

2026 Annual General Meeting

30 JANUARY 2026



AVON TECHNOLOGIES PLC



Investor Presentation

30 January 2026

Rich Cashin
CFO

We are the world leader in mission-critical protection

AVON
PROTECTION

AVON TECHNOLOGIES PLC

TEAM WENDY®



CBRN
Respiratory
Protection



Non-CBRN
Respiratory
Protection



Integrated
CBRN
Protective Wear



Underwater
Respiratory
Protection



Ballistic helmets



Bump helmets



Liner & retention
systems

\$168.8m 2025 revenue

450+ employees

3 sites



key customers

\$145.1m 2025 revenue

500+ employees

2 sites



key customers

...a record start to the year, sustained demand for CBRN products

... slower start, impacted by US government shutdown and increased investment ahead of production ramp

Our markets are growing faster than we originally thought

<i>Growth in spend:</i>		<i>Previous trend</i>	<i>Future trend</i>
<i>Underlying defence trends</i>			
Defence budgets	Rising geopolitical tension, escalation risk, fraying alliances	→	↗
Growth in military & LE personnel	War readiness, deterrence, response to civil unrest	→	↑
<i>Equipment specific trends</i>			
Growing CBRN threats <i>(Avon Protection only)</i>	Higher CBRN capabilities from hostile actors, use in recent wars	→	↑
Growing domestic security threats	Rising domestic terrorism, immigration control, civil unrest	→	↗
Growing soldier lethality needs	Need for light, tactical gear	↗	↗
Heightened focus on soldier protection <i>(Team Wendy only)</i>	Rising conflict risk, new weaponry, increased duty of care spend	→	↗
Equipment modernisation	Higher budgets to replace old gear	↗	↑
Increased stockpiling	Planned surge in recruits, greater war readiness and donation	→	↗

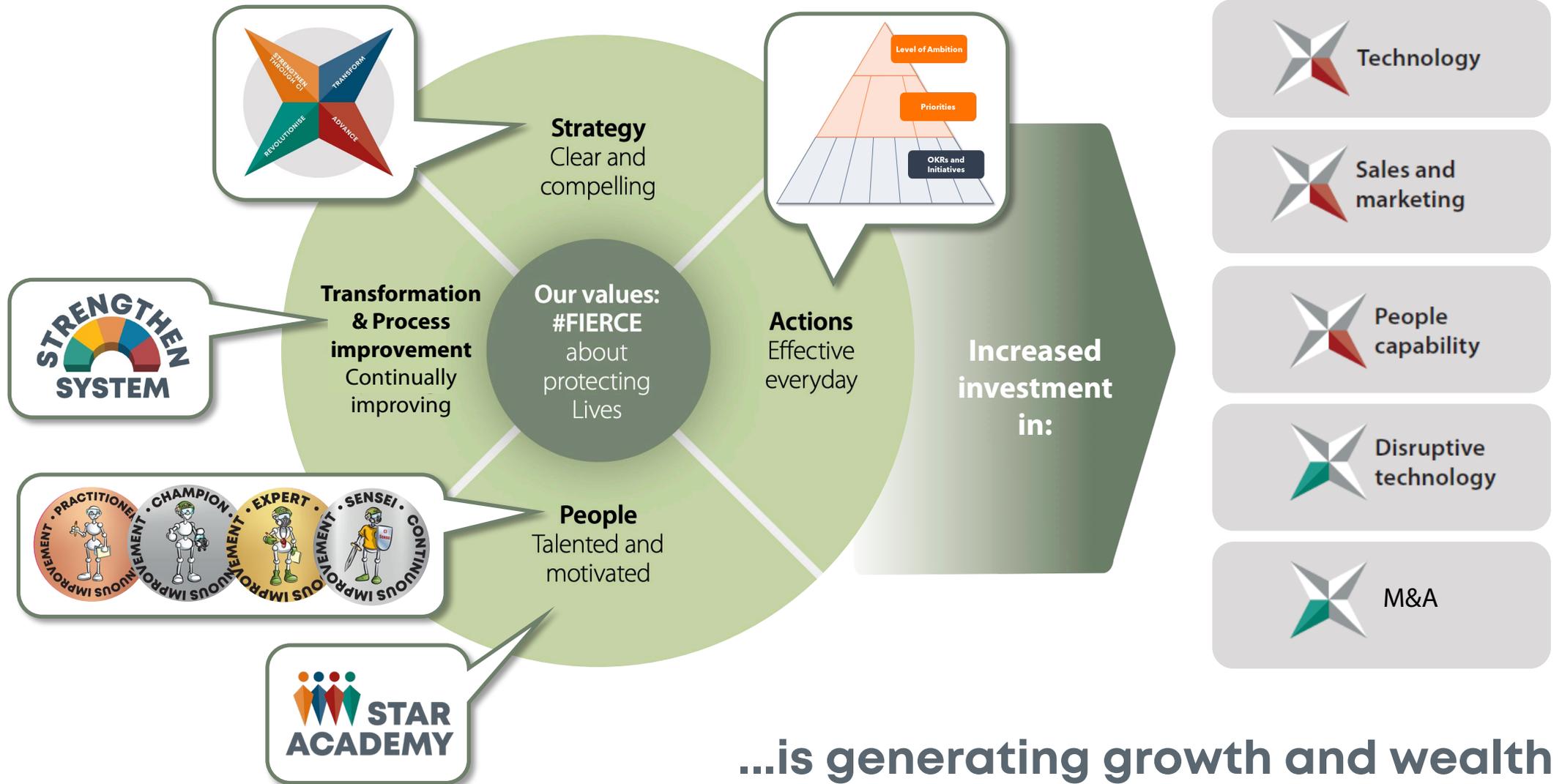
...positive key growth drivers



Jos Sclater

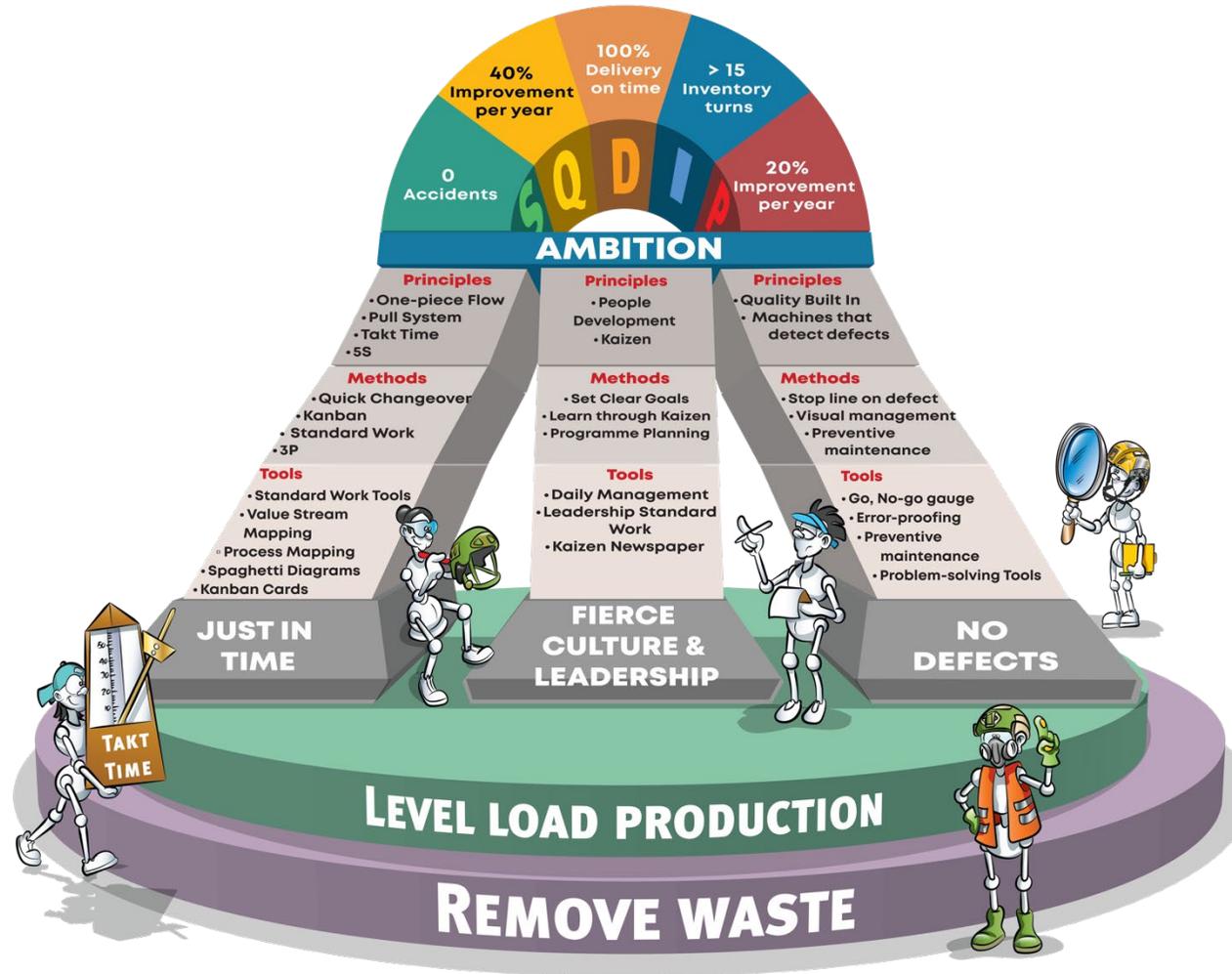
CEO

Our scalable Business Improvement System



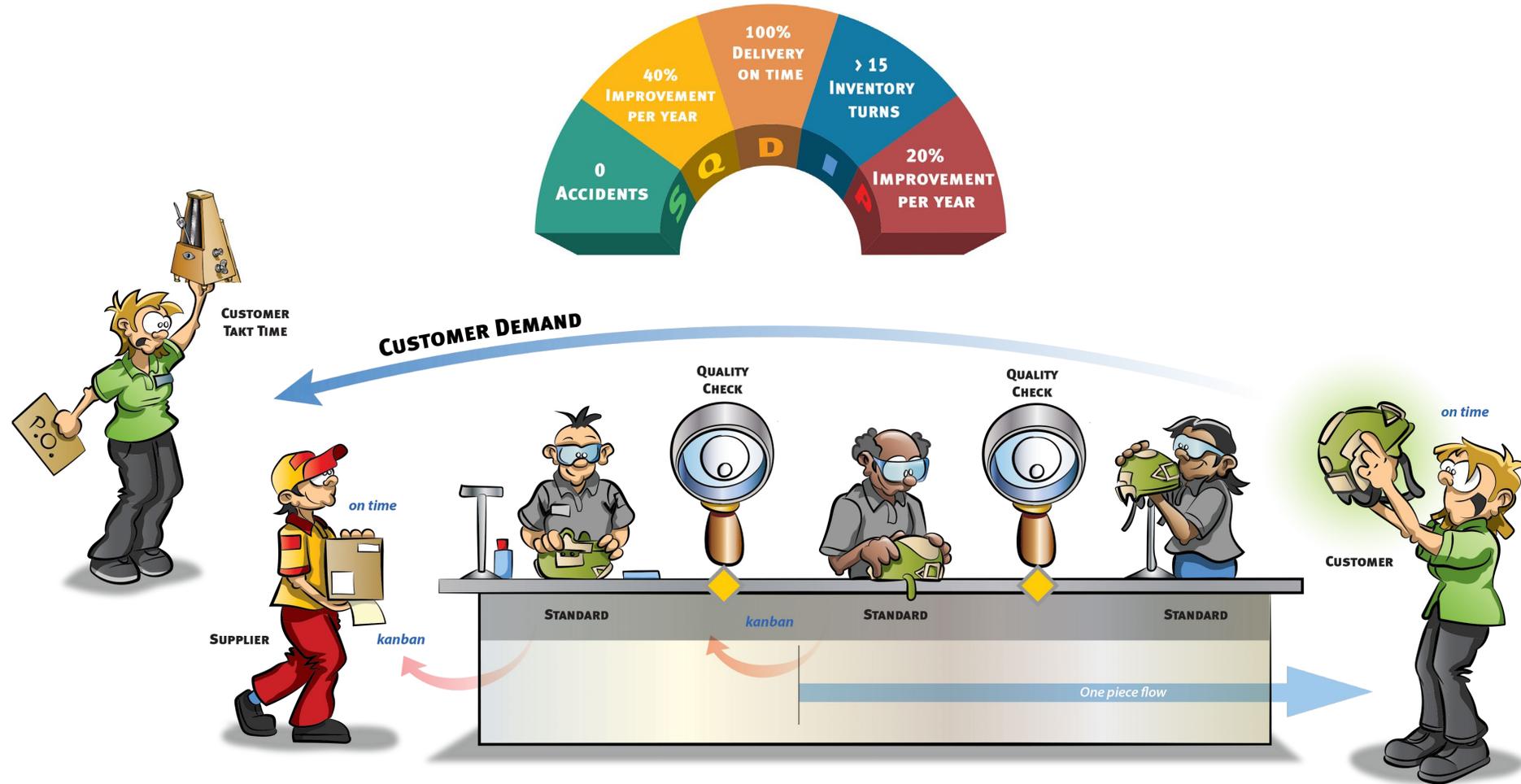
...is generating growth and wealth

This is our 'Strengthen System'...



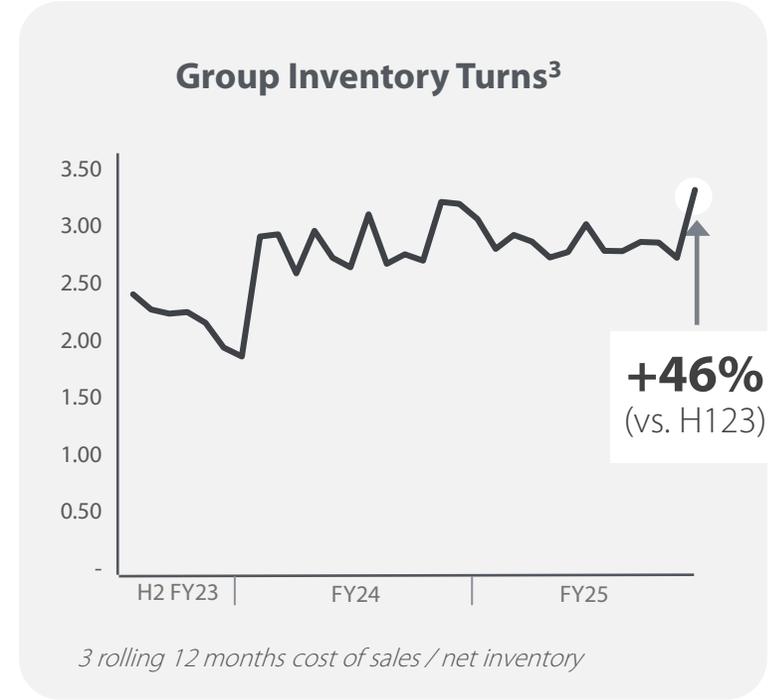
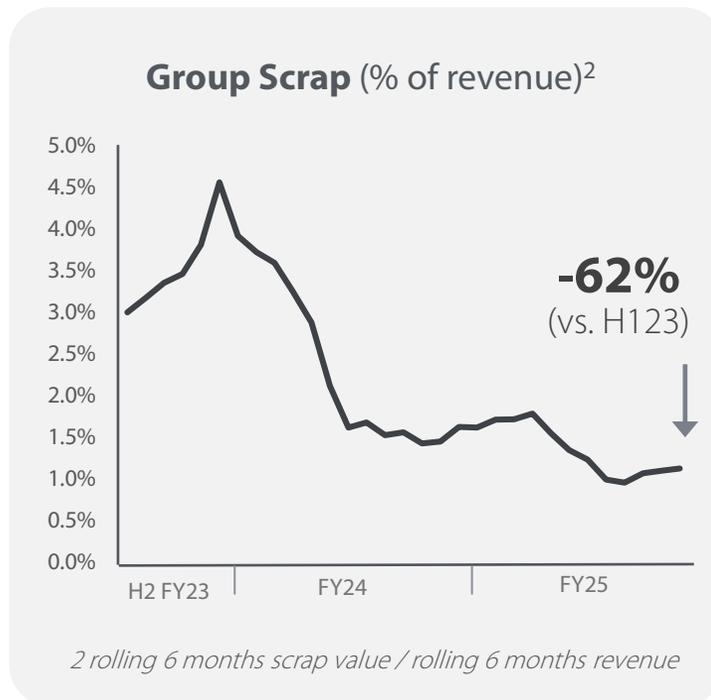
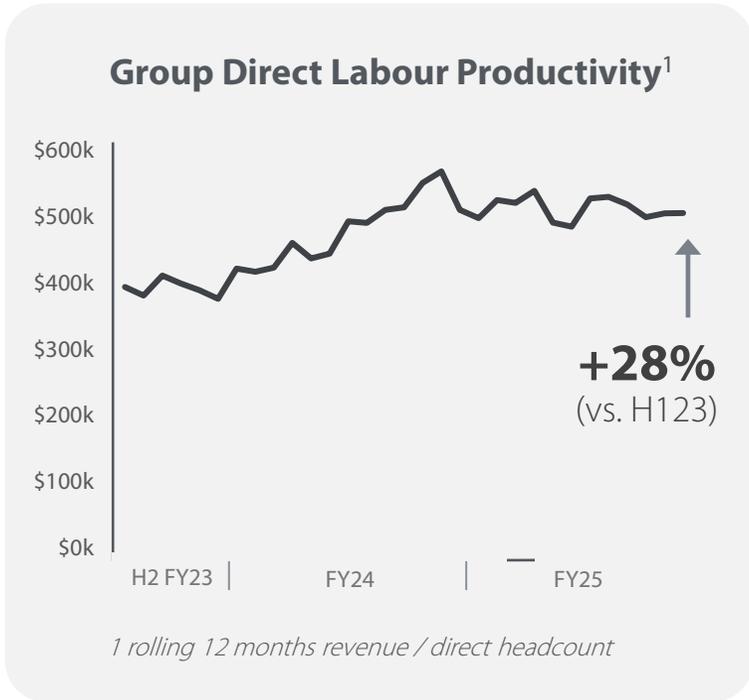
...it is how we are improving our businesses, fast

Our ambitious internal goals and just-in-time vision



...are key to us having the highest quality products and most competitive offering for our customers

Our operating metrics are improving



...focused on Cleveland facility in H1

Every site moved from batch to flow manufacturing

Hampton Park West: UK, 2023

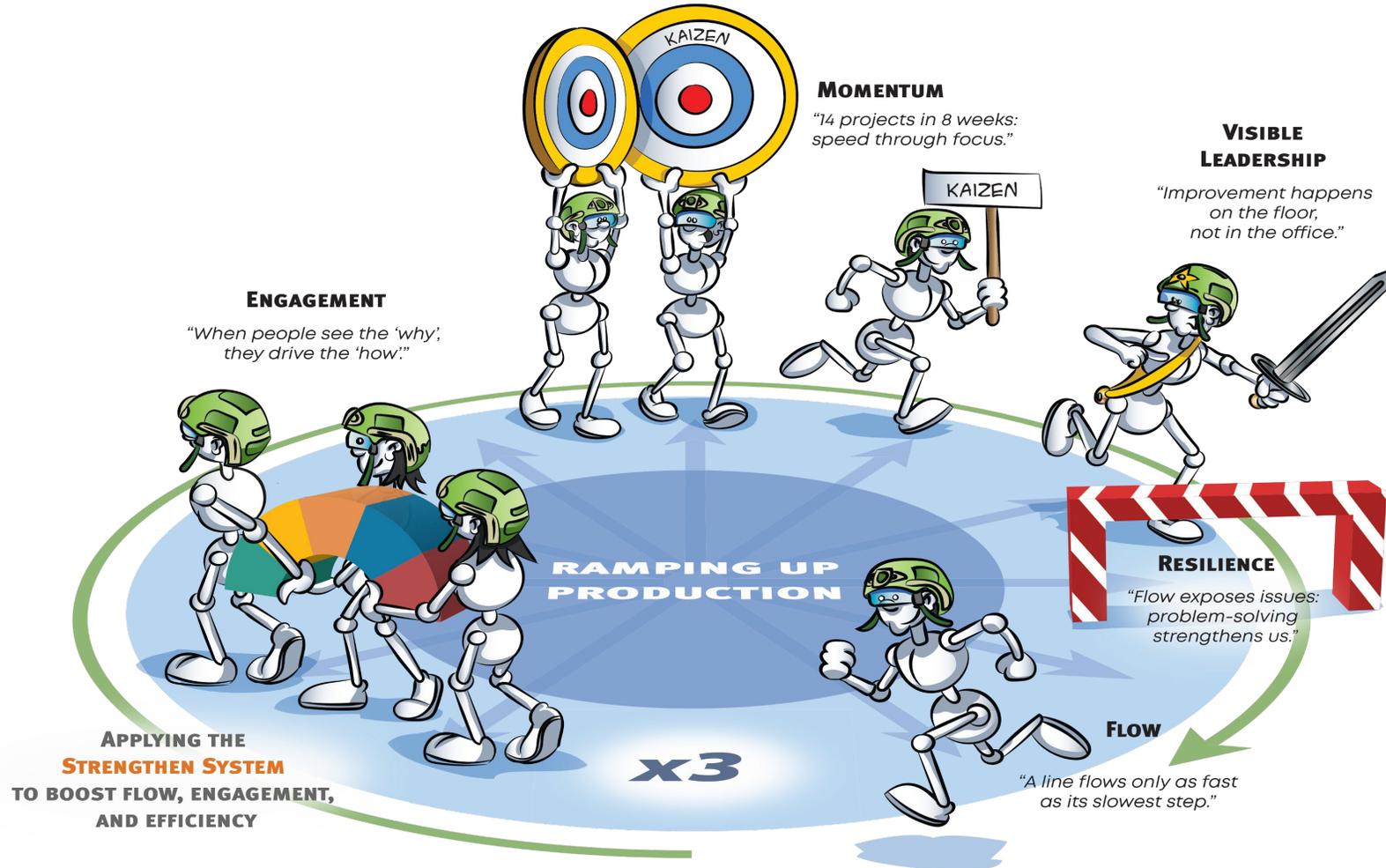


Hampton Park West: UK, 2025



...improving operating metrics and creating capacity for growth

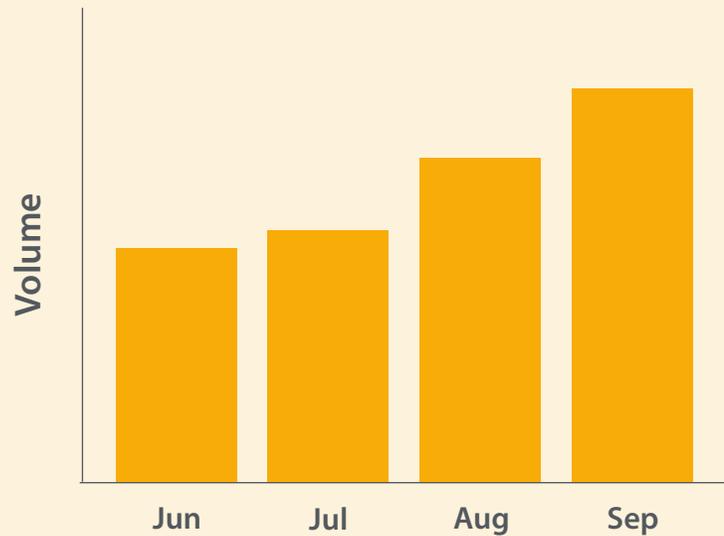
The Strengthen System has built capability in our people



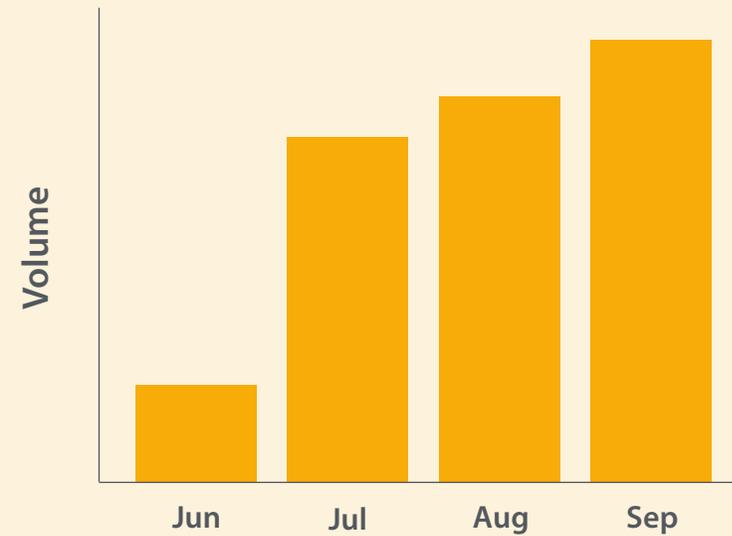
... we are making progress

We tripled production at our Cleveland site last year

NG IHPS production rate*



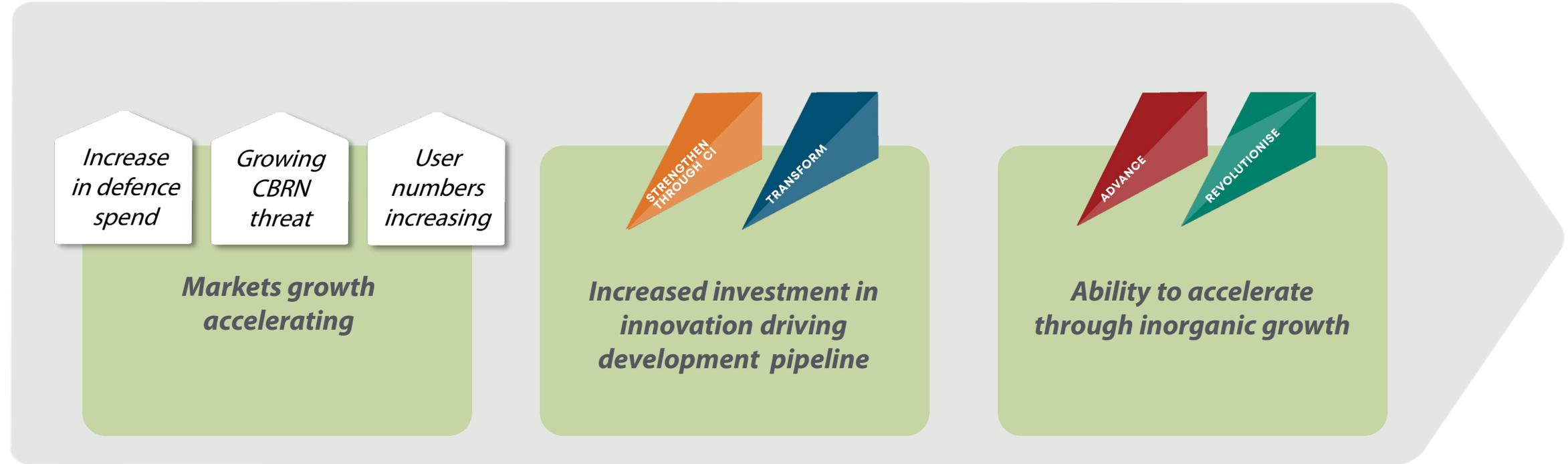
ACH Gen II production rate*



**Monthly data, normalising labor day week*

... ramping up again in Q2 this year

Moving from the transformation stage...



...to focusing on the growth stage of our strategy

An ambitious plan to invest in products of the future



Next generation CS-PAPR SD



New Voice Projection unit (CVPU)



US DoW trialing our EXOSKIN suits



NG filter using multi-layer bed technology



Two new ballistic helmets with 'no-thru-hole' attachment system



Next Generation Bump



IHMS – Integrated Multi-Threat Headborne System



TBI research



...our most exciting development pipeline yet

Avon continues to deliver

Coming to the end of the transformation stage of the journey – still work to do in Cleveland

New world-leading products and technologies deepening competitive moat

Increasing market share in faster growing markets

Repeatable and scalable business improvement system

...on track to meet or exceed our FY26 targets



AVON TECHNOLOGIES PLC

QUESTIONS & SITE TOUR