



# Minerals Technologies Overview

January 2017

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MINERALS TECHNOLOGIES INC.

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*This presentation may contain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995 which describe or are based on current expectations. Actual results may differ materially from these expectations. In addition, any statements that are not historical fact (including statements containing the words "believes," "plans," "anticipates," "expects," "estimates," and similar expressions) should also be considered to be forward-looking statements. The company undertakes no obligation to publicly update any forward-looking statement, whether as a result of new information, future events, or otherwise. Forward-looking statements in this document should be evaluated together with the many uncertainties that affect our businesses, particularly those mentioned in the risk factors and other cautionary statements in our 2015 Annual Report on Form 10-K and in our other reports filed with the Securities and Exchange Commission.*

*Also, this presentation will include certain financial measures that were not prepared in accordance with generally accepted accounting principles. Reconciliations of those non-GAAP financial measures to the most directly comparable GAAP financial measures can be found in our Current Report on Form 8-K dated August 4, 2016, and in our other reports filed with the Securities and Exchange Commission, available on our website at [www.mineralstech.com](http://www.mineralstech.com) in the "Investor Information - SEC Filings" section.*

# Doug Dietrich Elected CEO



- On December 12, 2016, the Minerals Technologies Board of Directors elected Douglas T. Dietrich Chief Executive Officer.
- Doug Dietrich has been involved in the day-to-day operation of MTI since 2007 and has exhaustive knowledge of all aspects of the company.
- In his most recent position as Chief Financial Officer, which he assumed in 2011, he had global responsibility for Finance, Tax, Treasury, Audit, Information Technology and Global Shared Service Functions. He joined MTI as Vice President, Corporate Development and Treasury, where he led the company's Corporate Strategy and M&A initiatives and Treasury function.
- Before joining MTI, Mr. Dietrich served as Vice President, Alcoa Wheel Products - Automotive Wheels, a division with six manufacturing facilities located in the U.S., Canada, Venezuela, and Russia. He previously served as president of Alcoa Latin America Extrusion, a business unit with operations located in Brazil, Venezuela, the United States, Korea and Russia. He also served as General Manager, Global Rod and Bar Products, which produced specialty alloys for the Automotive and Aerospace industries. His first position with Alcoa was as Manager, Business Development and Strategic Global Sourcing - Asia & Latin America, where he developed and implemented a low-cost country sourcing strategy with focus on China and Brazil.
- Before joining Alcoa, Mr. Dietrich worked for Eaton Corporation and Westinghouse Electric Corporation where he held various positions in Engineering and Operations Management.
- He holds a Bachelor of Science degree in Mechanical Engineering from the University of Michigan and an MBA in Finance from The Wharton School at the University of Pennsylvania.

# MTI's Continuing Commitment to High Performance

**Culture of Engagement, Transparency and Accountability**

**Highly Structured Business System**

**Operational Excellence/Continuous Improvement**

**Growth Strategies: Geographic Expansion, New Product Innovation and M&A**

# MTI Today

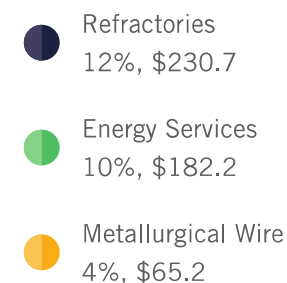
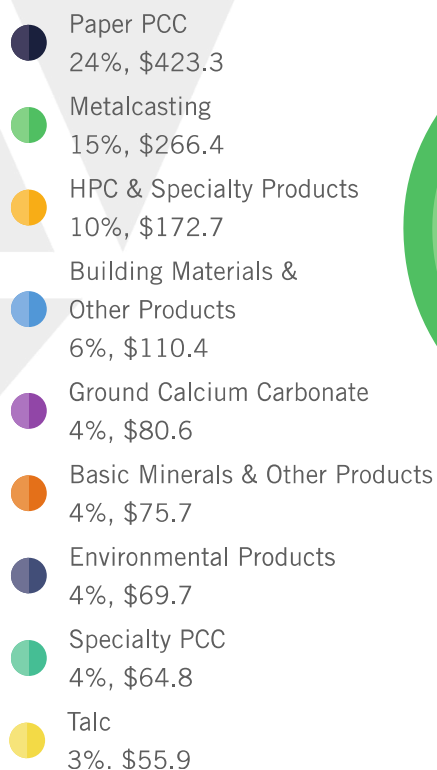
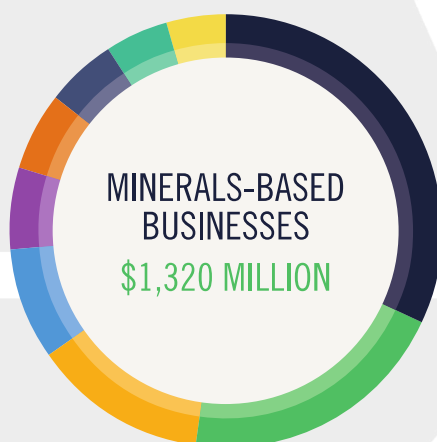
*Minerals Technologies Inc. is a resource and technology based growth company that develops, produces and markets worldwide a broad range of specialty mineral, mineral-based and synthetic mineral products and related systems and services. MTI serves the paper, foundry, construction, steel, environmental, energy, polymer and consumer products industries.*



# Diverse Revenue Streams

## 2015 NET SALES BY PRODUCT LINE

(percentage/millions of dollars)



# Leadership Positions Across Products

- ▶ #1 Worldwide in Precipitated Calcium Carbonate (PCC)
- ▶ #1 Worldwide in Bentonite
- ▶ #1 North America in Specialty PCC
- ▶ #1 in the U.S. for Metalcasting Binders
- ▶ #1 U.S. in Bulk Clumping Cat Litter
- ▶ #1 in North American Monolithic Refractories
- ▶ #1 North America and Europe in Solid Core Calcium Wire
- ▶ #1 Globally in Refractory Laser Measurement Systems
- ▶ #1 in Quality Assured Waterproof Concrete Structures



# MTI At A Glance



## Minerals Businesses

### Specialty Minerals

- **\$625 Million 2015 Sales**
- Paper PCC
- Performance Minerals

### Performance Materials

- **\$515 Million 2015 Sales**
- Metalcasting
- Household and Personal Care
- Basic Minerals

### Construction Technologies

- **\$180 Million 2015 Sales**
- Environmental Products
- Building Materials
- Drilling Products

## Service Businesses

### Refractories

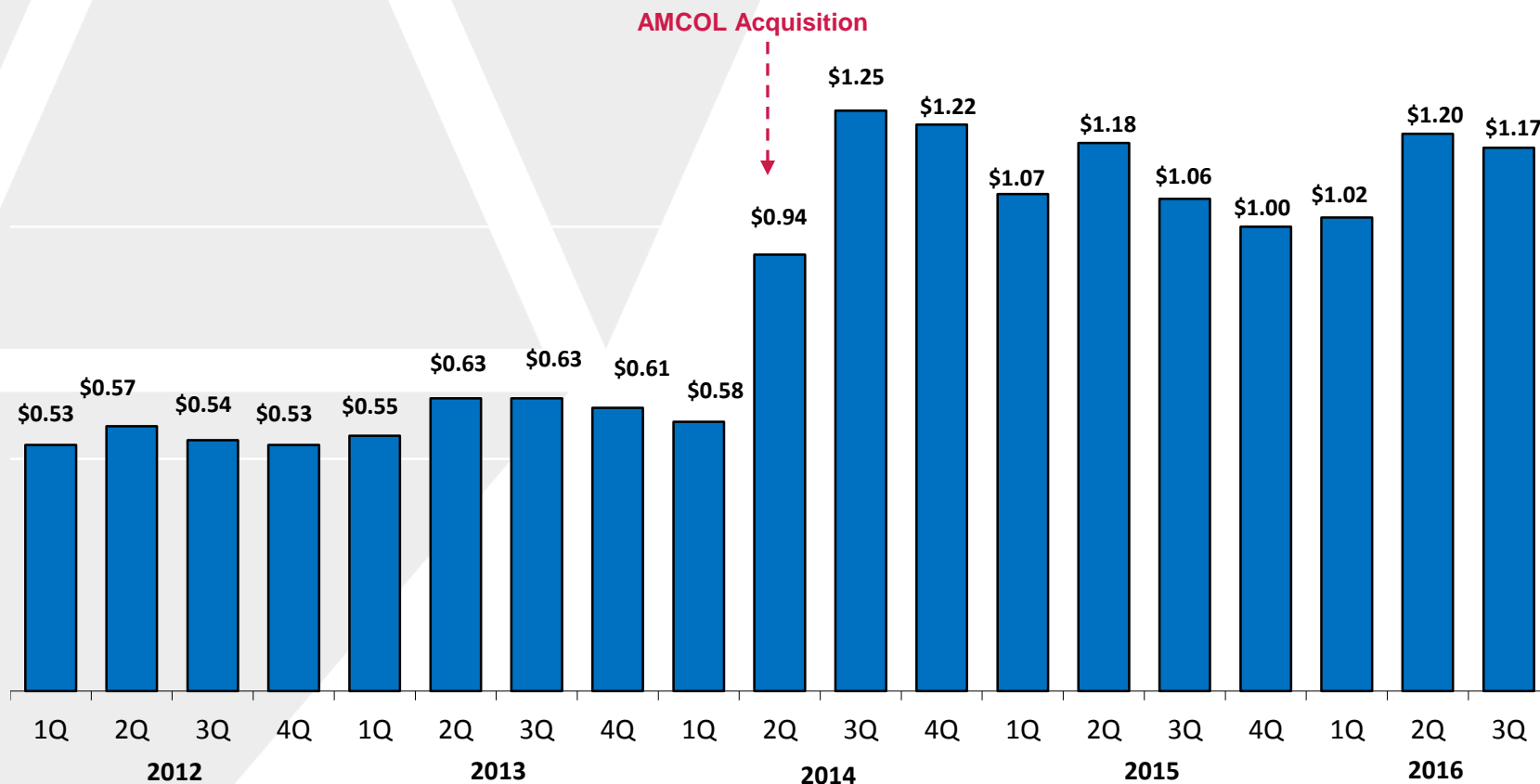
- **\$296 Million 2015 Sales**
- Refractories
- Metallurgical Wire

### Energy Services

- **\$182 Million 2015 Sales**
- Off-Shore Services
  - Filtration
  - Well Testing



# Quarterly EPS Trends



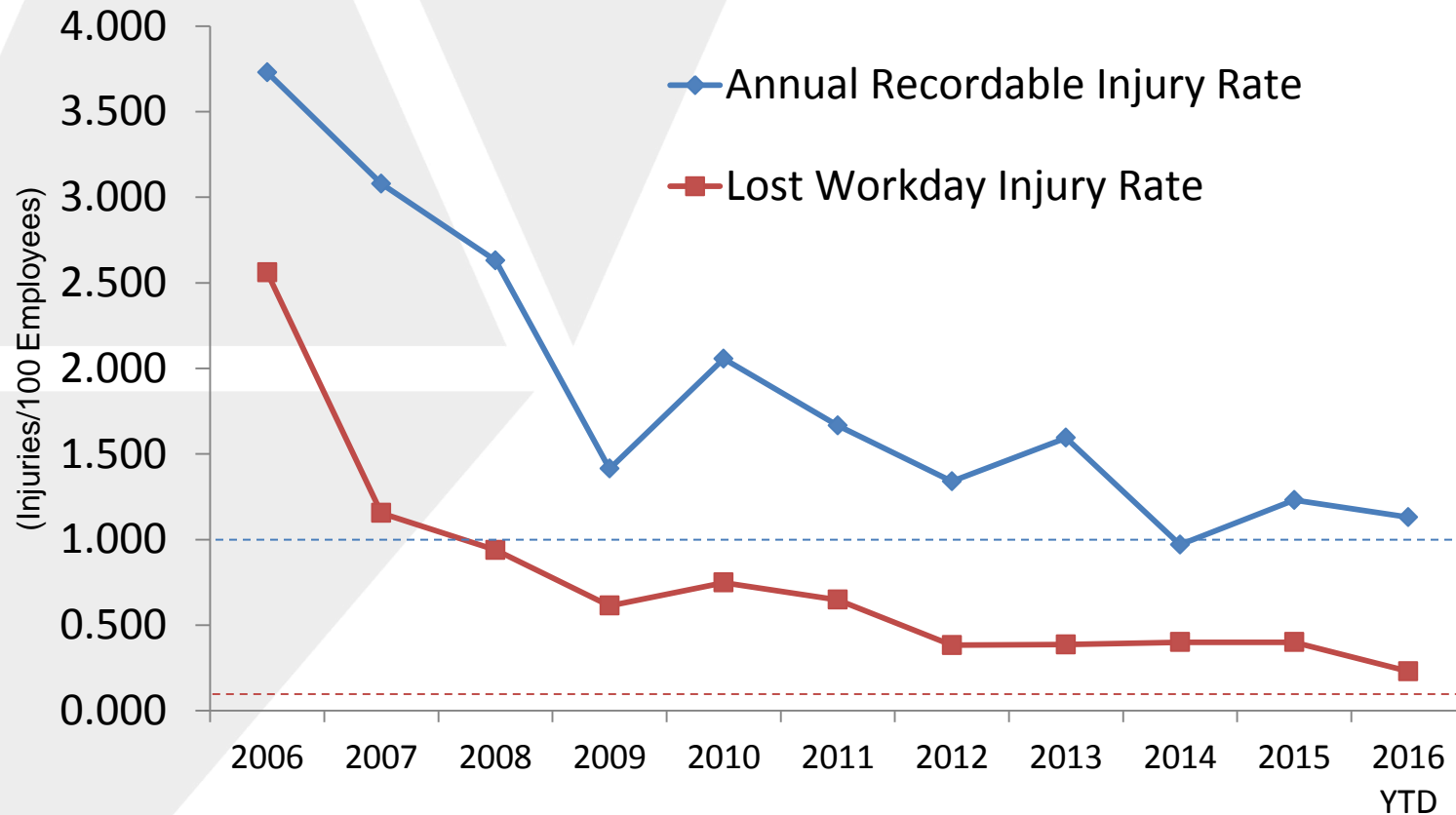
The above chart reflects the Company's EPS, excluding special items, such as acquisition-related costs, restructuring, gains/(losses) on asset sales and impairment costs and related tax effects, for all periods presented. This is a non-GAAP measure that the Company believes provides meaningful supplemental information regarding its performance.

# Safety



Safety: Historical Injury Rates

(Injuries/100 Employees)



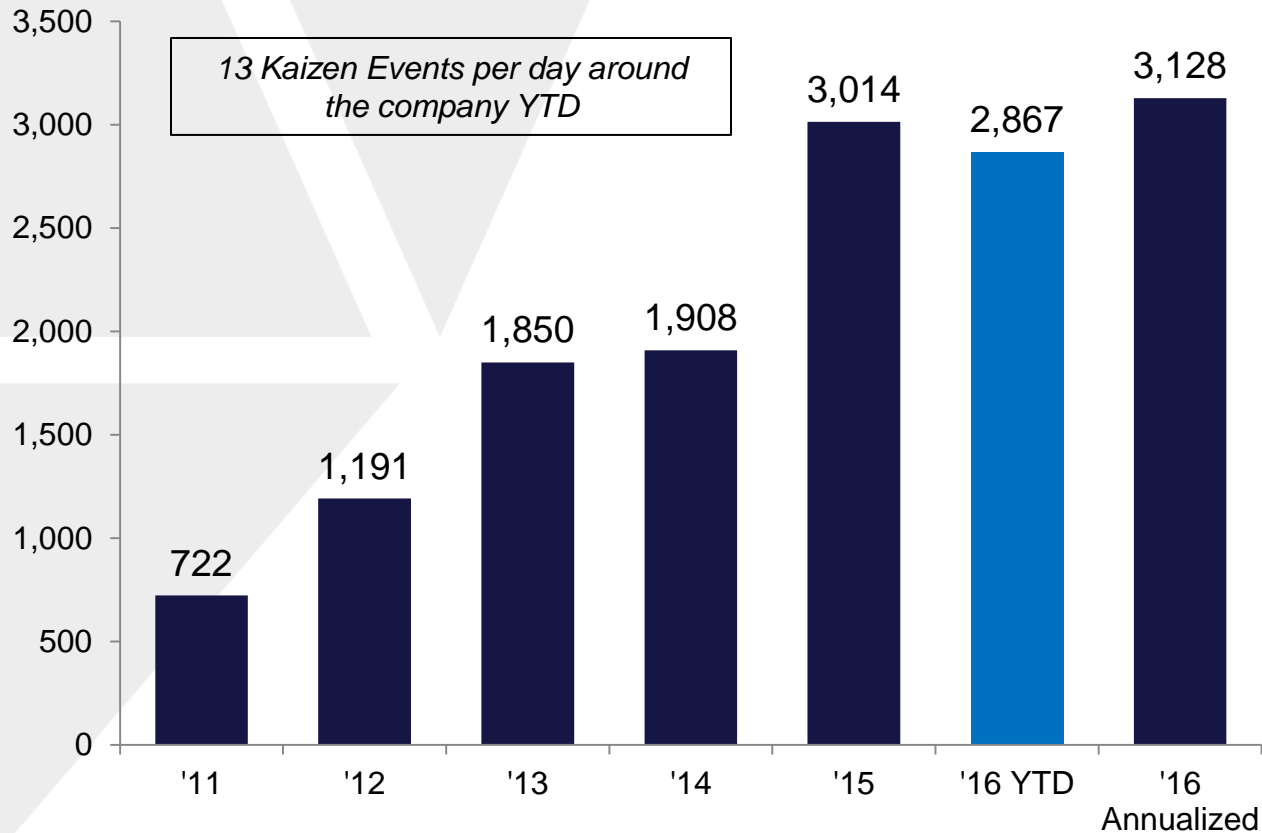
• World Class Recordable Injury Rate

• World Class Lost Workday Rate

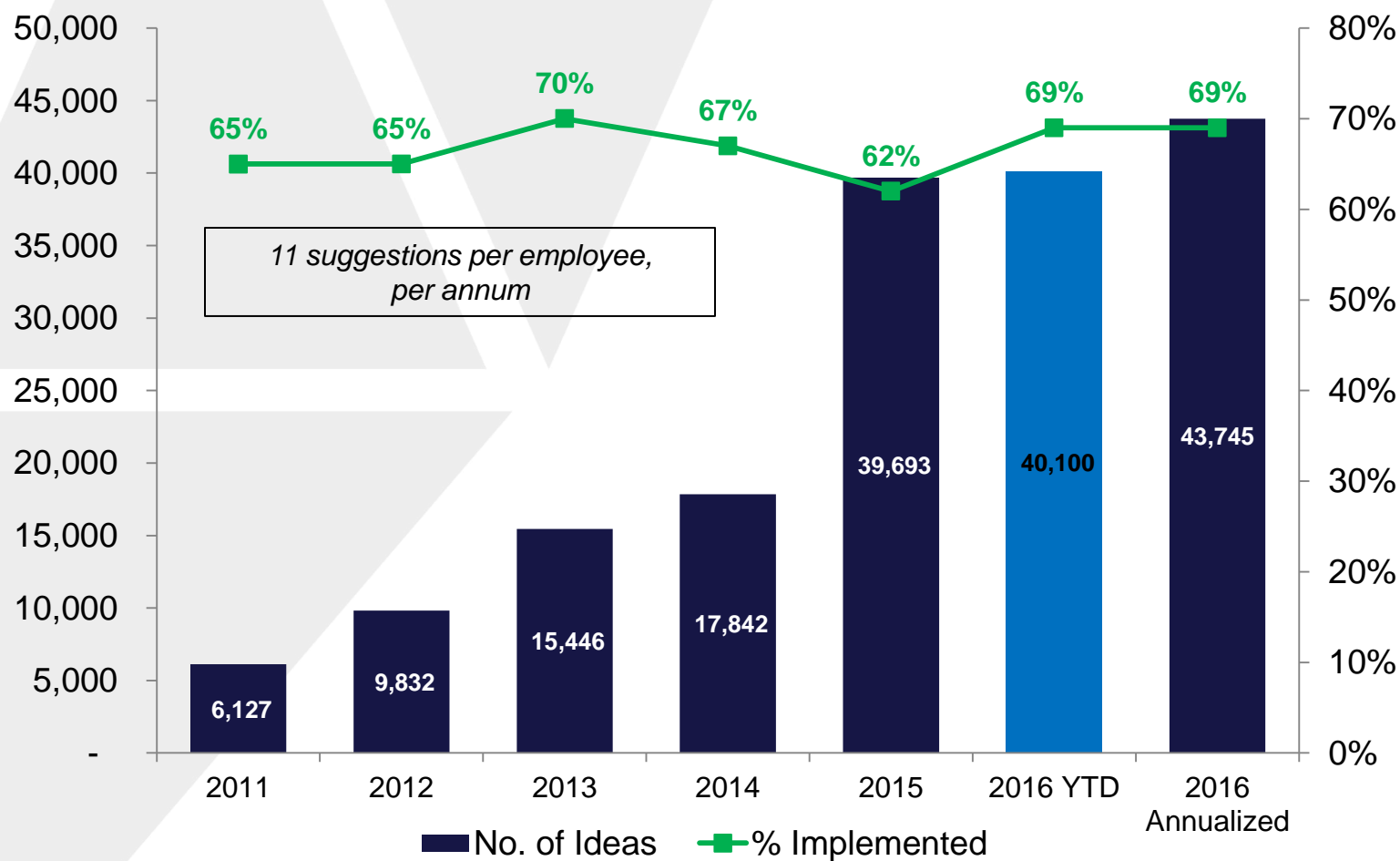
# Kaizen Events



**Kaizen Events (number by year)**



# Suggestions



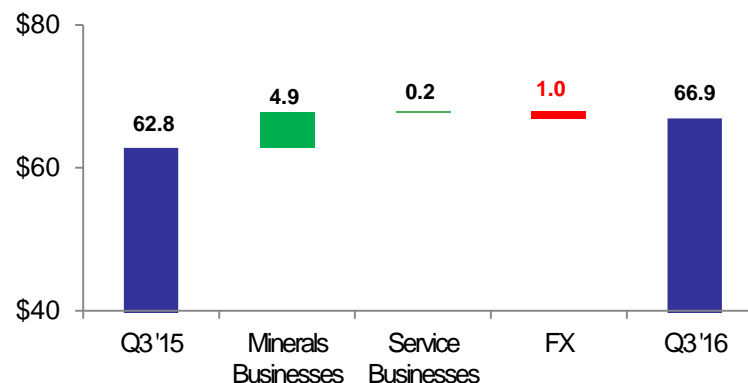
# MTI Consolidated Third Quarter Results



## Financial Summary (\$ in millions, except EPS)

	<u>Q3 16</u>	<u>Q3 15</u>
<b>Sales</b>	<b>399.5</b>	<b>451.0</b>
<b>Operating Income</b>	<b>66.9</b>	<b>62.8</b>
<b>% of Sales</b>	<b>16.7%</b>	<b>13.9%</b>
<b>EPS</b>	<b>1.17</b>	<b>1.06</b>

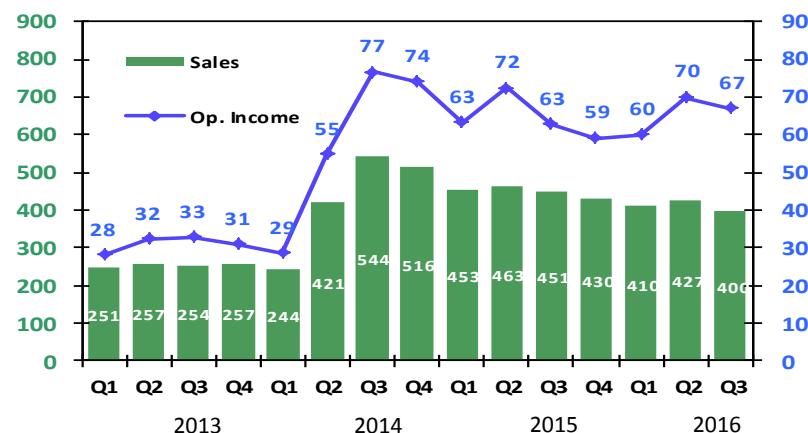
## Summary Operating Income Bridge (\$ in millions)



## Performance Highlights

- ▶ Strong Operating Margins – 16.7%
- ▶ Productivity Improvements -5%
- ▶ Raw Material and Energy Savings
- ▶ China Revenue Growth of 8%
  - ▶ Successful Sun Paper Filler Satellite Startup
- ▶ Debt Principal Payments of \$50 Million

## Historical Quarterly Operating Results (\$ in millions)



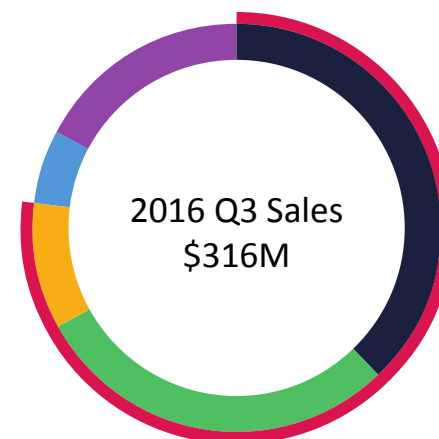
The above table/chart reflects the Company's Operating Income and EPS, excluding special items, such as acquisition-related costs, gains/(losses) on asset sales, restructuring, & impairment costs & related tax effects, for all periods presented. The company believes these non-GAAP measures provide meaningful supplemental information regarding its performance.

# Minerals Businesses Results

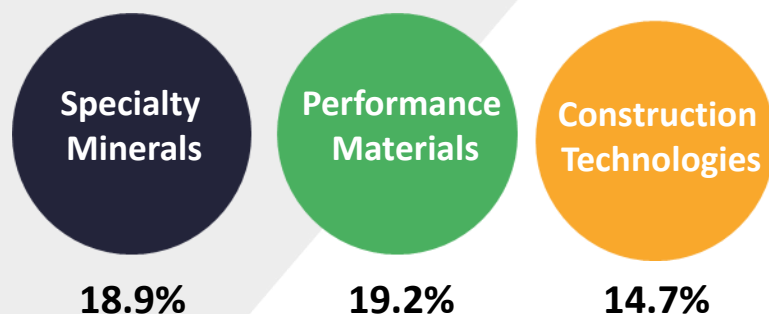


## Third Quarter Financials (\$ in millions)

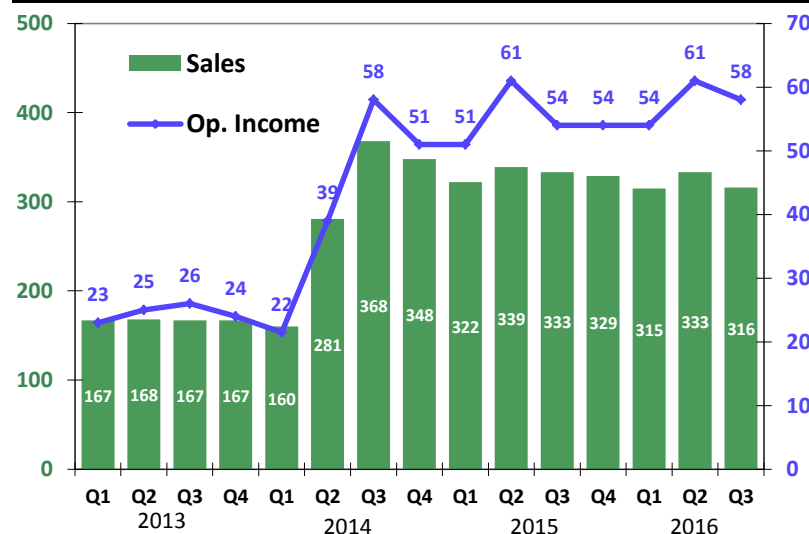
	<u>Q3 16</u>	<u>Q3 15</u>
<b>Sales</b>	<b>316.3</b>	<b>332.7</b>
<b>Operating Income</b>	<b>58.0</b>	<b>53.8</b>
<i>% of Sales</i>	<i>18.3%</i>	<i>16.2%</i>
<b>EBITDA</b>	<b>73.7</b>	<b>76.5</b>
<i>% of Sales</i>	<i>23.3%</i>	<i>23.0%</i>



## Operating Margins



## Historical Quarterly Operating Results (\$ in millions)



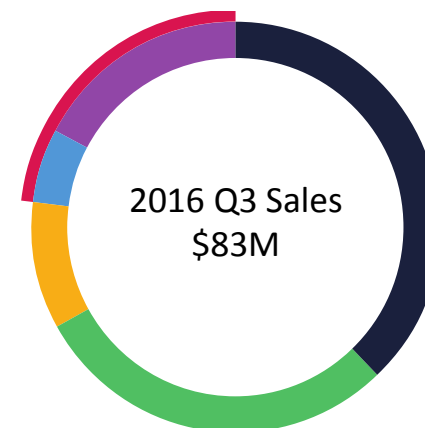
The above table/chart reflects the Company's Operating Income and EBITDA, excluding special items, such as acquisition-related costs, restructuring, and impairment costs and related tax effects, for all periods presented. These are non-GAAP measures that the Company believes provides meaningful supplemental information regarding its performance.

# Service Businesses Results

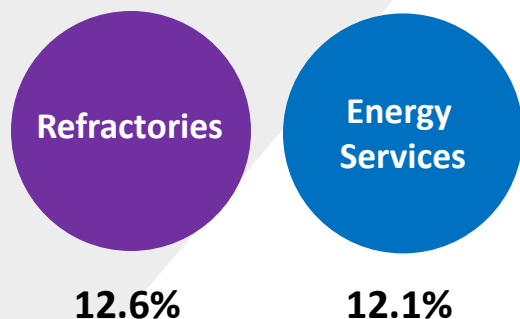


## Third Quarter Financials (\$ in millions)

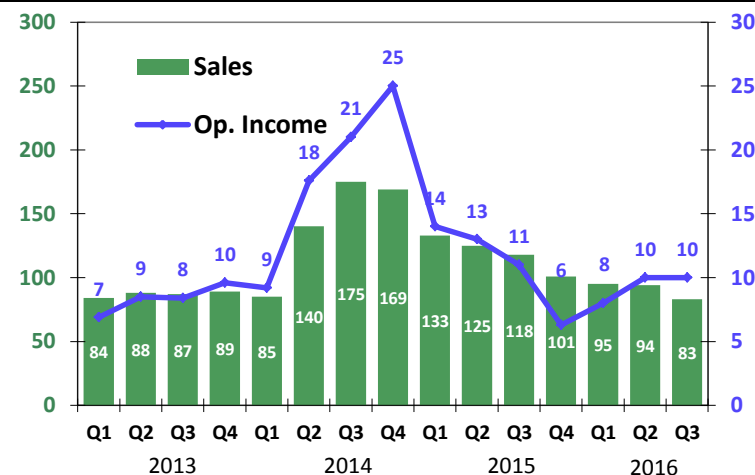
	<u>Q3 16</u>	<u>Q3 15</u>
<b>Sales</b>	<b>83.2</b>	<b>118.3</b>
<b>Operating Income</b>	<b>10.4</b>	<b>10.5</b>
<b>% of Sales</b>	<b>12.5%</b>	<b>8.9%</b>
<b>EBITDA</b>	<b>14.7</b>	<b>17.0</b>
<b>% of Sales</b>	<b>17.7%</b>	<b>14.4%</b>



## Operating Margins



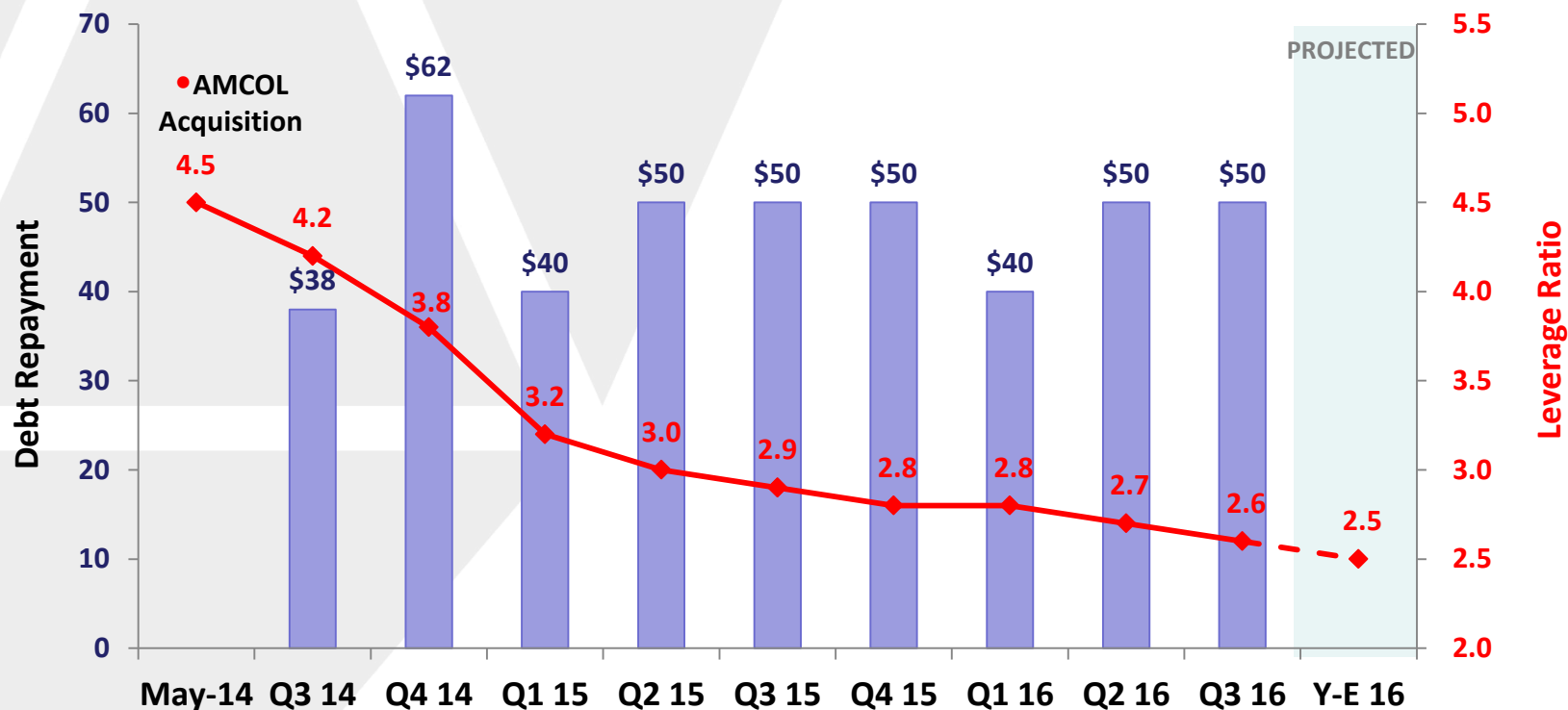
## Historical Quarterly Operating Results (\$ in millions)



The above table/chart reflects the Company's Operating Income and EBITDA, excluding special items, such as acquisition-related costs, restructuring, and impairment costs and related tax effects, for all periods presented. These are non-GAAP measures that the Company believes provides meaningful supplemental information regarding its performance.



# Debt Repayment Update



- Debt Repayment of \$430 Million over past 9 quarters
- Projected 2.4x Net Leverage Ratio at end of 2016
- Total Liquidity at \$400 Million -> \$200+ Million Cash + \$200 Million Credit Facility

•Note: EBITDA adjusted for special items and calculated on a TTM basis

# Driving Toward 2020 Growth Targets



	<u>Business</u>	<u>Targeted Growth</u>	<u>Innovation</u>	<u>Geographic Expansion</u>	<u>Progress Assessment</u>
Minerals Businesses	Paper PCC	\$400 to \$500 million	<ul style="list-style-type: none"> <li>Fulfill®</li> <li>NewYield™</li> <li>Packaging</li> <li>And other new technologies</li> </ul>	<ul style="list-style-type: none"> <li>Predominantly Asia</li> </ul>	✓
	Performance Minerals	\$70 to \$90 million	<ul style="list-style-type: none"> <li>Specialty PCC</li> <li>Film Antiblock</li> <li>Compacted Talc</li> </ul>	<ul style="list-style-type: none"> <li>Asia automotive supply chain increasingly targeting U.S. standards</li> </ul>	✓
	Performance Materials	\$300 to \$350 million	<ul style="list-style-type: none"> <li>Metalcasting</li> <li>Enersol®</li> <li>Lightweight Litter</li> <li>Personal Care</li> </ul>	<ul style="list-style-type: none"> <li>Metalcasting - Asia</li> <li>Asia Pet Care</li> <li>Global Fabric Care</li> </ul>	✓
	Construction Technologies	\$150 to \$180 million	<ul style="list-style-type: none"> <li>Specialty GCL - Resistex®</li> </ul>	<ul style="list-style-type: none"> <li>Environmental products featured prominently at Beijing Climate Leaders Summit</li> </ul>	✓
Service Businesses	Refractories	\$100 to \$135 million	<ul style="list-style-type: none"> <li>High durability EAF gunnable &amp; BOF pourable</li> <li>Compact Lance Unit</li> <li>Lacam® Torpedo</li> </ul>	<ul style="list-style-type: none"> <li>Middle East/India</li> <li>Thin/medium slab casters globally</li> <li>Ferrotron sales in Asia</li> </ul>	✗
	Energy Services	\$100 to \$150 million	<ul style="list-style-type: none"> <li>Floating Production Systems &amp; Offloading</li> <li>New filtration technologies</li> </ul>	<ul style="list-style-type: none"> <li>Brazil, Nigeria, Malaysia, Saudi Arabia</li> </ul>	✗
	Acquisitions	\$500 to \$1,000 million			✓
<b>Total MTI</b>		<b>\$1.0 to \$2.0 billion</b>			

## MTI Financial Targets

Sales \$3.0 - \$4.0B

Operating Margin 16%

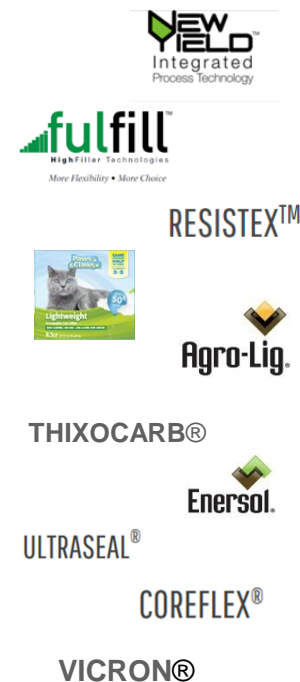
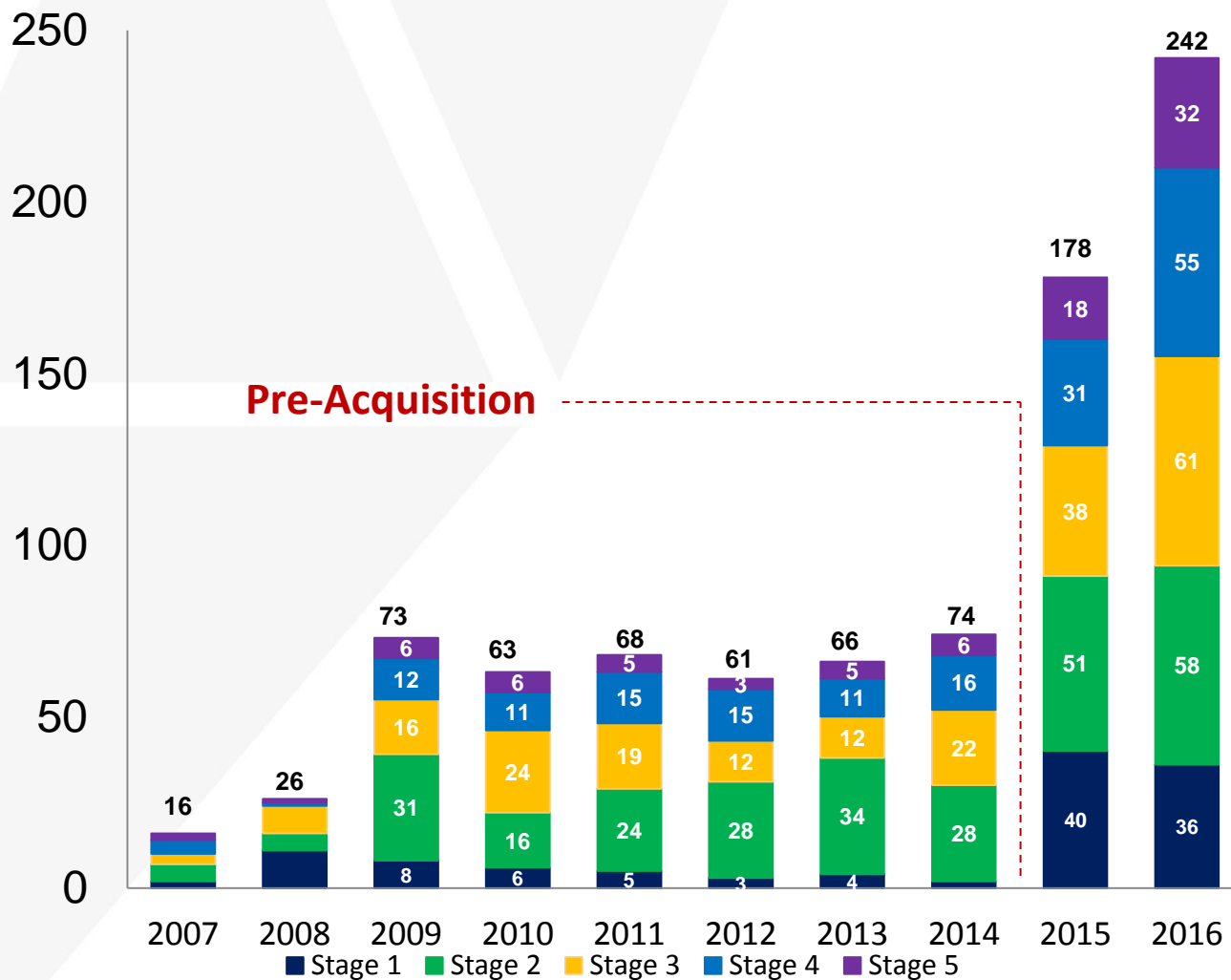
EBITDA Margin 22%

ROC 12%

# Innovation



2007-2016 New Product Development Pipeline



# China Marketing Initiatives



MTI, Sun Paper and Tsinghua University formed one of six new Ecopartnerships announced in Beijing during the 2016 U.S.-China Strategic & Economic Dialogue



The Chinese news media recorded the event that included U.S. Secretary of State John Kerry, fourth from left, and Yang Jiechi, China State Councilor, at Mr. Kerry's left. Also in the front row are: Max Baucus, U.S. Ambassador to China, at left, Xie Zhenhua, Special Representative for Climate Change Affairs, China, fourth from left, and Cui Tianki, China Ambassador to the U.S., far right. In the second row center is Professor Liu Jianguo of Tsinghua University, MTI's Jon Hastings, fourth from left, and Sun Pa-per Chairman Li HongXin, fifth from left. Those not identified represented the other institutions signing a total of six EcoPartnerships that were part of the eighth annual U.S.-China Strategic and Economic Dialogue.

# China Marketing Initiatives



## MTI's Environmental Products Platform

### MTI products featured at the 2<sup>nd</sup> Climate Leaders Summit in Beijing

**ECOPARTNERSHIP**  
WITH SUN PAPER, TSINGHUA UNIVERSITY  
AND MINERALS TECHNOLOGIES

绿色合作伙伴  
太阳纸业, 清华大学, 美国矿物技术集团

**SOLUTIONS FOR REPURPOSING AND ELIMINATING SOLID WASTE IN THE PAPER INDUSTRY**  
开发新用途解决方案, 以消除造纸行业固体废物

**Eliminates Landfill**  
Prevents pollution and  
Prevents pollution of Soil &  
Ground Water

**Reduces Carbon Emissions**  
Reduces a waste stream from  
Paper Making process of generating  
CaCO<sub>3</sub> Tern time created by kiln  
burning structure

**MTI Nanofiltration Technology** is a breakthrough technology that converts a pulp & paper mill waste stream into a functional filler or pigment for paper mill. Nanofiltration Technology was introduced at Sun Paper in 2012, and 2000 tonnes Nanofiltration filter capacity.

www.mineraltech.com

**MINERALS TECHNOLOGIES ENVIRONMENTAL SOLUTIONS**  
美国矿物技术集团环保解决方案

**SOLUTIONS FOR ECO FRIENDLY BUILDINGS**  
为环境友好型建筑定制的方案

**Green Roof Systems**  
Single-source provider of Green Roof  
Solutions including Waterproofing

**Green Roofs**  
降低建筑能耗  
降低建筑能耗, 降低建筑能耗, 降低建筑能耗

**Advanced Waterproofing**  
Products designed to meet  
continuously improving air quality and  
reduce hazardous airborne particles

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Products designed to meet  
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**MINERALS TECHNOLOGIES ENVIRONMENTAL SOLUTIONS**  
美国矿物技术集团环保解决方案

**SOLUTIONS FOR CONTAMINANT AND REMEDIATION**  
工程阻隔与环境修复解决方案

**Geosynthetic Clay Liners**  
Effective alternative to compacted  
clay liners for liquid and waste  
containment applications

**Sediment Remediation**  
A clear and simple way to remove  
CO<sub>2</sub> MMT™ reduce only thickness  
Remediation

**Solidification and Stabilization**  
Enhance the design and performance  
with ORGANOLAT™ and REACTIVE CORE MAT™

**Groundwater Treatment and Control**  
Effective removal of DNAPLs from  
groundwater with ORGANOLAT™  
and REACTIVE CORE MAT™

**Vapor Intrusion Mitigation**  
Versatile, easy to install vapor barrier  
systems containing 1,000,000 BSCF/ft<sup>2</sup>

**Soil Sealants**  
Highest quality VOLCLAY™ sealants  
from the original source in the world

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**MINERALS TECHNOLOGIES ENVIRONMENTAL SOLUTIONS**  
美国矿物技术集团环保解决方案

**SOLUTIONS FOR ENHANCING CROP YIELD**  
作物增产的解决方案

**Improve Plant Health**  
Boosts the effectiveness of fertilizers,  
corrective and pesticides

**Improve Soil Bioremediation**  
Reduce the use of fertilizers  
Reduce heavy metal contamination  
Reduce heavy metal contamination

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www.performancematerials.com

- China's 13<sup>th</sup> Five-Year Plan heavily emphasizes the need to improve water and soil quality.
- China is continuing the development of its environmental regulatory framework working with and emulating aspects of the U.S. Environmental Protection Agency.
- MTI is establishing itself as a trusted partner in China.

# Acquisition Strategy



## Framework

- ▶ Expansion in our core minerals
  - ▶ Crystalline morphology
  - ▶ Fine particle technology
  - ▶ Polymers
- ▶ Growing end markets
  - ▶ Environmental
  - ▶ Consumer Products
  - ▶ Agriculture
  - ▶ Infrastructure/Building

## MTI M&A Portfolio Select Opportunities: >280 Screened

