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KORDSA

THE REINFORCER

Q3’26 Financial Results

Earnings Release

Nov 3 2026

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AGENDA

01.
Q3’26 Highlights

02.
Market Dynamics

03.
Key Financials

04.
What’s Next

Q3’26 Segment Highlights

TIRE REINFORCEMENT

*

* Continued soft demand in Chinese domestic market creates supply surplus – increasing margin pressure
* Intensifying price competition in EMEA and APAC
* APAC recovery after the flood
* Increase in WC requirements due to higher commodity prices

COMPOSITE REINFORCEMENT

* 33% improvement in revenue performance thanks to improved CMC sales
* Improved MX profitability despite slowdown in the European automotive market.
* A notable increase in profitability through efficient product and portfolio management

Capital Increase Process

REVENUE



207 MUSD
All Hard-Currency

Q3’25: 198 M$

OPERATING CASH FLOW



24 MUSD

FCF : 15 MUSD

Q3’25: 49 M USD

Adjusted EBITDA*



23.3 MUSD
11.3% Margin

Q3’25: 16.6 MUSD

NET DEBT



301 MUSD

2025 YE** : 305 MUSD

CAPEX



10.9 MUSD

Q3’25: 12.9 MUSD

NET INCOME

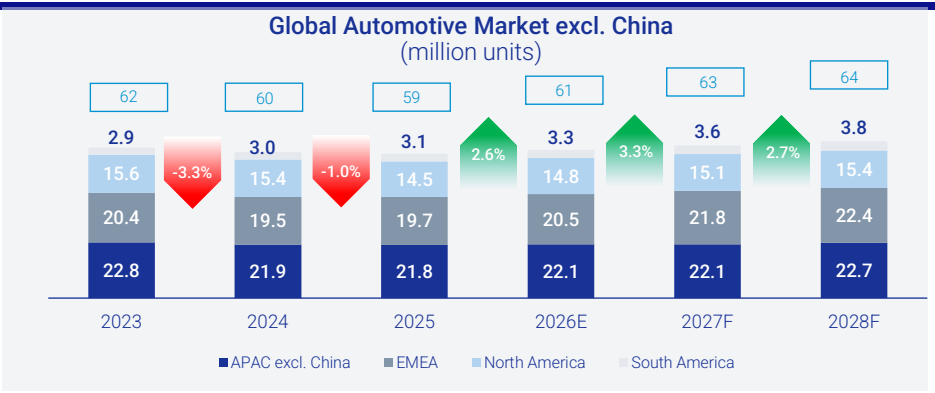


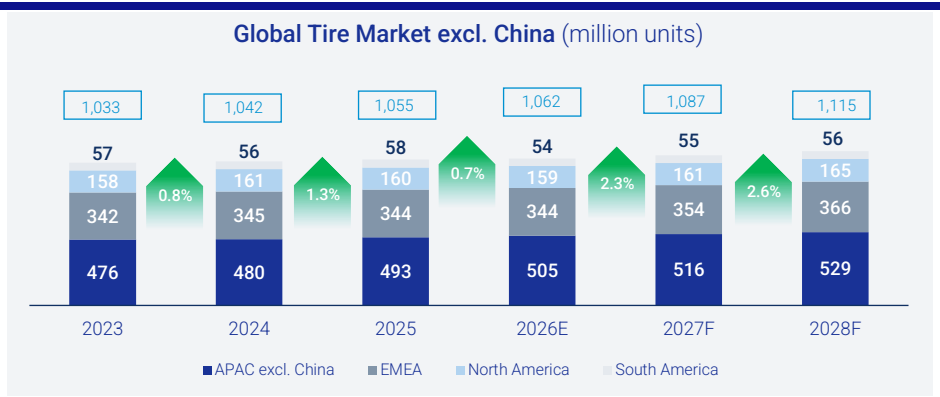
5.2 MUSD

Q3’25: -10.4 MUSD

Adjusted EBITDA* = Gross Profit – Operating Expenses + Amortization/Depreciation + Other Operating Income/Expense such as Incentive Income
** 39 M$ additional debt is coming from the purchase of remaining 39% of Microtex Composites S.r.l.

China's slowdown, combined with significant new capacity additions in tire reinforcement industry, is creating a more competitive and increasingly oversupplied tire reinforcement market





Çin'de büyüme durgun seyrini sürdürmekte ve daha fazla yavaşlama sinyalleri göstermekte, bu durum küresel otomotiv değer zinciri genelinde olumsuz baskı yaratmaktadır.

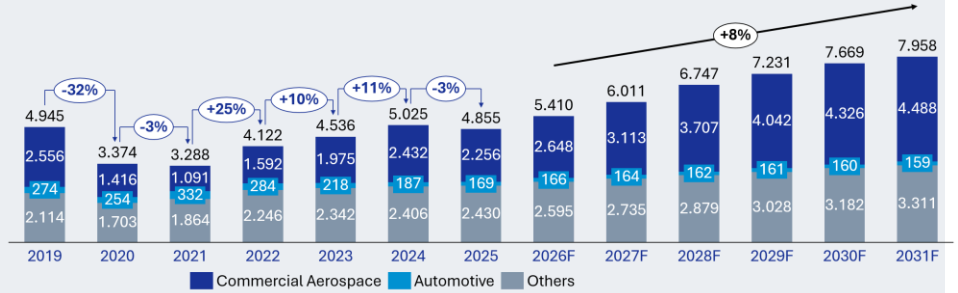


EMEA lastik üretimindeki büyüme, başta Doğu Avrupa olmak üzere Asyalı lastik üreticilerinin kapasite artışlarından kaynaklanmaktadır.

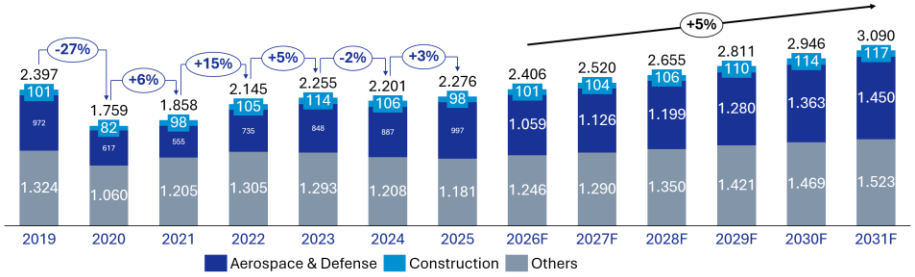
Source: IHS & Kordsa Market Intelligence Forecast

Aerospace & defense segments are the major growth drivers in the Composite

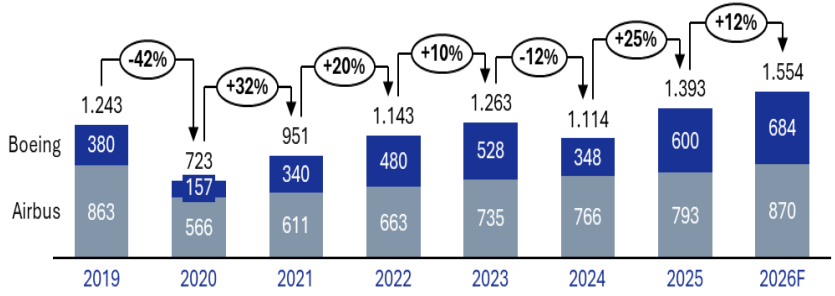
Global Composite Prepreg Market (M$)



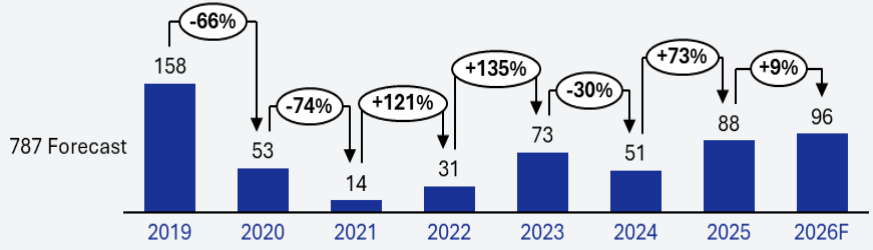
Global Composite Textile Market(M$)



Aerospace Deliveries
# of Aircraft



Boieng 787 Deliveries
# of Aircraft



Source: Lucintel & Kordsa Market Intelligence Forecast & Boeing Estimates

Improved contribution from Composite segment along with the flood recovery in Asia-Pasific operations coupled with overall cost optimization efforts support overall profitability

	USD Financials (MUSD)						
	3Q'25	3Q'26	Δ	4Q'25	1Q'26	2Q'26	3Q'26
Sales	198	207	4,5%	179	201	217	207
Gross Profit	29	38	33,8%	16	31	43	38
Gross Margin (%)	14,5%	18,5%	5 pts'	9,0%	15,6%	19,8%	18,5%
OPEX (%)	12,9%	13,8%	1 pts'	15,8%	13,8%	12,7%	13,8%
Operating Profit	1	15	1634,8%	-14	14	18	15
Operating Profit Margin (%)	0,4%	7,4%	7 pts'	-7,7%	7,0%	8,2%	7,4%
Adjusted EBITDA	17	23	39,9%	16	22	26	23
Adjusted EBITDA Margin (%)	8,4%	11,3%	3 pts'	8,7%	10,8%	12,0%	11,3%
Net Income	-11	5	n/a	-16	3	14	5
Net Income (%)	-5,3%	2,6%	8 pts'	-8,3%	1,5%	6,4%	2,6%

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

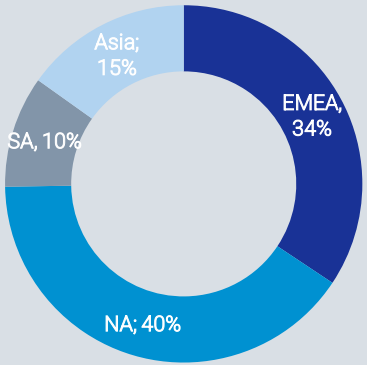
- 3Q'25: Total one-off impact of USD 4.5 million related to the difference between insurance proceeds and inventory/asset impairment was eliminated from EBITDA
- 4Q'25: Total one-off impact of USD 20 million associated with actions taken to adapt to structural changes in the tire reinforcement segment were eliminated from EBITDA
- 1Q'26: Total one-off impact of USD 5 million associated insurance income were included in EBITDA calculation.

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

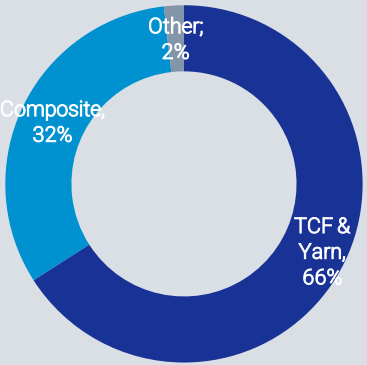
Segment Reporting Results

Q3, 26 Revenue Split

By Region*



By Product*

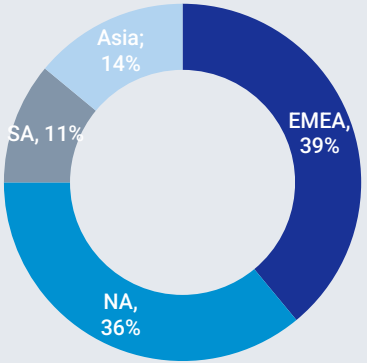


* Recovery process in APAC region

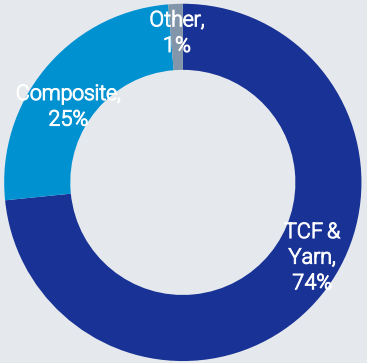
* Increase NA share with composite revenue growth

Q3, 25 Revenue Split

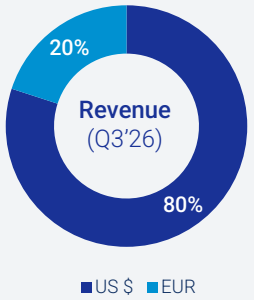
By Region



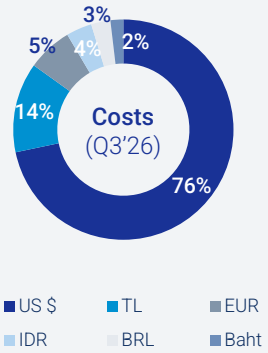
By Product



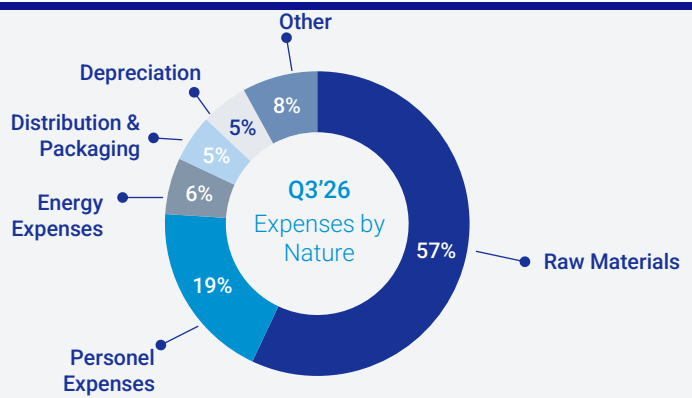
Hard Currency Revenue

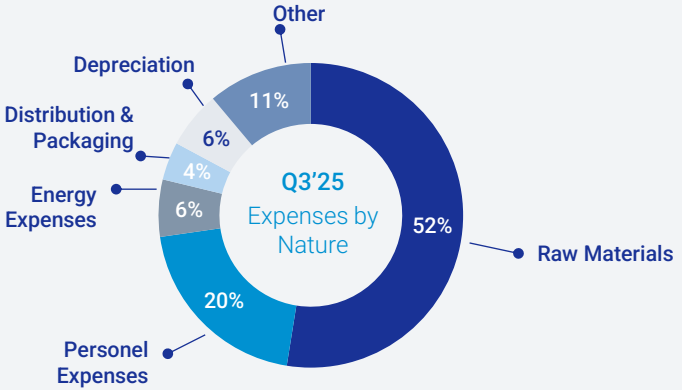


FX exposure



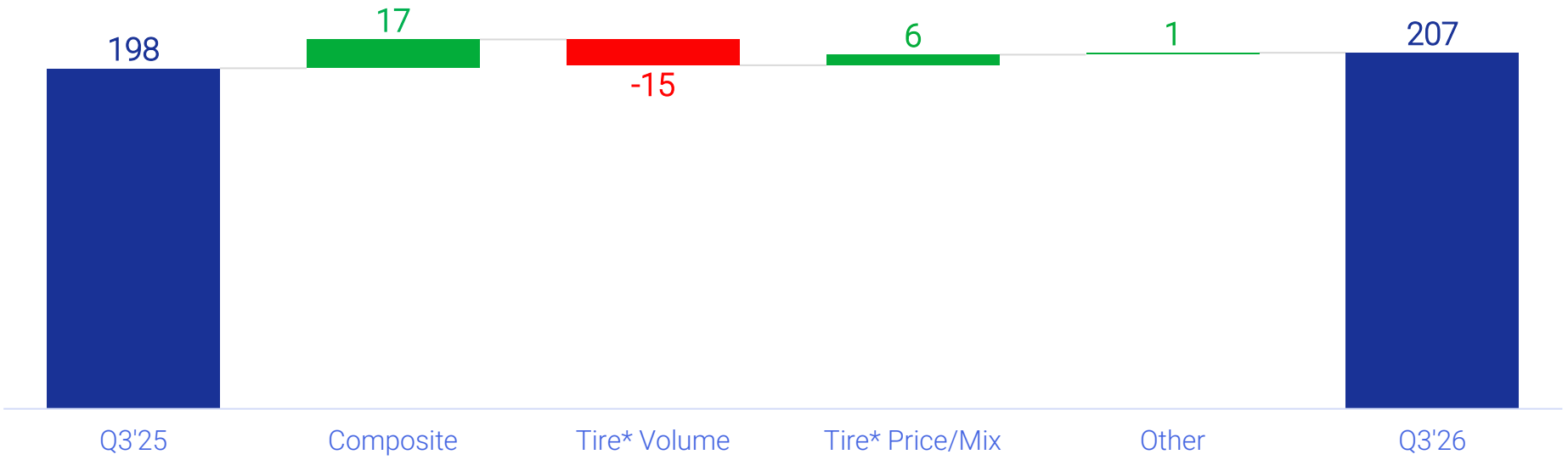
- Hard currency revenues
- Ability to pass through raw material price volatility:
  (Revenue – raw material costs) tracked as a KPI by sales team
- FX exposure on costs -> EM footprint on local costs + hard currency priced raw materials
- Benefit from US$ appreciation vs. TL, IDR and BRL
- Appreciation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





Composite financials continues to support both revenue and profitability.

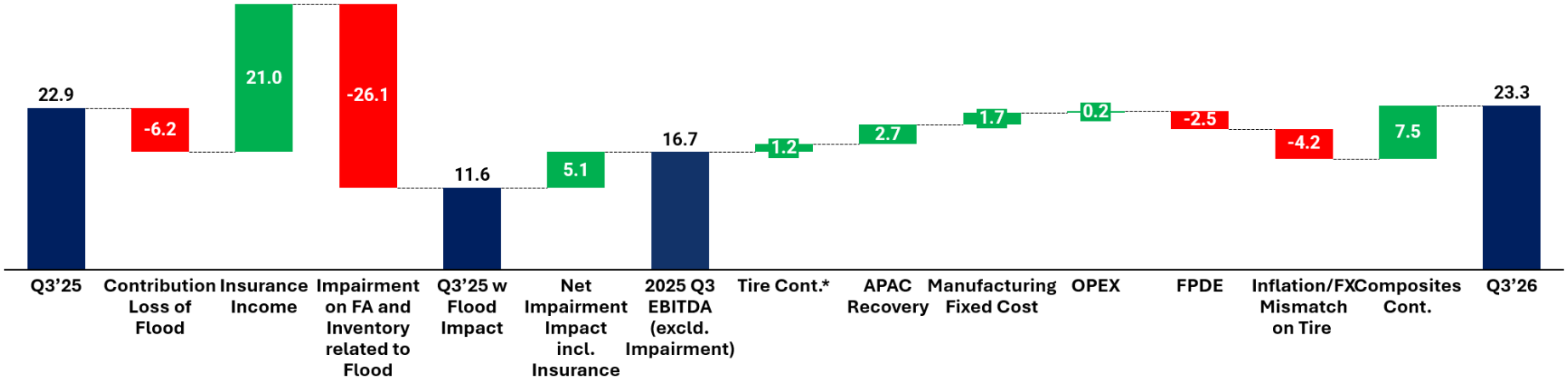
Sales Bridge – MUSD



* Tire Reinforcement Segment

Recovery from Flood and Remarkable contribution from Composite segment and cost optimization

Adjusted EBITDA Bridge (MUSD)



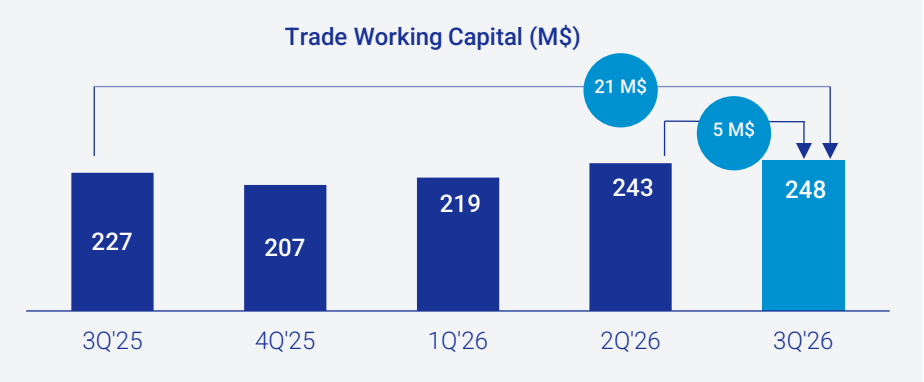
Contribution: Sales – Variable Costs

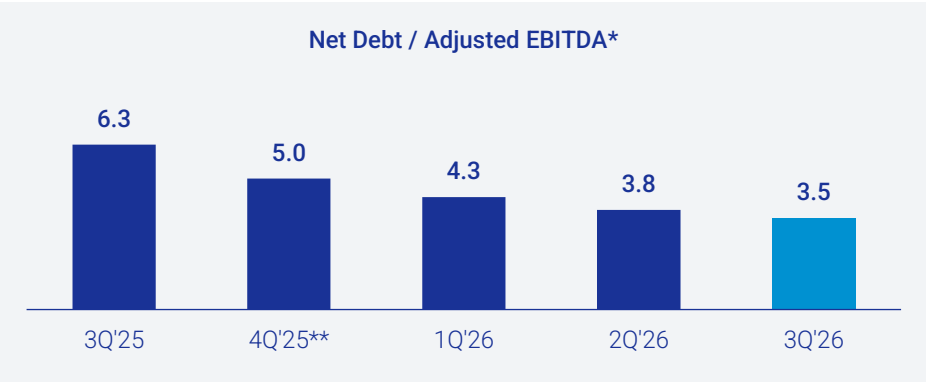
* Tire Contribution including all other businesses except composite

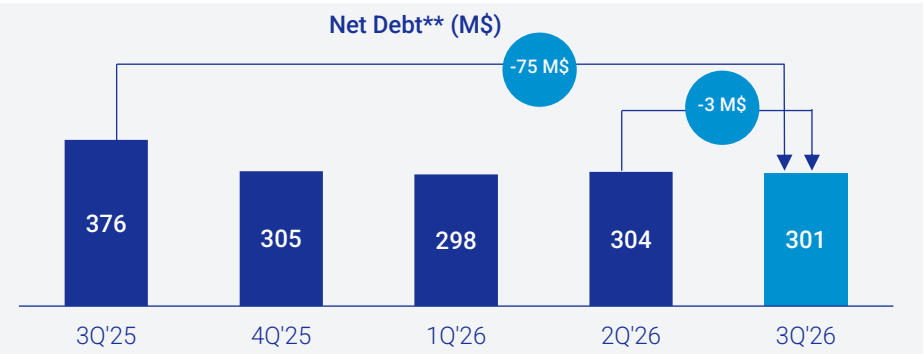
Balance Sheet

	TL Financials (MTL)			USD Financials (MUSD)		
	YE'25	Q3'26	Δ	YE'25	Q3'26	Δ
Cash and Cash Equivalents	6,516	3,648	-2,868	152	75	-78
Account Receivables	4,908	6,567	1,658	115	134	20
Inventories	7,766	11,267	3,501	181	230	49
Other Current Assets	1,589	1,877	288	37	38	1
PPE & Intangibles	18,719	20,606	1,887	437	421	-16
Investment Property	688	739	50	16	15	-1
Goodwill	6,620	7,561	940	155	155	0
Other Non-Current Assets	3,486	3,853	367	81	79	-3
Account Payables	3,832	5,720	1,888	89	117	27
Total Debt	19,611	18,415	-1,197	457	376	-81
Short Term Debt	9,312	7,867	-1,445	217	160	-56
Long Term Debt	10,299	10,547	248	240	215	-25

Focus on cash management and net debt level







	Amount		Avg. Int. Rates	
M$	31.12.2025	30.09.2026	%	%
Net Debt	**305**	**301**	**YE'25**	**Q3'26**
USD-Basis	262	302	7.2%	7.0%
EUR-Basis	85	63	5.4%	5.5%
TRY-Basis	109	11	22.5%	21.3%
Other Currencies	-	-	-	-
Cash & Cash Equi.	-152	-74		

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$*

What's Next

STRENGTHENING BALANCE SHEET
Cash & Working Capital Management
Capital Increase

EFFICIENCY and COST MANAGEMENT for SUSTAINABLE PROFITABILITY

FOCUS on MAIN SEGMENTS : TIRE and COMPOSITE REINFORCEMENT
Reamp in Asia Pasific after Flood
Sustainable Improvement of Composite Contribution

Thank You

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