AirBoss® of America Corp.

# Investor Presentation

## August 2026


**TSX:** BOS | **OTCQX:** ABSSF

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# Forward-Looking Information & Disclaimers

## FORWARD-LOOKING INFORMATION

Certain statements contained or incorporated by reference herein, including those that express management's expectations or estimates of future developments or AirBoss' future performance, constitute "forward-looking information" or "forward-looking statements" within the meaning of applicable securities laws, and can generally be identified by words such as "will", "may", "could", "expects", "believes", "anticipates", "forecasts", "plans", "intends", "should" or similar expressions. These statements are not historical facts but instead represent management's expectations, estimates and projections regarding future events and performance.

Statements containing forward-looking information are necessarily based upon a number of opinions, estimates and assumptions that, while considered reasonable by management at the time the statements are made, are inherently subject to significant business, economic and competitive risks, uncertainties and contingencies. AirBoss cautions that such forward-looking information involves known and unknown contingencies, uncertainties and other risks that may cause AirBoss' actual financial results, performance or achievements to be materially different from its estimated future results, performance or achievements expressed or implied by the forward-looking information. Numerous factors could cause actual results to differ materially from those in the forward-looking information, including without limitation: impact of general economic conditions, notably including its impact on demand for rubber solutions and products; dependence on key customers; global defense budgets, notably in the Company's target markets, and success of the Company in obtaining new or extended defense contracts; contract-related risks; cyclical trends in the tire and automotive, construction, mining and retail industries; sufficient availability of raw materials at economical costs; weather conditions affecting raw materials, production and sales; global political uncertainty and policy change; AirBoss' ability to maintain existing customers or develop new customers in light of increased competition; AirBoss' ability to successfully integrate acquisitions of other businesses and/or companies or to realize on the anticipated benefits thereof; AirBoss' ability to successfully develop and execute effective business strategies including, without limitation, the recently announced strategic transition; changes in accounting policies and methods, including uncertainties associated with critical accounting assumptions and estimates; changes in the value of the Canadian dollar relative to the US dollar; changes in tax laws; changes in trade policies or the imposition of new tariffs, duties or other similar restrictions which could influence the cost and flow of goods and services across borders; current and future litigation and regulatory actions; ability to obtain financing on acceptable terms and ability to satisfy the covenants set forth in such financing arrangements; environmental damage and non-compliance with environmental laws and regulations; impact of global health situations; IT/cybersecurity risks; potential product liability and warranty claims and equipment malfunction. There is increased uncertainty associated with future operating assumptions and expectations as compared to prior periods. This list is not exhaustive of the factors that may affect any of AirBoss' forward-looking information.

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This presentation is not intended as and shall not constitute an offer, invitation, solicitation, or recommendation with respect to the purchase or sale of any securities of AirBoss in any jurisdiction.

## CURRENCY

All $ figures in USD unless otherwise indicated.

## Non-IFRS and Other Financial Measures

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EBITDA and Adjusted EBITDA are non-IFRS measures. A reconciliation of profit (loss) to these non-IFRS measures is on Slide 27. EBITDA and Adjusted EBITDA are used to measure the Company's ability to generate cash from operations for debt service, to finance working capital, capital expenditures and potential acquisitions and to pay dividends. EBITDA is defined as earnings before income taxes, finance costs, depreciation and amortization. Adjusted EBITDA is defined as EBITDA excluding impairment costs, acquisition costs, and non-recurring costs.

North American manufacturer of proprietary rubber-based products founded in 1989

# Our Business Segments

## AIRBOSS RUBBER SOLUTIONS (ARS)

**Manufacturer of rubber & specialty rubber products**

- Second largest rubber compound manufacturer in North America[1]

## AIRBOSS MANUFACTURED PRODUCTS (AMP)

**Producer of 500+ finished rubber-based products**

**Defense**

- Long-standing supplier of rubber-based chemical and biological protective products
- Select Products:
  - Boots, gloves, gas masks, filters, extreme cold weather footwear
  - Bandolier
  - First responder: ISOPODs, PAPRs, Half Masks

**Antivibration Solutions**

- Rubber to metal bonded products for antivibration (AV)
- AV to trucks
- Specialty molded products for many other applications

[1] *"The Rubber News", December 22, 2025 Issue, Page 65*

# Share Metrics

**TSX : BOS | OTCQX : ABSSF**

| | |
|---|---|
| Market Cap (08/04/2026) @ $6.95 (CAD) | $188.8 M |
| Shares Outstanding | 27.17 M |
| Current Quarterly Dividend (CAD)<br>*(Issued dividend since 2007)* | $0.035 |

## Share Ownership[1]

| | |
|---|---|
| Management, Board, Insiders<br>*(includes P. Gren Schoch (Chairman & Co-CEO): 18.5%)* | 35.5% |

## Analyst Coverage

TD Securities

National Bank Financial

## 52-Week Share Price Range ($3.87 – 10.08 CAD)


*Source: Morningstar*

[1] *Based on information available on www.sedi.ca (06/30/2026)*

AirBoss Rubber Solutions

# ARS manufactures custom rubber compounds tailored for applications across multiple sectors

**2nd largest**
Rubber compound manufacturer in North America[1]

**500M lbs**
Annual Production Capacity

**+2,000**
Custom Proprietary Rubber Compounds

**$205M**
'25 Net Sales

**$27M**
'25 Gross Profit

## 5 Locations

- Kitchener, Ontario (1 million sq. ft. over approx. 15 acres)
- Acton Vale, Quebec
- Scotland Neck, North Carolina
- Rock Hill, South Carolina
- Auburn Hills, Michigan

✓ **Advanced rubber R&D laboratories dedicated to new product development for customers' needs**

✓ **Growth focused on specialty polymers**

*Rubber Sheets on Drying Rack*

*[1] "The Rubber News", December 22, 2025 Issue, Page 65*
*Values provided are for full-year 2025 unless otherwise noted*
*All $ figures in USD unless otherwise indicated*

## Multi-decade Customer Relationships

✓ Trusted manufacturer and supplier of raw rubber compounds for blue-chip customers across multiple sectors:

- Major tire
- Off-the-road
- Industrial
- Defense
- Resource sector
- Among many others

# Drivers for Growth

- ✓ Rubber consumption has historically tracked global economic growth[1]
- ✓ AirBoss continues to focus on high-quality manufacturing, advanced technical capabilities and specialty compound applications
- ✓ Focused on specialty compounds for continued margin growth

*R&D Lab*

[1] *World Bank, The World Rubber Economy; International Rubber Study Group (IRSG), World Rubber Industry Outlook (WRIO).*

AirBoss Manufactured Products

**$239M**
'25 Net Sales

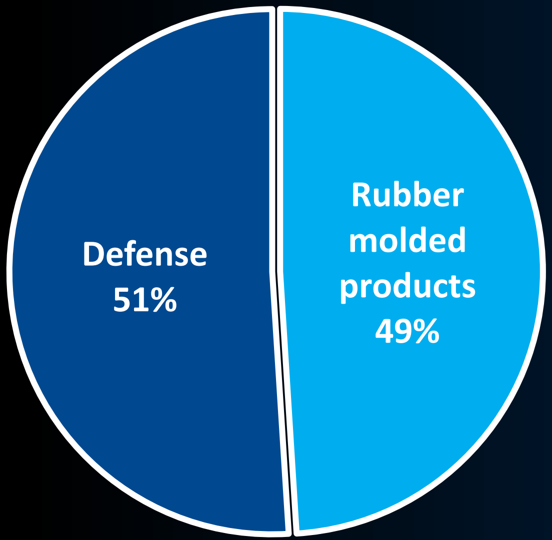
**$44M**
'25 Gross Profit

## AMP manufactures finished rubber-based products

**Manufacturing & Distributing**
**500+**
**Finished Products**

**Serving Customers Across**
**60+**
**Nations globally**

Concentration by Major Product[1]





*Modern injection molding machine*

- ✓ **Customers:** Governments, Militaries, Tier-1 automotive OEMs and non-auto industry leaders

*[1] Based 2025 third-party sales per AirBoss FY2025 Annual Report (03/20/26)*
*Values provided are for full-year 2025 unless otherwise noted*
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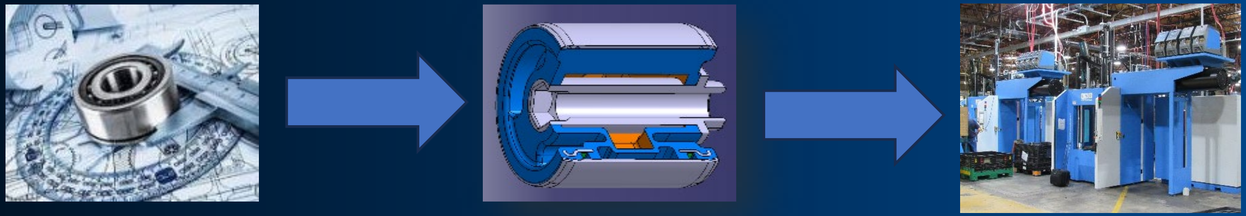
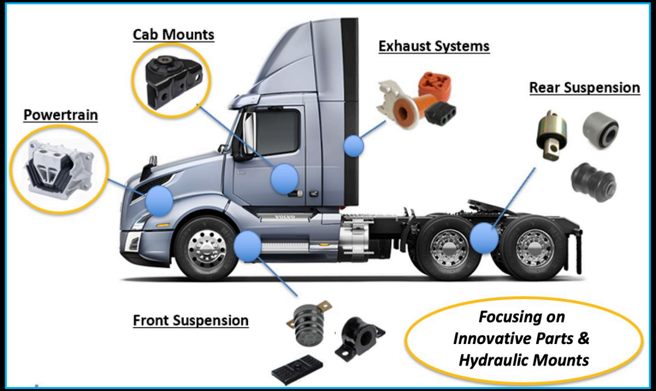
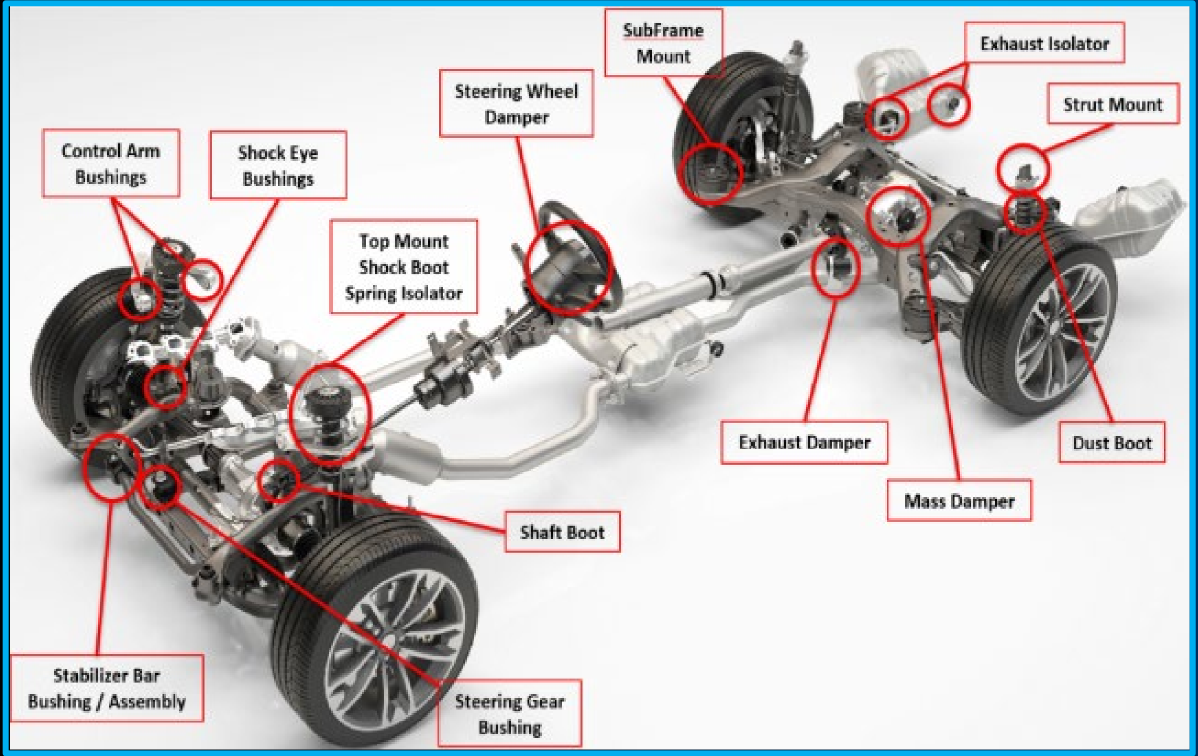
AIRBOSS ENGINEERED PRODUCTS (AEP)

# From Design to Production








AirBoss Manufactured Products

AIRBOSS ENGINEERED PRODUCTS (AEP)

# Engineered Product Growth Drivers

We have invested in automation and robotics and now have two highly automated and efficient plants in Auburn Hills, Michigan.

- ✓ Benefitting from onshoring and “Made in America”
- ✓ Diversified from 100% auto to adjacent industries, including defense and new product applications[1]
- ✓ New products:
  - Components for electrical and power distribution applications
  - Molded components for electrical infrastructure applications

*Autocell Rubber Press*

[1] *AirBoss FY2025 Annual Report (03/20/26)*

AirBoss Manufactured Products

AIRBOSS DEFENSE GROUP (ADG)

# Survivability Solutions Provider

- ADG is a survivability solutions provider dedicated to delivering critical capability to military, first responder, and healthcare personnel operating in high-risk environments around the world

- *ADG manages a diverse portfolio of products spanning the survivability spectrum*


**Products are employed by military, first responder, and healthcare personnel across partner nations worldwide, serving in the world's most extreme environments**

AirBoss Manufactured Products

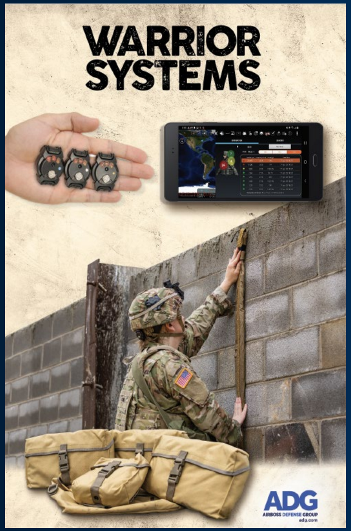
# AIRBOSS DEFENSE GROUP: SELECT PRODUCTS


**Respiratory Protection**
- Masks
- PAPRs
- Filters

**Wearables**
- CBRN Gloves
- CBRN Boots
- Specialized Footwear

**Collective Protection**
- Decon shelters
- ISOPOD


**Route Clearance**
- Husky Vehicle
- Integrated Peripherals
  - GPR
  - Interrogation Arm
  - Net Armor
  - RWS
  - Metal Detector
  - Lane Marking
- Training
- Sustainment and Spares




**Breaching and Clearance**
- Bandolier
- Energetics and Inerts

**Brain Health**
- Blast Gauge System


**Testing and Diagnostics**
- Test Kits

**PPE**
- Surgical gowns

AirBoss Manufactured Products

AIRBOSS DEFENSE GROUP (ADG)

BANDOLIER

*The Bandolier Modular Line Charge is a versatile, lightweight explosive system, easily employed to reduce burden and optimize mobility across a variety of tactical demolition and breaching tasks*

# Modular, Light-Weight, Tailorable Line Charge


- Steel Cutting
- Path Clearance
- Cache Reduction
- Obstacle Reduction
- Precision Breaching
- IED/UXO Neutralization
- Underwater Demolition

*Bandolier*

*Bandolier Can Replace Numerous Other Single Purpose Energetic Systems*

AIRBOSS DEFENSE GROUP (ADG)

BLAST GAUGE

# Evolving Technology To Protect Our Soldiers

**Black Box Biometrics® - Transforming the battlefield with lightweight, wearable blast overpressure sensors**

- ✓ Benefit from deployment of the Blast Gauge System across a spectrum of organizations
- ✓ Broaden our technical and engineering capability through the addition of B3's human capital and IP
- ✓ Expand market applications with next-generation detection monitoring solutions for impulse noise and concussive impact in both military and commercial applications

*LBM with Filter and Blast Gauge*

AIRBOSS DEFENSE GROUP (ADG)

# Defense Growth Drivers Global Defense Spending Tailwinds

## GLOBAL

**$2.9T** [1]

Global Military Expenditure (2025)

- 11th consecutive year of growth [1]
- Highest share of GDP (2.5%) since 2009 [1]

## UNITED STATES

**$961B** [2]

U.S. DoW Budget Request (FY26)

**~$1.5T** [2]

Proposed Budget for FY2027

## CANADA

**$63B+** [3]

Canada Defense Investment (FY25-26)

- Hit NATO 2% of GDP target (FY2025-26) [3]
- Committed to 3.5% GDP by 2035 [3]

## NATO ALLIANCE

**$1.4T** [4]

Combined Allied Defense Spending (2025)

- All 32 allies met 2% of GDP (2025) [4]
- EU + Canada up 20% year-over-year [4]

**~51%** [5]

**of AirBoss AMP 2025 Revenue is Defense-related**

**~28%** [5]

**of AirBoss of America 2025 Revenue is Defense-related**

- Spanning CBRN protection, blast mitigation, and force protection products serving U.S. and allied forces

*[1] SIPRI Military Expenditure Database (April 2026); [2] U.S. Department of Defense FY2026 Budget Request; [3] Government of Canada / DND (March 2026) [4] NATO Defence Expenditures Report (March 2026); [5] AirBoss FY2025 Annual Report (03/20/26) - calculated as defense products revenue within AMP as a percentage of AMP net sales and total AirBoss net sales, respectively*


AirBoss® of America Corp.

# Strategic Value Of Our North American Manufacturing Capacity

- ✓ Geographically positioned to win U.S. government contracts
- ✓ Strategically positioned to ramp up US production of originally imported products globally
- ✓ Professionally managed supply chain with optimized shipping capabilities to domestic customers
- ✓ Opened new German sales office to target European customers

# 30 Years of Innovation & Growth

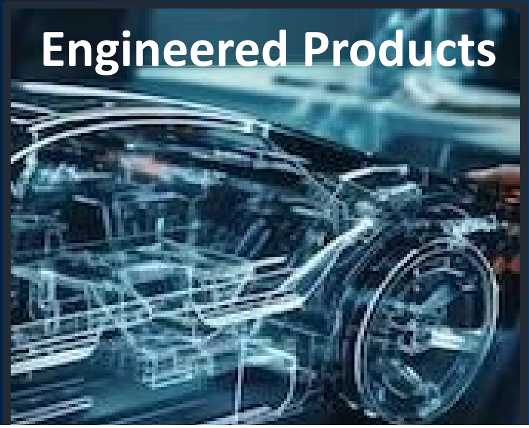
AirBoss of America Corp.

- **1989** — **Where we began** Developing a puncture-proof tire for the mining industry
- **1994** — AirBoss of America Corp.
- **1995** — **Acquired** Controlled Rubber Products

- **1996** — **Acquired** Uniroyal Goodrich tire plant in Kitchener, Ontario
- **1999** — **Acquired** Purchase of Acton International in Quebec, Canada
- **2001** — AirBoss Defense molded glove

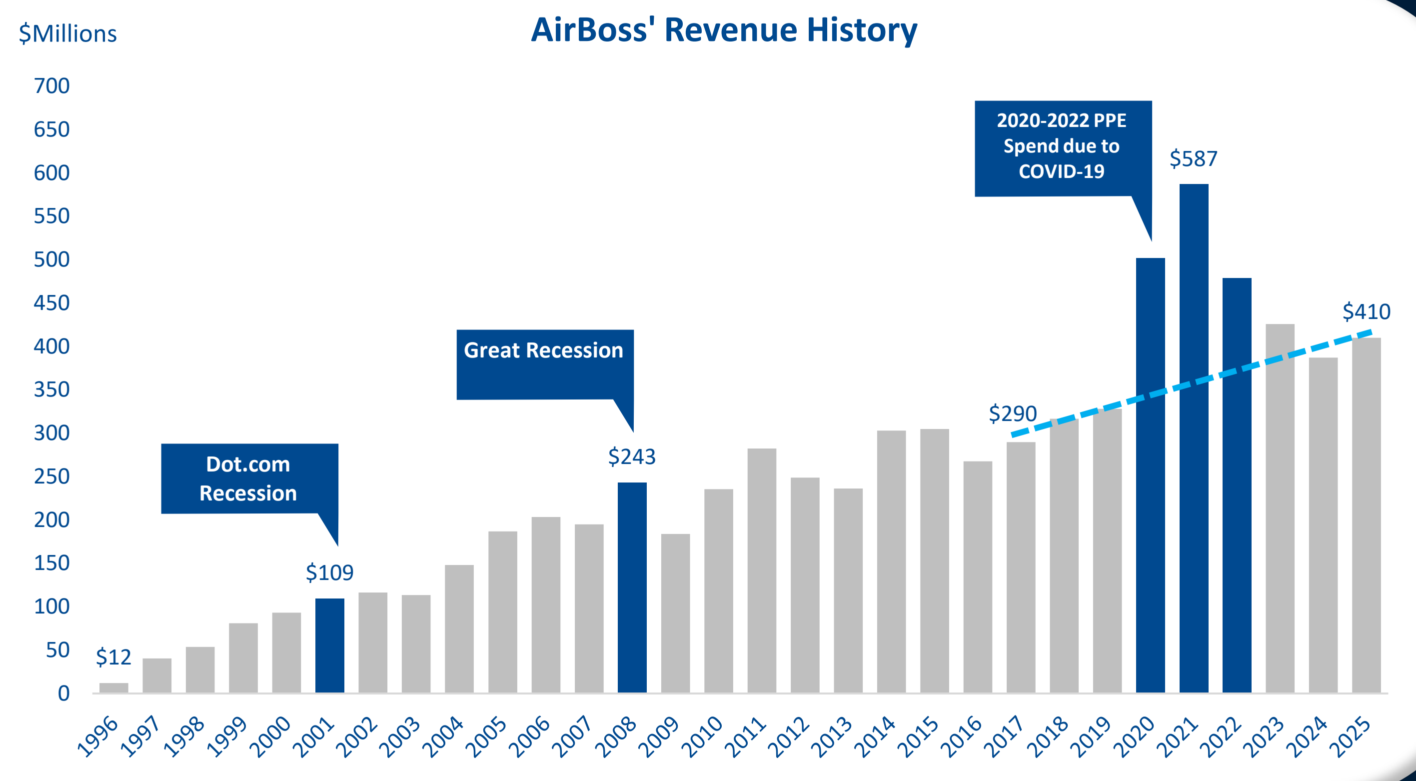
- **2002** — Completed purpose-built rubber compounding facility in North Carolina
- **2013** — **Acquired** Flexible Products Co.
- **2015** — **Acquired** Immediate Response Technologies
- **2020** — ADG AirBoss Defense Group
- **2020** — **Acquired** Critical Solutions International — The Leader In Route Clearance
- **2021** — **Acquired** BlackBox Biometrics®
- **2021** — **Acquired** Ace Elastomer Corporation
- **2024** — Launch of AirBoss Silicone






***Synergistically Structured to Maximize Value to the Customer***

# Consistent Growth Through Multiple Economic Cycles




- ✓ Consistent focus on innovation and competitive advantages
- ✓ Diversified customer sectors to mitigate risk of economic and contractual cycles and develop natural hedges
- ✓ Strategic acquisitions to bolster capabilities in target sectors
- ✓ Re-structured certain supplier and customer agreements to improve flexibility and profitability
- ✓ During 2020 pandemic, AirBoss showed the ability to ramp up production to support respiratory protection

Returned to historical normalized growth rate post-pandemic



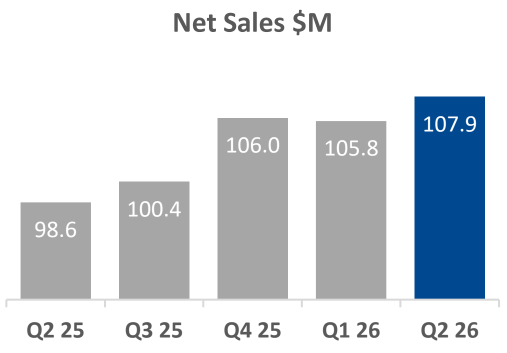
*All $ figures in USD unless otherwise indicated*

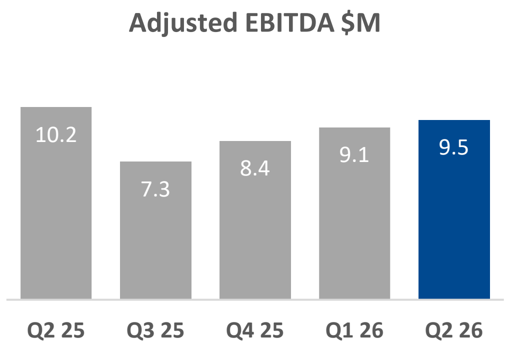
# Recent Financial Data

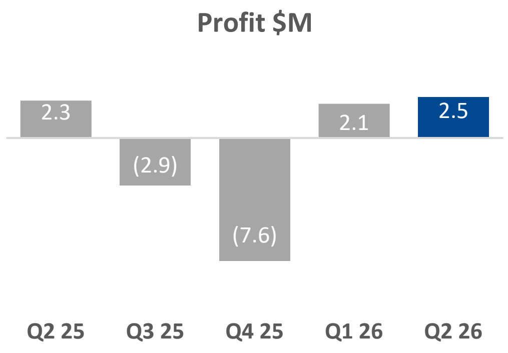
| | | 2024 | 2025 | 2025 Q2 | 2026 Q2 |
|---|---|---|---|---|---|
| ARS | Net Sales | 226,351 | 205,247 | 50,930 | 56,404 |
| | Gross Profit $ | 35,500 | 26,625 | 6,613 | 6,882 |
| | | *15.7%* | *13.0%* | *13.0%* | *12.2%* |
| AMP | Net Sales | 176,696 | 239,203 | 54,995 | 62,659 |
| | Gross Profit $ | 18,496 | 44,444 | 9,554 | 11,905 |
| | | *10.5%* | *18.6%* | *17.4%* | *19.0%* |
| AirBoss of America | Net Sales | 387,024 | 410,203 | 98,637 | 107,906 |
| | Gross Profit $ | 53,996 | 71,069 | 16,167 | 18,787 |
| | | *14.0%* | *17.3%* | *16.4%* | *17.4%* |
| | Adjusted EBITDA | 21,914 | 33,988 | 10,242 | 9,523 |
| | Profit (Loss) | (20,390) | (8,617) | 2,265 | 2,512 |

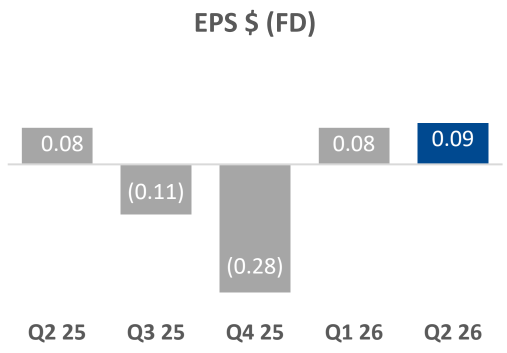
*All $ figures in USD unless otherwise indicated*

# Q2 2026 Financial Highlights




**Net Sales**

- ✓ 9% increase in Q2 2026 compared to Q2 2025 primarily due to higher sales from AMP's defense products business and increases in the rubber molded products business in addition to increased sales at ARS

**Adjusted EBITDA**

- ✓ Decreased by $0.7M in Q2 2026 compared to Q2 2025 due to a $3.7M legal settlement in the Company's favor in the prior year

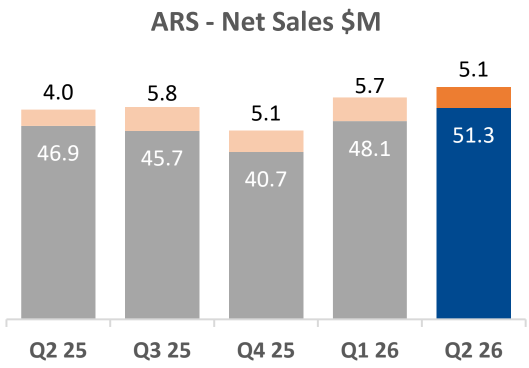
**Profit and Diluted Per Share Earnings**

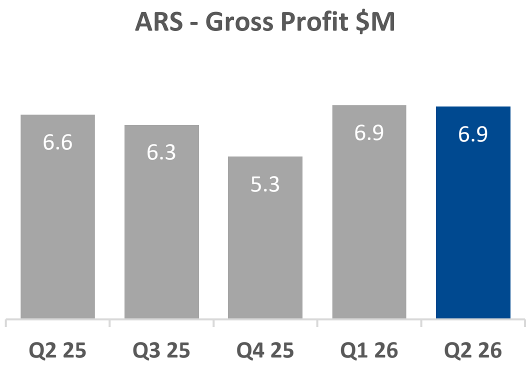
- ✓ Increased primarily due to higher gross profits and lower G&A costs from the Manufactured Products segment, and lower finance costs

*All dollar figures are in USD.*

*1. Adjusted EBITDA is a non-IFRS financial measure. Please see the Appendix for more details.*

# Q2 2026 - AirBoss Rubber Solutions



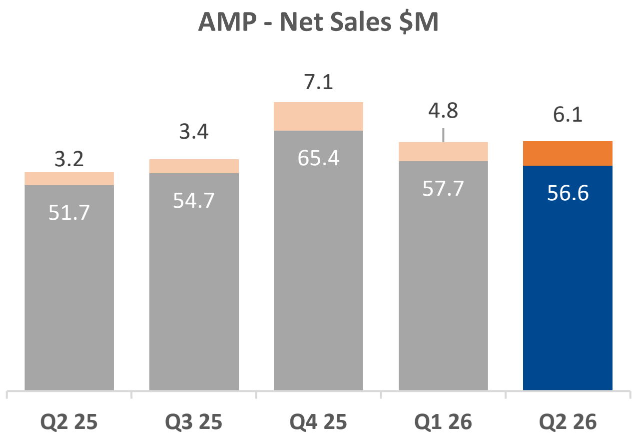

**ARS experienced a modest recovery in Q2 2026 compared to Q1 2026 and Q2 2025**

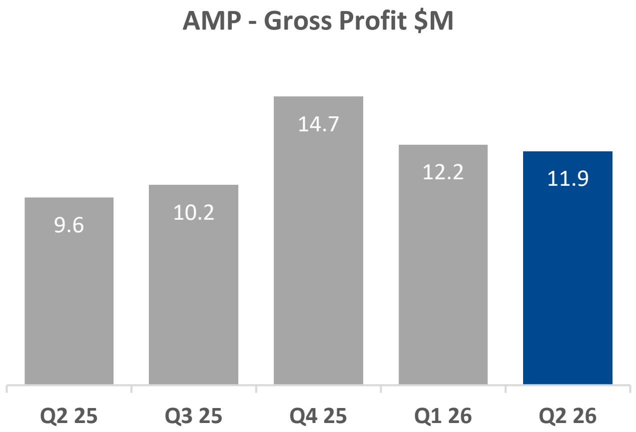
- ✓ ARS' Net Sales increased by 11% compared to the same period in 2025
- ✓ Gross Profit increased by 4% from higher non-tolling volumes compared to the same period in 2025 partially offset by unfavorable mix and margin

Third Party Sales
Inter-Segment Net Sales

*All dollar figures are in USD.*

# Q2 2026 - AirBoss Manufactured Products




**AMP's Q2 2026 results reflect improvements in the defense products and rubber molded products businesses:**

✓ AMP Net Sales increased by 14% compared to the same period in 2025 mainly due to:
  - Higher sales in the defense products business driven by deliveries under previously awarded contracts
  - Improved sales in the molded rubber products business

✓ AMP Gross Profit increased by $2.4M compared to the same period in 2025 due to:
  - Volume and mix improvements in the defense products business driven by the ongoing delivery of new business awards
  - Improvements in the rubber molded products business

Third Party Sales
Inter-Segment Net Sales

*All dollar figures are in USD.*

# Driven and Dedicated Team

## Management Team

| **P. Gren Schoch**<br>Chairman & Co-CEO | **Chris Bitsakakis**<br>President & Co-CEO | **Frank Ientile**<br>CFO | **Chris Figel**<br>EVP & General Counsel |
|---|---|---|---|
| ✓ Founded and chaired Petromet Resources in 1982 (sold to Talisman for $900 million); Co-founder of Aurora Oil & Gas (sold for $2.6 billion in 2014) | ✓ Over 30 years in the rubber, automotive and defense industries; Extensive experience running global operations | ✓ Over 30 years of progressive financial leadership experience | ✓ Over 15 years of private practice and in-house experience |
| ✓ Founded AirBoss in 1989, Chairman – 1989, CEO – 2013 | ✓ Extensive operational experience in North America, Mexico, South America, Europe and Asia | ✓ Significant diversified industrials experience in the automotive, heavy trucking and construction sectors | ✓ Focus on Corporate Finance, Governance and M&A |

## Board brings significant diversified Industrial, Defense & Public Company Expertise

### Board Members

| | |
|---|---|
| P. Gren Schoch | Chairman & Co-CEO |
| Alan J. Watson[1,2,3] | Lead Independent Director |
| David Camilleri[1,2] | Director & Audit Committee Chair |
| Ryan Voegeli[2,3] | Director |
| Stephen M. Ryan[3] | Director |
| Maxime Robillard[1] | Director |

1. Member of Audit Committee
2. Member of Compensation Committee
3. Member of Nominating and Corporate Governance Committee

# Investor Highlights

- ✓ North America's second largest custom rubber compounder[1]
- ✓ "American Made" – Geographically positioned to win U.S. Government contracts
- ✓ Strategically positioned to ramp up U.S. production of originally imported products globally
- ✓ Manufacturing in the U.S. for domestic contracts and in Canada for Canadian or International contracts
- ✓ Trusted supplier to blue-chip customers in the major tire, off-the-road, industrial, defense and resource sectors; Multi-decade customer relationships
- ✓ Professionally managed supply chain with optimized shipping capabilities to domestic customers
- ✓ Advanced rubber R&D laboratories dedicated to new product development for customers' needs
- ✓ Synergies between Rubber Solutions and Manufactured Products segments drive revenue growth and improved margins through vertical integration from raw materials to finished products
- ✓ Returned to historical normalized growth rate post-pandemic

*[1] "The Rubber News", December 22, 2025 Issue, Page 65*
*Values provided are for full-year 2025 unless otherwise noted*
*All $ figures in USD unless otherwise indicated*

# Valuation Consideration

## Diversified End Markets

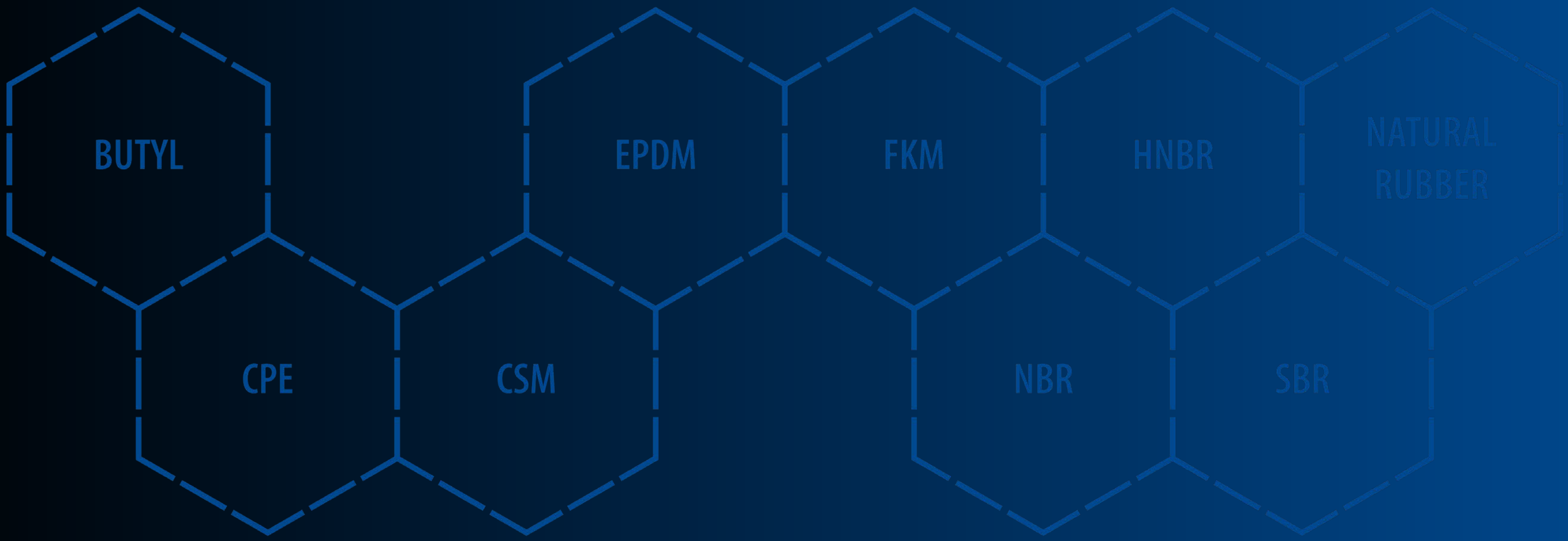
- ✓ Participation in industrial, transportation and defense markets
- ✓ Exposure to multiple demand drivers and customer sectors
- ✓ Multi-decade relationships with top-tier, blue-chip customers globally across government, military, major tire, off-the-road, industrial, defense and resource sectors

## Strategic Assets

- ✓ Significant North American manufacturing footprint with global reach
- ✓ Rationalization of owned real estate has potential to unlock value

## Alignment

- ✓ Meaningful insider ownership
- ✓ Long-term focus on capital allocation and operational performance




# Thank You

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## Contact Information



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**TSX: BOS | OTCQX: ABSSF**

# Reconciliation Of Non-IFRS Measures

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EBITDA and Adjusted EBITDA are non-IFRS measures used to measure the Company's ability to generate cash from operations for debt service, to finance working capital, capital expenditures and potential acquisitions and to pay dividends. EBITDA is defined as profit (loss) before income taxes, finance costs, depreciation and amortization. Adjusted EBITDA is defined as EBITDA excluding impairment costs, acquisition costs, and non-recurring costs.

| | For the three-months ended | | | | | For the year ended December 31, | |
|---|---|---|---|---|---|---|---|
| In thousands of US Dollars | June 30, 2025 | September 30, 2025 | December 31, 2025 | March 31, 2026 | June 30, 2026 | 2024 | 2025 |
| Adjusted EBITDA: | | | | | | | |
| Profit (loss) | 2,265 | (2,902) | (7,572) | 2,099 | 2,512 | (20,390) | (8,617) |
| Finance costs | 2,678 | 2,445 | 155 | 1,880 | 1,908 | 12,763 | 8,045 |
| Depreciation and amortization | 5,051 | 4,692 | 4,680 | 4,026 | 4,160 | 21,012 | 19,523 |
| Income tax expense | 248 | 206 | 3,401 | 906 | 943 | 1,678 | 4,428 |
| EBITDA | 10,242 | 4,441 | 664 | 8,911 | 9,523 | 15,063 | 23,379 |
| Write-down of inventory | - | - | 249 | - | - | 6,049 | 249 |
| Restructuring costs | - | 1,161 | 466 | 212 | - | 802 | 1,627 |
| Impairment of assets | - | 1,711 | 7,022 | - | - | - | 8,733 |
| Adjusted EBITDA | 10,242 | 7,313 | 8,401 | 9,123 | 9,523 | 21,914 | 33,988 |