SEC Form 4

FORM 4

UNITED STATES SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

OMB APPROVAL

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STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP

☐ Check this box if no longer subject to Section 16. Form 4 or Form 5 obligations may continue. *See* Instruction 1(b).

☐ Check this box to indicate that a transaction was made pursuant to a contract, instruction or written plan for the purchase or sale of equity securities of the issuer that is intended to satisfy the affirmative defense conditions of Rule 10b5-1(c). See Instruction 10.

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934
or Section 30(h) of the Investment Company Act of 1940

1. Name and Address of Reporting Person*	2. Issuer Name **and** Ticker or Trading Symbol	5. Relationship of Reporting Person(s) to Issuer (Check all applicable)
Williams Brad	Cadre Holdings, Inc. [CDRE]	Director / 10% Owner / X Officer (give title below) / Other (specify below)
(Last) (First) (Middle)	3. Date of Earliest Transaction (Month/Day/Year)	PRESIDENT
C/O CADRE HOLDINGS, INC.	06/16/2026	
13386 INTERNATIONAL PKWY	4. If Amendment, Date of Original Filed (Month/Day/Year)	6. Individual or Joint/Group Filing (Check Applicable Line)
(Street)		X Form filed by One Reporting Person
JACKSONVILLE FL 32218		Form filed by More than One Reporting Person
(City) (State) (Zip)		

Table I - Non-Derivative Securities Acquired, Disposed of, or Beneficially Owned

1. Title of Security (Instr. 3)	2. Transaction Date (Month/Day/Year)	2A. Deemed Execution Date, if any (Month/Day/Year)	3. Transaction Code (Instr. 8)		4. Securities Acquired (A) or Disposed Of (D) (Instr. 3, 4 and 5)			5. Amount of Securities Beneficially Owned Following Reported Transaction(s) (Instr. 3 and 4)	6. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	7. Nature of Indirect Beneficial Ownership (Instr. 4)
			Code	V	Amount	(A) or (D)	Price			

Table II - Derivative Securities Acquired, Disposed of, or Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)

1. Title of Derivative Security (Instr. 3)	2. Conversion or Exercise Price of Derivative Security	3. Transaction Date (Month/Day/Year)	3A. Deemed Execution Date, if any (Month/Day/Year)	4. Transaction Code (Instr. 8)		5. Number of Derivative Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)		6. Date Exercisable and Expiration Date (Month/Day/Year)		7. Title and Amount of Securities Underlying Derivative Security (Instr. 3 and 4)		8. Price of Derivative Security (Instr. 5)	9. Number of derivative Securities Beneficially Owned Following Reported Transaction(s) (Instr. 4)	10. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	11. Nature of Indirect Beneficial Ownership (Instr. 4)
				Code	V	(A)	(D)	Date Exercisable	Expiration Date	Title	Amount or Number of Shares				
Restricted Stock Units	(1)	06/16/2026		A		57,500		(1)	(1)	Common Stock	57,500	$0	57,500	D	
Restricted Stock Units	(2)	06/16/2026		A		82,000		(2)	(2)	Common Stock	82,000	$0	82,000	D	
Stock Option (right to purchase)	$28.75	06/16/2026		A		109,500		(3)	06/16/2033	Common Stock	109,500	$0	109,500	D	
Stock Option (right to purchase)	$28.75	06/16/2026		A		136,000		(4)	06/16/2033	Common Stock	136,000	$0	136,000	D	

Explanation of Responses:

1. Represents an award of restricted stock units granted under Cadre Holdings, Inc.'s (the "Issuer") 2021 Stock Incentive Plan (the "Plan"), consisting of 57,500 restricted stock units relating to shares of the Issuer's common stock, par value $0.0001 per share ("Common Stock"). The restricted stock units will vest only if, on or before June 16, 2033, the Common Stock achieves a volume-weighted average trading price ("VWAP") of at least $60.00 per share over a 20 consecutive trading day measurement period, with any such vesting to occur upon the later to occur of the date such VWAP condition is achieved and the third anniversary of the date of grant.

2. Represents an award of restricted stock units granted under the Plan, consisting of 82,000 restricted stock units relating to shares of the Issuer's Common Stock. The restricted stock units will vest only if, on or before June 16, 2033, the Common Stock achieves a VWAP of at least $80.00 per share over a 20 consecutive trading day measurement period, with any such vesting to occur upon the later to occur of the date such VWAP condition is achieved and the third anniversary of the date of grant.

3. The option to purchase shares of the Issuer's Common Stock was granted under the Plan. Options to purchase 109,500 shares of the Issuer's Common Stock will vest and become exercisable only if, on or before June 16, 2033, the Common Stock achieves a VWAP of at least $60.00 per share over a 20 consecutive trading day measurement period, with any such vesting and exercisability to occur upon the later to occur of the date such VWAP condition is achieved and the third anniversary of the date of grant.

4. The option to purchase shares of the Issuer's Common Stock was granted under the Plan. Options to purchase 136,000 shares of the Issuer's Common Stock will vest and become exercisable only if, on or before June 16, 2033, the Common Stock achieves a VWAP of at least $80.00 per share over a 20 consecutive trading day measurement period, with any such vesting and exercisability to occur upon the later to occur of the date such VWAP condition is achieved and the third anniversary of the date of grant.

/s/ Brad Williams — 06/18/2026

** Signature of Reporting Person — Date

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

* If the form is filed by more than one reporting person, *see* Instruction 4 (b)(v).

** Intentional misstatements or omissions of facts constitute Federal Criminal Violations *See* 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, *see* Instruction 6 for procedure.

Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB Number.