



Borusan Pipe Investor Presentation

January- June 2026



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BORUSAN PIPE AT A GLANCE



Note: Unless otherwise stated, financial metrics are presented as of year-end 2025.

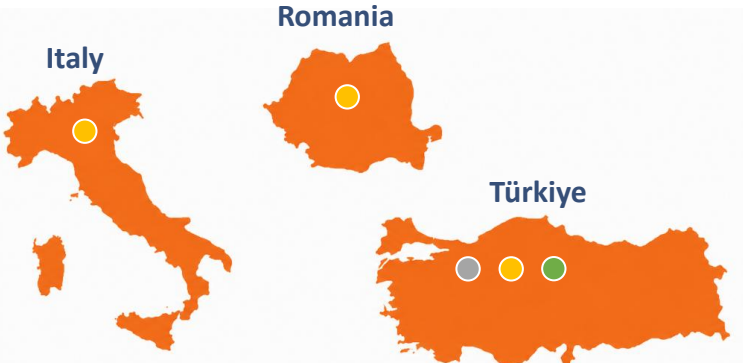
* Global revenue share represents revenue generated from products manufactured at overseas facilities and products exported from Türkiye.

** Represents the total value of signed contracts in the Infrastructure & Project segment as of the date hereof, of which USD 1.8 billion was signed in 2025.

OUR OPERATIONS



Facility	Sector	Capacity (tons)
USA - Baytown	Energy	300,000
USA – Baytown	Industrial& Construction	100,000
USA - Panama City	Infrastructure & Project	330,000
USA - Mobile	Infrastructure & Project	220,000
Total (USA)		950,000



Facility	Sector	Capacity (tons)
TR – Halkalı*	Industrial& Construction Automotive	100,000 - welded 40,000 – drawn
TR – Gemlik	Industrial& Construction Energy	550,000
	Infrastructure& Project Automotive	250,000 60,000 - welded 50,000 – drawn
TR – Bursa*	Automotive	21 mln units
Total (Türkiye)		1,050,000

Facility	Sector	Capacity (tons)
IT – Vobarno	Automotive	30,000- drawn
RO – Romania	Automotive	21 mln units



INFRASTRUCTURE & PROJECT



ENERGY



AUTOMOTIVE



INDUSTRIAL & CONSTRUCTION



OUR PRODUCTS



Line Pipes (LSAW / HSAW)

INFRASTRUCTURE & PROJECT



A leading pipe solutions partner for energy transmission lines and infrastructure projects, supported by high-durability and large-diameter pipe solutions

APPLICATIONS



Oil & Gas
Transmission Pipelines



Water
Transmission Pipelines



Infrastructure &
Public Works Projects



Bridge & Crossing
Projects



MANUFACTURING FACILITIES



Panama City
(USA)



Mobile
(USA)



Gemlik
(TR)



OCTG Pipes (ERW)

ENERGY



Contributing to safe and efficient drilling operations with high-performance pipes designed for challenging well conditions

APPLICATIONS



Drilling
Operations



Well
Casing



Oil & Gas
Transmission
Pipelines



MANUFACTURING FACILITIES



Gemlik
(TR)



Baytown
(USA)



Industrial & Construction Pipes (ERW)

INDUSTRIAL & CONSTRUCTION



Reliable, high-quality and standards-compliant pipe solutions for water, natural gas, heating and industrial piping systems

APPLICATIONS



Natural Gas
Installations



Plumbing
Installations



Heating
Systems



Industrial
Installations



MANUFACTURING FACILITIES



Gemlik
(TR)

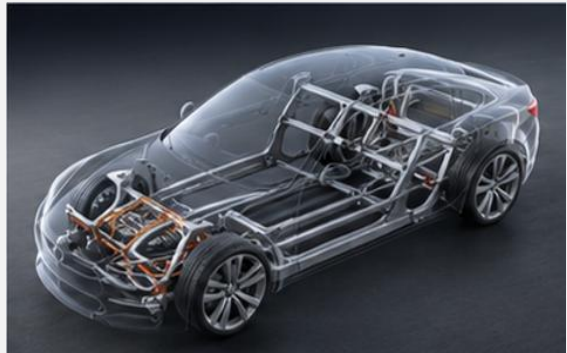


Baytown
(USA)



Precision Pipes (Cold Drawn / ERW)

AUTOMOTIVE



Specialized tube solutions for automotive and industrial applications requiring high precision, strength and surface quality

APPLICATIONS



Seat
Systems



Seat Frames
& Structures



Steering
Systems



Suspension
Components



Exhaust
Systems



MANUFACTURING FACILITIES



Gemlik
(TR)



Halkalı
(TR)



Bursa
(TR)



Vobarno
(IT)



Ploiești
(RO)

HIGHLIGHTS

1



Resilient Business Model with Strong Visibility

- Balanced portfolio across geographies and sectors
- Strong financial visibility supported by multi-year projects
- Resilient operating structure against tariff risks, supported by a local manufacturing footprint

2



A publicly listed, U.S.-focused global steel pipe manufacturer in Türkiye

- +40 years of operating history in the U.S., with the U.S. accounting for 79% of total revenue
- Operational footprint in the U.S. reaching ~1 million tons of capacity and over \$1 billion in revenue
- Product portfolio serving critical areas of the U.S. energy sector

3



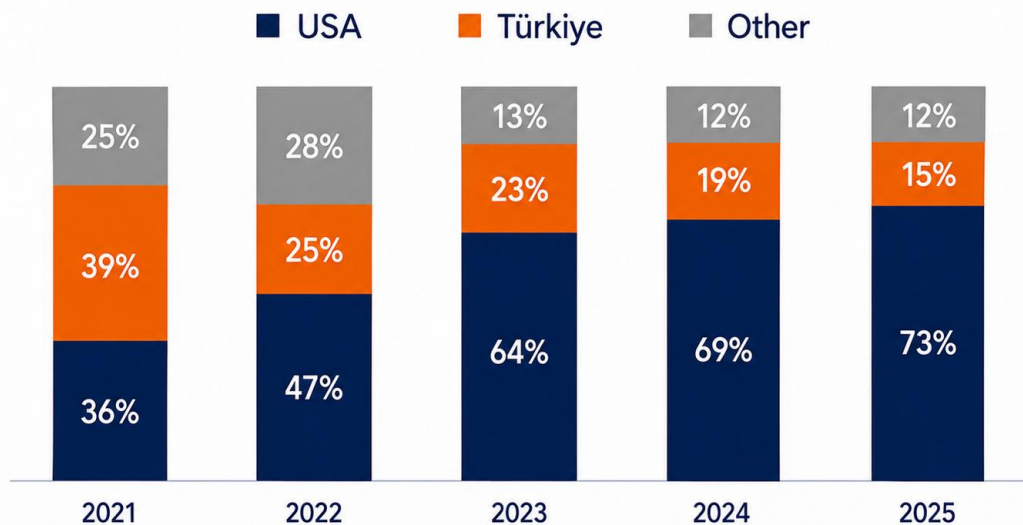
Transformation focused on value-added products and efficiency

- Expanding value-added product portfolio supported by new investments
- Enhanced operational efficiency through the Gemlik consolidation
- Focused approach to strategic investment and growth opportunities

1 RESILIENT BUSINESS MODEL WITH STRONG VISIBILITY

Balanced portfolio across geographies and sectors- Geographic diversification

GEOGRAPHIC REVENUE BREAKDOWN (%)



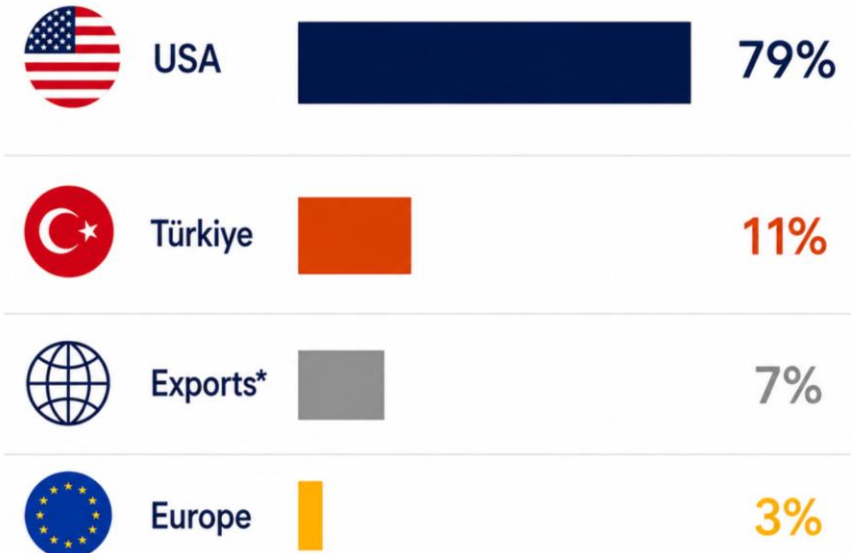
Global revenue structure strengthened by growth in USA revenue share

2021: 36% → 2025: 73%



A significant portion of revenue is generated from global markets

1H26 REVENUE BREAKDOWN (%)



GLOBAL MARKET SHARE

89%

As of 1H26



U.S. REVENUE SHARE

79%

As of 1H26



FUNCTIONAL CURRENCY

USD



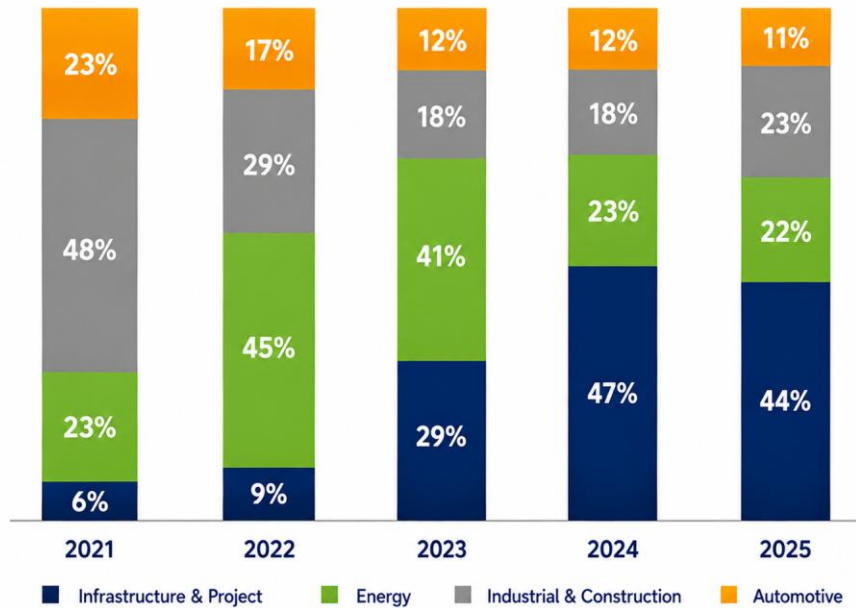
INFLATION ACCOUNTING

Not applied

1 RESILIENT BUSINESS MODEL WITH STRONG VISIBILITY

Balanced portfolio across geographies and sectors- Sector Diversification

Sectoral Breakdown – Revenue Composition (%)



A diversified business structure across different sectors provides a **balanced business model** that limits the impact of sector-based fluctuations over time.



Different sectors have driven growth across different periods.

2022–2023

Energy / OCTG

was the primary growth driver



2024–2025

Infrastructure & Project

became the primary growth driver



Cyclical Balancing

Diversification across sectors exposed to different economic drivers helps mitigate the impact of cyclical fluctuations.



Visibility

Our project-based business segments and strong backlog provide revenue visibility.



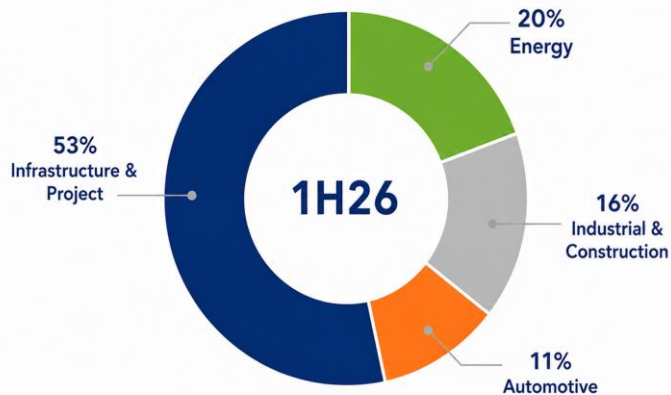
Competitive Advantage

Our expertise across different sectors and high-quality standards support sustainable profitability.



Growth Opportunities

Our broad portfolio allows us to capture growth opportunities across sectors driven by different dynamics.



1 RESILIENT BUSINESS MODEL WITH STRONG VISIBILITY

Balanced portfolio across geographies and sectors- Sector Dynamics



INFRASTRUCTURE & PROJECT

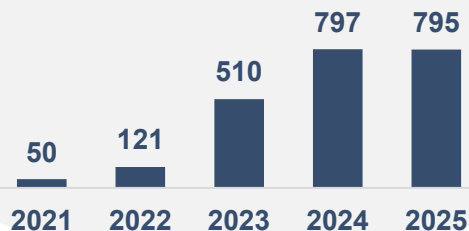
Key Dynamics

- Project-based business model
- Strong backlog visibility
- Main market: U.S.

Sector Outlook

- Investments driven by energy security priorities
- Growing energy demand driven by data centers and AI
- Energy infrastructure modernization and replacement driven by evolving regulations

Revenue (million \$)



ENERGY

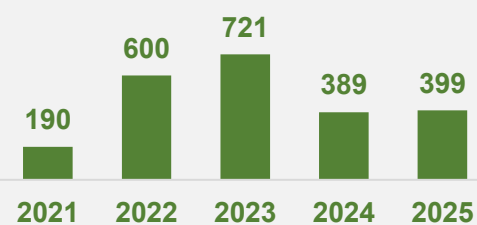
Key Dynamics

- Energy prices and drilling activity
- Flexible demand profile supported by both spot market and project demand
- Main market: U.S.

Sector Outlook

- Drilling activity levels influenced by energy prices
- Pipe demand increasingly driven by advanced extraction techniques, independent of well count
- Cyclical market fluctuations

Revenue (million \$)



INDUSTRIAL & CONSTRUCTION

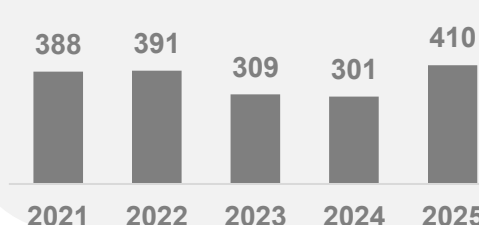
Key Dynamics

- Spot market-driven business model
- Main market: Türkiye and Europe
- Expansion into the U.S. market through the SRM line commissioned in 2024

Sector Outlook

- Demand conditions influenced by macroeconomic trends, construction activity and housing starts
- Weak demand outlook in Europe and Türkiye
- Intense competitive environment in the European and Turkish markets
- CBAM and quota regulations in Europe

Revenue (million \$)



AUTOMOTIVE

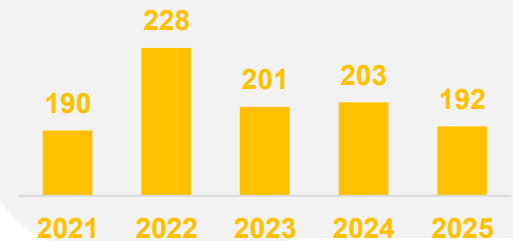
Key Dynamics

- Long-term contracts with OEM and Tier-1 customers, supported by escalation formulas
- High-specification, premium products
- Main market: Türkiye and Europe

Sector Outlook

- Weak demand outlook in Europe and Türkiye
- Rising labor cost pressures
- Intense competitive environment in the European and Turkish markets
- CBAM and quota regulations in Europe

Revenue (million \$)



1 RESILIENT BUSINESS MODEL WITH STRONG VISIBILITY

Strong financial visibility supported by multi-year projects

Infrastructure & Project segment

~\$3.0bn
backlog

Covering the 2026–2028 period



 Contract Date	 Amount	 Planned Production & Delivery Year ¹
13.08.2026	~360 mln \$	2027–2028
01.06.2026	~742 mln \$	2027–2028
24.04.2026	~100 mln \$	2027
19.12.2025	553 mln \$	2027
30.10.2025	~686 mln \$	2026–2027
27.06.2025	~567 mln \$	2026



Growing activity in large-scale energy transmission projects in the U.S.

STRONG POSITION IN PROJECTS REQUIRING ADVANCED TECHNICAL CAPABILITIES



- Quality, safety and certification requirements create significant barriers to entry in large-diameter line pipe projects.
- We are among the limited number of manufacturers qualified to participate in these projects in the U.S. market.
- Project deliveries completed following the Berg Pipe acquisition, together with our strong backlog for the coming years, demonstrate that our technical expertise and engineering capabilities are well recognized by customers.

PROJECT-BASED BUSINESS MODEL



- Raw material sourcing is secured upon order intake, supporting margin visibility.
- Customer advances received at project commencement support efficient working capital management.



Provides protection against fluctuations in raw material prices, our largest cost component



Provides greater margin visibility



The Infrastructure & Project segment accounts for approximately half of our revenue. Through its project-based business model, the impact of raw material price fluctuations on our consolidated financial results is limited.

1 RESILIENT BUSINESS MODEL WITH STRONG VISIBILITY

Resilient operating structure against tariff risks, supported by a local manufacturing footprint

Local manufacturing advantage through strategically located facilities across the U.S., Türkiye and Europe



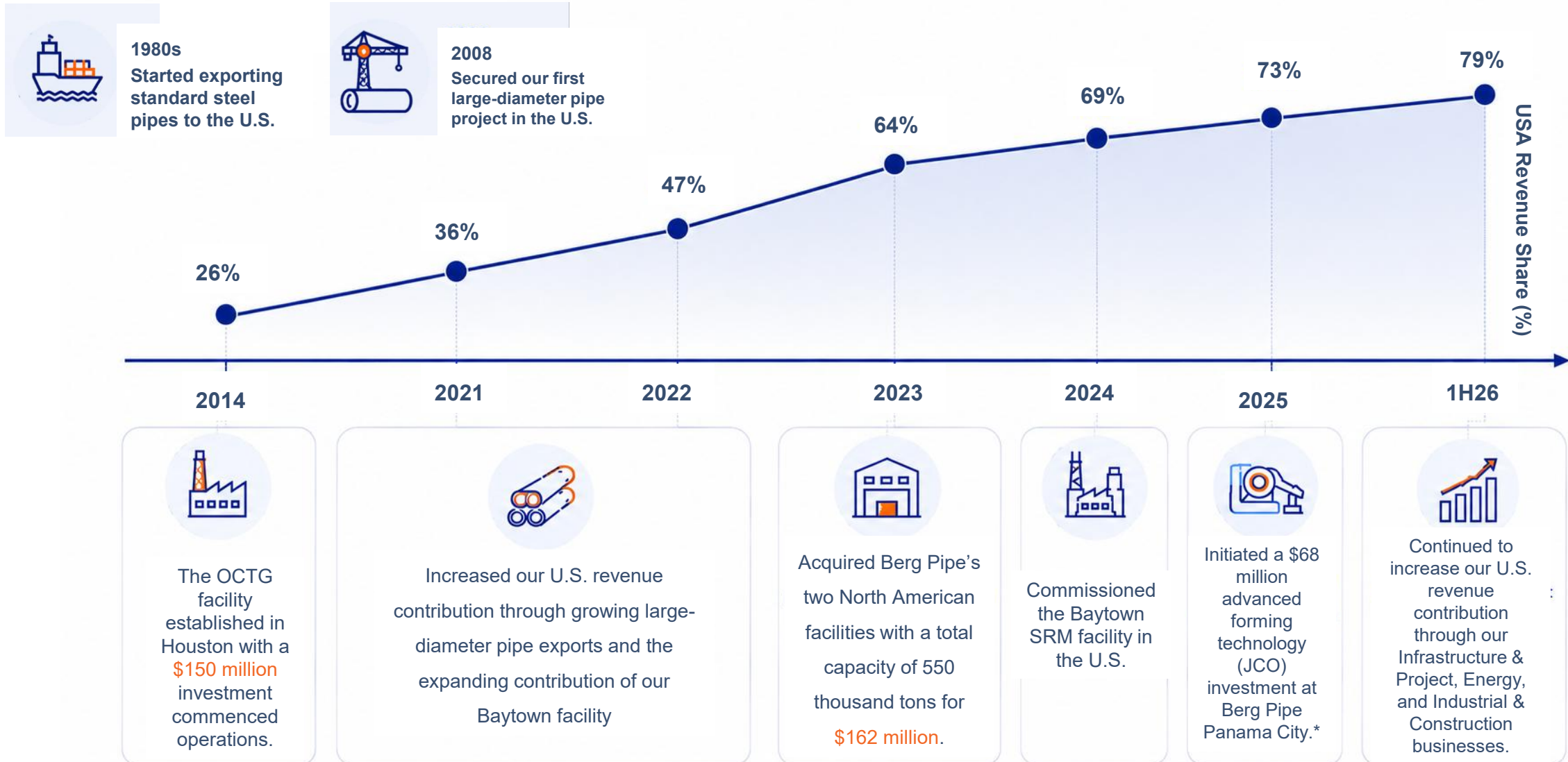
STRATEGIC ADVANTAGES OF LOCAL MANUFACTURING

- Protection Against Tariff Risks**
Provides a competitive cost structure without being affected by the high and evolving import tariffs imposed by the U.S.
- Customer Proximity**
Supports strong customer relationships through manufacturing presence in key markets.
- Operational Flexibility**
Provides the advantage of a flexible manufacturing network that can quickly adapt to regional demand dynamics.
- Geographic Diversification**
Helps balance the impact of changes in regional cost dynamics through a geographically diversified manufacturing footprint.

Our local manufacturing capacity in the U.S. provides a strategic advantage against evolving trade policies affecting steel products.

2 A PUBLICLY LISTED, U.S.-FOCUSED GLOBAL STEEL PIPE MANUFACTURER IN TÜRKİYE

+40 years of operating history in the U.S., with the U.S. accounting for 79% of total revenue



2

A PUBLICLY LISTED, U.S.-FOCUSED GLOBAL STEEL PIPE MANUFACTURER IN TÜRKİYE

Operational footprint in the U.S. reaching ~1 million tons of capacity and over \$1 billion in revenue



~1 mn tons
USA production capacity



1.3 billion \$
2025 USA revenues



4 facilities
Strategic Production Network



3 segments
Energy, Infrastructure & Project,
Industrial & Construction



Baytown
Texas



SECTOR
Energy
CAPACITY (tons)
300,000

Our Products



OCTG Pipes (ERW)

Baytown – SRM
Texas



SECTOR
Industrial & Construction
CAPACITY (tons)
100,000

Our Products



Industrial & Construction (ERW)

Panama City
Florida



SECTOR
Infrastructure & Project
CAPACITY (tons)
330,000

Our Products



Line Pipes (LSAW/ HSAW)

Mobile
Alabama



SECTOR
Infrastructure & Project
CAPACITY (tons)
220,000

Our Products



Line Pipes (HSAW)

2 A PUBLICLY LISTED, U.S.-FOCUSED GLOBAL STEEL PIPE MANUFACTURER IN TÜRKİYE

Product portfolio serving critical areas of the U.S. energy sector



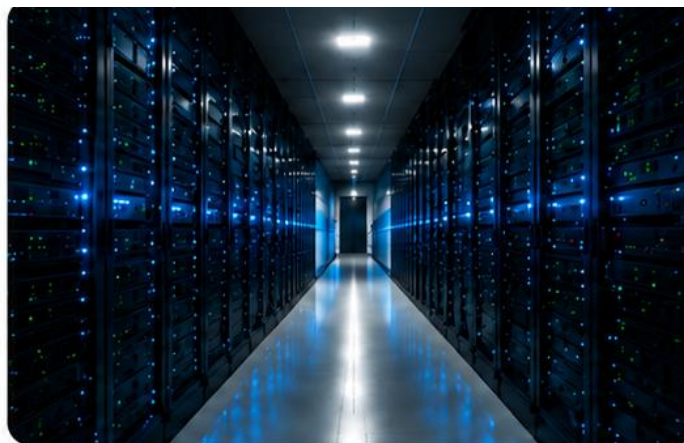
Ongoing Pipeline Investments in the U.S.

- Pipeline investments continue in the U.S., driven by energy security priorities and energy infrastructure development.
- We operate in the large-diameter line pipe segment, which is characterized by high barriers to entry.



Rising energy demand driven by AI and data center investments

- AI and data center investments continue to support energy demand growth in the U.S.
- Natural gas-fired power generation plays a critical role in ensuring reliable and uninterrupted energy supply.



U.S.-focused OCTG product portfolio

- A significant portion of global drilling activity takes place in North America.
- Sustained oil prices and advanced extraction techniques may support drilling activity and OCTG demand.



Expanding value-added product portfolio supported by new investments

**JCO INVESTMENT**

Strategic investment in the high value-added large-diameter pipe segment in the U.S.



- The planned JCO forming technology investment at the Panama City facility is expected to expand Borusan Pipe's high value-added product portfolio.
- The investment is expected to diversify the product portfolio, particularly in;
 -  long-distance energy transmission projects
 -  offshore pipeline projects
 -  renewable energy platforms
- The investment is planned to be commissioned in 2027, enabling Borusan Pipe to benefit from the advantages of being a local manufacturer utilizing this technology.



\$68 mn
investment



2027
target commissioning

**U.S. SRM LINE**

Transition to a local manufacturer in the U.S. Industrial & Construction segment



- With the commissioning of the SRM (Stretch-Reduced Mill) line at the Baytown facility in 2024, Borusan Pipe became a local manufacturer in the U.S. Industrial & Construction segment.
- The facility, established with an investment of approximately \$50 million, has an annual production capacity of 100 thousand tons.
- The product portfolio serves a wide range of applications, including industrial and construction uses, mechanical tubing, fire protection systems and various structural applications.
- Supported by our certified product portfolio, we aim to further strengthen our position in the U.S. market.



New production line
commissioned in 2024



100 kt annual
production capacity

Enhanced operational efficiency through the Gemlik consolidation

GEMLIK CAMPUS: INTEGRATED PRODUCTION CENTER



Consolidation of Istanbul Halkalı and Bursa Service Center operations at Gemlik Campus

- ✓ Completion of the 24-month-phased transition by 2027
- ✓ Increased capacity utilization
- ✓ Improved unit production costs
- ✓ Operational simplification
- ✓ Focus on high value-added products
- ✓ Reduction in carbon emissions



Reduction in Working Capital Requirement

Investment

One-Off Expense

EBITDA*

EXPECTED FINANCIAL IMPACT*

\$30 mn

\$29 mn

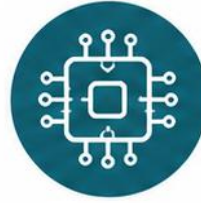
\$27 mn

50 – 100 bps

Focused approach to strategic investment and growth opportunities

**Strong and Strategic Positioning in the U.S.**

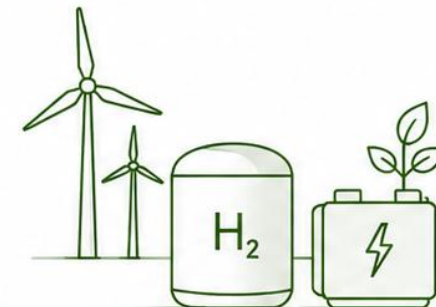
- **Strong operational and commercial positioning** built on decades of operating history in the U.S.
- Continued strong performance of U.S. operations **supporting our strategic platform**
- Evaluation of **value-accretive M&A opportunities** across global markets

**Focus on Efficiency and Digital Transformation**

- Strengthening process and data infrastructure through the **SAP transformation program**
- Enhancing operational efficiency and digital capabilities through **AI-powered applications**
- Supporting manufacturing efficiency through **automation and digitalization** investments

**Next-Generation Products and Markets**

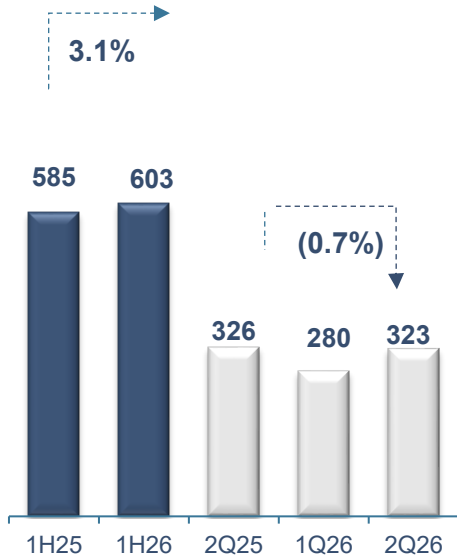
- Evaluation of product opportunities in **hydrogen, carbon capture and energy storage applications**
- Focus on new products and applications driven by **the energy transition**



1H26 FINANCIALS

Strengthening Profitability in Line with Expectations

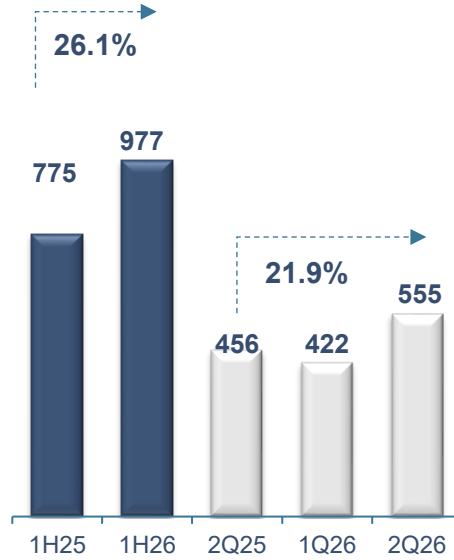
SALES VOLUME (ths ton)



Change in volume by business line as of 1H26 vs. 1H25:

- + Infrastructure and Project: 72.6% increase
- Industrial and Construction: 36.2% decrease
- + Automotive: 1.1% increase
- Energy: 0.3% decrease

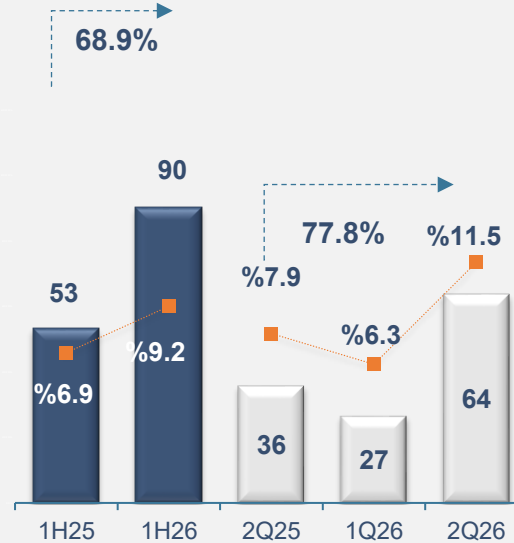
REVENUE (\$ mln)



Change in revenue by business line as of 1H26 vs. 1H25:

- + Infrastructure and Project: 93.2% increase
- Industrial and Construction: 25.6% decrease
- + Automotive: 1.6% increase
- + Energy: 1.9% increase

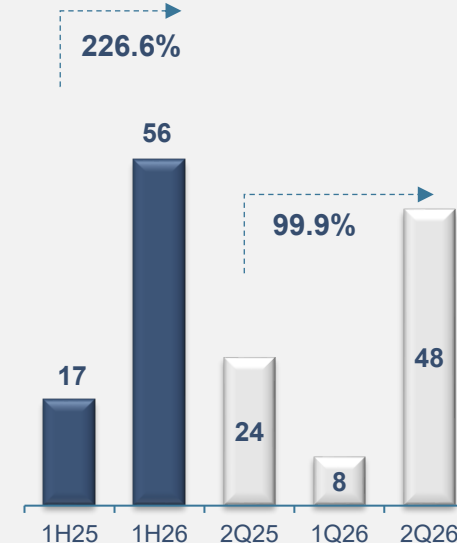
EBITDA (\$ mln) & EBITDA MARGIN (%)



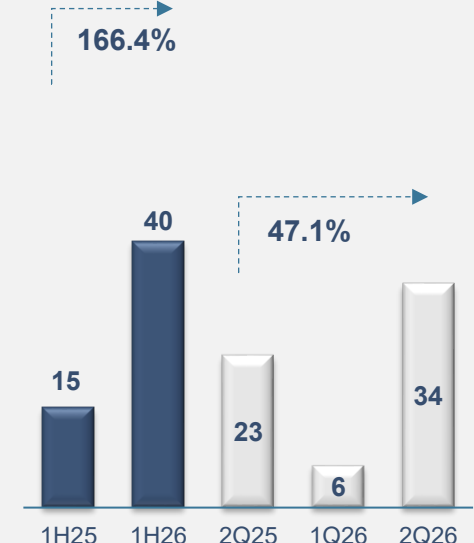
In 1H26;

- Sales volume increased by 3.1% year-on-year, while revenue grew by 26.1%. Revenue growth outpaced volume growth, supported by an improved product mix, the increasing contribution of the Infrastructure & Project segment, and our disciplined pricing strategy.
- Profitability strengthened, supported by operational efficiency initiatives and our disciplined cost management approach.
- The improvement in financing expenses continued to support our pre-tax profit and net income performance.

PROFIT BEFORE TAX (\$ mln)



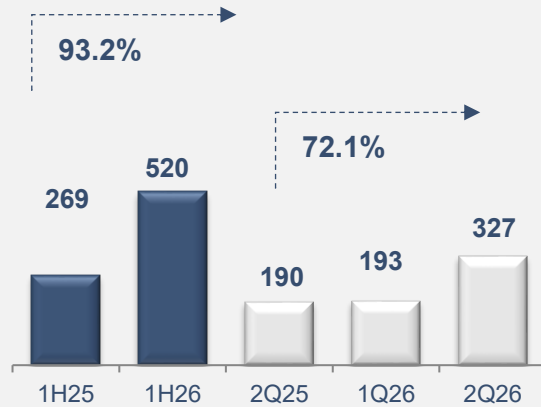
NET INCOME (\$ mln)



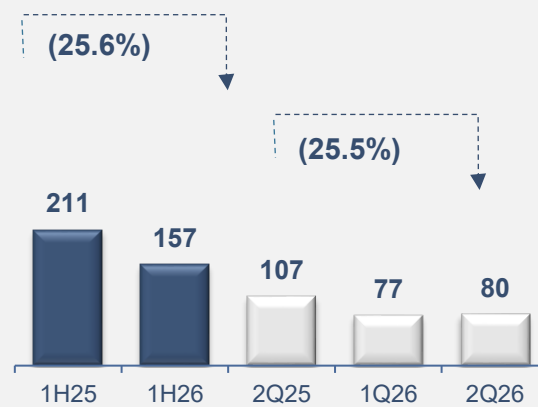
1H26 FINANCIALS

Infrastructure & Project Segment Continued To Support Revenue Growth

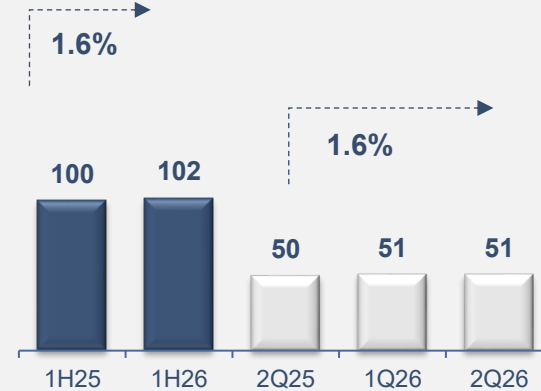
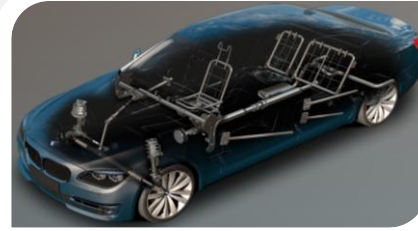
REVENUE SHARE (1H26)



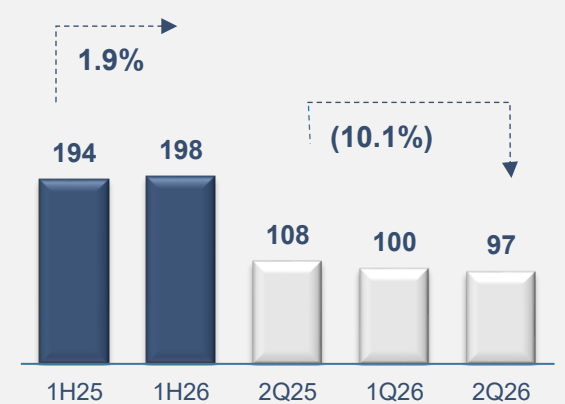
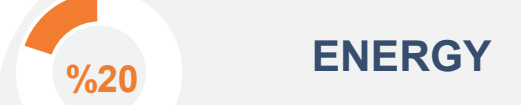
- + Project deliveries progressed as planned.
- + Significantly higher revenue contribution from contracts secured in previous periods.



- Weak demand conditions in Europe and Türkiye.
- Pricing pressure driven by intense competition.



- Stable revenue performance despite weak demand conditions and competitive pressures in Europe and Türkiye



- Balanced demand and pricing dynamics

1H26 FINANCIALS

Summary Income Statement

CONSOLIDATED (\$ mln)	1H26	1H25	Change (%)	2Q26	2Q25	Change (%)	1Q26
Revenue	976.9	774.6	26.1%	555.2	455.5	21.9%	421.6
Gross Profit	102.3	63.9	60.0%	74.5	47.3	57.5%	27.8
<i>Gross Profit Margin (%)</i>	10.5%	8.3%	2.2 pps	13.4%	10.4%	3 pps	6.6%
Operational Expenses	(45.4)	(39.5)	14.8%	(24.1)	(19.8)	21.8%	(21.3)
<i>OPEX Margin (%)</i>	(4.6%)	(5.1%)	0.5 pps	(4.3%)	(4.3%)	0 pps	(5.1%)
Other	4.6	7.8	(41.2%)	(0.07)	(0.4)	(82.9%)	4.6
EBIT	61.5	32.2	90.9%	50.4	27.1	85.6%	11.1
<i>EBIT Margin (%)</i>	6.3%	4.2%	2.1 pps	9.1%	6.0%	3.1 pps	2.6%
Financial Expenses	(5.2)	(15.0)	(65.4%)	(2.1)	(3.0)	(30.9%)	(3.1)
Profit Before Tax	56.3	17.2	226.6%	48.3	24.2	99.9%	8.0
<i>PBT Margin (%)</i>	5.8%	2.2%	3.5 pps	8.7%	5.3%	3.4 pps	1.9%
Net Income	39.8	14.9	166.4%	33.5	22.8	47.1%	6.3
<i>Net Income Margin (%)</i>	4.1%	1.9%	2.1 pps	6.0%	5.0%	1 pps	1.5%
Amortization	28.0	24.2	16.1%	14.8	12.5	17.8%	13.3
Other	0.8	(2.9)	(128.3%)	(1.4)	(3.8)	(63.6%)	2.2
EBITDA*	90.3	53.5	68.9%	63.7	35.8	77.8%	26.6
<i>EBITDA Margin (%)</i>	9.2%	6.9%	2.3 pps	11.5%	7.9%	3.6 pps	6.3%

* EBITDA is calculated including Net Operating Income, Income from Investment Activities, excluding Extraordinary Income (Expense) and FX gains/losses.

1H26 FINANCIALS

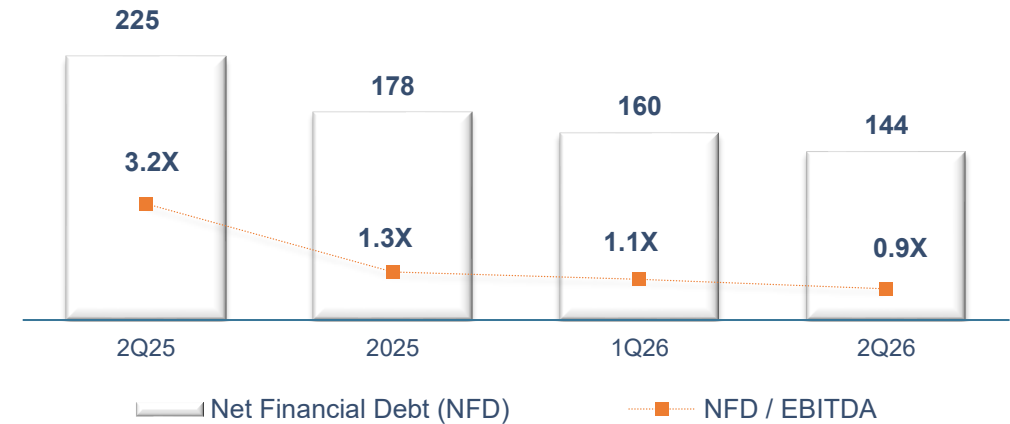
Summary Balance Sheet

BALANCE SHEET

(\$ mln)	2Q26	1Q26	2025	2Q25
Cash and Cash Equivalents	202	193	127	126
Trade Receivables	222	181	200	238
Inventories	600	558	451	551
Inventory Prepayments	2	1	1	1
Current Assets	1,120	1,029	874	1,012
Non-Current Assets	976	932	904	881
TOTAL ASSETS	2,096	1,961	1,778	1,893
Short Term Borrowings	282	290	238	243
Trades Payables	243	218	208	302
Advances Received	414	350	227	241
Short Term Liabilities	1,008	918	741	845
Long Term Borrowings	79	72	72	106
Long Term Liabilities	156	155	156	182
Paid in Capital	69	69	69	69
Equity	932	887	881	867
TOTAL LIABILITIES	2,096	1,961	1,778	1,893

NET FINANCIAL DEBT/EBITDA*

(\$ mln)



(\$ mln)	2Q26	1Q26	2025	2Q25
Net Working Capital**	168	173	216	247
Net Financial Debt	144	160	178	225

* Net Financial Debt/EBITDA ratios are calculated using EBITDA for the last twelve months.

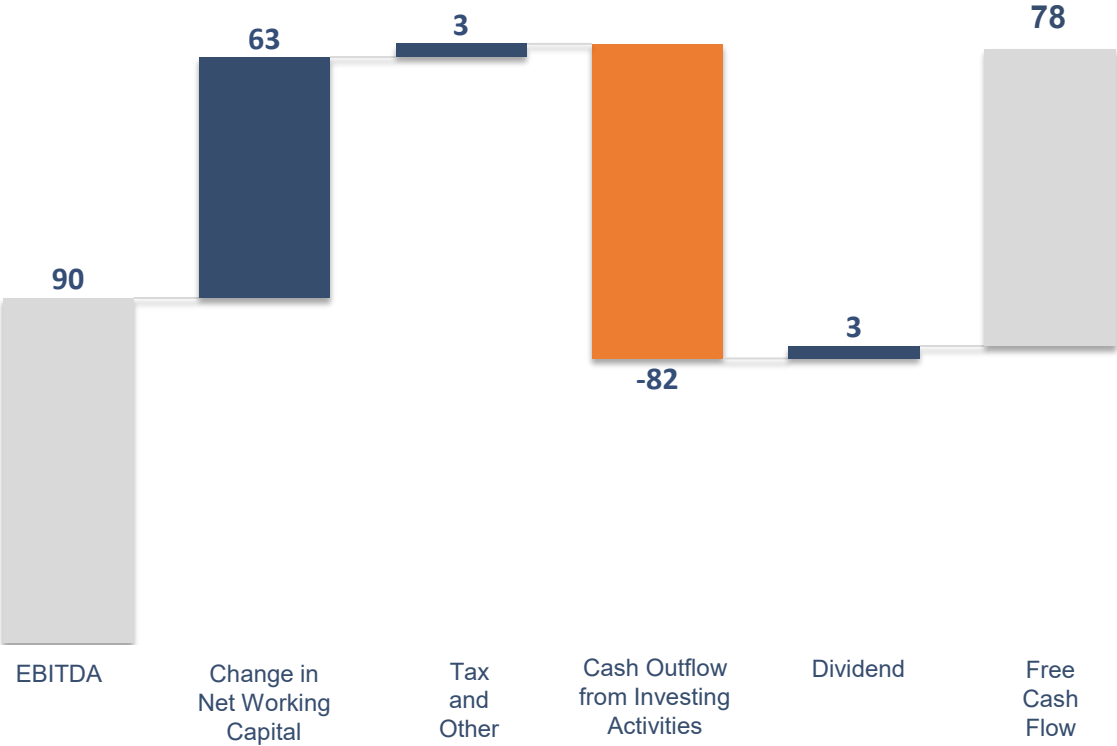
** Net working capital is calculated including advances.

1H26 FINANCIALS

Cash Flow Performance

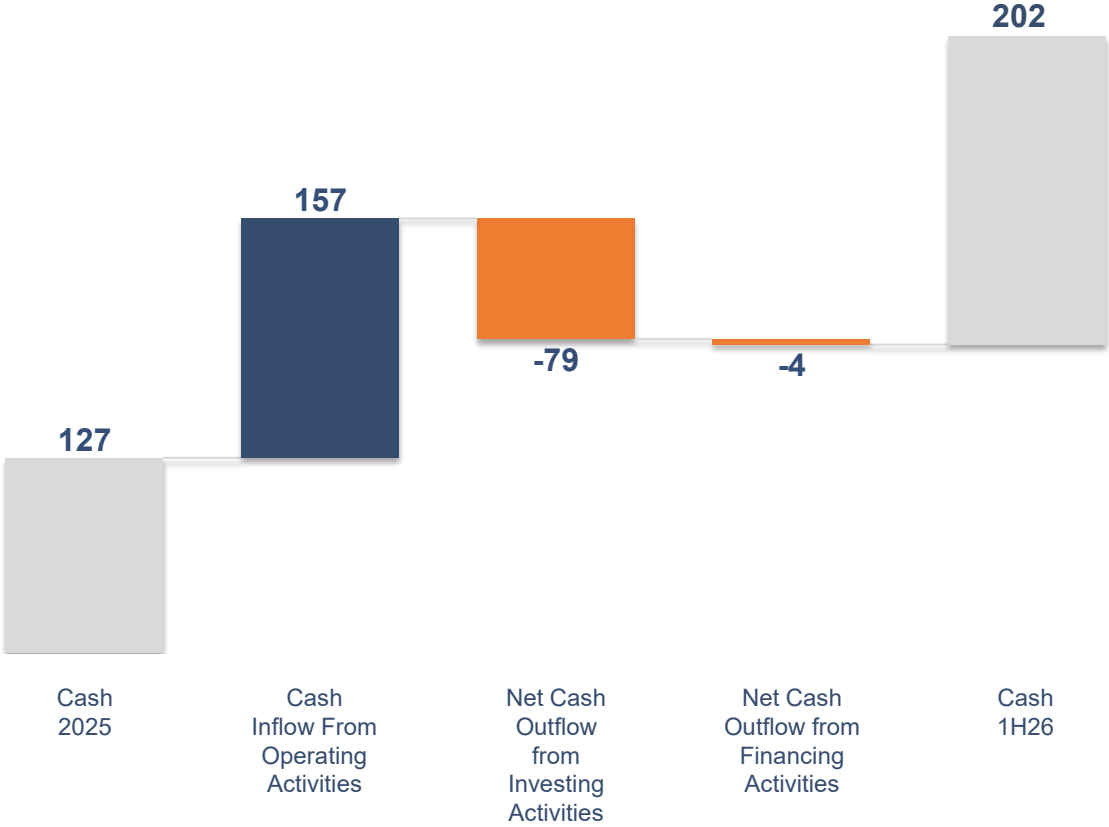
FREE CASH FLOW

(\$ mln)



CHANGE IN CASH

(\$ mln)



2026 GUIDANCE

	2025 Actual	2026 Previous Guidance (May 2026)	2026 Current Guidance
 SALES VOLUME (million tons)	1.31	1.15-1.25	1.15-1.25
 SALES REVENUE (billion USD)	1.8	2.1- 2.3	2.2- 2.4
 EBITDA MARGIN (%)	7.4%	8%-10%	9%- 11%



In the first half of 2026, our financial and operational performance was in line with our expectations.



In the second half of the year, we expect deliveries in the Infrastructure & Projects segment to continue accelerating as planned, the demand outlook and pricing environment in energy pipes to improve, and the efficiency-enhancing initiatives implemented at our facilities to make a stronger contribution to our financial and operational results.



In line with these developments, we are revising our 2026 revenue and EBITDA margin guidance upwards, while maintaining our sales volume guidance.



Under normal circumstances, guidance is disclosed four times a year, in conjunction with quarterly financial disclosures.



BORUSAN PIPE

Telephone

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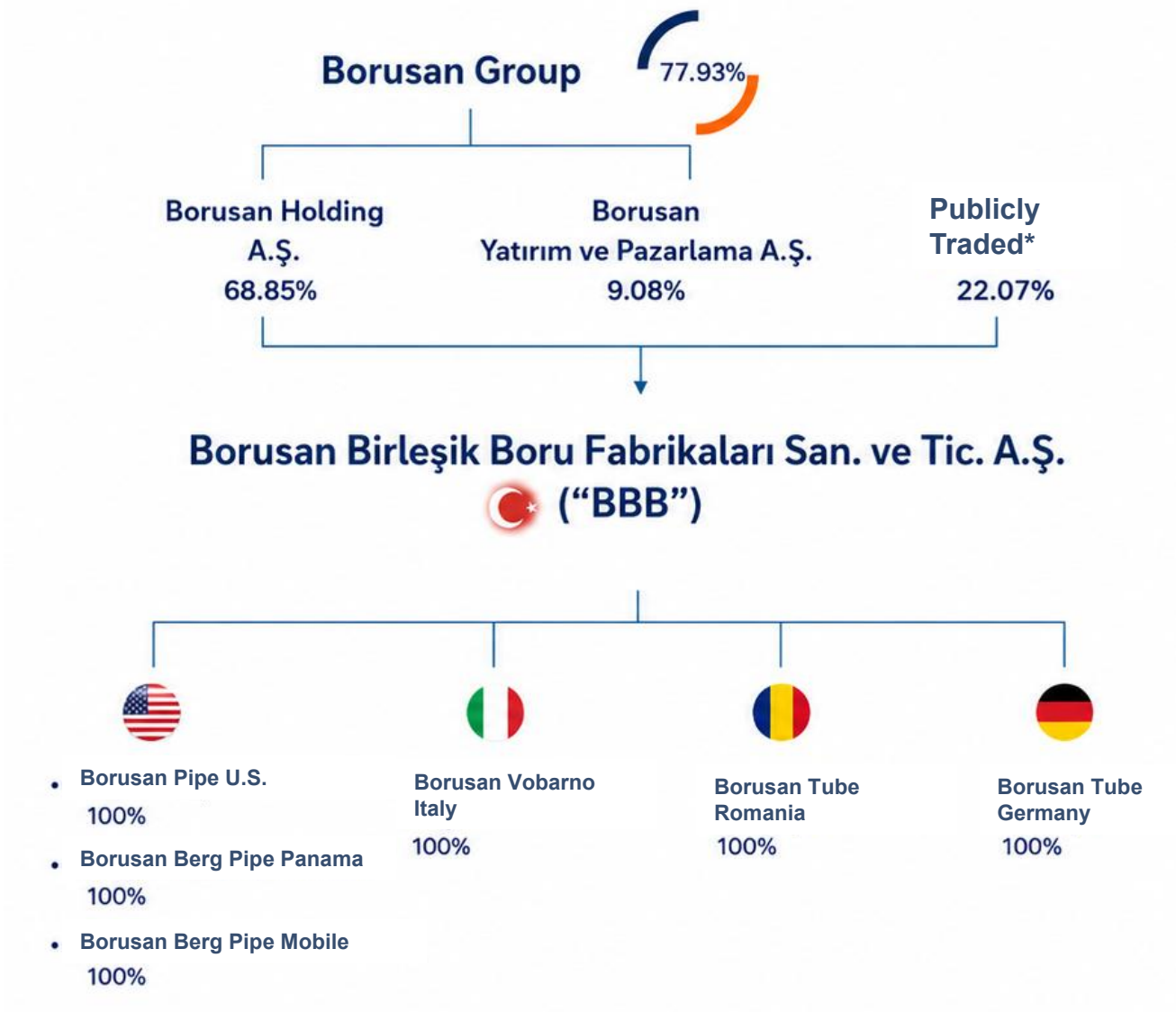
E-mail

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Appendices

SHAREHOLDING STRUCTURE



26 (*) Including the 3.77% publicly traded shares owned by Borusan Holding A.Ş., the total publicly traded shares represent 25.84% of the Company's share capital.

