



GROWING FAST AND IMPROVING EVERY DAY

2025 HALF YEAR RESULTS

AVON TECHNOLOGIES PLC

H1 2025 - delivering on our STAR strategy...



Excellent
year-on-year
growth

Cultural change
and capability
accelerating

STRENGTHEN
THROUGH CI

Focused on
operational
execution

TRANSFORM

Orderbook
providing future
confidence

ADVANCE

REVOLUTIONISE

On track to
deliver target
margin range of
14-16% in
FY2026

... accelerating cultural change and
operational improvement



Rich Cashin

Chief Financial Officer

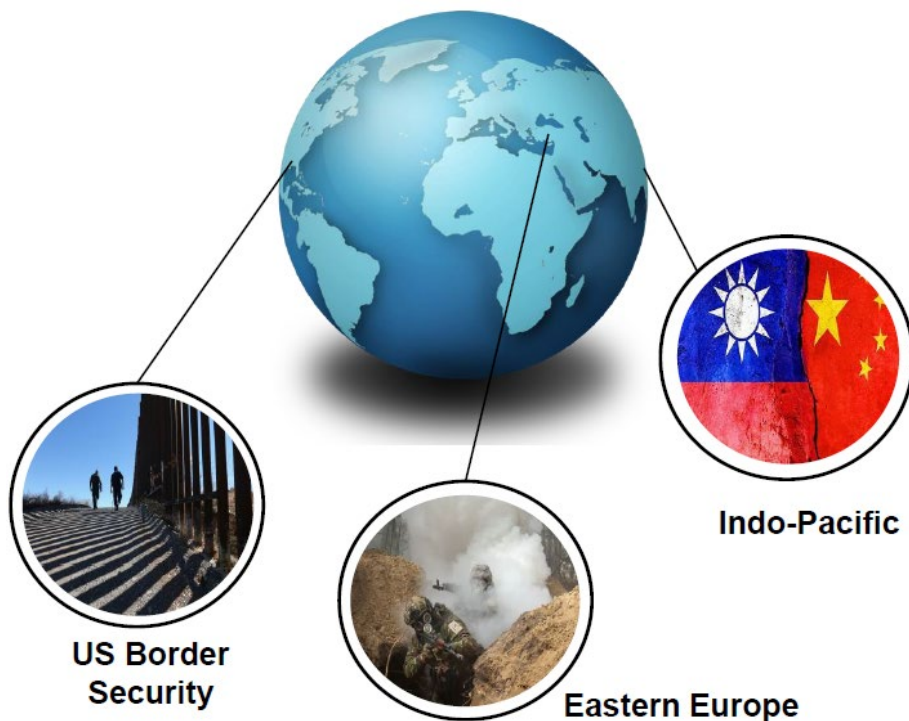
AVON TECHNOLOGIES PLC

AVON
PROTECTION

TEAM
WENDY®

Facing up to a dynamic macro environment...

Increasing threats:



- Growing investment in border and homeland security
- Customer sentiment supporting our "Made in the US" products



- Substantial growth in defence spend expected
- Russian tactics in Ukraine highlight CBRN risk for all militaries
- Principal supplier of respiratory protection to NATO



- Growing regional unrest with increased focus on defence and security spend
- UK production facility an opportunity for international growth

...with leading product portfolio, aligned to market needs

Excellent year-on-year growth...

Closing order
book

\$247.0m

(HY24: \$199.0m)

+24%

Revenue

\$148.7m

(HY24: \$127.1m)

+17%

Adjusted
operating profit

\$17.5m

(HY24: \$11.9m)

+48%

Adjusted
basic EPS

38.8c

(HY24: 22.3c)

+76%

Return on
Invested Capital

16.3%

(HY24: 9.7%)

+660bps

Leverage

0.99x

(HY24: 1.69x)

(0.70x)

... dropping through to strengthening returns

HY2025 highlights

	HY25 \$m	HY24 \$m	▲	CC* ▲
Orders received	170.5	190.3	(10.4%)	(10.1%)
Closing order book	247.0	199.0	24.1%	24.0%
Revenue	148.7	127.1	17.0%	16.8%
Adjusted operating profit	17.5	11.9	47.1%	48.3%
<i>Adjusted operating profit margin</i>	<i>11.8%</i>	<i>9.4%</i>	<i>240bps</i>	<i>250bps</i>
Adjusted net finance costs	(2.7)	(3.1)	(12.9%)	
Adjusted profit before taxation	14.8	8.8	68.2%	70.1%
Adjusted taxation	(3.3)	(2.1)		
Adjusted profit	11.5	6.7	71.6%	74.2%
Adjusted basic earnings per share	38.8c	22.3c	74.0%	76.4%
Interim dividend per share	7.6c	7.2c	5.6%	

Record order book with backlog growth in both Avon Protection and Team Wendy

Revenue – H1 growth boosted by Australian FM54 contract, rebreather deliveries and ACH II ramp-up

Improving margin – driven by increased operating leverage in both businesses

... strong pipeline and improving margin

*Constant currency change

Avon Protection – strong growth in backlog and revenue. . .



	HY25 \$m	HY24 \$m	
Orders received	97.2	87.0	11.7%
Closing order book	93.7	55.5	68.8%
Revenue	75.5	67.3	12.2%
Adjusted operating profit	14.3	11.1	28.8%
<i>Adjusted operating profit margin</i>	<i>18.9%</i>	<i>16.5%</i>	<i>240bps</i>

Book to bill of 1.3x driven by Ukraine orders and additional NSPA awards.

Strong backlog - supporting further growth in H2

Revenue growth - Australian FM54 deliveries and rebreather growth offsetting lower Commercial Americas sales

Excellent margin growth - operational gearing underpinned by strong product mix and commercial optimisation

H2 revenue expectations unchanged:
Slightly higher year-on-year

... with impressive margin drop-through

Team Wendy – site consolidation on track...



	HY25	HY24	
	\$m	\$m	▲
Orders received	73.3	103.3	(29.0%)
Closing order book	153.3	143.5	6.8%
Revenue	73.2	59.8	22.4%
Adjusted operating profit	3.2	0.8	300.0%
<i>Adjusted operating profit margin</i>	<i>4.4%</i>	<i>1.3%</i>	<i>310bps</i>

Record order book, \$74m for NG IHPS, \$59m for ACH

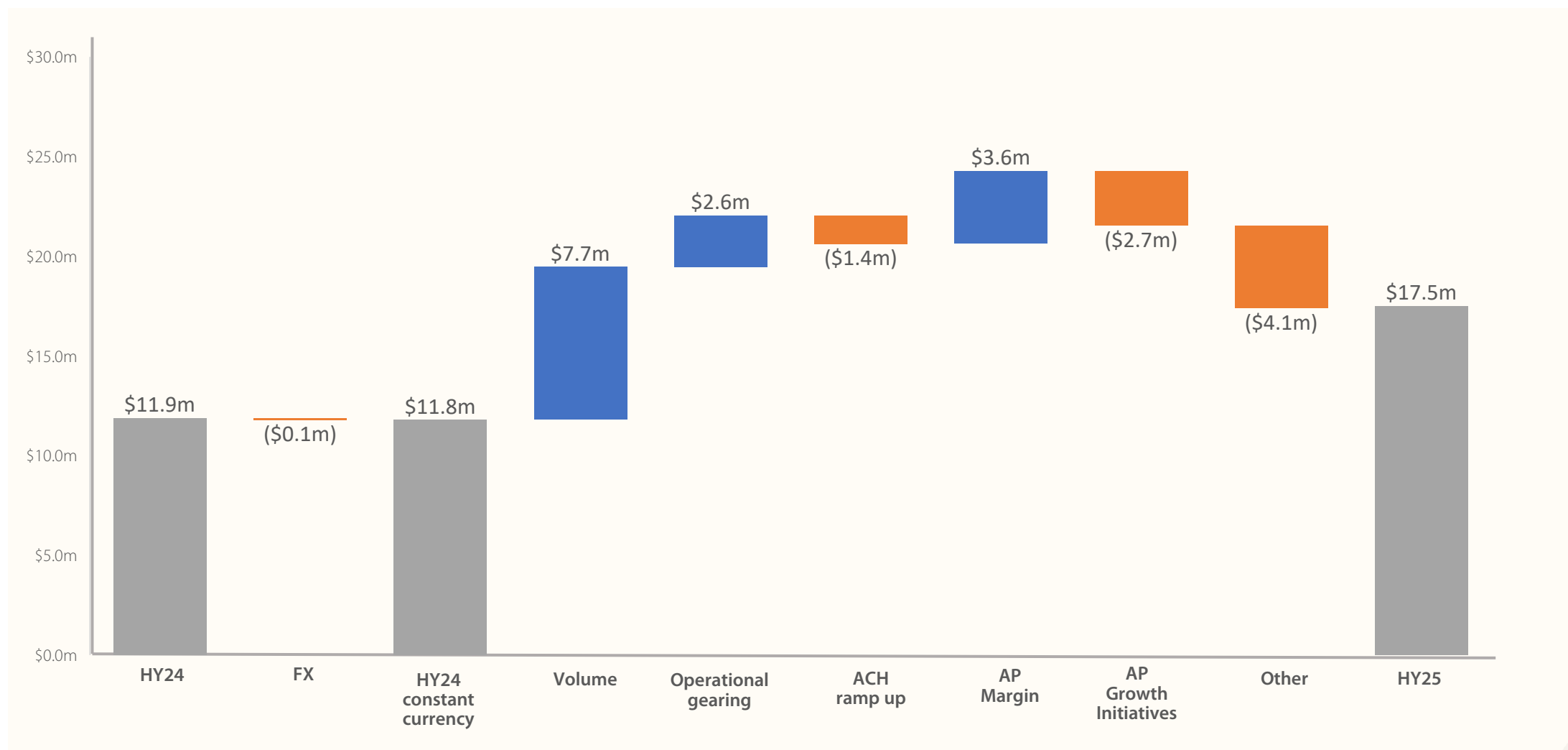
Revenue growth of 22% driven by ACH volume ramp up, strong commercial delivery

Good year-on-year margin improvement, held back by site move and ACH ramp up

H2 revenue expectations unchanged:
Modest growth year-on-year

...with step-up in margin expected in FY2026

Operating profit bridge



...driven by volume growth & margin improvements

Cash flow

	HY25 \$m	HY24 \$m
Adjusted EBITDA	23.4	17.7
Share-based payments and defined benefit pension scheme costs	3.3	1.5
Working capital and other adjustments	(13.7)	8.3
Cash flows from continuing operations before adjusting items	13.0	27.5
Transformational and restructuring costs paid	(6.5)	(4.1)
Cash flows from continuing operations	6.5	23.4
Cash flows from discontinued operations	-	4.9
Cash flow from operations	6.5	28.3
Payments to pension plan	(3.0)	(6.3)
Net finance costs	(2.3)	(2.7)
Net repayment of leases	(1.7)	(1.7)
Tax paid	-	(0.1)
Capital expenditure	(3.4)	(5.7)
Purchase of own shares – Long Term Incentive Plan	(2.5)	-
Dividends to shareholders	(4.9)	(4.6)
Foreign exchange on cash	(0.1)	-
Change in net debt	(11.4)	7.2
Opening net debt, excluding lease liabilities	(43.5)	(64.5)
Closing net debt, excluding lease liabilities	(54.9)	(57.3)

Working capital build
supporting site consolidation
programme.

Increase in cash costs reflects
phasing of Irvine closure

Per deficit recovery plan

**Pension contribution plan included in appendix*

Cash conversion: 56%.
Expect H2 improvement

... H1 outflows to unwind in H2

Balance Sheet

	HY25 \$m	FY24 \$m	HY24 \$m
Intangible assets	120.8	126.4	133.8
Property, plant and equipment	41.5	43.7	37.7
Net other non-current assets	28.3	29.7	38.2
Inventories	58.7	54.9	56.4
Other current assets	47.3	37.4	44.8
Current liabilities	(45.0)	(43.0)	(41.2)
Net debt, excluding lease liabilities	(54.9)	(43.5)	(57.3)
Lease liabilities	(19.8)	(21.9)	(19.2)
Retirement benefit scheme	(8.5)	(17.2)	(50.7)
Net assets	168.4	166.5	142.5
Leverage	0.99x	0.91x	1.69x
Average Working Capital Turns	5.0	4.5	3.9
Inventory Turns	3.0	3.1	3.1

***Planned inventory build** to de-risk site consolidation project*

***Decrease due to deficit contributions** of \$3.0m, and a \$5.7m favourable actuarial gain*

... net debt below 1x leverage

Transformation investments on track to largely complete by end of FY2025...

	HY25 OpEx (\$m)	HY25 CapEx (\$m)
Footprint optimisation	\$7.5m	\$0.5m
<i>Of which accelerated depn & amor</i>	<i>\$2.4m</i>	
Operational excellence	\$0.9m	
Total Investment	\$8.4m	\$0.5m



FY25 expectations:

OpEx: \$13m
(of which accelerated depn & amor: \$4m)

CapEx: \$1m
(Reduced from previous \$2m guidance)

Transformation investments are recognised as exceptional

... c.\$10m of savings expected from footprint optimisation programme

Improving Finance processes through Kaizen...

Internal financial reporting – back-office Kaizen

Before:

- 7 days to close the books each month
- 20% of effort on non-value add 'rework' activities



After:

- 2 days to close each month
- Streamlined process across multiple sites and time zones
- Right first time – eliminated rework
- Time freed up for value-add business partnering

Objective:

Remove waste, eliminate waiting, define requirements, align processes, stop overprocessing

... time to close monthly books reduced by 71%

FY25 financial guidance . . .

Guidance from FY24 Results:

Revenue growth	Mid-single-digit growth
Adjusted operating profit margin	Similar to FY24
Transformation investment	Similar to FY24
Cash conversion	Over 80%



Guidance today – in line with pre-close update in March :

Revenue growth	Above 10%
Adjusted operating profit margin	Above 12%
Transformation investment	\$13m OpEx + \$1m CapEx
Cash conversion	Over 80%

. . . continued growth and improving returns

A close-up photograph of a person wearing a black tactical helmet with multiple Avon Protection devices attached. Two large night vision goggles are mounted on the front. A communication system with a microphone and a large speaker grille is visible on the side. The person is also wearing clear safety glasses. The background is dark and out of focus.

Jos Sclater

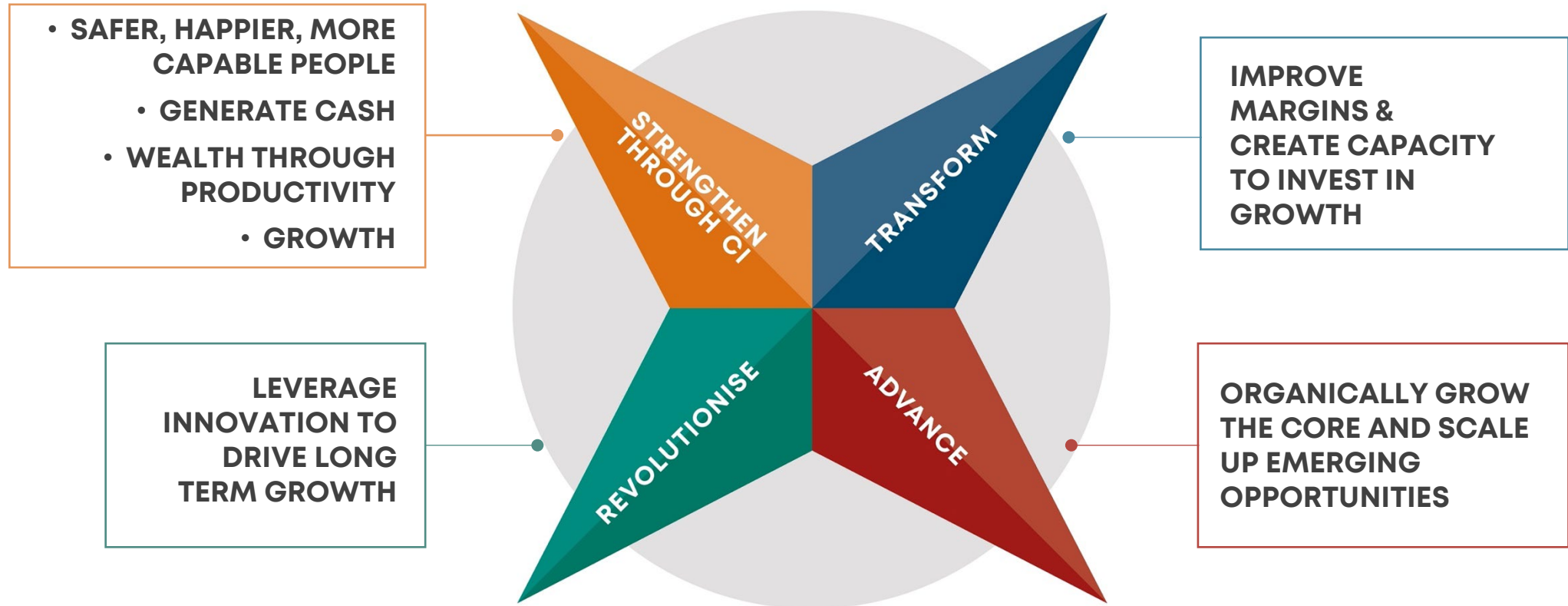
Chief Executive

AVON TECHNOLOGIES PLC

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WENDY

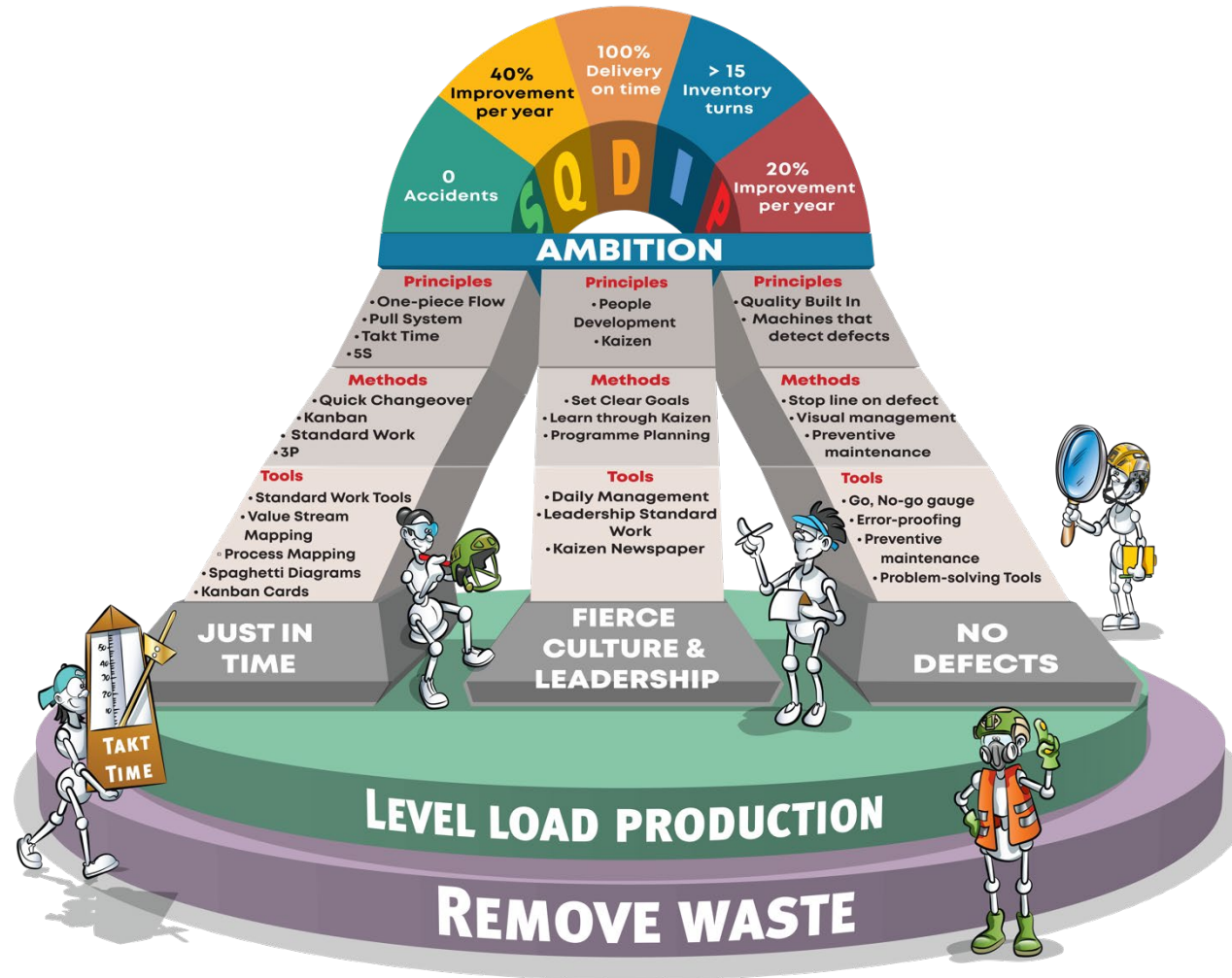
The strategy is delivering ...



... we continue to focus on execution

This is our 'Strengthen System' . . .

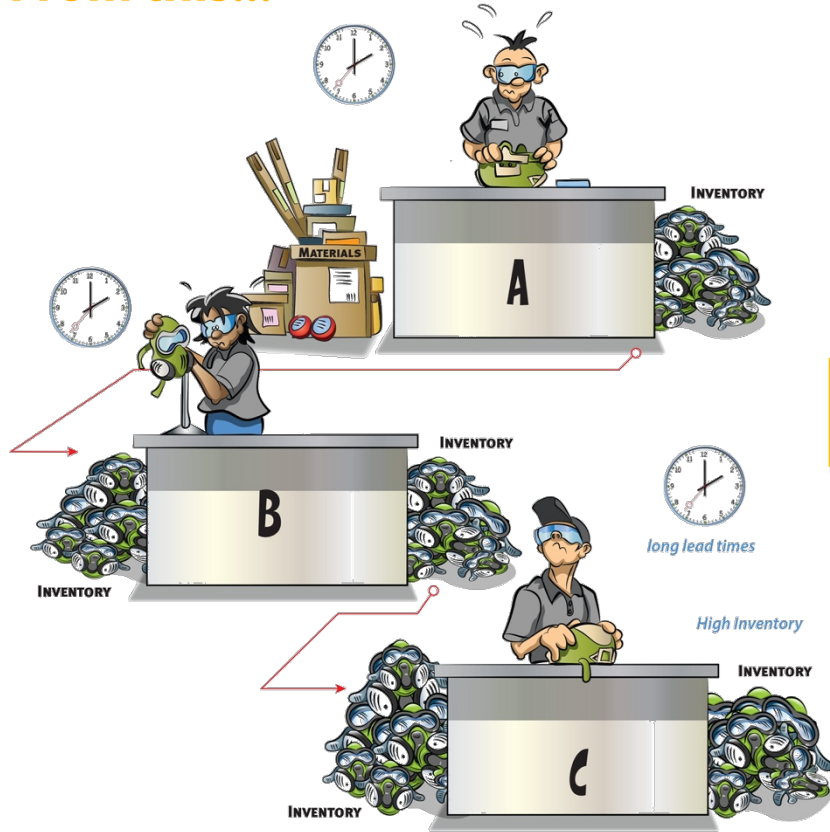
STRENGTHEN
THROUGH CI



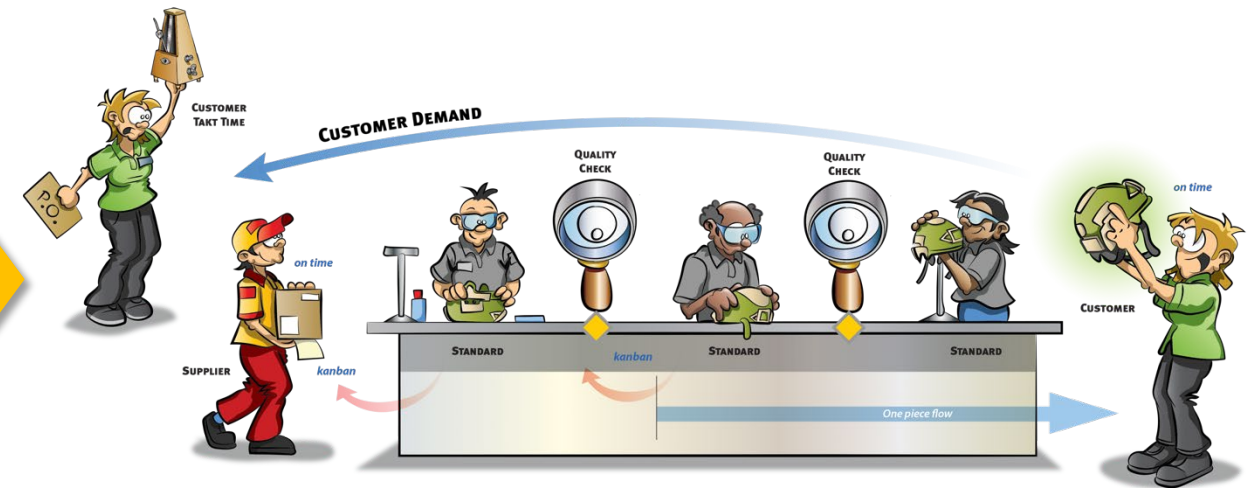
. . . it enables us to improve our businesses fast

Our vision is to have a just-in-time, one-piece flow system...

From this...



...to this



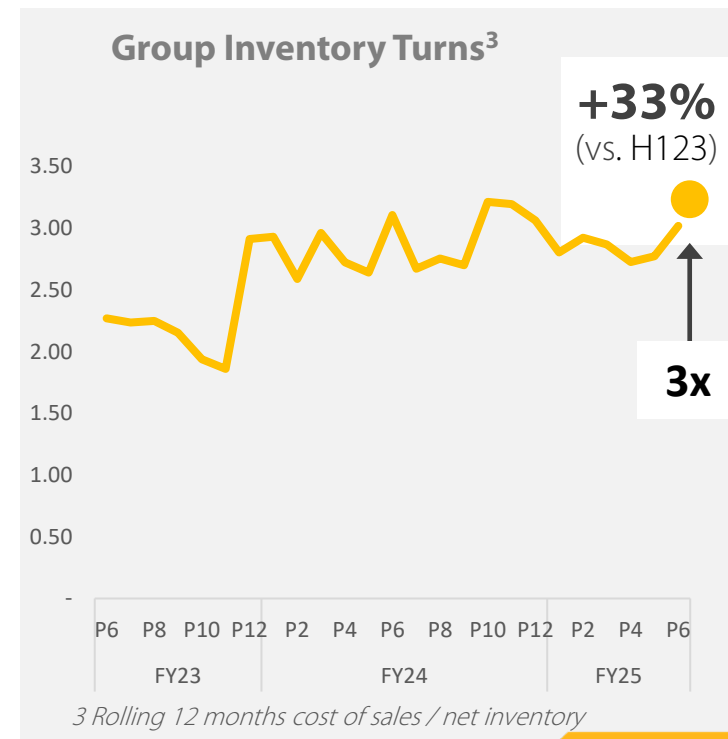
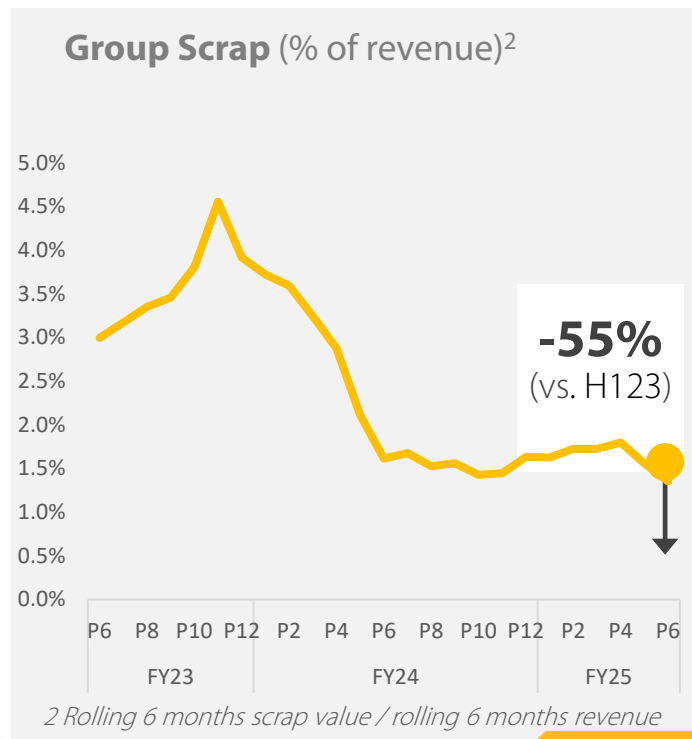
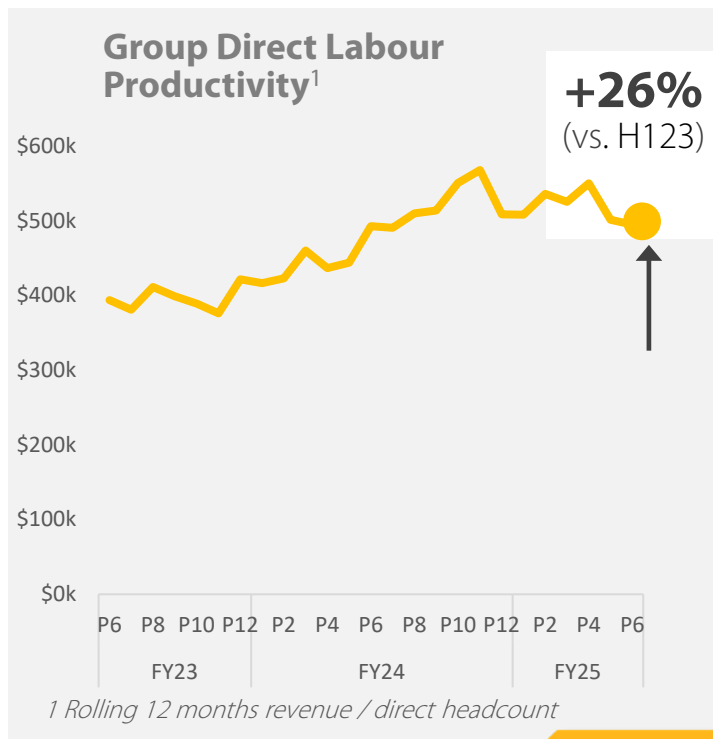
... with quality built in

We have strengthened the capability of our leaders . . .



. . . to lead the change with the pace we want

Making good progress towards our operational targets...

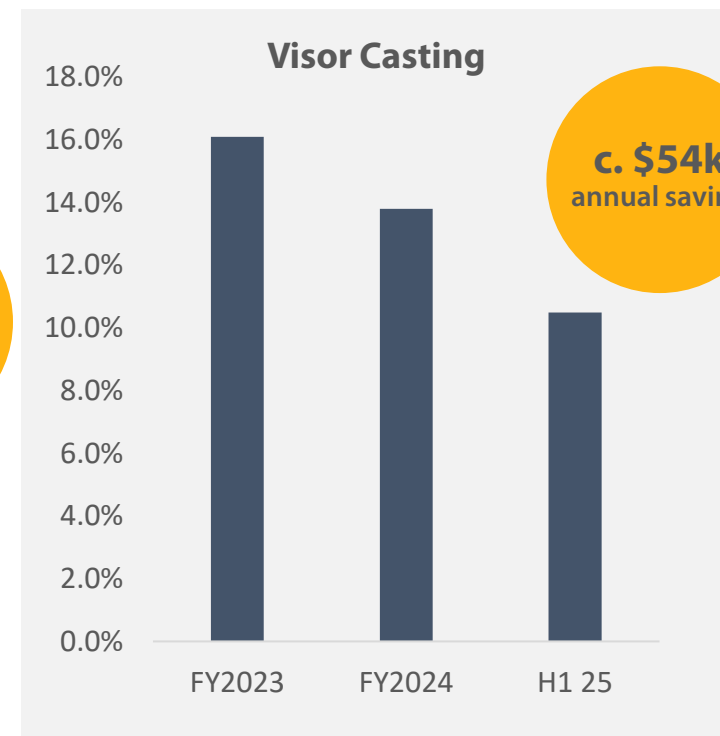
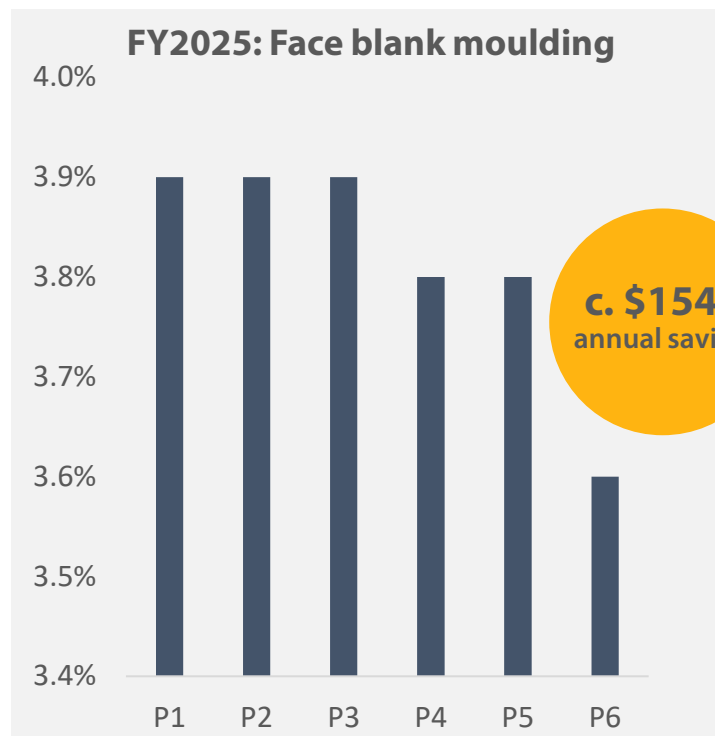
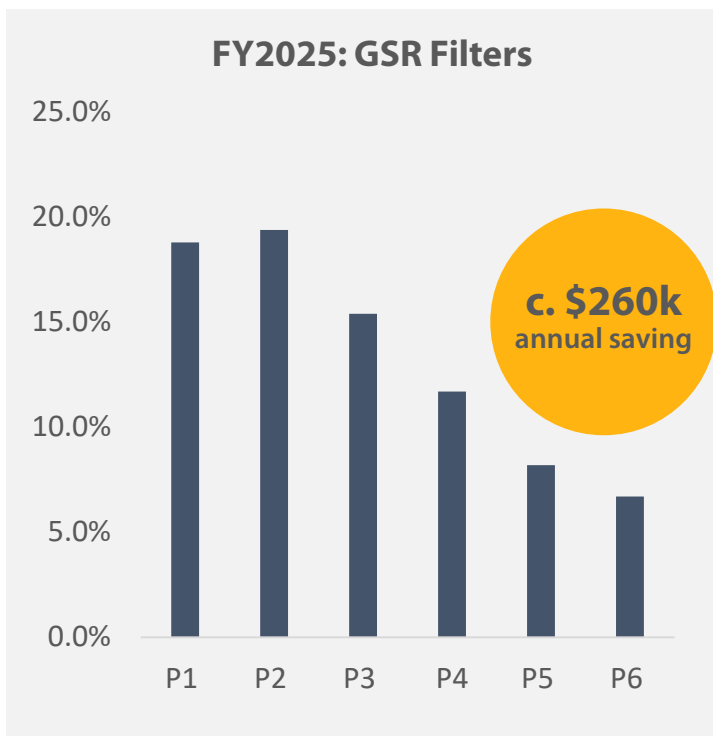


Targets:



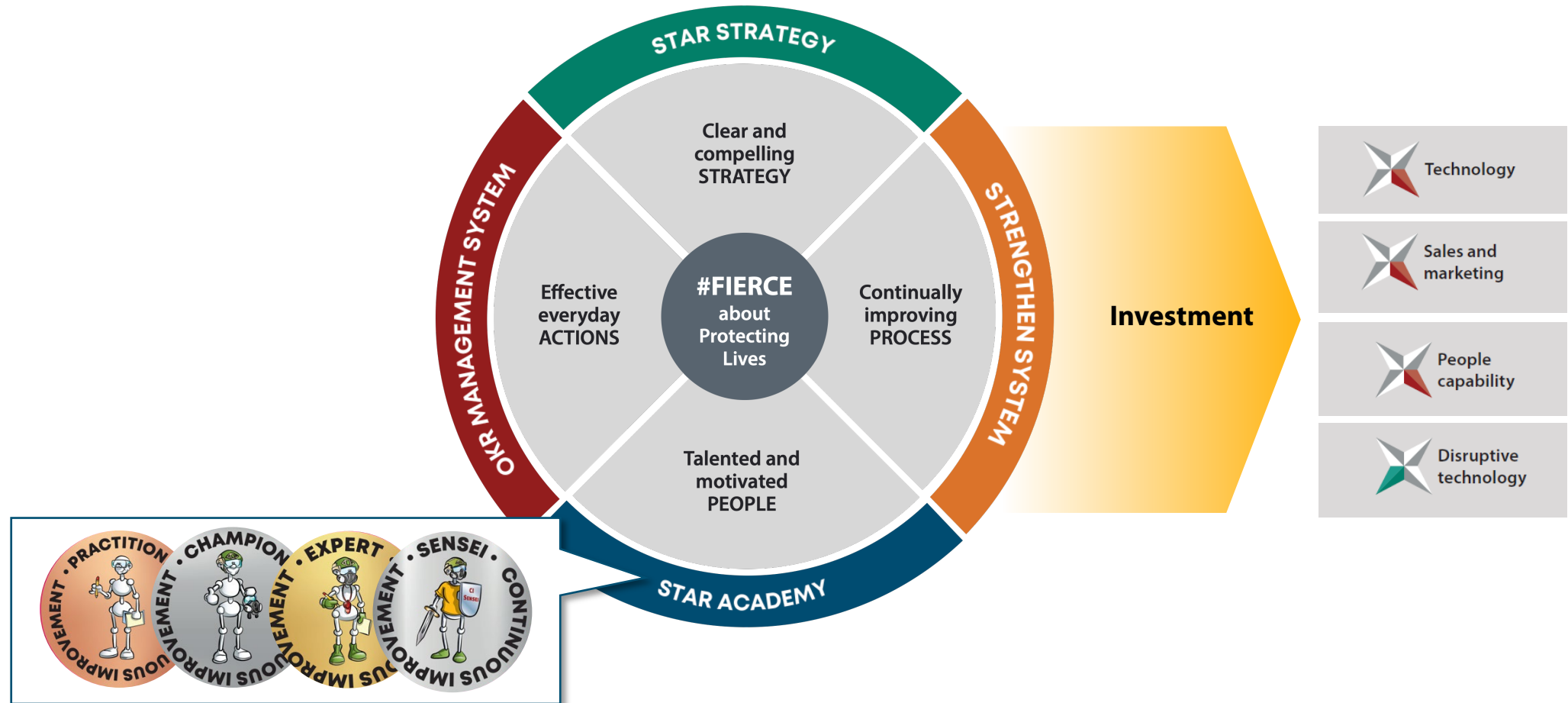
... targets still achievable once we strengthen the foundations in Team Wendy

Scrap rates have reduced in Avon Protection . . .



. . . demonstrating our ability to improve quality AND margins

A scalable model...



... generating wealth for our employees and investors

Transform: initiatives on track ...

NOT COMPLETED



COMPLETED



NEW FOR H1 2025

TRANSFORM

	Appraise	Plan	Execute	Benefits in P&L?
Footprint optimisation	✖	✖	✖	✖
Operational excellence (Plant transformations)	✖	✖	✖	✖
Functional excellence	✖	✖	✖	✖
Commercial optimisation	✖	✖	✖	✖
Programme Management Excellence	✖	✖	✖	Foundational
	Initiative identified & value estimated	Value validated	Implementation planned	Benefit realised

... with the programme starting to deliver benefits



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Steve Elwell

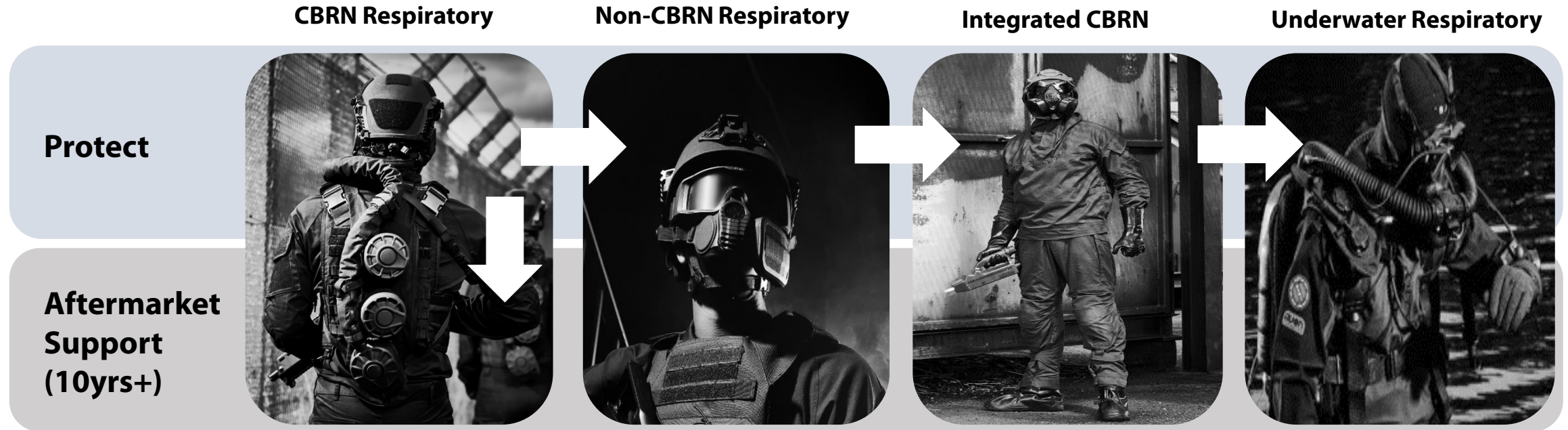
President,
Avon Protection

AVON TECHNOLOGIES PLC

AVON
PROTECTION

TEAM
WENDY®

Successful execution of our growth strategy...



... has delivered early expansion
into new market verticals

Pipeline supports H2 growth...

ADVANCE



Three new FM50 NATO customers

13 countries now supplied under agreement



UK MOD

Orders under the new 4-year General Service Respirator contract



Four NATO nations funding Ukraine programs

FM50 and C50 orders deployed into Ukraine.



Australian FM54 contract

First deliveries under new deployment contract



Long term defence programme

Up to £10m, 6-year contract



US DOD spares & accessories

Continued good demand



... with additional DOD orders expected in H2

MITR enables entry into the non-CBRN market

ADVANCE

MITR ADDRESS CAPABILITY GAP

Safety Goggles, Dust Masks & FFP/N95

Low-level, non-lethal agents and particle protection (virus, bacterial)

CAPABILITY GAP

MITR™ – Modular Integrated Tactical Respirator

Lethal, non-lethal agents and particle protection (tear gas, fentanyl, lead backwash, fuel fumes, concrete dust)

Full Face Respirators, PAPR & SCBA

Highly lethal agents (GB, HD, VX)

Low cost
Low protection
Hard to integrate

High cost
High protection
High burden



MITR-PG1

- Powered air goggle
- De-fogging capability
- Helmet and respirator integration



Harness System

- Can be worn on its own, under a helmet (if rails are not an option) or baseball cap

Left/right filter configuration

- Uncompromised weapon sighting

Helmet attachment

- Rapidly donned/doffed, without compromising protection of head
- Does not require chin strap extender

Low profile design

- Integration with other tactical equipment

Lightweight and easy to carry

- Compact fits in gear pouch
- Can be rapidly deployed

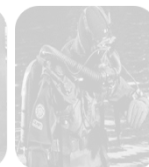
- Secured US DoD Enhanced Bio-Defense Respirator (ENBD) Program of Record
- Commercial launch of MITR half-mask complete and early sales secured
- Supply contracts with Five Eyes special forces

CBRN Respiratory

Non-CBRN Respiratory

Integrated CBRN

Underwater Respiratory



... with early supply contracts secured

Innovation in integrated CBRN protection...



EXOSKIN-S1 (1/4 Zip)

Fully integrated ensemble includes:
50 Series Respirator, Exoskin-S1 Suit (1/4 Zip),
Exoskin-G1 Gloves and Exoskin-B1 Boots



EXOSKIN-S1 (Full Zip)

Fully integrated ensemble includes:
50 Series Respirator, Exoskin-S1 Suit (Full Zip),
Exoskin-G1 Gloves and Exoskin-B1 Boots



ALTERNATIVE SUIT TYPES (Full Zip)

Non integrated ensemble includes:
Respirator, Suit (Full Zip), CBRN Gloves
and CBRN Boots



SUIT COMPARISON (1/4 Zip & Full Zip)

Illustration shows typical protection levels
of a complete protective system during a
'Man In Simulant Test' (MIST)

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- Eight nations secured in NATO CBRN boots and gloves framework
- Secured US DoD ASPIRE HMI (Hood-Mask Interface); three individual programs of record
- Strong pipeline following EXOSKIN CBRN suit launch

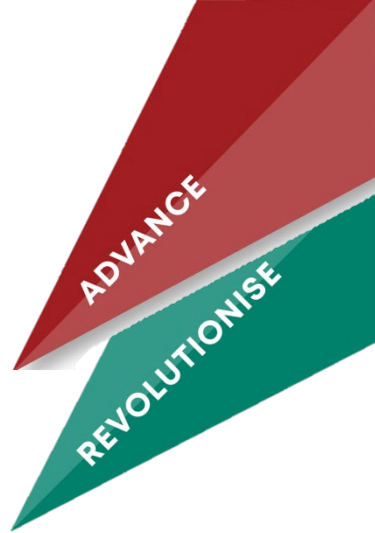


... is accelerating medium term growth

ADVANCE
REVOLUTIONISE

Continued success with rebreathers...

- Secured Canadian Navy supply contract plus two additional European NATO Navies
- Strong pipeline for additional NATO nations and export opportunities
- Substantial support and aftermarket business



... building a long-term business model

Strong order book . . .

ADVANCE



Next Generation IHPS

\$74m orderbook from
US Army



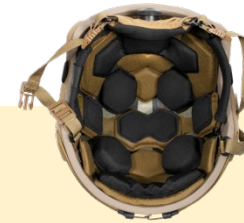
ACH Gen II

\$59m orderbook
from US Army



NAVAIR

New \$2m order for
bump helmets for
US Navy



Pads

\$7m orderbook



Commercial helmets

\$8m orderbook,
lead time reduced

. . . supports future growth

New RIFLETECH helmet...

Unique Selling Features

Elite Level III Rifle Performance

Optimal no-through hole ballistic integrity

Improved comfort, lightweight design

Premium stability, best in class protection-to-weight ratio

Integrates with Avon Protection MITR™ - M1 Half Mask

TEAM WENDY® RIFLETECH™



ADVANCE

... to help accelerate commercial & international growth

Developing helmets of the future...

REVOLUTIONISE

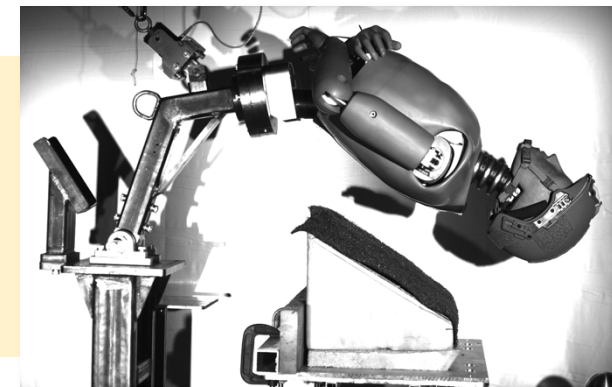


Enhanced comfort & cooling

from novel 3D pad structures integrated into RIFLETECH

Traumatic Brain Injury (TBI) mitigation:

Progressing R&D contracts to advance the ability to predict brain injury against ballistic, blunt impact and blast threats



... leaders in TBI research

On track to deliver target margin range of 14-16% . . .

	Revenue growth		Margin		ROIC		Cash conversion		Leverage
FY 2024	12.2%		11.5%		13.7%		158%		0.91x
LTM	10.1%		12.5%		16.3%		110%		0.99x
Medium-Term (by 2027)	At least 5% CAGR		14-16%		> 17%		80-100%		1-2x

. . . a year ahead of original expectations

Risks and opportunities . . .

Risk update:

- Operational execution risks, mostly in Team Wendy as we ramp up volumes
- US tariffs and government efficiency (DOGE)

Opportunity update:

- US tariffs
- International helmet growth

. . . execution remains our biggest risk in FY25

Avon continues to deliver . . .

**Improving our
businesses fast**

**Transformation
on track**

**Growing
markets**

**Business System
to deliver strong
growth and
return on capital**

**. . . confident we will achieve our
medium-term targets in 2026**

QUESTIONS



AVON TECHNOLOGIES PLC

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WENDY



APPENDIX

AVON TECHNOLOGIES PLC

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 **TEAM
WENDY®**

We are the world leader in mission-critical protection . . .

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CBRN
Respiratory
Protection



Non-CBRN
Respiratory
Protection



Integrated
CBRN
Protective Wear



Underwater
Respiratory
Protection

\$145.6m 2024 revenue

450+ employees

3 sites



key customers



Ballistic helmets



Bump helmets



Liner & retention
systems

\$129.4m 2024 revenue

450+ employees

2 sites



key customers

**. . . for Armies, Navies, law enforcement
& first responders**

A best-in-class product portfolio...

- 1 Best in class product range
- 2 Long-term, sole-source, multi-year contracts
- 3 Broadening user-base driven by changing threat landscape
- 4 Expanding product portfolio
- 5 High-growth Underwater Rebreather business

AVON
PROTECTION

Sustainable
revenue growth

Strengthened
financial & operational
discipline



... underpinned by strong recurring revenue streams

Leading commercial and international opportunity...

- 1 Multi-year contracts secured
- 2 Strong DOD order book
- 3 Large commercial market opportunity
- 4 Leading technology
- 5 Expanding product portfolio



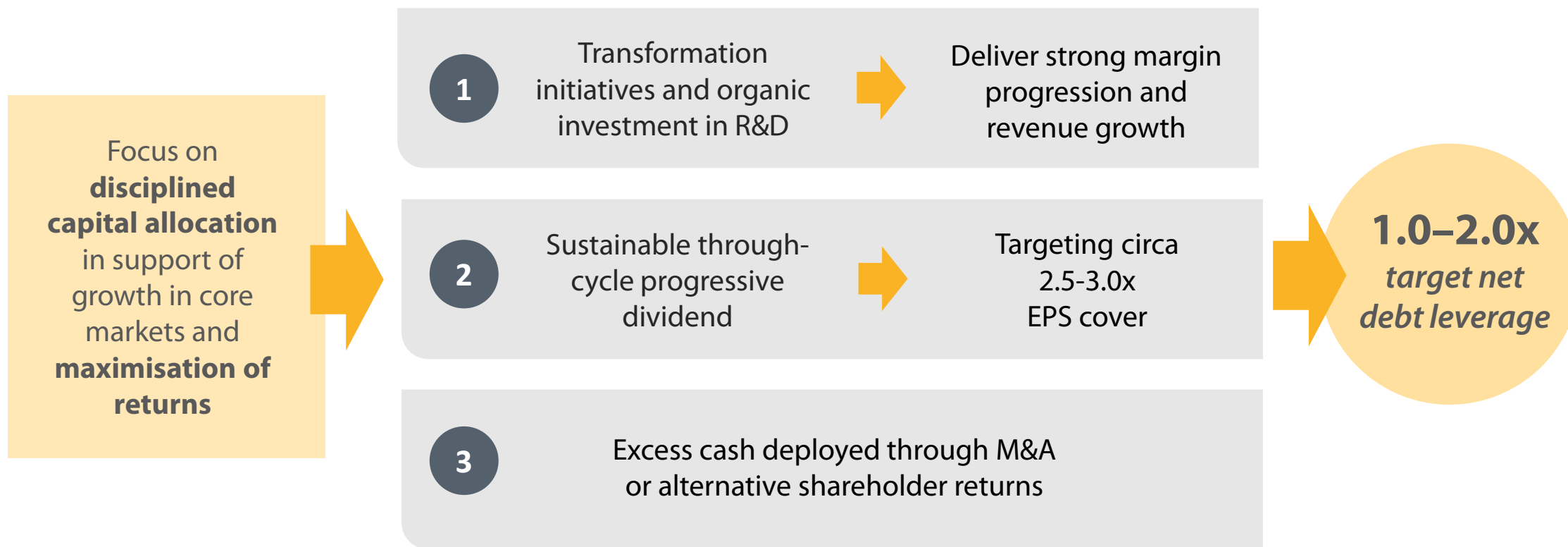
Strong order book with focus on execution

Improved margin delivery



... with significant growth opportunities

Capital allocation model reflects net debt position . . .



. . . effective capital deployment driving compounding EPS growth

Strengthen through CI . . .

Safety — Always striving to make our work place a safer place to work

Quality — Reduce scrap and re-work by more than 60%

Delivery — Radically reduce lead times and improve on time delivery

Inventory — Grow while freeing up significant cash from inventory by seeing turns of >5x

Productivity — Reduce costs by improving productivity by 35%



Secure jobs in a growing business



A safe environment



A chance to learn and grow skills and value



Create an opportunity for employees to share in the wealth we create

**. . . driving improved operating metrics
and happy employees**

Our mission is to provide unparalleled protection for those who protect us . . .

#FIERCE
about Protecting Lives

Fearlessness

We seize opportunities and take calculated risks.

Integrity

We do what's right; using good judgement to ensure we always do things we can be proud of.

Excellence

We passionately strive to protect life through innovative solutions, people and processes.

Resilience

No matter the circumstances, we exhibit a will to win.

Collaboration

We believe in the power of teams, across the business and with our customers, to become stronger.

Execution

We have fun, are high impact and are empowered to make a difference.

. . . keeping us on track

Abbreviations

50 Series	Range of masks based on the technology of the M50 mask system
ACH GEN II	Second-generation Advanced Combat Helmet
ADF	Australian Defence Force
APR	Air purifying respirator
CAGR	Compound annual growth rate
CBRN	Chemical, Biological, Radiological, Nuclear
CE	Conformité Européene
DOD	U.S. Department of Defense
EMEA	Europe, Middle East, and Africa
FY	Financial year
GSR	General Service Respirator for the UK MOD
H1/H2	First half of the financial year (October – March) / Second half of financial year (April – September)
HMI	Hood Mask Interface
ITAR	International Traffic in Arms Regulation
KPIs	Key Performance Indicators
LTP	Lightweight Tactical Polymer
MITR	Modular Integrated Tactical Respirator

MOD	Ministry of Defence
NATO	North Atlantic Treaty Organization
NAVAIR	Naval Air Systems Command
NG IHPS	Next Generation Integrated Head Protection System
NIOSH	National Institute for Occupational Safety and Health
NSPA	NATO Support and Procurement Agency
OKR	Objective and Key Result
PAPR	Powered Air Purifying Respirator
ROIC	Return on invested capital
SAR	Search and rescue
SBU	Strategic Business Unit
SCBA	Self-contained breathing apparatus
SWIP	Standard Work In Progress
TBI	Traumatic brain injury
TBIM	Traumatic brain injury mitigation
TW	Team Wendy
TWC	Team Wendy Ceradyne
WIP	Work in progress

Technical Guidance

	FY23 \$m	FY24 \$m	FY25 guidance \$m
Research and development expenditure	10.2	11.4	13-15
Of which customer funded	1.2	1.6	2-3
Group expenditure	9.0	9.8	11-12
Capitalised development costs	3.1	-	1-2
Expensed research & development costs	5.9	9.8	10-11
Other capital expenditure	7.9	11.2	8-10
Total capital expenditure	11.0	11.2	9-12
Amortization of acquired intangibles	6.3	6.2	5.7
Adjusted depreciation, amortisation and impairment	14.5	11.8	12
Adjusted interest	7.2	6.3	5
Effective tax rate on adjusted profit	14%	17%	21-23%
1 cent increase in £:\$ FX rate increases annual revenue by			~\$0.2m
1 cent increase in £:\$ FX rate decreases annual operating profit by			~\$0.2m

Pension contributions	£m
H2 25	2.2
FY26	4.7
FY27	5.1
FY28	5.6
FY29	5.2

Reported to adjusted reconciliation

	HY25 \$m	HY24 \$m
Statutory operating profit	6.2	2.6
Amortisation of acquired intangibles	2.9	3.1
Transformational costs	6.0	5.4
Acceleration of depreciation and amortisation – transformational	2.4	0.8
Adjusted operating profit	17.5	11.9

Avon Protection Portfolio

AIR PURIFYING RESPIRATORS (APR)



M50 – DOD MASK
The Military's Choice



FM50 – NATO MASK
The First Choice For Defence



C50
First Responder Respirator Mask



M53A1
One Mask, All Missions



FM53
The Multiple Mission Mask



FM54
Single Mask, Maximum Flexibility



HMK150
The Integrated Riot Control System



PC50
Entry Level, Non-CBRN Solution



FM12
Tried and Trusted Worldwide



FM51
Combat Vehicle Mask



M69
The Aircrew Mask



MITR
Low-burden respirator & positive pressure goggle

CBRN BOOTS & GLOVES



EXOSKIN-B1
High Traction CBRN Boots



EXOSKIN-G1
Tactile CBRN Gloves

CBRN SUIT



EXOSKIN-S1
Low-burden, high performance CBRN suit

POWERED AIR PURIFYING RESPIRATORS (PAPR)



AVON EZAIR
CBRN Breath Assist Powered Unit



CS-PAPR
Combination System Powered Air Purifying Respirator



MP-PAPR
Multi-Position Powered Air Purifying Respirator

SELF-CONTAINED BREATHING APPARATUS (SCBA)



ST50
The SCBA for Corrections



ST53
Versatile Protection For Tactical Operations



ST54
Enhanced Multi-Mission Tactical Operator SCBA

ESCAPE DEVICES



NH15
Compact Escape Hood

THERMAL IMAGING



MI-TIC 320
Smallest Full Feature Firefighter Thermal Imaging Camera



MI-TIC E
Lowest Total Cost of Ownership Firefighter Thermal Imaging Camera



MI-TIC E L
Large Screen Firefighter Thermal Imaging Camera



MI-TIC S
Best-in-Class Feature Set Firefighter Thermal Imaging Camera

UNDERWATER SYSTEMS



CORE INTELLIGENT UNDERSUIT
Heated Undersuit



MCM100
Multi-Role Rebreather



XBS
External breathing system



BAILOUT
Supply of breathing gas

ACCESSORIES

FILTERS



FM61
Low profile CBRN filters



MILCF50
CBRN filters



VOICE PROJECTION UNIT
Best-in-class respiratory communications platform



OUTSERTS
Outserts and vision correction

Team Wendy Portfolio

SAR & ACC.



TEAM WENDY® SAR BACKCOUNTRY®
TEAM WENDY® SAR TACTICAL®



SAR COMFORT PAD REPLACEMENT KIT
SAR VISOR



SAR SOLAS REFLECTIVE KIT
SAR VISOR REPLACEMENT HARDWARE KIT



SAR REPLACEMENT VENT COVERS
SAR BACKCOUNTRY HELMET RAIL KIT

EPIC BALLISTIC

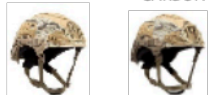


TEAM WENDY® EPIC™ RESPONDER
TEAM WENDY® EPIC™ PROTECTOR
TEAM WENDY® EPIC™ SPECIALIST

EXFIL BUMP & ACC.



TEAM WENDY® EXFIL® LTP
TEAM WENDY® EXFIL® CARBON



EXFIL® LTP RAIL 3.0 HELMET COVERS
EXFIL® CARBON RAIL 3.0 HELMET COVERS



EXFIL® CARBON / LTP HELMET COMFORT PAD REPLACEMENT KIT
EXFIL® CARBON / LTP RAIL 3.0 RETROFIT KIT

RIFLETECH



TEAM WENDY RIFLETECH

EXFIL BALLISTIC & ACC.



TEAM WENDY® EXFIL® BALLISTIC
TEAM WENDY® EXFIL® BALLISTIC SL



EXFIL® BALLISTIC MANDIBLE
EXFIL® BALLISTIC / SL RAIL 3.0 HELMET COVERS



EXFIL® BALLISTIC EAR COVERS
EXFIL® BALLISTIC VISOR



EXFIL® BALLISTIC RAIL 3.0 RETROFIT KIT
EXFIL® BALLISTIC / SL COMFORT PAD REPLACEMENT KIT



EXFIL® BALLISTIC / SL TOUCH-UP PAINT PEN



EXFIL® BALLISTIC / SL TOUCH-UP SPRAY PAINT KIT

AFTERMARKET PAD SYSTEMS



CLOUDLINE® SYSTEM



EPIC® LINER SYSTEM



ZORBIUM® ACTION PAD (ZAP™) SOF LINER SYSTEM



EPIC® LINER COMFORT PAD REPLACEMENT KIT



VELCRO® BRAND HOOK DISKS



EPIC AIR® LINER SYSTEM



ZORBIUM® ACTION PAD (ZAP™) 7-PAD NSN LINER SYSTEM



ZORBIUM® ACTION PAD (ZAP™) AIRBORNE PAD



EPIC AIR® LINER COMFORT PAD REPLACEMENT KIT

NG IHPS



NEXT GENERATION INTEGRATED HEAD PROTECTION SYSTEM

COMBAT RETENTION SYSTEM



CAM FIT™ RETENTION SYSTEM



CAM FIT™ H-BACK RETENTION SYSTEM



TEAM WENDY® STANDARD CHINSTRAP



CAM FIT™ CHINSTRAP EXTENDER



CAM FIT™ REPLACEMENT HARDWARE KIT

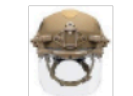


CAM FIT™ ARC RAIL HARDWARE KIT



CAM FIT™ ECH HARDWARE KIT

EXFIL BRAND ACCESSORIES



EXFIL® FACE SHIELD



EXFIL® COUNTERWEIGHT KIT



EXFIL® PELTOR™ HEADSET ADAPTERS FOR RAIL 2.0 HELMETS



EXFIL® OXYGEN MASK STRAP KIT



EXFIL® PELTOR™ BOOM MIC ADAPTER



EXFIL® PELTOR™ QUICK RELEASE ADAPTER BACK PLATES



EXFIL® ALL-TERRAIN MANDIBLE



EXFIL® MARITIME LINER SYSTEM



EXFIL® RAIL 2.0 ACCESSORY KIT



EXFIL® W SPACER PLATE KITS



EXFIL® PICATINNY QUICK RELEASE RAIL ADAPTERS

UNIVERSAL ACCESSORIES



M-216™ PICATINNY QUICK RELEASE RAIL ADAPTER



EXF BALACLAVA



ESS PIVOT™ RAIL MOUNT



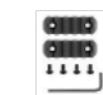
TEAM WENDY® TRANSIT PACK BY MYSTERY RANCH®



SHROUD HEADLAMP ADAPTER



SHROUD ACTION CAMERA ADAPTER



MAGPUL® MOE® 5-SLOT MOUNTING KIT



SHOCK CORD KIT



PRINCETON TEC® CHARGE MPLS HELMET LIGHT MOUNT



PRINCETON TEC® VIZZ II MPLS HEADLAMP



TEAM WENDY® RADIO RIG



ESAPI NON-BALLISTIC TRAINING PLATE



Kaizen, Kaizen, Kaizen!

AVON TECHNOLOGIES PLC

AVON
PROTECTION

TEAM
WENDY

Kaizen: LTP Helmet assembly line optimisation

One Piece Flow

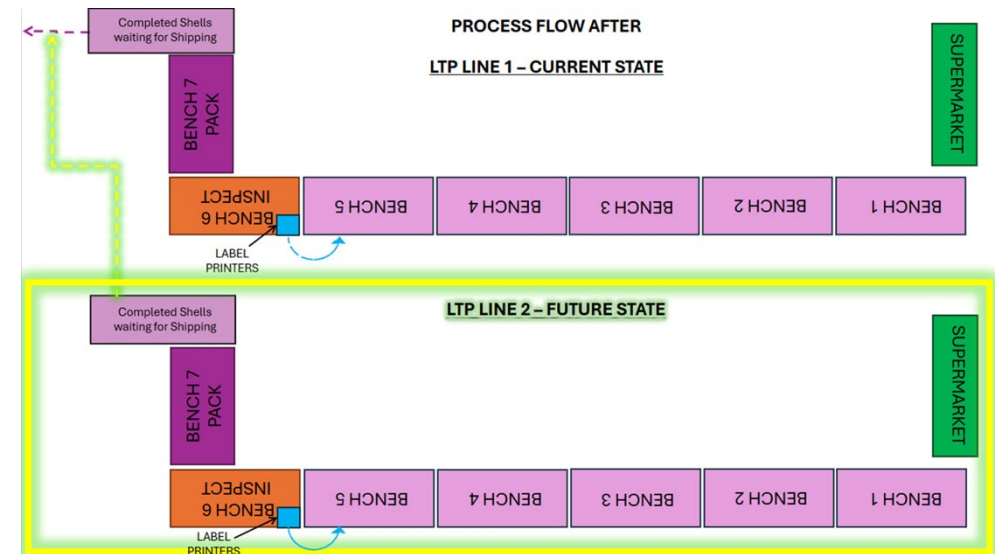
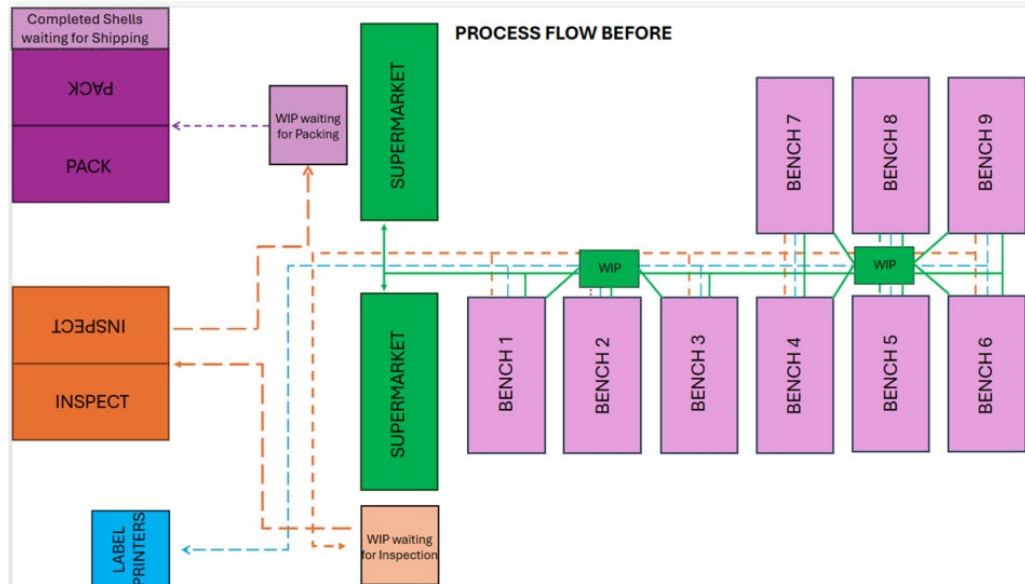
Before:

High Work In Progress, batch processes, quality inspection still done in batches, lack of Standard Work



After:

Quality now built into process as part of flow, WIP reduced from 532 shells to 56, footprint reduced by 52%, created Standard Work



... customer lead time decreased from 2 days to 17 minutes

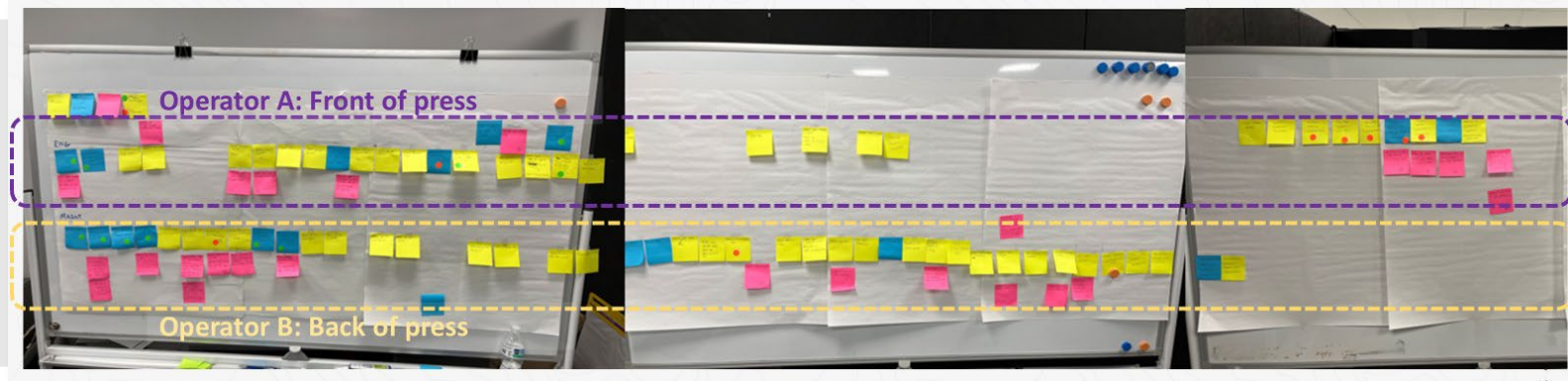
Kaizen: Vertical press tool changeover

Single Minute Exchange of Die (SMED)

Improving operational availability by eliminating loss due to shutdowns, reduce lot size and inventory

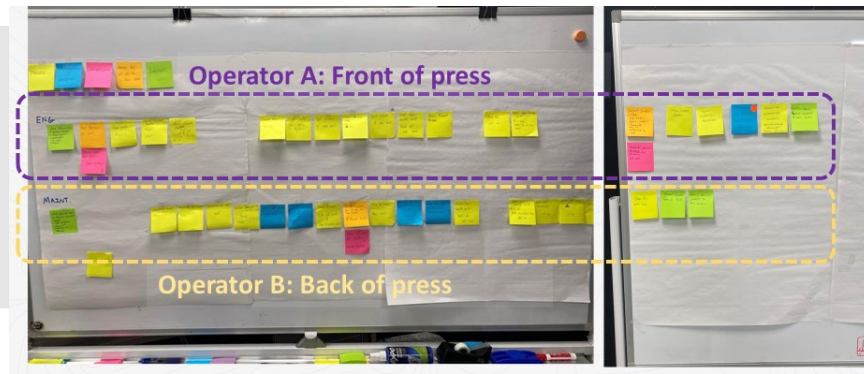
Before:

Tool change over time 93 minutes per press, 12 presses means 18.6 hours of lost production time for every tool changeover



After:

Tool change over reduced by 71% to 26 minutes per press, operators moving 96% less per day, 50% reduction of process steps



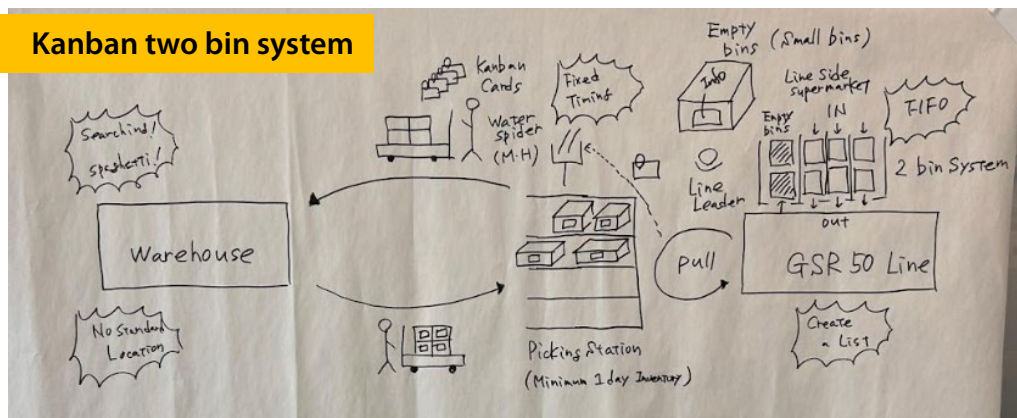
... 13.4 hours of time saved for complete tool changeover

Kaizen: UK GSR line replenishment

Kanban and Water Spider

Water Spider: Someone who refills production lines on the shopfloor with supplies, tools and resources needed.
 Aim to decrease variation in production and maintain uninterrupted workflow.

Kanban two bin system



Kanban card example

MAVS	GSR MASK BUILD	
	HGRI	Image
	603495	
	Main Exhale Nut	
	KANBAN LEVEL: 120	ORDER QTY: 120

Before:

- Hoppers encouraged high inventory levels
- Access for team restricted by boxes
- Total value on line £9,130
- 1 hour 10 minutes to restock 13 products on line
- 142m travelled



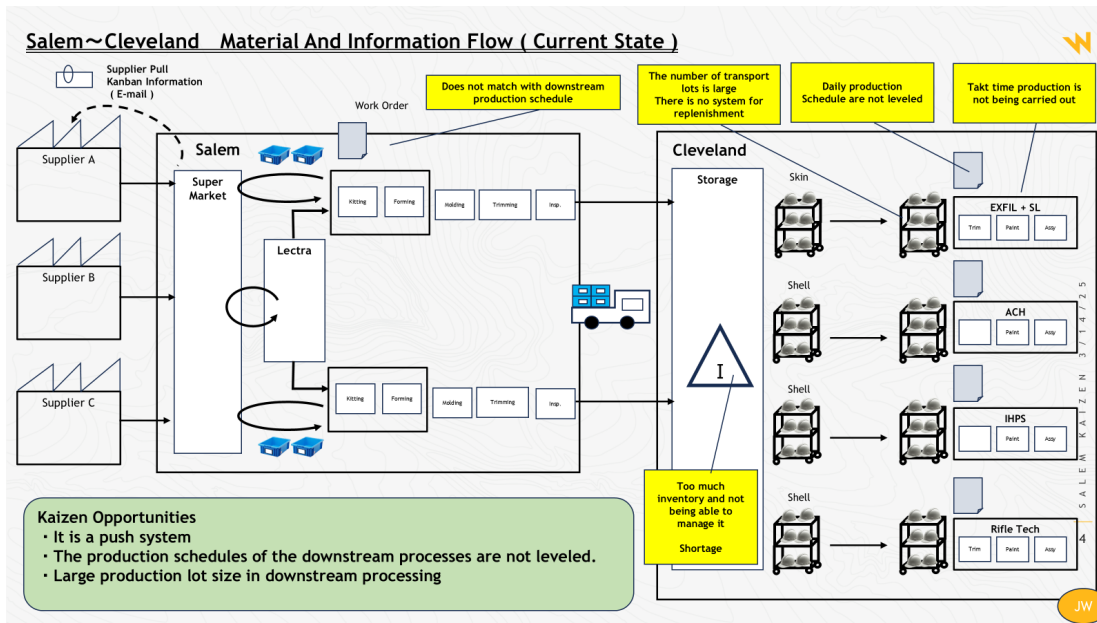
After:

- Kanban system introduced
- Two bin system ensures no more than two shift worth of parts, max value on the line £6322
- 50 minutes saved
- Distance travelled reduced by 102m

... 50 minutes per day saved on collecting parts and

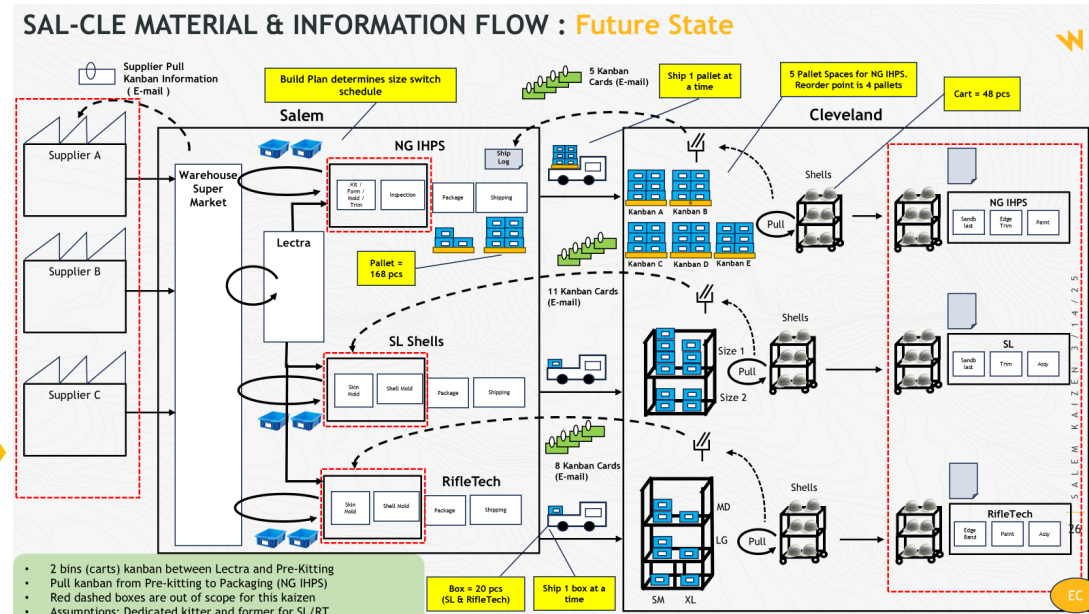
Kaizen: Salem & Cleveland - intercompany orders

Value Stream Mapping



Before:

Lack of scheduling led to too much inventory between factories



After:

Value stream mapping introducing kanban cards

... total inventory reduction \$2m

Kaizen: Gloves line optimisation

Value Stream Mapping & Standard work

Standard Worksheet

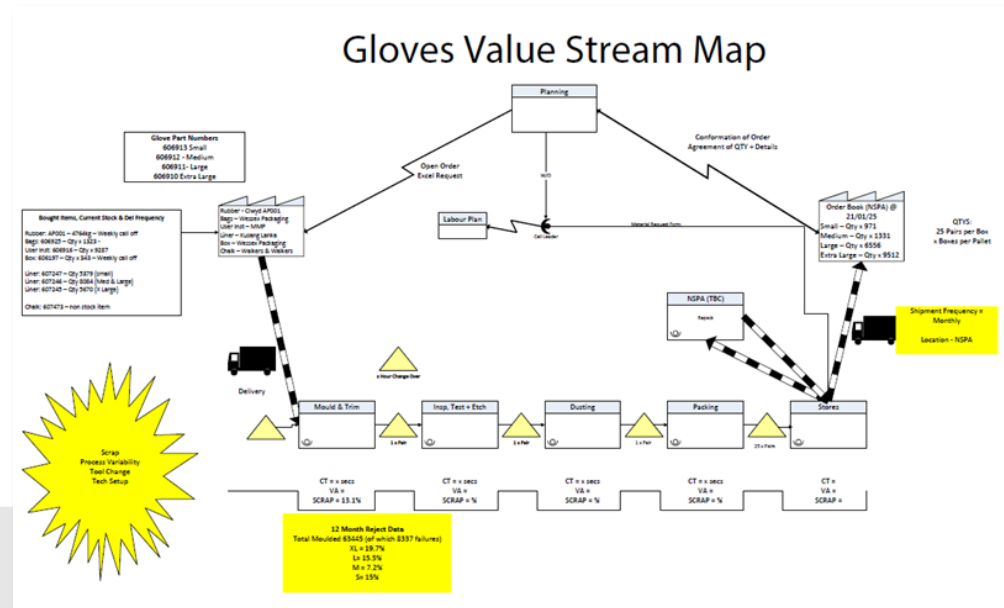
Standard Process Flow Chart		Time (secs)			Work Flow Diagram
Step No.	Work Steps	Time Manual	Time Auto	Time Walk	
PPE: Safety Glasses, Earplugs, Steel Toed Shoes/Boots					
1	De mould, spray and clean tool	77	44		<pre>graph TD; Press[Press] --> Operator((Operator)); Operator --> Table[Table]; Operator <--> IT[Inflation Tester]; Table --> Box[Box]; Table --> Labelling[Labelling]; Table --> VM[Vacuum Machine]; Table --> Packing[Packing]; IT --> DC[Dusting Chamber]; DC --> Box; DC --> Labelling; DC --> VM; DC --> Packing;</pre>
2	Initiate machine cycle	2			
3	Machine run		456		
4	Glove 1- Trim, Inspect & load inflation tester	55			
5	Test 1		105		
6	Glove 2 - Time, inspect, remove glove 1 & load inflation tester	116			
7	Test 2		105		
8	Dust	16			
9	Pack	45			
10	Vacuum packing machine		25		
11	Label & box	5			
Sub-Total (min)		43.36	0.0		

Before:

Root cause analysis conducted on rejects:
26% rejects.
Up to 3 shifts lost with tool cleaning every 2 weeks.

After:

Created optimised layout, flow & build quality into the line moved to supplier kanban system with weekly deliveries to reduce wastage and inventory. Implemented Standard Work. Reduced frequency of tool cleaning by changing cleaning method. 50% reduction in rubber inventory.



... 96% Right First Time

Kaizen: Rubber mould servicing

Standard work



Before:

No standard servicing process, moulds must be stripped, brought back to maintenance, cleaned and refitted, currently takes 6.42 hours including reheating the mould



Part No. / Name	STANDARD MOULD CLEAN	Process Name:	Date:	QTY. PER SHIFT:	HAND WORK
			Section:	TAKT TIME:	MACHINE TIME
No.	WORK ELEMENT	ELEMENT TIME (PER/SEC)			WALKING
		HAND WORK	MACH-INE	WALK-ING	
					131.93 Minutes
	PICK UP MOULD FROM FLOOR	51			
	COLLECT TROLLEY FOR MOULD PIECES	22			
	STRIP MOULD	300			
	TROLLEY TO MOULD CLEANING	20			
	MOULD CLEANER SET UP	115			
	CLEAN FIRST CHEEK PIECE	535			
	CLEAN SECOND CHEEK PIECE	471			
	TAPE OFF CHEEK PIECES	1278			
	SHOT BLAST CHEEK PIECES	215			
	REMOVING TAPE FROM CHEEK PIECES	780			
	CLEAN VISOR	600			
	CLEAN NOSECAP	206			
	CLEAN EJECTORS	277			
	CLEAN INNER HALVES	925			
	CLEAN CORE	509			
	CLEAN OUTER HALVES	1512			
	TROLLEY TO ENDS	120			
	TOTAL MINUTES	131.93			
	TOTAL HOURS	2.20			
					131.93 Minutes

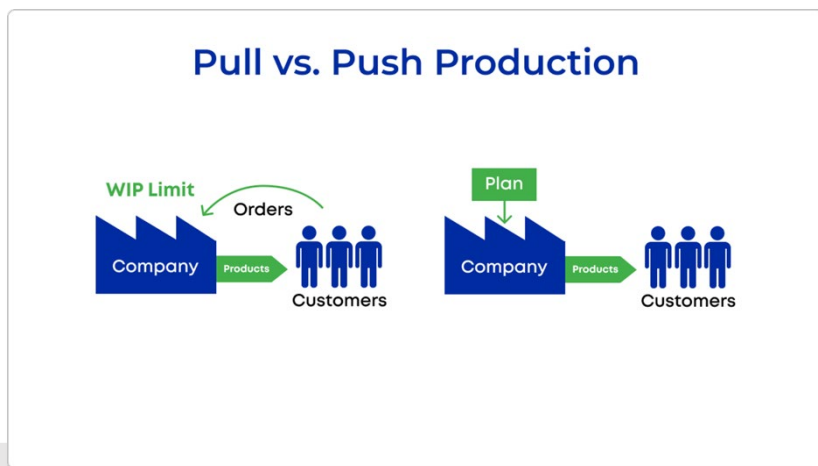
After:

- Investigated alternative cleaning including laser cleaning and shot blasting within the press
- Standard work for mould changes introduced and dedicated toolboxes added next to each press
- Reduced mould cleaning process by 4 hours 7 minutes – 63% reduction – aiming to reduce to under 1 hour

... 4 hours saved for every mould cleaned

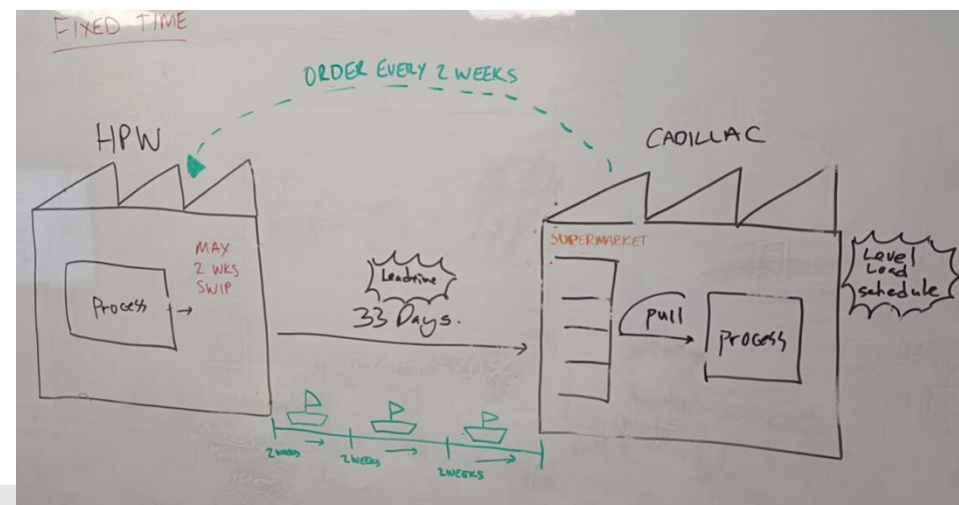
Kaizen: intercompany HPW and Cadillac

Pull system using Kanban



Before:

- High cost of air freight (4-8x more expensive than by Sea) between sites on a push system, making on forecast, not on orders. Currently 90% of orders sent on air freight.
- Products being double handled sending back and forth between US and UK



After:

- Moved to a pull system to replenish when stock hits minimum buffer level. (Fixed time Kanban)
- Double handling: \$20k air freight saving, further \$26k saving opportunity identified by sourcing locally
- Removed 23 touch points across round trip process saving of 526 hours, \$17,000 pa

... 30-35% estimated saving in overall internal freight