



ECOSYNTHETIX INC

Jeff MacDonald | CEO

Rob Haire | CFO

Q1 2026 Earnings Results

May 6, 2026

FORWARD LOOKING STATEMENTS

Certain statements contained in this presentation 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 2026. 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; changes in government regulations and policies relating to our business; agricultural risks that could impact crop yields and bio-based materials; 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 inability to effectively expand our production facilities; the risk of volatility in global financial conditions, as well as significant decline in general economic conditions; increase in industry competition;

a significant decrease in the market price of petroleum related feedstocks; inflationary pressures that may affect labor, raw materials, energy, agricultural commodities and other input costs; fluctuations in energy costs used to run production facilities; 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; company growth and the impact of significant operating and capital cost increases; insufficient product liability insurance; 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; artificial intelligence and emerging technology; 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; 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 17, 2026. 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

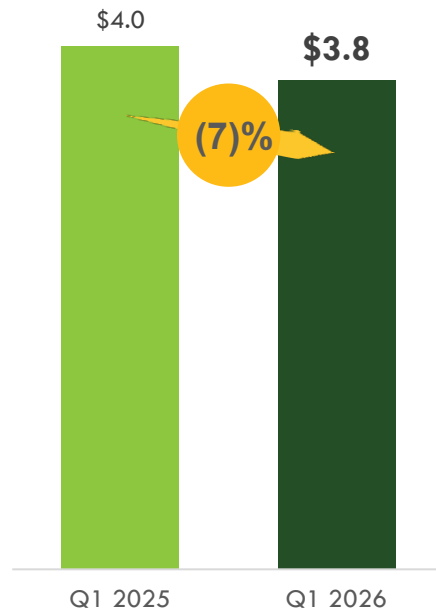
This presentation makes reference to certain non-IFRS measures. These non-IFRS measures are not recognized measures under IFRS, do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are 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).

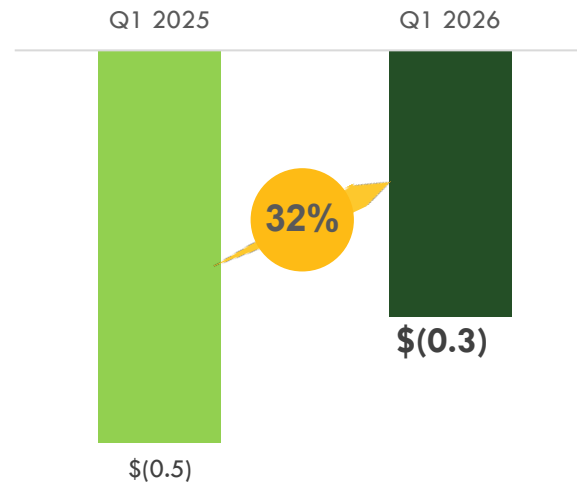
SHORT-TERM STEP BACK IN H1 2026 COMPARED TO THE MOMENTUM ESTABLISHED IN 2025

(USD millions)

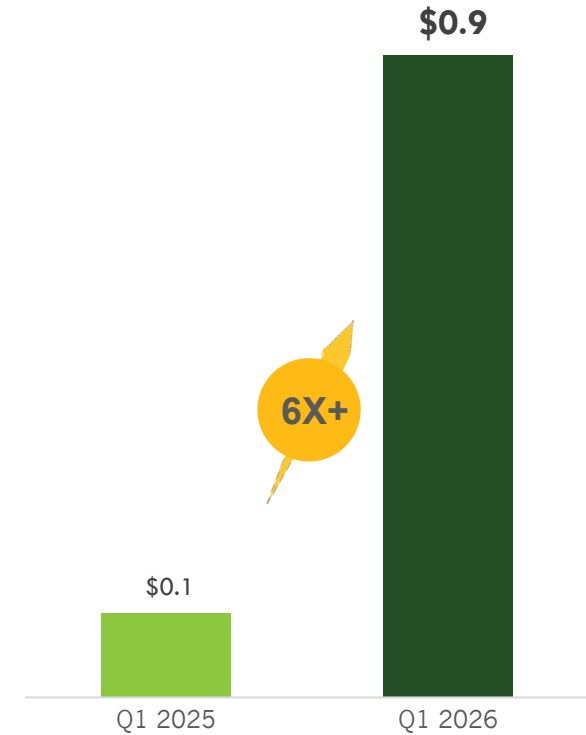
Net Sales



Adj EBITDA (loss)



Cash provided by operating activities



MANAGEMENT EXPECTS RETURN TO GROWTH IN SECOND HALF OF 2026

STRONG COMMERCIAL PRODUCT LINE

SurfLock™ strength aids

DuraBind™

EcoSphere®

Bioform™

- COMMERCIALLY VIABLE
- FULLY SCALED
- VERSATILE
- COST STABLE
- NATURALLY DERIVED
- SAFE
- LOW CARBON FOOTPRINT



BLUE CHIP CUSTOMERS & PARTNERS

GLOBAL PULP
MANUFACTURER

INTERNATIONAL
RETAILER,
MANUFACTURER

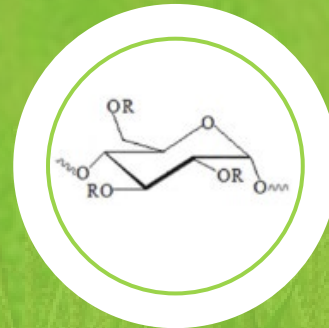
GLOBAL PERSONAL
CARE FORMULATOR


LEADING
GLOBAL TISSUE /
PAPERBOARD
MANUFACTURERS

TOTAL ADDRESSABLE MARKETS today's potential:



ONE PLATFORM —
THREE PRODUCTS



Urea formaldehyde

\$15B

wood resin market



SB/SA Latex
& Strength Aids

\$1B+

paper, tissue, packaging
and pulp markets



Polyvinylpyrrolidone

\$460M

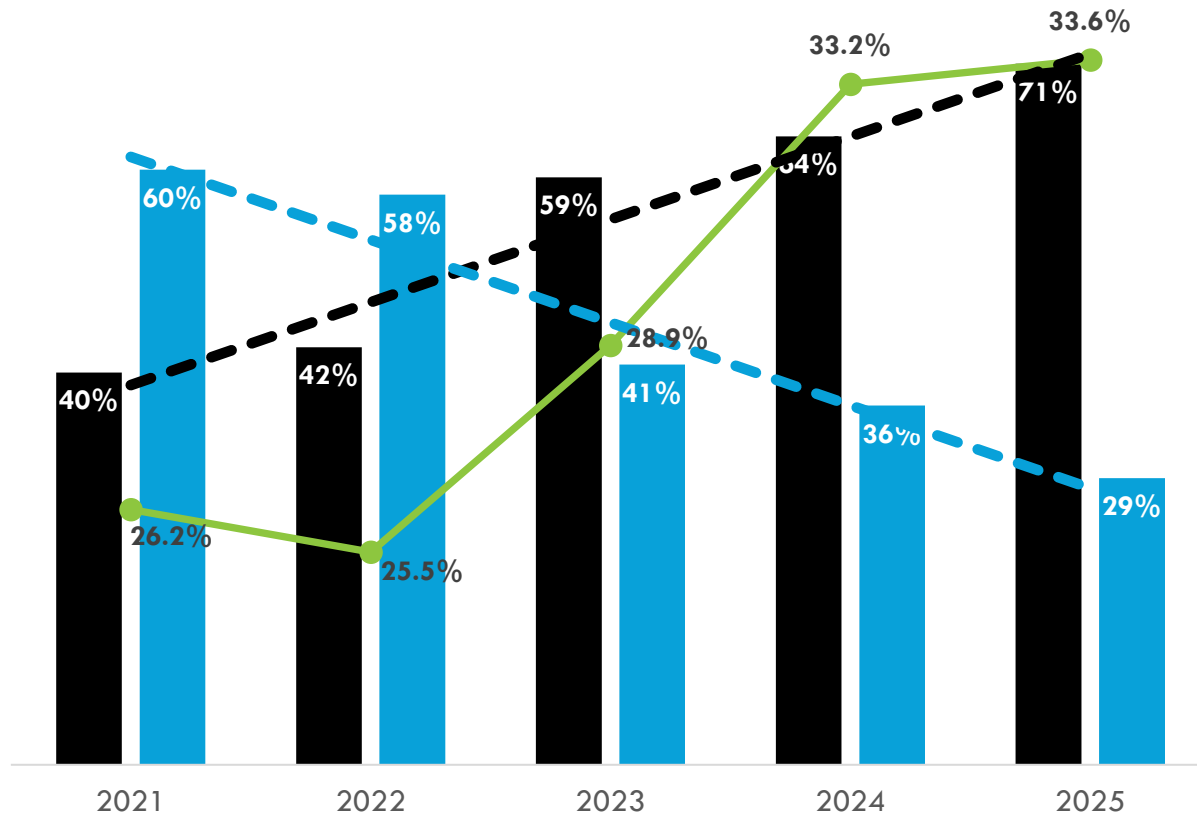
hair fixative binder market

70%+ OF SALES COMPRISED OF PULP, TISSUE, SPECIALTY & WOOD COMPOSITES

SALES EVOLUTION TOWARD STRATEGIC MARKETS

(Percentage of Graphic Paper Sales vs. Strategic Markets Sales)

- Sales of Graphic Paper as a % of Total Sales
- Sales of Strategic Markets as a % of Total Sales
- Gross Margin adjusted for manufacturing depreciation



Strategic Markets comprised of pulp, tissue, specialty and packaging, adhesives, personal care and wood composites

**STRATEGIC MARKETS SALES
IN 2023 PERMANENTLY
SURPASSED DETERIORATION
IN GRAPHIC PAPER**

**71% OF 2025 SALES IN
KEY STRATEGIC MARKETS
VS. 40% IN 2021**

**28% EXPANSION IN CASH
MARGINS SINCE 2021**

KEY FEEDSTOCKS FOR UREA FORMALDEHYDE UNDER INFLATIONARY PRICING PRESSURE AS OIL PRICES RISE



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**

Top 10 global pulp manufacturer commercial
for just over a year with SurfLock™

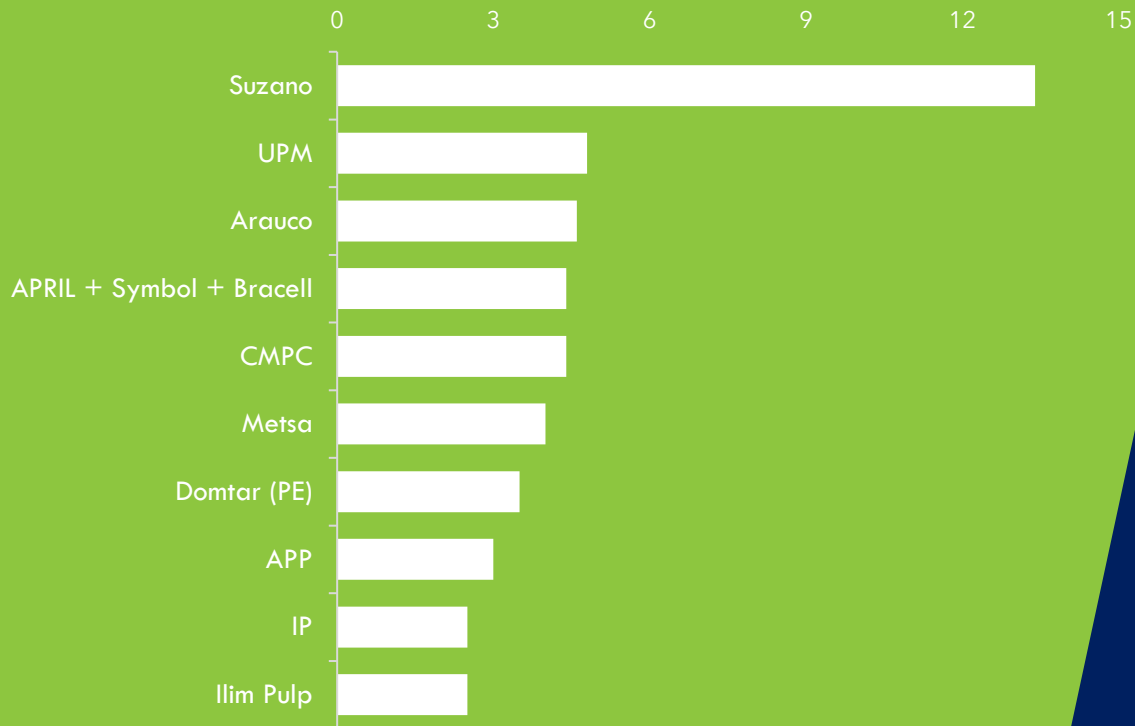
Already a top 5 account for us

Maintenance downtime on primary line
reduced volume demand in Q1

Successful trial at second, larger mill within
their asset base

TOP 10 GLOBAL PULP COMPANIES

(Market pulp capacity (tonnes millions))



Turning pulp from a commodity into an innovation - delivering greater value to customers through cost reductions

Fibre-to-fibre innovation enabling improved substitutions as enhanced value-added offerings approach softwood properties

Our top 10 global manufacturer account increased their addressable market by 50% to 3MT fibre-to-fibre over the next four years

BUILDING MOMENTUM IN PULP-BASED END MARKETS WITH OUR STRENGTH AIDS



Distribution partners generating significant trial activity

Distribution partners investing in the introduction of SurfLock™ strength aids in their regional markets

Healthy and robust trial pipeline includes:

- Late-stage, long-duration trials
- Large tissue brand manufacturers
- Packaging board, printing and writing paper

WOOD COMPOSITES PROGRESS:

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



Demand from first mill expected to be lower in Q2 2026 and into Q3, unrelated to performance of DuraBind™

Second line expanding usage modestly from small base

New activity at third line with trials expected later this year

Senior leadership values our role in achieving their sustainability goals and continues to invest in short and long-term development projects with us

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



MAZECARE™

Exceptional
stiffness

Soft-touch
styling

Curl
retention

Carbomer
compatibility

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

Drew down on inventory in Q1 after building position in Q4 2025

Dow continues to grow and expand MaizeCare™ program

Q1 2026 FINANCIAL SUMMARY

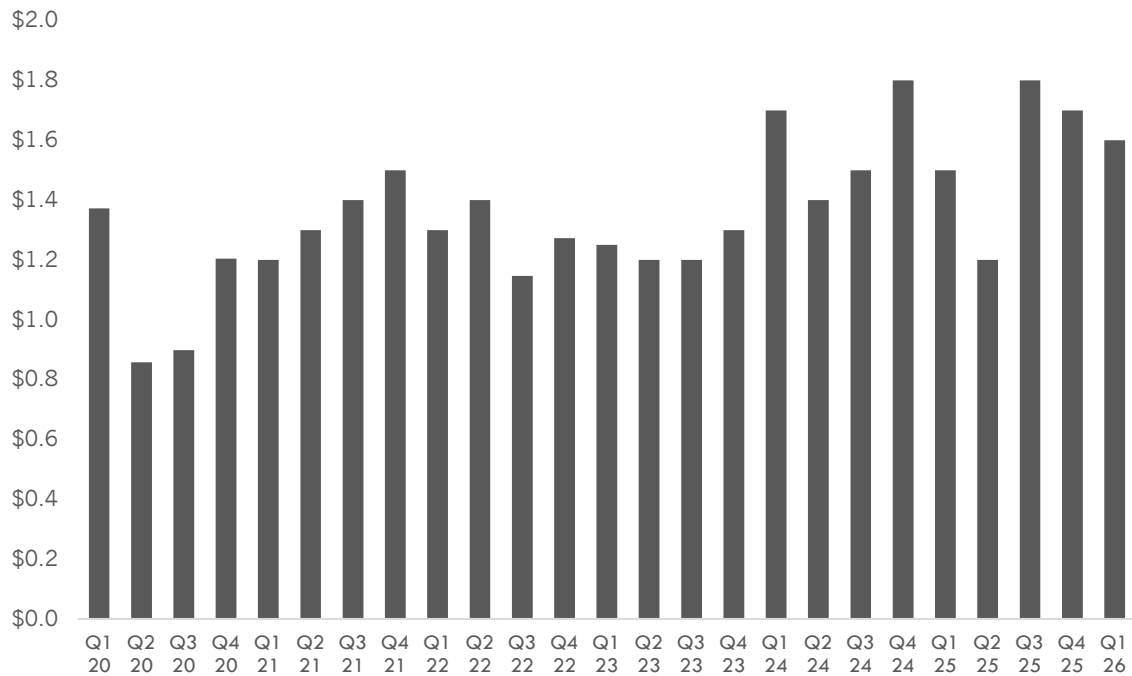
<i>USD millions (except gross margin)</i>	Q1 2026	Q1 2025
Net Sales	\$3.8	\$4.0
Gross Profit	\$0.9	\$0.9
Gross Margin	24.6%	21.5%
Gross Margin adjusted for manufacturing depreciation	30.6%	27.2%
Adjusted EBITDA ¹ (loss)	(\$0.3)	(\$0.5)

US\$29.8 MILLION IN CASH AND SHORT-TERM INVESTMENTS (03/31/26)

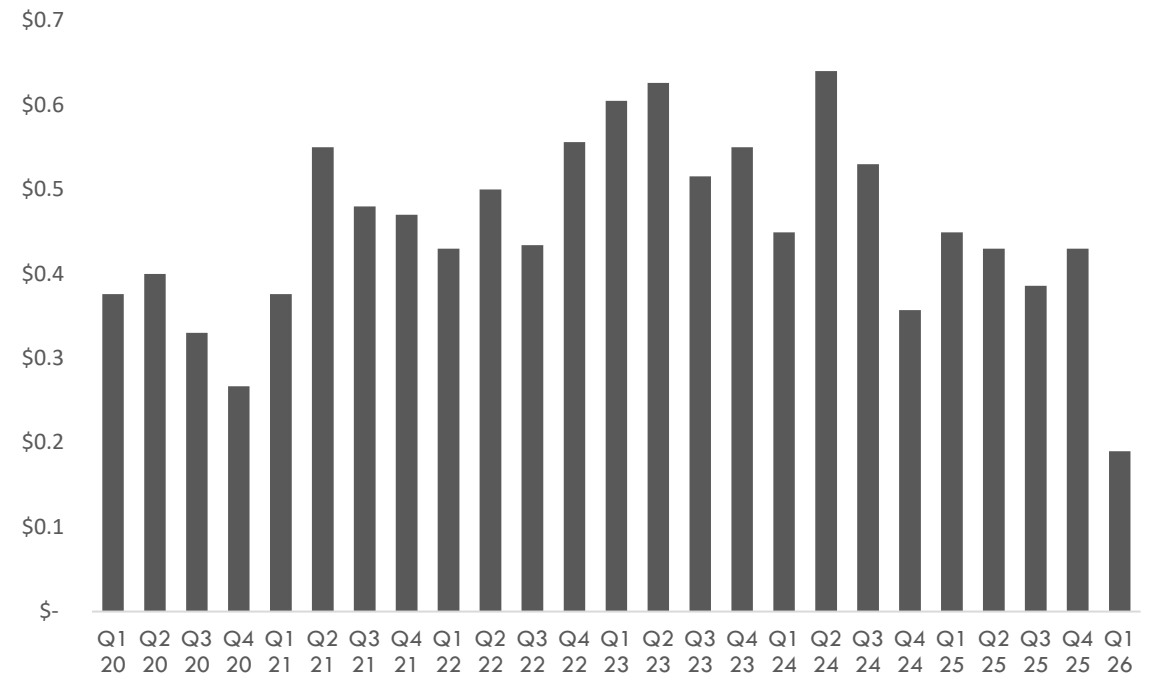
1) Adjusted EBITDA is defined as consolidated net income (loss) before interest, income taxes, depreciation, amortization and other non-cash charges deducted in determining consolidated net income (loss).

OPERATING COST STRUCTURE

Selling, General & Administrative
(USD, millions)



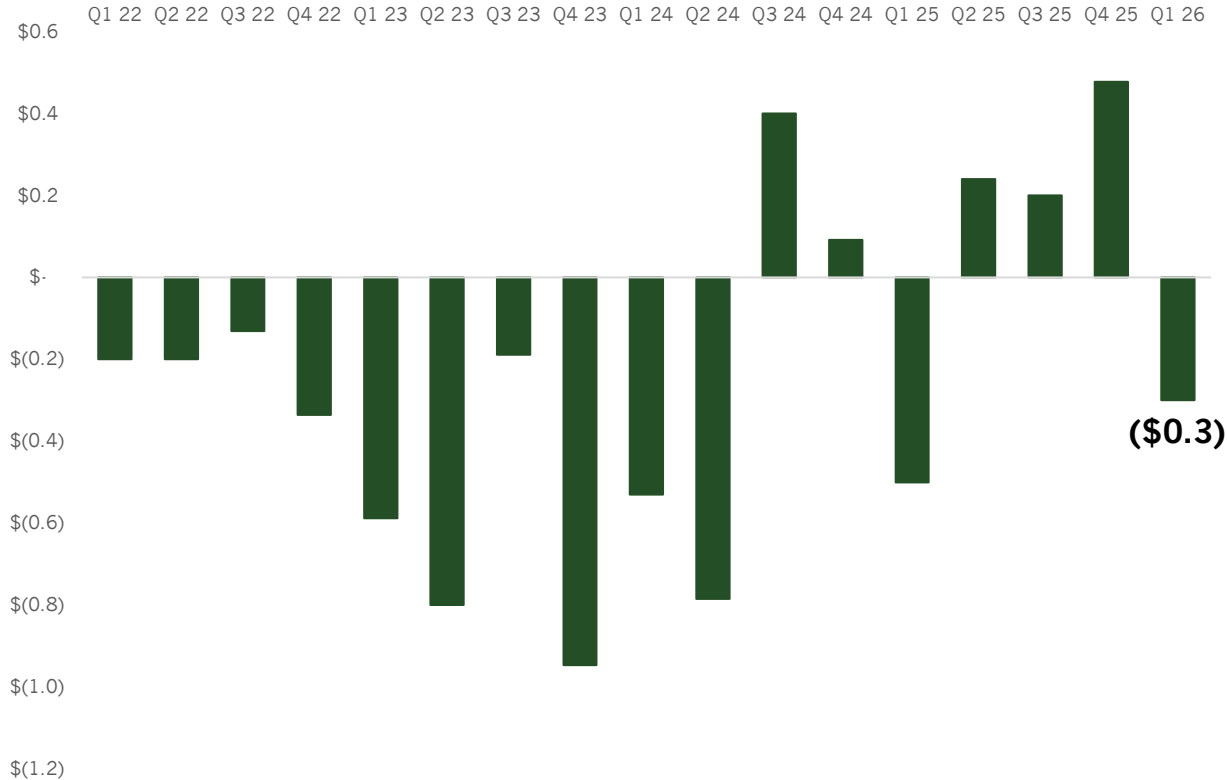
Research & Development
(USD, millions)



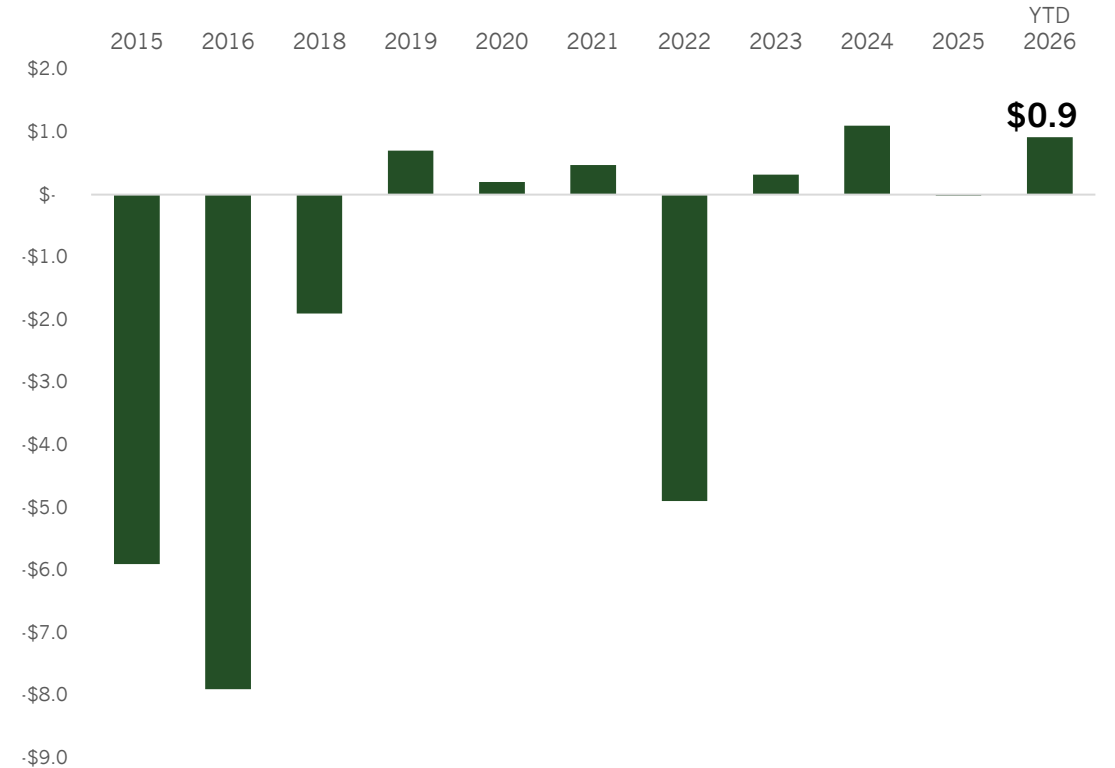
SR&ED TAX CREDITS LOWERED R&D INVESTMENT

ADJ EBITDA IMPACTED BY LOWER DEMAND

Quarterly Adj EBITDA
(USD millions)



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



\$900,000 POSITIVE CASH FLOW FROM OPERATIONS IN Q1



**Long-term, durable
relationships with
blue-chip accounts**

**Our biopolymers
delivering value
for customers**

**Customers' and
partner's commitment
as strong as ever**



QUESTIONS & ANSWERS