



# INVESTOR PRESENTATION

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November 2025

NYSE American: BKTl



BK Technologies is a **trusted provider of advanced public safety communications solutions** for the first responders, military and public safety heroes.





**Exponentially Expanding  
Market Verticals with  
BKR Product Line**



**BK ONE Expanding TAM  
to Include LTE**



# Why BK



**Multiple Growth Drivers  
Creating Demand for Products  
and Solutions**



**Driving Significant  
Profitability Expansion**

**BK Technologies is a provider of advanced public safety communications solutions**

## Driving Sustained Profitability and Growth

3-year **revenue CAGR of 19%**;  
**Consistent margin improvement**  
since Q2 2022

### Revised 2025 targets:

- High single digit revenue growth
- **Gross margins of 47+%**  
(previously 42+%)
- **GAAP diluted EPS of \$3.15**  
(previously \$2.40)
- **Non-GAAP diluted adjusted EPS of \$3.80** (previously \$2.80)

## Strong Balance Sheet and Liquidity

**Significantly increased cash position**

**No debt**

**Improved working capital**

Flexibility to **deploy capital thoughtfully** and **pursue opportunities** that offer the **highest return on invested capital**

## Well Positioned to Capture Additional Market Share

Single band **BKR 5000** has **strong market reputation**

Multi band **BKR 9000** **significantly expands TAM** beyond wildland fire

BK ONE Solutions **provide interoperable solutions** promoting a unified first responder response



# Technology Leader in the Critical Communications Industry

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## Land Mobile Radios (LMRs)



Single-band and multiband radios  
and accessories

BK ONE solutions business unit  
represents longer-term vision



Interoperable solutions combining LMR and  
LTE/5G to create seamless connectivity among  
first responders



## Designed In-House

In-house R&D team developing **cutting-edge and innovative solutions**. New Solution division **trailblazing the integration of SaaS-based services** into the portable communications market.

## Outsourcing Manufacturing

Manufacturing shifted to long-time partner East West Manufacturing. **Asset-light model** is expected to improve working capital, reduce inventory and lower production costs.



## Mission Critical

BK serves **Federal, State and Local Government Agencies** nationwide, in all 50 states, as well as internationally.



# Longstanding Customer Relationships

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## Relationships Exceed 20 Years with Key Customers



## Strategic Contracts with Government Agencies



# BKR Series Radios Represent Path to Larger Share of Land Mobile Radio Market



- **BKR 5000, BKR 9000 & BKR 9500<sup>2</sup>**

**Addressable Market**

- Police
- EMS
- Structural fire
- Military
- Public service
- Utility

- **BKR 5000 Addressable Market**

- BK market share includes ~20% of total wildland fire market<sup>1</sup>

**~3.5%<sup>1</sup>**

Current LMR  
Market Share

**10%<sup>1</sup>**

Long-Term LMR  
Market Share  
Goal

<sup>1</sup> Company estimates

<sup>2</sup> The BKR 9500 is currently under development with an expected launch date in 2027



# BKR 5000 Single Band Radio: Breakout Product Driving Revenue Growth Since 2020

- **Debut product** in the BKR series designed and developed with extensive input from customers
- **Expanding market share** beyond Wildland Fire vertical
- **Strong demand** among new and existing customers
- **Interoperability** with legacy BK radios and equipment
  - A key benefit for wildland fire agencies



# BKR 9000 Multiband Radio: Poised to Disrupt the Industry

Expected to be a higher portion of sales as market adoption increases

High brand awareness at an **affordable price**



**Superior in-field communications technology** across all terrains



**Operates on all P25 radio systems**, in any frequency band including the VHF band for wildland fire operations



All band capabilities **expands market opportunity in multiple verticals**



**Strong early demand** from state and federal agencies



Higher-priced, **higher margin product**



## Boulder County chooses BKR 9000 to standardize 26 fire agencies on a single radio platform

**Customer:** Boulder County, Colorado

**Order:** 315 BKR 9000 Multiband Radios for 26 fire agencies throughout the county

**Classification:** Tier 2 county with over 300,000 residents and 740 square miles

### Problem

#### Upgrade Program Decision:

The Boulder fire agencies employ a variety of manufacturer-branded radios for everyday use.

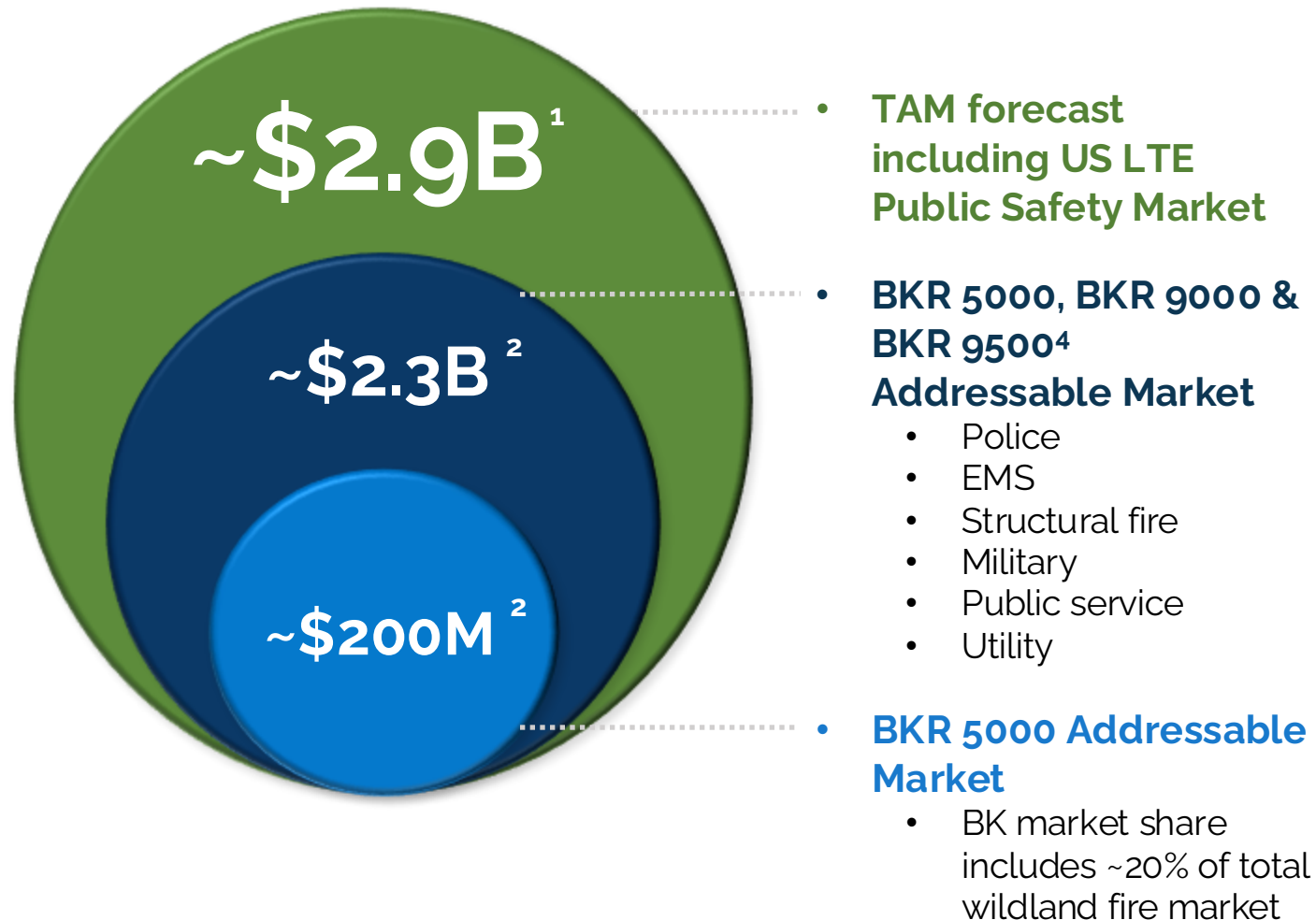
They also have a number of BK radios to support their VHF-based wildland fire mission.

### Solution

Boulder County chose to standardize on a single platform using the BKR 9000 because its **multiband capabilities can handle all of their fire missions and saves them money.**



# Emerging LTE Opportunity Further Expands Market



## US LTE Public Safety Market Growth Forecast<sup>3</sup>

~\$571M

2023

11.6% CAGR

2024-2029

~\$1.11B

2029

# BK ONE Solutions Business Unit

Developing innovative and interoperable communications applications and solutions to promote a unified response for planned and emergency events

# Yesterday in Vehicles; Tomorrow on Smartphones

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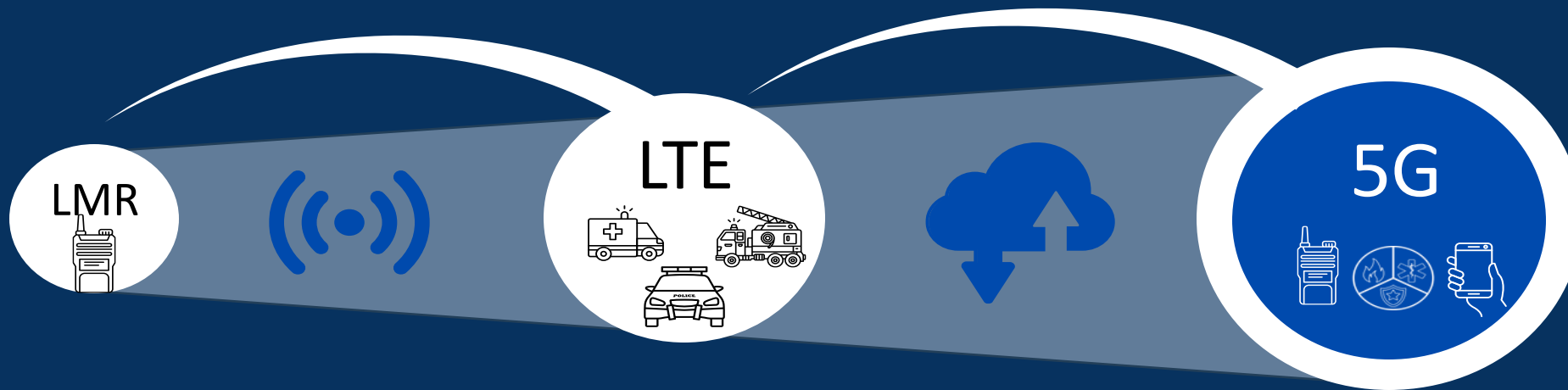
LMR will continue to play a key role in mission critical voice communications

New broadband capabilities will augment existing narrowband networks with data-rich applications

Level playing field with large opportunity to deliver mission critical voice, data and video

## Previous Successes

## Larger Opportunity Today



### SINGLE BAND RADIOS

Voice & Messaging Over  
Narrowband Networks

### CONNECTING VEHICLES

LMR Radios, GPS, Laptop, In-Car  
Video, Video Sensors

### HYBRID NETWORK CONNECTING HEROES ANYWHERE, ANYTIME

Interoperability:  
LMR Radio, Body Cam, Smartphone  
Situational Awareness  
Biometrics



**Diverse portfolio to  
meet customer  
demands with  
additional offerings in  
various stages of  
development**



# InteropONE: High-Margin Revenue Opportunity

- **Patented Push-to-Talk over Cellular (PTToC)** service enabling subscribers to create adhoc, on-demand group communications among any smartphone user in 5 minutes or less
- **Patent-pending tethering feature** will enable PTToC broadband capabilities for users of BKR 5000 & BKR 9000 Radios
- **Subscription-based, high-margin revenue opportunity** as platform scales



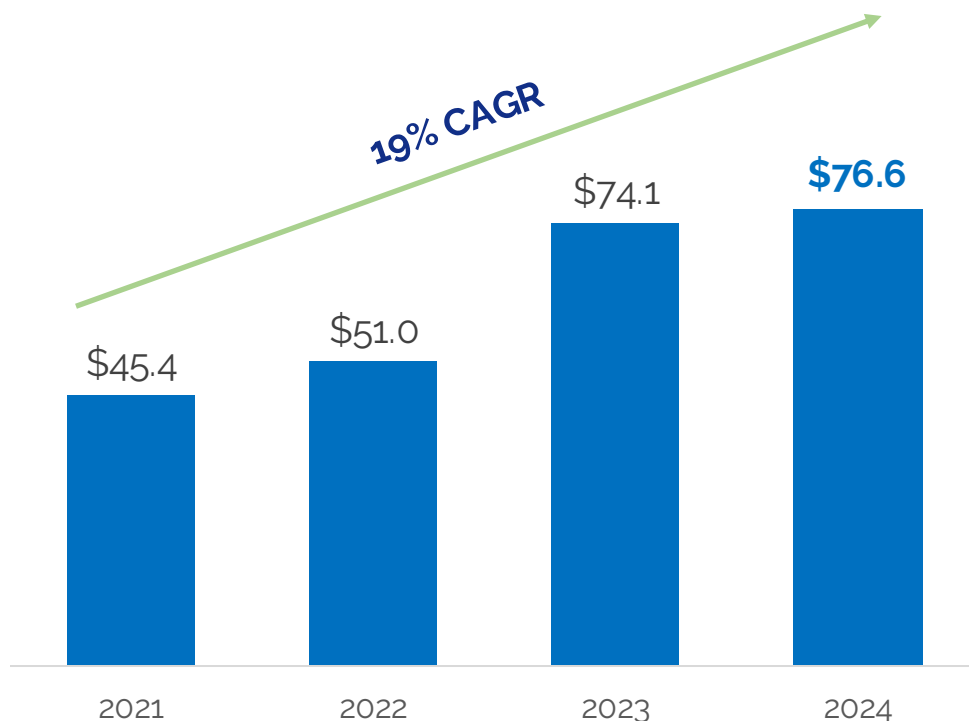


# Financial Review



# Long-Term Revenue and Profitability Growth

**Annual Revenue Growth**  
(in millions)



**Annual Adjusted EBITDA<sup>1</sup> & Adjusted Net Income<sup>2</sup> Growth**

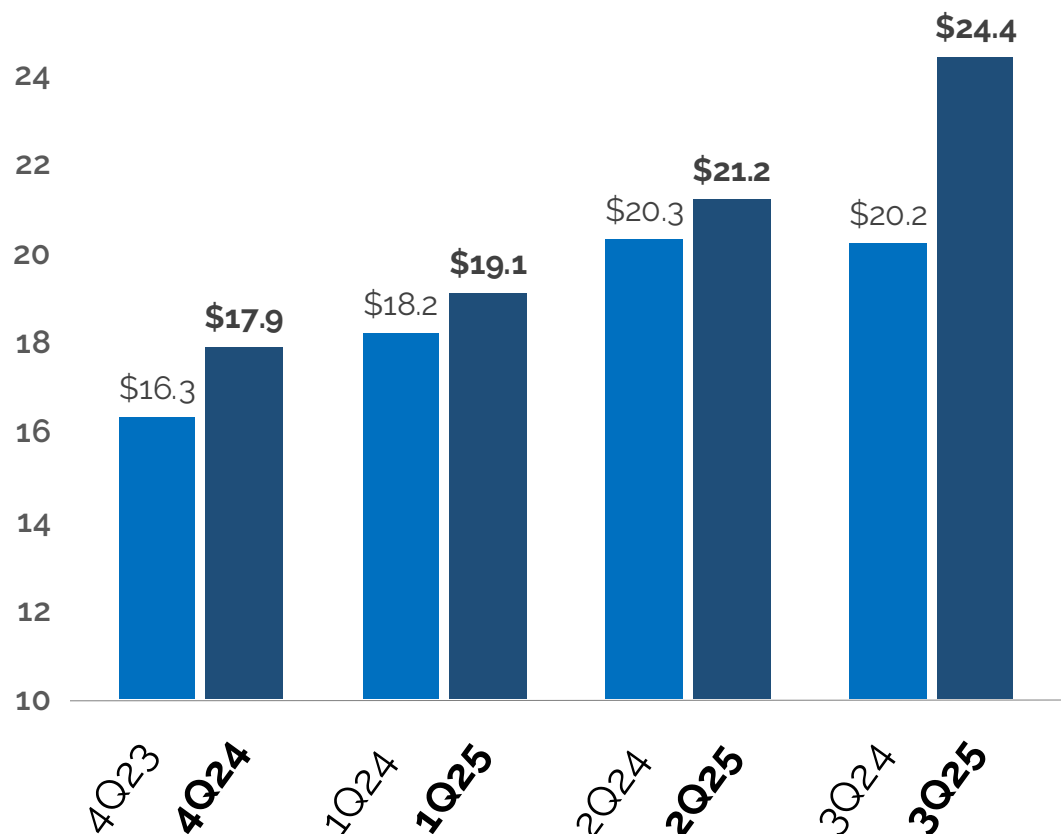
	2021	2022	2023	2024
Adjusted EBITDA	\$492K	\$(9.1M)	\$1.5M	\$10.4M
Adjusted Net Income (Loss)	\$(736K)	\$(9.6M)	\$3K	\$8.5M

<sup>1</sup>Adjusted EBITDA is a non-GAAP measure that adjusts GAAP Net Income to adjust for interest income/expense, depreciation and amortization and reflect the removal of non-cash charges for changes in investment value that do not reflect the operating performance of the LMR and Solutions businesses. Adjusted EBITDA also reflects the removal of one-time charges related to the Company's transition of production operations to East West Manufacturing LLC. A reconciliation of non-GAAP measures is available in the appendix of this presentation.

<sup>2</sup>Adjusted net income and Adjusted EPS are non-GAAP measures that adjust GAAP net income and GAAP EPS to reflect the removal of net realized and unrealized loss on investments, stock-based compensation expense, non-cash deferred tax provision expense, severance, and inventory write-off- New product introduction. A reconciliation of non-GAAP measures is available in the appendix of this presentation.

# Revenue Growth Driven by Growing Demand for BKR Series Radios

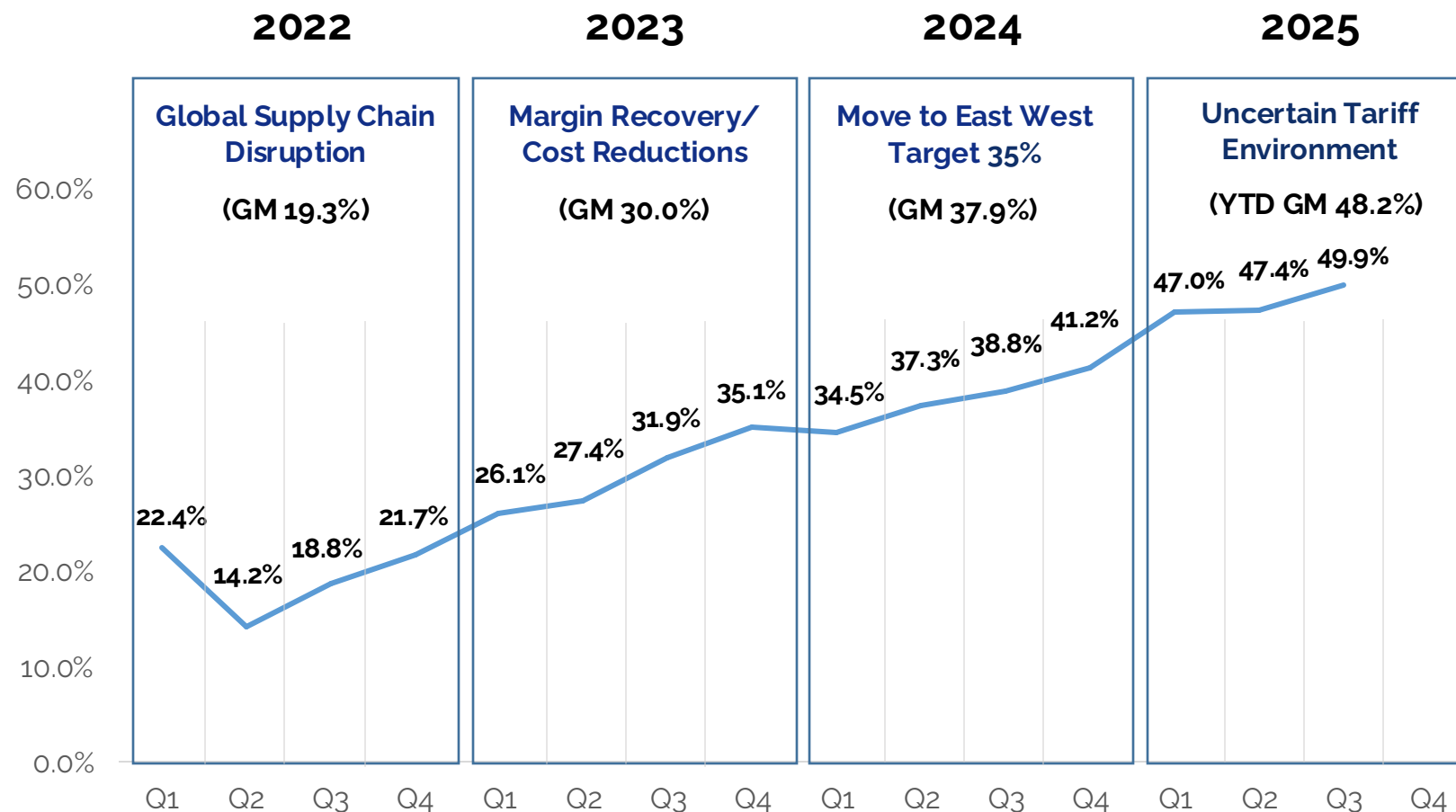
YoY Quarterly Revenue  
(in Millions)



- Growing demand for BKR Series radios continues to drive **year-over-year and sequential revenue growth**
- **21% increase in revenue in 3Q25 compared with 3Q24**
- **YTD 2025 revenue increased 10.2% compared with YTD 2024**
- **Strong federal order activity** in the third quarter; received **multiple purchase orders totaling \$12.9 million order from USDA Forest Service**

# Improving Gross Margins

Driving  
Consistent  
Margin  
Improvement

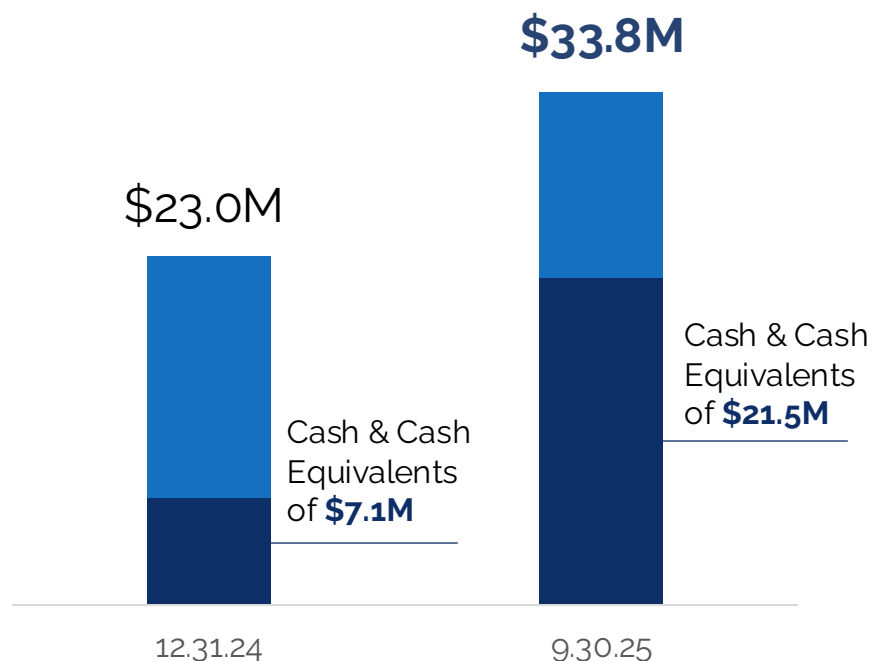


Full Year Margin Target of 47%+

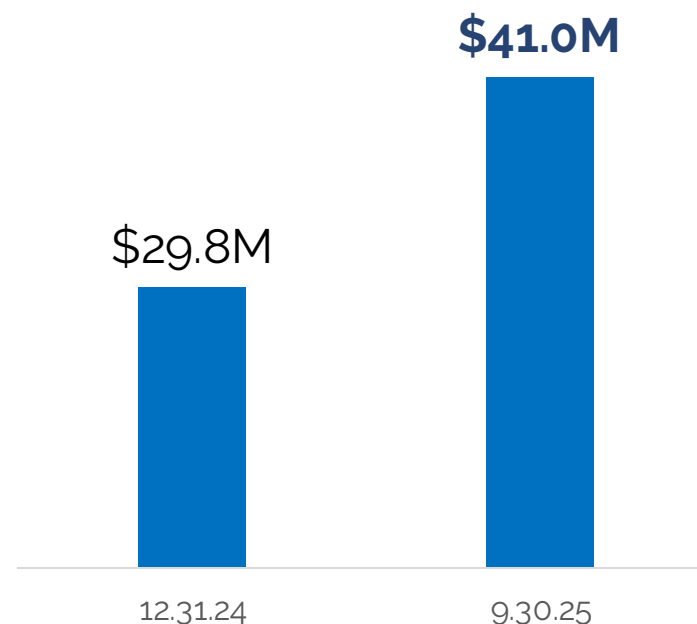


Significantly increased cash position, improved working capital and no debt give BK financial flexibility to execute growth strategy and deliver shareholder value

## Working Capital



## Shareholders' Equity



# 2025 Goals & Financial Targets

- **2025 Full Year Targets:**
  - High-single digit revenue growth
  - Gross margin of 47%+
  - GAAP EPS of \$3.15 per diluted share
  - Non-GAAP adjusted EPS of \$3.80 per diluted share
- **Continued investments** in sales and marketing to enhance BKR 9000 adoption
- Strategically build R&D and engineering capabilities to **strengthen software expertise and offerings**
- **Ramp development of BKR 9500 mobile radio;** expect to begin recognizing revenue in 2027

<sup>1</sup>Adjusted earnings and Adjusted EPS are non-GAAP measures that adjust GAAP net income and GAAP EPS to reflect the removal of net realized and unrealized loss on investments, non-cash stock-based compensation expense, non-cash deferred tax provision expense, severance, and inventory write-off- New product introduction. A reconciliation of non-GAAP measures is available in the appendix of this presentation.



# Summary: Creating Value for All of Our Stakeholders

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**Consistent Organic  
Growth**

**Enhanced Gross Margin  
Driving Significant  
Increase in Profitability**

**Strong and  
Improving Balance  
Sheet**

**BKR Product Line  
Exponentially  
Expanding  
Addressable Market**

**BK ONE Solutions  
Further Expand TAM and  
Complement LMR  
Products**

**Clear Strategy to  
Capitalize on Market  
Opportunity and Capture  
Market Share**



# Appendix

This presentation contains certain forward-looking statements that are made pursuant to the "Safe Harbor" provisions of the Private Securities Litigation Reform Act of 1995. These forward-looking statements concern the Company's operations, economic performance, and financial condition, including, but not limited to, statements regarding the Company's long-term strategic plan, and are based largely on the Company's beliefs and expectations. These statements involve known and unknown risks, uncertainties, and other factors that may cause the actual results, performance, or achievements of the Company, or industry results, to be materially different from any future results, performance, or achievements expressed or implied by such forward-looking statements. Such factors and risks, some of which have been, and may further be, exacerbated by the COVID-19 pandemic and the ongoing war in Ukraine, include, among others, the following: changes or advances in technology; the success of our land mobile radio product line; disruption in the global supply chain creating delays, unavailability and adverse conditions; successful introduction of new products and technologies, including our ability to successfully develop and sell our anticipated new multiband product and other related products in the planned new BKR Series product line; competition in the land mobile radio industry; general economic and business conditions, including federal, state and local government budget deficits and spending limitations, any impact from a prolonged shutdown of the U.S. Government, the ongoing effects of the COVID-19 pandemic and the ongoing war in Ukraine, including the impact of related sanctions being imposed by the U.S. Government and the governments of other countries, impact of potential reprisals as a consequence of the war in Ukraine and any related sanctions; the availability, terms and deployment of capital; reliance on contract manufacturers and suppliers; risks associated with fixed-price contracts; heavy reliance on sales to agencies of the U.S. Government and our ability to comply with the requirements of contracts, laws and regulations related to such sales; allocations by government agencies among multiple approved suppliers under existing agreements; our ability to comply with U.S. tax laws and utilize deferred tax assets; our ability to attract and retain executive officers, skilled workers and key personnel; our ability to manage our growth; our ability to identify potential candidates for, and to consummate, acquisition, disposition or investment transactions, and risks incumbent to being a noncontrolling interest stockholder in a corporation; impact of the COVID-19 pandemic or the ongoing war in Ukraine on the companies in which the Company holds investments; impact of our capital allocation strategy; risks related to maintaining our brand and reputation; impact of government regulation; impact of rising health care costs; our business with manufacturers located in other countries, including changes in the U.S. Government and foreign governments' trade and tariff policies, as well as any further impact resulting from the COVID-19 pandemic or the ongoing war in Ukraine; our inventory and debt levels; protection of our intellectual property rights; fluctuation in our operating results and stock price; acts of war or terrorism, natural disasters and other catastrophic events, such as the COVID-19 pandemic and the ongoing war in Ukraine; any infringement claims; data security breaches, cyber-attacks and other factors impacting our technology systems; availability of adequate insurance coverage; maintenance of our NYSE American listing; risks related to being a holding company; and the effect on our stock price and ability to raise equity capital of future sales of shares of our common stock. Certain of these factors and risks, as well as other risks and uncertainties, are stated in more detail in the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2024, and in the Company's subsequent filings with the SEC. These forward-looking statements are made as of the date of this press release, and the Company assumes no obligation to update the forward-looking statements or to update the reasons why actual results could differ from those projected in the forward-looking statement.

# Strong Financial Results

Income Statement	Three Months Ended		Nine Months Ended	
(in thousands)	9/30/25	9/30/24	9/30/25	9/30/24
Sales	<b>\$24,411</b>	\$20,179	<b>\$64,630</b>	\$58,664
Gross Margin	<b>49.9%</b>	38.8%	<b>48.2%</b>	36.9%
SG&A	<b>\$7,344</b>	\$5,225	<b>\$19,419</b>	\$16,052
Operating Income	<b>\$4,845</b>	\$2,611	<b>\$11,758</b>	\$5,619
Operating Margin	<b>19.8%</b>	12.9%	<b>18.2%</b>	9.6%
Net Income	<b>\$3,436</b>	\$2,357	<b>\$9,309</b>	\$4,702
EPS – diluted	<b>\$0.87</b>	\$0.63	<b>\$2.38</b>	\$1.30
Adjusted Earnings <sup>1</sup>	<b>\$5,005</b>	\$2,656	<b>\$12,351</b>	\$5,645
Adjusted EPS – diluted <sup>1</sup>	<b>\$1.27</b>	\$0.71	<b>\$3.16</b>	\$1.56
Adjusted EBITDA <sup>2</sup>	<b>\$5,252</b>	\$3,109	<b>\$12,895</b>	\$6,949

<sup>1</sup>Adjusted earnings and Adjusted EPS are non-GAAP measures that adjust GAAP net income and GAAP EPS to reflect the removal of net realized and unrealized loss on investments, non-cash stock-based compensation expense, non-cash deferred tax provision expense, severance, and inventory write-off- New product introduction. A reconciliation of non-GAAP measures is available in the appendix of this presentation.

<sup>2</sup>Adjusted EBITDA is a non-GAAP measure that adjusts GAAP Net Income to adjust for interest income/expense, depreciation and amortization and reflect the removal of non-cash charges for changes in investment value that do not reflect the operating performance of the LMR and Solutions products. Adjusted EBITDA also reflects the removal of one-time charges related to the Company's transition of production operations to East West Manufacturing LLC. A reconciliation of non-GAAP measures is available in the appendix of this presentation.



# Reconciliation of Non-GAAP Metrics

	Three Months Ended		Nine Months Ended	
Non-GAAP Adjusted EBITDA (in thousands)	9/30/25	9/30/24	9/30/25	9/30/24
Net Income	\$3,436	\$2,357	\$9,309	\$4,702
Adjustments to reconcile net income to EBITDA				
Interest (income) expense, net	(94)	1	(136)	281
Income tax provision	1,452	247	2,397	488
Depreciation and amortization	458	429	1,325	1,251
<b>EBITDA</b>	<b>5,252</b>	<b>3,034</b>	<b>12,895</b>	<b>6,722</b>
Severance	-	75	-	227
Inventory write-off – New product introduction	-	-	-	-
<b>Adjusted EBITDA</b>	<b>\$5,252</b>	<b>\$3,109</b>	<b>\$12,895</b>	<b>\$6,949</b>
<b>Adjustments to reconcile net income to Adjusted EPS (non-GAAP)</b>				
Net Income	\$3,436	\$2,357	\$9,309	\$4,702
Net realized and unrealized loss on investments	-	-	-	91
Non-cash stock-based compensation expense	637	224	1,455	625
Non-cash income tax provision expense (benefit)	932	-	1,587	-
Severance	-	75	-	227
Inventory write-off – New product introduction	-	-	-	-
<b>Adjusted Earnings (Non-GAAP)</b>	<b>\$5,005</b>	<b>\$2,656</b>	<b>\$12,351</b>	<b>\$5,645</b>
Adjusted earnings per share – basic	\$1.35	\$0.75	\$3.39	\$1.60
Adjusted earnings per share – diluted	\$1.27	\$0.71	\$3.16	\$1.56
Weighted average common shares outstanding, basic	3,708,717	3,539,841	3,643,097	3,536,100
Weighted average common shares outstanding, diluted	3,951,433	3,751,073	3,913,148	3,623,241

# Reconciliation of Non-GAAP Metrics, Cont.

Full Year Ended				
Non-GAAP Adjusted EBITDA (in thousands)	12/31/21	12/31/22	12/31/23	12/31/24
Net Income/(Loss)	\$(1,701)	\$(11,633)	\$(2,230)	\$8,359
Adjustments to reconcile net income/(loss) to EBITDA				
Interest expense, net	53	144	575	266
Income tax provision (benefit) expense	184	-	54	(984)
Depreciation and amortization	1,394	1,423	1,635	1,692
<b>EBITDA</b>	<b>(70)</b>	<b>(10,066)</b>	<b>34</b>	<b>9,333</b>
Non-cash stock-based compensation expense	559	675	1,343	780
Severance	-	114	96	277
<b>Adjusted EBITDA</b>	<b>489</b>	<b>(9,277)</b>	<b>1,473</b>	<b>10,390</b>
Adjustments to reconcile net income (loss) to Adjusted EPS (non-GAAP)				
Net Income/(Loss)	\$(1,701)	\$(11,633)	\$(2,230)	\$8,359
Net realized and unrealized (gain) loss on investments	219	313	740	91
Stock-based compensation expense	559	675	1,343	780
Severance	-	114	96	277
Income tax provision (benefit) expense	184	-	54	(984)
Inventory write-off – New product introduction	-	900	-	-
Adjusted Earnings (Loss) (Non-GAAP)	\$(739)	\$(9,631)	\$3	\$8,523
Adjusted earnings (loss) per share – basic	\$(0.25)	\$(2.85)	\$0.00	\$2.40
Adjusted earnings (loss) per share – diluted	\$(0.25)	\$(2.85)	\$0.00	\$2.30
Weighted average common shares outstanding, basic	2,988	3,382	3,427	3,553
Weighted average common shares outstanding, diluted	2,988	3,382	3,427	3,712

