



ECOSYNTHETIX INC

Jeff MacDonald | CEO

Rob Haire | CFO

Q3 2025 Earnings Results

November 7, 2025

FORWARD LOOKING STATEMENTS

Certain statements contained in this MD&A constitute forward-looking statements. All statements other than statements of historical fact may be forward-looking statements. These statements relate to, but are not limited to, future events or future performance, our expectations regarding the Company's growth, results of operations, estimated future revenues, and requirements for additional capital, production costs, future demand for latex-based products, business prospects and opportunities, our ability to successfully commercialize our products, expectations as to the amount of reduction that the Company's products may have on a manufacturer's carbon footprint. Forward-looking statements are often, but not always, identified by use of words such as "may", "will", "should", "could", "seek", "anticipate", "contemplate", "continue", "expect", "intend", "plan", "potential", "budget", "target", "believe", "estimate" and similar expressions. The forward-looking statements in this document include, but are not limited to, statements regarding the Company's expected product pipeline, plans to expand the Company's business into new markets, the Company's ability to achieve organizational efficiencies, and other statements regarding the Company's plans and expectations in 2025. Such statements reflect our current views and beliefs with respect to future events, are subject to risks and uncertainties, and are based upon several estimates and assumptions that, while considered reasonable by us, are inherently subject to significant business, economic, competitive, political and social uncertainties and contingencies. Those assumptions and risks include, but are not limited to, the Company's ability to successfully allocate capital as needed and to develop new products, as well as the fact that our results of operations and business outlook are subject to significant risk, volatility, and uncertainty. Many factors could cause actual results, performance, or achievements to be materially different from any future results, performance, or achievements that may be expressed or implied by such forward-looking statements.

We have made material assumptions regarding, among other things: that our intellectual property rights are adequately protected; our ability to obtain the materials or services necessary for the production of our products; our ability to convert prospects from the industrial trial phase into full commercial customers; our ability to market products successfully to our customers; that we will continue to possess unique intellectual property rights; changes in demand for and prices of our products or the materials required to produce those products; labour and material costs remaining consistent with our current expectations; the price and availability of substitute or competitive products; and that we do not and will not infringe third party intellectual property rights. Some of our assumptions are based upon internal estimates and analysis of current market conditions and trends, management plans and strategies, economic conditions and other factors and are necessarily subject to risks and uncertainties inherent in projecting future conditions and results.

Some of the risks that could affect our future results and could cause those results to differ materially from those expressed in the forward-looking information include, among other things: the impact of the conflict in Ukraine including the potential expansion of the conflict into other countries or regions; the availability and price of natural feedstocks used in the production of our products; agricultural risks that could impact crop yields and bio-based materials; a significant decrease in the market price of petroleum related feedstocks; changes in government regulations and policies relating to our business; inflationary pressures that may affect labor, raw materials, energy, agricultural commodities and other input costs; fluctuations in energy costs used to run production facilities; the inability to effectively expand our production facilities; dependence on certain customers and changes in customer demand; credit and concentration risk associated with cash and cash equivalents as well as accounts receivable; the

risk of volatility in global financial conditions, as well as significant decline in general economic conditions; increase in industry competition; variations in our financial results; our ability to effectively commercially market and sell our products; the inability to retain key personnel; the inability to develop new technologies and products; an inability to protect, defend or use our intellectual property and/or infringement of third-party intellectual property; enforcement of intellectual property rights; the ability to acquire intellectual property; the risk of litigation with respect to intellectual property and other matters; our ability to protect our know-how and trade secrets; changes to regulatory requirements, both regionally and internationally, governing development, production, exports, taxes, labour standards, waste disposal, and use, environmental protection, project safety and other matters; the impact of infectious disease outbreaks on our business; a shortage of supplies, equipment and parts; a breach in cyber-security; company growth and the impact of significant operating and capital cost increases; changes in the current political and regulatory environments in which we operate; the inability to secure additional government grants; a deterioration in our cash balances or liquidity; the inability to obtain equity or debt financing; insufficient product liability insurance; the impact of issuance of additional equity securities on the trading price of the common shares; the impact of ethical, legal and social concerns relating to genetically modified organisms and the food versus fuel debate; the risk of business interruptions; the impact of volatile market price for common shares; the impact of changes in interest rates; the impact of changes in foreign currency exchange; losses from hedging activities and changes in hedging strategy, as well as the factors identified in the "Risk Factors" section of the Company's Annual Information Form dated February 18, 2025. Such factors are not intended to represent a complete list of the factors that could affect us. These factors should be considered carefully, and prospective investors should not place undue reliance on forward-looking information.

IFRS and Non-IFRS Measures

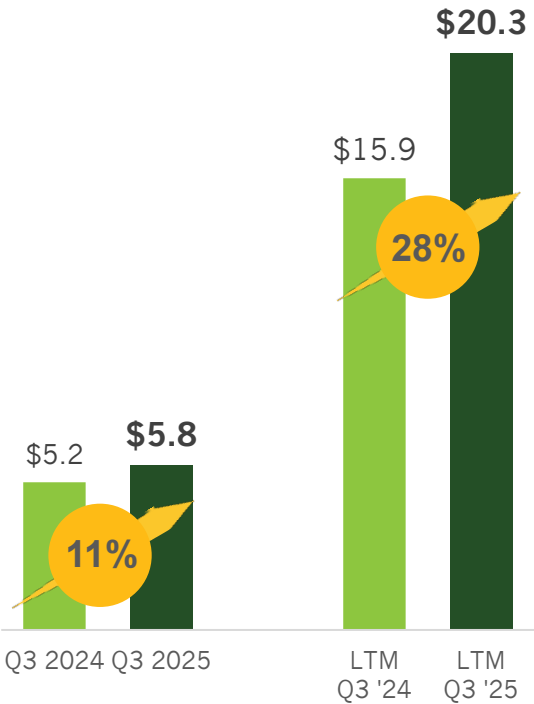
This MD&A makes reference to certain non-IFRS measures. These non-IFRS measures are not recognized measures under IFRS, do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement those IFRS measures by providing a further understanding of the results of operations of the Company from management's perspective. Accordingly, they should not be considered in isolation or as a substitute for analysis of the financial information of the Company reported under IFRS. We use non-IFRS measures such as Adjusted EBITDA to provide investors with a supplemental measure of operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS financial measures. We also believe that securities analysts, investors, and other interested parties frequently use non-IFRS measures in the evaluation of issuers. Our management also uses non-IFRS measures in order to facilitate operating performance comparisons from period to period, prepare annual operating budgets and assess its ability to meet its capital expenditure and working capital requirements.

Adjusted EBITDA as presented herein is not a recognized measure under IFRS and should not be considered as an alternative to operating income or net income as measures of operating results or an alternative to cash flows as measures of liquidity. Adjusted EBITDA is defined as consolidated net income (loss) before interest, income taxes, depreciation, amortization, impairment loss on property, plant and equipment (PP&E), gain or loss on disposals of PP&E, accretion, and other non-cash expenses deducted in determining consolidated net income (loss).

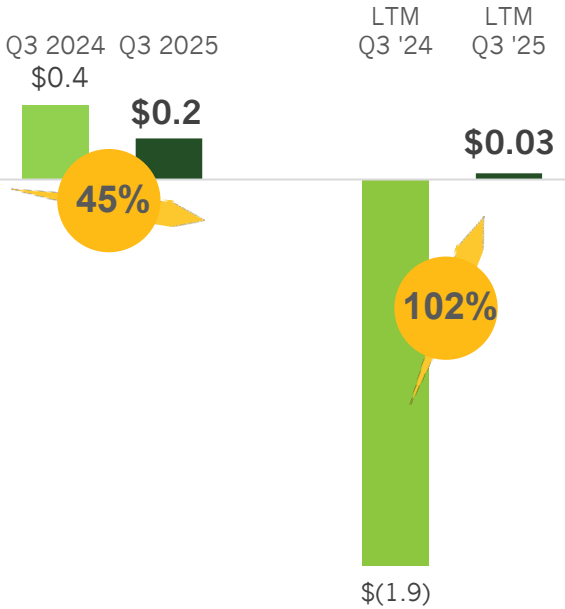
STRONGER DEMAND ACROSS STRATEGIC END MARKETS DROVE HIGHER VOLUMES

(USD millions)

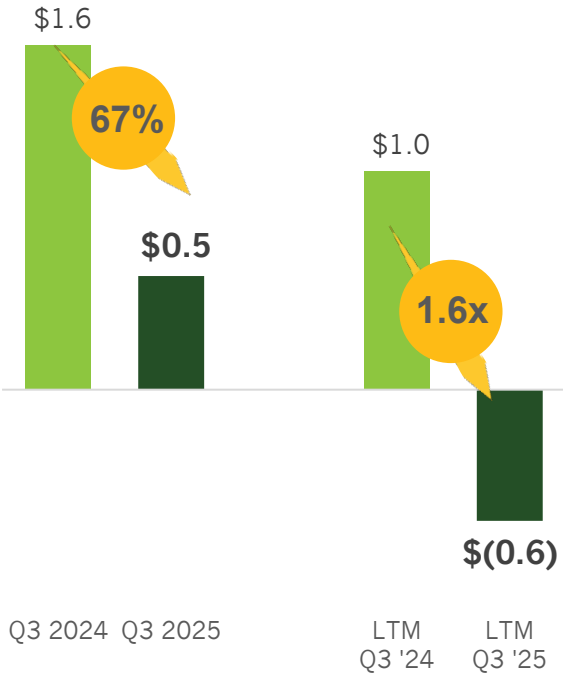
Net Sales



Adj EBITDA (loss)



Cash provided by
operating activities



POSITIVE ADJ. EBITDA 4 OF LAST 5 QUARTERS

STRONG DEMAND FROM LEADING GLOBAL PULP MANUFACTURER



**SurfLock™ improves strength
and delivers cost reductions
through use of lower cost fibres**

**SurfLock™ addresses
supply gap for stronger
long fibre in market**

Account investing in marketing resources

- Direct promotion with customers
- Publications and social media

Account demonstrating consistent and growing success with their differentiated product that uses SurfLock™

Run-rate production more than tripled since original purchase order in February 2025

SurfLock™ used in one mill today, of multiple pulp and paper mills operated by the account

HISTORICAL PRICE SPREAD: SOFTWOOD VS. HARDWOOD FIBRE

BSKP vs. BHKP (\$/t)

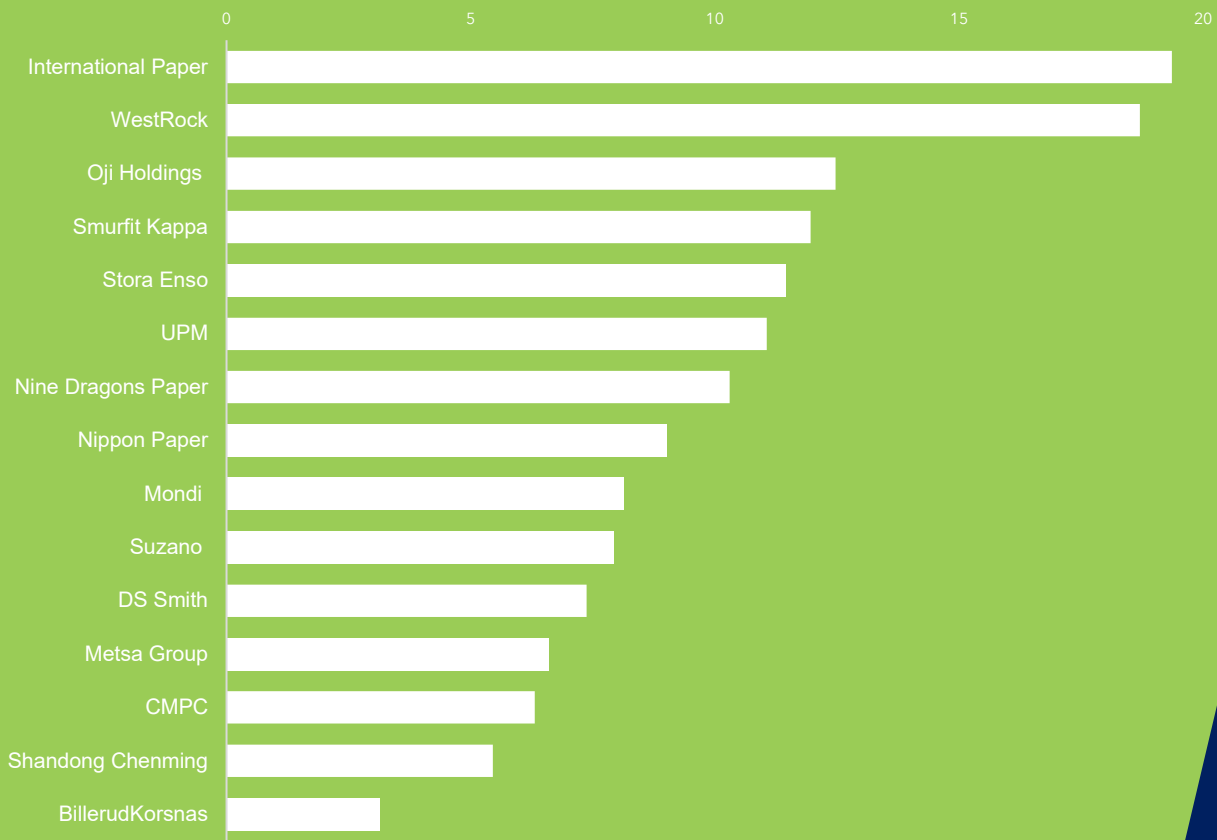


Gap between softwood and hardwood fibre is structural

Consistent imbalance of high-cost softwood fibre and lower cost hardwood fibre

TOP 15 GLOBAL FORESTRY & PAPER COMPANIES

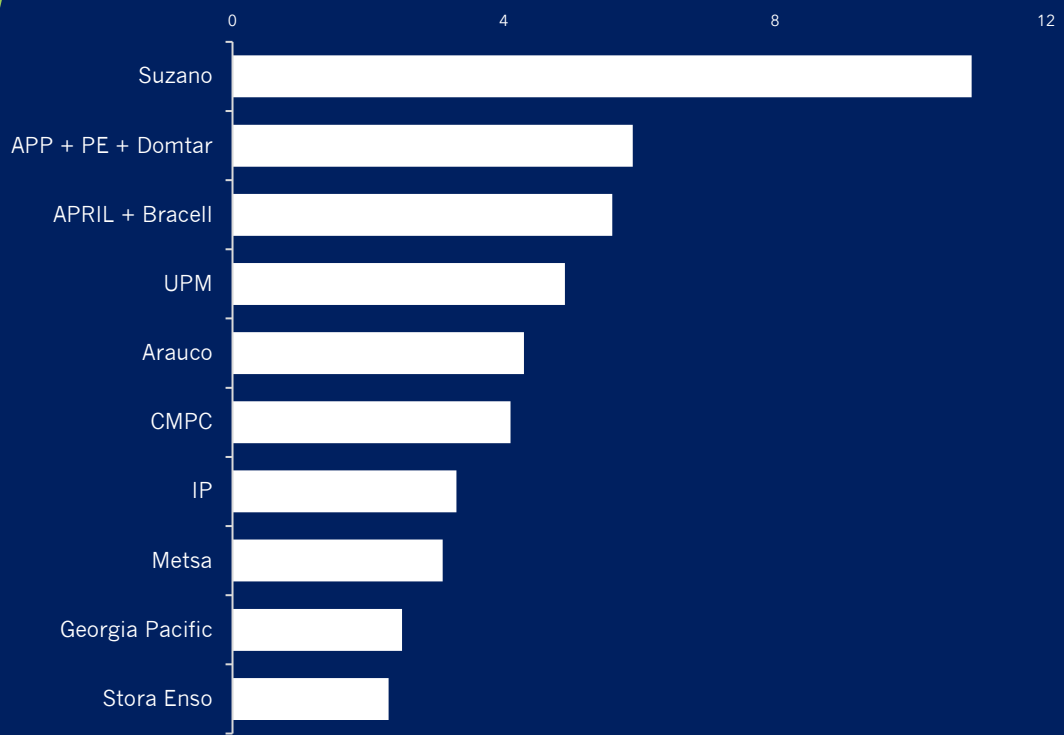
(Based on revenue (USD billions))



Source: Statista – Global leading forestry and paper companies

TOP 10 GLOBAL PULP COMPANIES

(Market pulp capacity (tonnes millions))



Source: Hawkins Wright, August 2023. Market pulp capacity including hardwood and softwood volumes (Includes AraucoMAPA and UPM Paso de los Torostotal capacities)

DEMONSTRATING REPEATABILITY OF WINS IN TISSUE END MARKET



Two new wins in tissue end market
in the quarter

Wins a result of work with the RNM
Group, a new distribution partner

RNM Group has a track record
of growing new chemistries and
driving adoption

Every commercial tissue account is
using SurfLock™ across multiple lines

WOOD COMPOSITES PROGRESS:

DuraBind™ the clear incumbent
in the bio-based glue market



Increasing demand and regular
order pattern from first mill of
the strategic account

Second facility conducting regular
runs at low volume levels

DuraBind™ cost competitive, even
cost advantaged vs. incumbent at
certain points in 2025

First two lines are part of ~17 lines
that serve the international retailer
(30% backward integrated and 70%
from third-party suppliers by volume)

INTERNATIONAL RETAILER'S PRIMARY CLIMATE FOCUS: HALVE GHG EMISSIONS ACROSS VALUE CHAIN BY 2030¹

Different glue, same result

Glue is an essential part of making particleboard, and particleboard is essential in making affordable and desirable furniture for the many people.

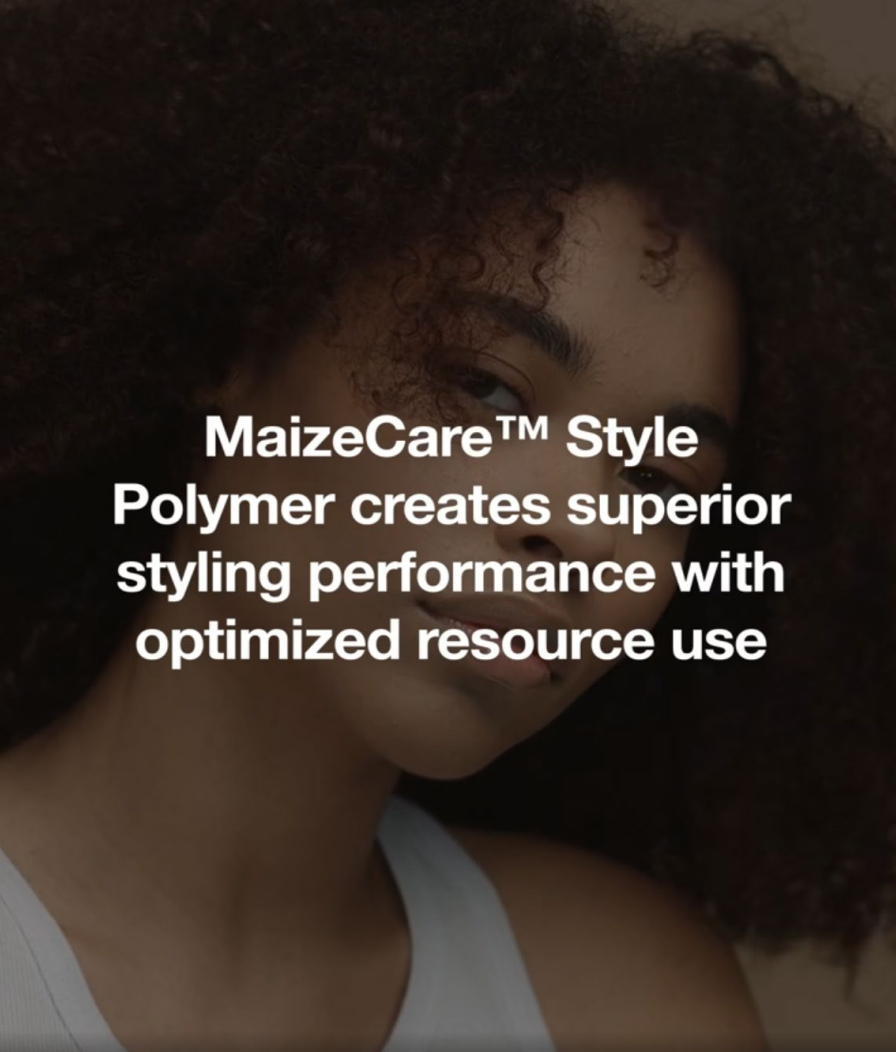
Bio-based glue made from corn starch, has the same performance as glue made with fossil based raw materials, but has a lower climate footprint.

It creates the same high-performing board, produced at high production speeds to keep costs as low as possible – so different but the same!

[Read more about bio-based glue](#)



ALL-NATURAL POLYMERS IN PERSONAL CARE



**MaizeCare™ Style
Polymer creates superior
styling performance with
optimized resource use**



You can have it all with
Maize Care™ Style Polymer

Durability and
flexible hold

Plant-based
ingredients

High natural look

Biodegradable

Frizz control and
ease of styling

Skin tightening
effect

Long-lasting
hold

Sebum
resistance

Superior humidity
resistance

Rub off resistance
in color cosmetics

Dow continues to
grow and expand
MaizeCare™ program

Progress on smaller
brands at top 10 players
in personal care

Clear commitment and
belief from Dow in
all-natural ingredients
opportunity long-term

Q3 2025 FINANCIAL SUMMARY

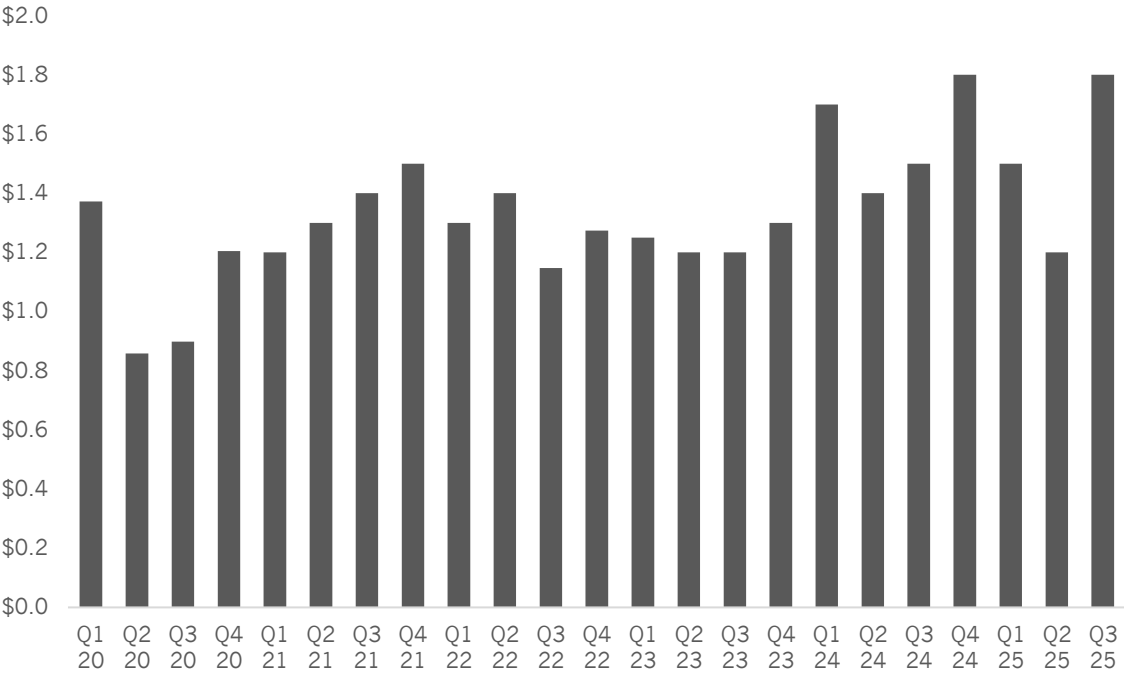
USD millions (except gross margin)	Q3 2025	Q3 2024	2025	2024
Net Sales	\$5.8	\$5.2	\$14.9	\$13.1
Gross Profit	\$1.7	\$1.7	\$4.0	\$3.7
Gross Margin	29.9%	33.3%	27.1%	28.5%
Gross Margin adjusted for manufacturing depreciation	34.2%	36.8%	31.9%	32.7%
Adjusted EBITDA ¹ (loss)	\$0.2	\$0.4	\$(0.1)	\$(1.0)

US\$30.4 MILLION IN CASH AND SHORT-TERM INVESTMENTS (09/30/25)

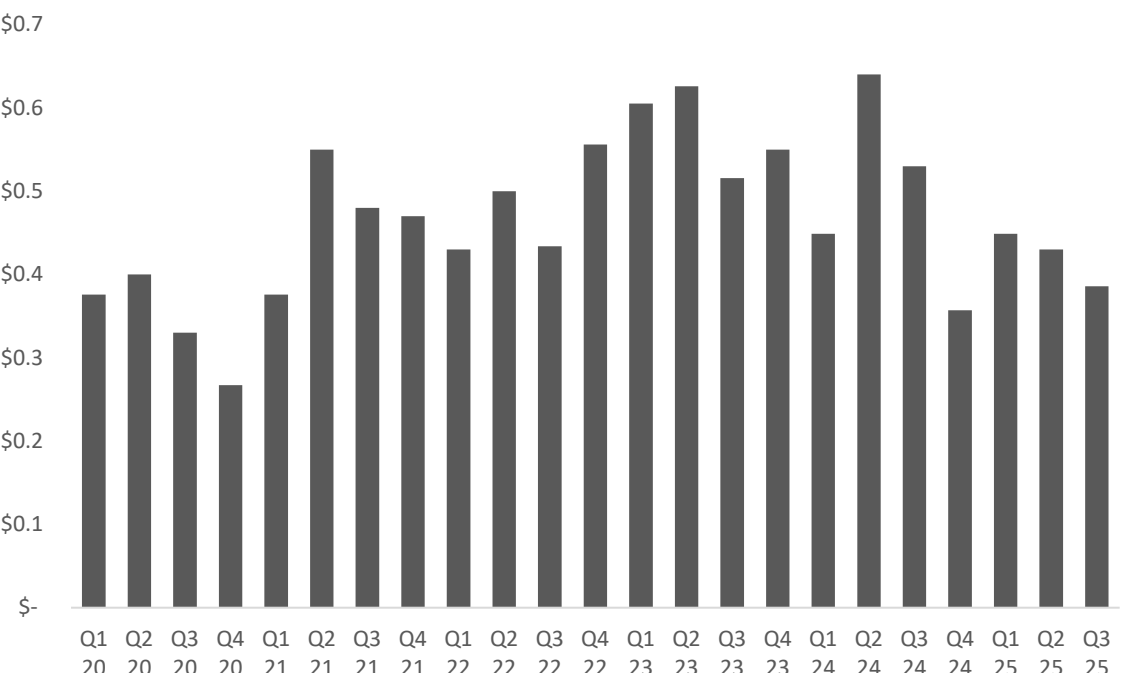
1) Adjusted EBITDA is defined as consolidated net income (loss) before interest, income taxes, depreciation, amortization and other non-cash charges deducted in determining consolidated net income (loss).

OPERATING COST STRUCTURE

Selling, General & Administrative
(USD, millions)



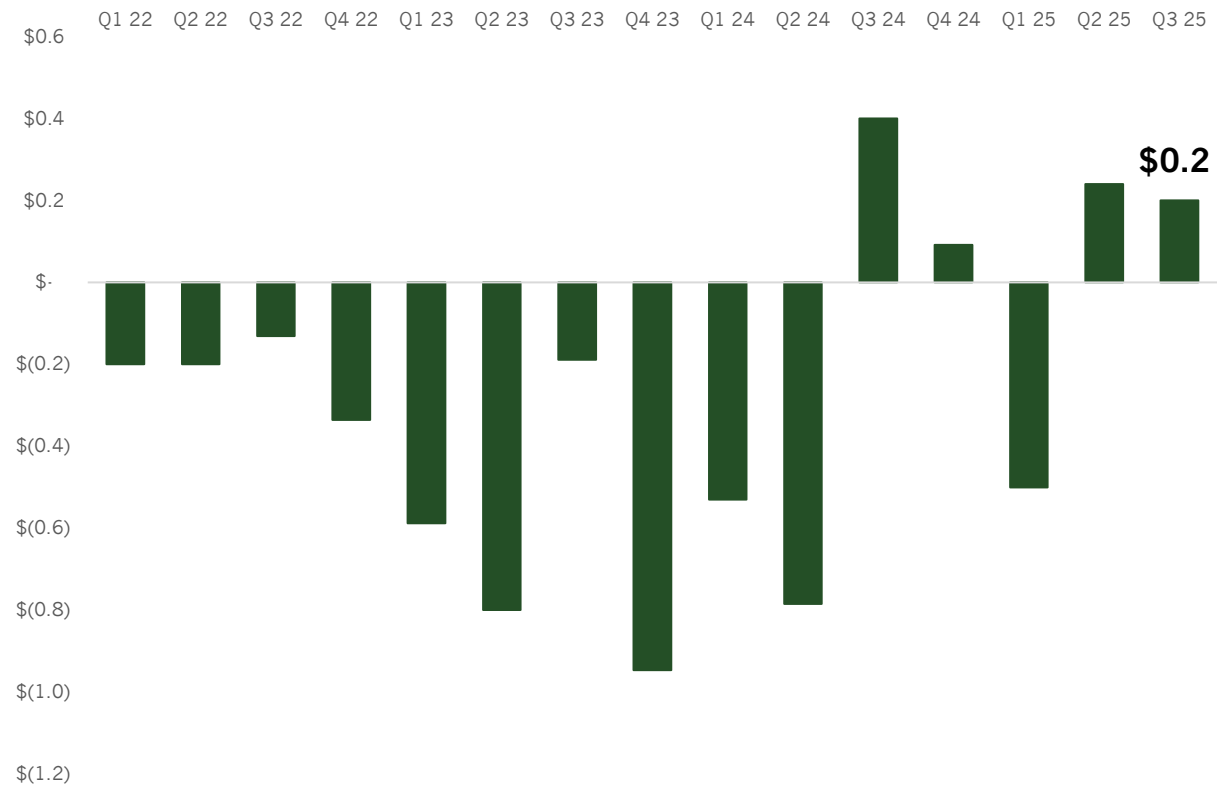
Research & Development
(USD, millions)



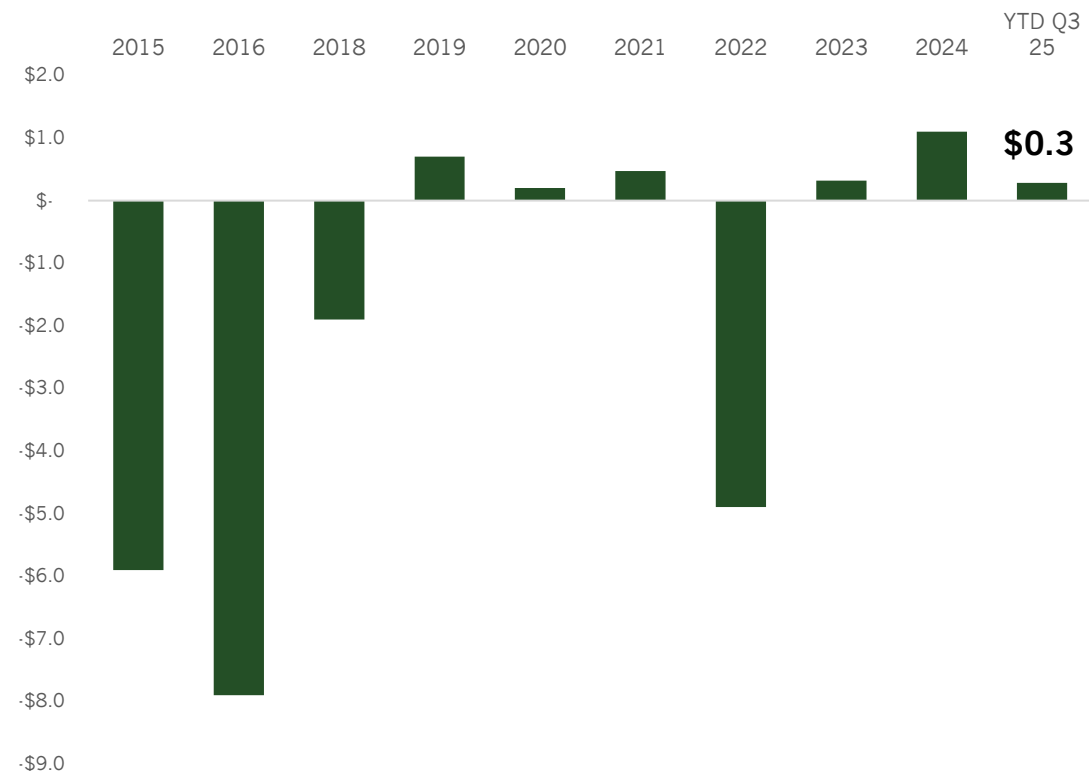
R&D EFFORTS CONTINUE TO FOCUS ON FURTHER ENHANCING VALUE

CONSISTENT PATTERN OF IMPROVEMENT IN ADJ EBITDA AND CASH FLOW

Quarterly Adj EBITDA
(USD millions)



Annual Cash Flows from (used in) Operations
(USD millions)



POSITIVE ADJ. EBITDA 4 OF LAST 5 QUARTERS

BUILDING TO \$100M+ IN SALES

\$100M
SALES

ECOSYNTHETIX[®]

ACHIEVABLE WITH EXISTING PARTNERS



LEADING
GLOBAL
FURNITURE
RETAILER

LEADING
GLOBAL TISSUE /
PAPERBOARD
MANUFACTURERS

E
MOMENTUM
ACROSS END
MARKETS

D
MULTIPLE NEW
LINES IN WOOD
COMPOSITES AND
PULP, TISSUE /
PACKAGING

C
NEW WOOD
COMPOSITES
MANUFACTURERS
WITHIN RETAILER'S
SUPPLY CHAIN

B
NEW PULP, TISSUE /
PACKAGING LINES
AND EARLY PERSONAL
CARE WINS

A
TODAY: COMMERCIAL WITH
MARKET LEADERS IN EACH VERTICAL



QUESTIONS & ANSWERS