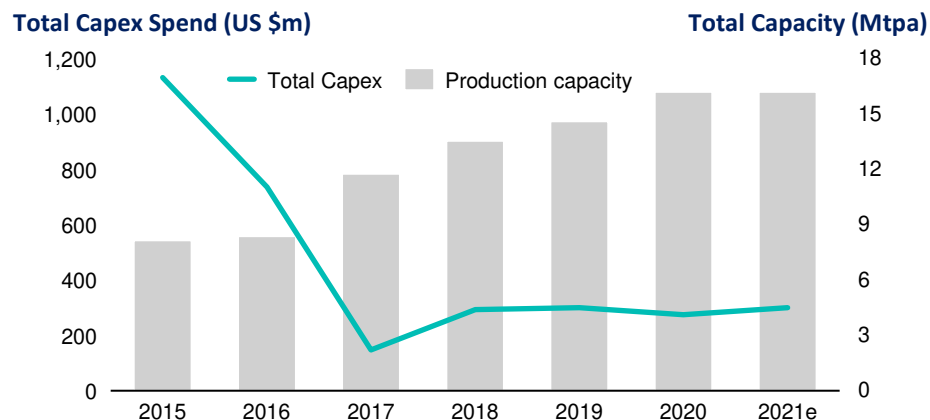
1. Cost of container ship and bunkering location in the Middle East from 2030E. Grey and blue ammonia and methanol pathways close to cost parity compared to HFO without the carbon priced in

2. Assumes all HFO consumption will be replaced with next best alternatives; ammonia and methanol by 2050



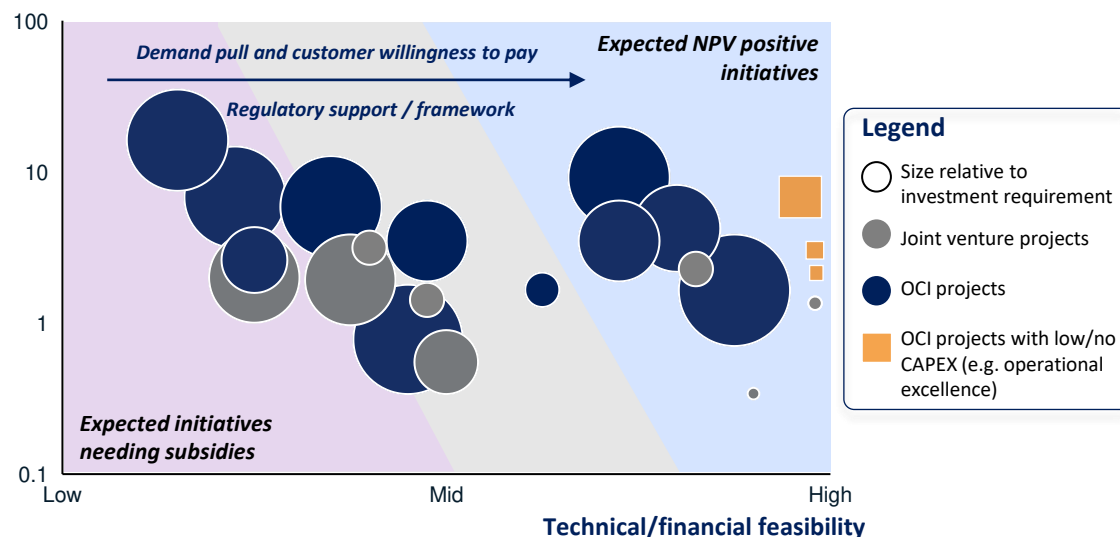
# Capital Allocation Targets

## Maintaining strong capital discipline



## Prioritizing ESG projects with a short payback period<sup>1,2</sup>

Emissions impact, % of total OCI baseline



- We can achieve a large proportion of our ESG targets and generate positive returns with limited incremental capital spend
  - 45% of our GHG reduction commitment is zero to low capital expenditure, including accelerated operational excellence, switch to renewable energy and expansion of low carbon product portfolio
    - >\$75 million p.a. additional EBITDA to be delivered over 3 - 5 years
  - We maintain strong focus on low capex / asset light solutions through partnerships (for example waste gasification and hydrogen offtake)
  - Projects with immediate net-saving returns identified and being implemented
  - No significant capital spending on developing opportunities in marine fuels
  - If any capital is deployed on ESG projects, this will be likely from 2024 onwards, no significant impact 2021 – 2023 unless we see high return opportunities earlier
- OCI maintains an IRR threshold of >12 - 14% unlevered with continued focus on deleveraging and cost optimization
  - We have identified many projects which can become attractive depending on incentives and market developments
  - No decisions made with respect to projects, this will be based on subsidies, government regulations, etc.
  - IRR/NPV threshold exists for energy efficiency projects too and we will be opportunistic
  - Additional options can become cost-effective depending on incentives (incl. regulatory frameworks, subsidies, product premiums and market environment)
- OCI has a flexible dividend policy designed to balance the availability of funds for dividend distribution with pursuing growth opportunities, while maintaining, as a priority, its target of 2x net leverage through the cycle and achieving an investment grade profile

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Appendix

*About OCI*

# Nitrogen production capacity and commercial footprint

## Nitrogen Footprint

### Iowa Fertilizer Company (IFCo) - Iowa, US

- Production and sales started April 2017

Product <sup>1</sup>	ktpa
Ammonia (net)	195
UAN	1,832
Urea	438
DEF	1,019



### N-7 Marketing JV



- Established: May 2018
- JV between OCI and Dakota Gasification Company on marketing of nitrogen products
- Ammonia, Urea, UAN, and DEF
- Since Jan 2020 exclusive marketer of Dyno Nobel DEF in North America

### OCI Nitrogen – Netherlands

- Acquired: 2010

Product <sup>1</sup>	ktpa
Ammonia (net)	350
CAN	1,560
UAN	730
Melamine	219



### Egyptian Fertilizer Co (EFC) – Egypt

- Acquired: 2008

Product	ktpa
Urea	1,648



### Egypt Basic Industries Corp (EBIC) – Egypt

- Acquired: 2009

Product	ktpa
Ammonia	748



### Sorfert Algerie – Algeria

- Commissioned: 2013

Product	ktpa
Urea	1,259
Ammonia (net)	803



### Fertil (Abu Dhabi)

- Added in 2019 merger
- Commissioned: 1980 (Fertil 1) & 2009 (Fertil 2)

Product	Ktpa
Urea	2,100



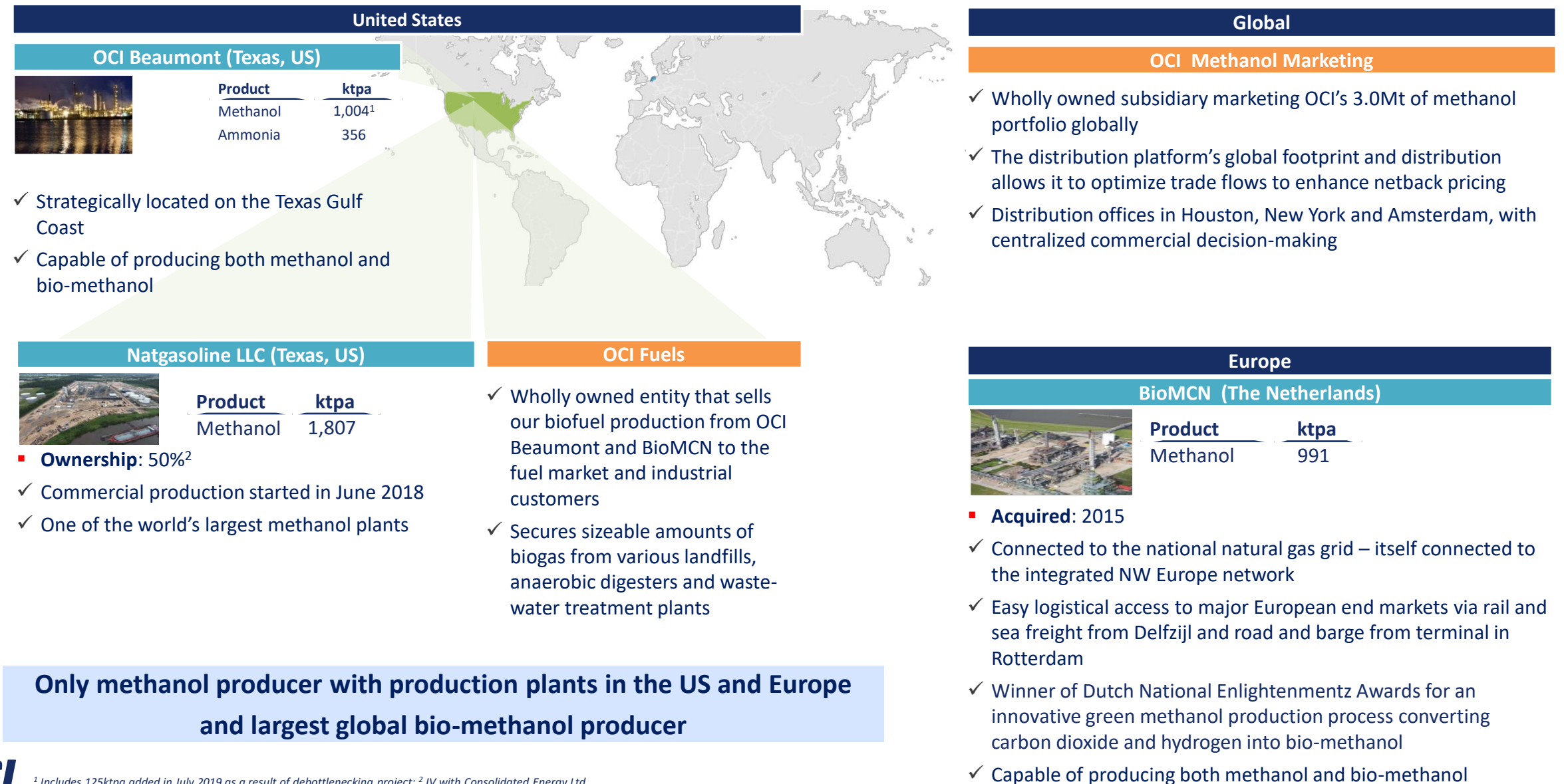
**Fertiglobe**  
An ADNOC and OCI Company

Perimeter of Fertiglobe JV (58% OCI / 42% ADNOC)

Production footprint facilitates a global approach to our commercial strategy / Bespoke footprint focused on low cost base and advantaged logistics to end-user

<sup>1</sup> Maximum downstream capacities cannot be all achieved at the same time

# Methanol production capacity and commercial footprint



# Flexible production capabilities to maximize returns

Max. Proven Capacities <sup>1</sup> ('000 metric tons)												
Plant	Country	Ammonia (Gross)	Ammonia (Net) <sup>3</sup>	Urea	UAN	CAN	Total			Total		Total <sup>2</sup>
							Fertilizer	Melamine <sup>4</sup>	DEF	Nitrogen	Methanol	OCI NV
Iowa Fertilizer Company <sup>5</sup>	USA	926	195	438	1,832	-	2,465	-	1,019	3,484	-	3,484
OCI Nitrogen <sup>5</sup>	Netherlands	1,196	350	-	730	1,560	2,640	219	-	2,859	-	2,859
Egyptian Fertilizers Company	Egypt	876	-	1,648	-	-	1,648	-	-	1,648	-	1,648
Egypt Basic Industries Corp.	Egypt	748	748	-	-	-	748	-	-	748	-	748
Sorfert Algérie	Algeria	1,606	803	1,259	-	-	2,062	-	-	2,062	-	2,062
Fertil	UAE	1,205	-	2,100	-	-	2,100	-	-	2,100	-	2,100
OCI Beaumont	USA	365	356	-	-	-	356	-	-	356	1,004	1,360
BioMCN	Netherlands	-	-	-	-	-	-	-	-	-	991	991
Natgasoline LLC	USA	-	-	-	-	-	-	-	-	-	1,807	1,807
<b>Total MPC</b>		<b>6,922</b>	<b>2,452</b>	<b>5,445</b>	<b>2,562</b>	<b>1,560</b>	<b>12,019</b>	<b>219</b>	<b>1,019</b>	<b>13,257</b>	<b>3,802</b>	<b>17,059</b>
Excluding 50% of Natgasoline		-	-	-	-	-	-	-	-	-	(904)	(904)
<b>Total MPC with 50% of Natgasoline</b>		<b>6,922</b>	<b>2,452</b>	<b>5,445</b>	<b>2,562</b>	<b>1,560</b>	<b>12,019</b>	<b>219</b>	<b>1,019</b>	<b>13,257</b>	<b>2,898</b>	<b>16,155</b>

<sup>1</sup> Capacities are maximum proven capacities (MPC) per line at 365 days. OCI Beaumont's capacity addition is an estimate of 2,853 tpd x 365 and BioMCN's M2 capacity is an estimate based on 1,250 tpd x 365 days; <sup>2</sup> Total capacity is not adjusted for OCI's ownership stakes or downstream product mix limitations (see below), except OCI's 50% stake in Natgasoline; <sup>3</sup> Net ammonia is estimated sellable capacity based on a certain product mix; <sup>4</sup> Melamine capacity split as 164 ktpa in Geleen and 55 ktpa in China. OCI Nitrogen owns 49% of a Chinese melamine producer, and exclusive right to off-take 90%; <sup>5</sup> OCI Nitrogen and IFCo each cannot achieve all downstream production simultaneously (i.e.: OCI Nitrogen cannot maximize production of UAN, CAN and melamine simultaneously, and IFCo cannot maximize production of UAN, urea and DEF simultaneously)



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