

OCI

ESG Strategy Investor Day

*Building a sustainable
company for the future*

8 March 2021



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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**



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



Agenda



**Capitalizing on
the Hydrogen
Opportunity**



Decarbonizing
the transport
sector using
ammonia and
methanol



Fulfilling customer
demand to
decarbonize OCI's
value chain



Focus on value
creation and
capital discipline



Accelerating
operational
excellence

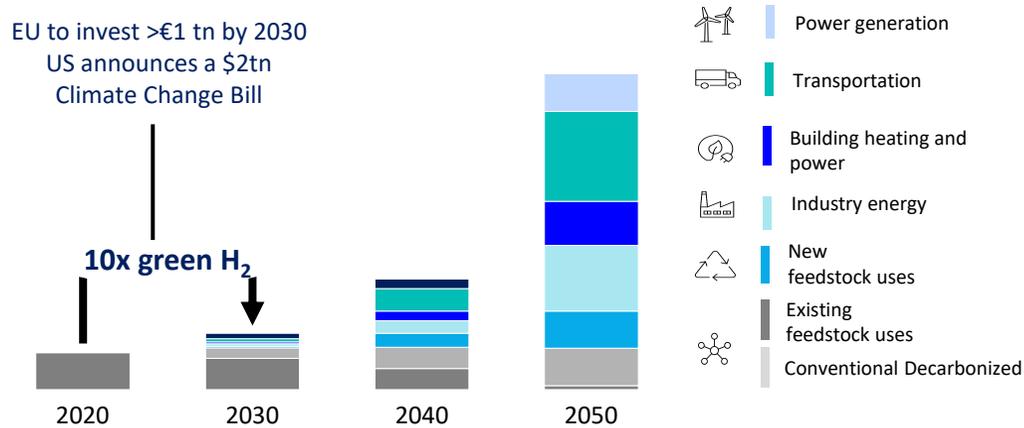


Building on our
strong governance
and sustainability
policies

Hydrogen Economy is the largest value accretive opportunity for OCI

OCI opportunities: ammonia and methanol are the only hydrogen carriers capable of decarbonizing our key sectors

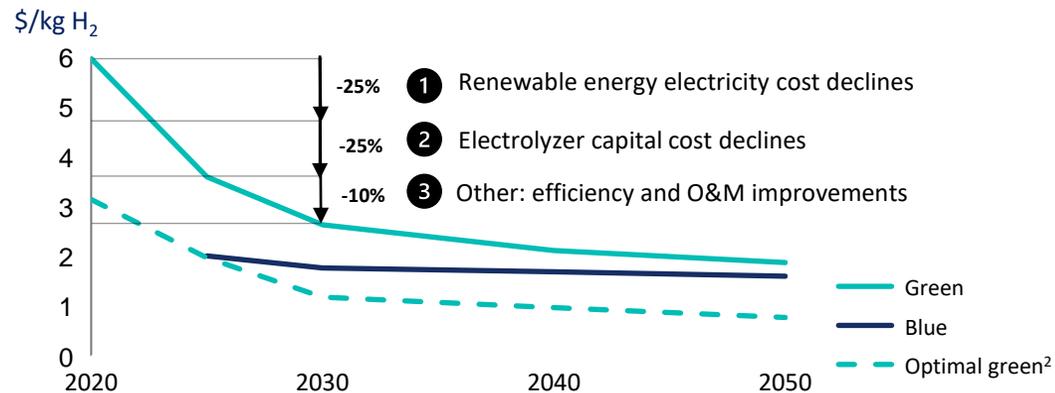
Growth in hydrogen demand driven key OCI sectors¹



Ammonia and methanol form ~50% of grey hydrogen use and are key products in achieving a green hydrogen economy

	Global GHG emissions	Blue / Green ammonia	Bio / Green methanol
Agriculture	20%	Enabler for low carbon farming	
Fuel	10%	No CO ₂ , SO _x , or particulate emissions upon combustion Needs less refrigeration (-33°C NH ₃ vs -253°C H ₂)	Effective and easier to handle than H ₂ Cleaner burning low carbon fuel in marine transport. Widely used in road transport
Feedstock or energy carrier	30%	Green feedstock for chemicals and low-cost solution to transport H ₂ 70% higher energy density than H ₂	Efficient and promising green feedstock for chemicals in many end-markets 84% higher energy density than H ₂

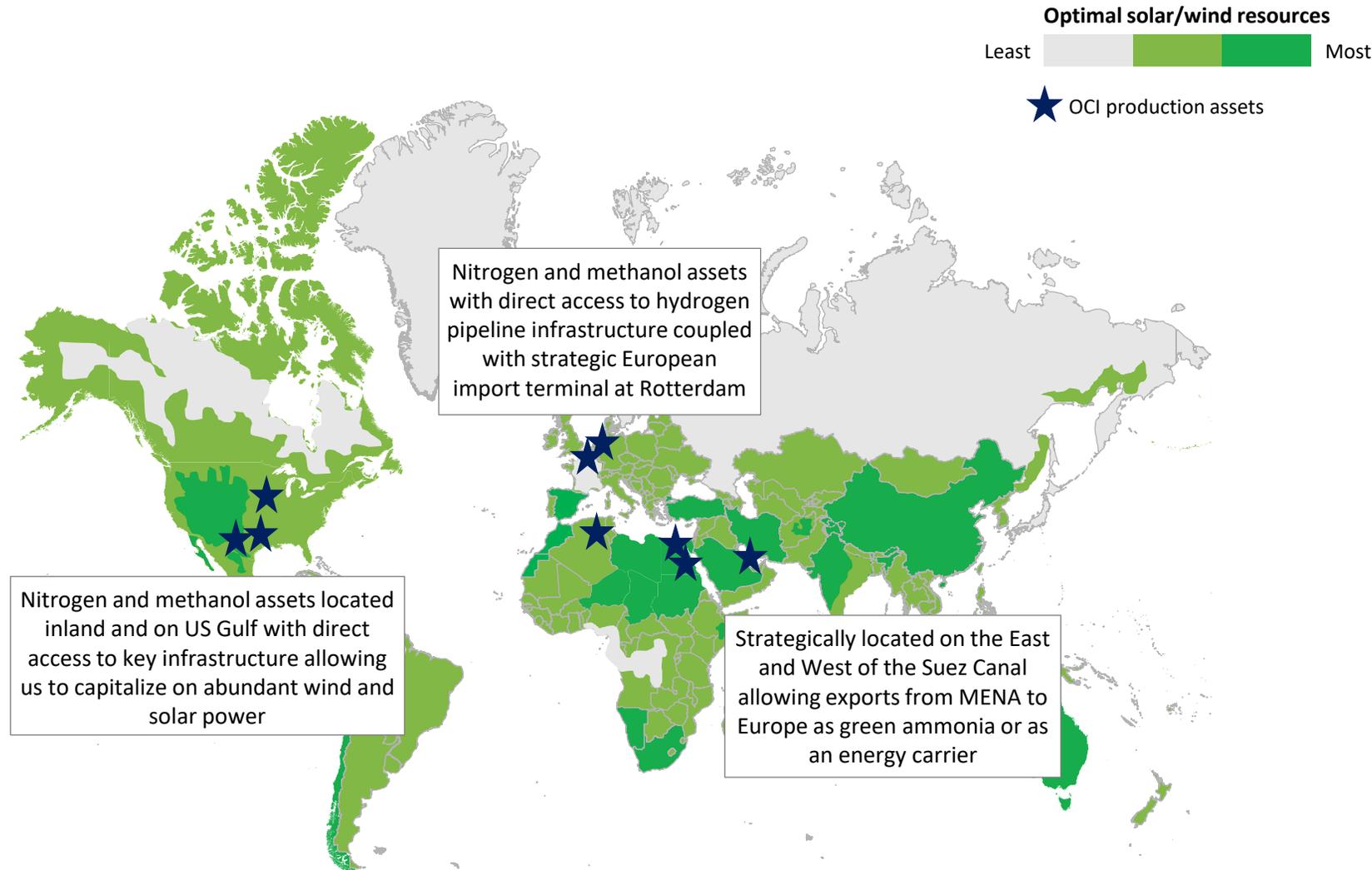
Production cost of hydrogen expected to come down rapidly



1. Subject to supportive regulatory environment, subsidies, technology advancements and national environmental targets
2. Optimal green refers to green ammonia produced using wind/solar energy in the Middle East
Source: Hydrogen Council, McKinsey

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 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 H₂ / Green NH₃ to EU

- Existing ammonia facilities and infrastructure represent ideal platform to plug-and-play green / blue H₂
- OCI is exploring a pilot green ammonia project in Egypt using attractively priced wind/solar energy or waste gasification

Ammonia fuel supply potential

- OCI, in conjunction with ADNOC through the Fertiglobe joint venture, is well-positioned to capture the huge potential demand for ammonia as an energy carrier and marine fuel.



Strong public and private partnerships

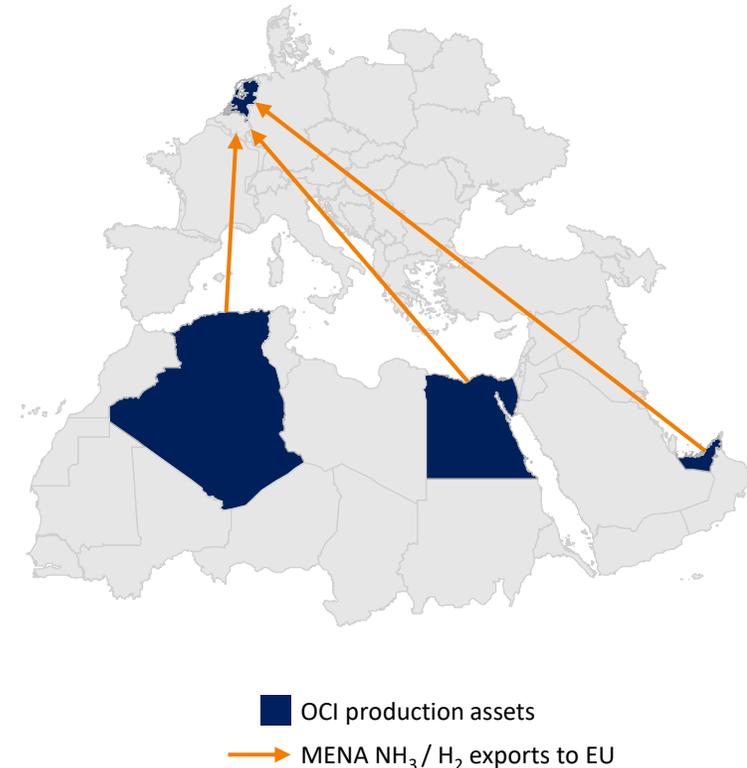
- Strategic partnerships with governments and relevant renewable players to accelerate implementation in the UAE and Egypt, subject to supportive regulatory environment and national environmental targets
- Orascom Construction (OC) (spun off in 2015) has repeat power project partnerships in MENA
 - Developed 28GW of generation capacity, including 12.5GW in Egypt

OC has developed a 250MW wind farm in Ras Ghareb, Egypt in consortium with Engie and Toyota

- Commissioned in 2020 and located in high intensity onshore wind region near EBIC and EFC in Sokhna
- Attractively priced with avenue for further growth along wind corridor
- Finalizing agreement to triple wind generation capacity to 750MW by 2024



EU has committed ~EUR 7 bn in direct funding and ~EUR 30 bn in public and private sector financing to promote Green H₂ 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



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 2nd generation biofuel



FUREC Waste-to-Hydrogen¹

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

Hydrogen will replace 20% of the fossil-based natural gas intake in OCI Nitrogen's ammonia plants

Target to be **operational by 2024**

~380 KTPA CO₂ total abatement identified in the broader value chain, of which 160 KTPA at OCI Nitrogen

Technology is up-scalable



Renewable methanol from green hydrogen¹

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 CO₂ phase 1 abatement at BioMCN

Up-scalable in multiple phases



Carbon Capture and Storage (CCS)

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

The blue hydrogen pathway is a cost-effective decarbonization opportunity, pending carbon prices and subsidies

In the Netherlands, CO₂ emissions from the ammonia production process to be captured and stored under the North Sea

~485 KTPA CO₂ abatement potential at OCI Nitrogen

OCI will drive decarbonization through a 20% emission reduction target¹, achieved with value enhancing operational and environmental initiatives

~5-7.5% emission reduction through operational excellence

- ~5% expected **at no/low costs** in the short-to-medium term, **>\$75 million p.a. EBITDA to be delivered over 3 - 5 years**
- ~0-2.5% with capital in the medium-to-long term with focus on economic payback¹

Accelerated focus on **reliability, capital performance and energy efficiency**

~12.5-15% emission reduction through new strategic, lower carbon initiatives

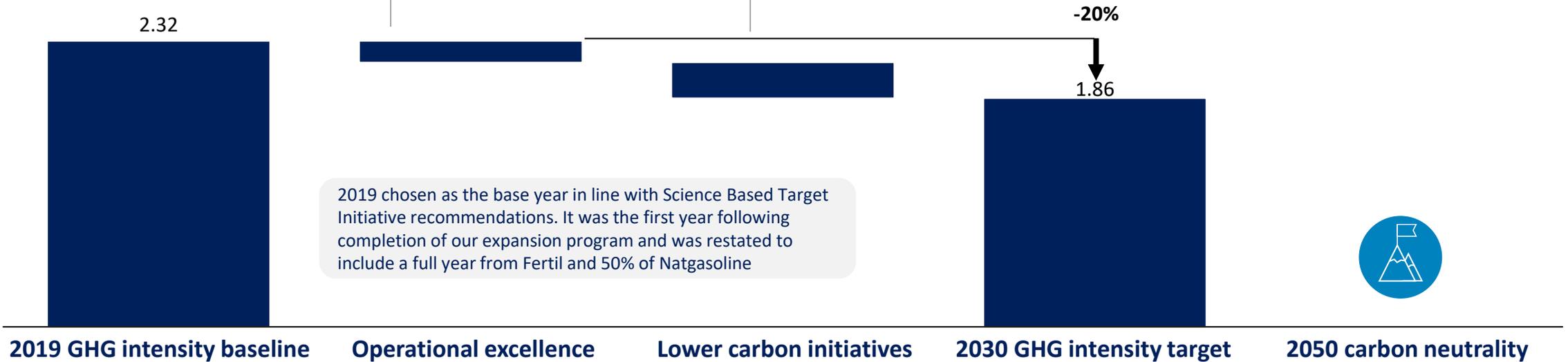
Ongoing activities in lower carbon products and switch to RES² **at low/no economic cost** account for ~4% emission reduction

Partnerships and lower carbon technologies **ensure optimal value creation**

Transition pathway

Blue	Green	Other solutions
CCS/U	Biofuels	Waste gasification
Purchased blue hydrogen	Green hydrogen, ammonia, and methanol from RES ²	Bio-methanol
		RES to substitute current power (Scope 2)

Metric ton CO₂e / nutrient ton product



1. Consolidated scope 1+2 calculated on EU ETS methodology on total ammonia and methanol production on a nutrient ton basis. Ability to achieve these targets is subject to supportive regulatory environment, subsidies, technology advancements, and national environmental targets. Base year GHG emissions will be recalculated with any significant change in business operations (for example, acquisitions or divestments, or a change in product portfolio), corrections to historical data based on availability of more accurate information, or changes to reporting methodology.

2. RES refers to renewable energy source



Agenda



Capitalizing on the Hydrogen Opportunity



Decarbonizing the transport sector using ammonia and methanol



Fulfilling customer demand to decarbonize OCI's value chain



Focus on value creation and capital discipline



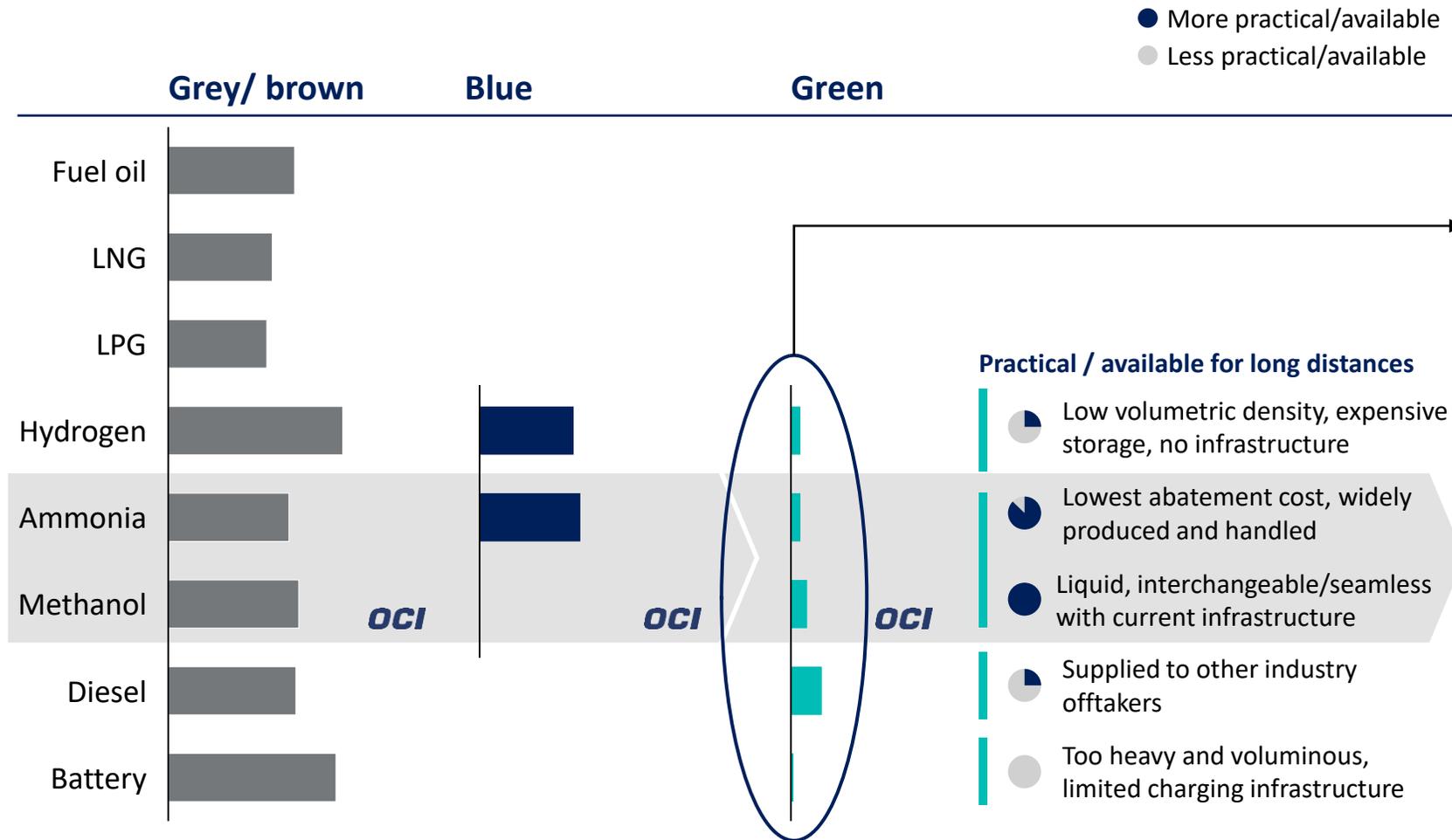
Accelerating operational excellence



Building on our strong governance and sustainability policies

OCI's products are key to decarbonizing the maritime sector

Emissions, CO₂ / MJ (indicative)



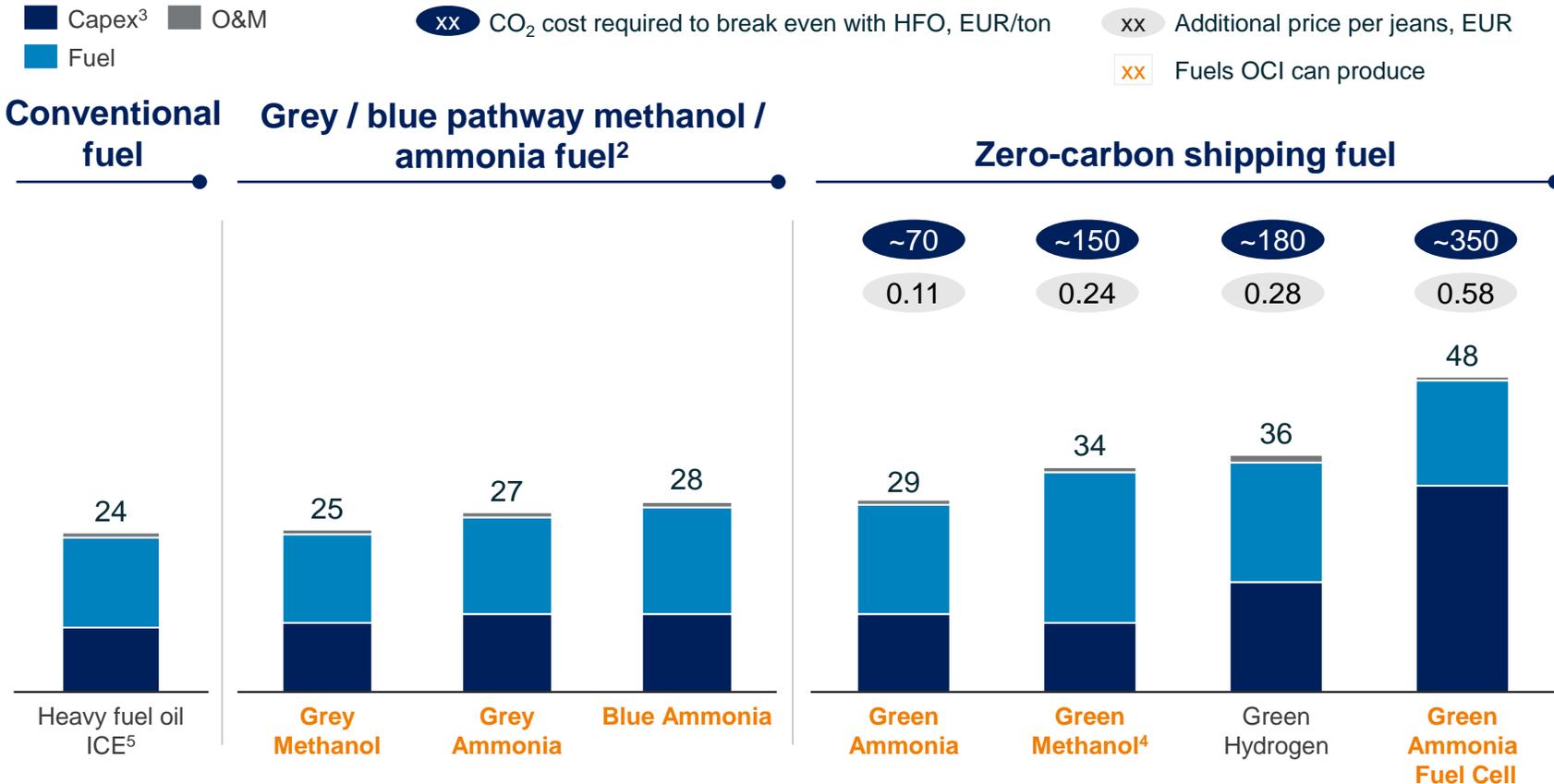
Shipping makes up 3% of global GHG emissions and is one of the hardest sectors to decarbonize

Ammonia and methanol will likely be the only green fuels that can be used for maritime applications, as other green fuels are not very practical (hydrogen/ battery) or available (biodiesel)

OCI can supply both ammonia and methanol, and intends to use the grey and blue pathway as a bridging solution until the industry has fully scaled up

Ammonia and methanol expected to be the cheapest zero-carbon fuel for container ships in 2030

EUR M p.a. for container ship¹ and bunkering location in the Middle East, 2030



From 2030, **green shipping will be at cost parity** with heavy fuel oil starting at a CO₂ cost of €70/t

Adding a ~ **€70/t CO₂ price** or a **20% increase** in green container sea freight will close the gap

This is equal to an amount of **€10 / washing machine** or **€0.11 / pair of jeans**

Without a carbon tax, the **grey and blue ammonia and methanol** pathways are close to cost parity compared to heavy fuel

1. 67 MW ship, TEU = 13,000-15,000, sailing distance of 84,200 nautical miles /year
2. Compared to HFO
3. Including opportunity costs from increased space requirements compared to HFO ICE engine as well as larger tank sizes due to low volumetric density of hydrogen, ammonia and methanol
4. Green methanol produced from green H₂ and CO₂ from direct air capture
5. ICE refers to Internal Combustion Engine, fuel price average between IEA (\$850/t and hydrogen council report at USD 630/t)
6. Price assumptions: HFO: \$740/t, Grey methanol: \$350/t, Grey ammonia: \$350/t, Blue ammonia: \$370/t, Green ammonia: \$385/t, Green methanol: \$685/t, Green hydrogen: \$2,800/t

Strong demand pull and willingness to pay from end customers offsets small increase in end-product price

Vessel type and owner	Transported good	Typical route	End-product	Added cost to end product ¹ USD	Relative price increase of end product ¹	Typical shipping end client
Container	1 pair of jeans		Jeans in store	0.13	<1%	H&M, Levi's
	1 banana		Banana in supermarket	0.04	20%	Walmart, Ahold Delhaize
	1 TV		TV	4	2%	amazon, SAMSUNG
Dry Bulk	1 ton of iron ore		Ton of iron ore delivered	10	10%	RioTinto, BHP
			Increase of steel cost	15	4%	TATA, ArcelorMittal
			Car production cost	80	<1%	BMW, Mercedes-Benz
Tanker	1 ton of ammonia		Ton of ammonia	7	2%	EBIC, Ahold Delhaize
			Increase in EU nitrates cost	2	1%	

Novo Nordisk to suppliers: Switch to green transport or lose us as a customer

Major pharmaceutical company Novo Nordisk now tells its 60,000 suppliers that they must both produce and transport their products 100% sustainably from 2030

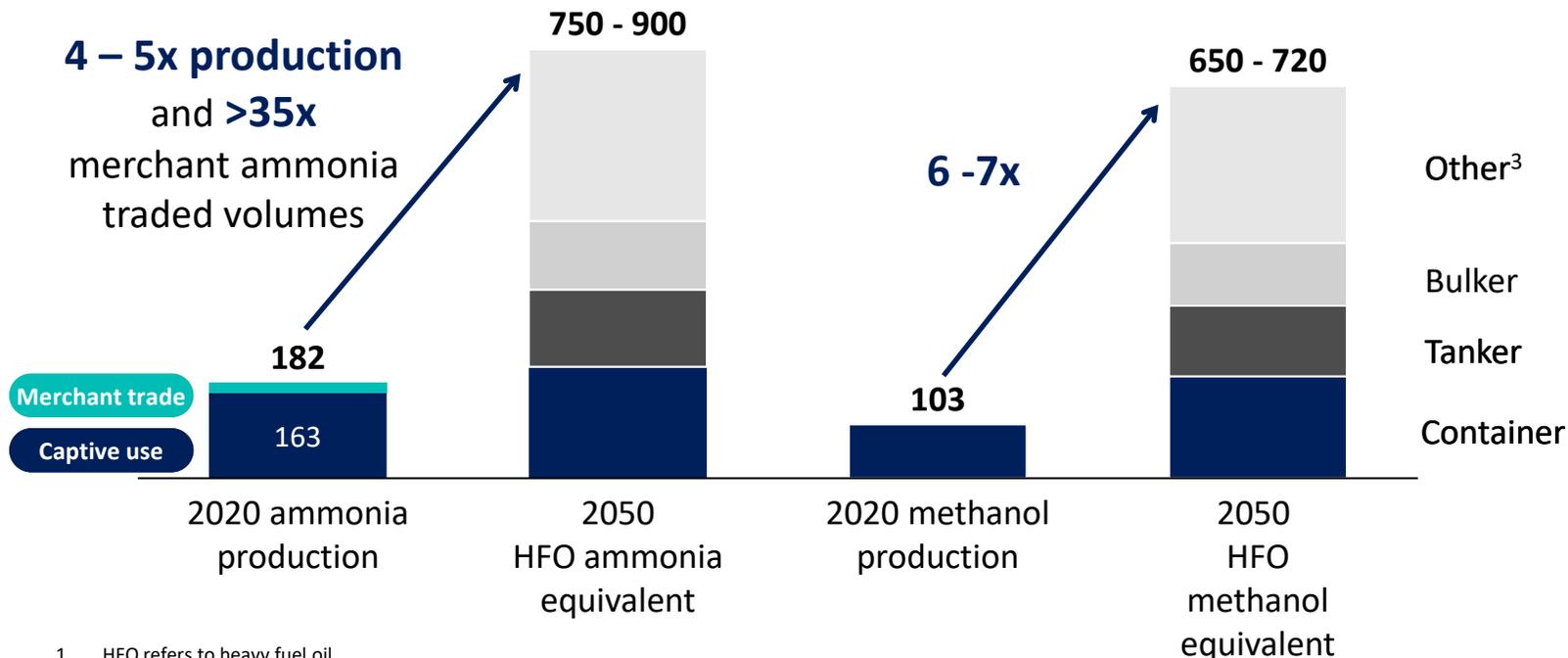
1. Using 100% ammonia, increasing the cost of transportation by ~60%, 2035

Source: Energy Transition Commission

Marine fuel demand potential presents a large opportunity for OCI

2050 outlook potential for ammonia and methanol as a substitute for HFO¹, Mt²

One container ship's annual route between Europe and the Far East consumes 13% of EBIC's ammonia capacity or 9% of OCI Beaumont's methanol capacity as fuel, saving ~140 kt of CO₂ emissions per year



1. HFO refers to heavy fuel oil
2. Lower end when burned in more efficient fuel cells, higher end of the range when burned in internal combustion engines
3. Other includes cruise, ferry, tugs, offshore, car carriers, etc

Source: Hydrogen Council, MMSA and Argus

IMO aims to reduce carbon emissions from shipping by >50% by 2050 and this cannot be achieved without ammonia and methanol

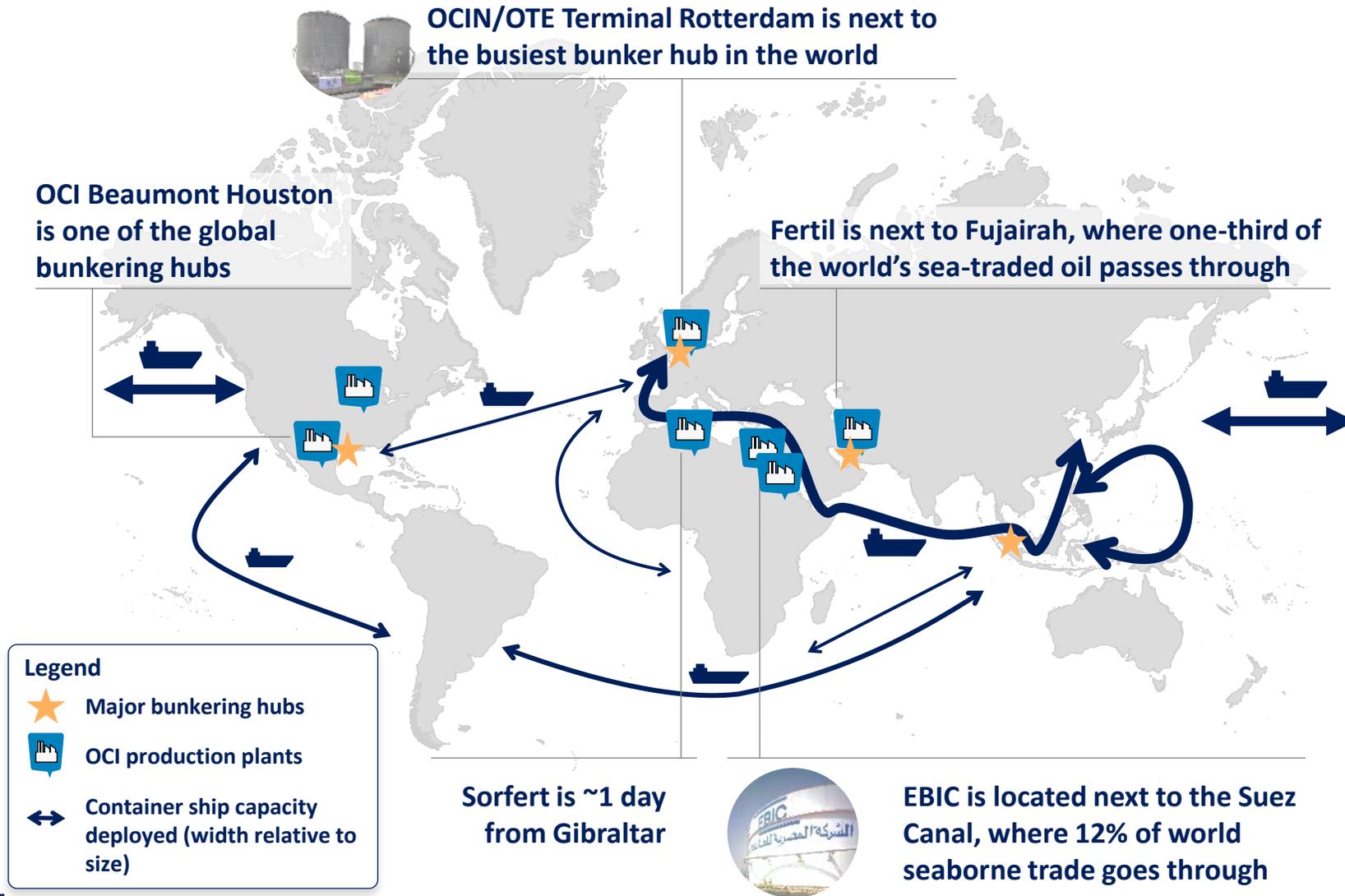
EU wants to include shipping in ETS scheme with binding requirements to reduce average annual CO₂ >40% by 2030

The maritime fuel market in HFO is expected to grow to ~430 Mt by 2050, translating in **ammonia and methanol equivalents of 650 - 900 Mt**

Current combined global gross ammonia and methanol production is ~290 Mt, indicating a large opportunity for OCI

Typical Panamax ship consumes 100 kt of ammonia or 93 kt of methanol per year

OCI's global distribution network is strategically located at key bunkering hubs on major shipping lanes



OCI has production plants located along the busiest trading routes in the world

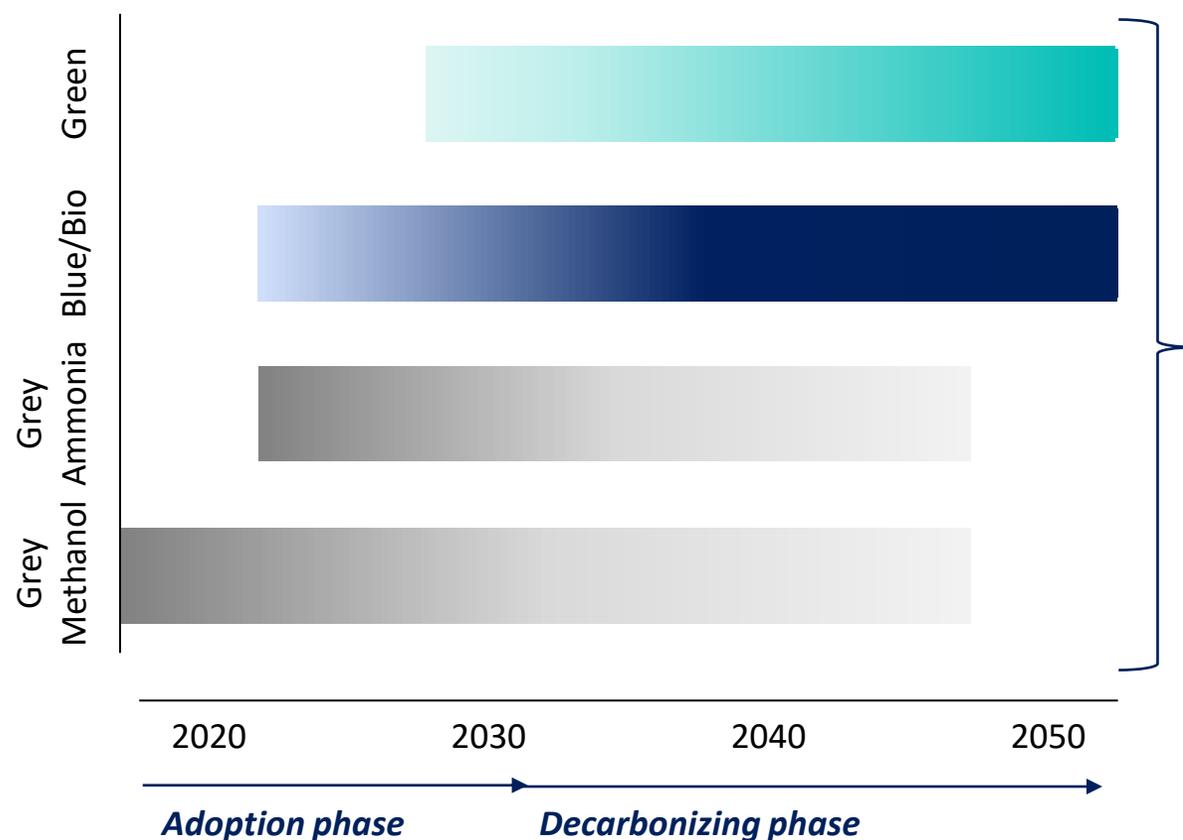
OCI is located at or sufficiently near **3 out of the 4 global bunkering hubs** (Rotterdam, Houston, Fujairah, Singapore)

The existing footprint creates strategic potential for bunkering stations stopovers, with limited investment for ammonia/methanol fueled ship engines

OCI will have a unique starting position across the estimated **40,000 container ship voyages** a year

Low carbon attractiveness of green ammonia and methanol by 2050 will drive adoption of grey and blue demand in the 2020s

Illustrative adoption of ammonia and methanol in shipping



- OCI has signed MOUs to create a marine value chain and start the commercialization of ammonia and methanol as shipping fuels by 2023/24
 1. OCI, MAN Energy Solutions (MAN) and Hartmann Group
 - Already introduced a methanol-burning two-stroke engine
 - Expect to deliver the first ammonia-fueled engine by 2024
 2. OCI, Eastern Pacific Shipping (EPS) and MAN
 - Retrofitting of existing vessels from EPS' fleet to methanol and ammonia and new-build methanol and ammonia-fueled vessels
 - Methanol is a liquid and is interchangeable with most refined products making its adoption seamless with existing bunkering infrastructure
 - OCI intends to charter the **first retrofitted methanol fueled vessel** using in-service MAN engines and technology in the next 2 years
- Maersk announced methanol/ammonia as fuels with the intention of introducing a methanol powered ship by 2025 and ammonia thereafter
- DFDS, CMB and Viking Cruises, Trafigura, and Transport & Environment announced green hydrogen and ammonia as sustainable products which can be produced in sufficient quantities to decarbonise the industry, adding that biofuels do not offer a sustainable alternative for shipping

OCI's existing premium priced green products are underpenetrated, fast growing and are key to decarbonizing the road transport sector

OCI's bio-methanol will help decarbonize the transport sector and is key to meeting US, UK and EU renewable fuel targets

- Bio-methanol is a fast-growing product with sales volumes increasing at a **75% CAGR since 2018**
- Very underpenetrated market with EU regulation requiring a **17% annual increase** in advanced bio-fuels use through 2030
- To meet growing demand OCI, an industry leader in biogas procurement, can produce more than **150kt of bio-methanol annually with significant upscale possible as market grows**
 - Fuel use developing rapidly globally with ~20 pilot projects underway

Our Fuel Products

Bio-Methanol
Bio-MTBE
(tolling arrangements)
Bio-Methanol /
Ethanol Mix

Key Transport Markets



Cars



Tankers



Biodiesel

Feedstocks include:



Our fuel products have 4 key advantages

- 1 Advanced second generation bio-fuels
- 2 Lower consumption of fossil fuels
- 3 Provide an outlet for biowaste to **reduce methane emissions from waste sources**
- 4 Provide up to a **60% reduction in GHG emissions**

DEF¹ eliminates NO_x from diesel exhaust emissions and improves fuel efficiency in SCR equipped engines

DEF demand is expected to grow by more than 15% over the medium-term

- Growth driven by regulations in the US and EU requiring replacement of older non-SCR-equipped vehicles, coupled with increased dosing rates in newer generation diesel engines
- DEF market in China has been growing rapidly on the back of strict environmental regulations on local air quality
- DEF has demonstrated a **~5% improvement in fuel economy** and uses diesel fuel more efficiently
- Electric power trains and heavy-duty trucks have been largely unsuccessful to-date in challenging diesel in heavy segments due to poor power-to weight ratios
 - **Leaving few near-term alternatives** to DEF for emissions abatement in truck and rail

DEF is priced at a premium to urea and is one of OCI's fastest-growing products

- **34% YoY growth in DEF volumes** achieved in 2020 by N-7, a marketing JV with Dakota Gasification that also has the offtake for Dyno Nobel's products
- IFCo is ideally positioned geographically to transport DEF to key customers and can produce **1 million mtpa**



Agenda



Capitalizing on the Hydrogen Opportunity



Decarbonizing the transport sector using ammonia and methanol



Leveraging customer demand to decarbonize OCI's value chain



Focus on value creation and capital discipline



Accelerating operational excellence



Building on our strong governance and sustainability policies

OCI fulfills customer demands to reduce emissions in the value chain

Example industries and end markets



OCI growth opportunities

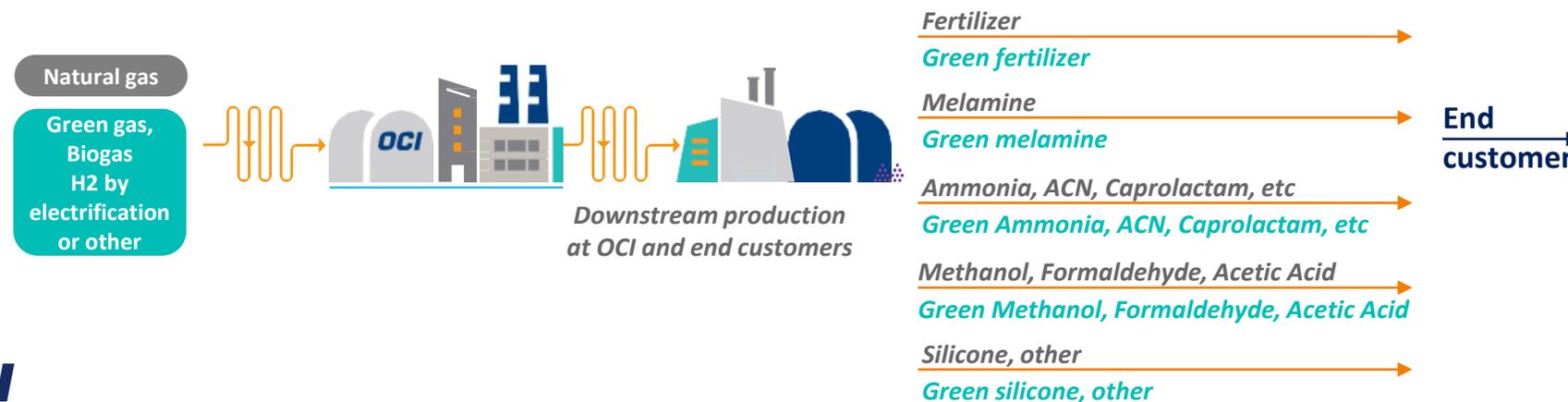
Sustainability push is a major catalyst for demand for OCI's decarbonized products

- Zero carbon ammonia and methanol as industrial feedstocks
- Zero carbon ammonia and methanol as shipping fuel
- Biofuels
- Low-carbon ammonia for use in consumer products
- Zero carbon ammonia feedstocks for fertilizer
- Controlled-release and stabilized fertilizers (inhibitors)
- Variable rate fertilizers

Demand is materializing as ESG trends accelerate

Scope 3 targets of customer driving acceleration of the transition towards a circular economy in the food and industrial production value chains

Growth of sustainable products outgrowing portfolio average

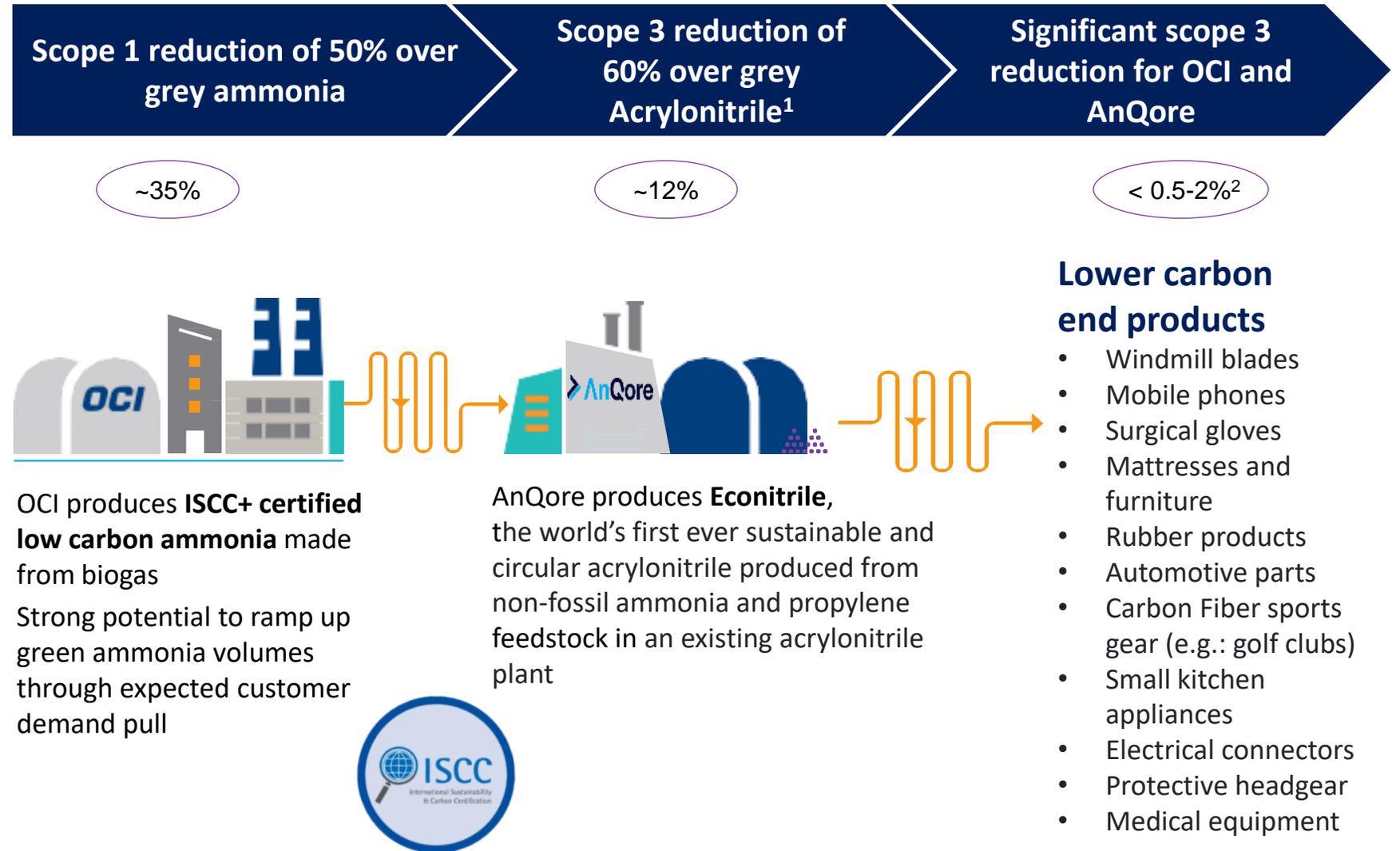


Wacker procures bio methanol from BioMCN to produce a fossil free silicone, BELSIL®eco & ELASTOSIL®eco, which further decarbonizes a variety of products

Case Study | Decarbonizing AnQore's acrylonitrile value chain has begun with green ammonia production at OCI Nitrogen

Low carbon ammonia from OCI decarbonizes acrylonitrile produced by AnQore in the Netherlands

Helps downstream producers of ABS, Acrylamide, Carbon and Acrylic Fiber, Nitrile Rubber, Surfactants and many other products be more sustainable



Agenda



Capitalizing on the Hydrogen Opportunity



Decarbonizing the transport sector using ammonia and methanol



Fulfilling customer demand to decarbonize OCI's value chain



Focus on value creation and capital discipline



Accelerating operational excellence

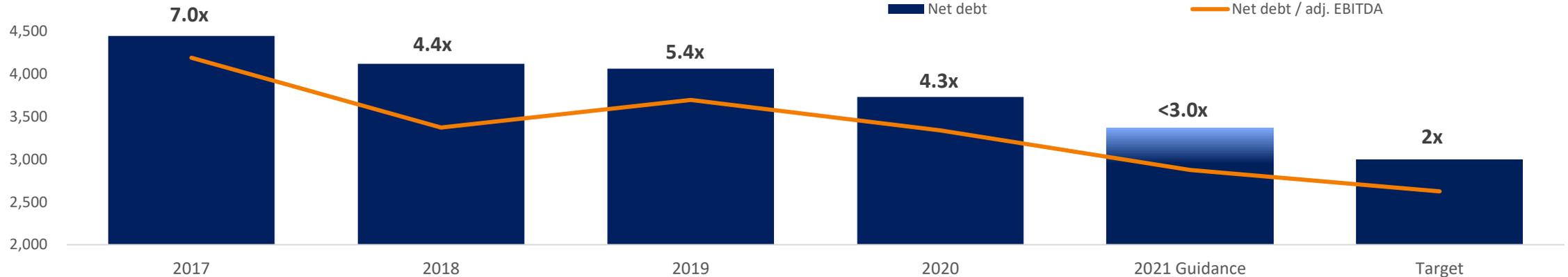


Building on our strong governance and sustainability policies

We have developed a strong value creation logic to evaluate our sustainability projects

Full focus on deleveraging towards 2.0x net leverage through the cycle

Net debt, \$m



Prioritize projects with positive NPV / short payback period

Focusing on decarbonization using existing facilities and infrastructure.

Focusing on “net savings” carbon abatement potential (mostly including operational efficiencies and selected cost-effective strategic options) to drive emission reduction at a net saving

Maintain strong capital discipline and value creation focus

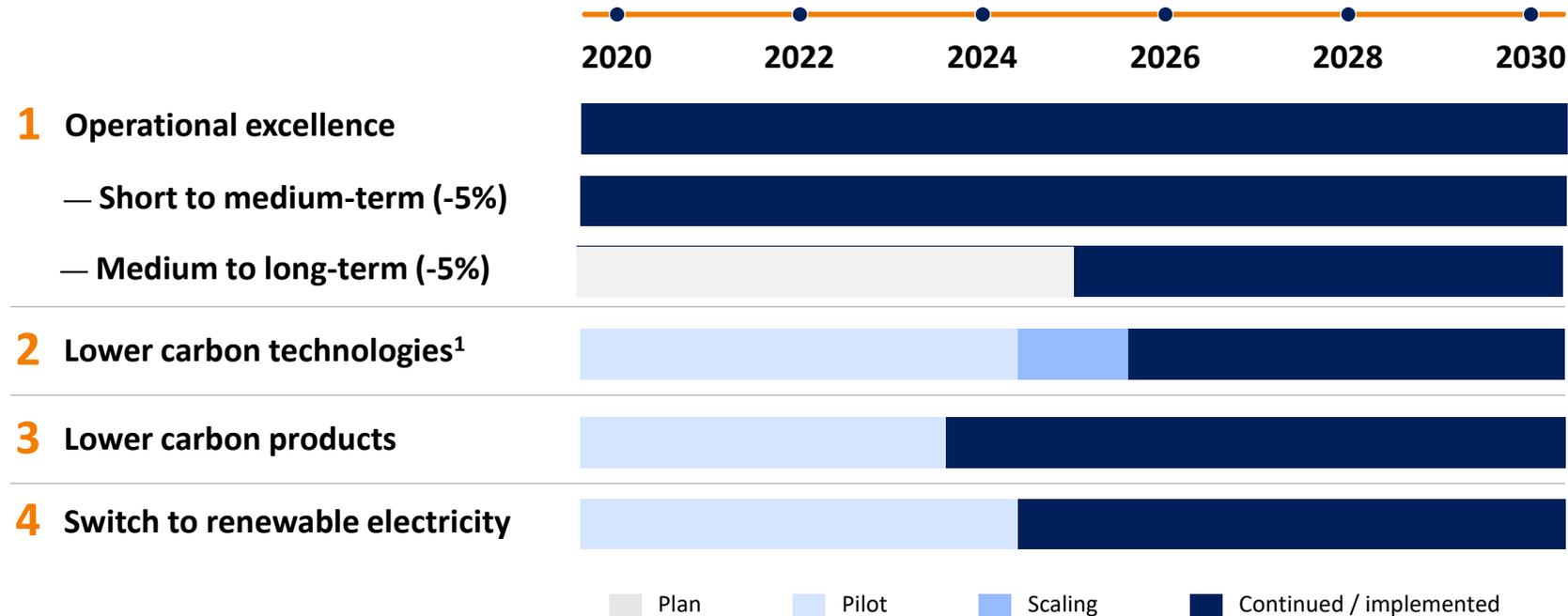
We will continue to evaluate opportunities to further optimize our capital structure, including assessing green financing opportunities such as linking sustainability metrics to our RCF and / or future capital markets issuances

Fit with long term strategy of creating tactical optionality

Driving emission reduction while closely monitoring market developments and creating option value to address future improvement potential (e.g., ability to address Scope 3 emissions)

Operational excellence drives quick wins in the short-term, coupled with value-enhancing initiatives in the long-term

OCI is developing numerous projects at various stages of maturity, with final investment decision dependent on regulation, feedstock availability and price, capex requirements and potential partnerships



Maintaining an IRR threshold of 12 - 14% unlevered with continued focus on deleveraging and cost optimization

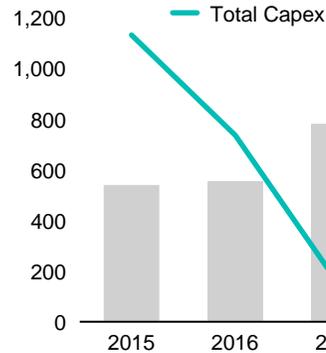
- As part of our hydrogen strategy, we have developed a strong pipeline of decarbonization opportunities
- Our strategy capitalizes on short-to-medium term quick wins through our operational excellence program, coupled with medium-to-long-term value-enhancing initiatives offering sustained environmental and operational benefits
- Operational Excellence to drive - 5% emission reduction at no/low costs in the short to medium term
- We will adjust the strategy to ensure an optimal combination of emission reduction potential, prudent capital expenditures, and economic value creation

OCI 1. OCI is evaluating a wide range of projects to decarbonize via lower carbon technologies. Implementation subject to supportive regulatory environment, subsidies, technology advancements and national environmental targets

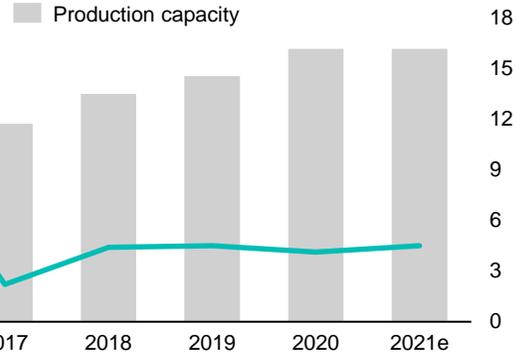
Capital Allocation Targets

Maintaining strong capital discipline

Total Capex Spend (US \$m)

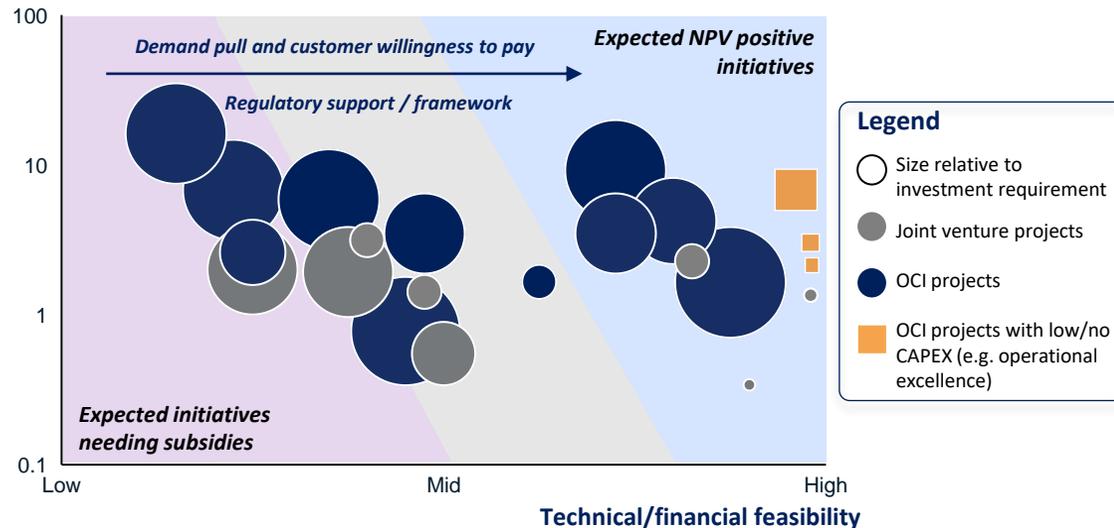


Total Capacity (Mtpa)



Prioritizing projects with a short payback period^{1,2}

Emissions impact, % of total OCI baseline



- We can achieve a large proportion of our 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 have been identified across our portfolio and are 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 1. NPV calculated assuming a 12% floor, an upward sloping CO2 price in EU, no subsidies and no pass-through of cost to customers
 2. Key parameters for sensitivities included natural gas, power, carbon prices and potential subsidies

Agenda



Capitalizing on the Hydrogen Opportunity



Decarbonizing the transport sector using ammonia and methanol



Fulfilling customer demand to decarbonize OCI's value chain



Focus on value creation and capital discipline



Accelerating operational excellence

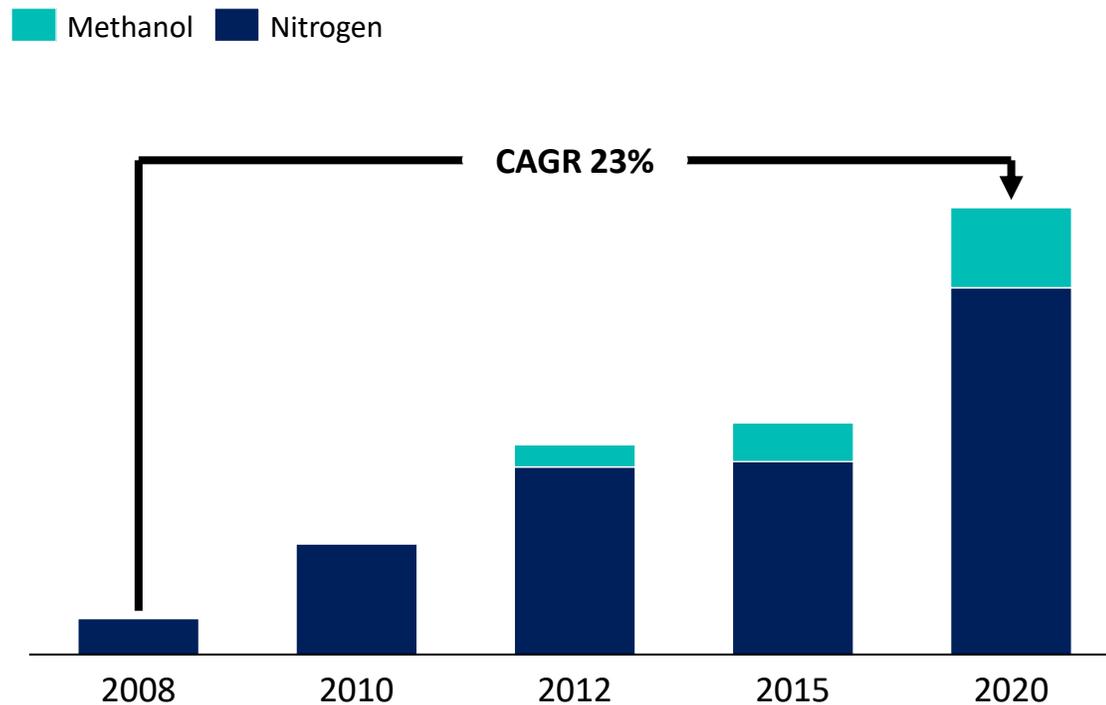


Building on our strong governance and sustainability policies

Young age and state-of-the-art asset base give us a strong starting point

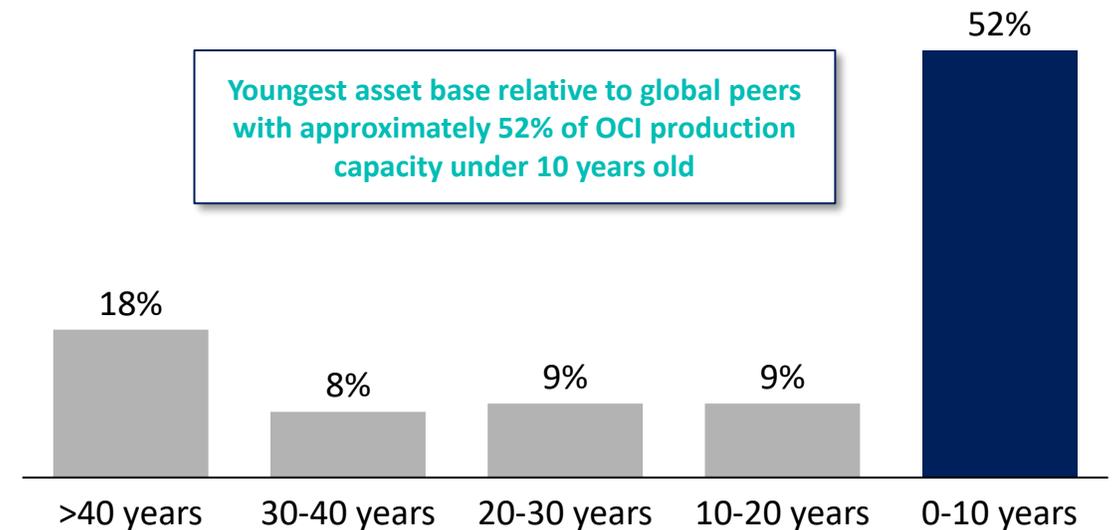
OCI has state-of-the-art new facilities and we have invested heavily in our older plants

OCI's Capacity Growth 2008 – 2020 (Mtpa)



Youngest asset base relative to peers with significant improvement in conversion rates

- \$500M invested in OCIN since 2010 to improve conversion rates
- Shutdown OCI's oldest and highest emission nitric acid plant in H2 2021, with no financial impact given ability to adjust product mix
- **OCI has achieved industry leading position in NO_x and N₂O emission reduction** in its nitric acid plants due to historical abatement investments

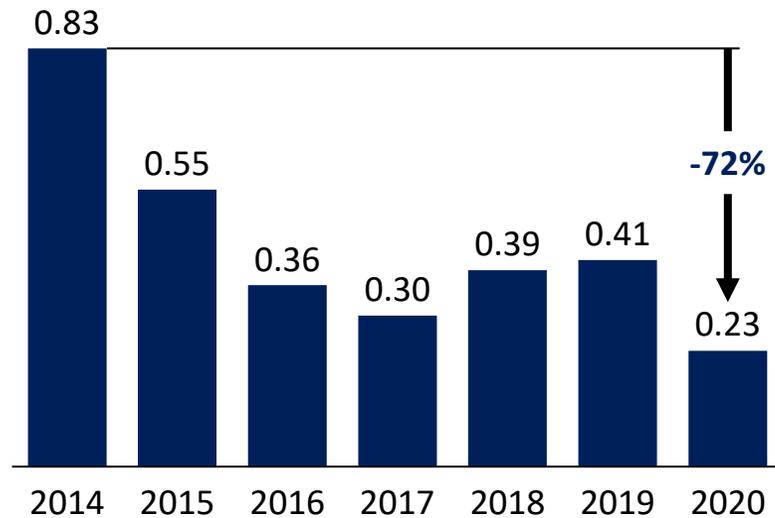


OCI's commitment to safety is a key enabler for manufacturing excellence

OCI's incident rate has materially improved

OCI is implementing the highest international safety standards to protect people, communities, environment and assets

Total TRIR (Total Recordable Injury Rate)^{1, 2}



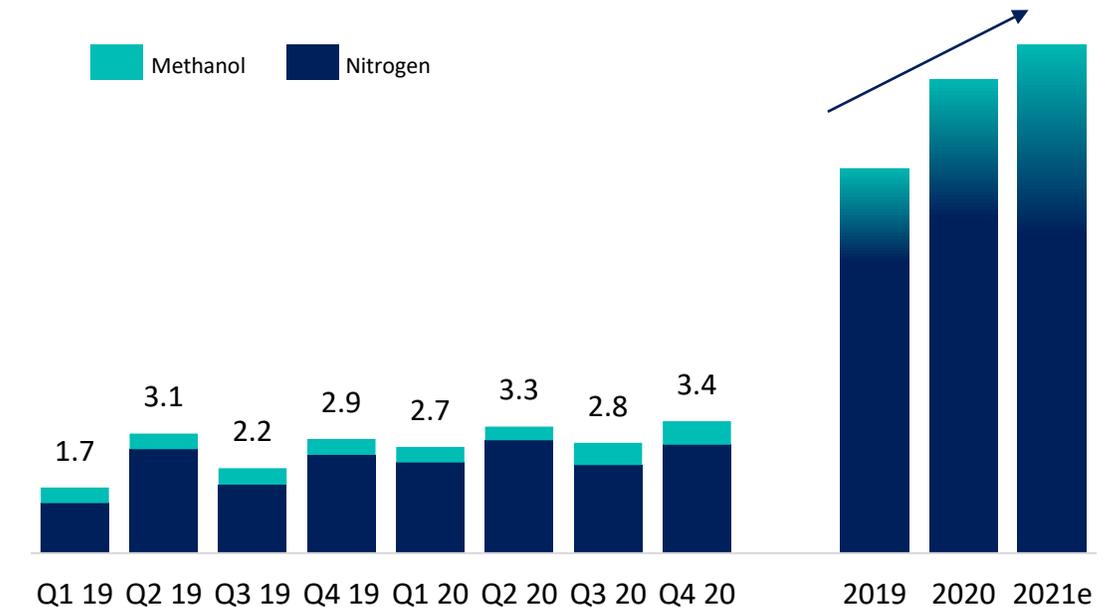
- Focus on**
- Higher risk activities
 - Risk awareness
 - Importance of front-line leaders
 - Process Safety

1. Includes both employees and contractors
 2. Per 200,000 hours worked
 Note: OCI figures include Fertil from 2019 onwards

Relentless focus on process safety is a key enabler for manufacturing excellence

Following a period of capital-intensive high growth rates, the focus now is shifting to extracting more value out of the existing asset base

Own-Produced Volumes Sold, Mt



OCI's Global Manufacturing Excellence Program is founded on 3 key pillars

Process safety enables reliability, which in turn enables energy efficiency to achieve lower GHG emissions



Process Safety

- **Leading process safety design elements** featured by OCI's young asset base
- **Site led improvement programs** reflecting the site-specific process safety priorities
- **Groupwide leading performance KPI's** and best practices for Process Safety Fundamentals



Reliability

- **Site-led improvement programs** reflecting site-specific priorities and the "Focus & Follow Through" approach
- **Global reliability program** focused on the identification and elimination of repeat issues
- **Structured readiness reviews** for major turnarounds to improve completion times, competitiveness and predictability



Energy Efficiency

- **Energy-efficient designs** featured by OCI's young asset base
- **Immediate focus on operational excellence**, supported by industry leading monitoring tools
- **Identify and pursue further efficiency through select value accretive investments**

Agenda



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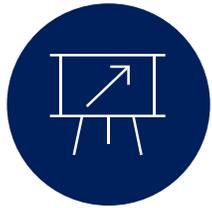


Building on our strong governance and sustainability policies

Decarbonization and a sustainable value creation strategy are underpinned by a strong governance framework

OCI's governance set up to oversee the decarbonization strategy...

...while driving best practices across our value chain



Dedicated Board oversight

Board oversight and responsibility for ESG, including specific focus by the **HSE and Sustainability Committee**

Chief Legal and Human Capital Officer (CLHCO) is the **Executive Director responsible for ethics and compliance**



Executive compensation

Long-term Executive Directors' compensation directly linked to **ESG metrics and operational excellence**



Governance and compliance

Robust governance policies and procedures in place to

- Hold our **business partners accountable**
- Ensure **employee commitment**
- Provide clear and **anonymous mechanisms for reporting**

OCI is committed to meaningful social development by promoting diversity and inclusion throughout our communities

OCI launched a Diversity & Inclusion program at both the board and group levels to drive female representation



Board level

Increased female representation on the board to 23% in 2020 versus 17% in 2019, with continuing commitment prioritizing diversity



Group level

Increased ratio of female-to-male hires by 16%
YoY in 2020

Groupwide target of 25% female senior leadership by 2025 in place

Debiasing training being given to all group employees

Sustainable Value Creation

OCI is uniquely positioned to benefit from the energy transition, building its product portfolio and geographic positioning

Geographic reach

Strategic presence in geographies with abundant renewable resources, with excellent execution track record with local stakeholders

Logistics advance

Extensive logistics platform with key import and inland presence in Europe, combined with import/export infrastructure in MENA and the US, allowing for efficient distribution

End market presence

Already present in the relevant sources and end markets for hydrogen (food, fuel, and feedstock)

Bio-methanol pioneer

World's largest producer of bio-methanol since 2015

Value creation and track record

Entrepreneurial track record of driving change, growth, and value

Global partnerships

Longstanding relationship with key transition enablers, coalitions, technology and EPC providers, as well as key government bodies to drive change



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)

 **Environmental** Driving sustainable performance

- Committed to **20% GHG intensity reduction by 2030** and **carbon neutrality by 2050**
- Leading player** in sustainable agricultural and fuel solutions
- Uniquely positioned to enable the energy transition** for transport, feedstock, and industrial applications
- Delivering rapidly through operational excellence while leveraging strategic partnerships** for long-term projects

 **Social** Diversity & Inclusion (D&I)

- Committed to **25% female senior leadership by 2025**, with groupwide D&I program launched in 2020
- Fostering an inclusive culture**, where diversity is recognized and valued, and local talent is developed

 **Governance** Robust governance and reporting framework encourages best practices across our value chain

- Board level oversight** with focus via the HSE and Sustainability Committee
- Executive Directors' compensation tied to a basket of ESG metrics and operational excellence**
- Robust governance policies and procedures** in place for employees and business partners to uphold our commitment to ethical conduct
- Continuous drive to improve transparency**, adding TCFD and SASB disclosures to 2020 annual report and plan to report to CDP in 2021

OCI's contribution to the SDGs

90%

Lower N₂O emissions than the industry average¹



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



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