



MINERALS
TECHNOLOGIES

Investor Presentation

March 2026

Forward-Looking Statements and Non-GAAP Measures

This presentation may contain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements provide current expectations and forecasts of future events such as new products, revenues, and financial performance, and are not limited to describing historical or current facts. They can be identified by the use of words such as "believes," "expects," "plans," "intends," "anticipates," and other words and phrases of similar meaning. Forward-looking statements are necessarily based on assumptions, estimates, and limited information available at the time they are made. A broad variety of risks and uncertainties, both known and unknown, as well as the inaccuracy of assumptions and estimates, can affect the realization of the expectations or forecasts in these statements. Actual future results may vary materially. Significant factors that could affect the expectations and forecasts include worldwide general economic, business, and industry conditions; the cyclical nature of our customers' businesses and their changing regional demands; our ability to compete in very competitive industries; consolidation in customer industries, principally paper, foundry, and steel; our ability to renew or extend long term sales contracts for our satellite operations; our ability to generate cash to service our debt; our ability to comply with the covenants in the agreements governing our debt; our ability to effectively achieve and implement our growth initiatives or consummate the transactions described in the statements; our ability to successfully develop new products; our ability to defend our intellectual property; the increased risks of doing business abroad; the availability of raw materials and access to ore reserves at our mining operations, or increases in costs of raw materials, energy, or shipping; compliance with or changes to regulation in the areas of environmental, health and safety, and tax; risks and uncertainties related to the voluntary petitions for relief under Chapter 11 of the U.S. Bankruptcy Code filed by our subsidiaries BMI OldCo Inc. (f/k/a Barretts Minerals Inc.) and Barretts Ventures Texas LLC; claims for legal, environmental, and tax matters or product stewardship issues; operating risks and capacity limitations affecting our production facilities; seasonality of some of our businesses; cybersecurity and other threats relating to our information technology systems; and other risk factors and cautionary statements in our 2025 Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, Current Reports on Form 8-K, and other reports filed with the Securities and Exchange Commission. The Company undertakes no obligation to publicly update any forward-looking statement, whether as a result of new information, future events, or otherwise.

Also, this presentation will include certain financial measures that were not prepared in accordance with generally accepted accounting principles. In particular, operating income, operating margin, adjusted EBITDA, adjusted EBITDA margin, and EPS referenced in this presentation exclude special items, such as acquisition-related costs, restructuring, gains/(losses) on asset sales, litigation and impairment costs, and other significant non-recurring or unusual items and related tax effects for all periods presented. The Company also provides figures for free cash flow for the three and twelve months ended December 31, 2025. These are non-GAAP measures that the Company believes provide meaningful supplemental information regarding its performance as inclusion of such special items are not indicative of the ongoing operating results and thereby affect the comparability of results between periods. The Company believes inclusion of these non-GAAP measures also provides consistency in its financial reporting and facilitates investors' understanding of historic operating trends. Reconciliations of these non-GAAP financial measures to the most directly comparable GAAP financial measures can be found in the appendix to this presentation and our Current Report on Form 8-K dated January 29, 2026, and in our other reports filed with the Securities and Exchange Commission, available on our website at www.mineralstech.com in the "Investor Information -- SEC Filings" section. It is not possible, without unreasonable effort, for the Company to identify and estimate the amount or significance of future non-recurring or unusual items. Accordingly, the Company does not provide reconciliations of forward-looking non-GAAP financial measures to the most comparable GAAP financial measures on a forward-looking basis.

MINERALS TECHNOLOGIES

A Global Specialty Minerals Company



\$2.1B

Net Sales

~4,000

Employees

34

Countries

12

R&D Centers

#1

Positions across all product lines*



Functional value creation across *Consumer and Industrial* applications



Sustainable & mineral based solutions

Technology-driven solutions and applications that are an **essential part of your everyday life...**

Home

Water

Food

Pets

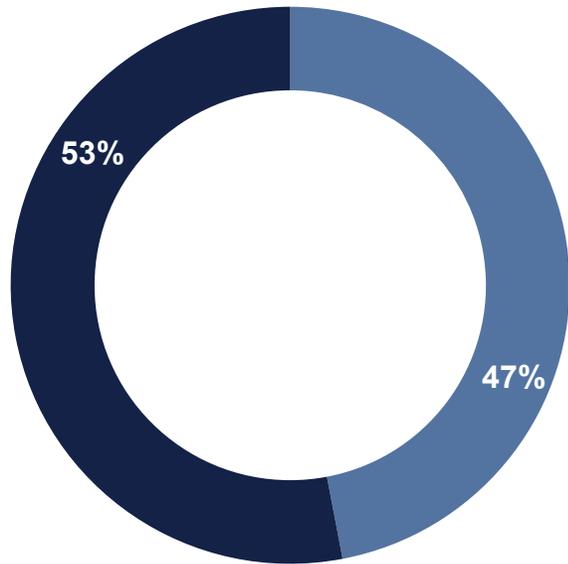
Transportation

Infrastructure

A Diversified Platform Across Markets and Regions

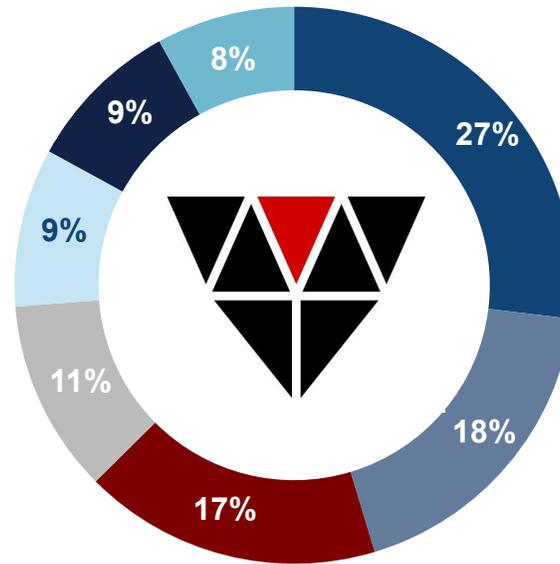


Balanced Portfolio



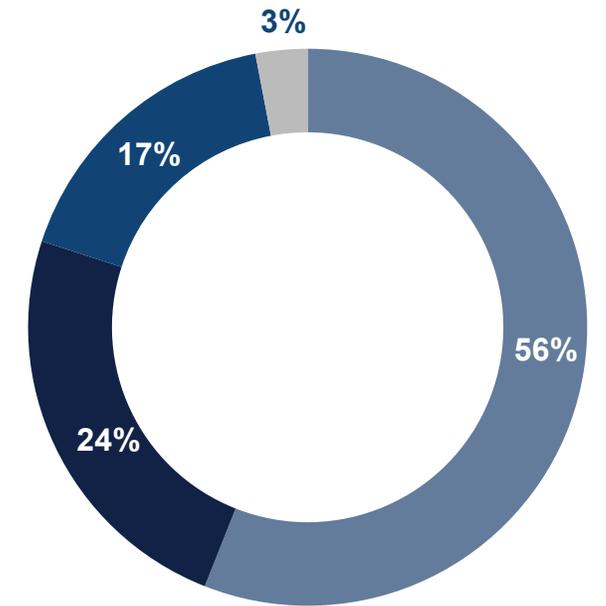
- Consumer & Specialties
- Engineered Solutions

Functional Solutions Essential for Everyday Life



- Consumer
- Paper and Packaging
- Steel production
- Construction
- Auto/Transportation
- Industrial applications
- Environmental solutions

Global Presence with Unique Mineral Reserves in All Key Regions



- North America
- EMEA
- Asia
- Latin America

A Well-Balanced and Well-Positioned Growth Portfolio



CONSUMER & SPECIALTIES

Functional components in a variety of consumer and industrial goods

Sales \$1.1B
Operating Margin 12.2%



Household & Personal Care \$513M (25%)

Mineral-to-market products serving consumer-oriented end markets, including cat litter, household and personal care, natural oil purification, animal health and agriculture



Specialty Additives \$585M (28%)

Mineral additives serving food & pharma, paper and packaging, residential construction, and automotive markets

Sales \$1.0B
Operating Margin 16.7%

ENGINEERED SOLUTIONS

Designed to improve our customers' manufacturing processes and projects

\$705M (34%) High-Temperature Technologies



Value-added solutions and technologies for high-temperature industries, such as steel and foundry

\$270M (13%) Environmental & Infrastructure



Project based products and solutions for environmental, remediation, water treatment, building materials and infrastructure markets

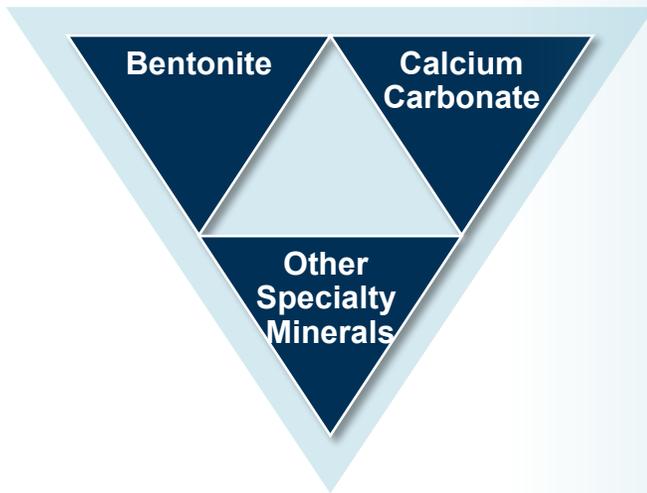
A Global Specialty Minerals Company Well Positioned for Long-term Growth



Technology and Application Know-How



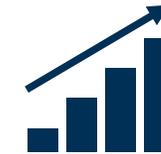
Differentiated Global Mineral Reserves



Deep understanding of customer and industry needs

Global reach through local mineral resources and R&D centers

Accelerated innovation focusing on secular and sustainable trends



Expansion in higher growth consumer-oriented markets

#1

Deepening positions in core markets and geographies



New products and solutions

Multiple Levers for Organic Growth



4-7%
Sales CAGR*

 **Expansion in higher growth consumer-oriented markets**

#1 **Deepening positions in core markets and geographies**

 **Product innovation**



Household & Personal Care

- Pet care growth
- Market share growth of high-value specialty products



Specialty Additives

- Expansion of sustainable solutions and market share growth for packaging
- Innovative solutions including lightweighting



High-Temperature Technologies

- Innovative solutions for existing and new customers including automation and data analytics
- Growth in underpenetrated markets



Environmental & Infrastructure

- Environmental and water remediation solutions
- Demand growth for infrastructure related solutions



Strong Financial Profile



Liquidity

	<u>2025</u>
Cash, Cash Equivalents, and Short-Term Investments	\$333M
Available Revolver	\$391M
Total Liquidity	\$724M

Free Cash Flow

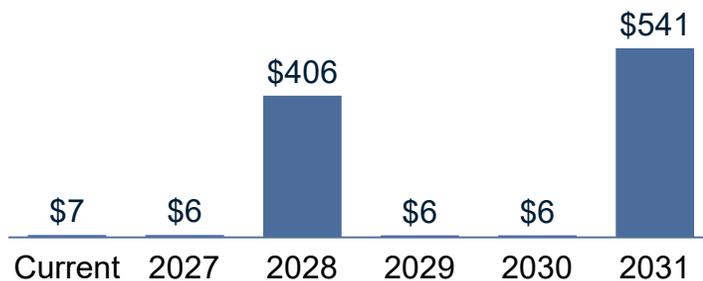
	2021	2022	2023	2024	2025	2026 Guide*
FCF, \$M	146	24	140	147	87	
% of Sales	8%	1%	6%	7%	4%	6-7%

*As of Q4'25 reporting

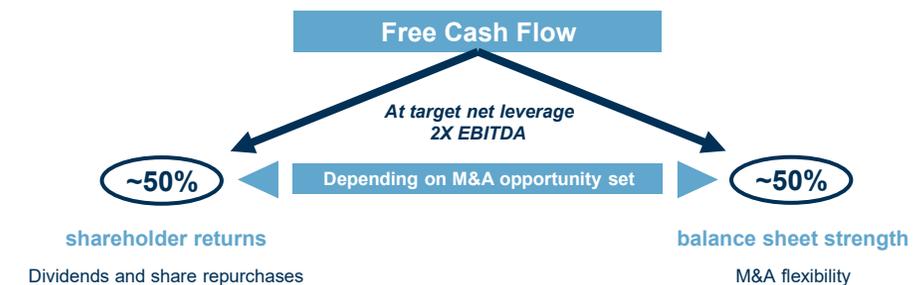
Debt & Leverage

Net Leverage Ratio: 1.7X

Debt Maturities as of Q4/25, \$M



Capital Deployment



- Ongoing \$200M Share Repurchase program
- Increased dividend three consecutive years

2026 – Well Positioned for a Strong Year



CONSUMER & SPECIALTIES



Household & Personal Care

- Ramp-up of new business starting Q2'26:
 - N. America cat litter following facility upgrades
 - Asia cat litter expansion
 - Edible oil and renewable fuel purification
 - Animal health and fabric care products



Specialty Additives

- 3 new paper & packaging satellite startups in Asia
- Potential improvement in residential construction market in H2'26

ENGINEERED SOLUTIONS



High-Temperature Technologies

- 6 Minscan® to be commissioned
- Continued slow H1'26 for heavy truck and agriculture equipment with potential improvement in H2'26
- Continued growth in Asia foundry business



Environmental & Infrastructure

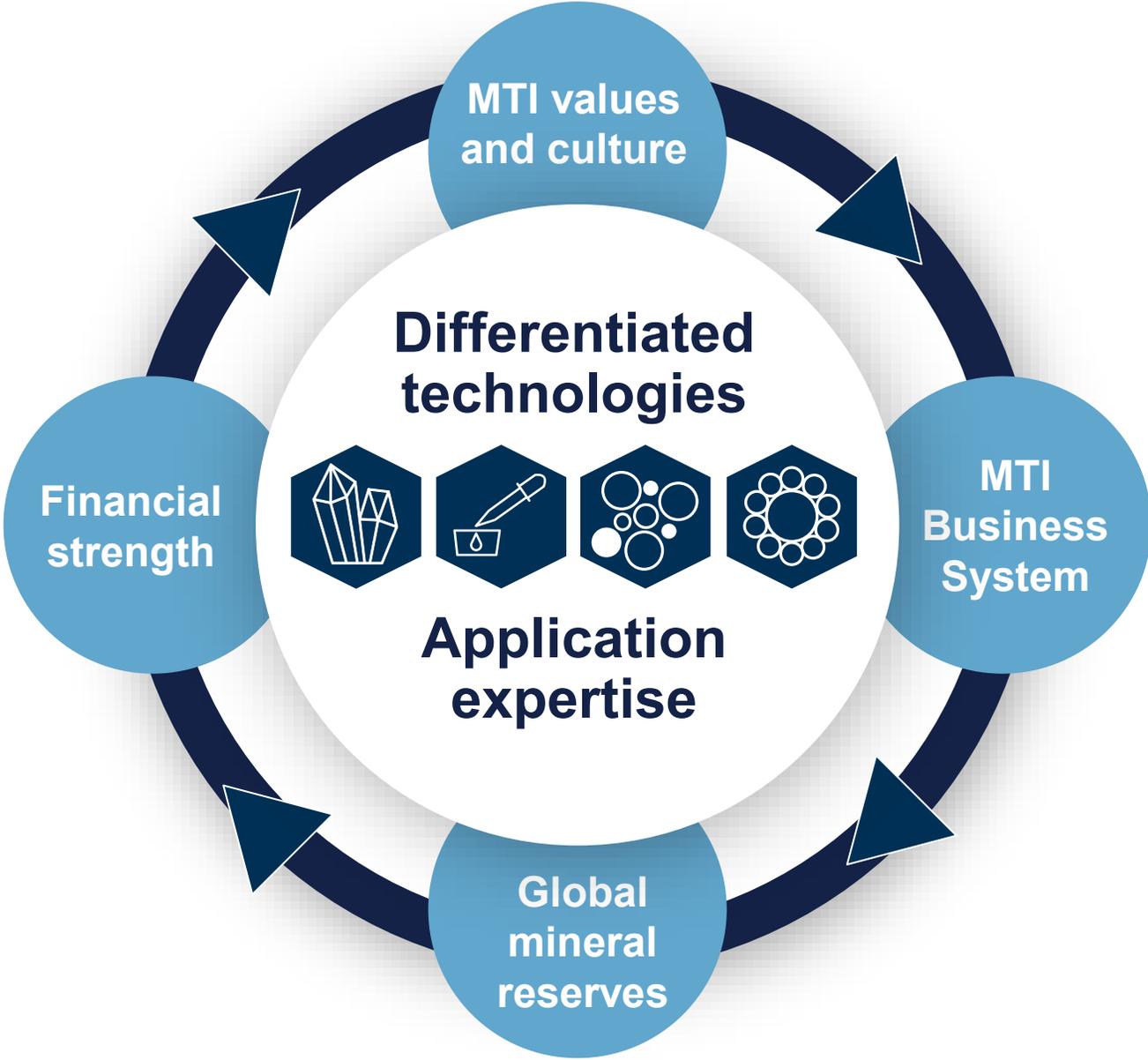
- At least 10 new installations of Fluoro-Sorb®, ramping up in H2'26
- Continued growth in infrastructure drilling products

5-Year Targets



- 1 Organic sales growing at **5% CAGR** through 2027
- 2 Margin improvement to **15% by 2025**
- 3 Operating Income growing at **10% CAGR** through 2027
- 4 Continued **strong FCF** generation of ~7% of Sales
- 5 **Strong balance sheet** with flexibility for inorganic growth

**A powerful
combination
to drive
shareholder
value**



Innovative technologies. Essential solutions.™



MINERALS TECHNOLOGIES

Innovative Technologies.
Essential Solutions.™