Q2 Investor Presentation

August 2025

Disclosures

Forward-Looking Statements

This presentation may contain "forward-looking statements," which include information concerning Celanese Corporation's (the "Company") plans objectives, goals, strategies, future revenues, cash flow, financial performance, synergies, capital expenditures, deleveraging efforts, planned cost reductions, dividend policy, financing needs and other information that is not historical information. All forward-looking statements are based upon current expectations and beliefs and various assumptions. There can be no assurance that the Company will realize these expectations or that these beliefs will prove correct. There are a number of risks and uncertainties that could cause actual results to differ materially from the results expressed or implied in the forward-looking statements contained in this release. These risks and uncertainties include, among other things: the ability to successfully achieve planned cost reductions; changes in general economic, business, political and regulatory conditions in the countries or regions in which we operate; the length and depth of product and industry business cycles, particularly in the automotive, electrical, textiles, electronics and construction industries; volatility or changes in the price and availability of raw materials and energy, particularly changes in the demand for, supply of, and market prices of ethylene, methanol, natural gas, carbon monoxide, wood pulp, hexamethylene diamine, Polyamide 66 ("PA66"), polybutylene terephthalate, ethanol, natural gas and fuel oil, and the prices for electricity and other energy sources; the ability to pass increases in raw materials prices, logistics costs and other costs on to customers or otherwise improve margins through price increases; the possibility that we will not be able to realize the anticipated benefits of the Mobility & Materials business (the "M&M Business") we acquired from DuPont de Nemours, Inc. (the "M&M Acquisition"), including synergies and growth opportunities, whether as a result of difficulties arising from the operation of the M&M Business or other unanticipated delays, costs, inefficiencies or liabilities; additional impairments of goodwill or intangible assets; increased commercial, legal or regulatory complexity of entering into, or expanding our exposure to, certain end markets and geographies; risks in the global economy and equity and credit markets and their potential impact on our ability to pay down debt in the future and/or refinance at suitable rates, in a timely manner, or at all; risks and costs associated with increased leverage from the M&M Acquisition, including increased interest expense and potential reduction of business and strategic flexibility; the ability to maintain plant utilization rates and to implement planned capacity additions, expansions and maintenance; the ability to reduce or maintain current levels of production costs and to improve productivity by implementing technological improvements to existing plants; increased price competition and the introduction of competing products by other companies; the ability to identify desirable potential acquisition or divestiture opportunities and to complete such transactions, including obtaining regulatory approvals, consistent with the Company's strategy; market acceptance of our products and technology; compliance and other costs and potential disruption or interruption of production or operations due to accidents, interruptions in sources of raw materials, transportation, logistics or supply chain disruptions, cybersecurity incidents, terrorism or political unrest, public health crises, or other unforeseen events or delays in construction or operation of facilities, including as a result of geopolitical conditions, the direct or indirect consequences of acts of war or conflict (such as the Russia-Ukraine conflict or conflicts in the Middle East) or terrorist incidents or as a result of weather, natural disasters, or other crises; the ability to obtain governmental approvals and to construct facilities on terms and schedules acceptable to the Company; changes in applicable tariffs, duties and trade agreements, tax rates or legislation throughout the world including, but not limited to, anti-dumping and countervailing duties, adjustments, changes in estimates or interpretations or the resolution of tax examinations or audits that may impact recorded or future tax impacts and potential regulatory and legislative tax developments in the United States and other jurisdictions; changes in the degree of intellectual property and other legal protection afforded to our products or technologies, or the theft of such intellectual property; potential liability for remedial actions and increased costs under existing or future environmental, health and safety regulations, including those relating to climate change or other sustainability matters; potential liability resulting from pending or future claims or litigation, including investigations or enforcement actions, or from changes in the laws, regulations or policies of governments or other governmental activities, in the countries in which we operate; our level of indebtedness, which could diminish our ability to raise additional capital to fund operations or limit our ability to react to changes in the economy or the chemicals industry, and the success of our deleveraging efforts, as well as any changes to our credit ratings; changes in currency exchange rates and interest rates; tax rates and changes thereto; and various other factors discussed from time to time in the Company's filings with the Securities and Exchange Commission. Any forward-looking statement speaks only as of the date on which it is made, and the Company undertakes no obligation to update any forward-looking statements to reflect events or circumstances after the date on which it is made or to reflect the occurrence of anticipated or unanticipated events or circumstances.

Results Unaudited

The results in this document, together with the adjustments made to present the results on a comparable basis, have not been audited and are based on internal financial data furnished to management. Historical results should not be taken as an indication of the results of operations to be reported for any future period. Pro forma financial information herein is preliminary and subject to change.

Presentation

This document presents the Company's two business segments, Engineered Materials and Acetyl Chain.

Non-GAAP Financial Measures

This presentation, and statements made in connection with this presentation, may refer to non-GAAP financial measures. For more information on the non-GAAP financial measures used by the Company, including the most directly comparable GAAP financial measure for each non-GAAP financial measures used, including definitions and reconciliations of the differences between such non-GAAP financial measures and the comparable GAAP financial measures, please refer to the Non-US GAAP Financial Measures and Supplemental Information document available on our website, investors.celanese.com, under Financial Information/Non-GAAP Financial Measures.

Discussion Topics

Earnings update

Key actions and near-term imperatives

Q2 2025 Results

Q2 2025 Results

$311 M

FREE CASH FLOW*

$1.44

ADJUSTED EPS*

ADJUSTED EBIT* BY BUSINESS SEGMENTS

$196 M

ACETYL CHAIN

$214 M

ENGINEERED MATERIALS

Q2 2025 Highlights

⬆ Improved Engineered Materials (EM) mix due to business actions

⬆ Free cash flow* generation focus

⬇ Weak demand in the Acetyl Chain (AC):

- Demand weakness in acetate tow
- Lower than expected volume and price uplift in the vinyls business, especially in the Western Hemisphere

Q2 results reflect strong EM performance and focus on self-help measures

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Q3 2025 Outlook

Q3 2025 Outlook

$1.10 – $1.40

Q3 ADJUSTED EPS* GUIDANCE

Q3 ADJUSTED EBIT* GUIDANCE
BY BUSINESS SEGMENTS

$195 - $215 M	**$170 - $190 M**
ACETYL CHAIN	ENGINEERED MATERIALS

Q3 2025 Expected Drivers

- ⬆ Continued emphasis on cost reduction initiatives across both businesses
- ⬆ Sequential improvement in AC earnings driven by lower turnaround expense
- ⬇ Actions to reduce inventories in EM, impacting quarterly earnings
- ⬇ Softening demand environment across most end-markets and regions

Q3 outlook reflects similar underlying business performance to Q2, after normalizing for ongoing inventory reduction efforts

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Actions expected to deliver $120M cost savings in 2025, with future incremental opportunities of $50M - $100M

Cost Reduction Initiatives

Near Term Cost Reductions

$80 - $90 million

of targeted annualized savings primarily through headcount reduction

Engineered Materials Complexity Reduction

$50 - $100 million

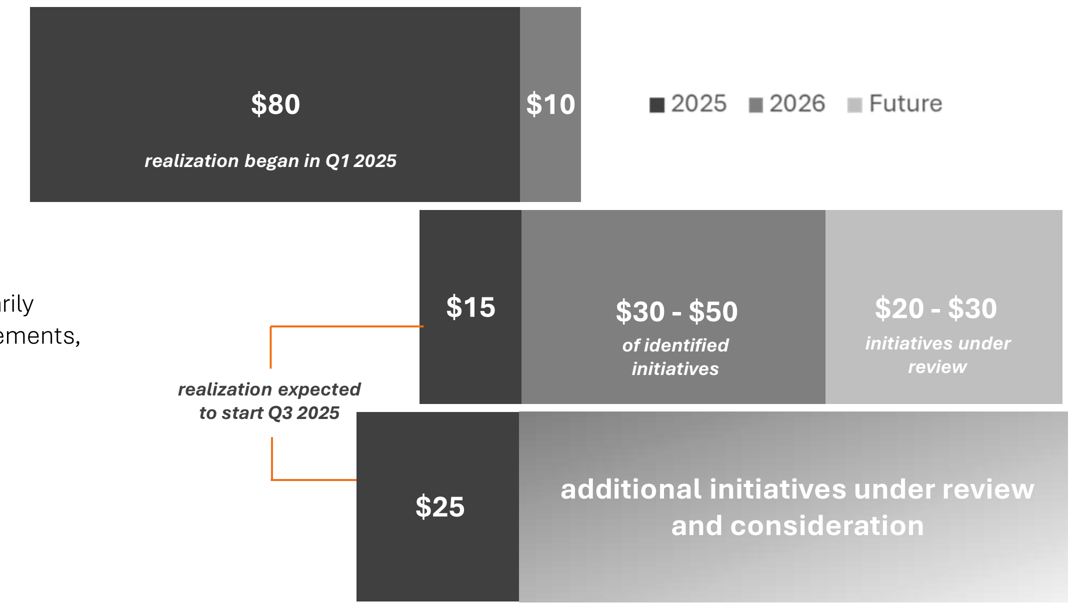
of targeted annualized savings primarily through distribution network improvements, footprint actions, and SG&A

Targeted Productivity

Ongoing

AC plant and distribution productivity in 2025 and evaluation of additional opportunities

Cost Reduction Realization Targets by Year ($M)

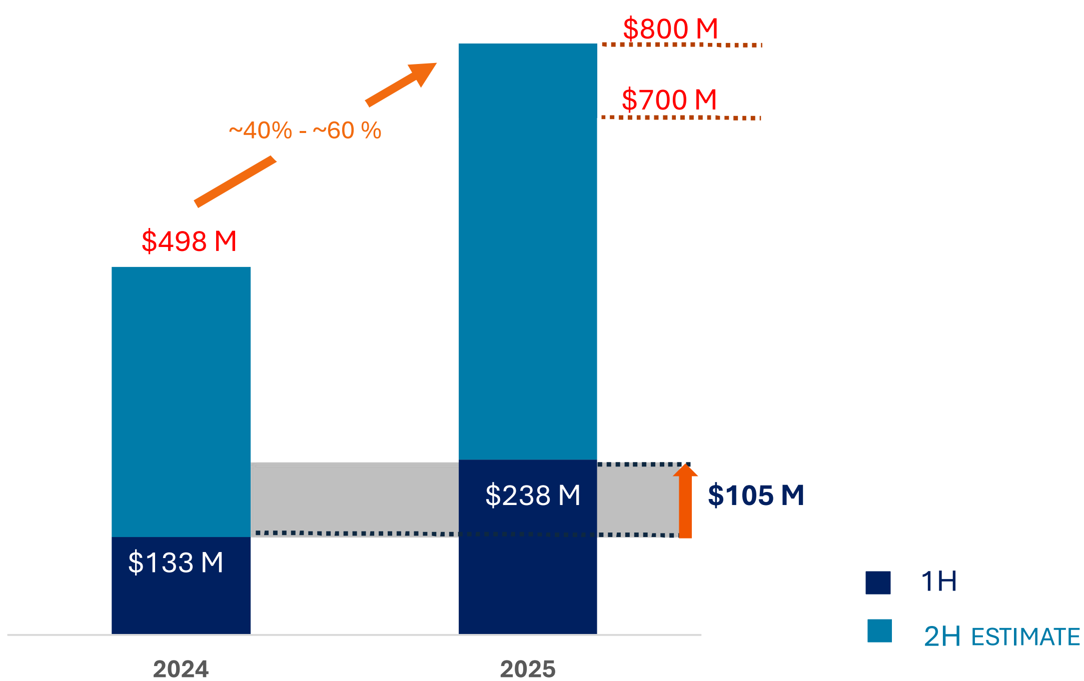


2025 Expected In-Year Realization: $120 M

Cost reductions are helping to offset demand challenges

Key actions expected to deliver higher YoY Free Cash Flow*
despite lower demand environment

FY 2025 Targeted Free Cash Flow* ($M)



Strong progress in 1H 2025

Strong free cash flow* performance **$311 million** in Q2 2025

1H 2025 free cash flow* is higher YOY by **~80%**

On track to achieve our target of **$700 to $800 million** FY2025 free cash flow* generation

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Celanese action plans and strong business fundamentals driving management of near-term uncertainty

INCREASE CASH FLOW

to deleverage the balance sheet

INTENSIFY COST IMPROVEMENT

by maximizing productivity everyday

DRIVE TOP LINE GROWTH

through supercharging the pipeline & strategic opportunities

Acetyl Chain

- → Drive productivity through low cost, U.S. based assets
- → Leverage strength of the underlying operating model
- → Maximize sales opportunities in downstream products

Engineering Materials

- → Cost reductions through footprint and SG&A
- → Multi-year inventory reduction program to generate cash
- → Growth through expansion of High Impact Programs

Cash And Earnings Growth

- → Relentless focus on cost reduction opportunities
- → Opportunistic and prudent refinancing
- → Drive towards $2 / quarter adjusted EPS* run rate

Continue to execute against key priorities while being agile

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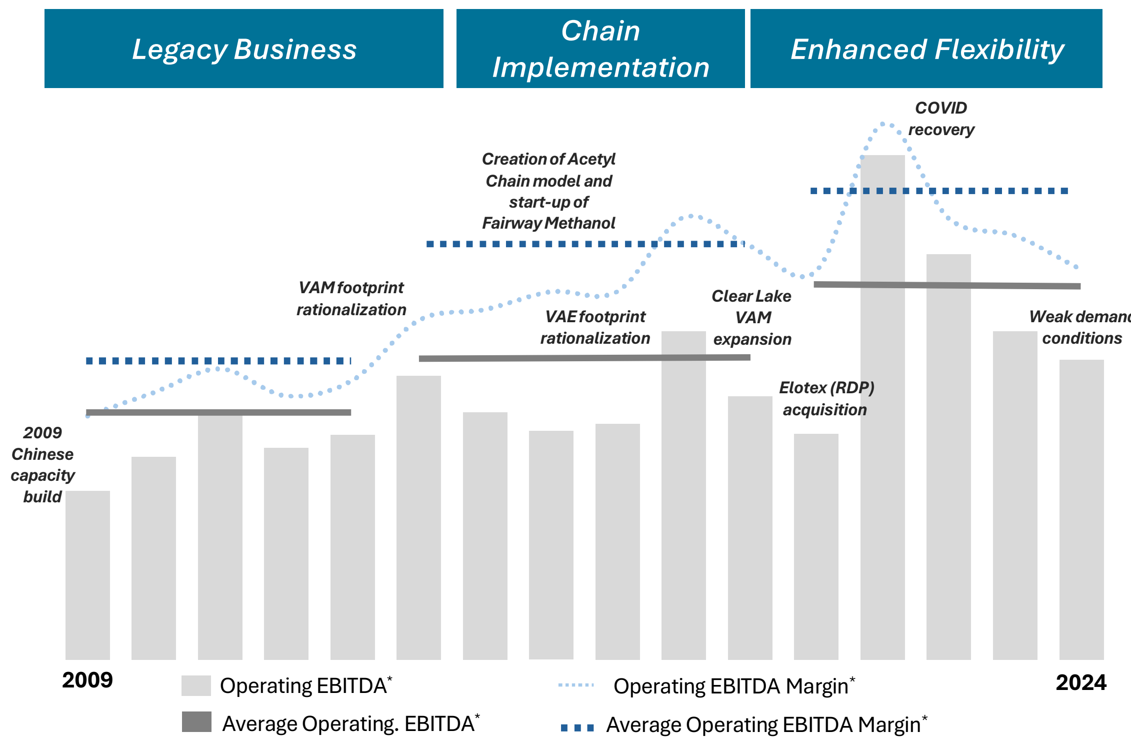
The Acetyl Chain offers multiple highly differentiated, long-term value creation levers

AC Operating EBITDA margin has consistently been greater than 20% for the past five years*



- Global leader in attractive growth markets
- Unique integrated global product chain with optionality
- Advantaged cost position with strong presence in Western Hemisphere
- Established stable base of contracted business
- Unparalleled capabilities to grow high value downstream derivatives

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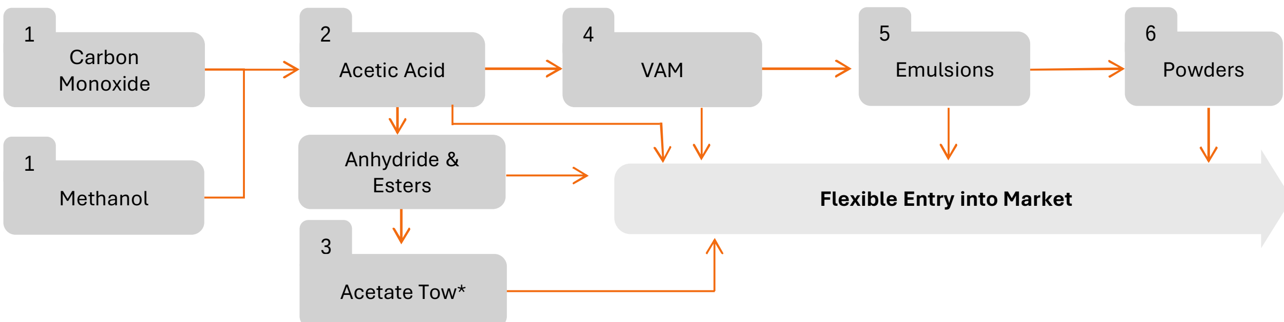
Global Acetyls leader with an integrated value chain

Leverage unique integrated global product chain and advantaged cost position to predict and adapt to global dynamics and trends



** CE is basic in flake (Tow precursor) in U.S. and China*

Integrated Product Chain

Geographic footprint	Celanese			Competitor 1			Competitor 2			Competitor 3			Competitor 4			Competitor 5			Competitor 6		
	Americas	EMEA[1]	Asia	Americas	EMEA[1]	Asia	Americas	EMEA[1]	Asia	Americas	EMEA[1]	Asia	Americas	EMEA[1]	Asia	Americas	EMEA[1]	Asia	Americas	EMEA[1]	Asia
1 CO^2	✓			✓			✓					✓		✓							
1 Methanol	✓	✓		✓			✓			✓				✓							
2 Acetic Acid	✓		✓	✓			✓			✓	✓	✓		✓							
3 Acetate Tow	✓	✓	✓				✓		✓												
4 VAM	✓	✓	✓	✓								✓		✓				✓		✓	
5 Emulsions	✓	✓	✓															✓	✓	✓	✓
6 Powders		✓	✓															✓	✓	✓	✓

Significant Advantages with Chain Optionality

→ Leverage integrated product chain to pivot to available demand globally

→ Flex manufacturing network to optimize cost profile

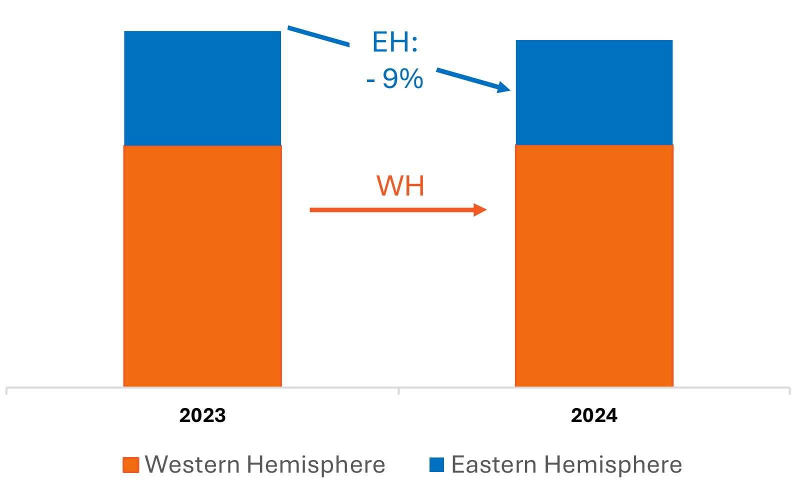
→ Minimize costs by leveraging feedstock and raw material optionality

Peer data from public company filings; [1] EMEA – Europe, Middle East and Africa; [2] Captive only

AC western hemisphere presence in acetic acid and VAM helps minimize further impacts of industry over-supply in China

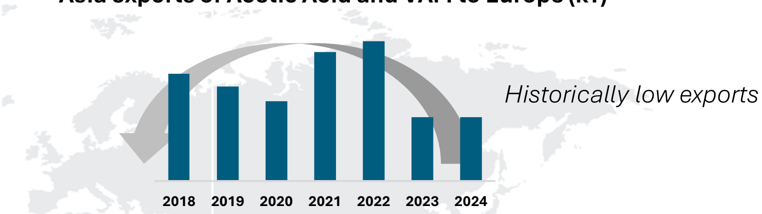
Asia drives recent AC declines in revenue and corresponding declines in earnings, while western hemisphere has remained stable

Acetyls Revenue by Region ($M)

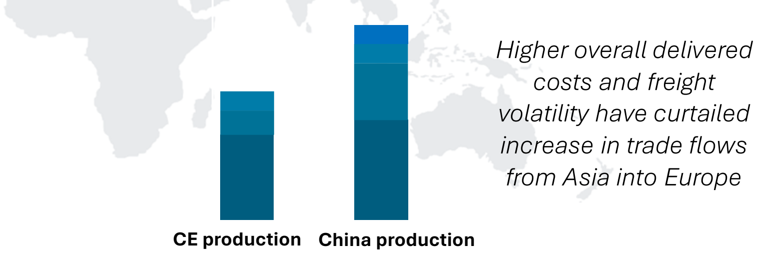


Overcapacity in China remains largely in Asia; CE U.S. based production into Europe continues to be cost advantaged

Asia exports of Acetic Acid and VAM to Europe (kT)*



Estimated Acetic Acid Costs Landed in Europe ($/mT)*



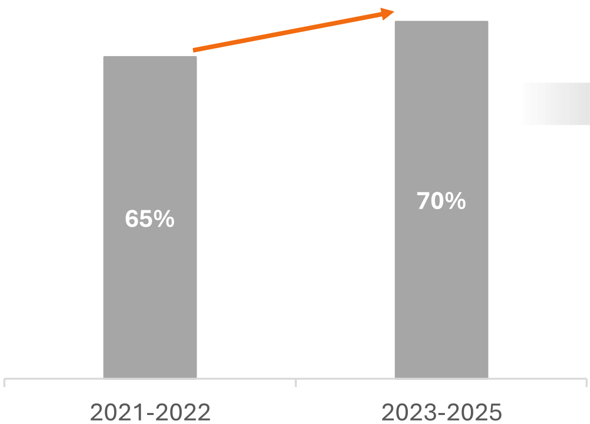
Western hemisphere business remains stable in a weak demand environment supported by advantaged cost positions

* Based on Celanese internal estmates

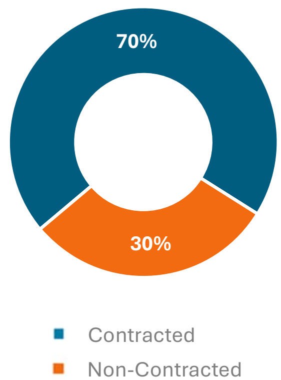
The stability of the western hemisphere business is supported by contractual positions

AC revenue – and margins – generated from the western hemisphere have been consistent, and largely under contract

Average Percent of AC Revenue Derived from WH



Percent of AC WH Revenue Derived from Contracted Business in 2024



Industry leading reliability makes AC a preferred partner for customers

Strategic contracts provide strong foundation and stable margins

Well positioned for demand recovery

Lowest cost, lowest carbon footprint* Clear Lake site supplies the majority of the AC business in North America and Europe

* Based on internal company estimates

Acetyl Chain model is well positioned to drive downstream growth

Continued evolution towards downstream derivatives amplifies chain optionality and increases sales from high value downstream applications

2019	2020	2021	2022	2023	2024

CLEAR LAKE VAM EXPANSION

RDP ACQUISITION

EMULSIONS DEBOTTLENECK

RDP DEBOTTLENECK

EMULSIONS EXPANSION

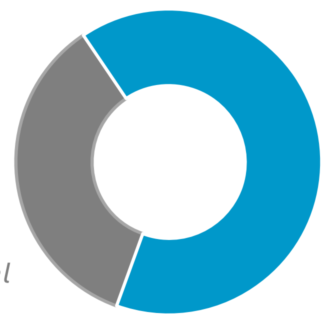
EVA EXPANSION

CLEAR LAKE ACID EXPANSION

CARBON CAPTURE AND UTILIZATION

Acid + VAM

- ✓ *Unparalleled network and material optionality*
- ✓ *Advantaged cost positions globally*
- ✓ *State-of-the-art process technology and intellectual property*



% Revenue, 2024-25

Derivatives

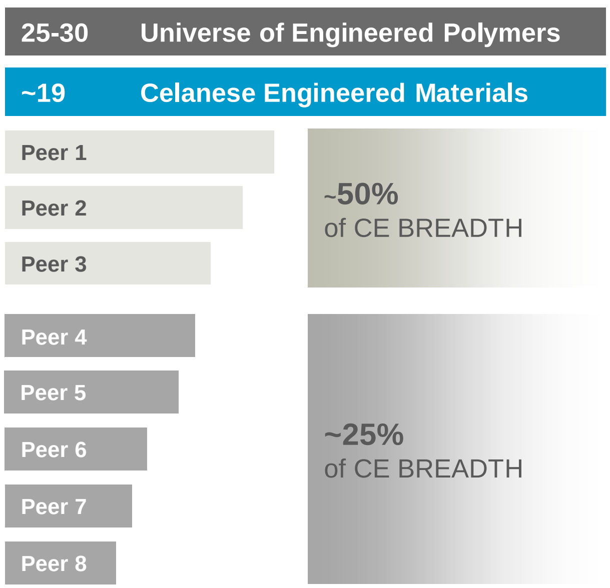
- ✓ *Higher degrees of differentiation*
- ✓ *Penetration in high value and high growth segments*
- ✓ *Technical capabilities for application development*

Advantaged upstream cost positions and downstream differentiation enables wider operating range and flexibility to capture market demand

- → Prior investments in capacity and acquisitions position AC for continued growth in downstream derivatives of acid and VAM
- → Addition of redispersible powders and integration of acetate tow has enhanced chain flexibility
- → Downstream derivatization helps maintain competitiveness in western hemisphere vs. Asian imports
- → Flexible model imparts operational leverage to drive earnings growth as demand improves, particularly in derivatives

EM offers an industry leading portfolio of polymer solutions

Broad Polymer Portfolio



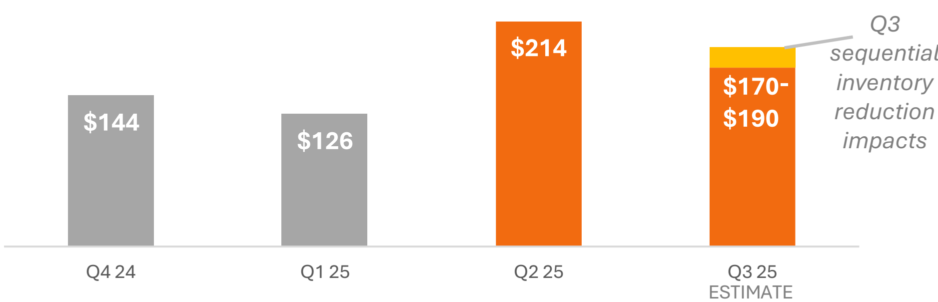
High Performance Polymers	LCP	Vectra® | Zenite®
	PPS	Fortron®
	PPA	Frianyl® XT | Celanyl® XT | Zytel®
	PCT	Thermx®
	LCPA	Zytel®
Engineering Polymers	PA 66	Frianyl® | Celanyl® | Zytel®
	PA 6	Frianyl® | Celanyl® | Zytel®
	PET	Impet® | Rynite® | Mylar® | Melinex®
	PBT	Celanex® | Vandar® | Crastin®
	POM	Hostaform® | Celcon® | Amcel®
	LFRT	Celstran®
	UHMWPE	GUR®
	PP	Polifor® | Talcoprene® | Tecnoprene®
	EVA	Ateva® | VitalDose®
Elastomers	AEM	Vamac®
	TPC	Hytrel®
	TPV	Santoprene®
	SBC	Laprene® | Sofprene®
Bio polymers	CA	Clarifoil®

Preeminent engineered materials business, agnostic solution provider; long-term profitable growth

High Impact Programs (HIPs) drive EM growth

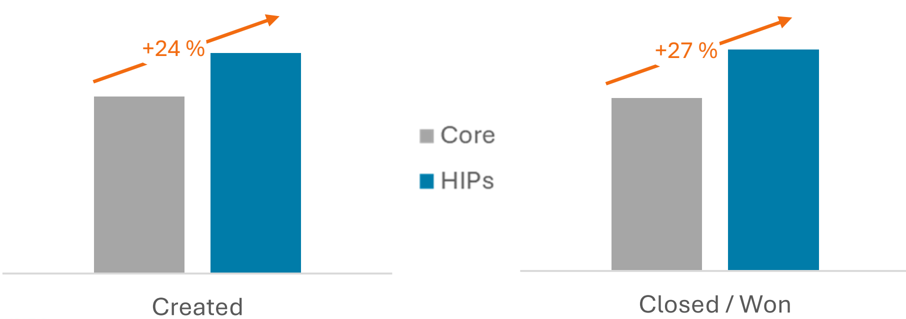
EM earnings stabilizing in a low demand environment...

EM Adjusted EBIT* ($M)



... while HIPs continue to gain momentum

Average Value per Project – 1H 2025



High Impact Programs (HIPs): high performance, demanding projects that drive higher margin

Top four High Impact Program segments

Auto EV

- Battery
- Propulsion
- Suspension Systems

Medical

- Drug Delivery
- Medical Devices
- Medical Implants

Electrical & Electronics

- Clean Energy – Hydrogen
- Connectivity

Performance Apparel

- Performance Fibers – Neolast
- Footwear

HIPs expected to account for approximately half of EM's growth through 2030

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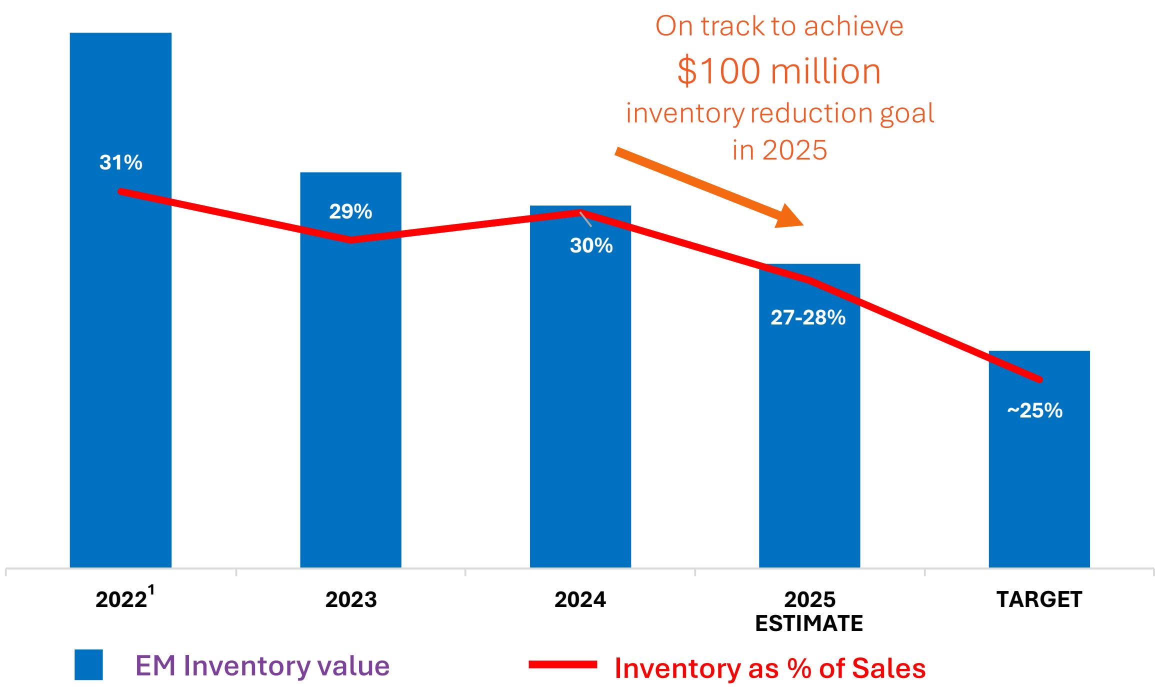
EM working capital reduction contributes to free cash flow* in 2025 with further opportunities in 2026+



Strong focus on inventory reduction, leveraging multiple drivers while maintaining supply reliability

- → Warehouse consolidation
- → SKU rationalization
- → Optimizing safety stock
- → Reducing low-return inventory

EM is on a multi-year inventory reduction journey driving towards optimized level

[1] Inclusive of proforma sales from the acquisition of a majority of the Mobility and Materials business from DuPont de Nemours, Inc.
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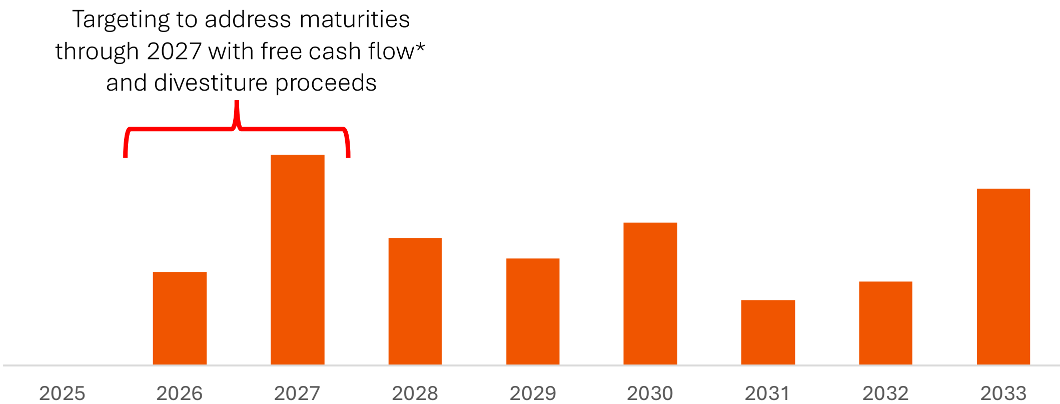
Resilient businesses are generating cash, aligning debt maturities with cash flow generation capabilities

Debt Maturity Profile[1]



Prudently and opportunistically addressing near term maturities creates future flexibility and improves earnings

Refinancing Principles

- Opportunistic and prudent refinancing
- Continually optimize blended borrowing cost across all debt
- Maintain ample liquidity
  Excess cash +
  $1.75 B revolver (currently undrawn)
- Maintain flexibility via prepayable debt

Strong execution against deleveraging plans

→ $200 M delayed-draw term fully paid off in 2Q 2025, lowering the 2026 maturities

→ $150 M paid towards the five-year term loan due in 2027, subsequent to 2Q 2025

→ Replaced existing revolver with a new $1.75 B revolving credit facility, extending strong liquidity position

→ Self-help actions to increase earnings and free cash flow on target

→ Micromax divestiture process has progressed to round two

[1] As of June 30, 2025
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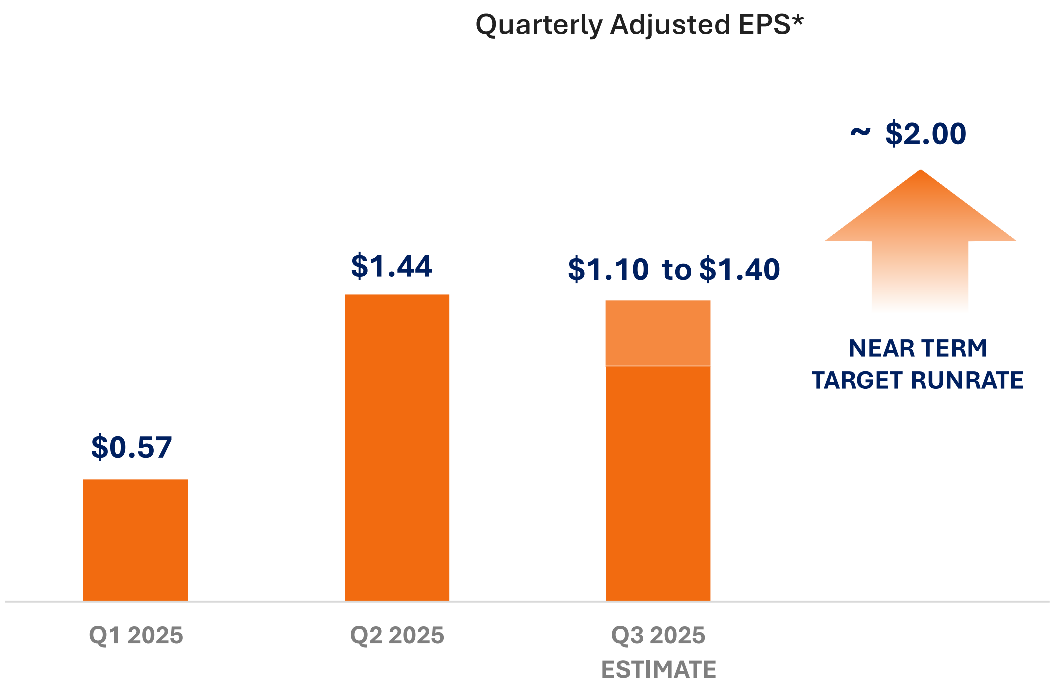
Relentless focus on additional actions to drive earnings towards $2 adjusted earnings per share*



$50 to $100 million additional cost reductions

- → Further footprint optimization across manufacturing and distribution network
- → Functional cost reduction to drive SG&A efficiencies
- → EM complexity reduction

Acceleration of HIP programs to drive high-value topline growth

Value-based pricing actions

Steady to improving demand

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Celanese Offers a Compelling Investment Opportunity

Leadership driving change

Actions underway to deliver near-term earnings improvement

Strong earnings leverage as demand recovers

Laser focused on deleveraging

History of innovation as customer solutions provider

Attractive valuation with upside potential for stock

Our mission is to position Celanese as a top quartile company for total shareholder return by delivering earnings growth in any environment

Upcoming Investor Relations Events

Aug 13	Mizuho Industrials Conference, New York
Sept 3	UBS Global Materials Conference, New York
Sept 9	Alembic Global, Torrey Pines
Sept 10	Morgan Stanley Conference, Laguna Beach
Sept 16	RBC Conference, New York