Acme United Corporation

NYSE American: ACU



INVESTOR PRESENTATION | AUGUST 2026

Safe Harbor Statement

Forward-looking statements in this report, including without limitation, statements related to the Company's plans, strategies, objectives, expectations, intentions and adequacy of resources, are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Investors are cautioned that such forward-looking statements involve risks and uncertainties that may impact the Company's business, operations and financial results. These risks and uncertainties include, without limitation, the following: (i) changes in the Company's plans, strategies, objectives, expectations and intentions, which may be made at any time at the discretion of the Company; (ii) the impact of volatility in global economic conditions, including the impact on the Company's suppliers and customers; (iii) international trade policies of the United States or foreign governments and their impact on demand for our products and our competitive position, including the imposition of new tariffs, changes in existing tariff rates or the threat of any such action; (iv) the continuing adverse impact of inflation, including product costs, and interest rates; (v) potential adverse effects on the Company, its customers, and suppliers resulting from the conflicts in Ukraine and the Middle East; (vi) additional disruptions in the Company's supply chains, whether caused by pandemics, natural disasters, including trucker shortages, strikes, port closures or otherwise; (vii) labor related costs the Company has and may continue to incur, including costs of acquiring and training new employees and rising wages and benefits; (viii) currency fluctuations; (ix) the Company's ability to effectively manage its inventory in a rapidly changing business environment; (x) changes in client needs and consumer spending habits; (xi) the impact of competition; (xii) the impact of technological changes including, specifically, the growth of online marketing and sales activity; and (xiii) the Company's ability to manage its growth effectively, including its ability to successfully integrate any business it might acquire; and (xiv) other risks and uncertainties indicated from time to time in the Company's filings with the Securities and Exchange Commission.

Acme United Corporation

Leader in Innovative Safety Solutions and Cutting Technology

- Driving growth through innovation
- Premier and diversified customer base
- 15 consecutive years of sales growth from ongoing operations
- History of successful acquisitions
- Investing in domestic production and expanding international sourcing
- Positioned for further excellent financial performance and growth

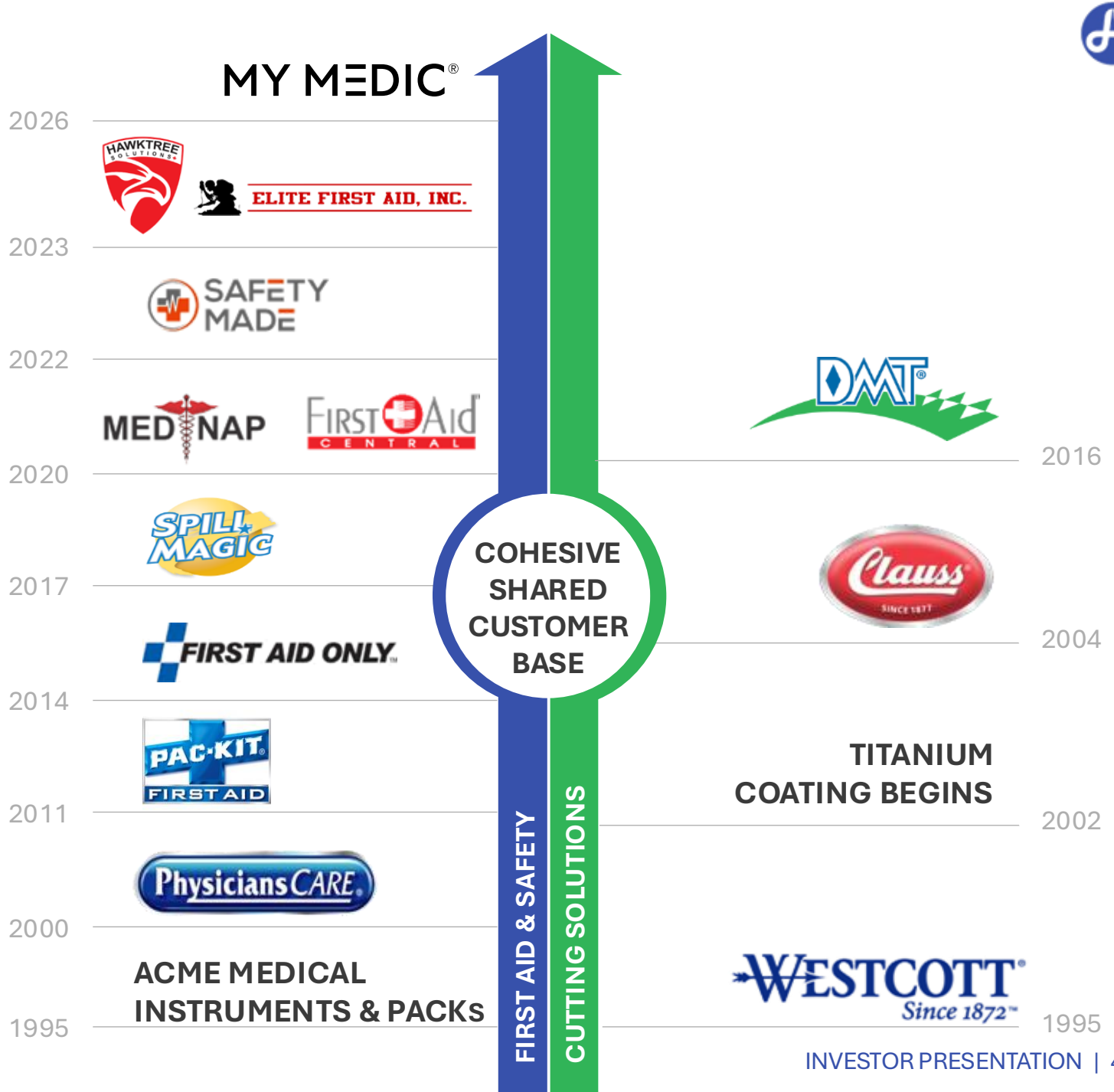




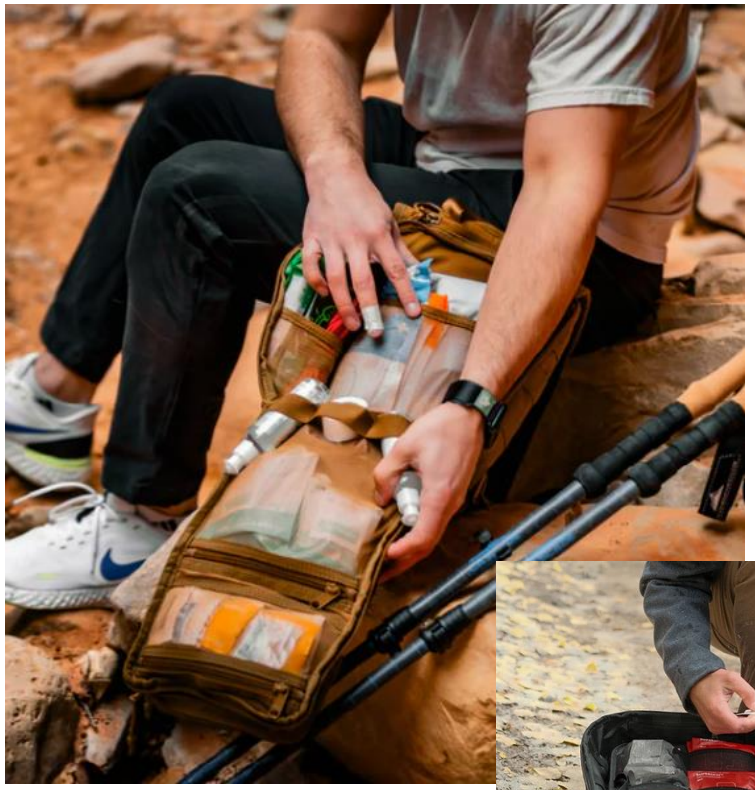


Corporate Overview

- Growth fueled by a combination of brands, technology and expanding distribution
- Successful series of focused acquisitions in first aid and medical products
- Leveraging growth through shared technologies, cross-brand collaboration and cross-selling that drive value across ACU's platform



MY MEDIC®





Acquired: **January 2026**

Purchase price: **$18.7 million**

Most Recent Acquisition -- My Medic

- Leading supplier of tactical, trauma & emergency response products in the direct-to-consumer channel
  - 2025 revenues of $19 million
  - Extensive library of training videos
  - 500,000+ followers on social media
- Combination with ACU will greatly enhance reach and value of My Medic's products

Acme United International Footprint

11 most recent acquisitions were U.S. or Canadian manufacturers



United States

- Shelton, CT: Corporate HQ
- Vancouver, WA: First Aid production
- Santa Ana, CA: Spill Magic production
- Rocky Mount, NC: Distribution center
- Mt. Pleasant, TN: Spill Magic production
- Marlborough, MA: DMT production
- Brooksville, FL: Med-Nap production
- Keane, NH: Safety Made production
- Salt Lake, UT: My Medic production

Canada

- Toronto, ON: HQ
- Mt. Forest, ON: Distribution center
- Laval, QC: First Aid Central production

Europe

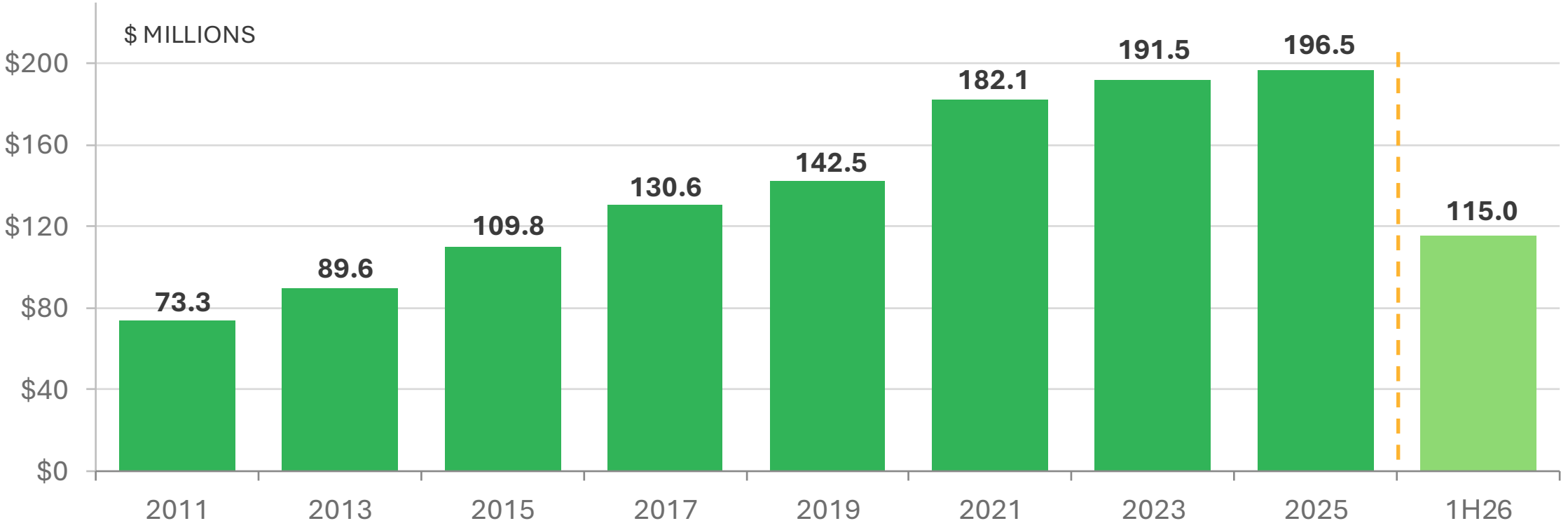
- Solingen, GY: HQ & distribution

China

- Hong Kong: Asia Pacific HQ
- Guangzhou: Engineering, quality control, logistics
- Yang Jiang: Production
- Ningbo: Quality control, logistics

Financial Results

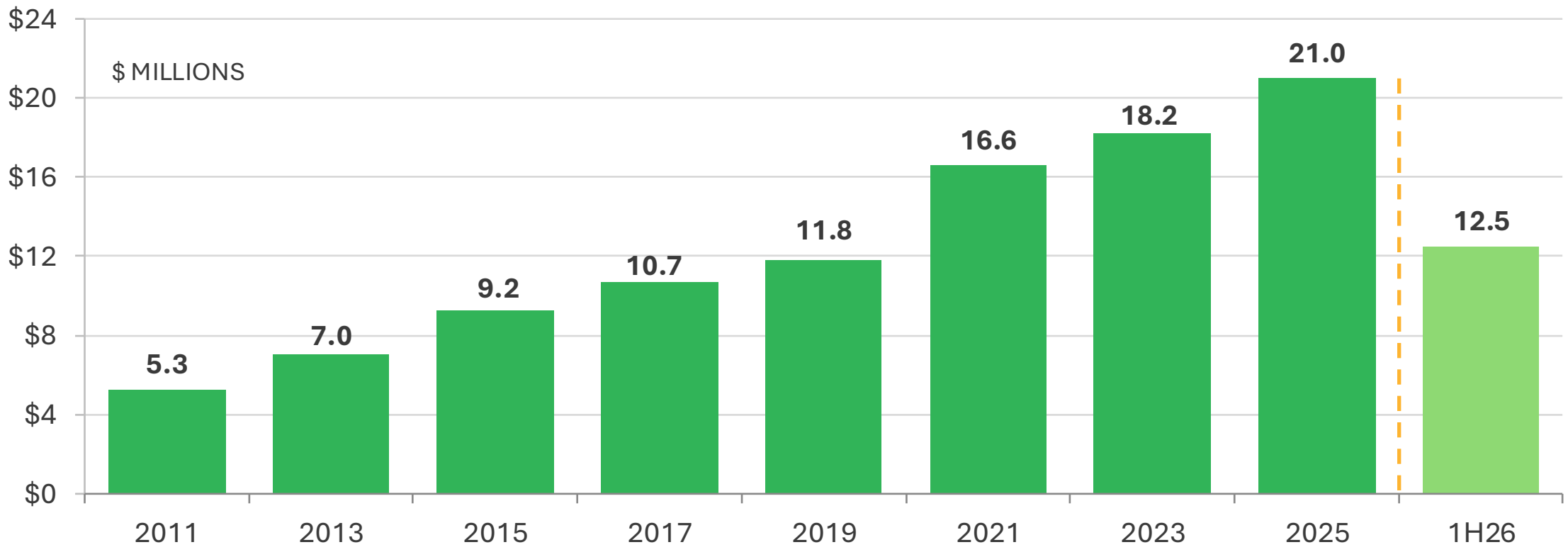
Net Sales



Strong record of sales increases, driven by new products and market share gains

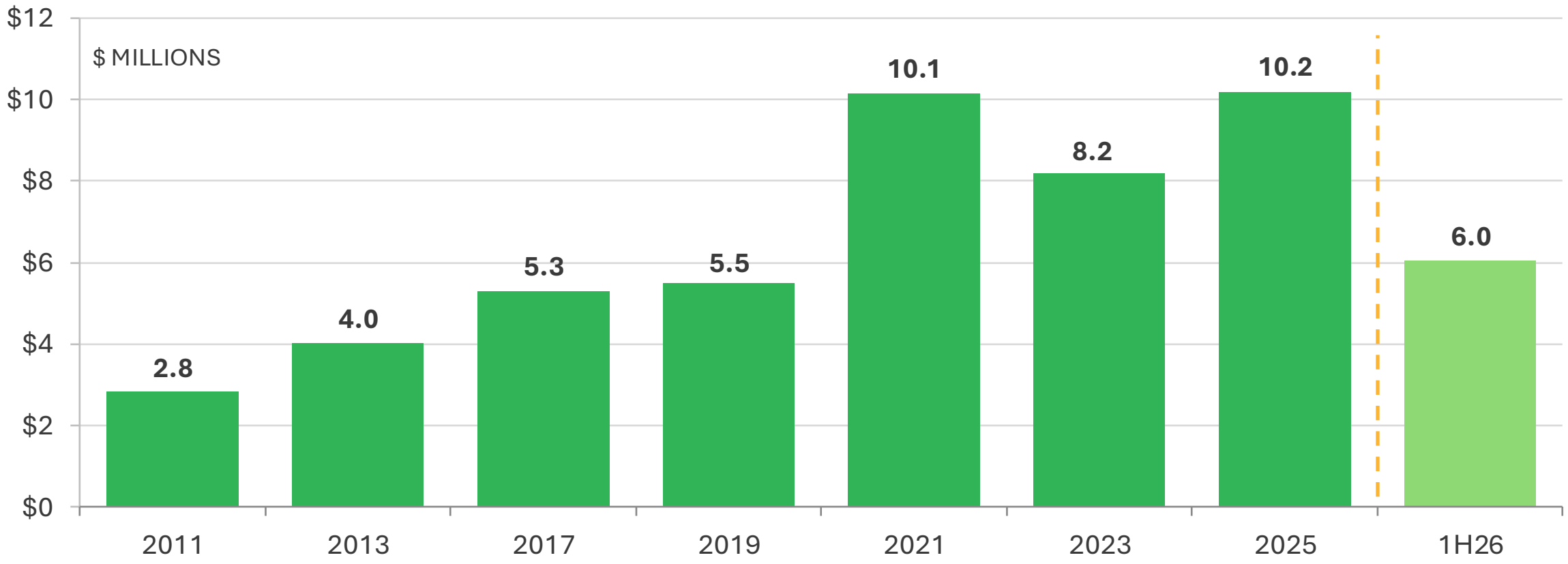
Note: Sale of ACU's hunting & fishing product lines in Nov. 2023 lowered sales by $12M annually.

EBITDA



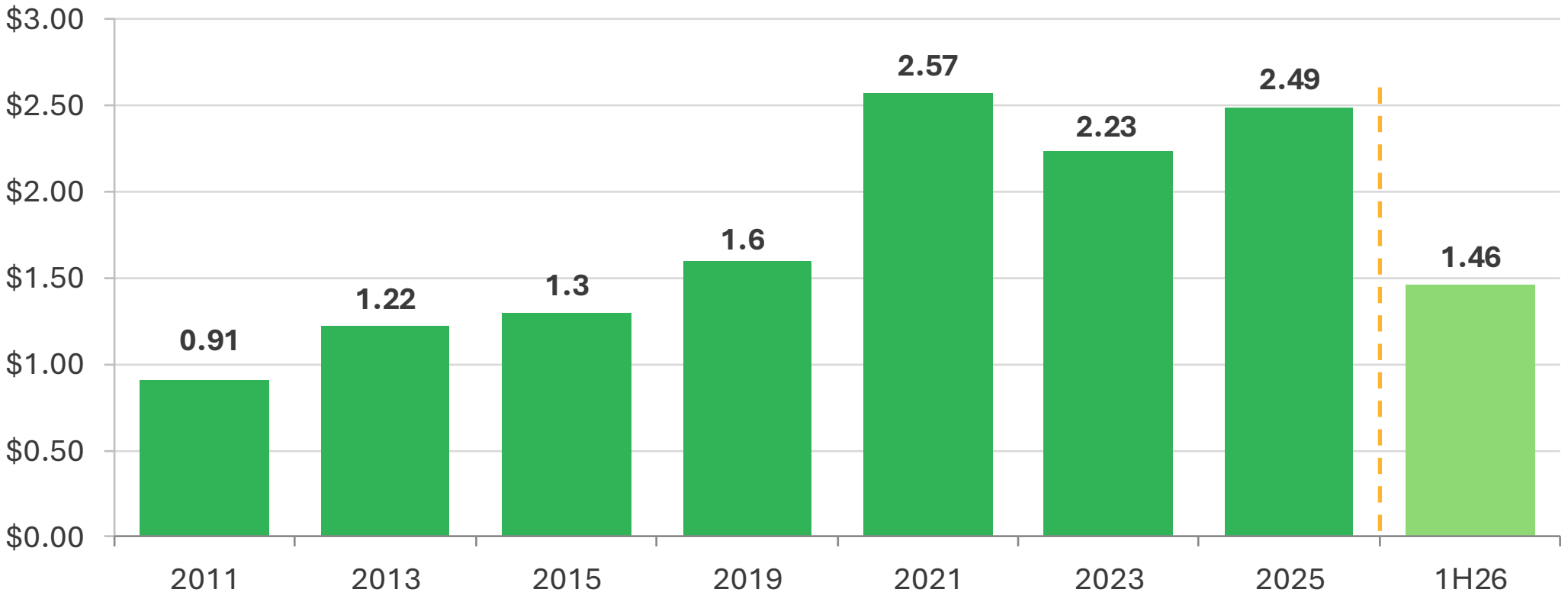
Strong cash flow fueling growth

Net Income



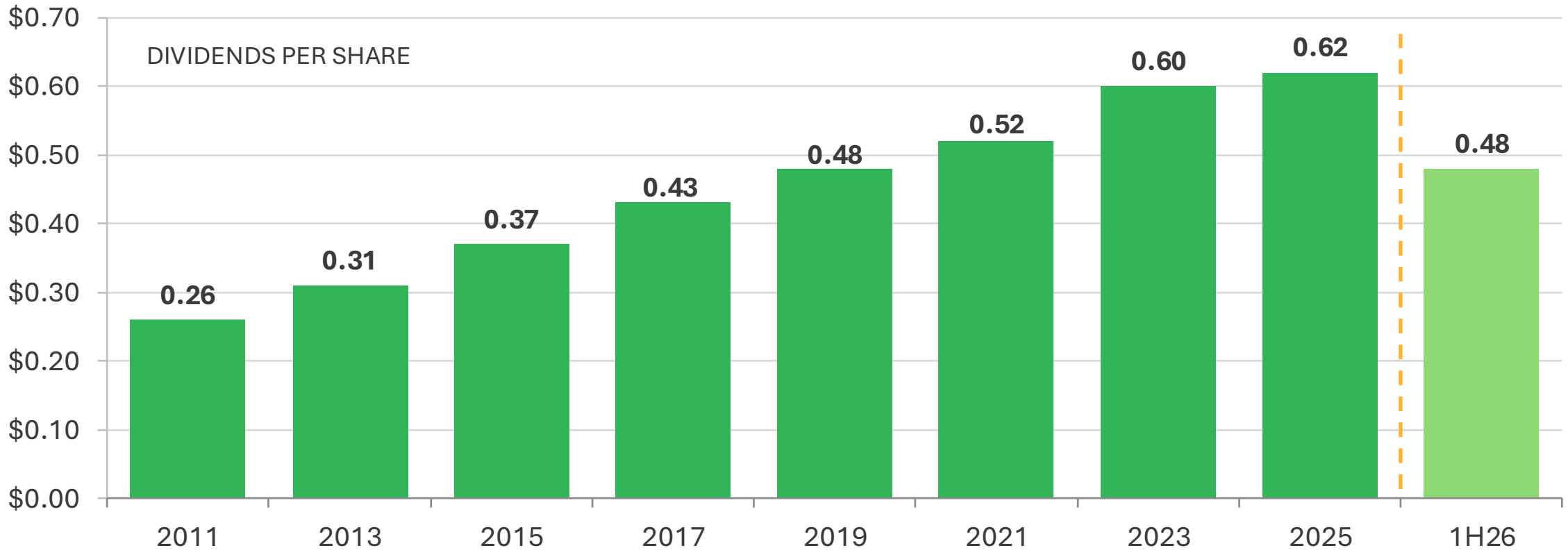
Consistent profitability

Earnings Per Share



Strong earnings per share.

Dividend History



Strong and consistent dividend growth

Quarterly dividend increased to $0.16 per share in June 2025

Growth Drivers

First Aid & Safety Market – A Key Growth Engine

- North American first aid market a significant and growing segment of the health care and safety industry
  - Generated $2.1 billion in revenue in 2023
  - 45.5% of the global first aid market
- Projected to grow at a CAGR of 4.4% from 2024 to 2030
- Key market segments include first aid supplies, AEDs, first aid training products and consumer kits
- Growth drivers include rising injury rates, workplace safety regulations and increasing consumer focus on preventative healthcare and emergency preparedness

Source: Grand View Research, First Aid Market Size & Outlook, 2024



Smart Compliance Cabinets

- Launching Smart Compliance Software to automatically scan and replenish box contents
- Patented bar code scanning technology expedites replenishment, ensuring OSHA compliance
- Growing installed base and refill business
- Emergency survival first aid category experiencing accelerating growth
- Cross sell all safety products into customer base

Right Response Bleeding Control Kits

Simplifying the purchasing decision by creating kits for different types of bleeding injuries.

The Right Response Kit Solution	Body Part It Treats	Possible Causes of Bleeding Injuries	Bleeding Components Needed to Stop Bleeding Fast
Limb	Arm or Leg	Power tools	Tourniquets
Limb & Torso	Arm, Leg or Torso	Sheet Metal, Sharp objects	Tourniquets & Hemostatic Gauze
Chest & Limb	Arm, Leg or Lungs	Falls, Crush and Impalements	Tourniquets & Chest Seals
Chest, Limb & Torso	Entire Body	All of the above including Active Shooter Situations	Tourniquets, Hemostatic Gauze & Chest Seals



Treats Limb Wounds

Windlass Tourniquet

Treats Chest Wounds

Vented Chest Seal

Treats Torso Wounds

Hemostatic Gauze Pad

Product Launch

NEW! AED+First Aid Emergency Response Bag

- All-in-one emergency response solution launched in Q1 2026
- Combines Automated External Defibrillator (AED) with essential first aid supplies into a single, compact solution
- Design enables faster access, simplified compliance and more effective emergency response



Key Features:

- ☑ **Includes 8 First Aid Response Packs**
- ☑ **Prominent Labeling**
- ☑ **Clear Front Display Window**
- ☑ **Wall Mountable + Portable**
- ☑ **Quick Access Design**
- ☑ **Universal AED Fit**

Lens Care Category

- OSHA and safety requirements
- USA aging demographics - 64% of adults need vision correction
- Fashion trends



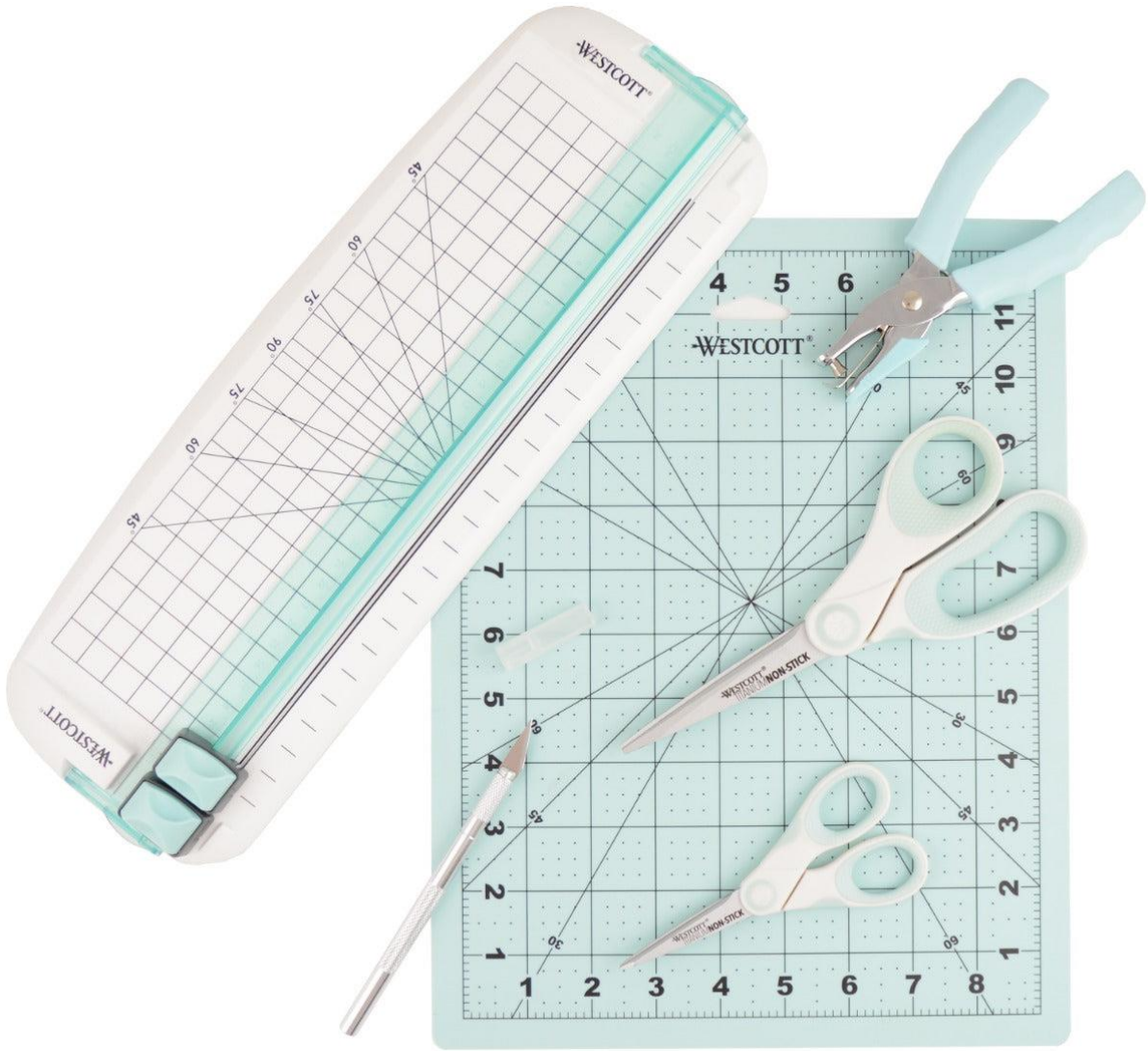
Proprietary Cutting Tool Business

- Leverage technologies
- Patented titanium-nitride coatings
- Proprietary non-stick coatings
- Safety cutting tools with ceramic blades
- Antimicrobial plastics for school and office
- Enhanced carbonitride-titanium industrial tools



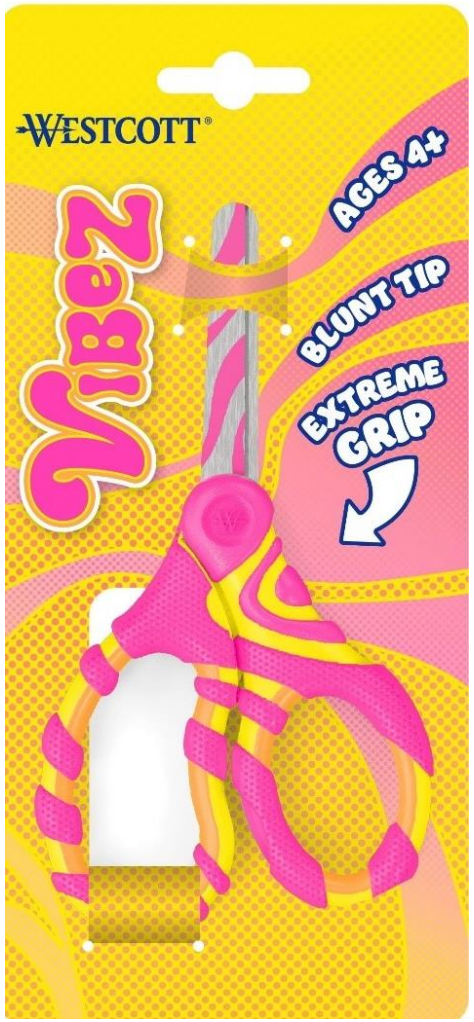
Craft Market Expansion

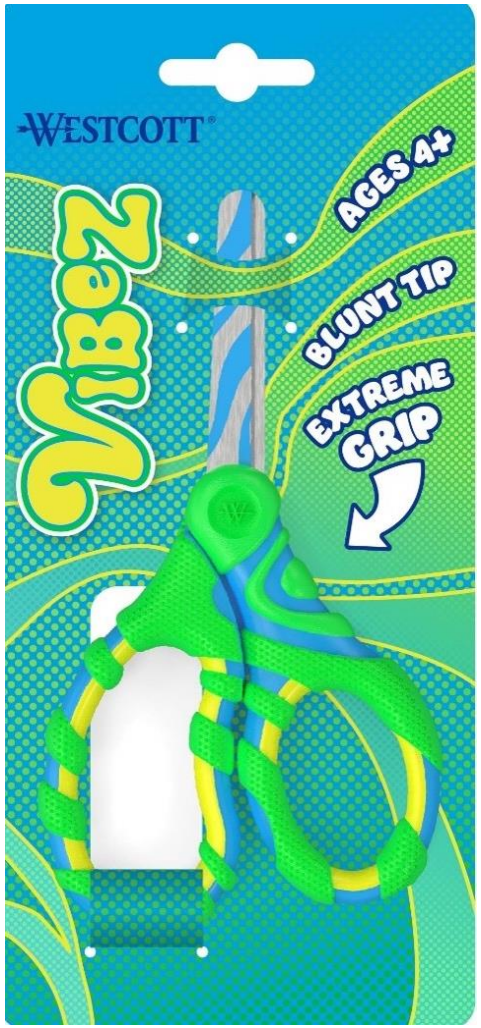
- Continue strong growth in Sewing and Paper Crafting categories
  - Proprietary non-stick coatings
  - Safety cutting tools with ceramic blades
  - Antimicrobial plastics for school and office
  - Enhanced carbonitride-titanium industrial tools
- Leverage retail partnerships for growth in office and BTS



Vibez Scissors

- ACU’s kids’ scissors business has strong market share and sales performance
- Introduced new line of textured scissors for kids
- Fun and innovative design
- 5-inch size, available in blunt and pointed





Westcott Kitchen Shears

- Patented titanium-bonded blades for longer-lasting performance and corrosion resistance
- Soft-grip handles for comfort and control
- Strong and durable, precision-tip blades
- Bottle opener, nutcracker and herb stripper features added





Countertop Pull Through Sharpeners

- DMT offers best hand tools for sharpening globally
- Expanding in the home & culinary markets with a wide variety of tools
    - Including versatile countertop pull-through sharpeners
- Strong brand presence in industrial and woodworking markets
- Expanded product line for sales to kitchen and culinary market



Acme United Priorities

- Develop and introduce market-share-gaining products
- Build on solid revenue growth opportunities
- Drive e-commerce, industrial and retail first aid sales, and craft market expansion
- Develop new direct-to-consumer opportunities
- Generate new productivity and cost savings initiatives
- Regularly increase dividends
- Actively seek additional tuck-in acquisitions

Acme United is well positioned to deliver strong financial results and long-term growth

Acme United Corporation

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