

# **Forward-Looking Statements**

This presentation contains statements concerning our expectations, anticipations and beliefs regarding the future, which constitute "forward-looking" statements" within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements, which are based on assumptions that we have made as of the date hereof and are subject to known and unknown risks and uncertainties, often contain words such as "anticipate," "believe," "estimate," "expect," "guidance," "intend," "may," "outlook," "scenario," "should," "would," and "will". Forward-looking statements may include statements regarding: our 2024 company and segment outlooks, including expected market pricing of lithium and spodumene and other underlying assumptions and outlook considerations; expected capital expenditure amounts and the corresponding impact on cash flow; market pricing of lithium carbonate equivalent and spodumene; anticipated timing of the commissioning of the Meishan, China lithium conversion facility; expectations as to Energy Storage sales volumes; plans and expectations regarding other projects and activities, cost reductions and accounting charges, and all other information relating to matters that are not historical facts. Factors that could cause Albemarle's actual results to differ materially from the outlook expressed or implied in any forward-looking statement include: changes in economic and business conditions; financial and operating performance of customers; timing and magnitude of customer orders; fluctuations in lithium market prices; production volume shortfalls; increased competition; changes in product demand; availability and cost of raw materials and energy; technological change and development; fluctuations in foreign currencies; changes in laws and government regulation; regulatory actions, proceedings, claims or litigation; cyber-security breaches, terrorist attacks, industrial accidents or natural disasters; political unrest; changes in inflation or interest rates; volatility in the debt and equity markets; acquisition and divestiture transactions; timing and success of projects; performance of Albemarle's partners in joint ventures and other projects; changes in credit ratings; and the other factors detailed from time to time in the reports Albemarle files with the SEC, including those described under "Risk Factors" in Albemarle's most recent Annual Report on Form 10-K and any subsequently filed Quarterly Reports on Form 10-Q, which are filed with the SEC and available on the investor section of Albemarle's website (investors.albemarle.com) and on the SEC's website at www.sec.gov. These forward-looking statements speak only as of the date of this presentation. Albemarle assumes no obligation to provide any revisions to any forward-looking statements should circumstances change, except as otherwise required by securities and other applicable laws.

#### **Non-GAAP Financial Measures**

It should be noted that adjusted net (loss) income attributable to Albemarle Corporation, adjusted diluted earnings per share ("EPS"), non-operating pension and other post-employment benefit ("OPEB") items per diluted share, non-recurring and other unusual items per diluted share, adjusted effective income tax rates, EBITDA, adjusted EBITDA (on a consolidated basis), EBITDA margin and adjusted EBITDA margin are financial measures that are not required by, or presented in accordance with, accounting principles generally accepted in the United States, or GAAP. These non-GAAP measures should not be considered as alternatives to net income attributable to Albemarle Corporation ("earnings") or other comparable measures calculated and reported in accordance with GAAP. These measures are presented here to provide additional useful measurements to review the company's operations, provide transparency to investors and enable period-to-period comparability of financial performance. The company's chief operating decision maker uses these measures to assess the ongoing performance of the company and its segments, as well as for business and enterprise planning purposes.

A description of other non-GAAP financial measures that Albemarle uses to evaluate its operations and financial performance, and reconciliation of these non-GAAP financial measures to the most directly comparable financial measures calculated and reported in accordance with GAAP can be found on the press release announcing the results discussed in this presentation, which is available on Albemarle's website at https://investors.albemarle.com. The company does not provide a reconciliation of forward-looking non-GAAP financial measures to the most directly comparable financial measures calculated and reported in accordance with GAAP, as the company is unable to estimate significant non-recurring or unusual items without unreasonable effort. The amounts and timing of these items are uncertain and could be material to the company's results calculated in accordance with GAAP.

Albemarle leads the world in transforming essential resources into critical ingredients for mobility, energy, connectivity and health.

We partner to pioneer new ways to move, power, connect and protect with people and planet in mind.

We are committed to building a more resilient world.

## Leading the World in Transforming Essential Resources

FY 2023 Net Sales

	~9,000	Net Sales	\$9.6B	Albemarle	
			ψ3.0D	Specialties	
Customers	~1,900	Net Income <sup>3</sup>	\$1.6B	15%	
Countries	~70	Adj. EBITDA (ex. LCM) <sup>4</sup>	\$3.4B		Albemarle
Active Patents	>1,600	Adj. EBITDA Margin (ex. LCM) <sup>4</sup>	35%		Energy Storage 74%

- Clear strategy to achieve profitable growth and enhance sustainability
- A global leader with durable competitive advantages
- Track record of strong financial and operating performance ~23% 5-year net sales CAGR
- Growth expected to continue in 2024 **+10-20% Energy Storage volumes** Y/Y
- Capitalizing on growth opportunities in electric vehicles and beyond mobility, energy, connectivity, health

### A Leading Provider of Lithium, Bromine and Other Essential Elements









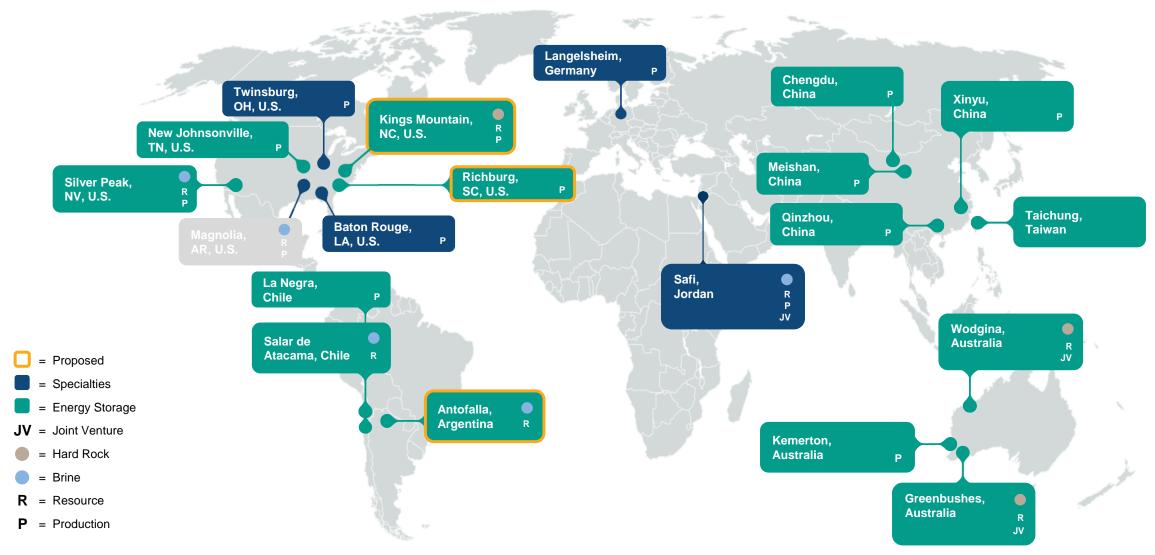
Advancing the future of movement by being a leading provider of materials that make mobility better and cleaner.

Powering the energy transition to meet the rising needs so we can ensure the world has critical resources for years to come.

Enabling an always-on world to make technology more consistent and reliable, so we can continue to innovate more efficiently.

Improving quality of life by making health safer and more attainable today, so the planet and future generations can continue to thrive.

# Expanding Global Footprint – Strong Presence in Major Markets<sup>1</sup>



<sup>&</sup>lt;sup>1</sup> Map is representative of Albemarle's global reach; not inclusive of all the company's sites

### Diverse and Dedicated Leadership Team Focused on Delivering Shareholder Value



**Kent Masters** 

Chairman & CEO Experience: 30+ years



**Neal Sheorey** 

Chief Financial Officer Experience: 20+ years



**Eric Norris** 

President, Energy Storage Experience: 25+ years



**Netha Johnson** 

President, Specialties Experience: 25+ years



**Melissa Anderson** 

Chief People Officer Experience: 30+ years



**Kristin Coleman** 

General Counsel Experience: 30+ years



**Jac Fourie** 

Chief Capital Projects Officer

Experience: 20+ years



**Cynthia Lima** 

Chief External Affairs & Communications Officer

Experience: 25+ years

### **Engaged, Diverse, and Accountable Board of Directors**



Laurie Brlas Former EVP & CFO, Newmont Mining





**Jim O'Brien**Former Chairman & CEO,
Ashland





**Glenda Minor** Former SVP & CFO, Evraz North America





**Dean Seavers**Former President,
National Grid U.S.





Ralf Cramer Former President and CEO, Continental China





Jerry Steiner
Former EVP, Sustainability
& Corporate Affairs,
Monsanto





**Diarmuid O'Connell**Former VP, Corp &
Business Development,
Tesla Motors





**Holly Van Deursen**Former Group Vice President,
Petrochemicals, BP





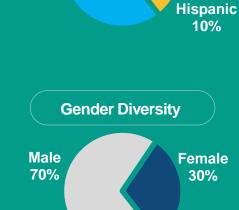
Kent Masters Chairman & CEO, Albemarle





**Alex Wolff**Former U.S.
Ambassador to Chile





**Racial Diversity** 

White

70%

**Black** 

20%

**Average Tenure** 

~ 6 years

Audit & Finance Committee

Executive Compensation & Talent Development Committee

Nominating & Governance Committee

Capital Investment Committee

Sustainability, Safety & Public Policy Committee

★ Chairman of the Board

★ Lead Independent

\* Committee Chairperson

# **Resilient Competitive Strengths to Navigate Market Conditions**

World-Class Resources >	<ul> <li>Diversified portfolio of best-in-class assets and resources around the globe</li> <li>Low-cost position with vertical integration into large, high-grade resources</li> </ul>
Leading Process Chemistry >	<ul> <li>Deep technical and operational know-how to transform essential resources</li> <li>Process know-how to build and operate large scale conversion assets safely</li> </ul>
High-Impact Innovation >	<ul> <li>Advanced solutions tailored to customer and market needs</li> <li>New products, e.g. MercLok and lithium sulfide</li> </ul>
Customer-Centricity >	<ul> <li>Reliable and trusted partner with global expertise and local experience</li> <li>Partnerships to facilitate innovation and mutual growth</li> </ul>
People & Planet Steward >	<ul> <li>Responsible corporate citizen focused on sustainability, community engagement, and industry-leading best practices</li> </ul>

# **Adapting to Changing Market Conditions While Maintaining Growth**

# Capital Expenditures

- Re-phasing of large projects to focus on those that are significantly progressed, near completion, or in startup
- 2024 planned capex decrease of \$300M-\$500M Y/Y

#### Costs

- Reducing annualized operating costs by approximately \$95M, largely in SG&A
- Reducing headcount and lowering spending on contracted services

#### Portfolio Management

- Evaluating the sale of non-core investments
- Monetized Liontown shareholdings

# Working Capital

- Harvesting cash from working capital of approximately \$250M
- Working capital typically averages
   ~25% of net sales



Proactive measures to ensure long-term financial flexibility and unlock expected >\$750M of cash flow in the near-term

## Realigning Capital Allocation Priorities to Current Environment

#### High-Return Growth

- Strategically grow Energy Storage and Specialties
- Maintain capital discipline and operational excellence
- Flexibly re-phase investments with market
- Target >2x WACC at mid-cycle pricing;>1x WACC at trough

# Financial Flexibility

- Committed to Investment Grade credit profile
- Ample liquidity (~\$1.8B) to maneuver with market dynamics
- Target long-term net debt to adj. EBITDA ratio<sup>1</sup> of < 2.5x</li>

# 3 Shareholder Remuneration

- Continue to support our dividend; grow dividend as free cash flow expands
- Lower near-term focus on share repurchase as free cash flow pointed toward attractive growth investments

# Portfolio Management

- Pursue suite of organic investments as key catalyst for growth
- Actively assess portfolio
- Reduced focus on M&A as a growth accelerant

Under bank covenant definition as revised in February 2024 amendment to credit agreement, see Appendix

# Our Operating Model: How We Execute & Accelerate Our Strategy



# Significantly exceeded 2023 productivity target with over \$300M in benefits

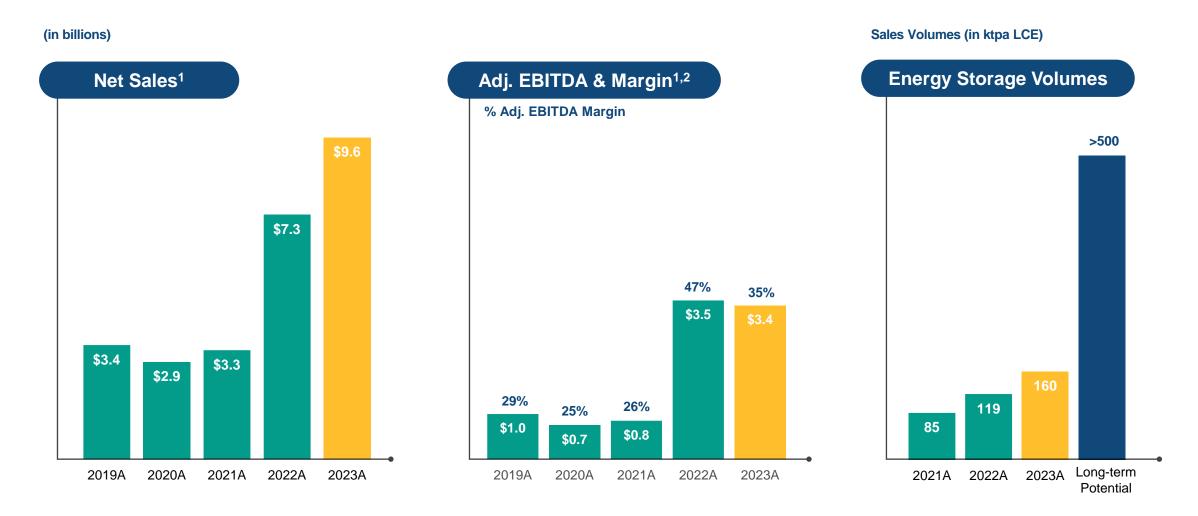
# On track to exceed \$280M in productivity benefits in 2024:

- Manufacturing target of \$80M in 2024, via:
  - Increased utilization, OEE¹ improvements
  - Project AI, leveraging machine learning on our manufacturing operations globally
- **Procurement** target of \$150M for 2024, via:
  - Strategic sourcing to capture deflation in raw materials and ocean freight
  - Targeted logistics supplier/supply management efficiency enhancements
  - Optimizing corporate services, e.g., pooling spends
- Back-Office target of \$50M for 2024



### **Strong Track Record of Financial and Operating Performance**

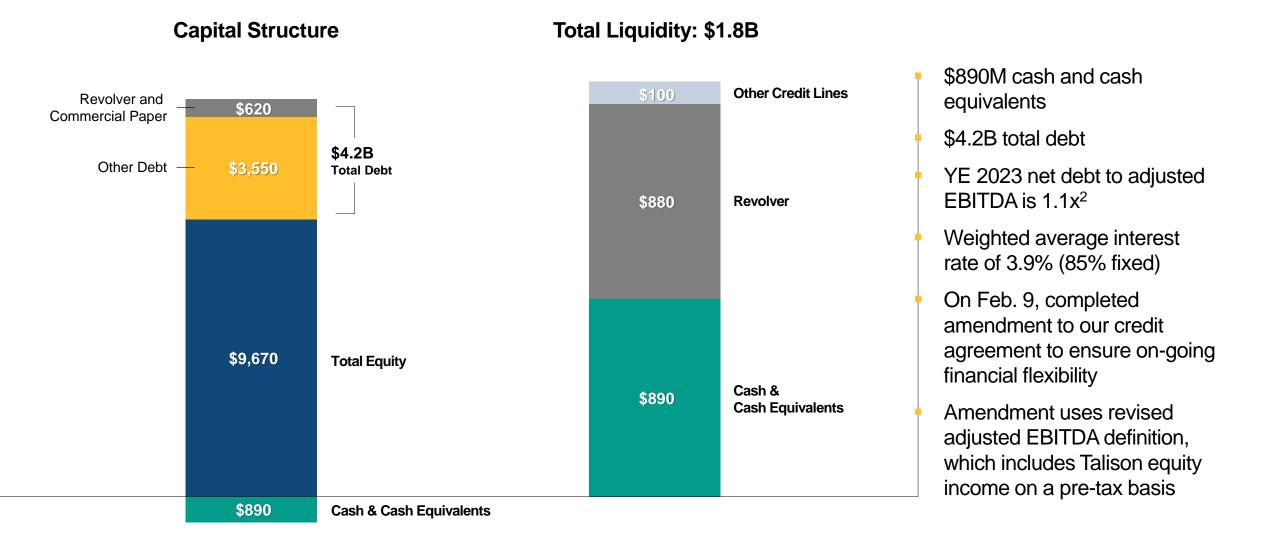
Deliberate, transformational steps to position for growth



Historical and prospective financial information excludes divestiture of FCS

Non-GAAP measure; 2023A excludes \$604 LCM charge, see Appendix for definition and reconciliations of historical measures to most directly comparable GAAP measure

# Committed to Maintaining Investment Grade Credit Rating<sup>1</sup>



<sup>&</sup>lt;sup>1</sup> As of 12/31/2023

<sup>&</sup>lt;sup>2</sup> Under bank covenant definition as revised in February 2024 amendment to credit agreement, see Appendix

### **Sustainability Framework Aligns with Strategy**

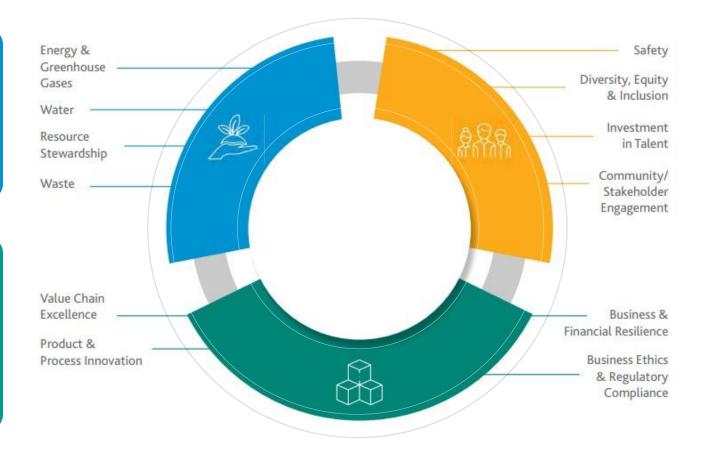
Sustainability is not just doing the right thing, but doing it the right way

#### Natural Resource Management

Responsibly manage our use of resources and materials

#### Sustainable Shareholder Value

Foster the conditions that create sustainable value for shareholders



# People, Workplace & Community

Build an inclusive and diverse workplace focused on safety, mutual respect, development and wellbeing

Actively collaborate and engage in the communities in which we work

# **Current Public Environmental Targets: GHG, Water, Air Quality**

		STATUS
Г	Grow our Energy Storage in a scope 1 + 2 carbon-intensity neutral manner through 2030 (vs 2019)	On track
	Reduce scope 1 + 2 carbon-intensity of Specialties by 35% by 2030 (vs 2019) in alignment with science-based targets	On track
	Reduce scope 1 + 2 carbon-intensity of Ketjen by 35% by 2030 (vs 2019) in alignment with science-based targets	Behind on an intensity basis in line on an absolute basis
	Engage with suppliers to collect primary data for 75% (by 2023) and 90% (by 2024) of our raw material carbon footprint in preparation for a scope 3 reduction target	New
	Reduce the intensity of freshwater usage by 25% by 2030 (vs 2019) in Chile and Jordan	On track
	Reduce the $\mathrm{SO}_{\mathrm{X}}$ emissions by 90% by 2027 (vs 2022)	New
	Engage in holistic diversity, equity, and inclusion initiatives to drive equal opportunity for all employees inclusion	uding additional:
	<ul> <li>Gender diversity, with a focus on women in global manufacturing, engineering, and mining roles —</li> <li>2.5% increase from 2022 to 2023</li> </ul>	New
	<ul> <li>Gender diversity in global director level and above positions—1.5% increase from 2022 to 2023</li> </ul>	New
	<ul> <li>Racial diversity in U.S. director level and above positions—1.5% increase from 2022 to 2023</li> </ul>	New

### **Recent Announcements and Recognition**

- Recognized by TIME as one of the 100 Most Influential Companies
- Newsweek named Albemarle One of America's Greatest Workplaces for Diversity
- Named one of America's 100 Most JUST Companies by JUST Capital and CNBC
- First lithium producer to complete an independent IRMA audit, achieving an IRMA
   50 level of performance at its site in the Salar de Atacama, Chile
- Established a strategic agreement with Ford Motor Company to deliver batterygrade lithium hydroxide to support Ford's electric vehicle production
- Albemarle and Caterpillar Inc. announced collaboration on solutions to support the full circular battery value chain and sustainable mining operations
- Received 10 American Chemistry Council (ACC) Responsible Care<sup>®</sup> Awards
- Won a 2024 BIG Innovation Award for MerckLok™













A global leader with vertical integration strength, world-class assets and a diversified product portfolio

Capitalizing on long-term secular growth opportunities in the clean energy transition and beyond – mobility, connectivity, health

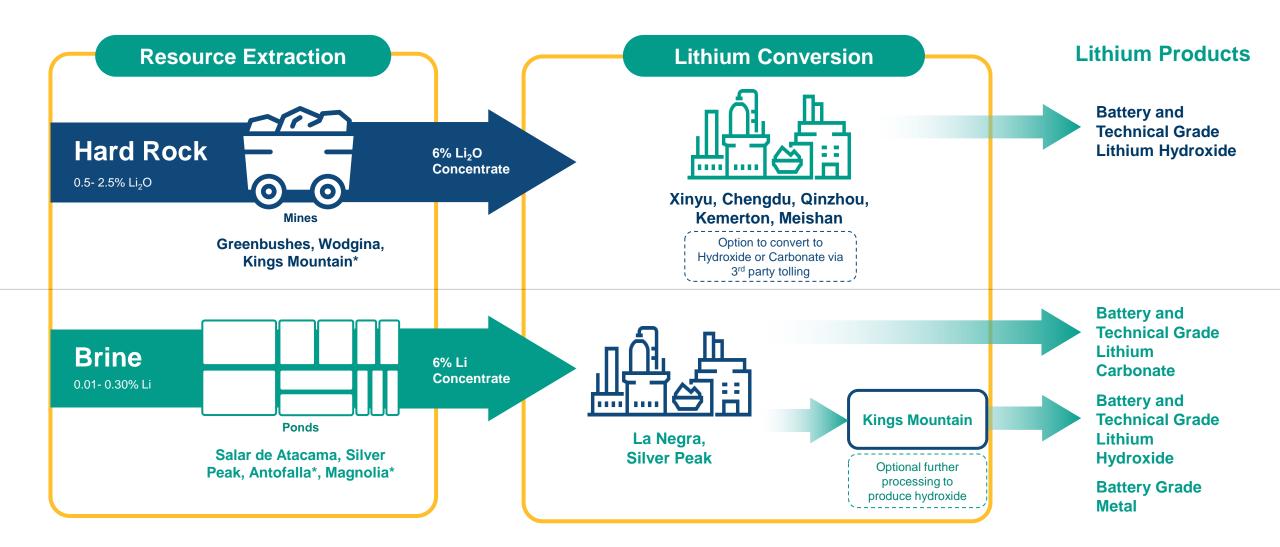
Taking action to preserve long-term growth and financial flexibility

Innovating to deliver advanced solutions tailored to customer needs

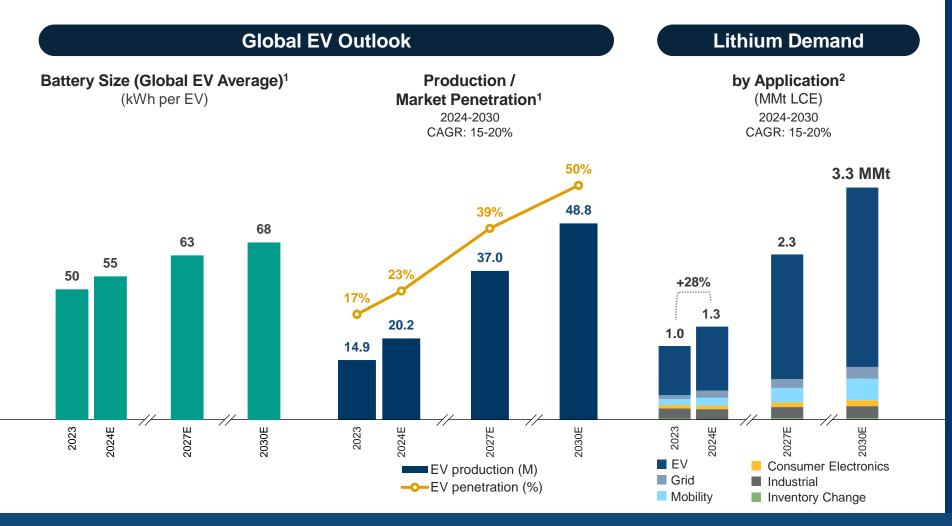
Disciplined operating model to scale and innovate, accelerate profitable growth, and advance sustainability

#### **Leader in Lithium Processes**

Continuous improvement through optimization, efficiency, technology advancements



#### Lithium Market Demand Outlook: 2.5x Growth 2024-2030



# 2030E lithium demand down ~10% vs previous forecast due to:

- OEM announcements
- Moderated battery size growth
- Reductions in downstream Li salt inventory

Supply expected to remain in balance given recently announced and on-going curtailments, startup delays, and expansion delays

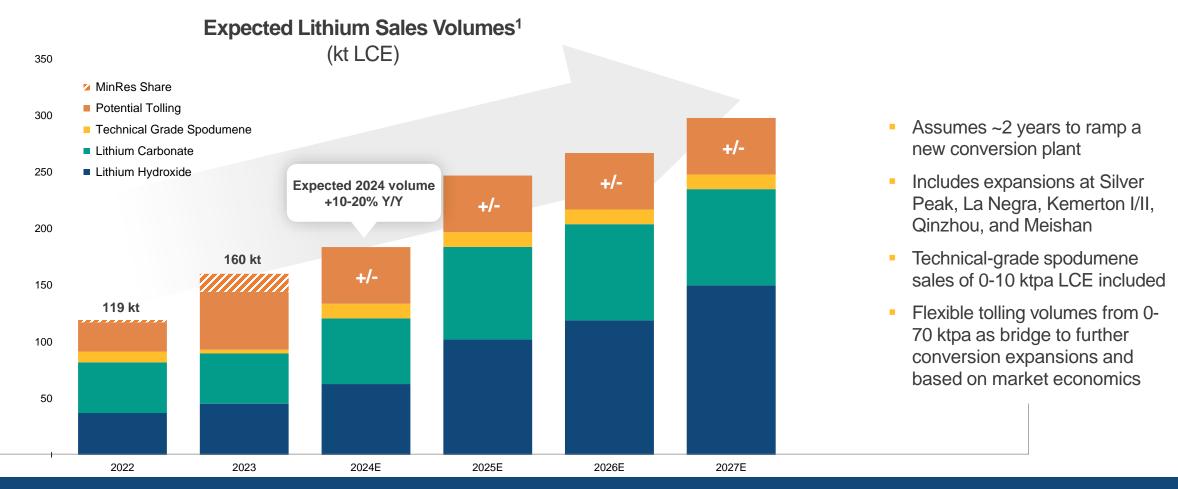
Incentivizing growth to meet demand requires long-term prices at or above re-investment economics

Near-term outlook remains strong with lithium demand expected +28% Y/Y in 2024





### **Maintaining Strategy to Deliver Volumetric Growth**



Volumetric growth with ~20% CAGR 2022-2027E

<sup>1</sup> All figures shown on attributable basis in LCE, reflecting revised JV structure of Wodgina which excludes marketing post-2023, 50% ownership of Wodgina, 100% ownership of Kemerton, excludes specialty products.

# **Industry-Leading Technology Innovations from Mine to Market**

#### **Battery Materials Resource and Conversion Customer Alignment** Maximizing recovery at the Developing differentiated Breakthrough OEM wellhead, pond, and lithium for safer, higher opportunities for >50% more conversion stage, +>70 ktpa performance applications, **EV range** with battery potential material innovation with 2-3x higher Improving existing resources contribution margin Close collaborations and coand accessing non-Maximizing use of Li through development partnerships for conventional with **Direct** more efficient battery tailored materials and faster **Lithium Extraction (DLE)** technology: lithium metal time-to-market More sustainable resource anode, prelithiation, lithium management with lower sulfide energy, water, and GHG

### **Access to Highly Concentrated Bromine**

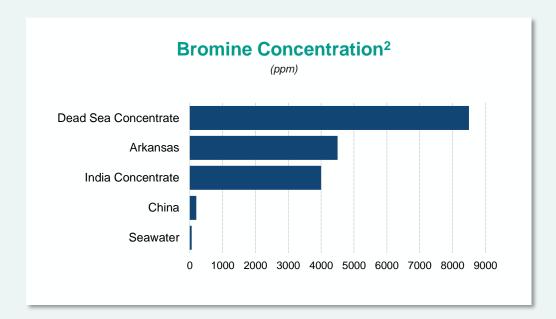
Albemarle operates from two world-class bromine resources:

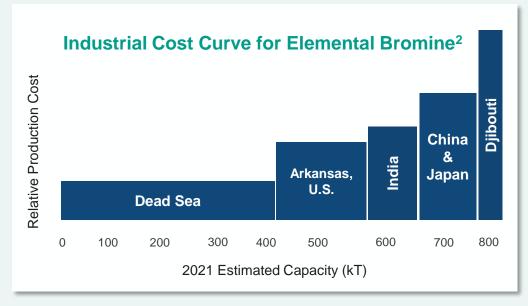
#### Arkansas, U.S.

Highly integrated and specialty focused - drives product flexibility and profitability

#### Dead Sea, Jordan

Jordan Bromine Company<sup>1</sup> (JBC) - operated and marketed by Albemarle





<sup>&</sup>lt;sup>1</sup> Joint Venture with Arab Potash Company (APC). <sup>2</sup> Based on management estimates.

# Operational Discipline: Manufacturing Excellence & Capital Project Execution

- Dedicated Manufacturing Excellence program (higher volumes, lower cost, safer operation) with a focus on continuous improvement, maintenance, and reliability
- Allocating capital to highest return opportunities in sustainability and productivity – consistently achieving returns above 2x WACC target
- Track record of delivering projects on time and within budget

# Track Record of Delivering Innovative Expansion

#### 2022 Plant Expansion - Magnolia, AR

- On-time and on-budget expansion of the flagship fire safety solutions product line
- Delivered expanded rates and improved quality

#### 2022 Brinefield Expansion - Magnolia, AR

- Adding new technology to ensure our brine quality is improved
- Results in incremental capacity without adding new wells

#### 2022 JBC NEBO Investment - Safi, Jordan

- Increases plant capacity: converts by-product HBr to a higher value-added product
- Delivers improved sustainability: 11% water and 6% energy reduction expected
- Expected to reduce production costs by >\$2M in first year after completion

# Competitive Capabilities: Research & Technology

#### **New Product Innovation**

- Market research driven
- Strong IP positions
- World-class collaborators
- Platform approach
- Expanded applications capabilities in targeted areas



# **Diverse and Healthy New Product Pipeline**

#### MercLok™

- Remediates mercury in contaminated soils and sediments
- Large market opportunity (~\$200M in the US alone)
- Multiple field pilots completed
- Commercially launched in US market December 2022
- Potential platform for additional environmental remediation products

#### SAYTEX ALERO™

- Polymeric flame retardant (stable, large molecule)
- Excellent stability improves recyclability of flame-retardant plastic
- Superior environmental profile
- Broad and growing target end markets including electronics, appliances, automotive
- Initial customer qualifications complete expected to be fully commercial in 2023

Lithium Specialties integration expected to bring new synergistic programs

# Appendix: Non-GAAP Reconciliations

# **Definitions of Non-GAAP Measures**

NON-GAAP MEASURE	DESCRIPTION
Adjusted Net Income	Net income attributable to Albemarle Corporation before non-recurring, other unusual and non-operating pension and OPEB.
Adjusted Diluted EPS	Diluted EPS before non-recurring, other unusual and non-operating pension and OPEB.
EBITDA	Net income attributable to Albemarle Corporation before interest and financing expenses, income taxes, and depreciation and amortization.
Adjusted EBITDA	EBITDA before non-recurring, other unusual and non-operating pension and OPEB.
Adjusted Effective Income Tax Rate	Reported effective income tax rate before the tax impact of non-recurring, other unusual and non-operating pension and OPEB items.

# **EBITDA and Adjusted EBITDA**

		Three Mo Decer			Year Ended December 31,				
(\$ in thousands)		2023		2022		2023		2022	
Net (loss) income attributable to Albemarle Corporation	\$	(617,680)	\$	1,132,445	\$	1,573,476	\$	2,689,816	
Add back:									
Interest and financing expenses		34,386		24,039		116,072		122,973	
Income tax expense		118,878		24,102		430,277		390,588	
Depreciation and amortization	144,143 85,561				429,944		300,841		
EBITDA		(320,273)		1,266,147		2,549,769		3,504,218	
Non-operating pension and OPEB items		(9,804)		(41,687)		(7,971)		(57,032)	
Non-recurring and other unusual items		15,090		19,292		224,487	28,671		
Adjusted EBITDA		(314,987)		1,243,752		2,766,285		3,475,857	
Lower of cost or net realizable value (LCM)		604,099		_		604,099		_	
Adjusted EBITDA, excluding LCM	\$	289,112	\$	\$ 1,243,752		3,370,384	\$	3,475,857	
Net sales	\$	2,356,165	\$	2,620,978	\$	9,617,203	\$	7,320,104	
EBITDA margin		(13.6)%	s)% 48.3 %			26.5 %	47.9		
Adjusted EBITDA margin		(13.4)%		47.5 %		28.8 %	47.5 %		
Adjusted EBITDA margin, excluding LCM	12.3 %		47.5 %		35.0 %	47.5 %			

# Adjusted EBITDA – Continuing Operations (twelve months ended)

	Year ended December 31,												
(\$ in thousands)	201			2020		2021	2022			2023			
Net income attributable to Albemarle Corporation	\$	533,228	\$	375,764	\$	123,672	\$	2,689,816	\$	1,573,476			
Depreciation and amortization		213,484		231,984		254,000		300,841		429,944			
Non-recurring and other unusual items (excluding items associated with interest expense)		117,243		42,781		481,194		28,671		224,487			
Interest and financing expenses		57,695		73,116		61,476		122,973		116,072			
Income tax expense		88,161		54,425		29,446		390,588		430,277			
Non-operating pension and OPEB items		26,970		40,668		(78,814)		(57,032)		(7,971)			
Adjusted EBITDA	\$	1,036,781	\$	818,738	\$	870,974	\$	3,475,857	\$	2,766,285			
Net impact of adjusted EBITDA from divested businesses		(49,628)		(76,325)		(28,415)		_		_			
Adjusted EBITDA excluding impact from divested business	\$	987,153	\$	742,413	\$	842,559	\$	3,475,857	\$	2,766,285			
Lower of cost or net realizable value (LCM)		_	_	_		_		_		604,099			
Adjusted EBITDA, excluding LCM and impact from divested business	<u>\$</u>	987,153	\$	742,413	\$	842,559	\$	3,475,857	\$	3,370,384			
Net sales	\$	3,589,427	\$	3,128,909	\$	3,327,957	\$	7,320,104	\$	9,617,203			
Net impact of net sales from divested business		(165,224)		(201,311)		(65,648)		_		_			
Net sales excluding impact from divested business	\$	3,424,203	\$	2,927,598	\$	3,262,309	\$	7,320,104	\$	9,617,203			
Adjusted EBITDA margin excluding impact from divested businesses		29 %	)	25 %		26 %		47 %	)	29 9			

See above for a reconciliation of adjusted EBITDA and pro-forma adjusted EBITDA, the non-GAAP financial measures, to Net income attributable to Albemarle Corporation, the most directly comparable financial measure calculated and reported in accordance with GAAP.



# Adjusted EBITDA supplemental<sup>1</sup>

#### **Amended Credit Agreement**

(\$ in thousands)		elve Months Ended	Three Months Ended									
	De	ec 31, 2023	Dec 31, 2023		Sep 30, 2023		Jun 30, 2023		Ma	ar 31, 2023		
Adjusted EBITDA	\$	2,766,285	\$	(314,987)	\$	453,287	\$	1,032,266	\$	1,595,719		
Equity in net income of unconsolidated investments (net of tax)		(1,854,082)		(436,537)		(470,306)		(551,051)		(396, 188)		
Equity in pre -tax Windfield Holdings income		2,619,413		620,594		665,616		779,919		553,284		
Dividends received from non -Windfield Holdings unconsolidated investments		16,362	_	5,287		7,186		2,687		1,202		
Consolidated Windfield-Adjusted EBITDA	\$	3,547,978	\$	(125,643)	\$	655,783	\$	1,263,821	\$	1,754,017		
				_		_		_				
Total ALB Long Term Debt (as reported)	\$	4,166,763										
49% Windfield Holdings debt		494,764										
Off balance sheet obligations and other		217,150										
Consolidated Windfield-Adjusted Funded Debt	\$	4,878,677										
Less ALB Cash		889,900										
Less 49% Windfield Holdings cash		95,743										
Consolidated Windfield-Adjusted Funded Net Debt	\$	3,893,034										
		_										
Consolidated Leverage Ratio		1.1										

<sup>&</sup>lt;sup>1</sup> This supplemental is for net-debt-to-adjusted EBITDA ratio based on the bank covenant definition.



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