

A close-up, low-angle shot of a person wearing a dark tactical helmet with a large, clear visor. The person is also wearing a communication device on the side of the helmet. The background is dark, and the lighting is dramatic, highlighting the textures of the gear. A yellow geometric shape is visible in the top left corner.

# **A STRONG FIRST HALF: TRANSFORMATION GAINING MOMENTUM**

**2024 INTERIM RESULTS**

**21 May 2024**

**AVON PROTECTION PLC**

# An excellent start to the year . . .

**Strong H1  
performance**

**Excellent  
strategic  
progress**

**Operational  
KPIs  
improving**

**Order book  
and pipeline  
expanding**

**Gaining  
momentum**

**. . . improved outlook for FY 2024**

# A reminder of our new business unit names:



**AVON PROTECTION PLC**





Respirators & Accessories



Powered & Supplied Air



CBRN Protective Wear



Rebreathers



Ballistic Helmets



Bump Helmets



Liner & Retention Systems

**\$156.9m** 2023 revenue

**500+** employees

**3** sites





key customers

**\$86.9m** 2023 revenue

**400+** employees

**3** sites





key customers

... the world leader in mission-critical protection

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# All financial KPIs improving ...

Closing order book

**\$199.0m**

(HY23: \$144.7m)

**+37%**

Revenue

**\$127.1m**

(HY23: \$101.6m)

**+24%**

Adjusted operating profit

**\$11.9m**

(HY23: \$8.9m)

**+40%**

Adjusted basic EPS

**22.3c**

(HY23: 15.3c)

**+59%**

Cash conversion

**155%**

(HY23: -91%)

Leverage

**1.69x**

(HY23: 2.58x)

**... lots still to do**

# H1 2024 highlights

Continuing operations	HY24 \$m	HY23 \$m	▲	CC* ▲
Orders received	190.3	125.4	51.8%	50.3%
Closing order book	199.0	144.7	37.5%	37.1%
Revenue	127.1	101.6	25.1%	24.2%
<b>Adjusted operating profit</b>	<b>11.9</b>	<b>8.9</b>	<b>33.7%</b>	<b>40.0%</b>
<i>Adjusted operating profit margin</i>	9.4%	8.8%	60bps	110bps
Adjusted net finance costs	(3.1)	(3.2)	(3.1%)	(3.1%)
Adjusted profit before taxation	8.8	5.7	54.4%	66.0%
Adjusted taxation	(2.1)	(1.1)		
<b>Adjusted profit</b>	<b>6.7</b>	<b>4.6</b>		
Adjusted basic earnings per share	22.3c	15.3c	45.8%	59.3%
Interim dividend per share	7.2c	14.3c	(49.7%)	

**Strong order intake** driven by DOD helmet programmes and rebreathers for German Navy

**Record order book** of \$199m

**Revenue up 24%**, with growth in Team Wendy offsetting expected modest decline in Avon Protection

**Improved adjusted operating profit margin**, largely driven by operational gearing within Team Wendy

**Dividend rebased** in line with new capital allocation policy focused on organic investment and debt reduction

... on track for a year of strong progress

\*Constant currency change

# Avon Protection

	<b>HY24</b>	<b>HY23</b>	
	<b>\$m</b>	<b>\$m</b>	<b>▲</b>
Orders received	87.0	82.3	5.7%
Closing order book	55.5	73.9	(24.9%)
Revenue	67.3	68.5	(1.8%)
<b>Adjusted operating profit</b>	<b>11.1</b>	<b>13.6</b>	<b>(18.4%)</b>
<i>Adjusted operating profit margin</i>	<i>16.5%</i>	<i>19.9%</i>	<i>(340bps)</i>

**Strong order intake** including key wins with Swedish Police and German Navy rebreather order

**Decrease in order book** due to a number of large one-off orders in hand at HY23

**Revenue slightly down**, with an expected decrease in U.S. DOD filter and accessories sales offset by an increase in the U.K. & International market

**Margin decline** reflects lower levels of overhead absorbed into inventory and higher expensed R&D costs

**H2 revenue expectations unchanged:**  
Modest decline vs last year

... strong order intake during H1



# Team Wendy

	<b>HY24</b>	<b>HY23</b>	
	<b>\$m</b>	<b>\$m</b>	<b>▲</b>
Orders received	103.3	43.1	139.6%
Closing order book	143.5	70.8	102.7%
Revenue	59.8	33.1	80.7%
<b>Adjusted operating profit</b>	<b>0.8</b>	<b>(4.7)</b>	
<i>Adjusted operating profit margin</i>	<i>1.3%</i>	<i>(14.2%)</i>	<i>1550bps</i>

**Very strong order intake**, including receipt of \$36m NG IHPS and \$14m ACH Gen II orders

**Strong order book** provides good coverage for H2 and beyond

**Revenue growth** with NG IHPS at full run-rate and earlier than expected initial deliveries of ACH Gen II

**Margin improvement** largely from operational leverage

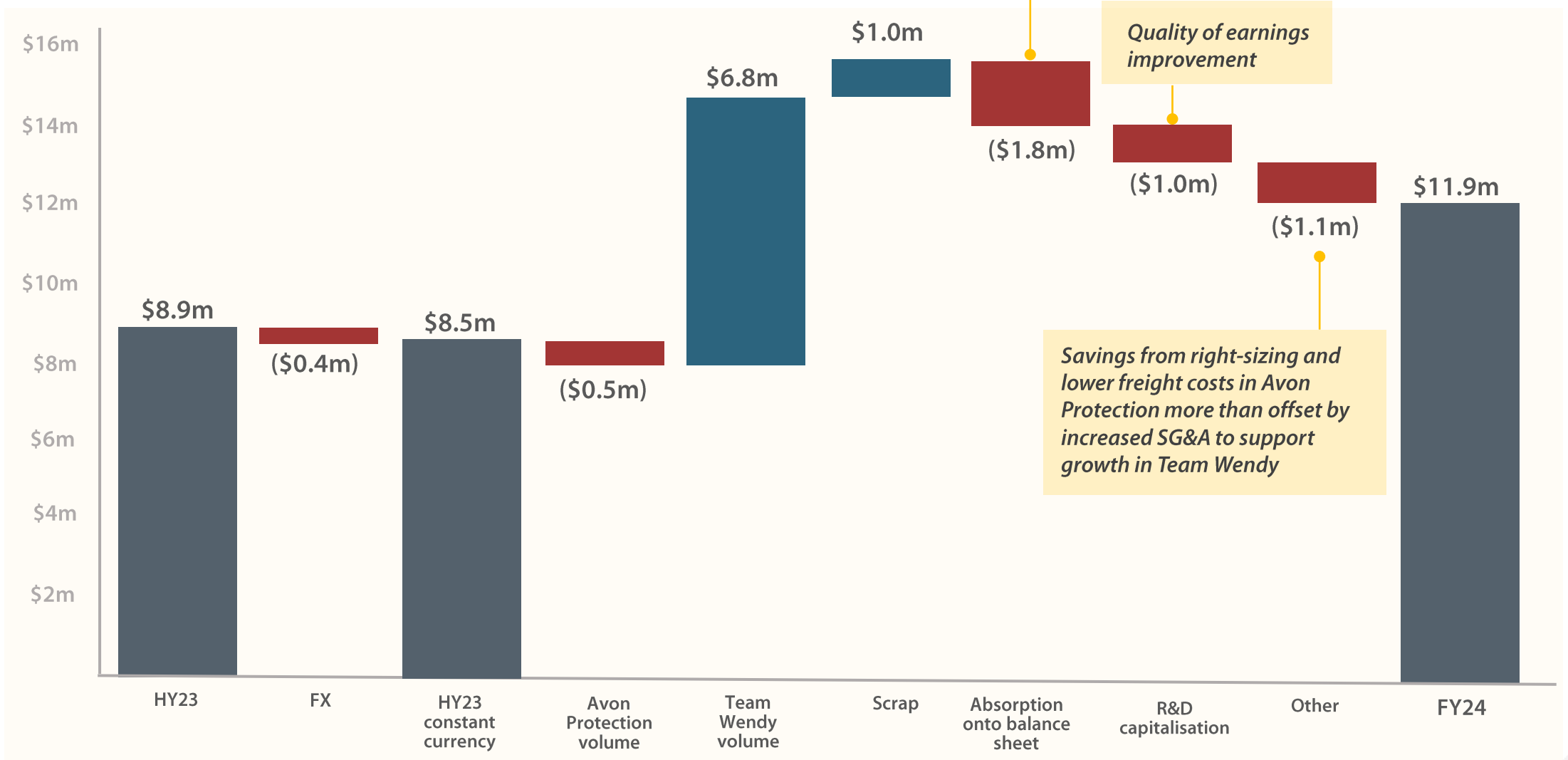
**Announced plans to consolidate Irvine, California** facility into other sites will drive structural margin improvement

**H2 revenue expectations unchanged:** growth comfortably > 10%

...excellent H2 order book



# Operating profit bridge



... operational gearing drives improved profitability

# Cash flow

	HY24 \$m	HY23 \$m
<b>Adjusted EBITDA</b>	<b>17.7</b>	<b>15.9</b>
Share-based payments and defined benefit pension scheme costs	1.5	1.2
Working capital and other adjustments	8.3	(31.6)
<b>Cash flows from continuing operations before exceptional items</b>	<b>27.5</b>	<b>(14.5)</b>
Transformational and restructuring costs paid	(4.1)	(1.2)
<b>Cash flows from continuing operations</b>	<b>23.4</b>	<b>(15.7)</b>
<b>Cash flows from discontinued operations</b>	<b>4.9</b>	<b>2.7</b>
<b>Cash flow from operations</b>	<b>28.3</b>	<b>(13.0)</b>
Payments to pension plan	(6.3)	-
Net finance costs	(2.7)	(2.9)
Net repayment of leases	(1.7)	(1.1)
Tax (paid)/received	(0.1)	3.9
Capital expenditure	(5.7)	(4.9)
Discontinued operation financing cash flows	-	(0.5)
Dividends to shareholders	(4.6)	(9.1)
<b>Change in net debt</b>	<b>7.2</b>	<b>(27.6)</b>
<b>Opening net debt, excluding lease liabilities</b>	<b>(64.5)</b>	<b>(44.2)</b>
<b>Closing net debt, excluding lease liabilities</b>	<b>(57.3)</b>	<b>(71.8)</b>

*Higher inventory turns & collection of outstanding FY23 receivables*

*Increase from transformational activities*

*Final Armour related cash receipts*

*Per deficit recovery plan. HY23 contributions prepaid in FY22.*

*Investment in ACH Gen II and boots and gloves capacity*

*Rebased dividend as announced in FY results*

*\$14m reduction in net debt*

**... significant improvement in closing net debt**

# Balance Sheet

	HY24 \$m	FY23 \$m	HY23 \$m
Intangible assets	133.8	139.2	168.1
Property, plant and equipment	37.7	35.8	37.1
Net other non-current assets	38.2	32.7	21.6
Inventories	56.4	54.4	82.3
Other current assets	44.8	58.6	36.3
Current liabilities	(41.2)	(35.7)	(41.1)
Net debt, excluding lease liabilities	(57.3)	(64.5)	(71.8)
Lease liabilities	(19.2)	(20.9)	(23.2)
Retirement benefit scheme	(50.7)	(40.2)	(16.5)
<b>Net assets</b>	<b>142.5</b>	<b>159.4</b>	<b>192.8</b>
<b>Leverage</b>	<b>1.69x</b>	<b>1.94x</b>	<b>2.58x</b>

*Improving inventory turns*

*Lower discount rate resulting from reduced corporate bond yields*

... successful refinancing of \$137m facility

# Transformation investments accelerated . . .

	Guidance at FY23 results:	FY24 guidance today:	FY24 CapEx (\$m)*	Duration from outset (months)
<b>Footprint optimisation</b>	5-6	10	1-2	30
<b>Operational excellence</b>	1	1		24
<b>Commercial optimisation</b>	1	0		24
<b>Functional excellence</b>	1	1		24
<b>Programme management excellence</b>	1	1		24
<b>Total FY24 investment</b>	<b>9-10</b>	<b>c.13</b>	<b>1-2</b>	

Total investment for originally identified transformation projects remains unchanged.

**Payback within 3 years**

\*CapEx guidance unchanged  
Transformation investments are recognised as exceptional

**. . . additional opportunities with strong payback potential**

# Strong first half performance . . .

Full year guidance:	Guidance today:	Guidance at FY23 results:
Revenue growth	c.10%	High single digit
Adjusted operating profit margin	10%	Approaching 10%
Transformation investment	c.\$15m	\$10-12m
Net Debt: EBITDA	<1.5x	Expected to reduce
Cash conversion	Over 100%	Over 100%

. . . driving improved full year outlook



Strong H1  
performance

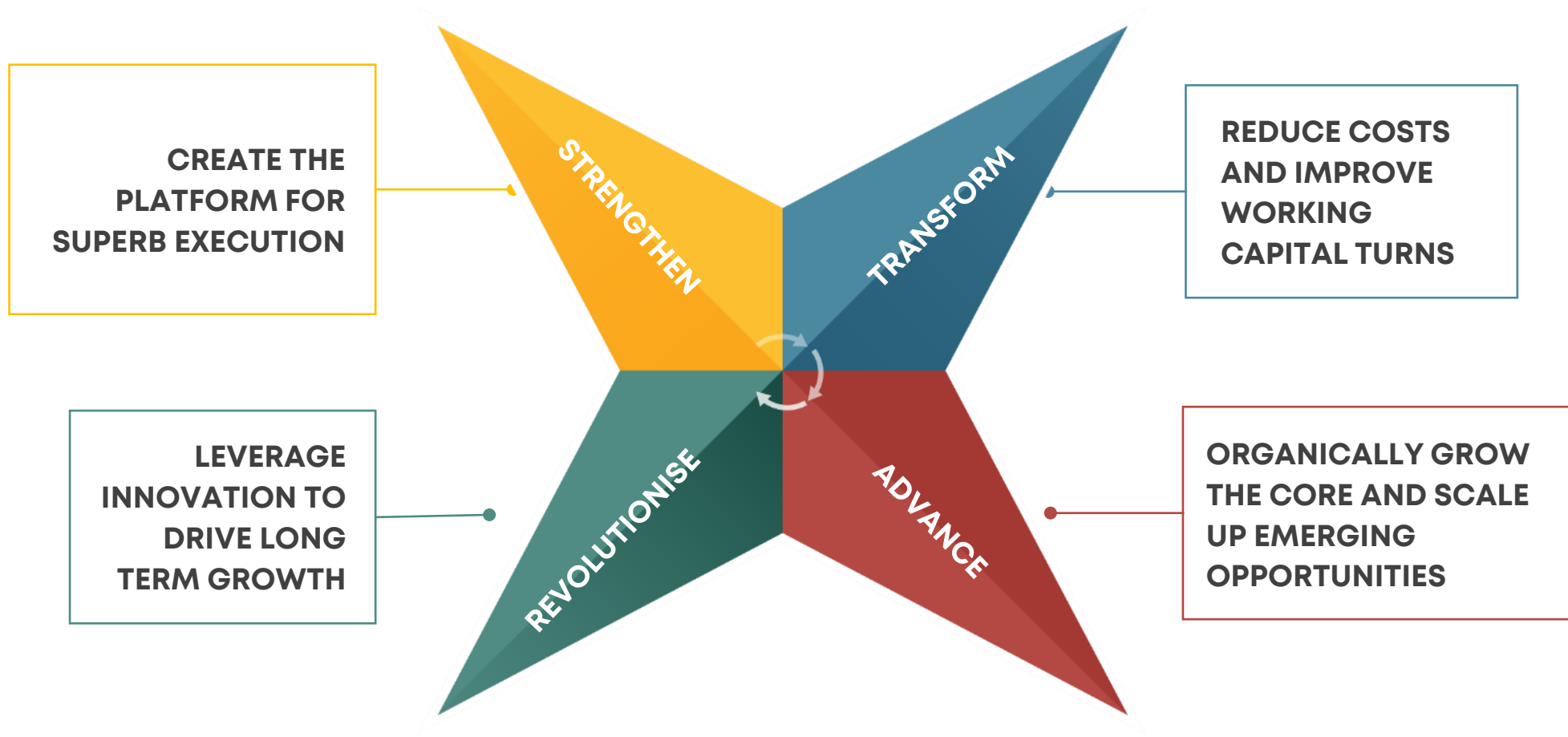
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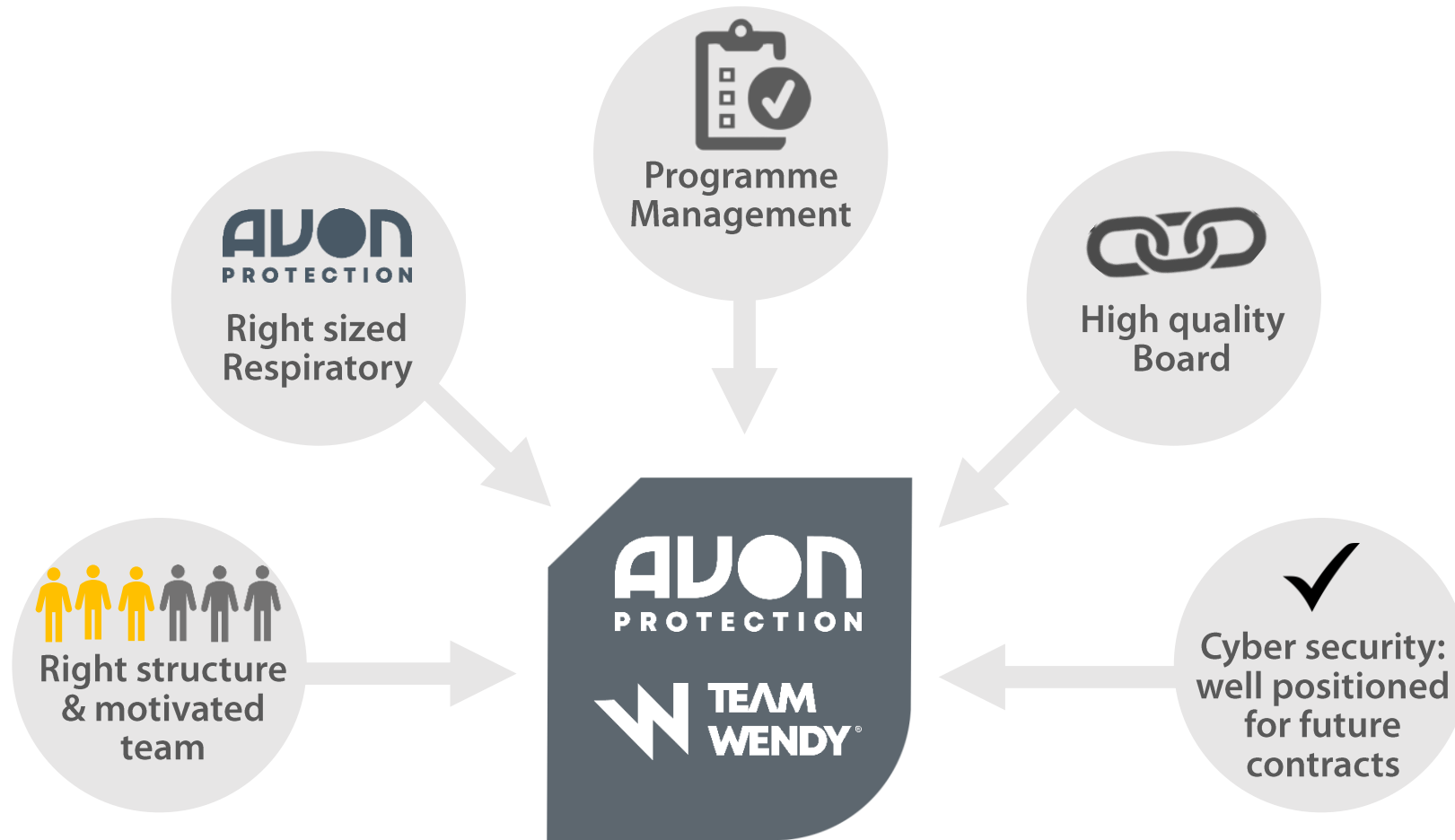
# Delivering our medium-term goals ...



... through our **STAR** strategy



# Strengthen: creating a fitter, stronger organisation . . .

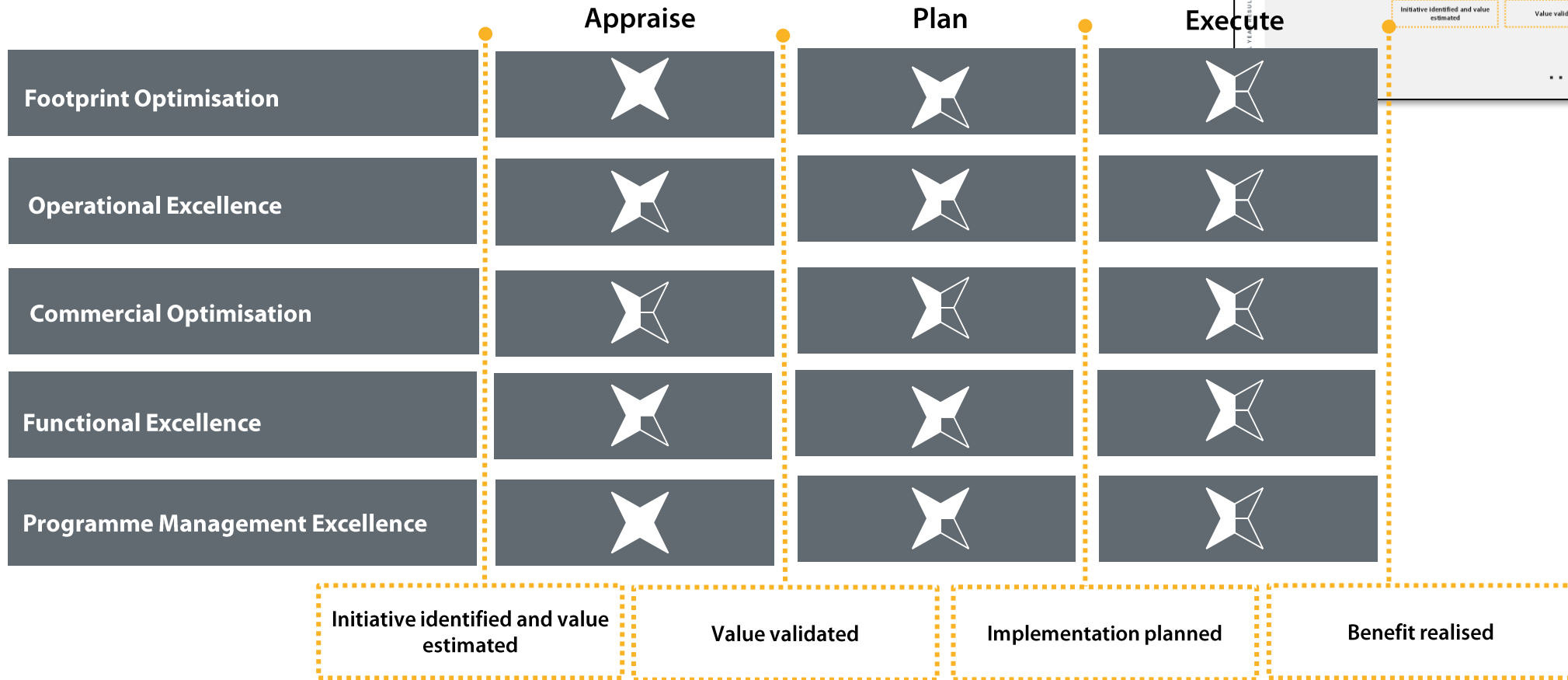
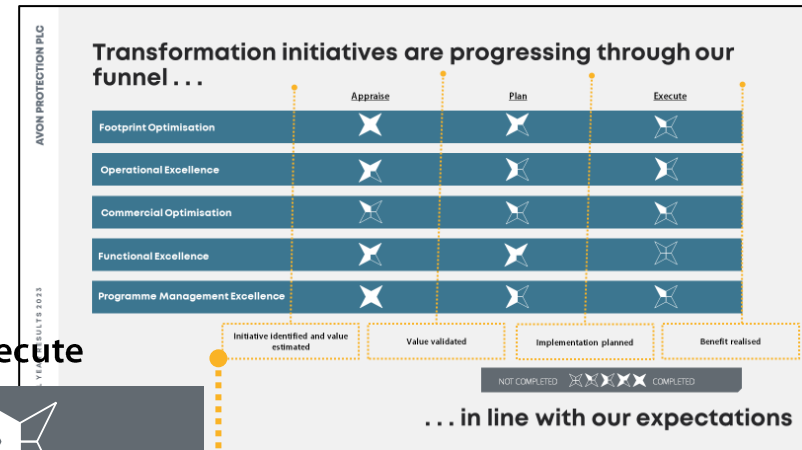


. . . which is capable of transforming and growing

# Transform: initiatives on track ...

FY23:

NOT COMPLETED  COMPLETED



... with additional opportunities emerging

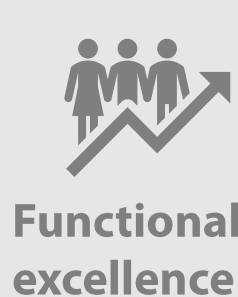
# Transform: milestone achievements in H1 . . .

- “Unity” programme on track:
  - First lot of ACH Gen II helmets finished in Cleveland and approved by DCMA for ballistic testing
  - Successful EPIC helmet ramp up in Cleveland
- Reduced Avon Protection footprint by 10%



- **Team Wendy:** New plant layouts in Cleveland, Irvine & Salem
  - **Avon Protection:** New layout in Melksham designed, new Sales, Inventory & Operational planning process
- Finding new opportunities for improvement

- Selective price increases implemented
- Marketing & channel strategies developed



- New finance organisational structure implemented
  - \$1m run rate reduction in costs

. . . increase the certainty of transformation benefits



**Strong H1  
performance**

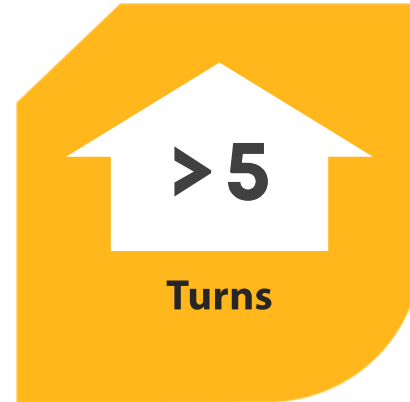
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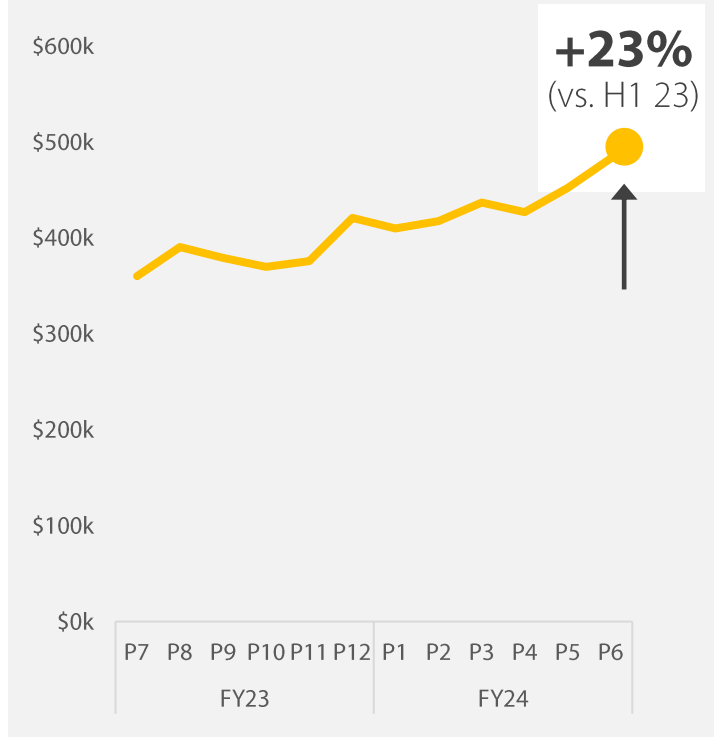
## Four operational metrics . . .



. . . to help deliver our medium-term financial goals

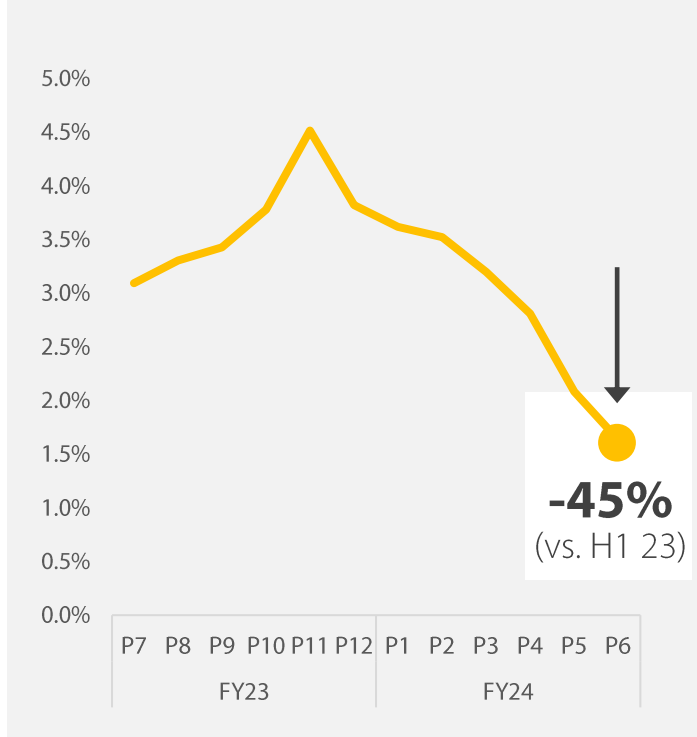
# Group operational indicators are all improving . . .

### Group Direct Labour Productivity<sup>1</sup>



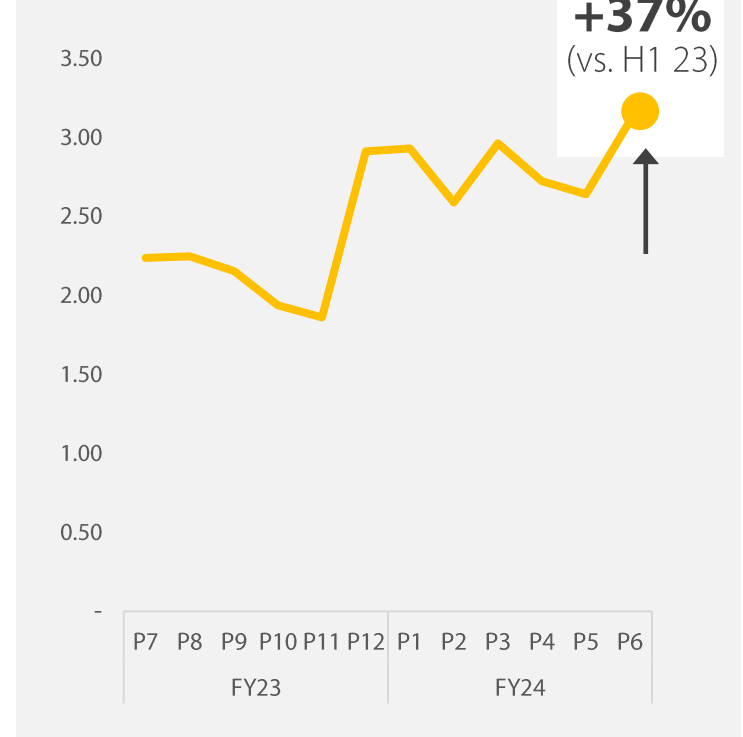
<sup>1</sup> Measured as rolling 12 months revenue / direct headcount

### Group Scrap (% of revenue)<sup>2</sup>



<sup>2</sup> Measured as rolling 6 months scrap value / rolling 6 months revenue

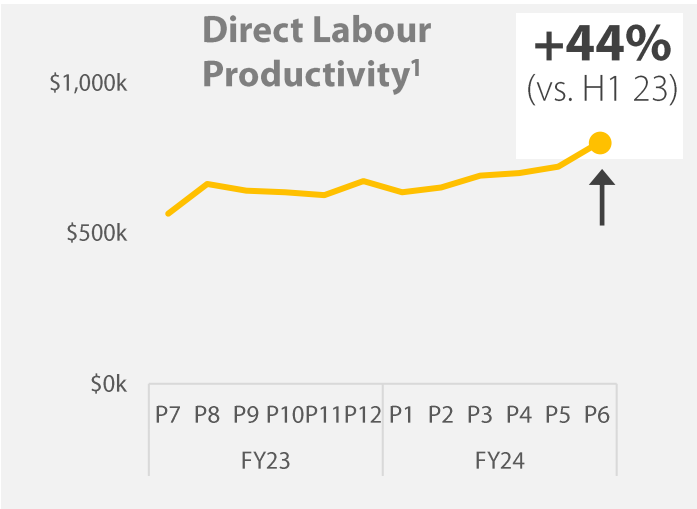
### Group Inventory Turns<sup>3</sup>



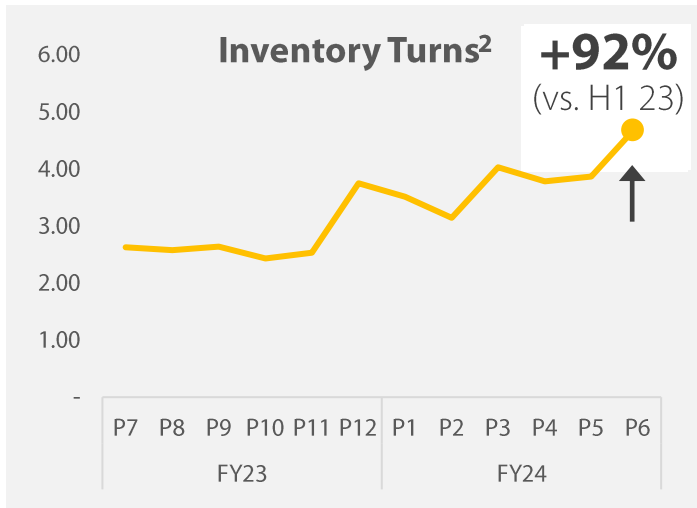
<sup>3</sup> Measured as rolling 12 months cost of sales / net inventory

. . . but there is much more we can do

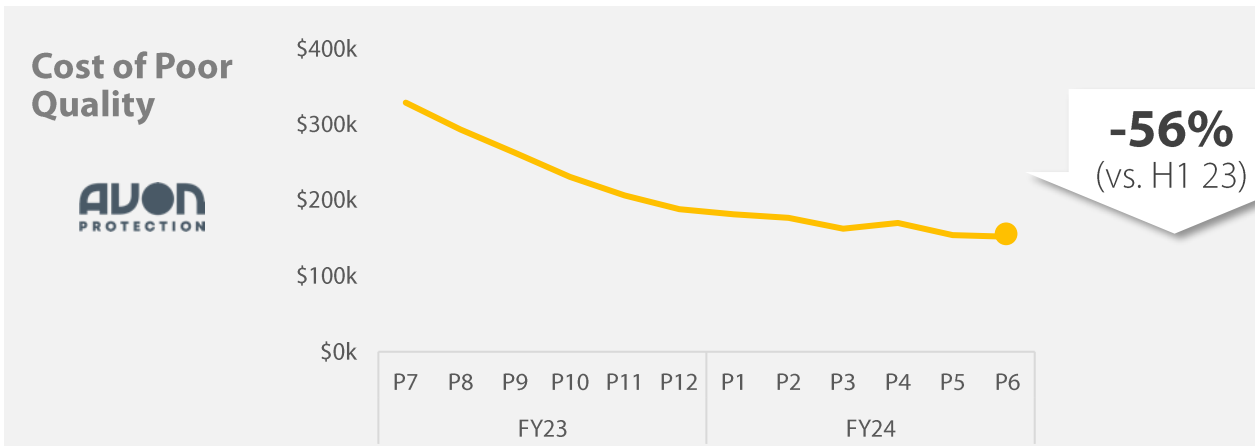
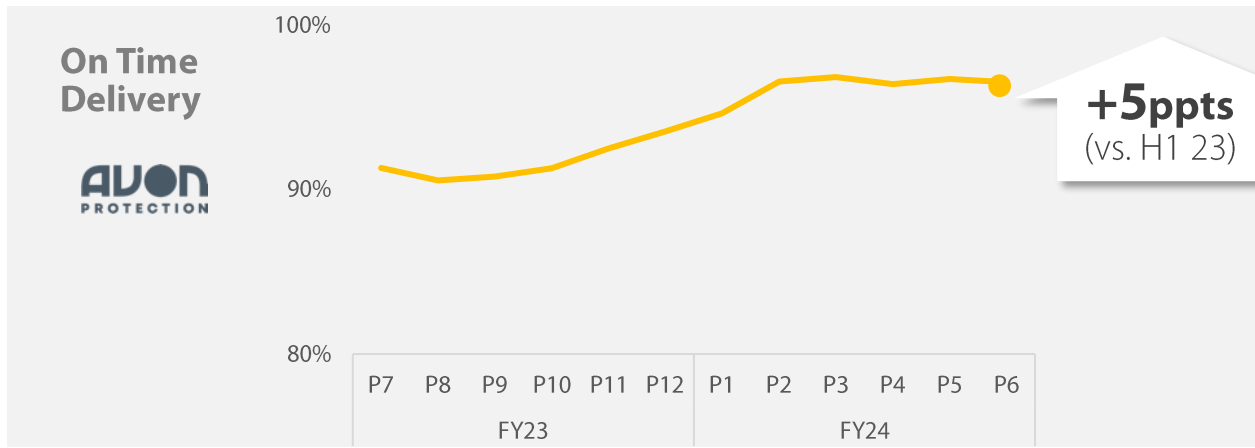
# Strong KPI improvement from Avon Protection . . .



<sup>1</sup> Measured as rolling 12 months revenue / direct headcount



<sup>2</sup> Measured as rolling 12 months cost of sales / net inventory



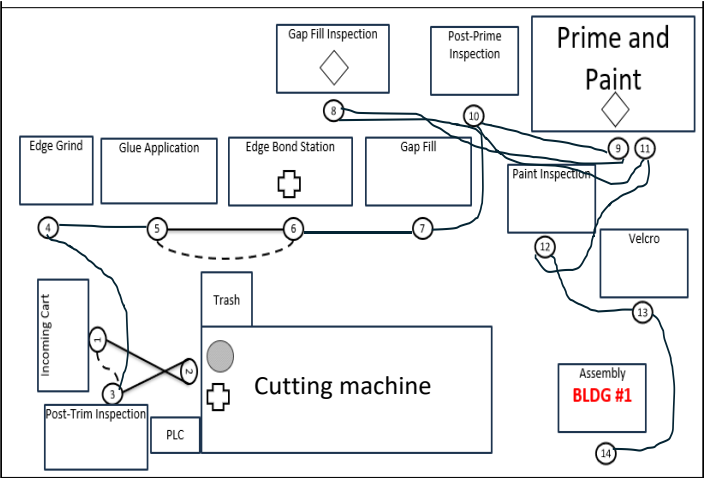
... all moving in the right direction



# Bottom-up improvement actions . . .

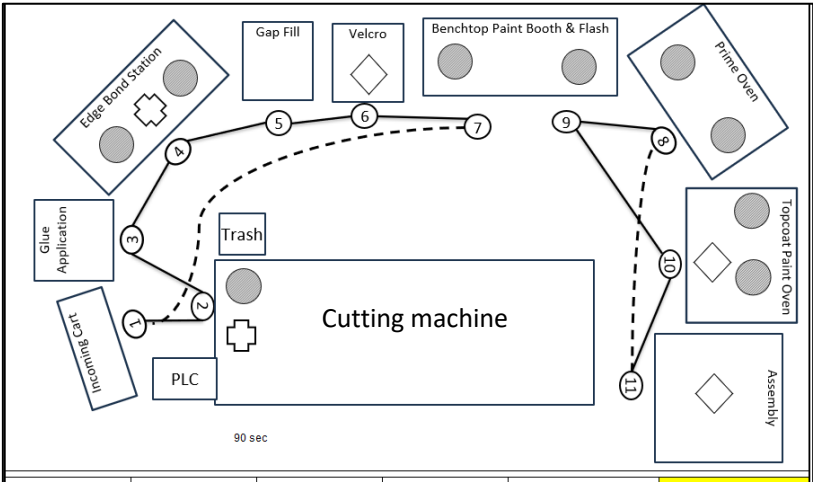
## Current State EXFIL line :

- 1,970 helmets in work in progress
- 20 days lead time
- 12 operators



## Ideal State EXFIL line:

- 9 helmets in work in progress
- 16 minute lead time
- 2 operators



## Impact:

- 99% WIP reduction
- 99% lead time reduction
- 83% operator reduction

... give us more confidence we can achieve our financial targets



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# Heightening geopolitical risks . . .

## Senate Passes \$95 Billion Package to Help Ukraine and Israel

Rishi Sunak warns of 'growing threats' as he announces tens of billions of pounds in extra defence funding

Making the announcement on a visit to Poland, the prime minister says the additional funding represents the "biggest strengthening of our national defence in a generation to meet the challenge of an increasingly dangerous world".

Putin has deployed chemical weapons. We need gas masks now

New defence spending must include funding for countering the poison gas Russia is deploying against the Ukrainians

## U.S. Capitol Police chief describes preparations for possible post-election turmoil

. . . increasing need for protection

# Advance: stronger pipeline . . .

## Progress so far . . .



### U.S. DOD

Increased demand for masks and one year extension to the M53A1 contract.



### U.K. MoD

£38m 4 year contract General Service Respirator, 5 option years.



### Commercial masks

Solid US demand. Strong NATO demand.  
7 year Swedish Police framework contract.



### International

Strong NATO demand.



### Rebreathers

German Navy order.  
Strong pipeline.

## Next steps . . .



### MITR (Modular Integrated Tactical Respirator)

Launch mask to the commercial market.



### Rebreathers

Ramp up production to meet demand.



### Boots and gloves

Convert pipeline and expand capacity.



### Suits ensemble


Leverage new partnership with OPEC on protective suits.

. . . supporting future growth

# Advance: ramping up production . . .



## Progress so far . . .




**Next Generation IHPS**  
Reached run rate with no lot failures. Won a third delivery order for IHPS worth \$36m.



**ACH Gen II**  
Two lots successfully delivered and accepted. \$14.2m order.



**Commercial EPIC**  
Rapidly increasing demand in North American commercial markets.



**Other**  
Strong demand for pads and bump helmets within DOD.


## Next steps . . .



**Next Generation IHPS**  
Implement new comfort pad solution.



**ACH Gen II**  
Hit full year run rate.



**Other**  
Introduce new rifle rated helmets.



**International**  
Expand EPIC into International markets.

. . . to meet strong demand

# A strong portfolio of long-term contracts . . .



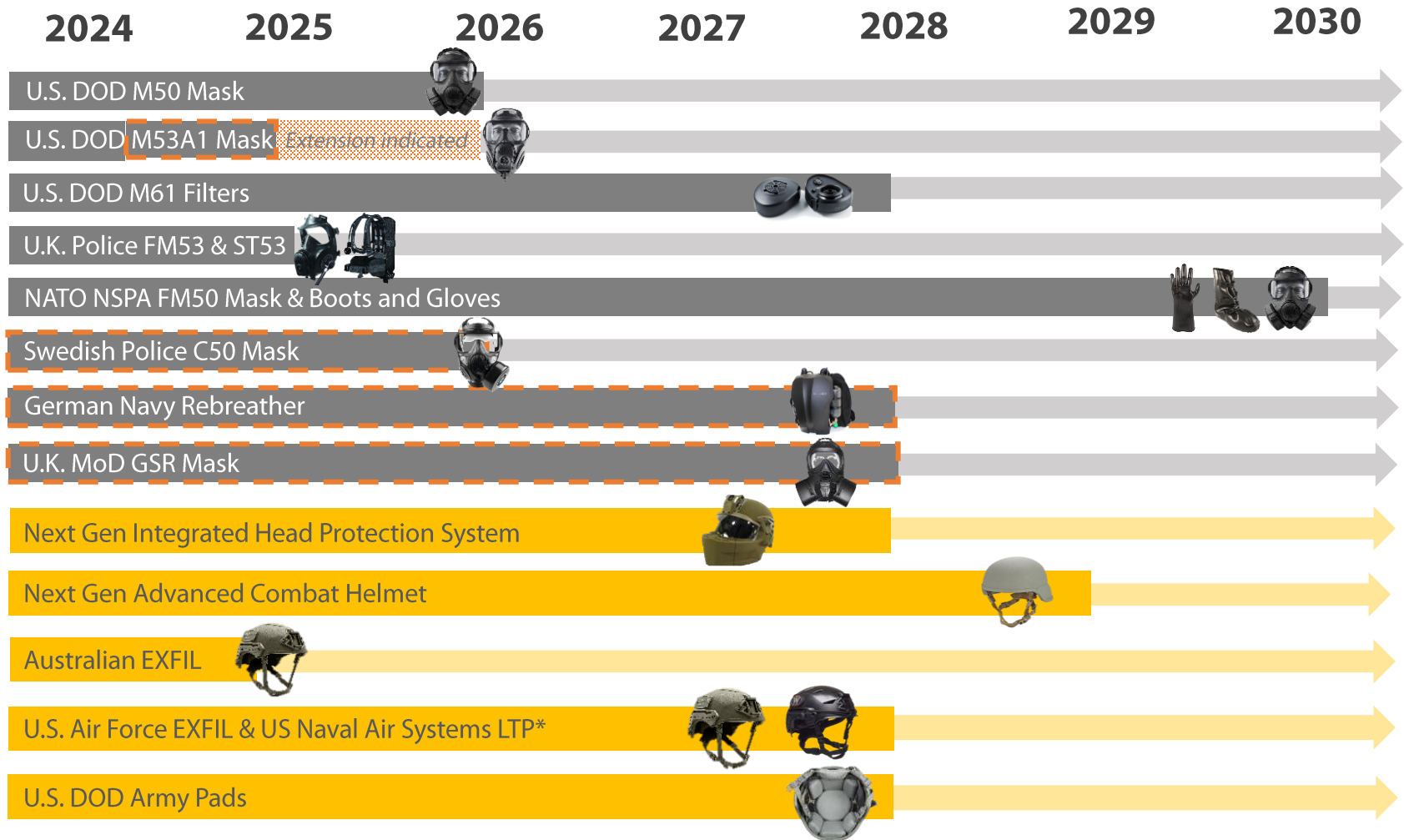
*New strategic wins/orders:*

*New contract in H1*



*Continued demand expected:*

*\* COTS item supplied via U.S. DOD distributor*



**. . . with more added since the Capital Markets Day**



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# Revolutionise: securing our long-term future . . .



## Expanding portfolio through co-funded new product programmes

- Excellent progress on DOD funded programmes to deliver filters that enhance protection for the users
- Down-selected on three new DOD development programmes



## New manufacturing processes to increase capacity

- Hybrid tooling to double ACH and EPIC capacity

. . . through product and process innovation

# Risks have reduced . . .

FY 2023:

AVON PROTECTION PLC

29

FULL YEAR RESULTS 2023

**We are focused on mitigating our risks . . .**

**Risks**

- UK GSR competitive tender process
- Rebreather timing

**Opportunities**

- Rebreather pipeline
- Increasing global demand for EPIC
- Growing demand for pads
- Further process optimisation and scrap reduction

**. . . whilst making the most of our opportunities**

## Risk update:

- ✓ **GSR tender:** contract awarded to Avon
- ✓ **Rebreather timing:** received German Navy contract earlier than expected
- Program execution risk remains

## Opportunity update:

- **Rebreather:** pipeline remains strong
- **EPIC:** demand was good in H1. Lead times now reduced.
- **Pads:** strong demand in H1 expected to continue.
- **Productivity:** opportunity for increased productivity improvement in the medium term
- **Scrap:** good progress, but still working on some technical issues

**. . . increasing optimism for the full year and beyond**

# On track to deliver our medium-term goals . . .

	Revenue growth	Margins	ROIC	Cash conversion	Leverage
FY23 actual	(7.5)%	8.7%	8.7%	7%	1.94x net debt/EBITDA
Last 12 months	9.6%	9.0%	9.7%	119%	1.69x net debt/EBITDA
Medium term	At least 5%	14-16%	Above 17%	80-100%	1-2x net debt/EBITDA

. . . transformation funnel and results so far give us confidence

# We are making excellent progress . . .

<b>1</b> Platform for superb execution	Ramp up of DOD programmes on track <ul style="list-style-type: none"><li>&gt; IHPS already at run rate</li><li>&gt; Two ACH II lots delivered, first lot approved from CLE</li></ul>
<b>2</b> Stable base and well underpinned growth	Record order book Further strategic wins in H1
<b>3</b> Transformation driving returns & cash flow	Transformation on track Operational metrics starting to improve Pace of change is accelerating
<b>4</b> Strong competitive moat	Leading supplier of CBRN protection and helmets to the U.S. DOD Continued sole-source position on U.K. masks & filters
<b>5</b> Growing markets	Supportive markets: Growing threat of use of chemical weapons and replacement of ageing helmet installed base

. . . and are excited by the opportunities



# APPENDIX

**AVON PROTECTION PLC**



## **Our aim**

is for heroes to survive  
and thrive - whatever the  
mission

## **Our mission**

is to provide unparalleled  
protection for those who  
protect us



# Get FIERCE - values to live by . . .

**#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.

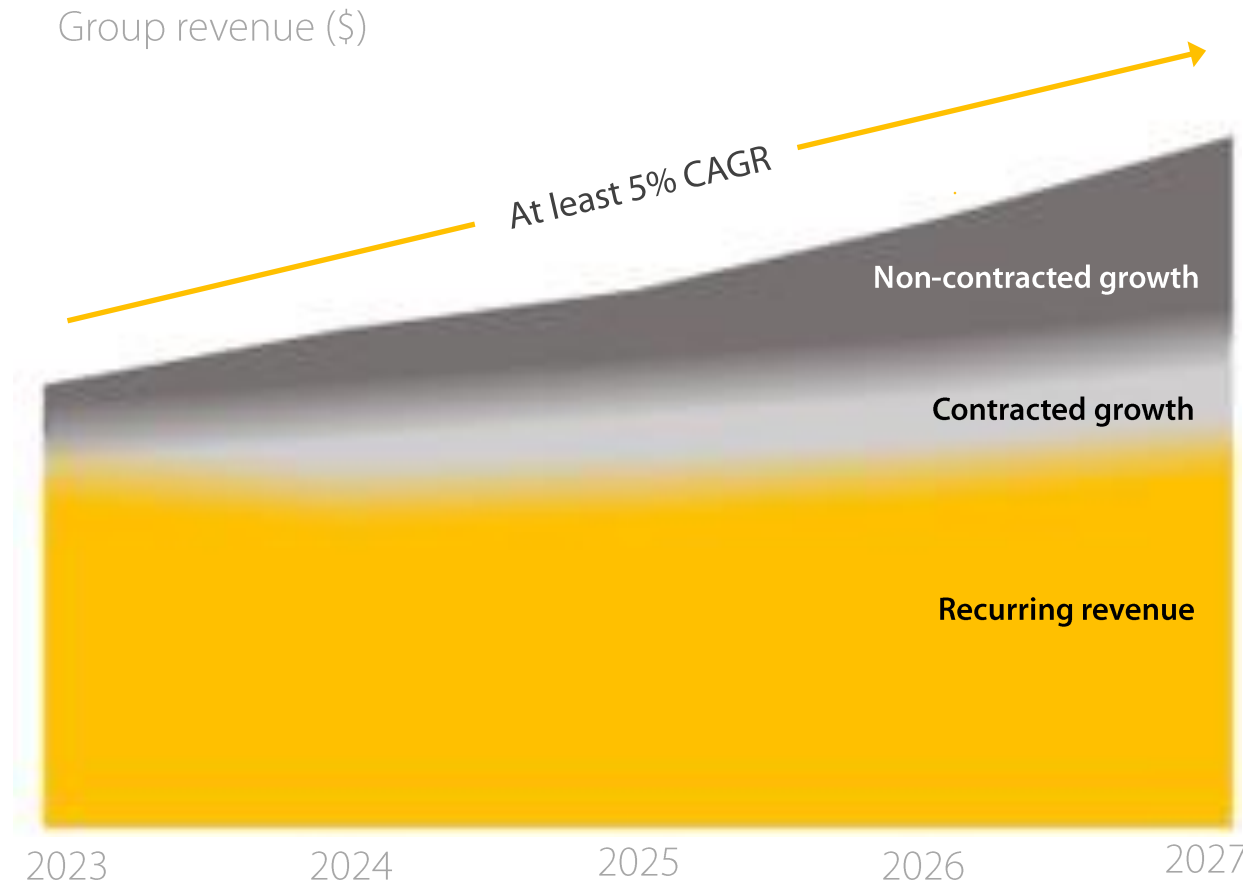
**Execution**

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

**. . . keeping us on track**



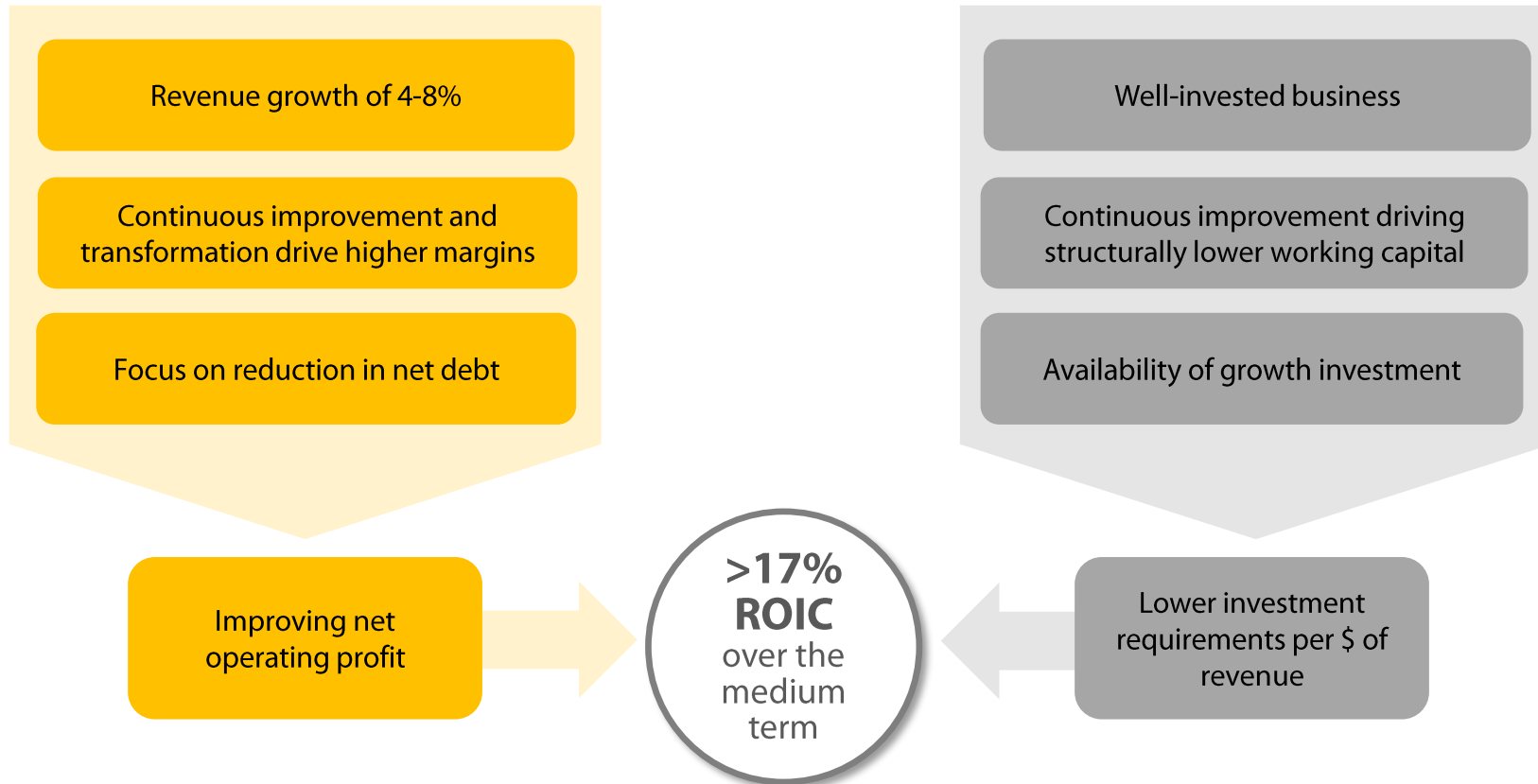
# Supportive markets and leading positions drive growth . . .



- Contracted and non-contracted growth will drive incremental recurring revenue over time
- Market growth and new product development underpins confidence
- Cost base anchored off recurring and contracted revenue
- Incremental growth will drop through at strong OP margin

. . . with strong recurring revenue underpin

# Driving up ROIC is a key financial goal . . .



. . . and our operating model is designed to deliver

# Capital allocation focused on earnings recovery . . .

Focus on **disciplined capital allocation** in support of growth in core markets and **maximisation of returns**

Transformation initiatives and organic investment in R&D



Deliver strong margin progression and revenue growth

Reduce debt



Increase balance sheet flexibility and minimise interest cost to allow compounding of returns

Sustainable through-cycle dividend payout ratio



2.5-3.0x EPS cover through cycle

Inorganic investment in bolt-ons



Only where value-creative and supportive of strategy acceleration

1.0 – 2.0x net debt - EBITDA

**. . . drives shareholder value and sustainable top-line growth**

# Abbreviations

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

<b>NATO</b>	North Atlantic Treaty Organization
<b>NAVAIR</b>	Naval Air Systems Command
<b>NFPA</b>	National Fire Protection Association
<b>NG IHPS</b>	Next Generation Integrated Head Protection System
<b>NIOSH</b>	National Institute for Occupational Safety and Health
<b>NSPA</b>	NATO Support and Procurement Agency
<b>OKR</b>	Objective and Key Result
<b>PAPR</b>	Powered Air Purifying Respirator
<b>ROIC</b>	Return on invested capital
<b>SAR</b>	Search and rescue
<b>SBU</b>	Strategic Business Unit
<b>SCBA</b>	Self-contained breathing apparatus
<b>SKU</b>	Stock keeping unit
<b>TACOM</b>	The United States Army Tank-automotive and Armaments Command
<b>TBI</b>	Traumatic brain injury
<b>TBIM</b>	Traumatic brain injury mitigation
<b>TCH</b>	Tiered Combat Helmet
<b>TW</b>	Team Wendy
<b>TWC</b>	Team Wendy Ceradyne
<b>UFPS</b>	Universal fit pad system
<b>UHMWPE</b>	Ultra-high-molecular-weight polyethylene
<b>WIP</b>	Work in progress

# Technical Guidance

	FY22 \$m	FY23 \$m	FY24 guidance \$m
Research and development expenditure	10.9	10.2	11-13
Of which customer funded	1.4	1.2	1-2
Group expenditure	9.5	9.0	10-11
Capitalised development costs	5.8	3.1	1
Expensed research & development costs	3.7	5.9	9-10
Other capital expenditure	3.1	7.9	10-12
Total capital expenditure	8.9	11.0	11-13
Amortisation of acquired intangibles	6.8	6.3	6-7
Adjusted depreciation, amortisation and impairment	15.4	14.5	11-13
Adjusted interest	3.7	7.2	6-8
1 cent increase in £:\$ FX rate increases revenue by			~\$0.2m
1 cent increase in £:\$ FX rate decreases operating profit by			~\$0.2m

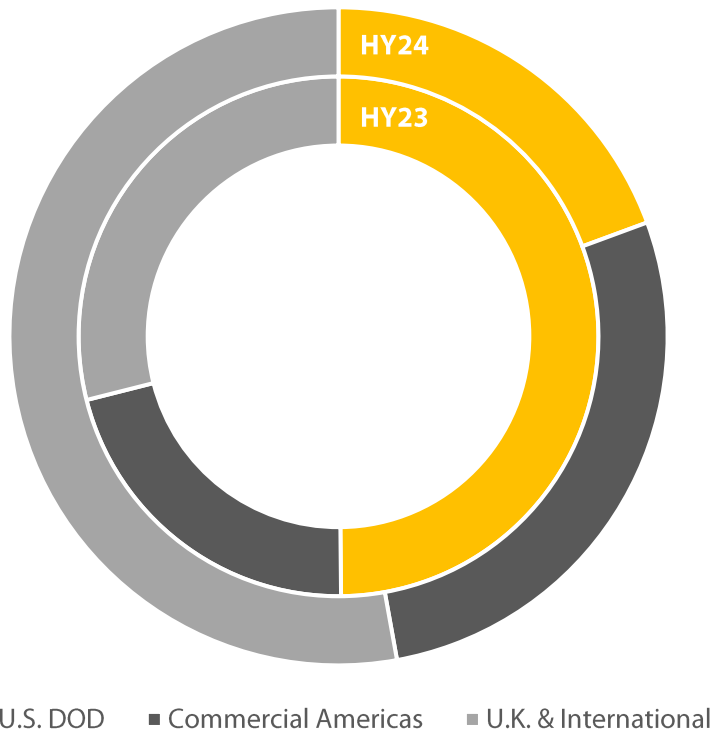
Pension contributions	£m
H2 2024	2.10
2025	4.30
2026	4.70
2027	5.10
2028	5.55
2029	5.20

# Reported to adjusted reconciliation

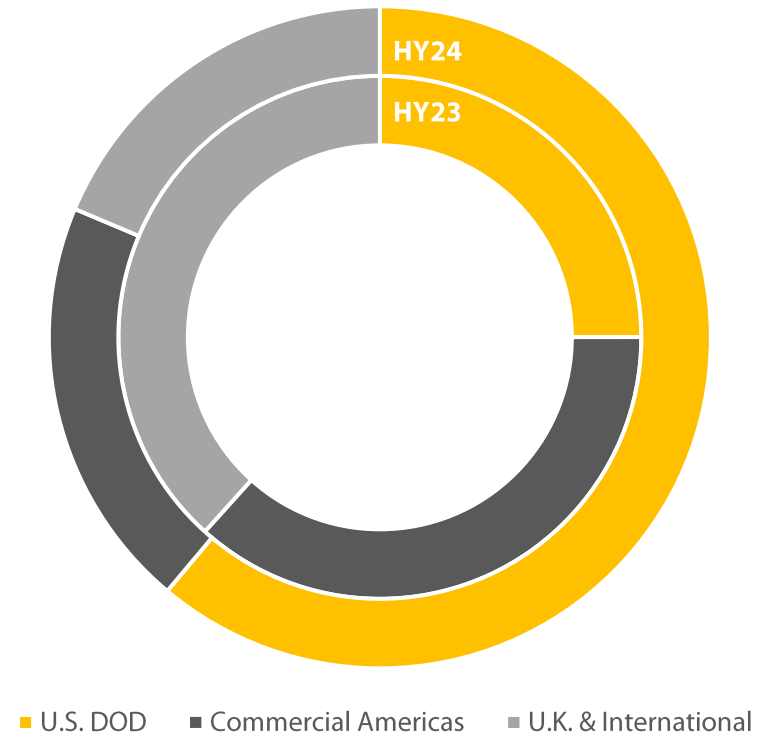
	HY24 \$m	HY23 \$m
<b>Statutory operating profit</b>	<b>2.6</b>	<b>3.9</b>
Amortisation of acquired intangibles	3.1	3.1
Impairment of goodwill and other non-current assets	-	0.7
Transformational and restructuring costs	6.2	1.2
<b>Adjusted operating profit</b>	<b>11.9</b>	<b>8.9</b>

# SBU revenue by market

## Avon Protection



## Team Wendy



# 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



**GSR**  
Standard issue for UK MOD



**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

## US DOD



INTEGRATED HEAD PROTECTION SYSTEM (IHPS)



SECOND GENERATION ADVANCED COMBAT HELMET (ACH GEN II)

## 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 / SL RAIL 3.0 RETROFIT KIT

## EPIC BALLISTIC



TEAM WENDY® EPIC™ PROTECTOR



TEAM WENDY® EPIC™ SPECIALIST



TEAM WENDY® EPIC™ RESPONDER

## 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

## 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



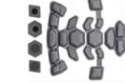
EXFIL® PELTOR™ BOOM MIC ADAPTER



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