Capital Markets Update
2026

investor

Sarnova

Brian LaDuke
CEO

sarnova

01

Who We Are

Sarnova Overview

A leading provider of health and safety products, services and technologies. Four divisions, with LTM 3Q 2026 revenue of $1.3B at a 17.5% reported EBITDA margin

CARDIAC RESPONSE

SCA Solutions & Community Response

Cardio Partners



EMERGENCY PREPAREDNESS

EMS Supplies & Services

Bound Tree



EMS Revenue Cycle Management

EMS Billing Services

Digitech



Acute

Respiratory & Anesthesia

Tri-anim



Healthcare Continuum

Our customers range from non-professional first responders, to professional first responders, to trained healthcare professionals, across the $10B+ pre-hospital and acute critical care markets

Cardio Partners | Bound Tree | Digitech | Tri-anim



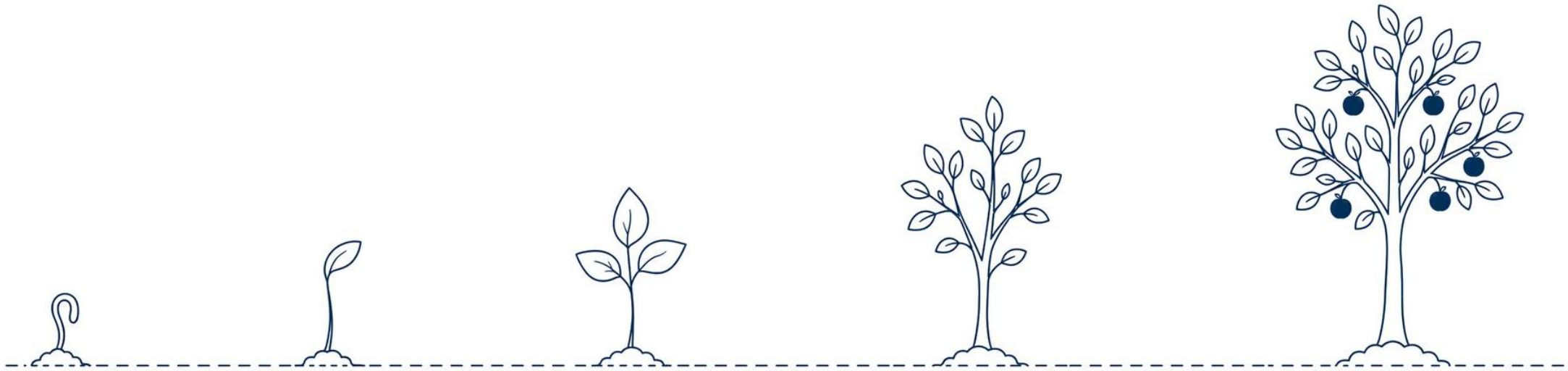
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02

What We are Building

Vision

Sarnova is transforming from a specialty distribution company into a health and safety products, services and technology company



PATRICIA INDUSTRIES ACQUIRED 2018

2 divisions • $597M revenue • 12% EBITDA margin

8 YEARS

TODAY LTM Q3 2026

4 divisions • $1.3B revenue • 17.5% EBITDA margin

Healthcare Growth Platform

Built in sequence and by design, each phase adding the capability the next one needs

Phase 1 (2018 - 2023)	Phase 2 (2023 - 2030)	Phase 3 (Beyond 2030)
1	2	3

Install Infrastructure

Modernize and consolidate to support growth

- ✓ 6 ERP systems to 1
- ✓ Integrated systems, AI ready

Evolve Portfolio

Becoming more than a distributor

- ✓ Accelerating Sarnova Brands
- ✓ Vendor growth above market

Portfolio Travels

Our brands go where our salesforce does not today

- ✓ Portfolio ownership and control
- ✓ Platform to new markets

$72M

Investment

39

Registered Devices

Next Phase Focus

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03

Why We Win

Scale in Niche Markets

Big enough to serve every account, focused enough to understand each one, and innovating ahead of what they need next

WHAT WE BUILT

Scaled Salesforce

Broad market reach, with a dedicated, clinically expert sales force

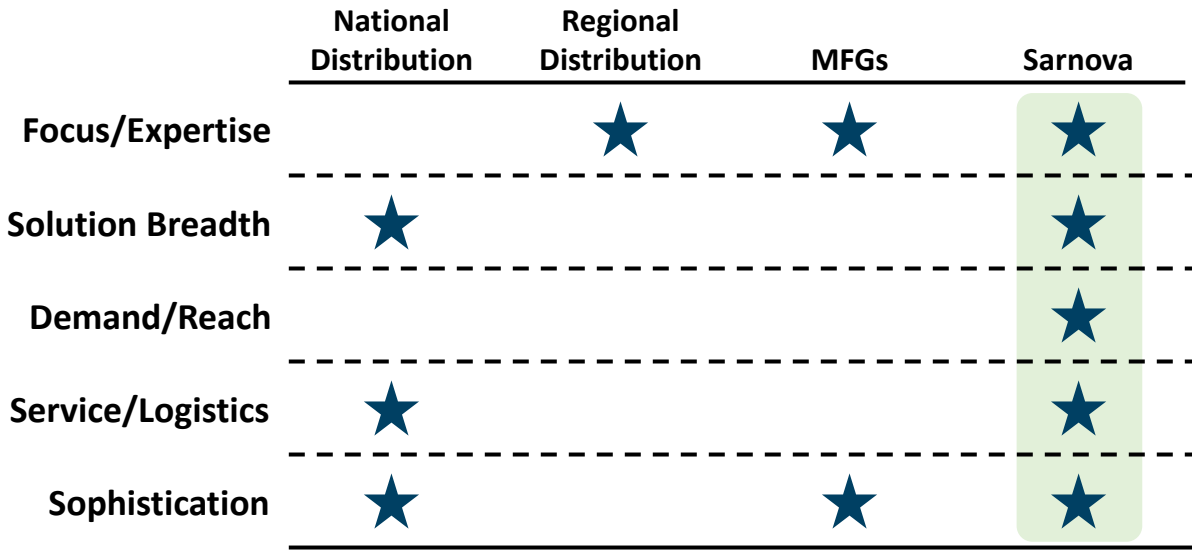
Portfolio Breadth

Breadth built on core anchor products, clinically deep, relevant at every call point

Service Excellence

National logistics at a level of sophistication each market's requirements demand

WHY IT IS HARD TO MATCH



We can see the void, and we can fill it with a product, a service or a technology.

Sarnova Brands

Proprietary products, services and technology are an increasing share of our business, which contributes to better resilience and margins



CuraView
Single-use LED laryngoscope



PrO2
Procedural oxygen mask



Flow-Safe II
Disposable BiLevel CPAP

Deliberate ownership in strategic categories

01 PRIVATE LABEL

Our brand and spec, a partner owns the design

Curaplex, a top 5 EMS equipment & supplies brand

02 OWNED PRODUCTS

We design it. We own the intellectual property

CuraView, PrO2, Flow-Safe II

03 SOFTWARE AND SERVICES

Wrapped around the customer, recurring revenue

Ambulance Commander, Billing Consulting Services, Scout

AI and Automation

Digitalizing our processes to improve operations, drive efficiencies and fund innovation

01 INSTALLED

The foundation is in place

One cloud platform, one governed data platform, one AI policy, enterprise wide. A dedicated AI team builds on top.

02 LIVE

Agents are working today

Sales, customer care, voice, email and treasury. Fewer inbound calls, handled faster, with satisfaction up.

03 IN FLIGHT

The next wave goes wider

Internal efficiency, the customer experience, and the products themselves.

18

initiatives delivered in 2026

30

more already in the pipeline

3 weeks

between deployments, on average

Culture

A culture built for growth and change, and a key ingredient in our success

THE RESULT

83%

of our employees say Sarnova is a great place to work, against 57% at a typical US company

8 employee resource groups, more than 365 members, and a senior leader sponsoring each group

HOW IT GETS BUILT

- CARE PROVIDERS ALLIANCE
- FIRST RESPONDER ALLIANCE
- MULTICULTURAL NETWORK
- SARNOVA PRIDE
- SARNOVA PROFESSIONALS GROUP
- TECHNOLOGY ENTHUSIASTS
- VETERAN'S ALLIANCE
- WOMEN EMPOWERED

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04

Where We Go

Strategic Plan 2026 to 2030

Three strategies that complement each other, cascaded through every division

STRATEGY 01

Scale Sarnova Brands

Products, services and technology we design and own

GOAL

Increase the share of revenue from products, software and services we own

HOW

Execute the product roadmap
Install the capability to build it

STRATEGY 02

Strengthen Strategic Partnerships

Best-in-class partner products that keep our offering broad

GOAL

Grow strategic partnerships above market growth

HOW

Enhance core distribution
Build programs around key partners

STRATEGY 03

Fund Our Innovation

Productivity and automation that help pay for what we build next

GOAL

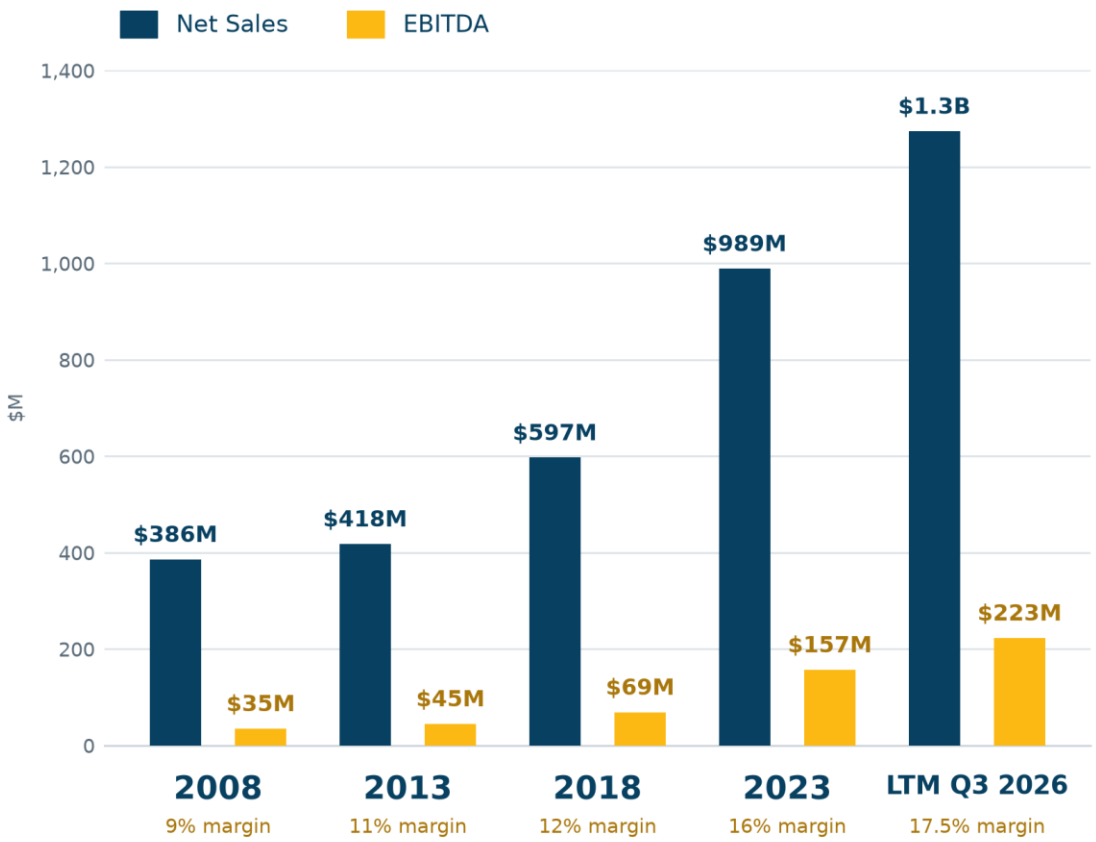
Create the operating capacity to reinvest in Sarnova Brands

HOW

Deploy AI and automation
Integrate onto one platform

Long-term Outlook

In 10 years, we will be more proprietary, more scalable, and more durable than the business in front of you today



Deeper customer relationships

Our own products give us control, and our partners give us breadth. Together they let us build around what our customers need.

An agentic workforce

Faster, easier to work with, and a lower cost to serve as we grow.

Beyond 2030

Ownership and control of our portfolio becomes our platform to new markets beyond where our salesforce reaches today.

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