
Investor Presentation

Mar'26

Highly successful reinforcer growing into an **advanced materials company**



*We
reinforce
life*

4

CONTINENTS

7

COUNTRIES

12

FACILITIES

3,900+

EMPLOYEES

2

R&D CENTERS

2

TECHNICAL CENTERS

Successfully Building the **Future of Reinforcement**



● Composite Technologies ● Tire Reinforcement ● Construction Reinforcement ● R&D Center / Technical Center

Close to Customer

Industry Leader

Technology Leader

Why invest in **Kordsa**

Growth in **composite reinforcement market & evolving to advanced materials company**

01

Strong hedge position to country risks through **100% hard-currency revenue**

02

Strong **ESG** position

03

Strong **cash generation**

04

Protected customer base through **Global footprint**

05

Global Leading Position

- #1 TireCord Fabric Producer
- Agile production capabilities / demand fulfillment
- Reputable global Turkish brand

Trusted Partner

- Longstanding Strategic Partner Status with all Global Tire Players
- Strong cooperation with customers through global footprint
- Generating above %70 revenue generation from approved-base customers

Global Leading Position

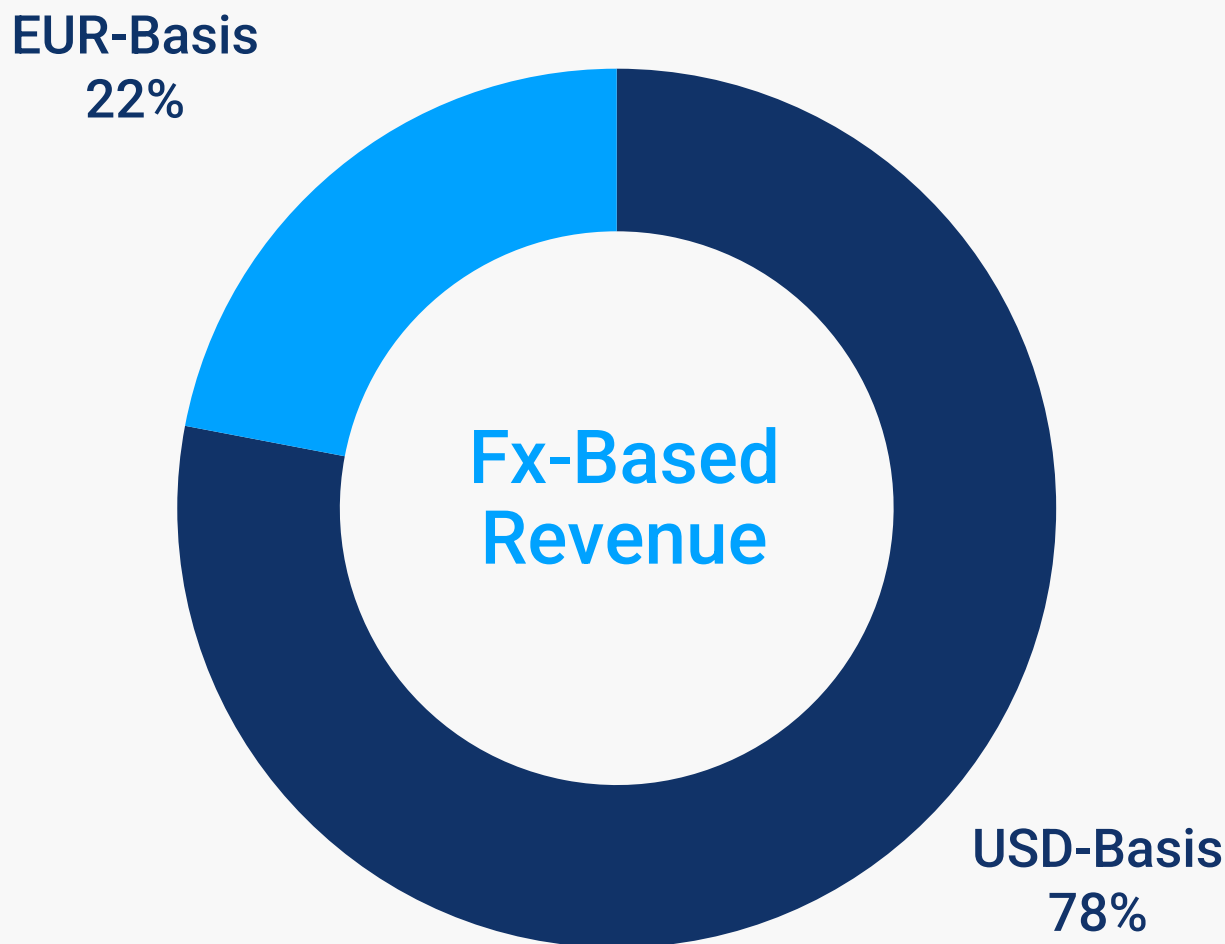
- Leading player in Ox-Ox Ceramic Matrix Composites
- Agile production capabilities / demand fulfillment
- CTCE : Industry & University Partnership

Trusted Partner

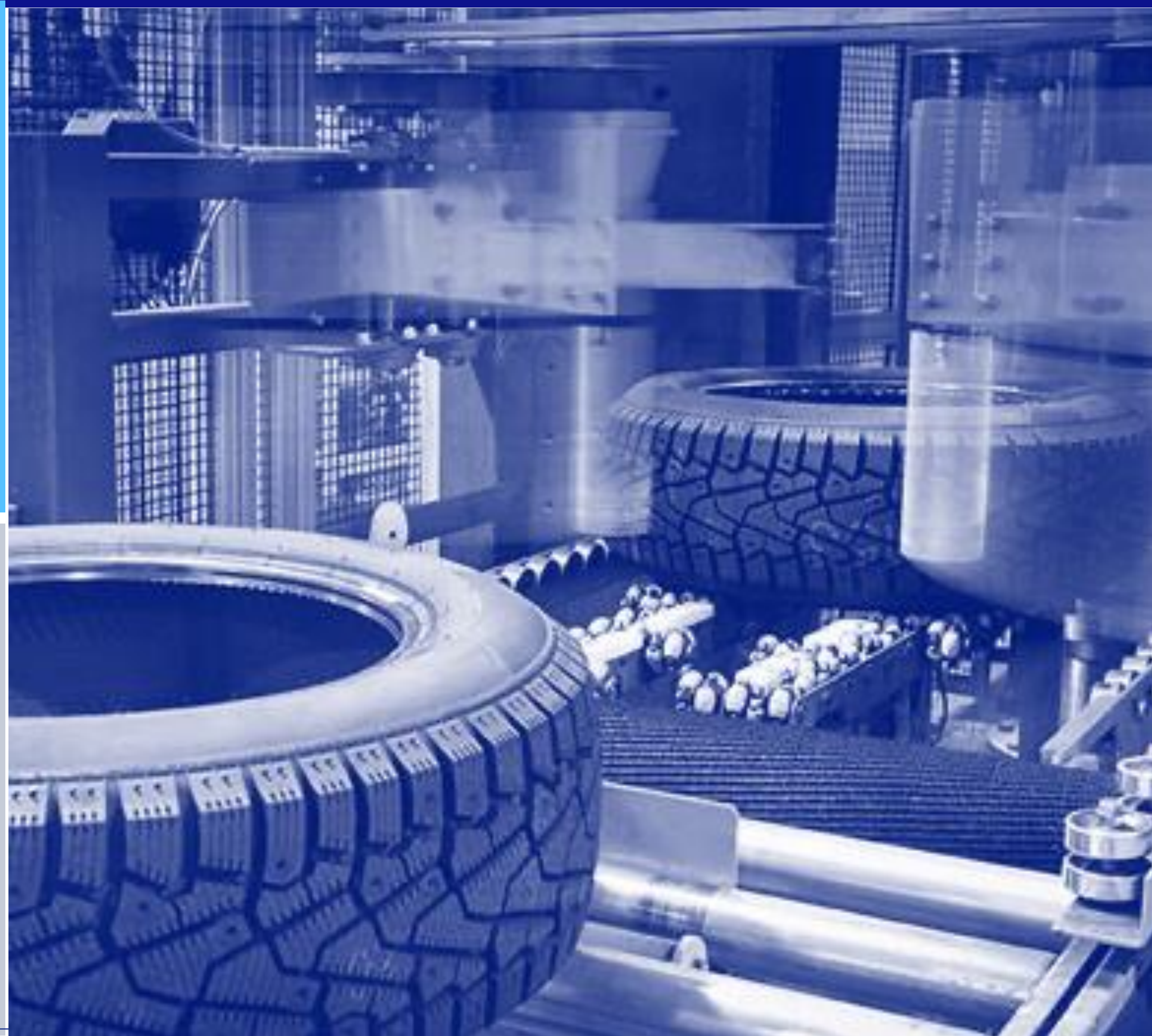
- Sole supplier of B787 Dreamliner in NA
- Partner of Orion Capsule
- Growing global partner in automotive industry

Strong hedge position to country risks through 100% hard-currency revenue

Natural Hedge to FX/Türkiye Position



OPERATIONS



FINANCIALS



We reinforce mobility through our tire reinforcement products

- 01** A tire is a highly complex composite with approx. 40 components working under dynamic conditions enduring heat and motion
- 02** By weight: 350-450gr per tire
- 03** By value => Approx 7-10% cost of a tire is Tire Cord Fabric

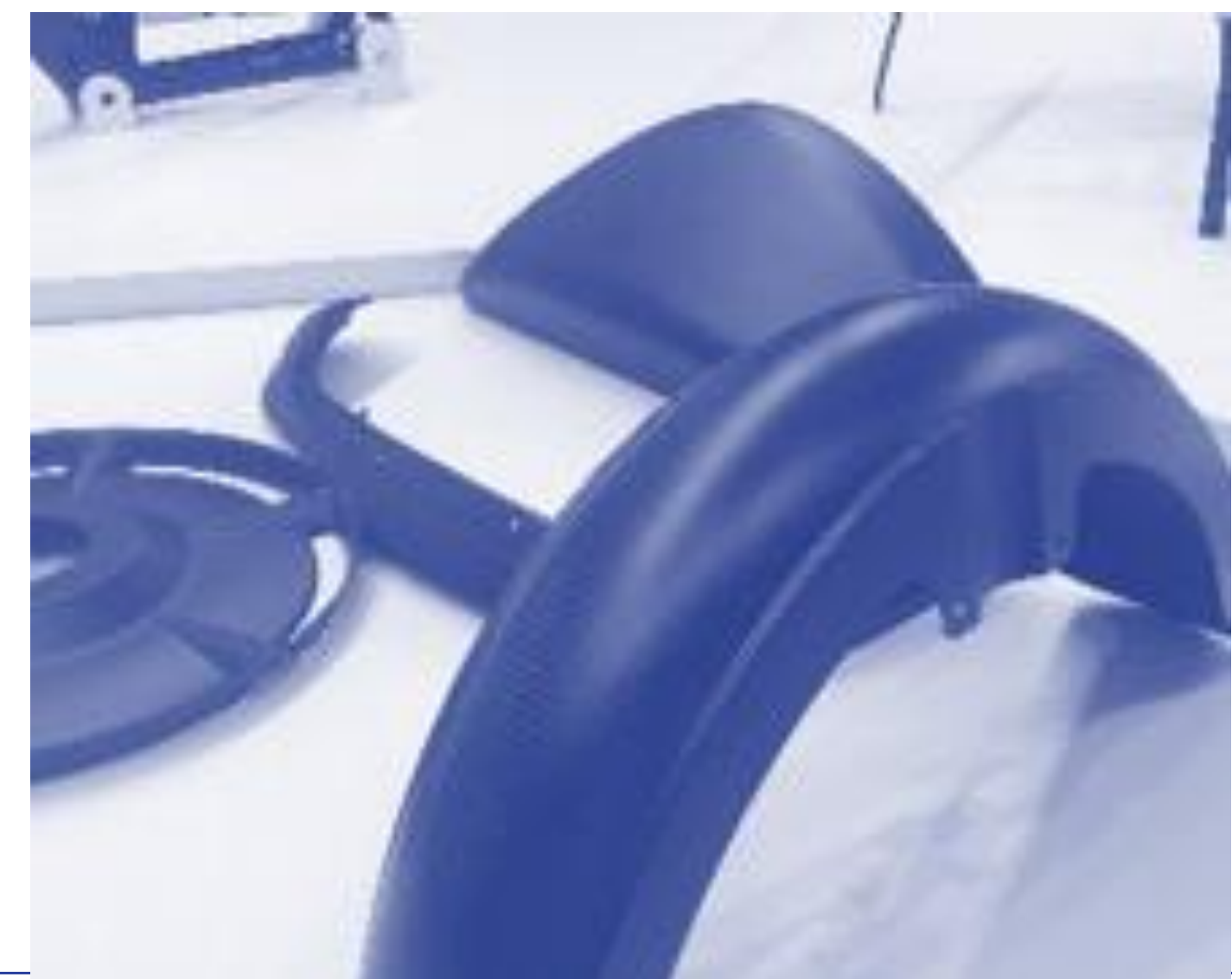


We reinforce safety through our composite technologies

COMPOSITE PARTS

Composites use in aerospace & automotive is increasing, due to improved material properties and weight savings over conventional materials

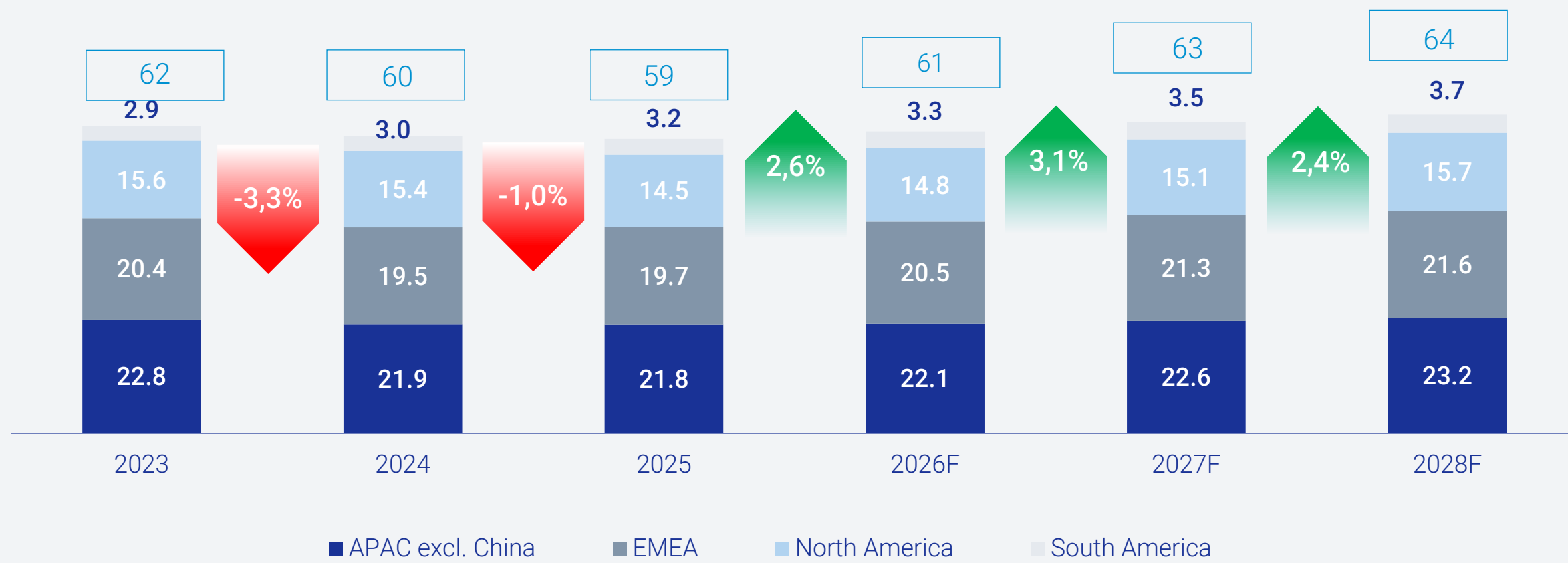
«Lightweighting» is a major theme, driven by emission regulations as well as fuel-efficiency needs



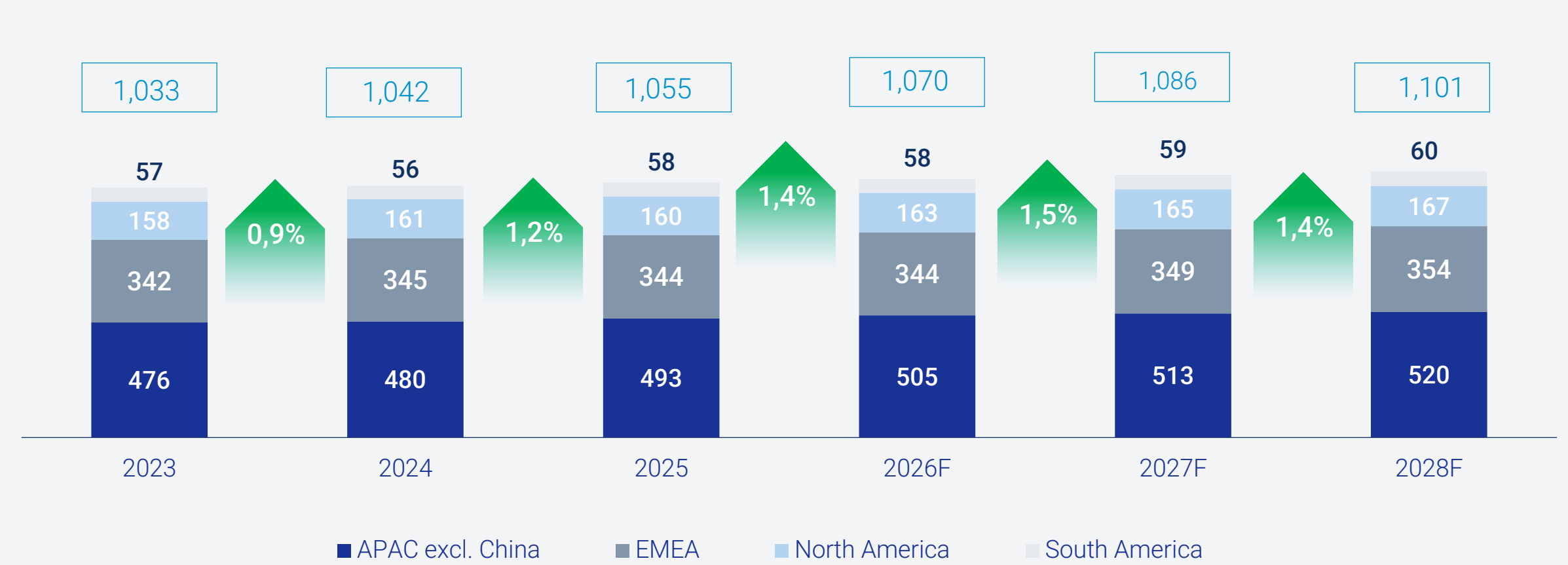
China's accelerated move up the value chain to intensify pressure on mature markets, while tire production in the EU and US show no signs of returning to pre-2019 levels. Structural demand shifts, trade policies, and supply chain realignments are reshaping the industry landscape



Global Automotive Market excl. China (million units)

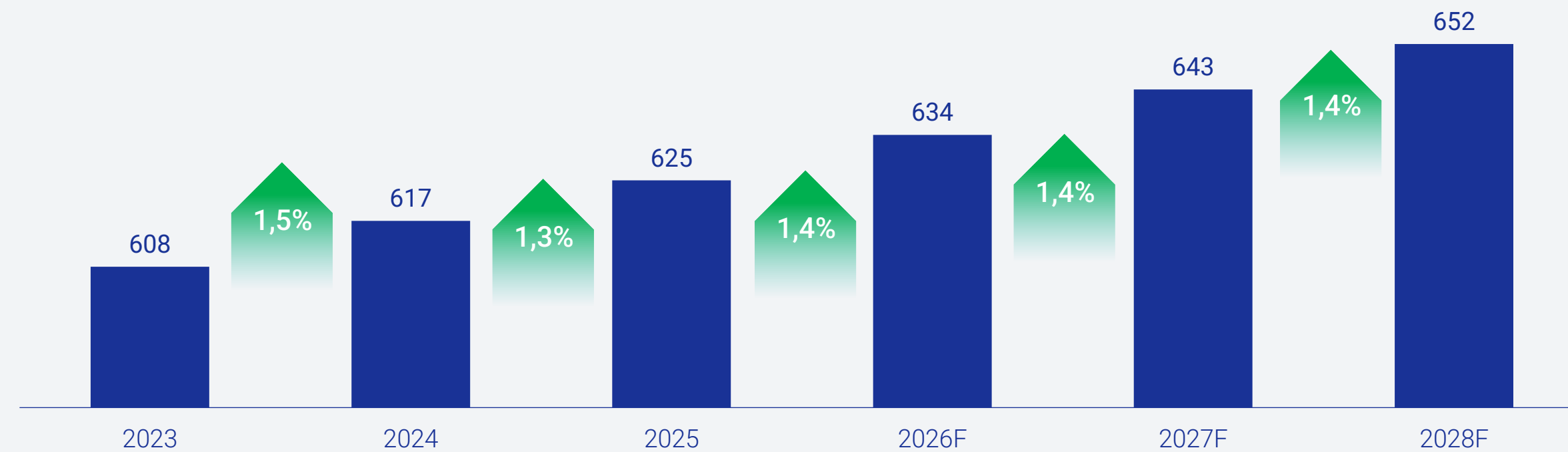


Global Tire Market excl. China (million units)



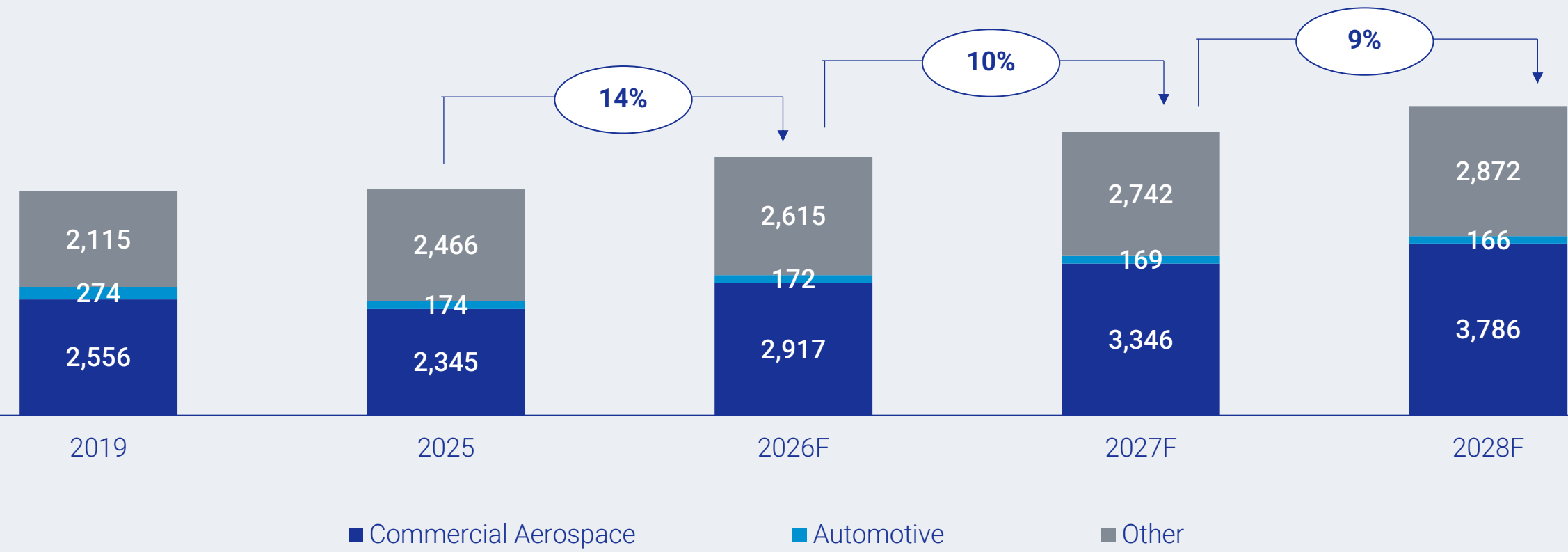
Tire Reinforcement Market excl China (ktons/year)

NY66 & PET HMLS

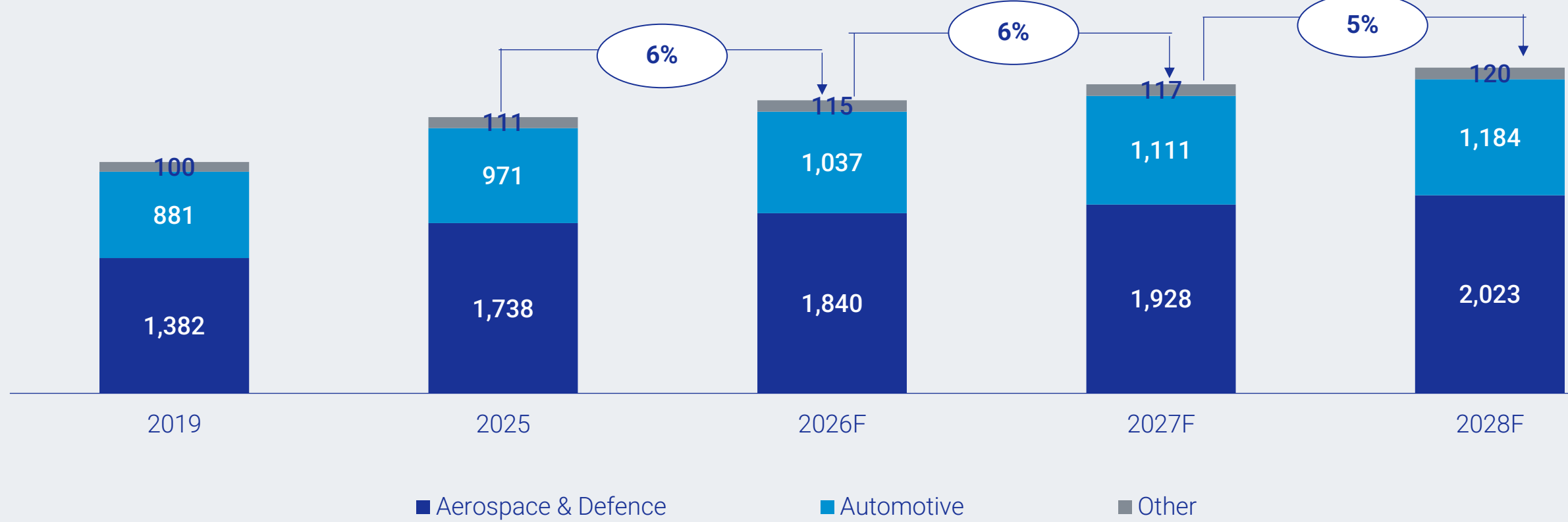


While the slowdown in the automotive segment continues, growth in the aerospace & defence segments is further supported by other industries.

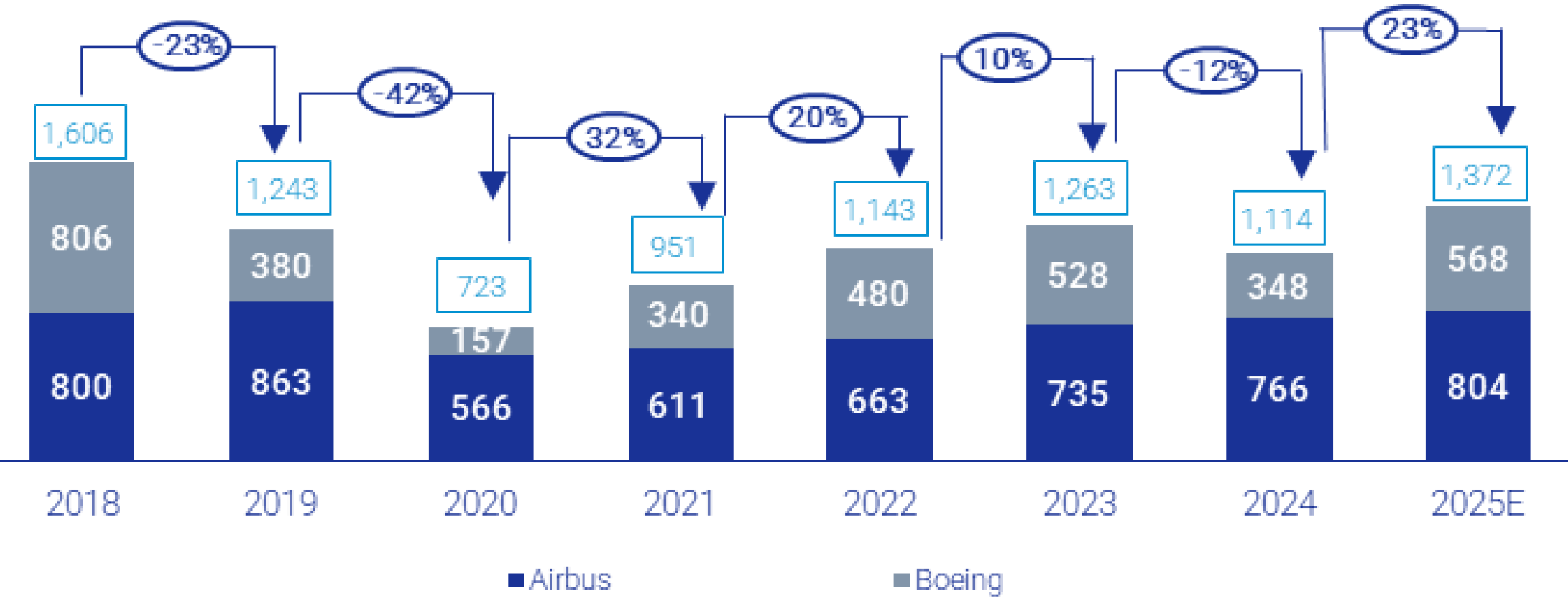
Global Composite Prepreg Market (M\$)



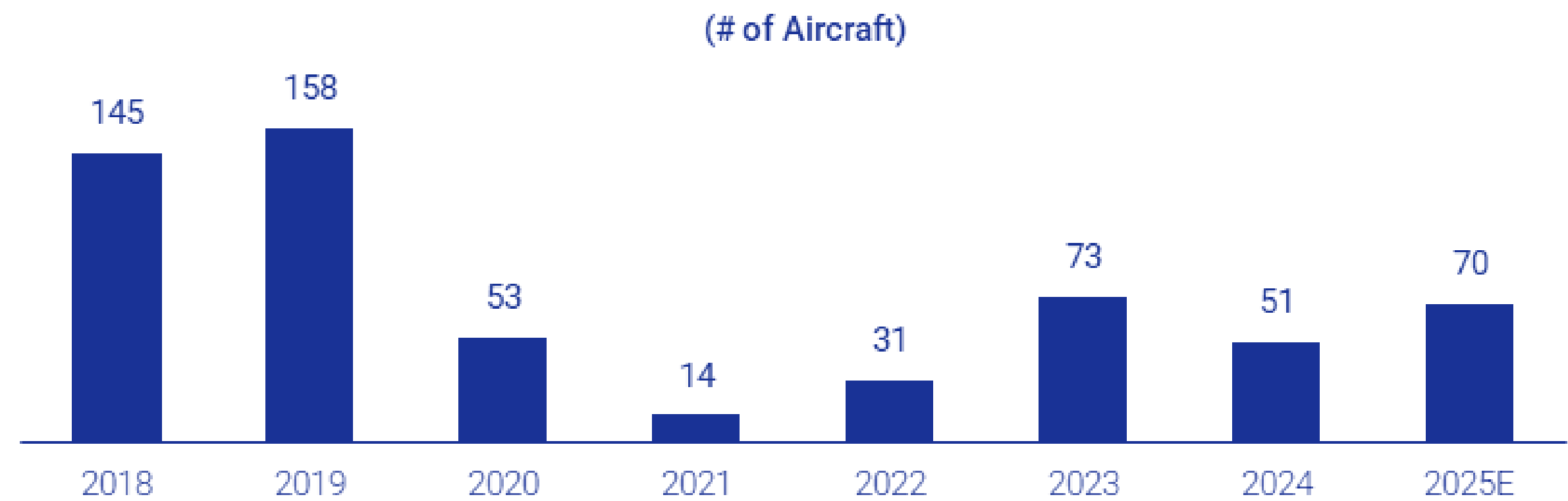
Global Composite Textile Market(M\$)



Airbus / Boeing Deliveries in key continued programs

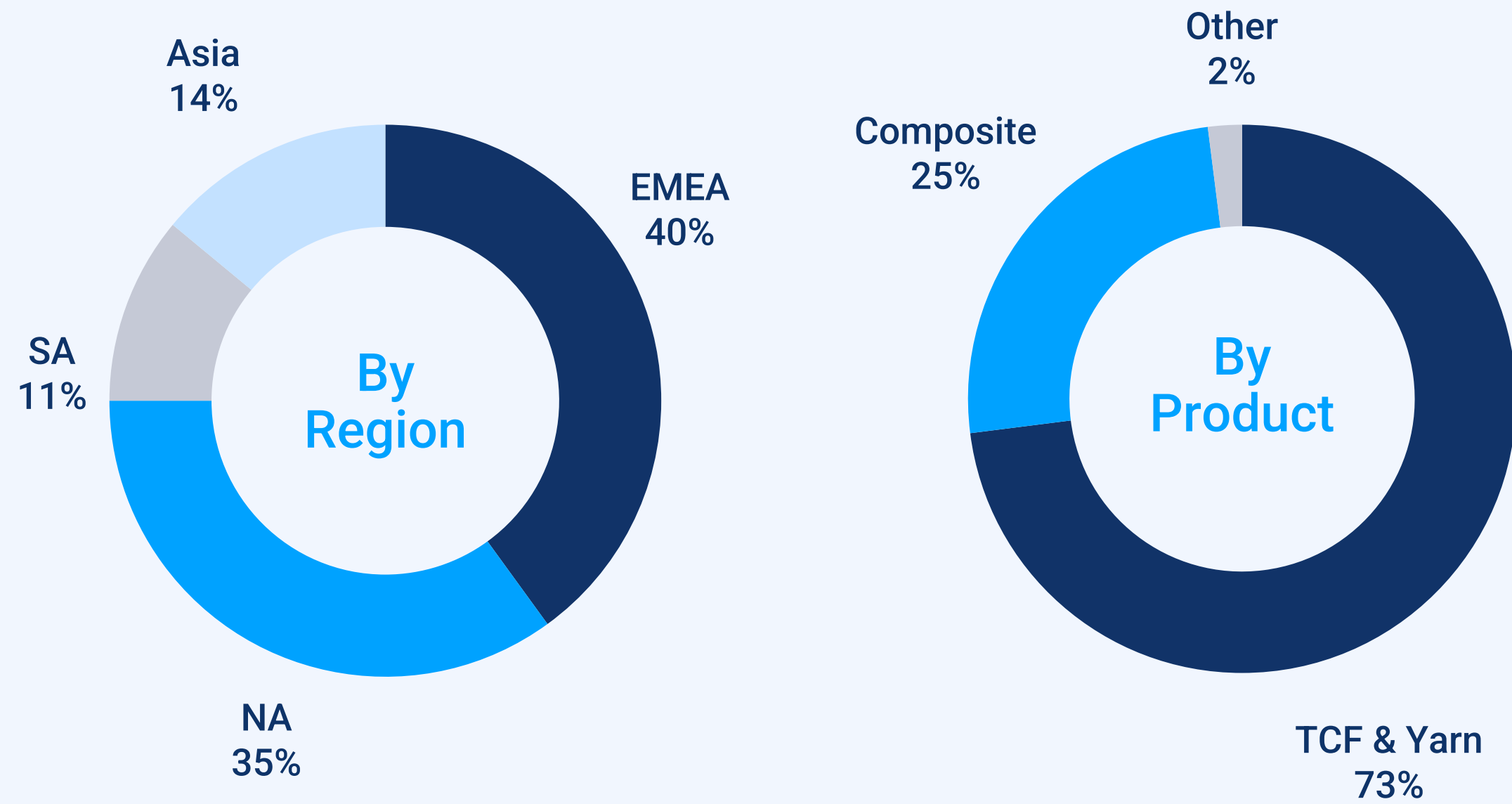


Boeing 787 Dreamliner Deliveries

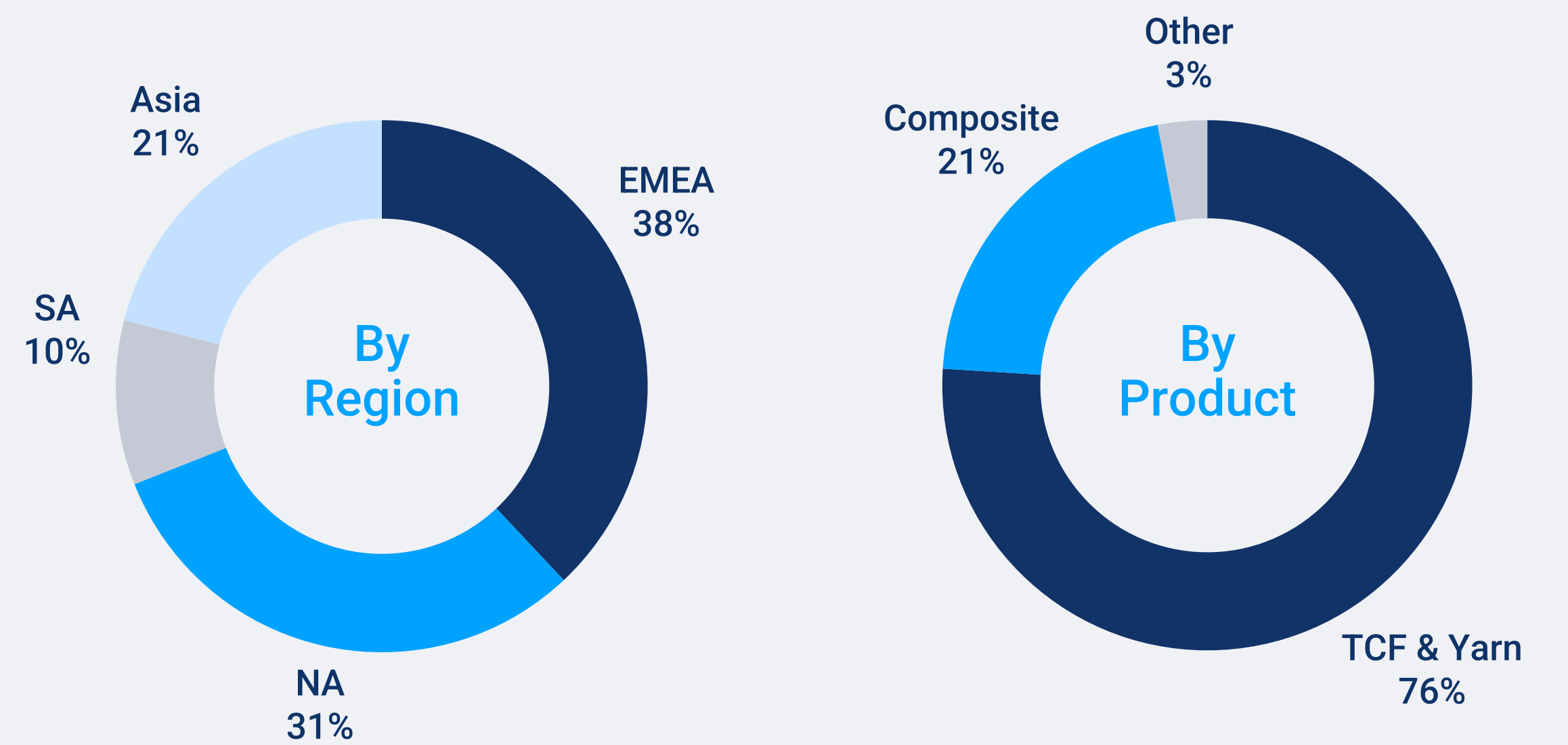


Our aim is to build balanced portfolio between tire and composite reinforcement

2025 Revenue Split



2024 Revenue Split



Strong financial performance in evolving advanced materials company



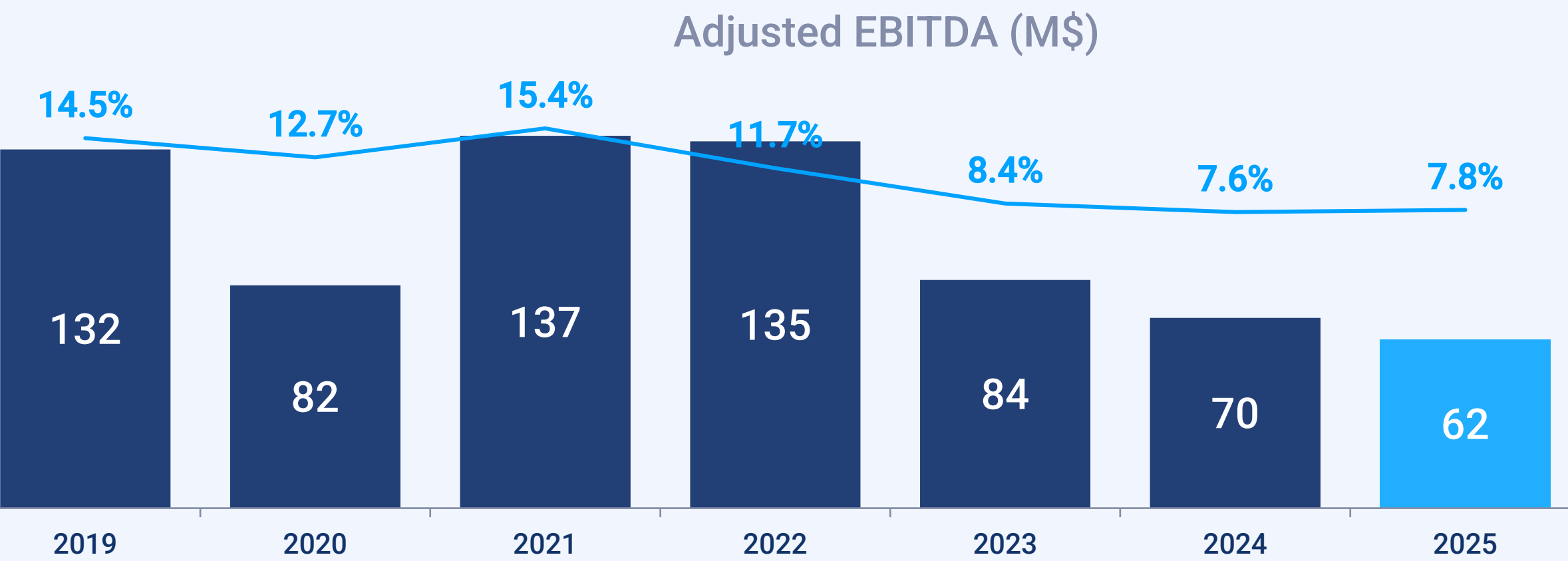
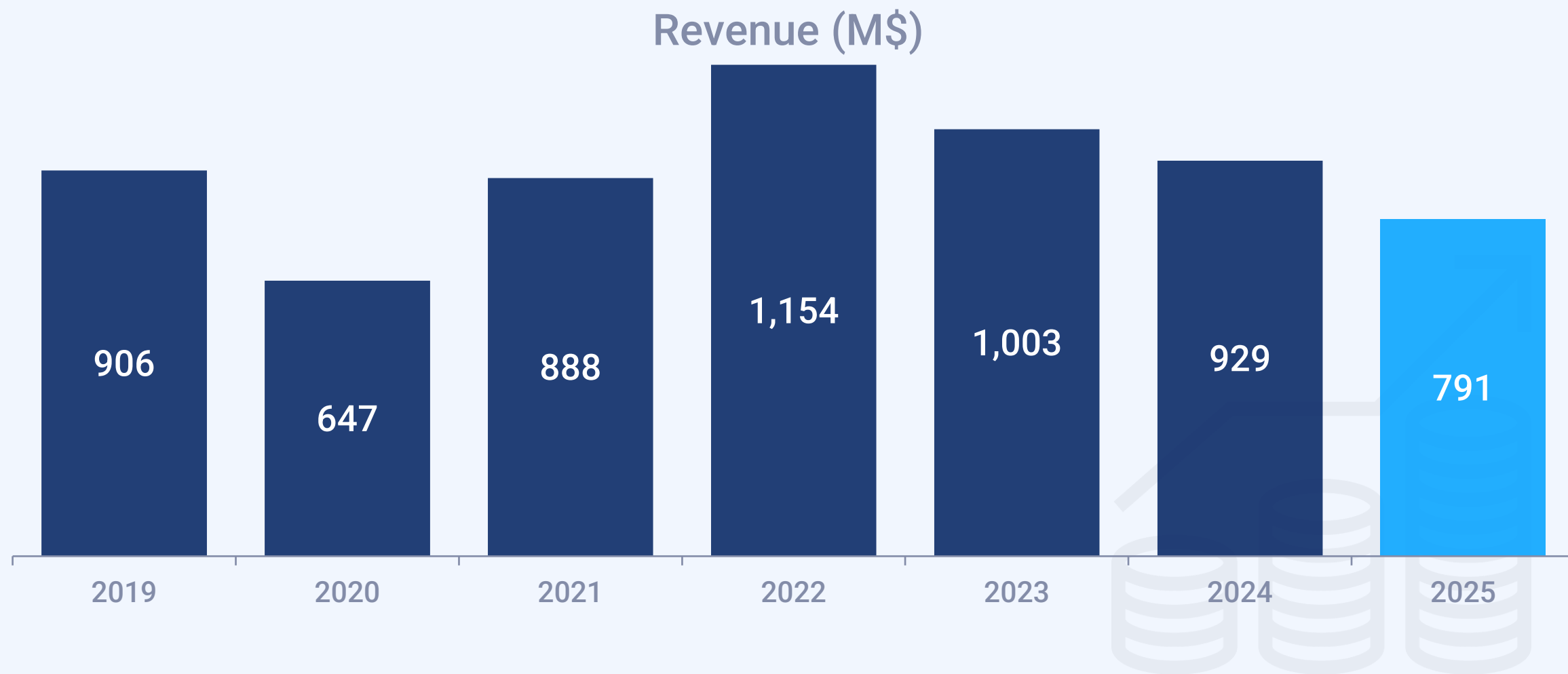
FINANCIALS



OPERATIONS



China continues to grow in the value chain



REVENUES

Tire : PT Indo Kordsa Flood Effect

Preservation of market position, excluding the effects of the flood disaster

Gradual resumption of production following flooding in Indonesia

Composite : A notable increase in profitability through efficient product and portfolio management

Slowdown in European automotive market

Adjusted EBITDA

Negative impacts from the flood disaster at PT Indo Kordsa

Strong profitability contribution from the composite technologies – especially in the CMC-matric composites

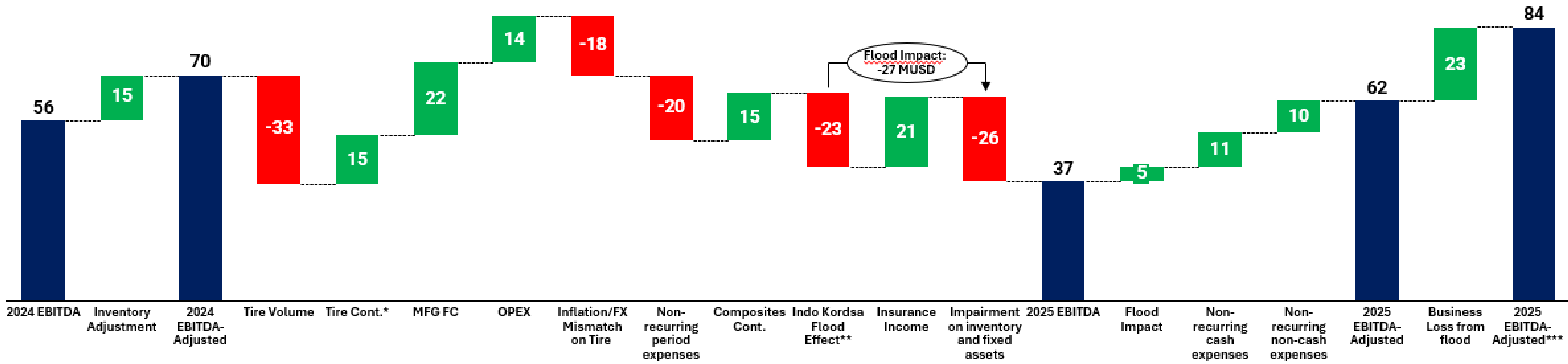
YE'24: As a result of the revaluation of high raw material inventories, mostly from the Covid-19 period, inventory write-downs of USD 7.8 million in the Tire Reinforcement segment and USD 7 million in the Composites segment were recognized, totaling USD 14.8 million.

YE'25: Total one-off impact of USD 25 million was recorded, consisting of USD 4.5 million related to the difference between insurance proceeds and inventory/asset impairment and one-off effects of USD 20 million associated with actions taken to adapt to structural changes in the tire reinforcement segment were eliminated from EBITDA

Remarkable contribution from Composite segment and cost optimization projects offsets adverse impact of Indonesia Flood Effects



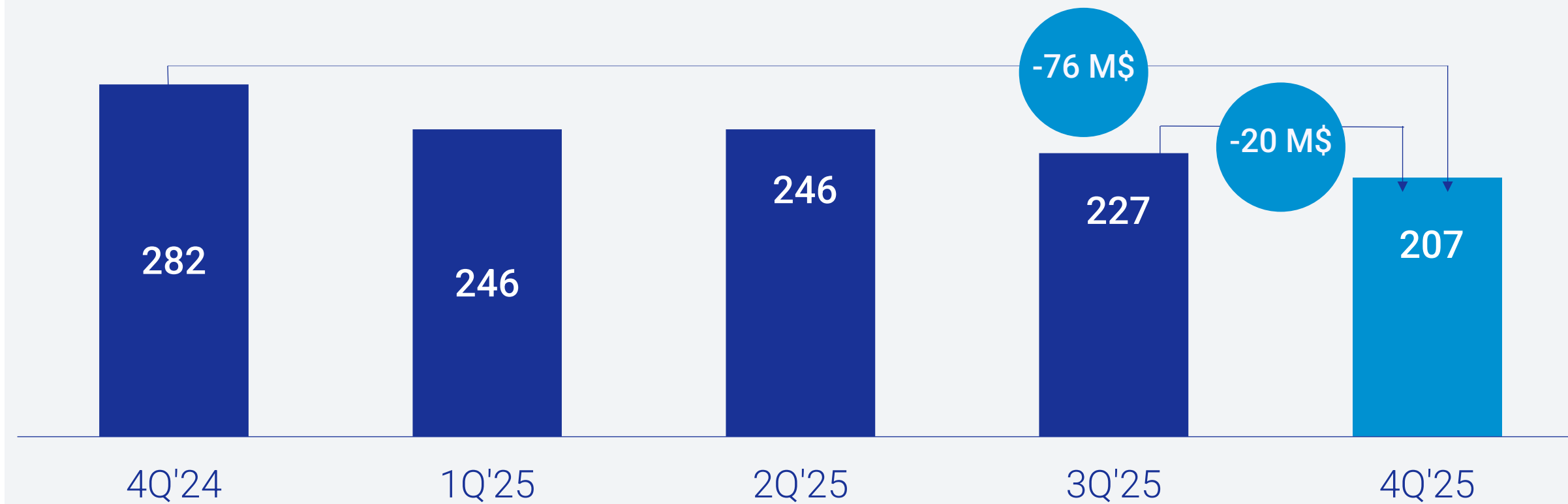
EBITDA Bridge (MUSD)



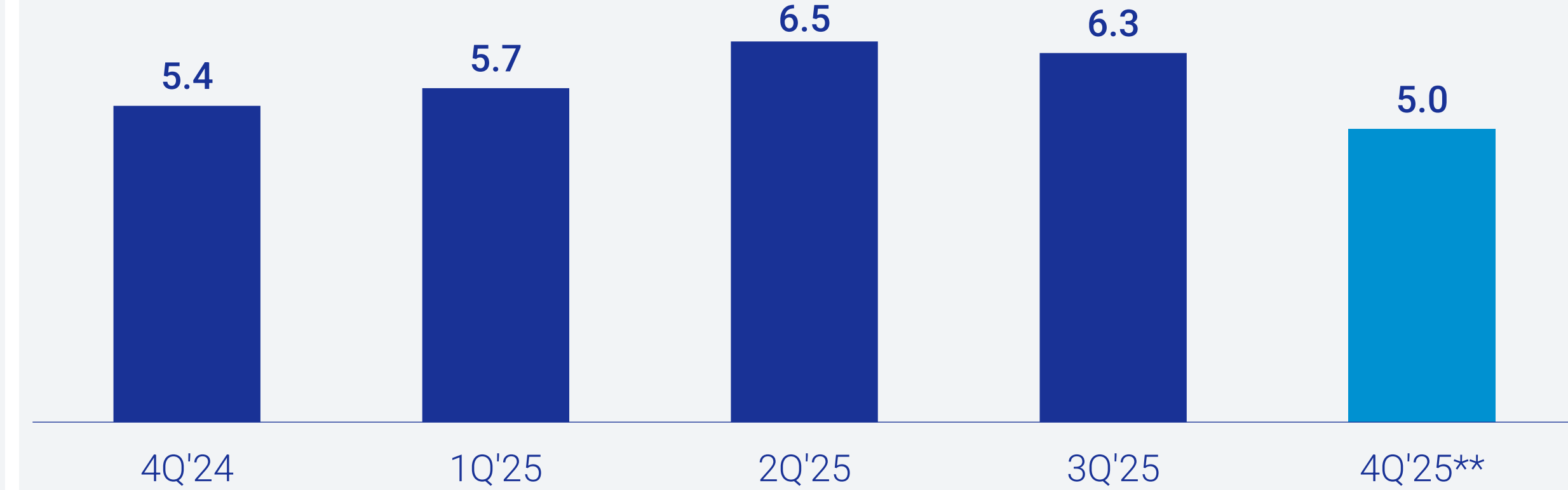
Contribution: Sales – Variable Costs
 * Tire Contribution including all other businesses except composite
 ** Business-Interruption related
 *** If we adjust performance of Indo Kordsa to 2024 level based on business interruption losses

Focus on improved working capital and net debt level

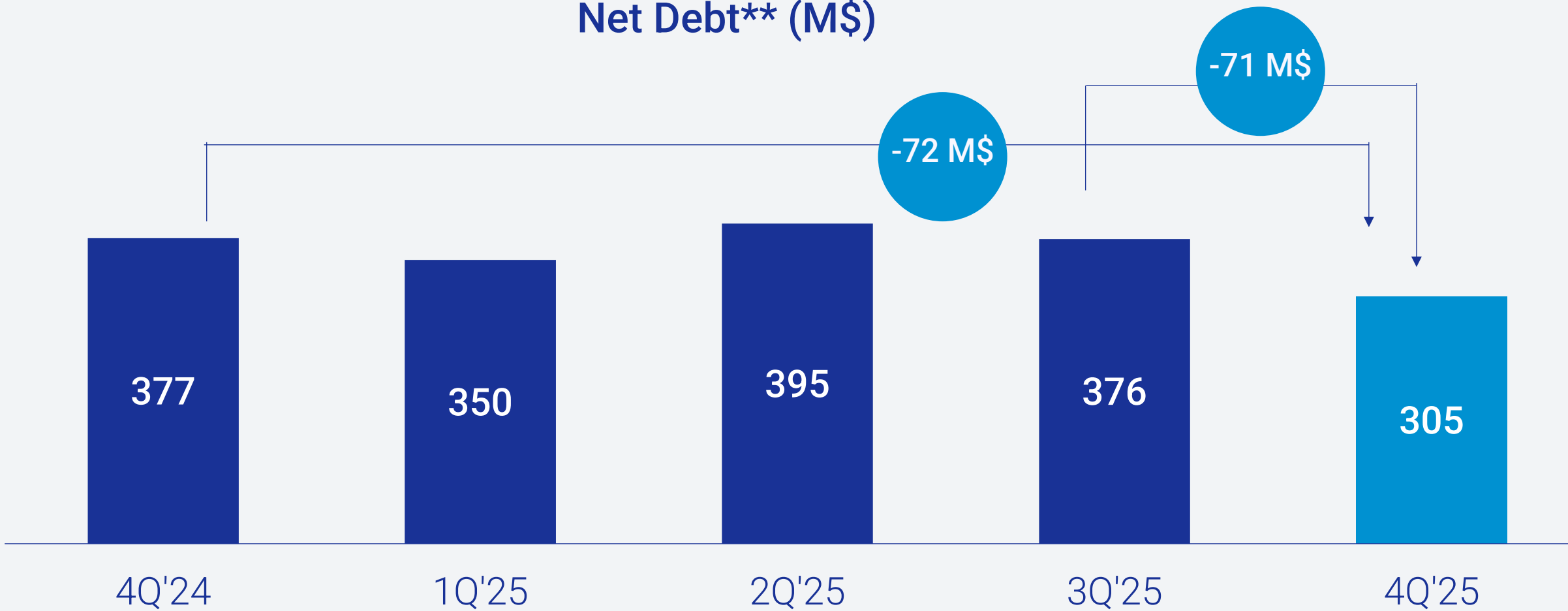
Trade Working Capital (M\$)



Net Debt / Adjusted EBITDA*



Net Debt** (M\$)



	Amount		Avg. Int. Rates	
M\$	31.12.2024	31.12.2025	%	%
Net Debt	377	305	YE'24	YE'25
USD-Basis	332	262	7.7%	7.2%
EUR-Basis	71	85	6.0%	5.4%
TRY-Basis	89	109	26.9%	22.5%
Other Currencies	5	-	4.3%	-
Cash & Cash Equi.	-121	-152		

Adjusted EBITDA* = Gross Profit – Operating Expenses + Amortization/Depreciation + Other Operating Income/Expense excl. fx gains/losses

** Included the acquisition of remaining 39% shares of Microtex amounting to 39 M\$

SUSTAINABILITY APPROACH

Our sustainability strategy has been created within the framework of our material issues and is in harmony with our business strategy. Our enablers through our sustainability journey are **Technology and Digitalization**.



Passion for Business Excellence

Efficiency and improvements in business operations to accelerate the low carbon economy transition

- Decarbonization Plan
- Waste & Water Reduction Projects



Responsibility for People

Commitment to an inclusive, safe and healthy working environment for all


- Sustainable Employment
- Sustainable Procurement
- Business Ethics
- Social Projects



Innovation for Sustainable Materials

Transition to a low carbon economy with lighter products than alternatives, sustainable product portfolio with high value added

- Sustainable Product
- Sustainable Procurement



CDP DISCLOSURE INSIGHT ACTION

Climate Change A List 2024

Water A List 2024

Supplier Engagement Leader 2024




GOLD | Top 5%

ecovadis Sustainability Rating OCT 2024

We participate in the Ecovadis global sustainability assessment for environmental, social and governance issues.

We have been awarded the "Gold Medal" again in the 2024 Ecovadis rating.



SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION


Our near-term and long-term GHG emission reduction targets have been approved by the Science Based Targets Initiative (SBTi).



ISCC International Sustainability & Carbon Certification

Certified Plants for rPET Türkiye, Indonesia & Brazil

Our Türkiye, Indonesia and Brazil facilities are ISCC+ certified.




2027 Critical raw material suppliers have SBTi aligned target (Base Year 2021)


2030 46.2% GHG Emission Reduction in Scope 1&2 (Base Year 2019)

2030 25% reduction Scope 3 Category 3 & 10 (Base Year 2021)

2050 Net Zero



2030 30% water withdrawal reduction per unit production (Base year 2019)








2030 Sustainable Material Ratio %40

LOW CARBON TRANSITION PLAN

Ambition: Kordsa to be a leader in sustainability and realized approved science-based greenhouse gas emissions reduction targets across scopes 1, 2 & 3

Reduction Focus Areas:

Scope 1 & 2:

-  Renewable electricity procurement
-  Alternative fuel studies
-  Switch to cooling gas alternatives
-  Transportation electrification
-  Energy efficiency initiatives



Emission Reduction Targets:

Scope 1 & 2

46.2%

Absolute reduction in scope 1 & 2 greenhouse gas emissions by 2030

- Baseline year = 2019
- Base year emissions = 413.083 tCO₂e

Scope 3:

64%

- Kordsa commits that **64%** of its supply chain emissions will be covered by science-based targets by 2027.
- Baseline year = 2021
- Kordsa's Decarbonization Strategy aligns with the 1.5°C pathway.
- Kordsa commits to reduce absolute emissions from Fuel and Energy related activities and Processing of Sold Products by 25% by 2030.

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Thank You



THE REINFORCER

INTERMEDIATES

RAW MATERIALS



Fibers:
Carbon Fiber -
Aramide
Glass Fiber - Ceramic
Fiber - Kevlar

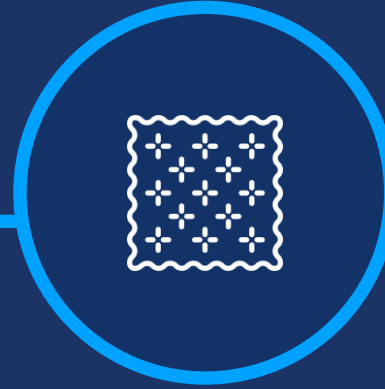
Weaving



The sole supplier of
B787 - Dreamliner



Prepreg



Value added products comprised of
ceramic, carbon, aramid, glass for
various industries such as aerospace,
energy, automotive, sports&leisure

MANUFACTURING PROCESS

RAW MATERIALS

Polymerisation
and Yarn
Spinning

NY66 and
PET HMLS
Yarns

Twisting
and
Weaving

Greige
Fabric

Chemical
Treatment
(dipping)

Dipped
Fabric



Oil derivative
Chemicals and Polymers

HMD
Adipic Acid
NY66 Polymer
PET Polymer

Integrated production
can create value
compared to other
competitors

Higher value
added from
dipped fabric

Despite strong competition in the Tire Reinforcement segment, the increased demand for the Ox-Ox ceramic matrix composite, for which we are the sole supplier, continues to support profitability outside of one-off effects.

	USD Financials (MUSD)							
	4Q'24	4Q'25	Δ	1Q'25	2Q'25	3Q'25	4Q'25	
Sales	225	179	-20.3%	217	197	198	179	
Gross Profit	17	17	0.5%	30	27	29	17	
Gross Margin (%)	7.4%	9.4%	2 pts'	13.9%	13.9%	14.4%	9.4%	
OPEX (%)	11.9%	15.8%	4 pts'	12.5%	12.9%	12.9%	15.8%	
Operating Profit	-13	-13	-6.3%	5	7	1	-13	
Operating Profit Margin (%)	-6.0%	-7.0%	-1 pts'	2.1%	3.3%	0.6%	-7.0%	
Adjusted EBITDA*	14	16	13.6%	14	15	17	16	
Adjusted EBITDA* Margin (%)	6.1%	8.7%	3 pts'	6.7%	7.5%	8.4%	8.7%	
Net Income	-23	-15	-35.9%	-8	-4	-10	-15	
Net Income (%)	-10.4%	-8.3%	2 pts'	-3.5%	-2.1%	-5.3%	-8.3%	

Adjusted EBITDA* = Gross Profit – Operating Expenses + Amortization/Depreciation + Other Operating Income/Expense excl. fx gains/losses

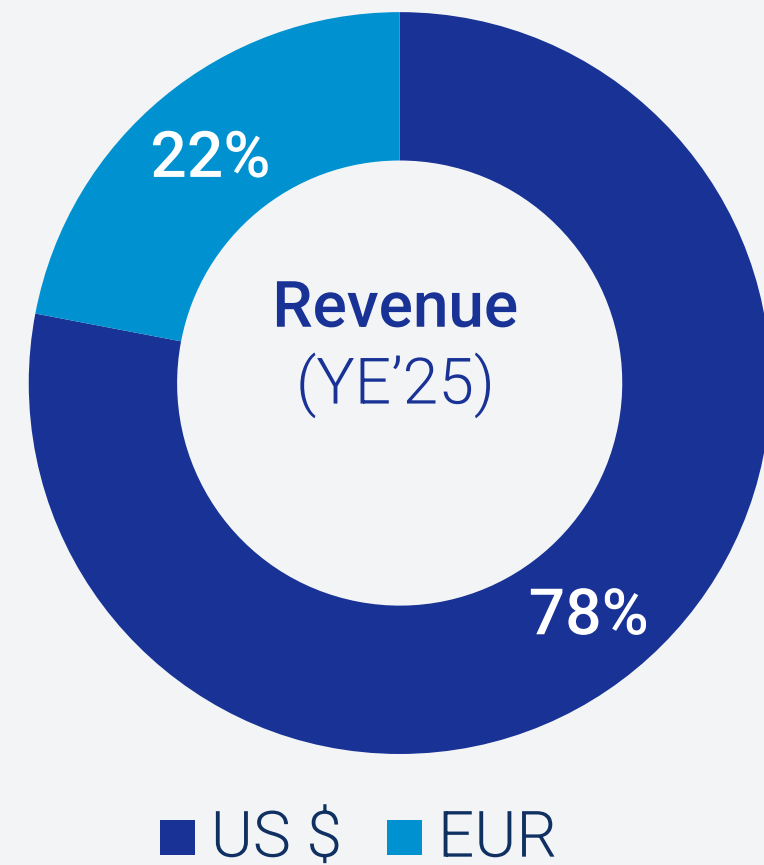
On a quarterly basis, the following adjustments have been made on Adjusted EBITDA calculation

- 4Q'24: As a result of the revaluation of high raw material inventories, mostly from the Covid-19 period, inventory write-downs of USD 7.8 million in the Tire Reinforcement segment and USD 7 million in the Composites segment were recognized, totaling USD 14.8 million.
- 3Q'25: Following the flood disaster at the PT Indo Kordsa facility in March 2025, flood-related inventory and asset impairments resulted in expenses of USD 26.1 million, which were partially offset by USD 20 million in insurance income and USD 1 million in proceeds from scrap inventory sales.
- 4Q'25: USD 20.1 million related to workforce and fixed cost optimization measures implemented to adapt to the structural transformation in the tire reinforcement segment.

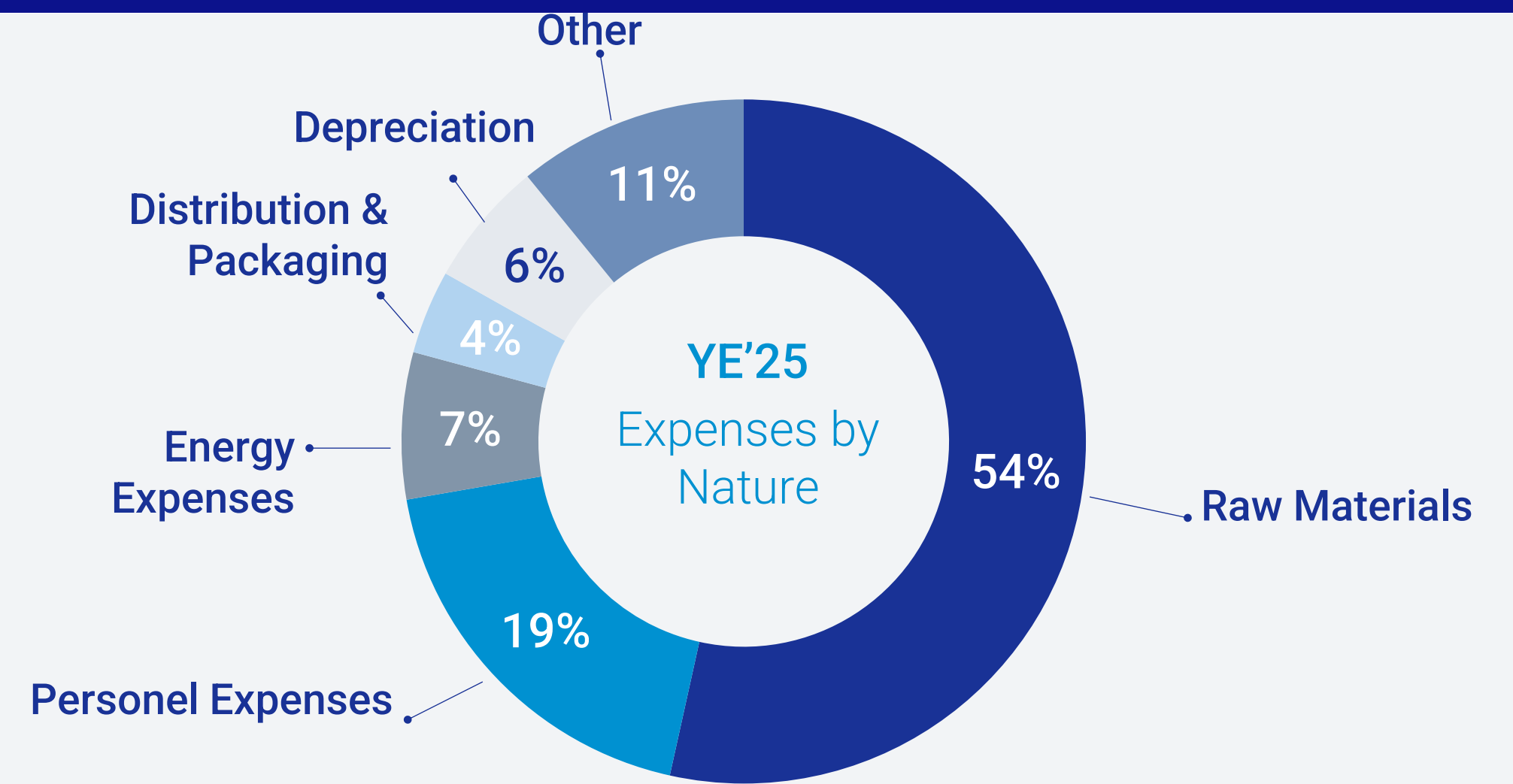
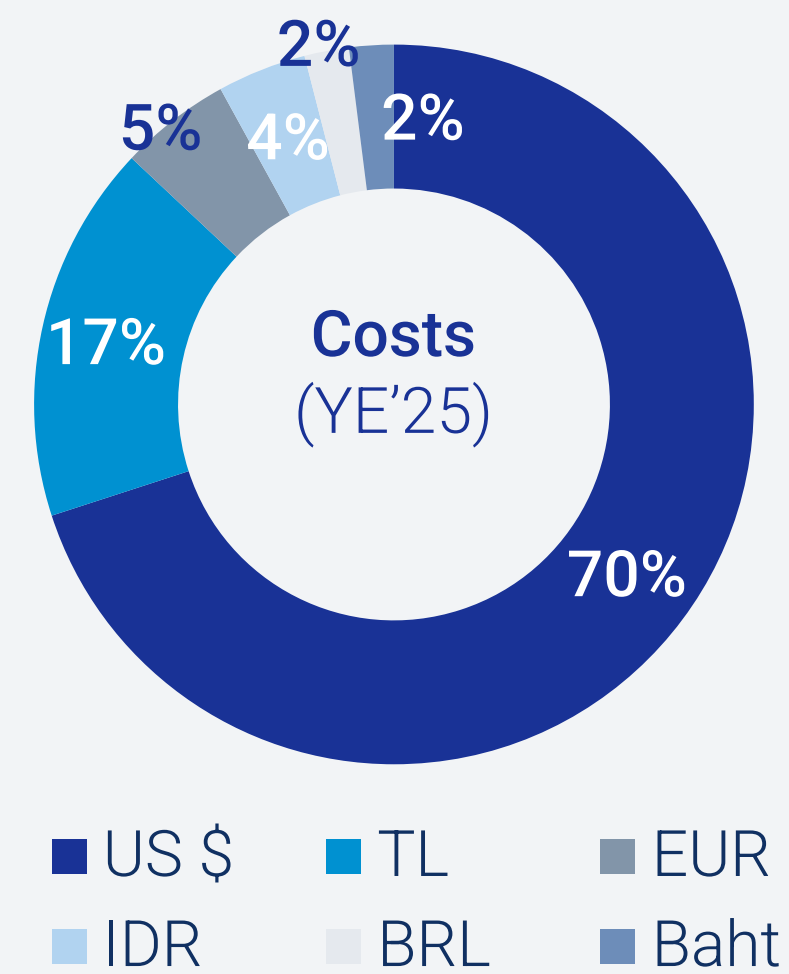
Balance Sheet

	TL Financials (MTL)			USD Financials (MUSD)		
	YE 2024	YE 2025	Δ	YE 2024	YE 2025	Δ
Cash and Cash Equivalents	4,225	6,516	2,291	120	152	32
Account Receivables	5,690	4,908	-781	161	115	-47
Inventories	7,474	7,766	292	212	181	-31
Other Current Assets	1,238	1,589	351	35	37	2
PPE & Intangibles	16,741	18,719	1,978	475	437	-38
Investment Property	588	688	100	17	16	-1
Goodwill	5,476	6,620	1,144	155	155	-1
Other Non-Current Assets	2,375	3,486	1,111	67	81	14
Account Payables	3,204	3,832	628	91	89	-1
Total Debt	17,578	19,611	2,034	497	457	-40
Short Term Debt	14,485	9,312	-5,173	410	217	-193
Long Term Debt	3,093	10,299	7,206	88	240	152

Hard Currency Revenue



FX exposure



- Hard currency revenues
- Ability to pass through raw material price volatility: (Revenue – raw material costs) tracked as a KPI by sales team
- FX exposure on costs -> EM footprint on local costs + hard currency priced raw materials
- Benefit from US\$ appreciation vs. TL, IDR and BRL
- Appreciation of EUR/USD parity is also positive for Kordsa