



# **ECOSYNTHETIX INC**

**Jeffrey Nodland, Chair**

**ANNUAL & SPECIAL MEETING OF SHAREHOLDERS**

**May 21, 2026**

# AGENDA

Introductions

Presentation of financial results

Appointment of auditors

Election of directors

Resolution on unallocated stock options under the stock option plan

Other business

Close of formal proceedings

Corporate update

Question and answer

# INTRODUCTIONS

## BOARD NOMINEES

Jeffrey Nodland

Susan Allen

Sara Elford

Jeff MacDonald

Gregory Yull

## MANAGEMENT

Jeff MacDonald  
CEO

Rob Haire  
CFO

Ted Van Egdom  
SVP Operations

Ralph DeJong  
VP Research & Development  
and Customer Solutions

## AUDITORS

PricewaterhouseCoopers LLP

## TRANSFER AGENT

TSX Trust Company

# PRESENTATION OF FINANCIAL RESULTS

<i>USD millions (except gross margin)</i>	Q1 2026	Q1 2025	2025	2024
Net Sales	\$3.8	\$4.0	\$20.8	\$18.5
Gross Profit	\$0.9	\$0.9	\$6.0	\$5.3
Gross Margin	24.6%	21.5%	29.0%	28.6%
Gross Margin adjusted for manufacturing depreciation	30.6%	27.2%	33.6%	33.2%
Adjusted EBITDA <sup>1</sup> (loss)	(\$0.3)	(\$0.5)	\$0.4	\$(0.9)

**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).

# BOARD OF DIRECTOR NOMINEES

## **Jeffrey Nodland, Chair**

Formerly President & CEO of KIK Custom Products. Also held executive leadership positions at Valspar, Hexion Specialty Chemicals, Resolution Performance Products, McWhorter Technologies. Chair of the board of McBride Plc. and board member of Easton Select Group and DMI Solutions Inc. and a partner at Brenton Point Capital. Previously board member at Pioneer Recycling, California Products Corporation, MPM Holdings Inc., Texas Petrochemicals Group and Augsburg University.

## **Jeff MacDonald, Chief Executive Officer**

Various executive leadership positions at Husky Injection Molding Systems over 15 years, including sales, operations, start-up in Asia-Pacific. Formerly a board member of Intrinsic Technologies. Holds a Master of Business Administration from McMaster University, Bachelor of Science from University of Western Ontario.

## **Susan Allen**

Former Partner with PwC. Director and Audit Committee Chair on the boards of Richards Group Inc., Triple Flag Precious Metals Corporation, and Conavi. Holds a U.S. CPA and is a Fellow of the Chartered Professional Accountants of Canada.

## **Sara Elford**

Worked in the capital markets for 20+ years as an investment banking and equity research analyst with extensive coverage of small- to mid-cap clean technology companies. Board member of BioSyent, BQE Water Inc. Formerly a board member of six other publicly listed companies including; Hydrogenics Corporation, Carmanah Technologies, TSO3 Inc., WeCommerce Holdings Ltd., Pure Technologies and Xebec Absorption.

## **Gregory Yull**

Former President, CEO and Director of Intertape Polymer Group Inc. from June 2010 through November 2022. Intertape Polymer is a leading global provider of packaging and protective solutions with a comprehensive portfolio of products for industrial and retail use. At the time of Mr. Yull's retirement, Intertape Polymer had sales of approximately \$1.5 billion and employed approximately 3,700 employees with operations in 32 locations, including 21 manufacturing facilities in North America, five in Asia and one in Europe. Director of the board of Hammond Power Solutions Inc.



# ECOSYNTHETIX INC

Jeff MacDonald | CEO

Rob Haire | CFO

May 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).

At EcoSynthetix, our motivation is a  
more sustainable & healthy future

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Our bio-based solutions offer  
**lower carbon,  
healthier solutions**  
vs incumbent chemicals

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**Disruptive,  
clearly defined  
opportunities**

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Must also deliver proven  
**performance**  
at competitive  
**economics**



# what we do: POLYMERS FROM GREEN CHEMISTRY

Patented Formula:  
Sustainable feedstocks + chemicals



Patented process:  
Proprietary continuous  
manufacturing process



Patented product:  
Engineered biopolymer



Proprietary engineering:  
Engineered solutions

# OUR TARGET MARKETS

- 1) PULP, TISSUE, PAPER & PACKAGING
- 2) WOOD COMPOSITES
- 3) PERSONAL CARE



PERSONAL CARE  
hair care

PAPER & PACKAGING  
label adhesives

PAPER & PACKAGING  
reading and advertising paper

WOOD MATERIALS  
for furniture, floors  
& construction

PAPER & PACKAGING  
solutions

# 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

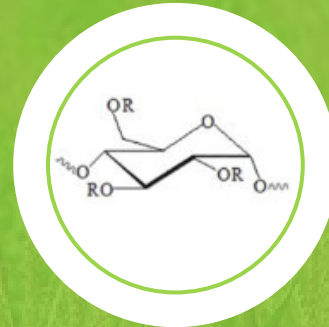
GLOBAL PERSONAL  
CARE FORMULATOR  


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**

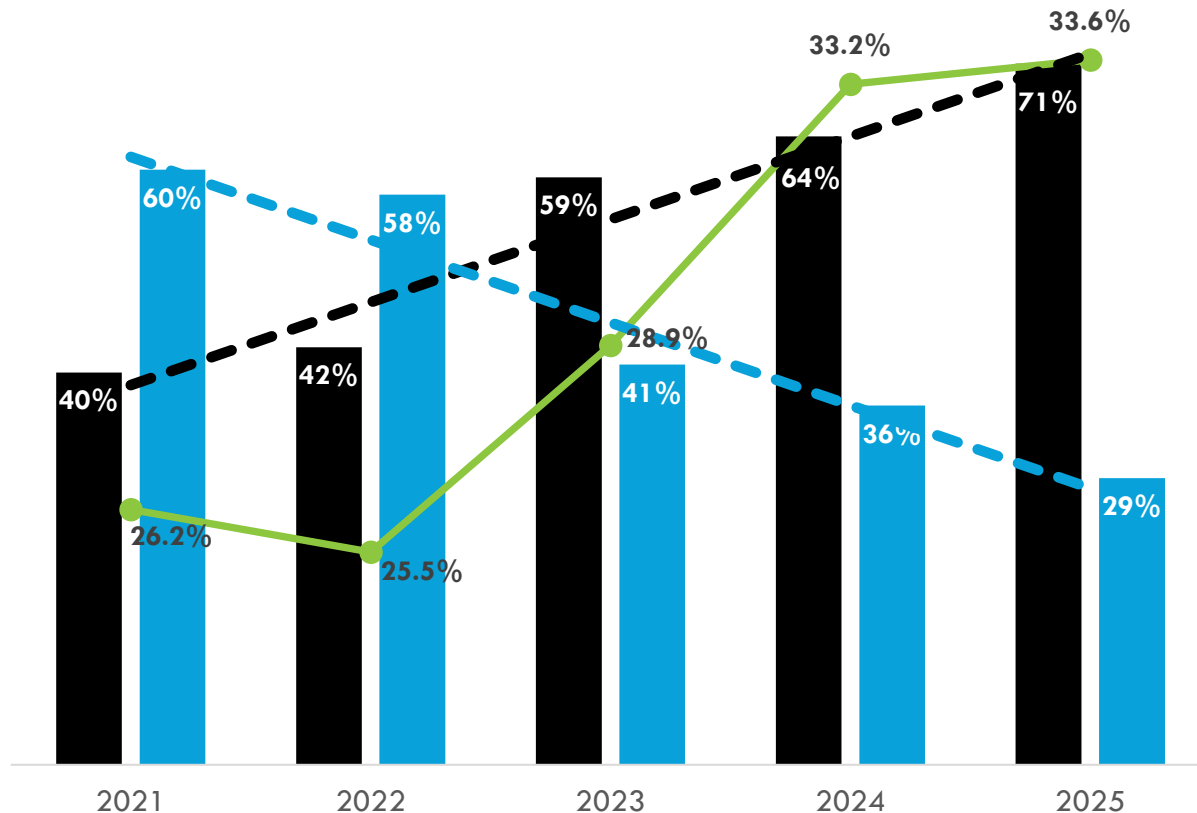
hair fixative binder market

# 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 SALES IN KEY  
STRATEGIC MARKETS  
VS. 40% IN 2021**

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

# OUR FOCUS IN PULP BASED PRODUCTS – PULP, TISSUE AND PACKAGING



Sustainable coating binders



Bio-based barriers & specialty papers



Tissue



Packaging

**PULP: Fiber Strength Enhancement**

# 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

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



# 15

Commercial lines  
with SurfLock™

# 8

New SurfLock™  
commercial wins in 2025

Distribution and service partners  
generating significant trial activity

# 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

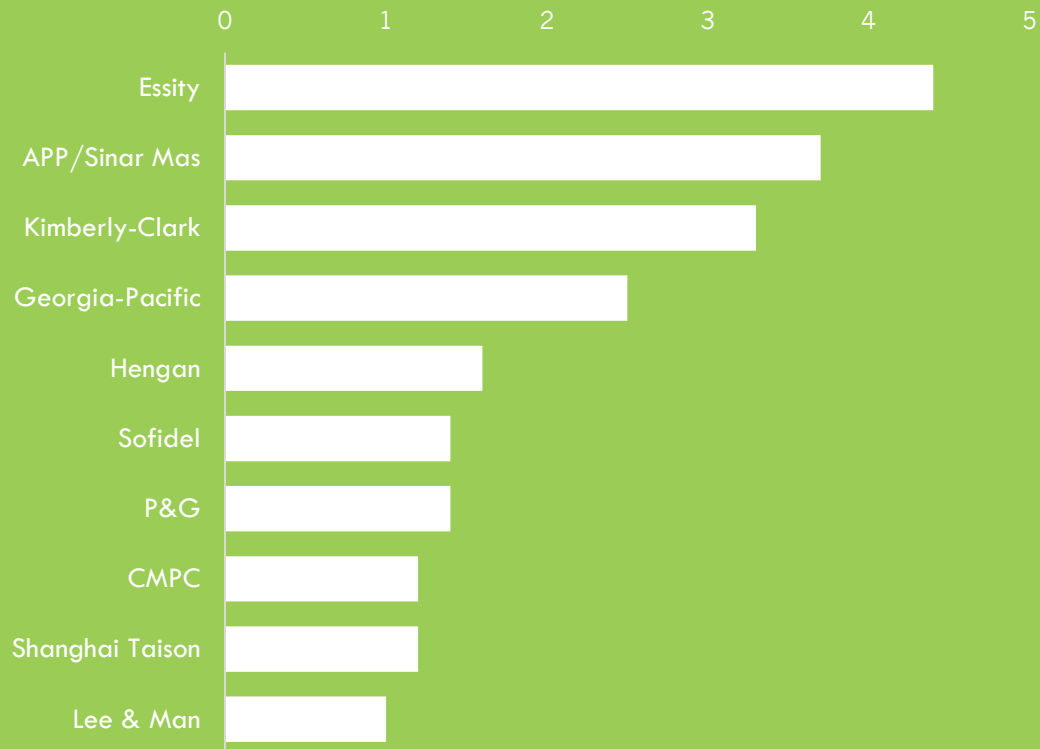
Turning pulp from a commodity into an  
innovation - delivering greater value to  
customers through cost reductions

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

Successful trial at second, larger mill within  
their asset base

# TOP 10 GLOBAL TISSUE PRODUCERS

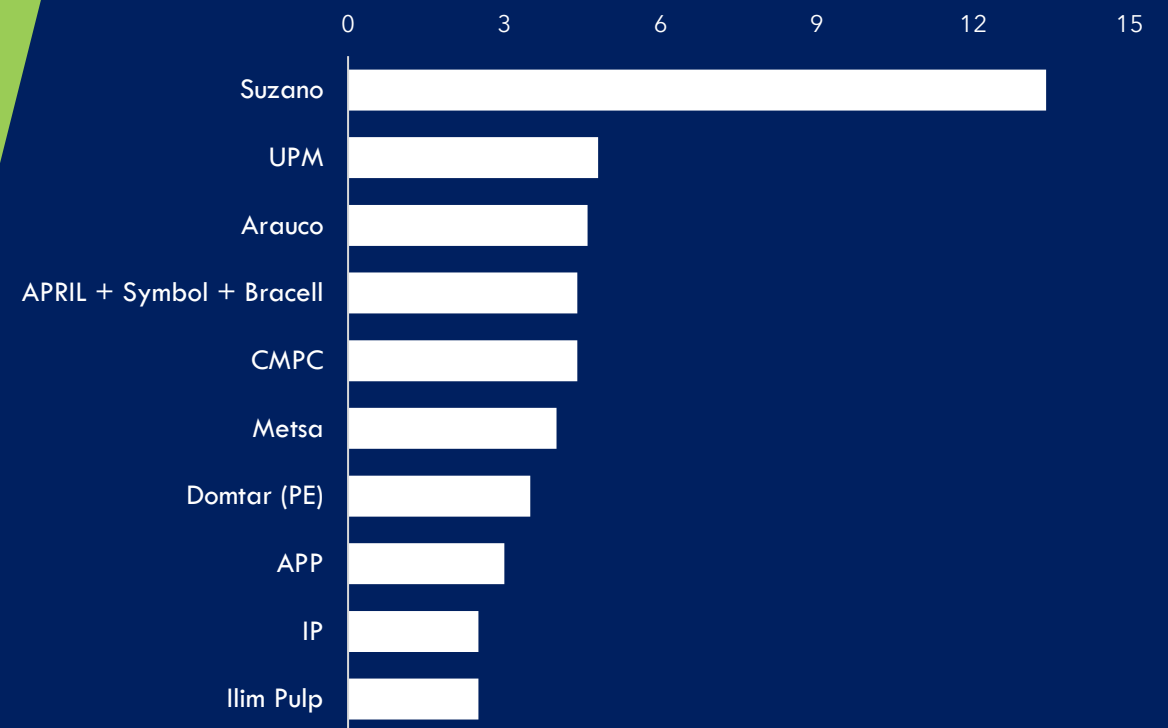
(Million tonnes per annum)



Source: AFRY

# TOP 10 GLOBAL PULP COMPANIES

(Market pulp capacity (tonnes millions))



Source: Hawkins Wright, December 2025. Market pulp capacity including hardwood and softwood volumes

# WOOD COMPOSITES:

DuraBind™ the clear incumbent  
in the biobased glue market



**Carbon footprint  
and formaldehyde  
reductions**  
for wood glues with  
sustainable solutions that deliver  
**performance and  
competitive  
economics**

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



# INTERNATIONAL RETAILER DRIVING INCREASED AWARENESS OF BIO-BASED GLUES

## 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!

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Read more about bio-based glue



# IKEA: A CONSISTENT HISTORY OF INNOVATIVE SOLUTIONS TO REDUCE BANNED AND RESTRICTED CHEMICALS

Year	Compound	Strategy
Today	Formaldehyde emission levels	≤ natural wood
2023	Polyvinyl Chloride (PVC)	Phase out
2016	Per- and Polyfluoroalkyl (PFAS) in textiles	Ban
2015	Hexavalent Chromium in leather	Ban
2012	Bisphenol A (BPA) in food products	Ban
2009	Per- and Polyfluoroalkyl (PFAS)	Phase out
2006	Bisphenol A (BPA) in children's products	Ban
2005	Hexavalent Chromium in chromating/anodizing	Ban

Source: [www.ikea.com/global/en/our-business/our-view-on/chemicals/](http://www.ikea.com/global/en/our-business/our-view-on/chemicals/)

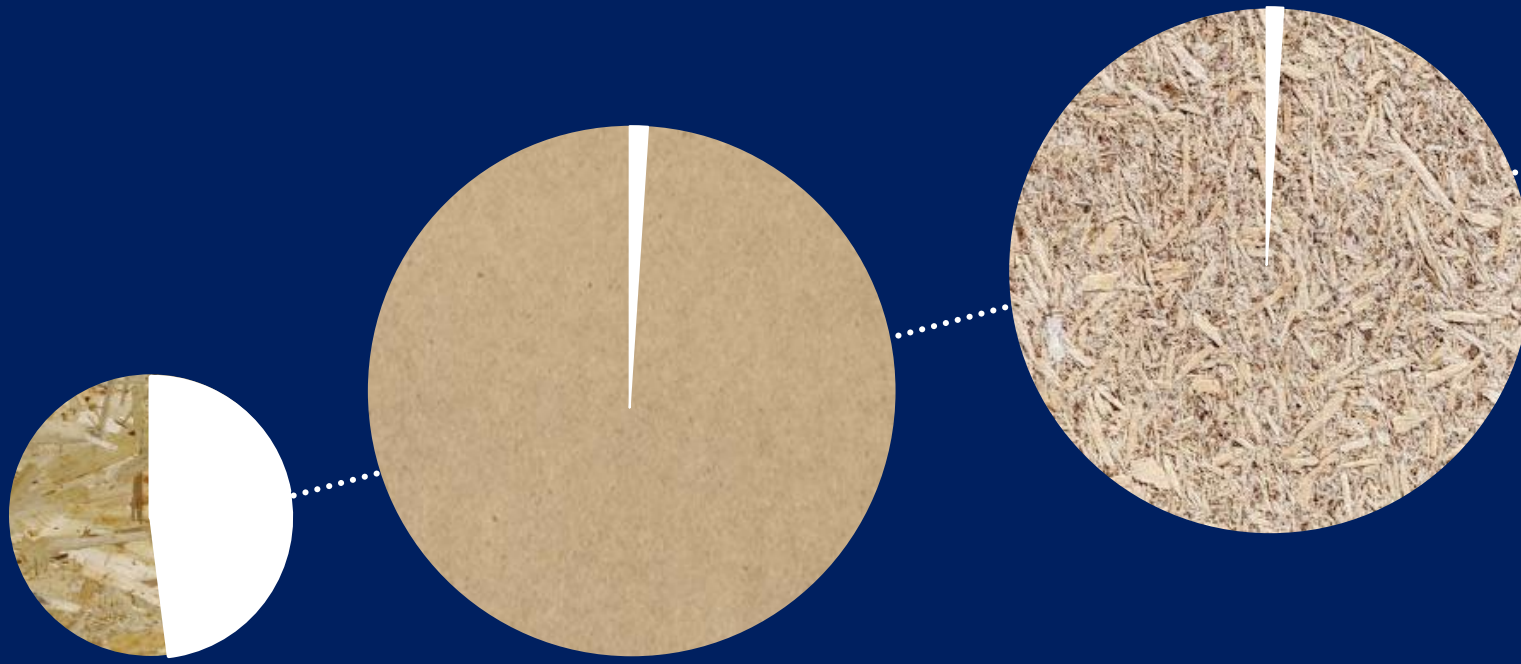
## IKEA'S AMBITIOUS PLANS FOR BIO-BASED GLUE



**The Kazlų Rūda factory in Lithuania became the first IKEA Industry factory to use bio-based glue. This is an important first step in the work to reduce the climate footprint from glue by 30% by FY30. As glue in board materials represents 5% of the total climate footprint within the IKEA value chain, such a decrease will have a significant impact on our climate footprint.**

Source: IKEA FY2023 Sustainability Report, January 24, 2024

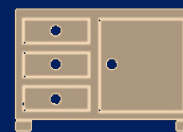
# MASSIVE MARKET POTENTIAL FOR A NO ADDED FORMALDEHYDE LEADER



Oriented  
Strand Board

Medium Density  
Fiberboard

Particle Board



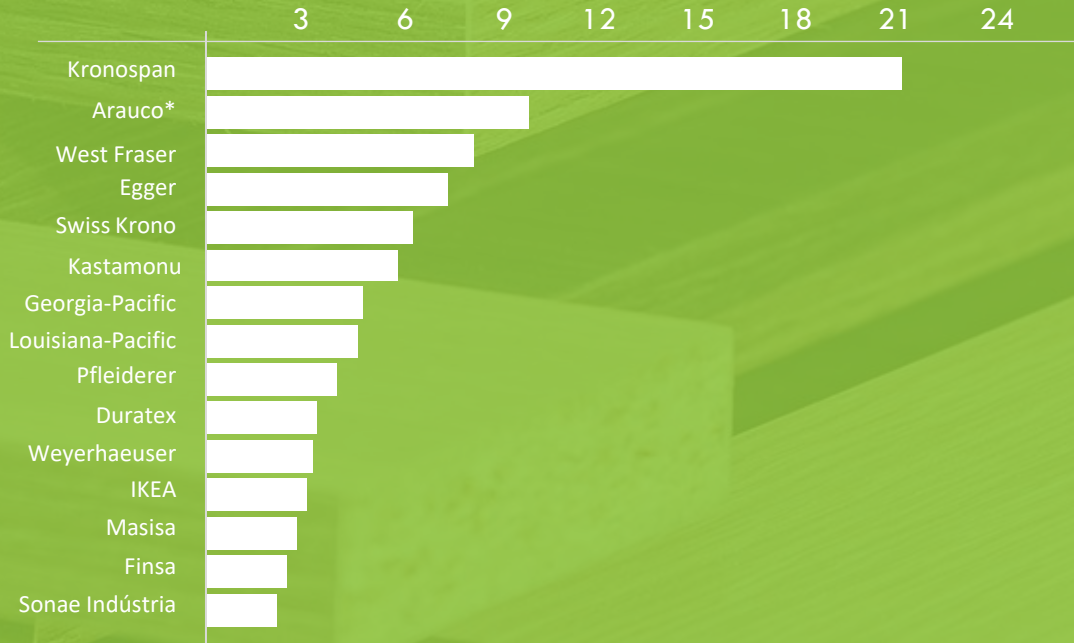
**\$15B**  
Global Wood  
Resin Market

● No Added Formaldehyde  
Market Share by Application

# DURABIND: PERFORMANCE FOR MASS ADOPTION

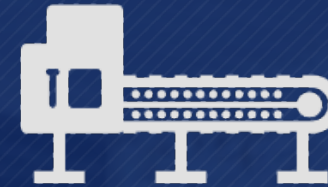
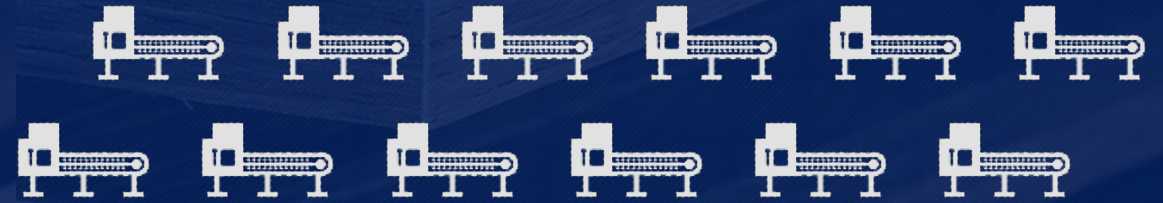
## TOP 15 GLOBAL WOOD-BASED PANEL MANUFACTURERS

(Based on production capacity<sup>1</sup> (million m<sup>3</sup>))



# 1,000+

serviceable addressable  
wood-panel lines globally



# \$0.5M to \$3.0M+

annual revenue opportunity per line

1) Source: Arauco, including Hawkins Wright, public company filings and management estimates

\* Arauco capacity includes 50% of Montes del Plato, Sonae Arauco and MAPA



# PROGRESS ON OUR ALL-NATURAL POLYMERS FOR PERSONAL CARE

## DERIVED FROM NATURE, BACKED BY SCIENCE

STYLED with MaizeCare™ Style Polymer offer 5 bio-based styling products designed to address the key curly hair concerns. Whether its control, hold, boost, tame or define curls – MaizeCare™ Style Polymer is the answer.



Hold Styling Gel



Boost Sugar Spray



Define Molding Clay



Tame De-Frizz Wand



CONTROL Curl Cream



a-MAZE-ing  
Concepts Collection by 

Dow Chemical is our distribution and innovation partner for EcoSynthetix all-natural corn starch based personal care ingredients

Target markets are hair care, skin care and color cosmetics with >\$500M target market

Dow continues to grow and expand MaizeCare™ program

8 new formulations launched targeting skin care and color cosmetics

# DOW INTRODUCES MAIZECARE SKINCARE & COLOR COSMETICS



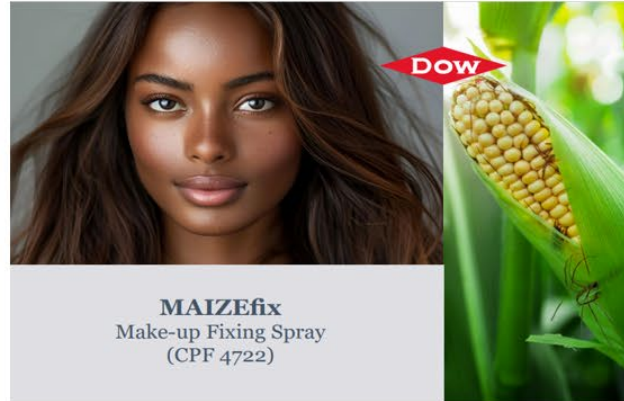
**MAIZELiner**  
Eyeliner  
(CPF 4719)



**MAIZEteint**  
Foundation  
(CPF 4716)



**MAIZE4all**  
Clear Fixing Gel  
(CPF 4715)



**MAIZEfix**  
Make-up Fixing Spray  
(CPF 4722)



**MAIZEdrama**  
Mascara  
(CPF 4717)



**MAIZElift**  
Hydrogel  
(CPF 4721)

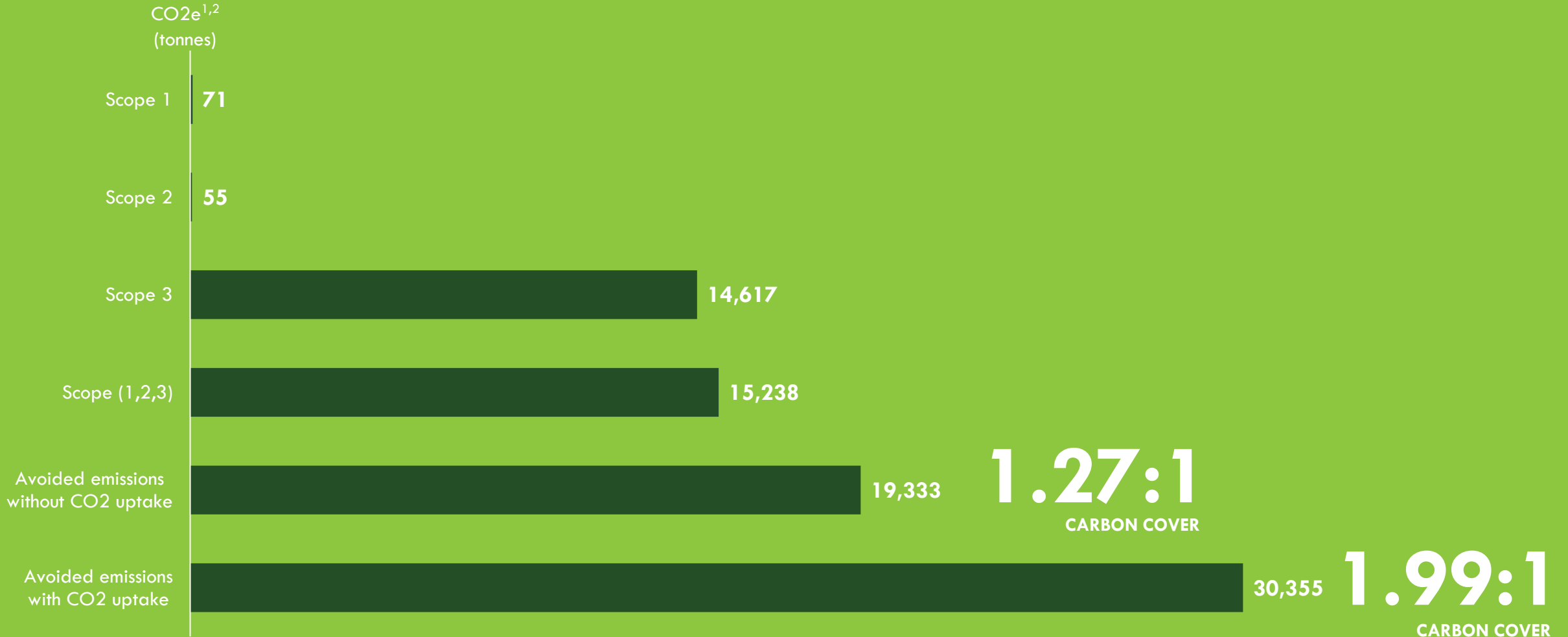


**MAIZEtalic**  
Lip Cream  
(CPF 4718)



**MAIZEblur**  
Oil-in-Water Cream  
(CPF 4720)

# CLIMATE POSITIVE PERFORMANCE



1) Management estimates

2) Values do not include biogenic carbon uptake (CO<sub>2</sub> removed from the atmosphere by plants)

# BUILDING TO \$100M+ IN SALES

\$100M  
SALES



## ACHIEVABLE WITH EXISTING PARTNERS



GLOBAL PULP  
MANUFACTURER

INTERNATIONAL  
RETAILER,  
MANUFACTURER

LEADING  
GLOBAL TISSUE /  
PAPERBOARD  
MANUFACTURERS



## QUESTIONS & ANSWERS

# CORPORATE OVERVIEW

TSX Symbol

ECO

Shares Outstanding

58.8M

Market Capitalization (as at May 15, 2026)

C\$190M

Net Debt

Nil

Cash Balance & Short-Term Investments (as at Mar 31, 2026)

US\$29.8M / C\$41.5M