
balchem®
Investor Presentation
Q3 2021

Safe Harbor Statement

- During the course of this presentation, management may make forward-looking statements regarding financial performance and future events.
- We will attempt to identify these statements by use of words such as expect, believe, anticipate, intend, and other words that denote future events. You should understand that, even though our forward-looking statements are based on assumptions we believe are reasonable when made, they are still subject to uncertainties that could cause actual results to differ materially from those in the forward-looking statements.
- We caution you to consider the important risk and other factors as set forth in the forward-looking statements section and in Item 1A risk factors in our Annual Reports on Form 10-K as filed with the U.S. Securities and Exchange Commission that could cause actual results to differ from those in the forward-looking statements as contained in this presentation.
- Forward-looking statements made herein are summaries of previous public disclosures, do not represent revised guidance, and we do not undertake to revise or update them from the date or dates of previous disclosure.
- In the case of any presentation delivered during the company's prescribed black-out periods, there will be no discussion or questions addressed regarding the current quarter's expected performance.

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Balchem Corporation

Balchem develops, manufactures, and markets specialty ingredients that help make the world a healthier place

Highlights

- NASDAQ: BCPC
- Founded in 1967
- Headquarters: New Hampton, NY
- Approximately 1,300 Employees
- 21 Manufacturing Sites:
  - 17 in North America
  - 3 in Europe
  - 1 in Asia
- 5 Technology Centers
- 2020 Revenues of $704M
- 2020 Adj. EBITDA of $174M or 25% of sales
- 2020 Cash Flow From Operations of $150M

A Global Health And Nutrition Focused Company With A 50+ Year History

Leadership

Ted Harris, Chairman and CEO

- Joined Balchem in May 2015
- Prior to Balchem was a Senior VP of Ashland Inc. where he held a series of senior leadership roles over 10+ years
- Independent director and member of the Board of Directors of Pentair plc.
- MBA from Harvard University and bachelor's degree from Lehigh University in chemical engineering

Martin Bengtsson, CFO

- Joined Balchem in February 2019
- Prior to Balchem had a 15-year career at Honeywell and most recently was CFO for the $11B Performance Materials & Technologies segment
- Bachelor's degree from Northwestern University in economics and began career as Senior Auditor for Deloitte

Executive Leadership

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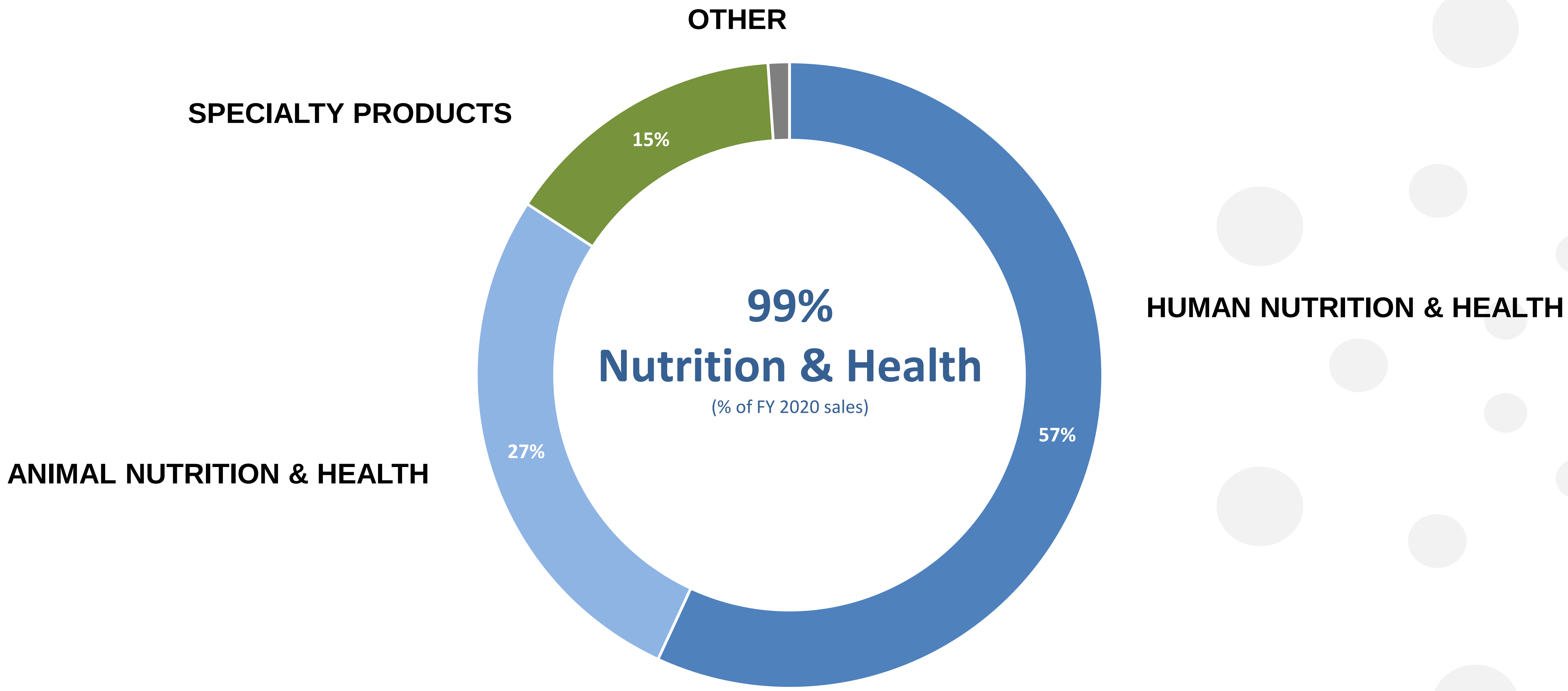
Balchem at a Glance



99% Of Revenues Focused On Nutrition & Health

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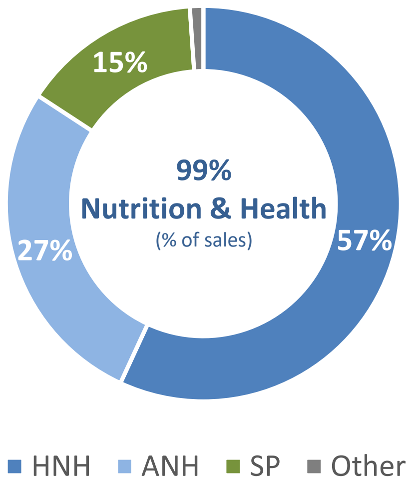
Segment Overview



Segment	Markets Served	Solutions
Human Nutrition & Health	• Nutritional Supplements • Food and Beverage • Infant & Toddler Formula • Organic Cereal	• **Microencapsulation** • **Choline** • **Chelated Minerals** • Powder, Flavor, & Cereal Systems
Animal Nutrition & Health	• Dairy • Poultry and Swine • Companion Animal • Aquaculture	• **Microencapsulation** • **Choline** • **Chelated Minerals** • Amino Acids and Other Nutrients
Specialty Products	• Medical Device Sterilization • Nut and Spice Fumigation • Plant Nutrition	• **Chelated Minerals** • Ethylene Oxide and Propylene Oxide re-packaging
Other	• Oil and Gas Fracking • Other Industrial Markets	• **Choline** • Choline Derivatives

Leveraging Solutions Across Segments

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Vision and Mission

Our vision is clear; ***to make the world a healthier place***

Our mission is to ***build a global nutrition and health company delivering trusted, innovative, and science based solutions to our customers***

Committed To Building A Global Nutrition And Health Company

Strategic Focus

- Strengthening Positions in Attractive, Growing Markets
  - Building scale, adding adjacent capabilities, expanding market and geographic reach, broadening our portfolio of solutions, investing in new science, enabling market awareness
- Driving Organic Growth
  - Creating new demand through innovation, market penetration, new product launches, geographic expansion, and expanding addressable markets
- Augmenting Organic Growth through Strategic Acquisitions
- Maintaining a Healthy Margin Profile, Strong Cash Flow, and Solid Balance Sheet to Execute

Staying Focused

Balchem Growth Platforms

Human Nutrition & Health

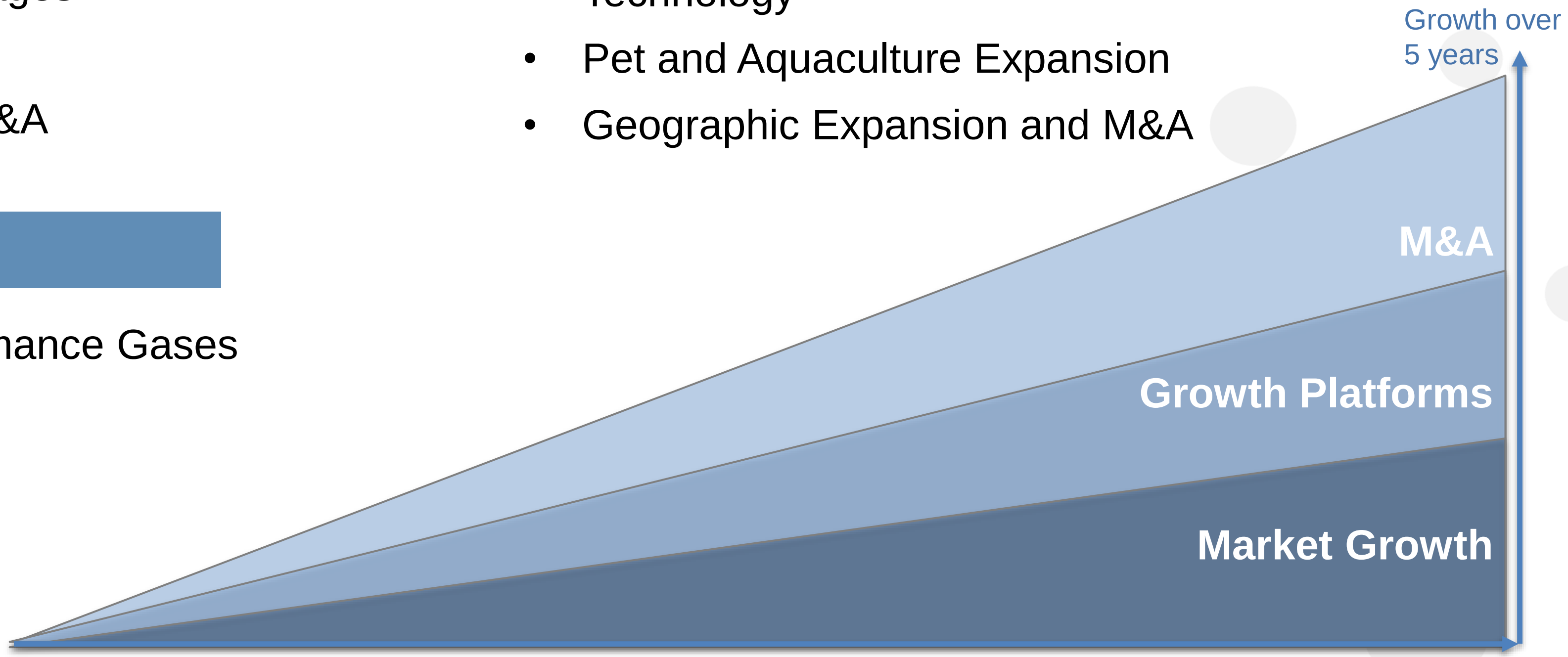
- Leveraging Synergies Across Segment
- FDA RDI for Choline and Expanded Choline Awareness / Science
- Mineral Nutrition
- Systems for Nutritional Beverages
- Curemark® Delivery System
- Geographic Expansion and M&A

Animal Nutrition & Health

- ReaShure® Penetration
- NRC Recommendation on Choline
- Rumen Protected Nutrients for Dairy
- Next Generation By-pass and Release Technology
- Pet and Aquaculture Expansion
- Geographic Expansion and M&A

Specialty Products

- Leveraging our Global Performance Gases Platform
- Plant Micronutrients
  - New Applications
  - New Products
  - Geographic Expansion

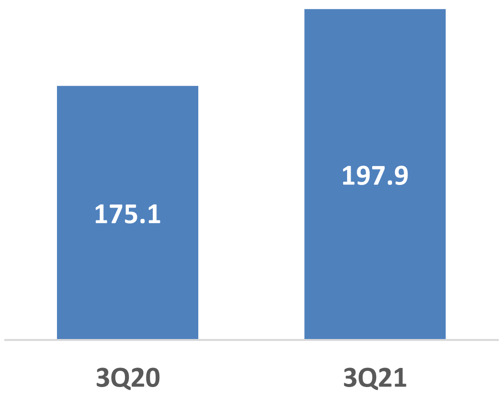


Multiple Platforms To Drive Growth

Q3 2021 Financial Summary

Sales
($M)

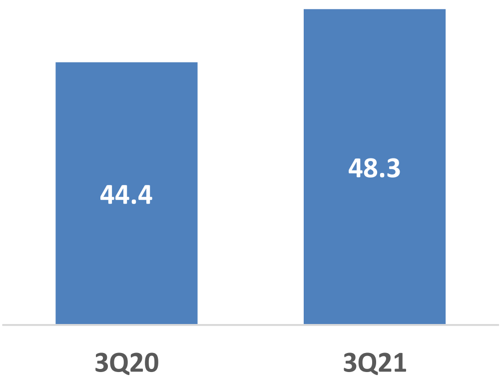
↑ 13.0%



- Strong growth in all three segments
- Higher sales prices to recapture raw material inflation

Adj. EBITDA
($M)

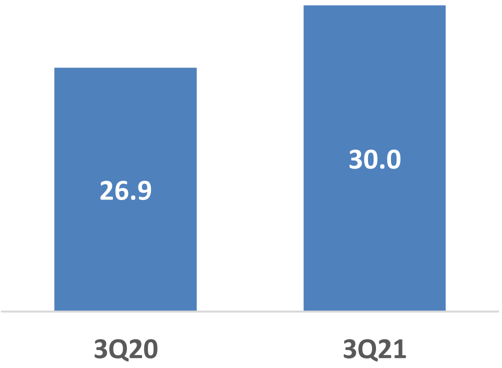
↑ 8.8%



- Driven by Sales growth
- Raw material inflation and logistics and distribution disruptions key headwinds, partially offset by pricing

Adj. Net Earnings
($M)

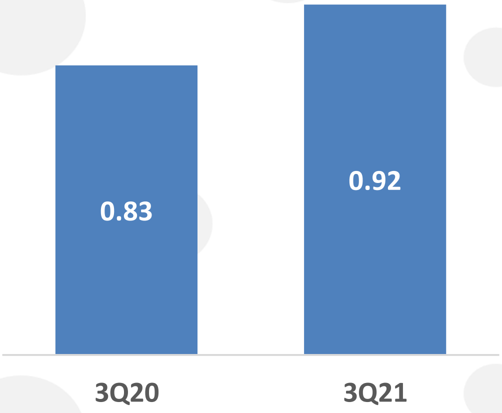
↑ 11.3%



- Driven by Sales growth
- Slightly higher tax rate in Q3 '21 compared to Q3 '20

Adj. EPS
($/share)

↑ 10.9%

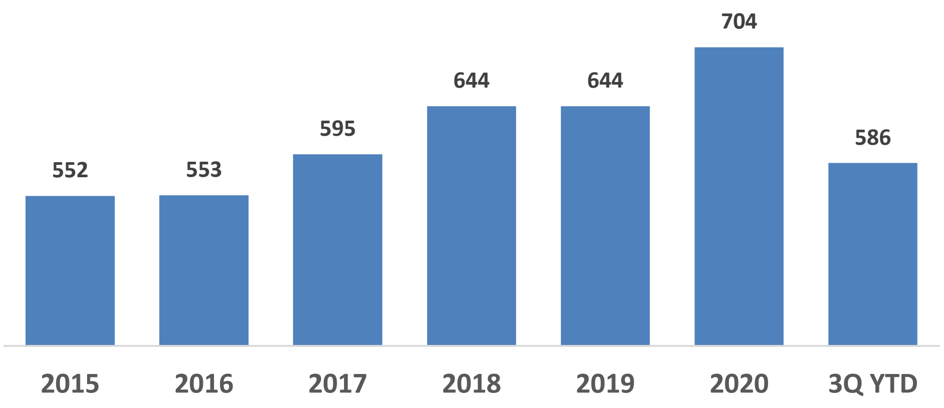


- Growth in earnings
- Small increase in diluted outstanding shares (+0.4%)

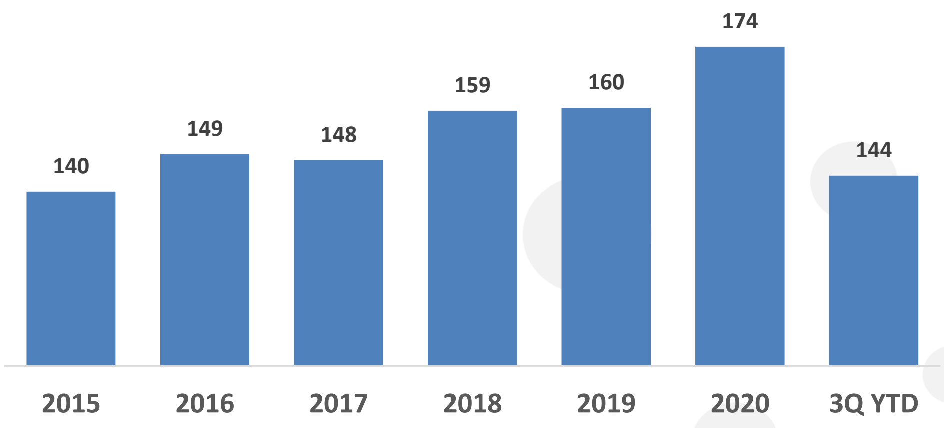
Strong Quarter In Challenging Environment

Historical Financials

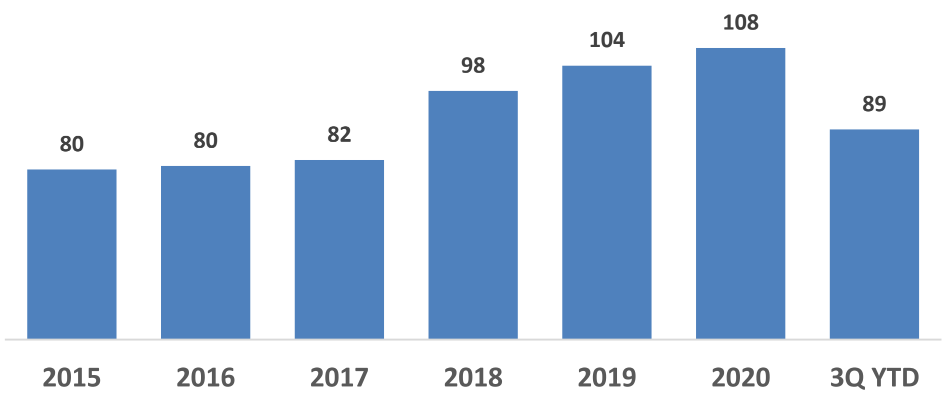
SALES ($M)



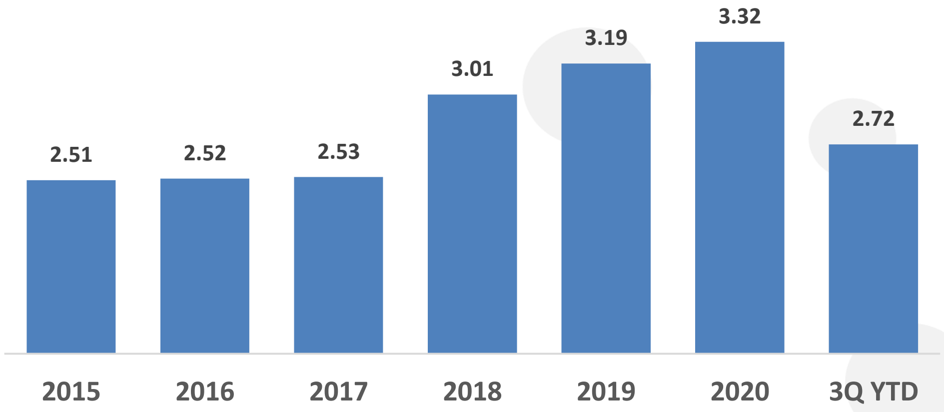
ADJ. EBITDA ($M)



ADJ. NET EARNINGS ($M)



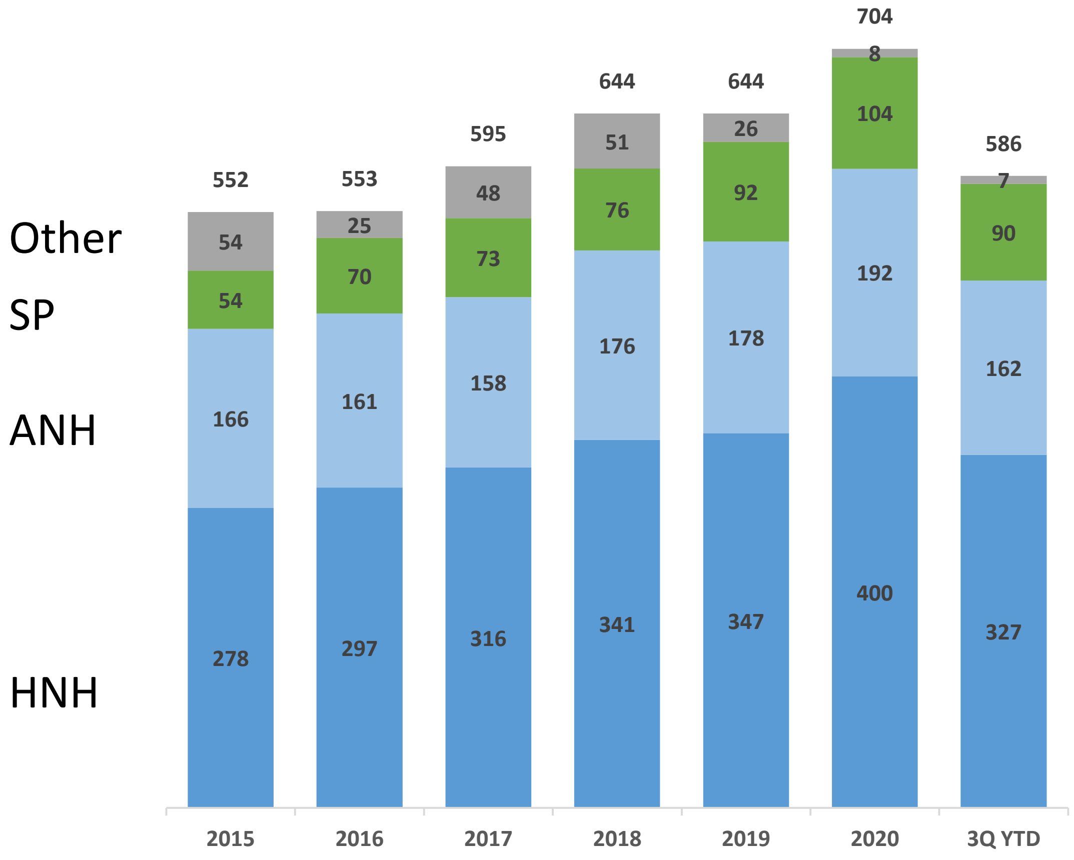
ADJ. EPS ($/share)



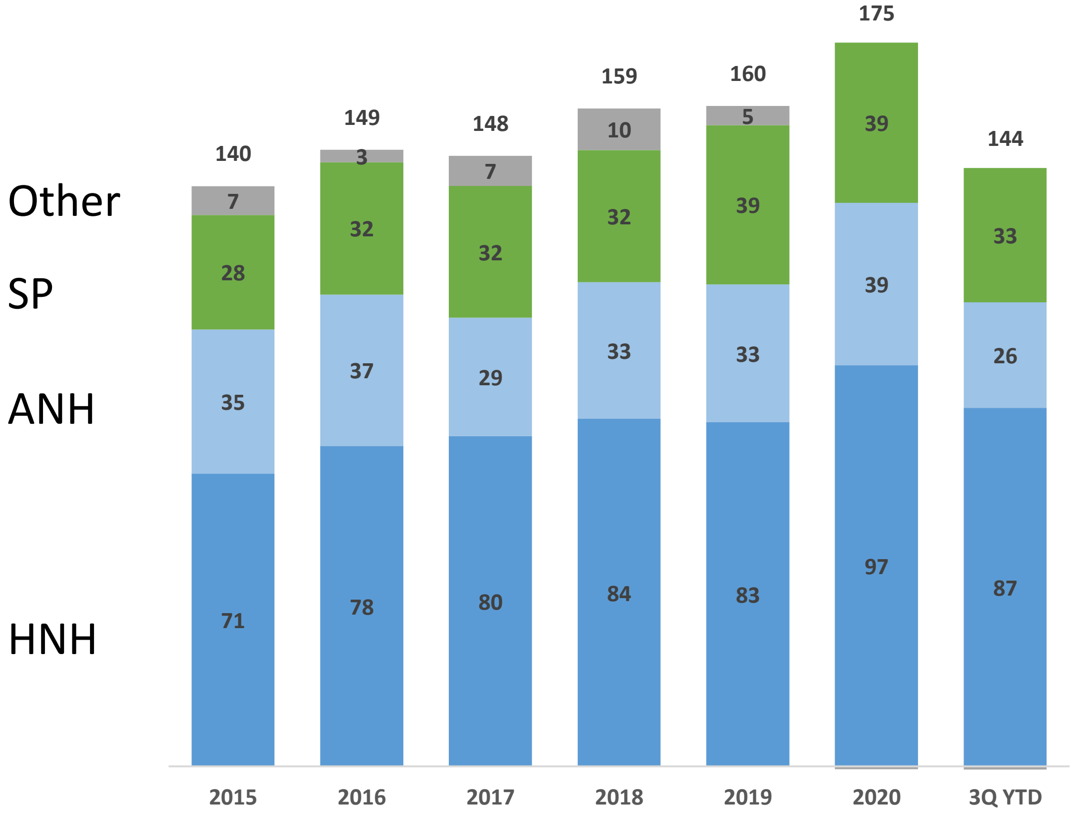
Consistent Performance Due To Resilient Business Model

Segment Financials

SALES ($M)



ADJ. EBITDA ($M)



Resilient Business Models

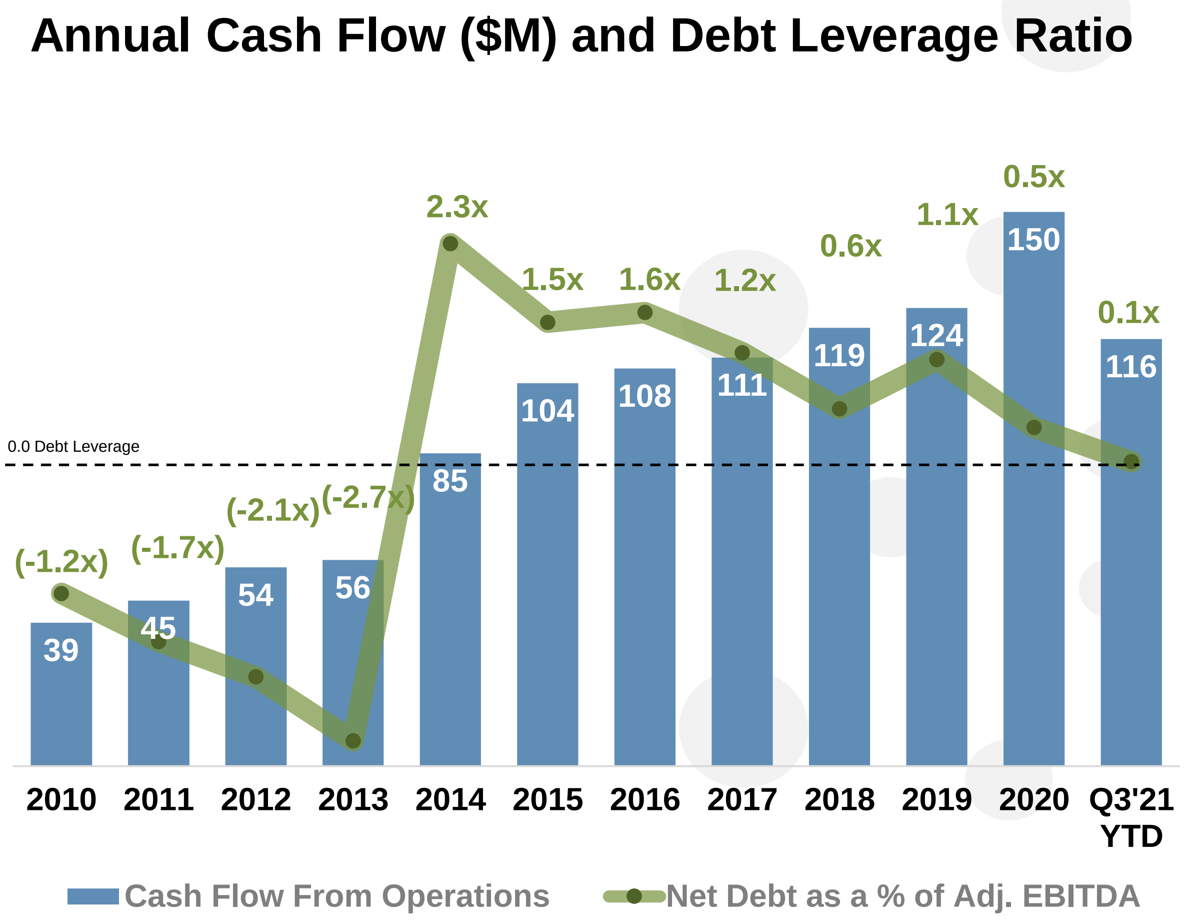
Capital Allocation Strategy and M&A

Capital Allocation Strategy

- Prioritize organic growth investments
- Augment organic growth with targeted M&A
- Pay down debt
- Continue to pay and grow dividend
- Stock buy-backs for anti-dilution

M&A

- Six acquisitions since 2016
- Focus on core Nutrition & Health
- Adding geographic reach, adjacent products/technologies, and market consolidation



Maintain Disciplined Capital Allocation Strategy

Recent Acquisitions

	Rationale	**Key Offering**
Zumbro River Brand December 2019	Market consolidation and expanded product offering	High protein extrusion and agglomeration
Chemogas May 2019	Adds leadership position in Europe to already existing U.S. leadership	Ethylene Oxide re-packaging and distribution
Bioscreen August 2018	Microencapsulation manufacturing in Europe	Microencapsulation and Fermentation
IFP June 2017	Market consolidation and processing technology and capability	Microencapsulation and Agglomeration
Chol-Mix March 2017	Geographic reach into Eastern Europe	Dry Choline Chloride
Albion February 2016	Adjacent product offering	Chelated Magnesium, Iron, Calcium, Zinc, and others

Augmenting Organic Growth With Targeted Acquisitions Close To Core

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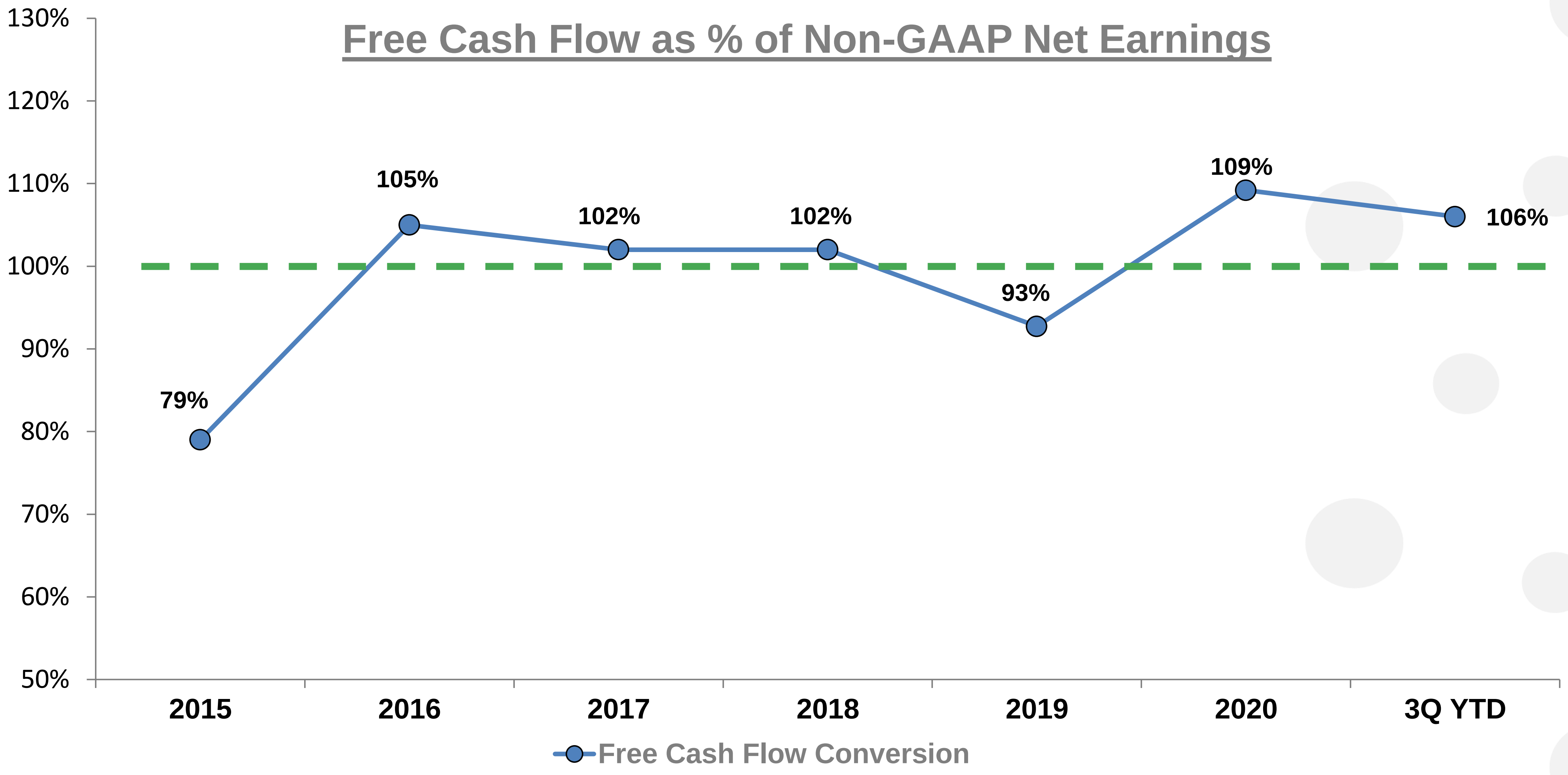
Free Cash Flow Conversion



Solid Free Cash Flow Conversion, Turning Profits Into Cash

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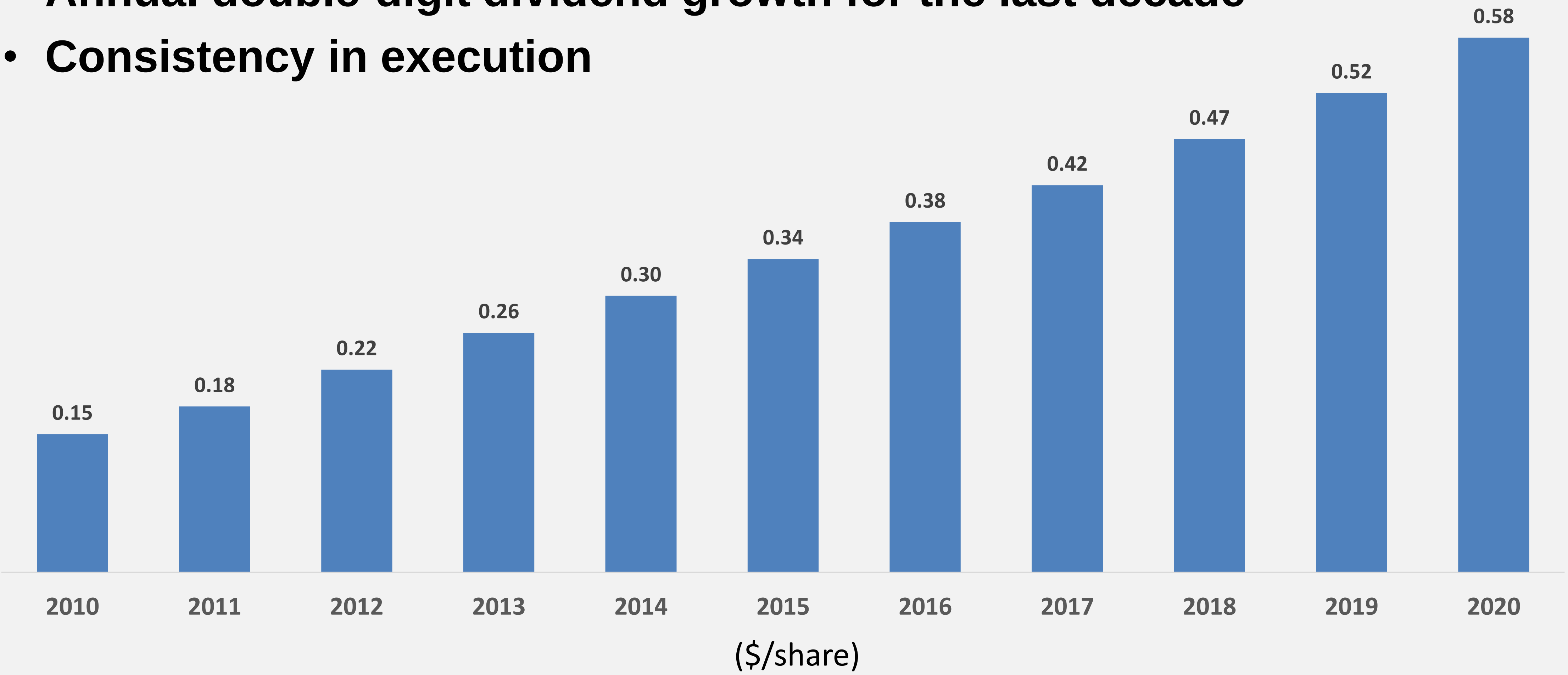
Dividends

- **Annual double-digit dividend growth for the last decade**
- **Consistency in execution**



Consistent Dividend Policy

Our Sustainability Framework

1.4 Billion People Reached in 2020

The total number of people impacted is calculated by the annual consumption of protein and the daily recommended doses of minerals, essential nutrients, and vitamins.

Every day, Balchem is delivering trusted solutions that enhance health and well-being through science.

The two objectives of our sustainability strategy directly support our vision of making the world a healthier place:

- providing innovative solutions for the health and nutritional needs of the world
- and operating with excellence as strong stewards of our employees, customers, shareholders, and communities

One of our proud accomplishments is Balchem's impact on 1.4 billion people each year.

Our 2030 ESG Goals

EMISSIONS REDUCTION

Balchem commits to reduce our GHG emissions by

25%

OPPORTUNITY EXAMPLES

- Process improvements in spray drying by increasing feed solids
- Reduce drying with product design (e.g., ReaShure®-XC)
- Major consumer efficiency improvements (e.g., modernized boilers)
- Use of renewable energy sources (e.g., Grimbergen solar project)

WATER CONSERVATION

Balchem commits to reduce our global water use by

25%

OPPORTUNITY EXAMPLES

- Eliminate "once through" cooling water systems in Marano and Verona sites
- Reduce water use in clean in place (CIP) systems with improved utilization and change to dry clean options
- Condensate recovery systems

Committed To 2030 Goals

Measuring Our Progress

People	Planet	Profit
1.4 billion – number of people reached per year	**10.8 billion** – number of animals reached per year	**28.2%** – revenue from products developed in the past five years
1.04 – total recordable injury rate (TRIR)	**3.75 GJ/ton** – energy intensity (GJ of energy per ton of product produced) **76,802 (CO_2e metric tons)** – scope 1 and scope 2 greenhouse gas emissions (CO_2e metric tons)	**$703.6M** – total revenue
26% – hourly employee turnover **7%** – salary employee turnover	**12.57 CBM** – water intensity (cubic meters of water withdrawal per metric ton of product produced) **0.06%** – water withdrawal from regions with high or extremely high baseline water stress	**$174.2M** – adjusted EBITDA
77% males, **23%** females – employee diversity	**99%** – hazardous waste reused or recycled **75%** – hazardous material suppliers audited in the last 3 years	**$84.6M** – GAAP net earnings **$2.60** – GAAP earnings per share
75% – R&D focused on health and nutrition	**100%** – of palm oil sourced certified through RSPO **37%** – raw materials from renewable resources	**138%** – free cash flow conversion
100% – manufacturing sites with local community engagement efforts	**0** – product recalls	**15.7%** – 5-year total shareholder return (TSR) vs Russell 2000 Index

People, Planet, Profit

What Makes Balchem Unique?

Proven Track Record Of Growth

- ✓ Proven ability to grow in all economic conditions
- ✓ Steady and thoughtful capital allocation
- ✓ Continued innovation

Protected Positions

- ✓ Consolidated position in Choline
- ✓ Premium branded products and patent portfolio
- ✓ EPA Registrations for EO and PO

Technologies

- ✓ Delivery Systems
  - Microencapsulation
  - Systems (Powders, Flavors)
- ✓ Chelation
- ✓ Choline

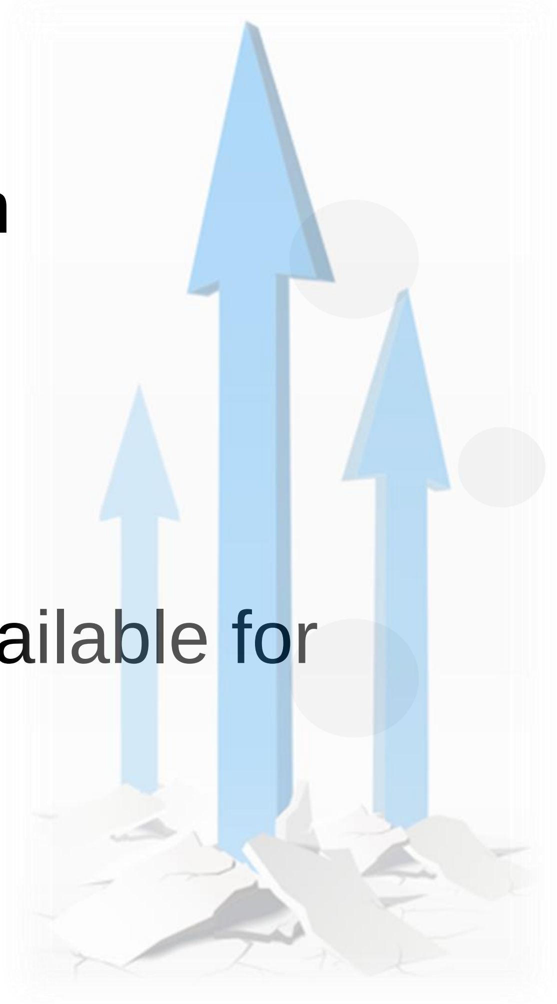
Future Upside

- ✓ Organic growth platforms and earnings power
  - Market Penetration
  - New Product Development
  - Geographic expansion
- ✓ Strategic M&A
- ✓ Curemark®

Well Positioned For The Future

Summary / Wrap Up

- Leading Positions in Attractive Markets
- Creating New Demand Through Innovation
- Delivering Healthy Margins
- Generating Cash Flow from Operations Available for Reinvestment
- Proven Track Record



Reasons To Invest

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Appendix

Non-GAAP Financial Information

Non-GAAP Financial Information

In addition to disclosing financial results in accordance with United States (U.S.) generally accepted accounting principles (GAAP), this earnings release contains non-GAAP financial measures that we believe are helpful in understanding and comparing our past financial performance and our future results. The non-GAAP financial measures disclosed by the company exclude certain business combination accounting adjustments and certain other items related to acquisitions, certain unallocated equity compensation, and certain one-time or unusual transactions. These non-GAAP financial measures should not be considered a substitute for, or superior to, financial measures calculated in accordance with GAAP, and the financial results calculated in accordance with GAAP and reconciliations from these results should be carefully evaluated. Management believes that these non-GAAP measures provide useful information about the Company's core operating results and thus are appropriate to enhance the overall understanding of the Company's past financial performance and its prospects for the future. The non-GAAP financial measures in this press release include adjusted gross margin, adjusted earnings from operations, adjusted net earnings and the related adjusted per diluted share amounts, EBITDA, adjusted EBITDA, adjusted income tax expense, and free cash flow. EBITDA is defined as earnings before interest, other expense/income, taxes, depreciation and amortization. Adjusted EBITDA is defined as earnings before interest, other expense/income, taxes, depreciation, amortization, stock-based compensation, transaction and integration costs, indemnification settlements, legal settlements, ERP implementation costs, unallocated legal fees, the fair valuation of acquired inventory, goodwill impairment, restructuring costs, and the expense related to a flash flood event. Adjusted income tax expense is defined as income tax expense adjusted for the impact of ASU 2016-09. Free cash flow is defined as net cash provided by operating activities less capital expenditures and capitalized ERP implementation costs.

Non-GAAP Financial Information - Continued

Table 1

Reconciliation of Non-GAAP Measures to GAAP

(Dollars in thousands, except per share data)

(unaudited)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2021	2020	2021	2020
Reconciliation of adjusted gross margin				
GAAP gross margin	$ 60,934	$ 56,368	$ 179,108	$ 167,079
Expense related to a flash flood event (1)	543	—	4,308	—
Inventory valuation adjustment (2)	—	—	—	208
Amortization of intangible assets and finance lease (3)	336	881	1,164	2,347
Adjusted gross margin	$ 61,813	$ 57,249	$ 184,580	$ 169,634
Reconciliation of adjusted earnings from operations				
GAAP earnings from operations	$ 32,513	$ 29,028	$ 93,681	$ 82,223
Expense related to a flash flood event (1)	543	—	4,308	—
Inventory valuation adjustment (2)	—	—	—	208
Amortization of intangible assets and finance lease (3)	6,207	7,062	19,025	21,026
Transaction and integration costs, ERP implementation costs, and unallocated legal fees (4)	305	161	1,005	2,179
Goodwill impairment (5)	—	—	—	1,228
Adjusted earnings from operations	$ 39,568	$ 36,251	$ 118,019	$ 106,864
Reconciliation of adjusted net earnings				
GAAP net earnings	$ 25,013	$ 21,568	$ 71,155	$ 62,461
Expense related to a flash flood event (1)	543	—	4,308	—
Inventory valuation adjustment (2)	—	—	—	208
Amortization of intangible assets and finance lease (3)	6,278	7,133	19,237	21,238
Transaction and integration costs, ERP implementation costs, and unallocated legal fees (4)	305	161	1,005	2,179
Goodwill impairment (5)	—	—	—	1,228
Income tax adjustment (6)	(2,164)	(1,938)	(6,886)	(6,387)
Adjusted net earnings	$ 29,975	$ 26,924	$ 88,819	$ 80,927
Adjusted net earnings per common share - diluted	$ 0.92	$ 0.83	$ 2.72	$ 2.49

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Non-GAAP Financial Information - Continued

Table 2
(unaudited)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2021	**2020**	**2021**	**2020**
Net income - as reported	$ 25,013	$ 21,568	$ 71,155	$ 62,461
Add back:				
Provision for income taxes	7,072	6,339	20,932	15,909
Other expense	428	1,121	1,594	3,853
Depreciation and amortization	12,088	12,984	36,410	38,137
EBITDA	44,601	42,012	130,091	120,360
Add back certain items:				
Non-cash compensation expense related to equity awards	2,895	2,254	8,809	6,708
Expense related to a flash flood event (1)	543	—	4,308	—
Inventory valuation adjustment (2)	—	—	—	208
Transaction and integration costs, ERP implementation costs, and unallocated legal fees (4)	305	161	1,005	2,179
Goodwill impairment (5)	—	—	—	1,228
Adjusted EBITDA	$ 48,344	$ 44,427	$ 144,213	$ 130,683

The following table sets forth a reconciliation of our GAAP effective income tax rate to our non-GAAP effective income tax rate for the three and nine months ended September 30, 2021 and 2020.

Non-GAAP Financial Information - Continued

Table 3
(unaudited)

	Three Months Ended September 30,			
	2021	Effective Tax Rate	2020	Effective Tax Rate
GAAP Income Tax Expense	$ 7,072	22.0 %	$ 6,339	22.7 %
Impact of ASU 2016-09 [7]	491		189	
Adjusted Income Tax Expense	$ 7,563	23.6 %	$ 6,528	23.4 %

	Nine Months Ended September 30,			
	2021	Effective Tax Rate	2020	Effective Tax Rate
GAAP Income Tax Expense	$ 20,932	22.7 %	$ 15,909	20.3 %
Impact of ASU 2016-09 [7]	1,031		1,019	
Adjusted Income Tax Expense	$ 21,963	23.9 %	$ 16,928	21.6 %

Table 4
(unaudited)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2021	2020	2021	2020
Net cash provided by operating activities	$ 39,634	$ 35,360	$ 116,023	$ 102,540
Capital expenditures and capitalized ERP implementation costs	(8,559)	(7,096)	(22,106)	(19,843)
Free cash flow	$ 31,075	$ 28,264	$ 93,917	$ 82,697

Non-GAAP Financial Information - Continued

[1] Expense related to a flash flood event: Expenses related to a flash flood event at our Verona, Missouri manufacturing site are expensed in our GAAP financial statements. We believe that excluding these costs from our non-GAAP financial measures is useful to investors because such expense is inconsistent in amount and frequency causing comparison of current and historical financial results to be difficult.

[2] Inventory valuation adjustment: Business combination accounting principles require us to measure acquired inventory at fair value. The fair value of inventory reflects the acquired company's cost of manufacturing plus a portion of the expected profit margin. The non-GAAP adjustment to our cost of sales excludes the expected profit margin component that is recorded under business combination accounting principles. We believe the adjustment is useful to investors as an additional means to reflect cost of sales and gross margin trends of our business.

[3] Amortization of intangible assets and finance lease: Amortization of intangible assets and finance lease consists of amortization of customer relationships, trademarks and trade names, developed technology, regulatory registration costs, patents and trade secrets, capitalized loan issuance costs, other intangibles acquired primarily in connection with business combinations, an intangible asset in connection with a company-wide ERP system implementation, and one finance lease. We record expense relating to the amortization of these intangibles and finance lease in our GAAP financial statements. Amortization expenses for our intangible assets and finance lease are inconsistent in amount and are significantly impacted by the timing and valuation of an acquisition. Consequently, our non-GAAP adjustments exclude these expenses to facilitate an evaluation of our current operating performance and comparisons to our past operating performance.

[4] Transaction and integration costs, ERP implementation costs and unallocated legal fees: Transaction and integration costs related to acquisitions and divestitures are expensed in our GAAP financial statements. ERP implementation costs related to a company-wide ERP system implementation are expensed in our GAAP financial statements. Unallocated legal fees for transaction-related non-compete agreement disputes are expensed in our GAAP financial statements. Management excludes these items for the purposes of calculating Adjusted EBITDA and other non-GAAP financial measures. We believe that excluding these items from our non-GAAP financial measures is useful to investors because these are items associated with each transaction and are inconsistent in amount and frequency causing comparison of current and historical financial results to be difficult.

[5] Goodwill impairment: A goodwill impairment charge related to business formerly included in the Industrial Products segment is expensed in our GAAP financial statements. Management excludes this item for the purposes of calculating Adjusted EBITDA and other non-GAAP financial measures. We believe that excluding this item from our non-GAAP financial measures is useful to investors because this item is inconsistent in amount and frequency causing comparison of current and historical financial results to be difficult.

[6] Income tax adjustment: For purposes of calculating adjusted net earnings and adjusted diluted earnings per share, we adjust the provision for (benefit from) income taxes to tax effect the taxable and deductible non-GAAP adjustments described above as they have a significant impact on our income tax (benefit) provision. Additionally, the income tax adjustment is adjusted for the impact of adopting ASU 2016-09, "Improvements to Employee Share-Based Payment Accounting" and uses our non-GAAP effective rate applied to both our GAAP earnings before income tax expense and non-GAAP adjustments described above. See Table 3 for the calculation of our non-GAAP effective tax rate.

[7] Impact of ASU 2016-09: The primary impact of ASU No. 2016-09, "Improvements to Employee Share-Based Payment Accounting" ("ASU 2016-09"), was the recognition during the three and nine months ended September 30, 2021 and 2020, of excess tax benefits as a reduction to the provision for income taxes and the classification of these excess tax benefits in operating activities in the consolidated statement of cash flows instead of financing activities.