

United States
Securities and Exchange Commission
Washington, D.C. 20549

Form 8-K
Current Report

Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): October 8, 2025

CADRE HOLDINGS, INC.

(Exact name of registrant as specified in its charter)

Delaware
(State or other jurisdiction
of incorporation)

001-40698
(Commission File Number)

38-3873146
(IRS Employer
Identification Number)

13386 International Pkwy
Jacksonville, Florida
(Address of principal executive offices)

32218
(Zip Code)

Registrant's telephone number, including area code: (904) 741-5400

N/A
(Former name or former address, if changed since last report.)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- ☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- ☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- ☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- ☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

☒ Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol	Name of each exchange on which registered
Common Stock, par value \$.0001 per share	CDRE	New York Stock Exchange

Item 7.01 Regulation FD Disclosure.

On October 8, 2025, beginning at 10:00 a.m. Eastern Time, representatives of Cadre Holdings, Inc. (the “Company”) will host, as previously announced, an investor day event at the New York Stock Exchange in New York City. The event will feature a slide presentation by the Company’s management, followed by a Q&A session. The investor day will be broadcast live and available for replay on the Company’s website at www.cadre-holdings.com. A copy of the slide presentation is furnished as Exhibit 99.1 to this Current Report on Form 8-K and is incorporated herein by reference.

The information contained in Exhibit 99.1 attached hereto is being “furnished” pursuant to Item 7.01 of Form 8-K and shall not be deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), nor shall it be deemed otherwise subject to the liabilities of that Section. Such information shall not be incorporated by reference into any filing under the Securities Act of 1933, as amended, or the Exchange Act, except as expressly stated by the Company. The Company undertakes no obligation to publicly update or revise the information contained in this Item 7.01 or in Exhibit 99.1.

Item 9.01 Financial Statements and Exhibits

(d) Exhibits.

<u>Exhibit</u>	<u>Description</u>
<u>99.1</u>	<u>Slide Presentation dated October 8, 2025 (furnished only)</u>
104	Cover Page Interactive Data File (embedded within the Inline XBRL document).

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, as amended, the Company has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Dated: October 8, 2025

CADRE HOLDINGS, INC.

By: /s/ Blaine Browsers
Name: Blaine Browsers
Title: Chief Financial Officer

2025 INVESTOR DAY

October 8, 2025



ADRE
HOLDINGS



WARREN KANDERS

CEO and Chairman

► INTRODUCTION

COMPANY OVERVIEW AND STRATEGIC UPDATE

INTRODUCTION TO CADRE NUCLEAR GROUP

DEEP DIVE INTO NUCLEAR SAFETY

NUCLEAR PANEL DISCUSSION

AUDIENCE Q&A SESSION

LUNCH AND PRODUCT DEMONSTRATIONS

FORWARD-LOOKING STATEMENTS

Please note that in this presentation we may use words such as “appears,” “anticipates,” “believes,” “plans,” “expects,” “intends,” “future,” and similar expressions which constitute forward-looking statements within the meaning of the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are made based on our expectations and beliefs concerning future events impacting Cadre Holdings, Inc. and its subsidiaries (collectively, “Cadre,” the “Company,” “we,” “us” and “our”) and therefore involve a number of risks and uncertainties. We caution that forward-looking statements are not guarantees and that actual results could differ materially from those expressed or implied in the forward-looking statements. Potential risks and uncertainties that could cause the actual results of operations or financial condition of the Company to differ materially from those expressed or implied by forward-looking statements in this presentation, include, but are not limited to those risks and uncertainties more fully described from time to time in the Company's public reports filed with the Securities and Exchange Commission, including under the section titled “Risk Factors” in the Company's Annual Report on Form 10-K, and/or Quarterly Reports on Form 10-Q, as well as in the Company's Current Reports on Form 8-K. All forward-looking statements included in this presentation are based upon information available to the Company as of the date of this presentation and speak only as of the date hereof. We assume no obligation to update any forward-looking statements to reflect events or circumstances after the date of this presentation.



**BRAD
WILLIAMS**

President



**BLAINE
BROWERS**

Chief Financial
Officer

INTRODUCTION

► COMPANY OVERVIEW AND STRATEGIC UPDATE

INTRODUCTION TO CADRE NUCLEAR GROUP

DEEP DIVE INTO NUCLEAR SAFETY

NUCLEAR PANEL DISCUSSION

AUDIENCE Q&A SESSION

LUNCH AND PRODUCT DEMONSTRATIONS



Warren Kanders
invests in **Armor Holdings**

BAE SYSTEMS

BAE Systems acquires
Armor Holdings for \$4.1bn*
*\$4.1 bn equity value, \$4.5bn enterprise value

Brad Williams
joins **Safariland**

Brad Williams appointed
president of **Safariland**

→ **1996**

→ **2007**

→ **2017**

→ **2019**

CADRE
HOLDINGS
2021

Safariland's holding company
Maui Acquisition Corp. changes
name to **CADRE Holdings** and
files S-1 for IPO

→ **1964**

Safariland Founded



→ **1999**

Armor Holdings
acquires **Safariland**



→ **2012**

Warren Kanders
reacquires **Safariland**
from **BAE Systems**

KANDERS & CO.

Safariland completes
12 M&A transactions



→ **2018**

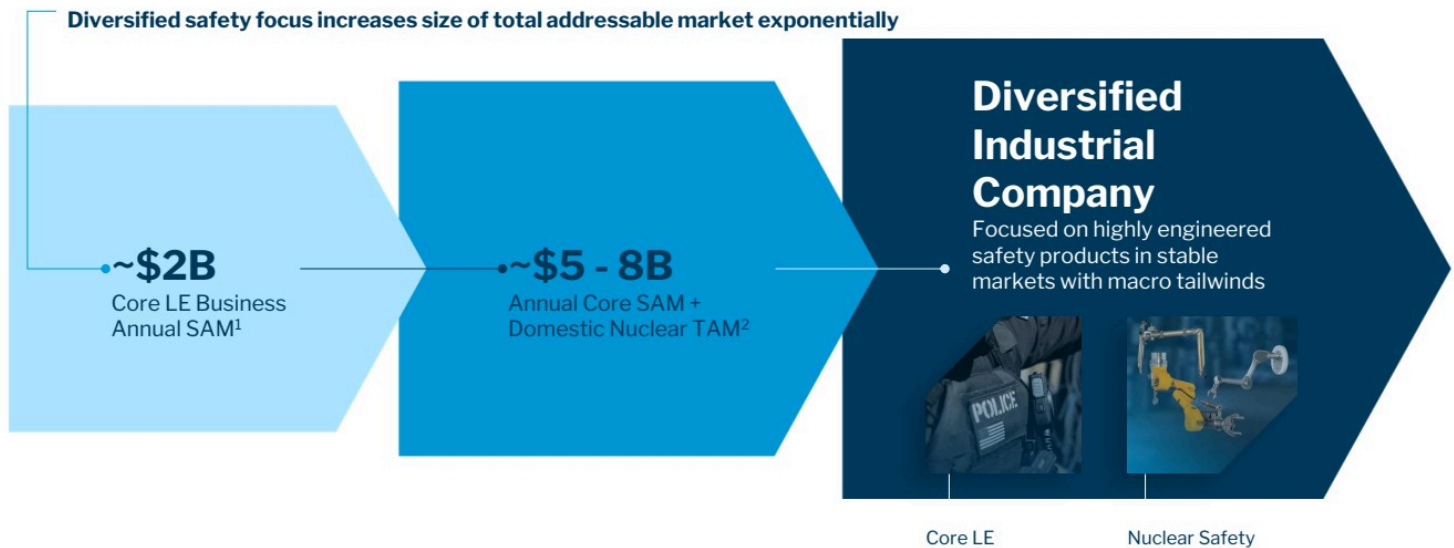
Blaine Browers
appointed as CFO

CADRE
HOLDINGS

TRANSFORMING FROM PUBLIC SAFETY TO DIVERSIFIED INDUSTRIAL

Cadre operating model drives continual efficiency gains and margin expansion no matter the end market

Diversified safety focus increases size of total addressable market exponentially



WHO IS CADRE?

PRODUCT

Global leader in the manufacturing of highly-engineered safety equipment for professionals

% of 2024 Revenue : ~ 80%



Duty Gear



EOD



Body Armor



Nuclear Safety

DISTRIBUTION

Owned distribution platform serves as a one-stop shop for first responders

% of 2024 Revenue : ~ 20%



Retail locations across the East Coast

KEY FACTS AND FIGURES



2,600+
Employees



23,000+
First Responders and
Federal Agencies that Rely
on Cadre's Products



60+
Years in
Business



210+
Design
Engineers and
Technicians



104+
Countries in
which Cadre's
Products are Sold



21
Manufacturing
Facilities



TOGETHER, WE SAVE LIVES

CADRE'S FOUNDATION: THE SAVES CLUB

THE SAFARILAND GROUP
SAVES
C L U B®

CONSISTENT AND RELIABLE EXECUTION SINCE IPO

Robust Financial Performance (FY2020 vs. FY2025E)

+55%

Total Revenue growth

+97%

Adj. EBITDA growth

+740 bps

Adj. EBITDA margin expansion

1.8x

net leverage at 6/30

Enhanced Leadership

- Operating model implementation ongoing
- Growing international footprint and expanding TAM
- Increasing customer wallet share
- Delivering new, innovative product launches
- Maintaining market-leading positions
- Building and maintaining robust M&A funnel
- 152% total shareholder return since IPO¹

M&A Momentum

- Completed five accretive acquisitions
- Highly selective key criteria consistently met, focused on strong margins, leading and defensible market positions, recurring revenues and cash flows
- Attractive multiples (5x – 11x)

Jan 2022



May 2022



Jan 2024



Mar 2024



May 2025

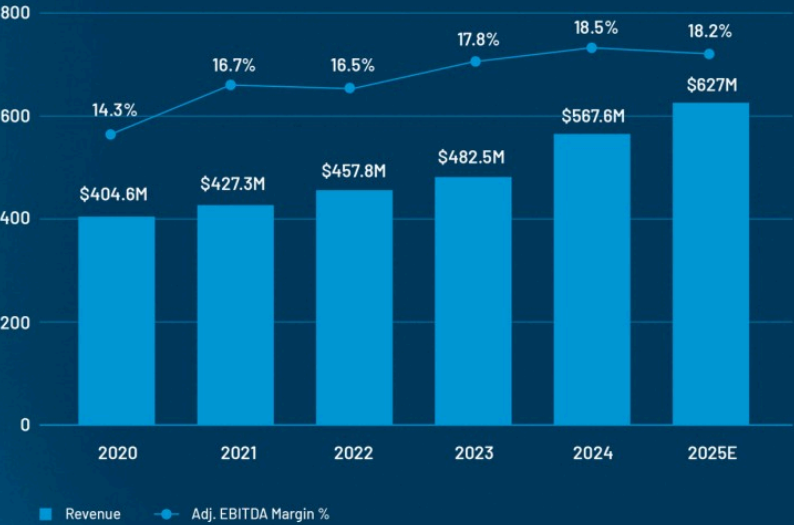


ADRE
HOLDINGS

¹ Based on dividend-adjusted share price between IPO and October 6, 2025.
Slide includes a non-GAAP financial measure. Definitions and reconciliations to the nearest GAAP measures are available in the Company's Form 10-Q for the quarter ended June 30, 2025, filed with the Securities and Exchange Commission on August 5, 2025.

HISTORICAL REVENUE AND ADJ. EBITDA MARGIN

Resilient financial performance through economic, political, geopolitical and other cycles



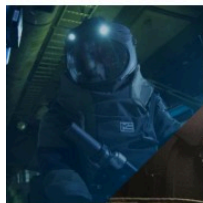
Revenue CAGR

8%

Adj. EBITDA CAGR

12%

MED-ENG AWARDED \$50 MILLION IDIQ WITH DEPT. OF DEFENSE



HISTORY

Four decades of experience evaluating blast effects on personnel and associated protective equipment

Industry expert and market leader in protection from blasts and explosive threats

For 20 years, Med-Eng has designed, manufactured, tested and commercialized several generations of wearable blast sensors

Working with the United States Department of Defense since 2019 to develop its next generation blast sensor





DETAILS OF AWARD

- Award from: Department of Defense
- Blast Exposure Monitoring System (BEMO)
- Indefinite Delivery Indefinite Quantity (IDIQ)
- Total Contract Value: max value \$50,000,000
- Awarded to: Med-Eng
- Contract Award Date: Sep 26, 2025

CADRE OPERATING MODEL

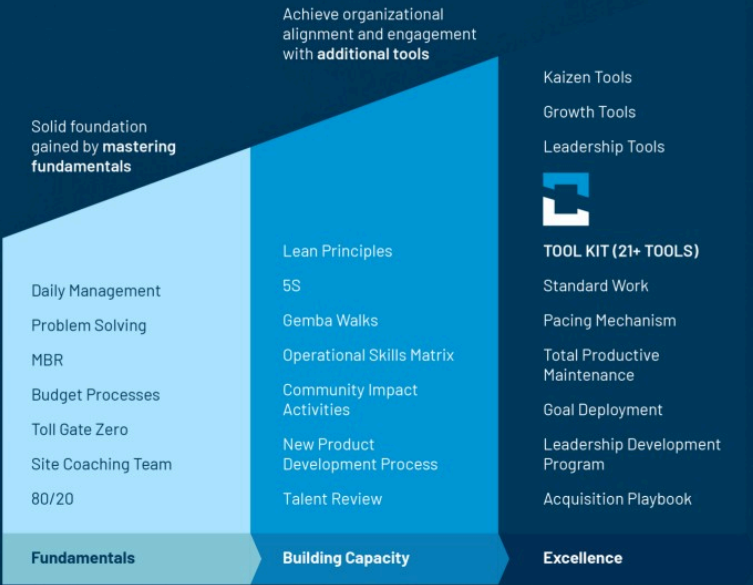
Our business strategy to attain and sustain exceptional results. The CADRE Operating Model is a behavior-based, leadership-centric, operating “way” that enables us to create greater value for our customers and stakeholders. It guides how we work, innovate, solve problems, improve and engage with each other, customers and communities.

-  CADRE Core Values
-  Leadership Capability & Management
-  CADRE Excellence Maturity Model = Cultural Transformation



EXCELLENCE MATURITY MODEL

The CADRE Excellence Maturity is the leadership operating model supported by lean tools, variability reduction tools and Kaizen methodology. It starts with leadership behaviors and the engagement of every person within the organization in pursuit of the idea of “better every day”.



INDUSTRY TAILWINDS SUPPORT SUSTAINABLE GROWTH



Rising safety threats globally

Governments face increasingly complex safety challenges

Geopolitical tensions/conflict and civil unrest not abating

Significant increase in active shooter incidents



Resilient and growing spend worldwide

U.S. bipartisan commitment to public safety

Police protection expenditures have continued to trend upward even during previous financial and industrial recessions

European defense budgets set to increase



Catalysts drive steady, recurring demand

Refresh cycles on vast majority of Cadre product lines – due to stringent safety standards, customary warranty provisions, and modernization

Refresh rates for body armor (5-10 yrs), EOD equipment (7-10 yrs), and duty gear (4-7 yrs)

LONG-TERM VISION

	FY2024	Aspiration
Revenue	\$568 million	3–5% organic growth, supplemented by \$100M in annual M&A
Adj. EBITDA	\$105 million 18.5% Margin	Mid-20s% Adj. EBITDA margin
Gross Margin	41.1%	45-50% Gross Margins
Key Product Categories	Duty gear, EOD, body armor, nuclear safety	Multiple new verticals with highly engineered safety products in niche markets

Margin Levers

Pricing Growth

Efficiency Initiatives

Innovation





ERIC GASVODA

VP and General Manager,
Cadre Nuclear Group

INTRODUCTION

COMPANY OVERVIEW AND STRATEGIC UPDATE

► INTRODUCTION TO CADRE NUCLEAR GROUP

DEEP DIVE INTO NUCLEAR SAFETY

NUCLEAR PANEL DISCUSSION

AUDIENCE Q&A SESSION

LUNCH AND PRODUCT DEMONSTRATIONS

WHAT IS CADRE NUCLEAR GROUP?

Diversified Nuclear Suite with Growth Potential

- Collection of leading brands with global scale spanning the nuclear value chain
- Complementary portfolio addressing critical nuclear assets for waste management, defense, decommissioning and medical fields
- Service multiple product categories for each customer; well-positioned to drive complementary growth
- Robust M&A funnel to support expanded TAM

March 2024: Acquisition of Alpha Safety

- Highly-visible, recurring revenue driven by long-term contracts, commitments and recurring purchases from entrenched customer base
- Leading positions across all key product lines and service offerings
- \$44 million in revenue for FY2023

April 2025: Acquisition of Carr's Engineering Division

- Set of leading, niche global brands that deepened exposure to nuclear market
- Strengthened relationships with key international customers and provided entry point to new sub-verticals, including commercial nuclear and nuclear medicine
- £51 million in revenue for FY 2024 (ended August 31, 2024)

KEY FACTS AND FIGURES



400+
Employees



400+
Combined
Years in
Business



75+
Design
Engineers and
Technicians



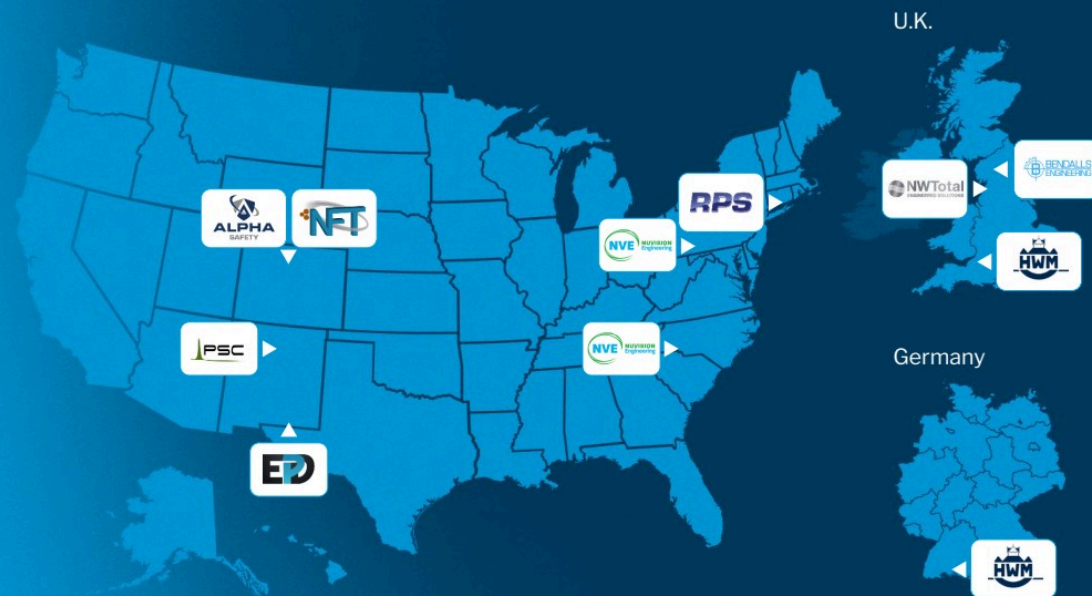
20+
Countries in
which Cadre's
Products are Sold



8
Manufacturing
Facilities

CADRE
HOLDINGS

MARKET LEADING BRANDS WITH DEFENSIBLE POSITIONS AND GLOBAL SCALE



PRODUCT CATEGORIES

- Ventilation/containment
- Engineered/advanced transportation containers
- Specialty filters
- Radiometric instrumentation
- Robotics systems/manipulators
- Large scale engineering
- Commercial waste management
- Precision machining

THE MARKETS THAT WE SERVE



Environmental Management

Clean up initiatives related to decades of U.S. nuclear material processing and handling



National Security

Ongoing and expanding national defense initiatives, including weapons modernization programs



Nuclear Energy

Increasing global demand for sustainable energy sources, including legacy and new nuclear power, as well as advanced and small modular reactors



TERRY WICKLAND

VP and General Manager,
Alpha Safety

INTRODUCTION

COMPANY OVERVIEW AND STRATEGIC UPDATE

INTRODUCTION TO CADRE NUCLEAR GROUP

► DEEP DIVE INTO NUCLEAR SAFETY

NUCLEAR PANEL DISCUSSION

AUDIENCE Q&A SESSION

LUNCH AND PRODUCT DEMONSTRATIONS



ENVIRONMENTAL MANAGEMENT



Sellafield Site in UK, where decades of cleanup remain

CADRE
HOLDINGS

¹ Source: Department of Defense

What we do: provide containers, robotics, measurement tools and containment systems that address nuclear clean up

KEY GROWTH DRIVERS:

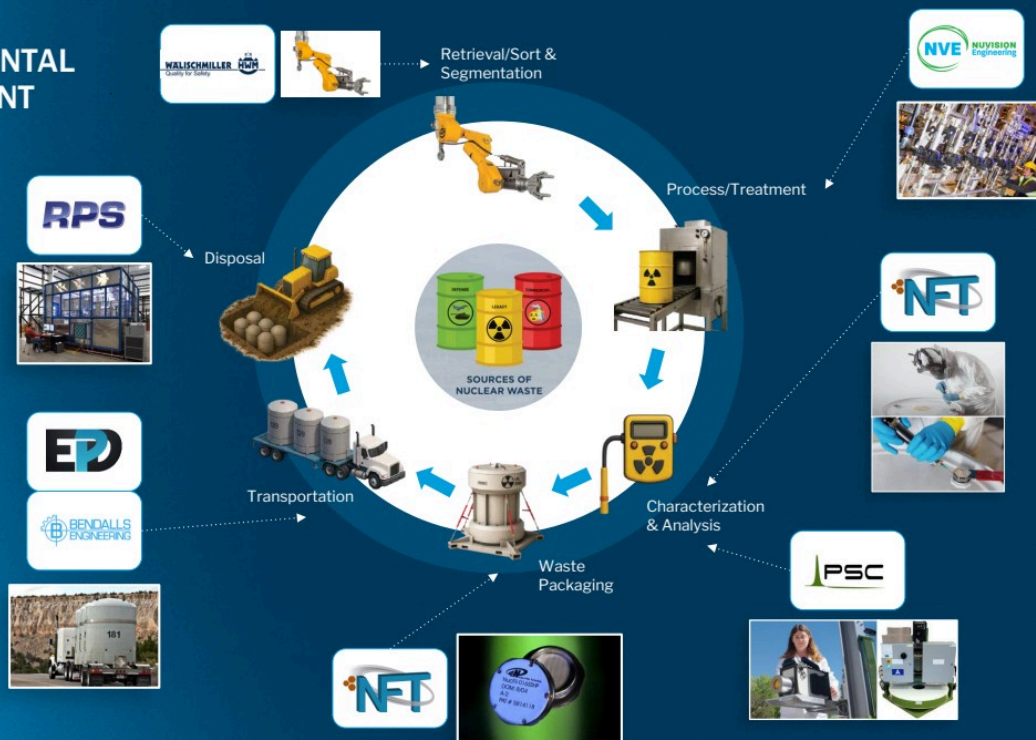
Billions committed annually to support mission-critical and mandated initiatives spanning numerous sites from decades of nuclear weapons development and government sponsored nuclear energy research

65+ years to address current liability – including efforts by DOE in U.S., NDA in U.K., and Fukushima cleanup in Japan

WIPP shipment expectations creates **robust, federal-backed, multi-year demand** environment – budget of ~\$600M in 2025 versus \$350M in 2020¹.



ENVIRONMENTAL MANAGEMENT





NATIONAL SECURITY



2025 U.S. Intelligence Annual Threat Assessment
underscores that adversaries continue to work against U.S. interests through proxy conflicts, terrorist activity and seek to undermine U.S. and NATO countries



Nuclear TRIAD (land-based intercontinental ballistic missiles, submarine-launched ballistic missiles, and strategic bombers) require maintenance and modernization



Weapons Deterrence Program



Weapons Modernization Program



Warhead Capability Sustainment Program

CADE
HOLDINGS

What we do: nuclear containers, radiological safety systems, and bespoke engineered solutions that support nuclear modernization

KEY GROWTH DRIVERS:

Geopolitical uncertainties drive weapons modernization and production ensuring national security of U.S. and allies

In **response to potential nuclear armed adversaries**, U.S. government established mandate to demonstrate capability to produce 80 war-reserve pits per year

Multi-decade modernization cycles for warheads, delivery systems, and infrastructure.

High compliance & QA standards drive demand for trusted suppliers of containers, ventilation, alarm systems, and remote handling.



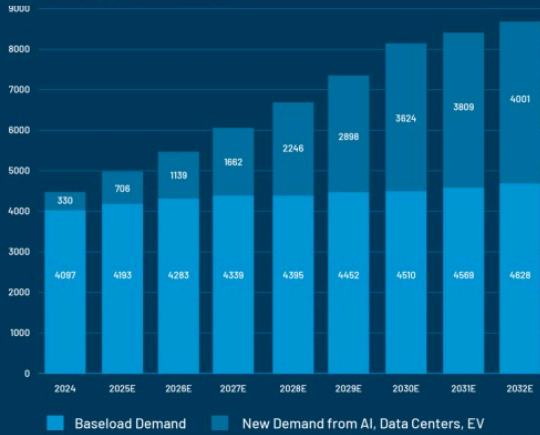
NATIONAL SECURITY





NUCLEAR ENERGY

US Electricity Demand Estimated Through 2032 From Data Center, AI, EV and Crypto Currencies TWH vs. Year¹



CADRE
HOLDINGS

¹ Source: EIA projections

NUCLEAR FUEL FABRICATION



What we do: packaging, ventilation, monitoring and outage tooling to address extending today's nuclear energy fleet, deploying Small Modular Reactors (SMRs), and enabling new fuels (HALEU, TRISO, etc.).

KEY GROWTH DRIVERS:

Policy support ensures Nuclear firmly positioned in U.S., U.K., EU, and Asian clean-energy strategies — unlike the early 2000s when renewables dominated.

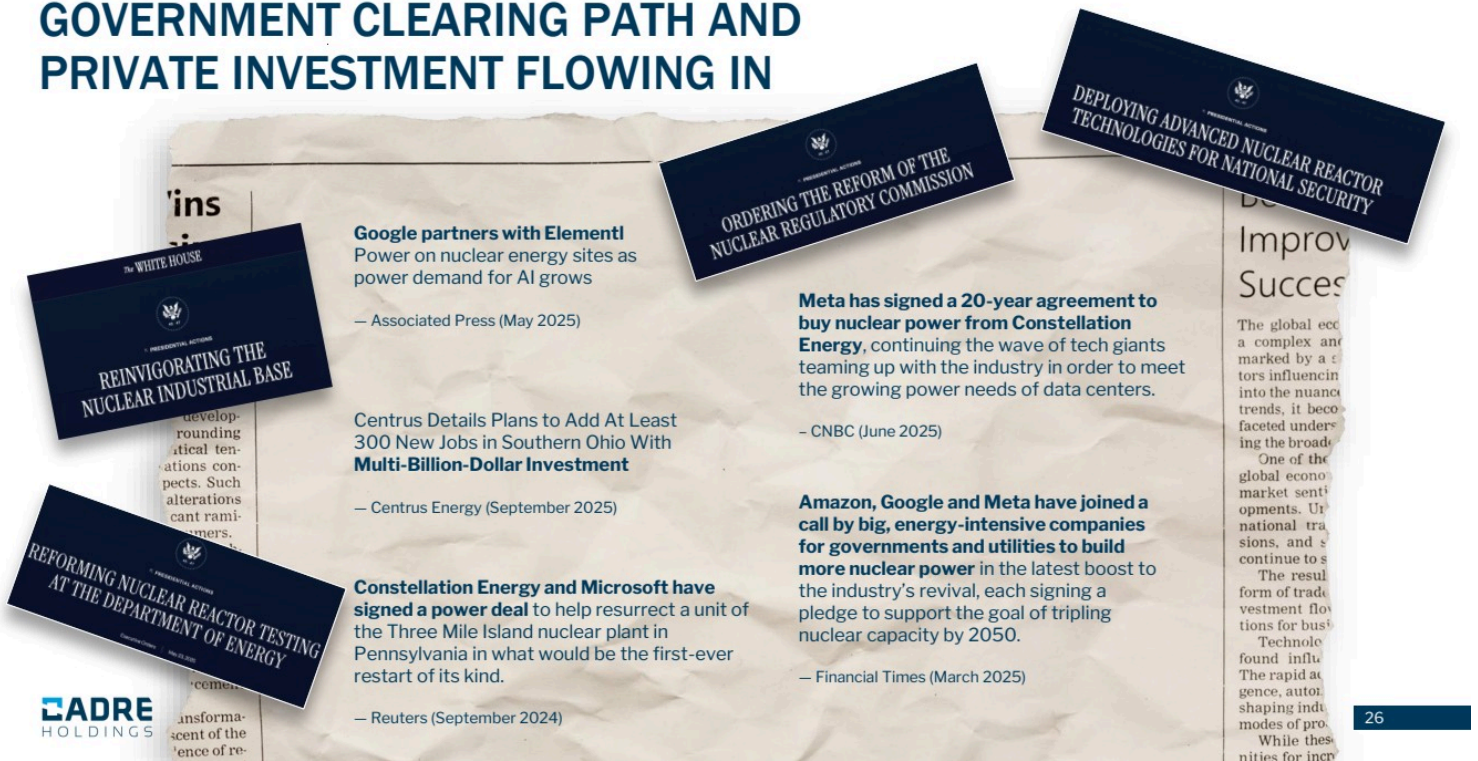
Demand inflection as data centers, electrification, and energy security are accelerating demand for reliable 24/7 power.

Fuel supply urgency with global focus on trusted allied supply chains after decades of dependence on limited sources.

Commercialization shift with move from first-of-a-kind projects toward repeatable SMR fleets and bankable fuel supply.



GOVERNMENT CLEARING PATH AND PRIVATE INVESTMENT FLOWING IN



NUCLEAR ENERGY



CADRE NUCLEAR GROUP – OUR WHY AND NEAR-TERM ACTION PLAN



We exist to support the full nuclear lifecycle —from cleaning up the past, to securing the present, to enabling the future.



Cleanup: Remediating Cold War and accident legacies (DOE EM, UK NDA, Fukushima).



Deterrence: Ensuring national security through pit production, weapons modernization, and nuclear-material stewardship.



Energy: Supporting the nuclear renaissance (SMRs, advanced fuels, fleet life extension).

Immediate Priority:
Accelerate Cadre Operating Model
Implementation and Exploit Synergies
Across Our Businesses



Engineering



Sales



Manufacturing



MARC ROOD

EVP of Strategy and
Business Development,
Alpha Safety



CLAUDIA REICH

Managing Director,
Wälischmiller



JOE DIXON

Director of Robotics
and Remote Systems,
NuVision



MICHAEL MOULIN-RAMSDEN

Director of Business Development,
UK and Continental Europe,
Alpha Safety

INTRODUCTION

COMPANY OVERVIEW AND STRATEGIC UPDATE

INTRODUCTION TO CADRE NUCLEAR GROUP

DEEP DIVE INTO NUCLEAR SAFETY

► NUCLEAR PANEL DISCUSSION

AUDIENCE Q&A SESSION

LUNCH AND PRODUCT DEMONSTRATIONS



INTRODUCTION

COMPANY OVERVIEW AND STRATEGIC UPDATE

INTRODUCTION TO CADRE NUCLEAR GROUP

DEEP DIVE INTO NUCLEAR SAFETY

NUCLEAR PANEL DISCUSSION

► AUDIENCE Q&A SESSION

LUNCH AND PRODUCT DEMONSTRATIONS