



UBS Global Materials Conference

September 4, 2024



Trusted. Solutions That Save.

Certain statements in this presentation and discussion are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 and are based on Perimeter Solutions, SA's (the "Company") expectations, intentions and projections regarding the Company's future performance, anticipated events or trends and other matters that are not historical facts. Words such as "anticipate," "estimate," "expect," "forecast," "project," "plan," "intend," "believe," "may," "target," "should," or similar expressions are intended to identify these forward-looking statements. These forward-looking statements include, but are not limited to, statements regarding (i) estimates and forecasts of financial, operational and performance metrics, including, but not limited to, Adjusted EBITDA and capital expenditures; (ii) our volume growth expectations, opportunities and strategies and potential positive impact to our financial and operational results; (iii) our long-term assumptions, including our assumptions regarding replication costs; (iv) the opportunity to expand our business through strategic acquisitions consistent with our five target economic criteria; (v) our expectations related to historical volume drivers persisting into the future; (vi) our ability to deliver long-term equity value creation, including M&A-driven value creation; (vii) our expectations related to trends driving the global wildfire business; (viii) our expectations regarding the increasing length of fire seasons; (ix) our expectations regarding forest health, temperature and drought trends; (x) our plans to grow our airtanker fleet; (xi) our expectations regarding the conversion to, and growing use of, fluorine-free technologies; (xii) our plans to expand into the Wildland Urban Interface; (xiii) our plans to expand internationally; and (xiv) our ability to sustainably drive our long-term earnings power; and (xv) expected capital allocation activities including, but not limited to, expectations relating to capital expenditures, acquisitions, dividends and share repurchases.

These statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and other factors that could cause actual results to differ materially from those expressed or implied by such forward-looking statements. For further information, please refer to the Company's reports and filings with the Securities and Exchange Commission. Forward-looking statements speak only as of the date of such statements and, except as required by applicable law, the Company does not undertake any obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise.

To supplement the financial measures prepared in accordance with generally accepted accounting principles in the United States ("GAAP"), we have included in this presentation Adjusted EBITDA, a non-GAAP financial measure. The reconciliation of this non-GAAP measure to the most directly comparable financial measures calculated and presented in accordance with GAAP can be found in the Appendix to this presentation. Because Adjusted EBITDA excludes certain items as described herein, it may not be indicative of the results that the Company expects to recognize for future periods. As a result, such non-GAAP financial measures should be considered in addition to, and not a substitute for, financial information prepared in accordance with GAAP.

Three Key Messages



**Attractive
Businesses**

**Retardants/Suppressants/
Specialty Products**

- Market Leadership Positions
- Challenging Markets to Serve
 - Critical Products Serving Demanding End-Markets
 - Complex Chemistries
 - Tightly Integrated Product / Equipment / Service Offerings
- Attractive Growth Profiles



**Value Creation
Strategy**

Operational Value Drivers

**Capital Allocation and
Capital Structure**



**Our
Goal**

**Deliver private-equity like
returns with the liquidity
of a public market**

Our Product Lines



Fire Retardants (48%)



Function

- Retardant slows, stops and prevents wildfire, typically applied via airtankers



Leadership

- Market leader with a comprehensive fully-integrated solution delivered globally



Challenges

- Critical: success measured in lives
- Complex: unpredictable demand profiles and operating environments
- Integrated: asset base and service capabilities built over decades at high-\$



Growth

- Mid- to high-single digit volume growth



Fire Suppressants (22%)

- Foam primarily used to fight flammable liquid fires (airports, refineries, etc.)

- Market leader in fluorine-free foams that are rapidly becoming industry standard

- Critical: life-saving products
- Complex: emergency response demand requires never fail global service network
- Integrated: hardware, consumables and after-market service bundled together

- 19% organic revenue CAGR '19-'23



Specialty Products (30%)

- P_2S_5 reduces wear / improves durability in lubricating oils, and other niche uses

- Market leader with >50% OECD capacity

- Critical: vital to product, no substitutes
- Complex: difficult chemistry, highly regulated global supply chain / delivery
- Integrated: product plus proprietary and patented delivery system/hardware

- Stable volume demand profile

LTM Revenue of **\$388M** and Adjusted EBITDA of **\$150M (39% Margin)**

Retardants: Our Mission



We save lives, property, and the environment

Retardants: Extreme Criticality



Fulfilling the mission requires 100% reliability, 100% of the time



Deployed globally, including:



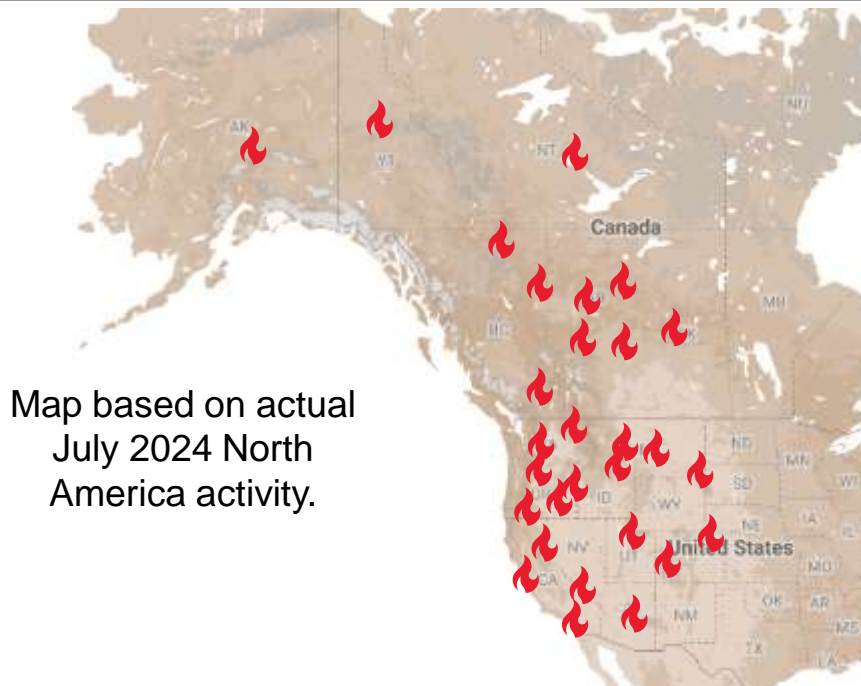
Retardants: Extreme Complexity

Never fail performance requirement in highly variable and unpredictable environments

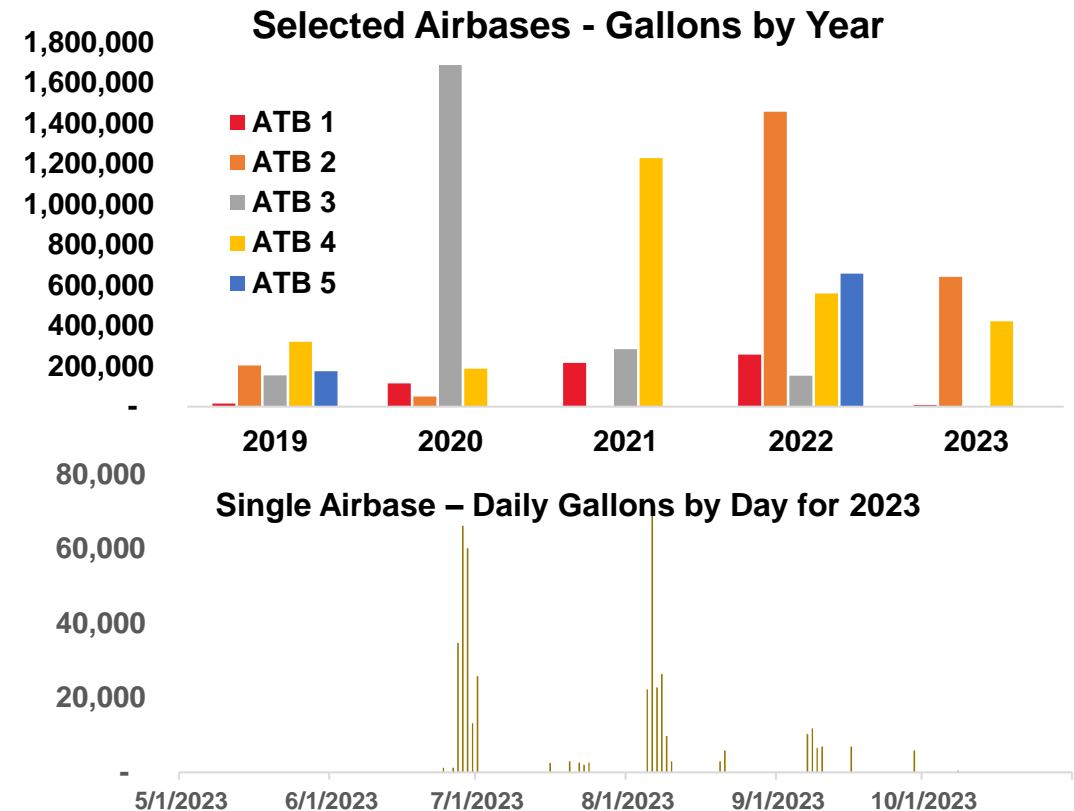
Stringent performance requirements...

- “Ready delivery status is defined as the ability to begin pumping and loading operations within **3 minutes** after an order is placed.”
- “Contractor must deliver retardant as specified herein within **24 hours** of receipt of an order.”

...across vast geographies...



...amidst highly unpredictable environments



Integrated Solution To Complex Challenge

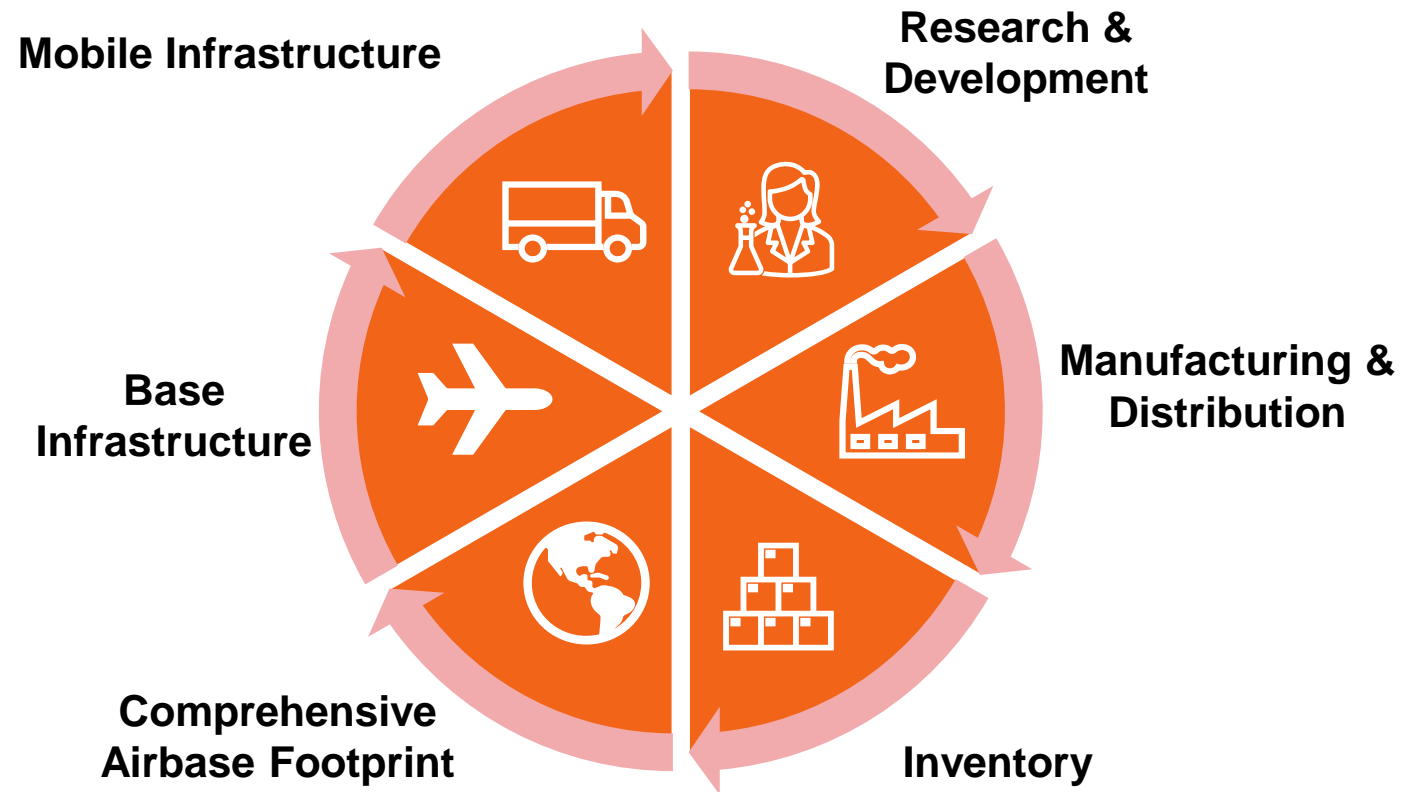
Extreme Criticality



Extreme Complexity



Only our comprehensive, fully integrated-solution, built over 60 years, can fulfill our customers' mission





Industry approvals require multi-year internal-development programs, followed by multi-year customer testing protocols in the lab and field, prior to qualification



After obtaining a Qualified Product Listing and *then* passing an Operational Field Evaluation, a retardant product is just arriving at the starting line



Mission requires localized manufacturing and extensive logistics networks

Manufacturing Facilities:

USA

1. Rancho Cucamonga, CA
2. McClellan, CA
3. Moreland, ID
4. Post Falls, ID
5. Pasco, WA

Canada

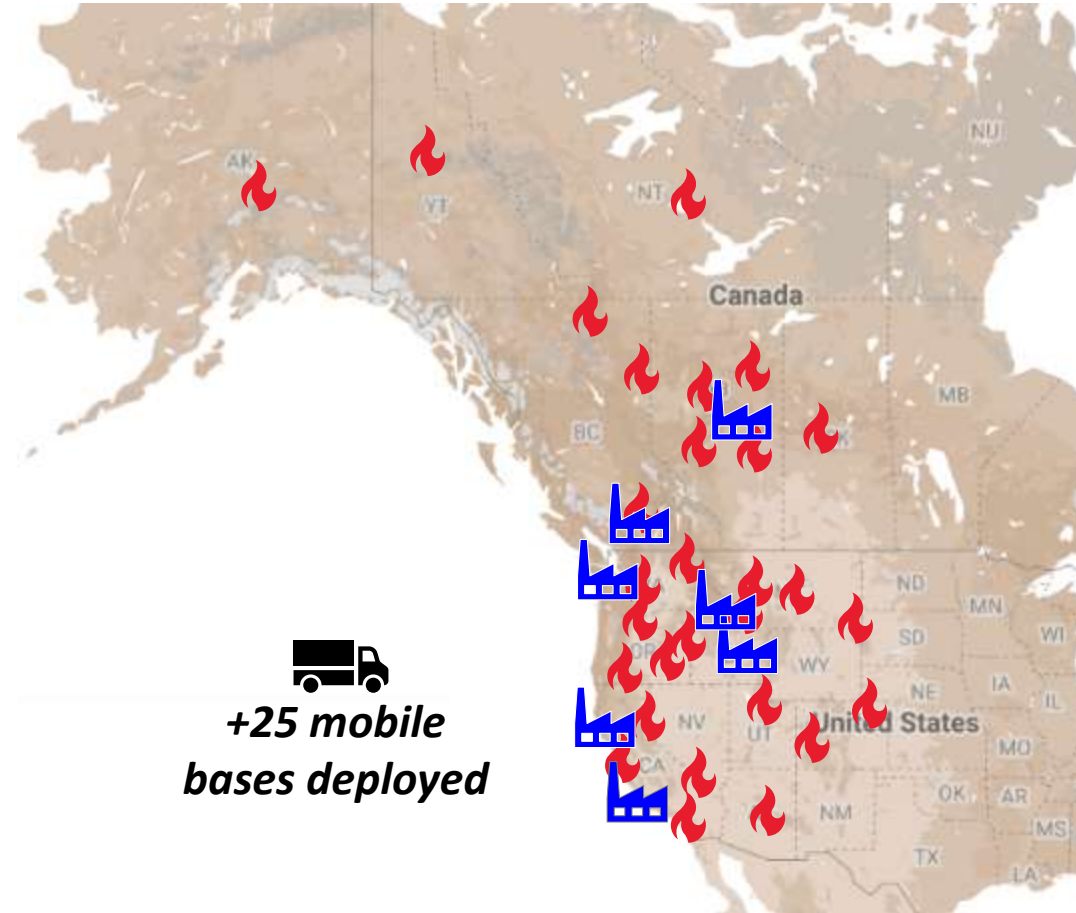
6. Kamloops, BC
7. Sturgeon County, AB

Europe

8. Aix en Provence, France

Australia

9. Lavington, NSW



Our manufacturing and distribution network was built at tremendous cost over six decades

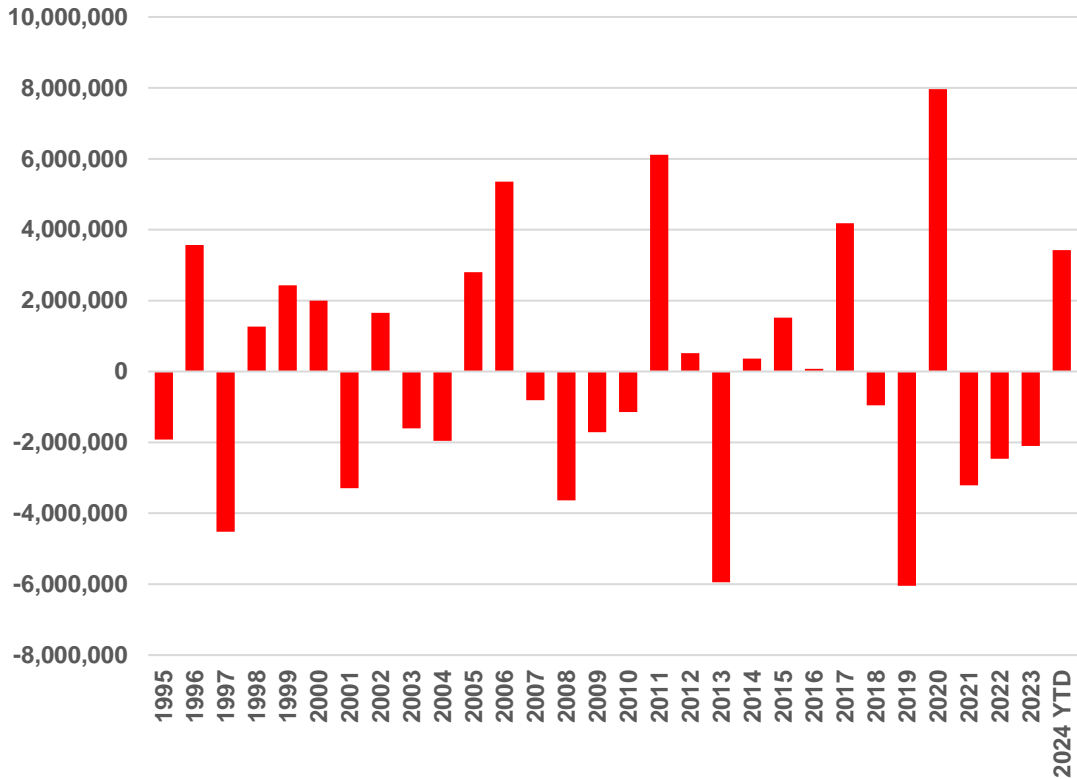
What It Takes: Inventory



We enter each fire season prepared for volatility – including record seasons



US Acres Burned Ex-AK, YOY Absolute Change



\$143M average annual investment in inventory

Note: \$143M is the three-year average of total company inventory on 6/30 of each year; US Acres Burned 2024 is YTD through Aug 28

What It Takes: Comprehensive Base Footprint



Perimeter owns much of the airbase infrastructure and equipment across our footprint



Perimeter supports 200+ airtanker bases globally

What It Takes: End-to-End Airbase Infrastructure

 **Perimeter handles airbase operations from end-to-end:**
design, construction, equipment ownership, maintenance, inventory, and staffing



A single airbase can cost over \$3M to fully develop

What It Takes: Extensive Mobile Infrastructure

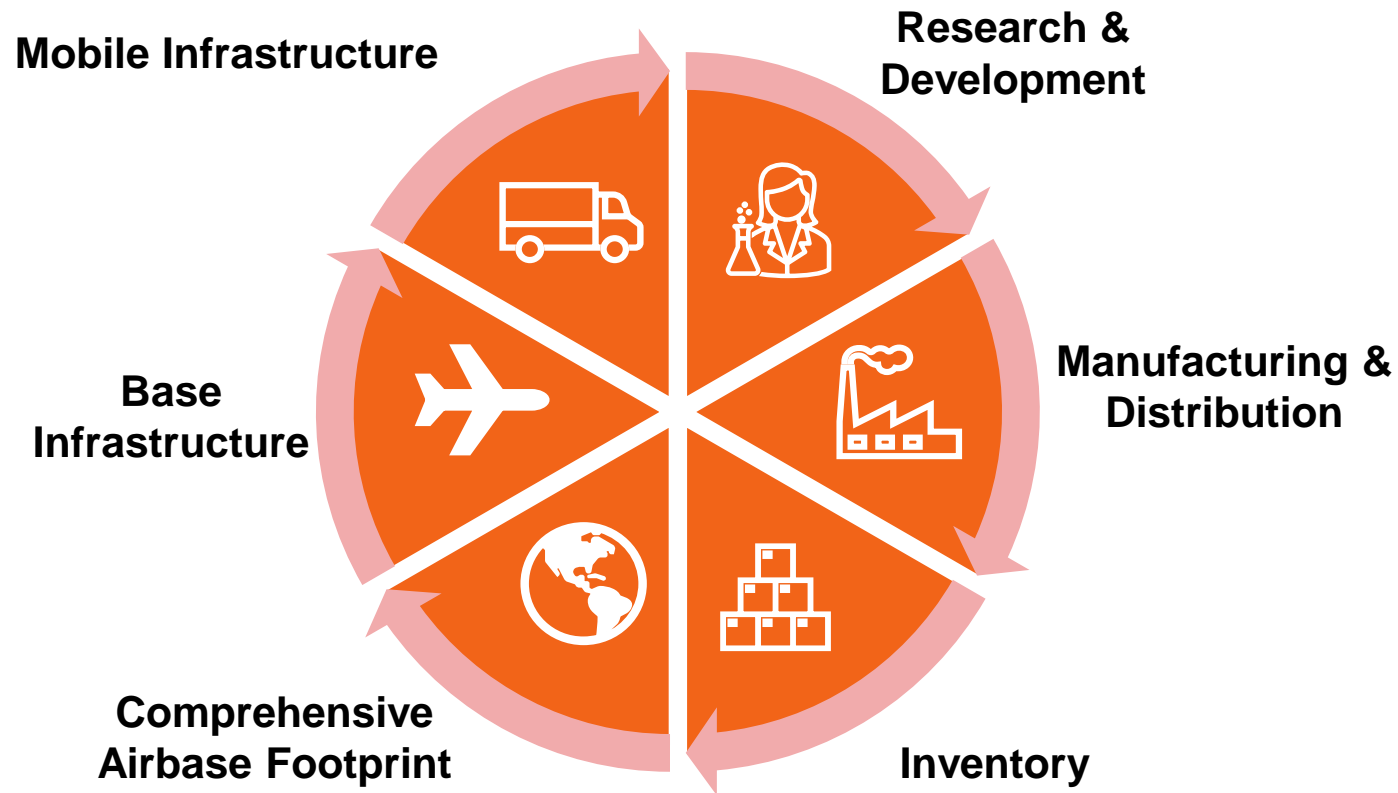


Our global fleet of mobile bases allows us set-up in the most remote of locations in a matter of hours to support our customers with 100% reliability 100% of the time



A mobile base costs up to \$2.0M; can deploy to 35 different sites simultaneously

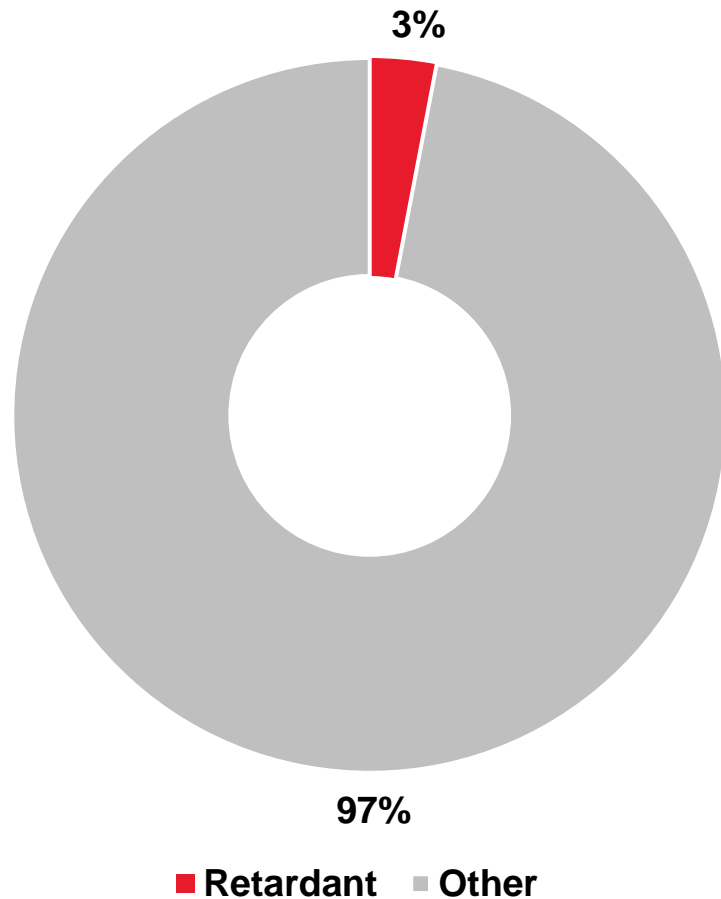
What It Takes: Perimeter Solutions



Nothing short of Perimeter's **comprehensive offering** fulfills the mission: *Save Lives, Protect Property, 100% Reliability*

To build Perimeter today would take **enormous investment** over **many years**

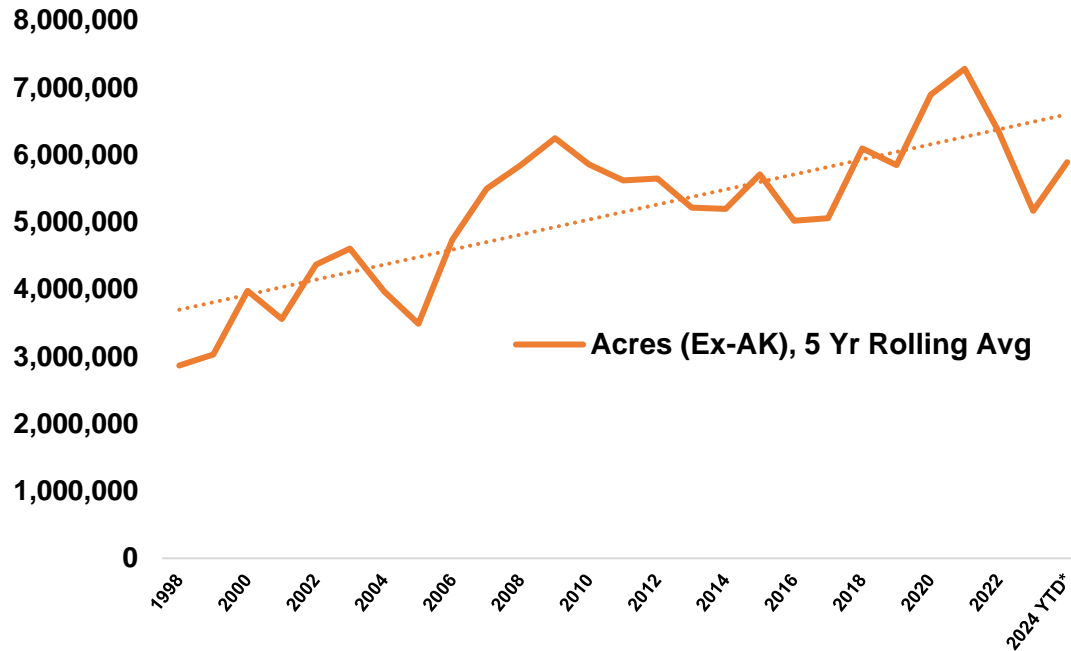
Retardant Offering as % of Federal US Suppression Spend



Retardant is the active ingredient, and a critical component, in wildland firefighting, yet represents ~3% of suppression costs

Secular Drivers Support Increased Retardant Use

Acres Burned Growth



Capacity/Usage Growth

- Growth in the Wildland Urban Interface
- Growth in the global airtanker fleet
- Growth in airtanker base infrastructure
- Ground applied opportunity
- International market expansion

Mid-to-High Single Digit Annual Volume Growth

Global Market Presence



- Market leader in fluorine-free foams and associated systems quickly becoming industry standard
- Perimeter operates globally, with facilities in the US, Europe, the Middle East, and Australia

Integrated Product, Equipment, & Service Offering



R&D

- Best-in-class R&D team develops market leading fluorine free products

Manufacturing

- Manufacturing in the US, EU, the Middle East, and Australia

Service

- Assist customers with product selection, equipment installation, and training

Emergency Response

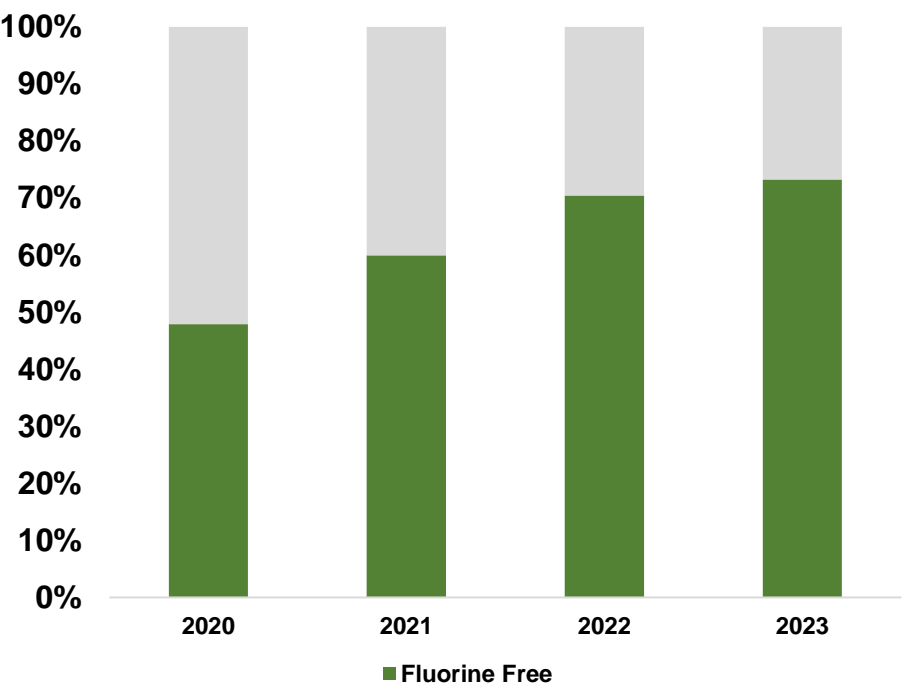
- Emergency response demand requires never fail, global service network

Market performance requires a comprehensive and integrated offering spanning product (foam), equipment (installed hardware), and service (emergency response foam replenishment)

Perimeter is the market leader in the fluorine free foams, which are rapidly becoming the industry standard

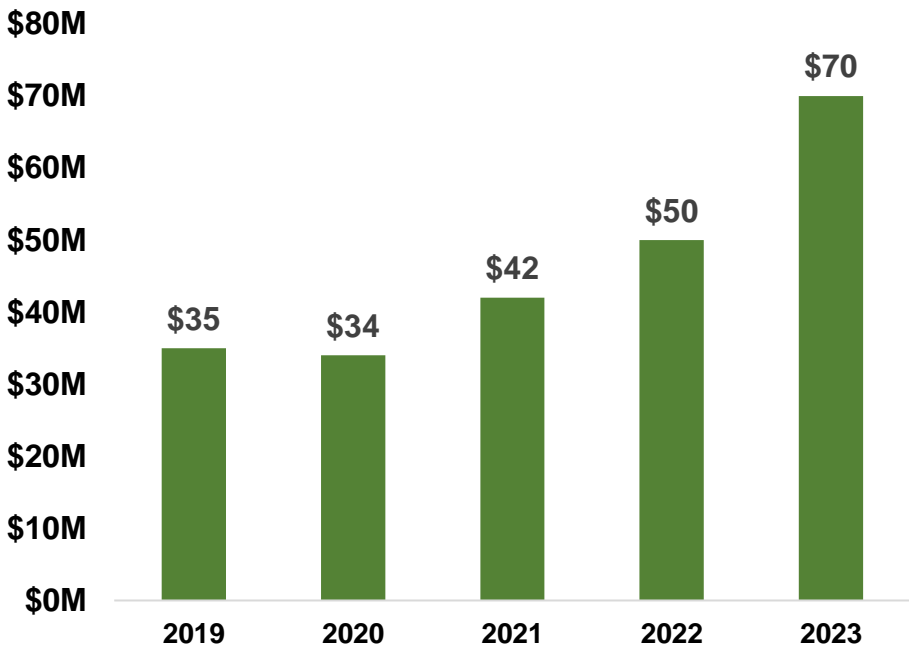
Perimeter Product Mix

Growth of Fluorine Free Foams



Historical Performance

Revenue (\$M)



Building a large installed base in a largely “razor – razorblade” business

Specialty Products Overview

Localized Markets w/ Limited Competition



- Perimeter operates predominately in OECD markets
- One main competitor in each of the US and the EU
- Perimeter owns >50% of installed OECD capacity
- New build cost > \$250M, permitting new plants highly unlikely, no new OECD P_2S_5 capacity in >50 years

Integrated Product, Equipment, & Service Offering



R&D

- Collaborate closely with our customers to develop new P_2S_5 based applications

Sourcing

- 70 years experience navigating highly regulated global supply & delivery logistics

Manufacturing

- Manufacturing in the US and Europe

Delivery

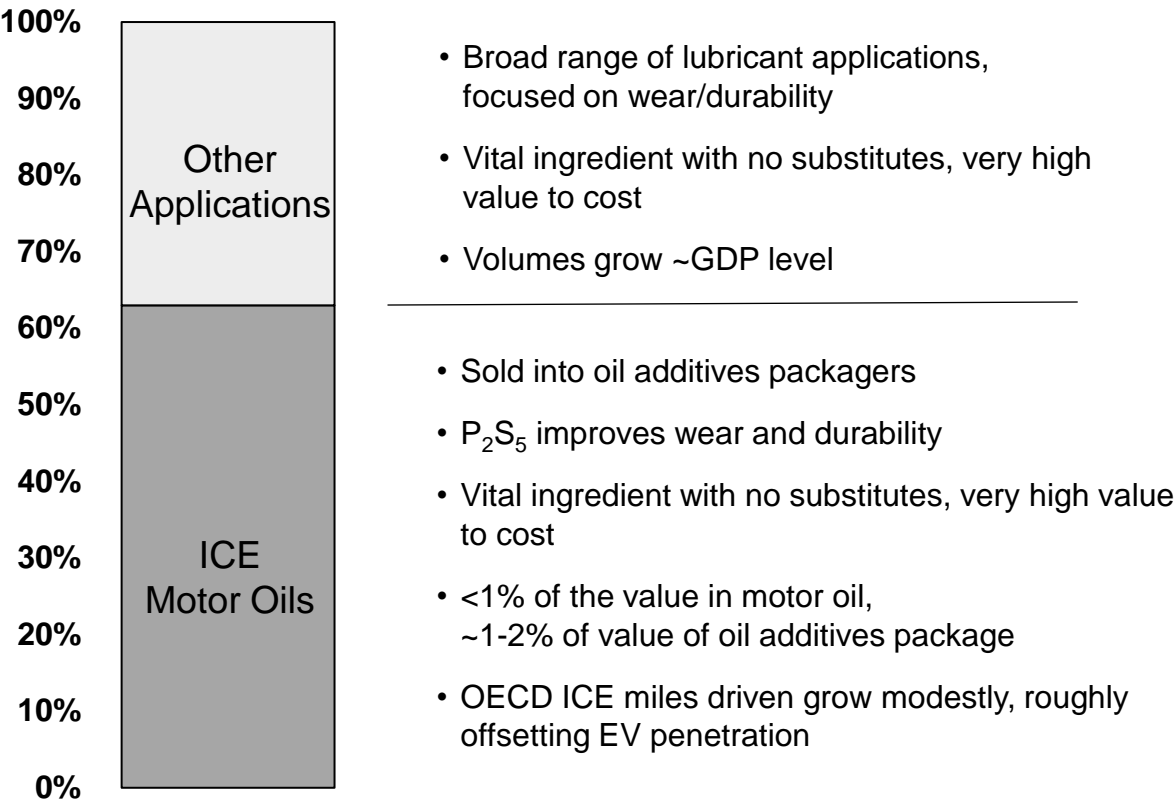
- Proprietary, patented delivery system w/ superior safety & functionality

Stringent customer and regulatory standards require a comprehensive and integrated offering spanning product (P_2S_5), equipment (proprietary delivery system), and service (product handling and logistics)

Perimeter is the leader in a highly specialized niche market

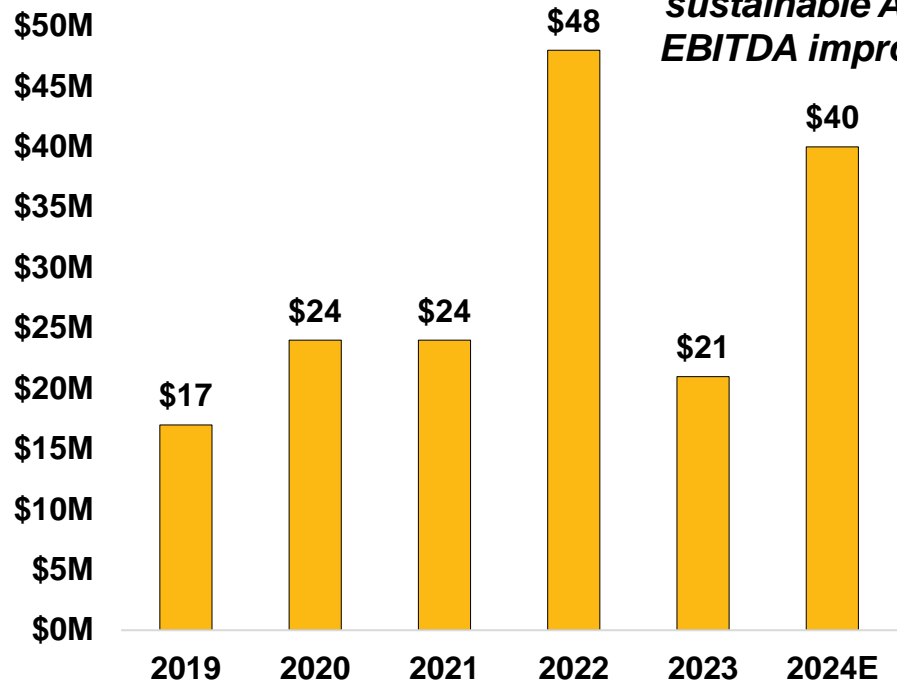
Specialty Products Financial Snapshot

Perimeter Product Mix



Historical Performance

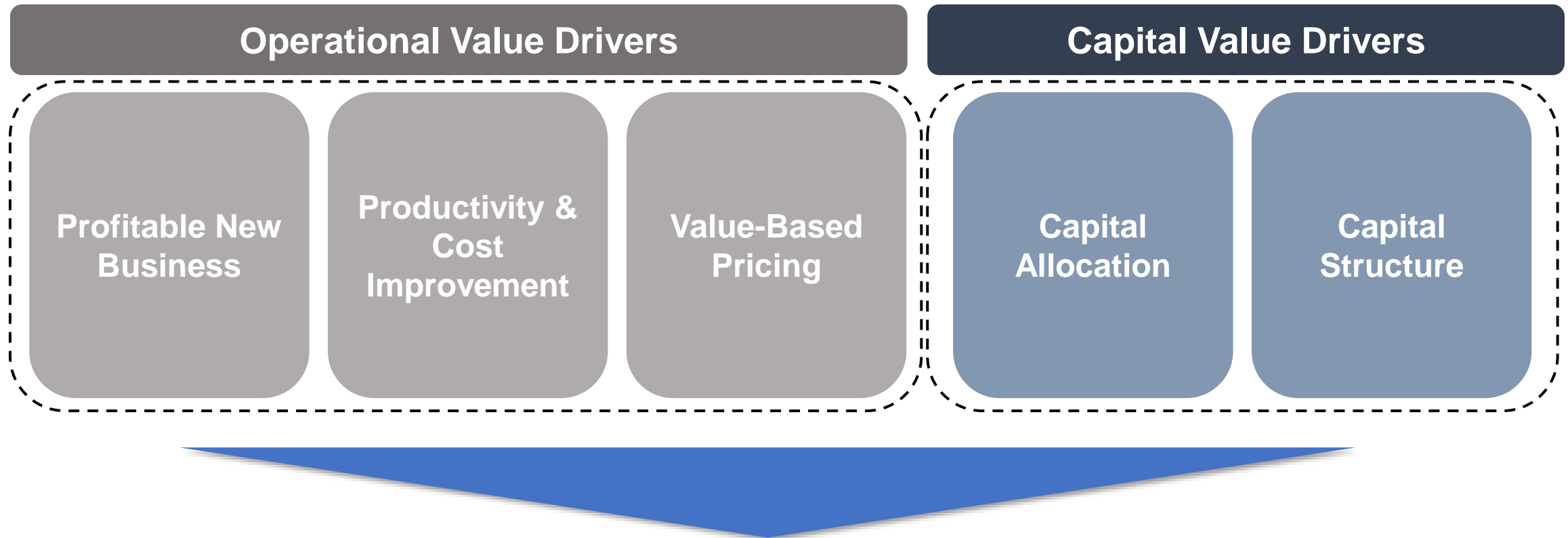
Adjusted EBITDA (\$M)



Substantial and sustainable Adjusted EBITDA improvement

'23 Industry-wide destocking drove significantly lower volumes than 2019-2022

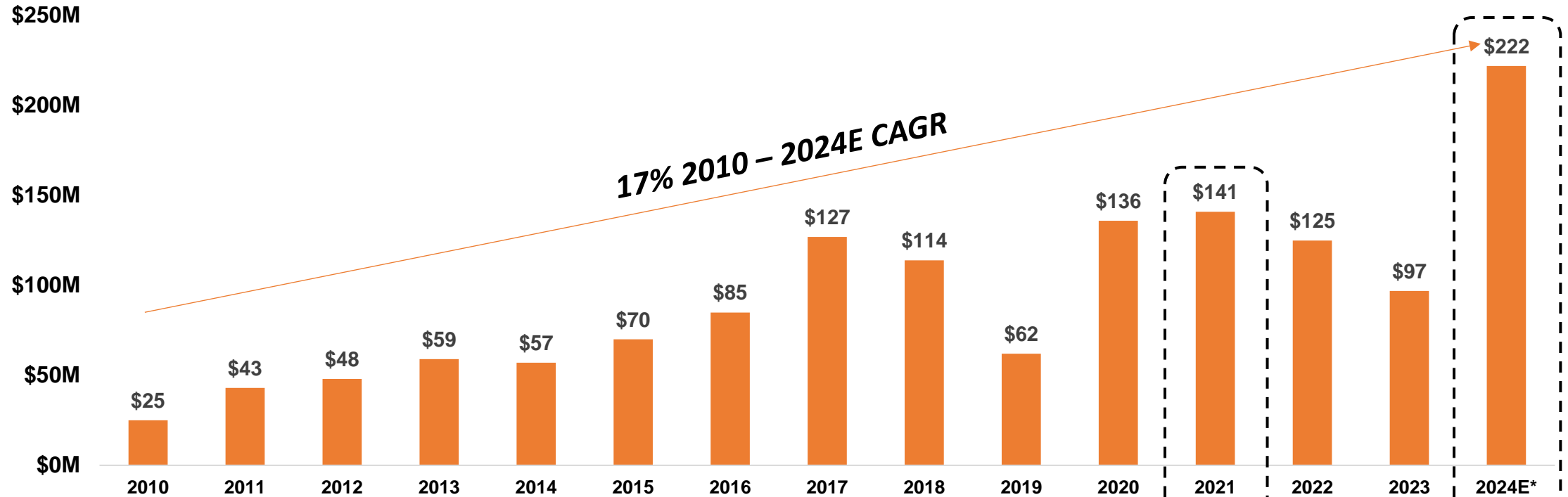
P_2S_5 is a critical component which accounts for 1-2% of end-product cost



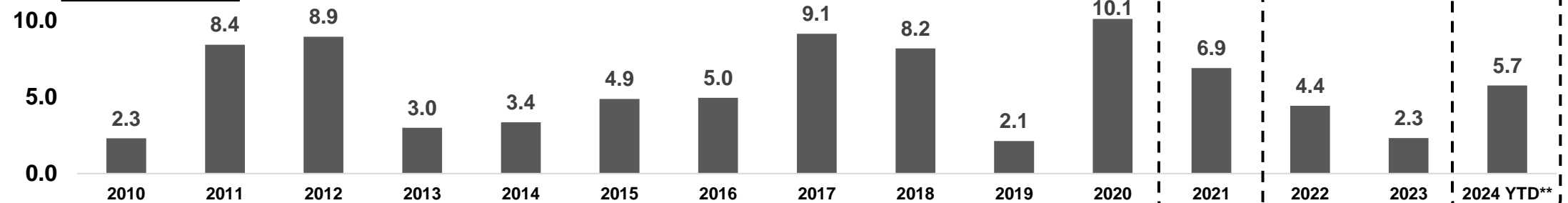
Private equity-like returns: 15%+ annual share price appreciation

Adjusted EBITDA Growth Track-Record

Adjusted EBITDA (\$M)



US Acres ex-AK (M)





Priority



Actions

Capex

- Support our customers' mission
- Drive Profitable New Business and Productivity through high-return projects

- ✓ Widespread base equipment upgrades
- ✓ Finding new, high-IRR projects driving capex from ~\$10M to \$10-15M

M&A

- Acquiror advantage stems from Value Drivers implementation

- ✓ LTM EBITDA inflection drives financing potential, actively searching for targets

Share Buybacks

- Repurchase shares when presented with uniquely compelling opportunities

- ✓ Repurchased 21.6M shares (14% original float) @ \$5.90 for 98% return

Special Dividends

- Issue special dividends to sustain leverage vital for 15-20% equity returns

- ✓ End year at 2.4x net leverage

We seek to drive value creation through the thoughtful allocation of our capital and the active management of our capital structure

Attractive Debt Profile



Timing



%

Cost

- \$675M of 5% fixed-rate notes due October 2029
- NO current financial maintenance covenants

\$

Availability

- \$100M revolving cashflow facility, \$0 drawn

Low rate, long maturity debt aligned to strategy and provides substantial flexibility

Three Key Messages



Attractive Businesses

Retardants/Suppressants/ Specialty Products

- Market Leadership Positions
- Challenging Markets to Serve
 - Critical Products Serving Demanding End-Markets
 - Complex Chemistries
 - Tightly Integrated Product / Equipment / Service Offerings
- Attractive Growth Profiles



Value Creation Strategy

Operational Value Drivers

~70%* Adjusted EBITDA uplift in three years

Capital Allocation and Capital Structure

Repurchased 21.6M shares at \$5.90/share



Our Goal

Deliver private-equity like returns with the liquidity of a public market

Thank You!



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NOTICE: Although the information and recommendations set forth herein (hereinafter "Information") are presented in good faith and believed to be correct as of the date hereof, Perimeter Solutions/Solberg/Auxquimia (the "Company") makes no representations or warranties as to the completeness or accuracy thereof. Information is supplied upon the condition that the persons receiving same will make their own determination as to its suitability for their purposes prior to use. In no event will the Company be responsible for damages of any nature whatsoever resulting from the use or reliance upon Information or the product to which Information refers. Nothing contained herein is to be construed as a recommendation to use any product, process, equipment or formulation in conflict with any patent, and the Company makes no representation or warranty, express or implied, that the use thereof will not infringe any patent. NO REPRESENTATIONS OR WARRANTIES, EITHER EXPRESSED OR IMPLIED, OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE OR OF ANY OTHER NATURE ARE MADE HEREUNDER WITH RESPECT TO INFORMATION OR THE PRODUCT TO WHICH INFORMATION REFERS.

Reconciliation of Non-GAAP Information

Non-GAAP Financial Metrics

Adjusted EBITDA

The computation of Adjusted EBITDA is defined as net income plus income tax expense, net interest and other financing expenses, and depreciation and amortization, adjusted on a consistent basis for certain non-recurring, unusual or non-operational items in a balanced manner. These items include (i) severance costs, and integration and restructuring related costs (ii) founder advisory fee expenses, (iii) stock compensation expense and (iv) foreign currency loss (gain). To supplement the Company's condensed consolidated financial statements presented in accordance with U.S. GAAP, Perimeter is providing a summary to show the computations of Adjusted EBITDA, which is a non-GAAP measure used by the Company's management and by external users of Perimeter's financial statements, such as investors, commercial banks and others, to assess the Company's operating performance as compared to that of other companies, without regard to financing methods, capital structure or historical cost basis. Adjusted EBITDA should not be considered an alternative to net income (loss), operating income (loss), cash flows provided by (used in) operating activities or any other measure of financial performance or liquidity presented in accordance with U.S. GAAP (in thousands).

	Year Ended					
	Six Months Ended June 30, 2024	December 31, 2023	December 31, 2022	December 31, 2021	December 31, 2020	December 31, 2019
Net sales	\$ 186,320	\$ 322,108	\$ 360,505	\$ 362,338	\$ 339,577	\$ 239,310
(Loss) income before income taxes	(52,702)	61,583	97,227	(653,544)	34,732	(59,711)
Depreciation and amortization	32,771	64,855	65,795	61,379	58,117	58,025
Interest and financing expense	21,238	41,378	42,585	45,439	42,017	51,655
Restructuring charges	-	-	-	-	2,379	3,821
Founders advisory fees - related party	68,921	(108,481)	(117,302)	652,990	-	-
Intangible impairment	-	40,738	-	-	-	-
Non-recurring expenses ¹	563	4,046	6,885	10,425	-	-
Share-based compensation expense	4,736	1,596	14,649	4,977	-	-
Non-cash purchase accounting impact ²	-	-	24,796	6,125	-	-
(Gain) loss on contingent earn-out	-	(7,273)	(12,706)	3,163	-	-
Management fees ³	-	-	-	1,073	1,281	1,366
Contingent future payments ⁴	-	-	-	4,375	3,125	3,749
Unrealized foreign currency loss	1,517	(1,655)	3,462	5,032	(5,640)	2,684
Adjusted EBITDA	\$ 77,044	\$ 96,787	\$ 125,391	\$ 141,434	\$ 136,011	\$ 61,589

- (1) Adjustment to reflect non-recurring expenses; severance costs, fees related to internal audit support, professional fees and integration costs including expenses related to the business combination with Perimeter Solutions.
- (2) Represents the non-cash impact of purchase accounting on the cost of inventory sold. The inventory acquired received a purchase accounting step-up in basis, which is a non-cash adjustment to the cost.
- (3) Adjustment to reflect fees pertaining to services provided by the Sponsor when acting in a management capacity on strategic and other non-operational matters which do not represent expenses incurred in the normal course of our operations. These fees did not continue following the closing of the business combination with Perimeter Solutions.
- (4) Adjustment to reflect deferred consideration paid with respect to a 2019 acquisition.