



Impossible Ends **Here** 

First Quarter Fiscal Year 2026 Earnings Presentation

 May 12, 2026

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Forward-Looking Statements

This presentation may contain “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. We intend all forward-looking statements to be covered by the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements generally can be identified by the fact that they do not relate strictly to historical or current facts and by the use of forward-looking words such as “expect,” “expectation,” “believe,” “anticipate,” “may,” “could,” “intend,” “belief,” “plan,” “estimate,” “target,” “predict,” “likely,” “seek,” “project,” “model,” “ongoing,” “will,” “should,” “forecast,” “outlook” or similar terminology. These statements are based on and reflect our current expectations, estimates, assumptions and/ or projections, our perception of historical trends and current conditions, as well as other factors that we believe are appropriate and reasonable under the circumstances. Forward-looking statements are neither predictions nor guarantees of future events, circumstances or performance and are inherently subject to known and unknown risks, uncertainties and assumptions that could cause our actual results to differ materially from those indicated by those statements. There can be no assurance that our expectations, estimates, assumptions and/or projections, including with respect to the future earnings and performance or capital structure of Karman, will prove to be correct or that any of our expectations, estimates or projections will be achieved.

Numerous factors could cause our actual results and events to differ materially from those expressed or implied by forward-looking statements, including, without limitation, that a significant portion of our revenue is generated from contracts with the United States military and U.S. military spending is dependent upon the U.S. defense budget; U.S. government contracts are subject to a competitive bidding process that can consume significant resources without generating any revenue; our business and operations expose us to numerous legal and regulatory requirements, and any violation of these requirements could materially adversely affect our business, results of operations, prospects and financial condition; our inability to adequately enforce and protect our intellectual property or defend against assertions of infringement could prevent or restrict our ability to compete; and we have in the past consummated acquisitions and intend to continue to pursue acquisitions, and our business may be adversely affected if we cannot consummate acquisitions on satisfactory terms, or if we cannot effectively integrate acquired operations. Readers and/or attendees are directed to the risk factors identified in the filings we make with the SEC from time to time, copies of which are available free of charge at the SEC’s website at www.sec.gov under Karman Holdings Inc.

The forward-looking statements included in this announcement are only made as of the date of this announcement. Factors or events that could cause our actual results to differ may emerge from time to time, and it is not possible for us to predict all of them. We may not actually achieve the plans, intentions or expectations disclosed in our forward-looking statements and you should not place undue reliance on our forward-looking statements. We undertake no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments or otherwise, except as may be required by any applicable law.

Karman is a “Pure-Play” Merchant Supplier Aligned with the U.S. Government’s Key Priorities in Space and National Security



Hypersonics & Strategic Missile Defense



Market Drivers:

- ✓ Golden Dome
- ✓ Rapidly Evolving Adversaries
- ✓ Investments into Next-Gen Missile Technologies

Tactical Missiles & Integrated Defense



Market Drivers:

- ✓ Golden Dome
- ✓ Rapidly Evolving Adversaries
- ✓ Proliferation of Unmanned Technologies / Drones

Maritime Defense



Market Drivers:

- ✓ Golden Fleet
- ✓ Rapidly Evolving Adversaries
- ✓ Aging Fleet and Decades-Long Build Rate Increases

Space & Launch



Market Drivers:

- ✓ Golden Dome
- ✓ Rapidly Evolving Adversaries
- ✓ Ramp of Commercial Launch Providers and Satellite Tech

1M+ Square Ft.
Across 17 Locations

40+ Years
Heritage of Mission-Success

~1,400
Employees @12/31/25

~300
Engineers @ 12/31/25

ADVANCED SOLUTIONS FROM DESIGN TO PRODUCTION FOR OVER 80 CUSTOMERS & 130 PROGRAMS

First Quarter Fiscal Year 2026 | Key Financial Highlights



Record Revenue

Q1 2026 \$151.2M +51%



Record Gross Profit

Q1 2026 \$63.9M +62%



Record Adjusted EBITDA

Q1 2026 \$44.8M +48%



Record Adjusted EPS

Q1 2026 \$0.11 +120%

Record Backlog

\$1.0B, up 61% from 3/31/25

First Quarter Fiscal Year 2026 Financial Results



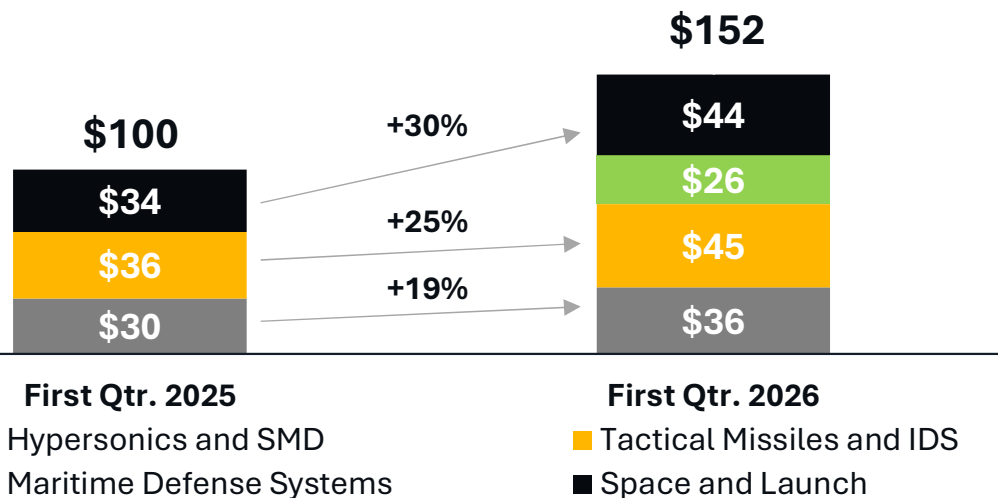
	For the Three Months Ended Mar. 31, ⁽¹⁾		YoY Growth
	2026	2025	
<i>(In \$ millions, except percentages)</i>			
Revenue	\$151.2	\$100.1	51%
Gross Profit	\$63.9	\$39.5	62%
Income before Provision for Income Tax	\$8.6	\$(1.5)	-%
Net Income	\$7.8	\$(4.8)	-%
Adjusted EBITDA⁽¹⁾	\$44.8	\$30.3	48%
Adjusted EBITDA Margin⁽¹⁾	29.6%	30.3%	(70) bps
Adjusted Earnings Per Share (diluted)⁽¹⁾	\$0.11	\$0.05	120%
Backlog⁽²⁾	\$1,026.9	\$636.4	61%

(1) Adjusted EBITDA, Adjusted EPS and Adjusted EBITDA margin are non-GAAP measures – see appendix for reconciliation. Non-GAAP financial measures should be viewed in conjunction with the GAAP metrics included in the appendix. Refer to the appendix for explanation and reconciliation of non-GAAP financial measures.

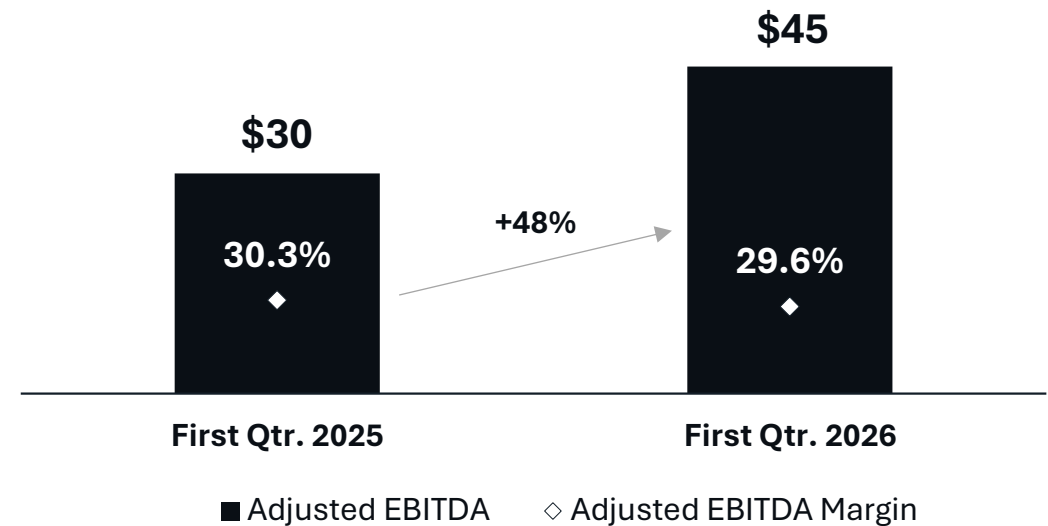
(2) Represents the total value or current estimated value of existing contracts, less amounts previously invoiced. Contract types include but are not limited to purchase orders, long term agreements and contractual authorization to proceed.

Double-Digit Growth in End Market Revenue and Adjusted EBITDA

Revenue (\$M)



Adj. EBITDA (\$M) & Margin⁽¹⁾



- Total revenue for the quarter ended March 31, 2026 was \$151.2M
- Double-digit revenue growth across each of our end-markets
- Year-over-year growth: 51% in revenue and 48% in adjusted EBITDA

(1) Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP measures. Please see the appendix for a reconciliation of each non-GAAP measure to its most closely comparable GAAP measure.

2026 Guidance



2026 Revenue Range

\$720 million - \$735 million
54% year over year increase to midpoint of range

2026 Adjusted EBITDA Range

\$208.5 million - \$219.5 million
47% year over year increase to midpoint of range

- 2026 guidance supported by approximately 90% revenue visibility based on backlog expected to convert to revenue during fiscal year 2026 (to the midpoint of revenue guidance range)
- Solutions highly aligned with U.S. Department of Defense priorities in hypersonics, missiles, missile defense, UAS, counter-UAS, maritime, space and launch
- Highly diversified portfolio of customers and programs

Karman is a Different Kind of Space & Defense Company



Profitable Space & Defense “Smidcap” Growth Company

28% revenue CAGR, **30%** adjusted EBITDA CAGR 2022-2025



Highly Diverse Space & Defense Portfolio

80+ prime contractor customers, **130+** programs across full lifecycle



Merchant Supplier of Critical Content

Uniquely aligned with key national security and space priorities



Full Solution Provider

From IP-driven design through vertically integrated, full rate production



Proven Inorganic Growth Process

Identification
Acquisition
Integration
Synergy Generation

Financial Tables

Consolidated Balance Sheets



(\$ in thousands)

	March 31, 2026 <i>(unaudited)</i>	December 31, 2025
ASSETS		
Cash and cash equivalents	\$ 73,798	\$ 33,959
Accounts receivable, net	98,614	78,716
Contract assets	169,370	156,298
Inventory	16,140	10,662
Prepaid and other	12,370	11,768
Total current assets	<u>370,292</u>	<u>291,403</u>
Property, plant and equipment, net	107,318	95,409
Goodwill	439,210	352,513
Intangible assets, net	400,459	285,888
Right-of-use lease assets	92,433	72,214
Other	8,029	6,669
Total assets	<u>\$ 1,417,738</u>	<u>\$ 1,104,096</u>
LIABILITY AND EQUITY		
Accounts payable	\$38,425	\$ 31,632
Accrued payroll and related expenses	12,910	13,776
Contract liabilities	25,752	22,814
Short term notes payable, net of debt issuance costs	5,610	3,836
Short term lease liabilities	6,807	6,216
Income taxes payable	5,106	5,299
Other current liabilities	10,195	5,094
Total current liabilities	<u>104,796</u>	<u>88,667</u>
Noncurrent lease liabilities, net of current	102,395	81,944
Noncurrent notes payable, net of current, net of debt issuance costs	752,180	495,312
Revolving line of credit	—	—
Deferred tax liabilities	45,748	47,832
Other non-current	6,928	7,650
Total liabilities	<u>1,012,047</u>	<u>721,405</u>
Total Equity	<u>405,691</u>	<u>382,691</u>
Total liabilities and equity	<u>\$ 1,417,738</u>	<u>\$ 1,104,096</u>



Reconciliation of Non-GAAP Financial Measures



	For the three months ended March 31,	
	2026	2025
<i>(unaudited, in thousands, except percent and per share data)</i>		
Net income	\$ 7,794	\$ (4,798)
Income tax provision	838	3,308
Depreciation and amortization ¹	16,632	8,869
Interest expense, net	12,646	11,373
EBITDA	37,910	18,752
Transaction-related expenses ²	2,263	1,962
Integration expenses and non-recurring restructuring costs ³	1,410	261
Lender and administrative agent fees ⁴	735	1,260
Share-based Compensation ⁵	—	8,084
Other non-recurring costs ⁶	2,468	—
Adjusted EBITDA	\$ 44,786	\$ 30,319
Revenue	\$ 151,210	100,124
Net income margin	5.2%	(4.8%)
Adjusted EBITDA Margin	29.6%	30.3%
GAAP net income per share	\$ 0.06	\$ (0.04)
Transaction-related expenses ²	0.02	0.02
Integration expenses and non-recurring restructuring costs ³	0.01	—
Lender and administrative agent fees ⁴	0.01	0.01
Share-based compensation ⁵	—	0.06
Other non-recurring costs ⁶	0.02	—
Adjusted EPS⁷	\$ 0.11	\$ 0.05

Reconciliation of Non-GAAP Financial Measures



Footnotes

This presentation includes certain non-GAAP financial measures: Adjusted EBITDA, Adjusted EBITDA Margin and Adjusted EPS. We believe the non-GAAP financial measures will help investors understand our financial condition and operating results and assess our future prospects. We believe these non-GAAP financial measures, each of which is discussed in greater detail in the earnings release that accompanies this presentation, are important supplemental measures because they exclude unusual or non-recurring items as well as non-cash items that are unrelated to or may not be indicative of our ongoing operating results. Further, when read in conjunction with our U.S. GAAP results, these non-GAAP financial measures provide a baseline for analyzing trends in our underlying businesses and can be used by management as a tool to help make financial, operational and planning decisions. We may use non-GAAP financial metrics in certain management compensation plans, debt covenants, internal budgetary decision making, and other resource allocation decisions. Finally, these measures are often used by analysts and other interested parties to evaluate companies in our industry by providing more comparable measures that are less affected by factors such as capital structure.

We recognize that these non-GAAP financial measures have limitations, including that they may be calculated differently by other companies or may be used under different circumstances or for different purposes, thereby affecting their comparability from company to company. In order to compensate for these and the other limitations discussed below, management does not consider these measures in isolation from or as alternatives to the comparable financial measures determined in accordance with U.S. GAAP. Readers should review the reconciliations on the following page and should not rely on any single financial measure to evaluate our business.

1. **Depreciation and amortization** includes depreciation of property, plant and equipment, amortization of intangible assets and right-of-use assets.
2. **Transaction-related expenses** represent legal and due diligence fees incurred in connection with planned and completed acquisitions, which are required to be expensed as incurred. These costs are considered non-recurring and outside the ordinary course of business, and therefore are not indicative of ongoing operating performance.
3. **Integration expenses and non-recurring restructuring costs** include company-wide system implementation expenses, company re-branding costs and compliance efforts. This category also includes post-acquisition integration costs, and employee expenses related to acquisitions or restructuring activities.
4. **Lender and administrative agent fees** reflect non-recurring lender fees associated with discrete amendments to the Company's credit agreement, separate from ongoing administrative fees and are not indicative of ongoing operating business operations.
5. **Share-based compensation** reflects share-based compensation expenses associated with the Company's P Units and Phantom Units. These Units were fully vested in connection with the completion of the Company's IPO in February 2025.
6. **Other non-recurring costs** include estimated legal settlements and related professional fees that are non-recurring and do not reflect ongoing business operations.
7. Total may not sum due to rounding.



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