



Investor Presentation

October 2026

NASDAQ: LAKE



Safe Harbor & Non-GAAP Statements

“Safe Harbor” Statement Under the Private Securities Litigation Reform Act of 1995

This presentation contains estimates, predictions, opinions, goals and other “forward-looking statements” as that phrase is defined in the Private Securities Litigation Reform Act of 1995. Such statements include, without limitation, references to the Company's predictions or expectations of future business or financial performance as well as its goals and objectives for future operations, financial and business trends, business prospects, and management's expectations for earnings, revenues, expenses, inventory levels, capital levels, liquidity levels, or other future financial or business performance, strategies or expectations, including without limitation our outlook for FY27 and growth goals. All statements, other than statements of historical facts, which address Lakeland's expectations of sources or uses for capital, or which express the Company's expectation for the future with respect to financial performance or operating strategies can be identified as forward-looking statements. Forward-looking statements involve risks, uncertainties and assumptions as described from time to time in press releases and Forms 8-K, presentations, registration statements, quarterly and annual reports and other reports and filings filed with the Securities and Exchange Commission or made by management. As a result, there can be no assurance that Lakeland's future results will not be materially different from those described herein as “believed,” “projected,” “planned,” “intended,” “anticipated,” “can,” “estimated” or “expected,” or other words which reflect the current view of the Company with respect to future events. We caution readers that these forward-looking statements speak only as of the date hereof. The Company hereby expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any such statements to reflect any change in the Company's expectations or any change in events, conditions or circumstances on which such statement is based, except as may be required by law.

Non-GAAP Financial Measures

To supplement its consolidated financial statements, which are prepared and presented in accordance with Generally Accepted Accounting Principles (GAAP), the Company uses the following non-GAAP financial measures in this presentation: Adjusted Gross Profit, Adjusted Gross Margin, Adjusted Operating Expenses excluding FX, Adjusted EBITDA excluding FX, and Adjusted EBITDA excluding FX margin. The presentation of this financial information is not intended to be considered in isolation or as a substitute for, or superior to, the financial information prepared and presented in accordance with GAAP. The Company uses these non-GAAP financial measures for financial and operational decision-making and as a means to evaluate period-to-period comparisons. The Company believes that these measures provide useful information about operating results, enhance the overall understanding of past financial performance and future prospects, and allow for greater transparency with respect to key metrics used by management in its financial and operational decision-making. The non-GAAP financial measures used by the Company in this presentation may be different from the methods used by other companies.

For more information on the non-GAAP financial measures, please see the Reconciliation of GAAP to non-GAAP Financial Measures tables in this presentation. These accompanying tables include details on the GAAP financial measures that are most directly comparable to non-GAAP financial measures and the related reconciliations between these financial measures.

Corporate Overview

Lakeland Fire + Safety is a global manufacturer of personal protective equipment, apparel and accessories with a Head-to-Toe portfolio of brands that protect the world's workers, first responders, and communities during the most critical situations.

Product portfolio of firefighter protective apparel and accessories, high-end chemical protective suits, limited use/disposable protective clothing, and durable woven garments,

Key acquisitions of globally recognized brands that improve Lakeland's competitive advantage in focus markets:

<i>Lakeland Fire + Safety</i>	<i>Arizona & California PPE Recon</i>	<i>Veridian Limited</i>	<i>LHD Group</i>	<i>Jolly Scarpe</i>	<i>Pacific Helmets</i>	<i>Eagle Technical Products</i>
HQ	US	US	Germany, Hong Kong, Australia	Italy, Romania	New Zealand	UK
Acquired	Sep 2025	Dec 2024	Jul 2024	Feb 2024	Nov 2023	Dec 2022

Strong market position across its focus product categories and markets is supported by continued and increasing investment in its global footprint, particularly owning and operating its own manufacturing facilities, acquiring complementary companies or products that expand and enhance product offerings and/or geographic customer territories and investing in sales and marketing resources in countries around the world.

Competitive position: Delivery lead times, a company-owned manufacturing footprint, and a strong market share position in top global markets create a significant barrier to entry, positioning Lakeland as the acquirer of choice. Owns 42 patents with the U.S. Patent and Trademark Office and owns 51 trademarks.

9 manufacturing locations in 8 countries, with sales representatives in 23 countries outside the U.S. and sells products in 50+ countries.

NASDAQ: LAKE

LTM Revenue ¹	\$191.0M
LTM Adj. EBITDA excl. FX ¹	\$5.4M
Share Price ²	\$11.77
52 Week Range ²	\$7.15 - \$18.00
Market Cap ^{2,*}	\$116.9M
Enterprise Value ^{3,*}	\$127.7M
Cash ¹	\$17.9M
Debt ¹	\$28.7M
Employees	~2,600
Manufacturing Locations	9 in 8 countries
Distribution	Strategic distributors in 50+ countries

1. At 7/31/26

2. As of 10/5/26

3. Calculated with share price as of 10/5/26 and cash & debt as of 7/31/26

Corporate Video



Mission-Critical Product and Services Portfolio

FIRE

Products

- NFPA-certified Fire Turnout Gear
- CE-certified Fire Turnout Gear
- Pacific brand of safety helmets
- Jolly brand of fire boots
- Particulate Blocking Hoods
- Fire Gloves
- Decontamination and Repair
- Fire suit rental

Applications

- Professional and Volunteer Fire
- Structural Fire Fighting
- Wildland Fire Fighting
- Search and Rescue

INDUSTRIAL

Products

- Chemical Suits
- PPE / Disposable Coveralls
- FR/AR Wear
- Jolly and Cosmas brand of safety boots

Applications

- Energy
- Clean Room
- Utilities
- Industrial
- Healthcare

ISP

Services

- NFPA 1851 Compliant
- Turnout Gear Decontamination
- Advanced Cleaning & Sanitization
- Inspection, Testing & Repair
- Gear Maintenance & Logistics
- Fire Gear Rental & Loaner Fleet
- Recycling & Compliance Reporting

Applications

- Professional & Volunteer Fire
- Municipal Fire Departments
- Industrial Fire Brigades
- Search and Rescue

Compelling Fire Services Growth Opportunities

- ✓ Fragmented global fire market - one player with greater than 10% market share
- ✓ High-margin businesses with relatively low purchase price multiples for "Small, Strategic & Quick (SSQ)" acquisitions
- ✓ Compelling global cross-selling opportunities - M&A strategy created "1+1=3" with head-to-toe product offering: Helmet, Turnout Gear (heavy & light duty options) and Boots, as well as decontamination and rentals
- ✓ Strong global brand recognition of acquired companies adds to existing fire portfolio
- ✓ Superior lead times as compared to major competitors (5-7 weeks vs. 6+ months)
- ✓ Inventory is simpler to manage: Build to fill orders with little to no finished goods
- ✓ Early to mid-term synergies with acquired companies with in-house manufacturing
- ✓ Generally working capital efficient with purchase terms often requiring deposits
- ✓ Less subject to economic cycles: Municipal budgets require annual spending and replenishment
- ✓ Opportunity to quickly expand into the growing decontamination and rental services business
- ✓ Services business creates sticky customers with recurring revenue models, and the services model can be expanded geographically



Large Industrial Markets with Strong Tailwinds

Key Industrial Market Dynamics



Increasing Relevance of Safety And PPE

- Increased development and enforcement of safety and environmental standards globally
- Global acceptance of PPE increasing in wake of COVID-19 pandemic
- Lakeland products available in 50 countries



Growing Demand from End-User Industries

- Global movement to increase focus on worker health and safety
- Further industrialization is leading to more complex processes and hazardous environments requiring additional protective solutions



Ongoing & Future Technological Advancements

- Continued advancements in non-woven fabrics (e.g., nanofibers) with improved properties and attributes

~\$11 Billion Total Addressable Market with a Mid-to-High-Single-Digit Growth Rate²



Sources:

- 1) IOSH Magazine, "Power Dressing for Smart PPE"
- 2) Market Research Future Dec '23, Global Market Insights Feb 2020, and Management Estimates

Lakeland Fire + Safety Strategic Priorities

Building a Premier Global Fire Brand

- Investing resources in high-growth geographies
- Commitment to product line enhancements
- Optimizing operations and sales channels
- Expanding into decontamination and rental services

Expanding Portfolio and Capabilities Through M&A

- Adding product line extensions and innovative new products, services and growth opportunities
- Expanding global markets, channels & customers
- Maintaining a robust acquisition pipeline

Solidifying and Growing Chemical, Critical Environment and Disposables

- Take market share from competitors through product capabilities and exceptional sales
- Acquiring premier global brands
- Driving operating leverage through cross-selling

Goal: to fortify its position as the leading full-service vendor for Head-to-Toe safety apparel and services with the fastest delivery time, decontamination and refurbishment

Head-to-Toe Global Fire Portfolio



Headquarters
Whanganui, New Zealand

Background + Product Portfolio

- | | |
|----------------------|--|
| Product Focus | ▪ Fire and emergency services helmets |
| Certification | ▪ CE & NFPA |
| Markets | ▪ Oceania, North America, LATAM, Europe |
| Distribution | ▪ Global selective distribution and private label wholesale partnerships |

Highlights

- Premium product line with a global reputation for safety and design
- Highly innovative and R&D driven organization
- Complements existing Lakeland turnout gear offering
- Attractive cross-selling opportunities globally, especially in the U.S. and Europe



Headquarters
Huntsville, AL/Des Moines, IA

- | | |
|----------------------|--|
| Product Focus | ▪ Firefighter suits & apparel
▪ Industrial FR apparel |
| Certification | ▪ NFPA & Dual Certified |
| Markets | ▪ U.S., LATAM and Canada |
| Distribution | ▪ Strategic distributors in North & South America |

- Asset-light value chain provides potential in-sourcing synergy opportunities as well as scale access to strategic suppliers
- Focus on product innovations + R&D expertise to compete and take market share
- Veridian solidifies Lakeland's position as a "top 5" fire turnout gear provider in the United States and expands and diversifies Lakeland's distribution network and customer base, most of which are on multi-year contracts
- Adds critical U.S.-based manufacturing to complement Lakeland's global operations
- Continues to provide superior lead times to North American customers



Headquarters
Manchester, UK /
Wesseling, Germany

- | | |
|----------------------|---|
| Product Focus | ▪ Firefighter turnout gear & accessories, PPE cleaning, repair and maintenance |
| Certification | ▪ NFPA, CE & Dual Certified |
| Markets | ▪ Europe, Asia, Oceania, LATAM, India, & Middle East |
| Distribution | ▪ Focused fire and industrial distribution and strategic end-user service contracts |

- Complementary product lines to Lakeland's existing portfolio that greatly benefit Lakeland's product offering, particularly within fire service protective clothing
- Bolsters Lakeland's sales presence and activities in EMEA and South America
- Enhanced global fire services footprint in Germany and Australia, two of the three largest fire markets in the world, as well as Asia
- Protective clothing maintenance ensures longevity and effectiveness of firefighting gear with an attractive recurring revenue stream
- Structural, wildland, and industrial fire and rescue gear, technical rescue equipment, and station wear complement Lakeland's other fire services offerings



Headquarters
Montebelluna, Italy
Bucharest, Romania

- | | |
|----------------------|---|
| Product Focus | ▪ Fire, police, industrial, and military boots |
| Markets | ▪ Europe, LATAM (U.S. NFPA boot in CY2025) |
| Distribution | ▪ Fire, industrial, and LE distribution partners and military end-user direct contracts |

- Premium product line with a global reputation for quality and design, considered one of the most high-quality boots in Europe
- Highly innovative and R&D driven organization with company-owned manufacturing and Italian design
- Completes Lakeland's "head-to-toe" fire product offering
- Attractive cross-selling opportunities globally, particularly U.S. and LATAM

Competitive Advantages

Owned, Global Manufacturing Base

Provides the ability to rapidly scale-up production to meet emergency demand, shift production between locations to navigate the geopolitical landscape, and to maintain the highest levels of quality.

Focused, Yet Diversified Product Portfolio

One of only a few companies that are entirely focused on safety solutions, targeting mission-critical applications, while simultaneously offering customers a diverse portfolio of products for each end-user's applications.

Sole-Source, Full-Service Solution with Fastest Deliver Lead Times

Head-to-Toe equipment with fastest turnout gear delivery time, along with decontamination and refurbishment services



Geographically Diverse Sales Platform

Attractive opportunities for strategic products in key, diverse markets – the addition of Jolly, Pacific Helmet, LHD and Eagle's fire services products into global sales channels provides immediate sales opportunities in markets outside of North America.

Well-Capitalized & Healthy Balance Sheet

Available cash and credit facilities enable strategic pursuit of new organic and inorganic growth opportunities to increase shareholder value and further differentiate Lakeland from competitors.

Scalable, Asset-Light Business Model

Excellent free-cash-flow dynamics driven by a high degree of operating leverage and low capital requirements.

Independent Service Provider (ISP) Platform

A Recurring-Revenue Service Platform for Fire Departments and Safety Customers

Service Platform & Strategic Value

- Provides NFPA 1851 compliant inspection, cleaning, repair, rental, and decontamination services for fire departments and other safety customers
- Advanced decontamination combining wet wash and CO₂ cycles through the Tersus agreement
- Builds recurring revenue and strengthens customer retention
- Deepens relationships and creates additional customer touchpoints with fire departments
- Supports higher-quality, higher-margin revenue, cross-selling, and long-term customer value over time
- A growing differentiator for Lakeland Fire + Safety as a full-service fire safety partner

Expanding ISP Footprint

- Actively pursuing small, strategic M&A candidates in attractive and growing geographies within North America
- Opened greenfield ISP locations in Fresno, CA and Denver, CO
- Expanding the Arizona PPE facility in Phoenix, with growing U.S. Air Force decontamination service
- California PPE capacity expanded with facility upgrades enabling CO₂ decontamination
- Advanced wet wash + CO₂ decontamination introduced at the Riverside, California facility



Experienced Executive Management



James M. Jenkins

President and Chief Executive Officer

- General Counsel and Vice President of Corporate Development for Transcat, Inc. (Nasdaq: TRNS)
- 10+ year Board experience with Lakeland
- Partner at Harter Secrest & Emery LLP, a regional law firm in New York State



J. Calven Swinea

Chief Financial Officer

- 35+ years of experience in finance, consulting, accounting, audit and FP&A
- 25+ years in the industrial and energy sectors
- Previously Global Controller of Elliott Group, VP of Administration/Internal Audit for Walter Energy, Division Controller for Sanmina Corp.



Helena An

Chief Operating Officer

- 25 years of experience in procurement and manufacturing leadership across Asia-Pacific
- Previously served as VP of Procurement and Manufacturing - Asia



Laurel Yartz

Chief Human Resources Officer

- 25 years of experience in procurement and manufacturing leadership across Asia-Pacific
- Previously served as VP of Procurement and Manufacturing - Asia



Barry Phillips

Chief Revenue Officer - Fire

- 37+ years of experience in global sales leadership, revenue growth, and strategic market development, particularly in the fire services space



Cameron Stokes

Chief Commercial Officer - Industrial

- Brings a wealth of experience in sales and marketing with a focus on driving multimillion-dollar revenue growth and expanding market share in industrial safety products



Kevin Rae

EVP - EMEA Fire Sales

- 20+ years of leadership experience in PPE and fire safety across the UK and EMEA
- Also serves as Managing Director of Eagle Technical Products



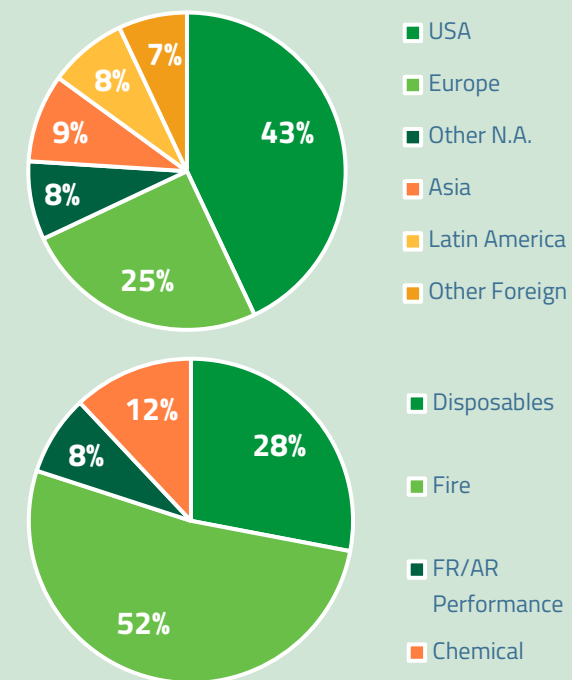
Financial Highlights

Q2 2027 FINANCIAL RESULTS

Financial Highlights

\$ in Million	Three Months Ended Jul. 31	
	2026	2025
Revenue	50.1	\$52.5
Gross Margin	37.0%	35.9%
Adjusted Gross Margin ¹	37.7%	37.4%
Adjusted Operating Expenses excluding FX ¹	16.2	14.6
Net (Loss) Income	(4.9)	0.8
Adjusted EBITDA excluding FX ¹	2.7	5.1
Adjusted EBITDA excluding FX Margin ¹	5.4%	9.6%
	Jul. 31, 2026	Jan. 31, 2026
Cash & Cash Equivalents	\$17.9	\$12.5

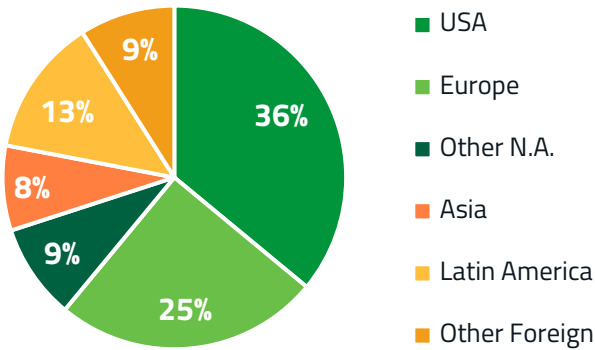
Q2-FY27 Revenue by Product and Geography



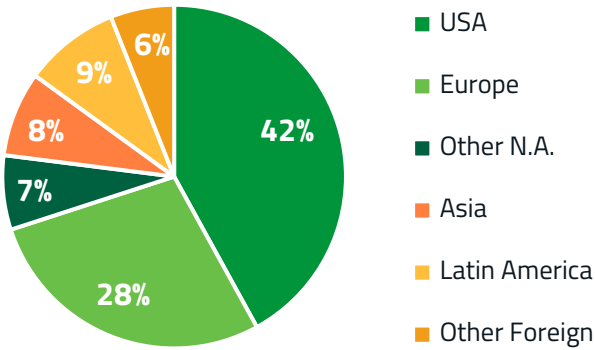
¹ See appendix for non-GAAP to GAAP reconciliation tables

Revenue Mix – Q2-FY27 and Historical

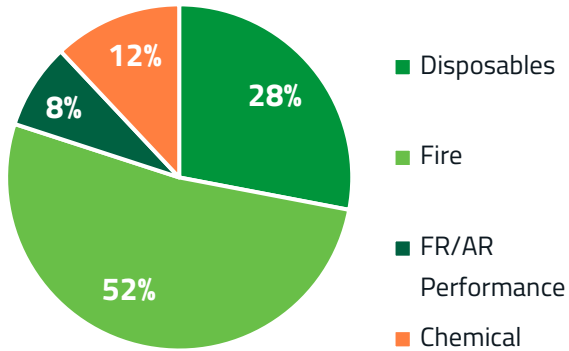
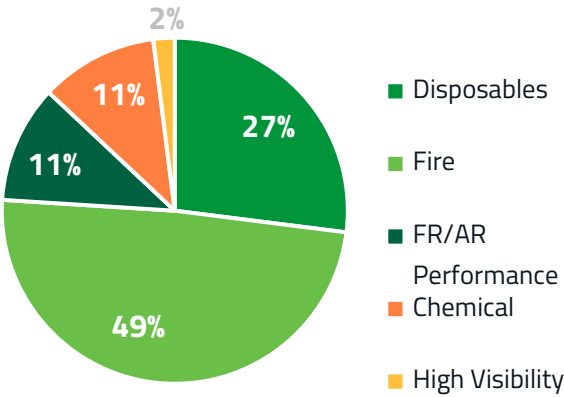
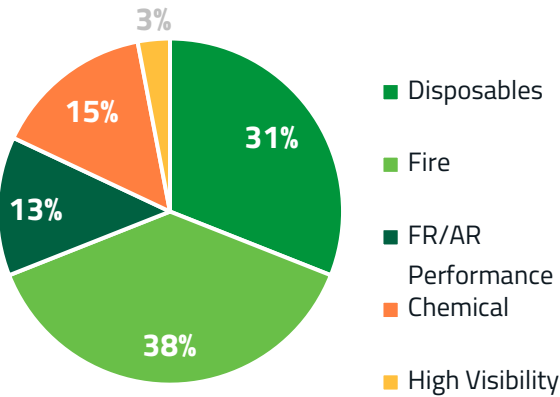
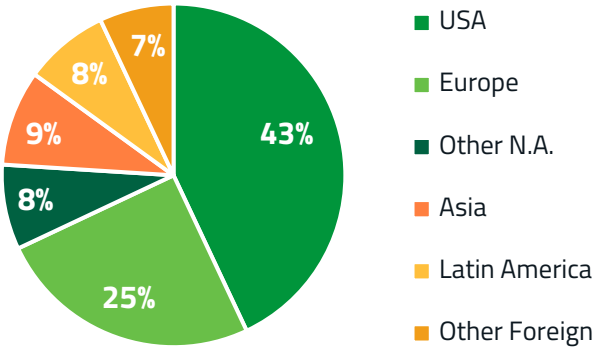
Lakeland FY25



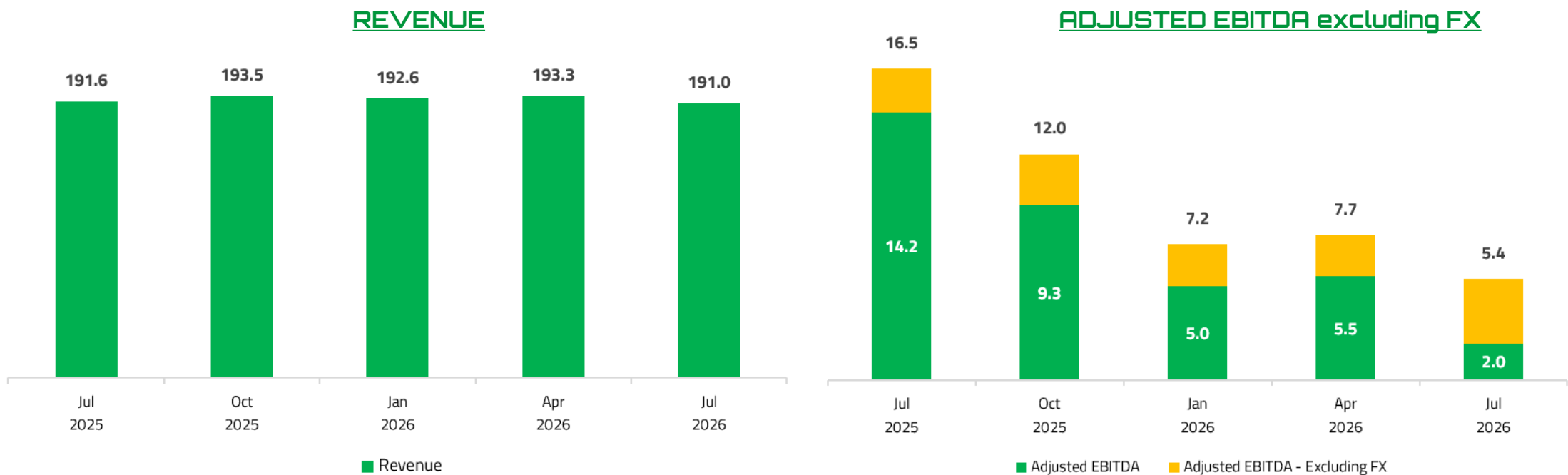
Lakeland FY26



Lakeland Q2-FY27



TTM Revenue and Adjusted EBITDA excluding FX



	Jul 2025	Oct 2025	Jan 2026	Apr 2026	Jul 2026
Revenue	191.6	193.5	192.6	193.3	191.0
Adjusted EBITDA	14.2	9.3	5.0	5.5	2.0
Adjusted EBITDA - Excluding FX	16.5	12.0	7.2	7.7	5.4

Capital Markets Summary

LAKE

NASDAQ Listed

Shares Outstanding	9.9 million
Sector	Consumer Cyclical
Industry	Apparel Manufacturing
Fiscal Year End	January 31

Sell-Side Analyst Coverage

ROTH	Gerry Sweeney
DA Davidson	Michael Shlisky
Lake Street	Mark Smith
Maxim Group	Matthew Galinko

News Releases

- [Colorado PPE Opens New Colorado Facility](#) - 9/22/26
- [California PPE Launches California's First CO2 Turnout Gear Cleaning System](#) - 9/16/26
- [Reports Fiscal Second Quarter 2027 Results](#) - 9/9/26
- [Secures Second Contract for Foul Weather Gear with the Hong Kong Government Flying Service](#) - 9/3/26
- [Awarded Airfield Rescue and Fire Fighting Protective Equipment Contract with Airports of Thailand](#) - 9/2/26
- [Secures New Contract Awards Across Latin America](#) - 8/25/26
- [Expands Critical Environment Manufacturing Capacity with Vietnam Cleanroom Full Qualification](#) - 8/18/26
- [Announces UL Certification of Veridian Wildland Glove to NFPA 1950 Standard](#) - 8/5/26
- [Expands Veridian Manufacturing with UL-Certified Production of Vanguard® Turnout Gear in Mexico](#) - 7/28/26
- [Reaches Settlement Resolving Monterrey, Mexico Facility Lease Matter](#) - 7/7/26
- [Reports Fiscal First Quarter 2027 Results](#) - 6/9/26

Future & Recent Events

- Maxim Growth Summit 2026 – October 13, 2026
- DA Davidson 25th Annual Diversified Industrials & Services Conference – September 23-25, 2026
- Lake Street BIG10 Conference – September 10, 2026
- Fiscal Second Quarter 2027 Financial Results Conference Call – September 9, 2026
- DA Davidson 2026 Small Cap Conference – August 11, 2025
- Fiscal First Quarter 2027 Financial Results Conference Call – June 9, 2026

Closing Summary

- **Q2-FY27 Sequential Growth** – Net sales increased 6% sequentially to \$50.1 million; down 4.5% year-over-year, or up 2.8% excluding \$3.7 million of divested HPFR and HiViz revenue in the prior year.
- **Margin Expansion** – Gross margin of 37.0%, up from 35.9% in Q2 FY26 and 31.4% in Q1 FY27; adjusted gross margin improved 410 basis points sequentially to 37.7%.
- **Adjusted EBITDA Improvement** – Adjusted EBITDA excluding FX more than doubled sequentially to \$2.7 million, or 5.4% of net sales, absorbing \$1.3 million of currency losses, Interschutz costs and expedited freight.
- **Fire Momentum** – Fire revenue of \$26.1 million, or 52% of net sales, up 2% year-over-year and 12% sequentially, with helmets up 41% and hoods up 66%.
- **Tender Momentum** – Notification of intended award under the U.K. National Firefighter PPE Framework, up to £220 million over seven years across all awarded suppliers, plus additional international Fire awards supporting visibility into fiscal 2028.
- **Fire Service Platform Growth** – Fire Service revenue increased 78%, with Independent Service Provider businesses contributing \$3.5 million; accelerating investment, including potential new U.S. greenfield locations.
- **Portfolio Simplification** – Monterrey, Mexico lease matter settled with a \$1.9 million gain; divestiture of the HPFR and HiViz product lines completed earlier in the year.
- **Working Capital & Cash** – Inventory reduced to \$74.9 million, down \$2.8 million sequentially and \$15.3 million year-over-year; year-to-date operating cash flow of \$5.4 million, a \$15.1 million improvement, with cash of \$17.9 million and total debt of \$28.7 million.
- **FY27 Outlook** – Optimistic on Q3 and focused on positive cash flow from operations in fiscal 2027, with some Fire order timing shifting into Q4 and near-term impact from portfolio repositioning actions.





Company

1525 Perimeter Parkway
Suite 325
Huntsville, AL 35806

Investor Relations

Chris Tyson
MZ Group
949-491-8235
LAKE@mzgroup.us

www.lakeland.com

APPENDIX

Eagle Technical Products¹

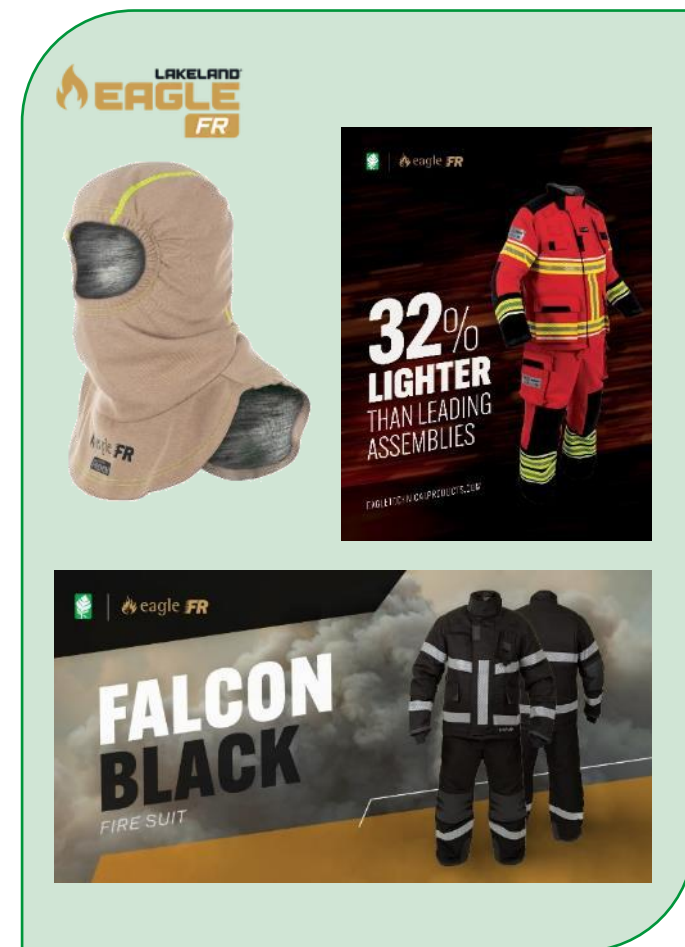
Enhances Lakeland's Product Portfolio and Expands Geographical Reach

Background & Product Portfolio

Headquarters	▪ Manchester, UK
Product Focus	▪ Firefighter Suits & Apparel ▪ Industrial FR Apparel
Markets	▪ Europe, Africa, and Middle East
Distribution	▪ Utilizes UK-based, in-house design and manufacturing to prototype to customer specifications then leverages third-party manufacturing in Europe

Highlights

- Asset-light value chain provides potential in-sourcing synergy opportunities as well as access to new suppliers
- Focus on product innovations and R&D expertise to compete and take market share
- Expands and diversifies Lakeland's customer base, most of which are on multi-year contracts
- Complementary product lines to Lakeland's existing portfolio that greatly benefit Lakeland's differentiated product offering, particularly within fire service protective clothing
- Bolsters Lakeland's sales presence and activities in EMEA



Pacific Helmets¹

Enhances Lakeland's Fire Service Offering with Helmets

Background & Product Portfolio

Headquarters	▪ Whanganui, New Zealand
Product Focus	▪ Fire and emergency services helmets
Markets	▪ Oceania ▪ North America ▪ Other
Distribution	▪ Design, manufacture, and assembly process is completed on site in Whanganui ▪ Helmets sold through distribution in 40+ countries

Highlights

- Premium product line with a global reputation for safety and design
- Highly innovative and R&D driven organization
- Complements existing Lakeland turnout gear offering
- Attractive cross-selling opportunities globally, especially in the U.S.



Jolly Scarpe¹

Expands Lakeland's Fire Service Portfolio with Boots

Background & Product Portfolio

Headquarters	▪ Montebelluna, Italy
Product Focus	▪ Fire, police, industrial, and military boots
Markets	▪ Europe ▪ Other
Distribution	▪ Designed in Italy ▪ Manufactured in company-operated facility in Romania ▪ Boots sold to distributor and direct to end-user in 40+ countries

Highlights

- Premium product line with a global reputation for quality and design
- Highly innovative and R&D driven organization
- Completes Lakeland's "head-to-toe" fire product offering
- Attractive cross-selling opportunities globally

LAKELAND
JOLLY



Enhances Lakeland's Product Portfolio and Expands Geographical Reach

Background and Product Portfolio

Headquarters	▪ Wesseling, Germany
Product Focus	▪ Fire turnout gear, LHD Care cleaning & maintenance
Markets	▪ Germany ▪ Australia ▪ Hong Kong
Company Facts	▪ Designed in Germany ▪ Manufactured in third-party manufacturers in Europe ▪ Sold directly to fire brigades and governmental entities as well as through distribution

Highlights

- Premium product line with a global reputation for quality and design
- Germany is the world's second-largest fire services market and Australia is third
- LHD Care provides a recurring revenue all-encompassing cleaning, repair, logistics and rental services
- Attractive cross-selling opportunities globally



Veridian Fire Protective Gear¹

Enhances Lakeland's Product Portfolio and Expands Geographical Reach

Background and Product Portfolio

Headquarters	▪ Des Moines, Iowa
Product Focus	▪ Fire and rescue garments, gloves, and boots
Markets	▪ Latin America ▪ United States
Company Facts	▪ Manufactured in the USA ▪ Sold directly to fire brigades and government entities

Highlights

- Pre-established client base and product reputation
- Internationally-respected, premium product line
- Expands Lakeland's footprint in Latin America, which is a growing market for fire and safety products
- Bolsters Lakeland's manufacturing capabilities and expands channel partner market



Non-GAAP Reconciliation – Gross Profit and Margin

	2027Q2	2027Q1	2026Q4	2026Q3	2026Q2
<u>Adjusted Gross Profit</u>					
Gross Profit	\$18,543	\$14,885	\$14,732	\$14,132	\$18,818
Depreciation and amortization	371	348	334	352	306
Amortization of Step-up in Inventory	-	-	217	325	406
Severance, restructuring and transformation costs	-	650	10	-	-
ERP Project	-	29	61	73	100
Adjusted Gross Profit	\$18,914	\$15,912	\$15,353	\$14,882	\$19,630
<u>Adjusted Gross Margin</u>					
Adjusted Gross Profit	\$18,914	\$15,912	\$15,353	\$14,882	\$19,630
Divided by net sales	50,139	47,416	45,820	47,586	52,495
Adjusted Gross Margin	37.7%	33.6%	33.5%	31.3%	37.4%

(\$000's Except Share Information)

Non-GAAP Reconciliation – Operating Expenses

	2027Q2	2027Q1	2026Q4	2026Q3	2026Q2
<u>Adjusted Operating Expenses</u>					
Operating Expenses	\$18,711	\$19,064	\$17,342	\$20,087	\$19,283
Depreciation and amortization	(1,028)	(943)	(1,113)	(858)	(962)
Equity compensation	(602)	(800)	(369)	(1,282)	(1,411)
Monterrey	1,746	(526)	(204)	(526)	(499)
Acquisition expenses	(213)	(602)	(395)	(1,371)	(525)
Severance and restructuring	(481)	(414)	(881)	(334)	(402)
PFAS litigation	(194)	(64)	466	223	(182)
ERP project	(126)	(137)	(329)	(389)	(685)
Goodwill impairment	(350)	-	-	-	-
FX	(1,277)	(747)	(492)	(884)	(43)
Adjusted Operating Expenses	\$16,187	\$14,831	\$14,025	\$14,667	\$14,574

(\$000's Except Share Information)

Non-GAAP Reconciliation – EBITDA

	2027Q2	2027Q1	2026Q4	2026Q3	2026Q2
<u>EBITDA to Adjusted EBITDA excluding FX</u>					
EBITDA	(\$1,799)	\$3,614	(\$3,788)	(\$574)	(\$2,736)
Amortization of step-up in inventory basis	-	-	217	325	406
Stock compensation	602	800	369	1,282	1,411
Other Income	(146)	(40)	22	162	(38)
Monterrey	(1,750)	526	204	526	499
Acquisition expenses	213	602	395	1,371	525
Severance, restructuring and transformation	481	1,064	891	334	402
PFAS litigation	194	64	(466)	(223)	182
ERP project	126	166	390	462	785
Gain on inventory sale	-	(6,467)	-	(4,333)	-
Gain on sale-leaseback	-	-	-	-	-
Start-up Costs for New Locations	350	-	-	-	-
Goodwill impairment	3,176	-	2,604	-	-
Lease impairment	-	-	-	-	3,577
FX	1,277	747	492	884	43
Adjusted EBITDA excluding FX	\$2,724	\$1,076	\$1,330	\$216	\$5,056

(\$000's Except Share Information)

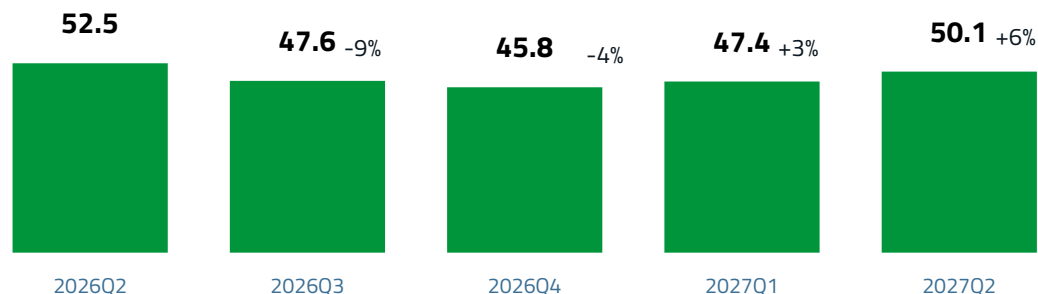
Non-GAAP Reconciliation – EBITDA Margin excluding FX

	2027Q2	2027Q1	2026Q4	2026Q3	2026Q2
<u>Adjusted EBITDA Margin excluding FX</u>					
Adjusted EBITDA excluding FX	\$2,724	\$1,076	\$1,329	\$216	\$5,056
Divided by net sales	50,139	47,416	45,820	47,586	52,495
Adjusted EBITDA excluding FX Margin	5.4%	2.3%	2.9%	0.5%	9.6%

(\$000's Except Share Information)

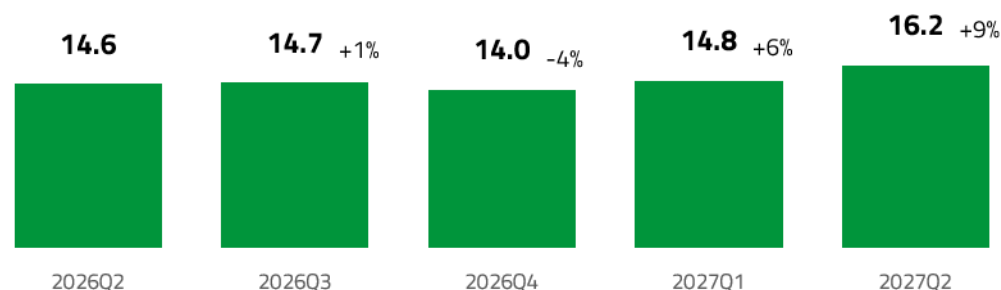
Financial Highlights

Sales revenue \$50.1M



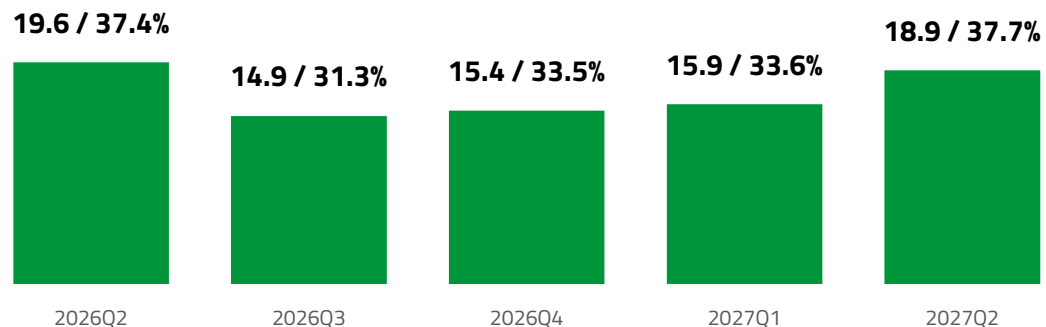
- Sequential increase of 6%; down 4.5% YoY, or up 2.8% ex-divested lines
- Growth led by Fire, up 12% sequentially

Adjusted Operating Expenses \$16.2M



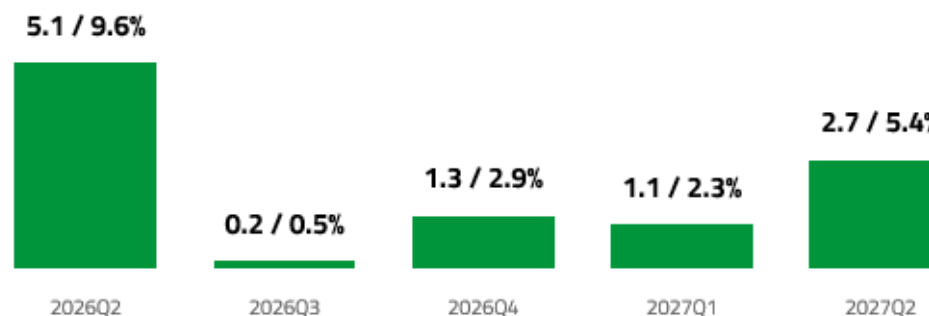
- Includes ~\$0.5 million of Interschutz costs and new service location start-up costs
- Full quarter of Fire Service operating costs; Monterrey and FX also contributed

Gross Margin 37.0%; Adjusted Gross Margin 37.7%



- Tariff refunds received in the period and favorable Fire product mix
- Partially offset by higher inbound freight

Adjusted EBITDA excl. FX \$2.7M; Margin 5.4%

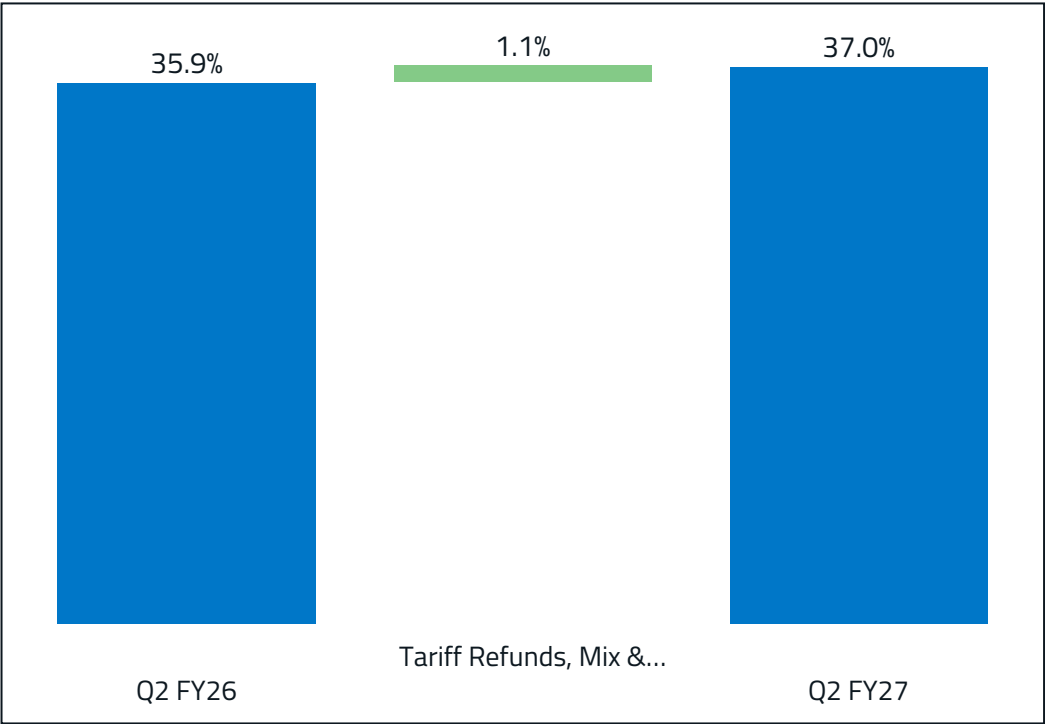


- Higher gross margin more than offset increased Opex
- Profitability expected to improve with revenue growth and stable Opex

Gross Margin and EBITDA Bridge.

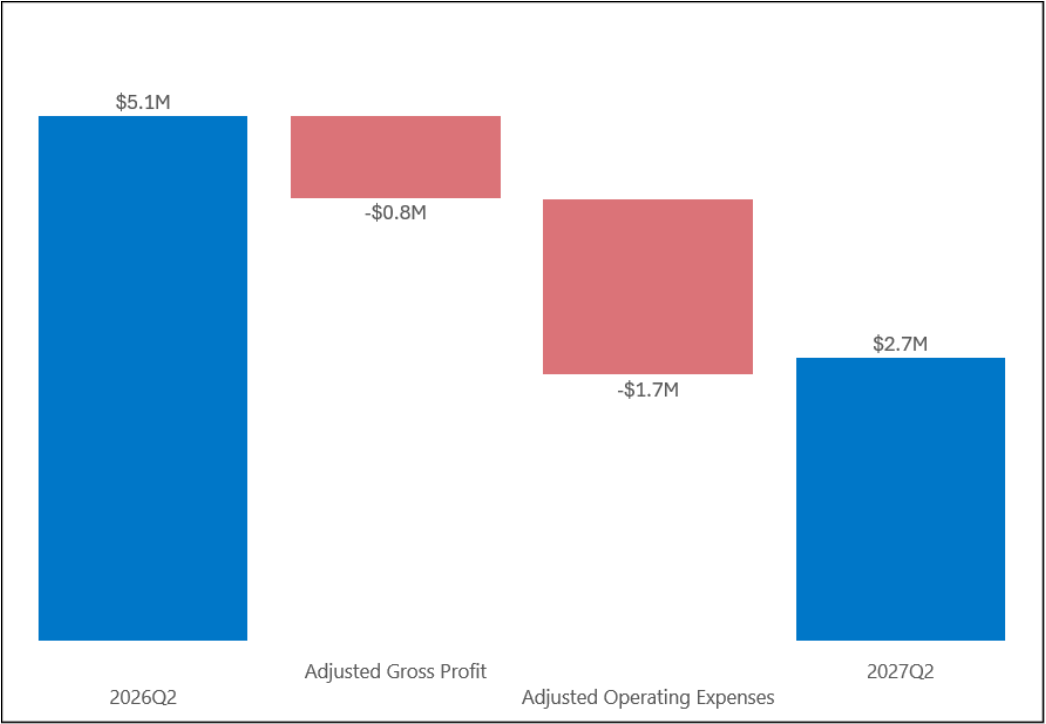
Q2-FY27 vs Q2-FY26

GROSS MARGIN %



Adjusted gross margin improved 410 bps sequentially to 37.7%

ADJUSTED EBITDA excluding FX



Q2-FY27 Balance Sheet and Cash Flow

Balance Sheet

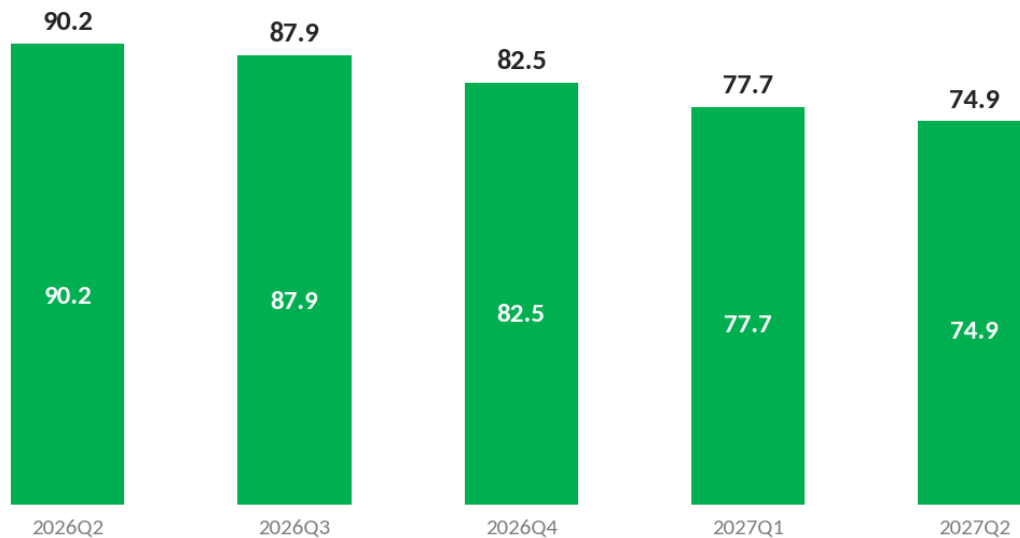
	2027Q2	2026Q4	Variance
Cash and cash equivalents	17.9	12.5	5.4
Accounts Receivable	32.0	32.0	(0.0)
Inventories	74.9	82.5	(7.6)
Other Current Assets	11.8	7.1	4.7
Current Assets	136.6	134.2	2.4
Non Current Assets	69.9	75.7	(5.9)
Assets	206.5	209.9	(3.4)
Accounts Payable	17.9	15.6	2.4
Accrued Compensation, Benefits & Expenses	14.7	13.9	0.8
Other Current Liabilities	13.2	8.4	4.8
Current liabilities	45.9	38.0	7.9
Deferred Income Taxes	2.1	2.2	(0.1)
Long Term Portion of Debt	26.9	30.4	(3.5)
Long-Term Portion of Operating Lease Liability	6.5	10.3	(3.8)
Non Current Liabilities	35.5	42.8	(7.3)
Liabilities	81.4	80.8	0.6
Equity	125.1	129.1	(4.0)
Liabilities and Stockholders Equity	206.5	209.9	(3.4)

Cash Flow

	2027Q2	2026Q2	Variance
Adjustments to reconcile to net (loss) income	(5.8)	(4.8)	(1.0)
Accounts receivable	(0.3)	(2.6)	2.3
Inventories	7.0	(6.2)	13.2
Prepaid VAT and Other Taxes	(3.6)	1.2	(4.8)
(Increase) decrease in operating assets	3.1	(7.6)	10.7
Accounts payable	2.5	1.8	0.7
Other operating liabilities	5.6	0.9	4.7
Increase (decrease) in operating liabilities	8.1	2.7	5.4
Net cash (used in) provided by operating activities	5.4	(9.7)	15.1
Net cash used in investing activities	3.6	(2.1)	5.7
Credit and Term Loan Borrowings	30.4	15.9	14.5
Credit and Term Loan Payments	(33.9)	(4.1)	(29.8)
Other financing activities	0.0	(0.9)	0.9
Net cash used in financing activities	(3.5)	10.9	(14.4)
Effect of Exchange Rate	(0.1)	1.1	(1.2)
Net increase (decrease) in cash and cash equivalents	5.4	0.3	5.1
Cash and cash equivalents at beginning of the year	12.5	17.5	(5.0)
Cash and cash equivalents at end of period	17.9	17.7	0.2

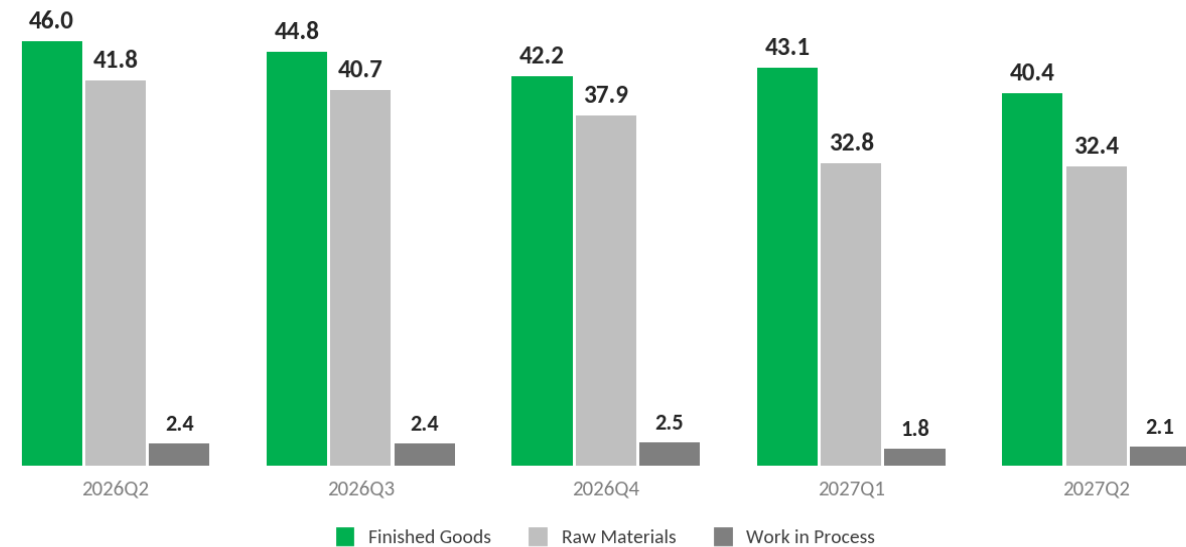
Q2-FY27 Inventory

Inventory
Quarter over Quarter



- Inventory is down \$2.8M quarter over quarter mainly due to depletion of finished goods inventory

Inventory
Finished Goods vs Raw Materials



- Inventory reduction trend expected to continue with increased sales in the next quarters