



CJS Summer Conference

July 9, 2026



Nasdaq: ATRO

ELEVATING *innovation*

Peter J. Gundermann, Chairman, President & CEO

Nancy L. Hedges, Vice President & CFO

Safe Harbor Statement

This presentation contains forward-looking statements as defined by the Securities Exchange Act of 1934. One can identify these forward-looking statements by the use of the words “expect,” “anticipate,” “plan,” “may,” “will,” “estimate,” “feeling” or other similar expressions and include all statements with regard to the Company’s 2026 and second quarter revenue outlook, the amount of revenue in the second half of 2026, the amount of capital expenditures for 2026 as well as the amount of investment in an ERP system, the amount of backlog to be recognized as revenue over the next twelve months, the strength and length of time associated with tailwinds for the Aerospace segment, the timing of the receipt of production orders for U.S. Army radio test set program and the level of profitability contribution from the Test segment with its onset, the amount of opportunities available to be executed, the ability to achieve high-teen operating margins on a consolidated basis consistently, and statements regarding the strategy of the Company and its outlook. Forward-looking statements also include all statements related to achieving any revenue or profitability expectations, expectations of continued growth, the level of liquidity, the level of cash generation, the level of demand by customers and markets and the amount of expected capital expenditures. Because such statements apply to future events, they are subject to risks and uncertainties that could cause actual results to differ materially from those contemplated by the statements. Important factors that could cause actual results to differ materially from what may be stated here include the trend in growth with passenger power and connectivity on airplanes, the state of the aerospace and defense industries, the market acceptance of newly developed products, internal production capabilities, the timing of orders received, the status of customer certification processes and delivery schedules, the demand for and market acceptance of new or existing aircraft which contain the Company’s products, the impact of regulatory activity and public scrutiny on production rates of a major U.S. aircraft manufacturer, the need for new and advanced test equipment, customer preferences and relationships, the effectiveness of the Company’s supply chain, and other factors which are described in filings by Astronics with the Securities and Exchange Commission. Except as required by applicable law, the Company assumes no obligation to update forward-looking information in this presentation whether to reflect changed assumptions, the occurrence of unanticipated events or changes in future operating results, financial conditions or prospects, or otherwise.

Non-GAAP Financial Measures and Forward-looking Preliminary Non-GAAP Financial Measures

This presentation will discuss some non-GAAP (“adjusted”) and forward-looking non-GAAP financial measures which we believe are useful in evaluating our performance. You should not consider the presentation of this additional information in isolation or as a substitute for results compared in accordance with GAAP. The non-GAAP (“adjusted”) measures are identified and we have provided reconciliations of reported comparable GAAP to non-GAAP measures in tables found in the Supplemental Information portion of this presentation. Forward-looking preliminary GAAP to non-GAAP measures have not been reconciled because sufficient information as to all of the necessary components of such GAAP measure is not available to management as of the date of this presentation and therefore a reconciliation is not available without unreasonable effort.

Astronics Corporation (Nasdaq: ATRO)

INNOVATION. COLLABORATION. SUCCESS.

Astronics serves the world’s aerospace, defense, and other mission critical industries with proven, innovative technology solutions. Our strategy is to grow value by developing technologies, organically or through acquisition, for our targeted markets.



Market Cap	\$3.0 billion
Recent Price	\$70.83
52-Week Range	\$88.72/ \$21.76
Average Daily Volume (3 mos.)	~654,000
Established/IPO	1968/1972

Shares Out – Common	32.0 million
Shares Out – Class B	10.9 million
Institutional ownership	95.0%
Insider ownership	6.3%
Index membership	Russell 3000®/2000®

Market data as of July 2, 2026 [Source: FactSet adjusted]; Shares Outstanding as of June 29, 2026; Ownership as of most recent filings.

Aerospace

Test Systems

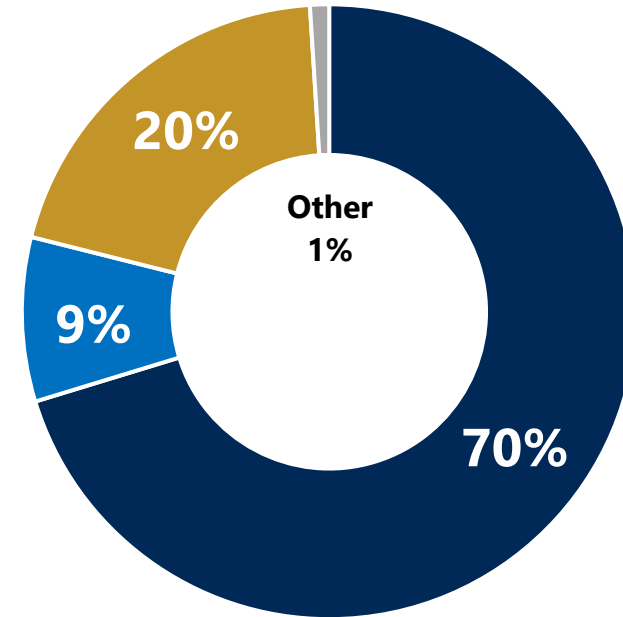
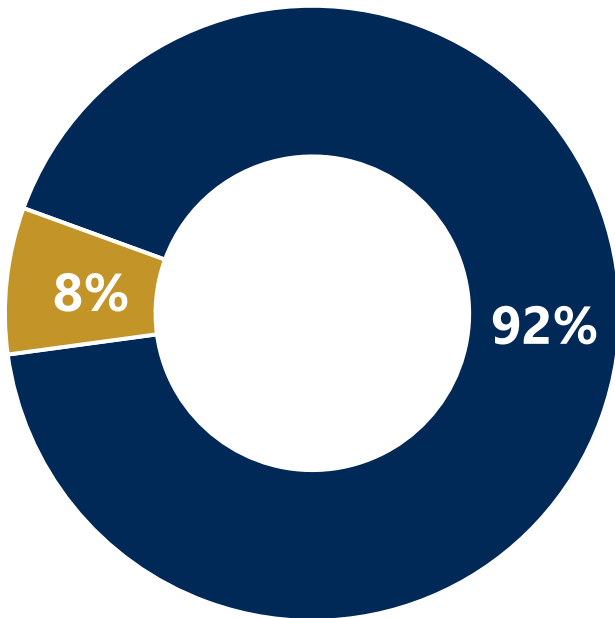
Solid Franchise with Leading Market Positions

TTM Q12026 Sales:
\$886.8 million

Commercial Aerospace

General Aviation

Defense & Government*



Commercial Aerospace

~50/50 Line Fit/Retrofit

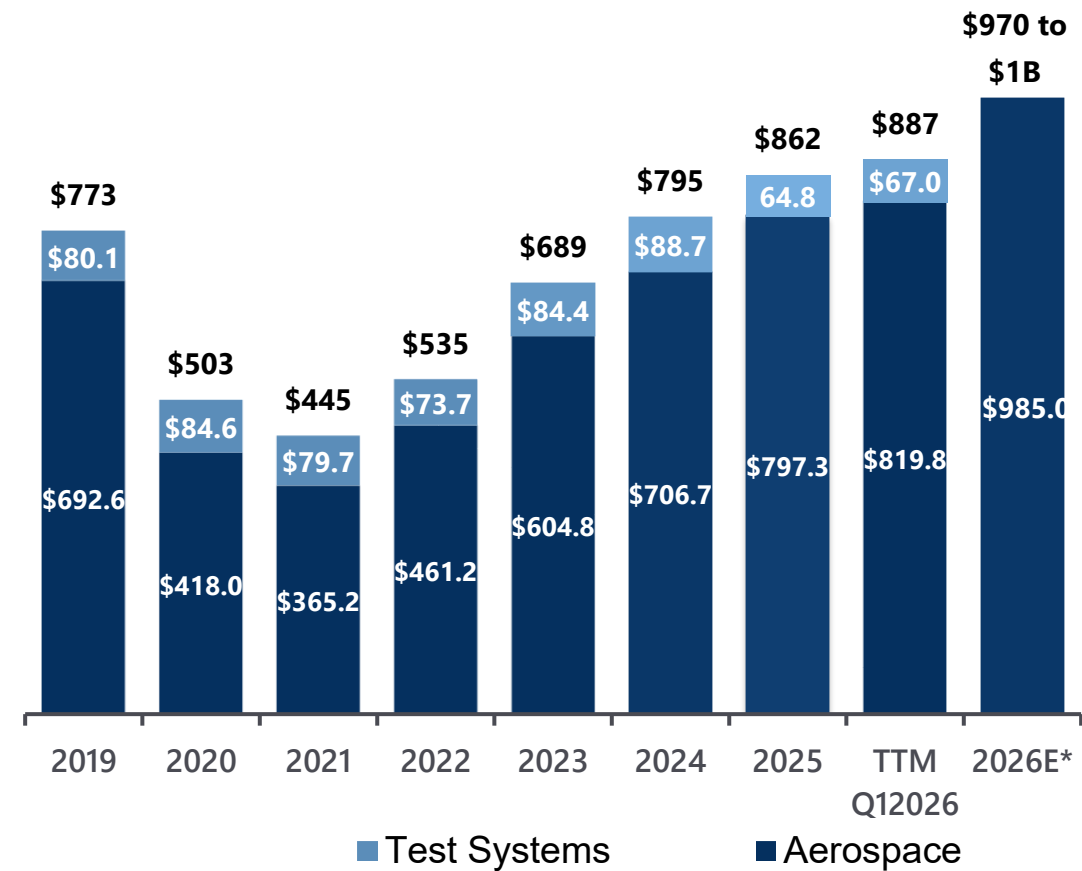
~50/50 Narrowbody/Widebody

*Includes Test and Aerospace sales

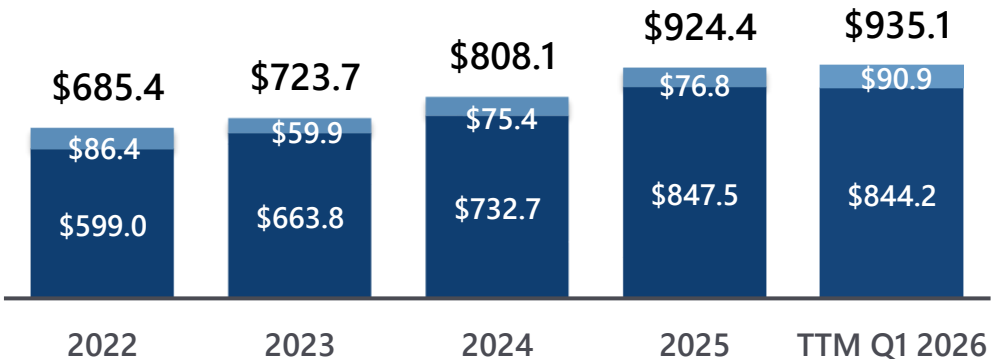
Recovery Complete: Entering Next Phase of Growth

(\$ in millions, except where noted otherwise)

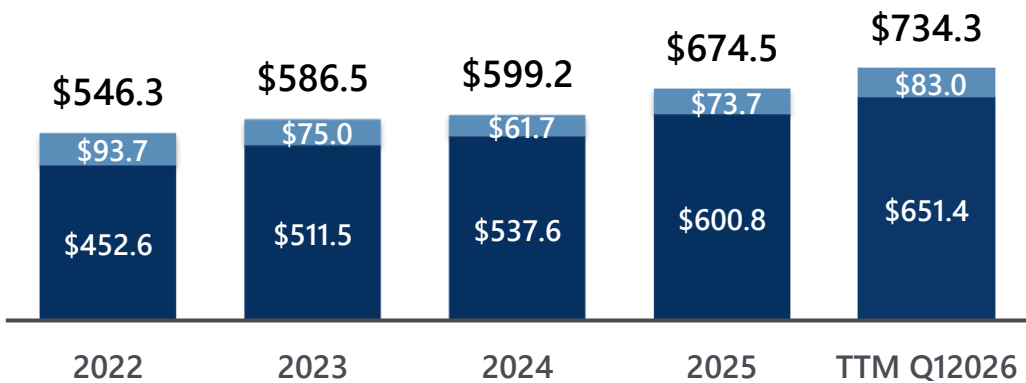
Revenue 2019 to 2026E



Bookings



Backlog

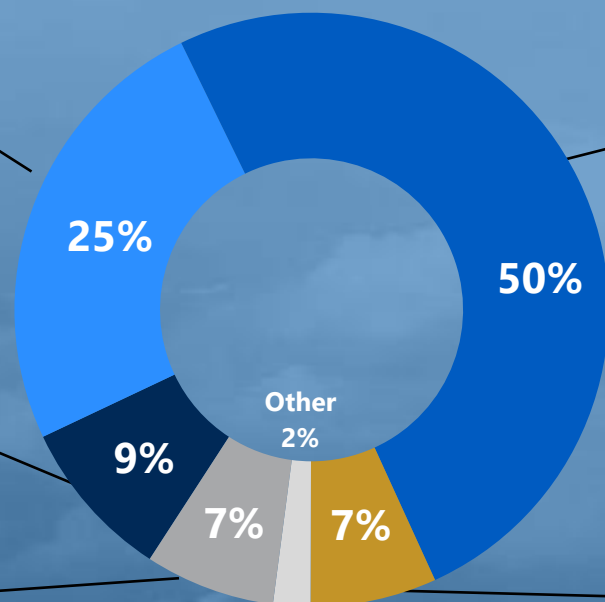


Astronics Strategic Thrusts

Elevating Innovation

PRODUCT LINES

TTM Q12026 Sales:
\$886.8 million



Lighting & Safety



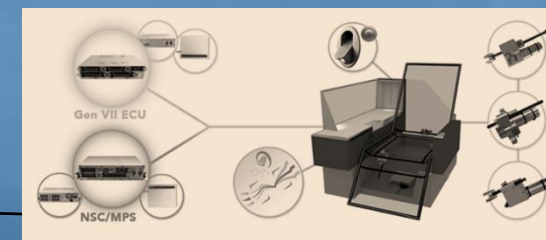
Flight Critical
Electrical Power



Test Systems



Inflight Entertainment &
Connectivity (IFEC)



Seat Motion

IFEC: IN-SEAT POWER SYSTEM (ISPS)

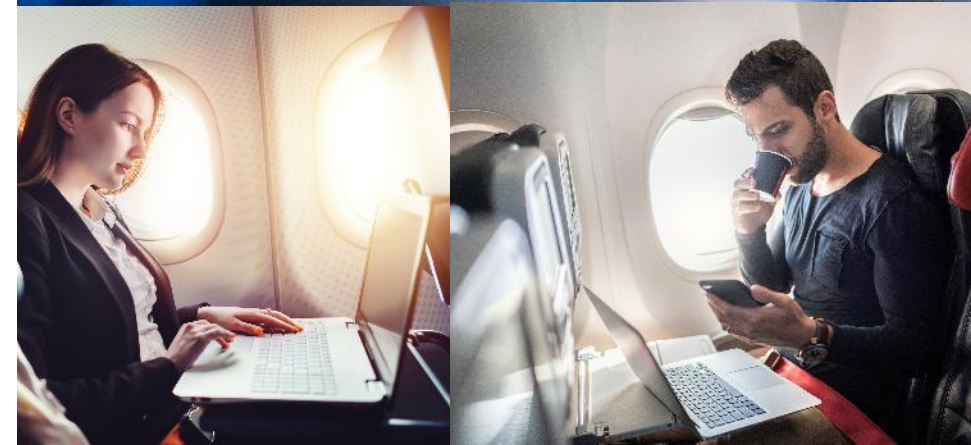
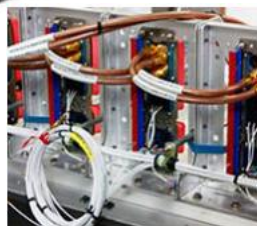
- » In-seat power, line-fit and retrofit, now powering 2+ million seats on over 290 airlines worldwide
- » System provides power to personal electronics and seat-back displays
- » High barriers to entry: ~90%+ market share
- » ASP: ~\$550-\$850 per seat
- » Market penetration seats*: ~90% wide body and ~65% narrow body



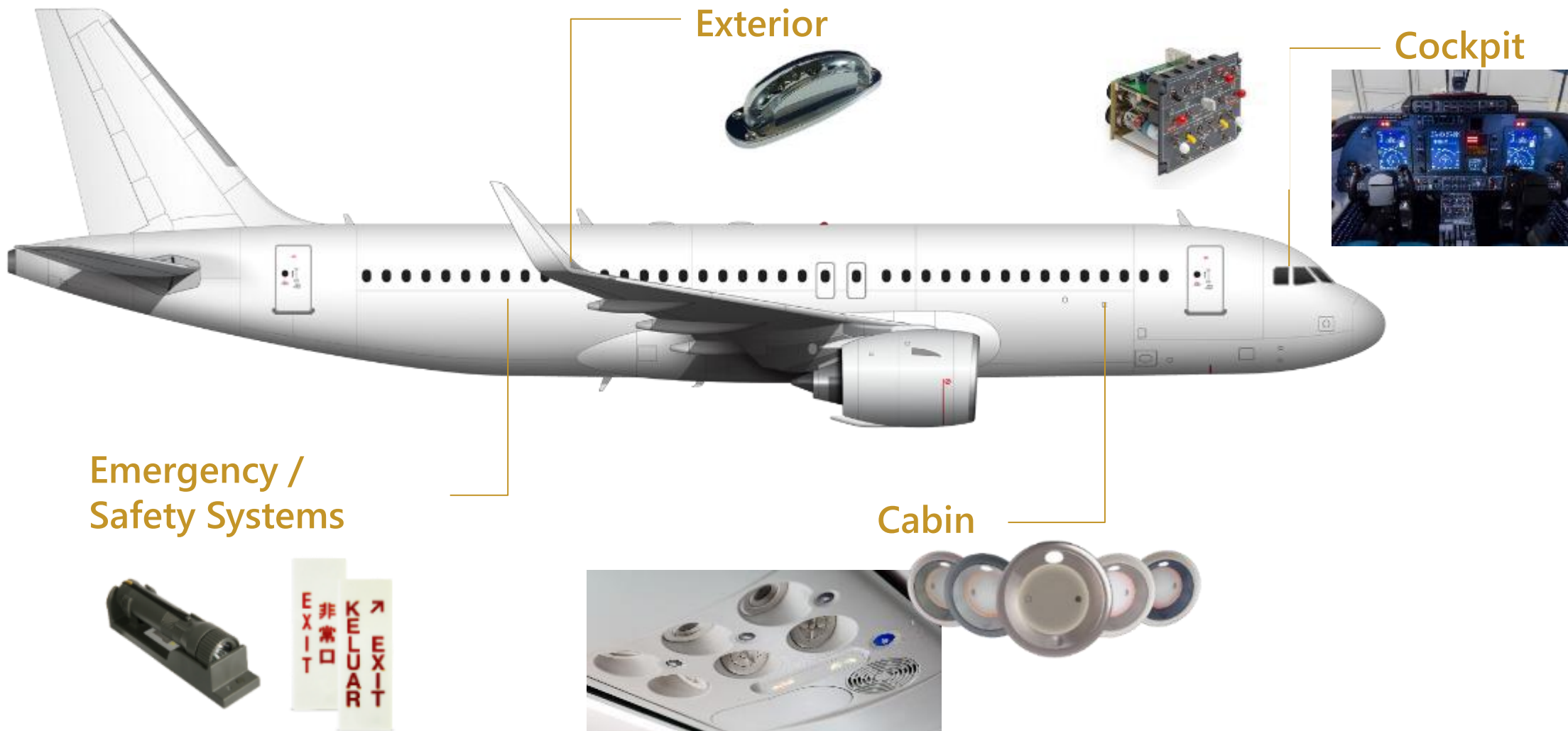
IFEC: Connectivity and IFE Hardware*

Growth opportunity as market penetration increases across the globe

- » Widebody global fleet: ~93% have IFE and ~72% have IFC
- » Narrowbody global fleet: ~55% have IFE and ~35% have IFC
- » Complete shipset can include IFE servers, IFE content loaders, wireless access points, modems, modem managers, outside air equipment, installation kits and installation certification



Lighting & Safety Solutions



Aircraft Lighting Systems

Industry Leader in Aircraft Lighting

A complete array of innovative, lightweight, reliable, solid-state lighting systems

Products – Primarily Line-fit

- » Exterior lighting systems
- » Cabin lighting systems
- » Cockpit lighting systems

Markets

- » Commercial transport
- » Military
- » Business and general aviation



Illuminating commercial, business and military aircraft, including Airbus, Boeing, Embraer, Lockheed and Textron

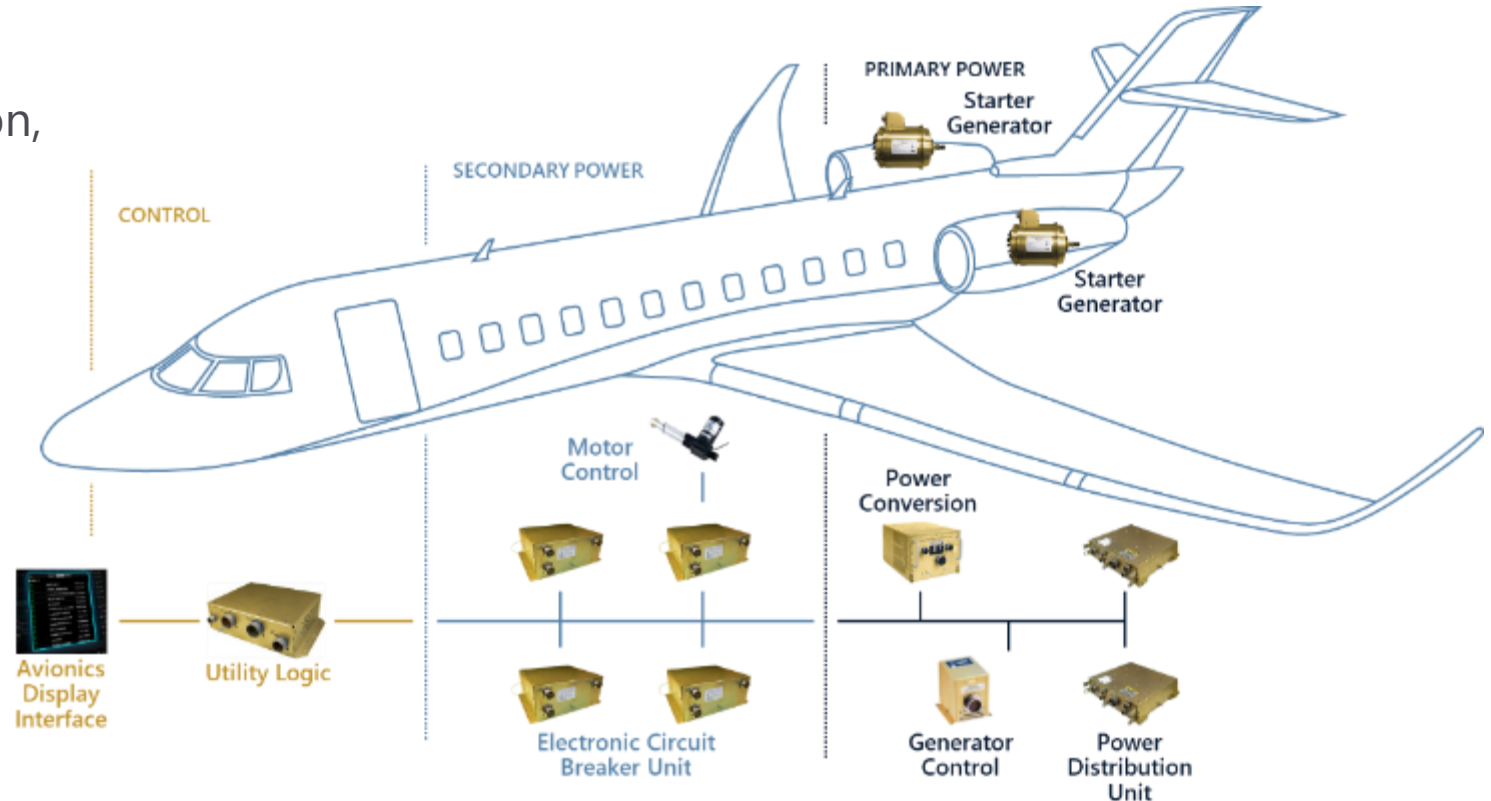
Flight Critical Electrical Power

First Mover Advantage: Establishing leadership in small aircraft airframe power

The technology for the future of small aircraft: Solid-state power distribution systems replace extensive wiring and traditional electromechanical components with modular electronics and software

✓ Selected for the U.S. Army MV-75 program

- » Intelligent systems for power generation, distribution and conversion
- » Increased reliability
- » Reduced weight
- » Automation, flexibility
- » Lower life cycle cost
- » Reduces pilot workload



Addressing Trends: Modernization of Aircraft

Clean, Streamlined Cockpit



Traditional Cockpit with Mechanical Circuit Breakers
Learjet 45



Modern Cockpit with Electronic Circuit Breakers
Pilatus PC-24

Flight Critical Electrical Power Programs of Record

Electronic Circuit Breaker Units and Long-Life Starter Generator

Announced Program Wins

- » MV-75 Cheyenne
- » Daher TBM 900
- » Bell 505, 525
- » Pilatus PC-24
- » Beechcraft Denali
- » Boeing MQ-25 Stingray



U.S. Army Future Long-Range Assault Aircraft Program

MV-75 Cheyenne Employs Astronics CorePower® family of solutions

Selected by Bell Textron to Develop Electrical Power Distribution System for MV-75

- With roughly twice the range and twice the speed, the MV-75 brings unmatched combat capability to the war fighter
- First flight expected in 2026; evaluating acceleration of program
- \$70B program across lifespan potentially replaces 2,000 Black Hawk utility helicopters
- Expect Astronics' shipset content of approximately \$1 million

CorePower Benefits

- » Clean, intelligent, and efficient power to improve aircraft performance
- » Reduces overall system weight
- » Supports the U.S. Army Modular Open Systems Architecture (MOSA) initiatives

Currently in engineering and development

- » ~\$100 million development effort 2024 through mid-2027
 - Completed approximately \$60 million to date



Flight Critical Electrical Power

Emerging Market Opportunities with Drones and eVTOL Aircraft

Drones

- » Generators, Primary & Secondary Power Distribution
- » Electronic Circuit Breakers & High Reliability Generation
- » 28 & 270 Volt DC typical
- » Ideal for remotely controlled & autonomous aircraft
- » Numerous development programs underway
- » Typical shipset content \$60k to \$300k

eVTOL

- » Power Conversion, Secondary Distribution, System Control
- » Electronic Circuit Breakers, Dissimilar Topologies
- » 800 to 1000 Volt DC
- » Expertise in certification of safety critical aircraft components
- » Modular component system simplifies design and development
- » Numerous development programs underway
- » Typical shipset content \$50k to \$100k

Aircraft Seat Motion Solutions

Extensive solutions for premium seating systems

Broad offering with well known Carat® brand

- » Fast growing market as airlines upgrade to serve demand for premium seating
- » Products include linear and rotary actuators, power supplies, custom harnesses, sensors, pneumatic units and bladders
- » Serving airlines, VVIP aircraft and business jets
- » Have approximately 30% market share
- » Expanded market position with acquisition of Bühler Motor Aviation



Aerospace

Well Positioned on Wide Range of High-Profile Aircraft

BFE: Buyer-Furnished Equipment

Transport	Business Aircraft	Military
777/777X ~\$325K in content (<i>PSUs, fuel access doors, exterior, cockpit and emergency exit lighting</i>) ~\$350K in IFEC content (<i>BFE</i>)	Embraer Phenom 100/300 Exterior lighting	F-35 JSF ~\$100K in content (<i>Exterior lighting system, lighting controls</i>)
737 ~\$100K in content (<i>PSUs, fuel access doors, exterior and cockpit lighting</i>) - Potential \$100K to \$150K IFEC content (<i>BFE</i>)	Cessna Citation Exterior and cockpit lighting	UH-60 Blackhawk Exterior & cockpit lighting
787 ~\$65K in content (<i>fuel access doors, lighting</i>) ~\$200K in IFEC content (<i>BFE</i>)	Beechcraft Denali \$85K in content (<i>Induction starter generator, electronic circuit breakers and passenger power</i>)	Bell MV-75 Cheyenne ~\$1M in content (<i>Airframe power, lighting & safety</i>)
A350 ~\$50K in content (<i>Emergency exit lighting</i>) ~\$200K in IFEC content (<i>BFE</i>)	Pilatus PC-24 \$170K in content (<i>Airframe power and induction starter generator</i>)	Boeing MQ-25 Stingray ~\$230K in content (<i>Airframe power, exterior lighting</i>)
A320 & other narrow body Airbus/Boeing aircraft Potential \$100K to \$150K IFEC content (<i>BFE</i>)	Bell 505 Airframe power, lighting & safety	
A220 ~\$100K in content (<i>PSUs, cockpit lighting</i>) - Potential \$100K to \$150K IFEC content (<i>BFE</i>)	eVTOL Aircraft \$50K to \$100K, subject to number of loads and architecture: conversion, distribution and/or control	
Embraer E2 ~\$65K in content (<i>PSUs, emergency lighting</i>) - Potential \$75K to \$125K IFEC (<i>BFE</i>)		

Test Systems: A&D, Transit and Radio Testing for Mission-Critical Industries

Award-winning test solutions

- » Validate operating performance on multiple top-priority defense communications and weapons systems platforms
- » Approx. \$15 million remaining to execute on years 4 and 5 of \$40 million, 5-year IDIQ contract for the U.S. Marine Corps' Handheld Radio Test Sets program
- » Received first production order of \$44.7 million for U.S. Army Radio Test Set 4549/T, 5-year IDIQ contract; \$145 million of \$215 million contract remaining following this order
- » Diversified into metro rail test system support:
 - › MARTA and NYCT: Train manufacturers - Stadler and Kawasaki
 - › Metro programs challenged with mass transit budget issues, contract structure and drawn-out development program

Restructured business to deliver profitability

- » Restructuring brought business to about breakeven at just ~\$19 million in quarterly sales
- » Expect 2026 Test revenue around \$90 million including approximately \$20 million from 4549/T program

Solutions Designed for the Unique Requirements of Mass Transit



Next-gen radio test set that combines 16+ field test capabilities in one device

Freedom 2 Universal Functional Tester

ASTRONICS

FINANCIALS

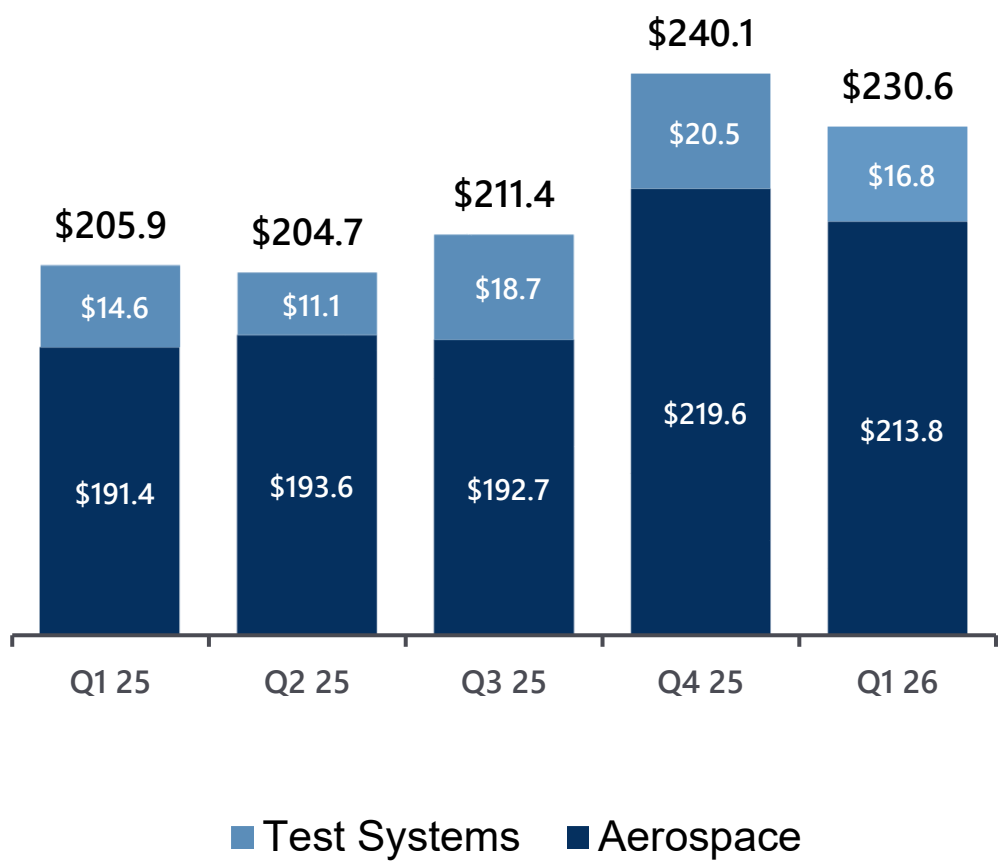


INNOVATION. COLLABORATION. SUCCESS.

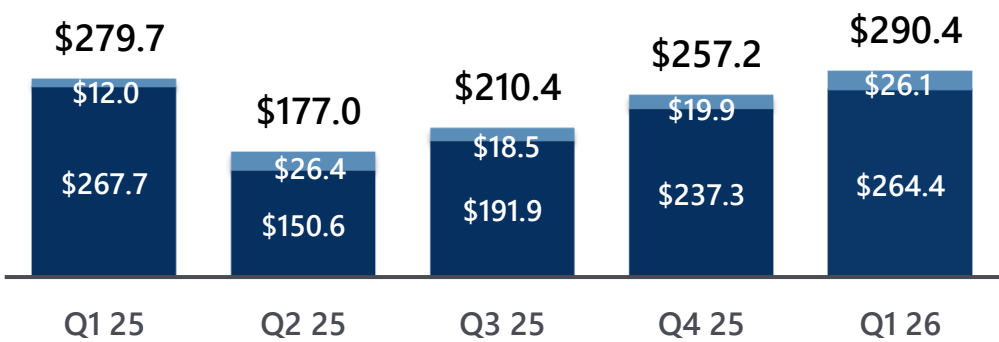
Sales, Bookings & Backlog

(\$ in millions)

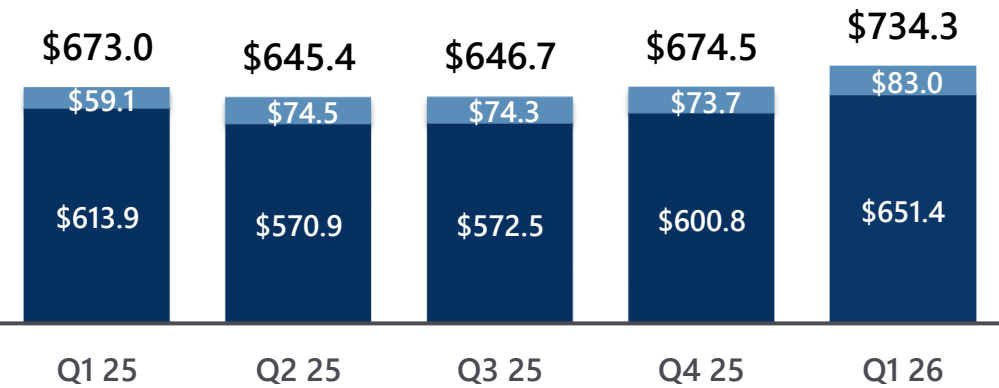
Sales



Bookings



Backlog



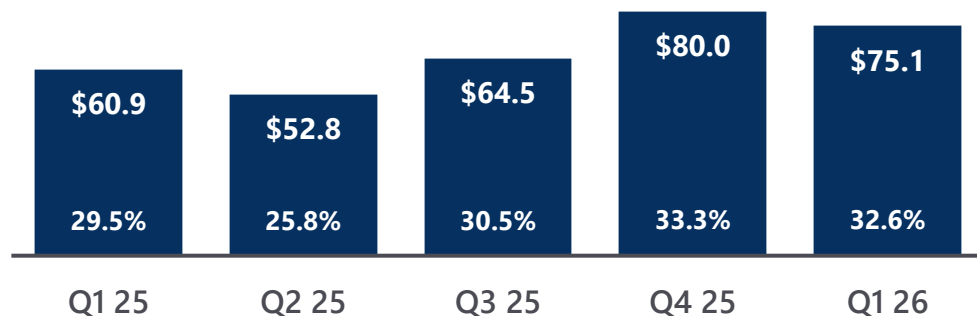
Profit and Margins

(\$ in millions)

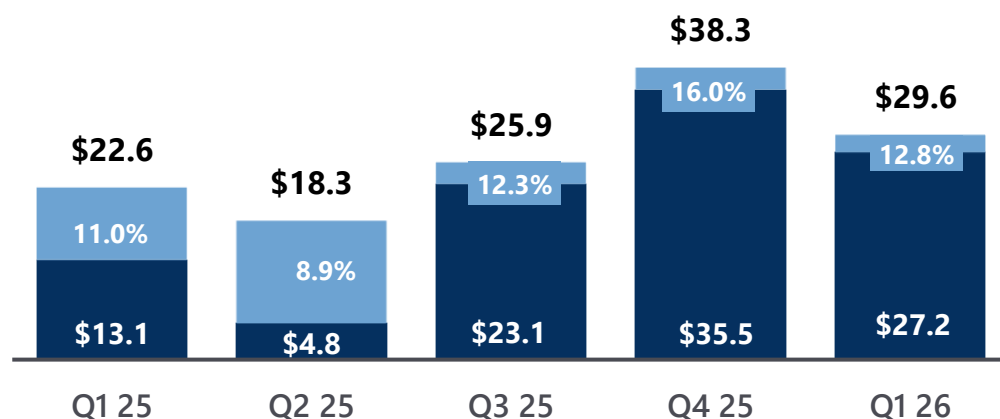
GAAP

Non-GAAP

Gross Profit and Margin



Operating Profit & Adj. Operating Profit & Margin¹



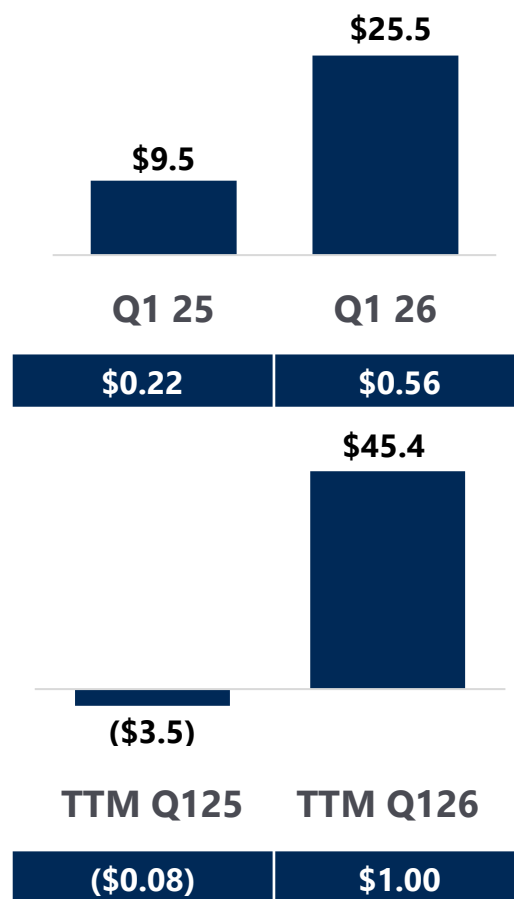
Margin Expansion on Volume, Price, Productivity

- » Higher volume, improved productivity, and \$2.8 million true up on MV-75 program profit
 - » Partial offset from \$1.7 million tariff increase
 - » Aerospace segment achieved 16.5% operating margin
 - » \$1.2 million lower litigation expense reduced SG&A to 15.5% of sales; PY included \$6.2 million reserve adjustment from UK litigation
 - » R&D was 5.2% of sales reflecting project timing
- » Operational improvements
 - » Test segment achieved 2.4% margin on \$16.8 million in revenue; poised for margin expansion with Army radio test program

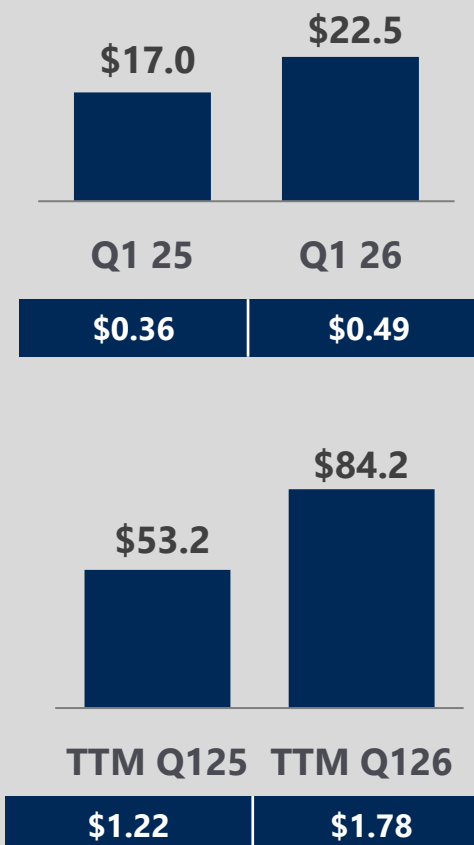
EPS and EBITDA

(\$ in millions; except EPS)

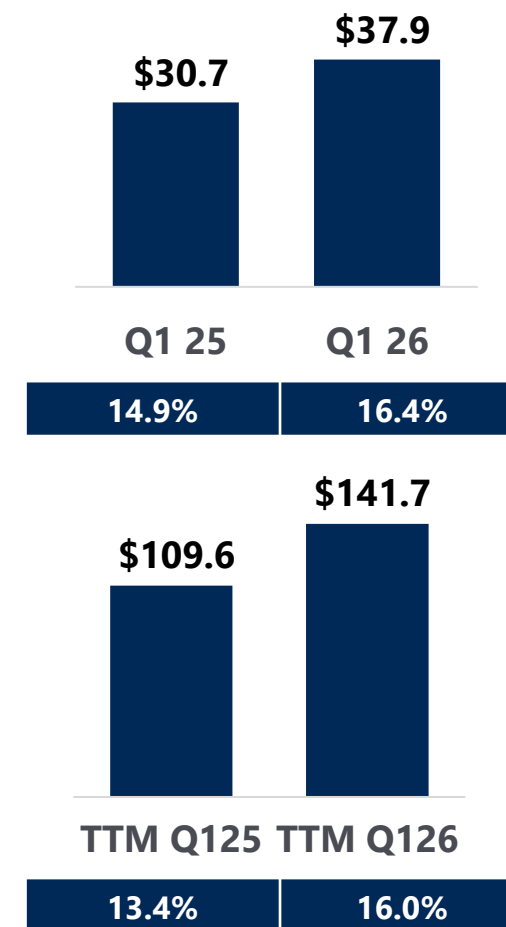
Net Income (Loss) & Diluted EPS



Adj. Net Income and Adj. Diluted EPS¹



Adjusted EBITDA¹ and Margin



Cash Flow and Capital Structure

(\$ in millions)

Cash Flow	Three Months Ended		TTM Ended	
	4/4/26	3/29/25	4/4/26	3/29/25
Net cash provided by operating activities	\$ 10.6	\$ 20.6	\$ 64.8	\$ 49.2
Capital expenditures	(11.2)	(2.1)	(40.7)	(8.9)
Free cash flow (FCF) ¹ (Non-GAAP)	\$ (0.6)	\$ 18.5	\$ 24.1	\$ 40.3

Capitalization	at	
	4/4/26	12/31/25
Cash and Equivalents (incl. restricted)	\$ 11.9	\$ 18.2
Total Debt	334.9	334.5
Shareholders' equity	161.7	140.1
Total capitalization ²	\$ 496.6	\$ 474.6

Totals may differ due to rounding.

Strong Liquidity & Financial Flexibility

- » 2026 capex expected to be \$40 million to \$45 million for consolidation and capacity expansion in Seattle, deferred growth & maintenance capex
- » 2026 ERP investment: \$15 million to \$17 million; \$2 million to \$3 million in operating expenses and remainder as cash outflow in 2026
- » Total cost of ERP thru 2030: \$35 million to \$40 million with ~\$25 million capitalized
- » \$231.8 million in total liquidity³
 - » \$212.7 million available on revolver
- » \$225 million principal on 0% notes will be paid in cash as stipulated in bond. \$33 million remaining principal on 5.5% bonds may be paid in cash, stock or combination.

¹Free cash flow is a non-GAAP financial measures defined as cash from operations minus capital expenditures. The Company believes this frequently used metric is helpful to understand the Company's performance.

²Total capitalization is a non-GAAP financial measure defined as the sum of the Company's total debt and shareholders' equity.

³Available liquidity as of April 4, 2026



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Astronics Corporation

SUPPLEMENTAL
INFORMATION



INNOVATION. COLLABORATION. SUCCESS.

Post 20% CI B Dividend: Potential Dilution Impact from 2024 and 2025 Convertible Bonds

Stock Price at Maturity	Potential Dilution from Remaining 2024 Convertible Bond	2025 Convertible Bond - Potential Dilution on Premium Above Conversion Price (\$45.73)	Shares Receivable from Capped Call Hedge (\$69.50)	Potential Share Dilution on 2025 Convertible Bond	Total Potential Share Dilution After Repurchase
\$43.8974	1.7	0.0	0.0	0.0	1.7
\$50.00	1.7	0.4	(0.4)	0.0	1.7
\$60.00	1.7	1.2	(1.2)	0.0	1.7
\$70.00	1.7	1.7	(1.7)	0.0	1.8
\$80.00	1.7	2.1	(1.5)	0.6	2.4
\$90.00	1.7	2.4	(1.3)	1.1	2.9
\$100.00	1.7	2.7	(1.2)	1.5	3.2
\$110.00	1.7	2.9	(1.1)	1.8	3.5
\$120.00	1.7	3.0	(1.0)	2.1	3.8
\$130.00	1.7	3.2	(0.9)	2.3	4.0
\$140.00	1.7	3.3	(0.8)	2.5	4.2

Extensive List of Customers

Representative List

290+ Airlines

Airbus

AMAC Aerospace

Bell Helicopter

Boeing

Bombardier

Cessna

Cirrus Aircraft

Collins Aerospace

Comlux

Dassault Aviation

Embraer

General Dynamics

Gulfstream

Honda Aircraft

Honeywell

Hughes

Intelsat

Jet Aviation

Kawasaki

L3Harris

Leonardo

Lockheed Martin

NASA

Northrup Grumman

Panasonic Avionics

Pilatus

Raytheon Technologies

Recaro Aircraft Seating

Safran

SES

Sikorsky

Stadler Rail

Textron Aviation

Thales

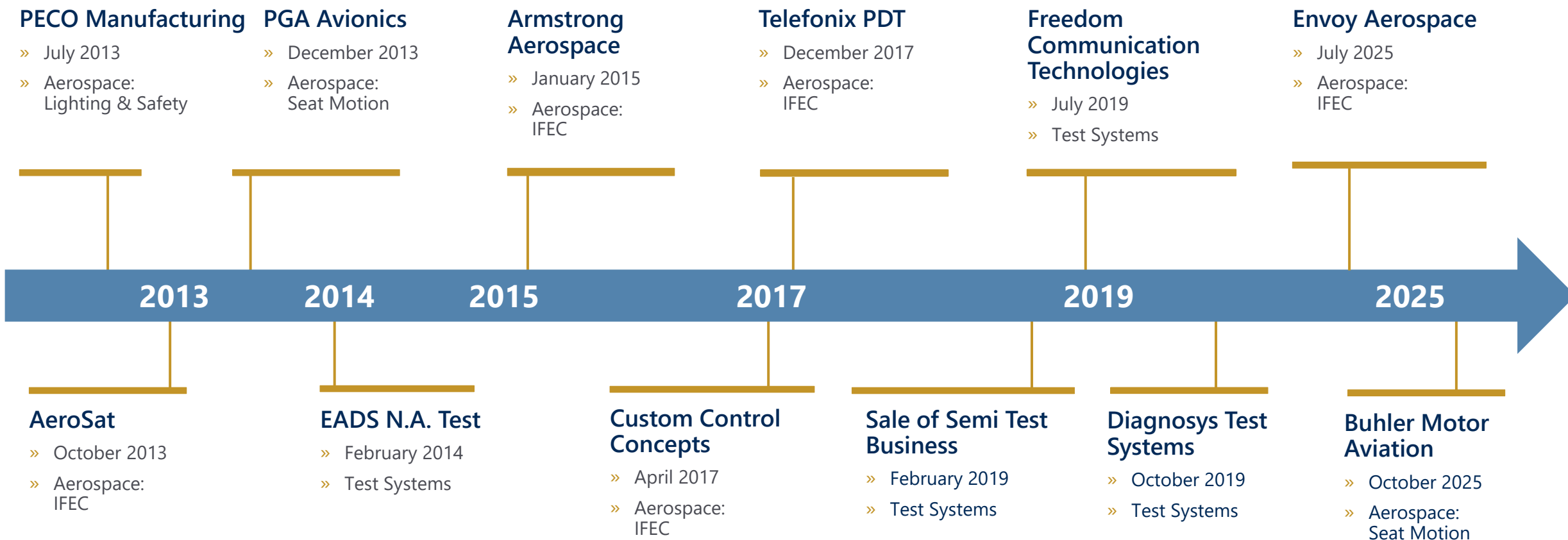
Thompson Aero Seating

U.S. Army/Navy/Air Force/Marines

Viasat



Created a Portfolio for Growth



Select Competitors

IFEC	» Airbus KID – Systeme » Burrana » Collins Aerospace	» Kontron » Lufthansa Technik » Meggitt
LIGHTING & SAFETY	» Safran » Honeywell » Transdigm	» Collins Aerospace » Whelan » Diehl Aerospace
SEAT MOTION	» Safran » Collins Aerospace » Crane Aerospace	
FLIGHT CRITICAL POWER	» Crane Aerospace » Transdigm » Ametek	
TEST SOLUTIONS	» Viavi » Lockheed » National Instruments	» Teradyne » Ametek » Keysight » Rhode & Schwartz

Reconciliation of GAAP Operating Income to Adj. Operating Income

	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026
GAAP Consolidated Operating Income	\$ 13,137	\$ 4,758	\$ 23,055	\$ 35,462	\$ 27,230
Add Back:					
Simplification and restructuring initiatives	279	6,229	359	-	-
Legal reserve, settlements and recoveries	6,228	3,504	-	-	-
Litigation related legal expenses	2,975	2,753	1,270	1,875	1,779
Acquisition-related expenses	-	-	1,247	586	186
Warranty reserve	-	1,039	-	407	191
ERP Implementation consulting expenses	-	-	-	-	174
Adjusted operating income	\$ 22,619	\$ 18,283	\$ 25,931	\$ 38,330	\$ 29,560
Sales	\$ 205,936	\$ 204,678	\$ 211,447	\$ 240,067	\$ 230,619
Operating margin	6.4%	2.3%	10.9%	14.8%	11.8%
Adjusted operating margin	11.0%	8.9%	12.3%	16.0%	12.8%

Reconciliation to Non-GAAP Performance Measures

In addition to reporting net income, a U.S. generally accepted accounting principle ("GAAP") measure, we present Adjusted EBITDA (earnings before interest, income taxes, depreciation and amortization, non-cash equity-based compensation expense, goodwill, intangible and long-lived asset impairment charges, equity investment income or loss, legal reserves, settlements and recoveries, restructuring charges, loss on extinguishment of debt, unusual specific warranty reserves, and customer bankruptcy reserve) which is a non-GAAP measure. The Company's management believes Adjusted EBITDA is an important measure of operating performance because it allows management, investors and others to evaluate and compare the performance of its core operations from period to period by removing the impact of the capital structure (interest), tangible and intangible asset base (depreciation and amortization), taxes, equity-based compensation expense, goodwill, and other items as noted previously which are not commensurate with the core activities of the reporting period in which it is included. As such, the Company uses Adjusted EBITDA as a measure of performance when evaluating its business and as a basis for planning and forecasting. Adjusted EBITDA is not a measure of financial performance under GAAP and is not calculated through the application of GAAP. As such, it should not be considered as a substitute for the GAAP measure of net income and, therefore, should not be used in isolation of, but in conjunction with, the GAAP measure. Adjusted EBITDA, as presented, may produce results that vary from the GAAP measure and may not be comparable to a similarly defined non-GAAP measure used by other companies.

Reconciliation of GAAP Net Income (Loss) to Adjusted EBITDA

	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026
GAAP Consolidated Net Income (Loss)	\$ 9,528	\$ 1,314	(\$ 11,098)	\$ 29,615	\$ 25,540
Interest expense	3,150	3,097	2,920	3,394	2,336
Income tax expense (benefit)	646	537	(1,226)	2,629	(755)
Depreciation and amortization	5,588	5,378	5,163	5,709	5,894
Equity-based compensation expense	2,345	1,557	1,439	1,458	2,556
Simplification and restructuring initiatives	279	6,229	359	-	-
ERP implementation consulting expenses	-	-	-	-	174
Legal reserve, settlements and recoveries	6,228	3,504	-	-	-
Litigation related legal expenses	2,975	2,753	1,270	1,875	1,779
Acquisition-related expenses	-	-	1,247	586	186
Loss on extinguishment of debt	-	-	32,644	-	-
Warranty reserve	-	1,039	-	407	191
Adjusted EBITDA	\$ 30,739	\$ 25,408	\$ 32,718	\$ 45,673	\$ 37,901
Sales	\$ 205,936	\$ 204,678	\$ 211,447	\$ 240,067	\$ 230,619
Adjusted EBITDA margin	14.9%	12.4%	15.5%	19.0%	16.4%

Reconciliation to Non-GAAP Performance Measures

In addition to reporting net income, a U.S. generally accepted accounting principle ("GAAP") measure, we present Adjusted EBITDA (earnings before interest, income taxes, depreciation and amortization, non-cash equity-based compensation expense, goodwill, intangible and long-lived asset impairment charges, equity investment income or loss, legal reserves, settlements and recoveries, restructuring charges, loss on extinguishment of debt, unusual specific warranty reserves, and customer bankruptcy reserve) which is a non-GAAP measure. The Company's management believes Adjusted EBITDA is an important measure of operating performance because it allows management, investors and others to evaluate and compare the performance of its core operations from period to period by removing the impact of the capital structure (interest), tangible and intangible asset base (depreciation and amortization), taxes, equity-based compensation expense, goodwill, and other items as noted previously which are not commensurate with the core activities of the reporting period in which it is included. As such, the Company uses Adjusted EBITDA as a measure of performance when evaluating its business and as a basis for planning and forecasting. Adjusted EBITDA is not a measure of financial performance under GAAP and is not calculated through the application of GAAP. As such, it should not be considered as a substitute for the GAAP measure of net income and, therefore, should not be used in isolation of, but in conjunction with, the GAAP measure. Adjusted EBITDA, as presented, may produce results that vary from the GAAP measure and may not be comparable to a similarly defined non-GAAP measure used by other companies.

Reconciliation of GAAP Net Income (Loss) to Adjusted EBITDA

	TTM Ended	
	4/4/2026	3/29/2025
GAAP Consolidated Net Income (loss)	\$ 45,371	\$ (3,509)
Interest expense	11,747	19,389
Income tax expense	1,185	10,345
Depreciation and amortization expense	22,144	23,726
Equity-based compensation expense	7,010	8,114
ERP implementation consulting expenses	174	-
Early retirement penalty waiver	-	624
Simplification and restructuring initiatives	6,588	2,606
Legal reserve, settlements and recoveries	3,504	10,658
Litigation-related legal expenses	7,677	19,027
Acquisition-related expenses	2,019	-
Loss extinguishment of debt	32,644	10,148
Non-cash reserves for customer bankruptcy	-	3,235
Warranty reserve	1,637	5,217
Adjusted EBITDA¹	\$ 141,700	\$ 109,580
Sales	\$ 886,811	\$ 816,288
Adjusted EBITDA margin %	16.0 %	13.4 %

Reconciliation to Non-GAAP Performance Measures

In addition to reporting net income, a U.S. generally accepted accounting principle ("GAAP") measure, we present Adjusted EBITDA (earnings before interest, income taxes, depreciation and amortization, non-cash equity-based compensation expense, goodwill, intangible and long-lived asset impairment charges, equity investment income or loss, legal reserves, settlements and recoveries, restructuring charges, gains or losses associated with the sale of businesses and grant benefits recorded related to the AMJP program), which is a non-GAAP measure. The Company's management believes Adjusted EBITDA is an important measure of operating performance because it allows management, investors and others to evaluate and compare the performance of its core operations from period to period by removing the impact of the capital structure (interest), tangible and intangible asset base (depreciation and amortization), taxes, equity-based compensation expense, goodwill and other items as noted previously, which are not commensurate with the core activities of the reporting period in which it is included. As such, the Company uses Adjusted EBITDA as a measure of performance when evaluating its business and as a basis for planning and forecasting. Adjusted EBITDA is not a measure of financial performance under GAAP and is not calculated through the application of GAAP. As such, it should not be considered as a substitute for the GAAP measure of net income and, therefore, should not be used in isolation of, but in conjunction with, the GAAP measure. Adjusted EBITDA, as presented, may produce results that vary from the GAAP measure and may not be comparable to a similarly defined non-GAAP measure used by other companies.

¹ Adjusted EBITDA is defined as net income before interest expense, income taxes, depreciation, amortization, and other adjustments. Adjusted EBITDA Margin is defined as Adjusted EBITDA divided by sales. Adjusted EBITDA and Adjusted EBITDA Margin are not measures determined in accordance with GAAP and may not be comparable with Adjusted EBITDA and Adjusted EBITDA Margin as used by other companies. Nevertheless, the Company believes that providing nonGAAP financial measures, such as Adjusted EBITDA and Adjusted EBITDA Margin, are important for investors and other readers of the Company's financial statements.

Reconciliation of Net Income and Diluted Earnings per Share to Adjusted Net Income and Adjusted Diluted Earnings per Share

	Consolidated			
	Three Months Ended		TTM Ended	
	4/4/2026	3/29/2025	4/4/2026	3/29/2025
Net income (loss)	\$ 25,540	\$ 9,528	\$ 45,371	\$ (3,509)
Diluted earnings (loss) per share	\$ 0.56	\$ 0.22	\$ 1.00	\$ (0.08)
Add back (deduct):				
Amortization of intangible assets	2,887	2,975	11,417	12,575
Simplification and restructuring initiatives	-	279	6,588	2,606
Early retirement penalty waiver	-	-	-	624
Legal reserve, settlements and recoveries	-	6,228	3,504	10,658
Litigation related legal expenses	1,779	2,975	7,677	19,027
Acquisition-related expenses	186	-	2,019	-
Loss on extinguishment of debt	-	-	32,644	10,148
Non-cash reserves for customer bankruptcy	-	-	-	3,235
Warranty reserve	191	-	1,637	5,217
ERP Implementation consulting services	174		174	
Normalize tax rate ¹	(8,256)	(5,012)	(26,870)	(7,387)
Adjusted net income	\$ 22,501	\$ 16,973	\$ 84,162	\$ 53,195
Convertible notes interest, net	-	1,792	4,027	2,278
Adjusted net income - diluted	\$ 22,501	\$ 18,765	\$ 88,189	\$ 55,473
Weighted average diluted shares outstanding (in thousands) ²	45,868	51,547	49,641	45,306
Adjusted diluted earnings per share³	\$ 0.49	\$ 0.36	\$ 1.78	\$ 1.22

Reconciliation to Non-GAAP Performance Measures

Adjusted Net Income and Adjusted Diluted EPS are defined as net income and diluted EPS as reported, adjusted for certain items, including amortization of intangibles, and also adjusted for a normalized tax rate. Adjusted Net Income and Adjusted Diluted EPS are not measures determined in accordance with GAAP and may not be comparable with the measures used by other companies. Nevertheless, the Company believes that providing non-GAAP financial measures, such as Adjusted Net Income and Adjusted Diluted EPS, are important for investors and other readers of the Company's financial statements and assists in understanding the comparison of the current periods' net income and diluted EPS to the historical periods' net income and diluted EPS, as well as facilitates a more meaningful comparison of the Company's net income and diluted EPS to that of other companies. The Company believes that presenting Adjusted Diluted EPS provides a better understanding of its earnings power inclusive of adjusting for the non-cash amortization of intangible assets, reflecting the Company's strategy to grow through acquisitions as well as organically.

NOTE:

EPS and share counts are adjusted to reflect the 1:5 Class B dividend distribution effective on the record date of 6/15/2026.

¹ Applies a normalized tax rate of 25% to GAAP pre-tax income and non-GAAP adjustments above, which are each pre-tax.

² Weighted-average diluted shares include the impact of incremental stock awards and the assumed shares underlying convertible bonds when the average stock price exceeds the relevant conversion prices. Due to the associated capped call transactions, the 0% convertible bonds do not result in economic dilution unless and until the share price exceeds the capped call strike price. The calculation excludes any series of convertible notes in periods when their inclusion would be anti-dilutive.

³ Net income for purposes of calculating adjusted diluted earnings per share includes addback of interest expense on the convertible notes, net of income taxes, as required under the if-converted method.



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